



Proposal  
To Provide Facilities Condition Assessment Services  
The City of Fort Lauderdale



RFP # 545-11286

October 3, 2013

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**Proposal Contacts:**

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*"For the past three years Jacobs has provided extensive high-quality program management on the Readiness Center Transformation Master Plan program. As part of this effort, Jacobs has assessed more than 9 million square feet of building space, along with parking and roadway pavement, utilities, fencing, and other assets.*

*"They have always been very accessible and very responsive. Jacobs has also done an outstanding job of keeping their schedule commitments. They have always shown the willingness and the flexibility to meet any schedule accelerations. Jacobs brings a very high level of expertise and professionalism to the project, and as a result, we get outstanding results!"*

*E. Sherrell Crow, Deputy Chief – Construction Branch  
 National Guard Bureau*



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**BID/PROPOSAL SIGNATURE PAGE**

**How to submit bids/proposals:** Proposals must be submitted by hard copy only. It will be the sole responsibility of the Bidder to ensure that the bid reaches the City of Fort Lauderdale, City Hall, Procurement Department, Suite 619, 100 N. Andrews Avenue, Fort Lauderdale, FL 33301, prior to the bid opening date and time listed. Bids/proposals submitted by fax or email will NOT be accepted.

The below signed hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the CITY and such acceptance covers all terms, conditions, and specifications of this bid/proposal.

**Please Note:** All fields below **must** be completed. If the field does not apply to you, please note N/A in that field.

Submitted by:  10/3/2013  
(signature) (date)

Name (printed) Eric Dillinger Title: Manager of Operations

Company: (Legal Registration) Jacobs Engineering Group Inc.

**CONTRACTOR, IF FOREIGN CORPORATION, MAY BE REQUIRED TO OBTAIN A CERTIFICATE OF AUTHORITY FROM THE DEPARTMENT OF STATE, IN ACCORDANCE WITH FLORIDA STATUTE §607.1501 (visit <http://www.dos.state.fl.us/>).**

Address: 800 Fairway Drive, Suite 190

City Deerfield Beach State: FL Zip 33441

Telephone No. 817.735.6794 FAX No. 817.735.6148 Email: Eric.Dillinger@jacobs.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): In accordance with individual task orders

Payment Terms (section 1.04): 30 Days (see comments in Variances below) Total Bid Discount (section 1.05): N/A

Does your firm qualify for MBE or WBE status (section 1.09): MBE        WBE       

**ADDENDUM ACKNOWLEDGEMENT** - Proposer acknowledges that the following addenda have been received and are included in the proposal:

       Addendum No.        Date Issued

**P-CARDS: Will your firm accept the City's Credit Card as payment for goods/services?**

YES        NO   X  

**VARIANCES:** State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of bid, attachments or bid pages. No variations or exceptions by the Proposer will be deemed to be part of the bid submitted unless such variation or exception is listed and contained within the bid documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your bid/proposal complies with the full scope of this solicitation. **HAVE YOU STATED ANY VARIANCES OR EXCEPTIONS BELOW? BIDDER MUST CLICK THE EXCEPTION LINK IF ANY VARIATION OR EXCEPTION IS TAKEN TO THE SPECIFICATIONS, TERMS AND CONDITIONS.** If this section does not apply to your bid, simply mark N/A in the section below.

Variances:

1. **Indemnity.**  
We ask that Contractor's indemnification obligations be on a comparative negligence basis and be limited to injuries or damages resulting from Contractor's negligence. We further ask that Owner be responsible for injuries which are due to its own negligence, for loss of or damage to its own property and employees, for changes which it directs against Contractor's recommendations or which have the effect of reducing safety related features, and for injury or damage resulting from the release of or exposure to hazardous/toxic substances.
2. **Limitation of Liability.**  
We ask that the limitation of liability provision contained in the sample agreement be modified to extend to both Contractor and the City with appropriate levels equal to the risk associated with the proposed work. We also ask that a mutual waiver of consequential and indirect damages be included in the provision. Lastly, we request that Contractor's sole liability with respect to any deficient services be the reperformance of such services at no cost to Owner for a twelve month time period after the performance of such services and that Contractor have no liability for the repair or replacement of equipment or facilities.
3. **Insurance.**  
Owner will be named as an additional insured as respects Contractor's negligent performance of its services under this contract for all policies except for professional liability and workers compensation. However such obligation shall not apply to Owner subcontractors and any non-official offices of Owner. Additionally, Contractor's insurance cover does not extend to any independent contractors as any such contractors will be required to maintain their own coverage. Contractor shall provide notice of any potential cancellation of its insurance policies in accordance with the terms of such policy which do include a 30 day notice provision. However, due to changes in the insurance industry, the certificate of insurance will not contain a statement specifying the actual notice period as requested.
4. **Audit.**  
We ask that Owner's audit rights not apply to any examination of Contractor's fixed rates or percentage multipliers.
5. **Termination.**  
In the event of termination for Convenience, we ask that Contractor be compensated its costs to the date of termination plus reasonable demobilization and subcontract/purchase order termination expenses, if any. In the event of termination for cause, we ask that Contractor be paid for all costs incurred to the date of termination.
6. **Payment.**  
Contractor requests that payment terms be one hundred percent of invoiced amount, payable net thirty (30) days based on monthly invoices.
7. **Cost Estimates.**  
Any cost estimates provided by Contractor will be on a basis of experience and judgment. Since Contractor has no control over market conditions or bidding procedures, Contractor does not warrant that bids or ultimate construction costs will not vary from these cost estimates.



NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

**3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).**

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

**Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.**

NAME

RELATIONSHIPS

N/A \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.**





**PART VII - PROPOSAL PAGES – COST PROPOSAL**

Proposer Name     Jacobs Engineering Group, Inc.    

Proposer agrees to supply the products and services at the price bid below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Contractor must quote firm, fixed, cost for all services identified in this request for proposal. This firm fixed cost includes any costs for travel to the City. No other costs will be accepted.

**Failure to use the City’s COST PROPOSAL Page and provide costs as requested in this RFP, may deem your proposal non-responsive.**

TOTAL LUMP SUM COST \$     198,525.00    

Attach as a separate page, a total cost breakdown of the lump sum cost.

# Total Cost Breakdown of Lump Sum Cost

## City of Fort Lauderdale Facilities Condition Assessment

### Fee Proposal Summary

Estimated Number of Facilities 140

Estimated Total Square Feet 1,778,375

Activity	% of Total			Total Fee
<b>Base Fee Proposal</b>				
1.0 Project Kick-off	10%	119	\$	20,472
2.0 Data Collection	5%	80	\$	10,358
3.0 Building Condition Assessment	66%	1,164	\$	131,014
4.0 Reporting, Meetings, Software Delivery	18%	356	\$	36,680
<b>Total Proposed Fee</b>			Cost per Foot	
			11.16 ¢/SqFt	1,719
			\$	198,525



## TAB 4 LETTER OF INTEREST



*"The Jacobs team has consistently provided a high level of expertise and support to SDIA as we move forward with the development of our comprehensive asset management strategy. Not only have they provided an innovative approach to our overall life cycle asset management project, but they have focused on becoming a partner with the airport team vice just a consultant. They have worked with us to establish mutual goals and provided a high level of value to the airport authority."*

*Wayne Harvey  
Former Director of Facilities  
Management  
San Diego County Regional Airport  
Authority*

This proposal presents the Jacobs team experience, expertise and other requested information related to facilities condition assessment services. The information provided demonstrates benefits of selecting Jacobs to work with the City of Fort Lauderdale on this important task. The information provided supports the following considerations:

1. **We have assembled a strong team, locally-based team with national experience.** Jacobs is teamed on this project with Singer Architects; the same team that provided high quality assessment services to the City of Pompano Beach just a few years ago. Singer is a Fort Lauderdale-based professional services firm and Jacobs maintains several offices in Florida, including Broward County.

Jacobs' dedicated Asset Management and Assessment Services (AMAS) group is solely focused on services like those requested by the City of Fort Lauderdale and brings nationally recognized tools and techniques. Singer Architects provides understanding to local conditions as well as experience providing assessments within the Jacobs framework.

2. **Municipal assessments are a unique challenge.** Unlike K-12, higher education and other market sectors; municipal assessments include a wide variety of facility types, uses and sizes. This presents challenges in the approach to data collection, necessary skills of individual assessors and scheduling of onsite assessment activities. Jacobs has a lengthy and strong track record providing assessment services to municipal governments.
3. **Our breadth of assessment experience provides holistic understanding of client needs.** Those needs range from tactical assessments geared toward scoping individual projects to assessments that support broader and more strategic goals. While many firms can provide tactical assessments, Jacobs has the ability and desire to tailor our services to specific client needs. We will tailor an approach that leverages the assessment findings to support maintenance and capital improvement strategies for next ten years.
4. **As a leader in the assessment industry, we provide leading technology solutions.** Jacobs M•A•P•P•S™ assessment technology has been used for assessment and development of capital plans for over 1 billion square feet of assessments. The technology provides a robust solution for requirements listed in the RFP. In addition, M•A•P•P•S™ provides functionality to support development of space and asset inventories as well as energy audits.

Our team is excited for the opportunity to work with the City of Fort Lauderdale. We understand the local environment and challenges because we live and work here. The following sections of this response are structured in accordance with your request for proposal.



**JACOBS**<sup>®</sup>



*"You became BLM's 'change agent' for our nationwide program, the catalyst needed to bring our Bureau to a new level of understanding about asset management. Some of your accomplishments include reengineering our approach to stewardship for our multi-billion dollar asset portfolio, effective presentations to Office of Management and Budget, Department of Interior, the Field Committee, BMC, and EAT active participation in discussions and ability to focus on the critical issues, your tireless efforts and expertise, ensuring understanding, acceptance, and timely implementation."*

*Michael A. Ferguson  
Assistant Director, Business and  
Fiscal Resources  
Bureau of Land Management*

### ASSESSMENT OF CAPABILITY

Jacobs has a lengthy and strong track record providing assessment services to municipal governments. With nearly 2 billion square feet of assessments services provided in the last five years, more than 200 assessments personnel experienced in providing facilities condition assessments, and with our local partner, Singer Architects, providing qualified personnel in your back yard, our capability to provide services to you is unparalleled.

Our breadth of assessment experience provides holistic understanding of client needs. Those needs range from tactical assessments geared toward scoping individual projects to assessments that support strategic maintenance, renewal and capital plans and budgets. While most A/E firms can provide tactical assessments, we have the ability and desire to tailor our services to specific client needs. For you this means understanding the overall asset management goals of the City and building an approach to meet those goals. Our experience and capabilities allows us to understand the dynamics between level of detail, schedule milestones, project budgets and deliverables to craft the best approach for you.

As a leader in the assessment industry, we routinely encounter technology challenges. While we typically use our own assessment and capital planning software (M•A•P•P•S™), we routinely use other tools based on client needs. Since we are strategic asset management oriented we have experience integrating with various CMMS platforms and other facility related software such as project management and CAD programs. In fact, most of our municipal projects have some requirement to interface with maintenance systems to support maintenance planning and execution.

### APPROACH TO PERFORM THE SCOPE OF SERVICE

#### Project Initiation and Mobilization

The first step in developing the Task Area assessment procedures is to facilitate and understand the ultimate use(s) of information and work backwards to determine the appropriate assessment and reporting methodology. While our team has well established facility assessment processes, techniques, and technology, it may be appropriate to review these techniques to incorporate ASTM E2018-8 guidelines. Key to this effort is development of an understanding of issues related to executing the assessments and the information provided by the assessments.

The team will meet with City of Fort Lauderdale staff to convey and understand study objectives, confirm roles and responsibilities, establish contact protocols, identify appropriate levels of detail for the study, and request information that will be required for the study.

One of the most critical aspects of this initial phase will be to establish data integrity. All data associated with the project must be collected, organized, assessed for integrity, and entered into our "data management system." This applies to everything – contact lists, facility names and addresses, building inventories, floor plans, previous studies, and other related information.

During this period, the team will also begin analyzing the data. The team will look at any previous assessment studies and other master plans, categorize the data, and draw conclusions that will impact the current study. The team will begin work on a facility inventory database so that all buildings and their sizes can be tracked.

*"The expert advice and assistance of [Jacobs, formerly Carter & Burgess] has been invaluable in our efforts to achieve maximum build out of improvements in the shortest possible time. Of no less importance is the work they are doing to streamline and improve our project management process and information systems, which will enhance staff decision making management capabilities. I strongly recommend the work of Jacobs and their abilities in the areas of project and program management."*

*Richard Davies  
Executive Director Arkansas  
Department of Parks and Tourism*

A database of this nature forms the very backbone of the assessments and will serve all aspects of the study.

For the Building Systems Assessment, the team will specifically need:

A listing of all facilities, building names and types, approximate areas, addresses, and phone numbers

- Site and floor plans for identifying buildings and room numbers
- Available space inventories showing square feet
- A listing of all points-of-contact for each building, their phone numbers, and their email addresses for scheduling and contact purposes
- Existing standards and guidelines used by the facilities and existing or new construction projects (Construction Standards, Architectural Design Programs, Minimum Areas, etc.)

Once complete, there will be missing data, incomplete data, and incorrect data. At this point in the study, a plan will be devised to collect the outstanding data, correct data that is anomalous, and work around data that may not be available in any form.

### Conduct Condition Assessment

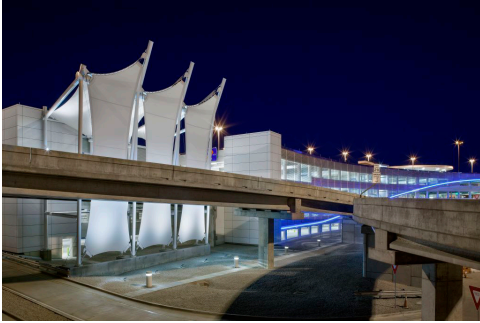
#### BUILDING CONDITION ASSESSMENT AND CAPITAL RENEWAL FORECAST

An assessment for a portfolio as diverse as the City of Fort Lauderdale is often a complicated endeavour. The evaluation is typically conducted at a comprehensive level and at a life-cycle level. Life-cycle analysis typically looks at the ages of the various systems in a building to estimate required improvements. A brief review of the building ages might suggest that some buildings may very well suffice with a life-cycle analysis, while other facilities are old enough to warrant a comprehensive assessment.

The **Building Condition Assessment** evaluates the general health of physical facilities by identifying and prioritizing deficiencies that require correction for long-term use of the facility. Inspections are typically organized into civil, architectural, structural, mechanical, electrical, and plumbing disciplines, and typically include all of the major Construction Specifications Institute (CSI) divisions. We find that an assessor can assess about 50,000 square feet per day. We will assemble teams that will collect information on all of the following items, as outlined by the City of Fort Lauderdale:

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Substructure</li> <li>• Core and Shell</li> <li>• Interiors</li> <li>• Conveyor Systems</li> <li>• Plumbing Systems</li> <li>• HVAC Systems</li> <li>• Fire Detection and Suppression</li> </ul> | <ul style="list-style-type: none"> <li>• Systems</li> <li>• Electrical Systems</li> <li>• Building Site Improvements</li> <li>• Safety and Security</li> <li>• Access Control</li> <li>• Hazardous Materials (Identify for Further Study)</li> </ul> |
|---|--|

At the conclusion of the building assessment, renovation requirements are collected into renovation costs for each facility. Our centralized data entry team will populate the M•A•P•P•S™ (Magellan Assessment and Project Planning System) assessment software with the collected data, and we can then leave this program behind for ongoing management.



*"Jacobs assembled a very knowledgeable staff that was experienced with this type of assessment work which added value to the project. This knowledge and experience was instrumental in allowing them to complete the project on schedule and with budget.*

*The end result of Jacobs' efforts identified and evaluated needed improvements to our Terminal Infrastructure in a Terminal Assessment Report for each Terminal and an Implementation Plan for the execution of the Terminal Assessment Reports recommendations."*

*Jeffry Gulrich, PE  
Project Manager  
DFW International Airport  
Asset Management*

Prior to on-site assessment, our team will conduct an orientation meeting for each facility. This meeting informs facility managers of the overall assessment program, gives them key dates, conveys to them what is expected of them once the survey team is on site, and provides an avenue for questions and answers. We have found that this meeting is critical to a positive experience from the standpoint of both the client and the assessment team. We generally conduct these meetings during a staff meeting or at another specially scheduled function where managers may already be gathered.

The data collection effort may be completed with multiple assessment teams. Each visit will be scheduled with the building manager approximately one week in advance of the actual visit. We understand the importance of respecting the facilities' unique programs, activities, and needs and will minimize disruption to facility activities. On the scheduled survey day, the assessor will arrive on-site and register with the main office. Members of the team will wear photo-ID badges at all times. A brief meeting will be held with the building manager or designee to discuss the facility and gather survey data. After the meeting, the assessment team will begin the facility survey.

Survey teams will walk the facilities individually or, if the building manager desires, be escorted through the facility. The building manager should be prepared to issue a master key to the team for the day to ensure access to all functional spaces, particularly those that may be locked due to vacancy. Team members will perform the survey with minimal disruption, and it is generally helpful if the building managers issue a communique that the survey team will be on site during the day. All members of the survey team will record existing conditions, identify problems and deficiencies, document corrective action and quantities, and identify the priority of the repair. Published checklists and definitions will be used for consistency and completeness of the data among the different survey teams. Appropriate digital photos will be taken to better identify significant deficiencies. Additionally, systems and components will be evaluated to determine when significant investment is required to address the expiration of that systems life cycle. In other words, assessment professionals will identify from visual inspection, the amount of years of serviceable life remaining for systems and components. This data will be used to forecast future need across any building, group of buildings or the entire portfolio. At the conclusion of the assessment, the teams may meet with the building manager to briefly review their findings.

The information gathered by assessors is entered directly into the M•A•P•P•S™ assessment program along with the associated priorities, categories, and cost estimates. At that time, a quality control data sheet is printed to verify the completeness of the information, and a report is generated listing all of the facility's deficiencies, along with each component's estimated cost, including soft costs.

The same process is used for all assessors, including the civil, architectural, structural, mechanical, electrical, and plumbing disciplines. We generally recommend the team work together to minimize disruption at the facility and to be able to review findings that crossover between disciplines. The coordination of these visits will be conducted with weekly survey meetings, and interviews may be held with maintenance representatives prior to the on-site assessment survey.



The final phase of the assessment program will be to compile all of the deficiency needs and revise any priorities that have changed during the course of the assessment. The team will then use the database costing system, adjusted to the regional cost index for the City of Fort Lauderdale, to prepare cost estimates for all correctable deficiencies. From here, a master budget will be prepared and an implementation schedule, or ranking of buildings, will be developed to assist the City of Fort Lauderdale in allocating facility modernization funds among projects. In addition, with the data collected in the assessment, Jacobs can map systems to published preventive maintenance schedules and procedures. This coordination of data results in routine and preventive maintenance plans for major systems and components.

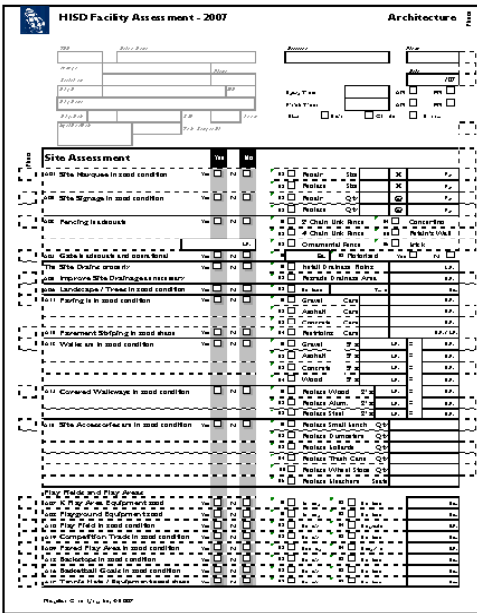
### Reporting and Deliverables

As described in the City’s Request for Proposals, Jacobs anticipates providing reports at various intervals through the project. Initially, a report outlining the process and schedule for field work will be provided to meet the 50% completion timeline. This is expected to be prepared and delivered at the time the field assessments begin.

Once the field work has been completed and the condition data collected in the field has been processed through the assessment software, Jacobs will prepare a report that will be considered a Draft of the Facilities Condition Assessment report. After review by City Staff, appropriate adjustments will be made to the draft so that a 100% report can be created for final review and acceptance. Upon acceptance of the report, it is anticipated that the Jacobs team will be asked to present the findings to stake-holders identified by the City.

### Software Delivery and Training

Upon acceptance of the Final Report, Jacobs will schedule and conduct a training session for M•A•P•S™ Software. Jacobs will present the capabilities of the software to City of Fort Lauderdale staff to include practice exercises for the more key elements of the software. Once training has been completed, Jacobs will provide on-going support based on the Software License Agreement provided at the time the software is installed on the City server.



## DISTINCTIVE COMPETENCE

### Facilities Condition Assessment Expertise

Jacobs is a leading provider of facilities condition assessment services worldwide. We have provided assessments on nearly 2 billion square feet of building space in the last five years.

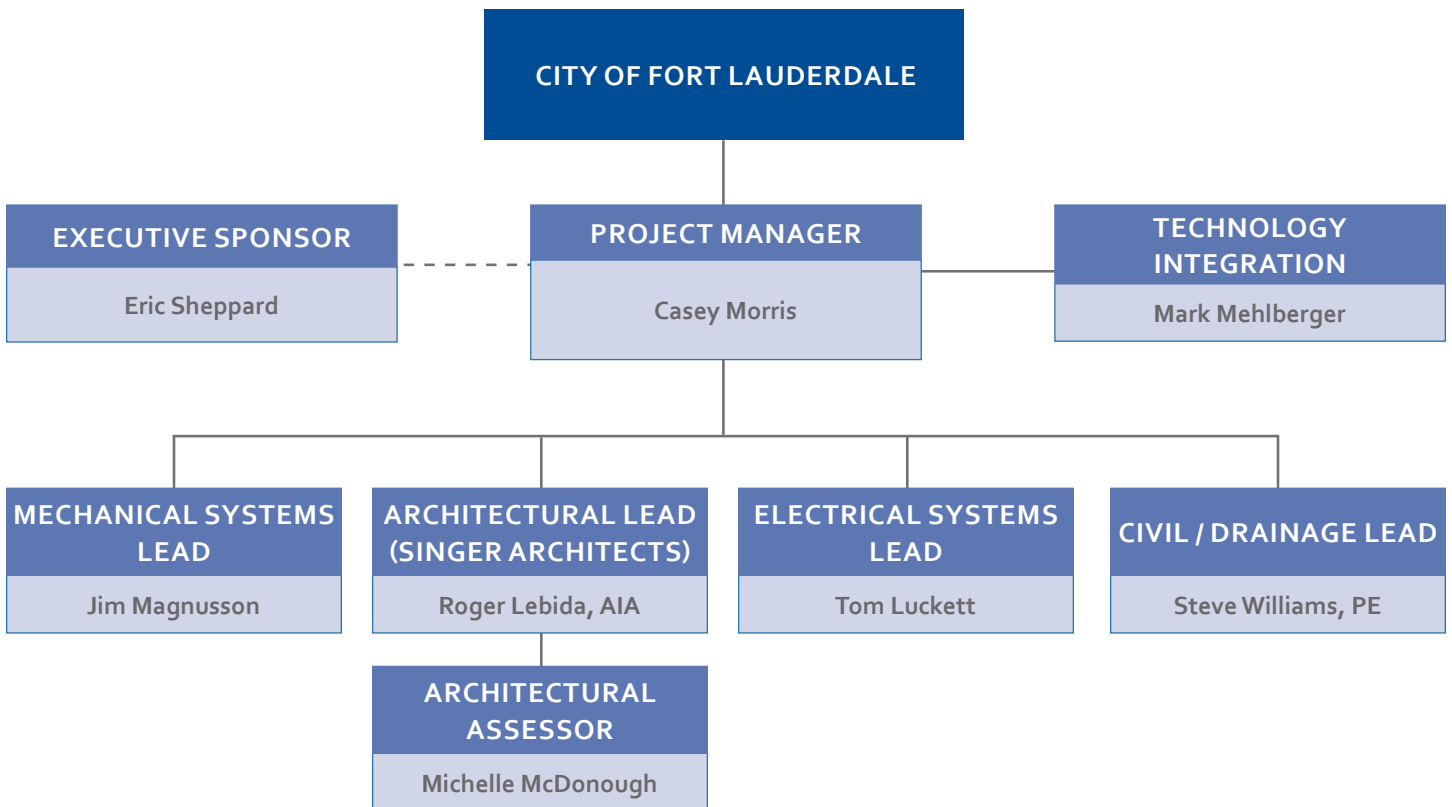
We have developed a national reputation for facility management programs, consulting, and condition assessment projects. Our experience ranges from Class A high-rises to Class C strip centers, data centers to warehouses, and hospitals to hotels from coast to coast in the contiguous United States, Hawaii, Alaska and the U.S. territories. This gives us the advantage of developing and implementing best practices for a wide variety of building and construction issues, as well as climate and maintenance practice impacts. There is likely not an issue that could be raised during a facility condition assessment in this contract that we have not dealt with previously.

By procuring a firm who has dealt not only with the technical aspects of the properties that could arise, but also with the procurement, financial, and contractual procedures typically followed by municipal government agencies, our learning curve is reduced when compared to firms with less experience. For you, this means reduced schedule time and effort that would otherwise be used trying to find the answers that we already have.

With staff experienced in facility condition assessments of more than 200 personnel from which to draw in Jacobs alone, plus the workforce of our subconsultants, we have more than sufficient personnel to accommodate short notice or accelerated workloads. We are committed to providing qualified personnel and expert services necessary to support your requirements, scope of work changes or schedule accelerations, which may occur.

### Staff Qualifications & Resumes

Our proposed project organization is outlined below, and we have provided each of our key managers' resumes on the following pages.





## CASEY MORRIS

Project Manager

In the last fifteen years, Casey has participated in and managed facility assessments totaling approximately 150 million square feet. He has had primary responsibility for converting traditional field assessment procedures into electronic data collection and analysis systems and has played a key role in developing industry standard assessment software.

### Select Relevant Experience

- **Los Angeles County Department of Public Works, Los Angeles, CA.** Assessment Manager. Kicking off a county-wide building condition, functional adequacy, and life-cycle assessment of 300 buildings or the Department of Public Works to include storage, transportation, aviation, pump station, water tank, yard, garage, fuel station, maintenance, power and living quarter facilities.
- **Qualcomm Stadium Assessment, San Diego, CA.** Assessment Manager. We led an assessment of entire stadium facility for the City of San Diego. Assessment included evaluation of facilities, parking surfaces, structure, technology and infrastructure. The focus was to identify all current deficiencies and associate repair costs to help City of San Diego meet contractual requirements with tenant, the San Diego Chargers NFL Franchise.
- **City of Pompano Beach. Pompano Beach, FL.** Assessment Manager. Provided assessment scheduling, orientation, data entry, and quality control on condition surveys of approximately 156 city-owned buildings throughout Pompano Beach, FL.
- **City of El Paso Assessment, El Paso, TX.** Assessment Manager. We provided assessment scheduling, orientation, data entry, and quality control on condition surveys of approximately 330 city-owned buildings throughout El Paso, TX.

### Experience

20 Years

### Education

BS, Industrial Engineering,  
Texas A&M University

### Relevant Affiliations

Member, Council of  
Educational Facility Planners,  
International (CEFPI)



## ERIC SHEPPARD

Executive Sponsor

Eric has 23 years of experience spanning emerging industries to strategic analysis and facilities planning for large public agencies. Eric customizes the project planning databases to efficiently collect and analyze assessment data. He assists in formulating the facility assessment goals and objectives, helps to tailor the overall assessment approach, participates in the survey and assessment process, and applies technology solutions to meet district analysis and reporting requirements.

### Select Relevant Experience

- **Sarasota County Government, FCA, Asset Identification & Life-cycle Assessments, Sarasota, FL.** Practice Leader. Completed functional adequacy, building condition, asset identification, and life-cycle assessments for 51 county-owned buildings that included administrative, justice, library, maintenance, and transportation, as well as county parks.
- **Los Angeles County Department of Public Works, FCA & Life-cycle Assessments, Los Angeles, CA.** Practice Leader. County-wide building condition, functional adequacy, and life-cycle assessment of 300 buildings or the Department of Public Works including storage, transportation, aviation, pump station, water tank, yard, garage, fuel station, maintenance, power and living quarter facilities.
- **City of El Paso Assessment, El Paso, TX.** Practice Leader. Provided assessment scheduling, orientation, data entry, and quality control on condition surveys of approximately 330 city-owned buildings.
- **Army National Guard Hurricanes Katrina & Rita Assessments, LA, TX and MS.** Practice Leader. Immediately following the aftermath of Hurricanes Katrina and Rita, worked under a national IDIQ contract to provide assessments for over 2.2 million square feet and 298 buildings for the Army National Guard across three states.

### Experience

23 Years

### Education

Master of Urban Planning &  
Master of Architecture, B.S.,  
University of Michigan

### Relevant Affiliations

Council of Educational Facility  
Planners, International (CEFPI)  
World Future Society



## MARK MEHLBEGER

Technology Integration

As an information technology manager, Mark thrives on innovation. His areas of expertise include full life-cycle projects that entail analysis, requirements gathering, design, development testing, implementation and support.

### Select Relevant Experience

- **State of Arkansas Assessment, Throughout Arkansas.** Technology Assessor. Designed and developed a web-based software tool to allow district administrators to submit master planning data. The data assists the Arkansas Facilities Department in annual capital planning activities.
- **Houston Independent School District, Web-Based CAD Hosting Application Houston, TX.** Technology Assessor. Primary designer and developer of a web-based application for hosting CAD documents, organizing the documents based on facilities, and tracking the progress of updates to the document through a structured sign-off process. The software allowed remote CAD designers to share and review documents and provided a secure and organized repository for all CAD documents related to the individual facilities within the district.
- **State of Illinois Property Asset Management (iPAM), Throughout Illinois.** Technology Assessor. Developed a central data repository to track all disparate property databases throughout the state’s agencies. The SQL-based data source became the primary list of property for providing reports to the General Assembly and interfaced with both the assessment software and computer-aided facility management software.

### Experience

25 Years

### Education

MBA, Masters of Business Administration, DePaul University

BS, Loras College



## JIM MAGNUSSON

Mechanical Systems Lead

Jim is a facility inspector with Jacobs’ Building Programs Division. During his career, he has worked in corporate real estate and served as a facilities manager for various companies. His experience includes new-construction planning and development, project management, real estate leasing, asset acquisition and disposition, and site facility management.

### Select Relevant Experience

- **State of Utah Facility Condition Assessment, UT.** Facilities Management Specialist. Providing condition assessments and life cycle inventories for multiple education, maintenance, administration, health, and support facilities throughout the state. The ongoing process includes the assessment of 20 percent of the asset inventory each year, providing a five-year inspection and update cycle.
- **City of Fort Worth Facilities Master Plan, Fort Worth, TX.** Facilities Management Specialist. Providing services to the City of Fort Worth, Texas to develop a city-wide master plan which will map key operational and real-estate decisions for the future. At the heart of the City’s concerns are two mission critical facilities: City Hall and the Fire & Police Training Facility. Activities include charting the future of these core components and continuous investigations which will answer broad questions addressing such things as general city organization, centralization vs. decentralization of many city services, staff growth, operational efficiencies and more.
- **NPS '05 Facilities Condition Assessment, Nationwide.** Facilities Management Specialist. As prime A/E, providing master planning services to the University of Texas at Arlington for a comprehensive update to the 1999 Master Plan. Jacobs is teamed with Ayers Saint Gross, a higher education master planning specialist firm, to provide special expertise in planning.

### Experience

36 Years

### Education

Master of Business Administration, Business Administration, National University

Bachelor of Business Administration, Business Administration, National University



**ROGER LEBIDA, AIA, LEED AP**  
Architectural Lead, Singer Architects

Roger will provide local oversight for assessment teams and work with City Staff to ensure teams have the resources needed to complete the evaluations. He will work to make sure assessment teams complete the job in a thorough and timely fashion. Additionally, Roger will provide quality control and direction for architectural assessments. As part of this, he will provide input for cost estimating to ensure current construction industry cost standards for Fort Lauderdale are applied.

**Experience**  
29 Years

**Education**  
Bachelor of Architecture  
Virginia Tech

**Registration**  
Architect, State of Florida  
Certified General Contractor,  
State of Florida  
LEED Accredited Professional

**Affiliations**  
American Institute of  
Architects - Fort Lauderdale  
Chapter

**Select Relevant Experience**

- **City of Pompano Beach, FL.** Architectural Lead. Roger led a comprehensive team of planners, architects, and engineers in performing evaluations for approximately 750,000 square feet of facilities including; community centers, municipal buildings, fire stations, utilities, and parks for the City of Pompano Beach. The Pompano Beach Facility Assessments were conducted to determine the conditions and propose improvements to 178 city-owned buildings and infrastructure. In another study for the City of Pompano Beach, SingerArchitects was commissioned to provide technology solutions for the enhancement of security at the City Hall Building at 100 West Atlantic Boulevard.
- **Hurricane Wilma, Broward County, FL.** Architectural Lead. Evaluated damaged buildings, provided design services for repairs and performed construction administration on twenty five of the most seriously damaged buildings. Roger provided damage assessment reports, construction documents outlining required repairs and phasing and maintenance of traffic drawings to ensure facilities were repaired without disrupting ongoing operations. Roger also assisted Broward County with FM Global claims settlement.



**MICHELLE MCDONOUGH, LEED GA**  
Architectural Assessor, Singer Architects

Michelle has managed a range of projects from small interior renovations to multi-million dollar commercial construction projects. Her experience includes architectural and engineering design, budget analysis, project coordination and administration.

**Experience**  
9 Years

**Education**  
University of Florida, Bachelor  
of Design in Architecture

**Registration**  
LEED Green Associate

**Select Relevant Experience**

- **City of Pompano Beach, FL.** Architectural Assessments. For the City of Pompano Beach, Michelle led a team that performed condition assessments for 178 facilities on 87 sites. Michelle researched city data such as locating floor plans of the existing facilities, gathering condition information from city staff, and then performing actual inspection on many of the facilities. The resulting report indicated a capitol need for \$21 million over the next 5 years.
- **40 Years Building Inspections.** Michelle led a team of structural and electrical engineers to perform the safety inspections for buildings that were 40 years old and older. A checklist of guidelines was used to inspect the buildings for structural integrity and electrical safety. Michelle’s responsibility included inspecting roofing material for any deficiencies, leaks and interior finishes for potential of mold growth as well as interior/exterior wear and tear. At the completion of inspections, Michelle coordinated with the engineers’ findings to create a report of conditions and solutions to the deficiencies.
- **Terminal 3 Checkpoint E Renovation and Reconfiguration, Fort Lauderdale - Hollywood International Airport, FL.** Architectural Assessments. Complete 200,000 square foot renovation of all finishes within Terminal 3. The purpose of the project was to combine the secured exit from each of the two concourses into one exit by way of changing the direction of circulation and orientation of the checkpoint. Michelle’s responsibilities include leading a design team to develop a complex set of construction documents and provide construction administration for this project.



## STEVE WILLIAMS, PE

Civil / Drainage Lead

### Experience

36 Years

### Education

Bachelor of Science, Civil Engineering, University of Florida

### Relevant Affiliations

American Society of Civil Engineers (ASCE), Member

National Society of Professional Engineers (NSPE)

Leadership Broward I

Steve's project experience covers all aspects of the Site Civil Design Process, from initial scoping to Survey, Concept Planning, Environmental assessment, Detailed Design, Construction Services and Project Management. paving, grading drainage, water and sanitary sewer designs including the post design construction services and general consulting. Public Clients have included Florida Turnpike Enterprise, Florida Department of Transportation, Fort Lauderdale Hollywood International Airport, Miami International Airport, Palm Beach International Airport, Oakland Park, Miramar, Fort Lauderdale, Sunrise, Plantation, Tamarac, Coral Springs, Broward County, Collier County, Palm Beach County, Indian River Farms Water Control District, and School Board of Broward County.

### Select Relevant Experience

- **City of Ft. Lauderdale, NE/NW 6 Street (Sistrunk Boulevard), Ft. Lauderdale, FL.** Post Design Services Representative. 2.3 mile urban corridor is a Streetscape and Enhancement Project from NW 24th Avenue to Federal Highway (US-1). This project involved lane reductions, on-street parking, wider sidewalks, drainage improvements, decorative street and pedestrian lighting, bus shelters, landscaping, signalization upgrades, and sanitary sewer design. Construction Project Cost - \$ 13.7 million.
- **Indian River Farms Water Control District SWMM Model, Vero Beach, FL.** Project Manager. Updated the Indian River Farms Water Control District SWMM<sub>3.3</sub> model to the current EPA SWMM<sub>5</sub> model.
- **Eastside Engineering Study for Runway 27L extension, Broward County Aviation Division, Fort Lauderdale/Hollywood International Airport (FLL) and Port Everglades Authority, FL.** Civil Project Manager. Investigated the feasibility of utilizing the Port Everglades Fill material for use in the new Air Carrier Runway embankment.



## TOM LUCKETT

Electrical Systems Lead

Tom has extensive experience in facility condition assessment, property asset management; and facility maintenance operations. He has provided life-cycle analysis and long-range projections in utilities, layout, and communications management. Tom has performed extensive design and prototype projects for condition assessment surveys and provided positive solutions through the facility management practice.

### Select Relevant Experience

- **City of Fort Worth Facilities Master Plan, Fort Worth, TX.** Electrical Systems Lead. Providing services to the City of Fort Worth, Texas to develop a city-wide master plan which will map key operational and real-estate decisions for the future. At the heart of the City's concerns are two mission critical facilities: City Hall and the Fire & Police Training Facility. Activities include charting the future of these core components and continuous investigations which will answer broad questions addressing such things as general city organization, centralization vs. decentralization of many city services, staff growth, operational efficiencies and more.
- **City of Houston, Houston, TX.** Electrical Systems Lead. Condition Assessment and planning for the City of Houston Traffic Operations Center.
- **City of Cleburne, Cleburne, TX.** Electrical Systems Lead. Condition Assessment and rehabilitation planning for historic Arts Buildings in downtown Cleburne.
- **Texas-New Mexico Power Company, TX & NM.** Electrical Systems Lead. Condition assessments and design projects.

### Experience

34 Years

### Education

Bachelor Of Career Arts at Dallas Baptist University 1974 in Business and Real Estate.

Numerous Electrical and Lighting design courses.







## TAB 6 BUSINESS LICENSES

Jacobs is licensed to do business in the State of Florida, and specifically in Broward County, as evidenced by the following State License and Broward County Local Business Tax Receipt.

### BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT

115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000  
**VALID OCTOBER 1, 2013 THROUGH SEPTEMBER 30, 2014**

**DBA:**  
**Business Name:** GARAU MICHAEL

**Receipt #:** 315-807  
**Business Type:** ENGINEER (ENGINEER)

**Owner Name:** JACOBS ENGINEERING GROUP INC  
**Business Location:** 800 FAIRWAY DR STE 190  
 DEERFIELD BEACH

**Business Opened:** 01/01/2008  
**State/County/Cert/Reg:** 60715  
**Exemption Code:**

**Business Phone:**

Rooms                      Seats                      Employees                      Machines                      Professionals

7

		For Vending Business Only					
		Number of Machines:		Vending Type:			
Tax Amount	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost	Total Paid	
37.50	0.00	0.00	0.00	0.00	0.00	37.50	

**THIS RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS**

**THIS BECOMES A TAX RECEIPT  
 WHEN VALIDATED**

This tax is levied for the privilege of doing business within Broward County and is non-regulatory in nature. You must meet all County and/or Municipality planning and zoning requirements. This Business Tax Receipt must be transferred when the business is sold, business name has changed or you have moved the business location. This receipt does not indicate that the business is legal or that it is in compliance with State or local laws and regulations.

**Mailing Address:**

JACOBS ENGINEERING GROUP INC  
 800 FAIRWAY DR STE 190  
 DEERFIELD BEACH, FL 33441

**Receipt #** 02B-12-00000955  
**Paid** 08/27/2013 37.50

**2013 - 2014**



State of Florida  
 Board of Professional Engineers  
 2639 North Monroe Street, Suite B-112  
 Tallahassee, FL 32303-5268

Jacobs Engineering Group, Inc.  
 POST OFFICE BOX 7084  
 PASADENA, CA 91109

Each licensee is solely responsible for notifying the Florida Board of Professional Engineers in writing the licensee's current address.

Name changes require legal documentation showing name change. An original, a certified copy, or a duplicate of an original or certified copy of a document which shows the legal name change will be accepted unless there is a question about the authenticity of the document raised on its face, or because the genuineness of the document is uncertain, or because of another matter related to the application.

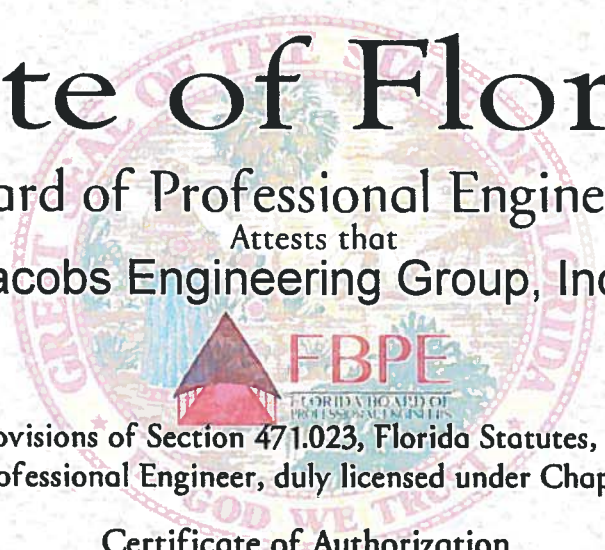
At least 90 days prior to the expiration date shown on this license, a notice of renewal will be sent to your last known address. If you have not yet received your notice 60 days prior to the expiration date, please call (850) 521-0500, or write, Florida Board of Professional Engineers, 2639 North Monroe Street, Suite B-112, Tallahassee, FL 32303-5268 or e-mail: board@fbpe.org. Our website address is <http://www.fbpe.org>.

# State of Florida

Board of Professional Engineers

Attests that

Jacobs Engineering Group, Inc.



is authorized under the provisions of Section 471.023, Florida Statutes, to offer engineering services to the public through a Professional Engineer, duly licensed under Chapter 471, Florida Statutes.

Expiration: 2/28/2015

Audit No: 228201502140

Certificate of Authorization

CA Lic. No:


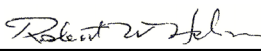
2822

EXHIBIT 4  
 14-0033



# TAB 7 EVIDENCE OF INSURANCE

Below is a sample Certificate of Insurance.

	<h2 style="margin: 0;">CERTIFICATE OF LIABILITY INSURANCE</h2>	DATE (MM/DD/YYYY) 09/27/2013														
<p><b>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</b></p> <p><b>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</b></p>																
PRODUCER LIC #0437153      1-212-948-1306 Marsh Risk & Insurance Services CIRT_Support@internal.jacobs.com 777 S. Figueroa Street  Los Angeles, CA 90017-5822 Fax to: 1-212-948-1306	CONTACT NAME: PHONE (A/C, No, Ext):      FAX (A/C, No): E-MAIL ADDRESS: PRODUCER CUSTOMER ID #:															
INSURED Jacobs Engineering Group Inc.  155 North Lake Avenue, 9th Floor  Pasadena, CA 91101	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: center;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: center;">NAIC #</th> </tr> <tr> <td>INSURER A: ACE AMER INS CO</td> <td style="text-align: center;">22667</td> </tr> <tr> <td>INSURER B:</td> <td></td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: ACE AMER INS CO	22667	INSURER B:		INSURER C:		INSURER D:		INSURER E:		INSURER F:		
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INSURER B:																
INSURER C:																
INSURER D:																
INSURER E:																
INSURER F:																
<b>COVERAGES      CERTIFICATE NUMBER: 36009760      REVISION NUMBER:</b>																
<p>THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.</p>																
INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS										
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> CONTRACTUAL LIABILITY  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC		HDO G25529030	07/01/13	07/01/14	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 250,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 1,000,000 PRODUCTS - COMP/OP AGG \$ 1,000,000 \$										
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS		ISA H08635651	07/01/13	07/01/14	COMBINED SINGLE LIMIT (Ea accident) \$ 500,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$										
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE  DEDUCTIBLE RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ \$ \$										
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y <input checked="" type="checkbox"/> N If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	SCF C47318798 (WI) WCU C4731883A (LA, OH, TX) WLR C47318786 (AOS)	07/01/13 07/01/13 07/01/13	07/01/14 07/01/14 07/01/14	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000 PER CLAIM/PER AGGREGATE DEFENSE INCLUDED 2,000,000										
A	PROFESSIONAL LIABILITY "CLAIMS MADE"		EON G21655065 004	07/01/13	07/01/14	PER CLAIM/PER AGGREGATE DEFENSE INCLUDED 2,000,000										
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required) OFFICE LOCATION: Fort Worth, Texas.    CONTRACT MGR: Glenn Young.    RE: Facilities Condition Assessment.    PROPOSAL NUMBER: RFP # 545-11286.    SECTOR: Public.    *\$2,000,000 SIR FOR STATES OF: LA, OH, TX.    City of Fort Lauderdale is added as an additional insured for general liability as respects the negligence of the insured in the performance of insured's services to cert holder under contract for captioned work.    *THIS IS A SAMPLE CERTIFICATE ONLY*.    THE ACTUAL CERTIFICATE FOR THE PROPOSED PROJECT WILL COMPLY WITH THE TERMS AND CONDITIONS NEGOTIATED IN THE FINAL CONTRACT, CONSISTENT WITH POLICY TERMS AND CONDITIONS.																
<b>CERTIFICATE HOLDER</b>				<b>CANCELLATION</b>												
City of Fort Lauderdale Procurement Services Division  100 N. Andrews Avenue, Room 619  Fort Lauderdale, FL 33301  nyumdo_newgalexey ACORD 25 (2009/09) 36009760				SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE  												
				© 1988-2009 ACORD CORPORATION. All rights reserved. The ACORD name and logo are registered marks of ACORD												



## TAB 8 ASSESSMENT OF YOUR NEEDS



*"Jacobs successfully accomplished this project in accordance with ODUSD (I&E) memorandum on Department of Defense supplemental guidance for implementing and operating a Joint Base. Jacobs' team of professionals understood the challenges and surpassed all expectations with regards to the quality and schedule. I recommend using JACOBS for future FCA Projects."*

*Joe Flores  
Project Manager  
Air Force Civil Engineer Center*

As is typical with most large portfolio managers, the City of Fort Lauderdale is tasked with managing aging facilities with limited funding. Key concerns affecting the ability to make critical decisions regarding the on-going management of facilities are best addressed with defensible data. Conducting a condition assessment is a critical first step to understanding what the true needs are today as well as what they may be in the next 5, 10 or even 15 years.

Jacobs understands the planning aspect of managing large portfolios. Armed with this knowledge and the tools being presented to the City, Jacobs can help make critical decisions less painful and more objective. Whether the City wants to relocate critical services, such as the Police Headquarters, or prioritize high profile needs to provide more transparency with constituents, the data collected in an assessment is the most significant building block in managing the portfolio and building the credibility of City Staff. By utilizing the data collected in the assessment and comparing renovation costs against costs to replace facilities, Jacobs can help the City identify where candidates for replacement may exist. Taking into account functional capabilities, size, age, historical significance and condition, decisions regarding on-going use of existing facilities can be reached that are supported by defensible data. As an example, the Police Station is indicated as a 1958 building that is over 88,000 square feet. This is the largest service facility in the portfolio. This building is also the oldest. It is likely this building has significant needs and is becoming functionally obsolete. The facility assessment will help determine what can be done with this facility to offer a better return on invested dollars while offering better services to the community.

Additionally, it is important in the coastal environment of Fort Lauderdale that facilities be prepared for significant weather events such as tropical storms and hurricanes. Jacobs brings professionals with experience evaluating South Florida buildings for key design and retrofit elements to ensure damage caused by weather is minimized.

As a by-product of a facilities condition assessment, the City of Fort Lauderdale will be able to make decisions with regards to buildings that will impact energy consumption. With the city striving to identify cost savings, understanding where equipment and systems are deficient will help localize opportunities for replacing components with more modern equipment that will increase energy efficiency.

Addressed later in this proposal, Jacobs advises municipalities to develop an accurate space inventory of their facilities when conducting a condition assessment. It is difficult to fully understand the needs of the organization with regards to facilities without first understanding the space present and how it is being utilized. Developing this inventory, based on Computer Aided Drawing files, will allow the City to plan and make more objective decisions with regards to the functional adequacy as well as the space required for existing or future City functions. Expanding functions such as Police Sub-Stations versus consolidating in the main Police Station can be dependant not only on the condition of the existing facilities, but also on the size and use of specific space within the buildings.

Lastly, in today's age of limited funding and increased public scrutiny, it is key that facility managers get the most of the budgets they manage. The City of Fort Lauderdale strives to improve the quality of life for residents while working within constrained funding elements to provide facilities and services that meet the expectations of the increasingly critical tax-payer.

Whether it's constructing new Fire Stations, maintaining quality parks, consolidating city services or exploring Public Private Partnerships to increase cost savings, the City of Fort Lauderdale has a significant obligation to be fiscally responsible while delivering state of the art services to the citizens. This condition assessment will be a giant step forward in addressing those concerns.

*"My experience with Jacobs has found them to be a well organized professional venture with excellent capabilities... With little fanfare they have completed their work on time and been able to contain costs with the GSA budget. One of their strongest points, I believe, is their ability to communicate clearly the needs and concerns of their client in a cooperative, proactive manner, keeping in mind the relevance to the overall project. They have gone above and beyond in their response to any and all of GSA's requests and observations."*



*John Nelson, PE  
Mechanical Engineer  
Region 6, General Services  
Administration*





## TAB 9 ABILITY TO ASSIGN RESOURCES



*"I want to extend our appreciation for the work that you and your team did on the Facilities Assessment Project in conjunction with the preparation of the Five-Year Capital Plan. Without your software application and your experience in conducting similar projects, our task would have been much more difficult."*

*Rose Diamond  
Former Chief Facilities Officer  
Miami-Dade County Public Schools*

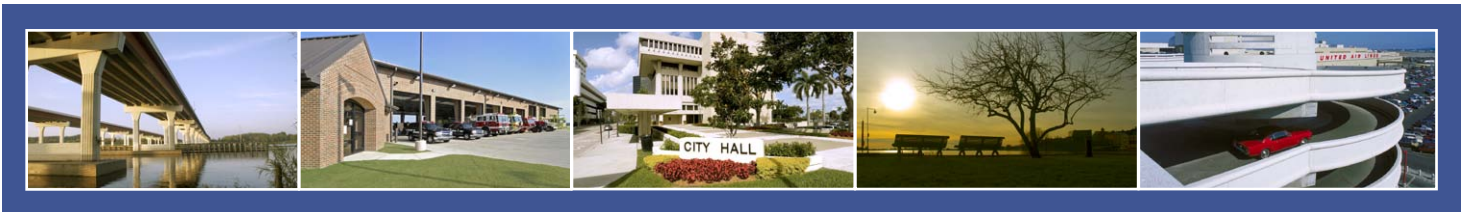
### TEAM AVAILABILITY

One of the significant advantages we bring to your project is our depth of resources and specific experience with facilities condition assessment projects. Our team's project experiences at municipalities throughout the U.S. benefits you by having a team of knowledgeable professionals that understand the way assessment projects work.

With more than 200 facilities condition assessment professionals on staff, we have the local capacity and expertise to provide the necessary support you need and the ability to reach back into our organization for specialized staff as necessary. Over the past several years we have provided a variety of services for municipal clients throughout the region, from condition assessments and asset management to early planning through design and construction of multiple project types.

Our Project Manager, Casey Morris, will be your single point of contact and will be responsible for the successful execution of your projects. Our Executive Sponsor, Eric Sheppard, will have access and full authority to adjust staffing needs and bring additional resources to the project as needed. Our Architectural Assessments Lead, Roger Lebida, will be our local liaison and will provide local oversight for assessment teams to ensure we are providing the resources needed to complete evaluations.

All staff proposed in our chart are immediately available for your project. These team members work consistently with each other and on projects particularly suited to their areas of expertise. We have analyzed the workload of our proposed team members based on current projects and future projections. We are confident that the team's resources and commitments will allow them to complete the requirements of this contract as they arise within the projected time. We are accustomed to meeting stringent schedule requirements and client-required scope changes, evidenced by the number of our repeat clients.



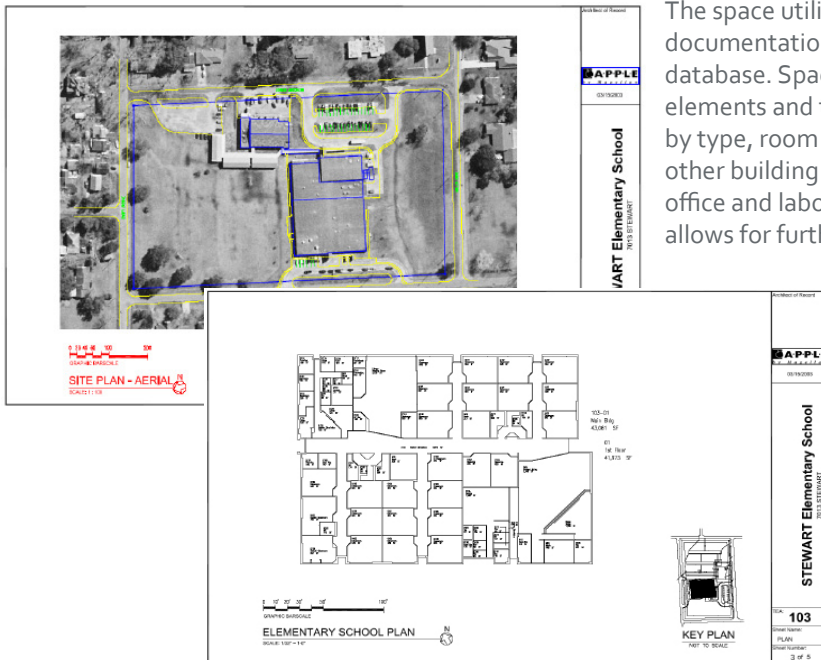
**JACOBS**<sup>®</sup>

## TAB 10 ADDITIONAL SERVICES AVAILABLE

### CAD SPACE UTILIZATION AND CONFIGURATION

The Design and Construction industry is transitioning into a technological environment known as interoperability. It represents the technological capability for all of the entities involved in a construction project to communicate electronically, regardless of the initial technology software application. Computer Aided Drafting (CAD) is the foundation for this electronic communication. Unfortunately, very few Governmental Agencies have all of their facilities on CAD. Furthermore, few Agencies have even a consolidated location or a comprehensive set of as-built documents to reference as renovation projects are initiated.

Having all of an Agency's facilities on CAD can be very beneficial. CAD documents can be analyzed electronically to maintain an updated space inventory and to assess space utilization. They can be provided to emergency response personnel to provide critical information. CAD documents can also be used as an accurate emergency evacuation route map that can be posted in each facility. CAD documentation can also serve as reference documents for future renovation projects.



The space utilization and configuration data is a by-product of the CAD documentation and is essential to an accurate facility management database. Space inventories typically include site acreage, site elements and their areas, net and gross building areas, room inventory by type, room numbers and areas, and allocations to circulation and other building support areas. Combining the space inventory data with office and laboratory capacity, core areas, and temporary buildings allows for further analysis that can be used for planning, funding requests, financial allocation, and facility operations and maintenance.

This process can be done efficiently and accurately. The beauty of the computer is that it is accurate to 6 digits, and if an undocumented building change is discovered, the alteration can be corrected on the drawing and new numbers generated quickly.

With the CAD drawings complete, the areas can then be linked to the M•A•P•P•S™ software application to generate a space inventory automatically.

### PRIORITIZATION AND FACILITY CAPITAL PLANNING

Long-range capital planning is critical, and it is this area that very few firms have the ability to adequately address. What is needed by the city is a facilities plan that can reasonably accommodate the needs for additional space, growth or decline at the various City of Fort Lauderdale facilities, while reducing deferred maintenance backlog within the prescribed funding limitations. So how is this plan developed?

First, we gather all of the facility assessment needs according to building and priority, and then we look at additional capacity needs. Once we have assessed needs, additional office and core space needs for the current occupancy, and projected occupancy needs for future growth, then it is time to begin developing planning scenarios for the City. Currently there is no software that can accomplish



*"I really wanted to let you know how impressed I am with the crew working on the EAS retro-cx project... This collective thinktank mentality has resulted in the team creating bullet-proof cases for all of their findings. There is no disputing the results of their investigation because they took the extra time to prove, and prove their theories by collecting an amazing amount of supporting data."*

*Jon Wagner, EMIT, LEED AP  
Resource Efficiency Manager,  
Portage, Inc.  
611th Energy Management Program,  
Elmendorf AFB*

this. The truth is, this just takes good, old-fashioned planning. It involves developing some options, testing them with financial models, and then laying out a long-range comprehensive plan. Topics the City may be faced with include:

- Are there any new facilities to be constructed?
- Should existing facilities be converted to a different functional use?
- What, if any, buildings should be deconstructed?
- What are the trade limitations on construction in the area?
- How do we present the facility needs to the stakeholders and garner their support?

Ultimately, the analysis will result in the identification of a range of feasible alternatives or scenarios, all with their associated cost implications and recommendations for a preferred solution. Good planning, accurate data, staff workshops and presentations, and strong financial analysis will all impact the outcome of this effort. When we are done, we will present the data in a summary document that includes the costs of new construction, the costs of repairs, and the anticipated long-range capital needs. The document will provide the City with the tools to move forward with a consistent facility program that fits a desired standard and level of quality.

Once the funding scenario packages are identified (if required), it is then necessary to develop cash flow projections that will cover costs over the program implementation period. All of the construction costs have to be escalated to the mid-point of their construction dates to determine the total inflated cost. Then, the financing cost must be calculated based upon a projected cash flow.

Once the assessments are complete, the real challenge of planning for construction begins. Our team provides construction implementation services which include development of management action plans and organization of multi-facility construction programs. Management plans may be used to organize, develop, solicit, and manage the qualification process for architects, contractors, and construction/program managers. Action plans set the 30-day, 60-day, and 120-day administrative items that must be completed, both prior to and following program funding, to ensure a rapid start once funds are available. The plan may also identify internal administrative expenses that must be budgeted to provide for in-house administration of the construction programs and the multitude of legal documentation that accompanies any construction program.

## RETRO-COMMISSIONING

Retro-commissioning is a collaborative process that utilizes full building assessment to optimize the operational efficiency of an existing facility. Retro-commissioning looks at the building as a set of integrated systems, rather than a set of individual components. Facility conditions tend to shift from as-installed over time due to normal deterioration, space reprogramming, and obsolete systems. The value of retro-commissioning is determined as the process planning phase matures. Some elements of our approach typically include:

### Phase 1: Planning

- Define the expectations of the project
- Review existing building design and as-built documentation
- Review operations and maintenance documentation and processes
- Define goals and objectives for the Retro-commissioning project



- Develop a Retro-commissioning plan
- Develop a Retro-commissioning schedule
- Develop and define a baseline and benchmarking strategy

### Phase 2: Investigation

- Understand how and why building systems are currently operated and maintained as they are and to identify issues and potential improvements [model the “as is” performance]
- Perform assessments on the selected systems and equipment through observations, testing and monitoring. Recording deficiencies and developing corrective scopes of work to address the deficiencies.

### Phase 3: Implementation and Verification

- Implementation of the selected measures identified in the investigation phase
- Update energy savings calculations as necessary
- Verify that repairs and modifications have been implemented correctly
- Retesting of equipment and systems that have been repaired or modified
- Monitor results through metering, utility bills or trend log review

### Phase 4: Training and Hand-Off

- Development of training materials, schedule, documentation.
- Conducting facility staff training on revised systems
- Holding a project hand-off meeting
- Completing a final report summarizing improvements, findings and recommendations, including updated systems manuals incorporating sequence of operation and operating intent as developed from the previous phase of the project
- Generating a post Retro-commissioning energy performance rating (e.g. re-benchmark)
- Developing persistence strategies including the next Retro-commissioning plan or a continuous commissioning plan.

## ENERGY AUDITS

With more than 60 years in the industry concentrating on a fundamental business strategy of building long-term client relationships, Jacobs has attracted and retained clients by providing superior customer value. More than 90 percent of the firm’s work is repeat business from loyal clients. At the heart of the firm’s success has been a dedication to excellence in service, quality and value for each client, a desire to work on rewarding, cutting-edge projects, and a commitment to making a major contribution to the built environment. Jacobs has developed a special expertise in providing a broad range of services to clients with a larger facility portfolio and complex utility needs. Beyond the traditional design and construction management services, Jacobs has developed a diverse portfolio of facility and energy management services across the country.

With specific reference to energy related services, our team has provided services on over 150 million square feet of new buildings and 75 million square feet of existing buildings.



*The Art Institute of Chicago New Modern Wing, LEED Consulting and Commissioning Chicago, Illinois*

Our staff includes Certified Energy Managers, Leadership in Energy and Environmental Design (LEED) accredited professionals, Green Building Engineers, central energy plant engineers, energy conservation specialists, and former system operators. Our team of energy professionals includes specialists in each component of a comprehensive energy program, including commissioning and retro-commissioning.

We offer a team that is uniquely qualified with expertise in energy management and conservation programs.

Our team’s energy management and conservation professional expertise and commissioning agents are in-house professionals providing the benefit of a team that uses common processes, procedures, document networks, and software. Furthermore, Jacobs’ regional and national resources offer additional reach-back design and energy auditing support to staff concurrent assignments as needed.

Jacobs has extensive project experience and has performed more than 50 energy audits for state and local government facilities and higher education clients. In addition, our energy professionals have experience with additional services such as general technical assistance, delivery of workshops and training, analysis of utility consumption and costs, capital renewal planning, energy and utility master planning and program management, review of maintenance and operations, and design and implementation of energy conservation initiatives.

## FEE SCHEDULES

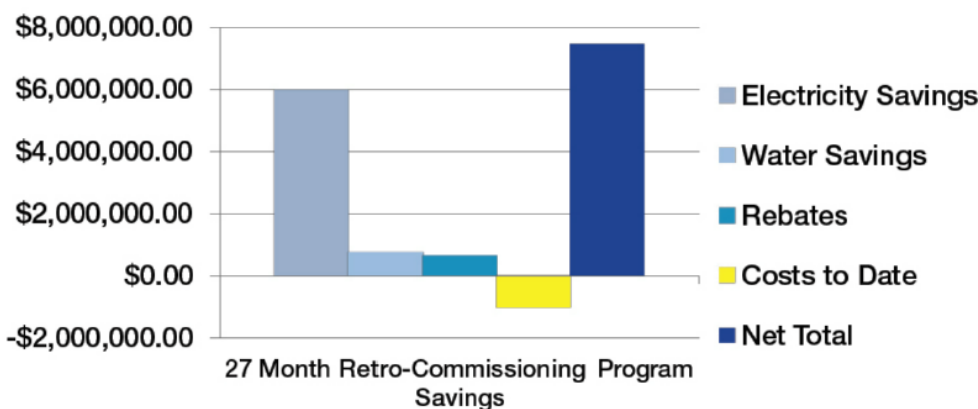
Fees for these services typically vary depending on client needs. If these services are procured as part of the overall assessment the costs will be lower because field work is more efficient.

### CAD Space Utilization and Analysis

This service typical costs between 1 and 2 cents per square foot of facility. Costs are lower where clients have existing files in CAD format that can be used as a basis. The cost is higher if plans need to be drawn from scans of hard copy drawings.

### Facility Capital Planning

Planning typically costs about 1 cent per square foot. The cost of this service is very sensitive to the process used to develop the capital plan. The cost is typically higher if the planning effort involves a large committee or uses public forums since those approaches typically involve multiple meetings.



### Retro-Commissioning

Depending on the extent of implementation, retro-commissioning services range from 10 to 20 cents per square foot. As you can see in the case study graphic to the left representing return on investment, our experience has confirmed that the return for retro-commissioning is anywhere from 3-6 months on average.

## Energy Audits

Energy Audit costs vary depending on several factors:

1. Level of detail desired
2. Size of the facilities
3. Number of the facilities
4. Complexity of the facilities
5. Complexity of systems
6. Available data
7. Accessibility to site

### **Preliminary Audits (ASHRAE Level 1): 3 to 10 cents per SF**

Preliminary audits are used to gauge energy savings potential. It will be a “birds eye” view of a facilities energy use and potential opportunities.

### **Investment Grade Audits (ASHRAE Level 2): 15 to 25 cents per SF**

Investment Grade Audits are used to hone in on energy savings opportunities with enough level of certainty to make funding decisions.

### **Specialty Studies (ASHRAE Level 3): Priced based on scope**

Usually these are detailed studies of specific systems or energy savings opportunities that require a more complicated analysis, field study, etc. and will be priced based on specific scope.



**JACOBS**<sup>®</sup>




## TAB 11 CLIENT REFERENCES

We have performed condition assessments for more than 2 billion square feet of facilities in the last 5 years. Relevant to you are the projects where our client's portfolio and goals were similar to yours. We have provided detailed information for select experience in the table below and will gladly discuss additional clients with you at any time.

### JACOBS / CARTER & BURGESS / MAGELLAN

Carter Burgess and Magellan Consulting are two firms that were acquired by Jacobs in the recent past. The acquisition of these firms has brought Jacobs an enormous amount of experience and expertise in Facility Assessments, Planning, and Strategic Asset Management. These acquisitions have made Jacobs the premiere service provider for capital planning consulting.



#### RELEVANT FACILITIES CONDITION ASSESSMENTS

	Client	Project Summary	Reference Information	Year Completed
	City of Pompano Beach, Florida	Singer and Jacobs (as Magellan Consulting) performed an assessment of all city-owned facilities accounting for 156 buildings on 96 sites. Facility types included lift stations, fire stations, police buildings, civic centers, senior centers and City Hall.	Willie Hopkins Assistant City Manager 100 W. Atlantic Blvd. Pompano Beach, FL 33060 954.786.4600 Willie.Hopkins@copbfl.com	2010
	Broward County	Broward County retained the services of SingerArchitects to assess approximately 25 buildings seriously damaged by Hurricane Wilma and to make recommendations and implement the solutions in a timely and cost-effective manner. Tasks in the process include: Damage assessment reports; Code research and meetings with local code officials; Meetings with the Owner's insurance agents and their technical experts; Preparation of Construction Documents for use in permitting repair work; Construction cost estimates; Meetings with and assistance with FEMA reimbursement rules.	Ariadna Musarra 954.357.6473 115 South Andrews Avenue Room A550 Fort Lauderdale, FL 33301 amusarra@broward.org	2009
	Fort Lauderdale - Hollywood Intl. Airport	When the ARFF (Airfield Rescue and Fire Fighting Facility) at the Fort Lauderdale - Hollywood International Airport was experiencing leaks and water infiltration, SingerArchitects was called upon to evaluate and analyze the situation. They prepared a detailed report describing water infiltration problems from stucco wall cracks, stucco parapet cracks, aluminum window leaks, hollow metal door frame leaks, etc.	Marc Gambrill Broward County Aviation Department 954-359-2343 4101 Ravenswood Road, Suite 219 Fort Lauderdale, Florida 33312 mgambrill@broward.org	2009

**RELEVANT FACILITIES CONDITION ASSESSMENTS**

	Client	Project Summary	Reference Information	Year Completed
	Cobb County Marietta Water Authority	Condition assessment of buildings and infrastructure and intake and treatment plants to support development of a 25-year plan to ensure availability of fresh water for the areas of Cobb and Marietta counties north of Atlanta.	Mr. Thomas M. Ginn, Jr. PE 1170 Atlanta Industrial Drive Marietta Georgia 30066 770.514.5300	2013
	Georgia Department of Agriculture	This was a facilities condition and needs assessment of approximately 50 buildings covering 1.5 M SF in support of a master plan to improve and further develop the largest produce hub in the southeast US.	Paul Thompson Manager 16 Forest Parkway Forest Park, Georgia 30297 404.675.1782	2012
	Qualcomm Stadium	Full condition assessment of Qualcomm Stadium to identify costs for maintaining contractual agreement with tenant.	Roy Nail Assistant Manager 9449 Friars Road San Diego, CA 92108 619.641.3101	2010
	City of Houston, Texas	Jacobs has provided a wide range of engineering and support services to the City of Houston including a condition assessment survey and Greenlights Energy Study. The condition assessment survey evaluated over one million square feet of city owned property to identify current and anticipated deficiencies, provide repair/replace recommendations, and prepare a multi-year maintenance and repair program.	James L. Bielstein City of Houston P.O. Box 1562 Houston, TX 77251-1562 713.646.9768	2008
	LA County DPW	An assessment of Los Angeles County Department of Public Works buildings located on 66 sites throughout Los Angeles County. The assessment addressed 252 buildings which included a high-rise headquarters office building, maintenance shops, residences, municipal airports and satellite operations offices.	Zaim Albert Khayat, PE Senior Civil Engineer 2275 Alcazar Street Los Angeles, CA 90033 626.458.1762 zkhayat@ladpw.org	2008
	LA County MTA	Jacobs conducted a facility condition assessment, life cycle forecast, and preventive/corrective maintenance program evaluation at the 628,000 SF Metro Gateway building at One Gateway Plaza in Los Angeles. In addition to this assessment, we conducted an assessment of the 140,000 SF Union Station building in downtown Los Angeles, which is listed as a Historic Cultural Monument – No. 101 by City of Los Angeles Cultural Heritage Board and added to the National Register of Historic Places in 1980.	Phyllis Meng 213.922.2375 Los Angeles Metropolitan Transit Authority One Gateway Plaza, MS 99-15-2 Los Angeles, CA 90012	2010
	San Diego Civic Center Complex	Assessment of five civic center buildings to provide a comprehensive overview and prognosis for continued use. Assessment identified current and immediate needs as well as renewal requirements over five years.	Tambra C. Martinez Executive Vice President, Jones Lang Lasalle Americas, Inc. 858.410.1221	2009

## RELEVANT FACILITIES CONDITION ASSESSMENTS

	Client	Project Summary	Reference Information	Year Completed
	Sarasota County	Completed building condition and functional adequacy assessments for more than 1.7 million square feet of facility space. Conducted a life-cycle assessment based on detailed equipment inventory and projected county need for five and ten years. Compiled a building equipment inventory and linked the data to the County's CAD facility drawings.	Kim Humphrey Construction Projects Administrator 1001 Sarasota Center Blvd. Sarasota, FL 34240 941.861.0841 khumphre@scgov.net	2008
	North Texas Tollway Authority	We worked with NTTA to select and implement a Computerized Maintenance Management System (CMMS) using Hansen (now Infor) software. We performed a needs analysis, surveying the NTTA staff on their information system requirements; software review, preparation of a short list, and development of a software presentation demo script; evaluation of short listed software systems; and oversight of software implementation; quality assurance role including review of data conversions, interface development, software configuration, and training. We continue to develop the system based upon new NTTA requirements or Federal mandates and provides quality monitoring and report writing and analysis for NTTA management. 495,000 SF	Eric Hemphill Director of Maintenance Operations 214.224.2166 ehemphill@ntta.org	2010



ATTACHMENT "A"
LOCAL BUSINESS PREFERENCE CERTIFICATION STATEMENT

The Business identified below certifies that it qualifies for the local BUSINESS preference classification as indicated herein, and further certifies and agrees that it will re-affirm it's local preference classification annually no later than thirty (30) calendar days prior to the anniversary of the date of a contract awarded pursuant to this RFP. Violation of the foregoing provision may result in contract termination.

(1) \_\_\_\_\_ is a Class A Business as defined in City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the City of Fort Lauderdale current year Business Tax Receipt and a complete list of full-time employees and their addresses shall be provided within 10 calendar days of a formal request by the City.
Business Name

(2) \_\_\_\_\_ is a Class B Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Business Tax Receipt or a complete list of full-time employees and their addresses shall be provided within 10 calendar days of a formal request by the City.
Business Name

(3) Jacobs Engineering Group, Inc. \_\_\_\_\_ is a Class C Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Broward County Business Tax Receipt shall be provided within 10 calendar days of a formal request by the City.
Business Name

(4) \_\_\_\_\_ requests a Conditional Class A classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.
Business Name

(5) \_\_\_\_\_ requests a Conditional Class B classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.
Business Name

(6) \_\_\_\_\_ is considered a Class D Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. and does not qualify for Local Preference consideration. (Notary not required for Class "D")
Business Name

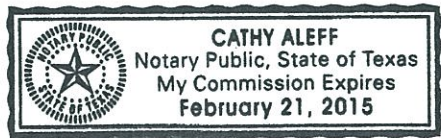
PROPOSER'S COMPANY: Jacobs Engineering Group, Inc.

AUTHORIZED COMPANY PERSON: Eric Dillinger \_\_\_\_\_ 10/2/2013
NAME SIGNATURE DATE

STATE OF Texas
COUNTY OF Tarrant

The foregoing instrument was acknowledged before me this 2nd day of October, 2013, by Eric T. Dillinger and \_\_\_\_\_ as \_\_\_\_\_ and \_\_\_\_\_ respectively, of \_\_\_\_\_ and \_\_\_\_\_, Inc. He is \_\_\_\_\_ as \_\_\_\_\_ identification. (SEAL)

Notary Public, State of \_\_\_\_\_
(Signature of Notary taking Acknowledgment)



Cathy Aleff
Name of Notary Typed, Printed or Stamped

My Commission Expires: February 21, 2015
12447642-3
Commission Number

RFP NO. 535-11286

TITLE: Facility Condition Assessment

ATTACHMENT "A"
LOCAL BUSINESS PREFERENCE CERTIFICATION STATEMENT

The Business identified below certifies that it qualifies for the local BUSINESS preference classification as indicated herein, and further certifies and agrees that it will re-affirm it's local preference classification annually no later than thirty (30) calendar days prior to the anniversary of the date of a contract awarded pursuant to this RFP. Violation of the foregoing provision may result in contract termination.

(1) Business Name is a Class A Business as defined in City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the City of Fort Lauderdale current year Business Tax Receipt and a complete list of full-time employees and their addresses shall be provided within 10 calendar days of a formal request by the City.

(2) Business Name is a Class B Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Business Tax Receipt or a complete list of full-time employees and their addresses shall be provided within 10 calendar days of a formal request by the City.

(3) Singer Architects, Inc. Business Name is a Class C Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Broward County Business Tax Receipt shall be provided within 10 calendar days of a formal request by the City.

(4) Business Name requests a Conditional Class A classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.

(5) Business Name requests a Conditional Class B classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.

(6) Business Name is considered a Class D Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. and does not qualify for Local Preference consideration. (Notary not required for Class "D")

PROPOSER'S COMPANY: SingerArchitects, Inc.

AUTHORIZED COMPANY PERSON: Roger Lebida NAME, Signature, DATE October 2, 2013

STATE OF Florida
COUNTY OF Broward

The foregoing instrument was acknowledged before me this 2nd day of October, 2013, by Roger Lebida and as Vice-President and respectively, of Singer Architects. They are personally known to me or have produced identification.

(SEAL)

Notary Public, State of
(Signature of Notary taking Acknowledgment)

Bryan Kubik
Name of Notary Typed, Printed or Stamped

My Commission Expires: June 12, 2016
EE171223
Commission Number



August 1, 2012

## M•A•P•P•S™ SOFTWARE

The following pages describe Jacobs' M•A•P•P•S™ software.

In 2000, we reevaluated the use and application of assessment software and began developing an assessment and capital planning system. We invested over two years and 15,000 hours to transfer the intellectual capital gained from the assessment of tens of thousands of buildings into the software package called M•A•P•P•S™, and that program now supports nearly half a billion square feet of assessed facility data. M•A•P•P•S™ is a comprehensive package that is centered identifying and managing an overall facility portfolio, rather than only tracking and bundling deficiencies. The effect is M•A•P•P•S™ provides not only accurate cost estimates of identified deficiencies and their related corrective actions, but also:

- Facilitates the building condition assessment and cost estimating process by either in-house or outsourced assessors
- Sorts, prioritizes, and supports strategic planning
- Accurately forecasts replacement and new construction building needs
- Allows a user to identify, track, and manage all of their fixed and moveable assets
- Estimates replacement values for all fixed assets, including land and buildings

M•A•P•P•S™ provides information necessary to assess condition, prioritize needs and prepare long-range capital renewal forecasts, prepare annual capital budgeting scenarios, and calculate the total cost required for multi-year implementation. Beyond this, the software is capable of managing completed projects to maintain a running needs database and export key maintenance-related data to operation and management work order systems.

### Functionality

M•A•P•P•S™ is a portfolio management tool that includes buildings, land, and equipment, some of which have deficiencies. This is a departure from other assessment programs that focus on managing only deficiencies. This functionality provides a greater range of data and can support other factors that contribute to the capital planning process like operational costs, energy costs, staffing levels, and inventory quantities.

The following list describes major functionalities included with M•A•P•P•S™:

- Link **CAD Drawings** to building, floor, and room records for accurate area analysis
- Identify **Facility Deficiencies**, sorted by category, priority, system, or location
- Identify **Replacement Buildings** versus repair buildings based upon the Facility Condition Index (FCI)
- **Rank and Prioritize** deficiencies and projects
- Forecast **Long-Range Capital Renewal** needs based on life-cycle costs
- Build multiple **Implementation Scenarios** over multiple years and multiple finance packages by building, priority within a building, or by type of building, with corresponding funding requirements
- Manage **Work Completed** and work in progress for ongoing assessment status as well as export maintenance-related deficiencies to a **Work Order Management** system
- Report using standard and **Customized Reports**

### Software Structure (1.0)

M•A•P•P•S™ provides information necessary to support an overall facilities condition assessments program, prepare capital forecasts and budgeting scenarios, and calculate the total cost required for multi-year implementation.

With M•A•P•P•S™, you get an assessment program that includes information on your buildings, land, and equipment – not just a deficiencies management tool.

This provides you with the ability to enhance your capital planning process with more detail on operational and energy costs, staffing levels, and inventory quantities.

The M=A=P=P=S™ automated database import feature means that you can integrate your existing data (office listings, directories, inventories, etc.) into the assessment process – greatly reducing the time and money that would otherwise be spent manually inputting this data.

M=A=P=P=S™ breaks from traditional assessment software in that it is organized around assets, not deficiencies. We believe that more owners are attempting to manage a complex portfolio of buildings, land and equipment assets, some of which have deficiencies associated with them. This is a different view from architectural and engineering assessments where corrections to a single building are the goal. Identifying deficiencies is a simple task, but unless the program can associate the deficiencies within the context of a total portfolio, asset value and projected capital renewal expenditures, the owner will not have enough data to make informed facility decisions.

M=A=P=P=S™ is the only application to feature a three-tab tree structure that allows all assets and deficiencies to be organized according to their owner (user department), their location, and their asset type. The single-tree structure featured in other assessment packages forces all elements to be collected within a single parent/child tree, resulting in the mixture of information that makes data integrity difficult at best. In the three-tab structure, the tree responds to the corresponding asset type, department, and location based on the selected asset or deficiency. This is a very powerful data integrity feature that will be beneficial to owners in collection of a myriad of anticipated department related information.

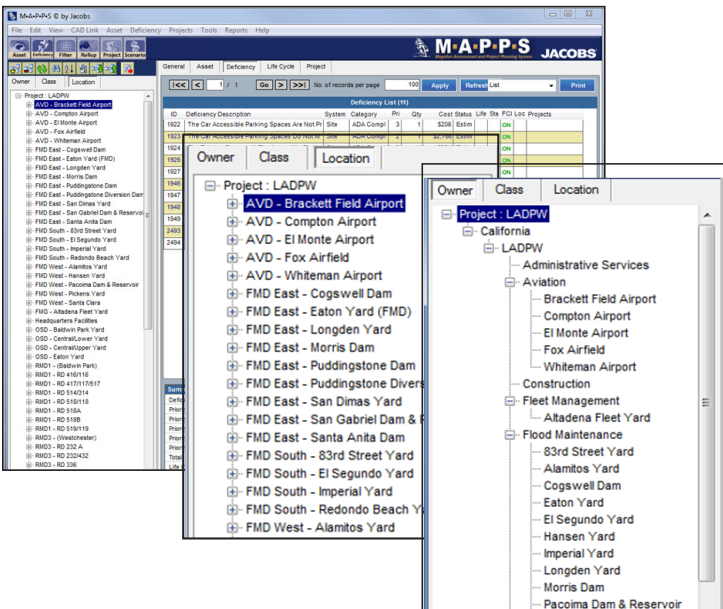
### Asset Tracking

After establishing the tree structure, assets are populated into the database. M=A=P=P=S™ allows information collected during the equipment/asset inventory effort to be related to the facilities with which they're associated. Detailed asset information is displayed in dedicated screens within the software. Information such as manufacturer, model and serial number, as well as other specific asset attributes associated with each record, can be housed and manipulated within the application. These assets can then have assessment data associated directly with the record. Collected information such as life cycle data, preventive maintenance and condition deficiencies can be maintained at the asset level which can then be aggregated to the building, campus or portfolio level for reporting purposes.

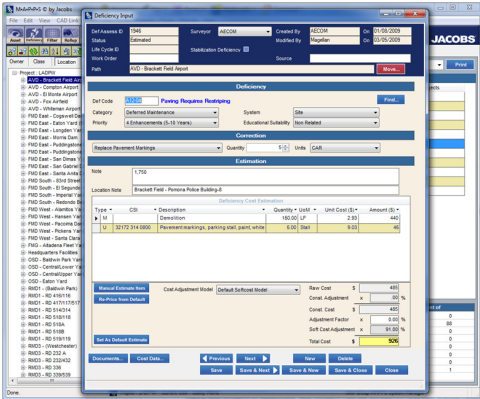
### CAD Linking

An owner may request the ability to view deficiencies mapped to AutoCAD floor plan location drawings. This capability is labor intensive to maintain and of little real value. It stems from an earlier lack of industry capability where deficiency location was necessary because the programs did not have the ability to assess at a room level, and therefore a feature was required to demonstrate where the deficiency was located.

M=A=P=P=S™ provides a more powerful capability, linking CAD floor plans to the database on a building, floor, and room record level. This is a real-time linkage so that if the building or room use is changed in the database, the CAD drawings are updated; and if the CAD drawings are edited to reflect new wall locations or space modifications, the database is updated with new areas. These areas feed directly into the deficiency screen for accurate quantity takeoffs during the estimation process.

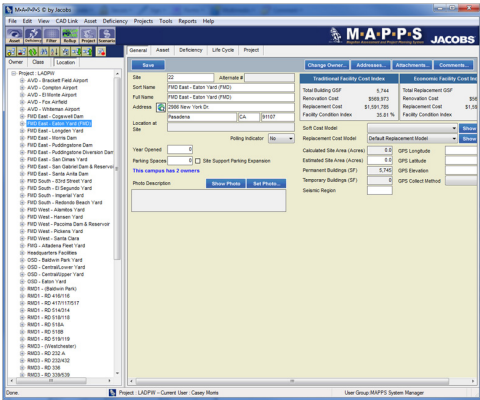






## Create and Track Deficiencies

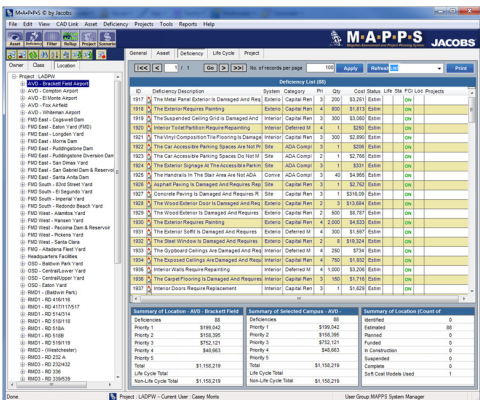
After incorporation of base building data, completion of the three-tab tree structure, and entering assets, the application is ready to support deficiency identification and corrective action cost estimating. An asset's deficiencies, whether related to a building or a desk, may be tied to a room level, a building level, a site level, or even a temporary location. Each deficiency has the ability to include its own unique soft cost figures, and these soft costs can be stored in an unlimited number of models. This is a unique feature only the M•A•P•P•S™ application provides. The program can include soft costs without A/E fees for simple maintenance items; it can also apply soft costs with varying percentage allocations for different building types or as a new construction project where contingencies might be lower than a renovation project. And it can include soft cost models with adjustments for regional cost differences.



Specific line item deficiencies can be identified and can have multiple corrective actions associated at the detail line item level. This is the most detailed method and uses specific identification of repair items tied to a cost database for quantity and cost data. The built-in cost database has a line item listing or a key word search function that facilitates fast and efficient identification of cost elements.

Additionally, the M•A•P•P•S™ project creation functionality includes funding curves, budget sources, and project manager/budget information. The project can also make use of the same deficiencies in multiple projects to test delivery options. Once the project is approved, the project can be locked to prevent future changes unless authorized, and saved or exported to other outside project management and scheduling programs used in the industry.

The assessment software categorizes each cited deficiency according to owner specifications, which may include deferred maintenance, capital repair and renovation, building maintenance, infrastructure and utilities, energy conservation/life-cycle cost, or program/plant adaptation. These categories may deserve further review and adjustment. For instance, capital repair and life-cycle costs may refer to the same type of deficiency and therefore may be redundant. Experience has shown that deferred maintenance and normal building maintenance deficiencies are difficult to differentiate. Most capital planning applications do not track daily maintenance items that should be included in the maintenance work order system since items included in capital planning are usually larger projects and are typically planned one to three years out. Additional categories may also be warranted, including ADA compliance, health and life safety items, and hazardous materials remediation. M•A•P•P•S™ will be customized to accept any identified categorization required by the owner.



## Rank and Prioritize Deficiencies

The application can rank and prioritize all deficiencies according to a number of structures including a user defined priority listing, major system, and category. The results can also be analyzed by location, by owner, and by asset class. There is great flexibility afforded in this portion of the application. The system prioritizes needs at any of several levels (deficiency, category, system, location) and uses this prioritization to both rank the buildings and assist in developing capital budget package.

Deficiencies and projects can be ranked by priority and code compliance requirement. Owners may define priority classes to include:

**Priority 1** - Currently Critical (Immediate)

**Priority 2** - Potentially Critical (Year 1)

M=A=P=P=S™ is fully customizable to reflect YOUR priorities and intended data use.

Priority 3 - Necessary, Not yet Critical (Year 2-5)  
 Priority 4 - Recommended (Year 6-10)

M=A=P=P=S™ can handle the priority descriptions identified by an owner, and priorities can be established in any order or listing desired along with the ability to assign priorities at the deficiency level. Experience has shown that there are other priority classes that may be more appropriate, such as health and life safety related items, mission critical concerns that could impact the facilities ability to remain open, or items that may contribute to accelerated building deterioration. M=A=P=P=S™ will be fully customized to reflect the priorities determined by the owner's departments as most appropriate based on intended data use.

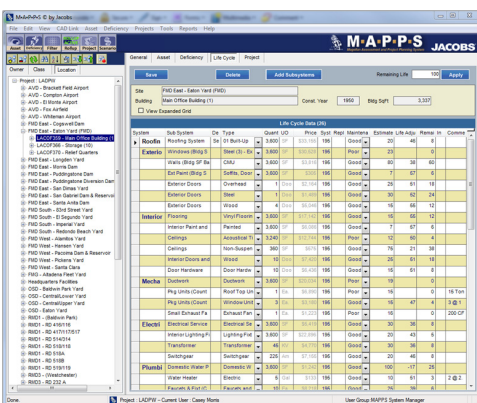
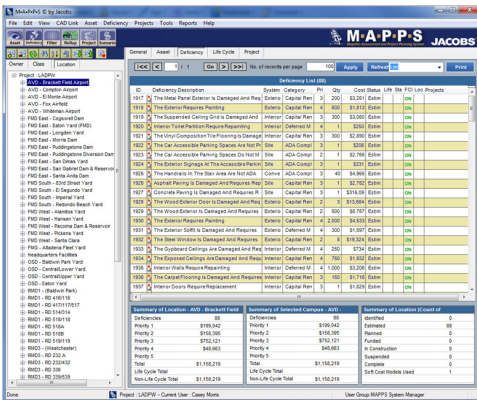
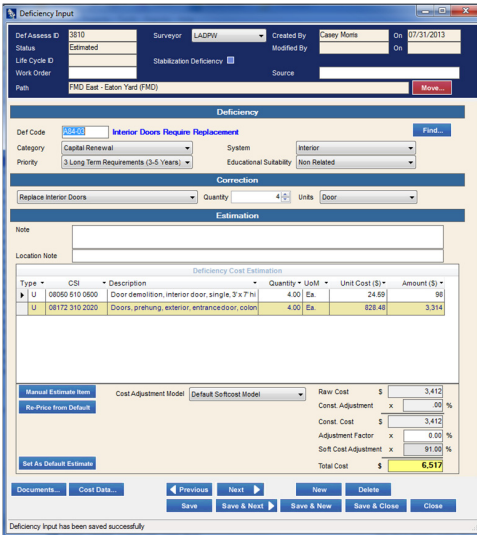
### Sorting, Prioritization, and Planning

The M=A=P=P=S™ program has built-in sorting, prioritization, and planning functions that enable owners to group and filter deficiencies. Sorting is handled through the Asset Listing and the Deficiency Listing screens. Each screen has columns for priority, system, category, deficiency ID, deficiency description, life cycle applicability, status, and cost. All of these can be sorted on the fly in either ascending or descending order. This provides significant flexibility when reviewing and identifying deficiencies. Further, the Deficiency Filter uses the same interface to the Deficiency Listing screen, so that the filter can search for any deficiency within the portfolio, across departments, by type, and by keyword. Once deficiencies are filtered to the Deficiency Listing dialogue, they can be sorted as any other deficiency grouping. We feel this is currently the most powerful sorting functionality of any of the assessment program offerings.

### Life-Cycle

Since an owner's capital plan may include actions anticipated within a ten-year capital programming period, a life-cycle assessment may have to be incorporated into the building condition assessment. These are technically two different approaches to facility assessment. Competitor assessment approaches use these independently of one another. We believe they are integral. The facility condition assessment identifies current deficiencies, and the life cycle assessment identifies future capital replacements based on the projected end of a system's life-cycle. The information from both assessments is critical to an accurate long-range capital plan.

In addition to the structured system and subsystem approach, M=A=P=P=S™ uses a remaining life methodology and replacement cost of the system to estimate future capital replacement budgets. The replacement cost is used for forecasting long-range capital renewal expense. This approach is more accurate than using a "percent of life used" approach and accounts for future escalation of costs over time. The remaining life approach makes use of a life-cycle table that is a single and consistent source for subsystem and subsystem-type life expectancies, allowing greater consistency and a more accurate assessment. The M=A=P=P=S™ program has the most flexible life-cycle forecasting capability of any assessment and capital planning program available.



**M•A•P•P•S™** allows grouping of projects into scenarios to study various implementation strategies. This feature, along with the project-level funding and budget information, allows you to be much more accurate in your capital planning process.

## Facility Condition Index (FCI) and Building Replacement

The FCI is one consideration for replacement. There are however, four major considerations in using FCI to determine building replacement. The first consideration is that subjective factors beyond the FCI will play into any replacement decision and these might include historical significance, increasing or decreasing staffing levels, changes in program configuration or usage, land use changes, political issues, and funding. Second, at a multi-building site, the FCI has to be analyzed at the building level for it to be effective. If not, newer building conditions will blend with the costs associated in older buildings and a less accurate FCI will result. This may mask the need for partial building replacement. Third, the FCI typically compares the cost of replacing the building in its current size and configuration. In reality, buildings are rarely replaced in the same form as the existing building and a replacement may be substantially larger, based on mechanical requirements alone or smaller, based on revised programmatic needs. Either of these considerations may materially change the FCI from an economic standpoint and could radically affect long-range capital planning. Fourth, for the FCI to be accurate, it may need to exclude items that may result in inconsistent, apples-to-oranges FCI comparisons. For instance, an FCI that compares the existing replacement value of a building to a set of deficiencies that includes an office addition will make the FCI artificially high unless the addition cost is added to the replacement cost as well. By the same token, comparing an FCI with hazardous material removal to a building replacement will make the FCI artificially low since asbestos remediation costs will add to the renovation costs, but will also add to the new construction replacement costs.

Item	Description	Unit	Quantity	Unit Cost	Total Cost
1	Building Cost (w.R.S.Means)	1 SF @ \$	100.00	\$	100.00
2	Building Cost	100.00 \$/SF		\$	100.00
3	Site Development	0.00 \$/SF		\$	0.00
4	Demolition	0.00 \$/SF		\$	0.00
5	Contractor GC, OH & Profit				
6	Subcontractor Overhead and Profit Included in Means Construction Cost	0.00 \$/SF		\$	0.00
7	Subcontractor General Conditions	0.00 \$/SF		\$	0.00
8	Contractor Overhead and Profit	10.00 \$/SF		\$	10.00
9	Contractor General Conditions / Contractor Bond	12.00 \$/SF		\$	12.00
10	Subcontractor Price / Margins	0.00 \$/SF		\$	0.00
11	Regional Adjustment	10.00 \$/SF		\$	10.00
12	Local Adjustment	10.00 \$/SF		\$	10.00
13	Construction Contingency for Change Orders	0.00 \$/SF		\$	0.00
14	Total Construction Cost			\$	127.00
15	Site Acquisition and Improvements			\$	0.00
16	Furniture, Fixtures and Equipment			\$	0.00
17	Mobile Equipment	0.00 \$/C		\$	0.00
18	Technology Allowance	0.00 \$/C		\$	0.00
19	Supplies Allowance	0.00 \$/C		\$	0.00
20	Temporary Housing and Security	0.00 \$/C		\$	0.00
21	Mobile Buildings and Structures	0.00 \$/C		\$	0.00
Total Program Management					190.60 (I)
Construction Cost Factor					27.00 (C-A-R)
Sub Cost Factor					58.1% (S-C-C)

Item	Deficiency	Category	Priority	Quantity
126	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	High	61
127	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	High	61
128	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	High	61
129	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	High	61
130	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	High	61
131	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	High	61
132	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	High	61
133	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	High	61
134	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	High	61
135	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	High	61
136	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	High	61
137	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	High	61
138	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	High	61
139	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	WOOD EXTERIOR DOORS DAMAGED AND REPAIRS REQUIRED	High	61

One additional feature not available in other software offerings is the ability to create an unlimited number of replacement cost models, complete with the appropriate soft costs. These models can be made for any building type based on a square foot construction cost and can be converted to a capital project when appropriate. Again, this degree of replacement model development is only available in M•A•P•P•S™ and will be absolutely critical in an assessment where a variety of building types will be encountered.

## Capital Projects Planning

As for planning, this application has the most powerful solution. M•A•P•P•S™ can select deficiencies and group them into a project.

Additionally, the M•A•P•P•S™ project creation functionality includes funding curves, budget sources, and project manager/budget information. The project can also make use of the same deficiencies in multiple projects to test delivery options. Once the project is approved, the project can be locked to prevent future changes unless authorized, and saved or exported to other outside project management and scheduling programs used in the industry.

Project Name	Start Date	Completion Date	Delivery Type	Funding Source	Control Funds
12621	10/14/2010	11/17/10	Outbound	Central Funds	
12622	10/14/2010	11/17/10	Outbound	Central Funds	
12623	10/14/2010	11/17/10	Outbound	Central Funds	
12624	10/14/2010	11/17/10	Outbound	Central Funds	
12625	10/14/2010	11/17/10	Outbound	Central Funds	
12626	10/14/2010	11/17/10	Outbound	Central Funds	
12627	10/14/2010	11/17/10	Outbound	Central Funds	
12628	10/14/2010	11/17/10	Outbound	Central Funds	
12629	10/14/2010	11/17/10	Outbound	Central Funds	
12630	10/14/2010	11/17/10	Outbound	Central Funds	
12631	10/14/2010	11/17/10	Outbound	Central Funds	
12632	10/14/2010	11/17/10	Outbound	Central Funds	
12633	10/14/2010	11/17/10	Outbound	Central Funds	
12634	10/14/2010	11/17/10	Outbound	Central Funds	
12635	10/14/2010	11/17/10	Outbound	Central Funds	
12636	10/14/2010	11/17/10	Outbound	Central Funds	
12637	10/14/2010	11/17/10	Outbound	Central Funds	
12638	10/14/2010	11/17/10	Outbound	Central Funds	
12639	10/14/2010	11/17/10	Outbound	Central Funds	
12640	10/14/2010	11/17/10	Outbound	Central Funds	

Projects can be grouped into scenarios using the Scenario Builder to study various implementation strategies. M•A•P•P•S™ enables development of projects, saving them to scenarios for scenario comparisons with facility managers, and a best-case selection. Project Managers can then export projects to program management or scheduling software to manage construction. As deficiencies are corrected, the facility manager changes their status in M•A•P•P•S™ and the program archives the deficiency corrections and removes them from view in the active database listing.

Central Texas College  
001 Main Campus

Deficiency Listing

Site Level Deficiencies

Deficiency	Category	ID	City UOM	Priority	Regular Cost
Site work approved	Capital Maintenance	001	1.00	3	\$22
The Pile Lighting is Missing And needed	Functional Deficiency	002	10 EA	3	\$75,450

Note: Correct exterior concrete steps and then schedule building throughout campus. Not included in Jacobs Scope of work.

Note: Functional Deficiency

Note: Install additional pole mounted parking lot lighting to parking lot 1-1

Note: Install additional pole me...

Note: Install additional pole me...

Note: Install additional pole me...

Note: Resurface parking lots 1-1

Mechanical Deficiency

Replace underground utility

Note: Replace approximately 15 feet in various buildings and at end of service line

Location: Northeast Quadrant

Note: Replace approximately 15 feet in various buildings and at end of service line

Location: Northeast Quadrant

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## Reporting

M=A=P=P=S™ includes a number of standard reports that include presentation-quality graphics including bar charts associated with the assessment data. The reports can provide summaries, totals, and models to illustrate the deficiencies individually, and the life-cycle forecast presents the estimated simple payback in years over a long-range forecast.

We have found that every client wants their own reports showing information in different ways. Since most projects may require custom implementation specifically to address an owner's needs, and not an application service provider model serving the same reports to multiple clients, specific and custom reports presenting data in owner supported form and formats will be developed and compiled into M=A=P=P=S™.

The system uses Microsoft Reporting Services to develop reports. Also, MS Access has the ability to quickly and simply link to the SQL tables, enabling a link to the M=A=P=P=S™ database and thereby allowing a limitless array of custom reports that can be easily generated by any MS Access user with security access to the database tables over the owner's wide area network.

## Training, Installation, Testing, and Ongoing Support

When the system is in place and tested, Jacobs will then begin rolling out training to user groups and facility managers throughout the owner's organization. We will establish milestone dates with the owner as part of the negotiation process. Any specific target dates will be evaluated with the overall delivery strategy and, per owner approval, will be accommodated if at all possible.

This training will include all aspects of the application's functionality, including an overview of the system structure, the databases, and the user interface. The training typically takes two days and is limited to 10 people per session. Comprehensive reference materials will be provided for all training participants to cover the contents of the training sessions.