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## **Project Team**

### **Client Information**

JetBlue Airways is building this training facility to house approximately 200 permanent daytime employees and up to 300 students on any given day. The facility will be used for initial and continuous training of all JetBlue pilots and in-flight crew, as well as support training for its technical operations and customer service crew. JetBlue has grown immensely in the past few years, requiring the training of many new employees in order to keep their ideals of superb customer service.

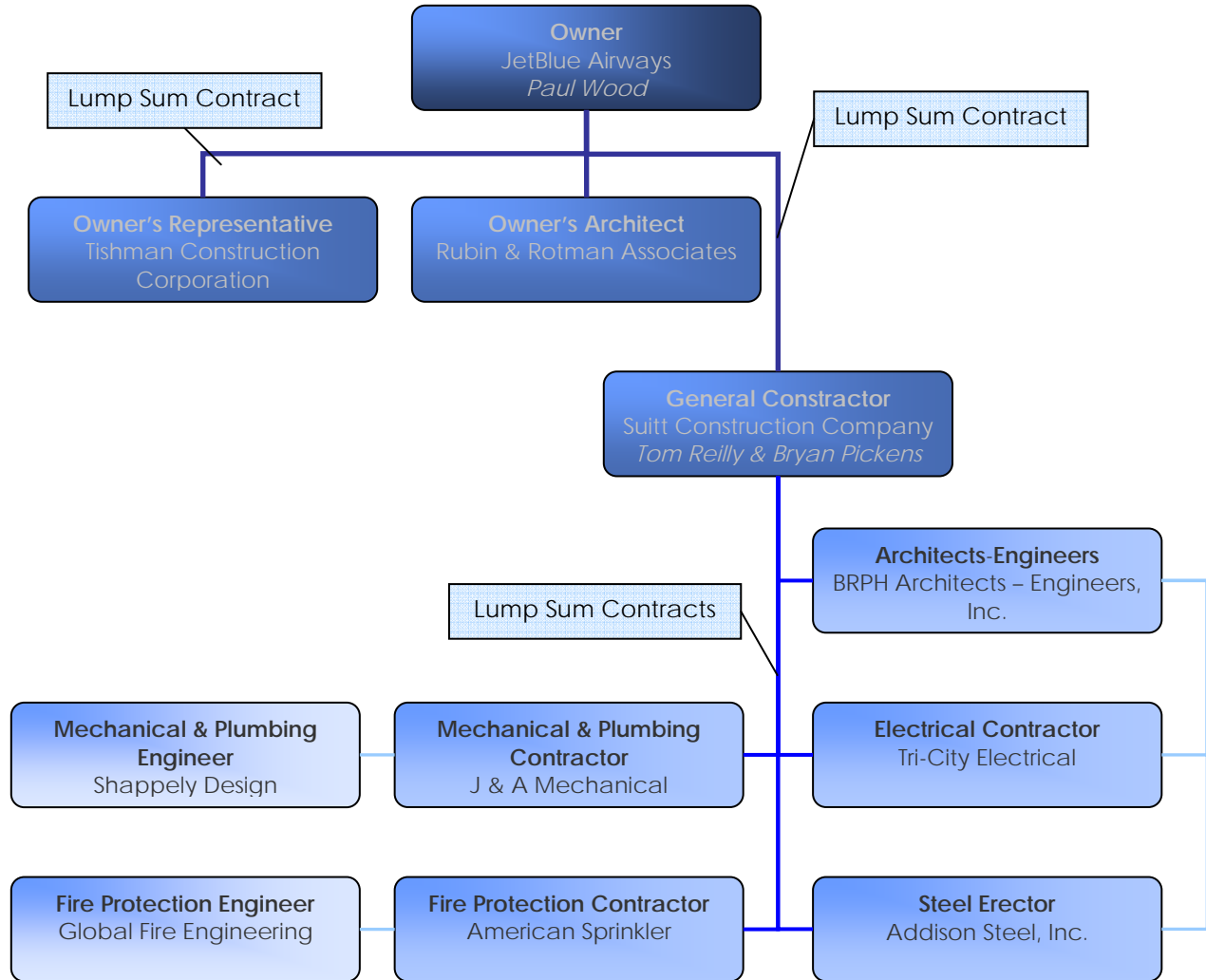
Although the building is privately funded by JetBlue, cost is a concern. JetBlue strives to keep ticket prices low, while maintaining a high level of customer satisfaction. Therefore, an expensive building increases costs for the public. More importantly, the schedule of the project is a primary concern. With more than \$50 million invested in the six simulators, two cabin trainers, and accessories arriving in February, the facility must be ready for their installation. A delay in the construction would require JetBlue to find a location to store this equipment and further increase costs of the project. Safety is a high priority with Suitt Construction, and also JetBlue, requiring a full time safety manager on site. Quality is a concern with JetBlue, requiring the interior and exterior finishes to match the corporate custom colors of the company.

The owner and owner's representatives are very involved with the project, keeping a full time construction project manager and on site to monitor daily progress and quality. The owner's representatives are very involved with reviewing each of the submittals and keeping the project on schedule. Changes to the project are discussed in the weekly owner-architect-subcontractor meeting and formally issued to JetBlue for approval. The key to completing this project to JetBlue's expectations would be to meet the substantial completion of the simulator halls for equipment installation, and meeting the final completion date.

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## Team Organizational Chart





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## **Contracts**

JetBlue Airways, the owner, contracted Tishman Construction to act as the Owner's Representative to basically act as an extension of the JetBlue staff. Tishman's responsibility is to look out for the best interest of JetBlue Airways and to help out in any possible way on site. JetBlue Airways and Tishman Construction hold a standard lump sum contract with the only thing not covered is expenses. JetBlue has worked with Rubin and Rotman from the beginning to develop the concept design for the RFP documents. Since Rubin and Rotman have had experience building SIM centers, they have acted as an additional owner's representative as well as the design architects. Rubin and Rotman hold a lump sum contract with JetBlue throughout the construction of the project. During the building process, they make sure that Suitt's developed design adheres to the original RFP documents.

Suitt Construction was selected as a part of the prequalified list of bidders for this project and was presented the RFP documents for bid. Through meetings and negotiations with the bidders, JetBlue selected a general contractor. Ultimately, the negotiated bids dictated which general contractor was selected for the training facility as the Design-Builder.

JetBlue and Suitt hold a standard DBIA lump sum contract with slight modifications. The Design-Builder must take steps necessary to ensure that the Owner is in compliance with all Greater Orlando Aviation Authority (GOAA) and City of Orlando requirements regarding design and construction. With the simulators arriving on site in February, Suitt must have attained substantial completion of the Simulator Hall and coordinate the installation process. Suitt holds standard lump sum contracts drawn and modified for each subcontractor with all subcontractors and the architect-engineer.

JetBlue Airways requires Suitt Construction to provide payment and performance bonds issued by a surety licensed in the State of Florida to cover the full contract amount. Suitt requires all subcontractors with a contract value over a few hundred thousand

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dollars, and all subcontractors that have to do with the building envelope, such as caulker, roofer, and window installer to provide bonds. If a subcontractor has a low financial rating, they will also be required to carry a bond.

Worker's compensation, automobile liability, general liability, umbrella policy and errors and omissions insurance are required by all subcontractors as required by the State of Florida. JetBlue Airways carries a builder's risk policy to cover damages to installed items during the construction process.

These contract agreements are standard given the inexperience of the owner with the general contractor in a design-build process. Since Suitt holds a fairly standard design-build mentality, standard contracts, bonds and insurance are required by the subcontracts.