



Vizcaya Museum and Gardens
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Date: September 29, 2011

miamidade.gov

To: Penelope Townsley, Director, Department of Small Business Development

From: Joel Hoffman, Executive Director, Vizcaya Museum and Gardens

Subject: **Skylight/Glass Canopy Replacement**
MCC 7360/Project Number MCC-MH-002-11

I am writing to request SBD's determination on the appropriate level of CSBE measures in the above-referenced project to replace the Skylight over the Courtyard of Vizcaya Museum and Gardens' Main House. This project is funded substantially by a FEMA Hazard Mitigation Program grant. Due to delays associated with the restructuring of Vizcaya's GOB allocation, we are on an extremely tight deadline and will jeopardize the FEMA funding unless we complete this project by September 30, 2012. As such, we very much appreciate your assistance in helping us to arrive at the most efficient method for proceeding with this work.

This construction project requires several specialized trades not offered at all or to any reasonable degree within the pool of CSBE contractors. Most notably, there is only one skylight manufacture nationally that has both the Miami-Dade County Notice of Acceptance for a skylight system with the insulated glass required for environmental and collections care needs. Similarly, the specialized metal fabrication and erection for the columns and support beams is not, to our knowledge, represented within the CSBE pool. The project also involves the careful protection of Vizcaya's historic interiors, moving of art objects, extremely careful demolition of the existing skylight, and installation of a new impact-resistant Skylight. The scope includes repair, enhancement or replacement of associated rainwater, roofing, plumbing and electrical systems, along with specialty conservation of historic materials in the Courtyard.

We intend to select a contractor through the MCC 7360 contract in light of the deadline and the specialty needs of this project. In light of the above, particularly the very difficult time limitations, the historic nature of the structure, and our intent to maintain operations during construction, it is critically important that we establish as open, efficient and effective a contractor selection process as possible.

We respectfully urge SBD to exempt the following trades for this project from CSBE measures:

- **Prime/General Conditions:** We require a contractor that has significant experience working comprehensively with two or more large projects (\$2 million or more) at buildings on the National Register of Historic Places. We also require a contractor who has had experience overseeing complicated engineering projects, comparable to the installation of the skylight at Vizcaya—we are still trying to determine exactly how to quantify this, but know that the coordination is demanding. And it is imperative that we pre-qualify contractors to ensure that they have substantial experience in complex projects at operational facilities, in which facility contents and visitors must be protected and site aesthetics must be maintained during the course of construction for safety and revenue generation. The prime will be responsible for managing all aspects of this construction project, including site access and security, organization and supervision of all trades, including numerous specialty trades, and some specific work, including reworking of the existing footings that support the columns. We are still working on exact qualifications for the prime, but hope this is adequate background to merit an exemption of this trade.
- **Demolition and Carpentry:** These trades will be responsible for the extremely careful removal of the existing skylight (which is attached to the historic building in many ways) and the erection of protective barriers on the site. Barriers will be installed in an operational setting, with public access, and must be attached very carefully to historic columns and floors, including those of coral rock and marble. The demolition contractor must ensure that minimal vibration, dust, fumes, or other disruption to the historic facility and collections occurs. The carpentry firm will be setting up and maintaining barricades along the perimeter of Vizcaya's Courtyard and protecting extremely valuable artifacts in and adjacent to the Courtyard. In addition, the carpentry firm will be responsible for conservation-quality cleaning of historic wooden ceiling joists and protective treatment of these and will likely be required to have a professional conservator on its team. It is imperative that these trades have significant experience working on similar scopes within the core of buildings on the National Register of Historic Places. We also require that these contractors have specific experience in complex projects at operational facilities, in which facility contents and visitors must be protected and site aesthetics must be maintained during the course of construction. We are still working on exact qualifications for these trades and we believe it is not at all likely that a competitive number of CSBE firms would qualify for either trade.
- **Skylight Fabrication & Installation:** This trade is not represented among CSBE firms. To our knowledge, there is only one firm nationally with an NOA for the insulated skylight system specified in our construction documents. Installation is provided by the fabricator to ensure product quality.
- **Metal Fabricator & Erector:** This contractor will custom-fabricate large steel columns and beams, with the construction documents requiring that these

elements be fabricated and finished to an extremely high architectural standard. Eligible firms will have factories with equipment of specific capacity. To the best of our knowledge, this trade is not represented among CSBE firms—in fact there are very few such capable firms in the state. Metal fabrication and erection is a central aspect of the project structurally and aesthetically and rigorous qualifications are being developed.

- **Metal, Painting and Stone Conservators:** We require professionals who have specific training as conservators to undertake metal, painting, and stone work associated with this project. The metal conservator will be required to remove existing historic copper gutters, to clean and repair these in accordance with conservation specifications, to fabricate historically accurate attachment straps, and to repatinate existing and replacement copper gutters to match one another. The painter will be required to patch and paint areas in Vizcaya's Courtyard and the adjacent arcades and 2nd floor galleries that may be damaged during the construction project. This requires an expertise with lime-based paint and faux finishes in historic structures, particularly the capacity to match the surface character of a historic stucco and the tone of the lime-based paint, which will need to be blended to match with adjacent painted surfaces. Exact qualifications for these trades are being developed, but we do not believe we can qualify a competitive number of CSBE firms for this work. Stone conservators will be responsible for repairing with proprietary products coral rock and marble surfaces that are damaged or disrupted during the demolition and construction process. These surfaces are in the middle of the Main House at Vizcaya and this work requires training and experience on specific conservation methods and materials.
- **Art Handling:** This is not a construction trade; however, throughout the construction project, Vizcaya will require a professional art handlers to move, remove, and replace art objects in the Courtyard and the adjacent arcades and galleries of the Main House. Professional art handlers are trained in appropriate methods to protect, pack, lift and transport art objects, including documentation of the condition of art objects before and after a move and provision of appropriate climate control at all times. We anticipate specifying a limited number of eligible firms for this work and must ensure that it is completed in accordance with the requirements of an accredited museum.
- **Landscaping:** A landscaping firm will be required to procure and install new trees and plants in the Courtyard toward the completion of the project. Sprinklers are not included in this interior scope. It is our understanding that this discipline is not represented among the CSBE trades.

Thank you for your consideration of this request.

CC: Leigh Heinlein, Capital Projects Manager, Vizcaya Museum and Gardens
Ileana Quintana, Construction Manager, Small Business Development

VIZCAYA SKYLIGHT: PROJECT ANALYSIS BY TRADES

| Trade | Estimated Cost | % of Item to Base Bid | Availability |
|---|------------------------|-----------------------|--------------|
| General Conditions - Special Experience Required | \$ 305,000.00 | 16% | 171 |
| Demo Contractor - Remove Existing Skylight; Preserve Historic Details | \$ 112,000.00 | 6% | 3 |
| Carpenter - Temporary Protection & Historic Joist Repairs | \$ 75,000.00 | 4% | 3 |
| Skylight Fabrication & Installation | \$ 600,000.00 | 32% | |
| Metal Fabricator & Erector Contractor - Steel Columns & Beams | \$ 240,000.00 | 13% | |
| Metal Conservator - Removing, Cleaning, Repatinating Copper Gutters | \$ 20,000.00 | 1% | |
| Painting Conservator - Patching Historic Lime Paint Finishes | \$ 80,000.00 | 4% | |
| Stone Conservator - Historic Marble & Limestone Stone Repairs | \$ 40,000.00 | 2% | |
| Art Handling - Removal & Replacement of Art Objects | \$ 40,000.00 | 2% | |
| Landscaping - Procurement & Planting of Trees | \$ 40,000.00 | 2% | |
| Roofing | \$ 45,000.00 | 2% | 39 |
| AC | \$ 25,000.00 | 1% | 13 |
| Plumbing Contractor | \$ 92,000.00 | 5% | 14 |
| Fire Sprinkler Contractor | \$ 42,000.00 | 2% | 15 |
| Electrical Contractor | \$ 120,000.00 | 6% | 42 |
| Total Base Bid | \$ 1,876,000.00 | 100% | |
| Contingency (10%) | \$ 181,812.00 | 10% | |
| | \$ 2,057,812.00 | | |