AGREEMENT FOR CONSULTING SERVICES FOR PROGRAM MANAGEMENT SERVICES

BETWEEN

HILLSBOROUGH COUNTY AVIATION AUTHORITY

AND

JACOBS PROJECT MANAGEMENT CO.

DATED APRIL 3, 2014

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AGREEMENT FOR CONSULTING SERVICES FOR PROGRAM MANAGEMENT SERVICES

This Agreement for consulting services is made and entered into this 3rd day of April, 2014 by and between the Hillsborough County Aviation Authority, a public body corporate under the laws of the State of Florida, hereinafter referred to as the "Owner" and Jacobs Project Management Co., a Delaware Corporation, authorized to do business in the State of Florida, hereinafter referred to as the "Consultant". The Authority and the Consultant hereby agree as follows:

ARTICLE 1 - PROJECT

The project, hereinafter referred to as the Project, is as follows: The parties acknowledge that, as more specifically set forth in work orders issued under this Agreement, Consultant's services shall generally be staff augmentation services performed under the direction of Owner.

ARTICLE 2 – <u>AGREEMENT ADMINISTRATION</u>

This Agreement will be administered by the Owner's Chief Executive Officer or designee.

ARTICLE 3 - SERVICES BY THE CONSULTANT

3.1. The services that the Consultant will provide to the Owner under this Agreement will be as follows, and in general accordance with the Owner's revised request for qualifications dated July 10, 2013, entitled "Revised Request for Qualifications, Program Management Consultant", which is incorporated herein by reference, and the Consultant's fee proposal letter dated March 27, 2014, entitled "Fee Proposal, Program Management Consultant at Tampa International Airport, Tampa, Florida, Solicitation Number: 13-411-021" which is hereto as Attachment 1 and incorporated by reference. In the event of any conflicts between this Agreement and any other documents, the precedence in resolving such conflicts will be as follows:

- 3.1.1. This Agreement
- 3.1.2. Individual work order and Consultant's associated fee proposal letter
- 3.1.3. The Owner's request for qualifications
- 3.1.4. Relevant portions of the Consultant's response to request for qualifications

3.2. Consultant designates Louis Mosley, whose business address is 10 Tenth Street, Suite 1400, Atlanta, GA, 30309, to serve as the program manager. The program manager will be authorized and responsible to act on behalf of the Consultant with respect to directing, coordinating and administering all aspects of the services to be provided and performed under this Agreement. Consultant designates Ed Pogreba, whose title is Vice President, whose business address is 1100 N. Globe Road, Suite 500, Arlington, VA, 22201, to have full authority to bind and obligate the Consultant on all matters arising out of or relating to this Agreement. The Consultant agrees that the program manager will devote whatever time is required to satisfactorily manage the services to be provided and performed by the Consultant hereunder. Any replacement of the project manager will be subject to the prior approval and acceptance of the Owner.

- 3.3. N/A
- 3.4. N/A

3.5. The Consultant agrees, within seven calendar days of receipt of a written request from the Owner, to promptly remove and replace the program manager, or any other personnel employed or retained by the Consultant, or any subconsultants or subcontractors or any personnel of any such subconsultants or subcontractors engaged by the Consultant to provide and perform services or work pursuant to the requirements of this Agreement, whom the Owner will request in writing to be removed, which request may be made by the Owner with or without cause.

3.6. Work Order Process – the need for a flexible procedure to facilitate timely response as to yet undefined, but reasonably anticipated needs for professional services will be authorized by execution of work orders. The exact scope of services to be performed by the Consultant will depend upon events that develop throughout the term of this Agreement. Upon request by the Owner, Consultant will prepare and submit a work order to the Owner for review and approval. Work order forms will be provided by the Owner along with a detailed outline of deliverables.

3.7. Work orders are intended to be discrete working documents that will provide, in summary form, the background and factual context within which a particular work element or series of work elements will be completed by the Consultant. Each work order will include a scope of services, level of effort and related costs. Work orders will be construed to be in addition to, supplementary to, and consistent with the provisions of this Agreement.

3.8. The Consultant will perform professional services provided for in each work order executed between the parties. Such professional services will be performed in accordance with the terms of this Agreement. The Consultant will be solely responsible for the technical completeness and accuracy of all work performed under this Agreement.

3.9. The Consultant will comply with all Owner rules, regulations, policies, procedures and directives.

3.10 Consultant warrants that its services under a work order will be performed in accordance with the standard of care used by similar professionals in the community under similar circumstances.

3.11 The Consultant shall not have control over, charge of, or responsibility for the Design-Builders' means, methods, techniques, sequences or procedures, or for safety precautions and programs in connection with any work. The Consultant's design reviews or review of submittals shall not constitute approval of safety precautions or of construction means, methods, or techniques. All services performed by others, including any architects, engineers, or construction contractors, and their subcontractors, shall be warranted only by such others and not by the Consultant. Consultant shall not be liable for delays caused in whole by other contractors (or their subcontractors) of Owner involved with the projects on which Consultant is providing services, including design-builders, construction contractors, architects, engineers, designers, material and equipment suppliers, tenants, or caused by governmental entities including the Federal Aviation Administration, or the Transportation Security Administration.

3.12 Press releases or other specialized publicity documents, including the Consultant's advertising and news bulletins, which are related to this Agreement and are intended by the Consultant for the press, broadcasting, or television, will be drawn up in consultation with the

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Owner. Except as otherwise required by law or regulation, the Consultant will not release or distribute any materials or information relating to this Agreement or containing the name of the Owner or any of its employees without prior written approval by an authorized representative of the Owner. Consultant shall incorporate the terms of this Paragraph into all of its subcontracts and subconsultant agreements and require all subcontractors and subconsultants to similarly incorporate the terms of this Paragraph in their subcontracts and subconsultant agreements.

ARTICLE 4 – <u>TIME</u>

4.1. Services to be rendered by the Consultant will commence subsequent to the execution of this Agreement in accordance with each work order. Time is of the essence with respect to the performance of this Agreement. Consultant shall comply with any time schedule set forth in a work order.

4.2. Should the Consultant fail to commence, provide, perform or complete any of the services to be provided in a timely and diligent manner, in addition to any other rights or remedies available to the Owner, the Owner at its sole discretion and option may withhold any and all payments due and owing to the Consultant until such time as the Consultant resumes performance of its obligations in such a manner so as to satisfy the Owner.

ARTICLE 5 - PAYMENTS TO THE CONSULTANT

5.1. The overall Agreement amount for the complete performance of all services required under this Agreement will be for ongoing program management consulting services. The parties acknowledge and agree that it is their intention to incorporate in each work order under this Agreement the amount and basis of payments to be made to the Consultant. Payments will be made on the basis of a not-to-exceed price for each work order.

5.2. These not-to-exceed amounts apply to work authorized during the period beginning April 3, 2014 and ending April 2, 2019 and during the periods of any exercised option years.

5.3. Payments based on a not-to-exceed price - For the services described in any work order based on a not-to-exceed price, the Consultant's sole compensation will be a payment or payments computed as a multiple of actual hourly salary for each person actually engaged in the provision of services, the total of which payment or payments will not exceed the not-to-exceed price under the relevant work order. The following provisions will govern the calculation of payments based on a not-to-exceed price:

5.3.1. Payment to Consultant – Compensation for the Consultant's employees will be computed at a multiple of 2.37 times the employee's actual hourly salary for professional services and 2.37 times for resident inspection or other field services.

5.3.2. Payments to Consultant for Subconsultants – Compensation for subconsultants will be in accordance with actual invoices submitted by subconsultants to the Consultant.

The Consultant will make prompt payment to subcontractors for services satisfactorily performed after receipt by the Consultant of payment from the Owner for such services.

5.3.3 Invoiced amounts for multiple projects or multiple locations must be identified per project and/or location.

5.3.4 All subconsultant agreements must be submitted at time of first billing. Subconsultant agreements must include a provision providing the Owner the same rights to audit at the subconsultant level in all of its subconsultant agreements executed to effect Project completion.

5.3.5 An employee basic services spreadsheet based on the fee proposal in Excel format listing the employee's name, employee's classification and employee's raw rate must be submitted before the professional service invoice submittal. If there are changes such as new employees, new classification or new raw rate, then an updated basic services spreadsheet in Excel format is required to be submitted. New classifications must have prior authorization by the Owner.

5.3.6 Basic services invoices that are submitted with a professional service invoice that are older than 90 days before the submission date will not be reimbursed.

5.3.7 Timesheets are required as supporting backup for all basic services invoice amounts. Hours billed must be clearly identified.

5.3.8 Overtime for any basic services must be pre-approved by the Owner.

5.3.9 Basic services must be organized using standard separators to identify the basic services being billed.

5.3.10 Rebalancing between task line items must be requested with the first overage billing, along with an explanation for the overage and confirmation that the total Agreement amount will not be exceeded. Proposed supporting sheets are to be submitted at the request for rebalancing.

5.3.11 All acceptable deliverables and badges are required to be submitted seven days before submission of a final professional service invoice.

5.3.12 If deficiencies are found, a standard deficiency e-mail will be sent to the Consultant to resolve within 24 hours. If the deficiency is not resolved within that time, the professional service invoice will be returned.

5.4. The Consultant shall notify the Owner in writing whenever it has reason to believe that the costs it expects to incur under a work order in the next 30 days, when added to all costs previously incurred, will exceed 75 percent of the not-to-exceed price of the work order. The notice shall state the estimated amount of additional funds required to continue performance for the period specified in the Schedule.

5.5. The Consultant is not obligated to continue performance under a work order or otherwise incur costs in excess of the not-to-exceed amount of the work order until the Owner notifies the

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Consultant in writing that the not-to-exceed amount has been increased and specifies an increased amount, which shall then constitute the total not-to-exceed amount of the work order.

5.6. Payments for Reimbursable Expenses – The Consultant will be reimbursed at cost for all expenses, except travel and subsistence which will be reimbursed in accordance with Owner's Travel and Business Development Expenses Policy, in an amount not to exceed the maximum reimbursable amount provided for in each work order. Each work order under this Agreement will identify the type of expenses that will be eligible for reimbursement and the maximum reimbursable amount for that work order. As specified hereinafter, the Consultant's direct and reimbursable expenses include only:

5.6.1. All costs for long distance telephone calls, postage and overnight express delivery and couriers related to the Project.

5.6.2. Expenses for parking at Tampa International Airport and transportation related to the Project including airplane travel and automobile; and, in the event of overnight travel related to the Project is required, cost of meals and lodging. All travel expenses will be reimbursed in accordance with the Owner's Travel and Business Development Expenses Policy and relevant procedures, as may be amended from time to time. Only travel expenses incurred in the performance of the Owner's business are reimbursable. The most efficient and economical means of transportation is required.

5.6.3. Invoiced amounts for multiple projects or multiple locations must be identified per project and/or location.

5.6.4. All subconsultant signed agreements must be submitted at time of first billing. Subconsultant agreements must include a provision providing the Owner the same rights to audit at the subconsultant level in all of its subconsultant agreements executed to effect project completion.

5.6.5. Receipts/Invoices that are submitted with a professional service invoice that are older than 90 days before the submission date will not be reimbursed.

5.6.6. Mileage within the Tri-County Area (Hillsborough, Pinellas, Pasco) will not be reimbursed. Mileage is part of travel which must be pre-approved by the Owner.

5.6.7. Original or legible copies of receipts/invoices that have not been altered are required for reimbursement. Receipts/Invoices must be identified by employee and employer, and include justification of expense.

5.6.8. Equipment purchased for and paid by the Owner must be identified when invoiced so that an asset tag can be attached to that equipment. A detail listing in Excel format must be submitted with the invoice when equipment is purchased.

5.6.9. No purchases of alcohol will be reimbursed by the Owner.

5.6.10. Meals for Owner or local consultant staff members will not be reimbursed.

5.6.11. No front loading on Progress Payments is allowed. Progress Payments are limited to the actual invoiced amounts.

5.6.12. Pre-approval from the Owner is necessary for office or petty cash expenditures.

5.6.13. Reimbursable expenses must be presented as a package organized in the following manner: Reimbursement Tracking Form, Reimbursement Matrix Sheet, actual invoices identifying item numbers and the matrix identifier as it appears on the Reimbursement Matrix Sheet and Reimbursement Tracking Form. This package should be secured by a clip or staple. The Reimbursement Tracking Form is required to be submitted electronically in Excel format, as is the supporting documentation for the submitted Professional Service Invoice.

5.4.14. Rebalancing between task line items must be requested with the first overage billing, along with an explanation for the overage and confirmation that the total Agreement amount will not be exceeded. Proposed supporting sheets are to be submitted at the request for rebalancing.

5.4.15. All acceptable deliverables and badges are required to be submitted seven days before submission of a final professional service invoice.

5.4.16. If deficiencies are found, a standard deficiency e-mail will be sent to the Consultant to resolve within 24 hours. If the deficiency is not resolved within that time, the professional service invoice will be returned.

5.5. In the event that it is established during the term of the Agreement that there will be substantial changes to the scope of the services as originally proposed and upon which the compensation is based, a change in said compensation will be negotiated prior to the commencement of the new scope of services.

5.6. Invoices for services, verified to the satisfaction of the Owner, will be rendered by the third of each month. The Consultant will submit two executed originals and two copies of invoices including a detailed accounting of the value of work performed to date by certified W/MBE. This accounting will include the names and addresses of W/MBEs that have participated, a description of the work each named W/MBE has performed and the value of work performed by each named W/MBE.

5.7. Whenever compensation is paid to the Consultant on a reimbursable basis, records as to the direct expense will be kept on a generally recognized accounting basis and will be submitted with each invoice.

5.8. Any compensation paid pursuant to a multiplier will constitute full payment for all costs, including but not limited to, employee benefits, overhead, general administrative costs, profit and all other unallocated expenses.

5.9. The Consultant agrees to pay each subconsultant under this Agreement for satisfactory

performance of its Agreement no later than 10 days from the receipt of each payment the Consultant receives from the Owner. The Consultant agrees further to release retainage payments to each subconsultant within 10 days after the subconsultant's work is satisfactorily completed. Any delay or postponement of payment from the above referenced time frame may occur only for good cause following written notice to the Authority. This clause applies to both W/M/DBE and non-W/M/DBE subconsultants.

5.10 With the exception of the month of September, all applications for payment will be submitted to the Authority by the twenty-fifth of each month. In the event that the twenty-fifth of the month falls on a Saturday, Sunday or holiday, applications for payment are due the last business day prior to the twenty-fifth of the month. Payment will be made by the twenty-fifth of the following month, with fiscal year end in September as the one exception, when payment will be made the second Friday of October.

ARTICLE 6 –<u>OWNER'S RIGHT TO PERFORM AUDITS, INSPECTIONS, OR ATTESTATION</u> <u>ENGAGEMENTS</u>

6.1. In connection with payments to the Consultant under this Agreement, it is agreed the Consultant will maintain adequate records in accordance with generally accepted accounting practices. The Owner, Florida Department of Transportation, Federal Aviation Administration and the Comptroller General of the United States, or any duly authorized representative of each, have the right to initiate and perform audits, inspections or attestation engagements over the Consultant's records for the purpose of determining payment eligibility under the Agreement or over selected operations performed by Consultant under this Agreement for the purpose of determining compliance with the Agreement. Access will be to all of the Consultant's records, including books, documents, papers, and records of Consultant directly pertinent to this Agreement or any work order, as well as records of parent, affiliate and subsidiary companies. If the records are kept at locations other than the Airport, Consultant will arrange for said records to be brought to a location convenient to Owner's auditors to conduct the engagement as set forth in this Article. Or, Consultant may transport Owner's team to the location other than the Airport for purposes of undertaking said engagement. In such event, Consultant will pay reasonable costs of transportation, food and lodging for Owner's team in accordance with Owner's Travel and Business Development Expense Policy. Consultant agrees to deliver or provide access to all records requested by Owner's auditors within 15 calendar days of the request at the initiation of the engagement and to deliver or provide access to all other records requested during the engagement within 7 calendar days of each request. The parties recognize that Owner will incur damages if records requested by Owner's auditors are not provided in a timely manner and that the amount of those costs is difficult to determine with certainty. Consequently, the parties agree that Consultant may be charged \$500.00 per calendar day, in addition to all other contractual financial requirements, for each time Consultant is late in submitting requested records to perform the engagement. Accrual of these charges will continue until specific performance is accomplished.

6.2. In the event the Consultant maintains its accounting or project information in electronic format, upon request by the Owner's auditors, the Consultant will provide a download of its accounting or project information in an electronic format allowing readership in Microsoft Office software.

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6.3. The Owner has the right during the engagement to interview the Consultant's employees and subconsultants, make photocopies, and inspect any and all records at a reasonable time. The right to initiate an engagement will extend for five years after the completion date of any work order, or five years after the termination of the Agreement, whichever occurs later.

6.4. In the event the Consultant has overcharged the Owner for direct and reimbursable expenses, the Consultant will re-pay the Owner the amount of the overcharge and the Owner may assess interest of up to 12% on the overcharge from the date the overcharge occurred. In addition, if the Consultant has overcharged the Owner by more than 3% of the gross direct and reimbursable amount, the Owner may assess and the Consultant will pay for the entire cost of the audit.

6.5. The Consultant shall require all of its subcontractors and subconsultants to provide the Owner the same rights to perform audits, inspections or attestation engagements as allowed in this Agreement. The Consultant shall require that all of its subcontractors and subconsultants require their sub-subcontractors and sub-subconsultants to provide the Owner the same rights to perform audits, inspections or attestation engagements as allowed in this Agreement.

6.6 Approvals by Owner's staff for any services included or not included in this Agreement do not act as a waiver or limitation of the Owner's right to perform audits, inspections, or attestation engagements.

ARTICLE 7 - OWNERSHIP OF DOCUMENTS

7.1 Upon completion or termination of each individual work order or this Agreement, all records, documents, tracings, plans, specifications, maps, evaluations, reports and other technical data, models, renderings and electronic data other than working papers, prepared or developed by Consultant under this Agreement, will be delivered to and become the property of the Owner. Consultant, at its own expense, may retain copies for its files and internal use. Any reuse of such documents by the Owner on any other project without the written authorization of the Consultant will be at Owner's sole risk. To the fullest extent permitted by law, Consultant agrees to defend, indemnify and hold harmless the Owner and its board members, officers, and employees from and against any liabilities, claims, costs or expenses as a result of any alleged infringement of third party rights in the documents described herein. If the previous sentence is found to conflict in any way with any applicable law, the previous sentence will be considered modified by such law to the extent necessary to remedy the conflict.

7.2 Consultant agrees in accordance with Florida Statute Section 119.0701 to comply with public records laws including the following:

7.2.1 Keep and maintain public records that ordinarily and necessarily would be required by the Owner.

7.2.2 Provide the public with access to public records on the same terms and conditions that the Owner would provide the public records and at a cost that does not exceed the cost provided in Chapter 119 of the Florida Statutes or as otherwise provided by law.

7.2.3 Ensure that public records that are exempt or confidential and exempt from public

records disclosure requirements are not disclosed except as authorized by law.

7.2.4 Meet all requirements for retaining public records and transfer, at no cost, to the Owner all public records in possession of the Consultant upon termination of this Agreement and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to the Owner in a format that is compatible with the Owner's information technology systems.

ARTICLE 8 - INDEMNITY

To the fullest extent permitted by law, Consultant fully indemnifies and holds harmless the Owner, and its members, officers, agents and employees, from any and all liabilities, damages, losses, and costs, including, but not limited to, reasonable attorneys' fees, to the extent caused by the negligence, recklessness, or wrongful conduct of the Consultant and other persons employed or utilized by the Consultant in the performance of the Agreement. Nothing contained herein will be construed as a waiver of any immunity from or limitation of liability the Owner may have under the doctrine of sovereign immunity under common law or statute. The Owner reserves the right, at its option, to participate in the defense of any suit, without relieving Consultant of any of its obligations hereunder. The obligations of this clause will survive termination of this Agreement and will not be limited by the amount of any insurance required to be obtained or maintained under this Agreement. If this clause is found to conflict in any way with Florida law, the clause will be considered modified by such laws, to the extent necessary to remedy the conflict.

ARTICLE 9 - INSURANCE COVERAGES AND LIMITS

9.1 Consultant's Liability Insurance

Consultant will maintain the following limits and coverages uninterrupted or amended through the life of this Agreement. In the event the Consultant becomes in default of the following requirements, the Owner reserves the right to take whatever actions deemed necessary to protect its interest. Required liability and property insurance policies, other than Workers' Compensation/Employer's Liability and Professional Liability, will provide that the Owner, members of the Owner's governing body, and the Owner's officers, agents, volunteers and employees are included as additional insureds. Consultant shall require that all subcontractors and subconsultants maintain insurance meeting all the requirements stated herein with the sole exception that Consultant shall determine the applicable limits for its subcontractors and subconsultants and Consultant shall have subcontractors and subconsultants have all applicable policies to name the Owner, members of the Owner's governing body, and the Owner's officers, agents, volunteers and employees as Additional Insureds. Before subcontractor or subconsultant commences Services, Consultant will submit evidence that the subcontractor or subconsultant has complied with this provision to Owner.

9.1.1 <u>Workers' Compensation / Employer's Liability</u>

The minimum limits of insurance (inclusive of any amount provided by an umbrella or excess policy) will be:

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Part One:	"Statutory"
Part Two:	-
Each Accident	\$ 1,000,000
Disease - Policy Limit	\$ 1,000,000
Disease - Each Employee	\$ 1,000,000

9.1.2. Commercial General Liability

The minimum limits of insurance (inclusive of any amounts provided by an umbrella or excess policy) without exclusion for independent contractors, XCU, or broad form property damage covering the work performed pursuant to this Agreement will be the amounts specified herein. Coverage will be provided for liability resulting out of, or in connection with, ongoing operations performed by, or on behalf of, the Consultant under this Agreement or the use or occupancy of Owner premises by, or on behalf of, the Consultant in connection with this Agreement. Coverage shall be per form CG 00 01 or its equivalent. Additional insurance coverage shall be per ISO Form CG 20 10 04 13 and CG 20 37 04 13 or their equivalent.

Agreement Specific

General Aggregate	\$ 5,000,000
Each Occurrence	\$ 5,000,000
Personal and Advertising Injury	\$ 5,000,000
Products and Completed Operations	\$ 5,000,000

9.1.3. Business Auto Liability

Coverage will be provided for all owned, hired and non-owned vehicles. Coverage shall be per form CA 00 01 or its equivalent.

The minimum limits of insurance (inclusive of any amounts provided by an umbrella or excess policy) covering the work performed pursuant to this Agreement will be:

Each Occurrence - Bodily Injury and Property Damage Combined

\$ 5,000,000

9.1.4. Professional Liability

Such insurance will be maintained throughout the Project and for three years following completion of the project work by the Consultant. Any deductible amount over \$50,000 must be approved in writing by the Owner. Coverage will include all work of the Consultant, including but not limited to areas with possible environmental impact, without any exclusions unless approved in writing by the Owner. The limits of coverage will not be less than:

Each Claim	\$ 1,000,000
Annual Aggregate	\$ 1,000,000

9.1.5. <u>Environmental Impairment (Pollution) Liability</u>

Proof of such insurance will be required during this Agreement if determined by the Owner that circumstances warrant this coverage. Consultant agrees to show proof of coverage without asbestos abatement exclusion, which arises out of, or in connection with, work or occupancy of Owner property in the Consultant's performance under this Agreement. Such insurance will be maintained throughout the Project and for three five years following completion of the project work by the Consultant.

Each Occurrence	\$ 1,000,000
Annual Aggregate	\$ 1,000,000

9.1.6. <u>Crime Policy Endorsement</u>

Consultant shall maintain Commercial Crime Insurance or Fidelity Bond providing Employee Dishonesty on a blanket basis covering all of the Consultant's, subcontractor's and subconsultant's employees. Endorsed to cover "Third Party Liability" to include property of the Owner in the care, custody and control of an outside party.

For losses to Owner's property.

Each Claim

\$ 1,000,000

9.2 Contractual Insurance Terms and Conditions

9.2.1 PURPOSE: To establish the insurance terms and conditions associated with contractual insurance requirements.

9.2.2 INSURANCE COVERAGE:

9.2.2.1 Procurement of Coverage:

With respect to each of the required coverages the Consultant will, at the Consultant's expense, procure, maintain and keep in force the amounts and types of insurance conforming to the minimum requirements set forth in this Agreement. Coverage will be provided by insurance companies eligible to do business in the State of Florida and having an AM best rating of A- or better and a financial size category of VII or better. Utilization of non-rated companies or companies with AM Best ratings lower than A- or better and financial size category lower than VII may be approved on a case by case basis. Such insurance will be no more restrictive than that provided by the latest edition filed for use in the State of Florida by the insurance service office, without restrictive endorsements. If the insurer does not meet these requirements, the Owner retains the right to approve or disapprove the use of the insurer.

9.2.2.2 Term of Coverage:

Except as otherwise specified in this Agreement, the insurance will commence on or prior to the effective date of this Agreement and will be maintained in force throughout the duration of this Agreement. Five years' completed operations coverage must be maintained on all general liability policies, effective on the date of substantial completion of the design phase or the termination of this Agreement, whichever is earlier. If Professional or Pollution liability coverage required is written on a claims made coverage form, the retroactive date must be shown, and this date must be before the earlier of the execution date of the Agreement or the beginning of Agreement Services.

9.2.2.3 Reduction of Aggregate Limits:

If any reduction of an aggregate limit occurs, the Consultant will take immediate steps to have it reinstated. The policies shall be endorsed so that the specified policy limits are available for claims on this Project.

9.2.2.4 Cancellation Notice

Each of the insurance policies will be specifically endorsed to require the insurer to provide the Owner with 30 days written notice prior to the cancellation of the policy. The endorsement will specify that such notice will be sent to:

Hillsborough County Aviation Authority Attn.: Chief Executive Officer Tampa International Airport Post Office Box 22287 Tampa, Florida 33622

9.2.2.5 No waiver by approval/disapproval:

The Owner accepts no responsibility for determining whether the Consultant's insurance is in full compliance with the insurance required by this Agreement. Neither the approval by the Owner nor the failure to disapprove the insurance furnished by the Consultant will relieve the Consultant of their full responsibility to provide the insurance required by this Agreement.

9.2.2.6 Future Modifications – Changes in Circumstances:

9.2.2.6.1 Changes in Coverage and Required Limits of Insurance

The coverage and minimum limits of insurance required by this Agreement are based on circumstances in effect at the inception of this Agreement. If in the opinion of the Owner circumstances merit a change in such coverage or minimum limits of insurance required by this Agreement, the Owner may change the coverage and minimum limits of insurance required and the Consultant will, within 60 days of receipt of written notice of a change in the coverage and minimum limits required, comply with such change and provide evidence of such compliance in the manner required by this Agreement. Provided, however, that no change in the coverage or minimum limits of insurance required will be made by the Owner until at least two years after inception of this Agreement. Subsequent changes in the coverage or minimum limits of insurance will not be made by the Owner until at least two years after any prior change by the Owner unless extreme conditions warrant such change and are agreeable to both parties.

Notwithstanding the foregoing, Consultant may make a written request for a waiver with respect to the insurance requirements contained herein for specific subcontractors and subconsultants for good cause and the Owner will evaluate the request for waiver within ten calendar days of receipt and issue a decision. Any such modification will be subject to the prior written approval of the Owner and subject to the conditions of such approval.

Owner expressly reserves the right, at its sole discretion, to adjust this Agreement and pursue alternative methods for the provision of insurance and ancillary services associated with this Program. Alternative methods may include, but are not limited to, a controlled insurance program.

If, in the opinion of the Owner, compliance with the insurance requirements is not commercially practicable for the Consultant, at the written request of the Consultant, the Owner may, at its sole discretion and subject to any conditions it deems appropriate, relax or temporarily suspend, in whole or in part, the insurance requirements which would otherwise apply to the Consultant. Any such modification will be subject to the prior written approval of the Owner and subject to the conditions of such approval.

9.2.2.7 Proof of Insurance – Insurance Certificate:

9.2.2.7.1 Prior to Services, Use or Occupancy of Owner Premises

The Consultant will not commence Services, or use or occupy Owner premises in connection with this Agreement until the required insurance is in force, preliminary evidence of insurance acceptable to the Owner has been provided to the Owner, and the Owner has granted permission to the Consultant to commence Services or use or occupy the premises in connection with this Agreement.

9.2.2.7.2 Proof of Insurance Coverage

As preliminary evidence of compliance with the insurance required by this Agreement, the Consultant will furnish the Owner with a certificate(s) of insurance satisfactory to the Owner. This certificate must be signed by an authorized representative of the insurer. Consultant shall furnish the entity with endorsements effecting coverage as required by this Article. The endorsements are to be signed by a person authorized by insurer to bind coverage on its behalf. If requested by the Owner, the Consultant will, within 30 days after receipt of written request from the Owner, provide the Owner, or make available for review, a certified complete copy of the policies of insurance. The Consultant may redact those portions of the insurance policies that are not relevant to the coverage required by this Agreement. The Consultant will provide the Owner with renewal or replacement evidence of insurance, acceptable to the Owner, prior to expiration or termination of such insurance.

9.2.2.7.3 The insurance certificate must:

9.2.2.7.3.1 Indicate that, to the extent required by this Agreement, the Owner, members of the Owner's governing body, and the Owner's officers, agents, volunteers and employees are included as additional insureds;

9.2.2.7.3.2 Indicate that the certificate has been issued in connection with this Agreement;

9.2.2.7.3.3 Indicate the amount of any deductible or self-insured retention applicable to all coverages;

9.2.2.7.3.4 Identify the name and address of the certificate holder as:

Hillsborough County Aviation Authority Attn.: Chief Executive Officer Tampa International Airport Post Office Box 22287 Tampa, Florida 33622; and

9.2.2.7.3.5 Be signed and dated using approved methods by an individual who is an authorized representative of each insurer, whose insurance is the subject of the certificate and who is authorized by each such insurer to issue the certificate of insurance as modified. Facsimile signatures are acceptable.

9.2.2.8 Deductibles / Self Insurance:

9.2.2.8.1 All property and builders risk deductibles, as well as all self-

insured retentions or any schemes other than a fully insured program, must be approved by the Owner. The Consultant agrees to provide all documentation necessary for the Owner to review the deductible or alternative program.

9.2.2.8.2 The Consultant will pay on behalf of the Owner, or any member of the Owner's governing body or any officer or employee of the Owner, any deductible or self-insured retention (SIR) which, with respect to the required insurance, is applicable to any claim by or against the Owner or any member of the Owner's governing body, or any officer or employee of the Owner.

9.2.2.8.3 The agreement by the Owner to allow the use of a deductible or self-insurance program will be subject to periodic review by Owner's Risk Management Department. If, at any time, the Owner deems that the continued use of a deductible or self-insurance program by the Consultant should not be permitted, the Owner may, upon 60 days written notice to the Consultant, require the Consultant to replace or modify the deductible or self-insurance in a manner satisfactory to the Owner.

9.2.2.8.4 Any deductible amount or SIR program will be included and clearly described on the certificate prior to any approval by the Owner. This is to include fully insured programs as to a zero deductible per the policy. Owner reserves the right to deny any certificate not in compliance with this requirement.

9.2.2.9 Consultant's Insurance Primary:

The Consultant's required insurance will apply on a primary basis. Any insurance maintained by the Owner will be excess and will not contribute to the insurance provided by or on behalf of the Consultant. All policies will be endorsed so that Florida law will govern the interpretation of the policy including but not limited to Part II of Chapter 627 F.S.

9.2.2.10 Consultant's Failure to Comply with Insurance Requirements:

9.2.2.10.1 Owner's Right to Procure Replacement Insurance

If after the inception of this Agreement the Consultant fails to fully comply with the insurance requirements of this Agreement, in addition to and not in lieu of any other remedy available to the Owner provided by this Agreement, the Owner may, at its sole discretion, procure and maintain on behalf of the Consultant, insurance which provides, in whole or in part, the required insurance.

9.2.2.10.2 Replacement Coverage at Sole Expense of Consultant

The entire cost of any insurance procured by the Owner pursuant to this section will be paid by the Consultant without reimbursement from the Owner. At the option of the Owner, the Consultant will either directly pay the entire cost of the insurance or immediately reimburse the Owner for any costs incurred by the Owner, including premium and a 15% administration cost.

9.2.2.10.3 Consultant to Remain Fully Liable

Except to the extent any insurance procured by the Owner pursuant to this section actually provides the insurance coverage required by this Agreement, the Consultant will remain fully liable for full compliance with the insurance requirements in this Agreement.

9.2.2.10.4 Owner's Right to Terminate, Modify, or Not Procure

Any insurance procured by the Owner pursuant to this section is solely for the Owner's benefit and is not intended to replace or supplement any insurance coverage which otherwise would have been maintained by the Consultant. Owner is not obligated to procure any insurance pursuant to these requirements and retains the right, at its sole discretion, to terminate any such insurance which might be procured by the Owner pursuant to this section.

ARTICLE 10 – WAIVER OF CLAIMS

The Consultant's acceptance of final payment for any work order will constitute a full waiver of any and all claims, by it against the Owner arising out of this Agreement or individual work order or otherwise related to the Project, except for insurance company subrogation claims and clauses previously made in writing and identified by Consultant as unsettled at the time of the final payment. Neither the acceptance of Consultant's services nor payment by the Owner will be deemed to be a waiver of the Owner's rights against Consultant. The failure of either party to enforce at any time or for any period of time any one or more provisions of the Agreement will not be construed to be and will not be a waiver of any such provision or provisions or of its right thereafter to enforce each and every such provision.

ARTICLE 11 – CLAIMS AND DISPUTES

11.1. A claim is a written demand or assertion by one of the parties seeking as a matter of right, adjustment or interpretation of the Agreement terms, payment of money, extension of time or other relief with respect to the terms of this Agreement. The term claim also includes other disputes and matters in question between the Owner and Consultant arising out of or relating to this Agreement. All claims must be made in writing. The responsibility to substantiate claims will rest with the party making the claim.

11.2. Claims by Consultant must be made in writing to the Owner within 20 calendar days after the occurrence of the event giving rise to such claim has been first recognized or else Consultant

will be deemed to have waived the claim. Written supporting data will be submitted to the Owner within 30 calendar days after such occurrence has been first recognized unless the Owner allows additional time or else Consultant will be deemed to have waived the claim.

11.3. Unless otherwise agreed in writing and notwithstanding any other rights or obligations of either of the parties under this Agreement, the Consultant will carry on with the performance of its services and duties hereunder during the pendency of any claim, dispute, other matter in question or arbitration or any other proceedings to resolve any claim, dispute or other matter in question. Owner, however, will be under no obligation to make payments on or against such claims, disputes or other matters in question during the pendency of any proceedings to resolve such claims, disputes or other matters in question.

11.4 Documents in support of the claim referred to in this Article may be subject to an independent audit by the Owner. In the event the audit supports the Consultant's claim, the Owner will pay for the audit. In the event the audit does not support the Consultant's claim, the Consultant will pay for the audit.

11.5 Any action initiated by either party associated with a claim or dispute will be brought in the appropriate State Court in and for Hillsborough County, Florida. The appropriate State Court shall be the exclusive venue and jurisdiction for such action. Confidential mediation with a mediator approved by the Owner shall be a condition precedent to litigation.

ARTICLE 12 - ASSISTANCE IN LITIGATION

The Consultant will render assistance to and on behalf of the Owner in litigation in connection with or arising out of this Agreement, including any litigation brought by or against the Owner and any third parties, by providing technical information, analyses and expert witnesses only for the Owner. The Consultant shall not be required to act as an expert witness in the event it would have a conflict of interest by serving as the same. The Consultant will provide services under this Article at a mutually agreed upon and reasonable rate as an additional service.

ARTICLE 13 – <u>CONFLICT OF INTEREST</u>

Consultant represents that it presently has no interest and will acquire no interest, either direct or indirect, which would conflict, as determined by the Owner, in any manner with the performance of services required hereunder. Consultant further represents that no persons have any such interest will be employed to perform these services.

ARTICLE 14 – NOTICES AND ADDRESS OF RECORD

14.1. All notices required or made pursuant to this Agreement to be given by the Consultant to the Owner will be in writing and may be given either by mailing same by United States mail with proper postage affixed thereto, or by hand-delivery to the appropriate address as listed below:

14.1.1. Mail:	Hillsborough County Aviation Authority
	P. O. Box 22287
	Tampa, FL 33622-2287

Attention: Chief Executive Officer

14.1.2. Hand-delivery: Hillsborough County Aviation Authority Tampa International Airport Third Level, Blue Side Tampa, FL 33607 Attention: Chief Executive Officer

ARTICLE 15 - TERM OF AGREEMENT

This Agreement will commence on the date awarded by the Board and will remain in effect for a period of five years. Thereafter, the Chief Executive Officer, may exercise three one year options to extend the Agreement. Individual work orders will have effective dates and completion dates for the related scope of work. Provided, however, that any work orders issued prior to the termination date of this Agreement will continue until complete.

ARTICLE 16 - TERMINATION OF AGREEMENT

16.1. This Agreement may be terminated by the Owner with or without cause upon at least seven days' written notice to the Consultant.

16.2. In the event of termination not the fault of the Consultant, the Consultant will be compensated for services performed to the termination date, together with reimbursable expenses then due and termination expenses. Termination expenses are expenses directly attributable to termination, including reasonable compensation for overhead and profit on the services performed. Reasonable compensation for overhead and profit on the services performed will be established pursuant to negotiation. The Consultant will not be entitled to any further or additional compensation from the Owner, including but not limited to, damages or lost or unanticipated profits on services not performed.

16.3. In the event of termination for cause, the Owner may retain all payments due to the Consultant at the date of termination until all of the Owner's charges including Attorney's fees have been established and deducted from payments due. To the extent Owner's charges under Article 6.1 exceed the payments due to the Consultant, such excess shall be paid by Consultant to Owner no later than 10 days following the date Consultant received written demand from Owner for such charges.

16.4. Upon 30 days' written notice to Owner, Consultant may terminate this Agreement if Consultant is not in default of any term, provision, or covenant of this Agreement only upon or after the occurrence of any of the following events: (1) the inability of Consultant to perform work at an Owner airport for which a work order has been issued for a period of longer than 90 consecutive days due to war, terrorism, or the issuance of any order, rule or regulation by a competent governmental authority or court having jurisdiction over the Owner preventing Consultant from operating its business for a period of 90 consecutive days, provided, however, that such inability or such order, rule or regulation is not due to any fault or negligence of Consultant; (2) the failure of the Owner to pay undisputed amounts in accordance with the terms of this Agreement after notice and right to cure, as set forth above.

16.5 In the event this Agreement is terminated Owner will be entitled to retain and use all documents furnished or prepared by or for the Consultant or subconsultants employed or retained by the Consultant as set forth in Paragraph 7.1.

16.6 In the event the Owner terminates Consultant for cause pursuant to this Article 16 and it is later determined that such termination was not proper or such termination right was not otherwise available to the Owner, such termination will be deemed a termination without cause and Consultant's rights and remedies will be limited to those set forth in Paragraph 16.2 above.

ARTICLE 17 – <u>SUSPENSION OF WORK</u>

The Owner may, for any reason, order the Consultant in writing to suspend, delay or interrupt the work in whole or in part for such period of time as the Owner may determine. If the work is stopped for a period exceeding 60 days by the Owner, the Consultant may be entitled to additional compensation and expenses, said compensation and expenses to be established pursuant to negotiations between the parties.

ARTICLE 18 - SUCCESSORS AND ASSIGNS

The Consultant binds itself, its partners, successors, assigns and legal representatives with respect to all covenants of this Agreement and may not assign, sublet or transfer its interest in this Agreement without prior written consent of the Owner.

ARTICLE 19 - TRUTH IN NEGOTIATIONS

The Consultant certifies that the wage rates and other factual unit costs supporting the compensation described herein and in all work orders provided under this Agreement are accurate, complete and current at the time of contracting and that the original contract price and any additions or work orders will be adjusted to exclude any significant sums where the Owner determines the contract price was increased due to inaccurate, incomplete or non-current wage rates and other factual unit costs. All such adjustments will be made within three years following the end of any particular work order issued under this Agreement.

ARTICLE 20 - CERTIFICATION OF CONSULTANT

The Consultant warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the Consultant to solicit or secure this Agreement, and that Consultant has not paid or agreed to pay any person, company, corporation, individual or firm, other than a bona fide employee working solely for the Consultant, any fee, commission, percentage, gift or other consideration contingent upon or resulting from the award or making of this Agreement. If the Owner finds that Consultant violates this provision, the Owner may terminate this Agreement and any underlying work orders without liability and, at its discretion, deduct from the Agreement or work order, or otherwise recover, the full amount of any fee, commission, percentage, gift, or consideration.

TPA /Program Management Consultant

ARTICLE 21 - PUBLIC ENTITY CRIME CERTIFICATION

A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid on an agreement to provide any goods or services to a public entity, may not submit a bid on an agreement with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or engineer under an agreement with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Florida Statute Section 287.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list.

ARTICLE 22 - AGREEMENT MADE IN FLORIDA

This Agreement has been made in and will be construed in accordance with the laws of the State of Florida. In any action initiated by one party against the other, venue will lie in Hillsborough County, Florida.

ARTICLE 23 - <u>NON-DISCRIMINATION</u>

23.1. During the performance of this Agreement, the Consultant, for itself, its assignees and successors in interest, agrees as follows:

23.1.1. Compliance with regulations. The Consultant must comply with the regulations relative to non-discrimination in federally assisted programs of the Department of Transportation (DOT) Title 49, Code of Federal Regulations, Part 21, as they may be amended from time to time (hereinafter referred to as the Regulations), which are herein incorporated by reference and made a part of this Agreement.

23.1.2. Non-discrimination. The Consultant, with regard to the work performed by it during the Agreement, will not discriminate on the grounds of race, color, or national origin in the selection and retention of subcontractors, including procurement of materials and leases of equipment. The Consultant will not participate either directly or indirectly in the discrimination prohibited by Section 21.5 of the Regulations, including employment practices when the Agreement covers a program set forth in Appendix B of the Regulations.

23.1.3. Solicitations for subcontracts, including procurement of materials and equipment. In all solicitations either by competitive bidding or negotiation made by the Consultant for work to be performed under a subcontract, including procurement of materials or leases of equipment, each potential subcontractor or supplier must be notified by the Consultant of the Consultant's obligations under this Agreement and the Regulations relative to non-discrimination on the grounds of race, color or national origin.

23.1.4. Information and reports. The Consultant must provide all information and reports required by the Regulations or directives issued pursuant thereto and must permit access to its books, records, accounts, other sources of information and its facilities as may be determined by the Owner or the Federal Aviation Administration (FAA) to be pertinent to

ascertain compliance with such Regulations, orders and instructions. Where any information required of Consultant is in the exclusive possession of another who fails or refuses to furnish this information, the Consultant will so certify to the Owner or the FAA, as appropriate, and will set forth what efforts it has made to obtain the information.

23.1.5. Sanctions for noncompliance. In the event of the Consultant's non-compliance with the non-discrimination provisions of this Agreement, the Owner will impose such contractual sanctions as it or the FAA may determine to be appropriate, including, but not limited to:

a. withholding of payments to the Consultant under the Agreement until the Consultant complies,

and/or

b. cancellation, termination or suspension of the Agreement, in whole or in part.

23.1.6. Incorporation of provisions. The Consultant must include the provisions of subarticles 23.1.1 through 23.1.7 in every subcontract, including procurement of materials and leases of equipment, unless exempt by the Regulations or directives issued pursuant thereto. The Consultant must take such action with respect to any subcontract or procurement as the Owner or the FAA may direct as a means of enforcing such provisions, including sanctions for non-compliance. Provided, however, that in the event the Consultant becomes involved in or is threatened with, litigation by a subcontractor or supplier as a result of such direction, the Consultant may request the Owner to enter into such litigation to protect the interests of the Owner and, in addition, the Consultant may request the United States to enter into such litigation to protect the interests of the United States.

23.1.7. Consultant assures that, in the performance of its obligations hereunder, it will fully comply with the requirements of 14 C.F.R. Part 152, Subpart E (Non-discrimination in Airport Aid Program), as amended from time to time, to the extent applicable to Consultant, to ensure, among other things, that no person will be excluded from participating in any activities covered by such regulations on the grounds of race, creed, color, national origin, or sex. Consultant, if required by such regulations, will provide assurances to the Owner that Consultant will undertake an affirmative action program and will require the same of its subconsultants.

ARTICLE 24 – <u>WOMAN AND MINORITY OWNED BUSINESS ENTERPRISE (W/MBE)</u> <u>ASSURANCES</u>

24.1 It is the policy of the Owner that W/MBEs, as defined in the Owner's W/MBE Policy, will have full and fair opportunities to compete and participate in the performance of all non-federally funded agreements or in the purchase of goods and services procured by the Owner. Consequently, the W/MBE requirements and the Owner's W/MBE Policy will apply to this Agreement and are made a part hereof.

24.1.1 The Consultant and any subcontractor of the Consultant will not discriminate on the basis of race, color, national origin, or sex in the performance of the Agreement. The Consultant will carry out applicable requirements of the Authority's W/MBE Policy in the award and administration of agreements. Failure by the Consultant to carry out these requirements will be a material breach of the Agreement, which may result in the termination of the Agreement or such other remedy as the Authority deems appropriate.

24.1.2 The Consultant agrees that it will not discriminate against any business owner because of the owner's race, color, national origin, or sex in connection with the award or performance of any agreement, management contract, or subcontract, purchase or lease agreement.

24.1.3 The Consultant agrees to include the statements in paragraphs (1) and (2) above in any subsequent agreement or contract that it enters and cause those businesses to similarly include the statements in further agreements.

24.2 The Consultant agrees to ensure that W/MBEs, as defined in the Owner's W/MBE Policy, have the maximum opportunity to participate in the performance of this Agreement, and the Consultant will take all necessary and reasonable steps in accordance therewith to ensure that W/MBEs have the maximum opportunity to compete for and perform subcontracts.

24.3 W/MBE Expectancies. In compliance with the Owner's W/MBE Policy, the Consultant's minimum W/MBE commitment is established as the sum total of the verified Letter(s) of Intent for each portion of the Project. The expectancy stated below is the sum total of the certified W/MBE's listed in the Consultant's fee and scope proposal which is attached hereto and which will be enforceable under the terms of this Agreement. The Consultant will demonstrate that they will subcontract to certified W/MBEs at least 10.0 % of the total dollar amount earned on the Project.

24.4 All W/MBEs interested in participating in contracting/subcontracting opportunities must be certified as eligible W/MBEs before said business enterprises begins their portion of the Agreement Services. Only certified W/MBEs will count toward the W/MBE expectancy. If the Consultant fails to achieve the W/MBE expectancy stated herein, it will be required to provide documentation demonstrating that it made good faith efforts in attempting to do so.

24.5 W/MBE Termination and Substitution: The Consultant will not terminate a W/MBE for convenience without the Authority's prior written consent. If a W/MBE is terminated by the Consultant with the Owner's consent or because of the W/MBE's default, then the Consultant must make a good faith effort, in accordance with the requirements of the Owner's W/MBE Policy, to find another W/MBE to substitute for the original W/MBE to provide the same amount of W/MBE participation.

24.6 Reporting Requirements: The Consultant agrees that, within 15 days after the expiration of each calendar month during the term of the Agreement beginning on the effective date of the Agreement, it will provide a W/MBE Utilization Activity report to the Owner's DBE Program Manager reflecting, as applicable, in a form acceptable to the Owner, the Consultant's total dollar value received under the Agreement for the applicable period and the amount expended for the

purchase of goods and services from each W/MBE firm during that period, calculated in accordance with the requirements of the Owner's W/MBE Policy.

24.7 Monitoring: The Owner will monitor the compliance and good faith efforts of the Consultant in meeting these requirements. The Owner will have access to the necessary records to examine such information as may be appropriate for the purpose of investigating and determining compliance with this subsection, including, but not limited to, records, records of expenditures, contracts between the Consultant and the W/MBE participant, and other records pertaining to the W/MBE participation plan, which the Consultant will maintain for a minimum of three years following the end of the Agreement. Opportunities for W/MBE participation will be reviewed prior to the exercise of any renewal, extension or material amendment of the Agreement to consider whether an adjustment in the W/MBE requirement is warranted. Without limiting the requirements of the Agreement, the Owner reserves the right to review and approve all subleases or subcontracts utilized by the Consultant for the achievement of these goals.

24.8 To the fullest extent permitted by law, Consultant agrees to indemnify the Owner from the loss of any funds or other damages that may result from Consultant's failure to achieve the W/MBE expectancies set forth herein or to establish a good faith effort to do so, including attorneys' fees and costs associated with said failure by Consultant or good faith investigation by Owner. If the previous sentence is found to conflict in any way with applicable law, the previous sentence will be considered modified by such law to the extent necessary to remedy the conflict. Failure of Consultant to make a good faith effort to achieve W/MBE expectancies will be a material breach of this Agreement. The determination of whether Consultant's efforts were made in good faith will be made by the Owner. At 50% completion, a plan of action properly reflecting anticipated W/MBE achievement of the commitment is required to be submitted to the Owner.

24.9 In the event of the Consultant's non-compliance with the Owner's W/MBE Policy, failure to meet the prescribed W/MBE expectancy set forth in this Agreement, or failure to establish a good faith effort to do so, the Owner will impose such contract sanctions as the Owner may determine to be appropriate, including but not limited to:

24.9.1 Withholding of payments to the Consultant under this Agreement until the Consultant complies; and/or

24.9.2 Cancellation, termination or suspension of this Agreement in whole or in part; and/or

24.9.3 Debarment or suspension of Consultant from eligibility to contract with the Owner in the future or to receive bid packages or request for qualification (RFQ) packages.

ARTICLE 25 – <u>PROHIBITION AGAINST CONTRACTING WITH SCRUTINIZED</u> <u>COMPANIES</u>

This Agreement will be terminated in accordance with Florida Statute Section 287.135(3) if it is found that Consultant submitted a false Scrutinized Company Certification as provided in Florida Statute Section 287.135(5), has been placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector

List, created pursuant to Florida Statute Section 215.473.

ARTICLE 26 – <u>E-VERIFY REQUIREMENT</u>

In accordance with the State of Florida, Office of the Governor, Executive Order Number 11-02 (Verification of Employment Status), all agencies under the direction of the Governor are to include as a condition of all state contracts, an express requirement that contractors utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all persons employed during the contract term by the contractor to perform employment duties within Florida and all persons, including subcontractors, assigned by the contractor to perform work pursuant to the agreement with the state agency. Any projects with Florida Department of Transportation (FDOT) funding will contain this assurance as a condition for any new Joint Participation Agreements dated after January 4, 2011. Additional guidance by FDOT directed adherence of this requirement to all persons performing work under this Agreement hired on or after January 4, 2011, the date of the Executive Order. The Consultant will verify all of their employees in accordance with the E-verify requirements.

ARTICLE 27 - COMPLETE AGREEMENT

This Agreement represents the entire and fully integrated agreement between the Owner and the Consultant and supersedes all prior negotiations, representations or agreements, either written or oral. This Agreement may be amended only by written instrument signed by both the Owner and the Consultant.

IN WITNESS WHEREOF, the parties I proper officers, duly authorized to do so;		
proper officers, dury autionzed to do so,		
By the Consultant this	day of	, 20
ATTEST:		
		(COMPANY NAME)
	By:	
	Title:	
		Print Name
		Print Address
Signed, sealed, and delivered		
in the presence of:		
Witness		
Print Name		
Witness		
Print Name		
Notary for (Company Name)		
STATE OF		
STATE OF COUNTY OF		
		efore me this day of, 20, he capacity of,
of(Name of organization or company, if any)	m u a	,
(Name of organization or company, if any) on behalf		(Corporation / Partnership / Sole Proprietor / Other)
(Its / His / Her) (They are / He is /	She is)	(Personally known to me <u>/not</u> personally known to me)
and has produced the following document of identificati	on)	(they / he / she) (did / did not) take an oath.
(Seal of Notary)	_	Signature of Nature
		Signature of Notary

By the Owner this	day of	, 20
	HILLSBORO	UGH COUNTY AVIATION AUTHORITY
(Affix Corporate Seal)		
	By:	
		Robert I. Watkins, Chairman
ATTEST:		
Victor D. Crist, Secretary	_	
Signed, sealed, and delivered		
in the presence of:		
Witness	_	
Print Name	_	
Witness	_	
Print Name	_	
	LI	EGAL FORM APPROVED:
By:		
Notary for Hillsborough County Aviation	Authority	Attorney for the Authority
	<u>i Authority</u>	

STATE OF FLORIDA COUNTY OF HILLSBOROUGH

The foregoing instrument was acknowledged before me this _____ day of ______, 20___, by Robert I. Watkins in the capacity of Chairman, and by Victor D. Crist in the capacity of Secretary, Hillsborough County Aviation Authority, a public body corporate under the laws of the State of Florida, on its behalf. They are personally known to me and they did not take an oath.

Signature of Notary

Print, Type, or Stamp Commissioned Name of Notary

ATTACHMENT 1



ORIGINAL

FEE PROPOSAL



Submitted to:



Hillsborough County Aviation Authority

Fee Proposal:

Program Management Consultant at Tampa International Airport, Tampa, Florida

Solicitation Number: 13-411-021

Revised: March 27, 2014

tanta the man



One Tampa City Center 201 N. Franklin Street, Suite 1400 Tampa, Florida 33602 Tel: 813.676.2300

March 25, 2014

Mr. Tom Thalheimer, Manager of Procurement Tampa International Airport 4160 George J. Bean Parkway, Suite 2400 Administration Building, Second Level (Red Side) Tampa, FL 33622

RE: Hillsborough County Aviation Authority Solicitation No. 13-411-021 Program Management Consultant Fee Proposal (REVISED: March 27, 2014)

Mr. Thalheimer,

Jacobs is pleased to provide this fee proposal for the Program Management Consultant services for staff augmentation to the Hillsborough County Aviation Authority (HCAA) staff for the projects noted in the subject solicitation. Our proposal includes the labor rates, audited overhead statements, and level of effort for the scope-of-services outlined in the solicitation and as requested at the March 6th, 2014 meeting with you and your staff at Tampa International Airport.

Labor rates and associated audited overhead rates are provided for Jacobs and each of the subcontractors on our team. Most of our subcontractors have previously provided services to HCAA so we trust you will find their rates and supporting documentation consistent with expectations. The Jacobs audited rates and associated CPA report is also provided for your review and consideration.

The fee proposal included is an estimate of the labor and professional resources required to augment the HCAA in-house staff for management of the projects in Phase I of the Master Plan program. We have developed a level-of-effort estimate of labor anticipated for this work and submit herewith as a Not-to-Exceed fee proposal. We understand the overall objective for augmenting and supporting you and the HCAA staff for this program, and have applied our best professional judgment and past experience with programs of similar scale and complexity to derive the full build-up of labor and resources required across the entire contract spectrum. We have provided a detailed breakdown of the level of effort and a full explanation of the assumptions and basis of derivation for labor in the tabs herewith.

Upon your review we are prepared to provide any clarification or further discussion to accommodate the approval process for this exciting opportunity to support your program.

Sincerely, Jacobs

David Adair – Principal Office: 813.676.2032 Cell: 813.230.4741 david.adair@jacobs.com

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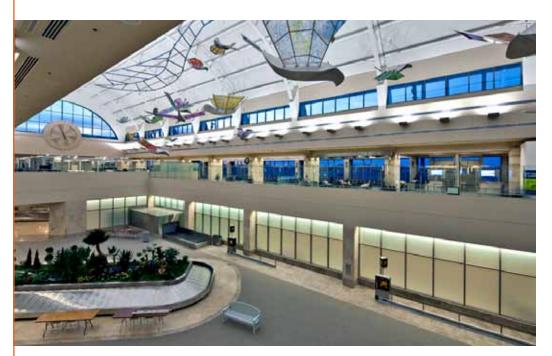
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- Tab 2.6 Rates and Audited Statements: AVCON, Inc.
- Tab 3.0 Basis of Fee Proposal
- Tab 4.0 Proposal Fee for Full Contract: Summary
- Tab 5.0 Proposal Fee for Full Contract: Detailed Breakdown
- Tab 6.0 Project Master Schedule
- Tab 7.0 Schedule: Consolidated Rental Car Facility and Automated People Mover (ConRAC and APM)
- Tab 8.0 Schedule: Main Terminal and Airport Concession Redevelopment Program
- Tab 9.0 Schedule: Taxiway J Bridge Reconstruction
- Tab 10.0 Schedule: Checked Baggage System Upgrades and Optimization



1.0

Rates & Audited Statements: Jacobs



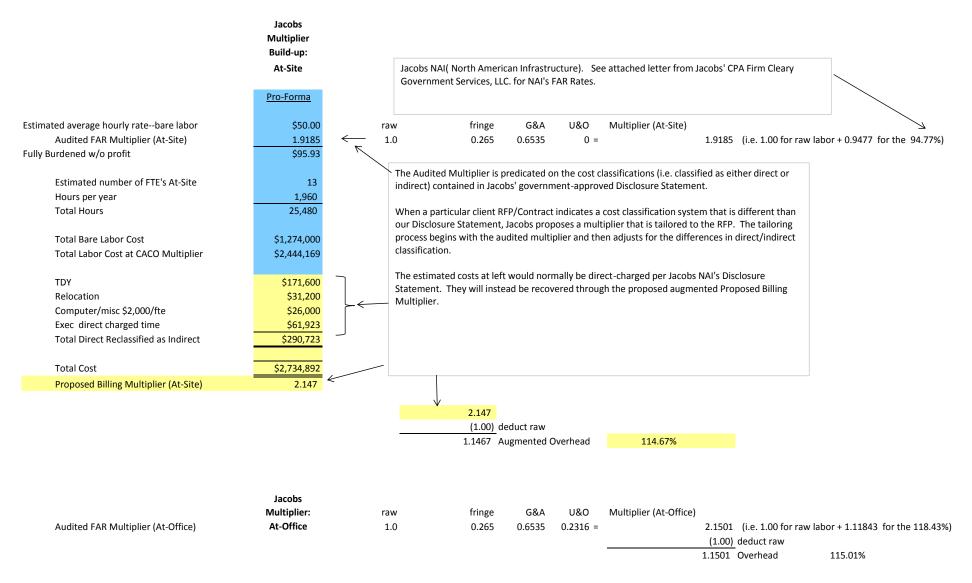
Tampa International Airport Phase I Master Plan Program Tampa, FL

Jacobs Labor Rate Table

Name	Job Title	Raw Rate (\$/hour)_	FAR Audited Overhead (\$/hr)		Profit (\$/hour)	Hourly Billing Rate (\$/hr)	Billing Multiplier
			At-Office	At-Site			
			115.01%	114.67%	10%		
David Aldair	Project Executive	\$110.58	\$127.18		\$23.78	\$261.53	2.37
Todd McClendon	Project Manager	\$110.58		\$126.80	\$23.74	\$261.12	2.36
	Project Communications Manager	\$92.49	\$106.37		\$19.89	\$218.75	2.37
	Planner/Scheduler	\$60.51	\$69.59		\$13.01	\$143.11	2.37
	Estimating Manager	\$80.03	\$92.04		\$17.21	\$189.28	2.37
	Cost Estimators	\$63.26	\$72.76		\$13.60	\$149.62	2.37
	PMCS Manager	\$110.00	\$126.51		\$23.65	\$260.16	2.37
	Cost Engineer	\$54.16	\$62.29		\$11.64	\$128.09	2.37
	Cost Administrators	\$54.16	\$62.29		\$11.64	\$128.09	2.37
	Design QA Manager	\$81.44	\$93.66		\$17.51	\$192.61	2.37
	Architect, Sr.	\$66.33	\$76.29		\$14.26	\$156.88	2.37
	Engineer, Sr.	\$77.21	\$88.80		\$16.60	\$182.61	2.37
	Commissioning Agent	\$90.99	\$104.65		\$19.56	\$215.20	2.37
	Commissioning Engineer	\$45.53	\$52.36		\$9.79	\$107.68	2.37
	Construction QA Manager	\$67.13	\$77.21		\$14.43	\$158.77	2.37
	Construction Project Manager	\$78.82		\$90.38	\$16.92	\$186.12	2.36
	Project Engineer	\$43.33	\$49.83		\$9.32	\$102.48	2.37
	Strucutral/Civil Inspector	\$45.36		\$52.01	\$9.74	\$107.11	2.36
	Architectural Inspector	\$45.36		\$52.01	\$9.74	\$107.11	2.36
	Mechanical Inspector	\$45.36		\$52.01	\$9.74	\$107.11	2.36
	Electrical Inspector	\$45.36		\$52.01	\$9.74	\$107.11	2.36
	Safety Manager	\$64.24	\$73.88		\$13.81	\$151.93	2.37
	Administrative Assistant	\$30.55		\$35.03	\$6.56	\$72.14	2.36
	CMG	\$52.49	\$60.37		\$11.29	\$124.14	2.37
	Quality Manager	\$58.45	\$67.22		\$12.57	\$138.24	2.37
Peter Elgohary	Project Controls	\$50.28	\$57.83		\$10.81	\$118.92	2.37
	Auditors	\$105.71	\$121.58		\$22.73	\$250.02	2.37



JACOBS CONFIDENTIAL



Derivation of proposed Jacobs Billing Multiplier

Notes Related to Jacobs Multipliers

For Government contracts cost accounting purposes Jacobs is organized into several business units. Each business unit carries its own set of G&A rates i.e. for each business unit, two rate variants are established: (1) an at-office rate applied to work performed in Jacobs-provided facilities and (2) an abated at-site rate applied to work performed at non-Jacobs provided facilities. The at-site rate excludes the use and occupancy expense connected with Jacobs' facilities.

There are two Jacobs' business units that will provide staff to accomplish the scope of our staff augmentation services to HCAA: North American Infrastructure (NAI) and Global Buildings North America (GBNA). GBNA's FAR rates have not been audited by a CPA firm however the U.S. Federal Government has issued a billing rate agreement with Jacobs in connection with GBNA's FAR rates.

With the exception of the Key Personnel we've identified, for the purpose of developing this proposal we have not confirmed which business unit will provide staff for each of the labor categories in the labor rate table in this section preceding this page. However, since the program effort will be focused in and supported from our local Tampa Office (an NAI office) and, as task orders are planned, the staffing assignment process will be conducted from this Tampa office. Therefore we expect NAI to be the dominant provider of staff and accordingly we have used NAI's FAR indirect rates to develop our estimate. NAI's FAR rates have been audited by a CPA firm. It is these audited rates that we've used to develop our estimate and the CPA's report is included with this proposal attached herein.





Rates & Audited Statements: Subcontractors



Rates and Audited Statements: AECOM



AECOM 410 637 1700 tel 7 St. Paul Street, 17th Floor 410 576 1305 fax Baltimore, MD 21202 www.aecom.com

March 19, 2014

Ms. David Adair - Principal JACOBS One Tampa City Center 201 N. Franklin Street, Suite 1400 Tampa, FL. 33602

Subject: Solicitation Number 13-411-021 Hillsborough County Aviation Authority, Program Management Consultant at Tampa International Airport (TPA), Tampa, FL **Actual Hourly Rates**

Dear Mr. Adair

In response to your request, please see the enclosed chart which shows the current actual hourly rate for individuals proposed for this assignment.

Thank you,

Sincerely yours, Chirantan Mukhopadhyay-Vice President

Attachment



Position	Name	Current Actual Salary (Hourly Rate)
Program Manager		
Communications Specialist		
PM - Terminal	Dick Whiteley	\$76.14
PM - Conrac	Nate Smith	\$84.21
PM - Guideway		
PM - Stations	Jim Green	\$105.00
PM - TW Bridge	Bruce MacMullen	\$68.85
Graphic/CADD Support		
Adminstrative Manager		
Administrative Assistant		
Project Controls Manager		
Estimating Manager		
Estimator	Brett Reddy	\$53.42
Scheduler	Jennifer Raimo	\$48.90
Cost Control Manager	John Craig	\$73.70
Document Control Manager	Virginia Horty	\$37.14
Document Control Clerk		
Control Systems Specialist	Julie Causey	\$49.99
QA Design Manager		
Design Review Disciplines		
Architectural		
Structural		
Mechanical		
Civil		
Electrical		
Specialties		
QA Construction Manager	John Cordner	\$101.89
RE/Constr Mgrs	Tom Hill	\$64.38
Inspectors		
Systems Commissioning	Aaron Pankonin	\$72.96
Facility Activation	Tom Covey	\$64.75
Facility Transition		



RATES: AECOM

Name	Job Title	Raw Ra	ate (\$/hour)	FAR Audited Overhead Field Office (\$/hour)	FAR Audited Overhead -Home Office (\$/hour)	Profit (\$/hour)	Hourly Billing Rate (\$/hour)	Billing Multiplier
				120.30%	153.40%	10.00%		
	Program Manager	\$	135.00	\$ 162.41		\$ 29.74	\$ 327.15	2.4233
	Communications Specialist	\$	95.00	\$ 114.29		\$ 20.93	\$ 230.21	2.4233
Dick Whiteley	PM - Terminal	\$	76.14	\$ 91.60		\$ 16.77	\$ 184.51	2.4233
Nate Smith	PM - Conrac	\$	84.21	\$ 101.30		\$ 18.55	\$ 204.07	2.4233
	PM - Guideway	\$	105.00	\$ 126.32		\$ 23.13	\$ 254.45	2.4233
Jim Green	PM - Stations	\$	105.00	\$ 126.32		\$ 23.13	\$ 254.45	2.4233
Bruce MacMullen	PM - TW Bridge	\$	68.85	\$ 82.83		\$ 15.17	\$ 166.84	2.4233
	Graphic/CADD Support	\$	65.00	\$ 78.20		\$ 14.32	\$ 157.51	2.4233
	Adminstrative Manager	\$	75.00	\$ 90.23		\$ 16.52	\$ 181.75	2.4233
	Administrative Assistant	\$	36.00	\$ 43.31		\$ 7.93	\$ 87.24	2.4233
	Project Controls Manager	\$	95.00	\$ 114.29		\$ 20.93	\$ 230.21	2.4233
	Estimating Manager	\$	75.00	\$ 90.23		\$ 16.52	\$ 181.75	2.4233
Brett Reddy	Estimator	\$	53.42	\$ 64.26		\$ 11.77	\$ 129.45	2.4233
Jennifer Raimo	Scheduler	\$	48.90	\$ 58.83		\$ 10.77	\$ 118.50	2.4233
John Craig	Cost Control Manager	\$	73.70	\$ 88.66		\$ 16.24	\$ 178.60	2.4233
Virginia Horty	Document Control Manager	\$	37.14	\$ 44.68		\$ 8.18	\$ 90.00	2.4233
	Document Control Clerk	\$	45.00	\$ 54.14		\$ 9.91	\$ 109.05	2.4233
Julie Causey	Control Systems Specialist	\$	49.99		\$ 76.68	\$ 12.67	\$ 139.34	2.7874
	QA Design Manager	\$	105.00	\$ 126.32		\$ 23.13	\$ 254.45	2.4233
Use	Architectural - Design Review	\$	95.00		\$ 145.73	\$ 24.07	\$ 264.80	2.7874
	Structural- Design Review	\$	85.00		\$ 130.39	\$ 21.54	\$ 236.93	2.7874
	Mechanical- Design Review	\$	85.00		\$ 130.39	\$ 21.54	\$ 236.93	2.7874
	Civil- Design Review	\$	85.00		\$ 130.39	\$ 21.54	\$ 236.93	2.7874
	Electrical- Design Review	\$	85.00		\$ 130.39	\$ 21.54	\$ 236.93	2.7874
	Specialties- Design Review	\$	90.00		\$ 138.06	\$ 22.81	\$ 250.87	2.7874
John Cordner	QA Construction Manager	\$	101.89	\$ 122.57		\$ 22.45	\$ 246.91	2.4233
Tom Hill	RE/Constr Mgrs	\$	64.38	\$ 77.45		\$ 14.18	\$ 156.01	2.4233
	Inspectors	\$	65.00	\$ 78.20		\$ 14.32	\$ 157.51	2.4233
Aaron Pankonin	Systems Commissioning	\$	72.96	\$ 87.77		\$ 16.07	\$ 176.80	2.4233
Tom Covey	Facility Activation	\$	64.75	\$ 77.89		\$ 14.26	\$ 156.91	2.4233
·	Facility Transition	\$	85.00	\$ 102.26		\$ 18.73	\$ 205.98	2.4233
Andres Garcia	TIFIA Consultant		\$105.47		\$ 161.79	\$ 26.73	\$ 293.99	2.7874





Rates and Audited Statements: PGAL

March 19, 2014

Brian Koches Jacobs One Tampa City Center 201 N. Franklin St., Suite 1400 Tampa, FL 33602

Dear Mr. Koches,

I am writing to verify that the following hourly rates are the current raw salary rates (annual salary divided by 2,080 hours) for our employees scheduled to work on the Tampa Airport PMC project :

		Raw
		Salary
Employee	Position	Rate
Jeff Weiner	QA Design Manager / Architect	105.77
Fred Doane	QA ConRAC and APM Architect	59.52
Payal Harrell	QA ConRAC and APM Planner	38.46
Jim Vallejo	QA Terminal and Baggage Handling System Planner	43.27
Adriana Murillo	QA Concession Planner	27.16
Stephanie Kazanecki	QA Interior Designer	25.48
Dorenda Monteiro	PGAL Administrative	27.98
Jamie Smith	PGAL Accounting	31.25

Please feel free to contact me if any further information is required.

Sincerely,

utn Fune

Beth Funk Chief Financial Officer

Pierce Goodwin Alexander & Linville

3131 Brianpark Suite 200 Houston, TX 77042 [P] 713 622 1444 [F] 713 968 9333



RATES: PGAL

Name	Job Title	Raw Rate (\$/hour)	FAR Audited Overhead (\$/hr)	Profit (\$/hour)	Hourly Billing Rate (\$/hr)	Billing Multiplier
			190.16%	3.50%	Raw Rate X 3.0 Multiplier	HCCA Maximum
Jeff Weiner	AQ Design Manager/Architect	105.77	\$201.13	\$10.74	\$317.31	3.00
Fred Doane	QA ConRAC and APM Architect	59.52	\$113.18	\$6.04	\$178.56	3.00
Payal Harrell	QA ConRAC and APM Planner	38.46	\$73.14	\$3.91	\$115.38	3.00
Jim Vallejo	QA Terminal and Baggage Handling System Planner	43.27	\$82.28	\$4.39	\$129.81	3.00
Adriana Murillo	QA Concession Planner	27.16	\$51.65	\$2.76	\$81.48	3.00
Stephanie Kazanecki	QA Interior Designer	25.48	\$48.45	\$2.59	\$76.44	3.00
Dorenda Monteiro	PGAL Administrative	27.98	\$53.21	\$2.84	\$83.94	3.00
Jamie Smith	PGAL Accounting	31.25	\$59.43	\$3.17	\$93.75	3.00





Rates and Audited Statements: American Infrastructure Development, Inc. March 18, 2014

Mr. David L Adair Regional Operations Manager, Southeast Region Jacobs Civil, Inc. One Tampa City Center 201 N. Franklin Street, Suite 1400 Tampa, Florida 33602

Subject: Tampa Airport Program Management Contract - AID Billing Rates

Dear David:

This letter is to certify that the rates provided below are current and actual rates of the employees identified. Please note that AID typically performs appraisal reviews of the employees in July of each year at which point the actual salaries may be adjusted.

Name	Job Title	Raw Rate (\$/hour)		
Sabina C. Mohammadi	Principal	s	71.12	
Mohsen Mohammadi	Sr. Consultant	\$	60.10	
Mark Jansen	Sr. Consultant	\$	50.48	
Lisa Mastropieri	Sr. Consultant	\$	43.27	
Alfredo Cely	Project Engineer	\$	40.38	
Kyle Holley	Project Engineer	\$	40.38	
Karla Dowd	Construction Services/RPR	\$	40.38	
Elton Smith	Engineer	\$	34.62	
Justin Tyler	Sr. Designer	\$	28.85	
Barbara Severs	Administration	\$	24.04	

Please also note that AID has capped the overhead rate being used on the Tampa Airport PMC project to 163.64%. With a 10% profit margin, our proposed multiplier for this project will be 2.90, which is less than the maximum of 3.0 allowed by HCCA. Our actual FDOT audited overhead rate is 216.29% plus an FCCM rate of 0.35%.

Please let us know if you have any questions or require any additional information.

Sincerely, American Infrastructure Development, Inc.

Tohommadi

Sabina C. Mohammadi President/CEO

> American Infrastructure Development, Inc. | (813) 374-2200 Phone | (813) 374-8905 Fax 13000 N. Dale Mabry Highway, Tampa, Florida 33618



AMERICA

INFRASTRUCTURE DEVELOPMENT, INC.

RATES: American Infrastructure Development, Inc.

				FAR Audited		Hourly Billing Rate	Billing
Name	Job Title	Raw Rate (\$/hour)		Overhead (\$/hr)	Profit (\$/hour)	(\$/hr)	Multiplier
				163.64%	10%		
Sabina C. Mohammadi	Principal	\$ 71.12	2 \$	116.38	\$ 18.75	\$ 206.25	2.90
Mohsen Mohammadi	Sr. Consultant	\$ 60.10) \$	98.34	\$ 15.84	\$ 174.28	2.90
Mark Jansen	Sr. Consultant	\$ 50.48	\$	82.61	\$ 13.31	\$ 146.39	2.90
Lisa Mastropieri	Sr. Consultant	\$ 43.27	7 \$	70.81	\$ 11.41	\$ 125.48	2.90
Alfredo Cely	Project Engineer	\$ 40.38	\$	66.08	\$ 10.65	\$ 117.10	2.90
Kyle Holley	Project Engineer	\$ 40.38	\$	66.08	\$ 10.65	\$ 117.10	2.90
Karla Dowd	Construction Services/RPR	\$ 40.38	3 \$	66.08	\$ 10.65	\$ 117.10	2.90
Elton Smith	Engineer	\$ 34.62	2 \$	56.64	\$ 9.13	\$ 100.39	2.90
Justin Tyler	Sr. Designer	\$ 28.85	5 \$	47.21	\$ 7.61	\$ 83.67	2.90
Barbara Severs	Administration	\$ 24.04	\$	39.34	\$ 6.34	\$ 69.72	2.90





Rates and Audited Statements: Tierra, Inc.

RATES: Tierra, Inc.

Tampa International Airport Program Management Consultant RFP: 13-411-021

TIERRA, INC 2014 UNIT FEE SCHEDULE

Loaded Billing Rate Calculations

Name	Job Title	Raw Rate (\$/hour)	FAR Audited Overhead (\$/hr)	Profit (\$/hour)	Tierra Hourly Billing Rate	Tierra Multiplier	TIA Multiplier	TIA Hourly Billing Rate
			175%	10%				Accepted
Project Manager	Project Manager	\$60.10	\$104.87	\$16.50	\$181.47	3.020	3.00	\$180.30
Senior Engineer	Senior Engineer	\$55.29	\$96.48	\$15.18	\$166.95	3.020	3.00	\$165.87
Chief Scientist	Chief Scientist	\$48.56	\$84.74	\$13.33	\$146.63	3.020	3.00	\$145.68
Geotechnical Engineer	Geotechnical Engineer	\$43.99	\$76.76	\$12.08	\$132.83	3.020	3.00	\$131.97
Engineer	Engineer	\$34.62	\$60.41	\$9.50	\$104.54	3.020	3.00	\$103.86
Engineering Intern	Engineering Intern	\$27.34	\$47.71	\$7.50	\$82.55	3.020	3.00	\$82.02
Senior Scientist	Senior Scientist	\$33.65	\$58.72	\$9.24	\$101.61	3.020	3.00	\$100.95
Designer	Designer	\$25.75	\$44.93	\$7.07	\$77.75	3.020	3.00	\$77.25
Sr. Engineering Tech.	Sr. Engineering Tech.	\$25.00	\$43.63	\$6.86	\$75.49	3.020	3.00	\$75.00
Engineering Technician	Engineering Technician	\$22.50	\$39.26	\$6.18	\$67.94	3.020	3.00	\$67.50
Secretary/Clerical	Secretary/Clerical	\$24.04	\$41.95	\$6.60	\$72.59	3.020	3.00	\$72.12

Tampa International Airport Program Management Consultant RFP: 13-411-021

Unloaded Rates derived from Tierra Certified Wage Form

Notes

TIERRA, INC 2014 UNIT FEE SCHEDULE

Loaded Billing Rate Calculations

From FDOT Kell Lett	er	
Over head	172.48%	
FCCM	2.029%	
Direct Expense	0.00%	
Base Multiplier	2.765	
Percent Profit	10%	
Tierra Multiplier	3.04	
Contract Capped	3.00 Multipli	er

ENGINEERING AND TECHNICA	L SERVICES	Tierra Inc Current Salary	Proposed Loaded Rates	Actual Multiplier
Project Manager	Hour	\$60.10	\$180.30	3.00
Senior Engineer	Hour	\$55.29	\$165.87	3.00
Chief Scientist	Hour	\$48.56	\$145.68	3.00
Geotechnical Engineer	Hour	\$43.99	\$131.97	3.00
Engineer	Hour	\$34.62	\$103.86	3.00
Engineering Intern	Hour	\$27.34	\$82.02	3.00
Senior Scientist	Hour	\$33.65	\$100.95	3.00
Designer	Hour	\$25.75	\$77.25	3.00
Sr Engineering Technician	Hour	\$25.00	\$75.00	3.00
Engineering Technician	Hour	\$22.50	\$67.50	3.00
Secretary/Clerical	Hour	\$24.04	\$72.12	3.00
			Actual Project Multiplier	3.000



CERTIFIED WAGE RATE (Required Format)

_

		Consultant N	ame: Tierra Inc		
Job Classification	Professional Level	Working Title of Personnel	Personnel Names	Raw Salary (Hourly)	Average Raw Salary
		Work Activities: Coordinate all geotechnical services	for the project and oversee all engineering		
roject Manager	5	Prinicpal Geotechnical Engineer	Larry P. Moore	\$60.10	\$60.10
Job Classification	Professional	Working Title of Personnel	Personnel Names	Raw Salary	Average Raw
	Level	Work Activities: Perform Geotechnical Engineering i		(Hourly)	Salary
ngineer	5	Senior Engineer	Kevin Lo	\$57.69	
	0			çonico	\$55.29
ngineer	5	Senior Engineer	Kevin Scott	\$52.88	
Job Classification	Professional Level	Working Title of Personnel	Personnel Names	Raw Salary (Hourly)	Average Raw Salary
		Work Activities: Provide support geotechnical engine	ering services		
ngineer	4	Professional Engineer - Geotechnical Eng	Erick Frederick	\$43.27	
ngineer	4	Professional Engineer - Geotechnical Eng	Marc Novak	\$44.71	\$43.99
Job Classification	Professional	Working Title of Personnel	Personnel Names	Raw Salary	Average Raw
Job Classification	Level	Work Activities: Provide support geotechnical engine		(Hourly)	Salary
ngineer	3	Professional Engineer - Engineer	Joseph Antinori	\$35.58	\$34.62
ngineer	3	Professional Engineer - Engineer	Jon Meade	\$33.65	
Job Classification	Professional Level	Working Title of Personnel	Personnel Names	Raw Salary (Hourly)	Average Raw Salary
		Work Activities: Provide support geotechnical engine	eering services		
ngineer	2	Staff Engineer - Engineering Intern	Kevin Stone	\$28.67	
			-	000.00	\$27.34
ngineer Job Classification	2 Professional	Staff Engineer - Engineering Intern Working Title of Personnel	Thomas Musgrave Personnel Names	\$26.00 Raw Salary	Average Raw
oob olassineation	Level	Work Activities: Provide support contamination engin		(Hourly)	Salary
nvironmental Scientist	4	Chief Env Scientist - Chief Scientist	Manuel Valdes	\$43.27	\$48.56
nvironmental Scientist	4	Chief Env Scientist - Chief Scientist	Donald Polanis	\$53.85	\$40.00
Job Classification	Professional	Working Title of Personnel	Personnel Names	Raw Salary	Average Raw
	Level	Work Activities: Provide Field support for geotechnic	al services	(Hourly)	Salary
ield Technician	5	Field Operation Supervisors - Sr Field Technician	Jeff Berg	\$25.00	\$25.00
Job Classification	Professional	Working Title of Personnel	Personnel Names	Raw Salary	Average Raw
	Level	Work Activities: Provide Field support for geotechnic	al services	(Hourly)	Salary
ield Technician	4	Senior Field Technician - Engineering Technician	Dimitrios Silas	\$23.00	
	<u> </u>	Control Fred Technician - Engineering Technician		φ20.00	\$22.50
ield Technician	4	Senior Field Technician - Engineering Technician	Matt Crawford	\$22.00	
Job Classification	Professional Level	Working Title of Personnel	Personnel Names	Raw Salary (Hourly)	Average Raw Salary
		Work Activities: Provide support contamination engin	neering screening		
nvironmental Scientist	3	Sr Environmental Scientist - Sr Scientist	Clare Kramer	\$33.65	
nvironmental Scientist	3	Sr Environmental Scientist - Sr Scientist		\$33.65	\$33.65
	Professional		Chris Garth	Raw Salary	Average Raw
Job Classification	Level	Working Title of Personnel Work Activities: Provide support CADD Work	Personnel Names	(Hourly)	Salary
ADD Designer	5	Auto CADD 3D - Designer	Susanne Webb	\$23.00	\$25.75
ADD Designer	5	Micro-Station - Designer	Brian Sawaska	\$28.50	¥20.70
Job Classification	Professional	Working Title of Personnel	Personnel Names	Raw Salary	Average Raw
	Level	Work Activities: Provide support administrative work		(Hourly)	Salary
dministrative	4	Administrative Coordinator	Ashley Arnold	\$24.04	
unnilStrative	4		Ashiey Athulu	\$24.04	\$24.04
	formation is curre	ent and accurate as of this date.	4		
certify that the above in lenri V. Jean, PE, EVP Print Name	formation is curre	ent and accurate as of this date. 6-Feb-1 Dai		OVERHEAD: OPERATING MARGIN: ilities Capital Cost Money)	172.44 30 2.029

Afini VL

6-Feb-14 Date

Signature





Rates and Audited Statements: Kisinger Campo & Associates, Corp.

RATES: Kisinger Campo & Associates, Corp.

ATTACHMENT # Tampa International Airport - Program Management Consultant (HCAA Solicitation #13-411-021) KISINGER CAMPO & ASSOCIATES, CORP. - STAFF AND RATE CALCULATION (March 20, 2014)

Name	Job Title	Raw Ra	ate (\$/hour)	R Audited head (\$/hr)	Profit (\$,	/hour)	Hourl	y Billing Rate (\$/hr)	Billing Multiplier
	Home Office:			179.37%		7.38%			
Foley, Paul*	Principal (Engineering)	\$	80.00	\$ 143.50	\$	16.49	\$	239.99	3.000
Gutierrez, Julian	Chief Engineer	\$	65.44	\$ 117.38	\$	13.49	\$	196.31	3.000
Harrison, Richard	Chief Engineer	\$	70.06	\$ 125.67	\$	14.44	\$	210.17	3.000
Shaw, Thomas	Chief Engineer	\$	71.02	\$ 127.39	\$	14.64	\$	213.05	3.000
Tayebnejad, Ali	Chief Engineer	\$	65.26	\$ 117.06	\$	13.45	\$	195.77	3.000
Thompson, David	Chief Engineer	\$	65.44	\$ 117.38	\$	13.49	\$	196.31	3.000
Thursby, Reed	Chief Engineer	\$	64.49	\$ 115.68	\$	13.30	\$	193.46	3.000
Abdalla, M. Fathy	Senior Engineer	\$	49.02	\$ 87.93	\$	10.11	\$	147.05	3.000
Brandes, Darren	Senior Engineer	\$	59.16	\$ 106.12	\$	12.20	\$	177.47	3.000
Burton, John	Senior Engineer	\$	55.43	\$ 99.42	\$	11.43	\$	166.28	3.000
Madriz, Guillermo	Senior Engineer	\$	61.50	\$ 110.31	\$	12.68	\$	184.49	3.000
Spieler, Tara	Senior Engineer	\$	55.81	\$ 100.11	\$	11.51	\$	167.42	3.000
Parsons, Julian	Sr Technical Advisor-QA/QC	\$	87.13	\$ 156.29	\$	17.96	\$	261.38	3.000
Fulton, Tom	Project Manager	\$	53.94	\$ 96.75	\$	11.12	\$	161.81	3.000
Staes, Paul	Project Manager	\$	61.48	\$ 110.28	\$	12.68	\$	184.43	3.000
LaBarbera, Jason	Project Engineer	\$	48.02	\$ 86.13	\$	9.90	\$	144.05	3.000
Lawson, Erin	Project Engineer	\$	46.10	\$ 82.69	\$	9.50	\$	138.29	3.000
Meares, A. Chris	Project Engineer	\$	46.16	\$ 82.80	\$	9.52	\$	138.47	3.000
Sprunger, Curt	Project Engineer	\$	44.36	\$ 79.57	\$	9.15	\$	133.07	3.000
Laskaris, Kipling	Engineer	\$	37.67	\$ 67.57	\$	7.77	\$	113.01	3.000
Layrisse, Carlos	Engineer	\$	40.65	\$ 72.91	\$	8.38	\$	121.94	3.000
Mulhearn, Patrick	Engineer	\$	38.95	\$ 69.86	\$	8.03	\$	116.85	3.000
Yinger, Kenneth	Engineer	\$	37.09	\$ 66.53	\$	7.65	\$	111.27	3.000
Easley, Mark	Chief Environmental Scientist	\$	53.26	\$ 95.53	\$	10.98	\$	159.77	3.000
Whitman, Robert	Chief Environmental Scientist	\$	53.56	\$ 96.07	\$	11.04	\$	160.67	3.000
Whitlock, Dana	Administrative Assistant	\$	20.94	\$ 37.56	\$	4.32	\$	62.82	3.000

(continued on next page)



CEI Pe	ersonnel - based on Home Office Ove				179.37%	7.38%		
Loper, Kellie	CEI-Senior Project Engineer	\$	38.91	\$	69.79	\$ 8.02	\$ 116.73	3.000
Wingard, Paul	CEI-Senior Project Engineer	\$	61.98	\$	111.17	\$ 12.78	\$ 185.93	3.000
Barclay, Trey	CEI-Project Administrator	\$	49.99	\$	89.67	\$ 10.31	\$ 149.96	3.000
McCall, James M.	CEI-Project Administrator	\$	47.19	\$	84.64	\$ 9.73	\$ 141.56	3.000
Distel, Matthew	CEI-Contract Support Specialist	\$	30.00	\$	53.81	\$ 6.19	\$ 90.00	3.000
Hinkle, Deane	CEI-Contract Support Specialist	\$	34.80	\$	62.42	\$ 7.17	\$ 104.40	3.000
Miller, Donald	CEI-Senior Inspector	\$	30.82	\$	55.28	\$ 6.35	\$ 92.46	3.000
Morgado, Stoney	CEI-Senior Inspector	\$	30.52	\$	54.74	\$ 6.29	\$ 91.56	3.000
Norwood, Cliff	CEI-Senior Inspector	\$	28.80	\$	51.66	\$ 5.94	\$ 86.40	3.000
Wilson, J. Douglas	CEI-Senior Inspector	\$	26.00	\$	46.64	\$ 5.36	\$ 78.00	3.000
Mobley, John	CEI-Inspector	\$	23.08	\$	41.40	\$ 4.76	\$ 69.24	3.000
Rader, Dave	CEI-Inspector	\$	24.94	\$	44.73	\$ 5.14	\$ 74.82	3.000
Solanki, Jayesh	CEI-Inspector	\$	25.41	\$	45.58	\$ 5.24	\$ 76.23	3.000
Stanley, Betty	CEI-Inspector	\$	25.00	\$	44.84	\$ 5.15	\$ 75.00	3.000
Stanley, Setty		Ŷ	23.00	Ŷ	11.01	φ 3.13	<i>y</i> 75.00	5.000
CEI P	ersonnel - based on Field Office Ove	rhead:			107.85%	10.00%		
Loper, Kellie	CEI-Senior Project Engineer	\$	38.91	\$	41.96	\$ 8.09	\$ 88.96	2.286
Wingard, Paul	CEI-Senior Project Engineer	\$	61.98	\$	66.85	\$ 12.88	\$ 141.71	2.286
Barclay, Trey	CEI-Project Administrator	\$	49.99	\$	53.91	\$ 10.39	\$ 114.29	2.286
McCall, James M.	CEI-Project Administrator	\$	47.19	\$	50.89	\$ 9.81	\$ 107.89	2.286
weedin, sumes wi.		Ŷ	47.15	Ŷ	50.05	Ş 5.01	Ş 107.05	2.200
Distel, Matthew	CEI-Contract Support Specialist	\$	30.00	\$	32.36	\$ 6.24	\$ 68.59	2.286
Distel, Matthew Hinkle, Deane	CEI-Contract Support Specialist CEI-Contract Support Specialist	\$ \$	30.00 34.80	\$ \$	32.36 37.53	\$ 6.24 \$ 7.23	\$ 68.59 \$ 79.56	2.286
-		\$		\$				
Hinkle, Deane Miller, Donald	CEI-Contract Support Specialist	\$ \$	34.80 30.82		37.53 33.24	\$ 7.23 \$ 6.41	\$ 79.56 \$ 70.47	2.286
Hinkle, Deane Miller, Donald Morgado, Stoney	CEI-Contract Support Specialist CEI-Senior Inspector	\$	34.80 30.82 30.52	\$	37.53	\$ 7.23 \$ 6.41 \$ 6.34	\$ 79.56 \$ 70.47 \$ 69.78	2.286 2.286 2.286
Hinkle, Deane Miller, Donald Morgado, Stoney	CEI-Contract Support Specialist CEI-Senior Inspector CEI-Senior Inspector	\$ \$ \$	34.80 30.82	\$ \$ \$	37.53 33.24 32.92	\$ 7.23 \$ 6.41 \$ 6.34	\$ 79.56 \$ 70.47 \$ 69.78	2.286
Hinkle, Deane Miller, Donald Morgado, Stoney Norwood, Cliff Wilson, J. Douglas	CEI-Contract Support Specialist CEI-Senior Inspector CEI-Senior Inspector CEI-Senior Inspector CEI-Senior Inspector	\$ \$ \$ \$ \$ \$	34.80 30.82 30.52 28.80 26.00	\$ \$ \$ \$ \$	37.53 33.24 32.92 31.06 28.04	\$ 7.23 \$ 6.41 \$ 6.34 \$ 5.99 \$ 5.40	\$ 79.56 \$ 70.47 \$ 69.78 \$ 65.85 \$ 59.45	2.286 2.286 2.286 2.286 2.286
Hinkle, Deane Miller, Donald Morgado, Stoney Norwood, Cliff	CEI-Contract Support Specialist CEI-Senior Inspector CEI-Senior Inspector CEI-Senior Inspector CEI-Senior Inspector CEI-Senior Inspector CEI-Senior Inspector	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	34.80 30.82 30.52 28.80 26.00 23.08	\$ \$ \$ \$ \$ \$	37.53 33.24 32.92 31.06 28.04 24.89	\$ 7.23 \$ 6.41 \$ 6.34 \$ 5.99 \$ 5.40 \$ 4.80	\$ 79.56 \$ 70.47 \$ 69.78 \$ 65.85 \$ 59.45 \$ 52.77	2.286 2.286 2.286 2.286 2.286 2.286
Hinkle, Deane Miller, Donald Morgado, Stoney Norwood, Cliff Wilson, J. Douglas Mobley, John	CEI-Contract Support Specialist CEI-Senior Inspector CEI-Senior Inspector CEI-Senior Inspector CEI-Senior Inspector CEI-Inspector CEI-Inspector CEI-Inspector	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	34.80 30.82 30.52 28.80 26.00 23.08 24.94	\$ \$ \$ \$ \$ \$ \$ \$ \$	37.53 33.24 32.92 31.06 28.04 24.89 26.90	\$ 7.23 \$ 6.41 \$ 6.34 \$ 5.99 \$ 5.40 \$ 4.80 \$ 5.18	\$ 79.56 \$ 70.47 \$ 69.78 \$ 65.85 \$ 59.45 \$ 52.77 \$ 57.02	2.286 2.286 2.286 2.286 2.286 2.286 2.286 2.286
Hinkle, Deane Miller, Donald Morgado, Stoney Norwood, Cliff Wilson, J. Douglas Mobley, John Rader, Dave	CEI-Contract Support Specialist CEI-Senior Inspector CEI-Senior Inspector CEI-Senior Inspector CEI-Senior Inspector CEI-Senior Inspector CEI-Senior Inspector	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	34.80 30.82 30.52 28.80 26.00 23.08	\$ \$ \$ \$ \$ \$	37.53 33.24 32.92 31.06 28.04 24.89	\$ 7.23 \$ 6.41 \$ 6.34 \$ 5.99 \$ 5.40 \$ 4.80	\$ 79.56 \$ 70.47 \$ 69.78 \$ 65.85 \$ 59.45 \$ 52.77	2.286 2.286 2.286 2.286 2.286 2.286

*Please note:

1) Mr. Foley's actual rate is higher than the hourly rate listed above.

2) CEI personnel with rates based on the Home Office Overhead are for short-term work authorizations.

3) CEI personnel with rates based on the Field Office Overhead are for long-term work authorizations at

the project/client site and do not include expenses such as monthly vehicle allowance.





Rates and Audited Statements: AVCON, Inc.



AVCON, INC. ENGINEERS & PLANNERS

5555 E. Michigan St., Suite 200 Orlando, FL 32822-2779 Phone: (407) 599-1122 Fax (407) 599-1133 www.avconinc.com

March 19, 2014

Mr. David Adair JACOBS Engineering Group One Tampa City Center 201 N. Franklin Street Suite 1400 Tampa, FL 33602

RE: Tampa Airport Program Management Consulting

Dear Mr. Adair:

As you requested in your email on March 18, and based on direction from HCAA we have revised our billing rates in accordance with the maximum multiplier of 3.0. Please find those rates attached to this letter. Also, as requested, please find below the current actual salary information. Please note that based on the tasks identified for AVCON our proposed staff is comprised of senior level individuals many with decades of experience.

Name	Job Title/Role	Current Raw Rate	Upcoming Raise Effective April 1, 2014	New Raw Rate Effective April 1, 2014
SANDEEP SINGH	DESIGN REVIEW - OVERALL QA/QC	\$64.90	3.704%	\$67.31
JAMES A. KRISS	DESIGN REVIEW - AIRFIELD	\$64.90	3.704%	\$67.31
RICK BALDOCCHI	DESIGN REVIEW - STRUCTURES (APM)	\$64.90	3.704%	\$67.31
ZEMP PEPPER	DESIGN REVIEW - MEP&FP	\$44.23	2.174%	\$45.19
LUCA DEL VERME	DESIGN REVIEW - BUILDING STRUCTURES	\$39.42	3.659%	\$40.87
CARL JOHNSON	DESIGN REVIEW - A/F LIGHTING	\$38.46	2.500%	\$39.42
BOBBY PALM	DESIGN REVIEW - CIVIL/UTILITIES	\$40.87	11.765%	\$45.67

Please contact me if you have any other questions or concerns. Thank you.

Sincerely,

AVCON, INC. andup Abh

Sandeep Singh President

SS: jc Enclosure (billing rates)

CIVIL & STRUCTURAL ENGINEERING . AIRPORT & AVIATION CONSULTING TRANSPORTATION DESIGN & PLANNING



RATES: AVCON, Inc.

AVCON, INC.

						Billing Multiplier
			FAR Audited		Hourly Billing Rate	(3.0 max, per
Name	Job Title	Raw Rate (\$/hour)	Overhead (\$/hr)	Profit (\$/hour)	(\$/hr)	cleint)
			190.42%	3%		
SANDEEP SINGH	DESIGN REVIEW - OVERALL QA/QC	\$ 67.31	\$ 128.17	\$ 5.86	\$ 201.34	3.0
JAMES A. KRISS	DESIGN REVIEW - AIRFIELD	\$ 67.31	\$ 128.17	\$ 5.86	\$ 201.34	3.0
RICK BALDOCCHI	DESIGN REVIEW - STRUCTURES (APM)	\$ 67.31	\$ 128.17	\$ 5.86	\$ 201.34	3.0
ZEMP PEPPER	DESIGN REVIEW - MEP&FP	\$ 45.19	\$ 86.05	\$ 3.94	\$ 135.18	3.0
LUCA DEL VERME	DESIGN REVIEW - BUILDING STRUCTURES	\$ 40.87	\$ 77.82	\$ 3.56	\$ 122.25	3.0
CARL JOHNSON	DESIGN REVIEW - A/F LIGHTING	\$ 39.42	\$ 75.06	\$ 3.43	\$ 117.91	3.0
BOBBY PALM	DESIGN REVIEW - CIVIL/UTILITIES	\$ 45.67	\$ 86.96	\$ 3.98	\$ 136.61	3.0
	Rates effective April 2014					
	Rates subject to Annual adjustments					



Basis of Fee Proposal



Tampa International Airport Fee Proposal Development Basis March 13, 2014 (*Rev March* 27, 2014)

The following outline provides the basis of assumptions and rationale for development of the fee proposal provided herein.

A. General

- 1. PMC Labor is based on staff augmentation in accordance with the Scope-of-Services outlined in the RFQ for Program Management Consultant Services, Solicitation No. 13-411-021, and subsequently modified by phone calls with TPA providing clarification and further direction on Monday, March 17 and Friday, March 21, 2014 regarding the following:
 - a. Addition of full-time auditors
 - b. Deletion of Project Controls Manager position
 - c. Clarification of design phase services relative to design review level of effort
 - d. Clarification regarding level of effort for Taxiway J Bridge and STSA Roadway projects level of effort
 - e. Clarification regarding level of effort for cost review & validation services
- The staffing provided by the PMC will be consistent with the organizational approach depicted in the draft organizational chart titled: TPA – Gateway Program Organizational Structure, dated March 6, 2014; identified as V-5, included immediately following this section. The Program Management staffing is thus a blend of consultant labor provided by Jacobs supporting TPA management staff and resources.

B. Program

1. The program is Phase I of the TPA Master Plan improvements and consists of the following project elements with budget costs identified by TPA Master Plan reference:

a.	Automated People Mover (APM)	\$417,500,000
b.	Consolidated Rental Car Facility (ConRAC)	\$318,700,000
C.	Reconstruct Taxiway J and Bridge	\$ 30,692,800
d.	South Terminal Support Area Roadway Improve	\$ 21,409,200
e.	Main Terminal Transfer Level Expansion &	
	Concessions Redevelopment	\$122,500,000
f.	Checked Baggage Syst. Upgrades & Optimization	\$ 58,000,000

2. We recognize that support may be required on any other capital improvement project during the duration of the PMC Agreement per Article 3.2 of the RFQ, however labor and resources for such projects can not be estimated without further scope definition.

C. Schedules

1. The proposed labor and services included with this fee proposal is based on a period of performance of <u>4</u> years ending June, 2018. Services required beyond the end date may need to be negotiated should this budget amount be consumed or sufficient unused fee is unavailable.



- 2. The proposed labor was derived based on analysis and evaluation of the project schedules provided by TPA and included herein in Tabs 7.0 thru 10.0
- 3. Jacobs developed a Master Schedule to incorporate all project activity across all projects into a summary schedule format as shown in Tab 6.0.
- 4. The project schedule was not available for the South Terminal Support Area Roadway Improvement project. Project phasing and execution activities and milestones were estimated for this project based on past experience and industry practice.

D. Level of Effort

- 1. Labor projections were derived by reviewing the scope and schedule for each project included with the scope of Phase I and analyzing the level of effort required for providing the services provided by the PMC consistent with staff augmentation to the existing TPA Program staff.
- The Core Program Team provided by Jacobs is presumed to be the following positions:
 - a. Project Manager
 - b. Project Communications Manager
 - c. Design Quality Assurance Manager
 - d. Construction Quality Assurance Manager
 - e. Project Executive
 - f. Project Management Control System Team
 - g. TIFIA Consulting
 - h. Auditors (2)
- 3. The Project Communications Manager scope is undefined at this time, however it has been included with the Core Team and extended across the full duration of the contract term.
- 4. Project Executive is a part-time position with nominal hours per month for maintaining oversight and senior executive level guidance and consultation with TPA management and executive leadership.
- 5. The Project Management Control System Team is labor associated with the evaluation and implementation of a new Control System for TPA. It does not include the Project Controls Manager position which was identified as one of the Key Personnel in the RFP. However, such position has been eliminated per direction provided by TPA staff at the March 6, 2014 Kick-off Meeting. Thus no hours are included for the Project Controls Manager position; it is understood that TPA has decided to "go in another direction" with regard to staffing this position.
- 6. The Construction Quality Assurance Manager has been retained throughout the program having agreed with the value of a field team organizer that overlaps all element project teams. The Construction QA Manager position starts prior to construction to provide sufficient time to familiarize with design documents and understand Design/Builder construction strategy.



- 7. The TIFIA Consultant for the APM was added at the request of TPA during the clarifying calls specifically naming the individual who has already been scoped and approved for this work anticipated to be completed during the remaining months of this year.
- 8. Two full-time Auditors were also added to the Core Team at the request of TPA during the clarifying calls.
- 9. Project Labor for each individual project consists of labor associated with that individual project exclusive of the Core Team labor.
- 10. Core Team labor is integrated with the individual project labor proportionate to the total 'non-Core Team' labor totals for each project per direction provided on March 26th from TPA.
- 11. Unscheduled Labor is defined as labor anticipated to perform the scope of the work but cannot be specifically assigned to any single task or project.
- 12. TPA has clarified that there will be no need for a project team and its resultant labor forecasts for both the Taxiway J and the South Terminal Support Area Roadway Improvements projects. The PMC has included only the requested scheduling controls assistance with minimal estimating support as needed for cost verification and value engineering when requested.
- 13. TPA has requested a fulltime Construction Project Manager on the Checked Baggage Systems project and any associated minimal support needed.
- 14. A reduced level of inspection has been forecasted for MTAC and Concessions as directed by TPA due to the AE and GC contracting responsibility placed directly on the concessionaire. The PMC will provide support for the tenant work permit process and spot checking during construction for general quality assurance oversight and conformity with program and airport operational requirements.

E. Design Phase Support

- 1. Design phase support consists of discipline-specific reviews of design submittals by Designer/Builder teams for each project.
- 2. Design phase services for the Main Terminal project previously included a literal translation of design milestone submittals for review (a total of 64) as outlined by the schedule prepared by the Skanska D/B team during the design phase. TPA subsequently clarified that this will no longer be required, but rather that a single 60% design submittal will be assigned to check for general conformity to the program Design Criteria requirements. No calculations or analyses of the D/B's design are anticipated at this time and the principal accountability lies wholly with the Design/Builder.



- 3. Overall, all projects are to be checked for general design and program compliance with the Airport Design Criteria Manual and, therefore, the design phase labor forecast of hours has been significantly reduced from original submittal for all projects, and will be task authorized as needed. Labor assumed includes review by the design team led by the Jacobs Design Quality Assurance Manager.
- 4. Design phase services are primarily in the first 18 months of the program schedule, tapering down significantly to periodic support as the projects transition from design to construction. The level-of-effort varies depending on the complexity of the project and detail of the submittal itself.
- 5. Subject Matter Expert (SME) labor is included with the design phase services for specific expertise and is continued through construction phase at a level commensurate with the anticipated need and utilization based on past experience specific to the project type, with particular note of the APM and ConRAC projects.
- 6. Our estimate of level-of-effort for design reviews reflects the type/complexity of submittal and the number/type of disciplines and/or SME resources anticipated. The original approach was modified and the following general guideline was utilized in determining a labor forecast budget to distinguish milestone submittal requirements:
 - 15% n/a;
 - 30% as requested;
 - 60% Design Review: 10-20 days per discipline;
 - 90% n/a;
 - 100% n/a
- 7. The following design disciplines are anticipated for scheduled design reviews:
 - Architectural / Envelope;
 - Civil / Structural;
 - Mechanical / Plumbing;
 - Electrical;
 - Data / Telecommunications / Security

Not all design disciplines are required nor have been included at every design review on every project; as a result only those disciplines required or associated with the specific project scope are included with these manpower projections.

- 8. Unscheduled labor is anticipated for design phase support that might be required for out-of-sequence design submittals, incomplete submittals requiring re-submittal, and similar additional support.
- 9. During construction for each project, additional design review time has been included to ensure the appropriate level of technical review and SME utilization for complicated responses to RFIs, alternative proposals, value engineering, and similar requirements are accommodated. As with the design phase reviews, the hours have been adjusted to reflect an appropriate number of disciplines.



F. Procurement Phase Support

- 1. Core team members and supporting roles are staffed according to the project demand, with heavier design support within the first eighteen (18) months of the program and project support functions ramping up during the procurement phases in mid-to-late 2014.
- 2. Cost estimating and scheduling support was programmed to begin just prior to the critical procurement phases of each project. Depending on the complexity of the project and its proximity to the traveling public (e.g., the terminal redevelopment project) or otherwise critical to airport operations (e.g., the taxiway reconstruction), staffing levels were adjusted as necessary.
- 3. Cost estimating labor is included to coincide with GMP submittals as identified on the project schedules for each project. It is presumed that a review and validation of cost and pricing submitted for approval will be conducted at each GMP milestone. For projects that do not have an identified contractor yet, an assumption was made for number and schedule of Design/Builder anticipated GMP submittals.

G. Construction Phase Support

- 1. Quality Assurance Inspectors (auditors) are projected to begin part time just prior to the start of construction to gain familiarity with the work. As with the support team during the procurement phase, staffing levels for the Construction Quality Assurance team are based on the complexity of the project, the risk to airport operations, the safety and convenience of the traveling public, and direction/authorization by TPA staff.
- 2. Labor is included for Systems Commissioning, facility activation, and facility transition consistent with the services represented on the Draft Organizational Chart. The Commissioning is conducted by the Commissioning Agent and the Commissioning Engineer, which represents more than one individual depending on the type of system being commissioned. Labor included for commissioning follows the same direction provided by TPA regarding a general service with the primary responsibility for its performance and effectiveness remaining with the Design/Builder. Our labor forecast goal is to be generally consistent with standard level of commissioning for airport programs of this size and complexity, including measurement and verification of contractor system installation. Enhanced commissioning to achieve LEED Silver rating and for energy monitoring and confirmation would typically involve 50% to 60% greater level of labor to conduct however is not included with this proposal.
- 3. TPA clarified that the Safety Program is not the responsibility of the PMC and that the planning and management of the Safety Program will be provided by others. PMC will offer suggestions consistent with Jacobs' safety culture of BeyondZero©. We understand that safety and OCIP Admin (if implemented) will be provided 'by others' as noted at the March 6th meeting so a more robust safety presence is not included presuming this will be 'by others'.



- 4. The larger projects have dedicated project engineers and administrative assistants to assist with the large amount of paperwork expected. They typically phase in slowly during the latter half of design, as the larger design submittals arrive and continue through to project closeout. The smaller projects will share administrative resources as appropriate to the workload.
- 5. Cost administration labor is included to accommodate the payment administration support services as depicted on the Draft Organizational Structure.

H. Pricing.

- Labor rates utilized for the development of the Not-to-Exceed (NTE) fee proposal are estimated raw rates based on anticipated labor market conditions and payroll data from Jacobs as well as each of our subcontractors. Likewise, the NTE fee proposal uses a multiplier based on an estimate of the staffing contribution from Jacobs and each of our subcontractors. Where specific individuals are anticipated to be assigned to the project, the actual rates are used.
- 2. A 4% escalation rate has been used to reflect the anticipated cost-of-living adjustment incorporated into the compensation planning for professional staff.

I. Other Direct Costs – Reimbursables

- Several direct costs have been identified to support Phase I Program activities. As the Jacobs support team is anticipating to be housed on-site at the HCAA offices, no trailer offices or supporting utilities have been estimated. Included in the non-labor direct costs required to support the program are the following:
 - Computer and office equipment (laptops, copiers, cameras, etc.);
 - Project vehicles;
 - Office supplies and related consumables;
 - Reprographics and professional photography services;
 - Travel expenses and per diem allowance for staff not onsite

J. Project Management Control System Project Management Control System

- We understand TPA wishes to procure a Project Management Control System (PMCS) for use during Phase I and beyond to provide a higher level of sophistication in managing project costs, schedules and document storage and retrieval.
- Recent clarification requested a cloud-based solution without the need to purchase licenses. A revised recommended cost outline is summarized below. However, it will be followed up with a final coordinated scoping exercise with a hands-on customized solution developed with David James – TPA Director of Information Technology Services and PMC.
- 3. Proposal based upon a commercially available solution compatible with anticipated usage by design/build teams involved with the program. For pricing purposes we have based costs included on the Prolog system by Meridian.



- 4. Included separately from these items are the non-labor costs related to the project controls management system, and include:
 - Annual hosting expenses
 - Crystal reports
 - Microsoft SSRS Reporting Licensing
- 5. Taxes are excluded from the price estimates provided
- 6. While the originally proposed PMCS manager is not included in the labor estimates for the program, labor for the setup and implementation of the PMCS, as well as training and support, has been included in the scheduled labor costs under the Core Program Team.

The following is provided for further explanation of the logic and rationale associated with the proposed Project Management Control System component of the Jacobs proposal.

Program Technology

Program Technology is an essential element to the program management team on the Tampa International Airport Program. Based on limited information and assumptions, the Jacobs team is presenting a not-to-exceed estimate for tools to support the program over a five year duration. The team has broken the technology estimate into six elements consisting of the following:

- 1. Advisory Services
- 2. Hosting Services Cloud-based
- 3. Software Licensing SaaS
- 4. Software Maintenance
- 5. Software Deployment & Configuration
- 6. Integration Services

Assumptions/ Clarifications

- Duration 5 Years
- Excludes Sales Tax
- Assumes Software as a Service for Prolog/ Converge/ Mobile
- Estimate based on preliminary organizational chart and estimated users per group
- Assumes Primavera P6 will be run on local machines



Tampa International Airport Fee Proposal Development Basis (continued) March 13, 2014 (*Revised March 27th, 2014*)

Advisory Services

Advisory services includes labor to perform an initial due diligence on existing tools in use within TPA as well as operational, project and program management methodologies. The team will be comprised of a cross functional team of technical, as well as operational experts that will quickly grasp and record current tools and methods currently in use and facilitate an interactive workshop which will outline and present options and recommendations for use on the TIA Program.

Hosting Services

Hosting services will be customized to integrate with systems capacity already in place at TPA sufficient to operate the cloud-based preferences over a 5 year period of time for Meridian Prolog/ Converge, Primavera P6 and associated tools. Specifics are to be further defined.

Software Licensing

NOTE: As further clarified by TPA, the preference is for cloud-based Software-As-A-Service access to be further defined and custom developed with TPA Director of Information of Technology Services David James. There will be no purchased license package systems but rather a pay as you go solution during the life of the program.

Software Maintenance

Software Maintenance has been retained but will be subject to adjustment when final systems integration is established based on TPA preferences and in-house capabilities for long term technology support solutions.

System Deployment & Configuration

System deployment and configuration includes professional services to deploy, implement and configure the tools accessed via the cloud to ensure maximum applicability. Our team will adapt and configure the various program management tools to support the delivery of projects and programs in accordance with methodologies defined by the program management team. The services include the set-up of the hosting environment (as needed) along with developing procedures manuals and performing initial team training.

Systems Integration

Systems integration costs have been represented as an allowance to include costs to either integrate systems or to extract, translate, and load (ETL) data from system to system.









All the Functionality of Prolog® Delivered in the Cloud

Prolog Sky is a service that allows organizations to access Prolog's robust construction project management functionality over the Internet. Meet your organization's goals and objectives by choosing from two purchase options. Purchase either Software-as-a-Service (SaaS) where you subscribe access to Prolog or Managed Host where we host your new or existing Prolog software for you. Both options free your organization from costly technology infrastructure and software management expenses.

An alternative to purchasing, deploying, and managing software applications internally, the Sky service provides access to complete Prolog functionality with the additional advantages of reliability and security, adaptability and a better bottom line.

Guaranteed Uptime

With any hosted application, reliability and security are vital. Our experienced team of IT professionals ensures an impressive track record of high service levels and application up-time. For more than a decade, we've maintained processes that include change control, product deployment and support, resulting in an unparalleled up-time statistic of over 99.95%.

Our Disaster Recovery Plan combines an extensive multi-tier physical and environmental backup system, with near real-time data replication, offsite disaster recovery, and four-points of data replication.

- > Tier 4 secure data center
- Uptime Service Level Agreements (guaranteed)

In the technical world that we are living in today, between the thousands of viruses and the online criminals that try to get your information, it is an absolute necessity to have a complete security plan. The Sky service has built-in protection against virus threats, unauthorized access, use, disclosure, modification or destruction of data providing organizations with complete security.

- Intrusion detection and prevention
- Network vulnerability scanning
- Virus protection
- Audit logging and retention







Adaptability

The ability to efficiently respond to ever-changing economic stresses is an important factor to maintaining project profitability. The Sky service enables organizations to quickly take advantage of the productivity gains Prolog provides, yet offers the flexibility to easily scale the number of users based on business needs.

Prolog is the only construction project management solution with the option to choose from SaaS or Managed Host. Each with their unique benefits, the Sky service offers organizations the flexibility to choose the most cost effective solution to meet their

- Rapid deployment
- > Easily respond to fast changing schedules and project needs

Better Bottom Line

The Sky service offers important benefits to your bottom line with a lower cost of entry and significant long term reductions in IT overhead. No need to identify specialized IT staff or worry about infrastructure and software procurement, maintenance, replacements and upgrades. The Sky service enables your IT resources to focus on other more critical concerns.

- Fewer resources required
- Eliminate hardware maintenance and replacement costs
- Avoid software testing and upgrades
- Relieves IT overload

SaaS Versus Managed Host

Contraction (Contraction (Contraction)) Contraction Contrac

Single unified login allows organizations to quickly and easily deploy Prolog in a safe and proven software hosting environment. A unique Web address is assigned to each organization as shown in the screenshot above.

	SaaS	Managed Host
Capitalize software expense		1
Software ownership		1
Lower entry cost	1	
Charge software expense to a project	1	1
Integrates to other applications	1	1
Rapid deployment	1	1
Scalable	1	1
Eliminates IT overhead	1	1

needs-whether that is usage on a single project or enterprise-wide standardization.

System Requirements

For Prolog Converge: Internet Explorer[®] 7 or 8.

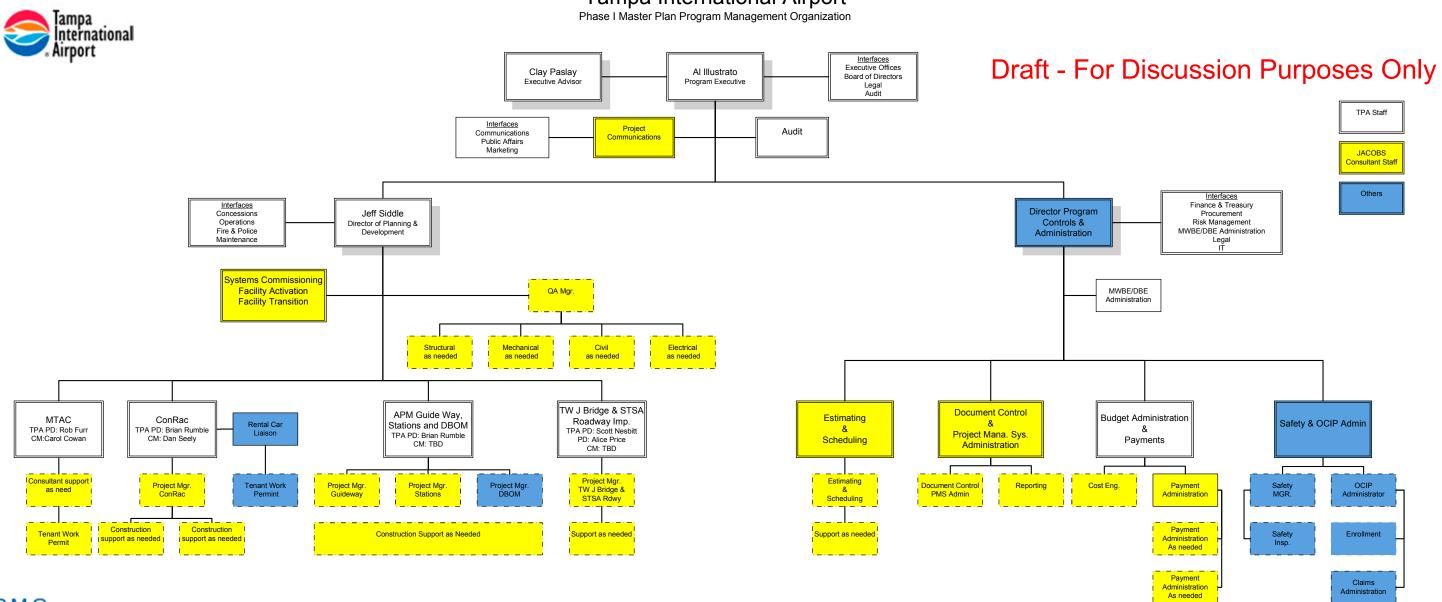
For Prolog Manager: Remote Desktop Connection 6.0 or greater (already installed with XP[®] SP3, Vista[®], Windows[®] 7)

Optional: Adobe[®] Flash, Microsoft[®] Silverlight, Microsoft[®] Excel, Microsoft[®] Word



1720 Prairie City Road Suite 120 Folsom, California 95630 USA (916) 294 2000 (916) 294 2001 fax (800) 850 2660 www.meridiansystems.com sales@meridiansystems.com © Copyright 2011 Meridian Systems. All rights reserved. Prolog and Meridian Systems are registered trademarks of Meridian Systems, an independent subsidiary of Trimble, in the United States and other countries. The names and logos of other companies mentioned herein may be trademarks of their respective owners. This document is for informational purposes only. Meridian Systems makes no warranties, expressed or implied, in this document.090111





Tampa International Airport

PMG

PASLAY MANAGEMENT GROUP

March 6, 2014 – V-5



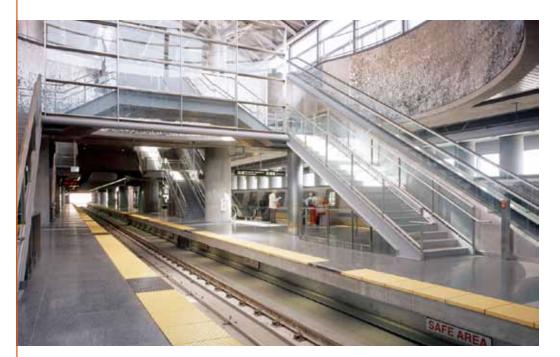
Proposal Fee for Full Contract: Summary



				Program I	Ele	ment (Bu	dg	et Cost)			
	Re	Terminal edevelopment	ConRAC	Automated People Mover	Тах	xiway J Bridge	In	Roadway nprovements	Ba	ggage System Upgrades	Total
Project Budget →	\$	122,500,000	\$ 318,700,000	\$ 417,500,000	\$	30,692,800	\$	21,409,200	\$	58,000,000	\$ 968,802,000
Cost Category											
Total Labor Hours		40,118	45,737	59,486		847		1,043		17,328	164,559
Scheduled Labor Cost	\$	7,322,972	\$ 8,300,297	\$ 10,589,631	\$	133,563	\$	167,741	\$	3,446,074	29,960,277
Unscheduled Labor Cost	\$	146,459	\$ 166,006	\$ 211,793	\$	2,671	\$	3,355	\$	68,921	599,206
Other Direct Costs	\$	269,580	\$ 701,349	\$ 918,774	\$	67,544	\$	47,114	\$	127,638	2,132,000
Project Management Software											-
Hosting	\$	-	\$ -	\$ -	\$	-	\$	-	\$	-	537,500
Licensing	\$	-	\$ -	\$ -	\$	-	\$	-	\$	-	-
Maintenance	\$	-	\$ -	\$ -	\$	-	\$	-	\$	-	538,450
Total	\$	7,739,012	\$ 9,167,652	\$ 11,720,198	\$	203,778	\$	218,210	\$	3,642,633	\$ 33,767,433

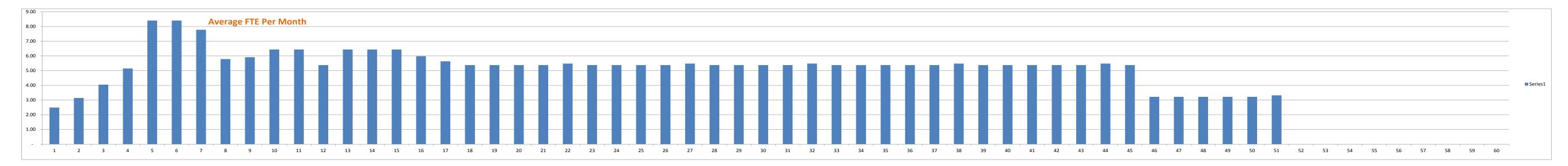


Proposal Fee for Full Contract: Detailed Breakdown



Program Core Team

Program Core Team																	-																																									
			-	FY14							FY	´15									FY16	-						-			FY17							-	-		FY1	8						FY19										
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Labor Categor	/	Apr-14 May	v-14 Jun-	4 Jul-14	Aug-14	Sep-14 (Oct-14 No	ov-14 Dec-	14 Jan-1	5 Feb-15	5 Mar-15	Apr-15	May-15 Ju	un-15 Jul-	-15 Aug-1	5 Sep-15	Oct-15	lov-15 Dec	-15 Jan-16	Feb-16	lar-16 Apr	-16 May-1	6 Jun-16	Jul-16	Aug-16	Sep-16 Oc	ct-16 Nov	16 Dec-1	16 Jan-17	Feb-17	Mar-17 A	pr-17 May	-17 Jun-1	7 Jul-17	Aug-17 S	ep-17 Oct	t-17 Nov-	/-17 Dec-1	-17 Jan-18	8 Feb-18	Mar-18	Apr-18 Ma	ay-18 Jun-	18 Jul-18	Aug-18 Sep-	-18 Oct-18	Nov-18 Dec	c-18 Jan-1'	9 Feb-19 Ma	ar-19 Apr-1	.9 Hours	Hours	Hours P	lours H	Jurs Hou	/s Hours	ُ Doll	iars
Project Executive			24 2	4 16	16	16	16	16 1	16 16	6 16	6 16	16	16	16	16 16	6 16	16	16	16 16	16	16	16 10	6 16	16	16	16	16	16 16	ј 16	16	16	16	16 16	5 16	16	16	16 1	16 1	16 8	8 8	8	8	8	8							136	192	192	192	96	- 808	08 \$ 239	39,034
Project Manager			169 16	9 169	169	169	169	169 16	59 169	9 169	169	169	169	169 1	69 169	9 169	169	169	69 169	169	169 1	69 16	9 169	169	169	169	169 1	69 169	J 169	169	169	169 10	69 169	9 169	169	169	169 16	169 16	69 169	9 169	169	169	169 16	55							1.014		2,028 2	2.028 1	1,521	- 8.619	19 \$ 2.57	/1.584
Project Communications Mana	ger	85	85 8	5 85	85	85	85	85 8	35 169	9 169	169	169	169	169 1	69 169	9 169	169	169	69 169	169	169 1	69 16	9 169	169	169	169	169 1	69 169	J 169	169	169	169 10	69 169	9 169	169	169 ⁻	169 16	169 16	69 169	i9 169	169	169	169 16	69							510	1,776	2,028 2	2,028 1	1,521	- 7,86?	63 \$ 1,174	4,555
TIFIA Consulting Planner/Scheduler																																																			- !	-	-	-	-	-	- \$	-
Planner/Scheduler																																																			- !	-	-	-	-	-	- \$	-
Estimating Manager																																																			- !	-	-	-	-	-	- \$	-
Cost Estimating Team																																																			- !	-	-	-	-	-	- \$	-
PMCS Implementation Team		64	100 20	0 300	400	400	300	100																																											1,464	400	-	-	-	- 1.864	64 \$ 512	12.864
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Cost Administrators																																																			- !		-	-	-	-	- \$	
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Design Review Team																																																			- !	-	-	-	-	-	- \$	-
Engineer, Sr.																																																			- !	-	-	-	-	-	- \$	-
Commissioning Agent																																																			- !	-	-	-	-	-	- \$	-
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Project Engineer Structural/Civil Inspector																																																			- !	-	-	-	-	-	- \$	-
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Architectural Inspector																																																			-,	-	-	-	-		- 5	-
Mechanical Inspector																																																			- !	-	-	-	-		- \$	-
Electrical Inspector																																																			-,	-	-	-	-		- 5	-
Management Support Administrative Assistant																																																			-,	-	-	-	-		- 5	-
CMG																																																			1	-	-	-	-			-
Quality Manager																																																			1	-	-	-	-		- J ¢	-
Project Controls																																																			I	1	-	-	-			-
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-	FTE	2.49 3	.14 4.(5 5.15	8.41	8.41	7.79	5.79 5.9	91 6.44	4 6.44	5.38	6.44	6.44	6.44 5.	.98 5.63	3 5.38	5.38	5.38 5	.38 5.48	5.38	5.38 5.	38 5.3	8 5.48	5.38	5.38	5.38	5.38 5.	48 5.38	8 5.38	5.38	5.38	5.38 5.4	48 5.38	3 5.38	5.38	5.38 5	5.38 5.4	.48 5.3	.38 3.22	2 3.22	3.22	3.22	3.22 3.3	32 -			-								<u></u>	43.346	46	-,
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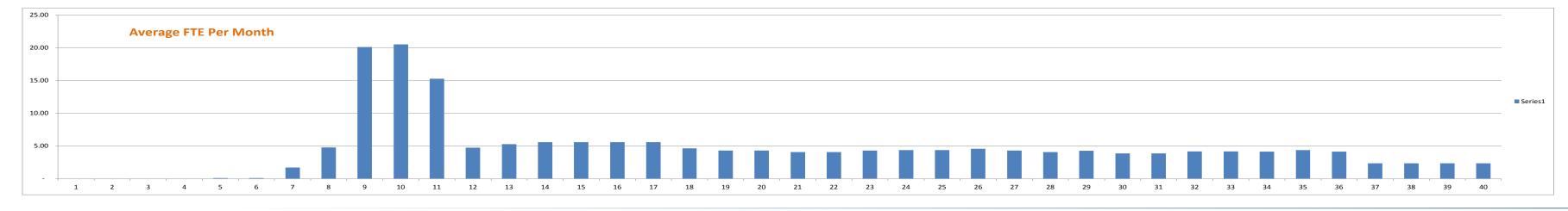


Main Terminal & Concessions Redevelopment \$122,500,000

Total Design Submittals This Period

		_			Total Bid Re	views This Pe	eriod										
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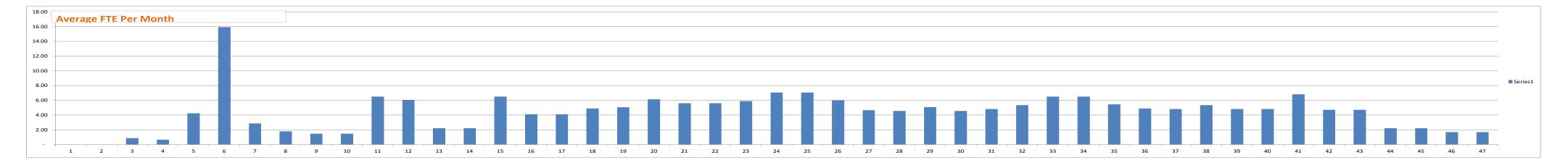
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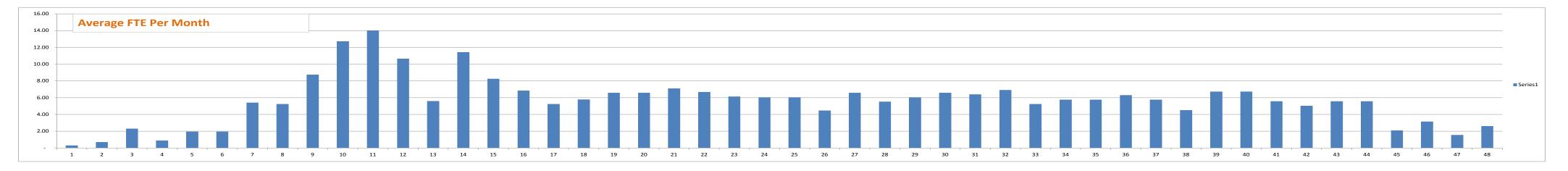
JACOBS

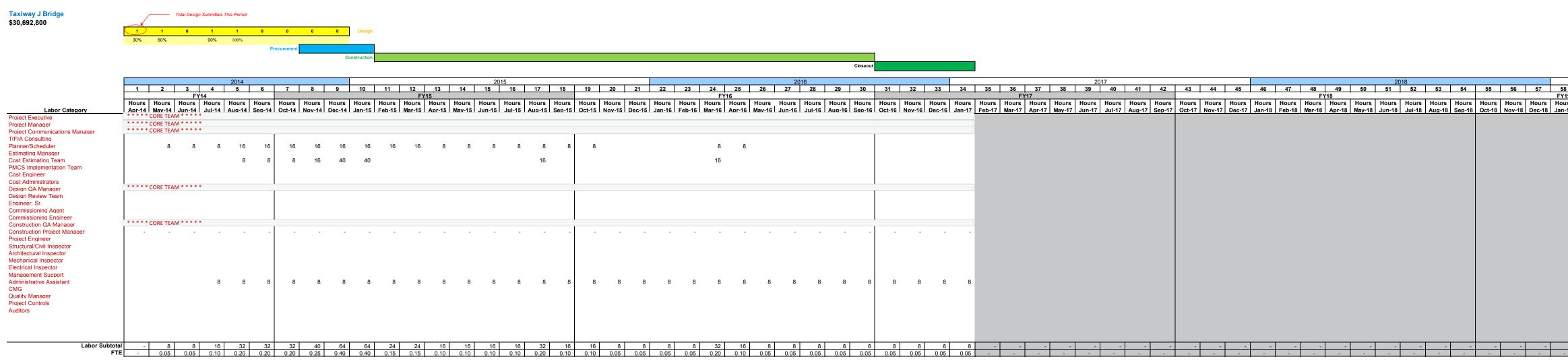
5.0 Proposal Fee for Full Contract: Detailed Breakdown

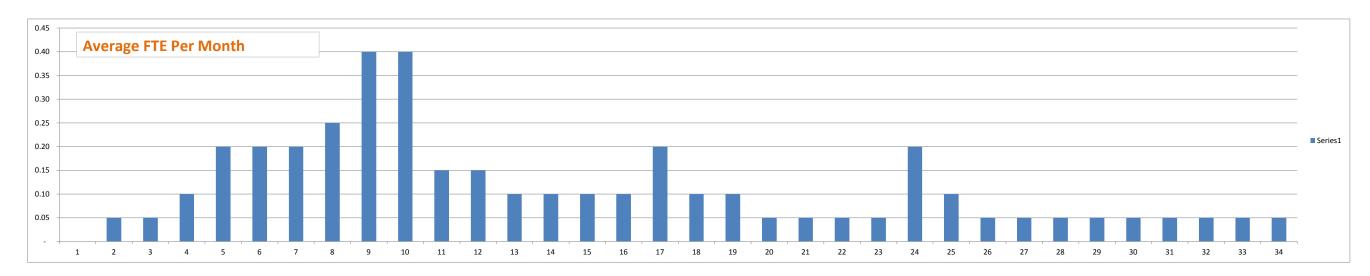
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Labor Category Project Executive	***************************************	Hours Hours Hou Apr-14 May-14 Jun RE TEAM * * * * *	urs Hours Hou -14 Jul-14 Aug	urs Hours g-14 Sep-14	Hours Hours Oct-14 Nov-1	s Hours Ho 4 Dec-14 Ja	ours Hours n-15 Feb-15	Hours H Mar-15 A	lours Hours pr-15 May-15	Hours Hou Jun-15 Jul-	rs Hours 15 Aug-15	Hours Hour Sep-15 Oct-1	rs Hours 15 Nov-15 I	Hours Hour Dec-15 Jan-1	rs Hours 6 Feb-16	Hours Ho Mar-16 Apr	urs Hours r-16 May-16	6 Hours 6 Jun-16	Hours Ho Jul-16 Au	ours Hours g-16 Sep-16	Hours H Oct-16 N	Hours Hour Nov-16 Dec-1	rs Hours 16 Jan-17	Hours Hou Feb-17 Mar	Irs Hours -17 Apr-17	Hours Hou May-17 Jun-	Irs Hours -17 Jul-17	Hours Ho Aug-17 Se	ours Hours p-17 Oct-17	Hours H Nov-17 D	Hours Hour Dec-17 Jan-*	rs Hours 18 Feb-18	Hours Hours Mar-18 Apr-18	Hours Hou May-18 Jun-	rs Hours H 18 Jul-18 Au	lours Hours ug-18 Sep-18	s Hours 8 Oct-18	Hours Hours Nov-18 Dec-18	Hours 8 Jan-19	Hours Hours Feb-19 Mar-19	Hours FY Apr-19 Hou	14 FY1 urs Hour	5 FY16 rs Hours	FY17 F Hours H	Y18 FY19 ours Hours	Total Hours	Total Dollars
Project Executive Project Manager Project Communications Manager TIFIA Consulting	* * * * * COI	RE TEAM * * * * * * * * * * CORE TEAM * *	* * *									-									:																					-				- \$	-
Planner/Scheduler Estimating Manager Cost Estimating Team				20 20 16 16 40 40	20 40 16 16 40 40	6	40 40 16 120	16	40 40	169 1 16 255	69 169 16 16	169 16 16	69 169	169 16	9 169	16	169 169 16 16 255		40	40 40	40	1	0 40 6 16 5 255	16	40 40 16	40 4	40 40	8 16 255	8 8 16 16													32 12	76 1,512 28 64 55 510	96	8 - 16 - 	2,992 \$ 336 \$ 1,810 \$	71,659
PMCS Implementation Team Cost Engineer Cost Administrators		* * * * * CORE TEAM * *	* * *				40	40	40 40	40	40 40	40 4	40	40 4	0 40	40	40 40	40	40	40 40	40	40 4	0 40	40	40 40	40 4	40 40	40	40 40	40	40 4	40 40										- - - 32	 20 480	- - 480	 200 -	- \$ - \$ 1,480 \$	- - 218,382
Design QA Manager Design Review Team Engineer, Sr.				510 2,380	213		425	600					85		85		85	;		85		85		85		85		85													3.0	009 1.23	38 340	- 340 -		- \$ 4.927 \$ - \$	- 830.091 -
Commissioning Agent Commissioning Engineer		* * * * * CORE TEAM * *	* * *	8 8		8	8 40 85			40 85		40 4 85 8	40 40 85 85	40 4 85 8	0 5 85	85	85 85	85	85	85 85	40 85	40 4 85 8	40 40 85 85	40 85	40 40 85 85	40 4 85 8	40 40 85 85	40 85	40 40 85 85	40 85	40 4 85	40											36 160 55 1.020		200 - 255 -	992 \$ 2,550 \$	
Construction QA Manager Construction Project Manager Project Engineer Structural/Civil Inspector Architectural Inspector Mechanical Inspector		CORE TEAM	85	85 85	169 169	9 169	169 169 85		169 169 85 85	40 40 40		169 16 85 8 40 4 40 4 40 4	89 169 85 85 40 85 40 85 40 40	169 16 85 8 85 8 85 8 40 4	9 169 5 85 5 85 5 85 5 85 0 40	169 85 85 85 85 40	169 169 85 85 85 85 85 85 40 40	169 85 85 85 85 40	169 85 85 85 40	169 169 85 85 85 85 85 85 40 40	169 85 85 85 85 40	169 16 85 8 85 8 85 8 40 4	89 169 85 85 85 85 85 85 86 85 86 85	169 1 85 85 85 40	69 169 85 85 85 85 85 85 40 40	169 16 85 8 85 8 85 8 40 4	69 169 85 85 85 85 85 85 40 40	169 85 85 85 40	169 169 85 85 85 85 85 85 40 40			85 85 85 85									:	- 68 - 16 - 16 - 16	28 2.028 80 1.020 60 975 60 975 60 480	1,020 1,020 1,020 480	509 - 425 - 85 - 85 - 40 -	- \$ 6.848 \$ 3.145 \$ 2.240 \$ 2.240 \$ 1.160 \$	371,267 277,605 277,605 143,124
Electrical Inspector Management Support Administrative Assistant CMG Quality Manager Project Controls					20	0 20	20 20	20	20 20	40 20	40 40 20 20	40 4 4 20 2	40 40 40 20 20 20	40 4 40 4 20 2	0 40 0 40 0 20	40 40 20	40 40 40 40 20 20	40 40 20	40 40 20	40 40 40 40 20 20	40 40 20	40 4 40 4 20 2	40 40 40 40 20 20	40 40 20	40 40 40 40 20 20	40 4 40 4 20 2	40 40 40 40 20 20	40 40 20	40 40 40 40 20 20		20 2	20 20										-	60 480 - 480 20 240 	480	40 - 40 - 100 - - - -	1,160 \$ 1,000 \$ 800 \$ - \$ - \$ - \$	176,186
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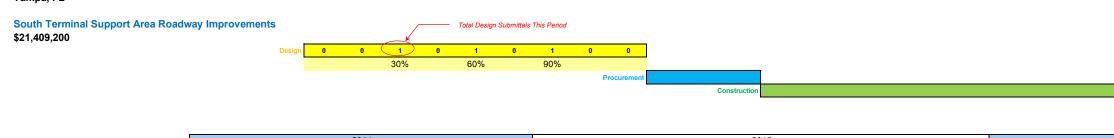
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Estimating Manager Cost Estimating Team		8 16			16	25	16 5 255		16 16 255		16 255 255	-				16 1 85 16							6 16 5 169					16 85	16 169															24		32 64 254 508				49.040 423.990
PMCS Implementation Team						25	5 255	255 2	255	255	255 255	5				65 16	9					d	5 169					65	169															-	-			- 2,7	- \$	423.990
Cost Engineer																																												-	-			-	- \$	-
Cost Administrators Design QA Manager	* * * * * CORE	E TEAM * * * * *				40 40	0 40	40	40 40	40	40 4	0 40	40	40 40	40	40 4) 40	40	40 40	40	40	40 4	0 40	40	40 40	40	40 40	40	40	40 40	40	40	40 40	40	40									-	440 4	480 480	0 240	- 1.4	1,640 \$	241,430
Design Review Team						160 47	6 1,105	1,105 \$	553	510			85		85		85		85			85		85		85		85		85														-	3,994 3	340 340	,	- 4	1,674 \$	806,693
Engineer, Sr. Commissioning Agent					40			40	40 40	40	40			85 85	85	85						85 8	5 85	85	85 85	85	85 85	85	85	85 85	85	85												-	- 240 4	425 1.020	- 170	- 1	- \$ 1.855 \$	- 463.838
Commissioning Engineer		169			169			169	40 40	169	169		1	169 169	169	169	169	169	169	169	169	169 16	9 169	1	69 169	169	169	169	169	169	169	169	169		169									169		1.690 1.521				587.345
Construction QA Manager	* * * * * CORE	E TEAM * * * * *	05		100	100 10		100	100 100	100	100 100	400	400	100	400	100 10		100		100	400	100 1 10		100 1		100	100 100	100	100	400 400	100	100	400 400	~-										- 593	-		-		- \$ 7,523 \$ 1,	- 1.596.341
Construction Project Manager Project Engineer		85 85	85	69 169	169 85	85 8	9 169 5 85	169 · 85	85 85	169	85 85	9 169 5 85	169 1 85	85 85	169 85	169 16 85 8	9 169 5 85	169 1 85	85 85	169	85	169 16 85 8	9 169 5 85	169 1 85 1	69 169 85 85	169	169 169 85 85	169	169 85	169 169 85 85	169 85		169 169 85 85	85 85	85 85											2,028 2,028 1,020 1,020				419.950
Structural/Civil Inspector					40	40 40	0 40	40	85 85	85	85 85	5 85	85	85 85	85	85 8	5 85	85	85 85	85	85	85																						-		1.020 -				217,115
Architectural Inspector Mechanical Inspector					40 40	40 40	0 40 0 40	40	85 85 85 85	85 85	85 85	5 85 5 85	85 85	85 85 85 85	85 85	85 8	5 85	85 85	85 85	85	85 85	85 8	5 85 5 85	85 85	85 85 85 85	85 85	85 85	85	85 85	85 85	85 85	85 85												-		1,020 1,020 1,020 1,020				368,557 368,557
Electrical Inspector					40	40 40	0 40	40	85 85	85	85 85	5 85	85	85 85	85	85 8	5 85	85	85 85	85	85	85 8	5 85	85	85 85	85	85 85	85	85	85 85	85	85												-	795 1.0	1,020 1,020	0 170	- 3.	3,005 \$	368,557
Management Support Administrative Assistant		10	40	40 40	80 40	80 80 40 40	0 80 0 40	80 40	80 80 40 40	80 40	80 80 40 40) 80) 40	80 40	40 40 40 40	40 40	40 4 40 4) 40	40 40	40 40 40 40	40 40	40 40	40 4 40 4	0 40 0 40	40 · 40	40 40 40 40	40 40	40 40 40 40	40 40	40 40	40 40 40 40	40 40	40	40 40	10	10									-	960 4 480 4	480 480 480 480				342,702 151,457
CMG		40	40	40 40	40	40 40	5 40	40	40 40	40	40 40	40	40	40 40	40	40 4	40	40	40 40	40	40	40 4	40	40	40 40	40	40 40	40	40	40 40	40	40	40 40	40	40									- 160	480 -	480 480		- 1,-	- \$	-
Quality Manager																																												-	-			-	- \$	-
Project Controls Auditors																																												-	-			-	- \$	-
, tutto a																																												-	-	-	-	-	Ψ	-
Labor Subtotal	50	113 370 0.71 2.31	145 3	314 314	864	839 1,40	2,035	2,244 1,7	703 895	1,829 1	1,319 1,094	4 839	924 1.0	1,053	1,138 1	,069 98	968	968 7	714 1,053	883	968 1.0	053 1,02	4 1,108	839 9	23 923	1,008	923 722	1,077	1,076	891 807	891	891	334 503	250	419								_	1,306	15,985 11	.904 11.321	3,288	- 43,	<u>,804</u> \$ 6	6.798.263
FTE	0.31 0	0.71 2.31	0.91 1	.96 1.96	5.40 5	5.24 8.7	5 12.72	14.03 10	.64 5.59	11.43	8.24 6.84	1 5.24	5.78 6.	.58 6.58	7.11	6.68 6.1	6.05	6.05 4	.46 6.58	5.52	6.05 6	6.58 6.4	0 6.93	5.24 5.	77 5.77	6.30	5.77 4.51	6.73	6.73 5	5.57 5.04	5.57	5.57 2	2.09 3.14	1.56 2	2.62 -	-				-				I		!		43.	.804	



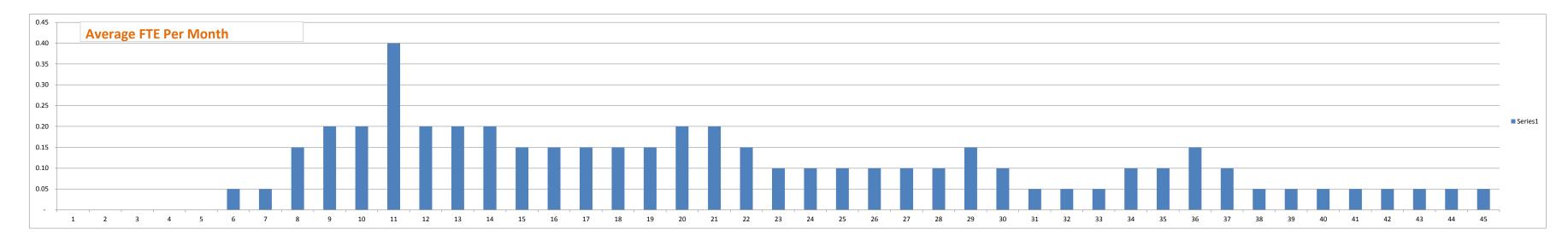




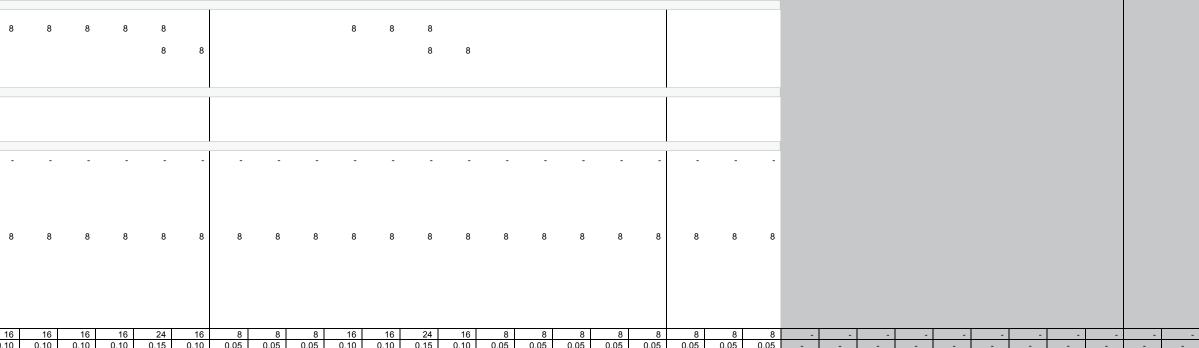
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58	59	60	61									
Y19		-	-			-		-				
ours	Hours	Hours	Hours	FY14	FY15	FY16	FY17	FY18	FY19	Total		Total
an-19	Feb-19	Mar-19	Apr-19	Hours		Dollars						
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				-	-	-	-	-	-	-	\$	-
				-	-	-	-	-	-	-	\$	-
				-	-	-	-	-	-	-	\$	-
				56	144	24	-	-	-	224	\$	34,773
				-	-	-	-	-	-	-	\$	-
				16	120	16	-	-	-	152		24.804
				-	-	-	-	-	-	-	\$	-
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				24	96	96	32	-	-	248	\$	19,977
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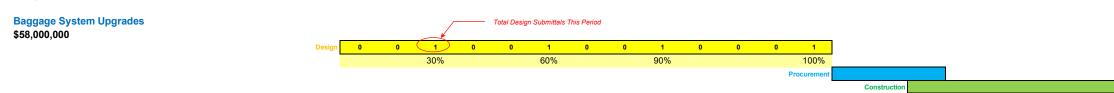
	2014				2015			201	16			2017			2018		2019				
	1 2 3 4 5	6 7 8 9	9 10 11	12 13 14	15 16 17	18 19 20	21 22 23 2	24 25 26 27	28 29 30 31	32 33 34	35 36 37	38 39 40 41	42 43 44 45 4	6 47 48 49 50	51 52 53 54	55 56 57	7 58 59 60 6	1			
	FY14			FY15				FY16			FY17			FY18			FY19				
	Hours Hours Hours Hours Hours	Hours Hours Hours Ho	Jurs Hours Hours	Hours Hours Hours	Hours Hours Hours	Hours Hours Hours	Hours Hours Hours Ho	urs Hours Hours Hours	Hours Hours Hours Hour	rs Hours Hours Hours	Hours Hours Hours H	ours Hours Hours Hours	Hours Hours Hours Ho	urs Hours Hours Hours Hours I-18 Feb-18 Mar-18 Apr-18 May-18	Hours Hours Hours Hou	rs Hours Hours Hou	irs Hours Hours Hours Hou	urs FY14 FY15	FY16 FY17 FY17	B FY19 Total	Total
Labor Category	Apr-14 May-14 Jun-14 Jul-14 Aug-14	Sep-14 Oct-14 Nov-14 Dec	<u>c-14 Jan-15 Feb-15 /</u>	Mar-15 Apr-15 May-15	Jun-15 Jul-15 Aug-1	5 Sep-15 Oct-15 Nov-1	Dec-15 Jan-16 Feb-16 Ma	r-16 Apr-16 May-16 Jun-16	Jul-16 Aug-16 Sep-16 Oct-1	16 Nov-16 Dec-16 Jan-17	Feb-17 Mar-17 Apr-17 M	y-17 Jun-17 Jul-17 Aug-17 S	Sep-17 Oct-17 Nov-17 Dec-17 Jar	-18 Feb-18 Mar-18 Apr-18 May-18	Jun-18 Jul-18 Aug-18 Sep	18 Oct-18 Nov-18 Dec	-18 Jan-19 Feb-19 Mar-19 Apr	-19 Hours Hours	Hours Hours Hour	s Hours Hours	5 Dollars
Project Executive	* * * * * CORE TEA	M * * * * *							· · ·												- \$ -
Project Manager	* * * * * CORE TEA * * * * * CORE TEA	N ****							· · ·												- \$ -
Project Communications Manager	CORE TEAL	IVI * * * * *				1															- \$ -
TIFIA Consulting Planner/Scheduler			40 40 40	40 40 40	10 10 10		40 40 0														- \$ -
Planner/Scheduler Estimating Manager		8 8 8	16 16 16	16 16 16	16 16 16	i 16 16 16	16 16 8	8 8 8 8	8 8	8	8 8							8 176	120 24	328	8 \$ 52,197
Cost Estimating Team		16	16 8 40	° ° °			0				0 0								22 16	15	2 \$ 25.222
PMCS Implementation Team		16	16 8 40	8 8 8		8	8		8 8		8 8							- 104	32 16	104	2 \$ 25,222
Cost Engineer																					· - •
Cost Administrators																					
Design QA Manager	* * * * * CORE TEA	M * * * *							I												- \$ -
Design Review Team																					- \$ -
Engineer. Sr.																					- \$ -
Commissioning Agent																					- \$ -
Commissioning Engineer																					- \$ -
Construction QA Manager	* * * * * CORE TEA	M * * * *																			- \$ -
Construction Project Manager	-																				- \$ -
Project Engineer																					- \$ -
Structural/Civil Inspector																					- \$ -
Architectural Inspector																					- \$ -
Mechanical Inspector																					- \$ -
Electrical Inspector																					- \$ -
Management Support																					- \$ -
Administrative Assistant CMG			8 8	8 8 8	8 8 8	8 8 8	8 8 8	8 8 8 8	8 8 8	8 8 8 8	8 8 8	8 8 8 8	8 8 8 8					- 72	96 96 2	24 - 288	8 \$ 23.849
CMG Quality Managar																					· > -
Project Controls																					· > -
Auditors																					· - •
Additors																					· • •
Labor Subtot	otal	8 8 24	32 32 64	32 32 32	24 24 24	24 24 32	32 24 16	16 16 16 16	16 24 16	8 8 8 16	16 24 16	8 8 8 8	8 8 8 8					- 8 352	248 136 2	24 - 768	8 \$ 101.268
FT	ТЕ	0.05 0.05 0.15 0	0.20 0.20 0.40	0.20 0.20 0.20	0.15 0.15 0.15	0.15 0.15 0.20	0.20 0.15 0.10 0	0.10 0.10 0.10 0.10	0.10 0.15 0.10 0.0	05 0.05 0.05 0.10	0.10 0.15 0.10	0.05 0.05 0.05 0.05	0.05 0.05 0.05 0.05							768	3
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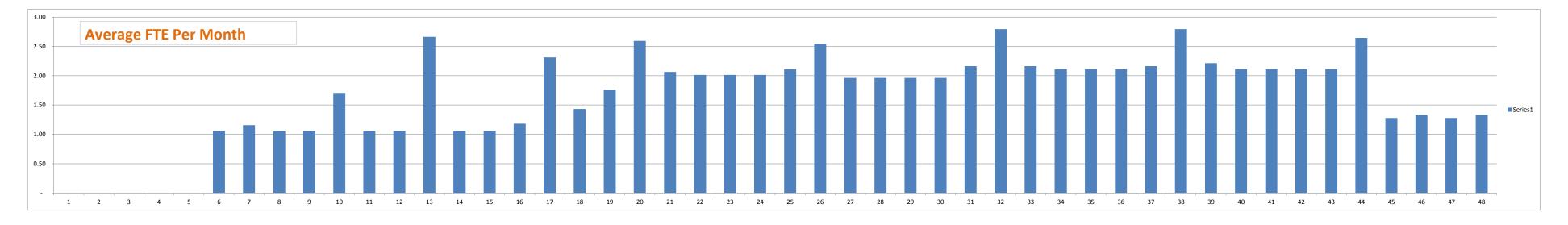
JACOBS



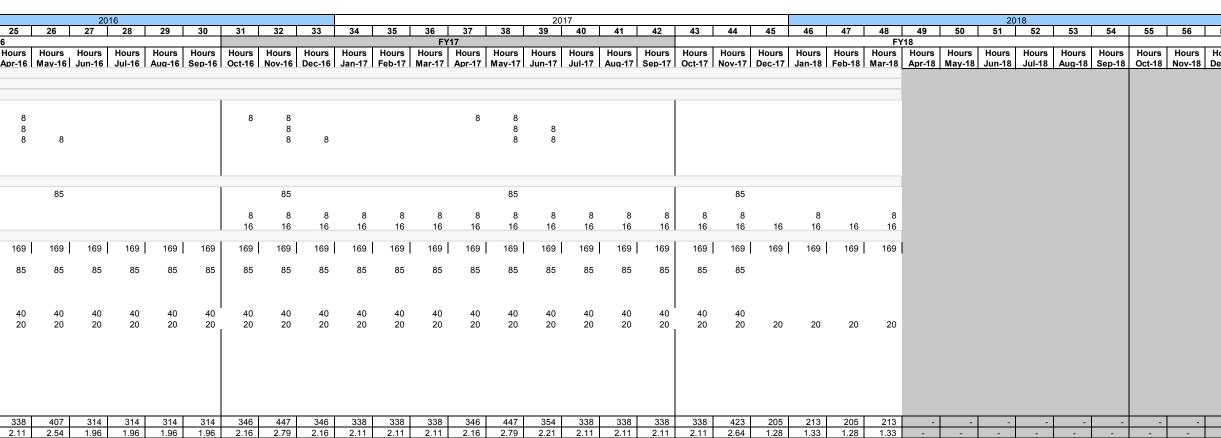
5.0 Proposal Fee for Full Contract: Detailed Breakdown



						2014										20	15									
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
	_			FY									FY											<u> </u>		16
		Hours	Hours	Hours		Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours		Hours					Hours		Hours		Hours		
Labor Cate			May-14 CORE TEAL			Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16
Project Executive Project Manager			CORE TEAL																							
Project Manager Project Communications			CORE TEAL																							
TIFIA Consulting	Vialiagei			••																						
Planner/Scheduler								8			16			16				16	16		8	8	8	8	8	8
Estimating Manager								8			8			8				8	8	8	8	8	0	0	0	8
Cost Estimating Team								0			40			40				16	16	0	0	0				8
PMCS Implementation Te	am										10			10				10	10							0
Cost Engineer																										
Cost Administrators																										
Design QA Manager		* * * * *	CORE TEAL	M * * * * '	k																					
Design Review Team							1				40			169				85			85					
Engineer, Sr.																										
Commissioning Agent														8				16								
Commissioning Engineer														16				40								
Construction QA Manage	r L	* * * * *	CORE TEAL	M * * * * '	85																					
Construction Project Man	ager						169	169	169	169	169	169	169	169	169	169	169	169	169	169	169	169	169	169	169	169
Project Engineer																										
Structural/Civil Inspector																				85	85	85	85	85	85	85
Architectural Inspector																										
Mechanical Inspector																										
Electrical Inspector																										
																					40	40	40	40	40	40
Management Support																	20	20	20	20	20	20	20	20	20	20
Management Support Administrative Assistant																										
Administrative Assistant																										
Administrative Assistant CMG																										
Administrative Assistant CMG Quality Manager																										
Administrative Assistant CMG Quality Manager Project Controls																										
Administrative Assistant CMG Quality Manager Project Controls																										
Administrative Assistant CMG Quality Manager Project Controls																										
Administrative Assistant CMG Quality Manager Project Controls																										
Administrative Assistant CMG Quality Manager Project Controls	Labor Subtotal	_			-	-	<u>169</u> 1.06	185	<u>169</u> 1.06	<u>169</u> 1.06	<u>273</u> 1.71	<u>169</u> 1.06	<u>169</u> 1.06	426	<u>169</u> 1.06	<u>169</u> 1.06	<u>189</u> 1.18	<u>370</u> 2.31	<u>229</u> 1.43	282	415	<u>330</u> 2.06	<u>322</u> 2.01	<u>322</u> 2.01	<u>322</u> 2.01	338



JACOBS



5.0 Proposal Fee for Full Contract: Detailed Breakdown

		20	19										
57	58	59	60	61									
	FY19												
Hours	Hours	Hours	Hours	Hours	FY14	FY15	FY16	FY17	FY18	FY19	Total		Total
Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	Hours	Hours	Hours	Hours	Hours	Hours	Hours		Dollars
					-	-	-	-	-	-	-	\$	-
					-	-	-	-	-	-	-	\$	-
					-	-	-	-	-	-	-	\$	-
					-	-	-	-	-	-	-	\$	-
					-	72	48	32	-	-	152	\$	24,429
					-	40	32	24	-	-	96	\$	20,484
					-	112	16	32	-	-	160	\$	26,636
					-	-	-	-	-	-	-	\$	-
					-	-	-	-	-	-	-	\$	-
					-	-	-	-	-	-	-	\$	-
					-	-	-	-	-	-	-	\$	-
					-	294	170	170	85	-	719	\$	128,358
					-	-	-	-	-	-	-	\$	-
					-	24	-	96	32	-	152	\$	38,448
					-	56	-	192	96	-	344	\$	43,644
					-	-	-	-	-	-	-	\$	4 554 070
					169	2,028	2,028	2,028	1,014	-	7,267	\$	1.551.878
					-	-	1,020	1,020	170	-	2,210	\$	- 275,548
					-	-			170	-	2,210	\$ \$	275,540
					-	-	-	-	-	-	-	э \$	-
					-	-	-	-	-	-	-	э \$	-
					-	-	440	480	80	-	1,000	э \$	- 176,749
					-	60	240	480 240	120	-	660	э \$	55,485
					_	- 00	240	240	120	-	- 000	\$	55,405
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-	-	-	-	-	169	2,686	3,994	4,314	1,597	-	12,760	\$	2,341,657
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Project Master Schedule



A1810 APM Stations at the CONRAC A1800 Construct APM Guideway A1820 APM Maintenance / Storage Facility A3010 CONRAC / SCS / QTA Construction	746 02-Jun-15 16-Jun-17 Austin 550 29-Jun-15 29-Dec-16 Austin 632 12-Aug-15 04-May-17 Austin 722 04 Son 15 04-Son 17	Construction Completion, typ.			Construct APM Guideway	APM Stations at the CONRAC Maintenance / Storage Facility
760 Apt Authority & RAC Operators Tenant Agreements for CON 020 Commission CONRAC / SCS / QTA 860 APM Systems Online / Operational	90 19-Jul-17 16-Oct-17 Austin 0 26-Sep-17 Austin			Apt Authority & RAC Operators Tenal	nt Agreements for CONRAC	CONRAC / SCS / QTA Construction Commission CONRAC / SCS / QTA APM Systems Online / Operational
 80 ConRAC Operational 90 Taxiway J Bridge Reconstruction 30 Taxiway J Airfield Reconstruction 70 Skanska / HOK Presentation to Stakeholders of Schematic I 	0 16-Oct-17 Austin 446 06-Feb-15 27-Apr-16 Cone 143 29-Apr-16 19-Sep-16 Cone 0 06-Aug-14 Skanska	Skanska / HOK Presentation to Stakeholders of	Schematic Design	axiway J Bridge Reconstruction Taxiway J Airfield	Reconstruction	◆ ConRAC Operational
60 East Terminal Expansion 90 Remodel Cafeteria 70 West Terminal Expansion 00 Main Terminal & Airside Concessions	476 18-Nov-14 08-Mar-16 Skanska 114 27-Apr-15 18-Aug-15 Skanska 473 23-Jun-15 08-Oct-16 Skanska 627 13-Jul-15 30-Mar-17 Skanska		East Termin Remodel Cafeteria	West Termina		al & Airside Concessions
 South Terminal Area Roadway Improvements Checked Baggage System Upgrades Begin Receiving APM Vehicles RAC & QTA Tenant Buildouts 	756 25-Jul-15 18-Aug-17 734 19-Nov-15 21-Nov-17 0 17-Feb-17 184 184 02-Mar-17 01-Sep-17				Begin Receiving APM	RAC & QTA Tenant Buildouts
20 APM Vehicle Testing & Commissioning 80 Phase 1 Complete per Airport Authority nsolidated Rental Car (ConRAC)	187 24-Mar-17* 26-Sep-17 0 01-Oct-17*					APM Vehicle Testing & Commissioning ◆ Phase 1 Complete per Airport Authority
Sign 000 Design CONRAC Facility 070 Apt Authority & RAC Operators Tenant Agreements for CON 540 Complete RAC Operator lease Agreements	510 29-Mar-14* 20-Aug-15 Austin 186 07-Dec-15* 09-Jun-16 Austin 0 09-Jun-16 Austin		Design CONRAC Facility	 Apt Authority & RAC Operators Tenal Complete RAC Operator lease Agree 		
nRac & Customer Service Center Construction 080 Foundations 230 Superstructure 240 Exterior Clearre & MER Bouch in	176 01-Sep-15* 23-Feb-16 Austin 290 02-Dec-15 16-Sep-16 Austin 210 02-lue 16 06-lue 17		Foundations	Şuperstructure	Exterior Closure & MEP Roug	ab in
	219 02-Jun-16 06-Jan-17 Austin 216 15-Dec-16 18-Jul-17 Austin 90 19-Jul-17 16-Oct-17 Austin 0 16-Oct-17 Austin				Exterior Closure & MEP Roug	Interior Construction Commissioning Systems, Punchlists, COT Inspections Owner Occupancy (R/R, CSC, QTA)
1040 Open to Public A Construction 1900 Foundations 1910 Superstructure	0 16-Oct-17 Austin 105 11-Nov-15* 23-Feb-16 Austin 141 03-Feb-16 22-Jun-16 Austin		Foundations	Superstructure		♦ Open to Public
1920 Exterior Closure & MEP Rough-in 1930 Interior Construction 1950 Install Car Wash / Vacuum / Fueling Systems	157 08-Jun-16 11-Nov-16 Austin 131 22-Oct-16 01-Mar-17 Austin 163 23-Mar-17 01-Sep-17 Austin				or Closure & MEP Rough-in Interior Construction	Install Car Wash / Vacuum / Fueling Systems
1940 Commissioning Systems, Punchlists, COT Inspections AC Buildouts & Systems Commissioning 1020 RAC Tenant Buildout, Controls, Security & Signage 1390 QTA Buildouts	45 02-Sep-17 16-Oct-17 Austin 184 02-Mar-17* 01-Sep-17 Austin 184 02-Mar-17* 01-Sep-17 Austin					Commissioning Systems, Punchlists, COT Inspections RAC Tenant Buildout, Controls, Security & Signage QTA Buildouts
I410 Kiosks / Signage at Ready Return 1550 RAC Operators Test / Commission Systems onomy Garage Modifications	184 02-Mar-17 01-Sep-17 Austin 45 02-Sep-17 16-Oct-17 Austin					Kioşks / Signage at Ready Return RAC Operators Test / Commission Systems
esign 1110 Design Economy Garage Modifications construction 1120 Construct Economy Garage Mods	401 16-Jun-14* 21-Jul-15 Austin 431 11-Sep-15* 14-Nov-16 Austin		Design Economy Garage Modifications	Coord	truct Economy Garage Mods	
120 Construct Economy Garage Mods 1530 Install New Signage, Final Stripe & New Parking Inventory tomated People Mover (APM) PM Guideway				Constr	uct Economy Garage Mods	Install New Signage, Final Stripe & New Parking Invento
A1050 Design APM Guideway	481 28-Mar-14* 21-Jul-15 Austin		Design APM Guideway			
A1210Enabling Work ConstructionA1430At Grade Guideway South of Taxiway JA1470Elevated Guideway at Main Terminal	294 11-Nov-14* 31-Aug-15 Austin 360 29-Jun-15* 22-Jun-16 Austin 541 29-Jun-15* 20-Dec-16 Austin 404 14 11 15* 18 Nov 16 Austin		Enabling Work Construction		Elevated Guideway at Main Term	ninal
, , , ,	494 14-Jul-15* 18-Nov-16 Austin 395 21-Jul-15* 18-Aug-16 Austin 452 28-Jul-15* 21-Oct-16 Austin 190 23-Jun-16* 29-Dec-16 Austin			Elevated Guideway to N	ed Guideway North of Taxiway J Maintenance Facility Elevated Guideway South of Taxiwa Construct APM Guideway thru 1	*++
PM Stations Design A1060 Design APM Stations	511 28-Mar-14* 20-Aug-15 Austin		Design APM Stations			
Construction A1500 APM Station 2 - Economy Garage A1490 APM Station 1 - Main Terminal A1510 APM Station 3 - CONRAC	658 02-Jun-15* 20-Mar-17 Austin 688 30-Jul-15* 16-Jun-17 Austin 580 16-Sep-15* 17-Apr-17 Austin				APM Statio	- Economy Garage APM Station 1 - Main Terminal tion 3 - CONRAC
A11310 Arm Station 3 - CONAC A1140 Station 2 Dry-in (Economy Garage) A1150 Station 3 Dry-in (ConRAC) A1130 Station 1 Dry-in (Main Terminal) A1170 APM System Complete	0 12-Aug-16* Austin 0 30-Sep-16* Austin 0 30-Sep-16* Austin 0 10-Nov-16* Austin 0 26-Sep-17 Austin			 ♦ Station 2 Dry-in (Ecor ♦ Station 3 Dry-in ♦ Station 	nomy Garage)	APM System Complete
A1520 Demo/Modify Bus lanes, Walks, Gates & Control Eq.	0 26-Sep-17 Austin 50 27-Sep-17 15-Nov-17 Austin 190 21-Mar-17 26-Sep-17 1					 APM System Complete Demo/Modify Bus lanes, Walks, Gates & Control Eq. Commission Systems, Punchlists, COT Inspections
Construction	388 16-Jun-14* 08-Jul-15 Austin		Design APM Maint. / Storage Facility			
A1480 Enabling Work Construction A1960 Foundations A1970 Superstructure A1980 Exterior Closure & MEP Rough-in	274 11-Nov-14* 11-Aug-15 Austin 140 12-Aug-15* 29-Dec-15 Austin 171 30-Nov-15 18-May-16 Austin 215 07-Apr-16 07-Nov-16 Austin		Enabling Work Construction Foundations	Superstructure Exterior	r Closure & MEP Rough-in	
A1160 Maintenance / Storage Facility Dry-in (ConRAC) A1990 Interior Construction	0 13-Oct-16 Austin 203 14-Oct-16 04-May-17 Austin 145 05-May-17 26-Sep-17 Austin				e / Storage Facility Dry-in (ConF	IRAC) or Construction Commissioning Systems, Punchlists, COT Inspections
A2010Design / Manufacture / Install TrainsA1370DBOM Vendor Installation (Guideway, Stations & Maint. FaiA1380APM System Commissioning	683 07-Nov-14* 19-Sep-16 Austin 333 25-Apr-16* 23-Mar-17 Austin 187 24-Mar-17 26-Sep-17 Austin			Design / Manufac		r Installation (Guideway, Stations & Maint. Facility) APM System Commissioning
axiway J Bridge Reconstruction Design A1180 Part 1 - Design & Procurement	28 03-Oct-13 A 06-Mar-14 Cone	Part 1 - Design & Procurement				
A2430Receive NTP - Part 1A244015% Plan DevelopmentA245030% Plan DevelopmentA246060% Plan Development	0 10-Mar-14* Cone 10 10-Mar-14 19-Mar-14 Cone 120 20-Mar-14 17-Jul-14 Cone 46 18-Jul-14 02-Sep-14 Cone	 ◆ Receive NTP - Part 1 15% Plan Development 30% Plan Development 60% Plan Development 				
A247090% Plan DevelopmentA2480Part 2 - GMP SubmittalA2490Design Review Team MeetingA2500Complete GMP Negotiations - Part 2	45 02-Sep-14 17-Oct-14 Cone 38 17-Oct-14 24-Nov-14 Cone 7 24-Nov-14 01-Dec-14 Cone 18 01-Dec-14 19-Dec-14 Cone	90% Plan Development Part 2 - GMP Submittal Design Review Team Me Complete GMP Nego				
A1190 Part 2 - Agreement & GMP Negotiation Complete Bid Solicitation and Evaluation A1240 Bid Various Design Packages	0 19-Dec-14 Cone 26 24-Nov-14 20-Dec-14 Cone	 Part 2 - Agreement & Bid Various Design Part 	GMP Negotiation Complete			
A1250 Bid Evaluations A1260 Issue Contracts to Successful Bidders (NTP part 2 Agreem Construction A1270 Temp Crossovers / Utility Relocates / Extend Box Culv. / Dei		Bid Evaluations ♦ Issue Contra	cts to Successful Bidders (NTP part 2 Agreement) Temp Crossovers / Utility Relocates / Extend Box Culv. / Demo Piers	s3&4		
A1280 Demo Pier 2 & 3 / Relocate Service Road A1290 Demo Existing Bridge - Pier 1 to Pier 2 A1300 MSE Walls / Pier 1 & 4 Construction A1310 Pier 2 & 3	105 13-May-15 26-Aug-15 Cone 33 19-Jun-15 22-Jul-15 Cone 126 22-Jul-15 25-Nov-15 Cone 103 16-Oct-15 27-Jan-16 Cone		Demo Pier 2 & 3 / Relocate Service Road Demo Existing Bridge - Pier 1 to Pier 2 MSE Walls / Pier 1 & 4 Construct Pier 2 & 3			
A1320Place Beams & Construct Bridge SuperstructureA1330Taxiway J Airfield ReconstructionA1340Runway 10 Threshold Relocation	124 25-Dec-15 27-Apr-16 Cone 61 29-Apr-16 29-Jun-16 Cone 68 27-May-16 03-Aug-16 Cone			ace Beams & Construct Bridge Superstructu Taxiway J Airfield Reconstruction Runway 10 Threshold Rel	location	
A1350 Runway 1R-19L guardlights & Lighting Improvements A1360 Landscaping, Signange and Final Roadway Resurfacing A2510 Substantial Completion Iain Terminal and Airport Concession Redevelopr	89 27-May-16 24-Aug-16 Cone 56 25-Jul-16 19-Sep-16 Cone 0 19-Sep-16 Cone				dlights & Lighting Improvements gnange and Final Roadway Resurf pletion	facing
Design A1630 Receive NTP - Award A1640 Develop Schematic Design	0 03-Apr-14* Skanska 90 03-Apr-14 02-Jul-14 Skanska	Receive NTP - Award Develop Schematic Design				
A2520Enabling Work DesignA2530Early Superstructure DesignA2540East & West Terminal Package DesignA2550Main Terminal Concessions Design	312 03-Apr-14 09-Feb-15 Skanska 260 03-Apr-14 19-Dec-14 Skanska 435 03-Apr-14 12-Jun-15 Skanska 435 03-Apr-14 12-Jun-15 Skanska	Enabling W		Presentat detailed ir		
A1650 Develop Presentation A1670 Complete Design Development & Submit Progress Set A1660 Stakeholder Presentation Procurement Procurement	35 02-Jul-14 06-Aug-14 Skanska 90 02-Jul-14 30-Sep-14 Skanska 0 06-Aug-14 Skanska	Develop Presentation Complete Design Development & Sut Stakeholder Presentation	mit Progress Set	schedule, reference proposal		
A2560Early Work Bid Package Contractor ProcurementA2580Execute Early Work ContractsA2590Remain Work Bid Package Contractor Procurement	111 02-Jul-14 20-Oct-14 Skanska 0 17-Nov-14 Skanska 124 05-Jan-15* 08-May-15 Skanska	Early Work Bid Package Contract Execute Early Work Contract				
Pre-construction A2570 Existing Conditions Review and Phasing Development Construction - East Building Expansion A2610 Locate & re-route UG Utilities at Tower Crane	70 22-Apr-14* 01-Jul-14 Skanska 29 18-Nov-14* 17-Dec-14 Skanska	Existing Conditions Review and Phasing Development	Utilities at Tower Crane			
A2620 Install Tower Crane - East Side A1710 Construct Superstructure A1720 Exterior Closure Systems	30 18-Dec-14 16-Jan-15 Skanska 171 17-Jan-15 06-Jul-15 Skanska 170 28-Apr-15 14-Oct-15 Skanska		ne - East Side Construct Superstructure Exterior Closure Systems	(by Jac	oated detail cobs)	
A2630 ASA South & ASC North APM Modifications Construction - West Building Expansion A2640 Locate & re-route UG Utilities at Tower Crane	206 16-Aug-15 08-Mar-16 Skanska 175 02-Sep-15* 23-Feb-16 Skanska 28 23-Jun-15* 21-Jul-15 Skanska		ASA South & A	shout of new Spaces ASC North APM Modifications		
A2650 Install Tower Crane - East Side A2790 Construct Superstructure A2800 Exterior Closure Systems A2660 ASE North & ASF South APM Modifications	28 22-Jul-15 18-Aug-15 Skanska 171 19-Aug-15 05-Feb-16 Skanska 170 28-Nov-15 15-May-16 Skanska 213 30-Nov-15* 29-Jun-16 Skanska		Install Tower Crane - East Side Construct Superst	Exterior Closure Systems		
A2810 Interior Finishout of new Spaces A2670 ASE South & ASF North APM Modifications Construction - Main Terminal Concessions	206 17-Mar-16 08-Oct-16 Skanska 175 15-Jul-16* 05-Jan-17 Skanska			Interior Finish	hout of new Spaces ASE South & ASF North APM	l Modifications
A2690 Concession Mods & Tenant Buildout - West Expansion A2700 Concession Mods & Tenant Buildout - North A2710 Concession Mods & Tenant Buildout - Central Core	264 19-Aug-15* 08-May-16 Skanska 142 23-Mar-16* 11-Aug-16 Skanska 85 12-Aug-16* 04-Nov-16 Skanska 144 07-Nov-16* 30-Mar-17 Skanska				ant Buildout - West Expansion sion Mods & Tenant Buildout - Nort	rth Nods & Tenant Buildout - Central Core
Airside Concessions A2820 Airside A Retail Mods & Buildout A2830 Airside C Retail Mods & Buildout A2850 Airside F Retail Mods & Buildout	444 13-Jul-15* 28-Sep-16 Skanska 576 13-Jul-15* 07-Feb-17 Skanska 288 22-Sep-15* 05-Jul-16 Skanska			Airside A Retail	Airside C Retail Mods &	k Buildout
A2840 Airside E Retail Mods & Buildout onstruction - Shuttle Guideway Bridge Rehab A2720 Airside A - North Guideway Structural Painting	463 03-Nov-15* 07-Feb-17 Skanska 28 22-Jul-15* 18-Aug-15 Skanska		Airside A - North Guideway Structural Painting		Airside E Retail Mods &	Buildout
A2730 Airside A - South Guideway Structural Painting A2750 Airside F - South Guideway Structural Painting A2740 Airside F - North Guideway Structural Painting construction - HCAA Cafeteria Remodel	29 02-Sep-15* 30-Sep-15 Skanska 28 02-Jun-16* 29-Jun-16 Skanska 28 15-Jul-16* 11-Aug-16 Skanska		Airside A - South Guideway Structural Paint	ting Airside F - South Guideway Struc Airside F - North Guidew		
A2780 Remodel Cafeteria onstruction - APM Cabinet Relocations A2760 APM Cabinet Design, Delivery, Installation	114 27-Apr-15* 18-Aug-15 Skanska 289 12-May-14* 24-Feb-15 Skanska	APM Ca	Remodel Cafeteria			
ASF Modifications hecked Baggage Systems Upgrades & Optimizat esign			ASF Modifications			
A2860 Design / Builder Selection by HCAA board A2870 Part 1 Contract Negotiations A2880 Part 1 Agreement Awarded by HCAA board A2890 Issue NTP - Part 1 Agreement	0 05-Jun-14* 27 06-Jun-14 03-Jul-14 0 07-Aug-14* 0 18-Aug-14*	 Design / Builder Selection by HCAA board Part 1 Contract Negotiations Part 1 Agreement Awarded by HCAA board Issue NTP - Part 1 Agreement 				
290030% Plan Development291070% Plan Development292090% Plan Development2930100% Plan Development	61 18-Aug-14 17-Oct-14 90 18-Oct-14 15-Jan-15 97 16-Jan-15 23-Apr-15 119 23-Apr-15 19-Aug-15	30% Plan Development 70% Plan Develo	pment 90% Plan Development 100% Plan Development			
2940 Issue NTP - Part 2 Agreement onstruction 2950 Install Checked Baggage Systems Upgrades	0 19-Nov-15* 734 19-Nov-15 21-Nov-17		◆ Issue NTP - Part 2 Agreement		······	Install Checked Baggage Systems Upgrades
South Terminal Support Area Roadway Improvement esign v1580 Design South Terminal Roadway Improvements	ents 268 07-Jul-14* 31-Mar-15	D	sign South Terminal Roadway Improvements			
id Solicitation & Evaluation \1590 Solicitation for Bids & bid Opening	65 01-Apr-15 04-Jun-15 10 05-Jun-15 14-Jun-15 0 25-Jul-15 14-Jun-15		Solicitation for Bids & bid Opening ■ Bid Evaluations ◆ Issue Contract to Successful Bidder			
A1600 Bid Evaluations A1610 Issue Contract to Successful Bidder						

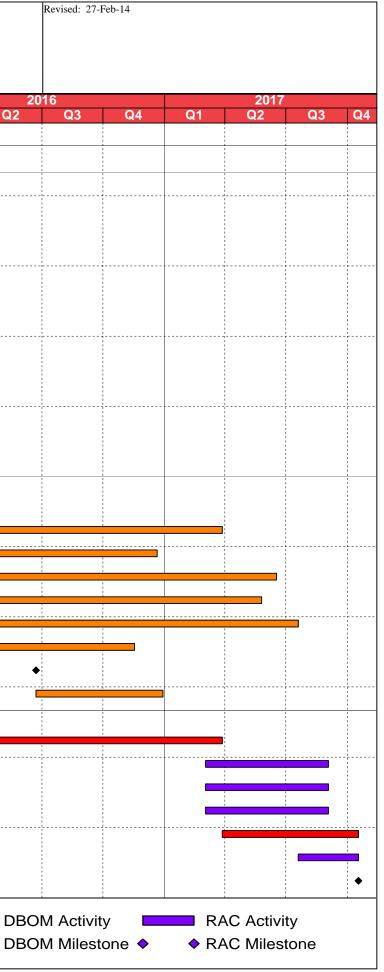
Schedule: Consolidated Rental Car Facility and Automated People Mover (ConRAC and APM)





Tampa CONRAC/APM Design Build Program

ctivity Name	Dur	Start	Finish	2	014			2	015			
				Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q
Program Summary												
Program Design												
HCAA Issue Executed Part 1 Agreement and NTP	0		10-Mar-14	•								
Austin Team Mobilize	20	11-Mar-14	07-Apr-14									
2012 Master Plan Concept Validation and Recommendations	73	28-Mar-14	10-Jul-14									
Support Roadway Improvements 15% Concept Design	76	28-Mar-14	15-Jul-14	1								
Enabling Work Design	157	28-Mar-14	06-Nov-14									
APM DBOM Bid Package Development and Award	157	28-Mar-14	06-Nov-14									
Site Investigations/Improvements	240	28-Mar-14	10-Mar-15									
APM Guideway Design	279	13-Jun-14	21-Jul-15									
APM Stations Design	301	13-Jun-14	20-Aug-15					1				
CONRAC Ready/Return Design	301	13-Jun-14	20-Aug-15	•						- <u> </u> 		
APM Maintenance/Storage Facility Design	269	18-Jun-14	10-Jul-15									
Economy Garage Modifications Design	278	18-Jun-14	23-Jul-15	-								
Program Construction										1 1 1 1		
Enabling Work Construction Summary	204	10-Nov-14	31-Aug-15						: :			
Site Improvements	600	10-Nov-14	27-Mar-17					i i	i i	i i		-
APM Guideway Construction Summary	375	29-Jun-15	20-Dec-16				-					
APM Stations Construction Summary	488	15-Jul-15	16-Jun-17	_						1	+	-
APM Maintenance/Storage Facility Construction Summary	438	01-Sep-15	24-May-17	_							+	
CONRAC Ready/Return Construction Summary	475	01-Sep-15	18-Jul-17									
Economy Garage Modifications Summary	305	04-Sep-15	16-Nov-16	_							+	-
Right of Way Available for APM Guideway Construction Taxiway J	0		22-Jun-16	_								
APM Guideway thru Taxiway J Reconfiguration Summary	130	23-Jun-16	29-Dec-16									
APM, RAC Operator Installations												
APM DBOM Vendor Installations Summary	231	27-Apr-16	27-Mar-17									-
RAC Operator QTA Buildouts Summary	130	02-Mar-17	01-Sep-17									
RAC Operator Tenant Buildouts at Customer Service Center	130	02-Mar-17	01-Sep-17	_								
RAC Operator Kiosks/Signage at Ready/Return	130	02-Mar-17	01-Sep-17	_								
APM System Commissioning Period	142	28-Mar-17	16-Oct-17									
RAC Operator System Testing and Commissioning Period	63	19-Jul-17	16-Oct-17	-								
Tampa CONRAC, APM System Operational	0		16-Oct-17	-								



Activity Name	Dur	Start	Finish		20	14			0	015			2016			20	17	
	Dui	Sidii	FILISI	\mathbf{H}	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2 Q3	Q4	Q1	Q2	Q3	Q4
Design/Build Program						, , ,												
Design Builder - Mobilization of Design Phase						1 1 1	-							-				
Board Approval of Part 1 Agreement	1	10-Mar-14*	10-Mar-14	II.		•							+ 					
HCAA Issue Executed Part 1 Agreement and NTP	1	11-Mar-14	11-Mar-14			1 1 1												
Execute Agreement (Design Builder + Prime Designer)	5	12-Mar-14 19-Mar-14	18-Mar-14			, 	÷											
Execute Agreement (Prime Designer + Subconsultants) Kick-Off Meeting with HCAA + DB Team	5	26-Mar-14	25-Mar-14 26-Mar-14	-		1												
Kick-Off Meeting with DB + DB Team	1	27-Mar-14	27-Mar-14	Πi.														
Part 1 Design Schedule Finalized	3	28-Mar-14	01-Apr-14	ļ							- L		· · · · · · · · · · · · · · · · · · ·				L	
Site Investigations																		
Site Survey	38	02-Apr-14	23-May-14				-								_			
Geotechnical Investigations	38	02-Apr-14	23-May-14													1		
Environmental Investigation (if required)	20	02-Apr-14	29-Apr-14			_												
Utility Locate - APM Guideway (based on completed SD 30%)	29	19-Sep-14	29-Oct-14				. <u></u>											
Utility Locate - APM Stations (based on completed SD 30%) Utility Locate - APM Maint. Facility (based on completed SD 30%)	29 20	19-Sep-14 19-Sep-14	29-Oct-14 16-Oct-14	-			-											
Utility Locate - Econ. Garage (APM Connector) (based on completed SD 30%)	20	19-Sep-14	16-Oct-14				•											
Pilot Hole Boring Prog APM Guideway (based on completed DD 60%)	29	29-Jan-15	10-Mar-15														L	
Pilot Hole Boring Prog APM Stations (based on completed DD 60%)	20	29-Jan-15	25-Feb-15															
Pilot Hole Boring Prog APM Maint. Facility (based on completed DD 60%)	20	29-Jan-15	25-Feb-15	<u> </u>			ļ											
Pilot Hole Boring Prog Econ. Garage (APM Connector) (based on DD)	20	29-Jan-15	25-Feb-15	_		- - -				_	<u> </u>							
Utility Locate - CONRAC (Where Early Access is not Available) Pilot Hole Boring Prog CONRAC (Where Early Access is not Available)	30 30	01-Sep-15 01-Sep-15	13-Oct-15 13-Oct-15					[-				
MP 2012 Evaluation + 15% Conceptual Design for APM						, , ,			1									
	CUN	INAC Prog	Jraill			, , ,	-									-		
15% Conceptual Design						1												
Enabling Work Evaluation of MP + 15% Concept Design Recommendations	55	28-Mar-14	13-Jun-14			; ;												
Enabling Work 15% Concept Design + Enabling Work Design Criteria Pkg	0	40 hun 44	13-Jun-14	- 1	•													
Enabling Work 15% Concept Design Recs HCAA Review Enabling Work 15% Concept Design Internal QC Review	12 12	16-Jun-14 16-Jun-14	01-Jul-14 01-Jul-14	-														
Support Roadway Improvements	12	10-0411-14	01-001-14															
																-		
15% Conceptual Design																		
Roadway Improvements Evaluate Master Plan/15 % Conceptual Design Roadway Improvements 15% Conceptual Design Submission	55 0	28-Mar-14	13-Jun-14 13-Jun-14			, , ,												
Roadway Improvements 15% Conceptual Design Submission	10	16-Jun-14	27-Jun-14															
Roadway Improvements 15% Conceptual Design Internal QC Review	10	16-Jun-14	27-Jun-14			1												
Roadway Improvements Incorporate HCAA Comments	20	16-Jun-14	14-Jul-14						+									
Roadway Improvements Final 15% Conceptual Design Criteria Submission	0		15-Jul-14			♦			-		1							
Enabling Work						1 1 1												
Enabilng Work Design						1 1 1								-				
30% Schematic Design											1							
New RAC Maintenance Facilities 30% Schematic Design	44	16-Jun-14	15-Aug-14			;												
RAC Vehicle Storage Plan 30% Schematic Design	44	16-Jun-14	15-Aug-14										······································					
Quad Decks Demo/Rehab 30% Schematic Design	44	16-Jun-14	15-Aug-14															
Wetlands Removal 30% Schematic Design	44	16-Jun-14	15-Aug-14			,												
Environmental Mitigation 30% Schematic Design	44	16-Jun-14	15-Aug-14	-		,												
TECO Power Supply to APM/CONRAC 30% Schematic Design Utility Relocations 30% Schematic Design	44	16-Jun-14 16-Jun-14	15-Aug-14 15-Aug-14					[
Enabling Work 30% Schematic Design Submission	0		15-Aug-14	1		•			+				·		-			
Enabling Work 30% Schematic Design HCAA Review	10	18-Aug-14	29-Aug-14					[
Enabling Work 30% Schematic Design Internal QC Review	10	18-Aug-14	29-Aug-14										· · · · · · · · · · · · · · · · · · ·					
Enabling Work GMP Preparation + Recommendation to Board	28	18-Aug-14	25-Sep-14					[
Board Approval of Part 2 Agreement for Enabling Work	0		06-Nov-14*				◆ ◆	[1							
Enabling Work Part 2 - Execute Agreement/NTP Enabling Work Construction Summary	U		07-Nov-14	+		1 1	▼	-	-		1							
	204	10 Nov 14	21 4.0- 45				_	1	i.	1								
Enabling Work - Design Build - RAC Maint. Facilities Enabling Work - Design Build - RAC Vehicle Storage	204 204	10-Nov-14 10-Nov-14	31-Aug-15 31-Aug-15			, , ,			1	!				-				
Enabling Work - Design Build - Wetlands/Environmental	204	10-Nov-14	31-Aug-15	+		<u>+</u>			+				·		-			
Enabling Work - Design Build - Quad Decks Demolition/Reinforcement	204	10-Nov-14	31-Aug-15			1			:					-				
Enabling Work - Design/Construct TECO Power to APM/CONRAC	340	10-Nov-14	16-Mar-16]					+				· · · · · · · · · · · · · · · · · · ·					
Enabling Work - Design Build - New ARFF Landside Access Road	204	10-Nov-14	31-Aug-15				-	-	1							-		
Automated People Mover System - DBOM						1												
DBOM Selection + Award																		
DBOM Design Criteria Documents	55	28-Mar-14	13-Jun-14	1		<u>.</u>			+			-	<u>-</u>		-		L	
DBOM Design Criteria HCAA Review + Incorporate Comments	20	12-Jun-14	10-Jul-14					[1			1				
Advertise DBOM Design Bid	0		25-Jun-14	1	<	}												
DBOM Bid Period	40	11-Jul-14	05-Sep-14					[-				
DBOM Bid Receipt DBOM Bid Evaluation + Board Recommendation	0 19	08-Sep-14	05-Sep-14 02-Oct-14			•		[-				
	19	00-3ep-14	02-001-14	+		+ <mark>-</mark> -		.	+			-						

DBOM Bid Evaluation + Board Recommendation 19 08-Sep-14 02-Oct-14 06-Nov-14* **Board Approval of DBOM Contractor** 0 **DBOM Design / Manufacture** DBOM Contractor - Execute Agreement/NTP 0 06-Nov-14 DBOM - Design/Manufacture/Install Trains 471 07-Nov-14 19-Sep-16 DBOM - Design/Manufacture for Upfit of Guideways 277 07-Nov-14 14-Dec-15 DBOM - Design/Manufacture of Operating Systems for Upfit 356 07-Nov-14 06-Apr-16 **DBOM APM Guideway Upfit**

Revised: 27-Feb-14

Austin Commercial Tampa CONRAC/APM Design Build Program

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100	26-Sep-16	17-Feb-17												
100	24-Oct-16	17-Mar-17												
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130	13-Apr-17	16-Oct-17												
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	100 100 61 0 130 0 100 100 100 90 130 0 1100 130 130 130 130 130 130 130 130	100 26-Sep-16 100 24-Oct-16 61 30-Dec-16 0 130 130 28-Mar-17 0 100 100 15-Aug-16 100 03-Oct-16 90 11-Nov-16 130 28-Mar-17 0 111 110 03-Nov-16 130 13-Apr-17	100 26-Sep-16 17-Feb-17 100 24-Oct-16 17-Mar-17 61 30-Dec-16 27-Mar-17 0 27-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Mar-17 28-Sep-17 0 0 28-Sep-17 100 15-Aug-16 09-Jan-17 100 03-Oct-16 24-Feb-17 90 11-Nov-16 23-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Mar-17 28-Sep-17 110 03-Nov-16 12-Apr-17 130 13-Apr-17 16-Oct-17	100 26-Sep-16 17-Feb-17 100 24-Oct-16 17-Mar-17 61 30-Dec-16 27-Mar-17 0 27-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Sep-17 100 15-Aug-16 09-Jan-17 100 03-Oct-16 24-Feb-17 90 11-Nov-16 23-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Sep-17 7 100 03-Oct-16 24-Feb-17 90 11-Nov-16 23-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Sep-17 7 130 13-Nov-16 12-Apr-17 130 13-Apr-17 16-Oct-17	100 26-Sep-16 17-Feb-17 100 24-Oct-16 17-Mar-17 61 30-Dec-16 27-Mar-17 0 27-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Sep-17 100 15-Aug-16 09-Jan-17 100 03-Oct-16 24-Feb-17 90 11-Nov-16 23-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Sep-17 28-Sep-17 110 03-Nov-16 12-Apr-17 130 13-Apr-17 16-Oct-17	100 26-Sep-16 17-Feb-17 100 24-Oct-16 17-Mar-17 61 30-Dec-16 27-Mar-17 0 27-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Sep-17 100 15-Aug-16 09-Jan-17 100 03-Oct-16 24-Feb-17 90 11-Nov-16 23-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Sep-17 130 110 03-Nov-16 12-Apr-17 130 13-Apr-17 16-Oct-17	100 26-Sep-16 17-Feb-17 100 24-Oct-16 17-Mar-17 61 30-Dec-16 27-Mar-17 0 27-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Sep-17 100 15-Aug-16 09-Jan-17 100 03-Oct-16 24-Feb-17 90 11-Nov-16 23-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Sep-17 110 03-Nov-16 12-Apr-17 130 13-Apr-17 16-Oct-17	100 26-Sep-16 17-Feb-17 100 24-Oct-16 17-Mar-17 61 30-Dec-16 27-Mar-17 0 27-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Sep-17 100 15-Aug-16 09-Jan-17 100 03-Oct-16 24-Feb-17 90 11-Nov-16 23-Mar-17 130 28-Mar-17 28-Sep-17 130 28-Mar-17 28-Sep-17 110 03-Oct-16 24-Feb-17 90 11-Nov-16 23-Mar-17 130 28-Mar-17 28-Sep-17 110 03-Nov-16 12-Apr-17 130 13-Apr-17 16-Oct-17	100 26-Sep-16 17-Feb-17 100 24-Oct-16 17-Mar-17 61 30-Dec-16 27-Mar-17 0 27-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Sep-17 100 15-Aug-16 09-Jan-17 100 03-Oct-16 24-Feb-17 90 11-Nov-16 23-Mar-17 130 28-Mar-17 28-Sep-17 100 03-Oct-16 24-Feb-17 90 11-Nov-16 23-Mar-17 130 28-Mar-17 28-Sep-17 110 03-Nov-16 12-Apr-17 130 13-Apr-17 16-Oct-17	100 26-Sep-16 17-Feb-17 100 24-Oct-16 17-Mar-17 61 30-Dec-16 27-Mar-17 0 27-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Sep-17 100 15-Aug-16 09-Jan-17 100 03-Oct-16 24-Feb-17 90 11-Nov-16 23-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Sep-17	100 26-Sep-16 17-Feb-17 100 24-Oct-16 17-Mar-17 61 30-Dec-16 27-Mar-17 0 27-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Sep-17 100 15-Aug-16 09-Jan-17 100 03-Oct-16 24-Feb-17 90 11-Nov-16 23-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Sep-17 Image: Colored Colore	100 26-Sep-16 17-Feb-17 100 24-Oct-16 17-Mar-17 61 30-Dec-16 27-Mar-17 0 27-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Sep-17 100 15-Aug-16 09-Jan-17 100 03-Oct-16 24-Feb-17 90 11-Nov-16 23-Mar-17 130 28-Mar-17 28-Sep-17 7 0 28-Sep-17 110 03-Oct-16 24-Feb-17 90 11-Nov-16 23-Mar-17 130 28-Mar-17 28-Sep-17 7 0 28-Sep-17 130 13-Apr-17 16-Oct-17	100 26-Sep-16 17-Feb-17 100 24-Oct-16 17-Mar-17 61 30-Dec-16 27-Mar-17 0 27-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Sep-17 100 15-Aug-16 09-Jan-17 100 03-Oct-16 24-Feb-17 90 11-Nov-16 23-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Sep-17 100 03-Oct-16 24-Feb-17 90 11-Nov-16 23-Mar-17 130 28-Mar-17 28-Sep-17 110 03-Nov-16 12-Apr-17 130 13-Apr-17 16-Oct-17	100 26-Sep-16 17-Feb-17 100 24-Oct-16 17-Mar-17 61 30-Dec-16 27-Mar-17 0 27-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Sep-17 100 15-Aug-16 09-Jan-17 100 03-Oct-16 24-Feb-17 90 11-Nov-16 23-Mar-17 130 28-Mar-17 28-Sep-17 0 28-Sep-17

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Activity Name	Dur	Start	Finish		2(014			2	015			2(016			20 ⁻	17	
					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
APM Guideway																			
APM Guideway Design and Procurement				ł		1			-		1 1 1		1 1 1						<u> </u>
15% Conceptual Design																			
APM Guideway Evaluation of MP + 15% Concept Design	55	28-Mar-14*	13-Jun-14															1	
APM Guideway 15% Concept Design Submission	0		13-Jun-14		٠				-									:	
APM Guideway 15% Concept Design HCAA Review APM Guideway 15% Concept Design Internal QC Review	10 10	16-Jun-14 16-Jun-14	27-Jun-14 27-Jun-14	-														1	
APM Guideway 15% Concept Design Internal GC Review	20	16-Jun-14	14-Jul-14	+-+														i !	÷
30% Schematic Design	1 -																		
APM Guideway 30% Schematic Design	68	13-Jun-14	18-Sep-14			i +	ļ.												
APM Guideway 30% Schematic Design Submission	0		18-Sep-14				Y								-				
APM Guideway 30% Schematic Design HCAA Review APM Guideway 30% SD Internal QC Review	10 10	19-Sep-14 19-Sep-14	02-Oct-14 02-Oct-14												-				-
APM Guideway Cost Estimate Based on 30% Schematic Design	20	19-Sep-14	16-Oct-14	17		·+'	7		+				 	+	{ 		{} 		+ ¦
60% Design Development							-												
APM Guideway 60% Design Development	90	18-Sep-14	28-Jan-15			<u> </u>											<u> </u>		¦
APM Guideway 60% Design Development Submission	0		28-Jan-15	_			-	•							-				-
APM Guideway 60% Design Development HCAA Review APM Guideway 60% DD Internal QC Review	10 10	29-Jan-15 29-Jan-15	11-Feb-15 11-Feb-15				-								-				-
APM Guideway 60% DD GMP Preparation + Recommendation to Board	45	29-Jan-15	01-Apr-15	1.		· †								+	{ }		{}		+ !
Board Approval of Part 2 Agreement for APM Guideway	0		07-May-15*				-		•						-			:	-
APM Guideway Part 2 - Execute Agreement/NTP	0		08-May-15	\mid			-		•		1		1	<u> </u>	<u> </u>	<u> </u>	<u> </u>		<u> </u>
90% Construction Documents	50		00.4.45				-		-						-				-
APM Guideway 90% Construction Documents APM Guideway 90% Construction Documents Submission	59 0	28-Jan-15	20-Apr-15 20-Apr-15				-												
APM Guideway Plan Review Submission to COT	0		20-Apr-15	\uparrow		+			•					+					+
APM Guideway 90% Construction Documents HCAA Review	10	21-Apr-15	04-May-15				1								-				-
APM Guideway 90% CD Internal QC Review	10	21-Apr-15	04-May-15								 		 					L	¦ +
APM Guideway - COT Plan Review/Approval 100% Construction Documents	28	21-Apr-15	29-May-15	+							1		1 1 1		<u> </u>				
APM Guideway Civil + Utilities 100% CD's	12	11-May-15	27-May-15				-								-				
APM Guideway Superstructure 100% CD's	50	11-May-15	21-Jul-15	11		+								+	{ }		{}		+ !
APM Guideway Foundations 100% CD's	20	28-May-15	24-Jun-15																
APM Guideway Construction Summary							-				1 1 1		1					i	-
At Grade Guideway South of Taxiway J							-								-				-
Relocate Existing Utilities for At Grade Guideway	90	29-Jun-15	03-Nov-15	_									1						
Excavation/Grading for At Grade Guideway Construct Foundations At Grade Guideway	45 70	23-Sep-15 14-Oct-15	24-Nov-15 26-Jan-16			+					; <u> </u>								÷
Construct Girders/Guideway At Grade Guideway	80	29-Dec-15	19-Apr-16																
Install MEP Utilities At Grade Guideway	80	02-Mar-16	22-Jun-16				Į		ļ						ļ		ļ		¦
APM DBOM Begin Upfit At Grade Guideway	0	27-Apr-16				-							♦						<u> </u>
Elevated Guideway to Maint Facility													1						-
Relocate Existing Utilities for Elevated Guideway to M/S Facility Construct Foundations/Columns/Bents Elevated Guideway M/S Facility	90 90	21-Jul-15 21-Oct-15	24-Nov-15 01-Mar-16	+-+															
Construct Girders/Guideway Superstructure M/S Facility	90	27-Jan-16	01-Jun-16																-
Install Electrical/Telecom Elevated Guideway M/S Facility	80	27-Apr-16	18-Aug-16				ļ								ļ		ļ	L	¦
APM DBOM Begin Upfit Elevated Guideway to M/S Facility	0	30-Jun-16				-	-		-	-			•	•					<u> </u>
Sloped & Elevated Guideway South of Taxiway J	440	00 1-1 45	05 Jan 40															1	
Relocate Existing Utilities for Sloped & Elevated Guideway Construct Foundations/Columns/Bents Elevated Guideway	110 130	28-Jul-15 04-Nov-15	05-Jan-16 10-May-16															!	
Construct Girders/Guideway Superstructure	130	17-Feb-16	18-Aug-16											-				:	
Install Electrical/Telecom Sloped & Elevated Guideway South	110	18-May-16	21-Oct-16												.				
APM DBOM Begin Upfit Sloped & Elevated Guideway South of Taxiway J	0	12-Aug-16				-	-				-			•					
Sloped Guideway North of Taxiway J	420	44 101 45	10 Jan 10															:	
Relocate Existing Utilities for Sloped Guideway Construct Foundations/Columns/Bents Sloped Guideway	130 130	14-Jul-15 18-Dec-15	19-Jan-16 22-Jun-16											I				!	
Construct Girders/Guideway Sloped Superstructure	110	30-Mar-16	01-Sep-16															:	-
Install Electrical/Telecom Sloped Guideway	100	30-Jun-16	18-Nov-16				ļ												
APM DBOM Begin Upfit Sloped Guideway North of Taxiway J Elevated Guideway at Main Terminal	0	26-Sep-16		+							1				<u>}</u>				
Relocate Existing Utilities for Elevated Guideway Main Terminal	130	29-Jun-15	05-Jan-16				-			-	1				-				
Construct Foundations/Columns/Bents Elevated Guideway	130	29-Jun-15 04-Dec-15	05-Jan-16	+-+		+			+					+				!	+
Construct Girders/Guideway Superstructure	130	16-Mar-16	16-Sep-16				-								-			1	-
Install Utilities/MEP Elevated Guideway Main Terminal	130	16-Jun-16	20-Dec-16						¦		ļ						¦	;	¦ +
APM DBOM Begin Upfit Elevated Guideway Main Terminal	0	24-Oct-16		+		1					 		1		•	<u> </u>			
Taxiway J Reconstruction Right Of Way Available for APM Guideway Construction	0		22-Jun-16												-			i	
Construct APM Guideway Through Taxiway J Bridge R.O.W.	130	23-Jun-16	22-Jun-16 29-Dec-16	++		+			<u>+</u>			-	`	¦		 		! i	¦
APM DBOM Begin Upfit at Taxiway J	0	30-Dec-16													-	•		i	
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			1	1 1		1	1	1	1	1	1	1	1	1	1	1	1 1		1

PM Stations & Related Terminal and Economy Gara	<u>de Imp</u>	rovement	·s	1	; :		1				1	1			
	ge imp											<u> </u>			1
PM Station Design and Procurement												<u> </u>			
5% Conceptual Design	EE	20 May 14	42 Jun 44												
APM Stations Evaluation of MP + 15% Concept Design APM Stations 15% Concept Design Submission	55 0	28-Mar-14	13-Jun-14 13-Jun-14	•											
APM Stations 15% Concept Design HCAA Review	10	16-Jun-14	27-Jun-14												
APM Stations 15% Concept Design Internal QC Review	10	16-Jun-14	27-Jun-14		<u>.</u>							¦		¦	
APM Stations Cost Estimate Based on 15 % Concept Design 0% Schematic Design	20	16-Jun-14	14-Jul-14												
APM Stations 30% Schematic Design	68	13-Jun-14	18-Sep-14												
APM Stations 30% Schematic Design	0	10-0411-14	18-Sep-14		•										
APM Stations 30% Schematic Design HCAA Review	10	19-Sep-14	02-Oct-14		•										
APM Stations 30% SD Internal QC Review	10	19-Sep-14	02-Oct-14 16-Oct-14			•••••						ļ)			
APM Stations Cost Estimate Based on 30% Schematic Design	20	19-Sep-14	10-001-14			-									
APM Stations 60% Design Development	90	18-Sep-14	28-Jan-15												
APM Stations 60% Design Development Submission	0	-	28-Jan-15			•	•								
APM Stations 60% Design Development HCAA Review	10	29-Jan-15	11-Feb-15									-			
APM Stations 60% DD Internal QC Review APM Stations 60% DD GMP Preparation + Recommendation to Board	10 45	29-Jan-15 29-Jan-15	11-Feb-15 01-Apr-15												
Board Approval of Part 2 Agreement for APM Stations	0	20 0411 10	07-May-15*				•								
APM Stations Part 2 - Execute Agreement/NTP	0		08-May-15				•								
0% Construction Documents															
APM Stations 90% Construction Documents	80	28-Jan-15	19-May-15												
APM Stations 90% Construction Documents Submission APM Stations Plan Review Submission to COT	0		19-May-15 19-May-15				•				· 	¦			
APM Stations 90% Construction Documents HCAA Review	10	20-May-15	03-Jun-15							-					
APM Stations 90% CD Internal QC Review	10	20-May-15	03-Jun-15									¦			
APM Stations COT Plan Review/Approval 00% Construction Documents	28	20-May-15	29-Jun-15					_				<u> </u>			
APM Stations Foundation + Utilities 100% CD's	20	11-May-15	08-Jun-15				-								
APM Stations Foundation + Offities 100% CD's	50	11-May-15 11-May-15	21-Jul-15								+	{			
APM Stations Interior Finishes 100% CD's	52	09-Jun-15	20-Aug-15												
APM Stations MEP/FP 100% CD's	52	09-Jun-15	20-Aug-15												
PM Stations Construction Summary							1								
APM Station 1 - Main Terminal		4	40.1												
Mobilization for APM Station Construction - Terminal Locate/Relocate Existing Utilities APM Station Construction - Terminal	20 45	15-Jul-15 29-Jul-15	12-Aug-15 30-Sep-15									¦)			
Foundations APM Station - Terminal	80	02-Sep-15	29-Dec-15									-			
Super Structure APM Station - Terminal	85	19-Nov-15	23-Mar-16							.		<u> </u>			
Structural Steel Structure/Balance APM Station - Terminal	60	24-Mar-16	16-Jun-16							<u>–</u>					
MEP Rough-in & Equipment APM Station - Terminal Facade, Roofing Elements APM Station - Terminal	170 110	21-Apr-16 08-Jun-16	21-Dec-16 10-Nov-16								i				
Frame Top Out APM Station - Terminal	0	00-5011-10	16-Jun-16); }				
Substantial Dry-in APM Station - Terminal	0		10-Nov-16									11			
Turnover APM Equipment Rooms - Terminal	0		10-Nov-16		¦							<u> </u>		<u></u>	
Drywall, Finishes APM Station - Terminal Install Elevators, Escalators APM Station - Terminal	150 150	11-Nov-16 11-Nov-16	16-Jun-17 16-Jun-17										i		
APM Station @ Terminal Substantially Complete	0	11-100-10	16-Jun-17											•	
Commission Systems, Punchlists, COT Inspections	70	19-Jun-17	26-Sep-17									[Ē	
Owner Occupancy APM Station Main Terminal	0		26-Sep-17												•
APM Station 2 - Economy Garage	20	44 May 45	00 km 45									ļ			
Mobilization for APM Station Construction Economy Garage Locate/Relocate Existing Utilities Economy Garage	20 45	11-May-15 02-Jun-15	08-Jun-15 04-Aug-15												
Site Preparation for APM Station Construction Economy Garage	45	15-Jul-15	16-Sep-15												
Foundations APM Station - Economy Garage	80	12-Aug-15	04-Dec-15												
Super Structure at APM Station - Economy Garage Facade, Roofing Elements APM Station - Economy Garage	90 120	29-Oct-15 25-Feb-16	09-Mar-16 12-Aug-16								-				
MEP Rough-in & Equipment APM Station - Economy Garage	140	25-Feb-16	12-Aug-10							;	;				
Frame Top Out APM Station - Economy Garage	0		09-Mar-16						•						
Substantial Dry-in APM Station - Economy Garage	0		12-Aug-16								♦				
Turnover APM Equipment Rooms - Economy Garage Drywall, Finishes APM Station - Economy Garage	0 150	15-Aug-16	12-Aug-16 20-Mar-17												
Install Elevators, Escalators APM Station - Economy Garage	150	15-Aug-16	20-Mar-17									;			
APM Station @ Economy Garage Substantially Complete	0	_	20-Mar-17												
Commission Systems, Punchlists, COT Inspections	133 0	21-Mar-17	26-Sep-17											-	
Owner Occupancy APM Station Economy Garage Discontinue Shuttle Bus Service Economy Garage	0		26-Sep-17 27-Sep-17								+				
Demo/Modify Bus Lanes, Curbs, Walks, Gates & Control Equipment	35	28-Sep-17	15-Nov-17												۳
Install New Signage at Economy Garage	5	09-Nov-17	15-Nov-17									ļ			
Final Clean and Stripe New Parking Inventory Economy Garage	10	16-Nov-17	01-Dec-17									<u> </u>			
APM Station 3 - CONRAC Mobilization for APM Station - CONRAC	20	01-Sep-15	29-Sep-15							-					
Site Preparation for APM Station - CONRAC	45	16-Sep-15	29-Sep-15 17-Nov-15								+	 			
Foundations APM Station - CONRAC	80	14-Oct-15	09-Feb-16												
Super Structure APM Station - CONRAC	90	18-Dec-15	26-Apr-16												
Frame Top Out APM Station - CONRAC Facade, Roofing Elements APM Station - CONRAC	0 110	27-Apr-16	26-Apr-16 30-Sep-16									:			
MEP Rough-in & Equipment APM Station - CONRAC	140	27-Apr-16 27-Apr-16	11-Nov-16												
Substantial Dry-in APM Station - CONRAC	0		30-Sep-16								•	è	i		
Turnover APM Equipment Rooms	0	00.0 + +=	30-Sep-16								•	<u>}</u>			
Drywall, Finishes APM Station - CONRAC Install Elevators, Escalators APM Station - CONRAC	130 130	03-Oct-16 03-Oct-16	07-Apr-17 07-Apr-17										••••••	.	
APM Station @ CONRAC Substantially Complete	0		07-Apr-17											>	
Commission Systems, Punchlists, COT Inspections	133	10-Apr-17	16-Oct-17												
Owner Occupancy APM Station CONRAC	0		16-Oct-17												
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Austin Austin Industries Company

Tampa CONRAC/APM Design Build Program

Activity Name	Dur	Start	Finish		20	14			_20)15			_20)16			20	17
					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3 Q4
Maintenance & Storage Facility							-											
Maintenance Facility Construction Summary							-			<u> </u>	1 1 1		1 1 1	1				
Mobilization for Maint/Storage Facility	20	04-Aug-15	31-Aug-15															
Site Preparation for Maint/Storage Facility	45	01-Sep-15	03-Nov-15															
Foundations Maint/Storage Facility	70	07-Oct-15	19-Jan-16				j								<u>.</u>			
Super Structure Maint/Storage Facility	80	18-Dec-15	12-Apr-16				-								-			
Steel Structure/Canopies Maint/Storage Facility	50 150	30-Mar-16	08-Jun-16 29-Nov-16	-			-				1 1 1				-			
MEP Rough-in & Equipment Maint/Storage Facility Facade, Roofing Elements Maint/Storage Facility	110	27-Apr-16 31-May-16	02-Nov-16											*				
Frame Top Out Maint/Storage Facility	0	or may to	02-100-10 08-Jun-16												-			
Substantial Dry-in Maint/Storage Facility	0		02-Nov-16								1 1 1		 		♦			
Begin APM Equipment Installations Maint/Storage Facility	0		02-Nov-16								 ! !				•			
Drywall, Finishes Maint/Storage Facility	140	03-Nov-16	24-May-17	_									1				1	
Install Elevators Maint/Storage Facility	140 0	03-Nov-16	24-May-17															
Maint/Storage Facility Substantially Complete Commission Systems, Punchlists, COT Inspections	100	25-May-17	24-May-17 16-Oct-17	-			-				1 1 1		1 1 1		-		◆ ■	
Owner Occupancy APM Maintenance/Storage Facility	0	20 may 17	16-Oct-17				-								-			•
CONRAC (Includes QTA and Customer Service Center)											1		1					
CONRAC, QTA & Customer Service Center Design																		
											- 		, ,					
15% Conceptual Design		00 Mar 44	40 km 44								, 		 					
CONRAC Evaluation of MP + 15% Concept Design CONRAC 15% Concept Design Submission	55 0	28-Mar-14	13-Jun-14 13-Jun-14	- -	•		-						, , ,		-			
CONRAC 15% Concept Design Submission CONRAC 15% Concept Design HCAA Review	10	16-Jun-14	13-Jun-14 27-Jun-14										1					
CONRAC 15% Concept Design Internal QC Review	10	16-Jun-14	27-Jun-14	11			 		†		 		 	†		+	¦	
CONRAC Cost Estimate Based on 15 % Concept Design	20	16-Jun-14	14-Jul-14				-											
30% Schematic Design																		
CONRAC 30% Schematic Design	68	13-Jun-14	18-Sep-14								 ! !		 					
CONRAC 30% Schematic Design Submission	0		18-Sep-14			4	ł						1 1 1	1	-			
CONRAC 30% Schematic Design HCAA Review	10	19-Sep-14	02-Oct-14	+					÷									
CONRAC 30% SD Internal QC Review CONRAC Cost Estimate Based on 30% Schematic Design	10 20	19-Sep-14 19-Sep-14	02-Oct-14 16-Oct-14	- 1		l	-				1 1 1		 		-			
60% Design Development	20	19-3ep-14	10-001-14			l			-				 		-		-	
CONRAC 60% Design Development	90	18-Sep-14	28-Jan-15								 		 					
CONRAC 60% Design Development Submission	0	10 000 14	28-Jan-15			•	-											
CONRAC 60% Design Development HCAA Review	10	29-Jan-15	11-Feb-15								1 1 1		1		-			
CONRAC 60% DD Internal QC Review	10	29-Jan-15	11-Feb-15				}]			
CONRAC 60% DD GMP Preparation + Recommendation to Board	45	29-Jan-15	01-Apr-15						į									
Board Approval of Part 2 Agreement for CONRAC	0		07-May-15*						♦				: : !	¦				
CONRAC Part 2 - Execute Agreement/NTP 90% Construction Documents	0		08-May-15								1 1 1		1					
CONRAC 90% Construction Documents	80	29 Jan 15	19-May-15				1								1			
CONRAC 90% Construction Documents CONRAC 90% Construction Documents Submission	0	28-Jan-15	19-May-15	+-+			÷											
CONRAC Plan Review Submission to COT	0		19-May-15				-		•		1 1 1		1		-			
CONRAC 90% Construction Documents HCAA Review	10	20-May-15	03-Jun-15				1								1			
CONRAC 90% CD Internal QC Review	10	20-May-15	03-Jun-15															
CONRAC COT Plan Review/Approval	28	20-May-15	29-Jun-15				-			1	 		 		-		1	
100% Construction Documents							ļ							¦				
CONRAC Foundation + Utilities 100% CD's	20	11-May-15	08-Jun-15	_									1					
CONRAC Structure + Envelope 100% CD's	50	11-May-15	21-Jul-15	_							1 1 1		1 1 1		-			
CONRAC Interior Finishes 100% CD's CONRAC MEP/FP 100% CD's	52 52	09-Jun-15 09-Jun-15	20-Aug-15 20-Aug-15						¦				 					
RAC Allocations, Lease Agreements, Design/Procurement for Ten	-		20-Aug-15						-				1					
Finalize RAC Allocation Analysis	73	21-Aug-15	04-Dec-15										, , ,					
Airport Authority and RAC Operators Tenant Agreements for CONRAC	130	07-Dec-15	09-Jun-16						+ 					+ :				
Complete RAC Operator Lease Agreements	0		09-Jun-16				1						♦		1			
RAC Operators Tenant Buildout Design/Procurement Period	128	10-Jun-16	12-Dec-16				<u>.</u>											
RAC Operators Tenant Contractors Buyout/Mobilization/Permitting	54	13-Dec-16	01-Mar-17				-		-	-							-	
CONRAC & Customer Service Center Construction Summ	ary						-				1 1 1		 		-			
Mobilization for CONRAC Ready/Return	20	01-Sep-15	29-Sep-15				ļ		¦					¦	ļ		¦	
Site Preparation for CONRAC Ready/Return	45	01-Sep-15	03-Nov-15	_			1											
Foundations CONRAC Ready/Return	100	30-Sep-15 04-Dec-15	23-Feb-16	-			-											
Structure CONRAC Ready/Return Facade Elements CONRAC Ready/Return	200 150	04-Dec-15 02-Jun-16	16-Sep-16 06-Jan-17											• • • • • • •		<u>+</u>		
MEP Rough-in & Equipment CONRAC Ready/Return	150	02-Jun-16	06-Jan-17				-							!	1	–		
Frame Top Out CONRAC Ready/Return	0		16-Sep-16					L										
Fixtures, Trimouts, Finishes CONRAC Ready/Return	150	14-Dec-16	18-Jul-17													1		
Install Elevators, Escalators CONRAC Ready/Return	150	14-Dec-16	18-Jul-17				-				1 1 1						1	
Turnover to RAC's for Buildout CONRAC Ready/Return and CSC	0		01-Mar-17												ļ			•
CONRAC Ready/Return and CSC Substantially Complete Commission Systems, Punchlists, COT Inspections CONRAC & CSC	0 63	19-Jul-17	18-Jul-17 16-Oct-17	-			-				1 1 1		- - -		-			◆
Owner Occupancy CONRAC Ready/Return and CSC	0	13-JUI-17	16-Oct-17 16-Oct-17				-				1							
CONRAC RAC Specific Systems	-			Ħ			-				1 1 1		1					
RAC Buildouts CONRAC Ready/Return and Customer Service Center	130	02-Mar-17	01-Sep-17				1								1		:	
Kiosks, Controls, Security, Signage @ RAC Rental Areas	130	02-Mar-17	01-Sep-17								 		 	1				
RAC Operators Test/Commission Systems	30	05-Sep-17	16-Oct-17															
Owner Occupancy CONRAC Ready/Return and CSC	0		16-Oct-17					<u> </u>	 	1	 		1 1 1	1	-		 	•
QTA Construction Summary							¦		¦		¦ 			¦			¦	
Foundations QTA	70	11-Nov-15	23-Feb-16				1					-			1			
Building Frame QTA	100	03-Feb-16	22-Jun-16	1 1			i.	1	i.	i.	i.			i i	i.	1	i.	

Foundations QTA	70	11-Nov-15 2	3-Feb-16	-i i			. i I						
Building Frame QTA	100	03-Feb-16 2	2-Jun-16										
Facade, Roofing Elements QTA	110	09-Jun-16 1	1-Nov-16		1				Ļ	<u> </u>	1		
Building Top Out QTA	0	2	2-Jun-16							1			
MEP Rough-in & Equipment QTA	110	23-Jun-16 2	9-Nov-16						Ļ	<u> </u>			
Install Elevators QTA	110	24-Oct-16 3	1-Mar-17	. <u>.</u>		 		 					
Drywall, Finishes	100	14-Nov-16 0	7-Apr-17			 -	-		1	; 💻	,	-	
Turnover QTA Facility for RAC Vendor Buildout	0	0	1-Mar-17						-		♦		
Install Car Wash Systems	100	23-Mar-17 1	1-Aug-17							<u> </u>	<u> </u>		_
Install Vacuum/Air Systems	100	04-Apr-17 2	3-Aug-17										
Install Fueling Systems	100	13-Apr-17 0	1-Sep-17		-						ļ		
QTA Substantially Complete	0	0	1-Sep-17			 		 		<u>]</u>			♦
Commission Systems, Punchlists, COT Inspections QTA Facility	30	05-Sep-17 1	6-Oct-17										—
Owner Occupancy QTA Facility	0	1	6-Oct-17										
QTA RAC Specific Systems					-								
Begin RAC Installations QTA	0	0	1-Mar-17			 		 		-	♦		
RAC Operators Tenant Space Buildouts QTA	130	02-Mar-17 0	1-Sep-17									÷	
Build Out RAC Specific Systems	130	02-Mar-17 0	1-Sep-17							1			
RAC Operators Startup/Test Equipment QTA	30	05-Sep-17 1	6-Oct-17		}					1			
Owner Occupancy QTA Facility	0	1	6-Oct-17										♦

Schedule: Main Terminal and Airport Concession Redevelopment Program



Duration	
469 15-Nov-13 23-Sep-15	N D J F M A M J Jul A S O N D J F M A M J Jul A S O N D J F M A M J Jul A S O N D J F M A M J Jul A S O N D J F M A M J Jul A S O
A	
369 15-Nov-13 01-May-15	V Award
95 15-Nov-13 03-Apr-14	Part 1 Agreement
0 15-Nov-13 A	
19 18-Nov-13 16-Dec-13 A	
0 27-Jan-14 A	
34 28-Jan-14 14-Mar-14	Develop Scope/Fee
7 17-Mar-14 25-Mar-14	Skanska Contract Execution
0 03-Apr-14*	Award Part 1 Agreement
274 04-Apr-14 01-May-15	v v v v v v v v v v v v v v v v v v v
40 04-Apr-14 30-May-14	Budget Confirmation Estimate
30 25-Aug-14 06-Oct-14	Enabling GMP Development
GMP 30 07-Oct-14 17-Nov-14	HCAA Review/Approval - Early GMP
0 17-Nov-14	♦ Award Part 2 - Enabling
30 19-Jan-15 27-Feb-15	Final GMP Development
GMP 45 02-Mar-15 01-May-15	HCAA Review/Approval - Final GMP
0 01-May-15	Award Part 2:- Final
352 04-Apr-14 21-Aug-15	
215 04-Apr-14 09-Feb-15	Element 1A - Enabling
61 04-Apr-14 30-Jun-14	30% Design
29 01-Jul-14 11-Aug-14	60% Design
29 12-Aug-14 22-Sep-14	90% Design
86 23-Sep-14 26-Jan-15	Pérmitting
10 27-Jan-15 09-Feb-15	□ 100% Design
e 181 04-Apr-14 19-Dec-14	Element 1B - Early East Superstructure
60 04-Apr-14 27-Jun-14	30% Design
39 30-Jun-14 22-Aug-14	60% Design
87 04-Aug-14 05-Dec-14	Permitting
39 25-Aug-14 17-Oct-14	90% Design
10 08-Dec-14 19-Dec-14	□ 100% Design
	Element 1CI- East & West Terminal Package
Skage 303 04-Apr-14 12-Jun-15 104 04-Apr-14 29-Aug-14	30% Design
77 02-Sep-14 19-Dec-14 73 22-Dec-14 03-Apr-15	60% Design
103 22-Dec-14 03-Api-15	Permitting
103 22-Dec 14 13-May-13 19 18-May-15 12-Jun-15	100% Design
ns 303 04-Apr-14 12-Jun-15	■ 100% Design ▼ Element 1D - Main Terminal Concessions
104 04-Apr-14 29-Aug-14	30% Design
77 02-Sep-14 19-Dec-14	60% Design
73 22-Dec-14 03-Apr-15	
30 06-Apr-15 15-May-15	Permitting
19 18-May-15 12-Jun-15	100% Design
	Element 2 - Airside Concession
	30% Design
	60% Design
	19 18-May-15 12-Jun-15 342 04-Apr-14 07-Aug-15 104 04-Apr-14 29-Aug-14 85 02-Sep-14 02-Jan-15

D	Activity Name	Original Sta	t Finish	2014 2015 2016 2017
		Duration		N D J F M A M J JUI A S O N D J F M A M J JUI A S O N D J F M A M J JUI A S O N D J F M A M J JUI A S O N D J F M A M J JUI A S O
A2240	90% Design		Jan-15 18-May-15	90% Design
A2250	Permitting		Mar-15 10-Jul-15	
A2260	100% Design		Jul-15 07-Aug-15	100% Design
	- Airside Functional Improvement		Apr-14 31-Jul-15	Element 3 - Airside Functional Improvement
A1950	30% Design		Apr-14 29-Aug-14	30% Design
A2270	60% Design		Sep-14 09-Jan-15	
A2280 A2290	90% Design		Jan-15 22-May-15 May-15 02-Jul-15	90% Design
	Permitting 100% Design		Jul-15 31-Jul-15	Permitting 100% Design
A2300	A- MT Escalator & Stairs		Apr-14 07-Aug-15	■ 100% Design ■ Element 4A - MT Escalator & Stairs
A1960	30% Design		Apr-14 07-Aug-15 Apr-14 05-Sep-14	Telement 4A - MT Escalator & Stars
A1960 A2310	60% Design		Sep-14 08-Apr-15	60% Design
A2310	GMP Package		Sep-14 01-Dec-14	GMP Package
A2760 A2320	90% Design		Apr-15 29-May-15	90% Design
A2320	Permitting		Jun-15 10-Jul-15	Permitting
A2330	100% Design		Jul-15 07-Aug-15	
	B - MT Elevator Cab		Apr-14 08-May-15	▼ Element 4B - MT Elevator Cab
A1970	30% Design		Apr-14 05-Sep-14	30% Design
A1370 A2350	60% Design		Sep-14 12-Nov-14	60% Design
A2350	90% Design		Nov-14 16-Jan-15	90% Désigh
A2370	Permitting		Jan-15 27-Feb-15	
A2380	100% Design		Mar-15 08-May-15	1,00% Design
	A- Campus Wide Art		Jun-14 17-Jul-15	Element 5A- Campus Wide Art
A2390	30% Design		Jun-14* 05-Sep-14	30% Design
A2400	60% Design		Mar-15* 25-Jun-15	60% Design
A2400	90% Design		Jun-15 02-Jul-15	□ 90% Design
A2420	Permitting		Jul-15 10-Jul-15	D Permitting
A2430	100% Design	5 13-		I 100% Design
	B - MT Central Art Feature		Jun-14 06-Jul-15	Element 5B - MT Central Art Feature
A2440	30% Design		Jun-14* 17-Oct-14	30% Design
A2440 A2450	60% Design		Oct-14 16-Jan-15	60% Design
A2460	90% Design		Jan-15 24-Apr-15	90% Design
A2400	Permitting		Apr-15 05-Jun-15	Permitting
A2470	100% Design		Jun-15 06-Jul-15	100% Design
	- HCAA Board Room		Apr-14 24-Apr-15	■ 100% Design
A2490	30% Design		Apr-14 17-Oct-14	
A2490	60% Design		Oct-14 01-Dec-14	60% Design
A2510	90% Design		Dec-14 27-Feb-15	90% Þesign
A2520	Permitting		Mar-15 10-Apr-15	
A2520	100% Design		Apr-15 24-Apr-15	
	- ASE Shell Space - Delta Office		Apr-14 21-Aug-15	
Element 7 A2540	30% Design		Apr-14 19-Sep-14	
A2550	60% Design		Sep-14 16-Jan-15	60% Design
A2550	90% Design		Jan-15 05-Jun-15	90% Design
A2560	Permitting		Jun-15 17-Jul-15	Permitting
A2580	100% Design		Jul-15 21-Aug-15	
	- Shuttle Automation Study		Apr-14 08-Jun-15	Flement 8 - Shuttle Automation Study
		ļ	-pr-14 00-Juli-15	
Actual Worl	k Critical Remaining Work	Summary		Page 2 of 6

	30 23-Feb-1 45 06-Apr-14 269 04-Apr-14 133 04-Apr-14 48 13-Oct-14 38 22-Dec-1 30 16-Feb-1 20 30-Mar-14 128 04-Apr-14 128 04-Apr-14 66 06-Oct-14 30 12-Jan-14 30 23-Feb-1 15 06-Apr-14 153 04-Apr-14 153 04-Apr-14 269 04-Apr-14 30 23-Feb-1 15 06-Apr-14 263 04-Apr-14 153 04-Apr-14 28 10-Nov-1 23 22-Dec-1	4 19-Dec-14 4 13-Feb-15 5 27-Mar-15 5 24-Apr-15 4 03-Oct-14 4 09-Jan-15 5 20-Feb-15 5 24-Apr-15 4 09-Jan-15 5 20-Feb-15 5 24-Apr-15 4 07-Nov-14 4 07-Nov-14 4 19-Dec-14		y F M A M J Ju A S O N D J F M A M J Ju A S O N D J F M A M J Ju A S O N D J F M A M J Ju A S O N D J F M A M J Ju A S O N D J F M A M J Ju A S O N D J F M A M J Ju A S O N D J F M A M J Ju A S O N D J F M A M J Ju A S O N D J F M A M J Ju A S O <td< th=""></td<>
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deway Rehab	30 23-Feb-1 45 06-Apr-14 269 04-Apr-14 133 04-Apr-14 48 13-Oct-14 38 22-Dec-1 30 16-Feb-1 20 30-Mar-14 128 04-Apr-14 128 04-Apr-14 66 06-Oct-14 30 12-Jan-14 30 23-Feb-1 15 06-Apr-14 153 04-Apr-14 153 04-Apr-14 269 04-Apr-14 30 23-Feb-1 15 06-Apr-14 263 04-Apr-14 153 04-Apr-14 28 10-Nov-1 23 22-Dec-1	5 03-Apr-15 5 08-Jun-15 4 24-Apr-15 4 19-Dec-14 4 13-Feb-15 5 27-Mar-15 5 27-Mar-15 5 24-Apr-15 4 03-Oct-14 4 09-Jan-15 5 20-Feb-15 5 24-Apr-15 4 09-Jan-15 5 24-Apr-15 4 03-Oct-14 4 09-Jan-15 5 24-Apr-15 4 07-Nov-14 4 07-Nov-14 4 19-Dec-14		60% Design Review Sudy Findings 30% Design 60% Design 90% Design Permitting: Element 10 - MT Penthouse Roofs 30% Design Element 10 - MT Penthouse Roofs 90% Design Element 10 - MT Penthouse Roofs
deway Rehab	45 06-Apr-13 269 04-Apr-14 133 04-Apr-14 48 13-Oct-14 38 22-Dec-1 30 16-Feb-1 20 30-Mar-14 128 04-Apr-14 66 06-Oct-14 30 12-Jan-13 30 23-Feb-1 15 06-Apr-14 153 04-Apr-14 269 10-Apr-14 153 04-Apr-14 28 10-Nov-1 28 10-Nov-1	5 08-Jun-15 4 24-Apr-15 4 10-Oct-14 4 19-Dec-14 4 13-Feb-15 5 27-Mar-15 5 24-Apr-15 4 03-Oct-14 4 09-Jan-15 5 20-Feb-15 5 24-Apr-15 4 03-Oct-14 4 09-Jan-15 5 20-Feb-15 5 24-Apr-15 4 07-Nov-14 4 07-Nov-14 4 19-Dec-14		Review Sudy Findings 30% Design 60% Design 90% Design Permitting Element 10 - MT Penthouse Roofs 30% Design Element 10 - MT Penthouse Roofs 90% Design Fermitting Permitting
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n ouse Roofs	133 04-Apr-14 48 13-Oct-14 38 22-Dec-1 30 16-Feb-1 20 30-Mar-1 269 04-Apr-14 128 04-Apr-14 30 12-Jan-15 30 23-Feb-1 15 06-Apr-14 269 04-Apr-14 128 04-Apr-14 30 23-Feb-1 15 06-Apr-14 269 04-Apr-14 153 04-Apr-14 28 10-Nov-1 23 22-Dec-1	4 10-Oct-14 4 19-Dec-14 4 13-Feb-15 5 27-Mar-15 5 24-Apr-15 4 03-Oct-14 4 09-Jan-15 5 20-Feb-15 5 24-Apr-15 5 20-Feb-15 5 24-Apr-15 4 07-Nov-14 4 19-Dec-14		30% Design 60% Design 90% Design Permitting: Element 10 - MT Penthouse Roofs 30% Design 60% Design 90% Design Permitting
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ieteria	30 23-Feb-1 15 06-Apr-14 269 04-Apr-14 153 04-Apr-14 28 10-Nov-1 23 22-Dec-1	5 03-Apr-15 5 24-Apr-15 4 24-Apr-15 4 07-Nov-14 4 19-Dec-14		Permitting
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ieteria	269 04-Apr-14 153 04-Apr-14 28 10-Nov-1 23 22-Dec-1	4 24-Apr-15 4 07-Nov-14 4 19-Dec-14		$ \begin{array}{cccccccccccccccccccccccccccccccccccc$
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1	28 10-Nov-1 23 22-Dec-1	4 19-Dec-14		30% Design
1	23 22-Dec-1			60% Design
1	30 26-Jan-1	4 23-Jan-15		90% Design
1		5 06-Mar-15	-	Permitting
	35 09-Mar-1	5 24-Apr-15	-	100% Design
		4 23-Sep-15		
elopment		4 30-Jul-14		✓ Planning & Scope Development
BE Outreach & Prequalification		4 08-May-14		Contractor/DBE Outreach & Prequalification
w		4 03-Jun-14	A Ka	SDCD Review
ditions Review		4 19-May-14		Existing Conditions Review
elopment	20 04-Jun-14			Assung Conductor review Phasing Development
Plan Development	20 04-Jun-14		-	Contingency Plan Development
hary Phasing Plan	0	01-Jul-14		◆ Súbmít Prelinary Phašing Plan
le Development	20 02-Jul-14		-	Final Schedule Development
Elements 1A& B)		17-Nov-14		Early Work (Logistics, Elements 1A & B)
Package Development		05-Aug-14		Logistics Bid Package Development
Period		4 12-Aug-14		Logistics Bid Period
Review	-	4 19-Aug-14		Logistics Bid Réview
Bid Package Development	-	-		Early Work Bid Package Development
Bid Period				Early Work Bid Period
Bid Review	· · ·	· ·		Early Work Bid Review
Contracts				Early Work Contracts
ecutions	0			◆ Contract Executions
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Development				Bid Package Development
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				🗖 Bid Review
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				Element 4 - Elevator/Escalator
scalator				Escalator/Elevator Bid Package
Bid I Bid I Con ecut	Period Review tracts ions velopment	Period 20 02-Sep-1 Review 5 30-Sep-1 tracts 10 07-Oct-14 ions 0 0 velopment 40 05-Jan-11 velopment 40 05-Jan-11 15 06-Apr-11 5 04-May-1 or Bid Package 40 02-Dec-1	Period 20 02-Sep-14 29-Sep-14 Review 5 30-Sep-14 06-Oct-14 tracts 10 07-Oct-14 20-Oct-14 ions 0 17-Nov-14 welopment 40 05-Jan-15 08-May-15 velopment 25 02-Mar-15 03-Apr-15 15 06-Apr-15 24-Apr-15 15 04-May-15 08-May-15 velopment 207 02-Dec-14	Period 20 02-Sep-14 29-Sep-14 Review 5 30-Sep-14 06-Oct-14 tracts 10 07-Oct-14 20-Oct-14 ions 0 17-Nov-14 90 05-Jan-15 08-May-15 velopment 40 05-Jan-15 27-Feb-15 25 02-Mar-15 03-Apr-15 15 06-Apr-15 24-Apr-15 15 04-May-15 08-May-15

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y iD		Activity Name	Duration		ND	J	FI	MA		J Jul		slo	ND	J	F	мΙа	м	-	-	s	0	N D	J	F	MA	
	A3170	Contract Award	0	01-May-15						-							♦ Cc							÷		1
	A3160	Procurement	100 04-May-15	23-Sep-15																<u>_</u>	Proc	urem	ent			
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		MTAC Expansion	600 18-Nov-14	30-Mar-17									-											<u> </u>		<u> </u>
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	A1270	Locate UG Utilities at Tower Crane Locations	5 18-Nov-14									Ì		rate	IIGI	Itilitia	at To	- wer	Cran		ration	e		i ľ	-	
	A1280	Re-Route UG Utilities at Tower Crane Educations	15 25-Nov-14	17-Dec-14									1	1	н н.	1	Utilitie		1	1	L 1					
	A1200	Install Foundations for Tower Crane	10 18-Dec-14	02-Jan-15						+			;; <mark>-</mark> -				ations	· + -								
_	A1290	Structural Modifications for Tower Crane	10 18-Dec-14	02-Jan-15	-									1		1	difica	1		1						
	A1300	Install Tower Cranes - East Side		16-Jan-15	_									i	i i	- i -	er Cra	- i -	- i	- i	i i					
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	A1320	Install Barricades & Extend New Shell Structure	150 19-Jan-15	18-Aug-15	_											i	1			1						w She
	A1330	ASA North & ASC South APM Modifications	150 19-Jan-15	18-Aug-15																				5		Modifie
	A1630	Anticipated Start of CONRAC APM Station (per Austin Schedule 9.7)	0 15-Jul-15*																An	ticipa	ted St	art of	CON	IRAC	APM	l Statio
	A1430	Test APMs	10 19-Aug-15	01-Sep-15																T 📮	est AF	Ms				
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	A1360	Locate UG Utilities at Tower Crane Locations	5 23-Jun-15	29-Jun-15					· · · ·		· L l I I I I		J L 	· !					Loca	tę UC	d Utilit	ies at	Tow	er Cr	ane Lo	ocatior
	A1370	Re-Route UG Utilities at Tower Crane Fnds	15 30-Jun-15	21-Jul-15															Re	ełRo	ute U	G Útili	ties a	tt Taw	er Cr	rane F
	A1380	Install Foundations for Tower Crane	10 22-Jul-15	04-Aug-15															i 📫 🛛	Iņstal	Four	ndatio	ns fo	r Tow	erCra	ane
	A1390	Structural Modifications for Tower Crane	10 22-Jul-15	04-Aug-15			,					ł					- 1		– (Struc	tural N	Nodifie	catio	hs for	Towe	er Crar
	A1400	Install Tower Cranes - West Side	10 05-Aug-15	18-Aug-15																			1		est Sic	
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	A1420	ASE North & ASF South APM Modifications	150 30-Nov-15																			-				: :
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	A1510	MT Concession Modifications - West Expansion	50 23-Mar-16	01-Jun-16						-															I,CIIC	
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	A1540	MT Concessions Remodel - Central Core	50 07-Nov-16	19-Jan-17	_							Ì		i.								Ì			i	
	A1550	Teant Buildout - Central Core	50 20-Jan-17	30-Mar-17																			1			
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	A1450	Concessions Retail Modifications - Phase 1	50 13-Jul-15	21-Sep-15															!	:	Cond		1	1 I I		cations
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	A1690	Concessions Retail Modifications - Phase 2	50 03-Dec-15	12-Feb-16						-							: :			-					onces	ssions
	A1700	Tenant Buildout 2 (by others)	50 15-Feb-16	22-Apr-16					ļ				 				ļ							. 💼		l Tena
	A1710	Concessions Retail Modifications - Phase 3	60 25-Apr-16	19-Jul-16																-					ſ	—
	A1720	Tenant Buildout 3 (by others)	50 20-Jul-16	28-Sep-16																				: :		
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A1750	Tenant Buildout 1 (by others)		22-Sep-15	02-Dec-15																1	Fenant		1 1	н н —
A1730	Concessions Retail Modifications - Phase 2		03-Dec-15	12-Feb-16		 	+		+						+		+			····			- +	sions F
A1770	Tenant Buildout 2 (by others)	50	15-Feb-16	22-Apr-16		1																	 }'	Tena
A1740	Concessions Retail Modifications - Phase 3	50	25-Apr-16	05-Jul-16		Ì																	1	;
A1780	Tenant Buildout 3 (by others)	50	06-Jul-16	14-Sep-16																				
A1760	Concessions Retail Modifications - Phase 4	50	15-Sep-16	23-Nov-16		ł																		
A1790	Tenant Buildout 4 (by others)	50	28-Nov-16	07-Feb-17		 																		
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A1800	Concessions Retail Modifications - Phase 2	40	03-Nov-15	31-Dec-15		ł													ſ	<u> </u>	📕 Cor	ncessio	ions R	Retail I
A1840	Tenant Buildout 2 (by others)	50	04-Jan-16	11-Mar-16		į		į									i						Tenar	ant Bui
A1810	Concessions Retail Modifications - Phase 3	70	14-Mar-16	20-Jun-16																			<u> </u>	
A1850	Tenant Buildout 3 (by others)	50	21-Jun-16	30-Aug-16		 																		
A1820	Concessions Retail Modifications - Phase 4	60	31-Aug-16	23-Nov-16		i.																		
A1860	Tenant Buildout 4 (by others)	50	28-Nov-16	07-Feb-17		ł																		
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A1480	Concessions Retail Modifications - Phase 1	50	22-Sep-15	02-Dec-15		-													Ļ.	<u> </u>	Conces	sions	Retai	ail Moc
A1880	Tenant Buildout 1 (by others)	50	03-Dec-15	12-Feb-16		 																Ten	nant B	3uildoi
A1870	Concessions Retail Modifications - Phase 2	50	15-Feb-16	22-Apr-16																			i i	Cond
A1890	Tenant Buildout 2 (by others)	50	25-Apr-16	05-Jul-16		1											1						📋	-
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A2790	Improvements		03-Aug-15			 	1								++-		+	-;; ;	4 4 -		ements		$\cdot \frac{1}{1} = \frac{1}{1} = -$	
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A2050	Improvements		13-Oct-15	23-Dec-15				A													Impro	- i - \	ents	
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A2800	Improvements		04-Jan-16	11-Mar-16		¥.																- 1	Impro	
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A2830	Improvements			20-May-16																				
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A2910 A2960	Elevator Remodel		27-Apr-16	14-Oct-16		 	·																· · · · · ·	
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A2900	Escalator Remodel		27-Apr-16	29-Nov-16		ł																		
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A2850	Escalator Remodel		ļ	11-Aug-16		 									+									
A2880	Elevator Remodel		12-Aug-16			ł																		
	t Quadrant		-	16-Mar-17		i															-			
A2940	Elevator Remodel		ļ	29-Jun-16		-																		
A2890	Escalator Remodel		12-Aug-16		_																			
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A2920	Escalator Remodel		02-Mar-16																			Y	1 1	Esca
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A2930	Escalator Remodel		27-Apr-16																					
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A2770	Central Feature	50 07-Nov-16	19-Jan-17															-								
Element 6	- HCAA Boardroom Expansion	70 09-Mar-16	15-Jun-16																					-		+
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A2780	Remodel of existing Boardroom	70 09-Mar-16	15-Jun-16																	}						<u> </u>
Element 7	- ASE Shell Space	50 24-Aug-15	02-Nov-15					1									·j		V	-i 1		Elem	nent 7	- ASE	5 She	ell Spa
Airside E		50 24-Aug-15	02-Nov-15									i								-		Airsio	de E			
A2810	Delta Airlines Office Buildout (Concessions Phase 1)	50 24-Aug-15	02-Nov-15																	:		Delta	a Airlin	ies Of	fice B	Buildou
Element 9	- Shuttle Guideway Bridge Rehab	270 22-Jul-15	11-Aug-16							-									-							÷
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A3180	North Guideway Structural Painting	20 22-Jul-15	18-Aug-15													·	·i		 	Nor			av Str	uctura	al Pair	nting
A3190	South Guideway Structural Painting	20 02-Sep-15	30-Sep-15																		i i	i.	i i	i i	i i	ral Pair
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A3200	South Guideway Structural Painting	20 02-Jun-16	29-Jun-16							-								-		-						1
A2840	North Guideway Structural Painting	20 15-Jul-16	11-Aug-16																							
Element 10	0 - MT Penthouse Roofs	250 24-Sep-15	16-Sep-16																	▼			; ;			
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A2980	Renovations	25 27-Apr-16	01-Jun-16										1					-		-					1	i i i
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A2990	Renovations	25 24-Sep-15	28-Oct-15																			Reno	vatio	าร		
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A2970	Renovations	25 12-Aug-16	16-Sep-16															-		1						
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A2860	Renovations	25 13-Jan-16	16-Feb-16																							ations
Element 11	I - HCAA Cafeteria	80 27-Apr-15	18-Aug-15															;		Ele	ment	11 - H	ICAA	Cafet	eria	
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A2870	Remodel	80 27-Apr-15	18-Aug-15													Ļ			-	Rer	nodel					
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APM Cabir	net Relocations	401 09-May-14	08-Dec-15				-			;			;				:			;			APM	Cabir	iet Re	elocati
All Termina	als	401 09-May-14	08-Dec-15				-		_		-			-		_		-	-			-	Áll Te	rmina	ls	
A1120	HCAA Sole Source Award	0	09-May-14*		· <mark>-</mark> 		•	HCA/	A Sole	Sou	rce A	ward														· - ·
A1110	APM Cabinet Design, Delivery, Installation	200 12-May-14	24-Feb-15					<u>i i</u>		-i	<u>i i</u> 				APN	ЛĊа	bine	t De	sign,	Deli	very, I	nstalla	ation			
A1140	ASF Modifications	200 25-Feb-15	08-Dec-15							-				[1		_	ASF	Modifi	cation	ns
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Schedule: Taxiway J Bridge Reconstruction



Aviation Authority Development Program Schedule Data Sheet - Design/Build-Qualifications

Revised Schedule No: 01

J	ect Title: Reconstruct Taxiway J and Bridge Section I	Baseline	Previously		Airport: Variance	ТРА
em		Project	Approved	New	(Behind)	
э.	Scheduled Item	Schedule	Schedule	Schedule	Ahead	Comments
		Linked to	••••••	••••••		
		Initial Schedule	Α	В	(A-B)	
	Initiate Design/Build Selection Process (begin RFQ development)	1-Apr-13	1-Apr-13	1-Apr-13	0	
2	D/W/MBE Review With DBE Manager	11-Apr-13	11-Apr-13	11-Apr-13	0	
3	Solicitation - Begin Advertisement (must run for 2 weeks - avoid Holidays)	17-Apr-13	17-Apr-13		0	
1	Risk Management Review	22-Apr-13	22-Apr-13	22-Apr-13	0	
5	Finalize Draft RFQ	16-May-13	16-May-13	16-May-13	0	
5	Provide Draft RFQ to Legal for approval (NLT 13 days prior to posting on Web Site)	21-May-13	21-May-13	21_May_13	0	
, 7	Finalize RFQ	3-Jun-13	3-Jun-13	3-Jun-13	0	
3	Post RFQ on Web Site	5-Jun-13	5-Jun-13	5-Jun-13	0	
3 Э	Hold Pre-Qualification Conference	20-Jun-13	20-Jun-13	20-Jun-13	0	
, 0	Technical Evaluation Planning Meeting	1-Jul-13	1-Jul-13	1-Jul-13	0	
1	Receive Responses (NLT Wednesday at 5:00 p.m.)	10-Jul-13	10-Jul-13	10-Jul-13	0	
2	Post Notice of Public Meeting (NLT 1 week prior to evaluation meeting)	24-Jul-13	24-Jul-13	24-Jul-13	0	
∠ 3	Pre-Qualification review meeting (if applicable) 2 days after reciept of responces	12-Jul-13	24-Jul-13 12-Jul-13	12-Jul-13	0	
3	re-Quaincation review meeting (if applicable) 2 days after reciept of responces	12-Jul-13	12-Jul-13	12-Jul-13	U	
4	Evaluate Responses (NLT last Friday of month-approx.five weeks prior to selection)	31-Jul-13	31-Jul-13	31-Jul-13	0	
5	Evaluate Responses (Second day of evaluation if necessary)	1-Aug-13	1-Aug-13	1-Aug-13	0	
6	Evaluate Responses (Third day of evaluation if necessary)	2-Aug-13	2-Aug-13	2-Aug-13		
7	Ranking Notification Letters (Tuesday of week prior to selection)	27-Aug-13	27-Aug-13	27-Aug-13	0	
8	Design/Builder Selection by HCAA Board	3-Oct-13	3-Oct-13	3-Oct-13	0	
9	selection)	3-Oct-13	3-Oct-13	3-Oct-13	0	
	Complete Part 1 Negotiation (NLT last Friday of month-approx five weeks prior to					
0	award)	10-Dec-13	10-Dec-13	10-Dec-13	0	
1	Part 1 Agreement Awarded by HCAA Board	9-Jan-14	9-Jan-14	6-Mar-14	(56)	See Summary No. 01
2	Project Kick-off Meeting with Project Team and Consultant	14-Jan-14	14-Jan-14	10-Mar-14	(55)	See Summary No. 01
23	Distribute Project Evaluation Forms to Design-Build Team at Kick-off Meeting	14-Jan-14	14-Jan-14	10-Mar-14	(55)	See Summary No. 01
	Section II	Baseline	Previously	Actual or		
			-			
m	Design & Construction Schedule	Project	Approved	New	Variance	Comments
	Scheduled Item	Project Schedule	Schedule	Schedule		
	Scheduled Item Notice to Proceed Part 1 Agreement	Project Schedule 14-Jan-14	Schedule 14-Jan-14	Schedule	Variance (55)	See Summary No. 01
). 1	Scheduled Item Notice to Proceed Part 1 Agreement Program Verification/Pre-design Review Plans	Project Schedule 14-Jan-14 18-Feb-14	Schedule 14-Jan-14 18-Feb-14	Schedule 10-Mar-14 -	(55)	See Summary No. 01 See Summary No. 01
). <u>2</u>	Scheduled Item Notice to Proceed Part 1 Agreement Program Verification/Pre-design Review Plans 15% Plans Submittal (to be updated after Part 1 is negotiated)	Project Schedule 14-Jan-14 18-Feb-14 25-Mar-14	Schedule 14-Jan-14 18-Feb-14 25-Mar-14	Schedule 10-Mar-14 - 19-May-14	(55) - (55)	See Summary No. 01 See Summary No. 01 See Summary No. 01
). 	Scheduled Item Notice to Proceed Part 1 Agreement Program Verification/Pre-design Review Plans 15% Plans Submittal (to be updated after Part 1 is negotiated) 15% Design Review Team Meeting (to be updated after Part 1 is negotiated)	Project Schedule 14-Jan-14 18-Feb-14 25-Mar-14 1-Apr-14	Schedule 14-Jan-14 18-Feb-14 25-Mar-14 1-Apr-14	Schedule 10-Mar-14 - 19-May-14 26-May-14	(55) - (55) (55)	See Summary No. 01 See Summary No. 01 See Summary No. 01 See Summary No. 01
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5 5 7	Scheduled ItemNotice to Proceed Part 1 AgreementProgram Verification/Pre-design Review Plans15% Plans Submittal (to be updated after Part 1 is negotiated)15% Design Review Team Meeting (to be updated after Part 1 is negotiated)30% Plans Submittal (to be updated after Part 1 is negotiated)30% Plans Submittal (to be updated after Part 1 is negotiated)30% Design Review Team Meeting (to be updated after Part 1 is negotiated)30% Design Review Team Meeting (to be updated after Part 1 is negotiated)	Project Schedule 14-Jan-14 18-Feb-14 25-Mar-14 1-Apr-14 27-May-14 n/a 3-Jun-14	Schedule 14-Jan-14 18-Feb-14 25-Mar-14 1-Apr-14 27-May-14 n/a 3-Jun-14	Schedule 10-Mar-14 19-May-14 26-May-14 17-Jul-14 n/a 24-Jul-14	(55) - (55) (55) (51) - (51)	See Summary No. 01 See Summary No. 01
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Note: 'Major Milestones' shown in bold type

Re-Baseline Requested: Yes [] No [X]

Re-Baseline Approved: Yes [] No []

Aviation Authority Development Program Schedule Data Sheet - Design/Build - Qualifications

	dule Data Sheet - Design/Build - Qualifications	Revised In	itial Baseline Schedule	See
Auth	ority Project Number: 8110 14	Date:	12/18/13	Instructions
Proje	ct Title: Reconstruct Taxiway J and Bridge	Airport:	ТРА	Below
ltem	Section I - Selection Process Schedule		Initial Baseline Project	Days to
No.	Scheduled Item		Scheduled Date	Complete
1	Initiate Design/Build Selection Process (begin RFQ development)		1-Apr-13	Selection -190
2	D/W/MBE Review With DBE Manager		6-Apr-13	10
3	Solicitation - Begin Advertisement (ads typically run on Wednesday, must run for 2 weeks - avoid Holidays)		10-Apr-13	14
4	Risk Management Review		16-Apr-13	20
5	Finalize Draft RFQ		11-May-13	45
6	Provide Draft RFQ to Legal for approval (NLT 13 days prior to posting on Web Site)		16-May-13	50
7	Finalize RFQ		29-May-13	63
8	Post RFQ on Web Site		31-May-13	65
9	Hold Pre-Qualification Conference		15-Jun-13	80
9	Request for Clarification deadline (allow 2-3 weeks after Pre-qual - consider complexity)		6-Jul-13	101
10	Addenda Posted (allow a minimum of 5 business days after request deadline)		20-Jul-13	115
11	Technical Evaluation Planning Meeting		22-Jul-13	117
12	Receive Responses (Perfered by Wednesday at 5:00 p.m.) (allow 10 days after addenda posted)		1-Aug-13	127
14	Pre-Qualification review meeting (if applicable) 2 days after reciept of responces		3-Aug-13	129
13	Post Notice of Public Meeting (NLT 1 week prior to evaluation meeting)		14-Aug-13	140
15	Evaluate Responses (Allow 21 days after receive responces) - month-approx.five weeks prior to selection)		22-Aug-13	148
16	Evaluate Responses (Second day of evaluation if necessary)		23-Aug-13	149
17	Evaluate Responses (Third day of evaluation if necessary)		24-Aug-13	150
18	Ranking Notification Letters (Tuesday of week prior to selection)		24-Sep-13	Selection -9
19	Design/Builder Selection by HCAA Board (minimum of 35 days after ranking)		3-Oct-13	Selection
20	Begin Negotiate of Part 1 Agreement (Typically the afternoon following Board selection)		4-Oct-13	Selection +1
21	Complete Part 1 Negotiation (NLT last Friday of month-approx five weeks prior to award)		30-Jan-14	Board date -35
22	Part 1 Agreement Awarded by HCAA Board		6-Mar-14	Board date
23	Project Kick-off Meeting with Project Team and Consultant		6-Mar-14	Bound duto
	Distribute Project Evaluation Forms to Design-Build Team at Kick-off Meeting		6-Mar-14	
Item	Section II - Design & Construction Schedule		Initial Baseline Project	
No.	Scheduled Item		Scheduled Date	
1	Notice to Proceed Part 1 Agreement		6-Mar-14	
2	Program Verification/Pre-design Review Plans		10-Apr-14	
3	15% Plans Submittal (to be updated after Part 1 is negotiated)		15-May-14	
4 5	15% Design Review Team Meeting (to be updated after Part 1 is negotiated)30% Plans Submittal (to be updated after Part 1 is negotiated)		22-May-14 17-Jul-14	
6	Easement/Ownership Transfer Coordination (if applicable)		n/a	
7	30% Design Review Team Meeting (to be updated after Part 1 is negotiated)		24-Jul-14	
8	60% Plans Submittal (to be updated after Part 1 is negotiated)		18-Sep-14	
9	60% Design Review Team Meeting (to be updated after Part 1 is negotiated)		25-Sep-14	
10	DBE Review With DBE Manager		25-Sep-14	
	Risk Management Review Submit Grant Application to FAA (if applicable)		25-Sep-14 25-Oct-14	
	Part 2 GMP Submittal		23-Oct-14	
	Design Review Team Meeting (Review GMP)		1-Nov-14	
	Complete Negotiation of Part 2 (NLT last Friday of month-approx five weeks prior to award)		17-Nov-14	
	Part 2 Agreement Awarded by HCAA Board		6-Nov-14	
17 18	Permitting (end of design) Notice to Proceed Part 2 Agreement		4-Dec-14 20-Nov-14	
10			20-1107-14	
19	Construction 50% Complete		10-Sep-15	
	Construction 50% Complete Substantial Completion		10-Sep-15 1-Jul-16	
20 21				

Note: 'Major Milestones' shown in bold type

Recommended by: Scott Nesbitt			DC Approved:	December 18, 2013
	Project Director	Date		Date

To use the suggested Days To Complete, start by entering the date of the Selection by HCCA Board, subtract the 185 days to establish your Initiation date and then add the suggested days to determine the subsequent dates. Then input Award date. The form will populate the cells.

Schedule: Checked Baggage System Upgrades and Optimization



Aviation Authority Development Program

Schedule Data Sheet - Design/Build-Qualifications

Authority Project Number: 5991 14

Project Title: Checked Baggage System Upgrades and Optimization - Const.

Revised Schedule No: 2 Date: 03/12/14

Airport: TPA

	Section I	Baseline	Previously	Actual or	Variance	
tem	Selection Process Schedule	Project	Approved	New	(Behind)	
		-			•	Comments
lo.	Scheduled Item	Schedule	Schedule	Schedule	Ahead	Comments
		Linked to Initial Schedule				
_			A	B	(A-B)	
1	Initiate Design/Build Selection Process (begin RFQ development)	27-Nov-13	27-Nov-13	2-Jan-14	(36)	
2	Solicitation - Begin Advertisement (must run for 2 weeks - avoid Holidays)	11-Dec-13	11-Dec-13	7-Feb-14	(58)	
3	Risk Management Review	17-Dec-13	17-Dec-13	4-Feb-14	(49)	
4	Finalize Draft RFQ	11-Jan-14	11-Jan-14	7-Feb-14	(27)	
5	Provide Draft RFQ to Legal for approval (NLT 13 days prior to posting on Web Site)	16-Jan-14	16-Jan-14	7-Feb-14	(22)	
6	D/W/MBE Review With DBE Manager	7-Dec-13	7-Dec-13	11-Feb-14	(66)	
7	Finalize RFQ	29-Jan-14	29-Jan-14	14-Feb-14	(16)	
8	Post RFQ on Web Site	31-Jan-14	31-Jan-14	21-Feb-14	(21)	
9	Hold Pre-Qualification Conference	15-Feb-14	15-Feb-14	7-Mar-14	(20)	
10	Technical Evaluation Planning Meeting	24-Mar-14	24-Mar-14	10-Apr-14	(17)	
11	Receive Responses (NLT Wednesday at 5:00 p.m.)	3-Apr-14	3-Apr-14	14-Apr-14	(11)	
12	Pre-Qualification review meeting (if applicable) 2 days after reciept of responces	5-Apr-14	5-Apr-14	18-Apr-14	(13)	
13	Post Notice of Public Meeting (NLT 1 week prior to evaluation meeting)	16-Apr-14	16-Apr-14	2-May-14	(16)	
14	Evaluate Responses (NLT last Friday of month-approx.five weeks prior to selection)	24-Apr-14	24-Apr-14	12-May-14	(18)	
15	Evaluate Responses (Second day of evaluation if necessary)	25-Apr-14	25-Apr-14	13-May-14	(18)	
16	Evaluate Responses (Third day of evaluation if necessary)	26-Apr-14	26-Apr-14	16-May-14	(20)	
17	Technical Evaluation Committee Interviews	20770114	20770114	14-May-14	0	
18	Technical Evaluation Committee Interviews			15-May-14	0	
19	Ranking Notification Letters (Tuesday of week prior to selection)	27-May-14	27-May-14	27-May-14	0	
20	Design/Builder Selection by HCAA Board	5-Jun-14	5-Jun-14	5-Jun-14	0	
21	selection)	6-Jun-14	6-Jun-14	6-Jun-14	0	
	Complete Part 1 Negotiation (NLT last Friday of month-approx five weeks prior to	0-5011-14	0-5011-14	0-5011-14	0	
22	award)	3-Jul-14	3-Jul-14	3-Jul-14	0	
22 23	Part 1 Agreement Awarded by HCAA Board	7-Aug-14	7-Aug-14	7-Aug-14	0	
23 24	Project Kick-off Meeting with Project Team and Consultant			8-Aug-14	0	
	Distribute Project Evaluation Forms to Design-Build Team at Kick-off Meeting	8-Aug-14	8-Aug-14 8-Aug-14	-	0	
20		8-Aug-14		8-Aug-14	0	
	Section II	Baseline	Previously	Actual or		
	Design 9 Construction Schoolule					Comments
em	Design & Construction Schedule	Project	Approved	New	Variance	
	Scheduled Item	Project Schedule	Approved Schedule	New Schedule	Variance	
).	Scheduled Item	Schedule	Schedule	Schedule	Variance 0	
o. 1	Scheduled Item Notice to Proceed Part 1 Agreement	-		Schedule		
5. 1 2	Scheduled Item	Schedule 18-Aug-14 17-Oct-14	Schedule 18-Aug-14	Schedule 18-Aug-14 17-Oct-14	0 0	
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Note: 'Major Milestones' shown in bold type

Re-Baseline Requested: Yes [] No [X]

Re-Baseline Approved: Yes [] No []

Recommended by:

Project Director

3/12/2014 Date DC Approved: March 12, 2014

Date

Aviation Authority Development Program Schedule Data Sheet - Design/Build - Qualifications

Proje		ort: TPA	Instructions Below
ltem No.	Section I - Selection Process Schedule Scheduled Item	Initial Baseline Project Scheduled Date	Suggested Day to Complete
1	Initiate Design/Build Selection Process (begin RFQ development)	27-Nov-13	Selection -190
2	D/W/MBE Review With DBE Manager	7-Dec-13	10
3	Solicitation - Begin Advertisement (ads typically run on Wednesday, must run for 2 weeks - avoid Holidays)	11-Dec-13	14
4	Risk Management Review	17-Dec-13	20
5	Finalize Draft RFQ	11-Jan-14	45
6	Provide Draft RFQ to Legal for approval (NLT 13 days prior to posting on Web Site)	16-Jan-14	50
7	Finalize RFQ	29-Jan-14	63
8	Post RFQ on Web Site	31-Jan-14	65
9	Hold Pre-Qualification Conference	15-Feb-14	80
9	Request for Clarification deadline (allow 2-3 weeks after Pre-gual - consider complexity)	8-Mar-14	101
10	Addenda Posted (allow a minimum of 5 business days after request deadline)	22-Mar-14	115
11	Technical Evaluation Planning Meeting	24-Mar-14	117
12	Receive Responses (Perfered by Wednesday at 5:00 p.m.) <i>(allow 10 days after addenda posted)</i>	3-Apr-14	127
14	Pre-Qualification review meeting (if applicable) 2 days after reciept of responces	5-Apr-14	129
13	Post Notice of Public Meeting (NLT 1 week prior to evaluation meeting)	16-Apr-14	129
15	Evaluate Responses (Allow 21 days after receive responces) - month-approx.five weeks prior to selection)	24-Apr-14	148
15	Evaluate Responses (Second day of evaluation if necessary)	25-Apr-14	140
17	Evaluate Responses (Third day of evaluation if necessary)	26-Apr-14	149
18	Ranking Notification Letters (Tuesday of week prior to selection)		Selection -9
10 19	Design/Builder Selection by HCAA Board (minimum of 35 days after ranking)	27-May-14 5-Jun-14	Selection -9
-		6-Jun-14	
20	Begin Negotiate of Part 1 Agreement (Typically the afternoon following Board selection)		Selection +1
21	Complete Part 1 Negotiation (NLT last Friday of month-approx five weeks prior to award)	3-Jul-14	Board date -35
22	Part 1 Agreement Awarded by HCAA Board	7-Aug-14	Board date
23	Project Kick-off Meeting with Project Team and Consultant Distribute Project Evaluation Forms to Design-Build Team at Kick-off Meeting	8-Aug-14	
24 em	Section II - Design & Construction Schedule	8-Aug-14	
lo.	Scheduled Item	Scheduled Date	
1	Notice to Proceed Part 1 Agreement	18-Aug-14	
2	Program Verification/Pre-design Review Plans	n/a	
3	15% Plans Submittal (to be updated after Part 1 is negotiated)	n/a	
4	15% Design Review Team Meeting (to be updated after Part 1 is negotiated)	n/a	
5	30% Plans Review/Validation (to be updated after Part 1 is negotiated)	17-Oct-14	
7	30% Design Review/Validation Team Meeting (to be updated after Part 1 is negotiated)	24-Oct-14	
8	70% Plans Submittal (to be updated after Part 1 is negotiated)	15-Jan-15	
9	70% Design Review Team Meeting w/TSA (to be updated after Part 1 is negotiated)	5-Feb-15	-
10	DBE Review With DBE Manager	10-Feb-15	-
11	Risk Management Review	10-Feb-15	
	90% Plans Submittal (to be updated after Part 1 is negotiated)	23-Apr-15	
12 13			
	90% Design Review Team Meeting w/TSA (to be updated after Part 1 is negotiated) Part 2 GMP Submittal	27-May-15 24-Jul-15	
14			
15	Design Review Team Meeting w/TSA (Review GMP)	29-Jul-15	1
16	Complete Negotiation of Part 2 (NLT last Friday of month-approx five weeks prior to award)	5-Aug-15	
17	100% Plans Submittal (to be updated after Part 1 is negotiated)	19-Aug-15	
18	100% Design Review Team Meeting w/TSA (to be updated after Part 1 is negotiated)	28-Aug-15	1
19 00	Part 2 Agreement Awarded by HCAA Board	<u>3-Sep-15</u>	1
20	Permitting	TBD	1
21	TSA Final Approval	17-Nov-15	
22	Notice to Proceed Part 2 Agreement	19-Nov-15	
	Construction 50% Complete	3-Nov-16	
		04.0.47	
23 24 25	Substantial Completion Issue Completed Project Evaluation Forms to Design-Build Team (30 days after substantial completion)	21-Sep-17 21-Oct-17	-

Initial Baseline Schedule

See

26	Close Out Complete (Standard for P&D projects is 210 days, typical for Maintenance and ITS projects is 120 days.)	19-Jan-18

Note: 'Major Milestones' shown in bold type

Recommended by:			DC Approved:	February 12, 2014
	Project Director	Date		Date

To use the automated form simply input the Board Selection date and the appropriate Award date, the form will populate the cells. To use the suggested Days To complete the form, start by clearing the formulas entering the date of the Board Selection, subtract the 190 days to establish your Initiation date and then add the suggested days to determine the subsequent dates.



Hillsborough County Aviation Authority PO Box 22287 Tampa, FL 33622 Telephone: 813-870-8700

E-Verify Certification

Solicitation No. 13-411-021 Program Management Consultant

This certification is required in accordance with the State of Florida, Office of the Governor, Executive Order Number 11-116 (Verification of Employment Status).

The State of Florida, Office of the Governor, Executive Order Number 11-116 (Verification of Employment Status), and any projects with Florida Department of Transportation (FDOT) funding as part of a Joint Participation Agreement between FDOT and the Authority, require, as a condition of all contracts for the provision of goods or services, an express requirement that contractors utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the contractor during the term of the contract, and an express requirement that contractors include in subcontracts the requirement that subcontractors performing work or providing services pursuant to the contract utilize the E-Verify system to verify the employment eligibility of all new employment to the contract utilize the E-Verify system to verify the employment eligibility of all new employees hired by the subcontractor during the contract term.

Company:	FID or EIN No.:
Address:	City/State/Zip:
	, as a representative of, company will comply with the E-Verification requirements of Executive
Order Number 11-116.	
Signature	Title
Printed Name	Date

[Affix Corporate Resolution if not signed by the President or Vice President of the Company]