

FINAL PUBLICATION

**COWBOYS**



# Stadium SCOREBOARD

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**FINISHED!**



*The Stadium Scoreboard has chronicled the progress of the Cowboys Complex Development Project from bond sale to kick off. This publication is produced by the City of Arlington especially for the taxpayers of Arlington.*



# LETTER from the Mayor

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Progressive government has been crucial to Arlington's success in becoming a major entertainment destination in Texas. Over the years some venues have come and gone, but our Entertainment District has continued to grow and evolve in ways many could not have imagined. With the addition of Cowboys Stadium, that tradition continues. After a year of operation, its positive impact both culturally and economically is evident. I would like to thank all those who continue to support the stadium. I feel this venue was a tipping point in Arlington's history, and we now find ourselves with a permanent global presence and a reliable source of revenue for the City.

A handwritten signature in blue ink, reading "Tom Claitor".



# LETTER from the City Manager

This Stadium has become an economic beacon in one of the most pivotal times in Arlington's history. Its direct and indirect economic impact helps fund City services and programs for our citizens. It leverages the local and regional tax base for the benefit of Arlington and North Texas residents. With the opening of the Stadium, regional opportunities such as the NBA All-Star game and Super Bowl XLV have become not 'once in a lifetime' events, but realistic reoccurring possibilities. Arlington's image projects far beyond North Texas. We are now reaching all parts of the world bringing positive exposure for our City, our businesses and our residents. Let's celebrate and appreciate the opportunities it will bring to our great City.



A handwritten signature in blue ink that reads "James D. Johnson". The signature is stylized and cursive.



# STADIUM story

## Intro

In the summer of 2004, Arlington Mayor Robert Cluck shook hands with Jerry Jones, one of the most powerful businessmen in sports. A few months later, Arlington voters said yes to a new stadium. Now six years later, Cowboys Stadium stands as the largest, most technologically advanced domed coliseum in the world.

As an icon for North Texas, it compares with the Empire State Building, the Golden Gate Bridge, the Taj Mahal, and the Roman Coliseum. Of course, we can say that because, we're in Texas. The super stars who have already played here include the Dallas Cowboys and the NFL, George Strait, Paul McCartney, U2, Manny Pacquiao, LeBron James, Dirk Nowitzki, and the NBA All-Stars.

It has taken thousands of people to make the dream of Cowboys Stadium a reality. This is the inside story of how decisions were made from the first conversation, to the vote, and everything else it took to bring the stadium into existence. This story covers planning, land acquisition, stadium construction, Fair Share Agreement, road construction, traffic management, public safety, Johnson Creek, The Cowboys, Arlington Municipal Airport, and takes a brief look into the

future.

The Cowboys Stadium Working Group and the City's Office of Communication chronicled the entire process from bond sale to kick off. Every quarter, they produced a *Cowboys Stadium Scoreboard* report.

This final report brings together the story told throughout the construction of the stadium. It also tells the back-story of how the deal went down, including exclusive interviews with Mayor Robert Cluck and Cowboys owner, Jerry Jones. It features interviews with key Cowboys executives, and with the senior staff from the City of Arlington.

Arlington, Texas, with a population of 370,450, sits on the West Fork of the Trinity River in the birth place and heart of the Dallas/Fort Worth region. It is the 3rd largest city in North Texas. The North Texas population is close to 7 million, making it the 4th most populated place in the US, still with room to grow.

The Dallas Cowboys are one of the world's most successful sports franchises, and Cowboys Stadium is helping to take the brand to new levels.

The story of Cowboys Stadium is a story about momentum, about grabbing the ball and running with it. It's the story of how a public/private partnership between the Dallas Cowboys and the City of Arlington made their vision of a stadium possible.

Arlington Mayor Robert Cluck sees Cowboys Stadium as an engine to power North Texas towards a new spirit of regionalism, especially as North Texas prepares for Super Bowl XLV, which will be played at the Stadium on February 6, 2011.

"It's kind of like DFW Airport, which was the first stroke of regionalism for the DFW area," said Mayor Cluck. "Dallas and Fort Worth came together to build that great airport. It has been a huge benefit to all of us. I think that's what's going to happen with Cowboys Stadium." ★



**Arlington stands out in a sea of stars.**



**The original protective headgear lacks a traditional face mask.**



# STADIUM story

## The Deal

In 2003, Dr. Robert Cluck, then in his second term as an Arlington City Council member, had a decision to make. He was a well-known physician who had turned to politics after a motorcycle accident ended his medical career.

Should he run for mayor?

"I thought Arlington was in trouble," said Mayor Cluck. "We were stagnant, not much new economic activity. I strongly felt that we needed to go out and get something big for Arlington. I knew the Cowboys were looking. That's why I asked Jerry if he would talk to me about it."

For at least five years, Dallas Cowboys Owner and General Manager Jerry Jones had spent at least part of each day dreaming about and planning a new stadium befitting the stature of the most popular franchise in the NFL. The reach of the Cowboys brand is global, right up there with the Yankees and soccer giants Manchester United and Real Madrid.

The Cowboys needed a new stadium. The lease at Texas Stadium in Irving, which opened in 1971, was due to expire. Jones had tried to free up sales tax money in Irving to renovate Texas Stadium by urging the citizens to vote to pull out of DART. But that expensive initiative had failed.

Dallas was a logical place to build a new stadium, and Jerry pursued it, but Dallas city and county political leaders couldn't come together, and ultimately talks went nowhere. Jones knew that building the right stadium for the Cowboys meant starting from scratch.

"Just like in football, you can't wait until the ball comes your way," Jones said. "You better know your options, before that ball comes your way. I spent a lot of time looking for the right opportunity to build a new stadium that would have the capacity and visibility necessary to support the Dallas Cowboys."



**The north arch reflected in the east plaza.**  
- October 2009

"I knew from studying other NFL cities that have built new stadiums the number one common trait was for the team to align with great political leadership. I knew I could not succeed without a great leader behind it."

So Bob Cluck, through a mutual friend, reached out to Jones, encouraging him to look in Arlington.

"The first phone call that Jerry made to my house was from Mexico, where the Cowboys were playing, and I had call blocker on, so he couldn't get in," said Mayor Cluck.

Jerry called Ben Nix, head of NFL security in North Texas, who lives just a few doors down from the Clucks. Nix's wife went over to tell the Mayor to take his phone off call blocker.



**Commemorative pens marks the occasion.**  
- June 30, 2005



# STADIUM story



"I did, and Jerry was on the other end shortly thereafter. We exchanged pleasantries. I'd never met the man before. I said, 'Jerry, I'm a City Councilman. I have to make a decision pretty soon, if I'm going to go ahead and run for mayor. Part of it depends upon if I have an opportunity to bring something big to Arlington. Obviously you're shopping for a place. I want a place. I have a place, what do you think?'"

Jones indicated to Cluck that there would be interest. Down the road.

"I was kind of celebrating after that call," said Cluck. "Because, I realized that we did indeed have a chance. I didn't know how large it was, but it was really a nice feeling."

Cluck won the Mayor's race in 2004, and after a month in office, he read headlines in the Dallas Morning News that stadium talks in Dallas had broken down.

"Just so happened that Dallas was on its July break," said Cluck. "So I called Jerry and told him I'd like to come visit, and he said, 'Tomorrow.' So I showed up the next day by myself at Valley Ranch, and met with Jerry and his son, Steven, and George Bayoud, Jr., a new good friend (and current member of the North Texas Super Bowl XLV Executive Host Committee), who helped spearhead this effort. We met in Jerry's office with all the Super Bowl trophies, and I was a bit intimidated."

"You know, some people told me, you can't trust Jerry Jones, and stupid me, I actually left my billfold in the car. I feel so stupid about it now, and I told Jerry later, and he got a kick out of it. I have total faith in Jerry Jones. Everything he said he was going to do, he did ten times better."

During the meeting between Cluck and

Jones, both men talked of the positives the deal could bring. How a stadium in the Arlington Entertainment District could be a boon to Arlington and how the location in the center of DFW would expand the Cowboys fan base in Tarrant County.

The signs began to start pointing towards Arlington. The city not only had the location, but an unprecedented track record of public/private partnerships that work.

In 1954, under the leadership of Arlington Mayor Tom Vandergriff, General Motors opened the Arlington Assembly Plant. Mayor Vandergriff also celebrated the opening of the nation's first Six Flags in 1961, and later brought the Washington Senators to Arlington in 1971, thus creating the Texas Rangers. In the early 1990s, Mayor Richard Greene and Former President George W. Bush, who was the Managing General Partner of the Rangers, built the Ballpark in Arlington using a 1/2 cent sales tax, paying off the Ballpark in 11 years. Once the Ballpark was paid off, that tax was removed. So it was potentially available again to help fund a new Cowboys Stadium.

"Seeing the Cowboys in Arlington became a very tangible dream," said Jones. "I can't emphasize enough that at the end of the day, doing something of this magnitude takes political leadership."

Dallas didn't have the component of a great leader. I found that leadership in Bob Cluck and that great Arlington City Council."

Cluck knew after the first meeting with Jones "we were going to get the Cowboys." The feeling in the room was very optimistic, and we had a half cent sales tax available to us to fund that stadium and some other methods of financing.

"The only person I told was my wife," Cluck added. "I had this big secret, and I had trouble

**"...we were going to get the Cowboys"**  
**- Mayor Cluck**



# STADIUM story

sleeping, and I knew I needed to tell the City Council, but I didn't know if they would go for it."

Cluck went back to Valley Ranch for another meeting two weeks later, and then a third meeting.

"Second time, I went in we were best buddies," he said. "We became really familiar with each other, and trusted each other. I think the third trip over there, I became so convinced it was going to happen, I came back and told the City Council. I was afraid of their reaction, but they were onboard immediately, and I was relieved. Time to go to work to make it a reality."

"It was a handshake," said Jones. "We had a limited time frame. We had to get voters' support. And the one thing Mayor Cluck asked of me was to not use Arlington as a stalking horse to get a better deal with Dallas. He said he would do everything he could to make it work, and he had to have trust in me. I knew he was going to stick his neck out and use his political collateral. I committed with that handshake. It is amazing that you start with that trust, and you stick to it, until you've built



**Jerry Jones and Mayor Cluck meet at the Stadium construction site.**  
- October 2007

something. That's the bond. That's the spirit of the deal." ★

## The Vote

When Cowboys Owner Jerry Jones and Arlington Mayor Robert Cluck made the deal on the location of the stadium being in Arlington, Jones told Cluck he estimated the cost of the stadium to be around \$650 million.

"I told Jerry, I think we can do half of that," said Cluck. "I was pretty sure Jerry's number was a low ball figure, but Jerry Jones is a great business man, and he wanted to get it done."

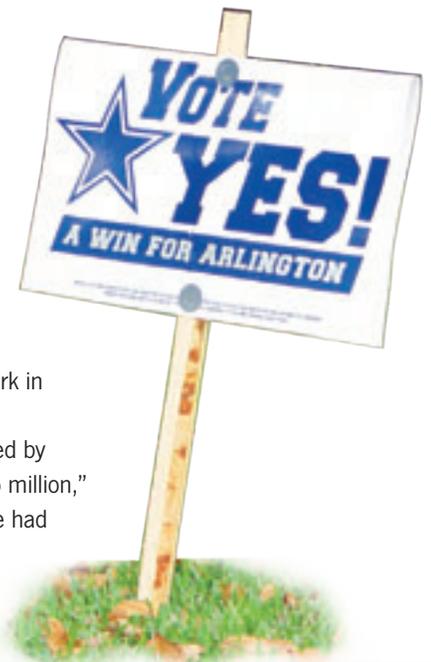
Building Cowboys Stadium ultimately cost \$1.17 billion. The scope and cost of the project grew along with Jerry Jones' vision.

Jones admits how "it's intoxicating for an owner to create this kind of private/public partnership. The passion, enthusiasm, and energy of the partnership

primes the pump." He believed it was important to understand that Arlington's gains would always exceed the original bargain.

The City determined that it could invest \$325 million and not a penny more. The 30-year bond would be paid with a 1/2 cent sales tax increase, the same mechanism that financed the Ballpark in Arlington.

To go forward, the deal had to be approved by Arlington voters. "We had to lock in that \$325 million," said the Mayor. "Without a cap, we would have had limitless exposure. I couldn't have supported bringing the Cowboys to town,



# STADIUM story



and the voters would have rejected it.”

Winning the vote was anything but a sure thing. The Cowboys took a poll, which showed that 65 percent of Arlington citizens would vote no. This was in August 2004 and the election was set for November. The City and the Cowboys had 3-1/2 months to turn things around.

Traffic was one of the biggest issues cited by opponents, who feared that 100,000 people coming into Arlington would create traffic gridlock. Some people were philosophically opposed to the private/public partnership, and thought the Cowboys should spend their own money to build the stadium without public financial support. Others argued that with only 8 home games, the new stadium would not generate the kind of economic impact that would make a difference to the Arlington economy.

“The leadership of the City and the Cowboys had to change peoples’ minds and convince them that this was going to be a good

said Doegey. “The success of the [Rangers] Ballpark made a huge difference.”

Fortunately, the City of Arlington had a successful track record with The Ballpark in Arlington, and that spoke volumes to the voters. To finance the baseball stadium, voters in 1991 approved a one half cent sales tax increase. The ability to levy such a tax was made possible by a Texas law that came to be called the Brimer Bill, authored by Kenneth Brimer of Arlington, who served in the Texas House and Senate from 1989-2008. Jones had gone to Austin four times to address the legislature on behalf of the Brimer Bill.

When the Ballpark’s 30-year bond was paid off in just 11 years, the sales tax was removed. That meant sales tax cap room was available again to pay the City’s portion of Cowboys Stadium. One of the reasons being pushed to vote yes was that a bulk of sales tax is paid by visitors who stay in local hotels, rent cars, buy

tickets to Arlington events, and spend money at the venue, local shops, bars, and restaurants.

“The luckiest thing we did was remove that sales tax once we paid off the Ballpark,” said the Mayor. “We had promised to do that and we did, and the voters knew it, and we’ve got that beautiful ballpark, and so we knew it could work again with the Cowboys.

“I love the citizens of Arlington, and if we had been defeated, I would have been very disappointed, but at least the citizens would have spoken and I would have accepted that,” added the Mayor. “But, I’ve

never worked so hard at anything, to make sure they voted, yes.”

“This was a leveraged deal for the taxpayers of Arlington,” said Jones. “They were going to get a lot more out of this than they would put in. This



deal for Arlington,” said Jay Doegey, Arlington City Attorney, who drafted a Memorandum of Understanding, which laid out the major provisions of the deal.

“The Cowboys were kind of a lightning rod,”



# STADIUM story



## Celebrating the victory. - November 2004

(courtesy Dallas Cowboys)

a lot of strength to the Arlington Entertainment District, along with the Rangers and Six Flags, and the other venues.”

On the night of the election, Jones, Cluck, and their families waited for news in a suite at the Arlington Sheraton. The campaign staff was conducting regular polling throughout the

was a once-in-a-lifetime chance for Arlington, and for me.”

The Cowboys hired Rob Allyn of Allyn & Company, of Dallas, to handle the marketing of the campaign and generate publicity. Architects and designers made models to show what the stadium would look like. Jerry and members of his family made several presentations in hotel lobbies, meeting rooms, and at the Arlington Convention Center. They brought Cowboys players, Hall of Famers, and the Dallas Cowboys Cheerleaders. In sports terms, it was a full court press, and an all-out blitz.

“We came in trailing in the polls, and we knew that we wanted voters to know that we were building more than a football stadium,” said Brett Daniels, Dallas Cowboys Director of Client Services and Corporate Communications, who has been with the team for 21 seasons.

“We were talking Super Bowls, Final Four, NBA All-Star Games, concerts, national political conventions,” Daniels said. “We had to get our message across that Cowboys Stadium would put North Texas on the global map, and create an economic engine for the business community and the citizens of Arlington. We also wanted the voters to know that the Cowboys would add

day, and things appeared to be turning in their direction.

“My family gathered in Arlington, waiting for the vote to come in, and I was very excited, as though I was running for office,” said Jones.

The votes were counted, and the stadium won 58 percent, one of the highest percentage of yes votes ever for a sports venue. Sixty-two thousand Arlington citizens voted yes, and it was game on.

“We all went to congratulate Bob,” said Jones. “My wife Gene, Stephen, Charlotte, and Jerry Jr. It was like a Cowboys game. You don’t know what you’ve got until it’s over. And this was a BIG win.”

“Sure enough, we won,” said Cluck. “We had a big party downstairs, and I have never been as proud or excited as I was that evening. The place was full with reporters. There was a lot of shouting, and congratulations. It was a great evening.” ★



# STADIUM story

## Rolling Up the Sleeves, Leadership in Action

Once the citizens of Arlington spoke loudly with their yes vote, the City established an Executive Steering Committee to guide the Cowboys Project from idea to magnificence. The goal was to open Cowboys Stadium in time for the Fall 2009 Football Season, which meant it was time to roll up the sleeves and get to work.

"They worked day and night on planning for the stadium, traffic, code compliance, permitting," Arlington Mayor Robert Cluck said. "There were thousands of permits, and it took

Stadium presented a new opportunity for the City of Arlington.

"The process totally energized city government in a way I've never seen before. We have an amazingly talented staff," said Holgersson. "They've proven they can accomplish anything. This was about multi-tasking, sharing resources."

Jud Heflin, an attorney and real estate developer, had previously worked on projects with Jones. In 1994, he was vice president for construction with Pier 1 Imports, doing a lease for Jones. In lieu of payment he asked for the opportunity to buy four Cowboys season tickets. Jones liked that idea so much he turned a \$9 million dollar project over to Heflin, who negotiated that into a \$28 million deal, and was able to increase the rent to Jones by \$110,000 a year.

"My connection with Jerry is about right place, right time," said Heflin. "Getting Cowboys Stadium done was about the vision, the Jones family vision, and the City of Arlington's

vision. It involved hundreds of hours. Forget about the money. We spent lots of money. But every decision was critical. It took a lot of give and take, and you couldn't just dig in and cling to what you wanted. The Mayor and City Council and the City staff reaffirmed our belief that Arlington would provide the great leadership we knew was necessary."

Coming from Walmart, which never seems to have an easy time building new stores in communities, Heflin had plenty of experience working with cities and their staffs.

"It takes two driving forces," he said. "There are too many naysayers out there, people who



**Stadium construction**  
-January 2009

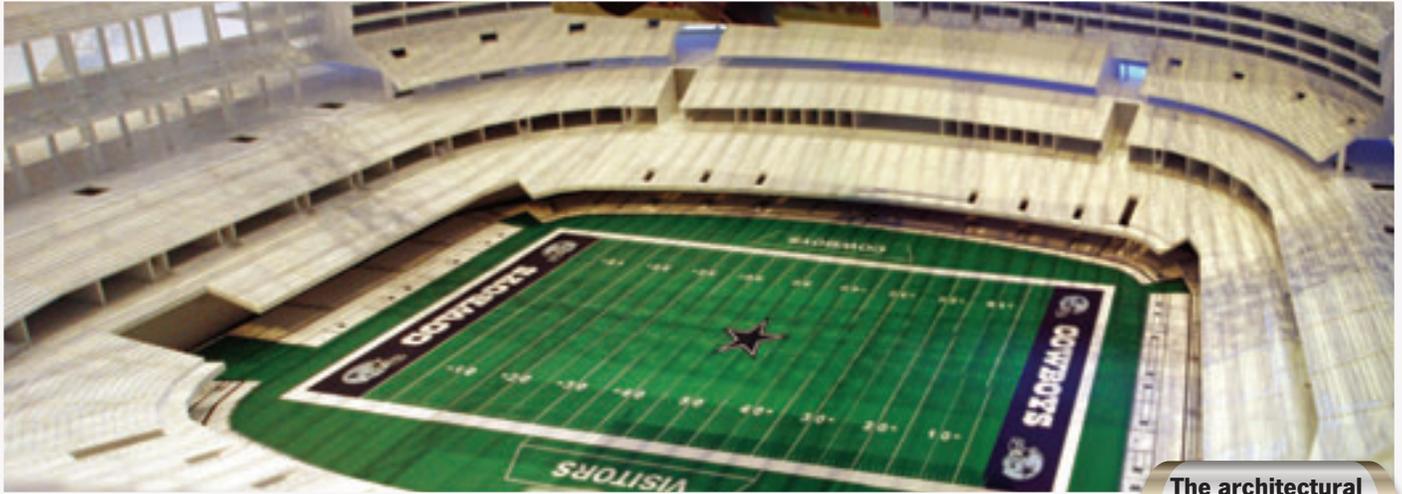
everybody's effort. One of the most important groups was police and fire, because they play a vital role in protecting the citizens and the structure."

Everything had to be planned in great detail, down to the nuts and bolts. This took incredible leadership, and great teamwork between Arlington City Manager Jim Holgersson, Deputy City Managers, the City Attorney, and Cowboys top executives Jud Heflin and Jack Hill, who represented the interests of the Jones family.

Holgersson came to Arlington from San Jose, CA., for the opportunity to work on this once-in-a-lifetime project. He knew that Cowboys



# STADIUM story



**The architectural model unveiled.**  
-December 2005

want to challenge everything. You quickly learn to recognize a positive attitude, and it's a real pleasure to work with the Arlington City Staff, and its can-do spirit."

Getting the job done meant weekly meetings with contractors and bi-weekly meetings with managers and teams made up of City staff and Cowboys reps looking to manage the planning, acquisition, construction, financing, legal, real estate, and operational aspects of the project. The Cowboys Working Group hammered out the details in what came to be known as the War Room, on the 6th floor of City Tower. Everything from plumbing to electrical to water to roofing to concrete was discussed. Code compliance and public safety were always central to decision making.

Deputy City Manager Trey Yelverton was the point man for the City of Arlington. "I was the middle man, aligning Cowboys needs with City needs, and keeping the Mayor and City Council informed," said Yelverton. "We had a couple of differences along the way, but we were always able to navigate through the problems and come to an agreement.

"This whole process was like a shot of adrenalin for the City staff, like a swift kick in the pants," Yelverton added. "It put a little polish back on our star. Everybody was energized with a sense of community pride.

Jack Hill, General Manager of Operations and

Stadium Construction for the Cowboys, felt like he was coming home to Arlington. Hill had performed a similar role in supervising the construction of the Ballpark in Arlington, just as he did with the American Airlines Center in Dallas. He was working with the Dallas Independent School District when it became clear that the Cowboys were coming to Arlington. So he picked up the phone and called Jones.

"I had given Jerry and Stephen a tour of the American Airlines Center, and they recognized the need to have somebody represent them on the site at all times," said Hill. "It was a good match, and I was excited to be a part of it.

"I'm a builder, and my role was to be the liaison between the owner, the contractors, the architects, all the people who worked on the project, and the City of Arlington," he added. "My work on the Ballpark was extremely valuable, and some of the same people I worked with on the Ballpark were still there, so I was able to rekindle friendships and make new ones."

There were a lot of considerations, said Hill, like determining the space allocations for the locker rooms, food and beverage issues, and handicap access. He remembers trying to wrap his arms around the magnitude of this tremendous structure. "We had a budget and a schedule and a retractable roof, and



# STADIUM story



retractable doors, and all that glass, and the video screen. We felt pressure every day.”

“To Mr. Jones’ credit, he is highly involved in daily decisions,” Hill added. “We enjoyed having his thoughts and ideas about problem solving, and we were glad he and his family took the active role that they did.”

The Cowboys and HKS, Inc., their international architecture firm, based in Dallas, submitted schematic designs for the stadium in May, 2005.

“The City didn’t do any rubber stamping,” said Brett Daniels, Director of Client Services and Corporate Communications for the Cowboys. “We had good, candid dialogue, which was refreshing. It was always ‘let’s find solutions.’”

“It did go well,” said Jay Doegey, Arlington City Attorney. “There was a lot of tough negotiating, as we knew there would be, but we all knew it was going to happen.”

Jim Parajon, Arlington’s Director of

Community Development and Planning, worked on permitting and inspections, site planning, and parking lots. He worked directly with Bureau Veritas and the Lopez Garcia Group, independent contractors hired by the City, to address building safety, construction standards, and development requirements.

“I’m real proud of the City staff’s ability to keep up the pace and create solutions to every problem as it came up,” said Parajon, who came from Raleigh, N.C., where he had worked on convention center hotel projects.

“City governments don’t usually work this fast,” he said. “This is unique for city government, especially when you consider the complexity, scale, and uniqueness of the project, and the hierarchy of decision making. It was wonderful to see the staff work like that, like it was a private sector project. And, the best thing is, they pulled it off with no delays. All challenges were overcome.” ★

## Securing the Land

In 2004, Mayor Robert Cluck told Real Estate Services Manager Roger Venables “You’re about to get real busy.”

He wasn’t kidding. After the successful vote, which officially launched the next phase of the stadium project, the City needed to acquire 162 properties, approximately 134 acres, in order to clear the footprint for construction.

The use of Eminent Domain is never popular, and displacing people to build a stadium for the Dallas Cowboys was especially unpopular.

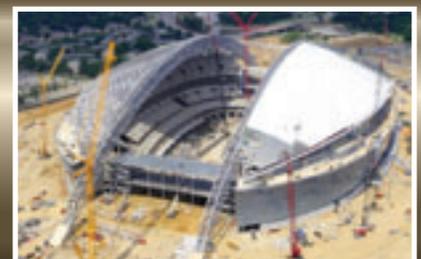
“We had to deal with some hostile bills filed in the legislature,” said Jay Doegey, Arlington’s City Attorney for 24 years. “People wanted to change the ground rules on us, and we were

involved in legislative damage control. We developed a laundry list for our use of Eminent Domain to build the stadium. The fact that we wanted to build a sport facility that was approved by the voters was grandfathered in our favor.”

The City offered fair values to avoid the acrimonious trials experienced when building the Ballpark. Doegey knew what to expect and how to proceed.

“Fortunately,” he said, “we settled essentially every claim.”

Pinnacle Consulting Management Group from Oklahoma City was hired to help with property acquisition and relocation. City staff handled all of the administrative work to handle



# STADIUM story

the payment for acquisitions, and payments for relocations. It took a delicate balance between the need to acquire the land without delay and the desire to treat people with respect while compensating them fairly.

From Arlington's \$325 million investment, the City paid more than \$79.5 million to acquire and demolish 162 properties, including 51 businesses, 927 apartment units, and 105 single-family homes. The City paid more than \$4 million for 1,083 relocations.

The first properties were acquired in May 2005. By January of 2006, 155 properties were secured. The last of the properties was acquired in August 2007.

"A lady, whose property we acquired, called me up and wished me a Merry Christmas," said Venables, a 23-year Arlington employee, who sat in people's kitchens, listened to their concerns about being displaced, and offered compensation and support to help people move on with their lives.

"Cowboys Stadium makes us a better city, a stronger city. It puts us on the world map," said Venables. "It enhances our public experience within the City. But I empathized with their situation, and did everything I could to listen to their perspective and find out what it would take to make them whole again. We tried to be flexible. We didn't want people to feel like they were in a desperate situation."

Every two weeks, Venables reported back to the Mayor and City Council during Executive Session, and they would approve the transactions.

"It was a monumental challenge," said Arlington City Manager Jim Holgersson. "Obviously, some people wanted to move and some didn't. We had to work out the right price, and we really worked hard to achieve negotiated settlements. We had terrific leadership from the Mayor and the City Council."

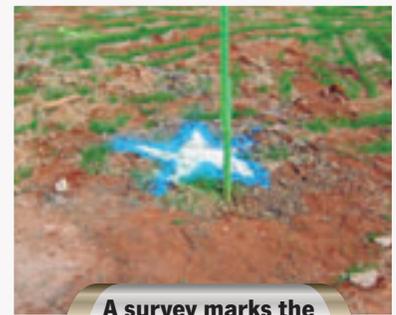
Holgersson said, "Roger Venables was very sensitive to peoples' emotions and attachments, and he always dealt with them respectfully. His hard work, concern and commitment were a big key to our success."



**Trees saved from the demolition were later planted at the Stadium.**

The City's Relocation Assistance Policy immediately gave a \$5,250.00 check to each unit, to facilitate the move. A business, even if located in someone's house, could be eligible for an additional \$10,000 for business relocation. The City offered an additional \$22,500 to owner-occupied residences on top of the appraised value, plus moving expenses. Ultimately, the City paid up to \$11,000 per family for moving expenses.

"We couldn't process checks fast enough, and in some cases we advanced money, so people wouldn't be in a bind," said Venables. "Several people made down payments and became first time home buyers. We always asked people if they thought they were treated fairly, and usually, they said yes." ★



**A survey marks the center point of the future stadium.**



# STADIUM story

## Construction

City of Arlington Project Coordinator Steve Quirk lives his work life with the old carpenter's adage: measure twice, cut once. Do it right the first time.

In February 2006, after contractors got the green light to start moving dirt, the process of grading the 140-acre site began. Steps were taken to address concerns about noise, dust, and traffic. Mario Sinacola and Sons ran an average of 50 water trucks a day to control the dust, as the bowl of the stadium was excavated five stories below ground level.

Quirk was assigned to facilitate the project for the City. He held meetings each Friday morning at Blue Star Development with the engineers, fire, police, outside consultants, and Manhattan Construction to talk through every issue, no matter how small, and solve any lingering problems.

"We wanted it to be a smooth project," said Quirk. "We didn't want any hiccups. Issues had to be solved right away, because we were on a mission to get done on time. We talked openly and honestly and we lived and breathed it for three years."

Outside consultants Bureau Veritas reviewed the architectural plans, handled construction inspections, and assured code compliance. The Lopez Garcia Group provided engineering services, design review, and inspected public facilities like streets, traffic, drainage, water, sanitary sewers, and storm water management.

By November 2006, the excavation of the bowl was complete. Tower cranes, sometimes called the national birds of Texas, shot into the

sky. HKS, Inc, the architectural firm hired by the Cowboys, submitted the 2,100-page construction plans. A month later, the Cowboys revealed the designs of the stadium with a computer generated virtual tour.

The plans were constantly reviewed and changed as necessary, sometimes on a daily basis. The main players often blogged with each

other, discussing ongoing issues which needed to be resolved.

"Every detail had to meet code," Quirk said, "whether it was a building code, or a health code."

Jack Hill, General Manager of Operations and Stadium Construction for the Cowboys, worked on site and supervised every detail for the Cowboys. He reported directly to Jerry and Stephen Jones, who were involved in the day-to-day decision making.

"The biggest delays were caused by things you don't see," said Hill. "How do we anchor the foundation elements in order to support a quarter mile long, unsupported steel arch? Things like that were tremendous challenges for our structural and design teams."

Soil and rocks were tested. Smaller test concrete structures were built, boosted with hydraulic jacks to simulate extended pressures, and then destroyed in order to test tolerances. The entire structure would be like an iceberg, extending 70-feet below the surface of the ground.

The dimensions of the completed stadium would be massive: 300 feet high, a quarter mile in length, with a 2.3 million square-foot floor, the world's largest floor space under one roof. It



**Stadium construction**  
-November 2008



# STADIUM story

would have retractable roof panels. Doors at each end zone would open in just 18 minutes. The End Zone doors would stand 120-feet tall and 30-feet wide, and move on railroad tracks. The entire building would be encased with glass. The open-air roof and the football shape were important acknowledgements of the tradition created at Texas Stadium in Irving, home to the Dallas Cowboys for 37 years.

When complete, Cowboys Stadium would contain 22,000 tons of steel, nearly 2,000 concrete columns rising 10 stories into the air, more than 225,000 cubic yards of concrete overall, and half a million square feet of glass and stone.

By the first quarter of 2007, the stadium began rising like a Phoenix from the bowl. The stadium was built in layers, and construction moved in a counter clockwise direction, as each layer was added.

"Every day something changed that would impact the residents in the area," said Gerald Urbantke, Arlington's Communications Manager. "Our job was to inform citizens what was going to happen, how long it would take, and how it would impact them."

For example, when the stadium got to the 100-foot level, pipes sticking out of the ground created a whistling sound. It wasn't an unpleasant sound, but a constant one that people could feel, even when driving in their cars. They wanted to know what it was so we brought citizens to the site and showed them the source of the sound.

On July 2, 2007, two cranes lifted the first section of steel into place, the beginnings of the quarter mile arch that would support the largest single span roof structure in the world.

"It's very similar to bridge construction," said Jack Hill. "One of those giant sequences. Credit the pros with coming up with the techniques for getting this done, working from both sides and meeting in the middle."

By August 2007, despite a series of heavy summer rains, the structure of the stadium reached the half-way point on schedule.

The first arch was completed by November 2007, a free-standing steel structure weighing 3,255 tons. Then the second arch was built, creating the structural framework needed to support the retractable roof and the



**North arch keystone installation.**  
-February 2008

state-of-the-art video scoreboard.

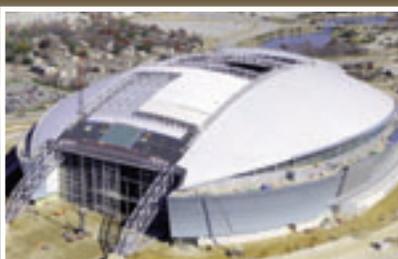
The arches could be seen from six miles away. Each arch at Cowboys Stadium is 1,225-foot long, nearly twice as long as the iconic St. Louis Arch at 630-feet.

By February 2008, the final keystone was put into place, connecting the two spans of the northern arch. The keystone weighed 186,000 pounds, 51-foot long, and 35-foot wide. Each arch is held together with more than 50,000 bolts, and is covered with 4,000 gallons of paint.

"That was a big moment," said Hill. "We knew we were getting there."

The installation of the glass, called glazing, would take about four months. It's called fritted glass because it has a ceramic coating, which gives it a modern, sleek look, and allows natural sunlight to enter the building, giving it a light and airy feeling. Each panel is an inch thick, 8-feet wide, and 3- to 5-feet tall. Altogether, there are 5,000 panels weighing more than a million pounds.

A 208-foot tunnel was dug to provide underground access into the stadium, for TV trucks, team buses, and food and beverage suppliers. The interior of the stadium took shape, as pre-cast blocks for seating were installed, along with 300 suites, some at field level, and 286 concession stands. Decks and plazas provide ten additional acres of space for fans, bringing the total



# STADIUM story



**Guests attend stadium ribbon cutting. -May 2009**

capacity to over 100,000.

For Jerry Jones, the costs kept rising as he expanded the vision of his once-in-a-lifetime opportunity to provide a new home for the Dallas Cowboys, the world's most visible sports franchise, and television's number one attraction. Arlington's financial

contribution was capped at \$325 million. The final total for Cowboys

Stadium would reach \$1.17 billion.

"Every step of the way, I knew what I was spending, and we got really good value for every dollar we spent," said Jones. "We even benefited by the downturn in the economy, which meant that the cost to finish out, the cost of labor and materials got cheaper. So we got a bigger bang for our buck.

"You know, I grew up watching Walt Disney bring Mickey Mouse to life," Jones added. "And when he built Disneyland in California, nobody had to ask what it was, or where. I wanted that for the Cowboys, something that even transcends football, a level of unparalleled visibility. I mean, the video board alone cost more than the entire construction of Texas Stadium."

By May 2008, the pace of construction quickened, with more than 1,000 construction workers on site. That number would rise to about 1,700 working for 110 companies. In June, crews poured 123,633 square feet of concrete creating the parking lots.

The retractable roof is an amazing piece of machinery, which can open and close in 12 minutes, using a unique rack and pinion drive system, the first of its kind in the world. Each roof panel weighs 2.1 million pounds. The 660,800 square-foot roof, as big as 12 football fields, is made up of four layers, a thermoplastic membrane on top of a cover board, insulation,

and sheet metal. It spans 756-feet from North to South, and 845-feet long, from end zone to end zone from East to West.

The construction and design of the video scoreboard was an engineering challenge never before undertaken. The scoreboard weighs 1.2 million pounds, or 660 tons, is 160-feet long, 72-feet tall. It is the world's largest light emitting diode display (LED). That translates into the world's largest HDTV.

"We spent months deciding how big, how long, where to put it," said Hill. "We had to have the structural capacity to support it, and we built that into the arches. Testing it involved an ingenious solution by our construction team, who used sandbags to simulate the weight of the screen, to make sure everything would be supported safely. We couldn't afford to drop the video board."

The Grand Opening and ribbon cutting took place on May 27, 2009, with Mayor Cluck, Jerry Jones, Ring of Honor members, former players, cheerleaders, workers, invited guests, and sky divers. Hundreds of people got their first look at Cowboys Stadium.

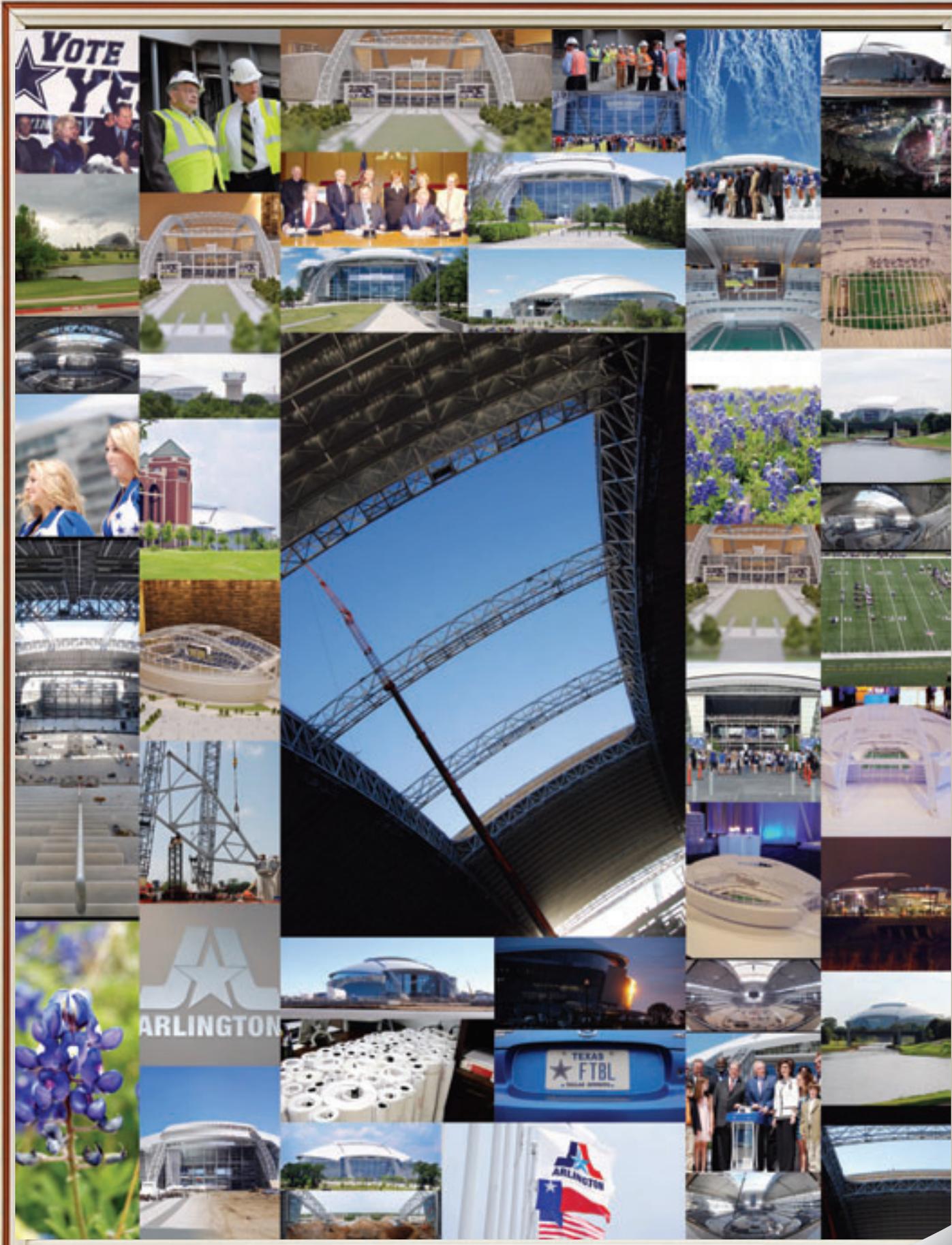
"It was fun, exciting, and I was glad to be a part of it," said City Project Coordinator Steve Quirk. "To be able to say I helped build this makes for good conversation. When it was done, I felt like I could do anything. Now the limelight is back on Arlington."

Hill says Arlington is "a great partner" and "...Cowboys Stadium is a success for all the citizens of Arlington."

Jones and Mayor Cluck agree. "Anybody that's got any Cowboy on 'em at all, or has ever had it on, I want them to walk in here and say that's my Dallas Cowboys," said Jones. "That's what this is all about."

Cluck adds, "We are extremely proud of the citizens of Arlington for helping us build this magnificent Stadium. Without their support, this building would not have been possible." ★





## Fair Share Agreement

Mayor Robert Cluck called the Fair Share Agreement designed to increase the role of Women and Minority Owned Businesses (M/WBE) a “win-win for the entire Arlington Community.”

The Fair Share Agreement was to help Historically Under Utilized Businesses (HUB’s) get their fair share in all aspects of the design, procurement, development and construction of Cowboys Stadium. Signed in September 2004, the City and the Cowboys paid

was the first African American President of the Student Congress in 1974. She was his economic development person and worked a couple of sessions in Austin. Wichmann and Mayor Cluck crafted the language of the agreement and worked out the details with the Cowboys.

K Strategies, owned and operated by Katrina Keyes coordinated the program and held public seminars, helping M/WBE firms get certified, obtain business capital from local banks, and gain support from the DFW Minority Business Development Center. Formal presentations were made to more than 1,000 participants.

A major accomplishment was forming a strategic alliance between Manhattan Construction Company, Rayco Construction, and 3i Construction, who directed the on-site construction of Cowboys Stadium.

\$257 million to 125 M/WBE firms, 28 percent of all the money spent.

“The first year, we didn’t have a lot to show,” said Jennifer Wichmann, administrative services manager and former assistant to Mayor Cluck. “Some people complained about lip service. But Mayor Cluck took a personal stance to make it happen.”

The mission, said Wichmann, was to make sure these important groups were included in a way that hadn’t happened before.

“One of the great things to come out of

it, is that we have successfully raised the profile of Women and Minority Owned Businesses in Arlington,” she said.

Wichmann developed her political skills as a legislative aid for Texas Senator Royce West, (D) Dallas, himself a Distinguished Alumnus from the UT-Arlington. West

“The selection of a Hispanic-owned business and an African-American owned business demonstrates a strong commitment to the spirit of the Fair Share Agreement,” said M/WBE coordinator, Katrina Keyes.

“One of the biggest issues with M/WBE companies is they often don’t have enough capacity,” said Wichmann. “Katrina made sure we didn’t put anybody out of business, by over-extending themselves.”

The Fair Share Agreement Committee met once a month to discuss issues, and there was



Fair Share Committee meeting. -January 2006



### By the Numbers:

#### Minority and Women Owned Business Enterprises

##### Final Report

132 – Number of minority and women-owned enterprises with contracts

\$257 million – Dollars paid to minority and women-owned enterprises

45 – Arlington and Tarrant County minority and women-owned enterprises with contracts

28% – Overall M/WBE participation, exceeding initial goals.



Committee members tour stadium. -January 2009



**Fair Share Committee members tour the stadium.**  
-June 2009

a lot of concern about getting information out to the vendors. Sometimes 150 people would attend the meetings.

Gerald Urbantke, Communications Manager for the City of Arlington, made sure that the communications process was thorough and transparent.

"The key issue was simply communicating what was going on," said Urbantke. "Every day something changed, and we just tried to keep up with it."

Elzie Odom, Arlington's first African American Mayor, who served from 1997-2003, and a Fair Share

Committee Member, said, "Minority and women-owned business participation across the board was highly successful."

Odom remembered when such an agreement didn't even cross the radar back when the City of Arlington and the Texas Rangers agreed to build the Ballpark in Arlington in 1990. Things were going to be different this time.

Deputy City Manager Fiona Allen, who has been with the City for 20 years, said, "Fair Share is an important statement that Arlington made. Everybody had a shot. Overall, it was an incredibly successful venture, that all should be proud of."



**Jud Heflin (Cowboys) and Elzie Odom (Fair Share committee)**  
-December 2005

The City of Arlington is now engaged in a study with the North Central Texas Council of Governments to create a new M/WBE program for the City to use on future projects, utilizing the database collected from Cowboys Stadium. It'll be a tracking system used during the bidding process, so that HUB's will be used in ratio with their existence in the community.

"The Fair Share Agreement has left a legacy for the City of Arlington, and is a role model for other cities," said Wichmann. "So many citizens did so much, and we all still like each other. I feel like I had a small part and that makes me proud." ★



**Johnson Creek restoration.**  
-January 2009

## Johnson Creek

One of the most enjoyable ways to approach Cowboys Stadium is to park in one of the Rangers parking lots and walk less than half a mile West, over the new bridge at Johnson Creek, through Richard Greene Linear Park, and past the Caelum Moor granite sculptures.

The green space greatly enhances the environmental landscape between the ballpark and the stadium, and provides plenty of room for tailgating and picnicking in the park.

"Helping to create pedestrian mobility through the central spine of the entertainment district is a huge asset for the quality of life in Arlington," said Pete Jamieson, Director of Parks and Recreation.

The Johnson Creek Project, A Vision for Conservation, is an \$80 million project, funded through the US Army Corps of Engineers, and subject to annual Congressional approval. The Cowboys and the Rangers have contributed nearly \$3.9 million to environmental improvements as part of the Johnson Creek vision for conservation and restoration.

Jamieson and City leaders knew that the banks of Johnson Creek were eroding at an increasingly rapid rate. High levels of sediment from storm water were filling in Mark Holtz Lake in Richard Greene Linear Park.



**Parks & Recreation Director Pete Jamieson and Mayor Cluck tour the Johnson Creek restoration area.**  
-May 2009

The City set out to do the ecological restoration necessary to turn the creek into a community jewel.

The work continues, and new phases will be added over several years. But 95 percent of the restoration is complete. Throughout 2010, the Parks and

Recreation Department will finish the process of nurturing the newly planted vegetation, remove invasive plants, and introduce desirable

species like hardwood trees and deep rooted aquatic vegetation. Dredging removed 110,000 cubic yards of sediment from the ponds. The banks of the creek were restored using gabion rocks and toe walls.

Johnson Creek is the main tributary of the Trinity River in Arlington, and it has a long history of flooding. The new restoration allows storm water to overflow the banks and settle in the flood plains and holding ponds, without creating a dangerous flood.

"It's going to take some years, but over time, we believe it will become a much more attractive stream corridor," said Jamieson. "And we will be re-establishing the natural ecology and biodiversity in the creek channel."

In June 2009, Ark Contracting Services installed the 22 pink granite stones, weighing 540 tons that comprise the five free standing sculptures known as Caelum Moor on the site of its new home in Richard Greene Linear Park. Caelum Moor is the environmental centerpiece for the Entertainment District.

The Latin name "Caelum" refers to a constellation of stars known as the sculptor's chisel, and "Moor" refers to the Scottish landscape. Caelum Moor, sculpted by Norm Hines, was commissioned in 1984 by Jane Mathes Kelton, an Arlington resident, and CEO of the Kelton Mathes Development Corporation.

The sculptures range from 8- to 30-feet tall, and their height makes them a focal point from the scenic Randol Mill Bridge. At night, they are dramatically lit for viewing.

"This is a highly valued piece of art, and it really puts Arlington on the map," said Jamieson. "We have plans to expand our green space along Johnson Creek all the way through Downtown and UT Arlington, down as far as the Parks Mall." ★

**Caelum Moor dedication.**  
-October 2009



## Public Safety, Traffic and Roads

Bringing 100,000 enthusiastic visitors to Arlington to enjoy a major sporting event or a concert at Cowboys Stadium has become a regular occurrence. Arlington has long been a tourist destination and sending visitors home safely is a top priority for the Arlington Police and Fire Departments.

Along the way, Arlington has developed a specialty for tourist based policing. Working massive gatherings at Six Flags, the Ballpark, Hurricane Harbor, and now Cowboys Stadium, takes a special emphasis on personal safety, property protection, and the easy facilitation of traffic, in vehicles and on foot.

As one of the premier attractions in the world, the iconic Cowboys Stadium, home to America's Team, has forever changed the public safety and traffic management plans for the City of Arlington. It's now possible, with multiple venues, to have 200,000 people within a four-square-mile radius around the Entertainment District at the same time.

"We want people to come, have a good time, and feel safe, without any sort of event detracting from that experience," said Arlington Assistant Police Chief Will Johnson. "We want them to have a great experience and we want them to come back."

That means some very specific operational needs have to be met, not only on the streets, but in Command Centers where a network of 80 surveillance cameras serve two purposes: overall public safety monitoring and traffic management.

"We contacted and visited other NFL cities, and investigated their public safety models," said Don Crowson, Fire Chief, Arlington Fire Department. "Cowboys Stadium is the premier venue in the NFL, so we've made a huge investment to provide a safe and secure environment for our patrons."

Johnson said the key is communications, planning, effective community policing, and using state of the art technology to leverage their most important resource, police officers. "For the visitors," said Johnson, "we aim to provide the highest degree of personal safety they could experience anywhere."

It takes a coordinated public safety team, based on a strong partnership and constant dialogue between the City of Arlington, The Cowboys, federal, state, and other local law enforcement and security agencies in North Texas.

With more than two dozen events during the opening season, the plan keeps evolving. Public safety teams realized that the Big 12 Championship crowd is



**Arlington Police Officer at NBA All-Star game.**  
- February 2010

different than a Cowboys crowd, which is different from a U2 concert, NBA All-Star Game, or the Manny Pacquiao fight. So they adjust their plans accordingly.

Arlington paramedics and AMR ambulances are always present and prepared for emergencies, both on and off the field. When Cowboys Pro Bowl linebacker DeMarcus Ware suffered a sprained neck during the Chargers game in December of 2009, Arlington paramedics helped secure him on the stretcher that got him safely on his way to the hospital.

"People who work out there are highly energized and excited to use their skills in a meaningful way, which is critical to life saving services," said Crowson.

"A lot of people are eager to do a good job. They see themselves as goodwill ambassadors for the City of Arlington, ready to prove their value and share with the community," he added.



**Fire Chief Don Crowson speaks with the media following a mass casualty exercise.**  
- April 2009

# TRAFFIC management

## TRAFFIC—The Story That Wasn't

Talk about a success story. From the beginning, some people were convinced that the Cowboys Stadium would create a traffic nightmare, especially with all of the new road construction in and around the area. They worried they wouldn't be able to drive North and South through Central Arlington, or even get into their own neighborhoods on event days.

As the June 6, 2009, inaugural event, the George Strait/Reba McEntire concert approached, the local news media predicted major traffic jams and four-hour delays getting in and out of Cowboys Stadium.

It's the gloom and doom story that never happened.

On average, within an hour and a half the parking lots are empty and things are back to normal. The feat was so impressive that traffic engineers from around the country want to know how Arlington has done it.

Arlington has developed an ITS, Intelligent Transportation System, which combines computer modeling with thoughtful management, state of the art high tech systems, and incredible team work

possible to program and change the sequencing of traffic lights to fit the situation.

A network of 80 cameras, strategically placed throughout the Entertainment District, allows the traffic management team to monitor what's happening in real time, and make decisions to change traffic patterns to alleviate congestion.

"In my engineering world, I feel like a kid in a candy store," said Melton. "I get to develop, implement and use all this leading edge technology to make the system work."

Deputy City Manager Fiona Allen described Melton this way: "Keith Melton should get the



**Fans depart inaugural game.**  
-Sept. 2009



**Traffic management center.**  
-June 2009

Nobel Prize for traffic management. He and his crew did a fantastic job."

Arlington's first Traffic Management Center was set up in a storage room at Rangers Ballpark a couple years ago. Eighteen cameras showed traffic patterns and gave public safety monitors the ability to see traffic problems developing. Melton knew that the magnitude of Cowboys Stadium would require many more cameras, more police on the streets, and a much more comprehensive plan.

He performed computer modeling to demonstrate how the system

could break down, without an adequate level of staffing. Since the Cowboys pay for public safety personnel, Melton had to convince them that more cameras and additional police and fire on the streets would be a necessary expense.

The architect of that system is Keith Melton, Assistant Director of Public Works and Transportation/Operations. The backbone of the system is a fiber optic network which by next year will link all 325 traffic signals in Arlington. Fiber brings traffic signals into the digital age, making it

could break down, without an adequate level of staffing. Since the Cowboys pay for public safety personnel, Melton had to convince them that more cameras and additional police and fire on the streets would be a necessary expense.

"We were trying to convince everybody that a traffic management system would be beneficial," said Melton. "When people saw how it operated,

# TRAFFIC management



Westbound view of I-30 mobility project from Baird Farm Road bridge.  
- June 2010

it was an easy sell.”

Melton and his traffic team have identified at least 15 different ways to approach Cowboys Stadium, (Texas Stadium in Irving had four). If there is a wreck, or some kind of a back-up in Arlington, the traffic managers will see it on the video wall in the Command Center and come up with a plan, in real time, to change the flow of traffic to keep things moving. That might mean moving cones or barricades, or even directing traffic to take a different route, or change directions, as the City develops reversible lanes.

“Making adjustments in real time is absolutely the key,” said Melton, who watches the action along with public safety officials in the TMC, Traffic Management Center at the Arlington Police Station, and at a Command Center at Cowboys Stadium. “The more you can see the better judgments you can make.”

One of the biggest challenges to the traffic flow has been the ongoing construction of the major roadways leading in and out of Cowboys Stadium. Those construction projects are designed to provide better access to the Entertainment District from points East and West. The Three Bridges project, which began in November 2007, including new bridges and exits from I-30 at Center Street, Collins Street, Baird Farm Road, and Legends Way, is complete.

The next big TxDOT road project is a \$65 million-dollar appropriation to update the interchange at SH 360 and Division Street, which includes a new bridge for the Union Pacific Railroad. It won't be completed until after Super Bowl XLV in 2011.

The extension of SH 161, the George Bush Turnpike, through Grand Prairie, means people from the northern tier of Dallas County can get all the way to I-30 or

Division Street, without exiting at SH 183 and coming South on SH 360.

Also, the completion of SH 360 North all the way to SH 121 in Grapevine makes for vastly improved access to Arlington from Frisco, McKinney, and Allen, as well as all points on SH 114 from Coppell to Southlake.

An innovative Internet-based program at DallasCowboysMaps.com enables fans coming to the stadium to find the best routes in and out. Within a 15 mile radius, you enter your zip code and receive a recommended route. It allows people to come in from multiple approaches, even giving season ticket holders preferred directions to and from their lots.

Bottom line, a GPS unit may give you the most direct route, but with 15 ways in and out of the stadium, GPS cannot anticipate construction, traffic or accidents, which can bring traffic to a screeching halt. DallasCowboysMaps.com incorporates real time data, so people can take advantage of alternate routes.

“When people have driving patterns they know what they want to do,” said Melton. “So when we force you to go in a certain direction, it may not seem logical, or what you are used to, but we're looking at the whole traffic pattern, and we will help you get out faster.”

## Airport

The Arlington Municipal Airport, south of DFW International Airport, used to be busy with small prop planes operated by flight schools.

Now, on game and event days at Cowboys Stadium, corporate jets and turbo props arrive in large numbers, carrying team owners, CEO's and celebrities into Arlington. Limos, rental vehicles, and luxury SUV's wait in line at the airport.

# TRAFFIC management

**Jerry Jones, Harrison Aviation General Manager  
Nathan Mikula, Airport Manager Bob Porter.**  
- 2009



Airport Manager Bob Porter has a picture on his desk of him standing with Jerry Jones, who flew in one day from out of state, and enjoyed some barbecue with the staff, before heading over to the stadium.

"We have really benefited from Cowboys Stadium," said Porter. "Every event has brought in 25 or more corporate planes. We're moving up to the high end of the business world."

More than 20 planes flew in for the George Strait and Paul McCartney concerts. Eighty-one landed for the Cowboys regular season opening game against the New York Giants, and 80 flew in for the Atlanta Falcons game, with 61 arriving for the Cotton Bowl.

That means more business for the airport and the Fixed Base Operations, selling more fuel, more car rentals, more hotel rooms, bringing more sales tax into Arlington.

Deputy City Manager Fiona Allen said, "Cowboys Stadium is having a huge impact on the Arlington Airport. Not only are people coming in for the games, from places such as Mexico, they are stopping over to the Highlands to eat and shop. And our new terminal is ready in time for the Super Bowl. It's getting to be more and more of a full service airport."

That new terminal was a \$5 million dollar project. In addition, TxDot funded 90 percent of

a \$1.5 million deal to expand the aircraft parking apron.

Arlington also upgraded to an Instrument Landing System, which enables a pilot to set down on a precise point on the runway, even when cloud cover and visibility are low.

Pilots like the red carpet customer service they are receiving at Harrison Aviation, which handles Fixed Base Operations. Sean Fortenbaugh, who flew in for a Cowboys game, wrote on the AirNav.Com website, "Despite the overwhelming traffic, we were in and out of there in a very short time. Best place to land..."

"Now that the pilots are discovering Arlington, and finding what they need, they are landing here on their regular business trips to the Metroplex," said Bob Porter. "It's all about location. With our highways, from here, you can go in any direction. So the market is shifting. Addison Airport and Love Field aren't the only places to land private planes, anymore."

Another advantage for Arlington is that it sits on the outskirts of the Class B air space of the terminal control area for DFW International Airport, which translates into less air traffic congestion and fewer delays landing and taking off at Arlington.

Porter serves on the Aviation Action Team, for the Host Committee for Super Bowl XLV. "We anticipate about 1,500 private aircraft coming into North Texas for the Super Bowl," he said. "Now that Arlington is a destination airport, we'll be busy, and it will be exciting." ★

**Air traffic control tower.**  
- October 2006



**(Above) Hard hats at new terminal groundbreaking.  
(Right) Rendering of new terminal building.**  
-April 2010





## Cowboys Stadium Experience



George Strait

When the Cowboys played their home opener at Cowboys Stadium on Sunday night, September 20, 2009, against the New York Giants, NBC's Bob Costas called Cowboys Stadium, "The Palace in Dallas."

"I got so tired of that," said Mayor Robert Cluck. "We heard Dallas mentioned often. I'm proud of Dallas, but, by golly, we paid for that stadium. So, I called a good friend of mine with NBC, who called the control room.

By the second half, they were saying Arlington."

It was reminiscent of former Mayor Richard Greene's declaration that Arlington is, "Nobody's damn suburb."

"We all quickly got to Bob (Costas)," said Cowboys Owner Jerry Jones. "He knows the palace is in Arlington, and it's just a matter of time before the entire world knows that this great stadium is in Arlington, the entertainment capitol of Texas. It's about visibility, about Al Michaels talking in front of millions of people about "Cowboys Stadium in Arlington, Texas."

The game, which the Giants won 33-31, attracted 105,121 fans, the largest regular season crowd in NFL history. Former President George W. and Laura Bush handled the coin toss at midfield. Thirty-thousand "Party Passes" were sold because the Cowboys wanted to set the record, and the fans came in droves.

Some people have called it Jerry World, Six Flags Over Jerry, Cowboys Cathedral, Jones-Mahal, Jerry Dome, Boss Hog Bowl, and the Death Star. Cowboys Stadium in Arlington, Texas, has a nice ring to it, although the naming rights will likely be sold.

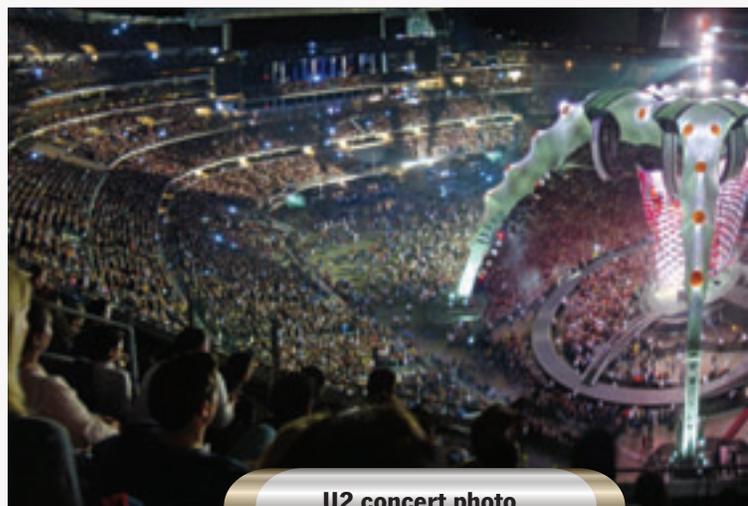
No matter what the name, Cowboys Stadium, the world's largest domed stadium, is majestic, magnificent, magical, and mind-boggling.

King George christened it June 6, 2009. Native Texan George Strait strolled out on the big stage, 72-feet tall on the video board (that's 20-feet taller than Big Tex), while the Ace in the Hole Band played "Deep in the Heart of Texas." Strait got the crowd chanting, "Jerry open the roof," and the retractable roof magically opened up a clear path to honky-tonk heaven in just 12 minutes. Strait sang, "If It Wasn't for Texas," with that line there'd be "No Cowboys in the Super Bowl."

"It's just the start of what I know is an incredible vehicle for Arlington," said Jones. "The stadium is a tool, like a tractor. It's got to be active. It's got to be full of life.

"It's built for flexibility," Jones added. "To transcend football, and that means world class events, such as the NBA All-Star Game, professional bull riding, the Manny Pacquiao fight, probably the greatest fighter in the world today, U2, Paul McCartney, and, of course, Super bowl XLV. This kind of quality begets quality."

Cowboys Stadium is the new home of the Cotton Bowl, and the annual Texas A&M vs. Arkansas football game. (Jerry Jones was co-captain of the 1964 National Championship Arkansas Razorbacks team.) Other events during the inaugural season included a Jonas Brothers concert, Gold Cup soccer, the Oklahoma vs. BYU



U2 concert photo

football game, the Baylor vs. Texas Tech football game, the Big 12 football championship, and a college hoops game, in which the Texas Longhorns beat the National Champion North Carolina Tar Heels, 103-90.

“As the Cowboys are to Dallas, Cowboys Stadium is to Arlington,” said Trey Yelverton, Arlington Deputy City Manager. “When we went to see U2, my wife said, ‘we’re about to watch a world-class band in Arlington, Texas. U2 listed Arlington on their tour T-shirts.’”

The NBA All-Star game on February 14, 2010, just a couple days after North Texas was buried under a foot of snow, attracted 108,713 fans, the most ever to watch a basketball game. This time, more tickets could be sold because of the floor plan, which moved seats in close around the court. The video screen was lowered.

Dallas Mavericks owner Mark Cuban, the NBA, and the Cowboys agreed to play the game at Cowboys Stadium, so Dallas Mavericks season ticket holders and other local fans would have a chance to see the game. American Airlines Center holds about 21,000 for a Mavericks game.

The 2010 NBA All-Stars attracted a global crowd, including Victor and Lina Lopez, who waited in the cold for the gates to open. “We came directly from Panama City in Central America to celebrate our Valentine’s Day here,” said Victor.

Antonio Braxton came from Memphis, just as he’d come in October to watch the Cowboys play the Atlanta Falcons. “Oh, I love it,” he said. “For those who haven’t been here, it’s a site to see.”

Bassey Bassey, from Arlington, when asked if he’d been to Cowboys Stadium before, answered, “No, but I can see how our beautiful tax-payer money has been spent,” which drew a big laugh from the crowd, including

the Mendoza family from Winnipeg, Canada, who chose the NBA All-Stars at Cowboys Stadium over the Winter Olympics in Vancouver. They said it was colder in Arlington.

“People know who we are,” said Mayor Cluck. “And they are clamoring to come see the stadium. I take people out there all the time on tours. The Governor came down and enjoyed a tour.”

“It’s really a showcase,” added the Mayor. “I knew exactly what it was going to look like and how big it was going to be, but every time I walk in there, I’m surprised at how big it is, and how beautiful it is. It’s just stunning to me.”

For Brett Daniels, Cowboys Director of

Client Services and Corporate Communications, the uniqueness of Cowboys Stadium is the glass.

“It allows natural light in, so you can see in and see out, and it feels like an open-air venue,” he said. “When people come in for the first time, it’s like their head is on a swivel. They stand with their mouths and their eyes open wide, and they don’t know where to start looking.”



NBA All-Star

Jones said people all around the world are making documentaries about Cowboys Stadium, detailing its architecture, the glass, the steel, even the quality of the contemporary art on display.

As big as Texas on the inside, one can’t help but feel the power of an architectural masterpiece, which pays homage to Texas Stadium, with the Ring of Honor, and that famous hole in the roof. As Cowboys Linebacker D.D. Lewis joked back in 1982, “So God can watch his favorite team play,”

Cowboys Vision, the world’s biggest television, the giant video board, 160-foot wide and 72-foot tall, somehow creates intimacy, almost like you are sitting in your own home entertainment theater with the added bonus of real live action happening in front of you. It’s what makes it possible for so many people to watch a basketball game or a fight or a bull rider close up, even when they are 100 yards away. It makes every seat a great seat. Football is spectacular.

“Your body knows space,” said Jones. “You feel that battleship running over you, or the magnificence of the Grand Canyon. And it’s only going to get better. So far, we have tapped only about 1 or 2 percent of how to master the technology and get the most out of our entertainment systems and put on a show. We have aligned ourselves with some of the most creative organizations in the country to explore the imagination of what we can do to make events bigger than they would have ever been.”



# CITY team

From the minute the doors fling open, said Daniels, “we are providing 5 to 6 hours of entertainment. It’s a light show, from the Ford Fountain to the Dr. Pepper Star Bar, and all the visual images flying around the stadium on video boards. We are really challenging our sponsors to take full advantage of the possibilities.”



During Cowboys games, such as the 2009 NFC East Championship game when the Cowboys

beat the Philadelphia Eagles, 24-0, eight camera crews with the best HD cameras shoot from both sides of the field, exclusively for the video board. That enables the directors in the control room to show the fans, the game action going in the correct direction, no matter which side of the stadium they are sitting on.

Everything is bigger in Texas, and there is no bigger draw than the Dallas Cowboys Cheerleaders. Now, the cheerleaders are bigger than ever. “Used to be from the stands, the fans would see the cheerleaders as a group,” said Jones. “Nobody ever saw them as individuals, and certainly not 72-foot tall, until now. The number one suggestion I get is ‘more cheerleaders.’ ★

## THE boys

### Community Service

The Dallas Cowboys Football Club and the Jones Family have made a commitment to strengthen educational and recreational opportunities for Arlington youth. It’s one of the great benefits of the Cowboys coming to Arlington.

In 2006, the Cowboys hosted their first Dallas Cowboys/Gatorade Junior Training

Camp for 1,800 kids at Butler, Burgin, and Miller Elementary Schools, and another two-day session at Carter Jr. High, all underwritten by Gene and Jerry Jones Charities.

That same year, Dallas Cowboys players and cheerleaders teamed up

with United Way of Tarrant County for an event at the All Star Child Care Center in Arlington, where they donated some exercise equipment. It’s all part of an on-going effort to fight childhood obesity.

In April 2007, Cowboys Linebacker DeMarcus Ware, Mayor Robert Cluck, and AISD Superintendent Mac Bernd read and talked about the importance of libraries and education at the

East Arlington Branch Library.

In 2008, the Cowboys helped the Optimist Club of Arlington kick off its 56th season, with an opening day celebration for 1,400 football players and 600 cheerleaders, grades pre-K through 6th grade. The Cowboys later supported an American Heart Association fund-raiser with a visit to Ferguson Junior High.

“You know, Gene and I go many places in this country, where we are known for the work we do with the Salvation Army,” said Jones. “When the Cowboys play that Thanksgiving Day game, we get to share that message with 75 to 80 million people, who watch that game on television. That’s one of the reasons we like that game. We have helped raise \$1 billion for the Salvation Army.”

In December, 2009, Mayor Cluck and his wife, Linda, rang bells and manned the kettle for the Salvation Army outside of the Walmart that sits across the street from Cowboys Stadium. That effort earned a \$5,000 check from Walmart to the Salvation Army, and gave the Mayor a chance to talk with a lot of citizens.

“Everybody came up and thanked me for Cowboys Stadium,” he said. “That felt really good, and they put some money in the kettle.” ★



## The Future

The countdown to Super Bowl XLV, which will be played February 6, 2011, at Cowboys Stadium in Arlington, officially began in Miami the moment the New Orleans Saints beat the Indianapolis Colts, 31-17, in Super Bowl XLIV.

"It's going to happen fast," said Bill Lively, President and CEO of the North Texas Super Bowl XLV Host Committee.

A large contingent from the host committee was in Miami, developing strategy, promoting sponsors, learning about public safety, aviation, traffic, and transportation issues, while preparing for the biggest party North Texas has ever thrown.

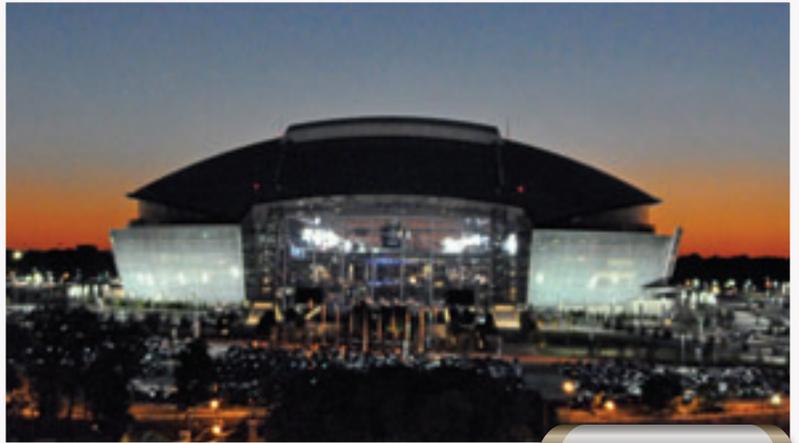
"The thing I hear people talking about is the cathedral in Arlington," said Lively. "The stadium has captured the imagination of people around the world."

Lively, who directed the Dallas Cowboys Band for more than 20 years, and most recently managed the campaign, which raised \$338 million to design and build the Dallas Center for the Performing Arts, believes the 2011 Super Bowl, the first ever played in North Texas, will be a unifying catalyst for all of North Texas, the rising tide that will lift all boats.

An economic impact report, commissioned by Super Bowl organizers, projects a record \$611.7 million dollars will be spent throughout North Texas during the two week celebration of the 2011 Super Bowl.

The Host Committee includes Mayors Robert Cluck of Arlington, Tom Leppert of Dallas, Mike Moncrief of Fort Worth, and Herbert Gears of Irving, along with Cowboys legends, Chairman Roger Staubach, Vice-Chairman Troy Aikman, and Emmitt Smith.

"We don't have to fight over who gets the most benefit from the Super Bowl, because we all benefit from it, as long as we work together," said Mayor Cluck.



**Cowboys Stadium at dusk.**  
- October 2010

The success of the 2009 inaugural season at Cowboys Stadium stands as a good barometer of things to come. While several North Texas cities experienced double-digit drops in sales tax revenue, Arlington stayed flat, and in some months showed an increase, mostly because of the large crowds, which came to see the world-class events held at Cowboys Stadium.

Daily tours of Cowboys Stadium attract two to three thousand people a day, and the line goes right through the gift shop. Arlington leaders project the City's 30-year bond will be paid off in 17-20 years, with a good portion of it paid by non-residents.

"It's a dream for the Convention and Visitors Bureau," said Jay Bures, President and CEO of Arlington's CVB.

"Even during the tough times of the recession, we have opened the greatest new attraction in the country, right here in Arlington," said Bures. "Cowboys Stadium is over-delivering on every promise." Bures said every major event at Cowboys



**Flags fly high on game day.**  
- October 2010

# END Zone

**Cowboys Stadium finds a prominent place in Arlington's entertainment district.**



Stadium is like a city-wide convention.

"Now, we need to capitalize on our success and maximize our opportunity to launch Arlington as a convention destination," said Buress. "We're in the heart of the 4th largest metropolitan area in the country (behind New York, Los Angeles, and Chicago), and we have more room to grow than those areas."

"DFW Airport is widely recognized as the greatest economic engine in North Texas," said Jud Heflin, Director of Stadium Development for the Cowboys. "Cowboys Stadium is complementary to that engine. And, to make it work, As Jerry says, we want to turn on the lights as often as we can, to fulfill the promise of economic impact and pay the bills. Along with Six Flags and the Rangers, a lot of wallets are coming through Arlington."

"We are talking to a lot of folks who have proposed developments in and around the Entertainment District," said Arlington City Manager Jim Holgersson. "We feel like the table is set for hotels, restaurants, condos, mixed use, and retail. We're open for business. It's time to rediscover Arlington. Strong revenues will help us improve basic services and help create an even better quality of life in Arlington."

Positive signs include the successful launch of the Arlington Highlands Shopping Center, along I-20, the Pioneer 360 Business

Center, and new additions to Lincoln Square on Collins Street. Construction crews are moving dirt for Viridian, a 2,000-acre mixed-use development in the Trinity River bottoms in far North Arlington. The Arlington Chamber of Commerce has teamed up with the City to form the Champion Arlington Economic Development Strategy, which is tapping into high-tech engineering innovations being developed at UT Arlington.

"Hopefully, we'll see vertical development," said Trey Yelverton, Deputy City Manager. "A hotel would be nice, more night life, a cool, hip place to be." Arlington only has 5,500 hotel rooms.

"People are disappointed that we don't have more hotel space," said Mayor Cluck. "Well, I am too, but I know it's coming. It's an evolutionary process. That's why the people over at the Gaylord Texan in Grapevine like us a lot. We help them fill up their hotel. That's the whole concept of a regional approach to a big event like the Super Bowl."

Bill Lively expects to build such a great template with Super Bowl XLV that Cowboys Stadium will become a regular Super Bowl stop. Mark Cuban and NBA Commissioner David Stern have already talked about future NBA All-Star games coming to Cowboys Stadium, which is already scheduled to host the NCAA Final Four in 2014. The mayors of

Arlington, Fort Worth, and Dallas have sent a letter to the Democratic Party, to attract an upcoming Democratic National Convention. Cowboys Stadium is poised to host events morning, noon, and night. Even the locker room are available for private parties.

Jerry Jones, who said he's becoming a "fast learner," in the entertainment business, believes the confluence of personalities, leadership, timing, location, and cost will make Cowboys Stadium unique "for a long time to come."

"Cowboys Stadium draws attention to Arlington," said Jerry Jones. "It brings value to North Texas, and it creates a world that is open to the imagination."

"I'm really proud of the fact that this stadium was not just built for Arlington," said Mayor Cluck, "But for the entire North Texas region. It's a really positive, winning combination."

"I may have been the first guy who attended the meetings," said the Mayor. "But it took thousands of people to make it a reality. Arlington is a can do city, an easy place to do business. We're always open to new ideas, new innovations, and partnerships. We have a team that understands the need for being courteous to people and being helpful and looking for opportunities. We don't have to worry about being a suburb, anymore." ★





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