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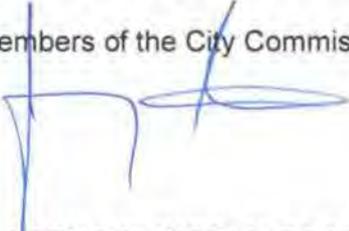


MIAMI BEACH

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

COMMITTEE MEMORANDUM

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

FROM: Jimmy L. Morales, City Manager 

DATE: August 21, 2013

SUBJECT: **PROPOSED REDEVELOPMENT AGENCY/LINCOLN ROAD ENHANCEMENTS**

BACKGROUND

The Lincoln Road Mall is a major South Florida destination serving tourists, residents and the general public. Maintaining this key thoroughfare clean and well-maintained is essential to helping preserve the City's status as a world-class destination, as well as securing the viability of this important economic engine for the City. For a number of years, the management of maintenance services within the Lincoln Road Mall service area has been provided by the Property Management, Sanitation, and GreenSpace Management Divisions, with the Police Department managing the contracted security services.

REQUEST FOR PROPOSALS

On September 12, 2012, the City Commission approved the issuance of Request for Proposals (RFP) 006-2013TC to consider options for maintaining and securing the Lincoln Road Mall. The RFP was issued on December 24, 2012. The Public Group issued bid notices to 39 prospective bidders of which 23 accessed the advertised solicitation. In addition, 30 vendors were notified via email. The pre-bid conference was held on January 15, 2013. During the pre-bid conference, prospective bidders were instructed on the procurement process and the information their respective proposals should contain. On April 15, 2013, three (3) bids were received from Keystone Property Management, Inc., Standard Parking, SP Plus Maintenance d/b/a Parking Facility Systems, and Superior Landscaping & Lawn Service, Inc.

Through the Procurement Division's review of each bid for responsiveness, it was determined that the proposals received were nonresponsive based on the following reasons:

- Keystone Property Management, Inc. was deemed nonresponsive for failing to demonstrate a proven track record of maintenance management in pedestrian-oriented venues and facilities open to the public similar to the Lincoln Road Mall.
- Standard Parking, SP Plus Maintenance d/b/a Parking Facility Systems was deemed nonresponsive for failing to submit its pricing on the pricing form provided in Addendum 7 - a mandatory requirement of the RFP.
- Superior Landscaping & Lawn Service, Inc., was deemed nonresponsive for failing to demonstrate a proven track record of maintenance management in pedestrian-oriented venues and facilities open to the public similar to the Lincoln Road Mall.

After considering the review and recommendation of City staff, the City Manager exercised his due diligence and carefully considered the specifics of this RFP process. As a result, the City Manager recommended to the Mayor and City Commission to reject all proposals received. Prior to releasing a subsequent RFP, the City Manager instructed City staff to conduct an industry review meeting to include the companies that currently manage outdoor pedestrian-oriented facilities, such as Bal Harbour Shops, Bayside Marketplace, The Falls, and the Village of Merrick Park.

STATUS UPDATE

The Administration conducted two industry reviews, but with disappointing participation. Property managers for outdoor-type malls within the local area and for several venues around the state were invited to participate. Only one company participated in the industry review. At the same time, the City was approached by several members of the Lincoln Road Property Owner's Association who expressed an interest in submitting a proposal but also expressed concerns with the overall conditions of Lincoln Road beyond routine maintenance issues.

As a result, staff and several members of the Lincoln Road Property Owner's Association conducted a comprehensive walk through of the facility, which yielded the following conclusions:

- The overall condition of many of Lincoln Road's structures, surfaces and systems are in poor condition and in general need of a refresh or replacement. Although \$20 million is programmed over two years in the City's adopted Capital Improvement Program -- Fiscal Year (FY) 2014/15 and FY 2015/16 -- for upgrading the Lincoln Road venue, including its infrastructure, there is no master plan in place to provide an overall comprehensive plan or specifications for the use of the funds. In addition, this effort needs to be coordinated with the Basis of Design Report (BODR) for the City Center 9B project which will impact the side-streets leading to Lincoln Road. There is a significant lack of information in the City regarding the infrastructure that the RFP requires that proposers maintain; including specifications for the pumps for the various water features and fountains, for the light fixtures, etc.
- There are areas for improvement both on the side of the City and on the side of property owners. Unfortunately, given the competing priorities for code enforcement in the City, I do believe that Lincoln Road does not have the level of dedicated Code Enforcement officers that it needs. Further, the limited code enforcement resources are typically focused on sidewalk café operations, rather than on litter, safety concerns and general maintenance issues generated by property owners.

I believe that the current condition of some of the Lincoln Road structures, surfaces and systems, coupled with the general lack of information about maintaining many of these items, are significant drawbacks in getting qualified proposers to respond to the RFP. In addition, as many of you know, there are several departments involved in the maintenance of Lincoln Road, but no one entity responsible for the facility as a whole which impedes coordination efforts among maintenance service providers, property owners and code enforcement.

RECOMMENDATIONS

As a result of these observations, I now believe that releasing an RFP at this time is premature. Rather, I believe that we need to put in place, as soon as possible, the following enhancements which I have recommended as proposed enhancements for the FY 2013/14 budget:

- Add an in-house mall manager that can better direct and coordinate the individual departments involved in Lincoln Road maintenance, including code enforcement, and act as the City's central liaison with tenants and property owners to improve communication and facilitate facility improvements.
- Undertake a master planning process for Lincoln Road improvements so that it is complete by FY 2014/15 when funding becomes available. The scope of this master plan would cover the area from 17th Street to Lincoln Lane South and from West Avenue to Collins Avenue and would include a facilities and infrastructure assessment, a historical overlay assessment, and a conceptual master plan, all of which would interface to the City's Geographic Information System (GIS). The facilities and infrastructure assessment components will help the City determine the condition and required replacement cycles of both above and below ground facilities and infrastructure components of the Lincoln Road mall. The inclusion of these components in the master planning process will assure that identified deficiencies are included in future improvements, resulting in greater accuracy of capital resource requirements and predictability of future maintenance expenses.

In addition, the scope would include coordination and integration of improvements with the Citer Center 9B BODR and the approved program for the Miami Beach Convention Center Renovation and Expansion project, as well as an evaluation of any impacts to the surrounding residential areas.

The estimated cost of this study is approximately \$500,000.

- Add two code compliance officers for Lincoln Road which will provide for dedicated coverage on Lincoln Road. These officers would be able to address a number of issues related to Sidewalk Cafes (i.e. site plan modification and expansion, stacking of chairs, solicitation) which take place from early morning until late evening, as well as many other code issues related to property maintenance, illegal vendors/peddlers, Business Tax Receipt violations, excessive/illegal signage on private property, unauthorized sampling, and a more effective way to address our licensed artists/vendors and performers. There are also other code violations that would be deterred as a result of the presence along this district. When necessary, the officers could also address sanitation-related concerns regarding overflowing dumpsters along North or South Lincoln Lane.

The two CCOs would be deployed in two separate shifts in an effort to maximize visibility and coverage. To maximize the number of hours of coverage for Lincoln Road, one Code Compliance Officer will cover day shift and the other will be on night shift with staggered days off to provide for weekend coverage. A typical deployment might be configured as follows:

SUN	MON	TUES	WED	THURS	FRI	SAT
8:30a—4:30p			12p—8p	12p—8p	8:30a—4:30p	8:30a—4:30p
4:30p—12:30a	12p—8p	12p—8p			4:30p—12:30a	4:30p—12:30a

This enhancement will also free up some code enforcement resources which can be directed to Ocean Drive while providing enhanced services on Lincoln Road.

Other initiatives already underway include enhanced maintenance of water features through a new City contract, and development of short-term landscaping improvements with property owners (funded by \$150,000 already included in the Redevelopment District FY 2013/14 budget).

I believe that it is, therefore, appropriate to discontinue the process for the issuance of Request for Proposals for the Maintenance of Lincoln Road and consider in its stead, through a mall manager position, centralize coordination of maintenance efforts by City departments with some service outsourcing as appropriate (e.g., maintenance of water features and fountains). The mall manager will also help to coordinate master planning efforts and future construction and infrastructure improvements with all stakeholders, including City staff, contractors, property owners and tenants. Once we have completed the scheduled upgrades, and have improved the condition of the facility and its systems through the mall manager and enhanced code enforcement, I believe that significantly greater interest will be expressed by potential service providers in responding to a future Request for Proposals.

If these initiative are as successful as I expect them to be, we will evaluate similar initiatives for other business areas of the City in the following fiscal year.

LINCOLN ROAD PROPERTY OWNERS

I have reviewed this approach with Lincoln Road property owners and they are supportive of this approach. In fact, their board has already passed a motion unanimously supporting a Lincoln Road Mall Manager.

CONCLUSION

The City should discontinue the process for the issuance of Request for Proposals for the Maintenance of Lincoln Road and pursue the addition of a mall manager, enhanced code enforcement, and completion of a master plan for the upgrade of Lincoln Road through the FY 2013/14 budget process.

JLM/KGB/MAS/EC/AD