# Development Program Manual

Tampa International Airport®

## July 2009 Update

Original Manual Date: August 2004

# Development Program Manual
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## Purpose

The purpose of the development program manual is to define the development program, annual capital improvement program and establish procedures and guidelines for implementing and managing capital projects.

## Development Program Overview

The development program is comprised of three distinct phases including: planning, programming and implementation.

The planning phase establishes the long range development program usually in 20 year increments and is closely tied to the latest master plan update. The programming phase establishes the annual capital improvement program. The implementation phase establishes the procedures and guidelines needed to accomplish individual projects contained in the capital improvement program.

## Introduction

The development program manual is divided into three sections: planning programming and implementation. The planning section provides an overview of the long range development planning process and the elements evaluated and considered in creating a 20-year development plan which are separated into planning horizons.

- The planning section sets the stage by outlining a systematic phasing plan for development, which enables the programming phase to efficiently establish individual fiscal year capital improvement programs that proactively meet the needs of the airport and tenants.

    - Master plans are typically developed by airports in the United States that define airport facility requirements during a 20-year period. Master plans are updated approximately every five years, but do not necessarily provide management with detailed guidance for implementing funding strategies for the development programs.

    - A strategic business plan is developed by the Authority based on each master plan update. The business plan provides guidance and direction for the development program, provides further definition to the planned capital projects and outlines the appropriate funding strategies to implement it. The business plan's primary role is to ensure timely implementation of capital projects and studies recommended in master plans, noise studies and environmental impact studies consistent with established demand triggers and performance measurements.

- The programming section provides an overview of the annual capital improvement program budgeting process, roles and responsibilities of the development committee and project team, preparation of project management plans and federal and state grant process. As required by the Federal Aviation Administration and Florida Department of Transportation, this process is coordinated with the annual update of the joint automated capital improvement program.

- The implementation section provides an overview of processes, procedures, and guidelines associated with project implementation including planning, design, construction, commissioning/startup and closeout. It covers areas such as selection of professional services consultants, design and bidding process, construction management and inspection, project management plans and updates and project closeout.

## Goals and Objectives

To guide the Authority's development program the following corporate philosophy has been adopted as prerequisites:

- Demand driven capital development programs - All airport development will be linked to activity or management triggers, and specific projects will only be built when the project will serve the demand. This approach allows the Authority to meet market demands and open facilities at the time they are needed based on predetermined activity levels.

- Cost effective development - Projects will be designed and constructed to deliver safe, secure, convenient and efficient facilities. Management philosophy dictates the facilities will be designed to deliver the most cost-effective approach balancing aesthetics, security and functional requirements.

- Customer convenience - Development will ensure customer convenience is maintained and improved upon. Standards associated with walking distances, way finding, customer amenities, and ease of using the facilities will continue to define facility development.

- Timely reaction to tenant demands - Airport development will be accomplished in a timely manner improving on the amount of time it takes to respond to tenant requests for facility modifications and demand driven expansion.

- Minimize customer impacts during construction - Development will continue to focus on avoiding negative impacts and congestion during construction.

The organization's goal is to control scope, costs, schedule and quality, and to maintain a smooth operating airport by distributing the technical, administrative and management resources and associated responsibilities to the individual project level, while retaining the appropriate resources at a centralized level to effect the necessary coordination, integration, and control. This includes:

- Maximize communications - To establish a communications network for the projects which will promote disseminating timely information, consolidating record keeping and document control, tracking coordination issues and decisions, and keeping all parties informed.

- Make timely decisions - To facilitate decision making with regard to scope, budget, functional, or schedule issues as they relate to individual and multiple projects.

- Set target schedules - To set design and construction schedules that are realistic with regard to constructability, the impact on airport operations, and the financial requirements set by the Authority, including but not limited to, the availability of funding and/or cash flow.

- Establish disciplined budgets - To establish and manage realistic budgets for each project, and ensure that each is designed and constructed within those budgets.

- Coordinate with other projects - To design and construct the projects in harmony with all tenant projects, outside agency infrastructure, and work and maintenance projects.

- Ensure environmental sensitivity - To design, permit, construct and operate new facilities to meet federal, state and local environmental standards, and in such a way as to be in compliance with current standards. In addition, to ensure that these standards as applied to ongoing operations are not compromised during construction.

- Maintain flexibility - To plan the development program in a flexible and incremental manner, and to be responsive to air transportation needs.

- Just-in-time development - Projects will be planned, scheduled and brought online when needed to meet capacity and operational requirements.

# Section 1
# Planning

## 1.1 Master Plan Updates

Master plans are updated for the Authority's commercial service airport and three general aviation (GA) airports consistent with Federal Aviation Administration (FAA) and Florida Department of Transportation (FDOT) guidelines. The Authority's Board approves all master plans, which takes place every five years or as needed. The FAA approves the airport layout plans (ALP) and baseline forecasts that are produced during the master plan update process. The FDOT approves the updated master plan. The Hillsborough County City-County Planning Commission, City of Tampa, City of Plant City and City of Temple Terrace review the Authority's master plans for consistency with their comprehensive plans. Once the Authority's Board has approved an updated master plan, it is submitted to the applicable City(s) Planning Department and/or the Hillsborough County Planning Commission for amendment of their prospective comprehensive plans as required by the Department of Community Affairs (DCA). The recommended development programs that are produced during the update of the master plans are incorporated in the strategic business plan and the project management plan (PMP) process. At a minimum, the master plans contain:

- Descriptions of baseline conditions and existing facilities
- Passenger, cargo, mail, based aircraft, vehicle, parking, gates and aircraft operations forecasts (aircraft operations forecast must be approved by the FAA prior to conducting further planning analysis)
- Identify primary and secondary market service area
- Airport-wide demand and capacity determinations
- Airspace analysis
- Airport-wide facility requirements based on performance measures and level of service standards
- Cost estimates for the Authority's capital improvement program (CIP)
- Assess potential environmental impacts of the preferred alternative(s) that result in an environmental checklist based on the requirements in FAA Order 5050.4B (April 28, 2006, as revised), entitles "National Environmental Policy Act (NEPA) Implementing Instructions for Airport Actions"
- Recommended airport development alternative(s)
- On and off-airport compatible land use

- Financial analysis and implementation program for the preferred alternative
- Integrated public, agency and Authority staff involvement program
- ALP drawings

### 1.1.1 Airport Layout Plans

Airport layout plans (ALP) are record documents that establish an existing condition at the time of the approval. The ALP is one of a set of scale drawings that depicts existing and ultimate airport terminal, airfield and support facilities development and locations. At a minimum, the ALP also provides specific aeronautical (e.g., headings, visual and navigational aids) dimensional, geodetic, airspace, elevation, pavement strength, airport location and meteorological data.

The ALP drawings are used by the Federal Aviation Administration (FAA) to determine if applicable standards are being met at the airport. Standards for developing ALP drawings are provided in the advisory circular for airport master plans and the advisory circular for airport design. The airport operator must have an FAA approved ALP in order to receive financial assistance under the terms of the airport improvement program. The following are the key steps to producing and maintaining the Authority's ALP for Tampa International, Vandenberg nka Tampa Executive, Peter O. Knight and Plant City airports:

- Produced during the update of the airport's master plans
- Circulated for review and approval by the FAA
- After approval, changes to the ALP drawing must be reviewed and approved by the FAA through their notification of required action (NRA) process

### 1.1.2 Metropolitan Planning Organization (MPO) Coordination

The MPO is the long-range transportation planning agency for Hillsborough County. The Federal Aviation Administration (FAA) requires airports to coordinate their planning and project funding with the MPO.

Members of the MPO are elected officials representing each jurisdiction in the County and the executive directors of the Airport, Expressway, Port and Transit Authorities. The MPO votes on county-wide transportation improvements, programs and studies. The MPO has three advisory committees that provide comments on transportation projects and studies prior to taking formal action: the Policy Committee, Citizens Advisory Committee (CAC) and Technical Advisory Committee (TAC). The Authority's executive director is a member of the Policy Committee and the MPO Board. The director of Aviation Planning and Noise Compatibility Programs is a member of the TAC. The Authority's Board appoints a representative to the CAC. As a member of the TAC, the director of Aviation Planning is responsible for:

- Presentations on the status of airport planning, environmental and noise projects.

- Annual updates of the Authority's section of the transportation improvement programs (TIP). Airport projects that are eligible for federal or state funding must be shown on the TIP.

- Providing information on airport planning, noise and environmental projects for the annual update of the unified planning work program (UPWP) as well as other updates as applicable. The UPWP shows the allocation of federal and state funds for transportation planning in Hillsborough County.

## 1.2 Federal Aviation Regulation (FAR) Part 150 Noise Compatibility Program (NCP) Updates

Conducting a Part 150 Noise Compatibility Study is a voluntary process. It is considered pro-active planning to conduct a Part 150 study because it identifies aircraft related noise impacts and mitigation measures. Part 150 studies have only been conducted for the Authority's commercial service airport, because the master plan has recommended major airfield capacity improvements justified by significant long-term growth in air traffic. The Part 150 study consists of:

- A baseline noise exposure map (NEM) showing noise level contours on a land use map.

- A NEM showing five years projected noise level contours on a land use map must be approved by the Federal Aviation Administration (FAA) prior to proceeding with the next level of the study.

- A NCP recommends operational, land use and program measures to mitigate noise impacts on incompatible land uses shown on the five year NEM. The NCP is an action plan that must be monitored to demonstrate improvement. A residential sound insulation program, airport zoning, an engine run-up enclosure, permanent noise monitoring, flight track monitoring and community noise consortium are some of the mitigation measures in the NCP.

- Public involvement program and public meetings are held to solicit input and explain Part 150 study recommendations.

- Record of approval (ROA) is a formal FAA review process conducted prior to their approval of the NCP. The ROA lists every NCP mitigation measure and its justification for approval by the FAA. Only projects that are listed in the ROA are eligible for FAA noise set-aside funding.

### 1.2.1 Noise Office

Airport Planning and Noise Compatibility is responsible for implementing and monitoring the noise compatibility program (NCP) of the Federal Aviation Administration (FAA) approved Federal Aviation Regulation (FAR) Part 150 noise study. The NCP includes:

A Flight Information Management System (FIMS) to:

- Monitor flight tracks in the vicinity of the airport
- Measure community noise using permanent and portable noise monitors
- Record air traffic control (ATC) communications
- Manage noise complaints

A ground run-up enclosure which minimizes nighttime noise impacts from jet aircraft during regular maintenance run-ups. Management and maintenance of the enclosure includes:

- Conducting training
- Holding regular users' group meetings
- Monitoring system performance and usage

Informal runway use program to:

- Encourage operations to the south
- Restrict turbojet arrivals on runway 36R
- Encourage arrivals and departures over Tampa Bay, minimizing noise impacts over residential areas
- Prevent over-flight of residential areas in the Interbay area

Using FIMS, airport planning and noise compatibility monitors participation in this program by airport operators. Specific complaints that result from violations to this program are matched with the offending flight so that the pilot/operator can be notified, with follow-up training, if necessary. Violations to this program result in the most-frequent complaints that are received by the Authority and monitoring of the informal runway use program is the largest task performed by this office.

Sound insulation program, for residences identified during a Part 150 study and approved by the FAA's issuance of a record of approval for the NCP, to minimize noise impacts within their homes.

## 1.3 Federal Aviation Administration (FAA) Airport Capacity Enhancement Plan (CEP)

The airport CEP process is administered by the FAA, office of system capacity technical center and the southern region. FAA selects and notifies the airport that they would like to conduct a capacity study. This planning process is conducted for airports that are considered to be significant in maintaining the nation's system-wide capacity. The goal is to identify projects and other actions to increase airport capacity, efficiency, reduce delay and maintain or improve safety. The projects or actions recommended must show an annualized delay savings.

The Authority prefers to conduct the CEP process concurrent with master plan updates to insure a common database, use of the same forecasts and efficient utilization of stakeholders involved in both efforts.

Ideally the following planning process takes one year.

- FAA meets with the airport to identify airfield improvements, navigational aids and operational improvements that could improve capacity, as well as the associated cost estimates (including noise and environmental mitigation).

- FAA collects data on the fleet mix, runway end use, traffic patterns, noise procedures, master plan aircraft operations forecasts and how the airfield is operated during visual flight rule and instrument flight rule conditions.

- FAA forms a design team comprised of their staff including the airport planning, operations, airlines, fixed base operators and other aviation industry representatives to reach consensus on the study methodology, the simulation models used and input analysis review and recommendations and draft the plan.

- The final CEP recommendations are incorporated into the FAA's aviation CEP for the top 100 U.S. airports. The Authority's planning staff reviews the CEP annually and updates the plan as required.

## 1.4 Environmental Assessment (EA) and Environmental Impact Statement (EIS)

The Federal Aviation Administration (FAA) requires airports contemplating development projects to utilize the National Environmental Policy Act (NEPA) Implementing Instructions for Airport Actions, 5050.4B (April 28, 2006, as revised) to determine the type of potential impacts their projects may have on the natural environment and people, as well as provide for appropriate mitigation. Planning and environmental programs continuously reviews future projects and determines if categorical exclusions (Cat-Ex), EA or EIS are needed and ensures completion prior to implementation of a project. This process also requires that mitigation of these impacts be addressed prior to construction. The implementing instructions require prior consultation with the FAA for all levels of environmental coordination and that the appropriate environmental documentation is available prior to grant award or approval of a passenger facility charge (PFC) application for airport development projects in the master plan and/or on the airport layout plan (ALP). The FAA provides an environmental checklist certification form that summarizes the potential impacts in 5050.4B. This certification must be completed for Airport Improvement Program (AIP) grant applications and PFC applications as part of the grant assurances requirements for AIP funding.

To expedite the State Clearinghouse and the FAA, assistant director for operation's environmental coordination process for airport development projects that aren't categorically exclusions but have insignificant environmental impacts or have already received applicable permits and have a mitigation program in place, an EA short form is used. This form consists of a project description with standard "yes" or "no" questions for potential impacts that would be addressed in a standard EA. Explanations with supporting documentation are part of this "short form" format.

- Conduct an EA or EIS scoping session with the FAA and other federal, state and local agencies as required by the FAA. Project schedule should be developed with the FAA and include decision milestones so that they have adequate time for FAA review and revisions.

- Involve the FAA in the consultant selection process for EIS.

- Undertake EA consistent with FAA approved scope.

- Send full EA or EA short form to the state clearinghouse for review and comment.

- Respond to state clearinghouse comments.

- Submit revised EA and received comments from the FAA.

- Advertise the availability of the draft EA for public review.
- Respond to public comment received.
- FAA circulates draft EA for review and advertises in the Federal Register their intent to issue a Finding of No Significant Impact (FONSI).
- FAA issues a record of decision (ROD) transmitted with the FONSI
- If FAA reviews revised EA and comments and determines that further study is required to properly define the environmental impacts and develop effective mitigation recommendations, they will require a federal EIS
- FAA is the author of all final environmental impact statement (FEIS) and must participate in the consultant selection process
- The FEIS follows the same process as the EA with more extensive federal agency and public involvement/public hearings. A ROD detailing the mitigation measures and implementation requirements is issued at the conclusion of the process

## 1.5 Other Capital Improvement Planning

Whenever projects are identified either from a master plan update, Part 150 noise study, environmental study or other source the project value needs to be estimated. In addition, a master schedule containing all known projects for the planning period of usually 20 years, is developed outlining the timeframes and estimating the monthly cash flow requirements for each project.

### 1.5.1 Cost Validation and Estimating

Each project identified in the 20-year capital improvement program must have an estimated project cost. Projects received from master plan updates have an estimated value. Development program services will escalate current estimates, develop preliminary costs for projects that have yet to be estimated, as well as validate projects received that have already been estimated. This information will be utilized when developing strategic business plan updates.

### 1.5.2 Master Schedule Planning & Long Range Cash Flow

Each project identified in the 20-year capital improvement program is entered into a long range master schedule. The long range master schedule will show estimated start and completion dates for each project. It will also contain the estimated project cost which will be compiled into a cash flow report. The cash flow report will approximate the cash required to support the capital program by month for each of the 20 years.

## 1.6 Strategic Business Plan

The strategic business plan summarizes the 20-year development program planned by the Authority, provides definition to the capital projects, and outlines appropriate funding strategies or implementation. It is a companion document to the master plan updates, federal aviation regulation Part 150 noise compatibility study, information technology (IT) master plans and environmental assessments/impact statements. It is designed to work in concert with these plans and the Authority's vision for the future.

The strategic business plan contains projects identified in master plan updates, lifecycle and maintenance projects, IT master plans, projects required by new regulatory mandates and projects identified by tenants. It also identifies federal, state and Authority funding opportunities and requirements which enables the Authority to financially implement its development program in a proactive manner.

The factors driving the development requirements are subject to considerable change as a result of a changing environment in patterns of air service and the evolution of the airline industry. The strategic business plan provides principles in making informed decisions.

The strategic business plan financial analysis and capital development program is reviewed and compared to actual performance on an annual basis in conjunction with the development of annual budgets. The plan itself is updated following the completion of any master plan updates, significant air service market shifts or sustained economic trends.

## 1.7 Airport-wide Conceptual Environmental Resource Permitting (ERP)

The Authority obtained a conceptual ERP for the 1999 update of the TPA master plan and has adopted this process for all future updates. This ERP covers development recommended in the master plan through 2020. This permit was coordinated with three agencies: the Army Corps of Engineers (ACOE), the Southwest Florida Water Management District (SWFWMD) and the Hillsborough County Environmental Protection Commission (EPC). The ERP covers mitigation for wetlands, protected species and water quality and quantity. This is an on-going process that will require amendment of ERP to include projects that are recommended in subsequent master plan updates to insure development can be constructed when needed and environmental mitigation requirements are addressed prior to design and construction. The permit and mitigation implementation process required producing or updating the following documents:

- ERP joint application
- Wetlands jurisdictional study
- Biological assessment study
- Stormwater management master plan
- Wetland mitigation program
- Air quality management plan (emissions dispersion modeling system)
- In May 2003 the 2020 TPA Master Plan mitigation implementation project was included on the FDOT District 7 Wetland Impact Inventory – FY 95/96 – 07/08 FDOT Mitigation Plan (FS Ch. 373.4137 Wetlands Mitigation Program). Construction of the mitigation will start in 2007.
- The ERP for the 1999 Master Plan has been modified to include the 2005 Master Plan projects, impacts and mitigation requirements through 2025.

# Section 2
# Programming

## 2.1 Annual Capital Improvement Program (CIP) Budget

The following schedule defines the annual CIP budgeting process:

| | |
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| August | 1. Development program services (DPS) provides the Development Committee (DC) a list of planned projects for the next 5 years from the CIP |
| September | 1. DC starts reviewing five year project listing and adjusts projects based on need and trigger points taking into consideration impacts to levels of service if projects are moved to another fiscal year<br>2. Projects are evaluated for environmental determination requirements |
| October | 1. DPS updates the passenger and operations activity forecasts and trigger point planning spreadsheets<br>2. DC determines project listing for annual CIP<br>3. DC establishes next fiscal year project management plan (PMP) submission dates and responsible project directors list |
| December | 1. All PMPs with federal airport improvement program (AIP) funding and state funding are submitted to DC for review |
| January | 1. DC continues reviewing PMP submissions |
| February | 1. DC continues reviewing PMP submissions |
| March | 1. All remaining initial PMPs must be submitted to the DC for review by the end of March |
| April | 1. All PMPs must be approved by the DC by the end of April<br>2. DC prioritizes PMPs and starts preparation of proposed capital budget |
| May | 1. DC finalizes proposed capital budget and presents PMPs to the executive director |
| June | 1. DPS prepares capital budget presentation and summary CIP Book |
| July | 1. Capital budget is presented to the airlines |
| August | 1. Draft capital budget is presented to the Board |
| September | 1. Board approves budget |

## 2.2 Development Committee (DC) Role and Responsibility

The DC, consisting of the deputy executive director and the senior directors of planning & development, operations and public safety, maintenance, properties and contracts administration, finance, administration and information technology, annually prepare and submit the proposed capital improvement program budget to the executive director. The DC also reviews all budget, schedule and other project updates and changes on an on-going basis. The main objectives of the DC are to ensure that the organization's goals are developed.

## 2.3 Project Team Role and Responsibility

Project teams assist with construction, planning, environmental, noise and design projects. The project director has ultimate accountability and responsibility for the project and is responsible for facilitating team comments and input to the project. The project team is identified when the project management plan is developed and is then reviewed and approved by the Authority's development committee for each capital improvement project. Each member of the project team is responsible to participate in the project from inception to completion. The project team provides input during the budget and schedule updates as well as value engineering and bid-ability reviews when applicable.

### 2.3.1 Project Team

Project teams assist with construction, planning, environmental, noise and design projects. The project director has ultimate accountability and responsibility for the project and is responsible for facilitating team comments and input to the project. The project team is identified when the PMP is developed and is then reviewed and approved by the Authority's development committee for each capital improvement project. Each member of the project team is responsible to participate in the project from inception to completion. The project team provides input during the budget and schedule updates as well as value engineering and bid-ability reviews when applicable.

### 2.3.2 Design Review Team

Following established procedures, the design review team is headed by the project director. Each member of the design review team is responsible for communication and coordination of the project within their respective department. Team meetings are scheduled at each design submittal phase by the project director and includes at a minimum, the project team members. Team members are responsible to review and provide comments to the project director representing their department's requirements or needs.

## 2.4 Project Management Plans (PMP) Preparation and Approval

The Authority includes all departments in the budget process to develop the five year capital improvement program (CIP) for the upcoming fiscal year. This effort directly aligns with the Authority's strategic business plan, five-year development program, Master Plan and future budget projections.

CIP projects are identified, approved, and incorporated on a schedule. This schedule includes the project number, title, estimated project costs and identifies the project director responsible for leading the project.

The Development Committee (DC) issues a request to develop a Project Management Plan (PMP). This request originates from many sources, including the CIP process, a tenant demand, an emergency requirement, a demand or capacity issue, feasibility study or change in project scope.

A PMP is a planning document that describes a project's scope, budget, schedule, project team, potential impacts, cost benefit analysis, delivery approach and design review process.

The PMP includes five elements:

- Project scope description and justification – general in nature including requirements
- Project team identification
- Expectations checklist
- Budget with funding sources
- Schedule of project milestones

A PMP is prepared and presented to the DC, where it is briefly reviewed and DC members can question or suggest changes to the project director. Following the meeting suggestions or comments are then forwarded directly to the Project Director (PD) by individual DC members for response and/or incorporation into the PMP. The final PMP is resubmitted to the development committee at a scheduled meeting for approval.

## PMP Preparation

A PMP is prepared utilizing the latest forms located in public folders: All Public Folders/Projects/Project Management Plans (PMP)/PMP Forms/All PMP Forms. A new PMP document includes the document form, project team sheet, initial baseline budget sheet and initial baseline schedule sheet and expectations checklist detailed below:

- The document form consists of the cover sheet, project summary including purpose, description, scope and limits of work and potential impacting projects, delivery approach, alternatives analysis, cost benefit analysis, checklist for design review process, project team, initial baseline budget including cost estimates for in-house design/administration, in-house construction management, construction/material/equipment, initial baseline schedule and exhibits. All items are shown in the required format for the PMP. Each item has been defined in smaller italicized print for informational purposes. These italicized definitions can be deleted and the project information typed in so the form can be used for the PMP document. The front cover should be typed in Arial 14 font, the titles throughout the rest of the document in Arial 12 font and the information under each title in Arial 10 font. The space for each element of the PMP document can be expanded as needed.

- The document form contains a header section, beginning on the table of contents page, where your project number, name and abbreviated airport (TPA, POK, PCA or TEA) should be typed so that the top of each page of the PMP (with the exception of the cover sheet), initial baseline budget, initial baseline schedule, and summary sheet contains this information. When using the document form, only type this information on the table of contents and project team pages. The form has been set up to automatically include a header on the other pages of the document.

- The initial project scope or statement is clarified and further refined. This is accomplished by utilizing the following steps:

    - PMP scoping meeting that is organized and conducted by the project director (refer to the design review process section for details)

    - Gathering data and coordinating with end users

    - Verifying site and infrastructure

    - Identifying other projects that may relate, assist, hinder or impact the project

- Identifying obstructions, federal, state and local environmental, land use, planning and zoning regulatory compliance, problems, or areas of concern

- Developing possible alternatives

- Identifying the method of delivery - design-bid, design-build, request for proposal (RFP), request for qualifications (RFQ), in-house support, studies, information technology and others as applicable

- Project summary, including project purpose, project description and project scope and limits of work should be discussed in the appropriate detail, as noted on the form.

- Potential impacts, such as activities, projects, operational or capacity impacts that will affect this project or be affected by this project should be listed in this section.

- Delivery approach should be chosen from the list, further explained if needed and the other listed delivery approaches should be deleted.

- Cost benefit analysis should be explained in this section, as defined in the form.

- Checklist for design review process should be completed as described in the form.

**Budget**

Verify and develop the project's initial baseline budget utilizing the following:

- Coordinate with Development Program Services (DPS) for support in obtaining applicable documents and cost estimating expertise necessary to develop the initial baseline budget

- Construction/building costs (hard costs): historical, unit cost, industry data, consultant, market determinations and similar projects at other airports

- Professional services (soft costs): percentage of hard costs based on scope, construction and planning/design labor allocation, advertising and other additional

- Sources specific to the project: internal departments, external companies, regulatory agencies, federal, state and local guidelines and standards

- Prepare an initial baseline budget sheet. Item #8, initial baseline budget sheet is a separate form and is located on public folders at All Public Folders/Projects/Project Management Plans (PMP)/PMP Forms/All PMP Forms entitled BUDGET Initial and Revised.xls. The sheet should be filled out, including all budget information, project number, name and airport, and the date, which is the date the PMP is reviewed by the DC. Also included with the budget sheet is the in-house design/administration cost estimate and the in-house construction management/inspection cost estimate sheets. The in-house design/administration cost worksheet is located as a tab on the initial budget sheet form. The in-house construction management/inspection cost estimate requires coordination with construction management to be completed. These forms are attached to the PMP document and listed as such in the table of contents. Since it is already listed there, Item #7 can be kept in the document by deleting the definition and typing in the word attached.

**Schedule**

Develop the initial baseline schedule considering the following:

- Choose the schedule based on:
  - Type of project - design-bid/award or design/build
  - RFP or RFQ, contract or others
- Develop design and construction project schedule including milestones/tasks using minimums:
  - 30%, 60%, 90%, 100% design
  - Include disadvantaged business enterprise review at 90%
  - Bid/award
  - Construction start
  - Completion of 50% construction
  - Substantial completion
  - Closeout
  - Authority consultants' competitive negations act administrative procedures

- Prepare an initial baseline schedule sheet

- Item #8, initial baseline schedule sheet is a separate form and is located on public folders, under projects/project management plans/PMP forms/all PMP forms/other services or design build or design bid initial baseline schedule.xls. Choose one of the appropriate forms for the project; fill out the required information to include the project number, project name, airport, and the date, which is the date the PMP is reviewed by the DC. Your project's schedule should be placed on the form, with milestones defined in bold-type. There are eight milestones that are required for review by the DC, but others should be included as needed.

**Project Team**

- The potential project team is identified by the PD through:

  - Identifying end users and tenants

  - Discussion with department director and other departments to determine maintenance, operational, safety and security issues

  - Involvement of consultants as needed

  - Review of regulatory requirements

- Item #6 on the table of contents, project team, is a separate form and is located on public folders at All Public Folders/Projects/Project Management Plans (PMP)/PMP Forms/All PMP Forms entitled Project Team.doc. The appropriate team members should be named, and N/A noted next to those departments or organizations not needed on the project team for your project. The PD's name should be shown in bold type. This form is an attachment to the PMP document and is listed as such in the table of contents. Since it is already listed there, Item #6 title can be kept in the document by deleting the definition and typing in the word "attached".

- Exhibits include those items defined on the form and should be embedded when possible or marked appropriately and listed on the table of contents.

- Updating and revising a PMP, including schedule and budget revisions and the summary sheet is detailed below:

**PMP Revisions/Updates**

- The first column of schedule and budget revision forms is for the baseline budget and baseline schedule of the project. That information can be found on the initial baseline budget and schedule sheets for your project. The previously approved budget or schedule is the same as the baseline for revision #1, but will be your last approved change beginning with revision #2. The actual or new schedule or budget is the dollar amount or date of what is being requested. The variance column shows either the required or available dollars or the days, either ahead or behind, for the project.

- Master schedule re-baseline request should be checked yes or no. This request would be made if significant project scope was added, an impact to the project took place as a result of an outside entity or agency that could not be planned, project deferral, unforeseen conditions, significant storm or tenant request. Refer to the PMP re-baseline criteria listed below or for further detail, located in public folders at All Public Folders/Projects/ Project Management Plans (PMP)/PMP Forms/All PMP Forms entitled PMP Re-baseline criteria.doc:

| RE-BASELINE CATEGORY | ACCEPTABLE RE-BASELINE JUSTIFICATION | NON-ACCEPTABLE RE-BASELINE JUSTIFICATION |
|---|---|---|
| 1. Added Scope | Significant additional project scope added as a result of a senior management decision and direction. | Added scope which should have been included in the project from the beginning but, was inadvertently not included or was an oversight by the project team. Minor changes in scope of work are considered normal. |
| 2. Outside Entity or Agency | Significant impact to the project as a result of an outside entity or agency that could not have been planned. For example, the need to obtain a new type of permit or agency review which was not a requirement when the PMP was approved. | Project team oversight by not including the permitting process if the permit was a requirement when the PMP was developed or not scheduling sufficient time in the project schedule for the outside entity to review or process the permit. |
| 3. Project Deferral | Projects deferred by DC. | Projects not within schedule or budget due to lack of performance by the designer, constructor or project team. |

| | | |
|---|---|---|
| 4. Unforeseen Condition | Unforeseen conditions which could not possibly have been planned. | Unforeseen field conditions that would likely be encountered or should have been anticipated. |
| 5. Significant Storm | Delays or cost impact due to a significant or named storm. | Normal delays due to weather. |
| 6. Tenant Request | Significant changes or additions as a result of a tenant request. | Minor changes as a result of a tenant request. |

- If the DC approves a request for a master schedule re-baseline the applicable box is checked next to re-baseline approved. The baseline of the project is reflected on the next revision sheet in the baseline column of the next schedule and budget revision sheet submitted to the DC. The master schedule is also changed by development program services to show the change in baseline funding and time.

- Budget and schedule revision sheets and the summary sheet forms are attached and provide detailed explanation. Forms are located on public folders at All Public Folders/Projects/Project Management Plans (PMP)/PMP Forms/All PMP Forms and are listed by name: PMP Summary Sheet - Word.doc, other SCHEDULE Other-services Initial and Revised.xls, SCHEDULE Design-Build Initial and Revised.xls, SCHEDULE Design Bid Initial and Revised.xls, and BUDGET Initial and Revised.xls.

**Guidelines for Submission**

Schedule changes:

- Revised PMP schedule changes should be presented to the DC whenever there is a change to a major milestone date. A change in a major milestone date can be either earlier or later than originally planned.

- Standard major milestone dates for all applicable projects include:

    - Initiate design process; design review points i.e. 15%, 30%, 60%, 90%, 100%

    - Architect/engineer or design/builder selection by Board

    - Architect/engineer agreement or design/build Part 1 agreement award by Board

    - Design agreement or design/build Part 1 agreement notice-to-proceed (NTP)

- Construction contract or design/build Part 2 agreement award by Board
- Start of construction
- Completion of 50% construction
- Substantial completion

**Budget changes:**

- Revised PMP budget changes should be presented to the DC whenever there is a change in project actual cost or estimated cost and at a minimum the following project increments:
  - Architect/engineer agreement or design/build Part 1 agreement award by Board
  - Construction estimated are received from design professionals such as the 30%, 60%, 90% design points
  - Construction contract or design/build Part 2 agreement award by Board
  - Completion of 50% construction
  - Prior to the execution of any change requiring Board authorization or which exceeds PMP budget
  - Substantial completion
  - After the final reconciliation change order is approved if it takes place after substantial completion

Final PMP Review Sheet

- The PMP final review is triggered by receipt of all closeout checklist items. DPS notifies finance that the project closeout is complete.
- DPS prepares the PMP final review package that includes the final review sheet, recognized net investment sheet if applicable, schedule and the summary sheet. Finance prepares the final budget sheet. The draft PMP final review packet is then forwarded to the project director for review and completion of the comments and recommendations for future projects

section on the final review sheet. At this point, the same PMP approval process begins.

PMP Approval Process

Initial PMPs

- The PD drafts the PMP document, initial budget including the in-house design/administration cost estimate and the in-house construction management/inspection cost estimate, initial schedule and project team forms for a new project.

- The PD gathers department approval and then forwards the draft PMP , in electronic format via e-mail attachment to DPS for review of style, format and completeness. Budget sheets are sent for verification of budget amounts, program reserve and funding sources. Schedule sheets are sent to DPS for review of milestones, dates and so on.

- DPS & finance review and then coordinates corrections to project directors.

- PDs make applicable changes to the PMP and forward the final draft to DPS and finance. DPS and finance coordinate and verify that changes have been incorporated into the PMP.

- DPS prints a copy of the final PMP and coordinates signatures from project directors.

- DPS places the item on the DC's agenda under the appropriate heading, makes copies of the document and prepares packets for the DC.

- PMP documents are submitted to the DC for review. Comments are sent to the PD by committee members; PD makes changes and re-submits. Following approval, any modification or changes are made by DPS to the original document and posted to public folders. Until final approval is received, the signature blocks on the posted version of the PMP remain blank. The original PMP is then sent up to the deputy executive director who signs on behalf of the DC, then coordinates approval by the executive director. Schedule revisions require approval of the DC and following approval are forwarded to DPS. The original is then included in the project file maintained by DPS.

PMP Updates

- Every Monday, from the current PMP Update Status Report and the current master schedule, DPS places any PMP updates on the DC agenda under the appropriate headings. A copy is then forwarded via e-

mail to the appropriate individuals within DPS and to finance. DPS then posts the agenda on public folders All Public Folders\Projects\ Development Committee\Agenda in Progress\<Year>.

- Every Tuesday, DPS makes any necessary corrections to the DC agenda and forwards via e-mail to the appropriate PDs for DC preparation for the upcoming DC meeting.

- The PD drafts the PMP updates. These could include budgets, schedules, or other applicable PMP sections. A summary sheet is required for all PMP updates.

- The PD must coordinate with DPS for assistance preparing supporting documents for In-house Design and CMS budgets revisions.

- All revised budget documentation must be submitted via e-mail to DPS not later than COB on Thursday, <month day>, the week prior to the DC meeting week. DPS will verify all budget documentation, coordinate with the PD as necessary and submit to finance by COB on Friday, <month day>, the week prior to the DC meeting week. Once finance finalizes the budget sheet it is returned to DPS for final processing.

- Schedule and summary updates must be submitted via e-mail to DPS not later than COB on Friday, <month day>, the week prior to the DC meeting week. DPS will verify the schedule and summary documents, coordinate with the PD as necessary. DPS will consolidate for final processing.

- Late submissions will be placed on the “deferred” list and will require an explanation.

PMP Reports

- The PMP Status Report lists the project number, description, current phase, change analysis including PMP vs. current master schedule vs. baseline, remarks, PMP change requested and project director.

- The Look-Ahead Report lists all PMPs for the upcoming 120 day period and the milestones, dates, project title, project number and PD associated with each.

Use of Public Folders

- Public folders are used extensively to provide forms and information associated with the Authority’s development program. The folder titled projects contains subfolders titled Development Committee (DC), Master

Schedule, Capital Improvement Program (CIP) and Project Management Plans (PMP).

- DC folder contains approved DC minutes and agendas in progress, including drafts of upcoming or past meetings.

- Master schedule folder contains the current master schedule that can be sorted according to project, project director or project manager.

- CIP contains CIP projects from 2002 through 2025 and is updated when a new strategic business plan is developed, the PMP status report and breakout sheets for FY proposed projects, and PMP update requirements report.

- PMP folder contains projects, listed individually by number and name. The latest approved PMP documents, budget, schedule and summary sheets will be posted to those folders following approval by the DC and the executive director as applicable. The PMP folder also contains PMP forms, further sorted into subfolders titled document containing the PMP document form and revisions containing revised budget, schedule, summary sheets, re-baseline criteria and the final PMP review form.

## 2.5 Project Task Assignments

The purpose of assigning task identifier codes to the various line item costs that make up a project budget is to ensure that the maximum benefit is realized through proper distribution and utilization of funding sources and to provide management the detail necessary to manage the project budget. The assignment of task identifier codes for most of the Authority's projects is fairly standard and is consistent with line item costs detailed on the project budget sheet such as construction, professional services, in-house design, construction management, advertising and other costs.

With the complex projects that have several different constructors, consultants and designers involved, development of a more detailed task identifier list needs to be coordinated.

- The project director will coordinate with finance, development program services and the constructors, consultants or designers as necessary to develop a list and assign identifiers to be used as a common base by all parties.

- Project budgets, pay applications, invoices and all other correspondence will use the assigned task identifiers to aid in the tracking, processing and management of each of the project components.

## 2.6 Federal and State Grants for Capital Improvement Projects

Some capital improvement projects (CIP) are eligible to be funded with federal and/or state grants. The determination of the projects that will be funded with grants is made by the Authority's capital improvement team, comprised of departmental representatives. This team meets prior to the annual budget preparation and makes a recommendation of new fiscal year capital projects and funding to the development committee (DC). The DC's role is to function as an oversight committee to the overall CIP program. The DC reviews and agrees to the new fiscal year projects, assigns project directors and directs development of project management plans, see Section 2.4 for further details concerning project management plans.

### 2.6.1 Airport Improvement Program (AIP) Funds

Each fiscal year, AIP funding is announced by the Office of the Secretary of Transportation before funds are released for programming by the Federal Aviation Administration (FAA). Grant applications are prepared by development program services (DPS) and submitted for each project receiving AIP funds. The grant application includes standard form 424, a project description, itemized project costs and exhibit or layout of the project. If eligible in-house design and construction management costs will be invoiced to the FAA, a force account pre-approval letter will be prepared by finance and provided to DPS for submission with the application. A cover letter for each application is also prepared and includes a summary of the grant application package. This process involves ongoing coordination and communication with the FAA.

AIP closeout of a grant is either triggered by notification from finance to DPS or by FAA notification to DPS. A standard form 271 is completed by finance and copies of all invoices are attached and sent to DPS. DPS develops a cover letter including information pertinent to the project, such as funds that may be requested for eligible project costs exceeding the grant amount. These excessive eligible project costs can be up to 15% of the total project cost without requiring a grant amendment. The trigger for requesting excessive eligible funds for a project are costs at $100,000 or greater. If the costs are in excess of 15%, the Authority will request a grant amendment from the FAA for these funds. The FAA reviews and authorizes the amendment to the grant during the closeout of the project. A DBE summary sheet is prepared by the DBE manager and provided to DPS. DPS includes the summary sheet with the closeout package to the FAA and also copies the Civil Rights office of the FAA in Atlanta.

### 2.6.2 Davis Bacon Wages Requirements

Projects which are funded by the Federal Aviation Administration's Airport Improvement Program must include minimum wage rate requirements as defined by the Davis Bacon Act 29 CFR Part 5. These requirements, as specified in the general provisions of the FAA standard specification, must be included in the construction contract documents. To ensure the contractor is complying with these requirements, the following procedures must be followed.

- At the pre-bid conference, all prospective contractors are notified of the Davis Bacon wage rate requirements and the general provisions section of the contract is sited.

- At the pre-construction conference, the contractor is advised of the Davis Bacon wage requirements and the procedures for compliance. The wage rate determination and Davis Bacon poster is given to the contractor. This poster is to be posted at all times by the contractor at the work site in a prominent and accessible place where it can be easily seen by all workers. During construction, the contractor shall submit weekly certified payrolls and a statement of compliance signed by the contractor. This document validates the wage rates paid to all workers working on the site. The construction project manager reviews the payroll documents to verify that all workers are being paid at or above the prevailing wage rate for each trade as published in the contract documents. In the event of a discrepancy then a labor interview of the employee needs to be conducted. A record of each labor interview will be made using Standard Form 1445, Labor Standards Interview and filed with the applicable certified weekly payroll.

- During construction, weekly progress meetings are held with the contractor to discuss project details. An agenda item for these meetings includes a discussion regarding compliance with the submission of certified payrolls. If the contractor is late or behind in submitting the weekly payroll documents, monthly progress payments may be withheld by the Authority until all documents are received.

- At the conclusion of the project, all certified payrolls are to be organized and filed for future reference. The construction project manager or engineer shall certify, by letter, that all certified payrolls have been provided by the contractor and have been reviewed for compliance with the Davis Bacon wage requirements.

### 2.6.3 Florida Department of Transportation (FDOT) Work Program and Joint Automated Capital Improvement Program (JACIP)

The FDOT is an agency that awards state grant funds for capital improvement program (CIP) projects by entering into joint participation agreements (JPA) with the Authority. This program involves input and update of all capital improvement project budget information, regardless of funding, into the JACIP software program.

The JACIP data is reviewed by FDOT and the Federal Aviation Administration for programming of funds for upcoming fiscal year CIP budgets. The JACIP project information is continuously updated by development program services (DPS) so that planned federal and state funds match the latest approved 5-year CIP horizon.

DPS works closely with FDOT officials during their annual programming cycle (Figure 2.6.3.1) to ensure that the latest funding plan for projects in the current 5-year horizon is accurately reflected and justified in JACIP. The five year tentative work program that FDOT develops using the JACIP information is reviewed and coordinated with FDOT by DPS through e-mail, telephone conversations and meetings so that the final 5-year adopted work program agrees with the Authority's 5-year CIP horizon.

Closeout of FDOT grants takes place with final invoicing by Finance and their coordination via e-mail to DPS that this action has occurred. DPS notifies FDOT via e-mail of the final invoicing and the reallocation of remaining funds to other Authority CIP projects as applicable.

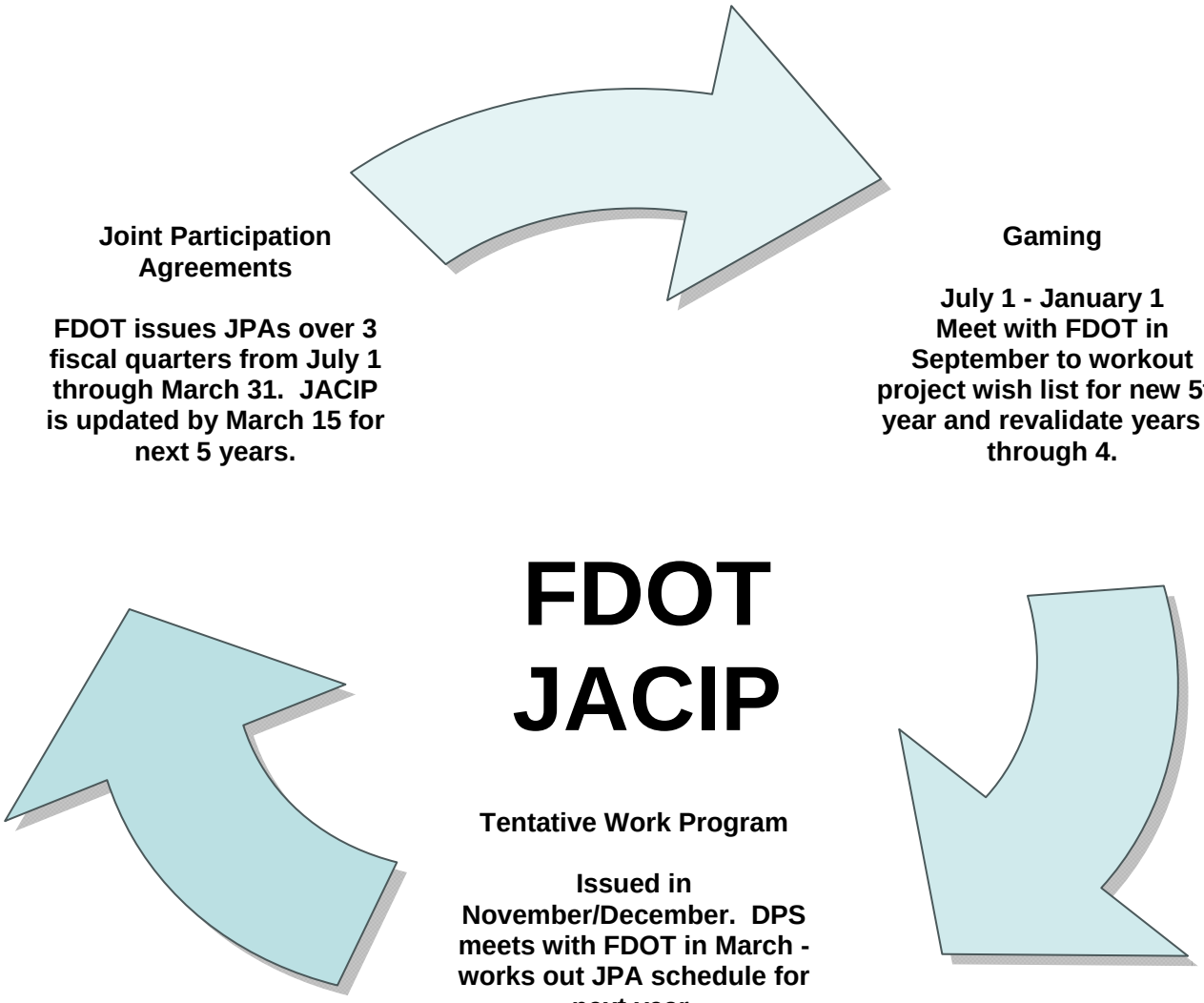



**Figure 2.6.3.1 FDOT state funds programming cycle.**

### 2.6.4 Disadvantaged, Woman and Minority-Owned Business Enterprise (D/W/MBEs)

The Authority has established a DBE program in accordance with regulations of the U.S. Department of Transportation (DOT), 49 CFR Part 26. The Authority has received federal financial assistance from DOT, and as a condition of receiving this assistance, the Authority has signed an assurance that it will comply with 49 CFR Part 26.

It is the policy of the Authority to ensure that DBEs, as defined in Part 26, have an equal opportunity to receive and participate in DOT-assisted contracts.

The Authority has likewise established a policy that woman and minority-owned business enterprises, (W/MBEs) will have full and fair opportunities to compete for and participate in the performance of non-federally funded contracts or in the purchase of goods and services procured by the Authority.

Under its W/MBE policy and program, the Authority will recognize and encourage W/MBEs to participate as prime contractors or as subcontractors in its construction contracts, architectural and engineering contracts, professional services contracts, and goods and services purchases and contracts.

# Section 3
# Implementation

## 3.1 Project Performance Measures

The performance of each active project is tracked and measured by Development Program Services against baseline budget and schedule data. Performance reports are submitted quarterly comparing actual to planned performance for both schedule and cost. The master schedule displays baseline schedule and cost data for each active project as approved by the development committee.

Quarterly reports are prepared and submitted to the deputy executive director, senior directors of Planning & Development, Maintenance and Operations & Public Safety, Contracts & Properties and the directors of Performance Management, Operations, Administration, Engineering, Architectural Design and Planning & Noise Compatibility Programs.

An interim performance report is prepared as a draft each month to inform project directors of the performance status of their projects. The purpose of the draft report is to ensure project teams have the data to analyze potential problem areas and take corrective measures as necessary.

### 3.1.1 Professional Services Evaluations

The design professional will be evaluated by the Authority at the end of each project. The evaluation form is located in Public Folders. This review will take place in a meeting arranged by the project director. Invitations to this meeting should be sent to the entire project management plan project team. This evaluation meeting should take place after substantial completion and the evaluation amended after final acceptance, if necessary. The evaluation process will be reviewed at the kick off meeting. Copies of the completed evaluation will be sent to the design professional.

An unsatisfactory rating may determine the design professional's ability to pursue future work at the Authority. The design professional who receives an unsatisfactory rating may question the results through informal avenues with the senior director of Planning and Development. If unable to reach a mutual agreement, formal appeals are subject to the Authority's protest policy. All evaluations will be kept on file for three years.

- **Evaluation Form**
  The evaluation form will be used to document a satisfactory or unsatisfactory overall rating. An examination of pre-established criteria will form the basis of the design professional's overall rating. If an unsatisfactory overall rating is given, then the comment section of the review form must be completed.

- **Overall Rating**
  The following pre-established criteria are used in the design professional review to determine the design professional overall rating:

***Document Quality***
What was the quality of the plans and specifications? Was the information provided to successfully complete the project? Was there an unusual amount of RFI's, ASI's, ESI's and/or change orders?

***Contract Time / Phasing***
Was there enough time to complete specific phases (including permitting and procurement) as well as the entire project successfully? Were there change orders given for time?

***Budget***
How did the estimate compare to bids received and/or the final budget? Did the design professional do a good job of managing their own costs? Did the project finish within budget? Were there change orders for money issued? Were the changes due to oversight by the design professional?

***Meeting Management***
Was the design professional involved in the preconstruction as well as weekly progress meetings? Did the design professional take minutes of these meetings? If so, were the minutes accurate and provided in a timely manner?

***Field Inspection and Related Services***
Was the design professional available in the field when issues would arise on project? Were specialty inspections required? Were reports and other documentation kept accurately and timely? Were resident inspection services provided for this project? If so, was the inspection service professionally managed? Were the inspectors provided knowledgeable of the items they were charged with?

***Submittal Process***
Were submittals processed timely? Was the submittal log accurate? Were suggestions made on rejected items? Did any submittals get held up in process long enough to impact the actual work schedule?

***Administration***
This criterion addresses other administrative items that the design professional is tasked with. Were the pay applications handled timely? Was correspondence required by the design professional clear, concise as well as timely?

***Change Management***
Did the plans reflect the scope of the project as expected by the end user? Was there a process to manage changes? Were logs kept and updated in a timely manner? Was the design professional responsive to changes that required a timely or quick turn around?

***Issue Resolution***
Was there a design professional involved in organizing, maintaining, and tracking the resolution of issues? Was there a process that enabled the project team to identify, address, and prioritizes problems and issues?

***Cooperation***
Did the design professional work together with the owner and contractor to achieve a successful project? Did the design professional do what was asked or required?

***D/W/MBE***
Did the design professional fall short, meet or exceed the D/W/MBE goal or expectancy? Was the design professional proactive in resolving DW/MBE issues?

***Subconsultants***

This section provides an opportunity to evaluate the subconsultants that reported to the design professional under review. How did the subconsultants reporting to the design professional perform? How did the design professional manage their subconsultants? Was the design professional proactive in handling subconsultant's performance issues?

***Remarks***

This section is optional and may contain team or individual comments.

**Hillsborough County Aviation Authority**
**DESIGN PROFESSIONAL EVALUATION**

Project Close Out ☐

Special Review ☐

**Design Professional:**
**Address:**
**Project Title:**
**HCAA Project Number:**
**Project Contract Amount:**
**Project Director:**
**Date of Review:**
**Review Team:**

| | **Satisfactory** | **Unsatisfactory** |
|---|---|---|
| **Overall Rating** | ☐ | ☐ |

While the following review criteria are used to determine the overall rating for all reviews, comments are made for explanation on unsatisfactory ratings only.

| **Review Criteria** | **Comments** |
|---|---|
| Document Quality | _____ |
| Contract Time / Phasing | _____ |
| Budget | _____ |
| Meeting Management | _____ |
| Field Inspection and Related Services | _____ |
| Submittal Process | _____ |
| Administration | _____ |
| Change Management | _____ |
| Issue Resolution | _____ |
| Cooperation | _____ |
| D/W/MBE | _____ |
| Subconsultants Performance | _____ |

**Remarks**

_____
_____
_____
_____
_____

_____
Louis P. Russo, Jr.
Senior Director, Planning and Development

An unsatisfactory rating may adversely affect the Design Professional's ability to pursue future work at the Aviation Authority. The Design Professional, upon receiving an unsatisfactory rating, may request a review of their rating with the Senior Director of Planning and Development. If unable to reach a mutual understanding, the Design Professional may file an appeal under the Authority's protest policy. All evaluations will be kept on file for three years.

### 3.1.2 General Contractor Evaluations

The general contractor will be evaluated by the Authority at the end of each project. The evaluation form is included in Public Folders. This review will take place in a meeting arranged by the project director. Invitations to this meeting should be sent to the entire project management plan project team. This evaluation meeting should take place after substantial completion and the evaluation amended after final acceptance if necessary. The evaluation process will be reviewed at the preconstruction conference. Copies of the completed evaluation will be sent to the general contractor.

An unsatisfactory rating may determine the general contractor's ability to pursue future work at the Authority. The general contractor who receives an unsatisfactory rating may question the results through informal avenues with the senior director of planning and development. If unable to reach mutual agreement formal appeals are subject to the Authority's protest policy. All evaluations will be kept on file for three years.

- **Evaluation Form**
  The evaluation form will be used to document a satisfactory or unsatisfactory overall rating. An examination of pre-established criteria will form the basis of the general contactor's overall rating. If an unsatisfactory overall rating is given, then the comment section of the review form must be completed.

- **Overall Rating**
  The following pre-established criteria are used in the general contractors review to determine the general contractors overall rating:

  ***Procurement***
  Did the contractor order materials in a timely manner? Were there any procurement delays on the project?

  ***Submittal Process***
  Was the submittal process timely? Was the submittal log accurate? Were there many rejected items? Was the contractor proactive in preventing submittals from getting held up in the review process long enough to impact the work schedule?

  ***Administration***
  This criterion addresses other administrative items that the contractor was tasked with. Were the pay applications handled timely? Were the administrative duties required by the contractor handled professionally? Was correspondence clear and concise as well as timely?

***Schedule Compliance***
Did the project finish on time? Was the contractor proactive in ensuring that the project was completed within the contract schedule?

***Issue Resolution***
Was the contractor involved in organizing, maintaining, and tracking the resolution of issues? Was there a process that enabled the project team to identify, address and prioritize problems and issues?

***Quality Control***
Did the contractor have a QA/QC program? Were the inspectors for the program qualified and adequate? Did the contractor assist in the owner's material testing? Did the contractor keep accurate records of inspections?

***Public Impacts***
This criterion is used to measure how the contractor responded to public impact issues. Keep in mind that some projects will have a greater impact even though an outstanding effort was made to minimize the effect.

***Operational Impacts***
This criterion is used to measure how the contractor responded to operational impact issues. Operational impacts can be much more serious than passenger impacts. Keep in mind that some projects will have a greater impact even though an outstanding effort was made to minimize the effect.

***Environmental Compliance***
Compliance reviews are designed to review recordkeeping methods to determine if the contractor is complying with federal and state regulations and standards. Asbestos management plans, hazardous materials management, lead poisoning, indoor air quality, and other programs are evaluated for compliance.

***Cooperation***
Did the contractor work together with the owner and design professional to achieve a successful project? Did the contractor do what was asked or required?

***D/W/MBE***
Did the contractor fall short, meet or exceed the D/W/MBE Goal or Expectancy? Was the contractor proactive in resolving D/W/MBE issues?

***Subcontractors***

This section provides an opportunity to evaluate the subcontractors that reported to the general contractor under review. How did the subcontractors reporting to the general contractor perform? How did the general contractor manage their subcontractors? Was the general contractor proactive in handling subcontractor performance issues?

***Remarks***

This section is optional and may contain team or individual comments.

**Hillsborough County Aviation Authority**

# GENERAL CONTRACTOR EVALUATION

Project Close Out ☐
Special Review ☐

**Contractor:**
**Address:**
**Project Title:**
**HCAA Project Number:**
**Project Contract Amount:**
**Project Director:**
**Date of Review:**
**Review Team:**

| | **Satisfactory** | **Unsatisfactory** |
|---|---|---|
| **Overall Rating** | ☐ | ☐ |

While the following review criteria are used to determine the overall rating for all reviews, comments are made for explanation on unsatisfactory ratings only.

| **Review Criteria** | **Comments** |
|---|---|
| Procurement | _____ |
| Submittal Process | _____ |
| Administration | _____ |
| Schedule Compliance | _____ |
| Issue Resolution | _____ |
| Quality Control | _____ |
| Public Impacts | _____ |
| Operational Impacts | _____ |
| Environmental Compliance | _____ |
| Cooperation | _____ |
| D/W/MBE | _____ |
| Subcontractors Performance | _____ |

**Remarks**

_____
_____
_____
_____
_____

_____
Louis P. Russo, Jr.
Senior Director, Planning and Development

An unsatisfactory rating may adversely affect the General Contractor's ability to pursue future work at the Aviation Authority. The General Contractor, upon receiving an unsatisfactory rating, may request a review of their rating with the Senior Director of Planning and Development. If unable to reach a mutual understanding, the General Contractor may file an appeal under the Authority's protest policy. All evaluations will be kept on file for three years

## 3.2 Master Schedule

The master schedule is the primary time management tool of the development committee (DC) for planning, monitoring progress, and setting capital improvement program (CIP) priorities. The baseline master schedule provides both a controlling timeline and monthly cost expenditure forecast for the CIP. Monthly master schedule updates are used to provide program status to the airport tenants, the Board, the community, and internal departments.

The Executive Director:

- Approves the CIP (source for master schedule)
- Approves project management plan (PMP) initial schedules, budgets and revisions
- Executes contracts and change orders regarding schedule time and budget changes

The DC acts in an approval/advisory role to recommend program and ensures the Authority is meeting its objectives in terms of budget, schedule, and integration with ongoing operations.

Development Program Services (DPS):

- Coordinates PMP development and revisions
- Develops and maintains the baseline and monthly master schedule
- Updates, distributes, and evaluates the master schedule and reports
- Resolves schedule related issues, as required

The project director prepares the initial schedule and budget as part of the PMP package. The project director is assisted by a project management team which oversees the project from inception through closeout and keeps the PMP, schedule and budget current.

The design professional, design consultant, or design-builder provides design schedule inputs to the project director during the design phase.

The contractor or design-build team prepares and updates the construction schedule in accordance with the contract and furnishes the schedule to the project director and DPS.

General Requirements:

Software and methodology: Primavera project planner (P3) software is used for the master schedule. The schedule is time-scaled in calendar days; the budget indicates monthly amounts.

Organization of activities: Activities are grouped according to Authority project numbers and major activities. Design activities are organized in relation to the timing of deliverables such as 30% plans, 60% plans. Bid advertisement and board decision dates are displayed. Construction activities are organized by major activities such as notice to proceed, 50% construction phase duration completion and substantial completion dates

Level of detail: The master schedule identifies all major milestones and phases. It is far less detailed than individual project design and construction schedules used by the project director and the project team.

Format of Schedules/Reports: The schedule is available in public folders as a time scaled bar chart. Monthly reports used for program analysis include actual cash flow and cash flow projection.

Baseline Master Schedule Program:

The baseline master schedule is maintained by DPS using CIP and PMP data. The upcoming fiscal year CIP is presented to the Board for approval. Once approved, schedules and budgets in the supporting PMPs are merged with the current baseline master schedule.

DPS prepares an updated baseline master schedule prior to each new fiscal year for review based on the considerations listed below:

- PMP schedules developed by the project director
- Constraints/interfaces such as land acquisition, permits and other projects
- Logical constraints of design, construction and long lead time items
- Anticipated dates for approval of funding
- Tenant requirements or constraints

The baseline master schedule includes key dates and elements described below:

- Dates and durations for design phase completion and owner review
- Bid and award dates of contracts
- Construction start, 50% phase duration completion and finish dates
- Close-out start and finish dates

Master Schedule Updates, Revisions, and Reporting:

The master schedule is updated monthly and involves the evaluation of progress achieved, coordination of project interfaces, verification that milestones were/will be met and identification of issues needing management's attention.

The monthly update is on public folders. Reports of actual costs to date, actual monthly costs, and monthly cost projections for the remainder of the project and over-all program are distributed to the DC.

Projects are removed from the master schedule following financial close-out. The close-out procedures are detailed separately and involve the DC, DPS, project director and project team.

Update process: The project director and project team manages the detailed project schedule to ensure that master schedule requirements are met. DPS will coordinate monthly with individual project directors to ensure update accuracy.

Master Schedule Revisions:

A significant change in scope, procurement activities, funding, a milestone date, or delay to an individual project may require a PMP schedule revision and a subsequent revision to the master schedule. Revisions, unlike updates, involve attainment of or changes to approved target dates for an activity or milestone. The revision process ensures DC review and evaluation is completed before any revisions are made to the master schedule.

The project director prepares the revision in accordance with established PMP procedures. A change summary sheet is prepared for all revisions citing the circumstances behind the requested revision. A rebaseline can also be requested and if warranted, approved by the DC.

Approved revisions are incorporated into the next master schedule update. If a rebaseline is approved, the baseline master schedule will also be updated.

Monthly Reporting - Cash Flow Projection Updates:

DPS prepares a monthly cash flow projection to assist in the CIP funding process using P3 cost curves for individual project activities. Cost curves are coordinated between the project director and DPS. Custom cost curving can be done for projects with unique financial requirements.

Individual Project Schedules – Design and Construction:

Schedules will be developed and submitted in accordance with contract requirements by the project director, design professional, design consultant, general contractor, and/or design-build team. It must identify all major milestones, deliverables, and decision dates necessary for the project director to continually manage all aspects of the project.

The project director is responsible for monitoring the individual project schedules and coordinating updates. Updates which require revisions to the PMP schedule and subsequently the master schedule must be coordinated with DPS and submitted for DC approval.

## 3.3 Advertising

Publication of advertisements will be in compliance with the Authority's administrative procedures for consultants competitive negotiations act policy P711 and standard procedure S520.02. The purpose of advertising for consultant services and bids is to solicit interest from professional consultants and contractors.

Advertisement procedures followed by development program services (DPS) in conjunction with placing a legal advertisement include:

- Coordination with the project director for information needed to include in the advertisement for newspaper and website

- Send an e-mail entitled, Legal Notices, to Purchasing to coordinate publishing of the final newspaper ad

- Access TampaAirport.com follow link to tpaweb/applications/new_bids/index.asp and create a solicitation entry. This assigns each entry a solicitation number. Note: This link must be provided by ITS.

- Send work order request, with the advertisement attached, to the information technology help desk and include the solicitation number for posting on the web

- Send notification of advertisement via e-mail to the Executive staff the morning the ad runs in the newspaper and is posted on our website

- Purchasing coordinates with DPS for approval of newspaper proofs

- Purchasing verifies that advertisement actually ran on specified date and notifies DPS

## 3.4 Risk Management and Insurance

Following are the steps necessary to inform risk management of the scope and special circumstances associated with a project. Risk management will determine the types of insurance coverage and the limits to be assigned required for the project.

Once a particular project has been identified, the insurance requirements questionnaire form must be completed by the requesting department and forwarded to risk management. The following information is requested on the form:

- Project title
- Project number
- Name of the project director
- Limits to be established for (type of contract/agreement)
- Work location
- Project description
- Project duration
- Contract amount
- Will the contractor/consultant be escorted during the project if in restricted areas?
- Are design services included in project?
- Is something being constructed as a part of the project?
- Are their environmental issues associated with the project?

Upon receipt of the required information, risk management will within two business days return the insurance coverage and limit requirements to the project director and contracts manager along with any comments noted in the appropriate areas.

Upon receipt of the bonds and the certificates of insurance, risk management will follow the Authority's administrative procedures for contractual insurance certification standard procedure S250.01 for approval of all documents.

Once the documents are approved, risk management will sign and forward the insurance request form to the project director. Risk management will retain and update all certificates as needed for the duration of the contract.

The managing department will enter the construction information into the Authority's tracking database, to include description of the project, date of notice to proceed, name of project director, and contractual insurance requirements.

Risk management will maintain and correct all renewal certificates entering changes into Authority database. Risk management will maintain project information until all project requirements have been satisfied.

Project director will be responsible for informing risk management of any material changes in the scope of the project. To include, but not limited to, date of substantial completion.

## 3.5 Professional Services

The purpose of procuring professional services is to supplement staff in the development of project plans and specifications, studies, and preparation of reports and with recommendations related to short and long range capital development.

### 3.5.1 Consultant Competitive Negotiations Act (CCNA) Selection Process

The selection process follows the direction provided in Authority Policy P711 titled administrative procedures for CCNA.

CCNA selection activities performed by development program services (DPS) in conjunction with and in support of the project director and project team include**:**

- Facilitate the development, generate and process a request for proposals/qualifications (RFP/RFQ). Coordinate and participate in meetings with the project team
- Develop and coordinate draft design deliverables manual
- Facilitate coordination between project director and disadvantaged business enterprise (DBE) program manager to establish DBE, W/MBE or D/W/MBE participation
- Facilitate the process of setting the insurance requirements by initiating the coordination between the project director and risk management
- Coordinate, develop and process the legal advertisement
- Schedule and facilitate the pre-proposal/qualifications meeting
- Respond to request for clarifications by proposers
- Process and distribute the proposals
- Schedule and facilitate the proposal evaluation process
- Develop board agenda items for consultant selection
- Facilitate the development, generate and process a draft agreement for negotiating a fee proposal with the consultant
- Develop and process final agreement
- Develop and process complete documentation for board award

### 3.5.2 Non-CCNA Consultant Selection Process

Selection of consultants and professional services not covered by the Consultant Competitive Negotiations Act (CCNA) is covered by standard procedure S410.04 requests for qualifications/proposals (RFQ/RFP). Properties and contracts is responsible for the procurement of all consultant and professional services agreements not following to the CCNA. The process includes detailed procurement requirements and timelines necessary for the publication of RFQs and RFPs.

### 3.5.3 Professional Services Agreement

The development and processing of agreements for professional services is coordinated by development program services (DPS) using established standard language modified as required for specific projects.

Agreement development activities performed by DPS in conjunction with and in support of the project director and project team include:

- Facilitate the development, generate and process a draft agreement for negotiating a fee proposal with the consultant
- Negotiation of the agreement by the project director, project team and the consultant in accordance with the established procedures
- Project director will provide DPS a fee and scope letter and any language revisions to the draft agreement
- Develop and process final agreement
- Develop and process complete documentation for board award
- After board award, the project director will issue a work order consistent with the language in the final agreement

## 3.6 Master Plans, Studies and Other Services

Master plans, noise and environmental studies are used to recommend and guide airport development consistent with related federal, state and local requirements. The projects recommended in these documents are implemented through the Authority's strategic business plan and the project management plan process. All airport master plans, noise compatibility studies and environmental impact and related studies are the responsibility of the planning and environmental programs department.

## 3.7 Government Contract Vendor/Equipment and Service Procurement

The procedures for all procurement, except procurement of professional services covered under the consultant competitive negotiations act are provided in the Authority Procurement Policy P410.

Purchasing will determine the availability of government contract pricing versus obtaining quotes or bidding to make a purchase.

As a minimum, the following procedures should be followed to facilitate a desired purchase:

- Communicate to purchasing via e-mail, telephone, or hand delivery, the item(s) to be purchased with the appropriate detailed specifications or manufacturer description and part number(s).

- Purchasing will notify the requesting department of the appropriate time to enter a requisition using Oracle.

- Provide the applicable approved budget number and dollar amount.

- Provide the responsible personnel name(s) and contact phone and fax numbers, and e-mail address.

The requesting department will be notified of the proposed procurement action to be taken, the expected expenditure amount, the source or means of the purchase, and the agenda calendar dates for Board approval, if required.

## 3.8 Board Agenda Process

The board agenda work flow chart, calendar, summary including instructions, template document, titles, summary actions, writing guidelines, draft titles worksheet, multi-media presentations including formatting instructions and slide template, standard letters including document execution checklists and notice-to-proceed letters can all be found under Public Folders/All Public Folders/Board Agenda Process.

The following items outline the Authority's Board agenda process:

Step One

- Department representative sends titles for board items to the deputy executive director's office (DEDO) and central records utilizing the draft titles status sheet located on public folders.

- The DEDO prepares an outline of the board agenda and sends a copy to legal and the executive director.

- DEDO formats a new PowerPoint presentation and inserts agenda items.

- Central records receives titles and prepares green sheet.

- The agenda title, control number, name of department contact and resolution number, if applicable, are recorded on the green sheet.

- Central records sends completed green sheets to departmental representative.

Step Two

- Department representative sends bullet points for PowerPoint presentation to the DEDO utilizing the standard template located on public folders.

- The DEDO coordinates with departments on presentation language, enters that information into PowerPoint and reserves slides for pictures.

- Department representative sends blue sheet, draft summary and all documentation to legal.

- Legal issues a control number and assigns to staff attorneys .

- Titles are reviewed by the executive group.

Step Three

- Legal performs a review of all documents and the summary.
- Legal coordinates required changes with department representative and the department representative re-submits corrected blue sheets, documents and summary.
- Legal requires five working days to perform the above work.
- If blue sheets, summary and documentation are approved prior to the submittal of summaries to the EDO, legal sends a copy of blue sheet, summary and documentation to the department representative.
- Legal files original blue sheet.
- Department representative sends approved summaries, including the resolution number as applicable, assigned by central records to the EDO.
- Department representative provides photos and staff presentation to DEDO for the PowerPoint presentation.
- DEDO produces the first draft of the presentation.

Step Four

- Department representative begins to process documents for signature if required.
- If blue sheets, summary and documentation are approved after summary submittal, legal coordinates any changes and sends the final summary to the EDO. A copy of the blue sheet and documents are sent to the department representative.
- If documents are unapproved, they are sent to the department and the agenda item is moved to a future Board date.
- Department representative notifies DEDO and central records of this move via the draft titles status sheet. DEDO will in turn notify EDO of the agenda change.
- The DEDO updates the PowerPoint presentation with final edits.

Step Five

- The PowerPoint presentation is sent to the executive director for final comments.

- The executive director and legal review the draft agenda.

- The draft agenda is produced and sent to staff on the distribution list.

- Final changes are made to the agenda. New items or substantive changes will only be made if requested by a department director and approved by the deputy or executive director.

- The draft agenda is sent to Board members and posted on the airport web site.

Wednesday before Board Meeting

- Final green sheets with documents to be signed are delivered to the EDO no later than noon.

- The EDO reviews documentation, assigns an agenda number and sends to legal.

- The EDO produces the final agenda, it is sent out to staff on the distribution list and Board packets are finalized.

- The DED finalizes the PowerPoint presentation.

Board Meeting

## 3.9 Design

Projects identified by the Authority for development at Tampa International or one of the general aviation airports owned by the Authority are managed by a project director to ensure implementation through design construction and final occupancy or utilization by the Authority or tenants. The project director is responsible for the design, schedule, budget, and departmental or tenant coordination of each assigned project. The following sections are intended to be utilized as a guide for checklists, procedures and references needed for the successful completion of a project or program. Other sources such as the design criteria manual, building and fire codes, specialty requirements, local, state and federal laws and other government jurisdictions are an integral part of the design process.

### 3.9.1 Notice to Proceed - Professional Services Work Order

Notice to Proceed (NTP)

A written notice in the form of a NTP is issued by the Authority to the contractor for bid contracts setting the date the contractor can begin work. The contractor will not be issued an NTP if insurance and bonds have not been received and approved by the Authority. Additionally, coordination between project director and manager for NTP commencement date must take place.

Professional Services Work Order

A written order will be prepared by the consultant and approved by the Authority that provides specific direction of the work to be performed by the consultant. The consultant agrees to commence work under each work order from the date established in the work order and to fully complete each task within the number of calendar days stated in the work order.

A work order includes:

- Scope of work
- Project description
- Basic design services (consist of specific project tasks)
- Implementation schedule
- Project fee proposal from design consultant
- Commencement and completion date
- Contract amount

### 3.9.2 Design Review

The design review process is to promote communication within the Authority's departments, determine project scope and needs, budget, phasing and schedule. The project director is responsible for coordinating the necessary planning, design and construction of each capital improvement project. During the design review process, all necessary departments within the Authority must be involved to ensure effective coordination, integration and control through project management plan (PMP) scoping and design review team meetings.

Organized by the project director and held during the development of the PMP to establish the project's scope, schedule, budget and to obtain all other pertinent information. This meeting is held in advance of submission of the PMP to the development committee and must include the department sponsoring the project.

Organized by the project director and must be held following each design submittal phase. The project director is responsible for the following tasks:

- Plans and specifications for each design submittal phase are delivered to Planning & Development's records management for distribution to the design review team members for review and comment. Design review team meetings are to be held no later than five to seven calendar days after distribution of the documents.

  The project director and designer are responsible for discussing the design and leading the review. A thorough discussion of the drawings and specifications is required.

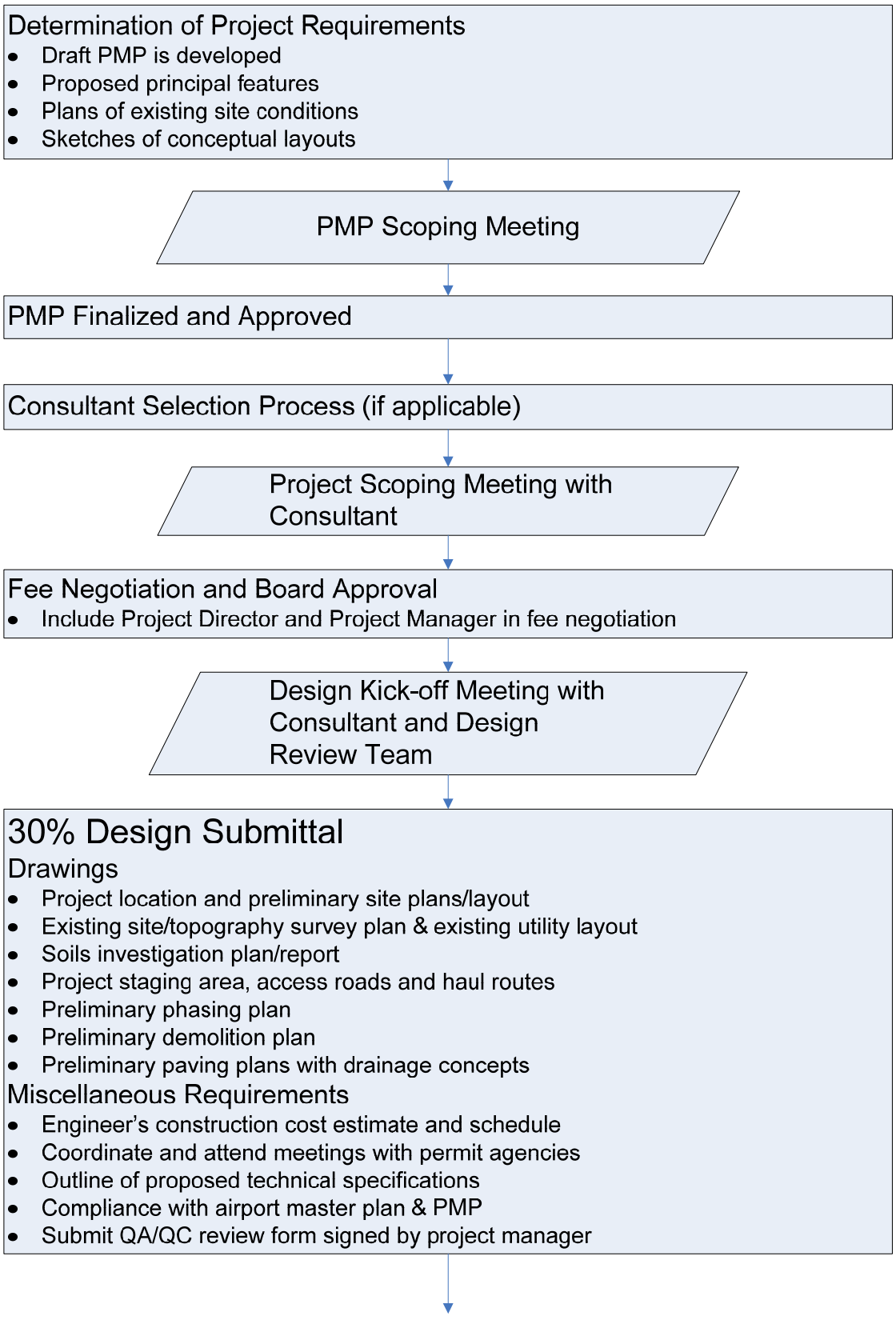
- The project director must identify the responsibilities of the design review team members at the first design review team meeting.

- Minutes of the meeting are taken by the designer, coordinated with the project director and distributed to all team members following the meeting.

- At the design review team meeting comments received from all team members are to be given to the designer to be incorporated into the plans. At the next design review team meeting, the designer will discuss the changes.

- Refer to design review work flow charts specific to each civil design/bid, architectural design/bid or design/build.

# Civil Design Review Process-Design/Bid



Design Review Team Meeting

## 60% Design Submittal

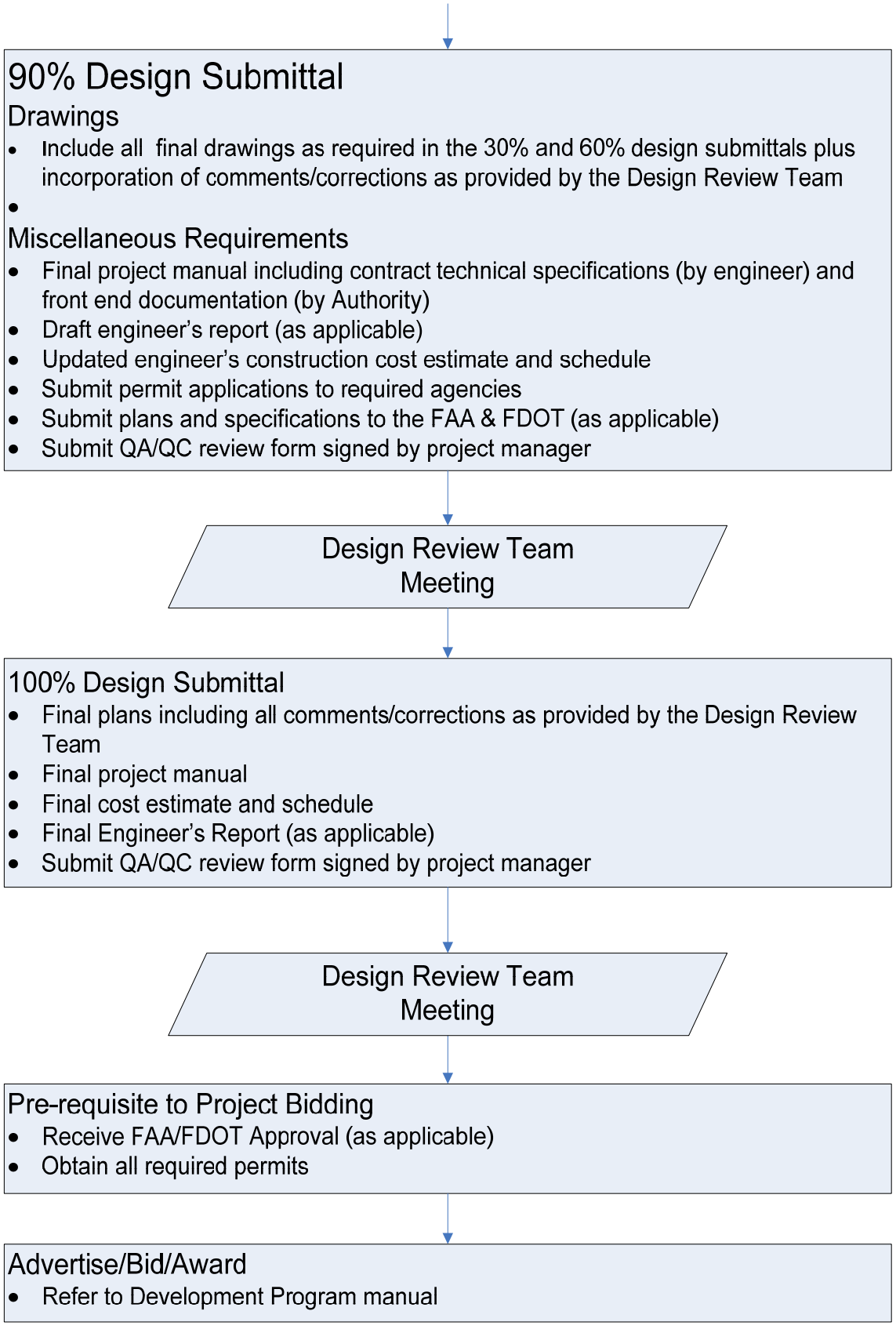
### Drawings

- Includes all 30% drawings as applicable plus incorporation of comments/corrections as provided by the Design Review Team
- Site plan for limits of project development including all proposed appurtenances, structures and limits of paving with dimensions , coordinates and stationing (as applicable)
- Phasing plan locating the limits of each phase of work with written descriptions and contract time diagram
- Maintenance of traffic plan with applicable details
- Survey layout plan to include horizontal and vertical control data
- Demolition plan including all item to be removed or to remain
- Grading plans to include limits of construction, existing and proposed contours and earthwork cross sections as required
- Paving plans to include limits and layout of all pavements including concrete joint layout (as applicable)
- Pavement sections and details (as applicable)
- Signage and pavement marking plans and details
- Drainage plans and details including storm water pond facilities and identification of interface with existing storm water system (as applicable)
- Utility plans and details identifying interfaces with existing utilities (as applicable)
- Preliminary landscape plans and details as required

### Miscellaneous Requirements

- Table of contents of proposed technical specifications
- Outline specifications
- Updated engineer's construction cost estimate and schedule
- Update design team members on permit agency meetings and discussions
- Confirmation of compliance with all necessary codes and permit agency requirements and submit applications to permit agencies if possible
- Confirmation that as-built data has been verified and site inspection conducted
- Confirmation that all existing utilities have capacity to accommodate proposed project
- Confirmation that existing storm drainage system has capacity for proposed project
- Submit QA/QC review form signed by project manager

Design Review Team Meeting


90% Design Submittal
Drawings
Include all final drawings as required in the 30% and 60% design submittals plus incorporation of comments/corrections as provided by the Design Review Team
Miscellaneous Requirements
Final project manual including contract technical specifications (by engineer) and front end documentation (by Authority)
Draft engineer's report (as applicable)
Updated engineer's construction cost estimate and schedule
Submit permit applications to required agencies
Submit plans and specifications to the FAA & FDOT (as applicable)
Submit QA/QC review form signed by project manager
Design Review Team Meeting
100% Design Submittal
Final plans including all comments/corrections as provided by the Design Review Team
Final project manual
Final cost estimate and schedule
Final Engineer's Report (as applicable)
Submit QA/QC review form signed by project manager
Design Review Team Meeting
Pre-requisite to Project Bidding
Receive FAA/FDOT Approval (as applicable)
Obtain all required permits
Advertise/Bid/Award
Refer to Development Program manual

# Architectural Design Review Process

7/16/2007

## Determination of Project Requirements

Project Team established to develop preliminary scope.
Preliminary functional requirements envisioned.
Draft PMP developed
Preliminary site survey to determine opportunities and/or constraints.

## Project Management Plan Development

The project director develops the PMP document, schedule and budget from information gathered at meetings with the project team. This document is then submitted for review and approval to the Development Committee. Once approved, the PMP document becomes the basis for design review for the project team through out the project's development.

## Consultant selection/negotiations (If applicable)

## Project Scoping meeting

The project director conducts a project scoping meeting with the project team and selected consultants (If applicable). This is to provide project information to prepare fee proposal documents

If the project is designed in-house, this meeting can be considered design commencement, (see below).

## Fee Negotiations and Board approval

The project director negotiates the project fee with input from project team and estimator.

## Design commencement meeting

The project director conducts a project commencement meeting with the consultant and project team.

## 15% Design Submittal

Record document verification, Program Verification and Conceptual Design.

Refer to Architectural and Building Engineering Design Deliverable Manual.
Design-Bid-Build – Submittal Requirements Checklist, Section C, pages 1-2.

## Design Review Team Meeting

Meeting established by Project Director, Minimum 1 week after design submittal.

## 30% Design Submittal

Schematic Design.

Refer to Architectural and Building Engineering Design Deliverable Manual.
Design-Bid-Build – Submittal requirements checklist, Section D, pages 1-3.

## Design Review Team Meeting

Meeting established by Project Director, Minimum 1 week after design submittal.

## 60% Design Submittal

Design Development.

Refer to Architectural and Building Engineering Design Deliverable Manual.
Design-Bid-Build – Submittal requirements checklist, Section E, pages 1-10.

## Design Review Team Meeting

Meeting established by Project Director, Minimum 1 week after design submittal.

## 90% Design Submittal

Construction Documents.

Refer to Architectural and Building Engineering Design Deliverable Manual.
Design-Bid-Build – Submittal requirements checklist, Section F, pages 1-17.

## Design Review Team Meeting

Meeting established by Project Director, Minimum 1 week after design submittal.

## 100% Design Review Submittal

Refer to Architectural and Building Engineering Design Deliverable Manual.
Design-Bid-Build – Submittal requirements checklist, Section G, pages 1-16.

## Design Review Team Meeting

Meeting established by Project Director, Minimum 1 week after design submittal.

## Pre-requisite to Project Bidding

Receive FAA/FDOT Approvals if applicable
Submit plans to government agencies and receive review approvals for issuance of permits.

## Advertise/Bid Award

Refer to Development Program Manual for procedure

### 3.9.2.1 Design Review Milestones

During the initial planning stages of a project, a process of design review milestones is developed to ensure an orderly and measurable progress through the design phase. This will allow the project director to include sufficient time within the schedule to review progress submittals with the in-house design team. This will help ensure that the project meets the intended purpose and is compatible with Tampa International or community airport operations. It is important to set the project milestones based on the estimated development time required to produce contract documents. There are two approach scenarios for these milestones depending on the method of procurement.

Design/Bid/Build: Project milestone for design phases are typically as follows: 15, 30, 60, 90 and 100 percent review with a one week follow up review period after each submittal. Additional or less review percentages may be established based on the project scope and complexity as needed. The project director is to ensure drawing distribution and design review team meeting before continuing with the next phase. Include disadvantaged business enterprise and risk management review concurrently with 90 percent review.

Design/Build: Project milestones for design phases are as follows:

Part 1 (design phase) include 15, 30, 45 and 60 percent review or as a weekly meeting with the design builder.

### 3.9.2.2 Remediation, Mitigation, and Other Environmental Requirements

This procedure is intended to assist project team members in identifying and implementing remediation and or mitigation requirements that may apply to their projects.

Project related remediation and site specific mitigation must be addressed from the planning through the implementation and operation phases. Mitigation typically refers to projects where impacted trees and/or wetlands are replaced or compensated for. Remediation refers to projects where soils and/or groundwater contamination has been detected and are cleaned up or the potential adverse impact of the contamination is reduced prior to the implementation of the project.

- Remediation and mitigation requirements must be identified during the planning phase of the project.

- Environmental engineering staff will be included in the project team to ensure proper identification and implementation of mitigation and remediation measures.

Areas of concern must be identified by project team early on, preferably during the project management plan (PMP) preparation phase.

The project director must contact the environmental engineering staff if any of the following are identified:

- Trees that may be cut or trimmed

- Ditches/swales/ponds that may be filled or modified

- Wetland areas that may be impacted

- Site that has or had old fuel tank(s)

- Site with area(s) of known contamination

- Environmental condition or history of proposed project site is unknown

- An incident involving spills or emission of hazardous substances at Authority's airports

Once contacted, the environmental engineering staff will conduct an environmental review, preferably prior to the preparation of the PMP, and identify potential mitigation or remediation measures that may be required prior to the implementation of the project.

Environmental engineering staff can also assist the project director (and consultant) in scoping and estimating the cost for the remediation and/or mitigation tasks during the planning phase, as well as monitoring progress and coordinating with appropriate environmental regulatory agencies throughout the design and implementation phases.

### 3.9.2.3 Maintainability Review

Maintainability reviews are conducted by maintenance after each subsequent edition of the 30, 60, 90, and 100 percent design phase drawings as well as review of contractor submittals during the construction phase. These reviews consider the proposed types, manufacturer and model of equipment and installation locations of equipment and controls to assure the ability of maintenance or maintenance contractors to perform required maintenance functions in a safe and efficient manner. Comments will be forwarded to the project director via e-mail prior to the design review team meetings where they will be discussed.

Additionally, life-cycle costs are considered to ensure the correct quality of equipment is selected, which often reduces the operating and maintenance costs of that equipment over the expected life. The project director will coordinate the maintainability reviews with maintenance and retain review comments with the project documents, noting whether or not any proposed changes have been incorporated.

Almost all of these items for maintainability review are addressed in the design criteria manual. Reviews typically include, but are not limited to:

- Demolition impacts upon existing facilities maintenance
- People mover systems; shuttles, monorail, elevators, escalators
- Mechanical/heat, ventilation and air conditioning
- Plumbing fixtures, piping and connections
- Lighting fixtures and controls
- Electrical power and equipment
- Fire sprinkling and alarm systems
- Public announcing systems
- Access control
- Signage
- Acoustical ceilings
- Wall and floor materials

- Structural elements and window cleaning
- Lightning warning system
- Landscaping

### 3.9.2.4 Environmental Compliance Review

In compliance with the Authority's environmental management policy P730 and standard procedure S730.01, the environmental compliance review will ensure that project team members appropriately address areas of environmental compliance that apply to the project from the planning and design phase through the construction phase and including the operation phase as applicable.

- The project director must identify permit requirements related to the project during the preparation of the project management plan prior to finalizing the scope of the project. The project permit checklist can help with this determination. This checklist can be found at:

  S:\COMMON\Environmental\Regulatory Permit Checklist

- The team must determine whether or not modifications to the project's design/layout may alleviate some permitting and environmental compliance requirements if such requirements are determined too costly or difficult to construct or operate.

- If a permit is not required from an agency, the project director must document it with a note or email relating the reason or documenting specific communication with regulatory agency personnel.

Environmental Compliance Review Process:

- The project director must refer to the permitting section to identify applicable permits or contact engineering staff prior to scoping the project and/or selecting a consultant to ensure that the scope and project request for proposal or request for qualification identify the permitting specialties and or environmental expertise needed during the design and/or construction phase.

- Following the selection of the consultant and during the scoping phase, permitting requirements must be verified by the project team including the consultant.

- During the design phase, the project team must confirm with applicable regulatory agencies environmental requirements that are specific to their projects. It is recommended that pre-permitting and permit negotiation meetings be held with applicable regulatory agencies.

- Bidding phase: non-routine permitting requirements or other environmental requirements must be reviewed and discussed during the pre-bid conference.

- Construction phase: Construction notification requirements must be discussed during the pre-construction meeting. Some environmental permits (including stormwater construction permits and dewatering permits/notifications) are the responsibility of the contractor and must be secured during the mobilization phase. Permit requirements must be monitored during the weekly project meetings as warranted by the progress of the construction activities.

- At the completion of the construction, the project director will notify engineering staff of projects for which completion reports or follow-up environmental monitoring or inspection reports must be submitted.

- Document management: Records management will keep copies of all permits and permit applications and related correspondence in the project file.

### 3.9.2.5 Operations Impact

The design review process will be conducted by operations staff with assistance from other design team members and will address design issues and construction phases which could interfere with the operations of the airport. Specifically, how a project interfaces with existing operations such as airfield, airside and landside, and the airport security program. The intent is to minimize possible adverse impacts and maintain compliance with federal regulations, operational and security procedures and programs.

### 3.9.2.6 Information Technology Implications and Assessment

Information Technology Services (ITS) requires information about the scope and special circumstances of any project which interconnects into the Authority network or contains any information technology component. The information technology component may be either physical electronic devices or network connections, or may consist of software which must ultimately be supported by the ITS staff.

Once a particular project has been identified, the following steps are necessary for ITS to interconnect the project into the Authority network:

- Indicate if design is included in project and designer's name
- Determine if the ITS design elements are properly funded
- Indicate the work location of the ITS components
- Indicate the project duration and ITS timelines
- Indicate if project requires an escort and length of time
- AutoCAD drawings of the proposed ITS infrastructure which should be part of the overall project
- Indicate if contractor is providing necessary infrastructure to accomplish the interconnect, this may include cable, conduit and electronics
- Indicate if contractor is providing any software

When this information is received, ITS will provide the following:

- A high-level network VISIO interconnect drawing of ITS's understanding of the interconnect - switch and port locations
- Quotation assistance to the contractor for purchase of cable and/or electronics which may include service warranties and identify the impact of future operating and maintenance costs
- Identification of Authority staff impacts

Following are the steps that will be provided by ITS when the electronics and/or software are delivered to the Authority:

- Coordinate the receipt of electronics with the contractor
- Schedule the appropriate outside resources for the configuration of the supplied electronics
- Deploy and confirm the interconnect capability to the Authority network
- Testing of any systems and/or application software necessary

### 3.9.2.7 Constructability Review

Constructability review is to ensure that construction documents produced for all projects meet the overall development concept and to review the specific project requirements. The project director will organize the constructability review that include Authority staff and professionals from outside firms as appropriate and required.

Construction management will be included in the design review process with emphasis on the following items:

- Construction feasibility
- Project sequencing and phasing
- Project staging and access requirements
- Subsurface information
- Interface with other capital improvement projects, existing facilities and utilities
- Interface with existing operations
- Availability of proposed building materials
- Long lead procurement
- Labor resources
- Value engineering
- Claims avoidance and mitigation

### 3.9.2.8 Estimating and Reconciliation

Project cost estimating is vital to the development of budgets for capital improvement projects (CIP). Knowledge of construction sequence and methodology, historical costs, labor trends and current material pricing is needed to prepare a reliable projection that can be used as a basis for the development of a project. In-house costs for design, construction management and other soft costs are sometimes a significant amount of a project, depending on size and scope.

The project director will coordinate the preparation of estimates for the initial project management plan (PMP) and consult with in-house and/or contracted design professionals to refine project cost estimates for the duration of the project.

Project cost estimates will be needed at the following milestones:

- Initial CIP development planning
- PMP development
- Project design fee negotiations
- 30% design submittal
- 60% design submittal
- 90% design submittal
- Final design estimate for bidding and/or construction
- Value engineering cost comparisons
- Any change of scope during project duration

Reconciliation for project closeout is used to calculate rates and charges, fixed assets and develop historical and future needs information.

### 3.9.2.9 Value Engineering

Value engineering helps the Authority creatively generate alternatives to secure essential functions at the greatest worth as opposed to costs. It is not intended to be a method for reducing cost after a project is deemed to be over budget. Every step of the process is geared toward obtaining a result that increases the value for the Authority. Each function of a total project should be analyzed to allocate cost to the function, determine its worth and develop a value to the Authority. The project team will systematically review the project through the pre-design and design phases to understand first, the project's need, function ability and purpose. This is important to develop the basis for value engineering. Always ask the question, "What else will perform the function at less cost?" Each case should be evaluated individually as value engineering effects cost in different ways.

### 3.9.2.10 Bidability Review

Bidability reviews study the suitability of project design documents for clarity, read-ability and sufficient information for the development of accurate bids from contractor or subcontractors. These are conducted according to the type of project delivery.

- Design/bid/award projects have the most critical need for multiple bidability reviews. Contract documents are developed through final design, advertised for bids and awarded. The project construction price is based on the exact information specified in the contract documents. Bidability reviews are coordinated by the project director and accomplished through regular design review team meetings with input from the construction project manager, maintenance, operations and other departments involved in the project.

- Design/build projects have different sets of needs for bidability reviews. The design/builder is heavily involved with the project from concept through construction. Early cost estimates are required to put guaranteed maximum price figures together. This is sometimes concentrated on certain portions of the work while others are covered more globally depending on schedule, lead time and market price fluctuations. As in the design/bid/award process, the project director coordinates the bidability review for each bid package with each department involved to help ensure continuity and that the project scope objectives are met.

## 3.10 Liquidated Damages

Establishing

For each project, identify the scope and quantify any adverse impacts to the Authority due to budget overage or delays. The project directors will consider each of the following actions when establishing the liquidated damages for a project:

- Coordinate with development program services (DPS) to quantify extended use of in-house and consultant staff time. The value will be consistent with the respective project management plans budget sheets using the appropriate rate for salary, benefits and overhead, multiplied by the level of effort.

- Coordinate with finance department to identify and develop values associated with financial impacts such as the debt service and bond funds

- Coordinate with properties department to quantify per day loss if the project includes revenue generating aspects or operating space for staff

- Coordinate with maintenance department to quantify adverse operating and maintenance impacts such as staff time and equipment rentals

- Provide DPS final results to be included in the contract.

Assessing

- The project manager will coordinate with the project director when a contractor's progress appears to fall behind schedule.

- The project manager will inform and advise the project director of any extenuating circumstances such as owner caused delays, extraordinary weather conditions or unforeseen existing conditions encountered that may contribute to or account for delays.

- The project director will evaluate the information and if warranted will issue a written notice to the contractor expressing the Authority's concern and the potential of assessing liquidated damages if the project is not completed within the contractual time. The senior director of planning and development and legal affairs will be copied on this notice.

- The project manager will ensure sufficient payments are withheld to cover amounts of potential liquidated damages.

- If the project is not completed on time, the project manager and project director will review the issues, identify the contractor's liability, complete the liquidated damages assessment form and recommend to the senior director of planning and development the amount of liquidated damages that should be imposed.

- The senior director will approve or disapprove the amount of liquidated damages to be assessed and send a copy of the form to legal affairs for information.

- After senior director approval, the project manager will coordinate processing a change order to assess the contractor as necessary.

### 3.10.1 Retainage

Retainage is an amount of money that a construction project owner withholds from each payment to the contractor to ensure the timely and satisfactory completion of all aspects of a project. By withholding these dollars, the owner has financial leverage to ensure that the contractor and subcontractors will perform their work in a timely and satisfactory manner or risk losing the retainage amount withheld by the contractor.

To establish some guidelines for reducing retainage the following procedure will govern reduction in retainage:

Federally funded work – in accordance with the federal aviation administration advisory circular 150/5370-10, retainage must be held on all federally funded contracts at 10% until final payment is made. Therefore, retainage will not be reduced on federally funded contracts until all contract work including closeout requirements are complete.

Non-federally funded work – in accordance with Florida state statue 255.078, after 50-percent completion of the construction services purchased pursuant to the contract, the Authority must reduce to 5 percent the amount of retainage withheld from each subsequent progress payment made to the contractor. Additionally, after 50-percent completion of the construction services purchased pursuant to the contract, the contractor may present to the Authority a payment request for up to one-half of the retainage held by the Authority to date. This request should be honored if the contractor's performance to date is satisfactory and must be approved by the Director of Construction. After substantial completion any requests to reduce retainage below 5% must satisfy the following:

1. Retainage may be reduced below 5% with the approval of the Director of Construction as long as the resultant retainage held is not less that $150,000. This corresponds to the green zone on the maximum retainage reduction schedule listed below.

2. Retainage may be reduced below $150,000 but not less than $100,000 with the approval of the Director of Construction and the Director of Development Program Services. This corresponds to the yellow zone on the maximum retainage reduction schedule listed below. The minimum requirement for reducing retainage in the yellow zone is the contractor must have satisfactorily submitted to records management the following closeout requirements: (1) consent of surety, (2) marked up as-built drawings (bid contract only), (3) record drawings (design build contract only), (4) final accounting of contract amount and (5) disadvantage business enterprise final accounting. In addition, the contractor must have demonstrated to records management that all remaining closeout issues will be resolved in a timely manner.

3. The minimum requirement for reducing retainage in the red zone is the contractor must have satisfied all contractual obligations including all closeout requirements.

**Maximum Retainage Reduction Schedule**

| Contract Value less than | 5.0% | 4.5% | 4.0% | 3.5% | 3.0% | 2.5% | 2.0% | 1.5% | 1.0% | 0.5% |
|---|---|---|---|---|---|---|---|---|---|---|
| > $500,000 | | | | | | | | | | |
| 500,000 | 25,000 | 22,500 | 20,000 | 17,500 | 15,000 | 12,500 | 10,000 | 7,500 | 5,000 | 2,500 |
| 1,000,000 | 50,000 | 45,000 | 40,000 | 35,000 | 30,000 | 25,000 | 20,000 | 15,000 | 10,000 | 5,000 |
| 1,500,000 | 75,000 | 67,500 | 60,000 | 52,500 | 45,000 | 37,500 | 30,000 | 22,500 | 15,000 | 7,500 |
| 2,000,000 | **100,000** | 90,000 | 80,000 | 70,000 | 60,000 | 50,000 | 40,000 | 30,000 | 20,000 | 10,000 |
| 2,222,222 | **111,111** | **100,000** | 88,889 | 77,778 | 66,667 | 55,556 | 44,444 | 33,333 | 22,222 | 11,111 |
| 2,500,000 | 125,000 | 112,500 | **100,000** | 87,500 | 75,000 | 62,500 | 50,000 | 37,500 | 25,000 | 12,500 |
| 2,857,150 | 142,858 | 128,572 | 114,286 | **100,000** | 85,715 | 71,429 | 57,143 | 42,857 | 28,572 | 14,286 |
| 3,000,000 | **150,000** | 135,000 | 120,000 | 105,000 | 90,000 | 75,000 | 60,000 | 45,000 | 30,000 | 15,000 |
| 3,333,333 | 166,667 | **150,000** | 133,333 | 116,667 | **100,000** | 83,333 | 66,667 | 50,000 | 33,333 | 16,667 |
| 3,500,000 | 175,000 | 157,500 | 140,000 | 122,500 | 105,000 | 87,500 | 70,000 | 52,500 | 35,000 | 17,500 |
| 3,750,000 | 187,500 | 168,750 | **150,000** | 131,250 | 112,500 | 93,750 | 75,000 | 56,250 | 37,500 | 18,750 |
| 4,000,000 | 200,000 | 180,000 | 160,000 | 140,000 | 120,000 | **100,000** | 80,000 | 60,000 | 40,000 | 20,000 |
| 4,285,700 | 214,285 | 192,857 | 171,428 | **150,000** | 128,571 | 107,143 | 85,714 | 64,286 | 42,857 | 21,429 |
| 4,500,000 | 225,000 | 202,500 | 180,000 | 157,500 | 135,000 | 112,500 | 90,000 | 67,500 | 45,000 | 22,500 |
| 5,000,000 | 250,000 | 225,000 | 200,000 | 175,000 | **150,000** | 125,000 | **100,000** | 75,000 | 50,000 | 25,000 |
| 5,500,000 | 275,000 | 247,500 | 220,000 | 192,500 | 165,000 | 137,500 | 110,000 | 82,500 | 55,000 | 27,500 |
| 6,000,000 | 300,000 | 270,000 | 240,000 | 210,000 | 180,000 | **150,000** | 120,000 | 90,000 | 60,000 | 30,000 |
| 6,500,000 | 325,000 | 292,500 | 260,000 | 227,500 | 195,000 | 162,500 | 130,000 | 97,500 | 65,000 | 32,500 |
| 6,666,666 | 333,333 | 300,000 | 266,667 | 233,333 | 200,000 | 166,667 | 133,333 | **100,000** | 66,667 | 33,333 |
| 7,000,000 | 350,000 | 315,000 | 280,000 | 245,000 | 210,000 | 175,000 | 140,000 | 105,000 | 70,000 | 35,000 |
| 7,500,000 | 375,000 | 337,500 | 300,000 | 262,500 | 225,000 | 187,500 | **150,000** | 112,500 | 75,000 | 37,500 |
| 8,000,000 | 400,000 | 360,000 | 320,000 | 280,000 | 240,000 | 200,000 | 160,000 | 120,000 | 80,000 | 40,000 |
| 8,500,000 | 425,000 | 382,500 | 340,000 | 297,500 | 255,000 | 212,500 | 170,000 | 127,500 | 85,000 | 42,500 |
| 9,000,000 | 450,000 | 405,000 | 360,000 | 315,000 | 270,000 | 225,000 | 180,000 | 135,000 | 90,000 | 45,000 |
| 9,500,000 | 475,000 | 427,500 | 380,000 | 332,500 | 285,000 | 237,500 | 190,000 | 142,500 | 95,000 | 47,500 |
| 10,000,000 | 500,000 | 450,000 | 400,000 | 350,000 | 300,000 | 250,000 | 200,000 | **150,000** | **100,000** | 50,000 |
| 10,500,000 | 525,000 | 472,500 | 420,000 | 367,500 | 315,000 | 262,500 | 210,000 | 157,500 | 105,000 | 52,500 |
| 11,000,000 | 550,000 | 495,000 | 440,000 | 385,000 | 330,000 | 275,000 | 220,000 | 165,000 | 110,000 | 55,000 |
| 11,500,000 | 575,000 | 517,500 | 460,000 | 402,500 | 345,000 | 287,500 | 230,000 | 172,500 | 115,000 | 57,500 |
| 12,000,000 | 600,000 | 540,000 | 480,000 | 420,000 | 360,000 | 300,000 | 240,000 | 180,000 | 120,000 | 60,000 |
| 12,500,000 | 625,000 | 562,500 | 500,000 | 437,500 | 375,000 | 312,500 | 250,000 | 187,500 | 125,000 | 62,500 |
| 13,000,000 | 650,000 | 585,000 | 520,000 | 455,000 | 390,000 | 325,000 | 260,000 | 195,000 | 130,000 | 65,000 |
| 13,500,000 | 675,000 | 607,500 | 540,000 | 472,500 | 405,000 | 337,500 | 270,000 | 202,500 | 135,000 | 67,500 |
| 14,000,000 | 700,000 | 630,000 | 560,000 | 490,000 | 420,000 | 350,000 | 280,000 | 210,000 | 140,000 | 70,000 |
| 14,500,000 | 725,000 | 652,500 | 580,000 | 507,500 | 435,000 | 362,500 | 290,000 | 217,500 | 145,000 | 72,500 |
| 15,000,000 | 750,000 | 675,000 | 600,000 | 525,000 | 450,000 | 375,000 | 300,000 | 225,000 | **150,000** | 75,000 |
| 15,500,000 | 775,000 | 697,500 | 620,000 | 542,500 | 465,000 | 387,500 | 310,000 | 232,500 | 155,000 | 77,500 |
| 16,000,000 | 800,000 | 720,000 | 640,000 | 560,000 | 480,000 | 400,000 | 320,000 | 240,000 | 160,000 | 80,000 |
| 16,500,000 | 825,000 | 742,500 | 660,000 | 577,500 | 495,000 | 412,500 | 330,000 | 247,500 | 165,000 | 82,500 |
| 17,000,000 | 850,000 | 765,000 | 680,000 | 595,000 | 510,000 | 425,000 | 340,000 | 255,000 | 170,000 | 85,000 |
| 17,500,000 | 875,000 | 787,500 | 700,000 | 612,500 | 525,000 | 437,500 | 350,000 | 262,500 | 175,000 | 87,500 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| 18,000,000 | 900,000 | 810,000 | 720,000 | 630,000 | 540,000 | 450,000 | 360,000 | 270,000 | 180,000 | 90,000 |
| 18,500,000 | 925,000 | 832,500 | 740,000 | 647,500 | 555,000 | 462,500 | 370,000 | 277,500 | 185,000 | 92,500 |
| 19,000,000 | 950,000 | 855,000 | 760,000 | 665,000 | 570,000 | 475,000 | 380,000 | 285,000 | 190,000 | 95,000 |
| 19,500,000 | 975,000 | 877,500 | 780,000 | 682,500 | 585,000 | 487,500 | 390,000 | 292,500 | 195,000 | 97,500 |
| 20,000,000 | 1,000,000 | 900,000 | 800,000 | 700,000 | 600,000 | 500,000 | 400,000 | 300,000 | 200,000 | **100,000** |
| 20,500,000 | 1,025,000 | 922,500 | 820,000 | 717,500 | 615,000 | 512,500 | 410,000 | 307,500 | 205,000 | 102,500 |
| 21,000,000 | 1,050,000 | 945,000 | 840,000 | 735,000 | 630,000 | 525,000 | 420,000 | 315,000 | 210,000 | 105,000 |
| 21,500,000 | 1,075,000 | 967,500 | 860,000 | 752,500 | 645,000 | 537,500 | 430,000 | 322,500 | 215,000 | 107,500 |
| 22,000,000 | 1,100,000 | 990,000 | 880,000 | 770,000 | 660,000 | 550,000 | 440,000 | 330,000 | 220,000 | 110,000 |
| 22,500,000 | 1,125,000 | 1,012,500 | 900,000 | 787,500 | 675,000 | 562,500 | 450,000 | 337,500 | 225,000 | 112,500 |
| 23,000,000 | 1,150,000 | 1,035,000 | 920,000 | 805,000 | 690,000 | 575,000 | 460,000 | 345,000 | 230,000 | 115,000 |
| 23,500,000 | 1,175,000 | 1,057,500 | 940,000 | 822,500 | 705,000 | 587,500 | 470,000 | 352,500 | 235,000 | 117,500 |
| 24,000,000 | 1,200,000 | 1,080,000 | 960,000 | 840,000 | 720,000 | 600,000 | 480,000 | 360,000 | 240,000 | 120,000 |
| 24,500,000 | 1,225,000 | 1,102,500 | 980,000 | 857,500 | 735,000 | 612,500 | 490,000 | 367,500 | 245,000 | 122,500 |
| 25,000,000 | 1,250,000 | 1,125,000 | 1,000,000 | 875,000 | 750,000 | 625,000 | 500,000 | 375,000 | 250,000 | 125,000 |
| 25,500,000 | 1,275,000 | 1,147,500 | 1,020,000 | 892,500 | 765,000 | 637,500 | 510,000 | 382,500 | 255,000 | 127,500 |
| 26,000,000 | 1,300,000 | 1,170,000 | 1,040,000 | 910,000 | 780,000 | 650,000 | 520,000 | 390,000 | 260,000 | 130,000 |
| 26,500,000 | 1,325,000 | 1,192,500 | 1,060,000 | 927,500 | 795,000 | 662,500 | 530,000 | 397,500 | 265,000 | 132,500 |
| 27,000,000 | 1,350,000 | 1,215,000 | 1,080,000 | 945,000 | 810,000 | 675,000 | 540,000 | 405,000 | 270,000 | 135,000 |
| 27,500,000 | 1,375,000 | 1,237,500 | 1,100,000 | 962,500 | 825,000 | 687,500 | 550,000 | 412,500 | 275,000 | 137,500 |
| 28,000,000 | 1,400,000 | 1,260,000 | 1,120,000 | 980,000 | 840,000 | 700,000 | 560,000 | 420,000 | 280,000 | 140,000 |
| 28,500,000 | 1,425,000 | 1,282,500 | 1,140,000 | 997,500 | 855,000 | 712,500 | 570,000 | 427,500 | 285,000 | 142,500 |
| 29,000,000 | 1,450,000 | 1,305,000 | 1,160,000 | 1,015,000 | 870,000 | 725,000 | 580,000 | 435,000 | 290,000 | 145,000 |
| 29,500,000 | 1,475,000 | 1,327,500 | 1,180,000 | 1,032,500 | 885,000 | 737,500 | 590,000 | 442,500 | 295,000 | 147,500 |
| 30,000,000 | 1,500,000 | 1,350,000 | 1,200,000 | 1,050,000 | 900,000 | 750,000 | 600,000 | 450,000 | 300,000 | **150,000** |
| Greater than < 30,000,000 | | | | | | | | | | |

### 3.10.2 Claims Disputes Resolution

The purpose of developing contract language related to claims is to formalize the process by which parties bound by a contract, identify, document and manage a demand or assertion for compensation in the form of money or an extension of time as a right based on their interpretation of the contract.

- Parties seeking such compensation must comply with the process specified in the contract documents applicable to the work for which the claim or dispute is based.

As soon as the project manager or project director are aware of any claim issues or receive any correspondence, such as a notice of intent to claim or actual claim request letter, they will discuss with the director of construction. The director of construction, together with the project management plan project team, legal and the senior director of planning and development, will determine the validity of the claim or dispute and manage the resolution as specified in the applicable contract documents.

## 3.11 Permitting

Project development will include procuring permits from regulatory agencies, including where applicable, Southwest Florida Water Management District, City of Tampa, Hillsborough County, Hillsborough County Environmental Protection Commission, Florida Department of Environmental Protection, City of Plant City and any other agencies that may have jurisdiction. Each project must be evaluated separately to determine which permitting agency has jurisdiction and approving authority. The designer of record will be responsible for procuring the permits.

- Southwest Florida Water Management District:

  An Environmental Resource Permit (ERP) is needed for projects located in Hillsborough County. This permit must be obtained from Southwest Florida Water Management District before beginning any construction activity that would effect wetlands, alter surface water flows, or contribute to water pollution. The ERP combines wetland and storm water permitting.

  Airports: Tampa International, Vandenberg nka Tampa Executive, Plant City, Peter O. Knight

- City of Tampa:

  The City of Tampa construction services center is responsible for issuing permits for projects located in the City of Tampa. Authority projects are handled through the Commercial Development Services Center and would include any site development work and any building/structure renovation or new construction. Plan review and permitting is required for storm water, landscaping, transportation, zoning, water, sewer, fire, building, plumbing/gas, mechanical, and electrical.

  Airports: Tampa International, Peter O. Knight

- Hillsborough County:

  Hillsborough County is responsible for issuing permits for projects located in Hillsborough county, excluding those areas located with in the City of Tampa. Authority projects are considered commercial development and would include any site development work and any building /structure renovation or new construction. Plan review and permitting is required for the same work elements as identified above under the City of Tampa.

  Airports: Tampa International, Vandenberg nka Tampa Executive

- Hillsborough County Environmental Protection Commission:

  Hillsborough County Environmental Protection Commission is responsible for issuing permits for projects located in Hillsborough County. Plan review and permitting is required for wetland impacts, wastewater facilities (domestic and industrial) and waste management. Waste management includes storage tank compliance, petroleum cleanup, hazardous waste, gasoline fuel systems, and aircraft hydrant fuel systems.

  Airports: Tampa International, Vandenberg nka Tampa Executive, Plant City, Peter O. Knight

- City of Plant City:

  Plant City is responsible for issuing permits for projects located at Plant City Airport. Authority projects are handled through the Development Services Department and would include any site development work and any building/structure renovation or new construction. Plan review and permitting is required for storm water, landscaping, transportation, zoning, water, sewer, fire, building, plumbing/gas, mechanical, and electrical.

  Airports: Plant City

The following permit checklist can help in identifying applicable permit requirements:

S:\COMMON\Environmental\Regulatory Permit Checklist

### 3.11.1 Notification of Required Action for Airport Height Zoning Permits

An individual or firm must complete an application for a height zoning permit for proposed construction or alteration within airport zone boundaries for proposed development or construction on airport property that meets the following criteria:

- Any proposed development that modifies the airport layout plan (ALP)
- Any new development under design that is shown on and in conformance with the ALP
- Any structure, including construction equipment, such as cranes that will penetrate a 100:1 slope from the nearest point of the nearest runway

If applicable, they must also provide an AutoCAD drawing file of the proposed site plan in a state plane coordinate system to Planning & Environmental Programs.

Planning & Environmental Programs will initiate a review process with the Federal Aviation Administration based on the information provided and will prepare a response back to the individual or firm requesting the permit. The permitting process could take up to six weeks. If the request is time sensitive, that information should be included with the permit application.

## 3.12 Bidding Process and Contract Award

The purpose of awarding contracts is to achieve the capital development program.

Design/Bid/Award: Development program services (DPS) will facilitate the development, generate and process the bid and board award documents by coordinating with the project director, the design professional or staff member responsible for providing the plans and specifications as well as any other departments involved in the process.

Design/Bid/Award activities include:

- The project director will coordinate with disadvantage business enterprise (DBE) program manager to identify DBE, W/MBE or D/W/MBE opportunities and establish the participation

- Facilitate the process of setting the insurance requirements by initiating the coordination between the project director and risk management to complete the insurance requirements questionnaire form

- Prepare a draft of the appropriate divisions of the front end documents consisting of the bidding and contract documents, general conditions, general requirements and general provisions sections and provide it to the project director for review and revision as warranted

- Produce the final draft of the front end documents and provide it to the design consultant or coordinate with the staff member for incorporation of the plans and specifications

- Coordinate, develop and process the newspaper and website advertisements

- Schedule and facilitate the pre-bid meeting for the project director

- Review request for clarifications by bidders with the project director and provide response through appropriate vehicle

- Schedule and facilitate the bid opening and coordinate the official bid tabulation and DBE review

- Coordinate notifying the contractor of intent to award with the project director and coordinate bonds and insurance submittal, review and approval

- Develop and process complete documentation for board award
- Produce and distribute conformed documents

Design/build activities: The selection of a design/builder and award of a Part 1 agreement follows the consultant competitive negotiations act process outlined in section 3.5.1 and 3.5.3. The award of a Part 2 agreement generally follows the process outlined above excluding the activities related to soliciting, receiving and reviewing bids. The DBE and risk management activities, negotiating the Part 2 agreement and developing a guaranteed maximum price, the development and processing of bonds, insurance and board documents as well as the production and distribution of conformed documents are all applicable.

### 3.12.1 Punch List

When the general contractor or design-builder considers that the work is substantially complete, the contractor will submit a written request for inspection. In addition, at least one week prior to the inspection, the general contractor or design-builder will also provide a list to the design professional and Owner containing items that are not anticipated to be complete by the anticipated substantial completion date.

- The Owner and design professional will then make an inspection to determine whether the work is substantially complete. If the Owner's/design professional's inspection discloses any item which is not in accordance with the requirements of the contract documents, a comprehensive list of items to be completed and/or corrected will be prepared and submitted to the general contractor or design-builder to obtain substantial completion.

- All work items or contract requirements that remain incomplete or unsatisfied at the date of substantial completion will form the punch list for final acceptance. All closeout documentation requirements will be part of the punch list that accompanies the certificate of substantial completion.

### 3.12.2 Additional Work Requests

After substantial completion, as the Authority or one of our tenants begins to occupy the project, there are usually additional work requests. These requests must be managed in order to control costs and to complete the project. Requests must be brought forward to the project director and reviewed for a decision as to whether the item will be added by change order to the project scope or if they will be deferred for future consideration.

Ways of controlling additional work requests:

- Participation in the design review process is the first opportunity to avoid additional work requests.

- Review and discussion with the end user is critical in order to assist in the visualization of the plan to the final product.

- Weekly or monthly commissioning meetings with maintenance on the project to review work in progress and find problem items early will also prevent numerous last minute changes.

## 3.13 Construction Management

The purpose of Construction Management is to facilitate the Authority's construction program. To accomplish this objective within the allotted completion time and approved capital budget, diligent effort must be applied to the department's management strategies from the projects inception to close out.

In addition to construction related activities, construction management will be a major contributor to the Authority's team efforts in the design development and review process. The department will have consistent membership on design review teams and personnel will be assigned to other team units as solicited by the project directors.

### 3.13.1 Project Management

It is the responsibility of the project manager to administer the contract and oversee the progress of construction activities, in a manner designed to provide momentum in the direction of success for both the Authority and the contractor. Design review, preconstruction conferences, weekly meetings, submittal procedures and other management tools are strategies formulated to guide and direct the contractor toward success. Notices of non-conformance and stop work orders, which while sometimes necessary, may have a negative effect on the project. Skillful and diligent decisions made in administering the strategic elements of the program will minimize the use of negative actions.

Some project management activities include:

- Pay application review and work in place verification
- Allowance and contingency management
- Disadvantaged business enterprise accounting and management
- Preconstruction and weekly construction progress meetings
- Change order management – time and cost
- Authority inspection and resident inspection service management
- Quality Control
- Acceptance of the work
- Commissioning
- Liquidated damage assessment
- Claims avoidance and mitigation

### 3.13.2 Issue Plans and Specifications for Construction

The purpose of issuing plans and specifications for construction to the successful bidders and Authority staff is to ensure proper distribution of accurate, complete information to all the parties that have a definable role in the completion of a project and that appropriate and precise documentation necessary to generate record drawings is maintained.

In accordance with the terms in the general conditions and/or general provisions of the construction contracts, the contractor will be provided free of charge, six copies of the drawings and conformed project manuals. Additional sets will be furnished at the cost of reproduction, postage and handling.

Activities related to issuing plans and specifications include:

- The project director will determine the number of sets to be provided to the contractor and coordinate with the consultant or Authority staff member responsible to produce and provide records management (RM) the plans, specifications, project manuals and all addenda to be distributed

- The project director will determine the distribution of plans and specifications to Authority staff and coordinate providing RM adequate sets for distribution

### 3.13.2.1 Conformed Documents

The purpose for producing and distributing conformed documents is to provide Authority staff, the general contractor or design-builder and Records Management complete bound copies of the contract documents they may need to manage and record the project.

Activities performed by development program services related to creating and distributing conformed documents include:

- Obtaining and binding signed originals of the contract execution package, complete bid package as submitted, the sub-contractors list, bonds and any addenda generated by the design professional.
    - The original bonds are stored in central records in a fire-proof sealed box for safe keeping.
    - A copy of the bonds is put with the conformed document to be closed out with the green sheet.
- Coordinate reproducing, binding the documents and distributing the conformed documents as instructed by the project director.

### 3.13.3 Meetings

To provide for discussion and coordination in construction projects between the Authority and contractor. Participants, format and agenda may vary depending on type of project.

### 3.13.3.1 Pre-construction Conference

Prior to issuance of the notice to proceed, a pre-construction conference will be called by the architect/engineer or the Authority project manager to discuss airport project procedures, scheduling and coordination of the work. Among the agenda items to discuss should include:

- Introduction of key personnel
- Project description
- Project schedule
- Maintenance of traffic: vehicles and roadways
- Storage of materials and equipment
- Safety and security requirements
- Badging procedures
- Contractor supervision
- Correspondence/records management
- Pay application procedures
- Forms
- Shop drawing/submittal process
- Site preservation/restoration
- Haul routes
- Clean up
- Permits and notification
- Notice to airmen
- Disadvantaged, Woman and Minority-Owned Business Enterprise requirements
- Weekly progress meeting day and time

- Federal requirements, if applicable
- Project close out

### 3.13.3.2 Weekly Progress Meetings

Weekly progress meetings will be held at a mutually agreed upon time and place. The architect/engineer or the Authority project manager will prepare an agenda, conduct the meeting and take and distribute minutes, in accordance with the requirements of the contract. The participants would include but not be limited to the architect/engineer, the Authority project manager and inspector, maintenance, operations and information technology and airline representatives, and other project management plan team members as necessary.

Items for discussion should include:

- Contract days remaining
- Review of previous meeting minutes
- Old business
- Progress since last meeting
- Two week look – ahead
- Schedule update
- Submittals
- Shop drawings
- Request for information from contractor
- Request for proposal
- Request for change order from contractor
- Supplemental instruction
- Construction change directive
- Plan revisions
- Action items
- New business

### 3.13.4 Change Instruments

This section includes the paperwork and administrative tools used to effect change on a project during construction. Proper administration is important to control costs, schedules and limit the financial exposure of the Authority.

Changes in the work may be accomplished after the execution of the project agreement, without invalidating the agreement by change order, work order, construction change directive, or order for a minor change in the work.

Project change instruments are outlined below:

Request for Fee and Scope Proposal

- When additional work outside of project scope or guaranteed maximum price (GMP) is requested of the design/builder
- Design/builder is asked to submit a proposal with cost and schedule impact
- Proposal from design/builder is reviewed and possibly negotiated
- Decision is made either to proceed or not proceed with additional work
- If decision is to proceed with work, than a change order is prepared and processed by the Authority

Request for Change Order (RCO)

- Contractor is asked to perform work that is in addition to the original scope of work or changes in the work increase or decrease the quantities on unit price contract
- Contractor submits an RCO for the change in the work to Authority project manager
- RCO costs and schedule impacts are reviewed and negotiated
- Allowable percentages for contractor and subcontractor overhead and profit are written in the project agreement.
- If agreement on cost and schedule is reached, then the project manager completes a change order request form and coordinates with appropriate supervisor to submit the request to development program services to create and process the change order

- If agreement cannot be reached, then request for a construction change directive (CCD) with estimated costs and schedule impacts is prepared following the coordination and submission steps above

- The CCD is issued directing work to be done with or without the contractor's agreement

- Prepares action of the CCD or change order (CO) is determined by the type of contract in effect on the project

CCD

- A CCD is a written order directing a change in the work.

- A CCD states a proposed basis for any adjustment, in the contract sum, or contract time, or both.

- The owner by CCD may order changes in the work within the general scope of the contract.

- A CCD will be used to expedite the work and minimize delays that may affect contract cost and time.

- A CCD does not require the contractor's agreement.

- A CCD adjusting the contract costs can be based on the following:
  - Mutual acceptance of a lump sum
  - Unit prices stated in contract documents or mutually agreed upon
  - Contractor estimated cost
  - Cost determined in a manner agreed upon by the owner and the contractor

- For allowable contractor and subcontractor percentages for profit and overhead refer to the project agreement

- Who prepares the CCD is determined by the type of contract in effect on the project

Change Orders

- Contractor performs work that is in addition to the original scope of the project work or work is deleted from his scope or quantities are increased or decreased on unit price contracts

- Owner asks for an request for proposal or contractor submits an RCO

- Agreement is reached on cost and schedule
- Change order is prepared
- When a CCD agreement is reached on time and cost, a CO is prepared
- Responsibility to prepare CO is determined by the type of project contract

Work Orders (WO)

- WO generally pertains to contracts that include an owner's allowance in the GMP as in a design-build project
- Owner's allowances are estimated amounts of money set aside to do specific additional work that is within the basic scope of the project and that the owner wants but has not determined the entire scope or cost
- When owner decides to proceed with the additional work, a work order is issued
- The work order instrument merely states the work to be done and authorizes the contractor to do the work
- Cost is not addressed in the body of the work order
- Contract time is not extended as a result of issuance of a work order
- Work is performed
- Payment is made after all parties agree to the cost of the work
- Work orders are prepared by the Authority's project manager

Requests for Information (RFI)

- Contractor requests additional clarification to contract drawings or specifications or proposes an alternate to the design and installation
- Contractor issues an RFI
- RFI form consists of two halves, the top half to pose the question and the bottom half for reply from engineer or architect and approval by the Project Manager and the Project Director

- RFI is transmitted to project architect or engineer through the records management (RM)

- RFI after reply from engineer or architect is transmitted to the Project Manager who reviews with the Project Director and verifies that the response given is correct. The Project Director and Manager sign and return the RFI back to contractor through RM.

- The RFI form can be a contractor's own form but must have all required signature lines

Architects Supplemental Instruction (ASI)

- Issued by architect to provide additional information or clarification to the project drawings and specifications

- Architect issued revised drawings and specifications with additional information under an ASI Form

- ASI is issued to RM

- RM issues to the Project Manager who reviews with the Project Director and verifies that the information given is correct and returns the ASI to RM

- RM transmits to the contractor and distributes to balance of the project team

- There are generally no cost or schedule impacts associated with ASI's

- Where an ASI provides for a design change or a scope or quantity impact, then a change order is appropriate

Engineers Supplemental Instruction

- Steps are same as above except that these instructions are issued by the engineer on the project and generally apply to civil engineering projects

### 3.13.5 Inspection Service

Inspection and management of Authority construction projects is normally performed by construction management staff. Responsibilities of the in-house inspector may include, but not be limited to:

- State and local code compliance
- Life safety
- Daily reports
- Point out latent field conditions
- Document all existing conditions
- Ensure compliance with contract documents
- Identify deficiencies in the work
- Assist in the coordination of remedial work
- Advise of the need of design clarification
- Verifying work in place for recommendation of payment
- Monitor fabrication and delivery of material
- Witness material testing
- Take progress photographs
- Help in determining substantial completion of the work
- Assist architect/engineer in preparing punch-list
- Recommend issuance of notices of non-compliance
- Evaluate completeness of as-built drawings
- Communicate with trades through the prime contractor
- Assist in transfer of attic stock

Provisions are included in the design consultant's agreement to provide these services should the Authority request them.

### 3.13.5.1 Quality Control

In order to maintain the Authority's consistent high quality building product a major emphasis must be put on quality control. Quality control is the means by which material and installation quality is monitored and maintained. The project manager will provide the services required to ensure quality control including:

- Knowledge of inspection methods, techniques and practices
- Knowledge of pertinent product characteristics
- Recognize established installation methods
- Use proper measuring equipment
- Interpret contract and technical specifications
- Witness testing and evaluate results
- Report on operation of assemblies and systems
- Advise on reliability of product and installation
- Evaluate maintainability of systems and equipment

The project manager who is responsible for quality control may have, depending on the size of the project, inspection services to assist in this process.

### 3.13.5.2 Material Handling and Storage

Inspection of material handling and storage is an important part of quality assurance on any type of project. Defective, damaged or unprotected material and equipment can cause project delays when material has to be repaired or replaced. Inspection of how material is handled and stored includes, but is not limited to:

- Upon arrival to jobsite, inspect material and equipment for damage
- Document damage
- Discuss return/replacement of material
- Observe off-loading procedure
- Work with contractor to establish staging areas
- Establish level of protection for material
- Maintain protection of material until installation
- Determine if material requires special storage
- Inspect condition of material prior to installation
- Recommend replacement of damaged/weathered material

### 3.13.5.3 Maintenance Involvement

Another important tool for the project manager in maintaining a high quality building product is maintenance's involvement. Frequent walk-through of the project with maintenance will help to ensure that the building is as the end user intended. A contact/representative from maintenance should be designated by the project director or manager for each project and that contact or designee should participate in the inspection process as follows:

- Comment on requests for deviations from Authority standards
- Attend construction progress reviews/walk-throughs
- Assist in punch list development
- Participate in punch list disposition
- Review maintainability issues

### 3.13.6 Specifications and Submittal Review

As a project develops, the project director is responsible for coordination of the development of the project manual, drawings, addenda and other documentation for the project. These documents become the basis for the design and construction of the work. The products and materials specified are based on the most current Authority design criteria manual and project team direction. The construction project manager is responsible for the timely review of submittals and shop drawings in accordance with the contract documents.

Design/bid/build projects: During the construction phase the contractor will submit shop drawings, product data, and samples to records management (RM). These will be forwarded to the design professional for review and approval, as required. Submittals will be reviewed concurrently by the Authority in accordance with established procedures. Upon completion of review by the design professional, these submittals will be returned to RM for return to the contractor with approval and/or comments noted. A copy of all submittals will be retained by RM and a copy provided to the project manager for use as directed.

Design-build projects: The design-build team will submit shop drawings, product data, and samples to RM for Authority review. After reviewing the submittals they will be returned to the design-build team with the appropriate comments noted. A copy of all submittals will be retained by RM and a copy provided to the project manager for use as directed.

### 3.13.7 Environmental Agencies Notifications

During the construction phase, notifications and/or permits are required at a minimum for the following activities:

- Demolition and asbestos abatement
- Construction of stormwater/surface water management facilities
- Construction of drinking water distribution system
- Construction wastewater transmission system
- Fuel storage systems installation
- Contamination remediation
- Concrete batch plant construction

S:\COMMON\Environmental\Regulatory Permit Checklist

# NOTIFICATION REQUIREMENTS

| Activity | Notification | When | Submit To: | Form Title |
|---|---|---|---|---|
| DEMOLITION & ASBESTOS | Start of Work | 10 days prior | EPC | "Notice of Asbestos Renovation or Demolition" |
| STORMWATER/ SURFACE WATER | | | | |
| • NPDES Construction | Generic Construction Permit | Upon issuance of NTP | FDEP Tallahassee | "Notice of Intent To Use Generic Permit for Stormwater Discharge from Large and Small Construction Activities" |
| • Stormwater ERP | Commencement of Construction | Upon Issuance of NTP | SWFWMD | "Environmental Resource Permit - Construction Commencement Notice" |
| • NPDES Construction | Completion of Construction | Upon completion of project | FDEP Tallahassee | "Notice of Termination of Generic Permit Coverage" |
| • Stormwater ERP | Completion of Construction | Within 30 days of completion | SWFWMD | "Statement of Completion and Request for Transfer to Operation Entity" |
| • Dewatering - Contaminated Sites | To Obtain Generic Permit | 30 days prior to start of discharge | FDEP SW District | "Generic Permit for Discharges from Petroleum Contaminated Sites" |
| • Dewatering - NON-Contaminated Sites | To Obtain Generic Permit | 30 days prior to start of discharge | FDEP SW District | "Generic Permit for the Discharge of Produced Ground water From Any Non-Contaminated Site Activity" |
| WATER | | | | |
| • Construction Permit | To Obtain Construction Permit | At Completion of Design | County HRS | Notice of Intent to Use General Permit for Construction of Water Main Extension |
| • Completion Notification | Completion Of Construction | Upon Construction Completion | County HRS | "Certification of Construction Completion and Request for a Letter to Place Drinking Water Facility into Service". |
| WASTEWATER | | | | |
| • Construction | To Obtain Construction Permit | At completion of Design | EPC | "Application to Construct Domestic Wastewater Collection /Transmission Systems" |
| • Completion Notification | Completion of Construction | Prior to placing system into operation | EPC | "Domestic Wastewater Collection/Transmission Systems Certification of Completion of Construction" |
| WASTE MANAGEMENT | | | | |
| • Waste Disposal | Waste Manifest | Prior to disposal of Haz-Waste | Keep on file | "Uniform Hazardous Waste Manifest" |
| FUEL STORAGE SYSTEM | | | | |
| • New System or Upgrade Notification | For New Systems or Upgrade | Submit 10 days prior (30 days recommended) & notify 48 hrs prior | EPC w/STRF & Plans | "Application for the Installation or Upgrade of Pollutant Storage Tank Systems" |
| • Closure & Removal | For Closure & Removal | Submit 10 days prior (30 days recommended) & notify 48 hrs prior | EPC | "Application for Closure of Pollutant Storage Tank Systems" |
| • New System or Info Changes | | Submit 10 days prior (30 days recommended) & notify 48 hrs prior | EPC | "Storage Tank Facility Registration Form" (STRF) |
| • Financial Responsibility for New systems | | Submit 10 days prior (30 days recommended) & notify 48 hrs prior | EPC | "Certification of Financial Responsibility" |
| | | Submit 10 days prior (30 days recommended) & notify 48 hrs prior | EPC | "Underground Storage Tank Installation and Removal Form for Certified Contractors" |
| • Closure & Removal - Program Sites | For tank work | Within 60 days of completion of Closure | EPC | "Limited Closure Summary Report Form" |
| • Soil Excavation - Program Site | If Contaminated Soils are Removed | 10 days and 3 days prior | EPC | Letter |

| Activity | Form # | Form Link | Comment |
|---|---|---|---|
| DEMOLITION & ASBESTOS | DEP Form 62-257.900(1) | http://www.dep.state.fl.us/air/forms/asbestos/dep62_257_900(1).pdf | By Contractor |
| STORMWATER/ SURFACE WATER | | | |
| • NPDES Construction | DEP Form 62-621.300(4)(b) | http://www.dep.state.fl.us/water/stormwater/npdes/forms/cgp_noi.pdf | By Contractor |
| • Stormwater ERP | DEP Form 62-343.900(3) | http://www.dep.state.fl.us/water/wetlands/forms/343/900(3).pdf | By Engineer |
| • NPDES Construction | DEP Form 62-621.300(6) | http://www.dep.state.fl.us/water/stormwater/npdes/forms/not.pdf | By Contractor |
| • Stormwater ERP | SWFWMD Form547.27/SOC | http://www.swfwmd.state.fl.us/files/database/site_file_sets/18/547.27_SOC.pdf | Submit with As-Built Drawings |
| • Dewatering - Contaminated Sites | No Form | http://www.dep.state.fl.us/legal/Rules/shared/62-621(1).doc | Link is for copy of generic permit |
| • Dewatering - NON-Contaminated Sites | No Form | http://www.dep.state.fl.us/legal/Rules/shared/62-621(2).doc | Link is for copy of generic permit |
| WATER | | | |
| • Construction Permit | FDEP Form 62-555.900(7) | http://www.dep.state.fl.us/water/drinkingwater/forms/pdf/555fm07.pdf | By Engineer |
| • Completion Notification | FDEP Form 62-555.900(9) | http://www.dep.state.fl.us/water/drinkingwater/forms/pdf/555fm09.pdf | Do not turn on if sewer is not released. |
| WASTEWATER | | | |
| • Construction | FDEP Form 62-604.300(7)(a) | http://www.dep.state.fl.us/water/wastewater/forms/pdf/604form8_a.pdf | By Engineer or Design/Builder (DB) |
| • Completion Notification | FDEP Form 62-604.300(7)(b) | http://www.dep.state.fl.us/water/wastewater/forms/pdf/604form8_b.pdf | By Engineer |
| WASTE MANAGEMENT | | T:\COMMON\ENG\Form_8700-22_effective_until_09-04-06.pdf | |
| • Waste Disposal | EPA Form 8700-22 & 22A | T:\COMMON\ENG\New-Form_8700-22_effective_09-05-06.pdf | By Waste Disposal Contractor |
| FUEL STORAGE SYSTEM | | | |
| • New System or Upgrade Notification | EPC Form | http://www.epchc.org/waste.htm | By Contractor |
| • Closure & Removal | EPC Form | http://www.epchc.org/waste.htm | By Contractor |
| • New System or Info Changes | FDEP 62-761.900(2) | http://www.dep.state.fl.us/waste/quick_topics/forms/documents/62-761/761_2.pdf | By Contractor |
| • Financial Responsibility for New systems | FDEP 62-761.900(3) | http://www.dep.state.fl.us/waste/quick_topics/forms/documents/62-761/761_3.pdf | By Owner |
| | FDEP 62-761.900(5) | http://www.dep.state.fl.us/waste/quick_topics/forms/documents/62-761/761_5.pdf | By Contractor |
| • Closure & Removal - Program Sites | FDEP 62-761.900(8) | http://www.dep.state.fl.us/waste/quick_topics/forms/documents/62-761/761_8.pdf | By Contractor |
| • Soil Excavation - Program Site | n/a | n/a | |

### 3.13.8 Testing

Tests, inspections and approvals of portions of the work required by the contract documents or by laws, ordinances, rules, regulations or orders of public authorities having jurisdiction will be made at the appropriate time. The contractor will give the owner timely notice of when and where tests and inspections are to be made so the owner may observe such procedures. Tests or inspections conducted pursuant to the contract documents will be made promptly to avoid unreasonable delay in the work.

If such procedures for testing, inspection or approval as indicated above reveal failure of the portions of the work to comply with the requirements established by the contract documents, the contractor will bear all costs made necessary by such failure including those of repeated procedures and compensation for the owner's representative's services and expenses.

The contractor will secure and promptly deliver to the owner any required certificates of testing, inspection or approval, any occupancy permits, any certificates of final inspection of any part of the contractor's work and any operating permits for any mechanical apparatus, such as elevators, boilers, air compressors, etc., which may be required by law to permit full use and occupancy of the premises by the owner.

In addition the following steps must be taken:

- Contractor will provide contact names and numbers of testing agencies and their personnel at the pre-construction meeting
- Tentative schedules will be provided, with actual schedules submitted at least two weeks prior to the required testing date
- Discuss the outline of the test plan
- Obtain copies of test results ensuring appropriate project data is on the test result sheet to ensure the test data sheet is attributable to the project
- Verify the lists of the necessary witnesses needed for example maintenance, operations, City of Tampa Building Department, EPC, engineer, tenants
- Prevent unnecessary repeating of test
- Establish dates and times for re-tests within a timely period

### 3.13.9 Daily Reports

**Inspector's reports**

It is the responsibility of the construction inspector and back-up inspector, when filling in, to complete the field report form on a daily basis. The field reports which the inspector by definition, prepares and keeps, are herein referred to as daily field report. A separate field report form must be completed and signed daily for each of the projects assigned. This would include days where no activity is performed on the project. This is noted on the field report as no activity with all of the appropriate data that can be gathered and noted on the form.

It is also the inspector's responsibility to see that shift overlap, between shifts, is properly documented on the daily field report. Presently, Expedition is used as the instrument of record for such reports.

Quality control is the objective evidence that the constructed facilities are in conformance with the project plans, specifications, and contract documents, and consists of observations, tests, and evaluating functions, which are compiled in field reports.

Almost any written communication that takes place between the owner, contractor, or designer is subject to become a part of the official record of the project and a part of the contract documents. In a litigious situation these records will likely become extremely important to the case. As a result, the inspector is to make certain that all such documents are factual in an understandable format and as concise as possible.

The following list of items is normally found in the daily report, which is by no means exclusive nor, is each item necessarily required in each and every report.

- Personal factual observations of work
- Observations of each phase or step of sequencing work
- Witnessing of tests
- Monitoring contractor's storage and handling of materials and equipment
- Complete, descriptive, concise record of project activities
- Attachments - photographs, test reports, receiving slips
- Record of visitors to the site
- Explanation of unusual events

- Proper recording of special events – press on the site, dignitaries visiting the site, foreign personnel from outside of Tampa Bay area

- Project coordination events such as interference request forms

### 3.13.10 Posting and Change Management

The project manager is responsible for tracking changes throughout the course of the contractor's activities. In order to ensure that the construction documents are complete and current, all changes to the contract documents must be posted. Depending on the size and delivery method of the project, the effort required and level of posting will vary.

As a minimum the following procedures should be followed:

Posting Architectural Supplemental Instruction (ASI) and Request for Information (RFI)

- Reduce copy, cut and paste ASI and/or RFI to every page of the contract drawings that pertains to the RFI and/or ASI.

- File the ASI and/or RFI in a 3-ring binder or folder. In red ink on the RFI and/or ASI, initial and state the date and contract drawing(s) that the document was posted.

- When posting ASI and/or RFI to the drawings, RFI is posted to the far left of the opposite page and ASI is posted to the far right of the page.

- After posting the RFI and/or ASI, in red felt tip pen cloud or point an arrow to the area affected by the RFI and/or ASI. Next to the red cloud or arrow state the number of the RFI and/or ASI and the statement posted on the opposite page.

- After posting the document, distribute to any inspectors that are covering the work that would be affected by the ASI and/or RFI.

- Maintain a posting log, near the drawings. Logging the drawing number that the document was posted to on the log-in sheet.

- Maintain an updated RFI and ASI log sheet in the front of the 3-ring binder or folder. Records management or the contractor will provide this document for use at the weekly meetings.

### 3.13.11 Work in Place Verification/Schedule of Values

**Work in Place (WIP) Verification/Schedule of Values**

One of most important project manager duties is WIP verification. The project manager is responsible for verifying the WIP submitted as part of the contractor's monthly payment application. This requires a review of the project verifying the percentage of work completed as submitted on the pencil copy of the pay application. The pay application is developed using a schedule of values which divides the total cost of the project into smaller verifiable work items. The schedule of values is approved by the project manager and project director. This work should be done with any Authority or resident inspectors assigned to the project. The contractor may or may not be present.

All projects will have unique characteristics that will vary the method of verifying WIP, including:

- Design/build delivery method
- Bid/build delivery method
- Unit price contracts
- Federal contracts

Because the Authority uses different delivery methods and all projects are unique there are different strategies for successful financial management. The contract has language for determining many pay application related items and should be thoroughly reviewed. Listed are some different examples of contracts and the WIP verification methods to be used when managing one of these types of projects.

- Design/build delivery method – Design/build projects are usually based on guaranteed maximum price and have incentives for a cost savings split of any monies not spent as determined by a final audit of the cost of the project. The schedule of values for the various subcontractors work should be developed as part of, and mimic the contractor's pay application with each subcontractor. Payment to the contractor should be based on payment to the subcontractor and a review of the physical work in place. General condition costs should be submitted monthly with the proper back up and an accompanying spreadsheet for review.

- Bid/build delivery method – Bid/build Projects have a fixed contract price and the schedule of values should be developed to total the amount of the contract. The work should be broken down into items that are verifiable during the review of the physical work in place. General condition costs also determined on the schedule of values are paid based on the total percent complete for any particular month.

- Unit price contracts – Unit price contracts are based on estimated quantities and a fixed unit price for each of these items. The schedule of values should be based on the contract bid schedule and any lump sum items should be broken down as if dealing with a bid/build contract. Daily quantity record drawings should be maintained tracking the amount of work completed daily, as broken down on the schedule of values and then compiled for WIP verification. General condition costs also determined on the schedule of values are paid based on the total percent complete for any particular month.

- Federal contracts – Federal contracts are almost always design/bid or unit price contracts and the same methods described above should be used. Federal contracts require a more detailed reporting method as it relates to labor standards, inspection and verification. Specific requirements are stated in the contract.

For information pertaining to retainage refer to section 3.10.1.

### 3.13.12 Notice of Non-Conformance

A notice of non-conformance (NNC) is a tool used to correct work that has been completed or is progress that does not comply with the contract documents. This includes plans and specifications as well as request for information submittal information and shop drawings. An NNC allows the owner to withhold payment on non-conforming work and should be used as a last resort in problem resolution. The Authority may prefer to accept a credit for work which is not in conformance.

The Authority has standard forms for NNC.

### 3.13.13 Stop Work Orders

If the contractor fails to correct work which is not in accordance with the requirements of the contract documents or persistently fails to carry out work in accordance with the contract documents, the Authority or other authorized representative may order the contractor, by written order, to stop all or a portion of the work until the cause has been eliminated. All stop work orders will be pre-approved by the senior director of planning and development. The Authority does not have a standard form for stop work orders.

### 3.13.14 Substantial Completion

Substantial completion occurs when the work is functionally complete as defined in the contract documents and the Authority may beneficially occupy or use the work for its intended purpose.

The Authority and contractor will conduct periodic inspections to determine the date or dates of substantial completion. A punch list of any incomplete or missing work items including closeout documentation is generated and attached to the substantial completion certificate. These items are typically minor finish/cleaning work that must be completed prior to final acceptance. In no case will a punch list item be a major system or structural item. The Authority has a standard form for substantial completion and it is coordinated by development program services with the project director and project manager.

### 3.13.15 Commissioning

Commissioning is the process in which the construction project is turned over to the end user of the facility. It is important that this action begins early at the rough-in stages with maintenance walkthrough.

The following steps should be completed and reviewed with the end user:

- Heating, ventilation and air conditioning (HVAC) test and balance completed
- Systems instructions, demonstrations, maintenance procedures and operating procedures completed for fire alarm, fire sprinkler, HVAC, electrical and access control
- Final cleaning has been performed
- Final meter readings for utilities, measured record of stored fuel, and similar data either as of time of substantial completion or when Authority took possession of and responsibility for corresponding elements of the work
- Utilities are transferred to the Authority.

### 3.13.16 Final Acceptance

A letter of final acceptance may be issued when the following conditions are met:

- The work is complete
- The work is acceptable to the architect/engineer and the owner
- The punch list issued with substantial completion has been completed
- The following documents have been received:
    - Consent of surety to pay
    - Contractor's affidavit of payment of debts and claims
    - Contractor's affidavit of release of liens
    - List of subcontractors and major suppliers
    - Final release of liens from subcontractors and suppliers
    - Disadvantaged, Woman and Minority-Owned Business Enterprise statement
    - Accounting of final contract amount
    - Evidence of continuing insurance
    - Statement regarding payment of taxes and labor standard compliance
    - Statement of contractor's one year warranty
    - Receipt of operations and maintenance manuals
    - Receipt of attic stock
    - Return of security badges

## 3.14 Project Cost Tracking

The purpose of tracking costs of active capital improvement projects is to readily identify the need to adjust project budgets, develop a database of actual costs verses project estimates for future programming needs, performance measurement and to assist with agency cash flow monitoring.

Development program services will facilitate cost tracking by producing a monthly project financial status report which provides detailed comparisons of project budgets, and in-house labor commitments and expenditures and flags out of balance conditions. This information is provided to the project directors and department directors for review, enabling them to pinpoint specific line items in the project budget that need adjusted as expeditiously as possible.

### 3.14.1 In-house Labor Tracking and Reporting

The purpose of tracking and reporting in-house labor is to accurately report the time allocated to projects in each month by direct-charge employees, project directors, managers and inspectors. It is also used to allocate indirect labor charges to the projects incurred by P&D personnel who are not directly involved in the project implementations such as Senior Director of Planning and Development, Director of Construction, Director of Architecture, Director of Engineering, Program Development Managers and others.

The project hours tracking and reporting process is summarized below:

- Direct charge employees in P&D are required to record their daily time charged to projects as well as hours spent for non-project related work, unileave, holiday and administrative duties. Timesheets are located in the s:hcaa/common/project hours/ p&d-art-eng-pncp or p&d construction/project hours fyxx /current month/individual folder. The timesheets include individual columns for the project number, task number, project description and the days of the month.

- No later than the fifth working day of the succeeding month, the monthly timesheets of all direct-charge employees in P&D should be completed.

- No later than the eighth working day of the succeeding month, the immediate supervisors have reviewed and approved the timesheets of their employees. The timesheet approval process is done electronically. The Sr. Project Accountant emails the supervisor the number of project hours charged along with the employee's completed timesheet (as an attachment) for their review and approval. Correspondingly, the supervisor emails back the Sr. Project Accountant indicating his/her approval (or disapproval) of the hours charged to the project by the employee as indicated in the timesheet. The supervisor's email reply automatically serves as an electronic signature approving the timesheet. In cases wherein the supervisor found discrepancies on the timesheet, he/she notifies the employee to correct the error and the corrected timesheet will then be resubmitted to the supervisor for approval.

The Maintenance and ITS departments are also required to submit labor charges incurred by its personnel for various approved projects for the same purpose stated above. The Maintenance department uses an airport maintenance management system program to log in and track in-house labor. The ITS Director gathers the monthly project hours worked from his employees, reviews and approves them. An electronic copy of the monthly ITS projects is electronically transmitted to the Sr. Project Accountant for processing.

Finance summarizes and reports the time and posts the project costs in Oracle.

### 3.14.2 Recognized Net Investment Schedule

- The recognized net investment (RNI) schedule is a listing of all assets constructed or purchased through a project.

- Existing assets that become fully or partially disposed of during the course of a new project must be identified and submitted with the final project management plan review by the project director.

- The RNI disposal schedule is located in public folders\finance\recognized net investment

## 3.15 Records Management (RM)

RM is responsible for receiving, coordinating and processing all project related documentation from project initiation through close-out to include merging and archiving the project files.

RM Process:

All project documentation received by RM is date stamped, copied, distributed to the project team, logged into Primavera Contract Manager (CM) and filed.

The standard file categories are listed below.

**3.15.1** General information/project management plan (PMP): The original PMP, a working copy, is maintained by development program services (DPS). When the final PMP has been reviewed and approved by the development committee, it is forwarded to RM for processing and archiving.

**3.15.2** Submittals: All submittal packages are sent to RM for coordination, review, processing using CM and approval. After approval, RM retains two copies (one each for the project manager and RM) and forwards remainder to the general contractor or design-builder. Submittals are time sensitive and time allowed is detailed in the project specification.

**3.15.3** Transmittals: Cover sheets for routing data both within the Authority and to external agencies. A copy of the transmittal is attached to the subject documentation and filed in accordance with the subject matter.

**3.15.4** Specifications/conformed documents/addenda: Contain documentation pertaining to contract requirements, scope of work, procedures to the design-build team, design professional and general contractor.

**3.15.5** Architect supplemental instruction (ASI) or engineer supplemental instruction (ESI): Provides additional information/instructions concerning the project to the general contractor/design-builder. There is no additional cost or contract time associated with either of these documents. These are logged into CM as a submittal. Once the document is approved by the project director and project manager, it is sent to the general contractor or design-builder and all of the parties that were sent copies of the original conformed construction plans and specifications.

**3.15.6** Requests for Information (RFI): RFIs are time critical and are date stamped and logged into CM. Upon receipt of an RFI question, RM provides a hard copy to the project director and project manager then the original is sent to the design professional for response. Upon receipt of the response, RM coordinates review and approval of the project manager and project director before the RFI is transmitted to the general contractor or design builder for incorporation.

**3.15.7** Stop Work Orders (SWO): Document issued by the Authority if work is not being done according to contract documents. SWOs are usually issued if a notice of non-compliance has not corrected work that is not in compliance with the contract. SWOs are initiated by the project manager, coordinated with the project director and signed by the director of construction. They are then logged into CM under contract information/all requests and changes folder and distributed.

**3.15.8** Notice of Non-Compliance (NNC): Issued to general contractor or design-builder to bring work into compliance with contract requirements. NNCs are initiated by the project manager, coordinated with the project director and signed by the director of construction. They are then logged into CM under contract information/all requests and changes folder and distributed.

**3.15.9** Requests for Change Order (RCO): Submitted by general contractor or design-builder. RCOs may contain requests for time and/or money, and can be a stand alone document or submitted in response to a change in work based on a change instrument, RFI or verbal guidance RCOs are logged in CM under contract information/all requests and changes folder, copied, and routed to the project team for review and approval. Response date is logged and item returned to addressee.

**3.15.10** Request for Proposals (RFP): Generated by the design professional for the purpose of receiving pricing/time to complete requested scope of work, RFPs are logged in CM under communication/correspondence received folder.

**3.15.11** Application for Payments: Pay applications with backup and Disadvantaged Business Enterprise and/or Women and Minority-Owned Business Enterprise (D/W/MBE) forms attached, are submitted to RM and forwarded to DPS for coordination and separate internal approval process. Pay applications are due on or before the third of each month and will be paid out on the third Friday of each month. If the pay date is a holiday, then payment will be made the following Monday. Pay applications are logged in CM under logs/ submittal folder (for tracking purposes). DPS generates and attaches a gold transmittal sheet and routes to appropriate individuals for signature. Signature by the project manager and project director represents certification of in-place quantities and completion of work to date. Once all signatures are obtained, DPS clears the submittal log and distributes a copy of the pay application to RM and the project manager. A copy of the D/W/MBE form is forwarded to the DBE manager. An original pay application, including backup & D/W/MBE is forwarded to Finance for payment.

**3.15.12** Change Orders (CO): Affect time and/or money and are prepared by DPS and signed by the general contractor or design-builder. One copy is sent by RM and the original is sent to central records. Change orders are logged in CM under the contract information/all requests and changes folder. Once posted and approved CO information can be viewed in the contract

information/change order folder. The Authority uses four standard forms for change orders. The form used depends on the type of contract or agreement, and if it is a final change order to adjust for in-place quantities and return of unused allowances. Detailed CO procedures are contained in the change instrument procedures published separately by DPS and posted in public folders.

**3.15.13** Construction Change Directives (CCD): Directs project changes in cost and/or time, and does not require the signature of the general contractor or design-builder. A CCD can not be used as a basis for payment until it is followed by a change order that incorporates the additional cost and/or time basis of the CCD. The form used depends on the type of contract or agreement. Detailed CCD procedures are contained in the change instrument procedures published separately by DPS and posted in public folders. CCDs are logged in CM under correspondence received or sent depending on the originator.

**3.15.14** Work Orders (WO): Used to direct minor changes that result in additional cost to the general contractor or design-builder. The general contractor is compensated for the additional work using the owner's allowance account specific to each contract. A WO cannot be used to adjust contract performance time. The form used depends on the type of contract or agreement. Detailed WO procedures are contained in the change instrument procedures published separately by DPS and posted in public folders. WOs are logged in CM under communication/notices folder.

**3.15.15** Daily reports: Details the progress throughout the life of the project, written by the inspectors and logged in CM under log/daily reports folder. Hard copies are printed and signed by the inspectors and filed by RM.

**3.15.16** Test results: Normally received from outside testing agencies, test results are distributed for review as required and filed by RM. Test results are logged in CM under communications/correspondence received folder.

**3.15.17** Construction contract documents: Contains copies of notice to proceed and notice of award, green sheet closeout packages or anything relative to the contract. The originals of these documents are on file with central records.

**3.15.18** Closeout documents: Contain certificates of substantial completion, letters of final acceptance, consent of surety, affidavit of release of liens, releases of liens, statement of compliance with labor standards and taxes, warranties, final accounting, continuing insurance, conformed documents, record drawings and operations manuals. Detailed closeout requirements and procedures are published separately by DPS. Closeout documents are to be listed as a punch list item attached to the certificate of substantial completion.

**3.15.19** Notices to owner: Filed by sub-contractor or material supplier and provides written notice to the Authority that improvements are scheduled to be made at a particular site, and reserves the right to lien the property in the event of non-payment by the general contractor or design-builder. DPS coordinates a written response from Legal to each notice to owner originator stating that as a public agency, the Authority is exempt from Florida lien laws but that Florida Statutes Chapters 713 and 255 provides a legal remedy against the surety for non-payment by the general contractor or design-builder.

**3.15.20** General correspondence (outgoing): Separate sub-folders are created to each entity (design professional, general contractor, design-builder), and logged in CM under communication/ correspondence sent folder.

**3.15.21** General correspondence (incoming): Separate sub-folders are created for each entity (design professional, general contractor, design-builder), and logged in CM under communication/ correspondence received folder.

**3.15.22** Federal Aviation Administration/Florida Department of Transportation: Correspondence only since original funding, grants, certificate of acceptance documentation is maintained in central records and working files are maintained by DPS.

**3.15.23** E-Mail correspondence: Contains printed e-mail correspondence related to the project. In some cases, a CD of e-mail correspondence is kept in the file after the project is closed.

**3.15.24** Permits (project specific): Examples are building, environmental, welding, cutting and so on.

**3.15.25** Meeting minutes: This contains all information pertaining to pre-bid, pre-construction, and weekly meetings for the design and/or construction phase. Attachments may include a 90-day look ahead schedule and any issues pertinent to the project.

**3.15.26** Special reports: Incidents generating an investigation, environmental reports, threshold reports, and so on.

**3.15.27** Professional services: Design agreement documents/Part 1 agreement.

**3.15.28** Letters of interest: (cross filed with contract documents and or RFPs/RFQs.)

**3.15.29** Invoices: Project related and normally associated with professional services agreements. Invoices may also be for printing services, copying or document delivery not directly related to a specific professional services contract. Invoices, with backup and D/W/MBE forms attached (if applicable), are submitted to finance and forwarded to DPS for coordination of the internal approval process. Invoices are due on or before the third of each month and will be paid out on the third Friday of each month. If the pay date is a holiday,

then payment will be made the following Monday. Invoices are logged in CM under logs/submittal folder (for tracking purposes). DPS generates and attaches a gold transmittal sheet and routes to appropriate individuals for signature. Signature by the project director represents certification of completion of work to date and receipt of required deliverables, if applicable. Once all signatures are obtained, DPS clears the submittal log and distributes a copy of the invoice to RM. A copy of the D/W/MBE form is forwarded to the DBE manager. An original invoice, including backup, and D/W/MBE Form is forwarded to finance for payment.

**3.15.30** Miscellaneous: Items that do not fall under any of the specific categories listed under the other 29 file indexes (i.e. pictures, progress photos, videos and working files of the architects and engineers when the project is prepared for archiving.

## 3.16 Project Closeout

Project closeout consists of the activities related to the finalization of capital improvement program design and/or construction project through project management plan final review and other professional services agreements.

### 3.16.1 Capital improvement project (CIP) Contract Closeout

Closeout of a CIP project's contract is the series of activities that takes place between the date of substantial completion and the date of final payment. It consists of the design professional's, general contactor or design-builder's acquisition, preparation and submission of documents necessary to legally end the contract.

Construction Contract Closeout Process

- General contractor or design-builder performs specified prerequisites to substantial completion and requests inspection
- Design professional, general contractor or design-builder and Authority's project manager performs substantial completion inspection
- Design professional or design-builder issue for review punch-list items of work to include closeout documents
- After review and approval of punch list, the Authority issues certificate of substantial completion with punch-list items attached
- General contractor or design-builder completes punch-list work
- General contractor or design-builder submits National Pollutant Discharge Elimination System Stormwater Notice of Termination (NOT) to the Florida Department of Environmental Protection within 10 day of the completion of the construction activities and include a copy of the NOT in the closeout document, if required.
- General contractor or design-builder submits all closeout documents
- Authority approves all closeout document submittals
- General contractor or design-builder requests final acceptance inspection
- Design professional, general contractor or design-builder and Authority's project director and project manager performs final acceptance inspection
- Design professional certifies final pay application
- Authority issues certificate of final completion and acceptance
- Final payment is made

Design or Other Services Contract Closeout

- Design professional or other service provider performs specified prerequisites to completion

    a. Submits all required deliverables and required close-out documents to include final invoice
    b. Authority approves deliverables and all closeout document submittals
    c. Authority issues final payment

Project Management Plan (PMP) Final Review

The Authority practices an in-house final PMP review upon receipt of the closeout documents and final payment to general contractors, design builders and/or design professionals.

PMP Final Review Process

- Development program services (DPS) notifies finance upon the satisfactory completion of the following:

    a. Contractor and/or design-builder's completion of all punch-list work to include closeout documents
    b. Receipt of all deliverables from the design professional
    c. Receipt and approval of general contractor's, design-builder's or other service provider's final pay application
    d. Receipt and approval of design professional's final invoice
    e. Receipt and approval of any final change order

- Finance reviews budget information, inputs funding source data, prepares final budget sheet and sends same to DPS

- DPS formats final review package, obtains project director's signature, and schedules item for development committee (DC)

- Upon approval of DC, DPS sends PMP final review package to executive director for approval. Executive director returns approved package to DPS.

- DPS posts in public folders' closed file, and sends PMP final review package to records management.

### 3.16.2 Closeout of Professional Services Agreement

- Project director provides development program services (DPS) records management with deliverables and/or provides verification that all deliverables have been received

- DPS processes final invoice as described section 3.16.1 of this manual.

- DPS initiates final project management plan review as described in section 3.16.1 of this manual.

### 3.16.3 Record Drawings

Design/bid contractor submits as-built drawings to records management (RM). RM sends as-builts to architect/engineer. Architect/engineer prepares record drawings and submits to the Authority. Design-build contractor prepares and submits record drawings to records management.

The process described throughout this section is for a conventional design/bid project. The process is similar for a design/build project with design/builder replacing the term contractor, and the term owner replacing the term architect/engineer.

Record documents must be submitted as described in the contract and the design deliverables manual. Electronic media submittals of the record documents must conform with the following:

**Media**
The preferred type of media for data exchange is CD/DVD in jewel case. E-mail may be used for progress submittals. When digital media are exchanged, an external label should contain, at a minimum, the following information:

- Official project name
- HCAA project number and federal aviation administration project number (if any)
- Date of project and date of submittal
- A short description of contents

Labels must be provided for both CD's and jewel cases. A transmittal sheet should accompany the media containing the following information:

- Information included on the external label of each CD/DVD and total number of CD/DVD's being delivered
- Instructions for restoring/transferring the files from the media if proprietary or custom methods of preparation have been used

**Format**
All digital files must be delivered in a format that is directly readable and compatible with the Authority's CAD software (AutoCAD) and platforms without conversion. Before files are delivered, the following procedures must be performed:

- Remove all extraneous graphics and set the active parameters to a standard setting. ***Fully purge, set sheet files to layout view, and zoom extents all files.***

- All referenced files must be attached without device or directory specifications (path) and in the same directory.

- Include all files, both graphic and non-graphic, required for the project (e.g., plotter configuration or plot style files, fonts, line types, linked files, etc.).

- Include any standard sheets (i.e., abbreviation sheets, standard symbol sheets, etc.) necessary for a complete project.

- Include any nonstandard fonts, tables, symbols, etc., developed by the architect/engineer or not provided with the Authority-furnished material.

- Use of AutoCAD's "e-transmit" feature will assure complete support file submittal.

- Do not compress (zip) files on disk.

- Do not submit a "directory dump". Do not include backup (.bak) files, error (.err) files, plot logs or any other unnecessary files on the CD/DVD.

**Documentation**
Documentation of the plot for each drawing is needed to duplicate the plot at a later date and should be provided with the deliverables. If plotting procedures are generally standard for all sheets, plot documentation may be included in a single text file named "plot documentation.txt". Any deviations should be noted in the specific file as indicated above.

**Non-CAD Reproducible Document**
In addition to the media described above, two **multi-page** Adobe PDF documents of the plotted project will be provided. One set must be full size and the other formatted to scale on 11x17 sheets and will duplicate the original hard copy set with the exception of raised seals and signatures.

## 3.17 Development Program Manual Update Process

In order to facilitate continuous improvement to the planning and development process, the development program manual will be updated annually. The update process is detailed in the Authority's standard procedure S720.01.