



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

FEBRUARY 5, 2020

AGENDA

- Preparing DEN for next 25 years
- Project status update & key milestones achieved to date
 - Project snapshot
 - Enhanced customer service and prioritizing transparency
 - Overview of completion efforts to date
 - Immediate next steps
- Contracting process overview
 - Competitive selection process
 - Outreach to certified firms & certified firm utilization
- Contract for city council review & approval
 - Phase 1 completion: Hensel Phelps
 - Pilot workforce development plan
 - Phase 1 milestones

PREPARING DEN FOR THE NEXT 25 YEARS



GREAT HALL PROJECT UPDATE



GREAT HALL COMPLETION SNAPSHOT

- If Hensel Phelps contract approved by Council, construction starts in March
- Expect to release new project schedule and scope this summer
- Anticipate closing out termination payment with Great Hall Partners by end of Q1
- Phase 1 operationally ready in 2021



ENHANCED CUSTOMER SERVICE EFFORTS



- Improving the customer experience while making navigation easier
 - Focus on janitorial services to make the terminal cleaner
 - Terminal-wide walks to examine areas to improve
 - Customer service staff and ambassador volunteers at key locations /more hours
 - Directional floor decals
 - Removed sign clutter – 29 signs
 - New overhead signs
- Created Passenger Assistance Program



PRIORITIZING TRANSPARENCY



- Monthly Great Hall newsletter
- Community outreach
 - DEN Talks & Tours
 - Organizing a quarterly community update
- Public facing Phase 1 project dashboard on www.flydenver.com this spring
- City Council updates
 - Phase 1 milestone updates at committee
 - Briefings & site tours to track progress
 - Information for council newsletters



OUR FOCUS THESE PAST 3 MONTHS

- Creating a cohesive and integrated project delivery team
- Aligning team around shared values and project drivers
- Completing deep dive review of project status
- Optimizing project value
- Delivering an iconic project to improve security and allow airline partners continue to grow, while ensuring a better and more efficient passenger experience

COMPLETION EFFORTS TO DATE



- Work completed or currently underway
 - Site fully assessed for safety
 - Additional safety measures put in place
 - Winterizing in Phase 1 concluding this month
 - All materials on- and off-site are inventoried and documented
 - All mechanical, electrical and plumbing fixtures have been assessed
 - All original design and construction submittals are being reviewed to determine the status of the work
 - Original scope of work, initial requirements and designs are being reviewed and evaluated

IMMEDIATE NEXT STEPS

- Demolition resumes in February
- Construction begins in March
 - Installing steel for new airline ticketing area
- Installing taller walls on the bridge overlooking construction to increase safety for passengers and workers
 - Includes observation windows to view construction progress
- Continuing project design evaluation and evaluating scope for cost saving opportunities
- Ongoing work with small and M/WBE's about ways to engage in project opportunities

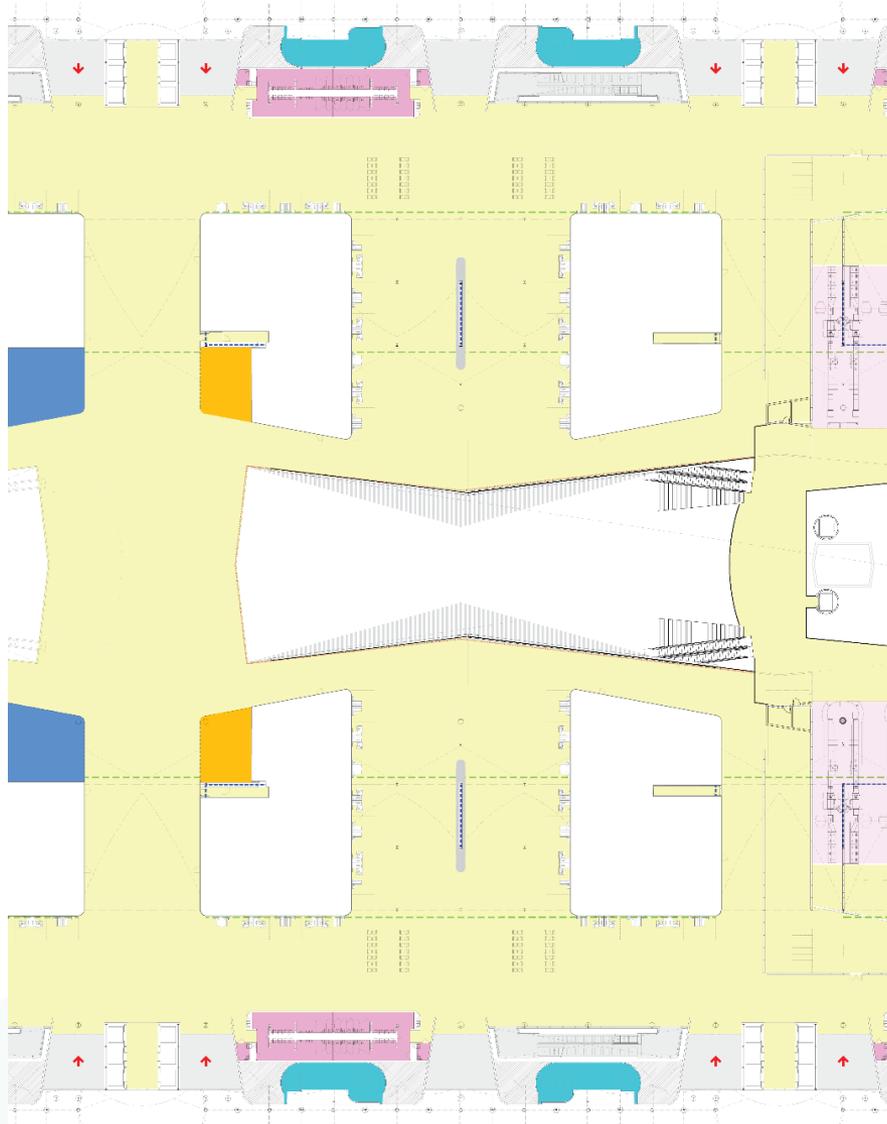
We are committed to getting this right.

WORK TO BE COMPLETED IN PHASE 1

- Expand Level 6 ticketing check-in area and constructing new airline ticket counters
- Widen the balconies to make room for passengers to access the future Level 6 TSA security checkpoint
- Upgrade and modernize the escalators
- Add new restrooms (two on west side, two on east side)
- Refresh finishes



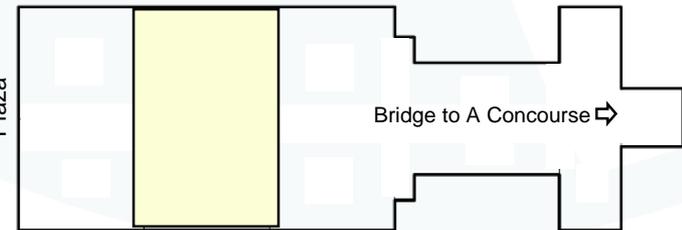
TERMINAL 6th FLOOR – PHASE 1



KEY PLAN



Plaza





- Solicited proposals from existing contractors who are already mobilized at DEN
- Received responses from three proposers
- Selection Panel comprised of DEN, airline rep, DSBO and Commerce Hub
- Interviewed all proposers before 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

HENSEL PHELPS CONTRACT SUMMARY



- Business case and scope of work:
 - Phase 1 Construction Services
 - Preconstruction Services for Future Phases
 - Construction Site Safety Responsibility
 - Subcontractor Coordination
 - Coordinating construction schedule with DEN
- Contracting terms and capacity:
 - \$195 million total contract capacity
 - Contract term March 2020 through December 2021
 - All savings revert to DEN

HENSEL PHELPS CONTRACT SUMMARY CONT.



- Third party expert to review and validate schedule and budget
- Liquidated damages for failure to meet certain contract milestones, including:
 - Ticketing pods steel completion
 - Ticketing pods completion
 - Commissioning completion
 - Substantial completion
- M/WBE participation:
 - M/WBE Goal: 18%
- Workforce Development Pilot Plan to attain targeted category business utilization

HENSEL PHELPS CERTIFIED FIRM UTILIZATION



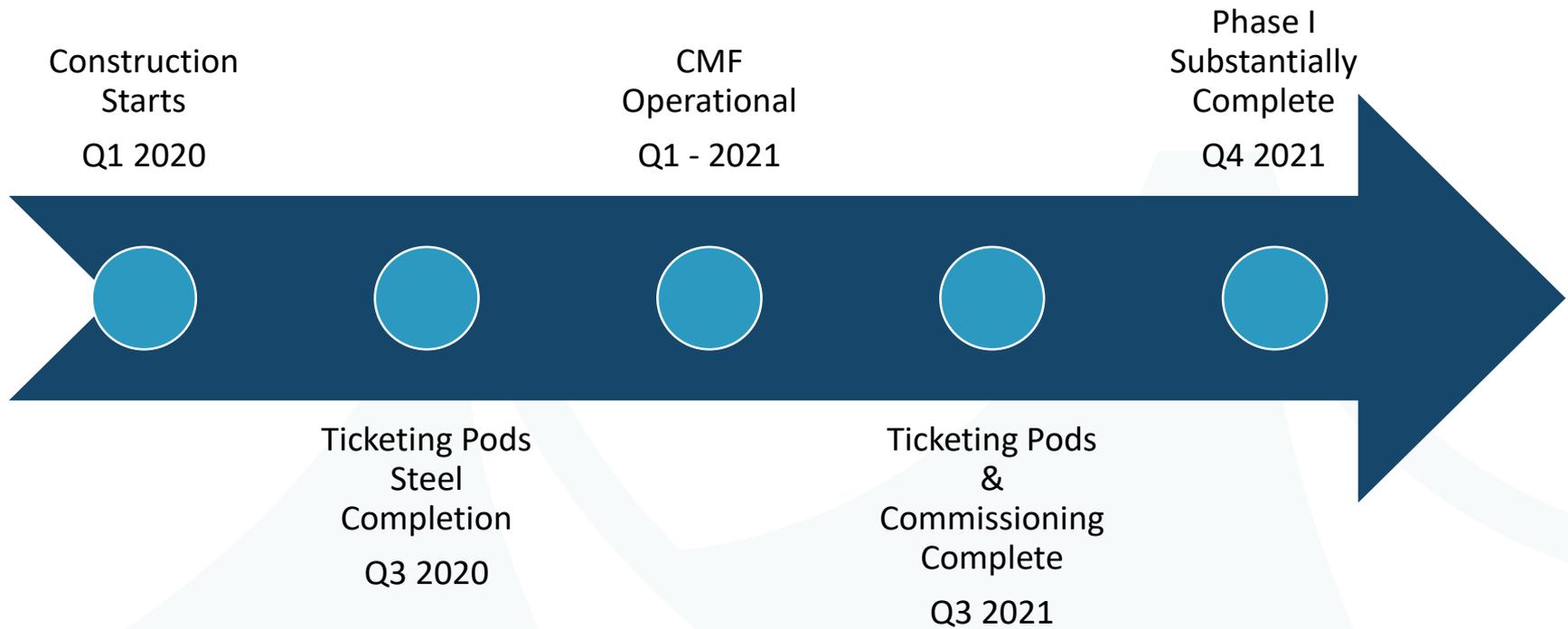
- M/WBE goal: 18%
- Small business compliance & utilization plan highlights:
 - Contract packaging for greater certified participation
 - Targeted small business & M/WBE outreach and communication strategy
 - Tracked on public facing project dashboard
 - DSBO Compliance reporting includes M/WBE utilization forecasting
- Mentor/protégé program with DSBO and DEN – 3 pronged approach:
 - Prime-to-M/WBE
 - One-on-one M/WBE to M/WBE
 - Super Sub Sessions (S3) where seasoned M/WBE's share best practices and lessons learned with newer M/WBE's throughout project

WORKFORCE DEVELOPMENT PLAN

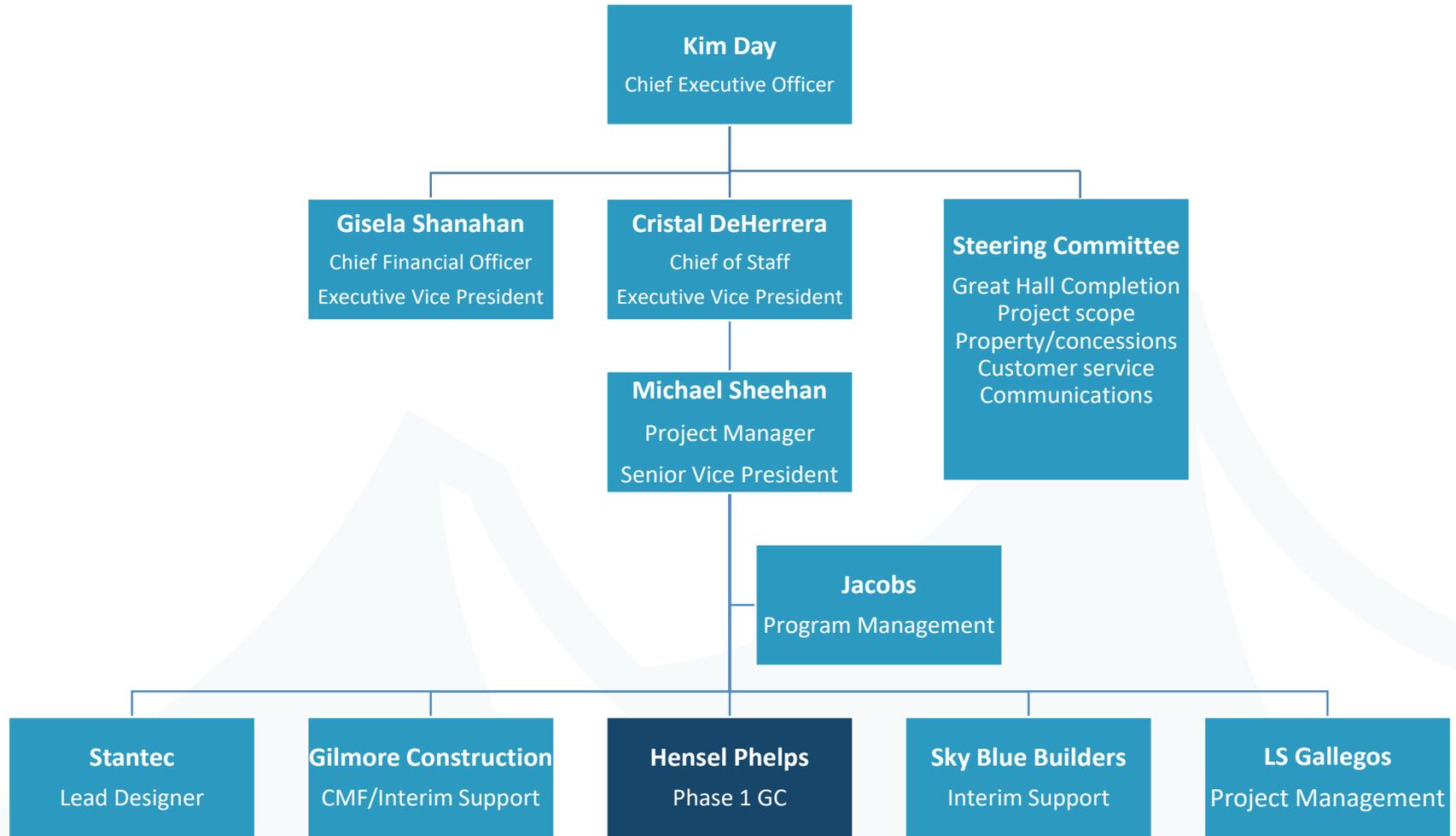


- Hensel Phelps will partner with industry and community stakeholders to help create opportunities for workforce to:
 - Increase outreach among “targeted categories” including Veterans, TANF recipients, those with a history of homelessness, aged-out foster individuals, and pre-apprentice graduates
 - Offer training by way of apprenticeship requirements with a “targeted category” goal and monthly participation reports
 - Create job opportunities and employment of certified vendors utilizing outreach performed by dedicated Workforce Coordinator
- Workforce Development Goal: DEN, DEDO and Hensel Phelps are working to establish a workforce development goal
 - Goal will be included in Hensel Phelps’ utilization plan and finalized in Feb.

PHASE 1 SCHEDULE MILESTONES



GREAT HALL PROJECT TEAM STRUCTURE



DENVER INTERNATIONAL AIRPORT

