

AMERICAN DBE[®]

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Terminal One

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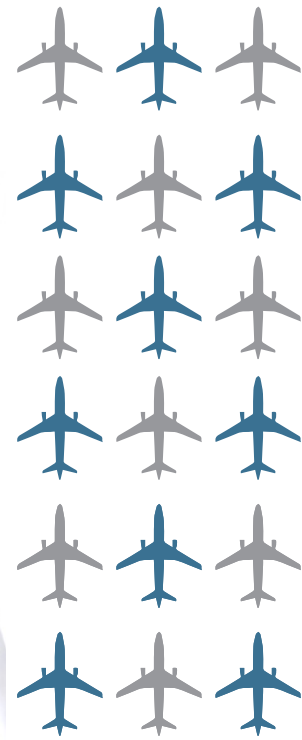
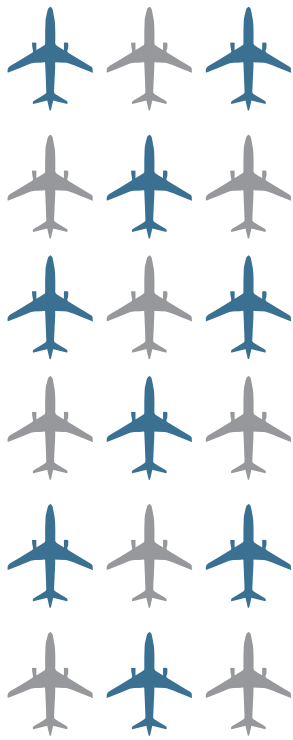
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Cheryl McKissack Daniel, President & CEO, McKissack & McKissack, New York, NY (Photo credit: Regina Fleming Photography)

MCKISSACK & MCKISSACK NOTCHES LEADING ROLE ON \$7 BILLION JFK TERMINAL ONE

As McKissack & McKissack begins its leadership role providing project management oversight on the \$7 billion Terminal One Redevelopment public-private partnership (P3) at John F. Kennedy International Airport, president and CEO Cheryl McKissack Daniel appreciates the journey that has brought McKissack & McKissack to this place in history. The McKissack & McKissack journey began as the first African American-owned architecture firm in America in 1905, when Moses McKissack III, Cheryl's grandfather, started an architecture firm in Nashville, Tennessee, with his brother Calvin McKissack. Now, almost

115 years later, the firm is still thriving under Cheryl's leadership as a key member in the development of one of the largest airport projects in America.

It's fitting that a firm with this legacy has survived the challenges of entrepreneurship to become one of the largest African American-owned construction and project management firms in the country and a significant player in the rough and tumble New York City market. McKissack & McKissack's success in the Big Apple personifies the iconic song lyric, 'if you can make it there, you can make it anywhere ... New York, New York!'

Cheryl McKissack purchased ownership of the Nashville-based McKissack & McKissack firm from her mother Leatrice McKissack in 2000 and merged the company with a similar firm she launched in her chosen hometown of New York City in 1991. At the time, she was commuting to Nashville to work alongside her mother in the family business and returning to New York on the weekends. The resulting business combined the history of the McKissack & McKissack name with the extensive opportunities of a large New York construction market. Although Cheryl says it has been a challenging task, she has directed the growth of the company as a fifth-generation leader; from working



Exterior rendering of JFK International Airport Terminal One Redevelopment

as a subcontractor to larger firms, to becoming a joint venture partner with larger firms, to now taking prime roles on major projects, like the Terminal One Redevelopment project.

McKissack & McKissack’s latest milestone is leading the Project Management Office on the Terminal One project. “We are providing project management oversight,” McKissack said. The role includes the oversight of delivering the design and construction of the entire project to the developer and the New York/New Jersey Port Authority. The Terminal One Team represents a coalition of airlines, labor, minority- and women-owned businesses, and operating financial partners, including: The Carlyle Group, its dedicated airport platform; CAG Holdings; JLC Infrastructure; Ullico; and Munich Airport International. McKissack & McKissack is helping the P3 sponsors come to terms with the financial/commercial agreement and providing oversight of the design, construction and operations phases of the project. “It’s a big role for us and it is a game-changer for the company,” Cheryl said.

Terminal One will be occupied by four airline partners united under the name Terminal One Group Association (TOGA). TOGA is a New York-based limited partnership that includes Air France, Japan Airlines, Korean Air and Lufthansa. The financial partners of the project are the Carlyle Group, CAG Holding, Ullico and JLC Infrastructure, an investment firm created by Magic Johnson Enterprises and Loop Capital Partners. Munich Airport International will operate the airport during the term of the P3 agreement.

McKissack & McKissack’s role on the Terminal One project also includes administration of the Minority and Women Business Enterprise (MWBE) program, with the goal of achieving significant participation from diverse firms in accordance with New York Governor Cuomo’s commitment to local diverse business inclusion. “Governor Cuomo has thrashed all the myths about minority participation in major infrastructure projects by insisting on a 30 percent standard throughout the project,” said JLC Infrastructure co-founder Earvin “Magic” Johnson in a Carlyle Group press release. “The old excuses – there are not enough minority contractors, not enough minority financing, not enough minority entrepreneurs – have all been tossed out the window with this project,” Johnson said.



Cheryl McKissack Daniel (right) meets with employees at a construction job site.



Interior rendering of the new Terminal One Redevelopment of John F. Kennedy International Airport

“We’re supporting TOGA to deliver a world-class travel experience,” said Peter Taylor, co-head of Carlyle’s global infrastructure fund. “TOGA has partnered with Labor and Minority- and Woman-owned Business Enterprises, including capacity building and training. TOGA’s MWBE goal is throughout the project, from engineering and architecture, to financial and legal as well as construction.”

The project has already successfully achieved participation in the financing and project management aspects of the project. JLC Infrastructure is a Port Authority-certified minority-owned business and will provide a share of the financing for the project, while McKissack & McKissack provides significant minority participation to the project management team. PGAL, the lead designer, and AECOM Tishman, the lead contractor, are also well on the way to achieving at least 30% participation. The priority Terminal One has placed on minority- and woman-owned business inclusion fits squarely in the core values Cheryl has instilled in her firm. “I have a passion to employ the community and to have substantial MWBE participation on our projects,” she said. McKissack & McKissack has provided OSHA training to over 1,000 workers in Harlem because the training is required for employment on construction projects in New York City. The firm also makes

it a practice to seek out opportunities to hire Hispanic and African-American workers to provide greater opportunity to underrepresented groups in the construction industry. “We’ve been able to impact our community in that way and we will continue to do that,” Cheryl said.

Cheryl views the McKissack & McKissack role on the Terminal One project as confirmation that the strategy she started years ago to grow a firm in New York is working as planned. She also recognizes the difficulty MWBE firms face when trying to succeed. “Even with the legacy of the oldest architecture firm in the country, the early years were very much a struggle,” she said. “I truly feel for those companies that have to do it without the history to build upon.”

As McKissack & McKissack has grown and matured in the New York market, Cheryl continues to make time to provide encouragement and mentoring for women considering careers in science, technology, engineering and math. Cheryl comes from a family of women in technical fields. While the first three generations of McKissacks in construction and architecture were men, the last two generations of family entrepreneurship have been led by women. Cheryl’s mother ran the company for 17 years after the passing of Cheryl’s father William DeBerry, before selling it to her. Cheryl’s twin sister, Deryl McKissack,

also runs a successful construction and program management firm based in Washington, D.C., and her older sister Andrea is an interior designer. “I want to show women a different path and put a different face on architecture, engineering and construction,” Cheryl said. “I want to show that we’re not boring people and we have fun too. And you can build wealth.”

McKissack & McKissack now employs over 150 people and Cheryl values the impact she is making on the lives of her employees. “Our culture is one that allows everyone to reach their maximum potential within our framework,” she said. “We attract people and we keep them.” Cheryl also reflects on the journey the firm has traveled thus far and looks toward even greater accomplishments in the future. “It is really fulfilling now for me to be where we are; that the strategic plan worked,” she said. “To grow from being a subcontractor, to getting to know the New York market – which is extremely complicated when it comes to business, with a lot of moving parts and a lot of politics – makes me proud of where we are today.”

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- Cheryl McKissack Daniel