

2025

# ACI-NA & ACI World Annual General Assembly, Conference and Exhibition



## Capital Program Execution— Making Connections between Planning, Design, Construction, and Activation

**Joan Zatopek**  
*Airport Planning  
Manager*  
Oakland San Francisco  
Bay Airport

**Steve Riano, AIA**  
*Aviation Division  
Manager*  
Bechtel Corporation

**Steve McCoy, A.A.E.**  
*Chief Strategy &  
Technology Officer*  
Omaha Airport Authority

**Corinne Reynolds,**  
**MSOL, PMP**  
*Senior Program  
Manager-Terminal  
Modernization*  
Cincinnati/Northern  
Kentucky International  
Airport

**Dan Molloy, PE, A.A.E.**  
*Managing Director*  
Accenture

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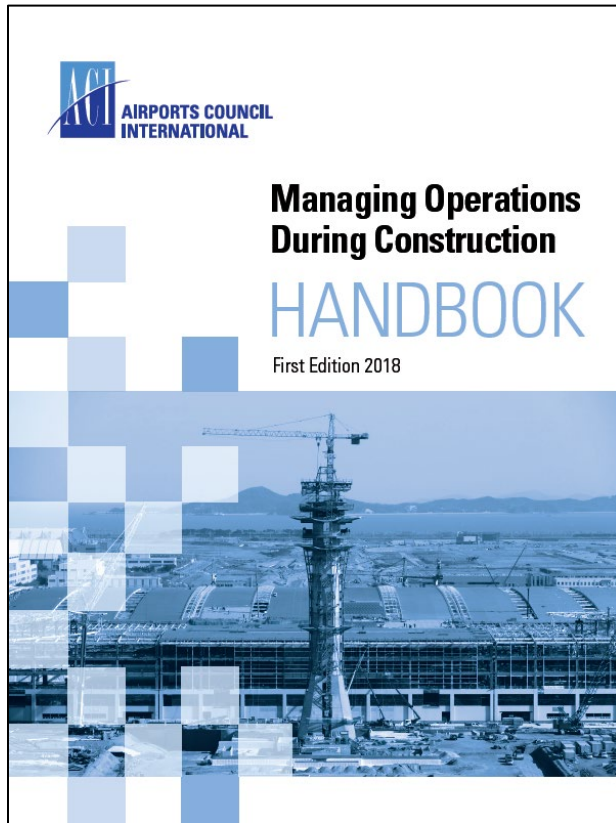
## Capital Program Execution— *Global Best-Practice Industry Guides*

**Steve Riano, AIA**  
*Aviation Division Manager*  
Bechtel Corporation

## Global Best-Practice Industry Guides

- ➔ Airports Council International (ACI)
  - Managing Operations During Construction Handbook, 1<sup>st</sup> Edition
- ➔ Airports Council International (ACI), Airport Consultants Council (ACC)/AGC
  - Airport Owner's Guide to Project Delivery Systems, 3<sup>rd</sup> Edition
- ➔ Airport Corporative Research Program (ACRP), Report 21
  - A Guidebook for Selecting Airport Capital Project Delivery Methods
- ➔ Airport Corporative Research Program (ACRP), Research Report 267
  - Selecting, Procuring and Implementing Airport Capital Project Delivery Methods
- ➔ IATA Airport Development Reference Manual (ADRM) 12<sup>th</sup> Edition
  - Planning for Construction Delivery
- ➔ PTWorld Magazine, September 2025
  - Minimal Impact

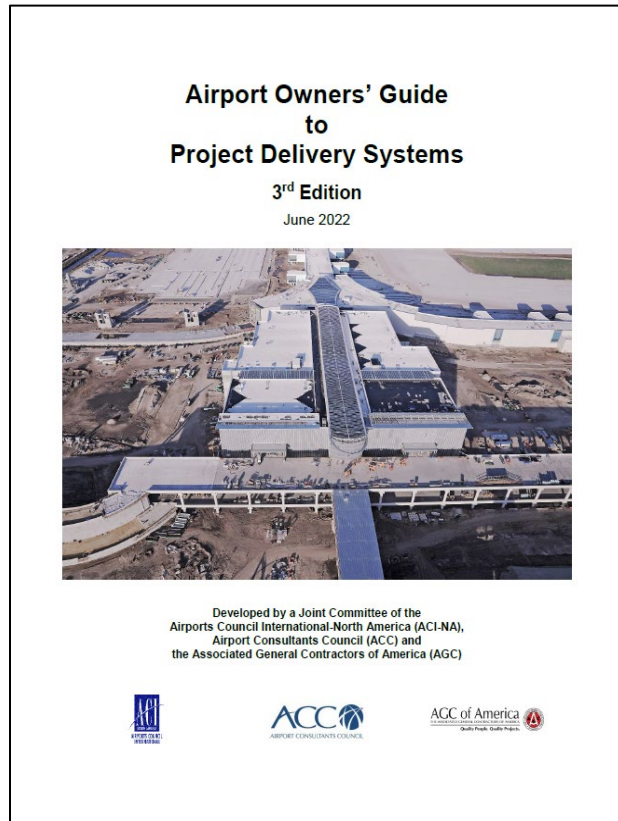
# Airports Council International (ACI): Managing Operations During Construction Handbook, 1<sup>st</sup> Edition



- Maintain safe and efficient airport operations during construction
- Clearly define stakeholder roles, communication, and regulatory responsibilities
- Plan and phase construction to minimize operational and passenger disruption
- Enforce strict airside safety, access, and work-zone control procedures



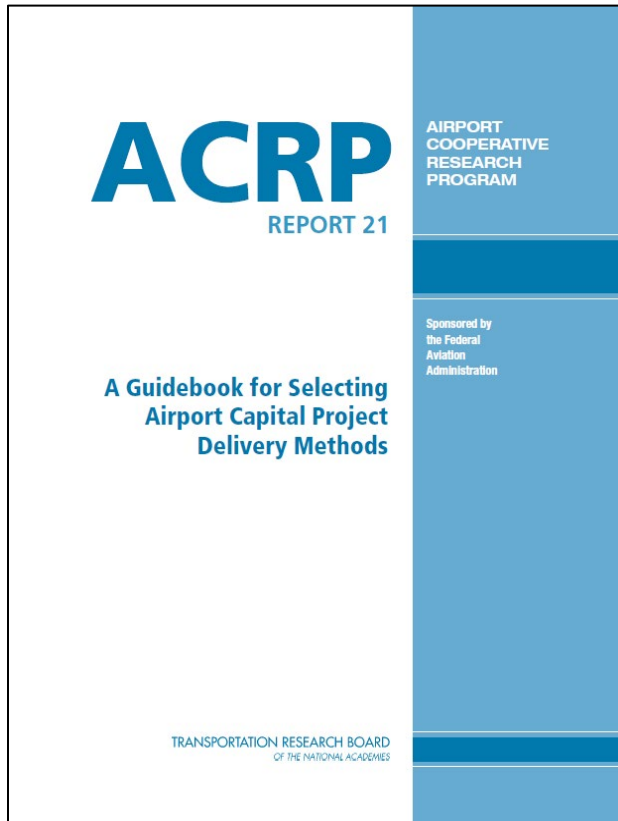
# ACI / ACC / AGC: Airport Owners' Guide to Project Delivery Systems, 3<sup>rd</sup> Edition



- Select the most suitable project delivery system for each airport project
- Allocate risks and responsibilities clearly through appropriate contract structures
- Ensure the airport owner's organization is prepared for chosen delivery methods
- Address regulatory, funding, and partnership factors early in project planning



# Airport Cooperative Research Program (ACRP) Report 21: A Guidebook for Selecting Airport Capital Project Delivery Methods



- Evaluate project goals, constraints, and risks before choosing a delivery method
- Compare advantages and limitations of traditional and alternative delivery methods
- Align procurement strategy with airport capabilities, governance, and funding structure
- Monitor performance and outcomes to refine future delivery method selections



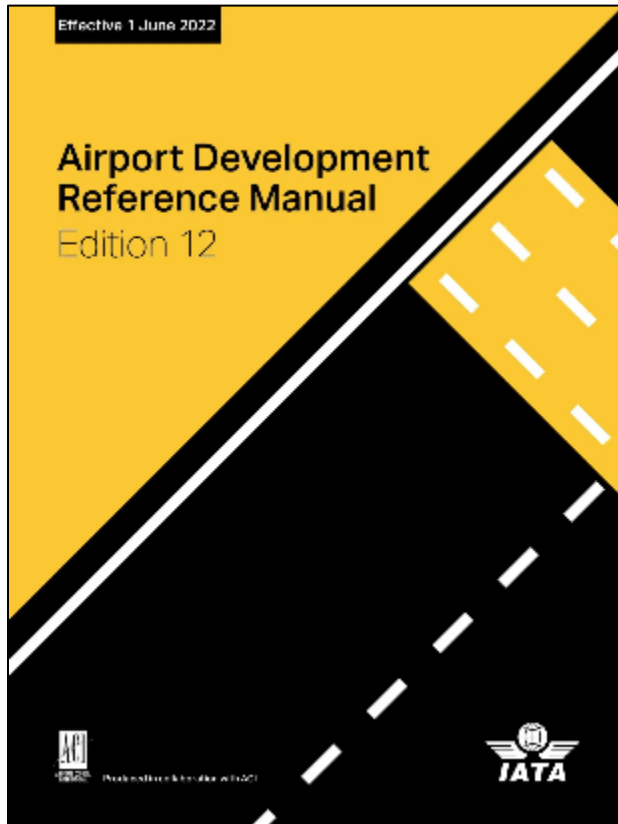
# Airport Cooperative Research Program (ACRP) Report 267: Selecting, Procuring and Implementing Airport Capital Project Delivery Methods



- Match project delivery method to project size, complexity, and risk profile
- Establish transparent procurement processes ensuring fairness and regulatory compliance
- Build internal capabilities to manage alternative delivery and contractor performance
- Integrate cost, schedule, and risk management throughout project implementation phases



# IATA Airport Development Reference Manual (ADRM), 12<sup>th</sup> Edition: Planning for Construction Delivery



- Maintain safe, efficient operations during construction while minimizing passenger and airline disruption
- Sequence works to protect capacity, resilience, functionality, level of service and critical infrastructure access
- Integrate construction phasing early in planning and design to ensure deliverability and compliance
- Apply 4D simulation modeling during planning and design to incorporate construction logistics elements

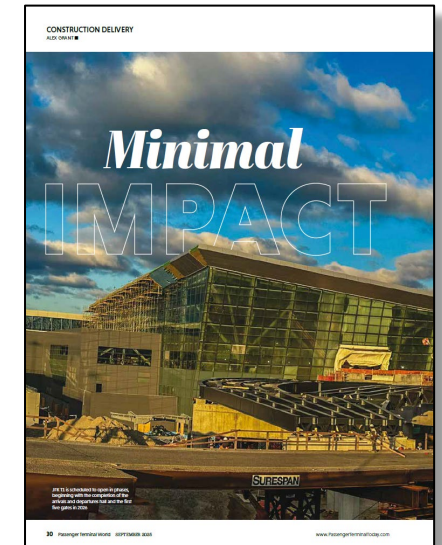


# PT WORLD Magazine, September 2025

## Minimal Impact



- Manage complex airport operations exposed to unpredictable risks
- Maintain resilience during redevelopment to protect passengers and schedules
- Plan construction phases carefully to sustain capacity and service quality
- Apply IATA ADRM 12<sup>th</sup> Edition guidance to deliver projects with minimal disruption including the use of 4D simulation modeling during planning and design



## On the Horizon:

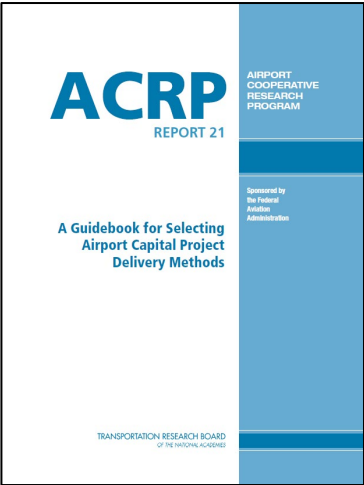
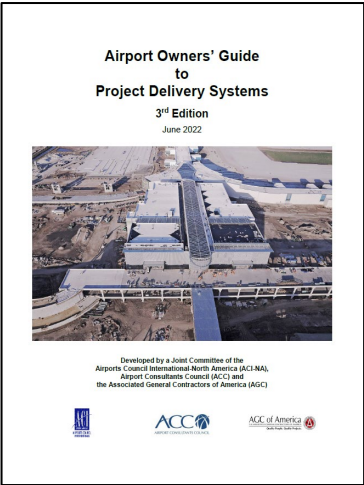
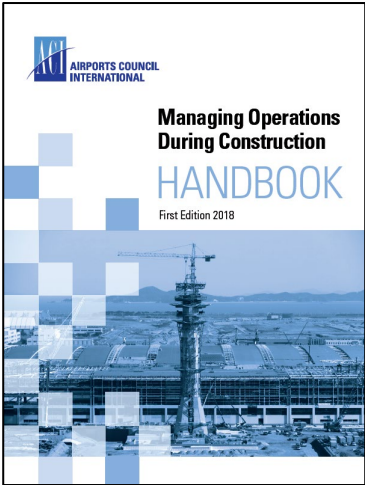
# ACI / ACC: Airport Owners' Guide to Project Management Systems

- ➔ Proposes ACI-NA and ACC sponsored Airport Owners' Project Management Guide
- ➔ Helps owners choose suitable project management systems for capital programs
- ➔ Defines and compares major management approaches with pros and cons
- ➔ Includes evaluation process, risk guidance, and reference appendix for metrics

### Sample Table of Contents:

- Introduction to Airport Project Management Systems
- Project Management Systems Options
- Definitions and Features of Each System
- Pros and Cons of Each System
- Evaluating the Best Option
- Appendix: Performance Metrics References

# Global Best-Practice Industry Guides: Summary



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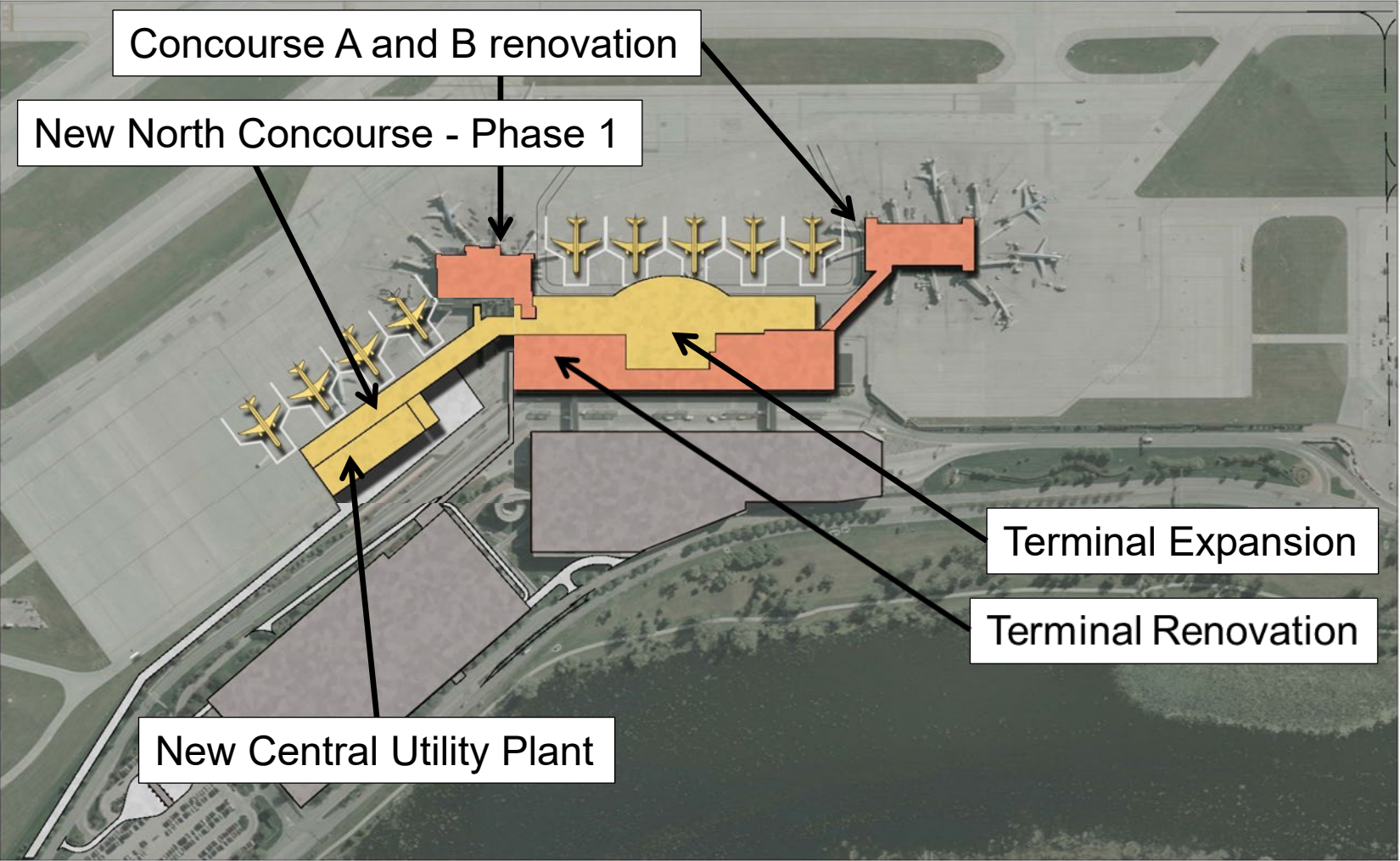
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## Capital Program Execution— *Build OMA*

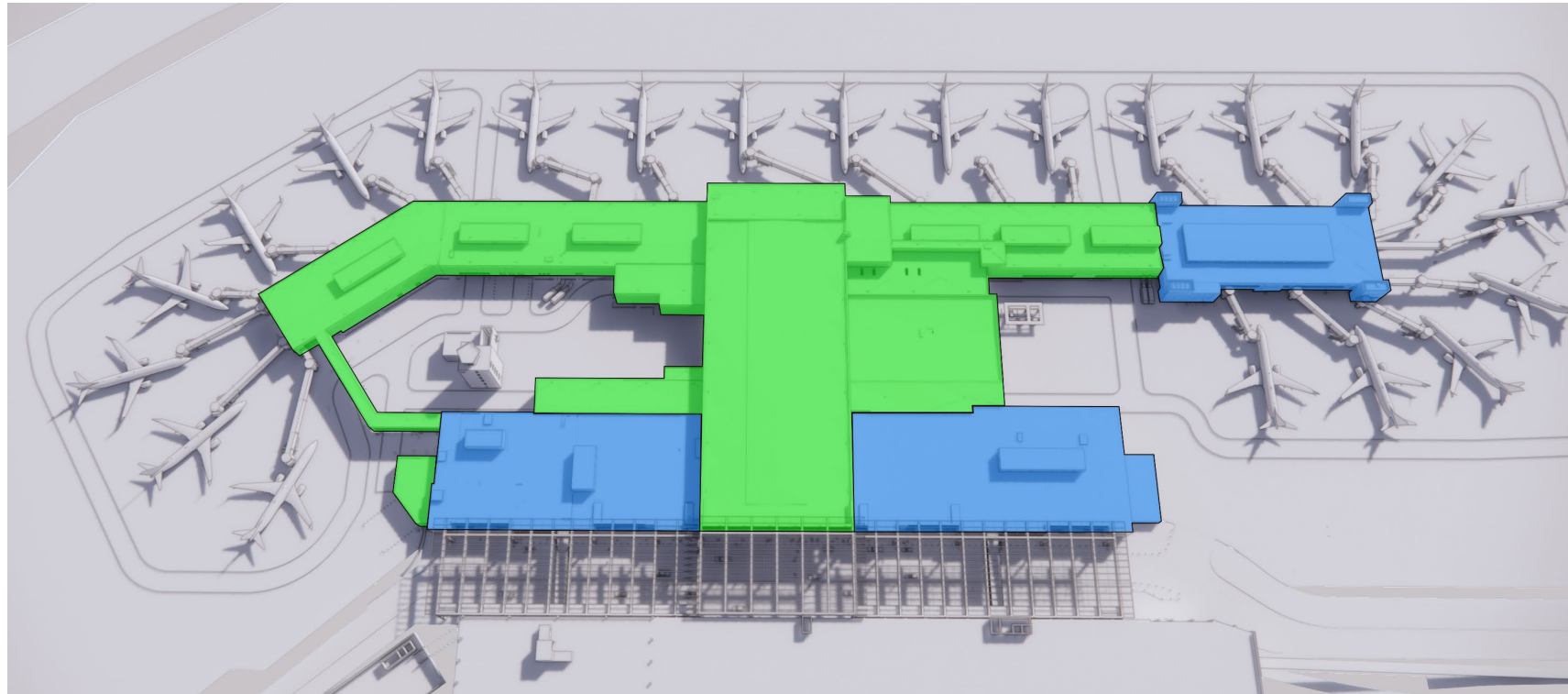
**Steve McCoy, A.A.E.**  
*Chief Strategy & Technology*  
*Officer Omaha Airport Authority*

# OMA Terminal Modernization Program

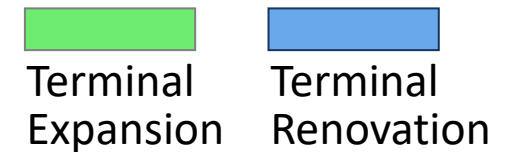


**Original  
Planning  
Concept**

# OMA Terminal Modernization Program

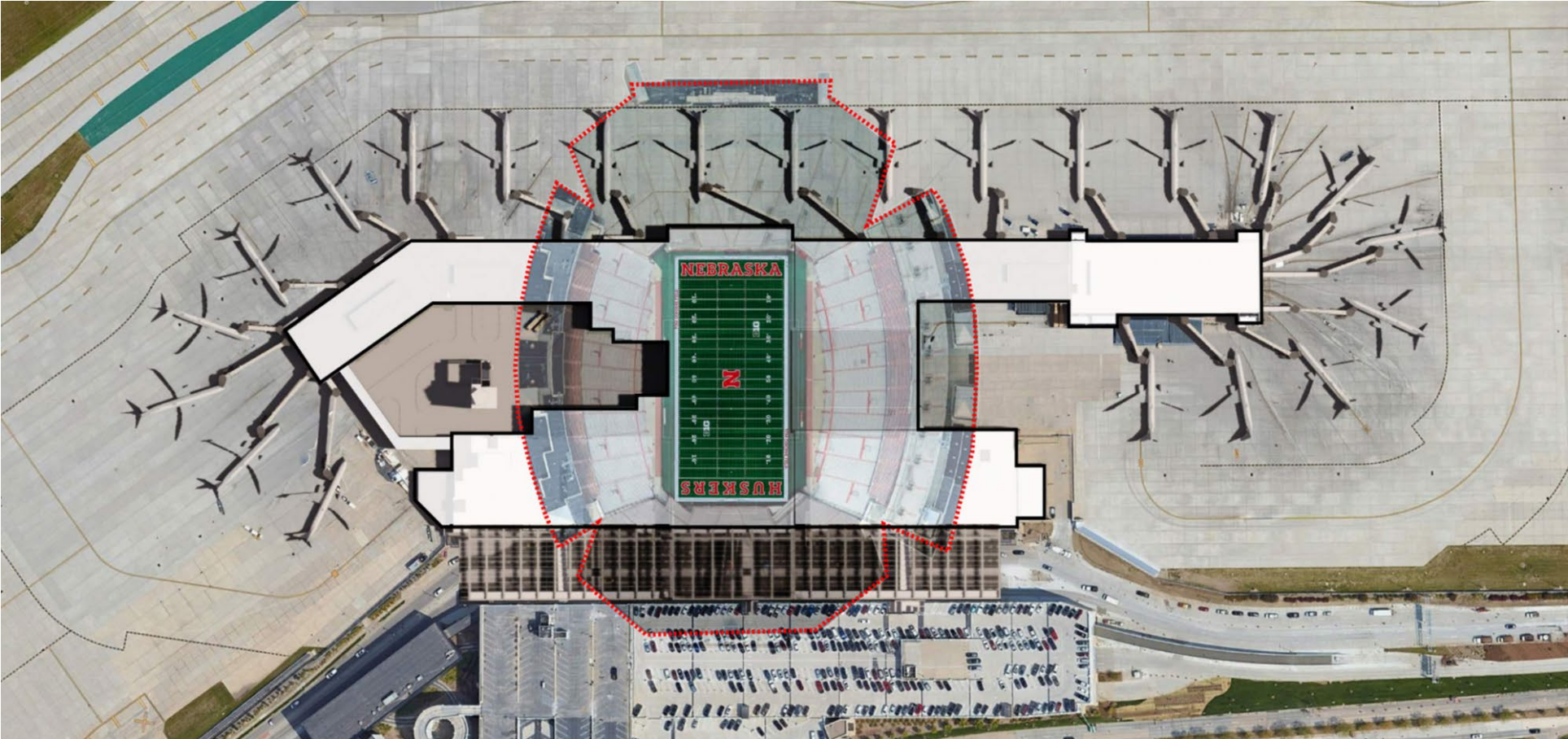


## Final Design Concept

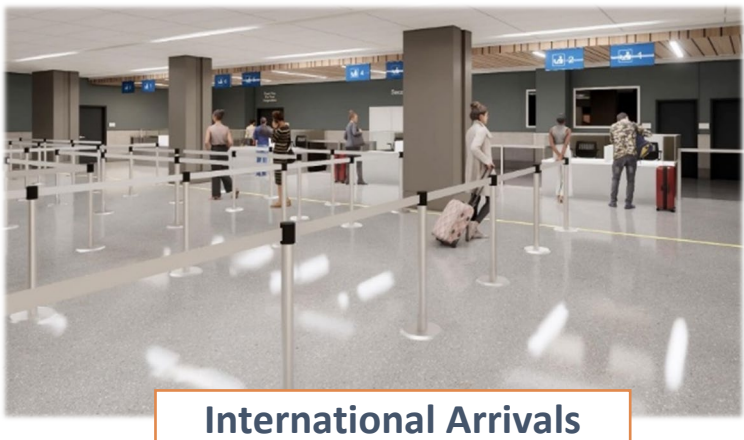


- 72% space from 375k sq ft to 646k sq ft
- Centralized TSA checkpoint
- Unified Concourse
- Updated and relocated ticketing
- Increase to 22 gates with larger holdrooms
- International gates and CBP arrivals hall
- New baggage system
- Increased vertical circulation
- Full glass canopy
- New Central Utility Plant

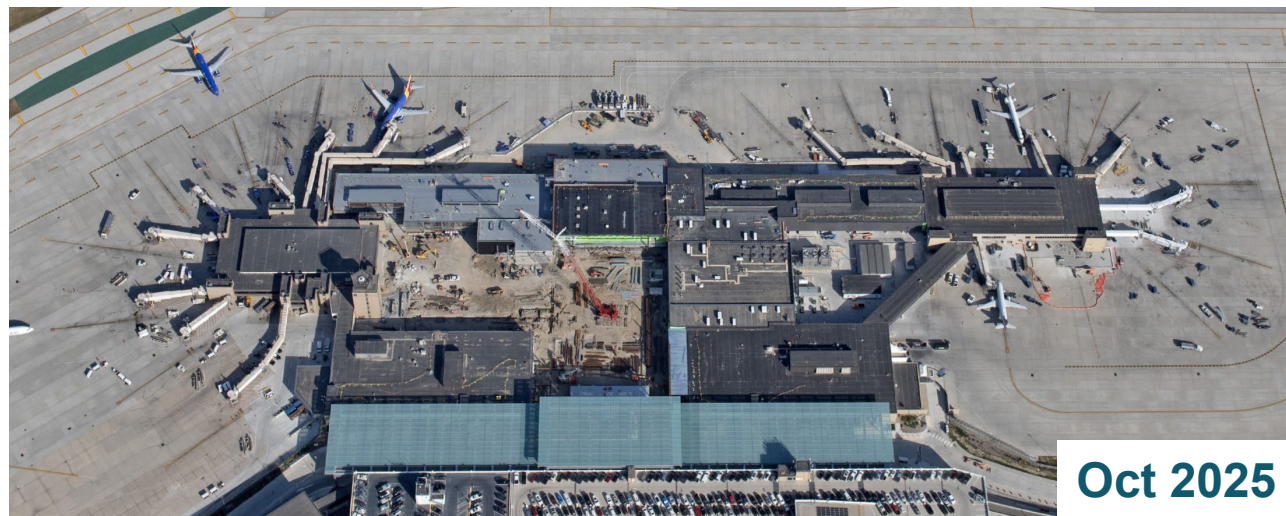
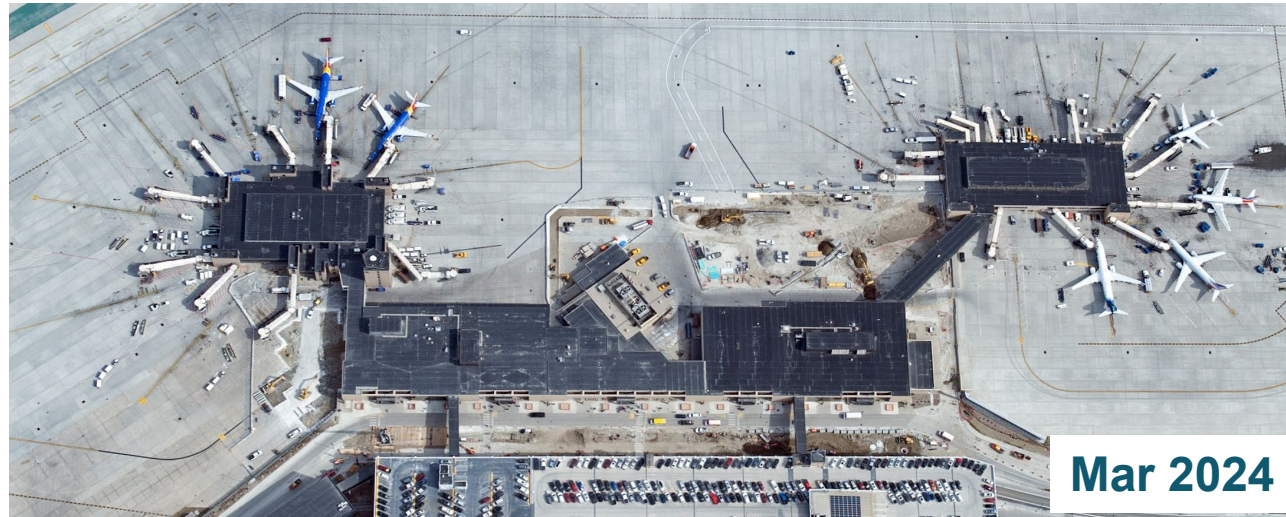
# OMA Terminal Modernization Program



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## Capital Program Execution— *U.S. and Worldwide Experiences*

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