

HOMELAND DEFENSE/  
NEIGHBORHOOD IMPROVEMENT  
BOND OVERSIGHT BOARD  
AGENDA

5-22-07 – 6:00 P.M.  
CITY OF MIAMI  
CITY HALL CHAMBERS  
3500 Pan American Drive  
MIAMI, FLORIDA 33133

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I. **APPROVAL OF THE MINUTES OF THE MEETINGS OF MARCH 19, 2007,  
MARCH 30, 2007 & APRIL 10, 2007.**

II. **NEW BUSINESS:**

**INTRODUCTION OF NEW BOARD MEMBER:**

- Ricardo Lambert nominated by Commissioner Regalado

**NEW ITEMS:**

- Additional Grant to the Miami Science Museum to Support the Development of a Science Museum Facility in Bicentennial Park
- Buena Vista East Historic District Streetscape Improvements

**UPDATE:**

- ❖ Miami River Greenway Regulatory Guidelines – Professional Consulting Services

III. **CHAIRPERSON'S OPEN AGENDA:**

IV. **ADDITIONAL ITEMS:**

HOMELAND DEFENSE/  
NEIGHBORHOOD IMPROVEMENT  
BOND OVERSIGHT BOARD  
MINUTES

3-19-07 – 6:00 P.M.  
CITY OF MIAMI  
CITY HALL CHAMBERS  
3500 Pan American Drive  
MIAMI, FLORIDA 33133

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The meeting was called to order at 6:16 p.m., with the following members found to be

**Present:** Rolando Aedo  
Eileen Broton  
Ramon De La Cabada  
Mariano Cruz  
Robert A. Flanders (Chairman)  
Laurinus Pierre  
Gary Reshefsky  
Jose Solares  
Hattie Willis

**Absent:** Luis Cabrera  
Luis De Rosa  
David Kubiliun  
Jami Reyes  
Manolo Reyes (Vice Chairman)

**ALSO PRESENT:** Mary Conway, Chief of Operations  
Larry Spring, Chief Financial Officer  
Rafael O. Diaz, Deputy City Attorney  
Pilar Saenz, CIP Department  
Danette Perez, CIP Department  
Zimri Prendes, CIP Department  
Joyce A. Jones, City Clerk's Office

March 19, 2007

I. **APPROVAL OF THE MINUTES OF THE MEETINGS OF JANUARY 23, 2007 AND FEBRUARY 27, 2007.**

HD/NIB MOTION 07-04

A MOTION TO APPROVE THE MINUTES OF THE MEETING OF JANUARY 23, 2007.

MOVED: M. Cruz  
SECONDED: R. Aedo  
ABSENT: L. Cabrera, L. De Rosa, D. Kubiun, J. Reyes, M. Reyes

Note for the Record: Motion passed by unanimous vote of all Board Members present.

Gary Reshefsky noted that Updates 1, 2, and 9 referenced future discussions to take place at the next board meeting, which have not taken place. He requested that these discussions occur at the next board meeting.

HD/NIB MOTION 07-05

A MOTION TO APPROVE THE MINUTES OF THE MEETING OF FEBRUARY 27, 2007.

MOVED: R. De La Cabada  
SECONDED: R. Aedo  
ABSENT: L. Cabrera, L. De Rosa, D. Kubiun, J. Reyes, M. Reyes

Note for the Record: Motion passed by unanimous vote of all Board Members present.

II. **OLD BUSINESS:**

- Briefing on Homeland Defense Neighborhood Improvement Program.

Chairman Flanders: All of that being said, let us move right into the Audit Subcommittee meeting -- minutes. Rolando Aedo will take that away. Thank you.

Rolando Aedo: Thank you, Bob, and what I propose we do -- and obviously, the Board can suggest otherwise, is -- there was -- I want to make sure there's a couple of key documents in front of everyone, and it -- Excuse me. Back to Bob.

Chairman Flanders: If the Clerk will note that Mr. Pierre has arrived. Thank you.

Mr. Aedo: So, as I said, I'm going to assume, for the sake of this discussion, many of the Board members were at the Audit Subcommittee last week Thursday, but for those that weren't, you should have received a significant package of information, and we're

not going to go through it all bit by bit; that's what the Audit Subcommittee is set up to do, but there were 11 questions that were posed by the Audit Subcommittee in prior meetings that were responded to at the last meeting on Thursday, and I want to quickly go through those questions and the responses, and then really spend the bulk of our discussion, or our time today focusing on the reallocation of funds, which is going to have to be necessary for a variety of reasons, including some overruns, some scope changes, and so forth, so with that in mind, let me -- can I confirm that everyone has the 11 points for discussion? Everyone has that?

Chairman Flanders: Yes, and if I may interrupt yet once again -- sorry, Rolando. Madam Clerk, if you will note, for the record, that Gary Reshefsky is now present. Thank you.

Mr. Aedo: Many of these questions and issues have very, very quick responses. Some of them required a little bit more amount of detail, which was provided in detail at the Audit Subcommittee, and there are some issues that will still be pending a further response from the staff at the -- at additional meetings, but as I said earlier, I think that this Board would be best served during this time tonight to look at what is arguably the most critical situation, which is the reallocation of funds to cover everything from scope changes, to material costs, and other issues, and moving forward, especially with the second series of bonds being issued shortly, so with that said, I will go through these. One of the issues identified was the need for better assignment of staff to respond to the Board's questions and concerns, and the response has been that Mary Conway, the COO of the City, will be staffing the meetings, at least, in the immediate future, and I guess, depending on how the meetings evolve, she will stay on as long as -- at our pleasure. There's obviously a lot of other capable staff available, including Gary and others, but we do appreciate the fact that Mary will be making herself available to this Board and to the subcommittee moving forward. Thank you, Mary. We appreciate that.

Mary Conway: Certainly.

Mr. Aedo: The second point was, you know, we had requested a copy of the scope and contract of the professional services agreement with HDR for program management services, and that was provided. It's quite an extensive document, which we will all be going through in some detail, and it'll probably take us all -- a little bit of time to go through that, but it was provided, as requested. Might take away -- and I'm going to defer to some of my other board members, and as well as to Gary, as the cochair of the subcommittee. Overall, it seems to be a very usual and standard practice in this -- in these types of programs. We are going to be looking through the document in detail, but it will take us some time, but I imagine that we will have some future conversations and questions at additional subcommittee meetings in the future. Gary, was there anything specific --? I know you just arrived, but what we're hoping to do is go through the basic questions and the responses, and then spend the bulk of the time focused on the reallocation due to the scope changes and the shortfalls --

Gary Reshefsky: Absolutely.

Mr. Aedo: -- so I'm just going to quickly identify the point and identify the staff response.

Mr. Reshefsky: OK.

Chairman Flanders: May I interrupt --

Mr. Aedo: Of course.

Chairman Flanders: -- yet once again? Madam Clerk, if you will note that Ramon De La Cabada has arrived. Thank you.

Mr. Aedo: Point 3 was --

Mr. Reshefsky: Hey, Rolando.

Mr. Aedo: Sure, Gary.

Mr. Reshefsky: Just going back to number 1, in addition to Mary, I think we ought to note -- and if you didn't do it already -- I walked in late -- that the City CFO, Larry Spring, is here tonight, and joined us at our Audit Subcommittee meeting for about two hours, which was really helpful, and his comments were insightful, and certainly, we would have liked to have had him here in the past, and he's been very gracious to come tonight and anytime that we have any questions on some of the financial side of things, including the City's plans with selling the second series bonds and considerations that they make in that process, as well as the considerations they made in the past, and also, you should note that before Larry was a City employee, he was a member of this board when we got started very early on, so he also has an insight into what we're trying to do here.

Mr. Aedo: Thank you, Gary. Point 3 was the members had requested an explanation of the JOC administration program, and there was a significant discussion in terms of what JOC is and that 1.5 percent fee, and the evolution of Gordian Group, which, in essence, has a monopoly on this business, and at least, it was explained to my satisfaction. It's a pretty standard practice in this business. The next point was we were asking why -- we were asking for an explanation of why the City has to use JOC. My takeaway and our takeaway was the City does not have to use JOC. JOC is one of probably four tools that the City uses; JOC, design-build, the regular bid process, and there's in-house resources, so that question was answered to my satisfaction. What will be part of the follow-up to the discussion was, you know, in what time -- in what instances or what percentages is the City using JOC versus design-build versus, you know, the bidding process. What did come out from that discussion, as well, is that the City seems to be leaning or shifting more of its efforts towards less of JOC and more of the bidding process, and that is as a result of a variety of factors; the nature of the work, the time allowed for some of the work, and so forth. Hopefully, I'm capturing the essence of that.

Ms. Conway: You are, and I just wanted to add, the sheet that just got handed out to you is something that we discussed last Thursday. These are just a few representative sheets out of the JOC book itself to give you an idea of how items of work get priced, and this is just a representative sample that we discussed, and we are in the process of putting together the other information regarding the different types of contract delivery methods and the numbers and dollar amounts of jobs that we've done with each to date.

Mr. Aedo: Thank you. Point 6 was members wanted to know if the Little Haiti Park cultural and soccer projects are on time and within budget, or were there any cost overruns. There were contracts that were provided. Mary, was there -- were you prepared to speak to that in addition?

Ms. Conway: We passed over item 5.

Mr. Aedo: Right.

Ms. Conway: Did you want to go back to that one or --?

Mr. Aedo: Oh, I'm sorry.

Ms. Conway: That's OK.

Mr. Aedo: Yes. Item 5. That's what Bob was putting in front of me. Thank you, Bob. There was a request for a list of the no-bid contracts under the bond program, and I'm going to quickly go through them now. They do represent about -- originally, they represented 40 to \$50 million of projects, which currently stand at about \$80 million. Of those, it includes the Little Haiti Park Cultural Campus and -- which the names of the firms are Zyscovich and Pirtle Construction, and then the Little Haiti Park recreation component, and that's RDC, Recreational Design & Construction, and then there is the Jose Marti Gym, which has both Zyscovich and Pirtle working under that, and then there's the Grapeland Park. What the committee and myself observed, obviously, was that this was a significant number in terms of dollars for these projects, but there was some synergies because of the fact that many of these vendors had experience in these areas.

Chairman Flanders: The firm of Zyscovich had the inside track on the design services because they had actually conducted the -- and I may turn to Hattie Willis and ask for her backup here -- they had actually conducted, for the City, the charrettes and the series of public meetings that were held to ascertain what the communities wants, needs, and desires were, so Zyscovich had a working knowledge from the get-go on this particular project and did not have to ramp up or be brought up-to-speed on our dime. They already were there.

Mr. Aedo: And then I believe Pirtle had a pretty intimate working relationship with Zyscovich, so there were some synergies there, as well, and then, lastly, RDC had a proven track record in developing water parks.

Chairman Flanders: Right. Actually, I think they had just completed a water park in Broward County.

Ms. Conway: That's correct. That would be C. B. Smith and Pembroke Pines for Broward County.

Mr. Aedo: But on this point, there was significant discussion because the original budgets were in the 40 to \$50 million range and currently stand at or about \$80 million, if the numbers are current, and that is something that was significantly discussed at the subcommittee level, and Mary, is there kind of a snippet that you can tell us as to, you know, in essence, almost the doubling of the value of these combined projects?

Ms. Conway: Sure. I'll give you a few representative examples. We discussed Grapeland Park before and the fact that Grapeland Park required in excess of \$9 million of contamination remediation associated with ash material and other contaminants in the

soil. At Jose Marti Park, the primary reasons for the cost differential there, in addition to other things that we've talked about on projects across-the-board, which is just market escalation from 2001 to present, is also the fact that we had some major underground utility lines, and rather than being able to vacate a portion of street that we thought we would be able to do at grade, we actually have a major FPL duct bank and had to develop a two-story gymnasium structure to fit it into the limited land area constraints at Jose Marti Park east of the I-95 right-of-way, so right now, where Finnegan's is open, that's the area where the gym will be located. On the Little Haiti Park, issues associated with land acquisition, assembling the land, being able to do friendly acquisitions versus eminent domain, and the cost there, as well as site conditions -- we had some unforeseen conditions associated with the demolition of the trailer park and some of the septic tanks and other things that we had discussed previously, so all of those factors, in conjunction with not -- having budget estimates initially, as opposed to very detailed scopes and cost estimates, and also the significant market changes we've seen over a six-year period, all of those things together attribute to the cost changes.

Mr. Reshefsky: Just to summarize the last few items, the Board should know that we probably didn't spend as much time at the Audit Subcommittee on each of these items as we would have liked. We -- I don't want to say that we're finished going over each of these items tonight. I mean, I think what we're going to do is spend another Audit Subcommittee or two going through some of the items, like this particular item that we really -- maybe didn't spend as much time digging into each of these line items as we would have liked to have done just because our list is so long, and we plan to do that within the next, I think, month.

Mr. Aedo: And that's what I said is that what we did -- and we spent about two and a half hours or so talking about these things, and the way we concluded the meeting was knowing that we did need to get together. The next item was the members wanted to know if the Little Haiti Park cultural and soccer projects are on time and within budget, and if there were any cost overruns. I am going to throw this back to Mary because I know we did discuss this, but I want to make sure it comes across correctly. Mary, we do have a sheet here that tells us when the construction that was started. In the case of Little Haiti cultural campus, that was on January 8, 2007. The construction is scheduled to be completed by May 2008, and I guess final permits were just issued this past February.

Ms. Conway: Correct.

Chairman Flanders: If I can jump in here just a second. Mary suggested, actually, last Wednesday I drive by the project sites. I could tell you that they are both well underway; that the sites have been cleared, and they've actually started construction. There is concrete progress in both places.

Mr. Aedo: Now, Mary, this question about any -- are there any cost overruns -- and it's kind of a universal question on many of these projects. If we were to define this as how much was allocated from the bond, in terms of what these projects will end up costing, is there a simple answer as to whether there are cost overruns, or how would those be categorized?

Ms. Conway: Specifically -- and what we'll do for the follow-up Audit Subcommittee meeting, like Gary had just mentioned, is we'll be prepared for the Little Haiti Park

projects. You have the contracts here, and you have the current schedule dates, but we'll be prepared to go through with you in detail what the original contract amount was, what any change orders have been to the contract. Now, in the case of Little Haiti soccer, we've been before you previously, and we've talked about change orders associated with the removal of the septic tanks and the underground utilities; changes associated with some illegal dumping and tires and things that were on the site; changes associated with ADA compliance when we were unsuccessful getting an ADA waiver for the stadium and had to then put in a canopy that extends over the full bleachers, as well as put in a lift to the viewing area for the referees, so there are a series of things like that that have resulted in change orders for the Little Haiti soccer project, all with very well-defined substantiated reasons behind them, and what we'll do at the next Audit Subcommittee is run through those and have a spreadsheet and a table put together so that you can see original contract amount and any change orders that were required, and on the issue of change orders, in general, I'm not aware of a single construction project that, from its inception, goes all the way through to completion and doesn't have something that arises that results in a change. In the case of the Little Haiti cultural project -- with Little Haiti soccer. Little Haiti soccer was done as a design-build project, and it was done that way deliberately so that as elements of the design were completed, construction could begin. For instance, as we were able to have the design of the fields and the lighting completed, we were able to start on that while we were still working on completing the design and the permitting for the building structures that had a longer lead time. In the case of Little Haiti cultural, those plans were taken to completion through permitting, and only then did we have a fully negotiated guaranteed maximum price with Pirtle Construction, so in the case of Little Haiti cultural, there have not been any change orders to date. I would be hopeful that, as we get through that construction, there won't be unless something significant happens, if we have a storm or some event that is unknown. We'll summarize the change orders for the soccer field when we get together at the next Audit Subcommittee.

Mr. Aedo: Mary, the document that all the board members have, in this document, there is a section that deals with both of these projects. It does show there that there was a shortfall of 1.1 million on the Little Haiti Park cultural campus.

Ms. Conway: Yes, and that is based -- and we actually didn't get to have that conversation while Gary was still at the Audit Subcommittee. We knew when we brought the final guaranteed maximum price contract for Pirtle Construction before the Commission that we had a funding gap, and we allowed it to move forward -- and Larry can chime in on this when he steps back in -- with an understanding that those funds would have to come from another source, so while you see that on the spreadsheet where we're going to go over the reallocations in detail, that's not something new. That's not on top of the contract that's already been approved by Commission; it's a part of it.

Mr. Aedo: OK.

Hattie Willis: Mary, my question to you is on -- I see that you gave us this page for the construction, and it says the soccer park. My question to you on the soccer park, is the building included in this, the rec. building?

Ms. Conway: The recreation building is a part of the contract, but we're still having discussions about whether it will proceed as designed at the smaller square footage, or



whether there's still an opportunity, if any, to try to get additional funds to have a larger facility. At this point, that's still a pending issue to be resolved. What's included in this contract is the smaller building that you've seen before, the plans.

Ms. Willis: Which smaller building because the building increased in size?

Ms. Conway: I think we had about a 1,200 -- and I apologize because this is off memory -- square foot community building. We had a NET office that was in a separate building, and then we had the restrooms, and then a portico around the entire site that connected to the parking area, and then to the soccer fields.

Ms. Willis: OK, so it went back -- it went -- scaled down?

Ms. Conway: We never changed from that because of the issue of additional revenues. There was some discussion about having a larger gymnasium, larger sized community building, and this all goes back to when we had to demolish the existing church property after we finally took possession, and it was so deteriorated. Initially, the plan was to rehabilitate that existing building that had a much larger square footage. Once that was no longer an option and we had to demolish that larger building, the cost to do the rehabilitation versus the cost to demolish and build a new structure, we had to down scale the building -- the new building design to keep the project within the budget, so the original square footage of the existing building that was going to be rehabbed was larger than the current design plans for what we can build within the remaining existing budget.

Ms. Willis: OK, when we had the town hall meeting, and the new manager was there, it was said -- it wasn't a discussion that the building was going to be 44,000 square feet. It was -- I mean, 4,400. It wasn't a discussion. It was said that it was going to be increased in size, so I guess we need to go back to the -- find the information on that. I'd like for you to research that because that was said in stone.

Ms. Conway: I was at that meeting, and it's really an issue of resources, and that's why I said that -- that's why you don't see construction of that building underway right now because we have not been successful to date in identifying additional monies to be able to build a larger building, so that's still something that is pending. Everything else in the soccer park is under construction, except that building.

Ms. Willis: OK.

Jose Solares: When you said that the rehabilitation of the church building -- was that part of the original design, or was something an idea that somebody had?

Ms. Conway: No. There were plans that were developed for the rehabilitation of the church. If we had somebody here from Asset Management, they could explain in better detail than I can, but from the time that the City began trying to acquire the church site until we finally got through the eminent domain process and were able -- we had a lot of difficulties from the property owner being able to get access to the building and being able, even once we had final payment, to get things moved out and to take possession of the building, so there was quite an extended period while we were in the process of acquiring the church building that -- for instance, after the storms from a year and a half ago, the tower that was part of the church building, the pastor allowed the roof to cave in. There was nothing done to protect it. Water intrusion occurred on the building, so

the original intent, three years ago, was to take that existing structure, do rehab of it. Unfortunately, by the time we finally completed the acquisition and took possession of the property that was no longer an option, and it was deemed an unsafe structure and had to be demolished.

Mr. Solares: OK. The reason I ask that question is, on the meeting the other day, somebody questioned about Roberto Clemente Park, and it appears there is now two parks that are -- I hear. I was not involved in it, and it's the same thing. Somebody thought they were going to do something, and then they couldn't do it because for some design issues on it. Who's accountable for what is what I think I'm going to do to what is what I'm going to do? Nobody's accountable on it?

Ms. Conway: I think we're all accountable. I don't think there's anything that we could have done to have controlled the court process, the eminent domain land acquisition process, when the City was actually able to gain access to the property and to take physical control of the property once we had already initiated that land acquisition process.

Mr. Solares: I accept that one. How about Roberto Clemente Park? I think that Roberto Clemente Park was not an issue similar to the church.

Ms. Conway: The issue is similar, but different. At Clemente, there were several holes that were done in the ceiling so that the engineer could get access and to see the level of deterioration or the structural condition of the truss system and the roof system. Unfortunately, when the contractor actually -- when the plans were completed, the plans were permitted. The contractor actually got on site and started removing the entire ceiling system and expose the entire truss system. The damage was much, much more extensive than what was observed when several of the holes were done. The same thing took place when the interior drywall was removed; that the deterioration on the roof structure, on the beams, as well as the column supports, the wood deterioration from termite damage was much more severe than what was determined when test holes were done to see the condition of the structure.

Mr. Solares: I'm not addressing it to you saying it's your accountability, but it seems to me that professional architect or engineer has to take responsibility of it.

Mr. Aedo: Mary, on the issue of Roberto Clemente, which is actually Point 9 on the document, what's being asked is is there any liability on the person that's actually conducting the inspection itself?

Ms. Conway: I think we need to go back and look at that in more detail, in conjunction with some other pending projects where we may have issues of design errors and omissions, and we need to look at it in more detail so that we can ascertain whether the initial investigation work that was done was reasonable, and whether, based on what was reasonably done, you could have anticipated the level of deterioration. Based on the feedback that I've gotten from staff, I do think that the level of effort that was done was reasonable, without demolishing the entire roof structure. I think it's unfortunate that this building was just much more deteriorated than anybody could have reasonably anticipated, but we will go back and take a look at it again to verify that so that we can respond to the Board.

Chairman Flanders: Let us put this to bed by asking a question. Now that we know what we know, going forward, what safeguards do we have from this occurring in the future?

Ms. Conway: One would be, when we did some of the initial invasive investigation and the holes, we saw damage. We knew when we did that that we saw damage. What we didn't realize was the extent of the damage, and I think the lesson going forward to learn from this point forward is that once we saw a certain level of deterioration that was beyond what we would have anticipated for a building of that age, that we'd have to invest upfront more, and not just do the representative sampling, but take it to the next step before we finalize the plans and began the construction contract.

Chairman Flanders: So that, in light of the preventive maintenance of the past 25 years, then it would almost be a given that you're walking into a nest of problems?

Ms. Conway: We're finding that on several of the projects. You know, we're not finding it on a lot of others. You know, we're doing renovations and remodeling to a lot of buildings that have held up and have weathered the years very well, but we are finding on others, with termite damage in particular, that old problems were not addressed and they caused much further structural deterioration than we would have originally anticipated.

Chairman Flanders: One final question: Does the City have a good termite inspector/preventative measure in place because, going forward, we're always going to have termites.

Ms. Conway: From an operation standpoint, we're addressing that across-the-board with inspections and with preventative maintenance on all of our buildings.

Chairman Flanders: OK.

Ms. Willis: One of the things that I see that's very, very wrong with the whole situation across-the-board, and that's every project, is when we start these projects, we know from design, to the thought process, to the actual building of the project, that the money is going to increase because the cost of everything is going to go up, so who is the watchdog on these properties to make sure that, by the time whoever's project gets the time to build actually goes through the phase just like Little Haiti Park project, that somebody is watching that what we started out with the money is not enough to do this project?

Ms. Conway: The Capital Improvements Department staff are responsible for that, and the Capital Improvements office staff do update the costs on a regular basis as the plans are developed, and basically, once we get to a final plan completion level for any of these projects, if we're within budget, we're fine. If the final priced construction cost of the project exceeds the remaining available budget, we go through an exercise of seeing whether we can value engineer the project and remove elements -- but clearly, keeping the intent of the project, but to keep it within budget. We went through that exercise a year and a half ago, and there were a lot of projects that never came back before the Board because we were able to value engineer and keep the projects in the budget. There were many projects that, when they were priced, remained within the originally established budget, and then there were other projects, some of which you'll see when

we go through the detailed list, where we were not able to keep the intent of the original project and be able to construct it within the originally defined budget for the project, and those are the ones where we have to look for -- either we have to look for alternate revenue sources to complement what we already have to be able to complete the project or discuss whether the project merits moving forward, and the thing that we're hopefully going to spend most of the time this evening talking about is the proposed reallocations to be able to finish all of the projects that were started.

Ms. Willis: So you're thinking that the process that they have now, it works? Because it just seems like it's not OK.

Ms. Conway: The only comment that I'll make there is some of what we discussed at the beginning of the Audit Subcommittee -- and Bob, I'll defer to you to weigh in on this as well. When the City put together the Homeland Defense/Neighborhood Improvement Bond, I think it was a significant positive effort, but it was a bond plan that was developed in a four- or five-week period. The time that was allowed to come up with the projects and the types of projects, there were cost allocations, or budget allocations made to those projects. What we found, over time, for all the various reasons that we discussed earlier today, as well as in previous meetings, is that once we had more defined scopes of work, cost estimates, market fluctuations, unforeseen conditions, that those budget estimates for some of the projects, they were reasonable, and we were able to complete the projects within those budgets. For some of them, we actually had surplus monies, and we'll talk about that later, but for many of the projects, they required additional funds to be able to complete them. What we're doing for upcoming future City bond allocations is more upfront detailed work regarding scopes of work, cost estimates, having plans designed with other revenue sources so that they're fully priced and ready to go, and right now -- and Larry Spring can talk about this later when we talk about the financing and the future steps with the bond, but right now we're looking at additional bond issuances, not just to complete Homeland Defense/Neighborhood Improvement projects, but also to begin extensive street improvement projects throughout the City. For the majority of the projects that will be funded through the first series of that bond, we already have the plans on the shelf ready to go, so we have done a significant amount of upfront work over the last two years. We have -- not only do we have detailed scopes and project cost estimates, but we actually have design plans that are completed and ready to go. I think what you're seeing here is transitioning from what was done initially with this bond to learning lessons over the last several years so that we're better positioned moving forward.

Mr. Aedo: I don't want Ms. Willis to feel like she's alone in her comment, if I understood it correctly, but I think that the Administration needs to do a better job of utilizing our Board as a resource in some of these decisions whether projects go forward or not, and I think we talked about that at our audit meeting, and I hope that happens more in the future in terms of whether projects should be scrapped or downsized, or even started. I also think that what concerns me and what we're going to try to get to the bottom of are projects that were scrapped where we've spent money on them already for design, and third, projects where we are going to maybe sell some bonds for the construction money because we've already spent money on the design. I think that was a fatal flaw that began here about a year ago. I think Mary mentioned something about, in the future, we're going to price the projects so that we have them ready for when we get the money, but I think that's a distinction, if I'm correct, from what she said a year ago of design them and then we'll get the construction money, and then the last point I want to make is

I think we need to stop talking about 2002, about what we did in 2002, where we threw money at each project because I don't think that is the cause of where we are today. I think a lot of the projects that we're seeing that are over budget are over budget because they were scoped out after the fact for design, and then things escalated, so I think we need to talk about more recent problems and cost overruns, not 2002.

Ramon De La Cabada: You know, basically, the City was not ready to deal with all this good fortune that came from the bond, or maybe didn't have the proper infrastructure to properly assess and budget out projects. I guess the question that I have is, do we have the proper infrastructure now, when you're talking about issuing new bonds and everything else so that we properly budget things? How are things going to be different this time around?

Ms. Conway: As far as our preparedness now versus before, one of the items that we talked about on number 2 and why are we using program management services at all. That's a part of the reason. A part of the reason is to be able to have additional staff resources so that we can address the projects more thoroughly on the shorter time frames that are before us. That is one of the pivotal areas. Another thing is we actually have one or two people who are dedicated full-time to review of plans, to preparing cost estimates and take-offs on plans, so that's something that, through the program management contract, we've been able to add some of the technical expert services that we didn't necessarily have previously so that, going forward, we'll be better positioned. We've also implemented -- we didn't have an automated database for how we tracked projects, schedules, cost estimates five years ago. All of the finances for all of the capital projects were tracked manually on spreadsheets. We implemented, three years ago, a comprehensive electronic database, which is actually the database that generates all of the financial information and the reports that you'll see in the City's capital plan, and that database also has project schedule dates for project milestones, so we have a lot of tools and things in place now that we didn't have three and four years ago that we've put into place so that we can mirror best practices for the delivery of a capital program and engineering projects.

Mr. Aedo: There was a point, which is Point 7, which the Board had requested how they're going to account for the incremental maintenance and operations that would be necessary for all the capital improvement programs, and we were presented with the Capital Improvement Program 2005/2006, which includes a section called "Operating Impact," which, I'm assuming, uses best practices in determining the incremental percentages of funding required for the maintenance and operation of these additional projects. That was one point that was made at the meeting. The other one was that the project analysis form has been further modified to specifically identify the -- over a five-year period of time, the operating costs associated with the project, so those were two points that were in response to that question. The other question -- and then I think we're going to jump into the reallocation -- was there was significant concern by not only us, as board members, but by residents, about the closing of multiple parks within the same district, and the question was posed, who ultimately makes that decision, and is the Commissioner fully aware of the impact of those decisions, and the response back was that the, yes, the Commissioner is fully aware of when that happens, and I guess, ultimately, if his constituents have a concern about that, then they should approach their Commissioner's office.

Ms. Conway: And I'd just like to add also, when we were talking about preparedness, in a particular instance, in District 1, with Grapeland Park and Fern Isle, both of those projects were funded with the first series bond proceeds, so there was a desire to get them designed and implemented with those first series dollars, and while it was and has been very inconvenient for the local residents to not have those facilities available because they're both in construction at the same time, going forward, without having the pressure of having the money in hand and having two projects in the same neighborhood impacted, we certainly intent to try to minimize impacts, and we have done that to a certain extent with the pool projects that we've been doing around the City that are also funded through the bond.

Mr. Aedo: Mary, to the point earlier, moving forward, is it fair to say that the City staff and the Commissioners are taking concerted efforts to not bring major amenities and parks offline? Are there going to be more instances of when major assets within one district will be offline?

Ms. Conway: I think the answer, at least, as the plan exists today, is no. What we have been doing, though, is we're not beginning construction until right after the summer session ends and school starts because the summer session is when we see the highest usage in most of the pools, so we are trying to do that advanced planning.

Mr. Aedo: And then the final point, before we get into the allocation, was that the members had requested a pretty specific breakdown of all the projects in terms of how they relate to true homeland defense projects, the police training, the fire stations versus parks programs, for example. We do know -- we all did know going in that half of these projects were, in essence, going to be non-homeland defense related, but I do think that, based on the reallocations that we're about to hear about in just a few moments, those percentages may have shifted somewhat significantly, so I want to use it as a segue -- and Mary, will you encourage us to follow you on this document? Is that what I'm anticipating?

Ms. Conway: Yes. What I'd like to do is invite Pilar Saenz, our assistant Capital Improvements director to come up and just run you through one or two of the line items so that, if you didn't get a chance to look at the e-mail and her little tutorial about how to read the spreadsheet, we can do that quickly, and then the way that we set up this spreadsheet is -- and again, this was at the request of the Audit Subcommittee members, I think, was a great idea. Any project that is recommended to reallocate monies to cover a funding need on another project is highlighted in the pink, and those are the ones that I'd like to be able to go through and then explain where the -- which projects are receiving monies, why they were deemed a priority, some of the rationale that we used when we went through and made the recommendations.

Pilar Saenz: What I'd like to do is take you through a little understanding of the sheet, especially for the benefit of the members who were not present on Thursday evening. I'm going to run you through a project that has an additional funding demand, and then a project where we are taking the dollars available from second series and reallocating them. What all the pink items do is create that pool of funding that gets reallocated to the shortfall items.

Mr. Aedo: These recommendations, have they -- are they recommendations that need to be approved by Commission, and prior to even getting to that point, I would imagine they're being vetted out by department heads, police chiefs, fire chiefs, et cetera.

Ms. Conway: All of the recommendations have already been discussed internally at a staff level with the various client departments and with the City Manager. All of these recommend -- these two spreadsheets that basically show all the recommended reallocations, along with the capital plan and the streets bond, have been distributed to all of the district Commissioners, and we're in the process of setting up and performing the briefings of the Commissioners of this, which will be part of the capital plan that will be discussed at the April 12 Commission meeting, so that we have an opportunity to go through and have the detailed discussion, and then, as is typical when the capital plan is presented -- because, obviously, this is a significant document -- any changes that are desired to what's recommended in the plan are typically stated on the record during the discussion of the capital plan, and then those adjustments are made subsequently, but the information is in the hands of everyone, and we're in the process of getting feedback. We did one Commissioner briefing today; we have three tomorrow, and I think we're set for the Mayor and one of the last Commissioners next -- I think, on Wednesday.

Mr. Aedo: Thank you.

Eileen Broton: I understand that. I'm just wondering if, since we had done the initial recommendations for approval, that we shouldn't have seen it first before it would be recommended to the Commissioners, et cetera.

Ms. Conway: That's why we're here. You are seeing it first.

Mr. Reshefsky: It's not going to the Commission until April? Is that what you said?

Ms. Conway: Till April 12.

Mr. Reshefsky: So are you looking -- is your suggestion that you're looking to the Board to vote as an advisory board on each of these allocations?

Ms. Conway: Well, I guess what we're looking for or what we'd like to do is be able to run through and just, at least, initially -- we're happy to stay here and go through item by item by item tonight, but what we're looking to do is not on a project by project level because you'll see, when we get into this, you can't do it that way. In some areas, it's relatively simple to say that we're recommending shifting money from police preparedness initiatives to the police training facility. In other areas, it's not that simple to be able to make that type of a correlation, which is why we've given you this report in two different formats. The first format that you were just looking at mirrors how you've been used to seeing the project report on your monthly Bond Oversight Board information. The second report, what we did was a sort by district so that you could, as well as the district Commissioners, could see the representative allocations within a district, so that while monies may have shifted around within a regional area of the City, that the approximate total remained pretty much the same, maybe a slight decrease, but where we had slight decreases, we had other revenue sources separate from the bond that came in, and in some instances, we saw some slight increases, but you could see that we made our best effort to try to, at least, geographically, keep things in relatively the same area that they were, so rather than asking you to, you know, give us an

advisory approval line by line by line, what we'd like to do is get any specific comments or feedback you may have regarding the reallocations and the merits and any feedback you have so that when we sit down with the Commissioners and the briefing -- I mean, ideally, if the Board was prepared to -- and I wouldn't expect you to be able to this evening -- it's a lot of information, but we would love to be able to have an advisory recommendation of the reallocation plan. Right now it's an issue of timing. The information was distributed to the Bond Oversight Board members in the Audit Subcommittee virtually at the same time that it was distributed to the elected officials, and then the Audit Subcommittee, and tonight's meeting, and what I'm anticipating will be another Audit Subcommittee, if that's the will of the Board, will occur before the April 12 Commission meeting.

Chairman Flanders: I wonder if the Chair -- that I might entertain a motion that we have a form which actually tracks reallocation. We're supposed to see where every dollar goes. I don't have a quarrel myself, personally, with any of the reallocations, but I do have a problem with not having a record of what the original intent was, where the money was supposed to go, how we're reallocating it because somebody may come back to us and say, why did you take our money away from us, or in other words, you want a paper trail, and I would be happy to entertain a motion from somebody that we create a form, just as we've done the tracking form where the City staff, CIP, actually makes a recommendation; it comes before us, and we actually act on it.

Ms. Willis: I want to add something to that, Bob. I have a problem. Bob said he didn't, but I do because, see, my problem is I'm going to raise a flag. The first question that want to get back to my Commissioners and everybody on this committee is you moved the money -- when you move it -- just like you moved it in the police area, is it going to be moved back in my district? Is it going to be moved back in your district? Because if you're going to take money from one of my projects and move it into somebody else's district, I got a problem with that because my district is the one that has the least amount of things being built on a continuous basis. Now that's unfair, and if it's going in somebody else's district, I think it would be unfair to move their money somewhere else without them knowing what you're doing. The second thing to that is is like Bob says. We need to be aware of what you're moving, when you're moving it, and before you move it, so that we can say to our Commissioner that we have a problem with that because we do have to go back to our constituents and our community and say to the people in our neighborhood associations that we agreed to whatever it is that you're saying.

Chairman Flanders: I don't want to gang up on Mary, but I would like to correct one thing that you said. I don't know if you were here, but a question was asked about District 5. District 5 actually has more projects in work than any other district, with Little Haiti Park and everything else. On the other hand, it was systemically starved over the years, and we all know that.

Mr. Solares: I'm not even talking about specifically about districts. It seems to me people got committed -- in Margaret Pace Park -- I don't know which district it's on -- but I assume the residents in that area were promised to get something done in their park. Now all of a sudden, they're going to reallocate \$2 million out of Margaret Pace Park. The residents in there, they were expecting something. And let me tell you. I did not vote to take it out of there. It seems to me that if the Commissioner wants to take it out, it seems to me it's the Commissioner's responsibility to go over there and say, hey,



Margaret Pace Park, you're not getting any money, but I don't see myself, as a member of the Board, saying take it away from Margaret Pace Park.

Chairman Flanders: No, no, no. Actually, in that particular example, Margaret Pace Park was funded with something else, and it didn't impact this particular bond.

Mr. Reshefsky: Bob, I think we got to come up with some kind of mechanism to --

Chairman Flanders: Yeah. That's what I'm saying.

Ms. Willis: But can Mary answer the question, though?

Chairman Flanders: I'd like to entertain somebody creating a mechanism where we can track this because, quite frankly, look, the practicality of this -- pragmatically speaking, the Mayor wants it, and the Commissioner of the district wants it, and the people want it, and it's money within their district, or it's money within a particular department, like the Police Department, where, you know, it makes common sense. On the other hand, this Board is supposed to know, and not only that, we're supposed to say yes or no, vote it up or vote it down.

Ms. Willis: I need Mary to answer my question. Go ahead.

Ms. Conway: Which question?

Mr. Aedo: Will the money stay within the district, generally speaking? Because you spoke about that at the Audit Subcommittee. These reallocations -- talk about the reallocation of the money and how they will impact the districts.

Ms. Conway: Yes. If you look at the other spreadsheet, and if I might answer the Chair's question in conjunction with this. This is the tracking mechanism. This spreadsheet is the document that will show -- and it'll be then incorporated onto the report that you're used to seeing on a monthly basis, which is the last item in your packet that has this high level summary report, but then also is backed up by the individual sheets that show every expenditure on every single project within the City that is funded through this bond issuance.

Ms. Willis: Does the money move from district to district when you're moving this money? When you move it, do you move it inside the district?

Ms. Conway: For the most part, yes.

Ms. Willis: When you move this money from wherever you moving it from one project, does the money that you move stay in another project inside the district?

Ms. Conway: For the most part.

Ms. Willis: So the answer is no?

Ms. Conway: It's not a perfect dollar for dollar.

Ms. Willis: So the answer is no? You can move it somewhere else.

Ms. Conway: We did our best effort. The project dollar amounts -- we have to have a final total -- the original HD total was 255 million. We have to have a final total of 255 million. Depending on what the total value is of a project that needs money versus one that gives up money, we couldn't necessarily do the correlation to the penny, but if you look at the total summary by district, you'll see that they're very close.

Ms. Willis: I don't have a problem with that. To me, \$2 million is missing, and \$2 million in my district means a whole lot to me, and I'm sorry. I don't agree with that, so I'm going to bring that to my Commissioner. I don't agree with that. You take \$2 million from my district, to me, that's taking thousands of dollars of food out of a kids mouth to me because my district is starving. My streets are the worst. My everything is the worst. I don't agree with that, and I don't think you should do it because now it's only \$2 million. Next time, it'll turn into \$10 million, so I don't agree with that. Who made that decision to do that? Who came up with this?

Ms. Conway: Actually, if you look at parks in District 5, just the park projects that are within District 5, you see an increase of \$2 million, and what you're not seeing on here that was part of the decision-making process is we looked to fund projects with other revenue sources so that projects could be completed.

Chairman Flanders: So what you're saying, Mary -- and I think that -- Hattie, if you'll just bear with me a second. This isn't the actual accurate price of all the projects. This is just what the bond has contributed towards those projects.

Ms. Conway: That's correct.

Chairman Flanders: Those projects actually total much more than you see here, and I'm sure the other figure can be gotten so that you could see the actual full expenditure, but believe me, it's beyond what you see here. I think Larry Spring wanted to address you issue, as well.

Larry Spring: These funding gaps, if you will, that you're seeing here, my office, working with our financial advisor and bond counsel for the Homeland Defense bond in preparation for the next issuance that we're getting ready to do, is looking through the documents to see that there may be a possibility of issuing completion bonds. The completion bonds would allow us, without going back to referendum, to fund whatever those shortfalls that occurred in certain projects due to the cost allocations and things that naturally happened in these bond issuance. We were talking about bond issuance that take ten years to implement. That language is sometimes included in the bond documents, so we're researching right now to see if that is indeed the case for this particular issuance. We also have other bonds that we are actually going to issue probably about 30 days after we do the second tranche of Homeland Defense. The streets bond, which are some of these other revenue sources that Mary's been referring to that will help complete some of the projects in all of the districts if they -- obviously, if they comply with those bond proceed parameters. Like Mary said, it's not a perfect system in doing the reallocation. The answer to your question, yes. Dollar for dollar, the answer is no, but we're trying our best to get to a place where it is equitable to all the districts at the end of the day.

Ms. Willis: What I hear right now is making my stomach nervous. I'm saying, at the end of the day, what Bob said, I agree with him. We need to know, and I need to know how often it's going to happen. That's a part of what he's asking, and I want to know when it's going to happen, and I want to make sure it's fair and balanced. I don't care if you move the money to get another project on course that needs to be done, but if you're going to do it, I want it to be done in my district because I think that's not fair when you take the money, and how often do you do it?

Chairman Flanders: I think that this form, which obviously shows quite clearly, in the pink and in the teal, where the money is being reallocated. It's obviously a good blueprint. It appears that this is fair and equitable, and I don't think anybody sitting on this panel or part of City staff would put up with anything less than fair and equitable, and I mean that sincerely, Hattie.

Mr. Reshefsky: Mr. Chairman, I agree. If I could make a suggestion -- because we're spending a lot of time here not accomplishing anything, in my opinion, as far as this list goes -- there's about 60 pink lines, I think. I counted them. I want to hear the logic the City Administration has come up with on each of these pink items, and I think we ought to vote on it and make it a recommendation to the Commission saying, yeah, that makes sense. I think this Board needs to impart their advice to the Administration on whether this seems logical.

Mr. Spring: The swapping that goes on is not going to happen a lot. Not completing projects is not going to happen at all. We're trying to be fiscally accountable and fiscally responsible, particularly as it relates to this bond issuance because Wall Street is watching, and the voters, you, all of you, voted on a referendum that had specific projects listed, with specific dollar amounts allocated to it. Yes, you can do some switching within the parameters of the entire bond issuance. However, at the end of the day, money cannot be moved from, you know, Larry's Park that we will create tomorrow that doesn't even exist. We still have to fulfill our commitment that the voters voted on, and there's no way of getting around that, so I want to -- I hope my words make you feel more comfortable that we do have a professional staff here, not only myself, CIP, the finance group, our financial advisors, our bond counsel; everybody watching and making sure that we fulfill our commitments related to this bond issuance because we want to be able to go back to market and do more bonding because the 255, it was great, but it's still not enough. I do agree with Mr. Reshefsky's recommendation, although I was going to recommend, because you're just getting this report today, that you even consider perhaps doing a call meeting between now and the board meeting, where you can fully consider it.

Mr. Aedo: Building on Gary's recommendation, what would make it easier for us in that more thorough review of this document, if there was like a cover memo, bullet points that basically laid out the rationale of the reallocation, I think that would make it easier because -- and I also would like to -- these reallocations, we're thinking of it moving from one specific project to another, and the reality is it's all going to one big pool, and there's an amount there, and we're looking at the shortfalls, and we're trying to spread the pain or minimize the pain across the districts.

Mr. Spring: Per the referendum -- and this is not just the City of Miami's bond issue -- it's any bond issue that lists projects. You have to do the projects that are listed. We can't go and then create new projects. When you come down to a situation like we're in,

you do have to make these hard decisions, and that's why I said they often put the completion bond parameters in those bond issuances as a means of covering it. At the end of the day, our financial advisors, our bond rating agencies are comfortable, you know, that we're ahead of this curve, and at the end of the day, if a project is short, then the bond is short and then we have to make those hard decisions to decide which projects we have to try to find another source to complete or we say we're not going to do that right now and we'll catch it in the next GOB coming forth.

Mr. Aedo: The final decision is made on these reallocations by the Commission?

Mr. Spring: Yes, sir.

Mr. Reshefsky: When is this going to the Commission?

Ms. Conway: April 12, so we have three weeks before this will be before the Commission, and then give me a couple days, but I commit that by Thursday we'll have a memorandum out that explains the rationale because, in the case of District 2, we were very cognizant that the parks monies for District 2 were in the second series, and that the quality of life money for District 2 was in the second series, and none of that was touched.

Mr. Reshefsky: Are we having a meeting before April 12?

Chairman Flanders: What I'd like to do is poll the Board I think we may need possibly two meetings? City Attorney, if we hold an Audit Committee meeting at MRC and the majority of the Board shows up, and of course, it's noticed, and they -- we do a straw poll and we know that it's going to pass, could then we send something to City Commission saying that we endorse these changes?

Mr. Aedo: This is so fundamental and so significant, is there anything that precludes us from simply convening a BOB meeting? I mean, it's almost semantics, but let's just have a meeting and --

Chairman Flanders: Music to my ears, if that's what you want to do.

Mr. Aedo: -- I think this --

Rafael O. Diaz: You would need a meeting of the full board to send a recommendation up.

Mr. Aedo: Yeah, so I think that would be the most expeditious thing, just to have a meeting and make it all happen at that one meeting. In advance of that meeting, we'll have the strategy memo, and we'll vote the recommendation up or down.

Chairman Flanders: Well, then I'll entertain a motion --

Mr. De La Cabada: Second. I mean, I'll -- motion to convene a meeting.

Chairman Flanders: -- to hold a special meeting between the regular scheduled meeting in order to handle this specific issue, so you make a motion?

Mr. De La Cabada: Yeah. I'm making a motion that we convene in order to address these issues before --

Mr. Reshefsky: Second.

Mr. De La Cabada: -- the April 12 deadline.

Chairman Flanders: OK, and we have a second. Any further discussion?

Mr. Aedo: Friendly amendment. If possible, to have that meeting before the Commission meeting, but after you've had your discussions with all the Commissioners.

Ms. Conway: That'll be very simple since four of the five briefings -- one was today; three are tomorrow --

Mr. Aedo: OK.

Ms. Conway: -- so I'm sure the remaining two of the Commissioner and the Mayor will happen this week.

Mr. Aedo: Because, for obvious reasons, I think that's going to be important for us to know where these Commissioners stand on these recommendations.

Ms. Conway: And then we'll have to, based on the short time frame, we'll have to check availability for the location, and then ask all of you to be as accommodating as possible with your calendars.

Chairman Flanders: OK, Gary, you made the motion. Would you accept that amendment?

Mr. Reshefsky: Yes, sir.

Chairman Flanders: Will the second accept that amendment?

Mr. De La Cabada: Absolutely.

Chairman Flanders: OK. Any further discussion? All in favor?

The Board Members (Collectively): Aye.

Chairman Flanders: Anyone opposed? OK. Motion carries.

HD/NIB MOTION 07-06

A MOTION TO CONVENE A SPECIAL MEETING OF THE HOMELAND DEFENSE/NEIGHBORHOOD IMPROVEMENT BOND OVERSIGHT BOARD TO ADDRESS ISSUES SET FORTH AT TODAY'S MEETING PRIOR TO APRIL 12 DEADLINE, BUT SUBSEQUENT TO THE BRIEFINGS OF THE MAYOR AND CITY COMMISSION.

MOVED: R. De La Cabada  
SECONDED: G. Reshefsky  
ABSENT: L. Cabrera, L. De Rosa, D. Kubiliun, J. Reyes, M. Reyes

Note for the Record: Motion passed by unanimous vote of all Board Members present.

**III. CHAIRPERSON'S OPEN AGENDA:**

Chairman Flanders thanked Walter Harvey for his service to the board for the past five years.

**IV. ADDITIONAL ITEMS:**

HD/NIB MOTION 07-07

A MOTION TO ADJOURN TODAY'S MEETING.

MOVED: M. Cruz  
SECONDED: J. Solares  
ABSENT: L. Cabrera, L. De Rosa, D. Kubiliun, J. Reyes, M. Reyes

Note for the Record: Motion passed by unanimous vote of all Board Members present.

HOMELAND DEFENSE/  
NEIGHBORHOOD IMPROVEMENT  
BOND OVERSIGHT BOARD  
MINUTES

3-30-07 – 6:00 P.M.  
CITY OF MIAMI  
CITY HALL CHAMBERS  
3500 Pan American Drive  
MIAMI, FLORIDA 33133

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The meeting was called to order at 5:44 p.m., with the following members found to be

**Present:** Eileen Broton  
Mariano Cruz  
Robert A. Flanders (Chairman)  
David Kubiliun  
Laurinus Pierre  
Gary Reshefsky  
Manolo Reyes (Vice Chairman)  
Jose Solares  
Hattie Willis

**Absent:** Rolando Aedo  
Luis Cabrera  
Ramon De La Cabada  
Luis De Rosa  
Jami Reyes

**ALSO PRESENT:** Mary Conway, Chief of Operations  
Larry Spring, Chief Financial Officer  
Rafael O. Diaz, Deputy City Attorney  
Danette Perez, CIP Department  
Zimri Prendes, CIP Department  
Joyce A. Jones, City Clerk's Office

March 30, 2007

**I. OLD BUSINESS:**

- Briefing on Homeland Defense Neighborhood Improvement Program

Chairman Flanders: Mary, I think in order to get through this item, I think that it might be very good if we took like ten of the items and let people ask a question. We'll do it that way so that there're not multiple questions from the same person, so that that question should be very important, but in order for us to get through these items, I think we need to streamline the process in such a way that everybody gets to ask their concern, and then I'll ask the City Attorney, can we vote on these as a group or do we have to do it item by item?

Rafael O. Diaz: No. You can vote as a single vote.

Chairman Flanders: All right, Mary. You're on.

Mary Conway: OK. Everybody should have the copy of the spreadsheet, and you were provided a second version yesterday that is the one that's before you today, and what we did was our best attempt to put notations on the right-hand side that would explain the rationale for the recommendations of reallocation of funds. We can go through and take a look at several of those. Now do you want me to go through and just pick a few representative samples, or do you want me to go through, one by one, each of the projects proposed for reallocation?

Chairman Flanders: I think you should pick representative samples.

Ms. Conway: On the first page --

Chairman Flanders: Maybe two from each district.

Gary Reshefsky: How are we going to do the questions? Do we want to do questions after each district, and then -- or do we want to do questions all at the end? How do you want to do it?

Chairman Flanders: Well, I think she's going to take ten items, and I think each item, we can pick at it, but only one question from each board member.

Ms. Conway: OK. On the first page, Sewell Park restroom park facility, we're recommending that for reallocation. At the present time, the plans for that project are completed. It's been before the Board previously. Unfortunately, there is a lack of sewer capacity, and there is a recent condominium development that is under construction to the west of Sewell Park; there's another one that's planned. At the current time, we could not proceed with the construction of this based on the sewer allocation. However, when the subsequent development comes in and the developers have to upsize the sewer line, then this project will be able to move forward, so we're recommending it for reallocation now with a notation that we intend to identify an alternate future funding source to come back and finish it. In the case of neighborhood gateways, very little effort, other than a planning study some years ago, had been done as far as gateways throughout the City. It's something that the City still wants to pursue, but at this time, we feel that reallocating these monies to other projects that have shortfalls won't have a tremendous impact on the City. We don't have plans on the shelf



ready. It's really something that's at a conceptual planning stage at this point. Again, we intend to proceed at a later date to establish gateways so as people enter the City of Miami, they'll know that they're in the City, and to have primary gateway entrance points and monuments that mark them, but this is one that, throughout all the districts, you'll see that we recommended reallocating the gateway funds.

Chairman Flanders: OK. Are there any questions about these two items? Gary.

Mr. Reshefsky: On the first page, Mary, when you have a zero like right above neighborhood gateways, for example, what does that mean when there's a zero next to every column, but you have the project named?

Ms. Conway: That just means that, at some point in time, we had created a B number to track some internal accounting, but as of right now, no funds are assigned to that particular B number.

Mr. Reshefsky: And how did the project get on this list? How did the name get on the list?

Ms. Conway: It would have been -- for instance, if you look at -- if you go further up on the list, and say, let's use Kinloch Park as an example. When monies were allocated, a certain amount was allocated for Kinloch Park, and then that was broken down into subcategories to track the expenditures. Some of the expenditures might be done through the Parks Department with purchases of equipment for the park; others might be handled through the Capital Improvement Department. They might be phased at different times, so the different line items were subsequent breakdowns. A project or a park would be in the bond based on the initial voter referendum and all the backup that went along with it, so when you see that one item, Grapeland, that has zeros, it's for some reason we had created it at a time and set it up as a subproject or subcategory, and then later the monies were shifted to one of the other Grapeland projects.

Mr. Reshefsky: OK. I'm going to ask the same question when you get to District 2, where you have a park that has zero -- I don't -- you know, if you want to answer it now since we're already on it, but you'll have Merry Christmas Park has all zeros, and there's no other category where it got money, as far as I could tell. How does the logic work on that one?

Chairman Flanders: OK. On District 1, are there any questions? Any further questions, anyone?

Mariano Cruz: The only thing I want to know is is the cost of cleaning the contamination there in two parks, Fern Isle and Grapeland, it's already included here, the expenses?

Ms. Conway: Yes. For Grapeland Park, the remediation has already been paid for, and some of the County GOB monies were used to offset those costs, and for Fern Isle, there the issue is capping the site by bringing in two feet of soil, and that's already under contract and included in the numbers for that project.

Vice Chairman Reyes: I have a question also. The line that says shortfalls, that shortfall for District 1 is a shortfall of all those projects that you cannot complete or what is it?

Ms. Conway: That represents the shortfall -- the summary of the shortfall for the projects in District 1 that we're hoping to cover with the reallocation of the monies within this bond.

Vice Chairman Reyes: The allocation from other projects?

Ms. Conway: Yes.

Vice Chairman Reyes: How are you going to cover this?

Ms. Conway: The projects that are shown on here that have the pink highlight, we are recommending to reallocate money from those projects to cover the shortfalls.

Vice Chairman Reyes: So that's not included in the total shortfall?

Ms. Conway: Yes, it is.

Chairman Flanders: It might be interesting to point out at this point that -- right now we're looking on the last page. Look at the police training facility. Look at the shortfall; shortfall's \$12 million. That's, in fact, not actually a shortfall. There was \$10 million in the bond. We know it's going to cost \$30 million. Miami-Dade College is giving us \$10 million, for a total of \$20 million, and then another \$10 million is coming from someplace else, but not here. In this case, the Administration doesn't know where the other \$10 million is coming from.

Vice Chairman Reyes: My question is how are we going to cover the shortfalls.

Chairman Flanders: They are looking at, obviously, grants. They're looking at other sources of funding, and now we have Larry --

Vice Chairman Reyes: Are those projects just going to be scratched?

Chairman Flanders: I don't think so. Larry Spring, Chief Financial Officer of City of Miami.

Larry Spring: To answer your question, Mr. Reyes, we had -- I think, at the previous meeting, I put on the record that the financial advisor, myself, and the Finance staff have been researching into the bond documents for this issuance to find out if there was a possibility that we could issue completion bonds. The completion bonds would allow us to issue an additional tranche at the end that would go over the \$255 million total that was approved by referendum without having to go back to the voters to complete the projects that were listed. We have found out that the bond documents were so tightly written not only did it not allow for completion bonds to be issued, but it also assessed some very other strict guidelines, in particular, the limiting of the millage -- debt millage assessment that we can do for this bond and any other GO bond for the life of this bond. That being the case, we won't be able to do the completion bonds. However, we are working on analyzing the City's overall non ad valorem capacity, which, as you know, everyday is growing because of parking surcharge and other revenues, and collaterally, because our -- notwithstanding what's happening in the state -- ad valorem revenue is growing, it can be allocated to expenses, thus, freeing up capacity. Probably over the next -- Commissioner Sarnoff has put us on an assignment to look at that capacity

because he was interested in issuing some park bonds. That will be one of the sources that we can use to finish these projects. The other sources, which, I think, this board is aware of, is the City is planning on issuing streets bond, utilizing some dedicated non ad valorem revenue sources, in particular, the parking surcharge, 20 percent that is required to be reinvested; local option gas tax, and the PTP money.

Vice Chairman Reyes: Can you use local --? I'm not going to go into specifics. In other words, in order to finish all those projects, we have to go back to the taxpayers again.

Chairman Flanders: No.

Vice Chairman Reyes: Yes, you have. Directly or indirectly, you're going back to them. You're going back to them because even if you commit revenues that are coming to the City that could be used in certain -- let's say franchise fees, that they come to the City and those could be used for any other projects. Once you take them and commit those revenues, you committed. To finish these projects, you cannot use them into something else that could benefit the City. Yes, you're going back to the taxpayers, directly or indirectly.

Mr. Spring: Well, you don't have -- well, when you say going back to the taxpayer, do you mean for a vote?

Vice Chairman Reyes: No, no, no, no, no, no.

Mr. Spring: You're saying we'll be utilizing other revenues. Correct. We're working on that still. We've been working on it, and like I said, I have been able to get, at least, this information from bond counsel, and as you know, we are on schedule right now to have the second tranche of this bond issuance out on the street and the revenue in hand by June 1 or 2 of this year, and then the subsequent bond issuances, streets bond, within 30 days, and if you would like, once we have a clear picture of our non ad valorem capacity, I could come back to the Board with a report in maybe 60 or 90 days and give you an update to see where we are and if we can devise a plan. As you know, it is a hard pill to swallow. It's something that we're going to have to deal with with the Commissioners. You know, we're making a recommendation at this point, but our ultimate goal is to get the projects done at the end of the day.

Chairman Flanders: Thank you. Hattie, you have a question?

Hattie Willis: I raised concerns last meeting, and I went over this thoroughly, and I pondered over it, and did everything I can do to accommodate what you're trying to do. Some of the things, I can't give an honest and appropriate answer to it right now because I haven't been able to get with Mary to get some of the questions that I needed answered, but my major concern, before I start with any of this is, that I can't consciously go to my Commissioner and say vote for doing this because I have some contingencies. Now, I don't have a problem with you moving the money. I want you to understand that. I understand perfectly clear that you're saying if there's a project over here that can be done right now and it needs funding to get it done, why can't we move this money that's sitting here because maybe we're just in the design phase of one project and we can complete this project and get it done, like Little Haiti Park.

Chairman Flanders: Hattie, could you do me a favor? I realize that it's a rather involved question, but could you, in a very shorthand fashion, what is the actual question?

Ms. Willis: I need to say what I need to say, Bob, and I'm going to get to the question. OK, the point -- I've got a two-fold question. The first part of my question is, if you move the money, I don't have a problem with you moving the money, as long as it's staying in my district, and that's one of my recommendations to my Commissioner.

Chairman Flanders: OK. May I stop you there and answer that question? Has any money been moved out of District 5 to any other district?

Ms. Conway: If you look at -- yes. If you look at the last page, where there's about a third of the way down from the top, total District 5, you'll see under HD total, the original allocation was \$55.2 million, and with the reallocations, you'll see that total on the right side go down to \$52.7 million, so the \$2.5 million that's in the previous column for the adjustment is being reallocated to other projects. For instance, in the case -- and they're not projects to other districts, per se. One of the things that we discussed in the Audit Subcommittee was that we were going to prioritize the public safety projects, the homeland defense projects, so what you'll also see, if you go further down on that page, you'll see the police training facility requiring another \$12 million to be able to complete that, so where you see monies coming from districts, we did the best that we could to try to keep the monies within the district. If you look at District 5 in the shortfall category, you'll see that District 5 actually had \$3.8 million on existing projects to be able to be completed, and those are being covered from the total adjustment, so while, yes, District 5 has a slight reduction, I think District 4 has a slight increase, and the other three districts, we can look it up one by one. Each has a some impact, slightly upward or slightly downward.

Chairman Flanders: Did that answer your question, Hattie?

Ms. Willis: But the monies have yet not -- this is what you're recommending. You haven't moved -- you've moved this money already or you're recommending --?

Ms. Conway: No. This is a recommendation, and we've been getting feedback from each of the Commissioner's offices, and as we are getting that feedback, in conjunction with the feedback that we get tonight, we'll be creating a final version of this to distribute to the Commission at the April 12 Commission meeting.

Ms. Willis: Well, I can give you my recommendations on paper so I won't take up the time from my district and how I looked at it, and the closing saying is this. Moving my money is fine, but it needs to stay in my district, and I won't agree to anything else but that, and that's the way I feel about it.

Mr. Cruz: I have a question. Who is the person who determines what streets are going to be fixed?

Ms. Conway: There was -- just to answer as far as this bond -- very little in the money of this bond was for streets and street infrastructure.

Chairman Flanders: OK. I'm just looking here, Mary -- and I think -- I don't quite understand your answer to Hattie. I'm a little confused on it, and I can't believe I'm the

only one. I'm looking at the actual projects in District 5, and I see that there is an originally total of \$55 million, and now there's not quite \$53 million, but as I go through the other districts, I look at District 4, I see District 4 has \$27 million, less than half, incidentally, that is in District 5. Then I'd go to District 2 and I see \$70 million, but I also see district-wide improvements there. I see Museum of Science. I see the art museum. I'm sorry, citywide improvements, and I thought that CIP was going to take these citywide improvements out of the district because it's not fair to count them as part of District 2. I mean, a museum is a regional. It's not a district thing. It's a citywide improvement; isn't that true?

Ms. Conway: I wouldn't argue with that. You could go through and sort this and generate it in a lot of different ways. What we did was our best effort to try to group the projects according to the -- for instance, there are fire stations that show in the districts where they are. I guess you could make the argument that a fire station serves a neighborhood, so it's appropriate to show it in a district. We didn't get to that level of specificity. I recall that you had made that comment, and we weren't able to go through and make all of those changes. We just did our best effort on the first pass to aggregate the projects according to the districts where they fell, and if we had things like the police training facility or citywide soccer, greenways, we kept those in the citywide category. We could try to go back and rework it a different way and pull out some of the other projects, if the group could agree to what projects those should be.

Chairman Flanders: Well, I think that illustrates the point I'm actually trying to make. I mean, when we look at the seawall reconstruction in Bicentennial Park, clearly, that's a citywide. I mean, District 2 happens to be downtown Miami, the Grove, and the Upper Eastside, and that, of course, is in the heart of downtown, but it, in fact, is a citywide improvement. My point is, as I'm looking at the bonds and you take out citywide improvements, and then you look at the districts, really -- and this is the point that I'm trying to make to my colleague, Hattie Willis -- is that District 5 -- and the bond was designed originally to actually put more projects and more money into District 5 than almost any other part of the City, except for those district-wide projects, such as the police training facility, the seawall, stuff like that. Little Haiti doesn't have a seawall, so it couldn't be fixed. In any case, I think if you look at this and you look at some of the other districts and you see that they're less than half of the improvements. I spoke to the Parks director, Ernest Burkeen, yesterday, and I asked him, have we pulled any projects, and the answer is absolutely not, and I really wanted to tell you that, from the inception of this bond -- I think it was the brainchild of Commissioner Winton, who withheld District 2's -- not the citywide, but District 2's improvements until now, and in fact, District 2, when you take out the citywide improvements, very little has been done. The lion's share of the improvements of this bond have been done in District 5.

Ms. Willis: They have not been done in District 5. Maybe the intention is for them to be done, but they have not been done in District 5. District's 5 park had -- most of the projects are either going to be done, or they're supposed to be being done. Little things have been happening. District 5 -- and I want everybody up here to understand this. I've never seen this in my life, and I've lived in Florida all of my life. District 5, Little Haiti community is the only community in Dade County that does not have a full facility park. There's 13 parks from 81st Street down to Biscayne Boulevard to the Brickell Avenue on the east side of the water, and I don't have a park in my community. Now what I'm saying is -- and what I want you to understand is what I'm saying. I go to each one of these parks. I've got holes in roofs. I've got kids with no air condition. I can tell you

about each one of my parks; that all of them are in horrible condition, deplorable condition, so now what I'm saying to you is maybe something Ernest is telling you something that he's telling you. I'm telling you what I live with everyday. Now what I'm saying is this. Little Haiti Park building, which Mary has said has disappeared. I came up with \$1.8 million from all of the things in my district -- I didn't touch anybody else's district -- that could be moved out of some of the things that could be moved and don't have to necessarily be done right now, and I put it all together on a piece of paper, and I can give you a copy of it, and I said that you could take this money and you can move this money, and maybe you can find an additional funding to build my building in my park and give back my 4,400 square feet, so what I'm saying is this. I don't know what you're getting your information based on -- and I've been trying to meet with Mary and Burkeen so we can sit down and go over this, but I know what I'm doing on a daily basis.

Chairman Flanders: Well, I would like you to do that. I'd like to invite the Parks director to sit down with you and Mary because, actually, the record clearly shows that your information is incorrect, and when the projects are completed, very incorrect. I'm looking here -- by the way, I've been to Hadley Park a number --

Mr. Reshefsky: Maintenance.

Chairman Flanders: -- of times -- Pardon me?

Mr. Reshefsky: It's probably a maintenance issue and not a capital issue.

Chairman Flanders: Yeah. It sounds like a maintenance issue. Hadley Park is a full-service park. It's got --

Ms. Willis: Hadley Park is a beautiful park.

Chairman Flanders: It's got everything going for it. I mean, it's absolutely sensational, so I don't honestly know -- your allegation doesn't hold water that it's not -- that you don't have any full-service parks.

Ms. Willis: No. Hadley Park is not one of my allegations. I'm talking about Range. I'm talking about Lummus. I'm talking about --

Chairman Flanders: But you just said that District 5 didn't have any full-service parks.

Ms. Willis: No. This is what I'm saying, Hadley Park was completed, and in this district, I said, in Hadley Park, you could take the money from Hadley Park and put it somewhere else to another park and complete it. That's what's on my -- what my suggestions are because Hadley Park doesn't need any more money there, Bob, but what I'm saying is these things haven't been looked at yet, but I'm -- and I'm in agreement with you about Hadley Park, but not all of them, so all I'm saying is I made some recommendations. I put it on paper. I'd like to meet with staff. I can't possibly give a fair recommendation to my Commissioner until I've met with them to go over these things because what I'm seeing is not what I see.

Chairman Flanders: Well, Hattie, I can tell you the way that we've seen it work prior to your coming to the Board. It is incumbent upon each board member, as appointed by their Commissioner or the Mayor, when they have questions, to go to the person that

appointed them, sit down with them, and usually, that person, that Commissioner or the Mayor, comes up with recommendations for staff, and I agree with Gary. It sounds like some of the things that you're talking about are maintenance/operational issues, not capital improvements issues. Now every Commissioner -- and I'm sure that Commissioner Spence-Jones is no different -- has taken a high degree of interest in their district and has followed through on that, so actually, you're part of the solution.

Mr. Reshefsky: Mr. Chairman, I've been waiting for five years for them to build anything in a park in District 2, so I would really like to get to the second page of this report so I can hear something about this.

Chairman Flanders: Very good. Eileen, you have a question?

Eileen Broton: No. I was just going to sort of piggyback on what Hattie was saying that I know that our Commissioner has been briefed on -- I verified again today, just to make sure I didn't dream that. She is very -- she's aware and is very aware of everything that is done here --

Ms. Conway: And we intend to do --

Ms. Broton: -- and has not taken issue with it, is my understanding, but I will tell you that a lot of our parks -- if we were to do a tour, you know, spend a weekend doing a tour to these parks, we would be very disappointed. In District 5, in particular -- but Bob, the one right next to the American Legion, you know, I've been in there. We wanted to rent space for a day. You know, the electric pieces were hanging out of the wall. I mean, all of the parks in the City really, really need major work.

Chairman Flanders: Well, that's why Commissioner Sarnoff has brought forth the idea of a parks bond, which I certainly, personally, highly support.

Ms. Broton: I think that what we're saying is we're frustrated because we don't see these buildings looking the way they need to be looking, but, you know, I'm not seeing that in other districts either, you know.

Chairman Flanders: Well, it's really tough to turn around 25 or 30 years of really bad management. You know, it's hard to turn that around, but certainly, the bond addresses that. Now let's go to -- Pepe?

Jose Solares: Yeah, but the worst part, now you're telling me we cannot fix what was done 30 years ago, but now we're going to be building new parks for the same thing to happen that has happened in 30 years? We should repair what we have.

Chairman Flanders: In fact, Pepe, they covered that in the last two minutes, in which they said that they've placed a line item in the City's budget. When the new facility comes on line, it now is a line item in the budget. It's clear that we're behind the eight ball. Look, let's not mince words. The bottom line on this particular bond issue is it's \$255 million. It's matched with a lot of grants, OK, and even with the grants and all the other monies, like the County GOB, this is a drop in the bucket for the City's unmet capital needs. They were estimated when this bond was passed in the year 2001 at \$1.6 billion. This is \$255 million. You know, it's a start, and if we do our job and we make sure the projects come in, then we can go back to the voters and ask for more

money. I have always seen that as one of the obligations of this board. The point is this is a start. It's not perfect, but it's better than where we used to be.

Mr. Reshefsky: Let's hear about District 2.

Ms. Conway: OK. If we go to page 2, what you'll see under District 2 - all of the pink that's under District 2 -- and as the Chairman mentioned, the majority of the parks monies for District 2 and the quality of life monies for District 2 were in the second series, so what we did was -- they show in pink, but you'll see a note off to the right side that'll say either shifted to District 2 quality of life balance for Commissioner project allocation or you'll see a line that says shifted to District 2 homeland defense parks for Commissioner project allocation. What we did was we showed all of them in pink, and we aggregated them into a total line item. If you look on page 2, in the blue column at the second number from the bottom, you'll see \$3,138,408. That's the sum total of all of the District 2 parks monies, and why did we do that? There was a question a little while ago about when you see zeros all the way across the report, what does that mean. It meant that, at some point in time, parks had money in this bond for improvements they intended to do, but they were able to then fund that through another funding source, and they zeroed out funding for that project from this bond source. In the case of the three million, based on what we've seen with the other park projects, again, going back to the fact that, in 2001, in a very, very short time frame, the bond was put together and all the cost breakdowns were done on a project by project basis, so they're subject to change. We aggregated everything under one number, and then we're working with the Parks director and with the Commissioner's staff and the Commissioner to identify how he wants to see that \$3 million allocated to parks projects in District 2 that have not yet begun, and then the same thing with the quality of life balance that you'll see -- give me a second.

Mr. Reshefsky: Mary, where's the first line that you mentioned?

Ms. Conway: Yes. Look on page 2, and look in the blue column, all the way at the right, the second number from the bottom, and if you follow that over, you'll see we created a new B number, titled District 2 HD Parks Improvements, and that actually is the sum of all of the other allocations in District 2 on parks that are shown in pink, so basically, it was a redistribution. It's a little bit different than how we handled the other districts.

Mr. Reshefsky: Very.

Ms. Conway: And then in the case of the quality of life monies in District 2, we did the same thing and aggregated them, so in the case of Ballet Gamonet, which is the first project on the list, that had 300,000, and then you'll see Morningside, Roberto Clemente, Venetian; those were all projects that were shown to be funded with quality of life. Those are all summed together, and there's a line item that totals \$3.9 million, so that the Commissioner can decide how he wants to allocate those dollars.

Mr. Reshefsky: So District 2 Commissioner gets \$3.9 million from his quality of life, and he gets three point something million for his parks? He gets about 6 or \$7 million to do the District 2 parks out of the bond. Would that be accurate?

Ms. Conway: In what was in the second series.



Mr. Reshefsky: But there was nothing in the first series because whatever was in the first series, you spent on Brickell Village, I guess, and a couple of these others.

Ms. Conway: There was some money -- well, I mean, there's money on -- and this goes to the Chairman's comments as far as Bicentennial --

Mr. Reshefsky: But not for parks, not for parks.

Ms. Conway: Not a lot of parks.

Mr. Reshefsky: There was for citywide things, but not for --

Ms. Conway: There was some. I mean, there's money on Armbrister Park in the first series. Roberto Clemente Park had money in the first series and also has a shortfall, as we discussed here, and that's being recommended to be covered. Douglas Park had monies in the first series.

Mr. Reshefsky: And what is that number total, roughly? What are you talking about? What is that number total of what was spent for parks, a couple million dollars? We're talking about ten total for District 2 parks?

Ms. Conway: Yes. Well, if you don't count Bicentennial.

Mr. Reshefsky: If we don't count Bicentennial, we're talking about \$10 million, and how does that compare to what we did in all the other districts? Very poorly, I would guess.

Ms. Conway: It's less.

Mr. Reshefsky: It's considerably less.

Ms. Conway: But again, that's based on -- that's not a reduction in what was proposed with this bond. No money is being taken away from parks in District 2 from this bond.

Mr. Reshefsky: Well, that's not true because we allocated originally for the parks a much larger number, plus the quality of life money of \$5 million, which could be spent anywhere, so we're talking -- you had -- I mean, if you just took neighborhood parks of the \$72 million number for District 2, and you just had neighborhood parks on there, I don't know what that number would be out of the 72. I don't think it's 10. I mean, I think it's probably much higher than that.

Ms. Conway: We can sit down with you individually and show you in detail.

Mr. Reshefsky: Yeah, I'd like to, and the other thing I'd like to know about this is when you said that ,with these lines that have zeros on them, that the Parks Department got money from somebody else to do them. I think we ought to show that on this, if that's the case, and we need to see that evidence here.

Ms. Conway: That's fine. We can get the Parks Department to give us feedback so we can amend those and include a notation.

Chairman Flanders: Anything else in District 2? OK, District 3.

Ms. Conway: District 3 starts on page 4. If you look at the first line item, you'll see the District 3 quality of life balance that had \$1.6 million that's being recommended for reallocation all to the Jose Marti gym project. If you go to the second page, you'll see Calle Ocho improvements, and we're recommending that those dollars in the second series be recommended for reallocation, either all or a portion of them, and that was done because we can use other streets sources to complete the desired improvements on Calle Ocho and free up the monies in this bond to cover a funding need on another project within this bond program, and then, again, you'll see gateways in each of the districts recommended for reallocation. On the first page, in the case of Henderson Park, the bathroom building, that was originally recommended for reallocation, but after feedback from the Parks Department, as well as the district Commissioner, what we're going to do there is scale back the scope of the project so it's strictly to provide bathroom facility and a small storage closet and office area and keep that project funded, so that's an area where we're taking the feedback that we're receiving from the district Commissioner's offices, as well as from the board members, and going back to try to make adjustments within this before we make the final recommendation to the Commission at the April 12 meeting.

Chairman Flanders: Are there any questions in District 3? OK, District 4.

Ms. Conway: District 4 starts on the bottom of page 5. If you look down toward the bottom, Bay of Pigs Park playground and site furnishings had a nominal amount of monies. We're recommending that for reallocation. That's something where we anticipate if the Parks Department needs to make improvements there, they'll be able to identify that through another revenue source. Also, you'll see the gateways on District 4 being recommended for reallocation, as discussed, and then you see some playground equipment in Coral Park, and then in Coral Gate, some monies that were in second series that we're recommending for reallocation. District 4 actually sees a net increase, and it sees a net increase to finish projects that were started using first series monies or that have been identified as a priority from a public safety standpoint, like the fire stations.

Ms. Broton: I don't know if it's really in our purview, but is there a way that -- what is the easiest way to find out that the Parks Department has indeed found other sources, so that we could almost close the page on this?

Ms. Conway: Well, what we'll do is reach out to them -- well, for the ones that show zeros, those we can respond back as to why they took the money away from a particular line item because either it was deemed today or last year not to be the same priority it was in 2001, or they funded it and accomplished it through other revenue sources, and we'll have that notation added on to this.

Vice Chairman Reyes: We have a \$6 million shortfall in this district, right?

Ms. Conway: Yes. There's additional monies -- we have a funding need of \$6.7 million to finish the projects, such as Robert King High, Bryan Park, Shenandoah Park, and the two fire stations in the district.

Vice Chairman Reyes: Were those projects included in the initial bond issuance?

Ms. Conway: Every project in here was included -- well, every park was included in here with the budget allocation.

Vice Chairman Reyes: Is this part of the --? Because from what I read in the paper, one of the excuses that we have given -- or the Administration have given -- is that there were some projects that were included that were budgeted years before, and the actual costs are much greater. Is that so?

Ms. Conway: It's a combination of factors.

Vice Chairman Reyes: But is that one of the factors?

Ms. Conway: Yes. The cost escalation that you would typically see on a year to year basis in 2001 versus what we've seen in the market in the last two to three years is dramatically higher.

Vice Chairman Reyes: And those projects were brought up to this board, years after those budgets were created, right?

Ms. Conway: I'm not sure I understand your question.

Vice Chairman Reyes: When you came here -- when the Administration came in front of this board for those projects to be recommended for a vote, those budgets that were developed for those projects were budgets that were developed years before, right? When you presented us with a cost for the project, the estimated cost was based on budgets that were developed years before, right? That's what I understand from what I read in the paper.

Ms. Conway: When the bond was conceived, there were budget allocations --

Vice Chairman Reyes: No, no. I'm not talking about the bonds. Excuse me.

Ms. Conway: -- made to projects.

Vice Chairman Reyes: I'm not talking about bonds. I'm talking about this board, in relation to the projects that came before it. The projects that came before us on a given date, project X, if it was one of those projects that was budgeted on 2001, let's say, those were the estimated costs that was brought up to us for us to recommend for approval?

Ms. Conway: Every project comes before the Board for approval when we're prepared to enter into a contract to expend money on a project, so we bring the projects before the Board for the design phase of the project -- in the case of Little Haiti, for land acquisition -- or then for construction, so the projects -- so in the case of District 4, where we show projects that have additional funding needs to complete them today, those projects have come before the Board based on the original scope concept that was developed, coordination and public input with the community, and they had an engineer's estimate tied to them.

Vice Chairman Reyes: Yes, but you're still not answering my question. From what I read in the paper, it clearly states that some of those projects and one of the reasons

that we are in the predicament that we are now, that we have a shortfall, is that projects that were budgeted years before they were presented to us came before us and were included. Is that the case?

Ms. Conway: I'm sorry, but I don't understand your question.

Vice Chairman Reyes: Very simple. I'm going to give you an example. In 2001, they have a certain park, Park X, and the project for that, it was budgeted at \$2 million in 2001. When you included that park and brought that project before us, you came with \$2 million or you updated those costs?

Ms. Conway: The costs were updated on a regular basis --

Vice Chairman Reyes: Then that reason --

Ms. Conway: -- to the best --

Vice Chairman Reyes: -- that excuse that's being used is not valid.

Ms. Conway: -- that they were known at that time, depending on the level of engineering plans that we had at that time, and again, that goes back to the projects get brought before the Board to approve the design. It's only when the design is completed -- now there was an effort to try to keep the projects within the budget, and what we've discussed before is that a lot of the projects, when we got final pricing for construction, many of the projects were within the existing budgets. For projects that didn't fall within the existing budget, we went back and value engineered projects to keep them within the budget, but then there are some other projects that are included on this list where we weren't able to do that and meet the initial intent of the project, so those have an additional funding need, but when we brought the items before the Commission, it certainly was with the most accurate information we had at that time, based on an engineer's projection, but not having plans completed. Now when we bring the items back for construction, we actually have prices, and we're ready to enter into a contract, and we're requesting approval with a known number.

Chairman Flanders: We've covered this in the two prior meetings.

Vice Chairman Reyes: Excuse me. I was absent, but I'm going to tell you the way I feel because you're saying a total different thing than the person that was sitting there before was saying. One of the excuses that was presented to us was that those projects -- I mean, due to the fact that if we didn't spend -- I mean, if we didn't have projects aligned within the first bond issue that amounted to certain amount of dollars, OK, that we would have a penalty, and therefore, then they have to include certain projects in, and those projects, they were included and estimates were not updated, and that was said in here, and if that's the case, I feel duped because every time that everybody stood before us, we always asked if this was a right budget for -- if it was budgeted right, and if they were being completed within budget, and I don't know. Maybe I don't know how to read English, but what I read in the paper, that was one of the excuses of the many excuses that were presented, plus the cost increase of steel, concrete, and all that, but that was among the excuses.

Ms. Conway: Cost estimates are always refined as projects go from a planning stage to design and up to construction. I mean, that's not atypical. It happens with the City's program. It happens with the County's transit program. It happens at the airport. I mean, that's a routine occurrence.

Vice Chairman Reyes: Yes, I know.

Ms. Conway: Your planning level estimate is not as refined and detailed as when you actually have design plans that are fully permitted, and the estimate continues to get refined throughout the process.

Vice Chairman Reyes: I know about that and I know the system that is used, the change orders technique and tactic that is used and all that, but that's totally different.

Mr. Reshefsky: Mr. Chair, we're going to lose our quorum in a second because I'm going to leave, so we know how we're going to vote. If we want to accomplish something tonight, I'm happy to vote.

Chairman Flanders: Well, I feel like we're very unresolved right now. In fact, I don't even want to call the question because I don't think that there has been a good representation in terms of the answers that we're seeking and the answers that are available or the explanation, whatever. Certainly, Manolo -- I mean, obviously, if you had been here, you would know that we had project -- what they call project creep. Now how does project creep come about? Project creep comes about when the Commissioner says instead of just doing this, I want to do that. In many cases, the original projects were literally brought out of thin air. We did not go through -- and this is an inherent flaw, a fundamental flaw of the original bond. We did not have the time or the expertise to go through and do the environmentals, to do the design, to do the engineering, and so, in a sense, this bond was, in that respect, flawed from the very beginning. We've been behind the eight ball. Now I don't personally know of a single construction project that I've ever been associated with that, over a period of time, came in at the original cost and whatever, so I really honestly feel that -- Mary, would you like to do a summation, and then maybe we can call the question? But I think that my colleagues are feeling that their monies have been shifted. I mean you told me that District 2 had not been impacted with parks, but now I understand something different.

Vice Chairman Reyes: Before you call the question, Bob, I have a request from Commissioner González, and I don't know if it has to be -- have to present a motion or something. I met with him. I sat with him. We went over all this, and he's very upset about this, and he is the one that appointed me to this board, and we would like to have a list of all consultants and the job they did for the money, all consultants that took -- I mean, that were paid with bond money; a list from \$50,000 to \$2 million -- to \$20, whatever it is, every single consultant.

Ms. Conway: At the last meeting, it was distributed.

Vice Chairman Reyes: OK. He would like to have that list and results, what was their -- what they did for the pay, OK?

Mr. Reshefsky: OK. I'm going to run. I'd like to make a motion, if I can, Mr. Chairman.

Chairman Flanders: Yeah, go ahead.

Mr. Reshefsky: I'm going to make a motion -- I reject the staff's recommendations, as they're presented tonight, and I'm happy to approve them at a later date, but I make a recommendation to reject them, as they're presented tonight.

Vice Chairman Reyes: I second it.

Chairman Flanders: Do we have a second?

Vice Chairman Reyes: I second.

Chairman Flanders: OK. All in favor -- oh, wait a minute. Any further discussion? All in favor?

Ms. Willis: I don't feel comfortable. I would like to table this before I make a vote so I can get my information answered.

Vice Chairman Reyes: No, no, no, no. The motion is that -- Please, could you repeat the motion?

Mr. Reshefsky: My motion was to reject the recommendations as they're presented to us as they are.

Vice Chairman Reyes: Reject.

Ms. Willis: OK.

Chairman Flanders: And you second it.

Vice Chairman Reyes: And I second it.

Ms. Willis: And I agree.

Chairman Flanders: And -- OK. Any further discussion?

Mr. Cruz: Yeah. I think that if we pay excessive money to consultants, that's less money left for bricks and mortar or to buy land, whatever it is. That's what I think.

Chairman Flanders: Well, actually, I don't think today -- when you do due diligence, Mariano, you can't live without consultants. You can't live without lawyers. You can't live without accountants. You can't live without engineers. You can't live without people that that's their expertise, and we had a choice, evidently, of either bringing it in-house or hiring an independent consultant. By having an independent consultant, of course, you don't put the millstone of the burden cost around your neck that we're having to struggle with right now, as you know, medical costs, retirement costs, and so forth. In any case, I call the question.

HD/NIB MOTION 07-09

A MOTION WAS MADE TO REJECT STAFF'S RECOMMENDATIONS AS PRESENTED REGARDING THE HOMELAND DEFENSE NEIGHBORHOOD IMPROVEMENT PROGRAM REALLOCATIONS.

MOVED: G. Reshefsky

SECONDED: M. Reyes

ABSENT: R. Aedo, L. Cabrera, R. De La Cabada, L. De Rosa, J. Reyes

Note for the Record: Motion passed by unanimous vote of all Board Members present, with the exception of Chairman Flanders, who voted no on the item.

Mr. Reshefsky: I'll just say, Mr. Chairman, this board has never stood in the way of anything that the Administration's wanted to do. We've supported everything, and I hope that they'll come back before us and bring us something that we can support, that we all understand because this is very important to the City, to us, and to all the residents, so I hope we can get something that we're ready to support.

Ms. Conway: On behalf of the Administration, we'll try to schedule another meeting before April 12, but we do have the deadline of the April 12 Commission.

Mr. Reshefsky: Mary, I think it's not fair for us to rush like we did in 2004 with those no-bid contracts. I mean, this is -- I understand the City's got deadlines and everything, but -- and the Commission can move forward. I mean, that's their power to do that, but you know, we tried -- we're here on a Friday night until 7:45.

Ms. Conway: We understand.

Ms. Willis: I spoke to my Commissioner, and she is not happy, so I'm just letting you know that we need to talk.

Chairman Flanders: All right. So noted.

**II. NEW ITEM:**

- Additional Grant to the Miami Art Museum to Support the Development of a New Fine Art Museum Facility in Bicentennial Park

HD/NIB MOTION 07-08

A MOTION TO FUND THE ADDITIONAL GRANT TO THE MIAMI ART MUSEUM TO SUPPORT THE DEVELOPMENT OF A NEW FINE ART MUSEUM FACILITY IN BICENTENNIAL PARK, WITH THE CONDITION THAT UPDATES ARE GIVEN TO THE BOARD EVERY SIX MONTHS AND THAT THE GRANT BE FUNDED BY THE MUSEUM OF ART FUNDING SOURCE INSTEAD OF THE QUALITY OF LIFE FUNDING SOURCE.

MOVED: G. Reshefsky  
SECONDED: E. Broton  
ABSENT: R. Aedo, L. Cabrera, R. De La Cabada, L. De Rosa, J. Reyes

Note for the Record: Motion passed by unanimous vote of all Board Members present, with the exception of Jose Solares, who voted against the item.

**III. CHAIRPERSON'S OPEN AGENDA:**

**IV. ADDITIONAL ITEMS:**

Rafael O. Diaz addressed the Board regarding the provisions of the Sunshine Law, stating that communications between board members outside of meetings are not allowed. Every communication has to be in the Sunshine, and it has to be during the course of a noticed meeting. If there is such a communication outside of that, it's in violation of the Sunshine Law, and it's a criminal misdemeanor.

HD/NIB MOTION 07-10

A MOTION WAS MADE TO ADJOURN TODAY'S MEETING.

MOVED: H. Willis  
SECONDED: G. Reshefsky  
ABSENT: R. Aedo, L. Cabrera, R. De La Cabada, L. De Rosa, J. Reyes

Note for the Record: Motion passed by unanimous vote of all Board Members present.



HOMELAND DEFENSE/  
NEIGHBORHOOD IMPROVEMENT  
BOND OVERSIGHT BOARD  
MINUTES

4-10-07 -5:30 P.M.  
CITY OF MIAMI  
CITY HALL CHAMBERS  
3500 Pan American Drive  
MIAMI, FLORIDA 33133

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The meeting was called to order at 5:52 p.m., with the following members found to be

**Present:** Rolando Aedo  
Eileen Broton  
Mariano Cruz  
Luis De Rosa  
Robert A. Flanders (Chairman)  
David Kubiliun  
Laurinus Pierre  
Manolo Reyes (Vice Chairman)  
Jose Solares  
Hattie Willis

**Absent:** Luis Cabrera  
Ramon De La Cabada  
Gary Reshefsky  
Jami Reyes

**ALSO PRESENT:** Pedro G. Hernandez, City Manager  
Mary Conway, Chief of Operations  
Larry Spring, Chief Financial Officer  
Rafael O. Diaz, Deputy City Attorney  
Pilar Saenz, CIP Department  
Danette Perez, CIP Department  
Zimri Prendes, CIP Department  
Ed Blanco, Parks & Recreation  
Teri E. Thomas, City Clerk's Office

**I. CITY MANAGER PEDRO G. HERNANDEZ WILL ADDRESS THE BOARD ON THE HOMELAND DEFENSE NEIGHBORHOOD IMPROVEMENT PROGRAM.**

Chairman Flanders: I understand that the City Manager's at the bitter end of a very difficult negotiation, and that is the only reason why he could not be here at this point, so since we have quorum, we're going to start, and even though the only item on the agenda is having the City Manager here, I would like to make a few comments. This board has been in existence for five years, starting in May, and actually, a number of the original people are still on the board, which says something about our feelings about being effectively contributing to the effort. I wrote down some thoughts, and they are not Pollyanna thoughts. They are not opinions; they're facts. The bottom line is that the City and the citizens of Miami have benefited greatly from the increase in quality of life that the CIP projects are bringing to the City, and the majority of these projects have been brought in on budget and on time, and I hate to see the City get a black eye when it's not warranted. I've lived here since 1968, and I could tell you that the City warranted a lot of black eyes in the past, but since 1999, when we elected Johnny Winton, that was the beginning of a new City of Miami, and then came in the new mayor, and the complexion of the City Administration, the City Commission, and the City staff is so completely different than what it was five, six, seven, eight years ago. With all due respect to my fellow board members, just signaling out consultants without looking at the big picture may be an incorrect way of looking at it. Just to heap abuse on consultants without recognizing the multiple benefits that they bring to the City's project is really not accurate. I will also say that, with the tremendous insight and leadership of the Mayor, City Commission, City Manager, City staff, and this Bond Oversight Board, that it hasn't been business as usual in the City. We are not only transforming the face of the City, but we've changed the way that the City does business. One, good oversight, project tracking, and timely updates. Two, the addition of a line item in the City's budget for operational expense of the project the year that it is completed. Three, the vast majority of the projects are being completed on time and within budget. Certainly, the bond issue had an inherent flaw from the beginning. In order to take timely advantage of the small window of opportunity to get it out in front of the voters, it wasn't possible to accomplish the necessary project surveys, engineering, and design to formulate a fully accurate cost estimate for the projects, and this flaw has evidenced itself as the City has moved forward, but the problem has not been insurmountable. City staff has adhered to this Board's mandate to stay as close to the original project description that was voted on by the citizens of Miami. Another flaw was there was no public input, so now we bring the projects forward and we invite the public's input, either through parks, fire, police, flood mitigation, and what does the public want? The public wants what they want, so do you think that the Commissioner and the Mayor is going to say no? I don't think that's realistic, and I don't believe you do either. One thing that I know for sure, despite the obstacles, despite the hardships, the City, since this board has existed, has been operating in good faith, and I think we need to remember that. Part of the problem in the cost overruns that we faced is an escalation that, in last four or five years, we haven't seen since the hyperinflation of the 1970s, but if you step back and look at the big picture, again, you will realize that this is not an insurmountable project. I will now turn the meeting over to the City Manager, Pete Hernandez.

Pedro G. Hernandez: Thank you, and I apologize sincerely for being late. I know you're dealing with an item that is very, very difficult and very, very sensitive, and it's something that I've been becoming familiar with over the last nine months. The Homeland

Defense/Neighborhood Improvement Bond program was something that was initiated as a great idea at the right time. I was over at the County when the City was able to move this forward, and we at the County thought that the City was very smart and timely when they did what they did because the bond program went to the voters like in November 2001, and timing wise, it was perfect and it worked. On the one side, they were smart and timely when they got it done. On the other hand, there was no pre-advanced work in developing the list of projects that they had at hand. They probably used a lot of napkins in developing the concept, so you have a nice list of projects where they identified needs. However, they didn't have master plans, and they didn't have designs of those projects that could have been used to do estimates. They were dealing with very conceptual estimates for projects that later on, when they began to detail the project, when they went out to the public to present the project, even the public input began to change the project, and the scope of it began to change. I would say, in most cases, if not in all, the changes to the scope is positive. It's to generate something that was much better, but the problem is that when you do that you're getting away from what you originally conceived as a price tag. We've had cost of construction increase over the last two or three years more than anyone could have anticipated. When you put together the conceptual level of the beginning with the increase of construction costs, with some unforeseen circumstances found in certain projects, you end up having project demands for funds that are greater than the money allocated to the projects, and I want to be very careful in the use of the word funding demands and shortages because, unfortunately, in El Nuevo Herald, they used the word deficit a couple of times, and it forced me to go to dictionary, and deficit deals with expenditures beyond your revenues, so you're spending money that you don't have. In this case, that hasn't happened. What happened is that we have projects that are costing more than the money that we have allocated to those projects, so as we move forward in this bond program, you're going to get into projects that you won't have enough money to do, so what happens? Now we're faced with a situation of having to reallocate funds, which is always very difficult to do, if not maybe improper, and I've told my staff, not only Mary, but also Larry here, that my goal is to get every one of those projects done. It was promised to the voters in the bond program, and my goal is to go back and look at every one of those remaining projects; determine what the scope ought to be, if it can be scaled back in any way without losing the substance; look for other funding sources to be able to support the projects. By the way, when you talk about other funding sources, there is something very significant to mention here. Thanks to the fact that we have a bond program, we have been able to leverage funding from other sources that, in essence, almost doubles the amount of money available to us through the bond program. Between the County's GOB and other funding sources, we have leveraged maybe an additional \$210 million, so the fact that we had a bond program made it attractive for us to be able to bring in dollars from other funding sources, augmenting the ability of our program to do projects, so we have that plus the fact that, in talking to Larry, I said, Larry, if at the end we're short \$20 million and we have tapped every other funding source available, can we do a bond program? Can we do a non-ad valorem bond? And the answer is yes, so I'm going to move forward with the idea that we're going to do every project that we have in that program, and when I talk about looking at maybe scaling back, I'll give you an example of one item. There's an item in every district under the name of gateways, and shows \$800,000 per district for gateways. If I ask what is a gateway, people have different ideas. I think that we can do decent gateways in the City without spending that kind of money. We don't want to hurt any project. My goal is to get everything done. That has to be the plan. Something that is important to mention, in looking at the overall program and looking at the flaws, on the

one hand, I have to recognize the fact that the City was very smart in putting it out early. The downside of that is not having enough advance work to be able to have the estimates closer to reality, to have projects more properly developed. In looking ahead to the street bond program that we have coming up, what we're trying to do there is look at the projects that we have already completed designs on and actually be able to, hopefully, move those projects even through a bid process before we actually get the bond dollars in so we have a good idea as to what the projects are going to be costing us even before we sell the bonds. The biggest flaw that I've seen in looking at the program is that as the City went through projects that were increasing in scope or affected by the escalating cost of construction, they didn't go to the Board at the appropriate time, project by project, and say, Bond Oversight Board, on project "X," it was conceptually estimated at a million dollars, so we went to the Commissioner; the Commissioner had a town hall meeting; we went to the town hall meeting. The people said that's nice, but to do it right for the community, you have to do this, or add this or that. You come back and you end up with a project that now is \$2.5 million. At that time, we need to go back to the Board and say, Bond Oversight Board, we have this project; initially, it was this much; scope was like this. We went through a public process. The people told us they want the project in this fashion. It's going to cost two and a half times as much, and at that time, you have an opportunity to say to the Administration, well, I think it's justified; go ahead and do it. The concern is, you know, keep track that now you are \$1.5 million over. Next time we come back, you start detecting patterns; that if you see that's happening in two, three, four, or five projects, then you say where is this money going to come from? But then you're discussing it at a one, two project level without getting hit between the eyes with something like, oh, we have a 30, 40, \$50 million shortage. That's where I see the biggest problem because I understand how the program got to where it got today, but I have to thank them because if they hadn't done that effort that quickly at that time, we probably wouldn't have today a bond program. If they had waited in '01 the time to do the master plan and the design, by the time they would have gotten it to the voters, the answer would have probably been no. Who knows? At this point, we're behind the eight ball somewhat, and we have to face the reality that we have to make these adjustments, but understanding the difficulty, my commitment to you is that we'll look for other funding to leverage; we'll look for ways to value engineer the projects, and I'm going to look for other funding commitments, bonding of non-ad valorem, if we can, to get the projects done because that's our promise, and that's what I wanted to convey to you, and I thank you for your patience in allowing me to be late.

Hattie Willis: Mr. Manager, I would just like to say a couple of words. What Bob said was wonderful, and I respect what he said, and he's absolutely right about we know that business is not usual at the City of Miami, but because of the business that was usual at the City of Miami -- we've come a long way, but we yet still have a long way to go, and there's certain things that need to be implemented and put in place because the way I look at it is our house was built on sand. It wasn't built on a rock. For 30 years, it was sitting on sand, so it was falling apart, and now we have a new day. We have a new manager; we have a new committee. We have new everything, but some things we all are learning because everything is new, and when things are new, some things you don't get the full effect of what is going to be the problem until you start doing it. What I'm saying is there are still some flaws in the way we are doing things, and one of the things that we talked about in this committee and one of the things that we need you to be fully aware of -- and we have no answers -- is our tracking system. One of the big issues I had with -- when they said we were going to reallocate dollars -- and I want you

to understand perfectly clear what I'm saying. I have no problem with the reallocation of any dollars, as long as the dollars are being reallocated into my district. I don't want them to be reallocated out of my district into another district, and my reason for that is because in my district, which is one of the poorest districts -- Any time I call downtown staff says squeaking doors get oiled, and we don't have enough staff to do what we need to do, so the reality is that what gets done is if you make a telephone call and you say let's get this done right now or one of us from the community calls and pitches a fit and then something is directed at that, and I call that being reactive instead of proactive, and that annoys me in any facet of business. You need to be proactive instead of reactive. Now I believe all these wonderful things that we're saying that we can do can be done, but I think the staff needs some help, and maybe they're just too frightened to walk up and ask you because they're thinking that if they do, maybe you will tell them that they won't have their job. I'm just making jokes, but I'm just saying they're not telling you the truth, so I'm telling you the truth. When it first was said to me we're going to reallocate these funds, this is how I felt about it. Who is going to watch the project that we took the money from to make sure that it stays on track in order for it to be done in a timely fashion just like all of the other projects that were going to be done because we're reallocating the money? Who's going to watch the money from staff to make sure that the money gets back to the original project? Who's going to make sure that the project that the money is being allocated to is done on time and completed? Who is going to pick the next set of projects? Who's going to make sure that every community gets their equal share? If the project is being put on hold, what is the timeline going to be for you to come back and revisit the project? I think that it needs to be somebody tracking that. Another problem I see is we spend an astronomical amount of money on consultants. What are these people doing, and why are we giving them all of our money? Who's watching that and making sure that they're doing what they're supposed to be doing? Who's watching the watchers? Now are we going to make sure that we go back to the drawing board and doing everything right from this point forward? How are you going to set that up, and can you come back to us on another time, after you've sat down with you staff and decided how you're going to do this, and let us be aware of it?

Mr. Hernandez: You're totally right that it's most important to have a tracking system that is up-to-date, and that we can share with the Board, and I have total confidence in Mary Conway in performing the necessary oversight over the consultant and our staff in making sure that this is done right, but I think that we need to have the tracking and share it with you at every one of your meetings as to what we have done. As far as the consultants, we couldn't be where we are today without the consultant force that we have. The same way that the City was fortunate in getting the bond program approved, the City, at that time, was in no position to handle the number of projects that suddenly it had on its lap. We had to bring in enough consultant support to be able to start organizing a mechanism to do all these projects, and we constantly check the amount of support that we get so we can cut back and tailor it to the need that we have, and that's an exercise that we're doing right now looking at phase II of the Homeland Defense program, looking at the streets bond program. Definitely, we don't have the ability in staff to handle it all. For now, we need a certain resource off consultants, and through Mary, I believe that we have the proper oversight as to what they do and what their mission is.

Mary Conway: And we have been successful in bringing in some new staff members to the Capital Improvements office. We just had a new assistant director start a few weeks ago, and a new director starts on Monday, and we're hopeful that we'll continue to bring

on additional staff members, and as we do, transition down our reliance on consultants, but we'll always have a level of consultant support when we're at \$100 million a year program.

Mr. Hernandez: And I have to tell you that, at the beginning, it was difficult for me because I was not familiar with the faces, what they were doing, and so forth, but by now, I am. The folks that I see in this room are extremely hard-working individuals that dedicate a lot of their time, and they're passionate as to what they do.

Chairman Flanders: What I'm going to do is go around the table counterclockwise so that everybody gets a chance to ask their questions.

Vice Chairman Reyes: Thank you, Mr. Manager, for coming. I don't know if you watched the meeting. I was real upset. You just addressed one of my complaints. One of the quarrels that I have is we voted as a board on what was presented to us, and in every single meeting, I would ask, are we within budget? And we thought all the budgets had been updated, and I don't think it's best practice not to come with a budget that has been updated. I think that now we are in this predicament and the only thing we can do is just take a step ahead and try to fix whatever has been done, and I hope that this will be a great experience for future projects, future bond issuances, and future CIP projects. Yesterday I spoke with Ms. Conway and Larry and I vented my frustration, and I don't think that I have to repeat what I said, but the other question I have about this is now we are reallocating some funds, which I think is a good idea to reallocate funds on projects that haven't been started yet into projects that are on the way so we can finish those projects and then start looking for funds to start the other projects, and then try to complete the whole list that we have here. But my question is -- and it's not directed to you. It's directed to Ms. Conway. Are we now fully funded once we reallocate those funds? Are you taking into consideration all the costs and hidden costs that could affect those projects?

Ms. Conway: Yes. That's really the purpose of the reallocation. We now have design plans for projects that have taken into account public input, the actual conditions of the facilities at the parks, the type of programming, and what the real needs are so that the figures that we've brought before do include all of those factors, as well as contingencies because some of these projects will be in construction this year and next year, and they include escalation factors, so we have a level of comfort that all the projects that are being funded now are in that situation. For anything that's underway and that we've already started, the answer is yes. For things that haven't even been looked at, we will do that moving forward, the same way that we have for the streets projects.

Mr. Hernandez: For those projects that we have taken funds from that are not fully scoped out, my promise is to go back to every one of those projects and determine what we need to do with them because they got there in that list for some reason. Once we determine what that proper scope ought to be, then we'll develop a plan to get them done.

Ms. Conway: I think we need to restructure and have some discussions about how we want to bring items before the Board because, up to this point, we've brought them at design for approval to start design, at construction for approval to start construction, and then there's been this six-month notice, but there hasn't been a process in place where, if something's changing, we just automatically calendar it to bring it back so that we have

more regular back and forth communication as projects are developing, and we can address that.

Chairman Flanders: Give it to the Audit Committee. In other words, let them chew it up first.

Vice Chairman Reyes: That'll be fine. I know that you talk about consultants. I think that we should use the industry standards to pay the consultants. My concern is that we are paying more than what the industry standard is, and that's not best practices, and what I want to see is that we use best practices. I do understand that we need consultants. I do understand that we cannot do everything in-house and we need to bring in people from the outside to help us. My main concern is that whatever we do is crystal clear, transparent because just the slightest doubt that we are doing anything that is not right, it will hurt the City of Miami's future bond issues.

Eileen Broton: I have found that some of my frustration is it's not always just the CIP issue that concerns us, and we're under CIP and I know I can ask Zimri and Danette, and I know I can rely on Mary, but some of the questions go beyond their particular department. A lot of our issues happens to be with Parks, and they don't come to us and discuss anything, so I feel that I'm approving things or not approving things, and I feel that there's a missing link.

Mr. Hernandez: I think that we have to sort of retrain our staff, other departments that when it's their project, they need to be there before your committee to support and answer questions on their project. Parks should be here to explain to you why they're doing what they're doing, and maybe up until now they haven't seen it that way. They give it to CIP and let CIP run with it, but it's their project.

Ms. Conway: In fairness, I do have to mention that we do have Ed Blanco here.

Ms. Broton: Ed always brought us pictures to show us the before and the after, but a lot of decisions that are made about reallocating or what became important -- you know, Ed can't necessarily answer. There are a lot of administrative decisions that are being made that maybe the director or somebody higher would have to know.

Ms. Willis: When I asked the Parks director what is your responsibility when these decisions are made, he said to me that they were made by Mary, and I said who could they all be made by her because it's parks. Mary's making the money decisions, but the Parks director should be making the parks decisions because he's the director of the Parks Department.

Jose Solares: I'm the new kid on the block. From the first day I came here, I've been asking certain things. Number one is accountability. Who is held accountable for the mistakes that are made? For example, the Coral Way lighting project. That's a joke, really, when you look at it.

Rolando Aedo: The lights are working now, by the way.

Ms. Conway: And we're also pursuing warranty issues against the contractor.

Mr. Solares: My question was are we getting the right price for the consultants we have, not the product. I don't see that there's any kind of cost control within the City. The City is doing excellent, but I'm not going to be here just to rubberstamp. I'm opposed on thinking, well, we're going to get other funding sources. I think our job is to see what can we do to meet the requirements without having to go ask for more money. Do we have the right checks and balances? I don't think we do.

Mr. Hernandez: Obviously, we have to be before your board on a monthly basis and be clear on what the potential changes are so you can work with us in determining which direction to go. We can offer a recommendation, but we need to hear back from you too. I think that Mary and the consultants are also listening, and we have to pay a lot of attention to cost control. We need to look at the projects and be sure that we bring the projects in at the budgeted amount or below, if we can, and that should be our first goal in trying to look for additional monies to do the minor projects. In essence, I think that, through the first phase, we are handling the majority of the most significant projects.

Mr. Solares: Another thing is the JOC versus the bidding process. I'm really ashamed of having to listen to the staff saying that it could take them six months to get the bidding package together to put a job out for bid. It's sad because I know it's putting the pressure on the existing staff.

Mr. Hernandez: I like to have in my toolbox all these different means of getting things done, whether it's JOC or whether it's a miscellaneous contract, or whether it's a low bid, and then use them appropriately, depending on the project. We need to be able to accelerate it and expedite it as much as we can.

Mariano Cruz: I have a few suggestions. Pedro talked about the town hall meetings with the neighborhoods to say what they want. That's good for the sophisticated neighborhoods, Coconut Grove, Upper Eastside, but Allapattah, the people have two or three jobs to make a living to pay the rent. You know what happen in Allapattah? I live on Northwest 26th Street. That's considered east Allapattah. There hasn't been one street fixed there, resurfaced, nothing since 1977 around there, and the last one was part of 28th Street with Community Development money because I was on the board of Community Development. That was the only thing. How come the City don't fix the streets in Allapattah? I mentioned it before in the meeting, and I'm glad that the Manager is here because I'm telling him. The only street fixed is Northwest 26th Street, my street, because we, the neighbors, came here and signed for the capital improvement, and they taxed us for years and years. We paid for our street, the whole thing. That's the only street that's been fixed there, and you can go there and check it. Also, the other day, I was listening to the radio, and it was mentioned that the City is giving these people money for the park museum for consultants. People listen to that and they don't know any better. The bond issue was \$255 million, mostly to fix the neighborhood. There was nothing there for a museum there.

Mr. Hernandez: In reference to the museums, I understand that the Homeland Defense Bond program has two line items for the museums, \$3.5 million for each.

Ms. Conway: That's correct.



Chairman Flanders: I think that your first point is a very good point, and I think that the City is actually ahead of your thought process. I understand that street bonds are coming out to address exactly what you're talking about.

Mr. Hernandez: Irrespective of whether it's the Museum of Art Homeland Defense contribution or whether we're dealing with the gateways, I think that you have to look at them with the same scrutiny in reference to the value of the project. When you look at the museum project, we want to be sure that the project is a valid project that is properly managed, and that our contribution will go towards something beneficial in that project.

Luis De Rosa: City Manager, thank you for coming down. I think it's important that the lines of communication remain open. I have pet project, which is the Roberto Clemente Park, which is in District 2, and I've been fighting for some time about this. I think that the issue of communication is at the heart of what everyone has been saying, and especially in my case, because I was so misinformed, even if it was not intentional. I mentioned to the Board that we had to cancel the game between the Miami police and the Chicago police because of the condition of the park, but now we're back on track with the L.A. police. L.A. is coming with close to 50 people, but we can't play at the park. We have to play the game at Flamingo because of the park is in bad condition.

Chairman Flanders: A newsletter needs to be produced to show what is happening with bond projects.

Laurinus Pierre: I don't need to repeat some of the concerns that everybody has here. How do you ensure that the districts are not losing money when it is reallocated? The community is concerned about this.

Mr. Hernandez: I would like to be able to have our people get more into the community at the right points to be able to disseminate information to inform the community. I think it's important that we go into the different neighborhoods and take advantage of opportunities to address the people; to have the newsletter in Creole, Spanish, and English and do the distribution according to the area.

Mr. Pierre: It's not only passing out the information. It's also having a process that is fairly implemented.

Ms. Conway: I can assure you that the Capital Plan gets updated on an annual basis, and your district Commissioners track the projects that are in their districts very closely, and Pilar, in Capital Improvements, and her team, along with the City Manager, also track the allocations of dollars to projects, and if the allocations are changed, then things shift, so we do have databases and mechanisms in place that we do track all the projects and changes to projects.

Chairman Flanders: We're going to lose quorum soon. Rolando, I don't want to shortchange you, but we've literally run out of time.

Mr. Aedo: That's fine. I won't repeat what my colleagues on the Board have said. For the most part, I do feel good about the process. I will showcase three or four quick instances of when I haven't felt as proud about being part of this Board or the process, and the first time came at the quick realization that this bond issue wasn't too much about homeland defense, and I felt that, while it was very strategic -- and I commend the

marketing positioning of it -- I think that that transparency wasn't there, so I will tell you candidly and openly that that tainted my pride of being part of a process that I won't call it being hoodwinked, but I can definitely tell you that there was some creative license taken to that, so that would be one. The second slight disappointment in the process -- and hopefully, this is something that can still be addressed -- was that this committee, as important as it is, has no teeth. Regardless of how strongly we feel, we are an advisory committee by statute, and at the end of the day, we really don't have the power to override something, and at times, even the folks appointing us perhaps don't give us full credit, so that's another issue. The other thing that pained me was when we canceled projects, and thankfully, it was a small percentage.

Mr. Hernandez: Teeth or no teeth, I think the key word is respect, and the staff and consultants that are listening to me now, the word is respect to you, as a board, to the process, and my commitment is for the Administration itself to have that kind of respect to you, to your recommendations. We may not agree 100 percent on everything because it will not happen, but we need to have the respect to keep you informed, to bring things to you to share, and if we do that, I think that we can work well.

Mr. Aedo: Fair enough. Thank you.

David Kubiliun: All I'd like to say is the key to success in any organization is communication, and I think that what we've accomplished here tonight was quite informative, and I just welcome the opportunity to meet again.

Ms. Willis: Our board in general -- I was under the impression, but I need for us to get a copy of the bylaws of how it was written that if there's any changes made or recommendations, that we're the ones that are supposed to make them, to give the recommendations for the changes before they go to the Commissioners.

Mr. Aedo: That's what I was saying. That really is not the case.

Ms. Willis: So we didn't have that? That is not in the bylaws?

Vice Chairman Reyes: No.

Chairman Flanders: But this tracking mechanism is very important. I took notes, everybody. We have it on tape, but I took notes, and I will take everything that you said, distill it, and make the bullet points.

Ms. Willis: And one last thing. When you first came and they put you out to dry, you came to our Little Haiti meeting, and you stood there, and everybody smiled and made nice and said we're going to get everything we want, and we had a building, and all of a sudden, the building disappeared. I don't know if you know that or not, and one of the things I'm saying is, we should never disappear again any project. If it says it's in the project in the beginning that it should be there, I think that it should come back before us before anybody decides that they're going to disappear anything, but now it's reappeared. We got a new magician, but I just wanted you to be aware that that took place.

Vice Chairman Reyes: I want to make a motion.

Chairman Flanders: You can't because Commissioner González made a change to what you have.

Pilar Saenz: All the Commissioners had a chance to have input, and today, we met with Commissioner González. On District 1, the Sewell Park dollars are being reallocated, as well as the \$800,000 for gateways. It'll be 750,000 instead of 800,000, so those two totaled is \$1,028,257, which will be allocated to the Grapeland community building.

Vice Chairman Reyes: I'm going to make a motion that we reconsider and accept the Manager's recommended reallocations.

Mr. De Rosa: Second.

Chairman Flanders: Manolo has made a motion. We have a second from Luis De Rosa. Is there any further discussion?

Mr. Aedo: Friendly amendment. Pursuant to the City Manager's personal commitment to honor the completion of all projects that were approved by the voters.

Vice Chairman Reyes: I accept that amendment, and I strongly support it.

Mr. De Rosa: I second it.

Chairman Flanders: OK. We have an amended motion, an amended second. Any further discussion? All in favor?

The Board Members (Collectively): Aye.

Chairman Flanders: Anyone opposed? Motion carries.

HD/NIB MOTION 07-11

A MOTION WAS MADE TO ACCEPT STAFF'S RECOMMENDATIONS AS PRESENTED REGARDING THE HOMELAND DEFENSE NEIGHBORHOOD IMPROVEMENT PROGRAM REALLOCATIONS, PURSUANT TO THE CITY MANAGER'S PERSONAL COMMITMENT TO HONOR THE COMPLETION OF ALL PROJECTS THAT WERE PREVIOUSLY APPROVED BY THE VOTERS.

MOVED: M. Reyes  
SECONDED: L. De Rosa  
ABSENT: L. Cabrera, R. De La Cabada, G. Reshefsky, J. Reyes

Note for the Record: Motion passed by unanimous vote of all Board Members present.

**II. CHAIRPERSON'S OPEN AGENDA:**

**III. ADDITIONAL ITEMS:**



**DEPARTMENT OF CAPITAL IMPROVEMENTS**  
PROJECT OVERVIEW FORM

1. DATE: 5/22/07 DISTRICT: 2  
 NAME OF PROJECT: ADDITIONAL GRANT TO THE MIAMI SCIENCE MUSEUM TO SUPPORT THE DEVELOPMENT OF A SCIENCE MUSEUM FACILITY IN BICENTENNIAL PARK  
 INITIATING DEPARTMENT/DIVISION: Capital Improvements & Transportation  
 INITIATING CONTACT PERSON/CONTACT NUMBER: Nancy Mckee/Gillian Thomas (305)646-4231  
 C.I.T. DEPARTMENT CONTACT: Meredith Nation (305) 416-1285  
 RESOLUTION NUMBER: \_\_\_\_\_ CIP/PROJECT NUMBER: \_\_\_\_\_  
 ADDITIONAL PROJECT NUMBER: \_\_\_\_\_

(IF APPLICABLE)

2. BUDGETARY INFORMATION: Are funds budgeted?  YES  NO If yes,  
 TOTAL DOLLAR AMOUNT: \$2,000,000  
 SOURCE OF FUNDS: Miami Science Museum  
 ACCOUNT CODE(S): CIP # 333143

If grant funded, is there a City match requirement?  YES  NO  
 AMOUNT: \_\_\_\_\_ EXPIRATION DATE: \_\_\_\_\_  
 Are matching funds Budgeted?  YES  NO Account Code(s): \_\_\_\_\_  
 Estimated Operations and Maintenance Budget \_\_\_\_\_

3. SCOPE OF PROJECT:  
 Individuals / Departments who provided input: \_\_\_\_\_  
 DESCRIPTION OF PROJECT: To support further activities related to the development of a Science Museum in Bicentennial Park.

ADA Compliant?  YES  NO  N/A

Approved by Audit Committee?  YES  NO  N/A DATE APPROVED: 5/17/07  
 Approved by Bond Oversight Board?  YES  NO  N/A DATE APPROVED: 5/22/07  
 Approved by Commission?  YES  NO  N/A DATE APPROVED: \_\_\_\_\_  
 Community Mtg/Dist. Commissioner Approval?  YES  NO  N/A DATES: \_\_\_\_\_  
 Revisions to Original Scope?  YES  NO (If YES see Item 5 below)  
 Time Approval  6 months  12 months Date for next Oversight Board Update: \_\_\_\_\_

4. CONCEPTUAL COST ESTIMATE BREAKDOWN  
 Has a conceptual cost estimate been developed based upon the initial established scope?  YES  NO If yes,  
 DESIGN COST: \_\_\_\_\_  
 CONSTRUCTION COST: \_\_\_\_\_  
 Is conceptual estimate within project budget?  YES  NO  
 If not, have additional funds been identified?  YES  NO  
 Source(s) of additional funds: \_\_\_\_\_  
 Approved by Commission?  YES  NO  N/A DATE APPROVED: \_\_\_\_\_  
 Approved by Bond Oversight Board?  YES  NO  N/A DATE APPROVED: \_\_\_\_\_

5. REVISIONS TO ORIGINAL SCOPE  
 Individuals / Departments who provided input: \_\_\_\_\_  
 Justifications for change: \_\_\_\_\_  
 Description of change: \_\_\_\_\_

Fiscal Impact  YES  NO HOW MUCH? \_\_\_\_\_  
 Have additional funds been identified?  YES  NO  
 Source(s) of additional funds: \_\_\_\_\_

Time impact \_\_\_\_\_  
 Approved by Commission?  YES  NO  N/A DATE APPROVED: \_\_\_\_\_  
 Approved by Bond Oversight Board?  YES  NO  N/A DATE APPROVED: \_\_\_\_\_

6. COMMENTS:  
 \_\_\_\_\_  
 \_\_\_\_\_

APPROVAL: \_\_\_\_\_ DATE: 5/22/07  
 BOND OVERSIGHT BOARD



April 13, 2007

Mr. Pedro G. Hernandez  
City Manager  
City of Miami  
3500 Pan American Drive  
Miami, FL 33133-5595

Dear Mr. Manager:

Enclosed is an update report on the new Miami Science Museum to be built in Museum Park, and a further request for funding to supplement Resolution R-05-0416 dated 7/7/05, which authorized \$700,000 of funding under the City's Homeland Defense/Neighborhood Improvement Bond Program.

The Museum has completed planning studies for the feasibility of our capital campaign and the financial business plan of the New Museum, as well as aquarium and planetarium studies. Our cost consulting is ongoing, as is our sustainability study for the proposed LEED-certified green building. We have also embarked on a joint study of parking with the Miami Art Museum.

The Museum's architectural selection committee has short-listed five design architects and three executive architects who are to respond to the Museum's Request for Proposals. The committee will meet on May 1 and 2 to interview and rank the architects. Our New Museum expenditures will accelerate rapidly as soon as the architects are named, which we anticipate to be late May 2007.

3280 S. Miami Ave.  
Miami, FL 33129  
Tel: (305) 646-4200  
Fax: (305) 646-4300  
www.miamisci.org

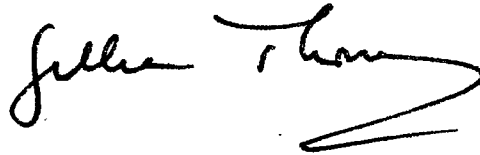
*In Association with the Smithsonian Institution*

In order to keep our project moving at a rapid pace, we are requesting that the City execute a new grant agreement in the amount of \$2,000,000 to support these first phases of the New Museum, as specified in the voter-approved Homeland Defense/Neighborhood Improvement Bond Program. A summary of our project costs is enclosed, along with an annual summary of costs.

The total project cost is \$275 million. Miami-Dade County General Obligation Bonds will contribute \$175 million, the City of Miami's Homeland Defense/Neighborhood Improvement Bonds will contribute \$2.7 million, and we have already raised \$17 million in the silent phase of our capital campaign. We plan to raise a total of \$100 million from the capital campaign, which will be announced to the public in the fall of 2007.

The Miami Science Museum is greatly appreciative of the assistance we have received to-date from you, your staff, and the City's elected officials. We look forward to a long working relationship with you.

Sincerely,

A handwritten signature in black ink, appearing to read "Gillian Thomas". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Gillian M. Thomas  
President & CEO

**Miami Science Museum  
Cash Forecast Based  
On February 2007 Budget**

<b>Project Management</b>	\$	4,000,000
<b>Architectural &amp; Engineering</b>		16,750,000
<b>Exhibit Design</b>		14,086,351
<b>Construction Management</b>		
Pre-Construction Contract		1,500,000
Pre-Construction Review		40,000
<b>Other Owner Direct</b>		13,298,234
<b>Artist Fees</b>		500,000
<b>Construction Costs</b>		
Museum Construction		115,677,452
Exhibitory Construction		44,176,646
Sitework		6,286,992
Mockups		100,000
Artwork		2,125,000
FF&E		8,278,342
Signage & Wayfinding		525,000
Owner's Contingency		22,514,109
<b>Relocation Costs</b>		20,560,000
<b>Fundraising &amp; Financing</b>		4,600,000
<b>TOTAL</b>	<b>\$</b>	<b>275,018,126</b>
<b>Annual Costs:</b>		
Thru Sept 2006	\$	1,419,686
FY 2007		4,054,716
FY 2008		22,184,283
FY 2009		39,726,590
FY 2010		41,540,211
FY 2011		49,273,373
FY 2012		98,899,234
FY 2013		17,920,033
<b>TOTAL</b>	<b>\$</b>	<b>275,018,126</b>

**How?**

# MIA SCI FUNDING

2/28/2007

	<i>Balance</i>	
<b>GOB Allocation</b>	\$175.0	64%
<b>Capital Campaign:</b>		
Raised to Date	\$ 17.4	6%
Balance to Raise	82.6	30%
<b>Total Capital Campaign</b>	<u>\$100.0</u>	<u>36%</u>
<b>Total Funding</b>	<u><u>\$275.0</u></u>	<u><u>100%</u></u>



WELCOME TO

**mia**  
**sci**

*The  
New*

miami science museum

# What?

# MIA SCI COMPARED WITH EXISTING MUSEUM

	MIA SCI	EXISTING
<b>Site</b>	4.0 Acres	1.8 Acres
<b>Building:</b>		
Floors	3+	1+
Size	200,000 sf	53,000 sf
<b>Internal Public Spaces</b>	145,000 sf	46,000 sf
<b>Principal Internal Features:</b>		
Exhibition Spaces	38,500 sf	18,500 sf
Planetarium	13,500 sf	3,400 sf
Learning Center Suite	21,800 sf	3,400 sf
Science Theater	8,000 sf	2,300 sf
Atrium	11,800 sf	3,000 sf
Aquarium	12,500 sf	-
Historical Museum	25,000 sf	-
Entertainment Suite	15,500 sf	-
<b>Principal External Features:</b>		
Wildlife Center	25,000 sf (Rooftop)	22,000 sf
Observatory	5,000 sf (Rooftop)	1,700 sf
Outside Science Playground	10,000 sf	-

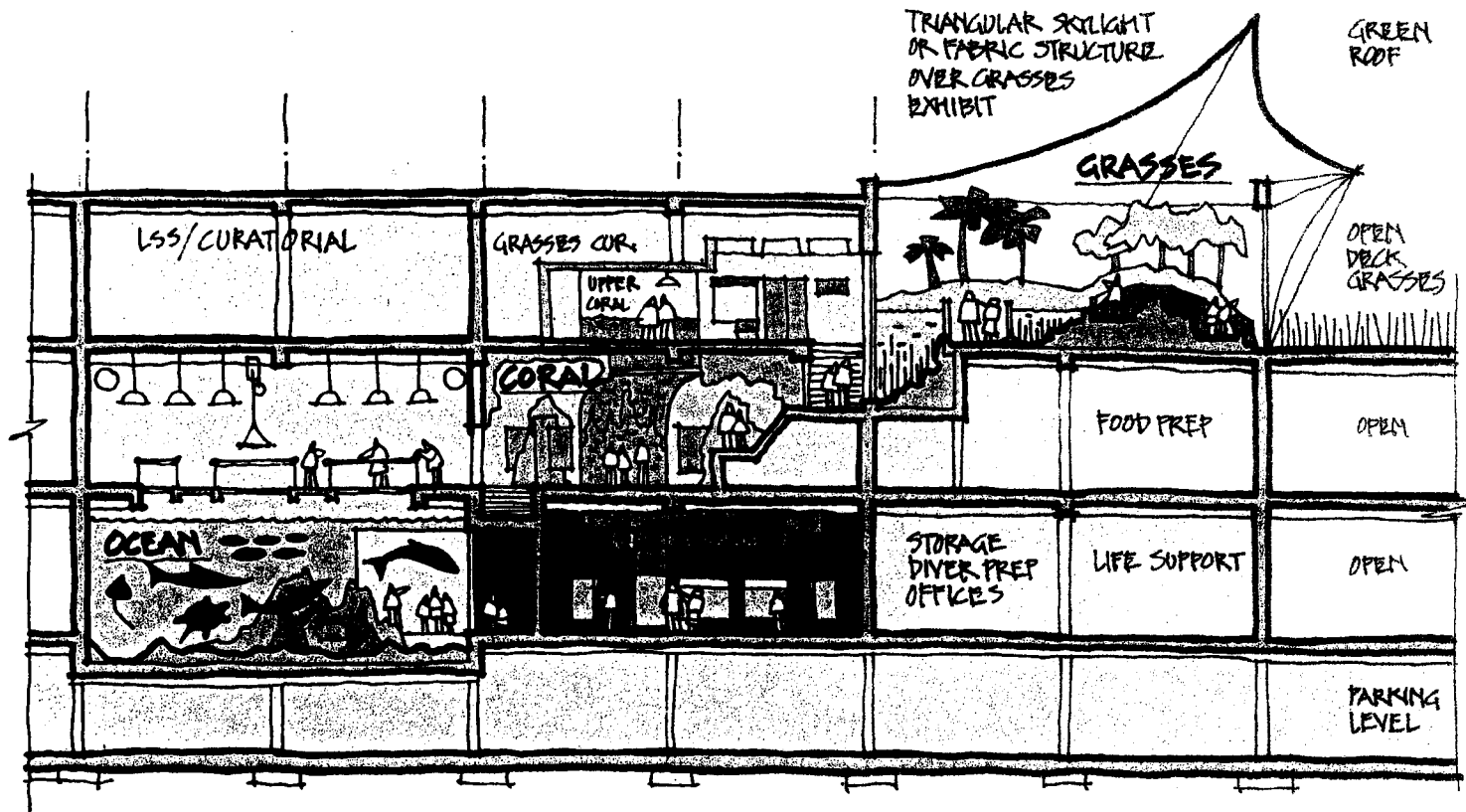
*What?*

# MIA SCI COMPARED WITH OTHER MUSEUMS

	INTERNAL SPACE	EXHIBITION SPACE	PLANETARIUM
Museum of Science and Industry, Chicago	623,155 sf	266,575 sf	No
Franklin Institute, Philadelphia	441,000 sf	70,500 sf	Yes
Museum of Science and Industry, Tampa	279,600 sf	40,000 sf	Yes
<b>MIA SCI</b>	200,000 sf	38,500 sf	Yes
Tech Museum of Innovation, San Jose	132,000 sf	38,000 sf	No
Maryland Science Center, Baltimore	172,000 sf	69,800 sf	Yes
Museum of Science and History, Fort Worth	118,000 sf	26,000 sf	Yes
Reuben H. Fleet Science Center, San Diego	93,000 sf	30,176 sf	Yes
Museum of Discovery and Science, Fort Lauderdale	85,000 sf	30,000 sf	No

What?

# AQUARIUM CONCEPT



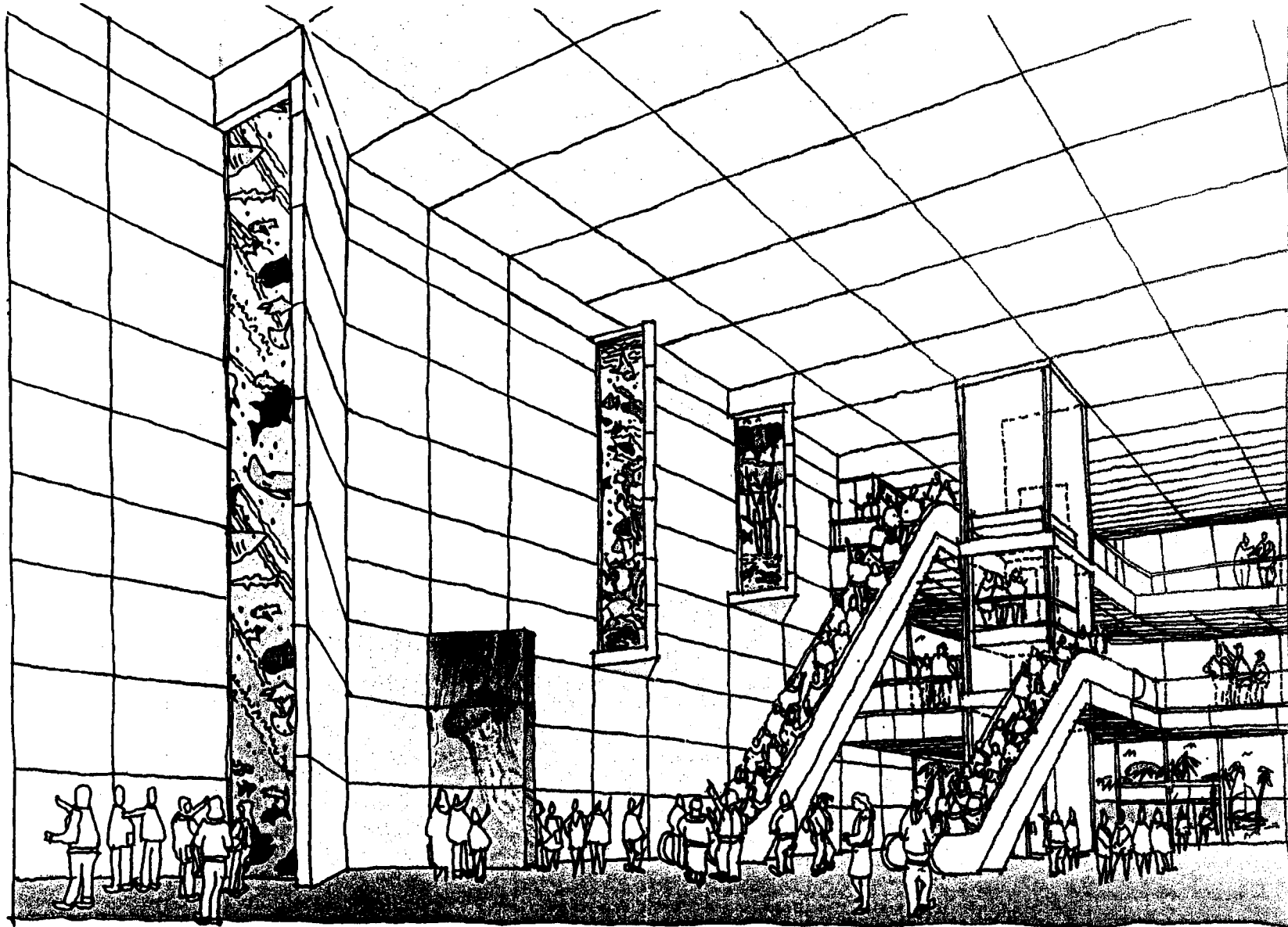
SECTION THROUGH AQUARIUM BAYS



*What ?*

# ATRIUM CONCEPT

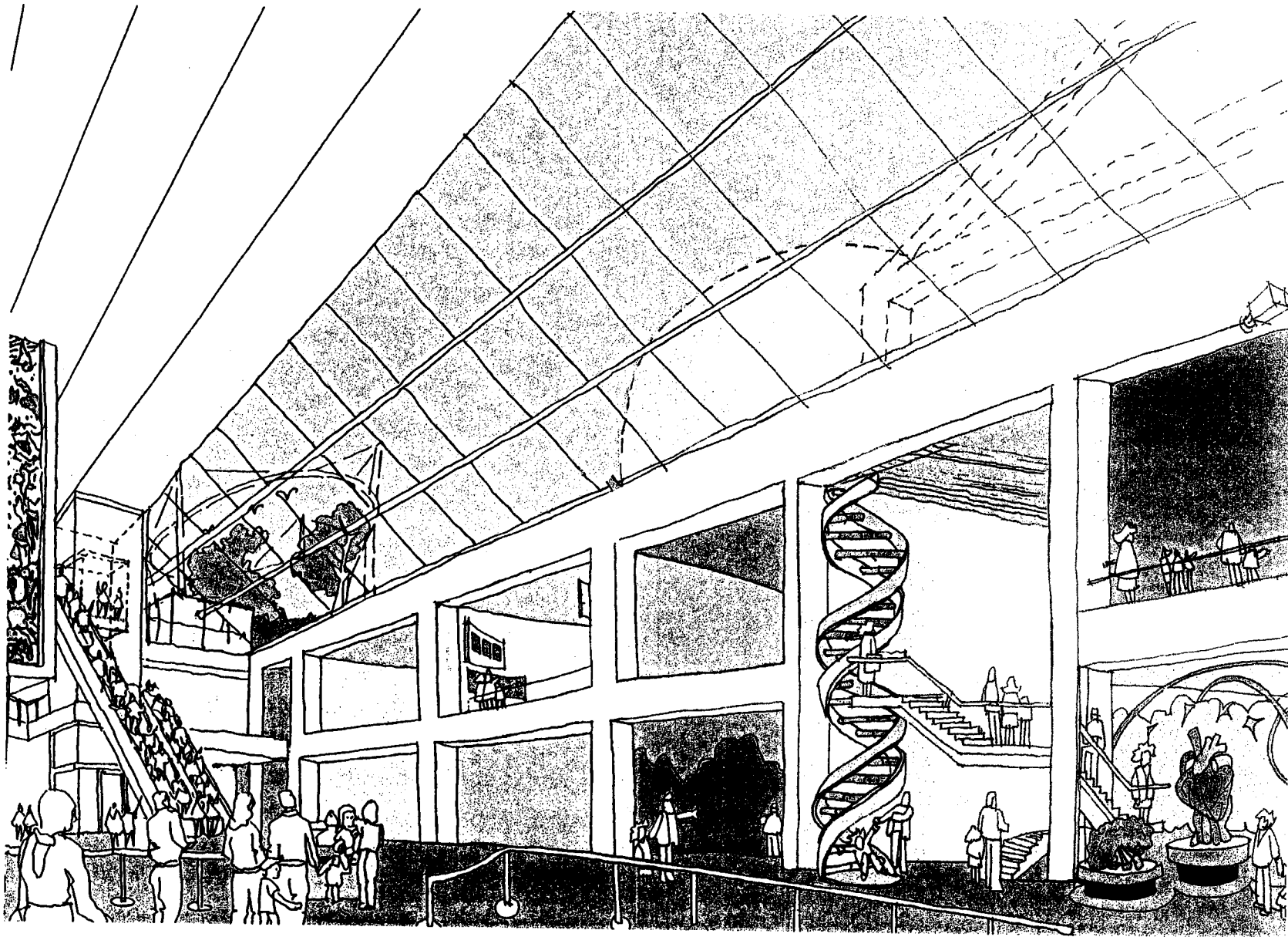
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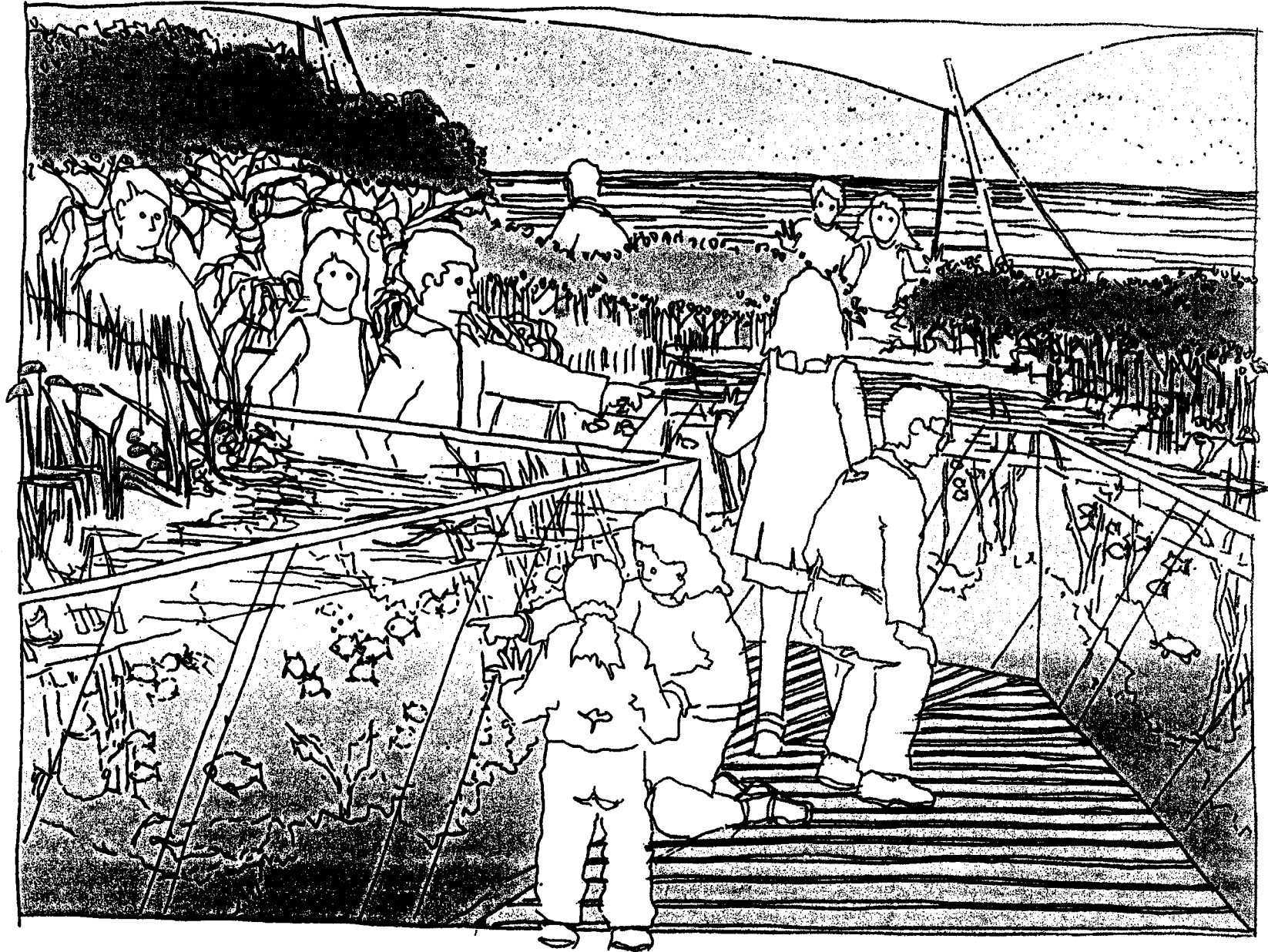
*What?*

# ATRIUM CONCEPT

Right Side

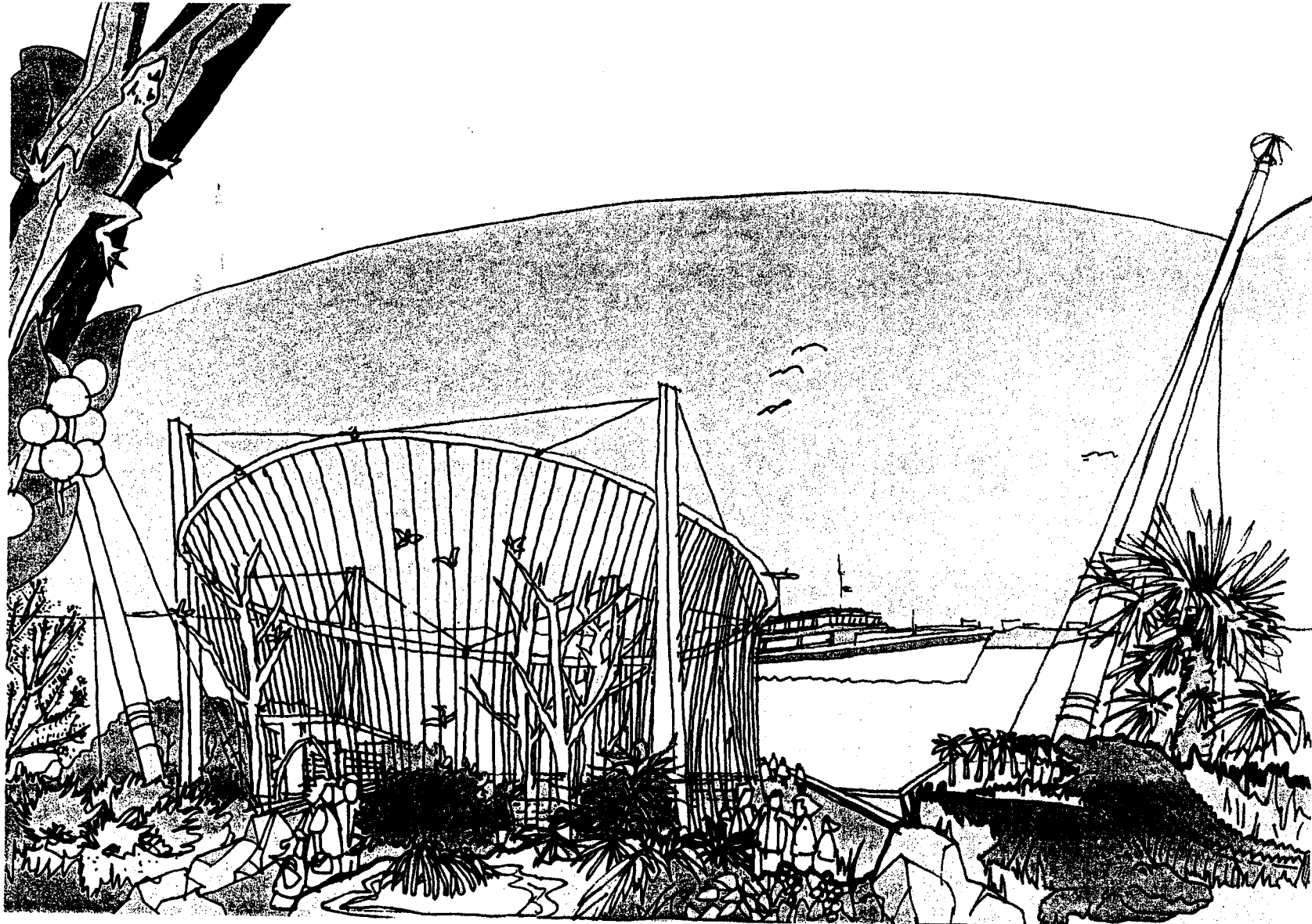


# What? SEA GRASS WALK CONCEPT



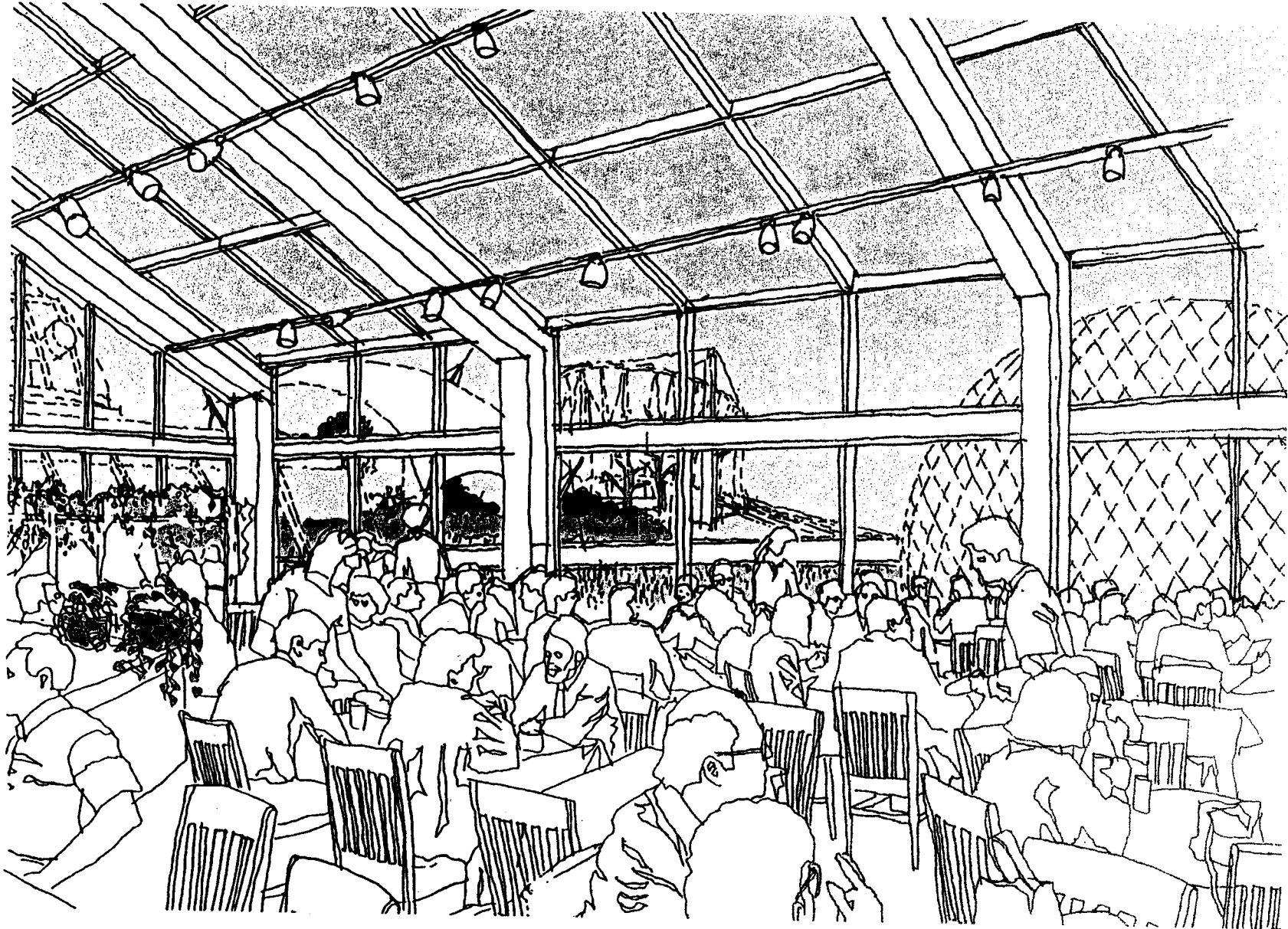
*What?*

# WILDLIFE CENTER CONCEPT





# *What?* ENTERTAINMENT SUITE CONCEPT

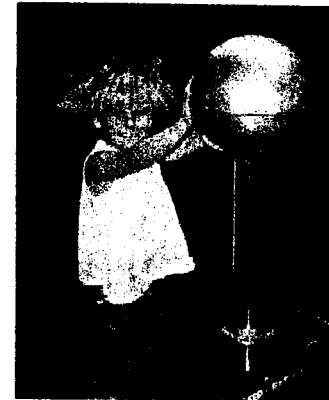
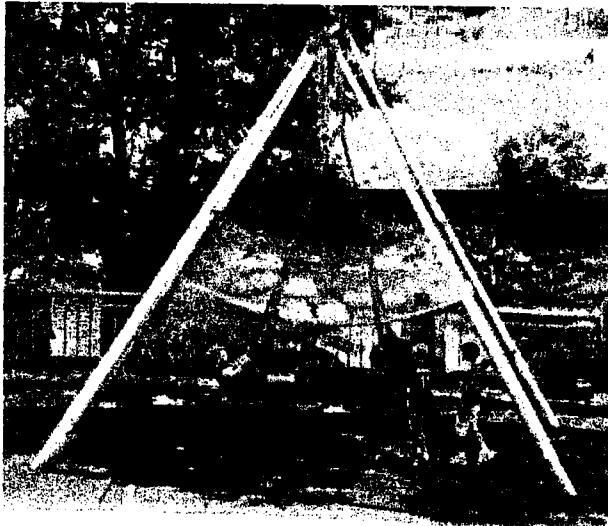
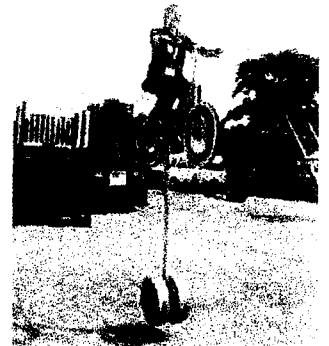
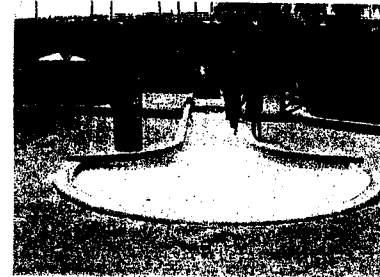
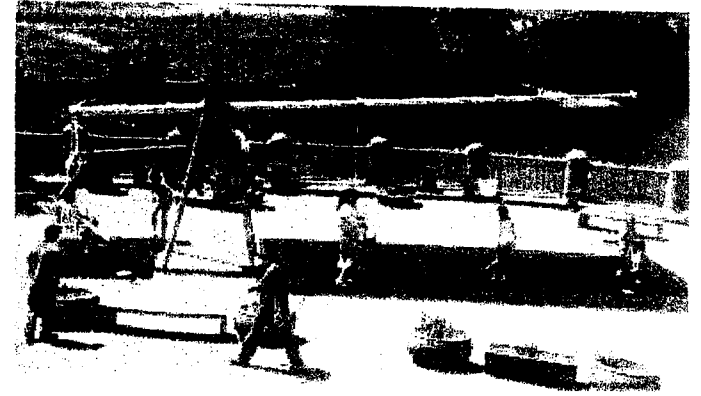
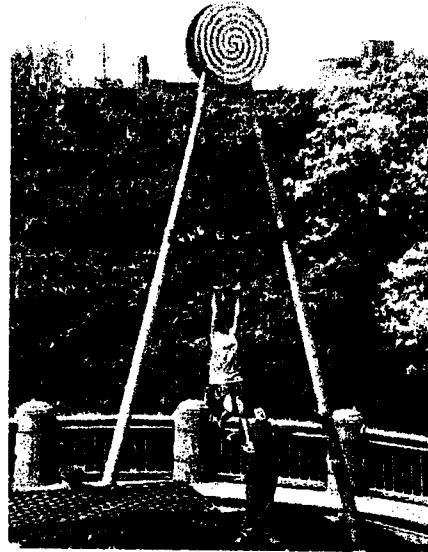


# What?

# LEARNING CENTER CONCEPT

<b>Classrooms</b>	For in-depth, hands-on activities	7,000 sf
<b>Computer Lab</b>	For classes, training and demonstrations	2,500 sf
<b>Wet Lab</b>	For biology, physiology, forensic science, etc.	2,500 sf
<b>Distance Learning Lab</b>	Linked to remote teachers, partners and web	2,250 sf
<b>Flexible Spaces</b>	For meeting rooms, larger training sessions, and displays / demonstration areas	2,000 sf
<b>Advanced Academics Lab</b>	Project-based space for gifted student programs	1,600 sf
<b>Observatorium</b>	Central viewing area for observing selected classrooms and labs	1,000 sf
<b>Demonstration Lab</b>	Observable research lab for visiting scientists	1,000 sf
<b>Other</b>	Includes staff offices and reception	1,950 sf
<b>Total Area</b>		<u>21,800 sf</u>

# What? SCIENCE PLAYGROUND CONCEPT



# *What?* PRINCIPAL EXHIBITION AREAS

## ENERGY & ENVIRONMENT

- Global warming.
- Energy alternatives.
- Conservation ideas for individuals and families.
- Understanding the Everglades.
- Hurricanes and extreme weather.
- Ocean sciences.

## LIFE

- Exploring the brain.
- Nutrition and exercise.
- Understanding the new science of learning.
- Understanding DNA, pharmaceuticals and biotechnology.

## TECHNOLOGY

- Emerging developments in information technology.
- Music, lights, movement and other technologies of the video and entertainment industry.
- The science of food from working greenhouses to kitchen theater.
- Robots, aerodynamics, electronics, speed and other elements contributing to new products to transform daily life.

## UNIVERSE, SPACE & TIME

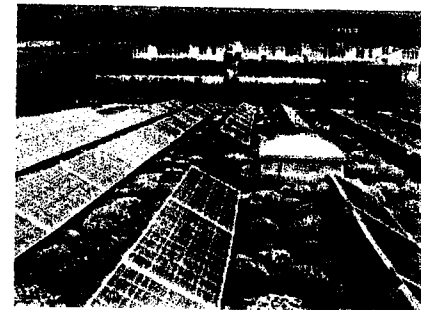
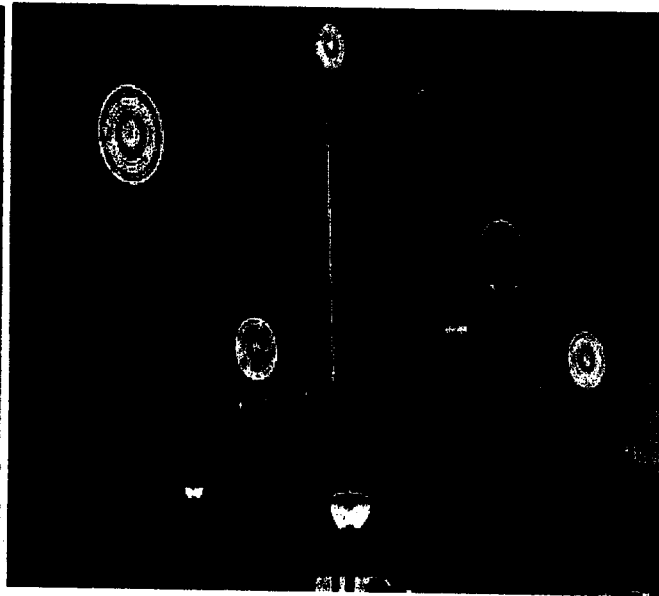
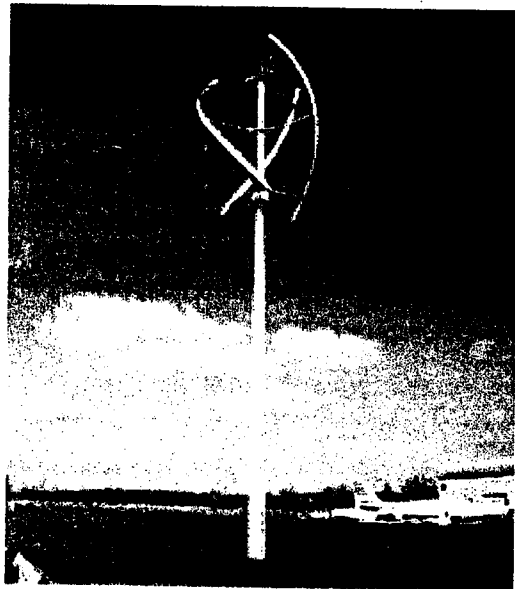
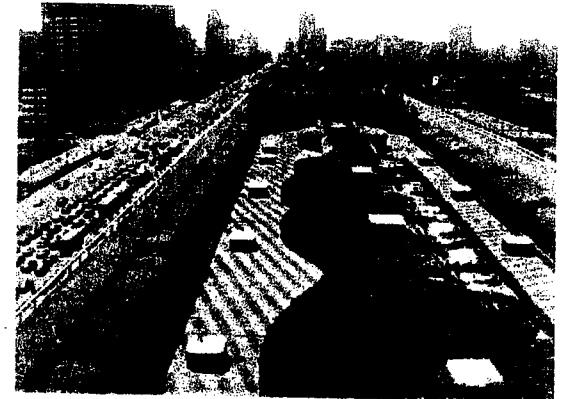
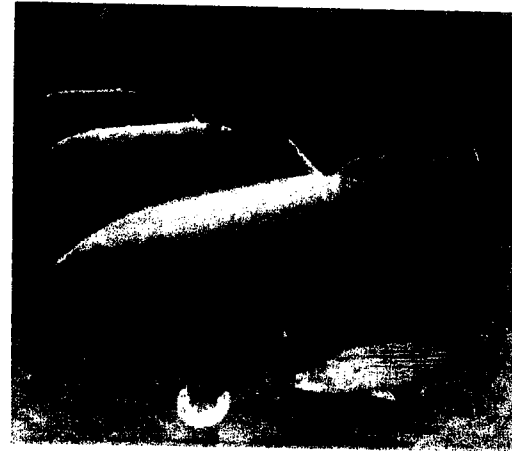
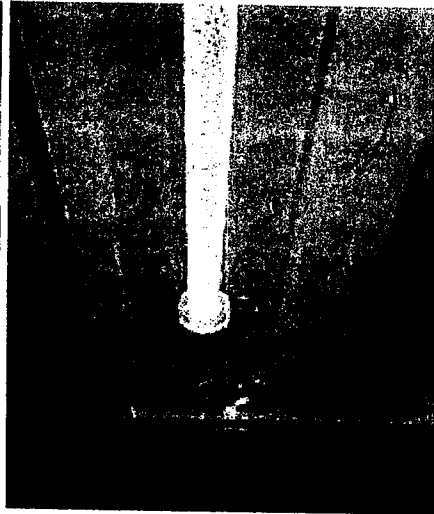
- Latest research.
- Our continuing voyages of discovery.

## TRAVELING EXHIBITS

- Constantly changing, high-profile temporary exhibitions.

*What?*

# GREEN BUILDING CONCEPTS



*How?*

# PROFESSIONAL MANAGEMENT

Gillian Thomas

President and Chief Executive Officer

Nancy McKee

Senior Vice President and Chief Financial Officer

Jack Horkheimer

Executive Director, Planetarium

Dr. Judy Brown

Executive Director, Center for Interactive Learning

Sean Duran

Vice President, Exhibits

William Fenton

Senior Vice President of Development

Melissa Chaykin

Capital Campaign Director

Raj Sarangapani

Vice President, Project Management and Planning

*How?*

# PROFESSIONAL PLANNING

Lord Cultural Resources	Museum planning and management consultants
Oppenheim Lewis	Museum and construction cost consultants
Cambridge Seven	Aquarium consultants
Dr. James Sweitzer	Planetarium consultant
Spillis Candela	Concept specifications
Timothy Haahs & Assoc.	Parking consultants

# *How?*

# VOLUNTEER LEADERSHIP

Trish & Dan Bell

Co-Chairs, Board of Trustees

Joseph Falk

Vice Chair, Board of Trustees

Guillermo Gomez

Vice Chair and Treasurer, Board of Trustees

Victor Alvarez

Secretary, Board of Trustees

Paula Brockway

Chair, Capital Campaign

Paul DiMare

Vice Chair, Capital Campaign

Walter Revell

Chair, Construction Committee

Peter Spillis

Vice Chair, Construction Committee



# How?

# BOARD OF TRUSTEES

- Victor Alvarez
- Sheldon Anderson
- Trish Bell
- Dan Bell
- Ileana Bravo-Gordon
- Paula Brockway
- Evangeline Carter
- Pamela Wilds Cole
- Paul DiMare
- Swanee DiMare
- Marko Dimitrijevic
- Joseph Falk
- Alfred Farrell
- Walter Gelnovatch
- Michael Gerrard
- Guillermo Gomez
- Taffy Gould
- Joseph Jones
- John Kitchens
- Timothy LaMacchia
- Mitchell Less
- William Meyersohn
- Brenda Nestor Castellano
- Claudio Osorio
- Jack Pflieger
- Jeanie Pflieger
- Walter Revell
- Jorge Rodriguez
- Electra Spillis
- Peter Spillis
- Jeffrey Weiner

*Why?*

## OBSOLETE FACILITY

- Existing museum is *smaller than any science museum* in any comparable metropolitan area in North America.
- Planetarium is 40 years old and now is one of only four in the US with such *aged technology*. (The other three are in Montgomery, AL; West Hartford, CT; and Warminster, PA.)
- Unable to accommodate *demand from school groups*. (South Florida school population nearly *quadrupled* between 1960 and 2005.)
- The *oldest* daily operating *cultural facility* in Miami Dade County.

# Why?

# POWERFUL COMMUNITY ASSET

## STIMULATING MINDS

- Enticing children and adults to seek and to value education as a *means to enhance their lives*.
- Breaking down barriers to the acceptance of science and technology in daily lives.

## ENRICHING LIVES

- Introducing the thrill of discovery to the underserved in the community through *intensive educational outreach*.
- Offering hands-on, real-world science and technology experiences for children, teens and adults.
- Providing genuine *cross-cultural learning opportunities* for everyone without regard to geographic origin, economic level, educational exposure, *or age*.
- Opening doors to exciting career opportunities in a knowledge-based economy.

## BUILDING MIAMI

- Inspiring a more technologically proficient workforce.
- Attracting technology-intensive industries.
- Helping to revitalize downtown Miami with an exciting cultural destination for residents and visitors.
- Providing a *world-class cultural institution befitting a world-class city*.

**Why?**

# MIA SCI WILL SERVE YOUTH...

## PRE-SCHOOLERS

- A hands-on introduction to real-life science.

## ELEMENTARY AGE CHILDREN

- School outings and family activities.

## TEENAGERS

- Educational programs, career awareness activities and social events.

## UNDERSERVED AND DISADVANTAGED YOUTH

- Wide ranging programs including Upward Bound, Hospital Homebound and Open Door Access.

## EXCEPTIONALLY GIFTED

- World-class science and research opportunities.

## TEACHERS OF YOUTH

- Professional development, including teacher training.
- Comprehensive resources for science teachers to aid in the teaching of science and in efforts to stimulate interest in science and technology.

# Why?

# ...AND THE COMMUNITY

## ADULTS

- Lifelong learning and volunteer opportunities.
- In-depth resources for culture and education.

## PARENTS AND GRANDPARENTS

- Explaining science across generations.
- Fun and stimulating learning experiences for entire family, regardless of age.

## COMMUNITY GROUPS

- Unique and enjoyable venue for social events.
- Enhanced visibility for greater impact.

## VISITORS

- A world-class science and technology attraction.

## INDUSTRY

- An exciting, compatible venue for product presentations and technology education.
- A stronger workforce through enhanced technology training.

## RESEARCH SCIENTISTS

- New opportunities and greater awareness of their work.

## EVERYONE!

- The best in science and technology, regardless of education, culture or language skills.

**Miami Science Museum  
Preliminary Project Budget**

Project Cost Summary	<u>FY 06++</u>	<u>FY 07</u>	<u>FY 08</u>	<u>FY 09</u>	<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>	<u>Total</u>
<b>Project Construction Cost</b>									
Museum Construction	\$ -	\$ -	\$ 1,400,000	\$ 14,400,000	\$ 25,500,000	\$ 38,500,000	\$ 35,877,452	\$ -	\$ 115,677,452
Sitework Cost	-	-	1,000,000	2,200,000	-	-	3,086,992	-	6,286,992
Exhibitory Cost	-	-	-	-	-	15,000,000	29,176,646	-	44,176,646
<b>Subtotal</b>	-	-	2,400,000	16,600,000	25,500,000	53,500,000	68,141,090	-	166,141,090
Construction Contingency	-	-	240,000	1,660,000	2,550,000	5,350,000	6,814,109	-	16,614,109
<b>Total Project Construction Cost</b>	-	-	<b>2,640,000</b>	<b>18,260,000</b>	<b>28,050,000</b>	<b>58,850,000</b>	<b>74,955,199</b>	-	<b>182,755,199</b>
<b>Soft Cost</b>									
Design & Management Fees	90,034	1,081,258	10,292,250	14,250,750	5,745,000	2,376,000	2,226,000	315,059	36,376,351
Owner Direct Consultants	287,317	460,480	1,521,458	1,389,549	541,130	490,704	490,704	96,892	5,278,234
Content Planning & Development	102,537	423,663	548,175	557,196	572,220	535,530	391,969	28,711	3,160,001
Fixtures, Furnishings & Equipment	-	-	-	-	-	1,500,000	5,278,342	1,500,000	8,278,342
Signage & Wayfinding	-	-	-	-	-	-	425,000	100,000	525,000
Artwork	-	49,950	187,550	150,000	631,770	713,124	713,424	179,182	2,625,000
Other Soft Costs	87,052	155,476	783,970	485,845	6,032,400	856,400	204,400	514,457	9,120,000
<b>Subtotal Soft Cost</b>	566,939	2,170,827	13,333,403	16,833,340	13,522,520	6,471,758	9,729,839	2,734,301	65,362,927
Contingency for Soft Cost	-	94,000	1,128,000	1,128,000	1,128,000	1,128,000	1,074,000	220,000	5,900,000
<b>Total Project Soft Cost</b>	<b>566,939</b>	<b>2,264,827</b>	<b>14,461,403</b>	<b>17,961,340</b>	<b>14,650,520</b>	<b>7,599,758</b>	<b>10,803,839</b>	<b>2,954,301</b>	<b>71,262,927</b>
<b>Other Project Cost</b>									
Pre-opening Staffing & Facility Support	319,300	548,764	1,437,060	1,476,150	1,496,130	1,118,015	2,650,905	753,676	9,800,000
Operational Transition	-	-	-	-	-	2,500,000	2,000,000	500,000	5,000,000
Fundraising	533,447	981,125	765,820	569,100	548,561	522,000	522,000	157,947	4,600,000
Pre-opening Holding & Acquisitions	-	-	-	-	225,000	413,600	961,400	-	1,600,000
Land Cost	-	-	-	-	-	-	-	-	-
<b>Total Other Project Costs</b>	<b>852,747</b>	<b>1,529,889</b>	<b>2,202,880</b>	<b>2,045,250</b>	<b>2,269,691</b>	<b>4,553,615</b>	<b>6,134,305</b>	<b>1,411,623</b>	<b>21,000,000</b>
<b>Total Project Cost</b>	<b>\$ 1,419,686</b>	<b>\$ 3,794,716</b>	<b>\$ 19,304,283</b>	<b>\$ 38,266,590</b>	<b>\$ 44,970,211</b>	<b>\$ 71,003,373</b>	<b>\$ 91,893,343</b>	<b>\$ 4,365,924</b>	<b>\$ 275,018,126</b>

Museum of Science, Inc.  
 Bicentennial Park Project  
 Planning Reimbursed by City of Miami

<u>Vendor</u>	<u>Date</u>	<u>Invoice #</u>	<u>Check #</u>	<u>Amount</u>	<u>50% After Match</u>	<u>Comment</u>
American Express	06/15/05	505-08	54448	261.55	130.78	Car rental for Andrea Bandelli
American Express	06/15/05	505-09	54448	21.24	10.62	Gas for rental car
American Express	09/12/05	805-03	55088	388.30	194.15	Flight for Alan Friedman-consultant
American Express	09/12/05	805-05	55088	89.20	44.60	Flight for Alan Friedman-consultant
American Express	10/12/05	905-12	60103	109.20	54.60	Flight for Sally Duensing-consultant
American Express	10/12/05	905-15	60103	749.71	374.86	Flight for Sally Duensing-consultant
Andrea Bandelli	07/27/05	0505	54770	700.00	350.00	reimburse travel expenses
Andrea Bandelli	07/27/05	64166C	54770	1,000.00	500.00	consulting on New Museum content
Andrea Bandelli	02/22/06	61388	2078	1,141.88	570.94	reimburse travel expenses
Andrea Bandelli	Prior			2,500.00	1,250.00	project planning
Apres Tendance (Andrea Bandelli)	04/18/06	0306	2121	6,000.00	3,000.00	exhibit planning for New Museum
CCS	Prior			196,234.14	98,117.07	business feasibility study
Gillian M. Thomas	Prior			53,995.59	26,997.80	project planning
Joaquin Fargas	08/10/05	64169C	1465	1,000.00	500.00	consulting on New Museum content
Joaquin Fargas	10/13/05	65982	2014	319.00	159.50	reimburse airfare change and taxis
Joaquin Fargas	Prior			3,131.66	1,565.83	project planning
Lord Cultural Resources	10/03/05	1378.1	2000	9,830.00	4,915.00	business feasibility study
Lord Cultural Resources	02/08/06	1378.2	2074	21,505.92	10,752.96	business feasibility study
Lord Cultural Resources	04/25/06	1378.3	2118	9,830.00	4,915.00	business feasibility study
Lord Cultural Resources	06/02/06	1378.4	2125	3,800.00	1,900.00	business feasibility study
Lord Cultural Resources	08/31/06	1378.5		9,830.00	4,915.00	business feasibility study
Lord Cultural Resources	Prior			39,317.16	19,658.58	business feasibility study
Penny Fidler	07/27/05	64167C	54794	1,000.00	500.00	consulting on New Museum content
Penny Fidler	02/22/06	61387	2080	583.25	291.63	reimburse travel expenses
Penny Fidler	03/26/06	129	2098 + wire	7,000.00	3,500.00	exhibit planning for New Museum
Penny Fidler	03/26/06	130	2098 + wire	750.00	375.00	lodging for the month of March
Penny Fidler	04/21/06	131	2116 + wire	10,000.00	5,000.00	exhibit planning for New Museum
Penny Fidler	05/26/06	132	wire	11,500.00	5,750.00	exhibit planning for New Museum
Penny Fidler	05/26/06	133	wire	822.00	411.00	lodging for the months of April/May
Penny Fidler	05/26/06	134	wire	810.18	405.09	travel to MIT for new exhibit planning
Penny Fidler	Prior			2,500.00	1,250.00	project planning
Sally Duensing	10/11/05	10132005	2012	2,000.00	1,000.00	exhibit planning for New Museum
Sally Duensing	12/07/05	66133	2044	290.74	145.37	car rental for planning trip
Sally Duensing	02/27/06	66940-1	2081	3,750.00	1,875.00	exhibit planning for New Museum
Sally Duensing	04/17/06	62270	2122	500.00	250.00	planning workshop for New Museum
Sally Duensing	08/31/06	69358		579.50	289.75	travel for exhibit planning
Sally Duensing	Prior			2,500.00	1,250.00	project planning
				<u>406,340.22</u>	<u>203,170.11</u>	

Museum of Science, Inc.  
 Bicentennial Park Project  
 Consultants Reimbursed by City of Miami

<u>Vendor</u>	<u>Date</u>	<u>Invoice #</u>	<u>Check #</u>	<u>Amount</u>	<u>50% After Match</u>	<u>Comment</u>
Alexandra Salcedo	11/14/06	004	2183	1,800.00	900.00	Content mapping
Cambridge Seven	03/14/06	20826	2087	43,672.81	21,836.41	Aquarium consultant
Cambridge Seven	04/15/06	20989	2117	42,577.83	21,288.92	Aquarium consultant
Cambridge Seven Associates	06/19/06	21104	2124	100.23	50.12	expenses for aquarium consultant
Cambridge Seven Associates	01/24/07	0021511	2189	8,810.00	4,405.00	Design work on new aquarium
Daily Business Review	02/16/07	78609304	2214	467.00	233.50	Advertising for architect selection
Designworlds for Learning	02/12/07	MISCI021207	2198	1,000.00	500.00	Preparing NSF proposal for MiaSci in Second Life
Dow Jones & Co.	02/08/07	13440266	2208	2,499.99	1,250.00	Advertising for architect selection
Dow Jones & Co.	02/15/07	13440318	2208	2,499.99	1,250.00	Advertising for architect selection
Dr. Penny Fidler	02/06/07	143	wire tfr	5,500.00	2,750.00	Leading group content development on new museum
Dr. Penny Fidler	02/07/07	143b	wire tfr	1,225.00	612.50	Housing costs for out-of-town consultant
Dr. Penny Fidler	02/07/07	143c	wire tfr	144.63	72.32	Supplies for content development meeting
Haiti en Marche	02/28/07	71377	2216	150.00	75.00	Advertising for architect selection
James Sweitzer	02/08/06	SCC0601	2073	13,309.70	6,654.85	Planetarium consultant
Jose F. Salgado	10/31/06	70188	2155	650.24	325.12	Travel costs for 11/2-3 content meeting
Jose F. Salgado	01/29/07	71174	2193	437.31	218.66	Travel costs for consultant
Miami Herald	10/04/05	522646	2004	805.25	402.63	ad for consultants to propose
Miami Herald	11/09/05	522646	2030	996.50	498.25	ad for project administrator
Miami Herald	07/02/06	3370900	62301	707.00	353.50	Ad for parking consultants
Miami Herald	01/14/07	71582	2218	894.50	447.25	Advertising for architect selection
Miami Herald	02/10/07	931700	2204	1,850.00	925.00	Advertising for architect selection
Miami Herald	02/14/07	1089700	2204	1,058.00	529.00	Advertising for architect selection
Oppenheim Lewis	01/18/06	5020.1	2062	11,128.59	5,564.30	cost consultant for new building
Oppenheim Lewis	03/31/06	5020.2	2119	11,871.41	5,935.71	cost consultant for new building
Oppenheim Lewis	05/31/06	5020.4	2126	4,720.00	2,360.00	additional construction cost breakdown
Oppenheim Lewis	07/01/06	5020.5	62459	3,682.93	1,841.47	review of Lord Associates report
Oppenheim Lewis	12/20/06	5020.6	2181	12,157.79	6,078.90	Architectural RFQ and cash flows
Oppenheim Lewis	02/03/07	05020.7	2210	18,350.00	9,175.00	Drafting architectural RFQ
Oppenheim Lewis	02/03/07	05020.8	2207	15,039.26	7,519.63	Advertising for architect selection
Oppenheim Lewis	02/07/07	05020.9	2207	650.00	325.00	Advertising for architect selection
Penny Fidler	10/10/06	142	62840	609.72	304.86	Travel costs for science consultant
Penny Fidler	11/14/06	70253	2166	9,500.00	4,750.00	Content consultant
Redmond Jones & Associates	01/08/07	358	2225	2,677.77	1,338.89	Energy playground exhibit development
Ronen Mir	05/15/06	20060515	61988	1,500.00	750.00	Design of children's science playground
Ronen Mir	06/22/06	20060622	2127	1,500.00	750.00	Design of children's science playground
Ronen Mir	11/09/06	70679	2182	443.05	221.53	Travel costs for 11/2-3 content meeting
Sally Duensing	11/07/06	70133	2152	1,350.00	675.00	Travel costs for 11/2-3 content meeting
The Alford Group	08/17/05	20232	54909	26,950.00	13,475.00	capital campaign feasibility study
The Alford Group	10/04/05	20413	2003	607.72	303.86	reimburse airfare
The Alford Group	11/02/05	20496	2021	13,475.00	6,737.50	capital campaign feasibility study
The Alford Group	11/09/05	20511	2025	541.50	270.75	reimburse hotel and travel costs
Yazi	12/14/05	0221	2046	850.00	425.00	Energy exhibit powerpoint creation
Yazi	04/28/06	236	62007	1,950.00	975.00	Energy center powerpoint presentation
				<u>270,710.72</u>	<u>135,355.36</u>	



Museum of Science, Inc.  
 Bicentennial Park Project  
 Resolution # 05-0415  
 Bid/Contract # B-78502  
 PO # 055867  
 Draw Request Number  
 For the Period

8
1/1/2007 to 3/31/2007

	BUDGET				GROSS AMOUNTS			
	Approved Budget	Prior Revisions	Current Revisions	Revised Budget	Prior Draws	Current Draw	Total to Date	Remaining Budget
<b>Project Planning:</b>								
Feasibility Study	86,101.00	3,899.00		90,000.00	90,000.00		90,000.00	-
Public Charrettes	39,955.00	(24,469.63)		15,485.37	-		-	15,485.37
Phase I Master Plan	39,317.00			39,317.00	1,593.69		1,593.69	37,723.31
Project Planning	64,627.00	20,570.63		85,197.63	84,178.47		84,178.47	1,019.16
Financial Feasibility Study	45,000.00	(17,602.04)		27,397.96	27,397.96		27,397.96	-
	<u>275,000.00</u>	<u>(17,602.04)</u>	-	<u>257,397.96</u>	<u>203,170.12</u>	-	<u>203,170.12</u>	<u>54,227.84</u>
<b>Specialist Consultants:</b>								
Capital Feasibility Study	30,000.00	(9,212.89)		20,787.11	20,787.11		20,787.11	-
Content Development	60,000.00	26,814.93	12,000.00	98,814.93	78,787.15	<b>19,072.36</b>	97,859.51	955.43
Technical Studies	30,000.00		(12,000.00)	18,000.00	-		-	18,000.00
Sample Exhibits	40,000.00			40,000.00	2,900.00		2,900.00	37,100.00
Engage Consultants	15,000.00			15,000.00	1,254.38	<b>12,554.37</b>	13,808.75	1,191.25
	<u>175,000.00</u>	<u>17,602.04</u>	-	<u>192,602.04</u>	<u>103,728.64</u>	<b><u>31,626.73</u></b>	<u>135,355.37</u>	<u>57,246.68</u>
<b>Project Management:</b>								
Management Consultant	35,000.00			35,000.00	-		-	35,000.00
Engage Architect	110,000.00			110,000.00	-		-	110,000.00
Development & Planning	80,000.00			80,000.00	-		-	80,000.00
Engage Design Consultant	25,000.00			25,000.00	-		-	25,000.00
	<u>250,000.00</u>	-	-	<u>250,000.00</u>	-	-	-	<u>250,000.00</u>
<b>Total</b>	<u>700,000.00</u>	-	-	<u>700,000.00</u>	<u>306,898.76</u>	<b><u>31,626.73</u></b>	<u>338,525.49</u>	<u>361,474.52</u>

**Please make check payable to:**  
**MUSEUM OF SCIENCE, INC.**  
**3280 South Miami Avenue**  
**Miami, FL 33129**

Museum of Science, Inc.  
 Bicentennial Park Project  
 Resolution # 05-0415  
 Bid/Contract # B-78502  
 PO # 055867  
 Draw Request Number  
 For the Period

8		
1/1/2007	to	3/31/2007

<u>Vendor</u>	<u>Date</u>	<u>Invoice #</u>	<u>Check #</u>	<u>Amount</u>	<u>50% After Match</u>	<u>Comment</u>
<b>CONTENT DEVELOPMENT:</b>						
Redmond Jones & Associates	01/08/07	358	2225	2,677.77	1,338.89	Energy playground exhibit development
Cambridge Seven Associates	01/24/07	0021511	2189	8,810.00	4,405.00	Design work on new aquarium
Jose F. Salgado	01/29/07	71174	2193	437.31	218.66	Travel costs for consultant
Oppenheim Lewis	02/03/07	05020.7	2210	18,350.00	9,175.00	Drafting architectural RFQ
Dr. Penny Fidler	02/06/07	143	wire tfr	5,500.00	2,750.00	Leading group content development on new museum
Dr. Penny Fidler	02/07/07	143b	wire tfr	1,225.00	612.50	Housing costs for out-of-town consultant
Dr. Penny Fidler	02/07/07	143c	wire tfr	144.63	72.32	Supplies for content development meeting
Designworlds for Learning	02/12/07	MISCI021207	2198	1,000.00	500.00	Preparing NSF proposal for MiaSci in Second Life
				<b><u>38,144.71</u></b>	<b><u>19,072.36</u></b>	
<b>ENGAGE CONSULTANTS:</b>						
Miami Herald	01/14/07	71582	2218	894.50	447.25	Advertising for architect selection
Oppenheim Lewis	02/03/07	05020.8	2207	15,039.26	7,519.63	Advertising for architect selection
Oppenheim Lewis	02/07/07	05020.9	2207	650.00	325.00	Advertising for architect selection
Dow Jones & Co.	02/08/07	13440266	2208	2,499.99	1,250.00	Advertising for architect selection
Miami Herald	02/10/07	931700	2204	1,850.00	925.00	Advertising for architect selection
Miami Herald	02/14/07	1089700	2204	1,058.00	529.00	Advertising for architect selection
Dow Jones & Co.	02/15/07	13440318	2208	2,499.99	1,250.00	Advertising for architect selection
Daily Business Review	02/16/07	78609304	2214	467.00	233.50	Advertising for architect selection
Haiti en Marche	02/28/07	71377	2216	150.00	75.00	Advertising for architect selection
				<b><u>25,108.74</u></b>	<b><u>12,554.37</u></b>	



DEPARTMENT OF CAPITAL IMPROVEMENTS  
PROJECT OVERVIEW FORM

PREVIOUSLY APPROVED

1. DATE: 5/24/04 DISTRICT: 2  
NAME OF PROJECT: INITIAL GRANT TO MIAMI MUSEUM OF SCIENCE FOR DEVELOPMENT OF A SCIENCE MUSEUM FACILITY IN BICENTENNIAL PARK  
INITIATING DEPARTMENT/DIVISION: Capital Improvements  
INITIATING CONTACT PERSON/CONTACT NUMBER: Dianne Johnson (305) 416-1285  
C.I.P. DEPARTMENT CONTACT:  
RESOLUTION NUMBERS \_\_\_\_\_ CIP/PROJECT NUMBER: 333143  
ADDITIONAL PROJECT NUMBER: \_\_\_\_\_  
(IF APPLICABLE)

2. BUDGETARY INFORMATION: Are funds budgeted?  YES  NO If yes,  
TOTAL DOLLAR AMOUNT: \$700,000 (\$3,500,000 allocated; estimated current balance is \$2.8 Mill)  
SOURCE OF FUNDS: HDNI Bonds - Museum of Science  
ACCOUNT CODE(S): CIP # 333143

If grant funded, is there a City match requirement?  YES  NO  
AMOUNT: \_\_\_\_\_ EXPIRATION DATE: \_\_\_\_\_  
Are matching funds Budgeted?  YES  NO Account Code(s): \_\_\_\_\_  
Estimated Operations and Maintenance Budget \_\_\_\_\_

3. SCOPE OF PROJECT:  
Individuals / Departments who provided input: Dianne Johnson - Capital Improvements

DESCRIPTION OF PROJECT: For the planning, development and project management activities relating to the construction of Miami Museum of Science & Planetarium to be located at the City's Bicentennial Park, hereinafter referred to as Project.

ADA Compliant?  YES  NO  N/A

Approved by Audit Committee?  YES  NO  N/A DATE APPROVED: 5/17/04  
Approved by Bond Oversight Board?  YES  NO  N/A DATE APPROVED: 5/24/05  
Approved by Commission?  YES  NO  N/A DATE APPROVED: \_\_\_\_\_  
Revisions to Original Scope?  YES  NO (If YES see Item 5 below)  
Time Approval  6 months  12 months Date for next Oversight Board Update: \_\_\_\_\_

4. CONCEPTUAL COST ESTIMATE BREAKDOWN  
Has a conceptual cost estimate been developed based upon the initial established scope?  YES  NO If yes,  
DESIGN COST: \_\_\_\_\_  
CONSTRUCTION COST: \_\_\_\_\_  
Is conceptual estimate within project budget?  YES  NO  
If not, have additional funds been identified?  YES  NO  
Source(s) of additional funds: \_\_\_\_\_

Approved by Commission?  YES  NO  N/A DATE APPROVED: \_\_\_\_\_  
Approved by Bond Oversight Board?  YES  NO  N/A DATE APPROVED: \_\_\_\_\_

5. REVISIONS TO ORIGINAL SCOPE  
Individuals / Departments who provided input: \_\_\_\_\_

Justifications for change: \_\_\_\_\_

Description of change: \_\_\_\_\_

Fiscal Impact  YES  NO HOW MUCH? \_\_\_\_\_  
Have additional funds been identified?  YES  NO  
Source(s) of additional funds: \_\_\_\_\_

Time impact \_\_\_\_\_  
Approved by Commission?  YES  NO  N/A DATE APPROVED: \_\_\_\_\_  
Approved by Bond Oversight Board?  YES  NO  N/A DATE APPROVED: \_\_\_\_\_

6. COMMENTS: \_\_\_\_\_

APPROVAL: [Signature] DATE: 5/24/05  
BOND OVERSIGHT BOARD

I. APPROVAL OF THE MINUTES OF THE MEETING OF APRIL 26, 2005.

HD/NIB MOTION 05-56

A MOTION TO APPROVE THE MINUTES OF THE MEETING OF APRIL 26, 2005.

MOVED: M. Cruz  
SECONDED: L. Cabrera  
ABSENT: R. Cayard, L. De Rosa, W. Harvey, D. Marko, J. Reyes, M. Reyes,  
A. Sumner

Note for the Record: Motion passed by unanimous vote of all Board Members present.

II. **NEW BUSINESS:**

A. AUDIT COMMITTEE REPORT:

- Initial Grant to Miami Museum of Science for Development of a Science Museum Facility in Bicentennial Park.

TOTAL DOLLAR AMOUNT: <u>\$700,000 (\$3,500,000 allocated; estimated current balance is \$2.8 Million)</u>
SOURCE OF FUNDS: <u>HDNI Bonds – Museum of Science</u>
DESCRIPTION OF PROJECT: <u>For the planning, development and project management activities relating to the construction of Miami Museum of Science &amp; Planetarium to be located at he City's Bicentennial Park, hereinafter referred to as Project..</u>

HD/NIB MOTION 05-50

A MOTION TO APPROVE THE AUDIT COMMITTEE'S RECOMMENDATION TO FUND THE INITIAL GRANT TO MIAMI MUSEUM OF SCIENCE FOR DEVELOPMENT OF A SCIENCE MUSEUM FACILITY IN BICENTENNIAL PARK.

MOVED: M. Cruz  
SECONDED: L. De Rosa  
ABSENT: L. Cabrera, R. Cayard, W. Harvey, D. Marko, J. Reyes, M. Reyes,  
A. Sumner

Note for the Record: Motion passed by unanimous vote of all Board Members present.

26. Initial Grant to Miami Museum of Science for Development of a Science Museum Facility in Bicentennial Park

Gary Fabrikant, CIP Department, reported that there have been total reimbursements of \$228,627 on this project. Since the last update, there have been a drawdown of \$30,992. With the latest drawdown, the Museum of Science has commenced project planning. They are finalizing the drafting of the financial feasibility study. They have completed the capital feasibility study, and they have started their advertisement process for hiring a consultant for the project. Overall on the project completed to date, they have completed their planetarium feasibility study. They are finalizing their aquarium analysis, and they are finalizing the draft report on their cost analysis.

27. Increase in Compensation to HDR Inc. for Program Management Services for the Capital Improvements Plan Implementation

Gary Fabrikant, CIP Department, reported that a \$1.7 million increase was approved by the City Commission on March 10, 2005. The existing contract with HDR under this program has been completed. Currently, there is a balance showing of \$172,452. However, the Department is processing their final invoice, and once that invoice is approved, there will be approximately 6 to \$7,000 remaining balance on the contract.

III. CHAIRPERSON'S OPEN AGENDA:

IV. ADDITIONAL ITEMS:

NAME OF PROJECT: INCREASE ESTIMATED COSTS FOR THE SITES ACQUIRED IN CONNECTION WITH LITTLE HAITI PARK, LHP #67,75, 76.

2. BUDGETARY INFORMATION: Are funds budgeted? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO If yes, TOTAL DOLLAR AMOUNT: <u>\$67,000 (\$20 Million in first Series, total \$25 Million)</u> SOURCE OF FUNDS: <u>HDNI Bonds - Little Haiti Park Land Acquisition &amp; Development</u> DESCRIPTION OF PROJECT: <u>Additional costs of \$15,000 for asbestos abatement detected on floor tiles and \$52,000 for court costs and expenses related to the eminent domain case, as these costs were under estimated and are related to the hearing and meetings in preparation of the eminent domain case.</u>
--

NOT TAKEN UP DUE TO LACK OF QUORUM.

Chairman Flanders: OK, then --

Mr. Cabrera: Want me to make that motion? I make a motion that the Board no longer recommends the --

Chairman Flanders: Withdraw.

Mr. Cabrera: -- withdraws the funding for the Ballet Gamonet, and that it's brought back to the area Commissioner for further findings and recommendations on what they would like this project to be or other projects.

Chairman Flanders: OK. Is there a second?

Mr. Aedo: I second that motion.

Chairman Flanders: Any further discussion? All in favor?

The Board Members (Collectively): Aye.

Chairman Flanders: Anyone opposed? Motion carries.

#### HD/NIB MOTION 06-22

A MOTION WITHDRAWING THE FUNDING FOR THE BALLET GAMONET PROJECT; FURTHER DIRECTING THAT THE PROJECT BE BROUGHT BACK TO THE AREA COMMISSIONER FOR FURTHER FINDINGS AND RECOMMENDATIONS.

MOVED: L. Cabrera  
SECONDED: R. Aedo  
ABSENT: E. Broton, L. Pierre, J. Reyes, M. Reyes

Note for the Record: Motion passed by unanimous vote of all Board Members present.

#### 6. Initial Grant to Miami Museum for Development of Fine Arts Museum Facility In Bicentennial Park

Gary Fabrikant, CIP Department, reported that the grant was originally in the amount of approximately \$700,000. The grant is for reimbursement of funds for planning development and project management activities related to the construction of the Miami Museum to be located at Bicentennial Park. To date, reimbursement has been made in the amount of \$457,805. The latest action taken on this project is that, on September 14, the design firm, Herzog & De Meuron, were hired for the new museum.

#### 7. Initial Grant to Miami Museum of Science for Development of a Science Museum Facility in Bicentennial Park

Gary Fabrikant, CIP Department, reported that \$288,000 has been paid to date on this project. The Museum has requested to appear before the Board in October to request their next installment of funding to select their design firm.



DEPARTMENT OF CAPITAL IMPROVEMENTS

PROJECT OVERVIEW FORM

1. DATE: 5/22/07 DISTRICT: 5
NAME OF PROJECT: BUENA VISTA EAST HISTORIC DISTRICT-STREETSCAPE IMPROVEMENTS
INITIATING DEPARTMENT/DIVISION: Capital Improvements & Transportation
INITIATING CONTACT PERSON/CONTACT NUMBER: Lionel Zapata (305) 416-1788
C.I.T. DEPARTMENT CONTACT: Ola O. Aluko (305) 416-1280
RESOLUTION NUMBER: CIP/PROJECT NUMBER:
ADDITIONAL PROJECT NUMBER: B-78500 (IF APPLICABLE)

2. BUDGETARY INFORMATION: Are funds budgeted? [X] YES [ ] NO If yes,
TOTAL DOLLAR AMOUNT: \$7,423,468 (\$1,562,354 Homeland Defense Neighborhood Improvements Series)
SOURCE OF FUNDS: HDNIB Design District/FEC Corridor/District 5 Quality of Life Improvements
ACCOUNT CODE(S): CIP # 341157 & 311715
If grant funded, is there a City match requirement? [ ] YES [ ] NO
AMOUNT: EXPIRATION DATE:
Are matching funds Budgeted? [ ] YES [ ] NO Account Code(s):
Estimated Operations and Maintenance Budget

3. SCOPE OF PROJECT:
Individuals / Departments who provided input:
DESCRIPTION OF PROJECT: Scope involves milling & resurfacing, partial reconstruction, installation of raised curbs, sidewalks widening, addition of median island, storm drainage & pavement markings at specific areas based on need. (Continuation of Scope Attached)

ADA Compliant? [ ] YES [ ] NO [ ] N/A
Approved by Audit Committee? [ ] YES [ ] NO [ ] N/A DATE APPROVED: 5/17/07
Approved by Bond Oversight Board? [ ] YES [ ] NO [ ] N/A DATE APPROVED: 5/22/07
Approved by Commission? [ ] YES [ ] NO [ ] N/A DATE APPROVED:
Community Mtg/Dist. Commissioner Approval? [ ] YES [ ] NO [ ] N/A DATES:
Revisions to Original Scope? [ ] YES [ ] NO (If YES see Item 5 below)
Time Approval [ ] 6 months [ ] 12 months Date for next Oversight Board Update:

4. CONCEPTUAL COST ESTIMATE BREAKDOWN
Has a conceptual cost estimate been developed based upon the initial established scope? [ ] YES [ ] NO If yes,
DESIGN COST:
CONSTRUCTION COST:
Is conceptual estimate within project budget? [ ] YES [ ] NO
If not, have additional funds been identified? [ ] YES [ ] NO
Source(s) of additional funds:
Approved by Commission? [ ] YES [ ] NO [ ] N/A DATE APPROVED:
Approved by Bond Oversight Board? [ ] YES [ ] NO [ ] N/A DATE APPROVED:

5. REVISIONS TO ORIGINAL SCOPE
Individuals / Departments who provided input:
Justifications for change:
Description of change:
Fiscal Impact [ ] YES [ ] NO HOW MUCH?
Have additional funds been identified? [ ] YES [ ] NO
Source(s) of additional funds:
Time impact
Approved by Commission? [ ] YES [ ] NO [ ] N/A DATE APPROVED:
Approved by Bond Oversight Board? [ ] YES [ ] NO [ ] N/A DATE APPROVED:

6. COMMENTS:
APPROVAL: BOND OVERSIGHT BOARD DATE: 5/22/07

Enclosures: Back-Up Materials [X] YES [ ] NO



# PROJECT ANALYSIS FORM

## Capital Improvements & Transportation

Date Prepared:	1-May-2007
VERSION:	REV03

PROGRAM 341 - Streets & Sidewalks AREA Infrastructure & Environment - 3

PROJECT NAME: Buena Vista East Historic District - Streetscape Improvements		PROJECT NO:	B-78500
ADDRESS / LOCATION: Segments of NE 42, 43, 44, 45, 47 St (See Scope for Detailed Location)		DISTRICT:	5
PROJECT TEAM: Horizontal		PROJECT CONTRACTED COST:	\$ 380,960.13
CATEGORY: Streets and Sidewalks		PROJECT EST. COST:	\$ 7,423,468.00
CLIENT DEPT: Capital Improvements/Transportation - 122		CURRENT FUNDS:	\$ 1,845,368.00
CLIENT CONTACT: Cesar Gonzalez	TEL.: (305) 416-1219	FUTURE FUNDS:	\$ 5,578,100.00
DESIGN MANAGER: Tatiana Acosta	TEL.: (305) 416-1263	FUND SHORTFALL:	
CONSTR. MANAGER: Lionel Zapata	TEL.: (305) 416-1788	PROCUREMENT:	JOC
EST. DESIGN START: 06/08/05	EST. BID ADV.:	EST. CONSTRUCTION START:	10/01/07
EST. DESIGN END: 03/30/07	EST. AWARD DATE:	EST. CONSTRUCTION END:	07/01/08

PROJECT ESTIMATED AND ACTUAL COSTS	PRODUCTION PHASE (3-DES)		% of Const	Estimated Design	% of Const	Contracted Design	
	Prime Consultant: Marlin Engineering	CODE					
	1	Outside Consultant - Basic Design Fee	01.01	3.6%	\$ 228,460.13	0.0%	\$ 228,460.13
	2	Outside Consultant - Additional Design Services	01.01		\$ -	0.0%	\$ -
	3	CIP In-House - Basic Design Fee	01.02		\$ -	0.0%	\$ -
	4	CIP - Production Management	01.02		\$ -	0.0%	\$ -
	5	General Production Phase Contingency	01.01			6.6%	\$ 15,000.87
	6	Miscellaneous Services - Other	01.01		\$ 40,000.87		\$ 25,000.00
	7				\$ -		\$ -
	8				\$ -		\$ -
	9				\$ -		\$ -
	10				\$ -		\$ -
	11				\$ -		\$ -
	12				\$ -		\$ -
	<b>PRODUCTION TOTALS</b>				Estimated	Contracted	
					\$ 268,461.00	\$ 253,460.13	
	CONSTRUCTION PHASE (4-CON)		CODE	Estimated Construction by PM		Contracted Construction (Formal Bid, Informal Bid or JOC Method)	
	1	Construction Cost (Prime Contractor)	02		\$ 5,775,598.18	\$ -	
	2	Construction Contingency Allowance	02	10.0%	\$ 577,559.82	0.0%	\$ 6,353,158.00
	3	Additional Services / Change Orders (Prime Contractor)			\$ -	\$ -	
	4				\$ -	\$ -	
	5				\$ -	\$ -	
	6				\$ -	\$ -	
	7				\$ -	\$ -	
	8				\$ -	\$ -	
	<b>CONSTRUCTION TOTALS</b>				Estimated	Contracted	
					\$ 6,353,158.00	\$ -	
	CONSTRUCTION ADMINISTRATION (8-CEO)		CODE	Estimated CEO		Contracted CEO	
	1	Construction Engineering Observation (CEO) Consultant	03.01	6.5%	\$ 415,577.63	0.0%	\$ -
	2	Construction Engineering Observation CIP/Transportation			\$ -	0.0%	\$ -
	3	JOC Administration - The Gordian Group (Always 1.5%)	03.03	1.5%	\$ 95,297.37	1.5%	\$ -
	<b>CONSTRUCTION ADMINISTRATION TOTALS</b>				Estimated	Contracted	
					\$ 510,875.00	\$ -	
	ADMINISTRATIVE EXPENSES (6-ADM)		CODE	Estimated ADMIN		Contracted ADMIN	
	1	CIP Department (Mgmt./Budget/Procurement/Comm.):	04	4.6%	\$ 290,974.0	43.8%	\$ 127,500.0
	<b>ADMINISTRATIVE EXPENSES TOTALS</b>				Estimated	Contracted	
					\$ 290,974.00	\$ 127,500.00	

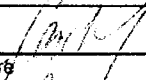
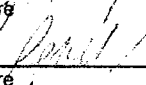
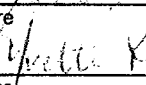
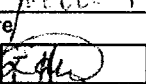
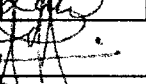



ADDITIONAL PROJECT TASKS	CODE	Estimated TASKS	Contracted TASKS
1 EQUIPMENT (5-EQU):		\$	\$
2 PLANNING (2-PLN):		\$	\$
3 ACQUISITION EXPENSES (1-LAQ) Land:		\$	\$
4 ACQUISITION EXPENSES (1-LAQ) Transaction:		\$	\$
5 PROGRAM MANAGEMENT (0-MGT):		\$	\$
<b>ADDITIONAL PROJECT TASKS TOTALS</b>		Estimated	Contracted
		\$	\$
<b>B-78500 PROJECT GRAND TOTAL</b>		Estimated	Contracted
		\$ 7,423,468.00	\$ 380,960.13

<b>PROJECT SCOPE</b>	Scope: Milling & resurfacing, partial reconstruction, installation of raised curbs, sidewalk widening, addition of median island, storm drainage & pavement markings at specific areas based on need.				
	Location: Specified segments of NE 42nd Street, NE 43rd Street, NE 44th Street, NE 45th Street, NE 47th Street, NE 48th Street, NE 1st Avenue, NE Miami Court, NE Miami Place, NE 1st Court.				
	Note: NE 46th Street is excluded from major improvements because it is a County road. However milling and resurfacing will be done. NE 42 St (project B-31218) and NE 43 St (project B-31217) are part of this project.				
	Operating Cost Associated with Project:				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
	\$19,000.00	\$19,095.00	\$28,190.00	\$36,331.00	\$28,472.00

<b>Notes</b>	Receipt of PAF by Danette Perez - CIP Public Relations Coordinator	5-14-07
	<u>Project MUST be Presented to the Bond Oversight Board</u>	Date Received / Signature or Initials

<b>FUND SOURCES</b>	AWARD NAME AND NUMBER	AVAILABLE	FUTURE
		HD Design District/FEC Series - 1075 Please See Note Above	\$ 355,960.00
	Streets Bond Program -FD356005	\$ -	\$ 5,578,100.00
	Contribution From General Fund - 1103	\$ 25,000.00	\$ -
	HD Dist 5 Neighb QOL Series 1 - 1087 Please See Note Above	\$ 1,206,394.00	\$ -
	Local Option Gas Tax - 1113	\$ 258,014.00	\$ -
		\$ -	\$ -
		\$ -	\$ -
		\$ -	\$ -
		\$ -	\$ -
		\$ -	\$ -
		\$ -	\$ -
	<b>B-78500 FUND GRAND TOTAL \$ 7,423,468.00</b>	<b>ACTUAL \$ 1,845,368.00</b>	<b>PROJECTED \$ 5,578,100.00</b>

<b>VALIDATION</b>	Initiated by: <u>Acosta, Tatiana</u> Project Manager	Signature: 	Date: 05/01/07
	Approved by: <u>Cesar Gonzalez</u> Senior Project Manager	Signature: 	Date: 05/01/07
	Reviewed by: <u>Yvette Maragh</u> CIP Budget Administrator	Signature: 	Date: 5/01/07
	Verified by: <u>Edwige De Crumpe</u> / Program Controls Staff	Initials: 	
	Accepted by: <u>Ola Aluko</u> Director: Capital Improvements/Transportation	Signature: 	Date: 5/01/07
	ORIGINAL TO: Melanie Whitaker / Industry Partner / 10th Floor South Conference Room		Initials: 

Executed PAF MUST be electronically distributed to the following individuals:  
 Director of the Client Department, Yvette Maragh, Edwige De Crumpe, Senior Project Manager and Project Manager.



DEPARTMENT OF CAPITAL IMPROVEMENTS  
PROJECT OVERVIEW FORM

# UPDATE

1. DATE: 10/27/04 DISTRICT: 3  
 NAME OF PROJECT: MIAMI RIVER GREENWAY REGULATORY GUIDELINES-PROFESSIONAL CONSULTING SERVICES  
 INITIATING DEPARTMENT/DIVISION: Capital Improvements  
 INITIATING CONTACT PERSON/CONTACT NUMBER: Enrique Nunez (305) 416-1419 Planning & Zoning  
 C.I.P. DEPARTMENT CONTACT: Dianne Johnson 416-1285/ Kevin Brown 416-1090  
 RESOLUTION NUMBER: \_\_\_\_\_ CIP/PROJECT NUMBER: 341211  
 ADDITIONAL PROJECT NUMBER: B-40685  
 (IF APPLICABLE)

2. BUDGETARY INFORMATION: Are funds budgeted?  YES  NO If yes,  
 TOTAL DOLLAR AMOUNT: \$75,000 (1 Mil 1<sup>st</sup> Series allocation, Total \$2,000,000 Greenway Bond Allocation, (Estimated balance is \$675,000,000)  
 SOURCE OF FUNDS: Homeland Defense Neighborhood Improvement Bonds - Greenways  
 ACCOUNT CODE(S): CIP # 341211

If grant funded, is there a City match requirement?  YES  NO Not applicable  
 AMOUNT: \_\_\_\_\_ EXPIRATION DATE: \_\_\_\_\_  
 Are matching funds Budgeted?  YES  NO Account Code(s): \_\_\_\_\_  
 Estimated Operations and Maintenance Budget \_\_\_\_\_

3. SCOPE OF PROJECT:  
 Individuals / Departments who provided input: Enrique Nunez (305) 416-1419

DESCRIPTION OF PROJECT: The scope for the preparation of Regulatory Guidelines is to establish a set of standards for Greenway which create a consistent theme, character, appearance and quality that is unique to the Greenway and can be implemented as property is developed incrementally by different parties over time.

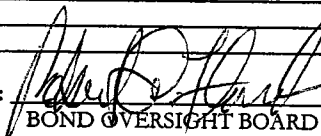
ADA Compliant?  YES  NO  N/A  
 Approved by Audit Committee?  YES  NO  N/A DATE APPROVED: 10/19/04  
 Approved by Bond Oversight Board?  YES  NO  N/A DATE APPROVED: 10/27/04  
 Approved by Commission?  YES  NO  N/A DATE APPROVED: \_\_\_\_\_  
 Revisions to Original Scope?  YES  NO (If YES see Item 5 below)  
 Time Approval  6 months  12 months Date for next Oversight Board Update: \_\_\_\_\_

4. CONCEPTUAL COST ESTIMATE BREAKDOWN  
 Has a conceptual cost estimate been developed based upon the initial established scope?  YES  NO If yes,  
 DESIGN COST: \_\_\_\_\_  
 CONSTRUCTION COST: \_\_\_\_\_  
 Is conceptual estimate within project budget?  YES  NO  
 If not, have additional funds been identified?  YES  NO  
 Source(s) of additional funds: \_\_\_\_\_

Approved by Commission?  YES  NO  N/A DATE APPROVED: \_\_\_\_\_  
 Approved by Bond Oversight Board?  YES  NO  N/A DATE APPROVED: \_\_\_\_\_

5. REVISIONS TO ORIGINAL SCOPE  
 Individuals / Departments who provided input: \_\_\_\_\_  
 Justifications for change: \_\_\_\_\_  
 Description of change: \_\_\_\_\_  
 Fiscal Impact  YES  NO HOW MUCH? \_\_\_\_\_  
 Have additional funds been identified?  YES  NO  
 Source(s) of additional funds: \_\_\_\_\_  
 Time impact \_\_\_\_\_  
 Approved by Commission?  YES  NO  N/A DATE APPROVED: \_\_\_\_\_  
 Approved by Bond Oversight Board?  YES  NO  N/A DATE APPROVED: \_\_\_\_\_

6. COMMENTS: Regulatory Guidelines documents to be adopted by City Commission. It should also streamline design issues on private and public projects.

APPROVAL:  DATE: 10/27/04  
 BOND OVERSIGHT BOARD

Enclosures: Back-Up Materials  YES  NO



**City of Miami**  
**Department of Capital Improvements**  
**PROJECT ANALYSIS FORM**

Revision No.: \_\_\_\_\_

Emergency:

**Project Name:** Miami River Greenway Regulatory Guidelines

**Project Location:** Miami River Corridor

**Initiating Dept.:** Department of Planning & Zoning

**Account Number:** \_\_\_\_\_ **Amount:** \_\_\_\_\_

**Account Number:** \_\_\_\_\_ **Amount:** \_\_\_\_\_

**Account Number:** \_\_\_\_\_ **Amount:** \_\_\_\_\_

**Project Number:** B-40685

**Commissioner District:** 1,2,3,5

**Project Budget:** \$75,000.00

**Appropriated:** \_\_\_\_\_

**Allocated:** \_\_\_\_\_

DESIGN PHASE				
PROJECT FUNDS ALLOCATION	<b>A. A/E Design:</b>			
	1	Basic Fees (10% - 15% of C1)	N/A \$75,000.00	
	2	Additional Services (≥ 5% of A1)	0% \$0.00	
	3	Miscellaneous Services (0.5% - 5% of C1)	0% \$0.00	
	4	CIP Production Management (2% - 5% of C1)	0% \$0.00	
	<b>B. In-House Design</b>			
	1	Basic Fees (5% - 10% of C1)	0% \$0.00	
	2	Miscellaneous Services (0.5% - 5% of C1)	0% \$0.00	
			<b>** DESIGN PHASE TOTAL:</b>	<b>\$75,000.00</b>
	<b>CONSTRUCTION PHASE</b>			
	<b>C. Construction:</b>			
	1	Construction Estimate:		
	2	Contingency Allowance: (5% - 10% of C1)	0% \$0.00	
	3	Permit Fees: (3% - 5% of C1)	0% \$0.00	
	4	Other Agency Fees: (2% - 3% of C1)	0% \$0.00	
	5	Telecommunications:		
	6	Utilities:		
	7	Establishment:		
			<b>Construction Total:</b>	<b>\$0.00</b>
	<b>D. Construction Administration Management</b>			
			<b>Const. Adm. Mgmt. Total: (5% - 7% of C1)</b>	<b>0% \$0.00</b>
	<b>E. Furnishings:</b>			
	1	Flooring (if N.I.C.)		
	2	Fixtures, Furniture and Equip.: (5% - 7% of C1)	0% \$0.00	
	3	Information Services:		
4	Accessories: (1% - 2% of C1)	0% \$0.00		
		<b>Furnishings Total:</b>	<b>\$0.00</b>	
<b>F. Miscellaneous Construction Costs:</b>				
1	Site Acquisition			
2	Miscellaneous Construction			
		<b>Miscellaneous Construction Cost Total:</b>	<b>\$0.00</b>	
		<b>** CONSTRUCTION PHASE TOTAL:</b>	<b>\$0.00</b>	
		<b>** TOTAL ESTIMATED PROJECT COST:</b>	<b>\$75,000.00</b>	

**PROJECT SCOPE IDENTIFICATION**

The scope for the preparation of Regulatory Guidelines to establish a set of standards for Greenway which create a consistent theme, character, appearance and quality that is unique to the Greenway and can be implemented as property is developed incrementally by different parties over time.

**Homeland Defense Bond Funds**

FUNDING SOURCES	Amount:
Homeland defense Fund	\$75,000.00
<u>Requires B.O.B. approval</u>	

Project Manager / Ext.: Kevin Brown / 1090 *K. Brown* Date: July 7, 2004

Reviewed by: Date: 7-16-04

Reviewed by: \_\_\_\_\_ Date: \_\_\_\_\_

Accepted by: \_\_\_\_\_ Date: \_\_\_\_\_

Director of the Initiating Department



JOE ARRIOLA  
City Manager

July 20, 2004

Mr. Steven E. Lefton  
Managing Partner  
Kimley-Horn and Associates  
420 Lincoln Road, Suite 353  
Miami Beach, FL. 33139

Re: **WORK ORDER AUTHORIZATION NO. 02: Proposal for Landscape Architectural Services**  
**Miami River Greenway Regulatory Guidelines , B-40685**

Dear Mr. Lefton :

This work order is for the provision of Landscape Architectural services for The Miami River Greenway Regulatory Guidelines, hereinafter referred to as "Project", pursuant to the Professional Service Agreement for Landscape Architectural services, dated June 3, 2004, between the City of Miami and Kimley-Horn and Associates, Inc.

**I. Scope of Services**

The scope of services are detailed in Attachment A; attached hereto and made a part hereof.

**II. Time of Performance**

The schedule for performance of the work is included in Attachment A. The completion date schedule shall be adjusted to reflect the date of the written notice to proceed.

**III. Compensation**

The work will be performed for a fee guaranteed not to exceed the sum of \$74,863.00, as further detailed in Attachment A. The City shall not be liable for any cost, fee, or expenditure above the amounts set forth in this section. The above quoted fee includes an allowance for reimbursable expenses that comply with the requirements of the Agreement. Any eligible reimbursable expenses shall conform to the limitations of Florida Statute § 112.061.

**IV. Sub-Consultants**

The below listed sub-consultants are approved to work with Consultant as specified in the governing agreement.  
Yazi, Inc.

# City of Miami



JOE ARRIOLA  
City Manager

## V. Budget and Funding

This work will be funded through the Homeland Defense Fund. An estimated construction cost of \$0.00 has been established for this project. Additional expenses, including design, construction inspections, and project administration bring the total budget of this project to \$74,863.

## VI. OSHA (and ADA) Compliance

The Consultant will allow City inspectors, agents or representatives the ability to monitor its compliance with safety precautions as required by federal, state or local laws, rules, regulations and ordinances. By performing these inspections the City, its agents, or representatives are not assuming any liability by virtue of these laws, rules, regulations and ordinances. The Consultant shall have no recourse against the City, its agents, or representatives from the occurrence, non-occurrence or result of such inspection(s). Upon issuance of a notice to proceed, the Consultant shall contact the Risk Management Department at (305) 416-1800 to schedule the inspection(s).

The Consultant shall affirmatively comply with all applicable provisions of the Americans with Disabilities Act ("ADA") in the course of providing any work, labor or services funded by the City including Titles I and II of the ADA (regarding nondiscrimination on the basis of disability) and all applicable regulations, guidelines and standards. Additionally, Consultant shall take affirmative steps to ensure nondiscrimination in employment of disabled persons.


## VII. Documents Attached and/or Incorporated By Reference


The Work Order is deemed to incorporate by reference the terms and conditions of the documents identified below. The undersigned will perform this work in compliance with the provisions of those documents.

1. Attachment A – Work Order Proposal for the Project dated July 7, 2004 from Kimley-Horn and Associates, Inc., including all Exhibits thereto.
2. The Professional Services Agreement for Landscape Architectural services between Kimley-Horn and Associates Inc. and the City of Miami dated June 3, 2004.

Authorized by:

Accepted and Approved by:

*for*  Date 8/13/04  
 Jorge C. Cano, P.E.  
 C.I.P. Deputy Director

 Date 8/4/04  
 Steven E. Lefton, ASLA, AICP  
 Managing Partner

July 21, 2004

WORK ORDER No. 02

Page 3

# City of Miami



JOE ARRIOLA  
City Manager

*[Signature]*  
Witness

Date 7/22/04

*[Signature]*  
Witness

Date 7-22-04

APPROVED AS TO LEGAL FORM AND  
CORRECTNESS:

INSURANCE REQUIREMENT APPROVED:

*[Signature]*  
Maria J. Chiare, Interim City Attorney

*[Signature]*  
Dania F. Carillo, Administrator, Risk Management

APPROVED

JCC/DS/JBO/EDN/KAB  
*[Signature]*



July 7, 2004

Mr. Enrique Nunez, ASLA  
City of Miami  
Planning Department  
444 SW 2nd Avenue  
3rd Floor  
Miami, FL 33130

**Re: Professional Consulting Services-  
Miami River Greenway Regulatory Guidelines**

Dear Mr. Nunez,

Urban Resource Group a division of Kimley-Horn and Associates, Inc. (hereinafter referred to as "Consultant" or "URG") is pleased to submit this Work Order Proposal to provide professional consulting services to the City of Miami (hereinafter referred to as "City") for the preparation of a Regulating Plan consisting of Design Standards and Regulatory Guidelines for the development of a Miami River Greenway System (hereinafter referred to as "Regulating Guidelines") within the City of Miami's jurisdictional boundary. The term "Greenway" as used throughout shall refer to the proposed Miami River Greenway System, or individual segments or sections thereof.

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## SCOPE OF SERVICES

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### A. GENERAL SCOPE AND PROJECT UNDERSTANDING

#### 1. Regulatory Guidelines Applicability and Purpose of Greenway

The Regulatory Guidelines prepared by Consultant are intended to apply to the entire corridor along the Miami River within the City, as defined and depicted in the Miami River Greenway Action Plan (hereinafter the "Plan"), adopted in principle by the City in May 2000. The Plan and current implementation efforts present the Greenway as a series of public trails, walkways, and bicycle paths that serve to connect hubs of activity within the River Corridor and to bring people to the water's edge at every possible opportunity. The hubs of activity are both of public and private developments, ranging from parks to office/commercial centers.

#### 2. Foundation Documents

Consultant shall review and understand previously approved plans and documents that relate to and/or form the basis for the subject work. These documents include, but are not limited to existing City of Miami Design Standards and Guidelines for Baywalks and Riverwalks, the Miami River Greenway Action Plan, Schematic Design Documents and Preliminary (30%) Construction Documents prepared by Kimley-Horn and Associates, Inc. for the initial (2002-2005) phase of Greenway construction. Consultant shall additionally research, identify and analyze comparable design standards and guidelines currently in use by the City, other government agencies within South Florida, and the nation. Consultant shall inform itself of the City's current zoning, legal and other requirements that may affect the City's ability to successfully adopt and enforce the Regulatory Guidelines.



### **3. Purpose of Regulatory Guidelines**

The City and Consultant concur that the purpose of the Regulatory Guidelines is to establish a set of standards for Greenway which create a consistent theme, character, appearance and quality that is unique to the Greenway and can be implemented as property is developed incrementally by different parties over time. The parties further concur that it is not the sole intent of these Regulatory Guidelines to regulate design, but to put in place a desired level of finish, palette of materials and consistency throughout the Greenway. Ultimately, the City, under the direction of the Planning & Zoning Department, intends to request that the City Commission adopt the Regulatory Guidelines as part of the City Code and/or Zoning Ordinance, as may be appropriate, so that the Regulatory Guidelines may effectively and legally steer the character of development of and relating to the Greenway.

### **4. Information Provided by the City**

URG will coordinate with the Client on the specific information to be provided to URG by the Client. This information is anticipated to include:

- Existing survey or base information currently available for the study area.
- Copies of the City of Miami Design Standards and Guidelines for Baywalks and Riverwalks.

## **B. THE FORM OF THE GUIDELINES**

### **1. General**

The Regulatory Guidelines will be prepared in two (2) parts. The first part will focus on preparing standards for the various elements within the public right-of-way identified as the Greenway route in the Miami River Greenway Action Plan. The second part will focus on preparing standards for portions of the Greenway developed on both public and private property that lies directly on the River.

Consultant shall prepare the Regulatory Guidelines in sufficient detail to generally portray recommended dimensions, spacing, physical characteristics and quality of Greenway features, including, without limitation, pedestrian and bicycle pathways, sidewalks, promenades, plazas, riverwalks, crosswalks, on street parking configurations, transition areas, safety elements, lighting, landscaping, streetscape and site furnishings, signage, roadway configurations, and for properties that will have a Greenway directly on the river, at the water's edge, a conceptual site layout showing the relationship of Greenway to structures, building setbacks and suggested building frontage.

To the extent deemed necessary by the City Planning & Zoning Department, Consultant shall identify variations to the Regulatory Guidelines that may be applicable to particular areas or neighborhoods along the River, or may differentiate Regulatory Guidelines along the same lines identified in the Plan that is, Upper, Middle and Lower River areas. Variations in Regulatory Guidelines requested by the City after the 30% review shall be billed as additional services.

### **2. Right-of-Way Regulatory Guidelines**

The Consultant will research, prepare and recommend a set of design standards and guidelines for the various elements identified in B1 above to be located within the public right-of-way to establish a cohesive design theme for the Greenway throughout the River Corridor.

- a. Project Map – The consultant will develop an illustrative project map that will identify the right-of-way which is subject to the proposed regulatory guidelines, and





will serve as a key map for the enlargement diagrams which will be developed as part of this scope.

- b. Typical Illustrative Enlargement Diagrams – The consultant will develop up to three (3) typical enlargement diagrams (one for each River Area, identified as the: Upper, Middle, and Lower River Areas) to illustrate the desired design intent of the Greenway elements. These diagrams will consist of a plan drawing and a cross section elevation drawing for each of River Area..
- c. Street and Site furniture – The consultant will develop a palette for each River Area including specifications and unit costs for the following elements:
- Benches
  - Trash Receptacles
  - News Racks
  - Bicycle Racks
  - Bollards
  - Wayfinding System and signage (based on current wayfinding study by others)
  - Pedestrian Lighting
  - Landscape Accent Lighting

The street and site furniture pallet will be submitted as part of the 30% submittal. Once approved the street and site furniture pallet be incorporated in the 90% submittal and ultimately the final deliverables.

- d. Landscaping – The consultant will develop a palette of plant materials including specifications and unit costs for the following elements:
- Canopy Trees
  - Palms
  - Understory Planting ( Shrubs, Vines and Groundcover )

The landscape pallet will be submitted as part of the 30% submittal. Once approved, the pallet will be incorporated in the 90% submittal and ultimately the final deliverables.

- e. Hardscape – The Consultant will develop a pallet for hardscape treatments including specifications and unit costs for the following:
- Sidewalks
  - Pedestrian/ Bicycle Paths
  - Tree pits
  - Promenades
  - Riverwalk
  - Crosswalks
  - Plazas
  - Street intersections
  - On-Street Parking Configurations
  - Safety elements

The two (2) options will be submitted as part of the 30% submittal. Once approved, the hardscape pallet will be incorporated in the 90% submittal and ultimately the final deliverables.



### 3. **Riverfront Greenway Design Regulatory Guidelines**

The Consultant will research and prepare a set of design standards and guidelines that specifically address the implementation of the Greenway on riverfront property.

- a) Development Scenarios – The consultant will evaluate up to three (3) development scenarios that illustrate the desired design intent for development. The detail of development scenarios will be selected by the City and will include typical single family and multi-family residential, mixed-use, office/commercial, and/or industrial areas. The scenarios will identify the positive physical and locational characteristics desirable for the inclusion of a Greenway within public and private developments fronting the River. These characteristics shall include:
  1. Façade Transparency
  2. Façade Articulation
  3. Building Frontage
  4. Public Accessibility
  5. General spatial relationship of Greenway to other structures and buildings.
  6. Other Greenway Elements (landscaping, lighting, etc.)
  
- b) Palette and Specifications  
Same as for B2 above

## C. **TASKS**

### 1. **Research & Consultation**

The Consultant will attend up to nine (9) meetings with the following stakeholders as part of this task:

- Two (2) meetings with the City of Miami Planning and Zoning Department.
- One (1) meeting with each of the following stakeholders for a total of three (3) meetings: BOB member, TPL, and MRC Greenway Subcommittee,
- Two (2) meetings with area neighborhood associations.
- One (1) meeting with developers.

### 2. **30 % Review of Regulatory Guidelines** (with Planning & Zoning Department, Law Dept, City of Miami Public Works Dept., FDOT District VI, and Miami-Dade County Public Works Dept.)

The Consultant will revise Regulatory Guidelines per the review comments.

### 3. **90% Review of Regulatory Guidelines** (with Planning & Zoning Department, Law Dept, City of Miami Public Works Dept., FDOT District VI, and Miami-Dade County Public Works Dept.)

The Consultant will revise Regulatory Guidelines as per the review comments. The 90% submittal shall be in a form and finished state appropriate for use in public presentations.

### 4. **Public Presentations**

The Consultant will attend the following public presentations as part of this scope:

- a. One (1) presentation to the Bond Oversight Board
- b. One (1) presentation to the Greenway Subcommittee of the Miami River Commission
- c. One (1) presentation to the Miami River Commission



- d. One (1) presentation to the City of Miami Planning Advisory Board
- e. One (1) presentation to the City of Miami HEP Board
- f. One (1) presentation to the City of Miami Commission

The Consultant will address reasonable comments received during these meetings and revise the Regulatory Guidelines accordingly after consultation with City staff.

#### **D. DELIVERABLES**

The Consultant will provide the items listed below as the final deliverables. Progress documents will be submitted to City for review and approval at 30% and 90%.

- a. A color workbook (11"x17") to include the all Greenway elements defined in Section B1 above. The consultant will provide ten (10) hard copies of the report in color, and a digital version in both an Adobe Acrobat (PDF) and MS Publisher or MS Word (.doc) format.
- b. A narrative description of the Regulatory Guidelines suitable for incorporation into a legislative document, in an MS Word (.doc) format.
- c. A slide presentation in Microsoft PowerPoint format to show at the public presentations.

#### **E. TIME OF PERFORMANCE**

The Consultant will provide the above mentioned services according to the following schedule. Modifications to the schedule may be affected only upon the advance approval of the City's Project Manager or Planning Director after receipt of justification deemed acceptable to the City Planning Director. Consultant is not responsible for delays caused by others or untimely review of deliverables by the City.

**Notice to Proceed – Assume August 9, 2004**

**Task 1 – Right-of-Way Regulatory Guidelines – 3 months (August. 9, 2004 – Oct. 8, 2004)** This excludes review time from the above mentioned agencies.

**Task 2 – Riverfront Greenway Regulatory Guidelines – 2 months – assuming a 2 week review period from the above mentioned agencies.. (Oct 11, 2004 – Dec. 11, 2004).**

**Public Meeting #1 – Bond Oversight Board – December, 2004**

**Public Meeting #2 – Greenway Subcommittee – December, 2004**

**Public Meeting #3 – Miami River Commission – January, 2004**

**Public Meeting #4 – City of Miami HEP Board - January, 2004**

**Public Meeting #5 – City of Miami Planning and Zoning Board – January, 2004**

**Public Meeting #6 – City of Miami Commission – February, 2004**

#### **G. COMPENSATION**



The Consultant will accomplish the services outlined above for the guaranteed not to exceed fee of **\$74,863.00**. Office expenses have been included within the lump sum amount and would include in-house duplicating, facsimile, local mileage, telephone, postage, in-house blueprinting, word processing, and cellular telephone use. The following is a summary break down of the fee per task. Refer to the attached exhibits for further breakdowns by task and personnel.

Task	Description	Fee
A2	Foundation Documents Research.....	\$5,893.00
B2	ROW Regulatory Guidelines.....	\$32,998.00
B3	Riverfront Greenway Regulatory Guidelines.....	\$27,349.00
C4	Public Presentations.....	\$8,623.00
<b>Total Lump Sum.....</b>		<b>\$74,863.00</b>

Interim project billing will be monthly and such billings will be due and payable within 25 days.

### H. CLOSING

URG will perform the services described above for a lump sum fee noted above. Please refer to the attached exhibits for further fee explanation.

The approved Sub-Consultants as indicated in Paragraph 16 Sub-Consultants in the Professional Services Agreement between Urban Resource Group and the City of Miami are:

#### **Yazi, Inc. (Wayfinding/ Signiage)**

URG (a division of Kimley-Horn and Associates, Inc.) is providing the "Not To Exceed" fixed fee according with Paragraph 10 Compensation in the Professional Services Agreement between Kimley-Horn and Associates, Inc. and the City of Miami. See attached "Exhibit A" (Staff Hours & Fee Schedule), "Exhibit B" (Sub-Consultants Staff Hours, Not Applicable).

URG Additional Services shall be according with Paragraph 13 Extra Work Expenses in the Professional Services Agreement between Kimley-Horn and Associates, Inc. and the City of Miami. See attached "Exhibit A".

URG professional services proposal includes the Project Drawings Deliveries. See attached "Exhibit C".

URG Professional Services Proposal includes the Project Timeline/Schedule. See attached "Exhibit D".

This proposal shall provide Professional Services in accordance with the Professional Services Agreement between Kimley-Horn and Associates, Inc. and the City of Miami.

This proposal is used as the instrument to present specifics under Paragraph 3 -Subject Matter, Paragraph 4-Definitions and Paragraph 5 – Services as indicated in the Professional Services Agreement between Kimley-Horn and Associates, Inc. and the City of Miami.

I appreciate this opportunity to submit a letter agreement. Please contact me at (305) 673-2524 if



Kimley-Horn  
and Associates, Inc.

you have any questions.

Cordially,

**URBAN RESOURCE GROUP**

*A division of Kimley-Horn and Associates, Inc.*

Steven E. Lefton, ASLA, AICP  
Managing Partner

Bruno P. Carvalho, ASLA, AICP  
Project Manager

In agreement:

**CITY OF MIAMI**

Agreed to this \_\_\_\_\_ day of \_\_\_\_\_, 2004.

By: \_\_\_\_\_

Title \_\_\_\_\_

Attest: \_\_\_\_\_

II. OLD BUSINESS:

AUDIT COMMITTEE REPORT:

- Miami River Greenway Regulatory Guidelines – Professional Consulting Services – 10/27/04 meeting.
- Site Furnishings at Southside Park – 10/27/04 meeting.
- Police Headquarter’s Restroom ADA Modification Phase I Locker – 10/27/04 meeting.
- Old Miami Black Police Precinct & Museum Restoration – 10/27/04 meeting.
- Procurement of Appraisal Services for Little Haiti Park – 11/23/04 meeting.
- Gibson Park Improvements Phase I – 11/23/04 meeting.
- Coral Gate Park Irrigation – 11/23/04 meeting.
- Jose Marti Park Irrigation – 11/23/04 meeting.
- Williams Park Irrigation – 11/23/04 meeting.
- Moore Park Irrigation – 11/23/04 meeting.
- New Public Plaza & Roadway Improvements Adjacent to Mary Brickell Village Cooperative Project Agreement – 11/23/04 meeting.
- Sewell Park Restrooms/Park Facility Building – 11/23/04 meeting.
- Juan Pablo Duarte Park Building Renovation/Expansion – 11/23/04 meeting.
- Robert King High Park New Building and Site Improvements – 11/23/04 meeting.
- Henry Reeves Park Community Service Building Improvements – 11/23/04 meeting.
- Margaret Pace Park Improvements Phase II – 11/23/04 meeting.

➤ HD/NIB MOTION 04-87

A MOTION TO APPROVE THE AUDIT COMMITTEE’S RECOMMENDATION TO FUND ALL PROJECT LISTED ABOVE.

MOVED: D. Marko

SECONDED: M. Reyes

ABSENT: L. Cabrera, L. De Rosa, J. Manowitz, J. Reyes

Note for the Record: Motion passed by unanimous vote of all Board Members present.

- Fire Station No. 11 – 11/23/04 meeting.

TOTAL DOLLAR AMOUNT: \$2,500,000 (which has 10 Million allocated, with 5.5 Million in 1<sup>st</sup> series. Estimated current balance is (\$3,000,000) from 1<sup>st</sup> series allocation

SOURCE OF FUNDS: Neighborhood Fire Stations & Training Facility

Approved by Audit Committee: 11/16/04

3. Little Haiti Park Appraisal Services.

Madeline Valdes reported that \$11,500 was spent in appraisals, of which \$25,000 was requested. Parcel 92, on the recreational component, is still in litigation, and as such, the appraisals will need to continue to be updated, so the allocation of \$25,000 should be made available for future updates. Parcel 18 may possibly be swapped with an adjacent property owner to one of the City-owned properties in hopes that parking can be increased along the cultural component of the project.

4. Miami River Greenways Regulatory Guidelines – Professional Consulting Services.

Gary Reshefsky reported that the study for the Miami River Greenways was completed, and it's going to the Planning Advisory Board, and then to the City Commission in July. This plan will require developers to comply with certain design standards for the bay walk.

5. New Public Plaza & Roadway Improvements Adjacent to Mary Brickell Village.

Gary Reshefsky reported that the project is projected to be completed in the fall, probably in November. The City is monitoring the public plaza's construction, and the developer has drawn down the money that was allocated for the project as the expenses come about.

6. Black Police Precinct & Museum Restoration.

Gary Reshefsky reported that the building has been completed gutted, and it's getting a roof permit, new water lines, and a phase of the project is expected to be complete in March 2006.

7. Gibson Park Improvements – Phase I.

Gary Reshefsky reported that the park is scheduled to open in January. The project was three months behind, but the park wasn't shut down during the three-month lag. Part of the park is currently open. The recreation building is closed, but the project is moving forward.

8. Bay of Pigs – Playground Equipment.

Gary Reshefsky reported that the project was completed in April.

9. Jose Marti Park – New Water Playground.

Gary Reshefsky reported that construction will start in September, and it will be open the following summer.



DEPARTMENT OF CAPITAL IMPROVEMENTS  
PROJECT OVERVIEW FORM

# UPDATE

1. DATE: 10/27/04 DISTRICT: 3  
 NAME OF PROJECT: MIAMI RIVER GREENWAY REGULATORY GUIDELINES-PROFESSIONAL CONSULTING SERVICES  
 INITIATING DEPARTMENT / DIVISION: Capital Improvements  
 INITIATING CONTACT PERSON / CONTACT NUMBER: Enrique Nunez (305) 416-1419 Planning & Zoning  
 C.I.P. DEPARTMENT CONTACT: Dianne Johnson 416-1285 / Kevin Brown 416-1090  
 RESOLUTION NUMBER: \_\_\_\_\_ CIP / PROJECT NUMBER: 341211  
 ADDITIONAL PROJECT NUMBER: B-40685  
 (IF APPLICABLE)

2. BUDGETARY INFORMATION: Are funds budgeted?  YES  NO If yes,  
 TOTAL DOLLAR AMOUNT: \$75,000 (1 Mil 1<sup>st</sup> Series allocation, Total \$2,000,000 Greenway Bond Allocation, (Estimated balance is \$675,000,000)  
 SOURCE OF FUNDS: Homeland Defense Neighborhood Improvement Bonds - Greenways  
 ACCOUNT CODE(S): CIP # 341211

If grant funded, is there a City match requirement?  YES  NO Not applicable  
 AMOUNT: \_\_\_\_\_ EXPIRATION DATE: \_\_\_\_\_  
 Are matching funds Budgeted?  YES  NO Account Code(s): \_\_\_\_\_  
 Estimated Operations and Maintenance Budget \_\_\_\_\_

3. SCOPE OF PROJECT:  
 Individuals / Departments who provided input: Enrique Nunez (305) 416-1419

DESCRIPTION OF PROJECT: The scope for the preparation of Regulatory Guidelines is to establish a set of standards for Greenway which create a consistent theme, character, appearance and quality that is unique to the Greenway and can be implemented as property is developed incrementally by different parties over time.

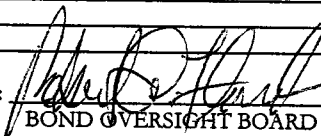
ADA Compliant?  YES  NO  N/A  
 Approved by Audit Committee?  YES  NO  N/A DATE APPROVED: 10/19/04  
 Approved by Bond Oversight Board?  YES  NO  N/A DATE APPROVED: 10/27/04  
 Approved by Commission?  YES  NO  N/A DATE APPROVED: \_\_\_\_\_  
 Revisions to Original Scope?  YES  NO (If YES see Item 5 below)  
 Time Approval  6 months  12 months Date for next Oversight Board Update: \_\_\_\_\_

4. CONCEPTUAL COST ESTIMATE BREAKDOWN  
 Has a conceptual cost estimate been developed based upon the initial established scope?  YES  NO If yes,  
 DESIGN COST: \_\_\_\_\_  
 CONSTRUCTION COST: \_\_\_\_\_  
 Is conceptual estimate within project budget?  YES  NO  
 If not, have additional funds been identified?  YES  NO  
 Source(s) of additional funds: \_\_\_\_\_

Approved by Commission?  YES  NO  N/A DATE APPROVED: \_\_\_\_\_  
 Approved by Bond Oversight Board?  YES  NO  N/A DATE APPROVED: \_\_\_\_\_

5. REVISIONS TO ORIGINAL SCOPE  
 Individuals / Departments who provided input: \_\_\_\_\_  
 Justifications for change: \_\_\_\_\_  
 Description of change: \_\_\_\_\_  
 Fiscal Impact  YES  NO HOW MUCH? \_\_\_\_\_  
 Have additional funds been identified?  YES  NO  
 Source(s) of additional funds: \_\_\_\_\_  
 Time impact \_\_\_\_\_  
 Approved by Commission?  YES  NO  N/A DATE APPROVED: \_\_\_\_\_  
 Approved by Bond Oversight Board?  YES  NO  N/A DATE APPROVED: \_\_\_\_\_

6. COMMENTS: Regulatory Guidelines documents to be adopted by City Commission. It should also streamline design issues on private and public projects.

APPROVAL:  DATE: 10/27/04  
 BOND OVERSIGHT BOARD

Enclosures: Back-Up Materials  YES  NO





City of Miami  
Department of Capital Improvements  
**PROJECT ANALYSIS FORM**

Revision No.: \_\_\_\_\_

Emergency:

**Project Name:** Miami River Greenway Regulatory Guidelines

**Project Location:** Miami River Corridor

**Initiating Dept.:** Department of Planning & Zoning

**Account Number:** \_\_\_\_\_ **Amount:** \_\_\_\_\_

**Account Number:** \_\_\_\_\_ **Amount:** \_\_\_\_\_

**Account Number:** \_\_\_\_\_ **Amount:** \_\_\_\_\_

**Project Number:** B-40685

**Commissioner District:** 1,2,3,5

**Project Budget:** \$75,000.00

**Appropriated:** \_\_\_\_\_

**Allocated:** \_\_\_\_\_

DESIGN PHASE			
PROJECT FUNDS ALLOCATION	A. A/E Design:		
	1	Basic Fees (10% - 15% of C1)	N/A \$75,000.00
	2	Additional Services (≥ 5% of A1)	0% \$0.00
	3	Miscellaneous Services (0.5% - 5% of C1)	0% \$0.00
	4	CIP Production Management (2% - 5% of C1)	0% \$0.00
	B. In-House Design		
	1	Basic Fees (5% - 10% of C1)	0% \$0.00
	2	Miscellaneous Services (0.5% - 5% of C1)	0% \$0.00
	** DESIGN PHASE TOTAL:		
CONSTRUCTION PHASE			
C. Construction:			
1	Construction Estimate:		
2	Contingency Allowance: (5% - 10% of C1)	0%	\$0.00
3	Permit Fees: (3% - 5% of C1)	0%	\$0.00
4	Other Agency Fees: (2% - 3% of C1)	0%	\$0.00
5	Telecommunications:		
6	Utilities:		
7	Establishment:		
Construction Total:			\$0.00
D. Construction Administration Management			
Const. Adm. Mgmt. Total: (5% - 7% of C1)			0% \$0.00
E. Furnishings:			
1	Flooring (if N.I.C.)		
2	Fixtures, Furniture and Equip.: (5% - 7% of C1)	0%	\$0.00
3	Information Services:		
4	Accessories: (1% - 2% of C1)	0%	\$0.00
Furnishings Total:			\$0.00
F. Miscellaneous Construction Costs:			
1	Site Acquisition		
2	Miscellaneous Construction		
Miscellaneous Construction Cost Total:			\$0.00
** CONSTRUCTION PHASE TOTAL:			\$0.00
** TOTAL ESTIMATED PROJECT COST:			\$75,000.00

**PROJECT SCOPE IDENTIFICATION**

The scope for the preparation of Regulatory Guidelines to establish a set of standards for Greenway which create a consistent theme, character, appearance and quality that is unique to the Greenway and can be implemented as property is developed incrementally by different parties over time:

**Homeland Defense Bond Funds**

FUNDING SOURCES	Amount:
Homeland defense Fund	\$75,000.00
<u>Requires B.O.B. approval</u>	Amount: _____
	Amount: _____

Project Manager / Ext.: Kevin Brown / 1090 *K. Brown* Date: July 7, 2004

Reviewed by: *[Signature]* Date: 7-16-04

Reviewed by: \_\_\_\_\_ Date: \_\_\_\_\_

Accepted by: \_\_\_\_\_ Date: \_\_\_\_\_

Director of the Initiating Department



JOE ARRIOLA  
City Manager

July 20, 2004

Mr. Steven E. Lefton  
Managing Partner  
Kimley-Horn and Associates  
420 Lincoln Road, Suite 353  
Miami Beach, FL. 33139

Re: **WORK ORDER AUTHORIZATION NO. 02: Proposal for Landscape Architectural Services**  
**Miami River Greenway Regulatory Guidelines , B-40685**

Dear Mr. Lefton :

This work order is for the provision of Landscape Architectural services for The Miami River Greenway Regulatory Guidelines, hereinafter referred to as "Project", pursuant to the Professional Service Agreement for Landscape Architectural services, dated June 3, 2004, between the City of Miami and Kimley-Horn and Associates, Inc.

**I. Scope of Services**

The scope of services are detailed in Attachment A; attached hereto and made a part hereof.

**II. Time of Performance**

The schedule for performance of the work is included in Attachment A. The completion date schedule shall be adjusted to reflect the date of the written notice to proceed.

**III. Compensation**

The work will be performed for a fee guaranteed not to exceed the sum of \$74,863.00, as further detailed in Attachment A. The City shall not be liable for any cost, fee, or expenditure above the amounts set forth in this section. The above quoted fee includes an allowance for reimbursable expenses that comply with the requirements of the Agreement. Any eligible reimbursable expenses shall conform to the limitations of Florida Statute § 112.061.

**IV. Sub-Consultants**

The below listed sub-consultants are approved to work with Consultant as specified in the governing agreement.  
Yazi, Inc.

# City of Miami



JOE ARRIOLA  
City Manager

## V. Budget and Funding

This work will be funded through the Homeland Defense Fund. An estimated construction cost of \$0.00 has been established for this project. Additional expenses, including design, construction inspections, and project administration bring the total budget of this project to \$74,863.

## VI. OSHA (and ADA) Compliance

The Consultant will allow City inspectors, agents or representatives the ability to monitor its compliance with safety precautions as required by federal, state or local laws, rules, regulations and ordinances. By performing these inspections the City, its agents, or representatives are not assuming any liability by virtue of these laws, rules, regulations and ordinances. The Consultant shall have no recourse against the City, its agents, or representatives from the occurrence, non-occurrence or result of such inspection(s). Upon issuance of a notice to proceed, the Consultant shall contact the Risk Management Department at (305) 416-1800 to schedule the inspection(s).

The Consultant shall affirmatively comply with all applicable provisions of the Americans with Disabilities Act ("ADA") in the course of providing any work, labor or services funded by the City including Titles I and II of the ADA (regarding nondiscrimination on the basis of disability) and all applicable regulations, guidelines and standards. Additionally, Consultant shall take affirmative steps to ensure nondiscrimination in employment of disabled persons.

## VII. Documents Attached and/or Incorporated By Reference

The Work Order is deemed to incorporate by reference the terms and conditions of the documents identified below. The undersigned will perform this work in compliance with the provisions of those documents.

1. Attachment A – Work Order Proposal for the Project dated July 7, 2004 from Kimley-Horn and Associates, Inc., including all Exhibits thereto.
2. The Professional Services Agreement for Landscape Architectural services between Kimley-Horn and Associates Inc. and the City of Miami dated June 3, 2004.

Authorized by:

Accepted and Approved by:

*for* Mary H. Conway Date 8/13/04  
 Jorge C. Cano, P.E.  
 C.I.P. Deputy Director

[Signature] Date 8/4/04  
 Steven E. Lefton, ASLA, AICP  
 Managing Partner

July 21, 2004

WORK ORDER No. 02

Page 3

# City of Miami



JOE ARRIOLA  
City Manager

*[Signature]*  
Witness

Date 7/22/04

*[Signature]*  
Witness

Date 7-22-04

APPROVED AS TO LEGAL FORM AND  
CORRECTNESS:

INSURANCE REQUIREMENT APPROVED:

*[Signature]*  
Maria J. Chiare, Interim City Attorney

APPROVED  
*[Signature]*  
Dania F. Carillo, Administrator, Risk Management

JCC/DJ/JBO/EDN/KAB  
*[Signature]*



July 7, 2004

Mr. Enrique Nunez, ASLA  
City of Miami  
Planning Department  
444 SW 2nd Avenue  
3rd Floor  
Miami, FL 33130

**Re: Professional Consulting Services-  
Miami River Greenway Regulatory Guidelines**

Dear Mr. Nunez,

Urban Resource Group a division of Kimley-Horn and Associates, Inc. (hereinafter referred to as "Consultant" or "URG") is pleased to submit this Work Order Proposal to provide professional consulting services to the City of Miami (hereinafter referred to as "City") for the preparation of a Regulating Plan consisting of Design Standards and Regulatory Guidelines for the development of a Miami River Greenway System (hereinafter referred to as "Regulating Guidelines") within the City of Miami's jurisdictional boundary. The term "Greenway" as used throughout shall refer to the proposed Miami River Greenway System, or individual segments or sections thereof.

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## SCOPE OF SERVICES

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### A. GENERAL SCOPE AND PROJECT UNDERSTANDING

#### 1. Regulatory Guidelines Applicability and Purpose of Greenway

The Regulatory Guidelines prepared by Consultant are intended to apply to the entire corridor along the Miami River within the City, as defined and depicted in the Miami River Greenway Action Plan (hereinafter the "Plan"), adopted in principle by the City in May 2000. The Plan and current implementation efforts present the Greenway as a series of public trails, walkways, and bicycle paths that serve to connect hubs of activity within the River Corridor and to bring people to the water's edge at every possible opportunity. The hubs of activity are both of public and private developments, ranging from parks to office/commercial centers.

#### 2. Foundation Documents

Consultant shall review and understand previously approved plans and documents that relate to and/or form the basis for the subject work. These documents include, but are not limited to existing City of Miami Design Standards and Guidelines for Baywalks and Riverwalks, the Miami River Greenway Action Plan, Schematic Design Documents and Preliminary (30%) Construction Documents prepared by Kimley-Horn and Associates, Inc. for the initial (2002-2005) phase of Greenway construction. Consultant shall additionally research, identify and analyze comparable design standards and guidelines currently in use by the City, other government agencies within South Florida, and the nation. Consultant shall inform itself of the City's current zoning, legal and other requirements that may affect the City's ability to successfully adopt and enforce the Regulatory Guidelines.



### **3. Purpose of Regulatory Guidelines**

The City and Consultant concur that the purpose of the Regulatory Guidelines is to establish a set of standards for Greenway which create a consistent theme, character, appearance and quality that is unique to the Greenway and can be implemented as property is developed incrementally by different parties over time. The parties further concur that it is not the sole intent of these Regulatory Guidelines to regulate design, but to put in place a desired level of finish, palette of materials and consistency throughout the Greenway. Ultimately, the City, under the direction of the Planning & Zoning Department, intends to request that the City Commission adopt the Regulatory Guidelines as part of the City Code and/or Zoning Ordinance, as may be appropriate, so that the Regulatory Guidelines may effectively and legally steer the character of development of and relating to the Greenway.

### **4. Information Provided by the City**

URG will coordinate with the Client on the specific information to be provided to URG by the Client. This information is anticipated to include:

- Existing survey or base information currently available for the study area.
- Copies of the City of Miami Design Standards and Guidelines for Baywalks and Riverwalks.

## **B. THE FORM OF THE GUIDELINES**

### **1. General**

The Regulatory Guidelines will be prepared in two (2) parts. The first part will focus on preparing standards for the various elements within the public right-of-way identified as the Greenway route in the Miami River Greenway Action Plan. The second part will focus on preparing standards for portions of the Greenway developed on both public and private property that lies directly on the River.

Consultant shall prepare the Regulatory Guidelines in sufficient detail to generally portray recommended dimensions, spacing, physical characteristics and quality of Greenway features, including, without limitation, pedestrian and bicycle pathways, sidewalks, promenades, plazas, riverwalks, crosswalks, on street parking configurations, transition areas, safety elements, lighting, landscaping, streetscape and site furnishings, signage, roadway configurations, and for properties that will have a Greenway directly on the river, at the water's edge, a conceptual site layout showing the relationship of Greenway to structures, building setbacks and suggested building frontage.

To the extent deemed necessary by the City Planning & Zoning Department, Consultant shall identify variations to the Regulatory Guidelines that may be applicable to particular areas or neighborhoods along the River, or may differentiate Regulatory Guidelines along the same lines identified in the Plan that is, Upper, Middle and Lower River areas. Variations in Regulatory Guidelines requested by the City after the 30% review shall be billed as additional services.

### **2. Right-of-Way Regulatory Guidelines**

The Consultant will research, prepare and recommend a set of design standards and guidelines for the various elements identified in B1 above to be located within the public right-of-way to establish a cohesive design theme for the Greenway throughout the River Corridor.

- a. Project Map – The consultant will develop an illustrative project map that will identify the right-of-way which is subject to the proposed regulatory guidelines, and



will serve as a key map for the enlargement diagrams which will be developed as part of this scope.

- b. Typical Illustrative Enlargement Diagrams – The consultant will develop up to three (3) typical enlargement diagrams (one for each River Area, identified as the: Upper, Middle, and Lower River Areas) to illustrate the desired design intent of the Greenway elements. These diagrams will consist of a plan drawing and a cross section elevation drawing for each of River Area..
- c. Street and Site furniture – The consultant will develop a palette for each River Area including specifications and unit costs for the following elements:
- Benches
  - Trash Receptacles
  - News Racks
  - Bicycle Racks
  - Bollards
  - Wayfinding System and signage (based on current wayfinding study by others)
  - Pedestrian Lighting
  - Landscape Accent Lighting

The street and site furniture pallet will be submitted as part of the 30% submittal. Once approved the street and site furniture pallet be incorporated in the 90% submittal and ultimately the final deliverables.

- d. Landscaping – The consultant will develop a palette of plant materials including specifications and unit costs for the following elements:
- Canopy Trees
  - Palms
  - Understory Planting ( Shrubs, Vines and Groundcover )

The landscape pallet will be submitted as part of the 30% submittal. Once approved, the pallet will be incorporated in the 90% submittal and ultimately the final deliverables.

- e. Hardscape –The Consultant will develop a pallet for hardscape treatments including specifications and unit costs for the following:
- Sidewalks
  - Pedestrian/ Bicycle Paths
  - Tree pits
  - Promenades
  - Riverwalk
  - Crosswalks
  - Plazas
  - Street intersections
  - On-Street Parking Configurations
  - Safety elements

The two (2) options will be submitted as part of the 30% submittal. Once approved, the hardscape pallet will be incorporated in the 90% submittal and ultimately the final deliverables.



### 3. **Riverfront Greenway Design Regulatory Guidelines**

The Consultant will research and prepare a set of design standards and guidelines that specifically address the implementation of the Greenway on riverfront property.

- a) Development Scenarios – The consultant will evaluate up to three (3) development scenarios that illustrate the desired design intent for development. The detail of development scenarios will be selected by the City and will include typical single family and multi-family residential, mixed-use, office/commercial, and/or industrial areas. The scenarios will identify the positive physical and locational characteristics desirable for the inclusion of a Greenway within public and private developments fronting the River. These characteristics shall include:
  1. Façade Transparency
  2. Façade Articulation
  3. Building Frontage
  4. Public Accessibility
  5. General spatial relationship of Greenway to other structures and buildings.
  6. Other Greenway Elements (landscaping, lighting, etc.)
  
- b) Palette and Specifications  
Same as for B2 above

## C. **TASKS**

### 1. **Research & Consultation**

The Consultant will attend up to nine (9) meetings with the following stakeholders as part of this task:

- Two (2) meetings with the City of Miami Planning and Zoning Department.
- One (1) meeting with each of the following stakeholders for a total of three (3) meetings: BOB member, TPL, and MRC Greenway Subcommittee,
- Two (2) meetings with area neighborhood associations.
- One (1) meeting with developers.

### 2. **30 % Review of Regulatory Guidelines** (with Planning & Zoning Department, Law Dept, City of Miami Public Works Dept., FDOT District VI, and Miami-Dade County Public Works Dept.)

The Consultant will revise Regulatory Guidelines per the review comments.

### 3. **90% Review of Regulatory Guidelines** (with Planning & Zoning Department, Law Dept, City of Miami Public Works Dept., FDOT District VI, and Miami-Dade County Public Works Dept.)

The Consultant will revise Regulatory Guidelines as per the review comments. The 90% submittal shall be in a form and finished state appropriate for use in public presentations.

### 4. **Public Presentations**

The Consultant will attend the following public presentations as part of this scope:

- a. One (1) presentation to the Bond Oversight Board
- b. One (1) presentation to the Greenway Subcommittee of the Miami River Commission
- c. One (1) presentation to the Miami River Commission





- d. One (1) presentation to the City of Miami Planning Advisory Board
- e. One (1) presentation to the City of Miami HEP Board
- f. One (1) presentation to the City of Miami Commission

The Consultant will address reasonable comments received during these meetings and revise the Regulatory Guidelines accordingly after consultation with City staff.

#### **D. DELIVERABLES**

The Consultant will provide the items listed below as the final deliverables. Progress documents will be submitted to City for review and approval at 30% and 90%.

- a. A color workbook (11"x17") to include the all Greenway elements defined in Section B1 above. The consultant will provide ten (10) hard copies of the report in color, and a digital version in both an Adobe Acrobat (PDF) and MS Publisher or MS Word (.doc) format.
- b. A narrative description of the Regulatory Guidelines suitable for incorporation into a legislative document, in an MS Word (.doc) format.
- c. A slide presentation in Microsoft PowerPoint format to show at the public presentations.

#### **E. TIME OF PERFORMANCE**

The Consultant will provide the above mentioned services according to the following schedule. Modifications to the schedule may be affected only upon the advance approval of the City's Project Manager or Planning Director after receipt of justification deemed acceptable to the City Planning Director. Consultant is not responsible for delays caused by others or untimely review of deliverables by the City.

**Notice to Proceed – Assume August 9, 2004**

**Task 1 – Right-of-Way Regulatory Guidelines – 3 months (August. 9, 2004 – Oct. 8, 2004)** This excludes review time from the above mentioned agencies.

**Task 2 – Riverfront Greenway Regulatory Guidelines – 2 months – assuming a 2 week review period from the above mentioned agencies.. (Oct 11, 2004 – Dec. 11, 2004).**

**Public Meeting #1 – Bond Oversight Board – December, 2004**

**Public Meeting #2 – Greenway Subcommittee – December, 2004**

**Public Meeting #3 – Miami River Commission – January, 2004**

**Public Meeting #4 – City of Miami HEP Board - January, 2004**

**Public Meeting #5 – City of Miami Planning and Zoning Board – January, 2004**

**Public Meeting #6 – City of Miami Commission – February, 2004**

#### **G. COMPENSATION**



The Consultant will accomplish the services outlined above for the guaranteed not to exceed fee of **\$74,863.00**. Office expenses have been included within the lump sum amount and would include in-house duplicating, facsimile, local mileage, telephone, postage, in-house blueprinting, word processing, and cellular telephone use. The following is a summary break down of the fee per task. Refer to the attached exhibits for further breakdowns by task and personnel.

Task	Description	Fee
A2	Foundation Documents Research.....	\$5,893.00
B2	ROW Regulatory Guidelines.....	\$32,998.00
B3	Riverfront Greenway Regulatory Guidelines.....	\$27,349.00
C4	Public Presentations.....	\$8,623.00
<b>Total Lump Sum.....</b>		<b>\$74,863.00</b>

Interim project billing will be monthly and such billings will be due and payable within 25 days.

### H. CLOSING

URG will perform the services described above for a lump sum fee noted above. Please refer to the attached exhibits for further fee explanation.

The approved Sub-Consultants as indicated in Paragraph 16 Sub-Consultants in the Professional Services Agreement between Urban Resource Group and the City of Miami are:

#### **Yazi, Inc. (Wayfinding/ Signage)**

URG (a division of Kimley-Horn and Associates, Inc.) is providing the “Not To Exceed” fixed fee according with Paragraph 10 Compensation in the Professional Services Agreement between Kimley-Horn and Associates, Inc. and the City of Miami. See attached “Exhibit A” (Staff Hours & Fee Schedule), “Exhibit B” (Sub-Consultants Staff Hours, Not Applicable).

URG Additional Services shall be according with Paragraph 13 Extra Work Expenses in the Professional Services Agreement between Kimley-Horn and Associates, Inc. and the City of Miami. See attached “Exhibit A”.

URG professional services proposal includes the Project Drawings Deliveries. See attached “Exhibit C”.

URG Professional Services Proposal includes the Project Timeline/Schedule. See attached “Exhibit D”.

This proposal shall provide Professional Services in accordance with the Professional Services Agreement between Kimley-Horn and Associates, Inc. and the City of Miami.

This proposal is used as the instrument to present specifics under Paragraph 3 -Subject Matter, Paragraph 4-Definitions and Paragraph 5 – Services as indicated in the Professional Services Agreement between Kimley-Horn and Associates, Inc. and the City of Miami.

I appreciate this opportunity to submit a letter agreement. Please contact me at (305) 673-2524 if



Kimley-Horn  
and Associates, Inc.

you have any questions.

Cordially,

**URBAN RESOURCE GROUP**

*A division of Kimley-Horn and Associates, Inc.*

Steven E. Lefton, ASLA, AICP  
Managing Partner

Bruno P. Carvalho, ASLA, AICP  
Project Manager

In agreement:

**CITY OF MIAMI**

Agreed to this \_\_\_\_\_ day of \_\_\_\_\_, 2004.

By: \_\_\_\_\_

Title \_\_\_\_\_

Attest: \_\_\_\_\_

II. OLD BUSINESS:

AUDIT COMMITTEE REPORT:

- Miami River Greenway Regulatory Guidelines – Professional Consulting Services – 10/27/04 meeting.
- Site Furnishings at Southside Park – 10/27/04 meeting.
- Police Headquarter’s Restroom ADA Modification Phase I Locker – 10/27/04 meeting.
- Old Miami Black Police Precinct & Museum Restoration – 10/27/04 meeting.
- Procurement of Appraisal Services for Little Haiti Park – 11/23/04 meeting.
- Gibson Park Improvements Phase I – 11/23/04 meeting.
- Coral Gate Park Irrigation – 11/23/04 meeting.
- Jose Marti Park Irrigation – 11/23/04 meeting.
- Williams Park Irrigation – 11/23/04 meeting.
- Moore Park Irrigation – 11/23/04 meeting.
- New Public Plaza & Roadway Improvements Adjacent to Mary Brickell Village Cooperative Project Agreement – 11/23/04 meeting.
- Sewell Park Restrooms/Park Facility Building – 11/23/04 meeting.
- Juan Pablo Duarte Park Building Renovation/Expansion – 11/23/04 meeting.
- Robert King High Park New Building and Site Improvements – 11/23/04 meeting.
- Henry Reeves Park Community Service Building Improvements – 11/23/04 meeting.
- Margaret Pace Park Improvements Phase II – 11/23/04 meeting.

➤ HD/NIB MOTION 04-87

A MOTION TO APPROVE THE AUDIT COMMITTEE’S RECOMMENDATION TO FUND ALL PROJECT LISTED ABOVE.

MOVED: D. Marko

SECONDED: M. Reyes

ABSENT: L. Cabrera, L. De Rosa, J. Manowitz, J. Reyes

Note for the Record: Motion passed by unanimous vote of all Board Members present.

- Fire Station No. 11 – 11/23/04 meeting.

TOTAL DOLLAR AMOUNT: \$2,500,000 (which has 10 Million allocated, with 5.5 Million in 1<sup>st</sup> series. Estimated current balance is (\$3,000,000) from 1<sup>st</sup> series allocation

SOURCE OF FUNDS: Neighborhood Fire Stations & Training Facility

Approved by Audit Committee: 11/16/04

**3. Little Haiti Park Appraisal Services.**

Madeline Valdes reported that \$11,500 was spent in appraisals, of which \$25,000 was requested. Parcel 92, on the recreational component, is still in litigation, and as such, the appraisals will need to continue to be updated, so the allocation of \$25,000 should be made available for future updates. Parcel 18 may possibly be swapped with an adjacent property owner to one of the City-owned properties in hopes that parking can be increased along the cultural component of the project.

**4. Miami River Greenways Regulatory Guidelines – Professional Consulting Services.**

Gary Reshefsky reported that the study for the Miami River Greenways was completed, and it's going to the Planning Advisory Board, and then to the City Commission in July. This plan will require developers to comply with certain design standards for the bay walk.

**5. New Public Plaza & Roadway Improvements Adjacent to Mary Brickell Village.**

Gary Reshefsky reported that the project is projected to be completed in the fall, probably in November. The City is monitoring the public plaza's construction, and the developer has drawn down the money that was allocated for the project as the expenses come about.

**6. Black Police Precinct & Museum Restoration.**

Gary Reshefsky reported that the building has been completely gutted, and it's getting a roof permit, new water lines, and a phase of the project is expected to be complete in March 2006.

**7. Gibson Park Improvements – Phase I.**

Gary Reshefsky reported that the park is scheduled to open in January. The project was three months behind, but the park wasn't shut down during the three-month lag. Part of the park is currently open. The recreation building is closed, but the project is moving forward.

**8. Bay of Pigs – Playground Equipment.**

Gary Reshefsky reported that the project was completed in April.

**9. Jose Marti Park – New Water Playground.**

Gary Reshefsky reported that construction will start in September, and it will be open the following summer.