AUGUSTA-RICHMOND COUNTY BOARD RETREAT

HYATT HOUSE HOTEL

JANUARY 26, 2021

S.P.A.C.E.™ Venues

SECTION 1: RETREAT OBJECTIVES

RETREAT OBJECTIVES

1. To give the Authority an update on the project status.
2. To give the Authority an overall view of the process (set the table)
3. To provide the Authority a deeper understanding of industry terms.
4. To establish the delivery strategy for project implementation.
5. To establish a consistent public message.

ARCCA BOARD CASE FOR PUBLIC SUPPORT

See handout.

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SECTION 2: PROJECT OVERVIEW

COST SUMMARY

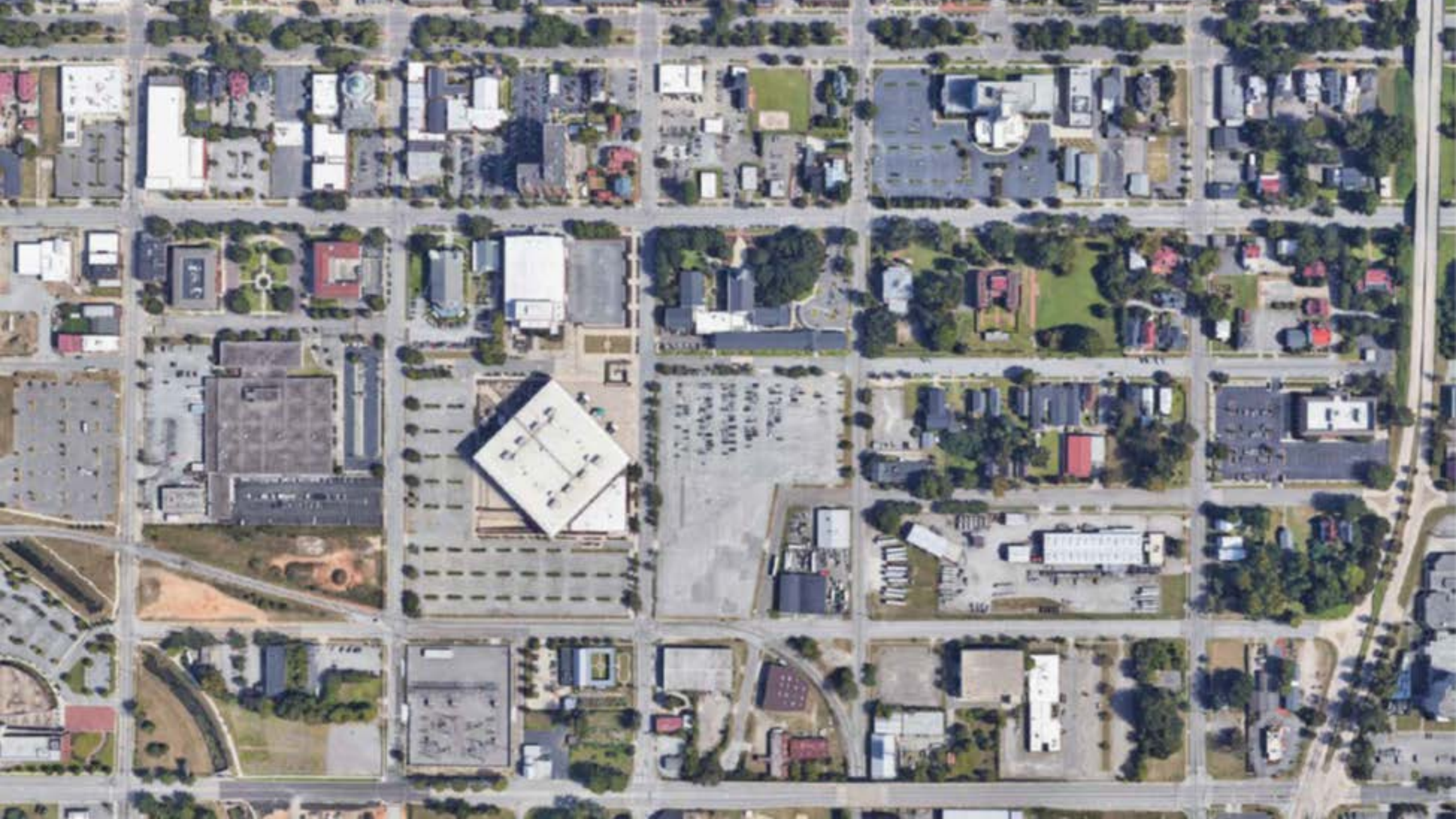
COST SUMMARY	
BUILDINGS CONSTRUCTION (Includes Demo, New Arena and Connector, Bell Auditorium Expansion / Improvements)	**$170,471,728**
SITE WORK (Includes Site Utilities, Central Utility Plant Plaza, New Arena Site Parking, Existing Parking Lot Improvements, Public Art Program)	**$15,250,000**
BUILDINGS AND SITE WORK CONSTRUCTION SUBTOTAL	**$185,721,728**
SOFT COSTS	**$30,000,000**
PROJECT COST TOTAL	**$215,721,728**
TOTAL PROJECT AND CONSTRUCTION COST ESCALATED TO 2022	**$228,000,000**
OPTIONAL ADD ALTERNATES	
BALL ROOM - ALTERNATE #1	**$16,731,940**
ARENA FLOOR COOLING (ICE) SYSTEM – ALTERNATE #2	**$4,000,000**
PARKING DECK - ALTERNATE #3	**$18,500,000**

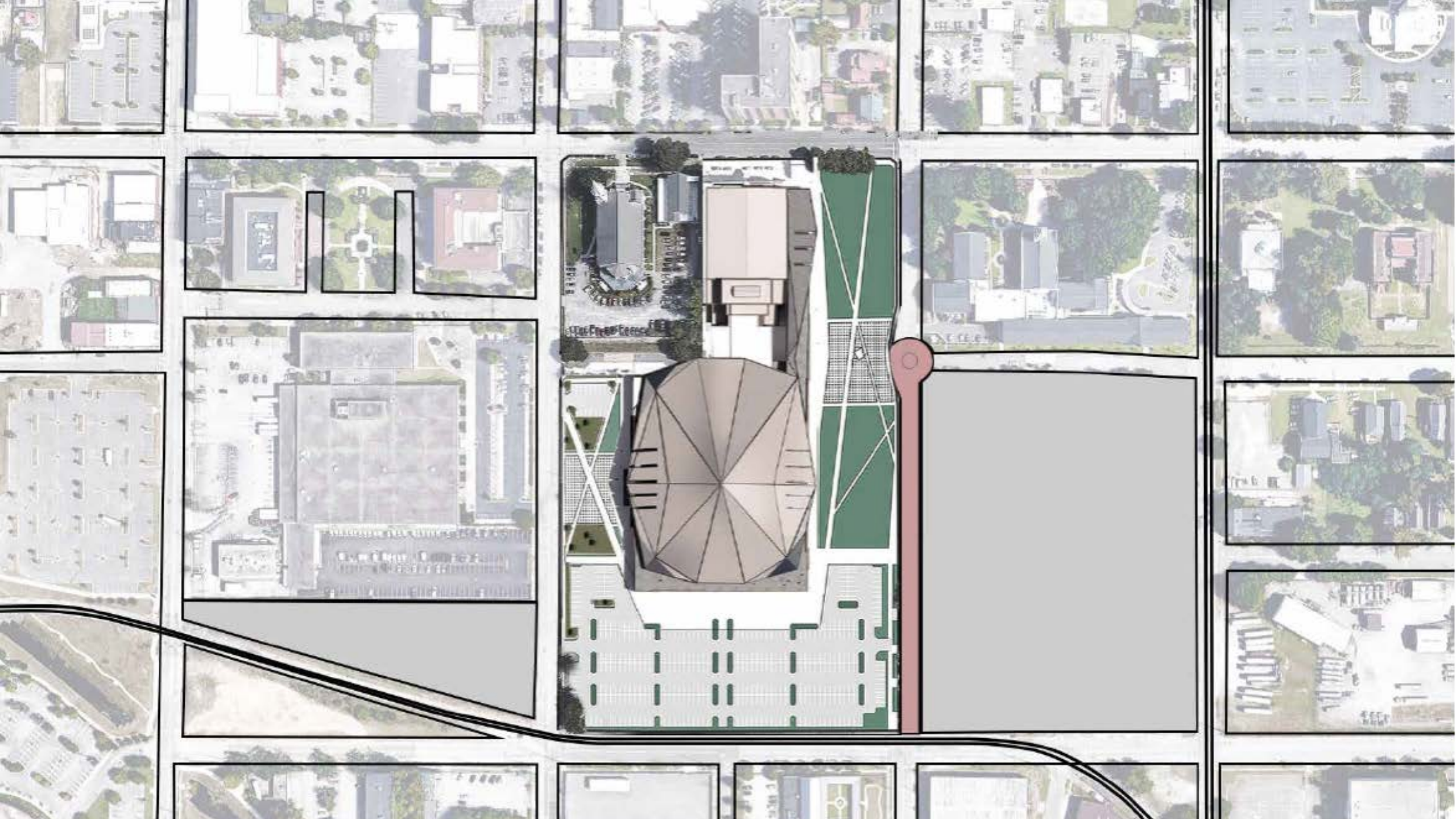
POTENTIAL FUNDING OPTIONS

Alternate #1 - Ball Room	$16,731,940
Alternate #2 - Arena Floor Cooling (Ice) System	$4,000,000
Alternate #3 – Parking Deck (500 spaces)	$18,500,000

SCHEDULE

PHASE 1	
RETAIN PROJECT TEAM	1/21/20
COLISEUM AUTHORITY / CITY OF AUGUSTA - JOINT MEETING #1	1/21/20
ESTABLISH PROJECT GOALS	1/21/20 - 1/31/20
PROJECT PLANNING	1/21/20 - 2/18/20
MARKET ANALYSIS	1/31/20 - 8/31/20
PROJECT FEASIBILITY / RESEARCH ANALYSIS	1/31/20 - 8/31/20
PROJECT KICK-OFF & STAKEHOLDER MEETINGS	2/17/20 - 2/18/20
PRELIMINARY BUILDING PROGRAM	2/18/20 - 2/28/20
CONCEPTUAL DESIGN	3/1/20 - 8/31/20
FINALIZE PROJECT REPORTS / PRESENTATION	9/1/20 - 9/16/20
COLISEUM AUTHORITY / CITY OF AUGUSTA - JOINT MEETING #2	9/17/20
PHASE 2	
PROJECT FUNDING PLAN	9/18/20 - 10/20/20
COLISEUM AUTHORITY / CITY OF AUGUSTA - JOINT MEETING #3	10/20/20
PROJECT DELIVERY STRATEGY	9/18/20 - 3/31/21
CAPACITY BUILDING PROGRAM	9/18/20 - 3/31/21
COMMUNITY OUTREACH – PART 1	9/18/20 - 12/8/20
COMMUNITY OUTREACH – PART 2	1/4/21 - 3/16/21
SPLOST 8 / PROJECT FUNDING PUBLIC VOTE	3/16/21
SCHEMATIC DESIGN / DESIGN DEVELOPMENT	11/1/20 - 3/31/21
PROJECT MANAGEMENT PLAN	11/1/20 - 12/8/20
DESIGN DEVELOPMENT / CONSTRUCTION DOCUMENTS	4/1/21 - 12/31/21
CONSTRUCTION DOCUMENTS COMPLETE	12/31/21
PHASE 3	
CONSTRUCTION PROCUREMENT PHASE	1/3/22 - 3/31/22
ISSUE NOTICE TO PROCEED	4/1/22
DEMOLITION / CONSTRUCTION PHASE	4/1/22 - 8/31/24
ARENA OCCUPANCY	8/31/24
RIBBON CUTTING CEREMONY	9/1/24
NEW ARENA OPENING FESTIVITIES	9/1/24 - 9/30/24
PROJECT CLOSEOUT	9/1/24 - 11/30/24
PROJECT COMPLETE	11/30/24

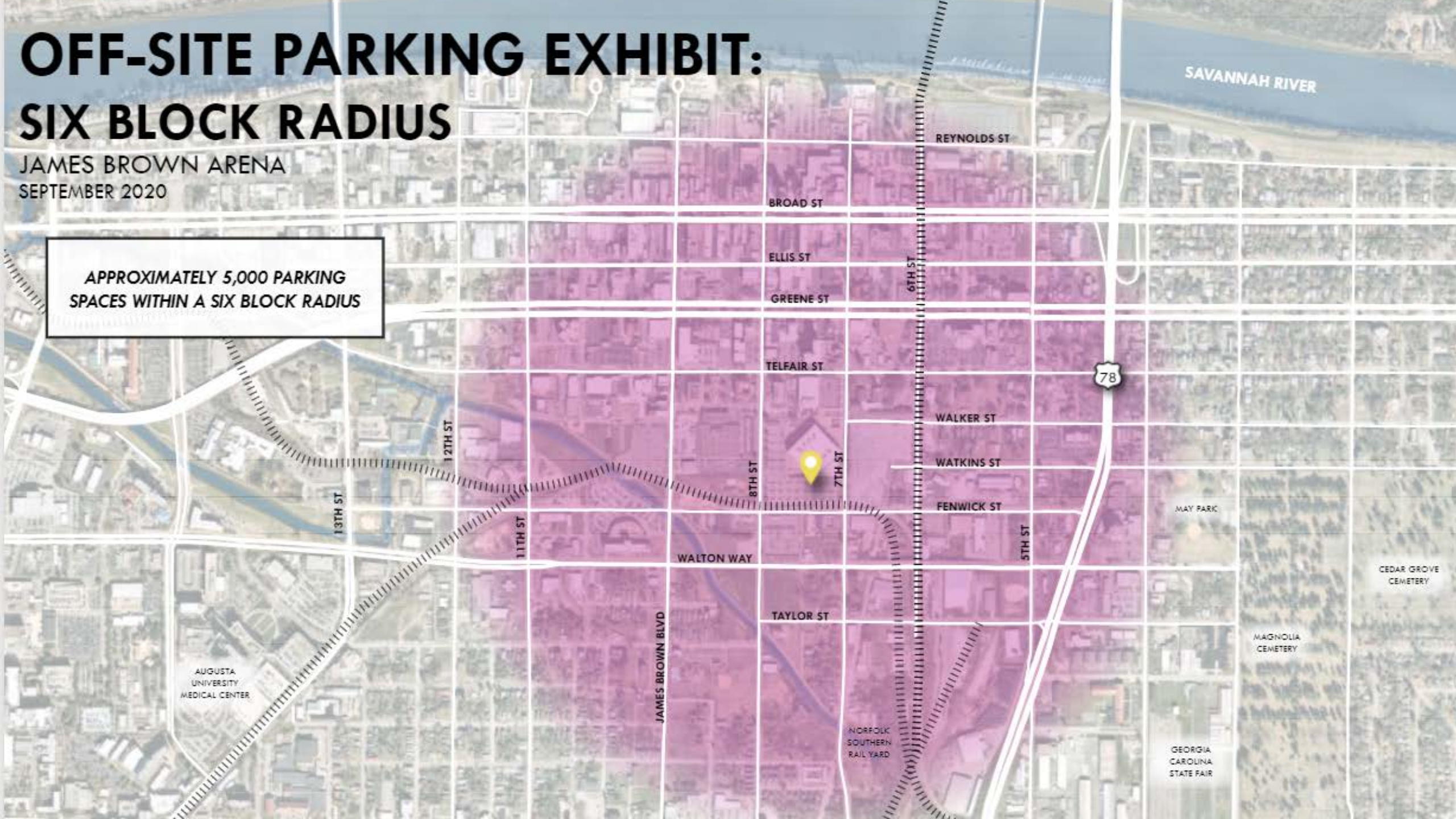




OFF-SITE PARKING EXHIBIT:
SIX BLOCK RADIUS

JAMES BROWN ARENA
SEPTEMBER 2020

APPROXIMATELY 5,000 PARKING SPACES WITHIN A SIX BLOCK RADIUS

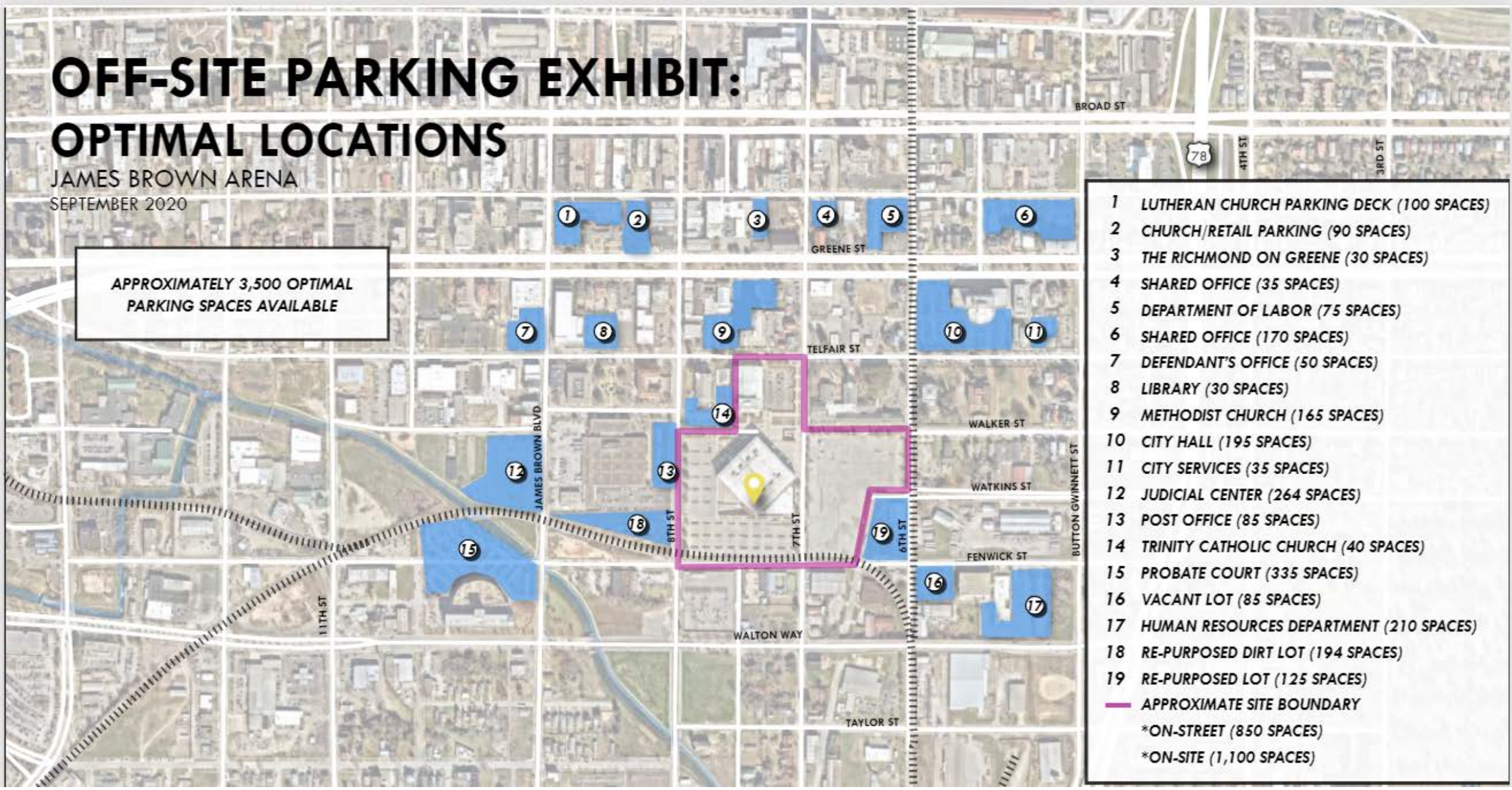


OFF-SITE PARKING EXHIBIT: OPTIMAL LOCATIONS

JAMES BROWN ARENA

SEPTEMBER 2020

APPROXIMATELY 3,500 OPTIMAL PARKING SPACES AVAILABLE



1 LUTHERAN CHURCH PARKING DECK (100 SPACES)
2 CHURCH/RETAIL PARKING (90 SPACES)
3 THE RICHMOND ON GREENE (30 SPACES)
4 SHARED OFFICE (35 SPACES)
5 DEPARTMENT OF LABOR (75 SPACES)
6 SHARED OFFICE (170 SPACES)
7 DEFENDANT'S OFFICE (50 SPACES)
8 LIBRARY (30 SPACES)
9 METHODIST CHURCH (165 SPACES)
10 CITY HALL (195 SPACES)
11 CITY SERVICES (35 SPACES)
12 JUDICIAL CENTER (264 SPACES)
13 POST OFFICE (85 SPACES)
14 TRINITY CATHOLIC CHURCH (40 SPACES)
15 PROBATE COURT (335 SPACES)
16 VACANT LOT (85 SPACES)
17 HUMAN RESOURCES DEPARTMENT (210 SPACES)
18 RE-PURPOSED DIRT LOT (194 SPACES)
19 RE-PURPOSED LOT (125 SPACES)
APPROXIMATE SITE BOUNDARY
*ON-STREET (850 SPACES)
*ON-SITE (1,100 SPACES)

SECTION 3: PROJECT DELIVERY STRATEGY

PRELIMINARY ORGANIZATIONAL CHART

OWNER'S REPRESENTATIVE

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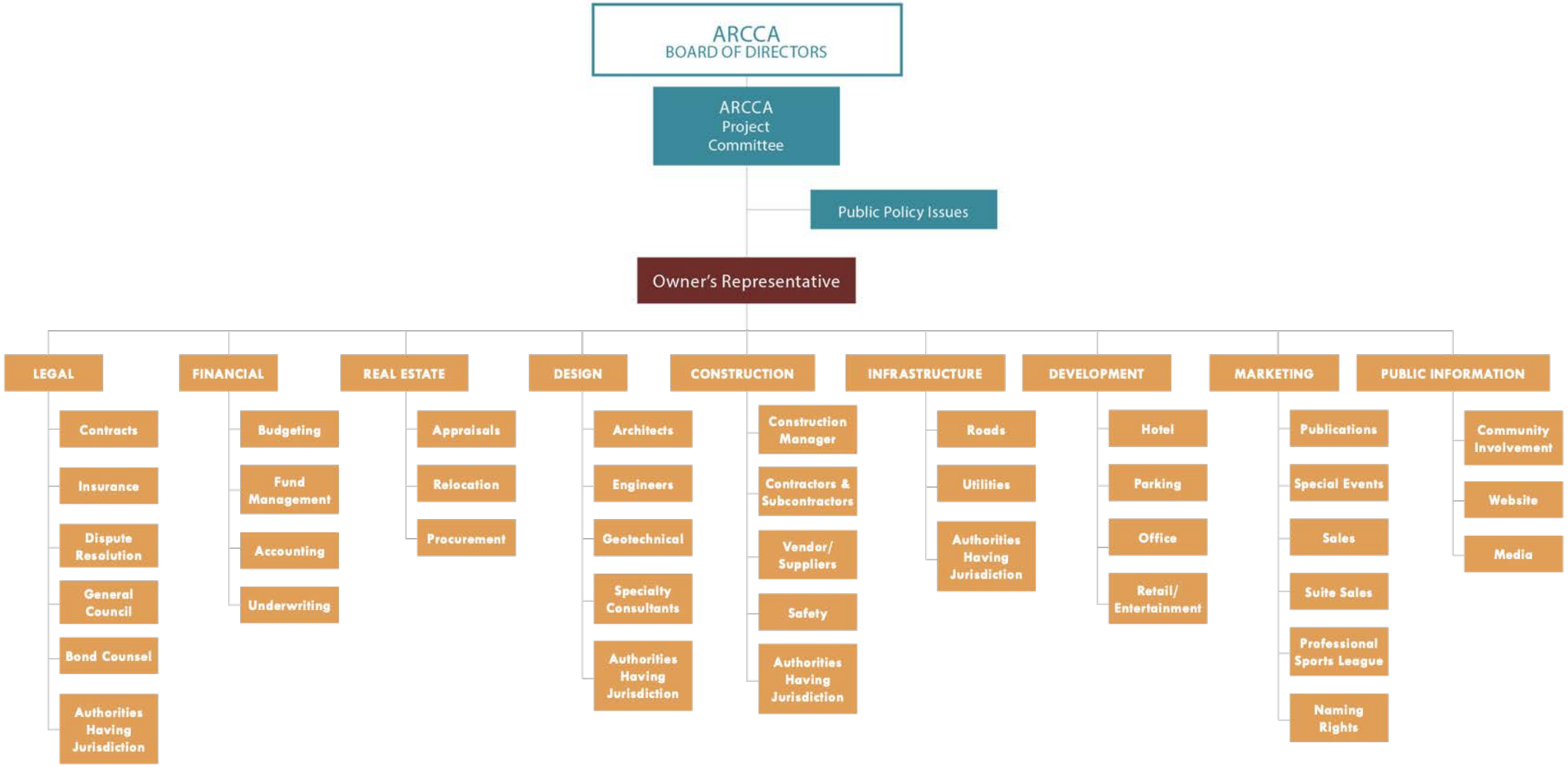
ORGANIZATIONAL CHART



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PRELIMINARY ORGANIZATIONAL CHART

DESIGN

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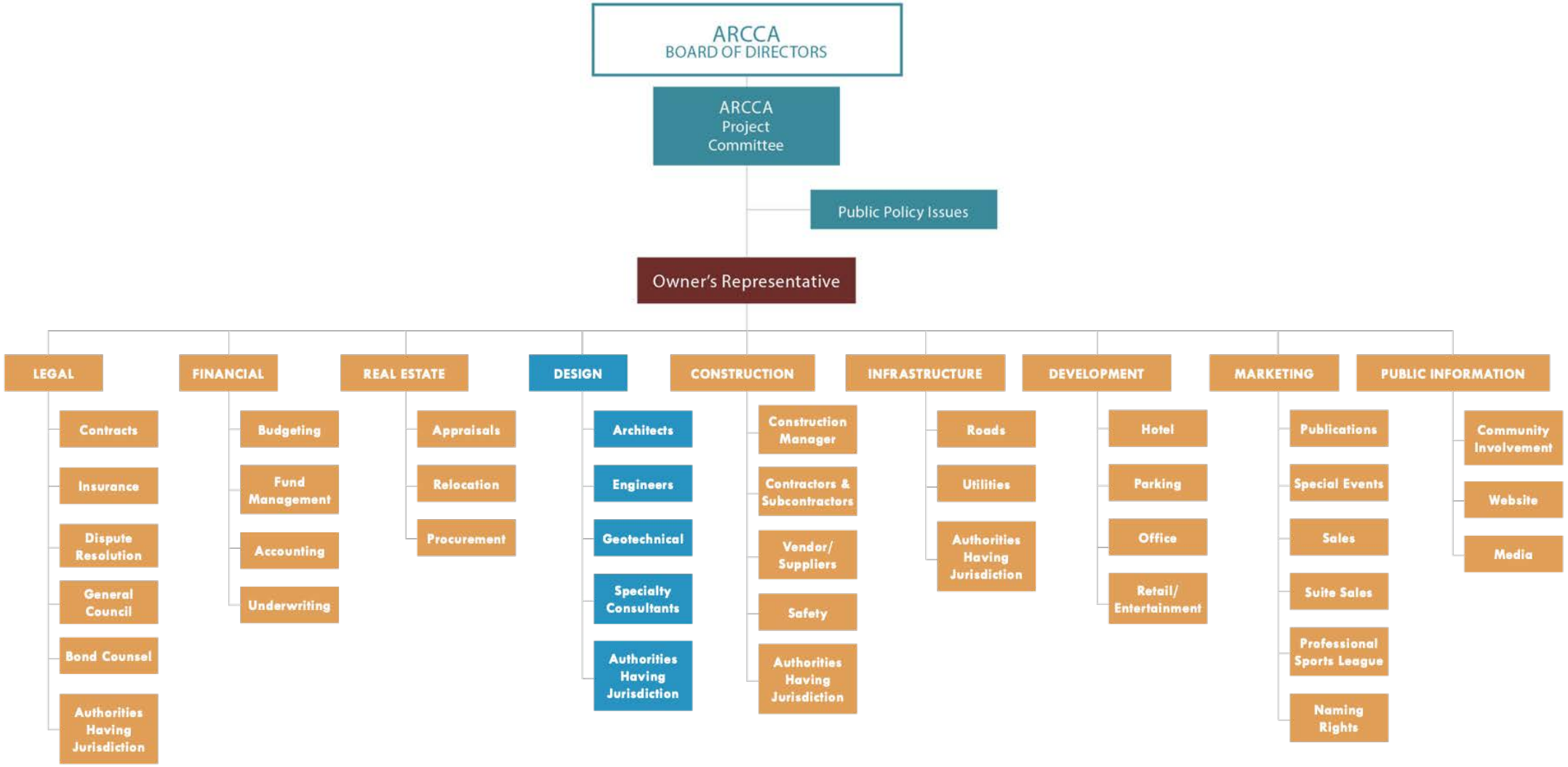
ORGANIZATIONAL CHART



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PRELIMINARY ORGANIZATIONAL CHART

CONSTRUCTION

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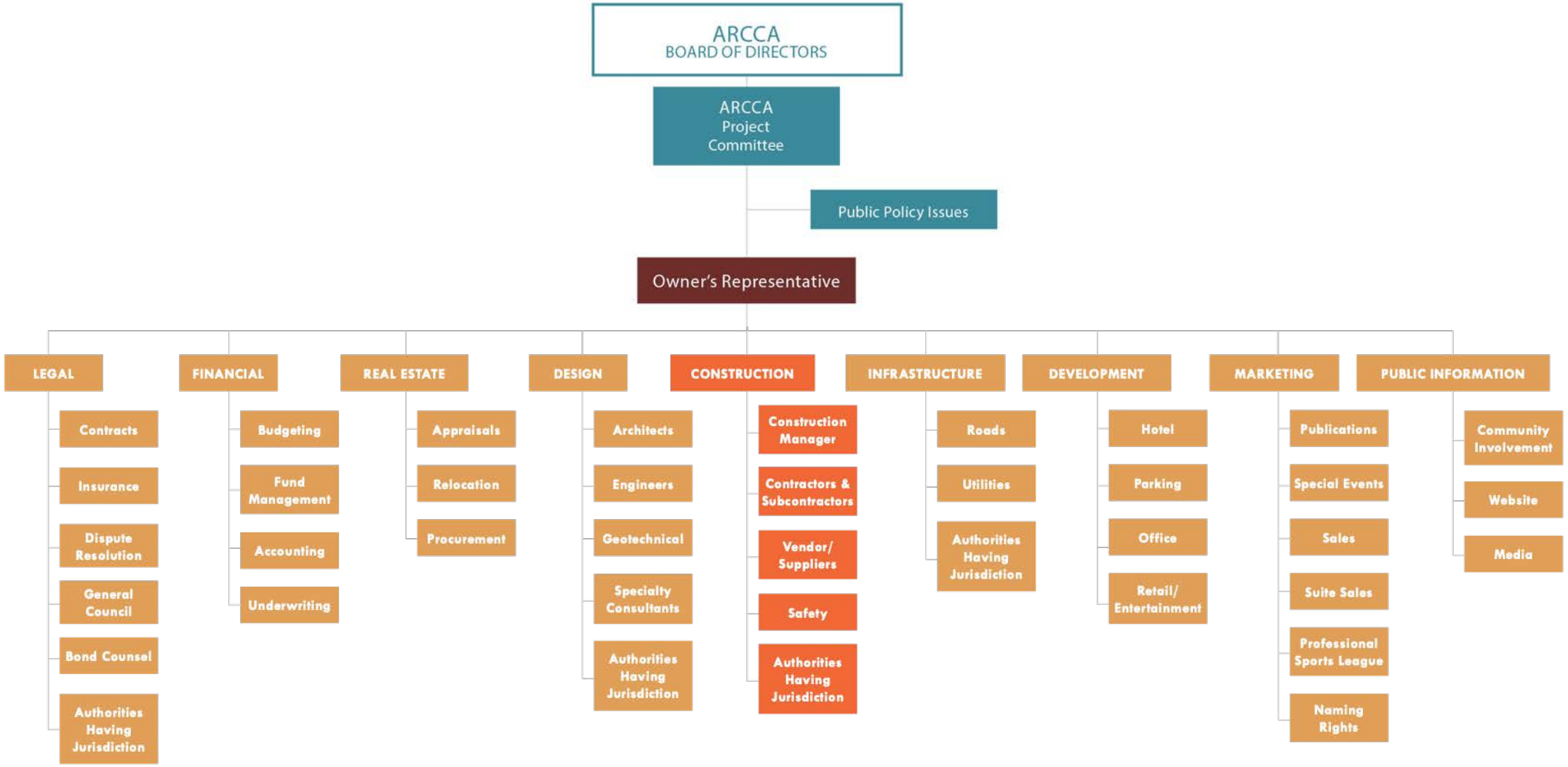
ORGANIZATIONAL CHART



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PRELIMINARY ORGANIZATIONAL CHART

INFRASTRUCTURE

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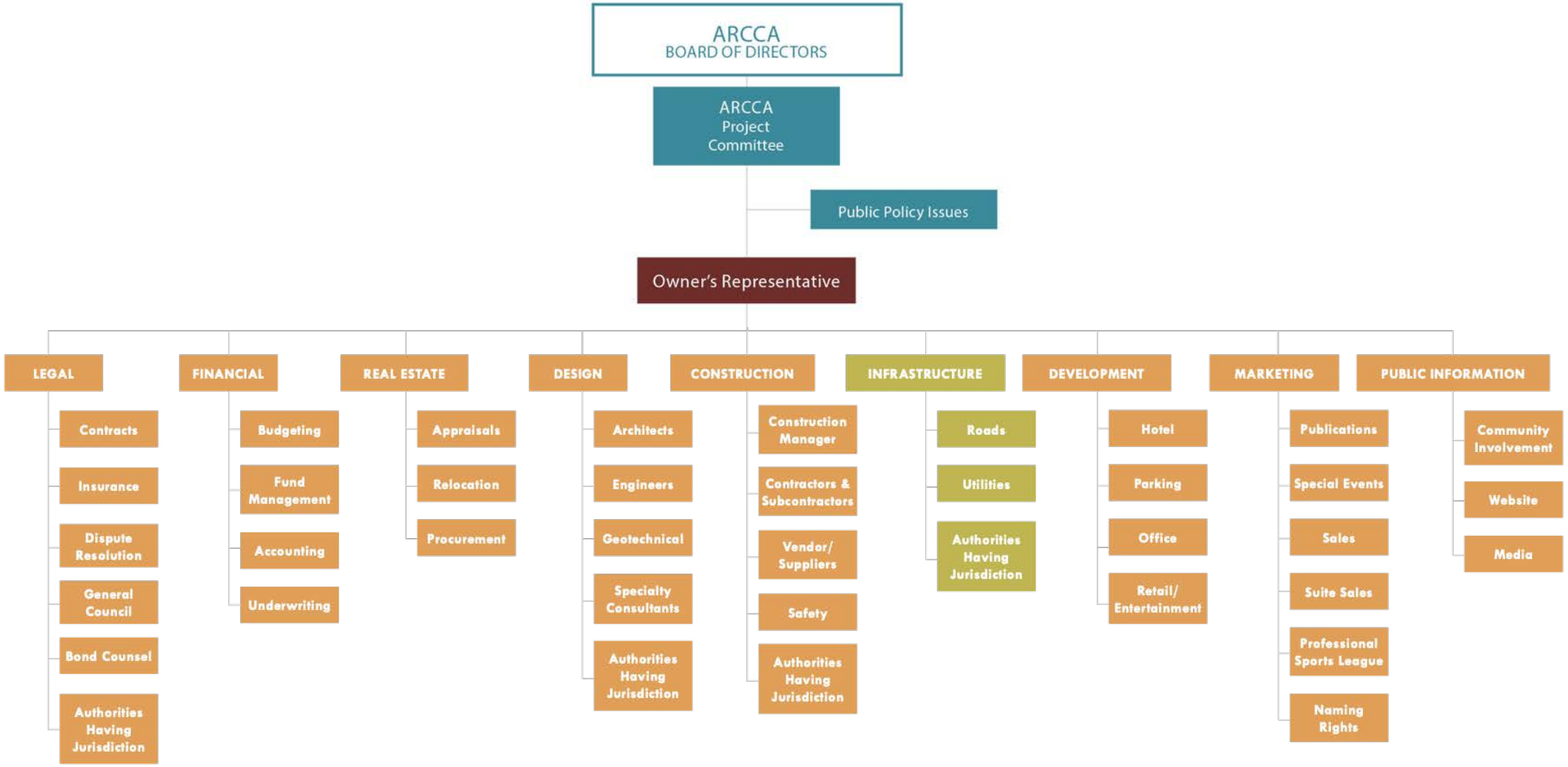
ORGANIZATIONAL CHART



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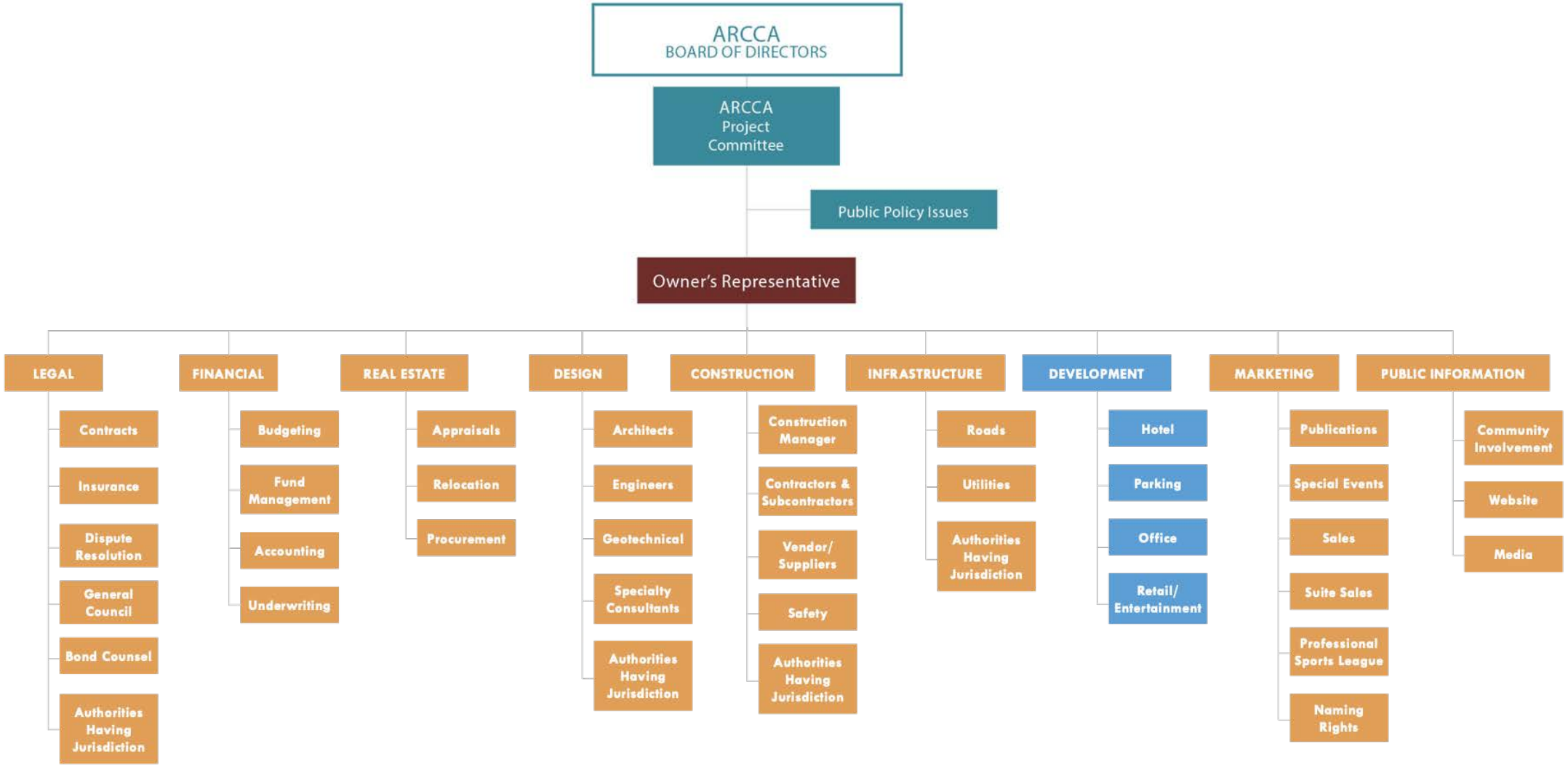
PRELIMINARY ORGANIZATIONAL CHART

DEVELOPMENT

ORGANIZATIONAL CHART



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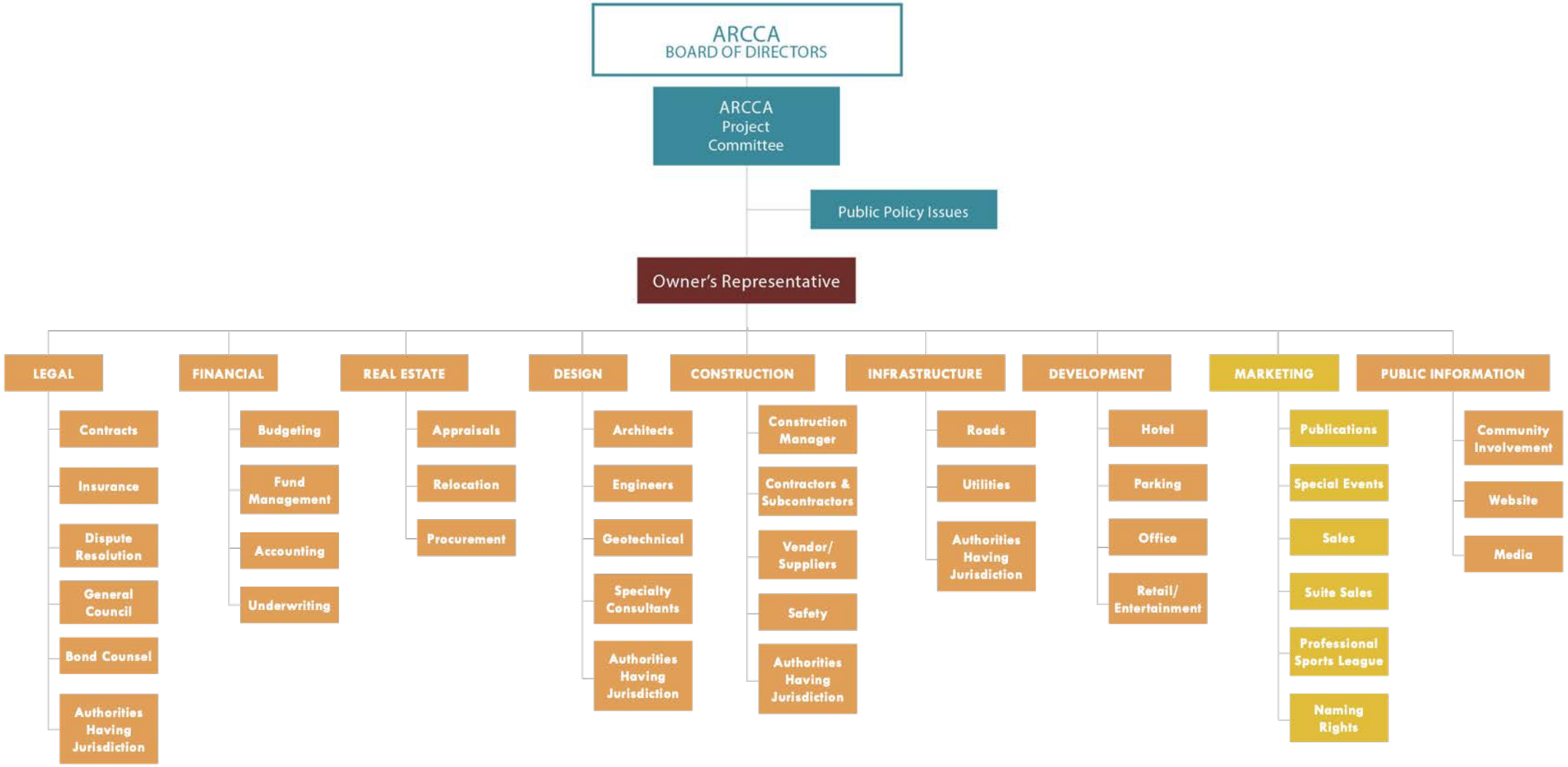
PRELIMINARY ORGANIZATIONAL CHART

MARKETING

ORGANIZATIONAL CHART



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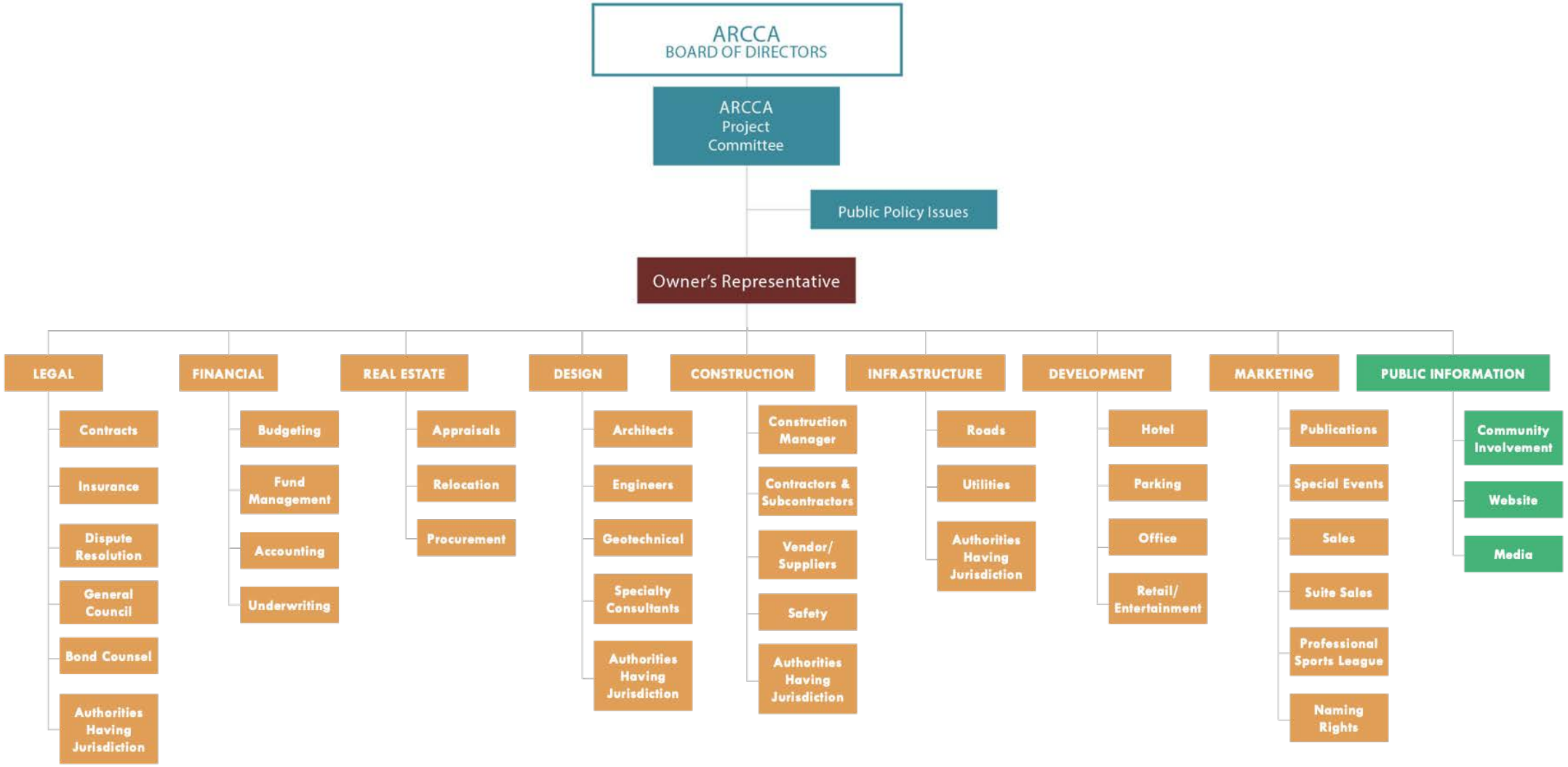
PRELIMINARY ORGANIZATIONAL CHART

PUBLIC INFORMATION

S.P.A.C.E.™ Venues

ORGANIZATIONAL CHART



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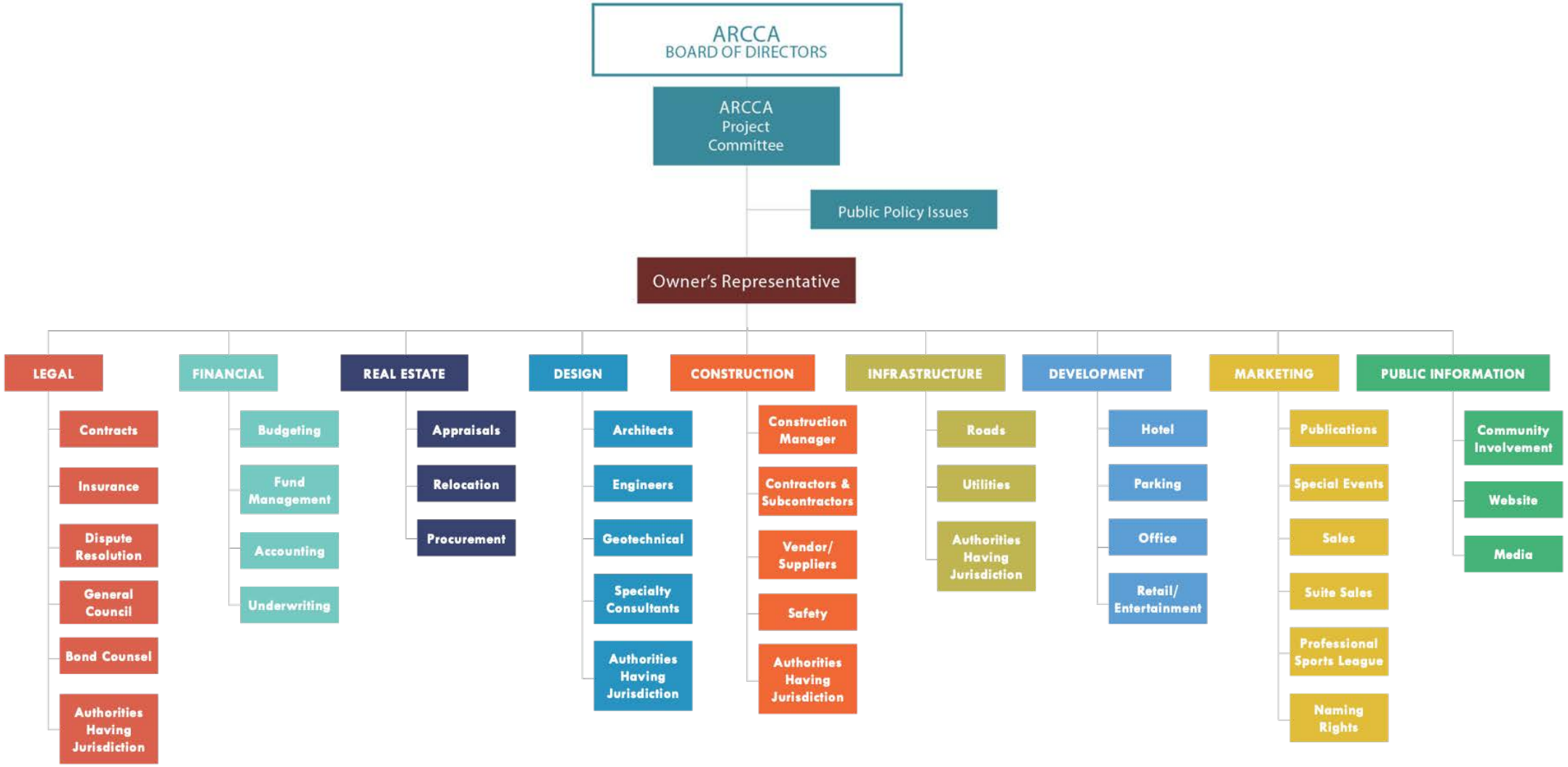
ORGANIZATIONAL CHART



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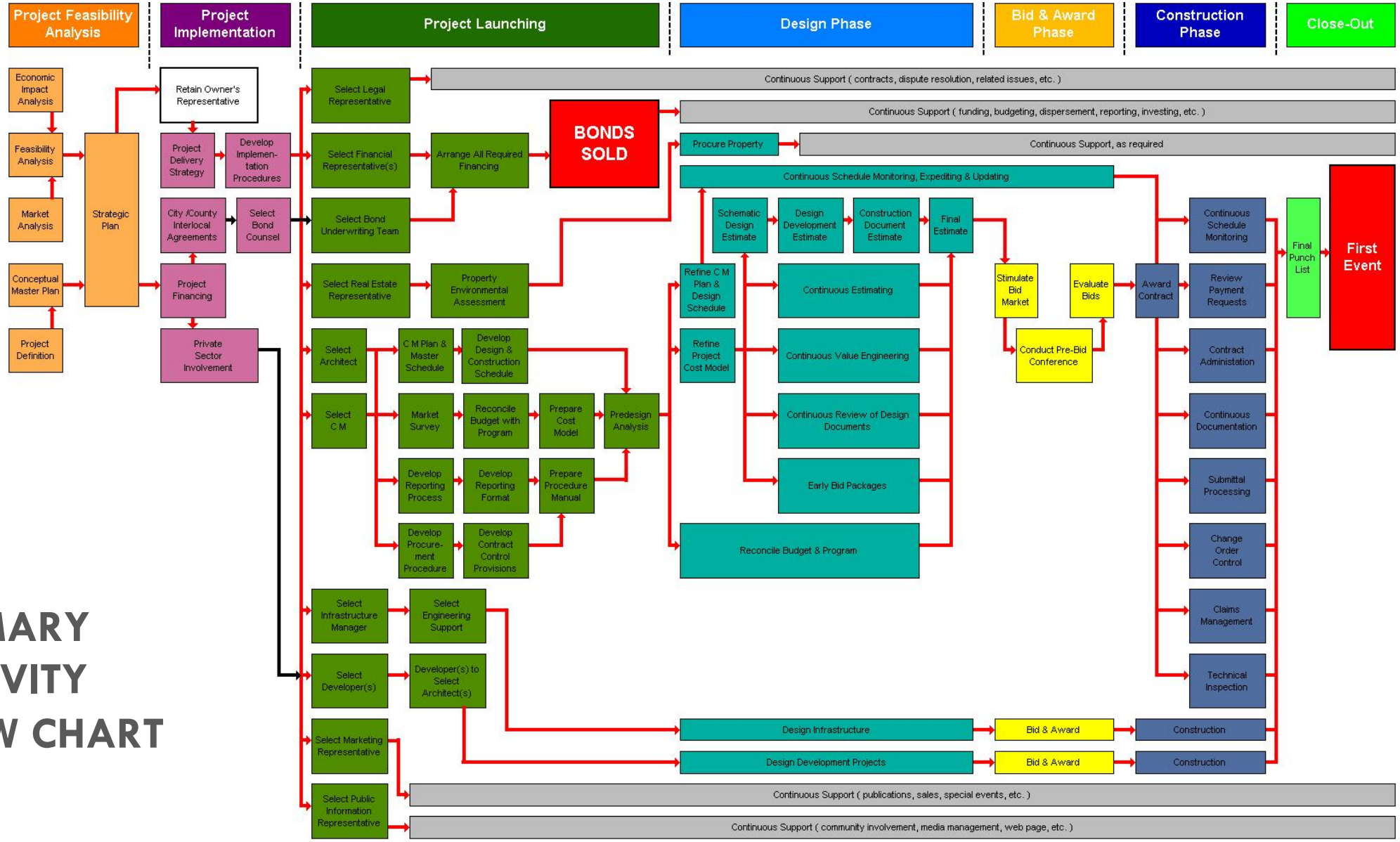
PRIMARY FLOW CHART OF ACTIVITIES

S.P.A.C.E.™ Venues

PRIMARY ACTIVITY FLOW CHART



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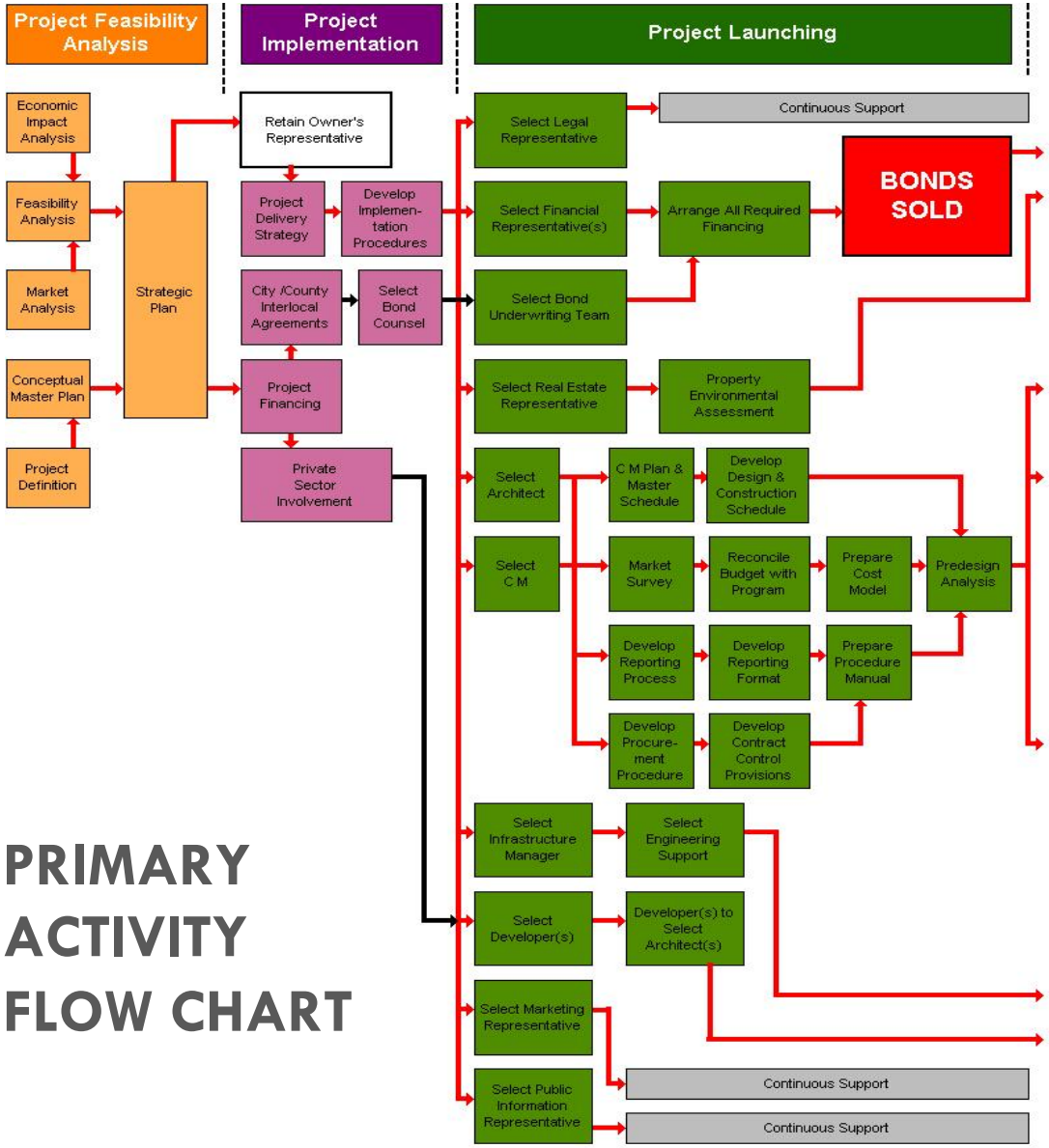
PRIMARY ACTIVITY FLOW CHART



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SELECTION PROCESS FOR CONSTRUCTION MANAGER

OBJECTIVES

- Secure best services for money spent
- Ensure fair and objective selection
- Facilitate local and MBE/WBE/DBE participation
- Secure firm familiar with local market
- Secure firm with experience with large construction programs
- Secure firm with strong cost and schedules controls

SELECTION PROCESS FOR CONSTRUCTION MANAGER

Process for Selection

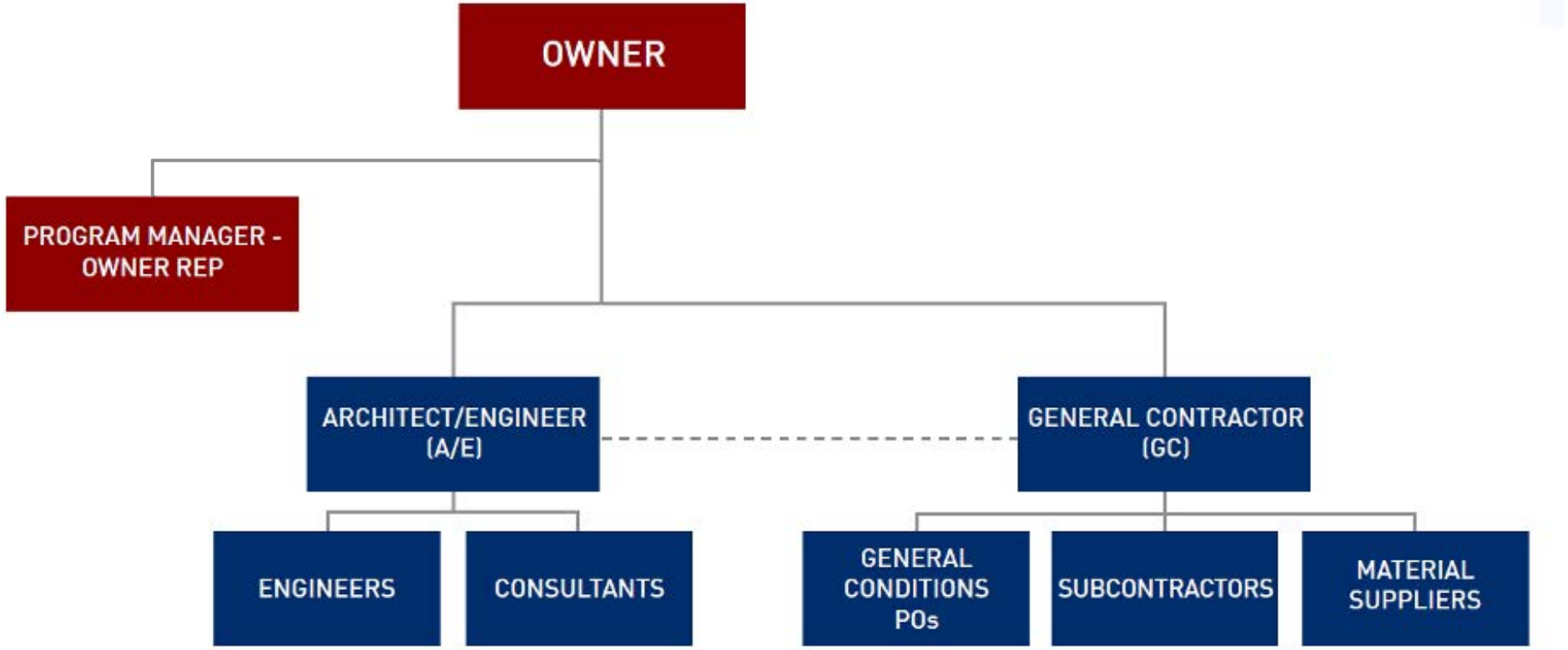
- Comply with State Laws
- Make Public Announcement
- Secure Proposals
- Evaluate Proposals
- Conduct Interviews
- Utilize Objective Ranking Criteria
- Select Firm and Negotiate Contract and Compensation
- Notify Unsuccessful Firms

PROJECT DELIVERY STRATEGIES

- State of Georgia Public Works Competitive Bid Laws
- Awarding Authority
- Public Property
- Public Works
- Delivery System Options
- Design-Bid-Build
- Multi-Prime
- Design-Build
- Construction Management
- Securing Professional Services

PROJECT DELIVERY STRATEGIES

GENERAL CONTRACTOR LUMP SUM BID (GC-LS)



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PROJECT DELIVERY STRATEGIES

GENERAL CONTRACTOR LUMP SUM BID (GC-LS)

ADVANTAGES

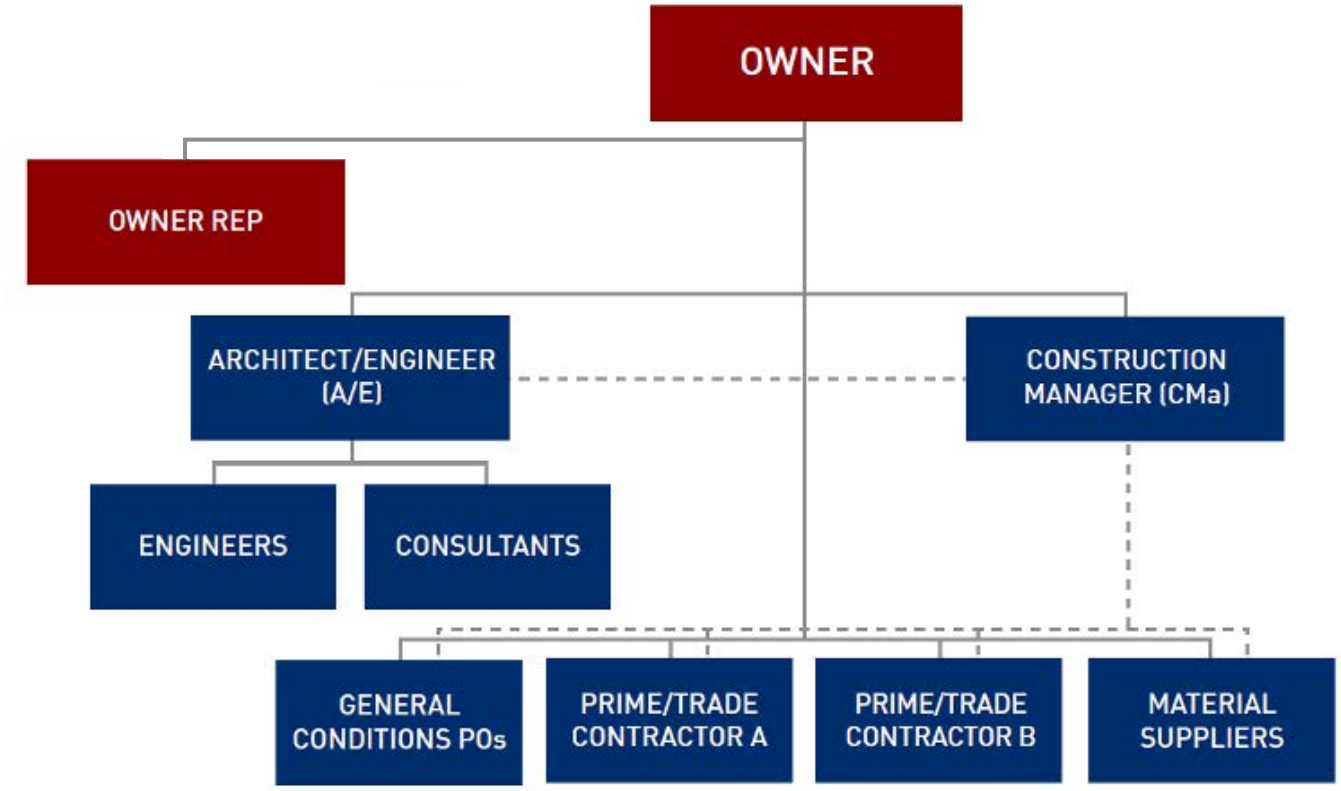
- Simple Procedure / Familiar Delivery Method with Extensive History
- Lowest "Apparent" Cost on Bid Day
- Owner "Knows" Price Before Construction Begins
- Works Best with Simple, Defined Project Scope
- Single Contract (Contractual Relationships Simplified)
- GC Contracts with Subcontractors (also Accomplished in CM Approach when CM Holds
- Subcontractors)

DISADVANTAGES

- GC May Not Have Relevant Prior Experience
- Selection of Contractors on a "Strictly Price Basis"
- No Owner Participation in Selection of Subcontractors
- No Budget Control – Price Not Established Until Design Complete and Bid
- No Design Phase Estimating or Value Engineering by the Builder
- No Constructibility Process by the Builder - Reliance on A/E to Prepare Complete Construction Documents and Specifications
- No Early Planning/Logistics by the Builder
- On Bid Day, a Guarantee on Bid Amount, Not Total Project Cost
- Low GC Bids May Not Equal Low Bids for Every Subcontractor
- GC Self-Perform May Not be Lowest Cost
- GC Profit (Bid Minus Cost) is Unknown – GC Motivated to Enhance Profit Through Savings
- Process is Sequential (Longest Design/Bid/Build Schedule) – Construction Cannot Begin Until Design Phase is Complete
- Lack of Flexibility for Changes - Difficult to Manage Change Effectively
- Requires Educated Owner Staff to Properly Manage
- Adversarial Relationship is Inherent in Project, therefore High Risk of Claims
- Limited Owner Participation
- Public Selection Process Does Not allow for Repeat Work Based on Quality of Performance – GC's Only Motivation is Profit Enhancement

PROJECT DELIVERY STRATEGIES

CONSTRUCTION MANAGEMENT - AGENCY (CMa)



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PROJECT DELIVERY STRATEGIES

CONSTRUCTION MANAGEMENT - AGENCY (CMa)

ADVANTAGES

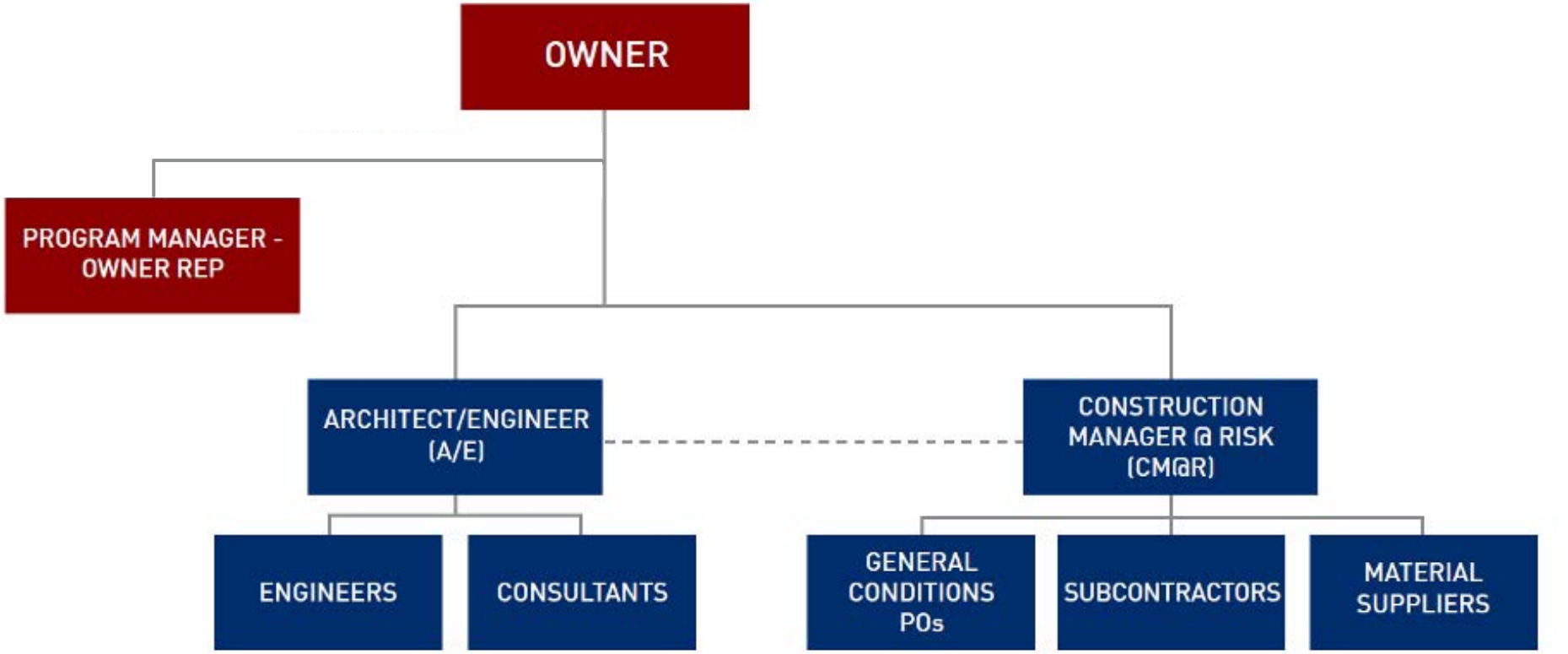
- Qualifications Based Builder Selection - Allows Experienced/Local Contractor
- All Parties (Owner, A/E, CMa) Have Opportunities for Input into the Project
- Ability to Commence/Complete Construction Sooner (Phased Construction)
- CMa Provides Design/Preconstruction Phase Input/Assistance
- Budget Control is Exercised in Decision Making Process
- Early Input to Cost/Value Engineering
- Early Input to Schedule - Phased Construction Reduces Design/Construction Duration
- Early Input to Constructability
- CM will Attempt to Prevent Incomplete Documents from Going Out for Bid
- Low Bid from Every Subcontractor – Owner can Participate in Subcontractor Selection
- Conserves Contingency for Owner to Re-Invest in Project
- Flexibility to More Easily Adapt to Changing Conditions
- Promotes a Team Atmosphere (Not Adversarial Relationship)
- Owner Compatibility with CM Staffing is Assured
- CMa is Owner Liaison – Acts on Behalf of Owner as "Agent" or Extension of Staff - Helpful to an Inexperienced Owner
- Full disclosure on Project Status
- CMa Profits are Reduced Because of Reduced Risk
- CM paid a Fee to Manage the Work, versus having Profit Derived from Bid Less Cost
- CMa can Function in the Best Interest of the Owner without having a Conflict of Interest

DISADVANTAGES

- CMa is Not at Risk for Design, Cost, or Schedule
- Under CMa, Owner Assumes Risk for all Subcontracts
- Administration Requires "Committee" Mentality
- Early and Timely Decisions Required
- Some Administrative Burden for Owner (Multiple Subcontractors) – More Contracts and Payments to Administer
- No Single Point of Responsibility
- No Surety Bond on Overall Project (Bonding Only at the Prime/Trade Contractor Level)
- No Guaranteed Cost/Price
- No Schedule Guarantee
- Payment Process More Involved (Multiple Checks Written Each Month to Multiple Prime/Trade Contractors)
- Construction Begins Before Final Price on all Prime/Trade Contracts is Known
- Project Success Highly Dependent on CM's Management Ability

PROJECT DELIVERY STRATEGIES

CONSTRUCTION MANAGEMENT – AT RISK (CM@R)



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PROJECT DELIVERY STRATEGIES

CONSTRUCTION MANAGEMENT – AT RISK (CM@R)

ADVANTAGES

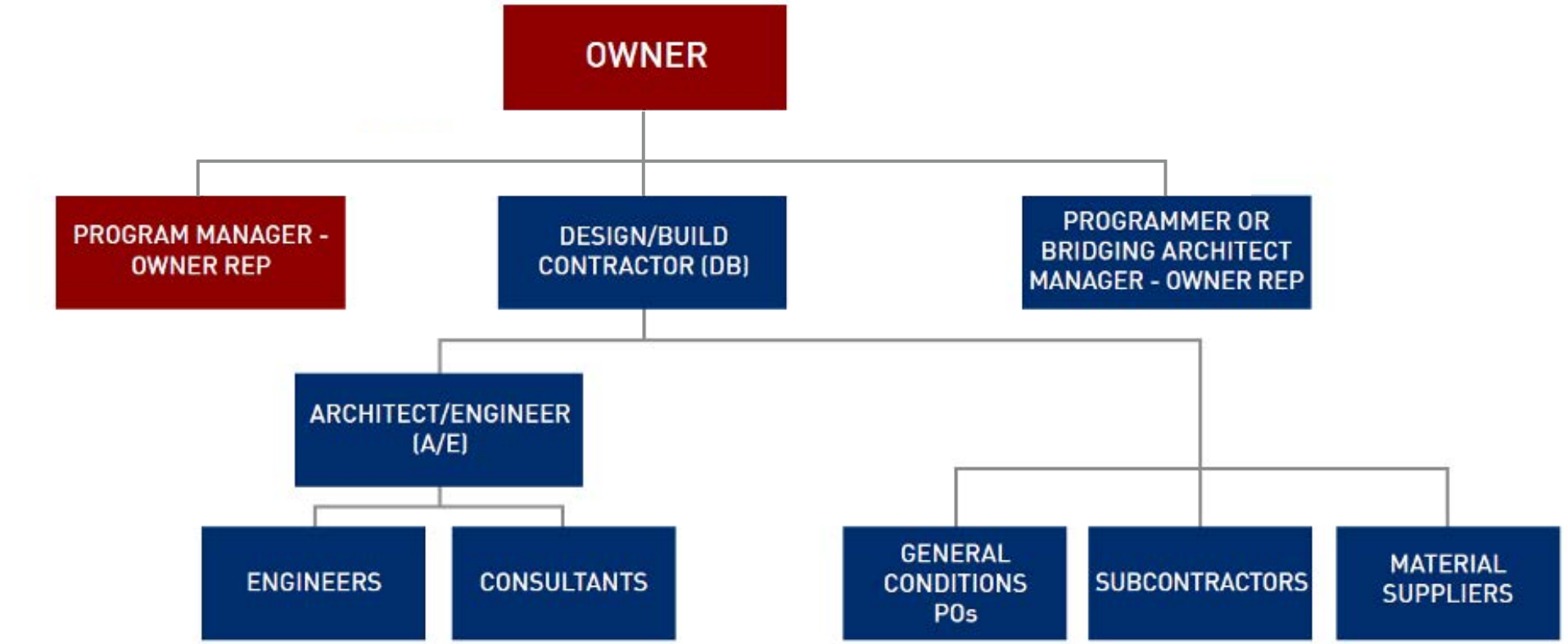
- Qualifications Based Builder Selection - Allows Experienced/Local Contractor
- All Parties (Owner, A/E, CM@R) Have Opportunities for Input into the Project
- Ability to Commence/Complete Construction Sooner (Phased Construction)
- CM@R is At Risk for Design, Cost, or Schedule
- CM@R Provides Design/Preconstruction Phase Input/Assistance
- Budget Control is Exercised in Decision Making Process
- Early Input to Cost/Value Engineering
- Early Input to Schedule - Phased Construction Reduces Design/Construction Duration
- Early Input to Constructability
- CM@R will Attempt to Prevent Incomplete Documents from Going Out for Bid
- Low Bid from Every Subcontractor – Owner can Participate in Subcontractor Selection
- Ability to Transfer Cost Risks Early to CM@R with GMP and/or Trade Contracts
- Surety Bond on Overall Project
- Conserves Contingency for Owner to Re-Invest in Project
- Flexibility to More Easily Adapt to Changing Conditions
- Owner Compatibility with CM Staffing is Assured
- Full disclosure on Project Status
- CM@R paid a Fee to Manage the Work, versus having Profit Derived from Bid Less Cost

DISADVANTAGES

- Administration Requires “Committee” Mentality
- Early and Timely Decisions Required
- Some Administrative Burden for Owner (Owner More Involved in Decision Making Processes/Choices)
- Construction Begins Before Final Price on all Subcontracts is Known
- Multiple Bid Packages May Complicate Coordination
- Potential Loss of Early Decision Flexibility
- Promotes a Team Atmosphere (Not as Adversarial as GC-LS, But Some Adversarial Due to Risk)

PROJECT DELIVERY STRATEGIES

DESIGN/BUILD (D/B)



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PROJECT DELIVERY STRATEGIES

DESIGN/BUILD (D/B)

ADVANTAGES

- Earliest Project Completion (Ultimate Fast Track) – Construction Begins Prior to Construction Documents Completion, Resulting in Time Savings for Entire Project
- Accountability for Cost and Schedule
- Earliest Guaranteed Price for Project - Prior to Start of Design and Construction
- Centralized Responsibility – One Contract Entity Responsible for Both Design and Construction
- Single Source Responsibility – Minimizes Owner Risk

DISADVANTAGES

- Burden to Select a Qualified Contractor/Designer Becomes Even Heavier than in the Other Forms of Contract
- Usually an Additional Design Team is Required to Develop program Scope to be Used for DB Selection process
- No Checks and Balances Between Owner, A/E, and Builder During Design or Construction Phase
- Construction Input During Design is Cost Driven
- Loss of Design Flexibility
- Any Mistakes made by the Design Team can be Covered up by Contractor, as They are Both Members of the Same Entity
- Quality Monitoring During the Construction Phase Performed by Unrelated Third Party to Protect Owner's Interest
- Minimal Flexibility in Making User Required Changes
- Minimal Control - Process Takes Many Decisions about Facility out of the Owner's Hands

NEXT STEPS

1. Determine the type / level of support ARCCA can lend to the GOTV SPLOST Vote in run-up to March 16th.
2. Determine date for Schematic Design presentation in March.
3. Finalize and issue RFP for a Pre-Construction Cost Consultant to support the design effort.
4. Establish a timeframe and process for decommissioning and demolishing the existing JBA.
5. Determine if the project has to go thru the Development of Regional Impact (DRI) with the State of GA and the CRSA Regional Planning Commission.

DISCUSSION / Q&A