



ALLEGHENY COUNTY AIRPORT AUTHORITY

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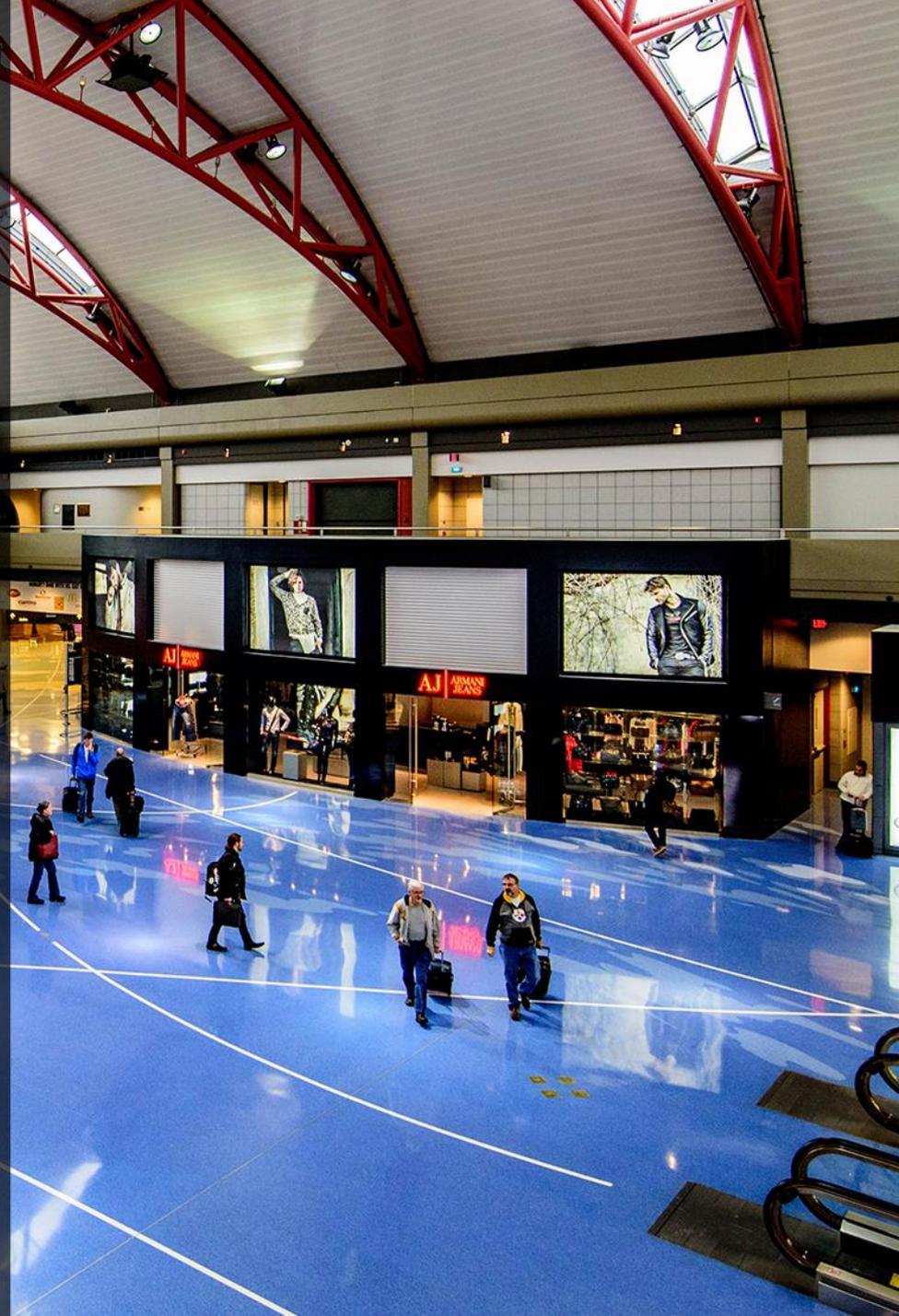
PITTSBURGH INTERNATIONAL AIRPORT  
ALLEGHENY COUNTY AIRPORT

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

# Presentation Outline

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



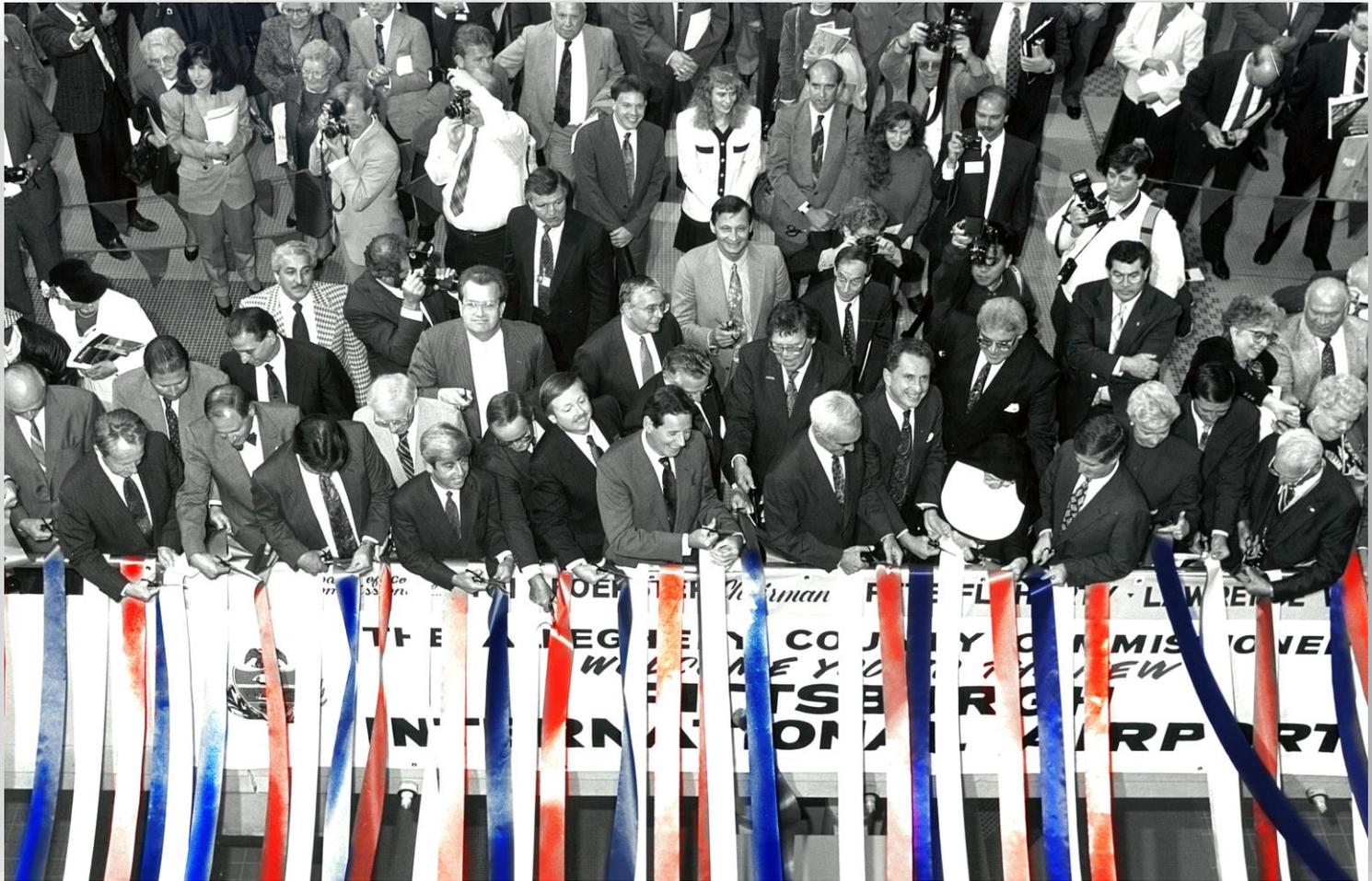
# Greater Pittsburgh International Airport

## 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

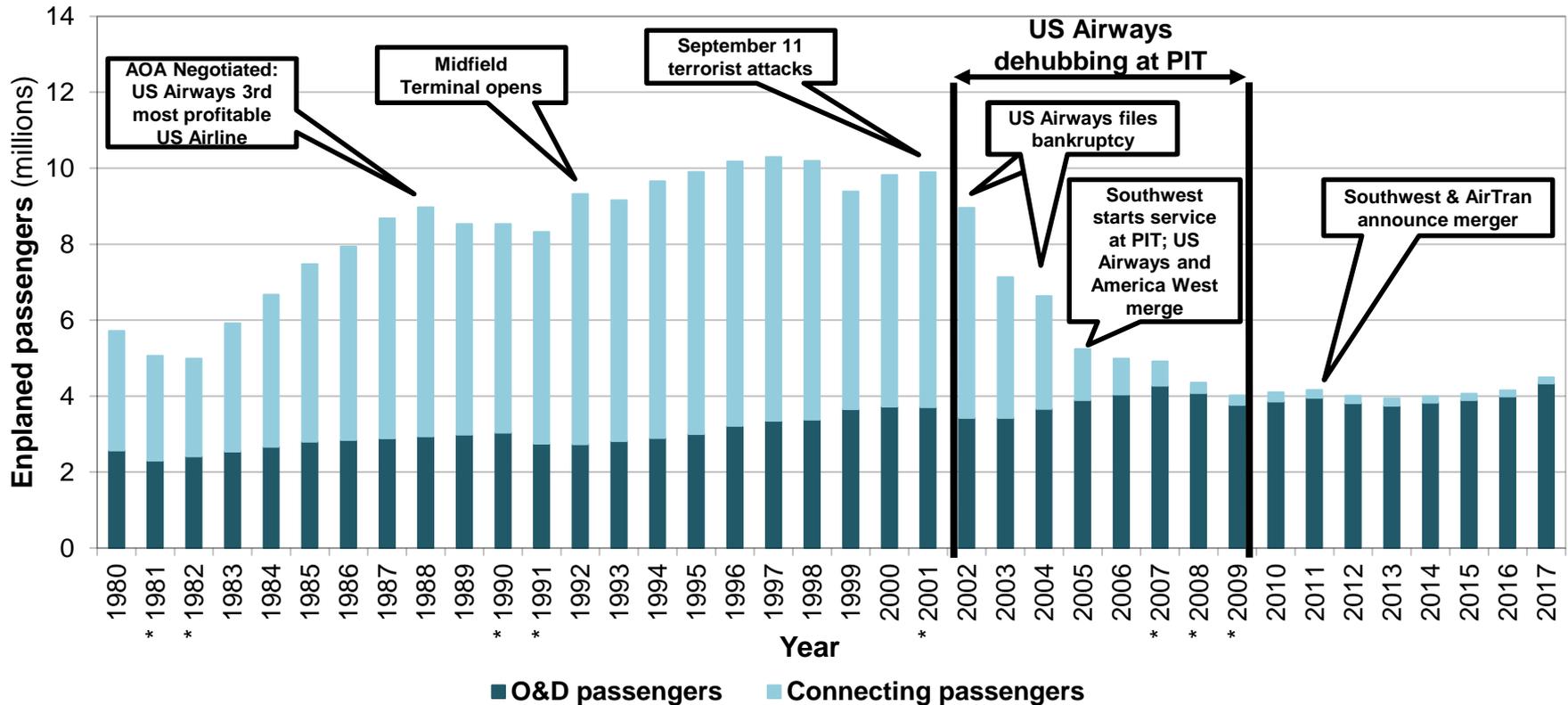
**2017 *Harper's Bazaar***  
A Top Place to Visit

# A Snapshot of Pittsburgh International

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

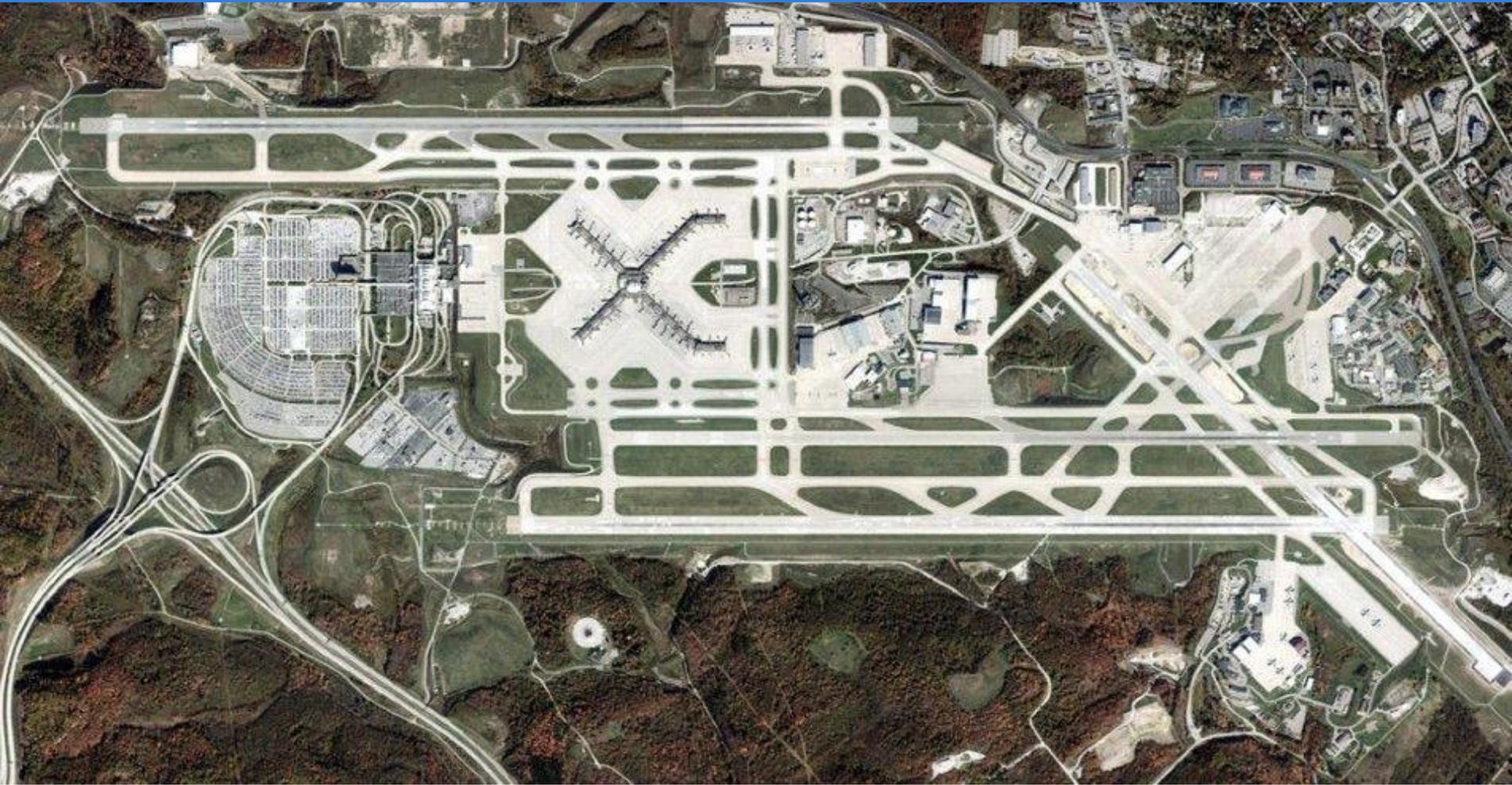


# Changing Traffic Patterns Accelerated the Need to Modernize



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	<b>10.75%</b>
Total Passengers	7,998,970	8,128,187	8,309,754	8,988,016	<b>12.36%</b>
Year-End Non-Stop Destinations	37	50	68	73	<b>97.30%</b>
Non-Aero / Non-Op Revenue	\$97,334,680	\$99,422,897	\$104,457,649	\$116,283,934	<b>19.47%</b>
ASQ Passenger Overall Satisfaction	4.06	4.23	4.31	4.36	<b>7.39%</b>
Cost per Enplaned Passenger (CPE) <sup>1</sup>	\$13.91	\$12.89	\$12.86	\$12.70	<b>-8.70%</b>

**ATW**  
AIR TRANSPORT WORLD  
2017 Airport of the Year

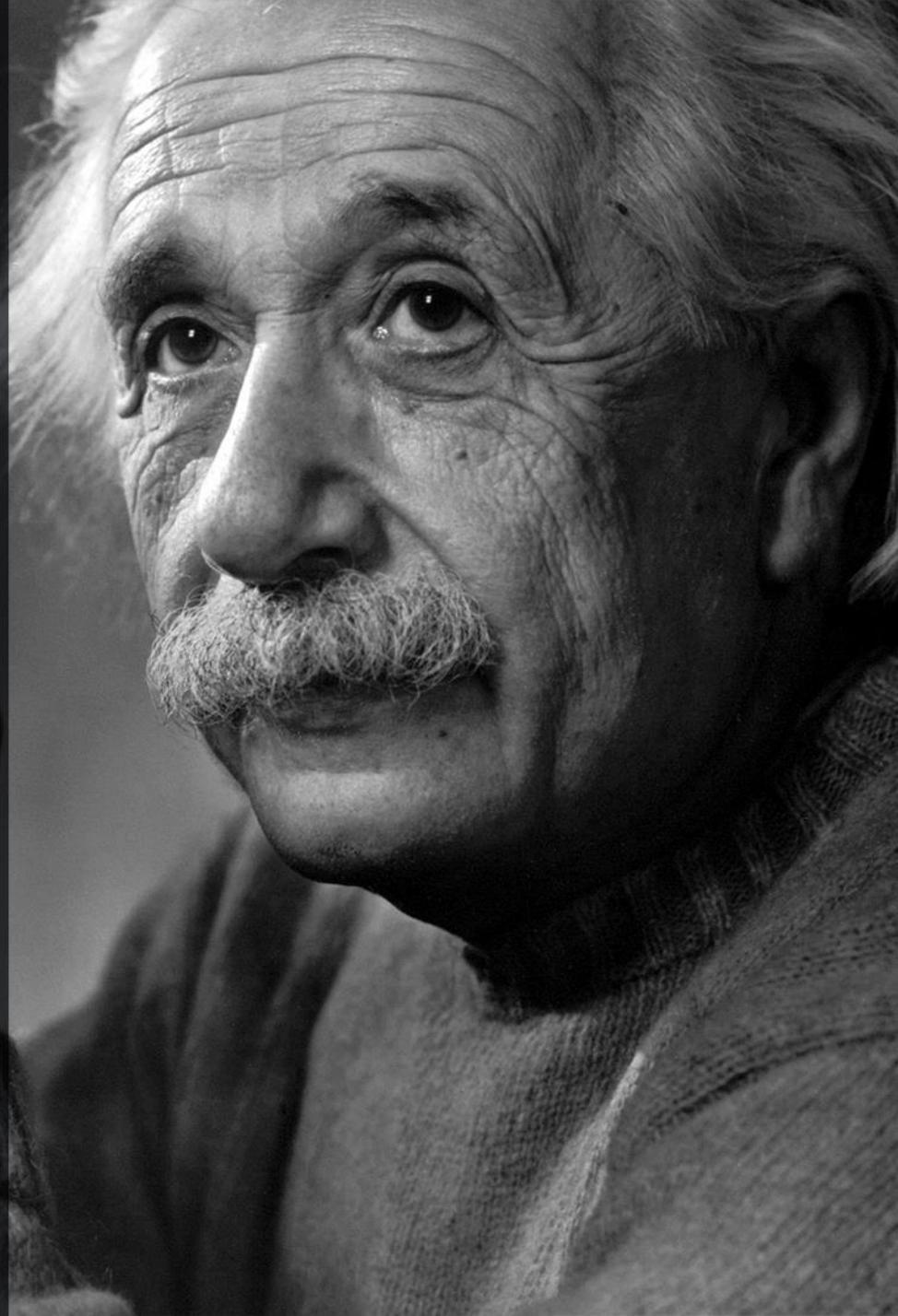
**CAPA**  
CENTRE FOR AVIATION  
2017 Regional Airport of the Year

**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](http://www.PITTransformed.com)



# TMP - Taking our Success to a Whole New Level



[www.PITTransformed.com](http://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

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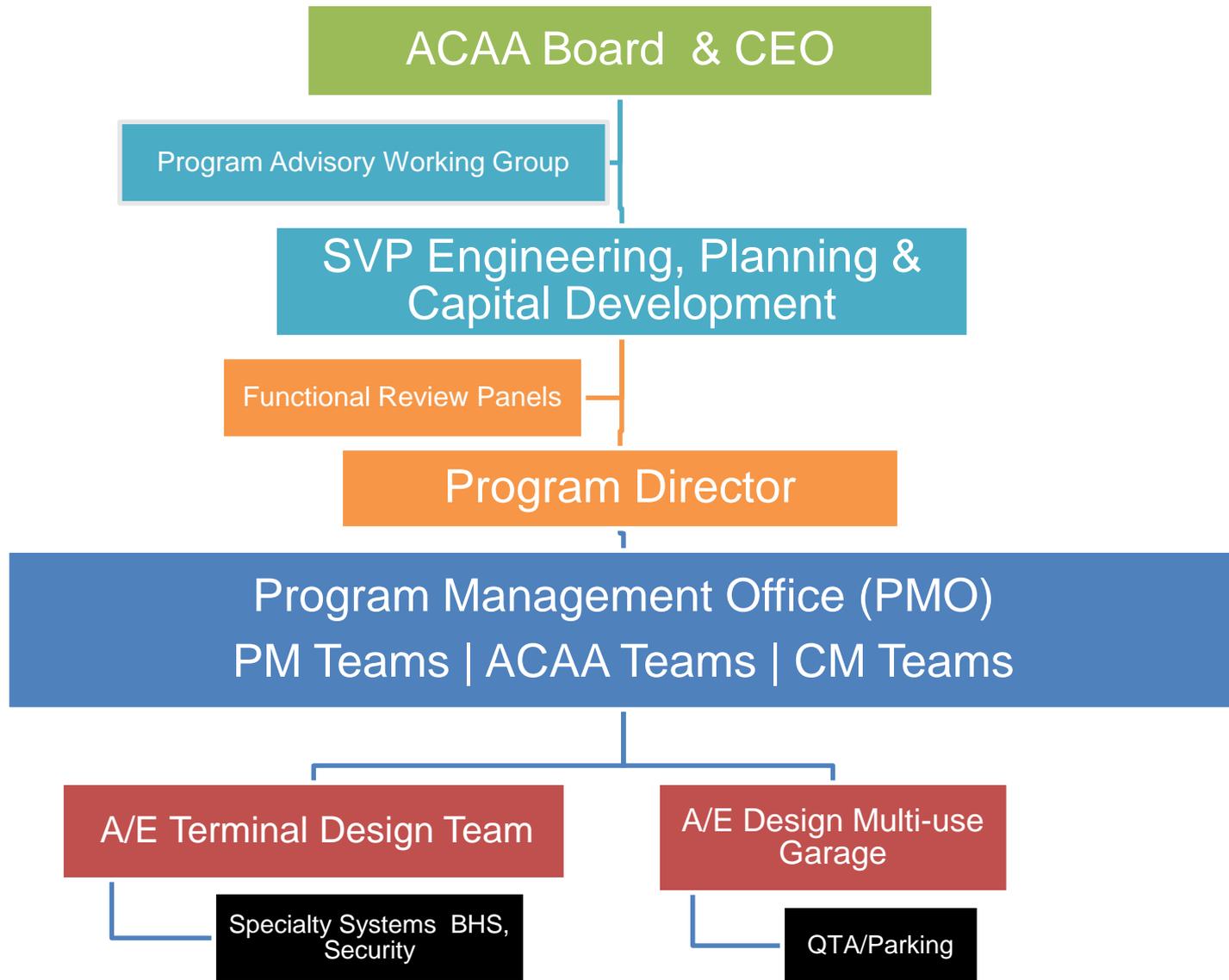
“**Innovation** happens when people are given the **freedom** to ask questions and the **resources** and **power** to find the answers.”

– *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 20<sup>th</sup> 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

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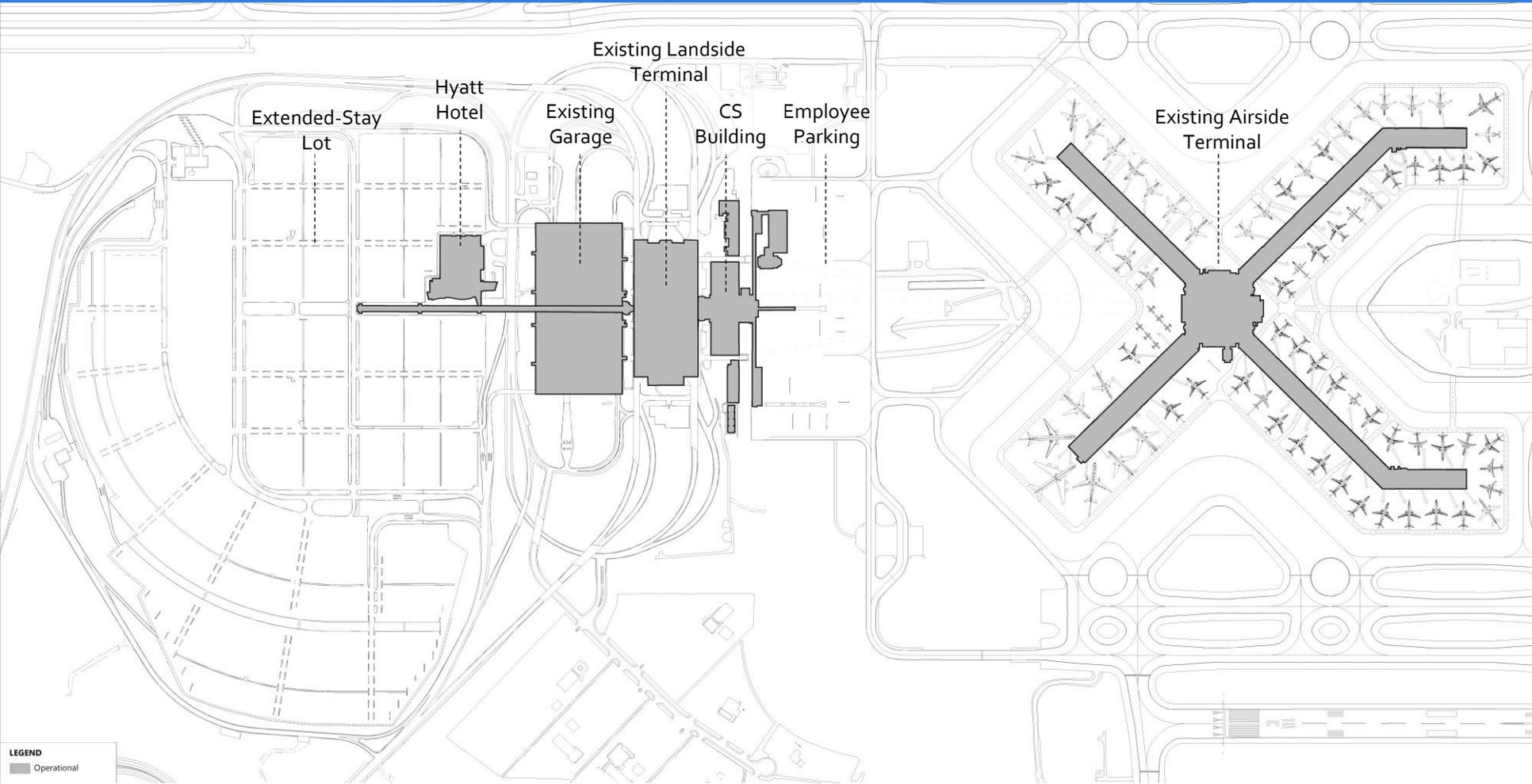


“Things don’t  
**happen.** Things  
are *made to*  
**happen.**”

– *John F. Kennedy*



# Existing Conditions

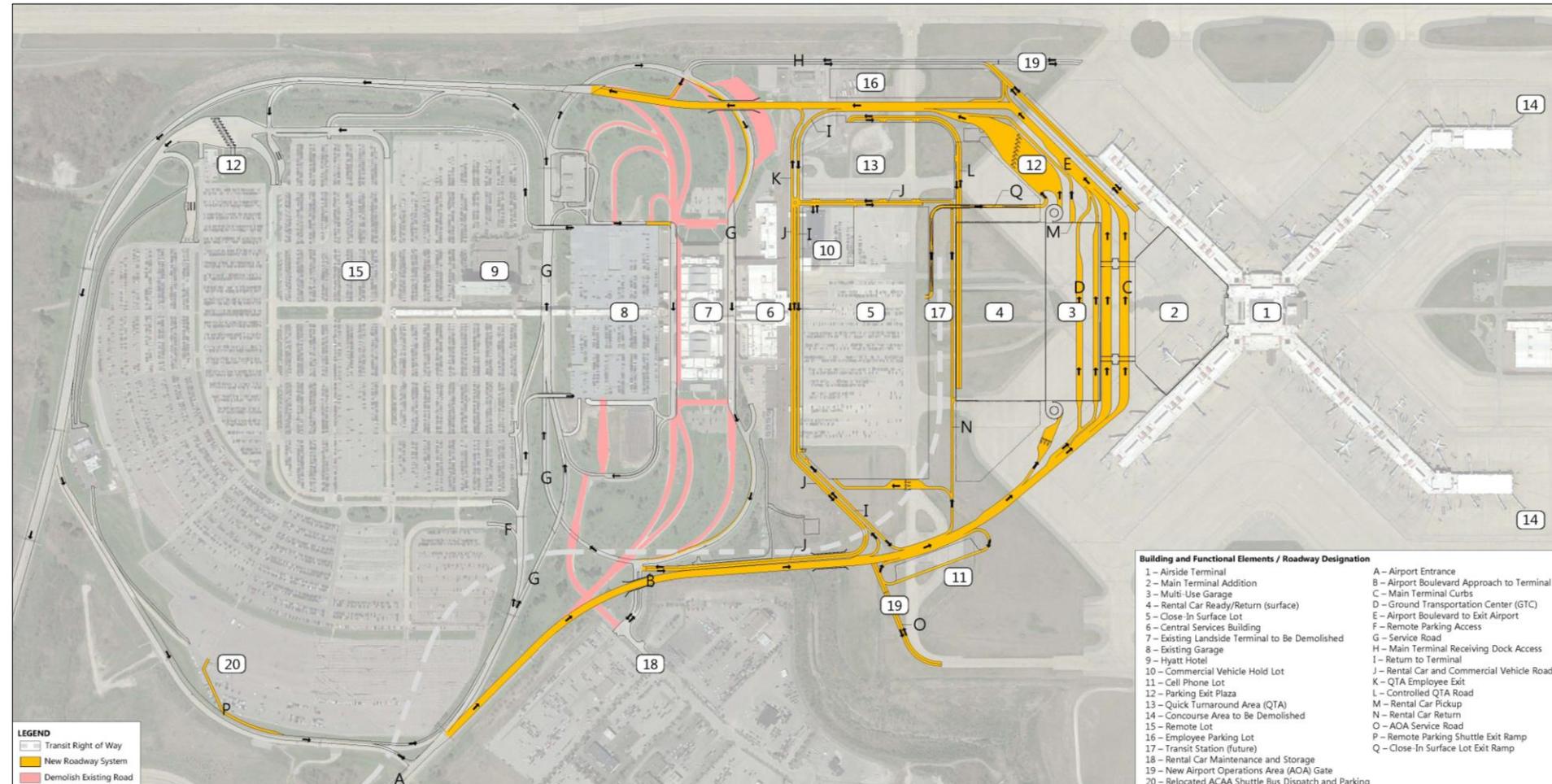


# Terminal Modernization Program

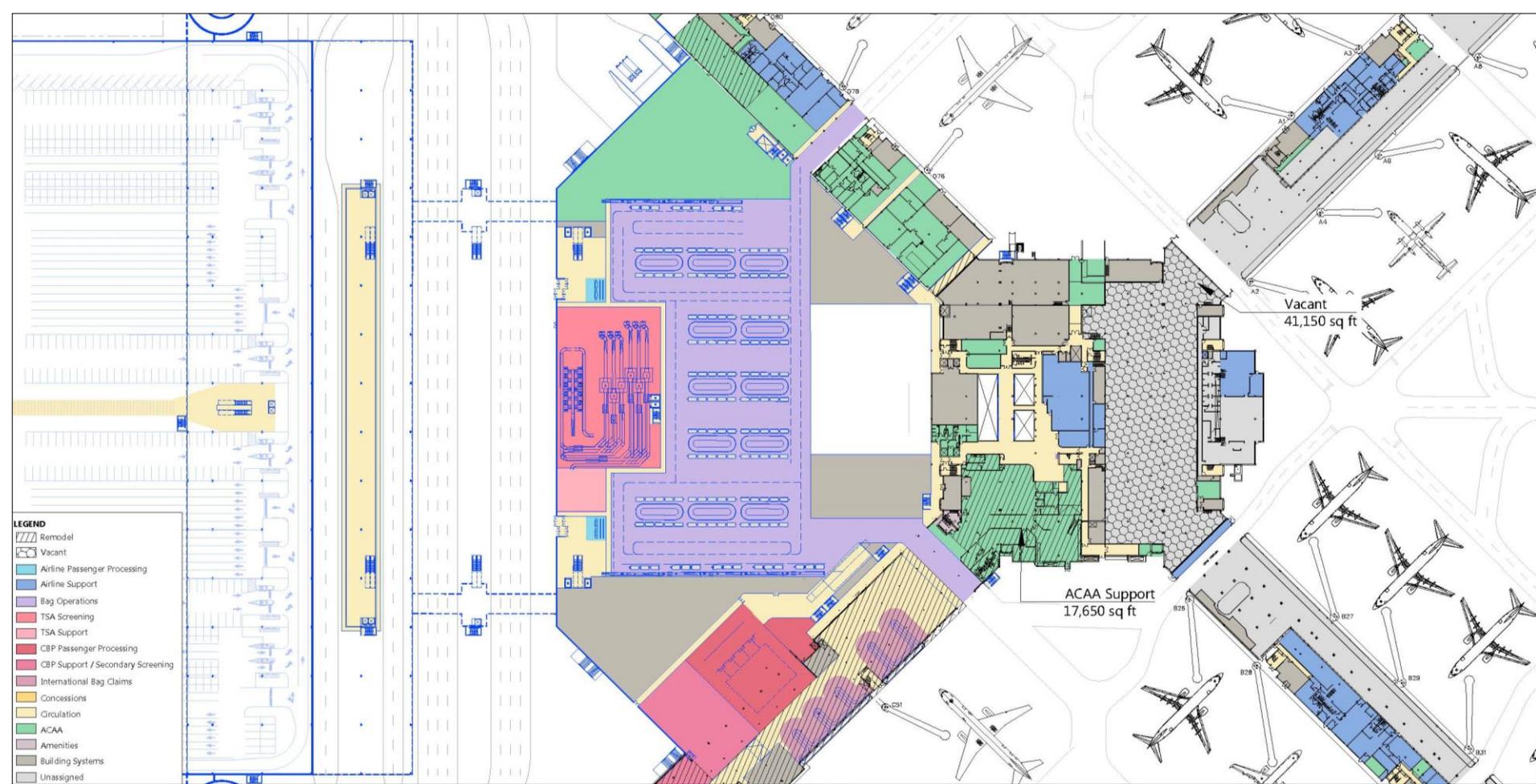
## Conceptual Rendering



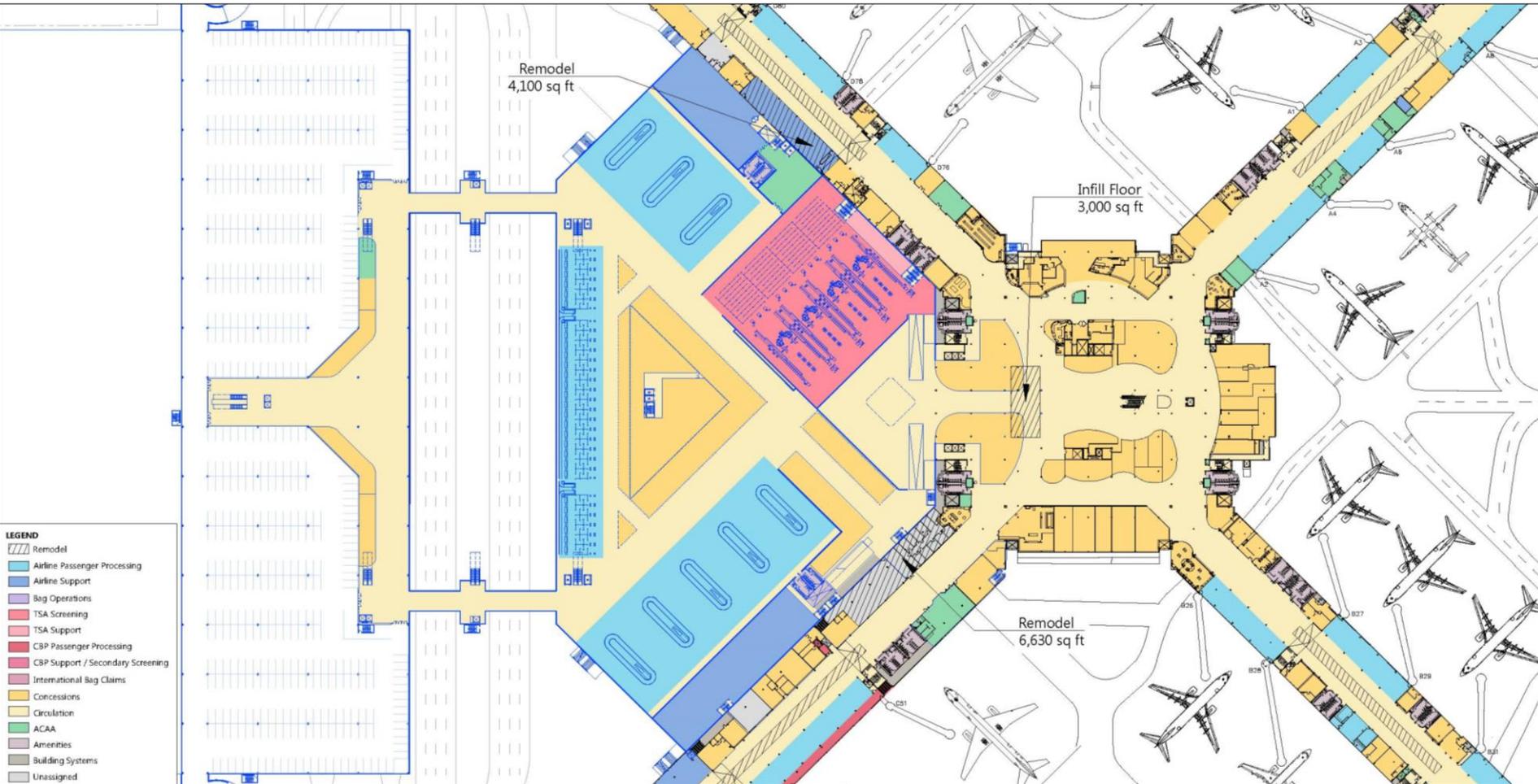
# Site Plan



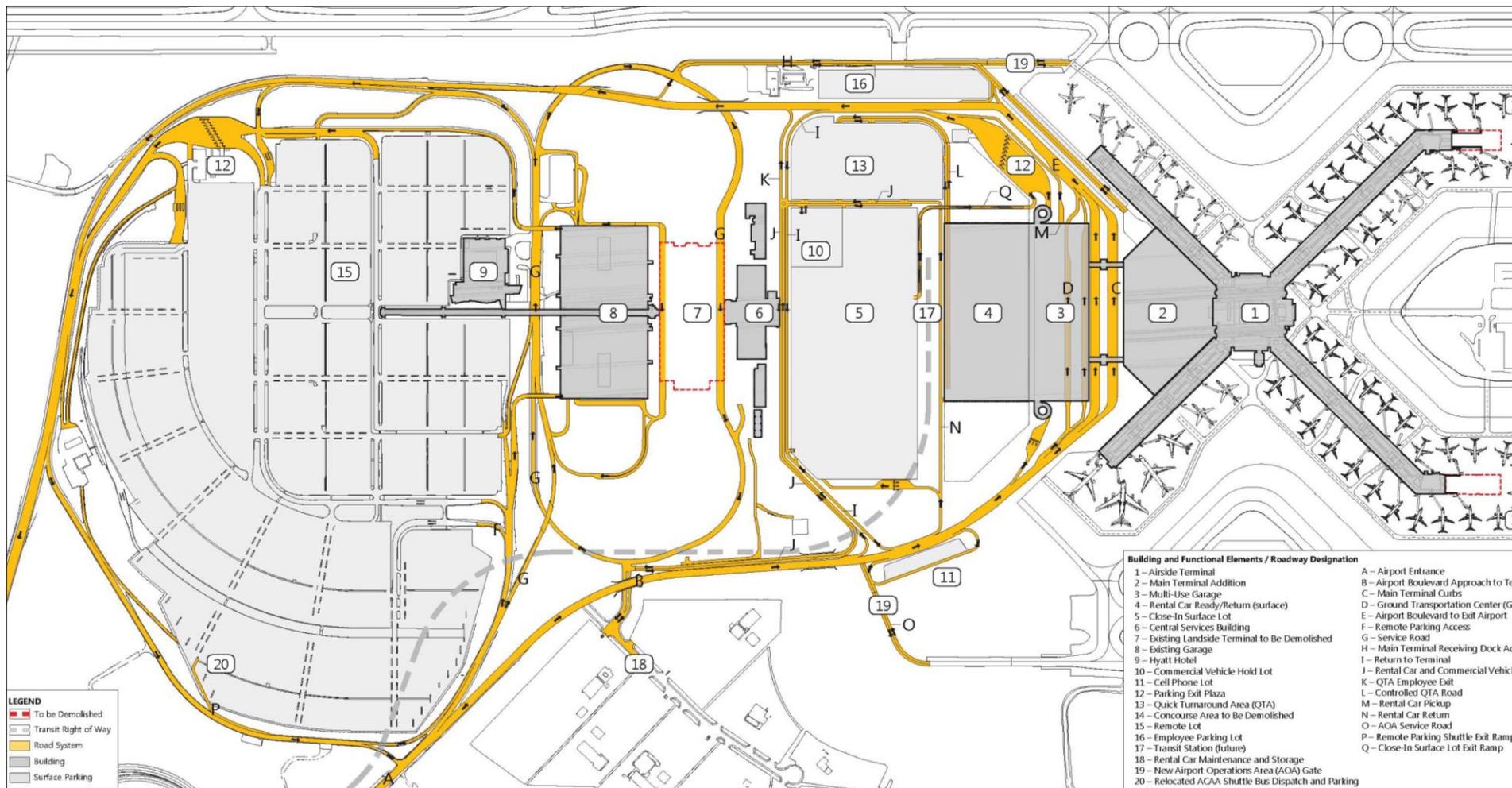
# Main Terminal Addition Ground Level



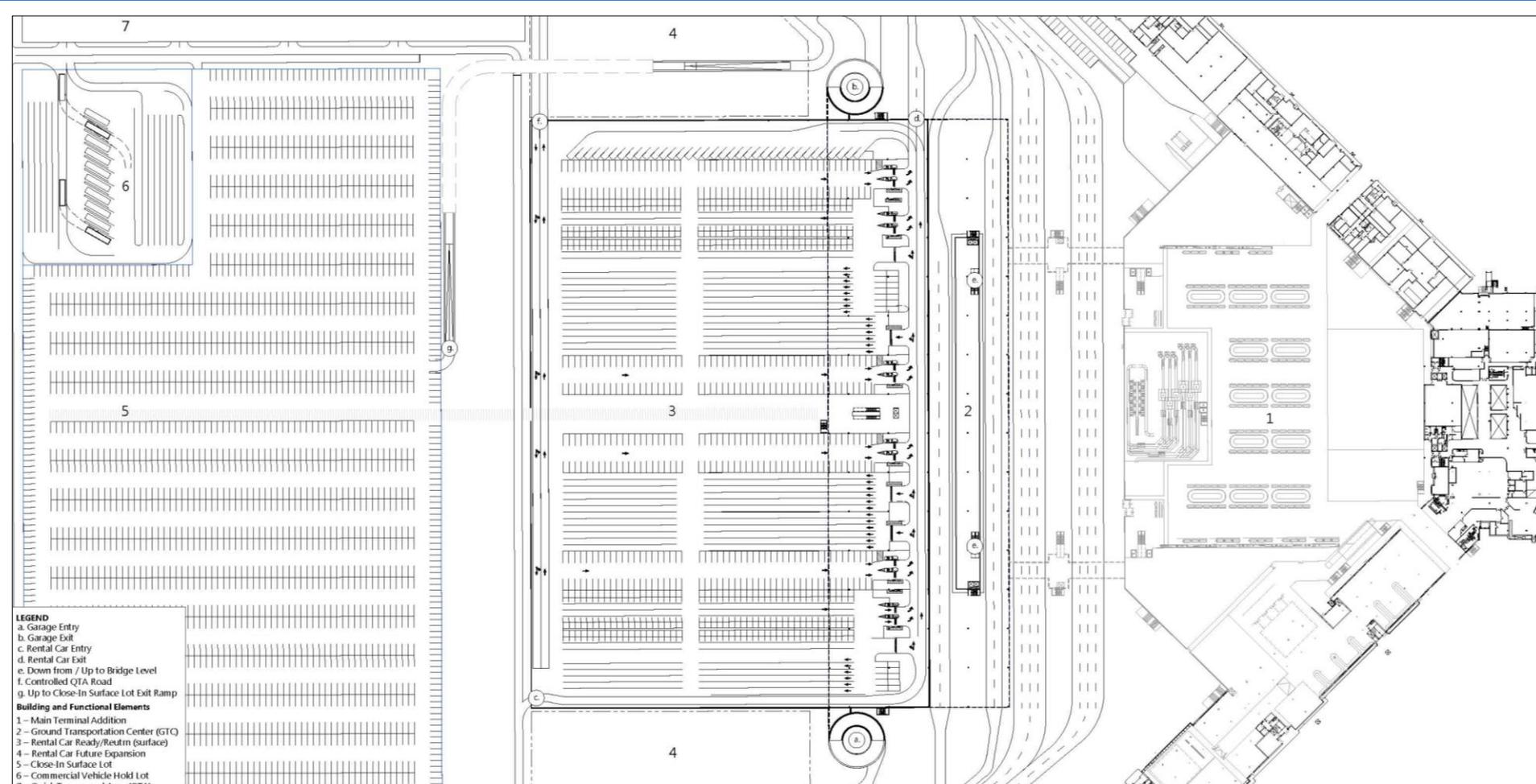
# Main Terminal Addition Concourse Level



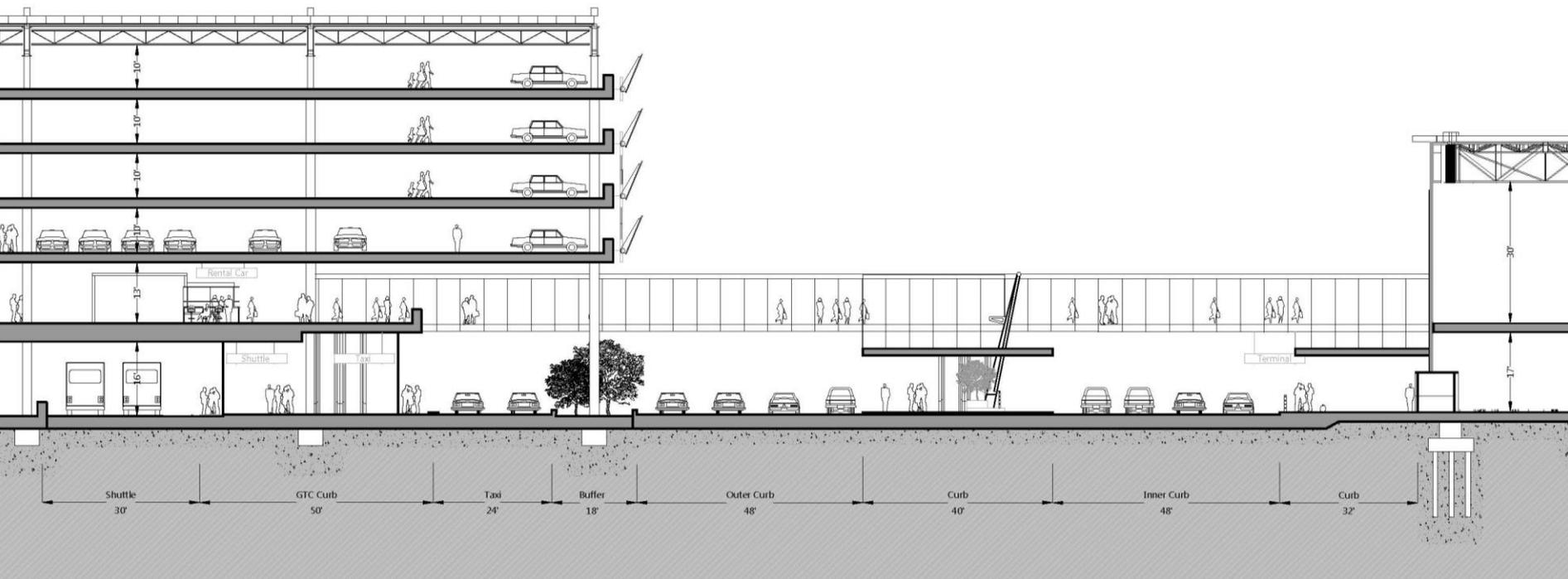
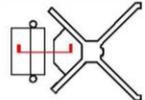
# Roadway Layout



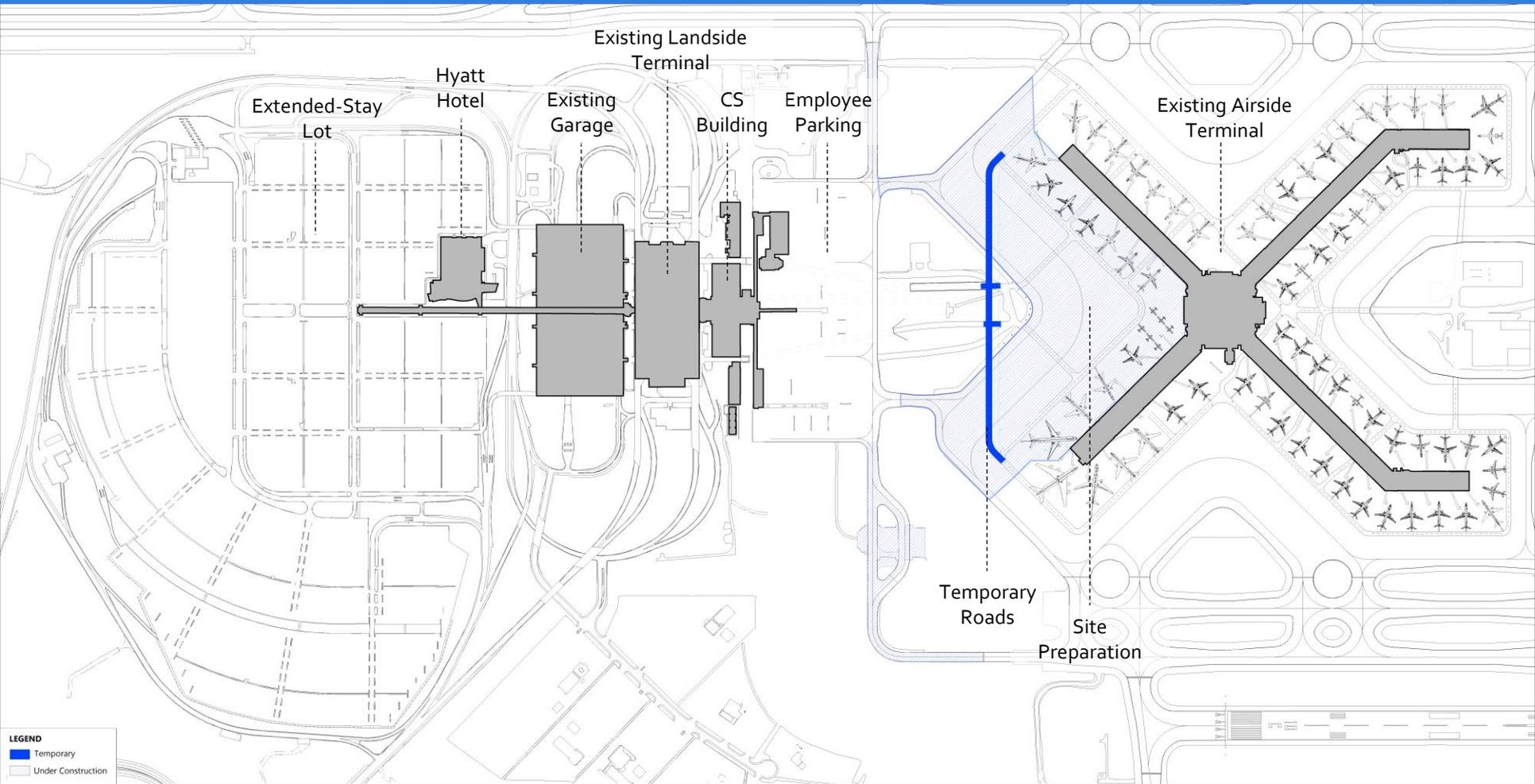
# Multi-Use Garage Ground Level



# Section thru GTC and Terminal Curbs

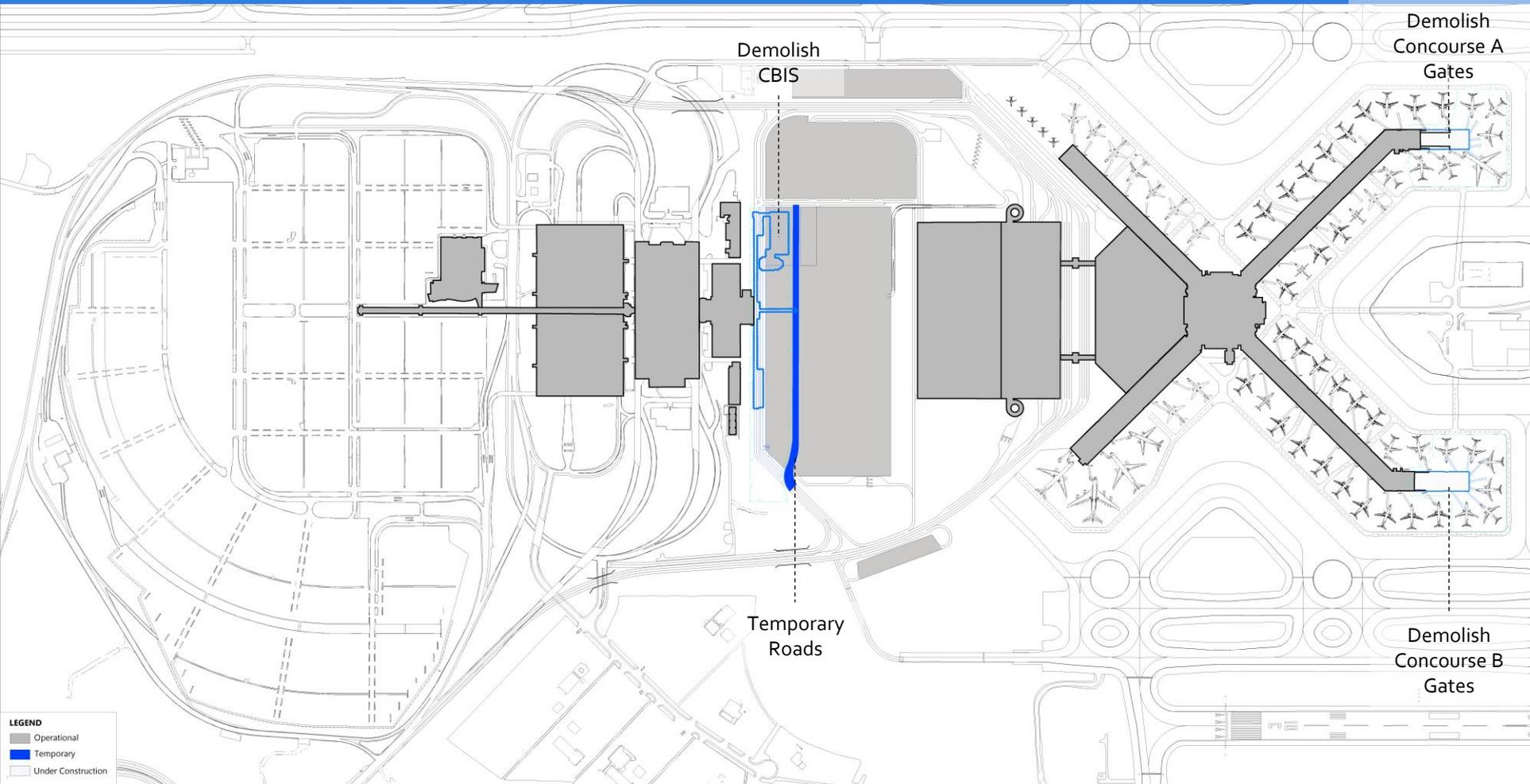


# TMP Implementation: Phase 1

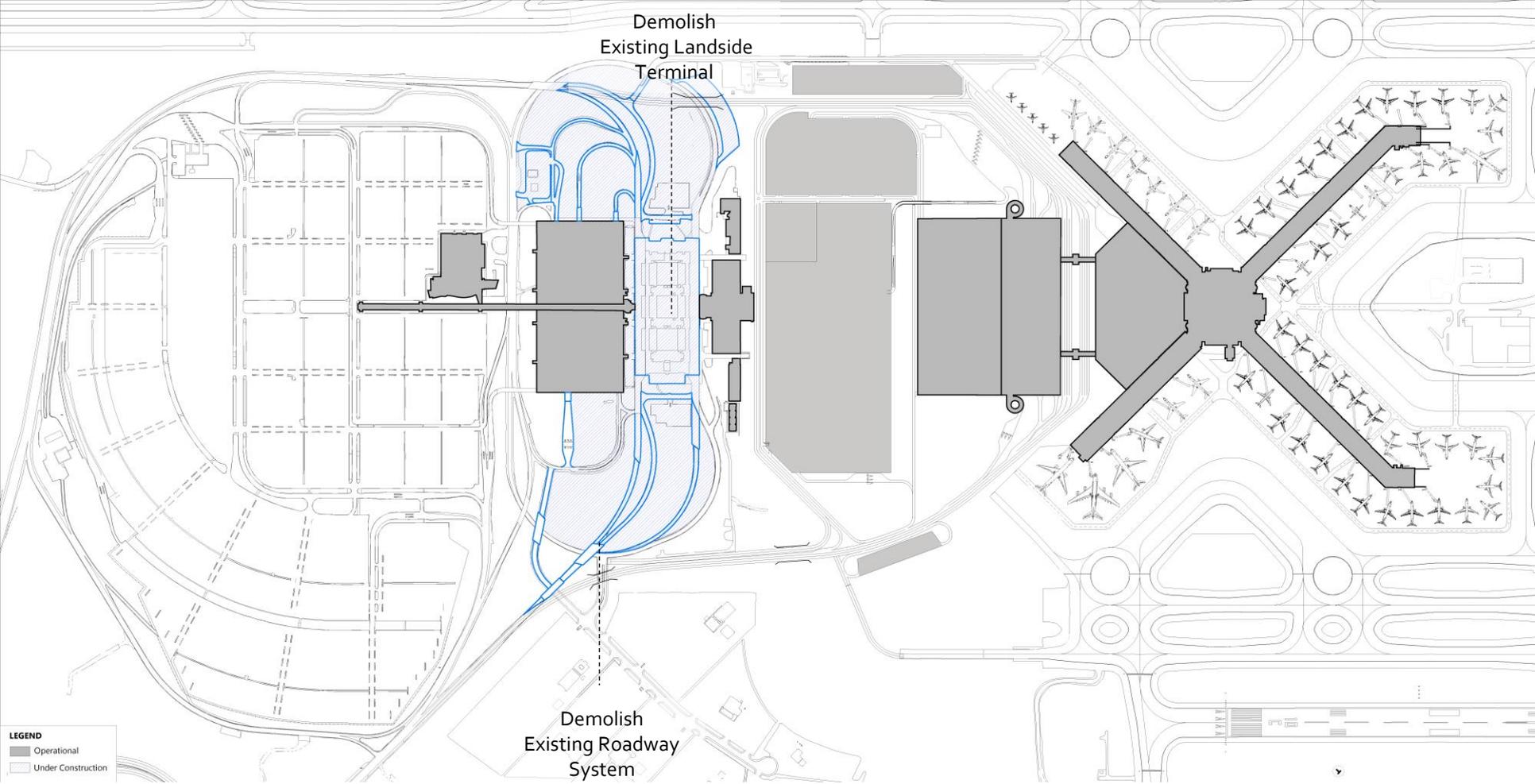




# TMP Implementation: Phase 3



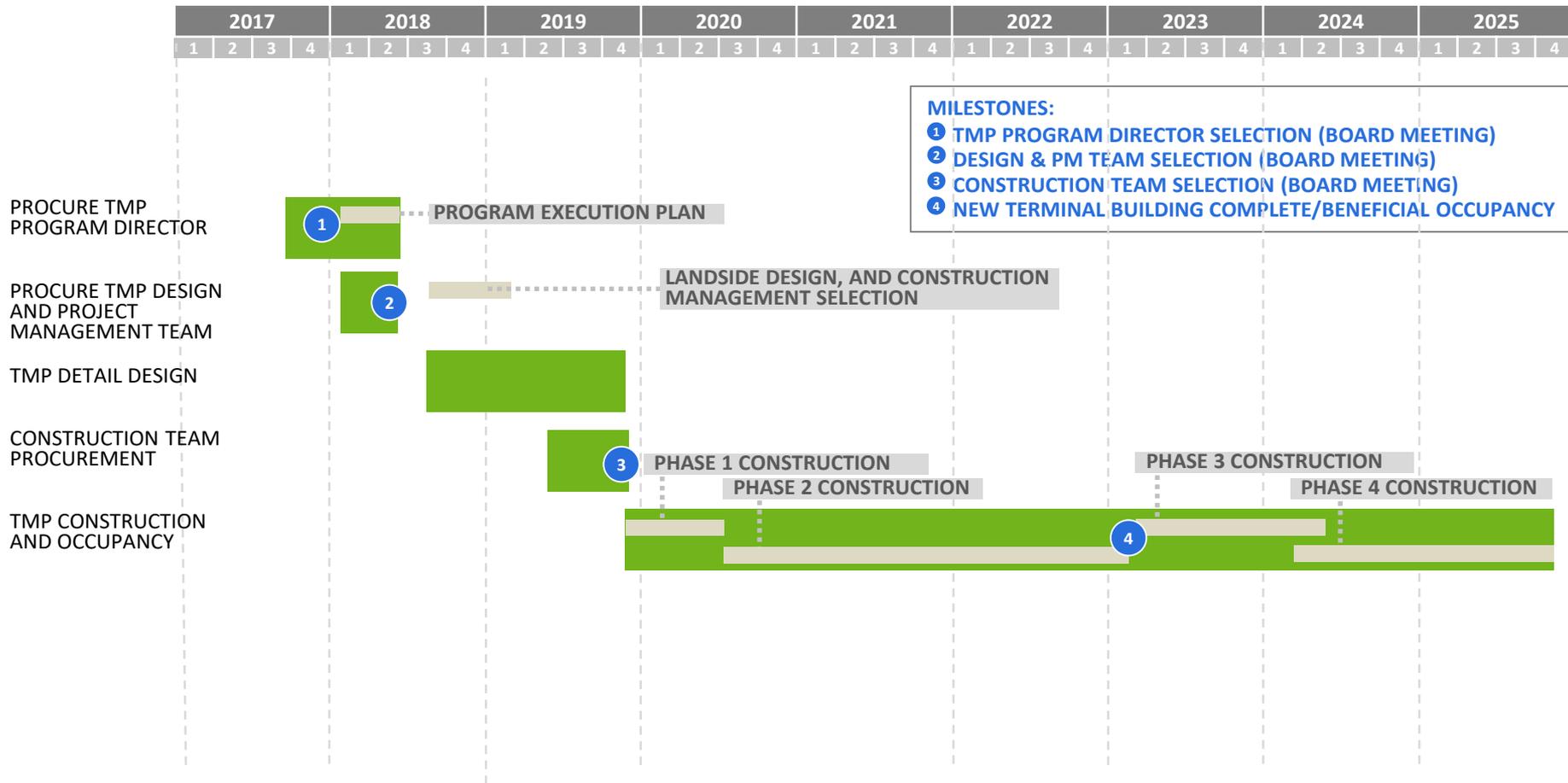
# TMP Implementation: Phase 4



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

# Construction Management ----- Teams

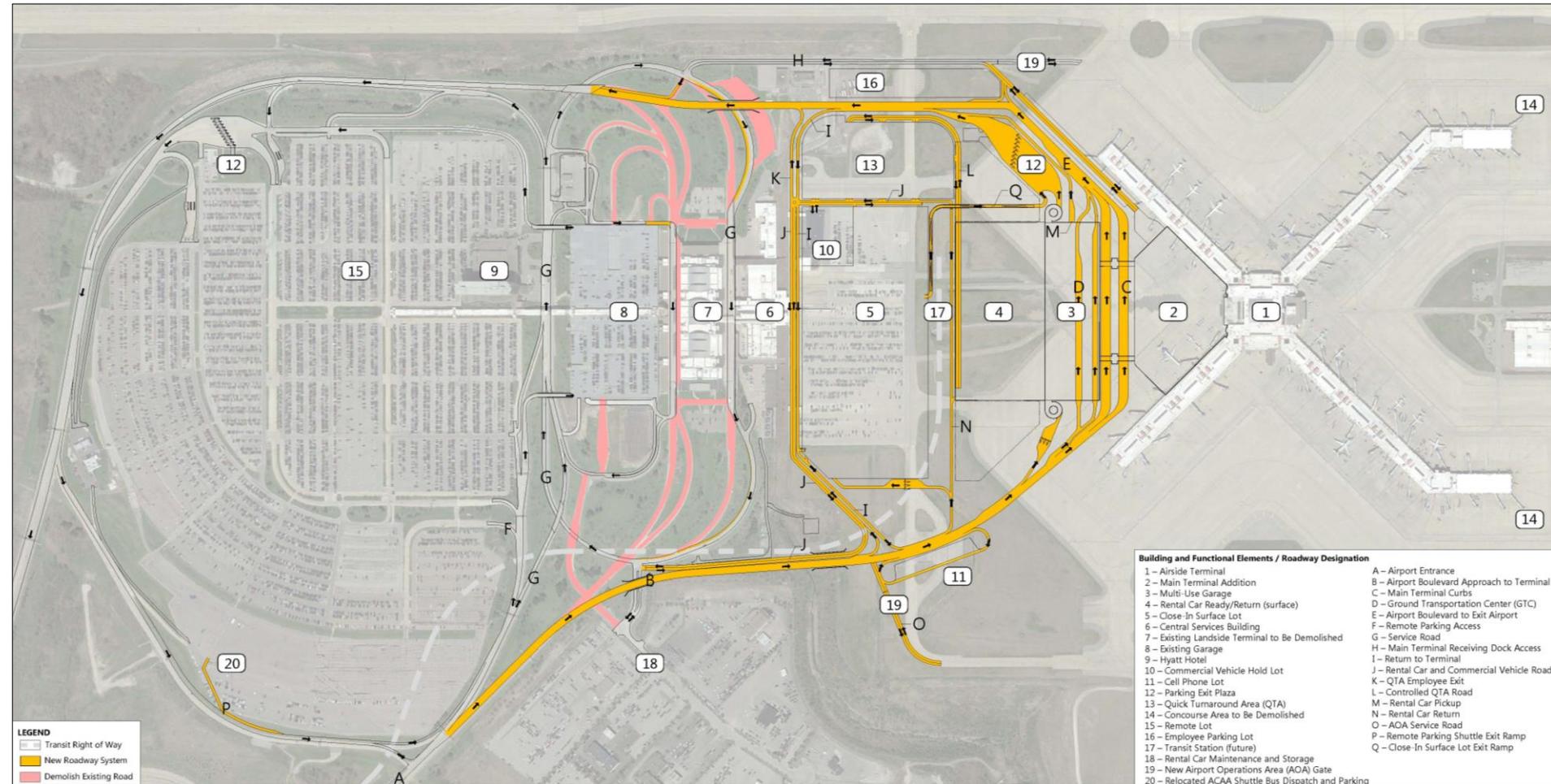


# Construction Management (CM) Team Scope of Work

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.

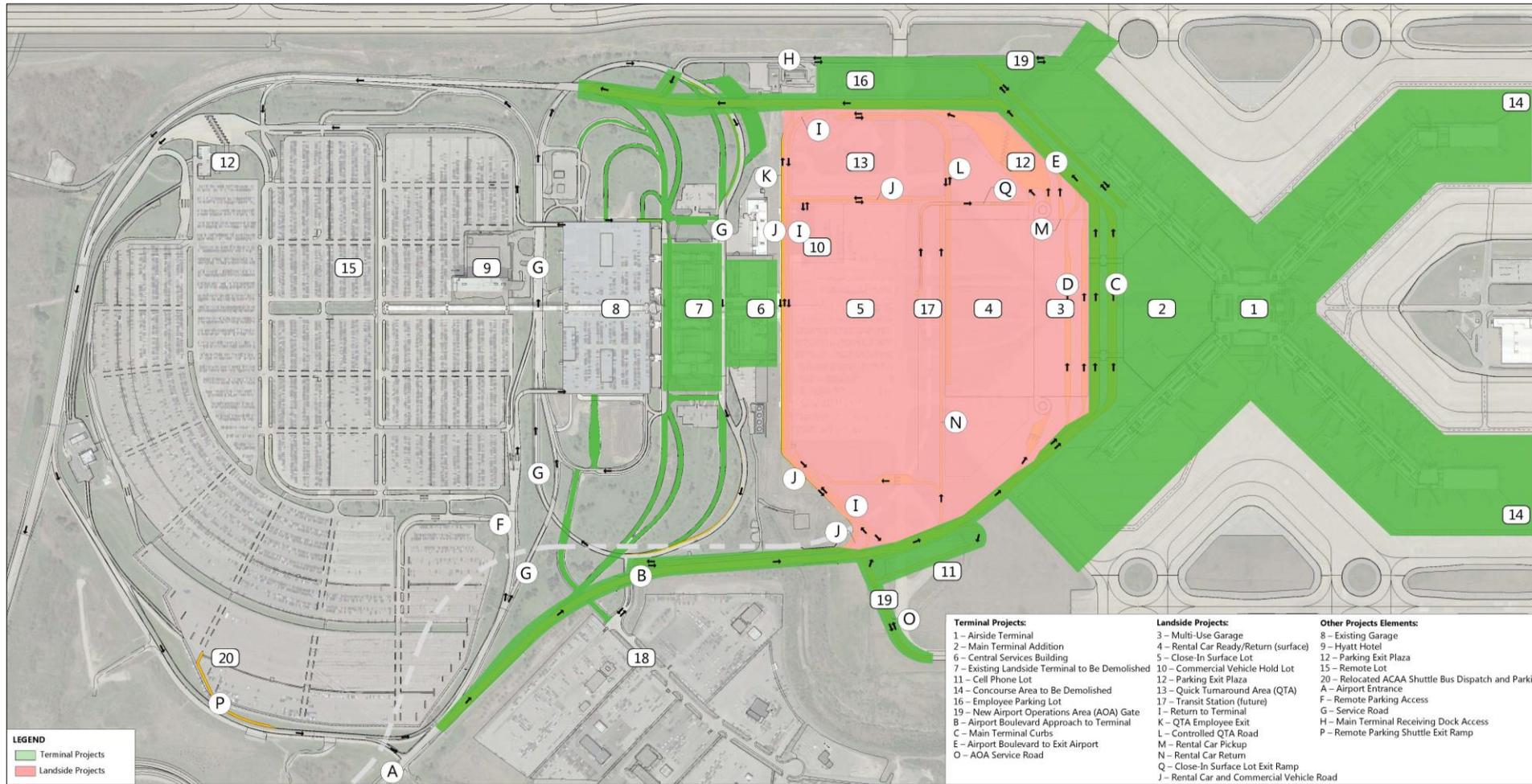
# Landside Project A/E Design Team Scope of Work

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

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# 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](http://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](http://pittransformed.com) website on or about 10/1/18
- Today's presentations will also be posted to the [pittransformed.com](http://pittransformed.com) website

# Key Date for Proposal Process

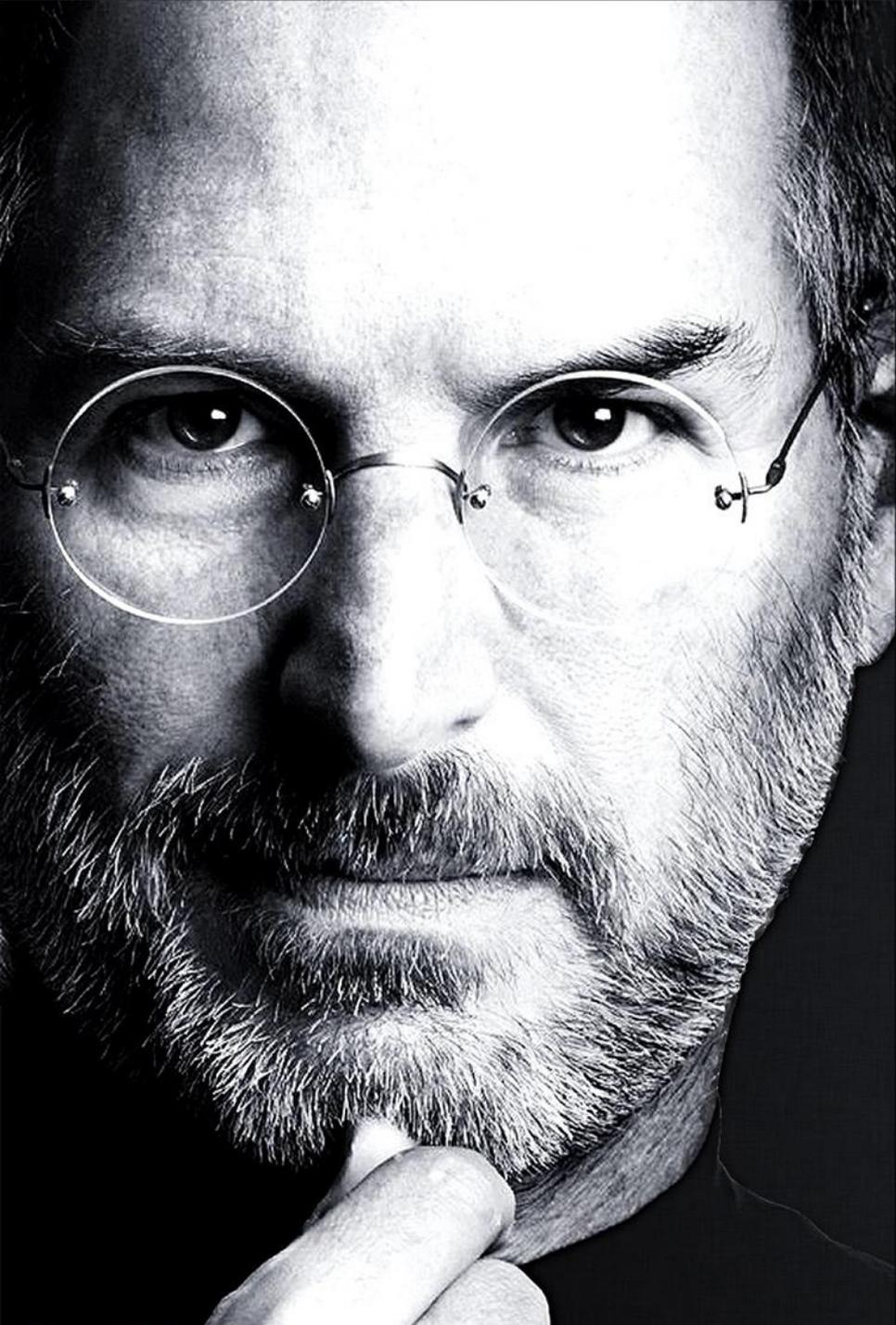
Step	Date(s)
Last Date for ACAA to receive questions on RFP	September 24, 2018 4:00 PM Eastern Time
Answers to submitted questions posted	On or about October 1, 2018
Proposals Due	October 31, 2018 by 4:00 PM Eastern Time
Interview notifications	November 14, 2018
Tentative Interview Dates	December 4-7,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

# Questions

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**Submit on [www.pittransformed.com](http://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!

