

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 – AGREEMENT ADMINISTRATION

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

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 – TIME

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

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 –OWNER’S RIGHT TO PERFORM AUDITS, INSPECTIONS, OR ATTESTATION ENGAGEMENTS

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.

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 Workers' Compensation / Employer's Liability

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

| | |
|-------------------------|--------------|
| 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. Environmental Impairment (Pollution) Liability

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. Crime Policy Endorsement

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 – CONFLICT OF INTEREST

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 – SUSPENSION OF WORK

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.

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 - NON-DISCRIMINATION

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 sub-articles 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 – WOMAN AND MINORITY OWNED BUSINESS ENTERPRISE (W/MBE) ASSURANCES

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 – PROHIBITION AGAINST CONTRACTING WITH SCRUTINIZED COMPANIES

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 – E-VERIFY REQUIREMENT

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 and will require that their subcontractors 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 hereto have set their hands and corporate seals by their proper officers, duly authorized 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 _____

COUNTY OF _____

The foregoing instrument was acknowledged before me this ____ day of _____, 20__,
by _____ in the capacity of _____,

of _____ a _____,
(Name of organization or company, if any) (Corporation / Partnership / Sole Proprietor / Other)

on _____ behalf. _____
(Its / His / Her) (They are / He is / She is) (Personally known to me /not personally known to me)

_____ and _____ take an oath.
and has produced the following document of identification) (they / he / she) (did / did not)

(Seal of Notary)

Signature of Notary

By the Owner this _____ day of _____, 20_____.

HILLSBOROUGH 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

LEGAL FORM APPROVED:

By: _____

Attorney for the Authority

Notary for Hillsborough County Aviation Authority

**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



ORIGINAL

FEE PROPOSAL



Hartsfield-Jackson Atlanta International Airport



Seattle-Tacoma International Airport



Hartsfield-Jackson Atlanta International Airport



Seattle-Tacoma International Airport

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





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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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 |
| | Structural/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 |

Derivation of proposed Jacobs Billing Multiplier

**Jacobs
Multiplier
Build-up:
At-Site**

Jacobs NAI(North American Infrastructure). See attached letter from Jacobs' CPA Firm Cleary Government Services, LLC. for NAI's FAR Rates.

| | Pro-Forma |
|---|-------------|
| Estimated average hourly rate--bare labor | \$50.00 |
| Audited FAR Multiplier (At-Site) | 1.9185 |
| Fully Burdened w/o profit | \$95.93 |
| Estimated number of FTE's At-Site | 13 |
| Hours per year | 1,960 |
| Total Hours | 25,480 |
| Total Bare Labor Cost | \$1,274,000 |
| Total Labor Cost at CACO Multiplier | \$2,444,169 |
| TDY | \$171,600 |
| Relocation | \$31,200 |
| Computer/misc \$2,000/fte | \$26,000 |
| Exec direct charged time | \$61,923 |
| Total Direct Reclassified as Indirect | \$290,723 |
| Total Cost | \$2,734,892 |
| Proposed Billing Multiplier (At-Site) | 2.147 |

| raw | fringe | G&A | U&O | Multiplier (At-Site) |
|-----|--------|--------|-----|--|
| 1.0 | 0.265 | 0.6535 | 0 = | 1.9185 (i.e. 1.00 for raw labor + 0.9477 for the 94.77%) |

The Audited Multiplier is predicated on the cost classifications (i.e. classified as either direct or indirect) contained in Jacobs' government-approved Disclosure Statement.

When a particular client RFP/Contract indicates a cost classification system that is different than our Disclosure Statement, Jacobs proposes a multiplier that is tailored to the RFP. The tailoring process begins with the audited multiplier and then adjusts for the differences in direct/indirect classification.

The estimated costs at left would normally be direct-charged per Jacobs NAI's Disclosure Statement. They will instead be recovered through the proposed augmented Proposed Billing Multiplier.

| |
|---------------------------|
| 2.147 |
| (1.00) deduct raw |
| 1.1467 Augmented Overhead |
| 114.67% |

**Jacobs
Multiplier:
At-Office**

| | raw | fringe | G&A | U&O | Multiplier (At-Office) |
|------------------------------------|-----|--------|--------|----------|--|
| Audited FAR Multiplier (At-Office) | 1.0 | 0.265 | 0.6535 | 0.2316 = | 2.1501 (i.e. 1.00 for raw labor + 1.11843 for the 118.43%) |
| | | | | | (1.00) deduct raw |
| | | | | | 1.1501 Overhead |
| | | | | | 115.01% |

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.

Audited Statements included in original price proposal,
submitted March 14, 2014.

2.0

Rates & Audited Statements:
Subcontractors



2.1

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 | | |
| Administrative 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 Rate (\$/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 |

Audited Statements included in original price proposal,
submitted March 14, 2014.

2.2

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 :

| Employee | Position | Raw Salary 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,

Beth Funk
 Chief Financial Officer

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 |

Audited Statements included in original price proposal,
submitted March 14, 2014.

2.3

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 | \$ 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.

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

RATES: American Infrastructure Development, Inc.

| Name | Job Title | Raw Rate (\$/hour) | FAR Audited Overhead (\$/hr) | Profit (\$/hour) | Hourly Billing Rate (\$/hr) | Billing Multiplier |
|---------------------|---------------------------|--------------------|------------------------------|------------------|-----------------------------|--------------------|
| | | | 163.64% | 10% | | |
| Sabina C. Mohammadi | Principal | \$ 71.12 | \$ 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 | \$ 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 | \$ 66.08 | \$ 10.65 | \$ 117.10 | 2.90 |
| Elton Smith | Engineer | \$ 34.62 | \$ 56.64 | \$ 9.13 | \$ 100.39 | 2.90 |
| Justin Tyler | Sr. Designer | \$ 28.85 | \$ 47.21 | \$ 7.61 | \$ 83.67 | 2.90 |
| Barbara Severs | Administration | \$ 24.04 | \$ 39.34 | \$ 6.34 | \$ 69.72 | 2.90 |

Audited Statements included in original price proposal,
submitted March 14, 2014.

2.4

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**

**TIERRA, INC 2014
UNIT FEE
SCHEDULE**

Loaded Billing Rate Calculations

From FDOT Kell Letter

| | |
|--------------------------|------------------------|
| 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 Multiplier |

Notes

Unloaded Rates derived from Tierra Certified Wage Form

| ENGINEERING AND TECHNICAL 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 Name: 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 | | | | |
| Project Manager | 5 | Principal Geotechnical Engineer | Larry P. Moore | \$60.10 | \$60.10 | |
| | | Work Activities: Perform Geotechnical Engineering in support of the project | | | | |
| Engineer | 5 | Senior Engineer | Kevin Lo | \$57.69 | \$55.29 | |
| Engineer | 5 | Senior Engineer | Kevin Scott | \$52.88 | | |
| | | Work Activities: Provide support geotechnical engineering services | | | | |
| Engineer | 4 | Professional Engineer - Geotechnical Eng | Erick Frederick | \$43.27 | \$43.99 | |
| Engineer | 4 | Professional Engineer - Geotechnical Eng | Marc Novak | \$44.71 | | |
| | | Work Activities: Provide support geotechnical engineering services | | | | |
| Engineer | 3 | Professional Engineer - Engineer | Joseph Antinori | \$35.58 | \$34.62 | |
| Engineer | 3 | Professional Engineer - Engineer | Jon Meade | \$33.68 | | |
| | | Work Activities: Provide support geotechnical engineering services | | | | |
| Engineer | 2 | Staff Engineer - Engineering Intern | Kevin Stone | \$28.67 | \$27.34 | |
| Engineer | 2 | Staff Engineer - Engineering Intern | Thomas Musgrave | \$26.00 | | |
| | | Work Activities: Provide support contamination engineering screening and laboratory testing | | | | |
| Environmental Scientist | 4 | Chief Env Scientist - Chief Scientist | Manuel Valdes | \$43.27 | \$48.56 | |
| Environmental Scientist | 4 | Chief Env Scientist - Chief Scientist | Donald Polanis | \$53.85 | | |
| | | Work Activities: Provide Field support for geotechnical services | | | | |
| Field Technician | 5 | Field Operation Supervisors - Sr Field Technician | Jeff Berg | \$25.00 | \$25.00 | |
| | | Work Activities: Provide Field support for geotechnical services | | | | |
| Field Technician | 4 | Senior Field Technician - Engineering Technician | Dimitrios Silas | \$23.00 | \$22.50 | |
| Field Technician | 4 | Senior Field Technician - Engineering Technician | Matt Crawford | \$22.00 | | |
| | | Work Activities: Provide support contamination engineering screening | | | | |
| Environmental Scientist | 3 | Sr Environmental Scientist - Sr Scientist | Clare Kramer | \$33.65 | \$33.65 | |
| Environmental Scientist | 3 | Sr Environmental Scientist - Sr Scientist | Chris Garth | \$33.65 | | |
| | | Work Activities: Provide support CADD Work | | | | |
| CADD Designer | 5 | Auto CADD 3D - Designer | Susanne Webb | \$23.00 | \$25.75 | |
| CADD Designer | 5 | Micro-Station - Designer | Brian Sawaska | \$28.50 | | |
| | | Work Activities: Provide support administrative work | | | | |
| Administrative | 4 | Administrative Coordinator | Ashley Arnold | \$24.04 | \$24.04 | |

I certify that the above information is current and accurate as of this date.

Henri V. Jean, PE, EVP 6-Feb-14
Print Name Date



Signature 6-Feb-14
Date

| | |
|---------------------------------------|---------|
| OVERHEAD: | 172.48% |
| OPERATING MARGIN: | 30% |
| FCCM (Facilities Capital Cost Money): | 2.029% |
| EXPENSES: | 8.35% |

Audited Statements included in original price proposal,
submitted March 14, 2014.

2.5

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 Rate (\$/hour) | FAR Audited Overhead (\$/hr) | Profit (\$/hour) | Hourly 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 Personnel - based on Home Office Overhead: | | | | | | | 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 | | | | |
| CEI Personnel - based on Field Office Overhead: | | | | | | | 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 | | | | |
| Distel, Matthew | CEI-Contract Support Specialist | \$ 30.00 | \$ 32.36 | \$ 6.24 | \$ 68.59 | 2.286 | | | | |
| Hinkle, Deane | CEI-Contract Support Specialist | \$ 34.80 | \$ 37.53 | \$ 7.23 | \$ 79.56 | 2.286 | | | | |
| Miller, Donald | CEI-Senior Inspector | \$ 30.82 | \$ 33.24 | \$ 6.41 | \$ 70.47 | 2.286 | | | | |
| Morgado, Stoney | CEI-Senior Inspector | \$ 30.52 | \$ 32.92 | \$ 6.34 | \$ 69.78 | 2.286 | | | | |
| Norwood, Cliff | CEI-Senior Inspector | \$ 28.80 | \$ 31.06 | \$ 5.99 | \$ 65.85 | 2.286 | | | | |
| Wilson, J. Douglas | CEI-Senior Inspector | \$ 26.00 | \$ 28.04 | \$ 5.40 | \$ 59.45 | 2.286 | | | | |
| Mobley, John | CEI-Inspector | \$ 23.08 | \$ 24.89 | \$ 4.80 | \$ 52.77 | 2.286 | | | | |
| Rader, Dave | CEI-Inspector | \$ 24.94 | \$ 26.90 | \$ 5.18 | \$ 57.02 | 2.286 | | | | |
| Solanki, Jayesh | CEI-Inspector | \$ 25.41 | \$ 27.40 | \$ 5.28 | \$ 58.10 | 2.286 | | | | |
| Stanley, Betty | CEI-Inspector | \$ 25.00 | \$ 26.96 | \$ 5.20 | \$ 57.16 | 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.

Audited Statements included in original price proposal,
submitted March 14, 2014.

2.6

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:

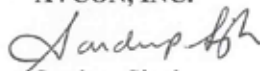
As you requested in your email on March 18, and based on direction from HCAA we have revised our billing rates in accordance with the maximum multiplier of 3.0. Please find those rates attached to this letter. Also, as requested, please find below the current actual salary information. Please note that 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.


Sandeep Singh
President

SS: jc
Enclosure (billing rates)

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

RATES: AVCON, Inc.

AVCON, INC.

| Name | Job Title | Raw Rate (\$/hour) | FAR Audited Overhead (\$/hr) | Profit (\$/hour) | Hourly Billing Rate (\$/hr) | Billing Multiplier (3.0 max, per 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 | | | | | |
| | | | | | | |

Audited Statements included in original price proposal,
submitted March 14, 2014.

3.0

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
2. 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 4 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.

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

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.
2. 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.

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

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.

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

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.

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

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'.

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

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.

1. 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

1. 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

1. 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.
2. 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.

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

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.



PROLOG ▶ Sky

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

**Focus on Delivering
Projects Instead
of Managing IT
Overhead**



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.

- ▶ 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



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 Versus Managed Host

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

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

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

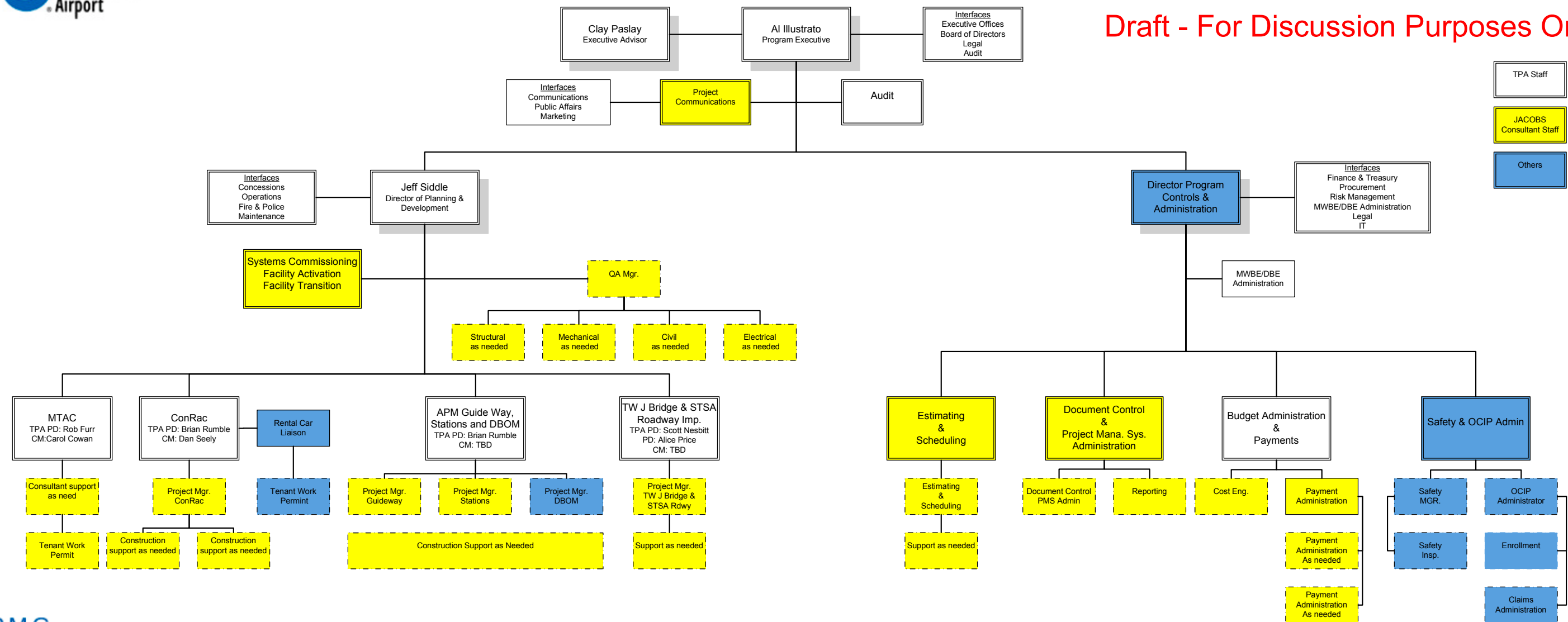
(916) 294 2000
(916) 294 2001 fax
(800) 850 2660
www.meridiansystems.com
sales@meridiansystems.com

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Tampa International Airport Phase I Master Plan Program Management Organization

Draft - For Discussion Purposes Only



March 6, 2014 – V-5

4.0

Proposal Fee for Full Contract: Summary



Tampa International Airport Phase I Master Plan Program Tampa, FL

| Program Element (Budget Cost) | | | | | | | |
|--------------------------------------|-------------------------------|---------------------|-------------------------------|-------------------------|-----------------------------|--------------------------------|----------------------|
| | Terminal Redevelopment | ConRAC | Automated People Mover | Taxiway J Bridge | Roadway Improvements | Baggage 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 |

5.0

Proposal Fee for Full Contract:
Detailed Breakdown



Tampa International Airport
Phase I Master Plan Program
Tampa, FL

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

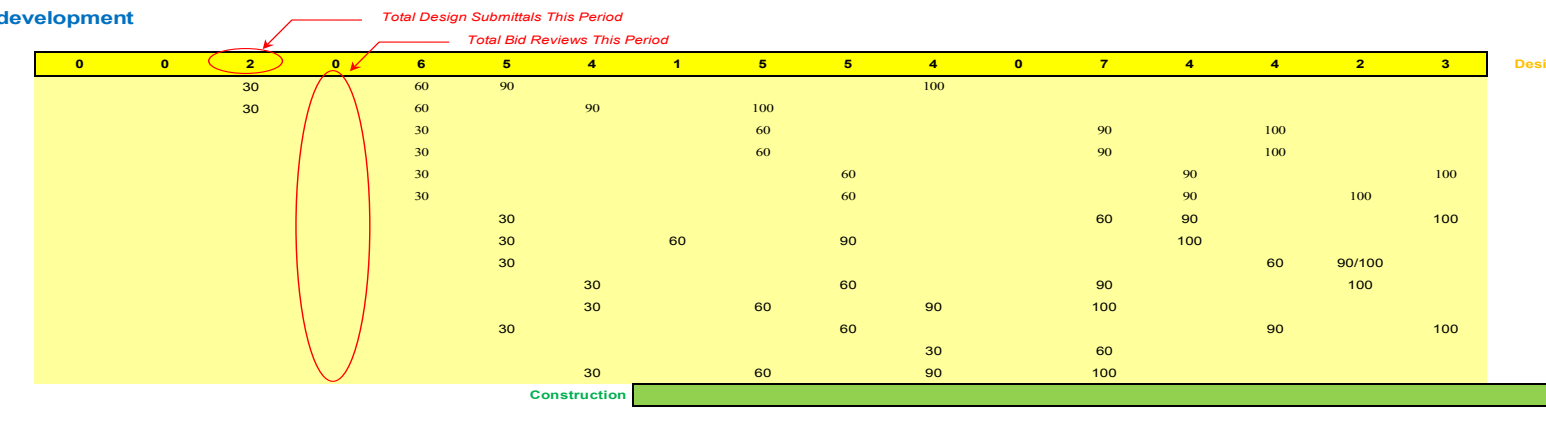
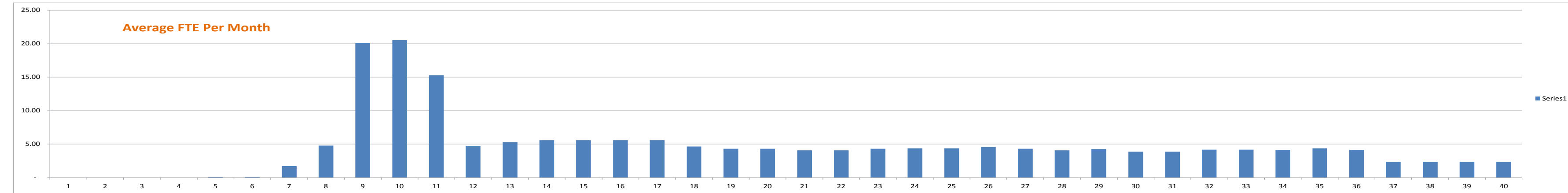


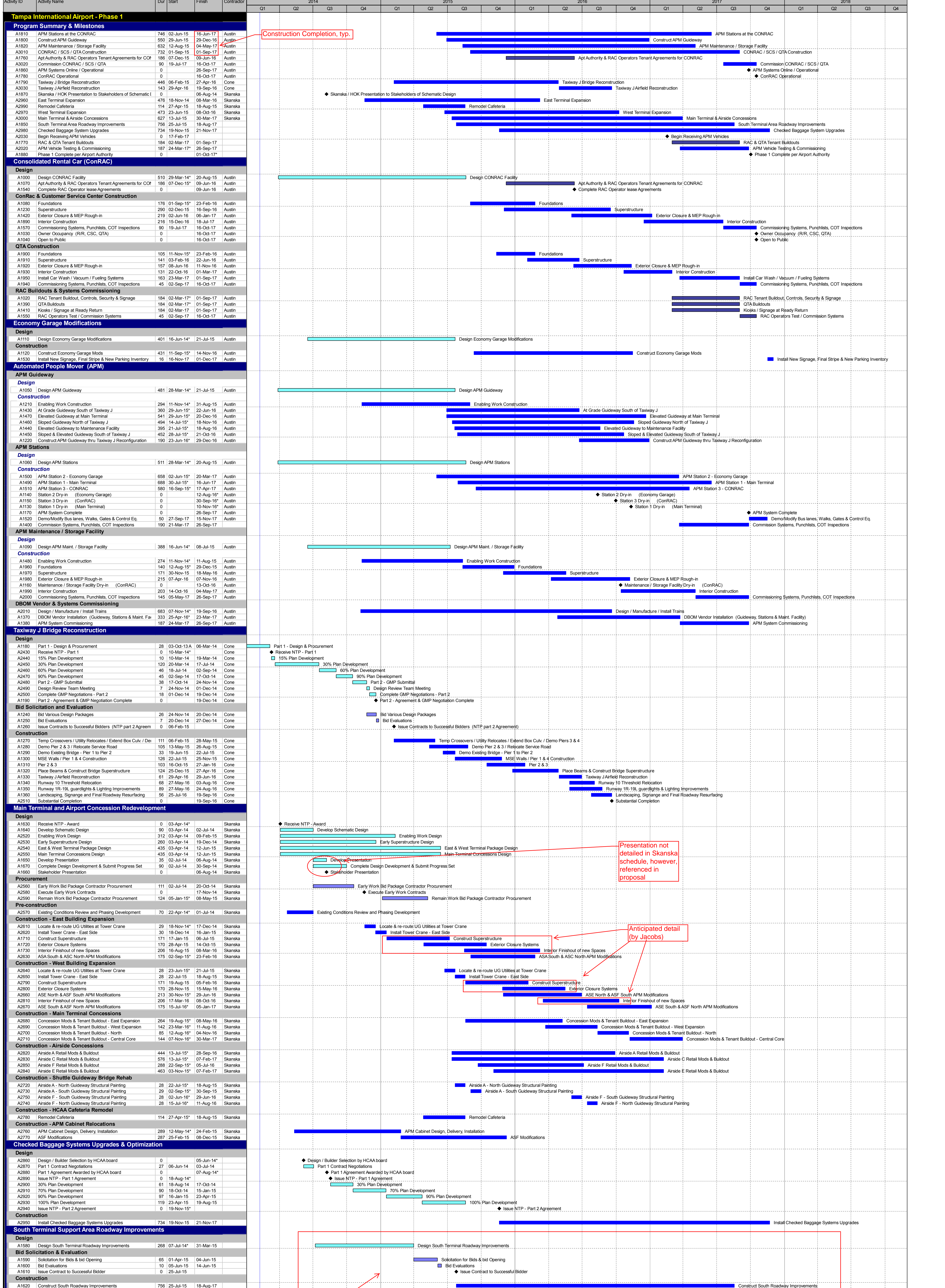
Table with columns for years (2014-2019) and months, and rows for labor categories (Project Executive, Project Manager, etc.) and a Labor Subtotal row. Includes Total Hours and Total Dollars columns.



6.0

Project Master Schedule





7.0

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



| Activity Name | Dur | Start | Finish | 2014 | | | 2015 | | | 2016 | | | | 2017 | | | |
|--|-----|-----------|-----------|------|----|----|------|----|----|------|----|----|----|------|----|----|----|
| | | | | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 |
| 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 | ■ | ■ | | | | | | | | | | | | |
| 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 | | ■ | ■ | ■ | ■ | | | | | | | | | |
| CONRAC Ready/Return Design | 301 | 13-Jun-14 | 20-Aug-15 | | ■ | ■ | ■ | ■ | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | | |
| Enabling Work Construction Summary | 204 | 10-Nov-14 | 31-Aug-15 | | | | | ■ | ■ | ■ | | | | | | | |
| Site Improvements | 600 | 10-Nov-14 | 27-Mar-17 | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | |
| APM Guideway Construction Summary | 375 | 29-Jun-15 | 20-Dec-16 | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | |
| APM Stations Construction Summary | 488 | 15-Jul-15 | 16-Jun-17 | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | |
| 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 | | | | | | | | | | | | | ◆ | |

02-27-14 Austin Part 1 Fee Proposal FINAL CONRAC-APM Page 40 of 674

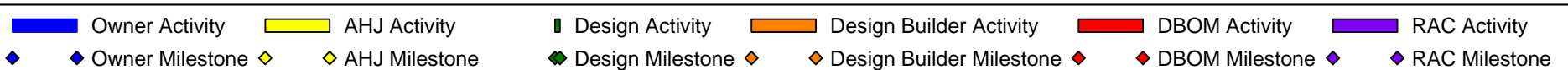
■ Remaining Work
 ■ Owner Activity
 ■ AHJ Activity
 ■ Design Activity
 ■ Design Builder Activity
 ■ DBOM Activity
 ■ RAC Activity
◆ Milestone
 ◆ Owner Milestone
 ◆ AHJ Milestone
 ◆ Design Milestone
 ◆ Design Builder Milestone
 ◆ DBOM Milestone
 ◆ RAC Milestone



| Activity Name | Dur | Start | Finish | 2014 | | | | 2015 | | | | 2016 | | | | 2017 | | | |
|---|-----|------------|------------|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|--|
| | | | | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | |
| Design/Build Program | | | | | | | | | | | | | | | | | | | |
| Design Builder - Mobilization of Design Phase | | | | | | | | | | | | | | | | | | | |
| Board Approval of Part 1 Agreement | 1 | 10-Mar-14* | 10-Mar-14 | | | | | | | | | | | | | | | | |
| HCAA Issue Executed Part 1 Agreement and NTP | 1 | 11-Mar-14 | 11-Mar-14 | | | | | | | | | | | | | | | | |
| Execute Agreement (Design Builder + Prime Designer) | 5 | 12-Mar-14 | 18-Mar-14 | | | | | | | | | | | | | | | | |
| Execute Agreement (Prime Designer + Subconsultants) | 5 | 19-Mar-14 | 25-Mar-14 | | | | | | | | | | | | | | | | |
| Kick-Off Meeting with HCAA + DB Team | 1 | 26-Mar-14 | 26-Mar-14 | | | | | | | | | | | | | | | | |
| Kick-Off Meeting with DB + DB Team | 1 | 27-Mar-14 | 27-Mar-14 | | | | | | | | | | | | | | | | |
| Part 1 Design Schedule Finalized | 3 | 28-Mar-14 | 01-Apr-14 | | | | | | | | | | | | | | | | |
| Site Investigations | | | | | | | | | | | | | | | | | | | |
| Site Survey | 38 | 02-Apr-14 | 23-May-14 | ■ | | | | | | | | | | | | | | | |
| Geotechnical Investigations | 38 | 02-Apr-14 | 23-May-14 | ■ | | | | | | | | | | | | | | | |
| 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 | | | ■ | | | | | | | | | | | | | |
| Utility Locate - APM Stations (based on completed SD 30%) | 29 | 19-Sep-14 | 29-Oct-14 | | | ■ | | | | | | | | | | | | | |
| Utility Locate - APM Maint. Facility (based on completed SD 30%) | 20 | 19-Sep-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 | | | | | ■ | | | | | | | | | | | |
| 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 | | | | | ■ | | | | | | | | | | | |
| Pilot Hole Boring Prog. - Econ. Garage (APM Connector) (based on DD) | 20 | 29-Jan-15 | 25-Feb-15 | | | | | ■ | | | | | | | | | | | |
| Utility Locate - CONRAC (Where Early Access is not Available) | 30 | 01-Sep-15 | 13-Oct-15 | | | | | | | | ■ | | | | | | | | |
| Pilot Hole Boring Prog. - CONRAC (Where Early Access is not Available) | 30 | 01-Sep-15 | 13-Oct-15 | | | | | | | | ■ | | | | | | | | |
| MP 2012 Evaluation + 15% Conceptual Design for APM/CONRAC Program | | | | | | | | | | | | | | | | | | | |
| 15% Conceptual Design | | | | | | | | | | | | | | | | | | | |
| 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 | | 13-Jun-14 | ◆ | | | | | | | | | | | | | | | |
| Enabling Work 15% Concept Design Recs HCAA Review | 12 | 16-Jun-14 | 01-Jul-14 | ■ | | | | | | | | | | | | | | | |
| Enabling Work 15% Concept Design Internal QC Review | 12 | 16-Jun-14 | 01-Jul-14 | ■ | | | | | | | | | | | | | | | |
| Support Roadway Improvements | | | | | | | | | | | | | | | | | | | |
| 15% Conceptual Design | | | | | | | | | | | | | | | | | | | |
| Roadway Improvements Evaluate Master Plan/15 % Conceptual Design | 55 | 28-Mar-14 | 13-Jun-14 | ■ | | | | | | | | | | | | | | | |
| Roadway Improvements 15% Conceptual Design Submission | 0 | | 13-Jun-14 | ◆ | | | | | | | | | | | | | | | |
| Roadway Improvements 15% Conceptual Design HCAA Review | 10 | 16-Jun-14 | 27-Jun-14 | ■ | | | | | | | | | | | | | | | |
| Roadway Improvements 15% Conceptual Design Internal QC Review | 10 | 16-Jun-14 | 27-Jun-14 | ■ | | | | | | | | | | | | | | | |
| Roadway Improvements Incorporate HCAA Comments | 20 | 16-Jun-14 | 14-Jul-14 | ■ | | | | | | | | | | | | | | | |
| Roadway Improvements Final 15% Conceptual Design Criteria Submission | 0 | | 15-Jul-14 | ◆ | | | | | | | | | | | | | | | |
| Enabling Work | | | | | | | | | | | | | | | | | | | |
| Enabling Work Design | | | | | | | | | | | | | | | | | | | |
| 30% Schematic Design | | | | | | | | | | | | | | | | | | | |
| 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 | 44 | 16-Jun-14 | 15-Aug-14 | ■ | | | | | | | | | | | | | | | |
| Utility Relocations 30% Schematic Design | 44 | 16-Jun-14 | 15-Aug-14 | ■ | | | | | | | | | | | | | | | |
| Enabling Work 30% Schematic Design Submission | 0 | | 15-Aug-14 | ◆ | | | | | | | | | | | | | | | |
| 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* | ◆ | | | | | | | | | | | | | | | |
| Enabling Work Part 2 - Execute Agreement/NTP | 0 | | 07-Nov-14 | ◆ | | | | | | | | | | | | | | | |
| Enabling Work Construction Summary | | | | | | | | | | | | | | | | | | | |
| Enabling Work - Design Build - RAC Maint. Facilities | 204 | 10-Nov-14 | 31-Aug-15 | | | | | ■ | | | | | | | | | | | |
| Enabling Work - Design Build - RAC Vehicle Storage | 204 | 10-Nov-14 | 31-Aug-15 | | | | | ■ | | | | | | | | | | | |
| Enabling Work - Design Build - Wetlands/Environmental | 204 | 10-Nov-14 | 31-Aug-15 | | | | | ■ | | | | | | | | | | | |
| Enabling Work - Design Build - Quad Decks Demolition/Reinforcement | 204 | 10-Nov-14 | 31-Aug-15 | | | | | ■ | | | | | | | | | | | |
| 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 | | | | | ■ | | | | | | | | | | | |
| Automated People Mover System - DBOM | | | | | | | | | | | | | | | | | | | |
| DBOM Selection + Award | | | | | | | | | | | | | | | | | | | |
| DBOM Design Criteria Documents | 55 | 28-Mar-14 | 13-Jun-14 | ■ | | | | | | | | | | | | | | | |
| DBOM Design Criteria HCAA Review + Incorporate Comments | 20 | 12-Jun-14 | 10-Jul-14 | ■ | | | | | | | | | | | | | | | |
| Advertise DBOM Design Bid | 0 | | 25-Jun-14 | ◆ | | | | | | | | | | | | | | | |
| DBOM Bid Period | 40 | 11-Jul-14 | 05-Sep-14 | ■ | | | | | | | | | | | | | | | |
| DBOM Bid Receipt | 0 | | 05-Sep-14 | ◆ | | | | | | | | | | | | | | | |
| DBOM Bid Evaluation + Board Recommendation | 19 | 08-Sep-14 | 02-Oct-14 | ■ | | | | | | | | | | | | | | | |
| Board Approval of DBOM Contractor | 0 | | 06-Nov-14* | ◆ | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | | | | |
| DBOM Upfit At Grade Guideway South of Taxiway J | 80 | 27-Apr-16 | 18-Aug-16 | | | | | | | | | ■ | | | | | | | |
| DBOM Upfit Elevated Guideway to Maintenance Facility | 80 | 30-Jun-16 | 21-Oct-16 | | | | | | | | | ■ | | | | | | | |
| DBOM Upfit Sloped & Elevated Guideway South of Taxiway J | 80 | 12-Aug-16 | 06-Dec-16 | | | | | | | | | ■ | | | | | | | |
| DBOM Upfit Sloped Guideway North of Taxiway J | 100 | 26-Sep-16 | 17-Feb-17 | | | | | | | | | ■ | | | | | | | |
| DBOM Upfit Elevated Guideway at Main Terminal | 100 | 24-Oct-16 | 17-Mar-17 | | | | | | | | | ■ | | | | | | | |
| DBOM Upfit Guideway Taxiway J Reconstruction | 61 | 30-Dec-16 | 27-Mar-17 | | | | | | | | | ■ | | | | | | | |
| All APM Sections Available for Testing | 0 | | 27-Mar-17 | | | | | | | | | ◆ | | | | | | | |
| DBOM Upfit Guideway Testing and Commissioning | 130 | 28-Mar-17 | 28-Sep-17 | | | | | | | | | ■ | | | | | | | |
| Owner Occupancy | 0 | | 28-Sep-17 | | | | | | | | | ◆ | | | | | | | |
| DBOM APM Stations Upfit | | | | | | | | | | | | | | | | | | | |
| APM Equipment Room Buildout APM Station Economy Garage | 100 | 15-Aug-16 | 09-Jan-17 | | | | | | | | | ■ | | | | | | | |
| APM Equipment Room Buildout Station at CONRAC Ready/Return | 100 | 03-Oct-16 | 24-Feb-17 | | | | | | | | | ■ | | | | | | | |
| APM Equipment Room Buildout APM Station Main Terminal | 90 | 11-Nov-16 | 23-Mar-17 | | | | | | | | | ■ | | | | | | | |
| APM Train Testing and Commissioning | 130 | 28-Mar-17 | 28-Sep-17 | | | | | | | | | ■ | | | | | | | |
| Owner Occupancy | 0 | | 28-Sep-17 | | | | | | | | | ◆ | | | | | | | |
| DBOM Maintenance Facility Upfit + Central Control Center | | | | | | | | | | | | | | | | | | | |
| APM Equipment Installations Maint/Storage + Central Control Center | 110 | 03-Nov-16 | 12-Apr-17 | | | | | | | | | ■ | | | | | | | |
| APM Train Testing, Commissioning, Certification & Owner Acceptance | 130 | 13-Apr-17 | 16-Oct-17 | | | | | | | | | ■ | | | | | | | |
| Owner Occupancy | 0 | | 16-Oct-17 | | | | | | | | | ◆ | | | | | | | |

■ Owner Activity
 ■ AHJ Activity
 ■ Design Activity
 ■ Design Builder Activity
 ■ DBOM Activity
 ■ RAC Activity
◆ Owner Milestone
◆ AHJ Milestone
◆ Design Milestone
◆ Design Builder Milestone
◆ DBOM Milestone
◆ RAC Milestone

| Activity Name | Dur | Start | Finish | 2014 | | | 2015 | | | | 2016 | | | | 2017 | | | |
|--|-----|------------|------------|------|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
| | | | | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| APM Guideway | | | | | | | | | | | | | | | | | | |
| APM Guideway Design and Procurement | | | | | | | | | | | | | | | | | | |
| 15% Conceptual Design | | | | | | | | | | | | | | | | | | |
| APM Guideway Evaluation of MP + 15% Concept Design | 55 | 28-Mar-14* | 13-Jun-14 | | | | | | | | | | | | | | | |
| APM Guideway 15% Concept Design Submission | 0 | | 13-Jun-14 | | | | | | | | | | | | | | | |
| APM Guideway 15% Concept Design HCAA Review | 10 | 16-Jun-14 | 27-Jun-14 | | | | | | | | | | | | | | | |
| APM Guideway 15% Concept Design Internal QC Review | 10 | 16-Jun-14 | 27-Jun-14 | | | | | | | | | | | | | | | |
| APM Guideway Cost Estimate Based on 15% Concept Design | 20 | 16-Jun-14 | 14-Jul-14 | | | | | | | | | | | | | | | |
| 30% Schematic Design | | | | | | | | | | | | | | | | | | |
| APM Guideway 30% Schematic Design | 68 | 13-Jun-14 | 18-Sep-14 | | | | | | | | | | | | | | | |
| APM Guideway 30% Schematic Design Submission | 0 | | 18-Sep-14 | | | | | | | | | | | | | | | |
| APM Guideway 30% Schematic Design HCAA Review | 10 | 19-Sep-14 | 02-Oct-14 | | | | | | | | | | | | | | | |
| APM Guideway 30% SD Internal QC Review | 10 | 19-Sep-14 | 02-Oct-14 | | | | | | | | | | | | | | | |
| APM Guideway Cost Estimate Based on 30% Schematic Design | 20 | 19-Sep-14 | 16-Oct-14 | | | | | | | | | | | | | | | |
| 60% Design Development | | | | | | | | | | | | | | | | | | |
| APM Guideway 60% Design Development | 90 | 18-Sep-14 | 28-Jan-15 | | | | | | | | | | | | | | | |
| APM Guideway 60% Design Development Submission | 0 | | 28-Jan-15 | | | | | | | | | | | | | | | |
| APM Guideway 60% Design Development HCAA Review | 10 | 29-Jan-15 | 11-Feb-15 | | | | | | | | | | | | | | | |
| APM Guideway 60% DD Internal QC Review | 10 | 29-Jan-15 | 11-Feb-15 | | | | | | | | | | | | | | | |
| APM Guideway 60% DD GMP Preparation + Recommendation to Board | 45 | 29-Jan-15 | 01-Apr-15 | | | | | | | | | | | | | | | |
| Board Approval of Part 2 Agreement for APM Guideway | 0 | | 07-May-15* | | | | | | | | | | | | | | | |
| APM Guideway Part 2 - Execute Agreement/NTP | 0 | | 08-May-15 | | | | | | | | | | | | | | | |
| 90% Construction Documents | | | | | | | | | | | | | | | | | | |
| APM Guideway 90% Construction Documents | 59 | 28-Jan-15 | 20-Apr-15 | | | | | | | | | | | | | | | |
| APM Guideway 90% Construction Documents Submission | 0 | | 20-Apr-15 | | | | | | | | | | | | | | | |
| APM Guideway Plan Review Submission to COT | 0 | | 20-Apr-15 | | | | | | | | | | | | | | | |
| APM Guideway 90% Construction Documents HCAA Review | 10 | 21-Apr-15 | 04-May-15 | | | | | | | | | | | | | | | |
| APM Guideway 90% CD Internal QC Review | 10 | 21-Apr-15 | 04-May-15 | | | | | | | | | | | | | | | |
| APM Guideway - COT Plan Review/Approval | 28 | 21-Apr-15 | 29-May-15 | | | | | | | | | | | | | | | |
| 100% Construction Documents | | | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | |
| APM Guideway Foundations 100% CD's | 20 | 28-May-15 | 24-Jun-15 | | | | | | | | | | | | | | | |
| APM Guideway Construction Summary | | | | | | | | | | | | | | | | | | |
| At Grade Guideway South of Taxiway J | | | | | | | | | | | | | | | | | | |
| Relocate Existing Utilities for At Grade Guideway | 90 | 29-Jun-15 | 03-Nov-15 | | | | | | | | | | | | | | | |
| Excavation/Grading for At Grade Guideway | 45 | 23-Sep-15 | 24-Nov-15 | | | | | | | | | | | | | | | |
| Construct Foundations At Grade Guideway | 70 | 14-Oct-15 | 26-Jan-16 | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | |
| APM DBOM Begin Upfit At Grade Guideway | 0 | 27-Apr-16 | | | | | | | | | | | | | | | | |
| Elevated Guideway to Maint Facility | | | | | | | | | | | | | | | | | | |
| Relocate Existing Utilities for Elevated Guideway to M/S Facility | 90 | 21-Jul-15 | 24-Nov-15 | | | | | | | | | | | | | | | |
| Construct Foundations/Columns/Bents Elevated Guideway M/S Facility | 90 | 21-Oct-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 | | | | | | | | | | | | | | | |
| APM DBOM Begin Upfit Elevated Guideway to M/S Facility | 0 | 30-Jun-16 | | | | | | | | | | | | | | | | |
| Sloped & Elevated Guideway South of Taxiway J | | | | | | | | | | | | | | | | | | |
| Relocate Existing Utilities for Sloped & Elevated Guideway | 110 | 28-Jul-15 | 05-Jan-16 | | | | | | | | | | | | | | | |
| Construct Foundations/Columns/Bents Elevated Guideway | 130 | 04-Nov-15 | 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 | | | | | | | | | | | | | | | | | | |
| Relocate Existing Utilities for Sloped Guideway | 130 | 14-Jul-15 | 19-Jan-16 | | | | | | | | | | | | | | | |
| Construct Foundations/Columns/Bents Sloped Guideway | 130 | 18-Dec-15 | 22-Jun-16 | | | | | | | | | | | | | | | |
| Construct Girders/Guideway Sloped Superstructure | 110 | 30-Mar-16 | 01-Sep-16 | | | | | | | | | | | | | | | |
| Install Electrical/Telecom Sloped Guideway | 100 | 30-Jun-16 | 18-Nov-16 | | | | | | | | | | | | | | | |
| APM DBOM Begin Upfit Sloped Guideway North of Taxiway J | 0 | 26-Sep-16 | | | | | | | | | | | | | | | | |
| Elevated Guideway at Main Terminal | | | | | | | | | | | | | | | | | | |
| Relocate Existing Utilities for Elevated Guideway Main Terminal | 130 | 29-Jun-15 | 05-Jan-16 | | | | | | | | | | | | | | | |
| Construct Foundations/Columns/Bents Elevated Guideway | 130 | 04-Dec-15 | 08-Jun-16 | | | | | | | | | | | | | | | |
| Construct Girders/Guideway Superstructure | 130 | 16-Mar-16 | 16-Sep-16 | | | | | | | | | | | | | | | |
| Install Utilities/MEP Elevated Guideway Main Terminal | 130 | 16-Jun-16 | 20-Dec-16 | | | | | | | | | | | | | | | |
| APM DBOM Begin Upfit Elevated Guideway Main Terminal | 0 | 24-Oct-16 | | | | | | | | | | | | | | | | |
| Taxiway J Reconstruction | | | | | | | | | | | | | | | | | | |
| Right Of Way Available for APM Guideway Construction | 0 | | 22-Jun-16 | | | | | | | | | | | | | | | |
| Construct APM Guideway Through Taxiway J Bridge R.O.W. | 130 | 23-Jun-16 | 29-Dec-16 | | | | | | | | | | | | | | | |
| APM DBOM Begin Upfit at Taxiway J | 0 | 30-Dec-16 | | | | | | | | | | | | | | | | |


 Owner Activity AHJ Activity Design Activity Design Builder Activity DBOM Activity RAC Activity
 Owner Milestone AHJ Milestone Design Milestone Design Builder Milestone DBOM Milestone RAC Milestone

| Activity Name | Dur | Start | Finish | 2014 | | | 2015 | | | | 2016 | | | | 2017 | | | |
|--|-----|-----------|------------|------|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
| | | | | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| APM Stations & Related Terminal and Economy Garage Improvements | | | | | | | | | | | | | | | | | | |
| APM Station Design and Procurement | | | | | | | | | | | | | | | | | | |
| 15% Conceptual Design | | | | | | | | | | | | | | | | | | |
| APM Stations Evaluation of MP + 15% Concept Design | 55 | 28-Mar-14 | 13-Jun-14 | | | | | | | | | | | | | | | |
| APM Stations 15% Concept Design Submission | 0 | | 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 | | | | | | | | | | | | | | | |
| APM Stations Cost Estimate Based on 15 % Concept Design | 20 | 16-Jun-14 | 14-Jul-14 | | | | | | | | | | | | | | | |
| 30% Schematic Design | | | | | | | | | | | | | | | | | | |
| APM Stations 30% Schematic Design | 68 | 13-Jun-14 | 18-Sep-14 | | | | | | | | | | | | | | | |
| APM Stations 30% Schematic Design Submission | 0 | | 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 | | | | | | | | | | | | | | | |
| APM Stations Cost Estimate Based on 30% Schematic Design | 20 | 19-Sep-14 | 16-Oct-14 | | | | | | | | | | | | | | | |
| 60% Design Development | | | | | | | | | | | | | | | | | | |
| 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 | 10 | 29-Jan-15 | 11-Feb-15 | | | | | | | | | | | | | | | |
| APM Stations 60% DD GMP Preparation + Recommendation to Board | 45 | 29-Jan-15 | 01-Apr-15 | | | | | | | | | | | | | | | |
| Board Approval of Part 2 Agreement for APM Stations | 0 | | 07-May-15* | | | | | | | | | | | | | | | |
| APM Stations Part 2 - Execute Agreement/NTP | 0 | | 08-May-15 | | | | | | | | | | | | | | | |
| 90% Construction Documents | | | | | | | | | | | | | | | | | | |
| APM Stations 90% Construction Documents | 80 | 28-Jan-15 | 19-May-15 | | | | | | | | | | | | | | | |
| APM Stations 90% Construction Documents Submission | 0 | | 19-May-15 | | | | | | | | | | | | | | | |
| APM Stations Plan Review Submission to COT | 0 | | 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 | 28 | 20-May-15 | 29-Jun-15 | | | | | | | | | | | | | | | |
| 100% Construction Documents | | | | | | | | | | | | | | | | | | |
| APM Stations Foundation + Utilities 100% CD's | 20 | 11-May-15 | 08-Jun-15 | | | | | | | | | | | | | | | |
| APM Stations Structure + Envelope 100% CD's | 50 | 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 | | | | | | | | | | | | | | | |
| APM Stations Construction Summary | | | | | | | | | | | | | | | | | | |
| APM Station 1 - Main Terminal | | | | | | | | | | | | | | | | | | |
| Mobilization for APM Station Construction - Terminal | 20 | 15-Jul-15 | 12-Aug-15 | | | | | | | | | | | | | | | |
| Locate/Relocate Existing Utilities APM Station Construction - Terminal | 45 | 29-Jul-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 | | | | | | | | | | | | | | | |
| Structural Steel Structure/Balance APM Station - Terminal | 60 | 24-Mar-16 | 16-Jun-16 | | | | | | | | | | | | | | | |
| MEP Rough-in & Equipment APM Station - Terminal | 170 | 21-Apr-16 | 21-Dec-16 | | | | | | | | | | | | | | | |
| Facade, Roofing Elements APM Station - Terminal | 110 | 08-Jun-16 | 10-Nov-16 | | | | | | | | | | | | | | | |
| Frame Top Out APM Station - Terminal | 0 | | 16-Jun-16 | | | | | | | | | | | | | | | |
| Substantial Dry-in APM Station - Terminal | 0 | | 10-Nov-16 | | | | | | | | | | | | | | | |
| Turnover APM Equipment Rooms - Terminal | 0 | | 10-Nov-16 | | | | | | | | | | | | | | | |
| Drywall, Finishes APM Station - Terminal | 150 | 11-Nov-16 | 16-Jun-17 | | | | | | | | | | | | | | | |
| Install Elevators, Escalators APM Station - Terminal | 150 | 11-Nov-16 | 16-Jun-17 | | | | | | | | | | | | | | | |
| APM Station @ Terminal Substantially Complete | 0 | | 16-Jun-17 | | | | | | | | | | | | | | | |
| Commission Systems, Punchlists, COT Inspections | 70 | 19-Jun-17 | 26-Sep-17 | | | | | | | | | | | | | | | |
| Owner Occupancy APM Station Main Terminal | 0 | | 26-Sep-17 | | | | | | | | | | | | | | | |
| APM Station 2 - Economy Garage | | | | | | | | | | | | | | | | | | |
| Mobilization for APM Station Construction Economy Garage | 20 | 11-May-15 | 08-Jun-15 | | | | | | | | | | | | | | | |
| Locate/Relocate Existing Utilities Economy Garage | 45 | 02-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 | 90 | 29-Oct-15 | 09-Mar-16 | | | | | | | | | | | | | | | |
| Facade, Roofing Elements APM Station - Economy Garage | 120 | 25-Feb-16 | 12-Aug-16 | | | | | | | | | | | | | | | |
| MEP Rough-in & Equipment APM Station - Economy Garage | 140 | 25-Feb-16 | 12-Sep-16 | | | | | | | | | | | | | | | |
| 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 | 0 | | 12-Aug-16 | | | | | | | | | | | | | | | |
| Drywall, Finishes APM Station - Economy Garage | 150 | 15-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 | 21-Mar-17 | 26-Sep-17 | | | | | | | | | | | | | | | |
| Owner Occupancy APM Station Economy Garage | 0 | | 26-Sep-17 | | | | | | | | | | | | | | | |
| Discontinue Shuttle Bus Service Economy Garage | 0 | | 27-Sep-17 | | | | | | | | | | | | | | | |
| Demo/Modify Bus Lanes, Curbs, Walks, Gates & Control Equipment | 35 | 28-Sep-17 | 15-Nov-17 | | | | | | | | | | | | | | | |
| Install New Signage at Economy Garage | 5 | 09-Nov-17 | 15-Nov-17 | | | | | | | | | | | | | | | |
| Final Clean and Stripe New Parking Inventory Economy Garage | 10 | 16-Nov-17 | 01-Dec-17 | | | | | | | | | | | | | | | |
| 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 | 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 | 0 | | 26-Apr-16 | | | | | | | | | | | | | | | |
| Facade, Roofing Elements APM Station - CONRAC | 110 | 27-Apr-16 | 30-Sep-16 | | | | | | | | | | | | | | | |
| MEP Rough-in & Equipment APM Station - CONRAC | 140 | 27-Apr-16 | 11-Nov-16 | | | | | | | | | | | | | | | |
| Substantial Dry-in APM Station - CONRAC | 0 | | 30-Sep-16 | | | | | | | | | | | | | | | |
| Turnover APM Equipment Rooms | 0 | | 30-Sep-16 | | | | | | | | | | | | | | | |
| Drywall, Finishes APM Station - CONRAC | 130 | 03-Oct-16 | 07-Apr-17 | | | | | | | | | | | | | | | |
| Install Elevators, Escalators APM Station - CONRAC | 130 | 03-Oct-16 | 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 | | | | | | | | | | | | | | | |

■ Owner Activity
 ■ AHJ Activity
 ■ Design Activity
 ■ Design Builder Activity
 ■ DBOM Activity
 ■ RAC Activity
◆ Owner Milestone
◆ AHJ Milestone
◆ Design Milestone
◆ Design Builder Milestone
◆ DBOM Milestone
◆ RAC Milestone

| Activity Name | Dur | Start | Finish | 2014 | | | 2015 | | | | 2016 | | | | 2017 | | | |
|---|-----|-----------|------------|------|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
| | | | | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Maintenance & Storage Facility | | | | | | | | | | | | | | | | | | |
| Maintenance Facility Construction Summary | | | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | |
| Super Structure Maint/Storage Facility | 80 | 18-Dec-15 | 12-Apr-16 | | | | | | | | | | | | | | | |
| Steel Structure/Canopies Maint/Storage Facility | 50 | 30-Mar-16 | 08-Jun-16 | | | | | | | | | | | | | | | |
| MEP Rough-in & Equipment Maint/Storage Facility | 150 | 27-Apr-16 | 29-Nov-16 | | | | | | | | | | | | | | | |
| Facade, Roofing Elements Maint/Storage Facility | 110 | 31-May-16 | 02-Nov-16 | | | | | | | | | | | | | | | |
| Frame Top Out Maint/Storage Facility | 0 | | 08-Jun-16 | | | | | | | | | | | | | | | |
| Substantial Dry-in Maint/Storage Facility | 0 | | 02-Nov-16 | | | | | | | | | | | | | | | |
| Begin APM Equipment Installations Maint/Storage Facility | 0 | | 02-Nov-16 | | | | | | | | | | | | | | | |
| Drywall, Finishes Maint/Storage Facility | 140 | 03-Nov-16 | 24-May-17 | | | | | | | | | | | | | | | |
| Install Elevators Maint/Storage Facility | 140 | 03-Nov-16 | 24-May-17 | | | | | | | | | | | | | | | |
| Maint/Storage Facility Substantially Complete | 0 | | 24-May-17 | | | | | | | | | | | | | | | |
| Commission Systems, Punchlists, COT Inspections | 100 | 25-May-17 | 16-Oct-17 | | | | | | | | | | | | | | | |
| Owner Occupancy APM Maintenance/Storage Facility | 0 | | 16-Oct-17 | | | | | | | | | | | | | | | |
| CONRAC (Includes QTA and Customer Service Center) | | | | | | | | | | | | | | | | | | |
| CONRAC, QTA & Customer Service Center Design | | | | | | | | | | | | | | | | | | |
| 15% Conceptual Design | | | | | | | | | | | | | | | | | | |
| CONRAC Evaluation of MP + 15% Concept Design | 55 | 28-Mar-14 | 13-Jun-14 | | | | | | | | | | | | | | | |
| CONRAC 15% Concept Design Submission | 0 | | 13-Jun-14 | | | | | | | | | | | | | | | |
| CONRAC 15% Concept Design HCAA Review | 10 | 16-Jun-14 | 27-Jun-14 | | | | | | | | | | | | | | | |
| CONRAC 15% Concept Design Internal QC Review | 10 | 16-Jun-14 | 27-Jun-14 | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | |
| CONRAC 30% Schematic Design HCAA Review | 10 | 19-Sep-14 | 02-Oct-14 | | | | | | | | | | | | | | | |
| CONRAC 30% SD Internal QC Review | 10 | 19-Sep-14 | 02-Oct-14 | | | | | | | | | | | | | | | |
| CONRAC Cost Estimate Based on 30% Schematic Design | 20 | 19-Sep-14 | 16-Oct-14 | | | | | | | | | | | | | | | |
| 60% Design Development | | | | | | | | | | | | | | | | | | |
| CONRAC 60% Design Development | 90 | 18-Sep-14 | 28-Jan-15 | | | | | | | | | | | | | | | |
| CONRAC 60% Design Development Submission | 0 | | 28-Jan-15 | | | | | | | | | | | | | | | |
| CONRAC 60% Design Development HCAA Review | 10 | 29-Jan-15 | 11-Feb-15 | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | |
| Board Approval of Part 2 Agreement for CONRAC | 0 | | 07-May-15* | | | | | | | | | | | | | | | |
| CONRAC Part 2 - Execute Agreement/NTP | 0 | | 08-May-15 | | | | | | | | | | | | | | | |
| 90% Construction Documents | | | | | | | | | | | | | | | | | | |
| CONRAC 90% Construction Documents | 80 | 28-Jan-15 | 19-May-15 | | | | | | | | | | | | | | | |
| CONRAC 90% Construction Documents Submission | 0 | | 19-May-15 | | | | | | | | | | | | | | | |
| CONRAC Plan Review Submission to COT | 0 | | 19-May-15 | | | | | | | | | | | | | | | |
| CONRAC 90% Construction Documents HCAA Review | 10 | 20-May-15 | 03-Jun-15 | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | |
| 100% Construction Documents | | | | | | | | | | | | | | | | | | |
| CONRAC Foundation + Utilities 100% CD's | 20 | 11-May-15 | 08-Jun-15 | | | | | | | | | | | | | | | |
| CONRAC Structure + Envelope 100% CD's | 50 | 11-May-15 | 21-Jul-15 | | | | | | | | | | | | | | | |
| CONRAC Interior Finishes 100% CD's | 52 | 09-Jun-15 | 20-Aug-15 | | | | | | | | | | | | | | | |
| CONRAC MEP/FP 100% CD's | 52 | 09-Jun-15 | 20-Aug-15 | | | | | | | | | | | | | | | |
| RAC Allocations, Lease Agreements, Design/Procurement for Tenant Build Out | | | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | |
| RAC Operators Tenant Buildout Design/Procurement Period | 128 | 10-Jun-16 | 12-Dec-16 | | | | | | | | | | | | | | | |
| RAC Operators Tenant Contractors Buyout/Mobilization/Permitting | 54 | 13-Dec-16 | 01-Mar-17 | | | | | | | | | | | | | | | |
| CONRAC & Customer Service Center Construction Summary | | | | | | | | | | | | | | | | | | |
| Mobilization for CONRAC Ready/Return | 20 | 01-Sep-15 | 29-Sep-15 | | | | | | | | | | | | | | | |
| Site Preparation for CONRAC Ready/Return | 45 | 01-Sep-15 | 03-Nov-15 | | | | | | | | | | | | | | | |
| Foundations CONRAC Ready/Return | 100 | 30-Sep-15 | 23-Feb-16 | | | | | | | | | | | | | | | |
| Structure CONRAC Ready/Return | 200 | 04-Dec-15 | 16-Sep-16 | | | | | | | | | | | | | | | |
| Facade Elements CONRAC Ready/Return | 150 | 02-Jun-16 | 06-Jan-17 | | | | | | | | | | | | | | | |
| MEP Rough-in & Equipment CONRAC Ready/Return | 150 | 02-Jun-16 | 06-Jan-17 | | | | | | | | | | | | | | | |
| Frame Top Out CONRAC Ready/Return | 0 | | 16-Sep-16 | | | | | | | | | | | | | | | |
| Fixtures, Trimouts, Finishes CONRAC Ready/Return | 150 | 14-Dec-16 | 18-Jul-17 | | | | | | | | | | | | | | | |
| Install Elevators, Escalators CONRAC Ready/Return | 150 | 14-Dec-16 | 18-Jul-17 | | | | | | | | | | | | | | | |
| Turnover to RAC's for Buildout CONRAC Ready/Return and CSC | 0 | | 01-Mar-17 | | | | | | | | | | | | | | | |
| CONRAC Ready/Return and CSC Substantially Complete | 0 | | 18-Jul-17 | | | | | | | | | | | | | | | |
| Commission Systems, Punchlists, COT Inspections CONRAC & CSC | 63 | 19-Jul-17 | 16-Oct-17 | | | | | | | | | | | | | | | |
| Owner Occupancy CONRAC Ready/Return and CSC | 0 | | 16-Oct-17 | | | | | | | | | | | | | | | |
| CONRAC RAC Specific Systems | | | | | | | | | | | | | | | | | | |
| RAC Buildouts CONRAC Ready/Return and Customer Service Center | 130 | 02-Mar-17 | 01-Sep-17 | | | | | | | | | | | | | | | |
| Kiosks, Controls, Security, Signage @ RAC Rental Areas | 130 | 02-Mar-17 | 01-Sep-17 | | | | | | | | | | | | | | | |
| RAC Operators Test/Commission Systems | 30 | 05-Sep-17 | 16-Oct-17 | | | | | | | | | | | | | | | |
| Owner Occupancy CONRAC Ready/Return and CSC | 0 | | 16-Oct-17 | | | | | | | | | | | | | | | |
| QTA Construction Summary | | | | | | | | | | | | | | | | | | |
| Foundations QTA | 70 | 11-Nov-15 | 23-Feb-16 | | | | | | | | | | | | | | | |
| Building Frame QTA | 100 | 03-Feb-16 | 22-Jun-16 | | | | | | | | | | | | | | | |
| Facade, Roofing Elements QTA | 110 | 09-Jun-16 | 11-Nov-16 | | | | | | | | | | | | | | | |
| Building Top Out QTA | 0 | | 22-Jun-16 | | | | | | | | | | | | | | | |
| MEP Rough-in & Equipment QTA | 110 | 23-Jun-16 | 29-Nov-16 | | | | | | | | | | | | | | | |
| Install Elevators QTA | 110 | 24-Oct-16 | 31-Mar-17 | | | | | | | | | | | | | | | |
| Drywall, Finishes | 100 | 14-Nov-16 | 07-Apr-17 | | | | | | | | | | | | | | | |
| Turnover QTA Facility for RAC Vendor Buildout | 0 | | 01-Mar-17 | | | | | | | | | | | | | | | |
| Install Car Wash Systems | 100 | 23-Mar-17 | 11-Aug-17 | | | | | | | | | | | | | | | |
| Install Vacuum/Air Systems | 100 | 04-Apr-17 | 23-Aug-17 | | | | | | | | | | | | | | | |
| Install Fueling Systems | 100 | 13-Apr-17 | 01-Sep-17 | | | | | | | | | | | | | | | |
| QTA Substantially Complete | 0 | | 01-Sep-17 | | | | | | | | | | | | | | | |
| Commission Systems, Punchlists, COT Inspections QTA Facility | 30 | 05-Sep-17 | 16-Oct-17 | | | | | | | | | | | | | | | |
| Owner Occupancy QTA Facility | 0 | | 16-Oct-17 | | | | | | | | | | | | | | | |
| QTA RAC Specific Systems | | | | | | | | | | | | | | | | | | |
| Begin RAC Installations QTA | 0 | | 01-Mar-17 | | | | | | | | | | | | | | | |
| RAC Operators Tenant Space Buildouts QTA | 130 | 02-Mar-17 | 01-Sep-17 | | | | | | | | | | | | | | | |
| Build Out RAC Specific Systems | 130 | 02-Mar-17 | 01-Sep-17 | | | | | | | | | | | | | | | |
| RAC Operators Startup/Test Equipment QTA | 30 | 05-Sep-17 | 16-Oct-17 | | | | | | | | | | | | | | | |
| Owner Occupancy QTA Facility | 0 | | 16-Oct-17 | | | | | | | | | | | | | | | |

■ Owner Activity
 ■ AHJ Activity
 ■ Design Activity
 ■ Design Builder Activity
 ■ DBOM Activity
 ■ RAC Activity
◆ Owner Milestone
 ◆ AHJ Milestone
 ◆ Design Milestone
 ◆ Design Builder Milestone
 ◆ DBOM Milestone
 ◆ RAC Milestone

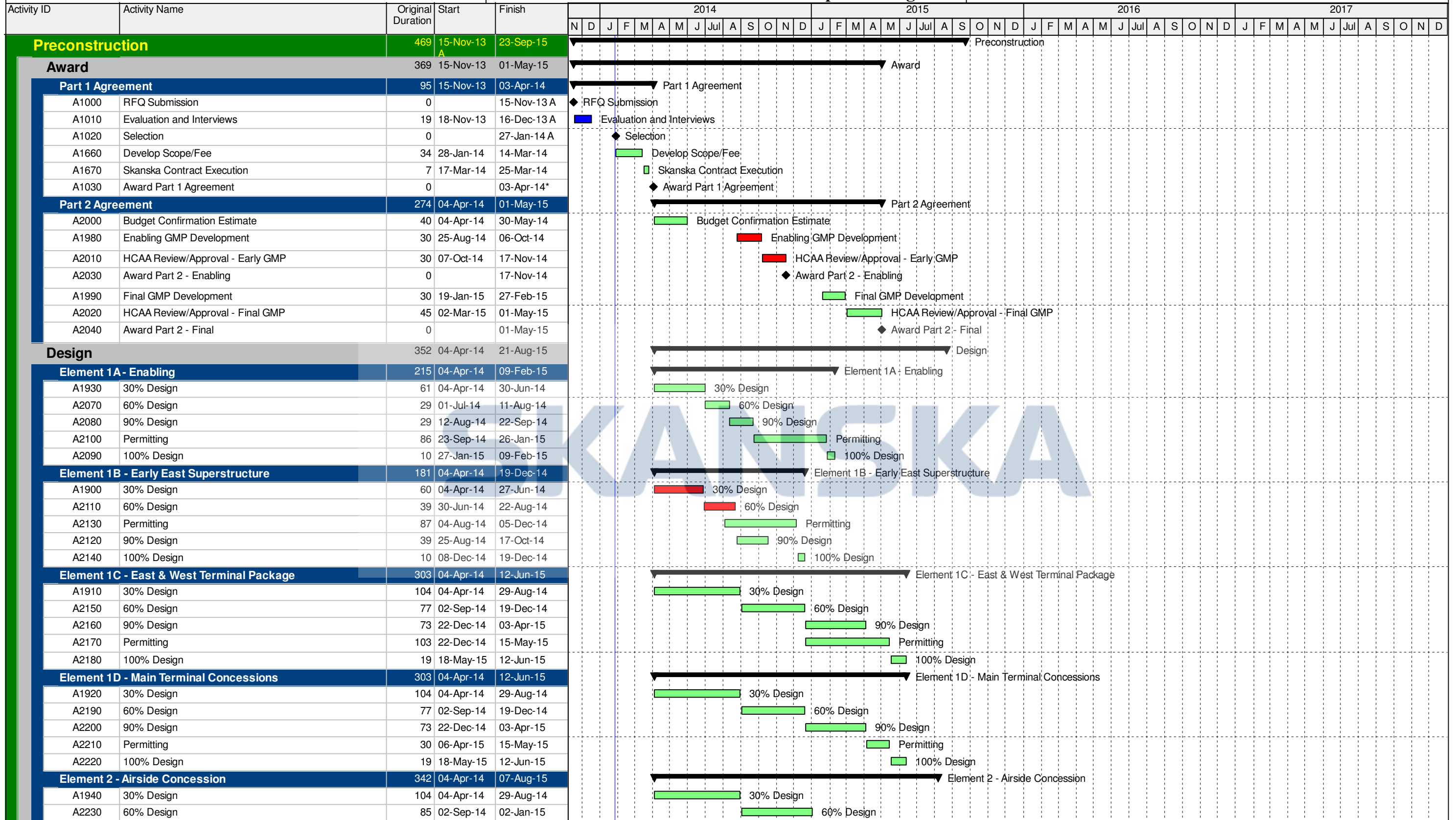
8.0

Schedule: Main Terminal and Airport Concession
Redevelopment Program



Main Terminal and Concessions Redevelopment Program

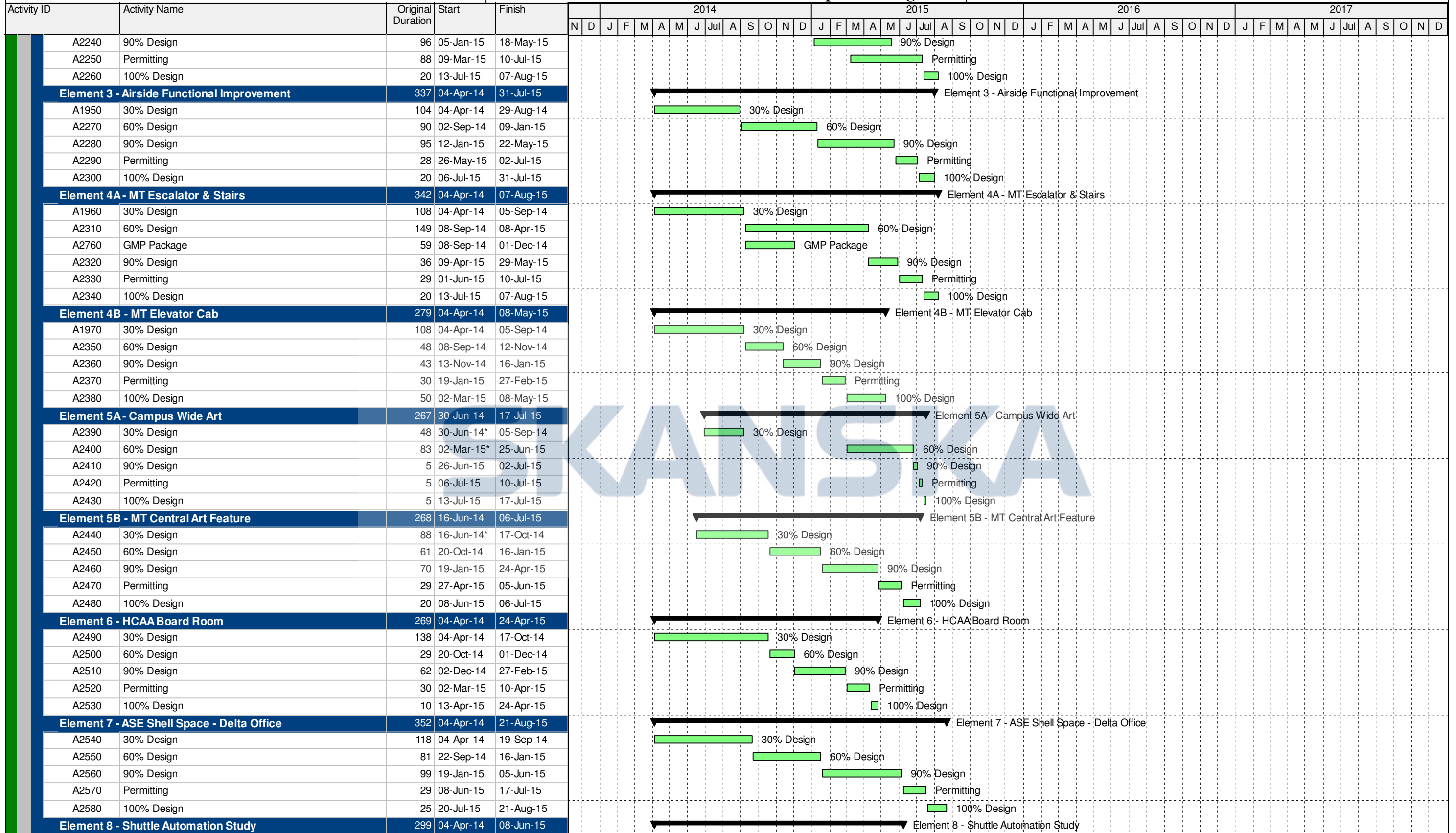
22-Feb-14 14:21



■ Actual Work
 ■ Critical Remaining Work
 ▼ Summary
■ Remaining Work
 ◆ Milestone

Main Terminal and Concessions Redevelopment Program

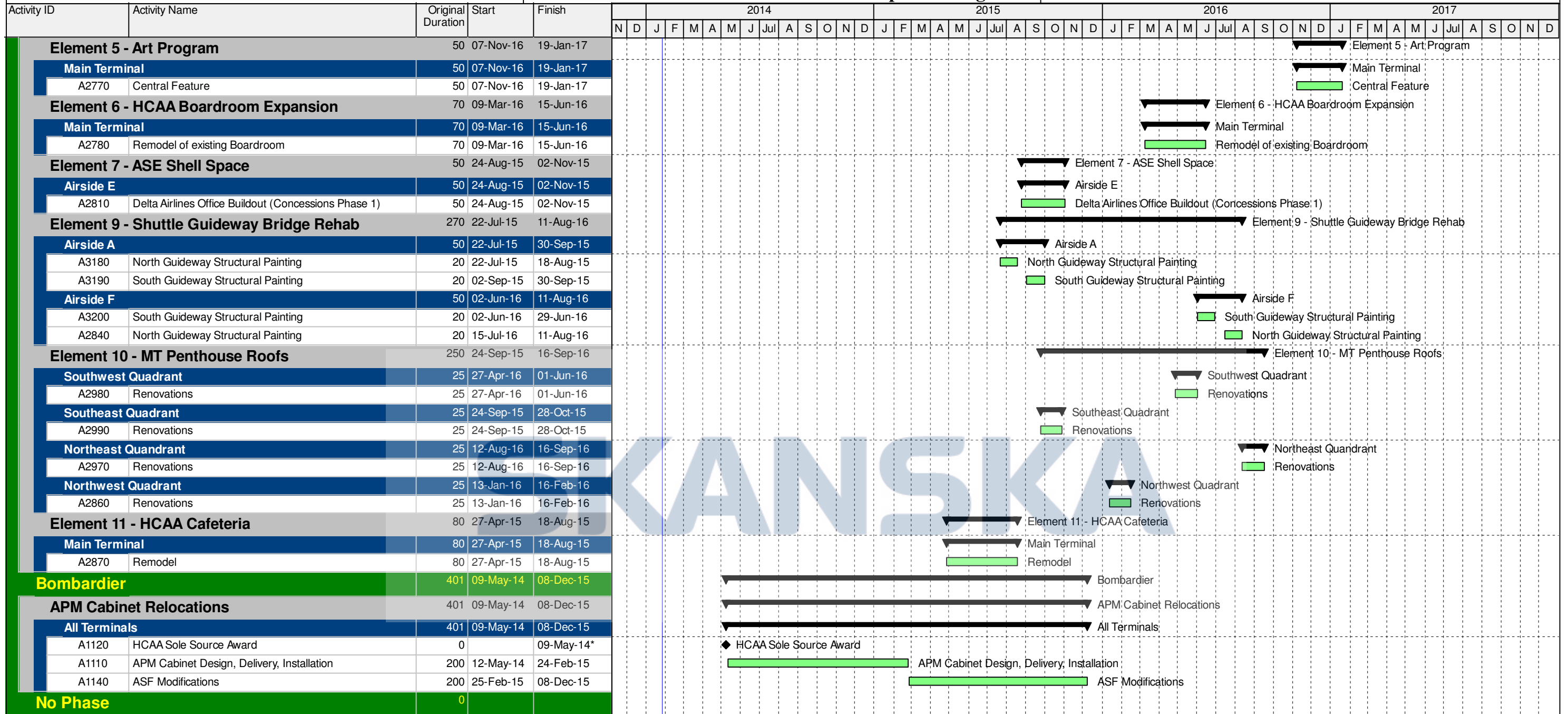
22-Feb-14 14:21



█ Actual Work
 █ Critical Remaining Work
 Summary
█ Remaining Work
 ◆ Milestone

Main Terminal and Concessions Redevelopment Program

22-Feb-14 14:21



█ Actual Work
 █ Critical Remaining Work
 ▼ Summary
█ Remaining Work
 ◆ Milestone

9.0

Schedule: Taxiway J Bridge Reconstruction



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

Revised Schedule No: 01

Authority Project Number: 8110 14

Date: 3/12/14

Project Title: Reconstruct Taxiway J and Bridge

Airport: TPA

| Item No. | Section I Selection Process Schedule Scheduled Item | Baseline Project Schedule | Previously Approved Schedule | Actual or New Schedule | Variance (Behind) Ahead | Comments |
|-----------|---|-----------------------------------|------------------------------|------------------------|-------------------------|--------------------|
| | | <i>Linked to Initial Schedule</i> | A | B | (A-B) | |
| 1 | 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 | 17-Apr-13 | 0 | |
| 4 | 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 | |
| 6 | 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 | |
| 8 | Post RFQ on Web Site | 5-Jun-13 | 5-Jun-13 | 5-Jun-13 | 0 | |
| 9 | Hold Pre-Qualification Conference | 20-Jun-13 | 20-Jun-13 | 20-Jun-13 | | |
| 10 | Technical Evaluation Planning Meeting | 1-Jul-13 | 1-Jul-13 | 1-Jul-13 | 0 | |
| 11 | Receive Responses (NLT Wednesday at 5:00 p.m.) | 10-Jul-13 | 10-Jul-13 | 10-Jul-13 | 0 | |
| 12 | Post Notice of Public Meeting (NLT 1 week prior to evaluation meeting) | 24-Jul-13 | 24-Jul-13 | 24-Jul-13 | 0 | |
| 13 | Pre-Qualification review meeting (if applicable) 2 days after receipt of responses | 12-Jul-13 | 12-Jul-13 | 12-Jul-13 | 0 | |
| 14 | Evaluate Responses (NLT last Friday of month-approx.five weeks prior to selection) | 31-Jul-13 | 31-Jul-13 | 31-Jul-13 | 0 | |
| 15 | Evaluate Responses (Second day of evaluation if necessary) | 1-Aug-13 | 1-Aug-13 | 1-Aug-13 | 0 | |
| 16 | Evaluate Responses (Third day of evaluation if necessary) | 2-Aug-13 | 2-Aug-13 | 2-Aug-13 | | |
| 17 | Ranking Notification Letters (Tuesday of week prior to selection) | 27-Aug-13 | 27-Aug-13 | 27-Aug-13 | 0 | |
| 18 | Design/Builder Selection by HCAA Board | 3-Oct-13 | 3-Oct-13 | 3-Oct-13 | 0 | |
| 19 | selection) | 3-Oct-13 | 3-Oct-13 | 3-Oct-13 | 0 | |
| 20 | Complete Part 1 Negotiation (NLT last Friday of month-approx five weeks prior to award) | 10-Dec-13 | 10-Dec-13 | 10-Dec-13 | 0 | |
| 21 | Part 1 Agreement Awarded by HCAA Board | 9-Jan-14 | 9-Jan-14 | 6-Mar-14 | (56) | See Summary No. 01 |
| 22 | 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 |
| Item No. | Section II Design & Construction Schedule Scheduled Item | Baseline Project Schedule | Previously Approved Schedule | Actual or New Schedule | Variance | Comments |
| | | | | | | |
| 1 | Notice to Proceed Part 1 Agreement | 14-Jan-14 | 14-Jan-14 | 10-Mar-14 | (55) | See Summary No. 01 |
| 2 | Program Verification/Pre-design Review Plans | 18-Feb-14 | 18-Feb-14 | - | - | See Summary No. 01 |
| 3 | 15% Plans Submittal (to be updated after Part 1 is negotiated) | 25-Mar-14 | 25-Mar-14 | 19-May-14 | (55) | See Summary No. 01 |
| 4 | 15% Design Review Team Meeting (to be updated after Part 1 is negotiated) | 1-Apr-14 | 1-Apr-14 | 26-May-14 | (55) | See Summary No. 01 |
| 5 | 30% Plans Submittal (to be updated after Part 1 is negotiated) | 27-May-14 | 27-May-14 | 17-Jul-14 | (51) | See Summary No. 01 |
| 6 | Easement/Ownership Transfer Coordination (if applicable) | n/a | n/a | n/a | - | See Summary No. 01 |
| 7 | 30% Design Review Team Meeting (to be updated after Part 1 is negotiated) | 3-Jun-14 | 3-Jun-14 | 24-Jul-14 | (51) | See Summary No. 01 |
| 8 | 60% Plans Submittal (to be updated after Part 1 is negotiated) | 29-Jul-14 | 29-Jul-14 | 2-Sep-14 | (35) | See Summary No. 01 |
| 9 | 60% Design Review Team Meeting (to be updated after Part 1 is negotiated) | 5-Aug-14 | 5-Aug-14 | 9-Sep-14 | (35) | See Summary No. 01 |
| 10 | 90% Plans Submittal (to be updated after Part 1 is negotiated) | - | - | 16-Oct-14 | - | See Summary No. 01 |
| 11 | 90% Design Review Team Meeting (to be updated after Part 1 is negotiated) | - | - | 23-Oct-14 | - | See Summary No. 01 |
| 12 | DBE Review With DBE Manager | 5-Aug-14 | 5-Aug-14 | 16-Oct-14 | (72) | See Summary No. 01 |
| 13 | Risk Management Review | 5-Aug-14 | 5-Aug-14 | 16-Oct-14 | (72) | See Summary No. 01 |
| 14 | Submit Grant Application to FAA (if applicable) | 4-Sep-14 | 4-Sep-14 | 4-Sep-14 | 0 | See Summary No. 01 |
| 15 | Part 2 GMP Submittal | 2-Sep-14 | 2-Sep-14 | 24-Nov-14 | (83) | See Summary No. 01 |
| 16 | Design Review Team Meeting (Review GMP) | 11-Sep-14 | 11-Sep-14 | 1-Dec-14 | (81) | See Summary No. 01 |
| 17 | Complete Negotiation of Part 2 (NLT last Friday of month-approx five weeks prior to award) | 27-Sep-14 | 27-Sep-14 | 19-Dec-14 | (83) | See Summary No. 01 |
| 18 | Part 2 Agreement Awarded by HCAA Board | 6-Nov-14 | 6-Nov-14 | 5-Feb-15 | (91) | See Summary No. 01 |
| 19 | Permitting | 5-Dec-14 | 5-Dec-14 | - | - | See Summary No. 01 |
| 20 | Notice to Proceed Part 2 Agreement | 8-Dec-14 | 8-Dec-14 | 6-Feb-15 | (60) | See Summary No. 01 |
| 21 | Construction 50% Complete | 3-Nov-15 | 3-Nov-15 | 27-Oct-15 | 7 | See Summary No. 01 |
| 22 | Substantial Completion | 2-Oct-16 | 2-Oct-16 | 19-Sep-16 | 13 | See Summary No. 01 |
| 23 | Issue Completed Project Evaluation Forms to Design-Build Team (30 days after substantial completion) | 1-Nov-16 | 1-Nov-16 | 1-Nov-16 | 0 | |
| 24 | Close Out Complete (Standard for P&D projects is 210 days, typical for Maintenance and ITS projects is 120 days.) | 30-Apr-17 | 30-Apr-17 | 30-Apr-17 | 0 | |

Note: 'Major Milestones' shown in bold type

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

Re-Baseline Approved: Yes [] No []

Recommended by:

Project Director

Date

DC Approved:

Date

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

Authority Project Number: 8110 14
 Project Title: Reconstruct Taxiway J and Bridge

Revised Initial Baseline Schedule

Date: 12/18/13
 Airport: TPA

[See Instructions Below](#)

| Item No. | Section I - Selection Process Schedule Scheduled Item | Initial Baseline Project Scheduled Date | Days to 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 (<i>allow 2-3 weeks after Pre-qual - consider complexity</i>) | 6-Jul-13 | 101 |
| 10 | Addenda Posted (<i>allow a minimum of 5 business days after request deadline</i>) | 20-Jul-13 | 115 |
| 11 | Technical Evaluation Planning Meeting | 22-Jul-13 | 117 |
| 12 | Receive Responses (Perfered by Wednesday at 5:00 p.m.) (<i>allow 10 days after addenda posted</i>) | 1-Aug-13 | 127 |
| 14 | Pre-Qualification review meeting (if applicable) 2 days after receipt of responses | 3-Aug-13 | 129 |
| 13 | Post Notice of Public Meeting (NLT 1 week prior to evaluation meeting) | 14-Aug-13 | 140 |
| 15 | Evaluate Responses (<i>Allow 21 days after receive responses</i>) - 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 (<i>minimum of 35 days after ranking</i>) | 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 | |
| 24 | Distribute Project Evaluation Forms to Design-Build Team at Kick-off Meeting | 6-Mar-14 | |
| Item No. | Section II - Design & Construction Schedule Scheduled Item | Initial Baseline Project 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 | 15% Design Review Team Meeting (to be updated after Part 1 is negotiated) | 22-May-14 | |
| 5 | 30% Plans Submittal (to be updated after Part 1 is negotiated) | 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 | |
| 11 | Risk Management Review | 25-Sep-14 | |
| 12 | Submit Grant Application to FAA (if applicable) | 25-Oct-14 | |
| 13 | Part 2 GMP Submittal | 23-Oct-14 | |
| 14 | Design Review Team Meeting (Review GMP) | 1-Nov-14 | |
| 15 | Complete Negotiation of Part 2 (NLT last Friday of month-approx five weeks prior to award) | 17-Nov-14 | |
| 16 | Part 2 Agreement Awarded by HCAA Board | 6-Nov-14 | |
| 17 | Permitting (end of design) | 4-Dec-14 | |
| 18 | Notice to Proceed Part 2 Agreement | 20-Nov-14 | |
| 19 | Construction 50% Complete | 10-Sep-15 | |
| 20 | Substantial Completion | 1-Jul-16 | |
| 21 | Issue Completed Project Evaluation Forms to Design-Build Team (30 days after substantial completion) | 31-Jul-16 | |
| 22 | Close Out Complete (Standard for P&D projects is 210 days, typical for Maintenance and ITS projects is 120 days.) | 27-Jan-17 | |

Note: 'Major Milestones' shown in bold type

Recommended by: Scott Nesbitt
 Project Director Date

DC Approved: December 18, 2013
 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.

10.0

Schedule: Checked Baggage System Upgrades and Optimization



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

Revised Schedule No: 2

Authority Project Number: 5991 14

Date: 03/12/14

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

Airport: TPA

| Item No. | Section I Selection Process Schedule Scheduled Item | Baseline Project Schedule | Previously Approved Schedule | Actual or New Schedule | Variance (Behind) Ahead | Comments |
|-----------|---|-----------------------------------|------------------------------|------------------------|-------------------------|----------|
| | | <i>Linked to Initial Schedule</i> | 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 receipt of responses | 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 | | | 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 | |
| 22 | Complete Part 1 Negotiation (NLT last Friday of month-approx five weeks prior to award) | 3-Jul-14 | 3-Jul-14 | 3-Jul-14 | 0 | |
| 23 | Part 1 Agreement Awarded by HCAA Board | 7-Aug-14 | 7-Aug-14 | 7-Aug-14 | 0 | |
| 24 | Project Kick-off Meeting with Project Team and Consultant | 8-Aug-14 | 8-Aug-14 | 8-Aug-14 | 0 | |
| 25 | Distribute Project Evaluation Forms to Design-Build Team at Kick-off Meeting | 8-Aug-14 | 8-Aug-14 | 8-Aug-14 | 0 | |
| Item No. | Section II Design & Construction Schedule Scheduled Item | Baseline Project Schedule | Previously Approved Schedule | Actual or New Schedule | Variance | Comments |
| 1 | Notice to Proceed Part 1 Agreement | 18-Aug-14 | 18-Aug-14 | 18-Aug-14 | 0 | |
| 2 | 30% Plans Review/Validation (to be updated after Part 1 is negotiated) | 17-Oct-14 | 17-Oct-14 | 17-Oct-14 | 0 | |
| 3 | 30% Design Review/Validation Team Meeting (to be updated after Part 1 is negotiated) | 24-Oct-14 | 24-Oct-14 | 24-Oct-14 | 0 | |
| 4 | 70% Plans Submittal (to be updated after Part 1 is negotiated) | 15-Jan-15 | 15-Jan-15 | 15-Jan-15 | 0 | |
| 5 | 70% Design Review Team Meeting w/TSA (to be updated after Part 1 is negotiated) | 5-Feb-15 | 5-Feb-15 | 5-Feb-15 | 0 | |
| 6 | DBE Review With DBE Manager | 10-Feb-15 | 10-Feb-15 | 10-Feb-15 | 0 | |
| 7 | Risk Management Review | 10-Feb-15 | 10-Feb-15 | 10-Feb-15 | 0 | |
| 8 | 90% Plans Submittal (to be updated after Part 1 is negotiated) | 23-Apr-15 | 23-Apr-15 | 23-Apr-15 | 0 | |
| 9 | 90% Design Review Team Meeting w/TSA (to be updated after Part 1 is negotiated) | 27-May-15 | 27-May-15 | 27-May-15 | 0 | |
| 10 | Part 2 GMP Submittal | 24-Jul-15 | 24-Jul-15 | 24-Jul-15 | 0 | |
| 11 | Design Review Team Meeting w/TSA (Review GMP) | 29-Jul-15 | 29-Jul-15 | 29-Jul-15 | 0 | |
| 12 | Complete Negotiation of Part 2 (NLT last Friday of month-approx five weeks prior to | 5-Aug-15 | 5-Aug-15 | 5-Aug-15 | 0 | |
| 13 | 100% Plans Submittal (to be updated after Part 1 is negotiated) | 19-Aug-15 | 19-Aug-15 | 19-Aug-15 | 0 | |
| 14 | 100% Design Review Team Meeting w/TSA (to be updated after Part 1 is negotiated) | 28-Aug-15 | 28-Aug-15 | 28-Aug-15 | 0 | |
| 15 | Part 2 Agreement Awarded by HCAA Board | 3-Sep-15 | 3-Sep-15 | 3-Sep-15 | 0 | |
| 16 | TSA Final Approval | 17-Nov-15 | 17-Nov-15 | 17-Nov-15 | 0 | |
| 17 | Notice to Proceed Part 2 Agreement | 19-Nov-15 | 19-Nov-15 | 19-Nov-15 | 0 | |
| 18 | Construction 50% Complete | 3-Nov-16 | 3-Nov-16 | 3-Nov-16 | 0 | |
| 19 | Substantial Completion | 21-Sep-17 | 21-Sep-17 | 21-Sep-17 | 0 | |
| 20 | Issue Completed Project Evaluation Forms to Design-Build Team (30 days after | 21-Oct-17 | 21-Oct-17 | 21-Oct-17 | 0 | |
| 21 | and ITS projects is 120 days.) | 19-Jan-18 | 19-Jan-18 | 19-Jan-18 | 0 | |

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

Initial Baseline Schedule

Authority Project Number: 5991 14

Date: 2/12/14

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

Airport: TPA

See
 Instructions
 Below

| Item No. | Section I - Selection Process Schedule Scheduled Item | Initial Baseline Project Scheduled Date | Suggested Days 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 (<i>allow 2-3 weeks after Pre-qual - consider complexity</i>) | 8-Mar-14 | 101 |
| 10 | Addenda Posted (<i>allow a minimum of 5 business days after request deadline</i>) | 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 receipt of responses | 5-Apr-14 | 129 |
| 13 | Post Notice of Public Meeting (NLT 1 week prior to evaluation meeting) | 16-Apr-14 | 140 |
| 15 | Evaluate Responses (<i>Allow 21 days after receive responses</i>) - month-approx.five weeks prior to selection) | 24-Apr-14 | 148 |
| 16 | Evaluate Responses (Second day of evaluation if necessary) | 25-Apr-14 | 149 |
| 17 | Evaluate Responses (Third day of evaluation if necessary) | 26-Apr-14 | 150 |
| 18 | Ranking Notification Letters (Tuesday of week prior to selection) | 27-May-14 | Selection -9 |
| 19 | Design/Builder Selection by HCAA Board (<i>minimum of 35 days after ranking</i>) | 5-Jun-14 | Selection |
| 20 | Begin Negotiate of Part 1 Agreement (Typically the afternoon following Board selection) | 6-Jun-14 | 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 | 8-Aug-14 | |
| 24 | Distribute Project Evaluation Forms to Design-Build Team at Kick-off Meeting | 8-Aug-14 | |
| Item No. | Section II - Design & Construction Schedule Scheduled Item | Initial Baseline Project 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 | |
| 12 | 90% Plans Submittal (to be updated after Part 1 is negotiated) | 23-Apr-15 | |
| 13 | 90% Design Review Team Meeting w/TSA (to be updated after Part 1 is negotiated) | 27-May-15 | |
| 14 | Part 2 GMP Submittal | 24-Jul-15 | |
| 15 | Design Review Team Meeting w/TSA (Review GMP) | 29-Jul-15 | |
| 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 | |
| 19 | Part 2 Agreement Awarded by HCAA Board | 3-Sep-15 | |
| 20 | Permitting | TBD | |
| 21 | TSA Final Approval | 17-Nov-15 | |
| 22 | Notice to Proceed Part 2 Agreement | 19-Nov-15 | |
| 23 | Construction 50% Complete | 3-Nov-16 | |
| 24 | Substantial Completion | 21-Sep-17 | |
| 25 | Issue Completed Project Evaluation Forms to Design-Build Team (30 days after substantial completion) | 21-Oct-17 | |
| 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: _____
 Project Director Date

DC Approved: February 12, 2014
 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.



ATTACHMENT 2

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 employees hired by the subcontractor during the contract term.

Company: _____ FID or EIN No.: _____

Address: _____ City/State/Zip: _____

I, _____, as a representative of _____, certify and affirm that this 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]