



Dallas/Fort Worth International Airport Construction Manager at-Risk (CMAR) #3

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Moving Towards the Future of DFW Airport

Construction is well underway at Dallas/Fort Worth (DFW) International Airport with the Construction Manager at-Risk (CMAR) #3 Program. The \$3 billion program broke ground in summer 2013 with the Southgate Development Infrastructure project, one of many construction projects slated to fall under CMAR #3 and the new DFW MBE program.

The five- to eight-year construction plan under CMAR #3 is designed to change the look and feel of the perimeter of DFW Airport. It will provide more retail, hotel and restaurant experiences for locals as well as visitors to the Dallas/Fort Worth area, through the various important projects that will be lead by the JV team of CMAR #3. Some of the projects include, but are not

limited to, the new Airport Consolidated Headquarters, Water Tower, Southgate Development Infrastructure and Terminal D Club.

Currently several of these projects are underway and we are already experiencing and seeing a change in and around DFW Airport. As we continue to progress with additional construction and enhancement of DFW Airport's perimeter, the changes will be obvious and have a positive impact on the DFW community.

The completion of the program, targeted for 2021, will provide a new experience to both local Dallas/Fort Worth residents and visitors traveling through and staying in and around DFW Airport. The future infrastructure for DFW Airport lays a foundation for new retailers, vendors and employment opportunities. Get ready for a more pleasant and convenient airport experience.

Project Team

TOH Joint Venture

The joint venture team responsible for the overall management, execution and successful completion of the CMAR #3 program is comprised of three general contracting firms: Turner Construction Company, Omega Contracting Inc., and R.D. Howard LLC. Each of these locally based firms has a proven history in successful aviation projects either locally, internationally or both.

The Turner | Omega | Howard (TOH) Joint Venture (JV) team is charged with the management of various construction projects on CMAR #3. With the team's leadership, proven aviation experience and strong relationships with local minority construction companies in the Dallas/Fort Worth area, they will assist in building the capability and capacity of local minority firms. They will do this over the next several years through minority inclusion programs.



Gary Ralls - Project Executive

Gary Ralls

Turner Construction

Gary Ralls, project executive for Turner Construction, relocated from Sacramento, California, to provide leadership and direction on CMAR #3.

As the TOH JV project executive, he comes with 24 years of experience in the construction industry, with more than five years dedicated to global aviation work.

Gary says: "This is an exciting time for DFW, and more specifically DFW International Airport, with the many construction opportunities available on CMAR #3 for minority firms.



Leadership Commitment

Jeff Heimer

Omega Contracting, Inc.

As the vice president of Omega Contracting Inc., Jeff's primary responsibility is overseeing and managing operations of the company which allows Omega to have the success it does today.

On CMAR #3 Jeff is the operational manager and go-to person, managing day-to-day activities and staying close to each of the individual projects to ensure execution and delivery is met throughout the life of the program. Jeff feels his long-standing experience and knowledge of the DFW market, as well as being a minority firm, puts him atop of understanding "the importance of inclusion of minorities on important projects like CMAR #3."



Jeff Heimer - Operations Manager

Carlos House

R.D. Howard LLC

Carlos House, vice president of R.D. Howard Construction LLC, has more than 40 years of industry experience both locally and internationally.

As one of the JV partners, he is responsible for managing the \$13 million Southgate Development Infrastructure and the \$10 million Water Tower for CMAR #3. Both of these projects are successfully underway.

Carlos comments on one of his prime contractors - Reyes Group Ltd. He states, "Reyes is a good contractor which happens to be a minority firm, as a team player and working on the Southgate Development Infrastructure project. There were many challenges and unforeseen conditions presented, but through it all they continued to press forward, keep the project moving and deliver a superior product." We need more firms like Reyes to keep productivity up, stay ahead of the curve and deliver a quality product.



Carlos House - Project Manager



We are achieving MBE goals!

MBE Benchmark: 35 Percent

The MBE participation for the overall program is set at 35 percent. The TOH JV team is one where best practices are shared, and the team collaborates to create strategies to achieve the MBE goals. As a result, the team reviews each Supplemental Agreement (SA) and scope of work to ensure that the maximization and utilization of ethnic minorities takes place such that larger scopes of work have been broken down into smaller scopes to provide opportunities for smaller firms to bid.

Goal modifications have taken place on several trade packages to afford greater opportunities for more firms to participate in the bidding process. The team strives to provide limitless contractor, subcontractor and vendor possibilities to the minority community in an effort to build the local talent pool of MBE contractors having airport experience.



MBE Highlights Procurement

To date, three separate Supplemental Agreements (SA) have been issued since summer 2013. SA 01 - Southgate Development Infrastructure; SA 02 - Consolidated Headquarters; and SA 03 - Water Tower. A total of 20 MBE contracts have been issued with a value of approximately \$28 million, which equals an overall MBE participation of 39.84 percent for the projects.

Meet & Greet Program

The team maintains momentum in keeping the minority community informed of opportunities as well as building relationships with the project leaders on CMAR #3 through the Meet & Greet program. TOH established a weekly Meet & Greet program early to meet MBE firms interested in sharing their companies' expertise and learning about upcoming bid opportunities to perform work on projects. In 2013 there were 26 firms who shared their experience and capabilities through the Meet & Greet program.

Public Outreach

Since the beginning of the program, the TOH JV team has attended more than 20 public outreach events in an effort to communicate opportunities on CMAR #3 and to encourage new MBE firms to participate in performing work at DFW Airport. TOH works closely with a number of minority chambers, contractors associations and organizations to increase the success of CMAR #3 in public outreach efforts. The team also regularly meets and assists individual firms during pre- and post-bidding time. These efforts demonstrate the team's commitment to offer support and provide the tools necessary for firms to become successful bidders at the airport.

TRAINING FOR SUCCESS



Turner School of Construction Management

Turner Construction, DFW Airport's Business Development Diversity Department and National Insurance Consultants Inc. (NICI) joined forces to provide a comprehensive construction-training program and a specific class on how to do business at DFW Airport during the fall of 2013. The free program was open to any firm interested in developing and growing their business, as well as learning how to bid on DFW Airport projects.

The eight-week program covered various topics from estimating and marketing to bonding and insurance. It was facilitated by Turner staff and included a specific

class led by DFW and NICI personnel covering airport compliance, MBE requirements, bonding and insurance, and the badging process.

A final graduation ceremony took place on November 20, 2013, graduating 45 minority businesses from the program. The program's graduates are now better equipped to manage and grow their businesses to the next level and have a clearer understanding of the requirements needed to be a successful bidder on DFW Airport projects.

Congratulations Graduates!

Partnerships for a Stronger Community

Mentor-Protégé Program

The TOH JV selected two MBE protégé firms to mentor over the next several years: New World Industries and Bradley Douglas Construction, both of Fort Worth. Each of these firms are provided hands-on training and expertise in the areas of field and technical assistance as needed to grow the capacity and capability of the firms.

This partnership promotes and creates a stronger relationship between large GCs and both established and emerging minority firms, thus preparing the protégé in how to successfully bid and win projects at DFW Airport, as well as other projects in the metroplex. Developing the core competencies of these two firms positions them to confidently pursue larger construction opportunities either as a general contractor or as a viable and capable subcontractor.

The TOH JV encourages any firm bidding on future CMAR #3 projects to reach out to the protégé firms to partner with and leverage their opportunities of achieving MBE goals on bids.



DFW Airport's MBE Program

What's New & Different

CMAR #3 falls under the new DFW Airport MBE program, which includes the 12 DFW-relevant market areas. The new program has the dual requirements of ethnic minority classification and being located in one of DFW's relevant market areas. Ethnic minority classifications include Asian (Pacific/Indian) American, Black American, Hispanic American, American Indian and Indo-Asian American. The relevant market areas include Collin, Dallas, Delta, Denton, Ellis, Hunt, Johnson, Kaufman, Parker, Rockwall, Tarrant and Wise. Suppliers who are holders of a valid current certificate with the North Central Texas Regional

Certification Agency (NCTRCA) or the Dallas/Fort Worth Minority Supplier Development Council (DFW MSDC) will count toward the 35 percent overall minority goal.

TOH is committed to supporting ethnic Minority Business Enterprise firms on CMAR #3 to provide firms with aviation experience to build their capacity, capability and construction résumé for future aviation projects both locally and internationally. All opportunities exist and are provided to all MBE firms interested in bidding on CMAR #3 packages.

What's on The Horizon *The Future*

SA 04 Terminal D Club
Stay connected and watch for
upcoming opportunities at
www.tohjv.com

The Value of Diversity

Minority Business Enterprise (MBE) Program

The value of diversity and TOH's commitment to utilizing ethnic Minority Business Enterprises (MBEs) throughout the CMAR #3 program has been paramount. The team's dedication goes far beyond providing nontraditional more manageable scopes of work for the smaller MBE firms, to carving out larger general contracting opportunities for more established MBE contractors.

This strategic move by TOH has impacted the local construction market by providing 20 MBE contracts at \$28 million to date, and these numbers should only increase as the program continues to move forward over the next several months and years.

For many of the minority business owners, both established and small new companies, creating opportunities like this will impact their business by providing airport experience where there was none, and augmenting their current experience and establishing a future platform to manage large airport projects on their own.

MBE Spotlight



Marcos G. Reyes
President of Reyes Group

End of 2013

The TOH JV team ended the year with an overall MBE participation of 39.84 percent. As the team approaches 2014, the focus of providing increased opportunities for local MBE firms is at the forefront.

The mentor-protégé program for Bradley Douglas Construction and New World Industries Inc. will be in progress. The team will continue to share best practices, explore ways to collaborate, and create strategies to develop the capabilities and capacity of local MBE firms.

CMAR #3 is well underway and the team is confident of their impact and performance at DFW Airport, including their encouragement and utilization of ethnic minority firms on the program, having a great impact on the DFW community at the airport.

Vision to Action

Reyes Group Ltd.



As the sole owner and president of Reyes Group Ltd., Marcos G. Reyes incorporated in the state of Illinois in July of 1992. A firm known for their general contracting and construction management services in the heavy-highway and building construction industries, Reyes is no newcomer to the DFW area or to the Dallas/Fort Worth International Airport.

Reyes Group is a successful Hispanic firm with more than 80 employees, 20 years of experience, and 5 years of DFW Airport experience. Reyes is currently self-performing 85 percent of the \$718,939.00 Southgate Development Infrastructure project – Site Concrete Retaining Walls contract on CMAR #3.

When asked the following questions, Reyes responded:

How did you and your firm get connected with the CMAR #3 Program? Through various outreach events associated with work at DFW Airport and by actively pursuing work at DFW Airport.

Briefly describe your experience on the project and your experience working with TOH. Reyes Group has had a very positive experience working with TOH through close coordination, and having a team mentality always exhibited on the site.

Explain how your business has benefited or progressed (capacity or capability increased) due to the work you are performing on the project? Reyes Group Ltd., is growing its concrete presence down in Texas and this project has allowed us to have increased exposure to new opportunities.

What do you hope your business will gain from your participation on the project? Reyes Group plans on using the Site Concrete Retaining Wall as a showcase piece for obtaining future work.

As our MBE Spotlight firm, we would like to thank Reyes Group for the excellent job they have been performing on CMAR #3!

Turner Omega Howard

Get Connected. Stay Connected.

www.tohjv.com • www.dfwairport.com

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