Briefing Session:
A406 STRATEGIC PROJECTS PROGRAM MANAGEMENT

January 24, 2019
1. Introduction to strategic projects at Logan
   B to C Roadway Improvements
   Terminal C Canopy and Curbside Parking Program at Logan
   Terminal B to C Connector
   Terminal E Modernization
   Automated People Mover

2. Strategic projects program management- scope summary

3. Evaluation criteria

4. Procurement process schedule
LOGAN ONCAMPUS PROJECTS:

- Future Blue Line Connection
- Terminal E Modernization
- Automated People Mover
- APM Maintenance Facility
- Terminal E Garage
- Terminal C Canopy
- Terminal C Roadways
- Terminal C Connector
- Terminal B to C Connector
- Terminal A to B Connector
- Future Intermodal Transportation Center
- Ongoing
## LOGAN ONCAMPUS PROJECTS SCHEDULE

<table>
<thead>
<tr>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>Feb</td>
<td>Mar</td>
<td>Apr</td>
</tr>
<tr>
<td>J1</td>
<td>F1</td>
<td>M1</td>
<td>A1</td>
</tr>
<tr>
<td>J2</td>
<td>F2</td>
<td>M2</td>
<td>A2</td>
</tr>
<tr>
<td>J3</td>
<td>F3</td>
<td>M3</td>
<td>A3</td>
</tr>
</tbody>
</table>

### Roadways
- C1 LED Signs
- C2 Utilities
- C2A Utilities
- C3 Terminal B
- C4 Main Project

### Terminal B to C Connection
- Old Tower Demo
- Main Project

### Terminal C Canopy
- Elevators Operational
- Central and West Garage
- Elevators and Lobby Connector
- Departures Level, Dec.
- Canopy

### Terminal E
- Design

### Logan Airport Parking Program
- Environmental Permitting
- Design
- Construction
The main goal of this project is to solve the conflicting problem of the traffic exiting Terminal B and the traffic entering the Terminal C curbside.

Five Contracts

- L1332-C1
  Terminal C Roadways Signage
- L1332-C2
  Terminal B Loop Ramp Demolition
- L1332-C2A
  Arrivals Detour and Utilities
- L1332-C3
  B Arrivals & Departures Entrance
- L1332-C4
  Main Corridor
TERMINAL B-C ROADWAYS IMPROVEMENTS

L1332-C2 A OT Communication DuctBank
- Bid Documents February 2019
- Complete May 2019

L1332-C3 B Arrivals & Departures Entrance
- Bid Documents August 2019
- Complete March 2021

L1332-C4 B Main Corridor
- Bid Documents July 2020
- Complete August 2022
TERMINAL C CANOPY AND CURBSIDE

**Issues the project is addressing:**
- Existing Curbside traffic congestion at Departure and Arrival levels
- Existing Canopy cuts off natural light to Terminal and curbside
- Existing Canopy does not cover Departures curbside completely
- Departures deck experiencing significant waterproofing and leakage issues

**Scope Items**
1. Elevators
2. Temporary Arrivals Curb in Central Garage
3. Terminal Curbside Improvements
4. New Canopy
TERMINAL C CANOPY AND CURBSIDE

Scope Item 1: New Elevators
Start Construction: February 2019
Complete: June 2020

Scope Item 2: Temporary Arrivals Curb in Central Garage
Start Construction: July 2019
Operational: February 2020

Scope Item 3: New Curbside

Scope Item 4: New Canopy
The current plan is to design and construct approximately 2,000 public spaces at Terminal E. The garage consists of 6 levels on the east side and 4 levels on the west side of the existing elevated pedestrian walkway. The garage will also be designed to support the future Automated People Mover (APM), which would provide direct access to Terminal E via the pedestrian walkway.
PARKING PROGRAM
TERMINAL B TO C CONNECTOR

The project scope will provide a post-security connection from Terminal C Pier C, at Gate C25, through to Terminal B Pier A, at Gate B38, and includes renovations to existing building structures, building additions, as well as potential demolition of existing buildings.

Project’s Benefits:
• Efficient passenger movement between terminals
• New and repurposed pre- and post-security passenger amenities
• Administration space and Massport operations space
• Modifications to existing passenger hold rooms and existing gates
• Elimination of an existing security checkpoint
TERMINAL B TO C CONNECTOR
TERMINAL E MODERNIZATION

- 7 New International Gates
- Renovated Ticketing Hall
- Renovated & Expanded Customs and Borders Protection Space
- New City Icon

CM on Board:
Start Construction Phase 1: October 2018
Complete Phase 1: April 2019
Start Construction Phase 2: December 2021
Complete Phase 2: February 2023

June 2024
AUTOMATED PEOPLE MOVER

- ECONOMY GARAGE
- T STATION
- MAINTENANCE AND STORAGE FACILITY
- RENTAL CAR CENTER
- INTERMODAL TRANSPORTATION CENTER
- CENTRAL PARKING
- WATER TRANSPORTATION
AUTOMATED PEOPLE MOVER
The Authority is seeking a qualified, multidiscipline consulting firm or team, with proven experience to provide professional services including Program Management, site and construction Logistics, VDC and Lean Construction facilitation management, Scheduling and Cost expertise.
SCOPE OF SERVICES:

- Develop a process for coordinating all major projects with each other.
- Develop an integrated schedule for various projects within Capital Programs’ major programs at the Airport.
- Provide monthly status updates and assure alignment of critical milestones.
- Develop an integrated BIM model that is easily rendered based on existing conditions and conceptual designs for various projects within the program.
- Establish QA / QC processes for model and document review.
- Develop an integrated 4D schedule/model for various projects within the program.
- Conduct regular meetings with team BIM leads to evaluate model progress and compliance with BIMxP.
SCOPE OF SERVICES:

• Incorporate traffic simulations into the BIM model.

• **Collaborate** with design and construction management teams to create virtual mockups for specified project conditions.

• Develop **comprehensive logistics plans to address staging locations, delivery access, temporary signage and contractor parking** for various projects within the program.

• Collaborate with design and construction teams to prepare final “as-built” model required for project turnover as required by the BIMxP.

• Provide advice on design packages and associated scope that are split among numerous projects within the program.

• Develop and reconcile cost estimates for the program.

• Provide **advice on optimal phasing to minimize operational disruptions**.
SCOPE OF SERVICES:

- Conduct a comprehensive risk assessment for the program.
- Facilitate collaborative co-location (Big Room) process.
- Support Lean and Last Planner Systems effort.
- Maintain Massport Lean Dashboard.
- Chair a lessons learned session focused on a recent project to give teams the opportunity to hear about project challenges and what could have been improved.
- Develop standards for construction phasing and logistics procedures that include (at a minimum):
  - Mobilization, contractor staging, project office space and contractor parking all focused on limiting operational impacts to other projects.
- Develop guidelines for work plans and how to tie them to the schedule.
SCOPE OF SERVICES:

• Develop standards for Project Advisories: these are documents distributed to Massport staff regarding project specific work and associated impacts.

• Develop standards for building permitting and preparing for the temporary certificate of occupancy.

• Review the MPA badging process and develop guidelines for project teams to understand the timeline associated with obtaining badges.

• Provide simple targeted updates to identified groups of stakeholders

• Work with the Authority Communication Department on an Outreach program for passengers, including web-updates.
EVALUATION CRITERIA:

• Current level of experience and knowledge of the team for similar projects, particularly the Project Manager,
• Geographic location and availability of the Project Manager, and other key personnel to be assigned to the project,
• Experience and expertise of subconsultants,
• Demonstrated experience in VDC and BIM project management on IPD-like projects, including management of a BIMxP (BIM Execution Plan) in support of Design and Construction,
• Demonstrated experience in Lean Planning, Design and Construction,
• Demonstrated experience in Managing a collaborative Big Room (virtual and live),
• Great understanding in managing site and construction logistics using emerging technologies, ability to execute work with minimal disruption to airport operations,
• High Familiarity with MGL Ch. 149, 30 and Ch. 149A
• Demonstrated experience in managing cost and schedules on high profile projects,
• Experience in Infographics and use of graphic design to communicate events to a large public,
• M/WBE and affirmative action efforts, please indicate the proposed % of M/WBE participation,
• Project understanding and technical approach to this project.
The Authority may reject any application if any of the required information is not provided: Cover Letter, Insurance Requirements, Litigation and Legal proceedings, SF330 Part IIs for the Prime and every sub-consultant. Make sure that, in the Cover Letter, you mention the Insurance Requirements, Litigation and Legal proceedings.

Due to the complexity and the importance of the tasks associated with this solicitation, the Authority WILL call References for the projects included in the proposal.
Questions may be sent via email to:

CPBidQuestions@massport.com

by January 28, 2019 4 PM

In the subject lines of your email, please reference the MPA Project Name and Number.
THE PROCUREMENT PROCESS SCHEDULE:

<table>
<thead>
<tr>
<th>EVENT</th>
<th>DATE/TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solicitation: Release Date and Supplemental Package Available</td>
<td>January 16, 2019</td>
</tr>
<tr>
<td>Consultant Briefing</td>
<td>January 24, 2019 at 1:30 PM</td>
</tr>
<tr>
<td>Deadline for submission of written questions</td>
<td>January 28, 2019 at 4:00 PM</td>
</tr>
<tr>
<td>Official answers published (Estimated)</td>
<td>February 4, 2019</td>
</tr>
<tr>
<td>Solicitation: Close Date / Submission Deadline</td>
<td>February 28, 2019 at 12:00 PM (noon)</td>
</tr>
</tbody>
</table>

Times are Eastern Standard Time (US).