

# OFFICE OF CAPITAL IMPROVEMENT PROJECTS

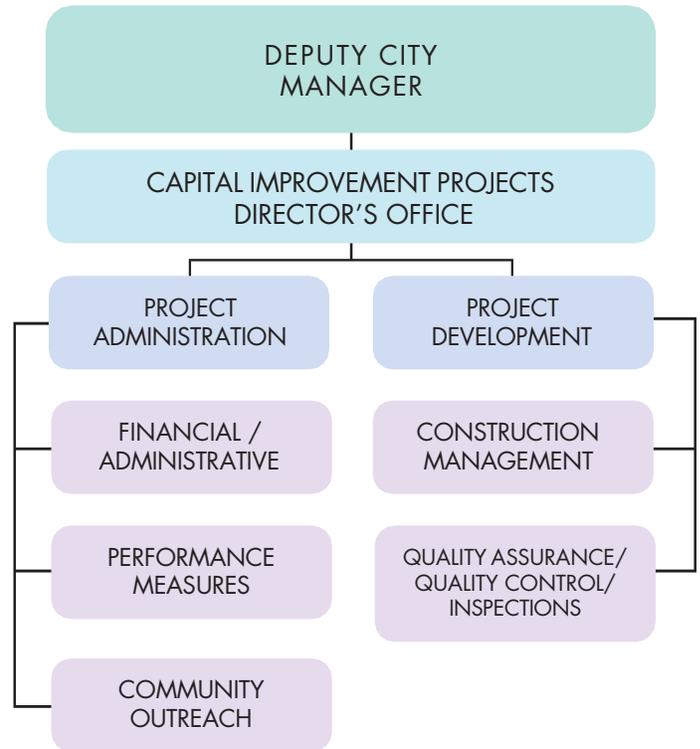
## DEPARTMENT MISSION STATEMENT

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 capital construction efforts into a single entity that would serve as a focal point for planning and construction program management activities. 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 improvement projects, parking facilities, park improvement projects, as well as sustainability and resiliency projects. These projects are necessary to improve, enhance, and maintain facilities along with 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 the General Obligation Bond as well as water/sewer and storm water bonds. Other sources of funding include grants, resort taxes, and parking fees. 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 includes senior management, project managers with various levels 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. 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 available to build 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 a measure to amend the 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 as well as police, fire and public safety.

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## 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 Fall 2024)
- **CREATE** Maurice Gibb Park 2 years after permitting (currently Spring 2024)
- **COMPLETE** the Bayshore Park 2 years after permitting (currently Winter 2024)
- **COMPLETED** 600 Alton Park in 2022
- **COMPLETE** North Beach Oceanside Park (by Winter 2023)
- **COMPLETED** Beach walk in 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 Miami Beach residents and City departments. Internal client departments include Public Works, Parking, Parks and Recreation, Facilities and Fleet Management, Office of Housing and Community Services, the Fire and Police departments. The delivery of large capital projects involves a myriad of processes and requires a high level of coordination among residents, homeowners/neighborhood associations, elected officials, Miami Beach owner agencies and external regulatory bodies. Stakeholders often play a significant role in the definition and design of a project from its inception through construction. The City's Storm Water Management Master Plan now incorporates the raising of streets and sidewalks as well as upgrades to the storm water system from a gravity to a pump-based system. CIP works with all 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 Historic Preservation Board in the development and successful implementation of all capital projects.

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## SIGNIFICANT ACCOMPLISHMENTS

- Completed **Mid Beach Recreational Corridor (MBRC) Phase III** – This section of the MBRC runs from 24 Street to 46 Street, providing connectivity northward along the beach up to 79 Street. This beachside amenity is part of the greater Atlantic Greenway Network (AGN), which aims to support the use of alternative modes of transportation along the Eastern Seaboard. The project replaces the prior raised wooden boardwalk in this area with an approximately 15-foot wide, on-grade, Americans with Disabilities Act (ADA)-accessible paver pathway that supports bicycles, pedestrians and other nonmotorized modes of transportation.
- Completed **Carl Fisher Clubhouse Historic Restoration** – The Carl Fisher Clubhouse is located behind the Miami Beach Convention Center, west of Washington Avenue along the Collins Canal, the Carl Fisher Clubhouse is the oldest public structure in the City of Miami Beach. It was designated a historic site/landmark in 1983. The original building was constructed in 1916 and served as the Miami Beach Municipal Golf Course Clubhouse. Over time, the building has served as a residence to Carl Fisher and an event space. In 1937 a small theater was annexed. This historic restoration project connects the two structures with an open patio space, refreshes the interior components with modern amenities and current technology while providing a refurbished facade and an elevated outdoor space. The design complements the adjacent Convention Center as well as the building's historic character.
- Completed **Rue Vendome Public Plaza** - This project involves raising Rue Vendome between Normandy Drive and 71 Street to create a level, accessible public plaza. The project includes traffic signalization adjustments, construction of the public plaza, landscaping, lighting, and other necessary improvements to encourage public use of the venue for community gatherings.

***Completed the Beachwalk project, which is a part of the Greater Atlantic Greenway Network that aims to support the use of alternative modes of transportation along the Eastern Seaboard.***

## SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Completed **Pride Park Fitness Area** – the new fitness area is in the northwest quadrant of Pride Park near the Miami Beach Convention Center. The fitness area consists of three pieces of fitness equipment designed by outdoor fitness company My Equilibria along with a special rubber flooring surface and new concrete walkway surrounding the fitness area. The equipment design is inspired by nature and features the same attention to detail as a contemporary work of art. The equipment includes a series of pull-up bars, parallel bars, and a workout bench. The facility will promote a healthy lifestyle among residents and visitors for years to come.
- Completed **Surface Lot at Biscayne Beach – 8100 Hawthorne Avenue (partial G.O. Bond funding)** – The project delivers vital improvements to the Biscayne Beach neighborhood by adding a new surface parking lot with 28 spaces, a new drainage system, landscaping, irrigation system, picket fencing and a precast concrete wall. The project also incorporates new lighting, conduits for security cameras and resilient infrastructure that features a new raised seawall and pervious pavement.
- Completed **Flamingo Park Handball Courts** - The project includes renovation of the Robert Haas and Joe Rubin Handball courts. New handball courts create yet another amenity within Flamingo Park for the community to enjoy. The renewed courts meet current play and safety standards. The project included resurfacing and rebuilding the courts, improved sports and general lighting, stucco repairs, new frameless windows and doors, new fencing as well as a new seating area and water fountains.
- **Other Completed and/or Substantially Completed projects:**
  - Indian Creek – Street Drainage Improvements Phase III
  - North Beach Oceanside Park Beachwalk (partial G.O. Bond funding)
  - Venetian Islands Seawall
- **Projects Under Construction include:**
  - Brittany Bay Park Outlooks and Living Shoreline & Park Renovation (partial G.O. Bond funding)
  - Carl Fisher Soil Remediation
  - Venetian Islands Roadway Improvement
  - North Beach Oceanside Park

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## SIGNIFICANT ACCOMPLISHMENTS CONT'D

- **Projects in the design phase include:**
  - Bay Garden Manor Baywalk Link
  - 23 Street Streetscape Improvements
  - Bayshore Park Par 3 (partial G.O. Bond funding)
  - Bayview Terrace Baywalk Link
  - Baywalk 10 to 12 streets — Marina
  - Baywalk Pedestrian Bridge (G.O. Bond)
  - Biscayne Beach Additional Parking
  - Chase Avenue/34 Street Shared Use Path
  - Collins Park Performing Arts Venue
  - Dade Boulevard Shared Use Path
  - Fire Station I (G.O. Bond)
  - Flamingo Park Softball Field (G.O. Bond)
  - Flamingo Park Baseball Field (G.O. Bond)
  - Flamingo Park Phase III (G.O. Bond)
  - Indian Creek Protected Bike Lanes
  - Lincoln Road Improvements
  - Marine Patrol Fire/Police Facility (G.O. Bond)
  - Maurice Gibb Park Renovation (partial G.O. Bond funding)
  - NSPYC Exterior Café and Restrooms
  - North Beach Entrance Signs
  - Pine Tree Drive and 46 Street Circle
  - 41 Street Corridor Improvements
  - South Bay Club Baywalk Link (G.O. Bond)
  - Shane Watersport Seawall
  - Waterway Restoration
  - West Avenue — Phase II Neighborhood Improvements North of 14 Street
  - West Avenue — Phase II Neighborhood Improvements South of 14 Street
- **Projects in the planning phase include:**
  - 72 Street Community Complex (G.O. Bond)
  - Flamingo Park Youth Center Facility (G.O. Bond)
  - Liberty Avenue Improvements
  - Log Cabin (G.O. Bond)
  - Lummus Park
  - North Shore Baseball Fields Lighting (G.O. Bond)
  - Ocean Drive Corridor
  - Ocean Rescue NOBE Facility
  - Parking Garage at Parking Lot P16
  - Shared Path on Parkview Island Park 73 to 77 streets
  - Stillwater Entrance
  - 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 that provides a standardized or consistent process for reviewing construction documents for constructability as well as reevaluating 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 that 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 Capital Improvement Projects. CIP continues to look at ways in which processes can be further improved to achieve better efficiency and effectiveness. Discussions are frequently held with client departments to evaluate the current project status and 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 coordinators to the three sections of the City: South, Mid and North Beach. This has improved interdepartmental communication as well as customer service for both residents and businesses. Communication includes updating and maintaining the departmental website, as well as building relationships with homeowner associations (HOAs) and neighborhood associations (NAs) as well as other

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## CRITICAL SUCCESS FACTORS CONT'D

civic groups within the City to provide updates with respect 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 contractors. Anti-degradation policies for Biscayne Bay, coupled with high levels of naturally occurring ammonia and existing contamination due to human-caused 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 raise 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 residential 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, CIP will continue to deliver projects and advance the design and construction of parks, parking garages, Beachwalks, bike paths, infrastructure, streetscape improvements and City facilities.

With six projects in construction and 26 additional projects in design, permitting and procurement phases, with a construction value of approximately \$380 million (not including planning projects), construction activity is expected to peak within the next two to three years. In addition, there are nine projects in the planning phase that include G.O. Bond projects with a budget of over \$119 million.

Other possible issues that continue to affect the program include requests from the community and internal owner departments, resulting in additional scope as projects come online and throughout the development phase. As streamlining of internal reviews continues, CIP will make every effort to reduce review times. It will also strive to expedite and reduce comments that are not relative to the established scope and project budget. These issues continue to be managed by the team to determine appropriate and expedient solutions.

