# Memorandum

MIAMI-DADE COUNTY

**Date:** May 11, 2010

**To:** Honorable Dennis C. Moss, Chairman
and Members, Board of County Commissioners

**From:** George M. Burgess
County Manager

**Subject:** Marlins Ballpark Construction Update: January through March 2010

---

Progress at Miami-Dade County's new ballpark is visible to everyone who passes the site; the aggressive pace and high quality of progress is obvious to both experts and casual observers. I am pleased to report that the ballpark remains on schedule and within budget, with sufficient contract bidding completed to minimize the risk of future overruns. Our small business and local worker participation goals are still being exceeded across all categories. Construction is continuing at a brisk pace. Many of the most complex construction operations will take place this year, and we are still optimistic that it will serve as a model for a successful public-private partnership. Each week, County staff working on the ballpark project meet with the Marlins organization in its role as stadium developer, Hunt/Moss (the construction manager hired by the stadium developer), the City of Miami and Suffolk Construction (the construction manager hired by the City for the garages) to discuss various elements of the project and to assist in navigating through the various County and City departments involved. The Mayor and I tour the site often and have attended many of the construction meetings. I have maintained personal participation to ensure that this highly visible project is moving forward as planned. This update primarily covers progress during the first quarter of calendar year 2010, with more recent information provided as available and appropriate.

**Ballpark Progress**

This is a phased construction project. In July 2009, phase one of the ballpark's land development and construction began; today the structural foundations and super-columns are substantially completed. Phase two, which includes the ballpark concrete structure, is progressing at an aggressive pace. Phase three includes the balance of the construction, including the retractable and fixed portions of the roof, mechanical, electrical, plumbing, fire protection systems and architectural finishes. Work on the mechanical, electrical, plumbing and fire protection systems is in progress, with inspections being carried out by a third-party. The phase three permit package is the final main building permit for the ballpark. During this quarter, considerable phase three permitting work and coordination has taken place among the County, the City, and the stadium developer. The permit for permit package three was issued by the City on May 5, 2010 and it signifies a major milestone for this project.

***West Side***

Hunt/Moss has concentrated its resources on completing the concrete structure on the west side to ensure an on-time beginning for construction of the roof, which will be erected and staged from a work platform directly adjacent to the ballpark structure. Meeting that start date is critical for completing the ballpark on time. As a result, the west side of the ballpark has advanced significantly during this quarter. The prime contractor doing the cast-in-place concrete work is completing the last of the upper-deck concrete pours. Shoring for several other levels (service, mezzanine, main concourse, suite and press) has been removed, releasing the areas to the mechanical, electrical, masonry, plumbing, fire-protection and block-work sub-contractors. The subcontractors' work on the service, mezzanine and main concourse levels is progressing

well, with plumbing and fire protection installation progressing on the levels where access is available. All underground work and slab-on-grade concrete pours are complete. The main ramp is formed up to the mezzanine level, with shoring proceeding up to the main concourse.

***North Side***

Now that the north roof support track beams are complete, construction is progressing at a significantly faster pace. Shoring for the mezzanine, main concourse and club levels decks is continuing, with part of the mezzanine and main concourse decks already poured. Underground plumbing and electrical work is progressing well, with two service level slab-on-grade concrete pours completed.

***East Side***

This side of the ballpark has three levels: service, mezzanine and main concourse, the last of which supports the retractable glass wall. The mezzanine and main concourse levels have been poured, with the underground electrical and plumbing work nearing completion along with slab-on-grade for the service level to follow. The building of concrete masonry walls on the mezzanine level for the switchgear room is substantially complete, and work has started on the east ramp.

***South Side***

Now that the roof support track beams have been completed, the concrete structure is progressing at a fast pace. As a result, foundation columns, shear walls and deck shoring are progressing well, with decks poured on the mezzanine level and columns and shoring for the main concourse in progress.

***Site***

Pile foundations are in place on the ballpark's west side to support the temporary shoring towers that are used for staging and for erecting the roof trusses. Deep underground storm-water drainage is being installed. The storm-water drainage is from the top of the super columns (where the roof is situated) and will flow down to the deep underground site drainage wells. Five of seven site drainage wells have been drilled on the west side of the ballpark. The remaining wells will be drilled when access is available. The foundations, columns and retaining walls for the main ramp are being constructed on the southwest corner of the ballpark. The foundations for the north ramp, visitors' dugout and the Marlins' homerun feature located behind the center-field fence are also underway.

***Guaranteed Maximum Price***

The guaranteed maximum price (GMP) of the stadium's development and construction build-out was finalized last month. The submittal by Hunt/Moss is lower than the estimated budget amount – under the terms of our the contracts governing development of the ballpark, those savings will be used in two primary ways: building several enhancements that were removed during design in order to save money, and adding to the contingency fund that can be used to offset future unforeseen conditions or add additional scope to the project. Because approximately 80 percent of the bid packages on the ballpark are already complete, we consider the risk of significant cost overruns to be minimal.

***Project Safety***

The personal safety of all individuals working on the project is of the utmost concern and priority for all involved. To this end, Hunt/Moss has partnered with University of South Florida (USF) - Safety Florida and participated in a voluntary compliance inspection at the ballpark. That two-day inspection consisted of

documentation verification and a site safety walkthrough. Some of the items identified as positive practices are using tie-off fall protection for all employees, barricading of cranes' perimeter radiuses, emphasizing certificates/training/orientations and immediately correcting identified hazards. A USF safety consultation team subsequently visited the ballpark to present the construction team with the USF Safety Florida Sunshine State Safety Recognition Award.

***Web Cams***

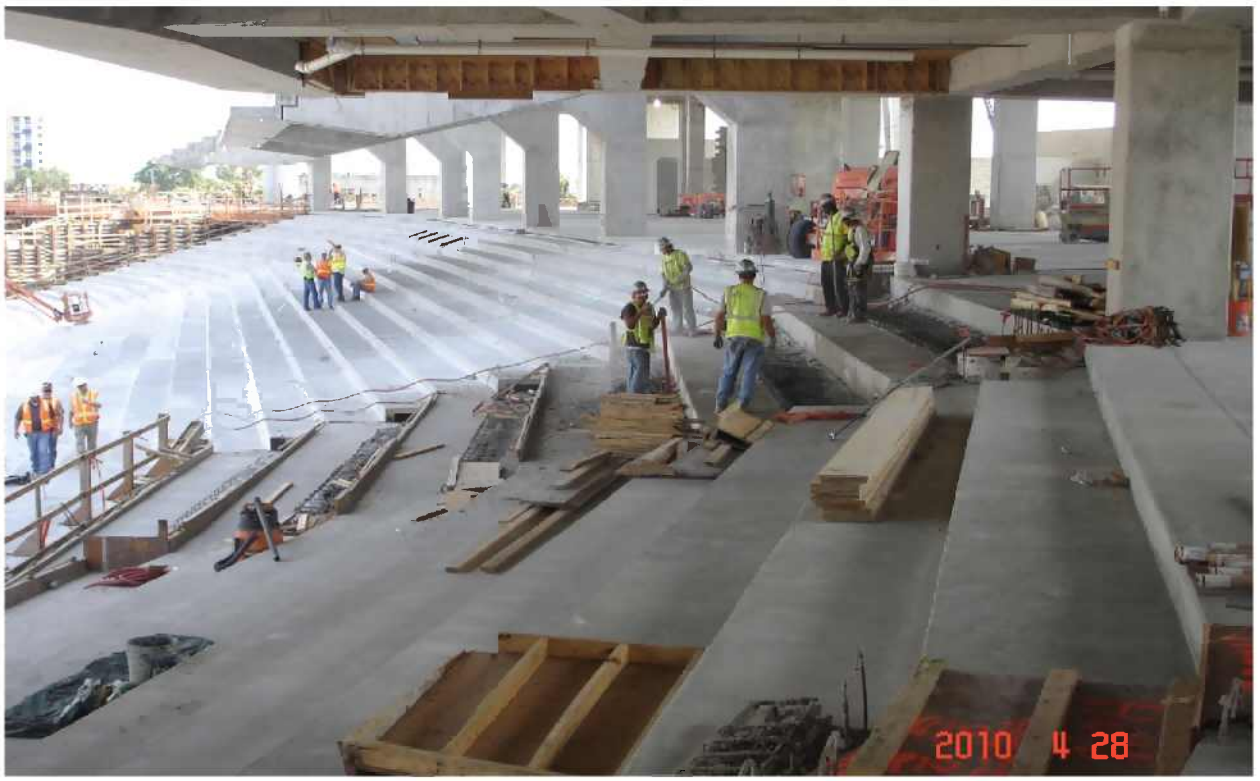
A virtual tour video that includes architectural renderings and two web cams that show hour-by-hour progress may be viewed on the County's ballpark website at: www.miamidade.gov/ballpark

***Photographs***

The following photographs provide images of the progress on the ballpark construction:

**Aerial View Looking Southwest**

**Building Exterior Concrete Block Wall on West Main Concourse Level**




**Installing West Main Concourse Precast Seating Platforms**

**Forming the Marlins Home Run Feature**

**Installing Reinforcing Steel on the Main Ramp up to the West Mezzanine Level**

**View of the North Side of the Completed West Concrete Structure**

**Public Infrastructure**

Work on the immediate-area public infrastructure (PI) supporting the project, which began in November of 2009, is progressing, with permitting complete on all but the above-ground paving and sidewalk plans.

Installation of the new 48-inch' reinforced concrete storm sewer system pipe, along with the demolition of the existing system, is substantially completed on NW 16th Avenue and 6th Street. An unanticipated existing underground utility location conflict was found on NW 14th Avenue, and the planned storm sewer line has been redesigned. The work on NW 14th Avenue line is now progressing well.

Work on the new 20-inch sanitary sewer system pipe that is being installed on both NW 16th Avenue and 6th Street is progressing as scheduled.

Installation of the new 16-inch water main, which is underway on NW 16th Avenue, has been changed from the planned west side to the east side of the road because of concerns related to an adjacent AT&T duct.

The construction site's dewatering requirements required the contractor to revise its installation and testing sequence. In order to offset the impact on the scheduled work, additional crews have been added, which will help ensure that critical access to the ballpark construction operations is not affected.

It is anticipated that the PI GMP will be finalized by next month, and it is expected to be within the approved budget included in the Construction Administration Agreement (CAA).

***Photographs***

The following photographs provide images of the progress of PI construction:

**Installing Duct Bank to FPL Manhole on 16th Avenue**

**Storm Sewer Installation on NW 14th Avenue**

**Sanitary Sewer being installed along NW 16th Avenue**

**Budget**

Exhibits G and H of the CAA outline the project budgets for the ballpark and the PI work. The ballpark budget totals $515 million (funded with $341.3 million from the County, $13.5 million from the City, and $160.2 million from the team). In addition, the County and City's incremental cost for achieving silver certification under the Leadership in Energy and Environmental Design (LEED) program is capped at $3.5 million; Major League Baseball is contributing an additional $1 million.

The budget for the PI is $22,673,420, to be funded equally by the County and the City. In addition, the stadium developer is contributing $1 million for the PI design.

| Ballpark (CAA Budget versus March 2010 GMP) | | | 1 |
|---|---|---|---|
| | CAA Budget | March 2010 GMP | Variance |
| Pre-Construction Fee | $ 893,000 | $ 893,000 | $ - |
| CM Contingency and GL Insurance | 20,224,000 | 15,576,864 | (4,647,136) |
| CM General Conditions and Fee | 31,772,000 | 32,784,330 | 1,012,330 |
| CM Payment and Performance Bond | 2,283,000 | 3,370,677 | 1,087,677 |
| CM Hard Construction Costs | 370,328,000 | 369,602,791 | (725,209) |
| **Subtotal - Hard Costs** | **$ 425,500,000** | **$ 422,227,662** | **$ (3,272,338)** |
| Soft Costs and Contingencies | 89,500,000 | 92,772,338 | 3,272,338 |
| **TOTAL** | **$ 515,000,000** | **$ 515,000,000** | **$ -** |
| 1 Does not include incremental LEED costs | | | |

| Public Infrastructure (CAA Budget versus March 2010 GMP) | | | 2 |
|---|---|---|---|
| | CAA Budget | March 2010 GMP | Variance |
| Pre-Construction Fee | $ 104,992 | $ 101,872 | $ (3,120) |
| CM Contingency and GL Insurance | 1,659,113 | 1,657,610 | (1,503) |
| CM General Conditions and Fee | 2,552,437 | 2,327,538 | (224,899) |
| CM Hard Construction Costs | 16,906,878 | 16,341,823 | (565,055) |
| **Subtotal - Hard Costs** | **$ 21,223,420** | **$ 20,428,843** | **$ (794,577)** |
| Soft Costs and Contingencies | 1,450,000 | $ 2,244,577 | $ 794,577 |
| **TOTAL** | **$ 22,673,420** | **$ 22,673,420** | **$ -** |
| 2 Does not include $1.2 million of costs to be paid 100% by the City of Miami if work performed | | | |

**Sales Tax Savings Program**

Included in the overall ballpark project cost is a budgeted sales-tax savings projection of $4.4 million for construction purchases. The ballpark sales-tax savings to date are estimated at $1.77 million, and we project the $4.4 million target will be surpassed. Additionally, the sales-tax savings generated on the PI portion of the project is estimated at approximately $59,000 through March 2010.

**Small Business Department**

One of the ballpark project's critical elements is the opportunity for increasing local employment and contracting opportunities for local firms. Not only does this represent a significant short-term injection into the industry, but also a unique opportunity for small local firms to develop the capacity and expertise to expand and produce a catalytic impact for the local economy. All contracting must be in compliance with the County's Community Small Business Enterprise (CSBE) and Small Business Enterprise (SBE) programs, as well as the Community Workforce Program (CWP). Additionally, the CAA calls for aspirational goals that 50 percent of the labor force live in Miami-Dade County and that 20 percent of those County residents live within the City. It also calls for at least 50 percent of the hired firms to be based in Miami-Dade County. As the table below shows, these figures are being exceeded through March 2010. SBD will provide the Board with a monthly report updating these figures and provides additional information that includes the type of bid packages awarded, the name of firms awarded the package and the amounts awarded.

| | Target | January 2010 | February 2010 | March 2010 |
|---|---|---|---|---|
| **Local Workers** | | | | |
| Miami-Dade County | 50 percent | 63 percent | 59 percent | 61 percent |
| City of Miami | 20 percent | 31 percent | 32 percent | 32 percent |
| Community Workforce Program | Unemployment Rate | 25 percent | 24 percent | 23 percent |
| **Local Firms** | | | | |
| Number of Local Firms | | 72 | 81 | 97 |
| Percent Local Firms | 35 percent | 57 percent | 54 percent | 57 percent |
| CSBE Construction | 6.78 percent* | N/A | N/A | 15.99 percent |
| SBE Procurement | 1.85 percent* | N/A | N/A | 3.75 percent |

**Goal set by County's Review Committee*

On March 19, 2010, I informed this Board that SBD obtained information during a routine monitoring site visit that gave cause to believe that one of Hunt/Moss' prime contractors was not appropriately meeting a CSBE and SBE goal. This practice is commonly known as "fronting." SBD is continuing its administrative investigation while Miami-Dade Police Departments' Public Corruption Investigations Bureau conducts its own investigation. I will keep the Board informed of any new developments that take place on this issue.

**Leadership in Energy and Environmental Design (LEED)**

Progress has been made towards obtaining LEED Silver certification. To date, we estimate the project has achieved 42 total pre-certification points. The LEED scorecard addresses both the design of the ballpark and parking garages. As construction progresses on both the ballpark and the parking garages, Hunt/Moss is continually updating LEED issues. Water-use reduction is still projected to exceed 40 percent for an innovation credit and possibly reach 54 percent.

The project's single greatest LEED challenge continues to be the energy model. On March 19, 2010, the team requested relief from the Florida Department of Community Affairs (DCA) regarding the method of compliance with Chapter 13 of the Florida Building Code (FBC). DCA approved the petition on April 7, 2010, allowing the team to continue with the permitting process and compliance with the FBC requirement. The architect plays a vital role with the type of materials used in the ballpark's insulation, glazing, lighting and other systems. Currently the stadium developer continues still pursuing renewable energy solutions to reach the required 14 percent for LEED and 15 percent for FBC. The renewable power comes from the use of photovoltaic solar cells in the design of the parking garages. The stadium developer and Florida Power & Light will submit to the state a renewable portfolio standard, which is a regulation that requires the increased production of energy from renewable energy sources. The developer is also pursuing Green Power certification, which requires construction waste management to be at a level of 75 percent while using regional materials, rapidly renewable materials, certified wood, green cleaning, outreach/education programs. The project may be able to achieve an innovation and design credit for diverting 95 percent of construction waste from disposal.

**Art in Public Places**

Miami-Dade County's Art in Public Places (APP) is finalizing the design contracts for each of the three commissioned artists. APP staff meets periodically with the Ballpark Working Group and the stadium developer to update parties on the status of each artist's contracts and artwork. World-renowned pop artist Red Grooms will create a signature home run feature consisting of bright colors, stylized water, lots of moving parts and spectacular lasers. Dotted with clouds, pelicans and seagulls, the design will feature at least one jumping marlin that will activate when the Marlins score a home run. The west plaza will feature a series of paving designs by Venezuelan artist Carlos Cruz-Diez, an internationally recognized kinetic and pop artist. The design of the paving system will be based on color, line and viewer perception, allowing the colors to create a sensation of movement as the relative position of the viewer changes. The plaza roof column lighting and commemorative marker projects will be implemented by Miami native Daniel Arsham. For the plaza roof column lighting, Mr. Arsham has proposed an artistic illumination that will gradually drench the columns in light, creating an illusion of the columns appearing and disappearing. As a tribute to the Orange Bowl Stadium, Mr. Arsham will replicate the lettering on the former football stadium, which will appear as if they fell off the side of the old Orange Bowl Stadium and embedded themselves on the east plaza of the plaza of the new ballpark.

**East Plaza Commemorative Marker**

In addition, APP is working with the City of Miami to address the APP requirements for the ballpark garages. The APP Trust approved the Professional Advisory Committee's recommendation to endorse the preliminary proposal submitted by artist Christian Moeller for the ballpark parking. The proposal is designed to involve neighborhood residents in generating photographic images of children peering through a ballpark fence, which the artist then will translate into large-scale murals that will cover the sides of the garages. The murals are created as bit-map paintings through a technique developed by the artist that involves affixing a matrix of plastic discs on fencing; the works are produced with digitally programmed machinery

owned by the artist and operated by a workforce recruited from the neighborhood and trained to serve as part of the artist's paid workshop team.

**Parking Garages**

On January 14, 2010, the City Commission approved a construction-manager-at-risk agreement with Suffolk Construction for construction of the parking garages. The contract includes $168,000 for pre-construction services fees and establishes a GMP for the construction of the garages at $75 million, inclusive of the pre-construction fee. On April 22, 2010 the City Commission allocated $3 million from a Sunshine State Loan financing to allow Suffolk Construction to proceed with construction while waiting on the sale of the bonds for construction of the garages. A limited notice to proceed is expected to be issued by the City next week and their bond sale is expected to occur on May 24, 2010. The City has sole responsibility for this portion of the project; the County is only involved in an advisory role and as part of the overall project team coordinating work on the site.

**Summary**

In almost every measurable way, the ballpark project is exceeding its design specifications and its broader aspirations. Financially it is below budget, providing additional cushion for unexpected developments and, ultimately, the enhancements that will make our ballpark even more of a landmark within both South Florida and the world of professional baseball. Operationally it is adhering to schedules, providing some of the only major new work for the local construction industry and neighborhood residents at a time it is so badly needed, while also staying on pace to be ready for Opening Day in 2012. Managerially, it is adhering to every parameter that we envisioned as a government when we approved this project: creating opportunities for small and local business and workers, meeting high standards for sustainability and environmental responsibility, and preserving the County's dedication to public art as a necessary component of community spaces.

No project of this magnitude can be expected to reach completion without hiccups and challenges. The most complicated portions of the ballpark construction are still ahead of us, especially as work begins on the retractable roof. Rest assured that these quarterly updates and the monthly reports from SBD will always be supplemented as necessary with information about urgent matters, just as we did with the fronting case discovered earlier this year. I appreciate your continued excitement and partnership for this ballpark.

If you have any questions, please call Jose A. Galan, who is leading our County efforts managing the ballpark project, at 305-375-5057, or me directly.

c: Honorable Carlos Alvarez, Mayor
Robert A. Cuevas, Jr., County Attorney
County Executive Office Senior Staff
Christopher Mazzella, Inspector General
Jose A. Galan, Office of Capital Improvements
Carlos Migoya, City Manager, City of Miami
David Samson, President, Florida Marlins