



*A New Era*

September 14, 2000

**Re: Intermodal Facility - Birmingham-Jefferson County Transit Authority, Alabama - Letter of recommendation**

To Whom It May Concern:

Mr. Phillip N. Owens performed construction management/administration for the above referenced project. This project is a multi-purpose facility housing the Metro Area Express public transportation system's central station and the executive offices for the Birmingham-Jefferson County Transit Authority. The construction cost for this project was \$ 5,258,727.00

This project was located on a downtown urban site and involved many complex, political, and critical decisions throughout the construction phase. This project is a complex facility that utilizes state of the art technology. Without the proper teamwork approach this project could have been a nightmare - I have been involved in some. Mr. Owens assisted in Owner/Contractor communications, negotiations, and general contract administration.

The BJCTA made many design changes during the construction process. Security system re-design and level-two executive office additions were two of the largest. Although many design changes were made during the construction process, this project was a huge success. It is a beautiful facility, which was completed on time and within our budget.

I recommend Mr. Owens on other projects of this nature. He was a valuable team member who played an integral role in helping this otherwise difficult project run smoothly.

If you have further questions, please give me a call.

Sincerely,

A handwritten signature in black ink that reads "Paul J. Ballard". The signature is fluid and cursive, with a large initial "P" and a long, sweeping underline.

Paul J. Ballard  
Executive Director

**BIRMINGHAM JEFFERSON COUNTY TRANSIT AUTHORITY**

1735 Morris Avenue • Post Office Box 10212 • Birmingham, Alabama 35202-0212 • 205 322-7701