

## **Category: 8 – Best Building Project – General Contractor (Under \$10M)**

**Contractor: Turner Construction Company**

### **Project Name: Pepsi Center Club Lexus and Storage Annex**

The Pepsi Club Lexus is a first class, exclusive, premium dining space with two full service bars and a full service kitchen that provides court-level access to Avalanche and Nuggets athletes while also providing a convenient VIP entrance to the arena area. Turner's work on this project also included construction of a 24,000SF storage annex for facility staging and storing space, facilities workshops, and covered player parking. Total construction value was \$8.5M.

The construction scope for this project had some unique challenges such as contaminated soils and construction of a new Denver main sanitary sewer line to replace the 100 year old 48" brick sewer line that originally ran through the footprint of Storage Annex.

On top of managing the engineering and construction challenges, Turner successfully navigated the complexity of working in a facility occupied by two professional sports teams with game and events that could not be missed or rescheduled. The Turner team did this at the Pepsi Center by working nights, weekends, and early mornings behind sound insulated temporary walls to ensure all events went on as planned without any interruption. Turner had construction areas bordering and crossing over active show/concert flow areas. The Turner management team coordinated heavily with event operations and security/public safety staff for more than 40 concerts and 60 games for the Nuggets, Avalanche, and Mammoth teams during the duration of this project.

During the first few days of excavation for the sanitary sewer pipeline we discovered coal contaminated soils and continued to encounter them on the remainder of the excavation for the job site. This discovery yielded the need for an environmental engineer to be present during all excavation work and also required our team to closely manage the export of the coal contaminated fill and import of engineered fill. Turner managed this un-expected challenge without impact to the facility by getting dedicated trucking assistance from our site utilities and earthwork subcontractors. We stock piled the soil in a controlled area on site until it could be properly exported to the landfill.

The City of Denver required that Turner Construction complete the sanitary sewer portion of work prior to releasing the building permit for the remainder of the project. Denver did however allow us to proceed with the Lexus Club demolition and installation up to the point of first inspections. This was referred to in Denver as an "early start permit." The city of Denver required us to complete the sanitary sewer and video the lines prior to release of the Lexus Club building permit and Storage Annex building permit. Turner Construction and our subcontractor team installed over 380 LF of new 42" PVC sanitary sewer piping to re-route the sanitary sewer main around the foundation of the new storage annex building. We had to bypass pump the sewage above ground 24 hours per day over the course of six weeks through numerous summer concert events and heavy semi-trailer traffic. We heavily coordinated the transitions with the Pepsi Center events to minimize impact to the Avalanche, Nuggets, concerts, and events by creating a six week pull plan schedule identifying every work activity and inspection. We used this plan to coordinate our activities around the needs of the Pepsi Center and create a successful atmosphere for all parties to complete their work and preparations for weekly events.

The Turner team for this project recently won an award from Liberty Mutual Insurance (Agent - Chris Volz) for Outstanding Safety Performance. The Turner team and associated trade partners worked over 60,000 man hours without any recordable incidents. Liberty Mutual also performed site visits every 6 weeks and found Turner to be excelling in Commercial Construction safety practices and subcontractor pre-planning. This is the first award of its kind given to this volume of project by Liberty Mutual.

Turner Construction utilized the following to create a culture of safety and Lean principles on this project: pre-activity meetings with every subcontractor to discuss scope, specifications and drawings prior to commencing work on site, daily foreman huddles, weekly subcontractor coordination pull planning meetings, daily safety walks with safety representatives from subcontractors, five worker lunches to discuss safety improvements on the job site, Google drive daily construction reports, nothing hits the ground, everything on wheels, and elevated cut stations with trash bins beneath.

On this project we utilized pull plan scheduling to identifying every work activity and inspection down to the day. We used this plan to coordinate our activities around the needs of the Pepsi Center and create a successful atmosphere for all parties to complete their work.

Turner Construction utilized the company wide Quality Gold Star Program on this project. This program includes pre-activity meetings with every subcontractor two weeks prior to work beginning. In the pre-activity meetings we do a full review of all submittals, RFIs, contract scope, safety, and drawings/specifications. Our team utilized the PlanGrid software for document control and sharing. This program was accessible on phones and iPads and allowed all subcontractors to have access to all of the drawings, specifications, RFIs and submittals in the field with instant updating. Turner also utilized best practice checklists to review work as it was being installed. Turner continuously pursues a culture of high quality work for our clients and our repeat business reflects this commitment.

Design was a big concern for this project, as Club Lexus caters to the most elite clientele in the building. The Pepsi Center wanted to wow not only the local clients, but also to raise the bar for those visiting from competing markets. This proved to be a challenge because we were converting an existing storage room with a lot of non-moveable constraints. The result is a visually stimulating space that draws your eye and keeps you focused on the many activation zones while downplaying the overhead equipment. While we had challenges to work around on the interior, we embraced the blank canvas opportunity to draw crowds in by building a new all-glass glowing showpiece entrance to the Club. Overall, the design has been well received and has brought new life into the pregame and postgame fan experience that had been lacking.













