



JACOBSEN | DANIELS

Planning, Implementation & Operations

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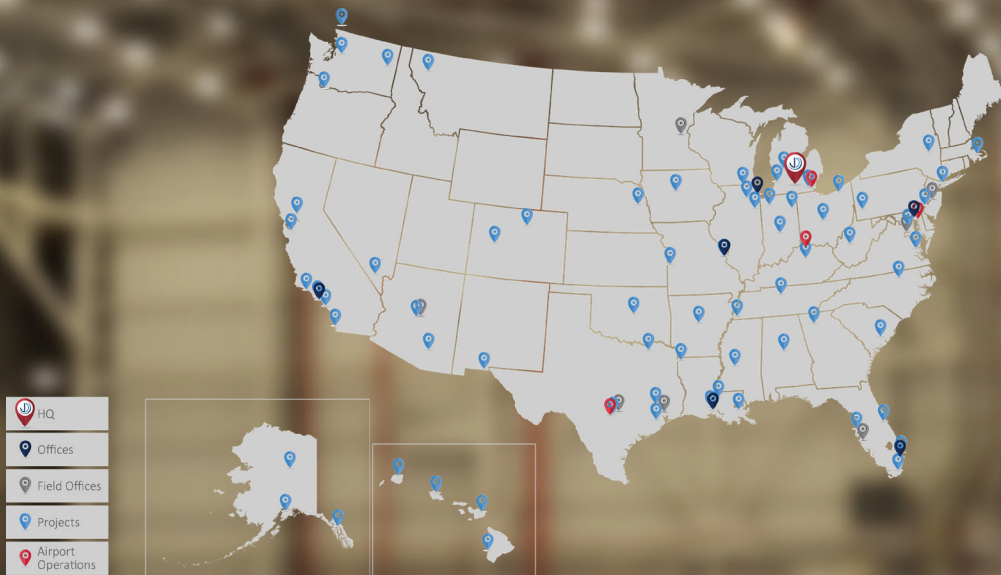
JacobsenDaniels.com

DBE | MBE | ACDBE Certified



PROGRAM MANAGEMENT & CONSTRUCTION MANAGEMENT

we see the journey,
differently...



HEADQUARTERS:

DETROIT

OFFICE LOCATIONS:

CHICAGO

LOS ANGELES

MIAMI

NEW ORLEANS

SEATTLE

ST. LOUIS

OUR MISSION

to improve the journey

OUR VALUES

Customer Focus

Diversity

Growth

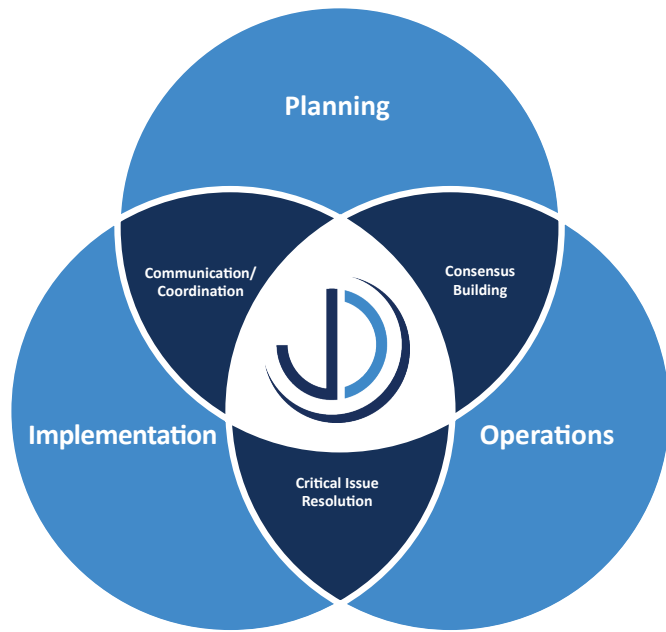
Professional Development

Teamwork

WHAT WE DO

- » Planning
- » Project Management & Delivery
- » Owner Representation
- » Design Management
- » Construction Management
- » Terminal Concessions
- » Valet & Parking Operations
- » Strategic Planning & Development
- » Terminal Operations





CORPORATE OVERVIEW

Jacobsen|Daniels (J|D) is a multi-disciplined aviation consulting firm specializing in planning, implementation and operations. Founded in 2001, the company is headquartered in Ypsilanti, MI with additional offices in, Chicago, Los Angeles, Miami, New Orleans, and St. Louis. J|D has MBE certification in several states and DBE/ACDBE certification in more than 30 states.

J|D has more than 50 staff across the United States dedicated to aviation consulting. Our staff consists of accomplished experts from numerous disciplines, all of which will be available as necessary for any assignment. J|D consultants have worked successfully with numerous clients, including city and state governments, civic

and political leaders, developers, transportation executives and their staff, airlines, rental car companies, the Federal Aviation Administration (FAA), and the Transportation Security Administration (TSA). Their skills, experience, and project management philosophy enable them to assess the concerns of all stakeholders and achieve owner/operator, user, and community satisfaction.

From the beginning of planning through design and construction, our focus on communication and project coordination, critical issue resolution, and consensus-building keep projects moving forward. We listen to our clients and work to anticipate their needs to proactively identify and eliminate potential conflicts and issues.



PLANNING & DUE DILIGENCE

Prior to the commencement of any project, there are foundational elements that must be evaluated to capture a project's goals and objectives to define an execution strategy. Jacobsen|Daniels' experienced staff understands that a project's success starts with obtaining accurate information, critically evaluating the project, and accounting for key elements to guide and inform the project's strategic plan.



From evaluating and assessing our clients' needs and requirements, and assessing the project's scope, to formulating of project plan we have the expertise necessary to assist our clients in their decision-making process. We leverage our relationships with industry partners to assess current market conditions and the availability of project-critical professional services, labor, materials, and equipment.





*PROACTIVELY
RESOLVE CRITICAL
ISSUES WITHOUT
DISRUPTING
OPERATIONS.*

DESIGN MANAGEMENT

A quality set of design documents (drawings & specifications) provide a roadmap to follow and ensure a smooth delivery of your project. We provide our clients with resources to ensure they realize their vision in the design while ensuring that unnecessary costs do not impact their budget during construction. To do this, our six step approach to design management is:

- » Manage Design Consultant Contracts
- » Confirm the Design Phase Budget
- » Assess and Document Existing Facilities
- » Review the Design Documentation
- » Facilitate Design Phase Meeting Facilitation
- » Coordinate Procurement, Delivery, and Installation of Furniture, Fixtures, and Equipment



Delta Air Lines Sky Club Expansion & Remodel | Nashville International Airport |
Owner's Representative/Project Manager | 2019 - 2022 | \$25.9 million



PRE-CONSTRUCTION MANAGEMENT

One of the best ways to ensure that our clients achieve their goals is to engage the selected contractor in a pre-construction services process. This process allows the contractor to become familiar with the design in advance of bidding the project to their sub-contractor pool. It also allows the design team to take advantage of the contractor's expertise concerning constructability, long-lead-time materials procurement, and potential value engineering recommendations. JJD's staff manages the dialogue between the design team and the contractor to ensure critical issues are resolved early and that the client's scope, schedule, and budget are tracked throughout the design phase. Our team provides our clients with:

- » Construction Contract Management, including Pre-Construction Phase Services fee proposals
- » Contractor/Designer Design Meeting Facilitation
- » Contractor Allowance and Contingency Development
- » Contractor GMP Oversight
- » Early Works Coordination



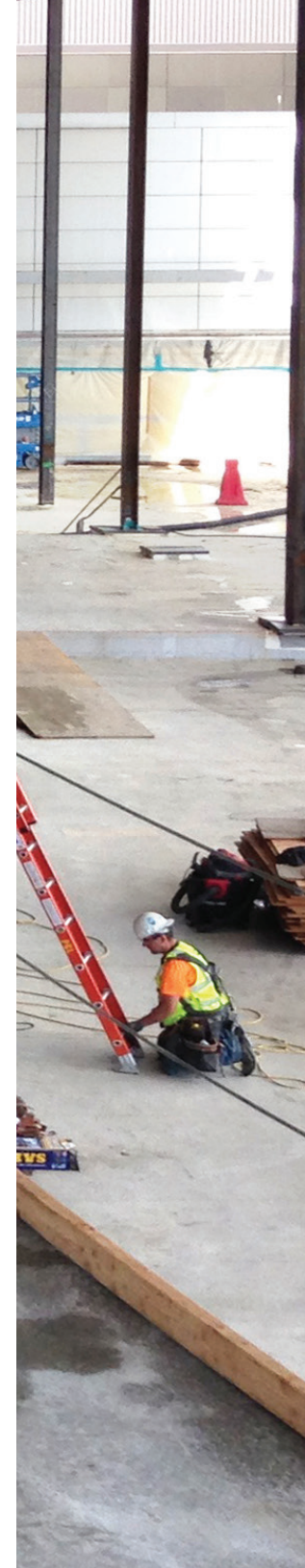
*OUR DIVERSE
TEAM HANDLES
ALL ASPECTS
OF AVIATION
CONSTRUCTION.*

Delta Air Lines Sky Club | Seattle-Tacoma International Airport |
Owner's Representative/ Project Manager | 2015 - 2016 | \$25 million

CONSTRUCTION MANAGEMENT

Our experienced Construction Management team provides management and support for projects delivered through a variety of methods, including Design/Build, Construction Manager at Risk, and Public-Private Partnership. From solicitation of services to oversight and management, we take a proactive approach to ensure clients' projects maintain the budget, are delivered on time, and fulfill their goals and objectives.

J|D's staff includes project managers, construction superintendents, schedulers, quality control staff, planners, LEED Accredited Professionals, architects, and project construction engineers with dedicated aviation experience. From airfield projects, and high-end lounges to terminal development programs, we have the experience and expertise to manage and successfully deliver all aviation construction projects.



OPERATIONAL READINESS & CLOSEOUT MANAGEMENT

At the conclusion of any project, the facility must be readied for use and the project appropriately closed out. Our team has transitioned more than 50 projects from construction to operationally ready and closed out.

Operational Readiness ensures the project has received all required certificates and approvals to occupy, is provisioned for end-users, and delineation is established between warranty items and ongoing maintenance. Close coordination and advance planning with our clients' stakeholders, specialty equipment suppliers, and maintenance vendors is crucial to the successful transition of any facility from construction to intended use.

Closeout Management is the final step to ensuring a project is completed properly and that all contractual obligations, including financial obligations, are fulfilled. During this phase, our team compiles all project documents and files, including Operation & Maintenance Manuals, Warranty documents, and other necessary information to provide the end-user with a complete closeout package. This process ensures that the client takes possession of a complete and functional facility with all necessary information to keep it running like new well into the future.



FINANCIAL & DOCUMENT CONTROLS

Financial and document controls are critical to the success and profitability of any project. The J|D PMCM Team is well-versed in financial and document controls, including reimbursable programs. We collaborate with clients to identify reimbursement requirements and work directly with the design team, contractor, and other vendors to ensure that the required documentation is retained and submitted. We audit all submitted documentation using a rigorous review process to ensure complete contract compliance. We offer concise and transparent financial reporting, allowing our clients to focus on other aspects of the program.



OUR PROJECTS



PROJECT APPROACH AND PHILOSOPHY

J|D's core project approach and philosophy focuses on three basic functions - Communication and Coordination of important project information; Consensus Building around methods, solutions, and strategies; and timely Critical Issues Resolution. It's a simple approach we embrace because it helps establish and maintain project momentum. In the dynamic airport / airline environment there are often numerous challenges to the successful completion of any project so we focus on identifying, addressing and eliminating the things that can delay implementation and effect the project budget. We understand the value of completing projects quickly and efficiently. Our approach enables us to provide maximum value to our clients, no matter what level of support is required.

J|D also brings a unique perspective to the planning and implementation process through our experiences with airport facility planning and development for airlines and other tenants as well as for airport management. We leverage our technical understanding of airport facilities, operations, and finance along with our knowledge of the airport staff and their processes and objectives, to help mitigate the challenges that disrupt and delay projects.



Delta Air Lines | SEA Sky Club A&B Concourse

Representing Delta Air Lines as Owner's Representative and Project Manager, J|D was an on-site resource providing day-to-day coordination between the owner, architect, contractor, Port of Seattle, and other project stakeholders. This single, dedicated point-of-contact for Delta and other project stakeholders ensured the project goals and objectives were being met and pro-actively addressed, avoiding deferred resolution and costly negative impacts.

As Delta's Owner's Representative the primary focus was to lean on our prior experiences to anticipate issues and resolve them before they ever affected the project. This, in turn, facilitated delivering the project on schedule, within the budget established, and to the level of quality expected. To achieve these expectations J|D worked diligently to develop professional relationships with all key stakeholders to foster open communication and identify key issues in advance.

Accomplishments

- » Provided Program management oversight—from design review through construction and implementation
- » Provided technical contributions to maintain schedule, budget, and quality
- » Identified and developed solutions to facilitate meeting the project's goals and objectives
- » Coordinated and built consensus between all project stakeholders





American Express | The Centurion® Lounge Program

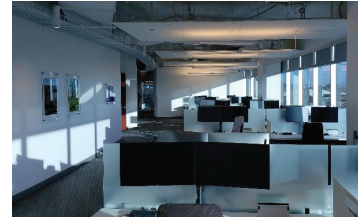
American Express (Amex) currently owns and operates their own network of premium airport retreats, The Centurion Lounge. Currently, there are seven U.S. locations featuring The Centurion Lounge in addition to ten other international American Express lounges. These lounges are exclusively for American Express Card Members, with complimentary access for their most premium base. The Centurion Lounge provides these members a range of services and quality of finishes expected from an airport lounge. J|D

is providing Owner's Representative / Project Management services to support Centurion Lounge projects at various airports, including San Francisco, Seattle-Tacoma, Miami, and Los Angeles international airports.

J|D provides day-to-day oversight and coordination between Amex and project architects and contractors and is also assisting Amex with the coordination of issues with local airport authorities.

Accomplishments

- » Coordinated with airport authorities to evaluate prospective lounge locations sites and coordinate design and construction processes
- » Provided Program management oversight -from site selection to design review through construction and implementation
- » Provided technical contributions to maintain schedule, budget, and quality
- » Identified and develop solutions to facilitate meeting the project's goals and objectives
- » Coordinated and built consensus between all project stakeholders



Hawaiian Airlines | Phoenix Technology Center

Recognizing the need to attract the best and the brightest personnel for its growing technology group, Hawaiian Airlines has, as part of its growth on the mainland, developed the Phoenix Technology Center, located in Tempe, Arizona in the heart of the Arizona State University campus and a short drive from Phoenix Sky Harbor International Airport.

Technology groups in many industries are recognizing the value of providing office amenities to attract and support this highly sought-after workforce, comprised primarily Millennials and "Gen Zs". Such amenities include team workspaces, "thinking spaces", open office areas, wellness rooms, in-office cafés and break areas.

Office locations, as exemplified by the Phoenix Technology Center, are near thriving downtown environments, close to a variety of restaurants with nightlife, city events and family spaces, are located on or near light rail and are near spaces for fitness and outdoor activities.

J|D provided first-hand knowledge of the Design and Construction market to Hawaiian Airlines, ensuring that the firms ultimately selected for the work had the track record and capabilities to accommodate the needs and desires of Hawaiian Airlines within the extremely tight 1-year project timeline. J|D personnel managed the on-site project management and maintained the project budget documentation throughout the project which completed ahead of schedule and under budget.

Accomplishments

- » Successfully delivered the project under an Alternative Delivery Method (Construction Manager at Risk) in lieu of a traditional design-bid-build delivery
- » Opened the project ahead of schedule and under budget
- » Successfully coordinated the installation of all technology – including desktop hardware - and furnishings concurrent with the construction phase



Delta Air Lines | BOS A18 Sky Club

The BOS A18 Sky Club Expansion project consisted of Owner's Representation services to support the design and construction efforts to make improvements to the existing A18 Sky Club and the adjacent vacant space to double the size of the club. These improvements consisted of the demolition of existing walls, ceilings, finishes, electrical, plumbing, bar and kitchen area, etc. to refresh the space to create an updated brand experience for the guest. Improvements also included building out of adjacent space to create additional seating, a bar, a kitchen, restrooms, and amenities to accommodate more guests due to increased demand.

This project was completed in two phases that included a temporary kitchen to allow the Sky Club to maintain operations while minimizing impact to food and beverage service. Phase 1 consisted of the interior build-out of the area adjacent to the existing club and the temporary

kitchen that provided food service for guests throughout the construction of Phase 2. During construction of Phase 2, Delta executives authorized procurement of additional seating to accommodate the anticipated summer passenger volume. JJD worked with the General Contractor to develop a plan that provided the additional seating without disruption to the project's completion date. Additional seating was delivered and installed in early summer 2022, with the new kitchen and bar later that same summer. Close coordination with the Delta Sky Club team, Delta Information Technologies, Massachusetts Port Authority, local building inspectors, and other key stakeholders was required throughout the duration of the project. With our help, the project was completed on schedule and within budget.

Accomplishments

- » Provided Program management oversight -from site selection to design review through construction and implementation
- » Provided technical contributions to maintain schedule, budget, and quality
- » Identified and develop solutions to facilitate meeting the project's goals and objectives



Delta Air Lines | DTW Sky Club Program

JJD provided Owner's Representation services to support the design and construction efforts to make improvements to three of the four Sky Clubs at DTW. These improvements consisted of the demolition of existing walls, ceilings, finishes, electrical and plumbing, to reconfigure the spaces to create additional guest seating and improve the functional layout of the clubs for guests and Delta staff. The North and South Sky Clubs were each closed for approximately three (3) weeks to allow the necessary work to take place.

Work within the Main Sky Club was completed in phases; sectioning off the club into four (4) zones and completing work in one zone at a time during off-hours, permitting the other three zones to remain open and available for guests during business hours. This project was undertaken prior to the holiday season with a strict completion date to meet the peak holiday demand. Close coordination with the Delta Sky Club team, Delta Information Technologies, local building inspectors, and other key stakeholders was required.

Accomplishments

- » Provided Program management oversight -from site selection to design review through construction and implementation
- » Provided technical contributions to maintain schedule, budget, and quality
- » Identified and develop solutions to facilitate meeting the project's goals and objectives
- » Coordinated and built consensus between all project stakeholders



SEA | Salty's at the SEA & Brewtop Special

In 2019, Jacobsen Daniels was selected to be the Owner's Representative providing project management services for this first-of-a-kind concessions build-out at SeaTac International Airport. As part of the Central Terminal Renovation, two separate full service restaurant concepts were constructed at the north end: Salty's at the SEA and BrewTop Social. Salty's is a well-known brand with a stellar reputation and three locations in the Seattle area including the beautiful Alki Beach location. Salty's offers a full menu of pacific northwest inspired sea fare, local craft beer and wine and a sportsbar in their new 5,148 square foot space. Upscale finishes at Salty's include brass tile, quartz countertops, porcelain floor tile and wood shakes. BrewTop Social is the first mezzanine level restaurant, wine and beer garden at SeaTac and highlights local and craft breweries. BrewTop Social features 6,499 square feet, stadium seating, airfield viewing,

Accomplishments

- » LEED Certified Project
- » Collaboration of M/D/ACDBE Entities
- » Salty's Seat Count: 184 and 5,148SF
- » BrewTop Seat Count: 184 and 6,499SF
- » Two Fully Operational Restaurants

artistic towering metal cut evergreen trees and a diverse menu.

As Owner's Representatives, JJD provided close oversight of both projects from Design to Close-out. Services included frequent site visits to monitor progress and coordinate with the General Contractor, Port of Seattle and Owner on all activities. JJD was also responsible for managing construction costs and schedule for the project by reviewing each proposed change order for potential schedule impact.

JJD's committed involvement with the project helped to ensure effective communication between all stakeholders minimize the impacts associated with the COVID pandemic supply chain issues, and ensure a high level of workmanship and detail. As a result of our efforts, Salty's at the SEA and BrewTop Social opened successfully in December 2022.



JOURNEY WITH US

Our program management team is here to ensure your vision is brought to fruition. We prioritize consistency, clear communication, and problem resolution so that key stakeholders' goals are met, and your plans do not stagnate. To learn more about how we can improve your project journey, please contact us at the below information.



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