

*PLANNING TIPS FOR A SMOOTH
EXPANSION/RENOVATION*

WHAT TO DO AND NOT DO
BEFORE YOU PROCEED

Hyland Hills Water World

Why?:

- Increase attendance
- Increase specific demographic
- Spread out guests
- Increase concession sales
- Justify admission increase
- Fight boredom “What’s new?”
- Replacement/renovation

How?:

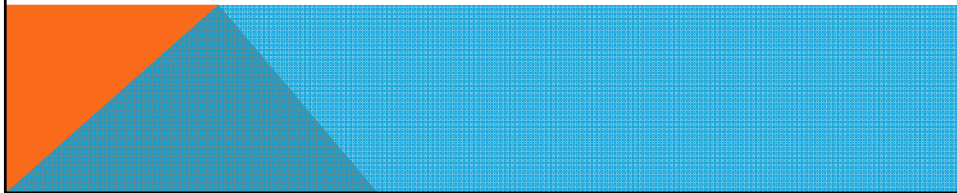
- New attraction(s)
- New concession(s)
- New shelter(s)
- Additional parking
- Renovation
- Replacement
- New Theming
- Used equipment

Basic Parameters:

- Available land
- Ballpark budget
- Future development options/master plan
- Community expectations/limitations

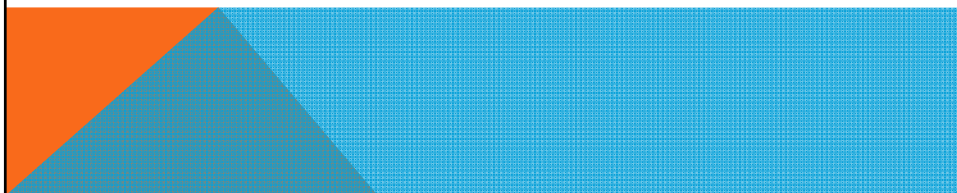
Ideas?:

- WWA trade show
- Trade publications
- Vendor websites & materials
- Guest surveys
- Visit other parks
- Requests for proposals
- Create your own
- Public input

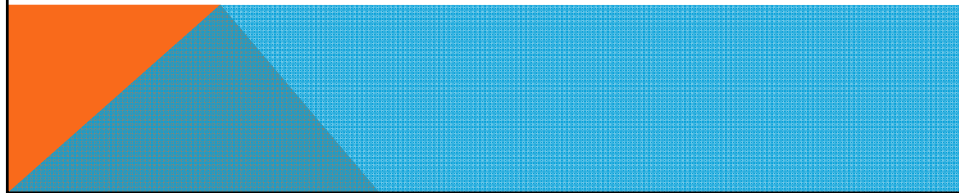


Facing Reality:

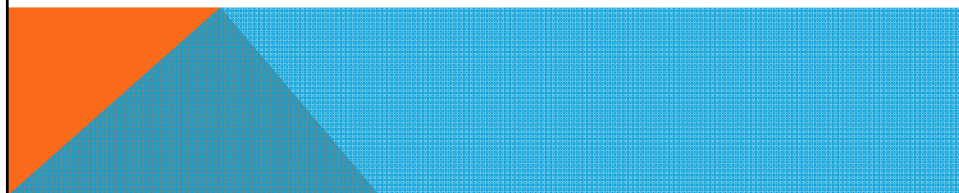
- Zoning/building codes
- Health codes
- Soil reports
- Utility requirements/limitations



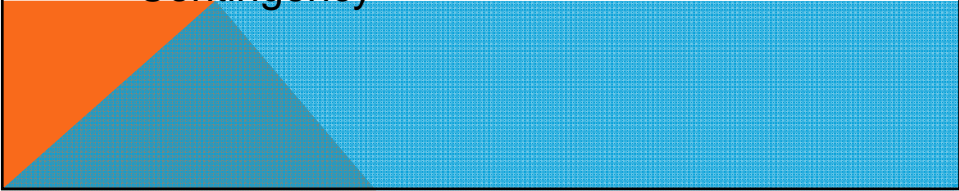
- Additional infrastructure requirements such as parking, concessions, restrooms, exterior fencing, utility lines, concrete, landscaping, irrigation systems, lighting, shelters, lockers, communications, etc



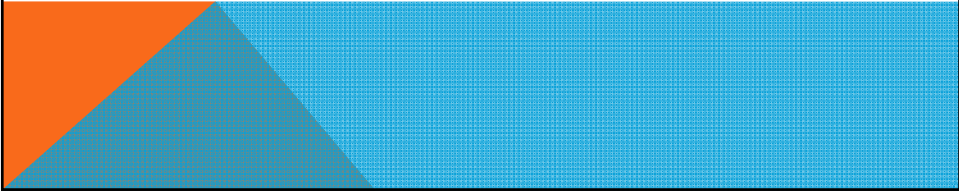
- Staffing requirements
- Maintenance/operations requirements – ask for manuals before you buy
- Training requirements
- Night time use?
- Acceptable traffic patterns (ADA applies)
- Filters, pumps, electrical systems, support buildings



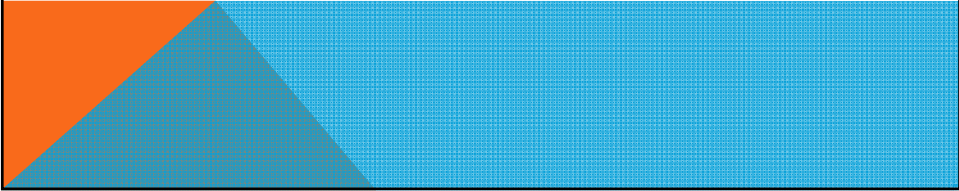
Preliminary Project Budget Considerations:

- Purchase price
 - Architect and Engineering Costs
 - Site preparation costs
 - Construction costs
 - Infrastructure costs
 - Training
 - Contingency
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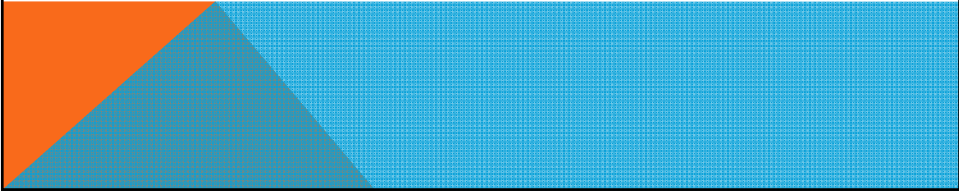
Preliminary Operational/Maintenance Budget

- Additional staffing
 - Ongoing maintenance/equipment
 - Utility Costs
 - Marketing/P.R.
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It Takes Time:

- Selection
 - Negotiation
 - Engineering
 - Infrastructure Construction
 - Manufacturing and delivery
 - Erection
 - Certification
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Attraction/Vendor/Contractor Selection

- Don't fall in love
 - Does it fulfill your dream?
 - "Wow" factor
 - Choose someone who listens & understands your dream
 - Similar work experience
 - Industry reputation
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- Past experience/success
- Visit other facilities with similar attractions/facilities
- Talk with other maintenance and operational line staff
- Check references
- New or used?
- Conceptual design submission

Project Types:

Lump Sum Fixed Price: best for well defined, straightforward projects. Beware of change orders.

Guaranteed Maximum Price: risks of cost overruns on contractor. Need to insure contractor does not skimp to save his profit.

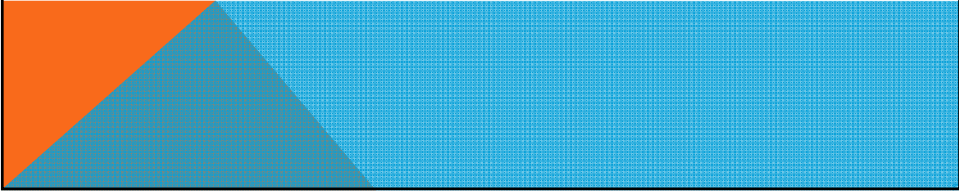
Cost Plus: you pay actual costs plus a fixed fee for overhead and profit. Works well if you have a good handle on all costs. Need to keep a close eye on expenses.

Time & Materials: costs of labor, materials & equipment marked up and passed to owner. May work better for smaller projects, projects with a lot of unknowns, and renovations.

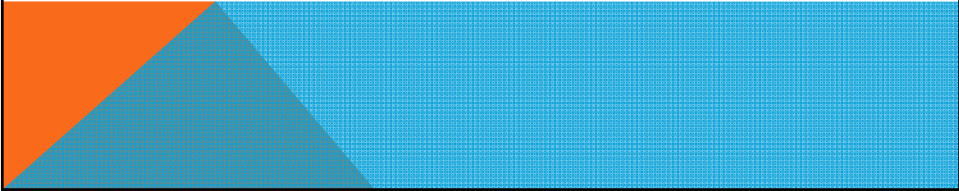
Design Build: includes team of architects, engineers and contractors. For larger projects may be best way to understand full scope of work and prepare a very accurate budget.

Larger costs upfront should result in smoother and shorter construction period and construction costs savings. Need to insure that staff is keeping process under control.

Bidding Process

- Ask for bidder suggestions
 - Ask for a detailed bid
 - Bid alternatives where applicable
 - Don't hesitate to reject all bids and negotiate
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Contract Negotiations:

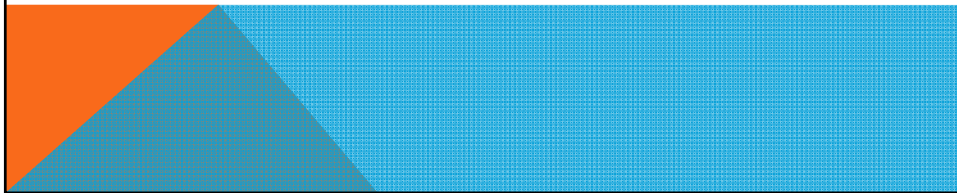
- Meet ASTM Standards
 - Warranty – longest possible
 - Training – who provides and what is the cost
 - Shipping – who pays
 - Retention – should hold back some percentage of payments
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- Insurance – who is responsible for loss during installation/construction
- Liability Insurance – who is responsible for future claims
- Timetables
- Payment schedules
- Performance and payments bonds

Pre-Construction

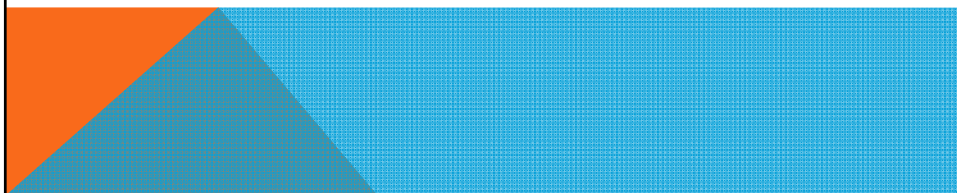
- Traffic flow/vehicle access
- Water quality issues
- Have plans for delays
- Remember the ADA
- Locate all utilities
- Select easily maintainable collateral materials

- Anticipate future guest flow
- Develop a color palette
- Plan for signage
- Consider maintenance requirements
- Have multiple persons review all plans/drawings/specifications



Schematic Design plans – mechanical, electrical, structural, geotechnical designs

Working/Construction Drawings – construction details



Final Budget

- Work hard on final budget and then add 10%
- Project costs include demolition, earthwork, utilities, construction, engineering, soils reports, surveys, topographic plans, environmental, building and health permits, legal fees,

construction management, project administration, additional amenities such as parking, restrooms, concessions, landscaping, FF&E

Ongoing costs include staffing, maintenance, utility costs, debt service

Financing

- General obligation bonds
- Revenue bonds
- Lease purchase
- Cash reserves
- Donations
- Will the project generate sufficient revenues for debt service.

Construction Management – its your project

- One staff member is construction manager with 1 backup
- Review work daily
- Digital pictures of everything
- Make underground utility lines easy to locate/maintain
- Frequent progress meetings

- Utilize project management software
- Control the schedule
- Aggressively schedule building inspections
- Keep an accurate cost spreadsheet

Project Completion

- Always get as-builts
- Punch list
- Be firm on final payment
- Don't be in a hurry
- Get proper certifications/certificates of occupancy

Marketing

- Attraction naming
- Marketing timetable
- Logos
- Ground Breaking
- Updates
- Grand Opening

Common Mistakes

- Lack of due diligence
- Scope of work changes
- Construction delays
- Poor facility planning
- Architect wants to build the Taj Mahal
- Lack of contractor experience

- Repeated change orders
- Lack of project oversight
- Large ratio of project costs to operating budget

