

Charting a True Course at Sacramento International Airport

26th Annual LCI Congress

Track: Cultivating Waves of Change – Scaling Continuous Improvement

October 24, 2024

Team Introductions



**Sandy
Kukla**
President
*DWL
Architects +
Planners, Inc.*



**Kyle
Frandsen**
Vice
President
Balfour Beatty



**Anvesh
Motadoo**
Sr. Project
Manager
Balfour Beatty



**Justin
Maletic**
Vice
President
Balfour Beatty



**T.J.
Chen**
Deputy
Director –
Planning &
Development
*Sacramento
County
Department of
Airports*

Agenda

1

SMForward – 25 Min

- Program Overview
- Design Inspiration:
SMF Pedestrian Walkway
- Collaboration +
Delivering Results

2

SmartStart® – 10 Min

- What is SmartStart®
- Team Charters
- Scaling SmartStart®

3

Q&A – 7 Min



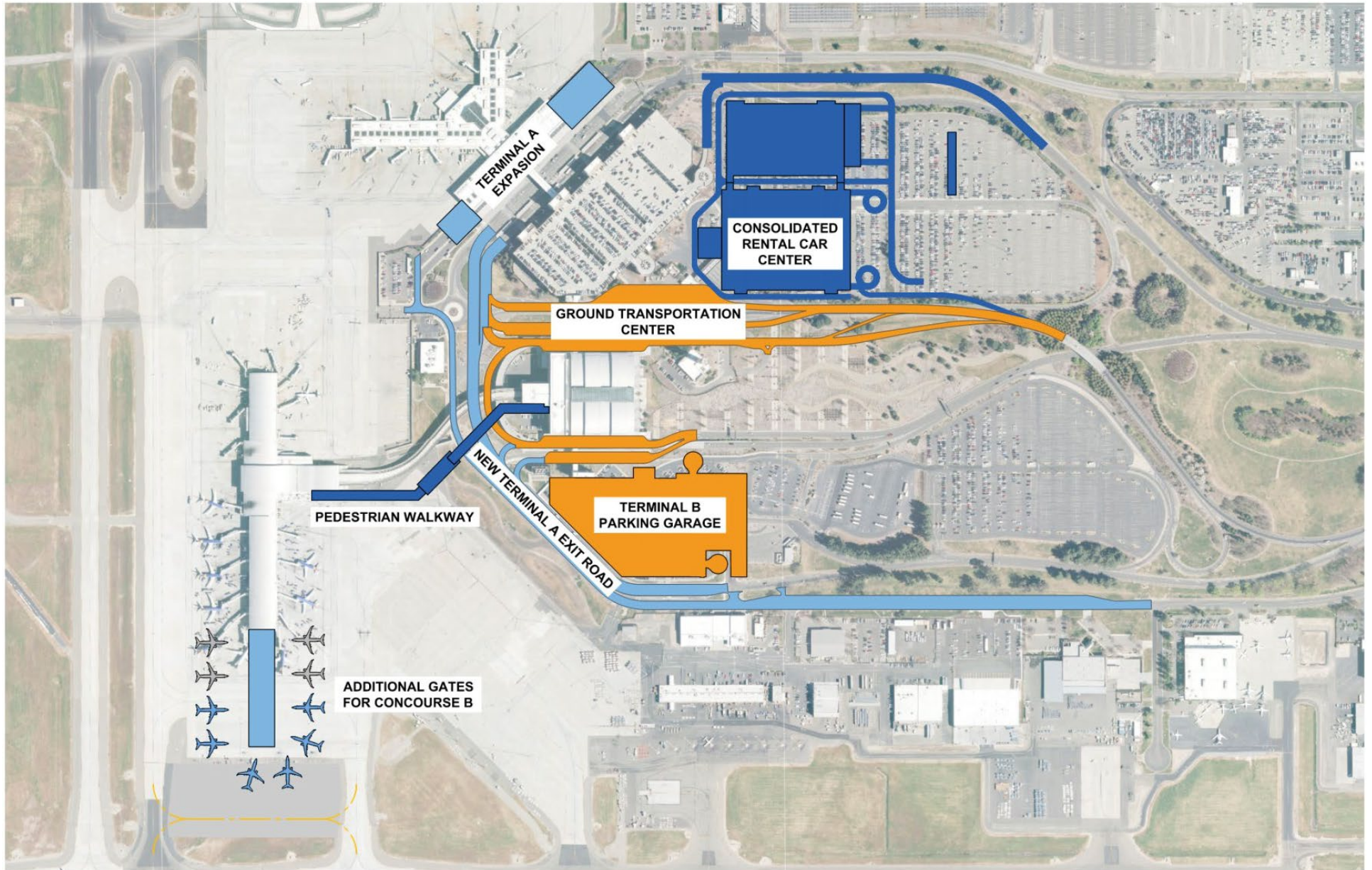
SMForward

Overview of SMForward Program & Pedestrian Walkway Project

Sacramento County Department of Airports



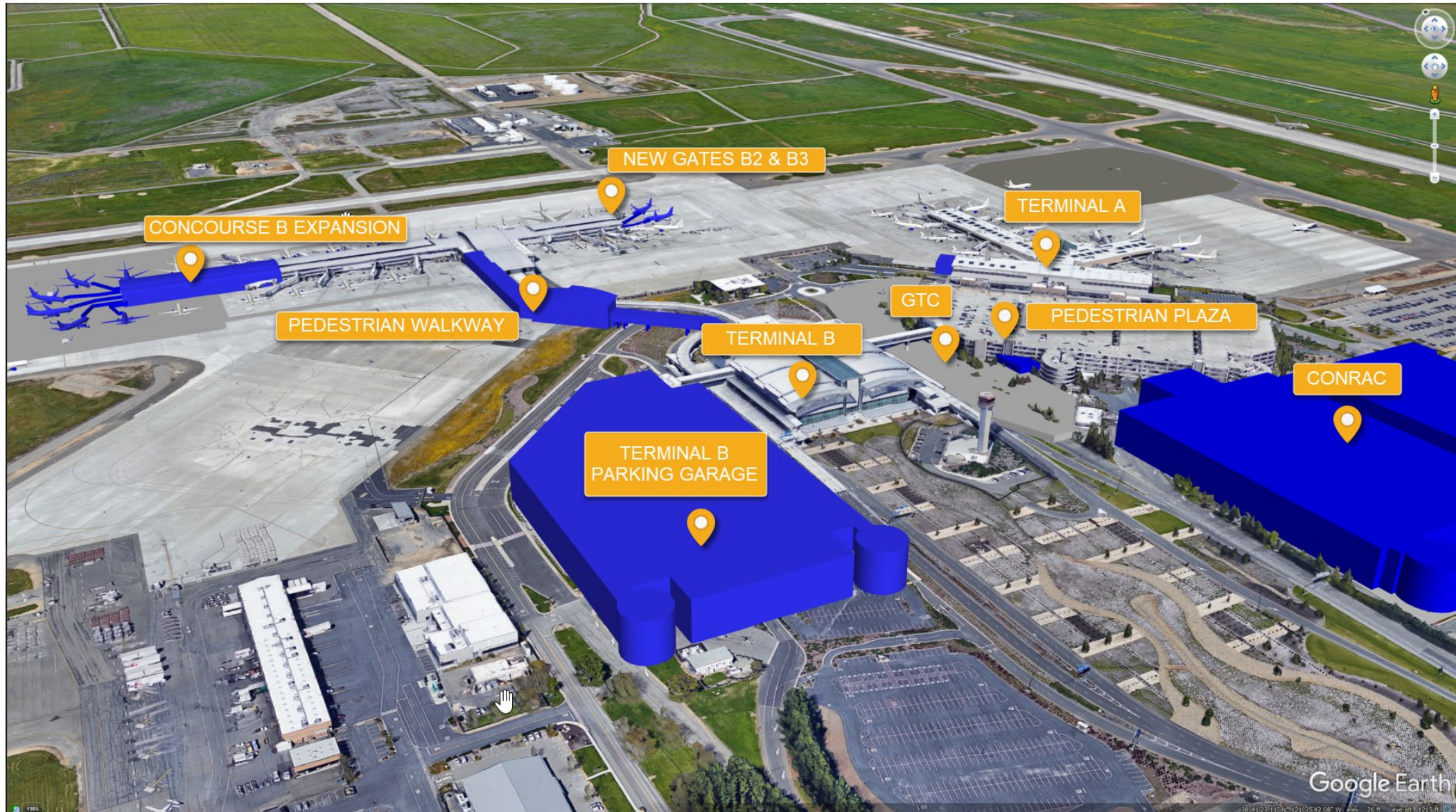
SMForward – \$1.3 Billion Capacity Enhancement Program



SMFORWARD
Tomorrow's Airport. Now Arriving.

 SACRAMENTO
INTERNATIONAL AIRPORT

SMForward – \$1.3 Billion Capacity Enhancement Program



Terminal B Parking Garage



Budget
\$390M

Delivery Method
Design-Build (DB)

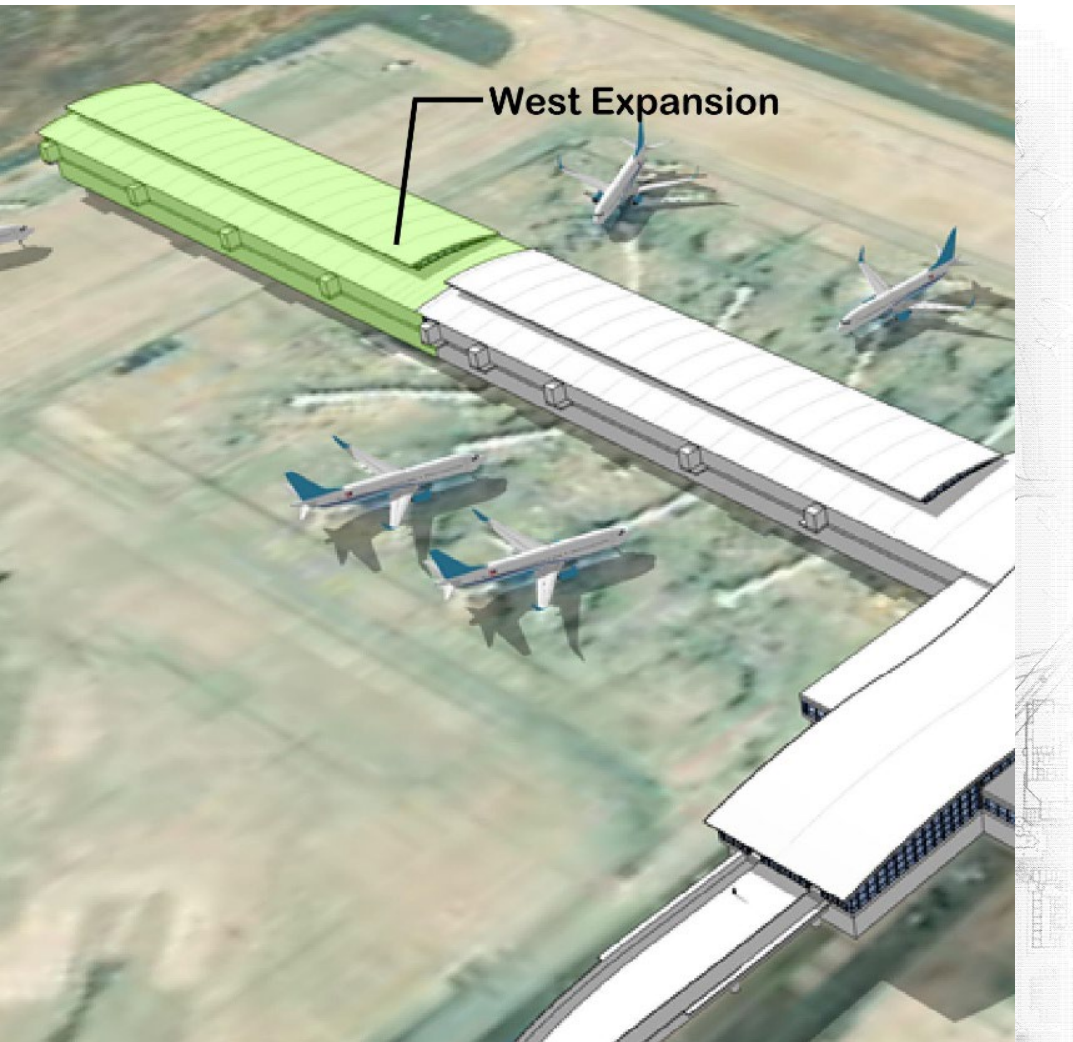
Status

- 5,500 parking stalls
- Parking Guidance System
- PV Ready
- EV Chargers
- Design-Build Entity: Otto Construction

Construction Begins
Q4 2024

Estimated
Completion
Q4 2026

Concourse B Expansion



Budget

\$250M

Delivery Method

CMAR

Status

- Project Programming: Underway
- Procurement for CMAR: RFQ to be released in Q4 2024
- NEPA Environmental Assessment (EA): Underway
- Contractor: TBD
- Design Consultant: DWL Architects
- Will pursue BIL funding

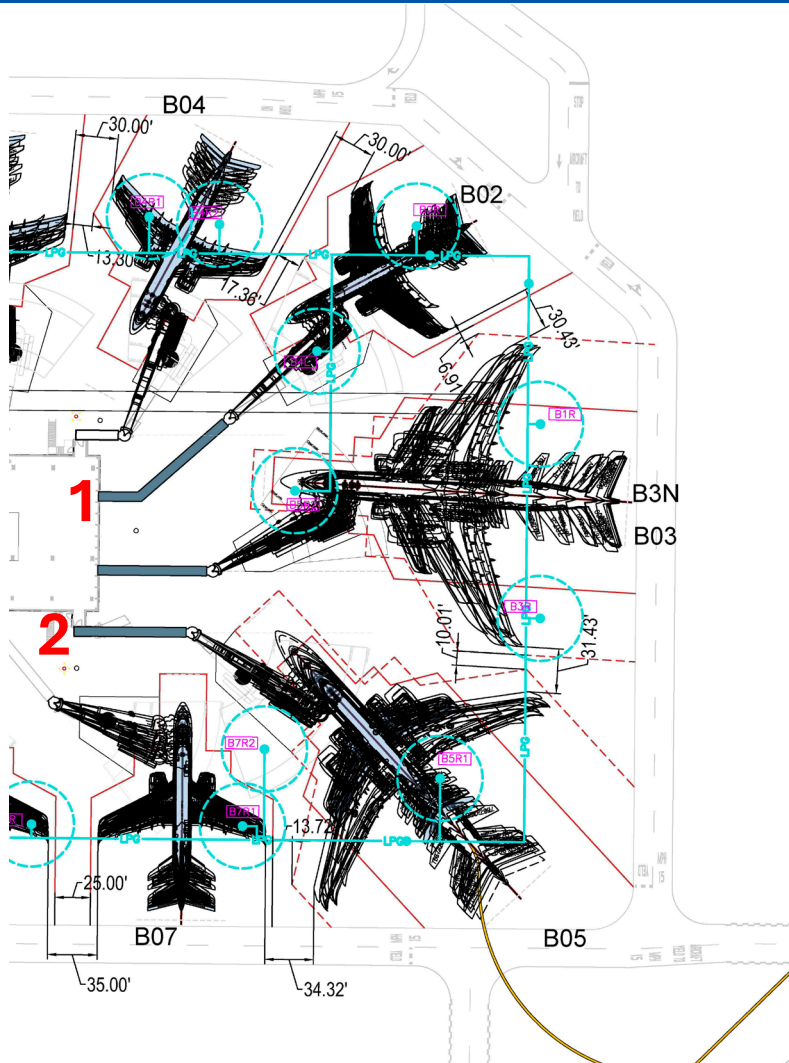
Construction Begins

Q3 2025

Estimated Completion

Q1 2028

Near-Term Augmentation Gates (Enabling Project)



Budget
\$16.5M

Delivery Method
Design – Job Order Contracting
& Equipment Procurement

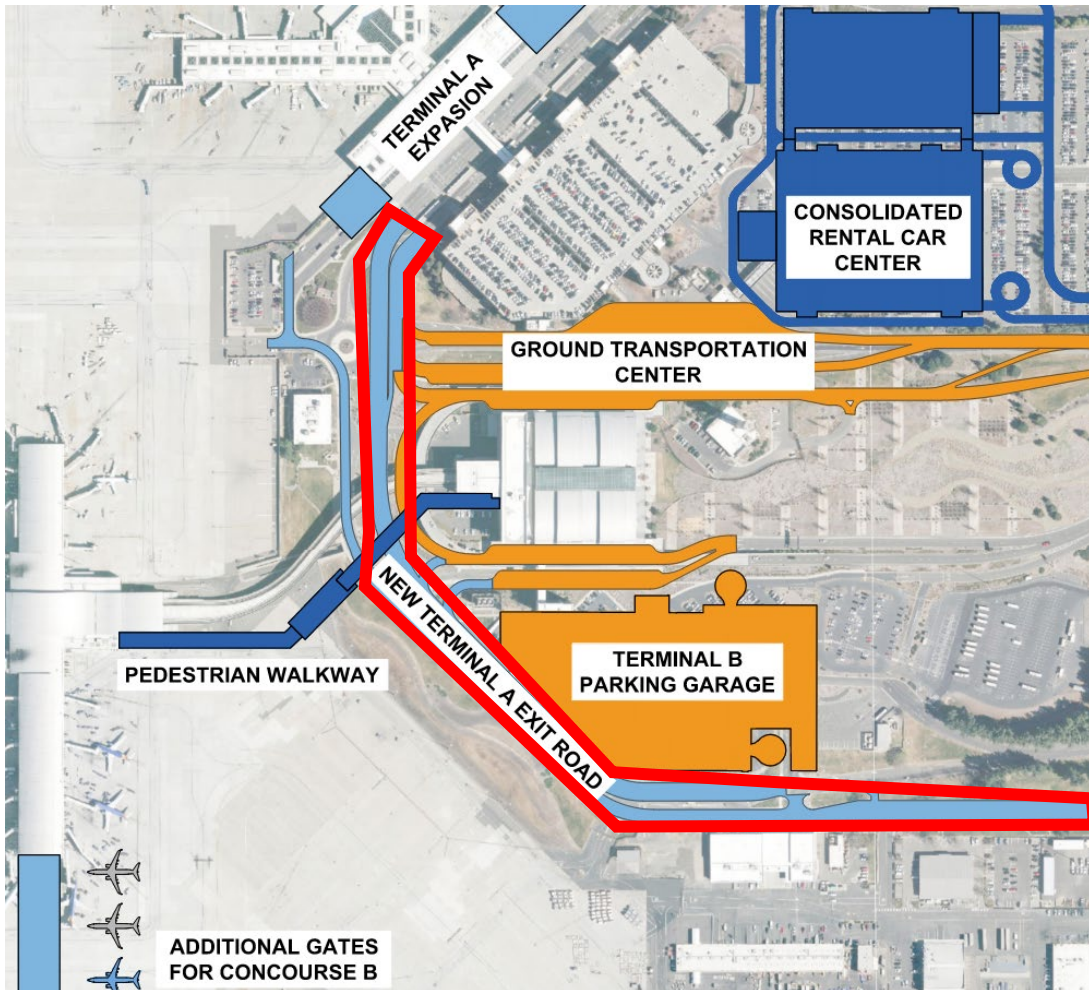
Status

- Final Design: Complete
- Procurement for Passenger Boarding Bridge: Underway
- Contractor: Building Modification – North Star Construction (JOC)
- Design Consultants: RS&H & Kimley-Horn

Construction Begins
Q3 2024

Estimated
Completion
Q4 2025

Terminal A Exit Roadway



Budget
\$15M

Delivery Method
Design-Bid-Build

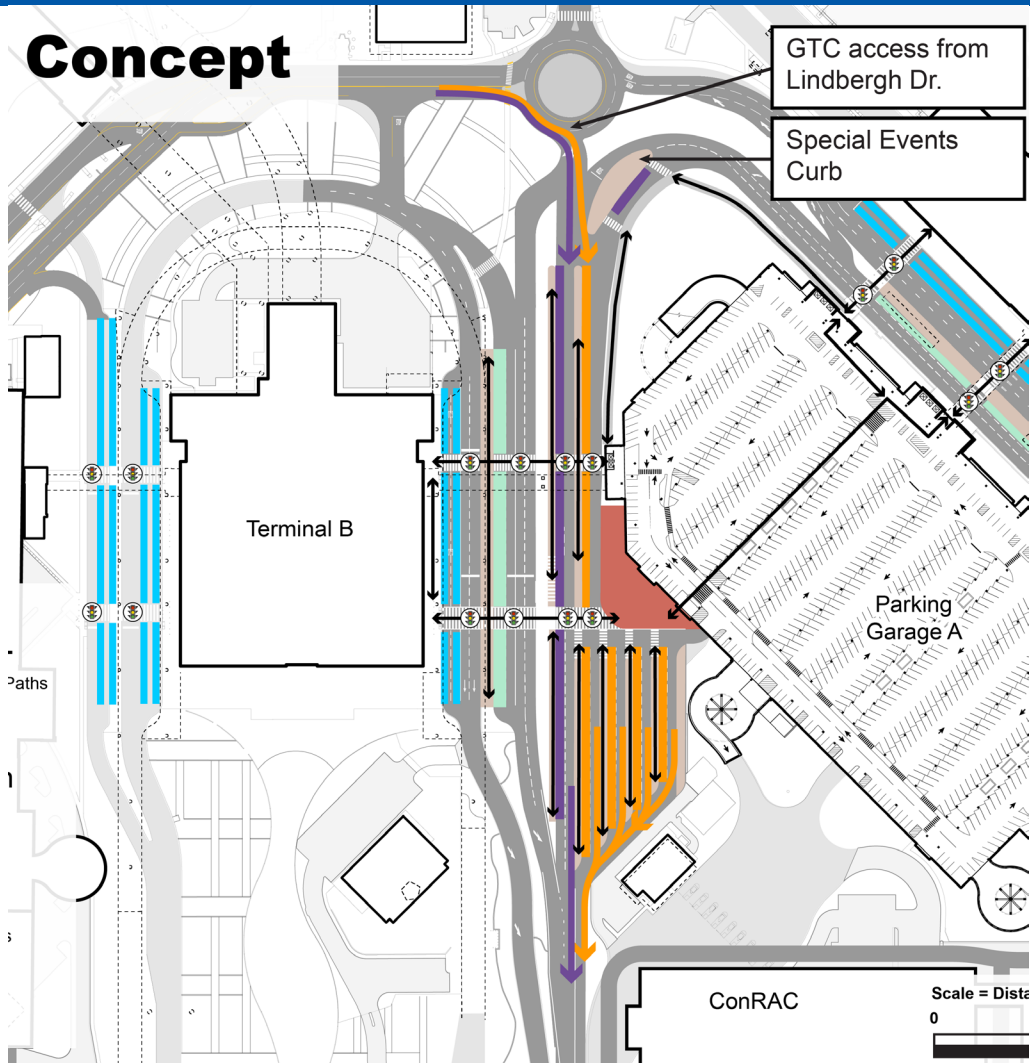
Status

- Final Design: Underway
- Contractor: TBD
- Design Consultant: ARUP

Construction Begins
Q2 2025

Estimated
Completion
Q3 2026

Consolidated Ground Transportation Center (GTC)



Budget
\$50M

Delivery Method
Design-Bid-Build

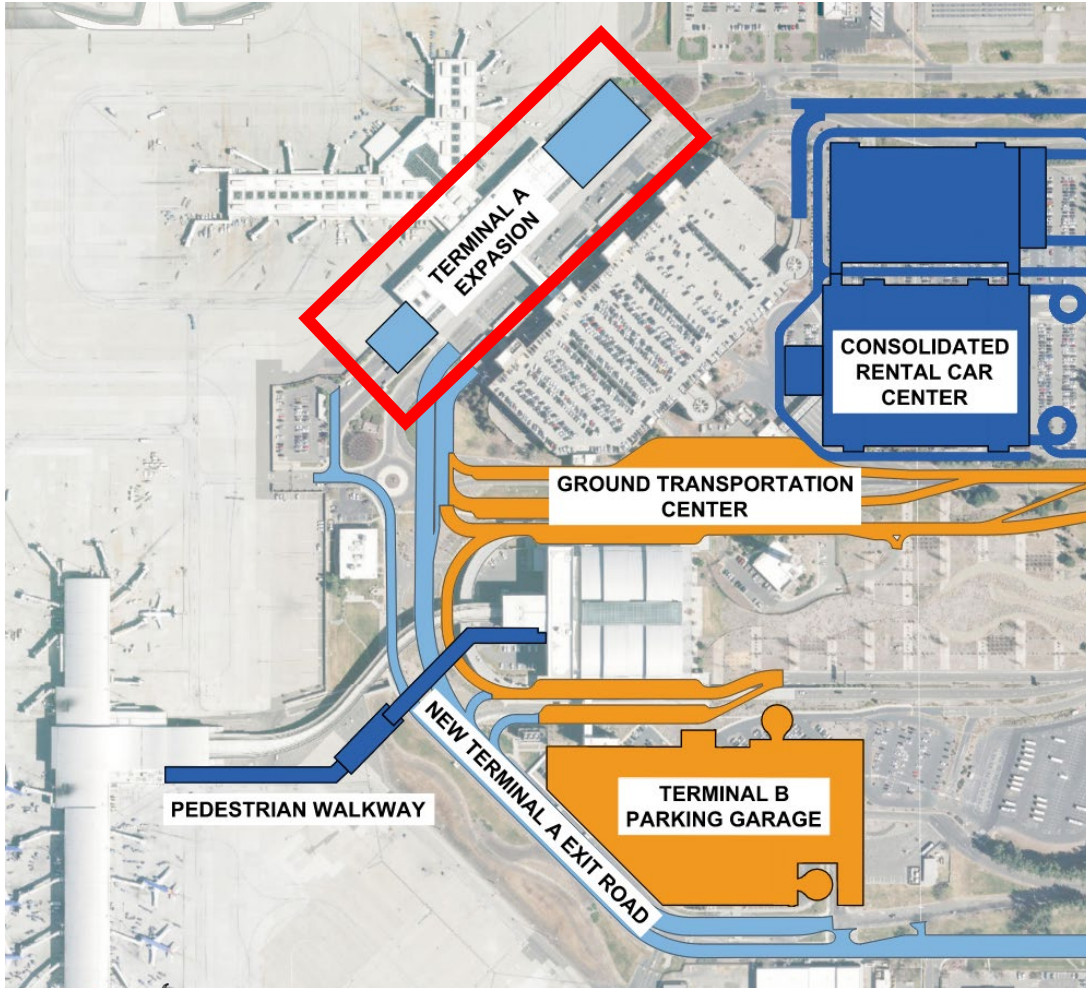
Status

- Design Development: Underway
- Contractor: TBD
- Design Consultant: ARUP

Construction Begins
Q3 2026

Estimated Completion
Q3 2027

Terminal A Expansion



Budget
\$50M

Delivery Method
CMAR

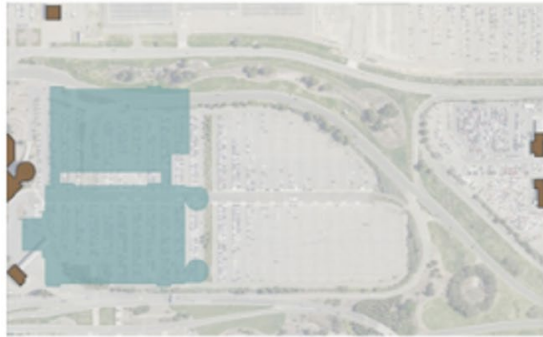
Status

- Existing Conditions Assessment: Complete
 - Evaluating BHS, utilities, ticketing lobby, bag claim, etc.
- Contractor: TBD
- Design Consultant: DWL Architects

Construction Begins
TBD

Estimated Completion
TBD

Consolidated Rental Car Facility (ConRAC)



Budget

\$390M

Delivery Method

TBD

Status

- Delivery model assessment and determination: Underway
- Contractor: TBD
- Design Consultant: TBD

Construction Begins

TBD

Estimated Completion

TBD

Terminal - Concourse B Pedestrian Walkway



Budget
\$140M

Delivery Method
Construction Manager at Risk
(CMAR)

Status

- 100% CD: Being finalized
- Multiple PGMPs have been issued; \$60M worth of remaining work
- Value Engineering: Reduction of \$6.7M in ROM cost (Feb 2024)
- Contractor: Balfour Beatty
- Design Consultant: DWL Architects
- Bidding opportunities & PGMPs are managed by CMAR
- Funded by BIL grants and TIFIA Loan

Construction Begins
September 2024

Estimated
Completion
Q1 2026

Additional Information Related to SMForward

- ➔ Executive Program Manager: Answer Advisory
- ➔ Construction Management and Inspection Services: Parsons/Vanir
- ➔ CWT/PLA and OCIP: All SMForward Projects (except for the Pedestrian Walkway Project) is subject to OCIP and CWT/PLA;
- ➔ Pedestrian Walkway Project is under its own CCIP

➔ **Additional info: www.smforward.com**



Department of Airports Capital Improvement Program Overview

SMForward Plan of Finance (as of 7/16/2024)						
Project	BIL	CFC	PFC	TIFIA	Airport Funds	Total
Pedestrian Walkway	33,043,639	-	7,103,204	38,834,501	61,018,656	140,000,000
Concourse B Expansion	41,845,758	-	22,000,000	53,625,000	132,529,242	250,000,000
Terminal A Expansion	-	-	-	12,250,000	37,750,000	50,000,000
Terminal A Exit Roadway	-	-	-	-	15,000,000	15,000,000
Ground Transportation Center	-	-	-	-	50,000,000	50,000,000
Terminal B Garage	-	-	-	-	390,000,000	390,000,000
ConRAC	-	390,000,000	-	-	-	390,000,000
Total	74,889,397	390,000,000	29,103,204	104,709,501	686,297,898	1,285,000,000

Sources and Uses are Preliminary and are likely to change as projects and funding sources are refined

"BIL" = "Bipartisan Infrastructure Law - Including awarded discretionary component and forecasted entitlement component

"PFC" = "Passenger Facility Charge"

"CFC" = "Customer Facility Charge"

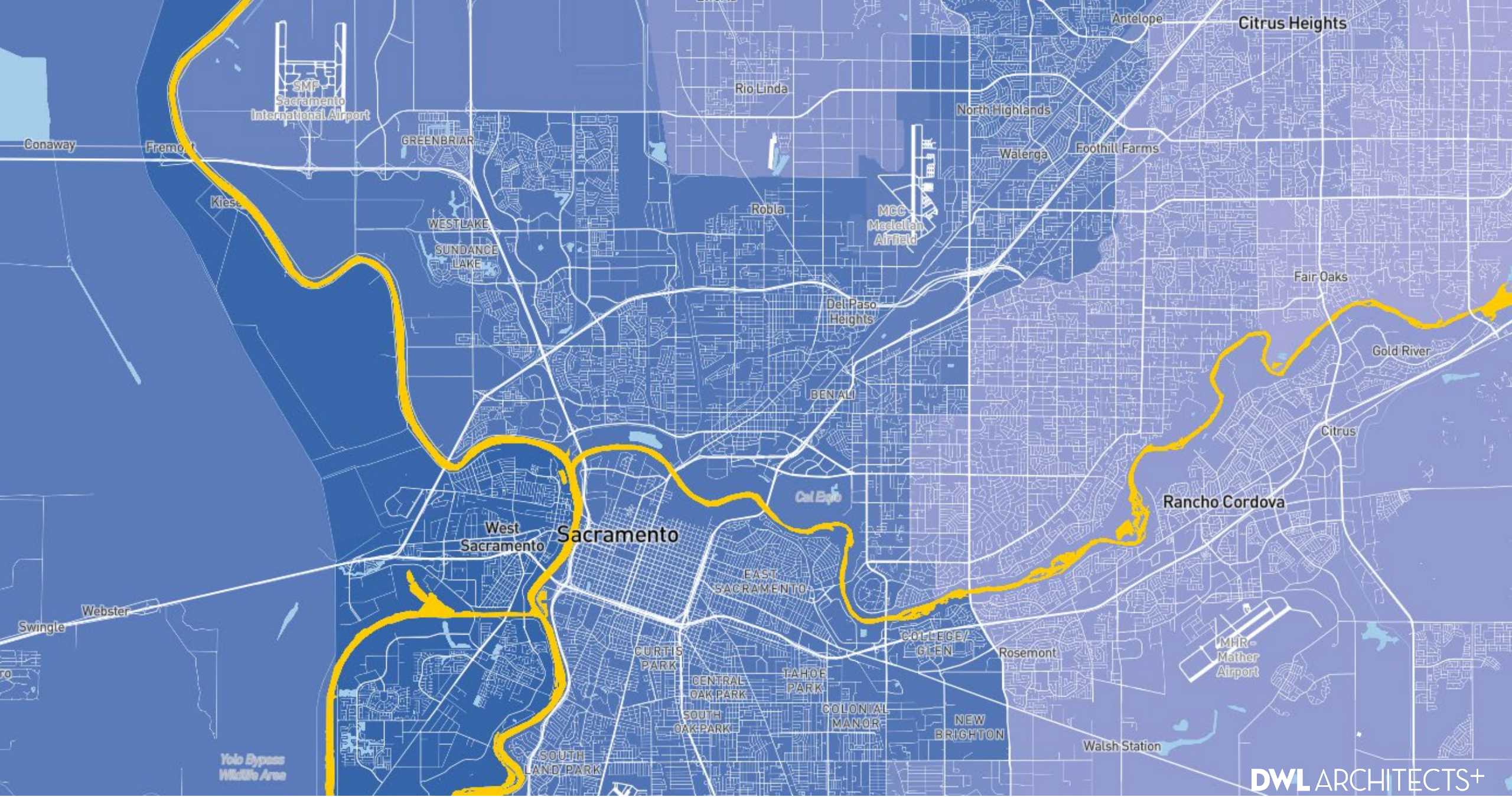
"TIFIA" = "Transportation Finance Innovation Act" - Low-interest loans from the federal government for eligible projects

"GARF" = "General Airport Revenue Bonds"

"Airport Funds" consist of a combination of revenue bonds and airport cash in proportions to be determined when financed

Design Inspiration

SMF Pedestrian Walkway Project

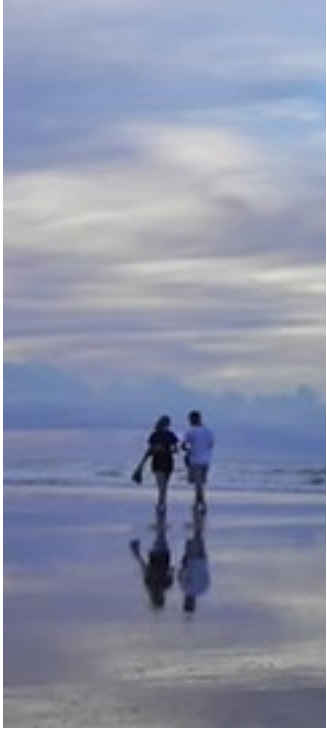




DWL ARCHITECTS+

Balfour Beatty





PROMENADE — *walk through the clouds*







DWL ARCHITECTS+

Balfour Beatty

New Pedestrian Walkway

- Three components
 - South Walkway
 - Hub Building
 - North Walkway
- 1,200 LF / 70 K SF
- 29' Floor elevation change
- Four moving walkways
- Four escalators
- Three elevators

DWL ARCHITECTS+

Balfour Beatty



DWL ARCHITECTS+

Balfour Beatty



DWL ARCHITECTS+

Balfour Beatty



DWL ARCHITECTS+

Balfour Beatty











Collaboration

SMF Pedestrian Walkway Project

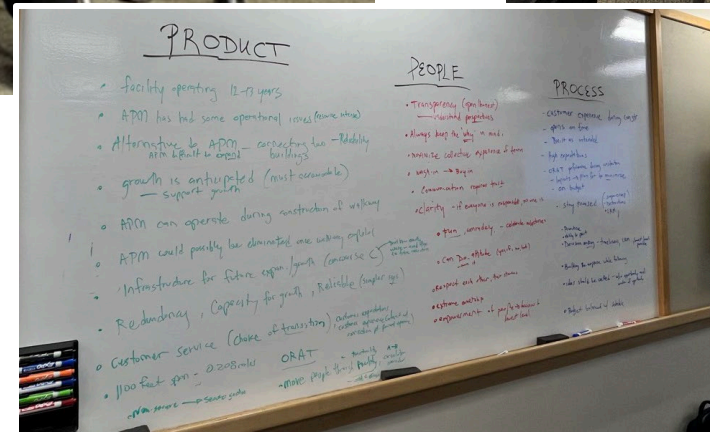
SMF Pedestrian Walkway SmartStart®



September 6, 2023



Building a strong foundation



Value Exploration & Alignment

PRODUCT

The pedestrian walkway will provide safe and expeditious movement of people through the airport facility that is pleasant, accessible, and intuitive.

- Redundancy – Alternative mode of transition to the Automated People Mover
- Reliability – Simpler system with fewer moving parts
- Capacity – Critical infrastructure that enables future growth/expansion of SMF
- Customer Choice – Enables travelers to choose their mode of transition across the concourse

"Move people safely and efficiently to their destination"

PEOPLE

A team of experienced professionals who are empowered to act for the greater good of the project.

- Respect – Awareness and appreciation for various stakeholder viewpoints
- Transparency – Clear, open, and honest communication
- Can Do Attitude – Solution-oriented with a focus on moving forward and keeping progress
- Fun – Team comradery and celebration of project milestones

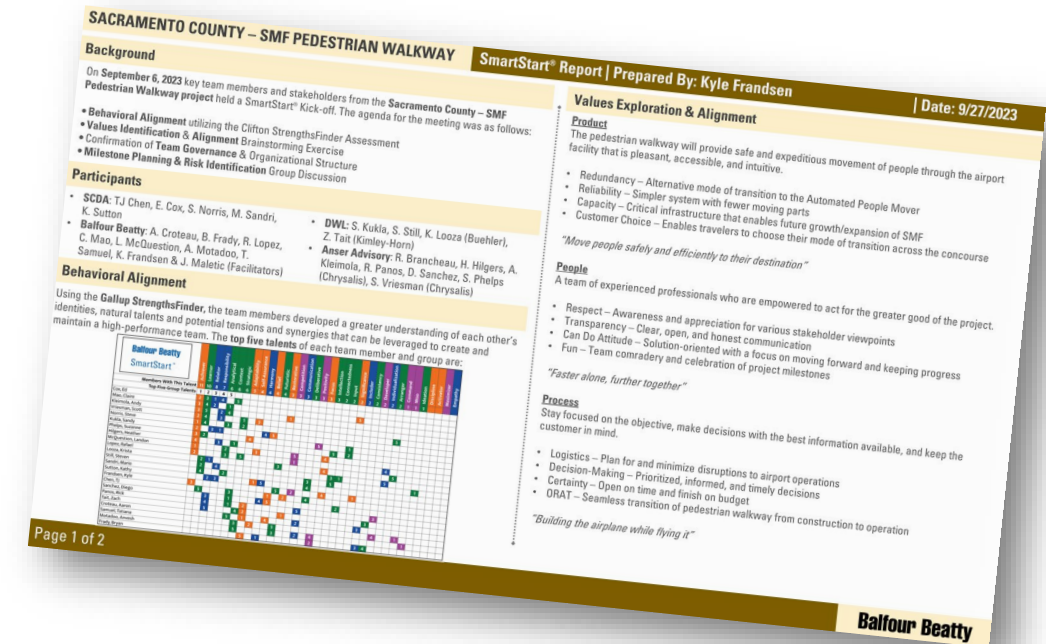
"Faster alone, further together"

PROCESS

Stay focused on the objective, make decisions with the best information available, and keep the customer in mind.

- Logistics – Plan for and minimize disruptions to airport operations
- Decision-Making – Prioritized, informed, and timely decisions
- Certainty – Open on time and finish on budget
- ORAT – Seamless transition of pedestrian walkway from construction to operation

"Building the airplane while flying it"



SmartStart® Report

Background

On **September 6, 2023** key team members and stakeholders from the **Sacramento County – SMF Pedestrian Walkway project** held a SmartStart® Kick-off. The agenda for the meeting was as follows:

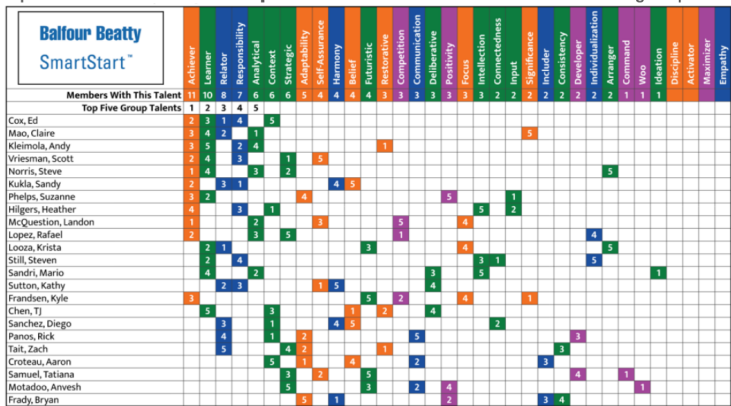
- **Behavioral Alignment** utilizing the Clifton StrengthsFinder Assessment
- **Values Identification & Alignment** Brainstorming Exercise
- Confirmation of **Team Governance** & Organizational Structure
- **Milestone Planning & Risk Identification** Group Discussion

Participants

- **SCDA:** TJ Chen, E. Cox, S. Norris, M. Sandri, Z. Sutton
 - **Balfour Beatty:** A. Croteau, B. Frady, R. Lopez, C. Mao, L. McQuestion, A. Motadoo, T. Samuel, K. Frandsen & J. Maletic (Facilitators)
- **DWL:** S. Kukla, S. Still, K. Looza (Buehler), Z. Tait (Kimley-Horn)
 - **Anser Advisory:** R. Brancheau, H. Hilgers, A. Kleimola, R. Panos, D. Sanchez, S. Phelps (Chrysalis), S. Vriesman (Chrysalis)

Behavioral Alignment

Using the **Gallup StrengthsFinder**, the team members developed a greater understanding of each other’s identities, natural talents and potential tensions and synergies that can be leveraged to create and maintain a high-performance team. The **top five talents** of each team member and group are:



Values Exploration & Alignment

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Team Charter

Sacramento International Airport Pedestrian Walkway



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"Building the airplane while flying it"

Team
Signatures

Handwritten signatures of team members in various colors (blue, red, black, orange) over the bottom half of the charter page.

Delivering Results

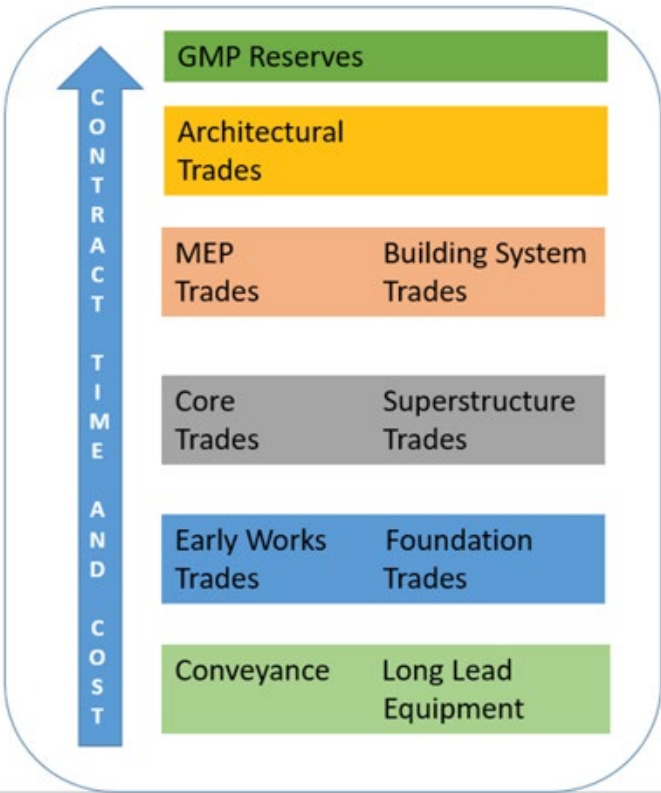
SMF Pedestrian Walkway Project

One Vision + One Team



Buyout Strategy

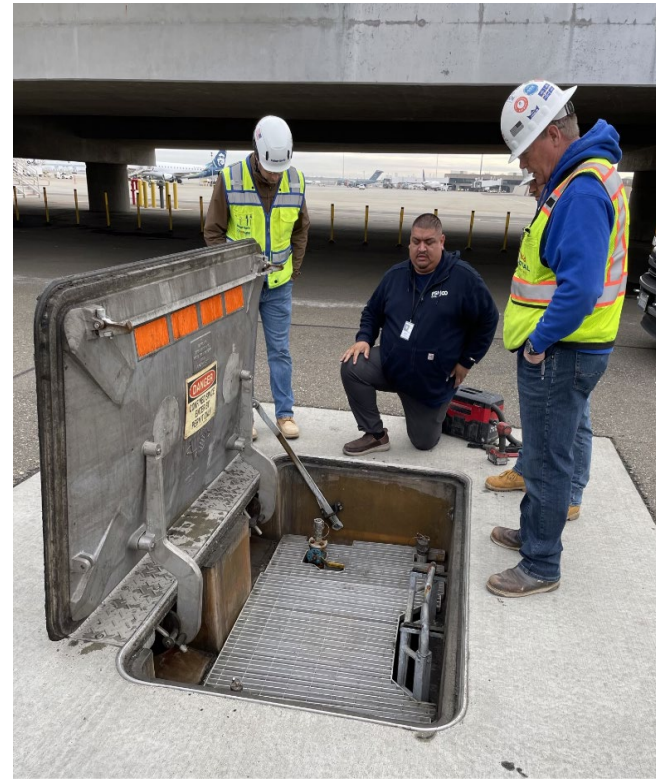
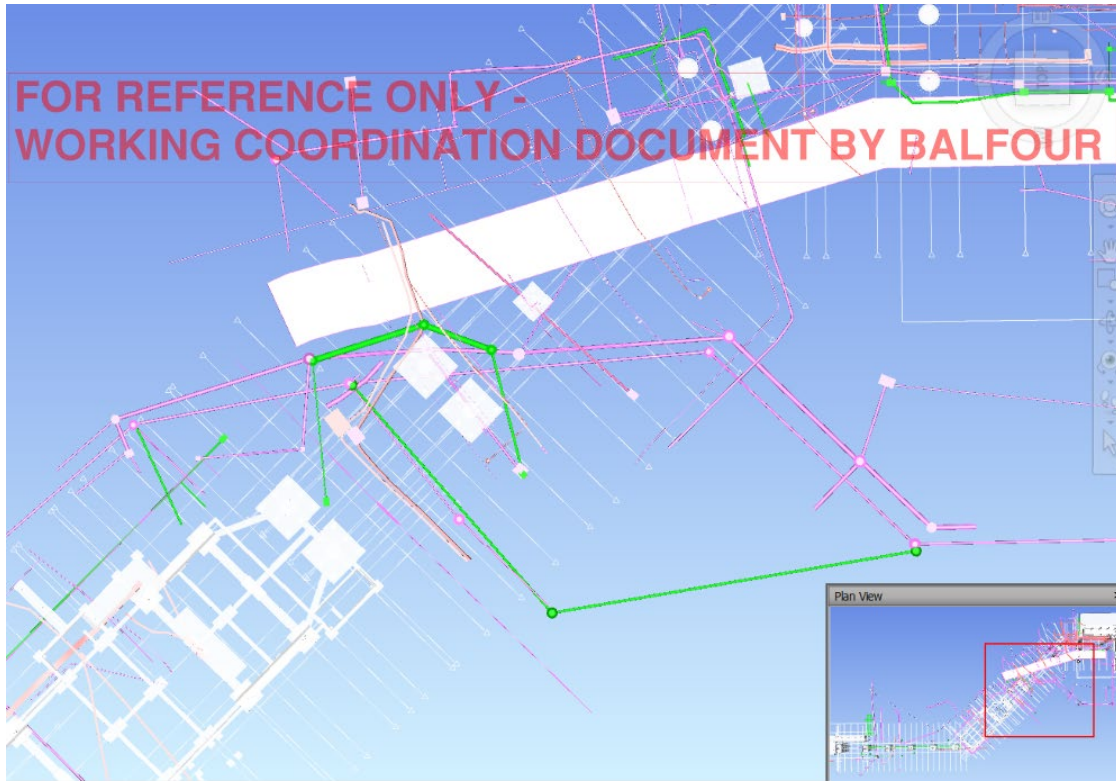
Progressive GMP Buyout

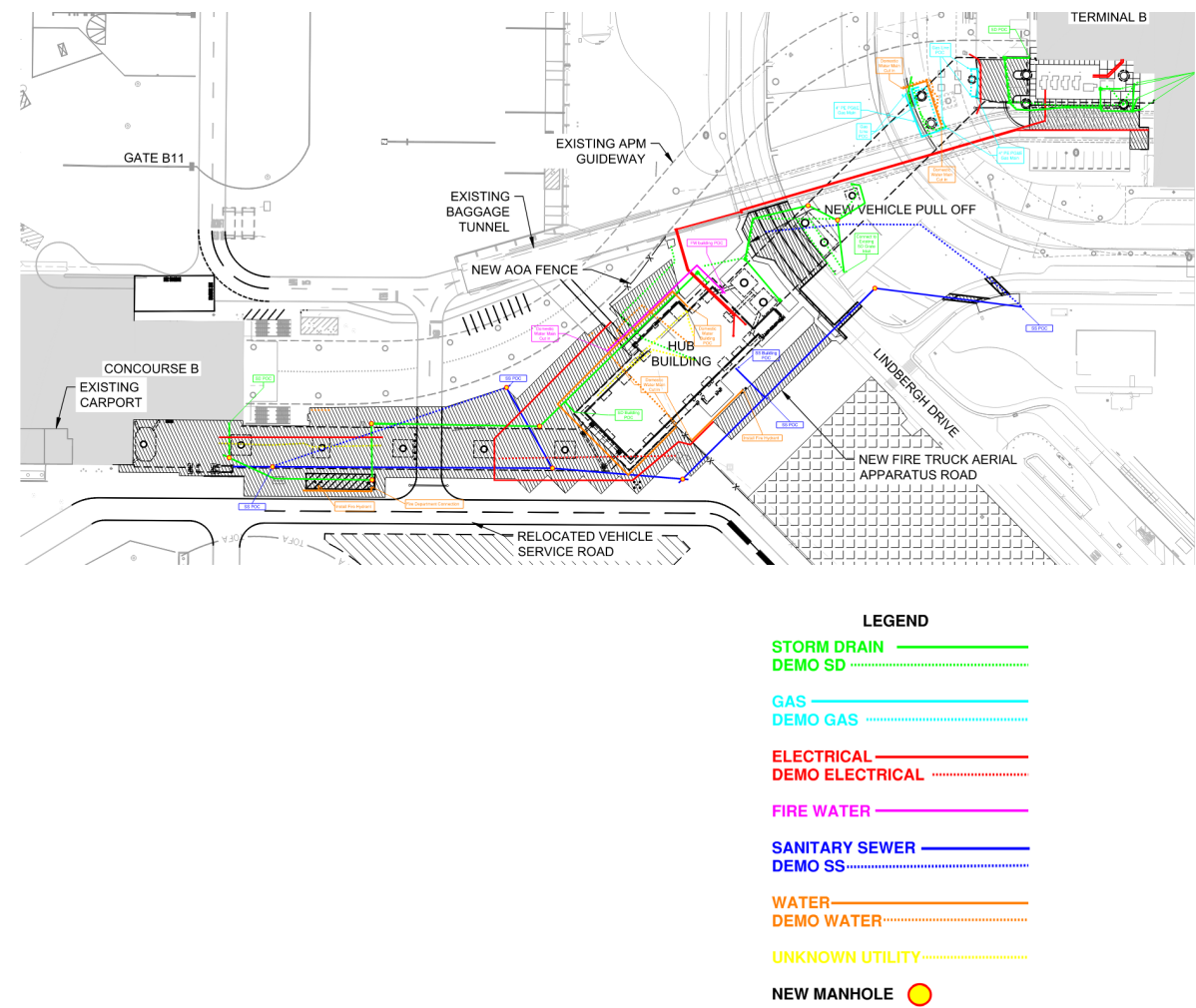
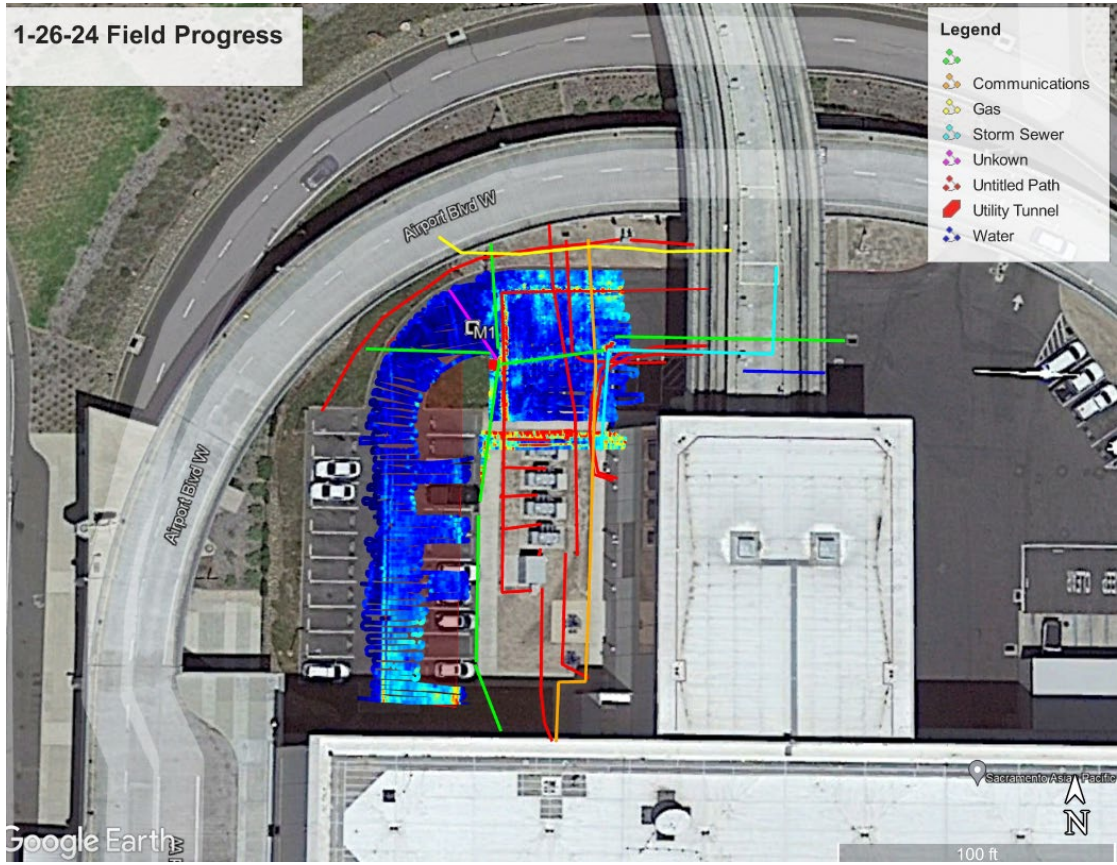


Task Name	D...	Start	Finish	2024												2025											
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Buyout Schedule	①																										
Enabling - 8 Contracts	40d	04/15/24	06/07/24																								
Package A - 2 Contracts	35d	04/26/24	06/13/24																								
Package B ACIPS (Design Assist) - 1 Co	35d	04/15/24	05/31/24																								
Package C - 1 Contract	35d	06/20/24	08/07/24																								
Package B + Option 1 (Pile Caps, Column Bents, Bearings) - 1 Contract	35d	08/02/24	09/19/24																								
Package B + Option 2 (Pile Caps, Column Bents, Bearings) - 1 Contract	35d	10/14/24	11/29/24																								
Package B ACIPS (Construction) - Change Order	11d	10/07/24	10/21/24																								
Package C+D - 18 Contracts	50d	01/02/25	03/12/25																								



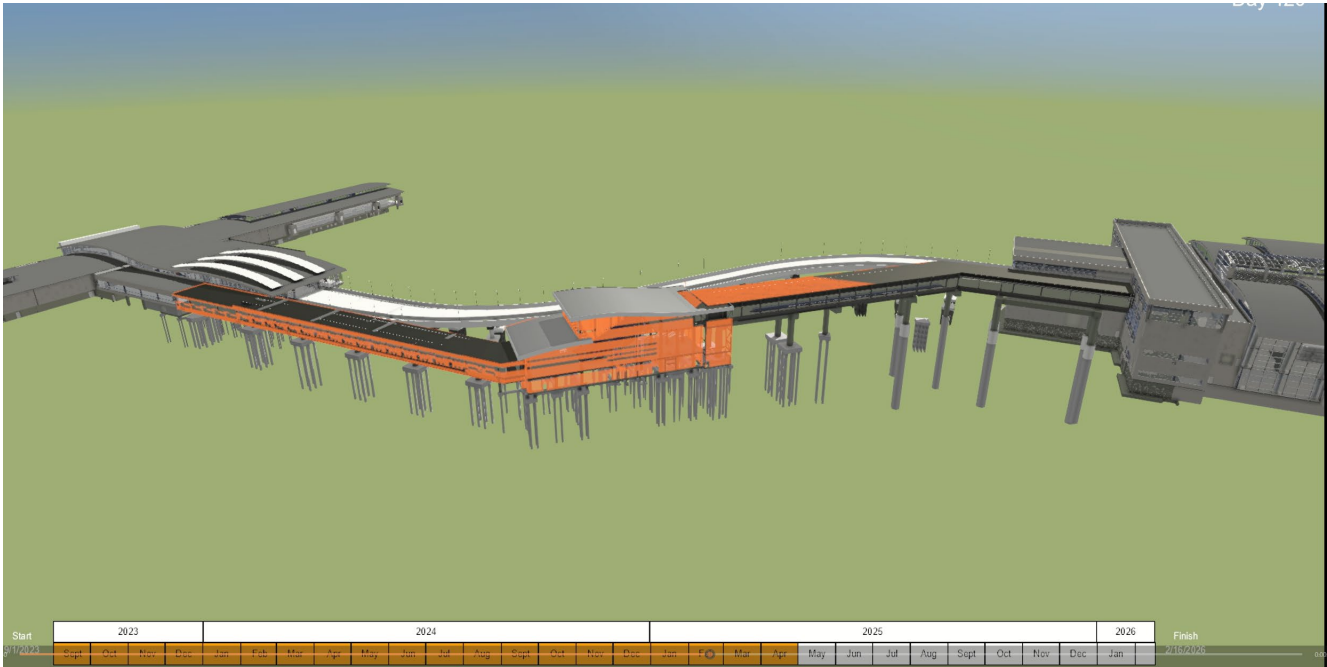
Early Investigations

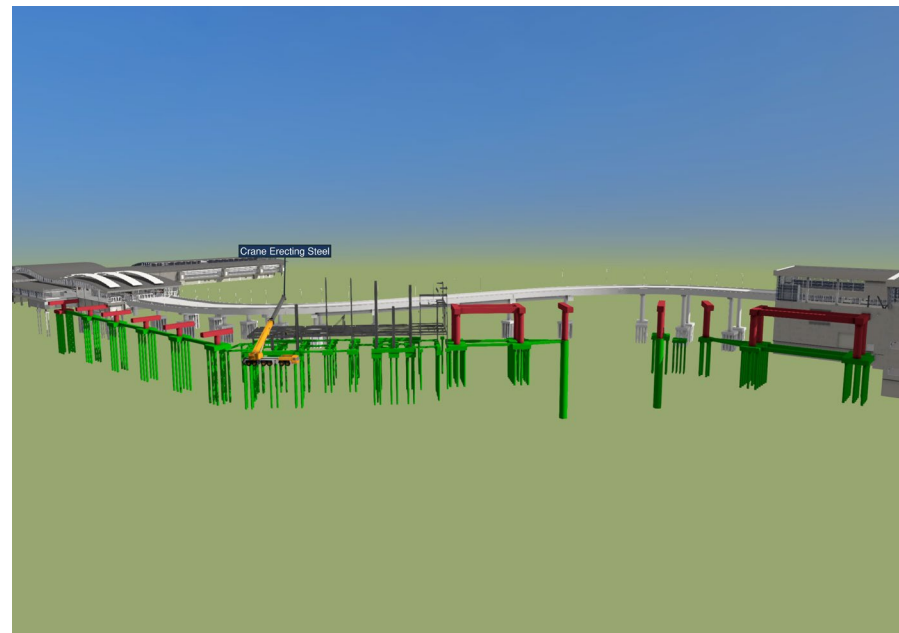
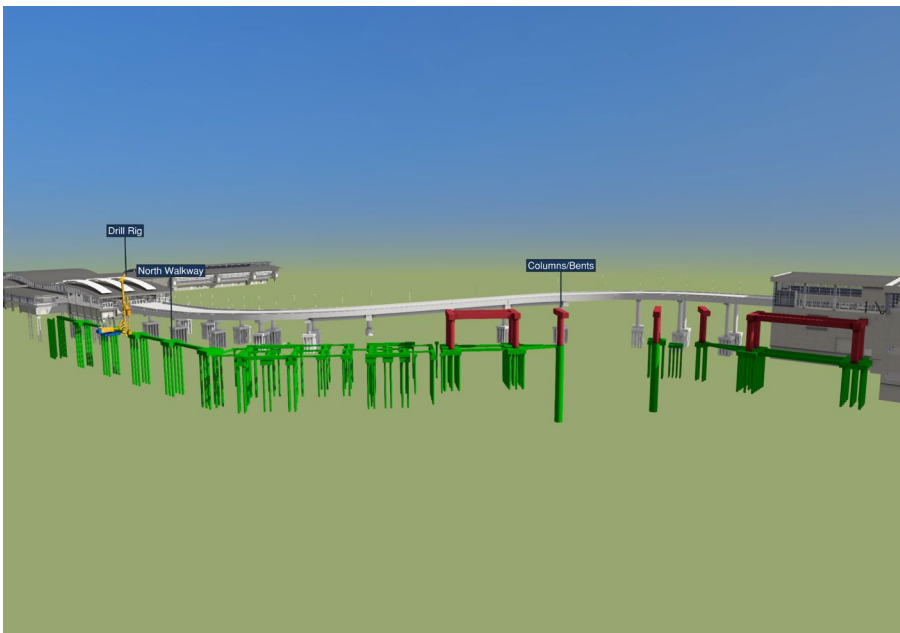
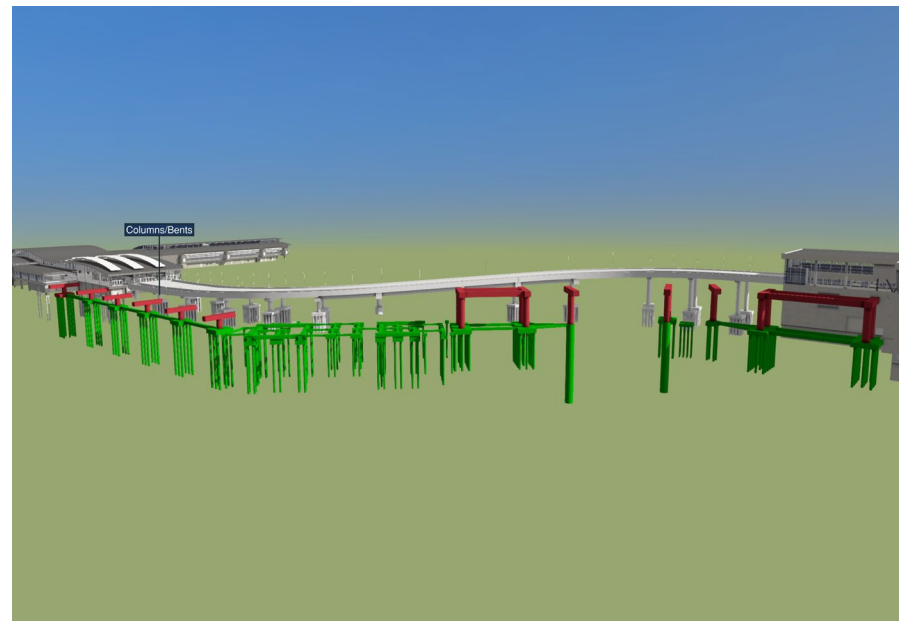
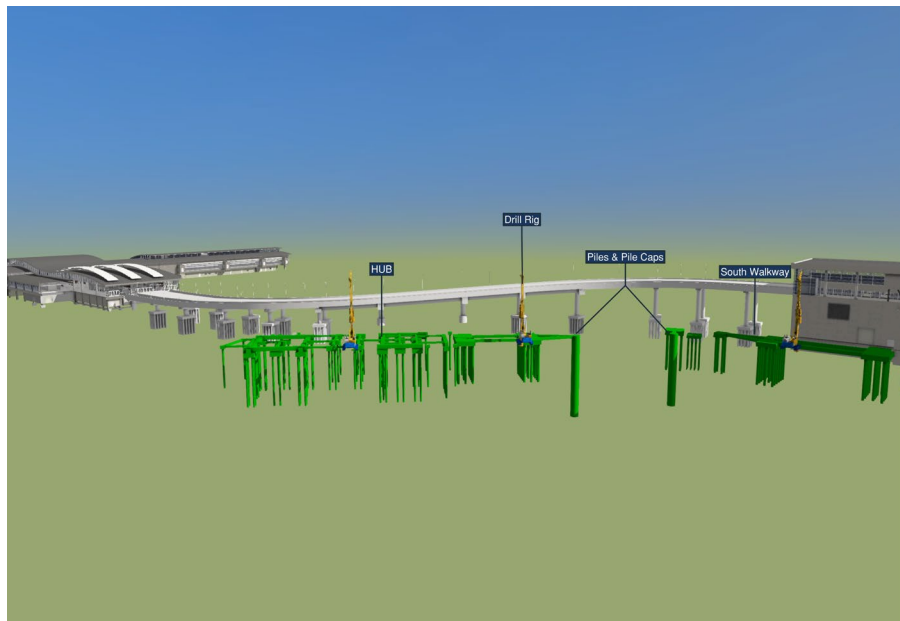




Schedule Development (4D)

Task Name	Start	Finish	2024												2025												2026						
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
CMAR Preconstruction Services	09/26/23	12/02/24	CMAR Preconstruction Services																														
Design Schedule Overview	09/26/23	12/30/24	Design Schedule Overview																														
Construction	07/08/24	04/10/26													Construction																		
Schematic Design - 30%	01/08/24	01/08/24	◆ Schematic Design - 30%																														
Enabling Package (Permit)	05/24/24	05/24/24	◆ Enabling Package (Permit)																														
Design Development - 60%	06/14/24	06/14/24	◆ Design Development - 60%																														
Package A Sitework (ABC Process)	07/05/24	07/05/24	◆ Package A Sitework (ABC Process)																														
Construction Documents - 90%	09/09/24	09/09/24	◆ Construction Documents - 90%																														
Package B Foundation (Permit)	10/04/24	10/04/24	◆ Package B Foundation (Permit)																														
Package C Primary Steel (Permit)	11/18/24	11/18/24	◆ Package C Primary Steel (Permit)																														
Package D Remaining Scope (Permit)	12/24/24	12/24/24	◆ Package D Remaining Scope (Permit)																														





Estimation (5D)

Filter

Group

Unsaved Grouping

<All Items>

<unknown>

01 GENERAL REQUIREMENTS

02 EXISTING CONDITIONS

03 CONCRETE

04 MASONRY

05 METALS

06 WOOD, PLASTICS, & COMPOSITES

07 THERMAL & MOISTURE PROTECTION

08 OPENINGS

09 FINISHES

10 SPECIALTIES

11 EQUIPMENT

12 FURNISHINGS

14 CONVEYING EQUIPMENT

21 FIRE SUPPRESSION

22 PLUMBING

23 HEATING, VENTILATING, & AIR CONDITIONING (HVAC)

26 ELECTRICAL

Takeoff

Project Estimate Rates & Resources Dashboard Comparison Takeoff

Cost Information

WBS

QTO Prop

Asn Items

Automatic Pricing

ON

WBS Property Name Value

System 02 HUB BUILDING

Additional Comment

Alternate 00 Base Bid

Anser Comment

BBC Comment

Bid Date

Bid Package 04.22 Masonry

Check

CSI Level 1

CSI Level 2

CSI Level 3

GMP GMP#8 90% Permit...

In Southern Califor... Yes

Name:

Properties

Table with 3 columns: Name, Value, Unit of Measure

Top Offset 0.00 -0.50 -6.00 Feet

Count 6.00

Area 9,177.80 Sq. Feet

Length 415.14 Feet

Volume 12,641.26 Cu. Feet

Keynote 320.00

Version Added ARCH 2023-0213 SH

Item Number: 04220.125

Description: CMU, PRECISION, VENEER

Quantity: 9,177.80

Mapped To: Area

Rate Table: Default

Labor Cost: \$0.00

Material Cost: \$0.00

Equipment Cost: \$0.00

Sub Cost: \$70.00

Other Cost: \$0.00

Number of Components: 6

Number of Cost Components: 1

Filter

Group

Unsaved Grouping

<All Items>

<unknown>

01 GENERAL REQUIREMENTS

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Cost Information

WBS

QTO Prop

Asn Items

Automatic Pricing

ON

WBS Property Name Value

System 02 HUB BUILDING

Additional Comment

Alternate 00 Base Bid

Anser Comment

BBC Comment

Bid Date

Bid Package 07.50 Roofing

Check

CSI Level 1

CSI Level 2

CSI Level 3

GMP GMP#8 90% Permit...

In Southern Califor... Yes

Name:

Properties

Table with 3 columns: Name, Value, Unit of Measure

Default Thickness 0.87 Feet

Count 2.00

Area 14,280.78 Sq. Feet

Thickness 0.87 Feet

Volume 12,495.59 Cu. Feet

Keynote 731.00

Version Added ARCH 2023-0213 SH

Item Number: 07411.300

Description: STANDING SEAM METAL ROOF (INC COVER BOARD, UNDERLAYMENT)

Quantity: 14,280.78

Mapped To: Area

Rate Table: Default

Labor Cost: \$0.00

Material Cost: \$0.00

Equipment Cost: \$0.00

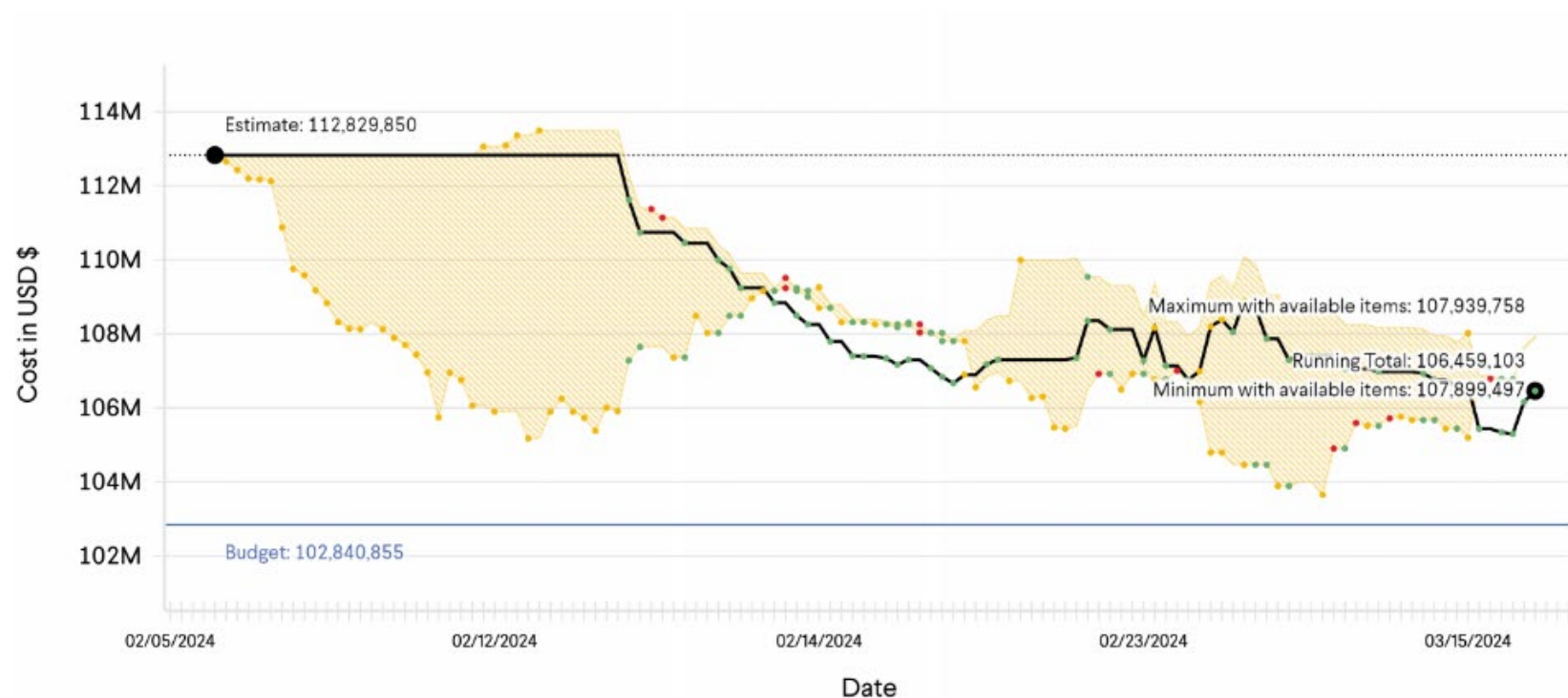
Sub Cost: \$40.00

Other Cost: \$0.00

Number of Components: 2

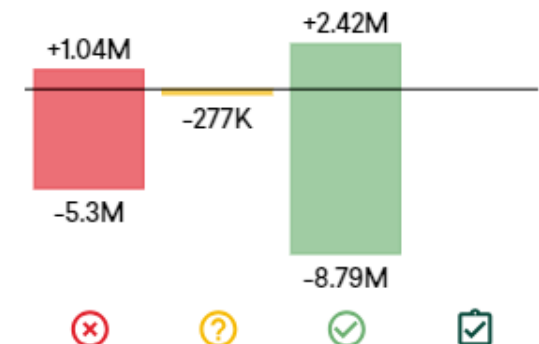
Number of Cost Components: 1

Value Engineering Session 1

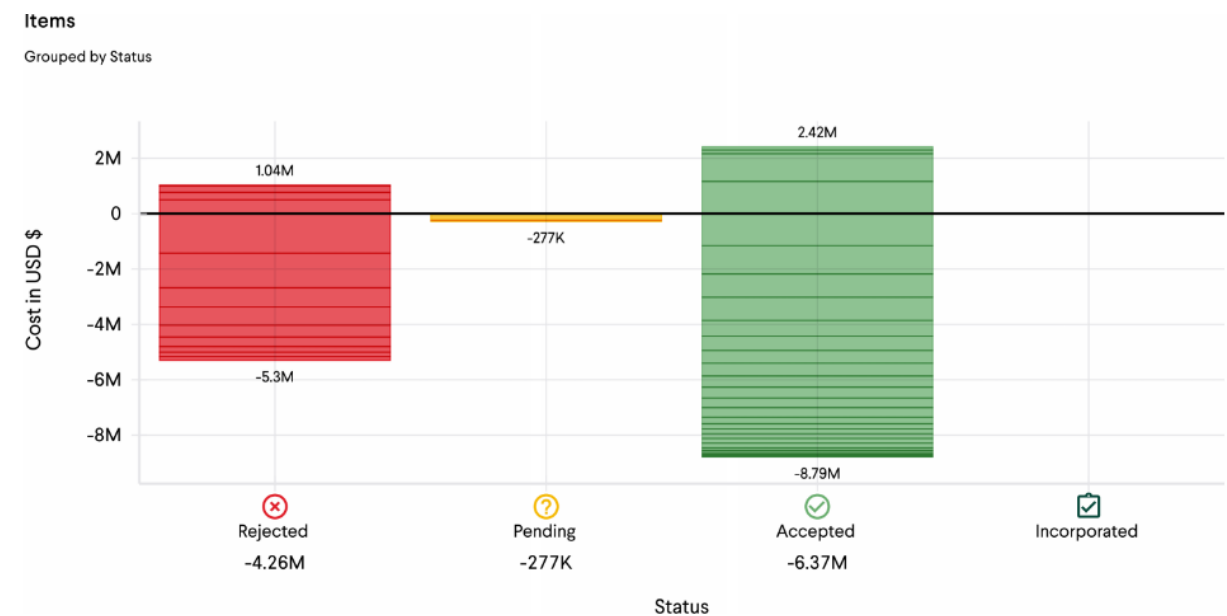


Estimate Total	\$112,829,850
Accepted Changes	-\$6,370,747
Running Total	\$106,459,103
Gap	-\$3,618,248
Budget	\$102,840,855

Adds/Deducts by Status (56 Items)



Value Engineering Session 1





Groundbreaking

SmartStart® Program

alignment

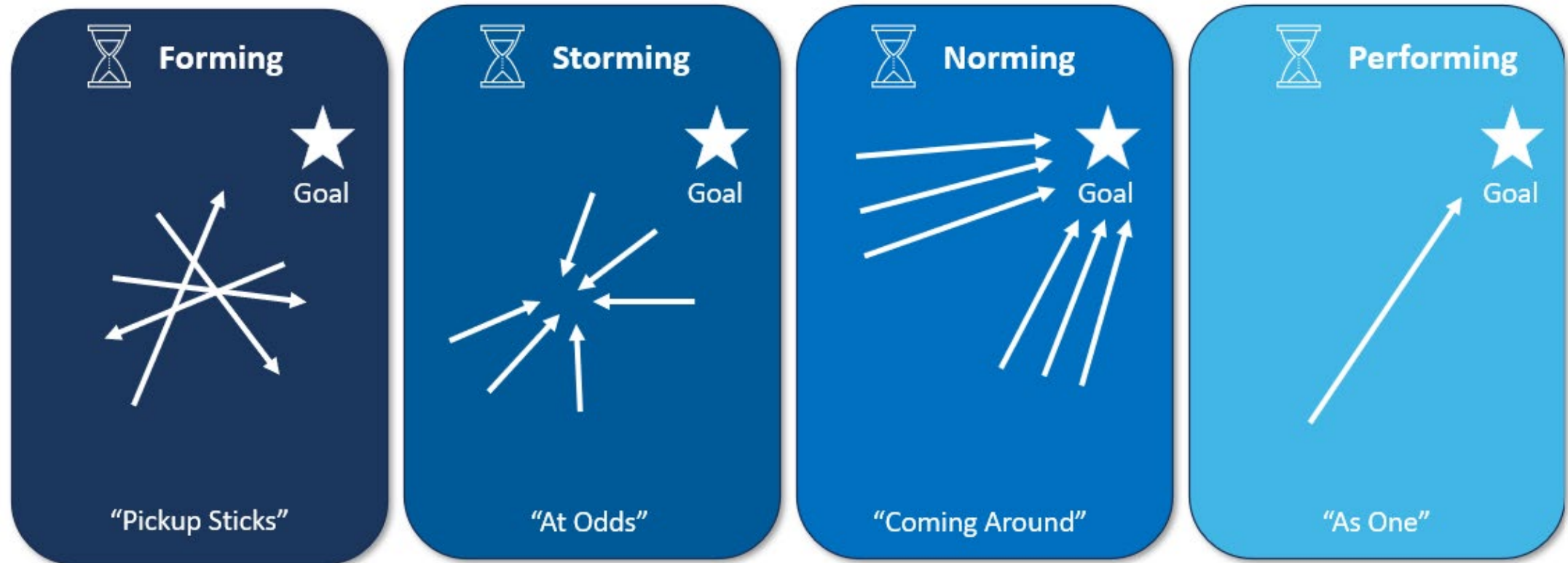
collaborative planning

SmartStart[®]

support system

proactive design

Tuckman's Stages of Team Development



SmartStart[®] reduces the time needed to go from **Forming** → **Performing**

Source: Tuckman's Stages - Bruce Tuckman, 1965

Why SmartStart®

SmartStart® helps to lead clients and their teams to custom solutions

Surface Problems

- Budget Overruns
- Quality Issues
- Schedule Delays
- Safety Incidents
- Administrative Overload

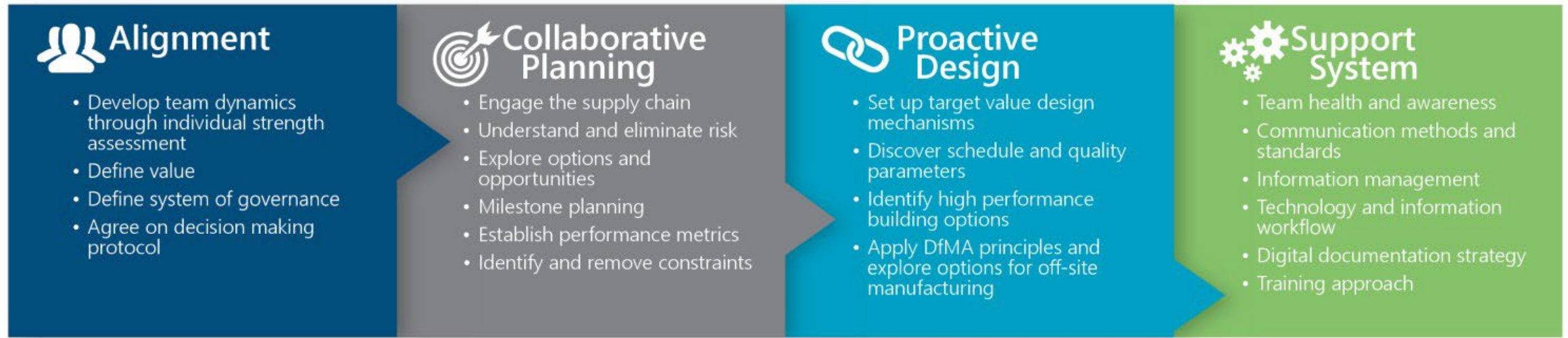
Underlying Causes

- Poor Planning
- Lack of Coordination
- Late Decisions
- Expertise Lacking
- Unforeseen Conditions
- Misunderstanding
- Communication Challenges
- Unproductive Meetings

Root Causes

- Interpersonal Conflicts
- Motivational Challenges
- Lack of Decision-Making
- Misalignment
- Lack of Clarity – Values/ Risks, etc.
- Lack of Accountability
- Unclear Process
- Mistrust

It starts with identifying, understanding, and addressing root causes.



SmartStart® is a framework to develop:

1. A high-performance team
2. A custom project strategy uniquely suited to the Client's values and the specific technical challenges of the Project

SmartStart® Creates a Foundation Around...



Team Charter

Sacramento International Airport Pedestrian Walkway



Balfour Beatty

DWL ARCHITECTS+



PRODUCT

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"Faster alone, further together"

PROCESS

Stay focused on the objective, make decisions with the best information available, and keep the customer in mind.

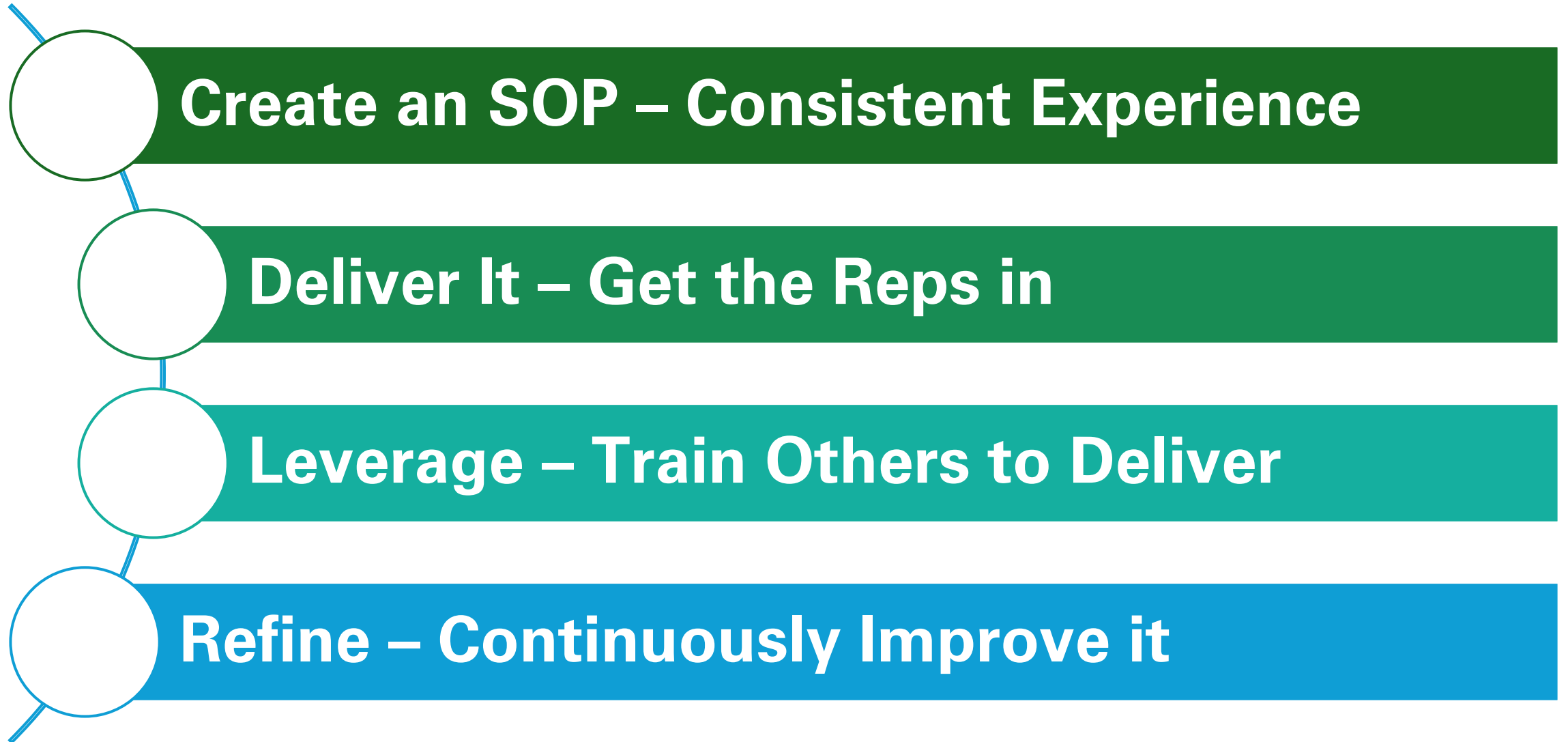
- Logistics – Plan for and minimize disruptions to airport operations
- Decision-Making – Prioritized, informed, and timely decisions
- Certainty – Open on time and finish on budget
- ORAT – Seamless transition of pedestrian walkway from construction to operation

"Building the airplane while flying it"

**Team
Signatures**

Handwritten signatures of team members in various colors (blue, red, black, orange) over a light background.

SmartStart® | Scaling a Process Across the Enterprise





Q&A