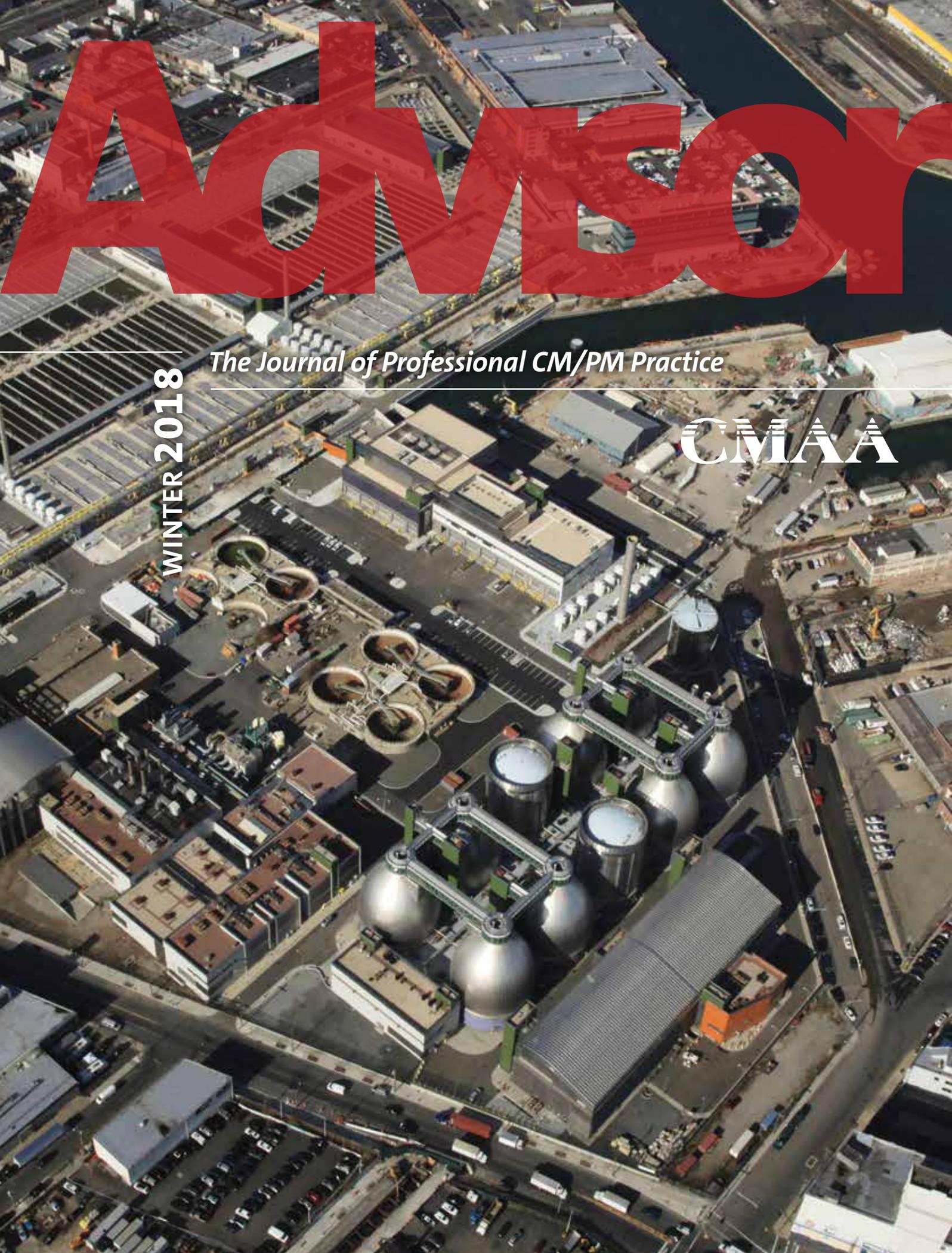


# Advisor

*The Journal of Professional CM/PM Practice*

WINTER 2018

CMAA



## Board Chair

Tim Murchison, JD, CCM

## President and Chief Executive Officer

Andrea S. Rutledge, CAE

## Editor

Colleen R. Fishter

CMAA Advisor, published quarterly by the CMAA, reports on and follows the industry as a service to its members. Submission of articles, ideas and suggestions is appreciated and encouraged.

The Mission of CMAA is to promote the profession of construction management and the use of qualified construction managers on projects and programs.

The Vision of CMAA is that all owners will realize project and program success by using professionally qualified construction managers.



7926 Jones Branch Drive, Suite 800

McLean, Virginia 22102-3303 USA

Phone: 703-356-2622

Fax: 703-356-6388

Email: [info@cmaanet.org](mailto:info@cmaanet.org)

Web: [www.cmaanet.org](http://www.cmaanet.org)

CMAA® Copyright 2018,

ISSN 1084-75327

Reproduction or redistribution in any form is forbidden without written permission of the publisher.

Advertising opportunities are available for each issue.

For subscription or advertising information, contact Mark Gedris at [mgedris@cmaanet.org](mailto:mgedris@cmaanet.org).

## TABLE OF CONTENTS

### 4 | **Building America's Friendliest Airport Takes a Team of Experts**

**BY ROBERT VALERIO AND PATRICK MCGARRY, CCM**

*Phoenix Sky Harbor International Airport enjoys a reputation as "America's Friendliest Airport." More than a marketing slogan, this focus on delivering the best possible passenger experience is the mantra driving the Airport's \$2 billion Capital Improvement Program (CIP). Hill International, Inc. (Hill) is assisting the Airport in delivering the CIP's complex, concurrent projects, leveraging aviation best practices to support the Airport's in-house team.*

### 8 | **2018 – 2019 Leadership**

*CMAA Board of Directors and CMCI Board of Governors*

### 9 | **2018 Project Achievement Award Winners**

### 10 | **2018 Project of the Year – Newtown Creek Wastewater Treatment Plant**

*When you hear the word construction upgrade, what comes to mind - towering skyscrapers, sprawling bridges, enormous sports centers, or new urban downtown areas? One thing it probably does not bring to mind is a landmark wastewater treatment facility. But it should.*

### 12 | **Year in Review**

*2018 was, for many of us, the Year of Discovery. The arrival of a new staff leader in any membership organization is an opportunity to look at everything; from how bills are paid to members' benefits, and the role and purpose of events to governance operations. The arrival of a new CEO into a stable, well-supported, high-functioning organization is an exceptional, even rare, opportunity. What better time to ask hard questions about everything than when "things are going well?"*

### 14 | **Celebrating a Year of Achievement**

*CMAA honored the best of the best at our National Conference & Trade Show in October.*

### 15 | **CMAA News**



# BUILDING AMERICA'S FRIENDLIEST AIRPORT TAKES A TEAM OF EXPERTS

BY ROBERT VALERIO AND PATRICK McGARRY, CCM



PHOTO CREDITS: PHOENIX SKY HARBOR INTERNATIONAL AIRPORT

## PHOENIX SKY HARBOR

**INTERNATIONAL AIRPORT** enjoys a reputation as “America’s Friendliest Airport.” More than a marketing slogan, this focus on delivering the best possible passenger experience is the mantra driving the Airport’s \$2 billion Capital Improvement Program (CIP). Hill International, Inc. (Hill) is assisting the Airport in delivering the CIP’s complex, concurrent projects, leveraging aviation best practices to support the Airport’s in-house team.

“Becoming America’s Friendliest Airport is a mission everyone at Sky Harbor is committed to,” said Anne Kurtenbach, special projects administrator, City of Phoenix Aviation Department Design and Construction Services Division. “From state-of-the-art technology to expanding the PHX Sky Train® to modernizing and improving the efficiency and movement of our passengers and air carriers, every decision comes down to improving customer service.”

Having overseen more than \$500 million in total projects for the City of Phoenix (City) at Sky Harbor since 1999, Hill enhances the Airport’s in-house team by providing the current and accurate information needed to make informed decisions. Hill’s experience supporting aviation clients with similarly ambitious programs also provides the Airport’s team with access to lessons learned, best management practices, and tactics to capitalize on the latest industry trends.

“Part of what sets us apart is our ability to apply the lessons learned and best practices from our worldwide aviation portfolio and narrowing it down to address the CIP’s specific needs,” said Hill Vice President Robert Valerio. “We understand the unique requirements of aviation projects. From landside and airside facility requirements, security and technology demands, accommodating the Airbus A380, and maintaining around-the-clock operations, the Hill team provides the Airport with the resources they need to deliver the CIP’s projects as-planned.”

As Hill’s project executive at Sky Harbor, Valerio is leading a joint venture with Red Brick Consulting to provide staff augmentation, project management, construction management, and construction consultant services for the \$2 billion CIP.

“For Sky Harbor, we selected a team of subject matter experts from our decades of service at the Airport, as well as others from similarly complex aviation programs,” Valerio continued. “These individuals are trained and focused on Hill’s foundational principles of client service, budget and schedule adherence, risk management, and quality control. At Sky Harbor, Hill’s success is directly correlated to providing staff with international aviation experience who also possess an in-depth understanding of the local issues, Sky Harbor itself, and the City’s policies, procedures, and staff.”

Currently, Sky Harbor is undergoing three major projects as part of the CIP. These projects are the Terminal 3 Modernization, construction of an eighth and final concourse at Terminal 4, and the PHX Sky Train® extension to the Rental Car Center.

## TERMINAL 3 MODERNIZATION

“The Terminal 3 Modernization Program will enhance the customer experience in several ways,” Kurtenbach explained. “It will consolidate security checkpoints, add ticket counters and baggage claim carousels, expand concessions, add gates, and increase drop-off and pick-up areas.”



“Terminal 3 is one of our original terminals. It opened in 1979 and was designed and built for the air travel needs of that time. Over the years, passenger carrier demands have increased, the industry has changed, and technology has changed. As built, Terminal 3 was inefficient and unable to react to the changes in the industry. We had to modernize the facility and technology to meet current and future needs.

“The first improvement was processing: improving the ticketing and baggage handling operations,” Kurtenbach said. “We also consolidated the security checkpoints. In the previous facility, both the North and South concourses each had a security checkpoint, so you could not go between them without passing through security again. We consolidated them to allow passengers more freedom to move.”

Improvements also support carriers. Sky Harbor installed common use technology, which allows each ticketing counter to accommodate any carrier. “In the event a new carrier enters service at Sky Harbor, it is

simply plug-and-play for their operations,” Kurtenbach said.

The \$590 million Terminal 3 modernization involved three phases to maximize operational flexibility and minimize impacts to travelers. These phases are the Terminal Processor, South Concourse, and Terminal Passenger Flow Reconfiguration and Concessions Enhancement.

The first phase, which is operational, is the Terminal Processor. This phase created a new, consolidated security checkpoint to reduce wait times and move travelers to their gates faster. It also overhauled HVAC and vertical circulation systems and added airline ticket counters and more baggage handling capacity.

The second phase is the South Concourse. Expected to open in early 2019, the South Concourse will feature 15 new gates to accommodate additional growth. Other improvements include new food and retail concessions and large airline hold rooms.

“We utilized our knowledge gained from serving Sky Harbor to provide efficient and effective applications for

several of the improvements, including the common use technology, wayfinding signage, and the holding area upgrades, including carpeting, gate improvements, and new seating areas,” said Patrick McGarry, CCM, deputy manager of Hill’s Phoenix Operations.

The third phase of the project is the Terminal Passenger Flow Reconfiguration and Concessions Enhancement. This focuses on improving the customer experience for passengers using the North Concourse, including food and beverage opportunities and new interior and exterior finishes. It will open at the end of 2020.

“Whereas with the South Concourse we demolished the whole building and built new, at the North Concourse we are taking it down to the studs, opening it to more natural light, improving the electrical and mechanical systems, and consolidating the food and beverage area in the center of the concourse so concessions are equidistant from both ends,” said Kurtenbach. “This again makes things easier and more convenient for our passengers. It

really is all about the passenger experience for us.”

## TERMINAL 4 CONSTRUCTION

The new \$310 million Terminal 4, eighth concourse (S1 Concourse), scheduled to open in 2022, is the last planned concourse at Terminal 4 at Sky Harbor.

“We currently have four concourses to the north and three to the south, and this will be the final concourse for Terminal 4, with exclusive rights going to Southwest Airlines,” Kurtenbach said. “This project will employ the same design principles from the Terminal 3 Project. From focusing on the passenger experience to the technology selected and having lots of open space and natural light to enhancing the baggage handling system, it is all to accommodate the passengers and carrier at the new gates.”

“This project has two big differences from the Terminal 3 Project,” added Valerio. “On the north side, there are four arms and on the southwest side there are only three. This fourth arm will be added to match the south side for capacity reasons.”

Valerio said the other major difference at Terminal 4 was the presence of the PHX Sky Train®.

## PHX SKY TRAIN® EXPANSION

Currently, the PHX Sky Train® moves 14,000 passengers each day, connecting the Airport’s terminals, East Economy Parking, and the regional public transit system at Valley Metro Rail’s 44th Street/Washington Street Station. The Phase 2 Extension, which is under construction, will add 2.5 miles of track to the line and connect directly to the Rental Car Center.

“This is one of my soft spots,” said Kurtenbach. “Many years ago, I started as the PHX Sky Train® project manager and have been around since it was just a line on a map. This is the final stage that will extend the system from Terminal 3 to our Rental Car Center. Portions are at-grade, below grade, and above grade. There will be two new stations added. In addition to the station at the Rental Car Center, a station will be located at 24th Street where there will be ground transportation, access to drop-off and pick-up passengers, and short- and long-term parking options.

This station will bookend the Airport, providing equal ground transportation and parking opportunities for customers on the east and west sides of the Airport.”

Among the benefits the City envisions for this \$740 million project are improved accessibility, including for customers using wheelchairs, and reducing traffic on Sky Harbor Boulevard. Once the train is operational in 2022, the Airport will eliminate all bus service.

“You can imagine how much space a bus takes up,” Kurtenbach said. “Once the train comes online, the buses will be phased out, significantly reducing curb congestion and traffic issues. At that point, the train will link all airport facilities, providing connectivity for parking, terminals, and rental car centers.”

The Phoenix Airport System had more than 43 million passengers last year – an average of roughly 120,000 each day. As the largest economic engine in Arizona, it generates \$38 billion and supports approximately 269,000 jobs.

“We have been involved in the transformation of Sky Harbor during the last 15 years as the Airport has expanded facilities, supported increased passenger activity of nearly 50%, and spurred significant economic growth,” Valerio said. “This is the kind of assignment where Hill excels: supporting a client’s vision, no matter how bold, and delivering the support they need to execute.”

*Robert Valerio is Hill International’s Project Executive on the project. He can be reached at [RobertValerio@hillintl.com](mailto:RobertValerio@hillintl.com). Patrick McGarry, CCM, is Hill International’s Deputy Manager of Phoenix Operations. He can be reached at [PatrickMcGarry@hillintl.com](mailto:PatrickMcGarry@hillintl.com).*



# 2018 PROJECT ACHIEVEMENT AWARD WINNERS

## Transportation: Construction Value Less Than \$10 Million

Todds Lane/Big Bethel Road  
Intersection Improvements,  
Hampton, VA  
CM: MBP  
Owner: City of Hampton

## Transportation: Construction Value Less Than \$50 Million

Runway 4R-22L Rehabilitation and  
Light Pier Replacement, Boston Logan  
International Airport, Boston, MA  
CM: Stantec  
Owner: Massport

## Transportation: Construction Value Greater Than \$50 Million

TH 53 Relocation Project, Virginia, MN  
CM: Kiewit Infrastructure Co.  
Owner: Minnesota Department of  
Transportation

## Education: Construction Value Less Than \$50 Million

Visual Culture, Arts, and Media  
Project, Haverford College,  
Haverford, PA  
CM: Whiting-Turner Contracting Co.  
Owner: Haverford College

## Education: Construction Value Greater Than \$50 Million

San Diego State University  
Engineering & Interdisciplinary  
Sciences (EIS) Complex, CA  
CM: O'Connor Construction  
Management/Clark Construction  
(Design-Builder)  
Owner: San Diego State University

## Water/Wastewater: Construction Value Greater Than \$50 Million

Newtown Creek Wastewater  
Treatment Plant, Brooklyn, NY  
CM: Michael Baker Engineering, Inc./  
APTIM Engineering/Gannett Fleming  
Owner: NYC Department of  
Environmental Protection

## Healthcare: Construction Value Less Than \$50 Million

Culinary Health Center, Las Vegas, NV  
CM: O'Connor Construction  
Management  
Owner: Culinary Health Fund

## Commercial/Sports/ Entertainment/Hospitality: Construction Value Less Than \$50 Million

Ritz-Carlton Chicago, IL  
CM: JLL  
Owner: JMB Financial Advisors

## Commercial/Sports/ Entertainment/Hospitality: Construction Value Greater Than \$50 Million

Alamodome, San Antonio, Texas  
Owner/CM: City of San Antonio  
Department of Transportation &  
Capital Improvements

## Government: Construction Value Less Than \$50 Million

Sidney R. Yates Federal Building  
Exterior Restoration Project,  
Washington, DC  
CM: AFG Group  
Owner: U.S. General Services  
Administration



PHOTO CREDIT: SAN DIEGO STATE UNIVERSITY, O'CONNOR  
CONSTRUCTION MANAGEMENT INC., AND VIS INSPECTION  
SERVICES INC.

## Government: Construction Value Greater Than \$50 Million

Minnesota State Capitol Historic  
Preservation, St. Paul, MN  
CM: MOCA Systems  
Owner: State of Minnesota/MN  
Department of Administration

## Residential/Mixed-Use: Construction Value Greater Than \$50 Million

Worth Hills Greek Village Phase  
5, Texas Christian University, Fort  
Worth, TX  
CM: HOAR Program Management  
(HPM)  
Owner: Texas Christian University

## Environmental: Construction Value Less Than \$50 Million

New York City Subway Stairwell  
Protection Devices, Manhattan, NY  
CM: AECOM  
Owner: New York City Transit



**Advancing Professional Construction  
and Program Management Worldwide**

7926 Jones Branch Drive, Suite 800  
McLean, VA 22102-3303 USA

## INSIDE:

Building America's  
Friendliest Airport  
Takes a Team of Experts

---

2018 Project of the Year

---

Year in Review 2018

---

