

March 17, 2014

Re: Letter of Reference for Cliff Everett, AIA

To Whom it May Concern:

In my role as project manager for RK&K's Miscellaneous Engineering Services contract for the Maryland Port Administration (MPA), I have had the opportunity to work closely with Cliff Everett on a number of tasks. The MPA assigned the RK&K team a number of separate tasks focused on renovations and upgrades to the Cruise Maryland terminal at South Locust Point Marine Terminal.

The first assignment was to provide conceptual planning and design for the variety of improvements desired by the MPA. Mr. Everett was the lead designer for this effort and oversaw the development of a comprehensive design program, representative drawings and conceptual cost estimates. The conclusions of the study were presented by Mr. Everett to the MPA at a meeting of the Cruise Maryland executive team. As a result of the quality and clarity of the concept deliverables and the presentation, the MPA moved forward with all of the proposed improvements.

With approval of the design concepts, the RK&K team began preparing design packages for the following projects at the cruise terminal: Baggage Handling Area Expansion, an addition of a prefabricated building to an existing building; Entrance Improvements, providing a wider and more appealing passenger entrance to the cruise terminal parking lot and facility; Electronic Display Billboard, a three-sided digital video display billboard advertising the cruise terminal; Flooring and Ticket Kiosk Upgrades, providing new floor coverings and a designed ticketing kiosk assembly to replace the utilitarian kiosks; and VIP Lounge Design and Restroom Expansion, constructing a new partitioned space for VIP cruise passengers and a larger restroom facility. For each of these projects, Mr. Everett was the architectural discipline lead. He also acted as design manager for the baggage expansion, flooring and kiosk upgrades, and VIP lounge designs.

Throughout the development of each of these projects, Mr. Everett displayed a firm understanding of the desires of the MPA for the architectural and design quality of the finished product. He provided the guiding vision to the entire design team for producing a first-rate design using high-quality materials while remaining cost-conscious and adhering to the project schedule. He was enthusiastic about the progress and outcome of each of the tasks and earnestly desired for the completed projects to provide the MPA with the biggest "bang for the buck," a combination of high design standards and economical cost.

It has been my pleasure to collaborate with Mr. Everett on these projects. Throughout the tasks he remained responsive, professional, and enthusiastic and was constantly focused on providing the best possible service to the client. He was consistently focused on the design and construction budgets, project schedule, and, most importantly, a high-quality final product for the client.

Sincerely,



John J. Farley, P.E.

Senior Manager, Structures