

Memorandum



Date: December 4, 2009

To: Honorable Chairman Dorrin D. Rolle
and Members, Airport & Seaport Committee

ASC
Agenda Item No.
7(E)

From: George M. Burgess
County Manager 

Subject: Miami-Dade Aviation Department Capital Improvement Program Report

The Miami-Dade County Board of County Commissioners (BCC) adopted a Master Plan for Miami International Airport (MIA) and approved a \$6.2 billion Capital Improvement Program (CIP). The CIP at MIA includes an expanded and efficient airfield with four runways and several new taxiways, expanded parking, a central collection plaza, additional lanes at upper/lower terminal drives, and enhanced connections to the surrounding expressways and Miami Intermodal Center (MIC)/Rental Car Center. The Terminal is expanding from 3.5 million to 7.4 million square feet with 101 international gates and 26 domestic gates, for a total of 127 gates with 555 ticket counters and 120 Self-Service Devices (SSD). Separate Federal Inspection Services (FIS) locations in North, Central and South Terminals will have the capacity to process 7,400 passengers per hour.

The following is the status of the two major components of the CIP: North Terminal Development (NTD) Program and South Terminal Development (STD) Program:

NORTH TERMINAL PROGRAM (NTD)

Contractual Issues

- Parsons-Odebrecht Joint Venture (**POJV**). There are no contractual issues to report.
- MCM-Dragados Joint Venture (**MDJV**). There are no contractual issues to report.
- Beauchamp Construction Company (**BCC**). There are no contractual issues to report.
- Marks Brothers Inc. (**MBI**). There are no contractual issues to report.
- Sumitomo Corporation of America (**SCOA**). There are no contractual issues to report.
- Siemens Industries Inc (**SII**). Change Order # 5 is being processed. Need BCC approval and full execution before the end of the year so as not to impact the NTD completion schedule.
- Central Florida Equipment Rental Inc. (**CFERI**). There are no contractual issues to report.
- Allied Contractors Inc (**ACI**). There are no contractual issues to report.
- Inet Airport Systems Inc. (**IASI**). There are no contractual issues to report.

Construction Issues

POJV WORK

NTD Program Workforce

- NTD POJV manpower reported 720 workers and 150 staff members for the month of October 2009.
- North Terminal Improvement (NTI) MDJV has approximately 240 workers at the job site.
- BCC has approximately 110 workers.
- SII has a work force of 250 electricians, conveyors installers and workers.
- Overall workforce at the NTD, including all contractors (POJV, SII, MDJV, BCC, SCOA, Marks Brothers, etc), is a little more than 1,300 workers.

Managing General Contractor (MGC) Baseline Schedule

- The POJV September 2009 schedule update indicates a 39-day impact to the A-B Infill project that is currently in the process of being mitigated along with the implementation of the "recovery plan" to mitigate seven months of the one year delay that the BHS has suffered. The NTD team and POJV are currently very close to reaching a final agreement for the mitigation and the re-sequencing of work; which will include the A-B infill delay. We are confident that the delay to the project will be successfully mitigated. The overall program completion date has suffered a five month delay.

Overall Program Schedule. Is now scheduled for August 1, 2011. The original overall NTD substantial completion date was March 1, 2010

A-B Infill

- Work is progressing well, all milestones related to the opening of gates D21, D22, and D23 were met on or ahead of schedule.
- Automated People Mover (APM) stations have been turned over to SCOA; and interior finishes are progressing very well in both stations 1, and 2. Also the substations have been turned over to SCOA.
- Gates D-21, D-22, and D-23 were successfully opened and they went fully operational as originally scheduled.

B-C Infill

- Annex # 3 has been substantially completed. Close-out documents are being routed for approvals and final signatures.
- B-C Infill project is substantially completed.
- B-C Infill project progressed as per schedule. Gates D24 and D25 were opened on June 4, 2009 as scheduled and American Airlines has already increased the number of flights; which further proves that the effort to provide 42 gates for AA (in lieu of the 37 previously agreed) was indeed an initiative which greatly benefited our local and regional economy.

C-D Infill

- All phases of the C-D Infill were successfully opened as scheduled.
- The NTD Interim C-D checkpoint was successfully decommissioned and closed. This area now is turned over to our FIS 740A project; and work has already commenced.
- Annex # 4 has been substantially closed out.
- Annex # 5 Gate Control Tower has been substantially closed out.
- The C-D Infill project achieved substantial completion.
- This project is undergoing closing out procedures.

FIS

- 740A FIS work is progressing well, interior metal framing progressing as scheduled. Mechanical Electrical Plumbing (MEP) installation is ongoing.
- Ramp level utility survey, identification and demolition were successfully implemented.
- Our NTD Team and POJV successfully implemented the recovery plan to enable access to the Contractor by relocating AA ticket counter operations.
- Most issues and design modifications have been agreed to by CBP. We have been able to manage and incorporate empty conduits and rough work for CBP security equipment; however, the program never contemplated providing the equipment that now is mandated by them. We are still identifying funding sources for the security equipment (CCTV, access control, duress system, monitoring, etc.) which was not part of our budget. The ROM for this system is close to \$5 million.
- Project is progressing well, but it has suffered a five month delay impact due to the BHS phase 1 delay.
- The "Recovery Plan" was successfully and timely implemented and executed.

Concourse D Remodel

- 739I D-Remodel Ramp Level Improvements project has been completed and is in the process of being closed out.
- 739C D-Remodel phase 2 was successfully completed a little over two months ahead of schedule. Gates D-31 and D-32 opened ahead of schedule.
- D-Remodel phase 3 is progressing as scheduled and Gate D-33 will open next year.
- D-Remodel phase 4 is contingent upon American Eagle relocating to the RCF.

NON-POJV WORK

Concourse D Extension

- D-Extension completion work project is currently under construction and progressing well.
- All access issues to the job site have been resolved.
- Allied is currently working on the third level and on finishes of the APM Station # 4.
- Project is scheduled for substantial completion by May 2010.

Project 746I – BC Level 3 Remodel

- Contractor has begun work; schedule has been conditionally approved and the project is progressing well.
- Phasing work has been optimized to take advantage of the unoccupied FIS Interim Hold room which will result in overall efficiencies and avoid delays.

North Terminal Improvements (NTI)

- NTI phase 1 was successfully substantially completed; and the area opened on October 30, 2009. This was one of the most challenging areas of the NTD work so far as there were two different Contractors, POJV and MDJV, plus areas of the existing building that needed to be integrated for successful smoke evacuation, life safety system testing, fire alarm zones et al.
- American Airlines has relocated to their new temporary ticket counters, which are in front of the permanent ones, so POJV can capture the old ticket counter area to execute our 740A, FIS project.
- We are currently reviewing the NTI Phase 2 schedule.
- Work on phase 2 is progressing well. We have encountered a number of unforeseen conditions that had to be dealt with and are currently undergoing mitigation negotiations.
- Contingency allowance funds have been significantly reduced to a point of complete depletion due to the project mitigation activities and unforeseen conditions in this 50-plus-year-old part of the terminal. We are in the process of preparing a final Change Order to replenish the allowance account in order to successfully complete this project.
- Work is progressing on the replacement of the metal ceiling and stainless steel fascia (as well as all associated MEFP systems) in front of the old ten III ticket counter area which was previously de-scoped from the project. The first 60 feet area east of column line 91 is schedule to be completed by mid-January 2010.

Regional Commuter Facility (RCF)

- Project is progressing well. Contractor is extremely collaborative and doing an excellent job.
- All structural work has been completed. MEP is also progressing extremely well.
- Most coordination issues have been properly resolved.
- Covered walkway columns are being poured and work it is progressing well.
- There were a number of access dates and coordination issues with the civil contractor CFERI that resulted in delays to the building Contractor; currently we are negotiating a mitigation and trying to bring completion of the Building to July 2010; rather than the September date currently in the schedule.

Baggage Handling System (BHS)

- Work is progressing; static and functional testing is ongoing. All 22 EDS (Explosives Detection System) machines necessary for phases 1 and 2 have been successfully installed in the West, East, Central and Cruise Matrices.
- Installation of conveyor work is also progressing.
- A progress workshop meeting with TSA headquarters in preparation for the TSA/Battelle testing has been scheduled for December 15, 2009 in order to verify that all steps have been satisfied for the certification testing scheduled to begin in February 22, 2010.
- Phase 1 and 2 testing activities have begun; and the 100 day notice for TSA was submitted ahead of time by Siemens.
- There are still some critical issues that need to be resolved as they relate to fault mode solutions.

- The phase 1 completion date was combined with phase 2 and the completion date has slipped to June 30, 2010. This represents an 11 month delay to this project.
- We have incorporated daily progress meetings to track and ensure the delivery and completion of phase 1 work to enable relocation of AA's ticket counters.
- There have been 59 Work Orders and changes that have been identified as necessary in order to comply with the 2007 Check Baggage Inspection System (CBIS) for TSA/Battelle system certification, as well as other changes and modifications needed due to the system shortfalls identified after the dynamic simulation that was executed by TransSolutions. There were also modifications required by American Airlines.
- Siemens has submitted a revised base line schedule which incorporates all engineering and manufacturing components for the NTD to enable to properly evaluate and monitor progress. The absolute latest that we need the system fully operational and tested is June 30th, 2010.

Automated People Mover (APM)

- Guide way system for the APM is 100% complete from Concourse D extension all the way to Concourse A.
- Work is progressing well and according to the revised schedule. Construction work will be completed within the next 45 to 60 days.
- Testing of the entire APM system is scheduled to begin on March 2010. Substations for all stations are already undergoing testing.
- Sumitomo (SCOA) has continued preventive maintenance for the APM trains.
- NTD team efforts in achieving all access dates were successfully accomplished. POJV cooperated extremely well; and fully completed all handoff activities.
- APM substantial completion is still on track for August 27, 2010, from the original date of December 2009. We are working with SCOA to advance opening of the APM system to coincide with re-opening of Concourse A by the end of July 2010. We are still committed to move it to July 2010 when Cc A will re-open.

Civil Work

- CFERI is progressing civil work on the RCF. Fuel piping has been installed. There were some site problems that the Contractor has been trying to resolve not to impact the progress of the building and covered walkway.
- MBI is still working on the B-C apron and work is progressing well. Civil work was timely completed around the areas of support opening of the new gates; and gates D-24 and D-25 opened on June 4, 2009 as scheduled.
- Partial demolition of Cc C has begun, and the delay on demolition of the Baggage shed has been successfully negotiated with the Contractor (MBI).
- A-B apron work is currently undergoing bidding procedures. Bids are scheduled to be open on December 2, 2009. This is the LAST scheduled project to be executed for the NTD.

Construction Phasing/Scoping

- The landside access road worked successfully from its day of implementation.
- Concourse A will re-open by the end of July 2010.
- No additional phasing issues to report.

2008 NTD Completed Milestones

- Concourse D Gate Control Tower completed
- Opened Gates D-37, D-38, D-50, D-29 & D-30 on or before schedule
- Started NTI Project within budget
- 14 CTX machines delivered and installed
- 20 APM Trains delivered and installed
- D-Remodel Ramp project completed
- NTD Construction access road completed
- Interim C-D Checkpoint completed

- RCF awarded under budget
- C-D Infill project 100% completed on schedule
- Reached 59% Overall Program Completion
- NTD Construction expenditures in excess of \$40 million/month

2009 NTD Milestones

- Plan to maintain 42 gates open for AA achieved on June 4, 2009 as scheduled.
- Total of 7 gates opened as scheduled during 2009.
- Gates D-24 and D-25 opened on June 4, 2009 as scheduled.
- NTD Phase 1 opened on October 30, 2009.
- Phase 1 of the Baggage Handling System (BHS) operational re-scheduled for August 28, 2009 has been delayed. The NTD Team has successfully implemented the "Recovery Plan". The new scheduled date for phases 1 and 2 combined is June 30, 2010.
- AA ticket counter relocation to new temporary ticket counters (part of the recovery plan envisioned to mitigate the BHS delay) was successfully executed and it is fully operational.
- NTI phase 1 was substantially completed on October 30, 2009.
- Gates D-21, D-22, and D-23 opened on July 29, 2009 (domestic), and on September 28, 2009 (international).
- Gates D-31 and D-32 opened on July 9, 2009 ahead of schedule.
- Concourse D remodel phase 2 was substantially completed by July 2009; which also opened ahead of schedule.
- 8 additional EDS machines delivered and installed. There are a total of 22 EDS machines on site as of this writing.
- Opened two new security checkpoints (# 3 and # 2); and one new employee checkpoint.
- Opened five new Baggage Handling Claim devices; all seven have been installed.
- Reached 76% Overall Program Completion.

SOUTH TERMINAL PROGRAM

The South Terminal Program encompasses the expansion of the airport terminal, a new concourse, and apron areas. This program provides approximately one and a half million square feet of new and 200,000 square feet of renovated Terminal/Concourse space with 1,040 feet of new landside curb length, a new Concourse J with 15 international-domestic swing gates; conversion of Concourse H to an international-capable concourse with four swing (international/domestic) gates; new Federal Inspection Services (FIS) facilities; 50,000 square feet of new concession space; tenant office space; a cruise and tour bus station; extensive utility expansion; and a Gate Control Tower to direct aircraft to gates on Concourses H and J.

- Change Order (CO) 9 settled all claims with POJV and offered a path forward process for completing the work and settling all disputed amounts and issues. It also set the maximum exposure by the County at \$13.06M in the HPCC/POJV litigation.
- CO 9 included 3 lists, an "A" list with items that POJV was not going to complete and provided a credit to the County in the amount of \$805,000.00. A "B1" list with 72 items with a value of \$2.46M that POJV is obligated to perform and a "B2" list with 124 items with a value of \$2.77M that POJV can complete or provide a credit to the County.
- As of today POJV has completed or settled 230 of the 286 items listed on CO 9 for a total completion of 80% worth \$2.44M.
- Last week the Zurich claim that originally was seeking \$14M is now expected to settle for \$1.85M. Official documents are being prepared to consolidate this deal.
- It is estimated that by next February 2010, POJV will have performed or settled the rest of the open items and completed their responsibility under this contract.

MIA MOVER

The MIA Mover will be a 1.25-mile elevated People Mover system with capacity to transport more than 3,000 passengers per hour. It will link the airport to the Miami Intermodal Center (MIC), a central transportation hub funded by the Florida Department of Transportation. It is anticipated that the MIA Mover will eliminate 30 percent of MIA's daily traffic, saving hundreds of thousands of rental car shuttle trips through the airport's congested roadways. Groundbreaking was held March 2, 2009.

The MIA Mover is progressing well. The CSX Railroad easement item was passed by the Board last month and guideways are being installed.


Assistant County Manager