LRD Terminal Improvements Design Adjustments, Construction Administration (CA) and Periodic Onsite Observation Services Scope of Work

May 14, 2024 Laredo International Airport Laredo, Texas

Prepared by RS&H Inc., at the direction of Laredo International Airport



I PROJECT DESCRIPTION

The Laredo International Airport (Airport) has requested that RS&H (Consultant) provide a scope and fee for miscellaneous Design Adjustments Construction Administration and Periodic On-site Observation Services for the Laredo Terminal Improvements designed by RS&H identified as follows:

Project Scope Basis

The Original scope of work resulted in six bid schedules accepted and associated with this scope of work, however the Airport will now have the work constructed on a single contract and single schedule.

Bid Schedule 1: Consists of the removal and replacement of two 15'-0" vertical rise escalators and adjacent stairway near the main entry of the terminal. Temporary walls and rerouting of vertical pedestrian traffic to adjacent elevators is included in the schedule. Bid Schedule location is publicly accessible.

Bid Schedule 2: Consists of the demolition of the first floor Landside Kitchen and Concessions spaces and construction of a new Men's Restroom, Women's Restroom, Family Restroom, Nursing Room, and storage on the first floor. The area impacted is approximately 2,500 square feet of publicly accessible landside space.

Bid Schedule 3: Consists of the renovation of the airside first floor Men's and Women's Restrooms. The men's and women's restrooms are not to be renovated concurrently for the purpose of keeping first floor airside restroom access available. The location of the approximately 600 square feet of work is not accessible without badging or an escort.

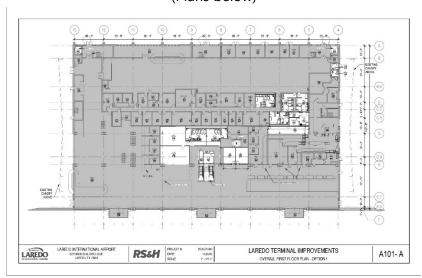
Bid Schedule 4: Consists of the demolition of the second floor existing Security Check Point, Janitor's Closet, TSA ancillary spaces, airline offices and maintenance offices for the renovations of the airside Men's and Women's Restrooms, lounge, conference room, IT room, and TSA Secure exit. Additionally, an airside Quiet Room, Service Animal Relief Area (SARA), Family Restroom, Nursing Room, and Janitor's Room will be constructed. Provision of temporary restroom availability during construction is included in Bid Schedule 3. The location of the approximately 9,000 square feet of work is not accessible without badging or an escort.

<u>Bid Schedule 5:</u> Consists of the construction of 90 linear feet of screen wall and a new generator for the terminal building to be located at the existing service yard. The work includes the utility and site work required to access and connect to existing systems.

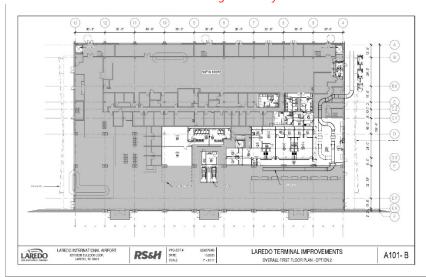
<u>Bid Schedule 6:</u> Consists of the reroofing of the approximately 65,000 square feet metal seam roofing on the existing terminal.

Design Adjustments Plan Adjustments

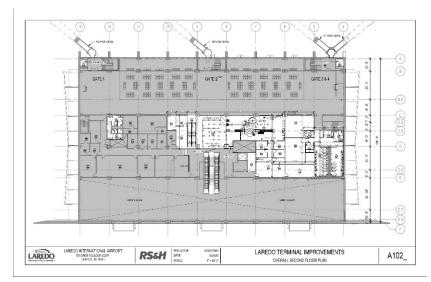
Plan revisions required to align accepted bid packages with scope of work include. (Plans below)



First Floor with bag takeaway belts



First Floor with Mini in-line bag screening system



Upper-Level Plan

Specific Modifications and New Work Scope Elements (See Task 1) Include:

• Design Modifications due to Bid Package acceptance.

- Revised SSCP configuration and Agency Approvals
- o Internal program re-configuration due to accepted Bid Packages
- o Tenant space adjustments (white box or "shell buildout)
- IT areas Modifications
- o Design adjusted Electrical systems due to smaller load from reduced program.

Design Adjustments required by Airport.

- Design New Elevators (1) in existing shaft
- o Design expanded Public Address system.
- o Refurbish Passenger Boarding Bridges (4) on existing pedestals. (3)
 - o Determine program and accessories.
- Design LED Lighting in Terminal (exterior site lighting under separate contract)
- Design Upgrade Energy Management System
- Option 1
 - Design new mini-inline baggage handling systems, including Agency approvals and TSA funding applications and Contractor certification support.
- Option 2
 - o Re-configure / upgrade existing system, limited TSA coordination.
- Permit adjustment support.

Project Scope Services

The following professional disciplines/services/specialties are expected to play a significant role in the development of the Project:

- » Project Management
- » Airport Specialty Consultant Support
- TSA In-line Bag approvals and funding support
- » Architectural Design
- » Architecture/Life Safety
 - Door Hardware
 - Accessibility Consultant
 - Millwork
- » Interior Design/FFE
- » Structural Engineering
- » Mechanical Engineering
- » Plumbing Engineering
- » Fire Protection Engineering
- » Electrical Engineering

- Lighting
- o Power
- Lightning Protection
- » Low Voltage Systems
 - o Communication Systems (IT/Infrastructure, Information Displays,)
 - o Security (Access Control, Video Surveillance, Intrusion Detection)
 - o Public Address Systems
- » Phasing
- Acoustics

Roofing Replacement Special Services Consultant

RS&H Design Team

Consultant/Subconsultant	Involvement
RS&H	Project Management, Grant Management
	Support, Architecture, Structural, Mechanical,
	Electrical, Plumbing, Fire Protection, Security,
	Low Voltage, Comm/IT, Construction
	Administration Services (CA)
Introba (formerly Ross & Baruzzini)	Baggage Screening systems. Regulatory
	approvals
Avant Acoustics	Acoustics Public Address System
Crane	Site Survey and engineering
Loefgren Consultant	Roofing replacement
Vistara	Cost Consultant
Sepulveda Associates + Davida	Periodic On-site Observation
	Support during Construction

Project Duration – The Project's schedule is based on upon an estimated total construction duration provided by the Contractor as Substantially Complete by March 2025 plus 3 months for punchlist completion and Project Closeout totaling **490 Calendar Days (70 weeks)**.

II PROJECT TASKS

TASK 1

• Design Modifications due to Bid Package acceptance.

- o Revised SSCP configuration and Agency Approvals
- Internal program re-configuration due to accepted Bid Packages
- Tenant space adjustments (white box or "shell buildout)
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• Design Adjustments required by Airport.

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 - Determine program and accessories.
- Design LED Lighting in Terminal (exterior site lighting under separate contract)
- Design Upgrade Energy Management System
- Design new mini-inline baggage handling systems, including Agency approvals and TSA funding applications and Contractor certification support.
- o Permit adjustment support.

Project Management

 Consultant will oversee scheduling, resource allocation, monitoring, oversight, direction, and control for all aspects of RS&HRS&H team's efforts including assembly and coordination of all documentation.

TASK 2 CONSTRUCTION ADMINISTRATION, SITE VISITS

The scope (and fee) proposed under this task is based upon an estimated total construction duration provided by the Contractor as Substantially Complete by March 2025 plus 3 months for punchlist completion and Project Closeout totaling **490 Calendar Days (70 weeks)**. Specific tasks that are common to all bid schedules and that will extend throughout the full construction duration or that will happen only once are as follows:

Task 2.1 Pre-Construction Conference

RS&H shall attend one (1) pre-construction conference meeting at the Airport. In attendance will be the:

- » Project Officer (RS&H)
- » Project Manager (RSH)
- » Project Architect (RSH)
- » Project Director (RS&H)
- » Project Engineer Site and Building (RS&H on-site and remote)

Task 2.2 Construction Meetings/Site Visits

Members of RS&H Team shall participate in weekly construction coordination meetings throughout the duration of construction (70 meetings total). RS&H's Sub-consultant will attend on-site all of the meetings. A maximum of 1 Architect or 1 Engineer will participate on site in thirty-five (35) meetings total with the remainder of the meetings attended via teleconference with a maximum of 2 RS&H staff members on the call with subconsultants attendance as required for that week's discussions. On-site participation in construction meetings will be coupled with regularly scheduled site visits.

Task 2.3 Submittal Review – Shop Drawings

RS&H shall review and respond to shop drawings, samples, and other submissions furnished by the contractor and submitted to RS&H as required in the Project Specifications. RS&H will utilize Newforma for tracking, reviewing, and responding to RFIs and submittals. Submittal review will be limited to the initial review and a single resubmittal.

Task 2.4 RFI/Substitutions Review

RS&H shall review and respond to Request for Information (RFI's) (75 total), substitution requests (20 total).

Task 2.5 Payment Applications

RS&H shall review monthly Payment Applications, supporting documentation and provide comments. When payment amounts are agreed upon to RS&H shall execute and forward to Owner.

Task 2.6 Change Directives and Change Notices

RS&H will prepare documentation to issue Change Directives and Change Notices with the approval of the Airport. Changes that require additional design and documentation effort from RS&H will be handled through an amendment to the contract. No changes will be executed, and no work progressed associated with those changes without prior approval from the Airport.

Task 2.7 Punchlist/ Final Observation / One Year Review

RS&H shall perform, together with the Airport's authorized representative(s), a substantial completion observation of the project. RS&H shall prepare a punchlist of items that must be completed or that are deficient. RS&H shall perform a final observation to determine if the project has been completed in accordance with the contract documents and if the contractor has fulfilled all of its obligations thereunder so that RS&H may recommend approval (from Airport) if applicable, in writing, the issuance of a Certificate of Substantial Completion and final payment to the contractor. A one-year review will be held for the overall project to review Warranty items.

Two (2) on-site meetings will be held for punchlist and final observation for the overall project. Punch list attendees will be:

- » Project Manager (RS&H)
- » Project Architect (RS&H)
- » Project Engineers (Electrical, Mechanical, Site Civil, IT) (RS&H)
- » Subconsultants
 - Roofing
 - Public Address

A one-year review will be held for the overall project to review Warranty items. Attendees will be:

- » Project Manager (RS&H)
- » Project Architect (RS&H)
- » Project Engineers (Electrical, Mechanical, Site Civil, IT) (RS&H)
- » Subconsultants
 - Roofing
 - Public Address

Task 2.8 Record Documents

RS&H shall obtain red-line as-built drawings from Construction Contractor and prepare "Record Drawings", which shall become the property of the Airport corrected to show significant changes made in the work during the construction of the project. Such corrections shall be the "as-built" prints, drawings, field sketches and other data furnished to RS&H by the Airport and the contractor, and any amendments issued during construction.

- » PDF files
- » CAD + Revit Drawings

Task 2.9 Supplementary Support Service

RS&H will, on an as requested basis, provide additional support to the Airport and it's correlating agencies for miscellaneous tasks directed by the Airport.

Task 2.10 Project Management

Consultant will oversee scheduling, resource allocation, monitoring, oversight, direction, and control for all aspects of RS&H team's efforts including assembly and coordination of all documentation and closeout support.

RS&H will provide a summary of activities attached to the monthly invoice to the Airport during this portion of the project.

TASK 3 PERIODIC ON-SITE OBSERVATION SERVICES

Task 3.1 Periodic On-Site Observation

Periodic On-Site observation will be provided by RSH Sub-consultants Davika Construction LLC and /or Sepulveda Architects based on a cost-plus basis as follows.

Sepulveda Architects	Period/Weeks	Hrs/Week
Roberto J. Sepulveda	56	6
Robbie Sepulveda	56	3
Davika Construction LLC	56	16

The Contractor has advised the project will be Substantially complete by March 1, 2025, plus 3 months for punchlist completion and Project Closeout. RSH Sub-consultants will be on-site as identified above and will be responsible for assisting A/E (RSH) in the administration of the contract when on-site. Through the observations these Sub-consultants shall complete and forward the Owner weekly FAA formatted Construction Activity reports. The RSH Project Manager will be responsible for preparing and providing final project closeout documents to the FAA.

RSH shall issue a Certification as follows for the completion of the work: This is to Certify that RS&H, Inc, a Registered Architectural/Engineering firm in the state of Texas, and through our subconsultants Sepulveda Architects and Davika Construction LLC have observed the work accomplished by Leyendecker Construction, Inc. and, under contract with The City of Laredo, Webb County, Texas, found that, based on Sepulveda Architects and Davika Construction's onsite observations and to the best of RS&H's knowledge, information and belief, the

workmanship and materials supplied are in general accordance with plans and specifications for the original contract and Change Order #2, and will be amended by the subsequent "AS-BUILT" drawings provided by the Contractor and "Record Drawings" provided by RS&H, Inc.

III MEETINGS AND PRESENTATIONS

The following meetings and presentations will be attended as part of this proposal:

		Total Project Meetings	In-Person RSH	RSH
Task	Presentation / Meeting / Site Visit	Attended by Sepulveda	Project	Conference
Task	Presentation / Meeting / Site visit	Architects or Davika	Meetings/Site	Calls/
		Construction LLC	Visits	Web-Based
2.1	Pre-Construction Conference	0	1	
2.2	Weekly Construction Meetings/Site Visits (490	70	35	35
	days)			
2.7	Single Punchlist / Final Observation / One Year	1	1+1	NA
	Review			

IV DELIVERABLES

The following deliverables will be submitted as part of this proposal:

Task	Deliverable	Information Included	Format
2.8	Record Documents	Project Drawings and Specifications	PDF, Cad/Revit
		Record Documents	

V PROPOSED PROJECT SCHEDULE

This scope of work was developed based on the preliminary project schedule provided below. estimated total construction duration provided by the Contractor as Substantially Complete by March 2025 plus 3 months for punchlist completion and Project Closeout totaling **490 Calendar Days (70 weeks)**.

VI EXCLUSIONS

The following exclusions have been made for this Scope of Work:

- » Meetings and site visits other than those specified.
- » 3D Laser scanning
- » Fees associated with permitting.
- » RS&H will only perform services/work related in any way to PFAS chemicals or substances possibly containing PFAS chemicals (including but not limited to sampling,

handling and remediating) to the extent the Airport (LRD) specifically directs, in writing, RS&H to perform such services/work, and RS&H shall not be liable for the nonperformance of such services/work.

VII PROFESSIONAL SERVICES FEE AND FEE TYPE

RS&H will provide the above referenced services for a Lump Sum and Cost-Plus fees as outlined in Appendix 1. Sub-consultant and expenses will be invoiced on a cost-plus basis. See Appendix 1 for a breakdown of costs.

Should scope items/activities/efforts/durations be modified at the request of the Airport Authority or need to be adjusted based on design/construction scheduling, RS&H Team will need to modify the fee to accommodate the changes. Such changes will be compensated for through an amendment (through Additional Services requested by RS&H) to the Task Order or similar vehicle. Effort, fee, and schedule adjustments resulting from a change in scope will be assessed and approved by the Airport prior to the execution of the change.

APPENDIX 1

Breakdown of Costs

Laredo Terminal Improvements - Summary Appendix 1

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May 14, 2024	Danisa Madifications Danisa Adicatos esta		
Task 1	Design Modifications Design Adjustments		
	Design Modifications due to Bid Package acceptance		****
	Revised SSCP configuration and Agency Approvals		\$116,784
	Internal program re-configuration due to accepted Bid Pack	ages	\$79,786
	Tenant space adjustments (white box or "shell buildout)		\$58,439
	IT areas Modifications		\$28,535
		Lump Sum	\$283,544
	Design Adjustments required by Airport		
	Design New Elevators (1) in existing shaft		\$15,631
	Design expanded Public Address system.	stee 4 DDDIe Determine	\$8,025
	Upgrade existing Passenger Boarding Bridges (Pbb's) 3 ga program and accessories.	tes 4 FBB's Determine	\$56,302
	Design LED Lighting in Terminal (exterior site lighting under	r separate contract)	\$34,931
	Design Upgraded Energy Management System		\$31,785
	Design adjusted Electrical systems due to smaller load from	n reduced program.	\$25,247
	Design new mini-inline baggage handling systems, including	g Agency approvals and TSA	
	funding applications and Contractor certification support.		\$79,067
	Permit adjustment support		\$32,425
		Lump Sum	\$283,413
	Project Management and Discipline Coordination F	RSH	
	Project Management and Discipline Coordination	Lump Sum	\$85,263
	Expenses Tasks 1 RSH Cost Plus	Cost Plus	\$3,164
	Cost Plus Sub-Consultant Tasks 1	Cost Plus	
	Introba Bag Systems design		\$218,265
	Avant Acoustics		\$19,000
	Total Task 1		\$892,648
Task 2	CONSTRUCTION ADMINISTRATION, SITE VISITS	Cost Plus	
IdSK Z	Pre-Construction Conference		\$15,651
	Construction Meetings/Site Visits		\$453,088
	Submittal Review – Shop Drawings assume 80		\$151,759
	RFI/Substitutions Review (75 total)		\$131,670
	Payment Applications		\$70.115
	Change Directives and Change Notices		\$58,211
	Punchlist and Final Observation		\$97,634
	Record Documents		\$41,968
	Supplementary Support Service		\$83,736
	Project Management		\$154,858
	. Tojok managomon		\$1,258,690
	Cost Plus Expenses Task 2 RSH		\$1,238,690
	Subconsultants Cost Plus Subconsultants	Cost Plus	
	Avant Acoustics		\$48,500
	Introba Bag Systems CA		\$152,087
	Loefgren Consulting		\$87,600
	Materials Testing / Survey		\$25,000
	Vistara Cost Estimating		\$75,000
	Visital a Good Estimating		ψ, σ,σσσ

Total Task 2 \$1,802,117

Sub Total Subconsultants

\$418,187

Task 3 PERIODIC ON-SIT	E OBSERVATION SE	RVICES			Cost Plus	
RSH Labor						\$37,434
Expenses Task 3						\$16,000
Outside Consultants						
Sepulveda Architects	Rate	Period/Wee ks	Hrs/Week			Sub-total
Roberto J. Sepulveda	\$200.00	56	6			\$67,200
Robbie Sepulveda	\$150.00	56	3			\$25,200
Reimbursables/month \$100/mon	nth 13 months					\$1,300
						\$93,700
Davika Construction LLC	\$165.00	56	16	\$147,840.00		
Reimbursables	\$0.00			\$0.00		
				\$147,840.00		\$147,840
					Total Task 3	\$294,974

Total Task 1 2 3

\$2,989,739

LRD Passenger Terminal Improvements

Average Burdened Labor Rate

													но	URS													
		Project Officer	Project Manager	Principal Engineer	Sr. Design Architect	Sr. Design Architect	Sr. Architect	Intern Architect	Interiors Architect	Struc. Engineer	Sr. Elec. Engineer	Elec. Engineer	Elec. Eng. Intern	Sr. HVAC Engineer	HVAC Engineer	Sr. Fire Prot Engineer	Fire Prot. Engineer	Principal Security IT Engineer	Sr. Security IT	Engineer Security/IT	Sr. Airfield/ Civil Engineer	Airfield/ Civi Eng. Intern		ld BIM Manager	Admin. Assistant IV (O63)	HOURS	TOTAL COST
		O'Krongley	Wilcer	Hippchen	Gratton	Nelson	Mendez	Johnson	Rodriquez	Murdoch	Sveda	Senko	Shabo	Nix	DelGado	Dubin	Rogers	Pangburn	Poudel	Mancera	Lopez	Prado	Westerbeke	Jerningan	Morris		1
	Burdened hourly rate	\$353.39	\$340.51	\$290.40	\$304.74	\$152.32	\$194.12	\$112.64	\$103.63	\$138.14	\$295.20	\$170.57	\$134.80	\$346.30	\$168.91	\$253.57	\$160.86	\$381.08	\$292.42	\$216.01	\$199.65	\$159.87	\$0.00	\$189.02	\$149.14		(\$)
		PO/PM	PO/PM	Planning	Architecture	Architecture	Architecture	Architecture	Architecture	Structural	Electrical	Electrical	Electrical	Mechanical	Mechanical	Fire Protection	Fire Protection	n IT	IT T	Т	Civil	Civil	Construction	n BIM	Admin		
																											<u> </u>
Task 1	Design Modifications due to Bid Package acceptance				-			-			-						-	+	 								
	Revised SSCP configuration and Agency Approvals	6	1:	2	4	80	80	60	60		40	0	60	20	60	16	24	1 12	48	3 24	1					606	\$116,78
	Internal program re-configuration due to accepted Bid Packages		1	2	2	120		80	80		32	2	40	16	32				· '	4 2	2					490	
	Tenant space adjustments (white box or "shell buildout)	4	1		2	120		60	44		12	2	24	12	24					8 8	3					358	\$58,4
	IT areas Modifications Design Adjustments required by Airport				1	24	24	1			8	8	8	8	8		1	8	24	4 12	2					124	\$28,5
	Design New Elevators (1) in existing shaft						24	12	2 12	12		4	8	8	10											90	\$15,6
	Design expanded Public Address system.						12	8	8									2		3 4	1					42	\$8,0
	Upgrade existing Passenger Boarding Bridges (Pbb's) 3 gates 4 PBB's Determine program and accessories.			8		8	60	24	24			8 8	3 24	30	80			2		3 4	1					290	\$56,3
	Design LED Lighting in Terminal (exterior site lighting under separate contract)					24	12	4	1		6	60	80					_								180	\$34,9
	Design Upgraded Energy Management System					12	12							42	2 60			2		3 2	2					136	\$31,7
	Design adjusted Electrical systems due to smaller load from reduced program.						2				6	60	40							5						108	\$25,2
	Design new mini-inline baggage handling systems, including Agency approvals and TSA funding applications and Contractor certification support.	12	2 8	0		24	120	12	2 12			8	16					8	24	4 16	6					332	\$79,0
	Permit adjustment support					4	24	2	2 2		1:	2	16	12	2 16	12	2	4	1:	2 6	6 8	8 20)			150	\$32,4
	Project Management and Discipline Coordination																										i
	Project Management and Discipline Coordination	40	12	0 40																				75	5 30	305	\$85,2
																										-	
Total Task	1	62	2 22	2 40	8	416	490	262	242	12	244	4 8	316	150	290	28	24	4 38	148	3 78	3	8 20	-	75	30	3,211	\$652,2
												_															
Task 2	CONSTRUCTION ADMINISTRATION, SITE VISITS																									-	
2.1	Pre-Construction Conference	12	2 1:	2		12	12				:	2			2	2		2			8	8 2	2			64	\$15,6
2.2	Construction Meetings/Site Visits	170	170	0 350		170	350	44	44	40		40	48	40	48	3 24	4	48	128	3 24	1 80	0 40)			1,858	\$453,0
	Other Construction Services and Project Closeout																										
2.3	Submittal Review – Shop Drawings assume 80		8	0 24		80	160	20	20	12	24	24 24	40	32	2 60	12	2 2	0 8	48	3	20	0 20)			704	\$151,7
2.4	RFI/Substitutions Review (75 total)		7:	5 25		50	150	25	5 25	12	2	20 40)	28	3 40	3 0	3 1	2 8	40)	20	0 20)			598	\$131,6
2.5	Payment Applications	12	2 7:	5 75		25	60	1			1						1	2	1	3						257	\$70,1
2.6	Change Directives and Change Notices	8	3	0 30		15	60	12	12									8	40		1					239	\$58,2
2.7	Punchlist and Final Observation		24	4 24		24	48	12	2 12		3	36 36	5	36	36	36	3	6	52	2 12	2 12	2				406	\$97,6
2.8	Record Documents						40	24	24	12	6	6 12	24	6	24	4		4	12	2 8	3	40)			240	\$41,9
2.9	Supplementary Support Service	60	6	0 50			12											12	12	2 8	3 40	0			50	304	\$83,7
2.10	Project Management	80	24																					75	-		
Total Task	2	342	76	6 658	-	376	892	137	137	76	88	152	112	142	210	84	34	1 96	340	76	180	0 122	2 -	75	5 100	5,195	\$1,258,6
Task 3	PERIODIC ON-SITE OBSERVATION SERVICES	I	1		T		1	T	1	1	T	1	1	I	I	1	T	I	1	T	1		1		1	I	
	T	 			+	1		+	-		+	+				+	+		+	+	+				+	1	ſ
3.1	PERIODIC ON-SITE OBSERVATION SERVICES				1			1			1	+				1	1		1		+		2,800	0		2,800	;
	PERIODIC ON-SITE OBSERVATION SERVICES Support	12			+	1		+	1		+	+				+	+		+	+	+		_		70	+	
Total Task	3	12	2 6	υ <u>ן</u> 8	<u> </u>	-	-	1 -	-	-	<u> </u>		-	-	<u> </u>	<u> </u>	<u> </u>	-			<u> </u>	-	2,80	U -	70	2,950	\$37,4
TOTAL																										11,356	\$1,948,3
		•	•	•	•	•		•	•	•	•		•	•	•	•	•	-	•	•	•	-	•		-	,	Ţ.,. 10,u

LRD Passenger Terminal Improvements

TRIPS +	EXPENSES + MEETINGS													
RSH Spe	cific													
	TRAVEL					Monthly	No. of Months	Airfare	Car	Lodging	Per Diem	Other travel		
Task		No Travel Meetings	#Trips	# People	# Days			\$600	\$80	\$200	\$93	\$100		
1.00	Preconstruction Meeting Airfare	-	1	2	2			\$1,200	\$160	\$400	\$372	\$100		\$2,232
1.00	Preconstruction Meeting Driving		1	2	2			\$0	\$160	\$400	\$372	\$0		\$932
											SUBTO	TAL TRAV	EL Task 1	\$3,164
2.00	CONSTRUCTION ADMINISTRATION, SITE VISITS Flight Travel	35	35	2	2			\$42,000	\$5,600	\$14,000	\$13,020	\$14,000		\$88,620
2.00	CONSTRUCTION ADMINISTRATION, SITE VISITS Driving Travel	35	35	2	2			\$0	\$5,600	\$14,000	\$13,020	\$0		\$32,620
2.00	CONSTRUCTION ADMINISTRATION, SITE VISITS Punchlists One Year visit	-	3	5	3			\$9,000	\$720	\$6,000	\$4,185	\$300		\$20,205
											SUBTO	TAL TRAV	EL Task 2	\$121,240
	OTHER EXPENSES													
	Reprographics													\$2,000
	Badging													\$1,000
	Permit Review Expenses (does not include permit fees)													\$1,000
											SUBTOTAL	OTHER E	XPENSES	\$4,000
											To	tal Task 2 e	expenses	\$125,240
3.1	PERIODIC ON-SITE OBSERVATION SERVICES	-												
	Misc Expenses - Office Supplies													\$16,000
	<u> </u>										SUBTO	TAL RPR	Expenses	\$16,000
TOTAL E	TOTAL EXPENSES \$144									\$144,404				



March 19, 2024

Mr. Mark Wilcer, AIA RS&H 13750 San Pedro Ave., Ste. 300 San Antonio, TX 78232

Re: Laredo Terminal Improvements Project - RPR Services Proposal

Mr. Wilcer,

Davika Construction is pleased to offer the following proposal for resident project representative (RPR) services for the Laredo Terminal Improvements Project. I feel confident that Davika can provide RPR services for a not-to-exceed total of \$184,800.00. This total is based on an assumed 20 hours of on-site inspection, performed each week, at a loaded hourly rate of \$165.00 for a period of 56 weeks (April 2024 – May 2025). To clarify, the project will be invoiced solely on a cost-plus contract with an understanding that only on-site inspection man-hours will be billed to the client.

If this rate and maximum contract amount are acceptable, please forward to me RS&H's standard subconsultant agreement and we will begin working on the paperwork. If I've misunderstood any of the terms you discussed with David, please feel free to provide further clarification.

If you have any comments or questions, please feel free to contact me.

Regards,

Davika Construction, LLC

Erika Wolf President

LOEFGREN & ASSOCIATES, INC.

ROOFING AND BUILDING ENCLOSURE CONSULTING SERVICES

February 20, 2024

RS&H, Inc. Mark Wilcer, AIA 300 W Adams St #400 Chicago, IL 60606

Subject: Proposal for Construction Administration Support Services

Terminal Building Roof Replacement

Laredo International Airport (LRD), 5210 Bob Bullock Loop, Laredo, TX 78041

L&A Proposal 24-268

Dear Mark:

Following your telephone conversations with Kenneth H. Loefgren, RRC, we propose to provide Construction Administration Support Services to help facilitate replacement of the primary roof of the Terminal Building at the Laredo International Airport (LRD) in Laredo, Texas.

This proposal outlines our anticipated scope of services, our proposed fees, and is based on the terms and conditions of the Subcontract for Professional Services between RS&H, Inc. and Loefgren & Associates, Inc.

Task 1 - Construction Administration Support Services

We propose to provide the following services to support RS&H's and the Owner's Construction Administration efforts.

- A. <u>Submittal Review</u>: L&A will review product submittals prepared and submitted by the contractor for the roof replacement portion of the project (including up to one (1) re-review). L&A shall review shop drawings including gutter and downspout details, penetration details, metal fabrication and installation drawings and other drawings as may be required by the contract documents for compliance with the plans and specifications and with field conditions.
- B. <u>Periodic Construction Administration Support Services:</u> L&A will provide construction administrative support services that are anticipated to include:
 - 1. remote participation in up to two (2) pre-construction conferences,
 - 2. remote participation in up to twenty (20) bi-weekly conference calls,
 - 3. review construction observation reports prepared by others,
 - 4. review and respond to RFI's,
 - 5. review contractor's and/or manufacturer's progress reports
 - 6. review contract close-out and warranty documents prepared by contractor and manufacturer.

C. <u>Site Visits:</u> If requested, L&A will perform site visits during the course of the project to evaluate contractor's progress and generally review contractor's compliance with plans, specifications, approved submittals, and industry practice related to construction of the roofing system. Conditions observed that do not appear to comply with the available documents will be reviewed with the contractor's site superintendent. Observations and apparent deficiencies, if any, will be documented in a brief written report.

Our estimated Fee is based on performing three (3) one-day site visits that are anticipated to include a visit during training by Overly and a visit during Substantial Completion (Punch List) Observations.

Our Fee may be reduced if fewer Site Visits are required. Each one-day site visit is valued at \$10,400.00 per visit.

Construction Schedule Durations

Our estimated Fee is based on the following construction durations from the contractor's schedule dated 9-13-2023:

Demo existing roof and install new roof...... approx. 40 weeks (4/4/2024 to 12/31/2024)

Actual fees might vary if assumed durations or activities are changed.

The Contractor, <u>not</u> the Consultant, is responsible for the construction of the project, and the Consultant is <u>not</u> responsible for the acts or omissions of any contractor, subcontractor or material supplier; for safety precautions, programs or enforcement; or for construction means, methods, techniques, sequences and procedures employed by the Contractor.

Fees

Based on the scope of services and the assumptions stated within this proposal, we propose to furnish the services listed above for the following lump sum fee which includes all anticipated related expenses:

Task 1 – Construction Administration Support Services, lump sum of\$87,600.00

Fee Schedule for Additional Services

If requested, L&A will provide additional services upon direction and receipt of written authorization from RS&H.

If additional services are requested, fees will be charged in accordance with the following fee schedule:

Professional Services, Principal	\$245.00 per hour
Additional one-day site visit, Principal	\$10,400.00 per visit
Additional two-day site visit, Principal	\$12,800.00 per visit

Travel time to and from the facility will be included in chargeable time. Other miscellaneous expenses, if any, such as printing and mailing costs, exclusive of normal overhead, will be charged on a direct reimbursable basis.

FEBRUARY 20, 2024 PAGE 3 OF 3

Subcontractor fees, if any, and miscellaneous expenses such as laboratory fees and shipping costs will be charged at direct cost plus 15-percent. Fees and rates quoted herein are subject to change without notice after December 31, 2024.

Authorization

We appreciate this opportunity to assist with your roof project. In order to formally authorize our services, please complete the client invoice information below, sign in the space provided, and return a copy to us. We are looking forward to working with you.

If you have any questions, please call me at 904-699-1462.

Sincerely,

Loefgren & Associates, Inc

Kenneth H. Loefgren, RRC Principal

An electronic "pdf" copy of this document may be transmitted for convenience. If requested, signed original documents will be transmitted by U. S. Mail.

For payment of charges, invoices sh	nall be submitted to:		
Client:			
Attention:			
Address:			
email:			
phone:			
Proposed scope of services authorize	zed by:		
	(signature),	Date:	
Print name:		, Title:	

Terms and Conditions

The terms and conditions of the Subcontract for Professional Services between RS&H, Inc. and Loefgren & Associates, Inc will apply to this agreement.



Public Address System Consulting Services – Scope of Work Redesign Effort and Construction Phase Services Terminal Improvements Project Laredo International Airport (LRD) Laredo, Texas AVANT File C0051.b

March 13, 2024

A. PROJECT SCOPE

- This scope of work describes public address system design services to be provided by AVANT ACOUSTICS, LLC (Acoustical Consultant) to be rendered for RS&H, Inc. (Architect) in connection with the Laredo International Airport Terminal Improvements Project for the City of Laredo (Owner).
- 2. Scope of work to include services related to the improvements for the existing terminal building, and as noted below:
 - a. Redesign efforts for the public address system to coordinate with deletion of the terminal expansion areas and subsequent architectural revisions to the existing terminal renovations. This scope includes redesign services already completed since the issue of final/permit drawings in December 2022.
 - b. Construction phase services for the public address system include Construction Administration and System Commissioning as defined in this scope of work.
- 3. Public address system redesign efforts are estimated for completion by March 2024. Construction phase services are estimated for completion by May 2025.
- B. BASIC SERVICES Public Address (PA) System Design Phase Services
 - 1. System Redesign and Construction Documents
 - a. Participation in occasional telephone conferences (estimated up to bi-weekly) to coordinate specific requirements of the final public address system design with the Architect.
 - b. Redesign the public address system that serves the public areas of the terminal, including existing and remodeled areas to coordinate with final architectural plans.
 - c. If required, revision of recommendations related to the infrastructure requirements necessary to support the public address system, including electrical power supply, cooling, conduit, and network connectivity requirements. It is understood that such infrastructure requirements, including any electrical and structural engineering design, will be provided by the Architect or others on the design team.
 - d. Revision of drawings defining the public address system as noted herein. These documents will include the definition, configuration, connection, and location of public address system devices. Drawing issues are included for up to one (1) major submittal (e.g., 100% construction/permit documents), with a progress submittal if required.
 - e. Revision of technical specifications describing the public address system as defined herein. The specifications will indicate the functional and operational requirements of the system, as well as the major equipment to be provided. The specifications will not include engineering specifications for conduit, electrical power supply system(s), or other infrastructure requirements designed by others, nor typical frontend specifications such as General or Special Conditions.
 - f. It is understood that all deliverables provided by the Acoustical Consultant will be in the form of electronic files transmitted via email or file sharing sites.
 - g. Consultation and preparation of responses to questions from bidding contractors, contribution to project addenda and other information where required to clarify documents, and review of contractor's revised proposals for the work.
- C. BASIC SERVICES Construction Phase Services
 - 1. Construction Administration
 - a. Participation in limited virtual meetings with the design team to discuss specific installation issues, review construction status, or comment relating to compliance with contract requirements. Participation in frequent or regular meetings during the construction phase is not included in this scope.

Public Address System Consulting Services – Scope of Work Redesign Effort and Construction Phase Services Terminal Improvements Project Laredo International Airport (LRD) AVANT File C0051.b March 13, 2024 Page 2 of 2

- b. Review of public address system shop drawings and related submittals. Such review will pertain to the acoustical and electro-acoustic aspects of the project, but shall not encompass structural nor electrical engineering analysis, or any other analysis not pertaining to the acoustical and electro-acoustic aspects of the project.
- c. Response to requests for information regarding coordination issues, installation procedures, changes required by differing field conditions, and other matters relating to any recommendations provided or any systems designed by the Acoustical Consultant.
- d. Travel to the project site for up to one (1) trip (one staff, one day on-site) to review public address system installation issues and/or to verify conformance with the contract documents.

System Commissioning

- Participation in limited virtual meetings with the design team to discuss specific system commissioning or project closeout issues. Participation in frequent or regular meetings during system commissioning is not included in this scope.
- b. Travel to the project site for up to two (2) trips (two staff, up to five total days on-site) to review public address system installation, prepare punch lists, and direct public address system commissioning services following the completion of installation and preliminary testing by the contractor. Travel to the project site for up to two (2) additional trips (one staff, up to three total days on-site) to verify completion of public address system punch list items and observe operation of the completed public address system.
- c. Review of public address system maintenance manuals and as-built drawings submitted by the systems contractor.
- d. Revision of the public address system contract document drawings to indicate conditions of record.

D. HOURLY RATES FOR PROFESSIONAL SERVICES

Services of Principal Consultants	\$215.00 per hour
Services of Senior Consultants	\$190.00 per hour
Services of Consultants	\$1.55.00 per hour

E. REIMBURSABLE PROJECT COSTS

- 1. Reimbursement for the following project related costs at a multiplier of 1.0 times direct cost, or as noted herein.
- 2. Travel and living expenses (including proper and customary tips) incurred in the performance of service at locations other than in the metropolitan Kansas City area. Automobile mileage will be invoiced at the current published IRS rates.

F. COMPENSATION AND PAYMENT FOR SERVICES

- 1. Professional Fees for Basic Services
 - a. Fees invoiced for professional services will be calculated using the hourly rates stipulated herein. Total
 professional fees, not including reimbursable project costs, will not exceed Fifty-Seven Thousand Five
 Hundred Dollars (\$57,500.00) and as noted below.

Public Address System Redesign Services	\$19,000.00
Public Address System Construction Phase Ser	vices\$38,500.00

- b. Total reimbursable project costs are estimated not to exceed Ten Thousand Dollars (\$10,000.00) for Construction Phase Services as described in this scope of work.
- c. Maximum fees and rates expressed in this proposal will apply to services rendered through the expected completion date of the project prior to December 2025. Fees for services to be rendered thereafter are subject to negotiation.
- d. Fees for services related to tasks or trips in addition to those noted are not included in amounts indicated, and will be invoiced as Additional Services using the hourly rates indicated plus reimbursable travel costs.

End of Scope of Work.



6440 North Belt Line Road, Suite 125 Irving, Texas 75063

March 15, 2024 www.introba.com

Mr. Mark Wilcer RS&H

Ref: N/A

Re: LRD BHS Design Proposal

Dear Mark,

I am writing to present a comprehensive proposal for a Baggage Handling Design (BHS) design project that aims to provide LRD with a design package that meets industry standards and the expected deliverables, to meet the Transportation Security Administration's (TSA's) design requirements. Our team at Introba has carefully analyzed the requirements and challenges of the project, and we believe that our expertise and experience make us well-suited to deliver outstanding results.

Project Overview:

The BHS design project entails design, TSA's Other Transaction Agreement (OTA) process, bid support, and construction administration. We understand the importance of effective design in capturing the attention of the target audience, conveying the desired message, and enhancing the overall user experience.

Approach and Methodology:

We propose the following approach and methodology to achieve the project's objectives.

- A. Pre-Design: During the pre-design phase, we will collaborate closely with your team to present two different options. The first will focus on a replace-in-kind project; the second will focus on a new inline or mini-inline system. The Introba team will also help guide all necessary stakeholders with the TSA's OTA process, during this phase. The following is a list of deliverables for the predesign phase.
 - Flight Schedule Analysis (FSA) to identify BHS performance requirements.
 - Two concept-level BHS designs for stakeholder evaluation.
 - Alternative analysis report after stakeholder comments/feedback on the two concept-level BHS designs.
- B. Schematic Design: Based on the pre-design phase, we will develop a schematic design concept that illustrates the overall design direction, space planning, and preliminary design requirements. Virtual Coordination meetings between all trades and necessary stakeholders, will be critical during the schematic design phase. The concept will be presented to the necessary stakeholders (including TSA) for review and feedback, allowing us to refine and align the design vision with goals and expectations (one revision after stakeholder feedback). The following is a list of deliverables for the schematic design phase.

- Preliminary Basis of Design (BOD), summarizing the BHS performance requirements and design criteria.
- Detailed program requirements identifying the reasoning behind the BHS project and project specific issues/exceptions needed due constraint with architectural, structural, mechanical, electrical, plumbing, and communications considerations.
- Industry standard schematic design drawings.
- Preliminary BHS equipment power and heat loads.
- Preliminary Rough Order of Magnitude (ROM) estimate of the BHS equipment.
- Written responses to stakeholder (TSA) comments.
- C. Detailed Design: Upon approval of the schematic design, we will proceed with the detailed design phase. This phase involves creating comprehensive design documentation, including mechanical and electrical drawings, phasing plans, specifications, and TSA required documents. We will provide you with 30% and 100% design package submittals, which allow for stakeholder feedback and approval at critical stages of the design process. The following is a list of deliverables for the detailed design phase.
 - 30% design:
 - Updated BOD, summarizing the BHS performance requirements and design criteria.
 - Description of operations narrative.
 - BHS mechanical drawings for a design package, including a single-line diagram, overall plan views, Checked Baggage Inspection System (CBIS) and Checked Baggage Resolution Area (CBRA) specific drawings, cross-sections, and equipment typicals.
 - Preliminary phasing plan, with demo sheets, and schedule.
 - Updated ROM estimate of the BHS equipment (Construction Work Estimate and TSA's Life Cycle Cost Analysis).
 - o Preliminary BHS specification (table of contents).
 - BHS equipment manifest.
 - List of existing Explosive Detection System (EDS) equipment to be decommissioned, if any.
 - Written responses to stakeholder (TSA) comments.
 - 100% design:
 - o Final BOD, summarizing the BHS performance requirements and design criteria.
 - o Final description of operations narrative.
 - Final BHS mechanical drawings for a design package, a single-line diagram, including overall plan views, CBIS and CBRA specific drawings, cross-sections, and equipment typicals.
 - Final proposed control device plan views, e-stop zones, and lower-level device equipment typicals.
 - o Final phasing plan, with demo sheets, and schedule.
 - Final contingency plan.
 - o Final BHS equipment power and heat loads.
 - Final ROM estimate of the BHS equipment (Construction Work Estimate and TSA's Life Cycle Cost Analysis).
 - Final BHS specification.
 - Final BHS equipment manifest.
 - Final list of existing EDS equipment to be decommissioned, if any.



- o Written responses to stakeholder (TSA) comments.
- D. Construction Administration: Following the final design package deliverable, we propose offering construction administration services to ensure the smooth execution of the project. The Introba team will work with the Owner to evaluate Baggage Handling System Contractor (BHSC) bids, and once selected, our team will collaborate with the BHSC to address any design-related queries or issues that may arise during the construction phase. Additionally, as part of the construction administration phase, our team will provide project management and technical coordination/oversight of the BHS. The following is a list of deliverables for the construction administration phase.
 - BHSC bid evaluations/Owner support.
 - Responses to Request for Information (RFIs).
 - Responses to Request for Variance (RFVs).
 - Responses to Submittals.
 - Participate in virtual project update meetings.
 - Site visits to monitor BHS installation. (Pricing for 25 days on site.)
 - Site visit field reports.
 - BHS Installation Tracking System (BITS) project tracking reports/documentation.
 - On-site support for testing and commissioning efforts.
 - Punchlist documentation.
 - Review of BHS as-build documentation.
 - Project close-out documentation.

Project Timeline:

We have prepared the following timeline, detailed below, that outlines a projected schedule for the project. The timeline will include pre-design, schematic design, detailed design, and construction administration efforts. This segmented approach ensures that every project stage is properly accounted for and allows for effective project management and coordination.

Phase	Timeframe			
Pre-Design/Schematic Phase	6 weeks from notice to proceed			
30% Design	6 weeks from TSA Approval of preferred alternative			
100% Design	6 weeks from TSA approval of 30 percent			
Construction Administration	6 months			

Team Composition:

Our design team comprises experienced professionals who are well-versed in the latest design trends and technologies. We will assign a dedicated project manager who will serve as the primary point of contact throughout the project. This individual will be responsible for coordinating activities, managing communication, and addressing any concerns or questions that may arise. Additionally, our construction administration team will consist of experts with extensive experience in overseeing construction projects.

Fee Structure:

In line with the Time and Material (T&M) Not to Exceed (NTE) invoicing requirements, we propose the following T&M NTE fee for the complete scope of work outlined in this proposal. The T&M fee includes all pre-design, design, and construction administration efforts, as detailed below. We will maintain detailed time logs to provide transparency and accountability for all percentages completed.



Phase	Project Director Hours \$325.00	Project Manager Hours \$265.00	Engineering Manager Hours \$265.00	Sr. BHS Designer Hours \$220.00	Project Coordinator Hours \$105.00	Model/Simulation Technical Analyst Hours \$195.00	Construction Manager Hours \$220.00	Fee
Pre-Design & Schematic Phase	4	88	40	100	6	46		\$66,822
30% Design	2	100	40	140	6	10		\$71,131
100% Design	4	116	44	160	6	4		\$80,312
Construction Administration	12	140	48	168	16		200	\$136,362
Reimbursable Expenses								\$15,725
Total Hours Total Fees	22 \$7,150	444 \$117,663	172 \$45,581	568 \$124,961	34 \$3,570	60 \$11,701	200 \$44,000	1500 \$370,352

Expenses will be itemized separately and are to be considered reimbursable. These expenses will be accrued as actual rates. Expenses include flights, lodging, meals, transportation, parking, and mileage associated with the expected site visits listed below. Preliminary site visit for a project kick-off meeting and a site survey of the existing BHS equipment.

- Site visit for a kick-off meeting.
 - Two Introba representatives on-site for two business days.
- Site visits for design/bid support.
 - o One Introba representative on-site twice for two business days.
- Site visits, during construction, to monitor BHS installation.
 - o One Introba representative on-site for three business days, three times.
- On-site support for testing and commissioning efforts.
 - o One Introba representative on-site for four business days, twice.

The following is a list of assumptions and exclusions that can be priced separately, as needed.

- Badging fees are not included.
- TX PE seal fees are not included.
- Bonds, permits, State and local taxes are excluded.
- Pricing is only valid for one year after the date stated in this proposal.

Confidentiality and Intellectual Property:

We understand the importance of maintaining the confidentiality of your project's information and respecting your intellectual property rights, as well as our own. Our team is committed to signing a non-disclosure agreement (NDA) to ensure that all sensitive information remains secure and protected throughout the project duration, for both sides.

We are excited about the possibility of working with you on this project and believe that our expertise and dedication will result in a successful outcome. Please review the proposal and feel free to contact us with



PAGE 5 OF 5

any questions or feedback you may have. We look forward to discussing the project further and collaborating with you.

Thank you for considering Introba as your BHS design/consultant partner. We eagerly await your response.

Yours sincerely,

Grey Blent

Greg Blunt

Introba

Managing Principal - Baggage Handling

Greg.blunt@introba.com

682-777-9789



TEAM RESUMÉ





David Wolf, RPLS

Vice President of Operations / Project Manager / Senior RPR

EXPERIENCE

Construction Inspection: David has been the RPR, and has directly overseen the construction, of more than 50 runway, taxiway, apron, water, wastewater, drainage, electrical, commercial building, and roadway construction projects. With an overwhelming majority of his projects being federally funded, David has extensive knowledge of the unique requirements that are often imposed upon the procurement and labor portions of a project. Furthermore, he has spent the last 20 years collaborating with architects and engineers from across the country to provide the clearest and most concise construction documents for the contractors, and the best construction experience for the owner.

Project Management: David is a Certified Associate of Project Management through the Project Management Institute; and regularly conducts meetings with multiple stakeholders for purposes of planning, design, coordination, construction, conflict resolution, safety, risk assessment, and project closeout.

David's record as a RPR across his last 10 projects is excellent, averaging cost under-runs of more than 2.5% of original construction cost and completion dates nearly 7% earlier than anticipated.

PAST PROJECTS

HRL - Runway 18R-36L Extension

BRO - New Passenger Terminal

HRL – Runway 13-31 Reconstruction and Rehabilitation

HRL - New ARFF Facility

HRL – NW & SW Apron and Taxiway H Reconstruction

American Bar Association – Reese Building Renovation (Phases 1-3)

CURRENT WORKLOAD

David's current workload is approximately 75%. Based on anticipated services needed, David is fully capable to accommodate the request without the need to reassign resources.

DAVIKA CONSTRUCTION, LLC - COMPANY INTRODUCTION

Wilcer, Mark

To: Robert Sepulveda

Cc: Hippchen, John; Rob Sepulveda

Subject: RE: LRD On site

From: Robert Sepulveda <robert@saarchitects.net>

Sent: Tuesday, March 19, 2024 12:31 PM **To:** Wilcer, Mark <Mark.Wilcer@rsandh.com>

Cc: Hippchen, John <John.Hippchen@rsandh.com>; Rob Sepulveda <rob@saarchitects.net>

Subject: RE: LRD On site

Hi Mark, Thank you.

Ok, I can commit to do that. I normally take Robbie with me to all our meetings, site visits, etc... Any possibility of getting his time paid? (I would appreciate it) We do the same for other local clients. I can prepare the report. Can you send me a sample of a typical FAA report and format for CA?

I am current billing the City of Laredo \$200.00 / hr. for any extra hourly work.

I'm charging for Robbie \$150.00/hr. He is licensed. I would think 4 hours max. (16 hrs monthly) would be enough assuming one visit per week.

I would request expenses typical \$100/mo. unless it involves any outside city travel expenses which would be at direct cost plus 10%.

Let me know.

Thanks,
Roberto J. Sepulveda, AIA
Sepulveda Associates
A r c h i t e c t s, I n c.
956-725-1985 Wk. 956-235-3730 Mobile
1820 Houston St. Laredo, TX. 78040
robert@saarchitects.net

From: Wilcer, Mark < <u>Mark.Wilcer@rsandh.com</u>>

Sent: Tuesday, March 19, 2024 11:36 AM

To: Robert Sepulveda <<u>robert@saarchitects.net</u>> **Cc:** Hippchen, John <<u>John.Hippchen@rsandh.com</u>>

Subject: LRD On site

Robert

We want to propose that you visit the site once a week, attend a meeting if it happens that week and fill out a weekly FAA report so assume 8 hrs. overall / week if that works for you.

Starting April15 for a year

What should we put you down for \$/hr and any local expenses?

Thanks

Mark A. Wilcer, AIA NCARB

Vice President, Aviation 300 West Adams St, Suite 400, Chicago IL 60606 O 312-526-5027 | M 630-542-8199 Mark.Wilcer@rsandh.com rsandh.com | Facebook | Twitter | LinkedIn | Blog

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