

PROPERTY MANAGEMENT

Strategic Facility Planning & Budget

Strategic facility planning process may be defined as the process an organization envisions its future by linking its purpose to the strategy of the overall organization and then developing goals, objectives and action plans to achieve that future.

DEPARTMENT DESCRIPTION

The Property Management Department is committed to providing responsive and responsible innovative strategies that consistently increase the quality of service, reduce costs, improve occupant satisfaction, and ensures health, safety, sustainability and resiliency. The Department is responsible for the day-to-day operations and maintenance of the City's real property assets, in total over 4 million square feet are managed including:

- Over 84 municipal buildings
- The Lincoln Road District
- 39 bridges
- 15 monuments
- 23 fountains
- 36 lifeguard stands
- Holiday lighting
- Oversight of the Convention Center
- Over 6 miles of pedestrian areas along the beaches and boardwalk
- Coordination with other departments and divisions such as Parks and Recreation, Public Works, Beach Maintenance, and Greenspace



Programmed Budget

- The identification and prioritization of facility and infrastructure physical, functional, and budgetary needs, spanning a multi-year timeframe based on standards visions and goals.



Capital Renewal Projects

- Projects that extend an asset's life by at least 5 years and exceed the value of \$25,000.00. Includes planning for expansion, asset replacement, asset renewal, asset acquisition, cost reduction and new service.



Energy Efficiency

- Energy saving initiatives, through renewal, replacements, and retrofits



Life Cycle Management

- Routine maintenance, and inspections to determine future repairs, replacements, and retrofits before failures. Updates of metrics and cost models.



Design Guidelines

- Design guidelines for efficiency, uniformity, and expectations.



Code Compliance

- Commitment to upgrade facilities to meet current code and accessibility compliance

Life Cycle Management

Programmed Budget

Industry standards for replacements and renewals on a predetermined 5/7 schedule basis.

**Based on BOMA and ASHRAE Standards*

RESOURCES:

MAINTENANCE MANAGEMENT SOLUTION

SOFTWARE:

- Benchmarks and cost management based on actual market rates
- Track maintenance vs. replacement cost
- Real time tracking and visibility to deliver and stay on schedule
- Predictive measures to avoid failures and emergencies

ZONE MANAGER MODEL:

- Quarterly inspections and reporting of all systems and conditions of assets
- Proactive maintenance
- Manage Facility Conditions Assessments

INDUSTRY STANDARDS:

- Implement Standard Operating Procedures
- Enforce industry standards such as BOMA, ASHRAE, IFMA, and others

LIFE CYCLE ASSESSMENTS AND

WARRANTIES:

- Warranty tracking and implementation
- Expected service life

SYSTEMS EVALUATED:

- Parking Lots
- Structural Systems
- Roofing
- Elevators
- Windows and Facades
- HVAC
- Building Automation
- Electrical
- Lighting
- Plumbing
- Fire and Life Safety
- Security
- Interior Finishes

5 YEAR RENEWAL REPLACEMENT CYCLE

HVAC

ELECTRICAL

FIRE/ LIFE SAFETY/ SECURITY SYSTEM

INTERIOR FINISHES

5 YEAR RENEWAL EXAMPLES

HVAC

- a. Controllers Sensors
 - i. Humidity, CO2
 - ii. Water Flow
 - iii. Air Flow

ELECTRICAL

- a. Batteries

FIRE/ LIFE SAFETY/ SECURITY SYSTEM

- a. Standby Power Supply Batteries

INTERIOR FINISHES

FLOORING

- a. Carpet Floor:
 - i. Broad Loom
 - ii. Carpet Tiles

WALLS

- a. Painted
- b. Wallpaper
- c. Fabric

DOOR HARDWARE

- a. Automatic Doors

7 YEAR RENEWAL REPLACEMENT CYCLE

HVAC

ELEVATOR/ ESCALATOR

PLUMBING

ROOFING AND SIDING

ELECTRICAL

FIRE/ LIFE SAFETY/ SECURITY SYSTEM

INTERIOR FINISHES

7 YEAR RENEWAL EXAMPLES

HVAC

- a. Window Unit
- b. Electric Radiant Heaters
- c. Flexible Round Ductwork
- d. Well- Submerged Pumps
- e. Motor Starters

ELEVATOR/ ESCALATOR

- a. Cab Interior Finish
- b. Freight or Service Door Operators

PLUMBING

- a. Faucets
- b. Flush Valves

ROOFING AND SIDING

- a. Modified Bitumen Flat

INTERIOR FINISHES

FLOORING

- a. Vinyl Floor:
 - i. Tile
 - ii. Sheet

WALLS

- a. Vinyl Wall Covering
- b. Epoxy (Two Part) 15
- c. Wood Finishes 15

CEILINGS

- a. Suspended
 - i. Ceiling Tiles

DOOR HARDWARE

- a. Entry Lock Sets
- b. Closures

15+ YEAR RENEWAL REPLACEMENT CYCLE

HVAC

ELEVATOR/ ESCALATOR

PLUMBING

ROOFING AND SIDING

ELECTRICAL

FIRE/ LIFE SAFETY/ SECURITY SYSTEM

INTERIOR FINISHES

STRUCTURAL

PARKING DECKS/ LOTS SURFACE

15+ YEAR RENEWAL EXAMPLES

HVAC

- a. Rooftop Air Conditioners (18 years)
- b. Air Handling Units (20 years)
- c. Air Terminals (20 Years)

ELEVATOR/ ESCALATOR

- a. Hydraulic (15 years)
 - i. Underground Cylinder
 - ii. Car and Pump Unit

PLUMBING

- a. Water Heaters (15 years)
- b. Backflow Preventers (30 years)

ROOFING AND SIDING

- a. Flat Single Ply (15 years)
- b. Metal Structural Panels (25 years)

15+ YEAR RENEWAL EXAMPLES

ELECTRICAL

- a. Emergency Generator (20 years)
- b. Transfer Switch
- c. Circuit Breakers (30 years)

FIRE/ LIFE SAFETY/ SECURITY SYSTEM

- a. Notification Devices (15 years)
- b. Fire Pump (20 years)
- c. Sprinkler Heads (25 years)

INTERIOR FINISHES

FLOORING:

- a. Stone
 - i. Granite 75+
 - ii. Marble 50
- b. Terrazzo 50
- c. Concrete 50

CEILINGS:

- a. Plaster/Drywall with Skim Coat 30
- b. Suspended
 - i. Spline System 20
 - ii. Lay-In System 25
- c. Metal 25

STRUCTURAL

- a. Glass Curtain Wall (50 years)
- b. Windows (30 years)

PARKING DECKS/ LOT SURFACE

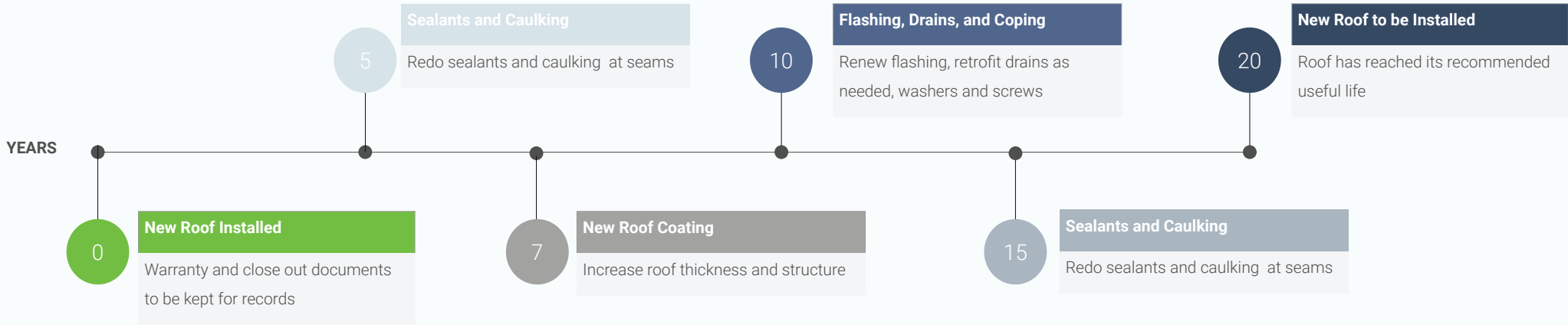
- a. Exposed Paving (30 years)
- b. Covered Paving (40 years)

Life Cycle Management Capital Planning Timeline

System: Roof (Single Ply Flat PVC)	
Average Useful Life (years):	20
Environment / Exposure ¹ :	High Exposure/ Low Traffic
Priority ² :	2

Environment/ Exposure 1:
High Exposure/ Low Exposure/ High Traffic/ Low Traffic/ Hours of use per day and or week

Priority²:
Priority 1: currently critical (year 1)/ **Priority 2:** potentially critical (year 2)/ **Priority 3:** necessary, not yet critical (years 3 – 5)/ **Priority 4:** recommended (years 6 – 10)/ **Priority 5:** does not meet current codes/standards, but is exempt because it met the codes at the time of construction. If substantial work is undertaken, some existing conditions may need to be corrected.

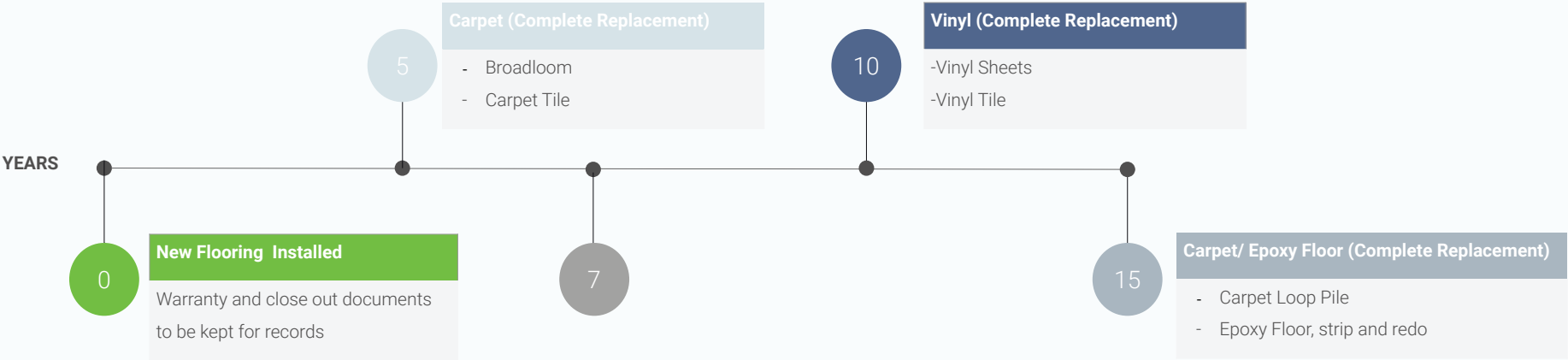


Life Cycle Management Capital Planning Timeline

System: Interior Finishes (Flooring I)	
Average Useful Life (years):	5-15
Environment / Exposure ¹ :	High Exposure/ High Traffic
Priority ² :	4

Environment/ Exposure 1:
High Exposure/ Low Exposure/ High Traffic/ Low Traffic/ Hours of use per day and or week

Priority²:
Priority 1: currently critical (year 1)/ **Priority 2:** potentially critical (year 2)/ **Priority 3:** necessary, not yet critical (years 3 – 5)/ **Priority 4:** recommended (years 6 – 10)/ **Priority 5:** does not meet current codes/standards, but is exempt because it met the codes at the time of construction. If substantial work is undertaken, some existing conditions may need to be corrected.



UNIDAD Case Study

Life Cycle Management Programmed Budget

Constructed: 2009

Unidad Senior Center located at 7251 Collins Avenue. On February 14, 2018 Resolution 2018-30198 was passed amending the original management agreement to reflect the City's extent of maintenance and facility responsibility inclusive of day to day maintenance and capital improvements.



MIAMI BEACH

CURRENT FY 2017-2020 PROJECTS

- ELEVATOR MODERNIZATION (\$70,000.00)**
- ROOF REPLACEMENT (\$50,000)**
- FIRE ALARM REPLACEMENT (\$3,000.00)**
- WINDOW SEAL RENEWAL (\$40,000.00)**
- BUILDING DOOR RENEWAL (\$39,000.00)**
- INTERIOR-EXTERIOR PAINT (\$89,000.00)**

TOTAL: \$291,000.00

2024 RENEWAL CYCLE (15 YEARS)

STRUCTURAL:

- a. Aluminum Facade

ELECTRICAL

- a. Replace Interior and Exterior Fixtures

HVAC

- a. Electric Controls Replaced
- b. Air Handlers and Condensing Units (Replaced 2017)

FLOORING

- a. Terrazzo Floor (Restored)

WALLS

- a. Painted
- b. Wallpaper
- c. Fabric

2029 RENEWAL CYCLE (20 YEARS)

HVAC

- a. Diffusers
- b. Insulation

FIRE/ LIFE SAFETY/ SECURITY SYSTEM

- a. Notification Devices
- b. Fire Pump
- c. Sprinkler Heads

PLUMBING

- a. Faucets
- b. Flush Valves

FLOORING

- a. Hardwood Floor:
 - i. Finish

WALLS

- a. Painted

CEILINGS

- a. Drywall Paint

DOOR HARDWARE

- a. Entry Lock Sets
- b. Closures

2039 RENEWAL CYCLE (30 YEARS)

HVAC

- a. Air Handlers and Condensing Units

ELEVATOR

- a. Hydraulic (15 years)

PLUMBING

- a. Water Heaters
- b. Backflow Preventers

ROOFING AND SIDING

- a. Flat Single Ply (15 years)

ELECTRICAL

- a. Circuit Breakers (30 years)

FLOORING

- a. Terrazzo Floor (Restored)

WALLS

- a. Painted

DOOR HARDWARE

- a. Automatic Doors

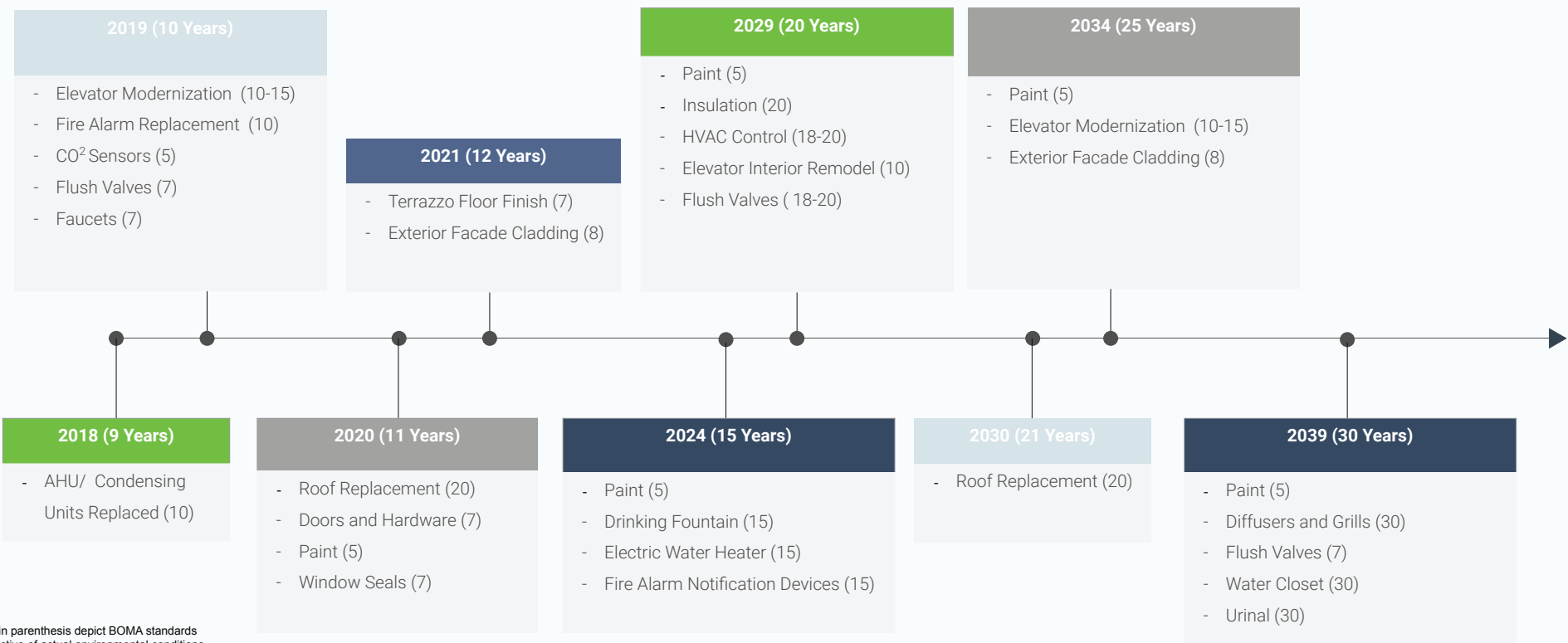
STRUCTURAL:

- a. Aluminum Facade
- b. Glass Curtain Wall (If replaced 2020)

UNIDAD Case Study

Asset Life Cycle Management Timeline

Constructed: 2009



* Years in parenthesis depict BOMA standards
not reflective of actual environmental conditions

FACILITY CONDITION INDEX

PRIORITIES THROUGH METRICS

$$FCI = \frac{\text{BACKLOG} + \text{CURRENT YEAR}}{(\text{CURRENT YEAR REPLACEMENT VALUE})}$$

FACILITY TYPES AND CONDITION INDEX		
CONDITION	# OF BUILDINGS (CITYWIDE)	% BY SQ. FT.
0.00-0.10 (EXCELLENT)	20	10.8
0.10-0.20 (GOOD)	26	41.7
0.20-0.30 (FAIR)	24	8.9
GREATER THAN 0.30 (POOR)	27	38.6

Asset	Year Constructed	Age	Use	Size	FCI
6th Street Restroom	1985	33	Bathhouse	288	0.00
Property Management Office	2016	2	Office	4,797	TBD
Unidad	2009	10	Multi-use	8,073	TBD
Fire Station #2 - Historical (Administrative)	1938	80	Fire/Police Station	11,305	0.01
Fire Station #2 - Engine Bay	2008	10	Fire/Police Station	17,400	0.07
10th St. Auditorium / Beach Patrol	1959	59	Multi-use	12,714	0.08
Garden Center Buildings	1962	56	Multi-use	7695	0.12
Jackie Gleason TOPA	1950	68	Assembly (Auditorium, Theater)	50,000	0.12
555 Building	1954	64	Office	12,685	0.15
Sanitation Storage - New	1980	38	Storage	1,500	0.16
Old Library Building	1964	54	Business	2,073	0.16

*Facility Condition Assessment performed 2014

MIAMI BEACH

Asset	Year Constructed	Age	Use	Size	FCI
Police Garage	1987	31	Parking	230,100	0.17
Colony Theater	1932	86	Assembly (Auditorium, Theater)	28,000	0.18
Historic City Hall	1927	91	Multi-use	34,880	0.18
Public Works	1980	38	Multi-use	19,284	0.18
Flamingo Park - Property Mgmt. Painting & Mechanical Shop	1974	44	Maintenance Shops	2,500	0.19
Miami City Ballet Building	2000	18	Instructional	63,279	0.19
City Hall	1977	41	Business	111,388	0.24
777 Building	1960	58	Office	34,565	0.24
Bass Museum	1925	93	Museum	31,125	0.25
South Shore Community Center	1975	43	Multi-use	18,730	0.26
Fire Station 4	2007	11	Fire/Police Station	10,000	0.26
PAL Building	2000	18	Business	13,000	0.27
Byron Carlyle Theater	1968	50	Assembly (Auditorium, Theater)	28,000	0.29
Boys and Girls Club	1965	53	Business	2,880	0.32
South Point Police Substation	1965	53	Fire/Police Station	1,600	0.33
Electrowave Building	1994	24	Gas Station / Auto Repair	3,600	0.37
21st Street Community Center	1987	31	Multi-use	15,885	0.37
Police Station	1987	31	Multi-use	88,356	0.38
Marine Patrol Building	1990	28	Fire/Police Station	1,943	0.42
Fleet Maintenance Shop #2	1987	31	Multi-use	13,500	0.43
Carl Fisher Clubhouse	1915	103	Other special facilities	3,234	0.45
Fleet Maintenance Shop #3	1987	31	Multi-use	3,250	0.47
Property Management Office	1940	78	Business	1,709	0.50
Acorn Theater	1915	103	Other	2,436	0.51
Sanitation Storage - Old	1995	23	Storage	710	0.53
Acorn Bandshell	1985	33	Other	1,200	0.55
Fleet Maintenance Shop #1	1945	73	Gas Station / Auto Repair	13,600	0.56
Miami Beach Convention Center	1960	58	Other special facilities	1,200,000	TBD
Jackie Gleason Theater of Performing Arts	1950	68	Auditorium	150,000	0.75
Fire 3	1977	41	Multi-use	7,490	0.83
Fire 1	1970	48	Multi-use	9,000	1.01