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SOUTH TERMINAL REDEVELOPMENT PROGRAM M/WBE OUTREACH EVENT

August 3, 2011



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August 3, 2011

Agenda

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- Program Overview
- DIA Business Hub: Connecting Opportunity with Business
- Program Diversity
- Program Procurements
- Prime Contractor Introductions/Scopes of Work
 - Kiewit
 - South Terminal Expansion Partners (STEP)
 - Mortenson
- Next Steps/Roundtable Discussions

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Tonight's Purpose

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- Why Now?
- Goals:
 - Introduce our team of Construction Managers/General Contractors (CM/GCs)
 - Foster networking opportunities
 - Provide access to resources

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PROGRAM OVERVIEW

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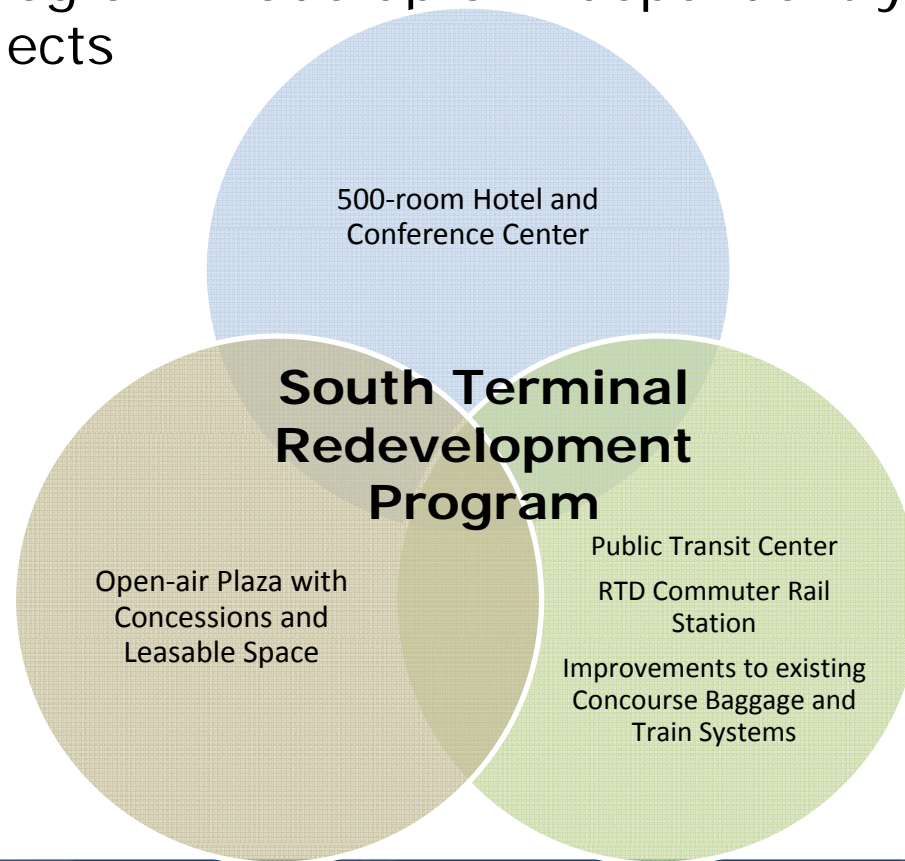
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Program Overview

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\$500 million program made up of independent yet physically integrated projects



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Program Overview

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- Hotel scheduled to open in late 2014
- Commuter rail station to open in late 2015



500-room Hotel and Conference Center

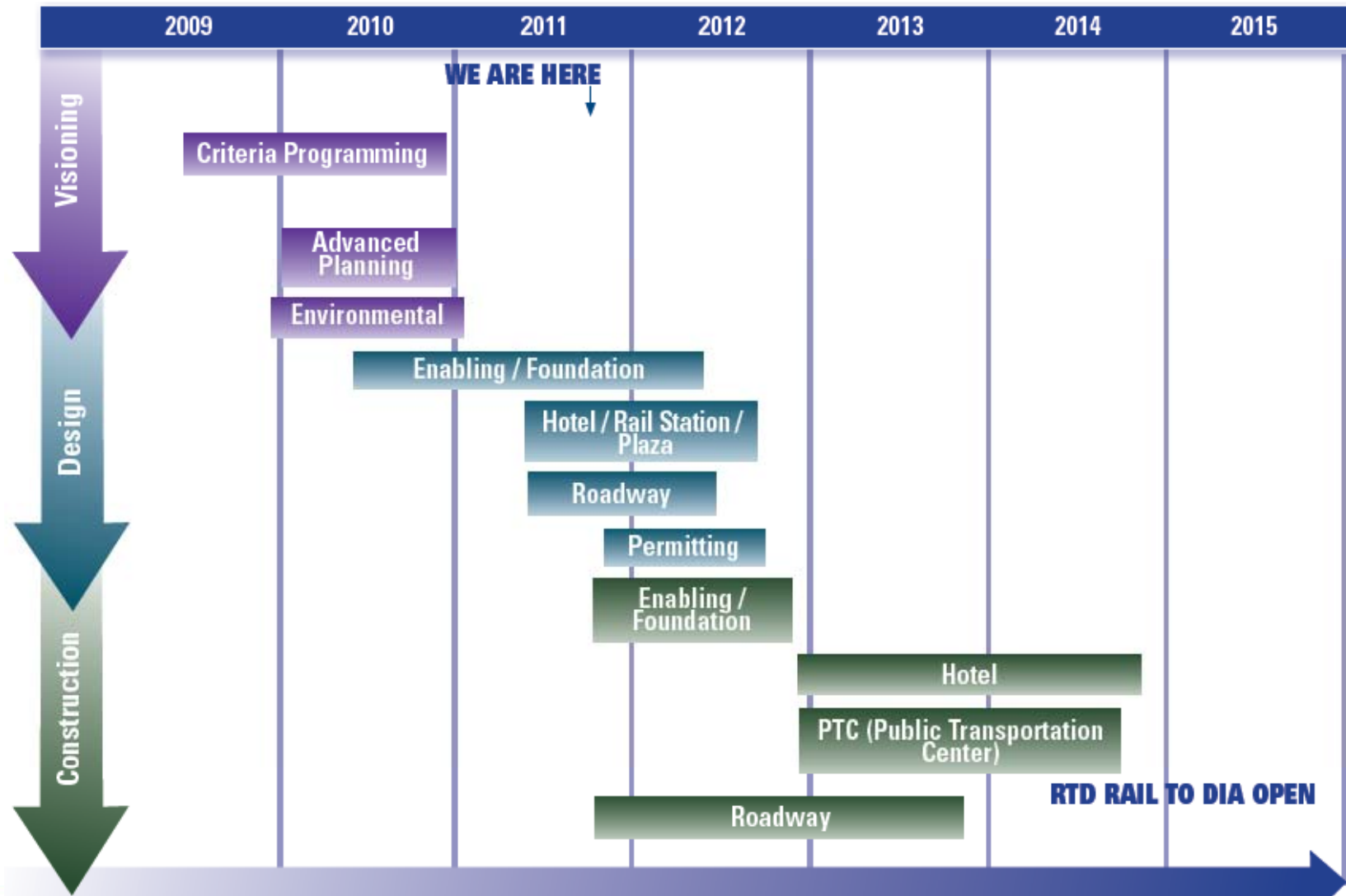


RTD FasTracks Commuter Rail Station

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Program Timeline

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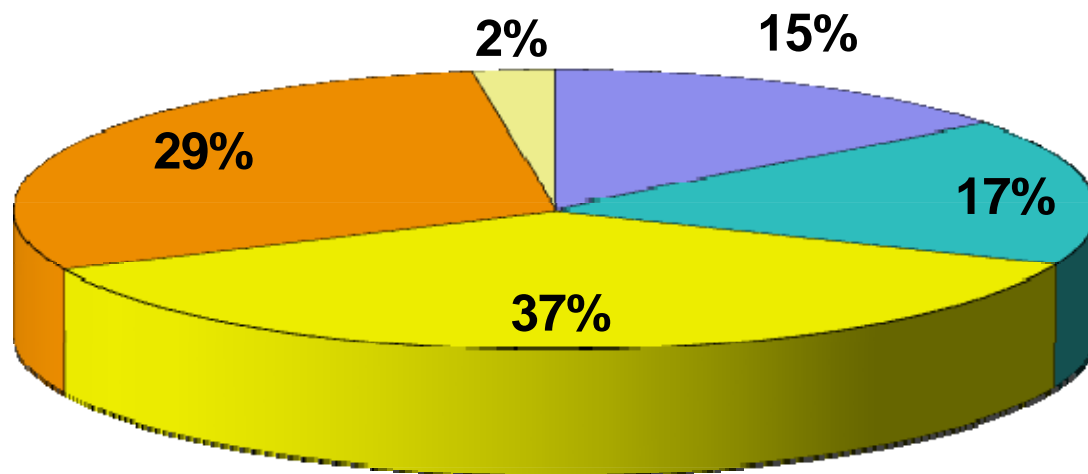


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Program Budget Summary

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Program Budget: \$500M



- Substructure
- Enabling/Utilities
- Hotel
- Public Transit Center (Terminal Interface, Plaza and Train Station)
- Traffic/Roads

Anticipated Economic Impacts

- Between 600 - 700 design and construction jobs
 - 250 permanent hotel jobs
- Significant opportunities for participation by local, minority and women-owned businesses (M/WBE)
 - 68 firms (29 M/WBEs) have worked on the program since 2009
- \$2M in annual tax revenues



Program Execution Teams

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Client

PARSONS

Program Management



Utilities and Enabling CM/GC



Hotel CM/GC



Foundations CM/GC

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DIA BUSINESS HUB: Connecting Opportunity with Business

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DIA Diversity Commitment

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- DIA is committed to increasing local, M/WBE, DBE, ACDBE participation
- Focused on optimizing meaningful opportunities
- Optimization goes beyond where M/WBE, DBE, ACDBE firms are often utilized
- Creation of DIA Business Hub led by DIA Business Liaison: Alicia Avila

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DIA Business Hub

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- To ensure that businesses can connect to the economic opportunities at DIA
- To serve as a one-stop information center
 - To help businesses navigate the unique airport operating environment
- Include a special emphasis on local, small and certified businesses (M/WBE, DBE, ACDBE)

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DIA Business Hub

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Functions

- Business Liaison & Issues Management
- Business Process Concierge
- Communications & Outreach
- Ombudsman
- Airport Business Assistance

Services

- Manager's Envoy to Community
- Outreach to Local Groups
- Business Process Referrals
- Information/ Guidance
- Resources
- Problem Solving
- Facilitation

Technical Support

- Contract Assistance
- Prevailing Wage
- Insurance
- Cash Flow
- Bonding
- Airport Policies
- Challenges of Working in a Secure Environment
- Concessions Assistance

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DIA Business Hub Action Plan

By September 2011:

- Grand opening of storefront location in Jeppesen Terminal
- Host community outreach conversation with Mario Trevino with Innovative Strategies

60-Day Goals

- Finalize program scope and communication plan
- Design self-service web worksite within FlyDenver.com
 - First priorities include concessions, airport construction, business diversity and development, and solicitation schedule

90-Day Goals

- Formalize a DIA-wide comprehensive outreach and technical assistance strategy
- Determine and hire support staff

120-Day Goals

- Review internal business processes and recommend refinements as required

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DIA Small Business Initiatives

- DIA Business Center Website Refresh
- 90-Day Opportunities Forecast (flydenver.com)
- Streamlining Small Business Requirements
 - i.e., Security/Badging

The screenshot shows the DIA Business Center website in Internet Explorer. The page title is 'DIA Business Center | Business Opportunities | Future Opportunities'. The main content area is titled 'Future Opportunities : DIA Projected Competitive Contracts'. Below this, there is a paragraph of text explaining the airport's commitment to local businesses and a preview of upcoming business opportunities. At the bottom, there is a table titled 'Upcoming Projects' with the following data:

PROJECT	DESCRIPTION	CONTRACT TYPE	ANTICIPATED ADVERTISEMENT DATE	EST. PROJ. VALUE	DATE POSTED
32nd and Syracuse Demolition and Remediation	Demolition and Remediation -Construction	IFB	September 2011	\$500K - \$600K	June 8, 2011
Cable Management System (CMS)	Provide a system to manage and track telecom services and equipment at DIA.	RFP	July 2011	\$475K	June 8, 2011
Central Plant Cooling Tower	Central Plan Cooling Tower Sump Separation - Construction.	IFB	June 2011	\$3.8M - \$4.0M	June 8, 2011

DIA Small Business Initiatives - OCIP

Owner Controlled Insurance Program (OCIP)

- Single insurance program
 - Workers' compensation
 - General liability
 - Excess liability
- Insures project rather than having multiple programs covering each participant separately
- Facilitates use of disadvantaged businesses by removing insurance barriers for small and emerging contractors (SBE, MBE/WBE, DBE)
- Provides broader protection, higher liability limits, and more reliable coverage than alternatives

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PROGRAM DIVERSITY

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Commitment and Goals

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The Program is committed to supporting the objectives of DIA and the City and County of Denver to increase participation and capacity of the local business community through contract opportunities, educational programs, prime engagement, and workforce and business development.

The overall goals of DIA's South Terminal Redevelopment Diversity Program are to:

- **Exceed the established Minority/Woman-owned Business Enterprise (M/WBE) utilization goals**
- **Focus on optimizing opportunities**
- **Ensure M/WBEs are viewed as valued partners**

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Program Optimization

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Optimization Approach

- DIA is committed to increasing local, Minority and Women-Owned Business (M/WBE) participation
- Focused on *meaningful* opportunities
- Optimization goes beyond where M/WBEs are often utilized
- Encourages strategic partnerships such as joint ventures or consortiums

Optimization Impact

- Prime contractors actively reaching out to secure meaningful partnerships
- Primes are committing to higher levels of participation
- Firms are demonstrating unique and creative approaches to teaming and growth programs
- We expect same level of commitment on upcoming procurements

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Diversity and Procurement Statistics

STRP Program

Total Firms	68
Certified M/WBE Firms	29
Current / Pending M/WBE Procurements	6
Professional Services	5
Design-Build	1
(Anticipated) Immediate Future M/WBE Procurements	7
Professional Services	5
CMGCs	2

Program Management Team (Parsons)

Total Firms	48
Certified M/WBE Firms	21
– Women-owned Firms	10
– Minority-owned Firms	11
Committed M/WBE Dollars to Date	\$2.7M
M/WBE % Planned thru Concept Design	5%
M/WBE % Committed to Date (Concept)	5.56%

15% Cumulative PM Contract Goal
 Forecasting 5.65% participation against 5% target for Planning Phase

Outreach Accomplishments / Activities

Key Achievements

- Community Partner Roundtable
- Implemented weekly email blast
- Transparent procurement process
 - Community representation
 - Procurements centralized to flydenver.com

Activities

- Conducted several Community Outreach Events
- Implemented procurement technical workshops series
- Implemented "Prepare for Take Off" business workshops series

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PROGRAM PROCUREMENTS

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Procurements – Professional Services

RECENT/PENDING		
<i>Contract</i>	<i>Successful Bidder</i>	<i>M/WBE Goal</i>
Architect of Record	Anderson Mason Dale	20% <i>30% proposed</i>
Mech./Electrical/ Plumbing	M-E Engineers Cons.	30% <i>42% proposed</i>
Structural Engineer of Record	CO Terminal Engineering Cons.	25% <i>35% proposed</i>
Utilities Distribution Design	TBD	Direct M/WBE Solicitation
Roadways Design	Hartwig & Associates	<i>93% proposed</i>
Radio Freq. Communications	TBD	15%
Cathodic Protection	TBD	25%
Exterior Architectural Lighting	TBD	15%
Lightning Protection	TBD	15%

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Procurements – Professional Services

FUTURE		
<i>Contract</i>	<i>Estimated Value</i>	<i>Anticipated Ad Date</i>
Threat & Vulnerability Analysis	TBD	Q3 2011
Wind/Snow/Ice Evaluation		
Landscape Architecture		
Lightning Protection		
Program Management / CM Services		

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Procurements – Construction

RECENT/PENDING

<i>Contract & Value</i>	<i>Successful Bidder</i>	<i>M/WBE Goal</i>
Airport Hotel Construction - \$150M	Mortenson Construction	21%
Consolidated Foundations - \$125M	STEP (Saunders/Hunt)	20%
Enabling Construction - \$50M	Kiewit Building Group	20%
Kiewit WorldPort Design-Build - TBD	TBD	Direct M/WBE Solicitation

FUTURE

<i>Contract</i>	<i>Estimated Value</i>	<i>Anticipated Ad Date</i>
Terminal Utilities Distribution	\$1.5M	Q4 2011
Traffic & Roadways	\$7.1M	Q4 2011

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PRIME CONTRACTOR INTRODUCTIONS

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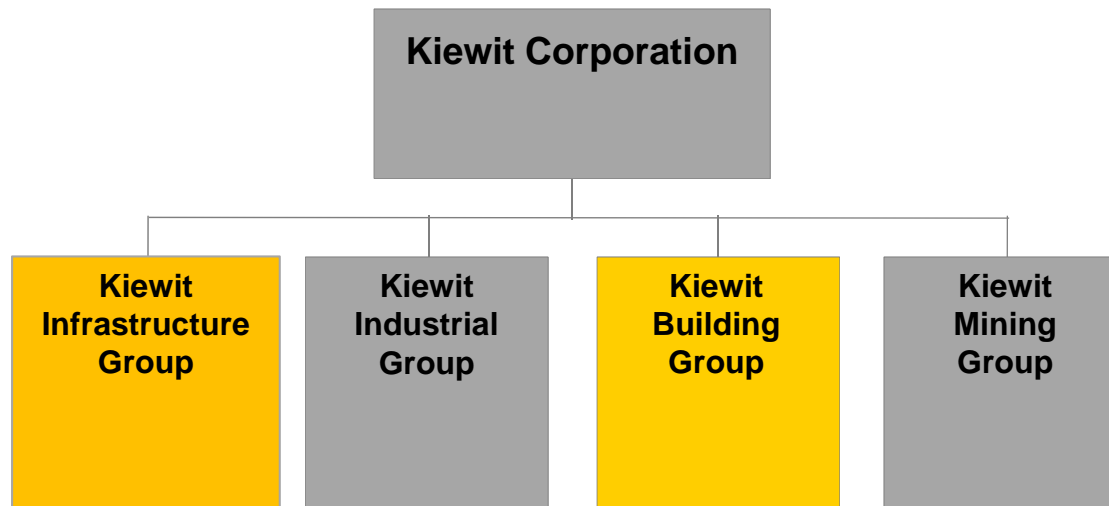
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Kiewit Overview

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- Full service general contractor
- Established in 1884
- In Colorado since 1940

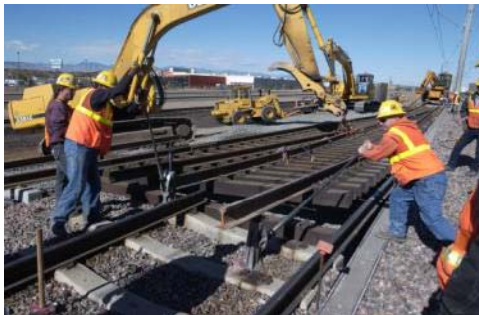


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Kiewit Overview

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- Rated last 7 of 8 years as the #1 Contractor by Denver Business Journal
- Major Colorado projects:
 - T-REX
 - Denver Union Station
 - Denver International Airport Enabling Projects
 - Asian Tropics, Denver Zoo



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Kiewit Scope of Services

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- Enabling Projects M/WBE Participation Goal
 - 20%
- M/WBE Optimization /Packaging Strategy
 - Kiewit's objective with all procurements is to maximize M/WBE participation
- Kiewit anticipates M/WBE participation in all aspects of the Enabling Projects
 - Example: WorldPort Warehouse – Award Pending
 - 75% M/WBE participation goal

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Kiewit Subcontract Opportunities

<i>Scope</i>	<i>Outreach</i>	<i>Solicitation</i>	<i>Construction</i>
Pond 927	Q1 2012	Q1 2012	Q1 2012
PTC Excavation	Q3 2011	Q4 2011	Q4 2011
T1 Road and Utilities	Q1 2012	Q1 2012	Q1 – Q2 2012
Roof Anchor Relocation	Q1 2012	Q1 2012	Q1 2012
Storm Drainage	Q3 2011	Q4 2011	Q4 2011
Contractor Parking & Staging Area	Q3 2011	Q4 2011	Q4 2011

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STEP Overview

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STEP Aviation Builders: JV of Saunders & Hunt

Strategic Alliance Partners: DRG Construction (M/WBE)
Shrewsbury & Associates (M/WBE)
Sky Blue Builders (M/WBE)

– Saunders

- Founded in 1972
- Headquartered in Centennial, CO
- Specializes in Large Commercial Construction
- No. 3 on Top Colorado Contractors

– Hunt

- Founded in 1944
- Headquartered in Indianapolis
- Specializes in Aviation Construction
- No. 27 on ENR Top 400

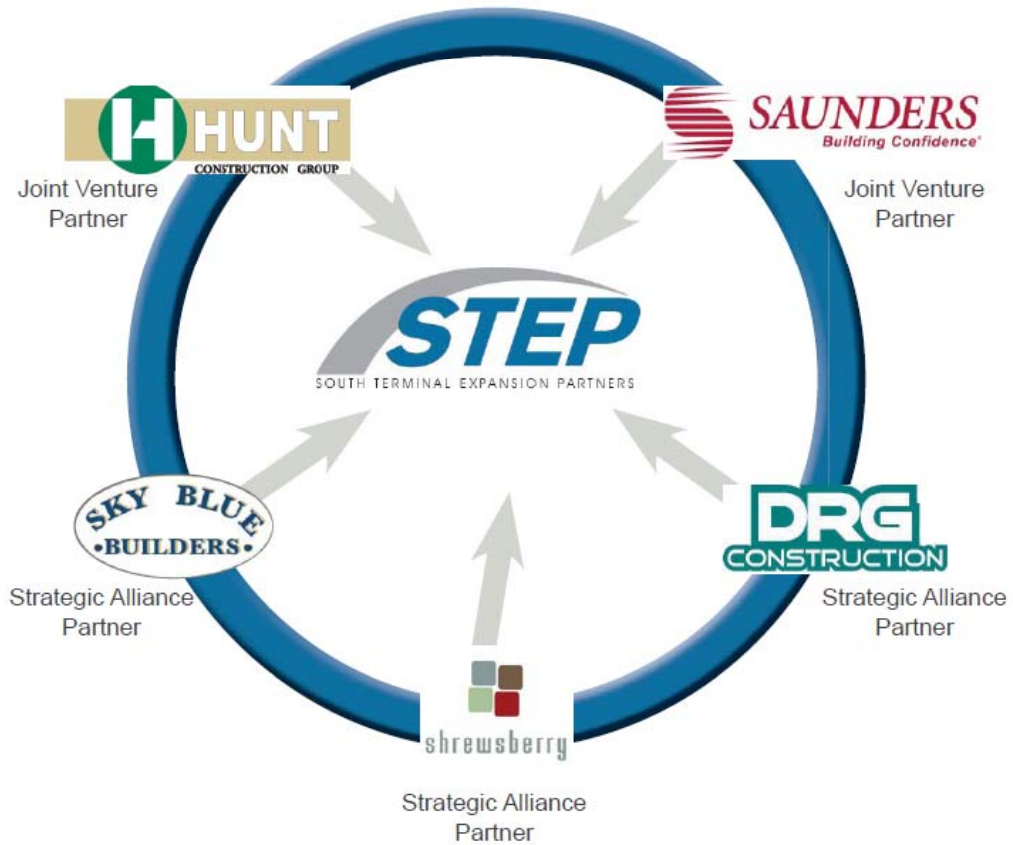
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STEP Overview

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STEP Scope & M/WBE Participation

- CM/GC for Foundations, Podiums, Train Station and Terminal Interface Construction Projects
- M/WBE Goal: 20%
- Our team has a genuine dedication to the participation and utilization of M/WBE firms

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STEP Subcontract Opportunities

<i>Scope</i>	<i>Outreach</i>	<i>Solicitation</i>	<i>Construction</i>
Earthwork/Utilities	Q4 2011/ Ongoing	Q1 2012	Q1 2012
Foundations			Q2 2012
Structural		Q2 2012	Q3 2012
MEP		Q3 2012	Q4 2012
Finishes			

Mortenson Overview

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- Since 1981 Mortenson Construction has been building projects that define Colorado
- Mortenson is currently providing preconstruction services and is working with DIA, Parsons and the Parsons Design Team



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Mortenson Scope - DIA Airport Hotel

- Contract Value \$150 million
- Construction Delivery Method CM/GC
- M/WBE Goal: 21%



Rendering Courtesy Santiago Calatrava

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Mortenson Subcontract Opportunities*

Construction anticipated 2013

- Exterior Enclosure
- Roofing
- Interior Construction
- Interior Finishes
- Plumbing
- HVAC & Controls
- Fire Protection
- Electrical
- Furnishings
- Special Construction
- Equipment

** Outreach and procurement schedule to be provided in more detail closer to construction*

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QUESTIONS AND ANSWERS



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NEXT STEPS/ROUNDTABLE DISCUSSIONS



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Agenda – For The Balance of The Evening

- Registration/Networking
- Program Presentation (DIA, Program Management Team & CM/GCs)
- Passing Period/Networking
- Roundtable Session A
- Passing Period
- Roundtable Session B
- Passing Period
- Roundtable Session C
- Official Program Completed – Networking Opportunities

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What To Expect – Contractor Roundtables

- Agenda
 - Brief introductions by firms seated at the table
 - Discussion of contractor's prequalification process
 - Discussion of best practices of how M/WBEs should market themselves to primes
 - Discussion of general work expected to be subcontracted, associated work codes, anticipated ad dates, etc.
 - Q&A with Contractors

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