


Office of Capital Improvements Business Plan


Fiscal Years: 2008 and 2009
(10/1/07 through 9/30/09)

Plan Date: January 2008

Approved by:



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County Manager

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BUSINESS PLAN REPORT	

DEPARTMENT PURPOSE/MISSION

The Office of Capital Improvements' purpose/mission is to effectively coordinate and expedite the implementation of quality capital improvement construction projects, providing construction management policy support and analysis and the oversight of the implementation of the Building Better Communities (BBC) General Obligation Bond (GOB) and Safe Neighborhood Parks (SNP) Bond Programs

STRATEGIC ALIGNMENT

I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

- Enable County departments and their service partners to deliver quality customer service (ES1)
- Ensure the financial viability of the County through sound financial management practices (ES8)
- Create a more business-friendly environment in Miami-Dade County (ED4)
- Empower the community by increasing communication and coordination with local, state, and federal entities (NU2)
- Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan (CDMP) (NU6)

II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:

- Clearly defined performance expectations and standards (ES1-1)
 - Administer Performance Review hearing initiated by departments or at the request of OCI on under performing A&E and Construction firms.
 - Provide County Departments with a web-based Capital Improvements Information System (CIIS) for County capital projects
 - Shorten Capital contracting time by improving the Capital procurement process, capital delivery systems and other internal process
 - Provide specialized processes to expedite projects below via the Miscellaneous Construction Contracting for construction and Equitable Distribution Program for design; see ED 4-2 for specific measures

- Conduct Due Diligence on Capital Improvement contracts and provide support to other County Departments with due diligence efforts, including an online search of all County databases that have vendors, financial information and past performance
 - Administer the Implementation of the BBC-GOB and SNP Bond Programs
- Planned necessary resources to meet current and future operating and capital needs (ES8-2)
- Provide programmatic and fiscal oversight and coordination of BBC GOB and SNP Bond Programs including the monitoring of projects implemented by Miami-Dade County, municipalities, and not-for-profit community based organizations
 - Provide oversight and support to County's Capital Improvement Plan and work with OSBM and Assistant County Managers on the establishment and monitoring of the Capital Budget.
- Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (ED4-2)
- Streamline the Architecture and Engineering (A&E) selection process.
 - Increase participation in the Equitable Distribution Program (EDP) by user departments and professional consultants
 - Provide a more equitable distribution of County work/dollars for smaller projects among construction contractors and consultants through Miscellaneous Construction Contracts (MCC 7040 and 7360) and the EDP
 - Coordinate with the County Attorney's Office and Capital Departments the standardization A&E Professional Services and Construction Contracts
- Strengthened bond between the community and Miami-Dade County government (NU2-1)
- Provide coordination and staff support to the BBC GOB Citizens' Advisory Committee (CAC)
 - Educate the community and keep stakeholders informed of the progress of the BBC Bond Program through the website, community outreach meetings, press releases, media articles and groundbreakings
 - Educate and provide information to the community on all County Capital Projects
- Improved neighborhood roadways, sidewalks, drainage, and reduced flooding
- Provide oversight and coordination of Quality Neighborhood Improvements Programs (QNIP), SNP Bond Program and BBC Bond Program infrastructure projects including

allocation of funding to sidewalk, drainage, resurfacing, parks and other projects and tracking of expenditures by bond series.

KEY PROGRAMS AND INITIATIVES

The department's key programs and initiatives are highlighted below and organized by balanced scorecard perspective.

Customer Perspective

- The OCI Professional Services Division is proposing the following customer feedback plans during FY 2008 and FY 2009:
 - 1) at the end of each A&E solicitation process, survey both the user departments and the industry proposers on the services provided and on the process;
 - 2) at the end of the EDP process, survey both the user departments and the industry participants on the service provided and the process
- Improve Selection A&E Committee Process
- GOB Outreach

Financial Perspective

- Increase Capital Improvement Program (CIP) spending as a percentage of the approved budget
- Investigate alternative procurement and Construction delivery systems
- Meet budget targets
- Speed GOB's First Series Funds; Issue 2nd. Series

Internal Perspective

- Interface CIIS with ASE
- Ensure adequate OCI resources (EE's)
- Control Groups in Departments

Learning and Growth Perspective

- Project/Construction Management Training for Capital Departments (FIU portion)

PERFORMANCE MEASURES AND TARGETS

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2007-08 and FY 2008-09 can be found in Attachment 2 – Business Plan Report.

CRITICAL SUCCESS FACTORS

The following issues are critical not only to the implementation of OCI's business plan but also to the successful implementation of the County's Capital Improvement Program (CIP):

- Continued utilization of the Capital Improvement Information System (CIIS) which serves as the County's centralized database on all architectural, engineering, and construction contracts per Administrative Order (AO) 3-39. This is especially critical for the BBC GOB and SNP programs where timely updates to the CIIS database are essential to our ability to monitor the progress and status of the BBC GOB projects and to provide accurate reports to the Board, County executive staff, and the public. The CIIS also requires departments to enter departmental evaluations of consultants and contractor performance into the database in accord with R-89-05; Past Performance Evaluations (PPEs) are also required on A&E consultants including those secured through the Equitable Distribution Program (EDP).
- Continue improvements in the County's A&E selection procedures to reduce the time required to complete solicitations from formation of the Selection Committee through the completion of negotiations from an average of **120** days during FY07 to 100 days in FY08. Utilization of both the A&E process and of the EDP are heavily dependent on departmental adherence to their capital budgets and planned project design schedules.
- Departmental use of the County's Miscellaneous Construction Contracts (MCC) increased **49% over FY 2005 (UPDATE)** partly because departments looking for an alternative to lengthy standard contracting processes for infrastructure improvements have turned to the MCCs. Raising the MCC limit from \$1M to \$2.5M would allow 75% of construction contracts to be bid in 60 days.
- Continued progress in expending BBC GOB funds will be dependent in part on allowing the Manager and OCI to maintain the necessary flexibility to accelerate projects that were not programmed or funded for implementation within a particular BBC GOB bond series.
- Countywide adoption of the standard construction language and uniform policy and procedures provided in CIIS is a key element in improving construction management and increasing contractor participation on County projects.

- Increased involvement of Construction Managers and Project Managers in reporting project status within CIIS is necessary to provide timely information to decision makers.

3 to 5 YEAR OUTLOOK

OCI future year tasks and initiatives required to meet strategic plan objectives include:

- Implementation of a certification program to train Construction/Project Management staff county-wide on a unified approach and procedures. Departmental organization and control groups
- The development of planning and funding strategies to maximize utilization of available construction dollars as competition for limited materials and labor continue to lead to escalating construction costs
- Continued coordination with OSBM and Finance to assure that the County maintains a sufficient tax base and millage rates to issue future BBC bonds both timely and in adequate amounts to meet BBC GOB capital project development schedules.
- Continuous review of innovative contracting, construction delivery systems and construction techniques and materials.
- Continuous review of A&E and EDP selection procedures in conjunction with the A&E industry and user departments to increase County contracting opportunities for more qualified firms
- Sufficient internal support resources and skill sets to manage BBC GOB and SNP Bond programs as projects further develop.
- Increase information available to the public on the location of infrastructure projects impacting their neighborhoods and businesses
- Increase information available to the industry on construction consultant and contracting opportunities available through the EDP and MCC
- Identify ways to improve interdepartmental joint ventures on construction contracting and implementation
- Continuous review of local, state, and federal legislation that impacts the County's ability to effectively implement and manage the CIP

Attachment 1
DEPARTMENTAL PROFILE

Department Description

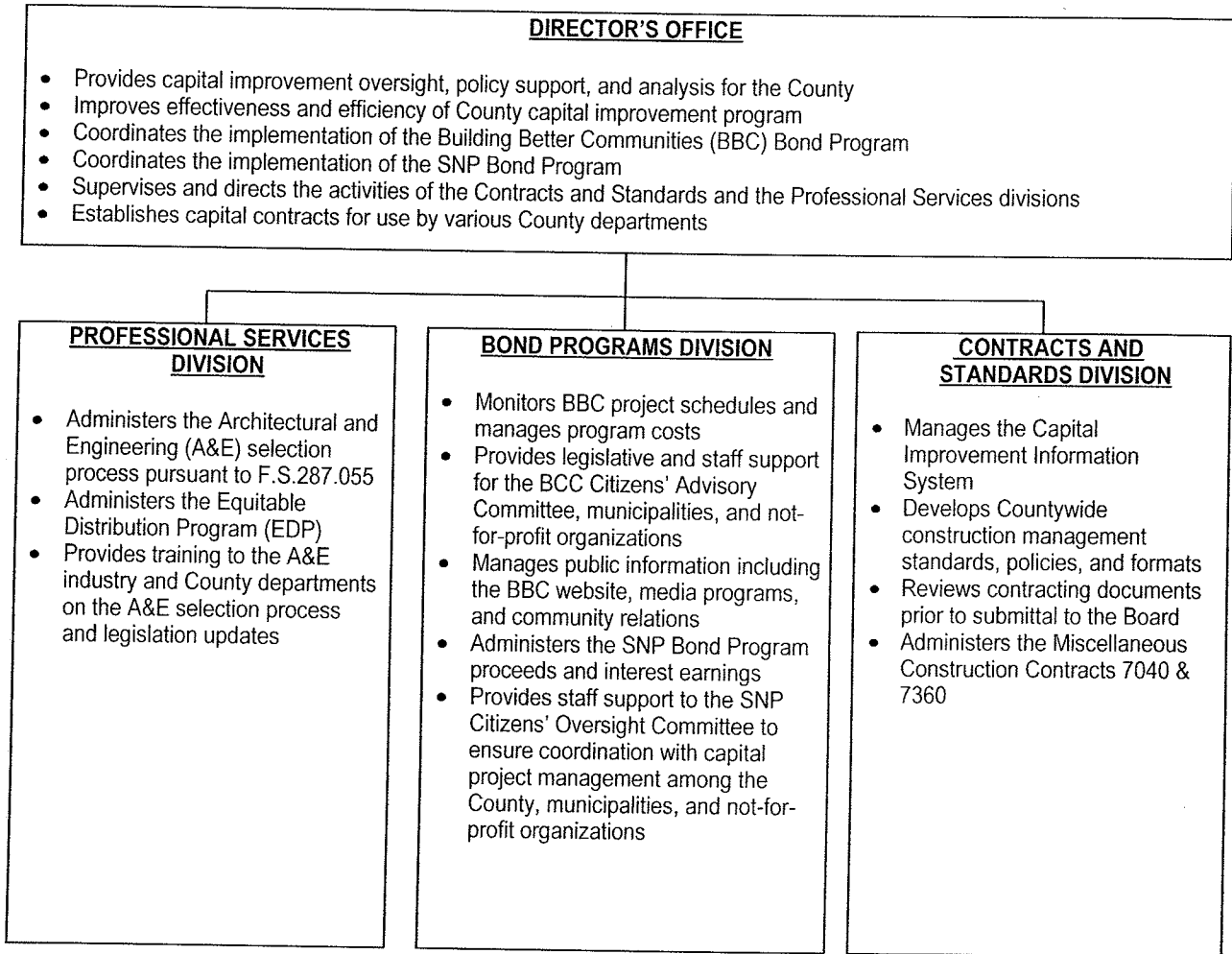
In January, 2005, the Office of Capital Improvements Construction Coordination was restructured as the Office of Capital Improvements to assume the responsibility for the implementation of the Building Better Communities (BBC) General Obligation Bond Program while continuing oversight of the County's on-going capital improvement program (CIP) and monitoring CIP project implementation through the Contracts & Standards and Professional Services Divisions.

- The Bond Program Division oversees BBC GOB project scheduling and compliance with budgeted milestones from planning and design through construction; provides bond program staff and legislative support for municipalities, not-for-profit organizations, and the Citizens' Advisory Committee; and conducts marketing, outreach, and the dissemination of public information through the BBC website, media programs, and community organizations.
- The Contracts & Standards Division oversees the Capital Improvements Information System (CIIS) including the development of County-wide construction management standards, standardized contract language, unified procedures and formats; administrative approval of advertisements, awards and change orders; management of Miscellaneous Construction Contracts 7040 and 7360 (since January 2003); and the coordination of the Quality Neighborhood Improvement Program (QNIP).
- The Professional Services Division is responsible for the selection of Architectural & Engineering (A&E) consultants for County construction projects and for the rotational distribution of A&E service orders through the Equitable Distribution Program for construction projects of less than \$1M, both of which functions were transferred to OCI in early 2003 from Procurement Management and Business Development respectively. In FY 2006, the division began managing the newly created Construction Inspection Services (CIS) program pool for projects over \$1M. In addition, beginning in January 2008, this division will be responsible for processing the prequalification and technical Certification process for architects and engineers providing professional services to Miami Dade Attorney

Current initiatives for this fiscal year include:

- Continuation of our review of ordinances and administrative orders pertinent to the County capital construction program including revisions to AO 3-39
- Monitoring of departmental usage of CIIS including the completion of Past Performance Evaluations (PPEs) on all professional consultant assignments and construction contracts.
- Review of all County legislative initiatives which impact the capital improvement process and initiation of changes as necessary.
- Conduct meetings with various industries to identify means and methods to increase local participation on County projects.

TABLE OF ORGANIZATION



FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 05-06	Budget FY 06-07	Adopted FY 07-08
Revenue Summary			
General Fund Countywide	0	618	0
General Fund UMSA	0	264	0
Building Better Communities Bond Interest	1,494	1,505	1,784
Capital Working Fund	4,282	2,420	2,802
Carryover	13	0	0
SNP Bond Interest Revenue	0	0	193
Total Revenues	5,789	4,807	4,779
Operating Expenditures Summary			
Salary	3,130	3,279	3,059
Fringe Benefits	756	864	816
Other Operating	1,041	652	892
Capital	14	12	12
Total Operating Expenditures	4,941	4,807	4,779

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 06-07	Adopted FY 07-08	Budget FY 06-07	Adopted FY 07-08
Strategic Area: Enabling Strategies				
Administration	719	517	4	2
BBC & SNP Bond Programs	1,124	1,917	8	11
Contracts and Standards	1,983	1,523	16	12
Professional Services	981	822	10	7
Total Operating Expenditures	4,807	4,779	38	32

