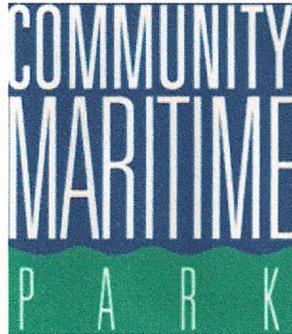


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branch offices: Brussels | Rio de Janeiro | Santiago

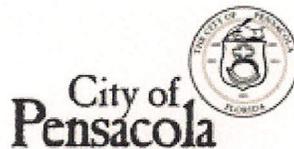


RFQ No. 2009-01

**STATEMENTS OF INTEREST
AND QUALIFICATIONS**

FOR

**COMMUNITY MARITIME PARK
CONSTRUCTION OWNERS REPRESENTATIVE**



Guiding your projects from the ground up.

**Owner's Representative Proposal
RFQ No. 2009-01
Community Maritime Park Associates, Inc.**

**Owner's Representative for a
The Community Maritime Park Project**

<u>Section</u>	<u>Description</u>	<u>Pages</u>
1.	Introduction	
2.	Qualifications and Project Approach	1-8
	Company Background	1
	Office, Staff, Equipment, and Workload	2
	Key Personnel	3
	Approach to the Project - Design Phase	5
	Approach to the Project - Construction Phase	6
3.	Curriculum Vitae for Key Personnel	9-12
4.	Representative Projects	13-17
5.	Related Project Descriptions	18-21
6.	References	22-24



Community Maritime Park Associates, Inc.
City of Pensacola
5th Floor, City Hall
222 West Main Street
Pensacola, FL 32502

Attn: Edward E. Spears, Administrator
Neighborhood & Economic Development Division

May 22, 2009

Re: RFQ No. 2009-01
Owner's Representative for the Community Maritime Park Project

Project Development International, Inc. (PDI) is proud to provide you with one (1) original, fifteen (15) copies, and one PDF electronic copy of our Proposal for the above referenced services. We believe you will find that our Proposal demonstrates a clear understanding of the needs and desires of the Community Maritime Park Associates, Inc. (CMPA) with regard to the proposed Project.

We have provided Owner's Representative services to numerous public entities nationally over the course of the twenty five years PDI has been based in Florida. PDI is currently the Owner's Representative for the City of Sarasota, FL's new \$45 M, 100,000 sq. ft., six story, Police Headquarters.

We believe that our Proposal provides for the highest level of experience, expertise, and practical "know how" available in the industry today. We pride ourselves in being a smaller firm that pays close personal attention to quality, detail, and our clients needs and desires. Our references and experience illustrate the level of depth and quality of service we provide our clients.

We hope that the enclosed Proposal provides you with the information necessary to select PDI as your Owner's Representative. Please feel free to contact me directly should you have any questions or comments regarding the enclosed Proposal. We look forward to having the opportunity to serve the CMPA for this landmark Project.

Very truly yours,

A handwritten signature in black ink, appearing to read 'James E. Lalumiere', is written over a large, light-colored scribble or watermark.

James E. Lalumiere
President

enclosures
JEL/eht





QUALIFICATIONS AND APPROACH TO THE PROJECT

COMPANY BACKGROUND

Project Development International, Inc.(PDI) was organized as a Florida corporation in 1984. PDI has been providing

Innovative and Effective Management Services to the Construction Industry

ever since. From its inception, PDI has provided the following range of services to select clients both nationally and internationally:

*Owner Representative
Construction Riskontrolsm
Program Management
Constructability
CPM Scheduling*

*Project Management
Dispute Resolution
Standing Neutral
Expert Testimony
Construction Claims Analysis*

PDI brings a unique skill set to your Project. All of our senior staff are experienced construction managers and have been trained and participated in the analysis and resolution of complex construction disputes. This has provided us with special insight into the common causes for project problems and the impact those problems can have on the success of a project. The experience we have developed both from years of “hands-on” construction management and “after-the-fact” problem resolution is utilized on all project types, including institutional and office buildings, mid-rise and high-rise structures, museums, auditoriums, medical facilities and heavy engineering projects. This extensive experience allows PDI to incorporate prevention techniques into our Owner’s Representative services for the benefit of our clients and their projects.

PDI projects succeed because we help our clients avoid the pitfalls which lead to project disaster. PDI developed a unique program called **Construction Riskontrolsm** which is incorporated into every PDI Owner’s Representative assignment and forms the basis of an overall project problem prevention system. A descriptive primer for PDI’s **Construction Riskontrol** program can be found on our website at www.pdiusa.com.

PDI believes that our clients deserve to have their construction projects managed effectively, and it is our philosophy to represent exclusively the interests of our clients throughout all phases of the project. As a policy, we never contract to design or build facilities. We prefer to serve our clients professionally, as an extension of their staff, performing as dedicated agents of the client. We prefer to serve as our clients’ advocate, developing and implementing a Management Plan in order to assure the best

**Owner's Representative Proposal
The Community Maritime Park Project
Community Maritime Park Associates, Inc.**



execution of the work to be performed by the designers and the contractors.

In recent years the construction industry has been marred by the prevalence of exaggerated and expensive extra cost claims. Florida has been particularly vulnerable to these events due to the strains on the industry caused by numerous hurricanes, worldwide material price increases, and labor shortfalls. Even when situations have actually warranted extra costs due to unforeseen conditions, unanticipated situations, or unexpected requirements, those costs have been inflated and overstated.

In the recent past PDI has served as the Project Management Consultant and Owner's Representative on several important projects, most notably, for the City of Sarasota, FL and for Essex County, New Jersey (See Related Projects). PDI currently serves as the Owner's Representative for the design and construction of the City of Sarasota's New Police Headquarters. This \$45 million, 100,000 sq. ft., 6 - story facility will not only serve as the headquarters for the Sarasota Police Department but also as the City's Emergency Management Center in times of crisis and is being built to withstand a category 5 hurricane.

PDI proposes to serve as the Owner's Representative for the Community Maritime Park Project. PDI firmly believes that this Proposal provides the CMPA with a significant level of expertise for managing the design and construction of the new Project. We believe we "fit" this Project perfectly, and we look forward to this opportunity in Pensacola. PDI is confident that the Scope of Services can be provided in a thorough and timely manner.

PDI promises that it will dedicate all of its professional skills and efforts toward the promotion and protection of the CMPA's rights, desires, and needs with regard to this Project. It is PDI's standing corporate policy to provide our clients with the best business assistance available, in order for them to make the most cost-effective and efficient decisions regarding their projects. The benefit to the CMPA from the implementation of this policy is the ***assurance of the on-time, within-budget, dispute free, and high quality, successful completion of the Project.***

OFFICE, STAFF, EQUIPMENT AND WORKLOAD

PDI's technical resources are located in our corporate headquarters at 557 Park Street in Dunedin, Florida office, only a forty minute flight from Pensacola. During the Construction Phase, PDI will have a full-time presence on-site, and additional technical support will be provided from Dunedin.

PDI's Dunedin office possesses a variety of the latest technical computer equipment and software used by most construction and design firms in today's industry. We have

**Owner's Representative Proposal
The Community Maritime Park Project
Community Maritime Park Associates, Inc.**



several of the top industry construction scheduling programs as well as a variety of programs which allow us to produce and print design documents. PDI also has full document printing and plotting equipment in order to produce any electronically stored document. PDI's resources allow us to easily and expeditiously communicate instantaneously with our personnel and clients in remote locations around the globe.

PDI's senior staff possesses over one hundred years of extensive design and construction experience. All personnel functions have been carefully organized in accordance with our experience and cost effective approach to providing Owner Representative services. PDI assures the CMPA that our current and future workload will not interfere, nor diminish our dedication to the Project, as has been our record of performance in the past.

KEY PERSONNEL

PDI has dedicated Mr. Larry Harris to be the Project Manager for this project. Mr. Harris has had a distinguished career as a Contractor and Developer and his experience has encompassed a variety of construction types. He maintains several Florida and Louisiana Contractor licenses and knows the construction business from the ground up. Mr. Harris will serve as PDI's Project Manager throughout the Design and Construction Phases of the Project. There are no other PDI projects that will consume significant time for Mr. Harris.

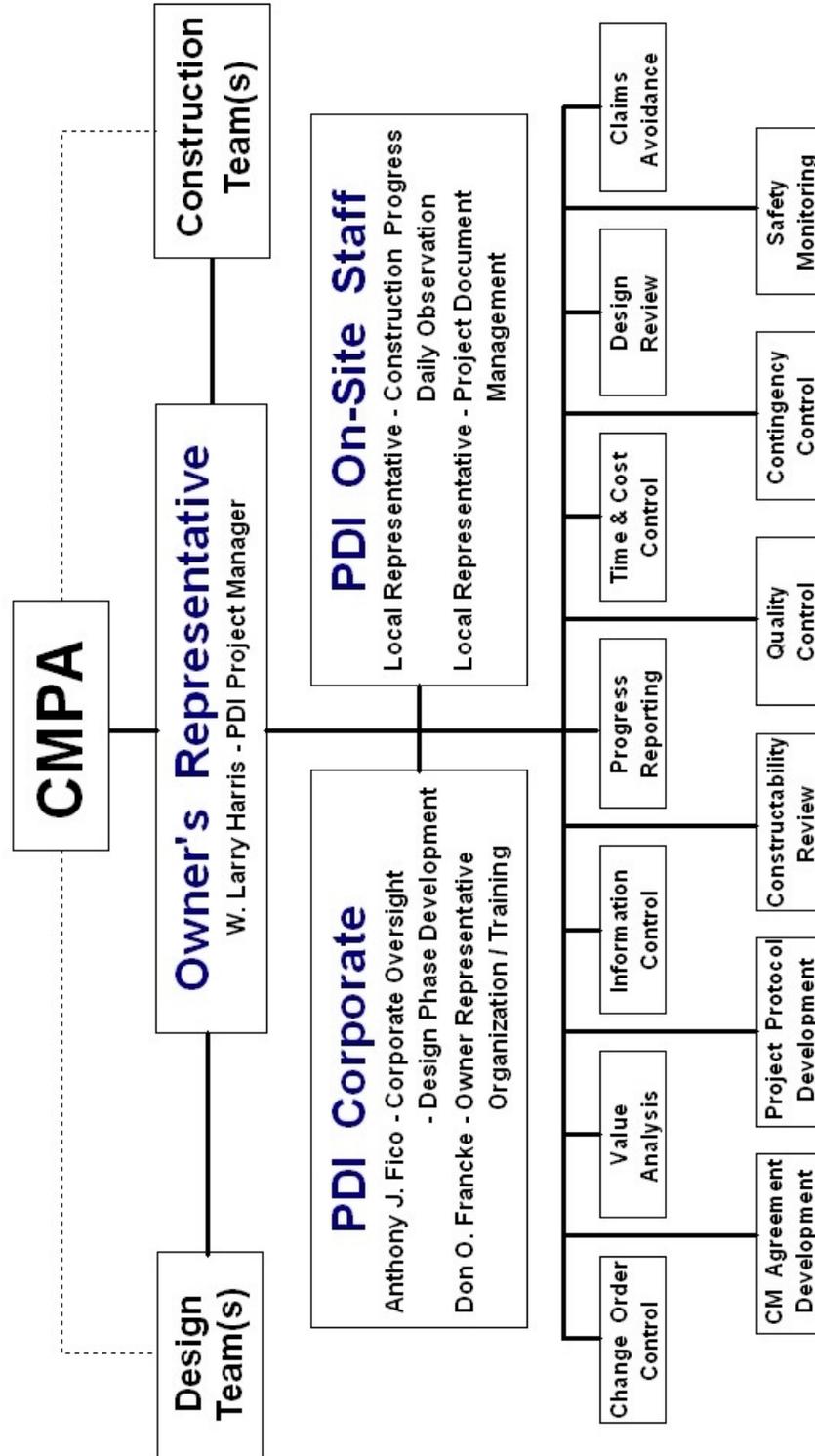
Mr. Harris will be supported during the Project by Mr. Tony Fico. Mr. Fico was previously a managing Partner for Heery Program Management in Atlanta, GA and a Deputy Director for Construction for New York City's Parks, Recreation, and Cultural Affairs Administration. Mr. Fico recently completed an assignment as PDI's Owner's Representative Project Manager for the Design Phase of the new City of Sarasota Police Headquarters project. Mr. Fico will be assigned to provide ongoing PDI corporate oversight to the Project.

The operational functioning of PDI's administrative duties to the CMPA will be guided by Mr. Don Francke, PDI's Owner Representative Services Director. Mr. Francke previously served as Director of Construction Administration for HOK Architects and as Senior Project Manager for major Capital Improvement Projects for Pinellas County, FL. Mr. Francke currently serves as the PDI Project Manager during the Construction Phase for the new City of Sarasota Police Headquarters project.

Mr. James E. Lalumiere, President of PDI, will provide Project scheduling technical support to Mr. Harris. Mr. Lalumiere has been certified as a Planning and Scheduling Professional by AACE International and is a licensed Florida General Contractor among other distinguished qualifications. This function allows Mr. Lalumiere to

**Community Maritime Park Associates, Inc.
 Owner's Representative Services
 Community Maritime Park Project**

ORGANIZATION & RESPONSIBILITY CHART



maintain a close personal and professional “eye” on Project specifics and PDI’s quality service commitment.

Mr. Harris’ efforts will be supported during the Construction Phase by a full time on-site Project staff consisting of two locally acquired personnel. One, or more, individual(s) will serve as PDI’s dedicated on-site Project progress Observer(s). The other individual will serve as PDI’s Project Document manager. It is PDI’s intent to interview and hire these individuals from the Pensacola area giving preference to small, minority, and local participation in conformance with the CMPA Covenant with the Community.

APPROACH TO THE PROJECT - DESIGN PHASE

The primary responsibility of the Owner’s Representative is to be the Owner’s advocate - an extension of the CMPA’s staff. Having successfully served the City of Sarasota and numerous other public owners as the Owner’s Representative on major projects that were completed on time, under budget and dispute free, the PDI team is very familiar with public protocols and procedures.

PDI’s initial efforts will be to immediately become familiar with the Designers’ contract and responsibilities, as well as all the scope of work which may have already been developed by the Designers. We will work with the Designers and Construction Manager(s) and/or Design Builder(s) (Builders) to develop cost and schedule information for the Project as soon as sufficient data is available. In the event the design indicates projected costs will be above the proposed budgets, PDI will work with the Designers and the Builders in a process of Value Engineering/Value Analysis to assure that final designs are compatible with the budget.

PDI can work with the CMPA’s staff to develop an RFP for Builders, and later on, assist in the proposal evaluation process. PDI can also work with the CMPA’s staff and the CMPA Attorney to develop an Owner/Builders Agreement that will be structured with the CMPA’s best interests in mind. PDI will assure that the Agreement has strong language regarding construction schedule requirements, change order controls, submittal procedures, and more. PDI developed the Owner / Construction Manager Agreement and General Conditions for Construction documents for the City of Sarasota which are being utilized today for the construction of the City’s new Police Headquarters project.

PDI believes strongly that the Contract Documents set the early tone and parameters for successful project completion. PDI additionally developed an early completion Incentive Program designed to entice the Builders to get an early jump on key milestone completion, maintain a clean and safe project site, properly perform all work, and, at a minimum, maintain these parameters throughout project progress.

During the Design Phase, PDI will assure that all entities, including the CMPA, provide their required input, and develop their required deliverables, in a timely and comprehensive manner. PDI will meet regularly with the Owner and the Designers, assessing progress. Eventually the Builders will become a part of these regular meetings. PDI will evaluate the evolving designs, and expedite Owner reviews of the designs in order to assure a timely completion of Design Phase activities. We will review the design process at the Designers' offices, on a regularly scheduled basis, in order to assure compliance with the design schedules and other criteria.

PDI will monitor the Designers efforts to assure compatibility with cost and schedule; we will expedite the dissemination of information among the CMPA, the Designers, and the Builders, assuring timeliness, accuracy, and comprehensiveness; we will participate in all progress meetings, and report regularly, in writing, to the CMPA. We will assist in design reviews and make recommendations regarding those designs. PDI will alert the CMPA and the Designers in the event we believe the design is likely to exceed the budget, and work with the Designers and the Builders to eliminate any overruns.

PDI will assemble all pertinent information generated by the project team, and will regularly provide written reports to the CMPA regarding progress, cost, time and quality. PDI will communicate any information related to the Project to the general public at the CMPA's discretion.

APPROACH TO THE PROJECT - CONSTRUCTION PHASE

When the Designers have successfully completed the Construction Documents Phase, and the Builders have provided an acceptable Guaranteed Maximum Price and an approved construction schedule for the facility, the CMPA will be ready to issue a Notice to Proceed for the Construction Phase.

The PDI team will be kept intact when the Construction Phase begins. Mr. Harris and Mr. Fico will continue their involvement with added intensity as the design progresses. At some point in the final stages of the Construction Documents Phase at, or after, the time the Builders provide a Guaranteed Maximum Price for the Project, PDI will add a full-time, on-site staff to the team. This staff will consist of a full time construction progress Observer and a Document Manager. These individuals will be trained by PDI's Owner's Representative Services Director, Mr. Don Francke. Our full-time on-site staff will receive continued support from Mr. Harris and Mr. Francke, and the former will continue to attend all progress and special meetings for the Project.

During construction, PDI's full-time on-site staff will be supported by Mr. Harris and Mr. Francke on a regular basis. Mr. Harris will continue to participate in all weekly progress meetings, and on all occasions when his support is appropriate. PDI will re-

**Owner's Representative Proposal
The Community Maritime Park Project
Community Maritime Park Associates, Inc.**



enforce on-site procedures for communication, and will develop logs to monitor Requests for Information, Shop drawings, Samples, Change Orders, actual Buyout Costs, and Contingencies.

PDI will provide the services described in this Proposal and the Request for Qualifications and will be available on demand, and as-needed to the CMPA throughout the life of the Owner's Representative agreement. Our services will be accomplished in coordination with the responsibilities assigned to the Designers and the Builders. Our services will be complimentary with those of the Builders and the Designers, not competitive.

Throughout the Construction Phase we will regularly monitor and report on progress; review and make recommendations regarding the Designers' and the Builders' pay requests; review and provide recommendations regarding the Project Schedule and the schedule updates provided by the Builders; and review all correspondence and advise the CMPA regarding timely and appropriate responses, thereby avoiding potential claims against the CMPA.

PDI will make sure that all contractual requirements for proper administration, management, safety, progress, and quality are strictly adhered to by the Builders. No "cutting corners" will be allowed. PDI does not enforce these requirements and principles in an adversarial manner, but rather as part of a Team concept. PDI will work directly with the Builders to assure that all proper management techniques are implemented for the benefit of the Project, the CMPA, and the Builders. We assure that the Builders have a clear and unimpeded path to successful project completion which ultimately benefits the CMPA.

The Builders will formally submit their monthly Application for Payment, based on the progress-to-date determined by the Construction Schedule, and the cost value of the work, with appropriate supporting documentation to the Designers for review and certification. PDI will review the formal application for completeness and accuracy, and submit the Application for Payment to the CMPA with our recommendation regarding payment to the Builders.

Any Change Order requests will also be thoroughly reviewed, analyzed and documented by PDI as further protection for the CMPA. In the event a Change Order is necessary or desired, PDI will review the proposed changes with the Designers and Builders, and together with the Designers negotiate the best price (and any contract time modifications) with the Builders, and prepare a written summary and recommendation for submittal to the CMPA. PDI will prepare the necessary documentation for the Builders, and transmit the CMPA's direction to the Builders to perform (or delete) the changes upon approval of the CMPA.

**Owner's Representative Proposal
The Community Maritime Park Project
Community Maritime Park Associates, Inc.**



Change Order logs will be maintained, and any additions or deletions approved by the CMPA will be incorporated into the financial status of the Project. Further, PDI will assure that any modifications to the contract time will be incorporated into the Builders' Construction Schedule.

Schedule Control actually begins in the Design Phase, and when the Builders provide a Guaranteed Maximum Price, they will be required to submit for the CMPA's review a Preliminary Construction Schedule. The final Project Schedule will be required of the Builders at the beginning of the Construction Phase, and PDI will closely work with the Builders in the development of the Project Schedule.

PDI will monitor and review the schedule on a regular basis, after the Project Schedule is approved, and receive and review formal monthly updates from the Builders. PDI's experience in scheduling construction projects will enable us to analyze the Builders' progress, confirm the schedule's viability, recognize potential constraints to timely completion, and take actions to preserve the Project's schedule, before delays occur.

PDI will assist the CMPA's review of the workmanship and materials used on the Project. Our observations will be performed daily, especially during critical work phases, such as concrete pours, structural work, and before walls are closed.

Contract Administration involves a myriad of management activities, all of which are important to the success of the Project. PDI will document all pertinent information and activities, develop and distribute monthly reports, and conduct a continuous inventory of materials and payments. All of these activities are an integral part of Project Management and dispute avoidance. The likelihood of those issues becoming expensive, time delaying extra cost claims is significantly diminished by dealing with contentious issues as they occur. PDI's expertise in this Phase of the Project will allow the CMPA to anticipate and deal with issues before they become expensive extra cost claims.

The Organization Chart on page four provides a graphic display of our understanding of the responsibilities of the Owner's Representative for the completion of design and through construction.

PDI assures the City that our current and future workload will not interfere with, nor diminish, our dedication to the Project, as has been our trademark in the past. PDI's senior staff possesses over one hundred years of extensive design and construction experience. The following resumes and partial project listing highlight PDI's expertise and capabilities.

W. LARRY HARRIS
Project Manager



EXPERIENCE:

Division Manager - ColonialWebb Contractors. Led Metro DC Construction Division with responsibilities for Northern Virginia, District of Columbia, and Maryland. Division performed Pharmaceuticals, Hospitals, Schools, Hotels, Military Labs, Governmental Indoor Firing Ranges, County Courthouses, and Office Buildings for four years. Contract values range up to \$14M+.



General Manager/Chief Operations Officer - Great Monument Construction Company (GMCC) for twenty years. GMCC began as a Plumbing and HVAC contracting firm performing projects such as Schools, Hotels, High Rise Office buildings, Hospitals, and Jail Facilities. GMCC constructed Water Treatment Plants and Waste Water Treatment Plants as a prime contractor self-performing the concrete structures as well as total mechanical installations. Duties included complete business administration and management of construction projects throughout Florida as one of the leading environmental contracting firms in Florida, with individual projects ranging over \$30M and totaling over 300 employees.

Began work with The Poole & Kent Company as an estimator and moved into project management. Acquired significant ownership in Poole & Kent Company. Duties included management of construction activities and contract administration of extensive mechanical projects for plan and spec as well as design/build for seven years. Most significant achievement was heading up our construction operations at EPCOT Center at Disney World. Constructed a central energy plant for EPCOT with over 18,000 tons of cooling and three other pavilions plus the main entrance complex.

Built a major Environmental/Mechanical contracting firm from zero volume to yearly billings of \$40M+ in 10 years.

EDUCATION:

Graduate Ringling School of Art, Sarasota Florida
2 years Business Administration – Tampa College, Tampa, Florida
Mechanical Engineering correspondence course (ICS)
U.S Army School of Aviation
Warrant Officer School – U.S. Army

PROFESSIONAL REGISTRATION:

Florida State Certified General Contractor
Florida State Certified Class “A” Air Conditioning License
Florida State Certified Plumbing Contractor
Florida State Certified Pollutant Storage Contractor
Louisiana State Mechanical Contracting License

ANTHONY J. FICO
Senior Consultant

EXPERIENCE:

Mr. Fico has more than forty years experience in the construction industry, including fourteen years in public service. He has served as the Owner's Representative for the renovation of the City of Sarasota City Hall, and prior to that, he was the Owner's Representative for the renovation and restoration of the Sarasota Federal Building for the City of Sarasota. Both projects were completed on time, under budget, and claims free. As a special consultant for AT&T, he was directly responsible for his firm's commitment to develop and implement operational procedures, and then to manage a variety of specialized construction services at more than 25 locations in 16 states. He has managed construction programs for the Collier County Jail and police headquarters, as well as several prison and police stations for the State of Utah. Mr. Fico has also provided Funds Disbursement Management Services on construction projects for Barclays Bank, N.A. Other construction program management experience includes a potpourri of vertical and horizontal construction projects in excess of \$4 Billion.



Mr. Fico served Heery International, Inc., a world-class construction program management firm, in a number of management positions. He served on the Boards of Directors of both Heery International, Inc. and Heery Program Management, Inc., and was the principal representative for all professional services provided by his divisions. He has considerable experience as an owner's representative on multi-contract, multi-site construction programs.

He has developed contract documents, general conditions, procedures manuals, owner/contractor agreements and owner/designer agreements for a variety of clients, including the Commonwealth of Massachusetts, the states of Indiana, Ohio and Utah; the Cleveland Regional Transit Authority; the School Boards of Wake County, NC, and Brevard County, FL; NASA; AT&T; the Collier County Government and the City of Houston, TX.

Completing his public service career in the position of Deputy Director of Construction for New York City's Parks, Recreation, and Cultural Affairs Administration, Mr. Fico supervised more than seventy professional public servants in the administration of the agency's construction and professional consultants' contracts. Annually, these included more than 200 construction contracts and 75 consultant agreements.

EDUCATION:

Brooklyn Polytechnic Institute - Civil Engineer

PROFESSIONAL REGISTRATION:

Licensed Certified General Contractor, Florida #CGC047466

JAMES E. LALUMIERE

President

EXPERIENCE:

Currently responsible for Owner Representation as well as analysis and preparation, negotiation, mediation and resolution of construction disputes for projects of major concern nationally and internationally. Published author of several articles on Construction Claims Prevention. Accepted as Expert Witness in Texas, Florida, New Jersey, and Massachusetts courts with specific emphasis on Delay, Disruption, Acceleration, and Lost Productivity related damages. Has provided Owner Representative, dispute resolution, and contract review services for major municipalities including the Cities of Miami, FL, Houston, TX, and Essex County, NJ.



Founded and directly managed all operations of a construction management consulting firm specializing in providing management support, engineering and estimating services to a wide cross section of the construction industry. Extensive knowledge of project planning and scheduling techniques, particularly in the use of CPM systems.

Founded and directed every operation of a construction materials testing laboratory providing inspection and testing services to the construction industry. Extensive "hands on" experience in large commercial construction as a Project Manager, Technical Supervisor, and Field Engineer for twenty (20) years. Focus of experience is wide ranging: water and wastewater process facilities, bridges, dams, highways, transportation systems, schools, manufacturing facilities, condominium and housing complexes, as well as high and low-rise commercial buildings.

EDUCATION:

University of New Hampshire - B.A. Psychology/Sociology
 Cornell University - College of Engineering
 Florida Metropolitan University - Masters Degree - Business Administration

PROFESSIONAL REGISTRATION:

Licensed Certified General Contractor - State of Florida - CGC031713
 Certified Planning & Scheduling Professional (AACE)

PROFESSIONAL AFFILIATIONS:

- | | |
|-------------------------------------|------------------------------------|
| AACE International | Chartered Institute of Arbitrators |
| American Arbitration Association | Associated Owners & Developers |
| - Commercial Arbitration Panel | American Bar Association |
| Dispute Resolution Board Foundation | - Dispute Resolution Section |
| The Bretton Woods Committee | - Construction Industry Forum |



DON O. FRANCKE

Owner Representative Services Director

EXPERIENCE:

Nearly 40 years experience in the construction field, most at management level. Started with developer in planned community where successive promotions led to Sr. VP Construction. Followed by starting own business as a General Contractor. Followed by working in construction administration field with international architectural firm. Followed by over 12 years managing design and construction in the public sector.

Twelve years as Senior Project Manager for major Capitol Improvement Projects for Pinellas County, Florida. Projects totaled about \$200 million and included courthouse, jail facilities and renovations of existing facilities. Managed County's interests, mostly in the field, for design and construction of projects. Confirmed project budgets and schedules. Reviewed and recommended approval for applications for payment for fees and the construction work, additional design services and construction claims. Established protocols for communication and for processing all construction administration documents, including requests for information, clarifications, submittals, punch lists and closeout. Part of an in-house quality control group refining County contracts and establishing County standards for design documents, products and equipment.

Eight years as Vice President, Director of Construction Administration for building construction projects for HOK Architects in Washington D.C. and Tampa, FL. Projects totaled about \$800 million and included courthouse, jail facilities, industrial, office and research/development buildings, a shopping center and museums. Provided construction administration services, often on-site, to owners during the construction phase for public/private sectors. Services included obtaining building permits; review/approval of submittals; responding to requests for information; certifying GC/CM applications for payment; preparing/issuing clarifications and requests for proposals; and approving claims for additional work.

Senior Vice President for Construction for central Pennsylvania developer. Projects totaled about \$160 million and included construction of mid-rise, high-rise and garden apartments, a 3000 acre planned community with an 18-hole golf course and country club, single family homes, townhouses and condominiums, light commercial buildings and motels. Responsible for supervision of varying size construction work force of up to 300 personnel. Established budgets and schedules; prepared and negotiated sub-contracts; approved invoices; and hired, fired and supervised training of personnel.

EDUCATION:

Penn State University - B.S. Civil Engineering

REPRESENTATIVE PROJECTS

PROJECT NAME	PROJECT TYPE	COST OF WORK (\$000,000)	WORK PERFORMED
New Police Headquarters Sarasota, FL	6 story, 100,000 Sq. Ft. Police Headquarters & Category 5 Emergency Management Center	45.0	Owner's Representative Construction RiskControl
Mirasol Development Ft. Myers, FL	4-6 story Condominiums	80.0	Owner's Representative Projects Scheduling
GE Global Research Center Niskayuna, NY	Office/Laboratory Renovation/Expansion	200.0	Master Program Scheduling
Essex County Correctional Facility Newark, NJ	New Multi-User Correctional Facility	416.0	Owner's Representative, Construction RiskControl
Sarasota Federal Building Sarasota, FL	Historic Renovation & Restoration	4.0	Owner's Representative, Construction RiskControl
Monte Carlo Towers Tampa, FL	26 Story Luxury Condominium	26.0	Schedule Management, Cost Control
Aventura Miami, FL	2-22 Story Condominiums	14.0	Schedule Management, Cost Control
Acqualina Sunny Isles Beach, FL	51 Story Luxury Condominium	120.0	Schedule Management, Owner Claim Defense Assistance
Fountainview West Palm Beach, FL	10 - 3 Story Condominiums	14.0	Schedule Management, Cost Control
The Palms Ft. Lauderdale, FL	31 Story Condominium	30.0	Delay Damage Claim Assessment
South Water Treatment Plant Lafayette, LA	Water Treatment Facility	12.0	Claims Analysis, Schedule Analysis, Expert Testimony
CityWalk Universal Studios Orlando, FL	Multi-Use Entertainment Facility	120.0	Claims Analysis, Schedule Analysis, Expert Testimony
91 ST Avenue WWTP Phoenix, AZ	Wastewater Treatment Facility	80.0	Constructability Review, Cost & Quantity Estimates
AT&T Corporate Headquarters New York, NY	High Rise Office Building	150.0	Claims Admin; Project Evaluation Cost & Schedule Analysis

REPRESENTATIVE PROJECTS

PROJECT NAME	PROJECT TYPE	COST OF WORK (\$000,000)	WORK PERFORMED
Phase I Contract Audit Port of Palm Beach, FL	New Cruise Terminal & Maritime Complex, New Slip #3	50.0	Project Cost Audit, Claims Evaluation, Cost & Schedule Analysis
Bellofram Manufacturing Facility Pelham, NH	Factory	2.5	Project Management Construction Management
Stage I Port Facilities Puerto Castilla, Honduras	Port Facility	20.0	Claims Admin; Project Evaluation Cost & Schedule Analysis
Halifax Hospital Daytona Beach, FL	Hospital	15.0	Claims Admin; Project Evaluation Cost & Schedule Analysis
Lee Memorial Hospital Sarasota, FL	Hospital	16.0	Costing, Scheduling, Testimony, Claims Administration
Naples High School Naples, FL	Additions and renovations to existing campus	16.0	Owner Representation, Construction claims analysis, negotiation, mediation, litigation support
Middle Schools "AA" & "BB" Sarasota, FL	New middle school construction	27.5	Construction claims analysis, scheduling analysis
Laconia Vo-Tech School Laconia, NH	Vocational High School	2.0	Project Management Construction Management
Volusia County Schools DeLand, FL	Multi-School Program	80.0	Claims Admin; Project Evaluation Cost & Schedule Analysis
Burnt Fly Bog Hazardous Waste Site Marlboro, NJ	Hazardous Waste	0.5	Claims Prep & Admin; Testimony, Cost & Schedule Analysis
Flushing Meadows Science Museum Flushing Meadows, NY	Space and Science Educational Museum	15.0	Owner's Staff Deputy Director for Construction
NYC Swimming Pool Program New York, NY	104 Swimming Pools in 5 Boroughs	45.0	Owner's Staff Deputy Director for Construction

REPRESENTATIVE PROJECTS

PROJECT NAME	PROJECT TYPE	COST OF WORK (\$000,000)	WORK PERFORMED
Collier County Parks Program Naples, FL	5 New County Parks	21.0	Program Management <i>Design Phase only</i>
Orange Line Subway, MBTA Boston, MA	Subway Expansion	48.0	Claims Prep & Admin. Dispute Resolution; Testimony
Metro Rail System Miami, FL	Transit System	1,000.0	Claims Prep & Admin. Costing & Scheduling
Little Patuxet WWT Facility Howard County, MD	Expansion to 15 MGD	52.3	Full Service Program Management
North Naples Treatment Plant Naples, FL	Expansion	8.0	Costing/Scheduling Project Mgt., Inspection
North Regional Water Plant Naples, FL	New R/O 12 MGD Treatment Plant	15.8	Claims Preparation Claims Administration
Granular Activated Carbon Facility Cincinnati, OH	Water Treatment Plant	100.0	Constructability Review; Cost & Schedule Anal; Costing & Scheduling
Manasquan Water Facility Manasquan, NJ	Water Treatment Plant	30.0	Cost & Schedule Anal; Project Management & Const.. Mgt
Ireland Brook Drainage Improvement East Brunswick, NJ	Utility	1.4	Claims Prep & Administration; Cost & Schedule Analysis
Staten Island Drainage Improvement Staten Island, NY	Utility	30.0	Cost & Schedule Analysis Costing & Scheduling
Atlantic Highlands Pump Station Monmouth County, NJ	Wastewater Treatment Facility	3.9	Claims Prep & Admin; Cost & Schedule Analysis; Estimating
Cedar Creek Pollution Control Plant Nassau County, NY	Wastewater Treatment Facility	54.0	Constructability Review; Costing & Scheduling
Concord Treatment Plant Concord, NH	Wastewater Treatment Facility	30.0	Project Management Construction Management

REPRESENTATIVE PROJECTS

PROJECT NAME	PROJECT TYPE	COST OF WORK (\$000,000)	WORK PERFORMED
Durham Sewage Treatment Plant Durham, NC	Wastewater Treatment Facility	6.5	Project Management Construction Management
Franklin Treatment Plant Franklin, NH	Wastewater Treatment Facility	15.0	Project Management Construction Management
Jamaica Sewage Treatment Plant Jamaica, NY	Wastewater Treatment Facility	30.0	Claims Prep & Admin Cost & Schedule Analysis
Lebanon Treatment Plant Lebanon, NH	Wastewater Treatment Facility	7.5	Project Management Construction Management
Port Richmond Treatment Plant Staten Island, NY	Wastewater Treatment Facility	56.0	Claims Prep & Admin Cost & Schedule Analysis
Spring Creek Plant New York, NY	Wastewater Treatment Facility	11.0	Claims Prep & Admin Cost & Schedule Analysis
Tallman's Island Plant New York, NY	Wastewater Treatment Facility	40.0	Claims Prep & Admin Cost & Schedule Analysis
Vernon Sewage Treatment Plant Vernon, CT	Wastewater Treatment Facility	12.0	Claims Prep & Admin Cost & Schedule Analysis
Broward Composting Facility Ft. Lauderdale, FL	Sludge Treatment Facility	15.0	Project Evaluation Claims Prep & Admin
Miami Airport Miami, FL	Airport Expansion	6.5	Claims Prep. & Admin. Cost/Schedule Analysis
Airport Road Naples, FL	Roadway Widening 4 to 6 Lanes	4.2	Inspection Services <i>Construction Phase only</i>
Saddlebrook Golf & Tennis Resort Wesley Chapel, FL	Resort	4.0	Claims Admin; Project Evaluation Cost & Schedule Analysis
Radisson Hotel Miami, FL	Hotel/Retail Facility	60.0	Project Evaluation, Scheduling, Costing, Claims Administration
Collier Government Center Naples, FL	301Bed Jail & Expansion to Office Building	27.2	Full Service Program Management

**Owner's Representative Proposal
The Community Maritime Park Project
Community Maritime Park Associates, Inc.**



PROJECT NAME	PROJECT TYPE	COST OF WORK (\$000,000)	WORK PERFORMED
Southeast Command Center Houston, TX	Police Command Center Detention & Courts	18.1	Cost & Schedule Anal; Claims Admin; Mediation; Dispute Res.
Northside Relief sewer System Houston, TX	14 Mile Long Deep Sewer Tunnel w/Liner	115.0	Cost & Schedule Anal; Claims Admin; Mediation; Dispute Res.
Market Street & East Little York Road Houston, TX	Large Diameter Steel Pipe Water Supply System	15.0	Cost & Schedule Anal; Claims Admin; Litigation Testimony
Liberty II Complex Philadelphia, PA	High Rise Office Building & Hotel	200.0	Claims Admin; Project Evaluation Cost & Schedule Analysis
Metcalf Building Orlando, FL	Renovations to High Rise Office Building	1.2	Claims Admin; Project Evaluation Cost & Schedule Analysis
Vermont Electric Cooperative Rutland, VT	Office Building	2.0	Claims Prep & Administration Costing & Scheduling
Broward Environmental Services Ft. Lauderdale, FL	County Office Building & Service Center	11.0	Cost & Schedule Analysis Claims Admin. Costing
Frelinghuysen Avenue Project Newark, NJ	Highway	6.5	Claims Prep. & Admin. Cost/Schedule Analysis
Dame Point Bridge Jacksonville, FL	Bridge	46.0	Mediation; Claims Admin; Cost & Schedule Analysis
Delaware & Raritan Canal Rehab Trenton, NJ	Canal	9.0	Claims Prep. & Admin. Cost/Schedule Analysis
Grand Prairie Flood Control Dam Grand Prairie, TX	Dam	26.0	Claims Prep. & Admin. Cost/Schedule Analysis
Yacyreta Dam Ituzaingo, Argentina	Hydroelectric Dam	13,000.0	Claims Prep, Cost Analysis Costing & Scheduling

RELATED PROJECT DESCRIPTIONS

Design & Construction of New Police Headquarters

The City of Sarasota, FL embarked on the design and construction of a new Police Headquarters in 2007. The facility will have approximately 100,000sf of office space, which includes about 13,000 sf of shell space for future expansion. In addition, a 200 car parking garage is integrated into the lower three floors of the building. The facility is designed to withstand a category five hurricane, and includes sustainable survivable design objectives. The primary structure is proposed as a post tension concrete building clad with architectural precast, high performance impact resistant glazing systems to mitigate catastrophic events, and other sustainable, survivable building envelope systems.



Project Development International, Inc. was chosen by the City of Sarasota as their Owner's Representative for the project. PDI immediately implemented its *Construction Riskontrolsm* program in addition to an onsite project oversight role for the City. PDI has been providing the following key services, among others, for the benefit of the City and the Project since mid-2007:

- *Contract Risk Assessment*
- Monitoring the Architects's compliance with the Design Schedule.
- Facilitating decisions by the Owner and Architect when changes to the design were required in order to remain within the Project Budget.
- Making recommendations to the Owner concerning revisions to the Project Budget that resulted from actual and/or proposed design changes.
- Maintaining a presence on the Project site to provide certain tasks as an agent of the Owner. Establishing and implementing communication procedures among the Owner, the Owner's Representative, the Architect and the Construction Manager.
- *Construction Schedule Reviews & Progress Analysis*
- Reviewing the Construction Manager's detailed estimates of cost, and comment on actual and/or estimated costs compared to the Project Budget.
- Suggesting and monitoring procedures for reviewing and processing Requests for Information, clarifications and interpretations of the Contract Documents; shop drawings, samples and other submittals; contract schedule adjustments; change order proposals; payment applications; and the maintenance of logs, in accordance with the Owner's Architect

Owner's Representative Proposal
The Community Maritime Park Project
Community Maritime Park Associates, Inc.



- and Construction Manager agreements.
- Reviewing Requests for Information, Shop Drawings, Samples, and Other Submittals to determine the anticipated effect on compliance with the Project requirements, the Project Budget, and the Project Schedule.
 - Attending Weekly Progress Meetings at the Project site with the Architect, the Construction Manager, and the Owner and assuring that the minutes accurately represent the Owner's interests.
 - Reviewing the contents of all Construction Manager-requested modifications to either the Contract Time or Project Budget, and endeavoring to determine the cause of the request, and assembling and evaluating information concerning the request. Making recommendations to the Owner regarding all proposed modifications.
 - Maintaining a record set of Project Documentation at the Project site for ongoing Project administration and future City record.
 - Documenting and recording the daily progress of construction and circumstances as they arise, both narratively and photographically, to preserve the City's rights and to timely address the City's obligations to the Architect and the Construction Manager.
 - Observing the quality of the construction, in accordance with the Architect's agreement with the Owner.
 - Reviewing the Construction Manager's safety program to determine that the program, as submitted, provides for coordination by the Construction Manager of its respective subcontractors' safety programs.
 - Rendering in writing to the Owner recommendations concerning the acceptability of the work, or the interpretation of the requirements of the Contract Documents pertaining to the furnishing and performance of the work.
 - Determining a methodology for accurately tracking Project costs as incurred by the Construction Manager.
 - Reviewing the payment applications submitted by the Construction Manager and determining whether the amount requested reflects the progress of the Construction Manager's Work. Make recommendations for appropriate adjustments to each payment.
 - Reviewing project correspondence and advising the Owner regarding appropriate and timely responses, in order to protect the interests of the Owner.

PDI involvement will result in the successful completion of this landmark Project on time, under budget, and dispute free. The City of Sarasota is benefitting from the acquisition of PDI's experience and expertise to prevent problems from arising, timely manage critical elements of the project, and attend to project needs in a cost effective fashion.

**Owner's Representative Proposal
The Community Maritime Park Project
Community Maritime Park Associates, Inc.**



Construction of the new multi-use Essex County Correctional Facility

Essex County, NJ began the design and construction of a \$416 million multi-use correctional facility in 1997 under a court order to expand and improve prison facilities in the County. The facility houses the Newark Police Department, the Essex County Sheriff's offices, the Essex County District Court facilities, as well as internment housing for 2,800 inmates. The County elected to construct this facility on a fast-track basis with multiple Prime Contractors and an agency Construction Manager while the design progressed simultaneously. Various problems impeded the progress of construction, most notably budgetary considerations, site remediation, bid protests, and poor construction management.



Project Development International, Inc. was retained by **Essex County** in 2001, three years into the project, to provide expert assistance to mitigate the damages being incurred by the County. When PDI entered the project, the schedule projected the project would be completed two years late. PDI immediately began an **Owner's Representative** program on behalf of the Essex County Improvement Authority, the administrative agency managing the project on behalf of the County. PDI immediately began a Construction Schedule Review and Progress Analysis to evaluate and improve project progress. This function consisted of:

1. Monitoring the progress of the Project construction program;
2. Monthly review and analysis of the Project progress schedule;
3. Ongoing review, management, indexing, and issue analyses of Project documentation produced by Essex County, the Architect, Construction Manager, and various Prime Contractors during the progress of the Work;
4. Conduct twice monthly site visits to evaluate Project progress in accordance with current Project schedules, and to provide recommendations for issue resolution and improved construction progress to ECIA;
5. Attendance at, and participation in, monthly management meetings between Essex County, the Architect, and the Construction Manager, monthly Project Schedule update meetings, and monthly Project Managers meetings, for the purposes of actively monitoring the progress of the Project and to provide the Essex County with management assistance with the Project.

**Owner's Representative Proposal
The Community Maritime Park Project
Community Maritime Park Associates, Inc.**



PDI prepared a detailed monthly report which included:

1. A review and analysis of the current month's updated Project Schedule including commentary with regard to the viability of the Schedule Update, reported progress in relation to actual progress, problems observed, if any, and recommendations for progress improvement and schedule compression, and any observations regarding project completion in accordance with current schedule logic.
2. An opinion regarding the likelihood (or not) of significant claims being levied against the Authority; providing logic for conclusions, as well as an indication regarding the kinds of claims that are likely, and the potential for mitigating claims, if any.
3. A report on the status of the Project in general, a summarization PDI's efforts during the previous month, and recommendations for priority issues which may require Essex County management attention to avoid future complications.

The protracted progress of the project also generated in excess of \$100 million of extra cost claims from Prime Contractors as a result of alleged delay, disruption, lost productivity, and subsequent required acceleration. PDI concurrently began a Claims Impact Intervention program for the project which consisted of:

1. Review and analysis of Prime Contractor submitted claims for delay and other causes, and of offsetting claims, if any, of the Authority and preparation for negotiations with each Prime Contractor;
2. Participation in negotiations with each Prime Contractor;
3. Review and analysis of all Project documentation for the purposes of evaluating the liability of the Construction Manager and/or the Architect with respect to Project overruns and/or Prime Contractor claims; and
4. Assist Essex County Special Counsel in the evaluation, negotiation, and efforts to settle submitted Prime Contractor claims.

PDI's involvement resulted in the improvement of the scheduled completion date by over six months and the resolution of the Prime Contractor claims at 22% of face value with a minimum of legal and consulting fees being incurred by the County. ***The ultimate result of PDI's involvement was the completion of the largest public project in the history of the State of New Jersey with no post construction litigation.*** PDI's participation assured the County of timely completion, significant mitigation of claimed damages, and the elimination of years of litigation.

* * *



REFERENCES

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RELATED PROJECTS

Owner's Representative
Essex County Correctional Facility
\$416 million multi-use Facility for
Newark Police / Essex County Sheriffs /
Department of Corrections

Owner's Representative
Essex County Correctional Facility
\$416 million multi-use Facility for
Newark Police / Essex County Sheriffs /
Department of Corrections

Dispute Resolution - Van Wezel Hall
Expansion / Renovation -
Owner's Representative
Renovation of Sarasota Federal
Building / Sarasota Police Headquarters

Owner's Representative
Renovation of Sarasota Federal
Building - \$3 million
Owner's Representative
City of Sarasota Police Headquarters
- \$45 million

Owner's Representative
6 story condominiums - Mirasol I,
Mirasol II - \$40 million
The Villas of Palm River Park - \$3 m.
Balaye Office Center

New office building for
International Computer Works
(Design Phase)



ESSEX COUNTY IMPROVEMENT AUTHORITY
we focus on improvement

155 Passaic Ave. 4th Fl. | Fairfield, New Jersey 07004 | tel. 973.575.0952 | fax 973.808.0528

October 16, 2003

To Whom It May Concern:

I write this letter in my capacity as the Executive Director of the Essex County Improvement Authority.

This letter is to confirm that the firm of Project Development International, Inc. (PDI) was selected by the County of Essex, State of New Jersey, as their Owner's representative to provide expert assistance in the mitigation of damages being incurred by the County.

The County embarked upon the construction of a US\$416 million government facility with multiple prime contractors. The damages arose out of that construction project.

PDI involvement consisted of their immediate implementation of their Construction Riskontrol services plan of action. Construction Schedule Review and Progress Analysis and their Claims Impact Intervention services have been actively utilized on this project.

The County of Essex has greatly benefited from our retention of PDI's experience and expertise in the mitigation of damages incurred, the prevention of further damages, and the management of timely project completion.

We strongly recommend that any governmental agency seriously consider utilizing PDI as your owner's representative on your future projects. PDI provided us with a level of trust, experience, and expertise which we found invaluable in the pursuit of our capital improvement project.

Lastly, I offer this recommendation as not only as the Executive Director but also as a former Essex County elected official. If anything further is required please feel free to contact me.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'James R. Paganelli', is written over the typed name.

James R. Paganelli



GENERAL SERVICES AND
PURCHASING DEPARTMENT

NANCY CAROLAN
DIRECTOR

To Whom It May Concern:

Project Development International, Inc. was selected by the City of Sarasota, Florida as their Owner's Representative for the historic renovation and restoration of the former United States Post Office Building. The building was originally constructed in 1934, and the interior was completely renovated, while the exterior was entirely restored.

The project team, which in addition to PDI included the Owner, the architect and the construction manager, successfully completed the project on time, within budget and dispute free.

As the City's Project Manager for this project, I can recommend PDI as a consultant to any Owner who will embark on a major construction project where time and cost are important.

Sincerely,

Nancy Carolan
Director of General Services