

OFFICE OF CAPITAL IMPROVEMENT PROJECTS

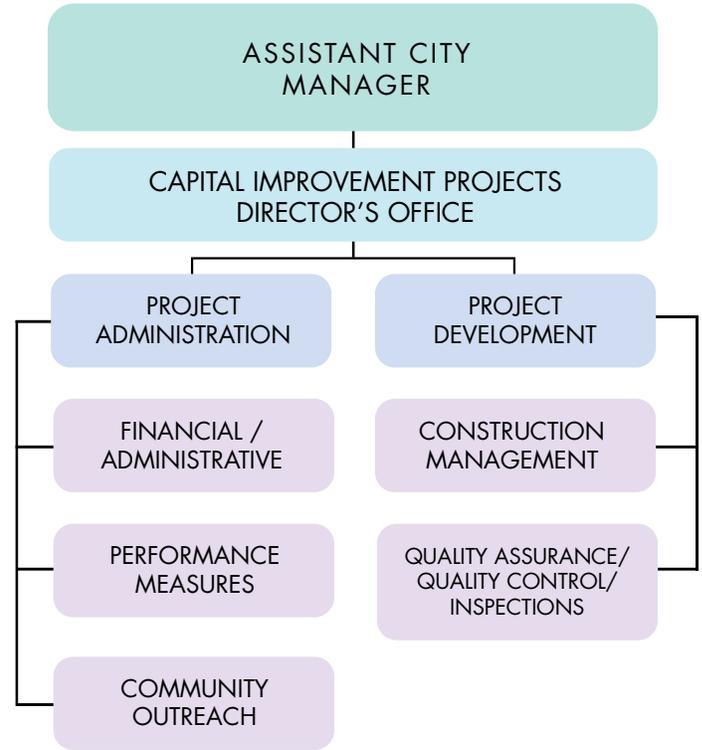
DEPARTMENT MISSION STATEMENT

We are dedicated to the management of the City’s capital construction efforts by providing the platform to comprehensively address the goals set forth in the General Obligation Bond program, Water and Wastewater Bond program, Storm Water Bond program, and the City Center Redevelopment Area infrastructure program, improving the City’s infrastructure, public facilities, parks, beaches, golf courses, and public safety equipment.

DEPARTMENT DESCRIPTION

The City established the Office of Capital Improvement Projects (CIP) in the summer of 2001 to consolidate the City’s capital construction efforts into a single entity that would serve as a focal point for planning and construction program management activities. The Office of CIP’s current program includes unparalleled investments in quality of life infrastructure including prioritization of sea level rise with Storm Water and right-of-way (ROW) improvement projects, Parking’s facilities, Parks’ improvement projects, and Sustainability & Resiliency’s projects. These projects are necessary to improve, enhance, and maintain facilities and infrastructure to meet the service demands of residents and visitors of the City of Miami Beach. The Capital Improvement Program is primarily funded by authorized bonds including General Obligation, Water/Sewer, and Storm Water. Other sources of funding may include grants, resort tax, and parking bonds. CIP is managing over 60 active projects in the planning, design, and construction phases. CIP’s goal is to advance the majority of these projects to completion within the next five years.

The CIP staff is composed of senior management, project managers (in different categories of experience and responsibility), financial managers, field inspectors, and administrative personnel. Over the years, the department has introduced new and innovative means of procurement of contractors and consultants. The current procurement methods include job order contracting, design-build, construction management at risk, and design-bid-build. These methods have brought new contractors and consultants to the City, enhancing the current pool of vendors constructing the City’s infrastructure and facilities.



FISCAL ENVIRONMENT

CIP is funded by chargebacks to capital projects managed by the office. Project budgets are finite, and the chargeback allocations calculated from those budgets are also finite. In 2014, the City Commission approved to amend the City’s Storm Water Management Master Plan by modifying the design criteria to reduce vulnerability and risk of flooding throughout the City. The enhancements to the Storm Water system will be financed through the issuance of future Storm Water Bonds. On November 6, 2018 Miami Beach voters overwhelmingly approved the issuance of three general obligation bonds totaling \$439 million. This additional funding will address projects in the following segments: Parks, Recreation, and Cultural Facilities; Neighborhood and Infrastructure; and Police, Fire and Public Safety.

OFFICE OF CAPITAL IMPROVEMENT PROJECTS

STRATEGIC ALIGNMENT

Main Vision Area:

Environment & Infrastructure

Management Objectives:



- **Environment & Infrastructure**
 - Make existing and new government assets and fleet efficient, sustainable and resilient
 - Reduce risk from storms, high tides, groundwater, and sea level rises
- **Prosperity**
 - Revitalize targeted areas and increase investment
 - Develop the Convention Center campus
- **Neighborhoods**
 - Evolve parks and green spaces to meet the changing needs of the community
 - Provide quick and exceptional fire and emergency response
- **Mobility**
 - Improve the walking and biking experience
- **Organizational Innovation**
 - Improve two-way communications and engagement
 - Support all objectives to improve decision making and financial stewardship, making the city more business friendly, with an employee culture of problem solving and engagement

Strategic Plan Actions:

- **IMPLEMENT** controls to prevent issues of unpermitted work or work exceeding city projects
- **IMPLEMENT** creative two-way engagement plan for projects
- **CONTINUE** the stormwater program and have projects fully underway in South, Mid and North Beach. Start immediately upon completion of Jacobs' analysis
- **MAKE** substantial progress on North Beach Town Center/ Byron Carlyle/Ocean Terrace
- **COMPLETE** Lincoln Road renovation within 3 to 3.5 years

STRATEGIC ALIGNMENT CONT'D

- **COMPLETE** Fire Station 1 to 2 years after permitting and additional funding (currently Spring 2024)
- **CREATE** Maurice Gibb Park 2 years after permitting (currently Summer 2023)
- **COMPLETE** the Bayshore Park 2 years after permitting (currently Fall 2023)
- **COMPLETE** 600 Alton Park in 2021
- **COMPLETE** North Beach Oceanside Park (by Spring 2023)
- **COMPLETE** Beach walk – 1 year (currently Summer 2022)
- **MAKE** substantial progress (towards completion of entire) Bay Walk

Budget Enhancement Actions:

- N/A

Resilient305 Actions:

- **NATURE-BASED** Infrastructure – More than just a habitat
- **CREATE** Development Review Checklist
- **STRENGTHEN** Resilience planning
- **BUILDING** Efficiency 305

BUSINESS ENVIRONMENT

The Office of Capital Improvement Projects (CIP) is a construction management organization, managing large capital projects from project inception to project completion. The principal goal of the department is to meet the expectations of the City of Miami Beach residents and client departments. Internal "client" departments include Public Works, Parking, Parks and Recreation, Property Management, Office of Housing and Community Services, Fire Department, and the Police Department. The delivery of large Capital Projects involves a myriad of processes and requires a high level of coordination among all stakeholders which include residents, Home Owners'/ Neighborhood Associations, elected officials, owner agencies, and regulatory agencies. Stakeholders often play a significant role in the definition and the design of a project from its inception to its construction. The City's Storm Water Management Master Plan now includes the raising of streets and sidewalks and the upgrading of the storm water system from a gravity-based to a pump-based system. CIP also works with all Commission committees and appointed boards, such as Finance and Economic Resiliency, Neighborhood and Quality of Life, Land Use and Development, Sustainability, Design Review Board, and the Historical Preservation Board, in the development and successful implementation of all Capital Projects.

OFFICE OF CAPITAL IMPROVEMENT PROJECTS

SIGNIFICANT ACCOMPLISHMENTS

- Completed **Altos Del Mar Playground** – a one-of-a-kind play space inside the Altos del Mar Park. Built on the last remaining undeveloped oceanfront parcel in the city, the pirate-themed playground was brought to life with two recycled play structures, clownfish and blue tang fish spring riders, custom octopus playhouse, palm tree shade, slides and plenty of opportunities for climbing. The playground contains many resiliency elements including shade structures and corrosion-resistant recycled materials to ensure this playground is long-lasting as well as unique
- Completed **Collins Park Parking Garage** – including the associated infrastructure and roadway improvements on 23 Street, Park Avenue and portions of Liberty Avenue. The garage features six levels of parking with 513 parking spaces and 16,300 SF of retail space on the ground level. To further enhance connectivity between the parking garage, Collins Park, Miami City Ballet and the Public Library, a pedestrian plaza has been created on Liberty Avenue between 22 - 23 streets. This project is truly avant-garde in many ways, incorporating artistic elements, chosen with the community's input, that speak to the history of the neighborhood and of Miami Beach as well as being on track to becoming a LEED Gold Certified building
- Completed **Palm & Hibiscus Landscaping (GOB)** – With a million dollars of G.O. Bond funds (GO #32), the city was able to beautify the islands with new landscaping planted along Palm Avenue, Fountain Street and throughout the neighborhood medians. Various type of native, salt water tolerant trees and ground cover were planted for lush longevity to compliment the Palm Island median walkway with greens and pops of tropical color. This project was in coordination with, but separate from, the Palm and Hibiscus ROW Improvements project

Completed Pump Station and Seawalls project at 19th Street which will help the area adapt to rising water levels and heavy rains/flooding.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Completed **South Pointe Neighborhood Identification Signs** – this project installed a warm welcome to the South of Fifth (SoFi) neighborhood. In addition to providing enhanced beautification of the area, these signs are intended to increase neighborhood identity and inform visitors regarding their whereabouts. The two signs are located within the medians, just south of 5 Street on Washington Avenue and Alton Road. SoFi's new signs feature travertine cladding, brushed stainless steel letters and LED lighting
- In furtherance of Miami Beach's efforts to be more resilient against sea level rise, the City completed the project for a new **Pump Station and Seawalls at 19th Street**. This pump station was installed to help the area adapt to rising water levels and heavy rains/flooding. The new pump station and seawall along the Collins Canal, next to the Holocaust Memorial and behind the Botanical Garden, was designed and built in accordance with the updated stormwater criteria, including minimum seawall elevations. Additional improvements behind the Botanical Garden will allow visitors and residents to enjoy a safe, waterfront promenade in a park like setting, improving quality of life, for many years to come
- **Other Completed and/or Substantially Completed the following projects:**
 - Botanical Garden Seawall
 - Convention Center – Carl Fisher Renovation
 - Carl Fisher Seawall
 - Palm & Hibiscus Neighborhood Improvements
 - Sunset Harbor Pump Station #3 Screening
 - Sunset Islands I & II Guardhouse
 - Venetian Islands Seawalls
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- **Projects Under Construction include:**
 - Brittany Bay Park Outlooks & Living Shoreline & Park Renovation (partial GOB funding) Flamingo Park – Handball Courts
 - Indian Creek – Street Drainage Improvements Phase III
 - Middle Beach Recreational Corridor Phase III (GOB)
 - North Shore Oceanside Park Beachwalk (partial GOB funding)
 - Rue Vendome Public Plaza
 - Surface Lot at Biscayne Beach – 8100 Hawthorne Avenue (partial GOB funding)
 - Venetian Islands Neighborhood Improvements

OFFICE OF CAPITAL IMPROVEMENT PROJECTS

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- **Projects in the design phase include:**
 - Bay Garden Manor Baywalk Link
 - Bayshore 23rd Street Streetscape Improvements
 - Bayshore Park Par 3 (partial GOB funding)
 - Bayview Terrace Baywalk Link
 - Baywalk 10th to 12th Street - Marina
 - Baywalk Pedestrian Bridge (GOB)
 - Biscayne Beach Additional Parking
 - Chase Ave/34 ST Shared Use Path
 - Collins Park Performing Arts Venue
 - Dade Boulevard Shared Use Path
 - Fire Station I (GOB)
 - Flamingo Park Softball Field (GOB)
 - Lincoln Road Improvements
 - Marine Patrol Fire/Police Facility (GOB)
 - Maurice Gibb Park Renovation (partial GOB funding)
 - North Shore Oceanside Park Renovation
 - North Shore Park Restrooms
 - NSPYC Exterior Café and Restrooms
 - Pine Tree Drive & 46th Street Circle
 - South Bay Club Baywalk Link (GOB)
 - West Avenue – Phase II Neighborhood Improvements North of 14th Street
 - West Avenue – Phase II Neighborhood Improvements South of 14th Street
- **Projects in the planning phase include:**
 - 17th Street Parking Garage Coating
 - 42nd St Garage Elevator Replacement
 - 72nd Street Community Complex (GOB)
 - 1755 Meridian Garage Roof & Deck
 - Flamingo Park Youth Center Facility (GOB)
 - Flamingo Park Baseball Field (GOB)
 - Flamingo Park Phase III (GOB)
 - Log Cabin (GOB)
 - North Beach Entrance Signs
 - North Shore Baseball Fields Lighting (GOB)
 - Ocean Drive Corridor
 - Ocean Rescue NOBE Facility
 - Parking Garage at Parking Lot P16
 - 41 Street Corridor Improvements
 - Shared Path on Parkview Island Park 73rd – 77th Street
 - Surface Lot 9D (P86) 6976 Indian Creek Drive

CRITICAL SUCCESS FACTORS

- Availability of project funding sources
CIP is funded by charging a construction management fee based on the project budget. CIP collects the funds yearly based on the percentage of completion of the project during the fiscal year.
- Delivering construction projects within budget while meeting the required level of service
CIP has implemented a model for constructability reviews which provides a standardized or consistent process for reviewing construction documents for constructability as well as re-evaluating control budgets prior to the issuance of invitations to bid or requests for proposal. Constructability reviews also identify opportunities for alternate construction means and methods which could shorten the projected construction schedule.
- Delivering construction projects within approved schedules
In order to maximize the utilization of our project management teams, CIP has implemented more sophisticated software and measures for project scheduling, planning, and tracking.
- Meeting expectations of Client Departments
CIP has worked with the internal “client” departments and other reviewing departments to streamline the processes related to the planning, design, and construction of the Capital Improvement Projects. CIP continues to look at ways in which the processes are further improved to achieve better efficiency and effectiveness. Discussions are frequently held with the client departments to evaluate the current project status and to look for opportunities to implement a more effective and efficient way to address regulatory requirements, as well as client department operational needs. Addressing these requirements early in the process is key to maintaining project schedules as well as identifying budget impacts.
- Addressing expectations of residents by expanding Communications Efforts and Community Outreach
Another key component to the department’s critical success is addressing the expectations of the City’s residents. CIP, in coordination with the Neighborhood Affairs Division of the Marketing and Communications Department that was established during FY 2020, has a very effective and successful program that coordinates communications with residents and businesses for all capital projects, from the planning to the construction phase. Members of the Neighborhood Affairs Division are assigned to serve as a coordinator to one of the three sections of the City: South, Middle, or North Beach, which has improved interdepartmental communication as well as customer service to both residents and businesses. Communication includes updating and maintaining the departmental website, as well as building relationships with homeowners’ associations (HOAs)

OFFICE OF CAPITAL IMPROVEMENT PROJECTS

CRITICAL SUCCESS FACTORS CONT'D

and neighborhood associations (NAs), and other civic groups within the City in order to provide updates as it relates to the status of capital projects.

Communication is key to our success and the City has many tools to increase community awareness. Construction in a dense, urban, coastal barrier island surrounded by a national aquatic preserve poses many challenges to the designers and the contractors. Anti-degradation policies for Biscayne Bay, coupled with high levels of naturally occurring ammonia and existing contamination due to man-made activities and sea level rise issues, increase the difficulty of complex infrastructure projects. Increased efforts to communicate these difficulties have raised awareness in the community and have helped explain how they impact the community during construction. The City's Capital Improvement Program is one of the most ambitious programs in the South Florida area. Communicating the accomplishments as well as the challenges is a means to raising the awareness of the constituency. Gaining the support of the constituency is critical, as they are the end users who receive the benefit of the many projects which are being constructed in pursuit of improving the resident's quality of life. Communicating the work to be performed and the work completed is also a communication strategy that needs to be implemented more effectively so that residents and visitors alike are aware of forthcoming activities and can plan appropriately so that they can mitigate their perceived impacts. Media such as the internet, print, and video will be used to communicate the department's message in collaboration with the City's Communications Department so that communications are streamlined, accurate, and concise.

FUTURE OUTLOOK

In the next five years, the CIP office will continue to deliver projects and advance the design and construction of Parks, Parking Garages, beachwalks, bike paths, infrastructure improvements, streetscape improvements, and City facilities.

With 10 projects in construction and 15 additional projects in design, permitting, and procurement phases, with a construction value of approximately \$400 million (not including planning projects), construction activity is expected to peak within the next two to three years. In addition, there are 21 projects in the planning phase which include GOB projects with a budget of over \$155 million.

Other possible issues, which continue to affect the program, include requests from the community and internal owner departments, resulting in additional scope as projects come online and also throughout the development of the projects. The streamlining of internal reviews will continue, and CIP will continue to make every necessary effort towards reducing review times, expediting comments, and reducing comments, which are not relative to the established scope and budget of projects. These issues continue to be managed by the team to determine appropriate and expedient solutions.

