



GREAT HALL COMPLETION PROGRAM BIZ COMMITTEE UPDATE

KIM DAY, CHIEF EXECUTIVE OFFICER
CRISTAL TORRES DEHERRERA, EXECUTIVE VICE PRESIDENT / CHIEF OF STAFF
MICHAEL SHEEHAN, SENIOR VICE PRESIDENT

NOVEMBER 6, 2019

- **Project Status Update & Key Milestones Achieved to Date**
 - Overview of completion efforts to date & milestones
 - Immediate next steps
- **Contracting Process Overview**
 - Competitive selection process
 - Outreach to certified firms & certified firm utilization
- **Selected Contractors for City Council Review & Approval**
 - Project team structure
 - Professional services: LS Gallegos contract amendment
 - Program management team: Jacobs contract amendment
 - Lead design vendor: Stantec contract amendment
 - Central Monitoring Facility: Gilmore Construction contract amendment
 - Interim support: Sky Blue Builders contract amendment & Hensel Phelps

GREAT HALL SNAPSHOT

- Great Hall Partners (GHP) must vacate site by Nov. 12
- DEN will control, operate and maintain everything, including concessions
- Will deliver the project within the original design and construction budget of \$770M (including contingency) and faster than GHP's projections
- DEN has completed its procurement and selected contractors to help DEN complete the Great Hall – *pending City Council approval*



KEY DRIVERS

- Moving security from Level 5 to Level 6
- Developing capacity that we need for our growing airlines
- Enhancing ticket lobbies
- Updating escalators, elevators, restrooms, ticketing and screening technology



COMPLETION EFFORTS

- Created a steering committee and subcommittees to oversee transition:
 - Great Hall completion team – lining up and procuring new team
 - Project scope review – working with airlines to refine the design
 - Property/concessions – tailoring retail/food program to better serve passengers
 - Customer service – focusing on passengers during and post construction
 - Communications – transparently and timely notifying public/stakeholders of developments
- Closing out development agreement
 - Claim review – resolving and closing out GHP claim
 - Financial/accounting – looking at close out costs and future construction

COMPLETION EFFORTS CONTINUED



- Rating Agencies reaffirmed DEN's rating post termination announcement
 - Moody's upgraded DEN's outlook from stable to positive
 - Fitch reaffirmed DEN's recently upgraded rating
 - Estimating that the termination payment will be in the range of \$170-210M
 - Return on Investment + Net Lender Liability + Contract Breakage Costs
- Enhanced Passenger Assistance:
 - Installing a "yellow brick road" to help passengers better navigate the terminal through the construction
 - Deploying additional staff to guide passengers
- Improving Condition of Terminal
 - Customer Service team regularly walking through terminal to ensure it is clean and in an improved working order
- Ongoing conversations with Airlines about project delivery



KEY MILESTONES ACHIEVED TO DATE

- **Select Program Management Team**
 - Target: Fall 2019
 - Selected: September 2019
- **Utilize On-Call SBE/MBE Contract to Complete Phase 1 Central Monitoring Facility (CMF) Construction work**
 - Target: September 2019
 - Selected: September 2019
- **Select Lead Design Vendor**
 - Target: October 2019
 - Selected: October 2019
- **Select General Contractor(s) and Construction Manager(s)**
 - Target: Fall 2019
 - Selected: October 2019

IMMEDIATE NEXT STEPS

- Inspect all completed work, inventory, and procured equipment
- Reconcile open permits
- Ensure receipt of all handoff materials by contract termination date: ***November 12, 2019***
- Continue outreach to existing subconsultants and subcontractors to inform and reengage them in the project moving forward (emphasis on certified firms)
- Develop a design and construction plan that can be delivered within original design & construction budget and completed in 2024



COMPETITIVE SELECTION PROCESS

- Solicited proposals from existing contractors who are already mobilized at DEN
- Received responses from three proposers for each opportunity
- Selection Panel comprised of DEN, airline rep, DSBO and Commerce Hub
- Selection Panel interviewed all proposers prior to making selections
- Key areas of focus included:
 - Mobilization plan / key personnel availability / expertise & understanding of how to complete the project in a recovery situation in an airport environment
 - M/WBE & small business utilization
 - Communication / coordination with airport stakeholders
 - Transparency / accountability

OUTREACH TO CERTIFIED BUSINESSES



- August 13, 2019: Contacted M/WBE and other key subconsultants and subcontractors to convey DEN will make their best efforts to reengage them in the project moving forward
- September 13, 2019: Conducted professional services meet-and-greet to connect prospective certified firms with lead design proposers for teaming opportunities
- September 17, 2019: Emailed certified firms information about the project's procurement process, upcoming opportunities and proposer's contact info
- Ongoing: Performing direct calls and outreach efforts to certified vendors who express interest in potential opportunities



CERTIFIED FIRM UTILIZATION

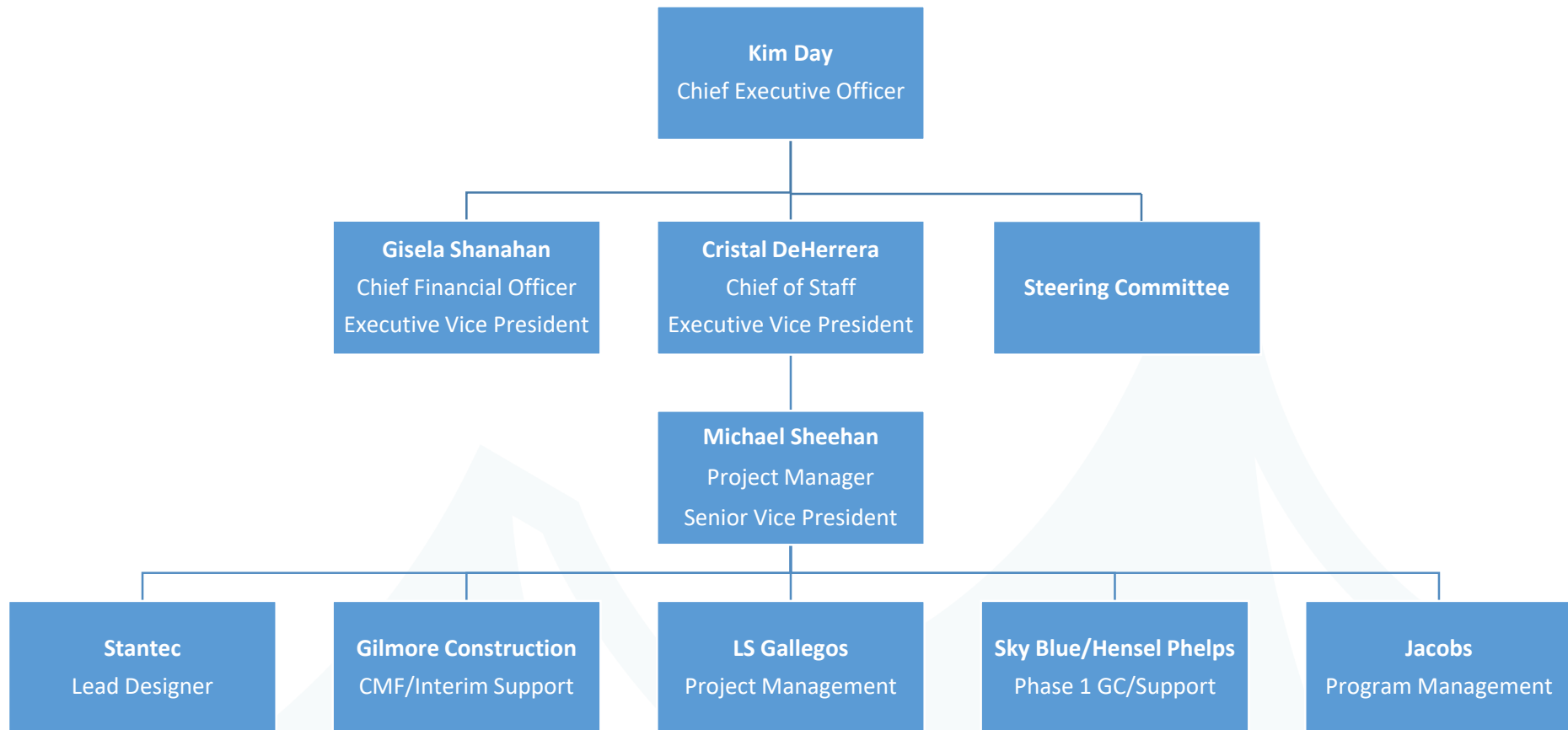
- Half of selected prime contractors are certified firms (LS Gallegos, Gilmore and Sky Blue)
- Contractors to work with DSBO and DEN to create small business compliance and utilization plans to help cultivate and grow M/WBE & small businesses:
 - Contract packaging for greater certified participation
 - Targeted small business & M/WBE outreach and communication strategy
- Stantec and Hensel Phelps committed to piloting a new mentor/protege program with DSBO and DEN
- Project dashboard to illustrate current certified firm utilization for full public transparency. Compliance reporting to include M/WBE utilization projections.
- Unprecedented emphasis on small business utilization in selection process:
 - One third of interview panel focused on small business participation
 - Quarter of interview time dedicated to contractor's utilization efforts

CONTRACTS FOR CITY COUNCIL APPROVAL




- Professional services: LS Gallegos contract amendment
- Program management team: Jacobs contract amendment
- Lead design vendor: Stantec contract amendment
- Central Monitoring Facility: Gilmore Construction contract amendment
- Interim support: Sky Blue Builders contract amendment & Hensel Phelps

PROJECT TEAM STRUCTURE



PROFESSIONAL SERVICES: LS GALLEGOS* CONTRACT AMENDMENT

- Business case and scope of work:
 - Complete administrative tasks to facilitate successful developer handoff
 - Provide planning and reporting expertise to DEN project teams and PMT
 - Assist in document control, quality assurance, performance measurement, stakeholder engagement, and facility assessment
- M/WBE participation:
 - Goal: 56%
 - Commitment: 56%A large, dark blue arrow points from the M/WBE participation section to a box detailing certified sub utilization.
 - Contracting terms and capacity:
 - \$15 million increase; \$28 million new contract total
 - Extend DEN contract through December 2024

CERTIFIED SUB UTILIZATION:
CMTS, LLC
Communication Infrastructure Group
Shrewsbury & Associates, LLC
Civil Technology, Inc.

**Certified Minority/Women Business Enterprise (M/WBE)*

PROGRAM MANAGEMENT STRUCTURE: JACOBS CONTRACT AMENDMENT



- Business case and scope of work:
 - Assess current state and identify immediate steps required to complete phase 1
 - Develop a transparent project dashboard and implement project controls
 - Provide staff augmentation and organizational management expertise
 - Develop and estimate project costs and schedule for phase 1 completion
- M/WBE participation:
 - Goal: 20%
 - Commitment: 20%
- Contracting terms and capacity:
 - \$49 million increase; \$52 million new contract total
 - Extend DEN contract through December 2024



CERTIFIED SUB UTILIZATION:

CMTS, LLC
Civil Technology, Inc.
J.A. Watts, Inc.

LEAD DESIGN VENDOR: STANTEC CONTRACT AMENDMENT

- Business case & scope of work:
 - Reassess project design for phase 1 completion
 - Evaluate design feasibility for subsequent phases
 - Identify cost saving opportunity for phase 1 completion
 - Four pronged approach: attitude, organization, innovation, execution
- M/WBE participation:
 - Goal: 19%
 - Commitment: 35%
- Contracting terms and capacity:
 - \$32 million increase; \$33.125 million new contract total
 - Extend DEN contract through December 2024

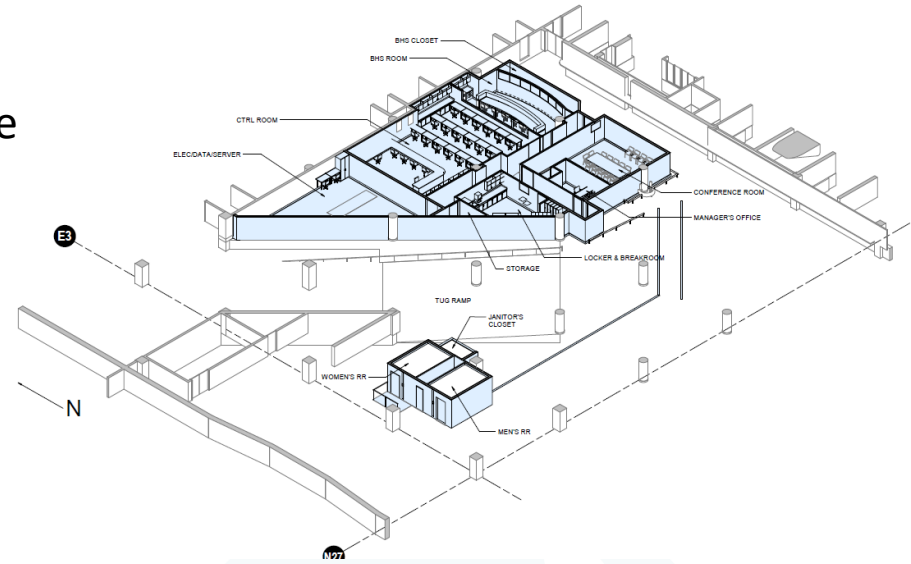


CERTIFIED SUB UTILIZATION:

CE Group
Corey Electrical Engineering, Inc.
Entitlement & Engineering Solutions
Group 14 Engineering, PBC
Integral Engineering Company
K2 Audio
PK Group (SBE)
RNN Architects
San Engineering, LLC
Studio Completiva, Inc
SynEnergy
Zann & Associates, Inc.

CMF COMPLETION: GILMORE* CONTRACT AMENDMENT

- Business case & scope of work:
 - Oversee the completion of the CMF, the “brain of TSA”
 - Developer handoff coordination
- M/WBE participation:
 - Goals: SBE 15%
 - Commitment: SBE 15%
- Contracting terms and capacity:
 - \$20 million increase; \$23 million new contract total
 - Extend DEN contract through December 2024



CERTIFIED SUB UTILIZATION:
Gorilla Demolition
Trujillo Painting and Glazing
Intermountain Electric (SBE)

*Certified Minority/Women Business Enterprise (M/WBE)

INTERIM SUPPORT: SKY BLUE* CONTRACT AMENDMENT

- Business case & scope of work:
 - Provide site support to ensure field integrity between developer handoff and mobilization period
 - Hensel Phelps will be a part of this team and assist Sky Blue in site support through enabling of site mobilization
- M/WBE participation:
 - Goals: SBE 15%
 - Commitment: SBE 15%
- Contracting terms and capacity:
 - \$20 million increase; \$23 million new contract total
 - Extend DEN contract through December 2024

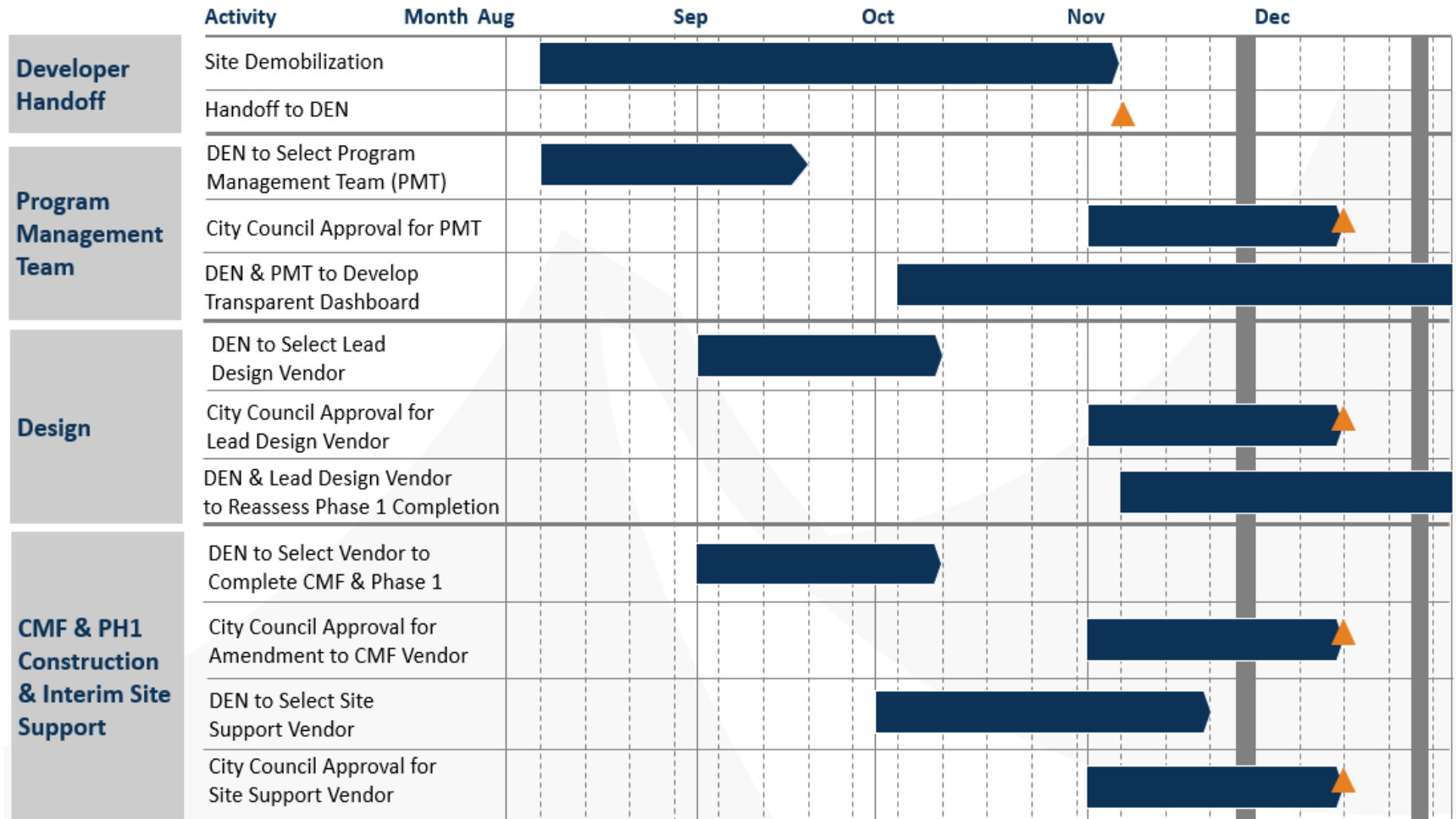


CERTIFIED SUB UTILIZATION:

St. Andrews
Servitech
Premier Services
Legacy Traffic Management
LEI Companies
Four Star Drywall
Martinez & Associates
Diamond Fire
Diamond Plumbing
JF Sato & Associates
Loya Construction
Chacon's Construction and Transport

**Certified Minority/Women Business Enterprise (M/WBE)*

2019 WORK PLAN



DENVER INTERNATIONAL AIRPORT

