

# OFFICE OF CAPITAL IMPROVEMENT PROJECTS

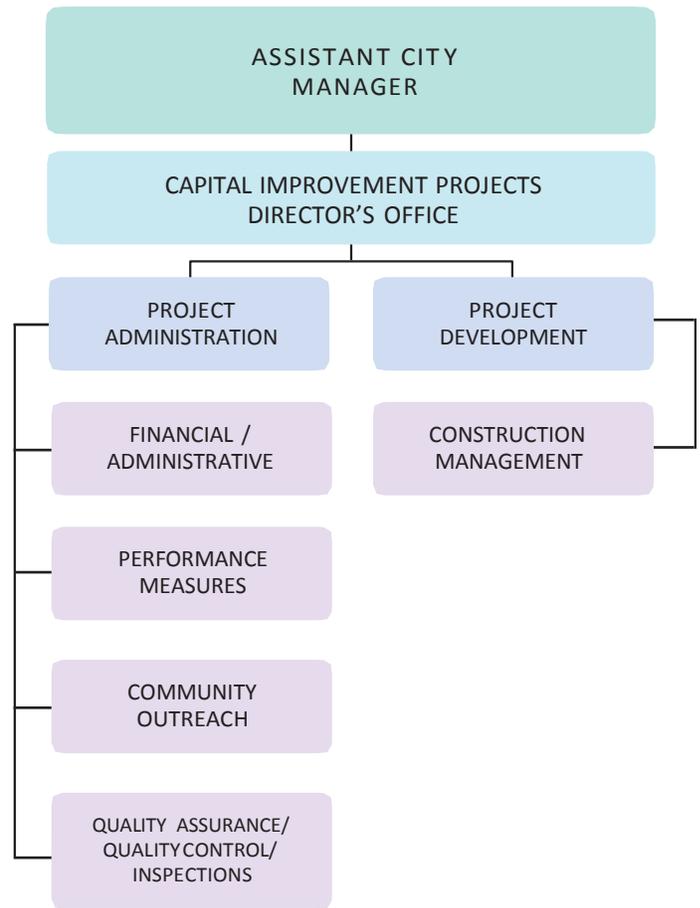
## DEPARTMENT MISSION STATEMENT

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, public information specialists 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. Although a significant percentage of the ROW neighborhood projects have been completed or are in construction, future project funding needs will require the City to issue additional Water/Sewer and Storm Water Bonds. Additional funding from General Obligation Bonds has been provided in order to fully complete the construction of many of the projects in the Capital Program. In 2014, the City Commission approved the recommendation of the Flooding Mitigation Committee 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 Plan includes the raising of streets and sidewalks and upgrading from a gravity-based storm water system to a pump-based system. Subsequently, City Commission approved the recommendations of the Mayor's Blue Ribbon Panel on Flooding and Sea Rise to design and implement the upgrade of the City's Storm Water Management systems to meet the new design criteria with an estimated cost of over \$500 million and with a target completion timeframe between 5 to 10 years. The estimated cost includes the storm water portion of future neighborhood projects, the retrofit of some previously constructed neighborhood storm water systems, and miscellaneous storm water upgrades. The issuance of recent Storm Water Revenue Bonds provided \$200 million

# OFFICE OF CAPITAL IMPROVEMENT PROJECTS

## FISCAL ENVIRONMENT CONT'D

for financing the enhancements to the Storm Water System. 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.

## 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

## STRATEGIC ALIGNMENT CONT'D

- **COMPLETE** Miami Beach Convention Center Parks and Art in Public Places (by Art Basel 2019)
- **MAKE** substantial progress on North Beach Town Center/ Byron Carlyle/Ocean Terrace
- **COMPLETE** Lincoln Road renovation within 3 to 3.5 years
- **COMPLETE** Fire Station 1 within four years of site selection
- **CREATE** Maurice Gibb Park full plan within four years
- **COMPLETE** the Par 3 Park (within four years of employment agreement)
- **COMPLETE** half of 600 Alton Park within four years (Phase 1 complete in 30 months from executed DA)
- **COMPLETE** North Beach Oceanside Park (complete within four years)
- **COMPLETE** Beach walk (within three years)
- **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. CIP also works with all Commission Committees and appointed boards, such as Finance and Citywide Projects, Neighborhoods/Community Affairs, Sustainability & Resiliency, 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 **Beachwalk II – Phase II** – Provided the community with connectivity throughout South Beach on the east side. The completed project supports the use of alternative modes of transportation and encourages recreation by connecting to area business districts, residential neighborhoods, parks, and the beach. With the completion of this section, there is now a complete beachwalk pathway from South Pointe Park to 23rd Street. The project also benefited the dune system by removing non-native plants and re-enforcing the urban island's first line of defense along the coast with native vegetation.
- Completed **Biscayne Point Island Entrance Renovation** – This renovation included the entrance median, a new fence, enhanced landscape, guard house improvements, and additional lighting.
- Completed **Lighting at Bayshore Lower North Bay Road** – This project included the installation of a decorative street lighting system along the entire length of North Bay Road from Sunset Drive at 20th Street to Alton Road at Chase Avenue. This improvement created a much safer and walkable area at night.

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Completed two major sections of the Beachwalk, providing connectivity from South Pointe to 23rd Street and throughout the Middle Beach Recreation Corridor from 46th to 64th Street  
”

- Completed Renovation of **Miami Beach Tennis Center** – Renovation/expansion of the North Shore Tennis Center Building. This project includes a dedicated entrance and redesigned indoor space similar to the Flamingo Park Tennis Center Building. These improvements create a world-class tennis center environment, as requested by the current players, and better accommodate the youth academy instruction.

## SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Completed **Middle Beach Recreational Corridor Phase II, Section I** – The Middle Beach Recreational Corridor (MBRC) Phase II Section 1 runs from 53rd to 64th Street and provides new connectivity to 76th Street. The MBRC is an on-grade, Americans with Disabilities Act (ADA)-accessible, paver pathway that supports the use of bicycles, pedestrians, and other non-motorized means of transportation. The MBRC project is part of the Atlantic Greenway Network (AGN). The 6,000 linear foot project provides infrastructure for a multi-modal transportation system and supports the use of alternative modes of transportation within City limits.
- Completed construction of **Seawall – Fleet Management** – Replacement of approximately 200 feet of deep water seawall to reduce the introduction of sediments into Government Cut and to protect the adjacent city facilities building, city property, and existing utilities from damage caused by a seawall failure.
- Completed **Seawall – Muss Park Rehabilitation** – Replacement of 300 linear feet of seawall to minimize deposition of sediments into Biscayne Waterway which flows into Biscayne Bay Aquatic Preserve, improve water quality, and protect upland structures such as roads, bridges, and utilities from damage caused by a seawall failure.
- Completed **Bayshore D – Sunset Islands III & IV Neighborhood Improvements** – These improvements included aboveground and underground improvements such as a new water main and service; new storm water drainage system, including 2 pump stations (one for each island); lining of the sanitary sewer system and replacing all the sewer laterals; reconstruction of the roadways, including installation of Geo Textile, speed tables, and speed humps, new conduits and conductors, for existing decorative street lights, landscape, and hardscape improvements. This project also provided a refreshed look for the park located in Sunset Island IV.
- **Completed and/or Substantially Completed the following projects:**
  - Bayshore D – Sunset Islands III & IV Neighborhood Improvements
  - Beachwalk II – Phase II
  - Biscayne Point Island Entrance Renovation
  - Fire Hydrants at Biscayne Beach Neighborhood
  - Flamingo Park – Property Management Demo
  - Lifeguard Stands Replacements (6 Lifeguard towers)
  - Lower North Bay Road – Lighting
  - Miami Beach Tennis Center Renovation
  - Middle Beach Recreational Corridor Phase II, Section I
  - Seawall Reconstruction – Fleet Management

# OFFICE OF CAPITAL IMPROVEMENT PROJECTS

## SIGNIFICANT ACCOMPLISHMENTS CONT'D

### • Projects Under Construction include:

- Altos Del Mar Park
- Botanical Garden/Collins Canal Corridor
- Carl Fisher Seawall
- Convention Center Park
- Convention Center Drive to Washington
- Collins Park Parking Garage
- Central Bayshore South Neighborhood Improvements
- Convention Center – Carl Fisher
- Flamingo Park – Handball Courts
- Flamingo Park Outdoor Fitness Area
- Flamingo Park Master Plan – Parkwide Improvements Phase I
- Lifeguard Stands Replacement (7 lifeguard towers)
- Middle Beach Recreational Corridor Phase 2 – Section 2
- Ocean Rescue 79th Street Headquarter Trailer Replacement
- Palm & Hibiscus Neighborhood Improvements
- Surface Parking Lot P2 (1A) – Penrods at One Ocean Drive
- Storm water Pump Station at 19th Street East of Meridian
- Sunset Islands I & II Guardhouse
- Tent Canopy for North Shore Bandshell
- Venetian Islands Neighborhood Improvements
- West Avenue – Phase II Improvements North of 14th Street
- West Avenue – Phase II Improvements South of 14th Street
- 2-Way Conversion 42nd Sheridan Street to Pine Tree Drive Reconfiguration

### • Projects in the bidding phase include:

- North Shore Park Restrooms

### • Projects in the design phase include:

- Biscayne Beach Additional Parking
- Brittany Bay Park Outlooks & Living Shoreline
- Collins Park Performing Arts Venue
- Euclid Avenue between 17th Street & 5th Street
- Fairway Park (Artificial Turf Soccer Field, Drainage & Playground Replacement)
- Flamingo Park Softball Field
- Flamingo Park Baseball Field
- Flamingo Park Phase III
- Indian Creek – Street Drainage Improvements Phase III
- Lincoln Road Improvements
- Lincoln Road Connectors
- Maurice Gibb Park Renovation (partial GOB funding)
- Maurice Gibb Park Soil Remediation
- Mid Beach Community Park (formerly Par 3) (partial GOB funding)
- Middle Beach Recreational Corridor Phase 3 (partial GOB funding)
- North Shore Oceanside Park Renovation
- North Shore Oceanside Park Beachwalk (partial GOB funding)
- Normandy Isle Park Turf Replacement
- Parking Garage at Parking Lot P16
- Pocket Park at 20th Street and Sunset Drive



## SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Protected Bike Lane Euclid Avenue between 5th Street and 16th Street
- Rue Vendome Public Plaza
- Shared Path on Parkview Island Park 73rd - 77th Street
- South Pointe Park Remediation Pedestrian Walkways
- South Pointe Neighborhood Identification Signs
- Sunset Harbor Pump Station #3 Screening
- Surface Lot 9D (P86) 6976 Indian Creek Drive
- Surface Lot at Biscayne Beach – 8100 Hawthorne Avenue

### • Projects in the planning phase include:

- BayWalk 10th to 12th Street – Marina
- Baywalk (GOB)
- Convention Center Canopy – Parking
- Flamingo Park & Youth Center (GOB)
- La Gorce Neighborhood (GOB)
- Log Cabin (GOB)
- Marine Patrol Fire/Police Facility (GOB)
- North Beach Yard
- Palm & Hibiscus Landscaping (GOB)
- Sabrina Cohen Adaptive Center
- Skate Park Improvements (GOB)
- Surface Parking Lot P48 Bass Museum
- 72nd Street Park & Parking Structure

## 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.

# OFFICE OF CAPITAL IMPROVEMENT PROJECTS

## CRITICAL SUCCESS FACTORS CONT'D

- 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.
- Meeting expectations of residents by expanding Communications Efforts and Community Outreach  
Another key component to the department's critical success is meeting the expectations of the City's residents. CIP has a very successful Community Outreach Program, which coordinates communications with residents and businesses for all capital projects, from the planning to the construction phase. Communication includes updating and maintaining the departmental website, as well as building relationships with homeowners' associations (HOAs) and neighborhood associations (NAs), and other civic groups within the City in order to provide updates as it relates to 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 over 20 projects in construction and over 25 additional projects in design, permitting, and procurement phases, with a construction value of approximately \$361 million (not including planning projects), construction activity is expected to peak within the next two to three years. In addition, there are over 10 projects in the planning phase which include GOB projects with a budget of over \$100 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.

