PMI Southwest Ohio Annual Summit 2024
Too Many Projects, Too Little Space
COOL

November 16, 2024

Agenda

- COOL Organizational Structure
- COOL Concept and Background
- Key Components:
    1. Master Schedule
    2. GIS (Geographic Information System) Geodatabase
    3. Logistical Coordination
    4. Shutdown Coordination Center
    5. Communications
- Requirements, Standards and Guidelines
- Lessons Learned
- Questions

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COOL Organizational Structure

Coordinated **O**versight and **O**rganizational **L**ogistics

- Don Chinery – Program Logistics Manager
- Vernon Stultz – Director of Program Controls (Project Controls Management and Master Scheduling)

- Part of PM/CM contract
- Program Management Function
- Supports Executive Team and Project Management Team
- Enhances Guest Experience
- Minimize impacts to Passengers, Tenants and Airport Operations

COOL Concept and Background

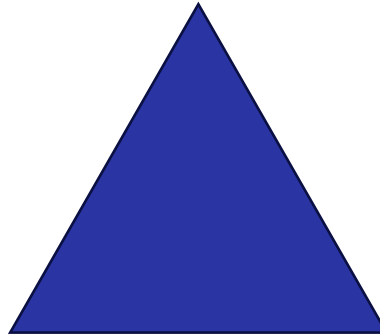| Master Schedule | GIS | Logistical Coordination | Shutdown Coordination Center | Communications |
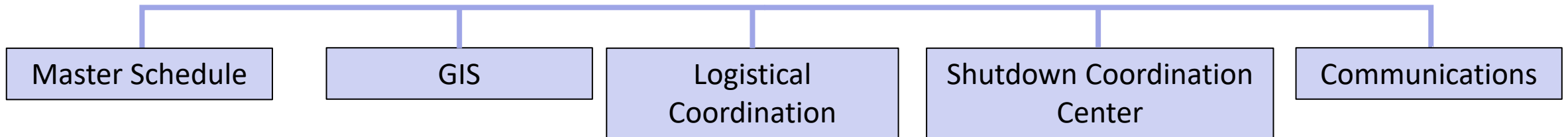
- Time and Space Management
- Program Data Tracking (Master Schedule and GIS)
  - All projects airport-wide including all divisions and financial considerations
- Logistical Coordination to prevent unexpected delays and conflicts
- Internal Communications
- Example used in Aviation but can be applied to other infrastructure programs

COOL Program Coordination

COOL

- Program Oversight
- Time and Space Management
- Data Resources – Master Schedule/GIS
- Internal Communications

Project Management Team

Operations

- Scope
- Schedule
- Budget
- Quality

- Terminals
- Landside
- Airfield

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Program Components

1. Master Schedule

2. GIS Geodatabase

3. Logistical Coordination

4. Shutdown Coordination Center

5. Communications

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Master Schedule

- Program-Level Schedule to coordinate projects and interfaces with Airport Stakeholders (Operations, Security, Maintenance, Tenants, Designers, and Contractors) at a high-level to monitor the progress of the Program.
- Identifies the interdependencies between the projects in a way that the program longest (critical) path can be established and tracked.
- Intended for summary reporting and intended for tracking projects, reporting progress, coordination and communication.
- Projects at varying stages of schedule development all under one tool - P6 Scheduling Software for more clarity, control, tracking and monitoring of the Program/projects.

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Master Schedule

- Captures All Projects from Planning through Construction in P6
- All Project Types
- Capital
    - Tenant / Concessions
    - Planning
    - Infrastructure / Maintenance
    - Other Airport Projects (Procurement Purchases)
- Total Project Cost
- Project Contacts – Project Sponsors and Project Managers
- Published Monthly
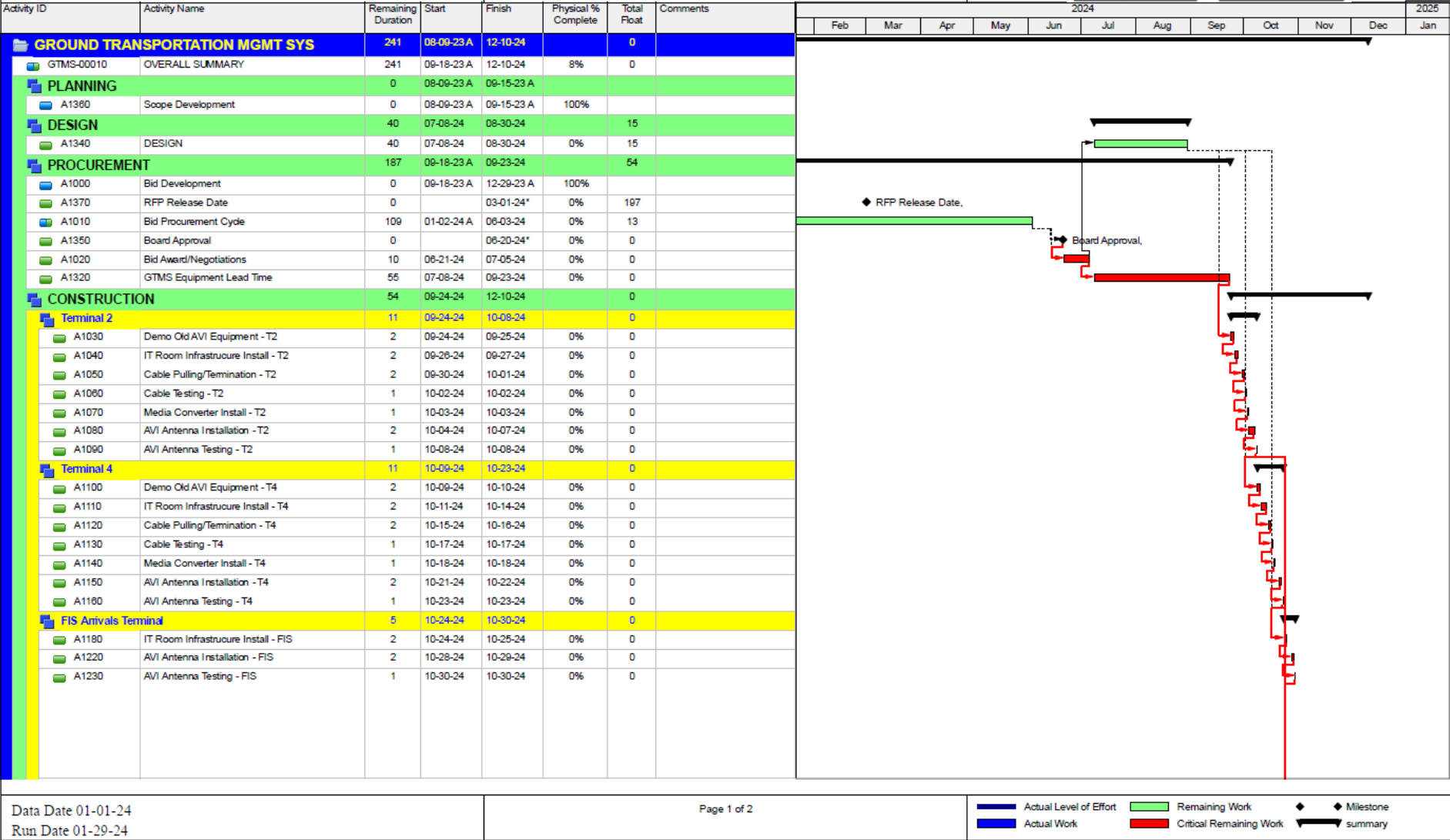- Scrubbing for accuracy on a Quarterly Basis with Planning, Project Managers, Operations
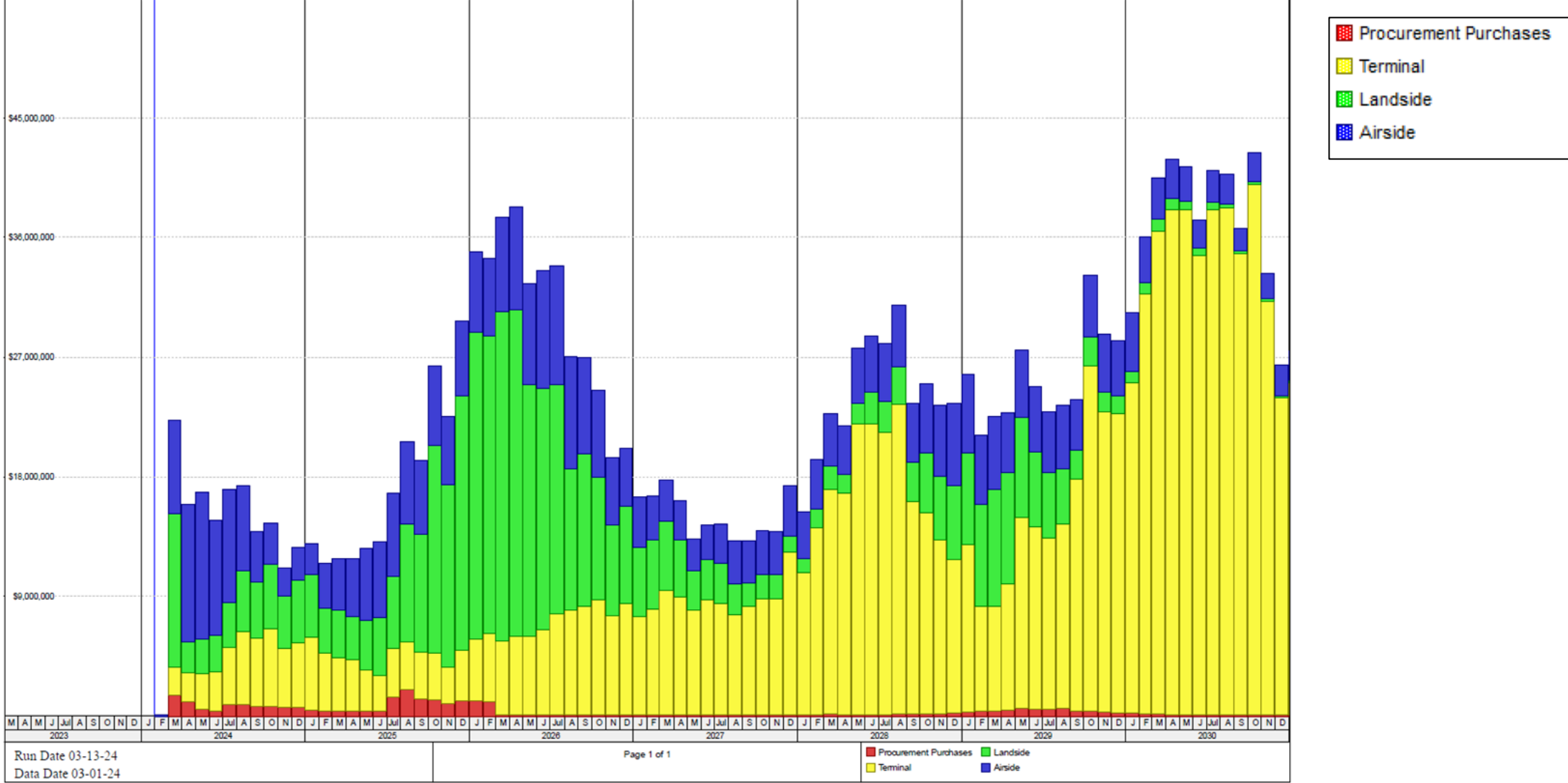
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Master Schedule Components

Planning Studies

Deliverable Milestones

Capital Needs List

Stable project description to advance to next level

Pipeline Projects

Scope, Schedule, Budget	7460 Determination
Environmental (NEPA, CATEX, Section 163)	Board Approvals
Airport Layout Plan Update	MII Approvals

Active Projects

Environmental	Plan Check
Design	Construction
Procurement	Closeout

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Master Schedule

Project Schedules

- Tool for schedule management and control.

- It reports progress of all engineering, procurement, and construction activities as well as milestones.

- The primary management/tracking tool for the Project Manager and Construction Manager.

Project Schedule

Activity ID	Activity Name	Remaining Duration	Start	Finish	Physical % Complete	Total Float	Comments
GROUND TRANSPORTATION MGMT SYS		241	08-09-23 A	12-10-24		0	
GTMS-00010	OVERALL SUMMARY	241	09-18-23 A	12-10-24	8%	0	
PLANNING		0	08-09-23 A	09-15-23 A			
A1360	Scope Development	0	08-09-23 A	09-15-23 A	100%		
DESIGN		40	07-08-24	08-30-24		15	
A1340	DESIGN	40	07-08-24	08-30-24	0%	15	
PROCUREMENT		187	09-18-23 A	09-23-24		54	
A1000	Bid Development	0	09-18-23 A	12-29-23 A	100%		
A1370	RFP Release Date	0		03-01-24*	0%	197	
A1010	Bid Procurement Cycle	109	01-02-24 A	06-03-24	0%	13	
A1350	Board Approval	0		06-20-24*	0%	0	
A1020	Bid Award/Negotiations	10	06-21-24	07-05-24	0%	0	
A1320	GTMS Equipment Lead Time	55	07-08-24	09-23-24	0%	0	
CONSTRUCTION		54	09-24-24	12-10-24		0	
Terminal 2		11	09-24-24	10-08-24		0	
A1030	Demo Old AVI Equipment - T2	2	09-24-24	09-25-24	0%	0	
A1040	IT Room Infrastrucure Install - T2	2	09-26-24	09-27-24	0%	0	
A1050	Cable Pulling/Termination - T2	2	09-30-24	10-01-24	0%	0	
A1060	Cable Testing - T2	1	10-02-24	10-02-24	0%	0	
A1070	Media Converter Install - T2	1	10-03-24	10-03-24	0%	0	
A1080	AVI Antenna Installation - T2	2	10-04-24	10-07-24	0%	0	
A1090	AVI Antenna Testing - T2	1	10-08-24	10-08-24	0%	0	
Terminal 4		11	10-09-24	10-23-24		0	
A1100	Demo Old AVI Equipment - T4	2	10-09-24	10-10-24	0%	0	
A1110	IT Room Infrastrucure Install - T4	2	10-11-24	10-14-24	0%	0	
A1120	Cable Pulling/Termination - T4	2	10-15-24	10-16-24	0%	0	
A1130	Cable Testing - T4	1	10-17-24	10-17-24	0%	0	
A1140	Media Converter Install - T4	1	10-18-24	10-18-24	0%	0	
A1150	AVI Antenna Installation - T4	2	10-21-24	10-22-24	0%	0	
A1160	AVI Antenna Testing - T4	1	10-23-24	10-23-24	0%	0	
FIS Arrivals Terminal		5	10-24-24	10-30-24		0	
A1180	IT Room Infrastrucure Install - FIS	2	10-24-24	10-25-24	0%	0	
A1220	AVI Antenna Installation - FIS	2	10-28-24	10-29-24	0%	0	
A1230	AVI Antenna Testing - FIS	1	10-30-24	10-30-24	0%	0	

Data Date 01-01-24
Run Date 01-29-24

Page 1 of 2

Legend: Actual Level of Effort | Remaining Work | ◆ Milestone | Actual Work | Critical Remaining Work | summary

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COOL Histogram

COOL Dashboard

COOL Dashboard
March 2024

Element	Total Projects	Total Cost ($M)
Airside	65	$677
Landside	42	$540
Terminals	55	$1,275
Procurement Purchases	22	$44
Totals	184	$2,536

Total Projects Matrix (By Year)

Element	2024	2025	2026	2027	2028
Airside	19	21	18	19	17
Landside	26	23	14	10	9
Terminals	43	27	11	9	6
Procurement Purchases	17	7	4	4	5
Totals	105	78	47	42	37

Total Cost ($M) Matrix (By Year)

Element	2024	2025	2026	2027	2028
Airside	$63,039,192	$59,027,584	$83,338,797	$37,444,735	$52,728,583
Landside	$44,725,141	$94,609,521	$194,268,161	$37,983,032	$32,834,479
Terminals	$40,077,177	$44,227,598	$81,804,833	$103,385,416	$201,874,179
Procurement Purchases	$8,513,066	$11,076,883	$3,775,135	$1,995,230	$2,516,107
Totals	$156,354,576	$208,941,586	$363,186,926	$180,808,413	$289,953,348

Total Cost ($M)

- Airside — 27%
- Landside — 21%
- Terminals — 50%
- Procurement Purchases — 2%

Total Projects

- Airside: 65
- Landside: 42
- Terminals: 55
- Procurement Purchases: 22

GIS
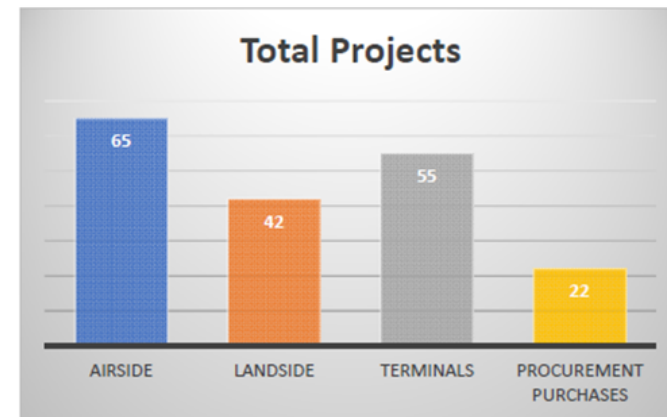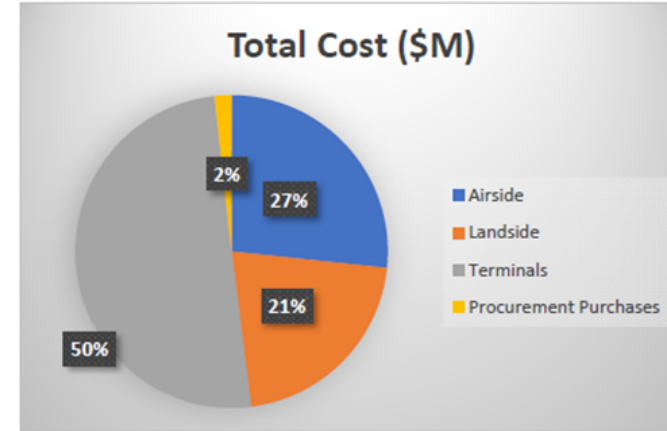
- Geographic Information System

- ESRI ArcPro Geodatabase (Spatial Database)
  - Identify Locations for All Projects in Master Schedule

- Project Locations and Construction Phases (Sub-phases)

- Provides Mapping for Logistical Coordination
  - Haul Routes, Laydown Areas, Contractor Parking, Batch Plants, Stockpiles, Trailer Locations
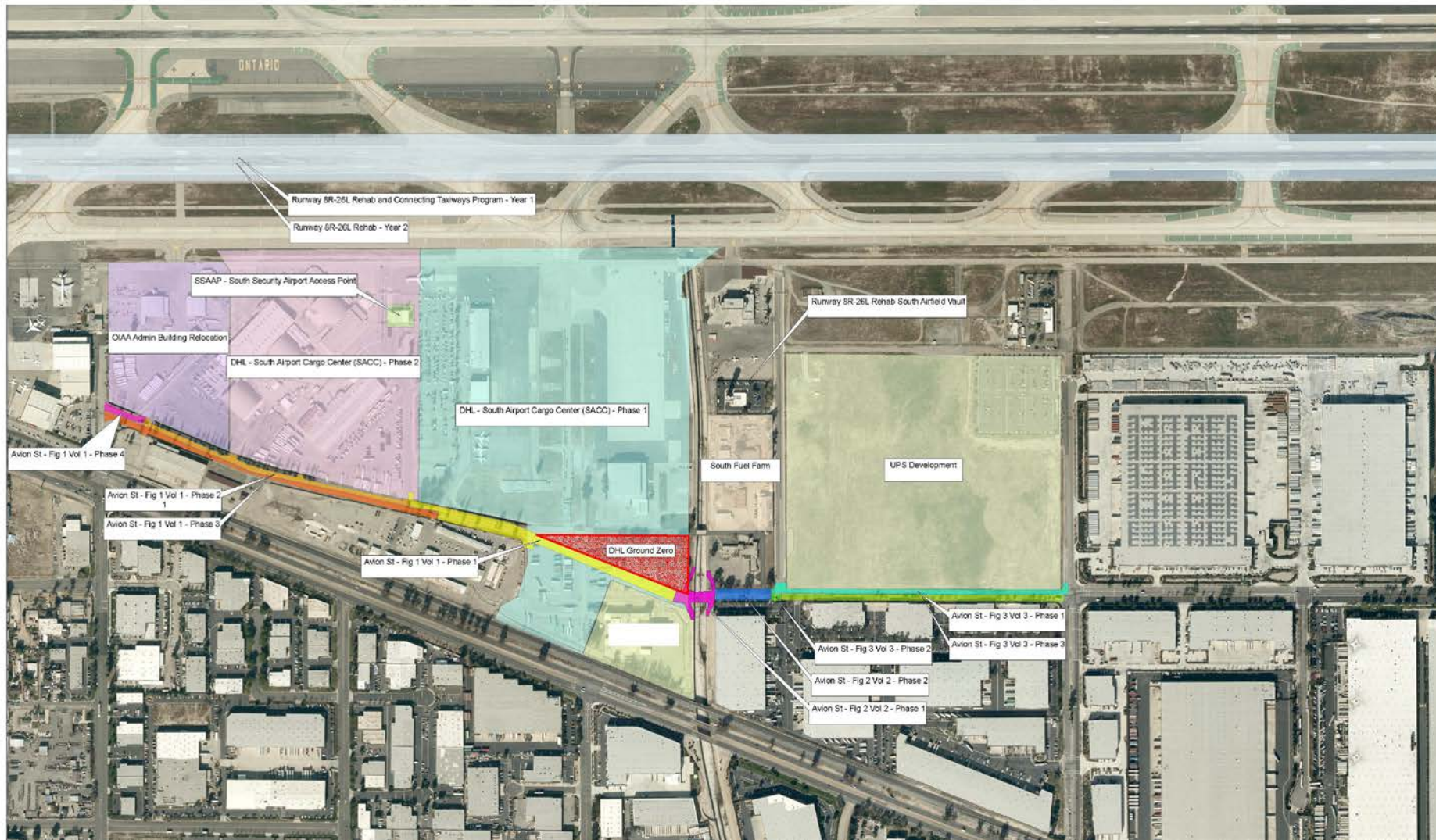
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GIS Landside Example

GIS Terminals Example
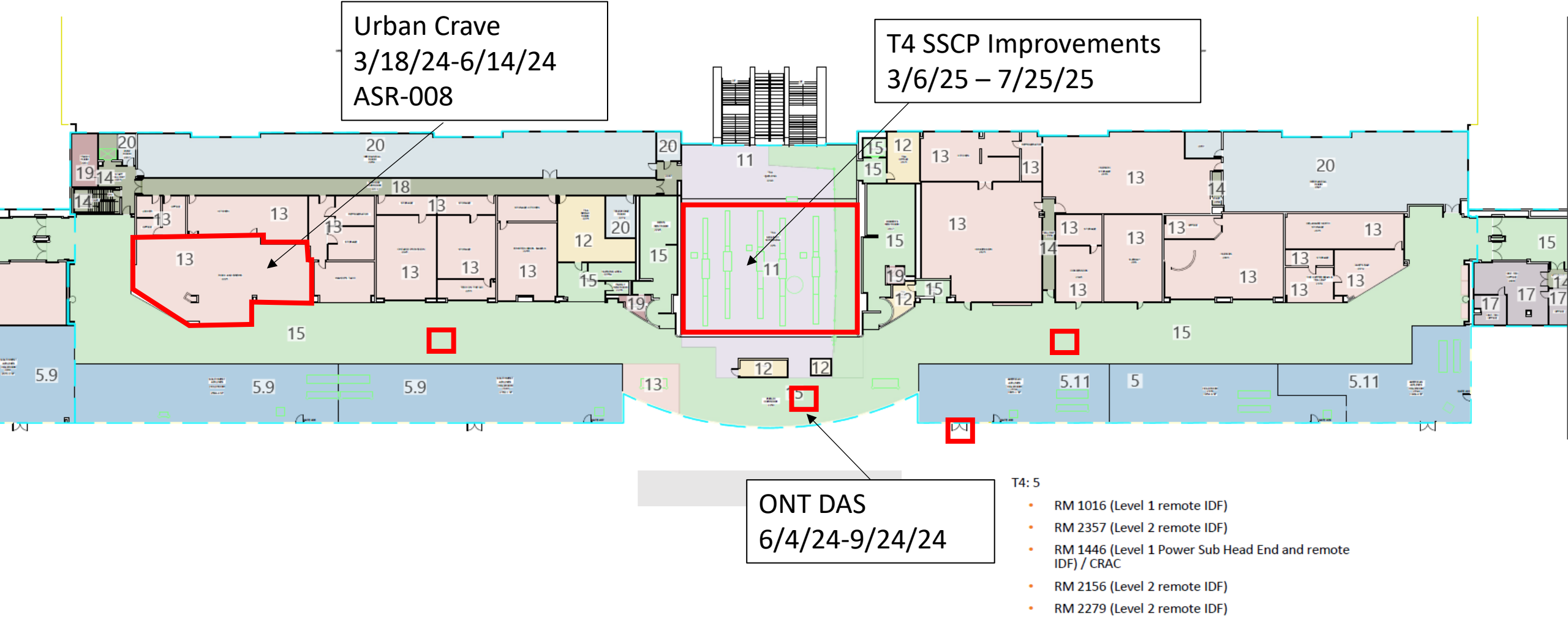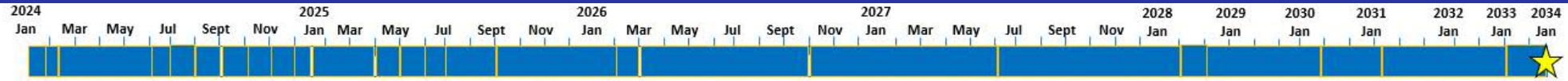
Urban Crave
3/18/24-6/14/24
ASR-008

T4 SSCP Improvements
3/6/25 – 7/25/25

ONT DAS
6/4/24-9/24/24

T4: 5

- RM 1016 (Level 1 remote IDF)
- RM 2357 (Level 2 remote IDF)
- RM 1446 (Level 1 Power Sub Head End and remote IDF) / CRAC
- RM 2156 (Level 2 remote IDF)
- RM 2279 (Level 2 remote IDF)

GIS Animations

Logistical Coordination

- Weekly Program-Level Coordination Meetings
  - Coordinate with Project Managers, Project Sponsors and Representatives, Operations, Tenants, and Airport Stakeholders

- Review COOL submittals for Space and Time Review

- Conduct Nightly "Huddles" to review scheduled construction activity and produce report

- Coordinate construction activities around operational impacts (e.g. late flights)

- Mitigate unscheduled events and deliveries

Case Study: Ontario Example

- Identify space and time conflict in terminals – coordination between SSCP, Wayfinding Project and Dynamic Signage

LED Dynamic Signage
Q1 2024 – Q2 2024

T2 SSCP Improvements
12/3/24-6/28/25

Dynamic Signage
Q1 2024 – Q2 2024

Wayfinding and Signage Project
8/20/24-11/22/24

LED Dynamic Signage
Q1 2024 – Q2 2024

SSCP Scope - TSA Raised Supervisor Station

Wayfinding and Signage Project
8/20/24-11/22/24

Shutdown Coordination Center

COOL

Shutdown Coordination Center

Primary Stakeholders

- Operations
- Public Safety
- Maintenance
- Customer Experience

Others as needed SME

- FAA
- IT
- Ground Transportation
- TSA, CBP, Security
- ONTEC/JBT
- Marketing/ Public Relations

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Shutdown Coordination Center

- Types of Shutdown:
    1. **Area Shutdown Request (ASR)** is needed if project activity produces a shutdown of any physical area located on ONT property that will cause an operational impact.
        - For example - traffic lanes, restriction to public access, elevator/escalator, restroom, etc.
    2. **Utility Shutdown Request (USR)** is needed if project activity will affect utilities or require utility shutdowns

- Tracked in SCC Database

- Notification sent to all Primary stakeholders and others (as needed) through listserve

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Shutdown Coordination Center Forms

Shutdown Coordination Center Notification

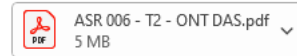Shutdown Coordination Center: ASR-006 (Ontario DAS - Terminal 2)

Don Chinery

To ○ Diaz, Mindy; ○ Miwa, Chuck; ○ Mena, Eric; ○ David Velasquez; ○ Kholosy, Fady; ○ Anderson, Dennis;
○ Brown, Dean; ○ Sampson, Cedric; ○ Martorana, Ricardo; ○ Acosta, Genesis; **+21 others**

Cc ○ Scott Feldmann; ✓ Laura DV Smets; ○ Garza, Nathan; ○ jtahan@flyontario.com

⤷ Reply   ⤷ Reply All   → Forward   ⋯

Thu 2/22/2024 1:35 PM

📄 ASR 006 - T2 - ONT DAS.pdf
   5 MB

The following **Shutdown Coordination Center Request** has been **APPROVED**:

ONT ASR/USR No:	ASR-006
Construction Project:	Ontario DAS Terminal 2
ONT PM:	Nathan Garza
Project Sponsor:	Chuck Miwa
Field Contact Number:	951-756-0579
Field Name:	Brian Garcia (Aztecs Telecom Inc.)
Airline Impact:	No
Area Shutdown Type:	Terminals – Traffic/Customer Flow and AOA
Location:	Terminal 2 – Concourse and Airside Levels 1 and 2
Scheduled Shutdown:	Monday, 2/26/24 24/7 closure
Scheduled Restart:	Tuesday, 12/31/24 24/7 closure

The ASR has been approved with no constraints. The contractor is responsible that all work is performed with no impacts to tenants, operations or building occupants.

Please review the attachments for more details on the shutdown including the site logistics plan. Please direct all questions to the Project Manager.

Thanks,
Don

Communications

- Internal Communication for Airport stakeholders

- Notifications of Impactful closures

- Quarterly Construction Briefings – BOAC, Steering Committee, Division Staff Meetings

- Reports and Presentations

Communications

NEW						
ASR/USR Number	Project Name and Activity	Shutdown Location	Project Manager	Shutdown Start	Shutdown End	Contractor Information
ASR-009	Verizon DAS MMP for Back Haul Fiber	Terminal 4 and Parking Lot 4	Nathan Garza	4/15/24	5/1/24	Aztecs Telecom, Inc. Bryan Garcia 951-756-0579

ONGOING						
ASR/USR Number	Project Name and Activity	Shutdown Location	Project Manager	Shutdown Start	Shutdown End	Contractor Information
ASR-006	ONT DAS (DAS equipment installation)	Terminal 2	Nathan Garza	2/26/24	12/31/24	Aztecs Telecom, Inc. Bryan Garcia 951-756-0579
ASR-007	Tap & Pour (Concessions Renovation)	Terminal 2	Tayvin Saks	3/18/24 6am	6/14/24 11pm	Premier Cameron Phillips 805-551-4749
ASR-008	Urban Crave (Concessions Renovation)	Terminal 4	Tayvin Saks	3/18/24 6am	6/14/24 11pm	Premier Cameron Phillips 805-551-4749

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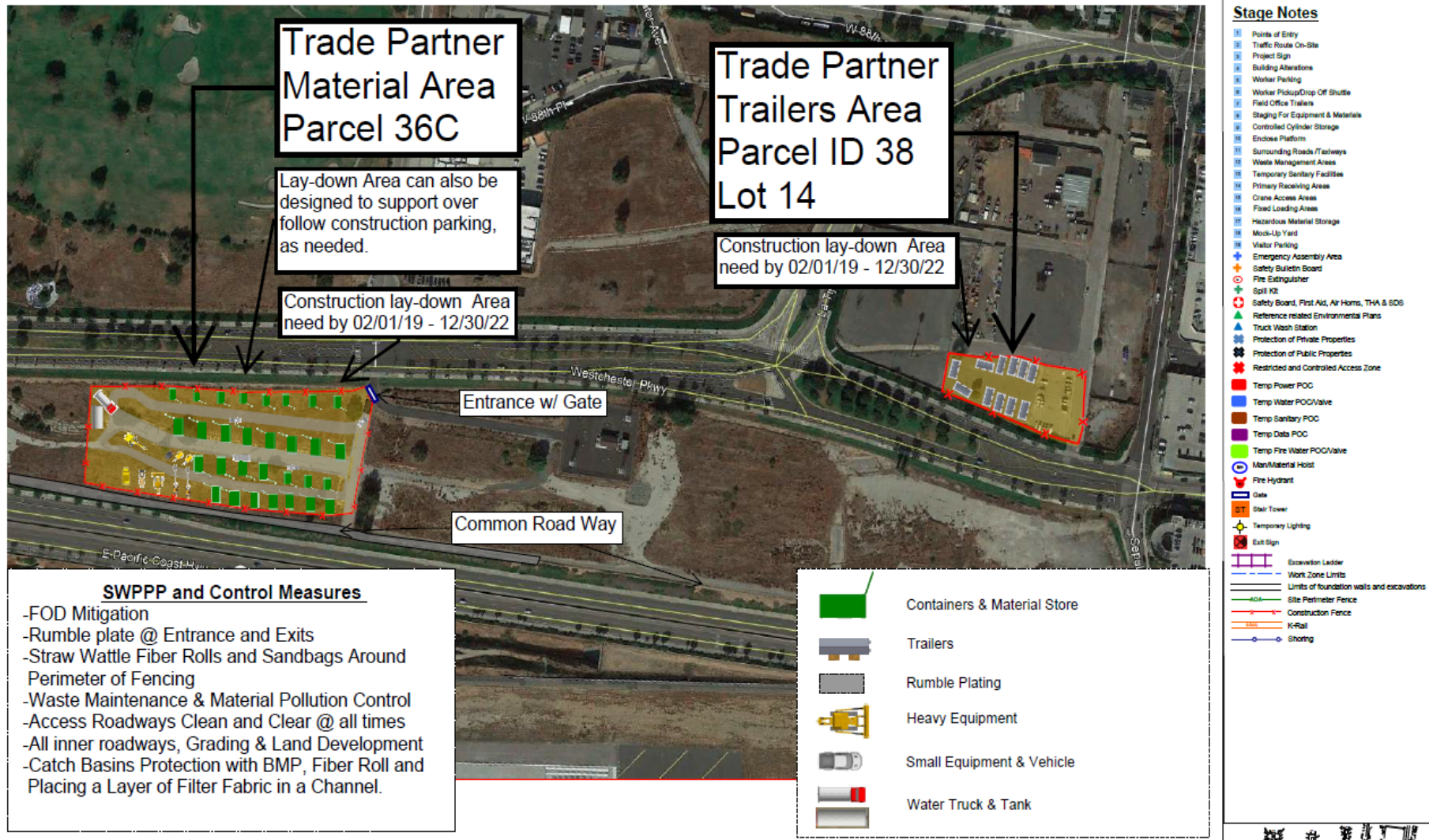
Communications

COOL Requirements – Project Phasing Plan
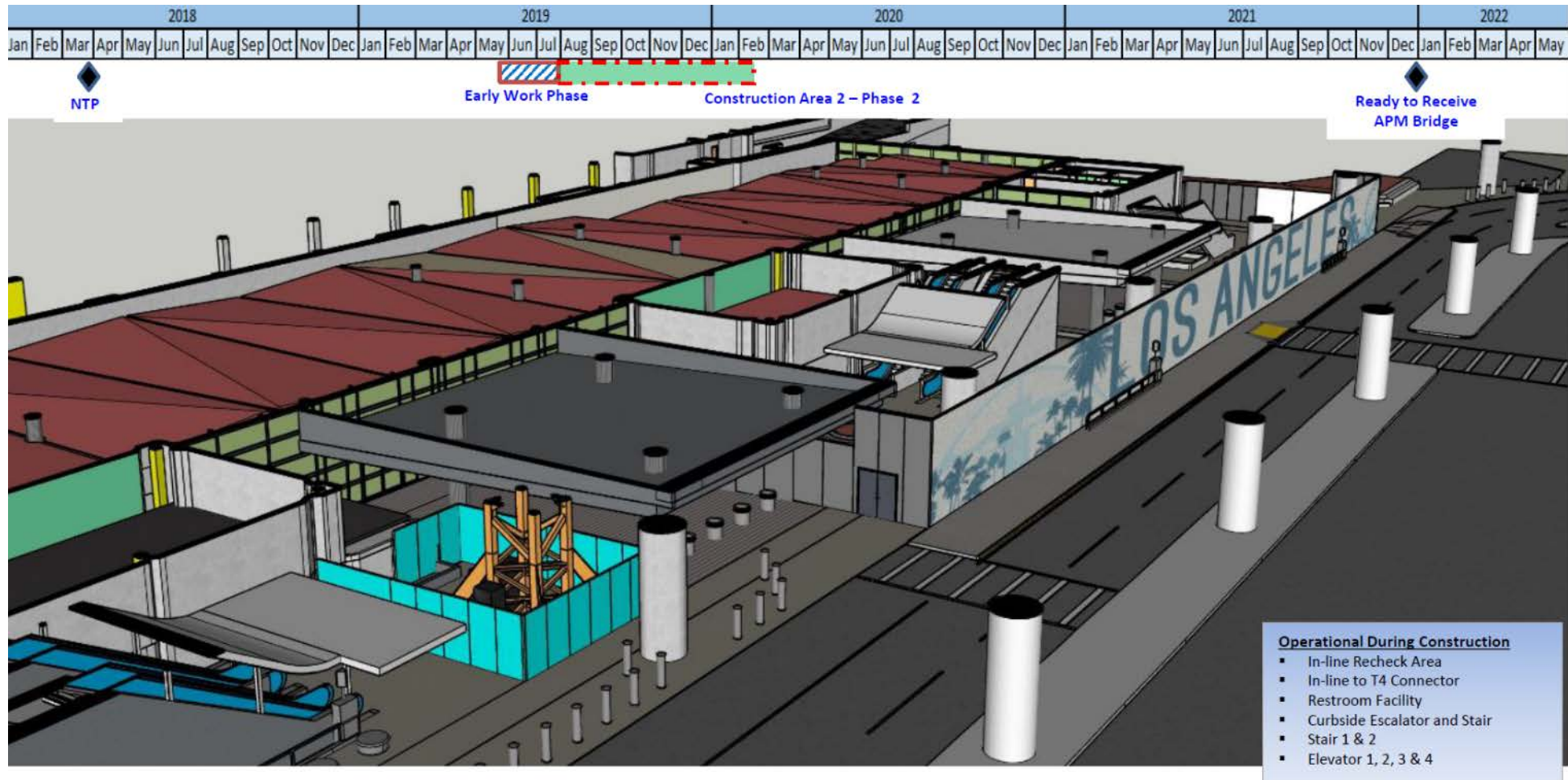
TBIT Core Level 1 – Barricade Plan (Looking Northeast)

COOL Requirements – Project Site Logistics Plan

COOL Standards and Guidelines

- Design and Construction Guidelines and Requirements

- Construction Site Standards – Barricades and Wayfinding

- Ensure the contractor is meeting coordination and communications contract requirements

- Central website where tools are updated and accessed on a regular basis

COOL Adaptability

- Applicable to various airport sizes
  - Large Hubs (LAX)
  - Medium Hubs (Ontario)
  - Small airports (Long Beach)
  - Ohio – Cleveland, Columbus, Cincinnati, Dayton, Akron/Canton
  - Multiple GA airports in a geographic region

- Applies to various volumes of passengers and cargo

- Proven model which can be instituted within months

- All Owner employees have situational awareness and visibility to all development projects

Keys to Success

- Executive Management Endorsement airport-wide

- Integrated Program Team Approach – Planning to Closeout

- Part of Contracts for Standards and Requirement

- Tool Accuracy and Reliability

- Strong Logistical coordination in the planning and design phases will lead to less construction change orders for Airport owners later in the process

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Questions?

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