

# Planning at the Speed of Today's Industry

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# Planning at the Speed of Today's Industry

- ✈ So, Who Does What?
- ✈ AUS
- ✈ OAK
- ✈ Implications for Planning and NEPA



## So, Who Does What?



**Roger Johnson**

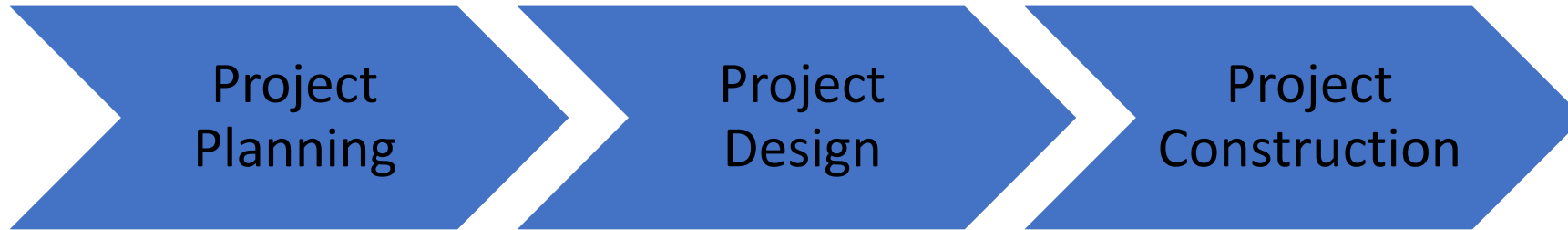
Airport Program Executive

Jacobs

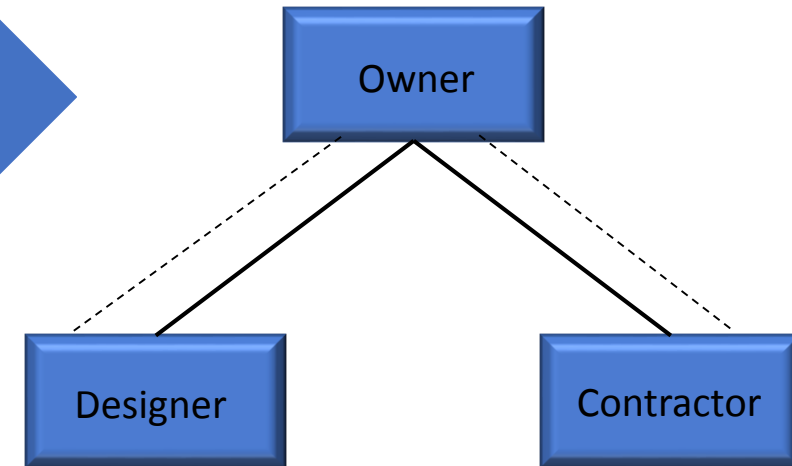
[Roger.johnson3@Jacobs.com](mailto:Roger.johnson3@Jacobs.com)

December 4, 2019

# Traditional Project Delivery



- Roles and responsibilities of each group have been well defined and understood.
- Decision and transition points also well defined and understood.

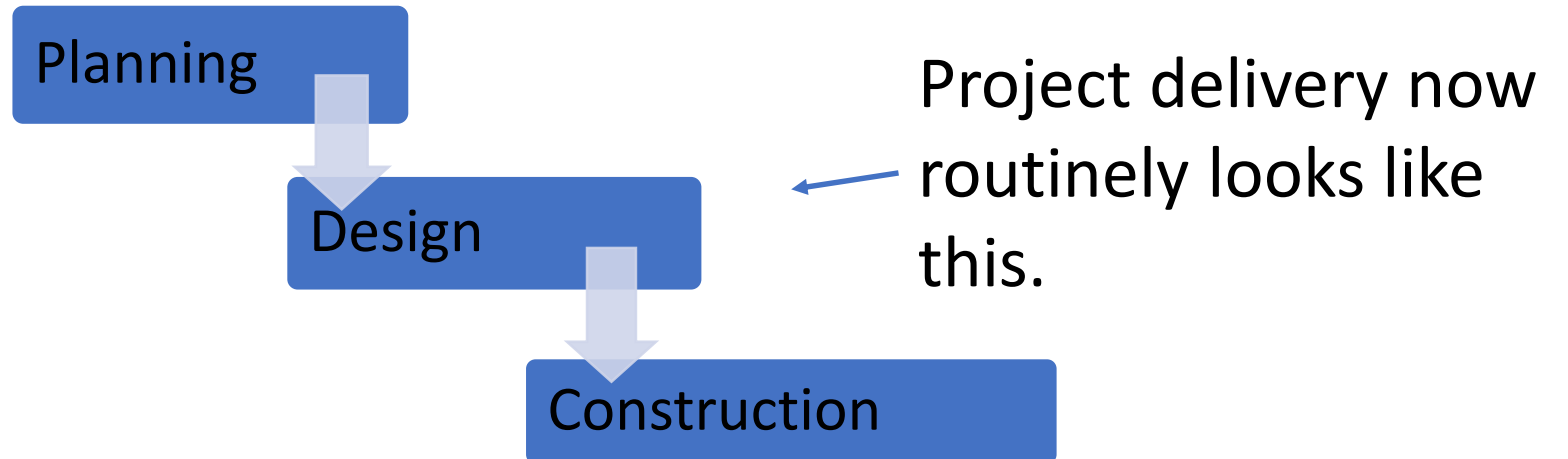


# Airport Departments have been organized around the traditional project delivery model.

- ✈ Planning Group
  - Long Range/Master Planning
  - Facilities Planning
  - Project Planning/Definition
  - NEPA
- ✈ Engineering Group
  - Design
  - Contract Specifications
- ✈ Construction Administration Group
  - Prepare Bid Documents
  - Manage Bids
  - Manage Construction



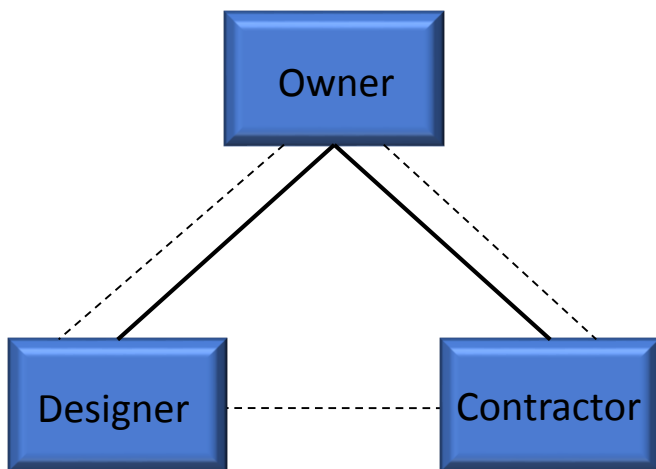
# For a number of reasons the traditional project delivery model has changed.



- An architect imagines what if.
- A builder figures out how to.
- Great structures emerge only when the two work together.

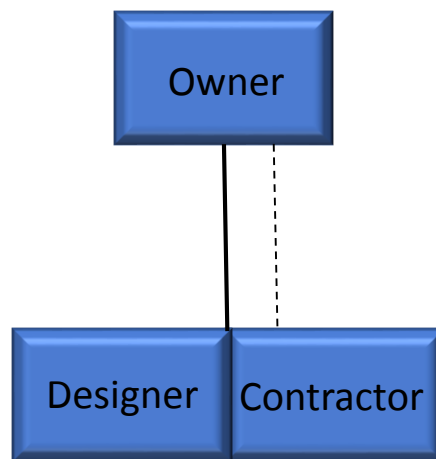


## Construction Manager at Risk (CMAR)



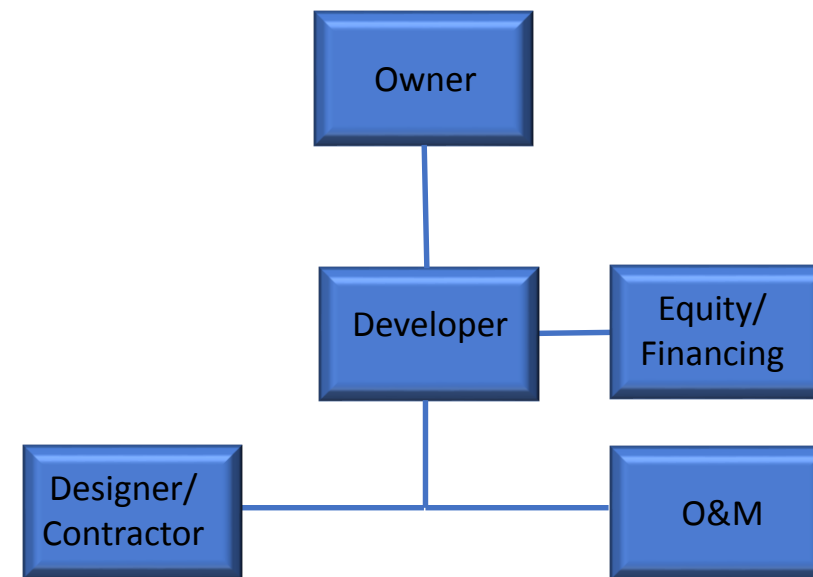
- Designer hired
- Contractor may be hired concurrent with designer but is hired prior to design completion (Pre-Construction)
- Separate contracts
- Communication between designer and contractor

## Design Build Traditional/Progressive (DB)



- Designer and Contractor hired together
- One contract
- Communication between designer and contractor
- Moving from prescriptive to performance specifications

## P3 Delivery

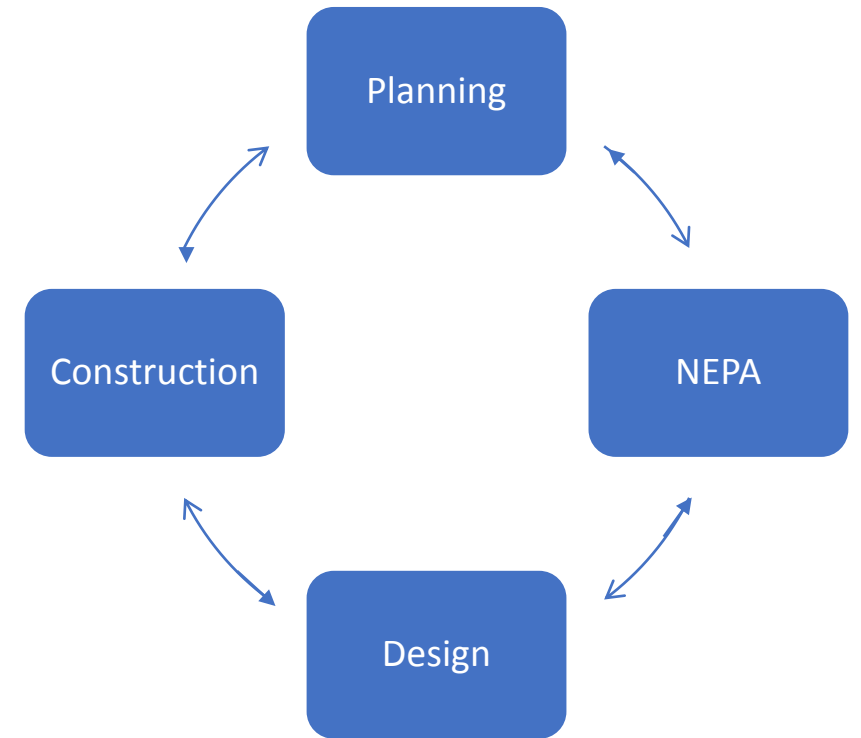


- Designer and Contractor hired together
- One contract
- Communication between designer and contractor
- Performance specifications



# So who does what?

- ➔ When does planning transition to design?
  - Still need thoughtful and clear understanding of project goals and needs (Project Scope)
- ➔ What is enough information to satisfy NEPA requirements without doing too much design?
  - Bridging documents are rapidly phasing out
  - Performance verses Prescriptive Specifications
- ➔ When can the contractor be brought on board without risking a pre-decisional complaint?
- ➔ Who, how and when is the project delivery method decided?



Today's project delivery requires significantly more collaboration and integration of functions during the entire delivery process





# Terminal Expansion at AUS

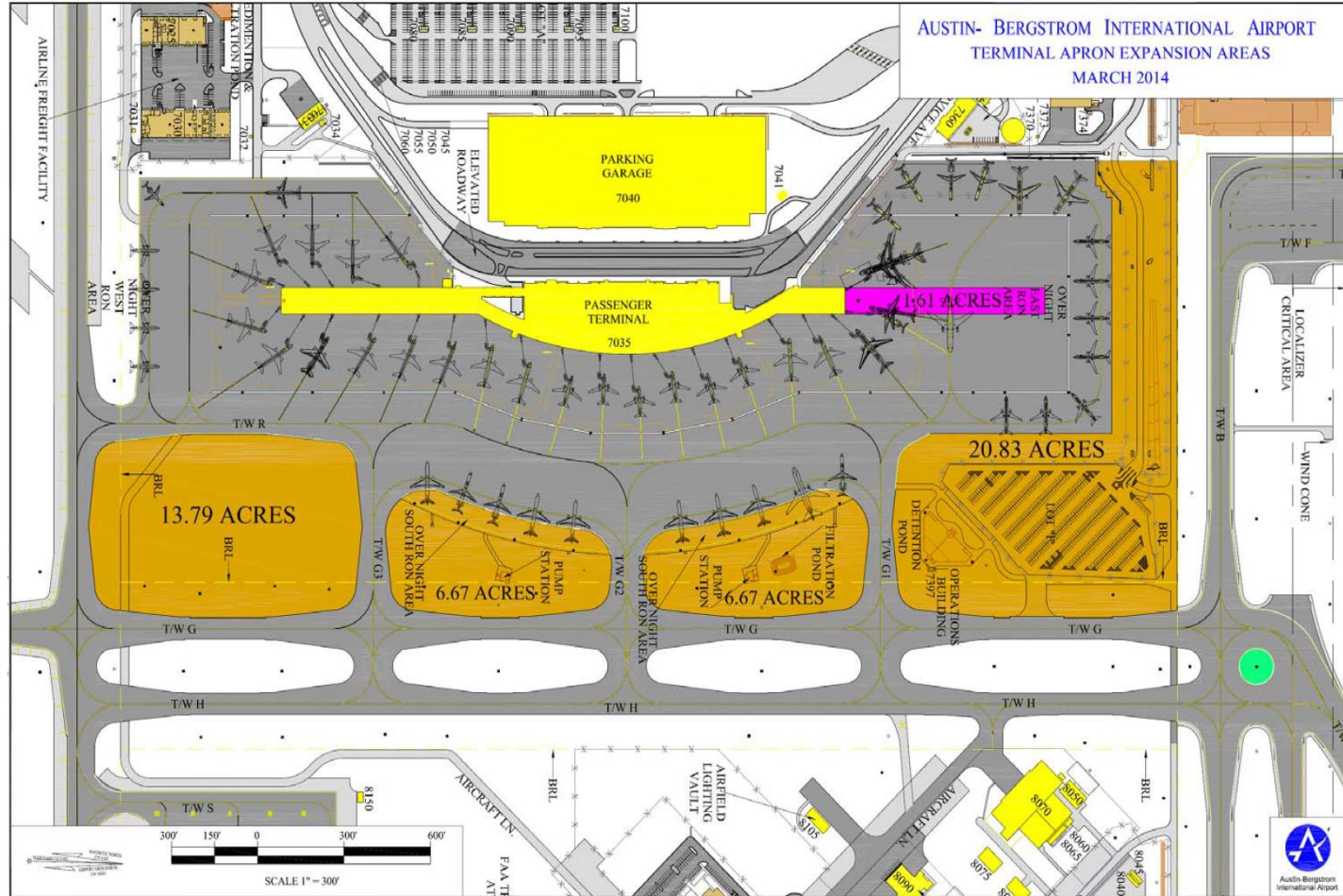
**Kane Carpenter**

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December 4, 2019



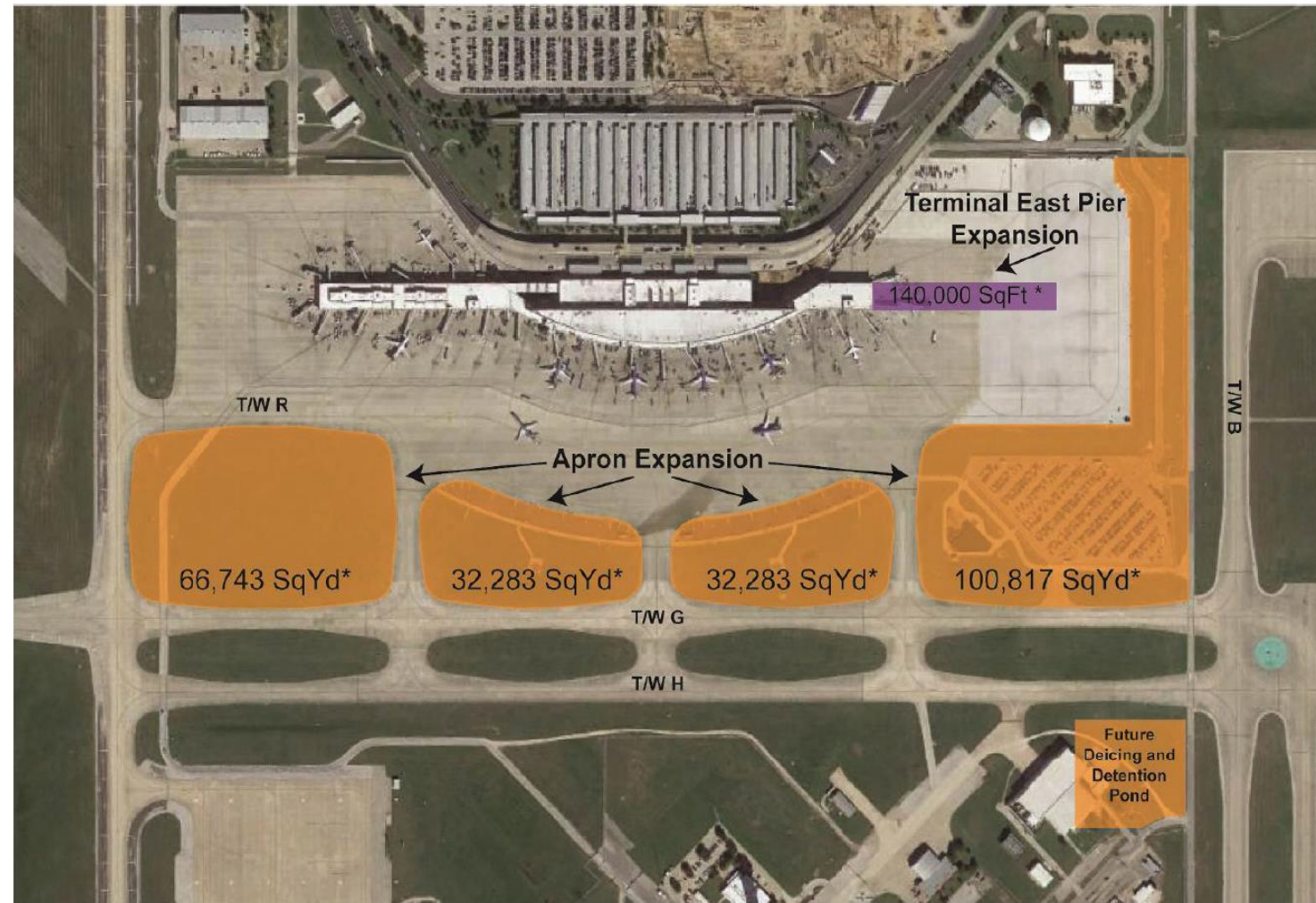
# AUS Terminal Expansion - CMAR

- ➔ FAA meeting February 2014
  - Scope changed
  - NEPA schedule driven by grant
- ➔ Austin City Council approved CMAR February 2014
- ➔ CMAR Team in place by October 2014 NEPA approved by April 18, 2014



# AUS Terminal Expansion & Ramp

- ✈ Design starts November 2014
- ✈ Project limits change
  - FAA reengaged
  - HAZMAT is an issue
- ✈ Construction to start October 2015





# AUS Terminal Expansion & Ramp

- ➔ Demo Air Force hangar
- ➔ Asbestos & contaminated soils



# Terminal Expansion & Ramp

- ➔ Procured an abatement contractor
- ➔ Abatement completed July 2015
- ➔ Updated CATEX approved September 2015



**Photo 4 View of Decontamination Chamber for Asbestos Abatement**



# Terminal Expansion & Ramp

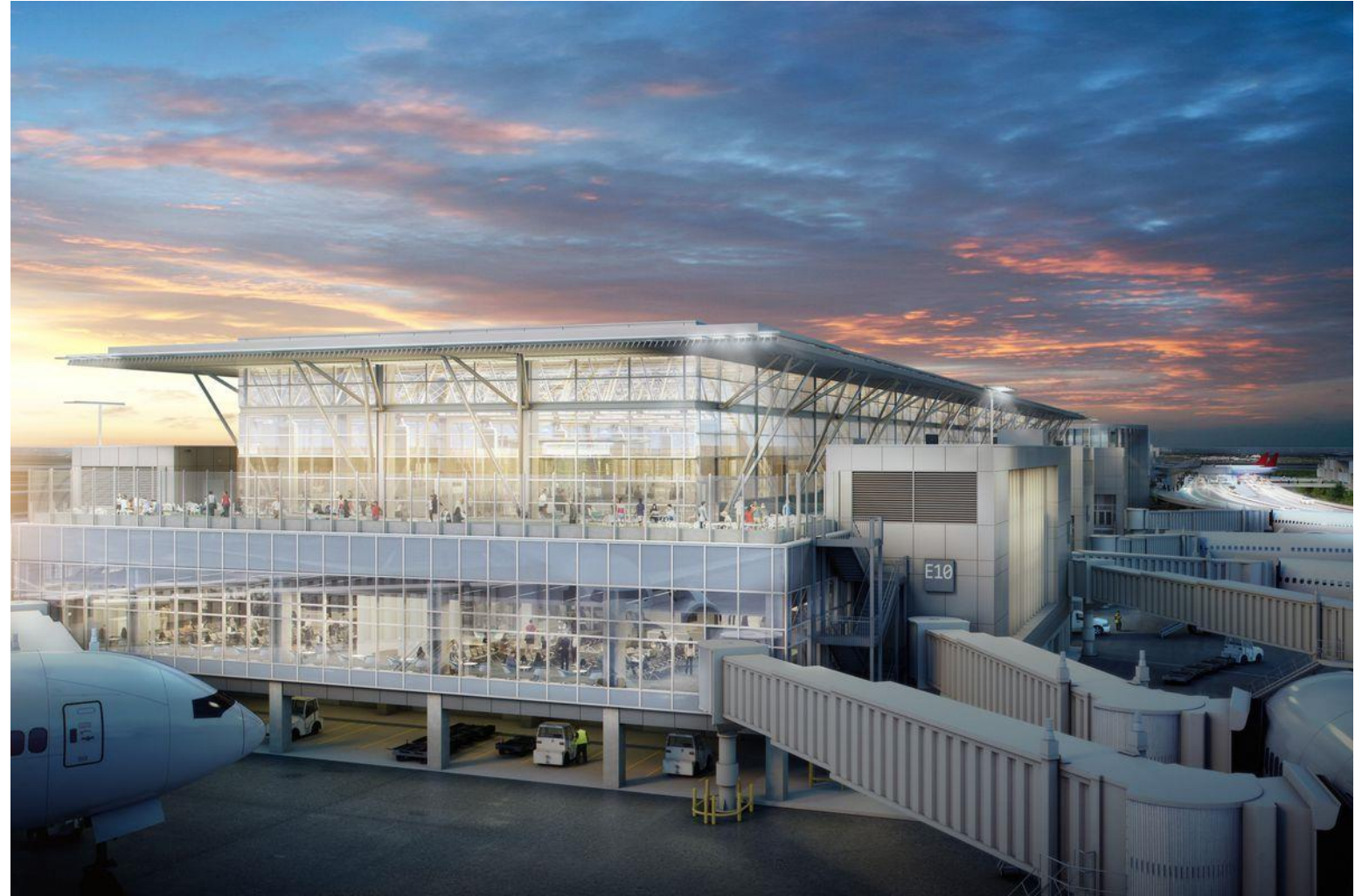
✈ Demo starts November 2015





# Terminal Expansion & Ramp

- ✈ Expansion opens  
February 2019



## OAK IAB Upgrade

**Joan Zatopek**

Aviation Planning & Development Manager

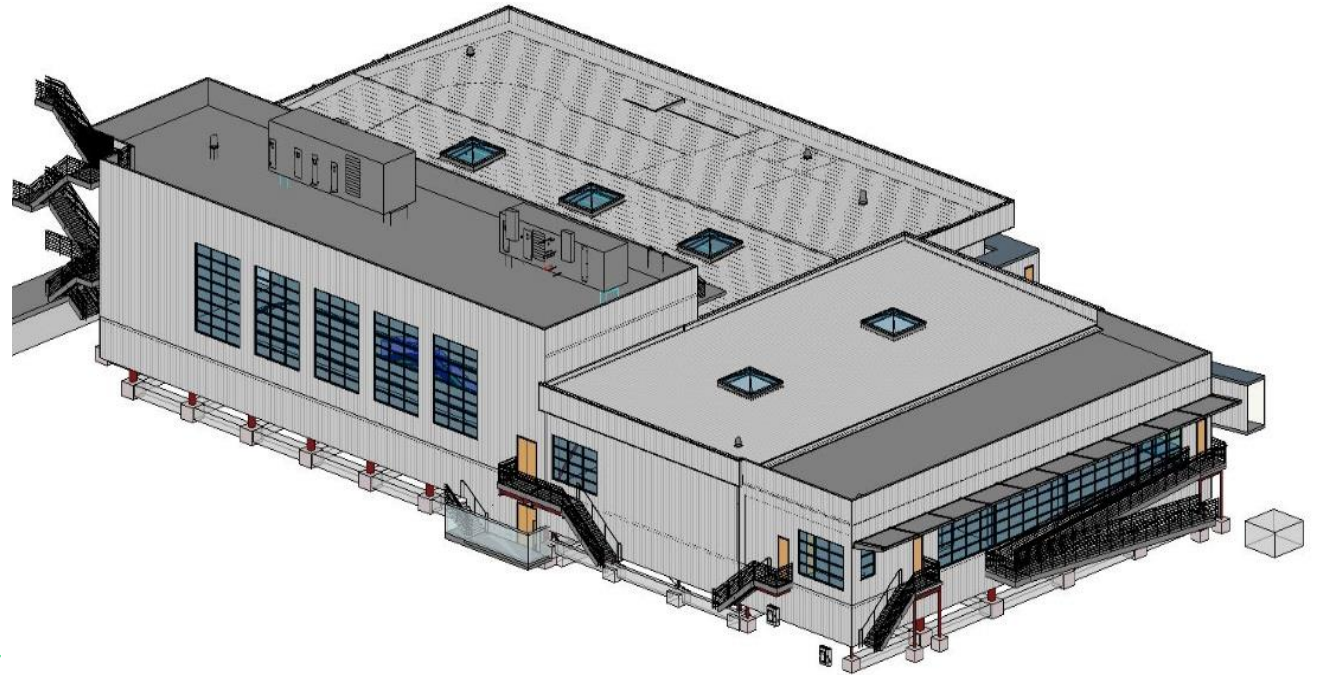
Oakland International Airport

December 4, 2019



# OAK IAB Upgrade --Project Scope

- Airfield Relocation
- Building Expansion
- Interior Renovation
  - New Finishes, BHS, & MEP
- **CONSTRUCTION WHILE OPERATIONAL**
  - OPEN FOR BUSINESS EVERY DAY
- 18-months to complete final design and opening facility



# Challenges

- ✈ Getting comfortable proceeding without complete cost picture
  - Solution: took some convincing, however time savings won the day
- ✈ Aggressive local goals
  - Solution: Mentoring, training, and facilitation
- ✈ Airline schedule changes
  - Solution: Contingency



# What Worked

- ➔ Centralized Decision Making--Establish Decision-Making Team
- ➔ Close Coordination between Owner/Contractor/Designer/Stakeholders throughout process
- ➔ Quick Resolution of Issues (Avoid the “Zombie” Issues)
- ➔ Exercising Discipline over Scope Creep



# **Implications for Planning and NEPA**





