



CONCOURSE PROGRAM

Contract Amendments

May 4, 2020

CAPITAL PROGRAM OVERVIEW



- **DEN's original plan based on five year \$3.5 Billion program (2018-2022)**
 - Long-term planning cycle with five year funding intervals
 - Updated annually as cost estimates and industry trends become more certain
 - In 2018, DEN issued \$2.1 Billion in bonds for initial funding
 - Funds must be used for capital projects
 - Costs cannot be recovered from airlines until projects are complete
- **Revised plan updated for years 2020-2022 due to COVID-19 impacts**
 - Reflects completing projects currently under construction, meeting safety/security/regulatory requirements and replacing obsolete systems
 - Deferring lower priority projects to later years (2023 and later)
 - Consolidating multi-year programs to modernize and replace aging facilities while traffic levels are low
- **DEN's capital plan continues to remain flexible as traffic fluctuates**
 - Projects can be placed on hold, modified or delivery timeframe adjusted

- Jeppesen Terminal
 - Baggage projects continue as planned
 - Checked Baggage Resolution Area and Level 5.5
 - Great Hall spending adjusted for 2018-2022 to reflect extended delivery date
- Landside Areas
 - Pena Boulevard and parking projects temporarily suspended to evaluate scope and timing as a result of COVID-19 traffic impact
- DEN Real Estate
 - Revised land development plan reduces infrastructure investment requirement
- Concourses A, B, C
 - Gate expansion continues based on airline discussions and contracts
 - Multi-year work to renew existing facilities consolidated in 2020-2022
 - Renewal of bathrooms, conveyances, hold-rooms, signage, ramp replacement, etc.

PROGRAM – RECAP



- In 2017, Council approved a \$1.5 billion gate expansion program
 - Addresses capacity constraints
 - Estimated completion in early 2022
- Scope of work includes design and construction of 39 new gates
 - Airline contracts for new gates were not in place at outset of program
 - Airline relocation, support space and renewal of existing concourse facilities not included as part of the original scope
 - United and Southwest signed Use & Lease Agreements in early 2020 for new gates
- Program remains on-time and on budget
- On track to meet MWBE goals

DELIVERY TEAMS



- Established two teams to leverage efficiencies by splitting work between East and West concourse areas
 - Contracts are task based allowing for maximum flexibility in delivery with work included in each task order evaluated before issuance
- Construction Manager at Risk (CMAR)
 - Holder–FCI Joint Venture (B & C East)
 - Turner–Flatiron Joint Venture (A & B West)
- Designer
 - Jacobs (B & C East)
 - HNTB (A & B West)
- DEN Program Management Team
 - WSP

125 MWBE PARTNERS



5280 Staffing Solutions	Diversified Underground	JCOR Mechanical	Premisys Support Group
A+ Waterproofing	Division 7	JKS	Pynergy
Absolute Promo	Doss Technical	JM Bangart	Quality Linings & Painting
Advanced Professional Security	Elevation Fire Protection	Jorgensen Construction	Ralph Martinez Trucking
AEGIS	Entitlement and Engineering Solutions, Inc.	JP Meyer Trucking	Ramco Trucking
Aggregate Logistics	Environmental Logistics	Kenko	Reliant Energy Systems
AIM High Equipment	FHF Construction	Killebrew Killebrew, Inc.	RI-KY
ALCAM	Flawless Steel Welding	KLOK Group	RMK Electric
Allstate Sweeping	Foothills Environmental	Latcon Corp	RNR Creative Enterprises
Ambient	Ford Audio-Video	Legacy Traffic Management	Rocky Mountain Blueprint
American Industrial & Construction Supply	Fountaine Design Group	LEI	Rocky Mountain Empire Electric
American Sign and Striping	Fourstar Drywall	Lobato	San Engineering, LLC
Ammex Masonry	Frankly Lighting	Lobato Construcion	Schlosser Signs
Architectural Aluminum Fabricators	Gallun Snow Associates, Inc.	LS Gallego & Associates, Inc.	Servitech
Atlas Insulation	Gary Leimer	M1 Mechanical Inc.	Sky Blue Builders
B&R Project Management	Gilmore Construction Corporation	Maintenance Resources	Smith Environmental
Bedrock Excavating	Gorilla Demolition	Marquez and Son Trucking, Inc.	Smittick
Brekhaus Tile & Stone	Grace Steel and Fabrication	Martinez Fire Protection	Smoky Hill Engineering
Burgess Services	Gray Insulation & Fabrication	Maximum Civil Construction	Solutuions Mechanical
Calabrese Trucking	Group14 Engineering, PBC	Maxx Impact	Sorella Group
Castillo Architects	Gus Inc	MBR Electrical, Inc.	St Andrews Construction Services
Chacon Construction & Transport	Harvey Contractors DBA American Striping	North Western Electrical	Standard Mechanical
Chavez Material	HCL Engineering & Survey	NPW Contracting	SynEnergy LLC
Classic Metals	Hillen	OPXL	The Samuels Group
Cole Construcion	Hot Shot Supply	P&H Equipment	Three Sixty Engineering, Inc.
Colorado Safety Supply	HP Construction	Pacific Air Incorporated	Tom Calabrese
Connico Incorporated	Hudspeth & Associates	Perfecto Archuleta	Trujillo Special Coating
Construction Supply Services	IME	Phoenix Masonry	UPM Mechanical
Corey Electric Engineering	Infinity Solutions	Pinyon Environmental	Vine Laboratories
Denver Test and Balance	JA Hall	Piper Communication Services	William D. Hillen
Denver Waterproofing	JAF Concessions	PK Electrical, Inc.	ZANN
Diamond Plumbing			

COVID-19 WORKER PROTECTIONS



- Social Distancing
 - Office staff working remotely
 - Staggered work start times for crews
 - Reduced busing capacity
 - Capacity limited at meetings, virtual meetings, etc.
 - Issued face coverings for all employees
- Implemented daily temperature checks at employee entry portal
- Regular, robust cleaning
- Site-specific reporting procedures following CDC, State, & local guidance
- Regular safety presentations on COVID-19
- Construction site closures as warranted

CONTRACT AMENDMENTS



- Existing contracts will be amended
- Phase II estimated cost range: \$425–\$560 Million
 - Construction:
 - Turner–Flatiron JV from \$700M to \$940M
 - Holder–FCI JV from \$655M to \$920M
 - Design:
 - Jacobs from \$65M to \$85M
 - HNTB from \$65M to \$85M
 - Program management services
 - WSP USA from \$45M to \$60M
- Amendments reflect maximum contract capacity
 - Facilitates DEN awarding work to best contractor for each task
 - Contracts are task order based allowing DEN flexibility and requirements set only on a phase by phase basis

SCOPE OVERVIEW



- Approach was developed with airline input
- Activates the delivery of new gates and renewal of existing facilities
- Opportunity exists for flexible approach to capture efficiencies due to lower traffic levels as a result of the COVID-19 pandemic utilizing existing bond proceeds
 - Leverages current deployment of contractors on site
 - Accelerates delivery
 - Reduces overall costs
 - Increases opportunities for MWBE participation
 - Supports job retention and creation
 - Allows for individual capital projects to be delivered programmatically
 - Work can be completed with minimal disruption to airline operations and passengers while traffic levels are low

SCOPE COMPONENTS



- Includes:
 - Airline relocation to new gate assignments
 - Completion of associated airline support space
 - Development of design and standards for renewal of existing concourses
 - Items include restrooms, conveyances, wayfinding, hold-rooms, concessions, and commuter facilities
 - Includes option for construction of renewal items
 - Items were previously scheduled to be delivered as individual projects
 - In pre-COVID environment, work required multi-year phasing to avoid disruption to airline operations and passengers
 - Results in higher cost and longer delivery time
 - New approach packages work into existing gate expansion program
 - Lower traffic levels allow work to be completed with minimal disruption
 - Lower cost by leveraging mobilization of existing contract team and efficient construction environment

RENEWAL WORK – EXAMPLES



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