

# Memorandum



CITY OF DALLAS

DATE February 20, 2009

TO Members of the Transportation and Environment Committee: Linda Koop, Chair; Sheffie Kadane, Vice-Chair; Jerry R. Allen; Carolyn R. Davis; Vonciel Jones Hill; Angela Hunt; Pauline Medrano; Ron Natinsky

SUBJECT "Dallas Airport System: Program Management Services"

Attached is the briefing entitled, "Dallas Airport System: Program Management Services" that will be presented to you on February 23, 2009.

Please contact me if you need additional information.

A handwritten signature in black ink, appearing to read 'Ramón F. Míguez'.

Ramón F. Míguez, P.E.  
Assistant City Manager

## Attachment

c: Honorable Mayor and Members of the City Council  
Mary K. Suhm, City Manager  
Thomas P. Perkins, Jr., City Attorney  
Deborah Watkins, City Secretary  
Craig Kinton, City Auditor  
Judge C. Victor Lander, Administrative Judge  
Ryan S. Evans, First Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager  
A.C. Gonzalez, Assistant City Manager  
Forest E. Turner, Interim Assistant City Manager  
David Cook, Chief Financial Officer  
Jeanne Chipperfield, Director, Budget and Management Services  
Edward Scott, Director, Controller's Office  
Helena Stevens-Thompson, Assistant to the City Manager - Council Office  
Dan Weber, Director, Department of Aviation

# Dallas Airport System Program Management Services

Briefing to the  
Transportation & Environment Committee

Department of Aviation  
February 23, 2009



# Purpose

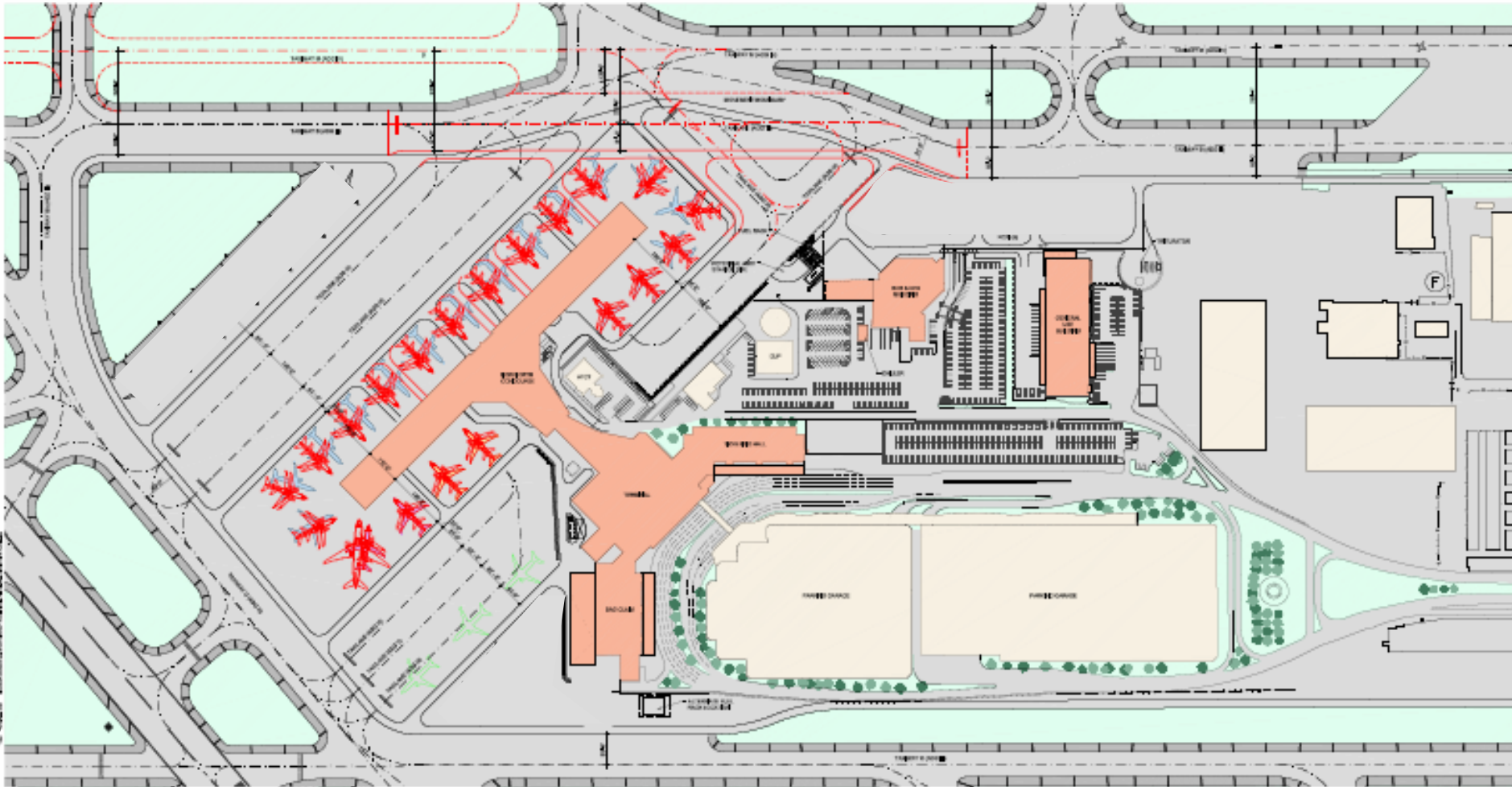
- Update the Committee on the Love Field Modernization Program (LFMP)
- Discuss the effect of the LFMP on the Dallas Airport System Capital Development Program (CDP), and the need for Program Management (PM) Services.

# LFMP Update

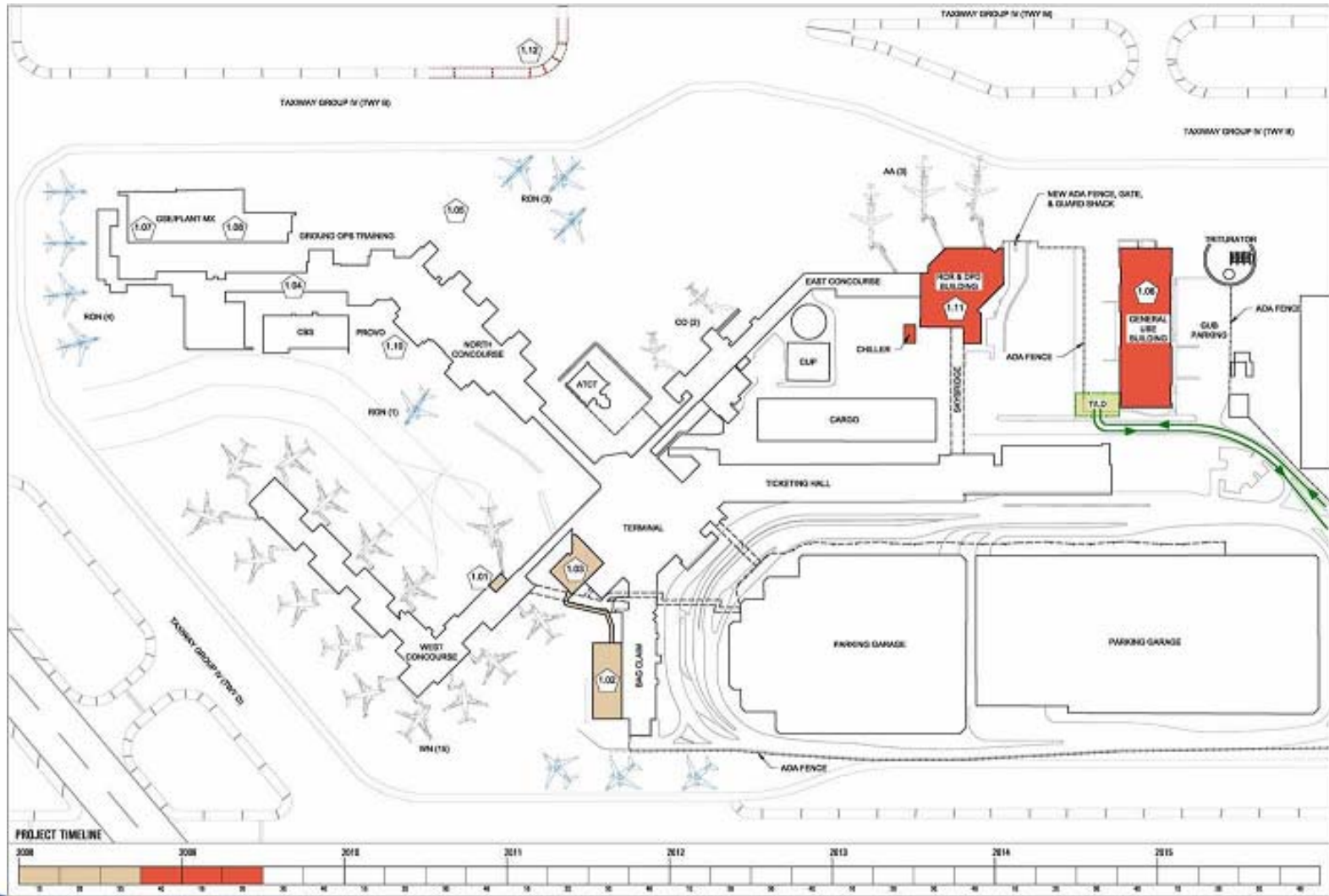


- Programming and Schematic design work completed Feb 2009
- Currently reconciling program requirements against approved budget
- Transition to Design Development phase in March – complete Aug 2009
- \$130 M Apron & Hydrant Fuel System in design phase
- North Concourse demolition scheduled to begin in June 2009
- Coordinating with FAA for Grant participation
- Will bring resolution to City Council in April 2009 for new PFC Application to FAA

# Schematic Design Layout

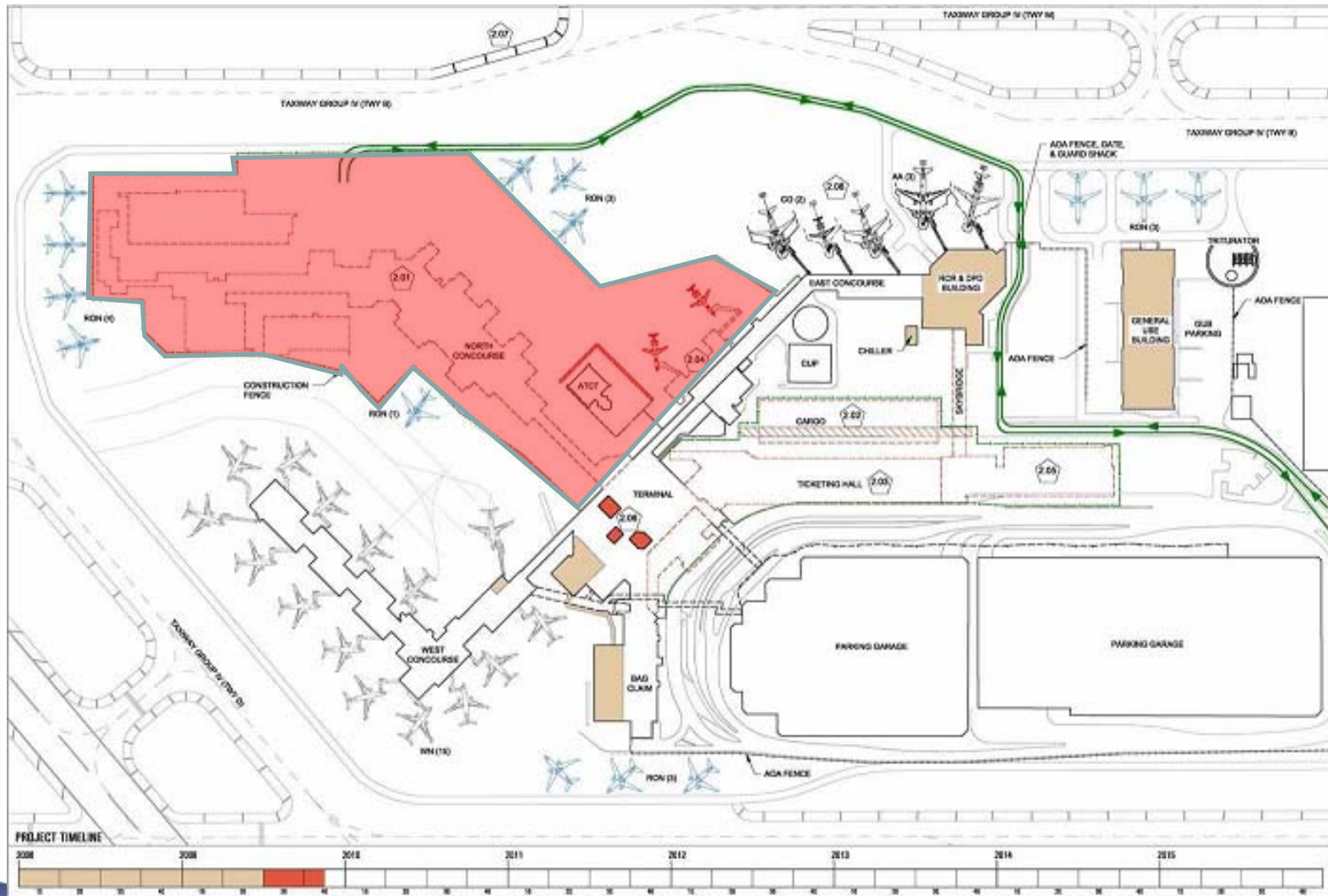


# Phase 1 (Aug 2008 – Jun 2009)





# Phase 2 (Jun 2009 – Dec 2009)



# Phase 3 (Jan 2010 – Nov 2011)

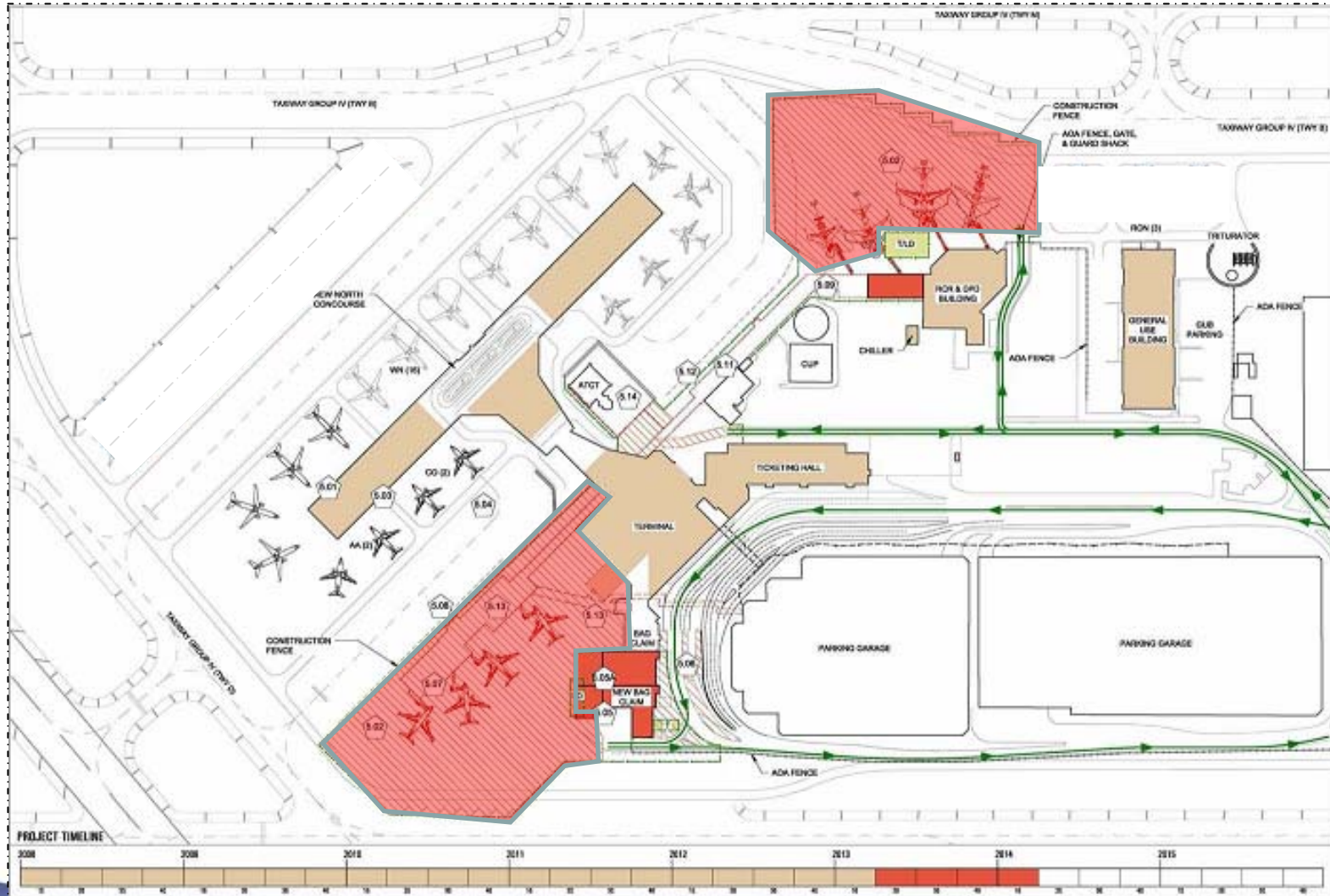




# Phase 4 (Nov 2011 – Apr 2013)

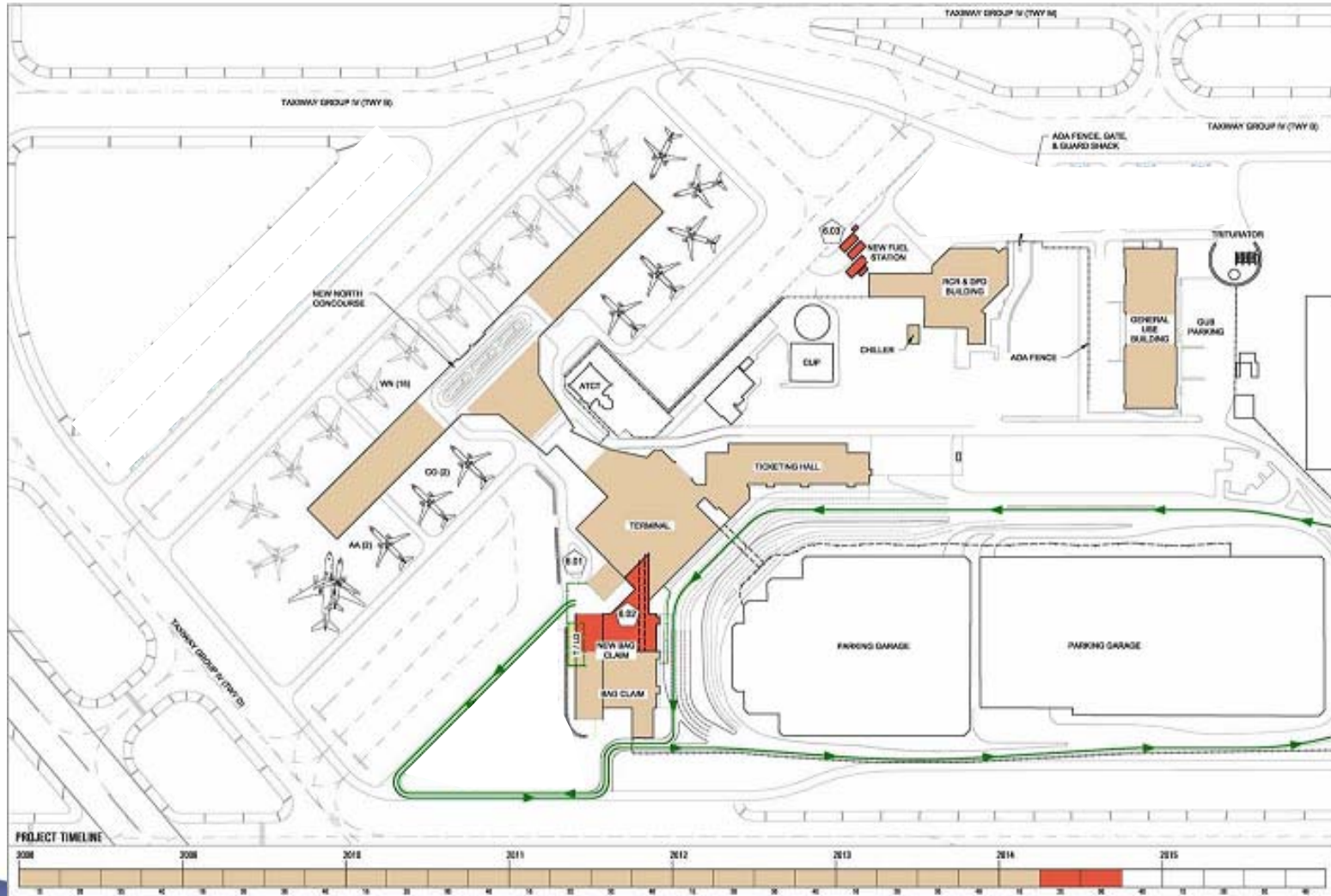


# Phase 5 (Apr 2013 – Apr 2014)





# Phase 6 (Apr 2014 – Oct 2014)



# Effect of the LFMP

- Added **\$519 M** demand on airport capital resources
- Enabled potential **\$250 M** People Mover project
- Resulted in Airport Use & Lease Agreement
  - Generates airline revenues to service LFMP debt *and* \$10 M annually to fund CIP
- 9-year CIP (2009-2017) approx. 80 projects, **\$140 M**
- Total capital demand – **\$909 M.**
  - Annual average \$101 M

# Before the LFMP

- Previous 10-year CIP (1998 – 2008)
  - Total value \$ 178 M
  - Annual average \$18 M
    - Manageable size for PWT and AVI staff
    - Minimal impacts on major tenants

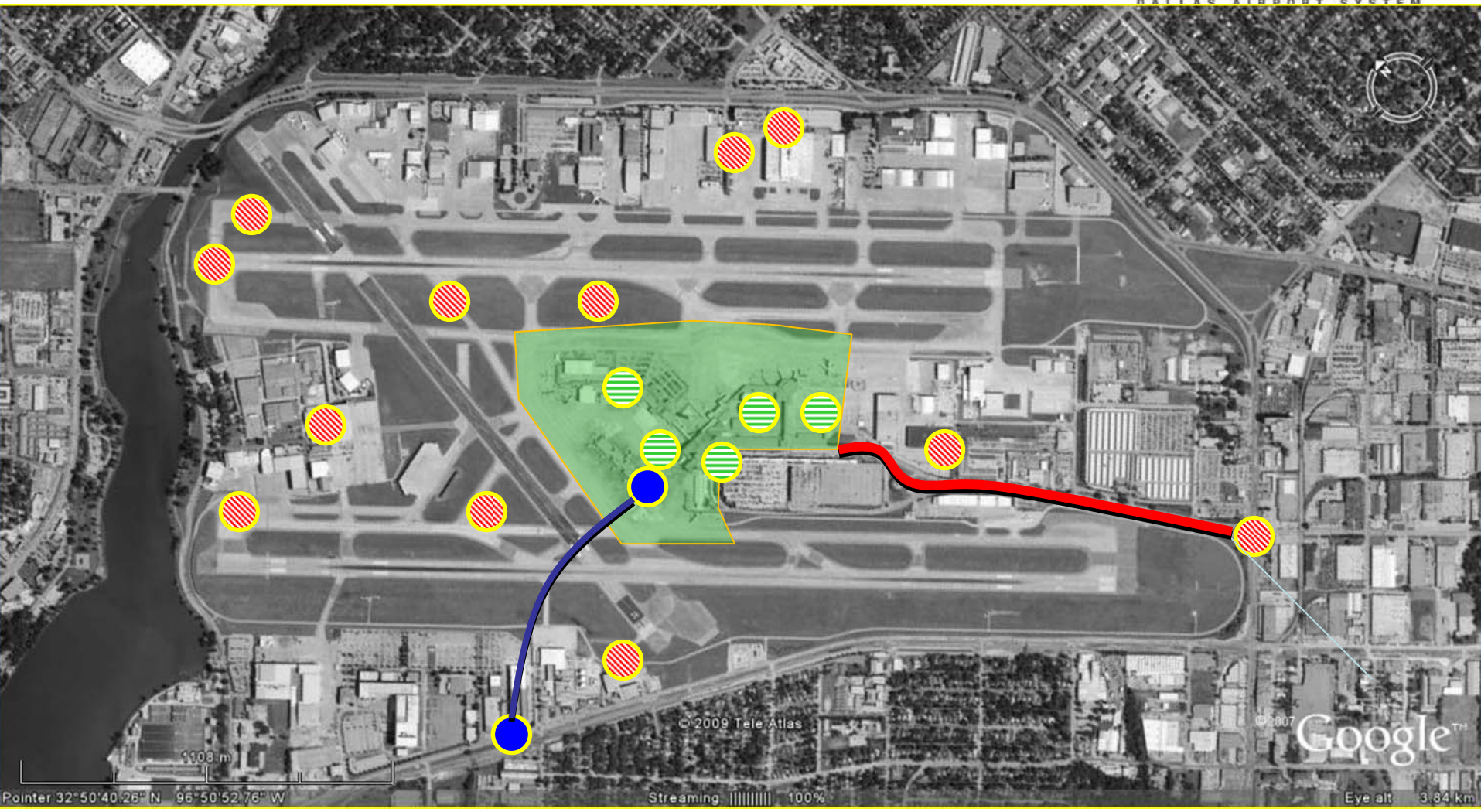


# The Capital Development Program (CDP)



- Composed of:
  - LFMP (\$519 M)
  - Automated People Mover (\$250 M)
  - Capital Improvement Program (CIP) (\$140 M)

# CDP Project Locations



- CIP
- LFMP
- APM

# Program Management Services



- Scope of Services sought to assist staff in managing upcoming program:
  - Manage multiple **project Design Teams**
  - Manage the overall **project schedule**
  - **Control soft costs** for the Owner
  - Project **cost reporting**
  - Provide **input to construction** team
  - Manage project **quality control**
  - Manage Owner's **equipment procurement**
  - Manage **move-in** phase.

# Procurement Process

- Initiated during Summer 2008
- Six firms submitted qualifications September 10, 2008
  - All 6 deemed qualified and invited to submit proposals
  - Interviews conducted November 17 & 19
- Two firms tied with highest score: URS Corp & DMJM
- Second interviews conducted with new selection committee
  - Directors of PWT & AVI, plus a PWT Assistant Director (P.E.)
- URS Corp ultimately selected as highest ranked, January, 2009

# Procurement Process

- URS Corp attributes for this contract
  - Lead Program Manager with 30-years airport Project Mgt and Construction Mgt experience, primarily with airline
  - Two team sub-consultants (Connico, Inc and Unison Consulting) performed services for City involving TARPS, PDA and Airport Use & Lease Agreement, ensuring continuity during on-going development
  - Demonstrated a thorough understanding of the issues of developing the LFMP with Southwest Airlines, and its effect on the People Mover and rolling CIP, as well as impacts on tenants and adjacent neighborhoods



# Procurement Process

- M/WBE Participation
  - African American 33.2%
  - Hispanic American 11.77%

Unison,  
Aguirre Roden,  
TEI Construction,  
Pegasus Texas Construction

# Limited Scope of Services for the LFMP



- Southwest Airlines is the lead in the design and a construction of the infrastructure that will be “donated” to the city
- Design review and approval of design and construction supervision
- The focus for the City PM is:
  - Safety and Security
  - Sustainable
  - Maintainable, including Life-cycle costs analysis
  - Scalable (as in not precluding other airport operations)
  - Airport/Airlines Operations, including minimizing impacts, maintaining safety, passenger flow and comfort

# Full Scope of Services for the APM and CIP



- Work scope includes Program Planning, Financial Programming, Design Review, Project Management Support, BIDPLAN support and Cost review and evaluation for City projects under the LFMP and for the Aviation Capital development Program
  - *Preparation of design standards and program manuals;*
  - *CIP Database;*
  - *On-call planning and programming;*
  - *Concession planning;*
  - *Construction observation and reporting;*
  - *Schedule and budget and trends review and reporting;*
  - *Airport operational readiness planning, monitoring, and review;*
  - *CM coordination and liaison;*
  - *Documents Control;*
  - *LEED Certification monitoring;*
  - *MWBE Compliance reporting;*
  - *QA/QC Monitoring and Reporting.*

# Contract Structure & Fee

- Contract term: 2 years with two 2-year City options (potential 6 yrs)
- First term fee of \$10.8 M based on anticipated projects and the PM services required. Actual fee based on actual services provided, not to exceed contract amount.
- Estimated fee approximates 8% of estimated Construction Cost

# Recommendation and Next Steps



- Recommend City Council authorize the City Manager to execute a contract with URS Corp for Program Management services.
- City Council February 25 agenda.