



# MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

## COMMITTEE MEMORANDUM

TO: Mayor Matti H. Bower and Members of the City Commission  
FROM: City Manager Jorge M. Gonzalez  
DATE: May 5, 2009

This shall serve as written notice that a meeting of the Finance and Citywide Projects Committee has been scheduled for May 5, 2009, at 2:30 P.M. in the City Manager's Large Conference Room.

The agenda is as follows:

### OLD BUSINESS

**1. Discussion of Proposed Line of Credit.**

Patricia Walker, Chief Financial Officer

**2. Discussion regarding status, design and budget for the New World Symphony parking garage and park.**

Tim Hemstreet – Assistant City Manager  
Discussion Item

**3. Little Stage Theater operational issues**

Hilda Fernandez – Assistant City Manager

**4. Discussion regarding a concession agreement with One Washington Avenue, Corp. for a concession in South Pointe Park adjacent to the Smith & Wollensky Restaurant to be used as an auxiliary dining area.**

Hilda Fernandez – Assistant City Manager

### NEW BUSINESS

**5. Discussion regarding closing older liens imposed by the City of Miami Beach potential amnesty and or collection scenarios and certain procedural changes to improve the lien system**

Robert Middaugh – Assistant City Manager

**6. Presentation by TCBA Watson Rice LLP Regarding Building Department Organizational and Operational Review and Analysis**

Alex Rey – Building Director

**7. Drainage improvements on 44<sup>th</sup> and Royal**

Robert Middaugh – Assistant City Manager

**8. Altos Del Mar Sculpture Park project**

Hilda Fernandez – Assistant City Manager

**9. Discussion regarding transitioning certain operating activity and the associated funding for The Bass Museum of Art to The Friends of The Bass Museum, Inc.**

Max Sklar – Director of Tourism and Cultural Development

**10. Discussion regarding funding sources to replenish the \$50,000 appropriated from the general fund unallocated fund balance**

Kathie Brooks - Budget & Performance Improvement Director

**11. Update on South Pointe Pier Project**

Fred Beckmann – CIP Interim Director

**Finance and Citywide Projects Committee Meetings for 2009:**

**May 5, 2009**

**June 25, 2009**

**July 21, 2009**

**August 13, 2009**

**September 24, 2009**

**October 29, 2009**

**November 17, 2009**

**December 15, 2009**

JMG/PDW/rs/ns

*To request this material in accessible format, sign language interpreters, information on access for persons with disabilities, and/or any accommodation to*

*review any document or participate in any city-sponsored proceeding, please contact 305-604-2489 (voice), 305-673-7524 (fax) or 305-673-7218 (TTY) five days in advance to initiate your request. TTY users may also call 711 (Florida Relay Service).*

Cc. Mayor and Members of the City Commission  
Management Team

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# MIAMI BEACH

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## COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jorge M. Gonzalez, City Manager

DATE: May 5, 2009

SUBJECT: **DISCUSSION REGARDING THE AUTHORIZATION OF LOANS IN AN AGGREGATE PRINCIPAL AMOUNT NOT TO EXCEED \$60,000,000 OUTSTANDING AT ANY TIME FROM SUNTRUST BANK, BANK OF AMERICA, N.A., AND WACHOVIA BANK, NATIONAL ASSOCIATION TO PAY COSTS OF WATER, SEWER AND STORMWATER PROJECTS; AUTHORIZING THE EXECUTION AND DELIVERY OF LOAN AGREEMENTS AND PROMISSORY NOTES TO EVIDENCE THE OBLIGATION OF THE CITY TO REPAY SUCH LOANS; PROVIDING SECURITY FOR THE REPAYMENT OF THE LOANS; AUTHORIZING OTHER ACTIONS IN CONNECTION WITH THE LOANS AND THE FINANCING PROGRAM; AND PROVIDING FOR AN EFFECTIVE DATE.**

### ANALYSIS

The City needs additional funding to complete the Water, Sewer and Stormwater portions of the right of way projects. Typically the City would issue revenue bonds secured by a pledge of revenues from these three funding sources individually. The City currently has unspent fully committed bond proceeds from the last issuance of Water, Sewer, and Stormwater bonds. Until the majority of these proceeds, including interest earned, are spent the City will be prohibited from issuing additional tax-exempt bonds.

The City has worked closely with major local solvent banks to secure a proposed line of credit that will meet its financial commitment needs for the next 12 to 18 months. The City has secured a combined offer from SunTrust, Bank of America, and Wells Fargo/Wachovia for a proposed \$60 million line of credit for 18 months. The line of credit should allow the City to award the majority of the projects planned for fiscal year 2009 preceding the first issuance of the Water & Sewer and Stormwater bonds anticipated in 2010.

In order to proceed with additional projects, increased utility rates need to be in place in early fiscal year 2010 to generate sufficient debt service coverage that would allow an extension of the line of credit such that additional projects could be awarded in 2010 preceding the issuance of additional bond financing in 2012.

The City plans to use the proposed line of credit to award scheduled projects while spending existing bond proceeds on both existing projects as well as those secured by the line of credit. This strategy should expedite the expenditure of existing funds, minimize the need to draw against the line of credit and facilitate the issuance of future tax-exempt bonds while building the required debt service coverage.

As previously mentioned, the City will have a line of credit with SunTrust, Bank of America, and Wells Fargo/Wachovia. The line of credit with each bank will be for \$20 million with an aggregate principal balance of \$60 million. The three banks require that the City maintain a minimum of \$4 million or 20% of their respective committed amount in deposits with their institution during the term of the lines of credit.

It is anticipated and the City covenants that the City will issue long term debt in the future to refund the lines of credit prior to maturity. No additional utility debt may be issued unless the proceeds are used to retire the lines of credit. The City may prepay the line of credit prior to maturity at any time without penalty. Any prepayment shall be made prorate on each line of credit.

Draws against the line of credit will have a variable interest rate equal to the greater of (1) 2.00% or (2) the 30-day Libor rate plus 1.55%. The current 30-day Libor rate is .43%, as of April 30, 2009.

There will be a bank origination fee equal to 10 basis points (.10%) of the amount of the line of credit, or \$60,000. In addition, there will be an annual fee of 80 basis points (.80%) on the unused portion of the line of credit.

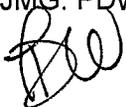
## **BACKGROUND**

Florida law requires all governments to have funds available in the amount of the contract at the time of awarding the contract. Additionally, the current economic conditions would make the issuance of bonds extremely expensive. Thus, the most effective way to meet the City's financing needs, without incurring significant additional cost, is to obtain a line of credit. This line of credit would be guaranteed by a covenant to budget and appropriate non-ad valorem revenues from the General Fund.

Under this approach, the City could utilize the line of credit to meet its financial commitment needs and be in compliance with state law while spending its existing bonds proceeds.

In accordance with Section 218.385, Florida Statutes, as amended, undertaking this financing program on a negotiated basis through the line of credit is in the best interest of the City (rather than a sale through competitive bidding) and will serve a proper public purpose because the offer (1) borrowing at lower rates than those which the City could command in the market, and (2) flexibility of financing which could not be obtained in a sale through competitive bidding.

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**DISCUSSION ITEM**

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# MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

## COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jorge M. Gonzalez, City Manager

DATE: April 14, 2009

SUBJECT: **DISCUSSION REGARDING STRATEGIES TO CLOSE OLDER LIENS IMPOSED BY THE CITY OF MIAMI BEACH POTENTIAL AMENESTY AND/OR COLLECTION SCENARIOS AND CERTAIN PROCEDURAL CHANGES TO IMPROVE THE LIEN SYSTEM.**

Using a cut-off date of January 2007, the City has approximately 395 liens that are older than that date. Of the total number of liens approximately 134 are in excess of \$100,000, and 261 are less than \$100,000 in value. The distribution of the liens by value is as follows:

### Those liens less than \$100,000

Dollar Amount	Percentage %
Less than \$5,000	17%
Less than \$5,000 to \$15,000	17%
Less than \$15,000 to \$30,000	22%
Less than \$50,000 to \$60,000	22%
Less than \$60,000 to \$100,000	22%

### Of those liens exceeding \$100,000 are distributed by value as follows:

Dollar Amount	Percentage %
\$100,000 to \$150,000	43%
\$150,000 to \$200,000	21%
\$200,000 to \$300,000	15%
\$300,000 to \$500,000	13%
Over \$500,000	8%

The January 2007 threshold date was selected as most representative of the older cases in the City's system. Cases newer than January 1, 2007 are typically smaller in lien value and/or still within the jurisdiction of the Special Master and more easily and appropriately dealt with.

Administratively, the data base on liens is being updated to identify more precisely those properties that are still not in compliance with an enforcement order and to establish an address or contact point for the respective properties that is valid. One of the historic problems the City has in managing liens is that many of the older liens have a property

address or contact address based on tax records that have not been updated or may have been incorrectly entered at the initial violation. As such, notice to some of these properties has been problematic and has been one of the reasons that several of these liens still remain outstanding or unresolved. In the Administrative update process, the older liens will be compared against property tax records as a first check and then with other resources such as [www.sunbiz.org](http://www.sunbiz.org) which is more current with property contact address information.

Once an accurate data base of compliance versus non-compliance and property address has been compiled, a member of the Administrative staff will be detached for a short period of time to focus on the resolution and closure of the outstanding liens.

For those liens which are in compliance each property owner will be contacted and offered an opportunity to settle the outstanding lien amount. For those liens within the Administration's ability to settle (less than a \$100,000 reduction in the lien amount) an amnesty program will be developed and implemented that allows the City to close the majority of the outstanding liens and generally purge the system of a significant volume of the older liens. Of those liens that require in excess of \$100,000 reduction in their lien amount, a referral to discuss the policy position to be assumed by the City on these liens, most of which are larger in size, is being recommended.

For the group of liens which is not yet in compliance, the Administration person who is detached for this assignment will confirm that there is no compliance by a site visit and a notice to the property owner will be provided to address the compliance associated with the specific property. To the extent properties are found to be in compliance and/or promptly come into compliance those will be considered in the programs previously mentioned. Those not in compliance and refusing to come into compliance will be forwarded for further action up to and including a Notice of Foreclosure.

Procedurally one change is being implemented that will require a periodic notice to persons who have been ordered to pay a fine by the Special Master to assure the property owners awareness of the fine and further to insure that the initiating City Department is diligently pursuing compliance. As the lien function will become more of a collection function in its orientation moving forward, that activity will be located in the City's Finance Department which routinely deals with matters of this nature.

In addition to the manner in which the City Commission would like to address liens requiring in excess of \$100,000 reduction, the Administration would also suggest that the Finance and Citywide Projects Committee discuss a number of other possible initiatives to better streamline the process going forward.

Consideration of a rewrite of the Section of City Code which deals with the imposition of fines may help to improve the overall lien system. At the present time there is little codification to address the penalty that is to be associated with varying types of offenses under City Code. A good example in which a specific fine amount was legislated by the City Commission is found in the enactment of the revised and updated Noise Ordinance. In this Ordinance the City Commission made the policy determination on the appropriate penalty associated with that specific type of infraction. By reviewing other infractions and the appropriate penalty to be associated with said infractions, the City Commission would provide important policy direction and consistency throughout the system, while at the same time providing for more fairness in the time duration associated with the running of fines so that large fines do not accumulate over time.

Another policy consideration which would help the system is in the amount of jurisdiction time that is available to the Special Master for compliance cases. At the present time the City Code provides that the Special Master maintains jurisdiction over a case for one (1) year from the date the Special Master imposes a fine for the property. The Finance and Citywide Projects Committee may wish to consider alternate jurisdiction approaches that tie the Special Master jurisdiction more closely to compliance rather than a specific period of time. In this approach the Special Master would retain jurisdiction of a case until such time as the infraction has been resolved. This approach maintains continuity both in terms of case management and evidence. Changing the jurisdiction period also focuses the process to a greater level on achieving compliance than the current jurisdiction period enables.

In the Administration review and discussion of the lien process there are a significant number of variables that can and many times do make the system complex and difficult to manage. The steps outlined in this referral item and the subsequent policy direction to be obtained from the City Commission, will be a good start to update and to improve the system and it is hopeful that in the conversations to follow, additional ideas and approaches can be generated that will enable the system to improve even beyond what it anticipated or discussed in this memo.

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## COMMISSION MEMORANDUM

TO: FINANCE AND CITYWIDE COMMITTEE

FROM: Jorge M. Gonzalez, City Manager

DATE: May 5, 2009

SUBJECT: **PRESENTATION BY TCBA WATSON RICE LLP REGARDING BUILDING DEPARTMENT ORGANIZATIONAL AND OPERATIONAL REVIEW AND ANALYSIS AND A PRESENTATION BY THE BUILDING DEVELOPMENT TASK FORCE ON ITS IMPROVEMENT PLAN**

### **BACKGROUND**

On August 13, 2008, the City entered into a contractual agreement with TCBA Watson Rice to conduct a Building Department Organizational and Operational Review. The consultants have conducted their work and are prepared to present their report.

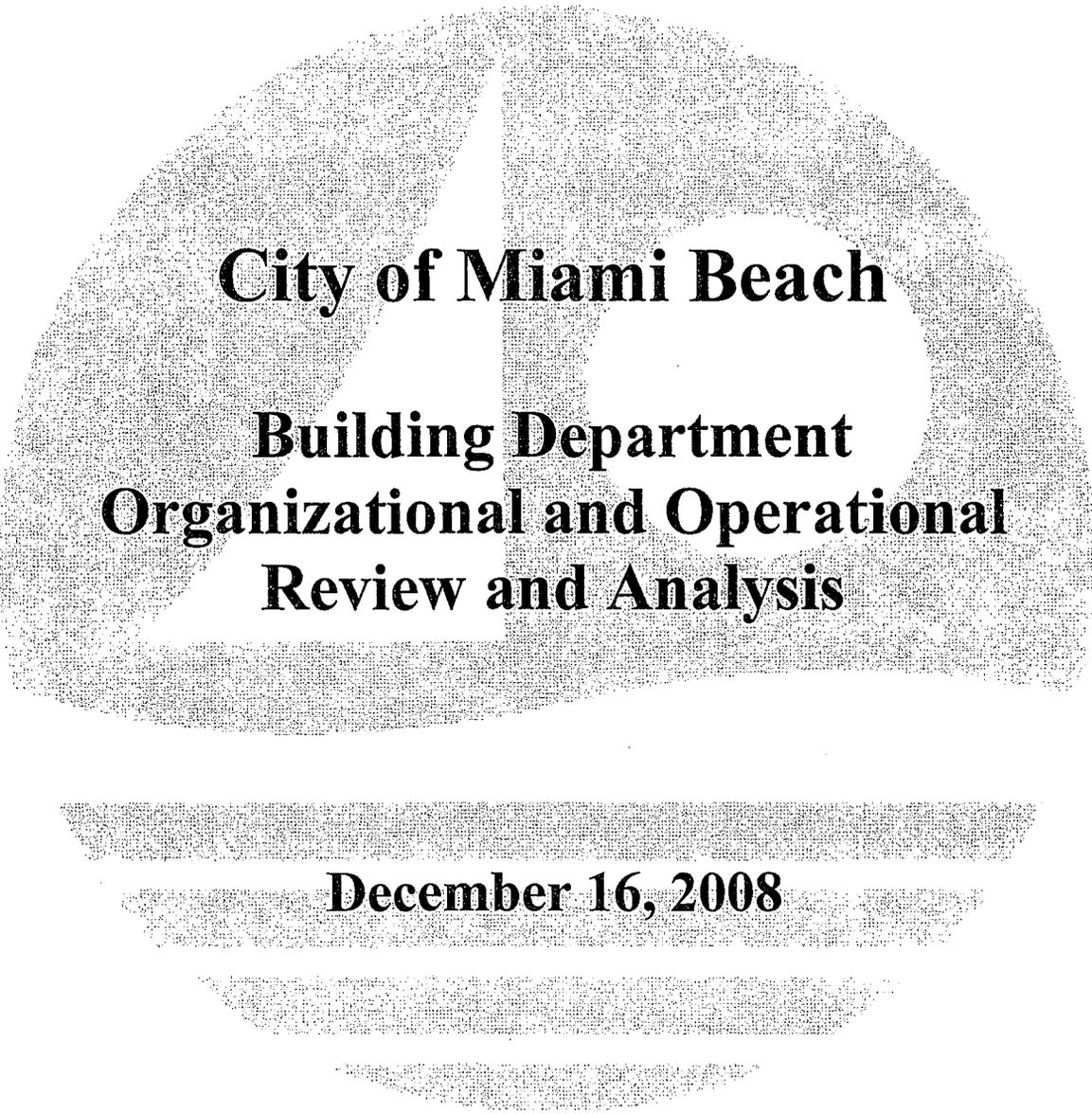
TCBA Watson Rice completed their organizational and operational review and analysis of the Building Department. A copy of the "Introduction" and "Executive Summary" sections of their report is attached (Attachment I). The "Executive Summary" addresses the four areas of the scope of services of their engagement: an organizational and operational review and analysis of the Building Department; a review of the Permit Fee and Cost Allocation Plan request for proposal; the identification of outsourcing/privatization opportunities and considerations; and, the identification of "best practices" used by other similar organizations.

A list of their comprehensive recommendations is included at the end of their "Executive Summary." Their "FINAL REPORT" was formally delivered to us at the April 14, 2009 meeting and their findings were presented to the TRAC Committee on April 16, 2009.

The Building Development Task Force Departments (Building, Planning, Fire, and Public Works) have met with Watson Rice and reviewed all of the recommendations. In general, the Departments agreed with the recommendations and have initiated steps to implement many of them, and in some cases, have fully implemented them. This exercise has yielded well coordinated efforts, and the departments did not wait until the final report is issued to begin addressing the concerns raised by Watson Rice.

Furthermore, the Departments have developed a long list of short and long term improvements. We have separated these improvements into four general categories: technology, financial and management, service quality and internal controls. Attachment II is a copy of the synopsis of our improvement plan.

JMG/AR



**City of Miami Beach**

**Building Department**  
**Organizational and Operational**  
**Review and Analysis**

**December 16, 2008**

# City of Miami Beach Building Department Organizational and Operational Review and Analysis

## I. INTRODUCTION

For several years, the City of Miami Beach's Building Department and related departments involved in the building/development process have been challenged by administrative and operating issues. As a result, the City has engaged in several studies of its building/development departments designed to improve their operations and service delivery capabilities.

In January 2000, the then City Manager made a report to the then City Commissioners (Commission Memorandum No. 55-00, dated January 12, 2000) on the status of implementing recommendations made by its Business Resolution Task Force (BRTF). The task force's recommendations, which were the result of a seven (7) month study by a group of fourteen (14) individuals with varying backgrounds, were included in its report dated November 30, 1999. The report's recommendations were grouped into five (5) categories: Expedite Permitting, Improve Customer Service, Simplify Land Use Boards Process, Improve Staffing and Hiring, and Invest in Technology. The chairperson of the task force noted in the cover letter to the report the following statement: "Tangible results can only be achieved if the City commits to implementing the recommendations and monitors the progress of their implementation."

On January 30, 2006, the City Manager announced the creation of the Building Development Process Taskforce (BDPT) in a "Letter to Commission" (LTC No. 028-2007). The mission of the task force was " ... to improve the City's service delivery in the area of construction and development services through a partnership and dialogue between City departments involved throughout the process and industry representatives." Representatives from the Building Department, Public Works, Fire Prevention, and Planning/Zoning formed an interdepartmental group charged with conducting a process review and recommending short, medium, and long-term solutions to process challenges identified in their review. Interdepartmental recommendations were to be tempered by input on issue resolution and strategy from industry representatives during public meetings. The City manager anticipated that this process would result in "significant improvements" to the building/development process. The efforts of this task force are ongoing today.

The City's Internal Audit Division conducted a regularly scheduled audit of the Building Department. Prior to the initiation of the audit, which was scheduled to start during the 2006/2007 fiscal year, Building Department management brought to the attention of Internal Audit concerns surrounding the lack of accountability, procedures, and controls in place impacting the integrity of permit fees collected. The Internal Audit Division increased the scope of their audit to include an assessment of the reliability and integrity of building permit fees collected, while considering the implementation of a simplified building permit fee structure. The audit's findings and recommendations were submitted to the current City Manager in a report dated July 3, 2008. The report covered the period October 1, 2006 through December 31, 2007. The audit mentioned numerous areas where the Department faced operational challenges and challenges associated with

**City of Miami Beach Building Department**  
**Organizational and Operational Review and Analysis**

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the proper assessment and collection of permit fees, and with the use and interpretation of the permit fee schedule.

In addition to the internal audit, the Internal Audit Division provided the Building Department with a separate audit staff person to conduct an ongoing review of the fee calculation process for all permits at closeout. This activity has identified over \$6 million of previously not assessed and uncollected revenue for the fiscal year ended 2007. This process is ongoing.

The Miami Beach Chamber of Commerce also commissioned a review of the City departments involved in the building and permitting process. The Chamber's Building and Permitting Committee "... was created to voice its concerns and suggest balanced solutions and improvements" to the numerous issues and complaints of dissatisfaction with City services the Chamber received from the business and residential community. The committee's findings and recommendations were addressed in a "List of Concerns & Solutions," which represented the body of its report to the Chamber dated February 19, 2008. Their report is being reviewed by the Building Department.

Other factors have also contributed to the need for the Building Department to improve its image and provide quality services to its customer base in an environment of trust.

In September 2006, a Chief Electrical Inspector in the Building Department was arrested for allegedly taking bribes. In March 2008, two Building Department employees and a Planning Department employee were arrested for participating in alleged illegal activities and one Building Department employee voluntarily resigned from the Department. The then head of the Building Department, whose performance was under question, resigned his position after being on the job approximately two and a half years. Additionally, the results of the internal audit of the Department's building permit fees identified problems in the administration of the fee process, including, but not limited to, use of a complicated, confusing, and inadequately designed system for the calculation of fees; improper assessment and under-collection of fees; and, general deficiencies in the systems and controls in effect over the process.

The Department has had five (5) department heads over the period 2005 - 2008; three of which have been the City's Building Official. In 2001, the Department had approximately 49 employees. In 2008 the Department had or is authorized 79 employees. The Department has grown so fast that its processes, systems, and procedures have not kept pace with the growth.

It is in this atmosphere that the City continues its efforts to restructure the Building Department and improve its operations and operating efficiency.

**City of Miami Beach Building Department**  
**Organizational and Operational Review and Analysis**

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The current City Manager's office has worked closely with Building Department management and support staff to identify areas for improvement in operations and opportunities to enhance and develop administrative systems. Through those efforts, City and Building Department management have already identified issues at the Department that needed to be addressed. The City Manager's office has sought to ensure that issues that are important to the organization's operations are identified, analyzed, and resolved through organizational, administrative, and system improvements. This project engagement was structured to facilitate those general objectives.

The objectives and scope of services for this engagement were stated in a detailed work plan which was included as "Attachment A" to this firm's contract for professional services with the City. In summary, we were to address four areas in our review and analysis of the Building Department. Those areas are identified as follows.

- Conduct an organizational and operational review of the Building Department.
- Review and comment on the City's proposal for developing a new fee structure for Building Department services.
- Identify areas in the Building Department that might benefit from outsourcing.
- Identify industry "best practices" that the Building Department could adopt.

This organizational and operational review was designed to document the major processes of the Department's operating areas, assess their effectiveness, and pinpoint inefficient operations and inadequate systems. The review of the Department's processes, systems, operations, and strategies was primarily conducted at the level of the division chief's and below. This was done to better identify areas for improvement at the staff level.

Although this review primarily focused on the Building Department, the departments that work closely with the Building Department in the building/development process (Public Works, Planning/Zoning, and Fire Prevention) were also subjected to limited reviews. These reviews focused on the interrelationships between the departments and their respective impacts on the individuals and entities who require building/development services.

The approach to conducting these reviews included the following.

- Learning about the organization, how operations function, how staff address problems and meet standards, and how staff manage operational resources.
- Gaining an understanding of the functional area's objectives, processes and information systems, and how they integrate with overall operations.

**City of Miami Beach Building Department**  
**Organizational and Operational Review and Analysis**

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- Evaluating information from management and staff; procedural documentation; reviews of departmental processes and performance measurement data.
- Assessing the area's total operational environment, its capabilities, requirements, and how current efficiencies compared to the past or to standard benchmarks, where applicable.
- Identifying areas that can be effectively outsourced.

The methodologies used in performing this project included interviews, information and data analysis, and trend analysis. The consultants relied heavily upon the accuracy of data and information contained in reports provided by staff. Extensive interviews were conducted with staff of the four departments, departmental management, the Mayor and City Commissioners, and external stakeholders who use the services provided by the departments. The study methodology also included data and information gathering from other building departments and a peer review. The peer review was conducted with the assistance of building department managers and staff from other area municipalities and jurisdictions, and industry professionals.

Our observations, findings, and recommendations for improvement are based on the collective efforts of this review and analysis, and the active involvement and input from City administration and departmental staff. Interim observations, findings, and recommendations have been presented to City and departmental management over the course of the project so that critical recommendations could be evaluated and, if approved, implemented immediately. The interim observations, findings, and recommendations, along with the comprehensive recommendations of this report, are included in section VII of this report.

The field work on this project was conducted over the period August 11 - December 16, 2008. Except as noted in the body of this report, the status of the Building Department's implementation of any of our interim recommendations was not specifically tracked.

An organizational and operational review and analysis, such as this project assignment, is critical to the success of any organization because it can provide a method to do the following.

- Evaluate specific operations independently and objectively.
- Assess compliance with organizational objectives, policies and procedures.
- Assess the effectiveness of management control systems.
- Identify criteria for measuring achievement of organizational objectives.
- Assess the reliability and usefulness of management reports.
- Identify problem areas and their underlying causes.
- Identify opportunities for improvement and cost reduction or containment.

**City of Miami Beach Building Department**  
**Organizational and Operational Review and Analysis**

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As with any project of this nature, the desired end result is an honest picture of the organization's current situation, including its strengths and weaknesses, and challenges and choices it has for the future. This assessment process was adapted to fit the needs and culture of the Building Department's organization and environment.

To facilitate our work, the City Manager insured that any resources, data, reports, analyses, studies, or other information we requested, was made available. We were also provided with complete, unquestioned access to all City staff, especially staff of the Building, Fire (Fire Prevention Division), Public Works, and Planning/Zoning departments. All staff contacts were informative and instrumental in conducting this review and analysis.

Individuals and persons representing entities that use the services of the Building Department were also key contributors to the successful completion of this project.

**II. EXECUTIVE SUMMARY**

Over the period 1999 through 2008, the Building Department has undergone a number of reviews, studies, and analyses of its operations. Many recommendations have been made and many have been implemented. At least five (5) directors have led the Department in the past four (4) years and organizational changes have been made throughout the structure. Operating and administrative policies and procedures are also undergoing frequent changes. New software support systems have been implemented and other technological innovations have been introduced into the Department. Although there have been numerous changes made in Building Department operations over the years, the public's perception of improved operations and change has not been realized.

This report provides a summary of the significant findings, observations, and recommendations developed as a result of a detailed review and analysis of the Building Department's organization and operations. The three departments that work closely with the Building Department as part of the building/development process (Fire, Public Works, and Planning/Zoning) have also been reviewed, at a lesser level than that of the Building Department. The report will also discuss the results of our review of the Permit Fee and Cost Allocation request for proposal; present the considerations we have outlined regarding the outsourcing/privatization of Building Department services; and, identify "best practices" the Department might consider to improve its operations. This "Executive Summary" is structured to follow the above four main elements of the scope of services of the project.

To complement our work, the Building Department prepared a summary of its short-term and long-term initiatives. Some of the initiatives are the result of our collaborative efforts. Others were inspired by the Building Department's new management philosophies and strategic planning efforts. The Department's initiatives are included in "Exhibit E" of this report.

**City of Miami Beach Building Department**  
**Organizational and Operational Review and Analysis**

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A. ORGANIZATIONAL AND OPERATIONAL REVIEW AND ANALYSIS OF THE BUILDING DEPARTMENT

1. **The Building/Development Process**

The building/development process is defined by a complex set of working interrelationships between the Building, Fire, Public Works, and Planning/Zoning departments. The departments are all autonomous entities, but they must work effectively as a single unit to be effective. The Building Department serves as the basic coordinating unit for the other departments because they are the primary user department for the Permits Plus system, the system that generates the processing flow and tracks the status of building permit applications. The Permits Plus system also maintains control over all plan reviewer and inspector comments and permit status.

There is no lead coordinator for the four departments. The departments work with each other on a purely cooperative basis. One of the department heads or a third party should be appointed as the coordinator of the group, who has the authority to call the departments into meetings, analyze problems, and resolve inter-departmental issues. They should operate under a formal "charter" that defines their coordinated scope and responsibilities. Such an effort will go a long way towards the development of an efficient and effective building/development processing mechanism, able to be responsive to customer needs.

*[City Manager's Follow-up: As a result of discussions with the Building Director and his follow-up discussions with the City Manager, the City Manager sent a memorandum to the members of the Building Development Task Force dated December 8, 2008, designating the Building Director as the chairperson of the inter-departmental team. As stated in the memorandum, the chairperson's role is to facilitate communication and guide process improvement initiatives of the inter-departmental team and to coordinate responses and direct staff and resources on behalf of the City Manager to facilitate building development projects. (This action affirmatively address one of the major recommendations stated in the "Comprehensive Observations, Findings, and Recommendations" section of this report, section VII.)]*

## **2. The Building Department**

The Building Department has undergone many changes in the past several years. These changes have included administrative changes, changes in the organization structure, and changes in systems and procedures. Changes in laws, rules, and regulations at the federal, state, and local level have also had their impact on the Department. And today, the far reaching effects of the global, national, and local economic recession is manifesting itself in reduced construction and renovation activities, a process that started several years ago.

The Building Department is divided into two major subdivisions: Administration and Operations. The Administration division provides a variety of staff/support services. It is composed of building records and plans routing, engineering inspections, development services coordination, front permit counter processing, structural/building plans review, and information technology support. The Operations Division provides minimum standards, provisions and requirements for safe and stable design, method of construction and uses of materials in buildings and/or structures erected, constructed, enlarged, altered, repaired, moved, converted to other uses or demolished; and, it provides for the safety of workers and others during these operations and regulates the equipment, materials, use and occupancy of all buildings and/or structures. Operations includes plan review and inspection services in all disciplines and trade areas, accessibility plans review/inspections, and building code compliance/violations.

The Building Department provides supervision of construction activities, acceptance of building permit applications, issuance of all building and trade permits, verification of compliance with the Florida Building Code and enforcement of codes promulgated by various regulatory agencies. Plumbing, building, electrical, elevator and mechanical officials inspect new and existing structures for compliance. The Department also provides building code enforcement services for buildings within the City.

Building code implementation includes plan reviews and site inspections for building, structural, electrical, mechanical, plumbing, fuel gas, accessibility, engineering and elevators; and, final review and certification of completion and occupancy.

**City of Miami Beach Building Department**  
**Organizational and Operational Review and Analysis**

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The Florida Building Code defines the role of the building official and the operational relationship of those certified professionals who conduct the plans review and inspection functions of a Building Department. The Code is unambiguous about the designation of the building official (building code administrator) as the direct reporting authority for plans examiners and inspectors. Based on interviews with staff and a review of the functional areas assigned to the Department's senior management, the formal (and informal) organization structure of the Building Department places certain reviewers/inspectors in a functional and structural organizational relationship where they do not report to the building code administrator, directly or indirectly; or, where they appear to report to more than one assistant director.

The "Engineering " function (sometimes referred to as "Engineering Inspections"), for example, reports to the Assistant Director for Administration. The individuals who staff the function consist of the Chief of Engineering and approximately five (5) engineering inspectors. The "Engineering" function, among other activities, is responsible for "reviewing building and structural plans in compliance with the provisions of the Florida Building Code." Additionally, based on observations, interviews, and a review of internal documents, the Assistant Director for Administration has been actively involved in the resolution of building plans review and inspection issues dealing with projects under construction and plans being reviewed. The Assistant Director for Administration does not report to the building code administrator and the position is not accountable to the building code administrator. This observation has been brought to the attention of City and Building Department management. Although the Department's organization has undergone some modifications since this point was initially brought to management's attention, as of the end of our field work on December 16, 2008, it did not appear that the organization had been restructured and/or the structural unit redefined to eliminate the concern that was raised.

*[Building Director's Follow-up: On April 8, 2009, we were informed that the name of this unit was re-titled and its functions redefined in January 2009, as part of the budget process. The unit was renamed the "Governmental Compliance Section." The new responsibilities include reviewing projects submitted to the Building Department for compliance with the City of Miami Beach Flood Plain Management Ordinance, the National Flood Insurance Regulations, and implementing the provisions of the Miami-Dade County 40-year building recertification ordinance. The section also determines that all approvals have been entered into the Permits Plus system prior to processing certificates of occupancy/completion and Occupant Content paperwork for the Building Official's approval.]*

***ORGANIZATION AND STAFFING***

Some of the Department's employees are covered by collective bargaining agreements that currently cover the period October 1, 2006 - September 30, 2009. The collective bargaining agreements are with the Communications Workers of America (CWA) and the Government Supervisors Association of Florida (GSA).

The Department's budgeted staffing level has grown over the years and has been at 79 since 2006. With reduced construction /renovation activity, the 2009 budget shows the impact of staffing and other cost increases as revenues decrease. Data was not readily available to track functional staffing levels over a time horizon so that trends, if any, could be observed.

***BUDGET AND FINANCIAL OPERATIONS***

The Department is funded through fees paid for the various services it provides. The collection of, expenditure of, and accounting for fees of the Building Department is guided by Section 553.80(7), F.S. In summary, that section of the Florida Statutes does the following.

- Provides for the development of a reasonable fees for services.
- Establishes that fees and related fines and investment earnings related to the fees are to be used solely for carrying out the City's responsibilities in enforcing the Florida Building Code.
- Establishes that amounts collected and earned may not exceed the total estimated annual costs of allowable activities to operate the Department.
- Allows unexpended balances to be carried forward to future years for allowable activities or may be refunded.
- Establishes that Fees charged must be consistently applied.
- Identifies activities that cannot be funded using fees collected by the Building Department.
- Instructs the City to properly account for and oversee the use of and expenditure of Building Department fees.

Fees collected by the Department are included in the "Licenses and Permits" section of the General Fund budget. As such, it is difficult to distinguish this specific purpose revenue from other general fund monies accounted for in "Licenses and Permits." Additionally, the matching of Building Department permit fee revenue with related expenses of the Department in the year collected and expended becomes a difficult, but not impossible, exercise.

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In fiscal year 2008, the City Commission conditioned its approval of a resolution (Resolution No. 2008-26771), which approved the use of a \$15 million surplus containing \$6 million of building permit fee revenue, based on a review of building/development process revenues and expenses to ensure that building/development process revenues were only being used for approved purposes. A consultant's report served as the basis to support the use of all but approximately \$911,483 of fee revenue. The report was based on the use of an indirect cost rate (34%) that was approximated as a result of a 1999 rate study commissioned by the City. During the latter part of the 2008 calendar year, a new indirect cost rate study yielded an indirect cost rate of 15.4%, substantially lower than the 34% rate used in the consultant's calculations of the building fee surplus. Given an over 50% reduction in the indirect cost rate, it is likely that using the 34% estimated rate yielded total departmental expenses that were too high over a period of years. Consequently, the \$ 911,483 calculation was too low in 2008 and was probably understated in prior years.

The Building Department's legal requirements in this area make the administrative and accounting treatment for its fee revenue and operating expenditures resemble those of an enterprise fund activity. *Along with insuring that the City's indirect cost rate is updated on a periodic basis, we recommend that the City record and report all revenues and related expenditures associated with these activities similar to an enterprise fund. Implementing this recommendation would also facilitate the proper accounting for and use of interest earnings due to building fee surpluses.*

The fiscal year 2008 budget anticipated a reduction in revenue due to a possible slow down in new large construction projects. That budget anticipated that based on the trend at the time, "... the City of Miami Beach will continue to experience a multitude of new construction and renovation projects. The future outlook may show a reduction in volume of large new construction projects, offset in part by increased renovation project activity." The projected budget for 2009 anticipates a further erosion of the Department's revenue base. However, the Department's projected expenses for 2009 have not been adjusted to reflect the anticipated downturn in construction and renovation activity. The effects of the current local, national, and global economic downturn may prove to be a challenge in maintaining expenditure levels as high as those projected.

### ***SYSTEMS AND PROCEDURES***

Over the years, the Building Department has been on an active growth path. Building activity over the years has been rapid. Improvements in the Department's systems, processes, and procedures have not been able to keep up with the rapid growth in the Department caused by dramatic increases in the need for services to its customers. In many cases the Department has implemented procedures before providing adequate documentation and training to staff and/or notification to the public. This has caused confusion on the part of staff and customers.

The Department does not have formal policy and procedures manuals for its administrative and operating areas. Although there is currently a manual that addresses many of the Department's operations ("Manual of Policies and Procedures"), it is not comprehensive nor is it all-inclusive. Additionally it continues to undergo changes based on the current evolutionary nature of the Department. *The Department should generally commit to an organizational structure; settle on the basic process flows, both overall and for each functional area; and then, proceed to formally develop policies, systems, and procedures in support of each activity. Developing a comprehensive policies and procedures manual is a much needed activity. It is also a time-consuming process and resources should be dedicated to it, if the work is to be done in a timely manner. This is an activity that can be easily contracted-out.*

### ***STATISTICAL ANALYSIS OF OPERATIONS***

In fiscal year 2008, the Building Department processed 11,764 applications for permits. During the same period, the Department approved 11,051 permits and issued certificates of completion and certificates of occupancy for 337 projects. Since 2005, the percentage change in "Permits Applied For" and "Permits Approved" has slowed. Permit applications in FY2008 represented a 13.3% reduction over FY2007 applications. Similarly, permit approvals were down by 13.1% over the same period in FY2007. An analysis of the statistical data shows a trend towards a decrease in building/renovation activity between FY 2004 and FY2008. The decreases are consistent with the general decline in global, national, and local economic conditions experienced over the past few years. The fact that the national economy has been in a recession for over a year further supports this trend that has also affected the south Florida area.

### ***OPERATING DIVISION REVIEWS***

Detailed interview sessions were conducted with representatives of all of the operating divisions of the Building Department and with representatives of Fire Prevention, Public Works, and Planning/Zoning. The reviews were conducted in such a manner to allow the consultants to gain a general understanding of each operating division or Department in the following areas.

- Staffing
- Plan review responsibilities
- Inspection responsibilities
- Permit fee system and schedule
- Single Point of Contact program
- Use of Private Providers
- Licenses and training
- Workflow
- Computer support systems
- Other areas of interest to the division/department

The summarized comments of staff follow.

### ***BUILDING DEPARTMENT***

#### **Plans Review**

- Some staff felt the walk-through process should be eliminated except for small projects. Some also felt there was too much interference from individuals outside of the Department.
- The Department does not have a checklist for each permit or inspection type.

#### **Fee System**

- The fee system and schedule is too complicated and should be simplified.

#### **Permits Plus**

- Although it is a vital system to the Department's operations, staff noted many security issues and processing issues with the system.

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**Single Point of Contact (SPC)** *(This process has been discontinued.)*

- The system shows favoritism to certain customers. It is a way of giving certain customers special attention and treatment. There was no consistency as to which projects were SPC and which were not. There was no objective way of determining which projects qualify for SPC.

**Inspections**

- Some indicated that automatically scheduling appointments through the IVR/Permits Plus systems is problematic for several divisions. In those divisions, the process does not allow for efficient scheduling of staff.
- Because of workload and lack of sufficient staffing, elevator inspections are behind.

**Miscellaneous**

- The morale of the Department is low because of recent events. City needs to encourage staff and make them feel they are valued.
- Supervisors do not pass information on to staff.
- Communication between plan reviewers and inspectors is lacking.
- During interactions with customers, management does not always support staff when they follow the rules.
- No processes and procedures in place. Process changes are word of mouth, not written. Information not being relayed to permit clerks.
- There are morale and trust problems in the Department.

***FIRE PREVENTION***

- Concern raised about the fact that Permits Plus does not have functioning audit trails.
- Additional space and drafting tables where permits are processed, plans are reviewed, customer waiting area.

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- Generally satisfied with the fee schedule for Fire.
- Would consider eliminating some walk-throughs.
- Satisfied with the RFP for cost and fee study plan.

***PUBLIC WORKS***

- Staff believe the fee schedule is inadequate and outdated.
- Feel an adequate cost study is critical.
- Public Works sometimes unnecessarily included in work flow.
- Suggests creating a "Building Development Permit Issuance Group" to manage the overall process with the other departments.

***PLANNING/ZONING***

- Would like to have projects in Permits Plus but system software is a problem.
- Would like to have a systematic approach to calculating the Parking Impact Fee and the Concurrency Mitigation fee.
- Zoning inspections are not part of the IVR/Permits Plus system. Inspections sometimes not scheduled.
- Sometimes included in work flow when not necessary.

***INTERNAL AUDIT REPORT (July 3, 2008)***

The July 3, 2008 Internal Audit Report was conducted to determine whether transactions, adjustments, and processing procedures were established, authorized, and maintained in accordance with laws, regulations, contracts, and management's policies; whether transactions were accounted for and were accurately and promptly recorded; whether recorded balances were periodically substantiated and evaluated; and, whether City assets, records and files were properly safeguarded, controlled, and access restricted in accordance with management's criteria. The overall opinion concluded as a result of the audit was that accountability and controls over permit revenue collections need to be addressed. A related review has identified millions of dollars in permit fees that were not assessed; and therefore, were not collected.

***QUALITY CONTROL REVIEW (October 2008)***

In early October 2008, the permit clerk supervisor and the Assistant Director for Administration started to perform spot (“random”) audits of permit fees other than building permit fees. As of mid-October, they noted errors in calculations of the sanitation impact fee, the fee for alterations/remodeling for single family, duplexes, and areas in condos; and, the fee for alterations/repair to marine structures. Investigations into the discrepancies revealed that the problem with properly calculating the fees was related to a mis-interpretation of the proper methodology for calculating the fee; errors in the Municipal Code Book, errors in the Ordinance that was presented to the Commission for approval; and/or the municipal code information on the web site (Municode). Errors were also found in the “Blue Book” of fees that was distributed to the public and there were errors in the manner that Permits Plus calculates certain fees. *These and other errors in the method that fees are calculated should be identified and corrected immediately.*

**3. Customer Processing**

Customers have several points at which they interface with the Building Department. Information on the Department and its overall operations can be obtained using the internet and the City and Department’s web site.

The Department’s offices are located in close quarters on the second floor of City Hall. The main processing starting point in the Department is too small for the volume of people served. Large numbers of customers occupy this space for extended periods of time, giving the impression of general chaos and confusion. Because of the lack of seating and general work space, customers sit on the floors and crowd the halls in the immediate area, making the smooth flow of traffic impossible. With large numbers of people waiting to be served and the Q-Matics system calling out processing numbers and giving directions, the noise level is high and one gets the impression that the operation is inefficient and disorderly. Given the number of people served by the Department, the cramped service areas create logistical problems that get translated into actual or perceived service delivery problems.

*Consideration should be given to relocating the Department to a first floor location in a building where the Department would be in space that is not uncomfortably crowded and where customers can be easily served.*

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Staff estimate that the City's Call Center receives approximately 80,000 calls in a year. They further estimate that only approximately 25% of calls are responded to. As a result, the Department's image suffers and customers go unserved and are frustrated. Staffing limitations prevent the Department from assigning more resources to this function. Although a vital function of the Department, it is not a function that the City has to perform internally. The function could be easily contracted-out.

#### 4. **Technology Solutions**

The Department embraces the use of technology to increase the efficiency of its operations. In 2007, the Department introduced the use of computers to be used in the field to accumulate and transmit inspection status information to the Department's central computer operation. This allowed the Department to have up-to-date status information on projects under construction. Other technological tools introduced to the Department included on-line permit application for certain permit types, Q-Matics (a customer queuing program application), Permits Plus (a process control system), Interactive Voice Response (IVR - a customer call-in scheduling application), Permit Manager - Online Permitting, and BuildFax.

The Permits Plus system is a critical tool in the smooth operation of the building/development process. It is the primary support system for the Building Department's operations. It is also a tool used by other City departments.

The Building Department uses Permits Plus to, among other things, manage a project from application to completion (final approved occupancy). Its effective operation is critical for the Department to effectively carry-out its responsibilities. The software handles tasks such as calculating permit fees, issuing permits, managing the plan review cycle, and recording plan review and inspection results. It is also used for monitoring the inspection process. Permits Plus has been used by the Department for approximately ten years. Staff find it to be complex and not user friendly. As currently configured, it lacks the security needed to properly manage the building/development process.

During the course of this review and analysis, several significant issues related to the Department's use of the Permits Plus system were identified and brought to the attention of City and Department management. Those issues include the following.

- The current permit fee schedules, which are the basis for inputting much of the permit data into Permits Plus for the purpose of making fee calculations, do not match the current fee screens in Permits Plus.

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- Building Department inspectors use of the inspection assignment module does not result in the effective and efficient use of inspectors. Human intervention is required to efficiently assign inspectors. One inspector is solely responsible for manually assigning inspections to projects.
- The system does not have a functioning audit trail to determine what changes have been made and by whom.
- The approval screen within Permits Plus is virtually open to all employees of the Department and likely any department that uses the shared system.
- The July 8, 2008 internal audit report on the Building Department revealed significant deficiencies that left the Department open to abuse.
- There is concern about the security of Permits Plus in all of the City departments that use the system. One of the major concerns raised among departments was the belief that anyone in any user department has access to input data into the various screens within Permits Plus.

Due to the significant role Permits Plus plays in the building/development process for the City, interim recommendations have been made to City and Building Department management to address the security and processing issues found in reviewing the system.

The Q-Matics system is capable of generating reports which show waiting times, transaction times, customer flow patterns and trends for each service category. Decisions concerning staffing can also be made based on the data. Although the system has these reporting capabilities, the features are not being used effectively or at all. Staff responsible for supporting the system are not familiar with the basic operations of the reporting system. The system's management reports are not being utilized and the types of data the system maintains is not well known by support personnel. Such data was not utilized as part of the analyses in this report because the data and its interpretation could not be relied on. Therefore, we were without sufficient information on which some basic analyses of staffing patterns, waiting times, and processing times could be conducted.

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*The effective use of technology can assist the Department in reducing the cost of its operations and in providing more efficient and effective services to the Department's customers. Additionally, the Department could increase its operating efficiency by better understanding the features of the technology it currently has and using those features to enhance the Department's operations and service delivery.*

**5. Building Development Process Focus Group**

In February 2007, the City created a Building/Development Process Focus Group. This represents another step in its efforts to work with City departments and user representatives to improve the systems and procedures involved in the building/development process. This is the first formal undertaking by the City since implementing the recommendations of the Business Resolution Task Force, whose efforts concluded in November 1999. The Building/Development Process Focus Group is primarily a City staff effort composed of representatives of the Building, Planning/Zoning, Fire Prevention (Fire Department), and Public Works departments. However, the meetings are open to the public to receive their feedback. Members of the four City departments form the nucleus of a team that is charged with conducting a process review to provide the City Manager with recommendations for the short-term (recommendations that can be implemented immediately or "easy fixes"), medium-term, and long-range (recommendations geared toward the future vision of the respective processes, which could be implemented over the next five to seven years).

Many of the issues identified by the Building/Development Process Focus Group, are similar to ones identified in the earlier study by the Business Resolution Task Force. They are also similar to issues identified and discussed at a Building Department retreat held in late 2005/early 2006.

The City's management has exercised wisdom in undergoing periodic reviews of the Department's operations to ensure that service improvements are identified and implemented in a timely manner. However, the degree to which identified changes have improved the Department's operations, and the public's general perception of improvements in the Department and the services it provides has not been realized.

## 6. Stakeholder Interviews

In an effort to obtain input from the individuals most affected by the operations of the Building Department, we interviewed Department stakeholders. Lists of individuals and entities who represented a broad spectrum of Building Department stakeholders were developed. A cross-section of the prospective participants was selected. They represented many of the groups who interface with the Department. The pool of possible external participants included individual homeowners, large and small property owners, builders, developers, lawyers, expeditors, architects, engineers, and similar individuals and professions. From the pool, a final list was developed and individuals were contacted to participate in the interview process.

Our requests for interviews was greeted with appreciation by some individuals and apprehension from others. Some refused to participate for fear of possible retaliation or retribution by the City or the Department, even though they were assured their participation would be anonymous. Some felt their participation was their civic duty. All who participated appeared to have the best interests of the City and the Department in mind. There was no indication that any participants were vindictive or were in any way trying to cast a negative cloud over the Department. Respondents promised to be honest and candid in their responses to questions.

Some of the comments received are anecdotal and may not be supportable by specific evidence; however, some comments were based on supportable documentation that was reviewed by the interviewer. The comments received are important because they represent people's perceptions of the nature of the Department, its staff, and its activities. Perceptions that are held by a large enough group of individuals tend to become viewed as "reality" in peoples' minds.

The Miami Beach Chamber of Commerce (the "Chamber") was one of the external stakeholder groups identified. A Chamber committee had recently completed its own review of the City's Building Department. The findings and recommendations of the Chamber's committee report are included in this report.

Although they are not external participants, the Mayor and all City Commissioners participated in the interview phase of the project. As elected officials, they serve constituency groups and receive input from constituents that is important to this project. Their comments and perceptions are also included in the body of the report.

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Except for the comments contained in the Chamber of Commerce report, to ensure anonymity, the comments received from stakeholders were not attributable to any individual or group.

Many of the comments from the Chamber of Commerce's report were echoed in comments from the individuals and entity representatives interviewed. Interviewee comments were generally critical of the Building Department's staff, processes, and procedures. However, on a number of occasions, staff were praised for their fairness, knowledge, and work attitude.

Although the comments received from interviewees were made in 2008, some of them are representative of comments that have been documented by the City since the review conducted in 1999. While some who were interviewed were complementary about the staff and operations of the Department, most interviewee comments were not. The Department's perceived ability to perform its services efficiently, effectively, and courteously is in doubt.

**B. PERMIT FEE AND COST ALLOCATION REVIEW**

The current permit fee schedule is very complex consisting of numerous and varying fees for different types of projects and scopes of work. Although the actual calculation of the fees is automated (calculated using the Permits Plus system), the accuracy of the data that is entered into the system is difficult to accurately determine because of the fee schedule's complexity and the lack of standardized processes and procedures for calculating it. Consequently, the accurate collection of permit fees is very difficult. Additionally, the Building Department fee schedule was last revised on October 1, 2003.

A basic component of the Building Department's cost structure is its indirect cost rate. The City currently does not know if the existing fee structure covers their costs, particularly indirect costs. Indirect costs were last calculated in a fiscal year 1999 study. They have not been formally updated since that study.

The City's objective in having its permit fee structure and system reviewed was to ensure that fees are set at a level and in a manner to cover the direct and indirect costs of the building development process, are implementable, are understandable, are easily updated in response to change, and can ensure the integrity of the permitting process and collection of fees.

Building Department management officials and staff from the various Building Department disciplines, as well as building development officials in other departments, opined almost universally, that they need and are in favor of having a simplified fee schedule developed.

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We reviewed the Request for Proposal for a Building Development Process Cost Allocation and Fees Study (RFP) and made recommendations on it during the first few weeks of the project engagement. In the process of developing our recommendations, we reviewed the RFP document and the existing fee schedule, in detail; analyzed the pertinent findings and recommendations of the Internal Audit report which addressed the proposed projects; and, obtained input from the other departments who are part of the building/development process. Our findings and recommendations, which were presented to City and Department management in the early stages of the project, included the following.

- *The RFP's statement of scope of services and its requirements of the successful proposer are adequate for accomplishing management's objectives.*
- *The study should be separated into two distinct projects and separate RFPs should be issued. One project would be the development of a city-wide and building/development process specific indirect cost rate plan. The second project would be the development of a simplified permit fee structure and calculation mechanism.*
- *The resulting RFPs should be released immediately.*

**C. OUTSOURCING/PRIVATIZATION**

This aspect of the project was devoted to performing a detailed review of the Building Department and identifying those areas the City might be able to receive benefit from by contracting-out the activity. To provide a basis on which to evaluate the significance of privatizing activities and establish the City's exposure to having a core function outsourced, City and Building Department officials were asked to identify the "core" functions of the Department. The "core" functions were identified as follows.

- Insure that all construction projects comply with Florida Building Code
- Review building plans
- Perform building inspections
- Issue permits
- Issue occupancy certificates
- Collect proper fees

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The Building Department currently participates in several activities that can be categorized as outsourcing or "contracting out." The Department has developed a contractual relationship with companies that provide staff support in the plans review and inspection areas. The Department also uses contractors to provide inspection services for certain projects requiring expedited treatment. In these cases, the developer/owner reimburses the Department's costs billed by the contractor.

As a result of our review, several areas were identified as possible prospects for outsourcing. An outsourcing feasibility table was created showing the "Reasons to Outsource" and the "Reasons to Retain as a City Function." Since a decision to outsource should be based on a series of analytical determinations, it is not in the scope of this analysis to make a formal recommendation to the City to contract-out or retain a function. *However, as a result of analyzing the information in the table, some of the areas where the Department might benefit from contracting out are the following.*

- *Permit Counter*
- *Records Management*
- *Call Center*

These areas are not core functions of the Department; they are support services; staffing can be flexible depending on activity; the collective bargaining considerations are not onerous; and, the functions easily lend themselves to outsourcing.

*Also, given that building activity is undergoing a slowdown due to global, national, and local economic conditions, the City should consider staffing the review and inspection areas at minimum levels required to conduct a base level of service delivery and contracting out, as required, to meet periodic higher level staffing needs or the need to staff particular projects. Appropriate analyses should be conducted to determine the feasibility of this and other efforts to reduce costs and to determine the resultant impacts on the Department and its operations. In implementing any outsourcing activities, the City must consider any requirements placed on it by the collective bargaining agreements it has in place.*

**D. BEST PRACTICES (BENCHMARKING)**

In an effort to find ways to improve its operations, policies, and procedures, the City wanted to compare certain operational aspects of its Department to comparable cities. The City wanted to know what it could learn from other Building Departments. The intent of such a review was to identify the "best practices" followed by these organizations so that, where possible and where applicable, they could be incorporated into the City's Building Department operations. To accomplish this objective, two projects were undertaken. One project utilized a survey questionnaire which was sent to ten (10) carefully selected jurisdictions. The other project utilized a "peer review" process in which knowledgeable building professionals were invited to meet with the Building Department and comment on

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certain processes followed by the Department.

The seven (7) jurisdictions who responded to the survey provided the City of Miami Beach and the Building Department with a wealth of information that can serve as the basis for improving some of the Department's systems, procedures, and operations. The survey information will be turned-over to the Building Department. The benefit to be derived from the information in the survey responses will come as the Department's staff analyzes the information, in detail, and does formal follow-up work with the respondents. This survey represents the first step in developing a meaningful dialogue with peer organizations.

A peer review is the process of submitting one's work to the judgment of another who is equally qualified. The point of peer review is to help each other understand and improve the quality of their work. A peer review identifies any deviation from standards; suggests improvement opportunities; and, promotes the exchange of techniques and education of the participants. The process can be used to diagnose weaknesses; provide a supportive environment within which possible improvements can be determined; and, provide a context within which one can reflect upon the practices the Department follows.

The senior staff of the Building Department demonstrated their dedication and support for the Department by subjecting themselves to such a process. Opening oneself to the critical review of peers was not easy, but the outcome of the process we think was rewarding.

Several building professionals participated in the peer review discussion. Topics were offered for open discussion. As a result of the interchanges between participants, recommendations were made that may be of benefit to the Department. The recommendations are summarized in the body of the report.

*Now that closer relationships have been established among the participants, this effort can be continued on an informal basis between the staff of the Miami Beach Building Department and the respective staff of peer entities. Process participants should be expanded to include members of the Fire Department, Public Works, and Planning/Zoning. To be comprehensive in its approach, staff at all levels of the organization should be able to participate in an appropriately structured program. This initial peer review session should be considered as the beginning of a "cross cultural" educational process, not the end. Expanding the Department's experiential base would go a long way to creating a Department able to develop more innovative, efficient, and effective processing systems and procedures and a departmental environment more open to being responsive to customer needs.*

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E. OBSERVATIONS, FINDINGS, AND RECOMMENDATIONS

Our observations, findings, and recommendations are found in section VII of this report. They include the observations, findings, and recommendations from the two interim meetings with City and Department staff, and the comprehensive observations, findings, and recommendations developed for presentation with this final report. The comprehensive observations, findings, and recommendations of this report are summarized below.

1. *Ensure that the Building Department's formal and informal organization and responsibility reporting structure is in compliance with the Florida Building Code.*
2. *Separate the duties of fee assessment and receipt of fee payments.*
3. *Implement customer service improvements.*
4. *Develop and implement a simplified permit fee structure and calculation methodology.*
5. *Develop policies and procedures to implement the Private Provider process.*
6. *Develop a system of exception reporting and staff accountability and responsibility reporting.*
7. *Require inspectors and reviewers to document and support plan or construction modifications that are in excess of established thresholds or requirements.*
8. *Provide adequate and timely training for staff.*
9. *Enhance monitoring and control over Building Department fiscal operations.*
10. *Conduct a comprehensive review of the methodology used to calculate all fees and ensure that all documents containing fee information are consistent.*
11. *Provide adequate physical space for Building Department operations.*
12. *Create and staff a high-level customer advocate (ombudsman) position responsive to customers interacting with building/development process departments.*

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13. *Require inspectors and reviewers to internally resolve interdisciplinary, inter-departmental, and/or intra-departmental conflicts before they are communicated to the customer.*
14. *Use issues or conflicts as material for training of inspectors and plan reviewers.*
15. *Consider outsourcing the Call Center operation.*
16. *Consider outsourcing the permit counter and records management service areas.*
17. *Analyze the effectiveness of the Department's technology solutions to providing customer support.*
18. *Increase operating efficiency through the effective use of technology.*
19. *Review and analyze staffing levels.*
20. *Appoint an individual to coordinate the efforts of the building/development process departments.*
21. *Develop formal policies and procedures manuals for all building/development process disciplines.*
22. *Complete the process of developing plan review and inspection checklists.*
23. *Enhance staff knowledge and use of Department technology.*
24. *Global Recommendation*

*Based on our detailed review and analysis of the Building Department, we recommend the following strategic approach to improving the Department's operations and effectiveness.*

- a. *Stabilize senior management.*
- b. *Create a friendly and open work environment for staff and clients.*
- c. *Train and properly equip staff.*

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- d. Create an open and non-congested work environment for staff and clients.*
- e. Gain the trust and respect of staff and clients.*
- f. Include stakeholders in developing process improvements.*
- g. Make customer service one of the Department's highest priorities.*
- h. Understand and effectively use the Department's systems.*

**City of Miami Beach**  
**Building Development Task Force Improvements as of April 2009**

**BUILDING DEVELOPMENT PROCESS**

**LONG AND SHORT TERM INITIATIVES**

There are many long and short term improvements that are being implemented in the Building Department and the other City departments involved in the Building Development Process.

We have separated these improvements into four general categories: technology, financial and management issues, service quality and internal controls issues. Below is a synopsis of each of these initiatives, the initiatives in italics/blue has already been completed:

**A. Technology**

- i. Electronic Plan Review System – This system will expedite the plan review process by providing concurrent reviews, standardize the review criteria, track changes to the revisions as they are submitted, make the submittal process easier, and eliminate paper. A contract for the purchase of this system has already been executed and we will begin a pilot program of the system during the summer.
- ii. Central Record Automation – The Department is moving aggressively towards digitizing our old paper and microfiche files. This process started earlier this year and is expected to be completed by the end of the year. As a result of this project, we will be able to reduce staff and turn-around time for records request.
- iii. Expanding on-line permit applications – The current permitting system allows for permits to be processed on-line in situations where there is an approved master permit and a subsidiary permit is requested under that master. The system is being programmed to be able to accept more permit types for on-line applications.
- iv. Complete forms on-line – We are also expanding the system capabilities so that the customer can complete forms on-line for other permits that required plans to be submitted and have our staff can upload it into our system when the customers come to the department.
- v. *Hand-held computer in the field – The Building Department has successfully implemented the use of hand-held and several other departments involved in the Building Development process are currently in the implementation phase.*
- vi. *Implementation of new website – This project was recently completed. It provides a more organized and accessible interface with our residents and it expands the number of transactions that can be completed in the website such as on-line payments. The website link is: <http://web.miamibeachfl.gov/building>.*
- vii. Permit Plus System Replacement – The City is pursuing the replacement of its permitting system to ensure better security and auditing controls, improve web access, allow information sharing with other databases in the City and make it

**City of Miami Beach**  
**Building Development Task Force Improvements as of April 2009**

easier for our customer to do business with the City. We expect to complete this project in the fall of 2010.

- viii. Vehicle tracking system – The Department will be implementing a vehicle tracking system to ensure the efficiency of the inspectors, provide more real time data to our customers and serve as an internal control tool.

**B. Financial and Management Issues**

- i. *Multi-year financial reconciliation – The City has recently completed a five year financial reconciliation of revenues and expenses for the Building Department. The available balance has been identified for future Building Department expenditures and to implement the technological improvements listed above.*
- ii. Update of Fee Ordinance – A consultant has been selected to develop a new fee structure and we expect to have this adopted by September 2009. The objectives of the new fee structure are:
  - a. Simplicity for staff and customers
  - b. Move away from a value based system
  - c. Revenue neutral in the current year but have a self adjusting trigger in future years
  - d. Establish a more equitable fee basis between new construction and renovation
- iii. Data Integrity Process – In order to access the improvements in the Building Department, it is critical that the data used to measure performance being reported by the Department to measure its performance is highly reliable. All of the data routinely reported by the Department will be subjected to a detailed integrity process.
- iv. Outsourcing Opportunities – The Department has started to explore outsourcing opportunities, such as:
  - a. *Call Center – The contract was executed and service started in April 2009.*
  - b. *Elevator Maintenance – Contract was awarded by the City Commission on April 2009.*
  - c. *Records Management – A contract has been executed and we expect all records to be digitized within one-year.*
  - d. Permit Clerk Function – This was recommended by the Watson Rice consulting group. We will explore the viability of this issue over the next few months.

**City of Miami Beach**  
**Building Development Task Force Improvements as of April 2009**

- e. *Plans Reviewers and Inspectors – We have established contracts to retain plans reviewers and inspectors on an hourly basis to be able to better adjust to changes in service demand.*

**C. Service Quality**

- i. Modify space configuration to better serve our customers – We will be modifying the space on the second floor to make more counter space available to service the customers, we will be moving our greeter (ticketing issuing and customer information person) to the first floor lobby area and create a nicer area for the customers waiting to get served.
- ii. Complete procedures manual for building department – The Department has began a process of identifying all of the processes utilized in the Department and procedures will be developed for all of them. The first phase will include cataloging all of the department's processes has already been completed. This is a long term effort.
- iii. Complete Plan Review Guide – The Building Development Task Force is working on the new Plan Review Guide.
- iv. *Private Providers Process – The Building Department is finalizing the procedures to be followed by projects following the State optional process to have a private provider performed the initial plans review and inspection process. This will be completed in April 2009.*
- v. Implement Plan Review Checklist – The plan review checklist will be implemented this summer as part of the phase-in of the electronic plan review process.
- vi. Implement Inspection Checklist - The capability of the existing permitting system to implement the inspection checklist is being determined, once this assessment is completed, we will know if this can be accomplished prior to the conversion to the new system.
- vii. *Set-up quality control and inspection mechanism - The function of a quality control inspector has been created in the Building Department. This person also serves as an ombudsman to help resolve problems that our customer may have with any area of the operation.*
- viii. *Implemented 24 hour walk-thru process - Currently, our customers have two options on how to get their plans reviewed through the Building Development Process, the Drop-Off and the Walk-Thru systems.*

*The plans that qualify for the walk-thru system are for small jobs and revisions to larger job that will take less than 15 minutes to review per trade. All other jobs are required to be Drop-Off.*

**City of Miami Beach**  
**Building Development Task Force Improvements as of April 2009**

*We are looking to implement a third alternative to provide a different service option to our customers. The new alternative, that we are calling the "24 hr walk-thru process" will allow customers, whose permits qualify for a walk-thru, the option to drop-off their plans and pick-them up the following day.*

*This program is intended to provide an expedited service for small jobs. The pilot phase commenced on March 30, 2009.*

*Phase I - Pilot Phase*

*The pilot phase that has the following restrictions:*

- *Residential properties – We initially accepted only permit applications from residential properties, as per the guidelines currently in effect to grant homeowners priority in the afternoon hours.*
- *Maximum of 5 drop-offs per day will be accepted*
- *Drop-off time: Before 1:30pm; (if after 1:30 pm they can pick it up in 2 business days)*
- *Pick up time: after 3 pm the following business day*
- *2 copies of the plans will be required*

*We are imposing these limitations on the pilot program to ensure we can deliver on our promise to deliver the plans in 24 hours. We will run the pilot phase for approximately two months.*

**Phase II- Implementation of 24hr walk-thru**

Based on the results of the pilot phase, we will adapt the parameters for the permanent 24hr walk-thru process. We will evaluate options such as increasing the number of plans accepted per day, expanding the program to accept small projects, varying drop off and pick up times, etc.

- ix. **Technical Training for plans processors and inspectors -** The Building Department is in the process of finalizing a training plan for each functional section of the Building Department. Once approved, the Building Department will be investing approximately \$100,000 per year over the next three to four years to give our technical staff the knowledge base, tools and resources required to be on top of the most current design and construction trends in the industry.
- x. **New Queuing System – QMB -** The current queuing system utilized for managing the walk-thru process is very rigid, does not provide for a transparent process as to where a person is in the process, does not show all customers that are still pending for each discipline's plan review, does not provide the information for the section Chiefs to adjust staff levels depending on work load, nor does it allow for an individual to be in multiple queues at the same time.

**City of Miami Beach**  
**Building Development Task Force Improvements as of April 2009**

Understanding these limitations, during our meeting with the professional Plans Expeditors, they recommended that we look at the system utilized by the City of Miami. We have assessed their system and will be modifying to meet the City's security requirements.

As part of this system, we will place large monitors in the lobby area showing the different queues. This will make the process more transparent for customers, and avoid having customers wondering where they stand in the queue. This system will be implemented by June 2009.

xi. Customer Service

a. *Staff meetings – Routine staff meetings are being conducted to improve communications, discuss procedures and customer services standards and improve morale, these include:*

*i. Monthly meetings of the Building Development Task Force*

*ii. Bi-weekly Section Chiefs meetings in the Building Department*

*iii. Monthly Department-wide meetings in the Building Department*

b. Customer service training - The City offers mandatory Customer Service Training pursuant to the City's Standards of Excellence. In addition to this training the Building Department will bring in International Code Council (ICC) to target the sensitive issues regarding code officials and customer service.

**D. Internal Controls**

a. Permit Plus Security Issues - The Permit Plus permitting software that the Building Department uses to process permit applications and records plan review and inspection data was lacking certain security protocols. Over the past two years, Building Department Support Services has been applying internal security controls into the system as much as is practical and feasible.

b. Closed Circuit Television (CCTV) – The Building and Planning Departments have implemented a CCTV system to monitor the activities in these departments.

ii. Transfer cashier function to Finance Department – To enhance internal controls, the Department is coordinating with the Finance Department the transfer of the cashiering functions.

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## MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jorge M. Gonzalez, City Manager

DATE: April 14, 2009

SUBJECT: Drainage Improvements on 44<sup>th</sup> St and Royal Palm Ave.

### **Background**

In October 1997, the City accepted the Comprehensive Stormwater Management Program Master Plan (Master Plan). The Master Plan delineated over one-hundred sixty (160) individual basins and prioritized them based on pollutant loading, pollutant concentration, flooding potential, complaints, and City staff rankings. Thirty four (34) of the basins were designated as "stormwater priority drainage basins" and designated to meet the Miami-Dade drainage system design criteria which specify a five-year storm level of service for collector and local streets in residential and commercial areas. Under the five-year storm criteria, roads must be passable allowing flooding to the crown of the street, or within 15 feet of occupied buildings, whichever is lower. Consequently, priority basins were designated to receive stormwater revenue bond funds for drainage system improvements that would satisfy the five-year storm criteria.

The Master Plan concluded that the existing drainage system at Orchard Park in the Nautilus Neighborhood were classified as non-priority basins therefore, no significant improvements to the system were planned to be built (Exhibit A).

On May 20, 2007, during the early morning hours, some of the streets in Miami Beach were significantly flooded following a torrential rainfall event that registered an intensity of approximately six (6) inches in about six (6) hours. The spread of rainfall was further intensified during the hours of 10 AM and 11 AM when 2.7 inches fell within one (1) hour alone. Statistically, a rainfall of this intensity has a chance of occurring once every ten (10) years. During this particular rainfall event there was excessive flooding at different low points throughout the City. Notable flooding was identified along Alton Road, Sunset Isles, and at Orchard Park, where flooding was witnessed at an elevation of approximately 12 inches above the crown of the road (Exhibit B).

The location where this excessive level of flooding was witnessed was the intersection of 44<sup>th</sup> Street and Royal Palm. This intersection is currently registered as the lowest elevation of a significantly large drainage basin of approximately 73 acres located within the Orchard Park neighborhood.

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### **Orchard Park**

Orchard Park is located east of the Nautilus West Neighborhood and covers approximately 152 acres. The area is bounded by Surprise Lake on the north, Arthur Godfrey Road on the south, Indian Creek on the east, and Biscayne Waterway on the west. Since Orchard Park is comprised of four (4) non-priority basins, no significant storm drainage improvements were

planned by the City. Only very minor modifications were considered, as part of the existing neighborhood right-of-way (ROW) improvement project. These improvements consisted of some elevation and grade adjustments to improve flows to the existing drainage structures and swales.

### **Drainage Study February 2008**

Immediately following the May 2007 flooding incident, the Administration was directed to investigate, in further detail, the drainage characteristics of the contributing basin(s) at this location. Staff was requested to analyze the drainage problems and stormwater system and identify potential improvements and/or operational approaches to address them. In early 2008, a comprehensive drainage study of the subject watershed area was commissioned. The Capital Improvement Projects Office (CIP) directed the design-build Contractor, RicMan International (RMI), to prepare a study of the drainage systems that are tributary to the low spot at 44th Street and Royal Palm. RMI was asked to analyze the existing system and to submit a study offering various design alternatives.

RMI developed a hydraulic model that analyzed the existing stormwater system and its existing conveyance capacity and evaluated the performance effectiveness, or flood protection of the existing system, and provided various stormwater system enhancement alternatives to address a five year storm event. The hydraulic model indicated that, during a five year storm event, flooding of as much as 18 inches above the crown of the road could result for more than 24 hours at the intersections of 44th Street and Royal Palm. The study included engineering cost estimates for each of the alternatives.

The study provided nine (9) alternatives for upgrading the stormwater system. These alternatives offered various levels of effectiveness, ranging from new inlets and larger pipes on 44th Street that would offer improved conditions (Alternative 5), to three pumps stations and a total of 15 injection wells that would eliminate flooding during a five year storm event. The engineering cost estimates for the various alternatives ranged from approximately \$780,000 to \$8,600,000. These alternatives were developed to provide the City with variable cost/benefit scenarios which looked at the value added of infrastructure improvements vs. the results achieved in reduction of flooding (Exhibit C). The study also aimed at giving the City the option of undertaking one solution and adding incremental improvements, at a later time, if so warranted.

Following a review of the study by Staff, Alternative # 5 was presented as the most feasible alternative during the May 29, 2008 Finance and Citywide Projects Committee (FCWPC) meeting. This option suggested adding new inlet structures, connecting to and replacing the existing 21-inch pipe along W. 44th Street with a 36-inch" diameter pipe, and upsizing the existing outfall pipe in Muss Park from 15-inch to a 36-inch diameter, the total estimated figure for this alternative was \$780,066.70. This cost estimate was only presented as a budgetary place holder as opposed to a formal negotiated fee with RMI. The model results for this alternative suggested that the solution provided would yield a maximum flood stage of 13 inches over the crown, which would last for a period of 5-hours.

Subsequent to the presentation to the FCWPC, Mr. William Goldsmith, a private developer and Miami Beach resident and former member of the Capital Improvement Projects Oversight Committee, expressed concern with the engineering cost estimate, and submitted an informal quote from an outside contractor for an amount of \$366,750.00, even though this figure did not include general conditions in the price (Exhibit D). Based on these

observations, the Administration withheld submittal of its proposal for Commission consideration, pending additional review and development of cost/beneficial solutions – including one of not implementing any drainage improvements.

### **Drainage Study November 2008**

Pursuant to the concerns expressed by Mr. Goldsmith and members of the City Commission, the Public Works Department was subsequently tasked to commission an independent engineering evaluation to provide comparative analyses as well as to further explore the most adequate and cost beneficial solution that would mitigate flooding in the area. Milian Swain and Associates was selected to prepare this analysis and provide technical recommendations and mitigation measures based on the modeling results for the drainage basin.

At a meeting held on February 2, 2009 by the Capital Improvement Projects Oversight Committee (CIPOC), the Public Works Department introduced the technical recommendations and mitigation measures pursuant to the modeling results and recommendations performed by Milian Swain and Associates for the drainage basin support generating flooding at 44th and Royal Palm (Exhibit E). The preferred option, alternative three (3), proposed to sever the current collection system at a strategic location along the existing system and create a continuous conveyance pipe along 44th street from the intersection of 44th and Royal Palm to a new discharge point at the seawall located in Muss Park. The proposed conveyance pipe and outfall would be upsized to 48 inches as well as new catch basins would be provided to more efficiently intercept the surface runoff. The expected results, as suggested by the model output data demonstrated a significant reduction in the duration of the storm peak from the previous model and down to 6 hours, as well as reduction in flooding depth to approximately 3 inches.

The significant difference between the results of the February 2008 (RMI) and the January 2009 (MSA) studies, is associated more with the fact that the former study although it did propose a direct connection to the bay, it did not consider severing the current collection system. The MSA (January 2009) study took this matter into account thus allowing the contributing basin to be isolated and to behave as a completely independent system. The MSA study looked particularly at the natural conditions of the 44<sup>th</sup> and Royal Palm watershed and provided a solution which made this watershed behave as a complete independent system, hence, the significant reduction in both flood stages as well as time of flooding.

At the same meeting, City staff clarified that, in order to proceed with the new outfall construction, an Army Core of Engineer's (ACOE) permit would potentially be required. Staff indicated that an ACOE permit would take approximately 6 months to procure. The options presented at the committee were that the project can proceed through a conventional design-bid-build project, by the City issuing an Request for Qualifications (RFQ) for a design engineer, and then receiving proposals to subsequently award in accordance with the City established procurement guidelines. This would be followed by a standard Invitation to Bid (ITB) for a contractor. The other option presented by the City was to prepare a Design Criteria Package (DCP) and subsequently engage the services of a design-build team to streamline the final design, permitting, and construction. In discussing timelines, specifically the long lead time to achieve the ACOE permit for the upsizing of the outfall, the City underlined the fact that construction would not likely begin until after the rainy season. The CIPOC accepted the technical solution presented by MSA as well as the proposed method of procurement proposed by Staff. The CIPOC recommended that staff proceed

expeditiously with the preparation of the Design Criteria Package for the drainage improvements at 44<sup>th</sup> Street and Royal Palm Ave.

### **Current Status**

In the interest of reducing costs by retaining services of outside consultants, the Engineering Division of the Public Works Department has engaged in the development of the Design Criteria Package. The preliminary model outputs, as well as the substantiated technical solutions provide sufficient data to establish the baseline criteria and outline specifications to generate a comprehensive DCP. Moreover, the straightforward technical nature of the project is adequate enough for the City's internal engineering resources to develop such package, and therefore reduce costs and timelines associated to retaining an outside consultant.

The project is currently unfunded and has not yet been adopted by the City Commission as a Capital Project. The Engineering Division of the Public Works Department is underway with the DCP and expects to have this package completed and ready to go to bid upon approval by the City Commission. Through its due diligence process, staff recommends that these drainage improvements be approved by the Commission as a project and that funding be allocated in order to meet the mitigation requirements stated herein. The City has developed an opinion of cost more directly associated to the specific technical requirements of this project following Milian and Swain's proposed solutions. The estimated construction cost for this project ranges between \$600,000.00 and \$640,000.00. The City also received an estimate from RMI, directly associated to the aforementioned scope in the amount of \$588,000.00. These budgetary opinions have also taken into account the removal and disposal of unsuitable material and import of suitable material along a section east of the park where recent subsurface explorations have determined the presence of such materials. The Administration, including the City Manager's Special Assistant, have reviewed these costs, and is confident that the range provided would be adequate enough to provide a comfortable budgetary earmark for which staff can obtain a competitive price through the ITB process.

In addition, the Capital Improvements Office has been working in the reconfiguration of the intersection of Chase and Prairie Ave. The scope of the project would be to reconfigure the intersection to provide additional park area along Muss Park. This reconfiguration would provide for additional green space southeast of the Park's Building. (Exhibit F). These improvements would include the demolition of certain portions of the roadway, the reconstruction of the intersection at Chase and Prairie Avenues, new sidewalks and walkways, a new bus drop off area, street signage, and extension of driveways to connect the new road alignment, as well as new drainage catch basins to capture runoff from the grade reconfigurations. This project is also currently unfunded; however, the CIP office is submitting the project for consideration in the FY 2009 Capital Budget. The estimated budgetary earmark for this project is \$490,000 including engineering fees and a construction contingency.

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Should the 44<sup>th</sup> and Royal Palm drainage improvements be accepted for recommendation by the FCWPC, City staff would also recommend including in the Design Criteria package, the Muss Park expansion and intersection improvements. The rationale behind this approach is to allow both projects to be designed congruently, and in the event the Muss Park project is incorporated in the FY 09 Capital Program, then allow both projects to be constructed simultaneously, so as to minimize impacts in the neighborhood.

Upon recommendation by the FCWPC to establish the 44<sup>th</sup> and Royal Palm Ave drainage project as a Capital Project, staff will proceed to the next available City Commission meeting for formal approval. A funding source from current resources has not been possible to identify. If approved as a project grant resources, funds that might become available later in the fiscal year or next year Capital Funds will be explored. The City expects the procurement process to take approximately 90 days. The construction timelines will be primarily subject to the procurement of the ACOE permit. Once ACOE is procured, it is anticipated that the overall construction will not take longer than 2 months.

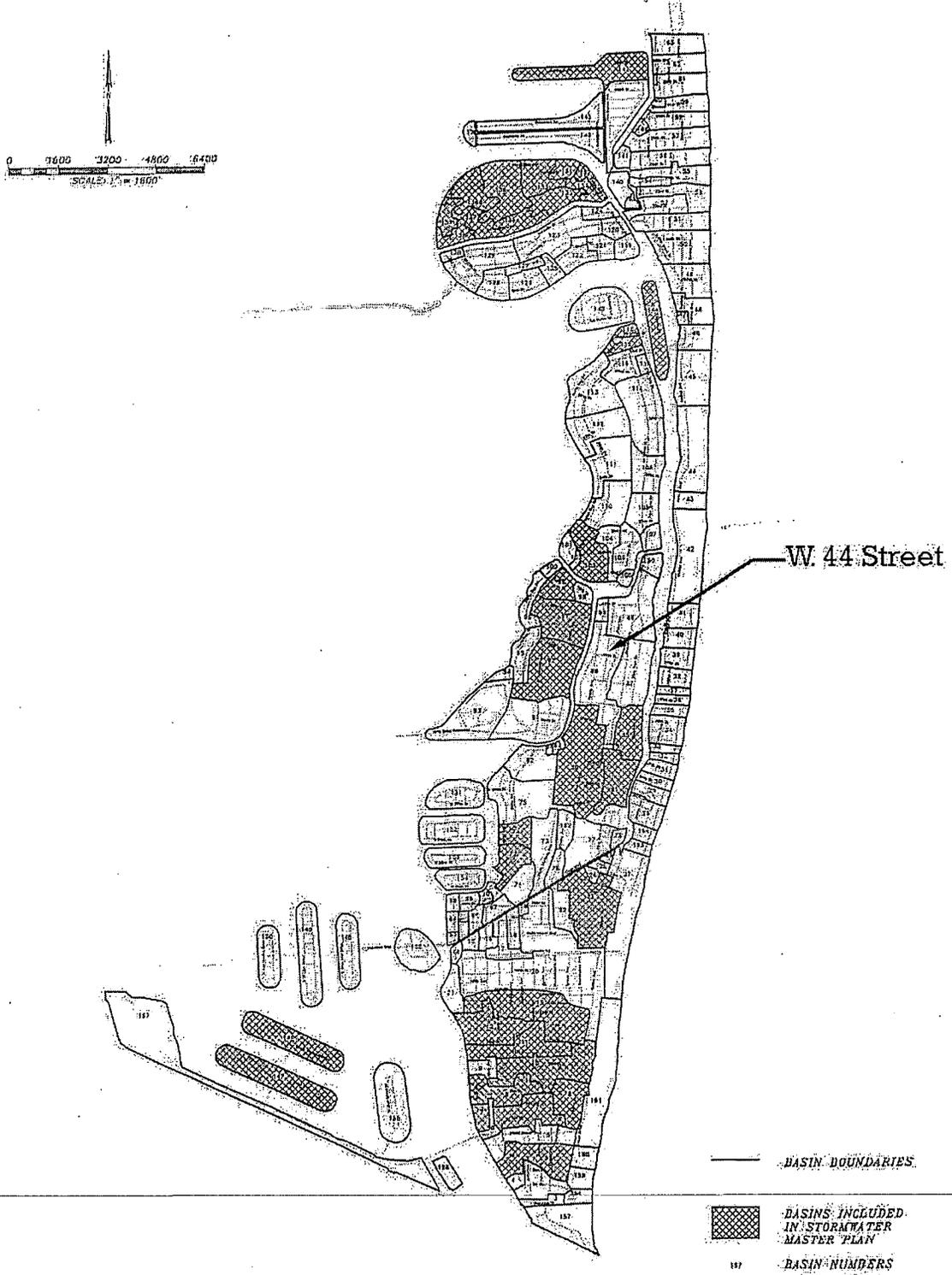
Attachments:

- Exhibit A City of Miami Beach, Drainage Basins Map
- Exhibit B Calibrated Event Photo
- Exhibit C Estimated Construction Costs (Neighborhood No. 7/Orchard Park), Drainage Study
- Exhibit D Sullivan Bros, Inc. Proposal
- Exhibit E Orchard Park Stomwater Model Review, Refinement, and Alternative Solution Analysis
- Exhibit F Muss Parking Lot and Chase Realignment Project Schematic

JMG/RCM/FAV

- c: Tim Hemstreet, Assistant City Manager
- Robert C. Middaugh, Assistant City Manager/Interim Public Works Director
- Fred H. Beckmann, P.E., Interim Capital Improvements Project Director
- Fernando Vazquez, P.E., City Engineer

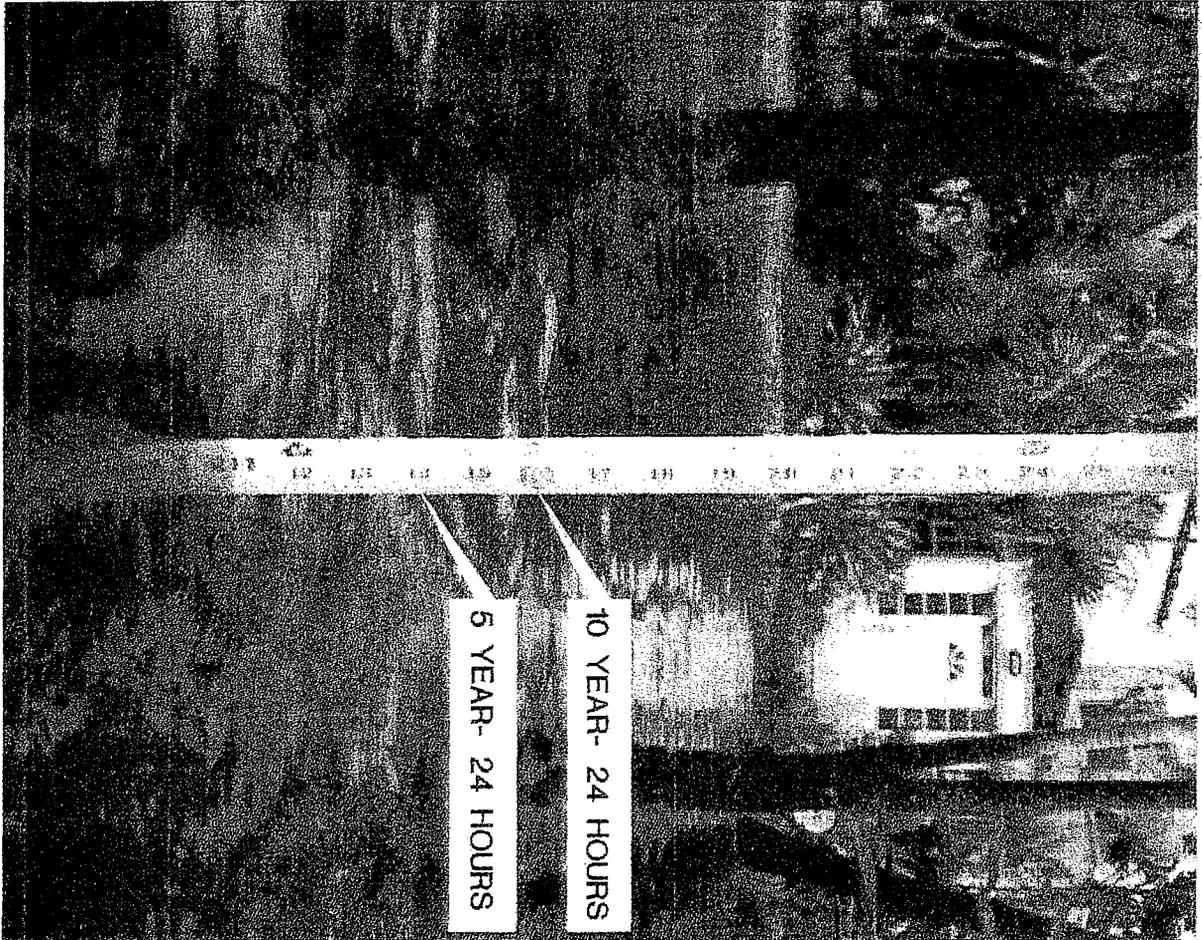
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- BASIN BOUNDARIES.
- ▨ BASINS INCLUDED IN STORMWATER MASTER PLAN
- w BASIN NUMBERS

Figure 2-2  
 CITY OF MIAMI BEACH  
 DRAINAGE BASINS 

Exhibit B



C-1	SCALE AS SHOWN CH-9-05	DESIGN NO.	FOR CITY OF MIAMI BEACH PUBLIC WORKS DEPT.	EXHIBIT B CALBRATED EVENT	<b>MSA</b> Milan, Swain & Associates, Inc. 2025 S.W. 23RD AVENUE, MIAMI, FLORIDA 33140 TEL. (305)441-0123 FAX (305)441-0628 CIVIL & ENVIRONMENTAL ENGINEERS & UTILITY MANAGERS & FOREMEN, LICENSED CERTIFICATE OF AUTHORIZATION NO. 5940	REVISIONS	
		DATE	02/20/00	DESCRIPTION			

ESTIMATED CONSTRUCTION COSTS (NEIGHBORHOOD No. 7 - ORCHARD PARK)  
DRAINAGE STUDY

ALTERNATIVES	MAXIMUM STAGING/TIME OF FLOODING	PROPOSED IMPROVEMENTS	ESTIMATED COST
EXISTING CONDITIONS	18" over crown > 24 hours	N/A	N/A
Alternative 1	9" over crown >24 hours	New manholes and inlets on 44 ST and side streets, upsize existing outfall from 15" to 72" and new 72" pipe on 44th Street.	\$ 4,390,890.10
Alternative 2	9" over crown for 5.5 hours	New manholes and inlets on 44 ST and side streets, upsize existing outfall from 15" to 36" and new Pump Station (Muss Park), 4 Injection Wells and 1 Control Structure.	\$ 5,545,750.40
Alternative 3	4.5" over crown for 1 hour	Same as Alt. 2 with other Pump Station (Pine Tree Dr. between, 44 and 45 Street), and 6 Injection Wells, and new pipe along 44 ST.	\$ 8,323,367.31
Alternative 3A	0.86" over crown for 0.38 hours	New manholes and inlets on 44 ST and side streets, new Pump Station (Muss Park) and 4 Injection Wells. Other Pump Station (44 Street between, Royal Palm and Post Avenue), 6 injection wells and 1 control structure.	\$ 6,916,311.37
Alternative 4	no flooding	New manholes and inlets on 44 ST and side streets, new Pump Station (Muss Park) and 3 Injection Wells. New Pump Station (44 Street between, Royal Palm and Post Avenue), 6 injection wells and other Pump Station (Pine Tree Dr. between 44 and 45 Street), 6 injection wells and 1 control structure.	\$ 8,656,273.68
Alternative 5	13" over crown for 5 hours	New manholes and inlets on 44 ST, upsize existing pipe from 21" to 36" and existing outfall to the west from 15" to 36" pipe	\$ 780,065.70
Alternative 6	12" over crown for 3 hours	Same as Alt. 5 with a new 36" outfall east to Indian Creek	\$ 1,503,487.00
Alternative 7	12" over crown for 3.7 hours	Same as Alt. 6 with 1 Pump Station (Muss Park), 4 Injection Wells, and 3 Control Structures	\$ 3,138,491.45
Alternative 8	6" over crown for 2 hours	Same as Alt. 7 with new Pump Station (44 ST between, Royal Palm and Post), and 6 Injection Wells, and a 36" Pipe along 44 ST.	\$ 3,920,666.25

A more detailed review of the Stormwater Basins and general Hydraulic Model efforts follow.

Exhibit D



*ORCHARD 3*  
**EST. CONSTRUCTION**  
**COS**

**SULLIVAN BROS. INC.**  
 2471 Port West Blvd.  
 West Palm Beach, Florida 33407  
 Tel: (561) 848-5536 - Fax: (561) 848-5559

**Proposal**

To:

Project: ORCHARD PARK R  
 Description: ORCHARD PARK  
 Bid Location: MIAMI BEACH  
 Bid Date:  
 Revision Date:

ITEM / DESCRIPTION	BID QTY	U/M	UNIT BID	AMOUNT
2000 ROAD & DRIVEWAY RESTORATION	1,500.000	SY	45.00	\$67,500.00
3006 TYPE C INLET	4.000	EA	2,800.00	\$11,200.00
3049 J- STORM MH	5.000	EA	6,500.00	\$32,500.00
3050 SPECIAL MANHOLE	1.000	EA	8,500.00	\$8,500.00
3115 15" RCP	20.000	LF	60.00	\$1,200.00
3124 24" RCP	3.000	LF	70.00	\$210.00
3136 36" RCP	1,050.000	LF	100.00	\$105,000.00
3506 36" CONCRETE ENDWALL	1.000	EA	3,800.00	\$3,800.00
			<b>Subtotal:</b>	<b>\$229,910.00</b>
4000 MOBILIZATION / MOT	1.000	LS	25,000.00	\$25,000.00

# Proposal

ITEM / DESCRIPTION	BID QTY	U/M	UNIT BID	AMOUNT
4002 BOND & INSURANCE	1.000	LS	7,500.00	\$7,500.00
4004 OVERHEAD & PROFIT 15%	1.000	LS	39,300.00	\$39,300.00
			<b>Subtotal:</b>	<b>\$71,800.00</b>
5000 ENGINEERING SERVICES	1.000	LS	65,000.00	\$65,000.00
			<b>TOTAL BID:</b>	<b>\$366,710.00</b>

## Totals

Base Bid . . . . . \$366,710.00

Signature: \_\_\_\_\_  
 \_\_\_\_\_

Proposal

THIS PROPOSAL IS FOR BUDGET PURPOSES ONLY

These are unit prices for a typical road job with pipe installed with minimum cover, material being able to be stored along road, dry ditch, ample room to work in, ect. There are no provisions for dewatering, material storage yards, demucking, removal of existing pipes, sod restoration, removal of excess fill, ect.

Unit prices are subject to change upon a complete set of plans, City specifications, soil borings and site investigation.

## **Orchard Park Stormwater Model Review, Refinement and Alternative Solution Analysis**

### **Introduction**

Orchard Park Basin 86 has been designated by the City of Miami Beach (henceforth referred to as the City) as a high priority area to alleviate regular flooding conditions. The existing drainage system of Basin 86 is located on the Southwest corner of the Orchard Park neighborhood and has approximately 73 acres that drain from its longest reach and lowest point at the intersection of W 44<sup>th</sup> Street and Royal Palm Avenue to a 36-inch terminal outfall into Biscayne Waterway underneath Arthur Godfrey Road. The outfall is approximately 2500 feet away from mentioned intersection (Please refer to Exhibit "A" for existing conditions). Although the City of Miami Beach Stormwater Master Plan did not include this basin as a priority basin, localized flooding is substantial and frequent in some areas under existing conditions. Hence a study of this basin within the Orchard Park Neighborhood was deemed necessary to address these occurrences.

### **Hydraulic Analysis**

The program that has been used to model the basin is Streamline Technology's Advanced Interconnected Pond Routing (AdICPR) version 3.00. This program is well known and accepted by Miami-Dade County Department of Environmental Resource Management (DERM), South Florida Water Management District (SFWMD) and all other reviewing agencies in this area.

The data collected for this basin modeling effort was gathered from the City's "as-built" drawings and existing surveys. We also built upon previous modeling work products provided to us by the City. The existing conditions for this model were both verified through field observations and the use of aerial photography.

The model information that was then extracted from the provided information and inputted into the model includes, but is not limited to, the following:

- Sub-basin Areas
- Curve Numbers for Runoff Coefficients
- Rainfall Distributions
- Structure Rim and Road Crown Elevations
- Pipe Sizes and Inverts

The sub-basin area delineation was developed through the use of existing surveys provided by the City to determine the high and low points of the existing roadways. The elevations of structures, pipe-inverts, road-crowns, and pipe-sizes were also identified through the use of the existing surveys and verified through field observation for accuracy. The runoff curve numbers in the model were verified for representative basins by conducting independent calculations using aerial photographs, information from Miami-Dade County property records and existing survey information. The rainfall and

tidal information was provided by the City's Public Works Department, as well as extracted from the Stormwater Master Plan and the South Florida Water Management District Volume IV Manual.

The worst-case scenario was taken into account for each model run therefore the following assumptions were made: The tidal elevation at the outfall was maintained at 2.38 NGVD; the design storm for a 5-year, 24-hour storm was assumed to have a volume of 7.5 inches; the 10-year, 24-hour storm was assumed to have a volume of 9.2 inches; and the rainfall distribution that was provided by the City was used for purposes of modeling the rainfall.

The model was run and then calibrated using the information provided by the City for the high water mark for the May 20, 2007 rainfall event that caused heavy flooding in the areas at and near the corner of Royal Palm Avenue and W 44<sup>th</sup> Street, for which there was a concurrent photograph showing a flooding depth of 11 inches (Please refer to Exhibit "B" for photograph). The calibration was done conservatively, that is, the predicted elevation was slightly higher than the recorded water level, in case that the recorded level was not the absolute maximum during the event since the time of the picture is unknown and the drainage system could have started equalizing thus reducing the peak flooding depth.

#### **Proposed Drainage System Improvements**

The existing and proposed systems have been modeled using the AdICPR hydrologic and hydraulic model. The model has the capabilities to analyze the system taking into consideration basin storage areas in the roadways and retention/detention areas, pumping water out of the system via drainage wells or outfalls, gravity flow systems to a terminal outfall and how pipe size and configuration add to the losses in the system. All of the existing and new analysis was done under a 5-year, 24-hour storm condition for consistency of comparison. The potential improvements that have been explored have entailed breaking down the system into smaller watersheds with combinations of increased pipe diameters, pump sizes and locations, and in one case force mains to the outfall at Muss Park. By breaking the overall system into smaller watersheds, we were able to sever the portion of the watershed experiencing the worst flooding, and provide a shorter, quicker route for discharge of stormwater to tidal waters. This stormwater originates from the watershed itself, plus overland sheet flow from adjacent areas. This expedited routing resulted in the beneficial side effect of minor improvements to the conditions of the remainder of the watershed.

The various alternatives consisted of the following:

- Alternative One – Severing the system at a strategic location and connecting the system run along W 44<sup>th</sup> Street to the existing 15-inch outfall. (See Exhibit I).

- Alternative Two – Same as Alternative One, but upsizing the pipe diameter of the current system along the W 44<sup>th</sup> Street to 36 inches and upsizing the outfall at Muss Park to a diameter of 36 inches. (See Exhibit 2).
- Alternative Three - Same as Alternative One, but upsizing the pipe diameter of the current system along W 44<sup>th</sup> Street to 48 inches and upsizing the outfall at Muss Park to a diameter of 48 inches. (See Exhibit 3).
- Alternative Four – Same as Alternative One, but upsizing the pipe diameter of the current system along W 44<sup>th</sup> Street to 36 inches, increasing the outfall diameter to 36 inches and adding a pump and force main to the outfall at the corner of W 44<sup>th</sup> Street and Royal Palm Avenue. (See Exhibit 4).

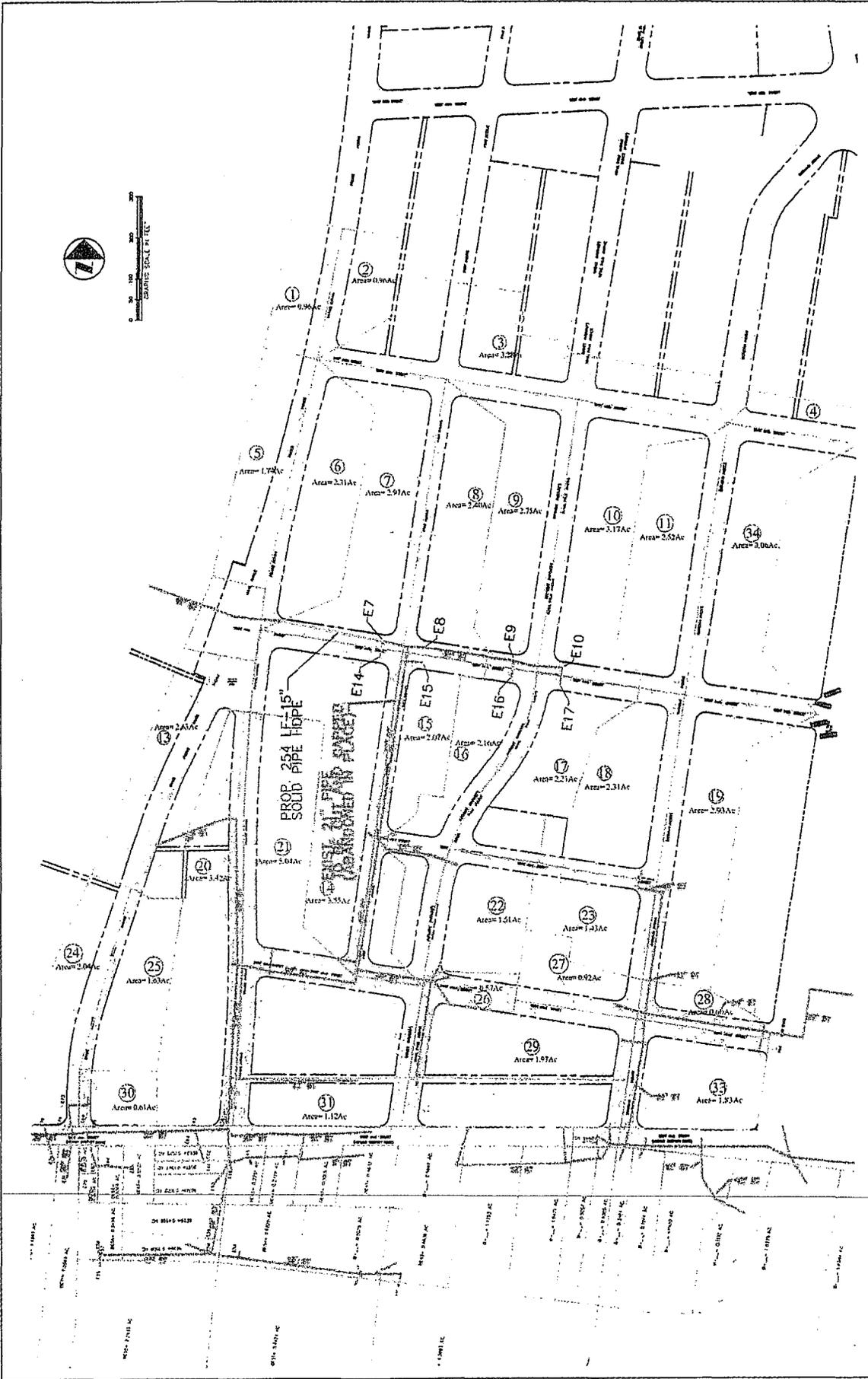
## Results

- Alternative One – Reduced the elevation of the flooding appreciably from over 24 hours to 15 hours. However, the reduction in the maximum depth of the flooding was only minor, approximately 2 inches resulting in a peak flooding depth of 12 inches from grate elevation. Therefore we proceeded to investigate the other alternatives.
- Alternative Two – Reduced the duration of flooding significantly from over 24 hours to 6 hours. The reduction in depth of the maximum flooding was 7 inches resulting in a peak flooding depth of 7 inches from grate elevation. While these improvements were significant, we pursued greater improvements via Alternative Three.
- Alternative Three – Reduced the duration of flooding significantly, from over 24 hours to 4 hours. The reduction in depth of maximum flooding was 11 inches resulting in a peak flooding depth of 3 inches from grate elevation. These improvements are judged to be satisfactory. Still, we investigated Alternative Four.
- Alternative Four – Reduced the duration of flooding significantly from over 24 hours to 6 hours. The reduction in depth of maximum flooding was 9 inches (that is, a reduction less than the reduction yielded by Alternative 3). It is noted that Alternative Four included pumping to a 36-inch pipe, and that the pump would be located at the corner of W 44<sup>th</sup> Street and Royal Palm Avenue. Because of site limitations, the capacity of the pump was restricted to 100 gallons per minute. The option of locating a pump downstream at Muss Park (where the site would allow a larger pump) was not practical because in light of the time of travel to the park, the pump start would be delayed and thus the benefit upstream at the problem area would be minimal.

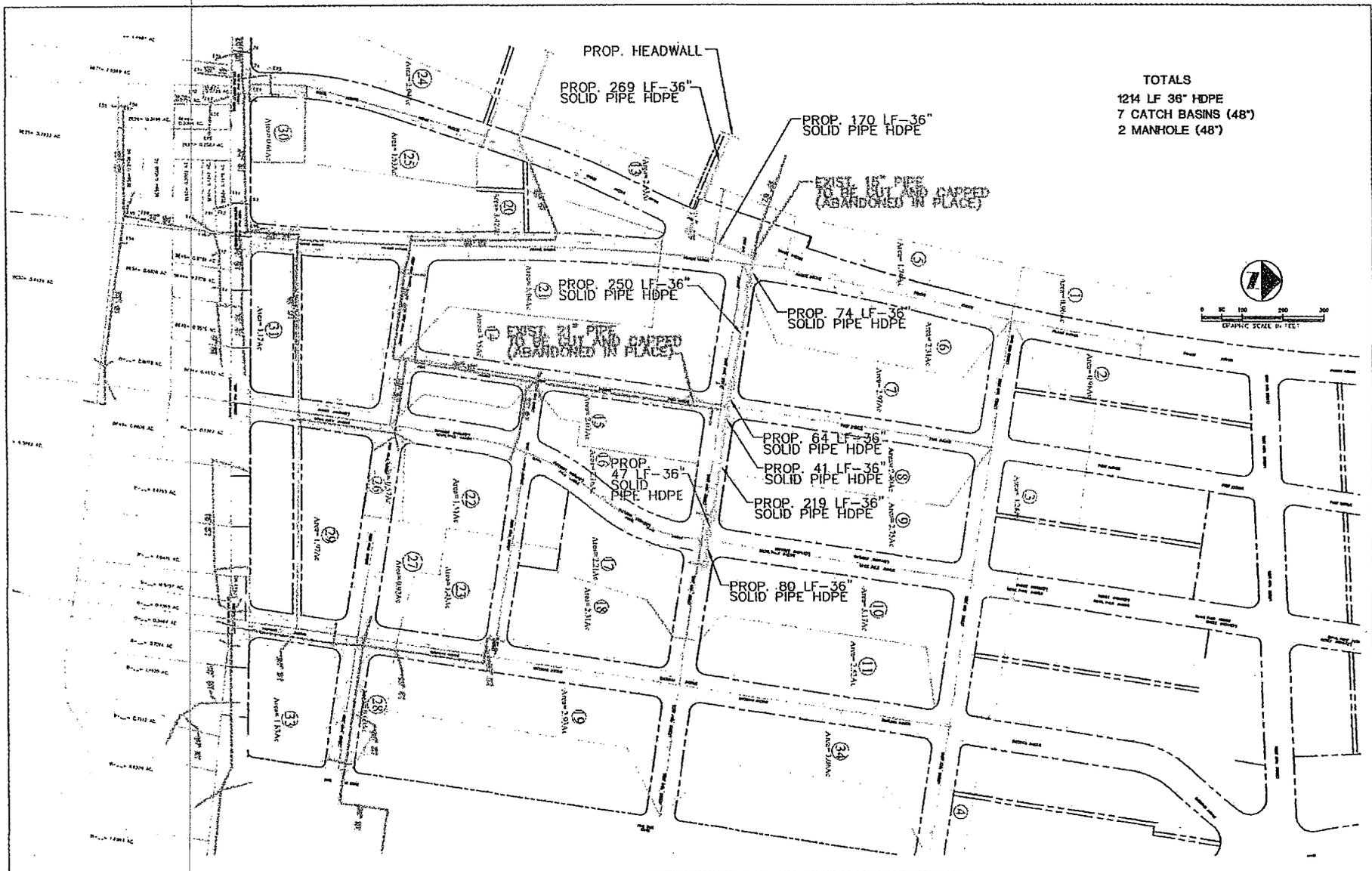
## Conclusions

As a result of this preliminary evaluation and analysis of the system, it seems reasonable to conclude that the preferred alternative in this case would be Alternative Three, that is, the 48-inch gravity system. The existing system does not provide adequate flood protection as it causes over 14 inches of flooding over grade during a 5-year storm event for a period over 24 hours. A 48-inch diameter pipe system would decrease considerably not only the duration of the flooding, but the severity of the flooding as well.

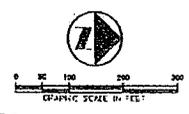
If the City accepts this recommendation, the next steps would be to design and obtain permits for the system. It should be noted that during the design and construction processes, field conditions and other factors may require adjustment to the design geometry, and as a result the reductions in flooding may vary somewhat from those predicted in the model. Also, the geometry for Alternative Three includes a baffle to be located at the outfall. This feature, which would provide water quality improvement benefits, was included based on a preliminary conversation with DERM staff. It is conceivable that as the project proceeds to permitting, DERM might request additional water quality features. If so, the flood control reductions predicted might be affected somewhat, and the cost of the project would increase. Therefore, effective communications and negotiations with DERM would be advisable.



<b>MSA</b> Milling, Swain & Associates, Inc. 2025 S.W. 2nd Avenue, Suite 3114 Fort Lauderdale, Florida 33314 P.O. Box 10000 Fort Lauderdale, Florida 33310 PHONE: (305) 555-1111 FAX: (305) 555-1112 E-MAIL: MSA@MSAFLA.COM WWW: WWW.MSAFLA.COM		CITY OF MIAMI BEACH PUBLIC WORKS DEPT. APPROVED BY: [Signature] DATE: 01-07-09	SHEET EXHIBIT-1 (6" PAPER) ALTERNATIVE-1 SCALE: 1"=100' PROJECT NO.: C18-00
<b>REVISIONS</b> NO. DESCRIPTION DATE			



TOTALS  
 1214 LF 36" HDPE  
 7 CATCH BASINS (48")  
 2 MANHOLE (48")

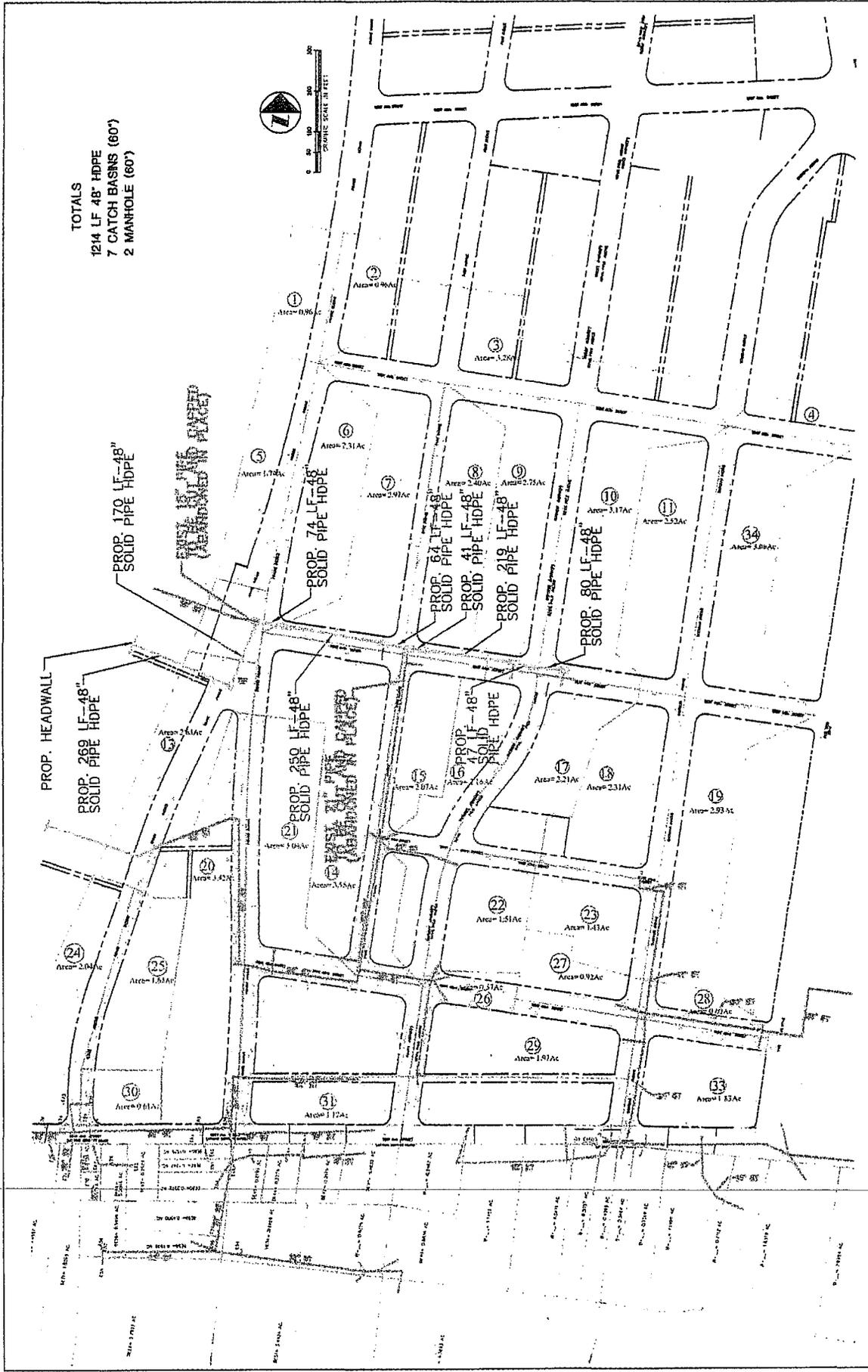


REVISIONS			
DATE	DESCRIPTION	BY	REVISION

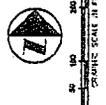
**MSA** Miles, Swain & Associates, Inc.  
 2025 S.W. 32nd AVENUE, MIAMI, FLORIDA 33145  
 TEL. (305)441-0123 FAX (305)441-0488  
 ENG. & PROFESSIONAL ENGINEERING & SURVEYING LICENSE NO. 10000000000000000000  
 CERTIFICATE OF AUTHORIZATION NO. 5800

DESIGNED BY		FOR	CITY OF MIAMI BEACH PUBLIC WORKS DEPT.
DRAWN BY		APPROVED BY	
CHECKED BY		DATE	01-07-06

EXHIBIT-2 (36" PIPE)	SHEET
ALTERNATIVE 2	
SCALE: 1"=100'	PROJECT NO.: C18-05

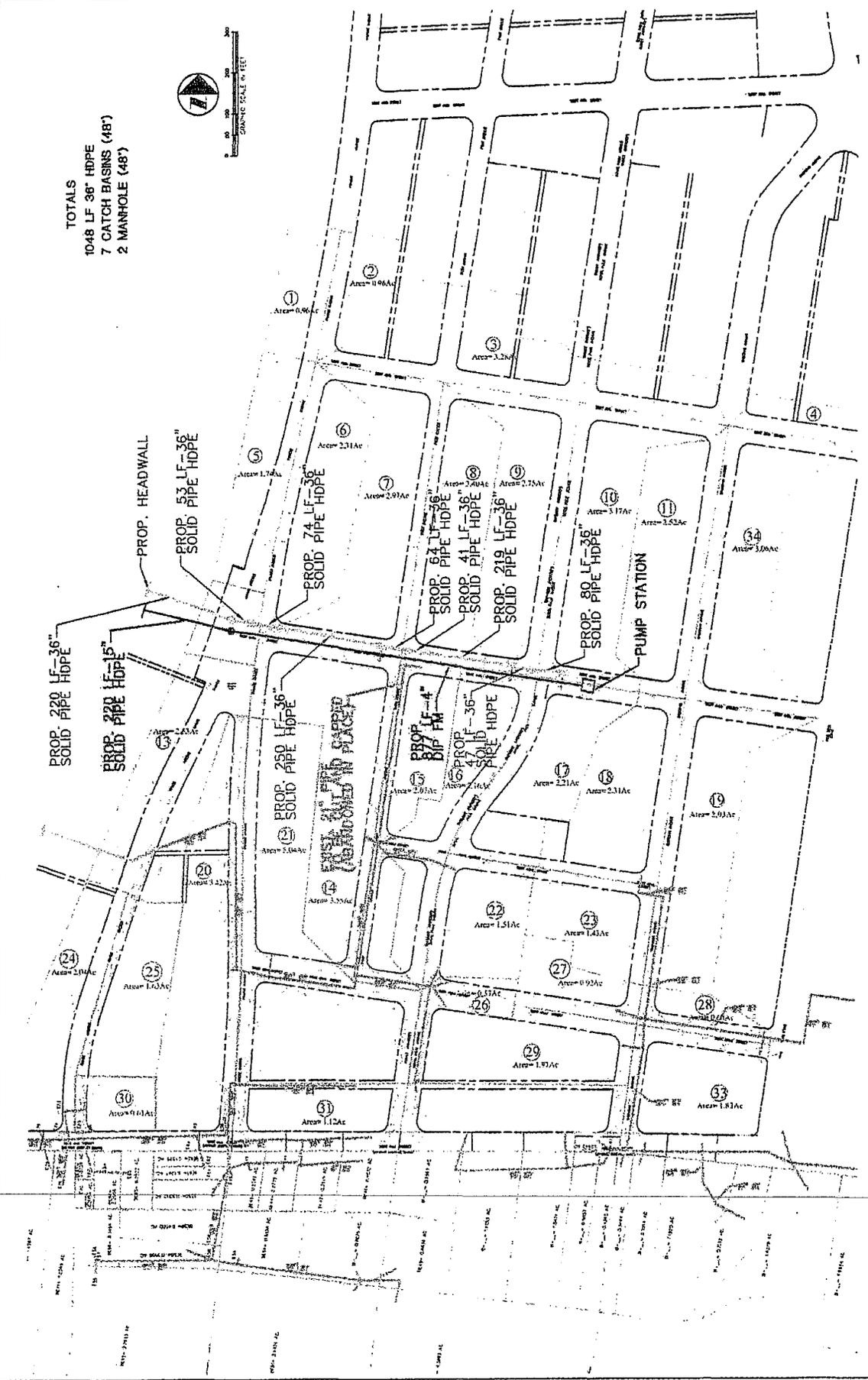


TOTALS  
 1214 LF 48" HDPE  
 7 CATCH BASINS (60")  
 2 MANHOLE (60")



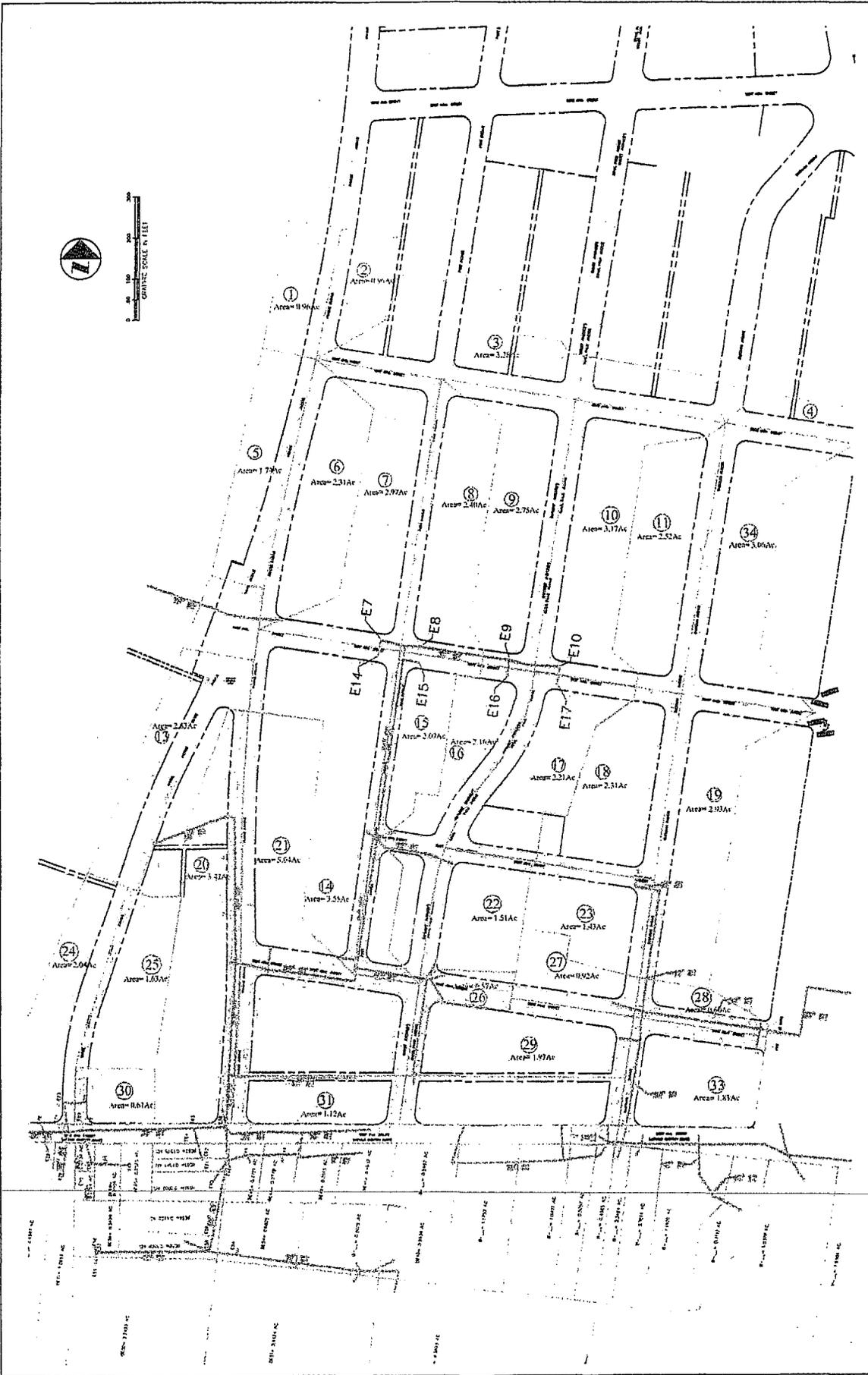
<b>MSA</b> <i>Allyn, Devin &amp; Associates, Inc.</i> <small>200 SW 2nd Avenue, Suite 1000, Fort Lauderdale, Florida 33301        P.O. Box 1000, Fort Lauderdale, Florida 33301        PHONE: (954) 574-1111 FAX: (954) 574-1112        E-MAIL: msa@msafla.com</small>		CITY OF MAUI BEACH PUBLIC WORKS DEPT. APPROVED BY: _____ DATE: 01-07-05 PREPARED BY: _____ DATE: _____ SCALE: 1"=100'
PROJECT NO. 05-005		SHEET NO. 3
EXHIBIT-3 (48" PIPE)		ALTERNATIVE 3

TOTALS  
 1048 LF 36" HDPE  
 7 CATCH BASINS (48")  
 2 MANHOLE (48")

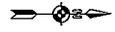


<p>DESIGNED BY: MSA</p>		<p>REVISIONS</p>		<p>PROJECT NO. 014-05</p>	
<p>DRAWN BY: MSA</p>		<p>DATE: 01-07-06</p>		<p>SCALE: 1"=100'</p>	
<p>CHECKED BY: MSA</p>		<p>DATE: 01-07-06</p>		<p>ALTERNATIVE 4</p>	
<p>APPROVED BY: MSA</p>		<p>DATE: 01-07-06</p>		<p>EXHIBIT-4 (36" PIPE &amp; PUMP STATION)</p>	
<p>PROJECT: CITY OF MIAMI BEACH          PUBLIC WORKS DEPT.</p>		<p>DATE: 01-07-06</p>		<p>SHEET</p>	

**MSA** Mihalek, Suris & Associates, Inc.  
 2025 S.W. 32nd Avenue, Suite 3314  
 Fort Lauderdale, FL 33309  
 Tel: (954) 411-0133 Fax: (954) 411-0609  
 www.msa-inc.com  
 CIVIL & PROFESSIONAL ENGINEERING  
 LICENSE NO. 3400



<p><b>MSA</b>          Atilas, Szala &amp; Associates, Inc.          2025 S.W. 32nd Avenue, Suite 3115          Fort Lauderdale, FL 33309          TEL (305) 441-6133 FAX (305) 441-0488          A PROFESSIONAL CORPORATION          OFFICE OF ARCHITECTURE NO. 340</p>		<p>CITY OF MIAMI BEACH          PUBLIC WORKS DEPT.          2000 W. BEACH BLVD.          MIAMI BEACH, FL 33139          DATE: 01-17-08</p>		<p>PROJECT NO. EUP-05</p>
<p>DATE: 01-17-08</p>	<p>SCALE: 1"=100'</p>	<p>EXISTING CONDITIONS</p>	<p>EXHIBIT-A</p>	<p>SHEET</p>
<p>REVISIONS</p>	<p>DATE</p>	<p>DESCRIPTION</p>	<p>BY</p>	<p>CHK</p>



PROPOSED LAYOUT

**MIAMI BEACH**  
 CAPITAL IMPROVEMENT PROJECTS OFFICE  
 1700 CONVENTION CENTER DRIVE, MIAMI BEACH, FL 33139

TITLE: **Muss Park  
 EXISTING CONDITIONS  
 PROPOSED LAYOUT**

CITY MANAGER: JORGE GONZALEZ  
 DIRECTOR: FRED H. BECKMANN  
 CITY ENGINEER: FERNANDO YAZUEZ

ENGINEER OF RECORDS:  
 DESIGNER: M.P.  
 DRAWN BY: JXX  
 CHECKER: H.S.  
 SCALE: 1:20

5			
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1			
NO.	DATE	REVISION	APP'D. BY

File location:  
 P:\CIP\1700 CONVENTION CENTER DRIVE\MUSS PARK  
 Field Book: N/A Page: N/A Job Order: N/A  
 Date: 04/09/09  
 Sheet: 1 of X Drawing: Proposed Layout  
 NOT FOR CONSTRUCTION

DATE PLOTTED: 04/09/09 11:11 AM

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# MIAMI BEACH

OFFICE OF THE CITY MANAGER

## MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jorge M. Gonzalez, City Manager

DATE: May 5, 2009

SUBJECT: Altos Del Mar Sculpture Park

### INTRODUCTION

On October 17, 2007, the Mayor and City Commission approved the issuance of Request for Proposals No. 02-07108 for Establishing a Cultural Arts Themed and/or Other Passive Recreational Activities Program in Altos Del Mar park, located on Collins Avenue, between 76th and 77th Streets (the RFP). On July 16, 2008, the Mayor and City Commission accepted the recommendation of the City Manager and authorized the Administration to enter into negotiations with the successful proposer, Altos Del Mar Sculpture Park, Inc, a not for profit Florida corporation (ADMSP). The Administration has been negotiating with ADMSP since November 2008; currently, the parties are continuing to work toward finalizing a Management Agreement, whereby ADMSP would design, develop, operate and maintain a sculpture park within a portion of Altos Del Mar Park (to be known as the Altos Del Mar Sculpture Park), in accordance with its response to the RFP.

The purpose of this memorandum, and of the discussion before the Committee, is to receive further direction on some of the remaining significant points of the draft Management Agreement, prior to continuing to negotiate with ADMSP and finalizing same.

### BACKGROUND

As stated above, ADMSP's proposal contemplates the design, development, construction and, thereafter, operation and maintenance, of a public sculpture park (hereinafter referred to as the Sculpture Park). The Sculpture Park would display, in changing exhibitions, major works of sculpture from internationally established sculptors of the 19th, 20th, and 21st centuries. The artwork would be displayed in three (3) distinct landscaped areas--referred to, respectively, in ADMSP's proposal as the 1) "Dunefields," 2) Maritime Garden and 3) "Tree Allees"-- which are intended to serve as natural "outdoor galleries," and which would enable visitors to navigate freely through exhibits, enjoying the natural beauty created by the landscaped areas, as well as the beauty of the works of art themselves.

ADMSP would be responsible for all costs associated with design, development, construction, operation, and maintenance of the Sculpture Park including, without limitation, construction of all Proposed Improvements (as hereinafter defined). ADMSP has retained the services of ArquitectonicaGEO to create the proposed Sculpture Park Design.

As currently defined in the Agreement, the Proposed Improvements contemplate the following:

1. Eleven (11) concrete and steel foundations for the large sculptures (with each foundation measuring 5 meters by 5 meters by 1/2 to 1 meter);

2. Twenty- five (25) foundations for the medium to small size sculptures (1 meter by 1 meter by .30 meter);
3. A 1200 square foot, one-level entrance pavilion;
4. Restrooms and facilities such as water fountains and benches (which will be integrated throughout the Sculpture Park per the design); and
5. The actual landscaping for the three (3) "outdoor galleries."

In addition to the Proposed Improvements above, should the City elect to relocate the North Shore Branch Library (which is located on the southwest corner of the Park) to the North Beach Town Center area, ADMSP would assist the City in financing that relocation and would also, at its sole cost and expense, have the option to re-purpose the existing library building into a museum building for the Sculpture Park.

As is the case in most City management agreements, the City would own the Proposed Improvements upon completion of construction and acceptance by the City.

Under the terms of the Agreement, ADMSP would be responsible for all ongoing maintenance of the Sculpture Park, including the Proposed Improvements. It would also be responsible for operation and management of the Park for its intended purposes.

The primary use of the Sculpture Park is as a public cultural facility. As such, it will be free and open to the public 365 days a year, during daily hours of operation currently proposed from 10AM to sunset. In addition to the primary use as a sculpture park, ADMSP also plans to offer such other public programs such as art classes; guided tours by art historians; chamber music events; book readings; kite flying; outdoor cinema; tai chi and/or meditation classes; and yoga. Additionally, the Sculpture Park also wishes to be permitted to operate a gift shop/bookstore on the premises. As contemplated in the Agreement, the aforesated uses would be expressly set forth as "Approved Uses." Any additional and/or new uses (whether of a public and/or commercial/revenue generating nature) would require the prior written consent of the City (and if approved, would be incorporated as an amendment to the Agreement).

In its proposal, ADMSP also requested that it be permitted to rent all or portions of the Sculpture Park for private events such as weddings. During the course of negotiations, ADMSP requested that, in addition to weddings, it also have the flexibility to rent the Sculpture Park for other similar social events such as baptisms, bar/bat mitzvahs, birthdays, graduations, fashion shows, etc. Rental of the premises would be subject to rates and policies and procedures which would be subject to prior City approval. Renters would be required to provide insurance naming the City as an additional insured, as well as fully indemnifying and holding the City harmless.

Finally, as the primary use of the premises is as a sculpture park, the proposed Agreement provides for specific sections regarding the artwork itself, and addresses considerations such as the procedure for selection and booking of art and exhibitions, as well as limitations on sale of art works, and insurance, maintenance and security requirements particular to works of art.

ADMSP's proposal contemplates that the artwork and exhibitions will be selected, planned, and executed by certain committees of the not-for-profit entity (i.e. specifically, a design review board, collection review board, and an exhibition planning board) comprised of ADMSP board members and recognized experts. Additionally, the Agreement requires that the City have equal representation on each board (not less

than 30%), who may include a member of the city commission, the city manager or his designee, or other persons selected by majority vote of the City commission. ADMSP also proposes employing a full-time curator for the Sculpture Park, whose selection (as well as the selection of any successor) is subject to the prior written approval of the City Manager.

Selected works of art and artwork related to exhibitions shall be insured and secured by ADMSP at its sole cost and expense, and ADMSP shall indemnify and hold the City harmless against the loss or theft of any art work. The Agreement also prohibits the sale of artwork on the premises, to ensure that the primary use of the Sculpture Park is as a public cultural facility and not as a de-facto or quasi-private, commercial art gallery. As to selection of art works and booking of exhibitions, and in addition to the City representation on the aforesaid selection committees, the Agreement also provides the City Manager with the right to prohibit certain events (or uses), or the display of certain works, in the event that he reasonably deems that the event, use, and/or particular work(s) might either present safety concerns or be a threat to the health, safety and morals of the public.

### **PENDING ISSUES TO BE NEGOTIATED**

The following pending issues require direction from the Committee:

1. **Term:** While the RFP provides for an initial five (5) year term with one five (5) year renewal term, at the City's discretion, Addendum No. 2 of the RFP also gave the City the option to negotiate a longer term "...if the proposal awarded offers capital investment." As ADMSP's proposal does offer capital investment, they have requested an initial term of ten (10) years, with two (2) five year renewal options.
2. **Rental of the Premises:** As stated, ADMSP's proposal initially requested that it be permitted to rent the Premise for wedding receptions, on limited days and outside the normal hours of operation of the Sculpture Park (i.e. when it would not be open to the public). During negotiations, ADMSP requested that, in addition to weddings, it also be allowed to rent the premises for other social functions (under rates and policies and procedures approved by the City). The issue is, and as negotiations progress, how much of this "private activity" does the Committee feel comfortable allowing and, if so, under what general parameters?
3. **Sale of Art Works:** The Agreement prohibits the sale of art works while exhibited in the Park. Notwithstanding, the City Administration recognizes that, as a result of being displayed in the Sculpture Park, or featured in an exhibition in the Sculpture Park, the value of certain art works may subsequently increase (by virtue of the prestige garnered by having been exhibited or displayed in what we all hope and expect to be an important public cultural facility). Staff has recommended that the City should realize some sort of compensation (i.e. a percentage of the sale price) from the sale of an art work that was displayed in the Sculpture Park and which is subsequently sold. While the Administration is seeking direction from the Committee as to this issue, there is also the further question of whether this should be referred to one of the City's cultural boards (CAC; AiPP) and/or to the Bass Museum for input and recommendation. ADMSP has indicated that if a work of art is donated to ADMSP for the Sculpture Park, it would like to retain ownership and control of that piece and be able to sell it, with proceeds going toward the ongoing maintenance and support of the Park.
4. **Naming Rights:** ADMSP would like the ability to sell naming rights for the exhibition areas in order to support its programming. As the proposed exhibition areas are all outdoor areas within Altos Del Mar Park, the naming of these areas would, in essence, be akin to the naming of a portion of the Park itself and would currently trigger the provisions of the City's Naming Ordinance (unless the City

Commission amended the Ordinance to specifically exempt Altos Del Mar Park or the Sculpture Park).

5. Staff has suggested that, as an additional public benefit, ADMSP should donate pieces of art to the City (for its Art in Public Places Program) periodically throughout the term of the Agreement.
6. Finally, ADMSP has raised two additional points which have been rejected by the City Attorney's Office during the course of negotiations. First, the City's title to Altos del Mar Park contains a deed restriction, which was disclosed to all proposers--including ADMSP--during the RFP process, which gives the State of Florida the right of first refusal if the City were ever to sell the property. ADMSP wants the City to represent that it will not sell the property during the term of the proposed Agreement. To our knowledge, the City has never agreed to a similar restriction on its property (in any other agreement) , nor would we recommend that the City encumber the Altos Del Mar Park property now for this transaction.

The second point addresses the conveyance of the Proposed Improvements (as defined herein). As is customary with other City management agreements, any improvements which are constructed as part of the management agreement become City property at the time of completion. ADMSP doesn't want to convey title until the end of the term of the Agreement, presumably to obtain financing using the improvements as collateral. Not only was this not contemplated in ADMSP's proposal, but this arrangement is typically seen in leases (and not in a management agreement, where, as here, the operator has no interest in the property but is merely negotiating the right to conduct certain uses upon it). As with the preceding paragraph, and at the recommendation of our legal staff, we would recommend rejection of this term.

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# MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, [www.miamibeachfl.gov](http://www.miamibeachfl.gov)

## COMMISSION MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jorge M. Gonzalez, City Manager

DATE: May 5, 2009

SUBJECT: **DISCUSSION REGARDING TRANSITIONING CERTAIN OPERATING ACTIVITY AND THE ASSOCIATED FUNDING FOR THE BASS MUSEUM OF ART TO THE FRIENDS OF THE BASS MUSEUM, INC., A FLORIDA NOT-FOR-PROFIT CORPORATION.**

### ANALYSIS

The Bass Museum was established from its inception as a strong public/private partnership through a contractual agreement entered into 45 years ago when the City accepted the gift of the art collection of John and Johanna Bass. This agreement stipulates that the City will "maintain the collection in perpetuity... provide for the exhibition of the collection, keep it open and available to the public," and provide basic funding for the maintenance and exhibition of the collection. The City fulfills this obligation by funding the operational elements of the Museum, and maintaining the building, which is a City asset. The agreement further stipulates that the Bass Museum, as an operating entity, should be overseen by a Board of Trustees. The Board has the responsibility for Museum policies and procedures, as well as day-to-day management through the staff it employs. The Museum's Executive Director/Chief Curator, for example, is a City employee with full benefits, but is hired by, and answers to, the Board of Trustees.

In addition to the City and the Board of Trustees, a third entity exists to promote and further the mission of the Bass Museum of Art: Friends of the Bass Museum, Inc. This private and separate 501(c)3 organization was established in 1978 as the membership and fundraising arm of the Museum. The President of the Friends chairs the Board of Trustees. The Friends' Board of Directors serves as advisory to the Trustees, advocates and raises funds for the Museum, and sponsors Museum programs, which include all special exhibitions and educational programs. The Museum's membership, education, development and marketing efforts are realized by employees of the Friends of the Bass Museum. Thus the current Museum staff consists of City employees (both classified and unclassified) and Friends employees, with substantial differences in benefits and pay scales.

To remedy this situation, the Administration is working closely with the Museum's staff and Boards to streamline the current governance model and to standardize employment practices. While the City's commitment to the Bass Museum remains strong, both the Administration and the Museum feel that the City can continue to fulfill its contractual obligations without having actual City employees working at the Museum. To this end, two recently-vacated City positions at the Bass have been filled as employees of the Friends, the Assistant Director and Curator. The objective is to transition all Bass Museum positions to the Friends of the Bass over time, which will allow for significant savings in salaries and benefits.

Further, both the Administration and the Museum agree that additional operating budget items should be transferred to the Friends of the Bass Museum as well for their oversight and management. In addition to allowing the Friends to pursue potential savings by using non-City contracts for services such as carpet cleaning or for the purchase of office supplies, for example, transferring the budget allocations for certain line items would also begin the process of transitioning much of the day-to-day administration and oversight to the Friends. This is an important step in the move towards increased simplification of the Museum's governance structure, which has been considered essential for the future well-being of the institution and was included in the Museum's own five-year strategic plan, completed in March 2007.

To summarize, the Administration recommends transferring \$109,131 in salaries to be used by the Friends for salary expenses related to the Museum's Assistant Director and curatorial services. These funds are available as a result of recent vacancies in these two positions. Additionally, it is recommended that an additional \$107,800 be transferred to the Friends for operating expenses. These funds are currently available in the City's Bass Museum General Fund budget for professional services (carpet cleaning), sanitation fees, rent/building/equipment (art storage), contract maintenance (security alarm, alarm monitoring and dust mats), office supplies, repairs/maintenance, other operating expenses and dues. The combined total transfer would be \$216,931. These funds represent the balance of funds remaining in the aforementioned line items for the current fiscal year and are approved, budgeted expenses. It is the desire of both the City and Friends to transfer funds for the same line items in future years as well. The Friends and Board of Trustees have reviewed this proposed transfer and recommended in favor of this arrangement.

The Administration recommends the City enter into a management agreement with the Friends, similar to the one entered into by the City and the Garden Conservancy for the Botanical Garden. The agreement would delineate the exact responsibilities the Friends would be required to meet in exchange for the funding. These obligations would be very similar to functions currently carried out jointly between the City and Friends.



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# MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, [www.miamibeachfl.gov](http://www.miamibeachfl.gov)

## COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jorge M. Gonzalez, City Manager

DATE: May 5, 2009

SUBJECT: Incentive Funding For City of Miami Beach LEED Certification Program

### **BACKGROUND**

On April 22, 2009 the City of Miami Beach Commission adopted the Ordinance establishing definition, standards, procedures and incentives providing for property owner voluntary participation, and City mandatory participation, in the Leadership in Energy and Environment Design (LEED) Certification Program, as established by the U.S. Green Building Council (the LEED Ordinance). In conjunction with the adoption of the LEED Ordinance, the Commission appropriated \$50,000 from the General Fund Unallocated Fund Balance and directed the administration to develop recommended funding sources to replenish the \$50,000.

LEED is a building rating system, developed by the United States Green Building Council (USGBC) in 1998, which recognizes and encourages sustainable/green building development, construction and management practices. The LEED rating and certification system is intended to enhance energy conservation, encourage use of recycled materials and encourage operating practices that are environmentally friendly, and has systematically evolved and improved to an internationally recognized standard to encourage and assess the actual performance of green building development.

The LEED Ordinance established a voluntary LEED Building Rating System for private development. As the system is voluntary there is no minimum building size for which the LEED program would be made available. The key to the City's LEED Ordinance and its success on a voluntary basis is found in the different incentives that are built into the Ordinance. The Ordinance provides for incentives both in terms of the time associated with processing an application for green buildings in the City's permitting review and approval process, and also potentially financial incentives. The financial incentives in the ordinance are intended to help offset the cost of application and review for LEED certification and a percentage of added costs incurred in building to LEED standards. The maximum incentive of 20% of the total annual appropriation established in the LEED Ordinance for any one project ensures that no one project consumes the resources available in a given year.

The LEED Ordinance limits the City's exposure for annual expenditures in achieving the goals associated with the LEED Ordinance as the City Commission appropriates precise amounts of funds allocated for financial incentives for projects that achieve a LEED Certification.

## ANALYSIS

Original discussions revolved around either providing a rebate of some percent of the building permit fees and/or creating a fund through a surcharge mechanism from which a financial incentive could be provided to a builder/developer. In the Administration's assessment of the use of building fees, it has been deemed that a rebate of those fees is not allowed to achieve an incentive as anticipated in the LEED program. Building fees are specifically earmarked to provide payment to the City for services directly related to the building inspection and review process. LEED, while a worthy and desirable community goal, is not an eligible subject matter for use of building permit fees as it would require one project to subsidize another project.

Section 553.80(7), Florida Statutes provides for the following:

(7) The governing bodies of local governments may provide a schedule of reasonable fees, as authorized by s. 125.56(2) or s. 166.222 and this section, for enforcing this part. These fees, and any fines or investment earnings related to the fees, shall be used ***solely for carrying out the local government's responsibilities in enforcing the Florida Building Code.*** When providing a schedule of reasonable fees, the total estimated annual revenue derived from fees, and the fines and investment earnings related to the fees, may not exceed the total estimated annual costs of allowable activities. Any unexpended balances shall be carried forward to future years for allowable activities or shall be refunded at the discretion of the local government. The basis for a fee structure for allowable activities shall relate to the level of service provided by the local government. ***Fees charged shall be consistently applied.***

[Emphasis added]

Further, Section 7 (b) states "The following activities may not be funded with the fees adopted for enforcing the Florida Building Code:

(4) Enforcing and implementation of any other local ordinance, excluding validly adopted local amendments to the Florida Building Code and excluding any local ordinance directly related to enforcing the Florida Building Code as defined in paragraph (a).

The idea of imposing a surcharge fee on the building process was also discarded by the Administration as the economic disincentive associated with a surcharge was not seen as desirable, particularly in these economic conditions.

Based on the Commission direction, the administration reviewed potential funding sources to replace the use of \$50,000 in General Fund Unallocated Fund Balance. In LTC 104-2009, the administration presented the preliminary projected General Fund Revenues and Expenditures for September 30, 2009 as follows:

<u>General Fund</u>	<u>Adopted Budget FY 2008/09</u>	<u>Projected Sept. 30, 2009</u>	<u>Budget/Actual Over/(Under)</u>
Revenues	\$235,366,925	\$235,722,158	\$ 355,233
Expenditures	<u>235,366,925</u>	<u>231,391,925</u>	<u>(3,975,000)</u>
Surplus/(Deficit)	\$ 0	\$ 4,330,233	\$ 4,330,233

However, the following was noted in the LTC:

“... a significant component of the projected year-end revenues, once again, is due to Building permit revenues in excess of budget [ offsetting other losses in state shared taxes and reduced Golf Course revenues] primarily due to the ongoing review of the application of building permit fee ordinance and the ongoing implementation of new processes. It is anticipated that these additional revenues will be at least partially offset by additional expenses in the Building Department as a result of new process improvement initiatives being implemented. These initiatives were presented to the Transparency and Accountability Committee on April 16, 2009 and are scheduled to be presented to the Finance and Citywide Projects Committee at the May, 2009 meeting, and will, therefore, be reflected in the second quarter analysis of budget to actual revenues and expenses.”

None-the-less, the preliminary projections indicate that there will be savings in Internal Service Charges from Fleet Management to the General Fund, due to fuel expenditure savings associated with reduced fuel prices. Assuming that fuel prices continue at close to current levels, it is recommended that \$50,000 of these savings be used to fund the financial incentive component of the LEED Ordinance for FY 2008/09. This amendment to the FY 2008/09 budget can be adopted by the Commission at year-end in conjunction with other year-end amendments. Any additional appropriations that are considered for FY 2009/10 will be prioritized by the City as part of the budget process.

## CONCLUSION

It is recommended that the \$50,000 from General Fund Unallocated Fund Balance appropriated to fund the financial incentive component of the LEED Ordinance be replaced by funds available in the FY 2008/09 General Fund Budget due to anticipated fuel savings, to be effectuated at year-end in conjunction with other year-end budget amendments.

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# MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

## FINANCE COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jorge M. Gonzalez, City Manager

DATE: May 5, 2009

SUBJECT: **UPDATE ON THE SOUTH POINTE PIER**

### BACKGROUND

On July 10, 2008, a discussion on the South Pointe Pier (Pier) was presented to the Finance and Citywide Projects Committee (Committee). At the meeting, the Committee directed Hargreaves Associates (Hargreaves), the designer for the Pier Project, to come back to the Committee with a modified design to reduce the total construction cost to \$4 Million. Hargreaves has modified the conceptual plan as shown in Attachment No. 1.

### COST / BUDGET INFORMATION

Hargreaves' 2009 estimated construction cost for the revised conceptual plan total \$3,730,000. Using a 2% escalation factor, the construction costs will increase annually as shown in the table below:

<b>Revised Conceptual Plan</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Construction Cost	\$ 3,730,000	\$ 3,730,000	\$ 3,804,600
Per Annum Escalation (2%)	\$ -	\$ 74,600	\$ 76,092
<b>Total *</b>	<b>\$ 3,730,000</b>	<b>\$ 3,804,600</b>	<b>\$ 3,880,692</b>

\* Further breakdown of the construction cost is provided in Attachment No. 1 (Page # 10 of Attachment).

The above estimates are consistent in keeping with the Committee's direction. Additionally, City staff, in anticipation to Hargreaves' revised design and in response to the Committee's July 10<sup>th</sup> direction, has appropriated additional funds that include not only construction, but associated soft and contingency costs related to this project. The additional costs for Art in Public Places (AiPP), construction management, contingency, and equipment are customarily added to Capital Improvement Projects budgets based on the estimated construction costs. Furthermore, the City has received approval for a matching grant from the Florida Inland Navigation District (FIND), in a not to exceed amount of \$323,075, to offset some of the professional design fees and is in the process of applying for an additional grant, also through FIND, in an effort to offset some of the associated construction costs.

### RECOMMENDATION

The Administration is presenting this revised conceptual plan to the Committee as per the Committee's request. The concept will be further developed by Hargreaves as the design process continues.

Attachment:

1. Modified Conceptual Plan (Telescope)

JMG:JFHB/JCC/MGP/NM

(F:\CAPIS\INURY\South Pointe Park Pier\S-SPTPKPier-02\S-SPTPKPier-02-FCWPC.05.05.09\S-SPTPKPier-02-FCWPC.05.05.09.rev2.doc)

## "TELESCOPE"



**PIER IS ABOUT THE OCEAN EXPERIENCE**

**EXTEND THE PIER:** A SERIES OF PLATFORMS  
INCREASING IN SIZE FROM THE CUT WALK OUT  
TOWARDS THE OCEAN

**EMPHASIZE VIEWS:** 4-SIDED EXPERIENCE

**BALANCE:** FISHING & OTHER ACTIVITIES

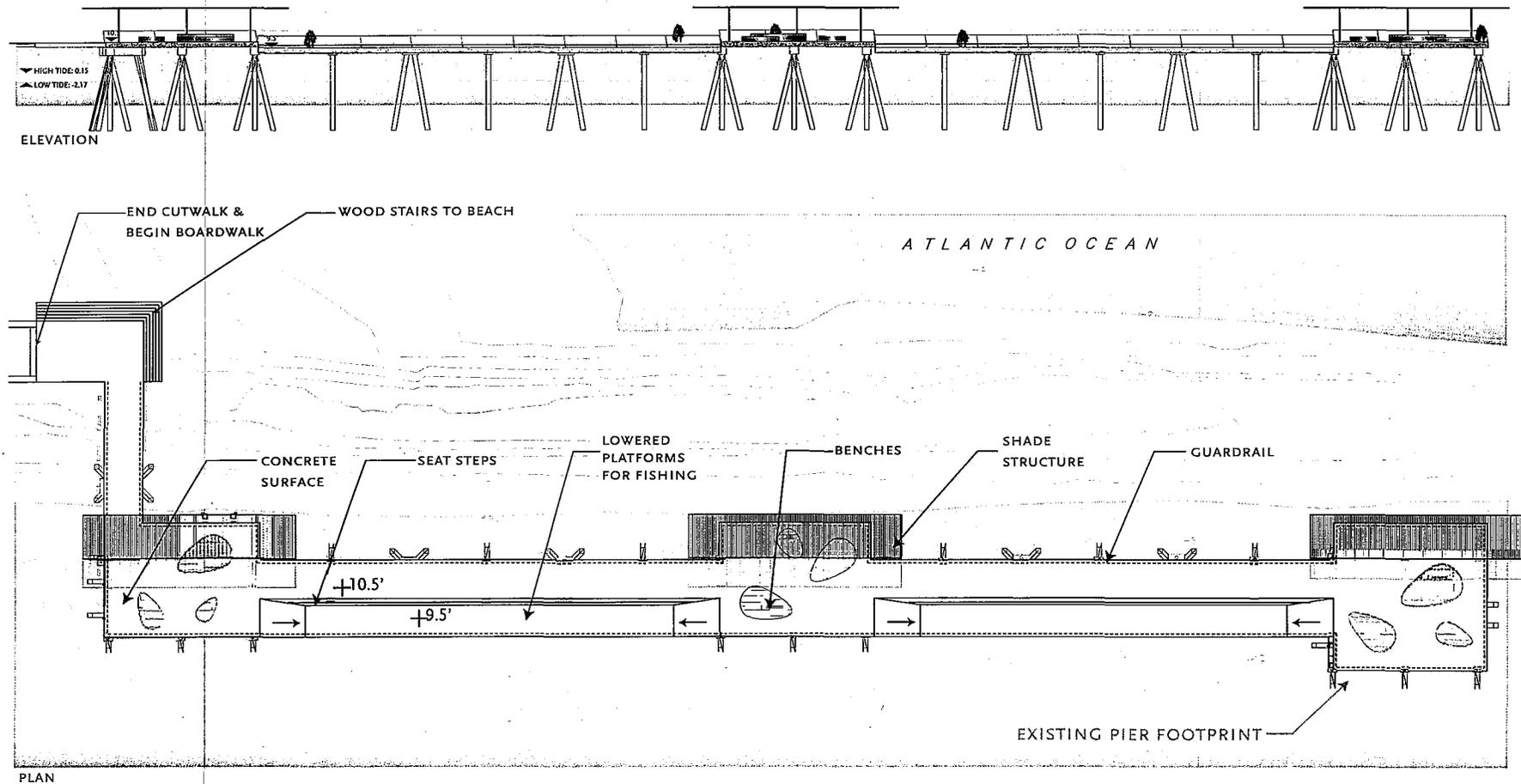
**SHADE:** BASED ON SOLAR ORIENTATION

**ELEMENT:** UNIQUE HANDRAIL, TABLES/  
BENCHES & SHADE SHELTERS

**AVOID JETTY:** A NARROWED ENTRANCE  
ALIGNED WITH THE END OF THE CUT WALK

## WHERE WE LEFT OFF

2



### ADVANTAGES

- + MINIMAL CHANGE TO THE EXISTING FOOTPRINT
- + ADDRESSES FCWPC COMMENTS REGARDING ALT 2 DESIGN, SHADE STRUCTURES, PIER WIDTH, AND PIER USE
- + PROVIDES NEW SHADE, LIGHTING AND SEATING TO THE PIER AND EXTENDS PIER LIFE-SPAN.
- + CORRELATES WITH THE ARMY CORPS OF ENGINEERS' SUPPORT FOR REHABILITATING THE PIER FOR PUBLIC ACCESS
- + PRELIMINARY MEETINGS WITH REGULATORY AGENCIES INDICATE WIDENING AND NEW SUPERSTRUCTURE ARE POSSIBLE.
- + OPPORTUNITY TO EVALUATE COST CONSIDERATIONS AS DESIGN AND ENGINEERING PROGRESSES.
- + LONG TERM SOLUTION

### DISADVANTAGES

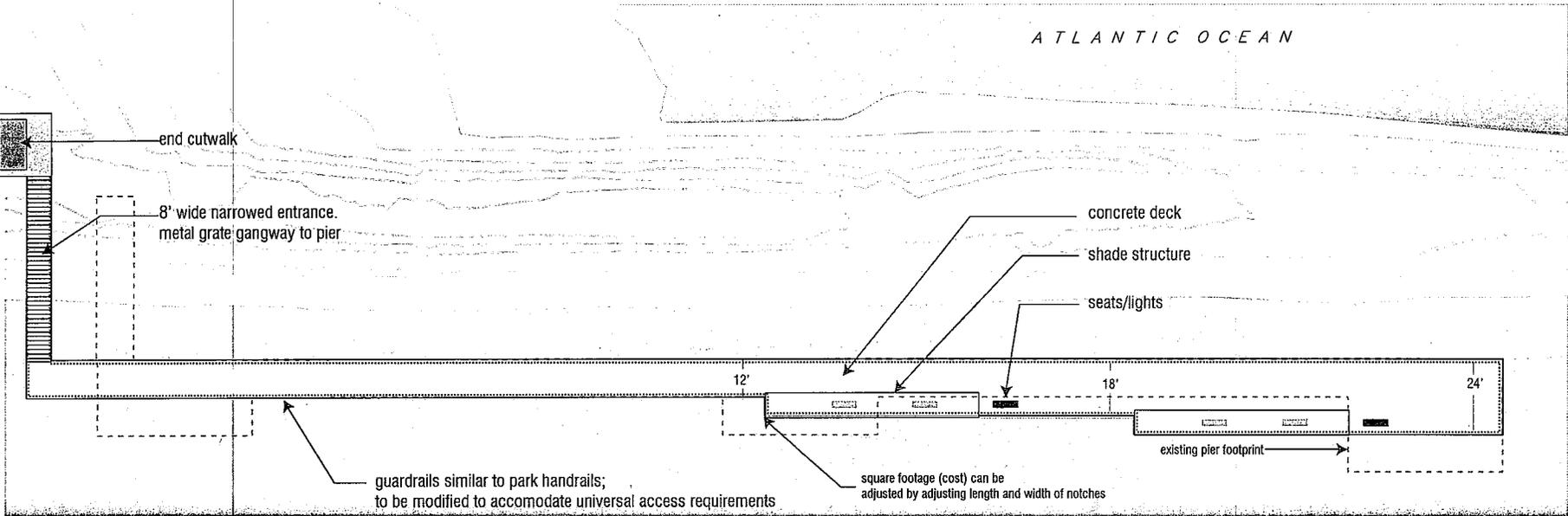
- + INCREASED SF OF PIER RESULTS IN ADDITIONAL CONSTRUCTION COSTS
- + NEW STRUCTURE MAY LENGTHEN PERMIT PROCESS
- + ESTIMATED AT \$5.6 MILLION; BUDGET NOW SET @ \$4 MILLION

5 MAY 2009  
SOUTH POINTE PIER





4-SIDED OBJECT

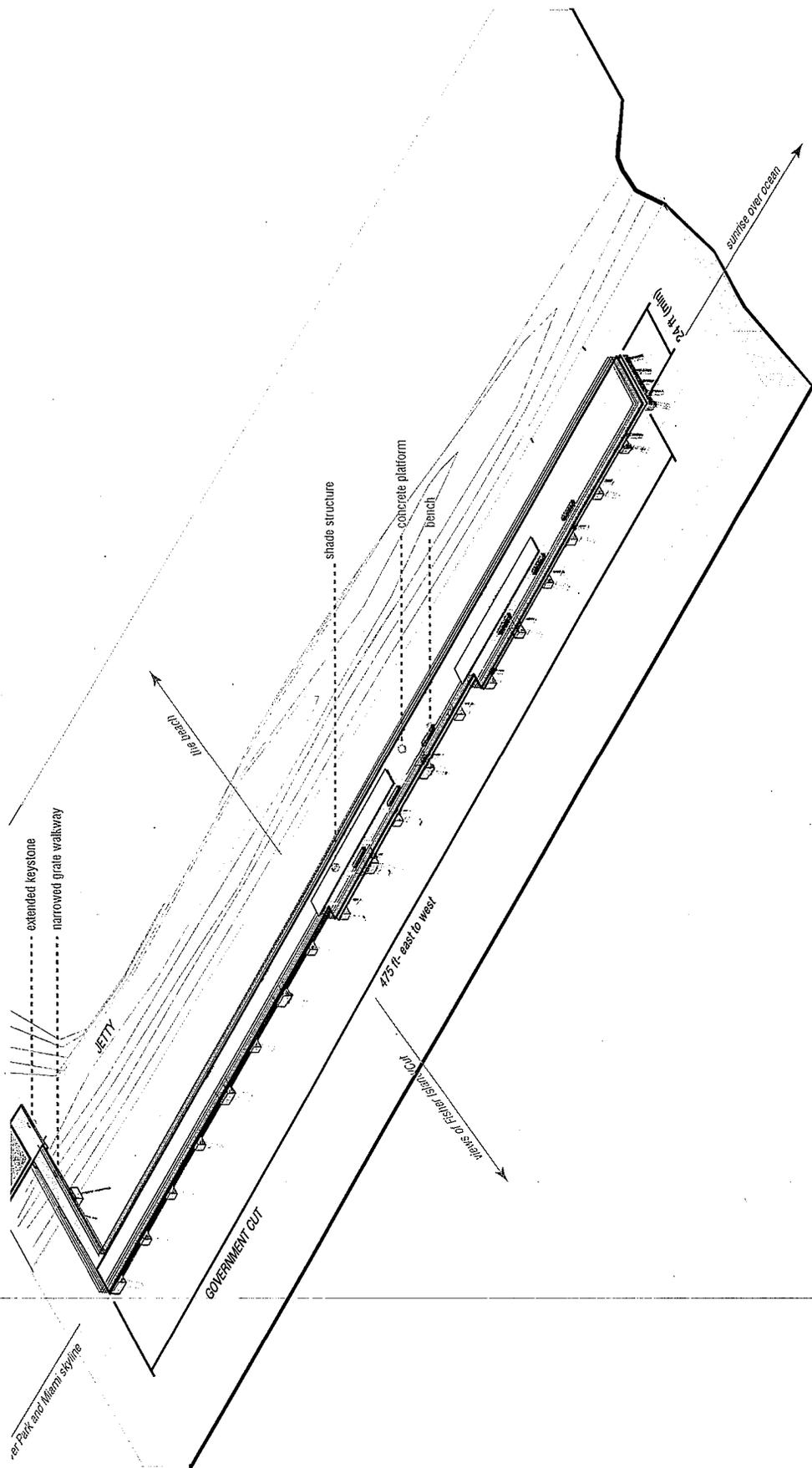


PLAN

### STATISTICS

<b>OVERALL</b>	9000sf
<b>SHADE STRUCTURE</b>	1500sf
<b>RAILING</b>	1100lf

5 MAY 2009  
SOUTH POINTE PIER



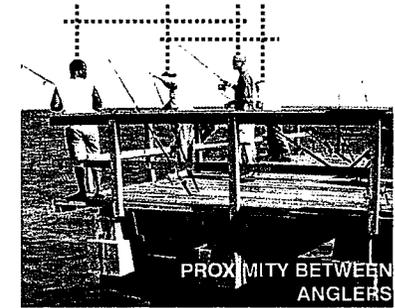
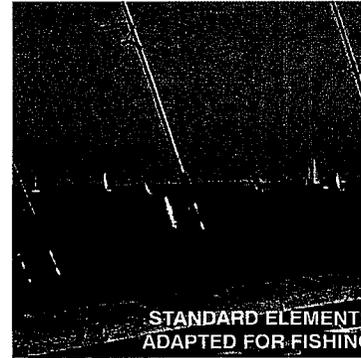
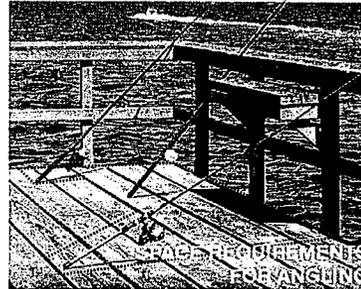
AXON

5 MAY 2009  
SOUTH POINTE PIER

# GUARD RAILS

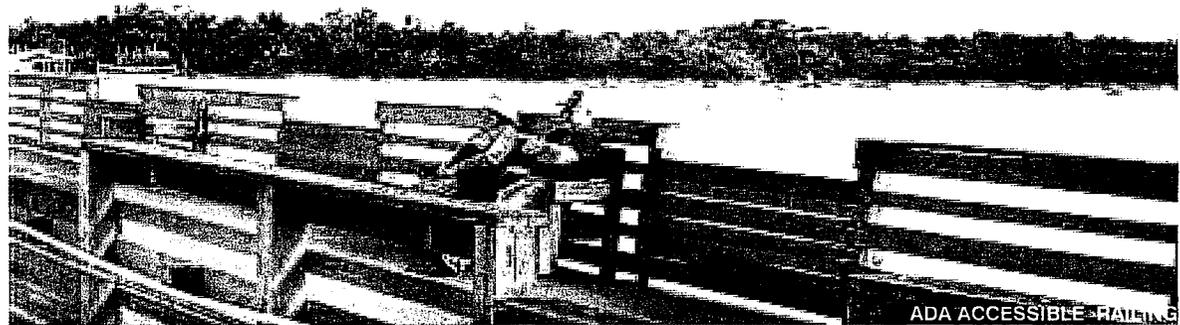
## PROGRAM CONSIDERATIONS

- + MORE THAN JUST A GUARDRAIL
- + DURABILITY
- + APPEARANCE
- + MAINTAIN PARK CHARACTER OR CREATE NEW IDENTITY?



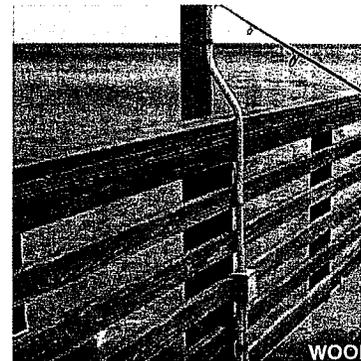
## REGULATORY REQUIREMENTS

- + 75% OF GUARDRAIL MUST BE 42" MINIMUM
- + 25% OF GUARDRAIL MUST BE 34" OR LESS TO PROVIDE ADA ACCESSIBILITY



## PRECEDENTS / MATERIALS

- + STAINLESS STEEL VS. WOOD
- + BOTH REQUIRE MAINTENANCE / CLEANING
- + HIGH END EXPECTATIONS IN A TOUGH CONDITION.
- + SS IS MORE VANDAL RESISTANT, WHEREAS WOOD OR ALUMINUM ARE MORE SUSCEPTIBLE TO VANDALISM
- + SS IS EASIER TO CLEAN
- + SS PROVIDES A UNIQUE PIER IDENTITY
- + COST CONSIDERATIONS FOR 1100lf OF RAIL



# SHADE STRUCTURES

## PROGRAM CONSIDERATIONS

- + SUN ANGLE / WHERE TO PROVIDE SHADE
- + SPACE FOR FISHING ALONG THE EDGE
- + LOCATIONS DEFINE ACTIVITIES / USES / SPACES
- + POTENTIAL FOR ADAPTIVE / TEMPORARY PROGRAM (LEMONADE STAND, BAIT CART, PHOTOS)
- + HIGHLY VISIBLE / ICONIC

## REGULATORY REQUIREMENTS

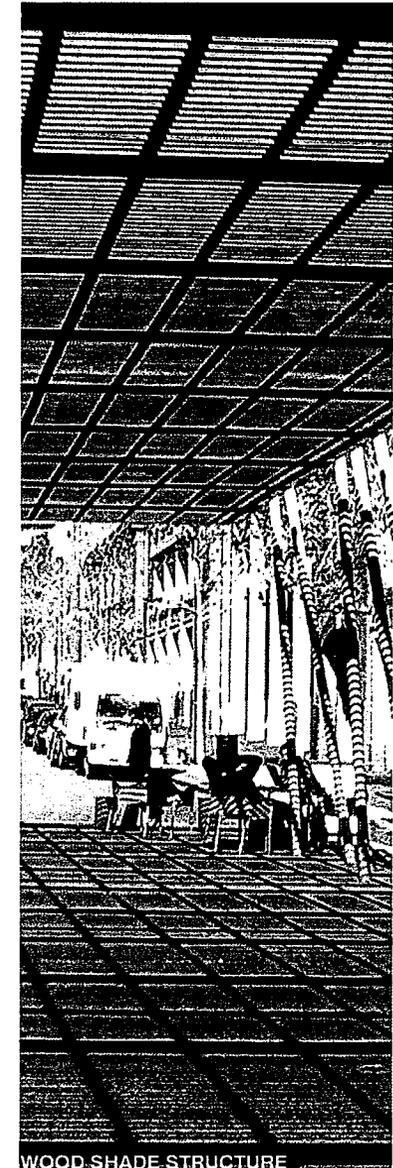
- + WIND LOADING
- + PERMANENT OR TEMPORARY (REMOVE PORTIONS DURING HURRICANE WARNINGS?)

## PRECEDENTS / MATERIALS

- + MATCH PARK DETAILING
- + WOOD / STEEL TO MATCH PIER RAILS
- + AFFECTED BY ENVIRONMENT/PHENOMENA (WIND / SUN CAN ALTER APPEARANCE OR SHADE PATTERNS)



SOUTH POINTE PARK STRUCTURE



WOOD SHADE STRUCTURE

# FURNISHINGS

## PROGRAM CONSIDERATIONS

- + 24 / 7 ACCESS?
- + ICONIC WITH RESTRAINT
- + COMFORT
- + FUNCTIONAL
- + SENSE OF SECURE / OPEN
- + SUPPORT FOR ENVIRONMENTAL IMMERSION
- + MEP FOR FISH CLEANING & POTENTIAL VENDORS



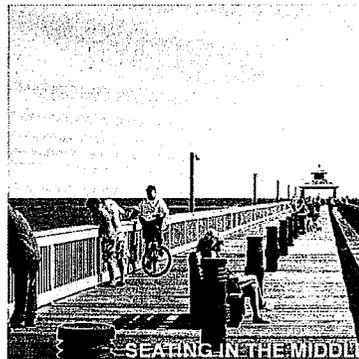
WORK WITH THE PATTERNS OF ANGLERS



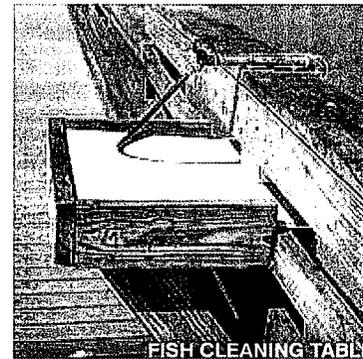
BINOCULARS FOR BEACH WATCHING

## REGULATORY REQUIREMENTS

- + ADA ACCESSIBLE
- + FL FWC / NAVIGATION LIGHTING
- + LIFE SAFETY?



SEATING IN THE MIDDLE



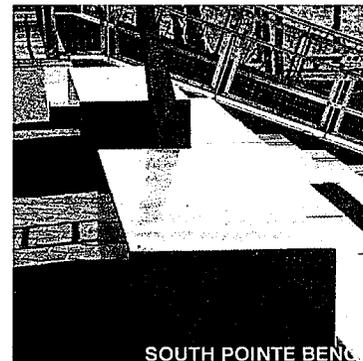
FISH CLEANING TABLE

## PRECEDENTS / MATERIALS

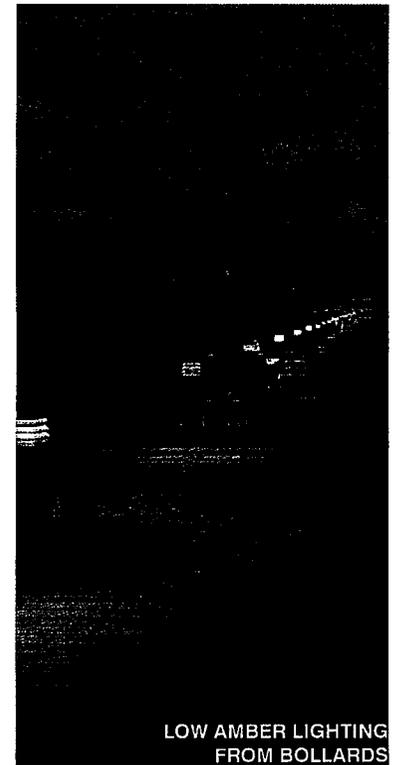
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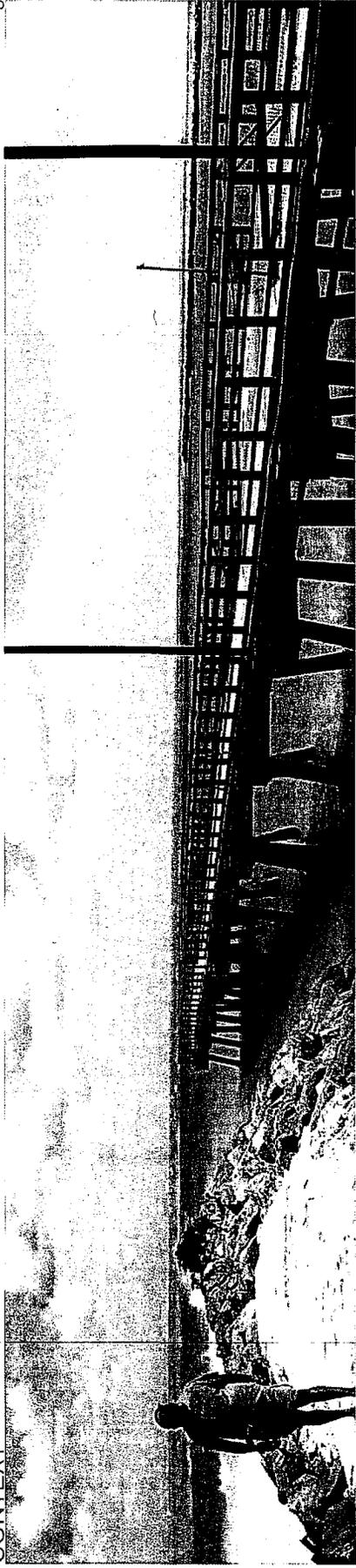
CUSTOM BENCH



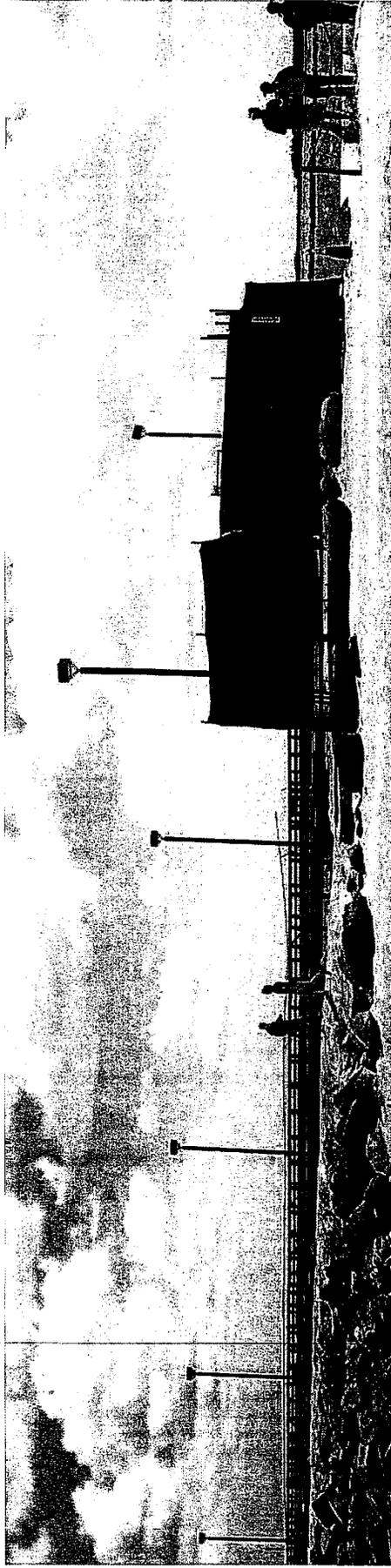
SOUTH POINTE BENCH



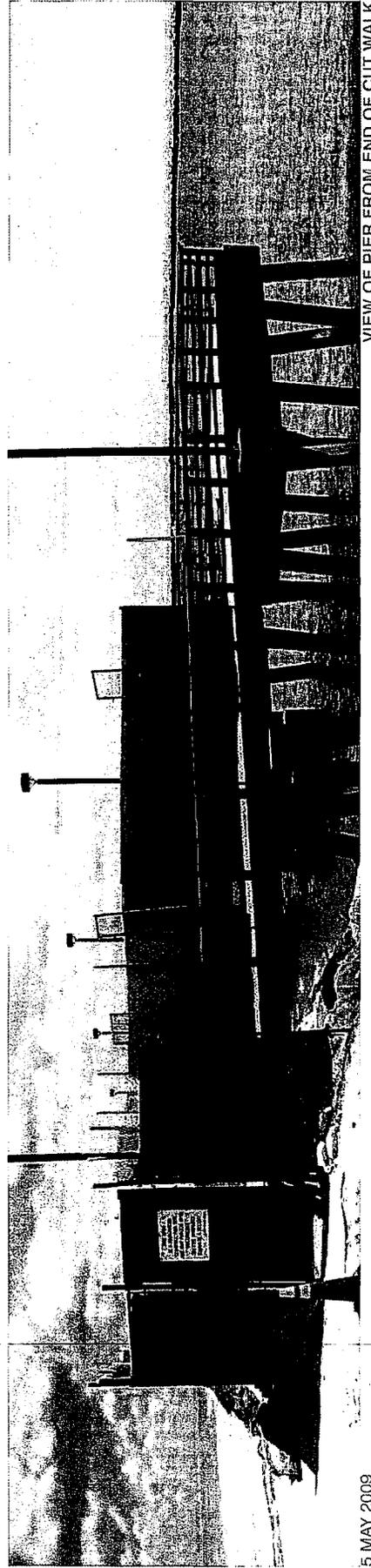
LOW AMBER LIGHTING FROM BOLLARDS



VIEW FROM JETTY TOWARDS PIER



VIEW OF PIER CONNECTION TO JETTY & END OF CUT WALK



VIEW OF PIER FROM END OF CUT WALK

**Budget Level Cost Scenario**

5-May-09  
 Prepared by Hargreaves Associates

**TELESCOPE**

Demolition	8440SF existing			\$300,000
Pier Reconstruction	9,000 SF	\$300		\$2,700,000
Shade Structure	1,500 SF	\$150		\$225,000
Furnishings Allowance				\$75,000
MEP allowance				\$100,000
Railing	1,100 LF	\$300		\$330,000
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		2009	2010	2011
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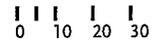
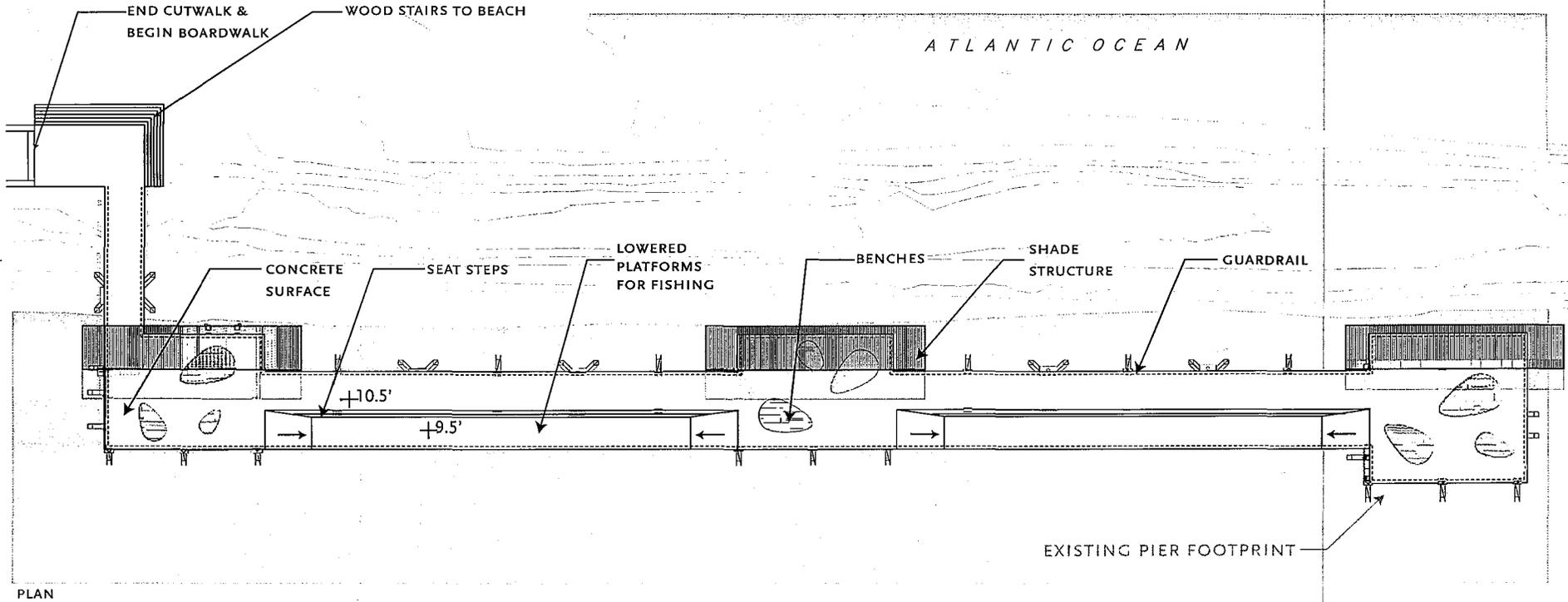
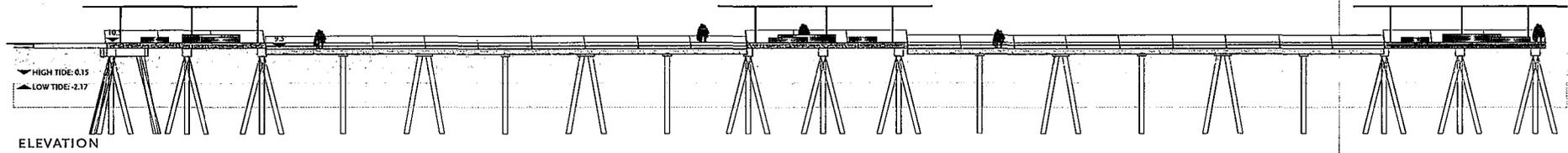
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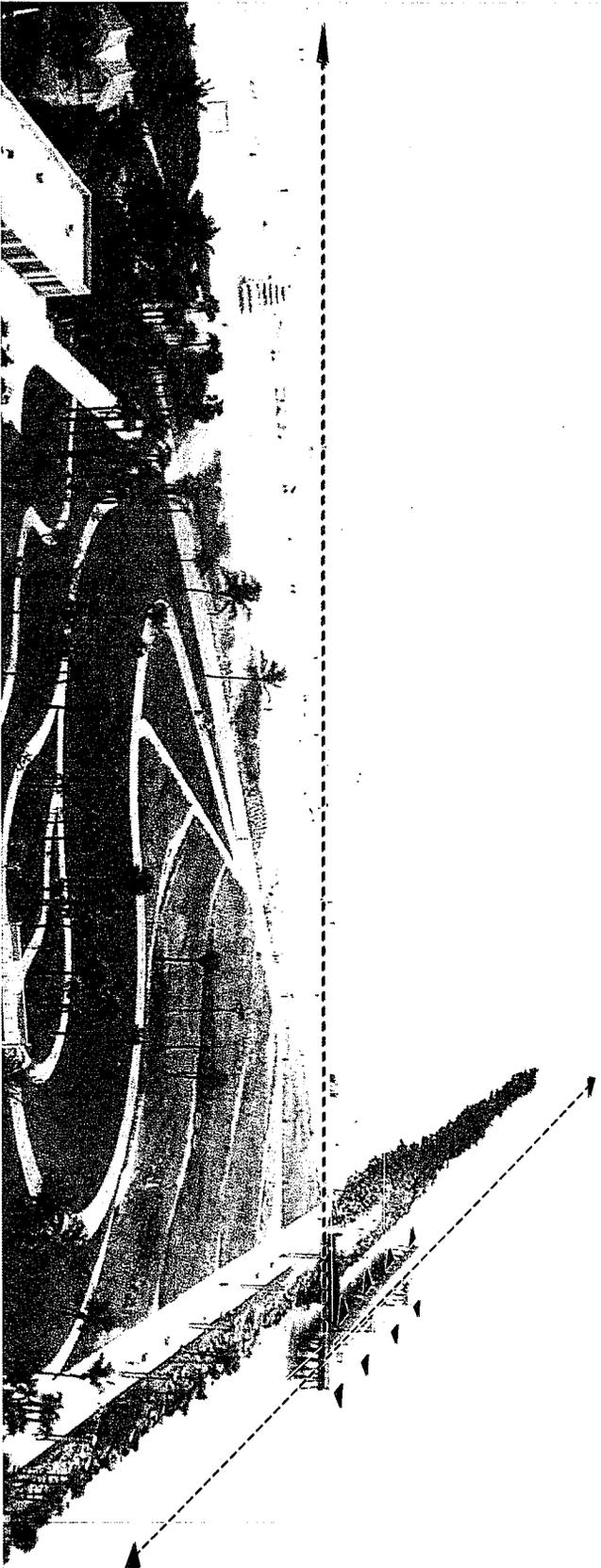


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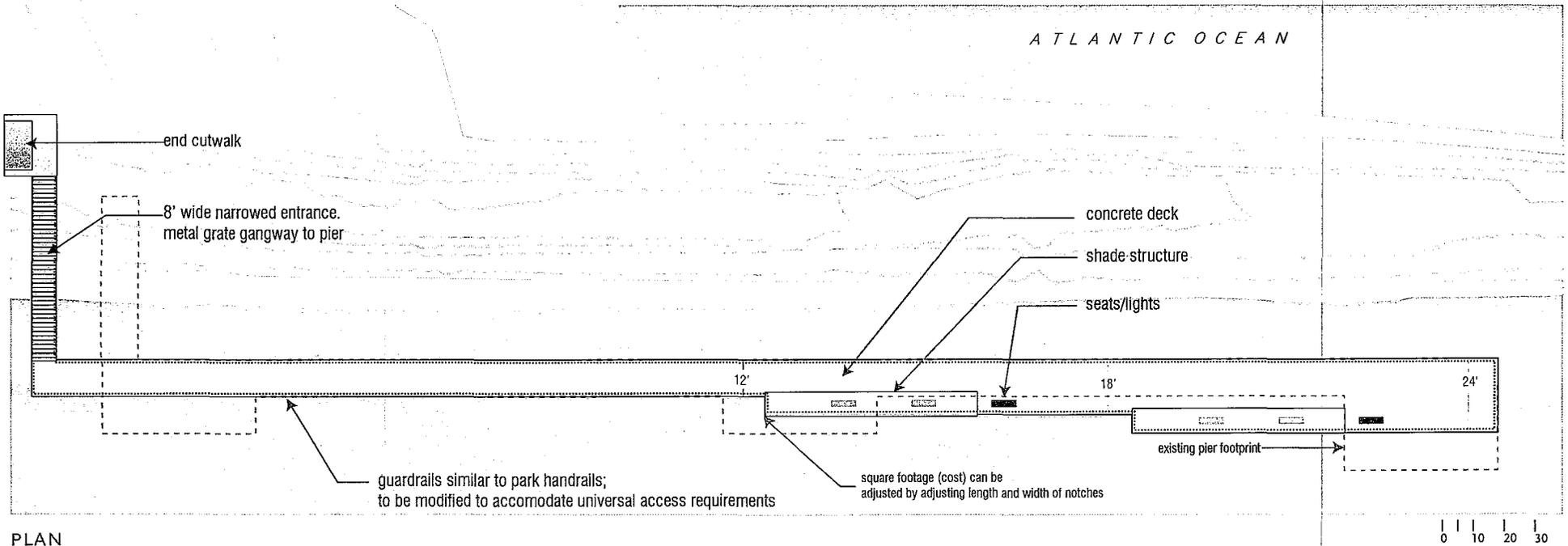
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4-SIDED OBJECT

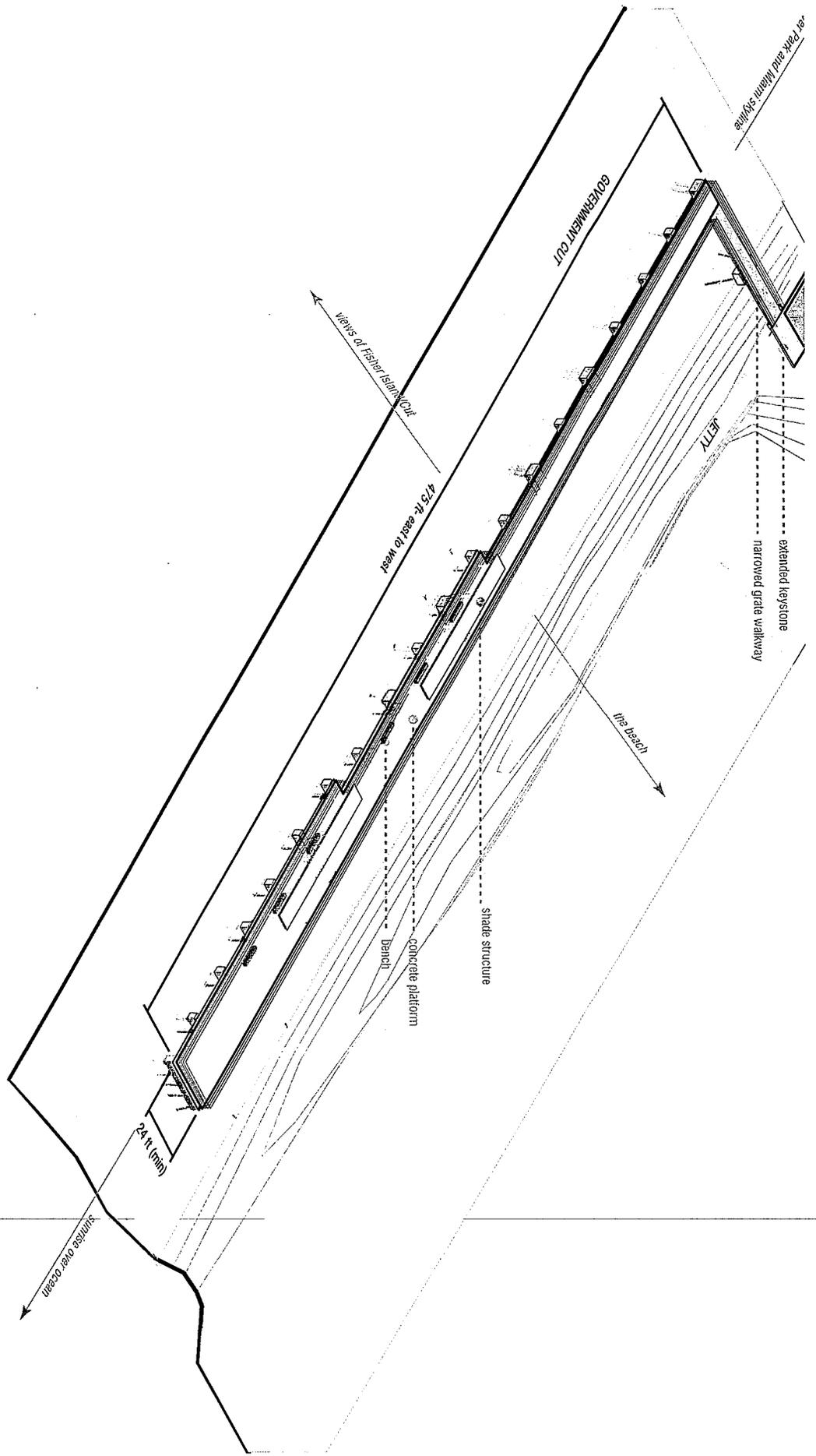
5 MAY 2009  
SOUTH POINTE PIER



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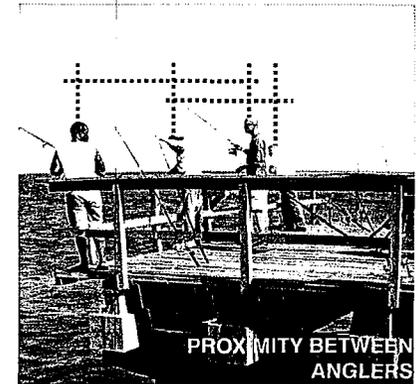
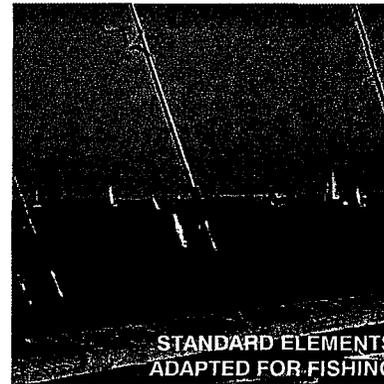
AXON



# GUARD RAILS

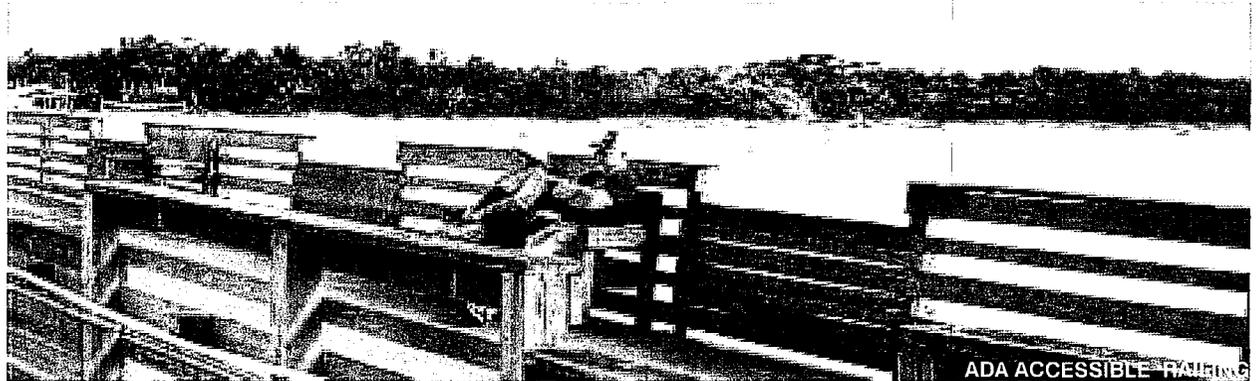
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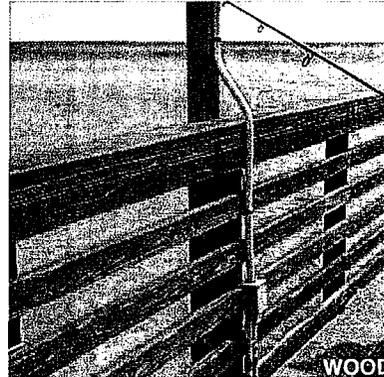
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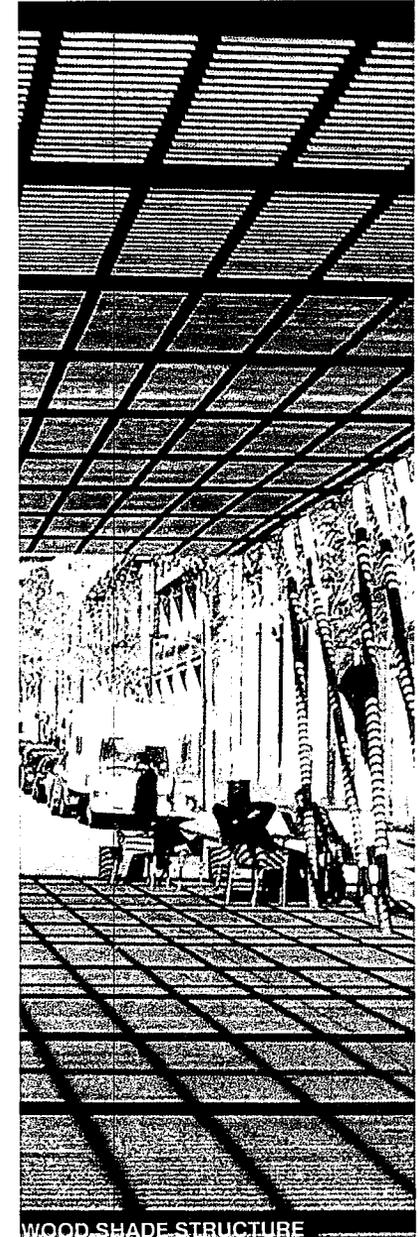
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SOUTH POINTE PARK STRUCTURE



WOOD SHADE STRUCTURE

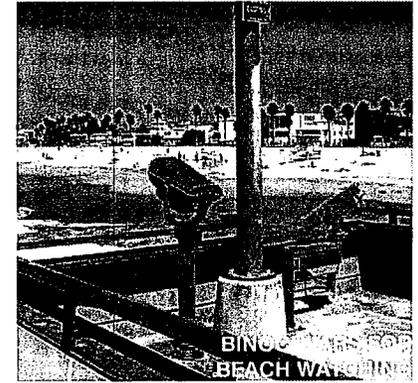
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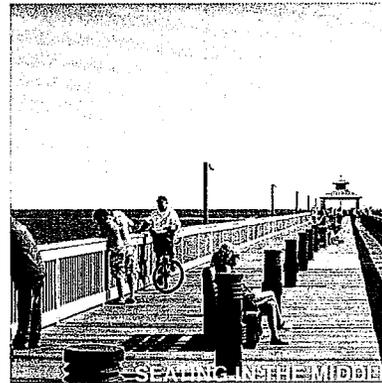
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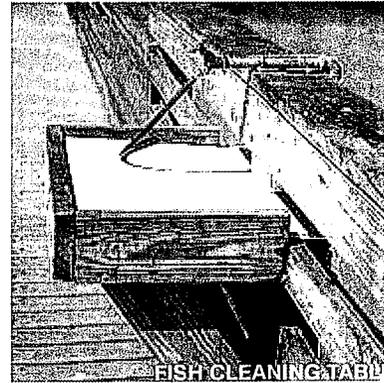
BINGO BENCH FOR BEACH WATCHING

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SEATING IN THE MIDDLE



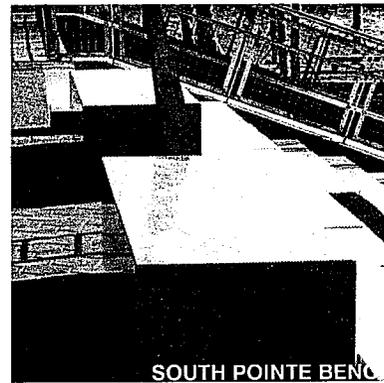
FISH CLEANING TABLE

## PRECEDENTS / MATERIALS

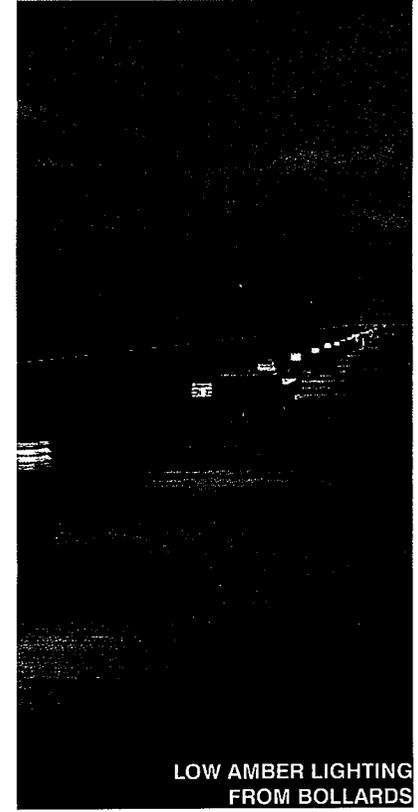
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- + COMBINE LIGHTS & BENCHES
- + CUSTOM VS. OFF-THE-SHELF



CUSTOM BENCH



SOUTH POINTE BENCH



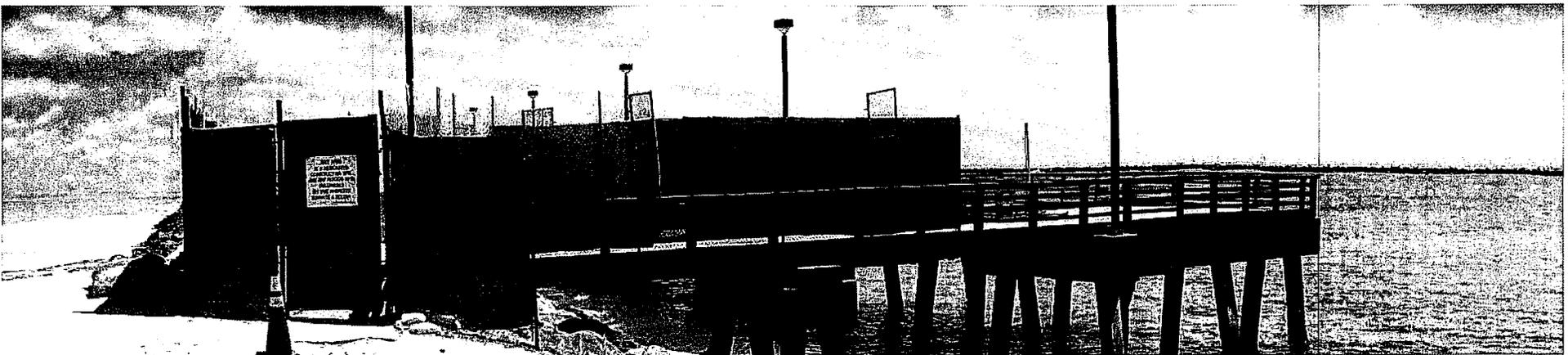
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VIEW FROM JETTY TOWARDS PIER



VIEW OF PIER CONNECTION TO JETTY & END OF CUT WALK



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**Budget Level Cost Scenario**

5-May-09  
 Prepared by Hargreaves Associates

**TELESCOPE**

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