



# ORANGE COUNTY CONVENTION CENTER PHASE V MULTI-PURPOSE VENUE AND GRAND CONCOURSE IMPROVEMENTS

January 28, 2020

2020-01-28 Discussion Item III.C.4. Exhibit 4 Greg Colevas



# OUR TEAM

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————— A JOINT VENTURE



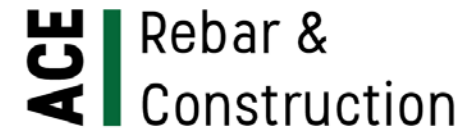
SkyBuilders USA, LLC  
M/WBE



Verde Construction  
Managers, LLC  
M/WBE



Burns Construction  
Management, LLC  
SDV



ACE Rebar &  
Construction  
M/WBE



GCI, Inc  
M/WBE



# LOCAL TEAM COLLABORATION

Our team has delivered **five projects** together within the last **eight years** and have been operating in Central Florida and Orange County for over **40 years**, completing over **\$2B** in construction locally.



College Park Middle School | \$18.6M

CM Team included Clark and R L Burns



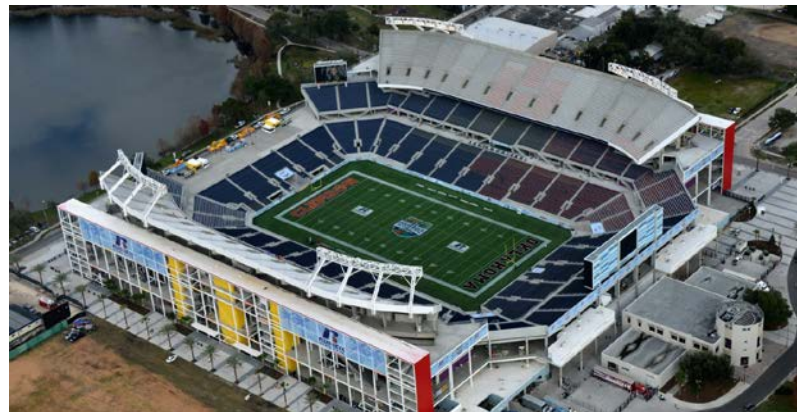
West Orange High School | \$73M

CM Team included Clark and R L Burns



Amway Center | \$380M

CM Team included R L Burns and Verde



Citrus Bowl Reconstruction | \$162M

CM Team included R L Burns and Verde



Lake Nona Middle School | \$20M

CM Team included Clark and R L Burns

# KEY PERSONNEL



## Keith Couch

Florida Licensed General Contractor, DBIA, STS

- **30** years of Industry Experience
- Over **\$2B** in Construction Manager at Risk delivery experience
- Over **\$3B** in large-scale facility experience
- Over **\$3B** in active and secure campus construction





# YOUR INTERVIEW CRITERIA

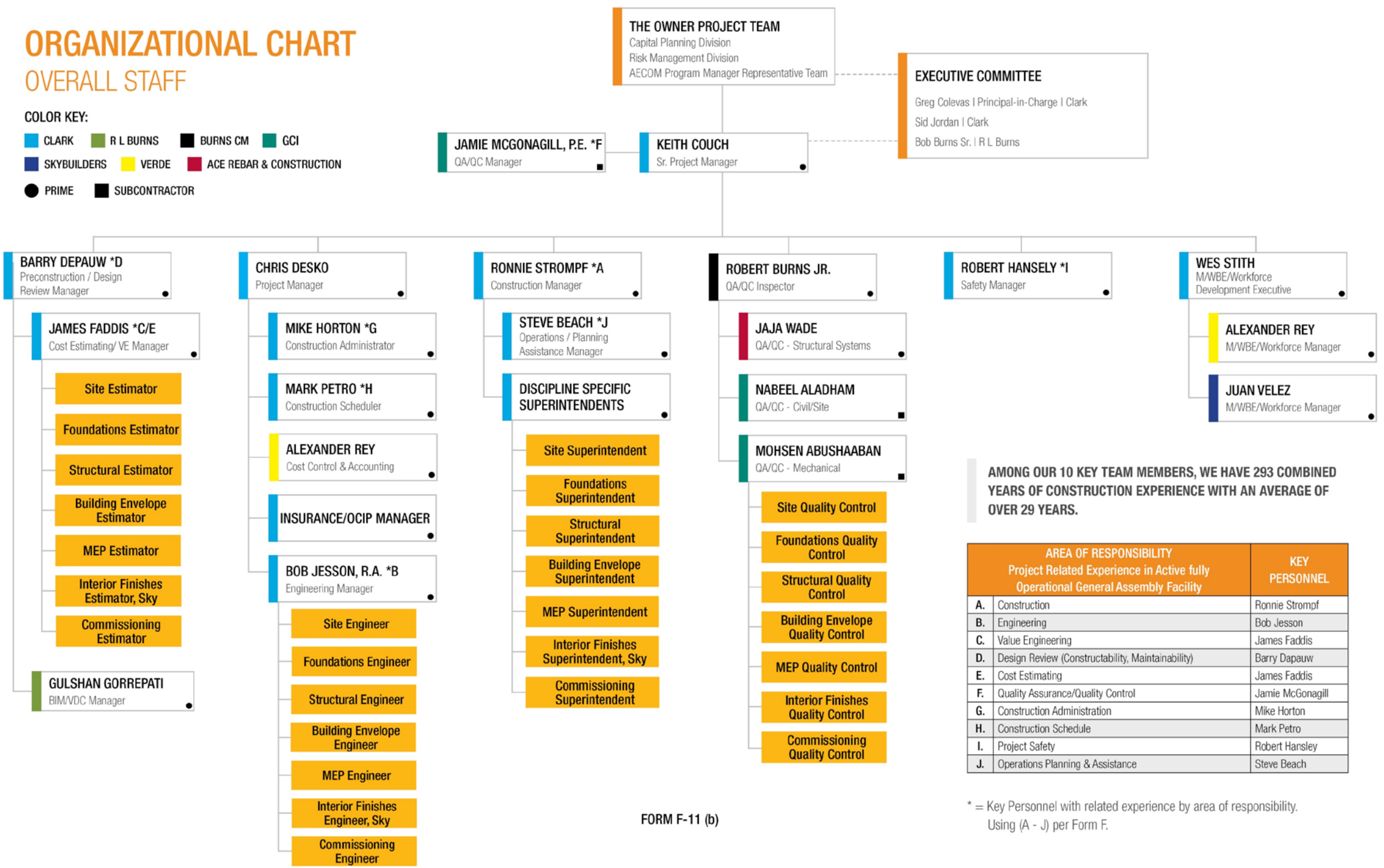
- A. Key Team Members
- B. Challenges and Solutions
- C. Our Plan
  - Maintaining Budget and Schedule
  - Address Labor Shortages
  - Minimize Claims and Litigation
- D. Workforce and MWBE Participation Goals
- E. Environment to Achieve Project Objectives and Sustain Local Economic Development

# ORGANIZATIONAL CHART

## OVERALL STAFF

### COLOR KEY:

- CLARK
- R L BURNS
- BURNS CM
- GCI
- SKYBUILDERS
- VERDE
- ACE REBAR & CONSTRUCTION
- PRIME
- SUBCONTRACTOR



AMONG OUR 10 KEY TEAM MEMBERS, WE HAVE 293 COMBINED YEARS OF CONSTRUCTION EXPERIENCE WITH AN AVERAGE OF OVER 29 YEARS.

AREA OF RESPONSIBILITY		KEY PERSONNEL
Project Related Experience in Active fully Operational General Assembly Facility		
A.	Construction	Ronnie Strompf
B.	Engineering	Bob Jesson
C.	Value Engineering	James Faddis
D.	Design Review (Constructability, Maintainability)	Barry Dapauw
E.	Cost Estimating	James Faddis
F.	Quality Assurance/Quality Control	Jamie McGonagill
G.	Construction Administration	Mike Horton
H.	Construction Schedule	Mark Petro
I.	Project Safety	Robert Hansley
J.	Operations Planning & Assistance	Steve Beach

\* = Key Personnel with related experience by area of responsibility. Using (A - J) per Form F.

# CHALLENGES AND SOLUTIONS

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- ✓ Maintaining active convention center operations during construction
- ✓ Phasing and Logistics Planning
- ✓ Connectivity to North and South Concourse



# MAINTAINING CONVENTION CENTER OPERATIONS DURING THE CONSTRUCTION PROCESS





# MAINTAINING ACTIVE OPERATIONS - LOAD IN/LOAD OUT





# MAINTAINING ACTIVE OPERATIONS - SAFE EGRESS





# MAINTAINING ACTIVE OPERATIONS NORTH / SOUTH CONNECTION

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# MAINTAINING ACTIVE OPERATIONS - OTHER ITEMS

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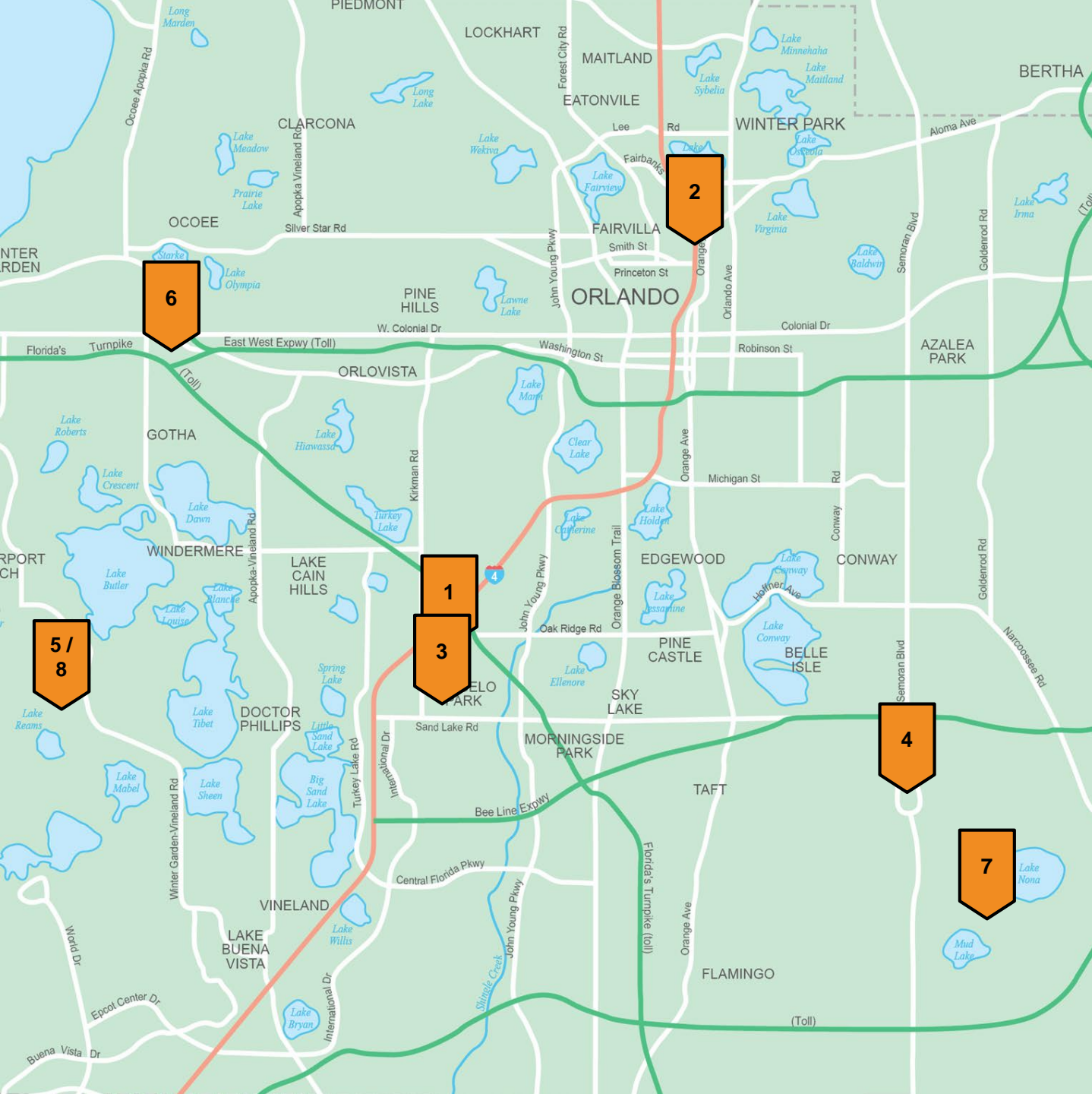
- ✓ Maintaining Fire Truck Access
- ✓ Separation of Construction Traffic from Convention Center Traffic
- ✓ Truck Routes and Delivery Times
- ✓ Protected Pedestrian Walkways and Screening
- ✓ Integrated Emergency Response Plan
- ✓ Early Utility Coordination



# COST AND SCHEDULE

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- ✓ Controlling costs in an escalating market
- ✓ Attracting the best subcontractors and suppliers at the lowest price



# CONTROLLING COSTS / ATTRACTING SUBCONTRACTORS

1. Universal's Epic Universe
2. I-4 Ultimate
3. Orange County Convention Center
4. GOAA South Terminal Phase II
5. OCPS Capital Improvements Program
6. Orlando Health
7. Lake Nona
8. Horizon West



# CONTROLLING COSTS/ATTRACTING SUBCONTRACTORS



**Project Comparison - Convention Center**  
January 1, 2020



Project Location	Project #1 Convention Center City, State	Project #2 Expansion City, State	Project #3 Convention Center City, State	Project #4 Expansion City, State	Project #5 Expansion City, State
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Convention Center sf	2,300,000 sf	2,800,000 sf	1,285,700 sf	1,058,000 sf	386,400 sf
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**Convention Center S/sf**

Site development	\$52.40	\$34.32	\$22.22	\$34.72	\$31.83
Structure	\$197.74	\$90.53	\$106.82	\$73.44	\$104.93
Exterior Façade & Roofing	\$51.18	\$43.35	\$59.73	\$36.18	\$55.71
Interior finishes	\$98.40	\$82.65	\$79.52	\$111.43	\$91.70
Vertical Transportation	\$10.18	\$9.40	\$6.98	\$8.74	\$9.71
Fire Protection	\$6.94	\$5.89	\$7.69	\$7.78	\$6.75
HVAC & Plumbing	\$61.19	\$52.78	\$63.76	\$70.03	\$84.60
Electrical	\$60.14	\$77.52	\$51.66	\$81.16	\$6.75
Project Indirects (GC, Fee, Indirects)	<u>\$47.51</u>	<u>\$100.39</u>	<u>\$72.83</u>	<u>\$68.79</u>	<u>\$79.03</u>



# EXPERIENCE WITH POPULOUS & C.T. HSU - \$1 BILLION IN PLACE



FedEx Field | Landover, MD | \$179.8M

Nationals Park | Washington, DC | \$442.5M



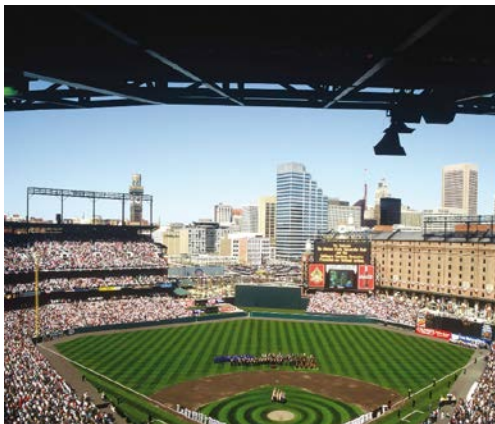
Rose Bowl Stadium Press Box | Pasadena, CA | \$50M



College Park Middle School | Orlando, FL | \$18.6M



Bridgestone Arena Enhancements | Norfolk, VA | \$13M



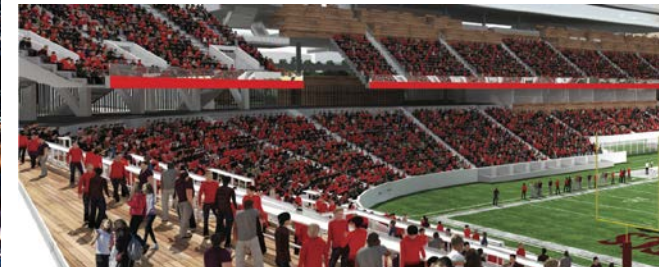
Oriole Park at Camden Yards | Baltimore, MD | \$56M



PETCO Park | San Diego, CA | \$243.1M



M&T Bank Stadium | Baltimore, MD | \$44M



SDSU Aztec Stadium | San Diego, CA | \$250M



# ATTRACTING THE BEST SUBCONTRACTORS AT THE MOST COMPETITIVE PRICE

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- ✓ Early Engagement
- ✓ Tailor Procurement Packages to Match Market Capacity
- ✓ Experienced CM Team/Good Plan

# OUR PLAN TO MAINTAIN BUDGET/SCHEDULE, ADDRESS LABOR SHORTAGE, AND MINIMIZE CONFLICT

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## "Design-To" Budget and Schedule Model

- ✓ Early Identification of "Enabling" Work
- ✓ Tailor Bid Packages to Match Market Capacity
- ✓ Early Subcontractor Engagement
- ✓ Collaborative Environment
- ✓ Construction = Execution



# ENVIRONMENT TO ACHIEVE PROJECT OBJECTIVES



Local I-Drive Stakeholders

Convention Center Clients



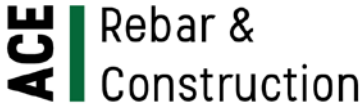
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# M/WBE PARTICIPATION & WORKFORCE GOALS / ACTION PLAN

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# M/WBE SUBCONTRACTOR GOALS

Convention Center (City, State)	Goal	Achieved	Exceeded By
<b>Orange County Convention Center Phase V Expansion (Prime Level)</b> (Orlando, FL)	No Goal	10%	10%
<b>Orange County Convention Center Phase V Expansion (M/WBE Level)</b> (Orlando, FL)	25%	31.7%	6.7%
<b>Music City Center</b> (Nashville, TN)	20%	30%	10%
<b>Walter E. Washington Convention Center</b> (Washington, DC)	35%	48%	13%
<b>McCormick Place Expansion - South Hall</b> (Chicago, IL)	30%	43%	13%
<b>McCormick Place Expansion - West Hall</b> (Chicago, IL)	30%	35.27%	5.27%
<b>Henry B. Gonzales Convention Center Expansion Ph. I &amp; II</b> (San Antonio, TX)	17%	25%	8%
<b>Boston Convention &amp; Exhibition Center</b> (Boston, MA)	20%	20%	Goal Met
<b>Midwest Express Center / Wisconsin Center</b> (Milwaukee, WI)	30%	31%	1%



# National Museum of African-American History and Culture



	Goal	Actual
MBE	22%	44.90%
WBE	10%	13.90%
SDV	5%	16.00%



# M/WBE SUBCONTRACTING PLAN

- Design the procurement plan around the M/WBE previous capacity study performed from the OCCC M/WBE certified firms.
- When there is a lack of M/WBE capacity, create mentoring and match making programs.
- Host early engagement small business Outreach Events to present the project business opportunities.
- Collaborate with the local small business organizations to identify potential M/WBE firms.



# WORKFORCE ACTION PLAN

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- Create a Hiring Center
- Work with the Urban League
- Develop Mentoring Program
- Hire Displacement Workers from Career Source Center Florida





# ENGAGED IN ORANGE COUNTY COMMUNITY



**400 Hours**

Spent Meeting with  
local M/WBE  
Trade Partners

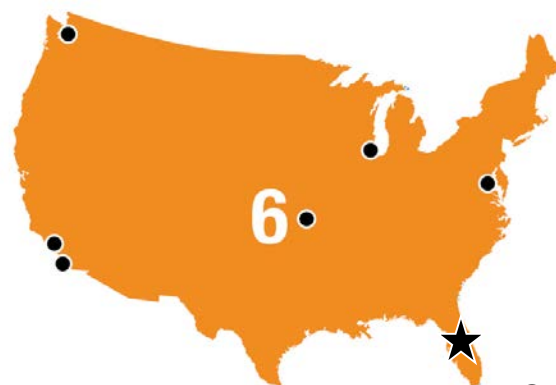


# STRATEGIC PARTNERSHIP PROGRAM

An intensive, 10-month long executive MBA-style class for small business owners and executives to help better manage, protect, and transform their companies.

**Locations:** Bethesda, MD | Irvine, CA | Chicago, IL | Seattle, WA | Kansas City, MO, | San Francisco, CA

## By the Numbers



Orange County

Cities operating a Strategic Partnership Program



Strategic Partnership Program Graduates



Largest contract amount awarded to an SPP Graduate



In contracts awarded to SPP Graduates nationally



# ORANGE COUNTY PUBLIC SCHOOL MENTORING PROGRAM



- Work with the Orange County Technical school (West Side Tech Campus)
- Develop a county-wide construction management / cost estimating program for interested OCPS high school students to work in professional construction services





# OUR COMMITMENT

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- Exceed the M/WBE and Workforce goals
- Establish the Strategic Partnership Program in Orange County
- Develop a county-wide construction management / cost estimating program for interested OCPS high school students to work in professional construction services





# WHY THE CLARK / R L BURNS TEAM?

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- One Team
- Technical Capability
- Cost & Schedule Certainty
- Proven M/WBE & Workforce Experience
- Lasting Impact