

THE BARC CONNECTION

Terminal Renewal and Improvement Program (TRIP) Newsletter



What is the TRIP? The Terminal Renewal and Improvement Program (TRIP) is a seven-year, \$2 billion project that will enhance Terminals A, B, C, and E at DFW International Airport. TRIP began in February 2011, and by the end of the project, DFW passengers will experience improved concessions, security checkpoints, ticketing counters, and parking.

Who is the BARC JV? To complete the project, DFW Airport has partnered with two joint ventures to manage construction of the four legacy terminals. The Balfour/Azteca/Russell/Carcon Joint Venture (BARC JV), leading team with unmatched aviation experience and strong relationships at DFW, has been charged with construction of both Terminals A and C and Terminal A rail station.



TRIP UPDATE



DFW Airport has established an overall 35% participation goal for Disadvantaged, Minority, and Women-owned Business Enterprises (D/M/WBEs) for the project. The BARC JV is committed to meeting the participation goal while also creating learning opportunities for the D/M/WBE firms involved.



Renovations began with Terminal A in early 2011. Terminal A renovations are scheduled to occur in several phases, all of which are projected to be complete by late 2014. Terminals B, C, and E renovations will follow in a phased schedule over several years in order to minimize passenger disruption.

TRIP FACTS

- To date, 80 contracts have been issued to D/M/WBE firms on Terminals A and C, totaling a value of over \$27.5 million and 30.08% of all contracts.
- Upon completion of the project, DFW will remain one of the most cost-efficient airports in the country. TRIP will increase revenues through improved concessions, advertising, and parking options for customers.
- On Monday afternoons, the BARC JV schedules one-on-one meetings with D/M/WBE contractors through the TRIP Meet & Greet Program. These meetings allow firms to learn more about TRIP and upcoming opportunities with the project. Contact Ruben Landa, D/M/WBE Program Manager, to schedule a Meet & Greet appointment at 214.599.9766 or rlanda@kstrategies.com.
- The BARC JV recently selected the four major firms for the redevelopment of Terminal A:
 - ABL Communications - Low Voltage
 - GFS Texas - Fire Protection Systems
 - Prism Electric - Electrical & Fire Alarm
 - TD Industries / Phillips/May - Mechanical & Plumbing

TRIP HEADLINER

Vendigm Construction

Vendigm Construction has worked diligently over the past six years to build connections and grow their firm within the construction industry. With experience in commercial, civil, design-build, and renovation projects, this African American-owned firm is dedicated to company growth.

Since opening Vendigm in 2005, owner Anthony Burks has viewed each of the company's projects as an opportunity to increase Vendigm's capacity and take the company to the next level. This perspective is part of the reason Vendigm has successfully developed a mentor-protégé relationship with the BARC JV on the Terminal Renewal and Improvement Program (TRIP).

The partnership between Vendigm and the BARC JV began on construction of the Dallas Convention Center Hotel (DCCCH). Burks explains that "Mimi Johnson of H.J. Russell took an interest in seeing [Vendigm] develop" and gave the company the opportunity to have one of their project engineers work under H.J. Russell on the DCCCH project. As this relationship grew, Burks also participated in small business roundtables hosted by Balfour Beatty Construction. "I worked diligently to build the relationship one person at a time," says Burks.

When it came to the Terminal Renewal and Improvement Program (TRIP), Burks saw the project as an opportunity to strengthen his relationships with Balfour Beatty and H.J. Russell and use the TRIP to grow Vendigm even further. Before construction of the project even began, Vendigm and the BARC JV agreed to utilize the TRIP as an opportunity for a mentor-protégé agreement. Once construction began, Vendigm bid and was successfully awarded the steel and demolition package for the Terminal Enabling Projects.

While completing their contract and as construction continues, Vendigm is working closely with the BARC JV to develop a highly skilled staff, understand the processes and procedures for DFW Airport, and increase Vendigm's bonding capacity. Burks feels that each of these areas will allow Vendigm to increase their capacity to work on larger projects in the future.

The BARC JV "has truly been instrumental in the overall growth and development of Vendigm," says Burks. Additionally, with guidance from BARC JV executives, Anthony Burks is receiving management mentoring that will allow him to lead Vendigm into the future. Burks says that one of his biggest hopes for Vendigm is to "grow into being a mentor to other M/WBEs" and "to be a sought-after project partner in joint ventures."



"I worked diligently to build the relationship one person at a time."



Anthony Burks, Owner

TRIP HEADLINER

LEMCO Construction Services

Judy Lembke founded LEMCO Construction Services upon a commitment to honesty, integrity, ethics, and quality. With these principles firmly entrenched in the company culture, LEMCO has seen exponential growth as a Dallas-based certified Woman-Owned Business Enterprise (WBE).

As a full-service commercial construction company, LEMCO has diverse and extensive experience across all scopes and industries including aviation, commercial, criminal justice, government, education, retail, and health care. Judy Lembke, President and CEO, says, "At LEMCO, we create a culture of construction professionals that people enjoy working with. Our team is comprised of capable professionals that bring their experience, pride, and qualifications to everything they do." The LEMCO team prides itself on forming strong relationships, adhering to strict standards of quality work, and maintaining a strong safety record on every project.

Since the company's beginning in 2003, LEMCO has provided construction services to DFW Airport in various capacities on a continual basis. Karl Joeris, current Operations Director for BARC, was one of the first relationships LEMCO built while working on a DFW project, and they have worked together on

many projects since. Naturally, when LEMCO first heard DFW's announcement for the Terminal Renewal and Improvement Program (TRIP), they attended pre-bid conferences and networking events to learn as much as possible. After the BARC team was in place, LEMCO kept in touch through BARC's communication plan and attended training sessions and one-on-one meetings. Lembke values her company's relationships with members of the BARC team because "they have high expectations at all levels, especially when it comes to safety and quality."

LEMCO's extensive experience and long-term commitment to DFW Airport projects proved beneficial when securing contracts with the BARC JV for the TRIP Terminals A and C. Currently, LEMCO has four different roles with BARC. For the regating of Terminal A's 45 gates, LEMCO is charged with providing concrete for the structural foundations as well as the mechanical and plumbing services for re-piping and upgrades throughout the terminal. In addition, LEMCO is the primary firm responsible for renovating the Terminal A gates by providing finishes such as the drywall and framing. LEMCO is also heading up the renovation of all IT communications rooms in Terminals A and C.

SPOTLIGHT CONTINUED ON NEXT PAGE.



Judy Lembke
President and CEO



Paul Lembke
Chief Operating Officer



Norm Crawford
Sr. Superintendent



Dewayne Taylor
General Superintendent

TRIP HEADLINER

Just a few months into the TRIP project, LEMCO has already seen substantial benefits from DFW and BARC's philosophy for partnering and growing companies. Lembke says, "We don't take lightly the amount of resources it takes to provide such an aggressive outreach program that impacts so many individuals on several levels." She and LEMCO as a whole are grateful for the high level of commitment the BARC team demonstrates through proactive, timely communication and dedicated one-on-one guidance. Thanks to BARC's organized D/M/WBE outreach efforts, LEMCO is informed about all opportunities ahead of time so they can prepare and deliver their best work.

"We don't take lightly the amount of resources it takes to provide such an aggressive outreach program that impacts so many individuals on several levels."

After working on DFW Airport projects for nearly a decade, LEMCO will continue to pursue future projects as long as the airport has a need for construction. In addition, LEMCO hopes the experience and capabilities gained will help the company be part of other large capital projects in the Dallas-Fort Worth area.



Aaron Davenport
Superintendent



Michael Hartmann
Superintendent

Q & A WITH BARC

Karl Joeris, Operations Director,
Balfour/Azteca/Russell/Carcon Joint Venture

Q: What is your role on the TRIP project?

A: During preconstruction, I oversee the overall pricing process with the goal of maintaining operations excellence. During the construction phase, I manage the project's operations team including field and office. I also work very closely with the on-site team in subcontracting, budgeting, and scheduling. During the post-construction, I will be there to ensure overall customer satisfaction.

Q: When pursuing the TRIP contract, how did you select Azteca Enterprises, H.J. Russell, and Carcon Industries as joint venture partners?

A: Their airport experience and involvement in the community were key to their selection. BARC will provide DFW Airport the great flexibility through 20 years of established relationships and excellent institutional knowledge of the DFW Airport's facilities, systems, operations, and personnel.

Q: How have you helped each joint venture partner grow their capacity as a company?

A: ZERO Harm Safety has had a huge impact on the growth of our JV partners. We have helped grow their knowledge of safety at the highest level. We have also assisted the JV partners grow their project management acumen, their understanding of how to estimate on major projects, and their knowledge of how to establish a guaranteed maximum price (GMP).

TRIP HEADLINER

Phillips/May Corporation

Phillips/May Corporation started in 1990 as a minority-owned business offering interior finish-out services. Since then, the company has evolved into a full-service general construction firm with extensive experience on over 200 Texas projects across all scopes, from design/build to ground-up construction and job order contracting for all project types. Due to their valuable experience, Phillips/May is now one of the most prominent D/M/WBE firms working on the DFW Terminal Renewal and Improvement Program.

Phillips/May has been working on various DFW International Airport projects for 16 years. Though the Balfour/Azteca/Russell/Carcon Joint Venture (BARC JV) is newly formed for DFW TRIP, Phillips/May has long-term, lasting relationships from working with many members of the BARC team on previous capital improvement programs. When searching for qualified D/M/WBE firms for the TRIP project, the BARC JV could not deny Phillips/May's extensive airport experience.

Currently, Phillips/May is working with BARC to provide the structural steel elements for Terminal A's temporary facilities. On a separate, recently awarded contract, Phillips/May formed a partnership with TD Industries, known as TDPM, to fulfill the mechanical and plumbing services for Terminal A. Chris Escobedo, Managing Director, says, "This is a very unique package that involves removal and replacement of all mechanical systems in Terminal A."

In addition to successfully completing their contracts, Phillips/May looks forward to the capacity building opportunities TRIP will undoubtedly offer. The company sees these projects as mutually beneficial by meeting and exceeding BARC's goals while also taking advantage of opportunities to develop a stronger, high quality staff that will be instrumental to Phillips/May's long-term infrastructure. "Working with the DFW TRIP has given Phillips/May the opportunity to continue developing itself into an important player in the improvement of DFW Airport as a whole," says Escobedo.

Though Phillips/May's first DFW contract in the 1990s was \$300,000, their latest contract is over \$11 million. Throughout the life of the project, Phillips/May will strive to "develop as a well-respected and recognized industry leader that is known for its corporate philosophy of being service-oriented," says Escobedo. Poised with solid experience and a strong stance on diversity, Phillips/May will be a true value to TRIP Terminal A over the life of the seven-year project.



"Working with the DFW TRIP has given Phillips/May the opportunity to continue developing itself into an important player in the improvement of DFW Airport as a whole."



Phillips/May DFW Airport Management Team

C A P A C I T Y B U I L D I N G



Capacity Building Seminar

In addition to maximizing participation on the Terminal Renewal and Improvement Program (TRIP), the BARC JV also strives to help build the capacity of D/M/WBE firms. By giving contractors the opportunity and tools needed to grow their businesses, BARC can help D/M/WBE companies succeed both on and off the project.

Throughout the life of the Terminal Renewal and Improvement Program (TRIP), the D/M/WBE Program Team plans to implement a mentor-protégé program for selected firms and provide these contractors with capacity building training while on the project.

P U B L I C O U T R E A C H

The BARC JV works closely with a number of local minority chambers, contractors associations, and organizations to increase the success of the public outreach effort. These organizations host outreach events, which give the BARC JV an opportunity to network with D/M/WBE firms to provide them with more information about the TRIP.

The following is a list of major minority chambers, contractors associations, and organizations that the BARC JV works closely with:

- Asian American Contractors Association
- Black Contractors Association
- Dallas Black Chamber of Commerce
- DFW Minority Supplier Development Council
- Greater Dallas Asian American Chamber of Commerce
- Greater Dallas Hispanic Chamber of Commerce
- Fort Worth Hispanic Chamber of Commerce
- Fort Worth Metropolitan Black Chamber of Commerce
- North Central Texas Regional Certification Agency
- Regional Hispanic Contractors Association
- Women's Business Council – Southwest

UPCOMING OPPORTUNITIES

Over the course of the next seven years, the TRIP will create a wide range of contract opportunities for D/M/WBE firms. The following are upcoming BARC JV bid package contracts:

August 2011

Terminal A - Phase I, DART Station

September 2011

Terminal A - Phase I, Baggage Handling System

Terminal A - Phase I, Finishes Package

(Paint/Wall/Coverings/Lockers/Millwork/Metal Panels/Ceramic Tile/Resilient Flooring/Carpet/Toilet Partitions/Column Coverings & Corner Guards)

Terminals A & C, Public Address/Voice Evacuation (PA/VE)

October 2011

Terminal A - Phase I, Signage

Terminal A - Phase I, Storage

Please visit www.dfairport.com for a current solicitation schedule. For questions or more information regarding the above bid package, contact Ruben Landa, D/M/WBE Program Manager, at 214.599.9766 or rlanda@kstrategies.com.



The BARC Joint Venture Team



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To receive future issues of the The BARC Connection, please contact Ashley Sroufe.