

# OFFICE OF CAPITAL IMPROVEMENT PROJECTS

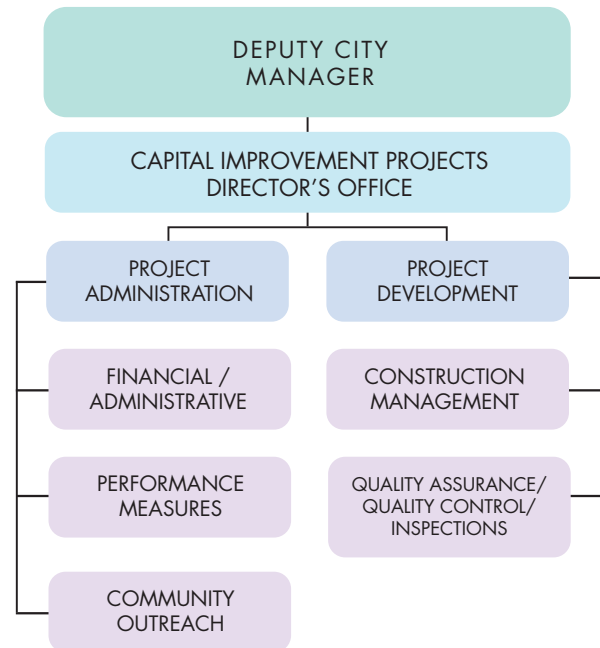
## DEPARTMENT MISSION STATEMENT

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, the new Arts and Culture Bond program, Water and Wastewater Bond program, Storm Water Bond program, and the North Beach Community Redevelopment Area infrastructure program, improving the City’s infrastructure, public facilities, parks, beaches, golf courses, and public safety equipment and improving facilities for resiliency of arts and cultural institutions.

## 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, General Obligation Bond for Arts and Culture, 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. For many years, the allocation applied to each capital project was 6.5% of the total project budget, regardless of project size. In 2022, an analysis was conducted by a financial consultant to address the inequity of utilizing a singular percentage to fund the cost of management oversight by the CIP Department. City Commission approved a new allocation methodology that includes a tiered percentage structure that scales down as the project budget increases. Chargebacks associated to projects in development, but not yet budgeted, will be charged to the appropriate Fund.

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. A General Obligation bond for Arts and Culture was approved by Miami Beach voters on November 8, 2022. This bond in the amount of \$159 million will fund the improvements of facilities for resiliency of arts and culture institutions throughout the City, including museums, performance venues, artistic playgrounds, senior/cultural centers, botanical garden, aquatic sculpture park, and related artist/workforce housing.

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## STRATEGIC ALIGNMENT

Main Vision Area:

### Environment & Infrastructure

Management Objectives:



- **Environment & Infrastructure**

- Improve our aging drinking water and sewer infrastructure to protect drinking water quality, public health and fire protection
- Reduce risk from storms, high tides, groundwater, and sea level rises Reduce risk from storms, high tides, groundwater, and sea level rise by continuously improving our sea level rise adaptation and integrated stormwater program through the best science and technology, including green and blue infrastructure and mobility priorities while minimizing construction disruption, optimizing design aesthetics, and community engagement. Keep the entire program on-time, on-budget, and moving forward with adequate financing

- **Prosperity**

- Develop the Convention Center campus including the hotel, parks, the Fillmore, and working with partners to program conventions and shows
- Revitalize targeted areas and increase investment through master plans and business vibrancy efforts as well as core services like safety and code enforcement. Better leverage our assets and parking lots. Areas include North Beach, Ocean Drive, 41 Street, Lincoln Road and Washington Avenue.

- **Neighborhoods**

- Provide quick and exceptional fire and emergency response. Continuously improve emergency preparedness to better respond to shocks like hurricanes to bounce back as quickly as possible.
- Enhance the beautification, physical appearance and cleanliness of neighborhoods especially North Beach, City rights-of-way, town center areas, parks and beaches
- Evolve parks and green spaces to meet the changing needs of the community through creating a Parks Master Plan to improve programming, facilities, cycling, and water management. The plan should include iconic art, cultural opportunities and appropriate lighting.

- **Mobility**

- Improve the walking and biking experience by providing safe, properly lit, shaded and well-maintained bike lanes, sidewalks, Beachwalk and Baywalk

## STRATEGIC ALIGNMENT CONT'D

- **Organizational Innovation**

- Implement the General Obligation (G.O. Bond) as promised to residents, through responsible oversight and coordinated project phasing
- 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:

- **DEVELOP** a renovation and finance plan for The Fillmore theater
- **MAKE** substantial progress on North Beach Town Center/ Byron Carlyle/Ocean Terrace
- **COMPLETE** 41 Street Corridor Improvements
- **COMPLETE** Lincoln Road renovation within 3 to 3.5 years
- **ELEVATE** the Collins Park Cultural District
  - Renovation of Collins Park Rotunda by 2024
  - Renovation and Expansion of Bass Museum of Art by 2027
  - Miami New Drama Collins Park Cultural Center by 2025
- **COMPLETE** Ocean Drive renovation, activation and programming
- **COMPLETE** Fire Station 1
- **COMPLETE** North Beach Ocean Rescue Facility.
- **COMPLETE** Marine Patrol Facility
- **COMPLETE** Maurice Gibb Park
- **COMPLETE** Par 3 Park (Bayshore Park)
- **COMPLETE** North Beach Oceanside Park
- **COMPLETE** 72 Street Community Center
- **COMPLETE** street improvements associated with larger infrastructure projects such as West Avenue and First Street
- **ADVANCE** the Miami Beach Mooring Field
- **MAKE** substantial progress on the Baywalk

### Budget Enhancement Actions:

- N/A

## 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, and 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

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## BUSINESS ENVIRONMENT CONT'D

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, Public Safety and Neighborhood Quality of Life, Land Use and Sustainability, Design Review Board and the Historic Preservation Board in the development and successful implementation of all capital projects.

## SIGNIFICANT ACCOMPLISHMENTS

- Completed **North Beach Oceanside Park Beachwalk** – The last segment of the Beachwalk which runs from 79 Street to 87 Street, providing connectivity from South Point Park northward along the beach up to 87th Terrace. 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 includes a 25-foot wide, on-grade, Americans with Disabilities Act (ADA)-accessible paver pathway that supports bicycles, pedestrians and other nonmotorized modes of transportation, as well as 585 new trees and palms, beach showers and turtle-friendly lighting.
- Completed **Brittany Bay Park Overlook and Living Shoreline & Park Renovation** (partial G.O. Bond funding)

**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

- **Other Completed and/or Substantially Completed projects:**
  - Biscayne Beach Additional Parking
  - North Beach Oceanside Park Beachwalk (partial G.O. Bond funding)
- **Projects Under Construction include:**
  - 23<sup>rd</sup> Street Streetscape Improvements
  - Venetian Islands Roadway Improvement
  - North Beach Oceanside Park
  - Maurice Gibb Park Renovation (partial G.O. Bond funding)
  - Bayshore Park Par 3 (partial G.O. Bond funding)
  - Stillwater Entrance
  - West Avenue — Phase II Neighborhood Improvements North of 14 Street
- **Projects in the design phase include:**
  - 41 Street Corridor Improvements
  - 72 Street Community Complex (G.O. Bond)
  - Bay Garden Manor Baywalk Link
  - Bayview Terrace Baywalk Link
  - Baywalk 10 to 12 streets — Marina
  - Baywalk Pedestrian Bridge (G.O. Bond)
  - 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 Baseball Field (G.O. Bond)
  - Flamingo Park Historic Lodge
  - Flamingo Park Phase III (G.O. Bond)
  - Flamingo Park Softball Field (GOB)
  - Indian Creek Protected Bike Lanes
  - Liberty Avenue Improvements
  - Lincoln Road Improvements
  - Lummus Park
  - Marine Patrol Fire/Police Facility (G.O. Bond)
  - NSPYC Exterior Café and Restrooms
  - North Beach Entrance Signs
  - Ocean Drive Corridor
  - Ocean Terrace Park
  - Pine Tree Drive and 46 Street Circle
  - Pride Park Enclosure
  - South Bay Club Baywalk Link (G.O. Bond)
  - Shane Watersport Seawall & Dock Ramp
  - Waterway Restoration - Biscayne Point Island (GOB)

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## SIGNIFICANT ACCOMPLISHMENTS CONT'D

- **Projects in the planning phase include:**
  - Art Deco Welcome Center (Arts/Culture)
  - Aquatic Sculpture Park (Arts/Culture)
  - Bass Museum of Art (Arts/Culture)
  - Bryon Carlyle Theater (Arts/Culture)
  - Fillmore Miami Beach (Arts/Culture)
  - Flamingo Park Youth Center Facility (G.O. Bond)
  - Log Cabin (G.O. Bond)
  - Miami Beach Bandshell (Arts/Culture)
  - Miami Beach Botanical Garden (Arts/Culture)
  - Miami City Ballet (Arts/Culture)
  - Miami New Drama at Collins Park Garage (Arts/Culture)
  - North Shore Baseball Fields Lighting (G.O. Bond)
  - Ocean Rescue NOBE Facility
  - West Avenue — Phase III Neighborhood Improvements

## CRITICAL SUCCESS FACTORS

- Implementing capital projects with increased capital costs  
The COVID-19 pandemic has continued to disrupt global supply chains, resulting in increased capital project costs and delayed supply of materials. The heightened cost escalation of materials and labor has dramatically impacted all Capital Projects in the City. Given the uncertainty of the global markets' disruption, the City has opted to prioritize funding for critical renewal and replacement projects and key existing capital projects. Other special revenue fund projects will proceed based on need and funding availability (i.e., Parking, Transportation, Convention Center, Water & Sewer, and Storm Water)
- Delivering construction projects within budget while meeting the required level of service  
CIP continues to look at ways in which processes can be further improved to achieve better efficiency and effectiveness. 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 or reduce construction costs.

## 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 has identified essential metrics for project scheduling, planning and tracking.

A key factor in the successful delivery of a capital project is the identification of opportunities to implement more effective and efficient ways to address impacts to the project's critical path. Issues such as extensive regulatory requirements, permitting delays, added scope during the project implementation phase, contractor performance issues and any other circumstances that impact the successful delivery of the projects.

- Addressing expectations of residents and stakeholders  
Another critical component to the department's success is addressing the expectations of the City's residents and other stakeholders by maintaining constant, streamlined, accurate and concise communication.

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 are utilized to communicate the department's message in collaboration with the City's Communications Department.



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## FUTURE OUTLOOK

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In the next five years, CIP will continue to deliver projects and advance the design and construction of parks, parking garages, baywalk, bike paths, infrastructure, streetscape improvements and City facilities.

With ten projects in construction and 25 additional projects in design, permitting and procurement phases, with a construction value of approximately \$364 million (not including planning projects), construction activity is expected to peak within the next two to three years. In addition, there are 18 projects in the planning phase that include G.O. Bond projects and projects from the new G.O. Bond Arts and Culture program with a budget of over \$221 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.

