

## ADDENDUM TWO

Date: March 24, 2011  
To: All Respondents  
From: Orlando Community Construction Corporation  
Subject: Addendum Two to the Dr. P. Phillips Center for the Performing Arts Request for Qualifications for Owner's Representative Services

This Addendum is being issued to provide all prospective Respondents with modifications to the subject RFQ which was issued on March 11, 2011, and Addendum One which was issued on March 21, 2011.

1. Attachment "B" "Selection Criteria" is revised and replaced by Attachment "B" "Selection Criteria and Scoring" attached to this Addendum Two as Exhibit "1".
2. Responses to questions received before the March 21, 2011, 5 p.m. deadline are attached to this Addendum Two as Exhibit "2".
3. The current Project construction schedule is attached to this Addendum Two as Exhibit "3".
4. The sign-in sheets from the Pre-Submittal Meeting on March 18, 2011, are attached to this Addendum Two as Exhibit "4".
5. In other respects, except as specifically stated above, the subject RFQ remains unchanged.

Attachments

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**EXHIBIT "1"**

**ADDENDUM TWO  
ATTACHMENT "B"  
SELECTION CRITERIA AND SCORING  
OWNER'S REPRESENTATIVE SERVICES  
ISSUED MARCH 24, 2011**

1. Experience and Qualifications of the Respondent, team members and Respondent's Project Staff. Maximum points: 25.
2. Sufficiency of the Respondent's financial resources and its demonstrated ability to perform the Scope of Services; Provision of Insurance coverage and any Business License(s) necessary to perform the Scope of Services. Maximum points: 20.
3. Responses of References. Maximum points: 15.
4. MBE/WBE Contractor Participation and prior MBE and WBE and/or Blueprint Experience. Maximum points: 15.
5. Respondent's demonstrated understanding of the Project's Scope of Services and its Project Approach to the Successful Delivery of such Services. Maximum points: 25.

Each reviewer will evaluate the above criteria to determine the ranking of the Respondents. Each reviewer will assign an item score ranging from zero (0) points to the maximum points allowed for each criteria. The item scores will then be added to determine the total score. The maximum possible total score is one hundred (100). Each reviewer will rank the Respondents based upon the reviewer's score for each Respondent. The ranking established by each reviewer will be accumulated to determine the overall ranking. Each reviewer's top-ranked firm will be assigned one (1) point, second-ranked firm two (2) points and so on. After accumulating the reviewers' scores, the Respondent with the lowest score shall be ranked first; the Respondent with the next lowest score shall be ranked second, and so on. In the event of a tie, the tied Respondents' total scores from each member will be added and compared. The Respondent with the highest point total will be ranked highest of the tied Respondents.

**END OF OWNER'S REPRESENTATIVE SELECTION CRITERIA AND SCORING**

**EXHIBIT "2"**

**Dr. Phillips Center Performing Arts Request for Qualifications for Owner's Representative Services  
RFI Log – 3/24/2011**

| RFI No. | Question  | Response   |
|---------|---|--|
| 1       | On page 2 of 3 of Scope of Services, reference is made to "existing project personnel would be retained". Is that reference to Hines personnel? | Yes. Also see RFI #14.   |
| 2       | Will the Hines personnel be retained for the duration of the project?   | This is the current intent of OCCC.  |
| 3       | Will the Hines personnel have a decision making role?   | They will work as part of the OR's team, with the OR having the responsibility for any decisions and/or recommendations.   |
| 4       | What is the reporting chain for the Hines people?   | Through the OR.  |
| 5       | Item 3 under scope of work refers to reviewing budget estimates. Is this only construction budgets or does this include development budgets?    | Only construction budgets.   |
| 6       | What format will fee negotiations take? What can we expect?   | This is part of the draft contract for OR services that is intended to be provided to the short listed Respondents.  |
| 7       | Is there an MBE requirement for the OR assignment?  | Please see page 4 of 9, Section 4.4.   |
| 8       | Can drawings, specifications, and detailed budgets be made available and when?  | These will be made available to the selected Respondent.   |
| 9       | Is there a construction schedule or critical path matrix available?   | This is included in this Addendum.   |
| 10      | What format will the interviews take? Presentation, interview or other?   | The format for the presentation is open. It will include a Q&A portion, but can also have a power point or similar presentation. Additional information such as duration will be provided at a later date. |
| 11      | Will this scope of work cover relocation of infrastructure on the site?   | To the best of our knowledge the Stage 1 site has been cleared of all infrastructure.  |
| 12      | Will this Owner's Representative definitely be CM@Risk, or is another contracting method an option?   | The Owner's Representative contract will not be a CM@Risk format. Please see also RFI #6 above.  |

| RFI No. | Question   | Response   |
|---------|--|--|
| 13      | Please define the role and duties of Mr. Basem Ghneim as related to this project.  | Basem Ghneim is the OCCC's VP of Construction and is a direct report to the OCCC Board of Directors. The OR will also be a direct report to the OCCC Board of Directors. An appropriate organizational structure will be provided to the selected respondent by the OCCC Board of Directors.   |
| 14      | Please define the roles and duties of the remaining Hines personnel. Can you provide resumes or a biography so that we may identify roles of the remaining Hines personnel in the proposed organizational chart?   | The Hines Team consists of the following:<br>Design Manager who has been fully engaged with all aspects of design;<br>Project Manager who has been fully engaged with all aspects of the permitting, site development, constructability reviews, etc.;<br>Community Coordinator & Administrative Support to assist with M/WBE community relations and coordinate with M/WBE consultant and other Team members to ensure Blueprint Policy compliance.<br>There is an option for a Senior Construction Manager, who just finished a very complex Performing Arts Center.<br>Resumes will be provided to the selected Respondent. |
| 15      | Will the Stage 1 Program be provided, and if so when?  | This will be provided to the selected Respondent.  |
| 16      | <p>A. Can you clarify that the Stage 1 program includes:<br/> 2700 Seat Hall – Amplified<br/> 300 Seat Multi-Purpose hall<br/> Arts Education Space<br/> Rehearsal Space<br/> Plaza<br/> Catering / Food Service<br/> Admin &amp; Service Space</p> <p>B. Can you clarify that Stage 2 includes only the 1700 seat multi-purpose hall?</p> | <p>a) Each of the facilities listed are included in the documents that are currently submitted to the City for permit review.</p> <p>b) Stage 2 includes the 1700± seat hall and associated FOH &amp; BOH spaces, including the large rehearsal hall.</p>  |
| 17      | What is the current budget for Phase 1 summarized between Construction Hard Costs and Soft Cost figures as categorized into its major components (for example, Professional Services, FFE, Owner Direct Purchase, Testing/Inspections, Permits)?   | This will be provided to the selected Respondent.  |

| RFI No. | Question  | Response  |
|---------|---|---|
| 18      | What is the current electronic data management format and application software used by the existing design and construction management team to this point in the project? | <p>The design team is currently using the following software:<br/> Specifications: Arcom MasterSpec 2004 Version (CSI 48 division format) and<br/> File Distribution: via Adobe PDF files and FTH remote website.</p> <p>Also, the construction team is currently using the following software:<br/> Project Management Information System: Constructware;<br/> Shop Drawings: Blue Beam;<br/> BIM: Revit and Navisworks;<br/> Primavera P6; and<br/> Microsoft Office (Master Schedule).</p> <p>Hines is currently responsible for document control. The design team so far has utilized traditional means to keep a document control system and will look for the OR to propose a system going forward that will be compatible with the different pieces of software mentioned above.</p> |
| 19      | <p>A. Can you define and provide examples of "contract services providers"</p> <p>B. Can you name current "contract services providers"?</p>                              | See RFI #33 below   |
| 20      | Who will comprise the interview committee evaluating the firms?   | A selection committee will be appointed by the Chair of the OCCC Board of Directors.  |
| 21      | Can you provide us with scoring criteria and/or weight of importance for the final selection?   | Please see scoring criteria included in this Addendum.  |
| 22      | What is the presentation format for the interviews?   | See RFI #10 above.  |

| RFI No. | Question  | Response  |
|---------|---|---|
| 23      | Is there a limit on the number of personnel attending?  | The number of personnel attending is the Respondent's choice.   |
| 24      | Is there a requirement on the personnel that must attend the interview?   | Key personnel are recommended to attend.  |
| 25      | <p>A. What is the duration allocated for each firm's presentation?</p> <p>B. Will the interview have a question &amp; answer period, and if so, what will be the time allocation for this period?</p>                                     | <p>Presentation:</p> <p>a) The time period is anticipated to be 1 hour for each presentation, including Q&amp;A.</p> <p>b) There will be a Q&amp;A period, which will be included in the total time of one hour allocated for each presentation. The specific time for Q&amp;A is not yet determined.</p> |
| 26      | Have you pre-determined how many firms will be shortlisted?   | Four firms will be shortlisted.   |
| 27      | Please provide a copy of the Sign-in Sheets for the Pre- Bid Meeting held March 21, 2011.   | The sign-in sheets are included in this Addendum.   |
| 28      | Please provide a copy of the "Scoring Sheet" to be used by the Selection Committee when reviewing the OR proposals, with associated points values and weighting, in accordance with the selection criteria listed in Attachment B.        | The evaluation criteria and scoring process is included in this Addendum.   |
| 29      | Please provide a copy of the proposed Consultant Services Contract for Owner Representative Services that outlines expectations so we can prepare to quickly negotiate in "Good Faith" following the April 11, 2011, selection of the OR. | See RFI #6 above.   |
| 30      | Has the current Construction Manager developed a construction execution plan? If yes, please provide a copy.  | This will be provided to the selected Respondent.   |
| 31      | During the March 21 <sup>st</sup> meeting, you mentioned that the foundation permit had been applied for. When do you anticipate the foundation permit being issued?  | This permit will be issued when the GMP is finalized.   |

| RFI No. | Question  | Response  |
|---------|---|---|
| 32      | <p>The following questions pertain to "Owner's Representative Scope of Services" items 1 and 10 regarding scheduling services:</p> <p>a) Will the CM at Risk be responsible for developing, revising, and submitting the baseline and schedule updates to the OR for its review? This is customary in construction, as opposed to the schedule being developed, revised, and submitted by the Developer or OR.</p> <p>b) Does the Developer have a preferred scheduling software system (i.e., Primavera)? If so, what version of scheduling software is preferred (i.e., Primavera 6.8)?</p> <p>c) Will the CM at Risk be providing the OR a copy of all scheduling software to be used in managing the Project?</p> <p>d) Is it the Developer's intent for the OR to create a master schedule from scratch, or is the intent to use an existing schedule and integrate the schedules of contractors, subcontractors, and adjacent projects?</p> <p>e) Does the Construction Manager have an existing schedule? If, yes, please provide a pdf copy.</p> <p>f) Have the scheduling specifications been written, or will it be the OR's responsibility to write the scheduling specs?</p> <p>g) Is it the Developer's intent to have a server-based schedule available to all parties?</p> | <p>a) The CM @ Risk is responsible for schedule development and updating as part of its scope.</p> <p>b) See RFI #18 above.</p> <p>c) To be determined with the selected Respondent.</p> <p>d) The CM @ Risk will maintain the schedule for construction; The OR will need to maintain the overall project master schedule.</p> <p>e) This is included in this Addendum.</p> <p>f) There are existing scheduling specifications. However, if as a result of the OR's initial review, it identifies areas for improvement, the specification can be revised.</p> <p>g) This is the OR's option and should be included in its response.</p> |

| RFI No. | Question   | Response  |
|---------|--|---|
| 33      | <p>The following questions pertain to "Owner's Representative Scope of Services" items 5 and 6 regarding the OR's responsibilities for selection and negotiations with "contract service providers":</p> <p>a) Please describe what is meant by the term "contract service provider"?</p> <p>b) Please provide examples of "service provider" contracts that may be sought.</p>                                  | <p>a) "Contract service providers" are the firms that are identified to provide services required to progress the work and are contracted separately to the Owner. The OR will coordinate their efforts.</p> <p>The current firms contracted include:</p> <ul style="list-style-type: none"> <li>-Anderson &amp; Associates, MWBE Consultant;</li> <li>-JGL, Kitchen Consultant; and</li> <li>-Donnell Consultants Inc, Conceptual Estimating (will not be involved in ongoing project cost support).</li> </ul> <p>b) There are two "service providers" whose contracts still need to be negotiated: that for the threshold inspector and for the construction materials testing firms. There is one other "service provider" still to be selected: that for smoke exhaust consulting.</p> |
| 34      | <p>The following questions pertain to "Owner's Representative Scope of Services" items 8 and 25 regarding OR's responsibilities for review of value engineering:</p> <p>a) Is it the Developer's intent that the OR initiate a value engineering review from scratch, or has a value engineering review already been conducted?</p> <p>b) If a review has already been conducted, has a report been written?</p> | <p>a) An extensive Value Engineering review has been conducted. However, the OR is to review the process and the outcome and make its recommendations to the OCC Board of Directors as to any further actions needed.</p> <p>b) Yes, and it will be provided to the selected Respondent.</p>  |
| 35      | <p>The following questions pertain to "Owner's Representative Scope of Services" item 8 regarding OR's responsibilities for meeting LEED criteria:</p> <p>a) What is the "targeted" LEED designation being sought after for the DPAC project?</p> <p>b) Please provide current USGBC summary sheet reflecting points estimate to date.</p>   | <p>a) The LEED target is "Certified".</p> <p>b) This will be provided to the selected Respondent.</p>   |

| RFI No. | Question  | Response   |
|---------|---|--|
| 36      | <p>The following question pertains to "Owner's Representative Scope of Services" item 13 regarding OR's responsibilities assisting with obtaining permits:</p> <p>a) Has the City of Orlando assigned a task force or special inspection program to the project to expedite permitting and inspections?</p>   | <p>A. Yes, this process was used successfully for the new Amway Center completed last fall.</p>  |
| 37      | <p>The following questions pertain to "Owner's Representative Scope of Services" item 15 regarding OR's responsibilities for the electronic data management system:</p> <p>a) Does the DPAC team have an established Web portal for sharing of all documents generated to date?</p> <p>b) What is the current Document Control Software being utilized by the team members for this project? Is there an established lease on the software or license agreement in place that has already been paid for by the Developer or CM at Risk? If so, please provide the details of the software and the term of the license/lease agreement.</p> <p>c) What entity is currently responsible for managing the document control system?</p> <p>d) Will the Developer provide the OR a copy of all document control software to be used in managing the Project?</p> <p>e) Will the OR be expected to take over the current system or institute another system specified by the Developer? If the OR is expected to take over the existing system, how quickly can the OR gain access for its employees?</p> | <p>a) Dr. Phillips Center currently has a web page that may be available; additionally the CM @ Risk will develop a construction progress link through its own web page.</p> <p>b) See RFI #18 above.</p> <p>c) See RFI #18 above.</p> <p>d) See RFI #18 above.</p> <p>e) See RFI #18 above.</p> |

| RFI No. | Question  | Response  |
|---------|---|---|
| 38      | <p>The following questions pertain to "Owner's Representative Scope of Services" item 18 regarding OR's responsibilities to advise Developer on safety issues:</p> <p>a) Please provide clarification as to Developer's expectations for OR's involvement in providing assistance with "safety issues."</p> <p>b) Is it the Developer's intent that the OR have a safety professional on staff on a part-time or full-time basis?</p>   | <p>a) The prime responsibility for safety rests with the CM @ Risk. It is expected that the OR will operate in a safe manner and be observant to conditions at site, and if it sees unsafe conditions to bring them to the attention of the CM @ Risk immediately.</p> <p>b) The OR will not be required to retain a safety professional.</p>   |
| 39      | <p>The following questions pertain to "Owner's Representative Scope of Services" item 19 regarding OR's responsibilities for providing accounting/financial assistance to the Developer:</p> <p>a) Please provide clarification as to Developer's expectations for OR's involvement in "accounting/financial" assistance.</p> <p>b) Is the Developer anticipating services that go beyond the administration of billings and cash flow projections?</p> <p>c) Is it the Developer's intent that the OR have a construction accountant on staff on a part-time or full-time basis?</p> | <p>a) There are a number of accounting/financial processes on the project, to include but not be limited to, the following:</p> <ol style="list-style-type: none"> <li>1. The monthly payment process, including recommendation of draw requests.</li> <li>2. Budget tracking of the work/project as it may be affected by the change order, WE, or other processes.</li> <li>3. This is a public/private partnership. As such, project expenses are expected to be funded by both, so the or will ensure that draw requests are properly allocated to the proper fund source.</li> </ol> <p>b) Please see above.</p> <p>c) This is for the OR to recommend based on the complexity of its scope of services.</p> |

| RFI No. | Question  | Response  |
|---------|---|---|
| 40      | <p>The following question pertains to "Owner's Representative Scope of Services" item 23 regarding OR's responsibilities for commissioning and start-up:</p> <p>a) As the Commissioning Agent for the project, who does Chinook Systems, Inc. report to on the current design/construction team regarding responsibility and accountability for design and construction completeness and accuracy?</p>  | <p>This firm, as commissioning consultant, is part of the production architect's team and assisted in the development of the commissioning scope in the construction documents. Chinook is currently a sub consultant to Green Building Services (GBS).</p>   |
| 41      | <p>The following question pertains to "Owner's Representative Scope of Services" item 24 regarding OR's responsibilities for "preparation of reports ... of activities listed above":</p> <p>a) Does Item 24 specifically refer to Items 22 and 23 listed "directly above," or does item 24 refer generally to all items on the Scope of Services list?</p>   | <p>Item 24, as applicable, applies to all items on the Scope of Services list.</p>  |
| 42      | <p>The following questions pertain to the paragraph that addresses the OR's management of "select existing PAC Project personnel":</p> <p>a) How many "existing PAC Project personnel" will the OR be responsible for managing?</p> <p>b) What are the current duties of the "existing PAC Project personnel"?</p> <p>c) Will the OR be able to interview and participate in the decisions regarding which of the current project personnel will be retained?</p> <p>d) Will the OR be expected to transfer these personnel to OR's employment?</p> <p>e) If the "existing PAC Project personnel" are not to be transferred to OR's employment, how does the Developer anticipate these "existing PAC Project personnel" be utilized? (i.e., what positions would they fill so that the OR does not have to assign personnel to perform duplicate duties?</p> | <p>a) Please reference RFI #14.<br/> b) Please reference RFI #14.<br/> c) Only the Senior Construction Manager is optional.<br/> d) No, those retained will remain as Hines employees.<br/> e) Please reference RFI #14 for the recommended duties.</p> <p>The above responses are in reference to the Hines personnel who will be a direct report to the OR. As seen in RFI #33, the OR will also coordinate the activities of the listed firms as needed as well as the A/E and CM Teams.</p> |

| RFI No. | Question  | Response   |
|---------|---|--|
| 43      | <p>According to information obtained on the DPC website, there are at least 44 “selected consultants” listed. Please provide:</p> <p>a) an organizational chart of the reporting structure among the consultants<br/> b) a brief description of each role in the Project<br/> c) a description of how the Developer expects the OR to interface with this group</p> | <p>a) This will be provided to the selected Respondent.<br/> b) This will be provided to the selected Respondent.<br/> c) As with most projects of this scope, the OR’s primary interface will be with the design team; the CM @ Risk; various “contract service providers”, such as those listed in RFI #19 above, the City (i.e. permitting), the OCCC’s VP for construction, and the OCCC Board of Directors.</p>   |
| 44      | <p>What is the total estimated budget for the Performing Arts Center project; and what is the estimated/projected budget for Phase 1 only?</p>  | <p>Budget information will be provided to the selected Respondent.</p>   |
| 45      | <p>What is the total square foot area of the Performing Arts Center project; and what is the total square foot area for Phase 1 only?</p>   | <p>The approximate total square footage is 350,000sf. For Stage 1, it is approximately 250,000sf.</p>  |
| 46      | <p>What are the current software programs being utilized or proposed by the Contractor/Construction Manager at Risk for document control, document sharing, project management, scheduling and cost accounting?</p>   | <p>See RFI #18 above.</p>  |
| 47      | <p>Please expand on what is envisaged by “Provide support to the Mayor’s Citizen’s Oversight Committee pursuant to the Inter-local Agreement between the City and Orange County regarding the County venues” (attachment A – Item 16)?</p>  | <p>There is a requirement for the Mayor’s Citizen’s Oversight Committee (MCOC) to meet quarterly. While the City Venues’ Team has primary responsibility for coordinating this meeting, the OR will provide project status for the quarterly report, and as needed, provide a status update in the meeting. Every month there will be a MCOC Performing Arts Center Subcommittee meeting, which the OCCC, through its VP of Construction, will coordinate and provide status for. The OR will be providing supporting data and status updates.</p> |
| 48      | <p>Please expand on what is envisaged by “Assist with the development of a communications strategy and deliverables such as web-sites, mail pieces, press releases, community updates, etc.” (attachment A – Item 20)?</p>  | <p>The effort to assist in the communications items listed in Attachment "A", Item 20 is primarily supportive (status updates), as the City and Dr. Phillips Center have PR staffs.</p>  |

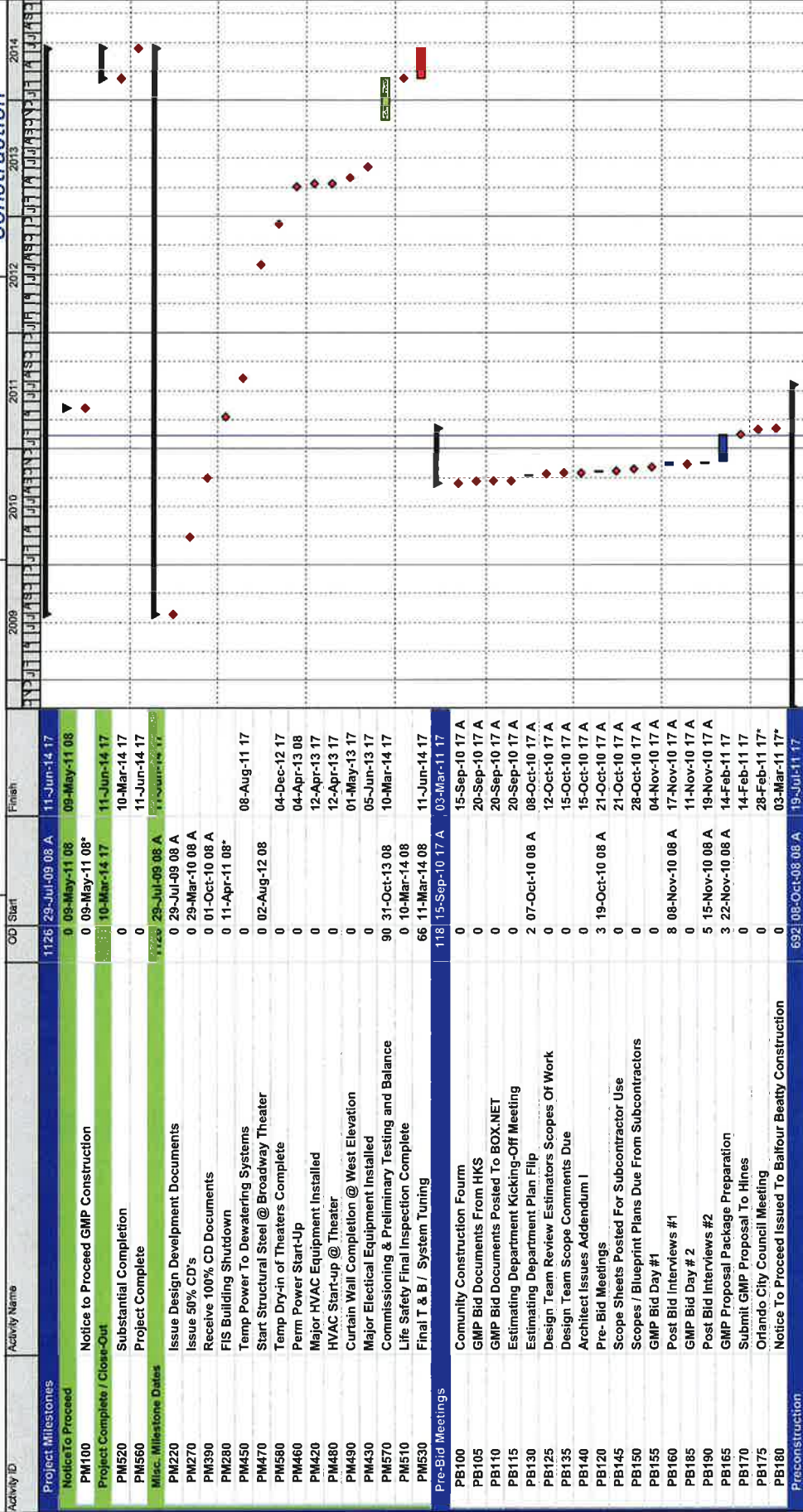
| RFI No. | Question   | Response  |
|---------|--|---|
| 49      | <p>Will representatives of the design professionals team provide on-site contract administration services and quality control, to ensure compliance with the project drawings and specifications, during construction? And if so, will they report directly to the OR?</p> | <p>The design team will provide Construction Administrators (CAs) for the duration of the project, with most located on site. They will report to the OR and provide services typically expected of CAs, such as: site observations to check for quality of the work, on site coordination with the CM to expedite design decisions (ASIs), review and response to RFIs, input for progress payments, shop drawing review and approval, review and comment on Change Orders, review of the CM's as-built effort, etc.</p> |
| 50      | <p>What is the scoring/weighting criteria for evaluating and ranking the OR RFQ responses?</p>   | <p>The scoring criteria process is included in this Addendum.</p>   |

**EXHIBIT “3”**



**Exhibit R Schedule**

**Dr. Phillips Center for the Performing Arts GMP**

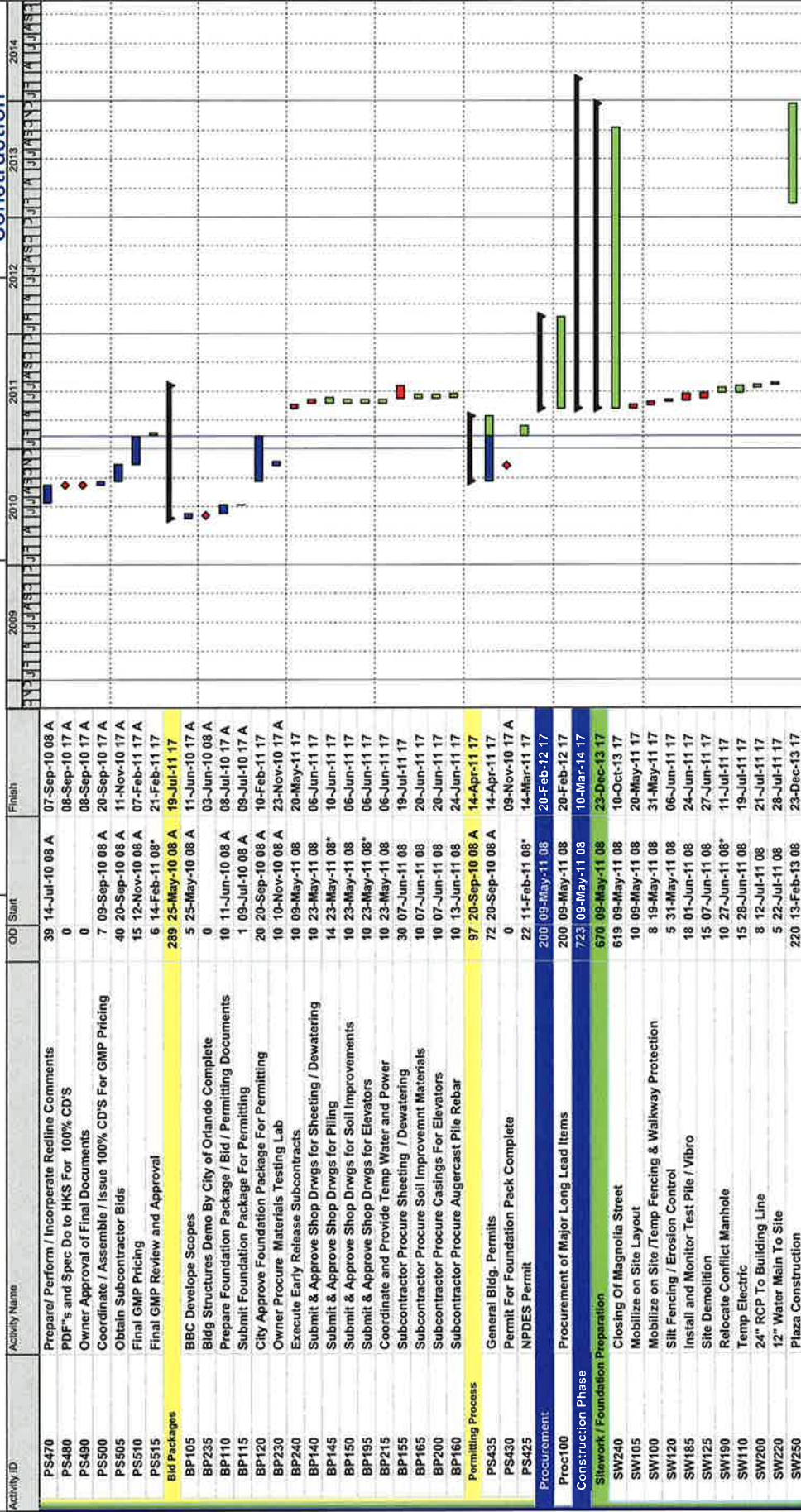






**Exhibit R Schedule**

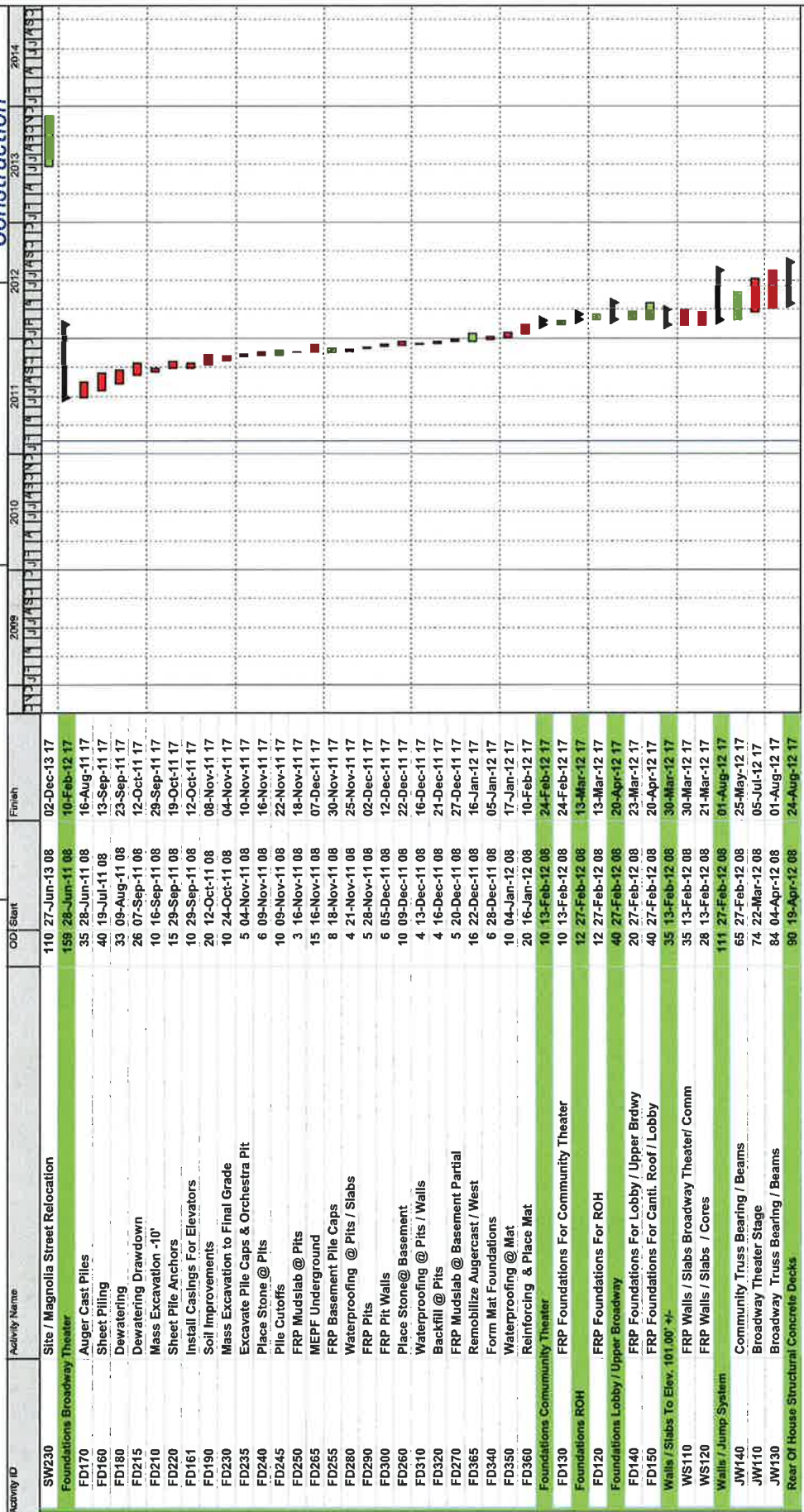
**Dr. Phillips Center for the Performing Arts GMP**





**Exhibit R Schedule**

**Dr. Phillips Center for the Performing Arts GMP**





**Exhibit R Schedule**

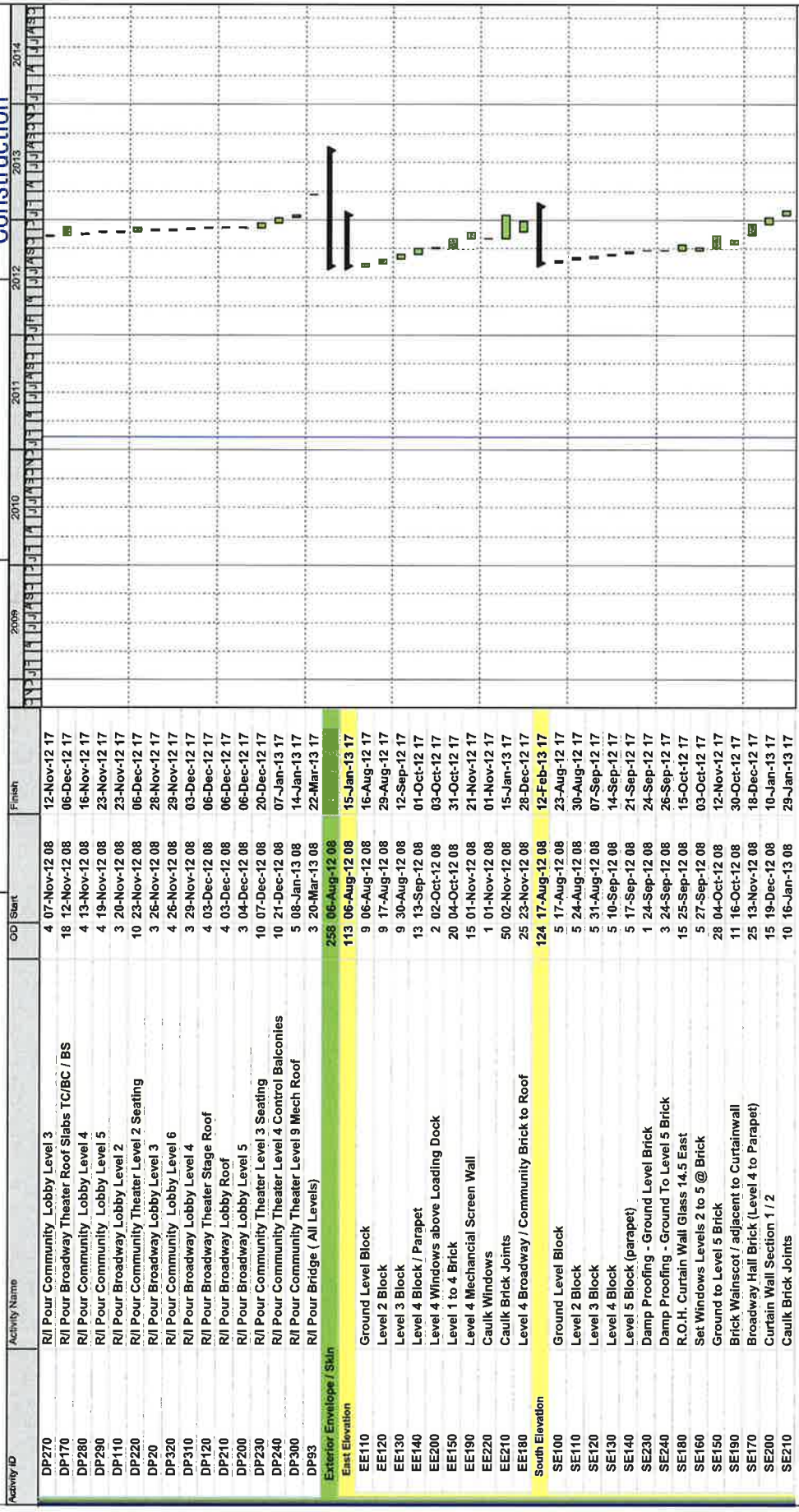
**Dr. Phillips Center for the Performing Arts GMP**

| Activity ID | Activity Name                                       | OD Start        | Finish       |
|-------------|---|-----------------|--------------|
| CD120       | Slab On Grade Elev. 101.00'                         | 30 19-Apr-12 08 | 31-May-12 17 |
| CD110       | Elevated Slab over Basement Elev. 101.00'           | 17 19-Apr-12 08 | 11-May-12 17 |
| CD130       | 2nd Level Elev. 113.00'                             | 15 01-Jun-12 08 | 21-Jun-12 17 |
| CD140       | 3rd Level Elev. 125.00'                             | 15 22-Jun-12 08 | 13-Jul-12 17 |
| CD150       | 4th Level Elev. 137.00'                             | 15 16-Jul-12 08 | 03-Aug-12 17 |
| CD160       | 5th Level Elevator / Stair Penthouses               | 15 06-Aug-12 08 | 24-Aug-12 17 |
| SS147       | Set Col @ B.T.B. Walls                              | 2 02-Apr-12 08  | 03-Apr-12 17 |
| SS142       | Z/H @ 5 to 6 Towers                                 | 20 23-Apr-12 08 | 18-May-12 17 |
| SS255       | Broadway Theater Stage / Grid / FS / Roof Steel     | 29 28-Jun-12 08 | 08-Aug-12 17 |
| SS260       | Broadway Theater Level 2 Seating - Main Steel Start | 12 02-Aug-12 08 | 17-Aug-12 17 |
| SS220       | Community Theater Level 2 Seating Low / Upper       | 7 09-Aug-12 08  | 17-Aug-12 17 |
| SS270       | Broadway Theater Level 3 Seating                    | 11 10-Aug-12 08 | 24-Aug-12 17 |
| SS250       | Community Theater Seating ( Level 5 )               | 6 15-Aug-12 08  | 22-Aug-12 17 |
| SS280       | Broadway Theater Level 4 Seating                    | 8 17-Aug-12 08  | 28-Aug-12 17 |
| SS240       | Community Theater Level 4 Control Balcony           | 5 21-Aug-12 08  | 27-Aug-12 17 |
| SS290       | Broadway Theater Level 5 Seating / Lightcove        | 10 24-Aug-12 08 | 07-Sep-12 17 |
| SS230       | Community Theater Level 3 Seating                   | 11 24-Aug-12 08 | 10-Sep-12 17 |
| SS300       | Broadway Theater Roof Trusses                       | 11 28-Aug-12 08 | 12-Sep-12 17 |
| SS420       | Community Theater Level 6 - 7 - 8                   | 7 04-Sep-12 08  | 12-Sep-12 17 |
| SS600       | Broadway Bowstring Level                            | 21 13-Sep-12 08 | 11-Oct-12 17 |
| SS410       | Community Theater ( Level 9 ) Mech Roof             | 7 13-Sep-12 08  | 21-Sep-12 17 |
| SS360       | Community Lobby Level 2                             | 8 24-Sep-12 08  | 03-Oct-12 17 |
| SS370       | Community Lobby Level 3                             | 10 02-Oct-12 08 | 15-Oct-12 17 |
| SS380       | Community Lobby Level 4                             | 9 11-Oct-12 08  | 23-Oct-12 17 |
| SS310       | Broadway Lobby Level 2                              | 6 12-Oct-12 08  | 19-Oct-12 17 |
| SS390       | Community Lobby Level 5                             | 11 17-Oct-12 08 | 31-Oct-12 17 |
| SS320       | Broadway Lobby Level 3                              | 7 22-Oct-12 08  | 30-Oct-12 17 |
| SS400       | Community Lobby Level 6 - 7 - 8                     | 8 23-Oct-12 08  | 01-Nov-12 17 |
| SS330       | Broadway Lobby Level 4                              | 6 31-Oct-12 08  | 07-Nov-12 17 |
| SS470       | Cantilevered Roof @ Broadway                        | 30 02-Nov-12 08 | 14-Dec-12 17 |
| SS340       | Broadway Lobby Level 5                              | 4 08-Nov-12 08  | 13-Nov-12 17 |
| SS350       | Broadway Lobby Level 6 - 8                          | 4 14-Nov-12 08  | 19-Nov-12 17 |
| SS480       | Cantilevered Roof @ Community                       | 30 17-Dec-12 08 | 29-Jan-13 17 |
| SS500       | Cantilevered Roof @ Multi-Form                      | 10 30-Jan-13 08 | 12-Feb-13 17 |
| SS490       | Banquet / Bridge                                    | 15 13-Feb-13 08 | 05-Mar-13 17 |
| SS450       | Structural Steel Deck Pours                         | 15 24-Sep-12 08 | 22-Mar-13 17 |
| DP250       | R/I Pour Community Theater Roof Jack-Up Slabs       | 15 24-Sep-12 08 | 12-Oct-12 17 |
| DP140       | R/I Pour Broadway Theater Level 2 Seating           | 15 28-Sep-12 08 | 18-Oct-12 17 |
| DP150       | R/I Pour Broadway Theater Level 3 Seating           | 15 10-Oct-12 08 | 30-Oct-12 17 |
| DP160       | R/I Pour Broadway Theater Level 4 Seating           | 15 22-Oct-12 08 | 09-Nov-12 17 |
| DP260       | R/I Pour Community Lobby Level 2                    | 4 01-Nov-12 08  | 06-Nov-12 17 |
| DP330       | R/I Pour Community Theater Level 8                  | 4 05-Nov-12 08  | 08-Nov-12 17 |



**Exhibit R Schedule**

**Dr. Phillips Center for the Performing Arts GMP**





**Exhibit R Schedule**

**Dr. Phillips Center for the Performing Arts GMP**

| Activity ID           | Activity Name                                | OO Start         | Finish       |
|-----------------------|--|------------------|--------------|
| SE220                 | Caulk Windows                                | 10-30-Jan-13 08  | 12-Feb-13 17 |
| North Elevation       |  |                  |              |
| NE260                 | Ground Level Block                           | 175-24-Aug-12 08 | 01-May-13 17 |
| NE100                 | Level 2 Block                                | 8-24-Aug-12 08   | 05-Sep-12 17 |
| NE110                 | Level 3 Block                                | 7-06-Sep-12 08   | 14-Sep-12 17 |
| NE120                 | Level 4 Block                                | 7-17-Sep-12 08   | 25-Sep-12 17 |
| NE130                 | Level 5 Block                                | 4-26-Sep-12 08   | 01-Oct-12 17 |
| NE140                 | Level 6 / Parapet Block                      | 7-02-Oct-12 08   | 10-Oct-12 17 |
| NE240                 | Damp Proofing                                | 4-11-Oct-12 08   | 16-Oct-12 17 |
| NE200                 | Install Punched Windows Level 2 thru Level 6 | 7-23-Oct-12 08   | 31-Oct-12 17 |
| NE150                 | Ground Level Brick                           | 7-19-Dec-12 08   | 28-Dec-12 17 |
| NE160                 | Level 2 Brick (From East to West)            | 8-31-Dec-12 08   | 10-Jan-13 17 |
| NE170                 | Level 3 Brick (From East to West) Parapet    | 3-11-Jan-13 08   | 15-Jan-13 17 |
| NE180                 | Level 3 to Level 6 Brick (13 to 10 line)     | 13-16-Jan-13 08  | 01-Feb-13 17 |
| NE190                 | Level 3 to Top of Multi-Form                 | 28-04-Feb-13 08  | 13-Mar-13 17 |
| NE210                 | Install Curtain Wall (Temp. Glasswall)       | 15-14-Mar-13 08  | 03-Apr-13 17 |
| NE230                 | Caulk Windows                                | 10-04-Apr-13 08  | 17-Apr-13 17 |
| NE250                 | Caulk Brick Joints                           | 10-18-Apr-13 08  | 01-May-13 17 |
| West Elevation        |  |                  |              |
| WE160                 | Install Section 13 Curtain Wall              | 199-24-Sep-12 08 | 03-Jul-13 17 |
| WE170                 | Install Section 14 Curtain Wall              | 10-24-Sep-12 08  | 05-Oct-12 17 |
| WE180                 | Install Section 15 Curtain Wall              | 10-08-Oct-12 08  | 19-Oct-12 17 |
| WE190                 | Install Section 16 Curtain Wall              | 10-22-Oct-12 08  | 02-Nov-12 17 |
| WE115                 | Intumescent Paint                            | 15-05-Nov-12 08  | 26-Nov-12 17 |
| WE120                 | Install Section 1-2, 3 - Curtain Walls       | 60-17-Dec-12 08  | 12-Mar-13 17 |
| WE110                 | Install Wave Wall / (Concrete Finishes)      | 40-28-Jan-13 08  | 22-Mar-13 17 |
| WE130                 | Install Section 4-5 Curtain Wall             | 80-30-Jan-13 08  | 21-May-13 17 |
| WE140                 | Install Section 6-7, 8-9 Curtain Walls       | 40-25-Feb-13 08  | 19-Apr-13 17 |
| WE150                 | Install Section 10-11 Barquet Curtain Wall   | 47-08-Apr-13 08  | 12-Jun-13 17 |
| WE240                 | Install Section 12 Center Entry              | 40-01-May-13 08  | 26-Jun-13 17 |
| Skylights             |  |                  |              |
| SKY120                | ROH KAWALL Skylight                          | 10-20-Jun-13 08  | 03-Jul-13 17 |
| SKY100                | Broadway                                     | 138-05-Dec-12 08 | 19-Jun-13 17 |
| SKY110                | Community                                    | 13-05-Dec-12 08  | 21-Dec-12 17 |
| Elevators             |  |                  |              |
| ELEV120               | Elev. 8 - CROH                               | 10-06-Jun-13 08  | 19-Jun-13 17 |
| ELEV140               | Elev. 12 FOH                                 | 140-23-Jan-13 08 | 08-Aug-13 17 |
| ELEV130               | Elev. 9B ROH -Freight                        | 50-23-Jan-13 08  | 02-Apr-13 17 |
| ELEV170               | Elev. 3G and 4G FOH                          | 30-23-Jan-13 08  | 05-Mar-13 17 |
| ELEV160               | Elev. 10-GB ROH                              | 55-03-Apr-13 08  | 19-Jun-13 17 |
| Roofing               |  |                  |              |
| Rear Of House Roofing |  |                  |              |
| RHO160                | Elevator 10 Machine Roof Elevation 148.00'   | 35-20-Jun-13 08  | 08-Aug-13 17 |
|                       |  | 181-01-Nov-12 08 | 18-Jul-13 17 |
|                       |  | 67-01-Nov-12 08  | 06-Feb-13 17 |
|                       |  | 8-01-Nov-12 08   | 12-Nov-12 17 |



**Exhibit R Schedule**

**Dr. Phillips Center for the Performing Arts GMP**

| Activity ID               | Activity Name                                   | ODI Start        | Finish       |
|---------------------------|---|------------------|--------------|
| ROH120                    | Elevation 136.00' East of Halls E.1/Y.1 @ 16/19 | 31 24-Dec-12 08  | 06-Feb-13 17 |
| Community Theater Roofing |   |                  |              |
| CTR100                    | Elevation 151.50' Mechanical Well               | 26 15-Jan-13 08  | 19-Feb-13 17 |
| CTR120                    | Elevation 163.00' Adjacent to Mechanical Well   | 10 15-Jan-13 08  | 28-Jan-13 17 |
| CTR130                    | Elevation 175.00'                               | 10 29-Jan-13 08  | 11-Feb-13 17 |
| Broadway Theater Roofs    |   |                  |              |
| BTR100                    | Elevation 191.00'+                              | 30 19-Dec-12 08  | 31-Jan-13 17 |
| BTR110                    | Elevation 151.00' South Saddiebag               | 30 19-Dec-12 08  | 31-Jan-13 17 |
| BTR120                    | Elevation 151.00' South Stairs                  | 7 18-Jan-13 08   | 28-Jan-13 17 |
| Lobby Roofs / Canopy      |   |                  |              |
| LBR100                    | Canopy @ Lobby Dry-In                           | 110 13-Feb-13 08 | 18-Jul-13 17 |
| LBR110                    | Canopy @ Drop Off                               | 26 13-Feb-13 08  | 20-Mar-13 17 |
| LBR130                    | Elevation 160.00' Elevators 3,4 and 12          | 18 21-Mar-13 08  | 15-Apr-13 17 |
| LBR140                    | Elevation 151.00' Mechanical Rooms              | 12 16-Apr-13 08  | 01-May-13 17 |
| ROH Interior Construction |   |                  |              |
| Basement Level            |   |                  |              |
| 1100                      | Bridge Roof                                     | 8 02-May-13 08   | 13-May-13 17 |
| 1110                      | Install Masonry /MEP areas                      | 10 05-Jul-13 08  | 18-Jul-13 17 |
| 1120                      | Install Top Track                               | 266 17-Dec-12 08 | 02-Jan-14 17 |
| 1130                      | Install Priority Walls                          | 286 17-Dec-12 08 | 02-Jan-14 17 |
| 1140                      | MEPF Overhead R/I                               | 10 17-Dec-12 08  | 31-Dec-12 17 |
| 1150                      | Wall Framing                                    | 10 02-Jan-13 08  | 15-Jan-13 17 |
| 1160                      | MEPF Wall R/I                                   | 5 16-Jan-13 08   | 22-Jan-13 17 |
| 1170                      | Pre-Rock Ceiling Walls                          | 15 23-Jan-13 08  | 12-Feb-13 17 |
| 1180                      | MEPF Drops                                      | 10 13-Feb-13 08  | 26-Feb-13 17 |
| 1190                      | Frame Hard Ceilings                             | 15 27-Feb-13 08  | 19-Mar-13 17 |
| 1200                      | MEPF Drops                                      | 10 20-Mar-13 08  | 02-Apr-13 17 |
| 1210                      | Hang/Tape/Finish Drywall                        | 5 03-Apr-13 08   | 09-Apr-13 17 |
| 1220                      | Prime Paint                                     | 5 09-Aug-13 08   | 15-Aug-13 17 |
| 1230                      | Install Grid                                    | 12 16-Aug-13 08  | 03-Sep-13 17 |
| 1240                      | Install MEP Drops @ Grid                        | 3 04-Sep-13 08   | 06-Sep-13 17 |
| 1250                      | Install Light Fixtures                          | 6 09-Sep-13 08   | 16-Sep-13 17 |
| 1260                      | Set Millwork                                    | 5 17-Sep-13 08   | 23-Sep-13 17 |
| 1270                      | Final Paint Install                             | 8 24-Sep-13 08   | 03-Oct-13 17 |
| 1280                      | Drop Tile                                       | 10 04-Oct-13 08  | 17-Oct-13 17 |
| 1290                      | Flooring  | 10 18-Oct-13 08  | 31-Oct-13 17 |
| 1300                      | Subcontractor Punchlist                         | 7 01-Nov-13 08   | 11-Nov-13 17 |
| 1310                      | BBC Punchlist                                   | 5 12-Nov-13 08   | 18-Nov-13 17 |
| 1320                      | Owner / AE Punchlist                            | 10 19-Nov-13 08  | 03-Dec-13 17 |
| 1330                      | Install Masonry /MEP areas                      | 10 04-Dec-13 08  | 17-Dec-13 17 |
| 1340                      | Install Top Track                               | 5 18-Dec-13 08   | 24-Dec-13 17 |
| Level 1                   |   |                  |              |
| 11100                     | Install Masonry /MEP areas                      | 5 26-Dec-13 08   | 02-Jan-14 17 |
| 11110                     | Install Top Track                               | 209 02-Jan-13 08 | 24-Oct-13 17 |
| 11120                     | Install Priority Walls                          | 15 02-Jan-13 08  | 22-Jan-13 17 |
|                           |   | 8 23-Jan-13 08   | 01-Feb-13 17 |
|                           |   | 5 04-Feb-13 08   | 08-Feb-13 17 |

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

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 DPAC Prelim-Constr-17  
 Printed Date = 22-Mar-11

**Exhibit R Schedule**

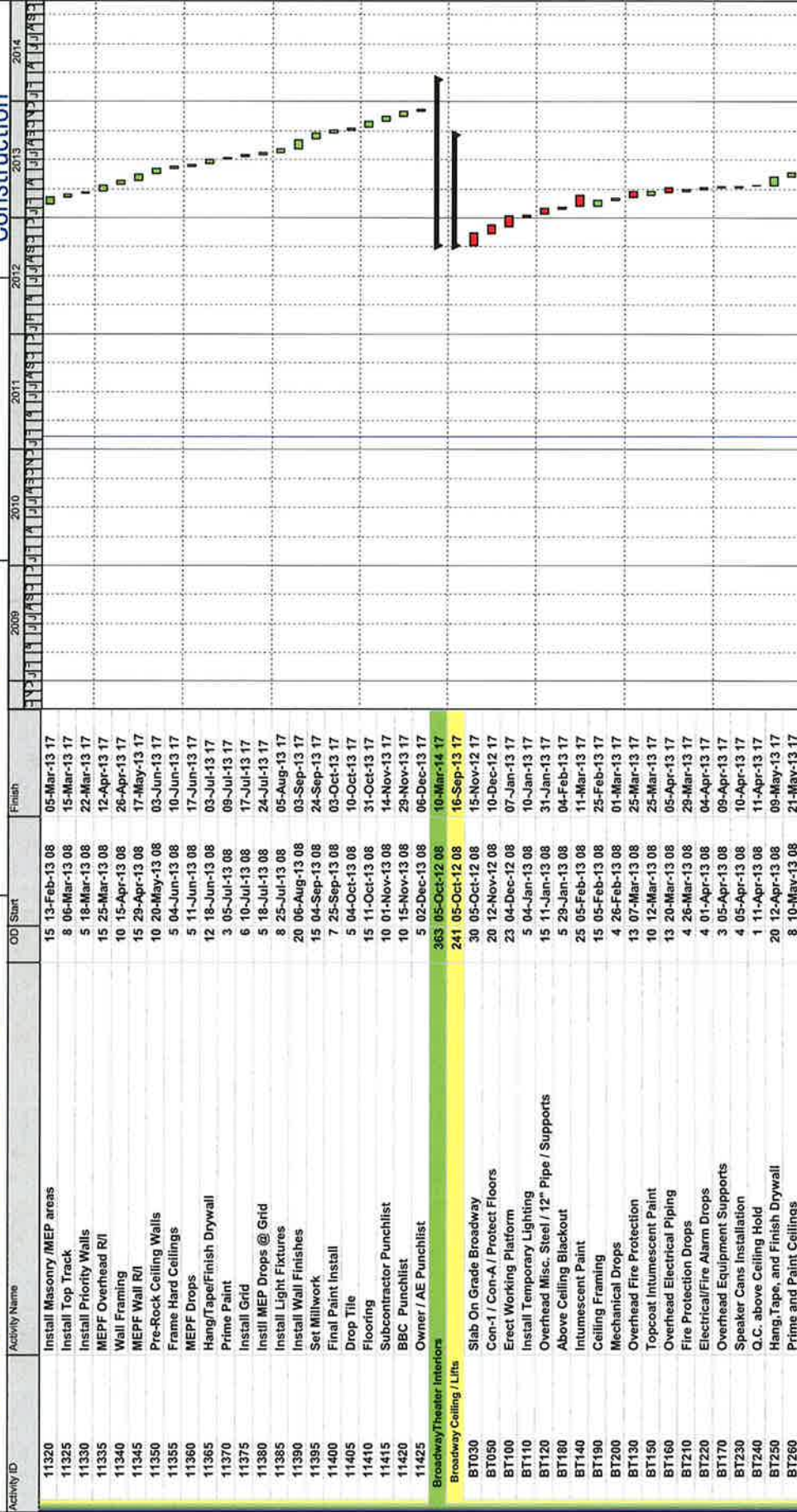
**Dr. Phillips Center for the Performing Arts GMP**

| Activity ID | Activity Name              | OO Start         | Finish       |
|-------------|----------------------------|------------------|--------------|
| 11130       | MEPF Overhead R/I          | 15 11-Feb-13 08  | 01-Mar-13 17 |
| 11140       | Wall Framing               | 10 04-Mar-13 08  | 15-Mar-13 17 |
| 11150       | MEPF Wall R/I              | 15 18-Mar-13 08  | 05-Apr-13 17 |
| 11160       | Pre-Rock Ceiling Walls     | 10 08-Apr-13 08  | 19-Apr-13 17 |
| 11170       | Frame Hard Ceilings        | 5 22-Apr-13 08   | 26-Apr-13 17 |
| 11180       | MEPF Drops                 | 5 29-Apr-13 08   | 03-May-13 17 |
| 11190       | Hang/Tape/Finish Drywall   | 12 06-May-13 08  | 21-May-13 17 |
| 11200       | Prime Paint                | 3 22-May-13 08   | 24-May-13 17 |
| 11210       | Install Grid               | 6 28-May-13 08   | 04-Jun-13 17 |
| 11220       | Install MEP Drops @ Grid   | 5 05-Jun-13 08   | 11-Jun-13 17 |
| 11230       | Install Light Fixtures     | 8 12-Jun-13 08   | 21-Jun-13 17 |
| 11240       | Install Wall Finishes      | 20 24-Jun-13 08  | 22-Jul-13 17 |
| 11250       | Set Millwork               | 15 23-Jul-13 08  | 12-Aug-13 17 |
| 11260       | Final Paint Install        | 7 13-Aug-13 08   | 21-Aug-13 17 |
| 11270       | Drop Tile                  | 5 22-Aug-13 08   | 28-Aug-13 17 |
| 11280       | Flooring                   | 15 29-Aug-13 08  | 19-Sep-13 17 |
| 11290       | Subcontractor Punchlist    | 10 20-Sep-13 08  | 03-Oct-13 17 |
| 11300       | BBC Punchlist              | 10 04-Oct-13 08  | 17-Oct-13 17 |
| 11310       | Owner / AE Punchlist       | 5 18-Oct-13 08   | 24-Oct-13 17 |
| Level 2     |                            | 209 23-Jan-13 08 | 14-Nov-13 17 |
| 11105       | Install Masonry /MEP areas | 15 23-Jan-13 08  | 12-Feb-13 17 |
| 11115       | Install Top Track          | 8 13-Feb-13 08   | 22-Feb-13 17 |
| 11125       | Install Priority Walls     | 5 25-Feb-13 08   | 01-Mar-13 17 |
| 11135       | MEPF Overhead R/I          | 15 04-Mar-13 08  | 22-Mar-13 17 |
| 11145       | Wall Framing               | 10 25-Mar-13 08  | 05-Apr-13 17 |
| 11155       | MEPF Wall R/I              | 15 08-Apr-13 08  | 26-Apr-13 17 |
| 11165       | Pre-Rock Ceiling Walls     | 10 29-Apr-13 08  | 10-May-13 17 |
| 11175       | Frame Hard Ceilings        | 5 13-May-13 08   | 17-May-13 17 |
| 11185       | MEPF Drops                 | 5 20-May-13 08   | 24-May-13 17 |
| 11195       | Hang/Tape/Finish Drywall   | 12 28-May-13 08  | 12-Jun-13 17 |
| 11205       | Prime Paint                | 3 13-Jun-13 08   | 17-Jun-13 17 |
| 11215       | Install Grid               | 6 18-Jun-13 08   | 25-Jun-13 17 |
| 11225       | Instll MEP Drops @ Grid    | 5 26-Jun-13 08   | 02-Jul-13 17 |
| 11235       | Install Light Fixtures     | 8 03-Jul-13 08   | 15-Jul-13 17 |
| 11245       | Install Wall Finishes      | 20 16-Jul-13 08  | 12-Aug-13 17 |
| 11255       | Set Millwork               | 15 13-Aug-13 08  | 03-Sep-13 17 |
| 11265       | Final Paint Install        | 7 04-Sep-13 08   | 12-Sep-13 17 |
| 11275       | Drop Tile                  | 5 13-Sep-13 08   | 19-Sep-13 17 |
| 11285       | Flooring                   | 15 20-Sep-13 08  | 10-Oct-13 17 |
| 11295       | Subcontractor Punchlist    | 10 11-Oct-13 08  | 24-Oct-13 17 |
| 11305       | BBC Punchlist              | 10 25-Oct-13 08  | 07-Nov-13 17 |
| 11315       | Owner / AE Punchlist       | 5 08-Nov-13 08   | 14-Nov-13 17 |
| Level 3     |                            | 209 13-Feb-13 08 | 06-Dec-13 17 |



**Exhibit R Schedule**

**Dr. Phillips Center for the Performing Arts GMP**



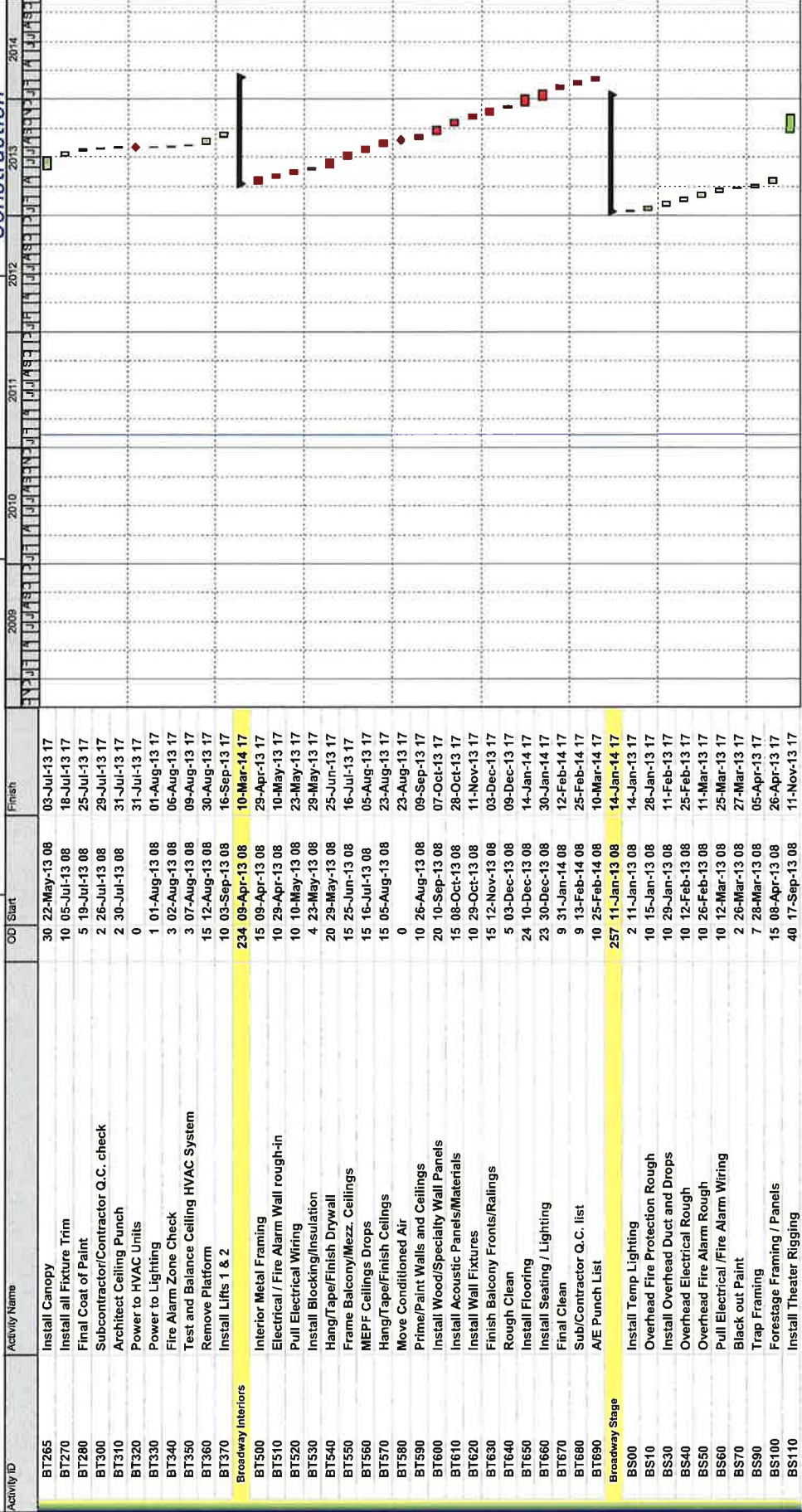
Summary

- █ Actual Work
- █ Remaining Work
- █ Critical Remaining Work
- ◆ Milestones



**Exhibit R Schedule**

**Dr. Phillips Center for the Performing Arts GMP**





**Exhibit R Schedule**

**Dr. Phillips Center for the Performing Arts GMP**

| Activity ID                         | Activity Name                        | OOI Start        | Finish       |
|-------------------------------------|--------------------------------------|------------------|--------------|
| BS120                               | Install Light Fixtures               | 15 12-Nov-13 08  | 03-Dec-13 17 |
| BS130                               | Install Fire Curtain                 | 10 04-Dec-13 08  | 17-Dec-13 17 |
| BS140                               | Install Stage Flooring               | 15 18-Dec-13 08  | 09-Jan-14 17 |
| BS150                               | Stage Flooring Protection            | 3 10-Jan-14 08   | 14-Jan-14 17 |
| <b>Community Theater Interiors:</b> |                                      |                  |              |
| CT2100                              | Community Ceiling                    | 257 29-Jan-13 08 | 30-Jan-14 17 |
| CT2100                              | Erect Working Platform               | 126 29-Jan-13 08 | 25-Jan-13 17 |
| CT2110                              | Install Temporary Lighting           | 10 29-Jan-13 08  | 11-Feb-13 17 |
| CT2120                              | Overhead Misc. Steel                 | 2 12-Feb-13 08   | 13-Feb-13 17 |
| CT2130                              | Overhead Fire Protection             | 3 14-Feb-13 08   | 18-Feb-13 17 |
| CT2140                              | Overhead Ductwork                    | 10 19-Feb-13 08  | 04-Mar-13 17 |
| CT2160                              | Overhead Electrical Piping           | 10 05-Mar-13 08  | 18-Mar-13 17 |
| CT2170                              | Overhead Equipment Supports          | 10 19-Mar-13 08  | 01-Apr-13 17 |
| CT2180                              | Above Ceiling Blackout               | 2 02-Apr-13 08   | 03-Apr-13 17 |
| CT2190                              | Ceiling Framing                      | 2 04-Apr-13 08   | 05-Apr-13 17 |
| CT2200                              | Mechanical Drops                     | 12 08-Apr-13 08  | 23-Apr-13 17 |
| CT2210                              | Fire Protection Drops                | 4 24-Apr-13 08   | 29-Apr-13 17 |
| CT2220                              | Electrical/Fire Alarm Drops          | 4 30-Apr-13 08   | 03-May-13 17 |
| CT2230                              | Speaker Cans Installation            | 4 06-May-13 08   | 09-May-13 17 |
| CT2240                              | Q.C. above Ceiling Hold              | 2 16-May-13 08   | 17-May-13 17 |
| CT2250                              | Hang, Tape, and Finish Drywall       | 12 20-May-13 08  | 05-Jun-13 17 |
| CT2260                              | Prime and Paint Ceilings             | 5 06-Jun-13 08   | 12-Jun-13 17 |
| CT2270                              | Install all Fixture Trim             | 5 13-Jun-13 08   | 19-Jun-13 17 |
| CT2280                              | Final Coat of Paint                  | 2 20-Jun-13 08   | 21-Jun-13 17 |
| CT2290                              | Install Ceiling / Specialty Grid     | 8 24-Jun-13 08   | 03-Jul-13 17 |
| CT2300                              | Subcontractor/Contractor Q.C. check  | 2 05-Jul-13 08   | 08-Jul-13 17 |
| CT2310                              | Architect Ceiling Punch              | 2 09-Jul-13 08   | 10-Jul-13 17 |
| CT2320                              | Power to HVAC Units                  | 0                | 10-Jul-13 17 |
| CT2330                              | Power to Lighting                    | 1 11-Jul-13 08   | 11-Jul-13 17 |
| CT2340                              | Fire Alarm Zone Check                | 2 12-Jul-13 08   | 15-Jul-13 17 |
| CT2350                              | Test and Balance Ceiling HVAC System | 3 16-Jul-13 08   | 18-Jul-13 17 |
| CT2360                              | Remove Platform                      | 5 19-Jul-13 08   | 25-Jul-13 17 |
| <b>Community Stage</b>              |                                      |                  |              |
| CT1110                              | Overhead Fire Protection Rough       | 202 08-Apr-13 08 | 22-Jan-14 17 |
| CT1130                              | Overhead Duct and Drops              | 10 08-Apr-13 08  | 19-Apr-13 17 |
| CT1140                              | Overhead Electrical Rough            | 5 22-Apr-13 08   | 26-Apr-13 17 |
| CT1150                              | Overhead Fire Alarm Rough            | 5 29-Apr-13 08   | 03-May-13 17 |
| CT1160                              | Pull Electrical / Fire Alarm Wiring  | 5 06-May-13 08   | 10-May-13 17 |
| CT210                               | Install Theater Rigging              | 4 13-May-13 08   | 16-May-13 17 |
| CT220                               | Install Light Fixtures               | 15 26-Dec-13 08  | 16-Jan-14 17 |
| CT230                               | Install Fire Curtain                 | 1 17-Jan-14 08   | 17-Jan-14 17 |
| CT240                               | Install Stage Flooring               | 1 20-Jan-14 08   | 20-Jan-14 17 |
| CT250                               | Stage Flooring Protection            | 1 21-Jan-14 08   | 21-Jan-14 17 |
| CT250                               | Stage Flooring Protection            | 1 22-Jan-14 08   | 22-Jan-14 17 |