

Condensed Title:

Request For Approval To Issue A Request For Proposals (RFP) For A Management Consultant Study Of The Capital Improvement Projects Management and Execution Processes.

Key Intended Outcome Supported:

Ensure well-designed quality capital projects; and Ensured well-maintained infrastructure.

Supporting Data (Surveys, Environmental Scan, etc.): N/A

Issue:

Shall the Mayor and City Commission approve the issuance of the RFP?

Item Summary/Recommendation:

The goal for this Request for Proposals (RFP) is to award a contract to a qualified consultant to provide relevant and realistic recommendations on how to most effectively manage and execute projects, and utilize resources, while maintaining and improving services to ensure well-designed capital projects; well-maintained facilities; and well-maintained infrastructure. The selected consultant should develop practical and affordable solutions that are fair, impartial, and efficient to ensure that priority is given to the service delivered by the City to its residents and businesses.

The scope of services incorporated in the RFP will include the following:

1. Review appropriate work elements that relate to capital projects review and management operation;
2. Recommend best practices for management and execution of capital projects and how to incorporate into the program;
3. Conduct management and operational reviews of relevant Administrative policies and procedures;
4. Review the current operating environment;
5. Current workload, schedules; and regular and overtime staffing levels of appropriate departments (i.e., Public Works and Capital Improvement Projects (CIP) Office);
6. Recommend a staffing optimization model;
7. Develop schedules for assigning required staffing most productively and equitably;
8. Assess the impact on proposed changes including public/community relations, cost impacts, other support requirements;
9. Determine the City's ability and capacity to address any backlog of projects and other stakeholder concerns;
10. Determine areas which can be more effectively served by alternatives;
11. Identify a methodology for the on-going evaluation of services provided;
12. Develop a plan for implementation; and
13. Recommend industry best practices coordination of efforts of all resources, both internal and external.

APPROVE THE ISSUANCE OF RFP.

Advisory Board Recommendation:

Financial Information:

Source of Funds:		Amount	Account
OBPI	1		
	2		
	Total		

Financial Impact Summary:

City Clerk's Office Legislative Tracking:

Gus Lopez, Ext. 6641

Sign-Offs:

Department Director	Assistant City Manager	City Manager
GL <i>[Signature]</i> CC	TH PDW <i>[Signature]</i>	JMG <i>[Signature]</i>

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MIAMI BEACH

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

COMMISSION MEMORANDUM

TO: Mayor Matti Herrera Bower and Members of the City Commission

FROM: Jorge M. Gonzalez, City Manager

DATE: July 15, 2009

SUBJECT: **REQUEST FOR APPROVAL TO ISSUE A REQUEST FOR PROPOSALS (RFP)
FOR A MANAGEMENT CONSULTANT STUDY OF THE CAPITAL IMPROVEMENT
PROJECTS MANAGEMENT AND EXECUTION PROCESSES.**

ADMINISTRATION RECOMMENDATION

Approve issuance of the RFP.

BACKGROUND

The City's capital improvement and construction efforts to improve the City's infrastructure, public facilities, parks, beach amenities, golf courses and public safety structures. The City is tasked with managing and completing all these projects. The City's entire Capital Program includes over 100 projects, of which 29 have been completed, 19 are currently in construction, and others in design or planning phases.

A management consultant study will independently and systematically examine the performance and management of capital improvement projects against objective criteria. A management consultant study will provide information to improve efficiencies and effectiveness. The study will examine all possible alternatives that can lead to recommendations for improvements in the overall system efficiency and operational effectiveness. In addition, this study should define an on-going methodology for program evaluation.

OBJECTIVES

The goal for this Request for Proposals (RFP) is to award a contract to a qualified consultant to provide relevant and realistic recommendations on how to most effectively manage and execute projects, and utilize resources, while maintaining and improving services to ensure well-designed capital projects; well-maintained facilities; and well-maintained infrastructure. The selected consultant should develop practical and affordable solutions that are fair, impartial, and efficient to ensure that priority is given to the service delivered by the City to its residents and businesses.

SCOPE OF SERVICES

The terms of the contract will be subject to negotiation and City Commission approval. The scope of services incorporated in the RFP will include the following:

1. Review appropriate work elements that relate to capital projects review and management operation;
2. Recommend best practices for management and execution of capital projects and how to incorporate into the program;
3. Conduct management and operational reviews of relevant Administrative policies and procedures;
4. Review the current operating environment;
5. Current workload, schedules; and regular and overtime staffing levels of appropriate departments (i.e., Public Works and Capital Improvement Projects (CIP) Office);
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8. Assess the impact on proposed changes including public/community relations, cost impacts, other support requirements;
9. Determine the City's ability and capacity to address any backlog of projects and other stakeholder concerns;
10. Determine areas which can be more effectively served by alternatives;
11. Identify a methodology for the on-going evaluation of services provided;
12. Develop a plan for implementation; and
13. Recommend industry best practices coordination of efforts of all resources, both internal and external.

It is desirable that the results of the study be available within a timeframe sufficient to allow incorporation into the recommended budget submission for Fiscal Year 2010-2011.

APPROACH AND METHODOLOGY

The selected consultant must review the steps the City has taken so far to ensure systems are in place to manage, monitor, and report on capital improvement projects. The selected consultant's methods must include:

- Compiling a timeline of development;
- Reviewing documents related to contractor and Architects and Engineers ("A/E") selection processes;
- Reviewing documents related to negotiations with contractors and A/E firms;
- Compiling information about past capital appropriations and spending from financial records, ordinances, and budgets;
- Interviewing city Administrative staff, members of various committees, and the Mayor and City Commission;
- Reviewing relevant documents and operational policies;
- Reviewing project files and observing various meetings;
- Reviewing all work elements that relate to City capital improvement projects review, execution and management operation; and
- Reviewing prior recommendations related to the City's capital improvements program.

EVALUATION PROCESS

The procedure for response, evaluation and selection will be as follows:

- RFP issued
- Receipt of responses.
- Opening and listing of all responses received.
- An evaluation committee, appointed by the City Manager, shall meet to evaluate each response in accordance with the requirements of this RFP. If further information is desired, respondents may be requested to make additional written submissions or oral presentations to the evaluation committee.

The evaluation committee will recommend to the City Manager the proposers(s) that the evaluation committee deems to be in the best interest of the City by using the following criteria for selection:

- A. Qualifications and experience of the Consulting Firm. **(25 points)**
 - B. Qualifications and experience of the Project Team. **(25 points)**
 - C. Past experience with similar consulting projects. **(15 points)**
 - D. Proposed methodology and approach. **(10 points)**
 - D. Proposed cost of management consultant study. **(25 points)**
- After considering the recommendation(s) of the evaluation committee, the City Manager shall recommend to the City Commission the proposal or proposals, acceptance of which the City Manager deems to be in the best interest of the City.
 - The City Commission shall consider the City Manager's recommendation(s) in light of the recommendation(s) and evaluation of the Evaluation Committee and, if appropriate, approve the City Manager's recommendation(s). The City Commission may reject the City Manager's recommendation(s) and select another response or responses. In any case, City Commission shall select the response or responses, acceptance of which the City Commission deems to be in the best interest of the City. The City Commission may also reject all proposals.
 - Negotiations between the selected respondent and the City take place to arrive at agreement terms. If the City Commission has so directed, the City may proceed to negotiate an agreement with a respondent other than the top ranked respondent if the negotiations with the top ranked respondent fail to produce a mutually acceptable agreement within a reasonable period of time.
 - A proposed contract or contracts are presented to the City Commission for approval, modification and approval, or rejection.
 - If and when a contract or contracts acceptable to the respective parties is approved by the City Commission, the Mayor and City Clerk sign the contract(s) after the selected respondent(s) has (or have) done so.

Should the Mayor and Commission authorize the issuance of this RFP, all procurement rules (i.e. Cone of Silence, etc.) will apply.

CONCLUSION

The Administration recommends that the City Commission approve the issuance of a Request for Proposals (RFP) for a Management Consultant Study of the Capital Improvement Projects Management and Execution Processes.

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