



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: December 16, 2010

This shall serve as written notice that a meeting of the Finance and Citywide Projects Committee has been scheduled for December 16, 2010, at 3:30 P.M. in the City Manager's Large Conference Room.

The agenda is as follows:

OLD BUSINESS

1. **Discussion regarding recent billing of Parking Impact Fees and the possibility of a moratorium due to present economic market conditions** *(October 14, 2010 F&CWP Item 8)*

Richard Lorber – Acting Planning Director
Jorge Gomez – Assistant City Manager

2. **Discussion regarding a Fire Services Assessment Study** *(July 7, 2010 F&CWP)*

Kathie Brooks - Budget & Performance Improvement Director

NEW BUSINESS

3. **Discussion regarding including the “Corporate Responsibility” criterion in the Request for Proposal (RFP) to provide parking cashiers/attendants and supervisors for the City’s parking garages.** *(October 14, 2010 F&CWP Item 2)*

Saul Frances – Parking Director

4. **Discuss a resolution approving the Miami Beach Sustainability Master Plan** *(September 15, 2010 Commission Item C4K)*

Fred Beckmann – Public Works Director Lisa Botero

5. **Discussion of drainage of the Sunset Harbor neighborhood to repair pumps** *(September 20, 2010 Commission Item R7D)*

Fred Beckmann – Public Works Director

- 6. Discussion regarding the issuance of a Request for Proposals (RFP) to award a concession agreement for the management and operation of a Hop-on-Hop-off city bus tour service from various locations in the City. (October 27, 2010 Commission Item C4A)**

Max Sklar – Cultural Arts & Tourism Development Director

Finance and Citywide Projects Committee Meetings for 2011:

January 27, 2011

February 17, 2011

March 24, 2011

April 26, 2011

May 19, 2011

June 23, 2011

July 26, 2011

August 17, 2011

September 28, 2011

October 25, 2011

December 27, 2011

JMG/PDW/rs/th

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Cc. Mayor and Members of the City Commission
Management Team

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MIAMI BEACH

MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jorge M. Gonzalez, City Manager

DATE: December 16, 2010

SUBJECT: **Discussion regarding recent billing of Parking Impact Fees and the possibility of a moratorium due to present economic market conditions.**

BACKGROUND

A discussion regarding the City's most recent billing of Parking Impact Fees, and the possibility of a moratorium due to present economic market conditions, was held by the City Commission on September 15, 2010, at the request of Commissioner Wolfson. After briefly discussing the matter, the issue was referred to the Finance and Citywide Projects Committee. The Commission also expressed their desire for the City to hold off on sending collection letters until the item is discussed at committee.

On October 14, 2010, The FCPC met and discussed the item at length, and asked that the following items be examined by staff and brought back to the Committee:

- Amending the map for parking districts
- Provide suggestions for lowering the percentage paid per year
- Review the full fee of \$35,000
- Analyze applying a credit toward the fee for providing valet parking service
- What the revenue from the fee is used for
- Balances of customer accounts

Amending the map for parking districts

The following modifications are suggested to the definitions of Parking Districts 3 and 4:

Parking district no. 3. Parking district no. 3 includes those properties in the CD-3 Commercial, High Intensity zoning district within one block north or south of a lot line on Arthur Godfrey Road, from the east side of Alton Road to west side of Indian Creek Waterway.

Parking district no. 4. Parking district no. 4 includes those properties within the CD-2 and CD-3 commercial districts with a lot line on 71st Street, or between 67th Street and 72nd Street, from the west side of Collins Avenue to the east side of Rue Notre Dame, and those properties with a lot line on Normandy Drive from the west side of the Indian Creek Waterway to the east side of Rue Notre Dame.

Note also that an ordinance creating parking district no. 5 along the Alton Road corridor between 5th Street and the Collins Canal is currently being considered by the Commission. This ordinance should eliminate several yearly parking impact fee accounts along the corridor.

Provide suggestions for lowering the percentage paid per year

Review the full fee of \$35,000

For the intensification of an existing building from a less intense use such as office or retail to a more intensive use such as restaurant, which requires additional parking, a yearly fee payment option is offered, which is 3% of the one-time fee, payable per year. The yearly fee is also an option for outdoor cafés associated with an indoor restaurant use. Currently the full fee is \$35,000, so the yearly fee is 3% of that, or \$1,050 per year.

Planning Department staff has continued to explore the issue of the full fee and has examined construction and land acquisition costs for recent City parking garage projects (New World Symphony, Sunset Harbour, 5th & Alton, 23rd Street). Based on this data staff believes that the \$35,000 figure remains valid as representative of the City's total average cost for land acquisition and construction of one parking space, which is how the fee is determined as required by Code. However, for yearly accounts, the 3% of the full fee per year is an arbitrary figure which has been revised on previous occasions. To address the impacts of a short-term economic downturn, the City could consider an amendment to this portion of the Code which reduces the percentage for the yearly fee from 3% to a lower number. The table below indicates what the yearly fee would be reduced to at various percentage levels.

Full fee	Percentage	Yearly fee
\$35,000	3% (current)	\$1,050
\$35,000	2.5%	\$875
\$35,000	2%	\$700
\$35,000	1.5%	\$525

Staff believes that temporarily adjusting the annual percentage rate during economic downturns is a preferable way to address such concerns, without causing undue impact to the traffic and parking conditions in the City. The full fee would continue to serve as a reference for the actual cost of building and providing parking for new construction projects, acting as an incentive to consider actually providing the required parking on site or within the close vicinity of the actual project.

Analyze applying a credit toward the fee for providing valet parking service

Valet parking contracts and usable valet storage locations can change frequently, and Planning Department staff has not yet developed a way to quantify a way to require valet parking and then monitor and enforce such requirements. Currently there is no limit on the number of establishments that can claim to be using a particular valet storage lot, and

varying rates of turnover and other operational variations has made such a measure difficult to develop. If desired, staff can continue to explore the issue and try to develop quantitative measures, limiting the number of valet ramps or companies able to claim usage of each storage lot. Only by doing this would any program for applying credit toward parking impact fees be able to guarantee available valet parking to those businesses who would take such credits.

What the revenue from the fee is used for

The revenue from the fee is used for construction of and associated with parking garage projects. See attached fund documentation, which details expenditures on the Multipurpose Building adjacent to City Hall, the 5th and Alton Garage, the parking facility at 13th Street and Collins Avenue, improvements to the 17th Street Garage, and others.

Balances of customer accounts

See attached tables, including the list of yearly customer accounts, with annual fee owed, and those accounts which have been recently closed out.

CONCLUSION AND RECOMMENDATIONS

The Administration recommends that the Finance and Citywide Projects Committee advise staff as to the policy direction they wish to take, including the referral to the Planning Board of any ordinances required to effectuate the desired goals. Staff also suggests examining a maximum limit on the use of parking impact fees, so that very large projects which may have a significant impact on surrounding neighborhoods are not permitted to go forward without providing some level of adequate parking.

JMG/JGG/RGL *RGL*
PIF memo to Finance Committee-December 2010

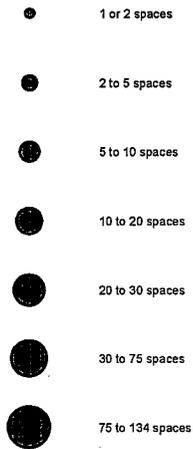
Parking Impact Fee – Yearly Billing

- The yearly fee is 3% of the one-time fee of \$35,000 per space:
 - Yearly fee = \$1,050 per space.
- Last fee adjustment was in 2006, and is based upon cost of construction of parking.
- August 9, 2010 bills were sent out for FY 09/2010 – 65 bills sent out totaling \$582,750.
- The median amount was \$5,250 or 5 spaces;
- 18 accounts were greater than \$10,000; 13 accounts were for one space only, \$1,050.
- After receiving returned mail and inquiries from customers, 8 accounts were further researched and able to be closed out, and staff worked with 3 other accounts to reduce the amount owed (by reducing the number of restaurant seats, reconfiguring parking, etc.)

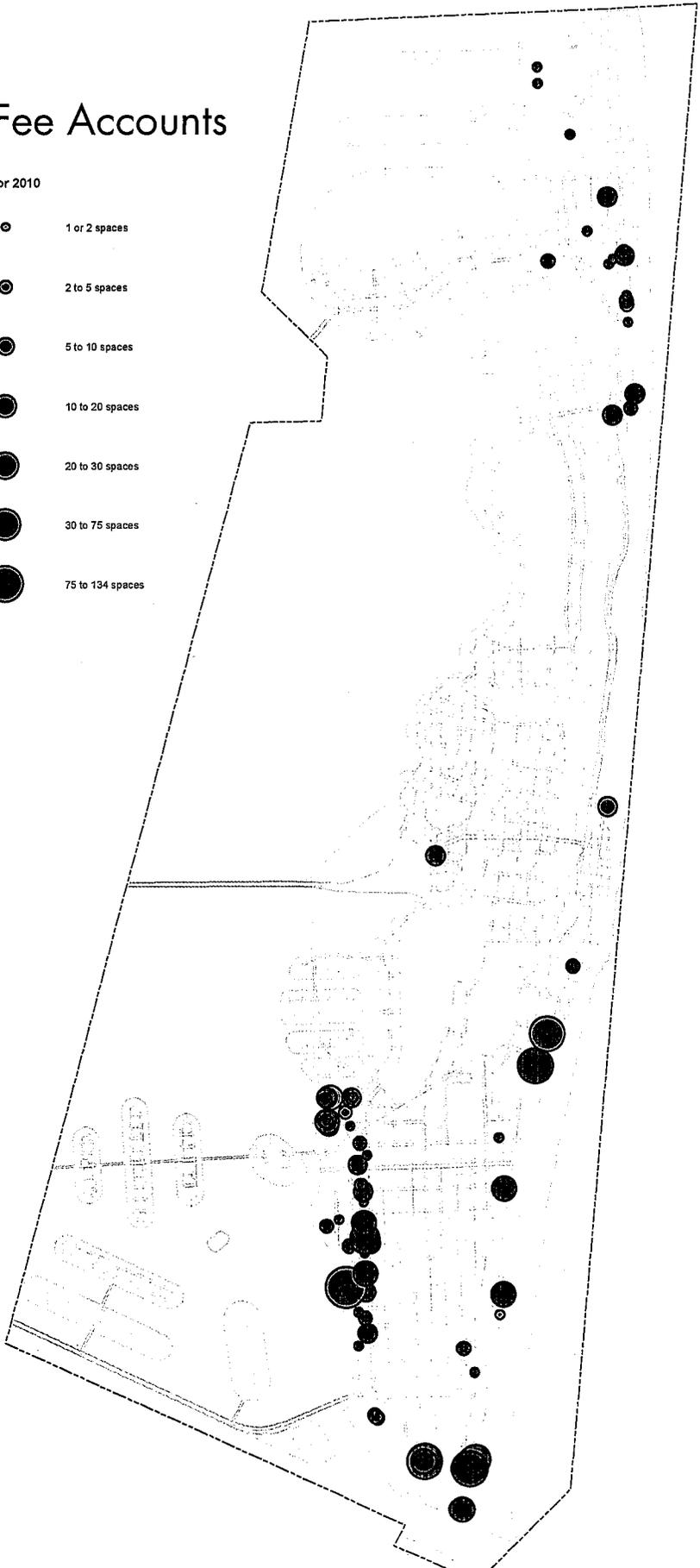
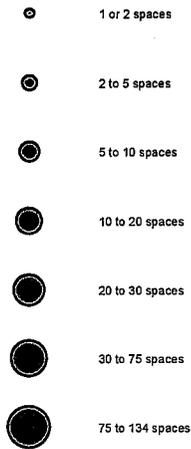
Top 10 Accounts 2009	Amount	Spaces
FOGO DE CHAO BRAZLIAN STKHSE	\$63,000.00	60
W HOTEL	\$53,550.00	51
TAVERNA OPA	\$44,100.00	42
GOLD'S GYM	\$28,350.00	27
UNO RESTAURANT ASSOC INC	\$24,150.00	23
CLEVELANDER	\$16,800.00	16
SMITH AND WOLLENSKY	\$16,800.00	16
1052 OCEAN DRIVE, LLC	\$15,750.00	15
RED THE STEAKHOUSE /OD	\$15,750.00	15
BROWNS HOTEL LLC	\$14,700.00	14

Yearly Parking Impact Fee Accounts

Billed 2009



New for 2010



MIAMI BEACH

Prepared by the Planning Department, October 2010



FU 155
PARKING IMPACT FEES - BY DISTRICTS
AS OF JUNE 30, 2010

PB: Finance/Inn

REVENUE ACCOUNT#	DISTRICT	TOTAL RECEIPTS	TOTAL EXPENSES	BALANCE
South Beach:				
341201	OCEAN DRIVE	\$ 7,159,019.32	\$ 917,117.26	\$ 6,241,902.06
341202	SOUTH POINTE	4,786,267.72	13,354.16	4,772,913.56
341207	ALTON ROAD	322,337.85	100.18	322,237.67
341208	MUSEUM SQUARE	2,052,064.43	165.98	2,051,898.45
341210	FLAMINGO PARK - SOUTH	155,573.59	23.64	155,549.95
341212	WASHINGTON AVENUE	906,720.56	341,321.14	565,399.42
341213	LINCOLN ROAD	528,199.91	148,115.68	380,084.23
341214	BELLE ISLE	7,602.21	-	7,602.21
341220	17TH STREET NORTH	280,804.79	17,152.00	263,652.79
341221	WEST AVENUE	399,096.84	-	399,096.84
341224	WEST AVENUE/BAY ROAD	24,947.83	-	24,947.83
341225	FLAMINGO PK/NORTH	8,226.90	-	8,226.90
2448	MULTI-PURPOSE MUNICIPAL PARKING FACILITY	-	9,574,620.35	(9,574,620.35)
		<u>16,630,861.95</u>	<u>11,011,970.39</u>	<u>5,618,891.56</u>
Mid-Beach:				
341204	PINE TREE PARK	32,199.64	141.99	32,057.65
341205	41ST STREET AREA	248,701.02	248.78	248,452.24
341215	COLLINS AVENUE - NORTH	3,086,927.97	140,303.90	2,946,624.07
341216	COLLINS AVENUE - SOUTH	981,495.83	174,429.97	807,065.86
341222	PURDY AVENUE	274,451.28	-	274,451.28
341223	19TH STREET	-	-	-
2641	SUNSET HARBOR GARAGE	-	4,181,941.00	(4,181,941.00)
		<u>4,623,775.74</u>	<u>4,497,065.64</u>	<u>126,710.10</u>
North Beach:				
341203	OCEAN TERRACE	26,333.22	69.60	26,263.62
341206	71ST STREET AREA	741,353.53	235.62	741,117.91
341209	BISC PT/STILLW/TATUM WEST	1,068.93	-	1,068.93
341211	NORMANDY ISLE	217,194.64	58.39	217,136.25
341217	NORMANDY ISLE - WEST	9,426.85	3.83	9,423.02
341218	INDIAN CREEK DRIVE	1,439,942.78	60.86	1,439,881.92
341219	TATUM WATERWAY EAST	106,207.67	4.92	106,202.75
		<u>2,541,527.62</u>	<u>433.22</u>	<u>2,541,094.40</u>
		<u>\$ 23,796,165.31</u>	<u>\$ 15,509,469.25</u>	<u>\$ 8,286,696.06</u>

CMB _ Parking Impact Fees Fund
Fund 155
Accrual Cash Balance
At JUNE 30, 2010

	South Beach	Mid Beach	North Beach	Total Fund 155
Cash - GL @ 06/30/2010	\$ 5,618,891.56	\$ 126,710.10	\$ 2,541,094.40	\$ 8,286,696.06
Adjusted cash balance	5,618,891.56	126,710.10	2,541,094.40	8,286,696.06
Outstanding encumbrances				
2448_Multipurpose Bldg. Adj to City Hall	(453,179.57)			(453,179.57)
Amounts appropriated but not spent				
2448_Multipurpose Bldg. Adj to City Hall	(1,126,811.75)			(1,126,811.75)
5th and Alton Garage				
2010 Capital Budget Book page 250-251	(3,600,000.00)			(3,600,000.00)
Balance available for appropriations and operating costs	\$ <u>438,900.24</u>	\$ <u>126,710.10</u>	\$ <u>2,541,094.40</u>	\$ <u>3,106,704.74</u>

PB: Finance/ *mh* / Inn

FUND 166
 PARKING IMPACT FEES - AUTHORIZED EXPENDITURES (BY DISTRICTS)
 DECEMBER 31, 2008

PO: Nalasha Nicholson

REVENUE		EXPENDITURES										INVOICES							
ACCOUNT #	DISTRICT	INVOICE #	COMM MEMO	COMM MEMO	COMM MEMO	COMM MEMO	COMM MEMO	Capital Budget	Capital Budget	INVOICE #	INVOICES	INVOICES	INVOICES	INVOICES	INVOICES	INVOICES	INVOICES	INVOICES	TOTAL
		213708 (1)	28493 (8)	9792 (3)	12691 (6)	71893 (6)	37036 (6)	2005 (7)	2006 (8)	2007 (9a & 9b)	100 (8 & 10a)	2007 (11)	2007 (12)	2007 (13 & 14)	2007 (15 & 16)	2007 (17)	2008 (19 & 21)	2009 (22)	
South Beach:																			
341201	OCEAN DRIVE	2,579.90	3,880.75		725,000.00	185,656.61													917,117.26
341202	SOUTH POINTE		949.98			12,404.10													13,354.16
341207	ALTON ROAD		100.18																100.18
341208	MUSEUM SQUARE		165.98																165.98
341210	FLAMINGO PARK - SOUTH		23.64																23.64
341212	WASHINGTON AVENUE		658.14				340,663.00												341,321.14
341213	LINCOLN ROAD		102.68				148,013.00												148,115.68
341214	BELLE ISLE																		-
341220	17TH STREET NORTH						17,162.00												17,162.00
341221	WEST AVENUE																		-
341224	WEST AVENUE/BAY ROAD																		-
341225	FLAMINGO PK/NORTH																		-
MULTI-PURPOSE MUNICIPAL PARKING FACILITY								173,509.00	2,000.00	6,042.26	140,776.24	29,204.67	47.06	(3,245.32)	5,094.00	158,544.84	686,067.13	4,357,156.30	5,555,196.18
		2,579.90	5,881.35	-	725,000.00	188,060.79	505,828.00	173,509.00	2,000.00	6,042.26	140,776.24	29,204.67	47.06	(3,245.32)	5,094.00	158,544.84	686,067.13	4,357,156.30	6,992,546.22
Mid-Beach:																			
341204	PINE TREE PARK		141.99																141.99
341205	41ST STREET AREA		248.78																248.78
341215	COLLINS AVENUE - NORTH		824.45	11,500.00		127,979.45													140,303.90
341216	COLLINS AVENUE - SOUTH		470.21			173,959.76													174,429.97
341222	PURDY AVENUE																		-
341223	19TH STREET																		-
		-	1,685.43	11,500.00	-	301,939.21	-	-	-	-	-	-	-	-	-	-	-	-	315,124.64
North Beach:																			
341203	OCEAN TERRACE		69.60																69.60
341206	71ST STREET AREA		235.62																235.62
341209	BJSC PT/STILLW/TATUM WEST																		-
341211	NORMANDY ISLE		58.39																58.39
341217	NORMANDY ISLE - WEST		3.83																3.83
341218	INDIAN CREEK DRIVE		60.86																60.86
341219	TATUM WATERWAY EAST		4.92																4.92
		-	433.22	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	433.22
Totals		2,579.90	8,000.00	11,500.00	725,000.00	500,000.00	505,828.00	173,509.00	2,000.00	6,042.26	140,776.24	29,204.67	47.06	(3,245.32)	5,094.00	158,544.84	686,067.13	4,357,156.30	7,308,104.08

PARKING IMPACT FEES- Notes to Authorized Expenditures by District
As of December 31, 2008

PB: Natasha Nicholson

- (1) Professional legal services rendered by Greenberg, Traurig, Hoffman, Lipoff, Rosen, & Quentel, P.A., 11/13/90.
- (2) Architectural services rendered by Norman M. Giller & Assoc. for the expansion and reconfiguration of the parking lot at 75th Street and Collins Ave., 9/25/91.
- (3) Real estate appraisal services rendered by Appraisal First, Inc. and Kerestes, Inc. for several parcels of land being considered for a parking facility, 2/19/92.
- (4) Acquisition of the property located at 1337 Collins Avenue to be used in the expansion of the off-street parking facility at 13th Street & Collins Ave., 3/3/93.
- (5) Acquisition of the property located at 1027 Collins Avenue, 1/5/94.
- (6) Construction improvements at the 17th Street Garage, 17th Street surface lot, and Preferred parking lot, 6/19/96.
- (7) Art in Public Places for the Multi-Purpose Municipal Parking Facility - 2005 Capital Budget / Resolution 2004-25698
- (8) Multi-Purpose Municipal Parking Facility - 2006 Capital Budget
- (9a) Telecommunications services rendered by ASE Telecom & Data, INC. Invoice# 27138, 2/2/2007.
- (9b) Construction and clearance permit and application for constructing a domestic wastewater collection/transmission system. DP# 2099429 and 2103194. 10/26/06 & 12/04/06.
- (10a) Multi-purpose municipal parking facility JOC fencing and partial demolition and locksmith services for the trailer DP# 2121023, 2143577 & 212019 .04/11/07 , 05/22/07, 04/12/07
- (10b) Installation of voice & data wiring. JE 06-064. 04/04/07
- (11) MPMPF (JOC) FEES, MPMPF JOC PM trailer & miscC, AT&T phone bill, and MPMPF trailer, JE 09-045 06/28/07, 06/12/07, 06/07/07 & 06/05/07, 06/27/07 respectively
- (12) AT&T internet (MPMPF) bill for the trailer. This is a short term cost expected to last a few months until the new construction company comes in. At that time it will be included in their contract. 07/06/07.
- (13) AT&T internet (MPMPF) bill for the trailer 08/16/2007.
- (14) JE 10-016 IT chargebacks for communications and PC related charges 08/03/2007.
- (15) City Clerk floor replacement. 09/13/07
- (16) AT&T internet (MPMPF) bill for the trailer
- (17) Tran Construction INC. To pay the cost to stripe the south side of the street.
- (18) Capital construction for the multipurpose bldg. adjacent to City Hall
- (19) AT&T internet (MPMPF) from October through February \$241.62.
- (20) Relocation of the existing CATV underground facilities 05/07/2008.
- (21) MPMPF Facility JOC PM Trailer & Misc. 06/023/2008
- (22) MPMPF Tower Group, Construction of the multipurpose garage. 09/16/2008
- (23) Construction of the Multipurpose Municipal Parking Facility for ITB# 34-06/07 and as approved in Reso 2007-26706

Expenditure Status Report
 CITY OF MIAMI BEACH
 10/01/2008 through 12/31/2008

BS Capital Outlay
 2000 CAPITAL WORK ORDERS

<u>Account Number</u>	<u>Adjusted Appropriation</u>	<u>Expenditures</u>	<u>Year-to-date Expenditures</u>	<u>Year-to-date Encumbrances</u>	<u>Balance</u>	<u>Prct Used</u>
155-2448-061357 Design-Capital Contracts	643,727.00	0.00	0.00	0.00	643,727.00	0.00
155-2448-069351 Capital-CMB Construction Mgt	150,315.68	0.00	0.00	0.00	150,315.68	0.00
155-2448-069357 Capital-Contracts	4,782,554.07	2,753,026.27	2,753,026.27	1,283,203.72	746,324.08	84.39
155-2448-069358 Capital-Miscellaneous	2,058,299.35	0.00	0.00	13,123.72	2,045,175.63	0.64
155-2448-069370 Capital - Art in Public Places	297,270.00	0.00	0.00	0.00	297,270.00	0.00
Total CAPITAL WORK ORDERS	7,932,166.10	2,753,026.27	2,753,026.27	1,296,327.44	3,882,812.39	51.05
Total Capital Outlay	7,932,166.10	2,753,026.27	2,753,026.27	1,296,327.44	3,882,812.39	51.05
Grand Total	7,932,166.10	2,753,026.27	2,753,026.27	1,296,327.44	3,882,812.39	51.05

Customer name	Customer address	Date initiated	# of Spaces	Total Bill
FOGO DE CHAO BRAZLIAN STKHSE	834-836 1 ST	January 31, 2008	60	\$63,000.00
W HOTEL	2201 COLLINS AVE	May 1, 2009	51	\$53,550.00
TAVERNA OPA	36 OCEAN DR	June 11, 2002	42	\$44,100.00
GOLD'S GYM	1400 ALTON RD	March 29, 2000	27	\$28,350.00
UNO RESTAURANT ASSOC INC	101 OCEAN DR	December 21, 2007	23	\$24,150.00
CLEVELANDER	1020 OCEAN DR	April 13, 2009	16	\$16,800.00
SMITH AND WOLLENSKY RESTURANT	1 WASHINGTON AVE	July 9, 1997	16	\$16,800.00
1052 OCEAN DRIVE, LLC	1052 OCEAN DR	April 21, 2006	15	\$15,750.00
RED THE STEAKHOUSE /OD	119 WASHINGTON AVE	June 19, 2008	15	\$15,750.00
BROWNS HOTEL LLC	100 OCEAN DR	November 9, 2007	14	\$14,700.00
GANSEVOORT LOUNGE	2301 COLLINS AVE	June 6, 2008	14	\$14,700.00
SARDINIA ENOTECA RISTORANTE	1801 PURDY AVE	January 26, 2001	12	\$12,600.00
SEAROCK	1400 20 ST	February 10, 2009	12	\$12,600.00
LIQUOR LOUNGE CAFE INC	1560 COLLINS AVE	June 15, 2001	11	\$11,550.00
PERSONALITY & SALT LLC	840 1 ST	March 19, 2003	11	\$11,550.00
SOHO BEACH HOUSE	4385 COLLINS AVE	August 24, 2009	10	\$10,500.00
SYLVANO ITALIAN REST AND BAR	820 ALTON RD	June 14, 2005	10	\$10,500.00
PURDY LOUNGE/BAR BROTHERS INC	1811 PURDY AVE	April 5, 2000	9	\$9,450.00
THE NEW HOTEL	7337 HARDING AVE	June 18, 2008	9	\$9,450.00
1080 ALTON RD LLC	1080 ALTON RD	December 1, 2003	8	\$8,400.00
BAGEL TIME INC.	3915 ALTON RD	September 30, 1997	8	\$8,400.00
BARTOLOME GRILL & RESTAURANT	1422 20 ST	September 28, 2007	8	\$8,400.00
LINDSAY HOLDINGS LLC	1935 WEST AVE	July 14, 2003	7	\$7,350.00
FIFI'S SEAFOOD	6932-6934 COLLINS AVE	March 6, 2009	6	\$6,300.00
KING KONE FOOD INC	1570 ALTON ROAD	June 18, 2009	6	\$6,300.00
L.A. CAFE ONE LLC	1570 ALTON RD - UNIT B	December 30, 2003	6	\$6,300.00
ALTAMAR RESTAURANT	1223 LINCOLN RD	February 14, 2002	5	\$5,250.00
AMERICAN SUPPLY IMPORT/EXPORT	400 ALTON RD	April 22, 2005	5	\$5,250.00
AZUL SPIRITS & WINES	1414 20 ST	September 26, 2007	5	\$5,250.00
GO-GO FRESH FOOD FAST	926 ALTON RD	June 17, 2004	5	\$5,250.00
GRAND FLAMINGO	1500 BAY RD	February 8, 2008	5	\$5,250.00
JOE ALLEN MIAMI BEACH LLC	1787 PURDY AVE	February 6, 1998	5	\$5,250.00
CASA TUA	1700 JAMES AVE	March 14, 2000	4	\$4,200.00
LIVE REALTY INC	1330 WEST AVE CU-101	July 22, 2005	4	\$4,200.00
KAWA CAPITAL MGMT LLC	400 ALTON RD	April 22, 2005	3	\$3,150.00
NORMAN'S TAVERN	6770 COLLINS AVE	September 29, 1987	3	\$3,150.00
PIZZA HUT #710704	1606 ALTON RD	October 19, 1990	3	\$3,150.00
SENTRY MINI STORAGE	331-69th ST	April 4, 1986	3	\$3,150.00
WHITE COFFEE CORP	6954 COLLINS AVE	February 12, 1988	3	\$3,150.00
CASTING FASHIONS INC	1445 BAY RD	December 7, 2005	2	\$2,100.00
GOURMET CARROT SOUTH BCH INC	959 WEST AVE	January 9, 2007	2	\$2,100.00
KINDERLAND 4 KIDZ LLC	7830 CARLYLE AVE	October 20, 1992	2	\$2,100.00
OFFICE DEPOT	1771 WEST AVE	April 1, 2004	2	\$2,100.00
RICE HOUSE OF KABOB	1318 ALTON RD	January 8, 2007	2	\$2,100.00
EL TABLAZO RESTAURANT	6780 COLLINS AVE	December 13, 1996	1	\$1,050.00
DUNKIN DONUTS	1606 ALTON RD	June 1, 2005	1	\$1,050.00
HAPPY KIDS	7118 BYRON AVE	February 22, 1999	1	\$1,050.00
HARDING GARDENS CONDO	6920 HARDING AVE	January 6, 2003	1	\$1,050.00
JBI ANTIQUES AND CONSIGNMENT	1420 20 ST	September 14, 2009	1	\$1,050.00
NATURAL HARVESTER INC.	1534 ALTON RD	April 27, 1995	1	\$1,050.00
PROPER FORM LLC	1935 WEST AVE #208	October 27, 2004	1	\$1,050.00
SPANKY'S 8 INC	6640 COLLNS AVE	July 23, 2004	1	\$1,050.00
STARBUCKS	1570 ALTON RD	June 18, 2009	1	\$1,050.00
TALULA RESTAURANT & BAR	210 - 23RD STREET	May 8, 2003	1	\$1,050.00
TOMMY HILFIGER	614-616 COLLINS AVE	December 19, 2007	1	\$1,050.00
TONY FORTE PROPERTY	748-750 82 ST	July 16, 2004	1	\$1,050.00
VIVI'S DAYCARE	757 83 ST		1	\$1,050.00

CLOSED ACCOUNTS and INVOICES

MIAMI BEACH MEDICAL GROUP	1200 ALTON RD. MIAMI BEACH, FL 33139	\$15,750.00
HARRY AND JEANETTE WINEBERG	757 WEST AVE MIAMI BEACH, FL 33139	\$1,050.00
ABB FASHION LLC	1259 NORMANDY AVE MIAMI BEACH, FL 33141	\$3,150.00
TROPICAL BEACH CAFE	2891 COLLINS AVE MIAMI BEACH, FL 33140	\$4,200.00
OPTIMA HOSPITALITY ASSOC LLC	6060 INDIAN CREEK MIAMI BEACH, FL 33140	\$6,300.00
GILIA'S RESTAURANT	6345 COLLINS AVE MIAMI BEACH, FL 33141	\$6,300.00
CAFE AVANTI	730-732 ARTHUR GODFREY RD MIAMI BEACH, FL 33140	\$7,350.00
PIZZA FIORE	703 71 ST MIAMI BEACH, FL 33139	\$8,400.00
RED THE STEAKHOUSE /OD	119 WASHINGTON AVE	\$15,750.00

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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 & Citywide Projects Committee Members

FROM: Jorge M. Gonzalez, City Manager

DATE: December 16, 2010

SUBJECT: **DISCUSSION REGARDING A PROPOSED STUDY FOR DEVELOPING AND IMPLEMENTING A FIRE PROTECTION ASSESSMENT FEE PROGRAM**

At the July 7, 2010 Finance and Citywide Project Meeting the Committee discussed the 2010 City of Miami Beach Revenue Enhancement Study prepared by Willdan Financial Services, Inc. (Willdan). In that study, Willdan identified a potential fire assessment fee as a revenue enhancement to fund a portion of the Fire Department's budget. As part of the discussion the Committee directed the administration to pursue a study of developing a fire protection assessment fee program.

BACKGROUND

The City of Miami Beach Fire Department consistently receives high marks from the public regarding the service they provide. In the 2009 customer survey the overall quality of fire services was rated at 97% by residents and 95% by businesses. The fire department protects the lives and property of those living, working and visiting within the 7.1 square miles of the City boundaries. In 2008, the average daily population of the City was 84,633. When tourists, day visitors, restaurant and nightclub patrons, worker, etc. are included the "average daily population" increases to 173,000.

Fire Department's services are provided to the community from four fire stations and five divisions that include rescue, prevention, ocean rescue, and suppression. The suppression division is responsible for mitigating the dangers and destruction caused by fire, explosives, weapons of mass destruction, and hazardous materials. The Fire Department has been accredited by the Commission on Fire Accreditation International and is rated as a Class One Department by the Insurance Services Office (ISO). The lower the rating the better the fire insurance rates, both commercial and residential, for the area being rated.

In their Revenue Enhancement study, Willdan Financial Services found that the imposition to fund fire protection services has been upheld by the Florida Supreme Court (City of North Lauderdale v. SMM Properties, 825 So.2d 343 (Fla., 2002) and that "the adoption and levy of such an assessment for the City of Miami Beach could provide significant relief to the General Fund that currently funds all costs related to fire suppression, education and inspection" (p.47). The fire assessment would not include expenses related to fire code inspections, pre-fire planning, non-fire related rescue services and other non-emergency services. The FY 2010/11 budgeted expenditures for the Fire Department, are \$56,115,331, of which \$25,778,951 is for suppression.

A 2010 fire assessment study conducted by Burton and Associates for the City of Cape Coral, Florida found that the average fire assessment per residential unit per year in 31 municipalities ranged from \$68.00 (Boynton Beach) to \$357(Weston) with an average of \$150.51.

It is important to note that, unlike property taxes that are assessed based on value, the basis of a fire assessment fee is related to benefit derived from fire protection services, and is typically assessed as a flat fee per residential unit, and based on square footage for non-residential units. As a result, even if the new assessment revenue is offset by a decrease in the millage rate, some properties will see a net increase in combined property taxes and special assessment fees, while others will see a net decrease.

SCOPE OF SERVICES

The methodology study and recommendation shall include the following activities and deliverables:

- a) Define and outline the standards and levels of service provided by the Miami Beach Fire Department.
- b) Determine and calculate the assessable costs of the fire department services, addressing operational, overhead and capital costs.
- c) Develop a framework for accurate equitable allocation of emergency and non-emergency program services through analysis of incident call data records and other City data.
- d) Classify similar types of improvements and land use into property use categories and group these according to similar uses, call loading and potential loss characteristics.
- e) Compile the results of the previous objectives into a legally defensible, fair and reasonable, apportionment methodology for a fire suppression municipal service benefit unit (MSBU).

The Consultant shall provide consultant services for the assessment including, but not limited to, the services described in the following:

- A. INITIAL MEETING:** The Consultant shall hold an initial meeting with the City's Project Manager, no later than five days after Notice to Proceed.
- B. PLAN OF ACTION:** The Consultant shall submit a Plan of Action, within five days after the initial meeting takes place, relative to gathering of information for the project, and to allow the City to prepare the data sources that may be required for the project. The Consultant will be responsible for obtaining any necessary data for completion of project requirements and preparing deliverables.
- C. KICK-OFF MEETING WITH KEY STAFF:** The Consultant shall hold a kick-off meeting with key City staff including, but not limited to, the Office of Budget and Performance Improvement, Fire Chief, Finance Director, and City Attorney. The Consultant should then develop a detailed calendar with specific dates and deliverables following this meeting.
- D. DATA AND REPORT REVIEW :** The Consultant should review and evaluate existing City legal documents, ad valorem tax roll information, fire department call data, five-

year to date budget request, projected long-term capital needs, existing agreements, reports and other data pertaining to the provision of fire department services within the City.

E. INITIAL ASSESSMENT ANALYSIS: The Consultant shall perform an initial high-level analysis of the City's property and incident call data, assessable costs of service and apportionment analysis. The Initial assessment analysis shall address at a minimum the requirements listed below:

1. Level of Service Review

Define and outline the standards and levels of service provided by the Miami Beach Fire Department.

2. Assessable Costs of Services

The Consultant should identify the full cost of fire service delivery using the City's most current financial information including direct and indirect cost and identify service delivery issues which may affect the apportionment methodology. The Consultant should separate the fire services response costs from those required for fire code inspections, pre-fire planning, non-fire related rescue services and other non-emergency services.

Determine the total fire department delivery special assessment revenue requirements so that the City addresses the operational and overhead costs necessary to recover the costs of:

- a) net fire service delivery revenue requirements,
- b) cost of implementing the annual recurring assessment program,
- c) cost of collecting the assessment.

3. Methodology for Apportionment

The Consultant should develop a method of apportionment using the current ad valorem tax roll and fire incident/call response data. The Consultant should review the assessment methodology for legal sufficiency and the tax bill method of collection. The methodology must be legally defensible.

Using a minimum of two years of fire incident/call reports, the Consultant should correlate the fixed property uses on the reports to comparable property uses on the tax roll. The Consultant should analyze all property use categories within the City to determine which parcels receive a special benefit from the provision of fire services and fairly apportion the assessable costs among all benefited parcels within each property use category.

The Consultant should develop a fair and reasonable method of apportionment and accurate classification of parcels. The Consultant will then identify service delivery issues that may affect the apportionment methodology. Recommendations will need to be dynamic and easily adjusted by parcel types/uses. The Consultant should determine assessment rates which meet Florida case laws requirements to be valid as a special assessment. The Consultant should ensure that the recommended assessment rates and parcel

classification conforms to the statutory requirements of the "Uniform Method" for levy, collection, and enforcement of non-ad valorem assessments (tax bill method of collection). Based on feedback from the various public meetings, or at the City's discretion, the City may request adjustments to the proposed methodology at no additional cost.

4. Assessment Analysis Report

The Consultant shall provide a Final Assessment Analysis Report that incorporates the initial assessment analysis and the requirements listed below, in their entirety:

- a) Tax Assessment Roll Database
Create a pro-forma fire assessment roll database by utilizing the City's most recent ad valorem tax roll and property use categories. Test the sufficiency of the roll by developing reports to access property use information. Apply the apportionment methodology to assessment roll database to test the data validity and legal sufficiency as necessary. Revise the apportionment methodology if necessary to meet these requirements.
- b) Preliminary Pro-forma Schedule of Rates
Calculate and present a pro forma schedule of rates to the City's project team and City Committees including the impacts on each property use category based on the apportionment methodology and revenue requirements based on the FY 2010/11 budget.
- c) Evaluate impact of recommended rates as compared to current millage impacts on various property types.
- d) Final Pro-forma Schedule of Recommended Rates
Based on the City's feedback, the Consultant shall prepare modifications or alternative scenarios as directed and present the finalized Pro forma Schedule of Rates to the City's Project Manager.

F. IMPLEMENTATION REQUIREMENTS AND TIMELINES: The Consultant shall provide requirements and timelines for implementation of the assessment. Including:

1. Legal requirements and timelines for implementing the special assessment.
2. Drafting of any legal documents (ordinances, resolutions, format for legally required public notices, etc.) required for implementation of the district.
3. Methodology for review of assessment levels and updates on an annual basis.

MINIMUM REQUIREMENTS

Previous experience conducting local government fire protection services assessment fee studies. Experience with fire protection assessment fee studies in Florida preferred.

EVALUATION CRITERIA

WEIGHT

Qualifications of Individuals Assigned to Work With The City	35 pts
Consultants Experience and Past Performance With Similar Projects	20 pts
Methodology and Approach	10 pts
Proposed Cost	35 pts

SUMMARY

The administration is seeking direction and input related to the issuance of an RFP for a study to develop and implement a fire services assessment fee program for the City of Miami Beach. Given the potential impacts that will differ from the current funding mechanism, the cost involved with the study, and the staff time required to support the study, the administration is recommending that the study be pursued only if there is a strong commitment to implementation of fire services assessment fee program.

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MIAMI BEACH

OFFICE OF THE CITY MANAGER

COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jorge M. Gonzalez, City Manager 

DATE: December 16, 2010

SUBJECT: REQUEST FOR APPROVAL TO ISSUE A REQUEST FOR PROPOSALS (RFP) TO PROVIDE PARKING CASHIERS/ATTENDANTS AND SUPERVISORS FOR THE CITY'S PARKING GARAGES - REVISED.

On September 30, 2010, the Finance and Citywide Projects Committee (FCPC) discussed the item and directed the Administration to: (1) amend the Evaluation Criteria, as discussed, and (2) include "Corporate Responsibility" as a component of the evaluation criteria. The Administration proposes the following weighted criteria and seeks input from the FCPC regarding the Corporate Responsibility criterion:

• Evaluation Criteria:	Weight
Experience and Qualifications of the Proposer	15 pts
Experience and Qualifications of Management Team	15 pts
<u>Annual Contract Cost for Guaranteed Hours and Hourly</u>	
<u>Billing Rates for Additional Hours</u>	40 pts
Methodology and Approach	10 pts
Past Performance (due diligence)	10 pts
Corporate Responsibility:	10 pts
	100 pts

• **Corporate Responsibility**

Proposers should have a defined Corporate Responsibility Model that describes how they successfully integrate into the communities where they provide services, including their approach regarding compensating their employees. Proposers must be good corporate citizens. They must provide their employees with competitive wages, including living wage and benefits package; make positive differences by supporting the local communities where they operate; and be environmentally conscious. The Firm's focus should be to create a balance between developing opportunities with their customer (the City); stimulate and reward their employees; work with and support our local community; and sustain the environment where they operate.

SCOPE OF SERVICES

The City of Miami Beach is actively seeking proposals from qualified parking companies/operators to supply trained parking cashiers, attendants, and supervisors for the City of Miami Beach Parking System, in accordance with the terms, conditions, and specifications contained in this Request for Proposals. The Proposer(s) should base their Price Proposal Form on the following guaranteed minimum number of hours annually:

We are committed to providing excellent public service and safety to all who live, work, and play in our vibrant, tropical, historic community.

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) or 305-673-7218 (TTY) five days in advance to initiate your request. TTY users may also call 711 (Florida Relay Service).

Cashiers/Attendants:	64,000	80%
Supervisors:	16,000	20%
Total:	80,000	100%

A. INTENT

It is the intent of the City to enter into a three (3) year Agreement with the successful Proposer to provide the necessary labor pool of cashiers, attendants, and supervisors for the City operated cashiered/attended parking facilities, with an option for an additional two (2) one-year renewal options, at the sole discretion of the City.

B. RESPONSIBILITY OF THE FIRM

The successful Proposer shall be responsible for the following:

1. To provide trained and uniformed parking cashiers, attendants, and supervisors at each of the designated parking facilities, Monday through Sunday, including holidays and during Special Events. The parking facilities are located at:
 - A. 7th Street & Collins Avenue Garage
 - B. 17th Street Garage
 - C. 13th Street Garage
 - D. 42nd Street Garage
 - E. 12th Street & Drexel Garage
 - F. City Hall Garage
 - G. "5th and Alton" Garage
 - H. Pennsylvania Avenue Garage
 - I. Preferred Parking Surface Lot (Convention Center Lot).
 - J. Anchor Garage - 16th Street and Collins Avenue.
 - K. Multiple municipal surface parking lots, including during special events and/or seasonally.

2. The parking cashiers, attendants, and supervisors must:
 - A. Maintain a neat, well-groomed appearance at all times.
 - B. Collect parking fees, validate tickets, and perform related duties.
 - C. Provide financial and ticket reports at the conclusion of each shift to the satisfaction of the City.
 - D. Submit monies representative of the shift's activity to the shift/facility supervisor, and assist in the recordation and deposit of the daily shift cash receipts.
 - E. Maintain a clean work area including the adjacent booth area and access control equipment. Each shift shall be responsible to maintain the fee computer as to cleanliness, dust, and appropriate use.

 - F. Provide directions and general information to the public.
 - G. Maintain a friendly, courteous and service-oriented attitude at all times.
 - H. Consistently demonstrate the ability to communicate effectively in the English language with the general public, supervisors, and City management.
 - I. All cashiers, attendants, and supervisors shall be qualified to complete all required cash and ticket reports. Such qualification shall be to ensure the accurate and complete recordation of such reports. Ability to add, subtract, multiply, and divide in a consistent and accurate manner is essential.
 - J. All cashiers, attendants, and supervisors must be trained in CPR and emergency procedures.
 - K. All cashiers, attendants, and supervisor are required to know City parking policies pertinent to:

1. Monthly Parking Program
 2. City Decals and Permit Parkers
 3. Special Event Parking
 4. iPark
 5. Hotel Hang-Tag Program; and
 6. All programs implemented by the City
- L. All cashiers, attendants, and supervisors must be familiar with the location, hours of operation, and rates of all City parking facilities.
- M. All cashiers, attendants, and supervisors will be trained in operating the City's gated parking revenue control equipment.
- N. Perform all other related duties as assigned by the City.
3. The successful Proposer shall provide and require its employees to wear a uniform:
- Sport/polo shirt or collared shirt (no t-shirts), dark pants, shorts or skirt. The Firm's employees will be issued official City of Miami Beach photo identifications and these shall be required to be worn daily as part of the employee's official uniform. The successful Proposer must include its name on the badge or uniform. The City reserves the right for final approval of the uniform selected by the Firm.
4. The Successful Proposer will provide one (1) trained working supervisor per location as requested on each shift. The responsibilities of the supervisors will be:
- a. Attendance verification: Verify at the beginning of each shift that all booths are staffed. If personnel are absent or call in sick, it is the responsibility of the supervisor to replace the parking cashier immediately. The supervisor shall issue a bank for each cashier/attendant per shift.
 - b. Scheduling of shift locations and replacements for daily and weekly schedule and scheduling for vacations and emergencies.
 - c. The shift supervisors shall be an employee of the successful Proposer and shall serve as the City contact for any problems or questions during each shift.
 - d. Provide required assistance to parking cashiers and attendants during shift closeout procedures. Prepare all deposits for shift cash receipts as required by the City.
 - e. Perform the duties of a parking cashier and/or attendant.
 - f. Perform related duties as requested by City staff.
5. If applicable, the successful Proposer shall make best efforts to transition employees of the existing service provider who choose to migrate to the selected Firm.
6. All contract employees must report any facility maintenance issues, including but not limited to graffiti; light bulb replacement; restriping, signage, etc. that needs to be addressed.
7. The successful Proposer shall schedule monthly performance meetings with City management to review performance issues.
8. The successful Proposer shall notify the City of a 24 hour contact via telephone and/or pager. A minimum of two contact names must remain on file with the City at all times.
9. The successful Proposer shall respond to any complaint received from the general public or the City of Miami Beach, in writing, within 24 hours of receipt of complaint.

10. All training is the responsibility of the Firm. The successful Proposer will provide written rules of conduct for its personnel. All rules of conduct for the successful Proposer must be approved by the City's Parking Director.
11. The successful Proposer must provide a Facilities Operation Manual to each employee and a permanent manual containing standard operating procedures shall be stored in each cashier booth and central facility office.
12. All employees of the successful Proposer shall be bonded and insured.
13. Smoking and/or eating on the job or in a parking facility is strictly prohibited.
14. The successful Proposer must supply a \$100.00 bank for each shift at each facility. The \$100.00 bank shall consist of sufficient variety of currency and/or coin to properly provide change. The City reserves the right to alter the composition of the \$100 bank; however, typically, eighty one-dollar bills and two rolls of quarters will be required.
15. The successful Proposer shall be responsible for all pay-on-foot stations, including but not limited to: providing all funds necessary for replenishing all cash for change bins (two bins per pay on foot station and \$5,000.00 per bin is required); balance all transactions at all pay-on-foot stations at applicable facilities; and perform all other related duties pertaining to pay-on-foot stations as assigned by the City. The successful proposer must have sufficient cash on hand to ensure that at no time any pay-on-foot stations are depleted of change (smaller bill denominations). The successful Proposer must make best efforts to keep all pay on foot stations operational at all times, including but not limited to minor repairs such as misread tickets; bill jams; receipt rolls, etc.). The City shall be responsible for all preventive maintenance; regular maintenance; and repairs.
16. The successful Proposer shall maintain a trained and courteous workforce.
17. The successful Proposer shall ensure that each cashier booth and facility office is equipped with the following:
 - A. City of Miami Beach Parking Guide
 - B. Chamber of Commerce Visitor Guide
 - C. Any other materials provided by the City.
18. The successful Proposer shall be responsible for any cash shortages or missing tickets. Missing tickets shall be calculated at the maximum daily parking rate. All shortages shall be delivered to the City of Miami Beach Parking Department c/o the Finance Manager within 72 hours of notice of the shortage by the City to the Firm.
19. The successful Proposer shall provide continuous and on-going procedural and equipment training to its employees assigned to the City of Miami Beach. The successful Proposer shall provide a roster of all trained employees to the City. Employees receiving training at the City's parking facilities must be scheduled to work at City parking facilities. Under no circumstances is the successful Proposer to train employees at City parking facilities and relocate the employee to another contract or client for any period of time without the expressed written consent of the City.

20. The successful Proposer shall provide sufficient vehicles, as determined by the City, for their employees to ensure the effective and efficient transport of cashiers, attendants, and supervisors to assigned locations throughout all shifts.
21. The successful Proposer shall perform a background check, firm/type of background check to be approved by the City, on all of its employees, as part of their employment process. The employee must agree to submit to the successful completion of these screening processes as a condition of their employment within the first thirty (30) days of said employment. The successful Proposer may also be required to conduct other screening and/or investigative measures, at the request of the City.
22. The successful Proposer **must** provide the following services outlined herein. The cost of said services must be identified and included as a component of the Total "Cost Plus" Annual Rate for up to 80,000 Hours found on the Price Proposal Form contained herein. Additionally, the cost of each service should be itemized in the space provided below. **The City reserves the right to select any service or combination thereof, including all or none; and deduct the cost of those services not selected.**
- a. Project Management - The successful Proposer shall provide a full-time on-site Project Manager with experience handling the type of services requested by the City who will have full authority to act on behalf of the Firm. The Project Manager shall be scheduled at the sole and absolute discretion of the City and shall be available to respond to requests from the City, on an as needed basis. \$ _____
- b. Human Resources Coordinator - The successful proposer shall provide an HRC to address and enhance the Firm's recruitment, retention, and training efforts. \$ _____
- c. Motorist Assistance Program (MAP) - The successful proposer shall provide a motorist assistance program which includes but is not limited to flat tire assistance/repair, lock-out; fuel; battery jump start, and/or towing of the vehicle to a service facility. \$ _____
- d. Cardio Pulmonary Resuscitation (CPR) Certification - The successful proposer shall have all contract personnel CPR certified. \$ _____
- e. Training - The successful proposer shall provide training, including but is not limited to: Customer Service, Gated Revenue Control Equipment, and any other training the City deems relevant and appropriate in its sole discretion. \$ _____
- f. Vehicles - The successful proposer must provide two (2) late model passenger vans or comparable vehicles to transport contract employees and/or equipment. \$ _____
- g. Compensation for Contract Employees - The successful proposer must provide an Employee Recognition Program; Monthly Birthday Event (for all contract employees with a birthday in each respective month). \$ _____

- h. Mystery Shopper Reporting - The successful proposer shall contract an independent third party to perform a minimum of ten (10) "Shopper" reports per month, system-wide. A sample "Shopper" survey must be included in the Firm's proposal. Shopper reports must specify that these are actual customers and must be documented visits to one of the facilities where labor is provided. Telephone calls for information or visits/interaction with city staff is not permitted. \$ _____
- i. Uniforms: At a minimum, the successful proposer must provide the following set of uniforms for each employee: five (5) collared shirts or polos (or any combination thereof totaling five) and five (5) pants or shorts (or any combination thereof totaling five). All uniforms shall be approved in the sole and absolute discretion of the City. \$ _____
- j. The successful proposer will provide umbrellas for all facilities scheduled with contract employees and/or requested by the City. Any replacement umbrellas, due to wear and tear, needed after the initial inventory has been installed, must also be provided by the successful proposer. The type and design of all umbrellas shall be approved in the sole and absolute discretion of the City. \$ _____

C. RESPONSIBILITY OF THE CITY

The City shall be responsible for the following:

1. The City of Miami Beach will provide a clean and safe workplace.
2. The City has the right to refuse any personnel supplied by the Firm. Any person employed by the successful Proposer whom the Parking Director or his/her designee may deem temporarily or permanently incompetent or unfit to perform the work, shall be removed promptly from the job and such person shall not again be placed with the City.
3. The City shall make every effort to notify the successful Proposer of any special events and their specific parking requirements at least one week (seven calendar days) prior to commencement of the event.
4. The City shall provide the successful Proposer with a calendar of events at the City of Miami Beach Convention Center, The Fillmore at the Miami Beach Jackie Gleason, and Lincoln Theatre. The City shall also provide the successful Proposer with a copy of the City of Miami Beach annual calendar.
5. The City shall provide a comprehensive list of events requiring the staffing of surface parking lots.
6. The City shall continuously work with the successful Proposer to assure that residents and visitors are served in an efficient, professional, and courteous manner.
7. The City reserves the right to require the successful Proposer to conduct investigative measures, including, audits, and/or surveillance to ensure the integrity of the system and their employees.
8. The City will at no time be responsible for any and all overtime payroll expense incurred by the Firm.
9. The City shall be responsible for all preventive maintenance; regular maintenance; and repairs of all pay on foot stations.

D. PERFORMANCE STANDARDS

1. Uniforms/Name-tags:
All employees must be in full uniform with their respective name-tag at the start of their shift. Failure to do so may result in a request to replace said employee with one in full uniform/name-tag.
2. Customer Service/Conduct:
All employees must comport themselves in a respectful and courteous manner when addressing the public/customers. Conduct unbecoming shall include: rudeness, belligerence, hostility, quarrelsome, antagonistic, aggression, sarcasm, contempt, and mocking. All employees shall further refrain from smoking, eating, and/or drinking while on-duty. Complaints pertaining to customer service, including but not limited to the behavior outlined above shall be immediately addressed by the Firm.

The City reserves the right at its sole discretion to determine if the employee is unfit or incompetent to perform the duties and may require the immediate removal of the employee and replacement with another within one (1) hour of said request.

3. Most Favored Customer:
The successful Proposer warrants and represents that the prices, warranties, benefits and terms set forth in this Agreement are at least equal to or more favorable to the City than the prices, warranties, benefits and terms now charged or offered by the Firm, or that may be charged or offered during the term of this Agreement for the same or substantially similar services as defined in this Agreement.

If at a time during the term of this Agreement, the successful Proposer enters into an agreement on a basis that provides prices, warranties, benefits and terms more favorable than those provided the City hereunder, then the successful Proposer shall within thirty (30) calendar days thereafter notify the City of such fact, and regardless of whether such notice is sent by the successful Proposer or received by the successful Proposer or received by the City, this contract shall be deemed to be automatically amended, effective retroactively to the effective date of the more favorable agreement, to provide the same prices, warranties, benefits and terms to the City; provided that the City shall have the right and option to decline to accept any such change, in which event such amendment shall be deemed null and void.

If the successful Proposer is of the opinion that an apparently more favorable price, warranty, benefit or term of this Agreement is not in fact more favored treatment, the successful Proposer will promptly notify the City in writing, setting forth in detail the reasons that the successful Proposer believes said apparently more favored treatment is not in fact more favored treatment.

The City after due consideration of such written explanation may decline to accept such explanation and thereupon this Agreement shall be deemed to be automatically amended effective retroactively to the effective date of the more favorable agreement, provide the same prices, warranties, benefits and terms to the City. The provisions of this Article shall survive the closing and termination of this Agreement.

CRITERIA FOR EVALUATION

The Evaluation Committee shall base its recommendations on the following factors:

<u>Evaluation Criteria:</u>	<u>Weight</u>
Experience and Qualifications of the Proposer.....	15 pts
Experience and Qualifications of Management Team.....	10 pts
Annual Contract Cost for Guaranteed Hours and Hourly Billing Rates for Additional Hours.....	40 pts
Methodology and Approach.....	15 pts
Past Performance (based on surveys and the Administration’s due diligence).....	10 pts
Corporate Responsibility.....	10 pts
Total:	100 pts

PRICE PROPOSAL FORM

The Proposer(s) should base their Price Proposal Form on the following guaranteed minimum number of hours annually:

Cashiers/Attendants:	64,000	80%
Supervisors:	16,000	20%
Total:	80,000	100%

Employee hourly rates (hourly rate paid to the employee) and related payroll taxes/costs shall be a pass through cost to the City. The following are the fixed costs which shall be considered a pass through to the City:

- Hourly rate paid to employees must be compliant with the City’s Living Wage Ordinance Requirement (LWOR). The hourly rate for Cashiers/Attendants must be in Year One: either \$10.16 which includes benefits or \$11.41 which does not include benefits (\$10.16 + \$1.25); in Year Two either: \$10.72 which includes benefits or \$12.17 (\$10.72 + \$1.45) which does not include benefits; and in Year 3 either: \$11.28 which includes benefits or \$12.92 which does not include benefits or as amended. The hourly rate for Supervisors must be at least living wage.

Any and all other costs, including unemployment insurance; workman’s compensation; operating costs; employee benefits; overhead; and profits shall be considered Additional Costs and must be itemized in the Price Proposal Form. **If there is additional space needed for itemization you must use additional sheets and attach it to the Price Proposal Form.** No additions, deletions, or revisions to your proposal, including the Price Proposal Form shall be permitted after the submission deadline. The Additional Costs shall be invoiced in biweekly periods (26 biweekly periods annually) based on the portion of the guaranteed number of annual hours (80,000) invoiced.

Each Proposer shall be evaluated on their Total Contract Cost for Guaranteed Hours and Hourly Billing Rates for Additional Cashier/Attendant and Supervisor Hours; therefore, each Proposer must fully complete the Price Proposal Form. The Total Annual Contract Cost for Guaranteed Hours must contain any and all costs to the City is comprised of the following categories:

The following categories which have an assigned fixed value(s) may not be altered by the Proposer. The Proposer may only submit values for the categories that are blank in Sections “B. Supervisors”; “C. Additional Costs”; D. Hourly Billing Rate for Additional Cashiers/Attendants hours”; and “E. Hourly Billing Rate for Additional Supervisor Hours”.

Cashiers/Attendants (Year 1):

The successful proposer shall pay the City's Living Wage Hourly Rate to their employees. The City's Living Wage Hourly Rate and their related payroll taxes (fixed costs) have been identified above.

		w/Benefits	w/o Benefits	ANNUAL
A. Cashier/Attendants:				<u>COST</u>
1.	Hourly Rate Paid to Employee (Year 1):	\$10.16	\$11.41	
2.	Minimum Health Benefits to Employee:	\$ 1.25	N/A	
3.	Itemized Employee Payroll Taxes/Cost			
a.	FICA* 6.20% Cost per hour:	\$ 0.71	\$ 0.71	
b.	MICA* 1.45% Cost per hour:	\$ <u>0.17</u>	\$ <u>0.17</u>	
4.	Cashier/Attendant			
	Employee Hourly Rate (No. A1 + A2 + A3):	\$12.29	\$12.29	

Cashier/Attd Hours	x	Hourly Rate	=	Cashier/Attd Annual Cost
64,000	x	\$12.29	=	\$786,560

\$ _____ (A)

B. Supervisors:

1.	Hourly Rate Paid to Employee (must be at least the living wage as above):	(1)	\$ _____	
2.	Itemized Employee Payroll Taxes/Cost			
a.	FICA* 6.20% Cost per hour:	(2a)	\$ _____	
b.	MICA* 1.45% Cost per hour:	(2b)	\$ _____	
3.	Employee Hourly Rate (No. B1 + B2 = B3):	(3)	\$ _____	
Supervisor Hours	x	Hourly Rate	=	Cashier/Attd Annual Cost
16,000	x	\$ _____ (3)=		\$ _____ (B)

C. Additional Costs:

	Cost	Rate (%)
1. Unemployment Insurance (1)	\$ _____	
2. Workman's Compensation (2)	\$ _____	
3. Operating Expenses (3a-c)	\$ _____	
(a.) _____	\$ _____	
(b.) _____	\$ _____	
(c.) _____	\$ _____	
4. Overhead (4a-c)	\$ _____	
(a.) _____	\$ _____	
(b.) _____	\$ _____	
(c.) _____	\$ _____	
5. Employee Benefits (**Note Below) (5a-c)	\$ _____	
(a.) _____	\$ _____	
(b.) _____	\$ _____	
(c.) _____	\$ _____	
6. Liability Insurance (6a-c)	\$ _____	
(a) Comp Gen Liability	\$ _____	
(b) Automobile Liability	\$ _____	
(c) Theft of Money/Surety	\$ _____	
7. Profit: (7)	\$ _____	
Annual Total of Additional Costs		

\$ _____ (C)

Price Proposal for Annual Contract Cost for Guaranteed Hours (80,000)

\$ _____

TOTAL A+B+C

ADDITIONAL HOURS

D. Hourly Billing Rate for additional Cashier/Attendant Hours over 64,000:

<u>1st Additional 6,000 hours (70,000 total)</u>	<u>\$ _____</u>
<u>2nd Additional 6,000 hours (76,000 total)</u>	<u>\$ _____</u>
<u>3rd Additional 6,000 hours (82,000 total)</u>	<u>\$ _____</u>

E. Hourly Billing Rate for additional Supervisor Hours over 16,000:

1st Additional 2,000 hours (18,000 total) \$ _____

2nd Additional 2,000 hours (20,000 total) \$ _____

(SEE NOTES ON THE FOLLOWING PAGE)

Notes:

1. Any and all other expenses to the City above and beyond the fixed costs identified above, including unemployment insurance (must include percentage (%) rate); workman's compensation (must include percentage (%) rate); operating expenses; overhead; additional employee benefits; and profit, must be identified as Additional Costs that will be invoiced bi-weekly based on the portion of the guaranteed number of annual hours (80,000) invoiced that period. **If there is additional itemization, please add additional lines and sheets as necessary, but do NOT alter the format of the Price Proposal format.** No revisions to your proposal, including the Price Proposal Form shall be permitted after the submission deadline.
2. FICA/MICA is reflected at current rates.
3. In the Employee Benefits Section (C5) of Additional Costs, please include each of the following, if applicable:
 - a) portion of health benefits that exceeds \$1.25 per hour for Cashiers/Attendants with benefits, if any (itemize and include costs on a separate line).
 - b) all health benefits for supervisors, if any (itemize and include costs on a separate line).
 - c) other non-health benefits for cashiers/attendants and supervisors, if any (itemize and include costs on a separate line for each).

MINIMUM REQUIREMENT/QUALIFICATION:

- A. The Proposers shall have a record of satisfactory performance in the past three consecutive years providing trained cashiers/attendants and supervisors with experience in self-parking operations at surface parking lots and garages with gated parking revenue control equipment to a public agency and/or private concern.
- B. The Proposers shall be fully licensed in the state of Florida to perform the work described herein.
- C. List the present contracts held and contracts previously held during the past three years, specifically listing any similar contracts held. Identify the firm/organization, type of labor furnished, contact person, address, phone number, length of time contract held and total dollar amount of the contracts listed.
- D. Describe in detail the daily oversight of your attendants/cashiers and supervisors; contract management best practices; how you measure your staff's performance; and how you hold staff (at each and every level) accountable.
- E. Each Proposer is required, before submitting a proposal, to examine carefully the requirements set forth in this document and to be familiar with all the terms and conditions that are contained within this RFP. The Proposer shall submit the following detailed information with the proposal:

1. Describe your approach to the project and your management plan for both regularly attended facilities/garages and special event staffing. Include your staffing strategies, implementation of the contract, training, supervision and continued support throughout the year. Describe your plan in detail for recruiting, training, and retaining cashiers/attendants and supervisors.
2. A brief history of the company, name(s) of owner and principal(s) and number of years in business. Include the location(s) of the offices.
3. The number of employees that are employed by your Firm /Company on a full-time and part-time basis. Describe your active trained work pool that can be immediately deployed.
4. Number of personnel on file for each type of work. Example: Clerical: 58, Manual labor: 37, etc.
5. Complete the price proposal form as provided.

The Administration is seeking further direction from the FCPC regarding the above scope of services and the issuance of the request for proposals for cashiers/attendants and supervisors for the City's Parking System.


JMGJGGISF

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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 *JMG for JMG*

DATE: December 16, 2010

SUBJECT: Discussion of the Sustainability Plan

ADMINISTRATION RECOMMENDATION

The Sustainability Plan has been referred to the Finance and Citywide Projects Committee (FCWPC) for discussion.

BACKGROUND

A sustainability plan is intended to provide a straightforward and flexible process to create a long-term plan that brings together environmental, economic, and social initiatives under one holistic vision. The objectives of the City of Miami Beach's Sustainability Plan are to assist the City in realizing the Key Intended Outcome (KIO) of enhancing environmental sustainability of the community and guide the Sustainability Committee in its mission. The Plan will provide structure and focus to existing and future green policies and initiatives in order to successfully enhance the three basic components of sustainability; environment, society, and economy. The purpose of the Plan is to improve our resources, prevent harm to the natural environment, protect human health, and benefit the social, economic, and environmental well-being of the community for present and future generations.

In addition, the Sustainability Plan also functions as the work plan for the City's participation in the Energy Economic Zone (EEZ) Pilot Program, which is an economic development program administered by the Florida Department of Community Affairs. The Plan identifies opportunities for economic development and redevelopment that maximize the potential for economic benefit to the community. As one of two selected participants in the EEZ Pilot Program, the City seeks to become an urban community model for the establishment and maintenance of long-term economic and quality of life needs.

The Sustainability Committee Work Plan lists topic areas in which Sustainability Committee has expressed interest and is included in the Plan as an appendix. The Work Plan will be updated throughout the year as the Committee explores new topics and will provide an overview of the Committee's activities and discussion trends. Any initiative potentially having considerable financial impacts to the City shall be reviewed by the FCWPC before policy recommendations are made to the City Commission.

The Sustainability Plan serves to capture both existing initiatives and provide a platform for the introduction and approval of new green initiatives that are in line with the Plan's Guiding Principles. Supported principles include:

- Efficient use of resources
- Energy and water conservation
- Economic and social stability
- Protection and restoration of our natural resources

The Plan focuses the City's sustainability goals and initiatives in ten (10) specific Program Areas, which were developed through research and analysis of comparable communities across the country:

- Green Building & Housing
- Solid Waste Management
- Water Conservation & Quality
- Energy Conservation
- Alternative Transportation
- Natural Resources & Ecosystem Management
- Community Outreach & Participation
- Green Procurement
- Economic Development & Planning
- Air Quality & Climate Change

The adoption and implementation of a sustainability plan will provide both short-term and long-term benefits to government operations and the community. Short-term benefits include decreased energy and water costs, improved alternative transportation and mobility, diversion of solid waste from the landfill, improved urban forest and local air quality, and increased environmental awareness and stewardship throughout the community. In addition, the development of a sustainability plan supports the need to demonstrate an overall strategic goal when applying for federal and state grant funding for sustainable initiatives. Long-term benefits are numerous and include understanding and reducing the City's carbon footprint; minimizing potential risks and costs from environmental impacts, mitigation, and adaptation strategies; maintaining a high quality of life for residents and visitors; and reinforcing the City of Miami Beach as a world-class city by preserving its resources for the future.

PROCESS

Staff presented the concept of a sustainability plan to the Sustainability Committee in July 2009, which included suggested program areas and example goals and objectives. Staff then conducted additional research into sustainability planning at the local, state, national and international levels to gain insight into the development process. A draft plan was developed based on this research and was presented to the Committee in September 2009. In the following months, Staff elicited feedback from other City departments, local universities, the Miami-Dade County Office of Sustainability, Florida Department of Community Affairs, advisory committees and community organizations such as the Neighborhoods and Community Affairs Committee and the Miami Beach Community Development Corporation. Throughout the planning process, the Sustainability Committee provided feedback regarding the Plan's Guiding Principles, Program Areas, Goals, Indicators and Targets. On May 25th, 2010, the Committee passed a resolution to present the Plan to the City Commission for adoption and further development.

ANALYSIS

The current Sustainability Plan was created as the first step toward developing a citywide sustainability assessment, a process that includes the development of a baseline, implementation, monitoring, and evaluation steps. Similarly, the County has begun this process with the assistance of International Council for Local Environmental Initiatives (ICLEI) Toolkit for Local Governments, which outlines steps to develop a sustainability plan. Staff is currently investigating the requirements and benefits of joining ICLEI to determine if utilization of this organization is advantageous.

After the Plan is adopted by the City Commission in spring 2011, the intent is to develop a Baseline Assessment Report. The Report will provide an understanding of the City's green initiatives, including current rates of water and energy usage and current carbon (environmental) footprint. Following the development of the baseline, staff will commence the implementation of

the Plan and identify necessary policies to support it, including internal education and building consensus necessary to execute initiatives successfully. Status Reports will be conducted annually to provide information to the City Commission, City staff and community members on the progress being made toward meeting Goals and Targets.

It is the intent of the Plan to look for efficiencies and identify areas where the City could be saving costs associated with resource use. In general, is anticipated that many green initiatives will provide for more efficient use of resources and result in long-term financial savings for the City. For example, in the areas of water and energy conservation, Ameresco's approved Energy Conservation Measures (ECMs) will have an initial investment of \$14M. This investment will be recuperated within thirteen (13) years and then begin providing cost savings to the City in the amount of roughly \$1M a year, which will be derived from more efficient energy and water use.

Some other examples of the City's existing green initiatives include: the continued development of the City's Atlantic Greenway Network, the Urban Reforestation Program, the Green Building Ordinance Ameresco's Citywide Energy Audit and the Stormwater Master Plan (SWMP). The implementation of these initiatives is already underway and is included in existing capital and operational budgets; therefore, additional financial impact from the inclusion of these initiatives in the Plan is not anticipated. It should be noted, however, that while development of the SWMP is currently funded, it will generate capital outlays for drainage infrastructure improvements in the future and these will be brought before the FCWPC for review.

New green initiatives are evolving from the support of the Sustainability Committee. For example, the 2009 expansion of recycling throughout the right-of-way, public parks and beach entrances was strongly advocated by the Committee. This particular initiative was implemented at no additional cost to the City through negotiations with the waste haulers during the franchise agreement renewal process. Other initiatives may have a financial impact, such as the current development of a citywide Recycling Ordinance. In this case, the proposed Ordinance will be brought to the FCWPC for review and approval before being brought to Commission for consideration.

Each new initiative that the Sustainability Committee proposes will be assessed for its potential financial impact and brought before the FCWPC for approval, if necessary. It is not the intent of the Plan to create unfunded or underfunded programs or initiatives, but rather to provide a mechanism to wisely select those initiatives that are both environmentally and economically feasible for the City.

Initially, the Sustainability Plan can be supported with existing Environmental Management staff; however, future coordination and implementation of the green initiatives as outlined in the Plan would be best executed under the guidance and direction of a new position - Sustainability Manager. This position would be responsible for organizing, developing and coordinating all aspects of the Plan, including reporting and assessment aspects.

CONCLUSION

This item has been referred to the FCWPC for discussion.

Attachments: City of Miami Beach Sustainability Plan Draft

JMG/JGG/FHB/FV/LEB/EW

SUSTAINABILITY PLAN

ENERGY ECONOMIC ZONE WORK PLAN



MIAMI BEACH

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EXECUTIVE SUMMARY

Sustainability is a term that refers to the level to which a system or process in its current state will be able to meet the economic, environmental, and social needs of future generations. *Sustainability Plans* for municipalities are guiding documents designed to help a community plan and act more sustainably by providing structure to its long-term and short-term resource management and policy decisions. Many municipalities throughout the country and the world have developed Sustainability Plans for their communities. Other communities have developed a specific component of a sustainability plan that is more specifically focused on lowering greenhouse gas (GHG) emissions, often called Climate Action Plans.

The City of Miami Beach's Sustainability Plan fuses **Guiding Principles, Program Areas, Goals, Indicators, Targets** and **Initiatives**. The Plan assists the City in accomplishing its KIO of enhancing environmental sustainability and guides the Sustainability Committee in its mission. The Plan development process will include the establishment of baselines for Indicators and Targets in order to measure change over time. The adoption and implementation of a Sustainability Plan by the City will provide both short-term and long-term benefits to City government operations and community. Short-term benefits of include decreased energy costs, increased, improved alternative transportation and mobility, diversion of solid waste from the landfill, improved urban forest and local air quality, and increased environmental awareness and stewardship throughout the community. Long-term benefits are numerous and include reducing the City's environmental footprint, reducing potential risks and costs of environmental impacts, maintaining a high quality of life for residents and visitors, and reinforcing the City of Miami Beach as a world-class city by preserving its resources for the future.

BACKGROUND

The physical, economic, environmental and social aspects of our communities are in constant states of change. Recent research points to scientific consensus on potential changes to our local environment related to global climate change. The changes may affect the following: sea level, temperature and precipitation, salt water intrusion, risk of flooding, beach erosion, storm frequency and/or intensity, urban heat waves, and human health impacts. The City of Miami Beach is especially vulnerable to these changes given its location, elevation, and strong economic and social ties to a healthy environment.

The United States Global Change Research Program (USGCRP) coordinates and integrates federal research on changes in the global environment and their implications for society. The USGCRP began as a presidential initiative in 1989 and was mandated by Congress in the Global Change Research Act of 1990 (P.L. 101-606), which called for "a comprehensive and integrated United States research program which will assist the Nation and the world to understand, assess, predict, and respond to human-induced and natural processes of global change."

The Global Change Research Act (GCRA) of 1990 mandates that every four years an assessment of the impacts of global change in the U.S. be conducted by the USGCRP. Between 2004 and 2009, the Climate Change Science Program (CCSP), which incorporated the USGCRP, produced a series of twenty-one Synthesis and Assessment Products (SAPs). The Synthesis and Assessment Product 4.1: Coastal Sensitivity to Sea Level Rise: A Focus on the Mid-Atlantic Region, details how sea-level change will affect coastal zones and recommends methods to protect the environment and sustain economic growth.

In light of this research, the Federal government is modifying its current policy to address the potential impacts of sea level rise. In July 2008, the U.S. Army Corps of Engineers (USACE) published circular No. 1165-2-211, Water Resource Policies and Authorities Incorporating Sea-Level Change Considerations in Civil Work Programs, that provides guidance for incorporating the direct and indirect physical aspects of projected future sea-level change in managing, planning, engineering, designing, constructing, operating, and maintaining USACE projects. All Civil Work Programs performed by the USACE impacting coastal and estuarine zones will now consider sensitivity to sea-level change relative to human health and safety, economic costs and benefits, environmental impacts, and other social effects.

At the state level, House Bill 697 requires the reduction of greenhouse gas (GHG) emissions through energy-efficient land use and local comprehensive planning. The Florida Department of Community Affairs is in the process of holding workshops regarding revisions to the Florida Administrative Code that would implement new requirements established by House Bill 697. Also in 2009, the Florida Legislature established the Energy Economic Zone (EcoZone) Pilot Program to address and create a model for sustainable economic development. The Pilot Program is intended to further implement Chapter 2008-191, Laws of Florida, relative to discouraging sprawl, reducing reliance on automobiles, developing energy-efficient land use patterns, and creating GHG reduction strategies. The City of Miami Beach was selected as one of two participating communities in the EcoZone Pilot Program.

The City has developed a Work Plan for EcoZone Pilot Program, which has been incorporated into the Sustainability Plan,

primarily as economic development initiatives. The Work Plan seeks to identify opportunities for economic development and redevelopment that maximize the potential for economic benefit to the community. The Work Plan also identifies resource use that enhances opportunities to improve wealth creation for the citizens and community needs while preserving the natural environment. As a participant in the Energy Economic Zone Pilot Program, the City seeks to become an urban community model for the establishment and maintenance of long-term economic and quality of life needs.

Regionally, Miami-Dade County is developing its own plan for sustainable Future called GreenPrint. This document will be the framework to evaluate and integrate environmental, social and economic benefits into the policy decisions, programs and initiatives that Miami-County implements. The City will be working with the County to develop our goals and initiatives in concert. In addition, Miami-Dade County has begun taking steps toward addressing the potential impacts of climate change. In July 2006, the Miami-Dade County Board of Commissioners passed an ordinance that established the Miami-Dade Climate Change Advisory Task Force (CCATF). The Task Force's twenty-five (25) appointed members are a diverse, multidisciplinary and highly knowledgeable group of individuals representing various sectors of the community. The Task Force is charged with identifying potential future climate change impacts to Miami-Dade County

and providing on-going recommendations to the Board of Commissioners regarding mitigation and adaptation measures to respond to climate change.

In 2007, the City of Miami Beach took steps to address growing concerns regarding environmental impacts and change in the community. The City's Ad-hoc Green Committee was formed in July 2007, which provided a community forum to discuss environmental issues within the City. In 2008, the City Commission added a new Key Intended Outcome (KIO) to the City's Strategic Plan, Enhance the Environmental Sustainability of the Community. Then in spring 2009, the City formalized the Ad-Hoc Green Committee by permanently establishing the Sustainability Committee and codifying Chapter 100: Sustainability in the City Code, which is dedicated to sustainable initiatives.

In response to climate change and flooding impacts, the City is developing a comprehensive Stormwater Master Plan (SWMP) for the City. One of the major findings of the Miami-Dade Climate Change Task Force is a predicted three (3) to five (5) foot rise in sea level over the next century. The SWMP will explore adaptation strategies for the anticipated impacts of sea-level rise Citywide; for example, the implementation of injection wells, pumps and storage facilities, raising sea wall elevations, and changing codes for new buildings.

SUSTAINABILITY PLAN DEVELOPMENT PROCESS

At the July 2009 Sustainability Committee, Staff made a presentation regarding the concept of planning for community sustainability and included suggested program areas and example goals and objectives for the Committee's consideration. Staff then conducted additional research into sustainability planning at the local, state, national and international levels to obtain examples and insight into the development process. A draft plan was developed based on this research and was presented to the

Committee on September 22nd, 2009. In the following months, Staff elicited feedback from other City Departments, advisory committees and community organizations. In May 2010, the Sustainability Committee recommended the Plan be moved to City Commission for approval and adoption. Subsequent to Commission approval, the Environmental Division of Public Works will implement the Plan via coordination with City Departments and the Sustainability Committee.

GUIDING PRINCIPLES

The Sustainability Plan provides structure and focus to policies and initiatives in order to successfully enhance community sustainability. The purpose of the Plan is to improve our resources, prevent harm to the natural environment and human health, and benefit the social, economic, and environmental well-being of the community for present and future generations. The following Principles are intended to serve as an overarching theme and basis for the Plan and provide a framework within which to execute sustainability planning:

- The City will lead by example.
- Interdependence exists among the ecological, economic and social factors that contribute toward the sustainability of our community.
- Healthy natural systems are the basis for sustainable communities and economies.
- Local decisions and policies have regional and global impacts.
- Policies and programs that enhance, protect and restore our natural resources, such as our airshed, waterways, shorelines, vegetation, wildlife, and greenspaces, support the sustainability of our community.
- Policies and programs that reduce natural resource consumption and increase efficiency in resource and material use support the sustainability of our community.
- Policies and programs that improve environmental regulatory compliance support the sustainability of our community.
- Policies and programs that improve economic and social stability support the sustainability of our community.
- An educated community acting as a steward of the environment supports the sustainability of our community.
- The use of the City's Emergency Management Operations to support community resilience to natural and man-made disasters supports the sustainability of our community.

CITY PLAN: PROGRAM AREAS, INDICATORS, TARGET, INITIATIVES

The Plan is comprised of Program Areas, Indicators, Targets and Initiatives. Program Areas are those topics within which to concentrate economic, environmental and social improvement efforts. Program Areas include:

1. Green Building & Housing
2. Solid Waste Management
3. Water Conservation & Quality
4. Energy Conservation
5. Alternative Transportation
6. Natural Resources & Ecosystem Management
7. Community Outreach & Participation
8. Green Procurement
9. Economic Development & Planning
10. Air Quality & Climate Change

The City's Vision Statement guides the focal areas of the City's Strategic Plan. Every year the City of Miami Beach produces an Environmental Scan and a summary of performance results, which document the status of the City's performance objectives within the priority areas identified by the City's Vision. Together with information obtained from the community through community surveys, focus groups, and community meeting, the commission reviews and refines the City's strategic plan, as appropriate. The City's vision is to be:

- Cleaner and Safer
- Beautiful and Vibrant
- A Unique and Historic Environment
- A Mature, Stable Residential Community with Well Improved Infrastructure
- A Cultural Entertainment Tourism Capital and an International Center for Innovation and Business. While Maximizing Value to our Community for the Tax Dollars Paid

At the same time, the City's Key Intended Outcomes (outcome-focused strategic priorities) are aligned to support the vision statement, identified through the strategic planning process in support of 5 key elements of the City's vision as well as to ensure the long-term sustainability of our City government. As a result, one of the Key Intended Outcomes in the City's Strategic Plan is "Enhance the environmental sustainability of the community". Current indicators in the Strategic Plan that are used to measure how well the City is doing in achieving this outcome are percent participation in recycling programs, tons of waste recycled, percent of City facility energy use supplied by renewable sources, and percent of major buildings (larger than 50,000 sq. ft.) with Silver LEED certification. Initiatives to help drive the performance of these measures are updated annually by the City Commission and City Departments.

In order to ensure that the Sustainability Plan aligns with the City's Strategic Plan, the Goals, Indicators, Targets, and initiatives have been developed based on key intended outcomes and associated performance indicators identified in the City's Strategic Plan. However, development of the City's Sustainability Plan has allowed for a more comprehensive review of potential indicators, target and initiatives, many of which may be incorporated in the next update of the City's strategic plan.

The Goals set forth in the Plan provide direction for each Program Area. The Indicators are measure of programs and activities that relate to the Goals of each Program Area. The Targets are broad and call for either an upward or downward trend. These elements give the document flexibility as the City moves forward with Green Initiatives.

Currently, there are numerous Federal and State agency grants that can fund projects promoting the ten different Program Areas outlined by the Plan. When applying for State and Federal grant funds, it is important to demonstrate that the funds will contribute toward an overall plan or goal. The Sustainability Plan places the City in a more formidable position when justifying grant funding requests.

The City of Miami Beach recognizes the responsibility to lead by example at the organizational level, working proactively to reduce the environmental footprint of government operations and encouraging residents and visitors to do the same. The Goals, Indicators, Targets, and Initiatives that comprise the Plan have been developed for both community and government activities, as applicable.

ASSESSING & REPORTING PROGRESS

The Sustainability Plan was developed as a first step in creating a comprehensive Sustainability Master Plan for the City. Following the adoption of the Plan by the City Commission, the intent is to develop a Baseline Assessment Report and an Implementation Plan. Baseline data is the point from which all future measurable outcomes will be compared and ultimately assessed. The Baseline Assessment Report will provide an understanding of the current status of the City's sustainability-related initiatives, including current rates of natural resources consumption (e.g. water and energy usage) and current carbon (environmental) footprint. Establishing baseline data for the City's sustainability programs will aid in setting future benchmarks and will allow the City to further refine Targets for each Program Area. The Implementation Plan will lay out a detailed guide to introducing the concepts of sustainability both to City employees and the community, identifying necessary policies and procedures to support the Plan, and building the consensus among the Departments to execute sustainable initiatives successfully. In addition, the Implementation Plan will outline the required coordination between various City departments and the community, and also identify the required data in order to assess the Plan effectively.

Subsequent to the establishment of a baseline, Annual Status Reports will be conducted every year by the Environmental Division and presented to the Sustainability Committee. The report is intended to provide useful information to the City Commission, City staff and community members on progress being made toward meeting Goals and Targets of the Plan. In addition, Annual Status Reports will provide a foundation for informed decision-making about future policies and actions that may influence the City's ability to meet the Goals and Targets. If any significant changes to the Plan are proposed, such as those potentially having considerable financial impacts to the City, the changes will be reviewed by the Sustainability Committee and also by the Finance Committee for approval before recommendations are made to the City Commission for incorporation in the Plan.

The Sustainability Plan is a living, flexible document that can be updated over time. This allows the City to make adjustments to the Plan as progress is made on sustainability goals, advancements are made in technology and environmental changes occur. It is anticipated that changes to the Plan's Program Areas, Goals, Indicators, Targets and Initiatives may also need to occur in order to adapt to changing policies, funding opportunities, as well as to introduce new initiatives.

GREEN BUILDING & HOUSING

It is generally recognized that buildings consume a large portion of water, wood, energy, and other resources used in the economy. Green Building is an approach to building design, construction and operation that considers the building, and its place in the community. Green buildings are designed to **reduce environmental impacts** on **land, water, energy** and **material resources**, while creating **healthy indoor** environments.

By encouraging green building and housing practices in Miami Beach, the City will:

- Preserve of our natural resources by reducing construction impacts to the natural environment and reduce, reuse and recycle construction materials.
- Reduce GHG emitted through energy/water/material resource extraction, transportation, and disposal.
- Improve building performance such as savings in energy and water costs, improved indoor environment that is linked with enhanced occupant performance, health and productivity.

- Support green job development within Miami Beach, local industries, and sustainable growth.
- Increase community resilience and diversity by providing a mixture of housing opportunities for the City's diverse socio-economic groups.

GOALS:

- Decrease resource consumption and waste during building construction and operation.
- Achieve responsible growth management objectives including protecting, retrofitting and recycling existing and historic buildings, rather than demolishing and replacing.
- Improve availability and accessibility of decent housing opportunities in the City in an effort to maintain/improve housing stock conditions.
- Achieve and maintain a mix of affordable, livable, and green housing types throughout the City.

INDICATORS	BASELINE	TARGETS	EXISTING INITIATIVES	FUTURE INITIATIVES
CITY BUILDINGS – # of certified LEED buildings		Upward Trend	Green Building ordinance, Florida Energy Conservation & Sustainable Buildings Act (255.251 F.S.)	
PRIVATE BUILDINGS (Residential & Commercial) # of participants in the City's Green Building Program # of certified LEED buildings		Upward Trend	Green Building ordinance	
PRESERVATION OF HISTORICALLY SIGNIFICANT STRUCTURES, SITES, AND DISTRICTS # of site structures & districts # of protected historic buildings		Maintain or Upward Trend	Historic Preservation Board review Single-family home designation process	
AFFORDABLE & WORKFORCE HOUSING – # of units available # units rehabilitated & # units purchased # Persons counseled # Rental units rehabilitated # of Trainings		Maintain or Upward Trend	Housing Rehabilitation Scattered Site Home Counseling Multi-Family Housing Rehabilitation Program Private Investment	

SOLID WASTE MANAGEMENT

Nearly everything we produce, use or consume leaves behind some kind of waste. The treatment and disposal of waste can be a source of water, land, and air pollution. By managing solid waste and conserving resources through reduction, reuse, and recycling, the City will help minimize impacts to the quality and safety of the local environment, reduce costs of waste disposal and pollution mitigation, and decrease the carbon foot print associated with the production, use and disposal of materials.

GOALS:

- Reduce volume of solid waste Citywide, moving toward a Zero Waste Community.
- Increase volume of recyclables diverted from landfill Citywide.

INDICATORS	BASELINE	TARGETS	EXISTING INITIATIVES	FUTURE INITIATIVES
PUBLIC AREAS # of public area recycling locations Beach Entrances Parks Commercial Streets Residential Streets		Upward Trend	Recycling Program in the City ROW (beaches, parks, Collins, Lincoln, Ocean etc.)	
CITY SERVICE Tons of solid waste land-filled Tons of waste recycled Tons of waste composted		Upward Trend	Haulers servicing recycling in ROW at no additional cost	Explore Composting Program
HAZARDOUS WASTE # of community collection events		Upward Trend	America Recycles Day Wasteful Weekends (electronics, bulk, single-stream) Household Hazardous Waste	
CITY FACILITIES % of City owned facilities with recycling		Upward Trend	Implementation of single-stream recycling program at City facilities	
COMMUNITY RECYCLING # of residential and commercial establishments with recycling Tons of green waste disposed annually citywide		Upward Trend	Community Recycling Drop-off Points Green Waste Facility	Develop Citywide Recycling Ordinance

WATER CONSERVATION & QUALITY

Miami-Dade County's main source of water is the Biscayne aquifer, which is a finite source that must be managed sustainably in order to meet the County's needs over the long-term. By conserving and reducing consumption of water, we contribute to the preservation and sustainability of groundwater as our sole-source of drinking water and potentially offset the costs of developing infrastructure for new drinking water sources in the future. In addition, conserving water helps avoid, or at least lessen, the likelihood of future water shortages and salt water intrusion.

The Atlantic Ocean, Biscayne Bay Aquatic Preserve and adjacent waterways are the City's natural capital. By protecting and enhancing water quality in our waters, the City will:

- Avoid economic costs of pollution mitigation and remediation of impaired waters
- Preserve quality of life and values of waterfront properties

- Preserve the safety and viability of water-related recreational activities that support the local economy such as boating, fishing, swimming, jets skiing, kayaking
- Preserve the habitat of the aquatic ecosystem including fish, birds, marine mammals, invertebrates, corals, sea grasses, which includes threatened and/or endangered species protected by federal and state law

GOALS:

- Decrease water consumption at the community and municipal levels.
- Maintain or improve water quality of discharges entering Biscayne Bay and surrounding water bodies.
- Maintain or improve the capacity of the City's stormwater system to reduce the risks of flooding on public and private property.

INDICATORS	BASELINE	TARGETS	EXISTING INITIATIVES	FUTURE INITIATIVES
<p>ATLANTIC OCEAN # of days the Miami-Dade County Health Department issues health advisories annually.</p>		No Downward Trend	Monitoring beach closings	
<p>WATERWAYS % of City waterway assessment areas rated as clean or very clean.</p>		No Downward Trend	Waterway Cleanliness Contractor	
<p>MARINAS # of participants in FDEP Clean Marina Program</p>		Upward Trend	Educate marinas	
<p>URBAN RUNOFF TBD*</p> <p>* At this time, Biscayne Bay, which receives all of the City's stormwater runoff, is not listed by the state as an "Impaired Waterway" that requires additional pre-treatment of runoff. DERM is responsible for monthly water quality monitoring of the Bay. It is not currently required that the City begin funding a separate and additional monitoring program. Therefore, the existing initiatives under this indicator are specifically intended to enhance and prevent the degradation of Biscayne Bay water quality.</p>		No Downward Trend	<p>Green Alleys, Green Parking Lots & Pocket Parks</p> <p>Stormwater Pollution Prevention Education</p> <p>NPDES Curb Marker Program</p> <p>MS4 Maintenance</p> <p>Stormwater Master Plan</p> <p>Stormwater infrastructure improvements</p> <p>Engineering infrastructure design & Plan Review</p>	
<p>WATER CONSERVATION</p> <p>Community Per capita daily use</p> <p>Municipal Operations Volume of water consumed by municipal operations Volume of water delivery system loss</p>		<p>Downward Trend</p> <p>Downward Trend</p>	<p>Community</p> <p>Proclamation of Water Conservation Month (April)</p> <p>Low-flow Fixture Replacement Program</p> <p>County Irrigation Restriction enforcement</p> <p>Water Rate Schedule Adjustments</p> <p>Municipal Operations</p> <p>Ameresco retrofit of municipal facilities & water reclamation plant</p> <p>Xeriscaping of public spaces</p>	

ENERGY CONSERVATION

The energy sources upon which we largely depend – nuclear, coal, natural gas and oil – impact the social, economic, and environmental facets of our communities. Air pollution and GHGs, primarily from fossil fuel power plants, cars, and buildings, are linked to respiratory diseases and contribute to climate change.

By reducing energy consumption and increasing energy performance at the municipal, commercial and residential levels, the City can increase economic performance, decrease dependence on nonrenewable resources, and reduce GHG emissions.

GOALS:

- Encourage the use of local, non-polluting, renewable energy sources (e.g. wind, solar, and geothermal), wherever applicable.
- Reduce energy consumption community-wide.
- Increase energy performance of municipal, commercial and residential buildings.

INDICATORS	BASELINE	TARGETS	EXISTING INITIATIVES	FUTURE INITIATIVES
COMMERCIAL # of participants in the City's voluntary Green Building Program		Upward Trend	Green Building Voluntary Program	
GREEN LODGING # of hotels participating in FDEP's Green Lodging Program		Upward Trend	Florida Green Lodging Program Seminar & Mayor's Green Conference	
GOVERNMENT BUILDINGS # of KWh consumed annually % of municipal facility energy use supplied by renewable sources		Increasing Efficiencies	AMERESCO: Lighting retrofits Power Transformer Replacements Integration of HVAC controls Geothermal Cooling Reclamation Plant	
CITY ROW % of high-efficiency fixtures		Upward Trend	Green Parking Lots & Alleys Program LED demonstration projects	

ALTERNATIVE TRANSPORTATION

Transportation fueled by fossil fuels contributes to local air pollution and impacts quality of life. A safe and accessible multi-modal transportation system reduces reliance on motorized vehicles and increases mobility throughout the community. The improvement of the City's alternative transportation network further reduces the production of GHG emissions and increases mobility for the City's diverse population and visitors.

Additional benefits of a safe, alternative transportation infrastructure include:

Improved air quality and overall community health.

Greater opportunities for residents to engage in social interaction and exercise, which may result in healthier neighborhoods.

Increased accessibility of transportation services for all residents, including those most reliant on efficient public transit, such as people that are economically disadvantaged, non-drivers, senior citizens, and/or disabled.

GOALS:

- Create community incentives for residential and commercial use of alternative modes of transportation and fuels.
- Create a multi-modal transportation system that minimizes, and where possible, eliminates pollution and motor vehicle congestion while ensuring safe mobility and access.

INDICATORS	BASELINE	TARGETS	EXISTING INITIATIVES	FUTURE INITIATIVES
<p>BICYCLE AND PEDESTRIAN FACILITIES:- Length of facilities created/ improved annually</p> <ul style="list-style-type: none"> Bicycle lanes Beachwalks Baywalks Bike Path Bike Routes (designated signage) Bike Racks & Bike Parking 		Upward Trend	<p>Pursue federal earmarks & project authorizations for Atlantic Greenway Network (AGN)</p> <p>Municipal Mobility Plan</p> <p>AGN Master Plan</p> <p>Comp Plan Transportation Element</p>	
<p>PEDESTRIAN SAFETY</p> <ul style="list-style-type: none"> # of signalized intersections upgraded # of upgraded, maintained or newly installed crosswalks # of ADA curb ramps installed # pedestrian enhancer flashers installed 		Upward Trend	<p>Capital Projects</p> <p>AGN Plan</p> <p>Comp Plan</p>	
<p>ALTERNATIVE VEHICLES/FUELS</p> <p>GOVERNMENT</p> <p>% of non-emergency Fleet vehicles using alternative fuels, Low Emissions Vehicles (LEV), and hybrids</p> <p>COMMUNITY</p> <ul style="list-style-type: none"> Participation in incentive programs Participation in Bike Share and Car Share Program # of fuel or charging stations # of bicycle racks 		<p>Upward Trend</p> <p>Upward Trend</p>	<p>Fleet purchasing policy & Fuel Storage Tank Upgrade</p> <p>COMMUNITY</p> <p>Parking programs that encourage alternative vehicles</p> <p>Shared Bike Rental Program</p> <p>Bicycle Rack Installation Program</p> <p>Shared Car Program</p> <p>Installation of electric car plug-in stations</p>	
<p>QUALITY OF TRANSIT SERVICE</p> <ul style="list-style-type: none"> Annual ridership on South Beach Local (SPL) and Route 115 Mid-North Beach Circulator SBL frequency of peak & off-peak headways Maintain hours of operation Maintain SBL bus fare amount Maintain bus routes (% dense residential within ¼ mile area) # of Intermodal Centers 		Upward Trend	<p>South Beach Local Circulator Bus Route</p> <p>Airport Flyer Express</p> <p>Coordinate with County to improve Transit Service</p> <p>Installation of Bus Amenities</p> <p>Design and construction of North and South Beach Intermodal Centers</p>	<p>Implement a Middle Beach Circulator and a North Beach Circulator with frequent headways and low fares</p>

NATURAL RESOURCE & ECOSYSTEM MANAGEMENT

The City of Miami Beach boasts great natural capital, such as waterways, coastal dunes, natural mangrove shorelines, 26 parks and green spaces, and just over 7 miles of white, sandy beaches. The City is also the nesting habitat for endangered sea turtles, butterflies, and several plant species including the Biscayne Prickly Ash, Beach Cluster Vine and the Beach Star. The health of the City's natural systems is closely linked to the quality of life of residents and the stability of a tourism-based economy.

Additional benefits of implementing natural resource and ecosystem management include:

- Restoring, enhancing and protecting natural resources, which increases the biodiversity and resiliency the City's ecosystems.

- Increasing canopy coverage to reduce stormwater runoff, improve air quality, beautify neighborhoods and provide shade for pedestrians.
- Decreasing heat island effect, which reduces energy costs.

GOALS:

- Enhance, restore and protect natural resources and ecosystems.
- Increase compliance with regulations governing natural resources.

INDICATORS	BASELINE	TARGETS	EXISTING INITIATIVES	FUTURE INITIATIVES
<p>BIODIVERSITY</p> <p># sea turtle nests per year</p> <p># of programs promoting species protection</p>		No Downward Trend	<p>MDC Sea Turtle Program support</p> <p>Sea turtle education</p> <p>Bird sanctuary designation</p> <p>Manatee & seagrass signage</p>	
<p>DUNE SYSTEM</p> <p># of City blocks receiving enhancement annually</p>		Upward Trend	<p>Dune System Enhancement Program</p> <p>Beachwalk Project Mitigation</p>	
<p>BEACH SYSTEM</p> <p>Length of shoreline re-nourished/maintained</p>		Maintain as needed	<p>MDC Restoration Projects</p> <p>USACE Projects</p> <p>Participation in Beach Cleanliness Task Force</p>	
<p>WATERWAY AND SHORELINE RESTORATION</p> <p>Length of shoreline improved/reinforced annually</p> <p>Natural (mangrove) shoreline restored</p> <p>Tons of submerged marine debris removed</p>		Upward Trend	<p>Water Contractor Service</p> <p>Capital shoreline restoration projects</p> <p>Reinforcing bulkheads</p> <p>Remove submerged marine debris</p> <p>Promote living NPDES compliance</p>	
<p>COMPLIANCE</p> <p># of City environmental/ permit violations</p>		Downward Trend	<p>Fuel Storage Tank Program to reduce soil & water contamination</p> <p>Turtle Lighting Ordinance</p>	
<p>URBAN REFORESTATION</p> <p>% of ROW designated as fully planted status</p> <p>Attrition rate (planting more than is removed)</p>		Upward Trend	<p>Urban Reforestation Program</p> <p>Community Gardens</p> <p>Tree City U.S.A.</p> <p>Xeriscape</p> <p>Landscaping Code</p> <p>City Tree Ordinance development</p>	

COMMUNITY OUTREACH & PARTICIPATION

The success of the Sustainability Plan is dependent on community awareness and support of the goals of each of the Program Areas. Well-developed education and outreach strategies will:

- Promote an understanding of sustainable growth and development.
- Increase awareness of local issues and communicate the need for a sustainable community.
- Heighten community stewardship by facilitating resident participation in civic affairs.

- Encourage new resident recruitment and current resident retention through an improved public education system.

GOALS:

- Increase awareness and stewardship of sustainable concepts through community outreach and educational programming.
- Increase participation of community members in civic affairs and improve access to community amenities and quality public education.

INDICATORS	BASELINE	TARGETS	EXISTING INITIATIVES	FUTURE INITIATIVES
<p>MB MAGAZINE & MB 77 TV # of media pieces per year covering a range of sustainability issues</p>		Upward trend	MB Magazine – Green Space MB 77 TV and City Vision Florida Green Lodging Program Seminar America Recycles Day Event MIA Green EXPO Earth Day Beach/waterway clean-ups Local farmers markets Community gardens	
<p>COMMUNITY EVENTS/ INVOLVEMENT # of events & programs Beach/Waterway Clean ups Community Education events Adopt-a-Beach Pilot Program Parks & Recreation Outreach Programs Farmers Markets Community Gardens</p>		Upward trend	Mayor's Green Conference Development of a City Green Webpage City website linked with MDC's GreenPrin	
<p>GREEN WEBSITE</p>		Maintain		
<p>VOTER PARTICIPATION % of registered Miami Beach voters who vote in scheduled elections.</p>		Target to be based on off- 2010 year election and 2008 for Presidential election years.		
<p>EDUCATION Department of Education School Ranking</p>		Upward Trend	International Baccalaureate (IB) Program (K-12)	

GREEN PROCUREMENT

By practicing and encouraging green procurement practices, the City will reduce the amount of toxic or hazardous material introduced into the neighborhoods, waterways, and landfills. In addition, the increased use of products derived from renewable or local sources decreases pressure on finite resources and stimulates the growth of a greener economy.

GOALS:

- Increase use of non-hazardous and environmentally-friendly products in government maintenance, operations, permitted concessionaires/vendors and special events.
- Promote decreased use of hazardous, toxic, non-recyclables or renewable goods community-wide.

INDICATORS	BASELINE	TARGETS	EXISTING INITIATIVES	FUTURE INITIATIVES
<p>GOVERNMENT CONTRACTS</p> <p>% of eligible contracts that specify green products or incorporate sustainable initiatives</p> <p>Construction ITB's Janitorial ITB's Paper Products ITB's</p>		Upward Trend	Inclusion of green product, energy reduction, and waste prevention requirements in ITB/RFP/RFQ processes	
<p>CITY PROPERTY MANAGEMENT</p> <p># of bids that specify green products or recycled alternatives</p>		Upward Trend	Inventory all chemicals & products used in City operations Work with City Departments to increase use of green products	
<p>CITY PERMITTED SPECIAL EVENTS</p> <p># of events that incorporate green products or recycled alternatives</p>		Upward Trend	Encourage productions to hold greener events	
<p>LANDSCAPING</p> <p># of bids that specify green products or recycled alternatives</p>		Upward Trend	Integrated Pest Management (IPM) strategies Xeriscape	

ECONOMIC DEVELOPMENT & PLANNING

The resilience of the local economy depends on a diverse economic base that supports emerging technologies and the developing green business sector. Planning for and encouraging environmental and social stewardship within the local business sectors, including the tourism, entertainment, real estate, and construction industries, will promote long-term economic stability and competitiveness.

GOALS:

- Improve the City's overall economic health and maintain economic bond rating.
- Diversify the City's business base and use sustainable initiatives to improve coordination between economic development and workforce development.
- Maintain neighborhood character and satisfaction with quality of life.
- Maximize Miami Beach as a destination brand.

INDICATORS	BASELINE	TARGETS	EXISTING INITIATIVES	FUTURE INITIATIVES
<p>ECONOMIC STABILITY</p> <p># of green economy business in Miami Beach</p> <p>% of those green business interviewed</p> <p># at Business Academy sessions with sustainability topics</p>		<p>TBD</p> <p>10%</p> <p>2</p>	<p>Implement EEZ</p> <p>Identify the City's green-economy & diversity-related businesses & identify growth barriers</p> <p>Enhance environment for businesses to implement sustainability measures</p>	
<p>LEGISLATIVE INITIATIVES</p> <p># EEZ recommendations filed for legislative approval</p> <p># EEZ recommendations receiving legislative approval</p> <p># at sustainability workshops/events held</p> <p># of Sustainability Projects requests submitted to Congress</p>		T.B.D	<p>Pursue federal sustainability resources</p> <p>Identify State incentives to facilitate industry diversification & support sustainability</p>	
<p>GROWTH MANAGEMENT & PLANNING</p> <p># of City Code changes or land use policies that support sustainable initiatives</p> <p>% of the community rating the pace of new construction on the City as about the right amount</p>		Upward Trend	<p>Incorporate sustainable economic development into the comp planning process</p> <p>Review of Code to support sustainable initiatives</p>	

AIR QUALITY & CLIMATE CHANGE

Fossil fuels used for electricity and transportation emit greenhouse gases (GHG), which can reduce the City's air quality and affect the health of residents and visitors. In addition, GHG emissions contribute to global climate change. Future impacts of climate change may affect quality of life and property within the City. By reducing GHG emissions where possible, the City can meaningfully contribute to local air quality and the avoidance or reduction of anticipated climate change impacts.

Initiatives directed at maintaining and/or improving air quality will:

- Reduce the City's carbon footprint and GHG emissions, while improving local air and contributing to the reduction of global GHG and associated climate change impacts.

- Decrease the risk or severity of climate change impacts, such as storm-related flooding, sea level rise, and frequency of extreme weather events such as hurricanes, and extreme temperatures and/or precipitation.

GOALS:

- Support initiatives to maintain and/or improve local air quality.
- Reduce the production of greenhouse gases (GHG) associated with municipal operations and reduce the community carbon footprint.

INDICATORS	BASELINE	TARGETS	EXISTING INITIATIVES	FUTURE INITIATIVES
AIR QUALITY INDEX (EPA) # of days of good rated air quality		No Downward Trend	AGN & Alternative Transportation initiatives	
CLIMATE ACTION PLAN Tons of carbon mitigated or avoided <i>Indicators to be developed as part of the Climate Action Plan.</i>		Reduction of carbon dioxide and other GHG		Develop a Climate Action Plan to support the Climate Protection Agreement, (signed by CMB in 2005).
FLOOD PROTECTION National Flood Insurance Program (NFIP) Community Rating System (CRS) Rating		No Downward Trend	City's Stormwater Master Plan CRS Program	

SUSTAINABILITY COMMITTEE WORK PLAN

The Sustainability Work Plan lists topic areas in which Sustainability Committee has expressed interest in investigating further. The Work Plan will be updated throughout the year as the Committee explores new topics and initiatives. The Work Plan will be formally incorporated into the Sustainability Plan annually as an appendix to provide overview of the Sustainability Committee's activities.

SUSTAINABILITY PLAN FUTURE INITIATIVES - SUSTAINABILITY COMMITTEE WORK PLAN	
GREEN BUILDING & HOUSING	
SOLID WASTE MANAGEMENT	<ol style="list-style-type: none"> 1. Explore Composting Program 2. Develop Citywide Recycling Ordinance
WATER CONSERVATION & QUALITY	<ol style="list-style-type: none"> 1. Stormwater Master Plan 1. Reclamation plant
ENERGY CONSERVATION	<ol style="list-style-type: none"> 2. Cool roofs 3. Energy Star Portfolio Manager 4. Explore Dark Sky light fixture application & LED retrofits

**SUSTAINABILITY PLAN FUTURE INITIATIVES -
SUSTAINABILITY COMMITTEE WORK PLAN**

ALTERNATIVE TRANSPORTATION	<ol style="list-style-type: none"> 1. Implement a Middle Beach Circulator and a North Beach Circulator with frequent headways and low fares 2. Baylink, Streetcar, and Rail Service
NATURAL RESOURCES & ECOSYSTEM MANAGEMENT	<ol style="list-style-type: none"> 1. Categorize and remove submerged marine debris 2. Promote living shoreline design 3. Near-shore coral patch reef protection and restoration 4. Grease Trap Program 5. Adopt-a-Tree Program to promote private reforestation
COMMUNITY OUTREACH & PARTICIPATION	<ol style="list-style-type: none"> 1. MB 77 TV – Programs/Clips covering sustainability issues 2. Green building systems seminars aimed at building owners & condominiums. 3. Identify opportunities to incorporate sustainability into the Educational Compact
GREEN PROCUREMENT	<ol style="list-style-type: none"> 1. Adoption of green product standards (Green Seal Standard, South Coast Air Quality Management District (SCAQMD), etc) 2. Inventory of all chemicals and products used in City operations 3. Work with City Departments to develop an action plan to use green products in daily operations 4. Encourage productions to hold greener events 5. Develop Green Event Guidelines
ECONOMIC DEVELOPMENT & PLANNING	<ol style="list-style-type: none"> 1. Enhance the environment for existing businesses to implement sustainability measures 2. Incorporate energy and sustainability topics into the Business Academy curriculum 3. Explore implementation of PACE financing 4. Pursue federal sustainability resources 5. Identify potential State incentives that may facilitate industry diversification and support sustainability 6. Incorporate sustainable economic development into the comp planning process 7. City Code Planning Review to incorporate necessary modifications to support of sustainable initiatives
AIR QUALITY & CLIMATE CHANGE	<ol style="list-style-type: none"> 1. Develop a Climate Action Plan to support the City's commitment to the Climate Protection Agreement, which CMB signed in 2005. 2. Building Code adaptivity to sea-level change

GLOSSARY

Affordable Housing – as defined by Sec. 58-31 of Miami Beach Code of Ordinances, affordable means that the occupants pay no more than 30 percent of gross income for gross housing costs, including utility costs. However, it is not the intent to limit an individual household's ability to devote more than 30 percent of their income for housing.

Airshed – a geographic boundary for air quality standards.

Alternative Transportation – a means of travel other than through the use of a private motor vehicle that reduces traffic congestion and an individual's carbon footprint and GHG emissions, i.e. walking, cycling, carpooling, or mass transit.

Bike Lane/Path/Route – A bike lane is a signed and striped lane along a roadway for use by bicycles. A bike path is a dedicated, off-road, paved bicycle way with minimal cross flow by motor vehicles. Bike routes are un-striped, signed routes which bicyclists share with motor vehicles. Bike routes differ from bike lanes in that routes do not include any striping on the roadway - they are only designated by signage.

Carbon footprint – a measure of the amount of carbon dioxide produced by a person, organization, or location at a given time.

Clean Marina Program – The Florida Clean Marina Program is a voluntary designation program with a proactive approach to environmental stewardship that aims to maintain water quality.

Climate Action Plan – lays out a strategy, including specific policy recommendations that a government may use to address climate change and reduce GHG emissions.

Cool Roofs – reflective white or light-colored surfaces off which sunlight will bounce, reduce heat absorption, and, due to their high emissivity, will also easily release heat.

Dark Sky – reduction of light pollution in order to improve night sky visibility, to reduce the adverse effects of unnatural lighting to the environment, and to reduce energy usage.

Dunes – hills of sand, built through the interaction between wind, sand and coastal vegetation, that stabilize beaches and provide a buffer against storm surges for coastal cities.

Environmental footprint – a measure of the amount of environmental impact produced by a person, organization, or location at a given time.

Florida Green Lodging Program – a voluntary initiative of the FDEP that designates and recognizes lodging facilities that make a commitment to conserve and protect Florida's natural resources. The program's environmental guidelines allow the hospitality industry to evaluate its operations, set goals and take specific actions to continuously improve environmental performance.

Fully Planted – means that trees occupy all available tree planting spaces in the right-of-way that can be filled, and that the tree cover in parks and other city properties is maintained at an optimal level based on each property's uses and priorities.

Geothermal Cooling – the use of power extracted from heat stored in the earth (geothermal energy) as a source of energy for cooling processes, such as air-conditioning.

Green – for the purposes of this document, green is used as shorthand to refer to any environmentally preferable product, activity, service or process.

Green Building – a building that is designed and constructed to reduce the overall impact of the built environment on human health and the natural environment. Green buildings efficiently use energy, water, and other natural resources, protect occupant health, improve employee productivity, and reduce pollution.

Green Seal Standard – a certification that indicates compliance with the rigorous environmental, toxicity and safety standards of the Green Seal program.

Greenhouse Gas (GHG) – Greenhouse gases are natural and manmade gases in the earth's atmosphere that absorb and emit radiation within the thermal infrared range, acting as a warming mechanism that raises temperatures on the Earth's surface and lower atmosphere. The four primary greenhouse gases are carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O) and chlorofluorocarbons (CFCs).

GreenPrint – Miami-Dade County's plan for sustainability that reaffirms, establishes and synchronizes the government and community goals, initiatives and measures.

Hazardous Waste – a waste or combination of wastes which, because of its quantity, concentration, or physical, chemical or infectious characteristics, may cause or significantly contribute to an increase in serious, irreversible, or incapacitating reversible illness or pose a substantial present or potential hazard to human health, safety, welfare or to the environment when improperly treated, stored, transported, used or disposed of, or otherwise managed.

Household Hazardous Waste – hazardous waste that is generated by residents through the use of hazardous or potentially hazardous products in the home. Typical household hazardous wastes include spent batteries, cleaning products, pesticides, paints and solvents.

Headway – a measurement of the distance between vehicles in a transit system - a "shorter" headway signifies a more frequent service.

Heating, Ventilation, and Air Conditioning (HVAC) – technological systems whose purpose is to help maintain good air quality through adequate ventilation with filtration and provide thermal comfort.

Heat Island Effect – a process where the substitution of open land and vegetation for urban infrastructure causes a rise in the surface and atmospheric temperatures of urban regions compared to those of their rural surroundings, forming an “island” of higher temperatures within the landscape.

Indicators – measurable programs or activities that are used for quantifying progress toward a goal or objective.

Integrated Pest Management (IPM) – an ecological approach of managing pest populations, while significantly reducing or eliminating the use of pesticides.

LEED certification (Leadership in Energy and Environmental Design) – A rating system developed by the U.S. Green Building Council (USGBC) that focuses on improving performance across five key areas of environmental and human health: energy efficiency, indoor environmental quality, materials selection, sustainable site development, and water savings. LEED certifications are awarded at various levels (certified, silver, gold, and platinum) according to a point-based scoring system.

Living Shorelines – shoreline management option that provide erosion control benefits, while also enhancing the natural shoreline habitat.

Marine Debris – human-created waste or litter that has deliberately or accidentally entered into the marine environment.

Municipal Separate Storm Sewer System (MS4) – a system of conveyances through which untreated stormwater runoff transported and discharged into local water bodies.

National Pollutant Discharge Elimination System (NPDES) – a permit program, authorized by the Clean Water Act of 1972, that controls water pollution by regulating point sources that discharge pollutants into the waters of the United States.

Native Species – for purposes of this document, plant or animal species native to south Florida.

Property Assessed Clean Energy (PACE) Bond – is a tool to finance energy-efficient improvements that are part of a commercial or residential building's structure.

Pervious Pavement – surface coverings that duplicate the structural and functional features of traditional pavement, but are designed to allow infiltration of stormwater through the surface to the soil below where water can be naturally filtered and pollutants removed.

Reclamation Plant – a facility that treats wastewater through a series of treatments and purifying steps to supplement a region's water supply.

Retrofitting – the addition of new technology or features to older systems.

Right-of-way (ROW) – every way set apart for public travel in motor vehicles, including but not limited to streets, roadways, alleys, swales, highways, and portions of driveways that cross a public sidewalk.

Single-Stream Recycling – recycling program that allows customers to mix recyclable paper, plastic and glass (all recyclable material) into the same bin.

Stewardship – is an ethic or responsibility to protect and maintain a common good.

Sustainability – policies and strategies that meet society's present needs without compromising the ability of future generations to meet their own needs.

Sustainability Plan – a document that addresses short and long-term environmental, economic, and social goals that will improve community sustainability.

Workforce Housing – apartments and houses that are affordable for workers in low- and moderately paid jobs.

Xeriscaping – landscaping and gardening methods that reduce or eliminate the need for supplemental water from irrigation.

Zero Waste – recycling or reuse of all natural and manmade materials back into nature or the marketplace rather than sending those materials to landfills or similar disposal options.

ACRONYMS

ADA – American's with Disabilities Act of 1990

AGN – Atlantic Greenway Network

CCATF – Miami-Dade Climate Change Advisory Task Force

CCSP – Climate Change Science Program

CRS – Community Rating System

EMS – Emergency Management System

EPA – Environmental Protection Agency

FDEP – Florida Department of Environmental Protection

FDOT – Florida Department of Transportation

FIND – Florida Inland Navigation District

GCRA – Global Change Research Act of 1990

GHG – Greenhouse Gas

HVAC – Heating, Ventilating, and Air Conditioning

IB – International Baccalaureate

IPM – Integrated Pest Management

KIO – Key Intended Outcome

KWh – Kilowatt-hour

LEED – Leadership in Energy and Environmental Design

LOS – Level of Service

MDC – Miami-Dade County

MS4 – Municipal Separate Storm Sewer System

NFIP – National Flood Insurance Program

NOAA – National Oceanic and Atmospheric Administration

NPDES – National Pollution Discharge Elimination System

OGT – Florida Department of Environmental Protection's Office of Greenways & Trails

OOS – Miami Dade County Office of Sustainability

PACE – Property Assessed Clean Energy

RFQ – Request of Qualifications

ROW – Right of Way

SAP – Synthesis & Assessment Products

SCAQMD – South Coast Air Quality Management District

SFWMD – South Florida Water Management District

USACE – United States Army Corps of Engineers

REFERENCES

City of Miami, Climate Action Plan (MiaPlan).

City of Miami Beach, Atlantic Greenway Network Master Plan. (December 2008)

City of Miami Beach, City Code Chapter 100: Sustainability.

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Florida State House Bill 697.

Global Change Research Act of 1990.

Miami-Dade County Climate Action Task Force, "Second Report and Initial Recommendations".

National Pollutant Discharge Elimination System Permit FL-000003.

Synthesis and Assessment Product 4.1: Coastal Sensitivity to Sea Level Rise: A Focus on the MidAtlantic Region.

Toward a Sustainable Community: A Toolkit for Local Government, University of Wisconsin.

US Army Corps of Engineers, No. 1165-2-211, Water Resource Policies and Authorities Incorporating Sea-Level Change Considerations in Civil Work Programs.

NOTES

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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 Members

FROM: Jorge M. Gonzalez, City Manager

DATE: December 16, 2010

SUBJECT: **Sunset Harbor Stormwater Improvements** *JK for JMG*

BACKGROUND

The Sunset Harbor Neighborhood is drained by three stormwater pump stations that discharge to wells and by gravity outfalls to Biscayne Bay and Dade Canal. This stormwater system is the result of a project undertaken several years ago wherein the City converted the wells from gravity flow to pressurized flow. This project resulted in some improvement to the level of service, but the improvements were limited by regulations that did not allow a direct pumped connection to the Bay and limited the pressure on the wells. As a result, there is still flooding in the neighborhood especially during high tides when the system cannot discharge stormwater via gravity flow.

This neighborhood is not included in any CIP Neighborhood Improvements Project and is not within a stormwater priority basin. Therefore, it received no stormwater funding as part of the Neighborhood Improvements Program.

However, there is now a new regulatory climate that recognizes the health, safety, and economic impacts of flooding in Miami Beach and thus allows greater off-site discharges of stormwater. To take advantage of this regulatory climate, the City estimated a budgetary earmark of \$520,000 to be included in the capital budget to upgrade the three stormwater pump stations and improve the stormwater level of service.

This project is proceeding in tandem with the Citywide Comprehensive Stormwater Master Plan. The consultants for these two projects have met on-site with City staff to review existing conditions and to develop alternative solutions to meet a 5-year 1-day level of stormwater service.

ANALYSIS

Preliminary modeling of the neighborhood indicates that infrastructure improvements beyond the upgrades of the pump stations will be required to provide the desired 5-year 1-day level of service. Pursuant to the methodologies currently being adopted by the Master Plan, staff is developing a flexible design with tiered solutions that incrementally improve the level of service.

The first tier of improvements will likely include lining the existing pipes, rehabilitating the discharge wells, and direct pumping to the outfalls through the upgraded pump stations. The second tier, upon finalization of the Master Plan, may include additional improvements in the conveyance and collection of the stormwater systems. It is important to underline that these second tier solutions have not yet been identified since the Master Plan is not yet complete.

CONCLUSION

Staff will report to the Finance Committee as the plan is developed and will provide details on cost estimates and potential schedules for any additional infrastructure improvements in the area.


JMG/JGG/FHB/FV

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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*
Jorge M. Gonzalez, City Manager

DATE: October 27, 2010

SUBJECT: **REFERRAL TO THE FINANCE AND CITYWIDE PROJECTS COMMITTEE – DISCUSSION REGARDING THE ISSUANCE OF A REQUEST FOR PROPOSALS (RFP) TO AWARD A CONCESSION AGREEMENT FOR THE MANAGEMENT AND OPERATION OF A HOP-ON HOP-OFF CITY BUS TOUR SERVICE FROM VARIOUS LOCATIONS IN THE CITY.**

ADMINISTRATION RECOMMENDATION

Refer the matter to the Finance and Citywide Projects Committee for discussion.

ANALYSIS

Hop-on hop-off city tours, also often known as Loop Tours, provide a quick and convenient way to get an overview of a city. They are frequently used by visitors on their first day or two in a new city as it quickly gives them an overview of how the area is laid out, while a tour guide provides a history and interesting facts of the city as well. After seeing most of the major sites via the hop-on hop-off bus, tourists can then determine an itinerary for the rest of their stay, deciding which area of the city they want to visit again on their own. Hop-on hop-off tours are also used by visitors who only have a very short amount of time in an area as it enables them to cover a lot of ground in a short period of time and experience most of the major attractions of a city.

Gray Line Miami (Gray Line) began operating a hop-on hop-off sightseeing tour in Miami-Dade County in January 2010. The service is similar to other city sightseeing tours in New York, Chicago, Washington, D.C., San Francisco, Paris, and London, to name a few. The service runs daily, originating from their central station at Bayfront Park in Downtown, Miami, with two loops: the Beach Loop and the City Loop. In order to start the tour service, Gray Line entered into an agreement with Miami-Dade Transit to use bus stops throughout Miami Beach and Miami-Dade County for each stop of the tour. In addition to those stops, the City currently provides Gray Line with a stop on Ocean Drive, and just added a stop at the Fillmore Miami Beach at the Jackie Gleason Theater. Each stop on the tour is serviced on 60 minute intervals, allowing enough time to see points of interest or to patronize area businesses. While on the bus, participants also enjoy a multi-lingual, GPS triggered narration of the city. Additionally, Gray Line also sells tours offered by the Miami Design Preservation League (MDPL), boat/cruise tours, Everglades tours, and tickets to area museums and attractions.

Agenda Item C4A
Date 10-27-10

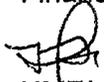
Although there are many other types of tours offered in Miami, prior to Gray Line starting the hop-on hop-off city tour in January 2010, Greater Miami was one of the only major market cities in the United States that did not have a hop-on hop-off city tour. The service has been so well received by tourists that Gray Line is considering expanding their fleet of vehicles to include open-air double deck buses.

Gray Line recently approached the City about partnering to add kiosks at key locations in Miami Beach, to increase their visibility and ridership. In other cities where Gray Line provides this service, on-street kiosks are handled through a permit or license. However, in Miami Beach the City Code doesn't allow for the sale of goods or services from the public right-of-way. A concession agreement would be required if the City desired to offer this service.

As tourism is vital to the economic well-being of the community and the City is constantly looking at opportunities to expand entertainment options for tourists, the Administration believes the issuance of an RFP for a concession agreement to allow for a hop-on hop-off operator to install kiosks at various locations in the City is worth discussing. An RFP as currently contemplated would also allow the operator to sell tickets for other tours and tourist attractions. The City is also considering including, as a second level of service, the inclusion of a nighttime circulator linking the 5th street and Alton Road garage with the entertainment district. Based on some preliminary research, staff believes this has the ability to generate additional revenue for the City while providing a valuable service for tourists. Although Gray Line is the only operator of this service currently in our market, there are several other companies that provide this service in other cities around the world. If an RFP were issued, the Administration would ensure that all known companies are afforded an opportunity to respond.

CONCLUSION

The Administration recommends that the Mayor and the City Commission refer the matter to the Finance and Citywide Projects Committee for further discussion.


HME/ah