

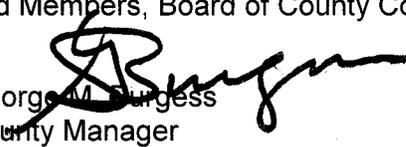


## MEMORANDUM OFFICE OF THE COUNTY MANAGER

Agenda Item No. 11(B)1

TO: Honorable Chairperson Barbara Carey-Shuler, Ed. D.  
and Members, Board of County Commissioners

DATE: July 27, 2004

FROM:   
George M. Burgess  
County Manager

SUBJECT: Performing Arts Center  
Chronology and  
Highlighted Decisions

The attached "Chronology of the Performing Arts Center of Greater Miami" covers the key events between November 1990 and the present. Spanning a 14-year period, it chronicles more than sixty (60) formal recommendations by County Managers and corresponding approvals by the Boards of County Commissioners and Mayors (many preceded by public meetings of selection committees, committees of the County Commission, etc.). In addition, the chronology lists more than twenty (20) other significant reports, workshops, presentations and activities. Several dates and actions in the chronology have been highlighted and included as a separate attachment (see "Performing Arts Center – Highlighted Decisions"). These events are considered to be among the most significant decision-making points in the evolution of the project.

In reviewing this chronology and these events, there are several important elements to keep in mind:

- Over the span of this extraordinarily complex project, decision-making has been a cumulative process. Each decision has built upon the accumulation of decisions that preceded it and these prior actions helped to shape the conditions affecting the next decision to be made.
- Each decision has been shaped by a number of factors that are unique to the moment of the particular decision. These factors include such issues as the availability of financial resources, time constraints, the management approach of staff and the alternatives preferred by elected officials. Some of these conditions are "internal" (i.e., factors that are under the control of the County) and some are "external" (i.e., outside events that occur and affect the project).
- The planning, design, construction and operation of a performing arts center comprise one of the most complex and challenging sets of tasks and responsibilities that can be undertaken by the public and/or private sector. Consequently, decisions are the product of input from a wide variety of staff, consultants, and elected officials, as well as from volunteers who are involved. Given the decades that it takes to complete projects of this magnitude, it is not unusual that a significant number of the individuals representing these sectors have changed over the years.
- Role of the private sector partnership.

As each issue has arisen, the County has been responsible for assessing the issue in a methodical and professional manner, always seeking a solution that was in the best interest of the project as well as the community. Without exception, decisions impacting the project have been made in consultation with the Performing Arts Center Trust and the Performing Arts Center Foundation. After noting these important elements that affect decision-making, ultimately the responsibility for each recommendation resides with the County Manager.

Over the course of the 14 years reflected in the attached chronology, there have been 5 County Managers, including myself, involved in overseeing the Performing Arts Center project. During this same period, there have been 4 Assistant County Managers with direct reporting responsibilities for this project. Many County departments and dozens of senior staff members have been involved in implementing this project and helping to formulate management decisions. There are some departments whose early involvement was pivotal that no longer exist in the County table of organization. Ten (10) different County Commissions have taken action to advance this project. In addition, elected and appointed officials of municipal governments have reviewed this project and taken numerous actions regarding such matters as interlocal agreements, redevelopment districts and building and zoning regulations. Projects of this technical complexity also require specialized consultants and consequently, more than two dozen firms have assisted with developing the performing arts center. Hundreds of volunteers, including members of the Performing Arts Center Trust and the Performing Arts Center Foundation, have worked as our partners in the development of the project. Please note that given this volunteer involvement, hundreds of public meetings of these boards, their committees and task forces have occurred. Together, these public meetings of volunteer boards along with the above-referenced County meetings may make the Performing Arts Center project the most publicly reviewed enterprise ever undertaken by Miami-Dade County.

Each generation has the opportunity to accomplish a number of major community projects whose positive impact will benefit citizens and the image of our community, nationally and internationally, for decades to come. The Performing Arts Center is a defining project for our County and our time. No project of this magnitude is without its difficulties and challenges. We have focused our energies on carefully examining the current situation, thoroughly exploring the options available to us now and recommending a course of action that I believe is in the best interest of the County to adopt. These recommendations have been developed and reviewed by dozens of people, including staff, consultants and volunteers. As have the other County Managers who preceded me, I take full responsibility for these recommendations and subject to your review and approval, for managing the construction of the Performing Arts Center to its successful conclusion.

Attachment A – Performing Arts Center – Highlighted Decisions

Attachment B – Chronology of the Performing Arts Center of Greater Miami

  
Assistant County Manager

## Performing Arts Center – Highlighted Decisions

- **Architectural Selection**

December 14, 1993 - Request for Qualifications for Architectural Services for a Performing Arts Center In Metropolitan Dade County (*No Resolution Assigned*)

March 21, 1996 - Professional Service Agreement with Cesar Pelli & Associates  
Resolution No. 275-96 - Resolution authorizing execution of professional services agreement with Cesar Pelli & Associates, Inc. to provide architectural, engineering and design-related professional services for Metropolitan Dade County's Performing Arts Center Project.

- **Professional Services Agreement for PAC Construction Management Services**

April 2, 1996 - Advertisement for Professional Services Agreement for Performing Arts Center Construction Management

July 22, 1997 - Professional Services Agreement for Performing Arts Center Construction Management Services

Resolution No. R-947-97 - Resolution authorizing execution of professional services agreement by and between Metropolitan Dade County and Church & Tower, Inc. to provide construction management services for the Performing Arts Center Project and authorizing the County Manager to exercise cancellation provisions contained therein.

June 1, 1998 - Church and Tower – Contract Termination

Letter from Bill Johnson to J.C. Mas describing his findings of the complaint of Alberto Ribas (A2 Group) on an improperly executed Letter Of Intent. Church and Tower was dismissed from the project.

- **Construction Manager-at-Risk**

February 2, 2000 - RFQ/RFP for CM-AT-RISK

Resolution No. R-113-00 - Resolution relating to the Performing Arts Center Project, waiving the requirements of Sections 2-8.3 and 2-8.4 of the Code of Miami-Dade County relating to bid protest procedures and waiving the requirement Section 4.03 (D) of Miami-Dade County Charter relating to requirement to award construction contracts upon formal sealed bids; both waivers being in connection with the Performing Arts Center Construction Manager At-Risk request for qualifications and request for proposals; authorizing the County Manager to advertise the request for qualifications and request for proposals; establishing contract measures; authorizing the County Manager to negotiate a proposed contract or to reject all responses received.

December 19, 2000 - CM-AT-RISK Contract Award between Performing Arts Center Builders and Miami-Dade County

Resolution No. R-1408-00 – Approving CM-AT-RISK Contract Award between Performing Arts Center Builders, A Joint Venture and Miami-Dade County for the Performing Arts Center, Subject to receipt of an appropriate deed from Knight Ridder; delegating of authority to County Manager or designee under Ordinance No. 00-12 for change orders.

## CHRONOLOGY OF THE PERFORMING ARTS CENTER OF GREATER MIAMI

Project History as of June 24, 2004

\* Indicates Highlighted Event

December 16, 2003

### **TFA Account**

Resolution No. 1445-03 -- Resolution approving Amendment 1 to amended At-Risk Construction Manager Agreement between Performing Arts Center Builders, a joint venture and Miami-Dade County to create a temporary funding account within the construction management contract; authorizing the County Manager to execute same subject to execution by Performing Arts Center Builders; a joint venture and approval of the County Attorney for legal sufficiency.

December 16, 2003

### **Waive Competitive Bids**

Resolution No. 1444-03 -- Resolution retroactively waiving formal competitive bids to authorize the selection of URS to provide consulting services for the Performing Arts Center Project, authorizing County Manager or his designee to execute contract and to exercise termination provisions contained therein, all subject to execution by URS and approval by the County Attorney for legal sufficiency.

November 04, 2003

### **Change Orders**

Resolution No. R-1280-03 - Resolution ratifying the County Manger's action, as authorized by Sections 2-8.2.7 & 2-8.2.8 of the Code of Miami-Dade County in approving Performing Arts Center of Greater Miami change orders listed on the attached schedule.

October 07, 2003

### **MARSH (OCIP) Extension**

Resolution No. R-1082-03 - Resolution authorizing execution of supplemental agreement No. 1 to contract No. 170 with MARSH USA Inc., for the owner controlled insurance program for the Performing Arts Center, authorizing the County Manager to execute the supplemental agreement for and on behalf of Miami-Dade County and to exercise all other rights contained therein Contract No. 170, supplemental agreement No. 1.

May 06, 2003

### **Change Order No. 49**

Resolution No. R-523-03 – Resolution relating to Performing Arts Center, approving Change Order No. 49 t contract between Performing Arts Center Builders and Miami-Dade County, Authorizing County Manager or designee to execute the change order and change authorizations.

January 23, 2003

### **Amendment #3 to the PSA with Cesar Pelli & Associates**

Resolution No. R-100-03 – Resolution relating to Performing Arts Center, approving Amendment #3 to Professional Services Agreement with Cesar Pelli & Associates, and authorizing the County Manager to execute same for and on behalf of Miami-Dade County, and to exercise cancellation provisions thereof.

January 23, 2003

### **Amendment #3 to the Operating Management Agreement Between Miami-Dade County and the PACT and Approving Amendment #3 between PACF and the PACT.**

Resolution No. R-99-03 – Resolution authorizing execution of Amendment #3 to the Operating Management Agreement between Miami-Dade County and

the Performing Arts Center Trust, Inc. and approving Amendment #3 between Performing Arts Center Foundation and the Performing Arts Center Trust, Inc., authorizing the County Manager to exercise cancellation provision contained therein and approves in concept certain scope additions to contract with Construction Manager At Risk.

**July 23, 2002**

**FDOT Roadway Agreement Amendment #1**

Resolution No. R-906-02 – Resolution relating to Performing Arts Center approving Amendment #1 to the FDOT Joint Project Agreement and Highway Maintenance Agreement for the Performing Arts Center Project and Amendment #1 to the agreement between the Performing Arts Center Trust, Inc. and Miami-Dade County defining additional maintenance responsibilities, and authorizing County Manager to execute same.

**February 26, 2002**

**MCO Settlement Agreement**

Resolution No. R-218-02 – Resolution approving settlement agreement with MCO Environmental, Inc. and DDM Joint Venture, arising from Sears Tower Demolition Project for the Performing Arts Center of Greater Miami; authorizing the County Manager or his designee to make the required payments and to execute and receive all necessary documents, releases and assignments.

**September 25, 2001**

**Sales Tax Exemption**

Resolution No. R-1074-01 – Resolution regarding Performing Arts Center, amending Resolution R1410-00 authorizing the County Manager to expand the items eligible for direct purchases of building materials, supplies and equipment for the construction of the Performing Arts Center, and waiving formal bid procedures and provisions of Section 4.03 (D) of the Miami-Dade County Home Rule Charter and Administrative Order 3-2 in connection with such purchases.

**September 25, 2001**

**Amended CM-At-Risk Contract**

Resolution No. R-107-01 – Resolution approving terms of amended agreement between Miami-Dade County and Performing Arts Center Builders a joint venture, with guaranteed maximum price for the Performing Arts Center; authorizing the County Manager to execute such agreement and exercise any termination provisions therein.

**September 25, 2001**

**Grant Award**

Resolution No. 1063-01 – Resolution for approval of acceptance of a grant award in the amount of \$500,000 from the Florida Department of State, Division of Cultural Affairs, Cultural Facilities Program and authorizing the County manager to exercise the cancellation provisions contained therein.

**July 24, 2001**

**FDOT Roadway Agreement**

Resolution No. R-931-01 – Resolution relating to Performing Arts Center approving roadway maintenance agreements for the Performing Arts Center Project and an agreement between the Performing Arts Center Trust, Inc. and Miami-Dade County defining responsibility for maintenance and authorizing the County Manager to execute same, subject to execution by the other parties.

**March 20, 2001**

**Amendment Number 2 to Agreement with Cesar Pelli & Associates Inc.**

Resolution No. R-307-01 – Resolution authorizing the execution of Amendment No. 2 to provide an increase to total compensation limit of the project specific

professional agreement with Cesar Pelli & Associates, Inc. for provision of architectural professional services for the Performing Arts Center of Greater Miami and authorizing the County Manager to execute same for and on behalf of Miami-Dade County.

**March 20, 2001**

**Resolution Authorizing the County Manager to Execute a Comprehensive Employment Strategy Agreement during the construction of the Performing Arts Center of Greater Miami**

Resolution R-306-01 – Resolution relating to the Performing Arts Center of Greater Miami, approving a Comprehensive Employment Strategy Agreement, between Miami-Dade County and the city of Miami requiring that the County's construction meet objectives of the County's Job Clearinghouse and the City's First Source Hiring Ordinance to employ unemployed or under-employed individuals who reside locally and authorizing the County Manager to execute same and exercise cancellation provisions thereof, and there under otherwise to act on behalf of the County.

**February 13, 2001**

**First Amendment to Agreement and Declaration with Knight-Ridder**

Resolution No. R-163-01 – Resolution authorizing the County Manager to execute a First Amendment to Agreement and Declaration with Knight-Ridder, Inc. for the conveyance of approximately 2.2 acres of land on the east side of Biscayne Boulevard between 13<sup>th</sup> and 14<sup>th</sup> Streets and authorizing the County Manager to accept a special warranty deed in substantially the form attached hereto, and to exercise any and all other rights conferred in the agreement.

**\* December 19, 2000**

**CM-AT-RISK Contract Award between Performing Arts Center Builders and Miami-Dade County**

Resolution No. R-1408-00 – Approving CM-AT-RISK Contract Award between Performing Arts Center Builders, A Joint Venture and Miami-Dade County for the Performing Arts Center, Subject to receipt of an appropriate deed from Knight Ridder; delegating of authority to County Manager or designee under Ordinance No. 00-12 for change orders.

**December 19, 2000**

**Amendment 2 to the Operating Agreement**

Resolution No. R-1409-00 – Resolution authorizing execution of Amendment Number Two to the Operating Management Agreement between Miami-Dade County and The Performing Arts Center Trust, Inc. and authorizing the County Manager to exercise cancellation provisions contained therein.

**December 19, 2000**

**Sales Tax Credit Program**

Resolution No. R-1410-00 – Resolution Authorizing the County Manager to Increase the Dollar Amount for Direct Purchases of Building Materials, Supplies and Equipment for Construction of PAC.

**December 19, 2000**

**Off-Street Parking Lease Agreement between the City of Miami and Miami-Dade County**

Resolution R-1411-00 – Resolution relating to The Performing Arts Center of Greater Miami approving a lease agreement, between Miami-Dade County and The City of Miami Department of Off-Street Parking for the use of Municipal Lots No. 49 and No. 51 located at N.E. 12<sup>th</sup> Street between Biscayne Boulevard and N.E. 2<sup>nd</sup> Avenue in the City of Miami, Florida, authorizing the County Manager to execute same, and exercise renewal and termination provisions thereof.

- November 14, 2000**      **Performing Arts Center – Bid Status Report**  
Submitted to the Board of County Commissioners by the County Manager.
- September 7, 2000**      **Performing Arts Center Construction Manager At-Risk Contract Update**  
Submitted to the Board of County Commissioners by the County Manager.
- July 25, 2000**      **Rejection of Bids. Authorization to conduct simultaneous negotiations with pre-qualified firms**  
Resolution No. R-873-00 - Resolution relating to the rejection of all proposals received in response to request for Proposals for At-Risk Construction Manager for the Performing Arts Center of Greater Miami Project No. 9501; waiving formal bid procedures and provisions of Section 4.03 (D) of the Miami-Dade County Home Rule Charter and Administrative Order 3-2 and 3-4; waiving requirements of Section 2-8.3 and 2-8.4 of the County Code; and authorizing the County Manager to simultaneously negotiate a Construction Manager At-Risk Contract with Turner Construction Company, Performing Arts Center Builders, Clark Construction and Morse Diesel International.
- July 25, 2000**      **Grant Award (\$500,000)**  
Resolution No. R-880-00 - Resolution authorizing the County Manager to accept a grant award in the amount of \$500,000 from the Florida Department of State, Division of Cultural Affairs, and Cultural Facilities Program and authorizing the County Manager to exercise the cancellation provisions contained therein.
- July 25, 2000**      **Outdoor Performance Lighting Grant (\$500,000)**  
Resolution No. R-880-00 - Resolution authorizing the County Manager to accept a grant award in the amount of \$500,000 from the Florida Department of State, Division of Cultural Affairs, Cultural Facilities Program and authorizing the County Manager to exercise the cancellation provisions contained therein.
- May 5, 2000**      **Swap Proposal on Special Obligation Bonds 1996 and 1997 Series**  
Resolution No. R-422-00 - Resolution approving two interest swaps with Rice Financial Products Company as counter party with respect to Dade County, Florida Special Obligation and Refunding Bonds Series 1996B and to Dade County, Florida Subordinate Special Obligation Refunding Bonds Series 1997A and Subordinate Special Obligation Bonds Series 1997B and Series 1997C in respective notional amounts not exceeding \$102,611,557 and \$291,625,676 as authorized by Ordinance No. 96-85, as amended, and Ordinance No. 97-210, if determined to be of economic benefit and upon satisfaction of certain conditions; delegating authority to County Manager to establish terms, conditions and details of such interest swaps authorizing execution of documents; and authorizing county officials to do all things deemed necessary in connection with such swaps.
- \* February 2, 2000**      **RFQ/RFP for CM-AT-RISK**  
Resolution No. R-113-00 - Resolution relating to the Performing Arts Center Project, waiving the requirements of Sections 2-8.3 and 2-8.4 of the Code of Miami-Dade County relating to bid protest procedures and waiving the requirement Section 4.03 (D) of Miami-Dade County Charter relating to requirement to award construction contracts upon formal sealed bids; both waivers being in connection with the Performing Arts Center Construction Manager At-Risk request for qualifications and request for proposals; authorizing

the County Manager to advertise the request for qualifications and request for proposals; establishing contract measures; authorizing the County Manager to negotiate a proposed contract or to reject all responses received.

January 25, 2000

**MCC-5-97 Contract for the Sears Demolition - Phase I & II**

Resolution No. R-79-00 - Resolution approving the use of the Miami-Dade Aviation Department's Miscellaneous Construction Contract No. MCC-5-97 by the Performing Arts Center of Greater Miami for the partial demolition of the Former Sears Building and stabilization of the "Tower".

January 25, 2000

**Comprehensive Employment Strategy Agreement**

Resolution No. R-78-00 - Resolution relating to the Performing Arts Center, approving a Comprehensive Employment Strategy Agreement, between Miami-Dade County and the City of Miami requiring that the County's construction manager meet objectives of County's Job Clearinghouse and City's First Source Hiring Ordinance to employ unemployed or under-employed individuals who reside locally and authorizing the County Manager to execute the same and exercise cancellation provisions thereof, and there under otherwise to act on behalf of the County.

January 18, 2000

**Construction Manager (CM)-At-Risk Workshop held for the Board of County Commissioners**

Purpose is to introduce the concept of CM-At-Risk contracting to the County construction process.

January 13, 2000

**Ordinance Expediting Procedures for Construction Contracts relating to the Performing Arts Center**

Ordinance No. 00-12 - Ordinance expediting procedures for construction contracts relating to the Performing Arts Center Project; exempting the Performing Arts Center Construction Contract from the proscription against granting extensions after expiration of time after completion; waiving the requirements of Administrative Order 3-2 for the Performing Arts Center Construction Contract, Code Section 2-8.5 relating to local preference and code Section 10-34 relating to listing of first tier subcontractors and suppliers; providing severability, inclusion in the code, and an effective date.

November 9, 1999

**Rejection of Site Supervision & CA Services and IPSIG Waived**

Resolution No. R-1204-99 - Resolution authorizing the rejection of all proposals received in response to the Performing Arts Center Site Supervision/Construction Administration Services Request for Proposals DBD Project Number E-98-PAC-01 and waiving the IPSIG Requirement of Administrative Order 3-20 for the Performing Art Center Project.

November 4, 1999

**Authorization to Reject the PAC Site Supervision/Construction Administration Services RFP and Waive the IPSIG Requirement of A.O. 3-20 Adopted by Resolution R-603-98**

Resolution No. R-1204-99 - Resolution authorizing the rejection of all proposals received in response to the Performing Arts Center Site Supervision/Construction Administration Services request for proposals, DBD P roject Number E98-PAC-01.

November 2, 1999

**Infrastructure Installation Agreement between FPL and Miami-Dade County**

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Resolution No. R-1201-99 - Resolution relating to the Performing Arts Center of Greater Miami, approving an infrastructure installation agreement between Miami-Dade County and Florida Power & Light (FPL); authorizing the County Manager to execute same, to exercise cancellation provisions thereof, and to otherwise act on behalf of the County there under.

**October 30, 1999**

**NO RESOLUTION ASSIGNED:**

Resolution authorizing waiving of the requirements of Sections 2-8.3 and 2-8.4 of the Miami-Dade Code, pertaining to bid protests, by a two-third vote of the board members present for the construction contract for the Performing Arts Center of Greater Miami.

**October 13, 1999**

**Rejection of the Lump Sum  
(NO RESOLUTION ASSIGNED)**

Resolution authorizing the rejection of bids for the construction of the Performing Arts Center of Greater Miami.

**September 21, 1999**

**Pedestrian Bridge Grant (\$800,000)**

Resolution No. R-123-45 - Resolution authorizing the County Manager to make application to, and accept a grant award in the amount of \$800,000 from the Safe Neighborhood Parks Bond Program to Miami-Dade County, for and on behalf of the Performing Arts Center of Greater Miami, for the acquisition of land adjacent to the new downtown Performing Arts Center of Greater Miami, and authorizing the County Manager to exercise the cancellation provisions contained therein.

**September 13, 1999**

**Sales Tax**

Resolution No. R-827-99 - Resolution regarding the Performing Arts Center authorizing the County Manager to include appropriate specifications in the contract documents for the construction of the Performing Arts Center to allow the County to make direct purchases of building materials, supplies and equipment, and waiving formal bid procedures and provisions of Section 4.03(D) of the Miami-Dade County Home Rule Charter and Administrative Order 3-2 in connection with such purchases.

**July 27, 1999**

**Gateway Park**

Resolution No. R-928-99 - Resolution approving terms of and authorizing execution by the County Manager of second amendment to contract for sale and purchase between Southerland Investments, Co., as seller, and Miami-Dade County, as buyer of approximately 1.36 acres located on south side of N.E. 13<sup>th</sup> Street, between N.E. 2<sup>nd</sup> Avenue and Biscayne Boulevard for use by the Performing Arts Center; and authorizing the County Manager to exercise any and all other rights conferred therein.

**June 22, 1999**

**Lease Agreement For PACMO located at 1444 Biscayne Blvd.**

Resolution No. R-702-99 - Resolution authorizing execution of a lease agreement at 1444 Biscayne Boulevard, Miami, with Bay Point Office Tower, Inc., for the administrative offices; and authorizing the County Manager to exercise any and all other rights conferred therein.

**June 22, 1999**

**Acceptance of Plat for the Performing Arts Center**

Resolution No. R-690-99 - Resolution accepting the plat of the Performing Arts Center of Miami.

- June 1, 1999**                    **Performing Arts Center Project Director and Performing Arts Center Trust Executive Director hired by the County Manager and Performing Arts Center Trust, respectively.**
- April 22, 1999**                **Bids submitted for Site Supervision Construction Administration Assistance**  
Participants were as follows: The Russell Corporation, Shrum, Ali & Associates Inc., Parson's Brinckerhoff Quade & Douglas Inc., The Architects Hall, The Architectural Partnership Inc., Pistorino & Alan and Middle Brooks.
- March 26, 1999**                **Advertisement of Performance Arts Center Site Supervision/Construction Administration Assistance DBD Project No. E98-PAC-01**
- January 21, 1999**              **Miscellaneous Appraisals**  
Resolution No. R-47-99 - Resolution authorizing the employment of appraiser (s) for real estate within two blocks of the planned Performing Arts Center, and authorizing the County Manager to enter into negotiations with the property, for use with the Performing Arts Center.
- January 21, 1999**              **Owner Controlled Insurance Program for the Performing Arts Center (Broker Services) Contract No. 170**  
Resolution No. R-93-99 - Resolution authorizing the County Manager to execute an agreement with J&H MARSH & MCLENNAN, Inc. to provide broker services for an Owner Controlled Insurance Program for the Performing Arts Center (Contract No. 170), and authorizing the County Manager to exercise the cancellation and renewal provisions contained therein.
- December 1, 1998**              **Request to Advertise for Lump Sum General Contractor for the Performing Arts Center Construction Services, Project Number 9501**
- November 5, 1998**              **Amendment 3 to the Professional Services Agreement with ARTEC Consultants Inc.**  
Resolution R-1267-88 - Resolution authorizing the execution of Amendment No. 3 to provide an increase to the total compensation limit of the project-specific professional services agreement with ARTEC Consultants, Inc. for provision of acoustical consulting services for the Performing Arts Center of Greater Miami and the South Miami-Dade Cultural Center and authorizing the County Manager to execute same for and on behalf of Miami-Dade County.
- July 21, 1998**                    **Amendment 1 to Agreement with Cesar Pelli & Associates**  
Resolution No. R-932-98 - Resolution authorizing the execution of Amendment Number 1 to provide an increase to the total compensation limit of the project-specific professional services agreement with Cesar Pelli & Associates, Inc. for provision of architectural professional services for the Performing Arts Center of Greater Miami and authorizing the County Manager to execute same for and on behalf of Miami-Dade County.
- July 7, 1998**                    **Amendment 4 to the Jules Fisher/Joshua Dachs Associates, Inc. Professional Service Agreement**

Resolution No. R-933-98 – Resolution approving Administrative Order establishing thresholds, guidelines and procedures for value analysis/engineering (VA/E) studies for Miami-Dade County Construction Projects

\* June 1, 1998

**Church and Tower – Contract Termination**

Letter from Bill Johnson to J.C. Mas describing his findings of the complaint of Alberto Ribas (A2 Group) on an improperly executed Letter Of Intent. Church and Tower was dismissed from the project.

November 18, 1997

**Resolution and Ordinance Authorizing Subordinate Obligation Bonds**

Resolution No. R-1393-97 and Ordinance 97-210 Ordinance authorizing issuance in one or more series of Dade County, Florida subordinate special obligation bonds in an aggregate principal amount not to exceed \$300,000,000 for purpose of refunding certain outstanding county obligations, providing funds for the Performing Arts Center facilities.

October 21, 1997

**Resolution Confirming Priority Use of the Convention Development Taxes and Amending Such Priority**

Resolution No. R-1261-97 - Resolution confirming priority use of convention development taxes collected pursuant to Section 212.0305, Florida Statutes and amending such priority to provide for common plan of financing for the Performing Arts Center and related facilities and purchase of land for new arena and construction of related pedestrian bridge in accordance with memorandum of the County Manager.

\* July 22, 1997

**Professional Services Agreement for Performing Arts Center Construction Management Services**

Resolution No. R-947-97 - Resolution authorizing execution of professional services agreement by and between Metropolitan Dade County and Church & Tower, Inc. to provide construction management services for the Performing Arts Center Project and authorizing the County Manager to exercise cancellation provisions contained therein.

October 30, 1996

**Performing Arts Center Construction Management Service Presentations**

The Construction Management Services Selection Committee, appointed by the County Manager and comprised of PACT members and senior management representatives of the County, meet in a day-long public hearing to review presentations, shortlist and rank the construction management firms participating in the County selection process. The Committee recommended Parsons Brinckerhoff Construction Services, Inc., CRSS Constructors, Inc., and Church & Tower, Inc. as the three finalist firms.

June 4, 1996

**Ordinance Authorizing Special Obligation and Refunding Bonds Taxable Series 1996A and Special Obligation and Refunding Bonds, Series 1996B**

Ordinance No. 96-85 Ordinance authorizing issuance in one or more series of Dade County, Florida Special Obligation and Refunding, Taxable Series 1996A and of Dade County, Florida Special Obligation and Refunding Bonds, Series 1996B providing funds for the Performing Arts Center, which bonds shall be in aggregate principal amount not exceeding \$225,000,000.

- \* April 2, 1996**                      **Advertisement for Professional Services Agreement for Performing Arts Center Construction Management**
- March 21, 1996**                      **Knight-Ridder Land Donation**  
Resolution No. R-278-96 - Resolution authorizing the County Manager to execute an agreement and declaration with Knight-Ridder, Inc. for the conveyance of approximately 2.2 acres of land on the east side of Biscayne Boulevard between 13<sup>th</sup> and 14<sup>th</sup> Streets, for the 2,200 seat symphony hall site at the time that construction of the Performing Arts Center is ready to commence and authorizing the County Manager to exercise any and all other rights conferred therein.
- March 21, 1996**                      **Project Specific Professional Liability Insurance for the Performing Arts Center**  
Resolution No. R-274-96 - Resolution accepting the proposal submitted by Johnson & Higgins of Florida, Inc. on behalf of security insurance company of Hartford for project-specific professional liability insurance for the design and construction administration of the Performing Arts Center.
- March 21, 1996**                      **Amendment 1 to the Operating Agreement Between Metropolitan Dade County and the Performing Arts Center Trust, Inc. and a related Amendment to the Building Program**  
Resolution No. R-279-96 - Resolution authorizing execution of Amendment 1 to the operating management agreement between Metropolitan Dade County and the Performing Arts Center Trust, Inc. and a related Amendment to the Building Program and authorizing the County Manager to exercise cancellation provisions contained therein.
- March 21, 1996**                      **Amendment 3 to the Jules Fisher/Joshua Dachs Associates, Inc. Professional Service Agreement**  
Resolution No. R-273-96 - Resolution authorizing execution of Amendment Number 3 to the professional service agreement with Jules Fisher/Joshua Dachs Associates, Inc. for theater consulting services for the Performing Arts Center; and authorizing the County Manager to exercise cancellation provisions contained therein.
- \* March 21, 1996**                      **Professional Service Agreement with Cesar Pelli & Associates**  
Resolution No. 275-96 - Resolution authorizing execution of professional services agreement with Cesar Pelli & Associates, Inc. to provide architectural, engineering and design-related professional services for Metropolitan Dade County's Performing Arts Center Project.
- March 19, 1996**                      **Amendment 2 to the ARTEC Consultants Inc. Professional Service Agreement**  
Resolution No. R-276-96 - Resolution authorizing execution of Amendment Number 2 to the professional service agreement with ARTEC Consultants Inc. for acoustical consulting services for the Performing Arts Center and authorizing the County Manager to exercise cancellation provisions contained therein.
- June 26, 1995**                      **County Manager Approves Cesar Pelli & Associates and Appoints a Negotiating Committee to Negotiate a Professional Service Agreement with Cesar Pelli & Associates**

**March 5, 1995**                    **Design Competition Selection Committee Recommends Cesar Pelli & Associates**

**March 1-4, 1995**                **Public Exhibition of the Charrette Competition**

**February 2-6, 1995**            **Short-listed Firms Invited to Participate in a Charrette**

**October 17, 1994**              **Professional Evaluation Committee Short-Listed Three (3) Firms**

**August 23, 1994**              **Professional Evaluation Committee Invite Seven (7) Firms for Oral Interviews**

**July 28, 1994**                  **Architectural Selection Panel Appointed**

**March 15, 1994**                **Amendment 1 to the ARTEC Consultants Inc. Professional Service Agreement**  
Resolution No. R-409-94 - Resolution authorizing execution of Amendment Number 1 to the professional service agreement with ARTEC Consultants Inc. for acoustical consulting services for the Performing Arts Center and authorizing the County Manager to exercise cancellation provisions contained therein.

**February 28, 1994**            **Request for Qualifications Responses Received:    Twenty-two (22) Firms Eligible to Compete**

**December 14, 1993**            **Amendment 2 to the Jules Fisher Associates Inc. Professional Service Agreement**  
Resolution No. R-1611-93 - Resolution authorizing execution of Amendment Number 2 to the professional service agreement with Jules Fisher Associates, Inc. for theater consulting services for the Performing Arts Center and authorizing the County Manager to exercise cancellation provisions contained therein.

**\* December 14, 1993**        **Request for Qualifications for Architectural Services for a Performing Arts Center In Metropolitan Dade County (*No Resolution Assigned*)**

**July 27, 1993**                  **Amendment 1 to the Jules Fisher Associates Inc. Professional Service Agreement**  
Resolution No. R-1069-93 - Resolution authorizing execution of Amendment Number 1 to the professional service agreement with Jules Fisher Associates, Inc. for theater consulting services for the Performing Arts Center and authorizing the County Manager to exercise cancellation provisions contained therein.

**July 13, 1993**                  **Operating Agreement Between Metropolitan Dade County and the Performing Arts Center Trust, Inc. and a related Amendment to the Building Program**  
Resolution No. R-860-93 - Resolution authorizing execution of the Operating Management Agreement between Metropolitan Dade County and the Performing

Arts Center Trust, Inc. and a related Amendment to the Building Program and authorizing the County Manager to exercise cancellation provisions contained therein.

**July 13, 1993**

**County Commission Approves PACT Recommendations**

County Commission approved the PACT's recommendations for the County/PACT Operating Management Agreement and the Updated Financing Plan, Existing Facilities Plan, New Building Program and Operating Budget.

**February 16, 1993**

**Retroactive Amendment to Interim Professional Services Agreement with ARTEC Consultants Inc. for Phase 2 and 3 Acoustical Consulting Services**

Resolution No. R-211-93 - Resolution ratifying County Manager's action executing amendment to interim professional services agreement with ARTEC Consultants, Inc. for acoustical consulting services for the development of the new performing arts facilities extending the deadline; and authorizing the County Manager to exercise the cancellation provision contained therein.

**October 26, 1992**

**PACT Unanimously Recommends OMNI Site**

After a four month process of site evaluation, the PACT unanimously recommends the OMNI site with attributes including: more than 5.5 acres of donated property; the potential to serve as a catalyst to community-wide economic development and revitalization; \$7-12 million in tax increment district funding available; its access to main highways and to public transportation; existing, nearby retail, hotel and educational developments; visibility on Biscayne Boulevard and direct views to Government Cut and the Port of Miami; and the commitment of a substantial lead gift to \$500,000 from Equitable.

**July-October 1992**

**Site Evaluation and Selection**

Professional consultants, PACT and County Staff conducted a comprehensive, four month-long site analysis with evaluation criteria focusing on the cultural, community, educational, economic, tourism and transportation advantages of the proposed locations.

**July 21, 1992**

**Agreement with ARTEC Consultants Inc. to provide Acoustical Consulting Services**

Resolution No. R-976-92 - Resolution authorizing execution of interim professional services agreement with ARTEC Consultants Inc. for Phase 1 acoustical consulting services in connection with new and existing performing arts facilities; and authorizing the County Manager to exercise cancellation provisions contained therein.

**March 17, 1992**

**2/3 CDT Funds Approved**

The County Commission approved the Allocation Resolution to use the 2/3 Convention Development Tax (CDT) for the Performing Arts Center (projected to generate more than \$79 million in bondable revenue). These funds are complemented by a commitment of 1/3 CDT funds projected to yield approximately \$32 million in bondable revenue. A minimum of \$2.75 million is set aside for development and improvement of existing facilities.

**March 17, 1992**

**Agreement with Jules Fisher/Joshua Dachs Associates Inc. to Provide Theater and Cost Consulting Services**

Resolution No. R-313-92 - Resolution authorizing execution of a professional services agreement with Jules Fisher Associates, Inc. for theater and cost consulting services for the development of the new performing arts facilities; and

authorizing the County Manager to exercise the cancellation provisions contained therein.

**March 2, 1992**

**Request for Qualifications for Acoustical Consulting Services were initiated.**

**January 1992**

**PACT Board Appointments Completed**

All Board appointments to the PACT were completed by the County Commission, City Commissions of Miami and Miami Beach, the 5 principal performing arts group, an African-American cultural organization and a Hispanic-American cultural organization.

**November 11, 1991**

**Sears Property Donated to County**

The County closed on and became Owner of the 3.57 acres of property generously donated by Sears Roebuck and Co.

**April 2, 1991**

**PACT Articles of Incorporation Approved**

The County Commission approved the Articles of Incorporation of the Performing Arts Center Trust.

**March 19, 1991**

**PACT is created**

The County Commission created the Performing Arts Center Trust, Inc. (PACT), a non-profit corporation established to help oversee the planning, design, construction and operation of the new center, and authorized the beginning of project development work.

**December 28, 1990**

**South Florida Performing Arts Center Foundation Incorporated to Lead Private Sector Fundraising Drive**

The Performing Arts Center Foundation of Greater Miami (PACFGM) was formed by the five organizations that will be residents of the center: the Florida Grand Opera, the Concert Association of Florida, the Florida Philharmonic Orchestra, the Miami City Ballet and the New World Symphony. The PACFGM is responsible for leading the campaign to raise the more than \$40 million in private sector funds committed to this project.

**November 6, 1990**

**Financing Plan Approved**

The Miami-Dade County Commission approved the Performing Arts Center Financing Plan.