

ARCHITECT – ENGINEER QUALIFICATIONS

PART I – CONTRACT SPECIFIC QUALIFICATIONS

A. CONTRACT INFORMATION

1. TITLE AND LOCATION <i>(City and State)</i> SAO -Claims Analysis and Dispute Resolution Consultant List , Columbus OHIO	
2. PUBLIC NOTICE DATE March 4,2011	3. SOLICITATION OR PROJECT NUMBER DAS-11D888

B. ARCHITECT – ENGINEER POINT OF CONTACT

4. NAME AND TITLE Jack Kelly, III, Vice President		
5. NAME OF FIRM URS Corporation		
6. TELEPHONE NUMBER 215.587.9000	7. FAX NUMBER 215.587.0668	8. E-MAIL ADDRESS john_kelly@urscorp.com

C. PROPOSED TEAM

(Complete this section for the prime contractor and all key subcontractors.)

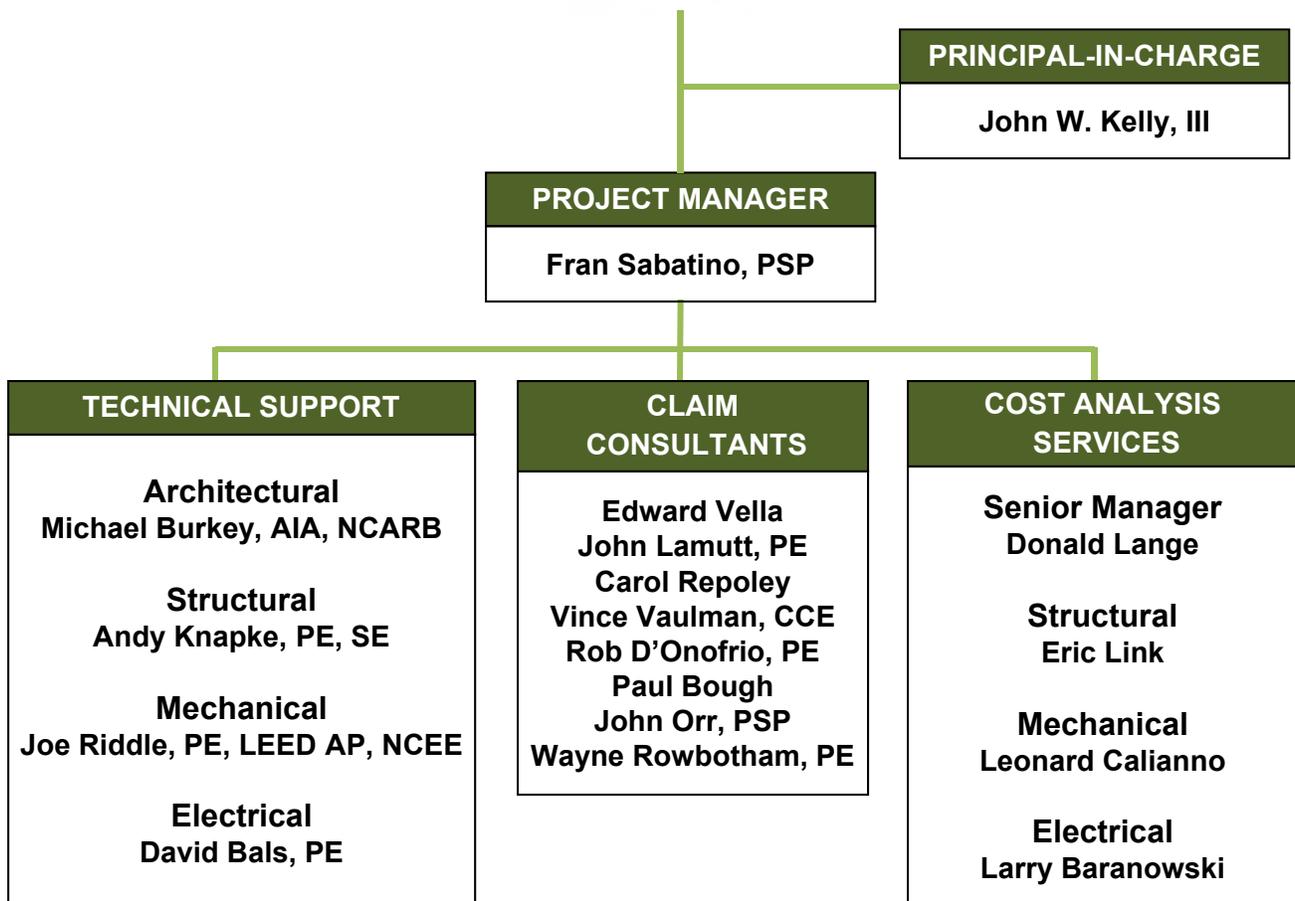
	<i>(Check)</i>			9. FIRM NAME	10. ADDRESS	11. ROLE IN THIS CONTRACT
	PRIME	J-V PARTNER	SUBCON-TRACTOR			
a.	<input checked="" type="checkbox"/>			URS	8 Penn Center, 21st Floor 1628 John F. Kennedy Blvd Philadelphia, PA 19103	Claims Assessment Consultant And Damages Assessment – Overall Management of Contract
				<input type="checkbox"/> CHECK IF EDGE CERTIFIED	<input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE	
b.	<input checked="" type="checkbox"/>			URS	277 West Nationwide Blvd. Columbus, OH 43215	Architectural and Engineering Technical Support
				<input type="checkbox"/> CHECK IF EDGE CERTIFIED	<input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE	
c.	<input checked="" type="checkbox"/>			URS	Foster Plaza 4 501 Holiday Drive Suite 300	Specialized Cost Estimating for Trade Disciplines
				<input type="checkbox"/> CHECK IF EDGE CERTIFIED	<input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE	
d.	<input checked="" type="checkbox"/>			URS	400 Northpark Town Center 1000 Abernathy Road, NE Suite 900 Atlanta, GA 30328	Claims Analysis Consultant
				<input type="checkbox"/> CHECK IF EDGE CERTIFIED	<input type="checkbox"/> CHECK IF BRANCH OFFICE	
e.						
				<input type="checkbox"/> CHECK IF EDGE CERTIFIED	<input type="checkbox"/> CHECK IF BRANCH OFFICE	

The URS team offers State Architect's Office unmatched accessibility and capabilities. With a staff comprised of more than 700 professional and technical employees in the State of Ohio alone, we are able to provide our clients the full range of professional services utilizing our extensive in-house resources. In order to provide State Architect's Office with the best possible team, we have selected team members that specialize in each of the disciplines identified in the Request for Qualifications dated March 4,20011. URS's extensive relevant experience, coupled with URS's depth of resources makes us the ideal firm to manage the proposed SAO -Claims Analysis and Dispute Resolution Consultant List project.

D. ORGANIZATIONAL CHART OF PROPOSED TEAM

(Attached)

Claims Analysis & Dispute Resolution Services



E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

12 NAME	13. ROLE IN THIS CONTRACT	14 YEARS EXPERIENCE	
Francis A. Sabatino	Project Manager	a. TOTAL	b. WITH CURRENT FIRM
		20	3

15 FIRM NAME AND LOCATION (City and State)
URS Corporation – Philadelphia, PA

16 EDUCATION (DEGREE AND SPECIALIZATION)
 Suffolk County- B.S. Government Lesley College- M.S.M.
 Business Management Northeastern University- Master of
 Public Administration Courses Harvard University-
 Certificate Program Courses Primavera Training Courses
 ACEC Emerging Leaders Seminar CMAA Review Course

17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)

18 OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
Bernard Fineson Developmental Center	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
Queens Village, NY	2008	Ongoing

a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm
 Analyzed contractors' delay claims for this \$100 Million project using CPM Schedule methodology. Applied windows analysis to project schedules produced during construction. Identified schedule delay activities that extended the critical path of the project.

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
Providence River Bridge, Providence, RI	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
	Ongoing	2009

b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm
 Evaluated the schedule impact of eight specific issues identified by the general contractor in its claim against the owner on this \$65 Million project that is part of the I-195 system in Providence. Identified delay causes other than those cited by the contractor that delayed the critical path of the project schedule and led to late completion of the project.

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
Main Electrical Substation JFK International Airport	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
Queens, New York	2009	2007

c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm
 Reviewed and analyzed contractor's claim against the Port Authority related to the work of upgrading the main electrical substation under a contract for \$25 Million. The contractor submitted a delay claim seeking escalation costs and payment for extra work items. Determined that the contractor was inactive for long periods of time at the project and had been paid for the extra work.

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
Brunswick Gardens Middle School, Boston, MA	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
	2009	2007

d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm
 Mr. Sabatino analyzed the general contractor's claim against the City of Boston related to the construction of an \$80 Million Pilot Middle School. Mr. Sabatino's analysis demonstrated that the delay issues cited by the contractor did not drive the late completion of the project but rather the contractor's delays did. A \$4 Million claim was settled for under \$100,000.

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
Central Artery / Third Harbor Tunnel, Boston, MA	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
	1995	2005

e. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm
 Program master with another firm Mr. Sabatino evaluated contractor's time extension requests and reviewed monthly schedule updates with an eye toward identifying delay issues and causes.

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE
Edward Vella	Senior Claims Consultant	a. TOTAL b. WITH CURRENT FIRM
		34 6

15. FIRM NAME AND LOCATION (City and State)
URS Corporation – Philadelphia, PA

16. EDUCATION (DEGREE AND SPECIALIZATION)
Project Mgmt Cert Program, Penn State University 2001
Spring Garden College, Manufacturing Engineering 1975
Staten Island College, A.A.S. Mech Engineering 1974
Project Management Institute (Delaware Chapter)

17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)

18 OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc)
Publication: Preventing Construction Claims In A Bear Market (Construction Executive 2008)

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)

Bernard Fineson Development Center
Queens Village, New York

(2) YEAR COMPLETED

PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
Current

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

a. Construction Claims Consultant – Mental Health Facility Project consisting of nine new buildings. Assignment is to review and analyze delay claims from three separate prime contractors. Responsibilities include evaluation and analysis of prime contractors' claims and their request for equitable adjustment. Perform review of construction plans and specifications, analyze documents and schedules to determine monies owed to contractors. Write report with evaluation of costs claimed by contractors. Construction Contract Value: \$100 Million

(1) TITLE AND LOCATION (City and State)

New York City Housing Authority
New York, New York

(2) YEAR COMPLETED

PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2009

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

b. Construction Claims Consultant – Contractor submitted request for equitable adjustment due to unanticipated delay impacts regarding the repair and renovation work on thirty-one separate buildings. Responsible to measure delays by performing a schedule analysis. Also, review all available documentation in performing evaluation of damages claimed by contractor. Write report with evaluation of costs claimed by contractors. Project Value \$33 Million

(1) TITLE AND LOCATION (City and State)

The Port Authority on NY&NJ Claims
John F. Kennedy International Airport
Queens, New York

(2) YEAR COMPLETED

PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2009

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

c. Rehabilitation of Taxiway B. Contract provided for airfield paving, overlay, milling, utilities, taxiway lighting, ductbanks and relocation of aeronautical guidance signage. Due to delays on the project the contractor requested additional compensation from the owner. Responsibilities included review of construction plans and specifications, change orders, available schedules, progress meeting, daily reports and invoices in order to determine monies owed to contractor. Write report detailing evaluation of costs claimed by contractors and attend negotiation meetings. Settlement resulted in payment of less than 25% of cost requested by contractor. Construction Contract Value: \$55 Million

(1) TITLE AND LOCATION (City and State)

School of Dental Medicine, University of Pennsylvania
Philadelphia, Pennsylvania

(2) YEAR COMPLETED

PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2007

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

d. Construction Claims Consultant - The 70,000 sq. ft. Schattner Center provides state-of-the-art space for the clinical programs of the School of Dental Medicine and unified the School's existing Evans and Levy Buildings into a single complex. Provided technical services and litigation support to University's legal in-house and outside counsel in dispute involving the surety and their completion contractor. During construction responsible for analyzing more than 200 change orders for entitlement and cost. Performed cost analysis of proposed job modifications. Prepared daily progress reports. Project Value \$16 Million

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

12 NAME John P. Lamutt, P.E.	13 ROLE IN THIS CONTRACT Project Manager	14. YEARS EXPERIENCE a TOTAL b WITH CURRENT FIRM 33 3
15. FIRM NAME AND LOCATION (City and State) URS Corporation, Atlanta, GA		
16 EDUCATION (DEGREE AND SPECIALIZATION) BS, Architectural Engineering, University of Colorado BS, Business Administration cum laude, University of Colorado		17 CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) Professional Engineer License – New Hampshire Professional Engineer License - Georgia Professional Engineer License - Alabama
18 OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) American Society of Civil Engineers, Associate Member of the American Bar Association, Chi Epsilon		

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State) Bel-Aire Drainage Improvements Phase I and II, Miami, FL	(2) YEAR COMPLETED PROFESSIONAL SERVICES CONSTRUCTION (if applicable) 2009 N/A	<input checked="" type="checkbox"/> Check if project performed with current firm
a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Provided expert testimony and claims analysis services to Miami-Dade County, Florida defending a contractor initiated lawsuit and Request for Equitable Adjustment. Analysis included loss of productivity and schedule delay analysis, and related services. Case went to trial in 2009 and was successfully defended with no breach of contract or damages being awarded.		

(1) TITLE AND LOCATION (City and State) Battle House Tower, Mobile, AL	(2) YEAR COMPLETED PROFESSIONAL SERVICES CONSTRUCTION (if applicable) Ongoing N/A	<input checked="" type="checkbox"/> Check if project performed with current firm
b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Providing expert and claims analysis to insurance company that provided excess professional liability insurance to Owner. Analysis includes insurance policy analysis, schedule and delay analysis, geotechnical analysis, standard of care evaluation, and damages analysis and related services. Managing two additional testifying experts in this case. Claim is in excess of \$5 million.		

(1) TITLE AND LOCATION (City and State) SW 97th Avenue from SW 40th Street to 8th Street Road, Bridge and Drainage Improvements, Miami, FL	(2) YEAR COMPLETED PROFESSIONAL SERVICES CONSTRUCTION (if applicable) 2008 N/A	<input checked="" type="checkbox"/> Check if project performed with current firm
c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Provided expert and claims analysis services to Miami-Dade County, Florida defending against a contractor initiated lawsuit. Analysis included schedule analysis, merit analysis and damages assessment. Claim was approximately \$5 million on a \$5 million project. Managed and directed two URS testifying experts in this case. Case went to trial in 2008 and resulted in a very favorable judgment for Miami-Dade County.		

(1) TITLE AND LOCATION (City and State) Sky Sail Luxury Condos and Marina, New Bern, NC	(2) YEAR COMPLETED PROFESSIONAL SERVICES CONSTRUCTION (if applicable) Ongoing 2008	<input checked="" type="checkbox"/> Check if project performed with current firm
d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Provided construction management services for \$33 million mid-rise condominium project. Provided expert schedule and delay analysis for the developer concerning the alleged late delivery of the condominium units. Demonstrated in multiple independent arbitration hearings that the developer was entitled to excusable performance disruptions allowed by the purchase agreements; resulting in favorable decisions for the developer.		

(1) TITLE AND LOCATION (City and State) Southern New Jersey Light Rail System, Camden to Trenton, NJ	(2) YEAR COMPLETED PROFESSIONAL SERVICES CONSTRUCTION (if applicable) 2006 N/A	<input type="checkbox"/> Check if project performed with current firm
e. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Provided claims and schedule delay analysis for General Contractor on the \$600 million commuter rail system. Prepared a delay and lost productivity claim including breach of contract damages of over \$150 million and tort damages of over \$230 million. The claim was ultimately settled in litigation with a favorable outcome for the general contractor.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

12 NAME	13 ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Carol A. Repoley	Scheduler	a. TOTAL	b. WITH CURRENT FIRM
		22	22

15. FIRM NAME AND LOCATION (City and State)

URS Corporation, Philadelphia, PA

16 EDUCATION (DEGREE AND SPECIALIZATION)

BS Degree, Construction Management, Drexel University, Philadelphia, Pennsylvania, 1996

AAS, Drafting and Design, Civil Technology, Burlington County College, Pemberton, New Jersey, 1983

17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)

18 OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)

Exelon Corporation, FERC Re-licensing Schedule

(2) YEAR COMPLETED

PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
2007	2007

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

a. Mrs. Repoley is currently working with members of the Federal Energy Regulatory Commission hydroelectric re-licensing project team. The schedule is for a (nine year) program of environmental studies and regulatory approvals required for re-licensing of two hydroelectric plants. Involving fifteen studies are anticipated, involving more than twenty regulatory agencies and non-governmental organizations (stakeholder) Mrs. Repoley assigned to assist URS team in using Primavera (P3) to updating/monitoring the process.

(1) TITLE AND LOCATION (City and State)

Frankford Transportation Center (FTC) Philadelphia, PA

(2) YEAR COMPLETED

PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
2006	2006

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

b. Office Engineer-SEPTA \$96,700,000 project. Program spanning four years, four separate contracts, and eight prime contractors. She has determined scheduling review procedure. Performing review of contractor updated CPM cost loaded schedule and combining them into a program master schedule of 4400 activities, adding project interfaces and analyzing program critical paths, cash flows and time impact analysis

(1) TITLE AND LOCATION (City and State)

Market-Frankford Subway/Elevated Vehicle Procurement (M-4 Cars), Philadelphia, PA

(2) YEAR COMPLETED

PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
1999	1998

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

c. Schedule review - She is currently assigned to the Market-Frankford Subway/Elevated Vehicle Procurement Project, a \$285,000,000 project, spanning five years, for the design and manufacturing of the new M-4 Railcars. Schedule review is being performed for 7000+ activity network.

(1) TITLE AND LOCATION (City and State)

1990 to 1993 Railworks:

(2) YEAR COMPLETED

PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
1993	1993

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

d. Scheduling Supervisor - During operating periods, reviewing contractor-submitted schedules for compliance with contract specification and overall project coordination between prime contractors.

(1) TITLE AND LOCATION (City and State)

SEPTA Market-Frankford Subway/Elevated Vehicle Procurement Project, Philadelphia, PA

(2) YEAR COMPLETED

PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
1992	1992

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

e. Project Scheduler/Budget Analyst - She was responsible for the review and evaluation of the contractor CPM schedule, updates and time impact evaluations on this 4-year project.

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

<p>12. NAME Vincent Vulman CCE</p> <p>15. FIRM NAME AND LOCATION <i>(City and State)</i> URS Corporation, NYC, NY</p> <p>16. EDUCATION <i>(DEGREE AND SPECIALIZATION)</i> BS/Civil Engineering/1981/Illinois Institute of Technology; MS/Construction Management/1999/Florida International University/</p> <p>18. OTHER PROFESSIONAL QUALIFICATIONS <i>(Publications, Organizations, Training, Awards, etc.)</i> American Society of Civil Engineers, AACE International, International Code Counsel. Have testified as an expert witness many times and in Federal, State, and Local Jurisdictions.</p>	<p>13. ROLE IN THIS CONTRACT Senior Claims Consultant</p> <p>17. CURRENT PROFESSIONAL REGISTRATION <i>(STATE AND DISCIPLINE)</i> 1993/Certified Cost Engineer, Internationally 1999/ Licensed General Contractor, Florida 1999/Licensed Building Plans Examiner, Florida 1996/Licensed Building Code Inspector, Florida</p>	<p>14. YEARS EXPERIENCE a. TOTAL b. WITH CURRENT FIRM 29 1.5</p>
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19. RELEVANT PROJECTS

<p>(1) TITLE AND LOCATION <i>(City and State)</i> World Trade Center, NYC, NY</p> <p>(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE a. Senior Claims Consultant. As a representative of the Port Authority of New York New Jersey (PA) responsible for analysis, recommendations, and settlement negotiations on all Construction Claims. Am involved on a daily basis w/ PA representatives (including management, engineering, construction, law, & audit) construction managers, program managers, contractors, subcontractors, designers, and vendors.</p>	<p>(2) YEAR COMPLETED PROFESSIONAL SERVICES CONSTRUCTION <i>(if applicable)</i> 2008 - Present</p> <p><input checked="" type="checkbox"/> Check if project performed with current firm</p>
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<p>(1) TITLE AND LOCATION <i>(City and State)</i> St. Luke's Hospital (Columbia Medical Center), NYC, NY</p> <p>(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE b. Project Manager and Project Executive on a \$2M hospital building restoration subsequent to a fire loss. The facility is part of Columbia University Medical Center. Responsibilities included identification of construction scope of work, cost estimate preparation, identification of prevailing building codes, and construction schedule preparation. Included claims resolution, and settlement negotiations between parties including hospital officials, the Architect, general contractor, and insurance representatives.</p>	<p>(2) YEAR COMPLETED PROFESSIONAL SERVICES CONSTRUCTION <i>(if applicable)</i> 2006</p> <p><input type="checkbox"/> Check if project performed with current firm</p>
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<p>(1) TITLE AND LOCATION <i>(City and State)</i> Baylor University Medical Center, Houston, TX</p> <p>(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE c. Project Schedule & Building Code Compliance Expert, on a \$45M restoration of multiple buildings on the Baylor Medical Center Campus. Activity included project monitoring, definition of project scope, preparation of cost estimates to perform scope, preparation of a project schedule to meet University milestones, claims resolution, and the identification and cost estimation of building code upgrades to comply with prevailing building codes.</p>	<p>(2) YEAR COMPLETED PROFESSIONAL SERVICES CONSTRUCTION <i>(if applicable)</i> 2002</p> <p><input type="checkbox"/> Check if project performed with current firm</p>
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<p>(1) TITLE AND LOCATION <i>(City and State)</i> Northwestern University Medical Center, Chicago, IL</p> <p>(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE d. Project Cost and Schedule Expert, on a \$12M medical center restoration due to water damage (sabotage) during construction. Included preparation of cost estimates, analysis of contractor schedules, claims resolution, and settlement negotiations.</p>	<p>(2) YEAR COMPLETED PROFESSIONAL SERVICES CONSTRUCTION <i>(if applicable)</i> 2000</p> <p><input type="checkbox"/> Check if project performed with current firm</p>
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<p>(1) TITLE AND LOCATION <i>(City and State)</i> Colorado State University, Fort Collins, CO</p> <p>(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE e. Construction Manager during reconstruction of the entire Fort Collins campus resultant from massive flooding. Included the definition of scope, preparation of cost estimates, negotiation of construction contracts, interface with design professionals, interface with University officials, project monitoring, claims resolution, and settlement negotiations between University Officials and multiple insurance carriers.</p>	<p>(2) YEAR COMPLETED PROFESSIONAL SERVICES CONSTRUCTION <i>(if applicable)</i> 1997</p> <p><input type="checkbox"/> Check if project performed with current firm</p>
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E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Robert M. D'Onofrio, P.E.	Schedule Analyst	a TOTAL	b WITH CURRENT FIRM
		6	1.5

15. FIRM NAME AND LOCATION (City and State)
URS Corporation, New York, NY

16. EDUCATION (DEGREE AND SPECIALIZATION)
B.S. Civil Engineering, Cornell University, 2004
M.Eng. Civil Engineering, Cornell University, 2005

17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)
Professional Engineer, Civil Engineering. Pennsylvania

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
 Annual lecturer at Cornell University and Columbia University, have given 13 lectures on schedule delay analysis at different venues in addition to the above including New York University and University of Michigan / Publications: "Reconciling Concurrency in Schedule Delay and Acceleration" American Bar Association Public Contract Law Journal, February 2010 / "Impact of a Change Order" The Construction Zone. Volume 9, Issue 3. American Society of Civil Engineers Construction Institute, 2009 / "Can There Be Float on the Critical Path?" Under Construction. ABA Forum on the Construction Industry, August 2009 / Forensic investigation of ONC BOCES facility. Master of Engineering, Engineering Management Project, Cornell University, 2005 / Organizations: American Society of Civil Engineers (ASCE) (Member), ASCE Construction Institute (Committee Member), ASCE Technical Council on Forensic Engineering (Committee Member), American Bar Association (Associate) Forum on the Construction Industry, Order of the Engineer

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED
World Trade Center, New York, NY	PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
	Ongoing Ongoing

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm
 Review all construction claims submitted to the Port Authority of NY and NJ on approximately \$8 Billion worth of construction. Projects overseen include Tower 1, a 105 story \$3.1 Billion dollar office tower, a \$700M steel erected memorial, a \$3.2 Billion transportation hub and combined infrastructure, and a \$633M vehicle security center. Evaluate all construction claims during the project and produce reports with expert opinions in order to assist in settlement negotiations. Evaluated schedule delay claims in both Primavera 3.1 and Primavera 6.2. My responsibilities include all claims on Tower 1, and schedule delay analysis on all projects, including claims from adjacent \$6 Billion worth of construction on the same 16-acre site. Primary claims evaluated to date have included extended general conditions, loss of productivity, labor/material escalation, differing site conditions, and termination for convenience on 12 claims totaling over \$100M in claim value.

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED
Four story condominium, Brooklyn, New York	PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
	2008

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm
 Prepared an expert report on delays during construction of a mixed-use commercial and residential condominium project that included unanticipated site conditions, change orders, and structural concrete cracking. Created a baseline CPM schedule by de-stating a schedule update, and used a combination of retrospective Time Impact Analysis and prospective Time Impact Analysis (with verification) to show quantification and entitlement for the delaying impacts. Will be presenting findings at arbitration.

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED
Legacy Parkway, Salt Lake City, UT	PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
	2007

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm
 Provided project controls including the development and management of project schedules and costs for a \$200M state Department of Transportation (DOT) project consisting of a 13.5 mile four lane, limited-access, divided highway with numerous bridge structures and extensive earthwork running through an environmental preserve near Salt Lake City, UT. Prepared the baseline schedules using Primavera 5.0 with full resource loading, and prepared the schedule updates for submission to the requisite government agency. Prepared a Time Impact Analysis (TIA) time extension request and impact evaluation causing an increase in resources resulting from delays due to change orders, late right-of-way turnover, and differing site conditions.

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED
SR-22 Garden Grove Freeway, Orange County, CA	PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
	2008

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm
 Reviewed contractor's \$126M additional work, forced acceleration, and schedule delay claim for wet soil subgrade conditions causing extensive delays as part of a \$450M design-build project consisting of 10 miles of high occupancy vehicle (HOV) lanes, interchange improvements, and related work in northern Orange County, California. Demonstrated that the contractor used improper logic ties to extend projected delays as part of its prospective time impact analysis. The results were presented in mediation.

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

12. NAME Paul Bough	13. ROLE IN THIS CONTRACT Claim Consultant	14. YEARS EXPERIENCE a TOTAL b WITH CURRENT FIRM 32 7
15. FIRM NAME AND LOCATION (City and State) URS Corporation – Orlando, FL		
16. EDUCATION (DEGREE AND SPECIALIZATION) B.S., Construction Management, Purdue University		17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) Florida Certified General Contractor
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)		

19. RELEVANT PROJECTS

- | | |
|--|--|
| (1) TITLE AND LOCATION (City and State)
Adrienne Arsht Center for the Performing Arts
Miami, Florida | (2) YEAR COMPLETED
PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2006 2006 |
| (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm | |
| a. \$450,000,000 performing arts center. Lead claims resolution specialist on this state-of-the-art facility that is comprised of a 2,400-seat opera house, a 2,200-seat symphony hall and a 200-seat theater. Mr. Bough provided services on the project during 2005 and 2006. Responsibilities included analyzing, negotiating and resolving claims from over 30 subcontractors totaling approximately \$40M, resulting in a favorable claims settlement for the owner, with no cases brought to litigation. Claims settlement efforts included cost and schedule analysis, budgetary forecasting and budgetary controls. Software usage included Primavera, CostWorks and Excel. Additional responsibilities included analysis of complex change order issues and change order settlement assistance. | |
| (1) TITLE AND LOCATION (City and State)
Norwood Water Treatment Plant
North Miami Beach, FL | (2) YEAR COMPLETED
PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2011 2009 |
| (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm | |
| b. Provided delay analysis services on behalf of MEP engineer on an \$85M water treatment plant expansion. Analyzed MEP control issues, access control, and plumbing issues; provided issue summaries; and prepared CPM delay analysis. Software usage included Primavera, CostWorks and Excel. Services resulted in favorable settlement for the MEP engineer at mediation. | |
| (1) TITLE AND LOCATION (City and State)
Beachfront Residence
Jupiter Island, FL | (2) YEAR COMPLETED
PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2010 |
| (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm | |
| c. Provided contractor and construction manager standard of care analysis on behalf of general contractor, in case involving termination of contractor. Analyzed cost and change order issues, schedule issues. The project was a luxury \$5M beachfront home. Software usage included Primavera, CostWorks and Excel. Services resulted in an award at trial for the client general contractor. | |
| (1) TITLE AND LOCATION (City and State)
Miami-Dade County Public Schools
Miami-Dade County, FL | (2) YEAR COMPLETED
PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2009 2005 |
| (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm | |
| d. Project Manager for defective construction cases on four schools (2 elementary, 1 middle school, 1 high school) involving investigations of defects, preparation of expert reports, development of repair recommendations, preparation of repair cost estimates, and oversight of repair operations. Construction value of all four projects approximately \$110M. Cases involved moisture penetration, defective roofing systems, defective wall systems, defective window systems, and defective mechanical systems. Participated in numerous mediations on each of the four cases. All cases settled at mediation, resulting in cash awards for the School District. | |
| (1) TITLE AND LOCATION (City and State)
Verandah's Condominiums
St. Petersburg, FL | (2) YEAR COMPLETED
PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2007 2005 |
| (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm | |
| e. Provided delay analysis services on behalf of steel roof truss manufacturer, concerning delay disputes with the general contractor of this \$85M condominium development. The project consisted of three mid-rise condominium towers. The delay analysis involved the timing of steel truss deliveries and installations, in light of other critical path schedule activities. Provided analysis at mediation, resulting in a negotiated settlement. | |

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

<p>12. NAME John Orr, PSP</p>	<p>13. ROLE IN THIS CONTRACT Claim Consultant</p>	<p>14. YEARS EXPERIENCE a. TOTAL b. WITH CURRENT FIRM 31 29</p>
<p>15. FIRM NAME AND LOCATION <i>(City and State)</i> URS Corporation – Washington, DC</p>		
<p>16. EDUCATION <i>(DEGREE AND SPECIALIZATION)</i> BA / Biology; Bucknell University BS / Chemical Engineering; Bucknell University</p>		<p>17. CURRENT PROFESSIONAL REGISTRATION <i>(STATE AND DISCIPLINE)</i> Certification / AACE International / Certificate No. PSP-00208 Planning & Scheduling Professional</p>
<p>18. OTHER PROFESSIONAL QUALIFICATIONS <i>(Publications, Organizations, Training, Awards, etc.)</i></p>		

19. RELEVANT PROJECTS

- | | |
|---|---|
| <p>(1) TITLE AND LOCATION <i>(City and State)</i>
US Department of State, Overseas Building Operations (OBO), US Embassy Renovations, Paris, France</p> | <p>(2) YEAR COMPLETED
PROFESSIONAL SERVICES CONSTRUCTION <i>(if applicable)</i>
2008</p> |
| <p>a. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm
Mr. Orr reviewed the schedule updates and time impact analyses presented by the contractor for the Paris embassy (Phase 2, A/B Buildings) and prepared a report evaluating the 13 Requests for Equitable Adjustment (REAs) or claims and overall project time impact delay analysis.</p> | |
| <p>(1) TITLE AND LOCATION <i>(City and State)</i>
GSA Region 3, Boggs Courthouse Federal Building Wilmington, DE</p> | <p>(2) YEAR COMPLETED
PROFESSIONAL SERVICES CONSTRUCTION <i>(if applicable)</i>
2005</p> |
| <p>b. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm
Mr. Orr prepared the Technical Analysis of the as-planned and as-built renovation schedules for the USDC Clerk of Court Expansion project in order to close out the construction phase, assess liquidated damages, and negotiate all contractor delay claims.</p> | |
| <p>(1) TITLE AND LOCATION <i>(City and State)</i>
University of Penn, School of Dental Medicine Philadelphia, PA</p> | <p>(2) YEAR COMPLETED
PROFESSIONAL SERVICES CONSTRUCTION <i>(if applicable)</i>
2005</p> |
| <p>c. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm
Mr. Orr worked on site serving as the project Scheduling Engineer, providing management assistance to the University as they completed the Robert S. Schattner School of Dental Medicine. His duties included the evaluation of project schedule updates and claims, and the administration and close-out of the Surety takeover agreement for completion of the troubled project.</p> | |
| <p>(1) TITLE AND LOCATION <i>(City and State)</i>
King George County Public Schools King George, Virginia</p> | <p>(2) YEAR COMPLETED
PROFESSIONAL SERVICES CONSTRUCTION <i>(if applicable)</i>
2008</p> |
| <p>d. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm
Mr. Orr provided assistance to the URS project management team with scheduling support and change order/claim review and mitigation for the new King George High School project. He performed baseline and schedule update reviews, plus an analysis of the delay impact related to contractor change order requests for extended overhead and lime stemming from alleged design omissions</p> | |
| <p>(1) TITLE AND LOCATION <i>(City and State)</i>
US Department of State, Overseas Building Operations (OBO), Arlington, VA</p> | <p>(2) YEAR COMPLETED
PROFESSIONAL SERVICES CONSTRUCTION <i>(if applicable)</i>
Ongoing</p> |
| <p>e. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm
Mr. Orr has been assigned to the Construction and Commissioning Division (C&C) of the State Dept. OBO for over three years, providing claims, scheduling, and support services for several embassy, chancery and USAID projects. Current responsibilities include reviewing baseline schedules and PES updates for new embassy compounds in Addis Ababa, Ethiopia and Kyiv, Ukraine</p> | |

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

12. NAME **Wayne F. Rowbotham, P.E.** 13. ROLE IN THIS CONTRACT **Claim Consultant** 14. YEARS EXPERIENCE
a. TOTAL **37** b. WITH CURRENT FIRM **10**

15. FIRM NAME AND LOCATION (City and State)

URS Corporation 1628 JFK Blvd. Floor 21, Philadelphia, PA 19103

16. EDUCATION (DEGREE AND SPECIALIZATION)

B.S. Civil Engineering, 1973, Newark College of Engineering, Newark, NJ

17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)

P.E. States of Connecticut, New Jersey, New York, Pennsylvania

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)

American Society of Civil Engineers, National Society of Professional Engineers

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)

University of Kentucky Stadium Expansion, Louisville, KY

(2) YEAR COMPLETED

PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2002

a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Reviewed project documentation and prepared construction claim for delay, disruption, and inefficiency in structural steel fabrication and erection at stadium expansion.

Check if project performed with current firm

(1) TITLE AND LOCATION (City and State)

Lake Road Generating Station, Dayville, CT

(2) YEAR COMPLETED

PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2004

b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Reviewed project documentation and assisted developer in defense of contractor claim for delay and disruption.

Check if project performed with current firm

(1) TITLE AND LOCATION (City and State)

Middletown School District, Middletown, NJ

(2) YEAR COMPLETED

PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2006

c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Review change orders on mulu school renovation and expansion projects to determine causation and responsibility.

Check if project performed with current firm

(1) TITLE AND LOCATION (City and State)

Quality Assisted Living, Princeton, NJ

(2) YEAR COMPLETED

PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2007

d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Reviewed project documentation (contract schedules, correspondence, meeting minutes, notes, payments) to identify issues of cost overruns and defective construction. Prepared planned versus actual schedule analysis to identify delay issues and impact.

Check if project performed with current firm

(1) TITLE AND LOCATION (City and State)

Wastewater Treatment Plant, Salem, NJ

(2) YEAR COMPLETED

PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
1999

e. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Reviewed, analyzed, and defended against contractor claims for delay, disruption, lost productivity and additional work. Prepared owner claim for defective work and liquidated damages. Participated in settlement negotiations.

Check if project performed with current firm

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

12. NAME Michael Burkey, AIA, NCARB	13. ROLE IN THIS CONTRACT Technical Support	14. YEARS EXPERIENCE a TOTAL b WITH CURRENT FIRM 39 18
15. FIRM NAME AND LOCATION (City and State) URS Corporation – Columbus, OH		
16. EDUCATION (DEGREE AND SPECIALIZATION) BArch / Architecture / The Ohio State University / 1973 BA / History / Fine Arts / The Ohio State University / 1966		17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) OH / Registered Architect / A-77-05877 / 1977 National Council of Architectural Registration Boards Certified / 32210 / 27234 / 1982 URS Certified Project Manager / 2008
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)		

19. RELEVANT PROJECTS

- | | |
|--|---|
| (1) TITLE AND LOCATION (City and State)
Ohio Dept. of Public Safety
Columbus, OH | (2) YEAR COMPLETED
PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2009 |
| a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm
Project Manager. URS was selected to provide professional engineering services for the evaluation of existing space within the Ohio Department of Public Safety (ODPS) Building to ascertain mechanical and electrical needs to accommodate a secure area in the ODPS Building. Cost: \$7.2K (Fee) | |
| (1) TITLE AND LOCATION (City and State)
Ohio University Bush Hall Renovation
Athens, OH | (2) YEAR COMPLETED
PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
Ongoing 2012 |
| b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm
Quality Assurance / Control. URS was selected to provide complete building renovation for this four story, 31,752 gsf residence hall which currently houses 130 coed students. Updating of all building systems including window replacement, interiors and finishes. This will be the sixth complete building renovation on the East Green and the first LEED Silver residence hall. Within the building there will be student gathering space, study space, student rooms, shared bathrooms and offices. The building infrastructure renovation will include: plumbing, HVAC-4 pipe system, fire alarm, fire suppression system, secondary electrical distribution and access control at exterior entrances. Cost: \$8.5M (Estimated) | |
| (1) TITLE AND LOCATION (City and State)
Washington State Community College Health Sciences Bldg
Marietta, OH | (2) YEAR COMPLETED
PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
Ongoing 2012 |
| c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm
Project Manager. URS was selected to provide professional planning, architectural and engineering services for the design of a new Health Sciences Building for Washington State Community College (WSCC). The new building will be approximately 51,000 sq ft and will house classroom and laboratory facilities for the College's Health Sciences programs. The facility will include general lecture classrooms, science labs (biology, chemistry, cadaver, etc.) and faculty offices. A portion of the building will be dedicated to an Educational Career Center for nursing education. Cost: \$13.5M (Estimated) | |
| (1) TITLE AND LOCATION (City and State)
Wright Center of Innovation, Wright State University
Dayton, Ohio | (2) YEAR COMPLETED
PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2006 2006 |
| d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm
Project Manager. URS was selected to provide professional planning, architectural design, and engineering services for the new Wright Center of Innovation (WCI) at Wright State University. This federally and locally funded program had an initial total project budget of \$30M. This included research staff, equipment, and the building addition to the existing Russ Engineering Center. Construction budget for the building addition was \$6M. URS assisted in fund-raising efforts by preparing renderings and models. To leverage fund-raising efforts, designs included significant unfinished / shelled space to incorporate additional laboratory space as funding was secured. At the Gala to announce the major gifts and recognition of public donations, URS presented video models and drawings of the project. After all the presentations, WSU received an additional anonymous gift that completed the funding for all the proposed functions and finished the remaining proposed shell spaces. Cost: \$7.1M | |

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

12 NAME Andy Knapke, PE, SE	13. ROLE IN THIS CONTRACT Technical Support	14 YEARS EXPERIENCE a TOTAL b WITH CURRENT FIRM 13 13
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15. FIRM NAME AND LOCATION (City and State)
URS Corporation – Columbus, OH

16 EDUCATION (DEGREE AND SPECIALIZATION)
MS / Structural Engineering / Purdue University / 1998
BS / Civil Engineering / University of Notre Dame / 1997

17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)
IN / Registered Professional Engineer / PE10809910 / 2008
KY / Registered Professional Engineer / 26017 / 2008
LA / Registered Professional Engineer / 34504 / 2009
OH / Registered Professional Engineer / E-66697 / 2002
OR / Registered Professional Engineer / 80214PE / 2007
IL / Registered Professional Structural Engineer / SE 81005998 / 2003
URS Certified Project Manager / 2006

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State) Washington State Community College Health Sciences Bldg Marietta, Ohio	PROFESSIONAL SERVICES Ongoing	(2) YEAR COMPLETED CONSTRUCTION (if applicable) 2012
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(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

a. Senior Structural Engineer. URS was selected to provide professional planning, architectural and engineering services for the design of a new Health Sciences Building for Washington State Community College (WSCC). The new building will be approximately 51,000 sq ft and will house classroom and laboratory facilities for the College's Health Sciences programs. The facility will include general lecture classrooms, science labs (biology, chemistry, cadaver, etc.) and faculty offices. A portion of the building will be dedicated to an Educational Career Center for nursing education. **Cost: \$13.5M (Estimated)**

(1) TITLE AND LOCATION (City and State) University of Cincinnati Rieveschl 500 Level Teaching Labs Renovation, Cincinnati, Ohio	PROFESSIONAL SERVICES 2010	(2) YEAR COMPLETED CONSTRUCTION (if applicable) 2010
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(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

b. Senior Structural Engineer. This is a multi-story renovation of the 300, 400 and 500 levels approximately 93,628 gross square foot total areas, of the five-story Rieveschl Hall, which was built in 1965. This project renovated the existing laboratory, classroom and office spaces. The renovated space accommodates the Department of Chemistry's undergraduate teaching laboratories. **Cost: \$11M**

(1) TITLE AND LOCATION (City and State) Purdue University Wayne T. and Mary T. Hockmeyer Hall of Structural Biology, West Lafayette, Indiana	PROFESSIONAL SERVICES 2009	(2) YEAR COMPLETED CONSTRUCTION (if applicable) 2009
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(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

c. Senior Structural Engineer. Hockmeyer Hall, a key part of Purdue University President Martin C. Jischke's vision for a "Discovery Park", is devoted to the field of Structural Biology. The 67,000 sq ft facility employs the most recent technologies of Nuclear Magnetic Resonance (NMR), X-ray Diffraction, Ultra-high resolution Electron Microscopy, Molecular Crystallization, Protein Production, Cell and Virus Culture and BSL-3 laboratories in a modular, wet-bench laboratory environment. Great care was taken to keep the most sensitive activities in the building safe and away from possible sources of interference. Vibration sensitivity and electromagnetic interference issues were addressed, as were special security considerations. **Cost: \$26.1M**

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

<p>12. NAME Joe Riddle, LEED, AP, NCEE</p> <p>15. FIRM NAME AND LOCATION <i>(City and State)</i> URS Corporation – Columbus, OH</p> <p>16. EDUCATION <i>(DEGREE AND SPECIALIZATION)</i> BS / Mechanical Engineering / California Polytechnic Institute / 1980 Attended / Finance / University of Texas, Dallas</p> <p>18. OTHER PROFESSIONAL QUALIFICATIONS <i>(Publications, Organizations, Training, Awards, etc)</i></p>	<p>13. ROLE IN THIS CONTRACT Technical Support</p> <p>17. CURRENT PROFESSIONAL REGISTRATION <i>(STATE AND DISCIPLINE)</i> OH / Registered Professional Engineer / E-54162 / 1990 <i>Also registered in 12 additional states</i> LEED Accredited Professional National Council of Engineering Examiners Certified / 10414 URS Certified Project Manager / 2006</p>	<p>14. YEARS EXPERIENCE</p> <table border="0"> <tr> <td>a. TOTAL</td> <td>b. WITH CURRENT FIRM</td> </tr> <tr> <td align="center">31</td> <td align="center">21</td> </tr> </table>	a. TOTAL	b. WITH CURRENT FIRM	31	21
a. TOTAL	b. WITH CURRENT FIRM					
31	21					

19. RELEVANT PROJECTS

<p>(1) TITLE AND LOCATION <i>(City and State)</i> Washington State Community College Health Sciences Bldg Marietta, OH</p> <p>(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc)</i> AND SPECIFIC ROLE a. Senior Mechanical Engineer. URS was selected to provide professional planning, architectural and engineering services for the design of a new Health Sciences Building for Washington State Community College (WVSCC). The new building will be approximately 51,000 sq ft and will house classroom and laboratory facilities for the College's Health Sciences programs. The facility will include general lecture classrooms, science labs (biology, chemistry, cadaver, etc.) and faculty offices. A portion of the building will be dedicated to an Educational Career Center for nursing education. Cost: \$13.5M (Estimated)</p>	<p>(2) YEAR COMPLETED</p> <table border="0"> <tr> <td>PROFESSIONAL SERVICES</td> <td>CONSTRUCTION <i>(if applicable)</i></td> </tr> <tr> <td>Ongoing</td> <td>2012</td> </tr> </table> <p><input checked="" type="checkbox"/> Check if project performed with current firm</p>	PROFESSIONAL SERVICES	CONSTRUCTION <i>(if applicable)</i>	Ongoing	2012
PROFESSIONAL SERVICES	CONSTRUCTION <i>(if applicable)</i>				
Ongoing	2012				
<p>(1) TITLE AND LOCATION <i>(City and State)</i> University of Cincinnati Rieveschl 500 Level Teaching Labs Renovation, Cincinnati, Ohio</p> <p>(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc)</i> AND SPECIFIC ROLE b. Quality Assurance / Control. This is a multi-story renovation of the 300, 400 and 500 levels approximately 93,628 gross square foot total areas, of the five-story Rieveschl Hall, which was built in 1965. This project renovated the existing laboratory, classroom and office spaces. The renovated space accommodates the Department of Chemistry's undergraduate teaching laboratories. Cost: \$11M</p>	<p>(2) YEAR COMPLETED</p> <table border="0"> <tr> <td>PROFESSIONAL SERVICES</td> <td>CONSTRUCTION <i>(if applicable)</i></td> </tr> <tr> <td>2010</td> <td>2010</td> </tr> </table> <p><input checked="" type="checkbox"/> Check if project performed with current firm</p>	PROFESSIONAL SERVICES	CONSTRUCTION <i>(if applicable)</i>	2010	2010
PROFESSIONAL SERVICES	CONSTRUCTION <i>(if applicable)</i>				
2010	2010				
<p>(1) TITLE AND LOCATION <i>(City and State)</i> Ohio Department of Agriculture Plant Industry Laboratory Building, Reynoldsburg, Ohio</p> <p>(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc)</i> AND SPECIFIC ROLE c. Plant Industry Laboratory Facility for the Ohio Department of Agriculture. The new 30,000 sq ft laboratory building has been designed to be the state-of-the-art for APHIS certification by the USDA for a 526 permit. The building consists of two stories plus basement and penthouse and its facades have been designed to blend in with the rural themes of the other buildings on campus. Portions of the new facility were designed to meet BSL-3 containment requirements and its laboratories include bio-security, plant pathology, molecular biology, microscopy, entomology, nematology and seed testing. Cost: \$9M</p>	<p>(2) YEAR COMPLETED</p> <table border="0"> <tr> <td>PROFESSIONAL SERVICES</td> <td>CONSTRUCTION <i>(if applicable)</i></td> </tr> <tr> <td>2009</td> <td>2009</td> </tr> </table> <p><input checked="" type="checkbox"/> Check if project performed with current firm</p>	PROFESSIONAL SERVICES	CONSTRUCTION <i>(if applicable)</i>	2009	2009
PROFESSIONAL SERVICES	CONSTRUCTION <i>(if applicable)</i>				
2009	2009				

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

<p>12. NAME David Bals, PE</p> <p>15. FIRM NAME AND LOCATION <i>(City and State)</i> URS Corporation – Columbus, OH</p> <p>16. EDUCATION <i>(DEGREE AND SPECIALIZATION)</i> BS / Electrical Engineering / The Ohio State University / 1993</p> <p>18. OTHER PROFESSIONAL QUALIFICATIONS <i>(Publications, Organizations, Training, Awards, etc)</i></p>	<p>13. ROLE IN THIS CONTRACT Technical Support</p> <p>17. CURRENT PROFESSIONAL REGISTRATION <i>(STATE AND DISCIPLINE)</i> OH / Registered Professional Engineer / E-63798 / 1999 <i>Also registered in 8 additional states</i> National Council of Engineering Examiners Certified URS Certified Project Manager / 2006</p>	<p>14. YEARS EXPERIENCE</p> <table border="0"> <tr> <td>a. TOTAL</td> <td>b. WITH CURRENT FIRM</td> </tr> <tr> <td align="center">18</td> <td align="center">13</td> </tr> </table>	a. TOTAL	b. WITH CURRENT FIRM	18	13
a. TOTAL	b. WITH CURRENT FIRM					
18	13					

19. RELEVANT PROJECTS

<p>(1) TITLE AND LOCATION <i>(City and State)</i> Washington State Community College Health Sciences Bldg Marietta, OH</p> <p>(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE a. Senior Electrical Engineer. URS was selected to provide professional planning, architectural and engineering services for the design of a new Health Sciences Building for Washington State Community College (WSCC). The new building will be approximately 51,000 sq ft and will house classroom and laboratory facilities for the College's Health Sciences programs. The facility will include general lecture classrooms, science labs (biology, chemistry, cadaver, etc.) and faculty offices. A portion of the building will be dedicated to an Educational Career Center for nursing education. Cost: \$13.5M (Estimated)</p>	<p>(2) YEAR COMPLETED</p> <table border="0"> <tr> <td>PROFESSIONAL SERVICES</td> <td>CONSTRUCTION <i>(if applicable)</i></td> </tr> <tr> <td align="center">Ongoing</td> <td align="center">2012</td> </tr> </table> <p><input checked="" type="checkbox"/> Check if project performed with current firm</p>	PROFESSIONAL SERVICES	CONSTRUCTION <i>(if applicable)</i>	Ongoing	2012
PROFESSIONAL SERVICES	CONSTRUCTION <i>(if applicable)</i>				
Ongoing	2012				

<p>(1) TITLE AND LOCATION <i>(City and State)</i> University of Cincinnati Rieveschl 500 Level Teaching Labs Renovation, Cincinnati, Ohio</p> <p>(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE b. Senior Electrical Engineer. This is a multi-story renovation of the 300, 400 and 500 levels approximately 93,628 gross square foot total areas, of the five-story Rieveschl Hall, which was built in 1965. This project renovated the existing laboratory, classroom and office spaces. The renovated space accommodates the Department of Chemistry's undergraduate teaching laboratories. Cost: \$11M</p>	<p>(2) YEAR COMPLETED</p> <table border="0"> <tr> <td>PROFESSIONAL SERVICES</td> <td>CONSTRUCTION <i>(if applicable)</i></td> </tr> <tr> <td align="center">2010</td> <td align="center">2010</td> </tr> </table> <p><input checked="" type="checkbox"/> Check if project performed with current firm</p>	PROFESSIONAL SERVICES	CONSTRUCTION <i>(if applicable)</i>	2010	2010
PROFESSIONAL SERVICES	CONSTRUCTION <i>(if applicable)</i>				
2010	2010				

<p>(1) TITLE AND LOCATION <i>(City and State)</i> Ramapo College Science Lab Master Plan Mahwah, New Jersey</p> <p>(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE c. Senior Electrical Engineer. This project was completed in 3 months including charrettes with the TAS Dean, faculty and staff as well as a final presentation to the college President and Board of Trustees. Ultimately, four scenarios were presented for consideration: complete renovation in phases, complete renovation with an addition for swing space, relocation into new construction, and minimum renovations to focus on public areas and safety. Cost: \$25-60M (Estimated)</p>	<p>(2) YEAR COMPLETED</p> <table border="0"> <tr> <td>PROFESSIONAL SERVICES</td> <td>CONSTRUCTION <i>(if applicable)</i></td> </tr> <tr> <td align="center">2009</td> <td></td> </tr> </table> <p><input checked="" type="checkbox"/> Check if project performed with current firm</p>	PROFESSIONAL SERVICES	CONSTRUCTION <i>(if applicable)</i>	2009	
PROFESSIONAL SERVICES	CONSTRUCTION <i>(if applicable)</i>				
2009					

<p>(1) TITLE AND LOCATION <i>(City and State)</i> Purdue University Wayne T. and Mary T. Hockmeyer Hall of Structural Biology, West Lafayette, Indiana</p> <p>(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE d. Senior Electrical Engineer. Hockmeyer Hall, a key part of Purdue University President Martin C. Jischke's vision for a "Discovery Park", will be devoted to the field of Structural Biology. The 67,000 sq ft facility will employ the most recent technologies of Nuclear Magnetic Resonance (NMR), X-ray Diffraction, Ultra-high resolution Electron Microscopy, Molecular Crystallization, Protein Production, Cell and Virus Culture and BSL-3 laboratories in a modular, wet-bench laboratory environment. Cost: \$26.1M</p>	<p>(2) YEAR COMPLETED</p> <table border="0"> <tr> <td>PROFESSIONAL SERVICES</td> <td>CONSTRUCTION <i>(if applicable)</i></td> </tr> <tr> <td align="center">2009</td> <td align="center">2009</td> </tr> </table> <p><input checked="" type="checkbox"/> Check if project performed with current firm</p>	PROFESSIONAL SERVICES	CONSTRUCTION <i>(if applicable)</i>	2009	2009
PROFESSIONAL SERVICES	CONSTRUCTION <i>(if applicable)</i>				
2009	2009				

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

12 NAME Donald Lange, LEED AP	13. ROLE IN THIS CONTRACT Senior Manager	14. YEARS EXPERIENCE a. TOTAL b. WITH CURRENT FIRM 35 13
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15. FIRM NAME AND LOCATION (City and State)
URS Corporation, Pittsburgh, PA

16. EDUCATION (DEGREE AND SPECIALIZATION)

Electrical Certificate – US Navy/Carpentry Certificate – Washington County Vo-Tech

17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)

18 OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc)

US Green Building Council (GBC), Construction Management Association of American (CMAA), American Society of Professional Estimators (ASPE)

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)

Joseph Badger Local School District, Kinsman, OH

(2) YEAR COMPLETED

PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2007

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

a. Project manager for new construction of a 181,000 s.f. K-12 school facility including gymnasium, auditorium, and athletic fields. Provided oversight and project management from conceptual design through construction close-out. Specific duties included cost estimating, scheduling, constructability reviews, conducting design team meetings, value engineering studies, and oversight of construction activities.

(1) TITLE AND LOCATION (City and State)

Newton Falls Exempted Village School District, Newton Falls, OH

(2) YEAR COMPLETED

PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2007

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

b. Manager of preconstruction services including cost estimates, constructability Reviews, and value engineering studies.

(1) TITLE AND LOCATION (City and State)

Joseph Badger Local School District, Kinsman, OH

(2) YEAR COMPLETED

PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2008

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

c. Project manager for new construction of a 181,000 s.f. K-12 school facility including gymnasium, auditorium, and athletic fields. Provided oversight and project management from conceptual design through construction close-out. Specific duties included cost estimating, scheduling, constructability reviews, conducting design team meetings, value engineering studies, and oversight of construction activities

(1) TITLE AND LOCATION (City and State)

Lorain City School District, Lorain, OH

(2) YEAR COMPLETED

PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2006

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

d. Manager of preconstruction services for the Ohio School Facilities Commission and the Lorain City School District for construction of 9 new PK-5 schools, 4 new 6-8 middle schools, and additions and renovations to 5 elementary schools as well as both existing high schools. Responsibilities include cost estimating, value engineering, and program and construction scheduling.

(1) TITLE AND LOCATION (City and State)

GSA Pittsburgh Federal Courthouse and Post Office Renovation, Pittsburgh, PA

(2) YEAR COMPLETED

PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
ongoing

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

e. Project Executive for \$15 million renovations and additions to this federal facility which is also a Historic Landmark. The project includes major security upgrades, structural repairs, courtroom renovations, tenant fit-out and MEP upgrades. Challenges include maintaining Historic Landmark Status and performing major structural repairs in an operating Federal Courthouse. URS is providing preconstruction, procurement, and construction phase services.

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

<p>12 NAME Eric Link, CCT</p> <p>15 FIRM NAME AND LOCATION <i>(City and State)</i> URS Corporation, Pittsburgh, PA</p> <p>16 EDUCATION <i>(DEGREE AND SPECIALIZATION)</i> AS/Civil Engineering Technology/CCAC</p> <p>18. OTHER PROFESSIONAL QUALIFICATIONS <i>(Publications, Organizations, Training, Awards, etc.)</i> Association for the Advancement of Cost Engineering (AACE), Certified Cost Technician (CCT)</p>	<p>13. ROLE IN THIS CONTRACT Preconstruction Services</p>	<p>14 YEARS EXPERIENCE a. TOTAL b. WITH CURRENT FIRM 18 3</p>
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19. RELEVANT PROJECTS

<p>(1) TITLE AND LOCATION <i>(City and State)</i> University of Cincinnati, Rieveschl Hall Lab Renovations, Cincinnati, OH</p> <p>a. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE \$10,000,000 Lead Cost Estimator for an existing facility that was constructed in 1967 with a minimum amount of major renovations to the lab spaces since original construction</p>	<p>(2) YEAR COMPLETED PROFESSIONAL SERVICES CONSTRUCTION <i>(if applicable)</i> 2009</p> <p><input checked="" type="checkbox"/> Check if project performed with current firm</p>
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<p>(1) TITLE AND LOCATION <i>(City and State)</i> USMA Science Center, Building 753 West Point, New York</p> <p>b. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE Providing four design phase estimates using MII (MCASES) for the 230,195 sf renovation/addition, United States Military Academy (USMA) Science Center Project which was developed by USMA and the United States Army Corps of Engineers (USACE).</p>	<p>(2) YEAR COMPLETED PROFESSIONAL SERVICES CONSTRUCTION <i>(if applicable)</i> Ongoing</p> <p><input checked="" type="checkbox"/> Check if project performed with current firm</p>
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<p>(1) TITLE AND LOCATION <i>(City and State)</i> Central Michigan University Science Addition</p> <p>c. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE Cost Estimator for services including: construction cost estimating, constructability reviews, and value engineering studies. The project will consist of a new 61,465 sf addition to the existing College of Health Professions Building.</p>	<p>(2) YEAR COMPLETED PROFESSIONAL SERVICES CONSTRUCTION <i>(if applicable)</i> 2009</p> <p><input checked="" type="checkbox"/> Check if project performed with current firm</p>
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<p>(1) TITLE AND LOCATION <i>(City and State)</i> Veterans House, Dept. of Veterans Affairs, Indianapolis, IN</p> <p>d. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE Provided four design phase estimates for the proposed two-story structure that will have a base footprint of approximately 7,500 square feet and offers a total area of 15,000 square feet of short term housing and gathering space. A partial basement, approximately 3,000 square feet is designed as a potential Add Alternate. Exterior walls are multi-wythe masonry walls comprised of 8" concrete masonry units, rigid insulation, building wrap and brick veneer. \$3 Million in expected construction costs.</p>	<p>(2) YEAR COMPLETED PROFESSIONAL SERVICES CONSTRUCTION <i>(if applicable)</i> 2009</p> <p><input checked="" type="checkbox"/> Check if project performed with current firm</p>
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<p>(1) TITLE AND LOCATION <i>(City and State)</i> U.S. Custom House - Philadelphia, PA</p> <p>e. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE \$ 26.7 Million - Provided cost estimates and constructability reviews for major restoration of a prominent Historical Landmark. It required due diligence predicting costs of Masonry, Terra Cotta, Glazing, and Metals restoration. Project had to maintain its Architectural integrity. The 18 story structure had 2,000 windows restored or replaced, replacement of 65,000 SF of roofing systems, an alternate for a 20,000 SF Extensive Green Roof. Masonry included spall repair, pinning and epoxy injection of cracking limestone, re-setting of existing limestone coping, and the cleaning of 115,000 SF of building surface.</p>	<p>(2) YEAR COMPLETED PROFESSIONAL SERVICES CONSTRUCTION <i>(if applicable)</i> Ongoing</p> <p><input checked="" type="checkbox"/> Check if project performed with current firm</p>
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E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

12 NAME Leonard Calianno – CEP	13 ROLE IN THIS CONTRACT Constructability Review/Value Engineering	14 YEARS EXPERIENCE a. TOTAL b. WITH CURRENT FIRM 15 5
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15 FIRM NAME AND LOCATION (City and State)
URS Corporation, Pittsburgh, PA

16 EDUCATION (DEGREE AND SPECIALIZATION)
AS/Business/CCAC

17 CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
AACE Certified Estimating Professional (CEP)

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)

(2) YEAR COMPLETED

University of Cincinnati, Rieveschl Hall Lab Renovations, Cincinnati, OH

PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2009

a.

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

10,000,000 Lead Cost Estimator for an existing facility that was constructed in 1967 with a minimum amount of major renovations to the lab spaces since original construction

(1) TITLE AND LOCATION (City and State)

(2) YEAR COMPLETED

Newton Fall School District, K-2 Elementary School, Newton Falls, OH

PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2008

b.

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

20,000,000: Cost Estimator for preconstruction phase services for new additions and renovations, including estimating, value engineering, and constructability.

(1) TITLE AND LOCATION (City and State)

(2) YEAR COMPLETED

Ravenna City School District, Ravenna, OH

PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2007

c.

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

The department provided cost estimating and constructability review services for the 159,000 S.F. new construction of a high school facility that included gymnasium, auditorium, field house and geothermal systems.

(1) TITLE AND LOCATION (City and State)

(2) YEAR COMPLETED

Lorain City School District, Lorain, OH

PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
2008

d.

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

Cost Estimator for preconstruction services for the Ohio School Facilities Commission and the Lorain City School District for construction of 9 new PK-5 schools, 4 new 6-8 middle schools, and additions and renovations to 5 elementary schools as well as both existing high schools. Responsibilities include cost estimating, value engineering, and program and construction scheduling.

(1) TITLE AND LOCATION (City and State)

(2) YEAR COMPLETED

USMA Science Center, Building 753 West Point, New York

PROFESSIONAL SERVICES CONSTRUCTION (if applicable)
Ongoing

e.

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

Providing four design phase estimates for the 230,195 sf renovation/addition, USMA's project was developed to create a state-of-the-art science center. The project includes provisions for modern, climate-controlled storage space for the library archives and special collections. Expected Project cost \$140 Million

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

12 NAME

Larry Baranowski

13 ROLE IN THIS CONTRACT

Cost Estimator

14 YEARS EXPERIENCE

a. TOTAL

35

b. WITH CURRENT FIRM

9

15. FIRM NAME AND LOCATION (City and State)

URS Corporation, Pittsburgh, PA

16 EDUCATION (DEGREE AND SPECIALIZATION)

AS/Electrical Engineering/CCAC

17 CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)

18 OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)

**University of Cincinnati, Rieveschl Hall Lab Renovations,
Cincinnati, OH**

(2) YEAR COMPLETED

PROFESSIONAL SERVICES

CONSTRUCTION (if applicable)

2009

a.

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

10,000,000 Cost Estimator for an existing facility that was constructed in 1967 with a minimum amount of major renovations to the lab spaces since original construction.



Check if project performed with current firm

(1) TITLE AND LOCATION (City and State)

Allston Science Complex - Harvard University, Allston, MA

(2) YEAR COMPLETED

PROFESSIONAL SERVICES

CONSTRUCTION (if applicable)

2008

b.

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Cost estimating and value engineering recommendations based on the design for the 640,000 SF laboratory and shared research facilities consisting of four buildings primarily comprised of laboratories, teaching labs, an underground research facility and various public facilities



Check if project performed with current firm

(1) TITLE AND LOCATION (City and State)

**Newton Fall School District, K-2 Elementary School,
Newton Falls, Ohio**

(2) YEAR COMPLETED

PROFESSIONAL SERVICES

CONSTRUCTION (if applicable)

2008

c.

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Cost Estimator for 20 million dollar pre-construction phase services for new additions and renovations, including estimating, value engineering, and constructability. The project entailed the construction of a new grade 3-6 elementary school adjacent to the existing junior and senior high school, as well as renovations to the existing junior and senior high school, and construction of a new K-2 building.



Check if project performed with current firm

(1) TITLE AND LOCATION (City and State)

Central Michigan University Science addition

(2) YEAR COMPLETED

PROFESSIONAL SERVICES

CONSTRUCTION (if applicable)

2009

d.

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

\$23.7 M -The project will consist of a new 61,465 sf addition to the existing College of Health Professions Building. The addition will be an interim solution to house the School of Medicine. After a new facility is constructed, this addition will be handed back to the College of Health Professions. The addition will accommodate academic, student, and administrative space for the School of Medicine at Central Michigan University in Mount Pleasant, Michigan. The intent of the addition is to match the existing exterior massing, materials, and finishes, and compliment the existing interior finishes.



Check if project performed with current firm

(1) TITLE AND LOCATION (City and State)

Ravenna City School District, Ravenna, Ohio

(2) YEAR COMPLETED

PROFESSIONAL SERVICES

CONSTRUCTION (if applicable)

2007

e.

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

MEP Estimator for 159,000 SF new construction for high school facility included gymnasium, auditorium, field house and geothermal systems.



Check if project performed with current firm

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

20. EXAMPLE PROJECT
KEY NUMBER
01

21. TITLE AND LOCATION <i>(City and State)</i> World Trade Center Reconstruction New York, New York	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (if applicable) Ongoing

23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER Port Authority of New York & New Jersey	b. POINT OF CONTACT NAME Lucy Foster Assistant Director of WTC Construction	c. POINT OF CONTACT TELEPHONE NUMBER 212-435-5526

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, and cost)*

Relevance to the Proposed Project:

- On Call Construction Claims Analysis
- Schedule Review and Delay Impact Analysis
- Change Order Impacts
- Labor Productivity Analysis
- Cost and Damage Analysis of Claim Damages

Project Description:



URS serving as an extension of staff for the Port Authority is responsible for the review, analysis, and evaluation of all construction claims made against the Owner. To date claims have been reviewed relating to One World Trade Center (formerly "The Freedom Tower"), the new Transportation Hub, the September 11th Memorial and various related infrastructure projects. The enormous scope of the project and the high cost of each trade contract require real time evaluation and resolution of construction claims. This is not project that can wait until the end to resolve claims. The current overall estimated cost of the project is in the range of \$16 Billion.

The issues that have given rise to claims include differing subsurface conditions, denied access, design and program changes, changing regulatory requirements, adjacent projects, and other common causes of claims. The logistically challenging sixteen acre in Lower Manhattan affords no lay down areas and requires close working proximity of adjacent projects. Several projects share common structural

elements requiring precise coordination and scheduling. In addition the Port Authority operates the active Port Authority Trans Hudson (PATH) subway line from New Jersey to a temporary station in the midst of the WTC Construction site bringing thousands of commuters through the site on a daily basis.

URS works closely Port Authority Construction, Legal and Accounting Personnel, Program Managers, Construction Managers, the claiming trade contractors and their consultants in order develop a comprehensive analysis of each claim. Using the latest CPM Schedule Analysis techniques URS has been able to identify the real critical path delays to the project and the parties responsible for causing delays. URS has taken a proactive role by attending project scheduling and coordination in order to provide early identification of issues that may give rise to claims. We have also provided claims identification training to WTC Construction personnel through a series of lunch time seminars.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
a.	(1) FIRM NAME URS Corporation	(2) FIRM LOCATION <i>(City and State)</i> New York, New York	(3) ROLE Primary Claims Analysts
b.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT		20. EXAMPLE PROJECT KEY NUMBER 02
21. TITLE AND LOCATION <i>(City and State)</i> Robert Schnatter Center at the University of Pennsylvania Dental School, Philadelphia, PA		22. YEAR COMPLETED
		PROFESSIONAL SERVICES 2005
		CONSTRUCTION (if applicable) 2005

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER University of Pennsylvania	b. POINT OF CONTACT NAME Mark Breitenbach	c. POINT OF CONTACT TELEPHONE NUMBER 215-898-0665
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24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, and cost)*

Relevance to the Proposed Project:

- Healthcare Facility
- Termination of General Contractor
- Schedule Analysis
- Defended Surety's Improper Termination Claim



Project Description:

URS was originally retained by the University of Pennsylvania to assist the University with contract administration and schedule review for the construction of the \$25 Million Robert Schnatter Center for the Dental School at the University of Pennsylvania. Prior to URS' initial project involvement, the University terminated the general contractor for cause. URS' role changed after the termination in that the contract administration involved evaluating the entitlement, pricing and schedule impact of numerous alleged changes claimed by the completing contractor retained by the surety. In addition, URS acted as an extension of the University's staff and performed construction inspections and reviewed the monthly schedule updates submitted by the completing contractor. Many of the changes alleged by the completing contractor resulted from the surety's failure to disclose the complete scope of remaining work including correction of defective or incomplete work.

In response to the surety's claim of improper termination, the University requested URS to evaluate the University's decision to terminate the contractor. The cause for termination was the contractor's failure to perform the work in accordance with the project schedule. URS also determined that the original contractor was responsible for extensive defective and deficient work during the time that it performed construction at the project. URS evaluated the impacts on the project schedule caused by the various delaying events and actions or inaction, including the potential impact of the correction of defective work on the project schedule.

URS supported and provided claims assistance to outside Counsel for the University in the defense of a \$21M claim asserted by the surety for improper termination. The surety alleged that the termination was improper due to the primary issues of involved alleged defective design, excessive owner changes and construction delay caused by the owner. URS played a key role in negotiating a resolution of the surety's claim. The end result was a settlement that was favorable for the University.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME URS Corporation	(2) FIRM LOCATION <i>(City and State)</i> Philadelphia, PA	(3) ROLE Claims consultant, owner's representative, schedule analyst, and litigation support
b.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT	20. EXAMPLE PROJECT KEY NUMBER 03
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21. TITLE AND LOCATION <i>(City and State)</i> Adrienne Arsht Center for the Performing Arts of Miami-Dade County	22. YEAR COMPLETED		
	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">PROFESSIONAL SERVICES 2008</td> <td style="width: 50%;">CONSTRUCTION (if applicable)</td> </tr> </table>	PROFESSIONAL SERVICES 2008	CONSTRUCTION (if applicable)
PROFESSIONAL SERVICES 2008	CONSTRUCTION (if applicable)		

23. PROJECT OWNER'S INFORMATION		
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a. PROJECT OWNER Miami-Dade County	b. POINT OF CONTACT NAME Bill Johnson	c. POINT OF CONTACT TELEPHONE NUMBER 305-371-7678
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24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT <i>(Include scope, size, and cost)</i>

Project Description:



URS provided program management and construction administration services on the Adrienne Arsht Center for the Performing Arts of Miami-Dade County project (formerly the Carnival Center for the Performing Arts). The Adrienne 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 of Pelli Clarke Pelli Architects is comprised of five buildings sited on 5.9 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 Education Center, and a restored Art Deco Tower (former Sears Tower) are united with the other two buildings by a Plaza for the Arts across Biscayne Boulevard.

Following the project restructuring, major activities of the URS team included:

- Change and schedule management
- Provide design analysis
- Monitor field activities
- Assure contract compliance
- Contain scope growth
- Provide dispute resolution
- Coordinate close-out

Additional services included the coordination, monitoring, and resolution of construction deficiencies and non-conformances, quality issues, punch list items, and close-out deliverables. URS also coordinated and monitored the commissioning of major building systems including HVAC systems, smoke evacuation system and emergency power system.

During the last two years of the project, URS also performed a 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.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
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a.	(1) FIRM NAME URS Corporation	(2) FIRM LOCATION <i>(City and State)</i> Miami, FL	(3) ROLE Full PM Services, including scheduling, cost estimating and claims
b.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT		20. EXAMPLE PROJECT KEY NUMBER 04
21. TITLE AND LOCATION <i>(City and State)</i> Various PANYNJ Project Claims		22. YEAR COMPLETED
		PROFESSIONAL SERVICES 2009
		CONSTRUCTION (if applicable) 2009

23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER Port Authority of New York and New Jersey	b. POINT OF CONTACT NAME Bill Kehoe	c. POINT OF CONTACT TELEPHONE NUMBER 201-216-2070
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT <i>(Include scope, size, and cost)</i>		

Relevance to the Proposed Project:

- On Call Claims Contract with Owner
- Multiple Assignments Performed Concurrently
- CPM Schedule Analysis
- Participated in Settlement Negotiations



Project Description:



Under an On Call Claims Consultant Contract with the Port Authority of New York and New Jersey URS has analyzed and evaluated contractor claims on various Port Authority Projects. The claims have related the following projects: Mid-Town Manhattan Bus Terminal, Holland Tunnel, JFK International Airport, Newark Liberty Airport, and Teterboro Airport. Multiple claims at JFK have addressed the Central Electrical Substation, British Airways Terminal, Runway and Taxiway Paving, and Roadways and Parking Decks. The aggregate value of the projects exceeded \$250 Million.

URS' ability to analyze multiple claims concurrently has allowed the PA to achieve favorable settlements in a timely manner. In many cases the project documents were difficult to obtain or not as complete as necessary for proper claim evaluation. URS worked closely with the PA's Construction Management Personnel to develop the necessary information required for the analysis. The contractor claims contained elements of schedule delays, loss of labor productivity, unpaid extra work, acceleration, and impossibility of performance.



URS used claims personnel from three of its Northeast offices to meet the demands of addressing the claims analysis in a timely manner. All of the claims were settled through negotiations and did not require advanced methods of dispute resolution. In several cases URS participated in the settlement negotiations with the contractors to present the analysis. URS consulted with the PA Law Department regarding contract interpretation and application for particular claim situations.

FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
a.	(1) FIRM NAME URS Corporation	(2) FIRM LOCATION <i>(City and State)</i> New York, NY, Boston, MA, Philadelphia, PA	(3) ROLE On Call Claims Consultant
b.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT		20. EXAMPLE PROJECT KEY NUMBER 05
21. TITLE AND LOCATION <i>(City and State)</i> Bernard Fineson Developmental Center Queens Village, New York		22. YEAR COMPLETED PROFESSIONAL SERVICES Ongoing CONSTRUCTION (if applicable) Ongoing
23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER Dormitory Authority State of New York	b. POINT OF CONTACT NAME Mauro Lapetina Managing General Counsel	c. POINT OF CONTACT TELEPHONE NUMBER 518-257-3120
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT <i>(Include scope, size, and cost)</i>		

Relevance to the Proposed Project:

- Investigate Change Orders to Identify Design Errors and/or Omissions
- Determine Schedule Impact of Design Change Orders
- Analysis and Evaluation of Construction Claims Submitted by Various Multiple Prime Contractors

Project Description:

This Mental Health Facility Project consists of five new buildings: A Program Building housing offices, classrooms and administrative functions; two two-story residence buildings; and six one-story residence buildings. The construction contracts were awarded on a multi-prime basis in accordance with New York State Law. The value of the construction contracts is approximately \$100 Million. URS' initial assignment was to evaluate change orders to identify any that originated from design errors and omissions (E & O) and to determine the cost and schedule impact of E & O changes. As a result of the E & O changes and various other causes the project completion was delayed by more than one year. The two two-story residences encountered structural problems that to date have delayed completion.



As a result of the lengthy completion delay several of the prime contractors have filed claims against DASNY. DASNY has extended URS' scope of services to include the evaluation and analysis of the prime contractors' claims and requests for equitable adjustment. Since delay is a common element of all the claims, URS has performed a CPM Schedule Analysis to identify the cause of delays and the responsible parties. The claims analyses are ongoing and since final completion has not been achieved more delay may be filed.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
a.	(1) FIRM NAME URS Corporation	(2) FIRM LOCATION <i>(City and State)</i> Philadelphia, PA	(3) ROLE On Call Claims Consultant
b.	(1) FIRM NAME URS Corporation	(2) FIRM LOCATION <i>(City and State)</i> Boston, MA	(3) ROLE On Call Claims Consultant
c.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT		20. EXAMPLE PROJECT KEY NUMBER 06
21. TITLE AND LOCATION <i>(City and State)</i> U.S. Department of State – Paris, France		22. YEAR COMPLETED
		PROFESSIONAL SERVICES 2008
		CONSTRUCTION (if applicable) 2008
23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER U.S. Department of State Overseas Building Operations	b. POINT OF CONTACT NAME John Sawyer	c. POINT OF CONTACT TELEPHONE NUMBER
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT <i>(Include scope, size, and cost)</i>		



URS Corporation was retained by the U.S. Department of State Overseas Buildings Operations to review schedule updates and time impact analyses presented by the contractor for the Paris embassy renovation project (Chancery A/B Buildings, Phase II) and to prepare a report evaluating thirteen Requests for Equitable Adjustments including an overall project time impact delay analysis. URS presented their findings and participated in negotiation meetings with the contractor, the scheduling consultant, and outside counsel.

With URS' assistance all Requests for Equitable Adjustments were resolved and the contract

completed within budget and without subsequent litigation.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
a.	(1) FIRM NAME URS Corporation	(2) FIRM LOCATION <i>(City and State)</i> Philadelphia, PA	(3) ROLE Scheduling, Cost Estimating
b.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT		20. EXAMPLE PROJECT KEY NUMBER 07
21. TITLE AND LOCATION <i>(City and State)</i> RSA Battle House Tower – Geotechnical, Schedule & Damages Analysis, Mobile, AL		22. YEAR COMPLETED PROFESSIONAL SERVICES 2009
CONSTRUCTION (if applicable)		
23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER Meckler Bulger Tilson Marick & Pearson, LLP	b. POINT OF CONTACT NAME Chris Hennessy, Esq	c. POINT OF CONTACT TELEPHONE NUMBER 312.474.4493
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT <i>(Include scope, size, and cost)</i>		



The Retirement Systems of Alabama's Battle House Tower is the tallest building in Alabama, as well as along the Gulf Coast outside of Houston. It is 745 feet tall, has 35 floors and over 570,000 sq ft of office, hotel and commercial space. Groundbreaking for the project occurred in November of 2003 and the opening ceremony was held in May of 2007. During construction numerous delays occurred including, in part, a major foundation problem, resulting in the replacement of the geotechnical engineer, five (5) major hurricanes, and numerous additional changes to the design unrelated to the geotechnical engineer.

In 2007, URS was retained by Steadfast Insurance, who had provided a supplemental E&O policy to RSA, to evaluate a claim in excess of \$5 million dollars alleging that the geotechnical engineer was negligent resulting in it being solely responsible for: the delay to the project, changes in the design of the project, lost rental income, costs of remediation and repair, additional insurance premiums, additional engineering costs, and general overhead costs. URS was hired to review the history of the project and all of the available documents, a large portion of which were lost during one of the hurricanes. With limited information, URS performed a preliminary claims assessment and organized the available documentation, performed a Standard of Care valuation of the geotechnical engineer, prepared a schedule evaluation of the original planned schedule, the as-built schedule and the causes of delays. URS further performed a detailed damages analysis and provided recommendations to Steadfast Insurance to assist in the ir settlement discussions. The URS' analysis proved that the delays to the project were not solely caused by the geotechnical engineer and that the delays in fact were caused by the subsequent design delay of the

tower above the foundation. There was over three (3) months of float in the foundation construction. Further, the damage analysis revealed that the maximum exposure, if the courts were to rule that the geotechnical engineer was liable, was substantially less than \$1 million. Armed with the URS analysis, Steadfast Insurance was able to reach an equitable settlement with RSA.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
a.	(1) FIRM NAME URS Corporation	(2) FIRM LOCATION <i>(City and State)</i> Atlanta, GA	(3) ROLE Dispute Resolution Services
b.	(1) FIRM NAME URS Corporation	(2) FIRM LOCATION <i>(City and State)</i> Chicago, IL	(3) ROLE Dispute Resolution Services
c.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT		20. EXAMPLE PROJECT KEY NUMBER 08
21. TITLE AND LOCATION <i>(City and State)</i> University of Cincinnati Rieveschl Hall – 500 Level Teaching Labs Renovation, Cincinnati, OH		22. YEAR COMPLETED PROFESSIONAL SERVICES 2010 CONSTRUCTION (if applicable) 2010
23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER University of Cincinnati	b. POINT OF CONTACT NAME Peter Luken	c. POINT OF CONTACT TELEPHONE NUMBER 513.556.3160
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT <i>(Include scope, size, and cost)</i>		



This is a multi-story renovation of the 300, 400 and 500 levels (approximately 93,628 gross sq ft) of the five-story Rieveschl Hall, which was built in 1965. This project renovates the existing laboratory, classroom and office spaces. The renovated space accommodates the Department of Chemistry's undergraduate teaching laboratories. This renovation required replacement and upgrades to the HVAC system serving these floors, the addition of fume hoods, installation of laboratory room finishes and case work, the addition of a fire protection system for the space renovated and including paths of egress, installation of new ceilings and lighting throughout the floors, the modification of plumbing and electrical systems and fire proofing as a result of the asbestos abatement being performed by the University prior to renovation. Construction phase planning facilitated the existing building's operations, as well as

those of the surrounding buildings, throughout the construction period.



The design concept for the project included maintaining some existing CMU walls while inserting color and rhythm to enliven the corridors. By inventing new "niches" visual relief was created while "bumping spaces" were developed to facilitate unscheduled student collaboration. Making the science visible included new glazed openings into lab areas and large display nodes at corridor focal points. Salvaged square footage provided a student friendly group study area with tablet arm lounge chairs and additional whiteboard space for student to student support and tutoring.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
a.	(1) FIRM NAME URS Corporation	(2) FIRM LOCATION <i>(City and State)</i> Columbus, OH	(3) ROLE Project Management, Comprehensive A-E Services
b.	(1) FIRM NAME URS Corporation	(2) FIRM LOCATION <i>(City and State)</i> Pittsburgh, PA	(3) ROLE Cost Estimating Services
c.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT		20. EXAMPLE PROJECT KEY NUMBER 09
21. TITLE AND LOCATION <i>(City and State)</i> Washington State Community College Health Sciences Building, Marietta OH		22. YEAR COMPLETED PROFESSIONAL SERVICES: Ongoing CONSTRUCTION (if applicable): 2012
23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER Washington State Community College	b. POINT OF CONTACT NAME Dr. Charlotte Hatfield	c. POINT OF CONTACT TELEPHONE NUMBER 740.374.8716 x1101
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT <i>(Include scope, size, and cost)</i>		



URS was selected to provide professional planning, architectural and engineering services for the design of a new Health Sciences Building for Washington State Community College (WSCC). The new building will be approximately 51,000 sq ft and will house classroom and laboratory facilities for the College's Health Sciences programs. The facility will include general lecture classrooms, science labs (biology, chemistry, cadaver, etc.) and faculty offices. A portion of the building will be dedicated to an Educational Career Center for nursing education.

The project began with URS planners and designers reviewing the existing Program of Requirements completed by another firm. The program was evaluated in terms of design, priority of spaces, equipment requirements, engineering requirements, budget, and any changes in academic approach.

Currently in the Conceptual Development Phase, URS is working closely with WSCC administrators, personnel, etc. to develop a two-dimensional plan for the new Health Sciences Building. This plan brings together the adjacency requirements, plan requirements, and site requirements in order to shape the building. Once the initial design is complete, URS designers will shape the building and provide three-dimensional concept designs (renderings of exterior and interior spaces). These renderings will be a valuable resource for WSCC's fundraising efforts. URS and WSCC will participate together in raising funds to construct the building.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
a.	(1) FIRM NAME URS Corporation	(2) FIRM LOCATION <i>(City and State)</i> Columbus, OH	(3) ROLE Project Management
b.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE

G. KEY PERSONNEL PARTICIPATION IN EXAMPLE PROJECTS

26. NAMES OF KEY PERSONNEL (From Section E, Block 12)	27. ROLE IN THIS CONTRACT (From Section E, Block 13)	28. EXAMPLE PROJECTS LISTED IN SECTION F (Fill in "Example Projects Key" section below before completing table. Place "X" under project key number for participation in same or similar role.)									
		1	2	3	4	5	6	7	8	9	10
Francis Sabatino	Project Manager	X		X	X						
John Lamutt, PE	Claim Consultant							X			
Ed Vella	Claim Consultant	X	X	X	X						
Carol Repoley	Claim Consultant			X			X				
Vince Vaulman	Claim Consultant	X									
Rob D’Onofrio, PE	Claim Consultant	X		X							
Paul Bough	Claim Consultant			X							
John Orr	Claim Consultant		X				X				
Wayne Rowbotham, PE	Claim Consultant										
Don Lange	Cost Analysis Services								X		
Eric Link	Cost Analysis Services								X		
Leonard Calianno	Cost Analysis Services								X		
Larry Baranowski	Cost Analysis Services								X		
Michael Burkey	Technical Support									X	
Andy Knapke	Technical Support								X	X	
Joe Riddle	Technical Support								X	X	
David Bals, PE	Technical Support								X	X	

29. EXAMPLE PROJECTS KEY

NO.	TITLE OF EXAMPLE PROJECT (FROM SECTION F)	NO.	TITLE OF EXAMPLE PROJECT (FROM SECTION F)
1	World Trade Center	6	US Embassy - Paris
2	University of Penn, School of Dental Medicine	7	RSA Battle House Tower
3	Adrienne Arsht Center for the Performing Arts	8	Univ of Cincinnati Rieveschl Hall
4	Port Authority of NY & NJ	9	Washington State Community College
5	DASNY – Bernard Fineson Center	10	

H. ADDITIONAL INFORMATION

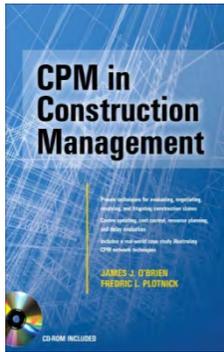
30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

INTRODUCTION TO THE URS TEAM

URS Corporation's oldest predecessor company was founded in 1904. URS was established in 1951, and incorporated in 1957 as Broadview Research—a research group active in the area of physical and engineering sciences. In 1967, management developed a growth strategy focused on building a multidisciplinary professional services firm. In 1968, Broadview Research acquired United Research Incorporated of Cambridge, Massachusetts. During this period, the name Broadview Research was changed to United Research Services and later shortened to URS.

Throughout the 1970s and 1980s, URS continued to expand through internal growth and strategic acquisitions that enhanced our engineering, architectural and environmental practices. These acquisitions include Madi gan-Praeger; Coverdale and Colpitts; John A. Blume and Associates; Hill Dreman Chase; and Dalton, Dalton and Newport.

In 1996, URS further expanded with the acquisition of Greiner Engineering, which broadened our presence in the transportation market. The Woodward-Clyde Group joined URS in 1997, bringing additional environmental capabilities and a broader international presence to the organization. When Dames & Moore Group joined the Company in 1999, it further widened our geographic base, strengthened our program and construction management expertise, added to our FORTUNE 500 client base and expanded our presence in the mass transit market. When URS acquired the Dames & Moore Group, one of the companies that was part of that group was O'Brien Kreitzberg.



In 2002, the acquisition of EG&G Technical Services, a provider of management and technical support services to U.S. government agencies—the Departments of Defense and Homeland Security in particular—positioned URS in the ranks of the leading U.S. federal services contractors. The 2007 acquisition of Washington Group International enhanced URS' ability to provide integrated engineering and construction services throughout the project life cycle—from planning, design and engineering through construction to operations and maintenance, and decommissioning and closure. The acquisition also expanded our capabilities in the power and nuclear management markets, as well as in transportation, mining, defense, and industrial infrastructure and process.

Today, URS has approximately 47,000 employees in a network of offices in more than 30 countries. The Company provides the full range of program management; planning, design and engineering; systems engineering and technical assistance; construction and construction management; operations and maintenance; and decommissioning and closure services. URS' business is focused on four key market sectors: Federal, Infrastructure, Power, and Industrial & Commercial. Our clients include the U.S. federal government, national governments of other countries, state and local government agencies in the United States and internationally, and FORTUNE 500 companies and other multinational corporations.

URS OHIO AND REGIONAL SERVICES

URS Corporation is a fully integrated engineering, construction and technical services organization with the capabilities to support every stage of the project life cycle. The Company offers a full range of program management; planning, design and engineering; systems engineering and technical assistance; construction and construction management; operations and maintenance; and decommissioning and closure services. URS provides all the services required to design, build, expand and modernize transportation and water resources infrastructure, as well as many types of facilities, such as healthcare complexes, schools, courthouses and other public buildings.

Our expertise in the infrastructure sector encompasses light and heavy rail; highways, bridges and tunnels; airports; ports and harbors; water supply, storage and distribution systems; wastewater treatment systems; and levees and flood control systems. We also have extensive experience providing turnkey design, engineering and construction services for design-build and design-build-operate-maintain projects.

URS maintains seven fully functional offices in the State of Ohio. Offices are located in Columbus, Cleveland, Akron, Toledo and Cincinnati. Following the leadership of James J. O'Brien, URS continues to be an industry leader in the area construction claims analysis and dispute resolution services.

In Ohio, URS' award-winning staff includes approximately 1000 professional engineers, architects, planners, schedulers, program managers, construction managers, project managers and claims experts. URS has the local, regional and national expertise to fully support the Ohio State Architects Office with a full service approach for the Claims Analysis Consultant List request.

EVALUATION CRITERIA

URS COMPETENCE TO PERFORM REQUIRED SERVICES

Forty years ago, URS pioneered construction management, Critical Path Method (CPM) and Time Impact Analysis (TIA) techniques. We were leaders then and we are proud to be leaders still today. Our experts are specialists in the construction litigation process having been involved in hundreds of cases involving scheduling, delay, acceleration, productivity, CM and A/E standard of care and cost issues. URS personnel have published books, technical articles, contributed to legal texts and trained industry professionals to effectively manage, mitigate, and resolve construction disputes.

URS CLAIMS, AUDITING & DISPUTE RESOLUTION SERVICES

Our team’s experience in construction claims, program, project, design, and construction management, particularly in building facility and educational facility projects, affords us a first-hand, in-depth expertise to assist STATE ARCHITECTS OFFICE (SAO) and/or their counsel through the potentially complex claim and dispute resolution process. We are equipped to understand what is being claimed; the basis of the claim and the proofs required; how to assess merit and identify strengths and weakness and possible contract and performance defenses that are available; and identify the earliest, most cost-effective resolution to the dispute.

We employ our field-tested command of scheduling, cost containment and other project control skills to analyze project impacts, determine their causes, and build a persuasive body of evidence that can be used in negotiation, mediation, arbitration, or litigation. URS has an industry-recognized record of achievement in resolving complicated construction disputes in all adjudicative forums. Our practical knowledge of construction and design for all types of projects, including educational & institutional facilities, places us ahead of the game in preparing or evaluating claims.

Below is a sample of the depth and experience of the URS Team proposed and is summarized below.

Staff	Requisite Experience						Schedule and Claims Training
	Adverse Project Impacts	Damage Analysis & Validation	Liability Assessment	Litigation Support Services	Onsite Audit	Records Analysis	
Fran Sabatino PSP CFCC	✓	✓	✓	✓	✓	✓	✓
Ed Vella	✓	✓	✓	✓	✓	✓	✓
John Lamutt P.E.	✓	✓	✓	✓	✓	✓	✓
John Orr PSP	✓	✓	✓	✓	✓	✓	✓
Paul Bough	✓	✓	✓	✓	✓	✓	
Vince Valuman, CCE	✓	✓	✓	✓			
Carol Repoley	✓	✓	✓	✓		✓	
Don Lange, LEED AP	✓	✓	✓	✓	✓		
Leonard Calianno, CEP	✓	✓	✓	✓	✓		✓

URS’ Claims and Dispute Resolution Group is staffed with specialists whose core business is to provide a full range of claims-related investigation and analysis services. The Group maintains one of the nation’s largest pools of expert witnesses, having over 100 professionals with testifying experience. Services include:

• Schedule & Claims Evaluation	• Change Order Review	• Forensic Investigation & Analysis
• Delay-Impact Analysis	• Project Cost Analysis	• Construction Contract Evaluation
• Productivity Analysis	• Damage Analysis & Validation	• Liability Assessment
• Claims Avoidance & Mitigation	• Project Financial & Management Auditing	

Liability Assessment: URS sifts through the project data to identify how the actual performance differed from the bid or plan. We then compile relevant documents and information. We explore areas where we know problems commonly occur, such as changes, ambiguous or contradictory contract provisions, flawed management practices, inadequate budgeting and controls, unclear communications, and poor construction sequencing. Our claims team utilizes its technical expertise and experience to detect where the project may have gone awry and identify the responsible parties. URS may recommend performing a *preliminary entitlement analysis* to evaluate the possible merits of the claim, strength and/or weakness of our client’s position, and to develop an initial claims strategy and work plan to map out the services which may be required.

Damage Analysis and Validation: Typically, in any claim or dispute, there is a contract, a breach of that contract, and resulting damages. URS reviews the project documentation to determine the damages resulting from such a breach. There are two types of damages – Estimated and Actual. URS evaluates and validates the actual damages via the project records as discussed below (see On-Site Audit and Analysis). We review and critique the validity of the contractor's estimate based upon the standards established in the contract, as well as URS' knowledge of local construction or consultant's costs.

Identification and Evaluation of Adverse Project Impacts: The URS Claims and Dispute Resolution Group has extensive experience analyzing project delays and disruption. Our analysis of a project schedule typically begins with a comparison of the original "as-planned" schedule to the "as-built" schedule. Subsequently, we identify project issues and determine their impact on the critical path. Finally, we assign responsibility to the critical project impacts. Productivity impacts and/or project disruptions are evaluated by reviewing and comparing the intended rates of labor and equipment use to the actual performance. The cause of each disruption is then quantified, and assigned.

Schedule and Delay Analysis: There are several recognized Time Impact Analysis and Delay Analysis techniques such as: Impacted As-Planned, Collapsed As-Built, As-Built Critical Path, and Windows Analysis. The project complexity, conditions, and contract will establish the appropriate method(s) for analyzing time impacts and delays. URS claims professionals are considered experts and pioneers in the field of Time Impact and Delay Analysis.

On-Site Audit and Analysis of Consultant & Contractor Project Records: URS identifies, compiles and quantifies the actual costs that were experienced on the project. We then compare the actual costs with the original bid, budgets, and executed change orders to verify that the additional compensation amount being requested is consistent with the actual cost records. Additional areas of review and evaluation include calculations of overhead and labor productivity. These audits/reviews comply with the appropriate standards such as the FARs, GAO Yellow Book Standards and/or the Generally Accepted Government Auditing Standards.

Litigation Support Services - ADR, Expert Witness: The senior professionals on the claims investigation and analysis team being proposed for STATE ARCHITECTS OFFICE (SAO) have all testified in forums of adjudication and are well qualified to assist STATE ARCHITECTS OFFICE (SAO) and its legal counsel with the claims negotiations, mediations, arbitration and litigation, if necessary. Some members have also served as mediators, arbitrators, and Independent Neutrals in construction disputes. URS has assisted counsel by responding to and developing interrogatory and deposition questions, as well as claims strategy. The key thing is having the technical expertise and experience to make and support authoritative statements concerning cost, schedule, design, and construction quality that stand up to rigorous scrutiny by opposing parties.

Communication and Graphic Presentation: Our claims professionals are specialists in extracting key information from a mass of project data and presenting it clearly and persuasively during the adjudicative forum. From trial exhibits and computerized presentation to animation and 4-D CADD-loaded scheduling presentations, URS knows that technical analysis must be communicated to and understood by non-technical individuals.

Document Control Management: Claims analysis is to a great extent a document control and analysis process. URS utilizes state-of-the-art software and hardware to maximize project efficiency. Based upon the needs of the claim, URS may image the documents and utilize powerful database software such as Summation, Concordance, and IPRO Tech to organize the volumes of documents inherent in construction litigation. Additionally, URS employs CaseMap, TimeMap, Prolog, Claims Digger, PowerPoint, Primavera P3 or Suretrak, and Microsoft Office as tools for our claims analysis and presentation tools. URS also has access to Lexis for legal case research.

Training: URS claim experts have a full range of claim topics that have been presented to owners throughout the United States on claim topics as education for the owner and the staff becomes one of the most effective tools in helping the owner's staff avoid claim issues.

URS FIELD TESTED APPROACH TO THE WORK

Our team's experience in program, project and construction management and claims, particularly in the construction buildings and facility projects, affords us a first-hand, in-depth expertise to assist the STATE ARCHITECTS OFFICE (SAO) and their counsel through the complex dispute resolution process. We are equipped to understand what is being claimed; the basis for the claim and the proofs required; how to assess for merit and identify the strengths and weakness and the possible contract and performance defenses that are available; and how to seek the earliest, most cost-effective resolution.

We employ our field-tested command of scheduling, cost containment and other project control skills to analyze disputed issues, determine their causes, and build a persuasive body of evidence that can be used in negotiation, mediation, arbitration, or litigation.

URS has a proven track record of success in resolving complicated construction disputes. Our practical knowledge of construction logistics for all types of projects including power plant design and construction puts us ahead of the game in preparing or evaluating claims by owners, designers, contractors, and subcontractors.

URS is a professional claims consulting firm that is staffed with specialists whose core business is to provide the full range of claims investigation and analysis services. Our Claims and Dispute Resolution Group maintains one of the nation's largest groups of testifying experts. In fact, URS maintains over 100 experts with some form of testifying experience.

Services include:

- Schedule and Claims Evaluation
- Delay-Impact Analysis
- Productivity Analysis
- Project Staffing Analysis
- Change Order Review
- Time Impact Analysis
- Document Organization and Review
- Forensic Investigation and Analysis

CLAIMS & DISPUTE AVOIDANCE

Involving URS dispute resolution professionals early in a project helps to protect against claims from the start. Our staff applies their construction management expertise to help the client build adequate protections into your project documents and procedures to avoid the potentially costly and disruptive situations that lead to claims.

Our personnel examine project materials, assumptions and procedures to uncover the common oversights and conflicts that lead to disputes. We make sure contracting strategies are appropriate, contract provisions are well defined, project controls are effective and team communications are open, timely and informative.

URS incorporates claims avoidance techniques including:

- Risk identification, analysis and management
- Value engineering
- Constructability reviews

CONSTRUCTION CLAIMS AND DISPUTE ANALYSIS

URS will sift through the project data looking for telling details that show how the dispute originated and how it affected the course of the project. We may explore areas where we know problems commonly start, such as contract provisions, flawed scheduling, inadequate budgeting, unclear communications, and poor construction sequencing. Our claims team will utilize their technical expertise and experience to detect where the project may have gone awry, identify the responsible parties, and determine how matters might have been handled more effectively. Oftentimes, URS may choose to perform a preliminary entitlement analysis to evaluate the possible merits of the claim, strength of our client's position, and an initial claims strategy mapping out the services which may be required.

SCHEDULE AND DELAY ANALYSIS

The URS Claims and Dispute Resolution Group has hands-on experience with project scheduling and delay analysis. Our analysis of delay and acceleration begins with a review of the original "as-planned" schedule and a determination of its critical path and is founded upon an accurately reconstructed "as-built" schedule.

COST ANALYSIS & AUDITING

During the review of cost impacts and damages, URS will ensure that there was a review of actual costs with the original bid estimates, budgets, change orders, and subcontracts to identify specific cost overruns and schedule delays and accelerations. Additional areas of review include calculations of overhead and labor productivity.

Our prior experience with performance audits and audits of local governmental units and other specialized governmental engagements highly qualifies our firm for this project. Our professionals will develop and execute an audit plan which will assure that S TATE ARCHITECTS OFFICE (SAO)'s objectives are met, efficiently and effectively. Our firm has the

commitment, background, experience, and management resources to assist the STATE ARCHITECTS OFFICE (SAO) in accomplishing the projects identified in the request for proposal.

Our audit approach is based on a conceptual framework that enables us to design a program for each specific audit engagement. We focus our audit effort – and get results – where audit risks are the greatest. This provides a disciplined approach in determining audit effort. The procedural focus is on an entity's transactions, a focus that unifies the audit effort as it does the entity's operations. Further, we continue to understand the operating transactions, the tangible evidence of business activity and the unifying ingredient in the internal accounting control system.

Our understanding enables us to focus our effort on the potential errors in transactions or their recording for the period under audit and on judgments regarding probable future transactions and their effect on financial information being reported.

The steps we will undertake to ensure a successful plan include:

- Preliminary Planning
- Design of Audit Approach
- Evaluation of Audit Results
- Review and Reporting of Procedures

Throughout our audit process, we will provide a high level of communication with the STATE ARCHITECTS OFFICE (SAO) to ensure all needs are met within the timeframe.

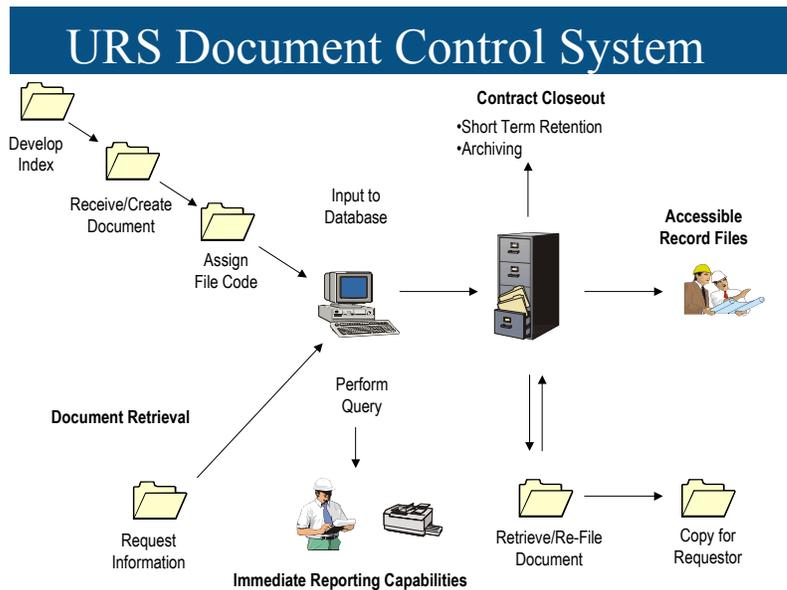
Our first step is to code and index all documents to enable expedited imaging of all pertinent support documents to facilitate and expedite their review and analysis. As we get more involved in most cases URS has found that the issues to be analyzed can often change or they take on different perspectives that require the retrieval and review of more documents. Without the proper indexing and coding when the documents are initially imaged you may not locate all the additional documentation needed. This allows for key word sorts that enable the recovery of all documents for that reference the issue being searched.

Hard copies are then made for the key project issues and issue binders developed. These binders form the basis of our initial analysis as well as providing continuous reference to be utilized for depositions, development of demonstrative exhibits and cross-examination. They also and most importantly provide a firm foundation for the development of expert opinions.

Our next crucial step is the development of a key document database. This allows us to have a common database of all key documents that can easily be sorted and organized by individual issue and plotted to a time scale. Time scaled plots facilitate issue review and provide a simple framework for comparisons between the evolution of an issue and its relative impact on the project schedule.

As part of claims assessment activities, URS utilizes state-of-the-art software and hardware to maximize project efficiency. Based upon the needs of the claim, URS will image the documents and utilize powerful database software such as Summation, Concordance, and IPRO Tech to organize the volumes of documents inherent in construction litigation. Additionally, URS employs Summation, TimeMap, Prolog, Claims Digger, PowerPoint, Primavera P3 or Suretrak, and Microsoft Office as tools for our claims analysis and presentation tools. URS also has access to Lexis for legal case research.

ADR, EXPERT WITNESS, AND LITIGATION SUPPORT



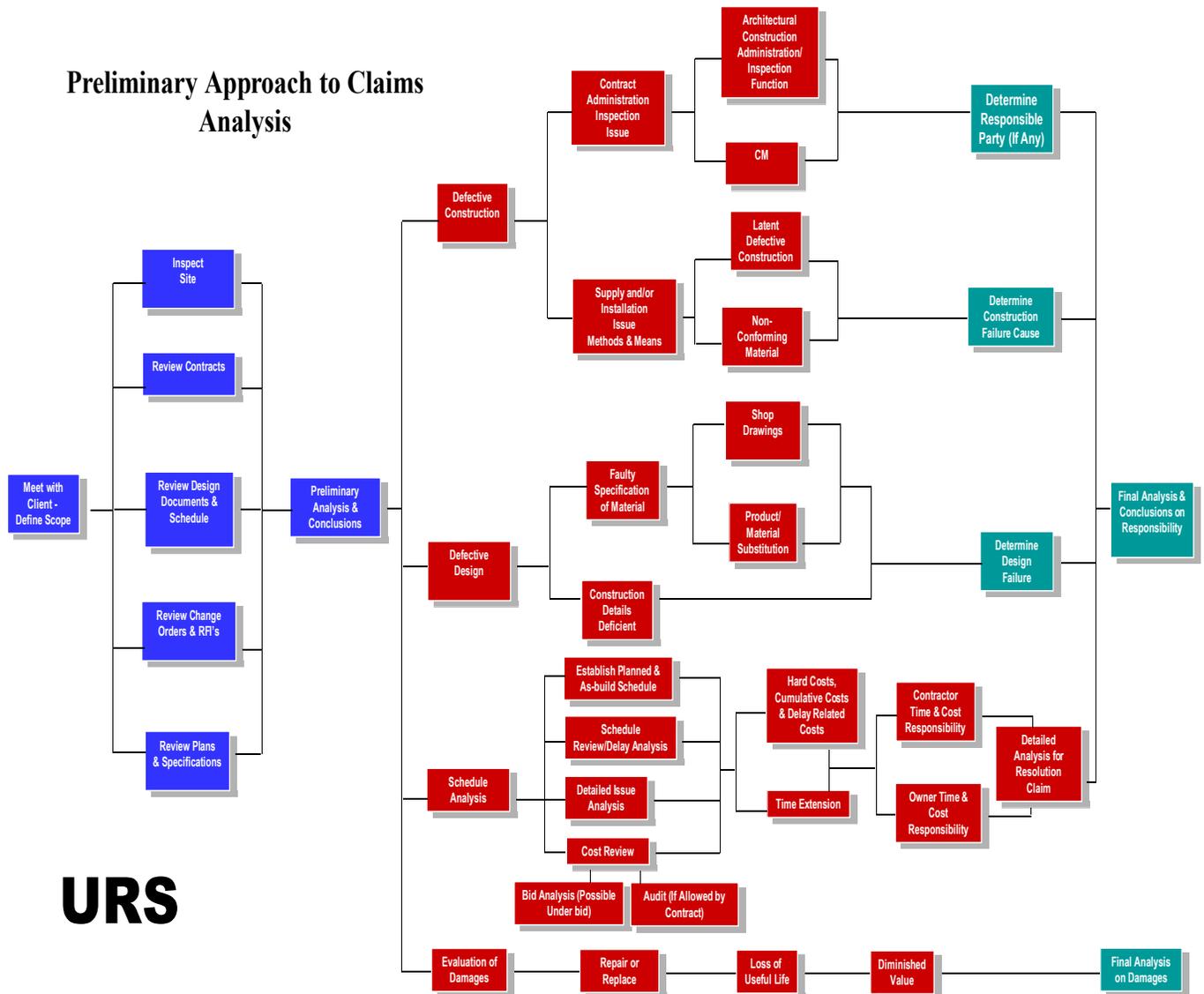
Most of the senior professionals proposed on our claims investigation and analysis team have testified in some forum of adjudication and are well qualified to assist the STATE ARCHITECTS OFFICE (SAO) and legal counsel with the claims negotiations, mediations, arbitration and litigation if necessary. Some members have even served as mediators, arbitrators, and Independent Neutrals in construction disputes. URS has assisted counsel by responding and developing interrogatory and deposition questions, as well as claims strategy. The key is to have the technical expertise to make and support authoritative statements concerning cost, schedule, design, and construction quality that stands up to rigorous scrutiny by opposing parties.

COMMUNICATION AND GRAPHIC PRESENTATION

Our claims professionals are specialists in extracting critical information from an overwhelming mass of project data and presenting it clearly and persuasively during the adjudicative forum. From trial exhibits, computerized presentation to animation and 4-D CAD loaded scheduling presentations, URS knows that sophisticated and technical analysis must be conveyed to and ultimately understood by both non-technical individuals, as well as experts.

A PHASED APPROACH TO CLAIMS

While each claim assignment is unique, and each client’s needs and desires are different, URS has developed the following phased approach which is successful in analyzing and resolving claims in an economical and expeditious manner. URS has extensively performed all the required services identified for the STATE ARCHITECTS OFFICE (SAO) request for proposal. Below is a diagram that depicts URS’ competence in Claim Evaluations:



FAMILIARIZATION PHASE

A familiarization phase is first recommended. In addition to providing the necessary overview of the project and an understanding of the claim theories and issues involved, it provides a sound basis for planning, organizing, and conducting the remaining phases with maximum efficiency. The familiarization phase includes the following tasks:

REVIEW OF THE PROJECT REQUIREMENTS

An initial understanding of the assignment will be attained by thoroughly reviewing all necessary contract documents, including the plans and specifications. When reviewing the overall claim situation, attention will be directed to the following:

- Identification of the issues put forth by Contractor to support its claimed theories of recovery
- Factual presentation offered for each claim issue
- Elements of proof required to support each claim issue
- The methodology used by Contractor in presenting any comparisons of planned and as-built or as-adjusted schedule analyses
- The specific procedures and techniques used by the Contractor to isolate and quantify specific delays and delay to the overall project
- Any delays accepted by Contractor as its responsibility and how those delays are treated with regard to any alleged compensable delays
- The position taken by Contractor on the availability of float
- Identification and treatment of concurrent and offsetting delay situations
- Time extensions requested, granted, pending, and denied (in total or partial)
- Compliance with notice and claim documentation requirements of the contract
- Identification of individuals who are most knowledgeable about the performance of Contractor and the alleged problems that were encountered
- Timeliness of change orders and contract modifications (issuance, required and responses) and, consequently, the potential delay to and the disruption or impact on job progress
- Methods to prove or refute any alleged inefficiency and related costs
- The type and basis for delay damages being sought and the proofs offered
- The use of reservation of rights for delay impact, cumulative impact, cardinal change, and/or acceleration costs
- Identification of potential contractual and performance defenses that could be relied upon

MEETINGS WITH KEY PROJECT PERSONNEL

Meetings with key project personnel will be held initially to identify and review the types of claim issues involved, identify major and potential controlling delays, discuss other related problems encountered on the project, and identify documents necessary to resolve each major claim issue. Progress photographs should also be reviewed to gain a thorough understanding of any special or unique conditions that existed during the construction of the required facilities.

VISITS TO THE CONSTRUCTION SITE

Site visits are suggested in order to become familiar with the physical aspects of the project and to achieve a better understanding of specific claim issues, and the manufacturing and assembly facilities.

REVIEW OF PROJECT RECORD SYSTEMS

URS will review the quality and type of contemporaneous project record systems that were kept to determine what was in place for monitoring and documenting actual performance on the project.

ASSESSMENT OF THE CLAIM

URS will establish an effective method of inquiry for preparing a timely assessment of the overall claim. Priorities, plans, responsibilities, and timetables for executing the specific tasks that will follow will also be established.

INVESTIGATION & DATA GATHERING PHASE

The investigation and data-gathering phase is oriented towards identifying and collecting the specific data required to document original plans and actual performance and to identify and confirm the problems and delays encountered. This phase generally requires considerable time and effort based on the complexity and detail of the issues involved. The material gathered through the following tasks provides the base for the fact-finding and evaluation phase, which follows:

REVIEW OF PROJECT RECORDS

URS will work with the STATE ARCHITECTS OFFICE (SAO) and counsel to review existing project records to identify all key documents pertaining to the project schedule, actual performance, problems, and delays that were encountered. Such records include, but are not limited to, the contract(s) drawings and specifications, submittals, subcontracts with major

vendors and suppliers, general correspondence, memoranda, requests for information (RFIs), change order files, minutes of job progress meetings, diaries, cost estimates, cost accounting and payment records, job cost systems, wage agreements, photographs, daily logs, contract files, progress reports and project schedules (including any updates), purchase and material status reports, material delivery receipts, test reports, and consultant reports. Copies will be made of all documents that will be needed for further analysis and/or factual documentation of problems, delays, and disputes.

CHRONOLOGICAL LISTING OF LIKELY CLAIM ISSUES

As part of the review described above, URS will work with the STATE ARCHITECTS OFFICE (SAO) and counsel to develop a chronological listing of major claim issues, problems, and delays. The listing will be prepared and organized according to the date of initial occurrence as recorded in the project contemporaneous records.

The listing of items can be categorized as owner-caused, contractor-causes, caused by third parties, or beyond the control of the parties. In addition, items may be categorized by type of issue or by project area. It should be kept in mind that it may not be possible to identify all of the key claim issues or the facts necessary on the initial attempt. The list of issues can be updated and refined as the investigation process continues and other issues are discovered.

As part of the initial issue or problem-identification process, URS will list as part of each problem or delay identified any status comments included in the records that show when a specific problem or delay started, continued, or ended. We will also list as recorded any action or recommended actions taken, or not taken, to resolve each problem.

PRIORITIZING FACT-FINDING AND ANALYSIS REQUIREMENTS

Once the initial issues are identified, it may be cost beneficial to develop criteria for prioritizing the fact-finding and analysis requirements for each issue. The objective is to select those issues that have the highest return on investment and the greatest potential for demonstrating the elements of proof required for recovery or defense. Criteria may be based on areas, phases, functions, involved parties, type or nature of the delay issue, estimated dollar value, number of days of suspected delay, potential for legal merit, ease of documentation, time frame when the delay issue begins, and whether a counterclaim issue exists. The use of an A, B, C technique and the establishment of initial criteria and priority for each category are often helpful. For example, A is assigned to each of the strongest issues, B to the next, and C to all remaining. After the initial ranking of issues is complete, a review of all three listings will be made for possible criteria changes and re-ranking. Once these listings are established, additional priorities within each grouping can be established. This methodology has been used successfully on other large complex claims.

DEVELOPMENT OF DELAY ISSUE FILES

After the foregoing information has been extracted, file folders will be established for each major delay issue. Copies of all reference materials, including instructions, status, actions, and performance data, will be assembled in chronological order and coded with respect to each delay. For quick reference, an index of all material will eventually be included in each delay issue file.

REVIEW OF CONTRACT

Depending upon the particular situation and to the extent necessary, a review of the contract and its scheduling requirements will be made to determine the following:

- Responsibility for schedule preparation and approval (noting any conflicts among responsible parties)
- The quality of response expected by the parties
- The involvement of subcontractors, vendors and suppliers, in preparation of the schedule
- The approval status of the schedule
- Quality of schedule maintenance (Does the schedule reflect how the project was constructed? Do actual start and finish dates exist for each activity? Are there any broken logic sequences?)
- Frequency of schedule updates and how they were conducted (Were they conducted jointly? Did subcontractors participate?)
- The contract procedure for incorporating schedule changes and delays (What does the contract say about changes and float?)
- Whether requests for time extensions were made (If any were granted; on what basis? Were any time extension requests denied? Are any pending?)

PREPARATION OF AN AS-BUILT SCHEDULE PHASE

In preparing the as-built schedule it is first necessary to identify the as-planned schedule. This is normally the initially approved schedule required by the contract or a version thereof.

The next task is to focus on the identification of documents and key facts regarding actual versus planned performance. Actual start and finish dates will be extracted from the project records and noted for key activities in the detailed or summary as-planned schedules. Any logic changes or additions that are necessary to reflect any variance or change in the planned versus the actual sequence of work also will be recorded as part of the investigation of delay and actual performance. In addition, other key facts and circumstances necessary to demonstrate the influence of problems and delays will be noted. The purpose of these tasks will be to demonstrate the actual performance and work sequence versus that which was planned and to highlight any major and controlling delays encountered.

Attention will be directed to any variances between how a particular activity, phase, or operation was planned to have progressed and how it actually progressed and to identifying the points at which any delay occurs. This schedule will be essentially based on, and supported by the detailed facts included in the project records.

It may be necessary to involve certain members of the owner's staff and its consultants (field inspection, purchasing, contract administrators, schedulers, etc.) in the gathering of as-built data. A format and procedure for gathering as-built data will be developed if necessary, explaining the kinds of information desired for documenting a problem or task being researched. Information will be gathered as part of the as-built fact-finding process that will include the following:

- Activity actual start
- Activity actual finish
- Delays encountered and caused by other parties and records of start and finish dates of each such delay
- Delays encountered and caused by the party responsible for documentation
- Specific actions or directions given to resolve problems or delays
- Correction or non-correction of improper or defective work
- Nonproductive time
- Lack of materials or lack of labor
- Lack of a manufacturer's representative
- Changes in management or reorganization of phases
- Inefficient work periods
- Efficient work periods
- Testing (finish) rework, retrofitting, etc.
- Modifications (work performed and resources required)
- Labor (classification and numbers of workers)
- Equipment required, actually used, or idled
- Weather conditions of acts of God
- Strikes or other job actions
- Unforeseeable site conditions
- Suspensions of work
- Periods of waiting for instructions for continuation of work efforts to mitigate delays encountered
- Activities upon which a delayed activity is dependent
- Activities that are dependent on a delayed activity's completion
- Changes in logic sequencing

The end product should be a historical record of what actually happened during the life of the project and during the activities being investigated. If the initial CPM schedule is carefully developed and properly maintained throughout the project, it can, in effect, become the as-built schedule because it should reflect precisely how the job was executed. Achieving this objective requires more than just recording start and finish dates to reflect actual happenings. It will also require that the logic be changed to reflect the as-built sequence and the problems and delays that were encountered.

DETAILED EVALUATION OF THE CLAIM

During the detailed evaluation of the Contractor claim, each issue, problem, or delay will be thoroughly researched. If necessary, further discussions should be held with key staff. The ultimate objective is to assess the alleged impact of each delay situation at the time it occurred as accurately as possible. This will also include any consideration of excusable, non-excusable and current delays. In addition, information will be obtained concerning time extensions granted and pending, the job conditions that existed at the time of delay, the causes of delay, who is responsible for the delay, when the delay started and ended, and what progress had been made on various activities impacted. Further, it should be determined if any other events were delaying the project concurrently and the party responsible for such delay identified. Finally, we will determine if steps were taken or should have been taken to mitigate the effects of any delay and the extent to which such efforts were useful.

For each major problem or delay, a Time Impact Analysis will be prepared and a conclusion on time impact reached. This written narrative will describe the circumstances and events of delay; present the facts, analysis, and findings; and justify the delay conclusions reached. Conclusions will include a determination of responsibility for delay, the quantification of the net time impact associated with each delay, and identification of its relationship to any other delays that occurred previously or are occurring concurrently. Appropriate references to factual documents will be made and attached as necessary.

Fragnets or network changes that are needed to illustrate each time impact will be prepared. In addition, the method to be used to incorporate the delay into an overall schedule and delay analysis on a chronological basis will be identified. The objective is to reflect what a properly adjusted schedule should be, based on the recognition of excusable and controlling delays. This results in what is called an adjusted schedule.

SUMMARY ANALYSIS OF TIME DELAYS

Upon completion of the as-built and/or as-adjusted schedule(s), it is suggested that a summary analysis of time delays be prepared. This exhibit lists all major time delays and shows the total time delay caused by each problem, the amount of delay that is concurrent with other problems, and the net amount of delay to be claimed for each problem on the overall project. This exhibit, when properly prepared, will also serve as a check to ensure all time loss on a project is taken into account.

LIABILITY ASSESSMENT

Identification and categorization of cost damages is generated from the understanding of alleged impacts derived from historical issue evaluations and schedule analysis. Each cost item or category is then run through the “sieve” of responsibilities and risk-allocation. This sifting is usually defined by contracts and sub-contracts, common industry practices, liquidated or consequential damage stipulations, errors & omissions provisions etc., to determine the liable party or parties.

DAMAGE ANALYSIS AND VALIDATION

Quantification of direct cost damages is best established by use of cost, labor, equipment & material records and other related information, if available. When such records are not available or are suspect, other less direct methods can be sometimes be used. In some cases, independent cost estimates must be relied upon.

Labor and equipment inefficiencies can best be evaluated via “measured mile” analysis – job-specific productivity rates where records are available, or less-specific forms of measured mile evaluation, if necessary. As a last resort, industry-wide productivity data or general inefficiency factors can be used as guidelines.

Labor and material escalation costs should ideally be computed from reasonable actual changes applied to those items shifted into later time periods by compensable causes. As an alternative, industry-wide material and labor indices can be used as guidelines.

Home office and some field overheads should be established for specific periods and equitably allocated via an applicable and acceptable methodology that addresses unabsorbed or extended time-related general conditions costs. Word-specific general conditions costs should be evaluated with the alleged impacts to their related specific work items.

Liquidated damages assessment, if contractually applicable, should be derived from inexcusable delays to contract completion milestones, as measured by critical time impact analysis.

PRESENTATION PHASE

Key tasks during the presentation phase may include the following:

PREPARATION OF AN OVERALL TIME AND COST IMPACT REPORT

URS will prepare a report on time and cost impacts that presents an understanding of the project and the claim issues; the approach and methodology used, including review of all relevant job records, an analysis of the schedule; the major delays and problems encountered during the project; the assignment of delay responsibility; the calculation of delay damages; and the findings, opinions, and conclusions reached.

PREPARATION OF SUMMARY AS-PLANNED, AS-BUILT, AND AS-ADJUSTED SCHEDULES

URS will also prepare summary time-scaled networks of the as-planned, as-built, and as-adjusted schedule. These are considered necessary for accurately summarizing the detailed schedule and the actual performance and for presenting the analysis of delays and the findings in simple and persuasive means. The objective of these exhibits is to enable a

clear presentation of the facts during any negotiations or litigation process. Emphasis in such time-scaled summaries is generally placed on identifying major activities or phases of work, key project milestones, and major interfaces, and on highlighting the effect of major delays encountered during project execution. The Window's Approach may be beneficial because of the complexity of the delays and the duration of the project.

EVALUATION OF SPECIAL GRAPHICS

A determination of the need and value of special graphics will be made.

WORKLOAD AND AVAILABILITY OF QUALIFIED PERSONNEL

URS in general has a current workload that is extensive and varied throughout the United States, however URS is proposing a highly qualified staff that would be available to the SAO program on as required or 100% dedicated to the SAO if necessary. URS has a long standing relationship with the SAO and will continue to maintain and dedicate the proposed personnel to meet SAO's needs. URS has extensive experience in working with the State Architect's office.

Personnel, Equipment and Facilities to Perform the Required Services Competently and Expeditiously

The URS team's project headquarters for the proposed SAO Schedule Consultant is located at 277 West Nationwide Boulevard, Columbus, Ohio. This office is approximately 6.0 miles from The State Architects office and the URS staff would perform services daily for this SAO request at the URS Columbus office.

EXPERIENCE OF PROPOSED PERSONNEL IN PERFORMING SERVICES

As illustrated in Section G of our submittal, the majority of team members proposed for the Claim Analysis Consultant list have worked together on previously completed successful projects, and URS would refer to Section G as the response. In addition, URS has fostered a claims and dispute resolution group and the proposed personnel as listed below in the matrix have experience in a broad and detailed range of claims issues:

Staff	Requisite Experience						Schedule and Claims Training
	Adverse Project Impacts	Damage Analysis & Validation	Liability Assessment	Litigation Support Services	Onsite Audit	Records Analysis	
Fran Sabatino PSP CFCC	✓	✓	✓	✓	✓	✓	✓
Ed Vella	✓	✓	✓	✓	✓	✓	✓
John Lamutt P.E.	✓	✓	✓	✓	✓	✓	✓
John Orr PSP	✓	✓	✓	✓	✓	✓	✓
Paul Bough	✓	✓	✓	✓	✓	✓	
Vince Valuman, CCE	✓	✓	✓	✓			
Carol Repoley	✓	✓	✓	✓		✓	
Don Lange, LEED AP	✓	✓	✓	✓	✓		
Leonard Caliano, CEP	✓	✓	✓	✓	✓		✓

In Ohio, URS' award-winning staff includes approximately 1000 professional engineers, architects, planners, schedulers, program managers, construction managers, project managers and claims experts. URS has the local, regional and national expertise to fully support the Ohio State Architects Office with a full service approach for the Claims Analysis Consultant List requests by being able to draw from the local Ohio offices as well as any regional office and specific discipline experts to satisfy the most qualified individual for all claim issues that may arise.

PAST PERFORMANCE

For detailed information regarding URS' experience with similar project types please refer to our response to item 2, Previous Experience Compatible with the Proposed Project on page 46 of our 330 submittal.

CLAIMS EVALUATIONS FROM PREVIOUS CLIENTS

Perhaps the best testimony to URS' ability to meet SAO's requirements on this request for qualifications is URS' previous success on relevant projects. Below we have provided quotes taken from letters of reference we've received:

"Thank you and your team for your efforts, your work provided the foundation for both settlements."

Construction Services Lead for Port Authority of New York and New Jersey/JFK Airport

"Your schedule and delay analysis was accurate, precise and easy to comprehend. This was no small task given the complexity of the case."

Holland & Hart, Salt Lake City, UT

"We engaged URS as our primary consultant for the Walt Disney Concert Hall construction litigation. The energy, expertise, and experience that URS brought to the case contributed greatly to a highly successful result..."

Holland & Knight, Los Angeles, CA

"We have received the decision ... and it was a total victory. Literally, we received every dime we asked for and (the contractor's) claim of over \$300,000,000 was denied in its entirety. ... The judge, in his 97-page decision, specifically mentioned both of you; that he found your expert opinions to be persuasive and credible. ..."

Oles, Morrison, Rinker & Baker, LLP, Pit 9 Remediation Project

"I want to thank you for the excellent work you and your firm performed in connection with the U of M engagement. It was a complicated project with a number of sophisticated construction issues. You provided careful, thoughtful, and professional analysis of the issues and your work was instrumental in helping the University achieve a favorable result."

Miller, Canfield, Paddock & Stone, University of Michigan, Cancer Care Center

OHIO EVALUATIONS FROM PREVIOUS CLIENTS

"I am writing to comment on the performance of URS Consultants on the Evans Addition project at OSU, which will break ground in June 1993. As you know, the \$14.6 million project involved considerable architectural effort over three years due to a major expansion of the project in midstream. Throughout the design process, the Chemistry Department found URS to be responsive to our needs and very accommodating to the many complex features of a modern chemistry building. In particular, the willingness of URS to continue work on the project before a firm contract was in hand saved us significant delays in beginning construction. It is clear that the resources of a large firm such as URS are valuable for major building projects...all indications are that it will be an excellent facility."

Richard L. McCreery, Professor of Chemistry, The Ohio State University

"On behalf of the faculty and staff of the Department of Astronomy, I wanted to take a minute to express our appreciation for the services URS has performed on our McPherson Laboratory Rehabilitation project...I have also been very pleased by the patience of URS' representatives in taking all the time necessary to listen and understand the needs of our department and those of the other building occupants. I believe URS' design solution is efficient, yet creative, and appropriate for all the diverse interest of the University."

Patrick Osmer, Professor and Chair, Department of Astronomy

"Your attentiveness to the success of this project is very much appreciated. It is refreshing to have a principal of a firm initiate contact with me concerning their firm's performance. You have consistently done this throughout the project."

Robert G. Keller, University Architect, Miami University

"URS' design of the new State of Ohio Laboratory will meet the needs of the two agencies that will reside in the facility as well as the needs of the agency who owns the grounds on which the facility will reside. From the beginning of this project, it has been about collaboration and cooperation in an effort to bring about enhanced quality, accurate and timely test results for citizens, government entities, and private organizations throughout Ohio. URS understood this desire, made the process a collaborative effort, and designed a facility that maximizes workflow and efficiency."

Governor Bob Taft at the groundbreaking ceremony stated, "this facility will be a state of the art laboratory that will ensure the health and safety of all Ohioans." URS had a significant role in accomplishing this rare venture of three state agencies working cooperatively together.

We are especially pleased that the design was completed within our timeframe and that the bids received were under our budget requirements. Thanks to your staff for their knowledge, patience, and valued education during the design of the new State of Ohio Laboratory."

William McHugh, MA, Chief, Bureau of Public Health Laboratories

"We can all be justifiably proud of the final building, which has taken an under-appreciated building type, located in a sensitive urban neighborhood, and raised it to a new level of excellence. You provided valuable planning input during design and design development. During your final documentation it was clear that you understood and supported the design intent and your additional detailing certainly complemented the building. Finally, your staff was quite diligent throughout construction."

Peter Kuttner, AIA, Principal, Cambridge Seven Associates, Inc.

"I want to take this opportunity to express my firm's gratitude and appreciation for the very successful collaboration we shared with URS on the master planning for the Main Library at OSU. The finished report is a superb piece of work and I know was well-received by the school and the library. We've no doubt that it will be a strong "launch point" for the actual design and construction project, as well as an invaluable aid to their development program.

This success is due in no small part to the efforts put forth by your Columbus office, and more specifically, the work by Randy Kirschner. Particularly in a situation where multiple "players" are involved, the kind of project leadership and consensus building skills that Randy exhibited were critical to the project being as polished and well managed as it was. We relied heavily upon his abilities and I know that the client did as well.

Were we to find ourselves working together in the future, I know that the results would be just as gratifying."

Wendell E. Wickerham, Principal, Shepley Bulfinch Richardson and Abbott

"The URS Corporation from Columbus...did an excellent study of our programmatic, architectural and funding needs for the major restoration of our main library. Your final report to us on the Feasibility Study is thoughtful, insightful and persuasive. We are using it to move forward with the renovation. The Feasibility process and the final report have helped us with fund raising, campus advocacy and more detailed strategic planning."

"Randy Kirschner from the URS staff was a pleasure to work with on the Feasibility Study. Randy...was professional and highly dependable throughout the year-long study process. Randy brought not only architectural expertise to the project, but also a real enthusiasm, a positive attitude, and an ability to listen carefully to our needs and translate them into realistic plans. Randy was very good at dealing with a variety of constituents, from students to faculty to potential donors and he was (and is) a great advocate for the Library and for The Ohio State University."

"Your firm's Feasibility Study took the need and turned it into a practical and inspiring plan for getting the renovation done. The renovation options and associated costs you have prepared for us in the Feasibility Study are just what we needed to move this important project to the next stage of detailed design and reconstruction. Thank you for your foresight, leadership, and support."

Joseph J. Branin, Director of Libraries, The Ohio State University

QUALITY OF WORK AND TASK ORDER DEADLINES

In order to successfully meet The SAO project schedules and deadlines, as well as control costs and anticipate budget needs, URS' approach and philosophy is as follows:

URS operates with the philosophy that a successful project depends on successful management and will use the same technical philosophy for a scheduling assignment to control its own internal QA/QC process. URS emphasizes close management supervision on each type of task order or project that we perform. URS can claim these capabilities based on our achievements on previous projects of similar scope and the caliber of the professionals we have committed to this effort.

Effective project management would be impossible without proper support systems for providing timely information. URS uses a computer-based project management information system for all its projects. The system permits efficient internal control over project budgets, schedules and manpower allocations.

Immediately upon receipt of a notice-to-proceed, a cost control management plan is developed for the project, which includes:

- **A Project Action Plan** listing activities and sub-activities required to complete the project, and identifying by name the person responsible for completing each activity.
- **A Project Production Budget**, including an allocated cost for each in-house discipline, consultants and travel, reproduction and special supplies.

- A **Project Schedule**, indicating the time required to complete individual activities and the scheduled completion date for each activity.

I. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

31. SIGNATURE

32. DATE

4/20/2011

33. NAME AND TITLE

John W. Kelly, III, Vice President

ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (if any)

PART II – GENERAL QUALIFICATIONS

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

2a. FIRM (OR BRANCH OFFICE) NAME

URS Group, Inc.

3. YEAR ESTABLISHED

1999

4. DUNS NUMBER

5. OWNERSHIP

2b. STREET

1628 JFK Boulevard, 21st Floor

a. TYPE

Corporation

2c. CITY

Philadelphia

2d. STATE

PA

2e. ZIP CODE

19103

b. SMALL BUSINESS STATUS

6a. POINT OF CONTACT NAME AND TITLE

John W. Kelly, III, Vice President

7. NAME OF FIRM (if block 2a is branch office)

6b. TELEPHONE NUMBER

215.587.9000

6c. E-MAIL ADDRESS

john.kelly@urscorp.com

URS Group, Inc

8a. FORMER FIRM NAME(S) (if any)

8b. YR. ESTABLISHED

8c. DUNS NUMBER

9. EMPLOYEES BY DISCIPLINE

a. Function Code	b. Discipline	c. No. of Employees	
		(1) FIRM	(2) BRANCH
02	Administrative	1,917	2
06	Architect	346	2
08	CADD Technician	906	3
12	Civil Engineer	1,494	7
15	Construction Inspector	595	6
16	Construction Manager	379	1
18	Cost Engineer/Estimator	253	1
47	Planner - Urban/Regional	244	2
48	Project Manager	2,234	10
53	Scheduler	164	1
57	Structural Engineer	837	4
60	Transportation Engineer	425	3
	Attorney/Claims Analyst	53	4
	Documentation Specialist	294	1
	Procurement Specialist	432	1
	Project Control Specialist	641	1
	Public Involvement Specialist	171	1
		31,144	0
	Total	42,529	50

10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. Profile Code	b. Experience	c. Revenue Index Number (see below)
C15	Construction Management	8

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

(Insert revenue index number shown at right)

a. Federal Work

6

b. Non-Federal Work

7

c. Total Work

8

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

- | | |
|---|---|
| 1. Less than \$100,000 | 6. \$2 million to less than \$5 million |
| 2. \$100,000 to less than \$250,000 | 7. \$5 million to less than \$10 million |
| 3. \$250,000 to less than \$500,000 | 8. \$10 million to less than \$25 million |
| 4. \$500,000 to less than \$1 million | 9. \$25 million to less than \$50 million |
| 5. \$1 million to less than \$2 million | 10. \$50 million or greater |

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE

b. DATE

6/1/10

c. NAME AND TITLE

John W. Kelly, III, Vice President



ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (if any)

PART II – GENERAL QUALIFICATIONS

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

2a. FIRM (OR BRANCH OFFICE) NAME URS Group, Inc.			3. YEAR ESTABLISHED 1999	4. DUNS NUMBER [REDACTED]
2b. STREET URS Building 277 West Nationwide Blvd.			a. TYPE Corporation	5. OWNERSHIP
2c. CITY Columbus	2d. STATE OH	2e. ZIP CODE 43215	b. SMALL BUSINESS STATUS	
6a. POINT OF CONTACT NAME AND TITLE James R. Linthicum, PE, Office Manager			7. NAME OF FIRM (if block 2a is branch office) URS Group, Inc.	
6b. TELEPHONE NUMBER 614.464.4500 or 800.860.4500		6c. E-MAIL ADDRESS jim_linthicum@urscorp.com		
8a. FORMER FIRM NAME(S) (if any)			8b. YR. ESTABLISHED	8c. DUNS NUMBER

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
06	Architects	346	25	B01	Barracks; Dormitories	4
08	CADD Technician	906	23	C10	Commercial Bldg. (low rise); Shopping Centers	7
12	Civil Engineer	1,494	6	C13	Computer Facilities; Computer Service	6
15	Construction Inspector	595	2	D04	D-B -- Preparation of RFP	5
21	Electrical Engineer	1,190	11	E02	Educational Facilities; Classrooms	7
27	Foundation/Geotechnical Eng.	307	5	G01	Garages; Vehicle Maint. Facility; Pkg. Decks	5
31	Health Facility Planner	124	2	H04	Heating; Ventilating; Air Conditioning	5
34	Hydrologist	76	1	H05	Health Systems Planning	4
37	Interior Designer	21	3	H06	Highrise; Air-Rights-Type Buildings	6
38	Land Surveyor	105	1	H09	Hospital & Medical Facilities	7
39	Landscape Architect	43	3	I01	Industrial Buildings; Manufacturing Plants	5
42	Mechanical Engineer	812	7	I05	Interior Design; Space Planning	3
47	Planner: Urban/Regional	244	1	L01	Laboratories; Medical Research Facilities	5
48	Project Manager	2,234	19	L04	Libraries; Museums; Galleries	2
52	Sanitary Engineer	37	1	M02	Materials Handling Systems; Conveyors; Sorters	3
57	Structural Engineer	837	9	M05	Military Design Standards	8
60	Transportation Engineer	425	4	O01	Office Buildings; Industrial Parks	7
62	Water Resources Engineer	288	8	P11	Postal Facilities	3
	Accountant/Financial Expert	1,313	5	P12	Power Generation, Transmission, Distribution	5
	Technical Editor	181	2	R06	Rehabilitation (Buildings; Structures; Facilities)	7
				R08	Research Facilities	6
	Other Employees	30,951	22	S09	Structural Design: Special Structures	5
	Total	42,529	160			

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS		PROFESSIONAL SERVICES REVENUE INDEX NUMBER	
(Insert revenue index number shown at right)		1. Less than \$100,000	6. \$2 million to less than \$5 million
a. Federal Work	8	2. \$100,000 to less than \$250,000	7. \$5 million to less than \$10 million
b. Non-Federal Work	9	3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million
c. Total Work	10	4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million
		5. \$1 million to less than \$2 million	10. \$50 million or greater

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE 	b. DATE 6/1/10
c. NAME AND TITLE James R. Linthicum, PE – Office Manager	

ARCHITECT - ENGINEER QUALIFICATIONS

1 SOLICITATION NUMBER (if any)

PART II - GENERAL QUALIFICATIONS

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

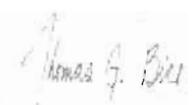
2a. FIRM (OR BRANCH OFFICE) NAME URS Group, Inc.			3 YEAR ESTABLISHED 1999	4 DUNS NUMBER [REDACTED]
2b. STREET Foster Plaza 4 501 Holiday Drive, Suite 300			5 OWNERSHIP a TYPE Corporation	
2c. CITY Pittsburgh	2d STATE PA	2e ZIP CODE 15220	b. SMALL BUSINESS STATUS	
6a. POINT OF CONTACT NAME AND TITLE Thomas G. Bice, Vice President			7 NAME OF FIRM (if block 2a is branch office) URS Group, Inc.	
6b. TELEPHONE NUMBER 412.503.4551	6c. E-MAIL ADDRESS tom_bice@urscorp.com			
8a. FORMER FIRM NAME(S) (if any)			8b. YR ESTABLISHED	8c. DUNS NUMBER

9 EMPLOYEES BY DISCIPLINE				10 PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
07	Biologist	185	3	A04	Air Pollution Control	4
08	CADD Technician	906	4	B02	Bridges	5
10	Chemical Engineer	250	2	C10	Commercial Bldg. (low rise); Shopping Centers	1
12	Civil Engineer	1,494	5	C15	Construction Management	7
16	Construction Manager	379	2	C18	Cost Estimating; Engineering & Analysis	4
18	Cost Engineer/Estimator	253	10	E09	EIS. Assessments or Statements	1
19	Ecologist	49	1	E11	Environmental Planning	5
23	Environmental Engineer	775	12	E12	Environmental Remediation	7
24	Environmental Scientist	1,149	6	H03	HTRW Remediation	7
27	Foundation/Geotechnical Engineer	307	1	H07	Hwys.; Streets; Airfield Pav.; Pkg. Lots	6
29	GIS Specialist	226	2	I01	Industrial Buildings; Manufacturing Plants	2
30	Geologist	648	8	I04	Intelligent Transportation Systems	2
38	Land Surveyor	105	1	L03	Landscape Architecture	1
48	Project Manager	2,234	7	P02	Petroleum & Fuel (Storage & Distribution)	5
50	Risk Assessor	203	1	P04	Pipelines (Cross-Country - Liquid & Gas)	5
51	Safety/Occupational Health Engr.	339	2	P05	Planning (Comm., Reg., Areawide & State)	4
57	Structural Engineer	837	8	P11	Postal Facilities	1
60	Transportation Engineer	425	14	P12	Power Generation, Transmission, Distribution	5
	Hydrogeologist/Geohydrologist	166	1	S09	Structural Design; Special Structures	2
	Planner: Transportation	150	4	S10	Surveying; Platting; Mapping; Flood Plain	2
				T03	Traffic & Transportation Engineering	5
				W02	Water Resources; Hydrology; Ground Water	3
	Other Employees	31,449	26			
	Total	42,529	120			

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER	
a. Federal Work	7	1. Less than \$100,000	6. \$2 million to less than \$5 million
b. Non-Federal Work	9	2. \$100,000 to less than \$250,000	7. \$5 million to less than \$10 million
c. Total Work	9	3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million
		4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million
		5. \$1 million to less than \$2 million	10. \$50 million or greater

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE 	b. DATE 6/1/10
c. NAME AND TITLE Thomas G. Bice, Vice President	