

## Proposer Characteristics and Relative Approach to KCI Terminal Project: KCI Partnership, Edgemoor, and Terminal Developer

	AECOM	Cite	EDGEMOOR	Cite	TERMINAL DEVELOPER *NOT RANKED/NOT ELIGIBLE*	Cite
<b>TEAM EXPERIENCE</b>						
<b>Total Team Experience-Aviation</b>	\$100 billion	A-4	\$63 billion	p. 15		
<b>Lead Designer Experience-Aviation</b>	\$80 billion	A-5	>\$60 billion	p. 15	<ul style="list-style-type: none"> <li>• Corgan: 8 projects</li> <li>• HOK: 7 projects</li> <li>• Combined (with Burns &amp; McDonnell)                             <ul style="list-style-type: none"> <li>• \$12 billion</li> </ul> </li> </ul>	p. 41, 42, 44, 46, 47, 53, 54, 56 p. 43, 48, 49, 50, 58, 59, 60 p. 88
<b>Architect Experience-Aviation</b>	60 designs/design competitions	B-8	24 airports \$24 billion in construction	p.15	Populous: 2 projects	p. 61, 62
<b>Lead Contractor Experience-Aviation</b>	70 projects (AECOM Hunt)	A-6	(included in lead designer experience above)		Burns & McDonnell: 7 projects JE Dunn: 4 projects	p. 45, 51, 52, 55, 57, 63, 68 p. 64-67
<b>Number of airports worked on</b>	<ul style="list-style-type: none"> <li>• 66 total</li> <li>• 16 DBF                             <ul style="list-style-type: none"> <li>○ AECOM: 4</li> <li>○ Fentress: 5</li> <li>○ Turner: 5</li> <li>○ AECOM Hunt: 1</li> <li>○ AECOM/AECOM HUNT: 1</li> </ul> </li> </ul>	A-43 F-21	<ul style="list-style-type: none"> <li>• 30 airports</li> <li>• 21 airports where they performed all services listed in RFQ/P                             <ul style="list-style-type: none"> <li>○ 27 different projects</li> </ul> </li> </ul>	p. 21	<ul style="list-style-type: none"> <li>• 12 airport terminal projects</li> <li>• 6 Aircraft apron parking projects</li> <li>• 10 fueling projects</li> <li>• 7 deicing projects</li> </ul>	p. 18-21
<b>Airlines worked with</b>	<ul style="list-style-type: none"> <li>• American Airlines</li> <li>• Jet Blue</li> <li>• United Airlines</li> <li>• Delta Airlines</li> <li>• Lufthansa</li> <li>• Korean Air</li> <li>• Air France</li> </ul>	A-22  A-46	<ul style="list-style-type: none"> <li>• Southwest</li> <li>• United Airlines</li> <li>• American Airlines</li> <li>• Delta Airlines</li> <li>• Qantas</li> <li>• Lufthansa</li> <li>• Emirates</li> </ul>	p. 21	<ul style="list-style-type: none"> <li>• Delta Airlines</li> <li>• American Airlines</li> </ul>	p. 199-200



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<b>PROJECT APPROACH</b>					o #11 Burns & McDonnell	
<b>Design development package</b>	June 1, 2018	H-1	Conceptual design: Oct. 15, 2017 Schematic design: Jan. 1, 2018	p. 91		
<b>Guaranteed maximum price</b>	December 1, 2018	H-1	Feb-March 2018	p. 91	November 2017	p. 217
<b>Financial close</b>	February 15, 2019	H-2	June 1, 2018	p. 91	June 2018	p. 217
<b>Construction commence</b>	February 15, 2019	H-2	June 1, 2018	p. 91	June 2018	p. 217
<b>Substantial completion date</b>	December 1, 2021	H-2	November 1, 2021	p. 91	2021	p. 217
<b>Bidding process/Subcontractor evaluation criteria</b>	Preconstruction bid meetings Mandatory prequalification process: <ul style="list-style-type: none"> <li>• Current workload</li> <li>• Annual volume</li> <li>• Number of employees</li> <li>• Safety history</li> <li>• Company history</li> <li>• Partners and principals</li> <li>• MWSLBE certifications</li> <li>• Federal ID numbers</li> <li>• Tax registration and license numbers</li> <li>• Info on past bankruptcy claims</li> <li>• Disbarments</li> <li>• Litigation</li> </ul> Invitations to bid P-REQ Record and Review Bids Scope review and bid leveling	D-51-53	Must meet same MWBE goals  Key Criteria: <ul style="list-style-type: none"> <li>• Local/airport experience</li> <li>• Existing working relationships</li> <li>• Shared values of design excellence</li> <li>• Ability to bond</li> <li>• Current Capacity</li> <li>• Local preference</li> </ul> Process: <ul style="list-style-type: none"> <li>• Advertising and outreach</li> <li>• Qualification (Subcontractor Qualification Application)                             <ul style="list-style-type: none"> <li>o Financial strength</li> <li>o Relevant experience</li> <li>o Ability to provide performance and payment bonds</li> </ul> </li> <li>• Bid packages</li> <li>• Pre-bid meetings</li> <li>• Subcontractor scoping</li> <li>• Open book scope reviews and evaluation</li> </ul>	p. 135, 136	<ul style="list-style-type: none"> <li>• Community outreach</li> <li>• Prequalification process                             <ul style="list-style-type: none"> <li>o Safety records</li> <li>o Past performance and experience</li> <li>o Bonding and financial capacity</li> </ul> </li> <li>• Goal of 5 proposals from qualified subcontractors for each scope of work</li> <li>• Scope broken down into packages of a size that provide the most competitive bidding                             <ul style="list-style-type: none"> <li>o Allows MWBE business to participate</li> </ul> </li> <li>• Review bids for scope compliance</li> </ul>	p. 198

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<b>Risk management</b>	<p>Detailed risk register</p> <ul style="list-style-type: none"> <li>• Management</li> <li>• Political/Approval/Funding</li> <li>• Design/Scope changes</li> <li>• Procurement</li> <li>• Site mobilization</li> <li>• Construction</li> <li>• Utilities</li> <li>• Productivity</li> <li>• Testing &amp; Commissioning</li> <li>• Other risks</li> </ul> <p>Risk mitigation matrix</p>	<p>D-30-33</p>	<ul style="list-style-type: none"> <li>• Contract award</li> </ul> <p>Six step program</p> <ul style="list-style-type: none"> <li>• 1-3: identify project risks early</li> <li>• 4: assign a risk manager/design build integration manager to communicate and mitigate risks</li> <li>• 5-6: risks continually tracked and evaluated</li> </ul> <p>Identifies 5 most critical risks to project and proposed solutions Design-build risk matrix</p>	<p>p. 114-117</p>	<p>Identified top risks and potential solutions</p> <ul style="list-style-type: none"> <li>• Environmental assessment application development and receipt of approval from FAA</li> <li>• Existence of 7x7 box culvert under the new terminal</li> <li>• Reroute and flow reversal of fuel feed to airfield hydrant fueling system</li> <li>• Existing primary power feed to airport falls within footprint of new parking garage</li> <li>• Existing chilled water loop will need to be relocated</li> </ul>	<p>p. 191</p>
<b>Value engineering</b>	<p>4 examples</p> <p>Value engineering program</p> <ul style="list-style-type: none"> <li>○ Material/system costs</li> <li>○ Construction means &amp; methods</li> <li>○ Life cycle costs</li> </ul>	<p>D-67</p>	<p>3 examples</p> <p>Target value design process</p> <ul style="list-style-type: none"> <li>• Provide City with a decision matrix to make informed cost benefit decisions</li> <li>• “Optimizer Process” <ul style="list-style-type: none"> <li>○ Virtual program that allows different materials to be tried out before being selected to see which is most effective/best utilized</li> </ul> </li> </ul>	<p>p. 153-156</p>	<ul style="list-style-type: none"> <li>• Continual evaluation of cost, lifecycle, schedule, and constructability</li> <li>• Firm budget ceiling, but flexibility to add or modify elements</li> <li>• Used for Burns &amp; McDonnell headquarters expansion and saved almost \$5 million</li> </ul>	<p>p. 201</p>
<b>Quality assurance</b>	<p>Project-specific quality management plan during all phases of the Project:</p> <ul style="list-style-type: none"> <li>• Inspections</li> <li>• Construction/post construction</li> <li>• Reporting/Tracking</li> </ul>	<p>G-2</p>	<p>Integrated quality management plan:</p> <ul style="list-style-type: none"> <li>• Participation by primary stakeholders, including City and airlines</li> </ul>	<p>p. 161</p>	<p>Six distinct steps/tasks</p> <ul style="list-style-type: none"> <li>• Schematic design review</li> <li>• Concept design review</li> <li>• Review of design notes, drawing and specifications</li> </ul>	<p>p. 214</p>

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			<ul style="list-style-type: none"> <li>• Early and continued involvement throughout design and construction by all parties</li> <li>• Bluebeam software that allows users to collaboratively mark-up drawings and designs</li> </ul>		<ul style="list-style-type: none"> <li>• Final review of design notes, drawings and specifications</li> <li>• Review of pre-final specifications</li> <li>• Final review</li> </ul> <p>Construction quality control</p> <ul style="list-style-type: none"> <li>• Project quality planning</li> <li>• Project document control</li> <li>• Design and constructability reviews</li> <li>• Design and construction document checking</li> <li>• Supply quality control and shop inspection</li> <li>• Construction site quality control</li> <li>• Nonconformance control/corrective action</li> <li>• Project records close out and retention</li> </ul> <p>Project Quality Control Field Workbook</p>	
<p><b>Schedule</b></p>	<ul style="list-style-type: none"> <li>• Detailed phasing approach             <ul style="list-style-type: none"> <li>○ Step 1: Build new terminal                 <ul style="list-style-type: none"> <li>▪ 4 phases</li> </ul> </li> <li>○ Stage 2: Relocate airlines and tenants to new terminal</li> </ul> </li> <li>• Master schedule</li> <li>• Pull planning: plan for every phase and major milestone</li> <li>• Construction schedule: updated weekly</li> <li>• Change orders: fragnet schedule for change order linked to rest of</li> </ul>	<p>D-26-28</p> <p>D-56-57</p>	<p>Work plan approach w/key deliverables</p> <ul style="list-style-type: none"> <li>• Stage 1: concept refinement             <ul style="list-style-type: none"> <li>○ Findings and recommendations to KC based on stakeholder meeting</li> <li>○ Select additional consultants</li> <li>○ Establish project schedule</li> <li>○ Refine budget/updated financial model</li> </ul> </li> <li>• Stage 2: predevelopment planning</li> </ul>	<p>p. 94-96, 101</p>	<ul style="list-style-type: none"> <li>• Early project phases             <ul style="list-style-type: none"> <li>○ Programming</li> <li>○ Master planning design</li> <li>○ Concept design</li> <li>○ Schematic design</li> </ul> </li> <li>• Additional project phases             <ul style="list-style-type: none"> <li>○ Design development</li> <li>○ Construction documents</li> <li>○ Construction administration</li> </ul> </li> </ul> <p>Will develop custom work breakdown structure that contains all project controls for the program and build a detailed schedule</p>	<p>p. 173</p> <p>p. 188</p>

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	<p>schedule</p> <ul style="list-style-type: none"> <li>● Schedule recovery strategies             <ul style="list-style-type: none"> <li>○ Review validity of constraints and durations for each critical activity</li> <li>○ Perform overtime, shift, or weekend work</li> <li>○ Add more labor</li> <li>○ Consider workarounds</li> <li>○ Re-sequence schedule activities</li> <li>○ Break up long activities into shorter durations</li> <li>○ Alleviate stacking of trades</li> <li>○ Reevaluate current activities</li> </ul> </li> <li>● 13 week post selection schedule</li> </ul>	H-4-5	<ul style="list-style-type: none"> <li>○ Draft transaction and financing docs</li> <li>○ Obtain early permit approvals</li> <li>○ Publish milestone drawings</li> <li>○ Develop financial model</li> <li>○ Meet with ratings agencies and investors</li> <li>● Stage 3: project implementation             <ul style="list-style-type: none"> <li>○ Execute transaction documents</li> <li>○ Financial and commercial close</li> <li>○ Final project approval and Notice to Proceed</li> <li>○ Regular project updates and reports</li> <li>○ Newsletters, websites, communication</li> <li>○ Community outreach</li> </ul> </li> </ul> <p>Detailed bi-weekly schedules w/weekly deliverables broken down into:</p> <ul style="list-style-type: none"> <li>● Development</li> <li>● Financial</li> <li>● Design/Construction</li> </ul> <p>Project Delivery Teams:</p> <ul style="list-style-type: none"> <li>● Terminal</li> <li>● Parking garage</li> <li>● Landside civil</li> <li>● Airside civil</li> </ul>		<p>Sequence of steps:</p> <ul style="list-style-type: none"> <li>● Establish organization objectives</li> <li>● Prepare plans</li> <li>● Finish task and assignment plan</li> <li>● Finish tools and trial plan</li> </ul>	p. 190
<b>Innovative tools</b>	● Building information modeling	D-57	● Building information modeling	p. 102,	● Building information modeling	p. 215

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	<ul style="list-style-type: none"> <li>○ BIM 360 tool</li> <li>● Virtual design and construction</li> <li>● Primavera scheduling software</li> </ul>	D-54	<ul style="list-style-type: none"> <li>● Detailed master project schedule</li> <li>● Weekly design process reviews</li> <li>● Proprietary collaboration system "Pulse"</li> <li>● Program compliance matrix</li> <li>● 3d Oculus Rift</li> </ul>	104, 164	<ul style="list-style-type: none"> <li>● Virtual design and construction</li> </ul>	
<b>Future-proofing</b>	<ul style="list-style-type: none"> <li>● Anticipate future legislation and new regulations</li> <li>● Preserve spatial flexibility</li> <li>● Environmental sustainability</li> <li>● Coordinate with FAA and TSA (AECOM is advisor to FAA)</li> </ul>	D-60-62	<ul style="list-style-type: none"> <li>● Flexibility to expand or vary aircraft size</li> <li>● Consideration for growth in international flights</li> <li>● Review of TSA/gov't agency concerns</li> <li>● Structural future proofing                             <ul style="list-style-type: none"> <li>○ Put structural elements in a place that will allow reprogramming without affecting primary structure</li> <li>○ Locate primary power feeds to accommodate changes</li> <li>○ Careful location of inflexible elements such as restrooms and stairs</li> <li>○ Conveniently placed mechanical systems</li> </ul> </li> </ul>	p. 163	<ul style="list-style-type: none"> <li>● TSA innovation lanes</li> <li>● Future options of automated processes</li> <li>● Relationships with local, state, and federal regulators to stay informed of pending changes</li> </ul>	<p>p. 186</p> <p>p. 200</p>
<b>Community Outreach</b>	<ul style="list-style-type: none"> <li>● Website, ads, press releases</li> <li>● Newspaper/radio adds</li> <li>● PSA</li> <li>● Billboards/signage</li> <li>● Presentations to targeted organizations</li> <li>● Blog</li> <li>● Instagram account</li> </ul>	D-64-65	<ul style="list-style-type: none"> <li>● Communication on local hiring and outreach opportunities</li> <li>● Communication on roadway changes or parking</li> <li>● Hotline for citizens to provide feedback or concerns with impact of construction</li> </ul>	p. 107	<ul style="list-style-type: none"> <li>● KCI Hometown communication</li> <li>● KCI-Love This Place Campaign</li> <li>● Editorial calendar</li> <li>● Educational materials</li> <li>● Supporting key messaging</li> <li>● Interactive website</li> <li>● Construction newsletter</li> <li>● Stakeholder database</li> </ul>	p. 202, 204





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			design		<ul style="list-style-type: none"> <li>• Four gates that can be used as international or domestic gates</li> </ul> <p>Factors that appeal to airlines</p> <ul style="list-style-type: none"> <li>• Ability to expand to 42 gates</li> <li>• Additional ramp level airline support space</li> <li>• Common use deicing pads</li> <li>• GSE recharging</li> <li>• Vehicle service roads outside of taxilane</li> <li>• Better baggage claim</li> </ul>	
<b>KC Focus</b>	<ul style="list-style-type: none"> <li>• Option 2:             <ul style="list-style-type: none"> <li>○ Baseball diamond with bench seating</li> <li>○ Spots for local museums to provide exhibits</li> <li>○ KC BBQ</li> <li>○ Jazz district/piano bar</li> </ul> </li> </ul>	D-4	<ul style="list-style-type: none"> <li>• Incorporate iconic KCI design elements such as Union Station or Fountain at Country Club Plaza</li> <li>• Capture citizens' support of local sports teams</li> </ul>	p. 107	<ul style="list-style-type: none"> <li>• Community- a unified KC</li> <li>• Sense of place</li> <li>• Innovation</li> <li>• Culture</li> <li>• Interconnectivity</li> </ul> <p>Will work with stakeholders and community to develop a design that resonates with the community</p>	<p>p. 165</p> <p>p. 164</p>
<b>Proposed innovations</b>	<ul style="list-style-type: none"> <li>• Both Options 1 and 2             <ul style="list-style-type: none"> <li>○ Skylights</li> <li>○ Ability to expand by 15 gates</li> <li>○ Option to change garage into something else if parking demands reduced by Lyft/Uber</li> <li>○ Glass wall between international and domestic baggage claim that could be lifted</li> </ul> </li> </ul>	D-17	<ul style="list-style-type: none"> <li>• Work with City, airlines and other stakeholders to determine selling point/distinguishing characteristics of KCI</li> <li>• Enhance international arrivals facility</li> <li>• Eliminate long walking distances</li> <li>• Hyper-economical building frame and modular terminal system</li> <li>• Dynamic and flexible central terminal area</li> <li>• Energy efficient terminal design</li> </ul>	p. 108-109	<ul style="list-style-type: none"> <li>• Wifi and charging stations</li> <li>• An app to allow travelers to order food to their location in the terminal or order a drive to pick them up</li> <li>• TSA innovation lanes</li> <li>• Self-service ticketing and bag drop</li> <li>• Access to green spaces</li> <li>• Local art and music</li> </ul>	p. 186

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<p><b>ADA</b></p>	<ul style="list-style-type: none"> <li>• Compliance with 2010 ADA standards</li> <li>• Early accessibility review of design</li> <li>• Meet with City's Director of ADA Compliance to discuss the design and determine how best to involve local accessibility advocates</li> <li>• Community outreach to discuss needs</li> </ul>	<p>D-34</p>	<ul style="list-style-type: none"> <li>• Identifies elements of airport terminal design requiring special attention for ADA compliance</li> <li>• Addresses issues for visually impaired             <ul style="list-style-type: none"> <li>○ Clear sight lines</li> <li>○ Reduced glare/high contrast lighting</li> <li>○ Visual alarms</li> <li>○ Audio enhancement</li> </ul> </li> <li>• Facilities to accommodate reduced mobility passengers             <ul style="list-style-type: none"> <li>○ Golf carts</li> <li>○ Wheelchairs</li> <li>○ Travellators</li> </ul> </li> <li>• Engage a local ADA specialist with connection to advocacy groups in the local community</li> <li>• Technology/apps to assist passengers with disabilities</li> </ul>	<p>p. 119-120</p>	<ul style="list-style-type: none"> <li>• Relationships with the DOJ and various industry organizations</li> <li>• Regularly review laws, codes, and regulations applicable to projects</li> <li>• ADA specific clash detection software</li> </ul>	<p>p. 180</p>
<p><b>LEED strategy</b></p>	<ul style="list-style-type: none"> <li>• Sustainability goals workshop</li> <li>• Sustainable transportation</li> <li>• Passive energy strategies</li> <li>• High efficiency plumbing</li> <li>• Native planting</li> <li>• High efficiency cooling towers</li> </ul> <p>LEED experience:</p> <ul style="list-style-type: none"> <li>• 232 registered projects</li> <li>• 11 platinum projects</li> <li>• 55 gold certified projects</li> <li>• 41 silver certified projects</li> </ul>	<p>D-36-39</p>	<ul style="list-style-type: none"> <li>• Partner with the City to strengthen sustainability efforts</li> <li>• Focus on water and carbon emissions</li> <li>• Environmental research and education</li> <li>• Minimum LEED gold certification</li> <li>• Visioning sessions to develop/ implement sustainability goals</li> <li>• Preliminary LEED scorecard to track the process</li> </ul>	<p>p. 122-123</p>	<ul style="list-style-type: none"> <li>• Minimum LEED gold</li> <li>• Bio-climate design strategies</li> <li>• Maximize daylight</li> <li>• Reducing process loads</li> <li>• Eliminating exhaust and fume inhalation</li> <li>• Low impact design concepts</li> <li>• Water conservation and efficiency</li> <li>• Recycled materials and waste reduction</li> <li>• Services             <ul style="list-style-type: none"> <li>○ Sustainable design</li> </ul> </li> </ul>	<p>p. 181-183</p>

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			<p>LEED experience:</p> <ul style="list-style-type: none"> <li>• \$17 billion LEED projects</li> <li>• 600 LEED accredited professionals</li> <li>• Clark is #2 Top Green Contractor by ENR</li> <li>• First LEED platinum building constructed in US</li> <li>• First LEED-certified ballpark</li> </ul>		<p>charrette with owner and stakeholders</p> <ul style="list-style-type: none"> <li>○ Register project with the Green Building Certification Institute</li> <li>○ Conduct meetings to review progress</li> <li>○ Submit credit interpretation requests</li> <li>○ Manage preparation of documents</li> <li>○ Provide green building guidance for subcontractors</li> </ul> <p>LEED experience:</p> <ul style="list-style-type: none"> <li>• 360 LEED-certified facilities</li> </ul>	
1% for the Arts	<ul style="list-style-type: none"> <li>• Incorporate art related to Kansas City and aviation</li> <li>• Form an art committee</li> <li>• Commission works <ul style="list-style-type: none"> <li>○ [NOTE: By City Charter Secs. 1136-1139 &amp; by Sections 2-871-2-885, Code of Ordinances, the Municipal Arts Commission is the body that approves art]</li> </ul> </li> </ul>	D-41-42	<ul style="list-style-type: none"> <li>• Suggest using KC's Artist Selection Panel (Municipal Arts Commission) to choose art work</li> </ul>	p. 126	<ul style="list-style-type: none"> <li>• HOK experienced with the Municipal Arts Commission</li> <li>• Team will work on a comprehensive design for the overall art system</li> <li>• Will then recommend the project to Municipal Arts Commission</li> </ul>	p. 184
<b>MINORITY INCLUSION</b>						
MWBE Goals	30-35%	D-43 F-15	<p>Construction:</p> <ul style="list-style-type: none"> <li>• MBE 20%, WBE 15%</li> </ul> <p>Professional services:</p> <ul style="list-style-type: none"> <li>• MBE 17%, WBE 12%</li> </ul> <p>Any subcontract not awarded to</p>	p. 67	<p>Will exceed City's requirement, but didn't give specific number</p> <p>For recent KCPD project</p> <ul style="list-style-type: none"> <li>• 40% MWBE for professional services, 30% MWBE for</li> </ul>	p. 194

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<p><b>History of achieving goals</b></p>	<ul style="list-style-type: none"> <li>• Hollywood Casino: goal 37%, actual 91%</li> <li>• Kansas Speedway: goal 20%, actual 31%</li> <li>• Nebraska Furniture Mart: goal 28%, actual 30%</li> <li>• NFM-Warehouse: goal 28%, actual 46%</li> <li>• Sporting Park: goal 40%, actual 73%, Bartle Hall: goal 17%, actual 19%</li> <li>• LAX: goal 25%, actual 45%</li> <li>• O'Hare: goal 30%, actual 51%</li> <li>• Denver: goal 24%, actual 40%</li> <li>• ATL: goal 37%, actual 43%</li> <li>• Dallas: goal 35%, actual 55%</li> <li>• JFK: goal 0%, actual 21%</li> </ul>	<p>D-49</p>	<p>MWBE firm must commit to the same goal</p> <ul style="list-style-type: none"> <li>• UMKC             <ul style="list-style-type: none"> <li>○ Miller Nichols: MBE goal 15%, actual 17.5%, WBE goal 10%, actual 11.8%</li> <li>○ Student success center: MBE goal 2%, actual 21%, WBE goal 10%, actual 18%</li> <li>○ Soccer stadium: MBE goal 12%, actual 17%, WBE goal 8%, actual 21%</li> <li>○ Dental school: MBE goal 12%, actual 14%, WBE goal 8%, actual 9%</li> </ul> </li> <li>• Kit Bond Bridge: MBE goal 12%, actual 19.8%, WBE goal 6.9%, actual 6.7%</li> <li>• Manchester Bridges: MBE goal 12.7%, actual 15.9%, WBE goal 6.9%, actual 7.15%</li> <li>• Airports:             <ul style="list-style-type: none"> <li>○ Seattle: goal 0%, actual 16%</li> <li>○ LAX: goal 20%, actual 32%</li> <li>○ LAX Tom Bradley: goal 17%, actual 19%</li> <li>○ IAD Terminal D: goal 26%, actual 37%</li> <li>○ IAD Main Terminal: goal 20%, actual 24%</li> <li>○ IAD arrivals: goal 30%, actual 34%</li> </ul> </li> </ul>	<p>p. 70, 92</p>	<p>construction</p> <ul style="list-style-type: none"> <li>• Burns &amp; McDonnell World Headquarters Expansion: 17% MBE, 7% WBE</li> <li>• Aviation Facilities Development Contract: 20% MBE, 20% WBE</li> <li>• KCI Facilities Shop Complex: 11% MBE, 8% WBE</li> <li>• WMR Highland-Hillcrest: 20% MBE, 8% WBE</li> <li>• East Bottoms PS Rehabilitation: 30% MBE, 16% WBE</li> <li>• Hilton President: 15% MBE, 7% WBE</li> <li>• H&amp;R Block Headquarters: 15% MBE, 8% WBE</li> <li>• Union Station Post Office Renovation: 12% MBE, 20% WBE</li> <li>• JE Dunn Headquarters: 17% MBE, 9% WBE</li> <li>• KCPD Headquarters: 17% MBE, 13% WBE</li> <li>• Penguin Zoo Exhibit: 35% MBE, 9% WBE</li> <li>• Kauffman Center: 10% MBE, 4% WBE</li> <li>• One Light Tower: 15% MBE, 7% WBE</li> <li>• East Patrol Crime Lab: 19% MBE, 11% WBE</li> <li>• Trozzolo Corporate Headquarters: 25% MBE, 4%</li> </ul>	<p>p. 195</p>
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Proposer Characteristics and Relative Approach to KCI Terminal Project: KCI Partnership, Edgemoor, and Terminal Developer

			<ul style="list-style-type: none"> <li>○ Chicago Midway: goal 30%, actual 39%</li> <li>○ JFK Terminal 4: goal 25%, actual 34%</li> </ul>		<p>WBE</p> <ul style="list-style-type: none"> <li>● Fire Station No. 39: 10% MBE, 12% WBE</li> <li>● Fire Station No. 35: 19% MBE, 11% WBE</li> <li>● McCownGordon Corporate Headquarters: 17% MBE, 8% WBE</li> </ul>	
<b>Programs in place</b>	<ul style="list-style-type: none"> <li>● Turner Kansas City School of Construction Management</li> <li>● Youthforce 2020</li> <li>● ACE 101</li> <li>● The “diamond plan”</li> <li>● Mentor-protégé program</li> </ul>	C-21, C-24 D-46	<ul style="list-style-type: none"> <li>● Classroom-General Contractor training course</li> <li>● Field-general contractor training course</li> <li>● Mentor-mentee program</li> <li>● Clark’s strategic partnership program/Dartmouth’s Tuck School of Business</li> </ul>	p. 87, 130	<ul style="list-style-type: none"> <li>● Dartmouth Tuck School of Business</li> <li>● JE Dunn Minority Contractor Business Development Program</li> <li>● Preapprenticeship programs with Builders’ Association of Kansas City and the Construction Career Academy at Manual Career &amp; Technical Center</li> </ul>	p. 158 p. 160 p. 196
<b>Strategy</b>	<ul style="list-style-type: none"> <li>● Advisory meetings with local MWBE organizations</li> <li>● One-on-one meetings with MWBE firms</li> <li>● Outreach meetings                             <ul style="list-style-type: none"> <li>○ Team building session to facilitate networking between larger firms and MWBE</li> <li>○ Continuous stream of contact with MWBE firms that attended outreach meetings</li> </ul> </li> <li>● Electronic media outreach</li> <li>● Attend meetings of orgs that support MWBE firms</li> </ul>	D-44-48	<ul style="list-style-type: none"> <li>● Subcontractor/supplier database</li> <li>● Networking meetings/business fairs</li> <li>● Advertising</li> <li>● Detailed bidding and procurement strategy to achieve subcontracting goals</li> <li>● 5-step plan                             <ul style="list-style-type: none"> <li>○ Promote</li> <li>○ Identify</li> <li>○ Educate</li> <li>○ Mentor</li> <li>○ Support</li> </ul> </li> </ul>	p. 129-131	<ul style="list-style-type: none"> <li>● Work with local community associations to locate firms</li> <li>● Public outreach events</li> <li>● Directly contact interested firms</li> <li>● Define and prepare specific project scopes to target MWBE firms</li> <li>● Workforce development program                             <ul style="list-style-type: none"> <li>○ ID prospective job applicants</li> <li>○ Assess individual worker needs</li> <li>○ Assistance with job readiness</li> <li>○ Basic skill training</li> <li>○ Back office support</li> </ul> </li> </ul>	p. 192 p. 196

# Proposer Characteristics and Relative Approach to KCI Terminal Project: KCI Partnership, Edgemoor, and Terminal Developer

	<ul style="list-style-type: none"> <li>• Develop bid packages that offer best utilization of MWBE firms             <ul style="list-style-type: none"> <li>○ Unbundle bids</li> </ul> </li> <li>• Best faith effort requirement for all subcontractor bids</li> <li>• Technical assistance in areas such as estimating, bonding, insurance, marketing, and administrative processes for billing</li> <li>• Outreach workshops/classes</li> <li>• Raffle/drawing to win four free hours of professional management and marketing consulting time</li> <li>• Assign a liaison to the local advocacy organizations to assist in developing a strategic outreach plan, communication of the project goals, provide technical assistance, monitor change orders, participate in weekly jobsite visits and compliance reviews, oversee preparation of monthly reports, advise project executive of corrective measures to address subcontractors found to be noncompliant</li> </ul>				<ul style="list-style-type: none"> <li>○ Transparency</li> <li>○ Jobsite monitoring</li> <li>○ Bilingual support</li> </ul>	
<b>Financial innovations</b>	<ul style="list-style-type: none"> <li>• Advanced payment plan- payments to subcontractors in 10 days</li> <li>• “tried and true” bonding program</li> <li>• Scholarships to join MWBE groups</li> <li>• KCI Legacy Fund: \$5 million loan guarantee program through a</li> </ul>	C-23-24, F-13			<ul style="list-style-type: none"> <li>• Work with local financial institutions to eliminate bonding requirements, payment lag times and other financial limitations</li> </ul>	p. 192

## Proposer Characteristics and Relative Approach to KCI Terminal Project: KCI Partnership, Edgemoor, and Terminal Developer

<b>Community Benefit Agreement</b>	partnership with Liberty Bank <ul style="list-style-type: none"> <li>• On-site child care</li> <li>• On-site health care</li> <li>• Express transportation to/from Project</li> <li>• First Source outreach and training program</li> <li>• Employee tool plan incentive</li> <li>• Employee referral program</li> <li>• Local high school apprenticeship program</li> </ul>	D-50, F-17	<ul style="list-style-type: none"> <li>• Work with City Manager, Construction Workforce Board, and Full Employment Council to locate residents looking for work</li> <li>• Integrate current hiring practices of local labor unions and enroll workers in pre-apprenticeship programs</li> <li>• Provide bus stops at construction site</li> <li>• On- or near-site child care</li> <li>• Work with City to develop a formal Community Benefit Agreement that will best serve the City's needs</li> </ul>	p. 133	<ul style="list-style-type: none"> <li>• Intend to enter into a CBA with the City</li> <li>• Would expect the agreement to include:                         <ul style="list-style-type: none"> <li>○ Commitments to support and use local MWBE firms</li> <li>○ Commitments to build and utilize a diverse workforce</li> <li>○ Training programs for workers from KC's urban core</li> <li>○ Training programs for high school students to go into construction after graduation</li> </ul> </li> </ul>	p. 198
<b>FINANCIAL APPROACH</b>						
<b>Annual lease payment</b>	<ul style="list-style-type: none"> <li>• Option 1: \$69.8 million</li> <li>• Option 2: \$80.5 million                             <ul style="list-style-type: none"> <li>○ Reduced option 2 (25 gate): \$69.2 million</li> </ul> </li> </ul>	F-2, F-6	Milestone payment of \$151.6 million at completion of construction and then \$62.5 million per year	Section F1 p. 8, F12 p.35	Between \$73 million to \$81 million per year	presentation
<b>Flexible options</b>	<ul style="list-style-type: none"> <li>• Sculpted payment where City pays less in early years</li> <li>• Development Agreement OR Lease Agreement</li> </ul>	F-3, F-33	<ul style="list-style-type: none"> <li>• Debt only                             <ul style="list-style-type: none"> <li>○ \$59.6 million lease payment</li> </ul> </li> </ul>	F3, p. 9		
<b>Expected credit rating</b>	A-	F-25	BBB+ minimum	F3, p. 8	AAA/A-	F7, 18
<b>MBO compliant?</b>	Yes		Yes		No	