



Construction Owners Representative for the Community Maritime Project

May 27, 2009

Submitted to:
Community Maritime Park Associates, Inc.

Submitted by:

PBSJ[®] &





An employee-owned company

May 27, 2009

Mr. Edward E. Spears, Administrator
 Community Maritime Park Associates, Inc.
 Neighborhood & Economic Development Division
 City of Pensacola
 5th Floor, City Hall
 222 Main Street
 Pensacola, Florida 32502

**RE: Request for Qualifications – Construction Owner’s Representative
 for the Community Maritime Park Project, RFQ No. 2009-01**

Dear Mr. Spears:

PBS&J understands the Community Maritime Park Associates, Inc. (CMPA), through the City of Pensacola, is seeking assistance in the construction of the Community Maritime Park. We are interested in providing construction management services as the Construction Owner’s Representative for this innovative project. The PBS&J team offers highly qualified professionals with strong project management backgrounds ensuring overall success of the project.

PBS&J has been providing construction management and related services to cities, counties, states, and the private sector for almost 50 years. We have assembled a team that is structured to provide the full range of services that the CMPA may find necessary to implement and construct this very important project. PBS&J is a full-service firm with a wide variety of project disciplines in-house, which minimizes the potential for conflicting priorities or delays that could result from using numerous subconsultants.

The specific team selected for this project provides the depth of experience and expertise to assist the CMPA from project inception to completion. Our approach for this project will focus on delivering the maximum value for each dollar invested. PBS&J’s corporate structure, guided by our board of directors, allows our team to draw upon the technical resources of our entire firm, as needed, to successfully accomplish any assignment through the most efficient manner possible. In the event additional resources are needed, the project team can make use of the firm’s vast resources, which include 3,800 employees across a vast spectrum of disciplines in 80 offices nationwide, to ensure our assignments are completed on or ahead of schedule, within budget limits, and to the satisfaction of the Community Maritime Park Associates, Inc., as defined by an agreed-upon contract.

PBS&J’s commitment to the City of Pensacola and surrounding community is evidenced by the fact that we have maintained an office in the city for more than ten years. Our local office will enable us to provide the onsite service that is critical to the success of this project. PBS&J’s project manager will be located in our Pensacola office.

We appreciate the opportunity to submit our proposal and invite your detailed review and analysis. I am extremely confident in our team’s ability to meet your needs for this important project. If you have any questions concerning the PBS&J team or any aspect of our proposal, please do not hesitate to contact me at 850.478.9844.

Sincerely,

A handwritten signature in blue ink that reads "Steven W. Martin". The signature is written in a cursive, flowing style.

Steven W. Martin, PE
 Vice President/Division Manager

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Construction Owner's
Representative
Management Services**
May 27, 2009





Lagoon

PBSJ &

Firm Overview

Overview of PBS&J

PBS&J has served the engineering and environmental needs of Florida communities since 1960. Currently ranked 29th on *Engineering News-Record's* annual list of the largest engineering firms in the nation, PBS&J currently employs more than 3,800 professionals in 80 offices across the United States and abroad. Twenty-two of those offices are located in Florida, including an office in Pensacola with 21 employees. With over 290 professionals located within northwest Florida, PBS&J offers more resources than any other engineering firm in the area. With 87 percent repeat clients, PBS&J stresses responsive, responsible, and proactive service to our clients.

PBS&J's company philosophy is embodied in our statement of core values:

- Belief in the virtues of integrity, hard work, and loyalty
- Relentless pursuit of quality and excellence
- Honoring our promises and contracts
- Belief in open, honest, respectful communications
- Active support of our professions
- Personal investment in our communities
- Fostering improved quality of life through design excellence

Our clients represent a mix of both the public and private sectors and include counties and municipalities, state departments of transportation and environmental protection, land developers, airports, power utilities, toll road agencies, regional, state, and federal agencies, and contractors. We are a single-source solution for clients through the provision of world-class technology and personal service on all of our projects, large or small.

Organization and Structure

PBS&J is an employee-owned firm with a matrix organization structured around technical services and geographic regions. This organization has allowed us to successfully combine our technical strengths with the advantages of local presence and experience.

To accommodate today's changing markets and emerging technologies, PBS&J has also created national market sector programs that consolidate our expertise and resources to best meet client needs, offering a seamless synthesis of a variety of service areas.

Our corporate structure has been purposefully developed in a way that allows us to draw upon the technical resources of our entire firm, as needed, to successfully accomplish any assignment. This diverse capability allows us to develop project teams with broad-based experience that enables efficient project management that can reduce time, costs, and risks for Community Maritime Park Associates, Inc.



Firm Overview

Corporate Headquarters

5300 West Cypress Street
Suite 200
Tampa, FL 33607
800.477.7275 Phone

Lead Office for this Project

2401 Executive Plaza Road
Suite 2
Pensacola, Florida 32504
850.478.9844 Phone
850.478.0620 Fax





Lagoon

PBSJ &

COMMUNITY MARITIME P A R K

**QUALITY ASSURANCE/
QUALITY CONTROL**

Steven W. Martin, PE
Construction

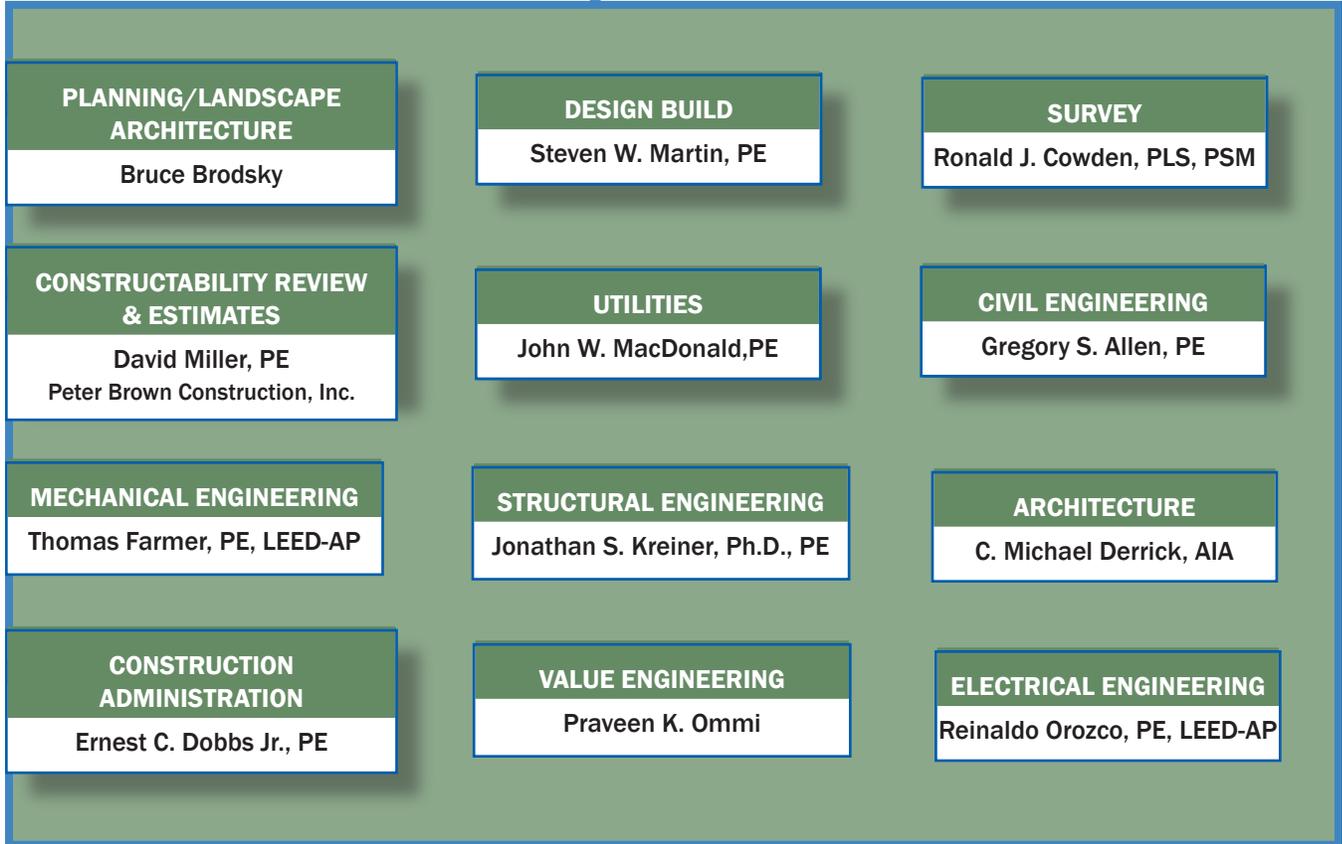
John Classe
Civil Engineering

David M. Haight
Architectural

PRINCIPAL-IN-CHARGE
Jeffrey C. Helms, PE

PROJECT DIRECTOR
Ernest C. Dobbs Jr., PE

PROJECT MANAGER
Philip LeGrand, CCI, CCPM



Jeffrey C. Helms, PE

Principal-in-Charge

Mr. Helms currently serves as a PBS&J vice president and is PBS&J's Gulf Coast district director overseeing operations along Florida's Great Northwest. Mr. Helms has 22 years of professional engineering experience in project development, public involvement coordination, utility coordination, preliminary and final plans preparation, geometric design, and stormwater drainage design for major and minor projects throughout Florida. Mr. Helms served as engineer-of-record for the \$2.5 million Blackwater Heritage Trail and Park owned by the Florida Department of Environmental Protection (FDEP). He is a fifth-generation Floridian, living his entire life in northwest Florida. During that time, he has been involved and continues to participate in many local economic development and charitable organizations, and is very active with youth sports activities in the area. Mr. Helms currently serves on the board of directors for Opportunity Florida, TEAM Santa Rosa, Florida's Great Northwest, and the Governance Council for the Workforce Innovation in Regional Economic Development (WIRED) initiative, and is past president of the Washington County Chamber of Commerce. Mr. Helms will be responsible for each project's daily management and will be available as necessary to ensure that the city's needs are met. Mr. Helms is located in PBS&J's Pensacola office.

Certifications

(FDOT) Advanced Maintenance of Traffic, 2002
FDEP Qualified Stormwater Management Inspector, 2001, #1896

Ernest C. Dobbs, PE

Project Director

Mr. Dobbs is the resident engineer in PBS&J's north Florida construction services division/Pensacola office. He has 36 years of diversified experience in the fields of structural, highway, and general civil engineering for government and private sector projects/clients. Specifically, he has significant experience in all aspects of civil/structural engineering including highway/bridge design and construction management. Mr. Dobbs is currently responsible for the oversight and production of construction engineering and inspection (CEI) projects originating from PBS&J's north Florida construction services division.

Certifications

Certified Florida Stormwater Erosion and Sediment Control Inspector
Certified Advanced Maintenance of Traffic (MOT)
Certified Quality Control Manager
Certified Troxler Operator
Certified Radiation Safety Officer

Experience

Role in This Project

Principal-in-Charge

Education

B.S., Engineering,
University of Florida, 1985

Registrations

Professional Engineer:
Florida 46322, 1993
Alabama 19023, 1992

Experience

Role in This Project

Project Director

Education

B.S., Civil Engineering,
University of Maine, 1971

Registrations

Professional Engineer:
Florida, 52965, 1998
Ohio, 43072, 1978
Michigan, 39860, 1994
Kentucky, 19020, 1995
Maine, 4252, 1980
Vermont, 3921, 1980
West Virginia, 9367, 1983
Alabama, 27959, 2006
Mississippi, 17504, 2006

Philip LeGrand, CCI, CCPM

Project Manager

Mr. LeGrand has 37 years of progressive experience in the field of facility management with a focus on construction engineering inspection, permitting, facility operations, maintenance, renovations, repair, utility operations, and construction at all levels. As a project manager, Mr. LeGrand has provided construction administration services for numerous large-scale commercial development projects; managed on-site inspectors for a \$2.3 million drainage improvements project; provided stormwater, erosion, and sediment control inspection services for cemetery and wetlands projects; and performed construction engineering inspection for the infrastructure elements of numerous development projects. His experience also includes management positions with the U.S. Air Force as director of facilities management and senior-level executive manager at Hurlburt Field. He was responsible for budget development, development of total quality improvement programs, community master planning, and managing a \$15 million operating budget and \$150 million construction program.

Certifications

Certified Construction Inspector, Association of Construction Inspectors
 Certified Construction Project Manager, Association of Construction Inspectors

Steven W. Martin, PE

Design Build / QA/QC

Mr. Martin serves as the division manager for the Florida region of PBS&J's construction services. With over 19 years of experience, Mr. Martin's current projects include senior project engineer for I-10 Gadsden County and US 98 Franklin County. He is responsible for construction contract administration and engineering services for these contracts. Prior to joining PBS&J, Mr. Martin served the Florida Department of Transportation for more than 11 years in several capacities, including Assistant District Construction Engineer.

Certifications

Advanced Maintenance of Traffic Qualification, FDOT, 2007
 Quality Control Manager Qualification, Construction Training Qualification Program (CTQP), 2003
 Asphalt Paving – Levels I & II, CTQP, 2000
 Drilled Shaft Inspector's Qualifications Course, FDOT, 1999
 Contract Certification, FDOT, 1993
 Work Zone Safety Certification Program, FDOT, 1992
 Certified Public Manager – Levels I, II, and III, FDOT, 1992
 American Concrete Institute (ACI) Certification, 1992
 Nuclear Density/Moisture Gauge Safety Course, FDOT, 1992
 Value Engineering Team Leader Training, FDOT, 1991

Experience

Role in This Project

Project Manager

Education

M.S., Computer Information Systems, Boston University, 1985
 B.S., Electrical Engineering, University of Cincinnati, 1972

Experience

Role in This Project

Design Build / QA/QC

Education

B.S., Civil Engineering, Auburn University, 1989

Registrations

Professional Engineer:
 Florida, 47308, 1993
 Alabama, 19783, 1994

John H. Classe Jr., PE QA/QC

Mr. Classe is a vice president and regional business sector manager with PBS&J. He has 25 years of experience in civil engineering and real estate development including all aspects of management and administration; planning; entitlements; design; permitting through local, state, and federal governmental agencies; and construction. His specific project experience includes a variety of large-scale multidiscipline projects ranging from single-family, multifamily, commercial, and mixed-use communities to themed entertainment and resort hotels. Mr. Classe's current general responsibilities with PBS&J include strategic planning, marketing management of key clients, and financial and operations management of the southeast engineering sector.

Experience

Role in This Project
QA/QC

Education
B.S., Civil Engineering,
Auburn University, 1983

Registrations
Professional Engineer:
Florida, 39428, 1988
Real Estate Brokers
License:
Florida, BK3049885

David M. Haight, AICP QA/QC

Mr. Haight is an urban planner, designer, and project manager with 36 years of experience in the master planning, design, and permitting of numerous commercial, office, and residential sites and subdivisions, and the planning and design of community infrastructure, including roadways and parking facilities, stormwater management facilities, sanitary sewer and potable water systems, and with construction management for projects. He has worked with land owners, developers, real estate brokers, national and local franchises, and institutional development managers for many years, assisting with the planning, design, analysis, and permitting of major projects, including developments of regional impact (DRI), planned unit developments (PUD), and master planned communities. He has specialized experience with development negotiations, zoning and comprehensive planning review and representation, eminent domain issues, transportation planning, and state and local regulatory review processes. Formerly a project manager and office manager with other planning, architecture, and engineering consulting firms and development entities, Mr. Haight also provides experience in project design and development management, contract administration, and construction management. Mr. Haight also has a specialized interest and experience with planning and design concepts for special districts, new towns and villages, communities, and neighborhoods.

Certifications

American Institute of Certified Planners (AICP)

Experience

Role in This Project
QA/QC

Education
M.S., Urban and Regional
Planning, Environ Planning
Concentration, Florida
State University, 1985
B.A., Studio Art, Pho-
tography, Florida State
University, 1983

Bruce W. Brodsky, RLA, AICP

Planning and Landscape Architecture

Mr. Brodsky is a landscape architect with 14 years of experience in providing planning and landscape architectural services that include master planning, site planning, landscape and hardscape design, and construction management. His project experience includes parks, landfill-to-park conversions, master planned communities, golf courses and country clubs, mixed-use developments, landscape improvement programs, botanical gardens, expressways and interchanges, town home developments, and streetscape improvements. Mr. Brodsky is a member of the American Institute of Certified Planners (AICP), American Planning Association (APA), and the American Society of Landscape Architects (ASLA). He is also a certified inspector—National Pollution Discharge Elimination System (NPDES). Mr. Brodsky is the group leader for PBS&J's north Florida planning and landscape architecture program. He has worked in PBS&J's Panama City Beach office since 2000. Prior to that, he worked in PBS&J's Orlando office for seven years. Mr. Brodsky is currently a member of Bay County's Parks and Recreation Advisory Board.

Certifications

American Institute of Certified Planners (AICP), Member Number 018145 (2002)
National Pollution Discharge Elimination System (NPDES), Certified Inspector #886

Gregory S. Allen, PE

Civil Engineering

Mr. Allen has more than 16 years of experience in the transportation and civil engineering fields. He is responsible for coordinating and supervising projects throughout northwest Florida and providing project management and quality assurance for the delivery of professional services. Mr. Allen's background has included numerous projects that required extensive skill in project development and environment studies, site development, access management, and permitting. He was the chief designer for the \$2.5 million Blackwater Heritage Trail and Park owned by FDEP. Mr. Allen is actively involved with youth sports activities in the area and is located in PBS&J's Pensacola office.

Experience

Role in This Project
Planning and Landscape Architecture

Education
M.L.A., Landscape Architecture, University of Georgia, 1992
B.S., Biology, Emory University, 1983

Registrations
Registered Landscape Architect:
Florida LA0001742, 2001

Experience

Role in This Project
Civil Engineering

Education
M.S., Environmental Engineering, University of South Florida, 1996
B.S., Civil Engineering, Florida State University, 1992

Registrations
Professional Engineer:
Florida 0051858, 1997
Alabama 25218

Reinaldo Orozco, PE, LEED-AP

Electrical Engineering

Mr. Orozco serves as an electrical group leader and senior electrical engineer in PBS&J's central Florida architecture/engineering services division. He specializes in the electrical design of commercial, medical, institutional, and industrial developments with power, lighting, lightning, fire alarm, communication, and grounding systems. Mr. Orozco's 33-year background includes interdisciplinary coordination and design of electrical systems with demanding architectural and program objectives, as well as contract administration of construction projects. He is experienced in working with private, federal, county, and city government officials and authorities having jurisdiction (AHJ) for plan reviews and permits of project designs. His technical skills include automated design, AutoCAD, power load and illumination programs, cost analysis, breaker coordination studies, and inspections. Mr. Orozco's current general duties at PBS&J include planning, evaluation, design, research and development, and operations and management of projects as well as management of the electrical design team.

Certifications

Leadership in Energy and Environmental Design Accredited Professional (LEED-AP), 2006

Experience

Role in This Project
Electrical Engineering

Education

B.S., Electrical Engineering, University of Puerto Rico, 1974

Registrations

Professional Engineer:
Florida 42258, 1989
Puerto Rico 7290, 1974

C. Michael Derrick, AIA

Architecture

Mr. Derrick serves as a senior architecture project manager in PBS&J's central Florida architecture services division. He has 31 years of extensive architecture management, documentation, and engineering coordination experience in a broad range of design types (commercial/retail/industrial/residential/aviation/military facilities, etc.) for both design-bid and design-build construction methods. Mr. Derrick spent nine years as sole proprietor of his own firm, from 1988 to 1997, focusing on residential and light commercial buildings.

Mr. Derrick's current general responsibilities with PBS&J include managing the architecture studio's operations, assisting with the production of architecture design projects, assisting with financial/scheduling management, and assisting with business development/marketing activities for a staff of 19.

Experience

Role in This Project
Architecture

Education

B.A., Architecture, Clemson University, 1972

Registrations

Registered Architect:
Florida, AR0016311, 1998
South Carolina, RA1955, 1977
North Carolina, RA4340, 1984
Georgia, RA008079, 1993

Jonathan S. Kreiner, Ph.D., PE

Structural Engineering

Dr. Kreiner is a senior engineer in PBS&J's architecture and engineering division in PBS&J's Orlando office. He has 17 years of primarily structural engineering, project management, college-level instruction, and general construction experience for various public agencies and private companies.

Certifications

Certified General Contractor (CGC), Florida (062005), 2002
 Certified Special Building Inspector (CBI), Florida (2012), 2001
 Professional Association of Diving Instructors (PADI)-Certified Rescue Scuba Diver, 1995
 PADI-Certified Medical First Aid and CPR, 1995

Experience

Role in This Project
 Structural Engineering

Education

Ph.D., Civil Engineering,
 University of Florida, 1996
 M.S., Civil Engineering,
 University of Illinois, 1993
 B.S., Ocean Engineer-
 ing, Florida Institute of
 Technology, 1991

Registrations

Professional Engineer:
 Florida, 54484, 1999
 U.S. Virgin Islands, 609E,
 1996

Thomas Farmer, PE, LEED-AP

Mechanical Engineering

Mr. Farmer is a mechanical engineering program manager in PBS&J's architecture/engineering/mechanical program. Based in PBS&J's Orlando office, he has 12 years of project management/mechanical team lead/client liaison expertise including direct responsibility for the engineering design and production of work for multidisciplinary engineering/architecture projects. He is skilled in the design of heating and cooling systems, redundancy systems, hydronic cooling/heating systems, and unique air distribution for new projects as well as renovations. He has significant experience in campus-wide cooling/heating hydronic and steam distribution systems, including utility distribution piping systems to multiple-building, campus-type facilities. His current general duties with PBS&J include the production and/or oversight of the mechanical engineering of multidisciplinary architecture/engineering projects.

Certifications

Leadership in Energy and Environmental Design Accredited Professional (LEED-AP)

Experience

Role in This Project
 Mechanical Engineering

Education

B.S., Mechanical
 Engineering, University of
 Florida, 1996

Registrations

Professional Engineer:
 Florida 58890, 2002
 Georgia 27398, 1998
 Mississippi, 18671, 2008
 Pennsylvania, 075181,
 2008
 Texas, 100537, 2008



Project Experience and References

Overview of Firm Experience

For 49 years, PBS&J has pursued its core values of integrity, hard work, loyalty, quality performance, technical excellence, and professionalism in the conduct of its daily work on behalf of both public and private sector clients. PBS&J continues to meet the increasingly complex demands of a dynamic market by providing services in the following areas:

- Construction consulting
- Construction management and inspection services
- Program management
- Environmental engineering and sciences
- Civil/site engineering
- Transportation planning and engineering
- Landscape architecture
- Land use and community planning
- Parks and recreation facilities planning
- Geographic information systems (GIS)
- Surveying
- Architecture



From major public works to recreational facilities, mixed-use communities to industrial and government complexes, PBS&J assists in all elements of support infrastructure. We assist in determining an idea's financial and technical feasibility through studies and surveys. Through planning and engineering, we help develop the idea into a functional program or facility. But our most important role is to serve as an extension of our client's staff, building synergistic relationships that result in successful, award-winning projects.

PBS&J's qualifications that we would specifically like to highlight include the following:

- Program management
- Construction services
- Value engineering
- Civil/site engineering
- Transportation
- Landscape architecture
- Survey services
- Architecture
- Facilities planning
- Master planning
- Permitting and regulations
- Site feasibility/site assessment

Experience

From major public works to recreational facilities, mixed-use communities to industrial and government complexes, PBS&J assists in all elements of support infrastructure.

- Ecological sciences
- Building services
- Alternative project delivery

Program Management

PBS&J is one of the country's leading engineering firms in providing program management services. Under these program management contracts, PBS&J staff serves as an extension of the client's staff in providing production, operational, and administrative support. Our assignments under these contracts are varied in size and complexity and require flexibility and responsiveness. Most of our contracts are in force for multi-year time periods to achieve production stability and enable the consultant to truly act as an extension of client staff. Our typical program management assignments include:

- Contract administration
- Management of design, planning, and construction
- Consultants and contractors
- Roadway design
- Utility design/coordination
- Right-of-way services
- Cost estimates
- Pavement design
- Drainage design
- Scope of work development
- Maintenance support
- Program funding
- MIS development
- Community involvement
- Construction engineering and inspection
- Reporting

The PBS&J team members have a demonstrated record of performance for this type of work for numerous county governments, municipalities, and departments of transportation. Our performance and support in the privatization effort have led to increased production and efficiency throughout these programs. In the last seven years alone, PBS&J has provided program and construction management services for projects totaling more than \$3 billion in construction value. PBS&J supports all phases of a project. We maintain a diverse staff of program managers, engineers, schedulers, cost estimators, value analysts, inspectors, and other professionals who are available on an on-call basis for any assignment. Our state-of-the-art computer systems are designed to enhance our staff's expertise, provide an excellent interface for integrated project control, facilitate quick and accurate responses, and aid in the ultimate success of projects.

Construction Services

Engineering News-Record currently ranks PBS&J 16th in the nation for providing construction management services. Our construction services division is presently staffed with more than 750 personnel consisting of:

- Professional engineers
- Construction managers
- Contract administrators

Experience

In the last seven years alone, PBS&J has provided program and construction management services for projects totaling more than \$3 billion in construction value.



- Schedulers
- Estimators
- Field inspection personnel
- Administration support personnel

This experienced, seasoned construction services staff is an available, invaluable asset to supplement a project's assigned construction management team. PBS&J construction services capabilities include:

- Construction management
- Construction engineering and inspection
- Construction observation
- Contract administration
- Program management
- Computerized scheduling
- State-of-the-art estimating
- Construction claims analysis
- Claims management services

Our staff of contract administrators, schedulers, estimators, and claims analysts is equipped with the latest technical advances in computer equipment and associated software for successful construction management. Not only are our schedulers proficient with various CPM formats, our estimators have developed a computer-based estimating system capable of discerning between the labor, materials, and equipment requirements of an estimate.

Value Engineering

Value engineering (VE) is a valuable tool frequently used by our team to recommend actions to be taken to minimize costs without sacrificing quality. As the design stage progresses to a point that can be scrutinized by a team of professionals, our clients can reap the benefits offered by this key project, cost-saving, and time-saving technique. Each project preselected by our client can be analyzed and reviewed to provide for the best function at the lowest cost.

Our value engineering team follows the nationally recognized value engineering team approach. This five-step approach is a proven method to focus on a project's highest cost components that may be modified so that the team spends the majority of its time on items that can provide our clients with the most savings. Our approach to value engineering provides the program savings in construction as well as future operation and maintenance.

Demonstrated Experience in Preparing and Providing Earned Value Analyses

Project costs and schedules for all PBS&J contracts are developed and controlled through a rigid system of budget and schedule preparation and monitoring. The system employs six basic elements:

1. Structured budget estimating
2. Detailed scheduling using a "Work Breakdown Structure" (WBS)
3. Development of "Projected Expenditures" utilizing WBS
4. Executive review
5. Computerized cost monitoring
6. Monthly project updates to compare Projected Expenditures, Actual Expenditure, and Earned Value

Experience

As the design stage progresses to a point that can be scrutinized by a team of professionals, our clients can reap the benefits offered by this key project, cost-saving, and time-saving technique.

PBS&J utilizes a sophisticated, computerized financial management system to report actual expenditures. Earned Value Tracking (EVT) is a tool for planning and tracking the cost, schedule, and tasks of a project, by comparing the actual cost, schedule, and percent complete of the tasks to their planned or budgeted values for a given period of time. The EVT is located on the PBS&J Intranet and is available to all managers.

EVT requires an estimate be made of the value of the work performed. It then adds this value to the traditional method of cost and funding of a project. By comparing the earned value to the planned cost for a given period, EVT identifies whether the project is ahead of or behind schedule. Likewise, by comparing the earned value to the costs expended during a given period, EVT identifies whether the project is under or over its budget.

EVT is linked to our accounting system, Advantage, to initialize the project. It then calculates the cost and schedule performance indicators and variances, and plots the graph. Status reports can then be generated to display varying levels of detail for different audiences, including the CMPA, project manager, and technical staff.

The schedule and WBS will be developed using the Primavera P6. Proper scheduling and the timely completion of tasks are of paramount importance to all PBS&J projects. The schedule will be set up using three data inputs for each task:

- Anticipated time frame
- Early start/finish dates
- Latest allowable task completion date

By approaching cost control and scheduling in this fashion, the project manager and task managers have the tools required to actually control a budget and schedule, not just monitor activities. The result is that projects flow more smoothly and stand a much better chance of being completed ahead of schedule.

Stormwater Planning and Design

PBS&J has extensive experience with local government drainage issues. Various professionals on our team have either managed or assisted with this process as consulting city engineers, performed flood plain studies, designed drainage improvement projects for cities, or assisted developers with drainage designs and floodplain issues. PBS&J understands that drainage and floodplain management are among the most important issues facing area local governments.

PBS&J professionals have a long history of providing stormwater management and best management practices (BMP) services to meet client needs. These services encompass complete project efforts, including studies, design manual development, conceptual plans, final designs, regulatory compliance and permitting, and construction and performance monitoring. The diversified experience of our engineers and scientists includes the successful completion of numerous BMP-related projects for public and private clients. Our stormwater team will be conscientious about protecting Escambia Bay as well as associated local bayous such as Bayou Texar and Bayou Chico. One aspect that sets PBS&J's stormwater services apart is our integration of ecological capabilities, including aquatic biology and fisheries with fluvial geomorphology to address aquatic habitat issues, as well as drainage and regulatory requirements. Our widely diversified staff also develops plans that allow for stormwater BMP sites to include recreational areas and habitat protection and/or restoration. Our goal is to find innovative ways to address both problems while preserving or enhancing environmental conditions.

Experience

PBS&J understands that drainage and floodplain management are among the most important issues facing area local governments.

Environmental Engineering and Sciences

PBS&J has distinguished itself as a leader in environmental engineering through innovative solutions to critical environmental problems. We offer clients a track record of success in obtaining regulatory approvals—a direct result of our in-depth knowledge of the regulatory process and requirements of federal, state, and local agencies. PBS&J's service on technical advisory committees demonstrates our environmental leadership and enhances our technical reputation with regulatory agencies.

Park Design

PBS&J's park planners have access to a variety of professional disciplines within the firm, enabling them to respond to our client's needs and maximize the potential of our client's assets. Value is added through creative planning and design solutions. Through inclusive communications with our clients, project stakeholders, and community leaders, we have guided and created many Florida parks planning projects—from system master plans, to community centers and pools, to neighborhood and regional parks.

PBS&J recognizes that successful projects integrate buildings, open space, and circulation into a coherent whole—greater than the sum of the individual parts. Our goal is to work with clients to comprehensively plan and design environments that not only create an enjoyable place, but can be built within a defined budget and schedule, and add lasting value over time.

Our planning and landscape architecture division continues to explore and consider new concepts when developing opportunities for the next generation of master planning. Belief that functional and aesthetic design results from a thorough understanding of the client's needs leads to work that is as varied as our assignments have been over the past 49 years. Today, projects continue to range from boutique botanical gardens to master planning for large-scale park projects.

Landscape Architecture

The practice of landscape architecture appears at various points in the planning and design process. In addition to involvement in the analysis and planning phases, other visible applications include finish grading and contouring, coordinated planting, lighting, environmental, graphics, signage, hardscape design, selection of materials, and furnishings. Building orientation, pedestrian linkages, plazas, and site details are also under the landscape architect's purview. Careful attention to all levels of detail ensures that the entire project has a “finished” look that improves its overall appeal.

Architectural Services

PBS&J's architecture group offers comprehensive in-house architectural, interior design, and related engineering services. The design ability, technical expertise, and commitment of the architecture group enable PBS&J to effectively serve its clients.

Our architectural team is dedicated to achieving design excellence by integrating the “art” of architecture with a project's functional components. This is achieved by encouraging client participation throughout the project including conceptual design, programming, computer scheduling, budgeting, and construction administration.

We pride ourselves on our innovative, yet pragmatic, design approach. We have designed hundreds of new buildings—and renovated others—that reflect the character and history of their communities.

Experience

PBS&J has distinguished itself as a leader in environmental engineering through innovative solutions to critical environmental problems.



Civil Engineering Services

PBS&J provides its clients with expertise in a diverse range of specialized areas including site development, feasibility studies, utilities assessment and acquisition studies, site/civil engineering design, and permitting. Our civil engineering experience covers the complete development process, beginning at the concept stage. Working in concert with our planning and landscape architecture division, we employ a synergistic and interdisciplinary planning approach to develop a master plan that is in harmony with the environment. PBS&J successfully develops innovative design solutions by combining a thorough investigation of physical and financial restraints with the social and political realities of each area.

Sustainable Design/LEED Design

Construction design practices are currently in a state of change, as builders work to embrace new global realities associated with the careful safeguarding of environmental features as well as the prudent use of energy. The design of environmentally friendly, energy-conserving structures is seen as a continuum of what is now commonly recognized as “sustainable design.” This strategy (as described by the American Institute of Architects) calls for the development of design that minimizes resource requirements, maximizes production efficiency, and helps control waste. Likewise, the Leadership in Energy and Environmental Design (LEED) rating system (as developed by the U.S. Green Building Council) offers standards for environmentally sustainable construction, as well as a rating system for assessing buildings, based upon six major criteria:

- Sustainable sites
- Water efficiency
- Energy and atmosphere
- Materials and resources
- Indoor environmental quality
- Innovation and design process

PBS&J is committed to the implementation of sustainable design principles and feels that it should be the role of every company engaged in the design of construction projects to act as a responsible steward of the earth’s resources. PBS&J further understands that environmental aims and economic goals are rarely mutually exclusive during a time of escalating energy costs.

Accordingly, our design team is constantly researching material claims and assembling various materials that meet maintenance and sustainability requirements. We also advocate changed patterns of use by encouraging conservation and recycling, and we provide for these changes within our designs.

Our environmental awareness—along with that of our fellow architects and clients—has increased dramatically during recent years, as vital information about construction materials has become available. However, since our corporate founding in 1960, PBS&J has always endeavored to act sensitively in regard to our thoughtful siting of buildings and careful selection of construction materials.

At PBS&J, we understand that, along with aesthetic and quality-of-life issues, we must also address practical and financial concerns. In this age of tightening capital and operational funds, the demand for increased accountability and improved resource allocation warrants close examination of facility and functional requirements. It is important for design teams to understand and take into account the funding mechanisms at work on a project, so that the recommendations set out in the plan are achievable.

Experience

PBS&J successfully develops innovative design solutions by combining a thorough investigation of physical and financial restraints with the social and political realities of each area.



As a member of the U.S. Green Building Council, PBS&J remains dedicated to the creation of environmentally conscious design. Our firm has LEED-accredited professionals in all disciplines of design—including architecture; mechanical, electrical, structural, and civil engineering; and interior design—who work toward implementing sustainable design features into our projects. Our professionals have demonstrated expertise in adaptive reuse, brownfields development, developing on landfills, and especially base reuse plans. While creating a sustainable design, PBS&J relies on practices that minimize site disturbances wherever possible.

Permitting and Regulations

PBS&J's understanding of water and wastewater permitting requirements is derived from our lengthy list of recent permitting projects and our leadership role in the rule making process. We have provided wastewater services since 1960. Throughout this period, our senior staff has been actively involved in the rule making process through participation in professional and technical organizations such as the American Water Works Association (AWWA) and the Water Environmental Federation (WEF). Currently, we have staff participating in four separate technical advisory committees to state agencies on ongoing rule making efforts.

Our knowledge and relationships pay dividends to our clients in terms of effective and efficient permitting services. Furthermore, we are often able to assist our clients by advising them of new and forthcoming regulations and have helped inspire regulatory and legislative changes that consider the unique problems and/or circumstances of our clients.

For example, in the mid-1980s, we assisted the City of Orlando in obtaining permits for the Iron Bridge WPCF to increase capacity despite a regulatory climate that appeared to inhibit additional surface discharge. This required helping develop unique permitting strategies which ultimately resulted in the adoption of statewide rules for the use of wetlands for wastewater treatment. After adoption of the Grizzle-Figg bill, PBS&J was able to effect rule modifications to allow the City of Lakeland to develop a less costly means of meeting high-level disinfection requirements.

Ecological Sciences

PBS&J offers a number of supplemental services in-house to facilitate efficient, successful environmental projects. These include a team of qualified ecological scientists experienced in all phases of wetland and upland environmental analyses. Through many years of working directly with regulatory agencies, we have developed a good rapport and can help our clients to quickly solve permitting problems that could delay approvals. Specific project capabilities include:

PBS&J's ecological sciences department has a respected history of successful accomplishments in the field. We attribute our successes to a combination of factors.

- Familiarity with the client's priorities and needs and a sensitivity to the restrictions of the system and processes limiting the client's options.
- In-house experience and expertise which allows immediate, innovative responses to a wide variety of ecological resource needs and adequate support staff to provide support and backup for field work and data development.
- State-of-the-art technology to provide the most comprehensive product for the least amount of expense and at the greatest speed. Global positioning systems (GPS), CADD utilizing both the AutoCAD and Intergraph systems, and the GIS-based ARC/INFO software are just a few of the technological tools employed by our ecological science teams.
- Full employment of a quality assurance program designed to provide senior level technical guidance and eliminate redundant efforts and miscommunication.

Experience

Through many years of working directly with regulatory agencies, we have developed a good rapport and can help our clients to quickly solve permitting problems that could delay approvals.



Building Services

PBS&J offers comprehensive architectural, interior design, and related engineering services to the public and private sectors for commercial, educational, transportation, military, and other governmental structures. The design ability, technical expertise and commitment of the building services staff enables PBS&J to effectively serve its clients.

The architectural team is dedicated to achieving “design excellence” by integrating the “art” of architecture with a project’s functional components. They achieve this goal by encouraging client participation throughout the project including conceptual design, programming, computer scheduling, budgeting, and construction administration.

The mechanical and electrical engineers, an intrinsic part of the building services group, develop creative, efficient and cost-effective systems to meet the technological and functional needs of the client through several different methods, including computerized engineering programs and energy analyses. To ensure that the systems are implemented properly, the mechanical and electrical engineering staff provides thorough construction management services.

Alternative Project Delivery

Another area that PBS&J has found that can help expedite projects is alternative project delivery. PBS&J has experience in almost every phase of design-build and related alternative project delivery methods and can advise the CMPA in these areas, if needed. PBS&J Constructors, Inc./Peter Brown Construction continues to promote the philosophy of our parent firm’s founding principals by stressing the relentless pursuit of quality and excellence in the services we provide. PBS&J realizes every client’s need for having construction proceed as anticipated and with adherence to the design concepts and budget. Our control procedures during construction result in high quality design, strong construction contract conditions, knowledge of the work, strong documentation, and extensive quality controls. Our firm has the depth of resources, experience, and the qualified personnel to customize our services to suit client requirements and to ensure that their construction projects are completed to their expectations.

The following outline identifies the three basic project phases in which PBS&J Constructors utilizes its resources to support its clients. These phases ensure that unnecessary costs are avoided and projects are guided in a timely, budget conscious fashion.

Design Phase

- Design budget monitoring
- Design schedule
- Design cost estimates
- Value engineering
- Constructibility reviews
- Biddability reviews

Construction Phase

- Project management
- Field supervision
- Estimating
- Project planning/Scheduling
- Accounting/Cost engineering
- Safety management
- Administrative services

Experience

PBS&J offers comprehensive architectural, interior design, and related engineering services to the public and private sectors for commercial, educational, transportation, military, and other governmental structures.



- General condition project support
- Trade/Subcontractor procurement
- Quality assurance/Quality control

Post-Construction Activities

- Project close-out
- Claims analysis

Relevant Project Experience

PBS&J has a demonstrated record of performance and will provide the necessary resources for the timely and successful completion of this project. Collectively, we have managed hundreds of projects, and capital improvement programs throughout the Southeast, totaling billions of dollars. PBS&J employs several hundred professionals dedicated to the construction management industry. We offer the following projects as examples of our relevant experience. We have selected these projects to reflect a sample of our proven experience and advanced technological applications.

We believe the fact that approximately 87 percent of PBS&J's business is repeat business from existing clients is strong testimonial to the quality of the services we provide and our ability to deliver projects within budget and on schedule. Further evidence of PBS&J's ability to meet or exceed our commitments is our many long-standing client relationships.

Baldwin Park Planning & Infrastructure
Pritzker Realty Group, Orlando, Florida
Date Services Provided: 7/14/03-present
Outcome (Budget & Schedule): \$2,900,000 (fee)
Contact Name: David Pace
Phone Number: 407.515.6999

The 1,100-acre mixed-use master planned community is based on the principles of new urbanism and includes approximately 4,400 residential units, three community centers, 200,000 square feet of retail, and 750,000 square feet of office development. Activities included managing land use entitlements; managing all environmental, planning, design, and construction matters; and coordinating/negotiating with permitting agencies and utility companies.

Carlisle at Celebration, Phases 1 & 2
Pritzker Residential, LLC, Celebration, Florida
Date Services Provided: 9/7/99-3/31/03
Outcome (Budget & Schedule): \$136,900 (fee)
Contact Name: Reggie Bergeron
Phone Number: 407.599.9933

Located along Celebration Boulevard in South Village, Carlisle at Celebration is a 177,726-unit, multifamily project developed by Pritzker Residential. The project is located on two parcels of land, approximately 60 acres. A variety of one-, two-, and three-bedroom units extends over 109 buildings with clubhouse and amenity facilities located on each parcel. PBS&J provided complete site/civil engineering designs for the roadways, alleys, parking areas, site grading, stormwater management system, and utility services including two wastewater lift stations. In addition, PBS&J provided zoning approval through Orange County, other permitting assistance, construction administration, and field surveying (boundary and topography).

Celebration Hotel
The Kessler Enterprises, Inc., Celebration, Florida
Date Services Provided: 4/23/97-10/1/99
Outcome (Budget & Schedule): \$50,000 (fee)

Experience

PBS&J has a demonstrated record of performance and will provide the necessary resources for the timely and successful completion of this project.



Contact Name: Malcolm Durden**Phone Number: 407.996.9999**

The Celebration Hotel is a three-story, 115-room hotel located on the shore of the Town Center Lake in downtown Celebration, Osceola County, Florida. The hotel, designed by Graham Gund Architects of Cambridge, Massachusetts, features the natural simplicity of a 1920s Florida wood frame design, incorporating a combination of “sticks” and “shingles” architectural styles. In addition to the hotel rooms, the facility offers banquet/meeting space, a health club, and a piano lobby bar. PBS&J provided site civil engineering designs for the on-site parking facility, site grading, stormwater management, and potable water and wastewater utility services. Significant coordination and construction administration were required on this “infill” development, and construction adjacent to Town Center Lake was closely monitored to minimize impact to the lake and the lake retaining walls.

Celebration Infrastructure Engineering, Phase 1**Disney Development Company, Celebration, Florida****Date Services Provided: 1/15/92-6/15/96****Outcome (Budget & Schedule): \$3,600,000 (fee)****Contact Name: Matthew Forbes****Phone Number: 407.827.6654**

This project for DDC involved providing final infrastructure engineering design for a 700-acre Phase I portion of the 10,000-acre, multiuse project, as well as assistance with a comprehensive plan amendment and permitting. The services consisted of developing several utility alternatives and preparing a comprehensive report, producing mass grading plans, analyzing compensating storage requirements and floodplain encroachments, and estimating development costs.

Celebration Infrastructure Engineering Services, Phases 3 and 4**Walt Disney Institute, Celebration, Florida****Date Services Provided: 2/26/98-9/1/03****Outcome (Budget & Schedule): \$3,540,000 (fee)****Contact Name: Matthew Forbes****Phone Number: 407.827.6654**

Celebration is a 10,000-acre master-planned town developed by the Celebration Company near the Walt Disney theme parks in northwest Osceola County. When complete, the community is anticipated to have approximately 12,000 residents on 4,900 acres surrounded by a 4,700-acre protected greenbelt. The town consists of residential homes and apartments, a town center, office park, hospital and schools, open spaces and parks, lakes, and recreational amenities. PBS&J has provided a wide range of consulting services for Celebration since its inception in 1991. PBS&J's early efforts included the development of the wastewater and potable water strategy and master plan, preparation of mass grading plans, analysis of compensating storage requirements and floodplain encroachments, and cost estimating of alternatives for infrastructure development. Preliminary engineering, final design, and permitting services provided by PBS&J for various phases of the project included the infrastructure for over 700 acres of residential construction, the 20-acre retail area of town center, the Robert Trent Jones 18-hole golf course, two bridges, and more than 10 miles of roadway.

Celebration Town Center**The Celebration Company, Celebration, Florida****Date Services Provided: 10/1/93-6/1/96****Outcome (Budget & Schedule): \$240,000 (fee)****Contact Name: Michael Menefee****Phone Number: 214.969.3040**

Town Center is the 20-acre retail and civic focus of Celebration Village, or the “heart” of the Celebration community, a 5,000-acre, multi-use development of regional impact (DRI) project in Osceola County, Florida. Included within the retail area are 180 multifamily residential units.

Experience

PBS&J has provided a wide range of consulting services for Celebration since its inception in 1991.



Consistent with Disney's goal to provide a unique and innovative development, DDC integrated a team of consultants with recognized specialties for the design, permitting, documentation, and administration of the Town Center project. PBS&J's services included the civil design and permitting of the public and private infrastructure. The civil design included master drainage plans; site grading plans; parking and traffic circulation plans; potable water, wastewater, and reuse plans; roadway, parking lot, floating dock, and pedestrian lighting plans; and all required permitting. Coordination was required with other entities including Florida Power Corporation, Vista United Telephone, RCID, the City of Kissimmee, FDEP, and SFWMD. Close coordination with the architectural teams and the landscape/hardscape consultant was required to implement the designs and meet the neo-traditional aesthetic goals and objectives.

Universal's Islands of Adventure Construction Management Services

MCA Recreation Services, Orlando, Florida

Date Services Provided: 9/19/95-11/20/99

Outcome (Budget & Schedule): \$1,300,000 (fee)

Contact Name: Gerry Smith

Phone Number: 407.363.8000

This project for MCA Recreation Services involved Islands of Adventure, the 80-acre theme park in Orlando, adjacent to the existing Universal Studios complex. The scope of work included construction management services for overall rough grading; core storm drainage; core sanitary sewer collection; potable and industrial water distribution; primary electrical and communication distribution; natural gas distribution, chilled water supply, and return distribution; the edge retaining walls and four vehicular/pedestrian bridges (the free form, cast-in-place, concrete Seuss Bridge; the timber trestle Isla Nublar Bridge; and the contemporary structural steel Superheroes Bridge) surrounding the central lagoon.

Walt Disney World Blizzard Beach

Walt Disney Institute, Lake Buena Vista, Florida

Date Services Provided: 2/25/93-3/14/94

Outcome (Budget & Schedule): \$170,700 (fee)

Contact Name: Larry Harlos

Phone Number: 407.566.4225

Blizzard Beach is Walt Disney World's third water park in central Florida. The 70-acre site, which is designed to resemble a ski resort in winter, includes a 120-foot-high, man-made mountain, eight water slides, a wave pool, a meandering "stream" for tubing, and restaurant and guest support facilities. PBS&J's involvement in the project included developing a master stormwater plan and designs for clearing and mass grading, parking facilities, roadways, rough grading, and drainage designs that accommodated the unique requirements of the park's rock and snow architectural facades. Utility and drainage systems were integrally designed into the mountain structure, which consisted of a reinforced slope construction. Water runoff was routed through an elaborate stormwater system within the mountain to a conventional system of multi-sized pipes and retention ponds. Three separate construction packages were developed including stormwater retention pond excavation; mass grading, and master drainage system outside of the mountain including parking and support facilities; and a drainage system for the man-made mountain. PBS&J also provided standard construction phase services during project development. After the water park was constructed and operational, PBS&J provided services for additional improvements to support the park including guest parking renovations, bus facility renovations, and roadway master planning through the existing wetlands. PBS&J also provided design, permitting, and construction administration services for the Winter Summerland Miniature golf course, located adjacent to the Blizzard Beach entrance.

Experience

PBS&J's involvement in the Blizzard Beach project included developing a master stormwater plan and designs for clearing and mass grading, parking facilities, roadways, rough grading, and drainage designs that accommodated the unique requirements of the park's rock and snow architectural facades.



PBS&J



Lagoon

PBSJ &

Project Approach

PBS&J's primary goal is to provide the highest quality service to our clients by assigning the best-qualified personnel. With this in mind, we have selected an outstanding project team, which we believe will provide the CMPA with the best possible services for this project. Each individual has significant experience in their respective discipline. Each team member also has an excellent track record of successfully completing projects in an efficient and timely manner. Our organizational chart, identifying key personnel assigned to this project, is provided in Section 2. Each of the staff members identified on our organizational chart is available immediately upon receiving a Notice to Proceed from CMPA.



Key Team Members

Jeffrey Helms, PE – Principal-in-Charge

Mr. Helms is a PBS&J senior vice president, working from PBS&J's local Pensacola office. He has over 22 years of professional experience in many aspects of the engineering field, from planning and design to construction and operations.

Ernest Dobbs, PE – Project Director

Mr. Dobbs is a group manager in PBS&J's Pensacola office. Mr. Dobbs has 35 years of diverse experience in the fields of construction management structural, highway, and general civil engineering for government and private sector clients. Specifically, he has significant experience in all aspects of civil/structural engineering including highway/bridge design and construction management.

Phil LeGrand, PE – Project Manager

Mr. LeGrand has 35 years of progressive experience in facility management with a focus on facility operations, management maintenance, utility operation, and construction at all levels. Additionally, he has extensive experience in program and project management.

Commitment of Resources

All PBS&J project managers and staff realize that on-time delivery is a key element in meeting our client commitments. Our firm has more than ample capacity to complete any or all of these assignments, even under the most trying of circumstances. Additionally, as a full service firm we are able to complete most all project disciplines with our own staff if/when necessary, thereby minimizing the potential for any conflicting priorities or delays resulting from numerous subconsultants.

We are extremely confident that the PBS&J project team is fully capable of completing the contemplated project. Our corporate structure, guided by our board of directors, allows our team to draw upon the technical resources of our entire firm, as needed, to successfully accomplish any assignment. In the event that additional resources are needed, the project team will make use of the firm's vast resources, which include 3,800 employees in over 80 offices nationwide, to ensure that our assignments are completed on or ahead of schedule, within the budget limits, and to the satisfaction of the CMPA, as defined by the agreed upon contract.

Approach

PBS&J's primary goal is to provide the highest quality product to our clients by assigning the best-qualified personnel.

Being local to Pensacola and Escambia County, the PBS&J team is firmly integrated into its framework, society, and economy. We recognize the extreme challenges that lay ahead due to the worst economy in decades and severe budget cuts from the Florida Legislature. The PBS&J team is committed to meeting these challenges with innovative and sound engineering solutions.

PBS&J is a national firm with roots and a proud tradition in Florida. PBS&J is one of the largest Florida-based engineering firms (10th largest in Pure Design, *Engineering News-Record*, 2008) with more than 1,400 Florida employees. With approximately 290 professionals located within northwest Florida, PBS&J offers more resources than any other local engineering firm. PBS&J has provided planning, construction management, engineering, and design services for various cities, counties, states, federal government, and private sector clients. Within Florida, our private sector clients have included Disney World, Universal Studios, and St. Joe. With the recent acquisition of Peter Brown Construction, PBS&J has the internal knowledge with regards to their \$2 billion in vertical construction projects. With PBS&J having both the design and construction knowledge, this brings a unique brand of knowledge and experience to complete a project of this magnitude.

We are also very comfortable working in a team environment with other consultants, if the CMPA were to make this request. We are comfortable either including qualified firms as subconsultants, including small, minority, and local businesses, should the circumstances support this approach, as well as partnering with other firms when that approach is more appropriate. At a minimum, we understand that close coordination and communication with the CMPA will be absolutely necessary to efficiently complete the project.

Project Approach

PBS&J's overall approach is based on our desire to become the CMPA's "Consultant of Choice," based on performance. To accomplish this objective, PBS&J proposes to employ a project approach that has been demonstrated to be effective in delivering high quality services to our clients. This approach includes five critical components:

1. A management plan that delineates an efficient, functional organizational structure that provides clear lines of authority, responsibility, accountability and communication.
2. A staffing plan that assigns highly qualified key personnel, including a project manager that has a proven track record on similar assignments.
3. Strict cost and schedule control procedures that address planning, scheduling, budgeting, performance measurement, performance evaluation, and quality control.
4. Proven successful project tracking and documentation procedures and systems to facilitate the early identification of performance issues.
5. A quality assurance and control plan to expedite progress and enhance project quality.

Management Plan

The general theme of PBS&J's management plan is *communication*. In our experience, effective communication is one of the most important elements in a successful project, especially a multi-project program being contemplated by the CMPA. Communication needs to begin with the project definition to make sure we understand your objectives so that we can translate that to a well targeted and defined scope and project resource assignments. Understanding your needs requires excellent communication skills as well as the ability to "see the big picture."

It is only after a project is properly defined that it can be successfully implemented. PBS&J staff recognizes that listening is an important element of communication. Once the project is defined by the stakeholders, PBS&J will work with CMPA staff to develop the scope, organize the project, and subdivide it into defined elements and assign element (or task) responsibilities. A kickoff meeting will then be held to communicate the project plan, roles, responsibilities and details.

Approach

All PBS&J project managers and staff realize that on-time delivery is a key element in meeting our client commitments.



Staffing Plan

In conjunction with development of the Management Plan, PBS&J will develop a Staffing Plan that identifies those individuals that have the appropriate level of specific skills and experience to assume a key role on a given assignment. The key individual for each project will be the Project Manager. Our project team does indeed include the ability to provide comprehensive local resources. With a local staff of over 290, and a firmwide resource pool of 3,800, PBS&J is confident that we can meet the needs of this project.

Cost Savings and Cost Control Measures

Successful project cost control by PBS&J is based on the use of experienced project managers who have a thorough understanding of the client's needs and are supported by an effective project management system. The keys to cost control are proper planning, monitoring, and follow-up action. At PBS&J, senior staff ensure they accomplish their purpose in the most cost-effective manner and that the level of effort is appropriate. This planning guarantees that only necessary tasks are performed, which results in substantial savings to the client. PBS&J has examined critical aspects of our services so task assignments can be completed as efficiently as possible. These planning activities have significantly cut costs and time by avoiding remobilization and redundant activities.

Cost monitoring begins when the task assignment is authorized. At that time, the project is assigned a unique account number to track all labor and other direct costs (e.g., subcontractors, travel, etc.) charged to that project. PBS&J utilizes state-of-the-art computer accounting and cost control computer software (Advantage) that provides project reports on a detailed (activity) or summary task level; immediate interactive access to key project information, such as subcontractor and labor and materials costs to date; project budget worksheets on display, and an interactive tool that compares budgets to actual costs as percent complete; options that allow review of summary information for all projects; and roll-up of total program resource commitments to plan staffing and to level workload. Our cost accounting system has been used successfully on a variety of project types ranging in value from a few thousand to several million dollars.

PBS&J has a proven track record of delivering cost-effective projects. Our comprehensive technical resources have allowed us to “think outside the box” and develop innovative solutions to problems. Our design team works closely with our in-house construction services staff to provide value analysis as part of our normal design process. Our approach highlights the emphasis that we place on cost estimating from the start of the project as a decision-making tool rather than just an end-of-project exercise.

Schedule Control

PBS&J realizes the importance of proper scheduling and schedule maintenance. Adherence to work schedules is achieved through proper planning, continuous monitoring, and follow-up action by experienced project personnel, with oversight and coordination by the PBS&J project manager. PBS&J adheres to project schedules by strictly following these guidelines:

- Maintaining a computer software-based project schedule for each task and subtask, including deadlines, milestones, deliverable due dates, and regulatory review points. PBS&J will typically use Microsoft Project or Primavera software for schedule development and maintenance.
- Maintaining frequent communication with the CMPA's project personnel in order to anticipate, identify, and resolve problems, and to smoothly implement adjustments in workload or focus.
- Maintaining continuous interaction between the project manager and other project team members.

Approach

Our approach highlights the emphasis that we place on cost estimating from the start of the project as a decision-making tool rather than just an end-of-project exercise.

As previously mentioned, another area that PBS&J has found that can help expedite projects is alternative project delivery. PBS&J has experience in most all phases of design-build and related alternative project delivery methods and can advise the CMPA in these areas if needed.

We understand the critical nature of maintaining the project schedule for the CMPA. It will be the project manager and project principal's role to maintain the schedule. One of the best ways to do this is to have a clear understanding, from the beginning, of that schedule with the CMPA. All project phases will be monitored on a weekly basis to assure all project team members are maintaining their individual schedules. Weekly reports will be issued to track the project's progress and to identify and alert all team members towards the key milestone dates. Any member who has deviated from the schedule will be notified and will be required to immediately get back on track.

PBS&J prides itself on our ability to maintain a project schedule. The project manager is a key part of the process. The majority of the project manager's responsibilities include controlling the schedule and staffing the project appropriately to assure the owner's schedule is met. The means for implementing an effective schedule control will be established at the earliest stages of the design process. Once the scope and tasks are approved by the CMPA, a comprehensive scheduling work session will be conducted involving all participants in the design process in order to convey a clear understanding of the schedule requirements, responsibilities, and interface commitments. The project schedule will be developed and analyzed in detail in order to identify all participants in the planning process and their anticipated activities, verify established target dates and milestones, establish and coordinate activity timelines and interface requirements.

Once established and agreed upon, the schedule will also serve as a base line by which the job progress may be monitored, measured, analyzed, and controlled throughout its duration. Subsequent schedule work sessions will be conducted, at the beginning of each phase of the design process, or as required throughout the course of the project, in order to develop immediate recovery schedules to offset any unanticipated delays that may occur.

Phil LeGrand, PE, project manager, is responsible for the project schedule. It is a vital management tool. It not only defines a timeline, but also defines roles and levels of responsibility for all parties involved. Job progress and project schedule are fixed agenda items for all progress meetings. During these meetings, the progress of each discipline will be discussed in order to facilitate coordination, eliminate obstacles, and determine additional resources that may be required throughout the course of the project. When required, techniques such as look-ahead schedules for coming week's activities, crib-sheets of action items and assignments, and recovery schedules may be developed to ensure adequate monitoring and disciplining of scheduling requirements.

PBS&J has dedicated personnel who are ready to begin the project and submit deliverables as the schedule dictates.

Project Tracking

PBS&J has developed our own earned value tracking (EVT) application for use in project tracking. With its automated link to our other project management systems, EVT is an efficient and powerful way to simultaneously track project costs, schedule and progress. EVT allows PBS&J project managers to anticipate potential project issues and to more effectively address them.

EVT requires an estimate be made of the value of the work performed. It then adds this value to the traditional method of cost and funding of a project. By comparing the earned value to the planned cost for a given period, EVT identifies whether the project is ahead of or behind schedule. Likewise, by comparing the earned value to the costs expended during a given period, EVT identifies whether the project is under or over its budget. By approaching cost control and scheduling in this fashion,

Approach

Our approach to value engineering provides the program savings in construction as well as future operation and maintenance.

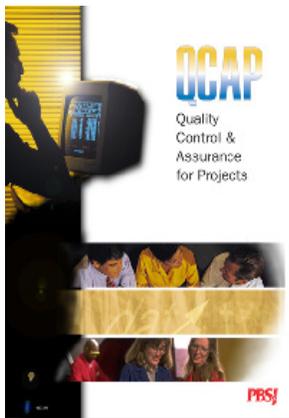
the project manager and task managers have the tools required to actually control a budget and schedule, not just monitor activities. The result is that the project flows more smoothly and stands a much better chance of being completed ahead of schedule.

Value Engineering

Value engineering (VE) is a valuable tool frequently used by our team to recommend actions to be taken to minimize costs without sacrificing quality. As the design stage progresses to a point that can be scrutinized by a team of professionals, our clients can reap the benefits offered by this key project cost-saving and time-saving technique. The project can be analyzed and reviewed to provide for the best function at the lowest cost.

The value engineering review has often been an important claims-saving component that allows the drawings, cost estimates, bid items, specifications, contract duration, and project close-out arrangements to be reviewed by professionals with contractor and contract administrative experience before the job is bid. During this review, plans and contract documents can be scrutinized for obvious errors, ambiguities, or inconsistencies and the overall construction methodology is carefully reviewed. Items noted during this stage will be reported to the designer and the client for further review. Items noted by this critical review process can allow for changes to be made prior to their becoming potential construction management issues or result in a change order or claim. Our experience indicates that value engineering should be done on selected samples of planned projects.

The value engineering process serves to mitigate claims and provide for a more well-coordinated project. Coordination of these projects can be part of this system approach to manage our client's construction program. The VE team can review all construction projects for information applicable to projects under design. By determining generic cost-effective measures, repetition of tasks can be avoided, thus allowing the VE team to focus on the techniques with the most efficient return.



Quality Assurance/Quality Control Procedures

PBS&J is committed to providing quality services for all projects, regardless of size. To further this commitment, PBS&J has developed an in-house Quality Control and Assurance Plan (QCAP). The plan is based on the following premise:

“A quality work product is one that meets the requirements of our client contract and is prepared in accordance with accepted standards of professional practice. Quality work products are more likely to be achieved with quality management practices. It is essential that our projects be staffed with personnel who are appropriately qualified to perform their respective assignments, and that their work be reviewed likewise by staff. The time and

budget necessary for proper quality control must be provided; if they are not, quality control must be performed regardless.”

— Excerpt from PBS&J QCAP Plan

Quality control of projects at PBS&J is based on the premise that two reasonable and qualified individuals agree on the accuracy of each work product before it, or another deliverable document that is based on it, is released by PBS&J as a product of service. To accomplish this, our process specifies activities for QC review and QA verification that must take place on every project.

Our experience is that a strong QA/QC program translates into savings for our clients by producing a higher quality deliverable, in turn reducing claims and change orders during construction.

Approach

The value engineering process serves to mitigate claims and provide for a more well-coordinated project.



PBSJ[®]

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION,
INELIGIBILITY AND VOLUNTARY EXCLUSION FOR FEDERAL AID
CONTRACTS**
(Compliance with 49CFR, Section 29.510)
(Appendix B Certification]

It is certified that neither the below identified firm nor its principals are presently suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

Name of Consultant: PBS&J

By: *Steven W. Martin*
Authorized Signature

Date: May 27, 2009

Title: Vice President/Division Manager

Instructions for Certification

1. By signing and submitting this certification with the proposal, the prospective lower tier participant is providing the certification set out below.
2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective lower tier participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the Department may pursue available remedies, including suspension and/or debarment.
3. The prospective lower tier participant shall provide immediate written notice to the person to which this proposal is submitted. If at any time the prospective lower tier participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
4. The terms 'covered transaction', 'debarred', 'suspended', 'ineligible', 'lower tier covered transaction', 'participant', 'person', 'primary covered transaction', 'principal', 'proposal', and 'voluntarily excluded', as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549. You may contact the person to which this proposal is being submitted for assistance in obtaining a copy of those regulations.
5. The prospective lower tier participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the Department or agency with which this transaction originated.
6. The prospective lower tier participant further agrees by submitting this proposal that it will include this clause titled "Appendix B: Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transaction", without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the Nonprocurement List.
8. 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 this clause. The knowledge and information of a participant are not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
9. Except for transactions authorized under paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the Department may pursue available remedies, including suspension and/or debarment.

**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.

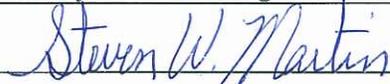
D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed 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: Post, Buckley, Schuh & Jernigan d/b/a PBS&J

Authorized Signature: 

Printed Name: Steven W. Martin, PE

Date: May 27, 2009



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