

2018 AGC ACE Awards Entry

Category 3 – Meeting the Challenge of a Difficult Job – GC

Contractor | The Beck Group

Project Name | Colorado Mills Mall Restoration

When the costliest storm in state’s history unleashed golf-ball-sized hail in West Denver on May 8, 2017, Simon Property Group called upon The Beck Group to restore the Colorado Mills Mall – the largest outlet and value retail shopping destination in Colorado. Beck’s design-build team accomplished what most thought was impossible. Faced with a compressed schedule, no design documents, and an unknown project budget, our team of architects and contractors utilized the value of integration and co-location, innovative manpower tracking and equipment supply, enhanced communication methods, and a “whatever it takes” mentality to reopen the mall in a short four-month span, just in time for the holiday shopping season.

The Beck team began the restoration process in late July. The project not only included complete interior restoration, renovation and finishes refresh for the 1.2 million-square-foot mall, but also the repair of the roof and exterior façade. Running parallel to the design and renovation process, a focused insurance reconciliation aimed to align construction costs and code requirements between the original early 2000s construction and today. Beck acted as the cost consultant and claims analysis on behalf of the owner through the complex and hurried insurance negotiations.

The mandate was clear: reopen the mall by Black Friday. All disciplines began work immediately and relocated to the mall jobsite office at Notice to Proceed. While our construction crews were stabilizing and deconstructing the mall, our preconstruction team had the demanding task of determining the “as is” cost of the mall’s finishes with little-to-no existing conditions and material data, in order to obtain insurance approvals for material replacement value.

Our preconstruction and design teams researched and selected new high-quality materials to replace the outdated materials at comparable cost, and provided concurrent cost estimates with each design concept for real-time project costing and realization. This required enhanced collaboration sitting side-by-side to determine our baseline allowance, provide target value

design of new and contemporary finishes for all 36 CSI divisions, and exceed the Simon brand standards for quality.

During our target value design process, we discovered opportunities for cost savings while enhancing the quality of finishes. One such example is in updating the entire mall lighting (both interior and exterior) to LEDs. We were able to reduce the number of light fixtures required by half and apply those cost savings to other divisions including the 170,000 square feet of concourse flooring.

The Beck onsite team consisted of 20 employees who performed at hyper-speed to design, estimate, manage, supervise and ensure safety of a project with nearly 550 workers at peak construction. To support the speed of construction to open before Black Friday, Beck utilized enhanced communication and logistics, constant coordination of subcontractor manpower and material distribution, and out-of-the-box thinking to deliver \$50 million worth of work from August 1 through November 21. In the span of four months, from when new construction started to the majority of the mall reopening, the scope and pace of the project was unprecedented. Working 24 hours a day, our construction crews replaced the 1.2 million-square-foot roof and simultaneously hung over 200,000 sheets of drywall, replaced more than 12,435 light fixtures, replaced 100,000 ceiling tiles and painted more than 7.5 million square feet of wall space.

SCOPE OF WORK COMPONENTS: Full interior restoration including replacement of all finishes (flooring, drywall, painting, millwork, mixed metals), new lighting, MEP system repair and replacement, new fire alarm system, new IT/AV, upgraded restroom facilities, new store front renovations, and complete TI of Mall Management and Police Offices as well as 90 tenant units for Owner; Exterior roof replacement, façade repair, lighting replacement and site restoration.

The sheer size of the project created workforce staffing and equipment challenges. At times, there were over 350 drywallers from three separate drywall companies and 120 roofers on site. To fill the labor shortage already present in Colorado, our project team sourced tradesman from around the country including Wisconsin, North Carolina and Texas to name a few. Beck also created an onsite material and man hoisting equipment yard by renting \$1 million in equipment needed for the project, which saved time to manage, procure, and track equipment. The project

had over 360 man-lifts in operation at any given time. This essentially depleted the equipment supply locally and rental companies had to bring in reserves from out of state.

While speed of design and construction was critical to the success of the project, the team never lost sight of the need to uphold Beck's strict safety policies and standards. The Zero Accidents Plan focused heavily on overhead work, equipment hazards, access control and security of over 700 subcontractors, tenant contractors, retailers, and the challenges of partial mall occupancy. The safety team went the extra mile to ensure that staff, workers, retailers and public returned home safely to their families each and every day. With new and changing crews daily, the safety team required a specific job safety orientation for every worker. These orientations took place two and often three times a day on Tuesday and Thursday each week, with both English and Spanish speaking instructors. This was an opportunity to connect with the crew, emphasize Beck's core values and discuss our goals and expectations for the project.

In addition to orientations, our team held an all-site safety meeting every Wednesday, which required the use of a sound system for our several hundred workers. The team on site had a common goal that connected them – getting the job done before Black Friday, but doing so safely – which resulted in no lost time injuries.

Simon and Beck have a partnership that spans two decades. This relationship founded on established trust and company synergy allowed Beck to begin working on the Colorado Mills Restoration project with an unknown budget and no change order delays through a Time and Materials contract. So far there have been 60 change orders with an average value of \$1 million. Beck served as an advocate for Simon and kept their best interest throughout the insurance negotiations, design refresh and construction to exceed their expectations for quality and delivery. Beck's project leadership exemplified our core value of integrity – by fulfilling Simon's trust to get the job done, get it done fair and get it done right!

Today, the Colorado Mills Mall offers a refreshed, contemporary look while still preserving some of its legacy features for the 130+ retailers that have reopened since the storm. Following the November 21, 2017 re-opening of the mall, Beck's phased scope of work continues to grow and our presence remains, however the team is focused on the retailer, shopper and public experience by working during off hours and maintaining a clean and safe jobsite.

Following a historic natural disaster, Beck was able to provide a helping hand to a community and a client in need – providing integrated services at an unprecedented speed to bring valuable tax revenue back to the city, provide a place for local businesses to reopen and thrive, and offer an inviting atmosphere for a seniors group to meet for tea time... all at the Colorado Mills Mall.

Figure 01 – News Weather Alert



Figure 02 – Concourse Neighborhood 5 (Kids Court) *Before Storm*



Figure 03 – Concourse Neighborhood 5 (Kids Court) *during Construction*



Figure 04 – Concourse Neighborhood 5 (Kids Court) *After **



Figure 05 – Restroom *during Restoration*



Figure 06 – Restroom *After* *



Figure 07 – Concourse Workers during Construction



Figure 08 – Concourse Neighborhood 4 *Beck Architectural Rendering*



Figure 09 – Concourse Neighborhood 4 After *



Figure 10 – Aerial of 1.2 million SF of Roof Replacement Complete *



**Preferred Completion Images to use at AGC banquet, website and annual magazine.*