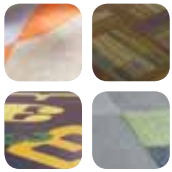


Dallas Cowboys Stadium, Arlington

The football players of Dallas Cowboys most likely don't give much thought to the cushiony Johnsonite rubber flooring underfoot, while performing dead lifts and workout routines in their new state of the art football stadium. Nor do the shoppers browsing the stadium's 10,000-sq.ft retail pro shop likely notice the Chilewich Plynyl flooring they are walking on. And throughout the Cotton Bowl administrative offices, personnel may not know the Collins & Aikman carpet tiles their chairs are rolling across were laid with environmentally safe adhesives. They just know one thing: the flooring, like the rest of the new billion dollar mega structure, is beautiful, durable and functional.



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For the dozen or so RWA/Intertech Commercial Flooring team members who oversaw the project, the opening of the impressive new Dallas Cowboys home in June 2009 was the culmination of a two-year work in progress. It all began with a chance meeting with Tim McAfee, vice president of estimating with Tulsa-based general contractor Manhattan Construction, for whom RWA had been recently awarded a flooring contract for a large north Dallas church expansion project.

"This was my first project with Manhattan Construction and I had set up an appointment to have lunch with the senior estimator on the project," recalls Rocky Griffith, sales manager. "As we began talking, he directed the conversation towards floor leveling and floor preparation, areas that we have a great deal of experience in. We talked about our experience and past projects.

"It must have struck a nerve because before we left Manhattan's offices, Mr. McAfee said 'you may have heard of this little project we are doing over in Arlington called the new Dallas Cowboys' football stadium and invited us to bid on the flooring scope,'" says Griffith.

In early January 2008, RWA, now RWA/Intertech, learned it was one of two successful flooring subcontractors between which Manhattan Construction would divide the carpeting, resilient and rubber flooring scope. RWA/Intertech was awarded the project scope for the stadium's core and public areas. These included private suite corridors, player and cheerleader locker rooms, national broadcasting booths, workout/training facilities, break rooms, retail Pro Shop, Cotton Bowl administrative and service staff offices.

"We were on site and underway by mid September 2008, and in full-blown installation mode by early January 2009," says Griffith. With a lean crew size of no more than 12-15 onsite, including project manager, crew chief and service manager, over the next six months RWA installed:

- 35,000 square yards of carpet tile and broadloom;
- 65,000 linear feet of resilient base;
- 28,000 square feet of resilient flooring; and
- 15,000 square feet of rubber flooring.



All total, there were close to some 225 subcontractors and as many as 2,300 workers on site on any given day, according to Mark Penny, project executive with Manhattan Construction. "Some days, it seemed literally like an ant hill crawling with workers," says Griffith. The volume of trades and individuals on site made for creative scheduling, particularly when the Cowboys organization moved the opening date up by two months to accommodate the George Strait concert in June 2009.

"One of the challenges, since a stadium of this size had never been built, we had to be sure our schedule was accurate, that we could get it built in 40 months," Jack Hill, formerly the director for stadium construction for Blue Star Development told Texas Construction magazine. Hill is now the Stadium general manager.

"In the two weeks prior to the George Strait concert event, everyone was trying to do so much so fast it was difficult to maintain order," says Griffith. Ultimately, RWA and its fellow contractors completed the 3 million square foot massive project two months ahead of schedule and in plenty of time for the June 6 concert.

"Manhattan was really good about juggling the subcontractors' schedules so crews were out of the way of each other, and it really made a difference," he says.

Aside from the fast-track schedule, the project's sheer mass also created some unique challenges. With an overall site of 135 acres, and the stadium itself spanning 73 acres, snagging "close-in" parking was nearly impossible.



Contractors had designated satellite parking. "Just getting to the actual work site within the project to begin each day's workload was sometimes a challenge," he laughs.

Being a part of such an historical and massive project such as this, however, was worth any amount of challenges the team faced, notes Griffith. "I've heard it said that you can put close to three of the old Cowboys stadiums inside the new one. This is a billion dollar project. It just feels exciting to know in five to ten years," he says, "we can look back and know we made a big contribution to the overall aesthetics of the largest sports and entertainment venue of its kind, ever built in North America."

Flooring Products Used

Carpet Tile: Interface Flor, Mohawk Ind. and Collins & Aikman

Broadloom Carpeting: Blueridge Carpets

Resilient: Forbo Linoleum and Chilewich Plynyl

Resilient Base: Allstate Resilient Rubber Base

Rubber Flooring: Johnsonite Inc.

Key Players

General Contractor: Manhattan Construction Company

Architect/Designer: HKS Sports & Entertainment Group

RWA Intertech Flooring: Rocky Griffith, Kim Kelly, Larry Tweddle & Sean Poor