



Statement of Qualifications

to Provide Construction Owner's Representative Services

For the Community Maritime Park Project

Prepared for the Community Maritime Park Associates, Inc.

May 27, 2009

CUMMING



May 26, 2009

Edward E. Spears
Administrator
Neighborhood & Economic Development Division
City of Pensacola
5th Floor, City Hall
222 West Main Street
Pensacola, FL 32502

**Re: Statement of Qualifications for Construction Owners Representative
The Community Maritime Park Project**

Dear Edward:

Cumming is pleased to submit our package to provide Construction Owners Representative services for the Community Maritime Park project.

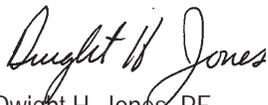
Cumming was formed and exists to protect our client's fiscal interests during the design and construction process. We believe that our unique talents and experience add value to the Community Maritime Park project. Below we have outlined the benefits that Cumming provides:

- **STAFF/TEAM QUALIFICATIONS** - The Cumming has previous experience as Owner's Representative for a non-profit 501(c) public/private organization. Our team is comprised of multidiscipline staff that includes Registered Architects, Registered Professional Engineers, Certified Cost Consultants, Certified Forensic Claims Consultants, Certified Professional Estimators, Certified Project Management Professionals, and LEED Accredited Professionals
- **STAFF/TEAM EXPERIENCE** - Cumming is a true full-service professional program management firm that provides Owners Representative services as a major component of our core business. We are familiar with and experienced in all construction procurement methods including design/build construction procurement contracts with guaranteed maximum pricing and early award component change orders. The Cumming team has previous experience in successfully overseeing design, engineering, and construction activities to ensure compliance with design standards and the Owner's Program of Requirements.
- **CAPACITY** - Cumming maintains 15 offices nationwide. Our team has the ability to draw upon a total combined professional manpower resources over 300 professional program and cost managers.
- **LOCAL/ SMALL/ MINORITY BUSINESS PARTICIPATION** – We have included the expertise of two small local Pensacola-based firms, Superior Project Management, LLC and The May Connection. The May Connection is also a minority-owned enterprise.

- PROXIMITY - Cumming maintains offices in Atlanta, Georgia and Orlando, Florida while both our sub consultants, Superior Project Management and The May Connection, are local Pensacola companies. Our proposed staff are available to be on-site as needed throughout the duration of the program.
- PROJECT TYPES - Cumming's personnel, who will perform tasks within this assignment, have specific experience with numerous facility types including recreation, hospitality, classrooms, museum, retail, housing, parking, pedestrian, and maintenance as well as many others.

Cumming appreciates the opportunity to present our team qualifications and illustrating our enthusiasm and experience for your consideration. We are confident in our ability to successfully provide Owner's Representative services to the Community Maritime Park Association fro the development of Pensacola's Community Maritime Park project. We look forward to the next phase of your selection process.

Sincerely,



Dwight H. Jones, PE
Regional Vice President



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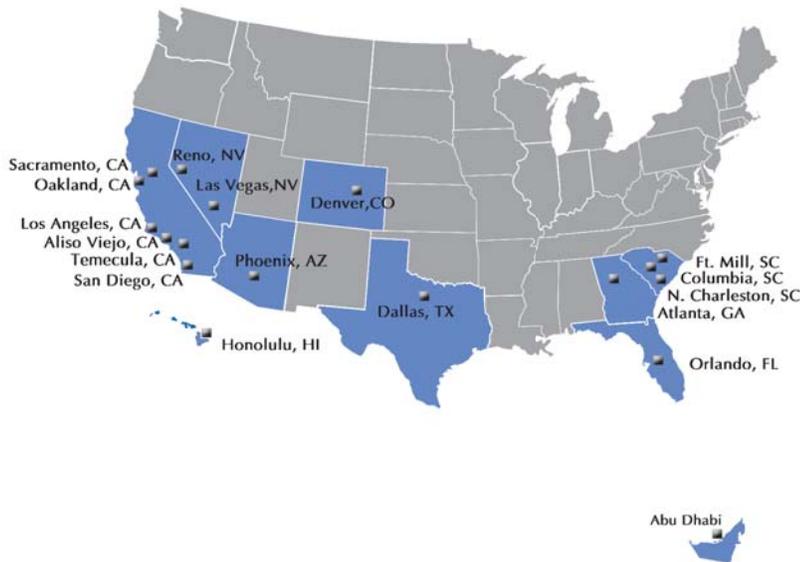
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Proposed Team Overview

Cumming

Established in 1996, Cumming is a leader in Project Management Services for real estate development projects around the world. These services include project management, property analysis, property assessment reports, planning management, concept development management, program management, design management, construction management, cost management, estimating, scheduling, and litigation support. Nearly 300 professionals strong, with 18 offices across the United States including Honolulu, Hawaii, and our International office in Abu Dhabi, the firm's collective experience encompasses work in more than 25 countries across the globe for a myriad of project types.



For the purpose of the Community Maritime Park Project, we have elected to include two sub consultants on our team. Both sub consultants are local Pensacola-based small business enterprises and one is also a minority firm.

As the Prime Consultant, Cumming will execute the prime contract with CMPA and will have the responsibility for delivering all services under the agreement. Each Sub Consultants will execute agreements with Cumming to provide services pursuant to their agreements.

Superior Project Management, LLC

Superior Project Management, LLC is a locally owned Pensacola-based small business enterprise. Superior Project Management is a full service professional construction consulting services company that has provided owners representative program management services necessary to support capital construction programs worldwide.

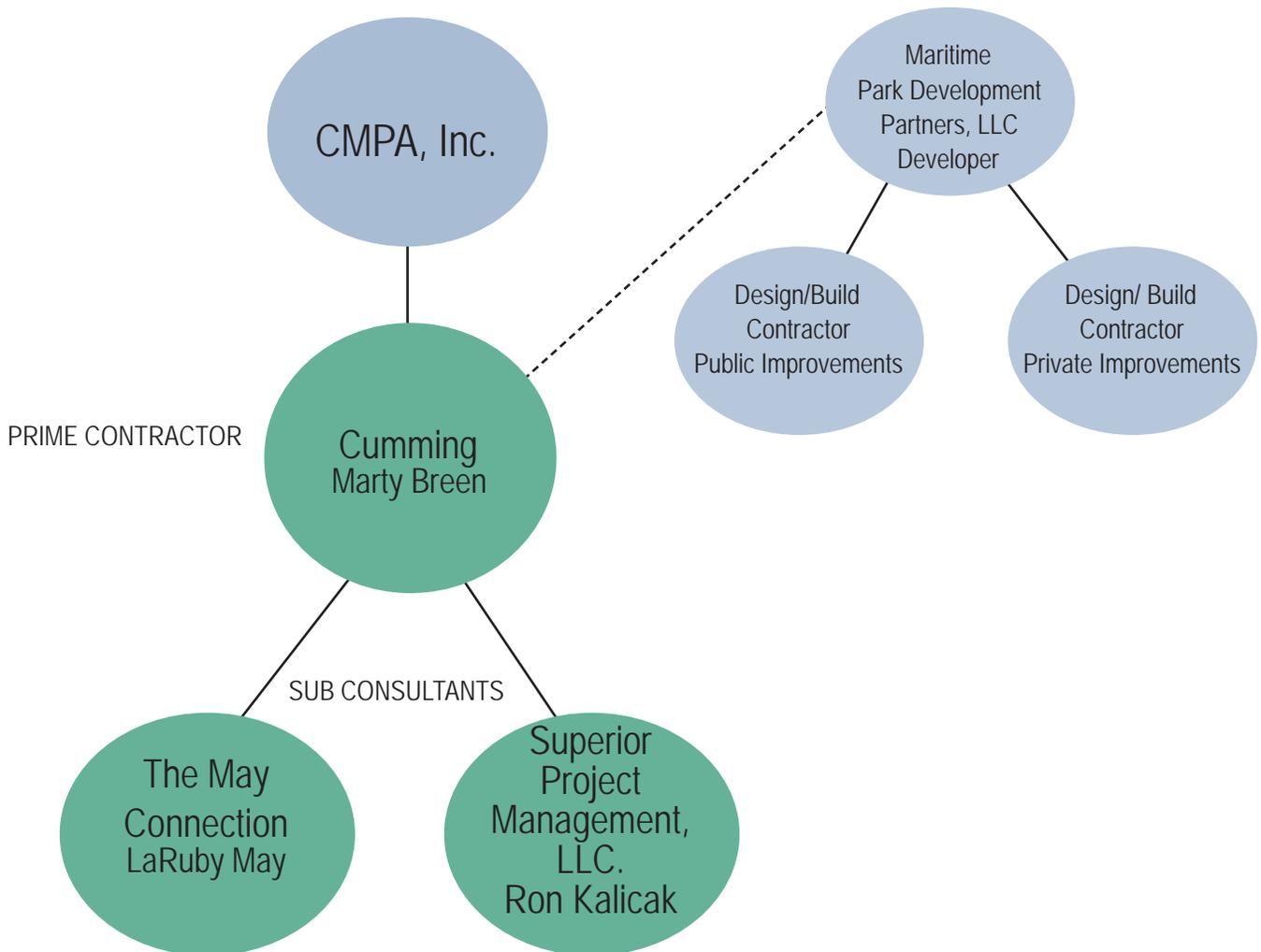
Services provided have included all facets of construction program management during planning, design, construction and contract close-out phases of a capital construction program. Specific activities include preparation of bid packages, contract development, scheduling, quality control, on-site construction documentation, and compliance inspections.

Superior's experience includes daily interaction with all parties involved in a capital construction program including Owners, Board of Directors, design professionals, general contractors/ construction managers, sub-contractors, creditors, vendors and suppliers, code and permitting agencies, and attorneys.

The May Connection

The May Connection is a African American woman owned company located in Pensacola. The May Connection provides project management services to clients from the inception to completion of projects and specializes in construction, real estate and development project management, but has experience in managing projects ranging from Transportation Safety Improvements, to non-profit organization restructure.

By teaming with these firms, we are better able to share the specific processes and systems we have found to be successful on previous projects. As a team, we will aggressively pursue opportunities for minority-owned businesses and we will also look for opportunities for maximizing local participation from the local Pensacola community. Our team pursues maximum opportunity and full participation in every component of the scope of work by implementing an affirmative action program for our projects. The organizational diagram shown below depicts how our team will interface with the involved parties.



- Minority Owned Small Business
- Local Business Enterprise
- 20% Participation
- Small Local Business Enterprise
- 20% Participation



M/WBE Participation

Equal Opportunity Statement

Cumming is an equal opportunity employer and has undertaken steps to ensure that every employee, regardless of age, race, color, religion, sex, national origin, marital status, handicap or veteran status, have the opportunity to contribute fully to the efforts of Cumming and to enhance his or her career with the firm.

Cumming's dedication to equal opportunity is reflected in all personnel activities in which the firm is engaged, including without limitation advertising, recruiting, interviewing, employment, training, compensation, benefits, promotion, transfer and termination, as well as in all relationships which Cumming has with its clients and suppliers. All facilities of Cumming are maintained on a non segregated and non discriminatory basis.

Commitment to Minority and Women Owned Business Enterprise Participation

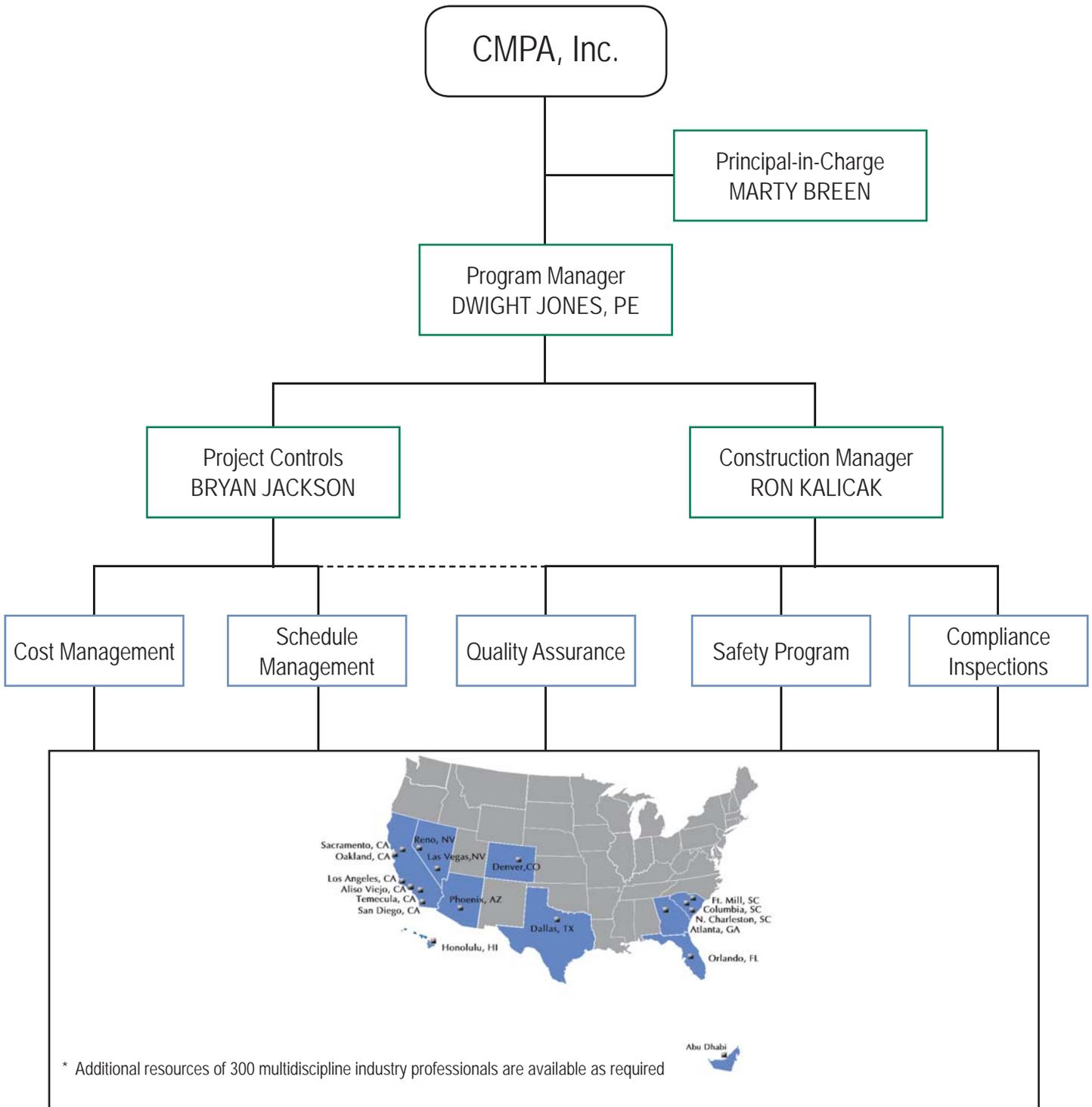
Cumming is committed to ensuring maximum opportunity and full participation, in every component of a project's scope of work, by Minority and Women Business Enterprises, as well as socially and economically disadvantaged business enterprises. We believe that ensuring a fair proportion of purchases and contracts by M/WBE and Small Disadvantaged Business Enterprise firms will improve the local economy and increase competition.

We recognize that effective M/WBE participation involves more than just a policy statement and therefore, will undertake an implementation program to be made known throughout the community that we encourage M/WBE opportunities in construction, goods and services. The Facility Group frequently seeks qualified M/WBE firms for projects. This involves use of our existing M/WBE contacts, which we will augment with the client lists of certified minority and women owned firms. We will solicit M/WBE participation for bids including construction and other project supplier/vendor opportunities.

As evidence of this commitment, we have secured The May Connection as one of our sub consultants for the Community Maritime park project.



Proposed Project Team Organization





Team Member Involvement

The Cumming team members are available to provide professional owner's representative services for the Community Maritime Park project upon receiving Notice to Proceed. Each proposed team member's involvement throughout the project development stages is detailed in the following chart.

Team Member	PROJECT STAGE			
	Planning & Programming	Design	Construction Administration	Closeout
Marty Breen	15	5	5	5
Dwight Jones, PE	25	25	10	5
Ron Kalicak	50	50	100	100
LaRuby May	20	20	20	20
Bryan Jackson	50	15	10	20

Cumming prides itself on the quality of its staff. We hire the best and brightest professionals within each of our vertical specialties and through these team members provide superior service to our clients.

The team selected for the Maritime Park Development has been handpicked from across the organization for their unique and specialized expertise. Each individual brings recent and relevant experience in work of similar size, scope, and complexity along with the drive, passion, and commitment to lead this project to a successful outcome.

Mr. Marty Breen will provide executive leadership. Marty will maintain involvement throughout the project to ensure the delivery of superior performance by our team. Marty has the responsibility as the Executive Vice President of Project Management for Cumming which includes ensuring every Project Management client receives the necessary resources and attention.

Mr. Dwight Jones, our regional Vice President of Project Management and second line of defense to quality service delivery. Dwight is the senior manager over every project management assignment in the southeast, and has unique and specialized expertise in the hospitality industry.

Project Director, Mr. Ron Kalick will lead our on-the-ground team. Ron possesses more 40 years of industry experience.

The Cumming team also includes Ms. LaRuby May and Mr. Bryan Jackson, one of our top project controls specialists in the region.

The full breath of each team member's qualifications is presented in the following resumes.

MARTY BREEN - PRINCIPAL-IN-CHARGE

Marty Breen is the Executive Vice President of Cumming's Project Management Practice. He brings more than 30 years of experience to the organization, along with a reputation for formulating solutions and delivering results.

One of Marty's greatest strengths is his ability to set-up and lead project teams. He is skilled in pre-qualifying, hiring, and managing general contractors and architectural and engineering firms, as well as other as-need consultants. Marty utilizes his strong negotiation skills to establish contract structure and scope, and ultimately complete projects on budget, on schedule, and to our clients' quality standards.

Serving the Community Maritime Park Associates as the Principal-in-Charge, Marty provides oversight and quality control to the management team. He will ensure that all client issues are addressed and resolved throughout the course of a project.

The following is a list of Marty's relevant project experience.

- Marriott Vacation Club International -The Canyons, Park City, UT
- MGRC, Grand Residence (\$110M), South Lake Tahoe, CA
- MVCI, Canyon Villas (\$115M), Scottsdale, AZ
- MVCI, Chateau (\$550M), Las Vegas, NV
- MVCI, Mountainside (\$100M), Park City, UT
- MVCI, Newport Coast (\$400M), Newport Beach, CA
- MVCI, Shadow Ridge (\$495M), Palm Desert, CA
- MVCI, Timber Lodge (\$165M), South Lake Tahoe, CA
- Ritz Carlton Club (\$170M), Northstar/Truckee, CA
- Ritz Carlton Club (\$280M), San Francisco, CA
- Ritz Carlton Club (\$105M), Cabo San Lucas, Mexico
- WDI, Grand Hawaiian, Kapolei, HI

DWIGHT JONES - PROGRAM MANAGER

EDUCATION

Juris Doctorate,
Woodrow Wilson College of Law

Associates Degree,
Mechanical Engineering, Southern
Technical Institute

REGISTRATIONS

Professional Engineer

AFFILIATIONS

National Society of Professional
Engineers

Georgia Society of Professional
Engineers

American Society of Heating,
Refrigeration and Air Conditions
Engineers

American Society of Plumbing
Engineers

The Royal Institute of Energy, UK

Dwight Jones is one of the most experienced and respected program management professionals in the nation and can bring this experience to bear on the development of most any program. He welcomes the opportunity to work with a diverse group of clients, developing projects, and delivering timely and cost effective buildings.

As Vice President, Dwight's responsibilities include ensuring that the appropriate technical and manpower resources are available to meet the project requirements. Regardless of the client or project size, Dwight's focus remains the same, client satisfaction. Whether managing a multi-year multi-million dollar building program, a state-of-the-art research facility, or an administrative support facility, he will dedicate resources to not only meet client needs and expectations, but also exceed them. With more than 40 years of experience, he has worked with a wide range of business, industry, and institutional clients including healthcare, research and food processing facilities; colleges and universities; airport terminals and concourses; manufacturing plants; and pulp and paper mills.

Recent project experience includes the following projects.

- Downtown Disney - Mixed-use Development, Orlando, FL
- Atlantic Station - Mixed-use Development, Atlanta, GA
- Emory University - Peggy F. and Charles Evans Medical Education and Research Center, Atlanta, GA
- Georgia Institute of Technology - Environmental Science and Technology Building, Atlanta, GA
- Golden Moon Casino Hotel and The Pearl River Resort, Philadelphia, MS
- Disney's Boardwalk Inn and Resort, Lake Buena Vista, FL
- Crossroads Development, Stone Mountain Park, Atlanta, GA
- Walt Disney World - Boardwalk Hotel and Resort, Lake Buena Vista, FL
- Four Seasons Resort, Nevis, British West Indies
- Viceroy Anguilla Resort, Anguilla, British West Indies
- Roseau Bay Resort, Roseau Bay, St. Lucia, West Indies
- Ritz Carlton Grand Cayman - Seven Mill & Beach, Grand Cayman, Cayman Islands
- Georgia World Congress Center - Phase III Expansion, Atlanta, GA

BRYAN JACKSON - PROJECT CONTROLS

EDUCATION

A Level Degree, Economics and Geography, St. John's College, Harare, Zimbabwe

PROFESSIONAL AWARDS

CMAA "Private Project with Constructed Value Greater than \$100 Million", National Award – 2002, 2004

CMAA "Private Project with Constructed Value Greater than \$100 Million", South Atlantic Chapter – 2002, 2004

BCIA T.E.A.M. Award for Minority Participation – 2001, 2003

Bryan is a nationally recognized manager who has worked in the construction industry since 1993, with an emphasis on Project Controls. He has a proven ability to recruit, coach, lead and motivate a multi-disciplinary team. His project style emphasizes constant and effective communication with clients and stakeholders.

Bryan's areas of expertise focuses on Budgeting, Financial Planning, and Cost Management. He is also skilled at various other tasks including:

- Business Process Solutions
- Communications
- Negotiation & Conflict Resolution
- Project Operations
- Resource Management
- Client Relations
- Contract Administration
- P&L Management
- Quality Assurance/Quality Control
- Schedule Management

Over the course of his career, Bryan has worked across the U.S. and internationally. Recent project experience includes the following projects.

- Institutional Resources, Greenville County Schools Capital Program, Greenville, SC
- Georgia State University, Freshmen Hall Student Housing, Atlanta GA
- Richmond County Schools, Capital Improvement Program, Augusta, GA
- State of Tennessee, Real Property Administration, Statewide, TN
- Tennessee Board of Regents, Capital Initiatives, Statewide, TN
- University of South Carolina, Beaufort, Student Center, Bluffton, SC
- Forsyth County Capital Improvements Program, Cumming, GA
- GSA Project Management Process Improvements, National, U.S.
- Real Property Administration, Statewide, TN
- Walton County Capital Improvements Program, Monroe, GA
- Poinciana Research Park, Opa-Locka, FL
- Pack Square Park, Asheville, NC
- Madeira Condominium Development, Marco Island, FL
- Hilton Tuscany Village, Phase III thru VII, Orlando, FL
- Marco Marriott, Marco Island, FL
- Marriott Marco Island, Lobby and Bar Renovation, Marco Island, FL
- Marriott Marquis, Concierge Lounge, Atlanta, GA
- Marriott Vacations Club Hilton Head, Hilton Head, SC
- Miami International Airport Hotel, Miami, FL
- Villages by the River at Sea Oaks, Vero Beach, FL
- Westin Atlanta Airport Renovation, Atlanta, GA
- Dekalb Technical College, Parking Deck, Clarkston, GA

EDUCATION
AA General Studies, Meramec
Community College

RON KALICAK - CONSTRUCTION MANAGER

Ron has over 40 years experience in all facets of construction management practice. He has successfully managed a variety of project types including residential, commercial, industrial, and civil work.

As the Construction Manager, Ron will be the person accountable for accomplishing the stated project objectives and managing the daily activities on CMPA's behalf.

On the project, Ron strives to maintain the progress and mutual interaction and tasks of various parties in such a way that reduces the risk of overall failure, maximizes benefits, and restricts costs. Ron has an uncanny ability to adapt to the various internal procedures of the contracting party, and to form close links with the nominated representatives, which he believed is essential in ensuring that the key issues of cost, time, quality and above all, client satisfaction, can be realized.

Over the course of his career, Ron has worked across the southeast and internationally. Recent project experience includes the following projects.

- The Alexandria, LA Municipal Campus, City of Alexandria: \$20 million, 13 building development program
- KIA Land Development, St. Kitts
- Stanford International Bank, Antigua
- Stanford Stickey Wicket Restaurant, Antigua
- Stanford Office Building, St. Kitts
- Ross University - Student Housing, St. Kitts

LARUBY MAY, MA,CGC, JD

EDUCATION

Juris Doctorate, University of the
District of Columbia Law School

Master of Arts, Education/Human
Development, The George
Washington University

Bachelor of Arts, Human
Development, Eckerd College

CERTIFICATIONS

Certified General Contractor in State
of Florida

Masters Certificate in Project
Management Villanova University

LaRuby is the Principal of The May Connection. She has significant experience in the design and construction industry providing management of construction projects, assessing and implementing plans of action for new programs, and conducting liability assessment of projects.

With a background in law, LaRuby is skilled at contracts review.

Relevant Experience

Cumming brings the Community Maritime Park an unparalleled blend of expertise, talent, stability, and flexibility. Cumming has been providing professional services for 13 years, during which we have assisted in the development of a wide range of facilities including:

CIVIC AND COMMUNITY

City Halls/Civic Centers
Convention/Conference Centers
Libraries
Courthouses
Police Stations/Fire Stations
Prisons/Jails
Worship Centers
Military

EDUCATION

K-12
Community Colleges
Universities

MIXED-USE

ENTERTAINMENT

Museums
Recreational Facilities/Parks
Restaurants
Theaters
Theme Parks

GAMING

Indian Casinos
Private Casinos

HEALTHCARE

Hospitals
Laboratories
Skilled Nursing

HOSPITALITY

Hotels/Resorts
Timeshare

HOUSING

Condos/Townhomes
Dormitories
Senior Living

INDUSTRIAL/MANUFACTURING

PUBLIC WORKS

Airports
Parking
Transportation
Utilities/Water/Wastewater

Given the diverse nature of the Community Maritime Park project, we believe that Cumming is uniquely suited to provide Owner's Representative services to aid in its development. As noted in the list above, Cumming's experience crosses both public and private industries and spans across many different markets. We are able to do this because we maintain a multidiscipline staff who specialize in a given market. As specialists, we thoroughly understand our clients' programmatic needs. We know, understand, and will protect the stakeholder's interests, as well as balance the need to successfully deliver projects within budget and on time.

Cumming has a consistent record of delivering proven results. The following project descriptions further detail our experience.



**GEORGIA STATE UNIVERSITY
ALPHARETTA ACADEMIC CENTER
Alpharetta, GA**

Approximate Value: \$11.8 Million
Completed: estimated 2010
Services: Program/Project Management, Cost Management

The two-story Academic Center, features 43,500 SF of new space. Interior features include a combination of 48 and 60-seat classrooms, 60-seat tiered lecture rooms, breakout meeting rooms, and support areas.



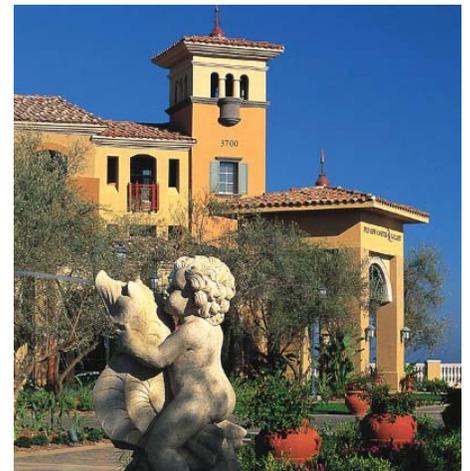
**MARRIOTT NEWPORT COAST VILLAS - TIMESHARE RESORT
Newport Beach, CA**

Approximate Value: \$375 Million
Completed: 2001-2002
Services: Project Management, Construction Management, Value Engineering

Situated in Newport Coast, California, this high-profile luxury timeshare resort consists of 64 villas. Each villa is approximately 1,250 SF and features two-bedrooms, two-baths, living and dining areas, a balcony, and a full kitchen. The construction occurred within the existing occupied and operational resort during nine phases.

Various resort amenities include:

- Clubhouse
- Pools
- Marketplace Restaurant
- Spa
- Sports Court



**MARRIOTT NEWPORT BEACH
Newport Beach, CA**

Approximate Value: \$65 Million
Completed: 2003-2007
Services: Project Management, Cost Management

Host Marriott selected Cumming to perform project management services for the 532-room renovation and expansion of the Marriott Newport Beach. Cumming provided services during design, preconstruction, and construction phases, including new design and renovation. The project was built in two phase and completed in 2007.



BALBOA BAY CLUB EXPANSION Newport Beach, CA

Approximate Value: \$48 Million

Completed: 2003

Services: Project Management, Cost Management

This four-diamond hotel project is a 234,724 SF multi-story complex that includes 2 buildings and 136 rooms. The first building is a private-member clubhouse, which includes a restaurant, spa, meeting room, lounge, basketball court, racquetball court, pool with pool bar, and a private beach. The second building is a hotel adjacent to the clubhouse and includes two restaurants, retail space, ballroom, meeting room, and many other hotel amenities. This also includes a private members-only second floor restaurant.

Various property amenities include:

- Private-member Clubhouse
- Retail
- Lounge
- Pool
- Three Restaurants
- Ballroom
- Basketball Court
- Pool Bar
- Spa
- Meeting Rooms
- Racquetball Court
- Private Beach

LA COSTA RESORT AND SPA EXPANSION Carlsbad, CA

Approximate Value: \$60 Million

Completed: 2003-2004

Services: Construction Management, Cost Management

Cumming provided master plan renovations, which included a 40,000 SF ballroom, a 26,000 SF spa, and 60,000 SF resort villas.



RITZ CARLTON MARINA DEL REY RENOVATION Marina Del Rey, CA

Approximate Value: \$6 Million

Completed: 2001

Services: Project Management

Guestroom renovation at this stylish 304-room hotel property also included upgrading the kitchen, dining room, and ballroom of this five-star resort hotel. Construction occurred during continuous occupancy. To minimize disruption of hotel services, the construction was carefully phased. Cumming provided proactive look-ahead scheduling and change cost management, keeping the project on track.



SAN FRANCISCO DOWNTOWN COURTYARD
San Francisco, CA

Approximate Value: \$62 Million
Completed: 2001
Services: Project Management

18-story, 405-room, full-service hotel in downtown San Francisco, which is constructed over a new belowground parking structure. The hotel includes full restaurant, outdoor dining, lounge, full-service bar, swimming pool, and amenities with back-of-house support facilities.

Various hotel amenities include:

- 405 Rooms
- Restaurant
- Lounge/ Bar
- Swimming Pool
- Meeting Rooms



MARRIOTT'S CORONADO ISLAND RESORT & SPA
Coronado, CA

Approximate Value: \$10 Million
Completed: 2002

Services: Preconstruction Budgeting, Design Management, Pre-qualify Bidders and Analyze Bids, Value Engineering, Construction Project Management, Quality Assurance/Quality Control, Budgeting and Forecasting, and Schedule Monitoring and Control

Marriott retained Cumming to perform preconstruction services, including feasibility and concept studies, and construction project-management services for this new \$10-million, ground-up 20,000-SF Spa Addition development and construction project. Cumming once again proved its dedication to excellence through aggressive management of the design team to maintain project budget, value engineering analysis, development of conceptual project and design schedule, and evaluation of entitlements, permits, development restrictions, and rights. Cumming also dealt with various government agencies on an ongoing basis to secure different permits and approvals. Furthermore, the company provided ongoing cost-estimating services through out the design phase to ensure that we met budget constraints. The project team had to be extremely proactive in anticipating and solving potential problems before they occurred to keep the project on track.

SOUTHERN CALIFORNIA EDISON
Southern California

Approximate Value: \$22 Million to Date

Completed: 2006 – Ongoing until 2010

Services: Construction Project Services - Master Plan, Master Schedule and Cost Estimating, Change Control

Multi-project program encompassing future construction activities of the company. Cumming's services are in support of the SCE Corporate Real Estate group for new construction projects, and upgrade projects headed by the SCE Facilities Management group. Currently, Cumming has started the early development stage for this construction project services program.

PALM SPRINGS UNIFIED SCHOOL DISTRICT
Palm Springs, CA

Approximate Value: \$240 Million

Completed: 2006 – Ongoing until 2010

Services: Project Management, Construction Management

Palm Springs Unified School District awarded Cumming contracts for the provision of project and construction management services for the Palm Springs USD Bond Program. Overall, the contracts entail the project management and construction oversight of (4) new school campuses (1 high school, 1 middle school, 2 elementary schools), and the reconstruction of 1 existing elementary school campus. To-date, Cumming has started the management of the preconstruction phase of the program on all projects – with construction of the first elementary school scheduled for March 2008, and the high school anticipated to start in May 2008.



LOMA LINDA UNIVERSITY MEDICAL CENTER
Loma Linda, CA

Approximate Value: Confidential

Completed: 2005 - Ongoing

Services: Program Management, Construction Management, Cost Management

Cumming is providing a full complement of Construction Management services in support of more than 75 renovation projects currently planned at five facilities of this medical center campus. Services include program management, project management, facility master planning for existing campuses, project controls (costs, scheduling, etc.), and global master planning services for new facilities and outpatient locations. Cumming will develop project and capital improvement-management systems for all aspects of the program.



POMONA COLLEGE
Claremont, CA

Approximate Value: \$95 Million
Completed: Ongoing
Services: Program Management, Cost Management

Cumming Corporation is currently the University's Program Manager performing project/construction management, master plan oversight, coordinating selection of consultants, and overseeing facility data-gathering process. Specific assignments have included:

- Capital projects with values ranging from \$5-\$30 Million
- Renovation/remodeling projects ranging from \$2-\$5 Million
- Major maintenance projects – Less than \$500,000
- Historical renovation - \$5 Million
- Miscellaneous pavement replacement/refurbishing and new landscaping

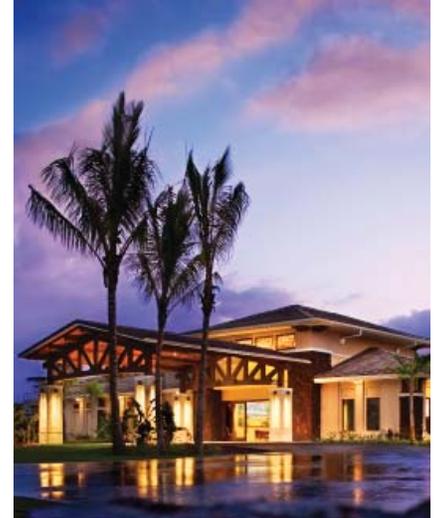
Cumming uses cost estimating, budget and cost management, value analysis, life-cycle cost analysis, change cost analysis, and negotiation skills as a part of project/construction management services. We successfully complete projects on time and on budget through technical expertise and team building skills with Pomona College stakeholders, architects, and contractors.

HILTON HAWAIIAN VILLAGE RESORT – TROPICS BAR & GRILL ALTERATION
Honolulu, HI

Approximate Value: \$9.9 Million
Completed: 2007 - April 2009
Services: Design Management, Construction Management, Construction Administration, Cost Management, and Post Construction Management

The project consists of the demolition and renovation of an existing restaurant, showroom and back of house areas into a newly themed bar and grill. This involves a total interior/exterior fit-out, including the conversion of a sunken dance area and conversely raised concrete stage into a new kitchen. The project encompasses 21,000 SF and includes the main restaurant/dining space, bar area, outdoor seating, and kitchen facilities.

An existing pool deck above the new restaurant presented water intrusion during a storm in mid-December, 2008. This failure caused a schedule delay and greatly impacted the overall cost of the project. As a result, pool deck repairs began at the earliest possible date. Finishes in the restaurant can begin once the deck has been made watertight.



Service Approach

The Community Maritime Park Associates, Inc. (CMPA) is soliciting qualifications from experienced qualified professional construction consulting firms to provide Owners Representative services to provide planning, programming, design management, design guideline adherence, construction administration, coordination with developer projects and services, quality assurance, cost management, schedule management, and information management and reporting services.

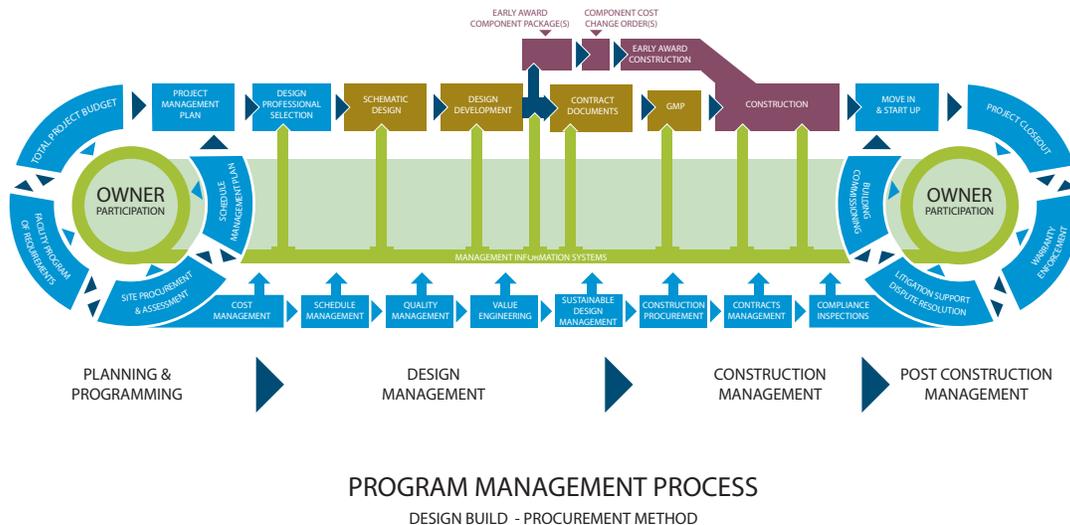
As the Owners Representative, the Cumming team will serve as CMPA's advocate and will provide overall management and direction of the Community Maritime Park project. Our primary responsibility will be to manage and guide the team of stakeholders, user groups, designers and construction professionals in the design/build construction procurement method and maximize the use of available funds, provide assurance that all budgets will be met without violating the design guidelines or manipulating the development plan program of requirements and ensure that the completed buildings will be available for use on or before their scheduled completion date(s).

Based upon our understanding of the CMPA and MPDP and the local municipal permitting and approval agencies approval procedures, we believe the successful way to approach the execution of the development plan and each identified project will be segmented with the following five steps:

1. Planning / Pre-Design
2. Programming
3. Design
4. Construction
5. Project Closeout

Depending up on CMPA and MPDP final executed agreement and their desires for scheduled completion of their parts of the development, multiple design/build contracts will be required. The following program management process and scope of work will be accomplished for each individual project to be deliverd. Some of these five segments may be overlapping and combined.

The Cumming project approach to providing the scope of services, duties, and responsibilities with regard to providing the requested comprehensive program management services are as shown on the following Program Management Process flow chart and as hereafter denoted. Individuals being proposed to perform the required services to meet CMPA's requirements were previously shown on the Proposed Project Team Organizational Chart.





Regardless of the number of projects or the construction procurement method selected our program management approach will result in the coordinated management of all aspects of each project, which will achieve and maintain completion of the project(s) as scheduled, at or below budgeted cost, in a manner consistent with appropriate quality guidelines of CMPA and meet all applicable codes and regulations. This approach maximizes the use of appropriated funds and provides assurance that CMPA's development program will be met and that the cost budgets will not be exceeded.

Our five-step approach is further described in the following outline Scope of Work.

SCOPE OF WORK

General

The Program Manager will be the Owners Representative throughout the planning, programming, design, construction, and building acceptance and project closeout phases of all projects. The Program Manager shall be responsible to ensure that all elements of the work meet the acceptable program of requirements, quality, and design standards, project budgets and schedules. The Program Manager will provide monthly project reports to CMPA.

Planning/Pre-design

Planning activities will be separated into two (2) planning functions. The first will concentrate on the development of the overall plan to define and implement the process for developing the total requirements for each project. This will include the hosting of project kick-off meetings for each project of all stakeholders and user groups, collection and production of all existing project information, development of a step-by-step checklist of the CMPA and MPDP project development implementation plan and approval process and to assist CMPA in preparation of the application for financing of the projects.

The second planning function will be the development of a project management plan for implementation of the projects. The project management plan would include the approved project program of requirements, cost budget, and implementation schedule.

Programming

After completing the planning functions and confirming the project program of requirements, cost budget, and schedule, the Program Manager will assist CMPA and MPDP in the qualifications based selection of a design/build contractor.

Once the design/build contractor is selected, our team will conduct additional meetings with CMPA and MPDP, and any other staff or consultants deemed appropriate by the project institution, to develop a more detailed understanding of the program of requirements for each project. These discussions will cover food services and other building systems such as security, telecommunications and heating, ventilation, and cooling (HVAC), as well as functional needs including operational hours, shipping and receiving, and physical access.

Together with the preliminary program of requirements, this information will be incorporated into a detailed architectural program that will include the following:

1. General operational philosophy and desired quality of spaces
2. Overall facility requirements such as construction type, materials, and building systems
3. List of all required functions to be accommodated in the project
4. Square footage assignments by function/department
5. Room Data Sheets defining specific requirements (utilities, finishes, etc.) for each distinct room or space
6. Conceptual diagrams as required to define traffic flow within or between departments, required adjacencies or separations, and levels of accessibility and security



Once the architectural program is established, our cost estimating team will use this as a basis for a preliminary cost model. If the estimated cost of the preliminary program is not within budget, our team will develop a list of potential value engineering options to bring the project back under the required cost limitation. These cost reductions will be tailored to balance factors including performance, quality, and durability with front-end costs. We will make every effort to reduce costs without sacrificing scope from the program. All proposed changes to the architectural program will be presented to CMPA and MPDP for approval before they are adopted.

As part of our pre-design services we will also develop a conceptual site plan for the development of the project site. This plan will reflect the projects size as established in the architectural program, showing the location and general arrangement of the building and its relationship to existing facilities and future construction. The conceptual site plan will consider both the physical aspects of building placement (e.g. traffic impacts, vehicular and pedestrian accessibility and circulation, views to and from the building, etc.) and the potential cost implications of alternative locations.

Design Phase

During the design phase, the architectural program will be developed into a specific building design. Accurately identifying the project's objectives in the earlier planning and programming process will enable the design team to develop options for the major components of the building that meet budget and schedule parameters. This helps eliminate "over designing" or "under designing" elements of the project. As the design progresses to increasing levels of detail, our Management Plan will include specific benchmarks for the design team to provide documents for various levels of review, including:

- Schematic Design Documents
- Design Development Documents
- Permit Submittal Documents
- 100% Construction Documents (Release for Construction)

We will provide quality control and peer review of the documents at each of these stages to ensure that they comply with the performance, and quality parameters established in the architectural program. We will also coordinate reviews for constructability and cost effectiveness. At the appropriate time during the design phase at approximately 60% contract documents the PM will develop a cost estimate for the total project cost. This estimate will be reconciled with the design/build contractor's proposed guaranteed maximum price. If the reconciled project estimated cost is not within the project stated cost limitation, the PM in association with the design professional and the construction professional will develop a list of value engineering options to bring the project back under the project stated cost limitation. The proposed cost reductions will be prioritized to reduce the project cost without sacrificing scope from the project program of requirements. Any proposed changes to the project program of requirements will be presented to CMPA and MPDP for approval before they are adopted into the project. As the design process proceeds, cost estimates and schedules will be updated and this information will be presented to CMPA and MPDP along with recommendations for any corrective actions that may need to be taken.

Part of our role during the design phase will be to keep all stakeholders up to date on progress and ensure that they have a hand in shaping the design, within the constraints of the agreed Program. We will lead Design Conferences at each stage of progress, allowing the Design team to present their work to date, and ensuring that CMPA and MPDP has a clear understanding of what the finished product will be as the design develops. These intermediate reviews are important in allowing the end-users of the facility to have a direct voice in guiding the project, making any critical decisions before a "point of no return" is reached.

Our team has extensive experience in managing the design and construction of the required project types that integrate safety and security features. Life Safety is always a paramount concern, and we encourage the best design practices to meet not only Code minimums, but provide the safest possible facilities to meet budget and program requirements.



Construction Phase

Proper planning and coordination during the early stages of the project should ensure that there are few surprises when the Construction Phase begins. During the construction phase the Program Manager's primary role during construction will be to monitor progress of the work and ensure that quality, schedule, and budget are maintained. Safety and security will also be key concerns, as well as ensuring that the construction work causes minimal disruption to other development projects.

We will conduct a Pre-construction Conference to review all major issues prior to the start of any work on the site. We will also initially conduct weekly on-site Owner-Architect-Contractor (O-A-C) meetings to check the status of ongoing work and outstanding issues, confirm timely completion of tasks, review the schedule, and generally facilitate communication among the team members. There will be a monthly "town hall" style open meeting for all staff, stakeholders and other interested parties. The minutes of each of these meetings will be distributed to all stakeholders, with specific action items listed along with the parties responsible for resolving each item.

We will publish a monthly status report that will provide all stakeholders with up to date project information, ensuring all parties have access to current-status reports. Monthly project reports will include:

- Project Status
- Schedule Update
- Cost/Budget Update
- Progress Photos

During construction we will maintain an on-site presence as needed to ensure that the work is installed in accordance with the requirements of the contract documents and all applicable codes and regulations. This includes the coordination of all engineering testing and inspections as appropriate, as well as monitoring construction to ensure use of the proper methods and materials.

We will use both the contract documents and the Management Plan to measure progress of the work against benchmarks established during earlier planning and design efforts. Regular cost and contract monitoring change order controls, and project/schedule forecasts will be provided as part of our services.

Contract Closeout

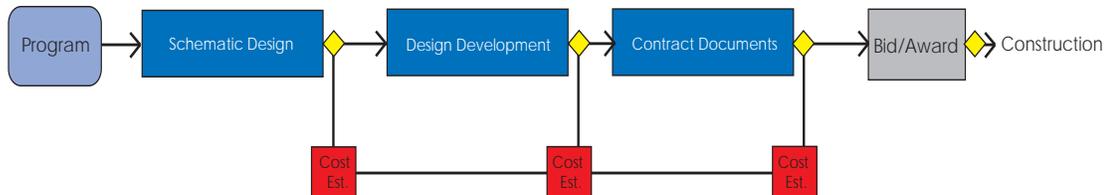
Upon completion of construction, our quality assurance protocol confirms client satisfaction and ensures proper operation of facility systems. Our coordination of the project handover and closeout includes the following activities:

1. Building commissioning performance testing (by the Construction team, with the Design team's review and approval)
2. Completion of the final punch list, including the Owner's walk-through and approval
3. Installation of furniture and equipment
4. Operations and maintenance training for the owner (provided by the Construction team or manufacturers' representatives)
5. Delivery of detailed operations/maintenance manuals (provided by the Construction team)
6. Confirming delivery of complete "as-built" record documents for the finished project (provided by the Design team, in coordination with the Construction team)
7. Setting up, monitoring, and managing a warranty service plan (in coordination with the Construction team)
8. Completing and submitting CMPA required closeout documents

Added Value Services - Cost Management

TRADITIONAL COST ESTIMATING

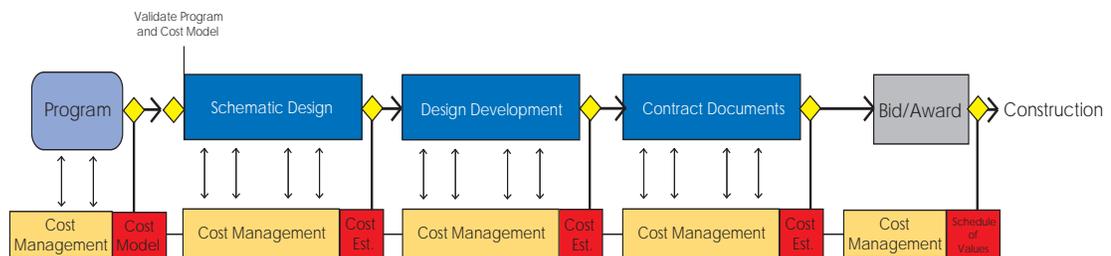
Reactive Service of producing a cost estimate at the completion of various stages of the design process.



- Reactive Process
- Does Not Promote Team Collaboration
- Only Provides Snapshot of Cost at the Completion of Each Phase
- Allows Scope Creep During Design
- Cost Updates are Only Provided at the Completion of Each Phase
- Usually requires costly and time consuming cost reduction measures and re-design at the completion of each design phase to meet budget

CUMMING'S COST MANAGEMENT

Proactive, early interaction and consultation of experienced design and construction professionals in the identification, quantification, and resolution of issues or topics which will have cost implication to the project.



- Proactive Process
- Cost Estimators are Part of Design Team
- Facilitates Communication
- Continuous Value Management - Ensures Greater Value for Money Spent
- Controls Project Cost from Start to Finish
- Cost Data is Updated Weekly
- Forecast Cost to Complete Based on Current Design Modifications, Economic Conditions, or Governmental or Code Compliance
- Eliminates need for cost cutting measures and re-design at the completion of each design phase and allows for quicker notice to proceed to the next phase



Client References

DEVELOPERS

KSL Development Corporation
2100 Costa Del Mar Road
Carlsbad, CA 92009
Chevis Hosea
(760) 438-9111

Southern California Edison
125 Elm Avenue
Long Beach, CA 90802
Elias Hanna
(949) 206-7553

ARCHITECTS

CGLS Architects
198 14th Street NW
Atlanta, GA 30318
Bob Sussenbach
(404) 733-5493

Community Works Design Group
4649 Brockton Avenue
Riverside, CA 92506
Tim Maloney
(951) 369-0700

LPA, Inc.
5161 California Ave., Suite 100
Irvine, CA 92617
Tony Arata
(916) 876-6308

HEALTHCARE

Loma Linda University Medical Center
11234 Anderson Street
Loma Linda, CA 92354
Jesse Mock
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GOVERNMENT AGENCIES

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Linda Daniels
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Third Floor
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Carl Alban
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EDUCATIONAL INSTITUTIONS

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980 E. Tahquitz Canyon Way
Palm Springs, CA 92262
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University of South Carolina Beaufort
One University Blvd
Bluffton, SC 29909
Earle Holley
(843) 208-8008

HOSPITALITY

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Bethesda, MD 20817
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Marriott Vacation Club International, Inc.
3130 S. Harbor Blvd., Suite 500
Santa Ana, CA 92704
Craig Backhus
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GAMING

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130 Cheshire Lane #101
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3960 Howard Hughes Parkway, Suite 850
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Pokagon Band of Potawatomi Indians
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Lake Buena Vista, FL 32830-0321
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Nashville, TN 37214
Jerry Piro
(615) 316-6000

UC Davis
Music Performance and Recital Hall
One Shield Avenue
Davis, CA 95616
Alex Achimore
(530) 757-3152

*52.209-5 FAR Certification Regarding Debarment, Suspension,
Proposed Debarment, and Other Responsibility Matters*

1. The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:

A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.

B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.

2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions). This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror non-responsible.

D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

**52.209-6 FAR Protecting the Government's Interest When Subcontracting with
Contractors Debarred, Suspended, or Proposed for Debarment**

1. The Government suspends or debar Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of \$25,000 with a Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.
2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed \$25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.
3. A corporate officer or a designee of the Contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:
 - A. The name of the subcontractor.
 - B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.
 - C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.
 - D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

Company Name: Cumming

Authorized Signature: *Dwight H. Jones*

Printed Name: Dwight H. Jones, PE

Date: May 26, 2009