Cotton Bowl Improvements

Award of
Design-Build Contract

Quality of Life Committee
November 6, 2006
Goals of Briefing

• Provide information regarding:
  – Phase 1 and 2 Improvements - Scope of Work
  – Phase 1 and 2 Cotton Bowl Improvements - Implementation Strategies
  – Design-Build Project Delivery Method
  – Selection Process for a Design-Build Firm for Cotton Bowl - Phase 2 Improvements
  – Proposed Fees for Project
  – Schedule for Implementing Work
Background

- Cotton Bowl Improvements - phasing strategies:

Phase 1:
- Scope:
  - In general, includes improvements to the existing facility
- Original Strategy:
  - Funded by State Fair of Texas (SFT)
  - All work implemented by the SFT
- Revised Strategy:
  - Funded by SFT
  - Video/scoreboard and sound system implemented by SFT
  - All other work implemented by City. Funds to be transmitted from SFT to City prior to award of contracts
Background

• Cotton Bowl Improvements - phasing strategies:
  Phase 2
  – Scope:
    • In general, includes additions to the existing facility
  – Original Strategy
    • Funded and implemented by the City
  – Revised Strategy
    • Phase 2 funded and implemented by the City
    • Phase 1 work incorporated with Phase 2 implementation
Phase 1 - Scope of Work

• Improvements include:
  SFT:
  – New video/scoreboard (in progress)
  – New sound system (complete)
  City:
  – Removal and replacement of existing seats
  – Concrete repairs
  – Waterproofing of concrete
  – Painting of existing facility
  – Directional signage and graphics
Phase 1 – Schedule and Funding

Schedule:
• Installed video/scoreboard and sound system prior to the Fall 2006 college games (SFT)
• Start construction on other work in January 2007, after the Cotton Bowl Classic game (City)
• Complete construction by September 2007

Funding:
• SFT - $19.5M total
• SFT will transfer funding to City for City-implemented Phase 1 scope
Phase 2 – Scope of Work (City)

• Increase seating from 76,000 to approximately 92,000
• New rest rooms
• New concessions and renovate existing concessions
• ADA improvements
• Contextual facade for historically significant site
Phase 2 – Scope of Work (City)

• Renovate or replace locker rooms
• New Conference/Media Center
• Miscellaneous other improvements and studies
  – Temporary or permanent all-weather stadium enclosure or doming
  – Suites and club seating
Phase 2 – Funding

Funding:

• SFT allocated funding for design in Phase 1
• 2006 Bond Program funding:
  – $30M from Cotton Bowl allocation
  – $5.5M total from Conference Center, Utilities, Signage, Lighting allocations for Fair Park
Phase 2 - Implementation Strategy

• Factors to consider:
  – City has to implement all improvements in 2 years
  – Construction must be performed between Cotton Bowl Classic and State Fair (8 months each year)
  – Project needs to be fast-tracked, so conventional “design-bid-build” methods would not meet the schedule demands
  – Project has tight budget for the desired scope of work
  – It is desirable for a complex project to have construction expertise on the team during the design process, with the ability to estimate the on-going designs, review constructability and provide value engineering options
Phase 2 - Implementation Strategy

- It has been determined that Design-Build offers the best delivery method to meet the schedule and budget constraints of the Cotton Bowl project.
Design-Build Delivery Method

Background

• Texas State Legislature approved alternative project delivery methods for municipalities effective September 1, 2001, including:
  – Design-Build
  – Request for Competitive Sealed Proposals (RFCSP)
  – Job Order Contracting
  – Construction Management (allowed previously, but rules were modified)
Design-Build Delivery Method

- Design-Build is a project delivery method that allows the City to hire a firm or team that provides both design and construction expertise.
- Design-Build firms or teams include professional consultants and construction companies.
Design-Build Delivery Method

- Design and Construction Fees are negotiated. Guaranteed Maximum Price is provided to Owner and construction work is bid to subcontractors by Design-Build firm.

- Selection of a Design-Build firm is accomplished in 2-3 steps
  - Request for Qualifications (RFQ)
    - Proposers provide their qualifications
  - RFP
    - Proposers provide additional information and their design and construction fees and general conditions
  - Interviews (optional)
Design-Build Delivery Method Selection Process

• Selection is made based on the best value
• Best value proposer is asked to provide a “best and final offer” based on the final scope of work and schedule
• Design-Build contracts are usually awarded in two phases:
  – Phase 1 - Design fees and “pre-construction” fees are awarded initially
  – The Design-Build firm develops the design and then offers a Guaranteed Maximum Price (GMP) for the construction
  – Phase 2 - GMP for construction is awarded
Design-Build Delivery Method
Previous Experience

Previous Design-Build experience:
• Bahama Beach Waterpark
  – Design and constructed in less than 2 years
  – Constructed within budget
  – Completed on time
Design-Build Delivery Method
Previous Experience

• Dallas Arboretum – Degolyer House Kitchen
  – Kitchen work was constructed in a very short timeframe and met DABS schedule
  – Work was completed within budget
Design-Build Delivery Method

Previous Experience

• Dallas Zoo Improvements
  – Multiple-exhibit project is currently on-going and under budget
  – Work completed includes:
    • Tamarin Exhibit
    • Nile Crocodile Exhibit
    • Rhinoceros Iguana Exhibit
    • Saddle-Billed Stork Exhibit
    • Breezeway Improvements
    • Otter Fish Quarantine Building
    • South African Penguin Exhibit
Design-Build Delivery Method
Previous Experience

• Dallas Zoo Improvements
  – Additional projects in progress include:
    • Asian Sloth Bear Exhibit - design
    • Kangaroo Exhibit - construction
    • Perentie Monitor Exhibit - construction
    • Bird Row Improvements - construction
Cotton Bowl Design-Build Selection Process

• PARD staff conducted Design-Build firm selection process for Phase 2 scope of work

• Four teams submitted qualification statements

• Three teams were short-listed, including:
  – Cotton Bowl Design Team/Robinson Industries
  – Heery International, Inc.
  – Turner Construction/HOK Architects

• Interviews were conducted with the three short-listed firms on October 12, 2006
Cotton Bowl
Design-Build Selection Process

Heery International, Inc. was selected as the best proposer for the following reasons:

• Heery proposed the lowest overall costs of the three short-listed firms
• Heery had positive references
• Heery has a Dallas office and has the ability to provide construction services locally
Cotton Bowl
Design-Build Selection Process

• Heery proposed to meet City’s Good Faith Effort Plan goals
• Heery has substantial Design-Build experience
• Heery has extensive stadium design and construction experience

The following slides were included in Heery’s interview presentation and describe some of their previous work and initial concept for the Cotton Bowl.
## Cotton Bowl

**STADIUM RENOVATIONS** – 29

**STADIUM EXPANSIONS** - 31

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<tr>
<th>Heery International, Inc.</th>
<th>Football Stadium Design</th>
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### Relevant Team Experience

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Cotton Bowl – Phase 2 Improvements

University of Texas
Darryl K Royal Texas Memorial Stadium

- Seating Improvements / additions
- ADA / Life Safety Code Compliance
- Locker Rooms / Team Improvements
- VIP Seating / Boxes – Clubs
- Fan Amenities Improvements
- Expansion
- Historic Design Criterion
- Multi-phase

Relevant Team Experience
Cotton Bowl – Phase 2 Improvements

University of Texas
Darryl K Royal Texas Memorial Stadium

BEFORE

AFTER

Relevant Team Experience
Cotton Bowl – Phase 2 Improvements

University of Texas
Darryl K Royal Texas Memorial Stadium

BEFORE

AFTER

Relevant Team Experience
Texas A & M
Kyle Field

- Seating Improvements / additions
- ADA / Life Safety Code Compliance
- Locker Rooms / Team Improvements
- VIP Seating / Boxes – Clubs
- Fan Amenities Improvements
- Expansion
- Campus Design Criterion
- Multi-phase
Cotton Bowl – Phase 2 Improvements

Relevant Team Experience

Texas A & M
Kyle Field
Cotton Bowl – Phase 2 Improvements

University of Arkansas
Razorback Stadium

- Seating Improvements / additions
- ADA / Lifesafety Code Compliance
- Locker Rooms / Team Improvements
- VIP Seating / Boxes – Clubs
- Fan Amenities Improvements
- Expansion
- Campus Design Criterion
- Multi-phase
Cotton Bowl – Phase 2 Improvements

University of Arkansas
Razorback Stadium

BEFORE

AFTER

Relevant Team Experience
Cotton Bowl – Phase 2 Improvements

- Seating Improvements / additions
- ADA / Life Safety Code Compliance
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- Expansion
- Campus Design Criterion
- Multi-phase

Relevant Team Experience

Oklahoma State
Boone Pickens Stadium

[Map of Boone Pickens Stadium]

[Images of Oklahoma State football players and stadium]
COTTON BOWL

Relevant Team Experience

CONCOURSES
COTTON BOWL

GAME DAY ENVIRONMENT & TRADITION

Relevant Team Experience

COTTON BOWL

GAME DAY ENVIRONMENT & TRADITION

Relevant Team Experience
COTTON BOWL

Relevant Team Experience

LOCKER ROOMS
Initial Concept for Cotton Bowl Facade

Initial concept for the facade was included in the Design-Build RFP
Project Guaranteed Maximum Price

Following is the proposed total for the Design-Build firm’s scope of work, including design fees, pre-construction and construction fees, general conditions and the cost of construction:

- Phase 1 GMP: $12,500,000
- Phase 2 GMP: $33,000,000
Total GMP: $45,500,000
Fees Included for Project

• Design fees include the following consultants:
  – Sports Architect
  – Structural/Civil Engineer
  – Mechanical/Electrical/Plumbing Engineers
  – Preservation Architect
  – Security
  – Food Service
  – Life Safety (Code) and Accessibility
  – Lighting
  – Point of Sale Technology System
  – Acoustics
Fees Included for Project

• Pre-construction fees include:
  – Cost Estimating
  – Scheduling/Phasing of Work
  – Constructability Reviews
  – Value Engineering
  – Bid Packaging
  – Identifying contractors, including M/WBE opportunities
  – Developing GMP
Proposed Design Phase Fees

- Design fees, total: $3,548,750
  - Phase 1: $451,250
  - Phase 2: $3,097,500

- Pre-construction Fees, total: $368,500
  - Phase 1: $47,500
  - Phase 2: $321,000

Total award amount for this action: $3,917,250

Total GMP, which will include future awards for construction: $45,500,000
Schedule – Previous Actions

- RFQ was issued: August 14, 2006
- Qualifications received: Sept. 14, 2006
- RFP Issued: Sept. 18, 2006
- Proposals were received: Oct. 5, 2006
- Interviews conducted: Oct. 12, 2006
- Park Board briefing: Oct. 19, 2006
Implementation Schedule – Future Actions

- Committee/Park Board Docket - Approval of contract Oct. 26, 2006
- Quality of Life Committee Briefing Nov. 6, 2006
- 2006 Capital Bond Referendum Nov. 7, 2006
- Council – Approval of Design-Build contract Nov. 8, 2006
- Start design – Phase 1 and 2 Nov. 2006
Implementation Schedule – Phase 1

- GMP provided for Phase 1  Dec. 2006
- Park Board/Council approvals of Phase 1 GMP  Jan. 2007
- Start construction - Phase 1  Feb. 2007
- Complete construction – Phase 1  Sept. 2007
Implementation Schedule – Phase 2

• GMP provided for Phase 2 - early start package April 2007
• GMP approved for Phase 2 – early start package May 2007
• Start construction – early start package May 2007
Implementation Schedule
Phase 2

- GMP provided – Phase 2 Nov. 2007
- GMP approved – Phase 2 Dec. 2007
- Construction begins – Phase 2 Jan. 2008
- Construction complete* Sept. 2008

* Some construction may need to be performed after the Cotton Bowl Classic game, in January 2009
Cotton Bowl