



IAH

George Bush Intercontinental Airport  
**IAH Terminal Redevelopment Program**  
**Industry Day – September 17, 2014**



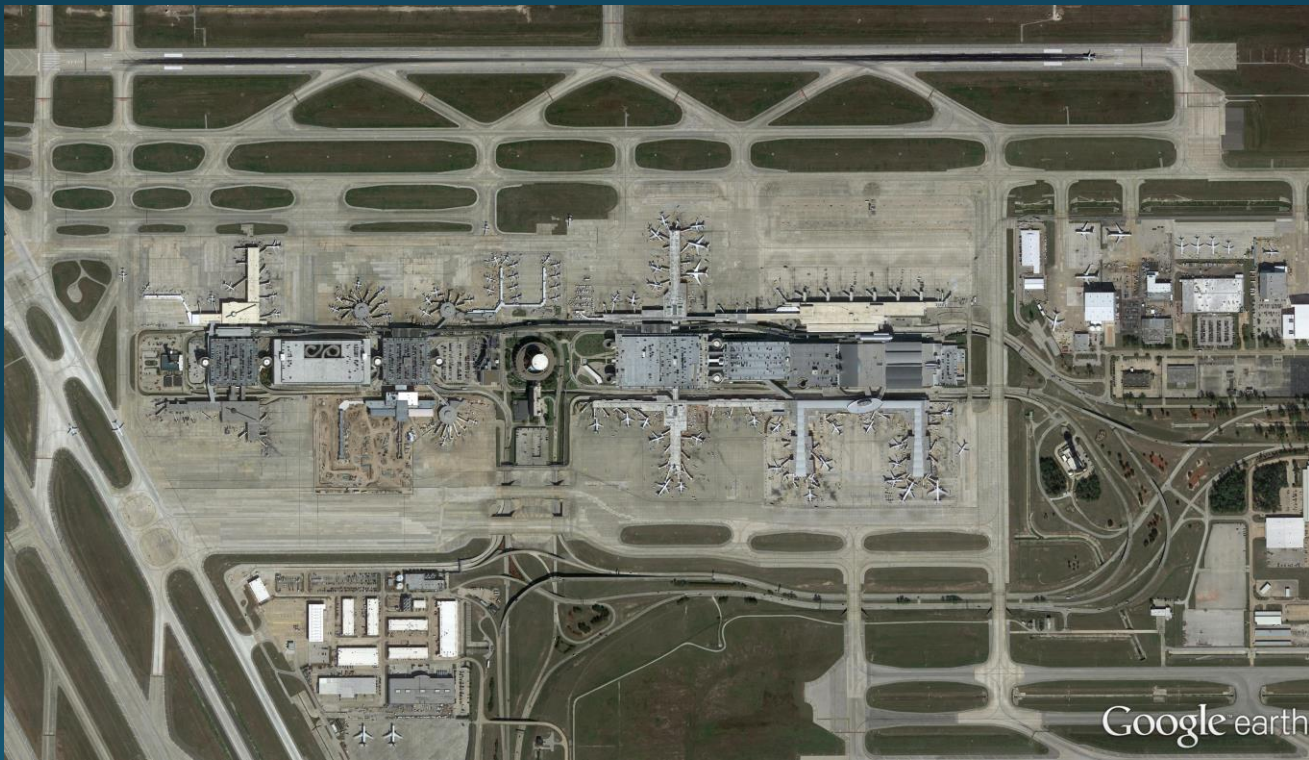
# Agenda

- 9:30am:**                    **Networking Opportunities**
- 9:45am:**                    **Welcoming Remarks**
- *Mr. Jason McLemore, Deputy Assistant Director, HAS Office of Business Opportunity*
- 9:50am:**                    **Opening Comments**
- *Mr. Mario C. Díaz, Director, Houston Airport System*
- 9:55am:**                    **IAH Terminal Redevelopment Program Highlights**
- *Mr. Jarrett Simmons, Assistant Director for Planning, Houston Airport System*
- 10:05am:**                    **Program Management Model, Scopes Of Services**
- *Mr. Robert Barker, Houston Airport System ITRP Liaison*
- 10:25am:**                    **Procurement Overview**
- *Ms. Justina Mann, Chief Procurement Officer, Houston Airport System*
- 10:45am:**                    **Refreshment Break**
- 11:00am:**                    **Office Of Business Opportunity Overview**
- *Mr. Jason McLemore, Deputy Assistant Director, HAS Office of Business Opportunity*
- 11:10am:**                    **Question & Answer Opportunity**
- *Mr. Andre Morrow, Senior Procurement Specialist, Houston Airport System*
- Closing Remarks**
- *Mr. Lance Lyttle, Chief Operating Officer, Houston Airport System*



# Networking Opportunity

- Industry Day Presentation Begins At 9:45am



# Welcoming Remarks

*Mr. Jason McLemore, Deputy Assistant Director*

- Industry Day – Housekeeping Matters
  - Registration
  - Facility Accommodations
  - Cell Phone Etiquette
  - Questions/Comments Will Follow Presentations
    - One Comment/Question Per Person
    - Introduce Yourself And Your Company
  - Please Network/Exchange Business Cards



# Opening Remarks

*Mr. Mario C. Diaz, Director of Aviation*

## IAH Terminal Redevelopment Program (ITRP) Industry Day

❑ *Integrated Program Leadership and Teamwork*

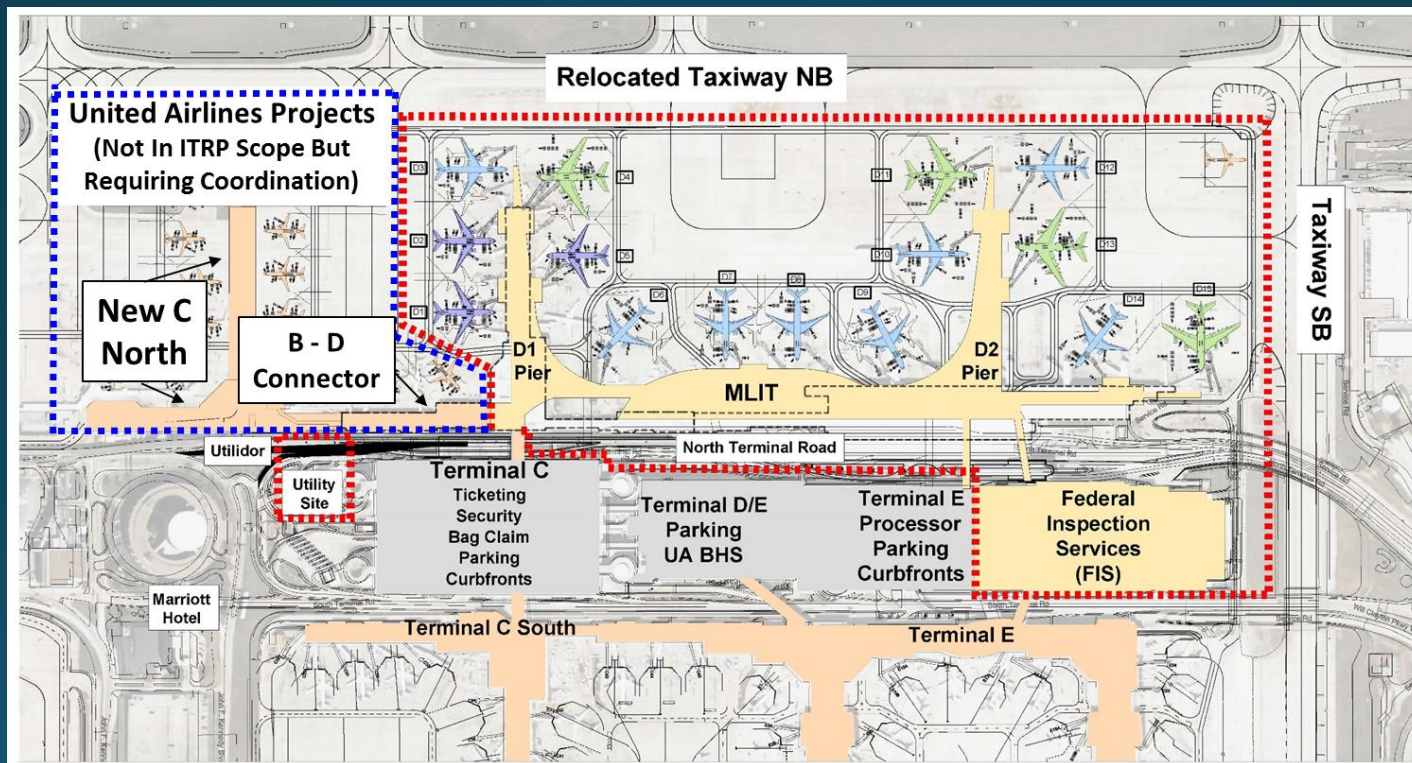




# IAH Terminal Redevelopment Program Overview

*Mr. Jarrett Simmons, Assistant Director for Planning*

- IAH Terminal Redevelopment Program (ITRP) Scope

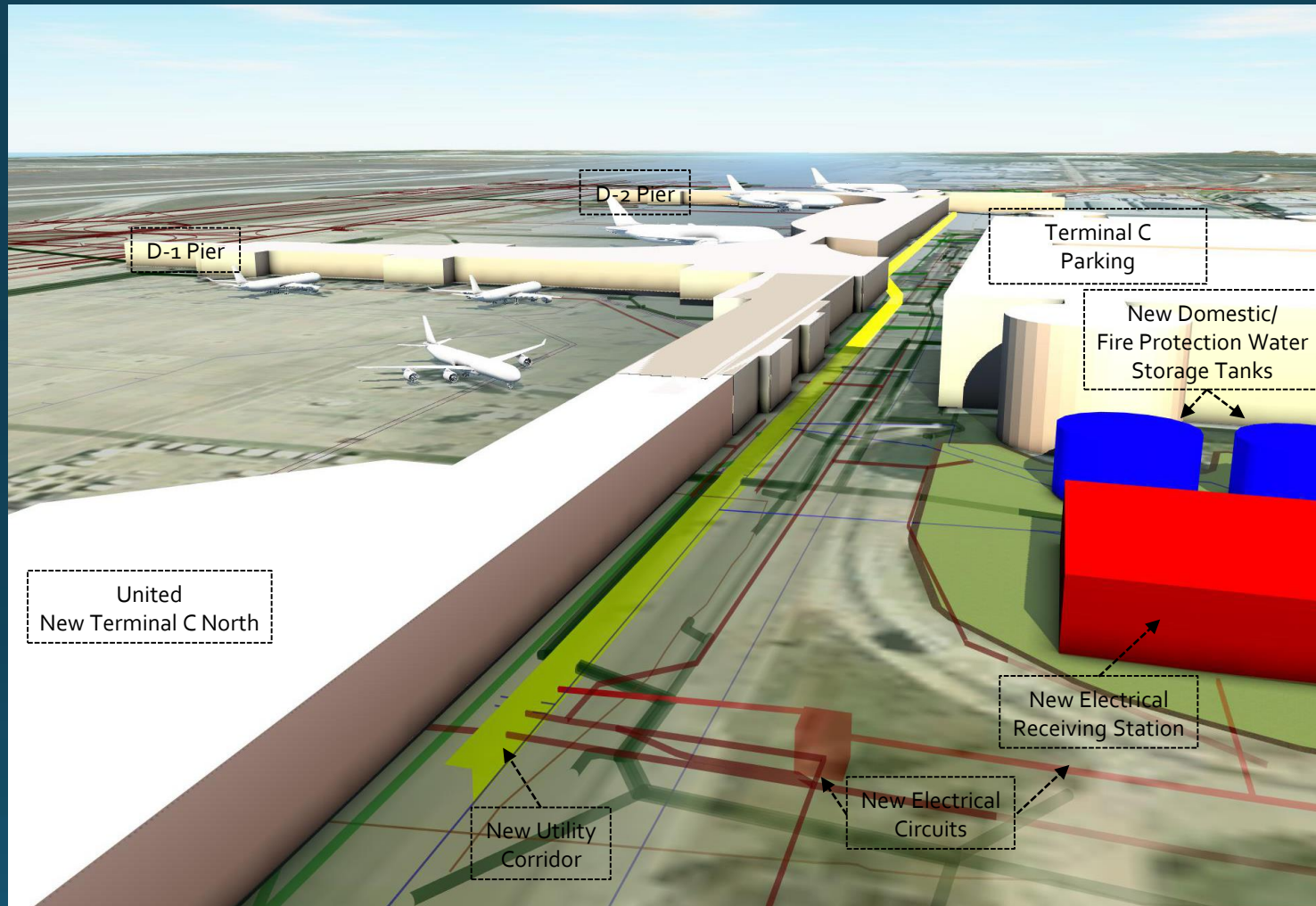


## ➤ *Mickey Leland International Terminal Vision*



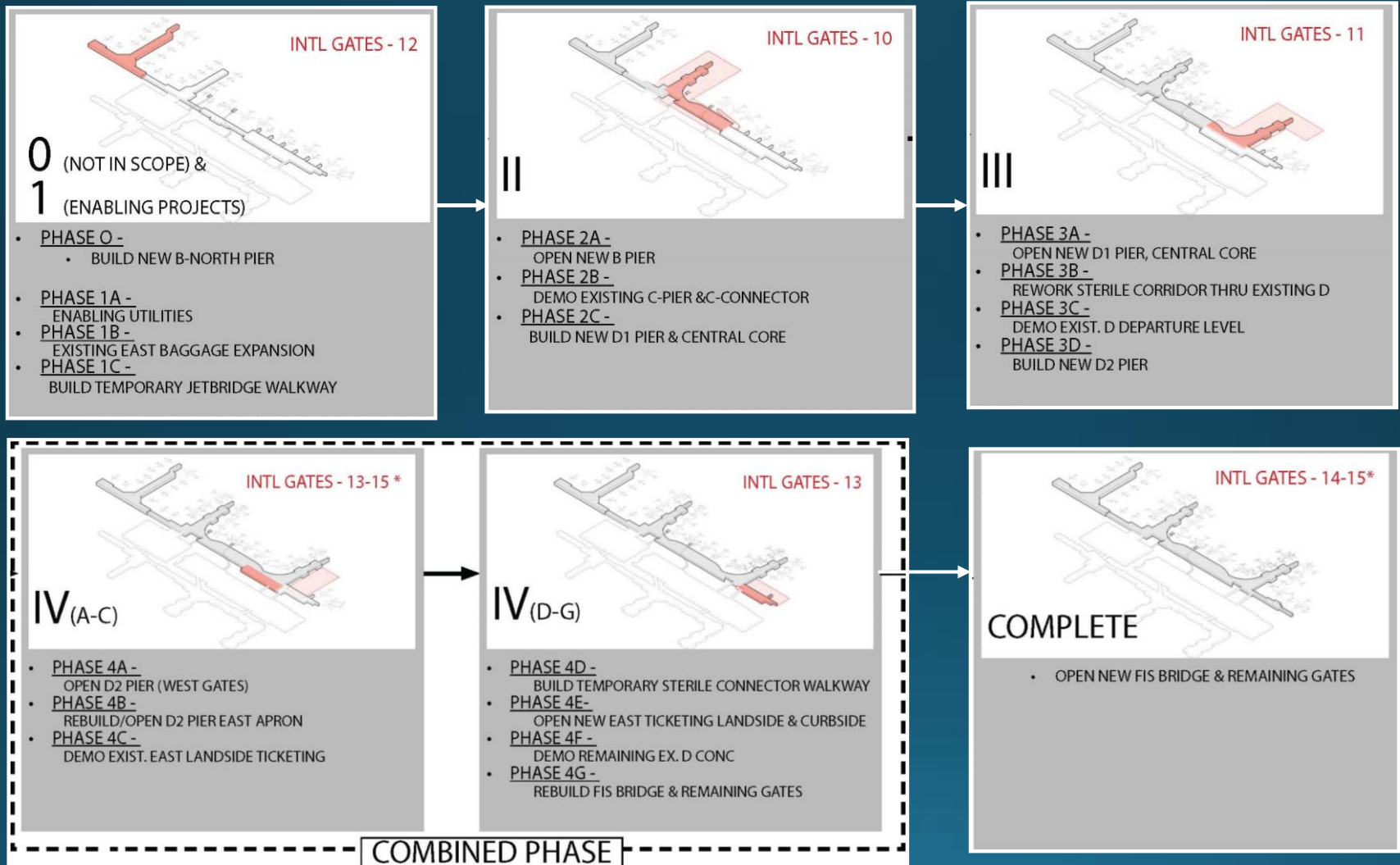


## ➤ *New Utilities Corridor And Services*





# ➤ The Challenge: Phasing – Uninterrupted Airport Operations



# Program Management Model Overview

*Mr. Robert Barker, HAS ITRP Liaison*

- **Management Model**



# Program Management Model

*The Rationale For Our Approach*

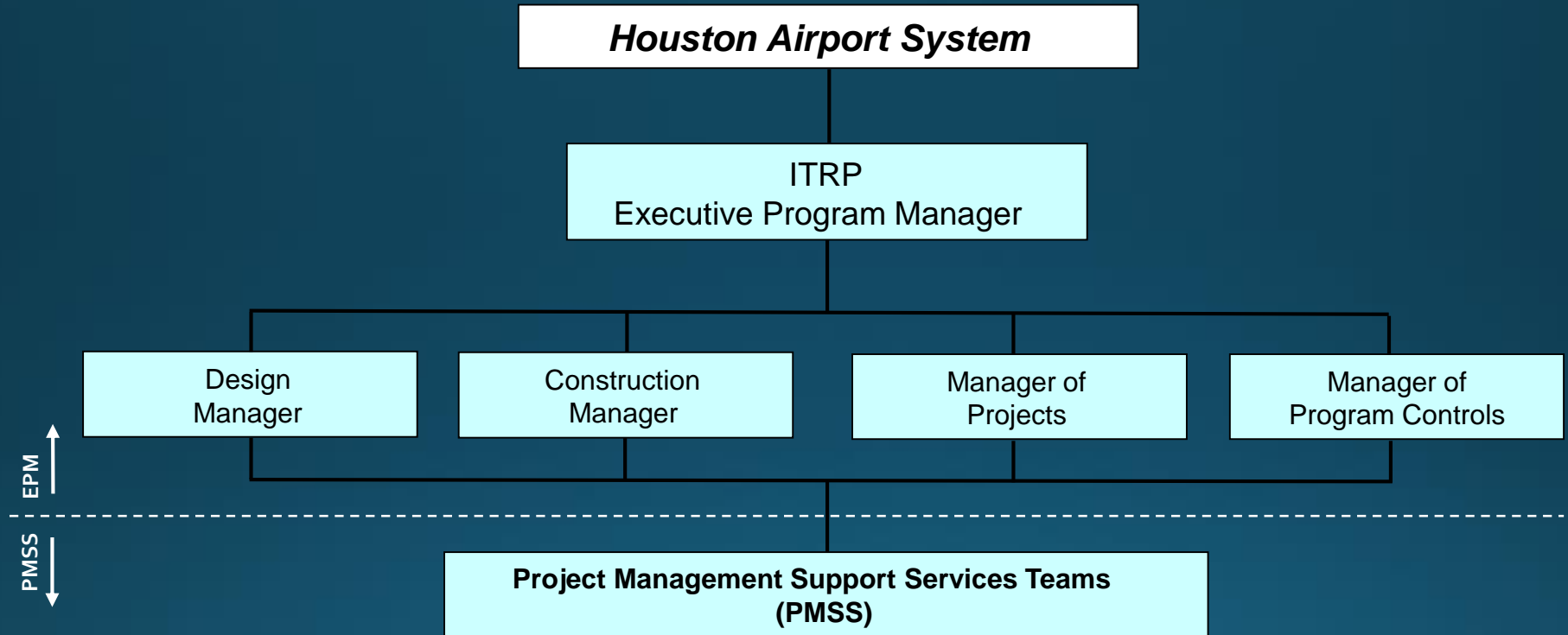
1. Focus Differentiates Between Program Leadership vs. Execution Of Projects And Delivery Of Services, Systems And Staff
2. Multiple Project Management Support Services (PMSS) Teams Increase Overall Business Opportunities
  - HAS Prohibits Exclusive Sub-Consulting Agreements





# ITRP Program Management

## *Organizational Approach*



# ITRP Program Management

## *Basic Scopes Of Services – Executive Program Manager (EPM)*

- **Responsibilities: Overall Program Leadership, Which Includes**
  - Budget, Scope, Schedule And Quality
  - Program Initiation And Definition
  - Program Organizational Structure
  - Program-Level Design
  - Program-Level Construction
  - Program-Wide Controls
  - Program Phasing To Ensure Uninterrupted Operations
  - Diversity Business Utilization



# ITRP Program Management

*Basic Scopes Of Services, Project Management Support Services (PMSS) Teams*

- **Responsibilities: Provide Services, Systems And Staffing To Effectively Manage And Deliver Technical Services, Including:**
  - ✓ Project Management
  - ✓ Design Management
  - ✓ Construction Management
  - ✓ Facility Transition
  - ✓ Project Management, Scheduling And Other Systems
  - ✓ Special Inspections
  - ✓ Testing
  - ✓ Other Services As Defined By Program Organization Structure





# ITRP Program Management

## *Side-By-Side Comparison, Roles And Responsibilities*

### • Reference: Roles And Responsibilities Sample Table

- General Scope
- Specific Scope
  - Program Initiation Phase
  - Program Definition Phase
  - Procurement Phase
  - Design Phase
  - Construction Phase
  - Commissioning And Activation Phase
  - Contract Close-Out Phase

| HOUSTON AIRPORT SYSTEMS<br>IAH TERMINAL REDEVELOPMENT PROGRAM   |   |   |
|---|---|---|
| This exhibit provides the distinction between the Executive Program Manager (EPM) and the Project Management Support Systems (PMSS) roles and responsibilities. |   |   |
| GENERAL SCOPE   |   |   |
| General Scope   | Executive PM (EPM)  | PM Support Services (PMSS)  |
| Client and Stakeholder Coordination   | Gain the "buy in" of HAS executive management team to lead the ITRP   | Support the EPM as requested to gain the "buy in" of HAS executive management team to lead the ITRP.  |
| Client and Stakeholder Coordination   | Coordinate with the HAS Infrastructure Division, various HAS and City of Houston departments, airlines, concessionaires, consultants retained by HAS and airlines, and other stakeholders of the ITRP as necessary for the timely and quality execution of the program. | Support Program Level activities and lead the project level stakeholder engagement activities.  |
| Client and Stakeholder Coordination   | Gain the buy-in of United Airlines' project team to cooperate in all efforts to complete the ITRP   | Support the EPM as requested to gain the buy-in of United Airlines' project team to cooperate in all efforts to complete the ITRP.                    |
| Continuity of Airport Operations  | Engage and collaborate with airlines and airport stakeholders to minimize disruption of operations and services throughout the duration of the ITRP.  | Support Program or Project Level activities and lead project level stakeholder coordination for continuity of Airport operations throughout the ITRP. |
| Program Scope   | Develop and recommend program execution plan complete with program level scope, schedule, budget and level of quality expected.   | Support the development of the program execution plan with supporting project level scope, schedule, budget and level of quality expected.            |

*Excerpt From Draft Roles & Responsibilities*



# ITRP Program Management *Summary*

- Management Model Clearly Differentiates Between *Program Leadership* And *Project Management/Execution*

- Principal Benefits Of Management Model:

- Increased Business Opportunities

- ✓ HAS Prohibits Exclusive Sub-Consulting Agreements

- Program Organized For Success – For Your Team And Houston

- ✓ Focused Approach To Complete Fast-Paced Critical Program

- Dynamic Team Collaboration

- ✓ Key Opportunities To Participate In Historic And Iconic Houston Program

- Measures Of Program Delivery Success:

*On Budget*

*Scope Control*

*On Schedule*

*Quality Control*



# Procurement Overview

*Ms. Justina Mann, Chief Procurement Officer, Houston Airport System*





# Executive Program Manager (EPM)

## *RFQ Key Requirements - 1*

- **Minimum Personnel Qualifications**

- Minimum 15 Years Demonstrated Capital Program Leadership Experience, Design Management, And Construction Management On Capital Programs
- Proven Track Record Of Leading/Managing Complex Multi-Phased Capital Programs Of \$1 billion Or Greater
- Demonstrated Experience Delivering Major Capital Programs Successfully (On Budget, On Time, Meeting Safety And Quality Standards Within Approved Scope)



# Executive Program Manager (EPM)

## *RFQ Key Requirements - 2*

- **Award Limitations**

- May Submit Multiple Proposals (EPM, PMSS); However, Will Only Be Awarded One
- The EPM Is Not Permitted To Subcontract

- **Contract Term**

- Eight Years With One Two-Year Option



# Executive Program Manager (EPM)

## *Evaluation And Selection Criteria*

- **Individual Professional Experience And Knowledge**
  - Resumes, Candidate Data Sheets. References And Interviews
- **Management Approach and Understanding of the Requirements**
  - Overall approach to the Program
  - General work plan that describes how the proposer will organize and conduct the Project. This plan shall include all major phases of the Project.
  - Approach and methodology for managing work tasks and coordination, sequencing and control systems to accomplish the Work.
  - Describe how proposer would work with the City's project team to successfully complete the Project utilizing the fixed price design-build contract method.
  - Describe how the proposer's project team will achieve project objectives
- **Team Track Record and Experience Working Together**
  - Representative Projects Where 2 Or More Team Members Have Worked Together To Successfully Deliver A Major Project Or Program



# Executive Program Manager (EPM)

## *RFQ Selection Process*

### 1. Step One

- Short List Of Proposers

### 2. Step Two

- Oral Presentations/Interviews (if required)

### 3. Step Three

- Contract Negotiation



# Executive Program Manager (EPM)

## *Procurement Milestones*

|                               |                    |
|-------------------------------|--------------------|
| Industry Day                  | September 17, 2014 |
| Draft RFQ Feedback Deadline   | September 22, 2014 |
| RFQ Advertised                | September 26, 2014 |
| Pre-Proposal Conference       | October 7, 2014    |
| Deadline For RFQ Responses    | November 12, 2014  |
| City Council Presentation     | February 4, 2015   |
| Anticipated Notice To Proceed | February 18, 2015  |





# IAH Terminal Redevelopment Program (ITRP)

## *Procurement Plan*

|  |                  |
|--|------------------|
| Project Management Support Services (PMSS) | October 10, 2014 |
| A&E/CMAR Enabling Utilities                | November 2014    |
| A&E Terminal Design                        | TBD              |
| CMAR Terminal                              | TBD              |
| A&E/CMAR Ramp                              | TBD              |
| A&E/CMAR Roadways                          | TBD              |
| A&E/CMAR FIS                               | TBD              |



## No Contact Period

- Communications Regarding The Request For Qualifications Must Be Received In Writing And Directed Only To:

Mr. Andre' Morrow  
Senior Procurement Specialist  
Houston Airport System  
Supply Chain Management  
[andre'.morrow@houstontx.gov](mailto:andre'.morrow@houstontx.gov)



## Refreshment Break

- Industry Day Agenda Will Recommence At 11:00am



# Office of Business Opportunity Overview

*Mr. Jason McLemore, Deputy Assistant Director*

- **Why Does The Office Of Business Opportunity (OBO) Exist?**
  - To Promote The utilization Of Disadvantaged Business Enterprises (DBEs) And Airport Concessionaire Disadvantaged Business Enterprise (ACDBE) In Department of Transportation (DOT) Federal Aviation Administration (FAA) Financially-Assisted Contracts
  - Utilization Of Minority And Women, Small (SBE) And Persons With Disabilities Business Enterprises (M/W/S/PDBEs) In City Of Houston Funded Contracts
  - To Improve Access To HAS Contract Opportunities For M/W/S/PDBE Companies
  - To Ensure Compliance With Local, State, And Federal Mandates



# Office of Business Opportunity (OBO)

- **Mission**

- The Houston Airport System's Office Of Business Opportunity Is Committed To Creating A Level Playing Field In Which:
  - DBEs, ACDBE's And M/W/S/PDBEs Can Participate In An Environment That Removes Barriers
  - Ensures Non-Discrimination
  - Provides The Tools Necessary To Compete Successfully Within The Houston Airport System





# Diversity Requirements

- There Is No Goal For The Executive Program Manager Opportunity
- The Goal On The Project Management Support Services (PMSS) Opportunity Is Tentatively 35%
  - The PMSS Contract Will Require You To Make A Good Faith Effort To Achieve These Goals With The Firms Listed In Your M/WBE Utilization Schedule



# Program Requirements

- Deviations Or Changes To Your Participation Plan
- Mediation Clauses For MWSBE Subcontractors
- Good Faith Efforts
- Subcontract Agreements
- Equal Employment Opportunity Requirements
- Retainage to Subcontractors



- Question & Answer Opportunity

*Mr. Andre Morrow, Senior Procurement Specialist  
Houston Airport System, Supply Chain Management*

For Email Inquiries, Please Contact:  
[andre'.morrow@houstontx.gov](mailto:andre'.morrow@houstontx.gov)



# Closing Remarks

- Mr. Lance Lyttle, Chief Operating Officer  
Houston Airport System





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