



**LAND USE, TRANSPORTATION
AND INFRASTRUCTURE
COMMITTEE MEETING**

IMAGINE. DISCOVER. CULTIVATE.

April 16, 2019



AGENDA

Phases I & II Program Overview

- Roles and responsibilities
- Milestones
- NWC Site Plan
- Program Controls

Phase I & II Procurements & Construction Update

- Completed Procurements
- Future Procurements
- Historic Salvage

NWC Initiatives

- Workforce Update
- Campus-Wide Services

PHASES 1 & 2 | ROLES & RESPONSIBILITIES

BUILD IT



Mayor's Office of the National Western Center

- Responsible for NWC Phases 1 & 2 of Construction.
- Principal Land and Facility Owner.
- Signed 100-Year Lease with NWC Authority for management of the campus.

FILL IT



AUTHORITY

NWC Authority

- Non-profit Colorado Corporation with 100-Year Lease.
- Responsible for campus programming, bookings (*excluding 3 NWSS events*), long-term operations and maintenance.
- Guided by a 13-member Board.
- Fulfill the campus vision of the master plan.

SHOW IT



NWSS / WSSA

- 100-Year Lease with NWC Authority.
- Produces the National Western Stock Show, Rodeo All-Star Weekend and Denver County Fair.
- Books other year-round equestrian and livestock events with the NWC Authority.
- Independent parcel owner for Legacy Building.

KNOW IT

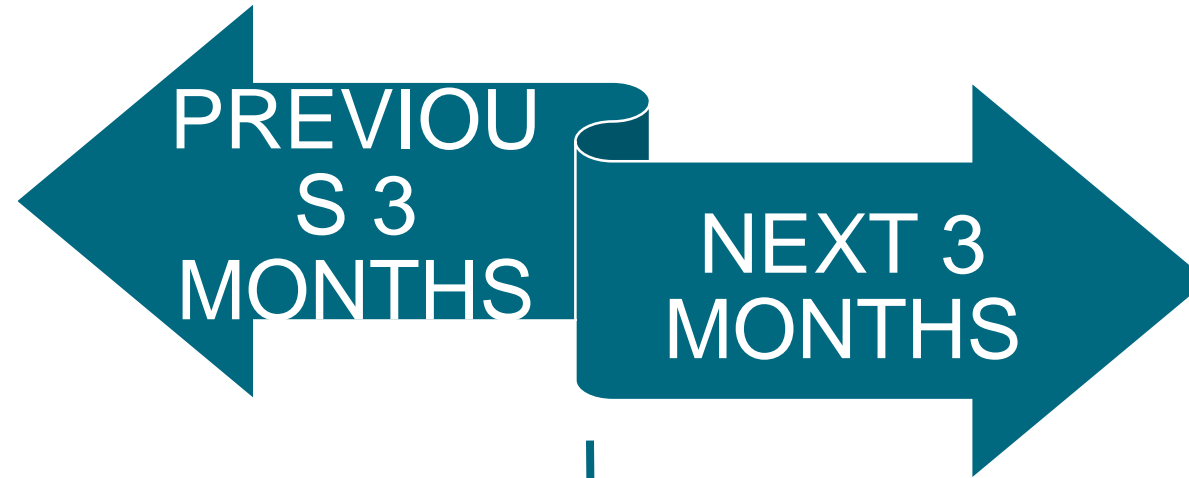


CSU

- Independent parcel owner of the funded CSU educational facilities (Water Resources Center, Animal Health Building, CSU Center).
- Provides year-round programming.



MILESTONES



- 1909 Market Feasibility Study completion
- IGA with Metro Wastewater Reclamation District
- Energy predevelopment phase
- Draft Design Standards and Guidelines
- Triangle RFQ released by PBI Office – NWCO support as Sponsoring Agency

- Phases I & II Final procurements underway
 - Equestrian Center/ Parking Garage
 - Livestock Center
- Upcoming agreements:
 - Denver Water (recycled water)
 - RTD IGA
 - Regional Tourism Act (DURA)
- Triangle SOQs due May 23rd
- Energy decision on preferred approach with NWC Authority
- Design Handbook Completed
- Groundbreaking for Horizontal Construction – April 24th



2019 STOCK SHOW



113th Annual Event
701,656 Guests

NWCO Tuff Shed





VIDEO



NWC SITE PLAN

1. RTD Transit Station
2. Brighton Blvd. – 47th to Race Court
3. South Platte Riverfront
4. New National Western Drive
5. Stock Yard/Event Center Multi-Use Space
6. Campus-Related TOB
7. New Bridges Near 48th & 51st Avenues
8. Livestock Center
9. Equestrian Center
10. CSU Animal Health Facility
11. CSU Water Resources Center
12. Maintenance & Operations Facility
13. DRIR Rail Corridor
14. WSSA Legacy Building
15. Pedestrian Bridge
16. Underground Parking



PROGRAM CONTROLS DASHBOARD: PHASES 1 & 2



NATIONAL WESTERN CENTER - PHASES 1 & 2
Program Status Report

February-2019

ACCOMPLISHMENTS	
Overview:	Horizontal :
- HSSE: 0 recordables this month	- Continued Land Acquisition
- NWC Program is on schedule, SPI is 1.00	- Updated Equestrian pad, Rail and CSU Animal Health design packages received
- NWC Program is on budget, CPI is 1.00	- Stockyard Event Center & phase 1 stockyards Pad Site procurement complete
	- Rail Consolidation procurement bids received
	- Brighton Boulevard construction continues
Program-Wide:	Vertical:
- Design standards and guidelines being reviewed	- Demolition (Saunders) WO #3: "Rail Critical" facilities nearing completion
- Continued horizontal/vertical procurements	- Demolition (Saunders) WO #4: LeMouton abatement activity on-going
- Continued regulatory planning	- Maint. & Ops Facility Designer (SEH) completed Design Development
	- Maint. & Ops Facility CM/GC (G.H. Phipps) Precon services continued
	- Stockyards & SYEC Designer (HKS) continued conceptual and Schematic Design
	- South Stockyards & SYEC CM/GC (Adolfson & Peterson); Issued Precon NTP
	- Equestrian Center Designer selected (Populous)
	- Equestrian Center CM/GC RFQ document advertised

KEY PERFORMANCE INDICATORS	
Description	
Health, Safety, Security, and Environment	Green
Cost	Green
Schedule	Green
Design	Green
Community	Green
ReNEWW	Green
Concurrent Operations	Green

Formwork for Stormwater Planter west side of Brighton, south of 48th and Brighton intersection



MAJOR CONTRACTS AND PROCUREMENT STATUS				
	Vendor	Description	Contracted Date	Amount
Contracted	Wilson & Co	Brighton Blvd Design	Dec 2016	\$ 1,050,044
	Moore Iacofano Goltsman (MIG)	Campus Placemaking	Jun 2017	\$ 5,000,000 *
	Saunders Construction LLC	Demolition and Abatement	Sep 2017	\$ 18,000,000 *
	Kiewit Infrastructure Co	Brighton Blvd Construction	Dec 2017	\$ 12,604,322
	Merrick & Company	Horizontal Design	Apr 2018	\$ 25,000,000 *
	Wilson & Co	DRIR Rail Consolidation	Apr 2018	\$ 3,000,000
	Hensel Phelps Construction	Horizontal Integrated Construction (HIC)	Jun 2018	\$ 275,000,000 *
	Short, Elliot and Hendrickson (S.E.H)	Maint. & Ops Facility - Design	Sep 2018	\$ 800,000
	HKS, Inc.	Stockyards Event Cntr / Stockyards - Design	Nov 2018	\$ 2,650,000
	G.H. Phipps	Maint. & Ops Facility - Precon	Dec 2018	\$ 15,000
In Progress	G.H Phipps	Maint. & Ops Facility- CM/GC	GMP-Q2 '19	TBD
	Adolfson & Peterson	Stockyard Event Cntr / Stockyards - Precon	Feb 2019	TBD
	Adolfson & Peterson	Stockyard Event Cntr / Stockyards - CM/GC	GMP-Q3 '19	TBD
	Adolfson & Peterson	Stockyards Event Center & South SY - CM/GC	GMP-Q3 '19	TBD
	Populous	Equestrian Center / Parking Garage - Design	Q2 2019	TBD
Projected	TBD	Equestrian Center / Parking Garage - Precon	Q2 2019	TBD
	TBD	Livestock Center - Design	Q3 2019	TBD
	TBD	Livestock Center - Precon	Q4 2019	TBD

* Capacity

BUDGET, COMMITMENTS, AND COST by Project WBS				PROGRESS/PERFORMANCE		
Portfolio /Project WBS	Program To Date			Percent Complete	CPI	SPI
	Budget	Commitment	Cost			
Planning and Design Studies	5,750,000	5,229,106	4,281,135	97.1%	1.00	1.00
Horizontal	382,304,330	213,579,767	184,993,037	51.1%	1.00	1.00
Vertical	307,399,603	14,434,732	3,042,474	2.3%	1.00	1.00
Program Wide	78,503,756	21,213,351	15,749,291	33.6%	1.00	1.00
Total Program	773,957,689	254,456,955	208,065,937	28.4%	1.00	1.00



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PROCUREMENT & CONSTRUCTION UPDATE



COMPLETED PROCUREMENTS

<p>Campus Placemaking</p> <p>MIG, Inc.</p> <ul style="list-style-type: none"> • Design • M/WBE Goal of 24% 	<p>Integrated Demolition</p> <p>Saunders Construction</p> <ul style="list-style-type: none"> • Integrated Demolition • M/WBE Goal of 18% 	<p>Brighton Boulevard - 3</p> <p>Kiewit / Hamon</p> <ul style="list-style-type: none"> • Integrated Construction • M/WBE Goal of 14% 	<p>Maintenance & Ops</p> <p>SEH, Inc.</p> <ul style="list-style-type: none"> • Design • M/WBE Goal of 30% 	<p>Maintenance & Ops</p> <p>GH Phipps</p> <ul style="list-style-type: none"> • CM/GC • M/WBE Goal of 28%
<p>DRIR Railroad</p> <p>Wilson & Company</p> <ul style="list-style-type: none"> • Design • M/WBE Goal of 14% 	<p>Horizontal Portfolio</p> <p>Merrick & Company</p> <ul style="list-style-type: none"> • Design • M/WBE Goal of 23% 	<p>Horizontal Integrated</p> <p>Hensel Phelps</p> <ul style="list-style-type: none"> • Integrated Construction • M/WBE Goals - work order 	<p>Stock Yards / Event Ctr.</p> <p>HKS</p> <ul style="list-style-type: none"> • Design • M/WBE Goal of 30% 	<p>Stock Yards / Event Ctr.</p> <p>Adolfson and Peterson</p> <ul style="list-style-type: none"> • CM/GC • M/WBE Goal of 17%
<p>Equestrian Center & Parking Garage</p> <p>Populous</p> <ul style="list-style-type: none"> • Design • M/WBE Goal of 24% 	<p>Equestrian Center & Parking Garage</p> <p>Active Procurement</p> <ul style="list-style-type: none"> • CM/GC • M/WBE Goal of 20% 	<p>Campus District Energy</p> <p>EAS Partners</p> <ul style="list-style-type: none"> • Active Procurement in the Predevelopment Phase 		



FUTURE PROCUREMENTS

Equestrian Center & Parking Garage

CM/GC

RFQ: Active
M/WBE Goal of 20%

Separate Design & Construction contracts for the Equestrian Center and Parking Garage, including:

- 4,500 Seat Event Center
- 500 Equestrian Show Arena
- 700-800 stall Horse Barn
- Two Paddocks and Covered Open-Air Warm Up areas
- 1,050 car Parking Garage

Livestock Center

DESIGN

RFQ: Mid 2019
Est. RFP: Mid-late 2019

CM/GC

RFQ: Mid-late 2019
Est. RFP: Mid-late 2019

Separate Design & Construction contracts for the Livestock Center including:

- 3000 seat (expandable to 5000 seats) Stadium Arena
- 700 seat Auction Arena
- 200,000 s.f. Livestock Hall
- Multi-Use and flexible spaces



HISTORIC SALVAGE UPDATE

- The iconic stockyards have been a long-running land use and main stay of the National Western Stock Show since 1906.
- NWCO is salvaging metal hardware, wood, bricks, water troughs and associated infrastructure to be reintegrated into the future campus.
- These materials have been catalogued and stored and will be made available to architects, designers and artists for use within the public spaces and common areas.



BEFORE



AFTER





WORKFORCE UPDATE



NWC WORKFORCE INITIATI

- Increase awareness, outreach, training and employment for people from economically disadvantaged areas and populations.
- Diversify and connect businesses competing for government contracts.



¹Division of Small Business Opportunity

²Business Equity Leadership Team



DIVISION OF SMALL BUSINESS OPPORTUNITY (DSBO)

Accomplishments

- Held 5 Industry Forums to share program information and connect industry partners with DSBO.
- Developed exit surveys including opportunity for feedback, suggestions, and to better understand interest and reach.
- Piloted project level analysis for DSBO staff, to inform goal analysis.



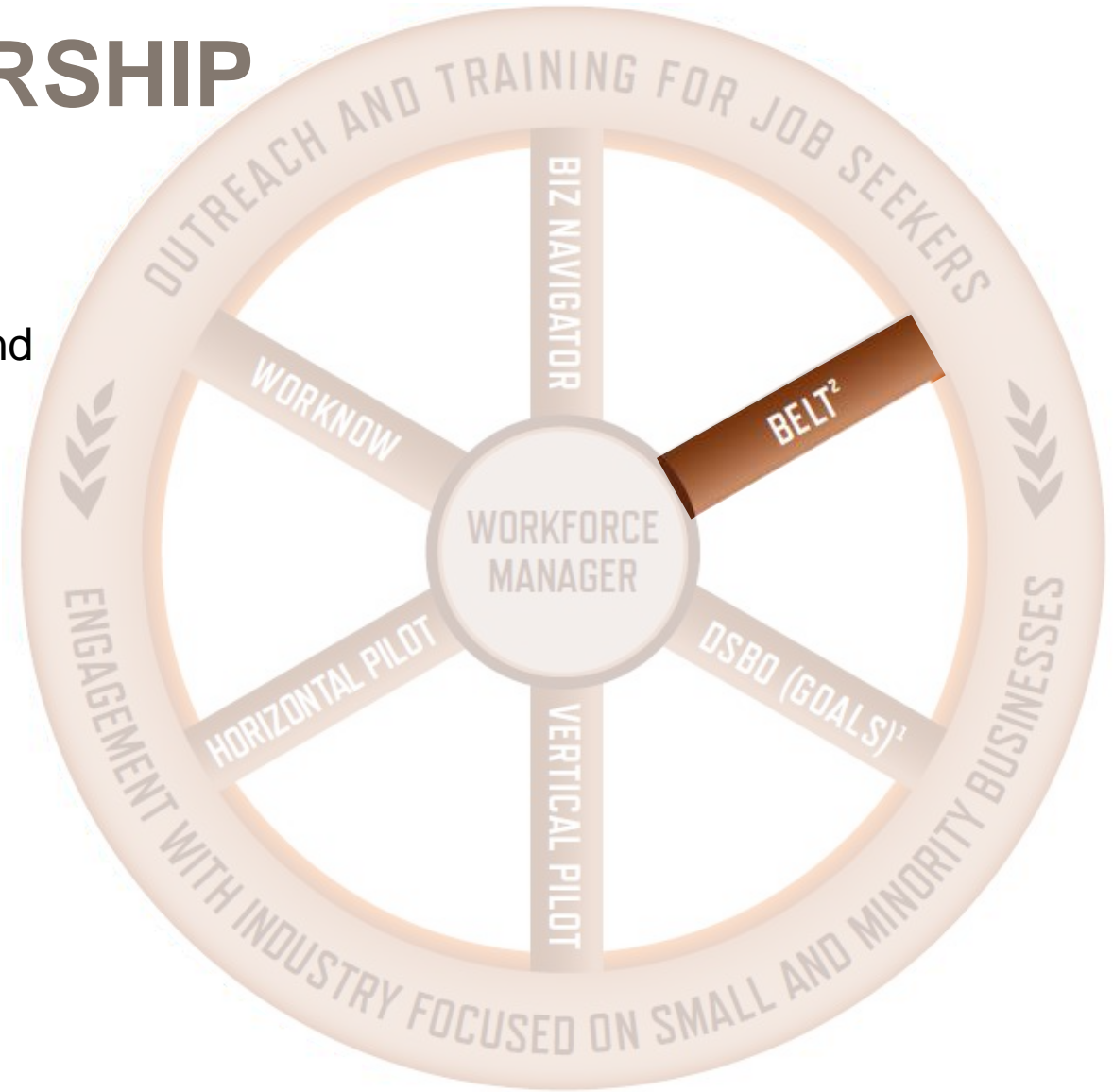
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BUSINESS EQUITY LEADERSHIP TEAM (BELT)

- NWC member of BELT
- BELT is a citywide team formed to develop programs and processes that support small, minority and women-owned businesses.
- BELT members:
 - Arts & Venues
 - Denver International Airport
 - Denver Economic Development & Opportunity
 - Denver Parks & Recreation
 - Elevate Denver Bond Program
 - Department of General Services
 - Denver Public Works



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BUSINESS NAVIGATOR

- To coordinate NWC campus business and industry opportunities across multiple partners:
 - CCD
 - WSSA
 - CSU
 - NWC Authority
- Strategic Outreach & Communications
 - Point of contact for all businesses
 - Office hours
- Ombudsman
 - Point of contact for M/WBE for any issues or problems
- Supportive Services and Capacity Building
 - Refer and connect businesses to support services



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WORKNOW UPDATE

City's first program to contract with WORKNOW as a project partner

WORKNOW to provide:

- Delivery of general project partner services
 - Minimum 15 outreach services per year
 - Career navigation and worker support services
- Training to support NWC vertical construction (9 trainings/courses per year)
- On-site bi-lingual navigator (minimum 6 hours monthly / 12 site visits) to connect with WORKNOW services
- Annual performance report



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HORIZONTAL INTEGRATED CONTRACT (HIC)

Pilot workforce program to develop new outreach and training opportunities for job seekers from economically disadvantaged areas and populations. Proposed workforce plans were part of contract scoring and selection.

- Contract Type
 - Integrated Construction Contract
- Contract Capacity
 - Task Order and Work Order-Based
- Contract Capacity: \$275 Million
- M/WBE
 - Goals will be assigned to each Type 2 and Type 3 Work Order
- Contract Duration:
 - Initial five (5) year duration, (2) year possible extension



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HORIZONTAL INTEGRATED CONTRACT (HIC) WORKFORCE PILOT PROGRAM - UPDATE

Workforce Team – 2 people / 40 hours total

- ⊗ Administrator (data)
- ⊗ Coordinator (outreach)

Complex issue of reporting:

- ⊗ Veterans
- ⊗ Individuals formerly associated with the criminal justice system

Reporting – Q1 2019 due April 30, 2019



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VERTICAL APPRENTICESH PILOT PROGRAM

Overall Apprenticeship Requirement

- 15% of construction hours performed by apprentices in registered apprenticeship programs.

Targeted Category Requirement

- 25% of the Overall Apprenticeship Requirement performed by Colorado residents who reside in Targeted Areas or are from Targeted Populations.

First Year Apprentice Requirement

- 25% of the Overall Apprenticeship Requirement performed by first year apprentices in registered apprenticeship programs.

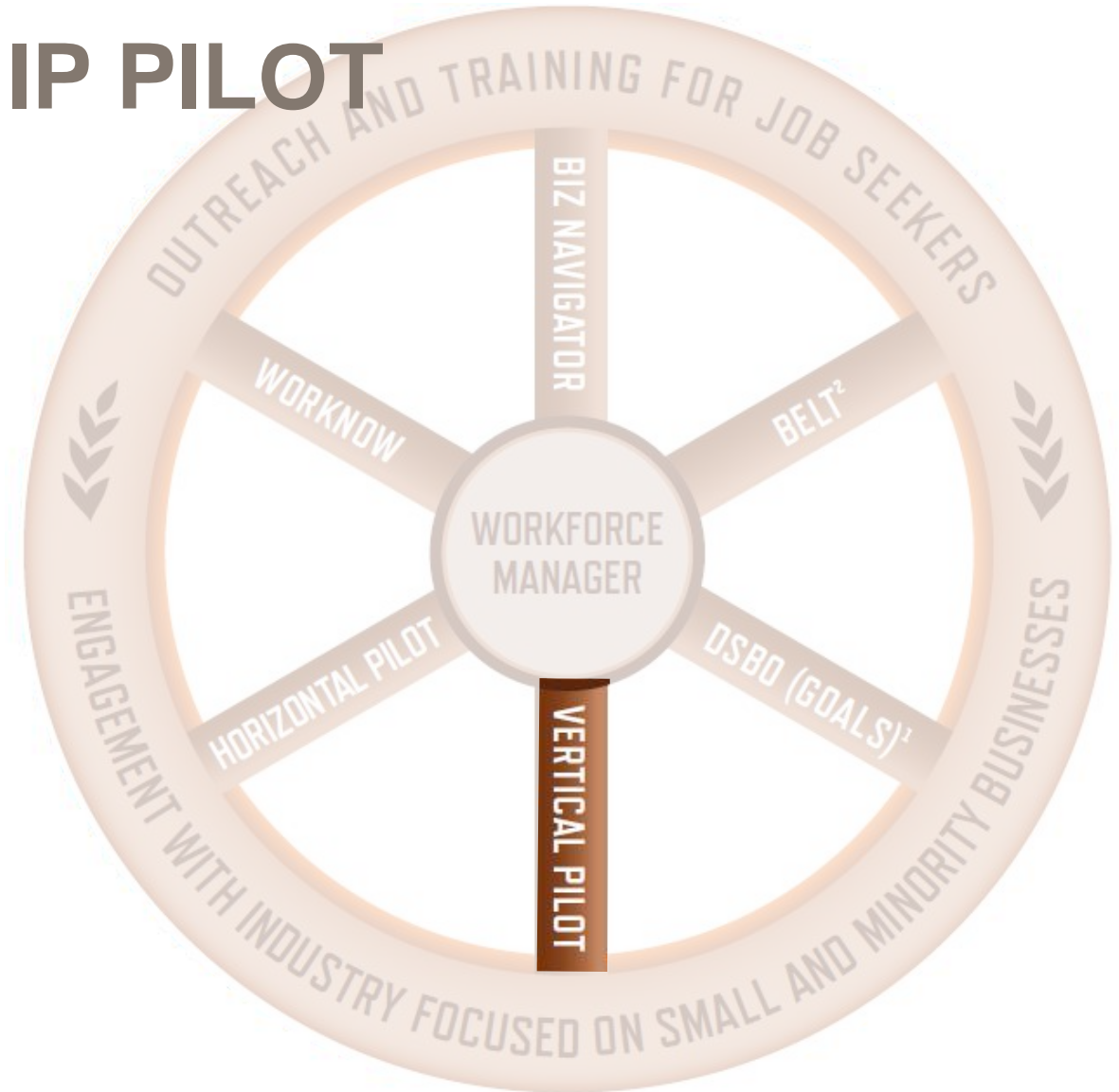


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VERTICAL APPRENTICESHIP PILOT PROGRAM - UPDATE

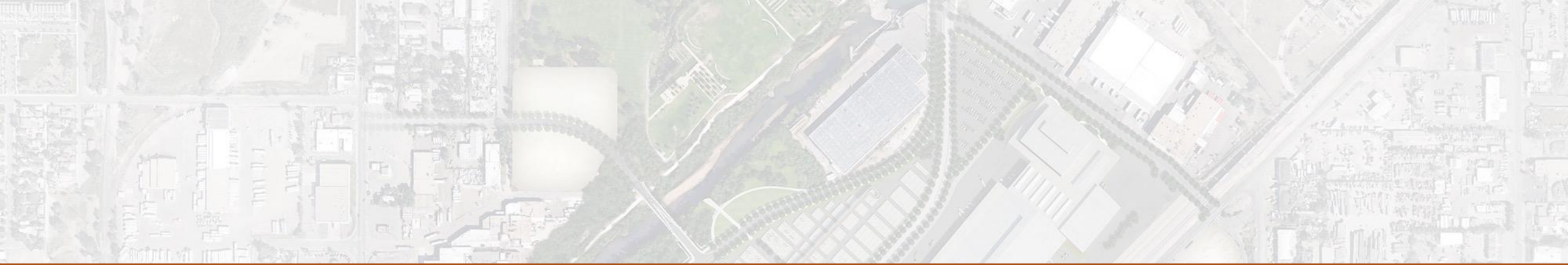
- Equestrian & Parking Garage
 - CM/GC
 - RFQ – Active Procurement
 - 20% Goal
- Livestock Center
 - Design
 - RFQ: mid 2019
 - CM/GC
 - RFQ – mid-late 2019
 - RFP – mid-late 2019



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CAMPUS-WIDE SERVICES



CAMPUS-WIDE SERVICES

- The vision of the NWC campus is to have a consistent set of services to enable a seamless experience and operational efficiencies.
- NWC Framework Agreement describes campus-wide services and identifies examples.
- NWCO working with the Authority to identify and advance campus-wide service opportunities, focusing construction.



CAMPUS-WIDE SERVICES



ENERGY & WATER

INITIATIVE

Campus Energy
Predevelopment Phase

PARTNERSHIPS

Xcel Energy
Metro Wastewater
Denver Water



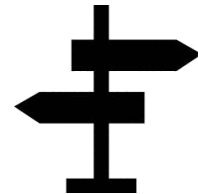
CONCESSIONS (FOOD, BEVERAGE & MERCHANDISING)

Strategy in development based on an analysis of various service implementation options.



INFORMATION TECHNOLOGY & SECURITY

*Trunk infrastructure design. Potential RFI in mid 2019.
Draft security master plan in review*



OUTDOOR MEDIA ADVERTISING

*Coordinate with Community Planning and Development and Authority to determine timing of future district sign plan.
Potential RFI in late 2019*



SOLID WASTE

Solid waste master plan to be completed in mid-2019.





THANK YOU!