

# METRO Solutions FP Package No. 1 – GRT Corridors

This slideshow was presented to the METRO Board of Directors during a working meeting held on Thursday, December 7, 2006. Staff briefed board members about the process toward selecting a Facility Provider for the final design and construction of the North, East End, Southeast, and Uptown Corridors, as well as the Intermodal Terminal.

# METRO Solutions FP Package No. 1 – GRT Corridors



Procurement Process

Committee Briefing

December 7, 2006

# Presentation Overview

- Industry Review
- Industry Outreach
  - Civil Engineers
  - Facility Providers
- Prequalification
- Proposals

# METRO Solutions was officially kicked-off at the Industry Review...

- Industry Review – October 25-26, 2005
  - Outlined Program
  - Presented Budget
  - Expectations
  - Discussed HB2300
  - Laid Out Goals and Objectives

# METRO's objectives - create a win-win situation ...

- Objectives
  - Work to the strength of the market
  - Structure fair and reasonable commercial relationships
  - Work towards total solutions
  - Keep sacred commitments
    - Schedules
    - Budgets
    - Performance Standards
  - Implement an effective contracting plan
  - Ensure partners are successful
  - Meet SB/DBE goals

# Industry outreach was critical in assuring strong competition...

- Industry Outreach
  - Individual industry meetings
  - Meeting:
    - Potential Facility Providers
      - METRO held face-to-face meetings with Facility Providers – October 25-26, 2005
      - METRO provided opportunity for Facility Providers and Civil Engineers to meet – October 25-26, 2005
      - Informal calls and meetings
    - Potential Civil Engineers
      - METRO held face-to-face meetings with Civil Engineers – November 10-11, 2005
      - Informal calls and meetings
  - Webinars – January 9-10, 2006
    - Presented new SB/DBE program
    - METRO's SB/DBE goal commitment
      - SB – 35% overall goal (inclusive)
      - DBE – 21% annual goal

# After the industry outreach group sessions we met with a number of Facility Providers individually...

- Archer Western Contractors, Ltd
- Fluor Enterprises
- Gilbert Companies (Kiewit)
- Hensel Phelps
- Jacobs
- KBR/Parsons Transportation
- Skanska USA Civil, Inc.
- Texas Sterling
- Washington Group International
- Zachry

# In our meetings we discussed...

- Contract Size
- Contract Packaging
- Contract Interfaces
- Contract Type
- Bonding
- Risk Allocation
- Schedule
- Insurance
- Contractor Availability
- Labor Availability
- HB2300

# Getting the message out to local Civil Engineers was a priority...

- Civil Engineers
  - Scopes
    - Includes all Civil works
    - Lump sum contract
  - Timing of Work
    - Expedited completion (not business as usual)
  - Organization
    - Initial engineering performed directly for METRO
    - Subsequent engineering performed under the Facility Provider

# We also met with local firms, including...

- HNTB Corp.
- LAN
- PBQD
- PGAL
- Ross & Baruzzini
- S&B Infrastructure
- Dannenbuam
- Turner Collie & Braden
- DMJM + Harris
- Booz Allen
- URS Corporation
- Edwards & Kelcey
- Malcolm Pirnie
- Omega Engineers
- Paradigm Consultants
- Pate Engineers
- HTS Inc./Continental Materials
- Brown & Gay Engineers
- Montgomery & Associates
- Quadrant Consultants, Inc.
- Reynolds, Smith & Hills, Inc.
- Wilbur Smith Associates
- Chiang, Patel & Yerby, Inc.
- Klotz Associates, Inc.

# We also met with local firms, including...

- Hanscomb Faithful & Gould
- 3D/I
- Jones & Carter
- Huitt-Zollars
- Lopez Garcia Group
- Ground Technology
- Hunt & Hunt Engineers
- Infrastructure Associates
- Isani Consultants
- Knudson & Associates
- NACC
- Nathelyne Kennedy
- PTI, Inc.
- Crouch Environmental Svcs.
- Edminster, Hinshaw, Russ
- Gunda Corporation, Inc.
- Bradlink
- Brian Smith Construction
- Dodson & Associates
- Ergonomic Transportation
- ESPA
- AIA Engineers
- Transystems
- Architechnics/3
- ADT Security Services
- EFC, Inc.

# We also met with local firms, including...

- Sirrus Engineers
- United Engineers
- Zarinekelk Engineers
- Associated Testing
- Atser LP
- MUI Services LLC
- Raba-Kistner Consultants, Inc.
- APM & Associates
- SES Horizon Consult. Engrs.
- CSA Group
- Asakura Robinsonn Co. LLP
- Bellamy-North & Associates
- Berkanbile & Craig Landscape Arch.
- Goldston Engineering, Inc.
- Halff Associates
- Kimley-Horn & Associates
- IDC Inc.
- Midtown Engineers LLC
- Concept Engineers
- Jacobs
- Walter P. Moore
- CDM
- CH2M Hill
- Cobb Fendley & Assoc.

# Civil Engineering contracts were awarded to teams led by...

- North Corridor – Dannenbaum Engineering Corp.
- Southeast Corridor – LAN
- East End Corridor – Omega Engineering Inc.
- Uptown Corridor – Huitt-Zollar, Inc.
- University Corridor – TCB Transit
- Intermodal Terminal - Ehrenkrantz Eckstut & Kuhn Architects

# North Corridor – Dannenbaum Engineering Corp. Subcontractors

- ACEx Technologies, Inc. \*
- ArcTec Associates, Inc. \*
- ATS Consulting, LLC
- Aviles Engineering Corp. \*
- Cobb, Fendley & Associates, Inc.
- Dr. G. Sauer Corp.
- ESPA Corp., Inc. \*
- Geotest Engineering, Inc. \*
- HDR, Inc.
- Knudson & Associates \*
- Landtech Consultants, Inc. \*
- Marshall Engineering Corp. \*
- Nathelyne A. Kennedy \*
- Paragon Project Resources, Inc. \*
- Quadrant Consultants, Inc. \*
- Systra Consulting, Inc.
- TEDSI Infrastructure Group, Inc. \*
- Weisser Engineering Co., Inc. \*
- PEC Corp \* - Program Advisor

*\* represents firms participating in the  
Small Business / Disadvantaged  
Business Enterprise Program*

# Southeast Corridor – LAN

## Subcontractors

- Blake & Williamson Consulting \*
  - Bradlink Web Design \*
  - Clark Condon Associates \*
  - HVJ Associates, Inc.\*
  - IDC, Inc. \*
  - Infrastructure Associates \*
  - Jaime Lerner Associated Architects
  - Leo A. Daly Co.
  - Nathelyne Kennedy & Assoc. \*
  - Rey de la Reza Architects \*
  - S & B Architects
  - Swayzer Engineering, Inc. \*
  - V & A Consulting \*
  - TSC Engineering Co. \*
  - Urban Engineers, Inc. \*
  - Zarinkelk Engineering Services \*
  - PEC Corp. \* - Program Advisor
- \* represents firms participating in the Small Business / Disadvantaged Business Enterprise Program.

# East End Corridor – OMEGA Engineering, Inc. Subcontractors

- Aviles Engineering Corp. \*
- Broaddus & Associates, Inc.
- Camp Dresser & McKee (CDM)
- Healthy Resources, Inc. \*
- Kimley-Horn & Associates, Inc
- Knudson & Associates, Inc. \*
- Metroplex Core, Inc. \*
- Natex \*
- Othon \*
- Scientech Engineers, Inc \*
- TSC Engineering Co. \*
- PEC Corp. \* - Program Advisor

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Business Enterprise Program.

# Uptown Corridor – Huitt-Zollars, Inc.

## Subcontractors

- Atser, LP \*
- Binkley & Barfield, Inc.
- Charles D Gooden  
Consultant Engineers, Inc. \*
- Clark Condon Associates, Inc. \*
- Cobb, Fendley & Associates
- Corrigan Consulting, Inc. \*
- Dabhi Engineering Associates \*
- Dr. G. Sauer Corp.
- Entech Civil Engineers, Inc. \*
- Gannett Fleming, Inc.
- Harris Miller Miller & Hanson
- HVJ Associates, Inc. \*
- IDCUS dba IDC, Inc. \*
- Klotz Associates, Inc.
- Kuo & Associates, Inc. \*
- Lea + Elliott, Inc.
- Natex Corporation Architects \*
- Nathelyne Kennedy & Assoc. \*
- Rey de la Reza Architects \*
- Shrader Engineering Co., Inc. \*
- SIRRUS Engineers, Inc. \*
- SWA Group
- Swayzer Engineering, Inc. \*
- The Lentz Group \*
- Tolunay-Wong Engineers, Inc. \*
- Walter P. Moore & Associates
- Zarinkelk Engineering Service, Inc. \*
- The Principle Partnering Group \* -  
Program Advisor

*\* represents firms participating in the  
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# University Corridor – TCB Transit Subcontractors

- Aviles Engineering \*
- ESPA Corp. \*
- HVJ Associates, Inc. \*
- Isani Consultants \*
- Jones & Carter
- Klotz Associates
- Knudson & Associates \*
- Llewellyn-Davies Sahni \*
- Montgomery & Associates \*
- Nathylene Kennedy & Assoc. \*

- Pate Engineers
- Rey de la Reza Architects \*
- Roberta F. Burroughs & Associates \*
- Smith & Company Architects
- TSC Engineering \*
- WCW International \*
- The Principal Partnering Group \* - Program Advisor

*\* represents firms participating in the Small Business / Disadvantaged Business Enterprise Program.*

# Intermodal Terminal – Ehrenkrantz Eckstut & Kuhn Architects Subcontractors

- BalyProjects, LLC\*
- Brewer & Excalante\*
- ESPA Corp, Inc.\*
- GeoSolutions\*
- HVJ Associates, Inc.\*
- Infrastructure Associates\*
- Kimley-Horn and Associates, Inc.

- Sirrus\*
- Llewelyn-Davies Sahni, Inc.\*
- Michael Baker Jr., Inc.
- Sunland Group\*
- Principal Partnering Group \*

*\* represents firms participating in the Small Business / Disadvantaged Business Enterprise Program.*

# Contract Values...

- Total Value of All CE Contracts: \$41,830,124
- Total Amount Paid to Date: \$18,782,457
- Total SB/DBE Value: \$17,071,120
- Total Amount Paid to SB/DBE: \$ 6,518,526

# Pre-qualification was used to secure interested firms early...

- Prequalification
  - Milestones
    - RFQ Issued March 20, 2006
    - RFQ Briefing March 30, 2006
    - SOQs Received April 24, 2006
  - Criteria
    - Organization and Project Management
    - Financial and Bonding Capacity
    - Experience and Qualifications
    - Record of Performance
    - Project Understanding
  - Successful Consortiums
    - Bayou City Transit Team (Fluor/Balfour Beatty/ACI)
    - Houston Transit Solutions Team (Parsons/KBR/Veolia)
    - Houston Transit Partners (Washington Group/Granite)

# The RFP process created an innovative and collaborative environment...

- RFP
  - Dates
    - Draft RFP issued – May 31, 2006
    - Workshops – 4 Sessions per consortium in June and July, 2006
    - RFP issued – August 15, 2006
    - Proposals due – September 29, 2006
  - Each Proposal Contained:
    - Management Proposal
    - Key Personnel Qualifications and Experience
    - Stakeholders/Community Outreach
    - Technical and Operations Solutions
    - Operations and Maintenance
    - Price Proposal
    - Value-Added
  - SB/DBE
    - Management Proposal – Minimum requirement
    - Value-Added - Enhancements

# The workshops helped identify critical issues and beneficial compromises...

- RFP
  - Workshop collaboration on:
    - Contract Terms
    - Scope of Work
    - Distribution of Risk
    - Value-Added
      - Financing Solutions
      - Benefits to Public
      - Expansion of SB/DBE Opportunities
      - Apprenticeship/Mentorship/Job Creation
      - Technology Enhancements

# Scope innovations were investigated to expedite the schedule...

- RFP
  - Terms and Conditions for each phase
    - Development
    - Design Build
    - Operations & Maintenance
  - Budgets, Schedules & Technology
    - Design and build to budget requirement
    - Best technology we can afford
    - Schedules aggressive but achievable
    - Schedule incentives

# METRO encouraged out-of-the-box thinking to increase project value...

- Value-Added Concepts
  - Partnership
  - Private sector innovation
  - Reduce METRO Costs
  - Reduce Program Schedule
  - Improve Quality
  - Share Risk
  - SBE/DBE/Stakeholder/Community Outreach/Business Assistance
- Received 3 proposals on September 29, 2006

# Received proposals from all three prequalified teams...

- 3 Proposals received September 29, 2006
  - Bayou City Transit Team
  - Houston Transit Partners
  - Houston Transit Solutions Team

# Bayou City Transit team consist of...

- Team Members
  - Fluor Corporation
  - Balfour Beatty
- Major Participants
  - Alternative Concepts Inc. (ACI)
  - Cherokee
  - Parsons Brinkerhoff
  - UBS
- Others
  - Brian Smith Construction Inspection
  - Gaston, West, Worrell
  - Grijalva and Allen
  - PEC Corporation
  - Raba Kistner

# Houston Transit Solutions Team consist of...

- Team Members
  - Parsons Transportation Group
  - Manhattan Construction
  - Veolia
- Major Participants
  - KBR
  - Mercator
  - Stainback Public/Private Real Estate
  - Texas Sterling
  - W. W. Webber

# Other members of the Houston Transit Solutions Team include...

- A Kelly Consulting
- Aviles Engineering Corporation
- Brian Smith Construction Services
- Cultural Arts Council of Houston and Harris County
- ESC Polytech Consultants, Inc.
- Gunda Corporation, Inc.
- HVJ Associates, Inc.
- Legacy Resource Group
- Metroplex Core
- OTHON, Inc. Consulting Engineers
- PDG Architects
- Pierpont Communications
- Plaza Investments, LLC PTI, Inc.
- Swayzer Engineering
- The Principle Partnering Group, LLC
- The Thompson Group
- Tolunay-Wong Engineers, Inc.

# Houston Transit Partners team consist of...

- Team Members
  - Washington Group International
  - Granite Construction
- Major Participants
  - Arcadis
  - Goldman Sachs
  - Jones, Lange, LaSalle
  - Merrill Lynch
  - Stacey and Whitbeck

# Other members of the Houston Transit Partners team include...

- Ayrshire Development
- Booker, Starkes & Patadio, Inc.
- Crouch Environmental Services, Inc.
- Design2 Train
- Don Aaron & Associates
- MHM Consultants
- PEC Corp
- QWIC
- Transportation Marketing Strategies

# The evaluation process was professional and unbiased...

- Confidentiality and Security
  - Conflict of Interest Forms
  - Confidentiality Agreements
  - Secured Proposal Room
  - Document Control Process
- Evaluation Process
  - Responsiveness
  - Pass/Fail
  - Technical Review
  - Scoring

# Technical committees reviewed sections and made perceptive observations...

- Technical Subcommittees
  - Commercial and Contractual
  - Management and Technical
  - Operations and Maintenance
  - Cost and Value-Added
- Technical Subcommittee Meetings
  - Proposal reviews and report preparation – October 1-22
  - Briefings to Evaluation Committee – October 23-25

# Committees were made up of METRO key personnel and specialty contractors including...

- John Sedlak – Executive Vice President
- Francis M. Britton III – Vice President/CFO
- Kevin Cronin – Deputy Program Director
- Navin Sagar – Sr. Director Engineering
- Dennis Hough – Director Program Initiation
  
- Frank Russo Consulting LLC
- Booz Allen Hamilton Inc.
- Nossman, Guthner, Knox & Elliott, LLP
- First Southwest Company
- Andrews Kurth LLP

# Commercial/Contractual Subcommittee

- Dennis Hough – Chair – Director Program Initiation
- Mike Mole – Contract Administration
- Karen Hudson – Program Initiation
- Carlos Lijeron – Procurement Consultant
- William Fisher – Special Council
- Walter Wickremasinghe – Assoc. VP/Finance Director

# Management & Technical Subcommittee

- Kevin Cronin – Chair – Deputy Program Director
- Reginald Mason – Assoc. VP System Safety
- Jim Cody – Sr. Director Construction
- Rick Brown – Sr. Project Director GRT/IT
- Paul Derkowski – Project Director
- Brian Middleton – Project Consultant

# Operations & Maintenance Subcommittee

- Navin Sagar – Chair – Sr. Director Engineering
- John Walsh – Sr. Director O&M
- Mike Leonard – Operations Planning
- Scott Grogan – Director Rail Vehicle Maintenance
- Jeff Rankin – Vehicle Consultant

# Cost & Value Added Subcommittee

- Francis M. Britton III – Chair – Vice President/CFO
- Frank Russo – Program Director
- Todd Mason – VP Real Estate Services
- John Walsh – Sr. Director O&M
- Nancy Smith – Contract Consultant
- Deborah Richard – Vice President Administrative Services

# Evaluation & Selection Committee



- John Sedlak – Chair – Executive Vice President
- Bryan Pennington – Vice President PEC
- David Feeley – Sr. Vice President Operations
- Francis M. Britton III – Vice President/CFO
- Frank Russo – Program Director
- Deborah Richard – Vice President Administrative Services

# The Evaluation Committee reviewed these observations and asked for clarifications...

- Evaluation Committee Meetings
  - Issued request for proposal clarifications – October 30
  - Clarifications received – November 2
  - Clarification meetings with Facility Providers – November 6-9
  - Received proposal addendums – November 20
  - Recommendations (Tentative) – January 07

# QUESTIONS AND ANSWERS

