



Dr. Phillips Orlando Performing Arts Center Procurement Approach, Process and Timeline

The Dr. P. Phillips Orlando Performing Arts Center (DPAC), with its development manager, Hines, will follow a procurement process that fully engages the Orlando contractor and subcontractor community. With the magnitude and importance of performing arts centers, the construction of a project of this size and scope will present great opportunities for Central Florida's home-based, construction-related businesses, as well as the design and engineering community.

DPAC will be selecting specialty consultants and consultants during the design phase of the project.

The specialty consultants, which are the theater cost consultant, the theater planner and the acoustical designer, will be selected by DPAC's Building Committee members following state guidelines for procurement. While it must be recognized that the specialty consultants are, by the nature of their craft, very self-contained teams, they have been challenged to use local M/WBE firms when possible, including in the use of joint ventures and mentoring partnerships, which are strongly encouraged. For the production architect and M/WBE consultant, we require compliance to the Blueprint goals of the City of Orlando.

Consultants will be selected by a procurement committee; two which are appointed by Orlando Mayor Buddy Dyer and three by the DPAC. These consultants include the production architect, the M/WBE consultant, the construction manager, and perhaps the geotechnical engineer.

The production architect will act as the prime design consultant and will be contracted directly to DPAC. The various engineers and design consultants comprising the design team will act as subconsultants to the production architect, and will be under contract to the production architect. The production architect will manage the subconsultant selection process under the oversight of DPAC and Hines. The goal of the production architect in the selection of the design team will be to build a team of qualified consultants that is both capable of executing a project of great complexity and meets or exceeds the City of Orlando M/WBE goals. Prior to the selection of the subconsultants, the production architect and DPAC will encourage interested firms to participate in open sessions to communicate how partnerships can be structured to maximize local and M/WBE participation. It is anticipated that the selection of the design team members will be completed during Schematic Design.

To begin the construction procurement, DPAC will select a prime contractor who will be contracted to act as a construction manager at-risk ("CM At-Risk"). DPAC and Hines anticipate that the CM At-Risk will be selected during the Design Development (DD) phase, based on contract documents which will include the project Schematic Design drawings. An RFP for a CM At-Risk will be available early during DD, which will be late in the first quarter of 2008. There will be an informational session prior to the issuance of this RFP. The contract between the CM At-Risk and DPAC will include preconstruction services for the remainder of the design period, as well as a guaranteed maximum price (GMP) for general conditions and the CM's fee, expressed as a percentage of the cost of construction.

During the remainder of the design period, the CM At-Risk will work with DPAC and Hines to develop a procurement strategy for the construction of the performing arts center. The procurement strategy will involve the contracting of subcontractor trade services at various times during the development of the construction documents with a goal of being inclusive to M/WBE participation. Adequate time will be built into the strategy timetable to allow a wide range of contractors and subcontractors to express their interest in participating in the project. The decision on when to contract for particular trades will be made based on market conditions, material availability, and material lead times. Selection of subcontractors will be based on a number of factors, including price, subcontractor qualifications, and contract requirements. M/WBE requirements, which follow City of Orlando guidelines, will be strictly enforced.

As subcontractors are selected and contracted with the CM At-Risk, the CM At-Risk's contract will be modified by change order to reflect the scope of work that has been procured, and the GMP will be adjusted accordingly. Ultimately, a complete GMP will be established based on the compilation of change orders reflecting the procurement of subcontractor scopes of work. At the end of the day, a broad range of companies and firms of all shapes and sizes from all over Central Florida, but especially from Orlando and Orange County, will make significant and exciting contributions to the development and construction of the performing arts center.

It is the expressed commitment of the DPAC board of directors and staff, in concert with Orange County and the City of Orlando, as well as its development partner, Hines, to deliver an exemplary project that is inclusive of the Central Florida contracting and subcontracting community. This legacy facility will meet the needs of Central Florida's diverse population for the next 150 years or more, with the goal of being delivered on time, on budget, and to the highest standards of quality.