



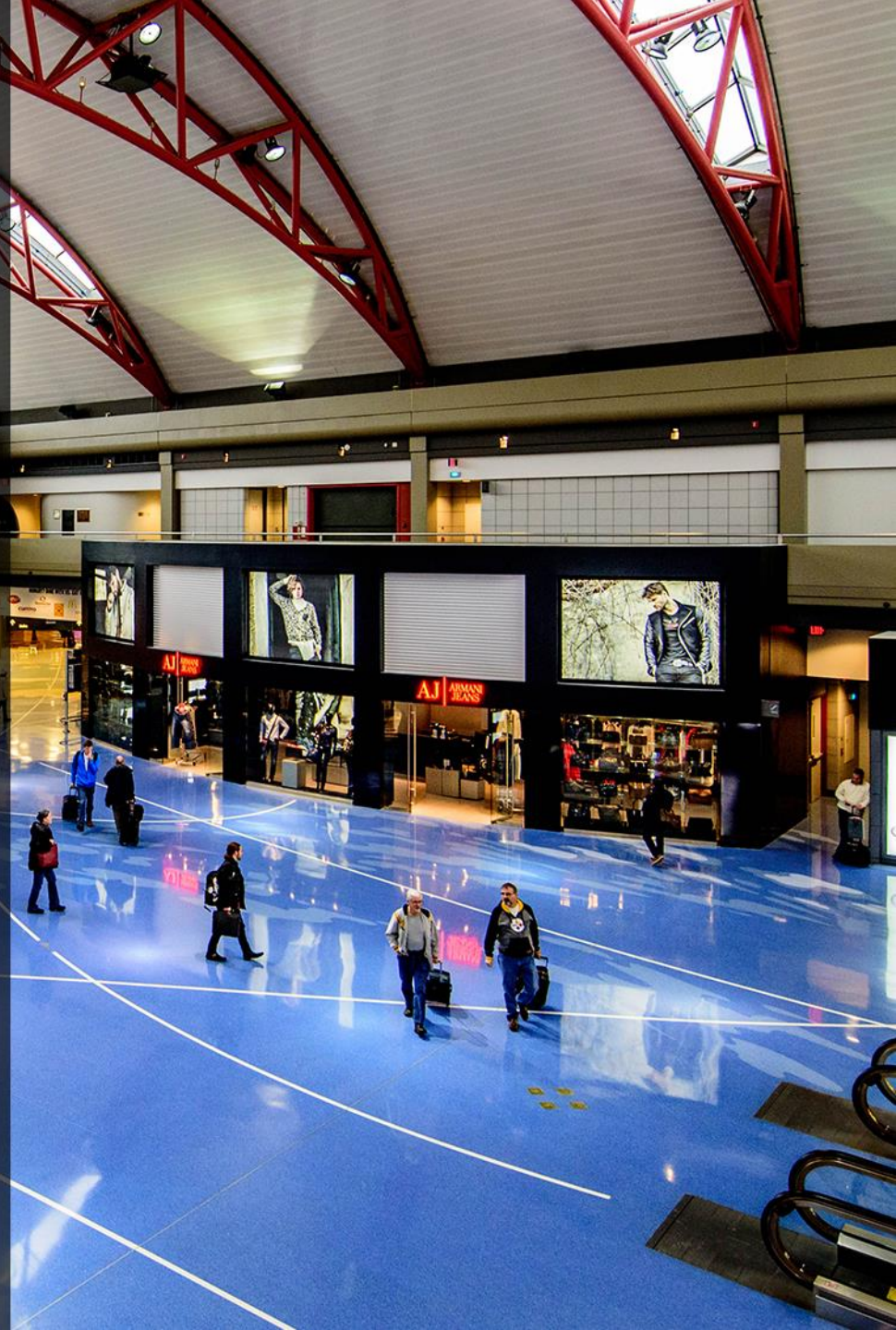
ALLEGHENY COUNTY AIRPORT AUTHORITY

PITTSBURGH INTERNATIONAL AIRPORT
ALLEGHENY COUNTY AIRPORT

**Construction Management (CM)
Pre-Proposal Meeting & Discussion
September 13, 2018**

Presentation Outline

- Introduction to Pittsburgh, ACAA, & PIT
- The Team
- TMP Elements
- Construction Manager Teams
- RFP Overview
- Questions
- Logistics for Rest of Day
- Closing



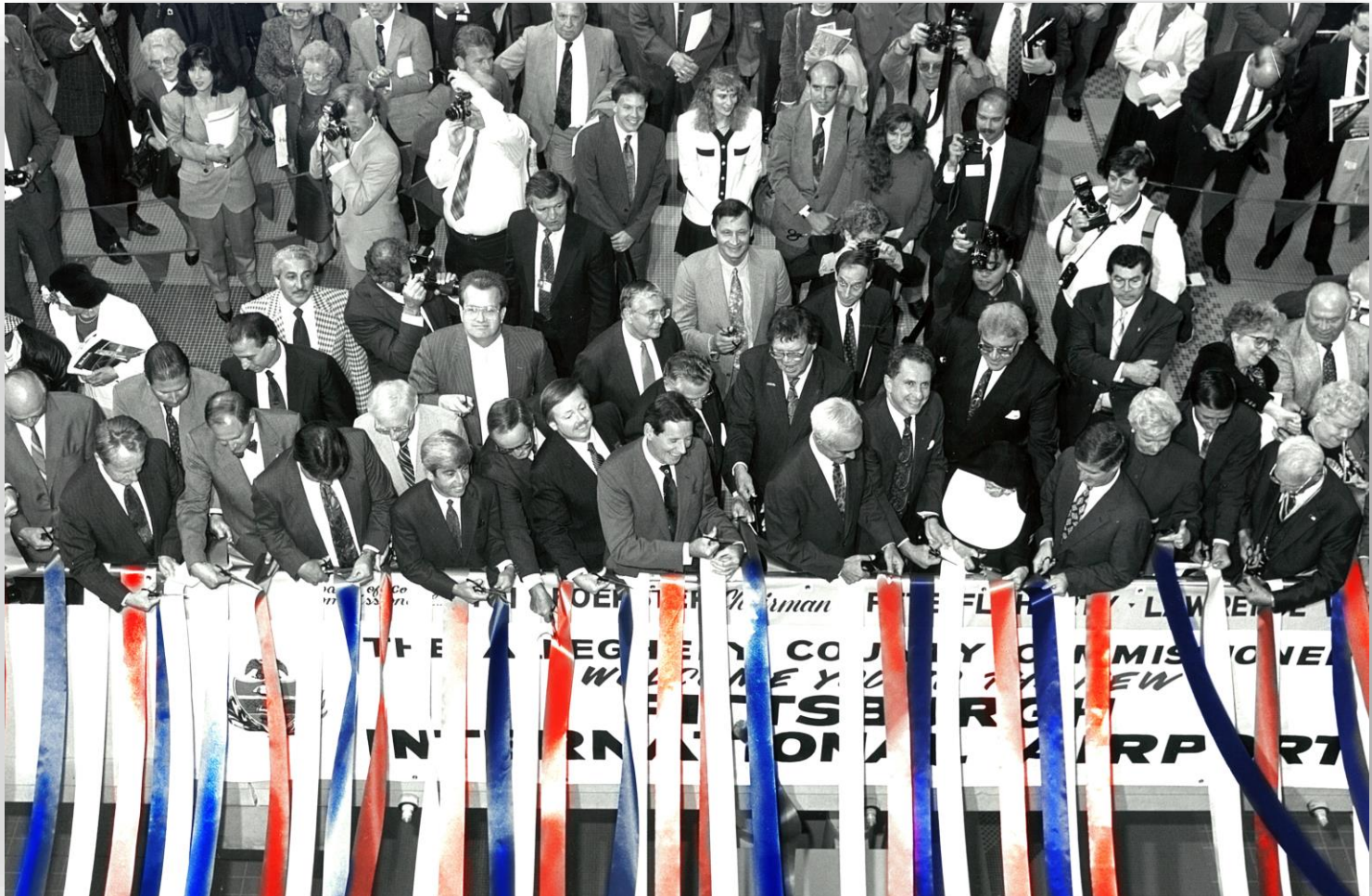
Greater Pittsburgh International Airport

May 31, 1952



PIT Midfield Construction

October 1, 1992



“You **can’t** go
back and **change**
the beginning
but you can start
where you are
and **change the**
ending.”

– C.S. Lewis



PITTSBURGH, PENNSYLVANIA

A Transformation Story



Pittsburgh's image has been transformed

2013 *NBC Today Show*
One of the best world-
wide destinations

2014 *Travel Channel*
Top 10 All-American
vacation destinations

2014 *The Economist*
The “most livable” place
on the continental U.S.

2015 *Forbes*
A Top City for
Millennials

2015 *Livability.com*
#1 in the Top Ten
Best Downtowns

2015 *Condé Nast*
Top Three Places to
Visit in the World

2016 *Zagat*
America's Top
Food City

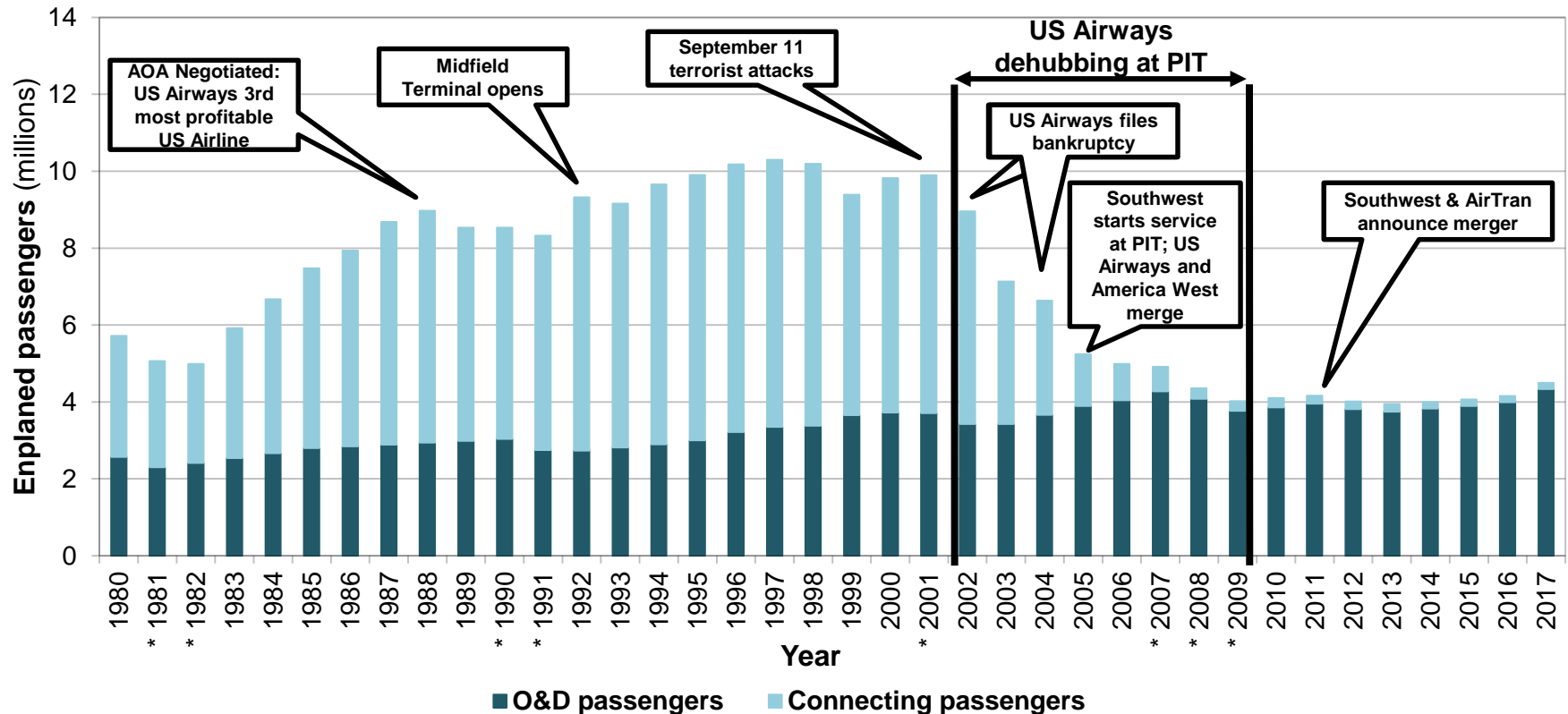
2017 *Harper's Bazaar*
A Top Place to Visit

A Snapshot of Pittsburgh International

- Opened October 1992
- Built for 32 million passengers
- Operated by the Allegheny County Airport Authority
- Strategic Location



Changing Traffic Patterns Accelerated the Need to Modernize



Notes: * Indicates national recession during all or part of year, according to the NBER.

The O&D/connecting split was estimated for 2011-2017

Sources: Allegheny County Airport Authority actual (1980-2017) & estimates (2014-2017);

Leigh Fisher estimates (1980-2013); US DOT T-100, O&D Survey & ACAA Monthly Traffic Reports

PIT Today



The Current Landside Terminal is Not Flexible



But the Airside Terminal *mostly* Works



A Massive Cultural Change in Only Three Years

- Communication
- Collaboration
- Engagement
- Innovation

BUILT MOMENTUM!



Physical Transformation is Built on Cultural Change

PHYSICAL FACILITIES
CONSTRUCTION

TEAM
CONSTRUCTION



DEMOLITION

INNOVATION

SITE PREPARATION

BREAKING OF BAD HABITS

PLANNING & DESIGN

ANALYSIS & CHANGE
MANAGEMENT STRATEGY

The Approval of our Terminal Modernization is the Result of some Major Wins

KEY PERFORMANCE INDICATOR	2014	2015	2016	2017	3-Yr % Inc/Dec
Employee Engagement	N/A	N/A	3.72	4.12	10.75%
Total Passengers	7,998,970	8,128,187	8,309,754	8,988,016	12.36%
Year-End Non-Stop Destinations	37	50	68	73	97.30%
Non-Aero / Non-Op Revenue	\$97,334,680	\$99,422,897	\$104,457,649	\$116,283,934	19.47%
ASQ Passenger Overall Satisfaction	4.06	4.23	4.31	4.36	7.39%
Cost per Enplaned Passenger (CPE) ¹	\$13.91	\$12.89	\$12.86	\$12.70	-8.70%

ATW
AIR TRANSPORT WORLD

2017 Airport of the Year

CAPA
CENTRE FOR AVIATION

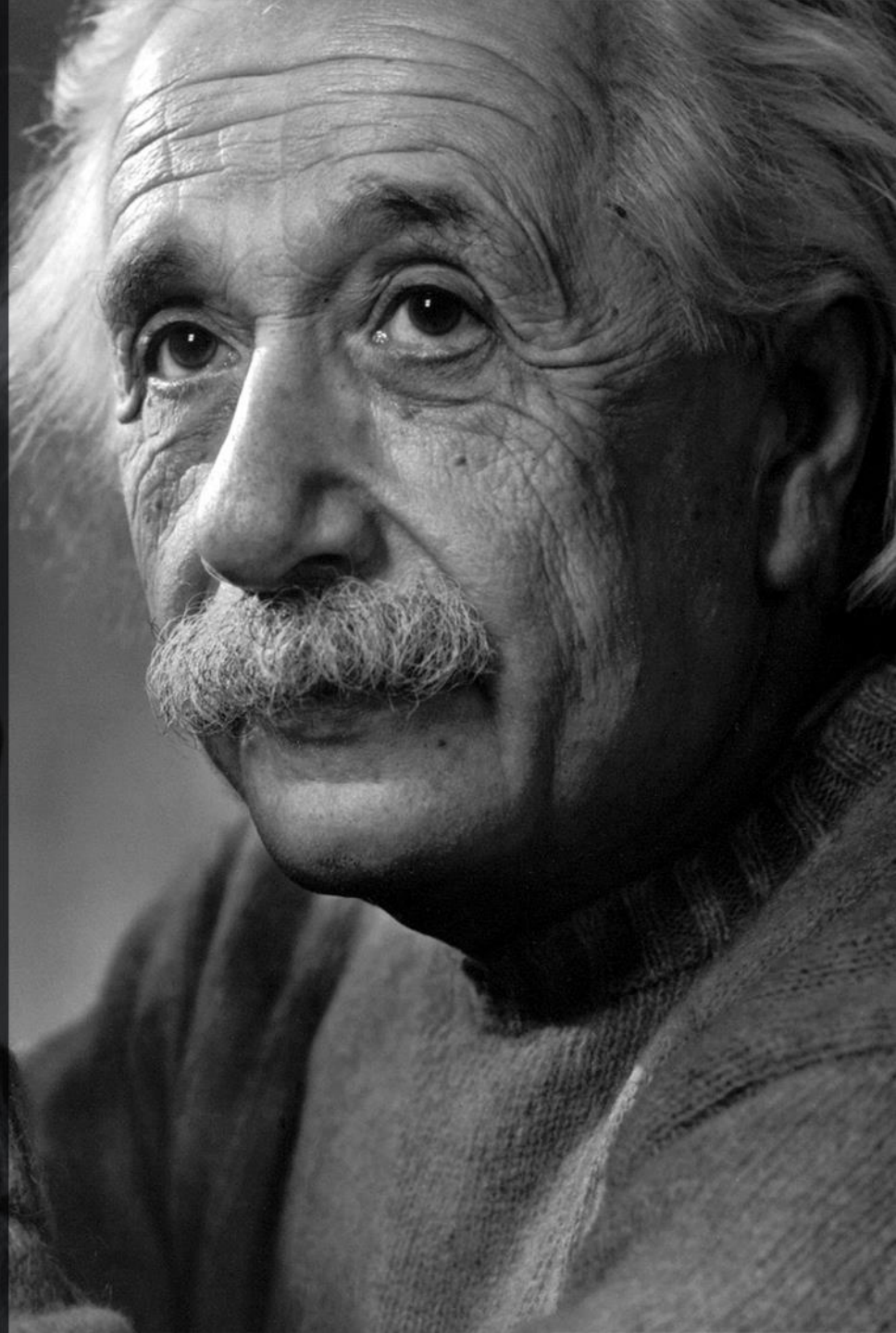
2017 Regional Airport
of the Year

myPITtpass

SHOP. DINE. EXPLORE.

“We **cannot** solve
our problems with the
same thinking we
used when we
created them.”

– *Albert Einstein*



So Starting Here...



www.PITTransformed.com



TMP - Taking our Success to a Whole New Level



www.PITTransformed.com



Design Process Input to Ensure The Best Airport for Pittsburgh

- **Program Advisory Working Group**
 - Ambassadors and advocates for the Airport and the TMP
 - Monthly Meetings
- **Peer Review Team**
 - Industry professionals who will provide a high level review of plans
 - Input at key milestones
- **Best Practice Working Groups**
 - Local, National, and International experts to ensure design sets standards in the industry
 - Meeting frequency based on focus area

Integration During the Design Process

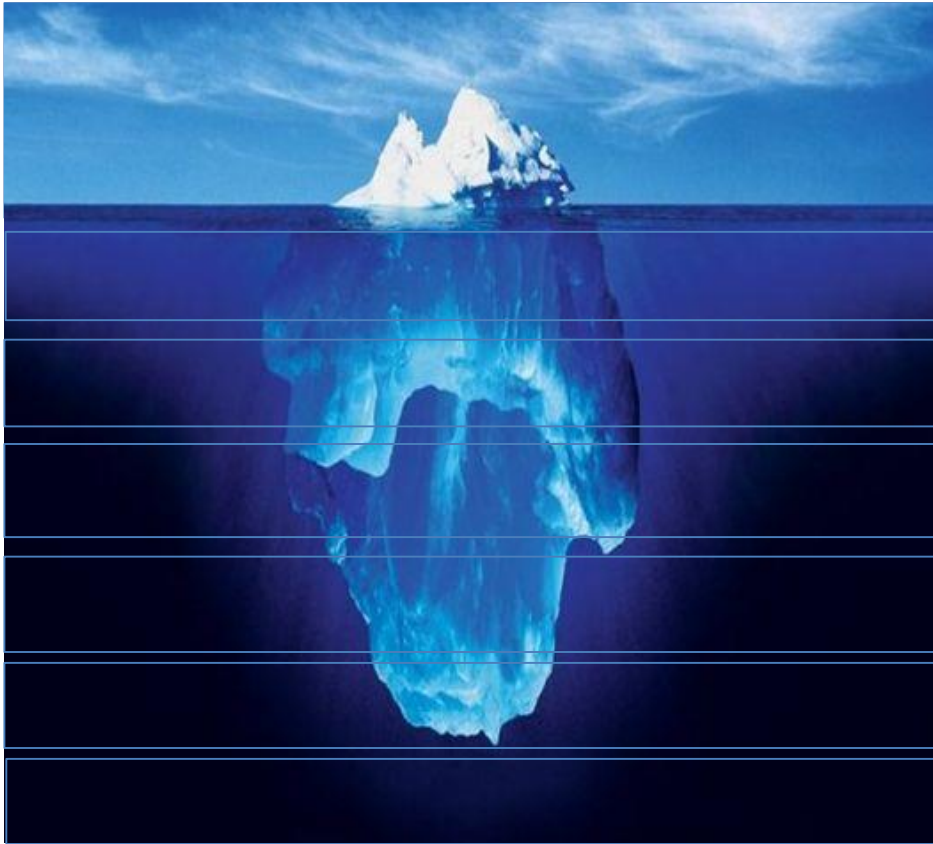
- Partnering with local, national, and international expertise
- Benchmarking with other airports and industries
- Providing input during project scoping
- Continuing at key points in the design process
- ***Resulting in the best airport for Pittsburgh***

The Best Airport for Pittsburgh

Best practice focus areas:

- Accessibility
- Arts and Culture
- Building Systems/BIM
- Concessions
- Customer Experience
- Gardens and Landscaping
- Ground Transportation & Parking
- Safety and Security
- Sustainability
- Technology

The Completed Terminal is Only Part of our Objective



The Terminal

Quality

Best Practices

Input from Stakeholders

Integration with ACAA

On Budget

On Time

The Team



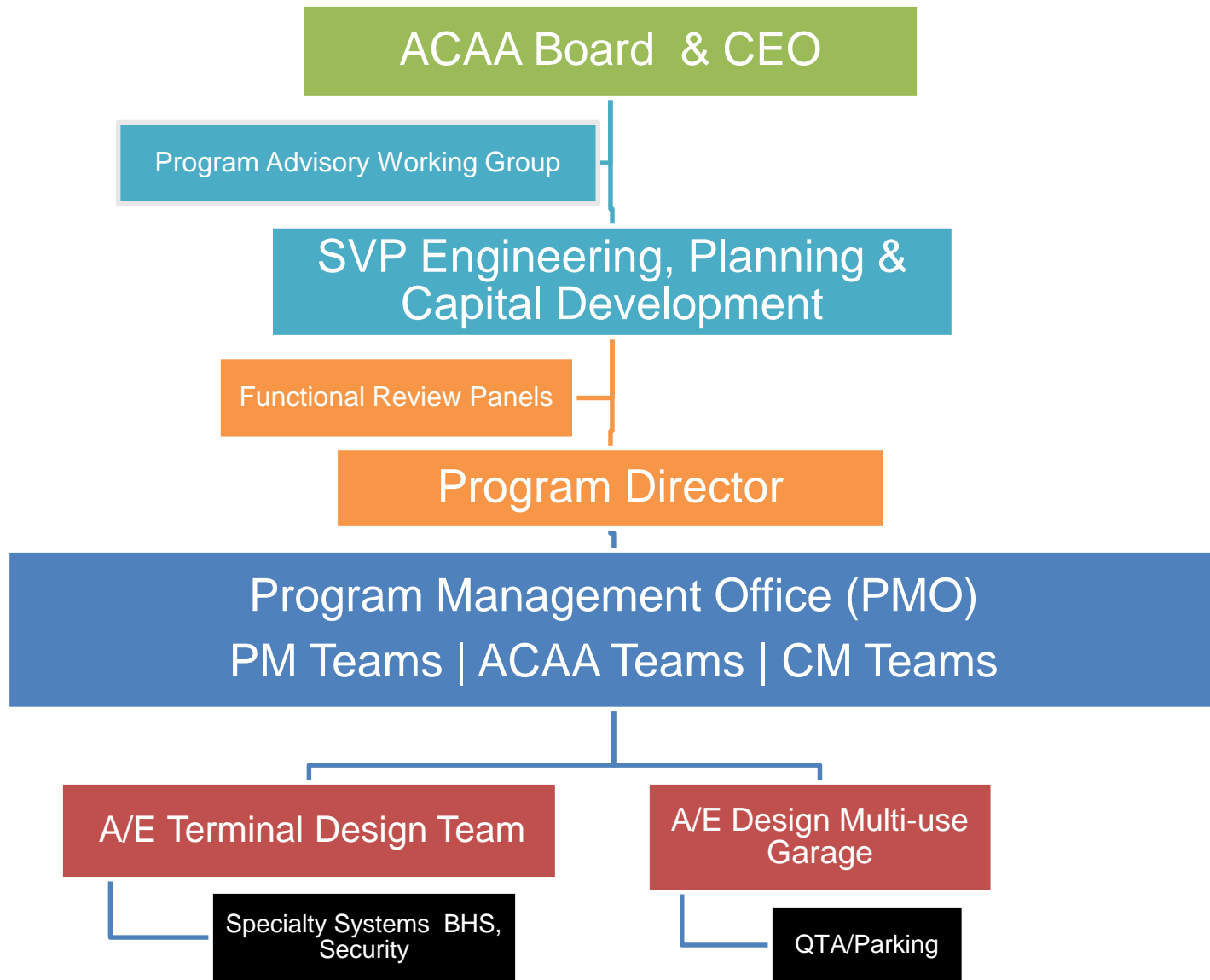
“**Innovation** happens when people are given the **freedom** to ask questions and the **resources** and **power** to find the answers.”

– *Richard Branson*



Assembling a Team of Experts to Build the Airport that Pittsburgh Deserves

- Program Director / Owner's Representative Onboarding
 - Program Governance
 - Executive PMO
 - Internal Staffing and Staff Augmentation
 - Oversight Committee Assignments and Training
- Terminal A/E Design Procurement
- PM Team Procurement
- Landside Projects A/E Team RFP and Procurement
- CM Teams RFP and Procurement



Terminal A/E Partner – Gensler + HDR in Association with luis vidal + architects

Joint Venture between Gensler & Associates (architects) and HDR (engineering) with luis vidal + architects as a sub-consultant

Gensler + HDR added luis vidal + architects, a world-renowned firm, to provide international best practice assistance during concept and schematic development.

- vidal has completed terminal projects for Heathrow (Terminal 2), Madrid-Barajas, and others, bringing another level of international experience to the team that will give Pittsburgh with the best opportunity to once again have a terminal at the forefront of aviation.

Contract Approved by ACAA Board at July 20th Meeting

Gensler + HDR Sub-Consultants

- AirProjects*
- American Geotechnical & Environmental Services (A.G.E.S.), Inc.*
- Advantus Engineers*
- Architecture Innovations*
- BNP Associates, Inc.
- Bright Tree Studios*
- Burns Engineering, Inc.
- BuroHappold
- Cerami
- Chrysalis
- Crawford Consulting Services, Inc.*
- ED3 Consultants, Inc.*
- Faithful+Gould
- Fisher Marantz Stone (FMS)
- Illustrate My Design*
- Luis Vidal + Associates
- Larson Design Group
- LCM Architects
- Monaloh Basin Engineers*
- Monmade
- Office of James Burnett/ (OJB) Landscape Architect
- Raudenbush Engineering, Inc.
- Renee Piechocki
- Sci-Tek Consultants, Inc.*
- Sigma
- Simpson, Gumpertz, Heger (SGH), Inc.
- Thornton Tomasetti
- UpStudio Landscapes*
- Wade Trim
- Zensors

red indicates local firm/local presence

* indicates certified DBE in PA

Gensler + HDR Overall Scope of Work

Full Architectural/Engineering Design and Construction Phase services includes the following TMP components:

- New landside terminal
- Renovation of the existing airside terminal
- Roadways
- Wayfinding
- Site design, including oversight of landscape design
- Modification to the Central Utility Plant
- Infrastructure design including roadways, bridges, and various surface lots
- Demolition of infrastructure
- Decommissioning of the existing Automated People Mover
- Others to be identified

Gensler + HDR Initial Scope of Work

Gensler + HDR in association with luis vidal + architects Initial Concept Design Phase September, 2018 through January, 2019

Key Design work will encompass developing and refining 3 overall TMP campus and component concepts for ACAA consideration:

- PDD-based Concept
- Alternative Concept 1
- Alternative Concept 2

Final Product will be one TMP concept to move into Schematic Design in February, 2019

Jacobs Project Management Company – PM Team

- Ranked #2 Aviation – Engineering News Record
- Successfully delivered 20 major airport programs, totaling \$40B in past 20 years
- 74,000 Employees / 400 locations, including Pittsburgh / 40+ countries
- Aviation Management Projects:
 - Abu Dhabi International Airport (AUH)
 - Changi International Airport (SIN)
 - Chicago O'Hare Modernization Program (ORD)
 - Dallas Fort Worth International Airport (DFW)
 - Hartsfield – Jackson Atlanta International (ATL)
 - La Guardia International Airport (LGA)
 - London – Heathrow International Airport (LHR)
 - Los Angeles International Airport (LAX)
 - Melbourne International Airport (MEL)
 - Mexico City International Airport (NAICM)
 - Mumbai International Airport (BOM)
 - Philadelphia International Airport (PHL)
 - Tampa International Airport (TPA)

Jacobs Sub-Consultants

- CDM
- Clarence F. Curry
- KORYAK*
- Pascal + Watson
- Rhea Engineers & Consultants, Inc.*
- Ridley
- Ricondo & Associates, Inc.
- Ross & Baruzzini
- Sheesley & Associates, LLC.*
- Skanska
- Pascal + Watson
- Studdiford Technology Solutions, LLC.
- T E Kennedy, Inc.

Red indicates local firm/local presence

*Indicates certified DBE in PA

Jacobs Project Management Company Services

Contract Services over the course of the program may include, but are not limited to, the provision of:

- Program management and project support services;
- Development and implementation of program/project management plans;
- Cost management and analysis;
- Project and program scheduling;
- Document control;
- Bid packaging and award of contracts;
- Configuration control - change management;
- Invoice review and management;
- Airport operations liaison;
- Support for public outreach and marketing and communications activities;
- BIM Management;
- ORAT Initiation; and
- Administrative and management oversight of work by other consultants and contractors.

TMP Elements

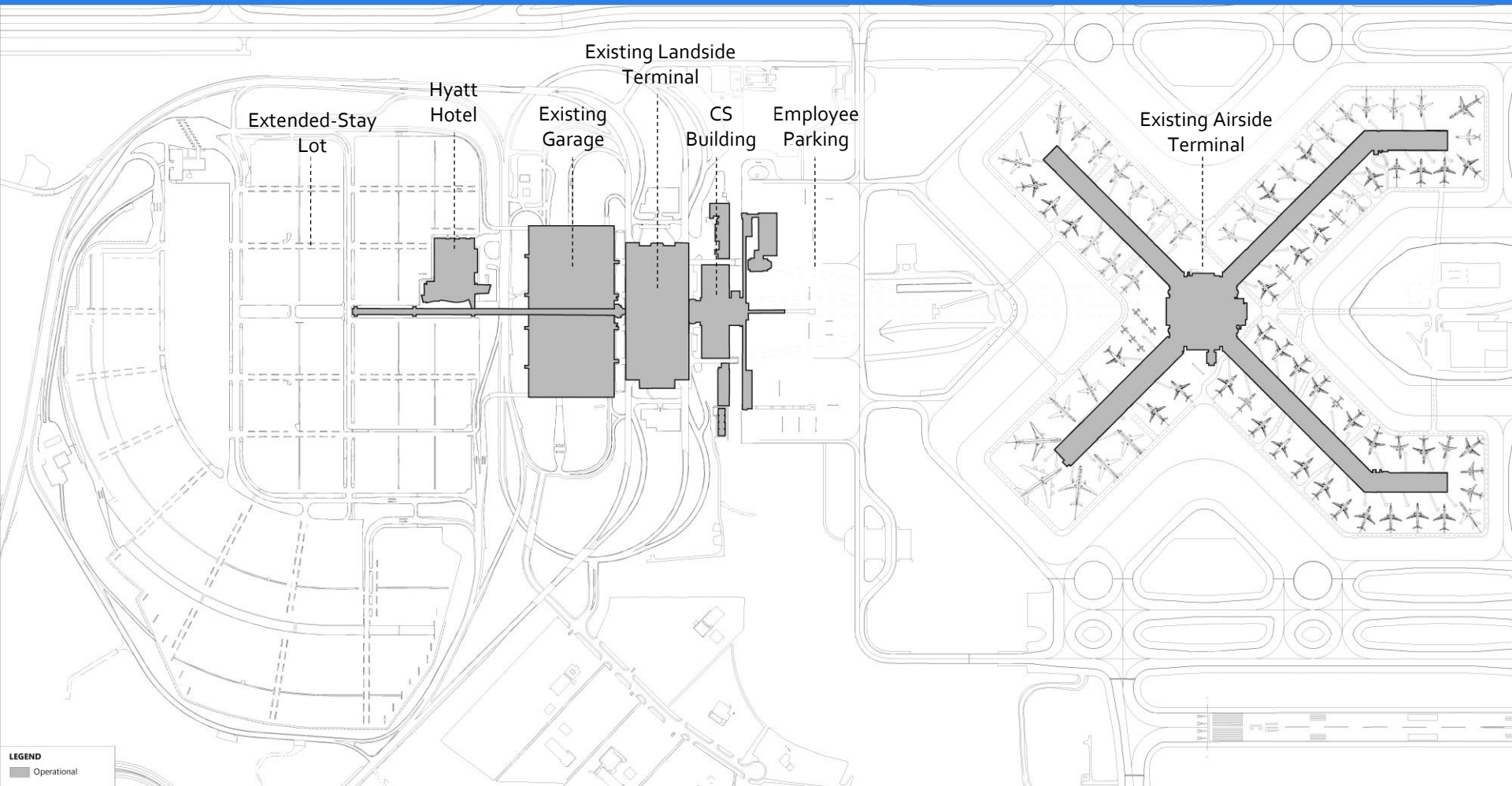


“Things don’t
happen. Things
are *made to*
happen.”

– *John F. Kennedy*



Existing Conditions

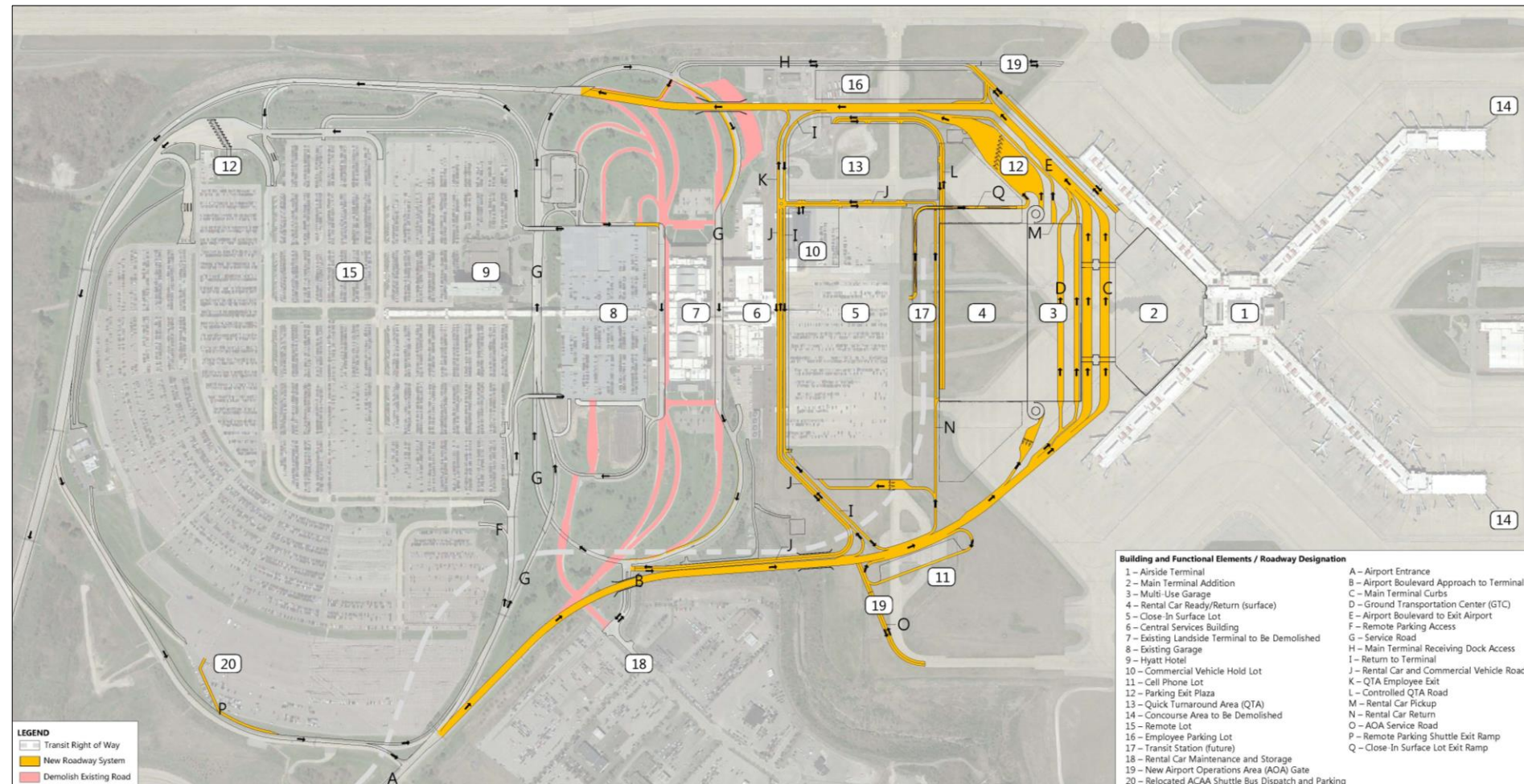


Terminal Modernization Program

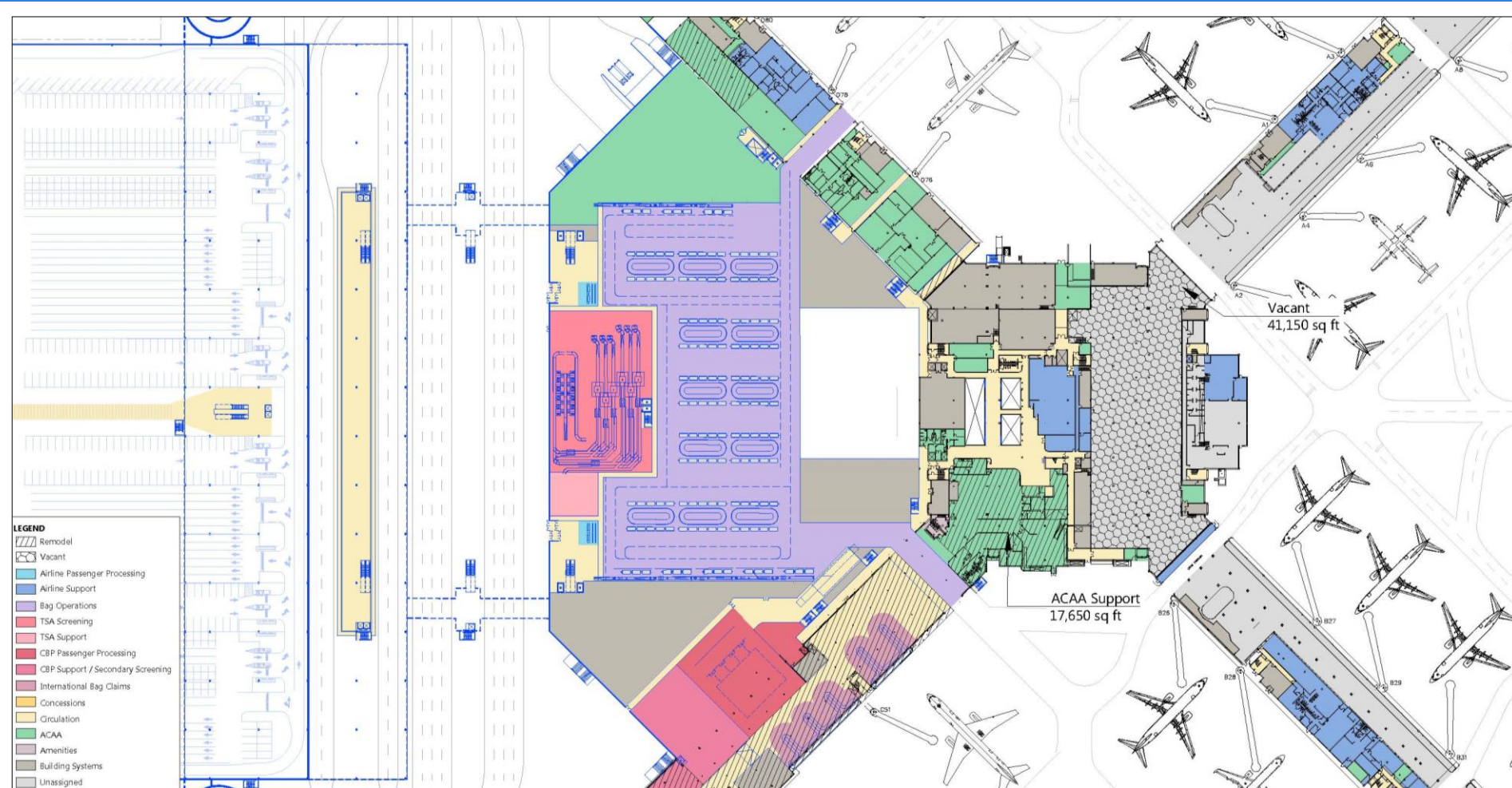
Conceptual Rendering



Site Plan



Main Terminal Addition Ground Level

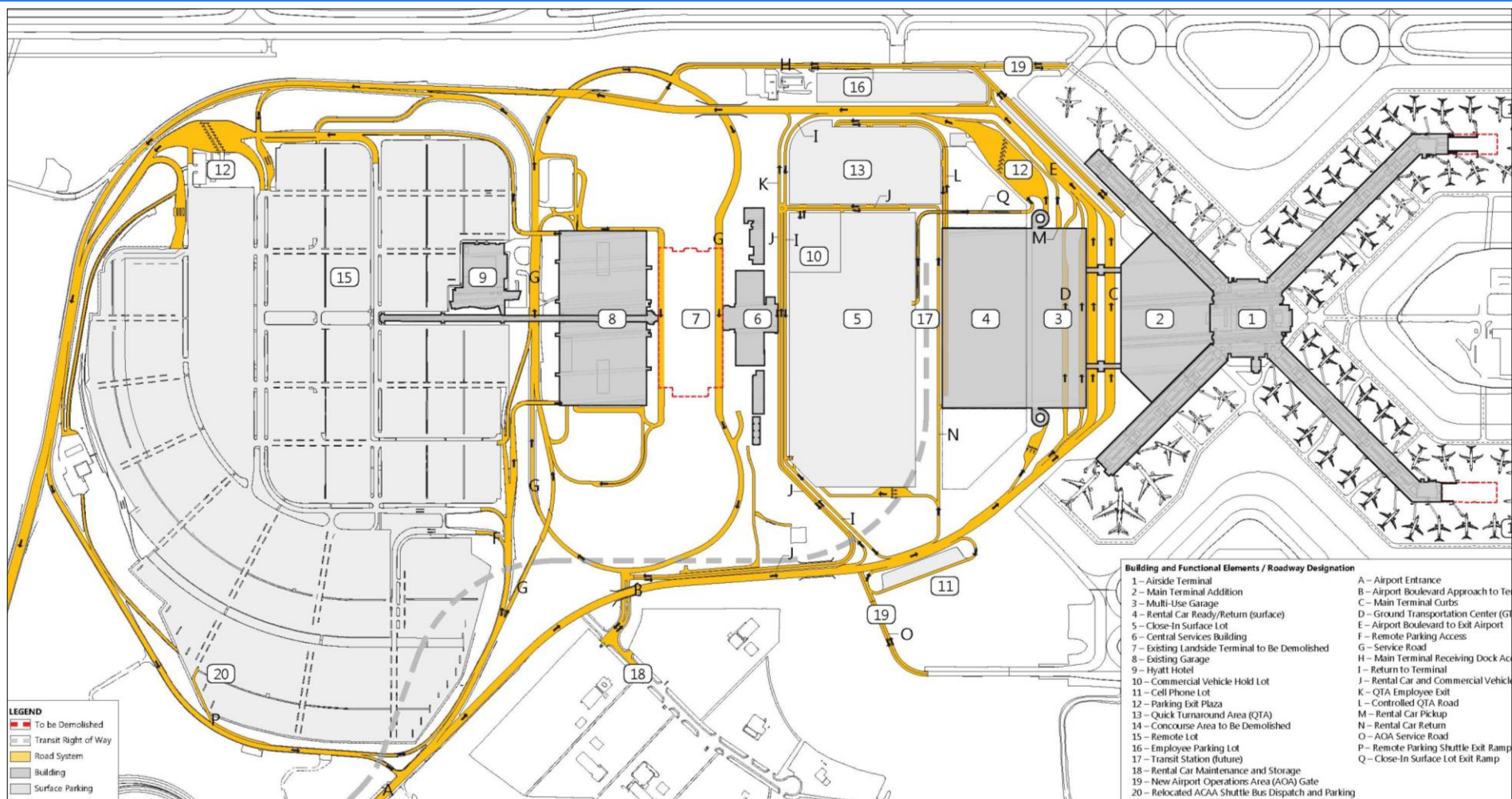


Main Terminal Addition Concourse Level



- LEGEND**
- Remodel
 - Airline Passenger Processing
 - Airline Support
 - Bag Operations
 - TSA Screening
 - TSA Support
 - CBP Passenger Processing
 - CBP Support / Secondary Screening
 - International Bag Claims
 - Concessions
 - Circulation
 - ACAA
 - Amenities
 - Building Systems
 - Unassigned

Roadway Layout



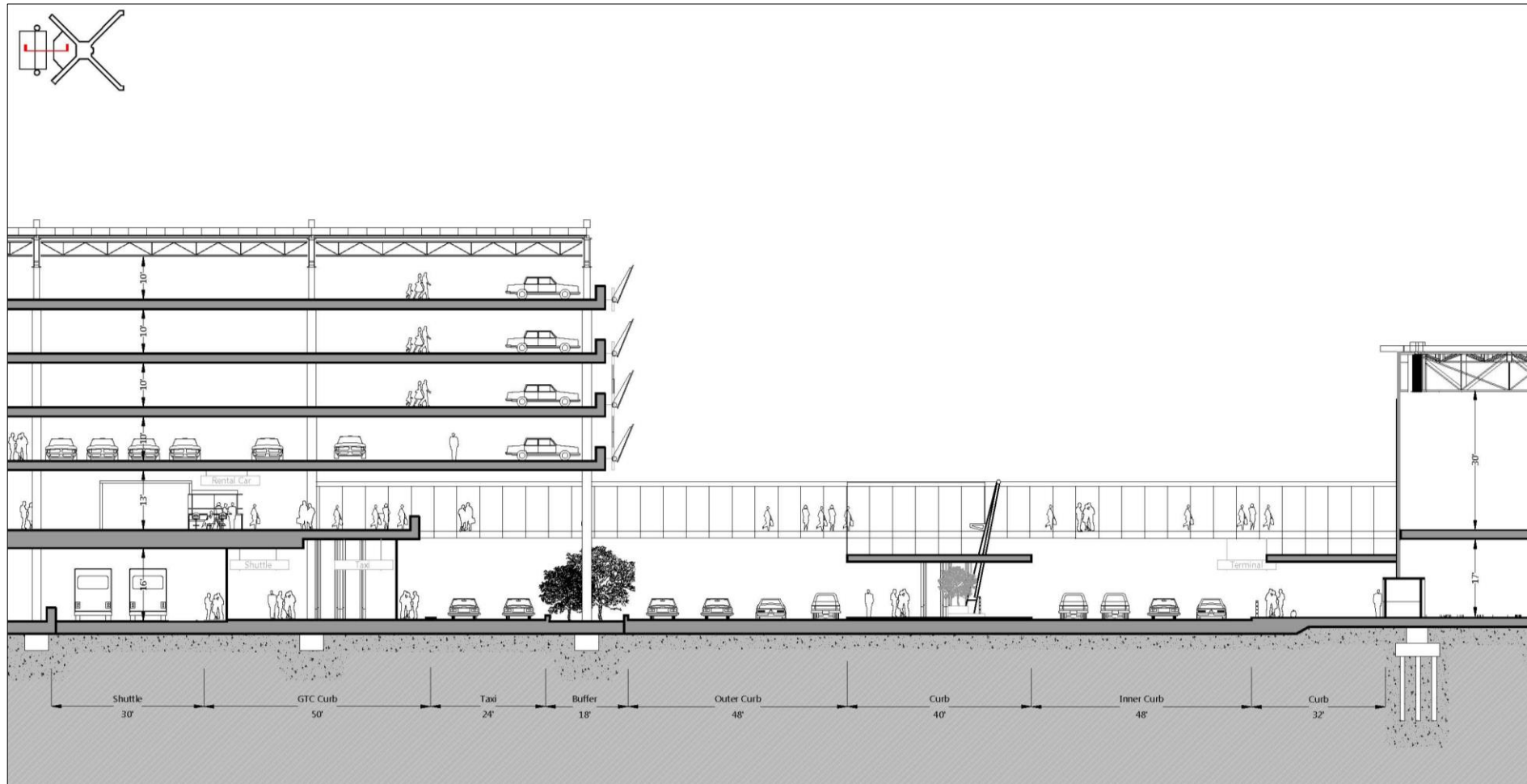
Multi-Use Garage Ground Level



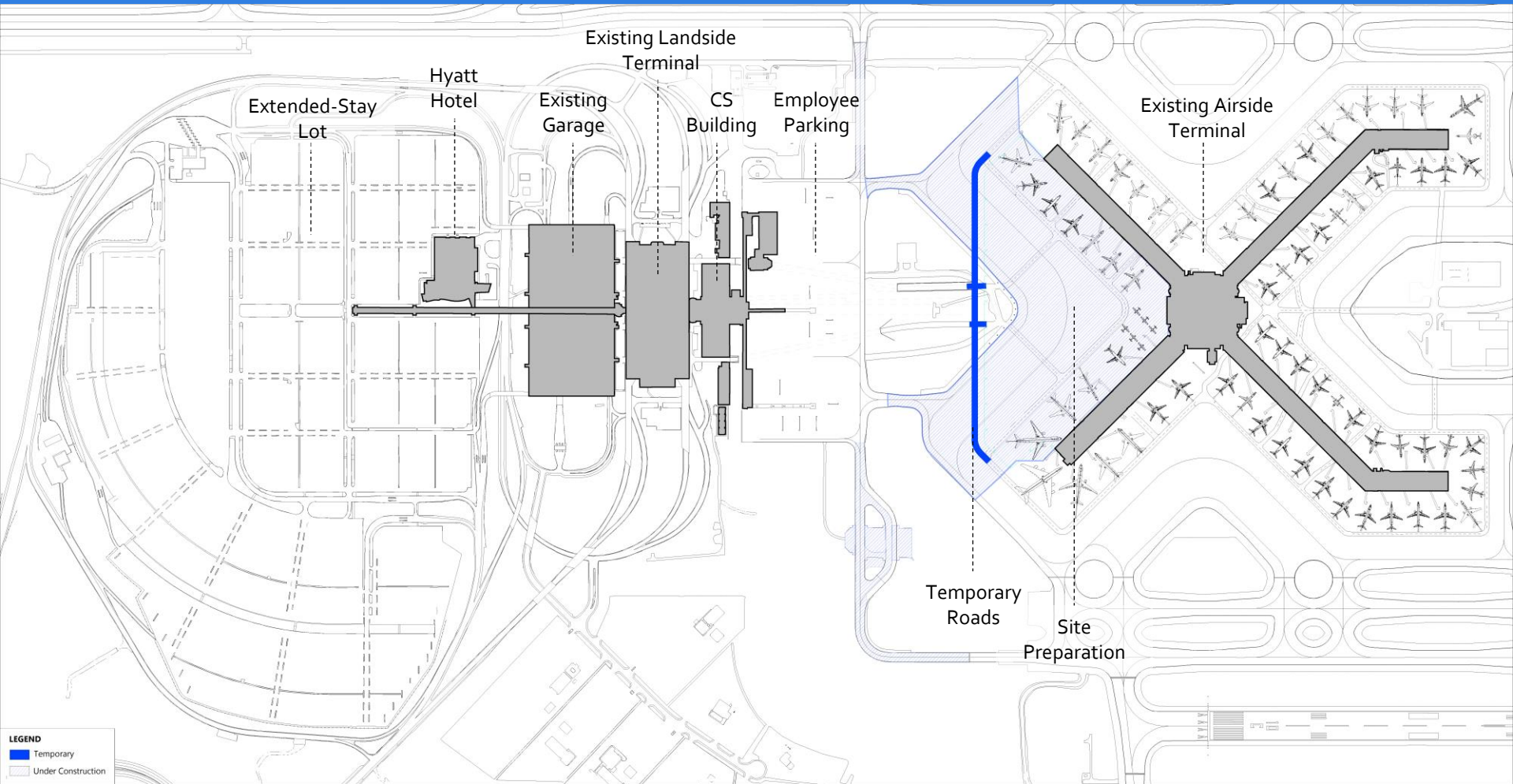
LEGEND
a. Garage Entry
b. Garage Exit
c. Rental Car Entry
d. Rental Car Exit
e. Down from / Up to Bridge Level
f. Controlled QTA Road
g. Up to Close-In Surface Lot Exit Ramp

Building and Functional Elements
1 - Main Terminal Addition
2 - Ground Transportation Center (GTC)
3 - Rental Car Ready/Return (surface)
4 - Rental Car Future Expansion
5 - Close-In Surface Lot
6 - Commercial Vehicle Hold Lot

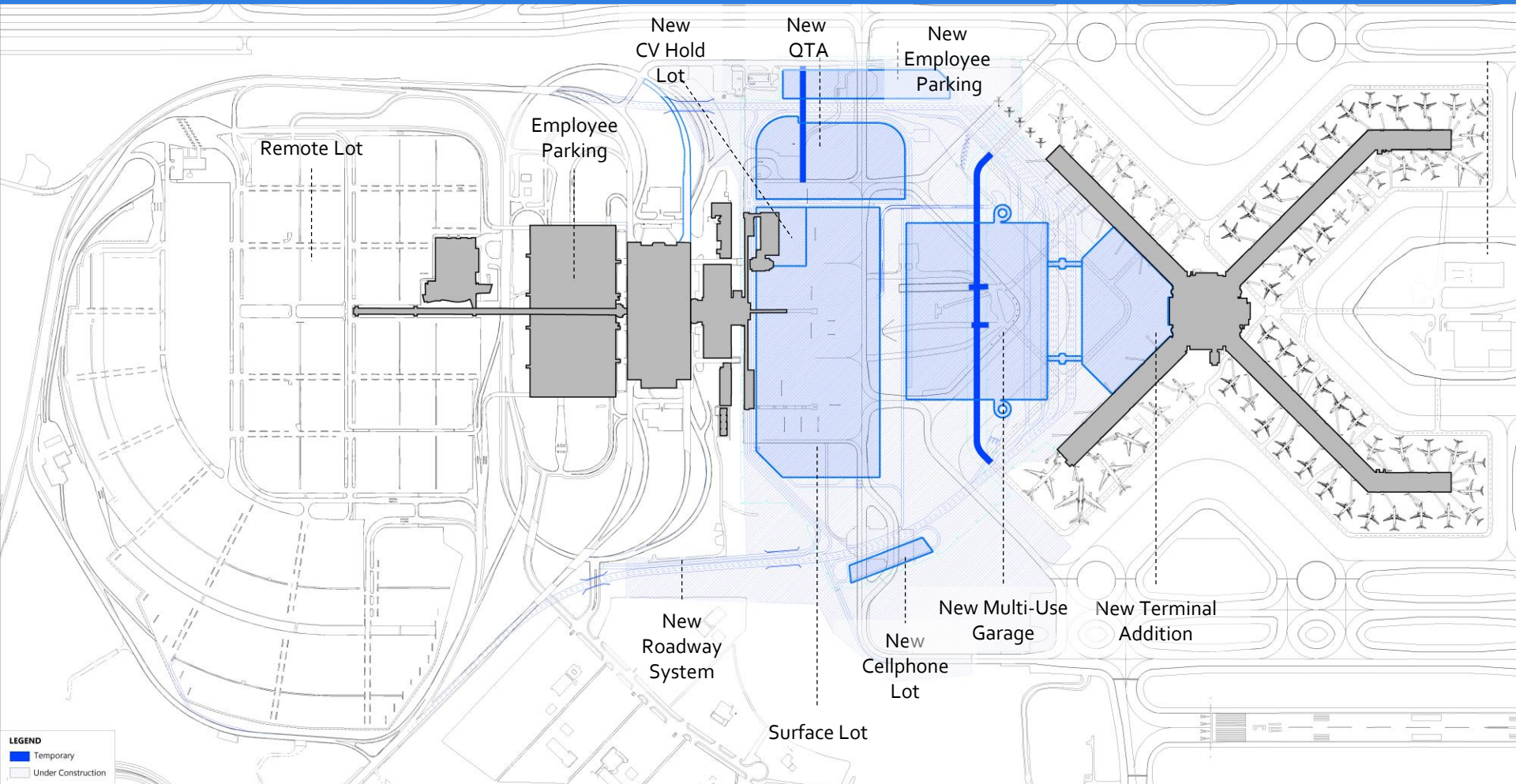
Section thru GTC and Terminal Curbs



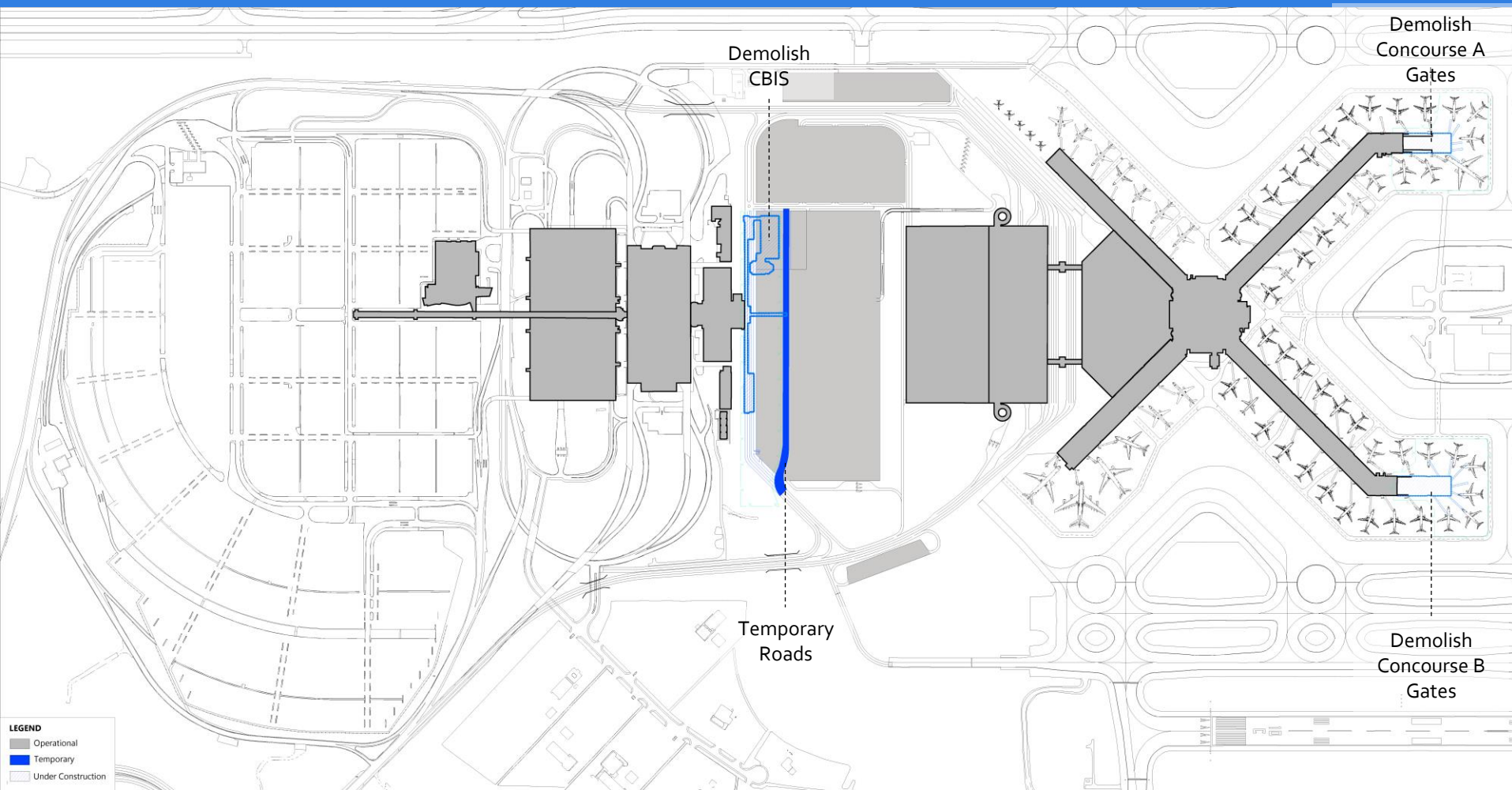
TMP Implementation: Phase 1



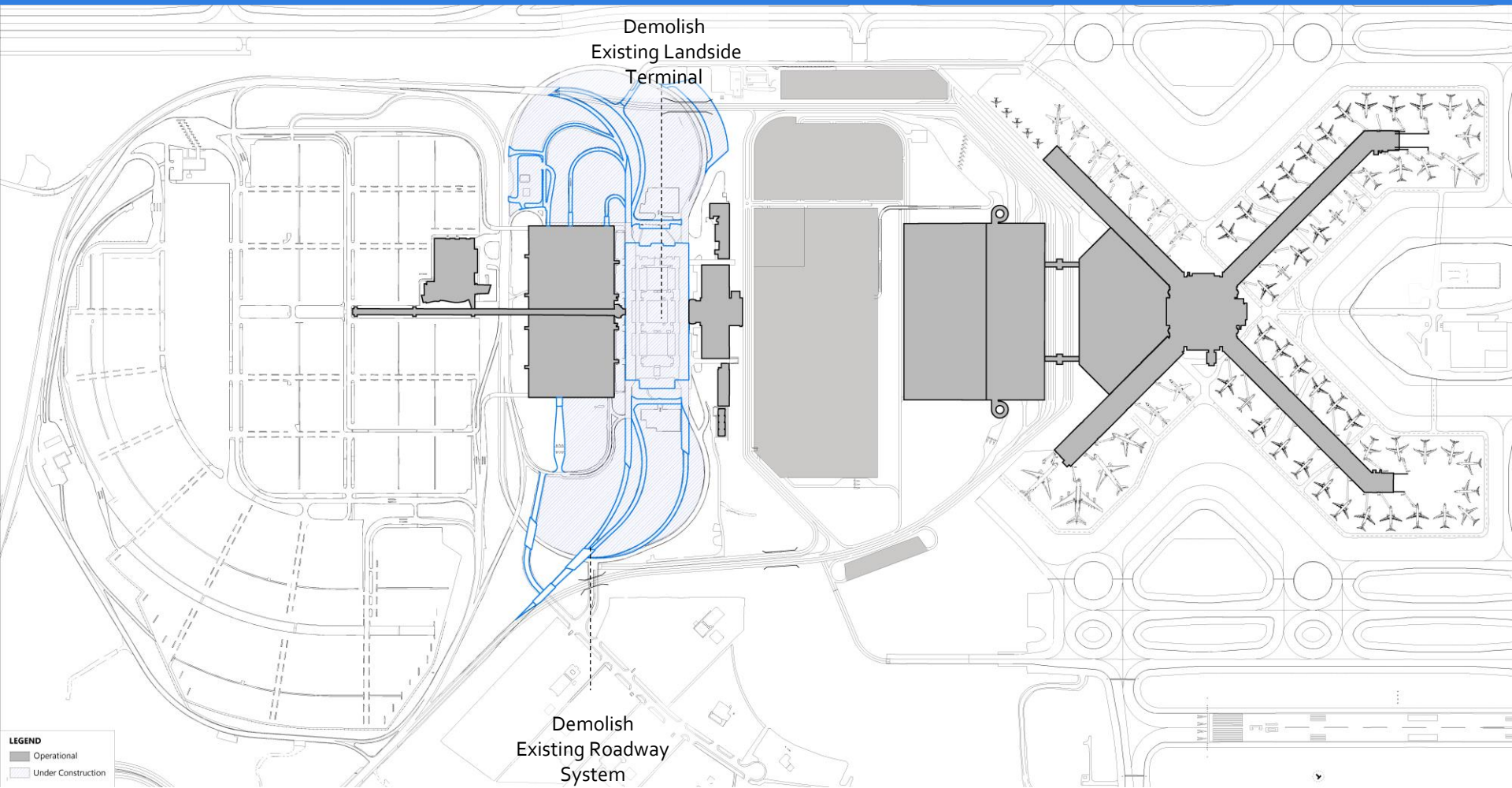
TMP Implementation: Phase 2



TMP Implementation: Phase 3



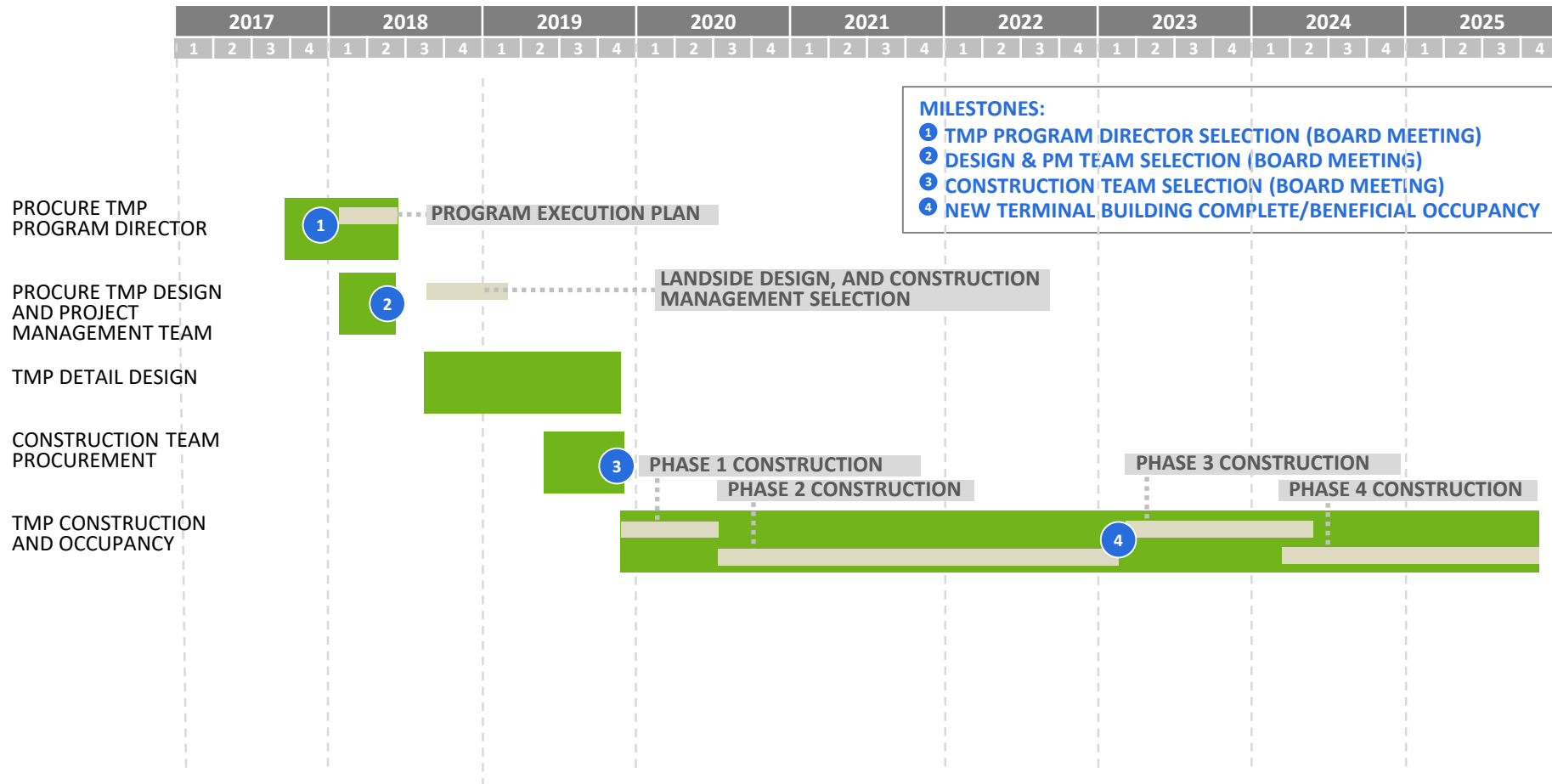
TMP Implementation: Phase 4



Proposed Construction Delivery Method

- PA Separations Act requires traditional delivery method for vertical construction
- As of today, we are projecting to use traditional, D-B-B method for all work

Terminal Modernization Program Schedule



Budget Overview

- Direct Costs (Construction) \approx \$900M Total Program
 - Terminal
 - Roads
 - Multi-Purpose Garage/Parking/GTC/ConRAC
 - Concourse Renovations
 - Demolitions
- Direct Costs (Construction) \approx \$250M Landside projects
 - Multi-Purpose Garage/Parking/GTC/ConRAC

Construction Management ----- Teams



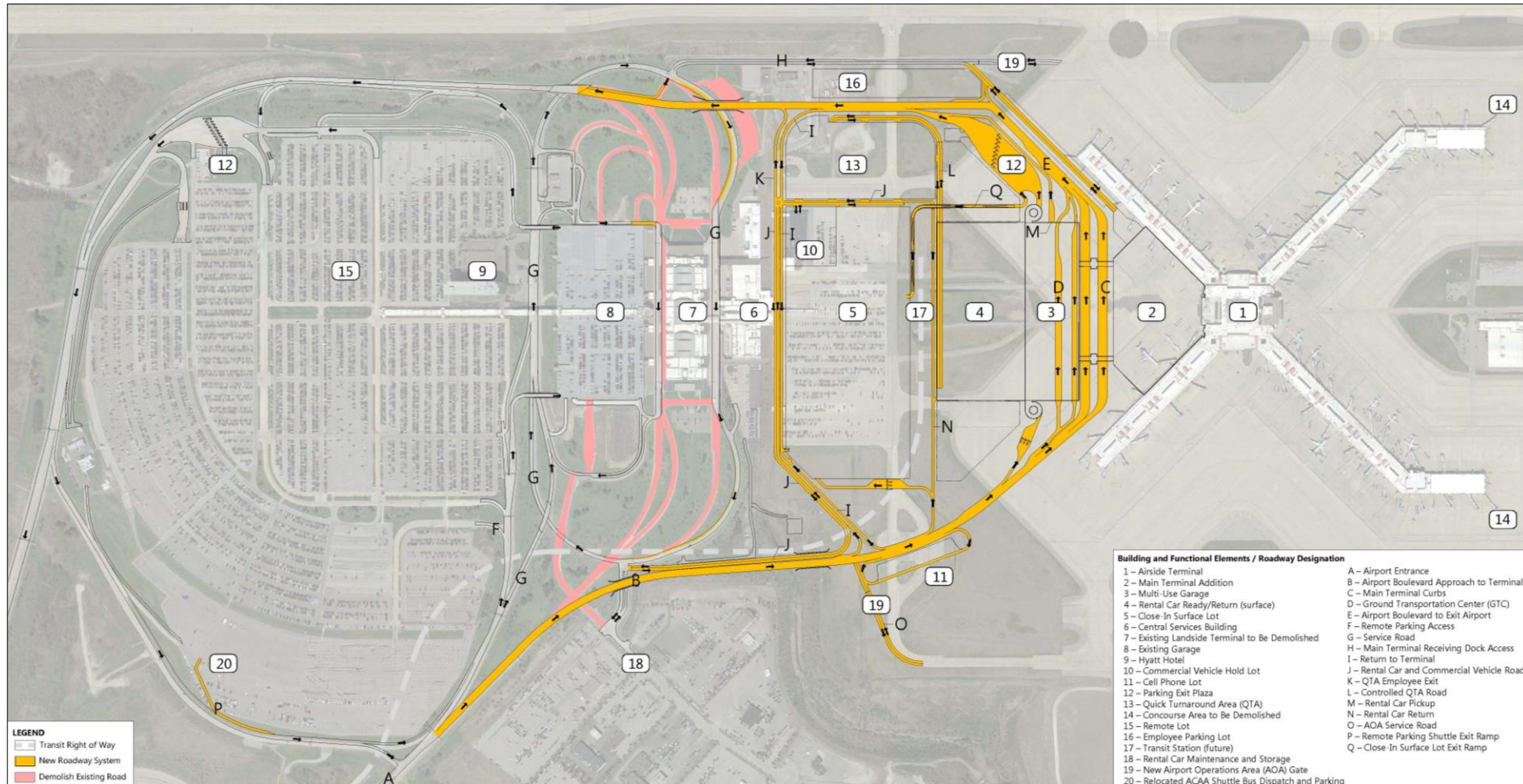
Construction Management (CM) Team

Scope of Work

The CM Teams will perform Construction Management – Agency services under the direction of and, in many instances, in conjunction with the PM Team. These services include and are not limited to the following:

- Construction Management
- Pre-Construction Phase Services
- Change Management
- Data Management
- Risk Management
- Construction Phase Administrative Services
- Commissioning

Site Plan



Gensler+HDR Terminal Projects

Scope of Work

The first design contract has been awarded to Gensler+HDR in association with Luis Vidal + Architects for the design of the “Terminal Projects”. The Terminal Projects will include the following major elements:

- Overall concept development;
- Full design development and construction documents for:
 - New landside terminal;
 - Renovation of the existing concourses;
 - Terminal wayfinding;
 - Site design, including landscaping;
 - Infrastructure design, to support roadways, bridges, and certain surface parking lots;
 - Demolition of the existing landside terminal building;
 - Conceptual design of the Landside projects (listed below);
 - Modifications of the central utility building to accommodate the new TMP.

Landside Project A/E Design Team

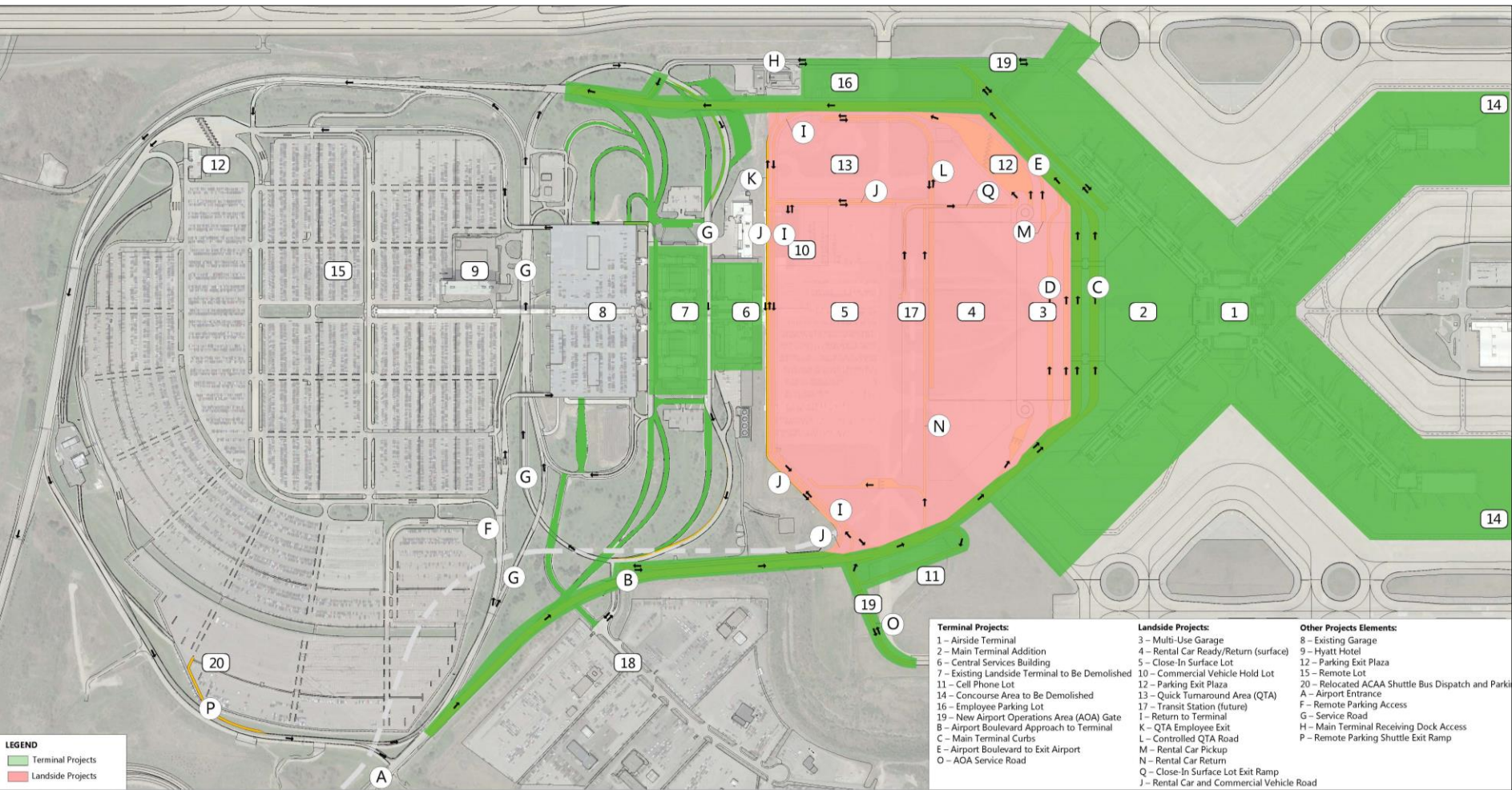
Scope of Work

Gensler/HDR JV Architectural/Engineering Design and Construction Phase services **does not** include – beyond the schematic design phase the following TMP components:

- Parking garage, including ingress and egress
- Close-in, long-term surface parking lot
- Commercial vehicle surface parking lot
- Ground Transportation Center (GTC)
- Rental car ready return parking lot
- Rental car Quick Turn Around (QTA) facility

The Landside Projects A/E Design Team will be responsible for the Design and Construction Phase services for these components

Design Team Work Scope Boundaries



RFP Overview



Construction Management Team Selection Criteria

- Qualifications & Relevant Experience
- Project Understanding
- Approach to Project Assurances
- Team Composition
- Management Team Approach
- Program Delivery and Management Approach
- Familiarity with BIM and COBie
- Key Staff Experience

Maintaining Transparency in the Q&A Process

- Submit questions to the pittransformed.com website under Business Opportunities
- Deadline to submit is 9/24/18 by 4:00 PM EDT
- Questions and replies will be posted to the pittransformed.com website on or about 10/1/18
- Today's presentations will also be posted to the pittransformed.com website

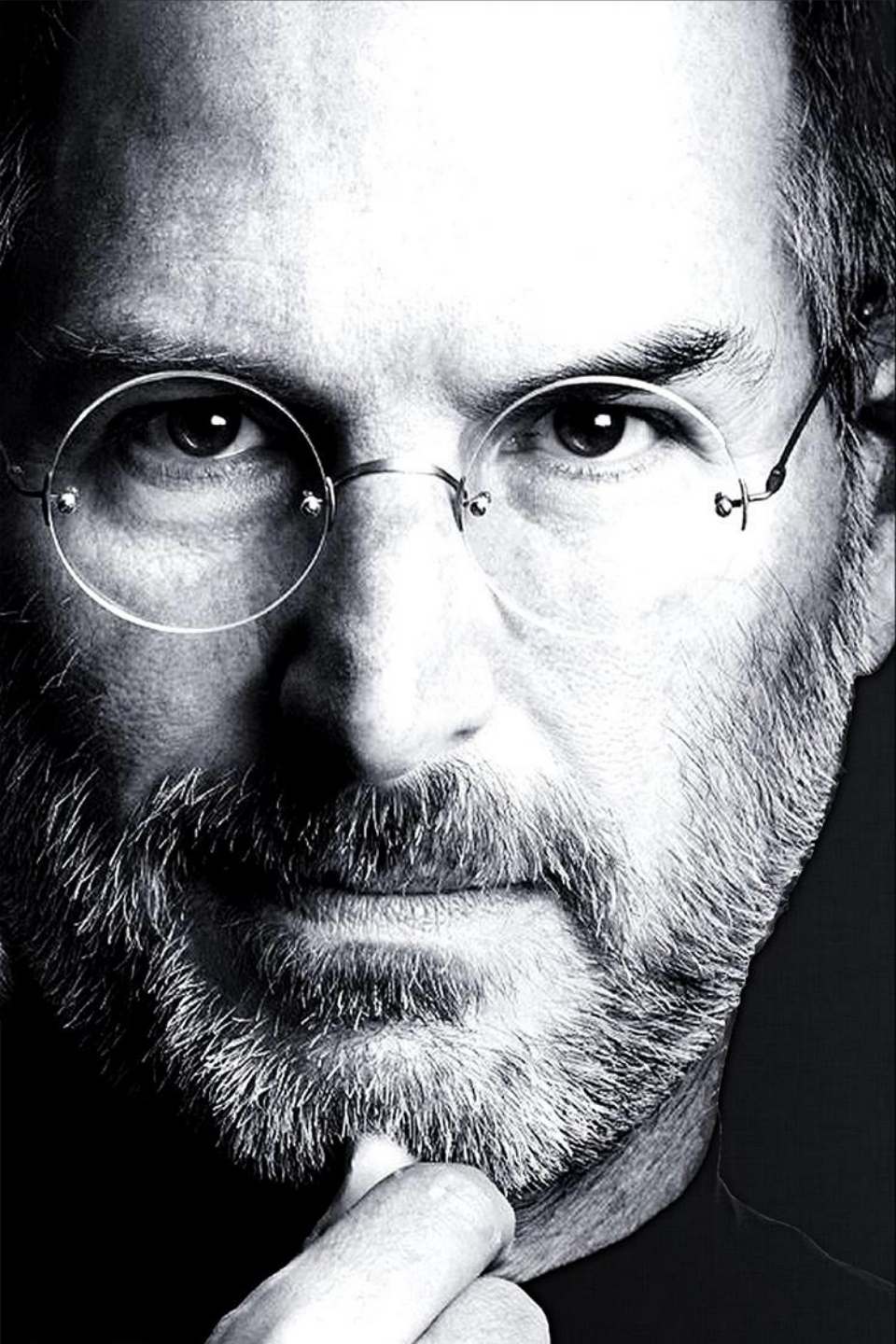
Key Date for Proposal Process

Step	Date(s)
Last Date for ACAA to receive questions on RFP	September 24, 2018 4:00 PM Eastern Time
Answers to submitted questions posted	On or about October 1, 2018
Proposals Due	October 31, 2018 by 4:00 PM Eastern Time
Interview notifications	November 14, 2018
Tentative Interview Dates	December 4-7, 2018
Anticipated Selection and Negotiations	December, 2018-January, 2019
Anticipated ACAA Board Approval	February, 2019
Anticipated Contract Start	March, 2019

Questions

**Submit on www.pittransformed.com
by September 24, 2018**





“Innovation
distinguishes
between a **leader**
and a follower.”

– *Steve Jobs*

Preview of Rest of Day

2:30 PM to 4:30 PM

**Small, Local, Veteran-Owned
Business and DBE, WBE &
MBE Session**

- Meet
- Interact
- Build that Perfect Team



THANK YOU!

