

TABLE OF CONTENTS

| | |
|---|-----------|
| Cover Letter | 1 |
| 1. Firms Providing Services | 2 |
| URS Corporation..... | 2 |
| Team Firms..... | 4 |
| 2. Staff/Team Qualifications & Experience | 5 |
| URS Team Organizational Chart | 5 |
| Knowledge of the Scope of Work..... | 6 |
| Similar Projects/Demonstrated Expertise..... | 6 |
| Resumes..... | 15 |
| 3. Scheduling, Budgeting, Communications | 19 |
| Ability to Meet Project Schedules & Budgets | 19 |
| Quality Control Expertise | 19 |
| Ability to Coordinate Similar Projects | 20 |
| Safety Management | 20 |
| Verbal and Written Reporting Skills and Media Interface | 20 |
| Ability to Evaluate Productivity | 21 |
| Communications | 21 |
| Current Workload and Commitment of Key Staff | 21 |
| 4. Project Approach/Services | 22 |
| Level of Effort Recommended..... | 24 |
| Alternate Services that the CMPA May Wish to Consider | 24 |
| 5. References..... | 25 |
| 6. Additional Information | |
| FAR Form | |

URS *The Right Team to Make Your Ideas a Reality*





May 27, 2009

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

Re: URS Submittal for Owner's Representative Services for the CMPA; RFQ No. 2009-01

Dear Mr. Spears:

URS Corporation (URS), in association with team members Kenneth Horne & Associates, Inc. (KH&A) and ACY Contractors, LLC (ACY), is pleased to submit this proposal to perform Construction Owner's Representative Services for the Community Maritime Park Project. The URS Team understands how important the construction of the new Community Maritime Park is to the City's goals for a unique and revitalized waterfront which celebrates the City's history.

With 55,000 employees worldwide and over 1,200 in Florida, URS is a leading construction services and engineering firm. We have served the Florida community since 1957. URS is well-known in Florida for our excellence in construction management services; we have served numerous Florida public agencies acting as their representative during high-profile construction programs such as the Orlando Community Venues and the Adrienne Arsht Center for the Performing Arts of Miami-Dade County. We understand the special challenges presented by multi-project construction programs because they are the core focus of our firm's Construction Services Division.

Local and MBE Firm Participation

Based in Pensacola, KH&A is a certified City of Pensacola Small Business Enterprise. KH&A has performed engineering and owner's representative services on numerous similar Pensacola projects over the past 10 years including a University of West Florida building and a waterfront park. ACY is a certified state of Florida Minority Business Enterprise performing construction management services, and has worked on similar projects such as the Orange County Convention Center Urban Development.

Proposed Staff

URS is pleased to propose to the Community Maritime Park Associates a team of industry experts well suited for your program. The day-to-day contact will be Mr. Ed Manship, Owner's Representative/Project Manager, who will relocate to Pensacola. Ed has over 15 years of construction management experience, including a project located at a marine port. Providing support to Ed on a part-time basis will be Mr. Kenneth Horne, PE of KH&A, and Mr. Michael Young of ACY. Both have worked on similar construction projects such as retail centers, auditoriums, educational facilities and ball fields.

As Vice President of URS' Florida Construction Services Division, I will be the principal-in-charge on this program. I will be available as needed as an additional liaison between the Community Maritime Park Associates and URS. Please contact me with questions at (407) 992-6869 or (407) 290-2520.

Sincerely,

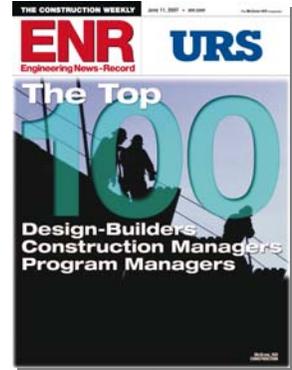
Dick Larson
Vice President

URS Corporation
1625 Summit Lake Drive, Suite 200
Tallahassee, FL 32317
Tel: 407.992.6869
Fax: 407.481.8834

FIRMS PROVIDING SERVICES

URS CORPORATION

Established in 1904, URS Corporation (URS) is one of the world's leading construction services and engineering firms, delivering a wide range of services to clients throughout the world. We have the resources, depth of experience, and established relationships necessary to serve the increasingly sophisticated and time-sensitive needs of our clients. URS has an employee base of over 55,000 professionals located in 300 cities around the world. Our staff includes: program, project and construction managers; engineers; architects; schedulers; cost engineers; estimators; inspectors; and public information and community relations experts.



For the eighth consecutive year, *Engineering News Record* has ranked URS as the #1 "Design Firm," and the #1 "Combined Design and Construction Management/Professional Services Firm" in the United States. Few companies in the world can afford the Community Maritime Park Associates (CMPA) the depth and breadth of experience brought to any project by URS. Our firm has strong cash flows, a broad range of skills, and a diverse portfolio of government and corporate clients. Our reputation is built one project at a time, regardless of the size.

URS has a long history of providing our clients with unsurpassed service in program, project and construction management; quality and cost control; and construction supervision and inspections. URS has a large staff of engineers and architects around the world, but **the Construction Services Division of our company, which has submitted this proposal, specializes in the exact services you are seeking, so our focus is on your construction goals.** Our other specific construction services expertise includes cost estimating, scheduling, value engineering, claims avoidance, and dispute resolution.

Florida Construction Services Experience

Because of our skilled staff and a corporate culture that encourages excellence, URS has grown to become Florida's #1 provider of construction program/project management services. We recruit highly experienced project management staff, and encourage continuing education with our internal Learning Management System and project management certification programs. Over the years, we have partnered with clients to successfully complete some of the most significant – and high-profile - programs in Florida's history, including:

- Orange County Convention Center Phase V Expansion
- Palm Beach County Convention Center
- Palm Beach County Public Schools Improvement Program
- Adrienne Arsht Center for the Performing Arts of Miami-Dade County
- Miami-Dade County Public Schools ADA Upgrades Program
- Palm Beach County Public Schools Improvement Program
- Ft. Lauderdale-Hollywood International Airport Expansion Programs (including extensive roadway and parking facility construction)



Orange County Public Schools

We are also well-known for our highly successful eight-year program at the Orange County Public School District, **where we have been responsible, as the District's construction program manager, for opening 85 schools on-time and within-budget.** Other ongoing Florida projects include:

- Orlando Community Venues Program
- Florida Marlins Ballpark
- Miami Beach Parks & Facilities Program
- Miami-Dade Transit Program
- Polk County Utility Authority Improvement Program

- U.S. Postal Service Miami Mail Processing Facility Project
- Sarasota County Cost Estimating Services
- Amtrak Sanford Auto Train Station Renovation
- John E. Polk Correctional Facility Expansion
- Leon County Public Safety Communications Center

Our firm operates 13 offices throughout the state of Florida; the primary office for this assignment will be: 1625 Summit Lake Drive, Suite 200, Tallahassee, FL 32317. Our proposed Owner's Representative/Project Manager will reside in Pensacola and will be available for the duration of our assignment. URS is a Florida-licensed Professional Engineering and Architectural firm. We also hold a General Contractor's license. Our parent company is publicly traded.

Community Park and Related Venue Expertise – The URS Team Advantage

Our experience with owner's representative services on similar programs is extensive. In Orlando, we are currently working on the Community Venues Program, which consists of a new performing arts center, a new events center, and the renovation of the Citrus Bowl stadium. In Miami we have been the program manager for the City of Miami Beach Parks and Facilities Program since 2001. But we bring more than just a core focus on owner's representative service and similar experience – we bring a track record of excellence in on-time/within-budget projects on our assignments. The Orange County Convention Center Phase V Expansion Program, which at the time was the largest construction project in Orange County's history, was completed on time and within budget. That project was managed by our proposed principal-in-charge for the Community Maritime Park assignment. The URS Team is a perfect fit to help you successfully deliver the Community Maritime Park to the Pensacola community.

In the fall of 2003, approximately two years after the start of construction of what was to become the Adrienne Arsht Center for the Performing Arts of Miami-Dade County, URS was retained by the County to assess the project and make recommendations on restructuring the contractual and working relationships of the various project participants. The key project members had ceased communications with each other, the project was 600 days behind schedule, and over \$100 million in construction claims had already been generated. URS assisted the County in restructuring, creating new contractual relationships, and re-base lining the project schedule and revising the completion budget. This high-profile project was brought back on tract by regaining budget and schedule controls, and public confidence in the investment of County funds was restored.



Outside of Florida, URS has provided construction owner's representation and project/program management services on many parks and facilities similar to those within the Community Maritime Park project. These include the \$475M Millennium Park in Chicago, the \$150M East River Park in New York, the Jones Stadium at the Texas Tech University, Yankee and Shea Stadiums in New York, and the Carnegie Museum and Library in New York. A listing of representative projects, as well as details on highlighted projects, can be found in the "Staff/Team Qualifications & Experience" Section.

"I want to take this opportunity to extend my personal regards for the work performed by your company on the largest public/private project in Miami-Dade County history..."
--Bill Johnson, Director, Port of Miami/Formerly Assistant County Manager for Miami-Dade County/Adrienne Arsht Center for the Performing Arts of Miami-Dade County

TEAM FIRMS

URS is proud to propose on the Community Maritime Park Project in association with our team firms, Kenneth Horne & Associates, Inc. and ACY Contractors, LLC. With these two firms, **the URS Team will meet our goal of Small Business Enterprise participation of 10%, and Minority Business Enterprise participation of 10%.**



Kenneth Horne & Associates (KH&A), established in 1999, is a certified City of Pensacola Small Business Enterprise specializing in site development, planning, design, and permitting. The firm's principals are Kenneth Horne and Robert C. (Charlie) Krasnosky. Bringing to the CMPA expertise regarding local building regulations, similar construction projects in the Pensacola area and a track record of excellent services, KH&A has provided engineering services locally for:

- The Plaza de Luna waterfront park at Palafox Pier modifications
- The Grand Marlin Marina on Pensacola Beach
- The new \$32M Science & Engineering Building on the Pensacola campus of the University of West Florida
- The Social Security Administration Building in Pensacola
- The Crowne Center Auditorium at Pensacola Christian College (including owner's representative services)
- Additions to the Pensacola Police Department
- The 89,000-SF Sea Shells Collections retail center in Gulf Breeze



Crowne Center Auditorium

Between 2004 and 2009, KH&A also held a continuing contract ("Professional Engineering and Design for Public Works") with the City of Pensacola. They have also been involved with several sports fields, such as the Pensacola Christian College Airport Boulevard Ball Field. Services on this baseball field included construction administration, construction specifications and drainage plans.



Plaza de Luna



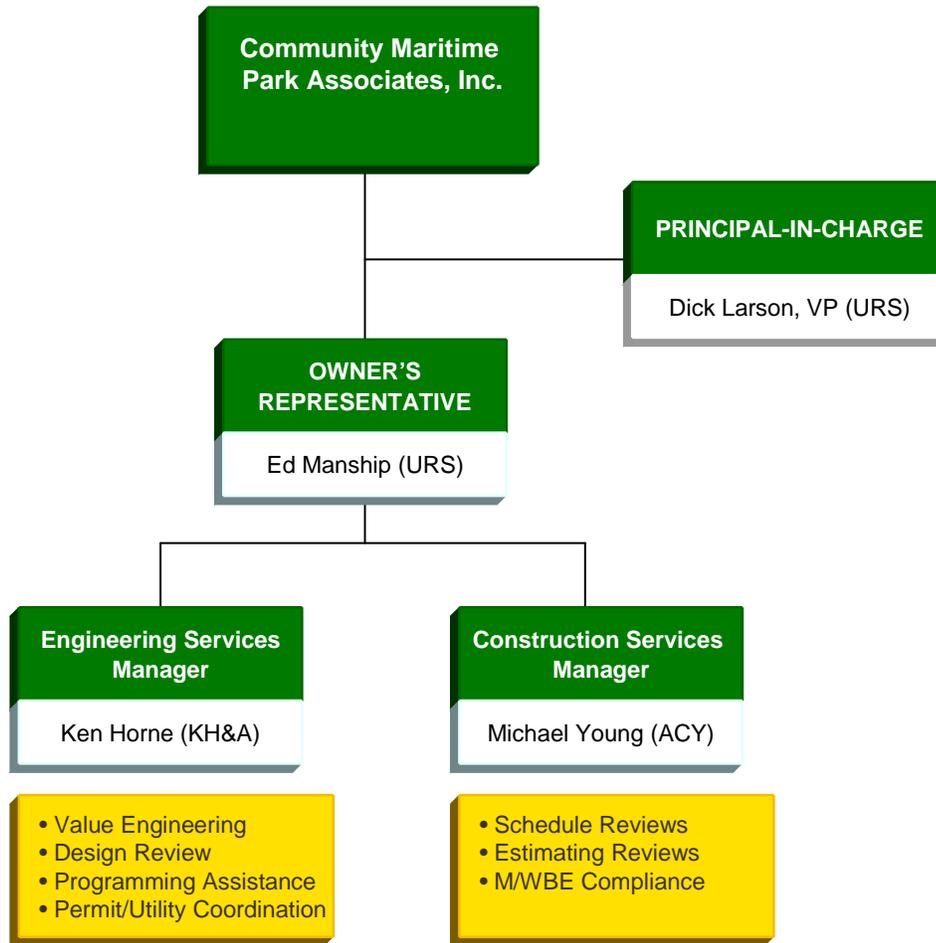
ACY Contractors, LLC (ACY), is a state of Florida certified MBE firm established in 2005. ACY is a professional construction management firm offering construction services such as preconstruction feasibility, program management, general contracting and construction management. The staff is dedicated to demonstrating integrity, reliability, professionalism, and ethical practices within the construction industry. The firm's principals are Michael Young and Michael Arrington. ACY staff project experience includes similar services and facilities such as:

- Paramount on Lake Eola residential and retail condominium tower, Orlando (preconstruction and construction management services) - \$102M
- Orange County Convention Center Urban Development - \$20M
- Ocean Center Expansion, Daytona Beach, FL - \$70M
- Lake Whitney/Thornebrook Elementary School, Ocoee - \$14M
- Florida A&M Housing Facility, Tallahassee - \$8M
- Embassy Suites Expansion, Lake Buena Vista, FL - \$5M
- Universal CityWalk Infrastructure, Orlando, FL - \$3M
- Orlando International Airport Parking Garage Expansion, Orlando - \$5M
- SR 436 Reconstruction, Apopka, FL - \$3M



*Paramount Condominiums
Mixed Use Development*

URS Team Organizational Chart



The URS Team:
URS Corporation
Kenneth Horne & Associates, Inc.
ACY Contractors, LLC

STAFF/TEAM QUALIFICATIONS

Key team member resumes are located at the end of this section.

Dick Larson, Vice President for URS Construction Services, will be the Principal-in-Charge for this assignment. Mr. Larson has over 35 years of experience including serving as owner's representative/program manager for the **\$748-million expansion project at the Orange County Convention Center in Orlando**, and serving as program manager for the construction of the **Millennium Stadium** project in Cardiff, Wales. On the Millennium Stadium program, Dick formulated and implemented the organizational, management, and progress tracking structures that were the mainstay of this deadline-driven, fast-tracked sports venue.

Ed Manship is our proposed Owner's Representative/Project Manager. Mr. Manship has 15 years of experience on varied construction programs including a marine platform, offices, retail facilities, a world-class bridge project and housing, with a construction value totaling \$390M. Prior to joining URS, Mr. Manship received training from the Army Corps of Engineers and marine construction firms in quality assurance and construction jobsite safety.

Ken Horne, PE of KH&A will provide Engineering Support Services. The owner of Kenneth Horne & Associates, Mr. Horne has been providing engineering services to clients in the Pensacola community for 26 years. Mr. Horne recently provided civil engineering design and permitting services for the University of West Florida Science and Engineering Building in Pensacola. He has also provided engineering services for the Plaza de Luna waterfront park, and provided oversight for other City of Pensacola projects awarded to KH&A.

Michael Young of ACY will provide Construction Services Support for the URS Team. Michael holds a degree from the University of Florida in Construction Management, and has worked on various similar projects such as the SeaWorld Waterfront Expansion, the Paramount Condominiums in Orlando, and the Orange County Convention Center Urban Development. Michael is a Florida-licensed General Contractor.

"During the performance of your contract for owner's representative/program manager services, Mr. Dick Larson did an outstanding job controlling cost, project schedule and contractor change orders, which helped to keep the project on time and within budget."

--John Morris, Director,
Orange County Convention
Center Phase V Expansion
Program

Knowledge of the Scope of Work

We understand that the CMPA is seeking an owner's representative to oversee your interest in the Community Maritime Park development. Construction owner's representation services are the core focus of URS' construction services division. We have provided the services within the CMP Project scope of work on many projects, including the City of Orlando Community Venues, the Orange County Convention Center Expansion, and the Ft. Lauderdale-Hollywood International Airport Expansion Programs. **We have saved our clients millions of dollars with our expertise, and helped deliver many high-profile projects on-time and within-budget.** The Construction Services Division of URS arose from our predecessor firm, O'Brien-Kreitzberg, Inc. At one time, O'Brien-Kreitzberg was the largest pure program management firm in the world.

Similar Projects/Demonstrated Expertise

Details regarding some of the URS Team's experience with Owner's Representative Services on similar projects, as well as a table with a more comprehensive listing, is found on the following pages. These projects demonstrate our knowledge and expertise with Florida public programs, similar venues, schedule and budget management, quality control, value engineering, pertinent laws and ordinances, contract negotiation and administration, and construction in urban environments. Additional details regarding our expertise can be found in the "Scheduling, Budgeting, Communications" section of this proposal.

Table 1 – URS Similar Project Experience

Parks Programs and Concert/Performing Arts Centers

| Project Name | Location | Services | Value |
|--|-------------------------|-------------------------|--------|
| City of Miami Beach Parks and Facilities | Miami Beach, FL | Program Management | \$70M |
| U.S. National Parks Service Florida Projects | Key Biscayne/Everglades | Project Management | \$1M |
| Arsht Center for the Performing Arts | Miami, FL | Program Management | \$450M |
| Dr. Phillips Performing Arts Center | Orlando, FL | Owner's Representation | \$389M |
| East River Waterfront Park | New York, NY | Construction Management | \$150M |
| Millennium Park | Chicago, IL | Owner's Representation | \$475M |
| California State Park System Outlay Program | State of California | Program Management | \$1B |
| Forest Park Master Plan | St. Louis, MO | Program Management | \$120M |
| Mountain View City Hall/Community Theater | Mountain View, CA | Project Management | \$29M |

Stadiums and Arenas

| Project Name | Location | Services | Value |
|---------------------------------|-----------------------|-------------------------|--------|
| Marlins Ballpark | Miami, FL | Owner's Representation | \$625M |
| BankAtlantic Center | Sunrise, FL | Program Management | \$185 |
| City of Orlando Events Center | Orlando, FL | Owner's Representation | \$480M |
| Yankee and Shea Stadiums | New York, NY | Construction Management | \$50M |
| Millennium Stadium | New Cardiff, Wales UK | Program Management | \$200M |
| Jones Stadium | Lubbock, TX | Program Management | \$63M |
| New Cleveland Browns Stadium | Cleveland, OH | Program Management | \$290M |
| Peterson Events Center | Pittsburgh, PA | Construction Management | \$96M |
| Texas Memorial Stadium at UT | Lubbock, TX | Owner's Representation | \$176M |
| Frontier Field Baseball Stadium | Rochester, NY | Construction Management | \$25M |

Convention and Conference Centers

| Project Name | Location | Services | Value |
|---|---------------------|------------------------|--------|
| Orange County Convention Center Expansion | Orlando, FL | Owner's Representation | \$748 |
| Palm Beach County Convention Center | West Palm Beach, FL | Program Management | \$83M |
| Cincinnati Convention Center Expansion | Cincinnati, OH | Program Management | \$160M |
| Moscone Convention Center | San Francisco, CA | Project Management | \$120M |
| McCormick Place Convention Center | Chicago, IL | Project Management | \$312M |

Museums

| Project Name | Location | Services | Value |
|--|-----------------|-------------------------|--------|
| Carnegie Museum and Library | Pittsburgh, PA | Program Management | \$255M |
| Children's Discovery Museum and Park | San Jose, CA | Project Management | \$21M |
| Massachusetts Museum of Contemporary Art | North Adams, MA | Construction Management | \$50M |

Educational Facilities

| Project Name | Location | Services | Value |
|---|-----------------------|--------------------|--------|
| Orange County Public Schools Improvements | Orange County, FL | Program Management | \$2B |
| Palm Beach Public Schools Improvements | Palm Beach County, FL | Program Management | \$310M |
| Miami-Dade County Public Schools Maint. | Miami-Dade County, FL | Program Management | \$3B |
| Columbia University Campus Improvements | New York, NY | Project Management | \$51M |

Office/Retail

| Project Name | Location | Services | Value |
|---|-------------------|-------------------------|--------|
| Miami Beach Multi-Purpose Building Administrative Office Space | Miami Beach, FL | Project Management | \$14M |
| U.S. Postal Service South FL Logistics and Distribution Center | Opa-Locka, FL | Owner's Representation | \$42M |
| Niketown at Post Street Retail Center | San Francisco, CA | Project Management | \$14M |
| Fashion Valley Mall Expansion | San Diego, CA | Project Management | \$120M |
| Sony Metreon Entertainment Center | San Francisco, CA | Construction Management | \$200M |

Infrastructure/Parking

| Project Name | Location | Services | Value |
|--|--------------------|--------------------|-------|
| Ft. Lauderdale Hollywood Intl Airport Roadways, Parking Garages, Other Projects | Ft. Lauderdale, FL | Program Management | \$2B |
| City of Miami Beach Multi-Purpose Facility | Miami Beach, FL | Project Management | \$33M |

City of Miami Beach Parks and Facilities Program



URS is providing program, project and construction management services for the City of Miami Beach Parks and Facilities Improvements Program. The majority of the park system was built in the 1950s and 1960s, and had never undergone a significant renovation. This program provides approximately \$70M in physical improvements and new construction for 22 of the City's parks and other new capital projects.

Client:
Mr. Tim Hemstreet
Assistant City Manager
City of Miami Beach
(305) 673-7010
timhemstreet@miamibeachfl.gov

Location:
Miami Beach, FL

Construction Value:
\$70M

Dates:
2003 - 2009

Pre-construction services provided include assessing quality and status of all design projects, constructability reviews, cost evaluations, bidding assistance, and contract negotiation assistance. Construction phase services included serving as the owner's representative in the management of the construction and design contracts. URS coordinated efforts of the City's contract architects, engineers, and general contractors, monitored progress, provided on-site observation and reports, conducted progress meetings, evaluated and recommended change orders, processed payment applications, coordinated project documentation and closeouts. Projects include:

- Parks and Botanical Gardens
- Ball Fields
- Convention Center Expansion
- Parking Facility/Administration Building
- Aquatic Centers
- Library
- Fire Stations
- New Public Works Facilities
- Three Multi-Purpose Community Centers
- Performing Arts Center

Many projects are located in environmentally and historically sensitive areas. Care is taken to preserve wildlife habitats and native plant species. URS staff identified *Pas Palum*, a type of grass that tolerates brackish water, thereby eliminating the need to use the region's precious domestic water supply for the golf courses.

Orlando Community Venues Program



Client:
Mr. Tim Ackert
Project Director
City of Orlando
(407) 284-7047
tim.ackert@cityoforlando.net

Location:
Orlando, FL

Construction Value:
\$1B

Dates:
2007 – 2012

Rendering courtesy HOK Sport

In October 2007, URS was selected to provide Owner's Representative Services for three community venues for the City of Orlando. This is the largest public building program in Central Florida history, paving the way for the construction in downtown Orlando of the new Dr. Phillips Performing Arts Center, the new Events Center and the renovation of the Citrus Bowl Stadium.

Our services include representation of the City on construction issues, contract reviews and negotiation assistance, design reviews, master scheduling, cost verifications, design issue research and resolution, utility project coordination, construction observation, and change order/claim reviews.

The \$389M Dr. Phillips Performing Arts Center will be a four-story, 400,000-SF performing arts center with three venues: a 2,800-seat hall for large-scale productions such as Broadway shows and concerts, a 1,800-seat hall for local performing arts groups, and a 300-seat hall for small performing arts groups.

The New \$480M Events Center/Arena is currently under construction, and will be the home to the NBA's Orlando Magic and will compete to host major national events, concerts and family shows. The Events Center will be 800,000 SF, with 18,500 seats, and will contain restaurants, concessions, locker rooms and retail space.

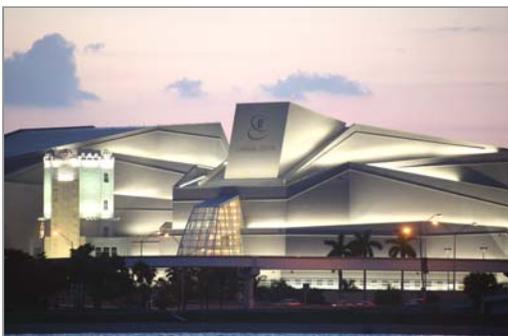
URS is also involved in design reviews for the **\$29M Events Center Parking Garage**. The structure will be eight stories with approximately 1,850 spaces, and will have a pedestrian bridge connection to the Events Center. It is designed with an oversized first floor height to accommodate trucks and busses. The garage will be pre-cast or post-tensioned concrete, with exterior pre-cast panels.

The Citrus Bowl was built in 1936 and has not been significantly renovated since 1989. Construction plans call for transforming the 70-year-old stadium by replacing its concrete bench-style bleachers with individual seats and adding 4,000 upscale club seats, 80 luxury boxes, and new bathrooms and concession stands. It will also contain a 40,000 SF club/ banquet space and new concessions spaces.

"While still early in our venue program, URS has proven itself to be a very capable owner's representative, with strong leadership in assisting us in managing our design reviews, M/WBE compliance effort, and project status."

--Tim Ackert, City of Orlando
Venues Project Director

Adrienne Arsht Center for the Performing Arts of Miami-Dade County



URS provided Construction Program Management and Construction Administration Services on this performing arts center. The Arsht Center anchors the newly emerging Arts and Entertainment District, and has been a catalyst for growth along the Biscayne Boulevard Corridor. This state-of-the-art complex designed by the world-renowned architect Cesar Pelli is comprised of five buildings sited on six acres.

The two featured theatres are the 2,400-seat Sanford and Dolores Ziff Ballet Opera House and the 2,200-seat Knight Concert Hall. A 200-seat black box Studio Theatre, the Peacock

Client:
Mr. Bill Johnson
Miami-Dade County
(305) 347-4844
Lross@miamidade.gov

Location:
Miami, FL

Construction Value:
\$450M

Dates:
2003 - 2006

Education Center, and a restored Art Deco Tower are united with the other two buildings by a Plaza for the Arts across Biscayne Boulevard.

Approximately two years after the start of construction and 30% completed, URS was retained by Miami-Dade County to assess and make recommendations on restructuring the contractual and working relationships of the various project participants. The key project members had ceased communications with each other, the project was 600 days behind schedule, and over \$100 million in claims had been generated. The County needed to effectively bring this high-profile project back on track by regaining budget and schedule controls. URS assisted the County in restructuring, creating new contractual relationships, re-baselining the project schedule, and revising the project completion budget. This effort

benefited all parties, avoiding a project stoppage, averting major contractual disputes.

Major activities of the URS team included change and schedule management, design analysis, monitoring of field activities, monitoring of contract compliance, containment of scope growth, and dispute resolution services. Additional services included the coordination, monitoring, and resolution of construction deficiencies and non-conformances, quality issues, punch list items, and close-out deliverables. During the last two years of the project, URS performed analysis of subcontractor requests for additional compensation. These services included schedule delay analysis, audits of subcontractor cost records, determination of actual losses, determination of responsibility for delays, and negotiations with subcontractors. **All such requests were settled, avoiding any post-construction litigation.**

Orange County Convention Center Phase V Expansion



Named "Best Public Building" by *Southeast Construction Magazine*, this expansion made the Orange County Convention Center (OCCC) the second-largest convention center in the U.S., and at the time, the largest construction project in the history of Central Florida. URS performed as both the project's Program Manager and Owner's Representative providing design management, cost and schedule management as well as construction administration and close-out services.

Client:
Mr. Tom Ackert
Executive Director
Orange County Convention Center
(407) 685-9843
thomas.ackert@occc.net

Location:
Orlando, FL

Construction Value:
\$748M

Dates:
1999 - 2003

The 2.8-million SF. building sits on 240 acres near the three-million SF original facility. The program included nearly one million SF of exhibit hall and loading dock space on one floor. The facility contains 169,400 SF of meeting room space, a 25,000-SF kitchen, four food courts and two restaurants. The new facility is connected to the original center via a 1,000-FT-long pedestrian walkway which contains four moving walkways.

As a key member of the project's construction team, URS and its subconsultants significantly contributed to the success of this monumental undertaking. **In addition to being on-time, this project met a budget of \$748 million, which was set in 1998 and never changed.**

Due to the high-profile nature of this program and size of the budget, a citizen's oversight committee was appointed by the County to ensure the project progressed as planned and within budget. **The URS Team, led by Dick Larson**, presented a monthly briefing to the committee. This was instrumental in the positive media action and the public's open acceptance of the project.

The project also included public infrastructure improvements in and around the site to include enhanced streetscapes and utility relocation. The project required design and construction coordination with several surrounding entities to include four hotels, the local tourism agency and one of the areas largest theme parks.

The project was fast-tracked with design ongoing when site preparation and construction began. To hold costs to the budget and completion to the schedule, **URS managed two Value Engineering (VE) workshops** that preserved the functionality and grace of the new facility, while protecting the budget from cost overruns. URS facilitated a VE session during the schematic design stage of the project. At that stage, the construction manager's detailed construction cost estimate and the designer's independent cost estimate both indicated budget overruns ranging from 15 to 25 percent. As a result of the VE session, numerous VE and scope reduction recommendations were accepted by the owner that in turn yielded sufficient savings to lower the estimated cost to within one percent of the construction budget. URS facilitated another VE session at the design development stage, just prior to negotiations for the Guaranteed Maximum Price to confirm budget compliance.

"I want to extend my personal regards for the excellent work performed by your company (URS) on the largest Public Construction Project in Orange County history, the \$748- million expansion of the Orange County Convention Center in Orlando, FL. URS's dedication, quality of work, and management abilities with project cost controls and scheduling went beyond my expectations."

--John Morris, Former Director, Orange County Convention Center Expansion

Palm Beach County Convention Center



Client:
Mr. Mike McPherson
Project Manager
Palm Beach County
(561) 233-0279
mmcphers@pbcgov.com

Location:
West Palm Beach, FL

Construction Value:
\$80M

Dates:
1998 - 2003

URS provided Program Management Services during the design and construction phases of this 350,000-SF new convention center. Initial responsibilities included master planning, budgeting and market research, which helped define the structure in terms of space planning and appearance. There is a 100,000-SF exhibit space, a 25,000-SF ballroom, and 23,000 SF of meeting rooms.

URS helped define the method for construction contracting, reviewed design development and final construction documents, and assisted in the negotiation of the final contract price. During construction, our team monitored progress, facilitated schedule compliance, assisted in resolving field challenges, managed the change process, and had a lead role in the final completion, inspection and turnover of this facility to the client.

As the program manager, URS ensured that the convention center was completed on time to host a trade show which had been scheduled for three years. This was accomplished without cost overruns or extensions. Dick Larson provided close-out management services to this program.

Orange County Public School District



Client:
Mr. Moe Khosravian
Facilities Program Director
Orange County Public Schools
(407) 317-3700 ext. 5205

Location:
Orange County, FL

Construction Value:
\$2B

Dates:
1999/ongoing

The Orange County Public School District (OCPS) selected URS as their Construction Program Manager in 1999, and later expanded URS' role to provide additional services in successively awarded annual contracts. The OCPS Master Plan consisted of 236 school facilities to be renovated, replaced or constructed. To date, over 85 projects with a total construction value of \$2 billion **have all been completed on time and within OCPS budgets, saving Orange County taxpayers over \$80 million.**

Typical projects include elementary, middle and high school project sites. New and renovation projects are performed according to the District's adopted budget. Each project incorporates all aspects of architectural design and engineering for student classrooms, specialty facilities, central energy plants, parking facilities, and all site work.

The project managers routinely inspect the projects to:

- Ensure that the construction schedule is being adhered to.
- Identify any possible problems with constructability/future OCPS maintenance issues.

- Field inspections.
- Ensure that separation of work activities are being maintained on active campuses and that disruption of the education process is kept to a minimum.
- Identify future value engineering savings.

"I would like to express my gratitude for the excellent program management work that your team has performed over the last nine years on the OCPS New School and Existing School Renovation program. I highly recommend URS for program management services for any large project requiring technical proficiency, responsiveness and dedication to the client's needs."
--Moe Khosravian, Facilities Program Director, OCPS

John V. Lindsay East River Park



URS began providing the City of New York Department of Parks and Recreation with Construction Management Services in 1996, and has managed over 200 contracts with a total construction value exceeding \$150 million. Since 2001, URS has worked various portions of the 57-

acre East River Park and Promenade under several contracts. This project included replacing a nearly 70-year-old relieving platform that is 32 feet wide and 6,000 linear feet **along the East River waterfront** in Manhattan.

Client:
Mr. John Natoli
Chief Engineer
New York City Parks & Recreation
(718) 760-6725
John.natoli@parks.nyc.gov

Location:
New York, NY

Construction Value:
\$150M

Dates:
2005-2008

URS is performing all work related to construction management, including progress meetings, document controls, submittal logging, coordination meetings between designers, vendors, contractors and various agencies involved, calculating quantities of items for payment, reviewing change orders, perform inspections with reports, QA/QC, and tracking of schedules.

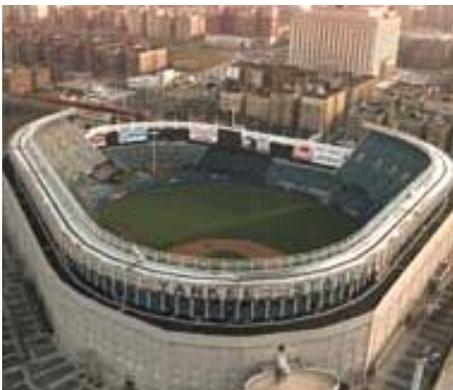
In 2002, URS completed the five-acre portion including a **water play system** with seal animal sculptures, multi-use synthetic turf ball fields, recreational and security lighting, decorative paving, site furnishings, fencing, automatic irrigation, and plantings.



One of the projects' phases of work involved about 10 acres along the waterfront edge of the park. The bulkhead and relieving platform reconstruction phase included:

- Demolition of existing timber relieving platform including the concrete topping slab and outboard concrete seawall.
- Installation of steel sheet piling line for the new concrete bulkhead wall.
- Installation of over 750 steel bearing pipe piles with pour-in-place concrete fill.
- Place pre-cast pre-stressed hollow planks forming new relieving platform.
- Place reinforced concrete topping slab with a waterproofing membrane.

Construction Management/Build Requirements Contract for Stadium Rehabilitation, Shea and Yankee Stadiums



URS was contracted with the New York City Department of Design and Construction to provide Construction Management/Build Services on an as-required basis for projects at Shea and Yankee Stadiums. Under this contract URS oversaw numerous simultaneous subcontracts for rehabilitation work at these two Major League Baseball stadiums. URS let out 15 contracts at Shea Stadium and 13 contracts at Yankee Stadium.

Work at Yankee Stadium included: replacement of construction joints, replacement of lighting fixtures, replacement of exhaust system in food court and beer storage, restoration of spalled concrete, repair of delaminated steel beam flanges, installation of new booster pumps, and roof replacement on lower level.

Client:
Mr. Frank D'Arpino
New York City Department of
Design and Construction
(718) 391-1061

Location:
Queens and Bronx, New York

Construction Value:
\$50M

Completion Date:
2002 -2005

Work at Shea Stadium included: concrete rehabilitation, slab installation, door repair, switchgear room ventilation, escalator upgrade, lighting/electrical rehabilitation, upgrade of electrical distribution system, installation of prefabricated bleachers, painting, and replacement of construction main distribution switchboards and power panel boards throughout the stadium.

The first phase of this contract had a challenging schedule that was further complicated by the pending April 2003 season opening. URS was able to expedite all work and accomplish all 2002-2003 assignments on schedule and before the April 2003 season began.

Millennium Park Complex



Millennium Park, a highly visible addition to Chicago's famed Lakefront, is a 24-acre complex containing a varied collection of integrated facilities. Funding for the project was provided through a public/private partnership wherein \$250 million of public funds was essentially matched by private donor contributions, enabling a grand plan

to become a truly spectacular reality that attracts thousands daily.

Engaged to manage the project following the City's termination of the original contractors, URS provided Owner's Representative Services and worked as an extension-of-staff to our client. URS created new project design and construction schedules and re-sequenced schedules to allow for increased concurrency to regain lost time. Our team provided design review, construction administration/documentation, bid and award assistance, contractor coordination, schedule development and control, budget and cost control, shop drawing control, quality assurance, change order processing, facility commissioning, and public interface.

Our work required extensive coordination among various agencies and the Mayor's Office, as well as adjacent businesses. **URS tightly controlled costs aggressively monitored the schedule and progress of the work to ensure milestones were met and the project completed per the owner-revised schedule.**

The park's public entertainment and aesthetic amenities include:

- **The Pritzker Performance Pavilion**, a \$43M facility designed by architect Frank O. Gehry. Features a fully tuned and conditioned performance shell, with retracting 50-ft. by 100-ft. glass doors across the proscenium arch. For performances the doors are opened to the seating area of 4,100 fixed seats and a 600-ft. by 300-ft. lawn seating area that comfortably accommodates more than 7,000 patrons.
- **The Crown Fountain**, two 50-ft. video screens enclosed by glass block with water cascading down all faces. The fountains interact with the surrounding sprays and reflecting pond.
- A 1,000-foot bridge connecting Millennium Park with other Lakefront Park components.

Client:
Mr. Kevin Gujral
Former Project Director,
Chicago Public Building Com.
(312) 464-7097
Cell: (312) 613-3898

Location:
Chicago, IL

Construction Value:
\$475M

Completion Date:
2000 - 2004

"URS has been able to provide all resources requested and the PBC is extremely satisfied with their work...."

--Kevin Gujral, former
Executive Director,
Millennium Park

Virginia Museum of Fine Arts



URS is providing Program Management/ Owner's Representative Services for the Virginia Museum of Fine Arts Expansion, which includes three distinct major projects along with several smaller projects: the expansion of the Museum, construction of a new parking deck, and a new sculpture garden.

The projects will tie the site together in a cohesive manner, forming expanded facilities, new gardens, and new gallery space.

Client:
Mr. Brian Haggard
Capital Outlay Manager
Virginia Museum of Fine Arts
(804) 340-1413

Location:
Richmond, VA

Construction Value:
\$50M

Dates:
2005 - 2009

Dick Larson
Principal-in-Charge

Education:

MBA, Babson College
B.S. Degree, University of Idaho

Years with URS:

12

Years with other Firms:

30

Mr. Larson has 42 years of experience in military operations, major civilian construction projects and logistics support programs. He is a proven leader, manager and problem solver of the strategic and logistics challenges involved in project coordination, procurement, transportation and personnel management. He has managed several projects in the US and overseas. He is a former US Army Major General with numerous decorations and badges.

Related Project Experience:

**Vice President, URS Corporation
Florida Construction Services Regional Manager**

Currently serving as principal-in-charge for URS' Florida Construction Services programs including the Orlando Community Venues, the Orange County Public Schools New/Renovation Schools, the Orlando International Airport, the Seminole County Jail Expansion, the Polk County Utilities Improvements, and the Miami-Dade County Public Schools ADA Upgrades. Responsibilities include quality control and client satisfaction.

**Program Manager and Owner's Representative, URS Corporation
Orange County Convention Center Expansion, Orlando, Florida, \$748M**

Construction of a 2.8-million-sf expansion of the Orange County Convention Center. Oversaw the project architect/engineer and construction manager activities, and ensured complete program management and construction administration services were provided to the owner. Ensured that budget, schedule and quality expectations of the owner were achieved for the development of the expansion to the existing convention and exhibition facility. Major tasks included developing the project MIS, document control system, management reporting system, partnering program, value engineering, and a master project schedule, along with providing the appropriate financial, design and contractual controls. This project was completed on-time and within-budget.

**Program Manager, URS Corporation
Millennium Stadium, Cardiff, Wales
\$250M**

Oversaw demolition of the original stadium and managed construction of the new 72,500-seat, retractable roof, multi-use stadium, which included site assembly and the design and construction of the stadium, a cantilevered riverside walkway, and the new Territorial Army Building. All work for this venue was completed under a tight deadline, so that the facility would be ready to host the 1999 Rugby World Cup.

**Team Leader for Program Management, Design, Design Management and Procurement Management,
URS Corporation
1996 Summer Olympics Facilities, Atlanta, Georgia
\$100M**

Developed temporary and portable facilities and equipment (TPFE) for the 1996 Summer Games. Services focused on the design of the temporary and portable equipment at the numerous venues and the design of the adaptations to existing facilities, the procurement of the equipment and management of the applicable contracts. The value of the TPFE was \$100 million and included erecting substantial temporary sports, viewing and hospitality facilities. All the contract requirements were delivered on time, under budget and without any concluding claims.

Ed Manship

Owner's Representative/Project Manager

Education:

B.S. Degree, Natural Resources Management and Public Administration, University of Vermont

Years with URS:

5

Years with other firms:

10

License/Registration:

- U.S. Coast Guard Merchant Marine Officer's License
- Member, Society of American Military Engineers

Mr. Manship has 15 years of experience on varied construction programs including marine platform operations, offices, retail buildings, a world-class bridge project, and housing programs, with a construction value totaling \$390M. Prior to joining URS, Mr. Manship received training from the Army Corps of Engineers and marine construction firms in quality assurance and in construction jobsite safety.

Project-specific Experience:

Field Project Engineer, URS Corporation

Transformation Project, Fort Drum, New York, \$42M

Construction projects serving the Army including completion of five new vehicle fleet facilities. Performing as an extension of the client's staff in the construction management of an operations facility and housing facilities. Responsibilities include project communications and an electronic project reporting system, payment evaluations, change order estimates, schedule evaluation, submittal reviews, and code compliance.

Construction Manager/Port Supervisor, General Contracting Firm

Parallel Span Chesapeake Bay Marine Platform and Bridge Tunnel, Norfolk, Virginia, \$220M

Oversaw marine platform positioning and material transport on this fifteen-mile project. Oversaw load-out of concrete piles and bridge sections, coordinated material delivery by marine transport and developed logistics calculations to meet production schedule.

Owner's Representative (COR), URS Corporation

Housing Privatization Project, Cape Canaveral, FL, \$90M

Performed inspection and project management of the Pelican Coast privatization development during construction. The project consisted of 545 single-family homes, recreational facilities, playgrounds and greenbelts. Responsibilities included communications with the City Building Department to obtain code compliance from the builder, design reviews and change order estimating. Conducted weekly progress meetings and schedule updates. Compiled project records, performed submittal reviews and developed productivity tracking system. Engaged in value engineering submittals pertaining to methods of construction, one of which was employed using foam/steel pre-constructed wall panels. Other aspects of value engineering that were employed included proposed changes in exterior wall materials from stucco to plank siding.

Technical Inspector, Construction/Engineering Firm

Program Management Assistance Navy Contract, Dallas, Texas, \$38M

Owner's Representative (COR) performing design and submittal reviews on commissary/retail facility new construction and renovation projects. Supplied client with change order estimates and evaluated payment applications for monthly disbursements. Processed payment applications and conducted Davis-Bacon labor compliance interviews.

Superintendent, Tyger/Pensacola Construction

Newport News, VA

Construction superintendent for tunnel/island site project on the James River. Responsible for vessel operations, material placement positioning, survey oversight and supervision of maintenance crews.

Ken Horne, PE

Engineering Services Manager



Education:

Bachelor of Science, Civil Engineering

Years with Horne:

10

Years with other firms:

16

License/Registration:

- FL PE License # 40149
- LEED Accredited

Mr. Horne is president of Kenneth Horne & Associates, Inc., which he established in 1999. He maintains oversight and responsibility for all the work in the company. He has over 26 years of experience in the development of projects in the Florida panhandle and South Alabama. His experience includes civil design and permitting for underground utilities, stormwater, educational facilities, parking, roads, retail development, and sports fields.

Project-Related Experience:

Civil Engineer

University of West Florida Science and Engineering Building

Provided Civil engineering design and permitting for this 95,000-SF building on the Pensacola campus. Civil work - \$450,000.

Civil Engineer

Sea Shells Collections Retail Development and Parking Facilities, Pensacola

Provided civil engineering design and permitting for this ten-acre development with underground stormwater filtration system. Included retail shopping facilities. Civil work - \$1.8M.

Civil Engineer

Pensacola Christian College Airport Boulevard Ball Field, Pensacola

Provided engineering services for this college regulation-size baseball field built in 2002. Contains Crimson Stone Ultimate additive and Mound mix used on professional fields. The field has its own dedicated irrigation system and safety cap over the fencing. Civil work - \$200,000.

Civil Engineer

Plaza de Luna Concession and Roadway Modification for the City of Pensacola Community Redevelopment Agency, Pensacola

Provided civil engineering design services. Project is located at the foot of Palafox Street at Palafox Pier. Civil work - \$284,000.

Civil Engineer

Development Reviews, City of Milton, FL

Plans review of construction documents to assure designs meet the City's land development code and stormwater requirements. Reviews of more than 50 projects over multi-year period.

Owners Representative for Civil/Sitework Construction

Crowne Centre Auditorium, Pensacola Christian College, Pensacola

Provided Owner's Representative Services including construction observation and administration for civil engineering design on this 298,000-SF multi-purpose auditorium on Main Drive.

Civil Engineer

Tryon Branch Library, Pensacola

Civil engineering services for the new Tryon Branch Library relocation. Moving from existing 6,000-SF building to a new 12000-SF building on Langley Avenue. Design includes a small park with walking trail, playground and picnic areas. Civil work - \$520,000.

Michael Young

Construction Services Manager



Education:

B.S. Degree in Construction Management, University of Florida

Years with ACY: 4

Years with other firms: 9

License/Registration:

State of Florida Licensed General Contractor, License # CGC062705

Mr. Young has 13 years of experience in construction management in Florida. He has been co-owner of ACY Contractors, LLC for the past four years, working on projects such as condominiums, retail buildings, office buildings and higher education facilities. He is a Florida licensed General Contractor. Michael was born and raised in Pensacola, and is a graduate of Woodham High School.

Project-Related Experience:

Manager, ACY

Paramount at Lake Eola Mixed Use Development - \$102M

Provided pre-construction and construction management services on this mixed-use project with residential units, retail facilities, and a grocery store. The tower is 16 stories and 476,000 SF. There is also a 632-space parking structure.

Construction Manager, ACY

Orange County Convention Center Urban District - \$41M

This was a proposed development adjacent the Orange County Convention Center where the developer planned to create mixed-use facilities and a sports stadium. Mr. Young performed Construction Administration Services as a subcontractor, providing budget and quantity analyses in the relocation of the ponds to another lake south of the property, and for all of the infrastructure and roads created for the project.

Construction Manager, ACY

AirTran Airline Office Building Construction - \$2.5M

Provided oversight of design, value engineering and design coordination assistance. Mr. Young worked with the Design-Build team to provide budgets, project schedule, and constructability reviews for this 16,000-SF office building.

Construction Manager, ACY

Retail Furniture Store Construction - \$100,000

Provided general contracting services, oversight of design, value engineering and design coordination assistance on this retail facility, storefront and out parcel.

Construction Manager, ACY

Restaurant Construction - \$80,000

Provided oversight of design, value engineering and design coordination assistance. Provided general contracting services including metal stud framing, drywall, ceramic tile flooring, acoustical ceilings, painting, food service equipment, HVAC and electrical.

Additional Project Experience/Construction Value:

- Ocean Center Expansion, Daytona Beach - \$70M
- University of Florida Levin Law Advocacy Center, Gainesville - \$4M
- UCF Parking Garage V, Orlando - \$14M
- St. Stephens AME Business Center, Jacksonville, FL - \$3M
- GE Harris Office Bldg, Melbourne - \$1M
- Panama City Beach Public Library, Panama City Beach, FL - \$1M
- School of Performing Arts Renovations Osceola County - \$4M

SCHEDULING, BUDGETING, COMMUNICATIONS

Ability to Meet Project Schedules and Budgets

The keys to a successful construction project are excellence in the management of cost, time and quality. The URS Team has had extensive experience with managing schedules and budgets on multi-project programs, with excellent results. Our Team will develop and keep current an overall Master Project Schedule for the CMP Project that includes all construction projects within the program, to serve as both a coordination tool and an early warning system that will detect any slippage in any project element in time to facilitate the development of effective recovery measures.

The URS Construction Services group's two 10+ year assignments in Florida are excellent indicators of our ability to manage project schedules and budgets for our clients, resulting in significant cost savings. The following table shows key projects from our Ft. Lauderdale-Hollywood Airport Expansion Programs. Our performance on one of these projects, the Hibiscus Garage, became a news story on a local television station because of the early/under-budget completion. This table clearly demonstrates our ability to deliver projects on-budget and on-time.

Table 2 - Demonstrated Schedule/Budget Performance

| Project | Schedule Performance | Estimated Budget | Completion Cost | Savings |
|--------------------------------|----------------------|------------------|-----------------|--------------|
| Hibiscus Garage | EARLY | \$74,152,000 | \$72,748,335 | \$1,403,665 |
| Air Freight Facility | ON TIME | \$5,240,000 | \$5,239,438 | \$562 |
| Maintenance Facility | ON TIME | \$4,663,000 | \$4,662,359 | \$641 |
| On-Grade Parking Lot | ON TIME | \$10,196,041 | \$10,133,594 | \$62,447 |
| Terminal 4 Refurbishments | ON TIME | \$9,489,676 | \$8,618,496 | \$871,180 |
| Terminals 2 & 3 Refurbishments | EARLY | \$29,721,267 | \$29,219,758 | \$501,509 |
| Terminal 1 & Concourse C | EARLY | \$117,033,000 | \$116,767,959 | \$265,041 |
| Terminal 1 Concourse B | EARLY | \$53,581,000 | \$53,292,000 | \$289,000 |
| Terminals Access Roadway | ON TIME | \$147,000,000 | \$144,146,781 | \$2,853,219 |
| Rental Car/Cypress Garage | ON TIME | \$247,000,000 | \$233,470,974 | \$13,529,026 |
| Sanitary Sewer Force Main | EARLY | \$6,000,000 | \$4,410,267 | \$1,589,733 |
| Terminal 4 - Phase 1A | ON TIME | \$13,000,000 | \$12,411,308 | \$588,692 |

As mentioned previously, our performance on the Orange County Public Schools Program has resulted in a savings to Orange County taxpayers of \$80M over the last 10 years.

Quality Control Expertise

The URS Team believes that quality means the delivery of a construction project which meets or exceeds the owner's expectations for appearance, functionality, performance, and durability. This is achieved via an owner's representative who ensures that a complete and thorough quality assurance program is developed. As an example, at our City of Miami Beach Parks & Facilities Program where we are performing as the Program Manager and City's Representative, URS has been entrusted with the responsibility of ensuring that the City's projects are designed and constructed to meet the long-term requirements of publicly funded projects. URS provided this oversight at the design stage by closely working with the design consultants, reviewing by stage their design documents and suggesting where revisions and/or additions to the design should be made based on practical experience. These changes addressed both constructability and cost issues, **resulting in a design package with improved quality and a lower construction contract cost.** During the construction phase, URS worked with the contractor to ensure that current documents were

always used, carried out day-to-day review of work in progress, and identified and helped to resolve design "busts" in an expeditious and fair manner.

URS is also providing quality control services to the City of Orlando and the Orlando Community Venues projects in the form of design reviews, document management, and site observations. Design reviews have been conducted at each stage of the Events Center and Performing Arts Center design process. At each stage, our team assembled a multi-discipline team of architects and engineers to review plans and specs for constructability issues, coordination issues, and material/system selection issues. **These reviews result in fewer change orders during construction and overall quality improvement.** URS has been instrumental in managing the document management process for the City, insuring that design issues and quality issues of both the Events Center and the Performing Arts Center are properly tracked and resolved. We also conduct regular site observations, monitors construction deficiency logs, and monitors threshold inspection reports, in an effort to insure that quality issues are addressed and resolved.

Ability to Coordinate Similar Projects

Managing multi-project construction programs on behalf of owners is the focus of the URS' Construction Services Division. We have worked successfully on similar programs such as the City of Miami Beach Parks and Facilities Program, the Orange County Public Schools Program, the Orange County Convention Center Expansion Program, and the Millennium Park Program.

On our Orange County Schools Program our project managers coordinate with the schools staff and public stakeholders, along with various designers, engineers, contractors, suppliers, and code officials. Similarly, at the \$50M Joint Dispatch Center in Tallahassee where URS is providing program management services, there are numerous stakeholders in the City of Tallahassee and Leon County such as Emergency Medical Services, the Fire Department, and the Sherriff's Department. Our team coordinates with the varied parties there to ensure the needs of the community and the occupants of the new facility are understood, documented, and implemented.

Safety Management

Our Florida programs have a history of excellent safety records. Safety is a top priority in URS, with regular safety training mandatory for all field personnel. **For 2008, the URS Corporation recordable incidents involved 95 cases out of over 25 million hours worked.** Mr. Manship has been involved in numerous safety audits and Army Corps of Engineers workshops on new safety requirements. Mr. Manship's maritime training included safety training.

Verbal and Written Reporting Skills and Media Interface

URS has had extensive experience with public relations and media interfaces on many projects. Many of our projects are owned by public entities which are subject to close scrutiny due to their public funding sources and laws or ordinances requiring disclosures of financial dealings, as well as any possible conflicts of interest. All three of our team members are well aware of Florida's Sunshine Law and the inherent requirements. All team members are also experienced in providing periodic written and oral reports for our clients and all possess excellent writing abilities.

Dick Larson, our proposed principal-in-charge for the Community Maritime Park project, worked closely with the citizen's oversight committee during his role as program manager on the Orange County Convention Center expansion program. These public meetings were attended by the local media. URS has also participated in numerous community meetings in Orange County for various school construction programs.

Ability to Evaluate Productivity

Experience on numerous large, multi-project construction projects, along with the knowledge of employing the latest technology for scheduling and estimating activities, ensures the URS Team possesses the acumen to measure and evaluate the progress and productivity of construction projects and the various service providers. The ability to recognize the pitfalls of a project and to then recommend quick solutions to our clients are the hallmarks of a professional construction management firm. Success on construction projects is best achieved with concurrent adherence to plans, specifications and schedules.

Communications

The URS Team will develop and implement an effective Communication Program that facilitates the communication among all program stakeholders, including community groups, to facilitate the sharing of information and the effective coordination of construction activities. To further foster good communications, in collaboration with all stakeholders, a region-wide master staging and work plan will be developed. It will address and accommodate those elements common to all construction projects (parking for construction laborers, debris removal, material and equipment delivery, street closures, utility relocations, etc.) in a manner that optimally meets the needs of each construction project while minimizing the impact of the overall construction activity on the day to day lives of the residents of the surrounding community.

Current Workload and Commitment of Key Staff

The key staff to be assigned to this project will be available for the duration of the assignment, with the proposed Owner's Representative/Project Manager dedicated full-time to the Community Maritime Park Project.

The URS Construction Services Division is currently managing programs throughout Florida. These are:

- Orlando Community Venues Program
- Marlin's Stadium
- Miami Beach Parks & Facilities Program
- Orange County Public Schools Improvement Program
- Miami-Dade Transit Program
- Polk County Utility Authority Improvement Program
- U.S. Postal Service Miami Mail Processing Facility Project
- Sarasota County Cost Estimating Services
- Amtrak Sanford Auto Train Station Renovation
- John E. Polk Correctional Facility Expansion
- Leon County Public Safety Communications

PROJECT APPROACH/SERVICES

Approach and Core Owner's Representative Services Envisioned

The URS Team will provide Construction Owner's Representative services, including construction management services and engineering consultation to the CMPA for the Community Maritime Park Development. The matrix of services to be delivered is the result of experience in more than one field of construction operations from heavy civil engineering to recreation and education facilities as well as commercial development. An important element of this effort will entail building an accurate, detailed project record. Additional aspects of the planning, inspection, communications, safety and quality assurance are outlined below.

1. Personnel Roles and Responsibilities

Principal-in-Charge: Dick Larson, Vice President of URS Corporation, will ensure the URS Team possesses the necessary resources and support needed to provide superior services to the CMPA. He will provide the corporate interface for any additional services required. Also, he will assist in coordination of communication between the key stakeholders for the project.

Owner's Representative/Program Manager: Mr. Ed Manship, will be responsible for all aspects of staff direction and support. This includes ongoing management of in-house, home office, and field (construction management) support staff. The Program Manager will provide a unified direction to the program while providing for the effective merger of the developer/construction contractor team.

Engineering Services Manager: Mr. Ken Horne will be responsible for home office project coordination and execution in accordance with the approved scope of work. He will review and endorse weekly and monthly progress reports forwarded to the CMPA project manager. Duties also include the following:

- Coordinate 35%, 65% and 100% design reviews.
- Ensure project phases are completed in accordance with the approved Project Milestone schedule as well as applicable construction schedules.
- Update the Project Team on the progress of the project and advises the team of any required schedule changes.

Construction Services Manager: Mr. Michael Young is responsible for performing on-site surveillance of construction progress and for ascertaining that work is properly executed in conformance with drawings, specifications and pertinent building codes as outlined in the Request for Proposal, Use Agreement, Lease Agreements and other pertinent documents governing the Project. The CM will provide communications with the Project partners and will consult and advise the CMPA regarding all metrics, plans, correspondence and specifications provided by the design-build construction team.

2. Pre-construction-Phase Services/Design Management

A. Project Budget Reviews

Our Team will review all aspects of development budgets including soft costs and hard costs, and FF&E budgets. To the extent the CMPA is responsible for funding, we will assist the City in preparing recommended non-capital budgets for project operations (such as facility operations staffing, operating equipment etc.) and help the City determine sources and methods for funding these items.

D. Milestone Schedule Preparation

The venues need to be completed on-time; they must be well-planned and must have a schedule that contains realistic and correct logic. The URS Team will provide CMPA assistance in preparation

of a Project Milestone Schedule. The Project Milestone Schedule will be prepared within the first two months of engagement so that there will be an effective tool to monitor progress. All design, construction and site development will be reflected in this schedule. This schedule will be comprised of three major portions: the design phase, construction phase and the commissioning phase.

E. Planning/Program Document Review

The URS Team will review program documents at multiple levels examining major systems for capacity, quality and appropriateness toward providing the City with "sustainable" development and operational flexibility. We will ensure that competing interests do not impair the buildings' architectural integrity, safety or revenue potential. Our review will focus on these major areas of concern.

F. Constructability Reviews

A high proportion of total project cost is determined at the completion of the early design phase. Design oversights can prove to be costly in lost time and materials where partially completed work needs to be removed. To derive the optimum benefit from construction planning, the entire URS Team will be fully engaged and have buy-ins from end users, development anchors, and the City Council. Combining the effort of designers and builders at this initial stage in a cooperative manner with a keen understanding of project considerations will reduce problems encountered during the construction phases. Reducing problems during the construction phase controls the project's final completion cost and duration. Our Team will employ its depth of personnel to coordinate this design effort.

3. Construction-Phase Services

A. Quality Assurance/Project Reporting

Assisting partners in the permitting and licensing process will be one of several project interactions for the Owner's Representative to undertake with CMPA and the contractors. Other opportunities for project monitoring will include RFI interface, field testing, preparatory and initial construction activity reviews with the builders and regular project team meetings. We recommend establishment of a document protocol that keeps everyone in the loop and on the same page. We have several formats and storage options for data control.

As the Owner's Representative, our Team will be committed to providing inspection and analysis reports in a format and frequency tailored to the CMPA's needs. These reports can be filtered and copied to other parties as desired. For instance one format on reporting may utilize graphics and photography; another format would focus more on documenting personnel on site, stages of completion and project details requiring resolution. Unscheduled project reports are likely to be analytic in nature and provide recommendations about project particulars the owners need to address.

Our team is versed in submittal review and tracking. Mr. Manship will also ascertain as-built drawings are current and accurate. We know first-hand that certain indicators, such as drawing revision dates, inadequate communication or improper work sequencing are signs additional partnering is required to tighten the project execution. Our personnel are mindful of picking up on potential losses or delays before they occur and recommending immediate corrections to avoid losing momentum.

Quality Assurance from URS will provide critical feedback to the Maritime Park Development Partners, LLC in managing its quality control effort and ensuring conformance to CMPA's design and construction criteria. A vibrant, well manned quality control effort on the builder's part will save more money than it costs and will lead to the finished product that everyone is expecting. URS knows QA/QC inside and out.

B. Community Involvement /Public Relations

URS will prove to be a valuable team member when the CMPA seeks help with Project publicity or requires the services of a project spokesperson in unforeseen events. Developing accurate information quickly, coordinating fast responses to changing circumstances is where public relations campaigns are won. This approach coupled with an effective online presentation and accurate project updates will keep the Community Maritime Park Project in a good light.

C. Safety Oversight

It is difficult to understand that even in this age and time, there are those who view safety management as another "requirement" holding back their progress or slowing down their effort. Those of us indoctrinated in safety understand it more than pays for itself, very much like quality control. URS brings this current view of safety to each and every project we undertake. Beyond a means of loss prevention we see safety as absolutely linked to sound construction discipline. Keeping workers healthy and productive, avoiding negative publicity, and separating the public from construction hazards are important for everyone's well being and the project's continued success.

4. A Partnership of Trust

Our career construction professionals, like most people, see promise in the picturesque artist's renderings of the Maritime Park Project. We have complete clarity on the point that making those ideas a reality is a challenge. URS is the right firm to work with the Community Maritime Park Associates to make it happen successfully.

Level of Effort Recommended

To remain within the budget contained in the RFQ, one full-time owner's representative with part-time assistance from the engineering and construction services team members is expected to be sufficient to execute the necessary services.

Alternate Services that the CMPA May Wish to Consider

- Review and oversight of contractors' MBE and WBE goals and progress toward those goals.
- Value engineering to employ cost-effective utilization of resources.
- Review of contractors' change requests.
- Assist in the project close-out: developing specific criteria for determining the final acceptability of each contractor's work; establishing dates for equipment testing, acceptance periods, warranty dates and instructional requirements; obtaining guarantees, warranties, operating manuals and drawings from contractors and vendors; and certifying final completion of the facility for acceptance by the CMPA.
- Community/public relations liaison services.

REFERENCES

1. Mr. Tim Hemstreet
City of Miami Beach Parks and Facilities Program
Assistant City Manager
City of Miami Beach
1700 Convention Center Drive
Miami Beach, FL 33139
(305) 673-7010

2. Mr. Bill Johnson
Adrienne Arsht Center for the Performing Arts of
Miami-Dade County
Director, Port of Miami
(Former Assistant County Manager)
Miami-Dade County
1015 N. America Way, 2nd Floor
Miami, FL 33132
(305) 347-4844

3. Mr. Tim Ackert
Orlando Community Venues Program
Project Director
City of Orlando
450 S. Orange Avenue, Suite 150
Orlando, FL 32802-4990
(407) 246-3629

4. Mr. Tom Ackert
Orange County Convention Center Phase V Expansion
Executive Director
Orange County Convention Center
9800 International Drive
Orlando, FL 32819
(407) 685-9843

5. Mr. Moe Khosravian
Orange County Public Schools CIP Program
Facilities Program Director – Renovation, Capital
Renewal & Portables Construction
Orange County Public Schools
6501 Magic Way, Building 200
Orlando, FL 32809
(407) 317-3700 extension 5205



**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: URS Corporation

Authorized Signature: 

Printed Name: Richard G. Larson

Date: 5/13/09