Memorandum

MIAMI-DADE COUNTY

Date: December 9, 2004

RCA
Agenda Item No. 5(A)

To: Honorable Chairman Joe A. Martinez and Members, Board of County Commissioners

From: George M. Burgess
County Manager

Subject: PAC Progress Report

Executive Summary of Project Progress

The following is a summary of the issues related to contract negotiations and restructuring, quality, costs, schedule and project activities for the project:

Restructuring Plan – Consistent with the restructuring recommendation, the last phase of the "project management" relocation was completed with the County staff moving into the construction trailer compound last November. In addition, the existing Program Manager, URS, would continue on a month-to-month basis until December 31, 2004. During this period the County advertised for project management services from the industry. The competitive procurement process was initiated in August with a competitive procurement advertisement on September 24, 2004. URS Corporation was the sole respondent. The County is currently completing negotiations with URS and will have a new Professional Service Agreement (PSA) in place by January 1, 2005 and will be for an amount not-to-exceed $4.0M with a duration of twenty (20) months.

Safety – The second OSHA 30hr course was completed by members of the management team and selected subcontractor personnel. In addition, training on equipment safety and scaffold erection was completed by the same group. Completion of these courses reduces the risk for accidents as we commence more intense interior construction. The management team also hosted a courtesy visit by "OSHA-Authorized" training personnel from the University of South Florida.

Quality – A quality training seminar was conducted for the stone subcontractor. A more intense seminar will be conducted for management's quality assurance personnel in December for both the stone and glass visual inspection.

Costs – The Project Team is currently reviewing $3.019 million of Change Order Requests and has approved $484,626.

Schedule – The Contractor passed the inspection for the "temporary permanent power". This major milestone accomplishment translates to FPL being able to energize the building. Energizing is expected to occur the first week of December. Achieving that milestone will enable the A/C in the hall to be powered on in late January or early February. The Concert hall is scheduled to follow in February 2005. The theatre equipment installation start date was also achieved, allowing for the installation of the rigging equipment. Next major milestones are the

commencement of metal framing and plaster of the Audience Chamber ceiling dome, Ballet Opera House Plaza Curtain Wall installation, and commencement of roofing membrane on the Concert Hall.

Construction Status

Sanford and Dolores Ziff Ballet/Opera House

Excavation of unsuitable soils at the Plaza of the Arts area began in late November in preparation for fountain foundation. This work is scheduled to continue through the month of December. The remaining slab on grade work at the colonnade at the perimeter of the Plaza was completed prior to the commencement of the soil excavation in the Plaza.

Exterior Stone installation on the Northeast and North roof façades are ongoing. Weatherproofing at the Northwest and West roof façades is in progress followed by stone installation scheduled to begin in mid-December. Single-ply roofing membrane will continue to be installed at the parapet caps in order to complete the stone façade installation.

Concrete slab installation is in progress at several locations of the elevated levels. The final East side catwalk level ramp was placed in mid November. The final roof slab at the Studio Theatre roof is scheduled to be placed by mid-December. Single-ply roofing installation is scheduled to begin at the main roof slabs in January.

Masonry and formwork for wall, column and beam installation is in progress at internal shear walls including proscenium opening attic level and back-stage attic level. Masonry wall installation at the Audience Chamber 4th tier auxiliary spaces and Rehearsal Hall auxiliary spaces are nearing completion. Masonry work at elevator shafts near the main stage is ongoing. Masonry walls for electric and mechanical rooms are also in progress, nearing 95% completion with the exception of the Studio Theatre which is scheduled for dry-in by March. The focus on completing the electric and mechanical rooms is directly related to achieving the start-up of A/C allowing for the commencement of the interior finishes. Exterior masonry walls at the East and West façade are ongoing at the attic levels and East colonnade at the Box tier & 2nd tier levels. Interior metal stud framing at the West side auxiliary spaces both Orchestra and Box tier levels is 98% complete. Installation of the Grand Staircase at the main lobby is nearing completion.

Installation of miscellaneous metals, mechanical, electrical, plumbing and fire protection will be ongoing until the project nears completion. Electrical rough installation and mechanical ductwork is in progress at the Audience Chamber, West side auxiliary spaces, back of house corridors and intermediate level above the side stage. The securing of all air-handling units in place is 90% complete.

Fireproofing and painting at the main stage area is completed allowing for the theatre-rigging subcontractor to begin installation of the rigging equipment. This scope is scheduled to be completed in eight months.

Major activities scheduled for the month are: Continued installation of exterior masonry walls at both East and West elevations, activation of the service elevator, installation of interior, shear,

acoustical, electric and mechanical room masonry walls along with continued installation of mechanical, electrical, plumbing and fire protection and drywall in the dressing room areas.

Carnival Symphony Hall

Waterproofing material has been installed at the west façade of building roof elevation allowing for the commencement of stonework at the end of November. The South façade at the box tier level was completed earlier this month.

Concrete slab placement is minimal throughout the building. This work is expected to continue through the month of December. The exterior handicap circular ramp at the South East corner of the building is in progress. The ramp foundation has been installed in addition to the ramp slab on grade.

The west facade of the building masonry and formwork activities are complete. The east facade of the building masonry and formwork activities are progressing well and these activities are scheduled to be completed by mid-December. The building envelope masonry and formwork activities are expected to be complete by the end of December, with the exception of access openings in the walls to accommodate large material deliveries. Interior masonry and formwork is ongoing, with the donor wall completion expected by the end of November. Third tier reverb chamber columns are being encased with this work expected to be completed by the first week of December. Reverb door installation is ongoing; the remaining doors at Orchestra and Box tier are in progress.

The installation of the Dome Ceiling at Audience Chamber is in progress. Also electrical, mechanical ductwork and fire sprinkler installation are ongoing activities through the duration of the project. Installation of miscellaneous metals, mechanical, electrical, plumbing and fire protection will be ongoing until the project nears completion. Installation of the steel "shoes" holding the art glass balcony panels in place will be completed by the first week of December. Installation of electrical conduit and boxes at the Audience Chamber is ongoing on the 3rd and 4th tier levels.

Electrical feeders and secondary wiring for panels and outlets throughout the project are in progress. The FPL vault room is scheduled for completion in November followed by FPL equipment installation presently scheduled to begin in January. The emergency generator and related switchgear terminations are ongoing. Securing in place of air handling equipment is 90% complete, while the ductwork and chiller pipe is in progress throughout. Installation of the Hydraulic elevator equipment is ongoing.

Major activities scheduled for the month are: Completion of the lobby glass curtain wall at the north end of the building; continued exterior stone installation, interior masonry wall installation at auxiliary spaces, electrical and mechanical rooms, commencement of the Plaza curtain wall "Glass Object"; continued installation of reverb doors, mechanical, electrical, plumbing and fire protection systems. The utility trades are diligently focusing on completing necessary portions of their respective scope to facilitate temporary power and temporary air conditioning for the Audience Chamber and stage areas.

Art Deco Tower

Completion of electrical conduit and main feeder wire installation to electrical panels are scheduled as future work.

Art in Public Places (APP)

Anna Murch met with representatives from Titan, PACB, and County staff on November 15th and 16th in Forte di Marmi, Italy regarding the fountain stone. The team visited five Italian stone fabricators in anticipation of the upcoming bid solicitation for the APP fountain. They reviewed the design drawings, various types of the specified stone and discussed project specifics relative to the project schedule. From all accounts the meeting was very informative and productive. Titan has sent bid packages to all 5 fabricators and should have responses back by December 17, 2004.

Robert Zakanitch status for the organ scrim has not changed. Since this is an additional project, APP has not given the go ahead to Mr. Zakanitch on the organ scrim pending the resolution of budget issues related to the other projects. CP&A is now ready to start the production of the contract documents. A work order will be issued when APP gives the go ahead.

Mock-up sizes have been determined for Jose Bedia's glass rails. Architectural Glass Art (AGA) have arranged for the testing of the structural mock-up panels (the shortest and longest panels overall) at a laboratory in Missouri. This testing will have to be completed by the end of January. The Jose Bedia lobby floor mockups are undergoing final color selection by CP&A. Sample panel sizes were changed from 36"x36" to 48"x48". Panels are being cast off site with APP and CP&A making the final decision on the acceptability of the colors.

Gary Moore has contracted with Artistic Surfaces and has now begun the coordination process of the mock-up panels. There is no change to the Cundo Bermudez glass mosaic. It remains at the 80% completion mark.

Budget Highlights

The Current Construction Budget has not changed since the last report. The majority of trades have been contracted; there is still $2.578M of un-bought trades remaining. The Revised Contract of $268.704M includes the following:

Current Construction Budget	
Original GMP	$254,650,000
Change Orders (Adds)	$ 59,531,995*
Change Orders (Deduct)	$ (45,477,046)
Current value of the Contract/Cost to Owner:	$268,704,949

* Includes the new monies that the BCC approved on July 27, 2004, in Change Order 73

Work In Place within the Construction Contract of $268.704M

Since the last report, Work in Place increased by $ 4.797M or 1.8%.

Total Paid to PACB to date (estimated through October):	$171,979,271
Retainage Withheld:	$ 8,180,545
Total Work in Place (67.0%):	$180,159,816
Direct Material Purchases to Date:	$ 35,888,406
Total Construction Value to date (68.7%):	$216,048,222

Contingency Budget Summary

Balances that remained in the previous Change Authorization Allowance and the Owner's Contingency were recaptured and used as a part of the funding plan for the Restructuring Process. The new construction contingency for Change Authorizations is shown below:

New Change Authorization Fund	$7,000,000
Approved CA's	($ 484,626)
Current Balance	$ 6,515,374
Change Order Requests under review	($ 3,019,323)
Projected Balance	$ 3,496,051

Community Small Business Enterprise (CSBE) Participation Status

PACB has a 10% CSBE participation goal for the Construction Management part of the project. To date PACB has contracted with four CSBE firms for a combined CSBE dollar amount of $5,029,521.93, or 9.07%. The CSBE firms have been paid $4,390,531.41, or 87.30%, to date. However, on August 6, 2004, the Department of Business Development (DBD) decertified Poinciana Development Group (PDG) from participating in the CSBE program, at which time approximately 81% of PDG's contract was completed. DBD advised PACB that the dollars paid to PDG for services rendered after August 6, 2004 cannot be towards the 10% CSBE goal. PACB is presently considering other options to achieve the 10% CM services goal.

PACB also has a 19.11% CSBE participation goal for the construction part of the project. To date, seventeen CSBE firms, with a combined CSBE dollar amount of $39,091,747.22, or 15.11% of the total construction cost, has been contracted. However, the Department of Business Development (DBD) has disallowed $8.4M or 3.25% of the contracted amount, decreasing the actual CSBE participation to $30,691,747.22 or 11.86%. $4.8 million of the $8.4 million is presently under appeal with the County Manager's Review Committee (RC). On October 29, 2004, the RC held a meeting at which possible violations of the CSBE Ordinance by ADF International and Coreno, Inc. were discussed. A formal report of the RC's decision will be

forwarded to the County Manager at which time all affected parties will be notified. The balance of $3.6 million is being discussed and reviewed between DBD, PACB and the Trade Contractors. As a result of approved change orders and some compliance issues, the PACB balance to award of the 19.11% CSBE goal is approximately $18,751,230.09. PACB and DBD continue to meet and review the options available to obtain the 10% and 19.11% CSBE goals.

Workforce employed on site to date

The total number of individuals employed to date as reported by PACB is 3,140. This includes administrative staff and represents an increase from last month.

Comprehensive Employment Strategy Agreement (CESA)

PACB has recorded 342 new hires toward its goal of 200 individual new hires. Of these, thirty reside in Priority Zone 1; seventy-four in Priority Zone 2; one-hundred sixty-nine in Priority Zone 3; and sixty-nine individuals reside in Priority Zone 4.

Assistant County Manager