



Raleigh-Durham Airport Authority

Project Management and Project Controls Opportunity Workshop

Raleigh-Durham International Airport

August 12, 2021

A photograph of an air traffic control tower on the left side of the slide, with a small airplane flying in the sky to its right. The background is a warm, orange-hued sky.

Agenda

- RDU Team Introductions
- State of RDU
- RFQ Scope of Services
- MWSB/DBE Program
- Potential Project Opportunities
 - Horizontal Projects
 - Vertical Projects
- Questions

The background of the slide is a photograph of a modern building with a large, curved, blue-tinted glass roof. The building's facade is made of vertical, golden-brown panels. The sky is a hazy, light blue. The text 'RDU Team Introductions' is centered over the image in a white, sans-serif font.

RDU Team Introductions

RDU Team Introductions

- Bill Sandifer, SVP & COO
- Kenny Perry, Director of Project Management Office
- Thiane Carter, Director of Small Business Programs
- Ron Jewett, VP Facility Asset Management
- Jaymes Carter, VP Buildings & Building Systems



The background of the slide is a photograph of the RDU airport terminal. The terminal's iconic blue, ribbed, curved roof is prominent on the left side. Below the roof, the building's facade is made of vertical, golden-brown slats. In the background, a hazy mountain range is visible under a soft, golden light, suggesting a sunrise or sunset. The text "State of RDU" is centered in the middle of the image in a white, sans-serif font.

State of RDU

Maintained Air Service



U.S. Destinations

Atlanta
Austin
Baltimore-Washington
Boston
Charlotte
Chicago-Midway
Chicago-O'Hare
Dallas-Fort Worth
Denver
Detroit
Fort Lauderdale
Fort Myers
Houston-Bush
Jacksonville
Las Vegas
Los Angeles
Miami
Minneapolis
Nashville
Newark
New Orleans
New York-JFK
New York-LaGuardia
Orlando-International
Orlando-Sanford
Philadelphia
Phoenix
Punta Gorda
Salt Lake City
San Juan
Seattle
St. Louis
St. Pete-Clearwater
Tampa
Washington-Dulles
Washington-Reagan

International Destinations

Cancun
Montego Bay



BEFORE COVID-19

57 Nonstop Destinations
with **5** International Destinations

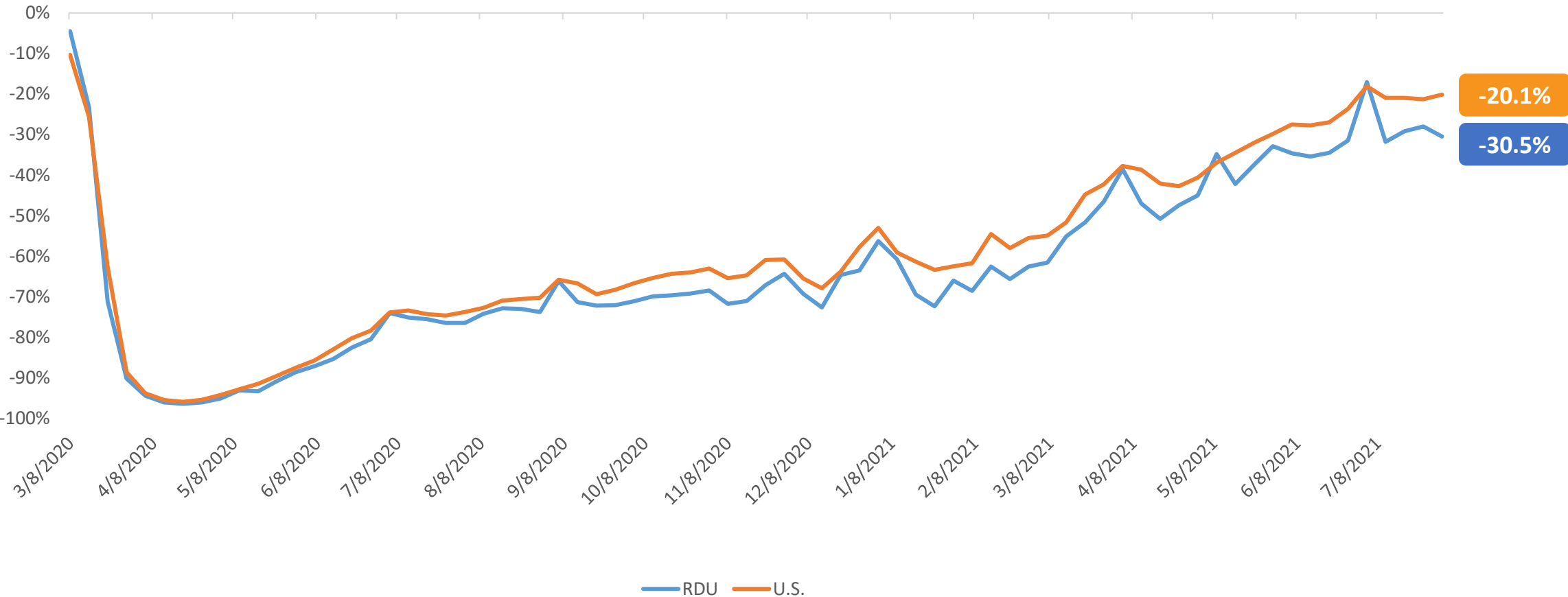
MAY 2021

38 Nonstop Destinations
with **2** International Destinations

Traffic recovery trend

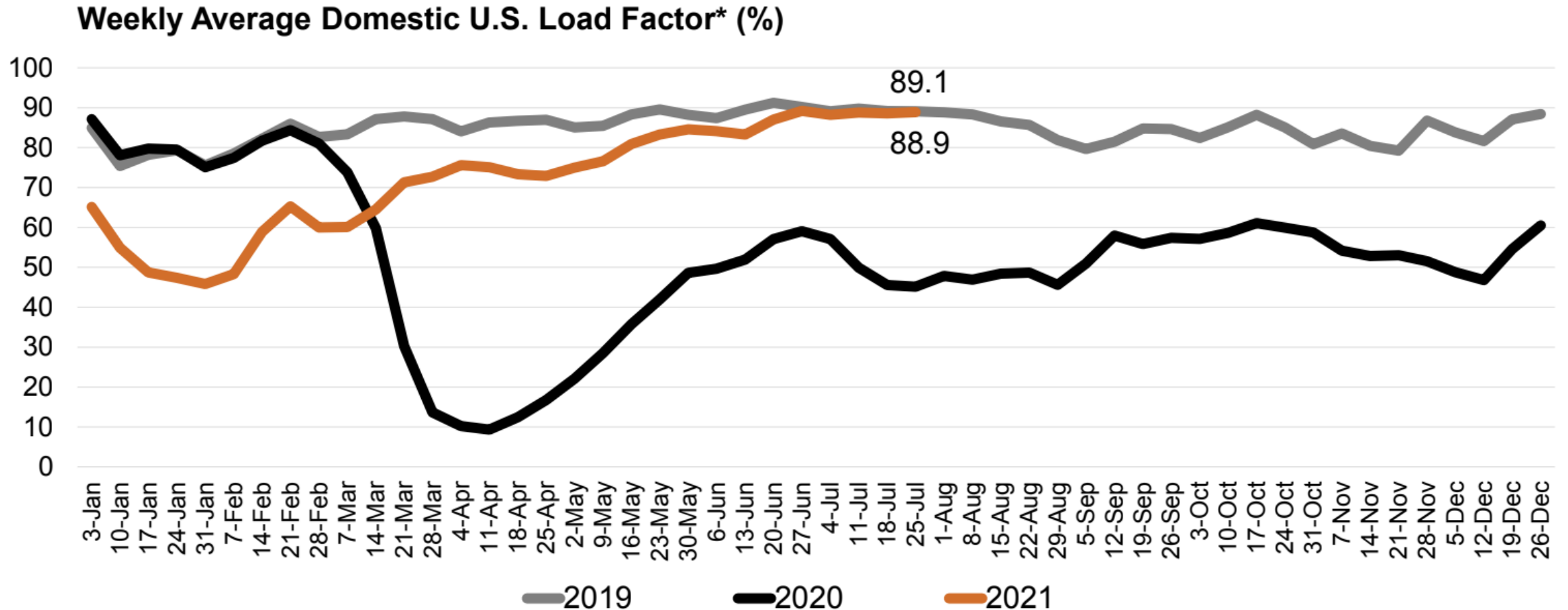
RDU traffic has recovered to roughly 70% of 2019 levels

RDU & US TSA Screened Passenger Levels vs 2019



Load factor recovery trend

Load factors (% seats filled with paying pax) have recovered to 2019 levels



Business Growth & Expansion



Apple

- New research & development campus in RTP
- 3,000 jobs in Wake County with average annual wages of at least \$187,000 starting in 2023



Google

- New cloud engineering hub in Durham
- Hiring 500 employees by 2023



FUJIFILM Diosynth

- Investing \$2 billion in Wake County
- Biopharmaceutical manufacturing facility in Holly Springs
- Creating 725 jobs over five years with average salary of \$99,848



Fidelity Investments

- Creating 750 new jobs in Durham and at its existing RTP campus
- Financial services company with 3,600 employees in the Triangle



Raleigh-Durham Airport Authority

The Triangle Leads Nation in Real Estate Prospects

PwC/Urban Land Institute study rates region top real estate buy market for 2021



Overall Real Estate Prospects

- 1 Raleigh/Durham
- 2 Austin
- 3 Nashville
- 4 Dallas/Fort Worth
- 5 Charlotte
- 6 Tampa/St. Petersburg
- 7 Salt Lake City
- 8 Washington, DC–Northern VA
- 9 Boston
- 10 Long Island

Homebuilding Prospects

- 1 Raleigh/Durham
- 2 Austin
- 3 Dallas/Fort Worth
- 4 Jacksonville
- 5 Tampa/St. Petersburg
- 6 San Antonio
- 7 Boise
- 8 Atlanta
- 9 Denver
- 10 Nashville

*“...They are not necessarily inexpensive markets but are more affordable than the establishment markets, from which they draw many newcomers. **The dynamic economies of these markets continue to make them popular with developers and investors for 2021 – as illustrated by the five of the 10 highest-ranked markets in overall real estate prospects that fall into this category: Austin, Charlotte, Nashville, **Raleigh/Durham**, and Salt Lake City.**”*

Raleigh Top Five Market for Economic Growth and Recovery

Durham recognized among markets with largest rank performance gains

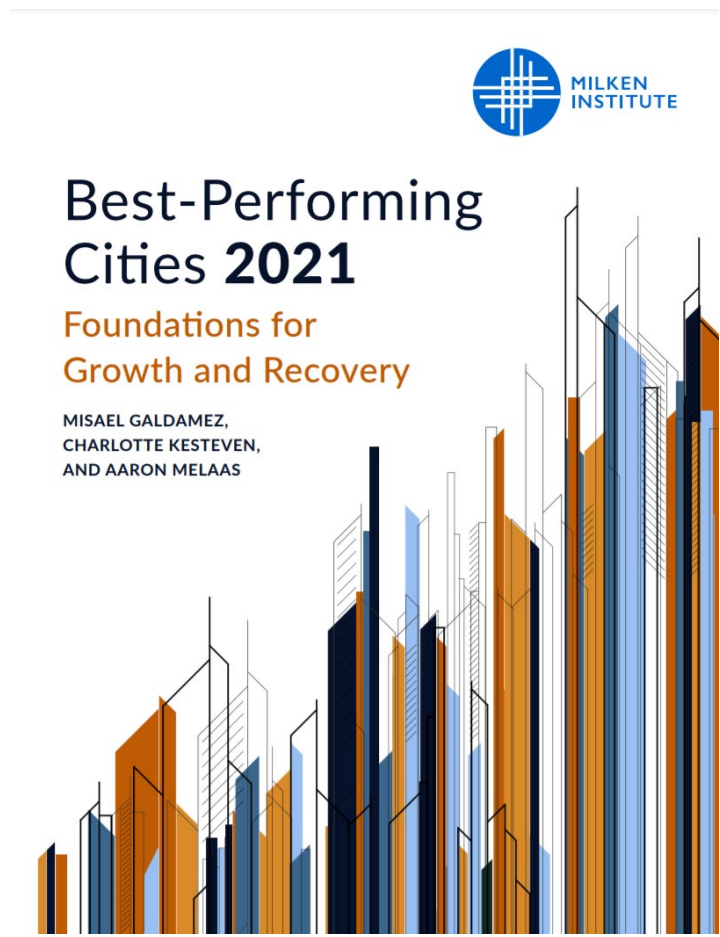


Table 1. Tier 1 Large Cities

| Metropolitan Statistical Area | 2021 Rank | 2020 Rank | Change | 2020 Tier |
|--|-----------|-----------|--------|-----------|
| Provo-Orem, UT | 1 | 2 | 1 | 1 |
| Palm Bay-Melbourne-Titusville, FL | 2 | 10 | 8 | 1 |
| Austin-Round Rock-Georgetown, TX | 3 | 3 | - | 1 |
| Salt Lake City, UT | 4 | 25 | 21 | 1 |
| ★ Raleigh-Cary, NC | 5 | 11 | 6 | 1 |
| Boise, ID | 6 | 7 | 1 | 1 |
| Phoenix-Mesa-Chandler, AZ | 7 | 12 | 5 | 1 |
| Nashville-Davidson-Murfreesboro-Franklin, TN | 8 | 14 | 6 | 1 |
| Ogden-Clearfield, UT | 9 | 22 | 13 | 1 |
| Huntsville, AL | 10 | 49 | 39 | 2 |
| Denver-Aurora-Lakewood, CO | 11 | 18 | 7 | 1 |
| Fort Collins, CO | 12 | 21 | 9 | 1 |
| Seattle-Bellevue-Kent, WA Metro Division | 13 | 8 | -5 | 1 |

Table 4. Biggest Gains among Large Cities

| Metropolitan Statistical Area | 2021 Rank | 2020 Rank | Change |
|----------------------------------|-----------|-----------|--------|
| Wichita, KS | 64 | 150 | 86 |
| Harrisburg-Carlisle, PA | 54 | 133 | 79 |
| Albuquerque, NM | 89 | 161 | 72 |
| ★ Durham-Chapel Hill, NC | 42 | 102 | 60 |
| Madison, WI | 34 | 93 | 59 |
| Lincoln, NE | 80 | 139 | 59 |
| Columbia, SC | 77 | 128 | 51 |
| Kennewick-Richland, WA | 19 | 69 | 50 |
| Indianapolis-Carmel-Anderson, IN | 56 | 106 | 50 |

“Raleigh rejoins the ranks of the Top 10 Best-Performing Cities, fueled by a dynamic, diversified, and dense high-tech sector. Further, the region has experienced significant growth over the last five years in both high-tech output and overall wages, resulting in an all-time best performance in five-year wage growth.”





Key Takeaways

- Local Economy

- All indications show significant economic growth in our region
- This should fuel demand for additional air service beyond 2019 levels
- Time to dust off Vision 2040 and begin prioritizing key projects for implementation
 - Vision 2040 remains relevant

- Operations

- Passenger traffic hitting 70% of 2019
- Leisure passenger surges exhausting parking and concession capacity
 - We rightsized the organization and services to meet demand in FY 2020
 - Recovery for services will take a similar amount of time
- Hitting key metrics to add capacity related to parking and concession
- Labor market challenges will persist

A photograph of a modern building with a curved, blue, ribbed roof. The building's facade is made of vertical, golden-brown panels. The text 'RFQ Scope of Services' is overlaid in white. In the background, there are green hills under a hazy sky.

RFQ Scope of Services



The Authority's Need

- **Growing project portfolio**
 - Infrastructure-development projects
 - Non-development projects
- **Requirement for strong management and controls**
- **Two primary services**
 - Project Management
 - Project Controls

Project Management Services

- Provision of capable Project Managers to manage RDU projects
- **Project Manager Responsibilities**
 - Scope, schedule, budget
 - Team, stakeholders, communication, risk management
 - Project and contract administration
 - Third-party coordination
 - Technical reviews
- **Types of RDU projects**
 - Development (primary)
 - Non-Development (secondary)
 - Reachback staffing



Project Controls Services

- Stand up a dedicated Project Controls team at RDU
 - **Primary:** Development program
 - **Secondary:** Enterprise project portfolio
- **Responsibilities**
 - Management Controls
 - Cost Controls
 - Schedule Controls
- **Schedule**
 - Phase 1: Maturity assessment (first 6 months)
 - Phase 2: Implementation
- Staffing





Preparing for the RFQ

- One or more firms could be selected
- Teaming encouraged
- Selection criteria
- MWSB requirements
- In-person networking attendance encouraged



Tentative RFQ Schedule

- NLT October 1: RFQ released
- October 8: Pre-Proposal Conference
- October 15: Questions due
- October 22: Answers to questions
- November 5: Proposals due
- November 29 – December 3: Initial interviews
- April 1, 2022: Contract(s) start

The background image shows a modern architectural structure. On the left, a large, curved roof with blue corrugated metal panels arches over a section of the building. The building's facade is composed of vertical golden-colored panels. In the background, another similar building with a blue roof is visible against a hazy, mountainous landscape under a soft, warm sky.

Minority and Woman-Owned Small Business Program

Minority and Woman-Owned Small Business Program

- The Minority and Woman-Owned Small Business (MWSB) program is designed to facilitate the inclusion of minority and women-owned small businesses in Authority-funded.
- MWSBs are **small businesses** which are **owned, operated and controlled** by individuals that are: Black, Hispanic, Asian-Pacific, Native American, Subcontinent Asian American or Women.





MWSB Program Goals

- RDU sets **goals** for the participation of MWSB firms in all contracts.
- Goals are calculated as a percentage of the total contract value.
 - Includes change orders, amendments, etc.
- Separate goals for the participation of minority-owned small businesses (MB) and women-owned small businesses (WB)

A photograph of an air traffic control tower on the left side of the slide, with a small airplane flying in the sky to its right. The background is a warm, orange-hued sky.

MWSB Program

- RDU is committed to the inclusion of both **minority-owned** businesses and **woman-owned** businesses
- Previous achievement was: 12% MB and 15% WB



Achieving MWSB Goals

- Certified minority (MB) or woman-owned (WB) small businesses may propose
 - Must meet the portion of the goal for which they do not qualify
- Non-MWSB firms may include MWSBs in the project team in sufficient levels to achieve the goal or demonstrate efforts to meet the goals.

Teaming

- MWSB participation can be achieved through partnerships and teaming arrangements
- MWSB scope should be assigned distinct and clearly defined
- Authority may select separate firms for PM and PC tasks
- Networking event is designed to facilitate interaction between firms for partnerships and teaming



Small Business Programs

- The successful Proposer's MWSB commitment will be incorporated into the contract and will be enforceable under the terms of the contract.
- Proposers shall be solely responsible for confirming experience, capacity, and MWSB eligibility of subconsultants related to this solicitation.

Locating MWSB Firms

RDUAA certified directory:
www.rdu.com/mwsbdirectory

Search for MWSB firms



Vendor Certification

Search and/or join our database of certified vendors

Search Certified Directory

System Training

Learn how to fully utilize our system with a live trainer

Training List

Business Opportunities

Find a list of current business opportunities available with the Raleigh-Durham Airport Authority.

[View Opportunities](#)

About the System

Learn more about this system and how it works today

Information for Vendors

Account Access

Lookup Vendor accounts or reset user passwords

Account Lookup

Forgot Password

RDUAA Small Business Programs

Find additional information and resources through Raleigh-Durham Airport Authority small business programs webpage.

[RDUAA Small Business Programs](#)



Raleigh-Durham Airport Authority



MWSB Program Certification

RDUAA accepts various certifications for the MWSB Program:

- NCDOT – Disadvantaged Business Enterprise – MWSB
- SBA 8(a) Business Development Certification – SBA 8(a)
- Women's Business Enterprise National Council – Women-Owned Small Business – WOSB



MWSB Program Certifications

RDUAA [must verify business size](#) for these certifications

- NCDOA – Historically Underutilized Business – HUB
 - Minority or women-owned HUBs only
- Carolinas-Virginia Minority Supplier Development Council – CVMSDC

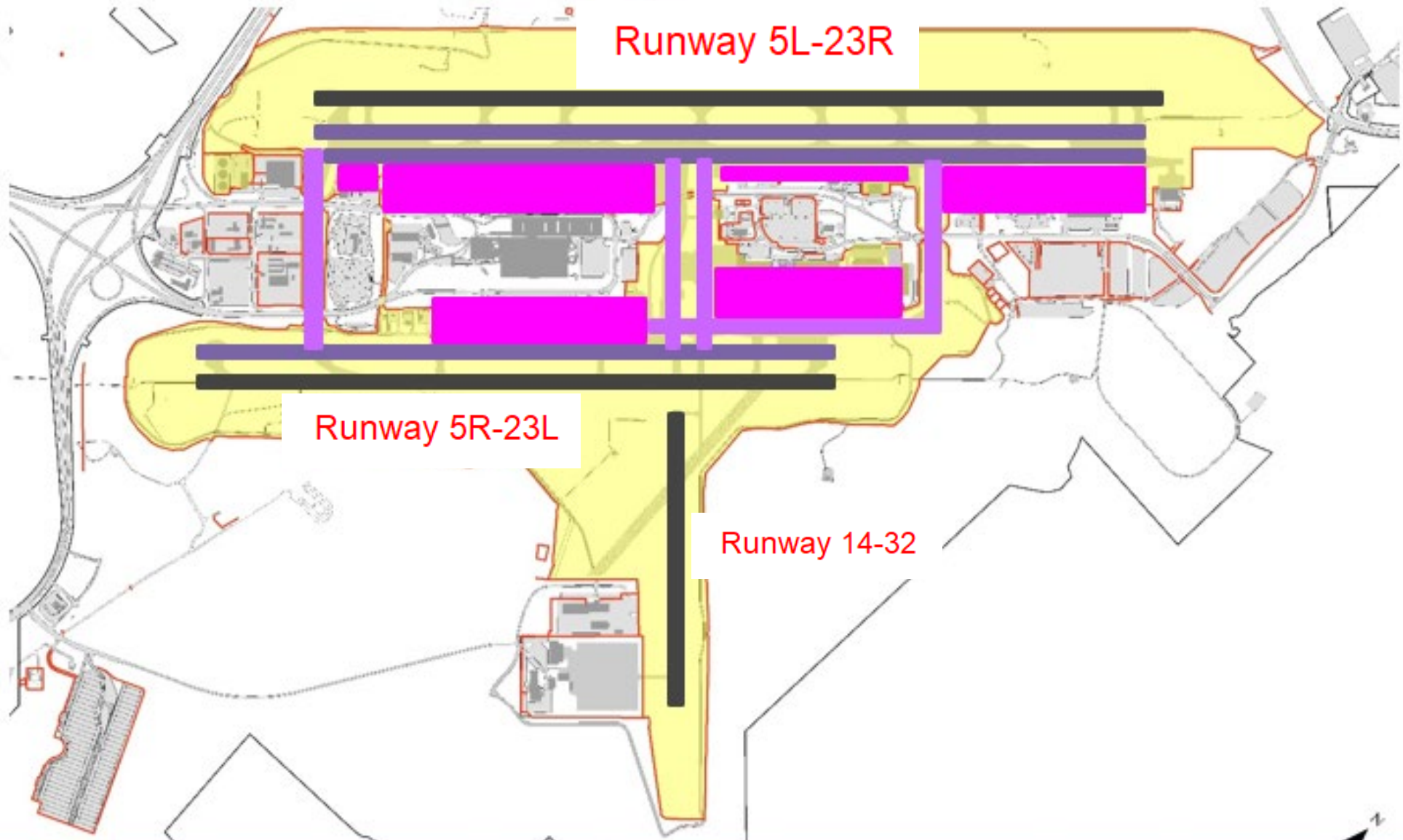
The background of the slide is a photograph of a modern building with a large, curved, blue-tinted glass roof. The building's facade is made of vertical, golden-brown panels. The scene is captured during sunset or sunrise, with a warm, golden light illuminating the building and the sky. In the distance, a hazy mountain range is visible.

Potential Project Opportunities

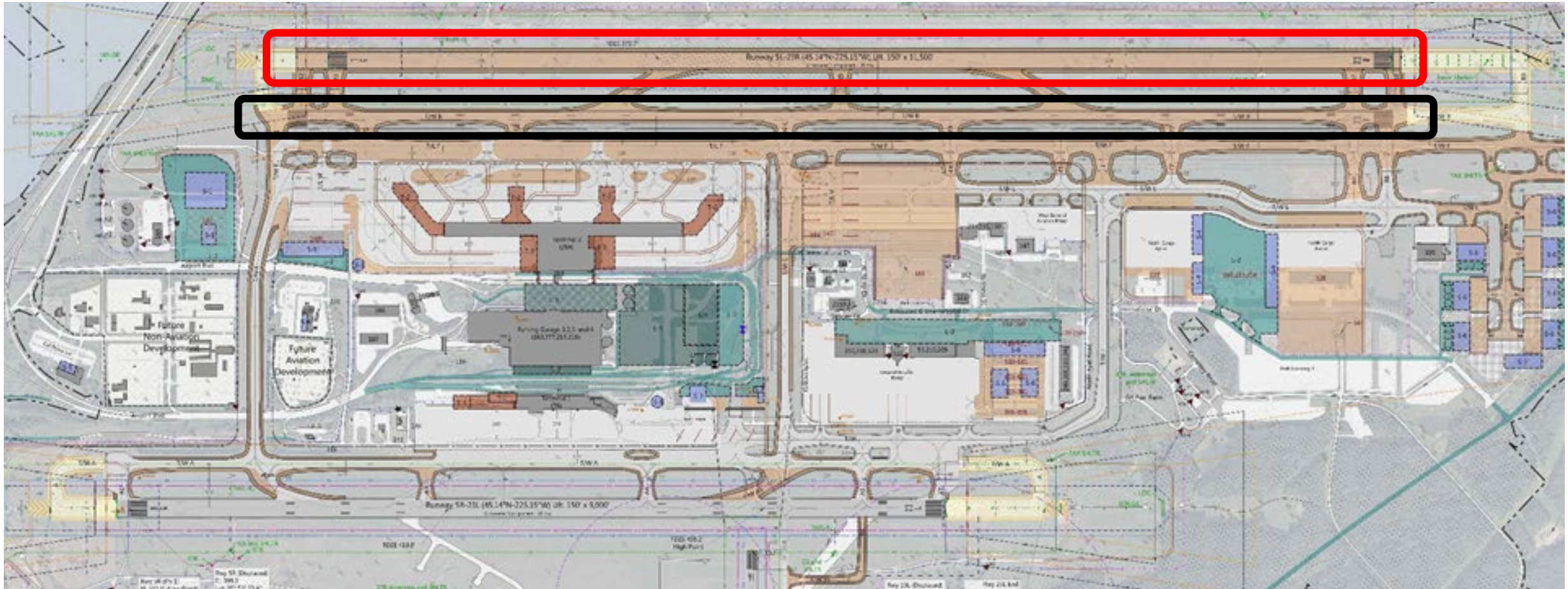
A photograph of a modern building with a curved, blue, ribbed roof. The building's facade is made of vertical, golden-brown panels. The text 'Horizontal Projects' is overlaid in the center. In the background, there are green hills under a hazy sky.

Horizontal Projects

Airside Projects

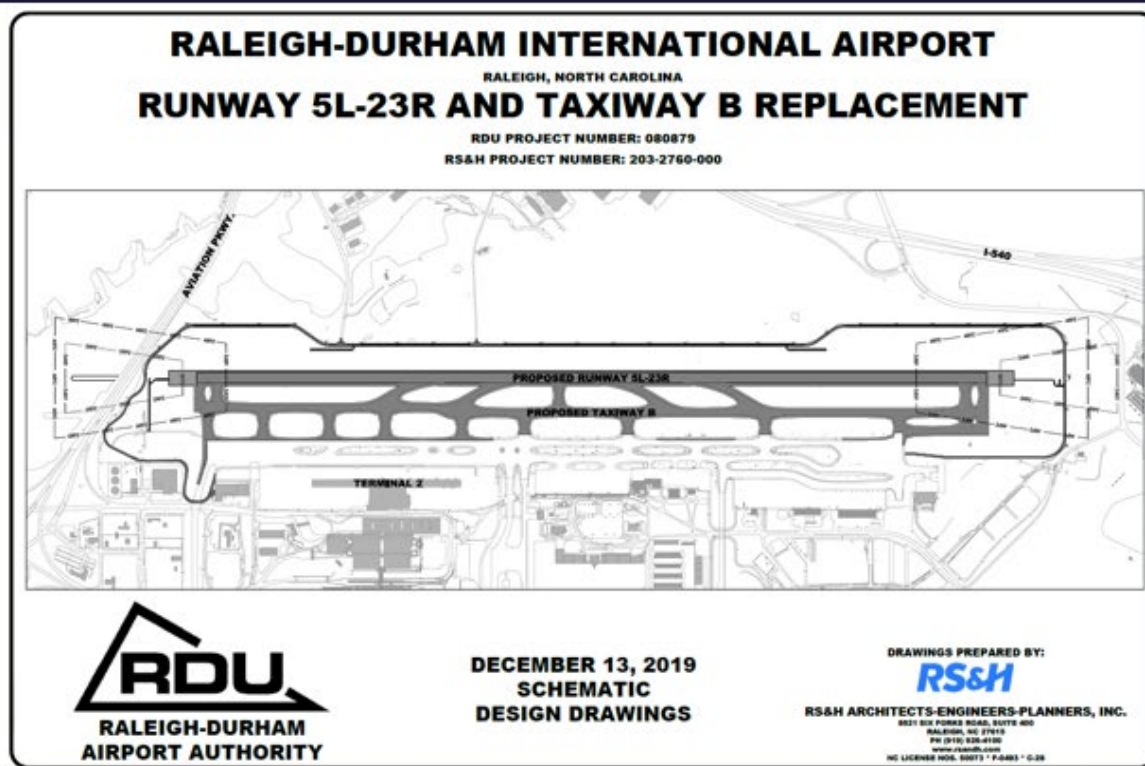


Runway 5L-23R Replacement



Runway 5L-23R Replacement

Schematic Design Documents



RUNWAY 5L-23R AND TAXIWAY B REPLACEMENT

SCHEMATIC DESIGN REPORT

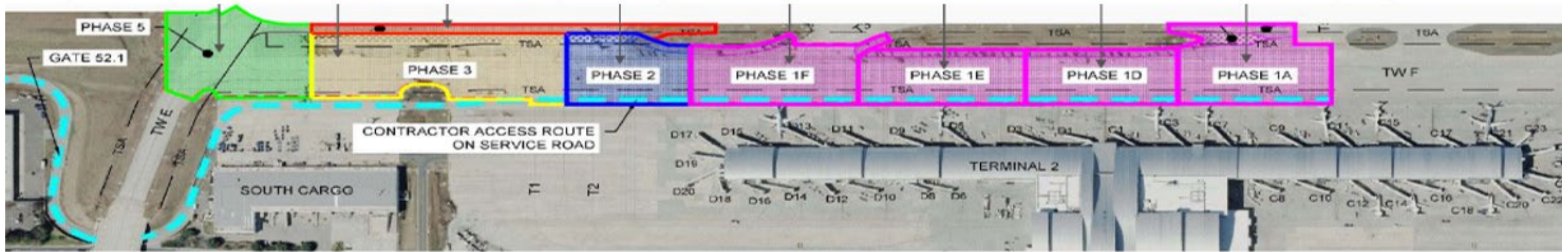
DECEMBER 20, 2019

RDUAA Project No.: 080879
RS&H Project No.: 203-2760-000



Airside "Enabling" Projects

T/W F Rehab (South) - Proposed Construction Schedule – V2



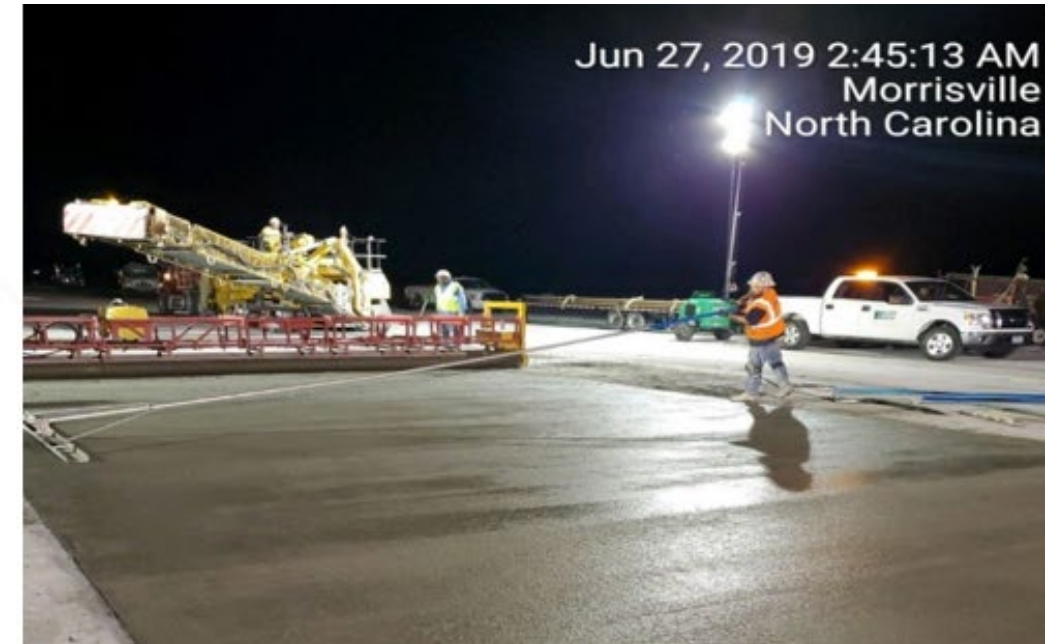
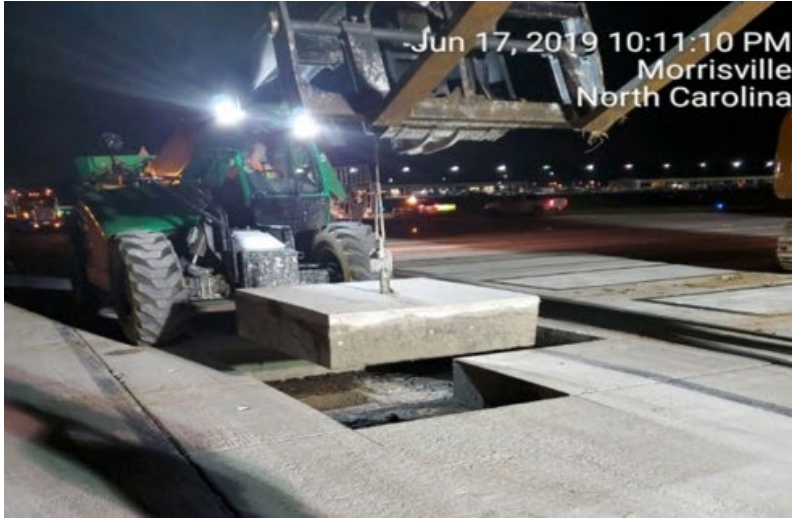
Airside "Enabling" Projects

Runway 5L-23R Pavement Preservation



Airside "Enabling" Projects

Runway 5L-23R Pavement Preservation



Airside "Enabling" Projects

Runway 5R-23L Preservation



Upcoming Airside Projects

GA Area Pavement Rehabilitation



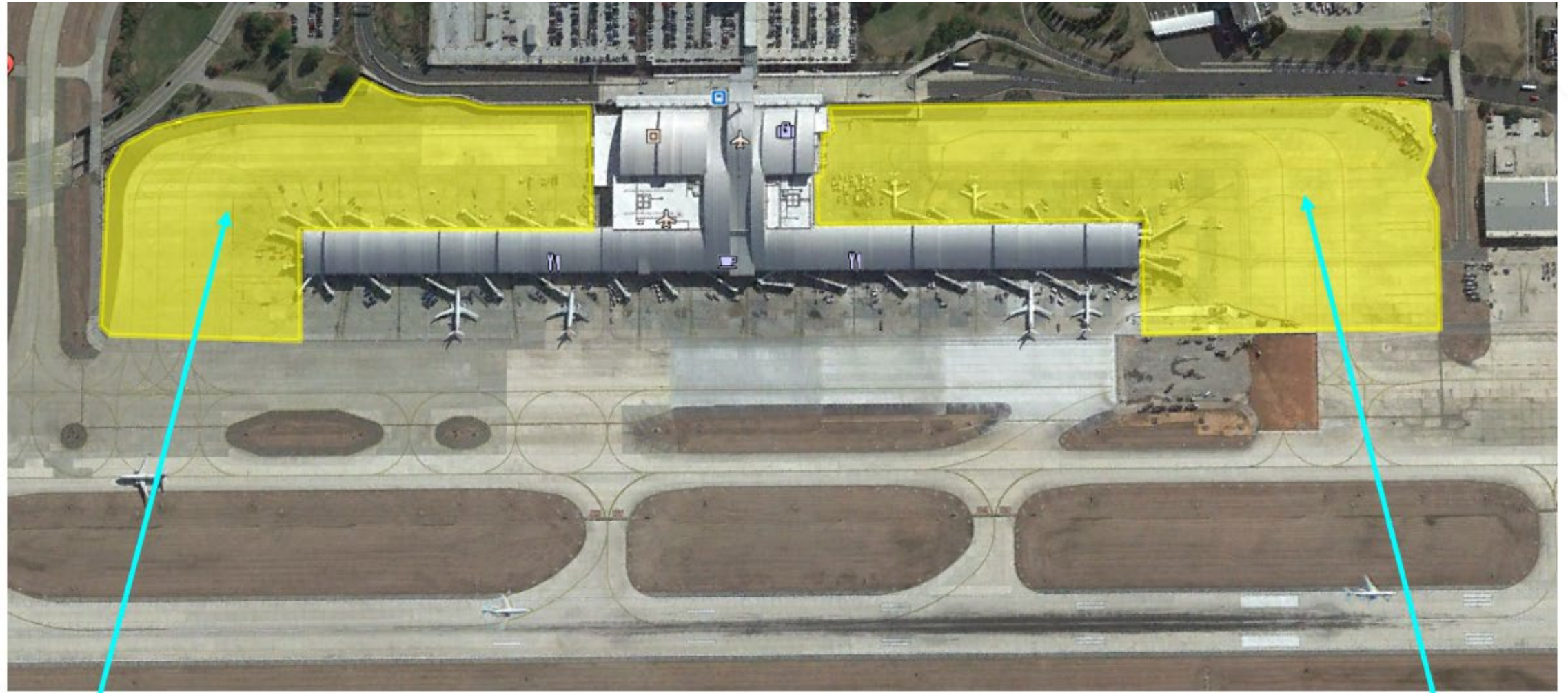
GA Tie-down Apron

Storm Water Inlets

GA T-Hangar Apron

Upcoming Airside Projects

T2 Apron Pavement Rehabilitation

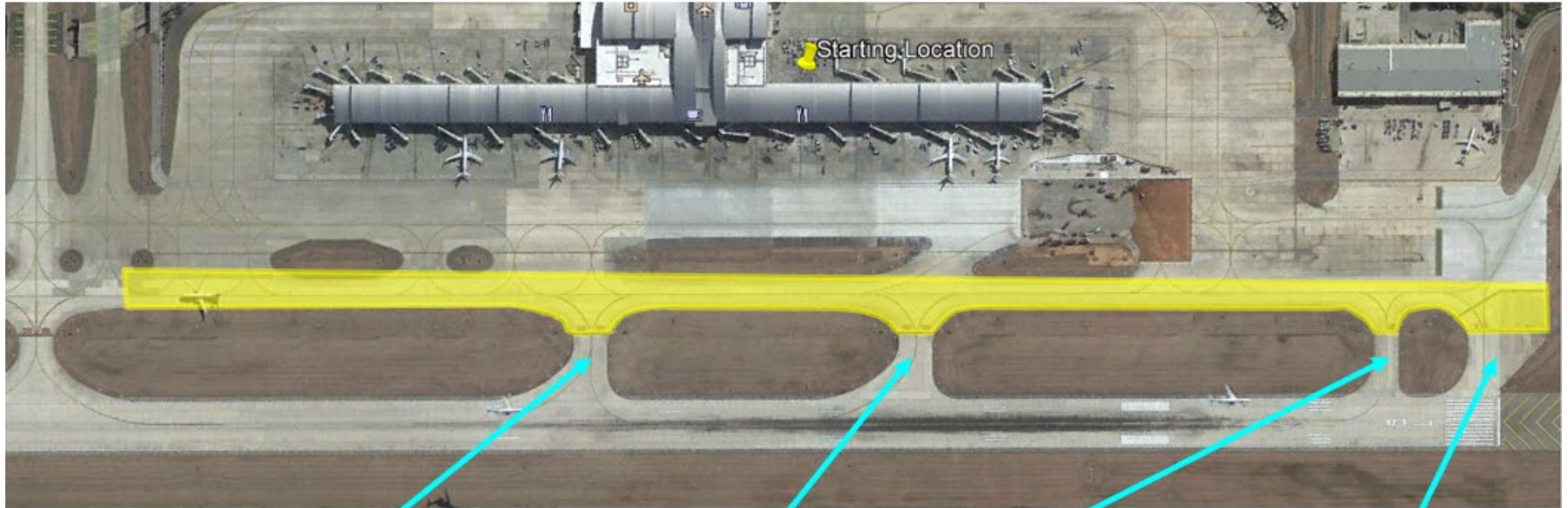


T2 Apron (North)

T2 Apron (South)

Upcoming Airside Projects

Taxiway B (South) Pavement Rehabilitation



Taxiway B4

Taxiway B3

Taxiway B2

Taxiway B1

Upcoming Airside Projects

Taxiway E Rehabilitation



Upcoming Airside Projects

N Cargo Apron and Taxiway J Rehabilitation



N Cargo
Apron

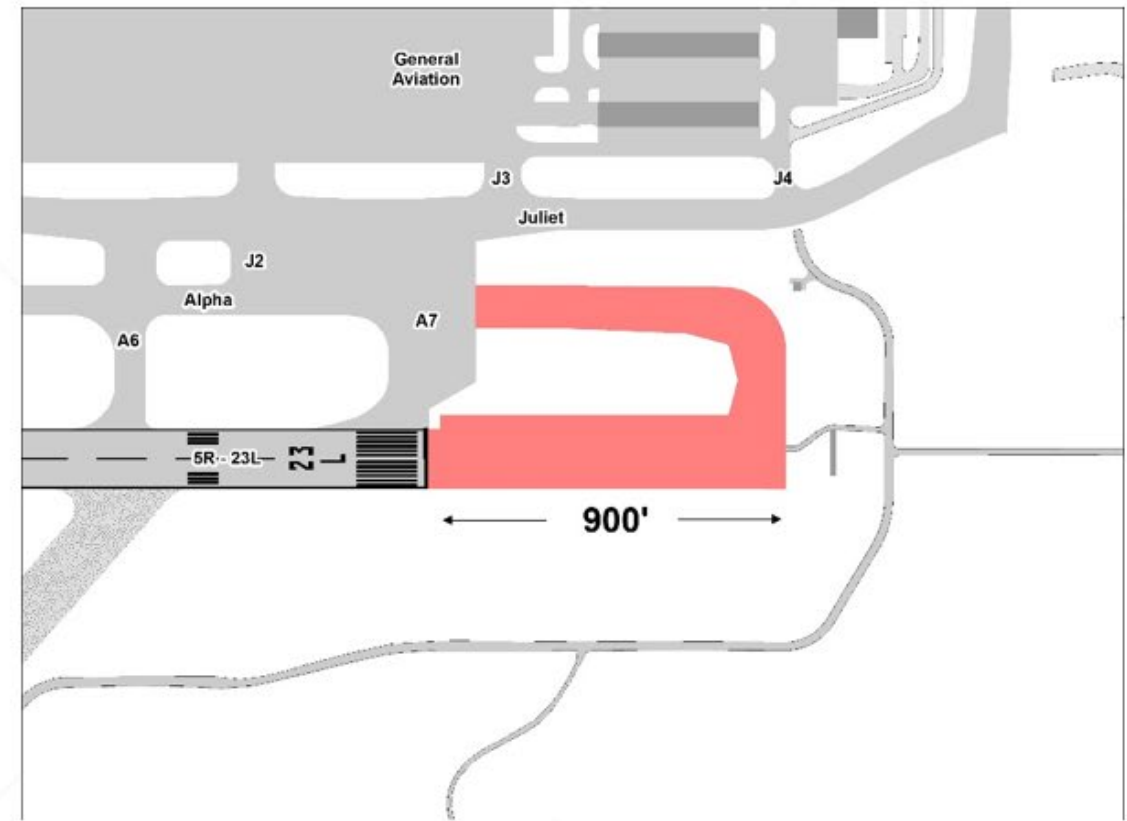
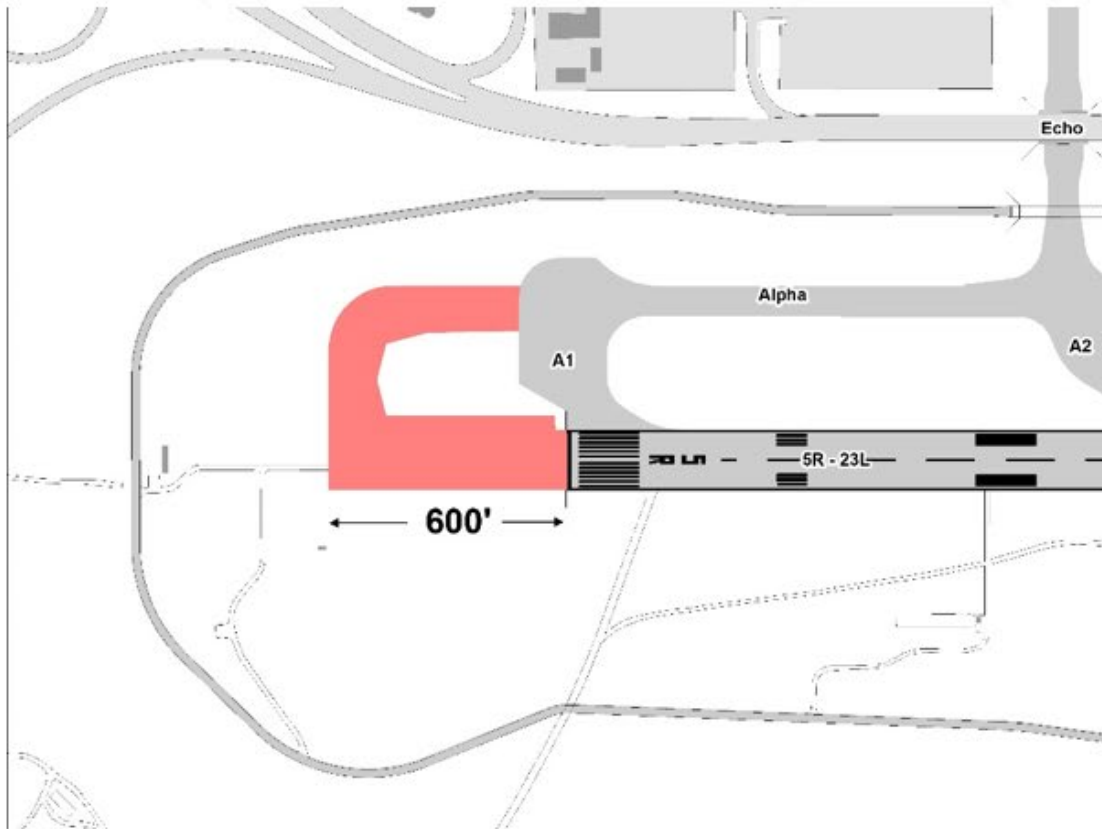
TW J



Raleigh-Durham Airport Authority

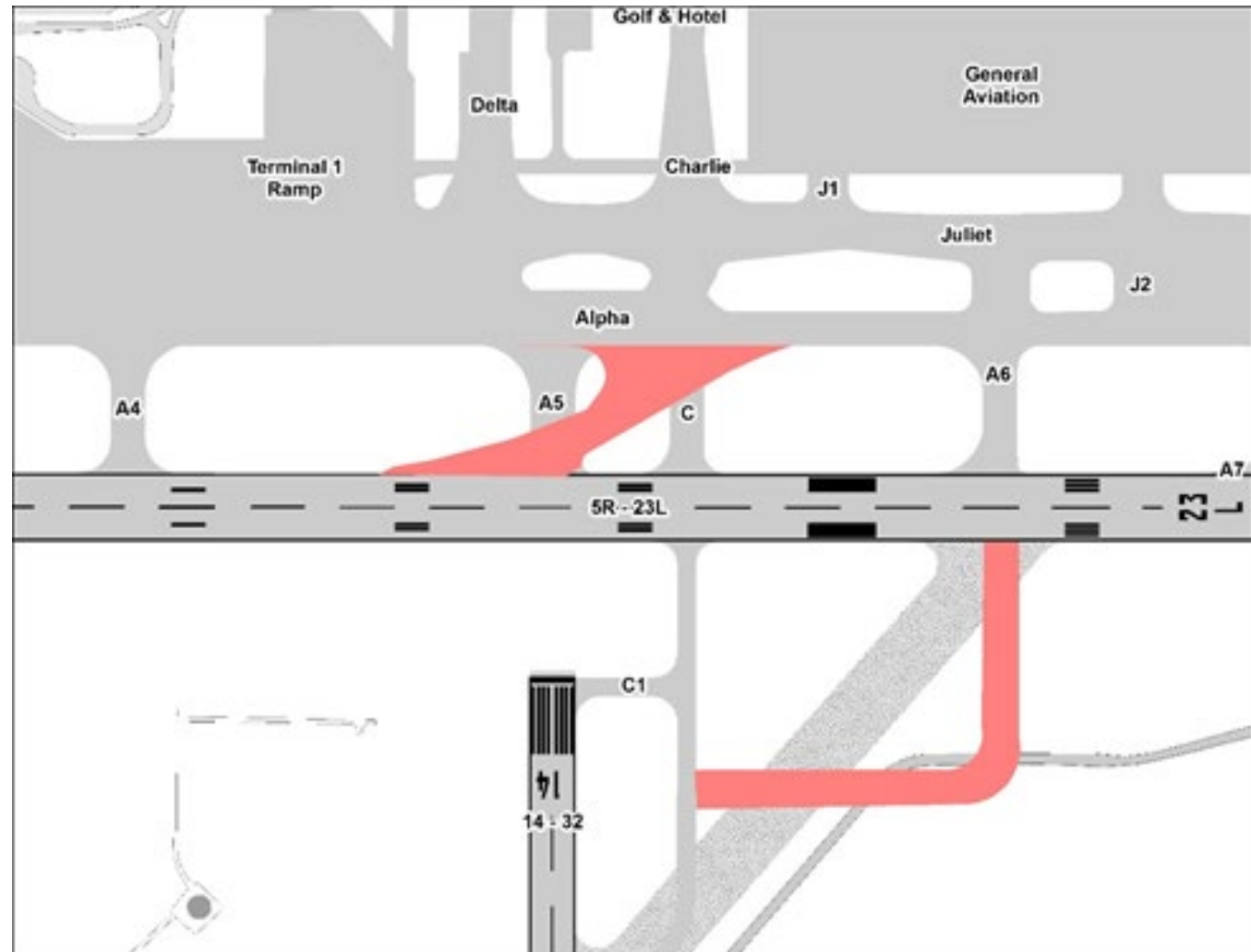
Future Airside Projects

Runway 5R – 23L Extension



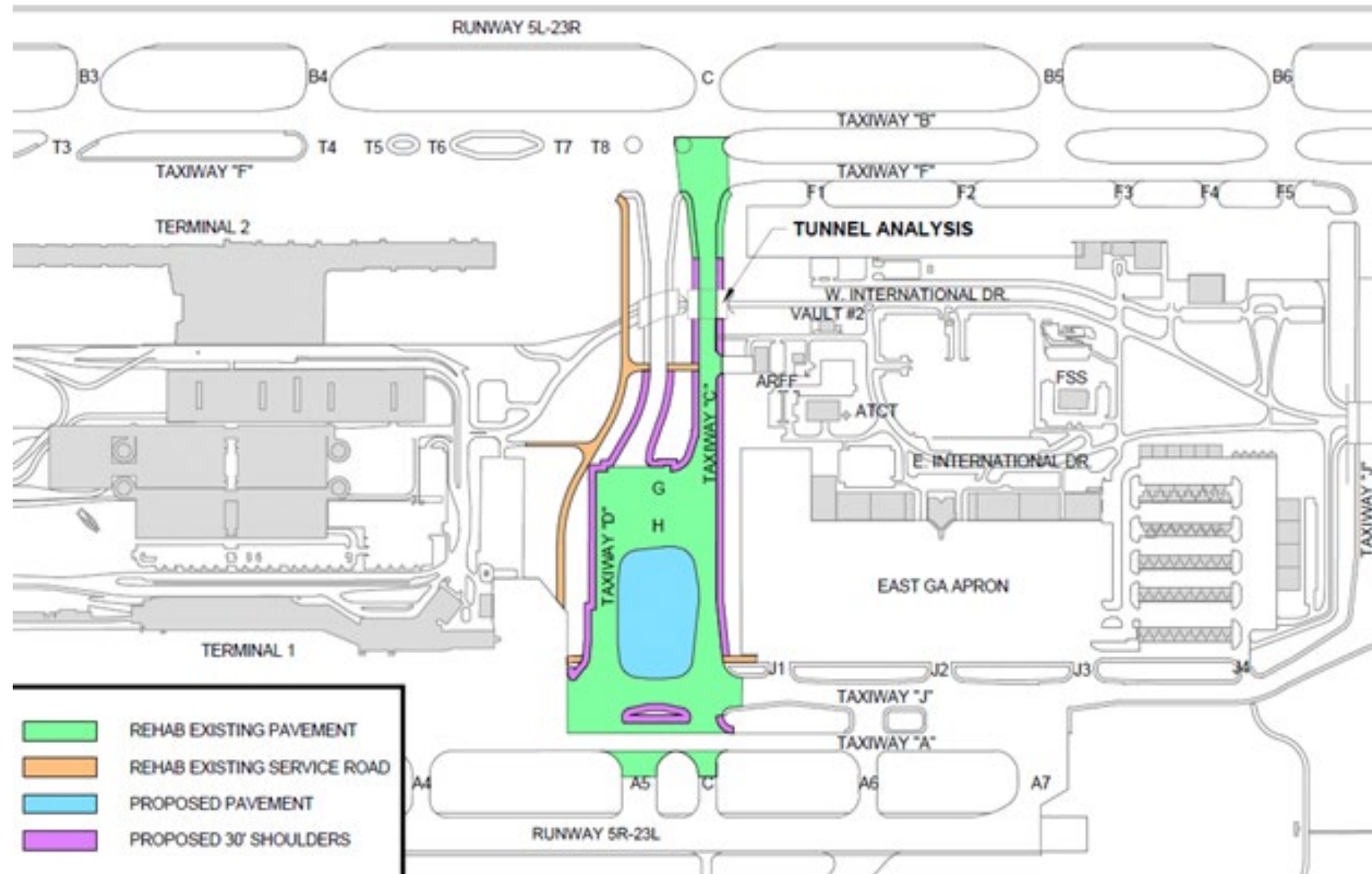
Future Airside Projects

Runway 5R – 23L High Speed Exit & TW Y



Future Airside Projects

Taxiways C & D Reconstruction



Upcoming Landside Projects

International Drive Rehabilitation



West and East International Drive

International Drive

Upcoming Landside Projects

National Guard Drive Rehabilitation



National Guard Dr.



Raleigh-Durham Airport Authority

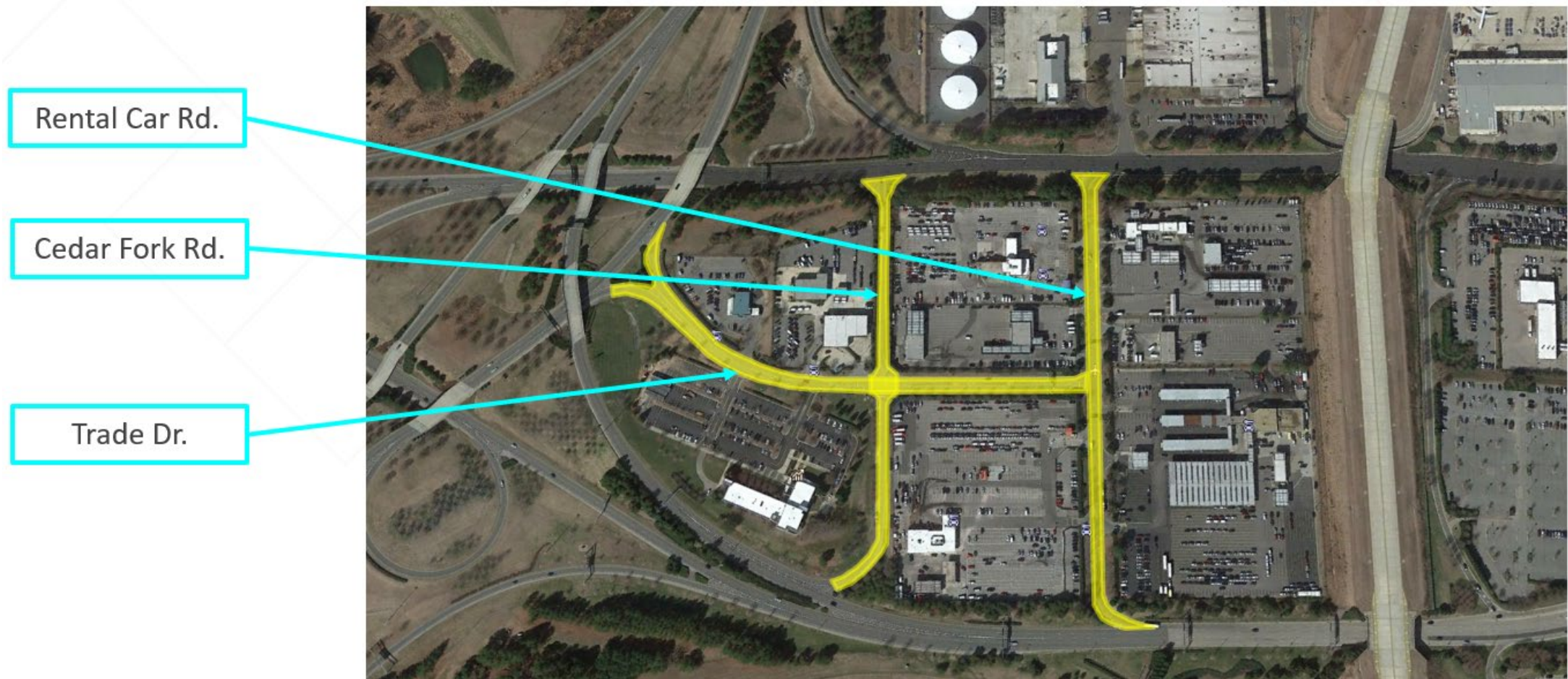
Upcoming Landside Projects

Mxt Building Parking Lot Rehabilitation



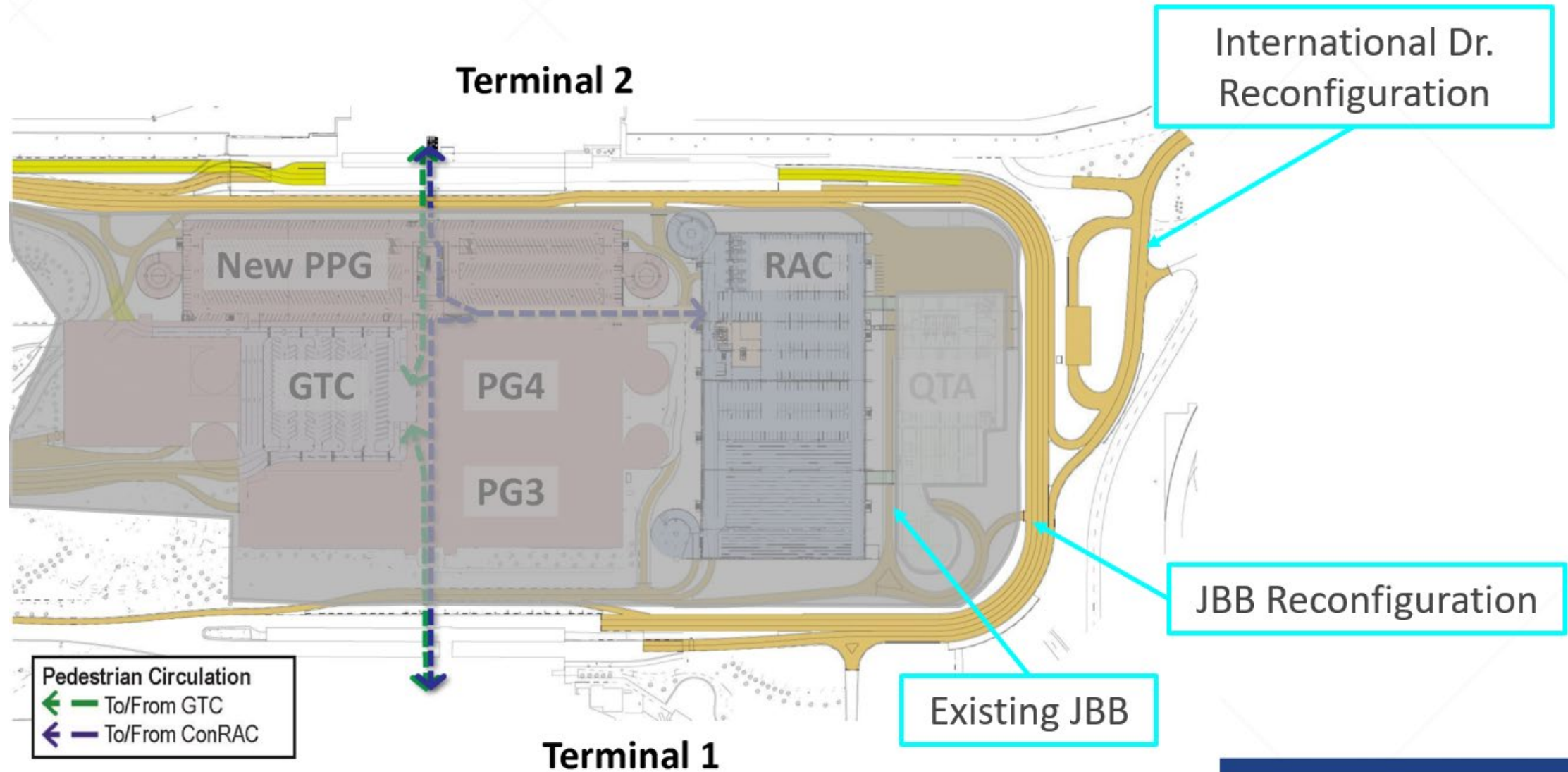
Upcoming Landside Projects

Rental Car Rd/Cedar Fork Rd/Trade Dr Rehab



Future Landside Projects

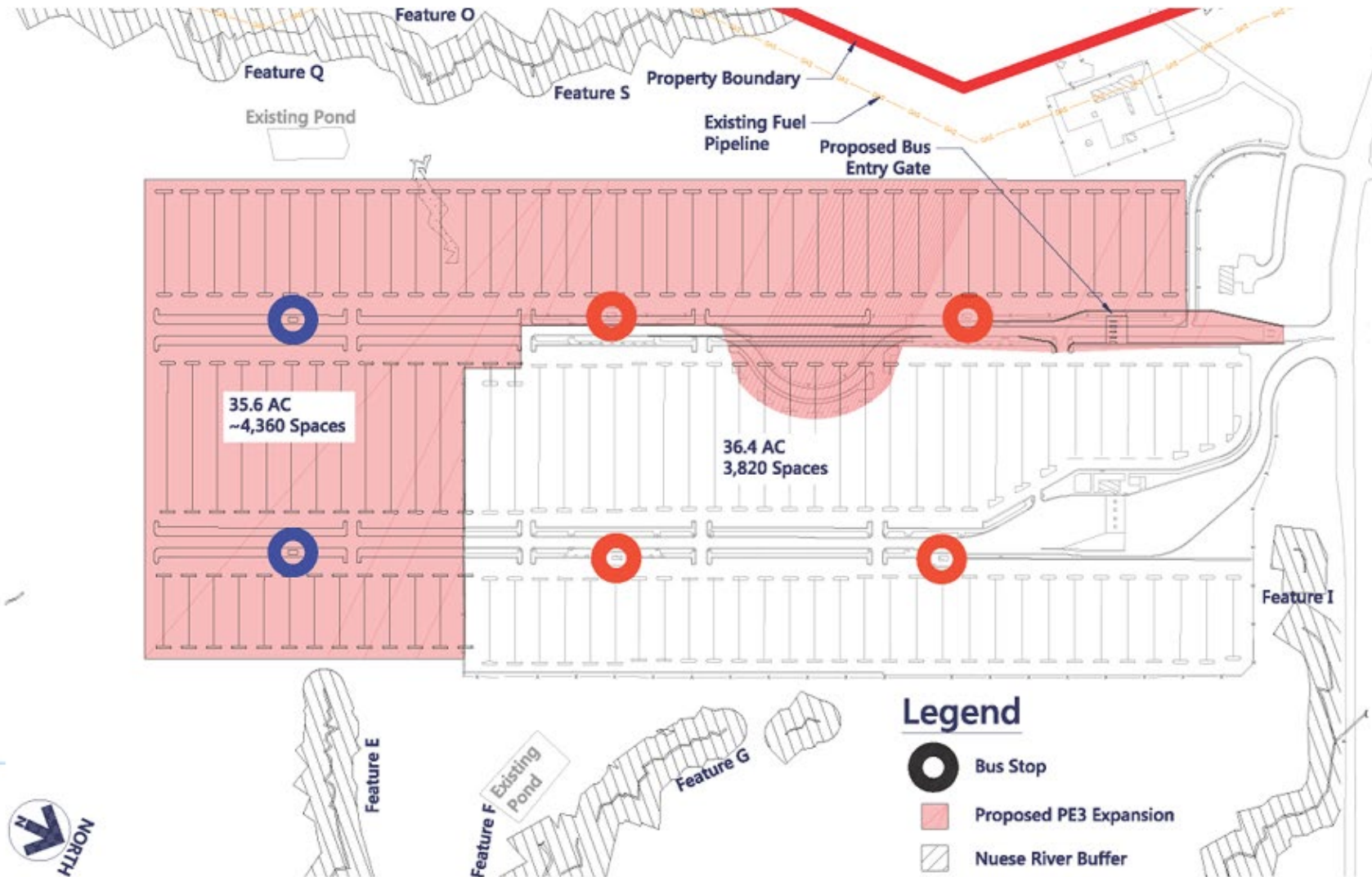
John Brantley Blvd Reconfiguration



Future Landside Projects

Park Economy 3 Expansion

- ~4,360 additional spaces
- ~8,180 spaces total
- ~35 additional acres
- 2 new bus stops
- Relocated entry plaza

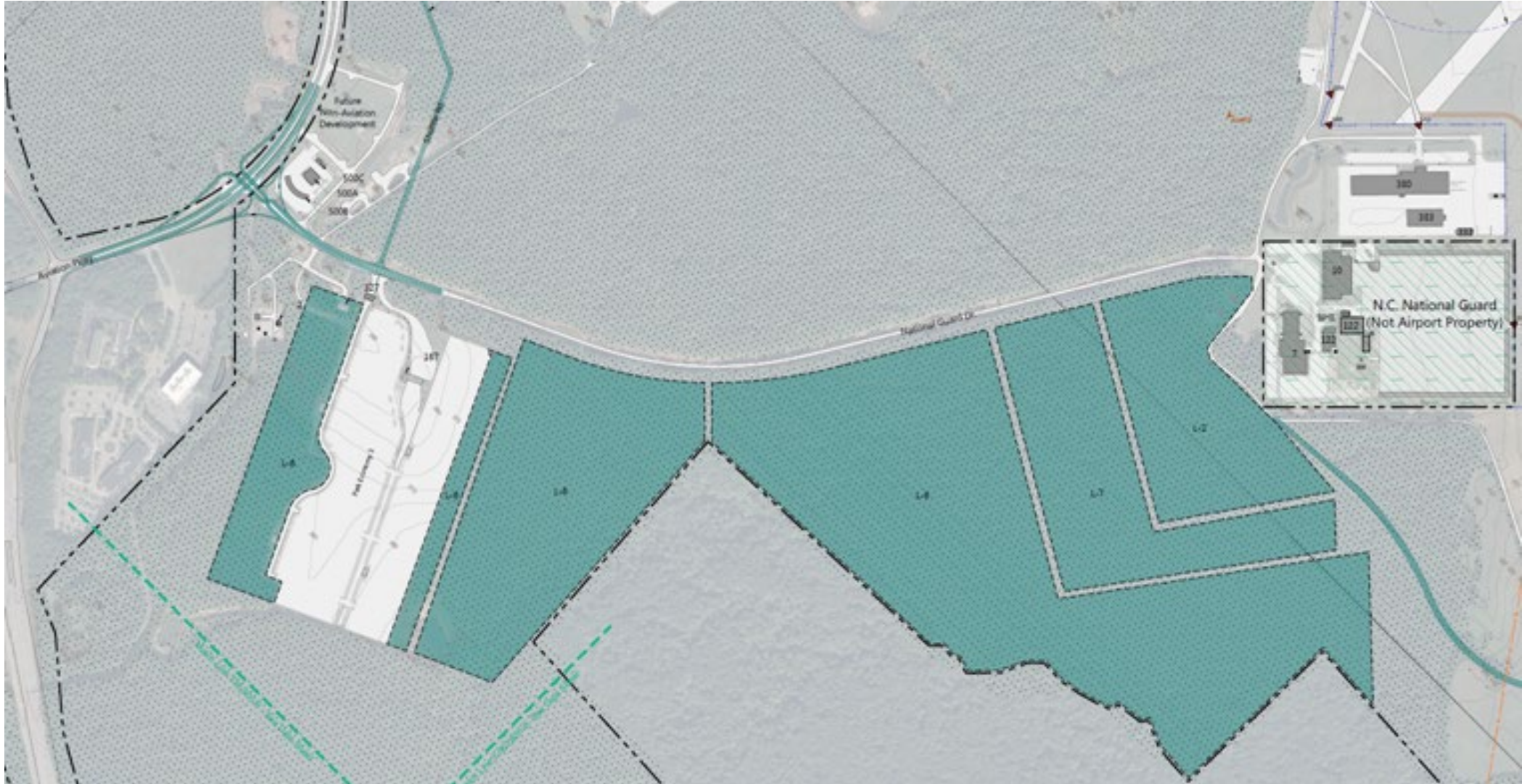


Source: RS&H, 2018



Future Landside Projects

Rental Car Storage Lots



Future Landside Projects

Aviation Prkwy / Nat'l Guard Dr Interchange



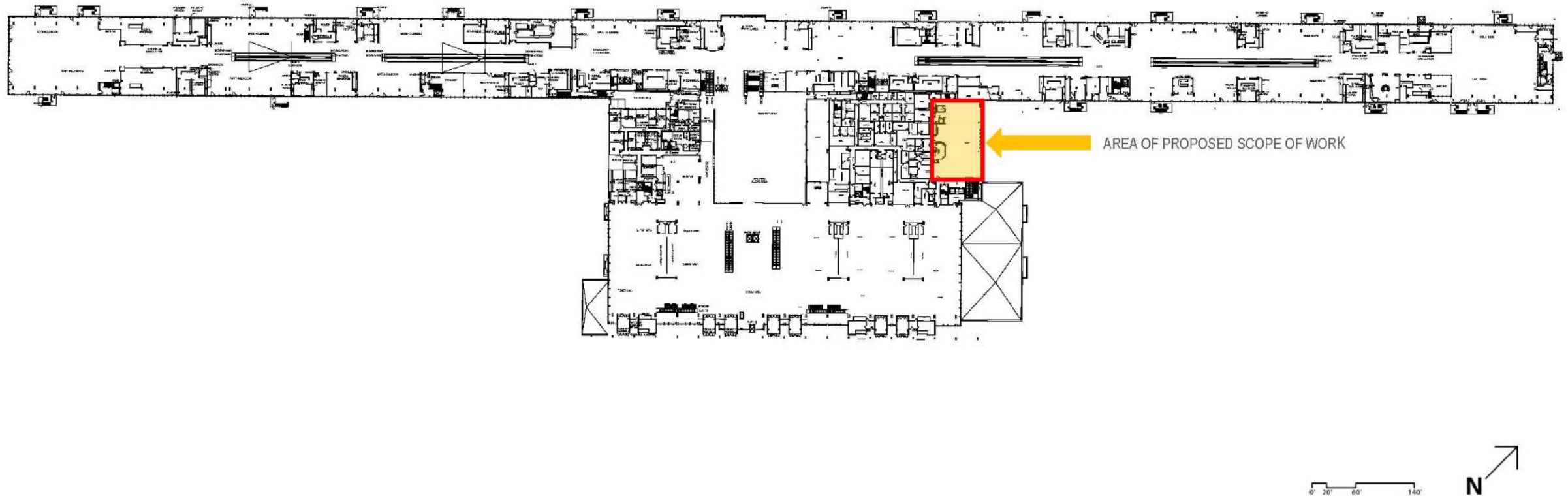
A photograph of a modern building with a curved, blue, ribbed roof and a golden, vertically-slatted facade. The building is set against a backdrop of green hills and a clear sky. The text 'Vertical Projects' is overlaid in the center.

Vertical Projects

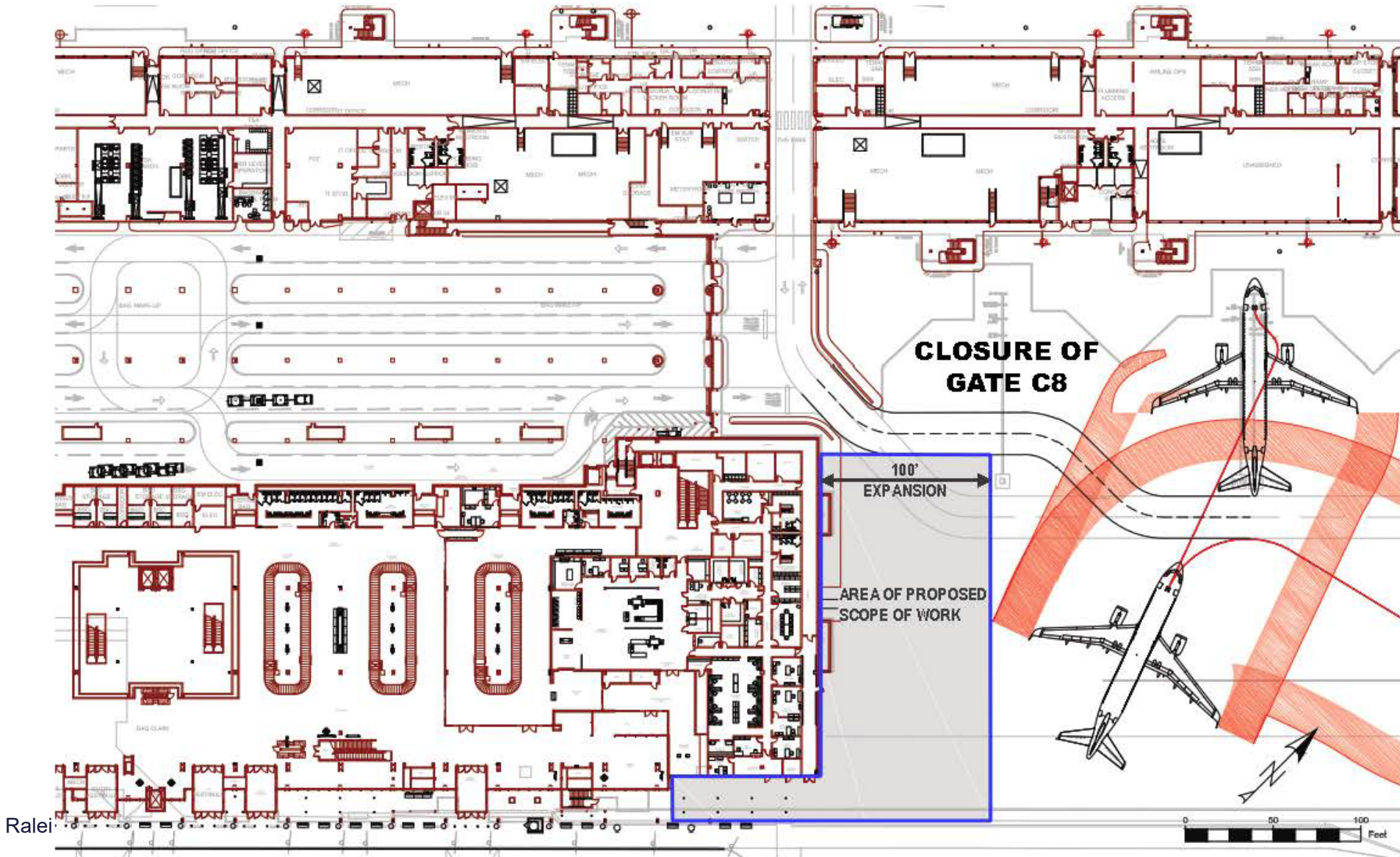
Terminal 2: (Federal Inspections Station) Facilities Expansion



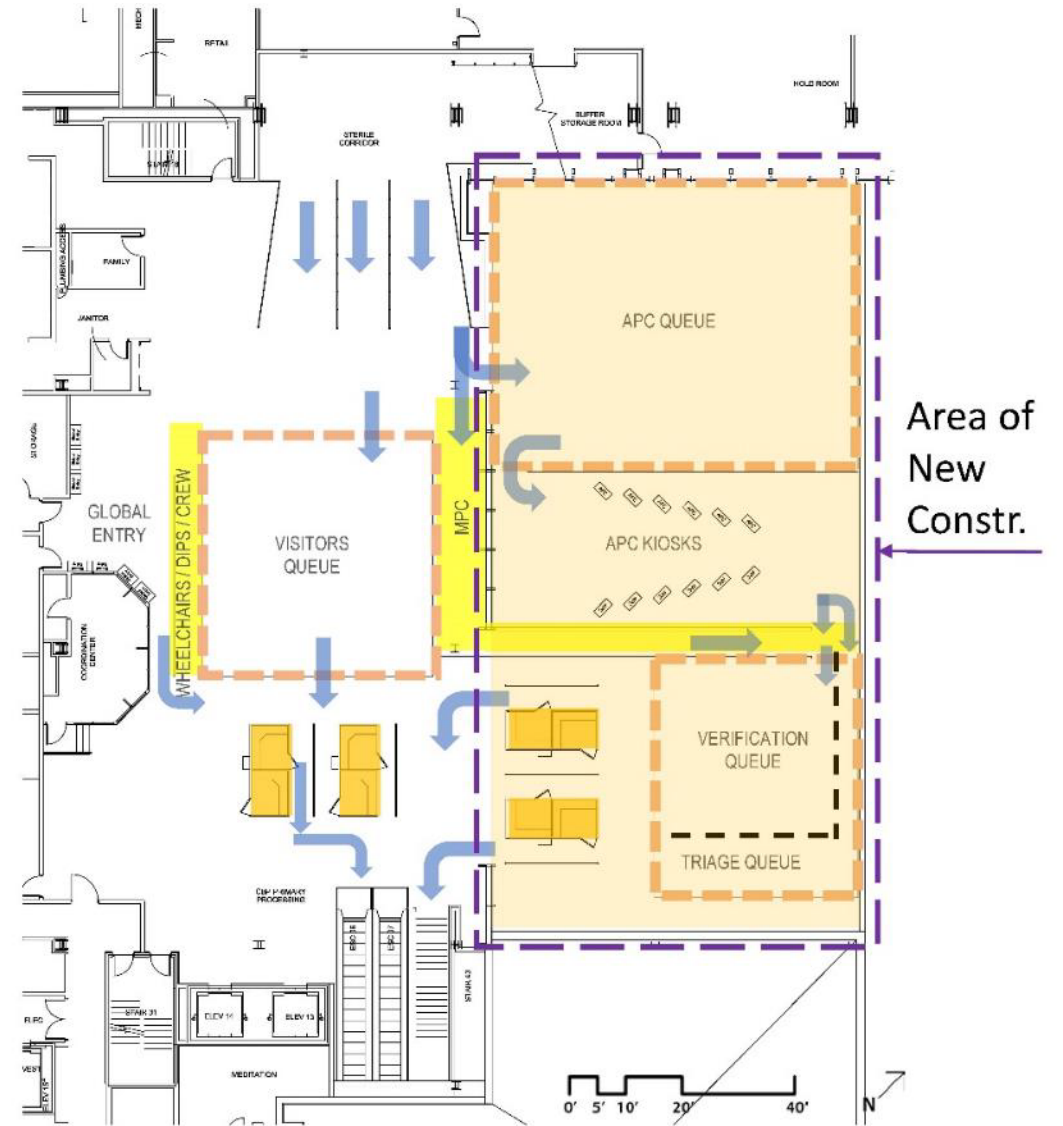
Terminal 2: (Federal Inspections Station) Facilities Expansion



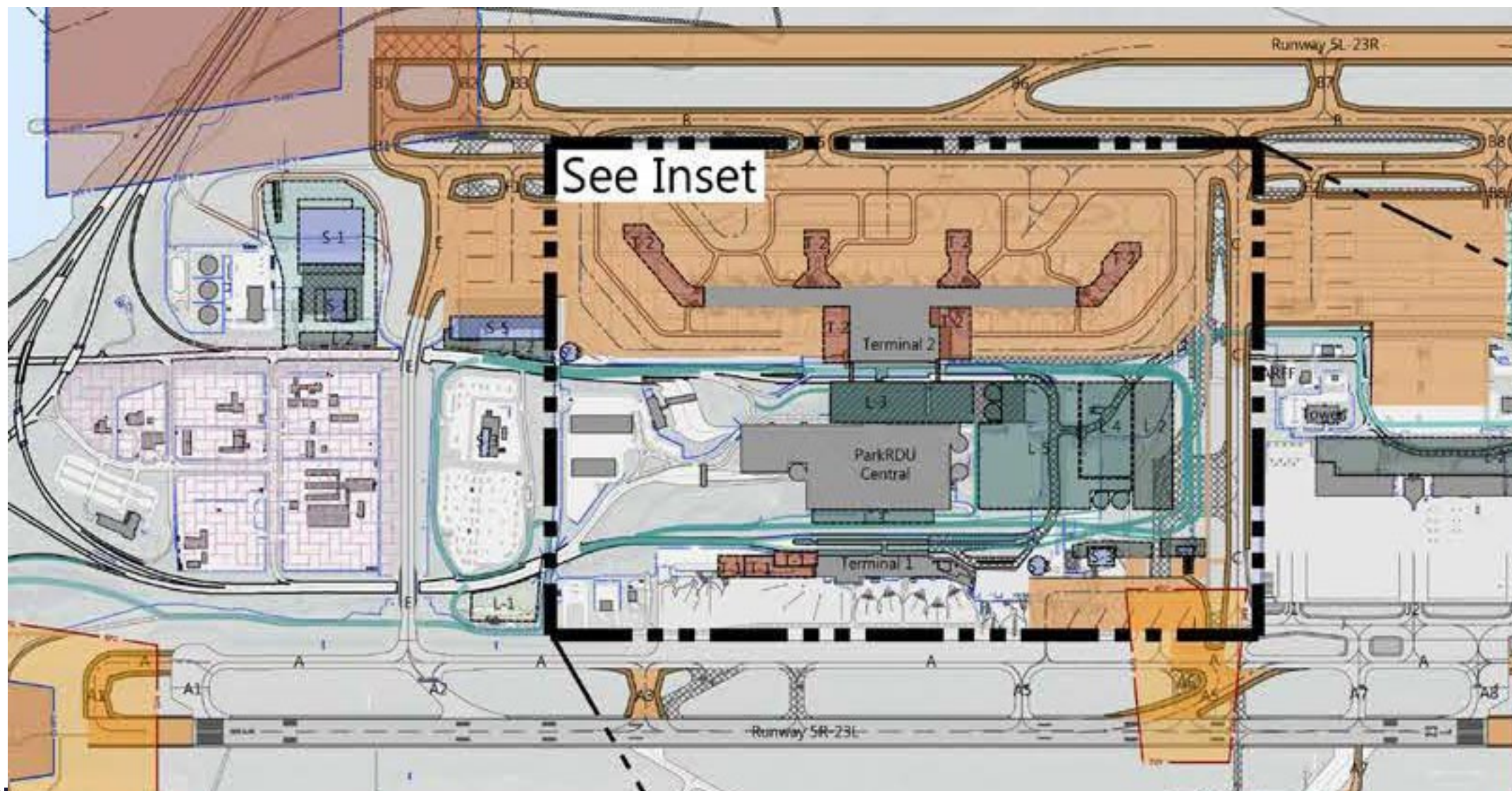
Terminal 2: (Federal Inspections Station) Facilities Expansion



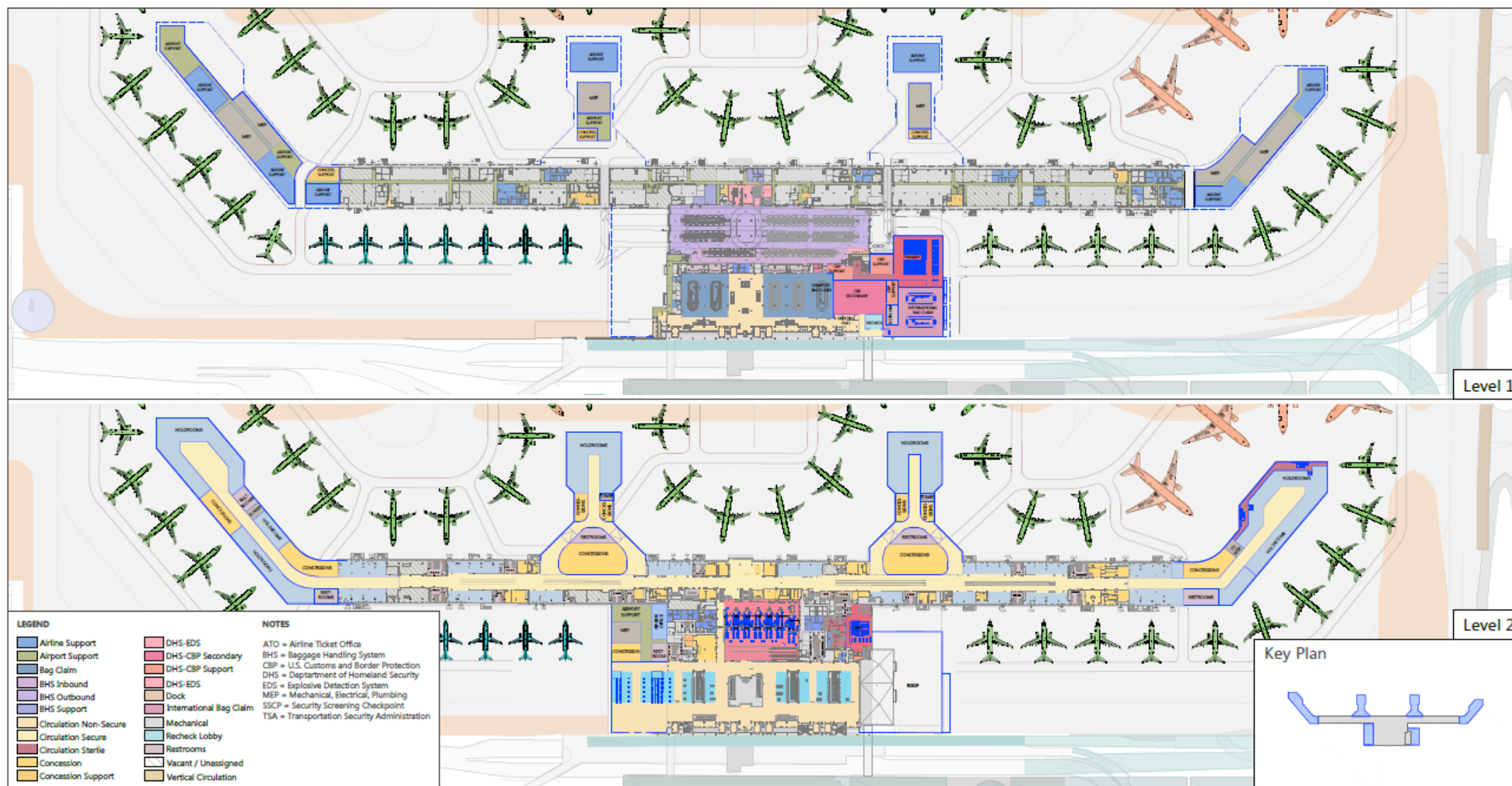
Terminal 2: (Federal Inspections Station) Facilities Expansion



Terminal 2: Expansion



Terminal 2: Expansion

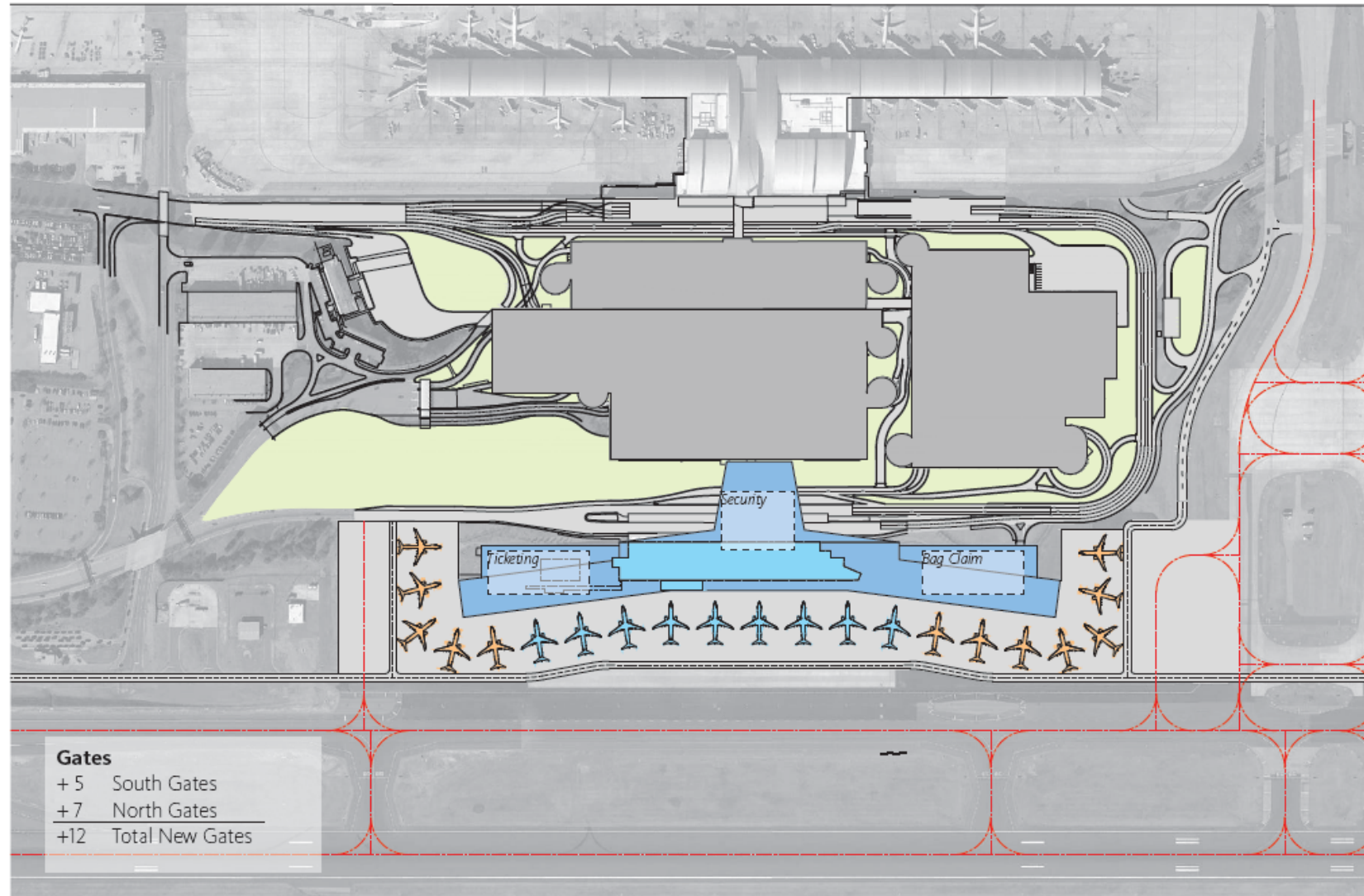


SOURCE: Quantum Spatial Inc., January 2016; Ricordo & Associates, Inc., August 2016.
PREPARED BY: Ricordo & Associates, Inc., August 2016.

EXHIBIT 6.2-5

RDU T1 EXPANSION OPTIONS

[VERTICAL EXPANSION APPROACH - OPTION 02]



DESIGN STRATEGY:

Builds new security connecting Garage and existing Terminal 1

PROS:

- Creates depth in center of terminal
- No changes to apron
- Creates enhanced dwell areas at ends of concourse
- Distributes gate load around ends of concourses
- Processors placed at ends with expanded depth

CONS:

- Splits ticketing operations
- Phasing difficulty with building above existing roadway
- Majority of gates accessed via Taxiway
- End east gates pushed back towards Taxiway, may impact AC operations



Airport Operations Center

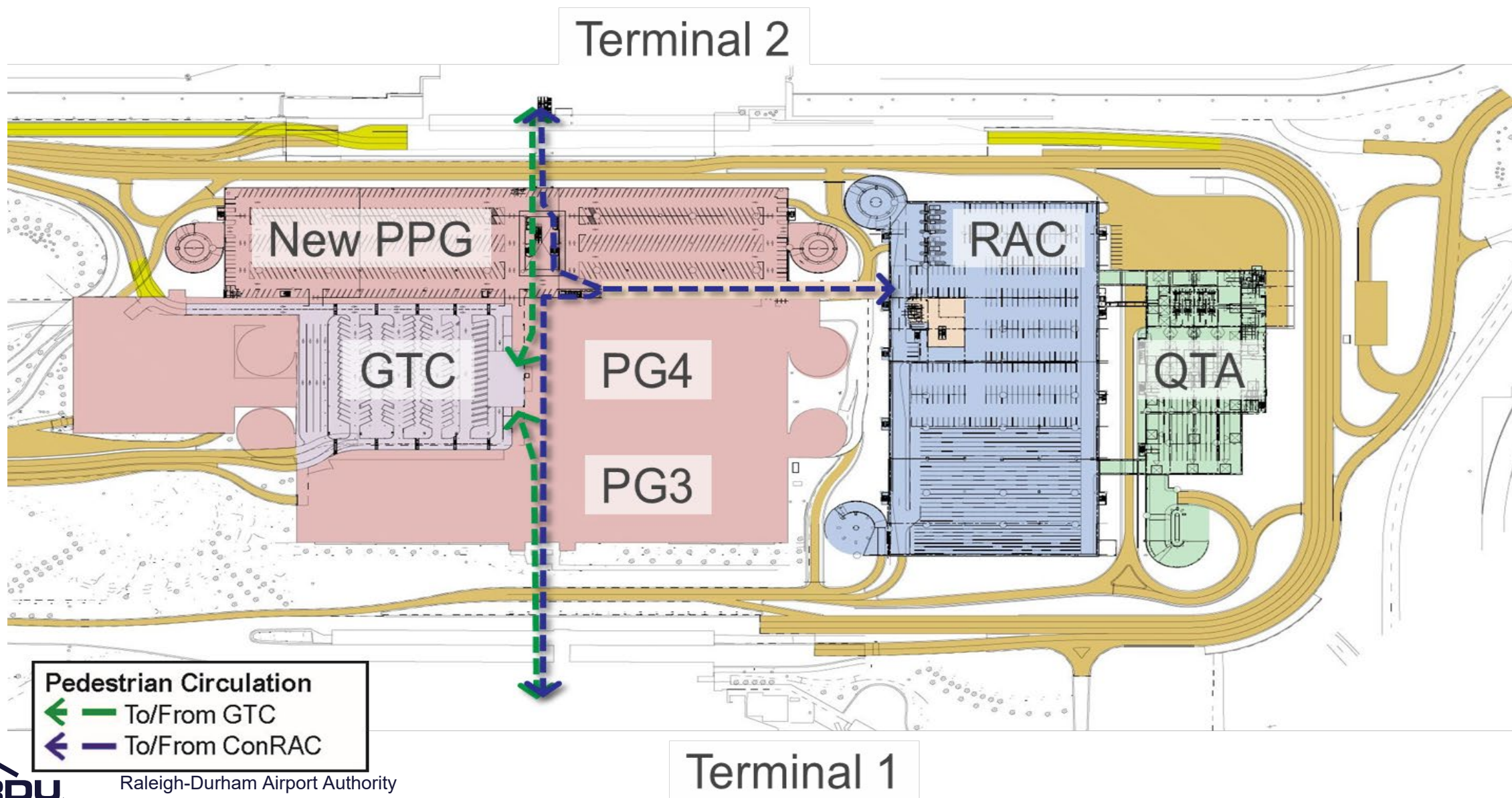


- Communications
- Fire Rescue
- Law Enforcement
- Operations

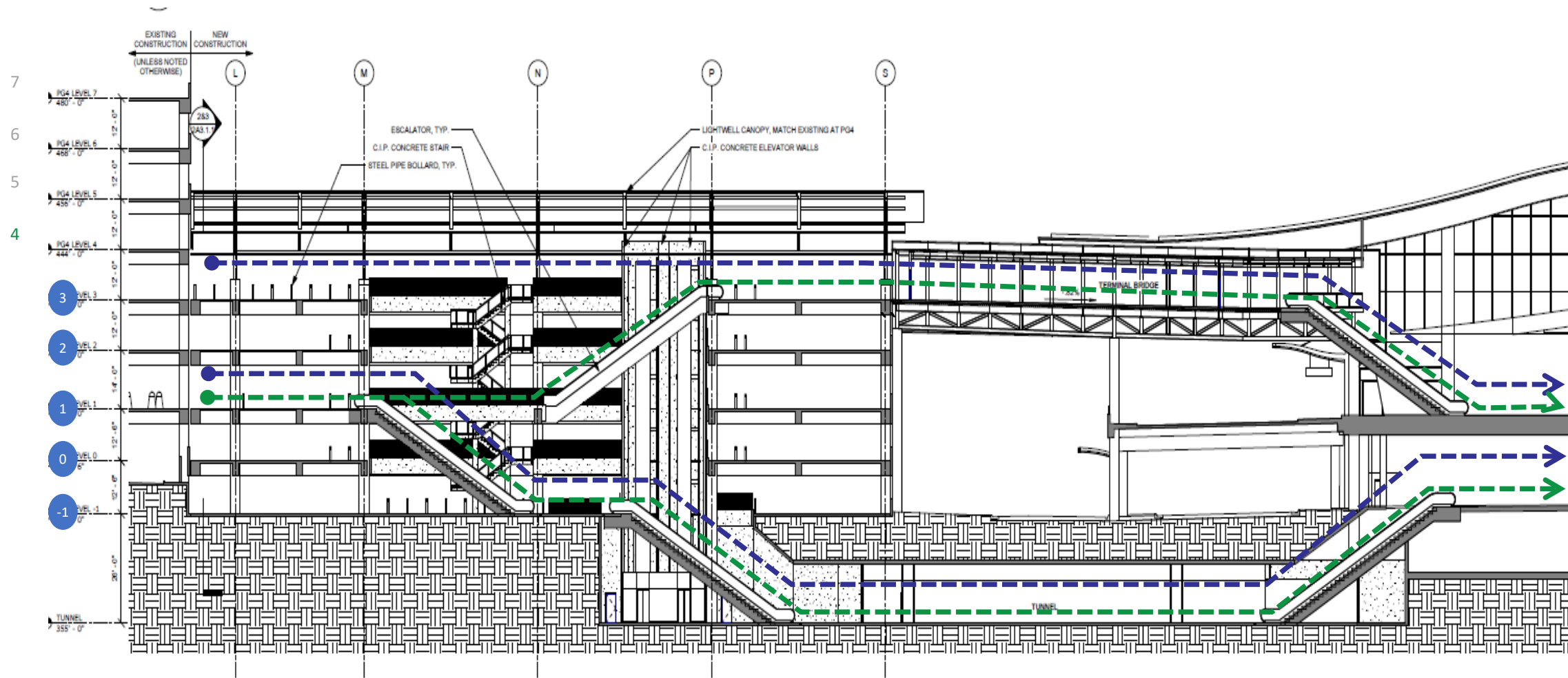


Raleigh-Durham Airport Authority

Consolidated Rental Car Facility (CONRAC)



Consolidated Rental Car Facility (CONRAC)



1 PPG BUILDING SECTION
SCALE: 1/16" = 1'-0"

PG4 to T1

New parking garage

Roadway

T2



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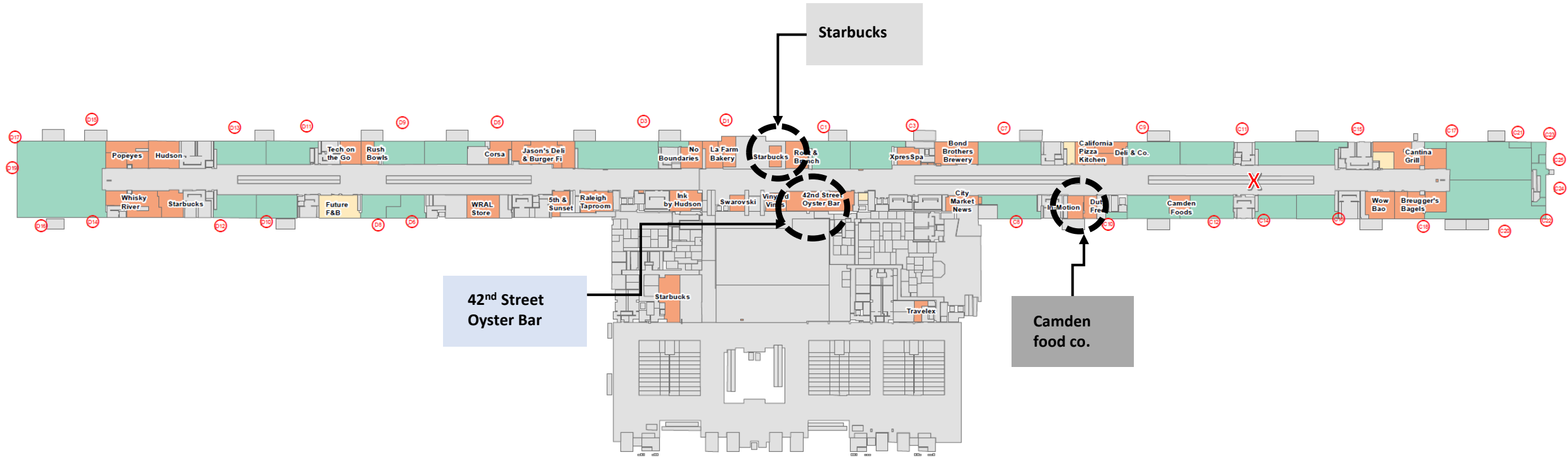
Consolidated Rental Car Facility (CONRAC)



Terminal 2 Concession Program



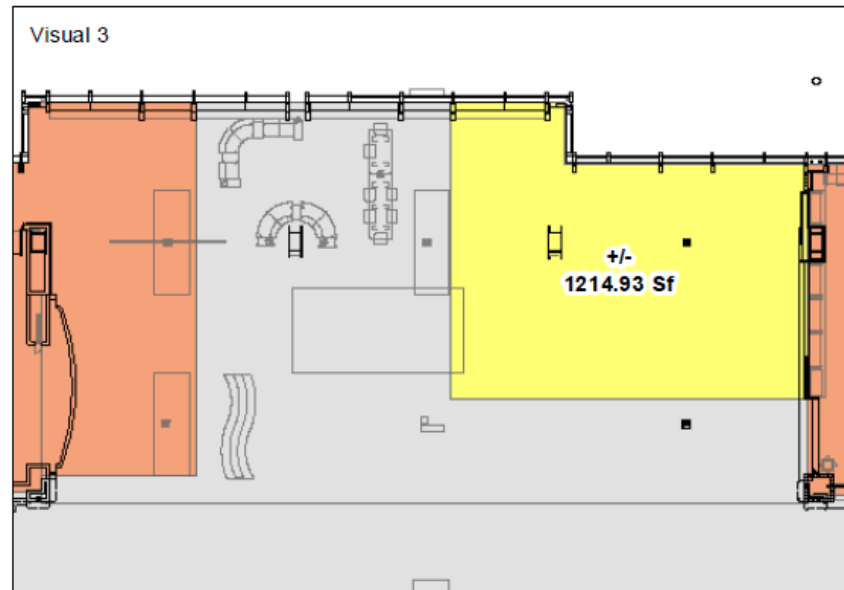
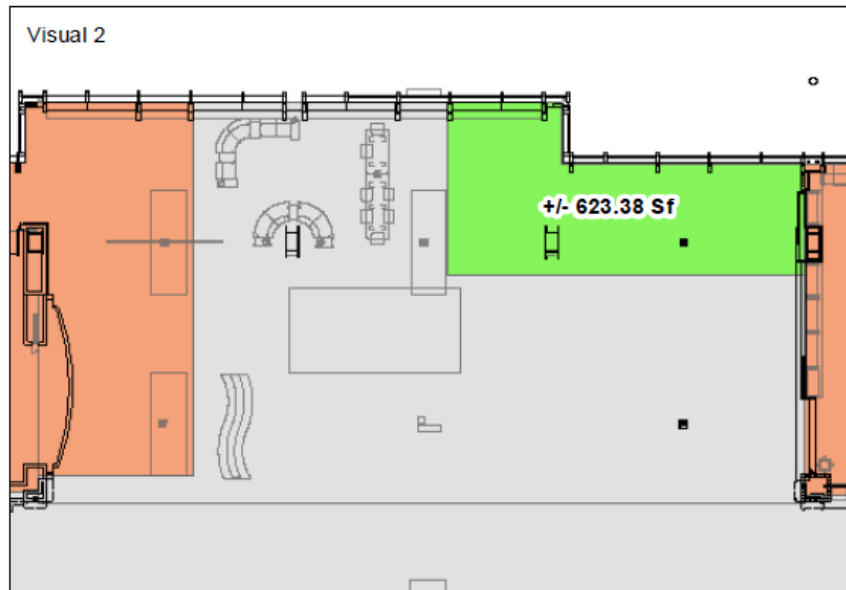
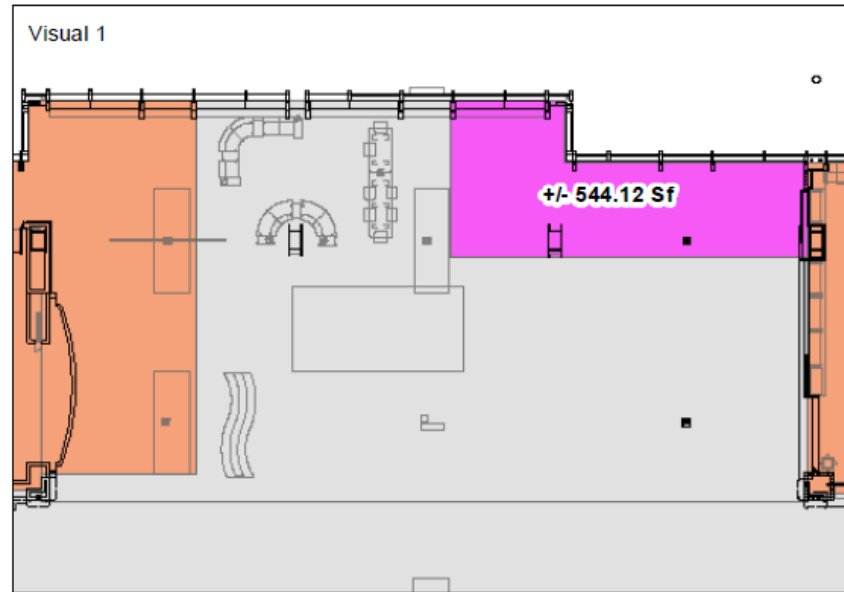
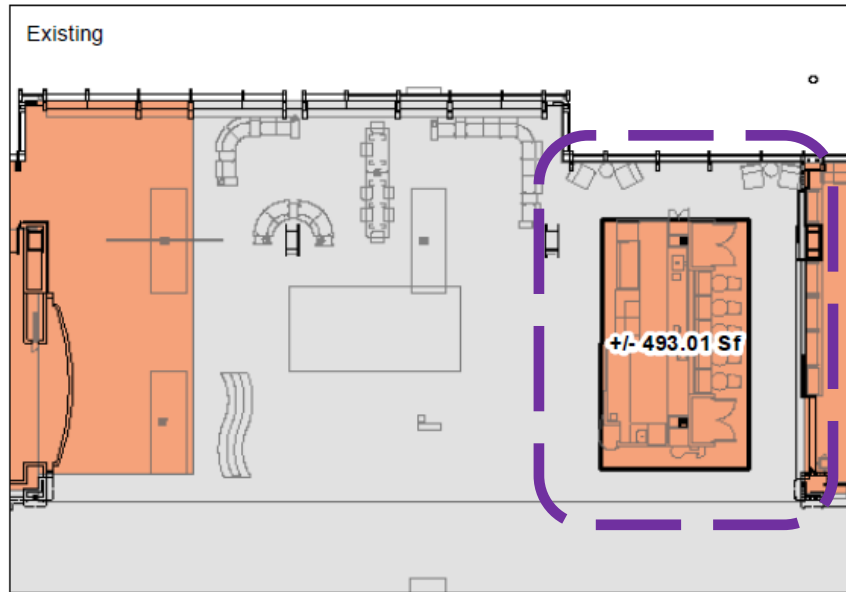
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- (3) Unit food and beverage opportunity
 - Bar with food
 - Coffee kiosk
 - Open bar with limited food

Terminal 2: Starbucks Marketplace

(500 sf – 1215 sf) – Concept: Coffee, Tea, Pastry & Sandwich



Terminal 2: Starbucks Marketplace

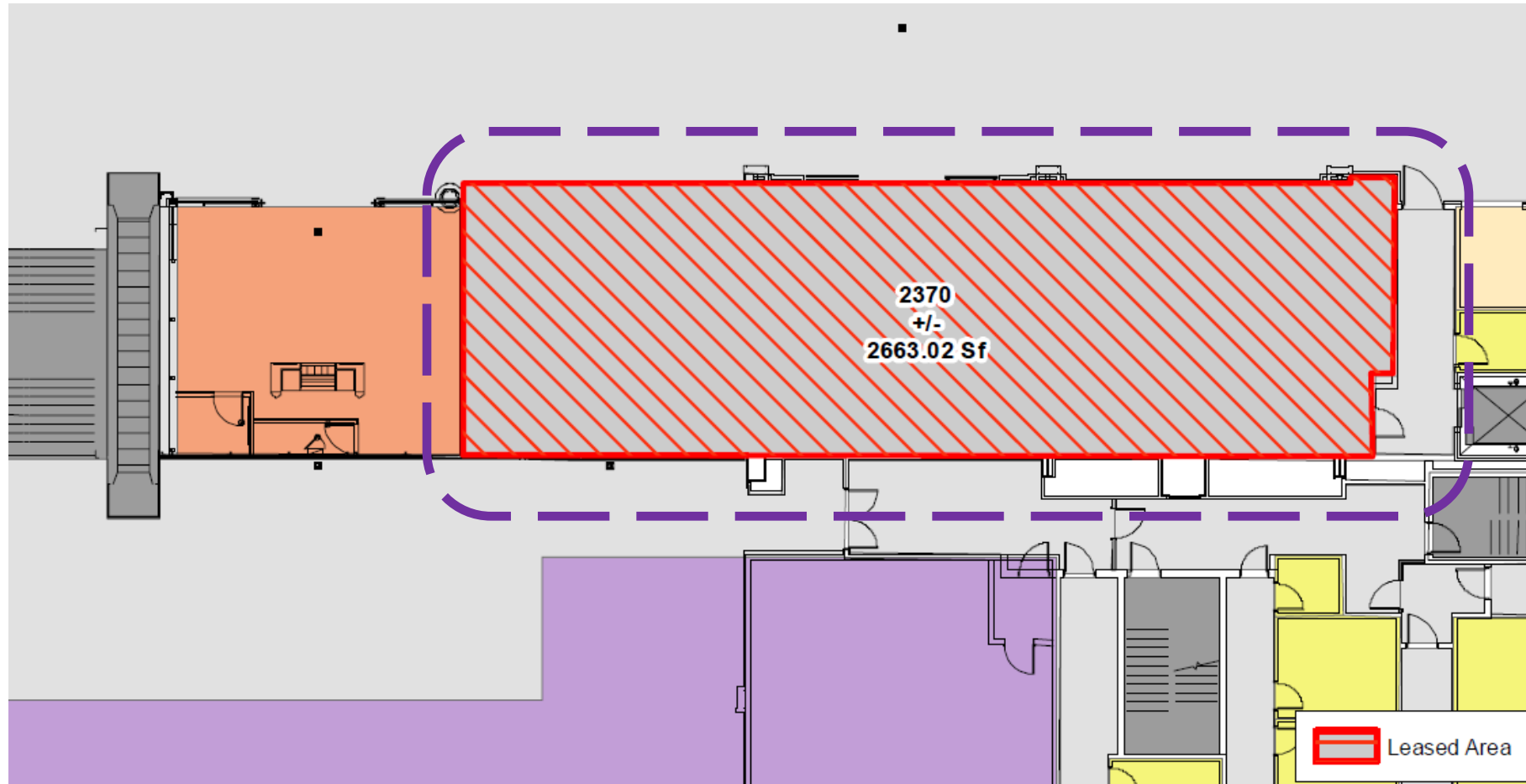
(500 sf – 1215 sf)



- Located at the nexus between Concourse C and D, just beyond the Security Checkpoint.
- Challenging Area to Work In due to location. Barricade walls will be needed during construction. High-visibility.
- Minimal demolition.
- Area of construction estimated: 500 sf – 1,215 sf

Terminal 2: 42nd Street Oyster Bar & Grill

(2,663 sf) – Concept: Dine In Full-Service Restaurant & Bar



Terminal 2: 42nd Street Oyster Bar & Grill

(2,663 sf) – Concept: Dine In Full-Service Restaurant & Bar



- Located on Concourse C near Gate C1, just beyond the Security Checkpoint.
- Largest space to be constructed in this phase of work.
- MEP will be new and sized according to concept. Full kitchen will be needed.
- Demolition
- Estimated Construction Area: 2,663 sf

A photograph of a modern building with a curved, blue, ribbed roof. The building's facade is made of vertical, golden-brown panels. The word 'Questions?' is overlaid in white text in the center of the image. In the background, there are green hills under a hazy sky.

Questions?



Tentative RFQ Schedule

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