

CAPITAL IMPROVEMENT PROJECTS

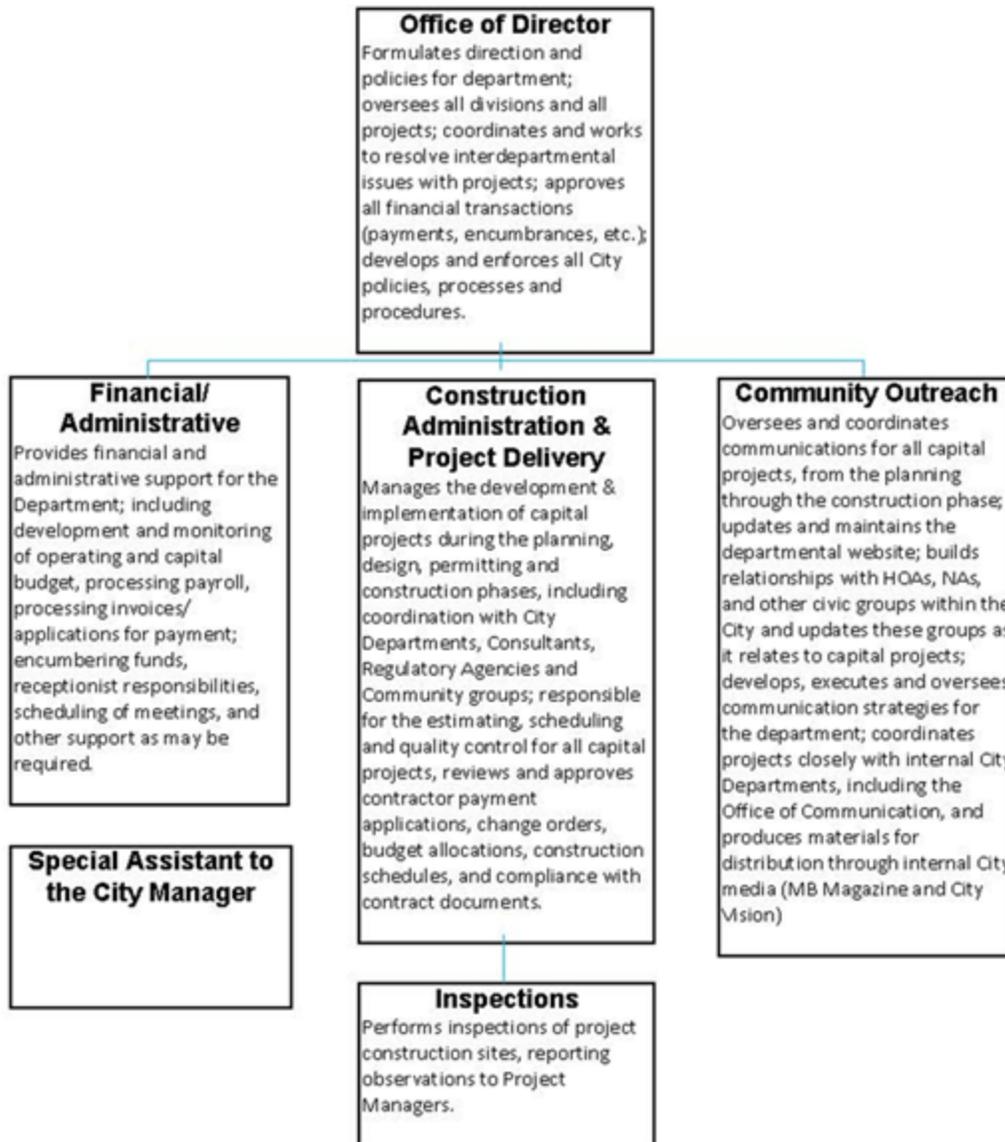
Department Mission/Purpose Statement

We are dedicated to the management of the City's capital construction efforts and to provide the platform to comprehensively address the goals set forth in the General Obligation Bond program, the Water and Wastewater Bond program, the Stormwater Bond program, and the Redevelopment Area Infrastructure Program to improve the City's infrastructure, public facilities, parks, beaches, golf courses and public safety equipment.

Department Description

The City established the Capital Improvement Projects Office (CIP) in the summer of 2001 to serve as a focal point for the planning and construction management activities associated with the extensive capital projects work being funded by authorized bonds including, General Obligation, Water/Sewer, and Stormwater funding at the time. The total value of the Capital Improvement Program has grown from approximately \$400 million to over \$1.2 billion, including approximately 300 completed projects. CIP is presently managing nearly 80 active projects from inception through ribbon cutting. Although CIP has been supported in the past by program manager firms (H&S and URS), those services were gradually reduced and eventually phased out during FY 2008/09. With active projects valued at approximately \$350 million, CIP will face its biggest challenge, since its creation, to advance the majority of these projects to completion within the next five years.

CIP staff is composed of senior management, project managers in different categories of experience and responsibility, financial managers, field inspectors, public information specialists and administrative personnel. Originally, staff was reassigned from the Public Works department and additional positions have been added over time to provide staffing needed. Over the years, the department has instituted new and innovative means of procurement of contractors and consultants. The procurement methods for projects the department is now managing include: design/build, construction management at risk, design-bid-build, and job order contracting. This has brought to the City new contractors and consultants which have proven to be better prepared to tackle the immense tasks of the department.



Significant Prior Accomplishments

- Developed a 5-year recurring implementation schedule for funded projects.
- Addressed a general policy for the under-grounding of franchised utilities in neighborhoods interested in the matter and currently implementing the process in two neighborhoods in conjunction with the residents and Florida Power and Light.
- Improved internal administrative processes, such as payment processing, budgeting, and project scheduling.
- Implemented a departmental electronic Centralized Filing System.

- Implemented a Best Value approach to the procurement of construction and consulting agreements.
- Implemented financial and project management tools internal to CIP to assist in the better tracking of project matters.
- Integrated Parking Department capital projects into overall sequencing plan to upgrade facilities and increase number of parking spaces.
- Surface Parking Lots Capacity Increase: In a combined effort the CIP Office and the Parking Department initiated a program in 2004 to improve the conditions of the existing City surface parking lots throughout the City bring them into code compliance and optimize existing parking layouts to maximize parking spaces and flow.
- Parking Garages Capacity Increase: A total of 435 new garage parking spaces are available at the recently completed Sunset Harbor Garage. The Collins Park Garage, currently in the planning phase (anticipated to enter into construction in 2014/2015), will add approximately 400 parking spaces to the City's inventory.
- **Completed and / or Substantially Completed the following projects:**

FY 2011/12

69th Street and Indian Creek Drive Traffic Signalization
 Botanical Garden
 Deco Bike Pads Citywide
 Fire Station 2 – Administration Building A/Dade Boulevard
 Fire Station 2 - Hose Tower Refurbishment/Dade Boulevard
 Flamingo Pool Deck Replacement
 Fleet Management - Roof Replacement
 Hazard Mitigation Grant - Wind Retrofit City Hall & Police Station
 Indian Creek Water/Wastewater Rehabilitation 26th to 41st Streets
 Marseille Drive Lighting Enhancements (*Rue Notre Dame to Rue Verdun*)
 North Shore - Water main replacements (69th Street - Harding Avenue to Indian Creek
 North Shore - Water main replacements (71st Street at various cross streets)
 Pine Tree Park Shoreline Restoration (Incl. kayak area)
 Star Island Enhancements BP 13A Streets/Sidewalks Improvements
 Sunset Harbor/Purdy Avenue Parking Garage
 Police Building - Elevators Renovation

- **Projects under construction include:**

Bayshore A - Central Neighborhood Streets/Sidewalks Improvements
 Bayshore C - Lake Pancoast Neighborhood Streets/Sidewalks Improvements

Bayshore E - Sunset Islands 1 and 2 Neighborhood Streets/Sidewalks Improvements
Biscayne Point Neighborhood Streets/Sidewalks Improvements
City Center BP 9A Neighborhood Streets/Sidewalks Improvements
City Center BP 9C – City Center Lincoln Road
Directory Signs in the City Center Project
Flamingo Park Tennis Center
Fleet Management - Sanitation Buildings Waterproofing & Paint
Miami Beach Golf Course Clubhouse Exterior Painting
North Shore - Roadway Improvement Projects along Byron Avenue
North Shore - Roadway Improvement Projects along Dickens Avenue
South Pointe Neighborhood Phase III, IV, and V Streets/Sidewalks Improvements
South Pointe Park Pier

- **Projects in the bidding phase include:**

Flamingo Park Master Plan - Football Field
Scott Rakow Youth Center - Ice Rink Mechanical Repairs
Venetian Islands Neighborhood Streets/Sidewalks Improvements
777 Building Renovation (1701 Meridian Avenue - 4th Floor)
6th and 53rd Street Restrooms

- **Projects in the design phase include:**

17th Street Parking Garage - Rooftop Elevator Enclosures
Band shell Master Plan Improvements
Bayshore B - Lower North Bay Road
Bayshore D - Sunset Islands III & IV Neighborhood Streets/Sidewalks Improvements
Collins Park Parking Garage
La Gorce Neighborhood Streets/Sidewalks Improvements
Miami Beach Golf Course Drainage Remediation
Normandy Isle Neighborhood - Phase II
Palm & Hibiscus Island Enhancements
Property Management Facility
Par 3 Golf Course Master Plan
Parks Maintenance Facility
Parkview Island Streets/Sidewalks Improvements
Police Station Building-Firing Range Ventilation System Replacement
Public Works Facility
Seawall Restoration – Flamingo Drive
Surface Lot 04D - West Avenue and 16th Street
Surface Lot 09E – 69th Street and Harding Avenue (East)
Surface Lot 12X - 900 Washington Avenue
Surface Lot 17X - Collins Avenue and 13th Street

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual									Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14		
Enhance the environmental sustainability of the community	% of newly constructed city buildings meeting LEED certification	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	<ul style="list-style-type: none"> Seek opportunities to implement sustainable green initiatives in ROW projects Achieve LEED certification for the following City facilities moving into construction: Property Management facility, Public Works facility and Collins Park garage
Enhance external and internal communications from and within the City	# of Neighborhood Communications Issued						7,347	5,280	4,358	4,000	4,000	<ul style="list-style-type: none"> Update CIP Website to provide current Capital Program status and enable expanded communications with the Miami Beach community to address project related concerns and follow-up status 	
Maintain City's Infrastructure	KPI: % of businesses rating as excellent or good: Condition of roads (smoothness, street repair, etc.)	36%		37%		48%				40%		80%	<ul style="list-style-type: none"> Develop Public Outreach Program to better educate the community and explain intended goals of projects e.g. drainage, safety, capacity in layman's terms
	KPI: % of residents rating the conditions of sidewalks (few or no cracks) as excellent or good	53%		49%		64%				58%		80%	
	KPI: % of businesses rating the conditions of sidewalks (few or no cracks) as excellent or good	48%		54%		66%				64%		80%	
Improve Parking Availability	Supports measures on Citywide Scorecard												<ul style="list-style-type: none"> Add 53 parking spaces during FY08/09 and 88 spaces in FY09/10 as a result of projects in 69th Street and Harding Avenue, 41st Street and Royal Palm Ave, and Ocean Dr. and 1st Street
Ensure value and timely delivery of quality capital projects	KPI: % of residents rating of recently completed capital improvement projects on MB as excellent or good	83%		84%						81%		85%	<ul style="list-style-type: none"> Create and apply a standard close-out procedure to all CIP projects in order to assure proper transition to owner department Evaluate & implement means to secure post-construction resident and business feedback for ROW projects to determine satisfaction with project communication and project quality Implement internal tools to manage projects

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

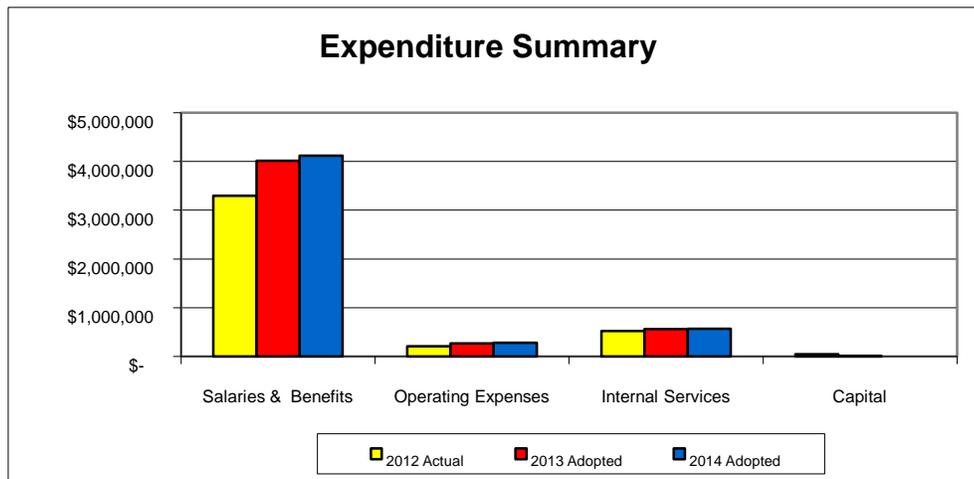
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Ensure value and timely delivery of quality capital projects (continued)	KPI: % of businesses rating of recently completed capital improvement projects on MB as excellent or good	79%		86%			.				85%	<ul style="list-style-type: none"> Initiate construction of the following ROW projects that will improve roads and sidewalks in Biscayne Pt., Bayshores A/B/C; Sunset Isl. 1 & 2; Ven. Isl; & City Center 9B Institute a contractor Quality Assurance/Quality Control program that will serve to provide measures to gauge the progress and successful completion of a CIP project across various attributes Produce graphical project scheduling and measurement tool
	KPI: % of construction projects achieving beneficial use within 120 days of schedule		75%	100%	94%	100%	88%	84%	85%	100%	100%	
	KPI: Total change order value as percent of original contracted construction amount				6.0%	3.2%	4.8%	8.1%	9.7%	8.0%	8.0%	
	Average # of days to review 60% construction documents and return comments		202	83	12	72	27			14	14	
	Average # of days to process invoices from contractors & consultants	70	31	22	23	21	20	29	31	25	25	
	Turnaround time from "beneficial use" status to complete close-out											
	% of CIP Projects for which the close-out procedure was completed											
	Miles of ROW completed during the Fiscal Year											
	Miles of sidewalks completed during the Fiscal year											
	% of contractor Quality Assurance/Quality Control programs successfully completed for contracts awarded											
	% of Projects this Fiscal Year on original schedule and on original budget											
Improve storm drainage Citywide	Supports measures on Citywide Scorecard										<ul style="list-style-type: none"> Create recreational areas like the Netherlands which also serve as protection from flooding Develop sea level rise mitigation plans for today, 20 year and 50 year plan including evaluation of roadways and facilities (esp. Flamingo Park, South Pointe Park) 	

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Departmental Financial Summary

<u>Expenditure Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Salaries & Benefits	\$ 3,200,959	\$ 3,296,583	\$ 4,013,125	\$ 4,118,000
Operating Expenses	158,590	207,529	265,588	281,000
Internal Services	482,118	519,015	559,526	568,000
Capital	7,872	43,963	2,761	0
Total	\$ 3,849,539	\$ 4,067,091	\$ 4,841,000	\$ 4,967,000
General Fund	35	36	36	35
Parking Fund	1	1	1	1
Total Budgeted Positions	36	37	37	36



Budget Highlights

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$189,000 or 26% from last year in City contributions to the pension plan. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be above the FY 2012/13 budget by \$15,412 or 6%. This is primarily due to an increase in Contract Maintenance.
- The budget includes an \$8,474 increase in Internal Service Fund charge-backs primarily due to similar increases in salary, health and pension costs as described above.