

	<b>Offer and Acceptance</b>		<b>State of Arizona</b> <b>State Procurement Office</b> 100 N. 15 <sup>th</sup> Ave. Suite 201 Phoenix, AZ 85007
	SOLICITATION NO.: ADSP016-00005912 Request for Qualifications: 2016 Annual Professional Services List		PAGE 1
	Offeror: <u>PMA Consultants LLC</u>		OF 1

### OFFER

**TO THE STATE OF ARIZONA:**

The Undersigned hereby offers and agrees to furnish the material, service or construction in compliance with all terms, conditions, specifications and amendments in the Solicitation and any written exceptions in the offer. Signature also certifies Small Business status.

<p style="text-align: center;">PMA Consultants LLC Company Name</p> <hr/> <p style="text-align: center;">3800 N. Central, Suite 570 Address</p> <hr/> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%; text-align: center;">Phoenix</td> <td style="width: 33%; text-align: center;">AZ</td> <td style="width: 33%; text-align: center;">85012</td> </tr> <tr> <td style="text-align: center;">City</td> <td style="text-align: center;">State</td> <td style="text-align: center;">Zip</td> </tr> </table> <hr/> <p style="text-align: center;">jmahoney@pmaconsultants.com Contact Email Address</p>	Phoenix	AZ	85012	City	State	Zip	<div style="text-align: center;">         _____        Signature of Person Authorized to Sign Offer     </div> <hr/> <p style="text-align: center;">Donald Fredlund Jr. Printed Name</p> <hr/> <p style="text-align: center;">Chief Operations Officer Title</p> <hr/> <p>Phone: 415.813.5005</p> <hr/> <p>Fax: 415.974.3650</p> <hr/>
Phoenix	AZ	85012					
City	State	Zip					

By signature in the Offer section above, the Offeror certifies:

1. The submission of the Offer did not involve collusion or other anticompetitive practices.
2. The Offeror shall not discriminate against any employee or applicant for employment in violation of Federal Executive Order 11246, State Executive Order 2009-9 or A.R.S. §§ 41-1461 through 1465.
3. The Offeror has not given, offered to give, nor intends to give at any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant in connection with the submitted offer. Failure to provide a valid signature affirming the stipulations required by this clause shall result in rejection of the offer. Signing the offer with a false statement shall void the offer, any resulting contract and may be subject to legal remedies provided by law.
4. The Offeror certifies that the above referenced organization  IS  IS NOT a small business with less than 100 employees or has gross revenues of \$4 million or less.

### ACCEPTANCE OF OFFER

The Offer is hereby accepted.

The Contractor is now bound to sell the materials or services listed by the attached contract and based upon the solicitation, including all terms, conditions, specifications, amendments, etc., and the Contractor's Offer as accepted by the State.

This Contract shall henceforth be referred to as Contract No. ADSP016-00005912

The effective date of the Contract is March 1, 2016

The Contractor is cautioned not to commence any billable work or to provide any material or service under this contract until Contractor receives purchase order, contract release document or written notice to proceed.

State of Arizona  
 Awarded this 29 day of February 2016

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 Procurement Officer



ATTACHMENT I – General Qualifications

ANNUAL REQUEST FOR QUALIFICATIONS AND EXPERIENCE NO:  
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**DEFINITIONS**

**Architect Services, Engineer Services, Land Surveying Services, Assayer Services, Geologist Services and Landscape Architect Services:** Those professional services within the scope of the practice of those services as provided in ARS § 32-101.

**Branch Office:** A geographically distinct place of business or subsidiary office of a firm that has a key role on the team.

**Discipline:** Primary technical capabilities of key personnel, as evidenced by academic degree, professional registration, certification, and/or extensive experience.

**Firm:** Defined in ARS § 32-101(B.19.).

**Key Personnel:** Individuals who will have major contract responsibilities and/or provide unusual or unique expertise.

**SPECIFIC INSTRUCTIONS:**

1. Complete this form for each branch office seeking work under this RFQ.
  - a. – e. **Firm (or Branch Office) Name and Address.** Self-explanatory.
  - f. **Year Established.** Enter the year the firm (or branch office, if appropriate) was established under the current name.
  - g. **Ownership.**
    - (g1). *Type.* Enter the type of ownership or legal structure of the firm (sole proprietor, partnership, corporation, joint venture, etc.).
    - (g2). *Small Business Status.* A firm is a small business if the firm has less than 100 employees **or** has gross revenues of \$4 million or less.
  - h.-j. **Point of Contact.** Provide this information for a representative of the firm that the Customer can contact for additional information. The representative must be empowered to speak on contractual and policy matters.
  - k. **Name of Firm.** Enter the name of the firm.
2. **Employees by Discipline.**
  - a. Select disciplines from the List of Disciplines (Function Code) listed on Page 3 of 4 Instructions. For employees that do not qualify for any of the disciplines, select "Other". *Note: The intended searchable database indicated in the RFQ will be populated from the Qualifications Form I Excel attachment only.*
  - b. Each person can be counted only twice; once for his/her primary function and once for his/her secondary function. Primary and secondary functions should be indicated by including a "P" or an "S" in column b after the Description Title is given.
  - c-d. If the form is completed for a firm (including all branch offices), enter the number of employees by disciplines in column c. If the form is completed for a branch office, enter the number of employees by discipline in column d and for the firm in column c.
3. **Profile of Firm's Experience and Annual Average Revenue for Last Year.**
  - a. Enter the approximate number of projects the firm (or branch) has done attributable by Profile Code listed on Page 3 of 4 Instructions over the last year.



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- b. Enter the appropriate Profile Codes from Instructions Pages 3 of 4 that represent the type of work the firm (or branch) has done over the last year.
  - c. Using the Revenue Index Number on Page 3 of 6 Form, indicate the approximate revenue the firm has earned over the last year per Profile Code entered into the table.
4. **Resumes of Key Personnel Proposed for This Contract.** Complete this section for each key person who will participate in this contract.
  - a. Self-explanatory.
  - b. Self-explanatory
  - c. Total years of relevant experience (block c1), and years of relevant experience with current firm, but not necessarily the same branch/office (block c2).
  - d. Name, City and State of the firm where the person currently works, which must correspond with one of the firms (or branch office or a firm, if appropriate) listed in Section 1.
  - e. Provide information on the highest relevant academic degree(s) received. Indicate the area(s) of specialization for each degree.
  - f. Provide information on current relevant professional registration(s) and in which State(s) they are current.
  - g. Provide information on any other professional qualifications relating to this contract, such as education, professional registration, publications, organizational memberships, certifications, training, awards, and foreign language capabilities.
  - h. Provide information on no more than five (5) projects in the last year which the person had a significant role that demonstrates the person's capability relevant to her/his proposed role in this contract. These projects do not necessarily have to be any of the projects presented in Section 5 for the project team if the person was not involved in any of those those projects or the person worked on other projects that were more relevant than the team projects in Section 5. Use the check box provided to indicate if the project was performed with any office of the current firm. If any of the professional services or construction projects are not complete, leave Year Completed blank and indicate the status in Brief Description and Specific Role.
5. **Example Projects Which Best Illustrate Firms Qualification for this contract.** Select project where multiple team members worked together, if possible, that demonstrate the team's capability to perform work similar to that required for this contract. Complete one Section 5 for each project. List no more than five (5) projects.
  - a. Title and Locations of project or contract. For an indefinite delivery contract, the location is the geographic scope of the contract.
  - b. Enter the year completed of the professional services (such as planning, engineering study, or design), and/or the year completed if construction. If any of the professional services or the construction projects are not complete, leave Year Completed blank and indicate the status in Brief Description of Project and Relevance to This Contract (block f).
  - c. Project Owner or user, such as a government agency or installation, an institution, a corporation or private individual.
  - d. Provide the original budget or not to exceed dollar amount for the project.
  - e. Provide the Total Cost of the Project. If any of the professional services or construction projects is not complete, indicate the percentage complete and whether this project will be on budget, over or under budget.
  - f. Brief Description: Indicate scope, size, and length of project, principle elements and special features of the project. Discuss the relevance of the example project to this contract.
6. **Additional Information.** Use this section to provide additional information you feel may be necessary to describe your firm's qualifications for this contract.
7. **Annual Average Professional Services Revenues of Firm for Last 3 Years.** Complete this block for the firm or branch office for which this form is completed. In column a, enter an approximate percentage of total work attributable to State, Federal or Municipal Work. In column b, enter an approximate percentage of total work attributable to Non-Government work. Percentages should take into consideration work completed over the last 3 years.



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8. **Authorized Representative.** An authorized representative of the firm or branch office must sign and date the completed form. Signing attests that the information provided is current and factual. Provide the name and title of the authorized representative who signed the form.

List of Disciplines (Function Codes) for Question 2

- |                           |  |                          |
|---------------------------|--|--------------------------|
| Aeronautical Engineer     | Environmental Engineer                   | Mining Engineer          |
| Agricultural Engineer     | Environmental Scientist                  | Nuclear Engineer         |
| Archeologist              | Fire Protection Engineer                 | Petroleum Engineer       |
| Architect                 | Geodetic Surveyor                        | Photogrammetrist         |
| Architectural Engineering | Geographic Information System Specialist | Project Manager          |
| Biologist                 | Geological Engineer                      | Sanitary Engineer        |
| CADD Technician           | Geologist                                | Soils Engineer           |
| Chemical Engineer         | Hydrographic Surveyor                    | Structural Engineer      |
| Civil Engineer            | Hydraulic Engineer                       | Technician/Analyst       |
| Construction Manager      | Hydrologist                              | Transportation Engineer  |
| Construction Inspector    | Industrial Engineer                      | Water Resources Engineer |
| Control Systems Engineer  | Landscape Architect                      |                          |
| Cost Engineer/Estimator   | Mechanical Engineer                      |                          |
| Ecologist                 | Metallurgical Engineer                   |                          |
| Electrical Engineer       |  |                          |

List of Experience Categories (Profile Codes for Question 3)

- |   |   |
|---|---|
| Acoustics, Noise Abatement  | Construction Materials Testing                          |
| Aerial Photography; Airborne Data and Imagery Collection and Analysis           | Dams ( <i>Concrete; Arch</i> )                          |
| Activity Centers  | Dams ( <i>Earth; Rock</i> ); Dikes; Levees              |
| Air Pollution Control   | Desalinization ( <i>Process and Facilities</i> )        |
| Airports; Navajds; Airport Lighting; Aircraft Fueling                           | Design-Build - Preparation of Requests for Proposals    |
| Airports; Terminals and Hangars; Freight Handling                               | Digital Elevation and Terrain Model Development         |
| Agricultural Development; Grain Storage; Farm Mechanization                     | Digital Orthophotography                                |
| Animal Facilities   | Dining Halls; Clubs; Restaurants                        |
| Anti-Terrorism/Force Protection   | Dredging Studies and Design                             |
| Area Master Planning  | Design & Planning Structured Parking Facilities         |
| Auditoriums and Theaters  | Detention Security Systems                              |
| Automation; Controls; Instrumentation   | Disability / Special Needs                              |
| Barracks; Dormitories   | Ecological and Archeological Investigations             |
| Bridge Design: Bridges  | Educational Facilities; Classrooms                      |
| Cartography   | Electrical Studies and Design                           |
| Cemeteries ( <i>Planning and Relocation</i> )                                   | Electronics   |
| Chemical Processing and Storage   | Elevators; Escalators; People-Movers                    |
| Child Care/Development Facilities   | Energy / Water Auditing Savings                         |
| Codes; Standards; Ordinances  | Energy Conservation; New Energy Sources                 |
| Cold Storage; Refrigeration and Fast Freeze                                     | Environmental Impact Studies, Assessments or Statements |
| Commercial Building ( <i>Low Rise</i> ); Shopping Centers                       | Fallout Shelters; Blast-Resistant Design                |
| Community Facilities  | Fire Protection   |
| Communications Systems; TV; Microwave   | Fisheries; Fish Ladders                                 |
| Computer Facilities   | Forensic Engineering                                    |
| Conservation and Resource Management  | Garages; Vehicles Maintenance Facilities; Parking       |
| Construction Management   | Gas Systems ( <i>Propane; Natural, Etc.</i> )           |
| Construction Surveying  | Geodetic Surveying: Ground and Airborne                 |
| Corrosion Control; Cathodic Protection Electrolysis                             | Heating; Ventilating; Air Conditioning                  |
| Cost Estimating; Cost Engineering and Analysis; Parametric Costing; Forecasting | Highways; Streets; Airfield Paving; Parking Lots        |
| Cryogenic Facilities  | Historical Preservation                                 |
|   | Hospital and Medical Facilities                         |
|   | Hotels; Motels  |
|   | <i>Housing (Residential, Multi-Family;</i>              |



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Apartment; Condominiums)  
Hotels; Motels  
Hydraulics and Pneumatics  
Hydrographic Surveying  
Industrial Buildings; Manufacturing Plants  
Industrial Processes; Quality Control  
Industrial Waste Treatment  
Intelligent Transportation Systems  
Infrastructure  
Irrigation; Drainage  
Judicial and Courtroom Facilities  
Laboratories; Medical Research Facilities  
Land Surveying  
Landscape Architecture  
Libraries; Museums; Galleries  
Lighting (*Interior; Display; Theater, Etc.*)  
Lighting (*Exteriors; Streets; Memorials; Athletic Fields, Etc.*)  
Labs - General  
Labs – Research – Dry  
Labs – Research – Wet  
LEED Accredited A/E  
LEED Independent 3<sup>rd</sup> Party Building Commissioning  
Mapping Location/Addressing Systems  
Materials Handling Systems; Conveyors; Sorters  
Metallurgy  
Materials Testing  
Measurement / Verification / Conservation Water Consumption Savings  
Mining and Mineralogy  
Medical Related  
Modular Systems Design; Fabricated Structures or Components  
Mold Investigation  
Museums  
Nuclear Facilities; Nuclear Shielding  
Office Buildings; Industrial Parks  
Outdoor Recreation  
Petroleum and Fuel (*Storage and Distribution*)  
Photogrammetry  
Pipelines (*Cross-Country - Liquid and Gas*)  
Phase I Environmental  
Prisons & Correctional Facilities  
Plumbing and Piping Design  
Prisons and Correctional Facilities  
Product, Machine Equipment Design Pneumatic Structures, Air-Support Buildings Power Generation, Transmission, Distribution Public Safety Facilities  
Radar; Sonar; Radio and Radar Telescopes  
Radio Frequency Systems and Shielding's  
Railroad; Rapid Transit  
Recreation Facilities (*Parks, Marinas, Etc.*)  
Refrigeration Plants/Systems  
Rehabilitation (*Buildings; Structures; Facilities*)  
Research Facilities  
Resources Recovery; Recycling  
Roof Infrared Imaging to Identify Water Leaks

Roofing  
Safety Engineering; Accident Studies; OSHA Studies  
Security Systems; Intruder and Smoke Detection  
Seismic Designs and Studies  
Sewage Collection, Treatment and Disposal  
Soils and Geologic Studies; Foundations  
Solar Energy Utilization  
Solid Wastes; Incineration; Landfill  
Special Environments; Clean Rooms, Etc.  
Structural Design; Special Structures  
Surveying; Platting; Mapping; Flood Plain Studies  
Sustainable Design  
Swimming Pools  
Storm Water Handling and Facilities  
Specifications Writing  
Toxicology  
Testing and Inspection Services  
Traffic and Transportation Engineering  
Topographic Surveying and Mapping  
Towers (*Self-Supporting and Guyed Systems*)  
Tunnels and Subways  
Traffic Studies  
Transportation  
Urban renewals; Community Development  
Utilities (*Gas and Steam*)  
Value Analysis; Life-Cycle Costing  
Warehouse and Depots  
Water Resources; Hydrology; Ground Water  
Water Supply; Treatment and Distribution  
Wind Tunnels; Research/Testing Facilities Design  
Waste Water Treatment Facility  
Water Well Rehabilitation; Water Well Work  
Zoning; Land Use Studies



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**Phoenix, Arizona 85007**

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

**1. Annual Request for Qualifications**

a. FIRM (OR BRANCH OFFICE ) NAME:	PMA Consultants LLC
b. FIRM (OR BRANCH OFFICE) STREET:	3800 N. Central Avenue, Suite 570
c. FIRM (OR BRANCH OFFICE) CITY:	Phoenix
d. FIRM (OR BRANCH OFFICE) STATE:	AZ
e. FIRM (OR BRANCH OFFICE) ZIP CODE:	85012

f. YEAR ESTABLISHED:	1971
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(g1). OWNERSHIP - TYPE:	Limited Liability Company
(g2) OWNERSHIP - SMALL BUSINESS STATUS:	NA

h. POINT OF CONTACT NAME AND TITLE:	John Mahoney PE, PMP, LEED BD+C, QSD Managing Director
i. POINT OF CONTACT TELEPHONE NUMBER:	415.813.5005
j. POINT OF CONTACT E-MAIL ADDRESS:	jmahoney@pmaconsultants.com

k. NAME OF FIRM <i>(If block 1a is a branch office):</i>	Same as above
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1. **Annual Request for Qualifications**

g. FIRM (OR BRANCH OFFICE ) NAME:	PMA Consultants LLC
h. FIRM (OR BRANCH OFFICE) STREET:	455 Market Street, Suite 1270
i. FIRM (OR BRANCH OFFICE) CITY:	San Francisco
j. FIRM (OR BRANCH OFFICE) STATE:	CA
k. FIRM (OR BRANCH OFFICE) ZIP CODE:	94105

l. YEAR ESTABLISHED:	1971
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(g1). OWNERSHIP - TYPE:	Limited Liability Company
(g2) OWNERSHIP - SMALL BUSINESS STATUS:	NA

h. POINT OF CONTACT NAME AND TITLE:	John Mahoney PE, PMP, LEED BD+C, QSD Managing Director
i. POINT OF CONTACT TELEPHONE NUMBER:	415.813.5005
j. POINT OF CONTACT E-MAIL ADDRESS:	jmahoney@pmaconsultants.com

k. NAME OF FIRM (If block 1a is a branch office):	Same as above
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**2. EMPLOYEES BY DISCIPLINE**

a. Discipline Title	b. Function: Primary (P) or Secondary (S)	c. No. of Employees - Firm	d. No. of Employees - Branch
Construction Manager	P	37	9
Construction Inspector	P	10	10
Cost Engineer/Estimator	P	8	6
Project Manager	P	37	9
Technician/Analyst	P	12	7
Aeronautical Engineer	S	1	1
Architect	S	4	2
Chemical Engineer	S	3	0
Civil Engineer	S	13	6
Construction Manager	S	20	11
Cost Engineer/Estimator	S	4	1
Electrical Engineer	S	5	0
Environmental Engineer	S	1	1
Mechanical Engineer	S	6	2
Nuclear Engineer	S	1	1
Project Manager	S	34	9
Structural Engineer	S	4	0
Transportation Engineer	S	3	0
<b>Total</b>		203	75



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**3. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST YEAR**

a. Approximate No. of Projects	b. Experience	c. Revenue Index Number <i>(see below)</i>
6	Airports; Terminals and Hangars; Freight Handling	6
50	Construction Management	8
50	Cost Estimating; Cost Engineering and Analysis; Parametric Costing; Forecasting	5
25	Educational Facilities; Classrooms	7
3	Highrise; Air-Rights-Type Buildings	2
5	Highways; Streets; Airfield Paving; Parking Lots	6
2	Hospital & Medical Facilities	6
1	Hotels; Motels	3
0	Judicial and Courtroom Facilities	1
10	Laboratories; Medical Research Facilities	4
30	Petroleum Exploration; Refining; Petrochem	5
5	Pipelines (Liquid & Gas)	1
0	Prisons & Correctional Facilities	2
4	Power Generation, T&D	6
5	Railroad; Rapid Transit	4
30	Risk Analysis	5
2	Storm Water Handling & Facilities	2
5	Tunnels & Subways	2
3	Water Supply; Treatment and Distribution	7
10	Information Technology	4
25	Pharmaceutical	5

**PROFESSIONAL SERVICES REVENUE INDEX NUMBER**

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



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**4. Resumes of Key Personnel Proposed for this Contract (Complete one Section #4 for each key person.)**

a. NAME  Donald Fredlund Jr., PMP	b. ROLE IN THIS CONTRACT  Project Manager, Claims Analyst	c. YEARS EXPERIENCE	
		1. TOTAL 42	2. WITH CURRENT FIRM 29
d. LOCATION (City and State) Phoenix, AZ			
e. EDUCATION (DEGREE AND SPECIALIZATION) MBA Studies BS, Civil Engineering		f. PROFESSIONAL TRAINING - REGISTRATIONS  Project Management Professional Certification #512147	
g. OTHER PROFESSIONAL QUALIFICATIONS (Organizations, Awards, etc.) <b>Member:</b> Project Management Institute; Construction Management Association of America; American Association of Cost Engineers International; ASU Alliance for Construction Excellence			

**H. RELEVANT PROJECTS**

1.	(1) TITLE AND LOCATION (City and State) Toronto York-Spadina Subway Extension Program (Toronto, Canada)	(2) YEAR COMPLETED	
		Professional Services 2015	Construction (if applicable) Ongoing
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE A large engineering firm in Canada engaged PMA to perform forensic schedule analysis and other services on the Toronto Transit Commission's \$2.6 billion Toronto York-Spadina Subway Extension (TYSSE.) The TYSSE Program involves the design and construction of six new subway stations, interconnecting tunnels, and associated systems and finishes. There are significant disputed issues and claims that were unresolved at the time of PMA's engagement. Program goals include establishing a new completion schedule and resolving the disputed issues. Mr. Fredlund provided claims analysis, forensic schedule analysis, and scheduling assistance on this assignment.	<input checked="" type="checkbox"/>	Check if project performed with current firm
2.	(1) TITLE AND LOCATION (City and State) Toronto York-Spadina Subway Extension Program Phase II (Toronto, Canada)	(2) YEAR COMPLETED	
		Professional Services Ongoing	Construction (if applicable) Ongoing
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE In September 2015, PMA finished its initial phase of claims analyses work (i.e., conducting a preliminary claims analysis) under a contract with a large engineering firm in Canada on the Toronto Transit Commission's \$2.6 billion Toronto York-Spadina Subway Extension (TYSSE) Program, which involves the design and construction of 8.6 kilometers of six new subway stations, interconnecting tunnels, and associated systems and finishes and had significant disputed issues and claims that were unresolved at the time of PMA's engagement. Now in our second phase on this project, PMA/Mr. Fredlund is providing a more in-depth claims and schedule analyses of all claims on the three contracts assigned to the PMA team. The three contracts are as follows: 1. Vaughn Corporate Center Station; 2. Southern Tunnels and Sheppard Station; and 3. York University Station.	<input checked="" type="checkbox"/>	Check if project performed with current firm
3.	(1) TITLE AND LOCATION (City and State) GOAA Optimization of Checked Baggage Inspection Systems for Pods C & D (Orlando, FL)	(2) YEAR COMPLETED	
		Professional Services Ongoing	Construction (if applicable) Ongoing
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE The project involves the modernization and expansion of a baggage handling inspection system at GOAA's Orlando International Airport. Scope includes removing old conveyors and installing new. The general contractor submitted claims for additional time and compensation on the project. PMA was retained by GOAA to provide expert delay analysis on this claim that has an overall total of \$10 million. Mr. Fredlund is the lead analyst and claims expert on this assignment. Responsibilities include reviewing and analyzing claims and General Conditions, preparing litigation key issues and documents (claims and defenses), preparing for dispute resolution board, working with an independent expert, and preparing case work/preparing for trial.	<input checked="" type="checkbox"/>	Check if project performed with current firm
4.	(1) TITLE AND LOCATION (City and State) Santa Clara Valley Water District Standard & Special Construction Specifications Review & Revision (Santa Clara, CA)	(2) YEAR COMPLETED	
		Professional Services Ongoing	Construction (if applicable) NA
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE In 2013, PMA was selected to perform a comprehensive review and enhancement of the Standard and Special Construction Specifications for SCVWD for use in the district's \$2.3 billion CIP. Mr. Fredlund was part of a team selected by the SCVWD to provide services that include benchmarking the district's current specifications against at least three other water utilities, ensuring regulatory compliance, conducting focus groups with district staff, determining and presenting PMA recommendations, developing drafts of the proposed revised specifications based on recommendations accepted by the district, finalizing the revised specifications, and conducting training of district staff and design/construction management consultants on the revised specifications.	<input checked="" type="checkbox"/>	Check if project performed with current firm
5.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		Professional Services	Construction (if applicable)
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input type="checkbox"/>	Check if project performed with current firm



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**4. Resumes of Key Personnel Proposed for this Contract (Complete one Section #4 for each key person.)**

a. NAME Bruce M. Stephan PE, PMP, JD	b. ROLE IN THIS CONTRACT Project Manager, Construction Manager	c. YEARS EXPERIENCE	
		1. TOTAL 35	2. WITH CURRENT FIRM 21
d. LOCATION (City and State) San Francisco, CA			
e. EDUCATION (DEGREE AND SPECIALIZATION) JD, Juris Doctor BS, Civil Engineering		f. PROFESSIONAL TRAINING - REGISTRATIONS Professional Civil Engineer: NY, NJ Project Management Professional: Project Management Institute Admitted to Bar: NY, NJ, CA	
g. OTHER PROFESSIONAL QUALIFICATIONS (Organizations, Awards, etc.) Author: Use of Project Controls on Mega-Projects to Minimize Disputes AACE 2012; "Best Practices for Contract Administration," AACE 2001   Instructor: Federal Publications–Construction Delay, Acceleration & Inefficiency Claims, October 2013, 2014; NBI - Managing Complex Construction Law Issues, Jan 2007; Lorman - Construction Delay Claims, March 2006   Awards: CMAA Project of Year 2012; Primavera Award of Excellence 2003; seven American Jurisprudence awards; Law Review; Graduated #1 in class; Awards for Academic Excellence and Professionalism and Integrity.			

**H. RELEVANT PROJECTS**

1.	(1) TITLE AND LOCATION (City and State) USDOT Federal Transit Administration PMOC Albuquerque Rapid Transit (Albuquerque, NM)	(2) YEAR COMPLETED	
		Professional Services Ongoing	Construction (if applicable) N/A
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Albuquerque Rapid Transit sought funding from the federal government for its bus rapid transit project. The ART project is an 8.75-mile rapid vehicle guideway with 20 stations. Station platforms include level/elevated boarding platform with an overhead canopy, seating, ticketing equipment, security lighting, and other similar equipment consistent with bus rapid transit (BRT) service. In addition, the existing pavement will be milled, overlaid, and restriped over the project limits; some existing medians will be removed to accommodate rapid vehicle lanes; sidewalks will be widened and curbside landscaping will be added where right of way is available; sidewalk ramps at street and drive pad intersections will be reconstructed to meet ADA standards; landscaped medians will be reconstructed and reconfigured at several locations and existing street lights will be relocated from medians to curb side. Mr. Stephan's scope of work includes providing project management oversight (PMO) services and representing the FTA on this project while providing oversight to grantees toward achieving successful project outcomes and compliance. Mr. Stephan reviewed the existing design and project controls documentation and followed FTA oversight procedures to verify accuracy of the Albuquerque Department of Transportation's cost, schedule and capacity for performing the work.	<input checked="" type="checkbox"/>	Check if project performed with current firm
2.	(1) TITLE AND LOCATION (City and State) USDOT Federal Transit Administration PMOC Laker Line Bus Rapid Transit (Grand Rapids, MI)	(2) YEAR COMPLETED	
		Professional Services Ongoing	Construction (if applicable) N/A
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE The Interurban Transit Partnership proposes to construct a 13.3-mile bus rapid transit line between downtown Grand Rapids and Grand Valley State University (GVSU) campus. The project includes 11 stations, short segments of dedicated lane on the GVSU campus and in downtown Grand Rapids, transit signal priority, the purchase of 13 high-capacity compressed natural gas buses, and construction of a new light maintenance facility. Mr. Stephan's scope of work includes providing project management oversight services and representing the FTA on this project while providing oversight to grantees toward achieving successful project outcomes and compliance. Mr. Stephan reviewed the existing design and project controls documentation and followed FTA oversight procedures to verify accuracy of the Grand Rapids Department of Transportation's cost, schedule and capacity for performing the work.	<input checked="" type="checkbox"/>	Check if project performed with current firm
3.	(1) TITLE AND LOCATION (City and State) San Francisco Public Utilities Commission San Joaquin Region (San Francisco, CA)	(2) YEAR COMPLETED	
		Professional Services 2015	Construction (if applicable) 2014
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE The \$4.8 billion Water System Improvement Program (WSIP) encompasses construction between California's Central Valley and San Francisco along the landmark Hetch Hetchy Regional Water System delivering water to more than 2.6 million people in the Bay Area. PMA provided region-wide construction management services for seven lump-sum partnering construction contracts with a total value over \$200 million. Responsibilities included managing SFPUC internal stakeholders and external right-of-way neighbors, project progress and forecast reporting, quality assurance inspection, risk management, and project controls. Mr. Stephan served as regional construction manager in charge of the San Joaquin program CM team. His duties involved overall responsibility and involvement in cost and schedule, change order; document control, contract administration; QA efforts; resolving contract disputes; and keeping projects on schedule and moving forward. Work included utilizing Oracle Primavera P6 and Contract Management software on a daily basis.	<input checked="" type="checkbox"/>	Check if project performed with current firm
4.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		Professional Services	Construction (if applicable)
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input type="checkbox"/>	Check if project performed with current firm
5.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		Professional Services	Construction (if applicable)
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input type="checkbox"/>	Check if project performed with current firm



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**Phoenix, Arizona 85007**

**4. Resumes of Key Personnel Proposed for this Contract** (*Complete one Section #4 for each key person.*)

a. NAME John Mahoney PE, LEED AP BD+C, PMP	b. ROLE IN THIS CONTRACT Project Manager, Construction Manager	c. YEARS EXPERIENCE	
		1. TOTAL 24	2. WITH CURRENT FIRM 2
d. LOCATION ( <i>City and State</i> ) San Francisco, CA			
e. EDUCATION ( <i>DEGREE AND SPECIALIZATION</i> ) BS, Civil Engineering MBA, Executive MBA Program		f. PROFESSIONAL TRAINING - REGISTRATIONS Professional Engineer: CA, AZ, HI Project Management Professional: Project Management Institute LEED AP BD+C: U.S. Green Building Council	
g. OTHER PROFESSIONAL QUALIFICATIONS ( <i>Organizations, Awards, etc.</i> )			

**H. RELEVANT PROJECTS**

1.	(1) TITLE AND LOCATION ( <i>City and State</i> ) San Francisco International Airport South Field Tenant (San Francisco, CA)	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE PMA was recently awarded a contract to provide project management support services (PMSS) to the San Francisco Airport Commission for its \$30 million South Field Tenant Relocation project at San Francisco International Airport. As the PMSS lead, John is responsible for managing the project/construction management team through all aspects of the project's life cycle: pre-programming, stakeholder engagement, permitting, design, construction utilizing CM/GC delivery method, commissioning, and closeout.	Professional Services Ongoing	Construction (if applicable) Ongoing
		<input checked="" type="checkbox"/> Check if project performed with current firm	
2.	(1) TITLE AND LOCATION ( <i>City and State</i> ) San Francisco International Airport Mel Leong Treatment Plant Industrial Wastewater and Recycled Water Upgrades (San Francisco, CA)	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE PMA was awarded a contract to provide project management support services (PMSS) to the San Francisco Airport Commission for its \$50 million project at San Francisco International Airport. As the owner's representative, John leads PMA's team that manages all aspects of the design-build project that includes pre-construction, procurement, permitting, quality assurance, commissioning, acceptance, and closeout.	Professional Services Ongoing	Construction (if applicable) Ongoing
		<input checked="" type="checkbox"/> Check if project performed with current firm	
3.	(1) TITLE AND LOCATION ( <i>City and State</i> )	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
		<input type="checkbox"/> Check if project performed with current firm	
4.	(1) TITLE AND LOCATION ( <i>City and State</i> )	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
		<input type="checkbox"/> Check if project performed with current firm	
5.	(1) TITLE AND LOCATION ( <i>City and State</i> )	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
		<input type="checkbox"/> Check if project performed with current firm	



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**4. Resumes of Key Personnel Proposed for this Contract (Complete one Section #4 for each key person.)**

a. NAME  Dina Keirouz PMP	b. ROLE IN THIS CONTRACT  Project Manager	c. YEARS EXPERIENCE	
		1. TOTAL 24	2. WITH CURRENT FIRM 2

d. LOCATION (*City and State*)  
 Los Angeles, CA

e. EDUCATION ( <i>DEGREE AND SPECIALIZATION</i> ) BS, Construction Management BA, Architecture	f. PROFESSIONAL TRAINING - REGISTRATIONS Project Management Professional: Project Management Institute
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g. OTHER PROFESSIONAL QUALIFICATIONS (*Organizations, Awards, etc.*)  
**Member: Construction Management Association of America**

**H. RELEVANT PROJECTS**

	(1) TITLE AND LOCATION ( <i>City and State</i> )	(2) YEAR COMPLETED	
		Professional Services	Construction (if applicable)
1.	Port of Long Beach Capital Improvement Program Evaluation (Long Beach, CA)	Ongoing	N/A
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE Ms. Keirouz is the contract manager/principal in charge for phase 2 of the CIP evaluation and includes the implementation of recommendations put forth by PMA, which span a spectrum of project management best practices and business process improvements relating to schedule and cost controls and management, risk management, and change management in support of POLB's \$5 billion capital program. She is also supporting the Engineering Bureau with Primavera Unifier system implementation and standing up of a newly formed project controls group as well as the development of a practice guide, including a compilation project controls policies, standards, and processes.	<input checked="" type="checkbox"/>	Check if project performed with current firm
2.	(1) TITLE AND LOCATION ( <i>City and State</i> )	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
3.	(1) TITLE AND LOCATION ( <i>City and State</i> )	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
4.	(1) TITLE AND LOCATION ( <i>City and State</i> )	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
5.	(1) TITLE AND LOCATION ( <i>City and State</i> )	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE	Professional Services	Construction (if applicable)



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**4. Resumes of Key Personnel Proposed for this Contract (Complete one Section #4 for each key person.)**

a. NAME  Jeffrey Wasserloos PE	b. ROLE IN THIS CONTRACT Construction Manager, Project Manager	c. YEARS EXPERIENCE	
		1. TOTAL 24	2. WITH CURRENT FIRM 17
d. LOCATION (City and State) Phoenix, AZ			
e. EDUCATION (DEGREE AND SPECIALIZATION)  BS, Civil Engineering		f. PROFESSIONAL TRAINING - REGISTRATIONS Professional Engineer, Civil AZ #36688 Construction Management Certificate USACE, Construction Quality Management Certificate OSHA 10-Hour Safety Certificate FEMA Independent Studies/Certificate in Public Assistance Program, IS-00634	
g. OTHER PROFESSIONAL QUALIFICATIONS (Organizations, Awards, etc.) <b>Member:</b> American Water Works Association; Association for the Advancement of Cost Engineers International			

**H. RELEVANT PROJECTS**

1.	(1) TITLE AND LOCATION (City and State) San Francisco Public Utilities Commission East Segment Pipeline (San Francisco, CA)	(2) YEAR COMPLETED	
		Professional Services 2015	Construction (if applicable) 2014
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Mr. Wasserloos recently completed a \$50 million project serving as the SFPUC project construction manager. The project is part of the \$4.5 billion Water System Improvement Project (WSIP) and rehabilitation of the Hetch Hetchy water supply system. In this capacity, he resided full time in the field office managing all aspects of the construction, including quality assurance, safety, change order and claims management, document control, cost and schedule management, office engineering, and environmental inspection. Construction involved installation of a 6.5-mile long, 78" diameter welded steel pipeline in a mountainous region of the Sierra foothills. Also included was the construction of three cast-in-place concrete vault structures and a concrete/steel structure to protect a ten-foot diameter pipe manifold. There were extensive environmental constraints, permits, and time-sensitive shutdowns of the existing water supply that required steadfast coordination with multiple regulatory agencies and water department operation staff. The pipeline work was completed under an accelerated schedule working seven-day work weeks and multiple shifts continuously for four months to complete the pipeline within the environmental time constraints.	<input checked="" type="checkbox"/>	Check if project performed with current firm
2.	(1) TITLE AND LOCATION (City and State) San Francisco Public Utilities Commission Roselle Crossover (Riverbank, CA)	(2) YEAR COMPLETED	
		Professional Services 2015	Construction (if applicable) 2012
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE The \$3.5 million Roselle Crossover project involves upgrading existing piping and valves at two locations to meet the requirements of future emergency and maintenance operations, to provide for safe access to valves, controls and pipelines, to ensure reliable power availability, and to secure SFPUC facilities. The project also includes modifications to piping, drain lines, and platforms, and construction of a separate building to house a generator. Mr. Wasserloos served as the construction. This project was time sensitive and involved major shutdowns of the existing water supply system. This work is part of the \$4.5 billion rehabilitation of the Hetch Hetchy water supply system.	<input checked="" type="checkbox"/>	Check if project performed with current firm
3.	(1) TITLE AND LOCATION (City and State) San Francisco Public Utilities Commission Thomas Shaft Lawrence Livermore Treatment Plant UV Upgrade (Tracy, CA)	(2) YEAR COMPLETED	
		Professional Services 2015	Construction (if applicable) 2011
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE In 1960 and 1987, the SFPUC entered into contractual agreements with Lawrence Livermore National Laboratory (LLNL) to deliver drinking water to LLNL premises, Site 200, and Site 300. Improvements were built to supply required potable water to LLNL Site 300 from the Thomas Shaft in the Coast Range Tunnel of the Hetch Hetchy regional water delivery system. Mr. Wasserloos managed the entire scope of work on this \$3 million project in providing construction management oversight services for maintenance upgrades to the existing chlorination facility. Upgrades included adding safety rail/ladders to chemical tanks and removing older existing pumps. This work is part of the \$4.5 billion rehabilitation of the Hetch Hetchy water supply system.	<input checked="" type="checkbox"/>	Check if project performed with current firm
4.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		Professional Services	Construction (if applicable)
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input type="checkbox"/>	Check if project performed with current firm
5.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		Professional Services	Construction (if applicable)
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input type="checkbox"/>	Check if project performed with current firm



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**4. Resumes of Key Personnel Proposed for this Contract** (*Complete one Section #4 for each key person.*)

a. NAME  Shannon Katt	b. ROLE IN THIS CONTRACT  Risk Analysis/Management	c. YEARS EXPERIENCE	
		1. TOTAL 23	2. WITH CURRENT FIRM 13
d. LOCATION ( <i>City and State</i> ) Phoenix, AZ			
e. EDUCATION ( <i>DEGREE AND SPECIALIZATION</i> ) BS, Aeronautical Engineering		f. PROFESSIONAL TRAINING - REGISTRATIONS NA	
g. OTHER PROFESSIONAL QUALIFICATIONS			

**H. RELEVANT PROJECTS**

1.	(1) TITLE AND LOCATION ( <i>City and State</i> )  BP Khazzan (Muscat, Oman)	(2) YEAR COMPLETED	
		Professional Services Ongoing	Construction (if applicable) Ongoing
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE BP, in conjunction with the Oman government, is developing onshore Block 61 in the northern part of the country to generate 1.2 billion cubic feet per day of natural gas. The project consists of more than 300 wells, an extensive pipeline gathering system, a central gas processing plant consisting of two trains, and export pipelines. Ms. Katt was part of a team that reviewed the schedule for the main gas processing facilities and perform a schedule risk analysis to determine the overall project duration. Startup is expected in 2016.	<input checked="" type="checkbox"/> Check if project performed with current firm	
2.	(1) TITLE AND LOCATION ( <i>City and State</i> )  BP Husky Toledo Feedstock Optimization Projects/Sulfur Reduction (Toledo, OH)	(2) YEAR COMPLETED	
		Professional Services Ongoing	Construction (if applicable) Ongoing
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE The BP Husky Toledo Feedstock Optimization project scope includes installation of various drums, columns, pumps, exchangers and vessels in selected refinery units to increase feedstock processing. New crude furnaces are also included in the scope of the project. Ms. Katt provided schedule assurance, schedule risk analysis, and supplemental scheduling services to the BP-Husky project management team.	<input checked="" type="checkbox"/> Check if project performed with current firm	
3.	(1) TITLE AND LOCATION ( <i>City and State</i> )  Freeport LNG Liquefaction (Freeport, TX)	(2) YEAR COMPLETED	
		Professional Services Ongoing	Construction (if applicable) Ongoing
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE Freeport LNG is adding liquefaction capacity to interconnect with the existing facility in Freeport on Quintana Island. As part of this project, Freeport LNG is also adding a gas pretreatment facility, a third LNG storage tank, a second LNG loading dock, and a series of interconnecting facilities between new and existing units. With the new facilities, the expansion will create a capacity of 13.2 million metric tons per annum to produce LNG. Ms. Katt provided schedule assurance and schedule risk analysis services.	<input checked="" type="checkbox"/> Check if project performed with current firm	
4.	(1) TITLE AND LOCATION ( <i>City and State</i> )  Marathon Galveston Bay Flash Gas Recovery (Galveston Bay, TX)	(2) YEAR COMPLETED	
		Professional Services Ongoing	Construction (if applicable) Ongoing
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE Marathon Petroleum is upgrading the Flash Gas system at its Galveston Bay Refinery in Texas. The project includes the installation of compressors, drums, heat exchangers and piping to reduce the volume of flash gas entering the sour fuel gas system. Ms. Katt provided schedule assurance and schedule risk analysis services.	<input checked="" type="checkbox"/> Check if project performed with current firm	
5.	(1) TITLE AND LOCATION ( <i>City and State</i> )  BP Cherry Point Coker (Blaine, WA)	(2) YEAR COMPLETED	
		Professional Services Ongoing	Construction (if applicable) Ongoing
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE The BP Cherry Point refinery is replacing the existing coker heaters with two new units. The project includes installation of the new heaters, duct systems and controls as well as demolition of the existing heaters. Ms. Katt provided schedule assurance and schedule risk analysis services.	<input checked="" type="checkbox"/> Check if project performed with current firm	



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**4. Resumes of Key Personnel Proposed for this Contract (Complete one Section #4 for each key person.)**

a. NAME  Faris Z. Jessa PMP, LEED AP, EIT	b. ROLE IN THIS CONTRACT  Cost Estimating, Project & Construction Manager	c. YEARS EXPERIENCE	
		1. TOTAL 14	2. WITH CURRENT FIRM 7
d. LOCATION (City and State) San Francisco, CA			
e. EDUCATION (DEGREE AND SPECIALIZATION) BS, Mechanical Engineering		f. PROFESSIONAL TRAINING - REGISTRATIONS Engineer Intern: Florida Board of Professional Engineers LEED AP BD+C: Green Building Certification Institute Project Management Professional: Project Management Institute	
g. OTHER PROFESSIONAL QUALIFICATIONS (Organizations, Awards, etc.) <b>Member: Project Management Institute</b>			

**H. RELEVANT PROJECTS**

1.	(1) TITLE AND LOCATION (City and State) SFIA Mel Leong Industrial Wastewater Treatment Plant (San Francisco, CA)	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Mr. Jessa serves as the cost estimator for the design-build renovation of the existing Mel Leong Treatment Plant. PMA was brought in during preconstruction to develop the project definition and prepare the schematic design and design-build bridging documents. PMA also provided support during the design-build bidding process. An integrated PMA/city team will administer the design-build contract through all phases, with responsibility for planning, design oversight, logistics, QA inspection, office engineering, project controls, estimating, document control, startup and commissioning, and contract closeout.	Professional Services Ongoing	Construction (if applicable) Ongoing
		<input checked="" type="checkbox"/> Check if project performed with current firm	
2.	(1) TITLE AND LOCATION (City and State) SFPUC San Joaquin Region Transmission System (San Francisco, CA)	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE PMA provided region-wide construction management services for seven lump-sum partnering construction contracts with a total value of over \$200 million. Responsibilities included managing SFPUC internal stakeholders and external right-of-way neighbors, project progress and forecast reporting, quality assurance inspection, risk management and project controls. Projects include the \$87 million design-build Tesla UV Water Treatment Facility; a \$50 million, 11-mile long, 78" diameter West Segment pipeline; a \$48 million, 6.5-mile long, 78" dia. East Segment pipeline; a \$3 million UV treatment facility for Lawrence Livermore labs; several large pipeline crossover facilities totaling \$22 million; and pipeline rehabilitation. Much of the work was time sensitive, requiring major operational shutdowns of the existing water supply system. Mr. Jessa was cost engineer; he provided region-wide cost management services, including development of both independent and comparative cost estimates, forecasting budgets for potential change work, and negotiating contractor change proposals.	Professional Services 2015	Construction (if applicable) 2014
		<input checked="" type="checkbox"/> Check if project performed with current firm	
3.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
		<input type="checkbox"/> Check if project performed with current firm	
4.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
		<input type="checkbox"/> Check if project performed with current firm	
5.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
		<input type="checkbox"/> Check if project performed with current firm	



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**4. Resumes of Key Personnel Proposed for this Contract (Complete one Section #4 for each key person.)**

a. NAME Angel Ripepi, PE, PMP	b. ROLE IN THIS CONTRACT Construction Claims Schedule Engineer/Analyst	c. YEARS EXPERIENCE	
		1. TOTAL 10	2. WITH CURRENT FIRM 6
d. LOCATION (City and State) San Francisco, CA			
e. EDUCATION (DEGREE AND SPECIALIZATION) MS, Construction Engineering & Management BS, Civil Engineering		f. PROFESSIONAL TRAINING - REGISTRATIONS Professional Engineer: Venezuela	
g. OTHER PROFESSIONAL QUALIFICATIONS (Organizations, Awards, etc.)			

**H. RELEVANT PROJECTS**

1.	(1) TITLE AND LOCATION (City and State) Port of Oakland Army Base & Outer Harbor Intermodal Terminal (Oakland, CA)	(2) YEAR COMPLETED	
		Professional Services Ongoing	Construction (if applicable) 2015
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Mr. Ripepi created a master coordination schedule for the \$1 billion capital improvement program. The schedule is being used to coordinate three new rail projects, a former army base demolition, contaminated soil remediation, easements, and public agency grant milestones. The entire project includes 12-miles of industry track inside the Port of Oakland and required several utilities relocations and modifications, I-880 and I-580 underpasses, and environmental remediation and control. This project also includes a future intermodal building and berth renovations, all under federal and state funding constraints and regulations.	<input checked="" type="checkbox"/> Check if project performed with current firm	
2.	(1) TITLE AND LOCATION (City and State) San Francisco Public Utilities Commission San Joaquin Region (San Francisco, CA)	(2) YEAR COMPLETED	
		Professional Services 2015	Construction (if applicable) 2014
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Mr. Ripepi developed, updated and maintained resource-loaded schedules on the San Joaquin region Water System Improvement Program for the San Francisco Public Utilities Commission. This program includes more than 86 projects with a \$4.5 billion budget. As the San Joaquin regional scheduler and cost control specialist for this contract, Mr. Ripepi was in charge of 8 different projects with a combined budget of \$220 million. Projects include the award-winning UV Tesla Water Treatment Plant, 3 crossovers stations, 18 miles of 78"-dia. welded-steel pipelines, historic building rehabilitation projects, and blast-proof buildings. Many of the projects were undertaken simultaneously using a centralized Primavera P6 database. Mr. Ripepi performed schedule baselines and monthly reviews of resource-loaded P6 schedules, acceleration plans, delay claims analysis, cost control, change order management, and estimates, creating monthly project and regional progress reports used by WSIP upper management. Mr. Ripepi acted as project construction manager during absences, coordinating with operations, managing three project CM teams responsible for QA, cost and schedule, document control, and contract administration functions; resolving contract disputes; and keeping projects on schedule and moving forward. Mr. Ripepi was part of the WSIP P6 implementation program; he created several progress and schedule review formats used in the program.	<input checked="" type="checkbox"/> Check if project performed with current firm	
3.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		Professional Services	Construction (if applicable)
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input type="checkbox"/> Check if project performed with current firm	
4.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		Professional Services	Construction (if applicable)
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input type="checkbox"/> Check if project performed with current firm	
5.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		Professional Services	Construction (if applicable)
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input type="checkbox"/> Check if project performed with current firm	



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**Department of Administration**  
**100 North 15<sup>th</sup> Avenue, Suite 201**  
**Phoenix, Arizona 85007**

**4. Resumes of Key Personnel Proposed for this Contract** *(Complete one Section #4 for each key person.)*

a. NAME  Sayali Kolte	b. ROLE IN THIS CONTRACT  Civil Engineering, Construction Management Engineering	c. YEARS EXPERIENCE	
		1. TOTAL 2	2. WITH CURRENT FIRM 2
d. LOCATION <i>(City and State)</i> San Francisco, CA			
e. EDUCATION <i>(DEGREE AND SPECIALIZATION)</i> MS, Construction Engineering & Management BS, Civil Engineering		f. PROFESSIONAL TRAINING - REGISTRATIONS	
g. OTHER PROFESSIONAL QUALIFICATIONS <i>(Organizations, Awards, etc.)</i>			

**H. RELEVANT PROJECTS**

1.	(1) TITLE AND LOCATION <i>(City and State)</i> San Francisco International Airport South Field Tenant Relocations (San Francisco, CA)	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE Scheduler/ project controls, SEP coordinator (Southfield projects and Cargo Development Plan). PMA Consultants was recently awarded a contract to provide project management support services to the San Francisco Airport Commission for its \$40 million South Field Tenant Relocation project at San Francisco International Airport. Ms. Kolte created and maintained the schedule and the monthly construction management report. She served as an SEP coordinator for the project. With a strong Unifier background, she used Unifier for cost management of the project. During the preprogramming and programming phases, she played a key role in space planning of cargo facilities.	Professional Services Ongoing	Construction (if applicable) Ongoing
		<input checked="" type="checkbox"/> Check if project performed with current firm	
2.	(1) TITLE AND LOCATION <i>(City and State)</i> Port of Long Beach CIP Evaluation (Long Beach, CA)	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE The Port of Long Beach (POLB) is the second-busiest container port in the United States and is a leading gateway for international trade. PMA was hired to perform a comprehensive evaluation of the POLB Engineering Bureau and of capital project delivery processes. Ms. Kolte currently assists with the cash flows and cost loading of a Primavera P6 master schedule for this \$4.4 billion CIP. Ms. Kolte's duties include conducting monthly schedule updates and generating monthly progress reports for all divisions of the port, serving as a business lead for the biweekly report, tracking board memos for gathering budget information as a part of Unifier implementation, and developing functional requirements for the implementation of Oracle Primavera Unifier.	Professional Services 2015	Construction (if applicable) N/A
		<input checked="" type="checkbox"/> Check if project performed with current firm	
3.	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
		<input type="checkbox"/> Check if project performed with current firm	
4.	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
		<input type="checkbox"/> Check if project performed with current firm	
5.	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
		<input type="checkbox"/> Check if project performed with current firm	



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**4. Resumes of Key Personnel Proposed for this Contract** *(Complete one Section #4 for each key person.)*

a. NAME  Patrick Dillmann LEED AP	b. ROLE IN THIS CONTRACT  Construction Manager, Mechanical Engineer	c. YEARS EXPERIENCE	
		1. TOTAL 27	2. WITH CURRENT FIRM 1
d. LOCATION <i>(City and State)</i> San Francisco, CA			
e. EDUCATION <i>(DEGREE AND SPECIALIZATION)</i> MS, Engineering Management BS, Mechanical Engineering		f. PROFESSIONAL TRAINING - REGISTRATIONS LEED AP Contractor's B license-State of California #887099	
g. OTHER PROFESSIONAL QUALIFICATIONS <i>(Organizations, Awards, etc.)</i>			

**H. RELEVANT PROJECTS**

	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
		Professional Services	Construction (if applicable)
1.	San Francisco International Airport Tenant Relocation (San Francisco, CA)	Ongoing	Ongoing
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE Mr. Dillmann provides leadership support to San Francisco International Airport (SFIA) stakeholders to support the SFIA tenant relocation scope, schedule, and budget. Other areas include serving as liaison support for the design, sustainability, cost estimating, and construction management contracting party and project coordination invoice reviews; providing change management oversight; chairing meetings, and writing monthly reports.	<input checked="" type="checkbox"/>	Check if project performed with current firm
2.	Qatar Research & Development Complex 1 (Doha, Qatar)	2015	2015
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE Mr. Dillmann served as the MEP director charged with supporting installation, testing, and commissioning of a new 40,000-square-meter lab science facility with an estimated MEP construction cost of \$150 million and a project construction cost of \$400 million. He conducted in-depth contractor cost analysis, critical path commissioning planning, and stakeholder reporting while overseeing MEP snagging works and administration of project closeout document control. This execution met MEP department project schedule and budget targets. Mr. Dillmann authored the project's commissioning requirement checklist for the municipality authority day-of inspection.	<input type="checkbox"/>	Check if project performed with current firm
3.	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
4.	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
5.	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE	Professional Services	Construction (if applicable)



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**4. Resumes of Key Personnel Proposed for this Contract** *(Complete one Section #4 for each key person.)*

a. NAME  Narges Jahani	b. ROLE IN THIS CONTRACT Tech. Systems Analyst, Project Controls	c. YEARS EXPERIENCE	
		1. TOTAL 20	2. WITH CURRENT FIRM 1
d. LOCATION <i>(City and State)</i> Los Angeles, CA			
e. EDUCATION <i>(DEGREE AND SPECIALIZATION)</i> BA Architecture MA, Architecture		f. PROFESSIONAL TRAINING - REGISTRATIONS Certified Trainer and Tech Support: Oracle Primavera Project Management System Products (P6, Oracle PCM (Document and Contract Management System) implementation, documentation training	
g. OTHER PROFESSIONAL QUALIFICATIONS <i>(Organizations, Awards, etc.)</i>			

**H. RELEVANT PROJECTS**

	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
		Professional Services	Construction (if applicable)
1.	Port of Long Beach Capital Improvement Program Evaluation (Long Beach, CA)	2015	N/A
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE Ms. Jahani serves as the implementation/integration manager supporting the implementation of Oracle Unifier and P6 in support of the \$5 billion POLB CIP. Responsibilities include gathering business and functional requirements; documenting workflow and requirements; providing oversight of design and configuration of business processes in Oracle Unifier; developing UAT and training documentation; and providing rollout, testing, and training of the following business process: <ul style="list-style-type: none"> <li>Project initiation   Funding and authorizations requests   Budget approval, changes and transfers   Contracts and amendments   Invoicing</li> </ul>		<input checked="" type="checkbox"/> Check if project performed with current firm
2.	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
3.	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
4.	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
5.	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE	Professional Services	Construction (if applicable)



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**4. Resumes of Key Personnel Proposed for this Contract (Complete one Section #4 for each key person.)**

a. NAME  Sean Luong PMP	b. ROLE IN THIS CONTRACT  Project Controls Engineer	c. YEARS EXPERIENCE	
		1. TOTAL 15	2. WITH CURRENT FIRM 1

d. LOCATION (*City and State*)  
 San Francisco, CA

e. EDUCATION ( <i>DEGREE AND SPECIALIZATION</i> ) BS, Construction Management	f. PROFESSIONAL TRAINING - REGISTRATIONS Project Management Professional: Project Management Institute Licensed General Contractor: California
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g. OTHER PROFESSIONAL QUALIFICATIONS (*Organizations, Awards, etc.*)  
**Member: Chinese American Institute of Engineers & Scientists**

**H. RELEVANT PROJECTS**

	(1) TITLE AND LOCATION ( <i>City and State</i> )	(2) YEAR COMPLETED	
		Professional Services	Construction (if applicable)
1.	Pacific Gas & Electric & North American Electric Reliability Corporation Capital Improvement Program (San Francisco, CA)	Ongoing	N/A
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE The North American Electric Reliability Corporation critical infrastructure protection (NERC CIP) v5 upgrade is designed to increase cybersecurity to protect North America's bulk electric system. This \$114 million upgrade from v3 to v5 requires significant automation, implementation, and scaling with more than 60 different projects in 3 key areas: physical security; cybersecurity; and system resiliency. Mr. Luong supports PG&E leadership and develops and maintains the Critical Infrastructure Security Upgrade Program schedule based on project management plans. Additional duties include providing program schedule updates, identifying and analyzing critical path, mitigating schedule slippage, and training PG&E project managers and its consultants in navigating and using P6 as needed.	<input type="checkbox"/> Check if project performed with current firm	
2.	(1) TITLE AND LOCATION ( <i>City and State</i> )	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
3.	(1) TITLE AND LOCATION ( <i>City and State</i> )	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
4.	(1) TITLE AND LOCATION ( <i>City and State</i> )	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
5.	(1) TITLE AND LOCATION ( <i>City and State</i> )	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE	Professional Services	Construction (if applicable)



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**4. Resumes of Key Personnel Proposed for this Contract** (*Complete one Section #4 for each key person.*)

a. NAME  William N. Dockery II PE	b. ROLE IN THIS CONTRACT  Cost Estimating, Project Controls, Mechanical Engineering, Nuclear Engineering	c. YEARS EXPERIENCE	
		1. TOTAL 20	2. WITH CURRENT FIRM 1
d. LOCATION ( <i>City and State</i> ) San Francisco, CA			
e. EDUCATION ( <i>DEGREE AND SPECIALIZATION</i> ) BS, Mechanical Engineering BS, Nuclear Engineering		f. PROFESSIONAL TRAINING - REGISTRATIONS State of California Mechanical Engineer	

g. OTHER PROFESSIONAL QUALIFICATIONS (*Organizations, Awards, etc.*)

**Member:** Chinese American Institute of Engineers & Scientists

**H. RELEVANT PROJECTS**

1.	(1) TITLE AND LOCATION ( <i>City and State</i> ) Pacific Gas & Electric & North American Electric Reliability Corporation Capital Improvement Program (San Francisco, CA)	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE The North American Electric Reliability Corporation critical infrastructure protection (NERC CIP) v5 upgrade is designed to increase cybersecurity to protect North America's bulk electric system. This \$114 million upgrade from v3 to v5 requires significant automation, implementation, and scaling with more than 60 different projects in 3 key areas: physical security; cybersecurity; and system resiliency. Mr. Dockery assists the program management office by supporting requirements tracking, project progress reporting, and data extraction from Primavera P6 for data analysis and reporting. He also assists with the development of Microsoft Access database applications for training coordination.	Professional Services 2015	Construction (if applicable) N/A
<input checked="" type="checkbox"/> Check if project performed with current firm			
2.	(1) TITLE AND LOCATION ( <i>City and State</i> )	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
<input type="checkbox"/> Check if project performed with current firm			
3.	(1) TITLE AND LOCATION ( <i>City and State</i> )	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
<input type="checkbox"/> Check if project performed with current firm			
4.	(1) TITLE AND LOCATION ( <i>City and State</i> )	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
<input type="checkbox"/> Check if project performed with current firm			
5.	(1) TITLE AND LOCATION ( <i>City and State</i> )	(2) YEAR COMPLETED	
	(3) BRIEF DESCRIPTION ( <i>Brief scope, size, cost, etc.</i> ) AND SPECIFIC ROLE	Professional Services	Construction (if applicable)
<input type="checkbox"/> Check if project performed with current firm			



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

*(Present no more than five (5) projects. Complete one Section 5 for each project.)*

a. TITLE AND LOCATION <i>(City and State)</i>		b. YEAR COMPLETED	
Tesla Ultraviolet Water Treatment Facility (San Francisco, CA)		PROFESSIONAL SERVICES 2012	CONSTRUCTION <i>(If applicable)</i> 2012
<b>23. PROJECT OWNER'S INFORMATION</b>			
c. PROJECT OWNER San Francisco Public Utilities Commission	d. ORIGINAL BUDGET/NTE AMOUNT OF PROJECT \$89,562,618	e. TOTAL COST OF PROJECT \$87,582,123	

f. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (include scope, size, and length of project)

**PROJECT SUMMARY**

PMA had a prime contract with the San Francisco Public Utilities Commission (SFPUC) to serve as construction manager for seven construction projects within the San Joaquin Region valued at more than \$200 million. These projects include an \$87 million design-build Tesla UV Water Treatment Facility; a \$50 million, 11-mile long, 78" diameter West Segment pipeline; a \$48 million, 6.5-mile long, 78" dia. East Segment pipeline; a smaller a \$3 million UV treatment facility for Lawrence Livermore labs; several large crossover facilities totaling almost \$22 million; and pipeline rehabilitation. Much of the work was time sensitive and involved major shutdowns of the existing water supply system. This work is part of the \$4.5 billion Water System Improvement Program (WSIP) rehabilitation of the Hetch Hetchy water supply system.



**SERVICES DESCRIPTION**

The new \$87 million design-build Tesla Ultraviolet (UV) Treatment Facility is part of a \$4.5 billion rehabilitation of the Hetch Hetchy water supply system. The UV treatment facility has a capacity of 315 mgd and is the third largest facility of its kind in the United States. The project finished ahead of its original contract date and more than \$1million below the contingency budget; CM services likewise were well under the contingency budget. The Tesla UV Treatment Facility Operations Building is LEED-Silver certified and the entire facility was recognized by CMAA as the Northern California 2012 Project of the Year in the \$50 million to \$100 million category. The project also received two additional awards from the Western Council of Construction Consumers for exceptional project and for innovation.

PMA was responsible for the overall construction management of the project under a prime contract with the SFPUC. PMA provided the construction manager; office engineer, field contract administrator; cost and schedule specialist; estimator and document control specialist. PMA subcontractors provided QA inspectors; environmental monitors; and safety, communications, and traffic specialists required for successful execution of the project. All work was performed on active pipelines serving two million SFPUC customers and involved time-sensitive shutdowns of the Coast Range Tunnel, which were tightly coordinated with other WSIP projects sharing the same shutdown.

In providing these services, PMA staff utilized world-class WSIP CM procedures, almost all modules of Primavera Contract Manager, and fully utilized Primavera P6 for cost, schedule, and resource tracking. The team developed and updated monthly a qualitative and quantitative risk register with mitigation measures and action plans that are used to set contingency and forecast contingency overruns at the earliest possible time. Staff coordinated with engineering, operations, and a myriad of other stakeholders and consultants who formed an integrated team on this mega capital program. PMA worked closely with operations personnel in commissioning the plant and coordinating warranty work.

**PROJECT RELEVANCE**

The project represents an industry in the State of Arizona industry categories, demonstrates the success of PMA construction management services in saving the owner almost \$2 million dollars in construction costs, demonstrates the firm's ability to apply sustainable elements with negative cost impact, and confirms that PMA projects are recognized and awarded by organizations that promote excellence in project construction management, innovation, and exceptional team services.



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

*(Present no more than five (5) projects. Complete one Section 5 for each project.)*

a. TITLE AND LOCATION <i>(City and State)</i>		b. YEAR COMPLETED	
Mel Leong Treatment Plant (San Francisco, CA)		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION <i>(If applicable)</i> Ongoing
<b>23. PROJECT OWNER'S INFORMATION</b>			
c. PROJECT OWNER	d. ORIGINAL BUDGET/NTE AMOUNT OF PROJECT	e. TOTAL COST OF PROJECT	
City & County of San Francisco	\$51,200,000	Ongoing	

**PROJECT SUMMARY**

The Mel Leong Treatment Plant is a combined sanitary and industrial wastewater treatment plant. While the sanitary wastewater plant was rebuilt in 2004, the existing industrial wastewater plant was operating as it had been constructed in 1979, having exceeded its intended lifetime of 20 years by 75%. Around the same time, San Francisco was also embarking on a plan to recycle and distribute 100% of its wastewater, initially through reuse at the passenger terminals and at other on-airport tenant facilities.



**SERVICES DESCRIPTION**

Beginning in January 2012, PMA provided project definition and construction management services under a prime contract with the San Francisco International Airport (SFIA). This design-build project involves \$40 million in upgrades and additions to the existing plant.

PMA was brought in prior to the project definition phase to manage formulating the project scope and preparing the schematic design and design-build bridging documents, which were issued by SFO as request for qualifications and request for proposals.

PMA also acts as the overall project manager during the design-build process. PMA, its JV partner, and subconsultants are preparing the schematic design and bridging documents. As the owner's representative, PMA leads an integrated CM/city team during the construction phase of the project that administers the construction contract, performs QA inspection, and provides office engineering, project controls, estimating, document control, start-up and commissioning of the upgraded system, and contract closeout.

PMA acted as the overall project manager. Project phases include the following:

1. Project definition
2. Development of bridging documents used by SFIA to solicit bids
3. Bid services
4. Design review
5. CM services

As part of the first two phases, the PMA team met with treatment plant operators, the owner's project manager, and other stakeholders to review existing conditions and to discuss owner-preferred treatment options. At the end of this effort, the team identified treatment alternatives in a technical memo, developed a scope definition report, and draft and final bridging document submittals.

PMA also implemented a project controls system, provided document control services, performed project coordination, developed estimates of probable construction cost, prepared a preliminary construction schedule, and coordinated the schematic design efforts.

The ITWP project on this design-build construction management services contract replaces the primary and secondary treatment process and the process building and laboratory to meet discharge requirements for the industrial waste treatment plant.

Project scope also includes treating combined flows from sanitary and industrial plants to tertiary standards to allow the effluent to be 100% reused, thereby eliminating any discharge to the bay.

The IWTP treats industrial wastewater as well as first-flush storm water runoff from airport facilities; the SWTP treats the sanitary sewage from the airport facilities. This project upgrades current facilities to treat 1.6 mgd of industrial wastewater and first-flush storm water to a higher quality by installing state-of-the-art dissolved air flotation and trickling filter treatment technologies, which will positively increase the water quality effluent released to the bay.

**PROJECT RELEVANCE**

The project represents an industry in the State of Arizona industry categories, demonstrates the success of PMA construction management services during project definition and design phases on large upgrade and renovation projects, and demonstrates our services in developing procurement documents.



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*(Present no more than five (5) projects. Complete one Section 5 for each project.)*

a. TITLE AND LOCATION <i>(City and State)</i> ADOT Roadway Construction Training (Phoenix, AZ)	b. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2015	CONSTRUCTION <i>(If applicable)</i> 2015

**23. PROJECT OWNER'S INFORMATION**

c. PROJECT OWNER Arizona Department of Transportation	d. ORIGINAL BUDGET/NTE AMOUNT OF PROJECT NA	e. TOTAL COST OF PROJECT NA
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**PROJECT SUMMARY**

Since 2003, PMA has been providing professional project controls, scheduling assistance, and claims consulting services to the Arizona Department of Transportation on numerous types of road and highway construction projects ranging in size and scope from small to large and complex. On this projects, the Arizona Department of Transportation (ADOT) Construction Group retained PMA Consultants to provide roadway construction and administration training to the department. The need existed to strengthen the technical training (current highway construction methodologies and best practices) offered to ADOT inspectors, office personnel, and engineers.



The department's objective is to increase the effectiveness of its existing training program conducted in connection with federal-aid highway construction projects. This training is used to increase the knowledge of ADOT employees with relation to highway construction projects.

**SERVICES DESCRIPTION**

PMA conducted a day-and-a-half training class for ADOT resident engineer's on effective methods of reviewing contractor schedule submittals (i.e., both baseline submittals as well as schedule updates) and reviewing/determining requests for time extensions. Training also included project scheduling, schedule oversight/management, project management, and claims avoidance and evaluation. The class was tailored specifically to the current ADOT specifications and provided practical instruction on the implementation and enforcement of the terms therein.

**PROJECT RELEVANCE**

This project demonstrates that PMA is a professional, sought-after construction and project management consulting firm by large entities, such as the ADOT, for our construction management, project controls, schedule management, schedule review and analysis, and claims avoidance expertise. It also shows our reputation and service excellence in that we maintain long-term relationships with our clients.



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*(Present no more than five (5) projects. Complete one Section 5 for each project.)*

a. TITLE AND LOCATION <i>(City and State)</i>		b. YEAR COMPLETED	
ADOT Highway/Roadway Construction Claims (Statewide, AZ)		PROFESSIONAL SERVICES 2015	CONSTRUCTION <i>(If applicable)</i> NA
<b>23. PROJECT OWNER'S INFORMATION</b>			
c. PROJECT OWNER	d. ORIGINAL BUDGET/NTE AMOUNT OF PROJECT	e. TOTAL COST OF PROJECT	
Arizona Department of Transportation	NA	align="center">NA	

**PROJECT SUMMARY**

Since 2003, PMA has been providing professional project controls, scheduling assistance, and claims consulting services to the Arizona Department of Transportation on numerous types of road and highway construction projects ranging in size and scope from small to large and complex. During that time, PMA has become the ADOT consultant of choice for claims that include interstates/highways, roads, bridges, sidewalks, and paths, among others. The following is just a small sampling of ADOT projects for which PMA has provided services.

**SERVICES DESCRIPTION**

PMA recently received a contract with ADOT on the \$20 million I-10 Quad & I-19 Nogales project. Services include schedule oversight. PMA also recently completed a contract with ADOT to provide construction claims consulting on a multi-task project involving City of Buckeye Alarcon Blvd. to Kino Place, City of Surprise Bell Road Sidewalks, and City of Glendale Multiuse Path. Services include schedule review analyses on a delay claim, writing reports on findings, presenting to ADOT, and assisting ADOT in reaching reasonable and fair settlements with the contractor.



Additionally, PMA was retained as the delay and loss of productivity expert for ADOT on two projects roadway/bridge projects on which claims were filed by contractors. One claim is valued at \$32 million for a project located in Sedona, Arizona, and involves a variety of issues including differing site conditions, delay, loss of productivity and disputed changes. The other claim, valued at \$6 million and located in northern Arizona, is for a project relating to a bridge and also involves a variety of issues, including differing site conditions, delay, loss of productivity, disputed changes and loss bonding capacity. Preliminary analyses have been completed with additional analyses and submittal of expert reports anticipated in the future.

This \$75 million design-build ADOT SR51 HOV Lane Expansion and Claim project involves the design and construction of ten miles of new HOV lanes for SR51, which includes eight new overpass structures and seven other major existing bridge/overpass structures. The project also includes reconfiguration of several major roads at a complex interchange near downtown Phoenix. PMA was engaged to assist in monitoring and administering the cost/schedule aspects of the project, providing expert claims analysis services, and responding to contractor issues.

**PROJECT RELEVANCE**

This project demonstrates that PMA sustains long-term relationships with our clients due to service excellence, that we are experts in providing construction claims consulting, delay analyses, and disputed changes, among many others in addition to assisting large transportation clients in mitigating the impact of claims, and, in case of litigation, in reaching fair and equitable settlements with contractors.



**ATTACHMENT I – General Qualifications**  
**ANNUAL REQUEST FOR QUALIFICATIONS AND EXPERIENCE NO:**  
**ADSP016-00005912**

**STATE PROCUREMENT OFFICE**  
**Department of Administration**  
**100 North 15<sup>th</sup> Avenue, Suite 201**  
**Phoenix, Arizona 85007**

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

*(Present no more than five (5) projects. Complete one Section 5 for each project.)*

a. TITLE AND LOCATION <i>(City and State)</i>	b. YEAR COMPLETED	
Luke Air Force Base Academic Training Center (Glendale, AZ)	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION <i>(If applicable)</i> Ongoing

**23. PROJECT OWNER'S INFORMATION**

c. PROJECT OWNER	d. ORIGINAL BUDGET/NTE AMOUNT OF PROJECT	e. TOTAL COST OF PROJECT
United States Army	~\$48,000,000	~\$50,000,000

**PROJECT SUMMARY**

The Air Force F-35 Strike Fighter Force Program Training Center is an approximately 150,000-SF office and classroom building complete with training facilities and flight simulator equipment. The center also includes a smaller utility building that supports the training center building.



**SERVICES DESCRIPTION**

PMA was engaged by the contractor on this project when construction was more than 50% complete. Due to serious delays on a schedule that contained more than 2,500 activities, the project was lagging behind. PMA provided schedule update assistance to get the schedule under control and the project back on track. PMA also provided a schedule delay analysis as well as assistance with preparing and submitting a request for equitable adjustment on delay damage issues. During negotiations between the contractor and the Army Corps of Engineers, PMA provided valuable information that ultimately aided the parties in reaching an expeditious solution/settlement to the delay portion of the project.

**PROJECT RELEVANCE**

This project demonstrates that PMA provides services on high-profile, federal-level projects; that our scheduling consulting services are recognized as crucial in both managing complex projects and in getting a project schedule back on track; and that our schedule delay analysis and negotiation services are useful in resolving complex contractor/client issues.



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**a. PROVIDE ANY ADDITIONAL INFORMATION YOU FEEL MAY BE NECESSARY TO DESCRIBE YOUR FIRMS QUALIFICATIONS. (ATTACH ADDITIONAL SHEETS AS NEEDED.)**

PMA Consultants LLC (PMA) is a minority business enterprise, international program, project, and construction management consulting firm founded in 1971. Since its inception, PMA has been providing the construction industry with experience, commitment, and proven results to facilitate successful completion of our clients' projects. We provide expert services for a wide range of construction projects worldwide. PMA has been providing similar services requested in the State of Arizona Professional Services List Request for Qualifications both locally to ADOT and to other cities in the Valley as well as on a national basis since 1971 on a wide variety of construction projects, including transportation for public and private entities. Particularly relevant to this RFQ are examples of local transportation projects on which PMA was or is currently engaged (several for ADOT) that include ADOT SR-202 Design-Build (I-10 to 101); ADOT SR-51 HOV Lane; ADOT SR 202L Santan Freeway; Grand Canyon Airport (ADOT Aeronautical Division); City of Mesa Gilbert Road Widening; City of Prescott SR 69/89A Connector Road and Willow Creek Road Widening, Phases I and II; and City of Surprise Square Mile Neighborhood Road Improvements. In 2000 when initially allowed by Arizona legislature and until 2012, PMA developed and maintained the alternate project delivery method (APDM) contract models used by the Water Services Department for the City of Phoenix. Additionally, PMA's national practice is involved in the use of APDMs on many different types of projects that include transportation projects for federal, state, and public entities.

PMA is unparalleled in providing services for projects in the engineering and construction industry. We base our success on many factors, including extensive experience in program management; a real-world understanding from numerous construction projects in multiple industries; specific knowledge of the design/construction process; particular attention to detail; and outstanding professional care and due diligence in performing services. PMA helps clients meet these challenges by developing innovative solutions that have an enduring impact. We tailor our solutions to each client in order to conceive and execute projects in a manner consistent with unique cultures, financial circumstances, community values, and technical capabilities.

PMA has provided VE, project controls, program/project and construction management assistance to both public and private sector clients since 1971 on projects with an aggregate value exceeding \$90 billion. With more than 200 professionals nationwide, we specialize in providing services that include value engineering for all types of construction projects, but specialize in transportation. PMA has led teams and facilitated studies resulting in the creation and implementation of innovative solutions and billions of dollars in savings on projects nationwide.

Thus, PMA, as a professional construction, project, and program management consulting firm, is uniquely qualified to provide services to the State of Arizona based on our intimate knowledge locally and nationally of construction contract models/specifications, including terms and conditions for all such methods of project delivery used in the construction industry today, along with our active claims avoidance, analysis, and expert witness practice.

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

a.	Percentage of Total Work Attributable to State, Federal and Municipal Government Work:	1
b.	Percentage of Total Work Attributable to Non-Government Work:	9

**8. AUTHORIZED REPRESENTATIVE. The foregoing is a statement of facts.**

Signature:

Date: December 14, 2015

Name: Donald Fredlund Jr.

Title: Chief Operations Officer