

PROPERTY MANAGEMENT

DEPARTMENT MISSION STATEMENT

We are committed to providing responsive and responsible facilities management services to develop, manage and maintain a safe, clean, functional and sustainable physical environment.

DEPARTMENT DESCRIPTION

The Property Management Department is responsible for the day-to-day operations and maintenance of the City’s assets, including: 100 municipal buildings, the Lincoln Road District, 39 bridges, 15 monuments, 23 fountains, 2 Special Taxing Districts (Normandy Shores and Biscayne Point), holiday lighting, oversight of the Convention Center, over 6 miles of pedestrian areas along the beaches and boardwalk, and 36 lifeguard stands, in coordination with other departments and divisions such as Parks and Recreation, Public Works, Beach Maintenance, and Greenspace Management. In total, over 4 million square feet are managed by the Department.

FACILITY TYPES AND SQUARE FOOTAGE

| Facility Type | # of Assets | Total Sq.Ft. | % of Total Sq.Ft. |
|-----------------------------------|-------------|------------------|-------------------|
| Office Buildings | 4 | 193,518 | 4.5 |
| Cultural Arts | 9 | 1,522,013 | 35.4 |
| Fire Stations | 5 | 55,195 | 1.28 |
| Maintenance & Operation Buildings | 14 | 106,896 | 2.49 |
| Parking Garages | 9 | 1,868,300 | 43.45 |
| Parks Facilities | 17 | 40,620 | 0.94 |
| Police Facilities | 4 | 321,999 | 7.49 |
| Recreation Facilities | 21 | 179,689 | 4.18 |
| Public Restrooms | 17 | 11,178 | 0.26 |
| TOTAL | 100 | 4,299,408 | 100 |

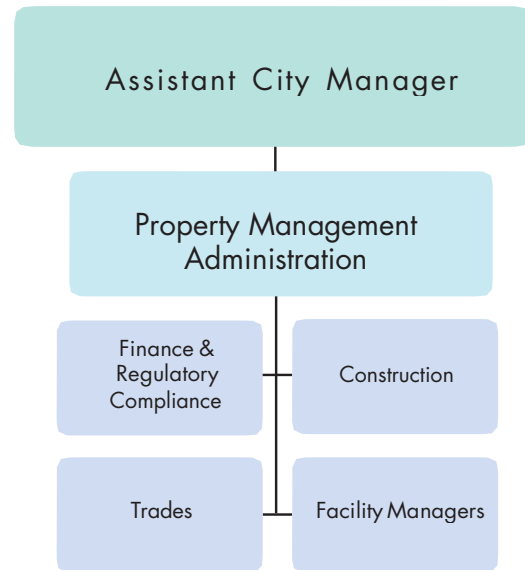
In addition, the Department also manages deferred and preventative maintenance needs as identified in the City’s Facilities Condition Assessment (FCA) within budgeted resources. For the upcoming fiscal year, the FCA indicates a need of \$4,658,410 in deferred maintenance. The FCA uses a Facility Condition Index (FCI) which is an industry-standard indicator that measures the relative condition of a facility by considering the costs of deferred maintenance and repairs as well as the replacement value of the asset. FCI is calculated as deferred maintenance plus current year replacement value.

FCI allows condition benchmarking between facilities of equal size and composition, both within and among institutions. The FCI is an indicator of the building’s overall condition and is categorized as follows:

- 0.00 to 0.10 = Excellent
- 0.11 to 0.20 = Good
- 0.21 to 0.30 = Fair
- Greater than 0.30 = Poor

DEPARTMENT DESCRIPTION CONT'D

The Department also provides design and construction services for a myriad of construction and upgrade projects budgeted through the City’s Capital Renewal and Replacement Program, which may include renovation and remodeling of work and public spaces, mechanical, electrical, and plumbing upgrades.



FISCAL ENVIRONMENT

The Property Management Department is an Internal Service Fund that is funded by all funds for services provided.



PROPERTY MANAGEMENT

STRATEGIC ALIGNMENT

Main Vision Area:

Environment & Infrastructure

Management Objectives:



- **Prosperity**
 - Develop the Convention Center campus
 - Revitalize targeted areas and increase investment
- **Environment & Infrastructure**
 - Make existing and new government buildings, assets and fleet efficient, sustainable, and resilient
- **Organizational Innovation**
 - Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement

Strategic Plan Actions:

- **COMPLETE** Lincoln Road renovation within 3 to 3.5 years
- **DEVELOP** a renovation and finance plan for the Fillmore Theater

Budget Enhancement Actions:

- Additional Holiday Lighting
- Implementation of Lifeguard Painting Cycle

Resilient305 Actions:

- **EXPAND** Renewable Energy

BUSINESS ENVIRONMENT

1. Outstanding Deferred Maintenance - The City is experiencing maturing infrastructure across all sectors, including its aging facilities. According to a facilities condition assessment completed in January 2015, the current level of deferred maintenance (i.e. maintenance that was due but not completed) is approximately \$19,396,199 for the period ending September 30, 2019. In addition, according to the FCA the known maintenance costs for FY 2020 is approximately \$4,658,410 for the period between October 1, 2019 and September 30, 2020. In contrast, the Department was allocated a total of \$10,752,000 during the last fiscal year for all current and deferred maintenance.

BUSINESS ENVIRONMENT CONT'D

2. Limited Staffing Resources - According to the International Facilities Management Association's (IFMA) Facility Management Staffing Report, the average staffing levels for annual maintenance costs reported by facilities managers is approximately:

| | Professional Staff (salaried exempt managers and supervisors) | Skilled Trades (electricians, plumbers, carpenters, painters, HVAC, controls, etc.) | Non-Skilled Trade* (custodial, grounds, moving) | Other Staff |
|---------------------|--|--|--|-------------|
| Industry Standard | 15.25** | 9.95** | 26.4** | 2.5** |
| Department Staffing | 17 | 16 | 0 | 0 |

*The majority of these services are currently contracted

**Derived from IFMA – Facility Management Staffing Report

As the IFMA benchmark indicates, the current staffing levels of the Department are experiencing a shortage. This is primarily true in the professional ranks where these services can be difficult to be obtained through a contracted services model. In an effort to improve and increase delivery of service and ensure buildings are well maintained, the Property Management Department implemented Facility Zone Managers dedicated to geographic areas that collectively comprise the entire City.

The zone management model allows for a significant improvement in coordination and accountability by having a Facility Zone Manager serve as a single point of contact for the assets in their assigned geographic area to maximize safe, efficient, and cost-effective operations. This concept has proven to be successful in the past with the addition of a Lincoln Road Manager and a Beach Maintenance Director.



PROPERTY MANAGEMENT

SIGNIFICANT ACCOMPLISHMENTS

- Replaced chiller at the 777 Building
- Replaced back-up chiller at Miami Beach Police Department
- Retrofitted water fountain (bottle fillers) throughout City Hall
- Replaced heating, ventilation, and air conditioning system (HVAC) at the North Shore Youth Center
- Installed occupancy sensors, window tinting, and upgraded electrical system at City Hall
- Replaced roof at Historic City Hall and the Bass Museum
- Coated roof at City Hall
- Upgraded lighting at 42nd Street Garage, Anchor Garage, and 7th Street Garage
- Remodeled Procurement and CIP Offices
- Restored 28th Street Obelisk and Flagler monument



CRITICAL SUCCESS FACTORS

1. Implement internal controls and oversight on purchases and expenditures
 - Improve internal controls and oversight on expenditure and contract compliance
 - Implement procurement standards
 - Improve budgeting practices and implement best practices and forecasting
 - Improve internal controls and oversight on purchases and implement a managed inventory program
 - Promote a culture that is proactive
 - Reduce deferred maintenance
 - Implement preventative maintenance programs
 - Implement performance metrics and move towards data-driven decision making
 - Implement standards through a phased, but systematic, review of equipment, hardware, finishes, furniture, and processes
 - Implement the use of technology for greater efficiency

CRITICAL SUCCESS FACTORS CONT'D

2. Continue developing an organizational structure that is customer-focused
 - Identify and procure services from providers to deliver high-quality and responsive service for:
 - Doors Repairs & Replacements
 - Preventive Maintenance programs
 - Generator Maintenance and Repairs
 - Roofing
 - Fountain Maintenance and Repairs
 - Painting
 - Electrical
 - Mechanical / Controls

FUTURE OUTLOOK

- Continue to address requirements within City buildings that are due for renewal/replacement in order to minimize the buildings' FCI (Facility Condition Index)
- Significantly reduce deferred maintenance list
- Reduce response time/turn-around on requests
- Incorporate sustainability best practices
- Complete projects within programmed year
- Complete work orders within 7 days of issuance
- Complete emergency work orders within 24 hours
- Improve customer service levels
- Standardization of facilities through design guidelines (including, but not limited to, light fixtures, plumbing fixtures, paint colors, etc.)
- New Computerized Maintenance Management System (CMMS)
- Develop/implement life cycle management

