



MIAMIBEACH

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

COMMITTEE MEMORANDUM

TO: Mayor Matti H. Bower and Members of the City Commission
FROM: City Manager Jorge M. Gonzalez 
DATE: October 27, 2011

This shall serve as written notice that a meeting of the Finance and Citywide Projects Committee has been scheduled for October 27, 2011, at 3:30 P.M. in the City Manager's Large Conference Room.

The agenda is as follows:

OLD BUSINESS

1. **Discussion regarding incentives for façade renovation in North Beach Commercial Corridors** (*January 19, 2011 Commission Item C4E*)

Kevin Crowder – Economic Development Div Director

2. **Discussion regarding a new voluntary benefit – BMG Loans**

Ramiro Inguanzo – Human Resources Director

NEW BUSINESS

3. **Discussion pertaining to the issuance of the Request for Proposals (RFP) for the comprehensive professional tennis management and operations services at the City's Flamingo Park and North Shore Tennis Centers** (*July 13, 2011 Commission Item C4D*)

Kevin Smith – Parks & Recreation Director

4. **Discussion concerning City Fees and Charges for Gay Pride 2012** (*July 13, 2011 Commission Item C4G*)

Max Sklar – Cultural Arts & Tourism Development Director

5. **Discussion regarding reducing the bills penalty from 10% to 5%** (*July 13, 2011 Commission Item R5D*)

Patricia Walker – Chief Financial Officer

6. **Discussion of a proposed modification of the promissory note dated February 5, 2007, between MBCDC: Meridian Place, LLC, a Florida Limited Liability Corporation, to the Miami Beach Redevelopment Agency; and to discuss a subordination of the City's mortgages in favor of a mortgage made by a commercial lending institution (May 11, 2011 Commission Item C4A)**

Anna Parekh – Director of Real Estate Housing and Community Development

7. **Discussion regarding franchising of valet parking operations (September 14, 2011 Commission Item C4B)**

Saul Frances – Parking Director

8. **Discussion regarding the catering and concession agreements for the Miami Beach Convention Center (September 14, 2011 Commission Item C4E)**

Max Sklar – Cultural Arts & Tourism Development Director

9. **Discussion and review of City's Investment Policy (September 14, 2011 Commission Item C4K)**

Patricia Walker – Chief Financial Officer

**Finance and Citywide Projects Committee Meetings for 2011:
December 6, 2011**

JMG/PDW/rs/th

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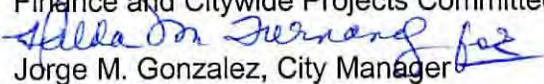
Cc. Mayor and Members of the City Commission
Management Team

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COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee
FROM: 
Jorge M. Gonzalez, City Manager
DATE: October 17, 2011
SUBJECT: **Discussion regarding Façade Improvement Program (FIP) in North Beach Commercial Corridor**

BACKGROUND

At the January 19, 2011, City Commission meeting, Commissioner Jonah Wolfson referred for discussion the concept of a storefront revitalization program.

At the April 27, 2011, Finance and Citywide Projects Commission Committee meeting (memo attached), the Administration presented a proposed façade revitalization program. At that time, staff explained that they had met with the representatives from North Beach and that their feedback suggested starting any program between 73rd Street and 75th, Street which is in the North Beach Target Area. The Committee recommended approving a façade program with a budget of \$120,000 (\$100,000 for the program and 20% for project management costs), and bringing the item back to the F&CWP Committee.

ANALYSIS

In researching options for the re-implementation of a façade revitalization program in the City, staff looked at the following program requirements in order to gauge the scope of the program:

- Funding (available and per project)
- Use of funds
- Requirements for recipients
- Management of program

The Administration has met with some of the property owners in the program area. These owners have expressed interest in participating in the program, especially for improvements to awnings, signage, windows and painting of the buildings.

Funding:

The program will be funded with \$120,000 of FY 2011/12 Community Development Block Grant funds as recommended by the F&CWP, and as subsequently approved by the City Commission on July 13, 2011.

Use of Funds:

Eligible improvements include, but are not limited to, the following:

- Awnings
- Paint
- Signage
- Windows/Doors
- Lighting
- Masonry Stucco

Staff has developed Façade Improvement Guidelines (Attachment B) that describe the purpose of the program, the target area, eligibility, the funding and match requirements, the application process, eligible activities, community development priorities, design guidelines, architectural drawings and specifications, procurement, financing policies, and general requirements.

Requirements for Recipients

Funding may be provided to tenants or building owners (within the program areas) up to a maximum of \$30,000 per building. Applicants will be eligible for up to \$10,000 with no match requirement, and for any amount between \$10,001 and \$30,000, applicants must provide a match equal to or greater than fifty percent of the amount awarded through this program. The match must be spent on the facade improvement project. *Businesses that have not been in operation for a minimum of one-year must provide a 50% match to all funds that are applied for, including funding below \$10,000.*

Program funding is provided in the form of a loan which is forgiven over a five-year period with no payments required, provided the property continues to be maintained in accordance with the program requirements, (such as maintenance of the facade; property taxes are kept current; property insurance is maintained with the City listed as a mortgagee; and the business is current on all City-required fees and taxes) and continue to meet federal guidelines (e.g. serving targeted populations).

Eligible properties are those that have businesses that serve the low and moderate income population. Needless to say, any tenant improvements would require landlord approval. Because these are federal funds, and the funds are allocated to the City, if a sub-recipient fails to meet federal requirements for five years, then the City would be responsible for repayment of these funds to US HUD. Staff would work with legal to identify a process to ensure that any investment made will meet the federal requirements and minimize any liability for the City. Since this program is primarily intended to benefit the existing businesses, the program could be administered in phases, with Phase 1 being only open to existing businesses, and Phase 2 open to both existing businesses and property owners. Individual vacant storefronts do not qualify for assistance, but may qualify as part of a façade enhancement project for a building with multiple storefronts.

In order to address the federally required affordability period, the Administration recommends that businesses have at least five (5) years remaining on their lease, or that the building owner guarantee either 1) to lease to another qualifying business should the recipient vacate the space prior to the end of the five (5) year period, or, 2) that the building owner repay the funds if required by US HUD.

Management of program:

Management of the program will be contracted out to a third party (organization or individual) to coordinate the program and ensure compliance with the various entitlement funding requirements. Any third party entity that might be considered must have the capacity to implement this type of program. Such CDBG program restrictions will include complying with timeliness, financial management, procurement, environmental review, labor standards, accessibility and equal employment regulations. One option can be to contract with another existing façade improvement program in a nearby municipality for the management of the City's program.

The City (or program manager) may consider entering into agreements with master vendors (contractor, window & awning supplier, etc), to perform the work for the program in order to help improve efficiency in the procurement process, minimize other paperwork on behalf of the beneficiaries, and also potentially address issues these programs can have related to reimbursement of costs. Programs of this type generally require that the applicant expend funds to pay the contractor and/or vendors, and submit requests for reimbursement to the City. This requirement can be a hardship for a struggling business that is interested in the program. The Administration will continue to explore ways to minimize this type of burden.

Implementation of the program:

Once the Guidelines have been approved, letters will be sent to the owners and the tenants of the buildings with a copy of the Guidelines and an application. They will be requested to complete the application and submit it to the City. Priority will be given to applicants that contribute the most matching funds and/or to projects that would have the greatest visual impact on the district. A scope of services and budget will be included in each application. The applications will be reviewed by staff and, if complete and qualified, a recommendation for approval will be forwarded to the City Manager for final approval. A contract will be executed between the City and the owner. The owner will be required to solicit three quotes for the scope of services and presented to the City for final approval. The project will be managed by the City staff and consultant for compliance with City and US HUD rules and regulations.

CONCLUSION

The Administration recommends contracting out management of the FIP to a consultant to manage the FIP. Staff recommends that the Committee approve the FIP Guidelines.

JMG/HF/KC/JM/AP/BG

Attachment A – April 27, 2011, FCWP Committee Memorandum
Attachment B – Proposed Façade Improvement Program Guidelines



MIAMI BEACH

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

COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Commission Committee

FROM: Jorge M. Gonzalez, City Manager

DATE: April 27, 2011

SUBJECT: **Discussion regarding incentives for façade renovation in North Beach Commercial Corridors**

At the January 19, 2011 City Commission meeting, Commissioner Jonah Wolfson referred for discussion the concept of a storefront revitalization program.

BACKGROUND

Façade renovation programs have been a successful revitalization tool used by many communities, including Miami Beach. The purpose of these programs is to provide financial assistance to property owners and business owners who are desirous of improving their building facades, business signage, awnings, and to correct any exterior code violations. When using any federal entitlement funds (such as Community Development Block Grants) for a façade revitalization program, those businesses that receive the funds are located in or serve the income-eligible areas and Community Development Block Grant (CDBG) Target Areas. The City did fund a façade revitalization program using CDBG funds. The program was last funded more than a decade ago in FY 1999/2000; in the past, CDBG funds were provided to both the Miami Beach Community Development Corporation and the North Beach Development Corporation for these façade improvement programs, with the City assuming some components of the program implementation (e.g. Davis Bacon reviews, etc.).

In the City's prior program, grants were generally provided as 50/50 matching grants and the funds were provided on a reimbursement basis. The Applicant had to agree to abide by all city, state and federal regulations, as well as all CDBG or other regulations required by the funding source.

ANALYSIS

In researching options for the re-implementation of a façade revitalization program in the City, staff looked at the following program requirements in order to gauge what the scope of the program could be:

- *Funding*: how much funding would be available for the overall program and from what source would this funding be available; how much funding would be available to an individual recipient
- *Management of program*: would the program be managed in house or contracted out; if federal funds are used, monitoring for compliance with federal regulations is very important
- *Requirements for recipients*: who would be eligible recipients (tenants or landlords); what, if any, requirements would be imposed on any recipients, such as a match; what federal regulations and reporting would be required, if any, of recipients; what, if any, requirements for repayment would be required for recipients if they sell or otherwise vacate an improved storefront

- *Use of funds:* what types of improvements would we want made with any funds allocated and should priority be given to one particular area of the City or one particular type of facade

Funding:

The City's prior programs were funded with federal entitlement funds. The prior CDBG funding levels of the City's Façade Improvement Programs were as follows:

Year	TOTAL Entitlement Allocation to City	Amount	Percentage (of tot. alloc.)
1995/96	\$2,974,000	\$275,000	9
1996/97	\$2,895,000	\$400,000	14
1997/98	\$2,836,000	\$340,000	12
1998/99	\$2,756,000	\$124,448	5
1999/00	\$2,768,000	\$325,000	12

Since the last time we funded this program in FY 99/00, our CDBG allocation has decreased from \$2,768,000 to an estimated \$1,572,379 in FY 11/12. The CDBG program has been targeted by both the Administration and Congress for budget cuts. In fact, the recent FY 2011 Continuing Resolution (CR) that funds discretionary programs for the rest of the current Federal fiscal year cuts CDBG formula funding by 16.2 percent, from \$3.99 billion in FY 2010 to \$3.343 billion in FY 2011 (a \$647 million cut). It should be noted that this final reduction for the current fiscal year is much better than the House Republican's initial proposal, whereby CDBG would have received a cut of 62.5 percent, down to \$1.5 billion. In FY 2010, the City received roughly \$1.87 million in CDBG funding. The reductions agreed to in the FY 2011 Continuing Resolution represent an approximate \$305,000 cut in Miami Beach's allocation. Beyond FY 2011, the outlook for CDBG is unknown. The Obama Administration's FY 2012 Budget calls for a 7.5% reduction in CDBG funding, and the FY 2012 Budget Resolution recently passed in the US House of Representatives, while not directly addressing CDBG, does call for across the board reductions for discretionary programs.

As you are aware, the City issues a competitive process for the allocation of our entitlement funds, including the CDBG funds. As permitted by federal regulations, the City sets aside and allocates through the competitive process up to the maximum allowable percentage for public service funding (15% of total allocation) to provide funding for programs that assist the elderly, youth, homeless, etc., and the City also retains the administrative percentage permitted by federal regulations to cover the City's costs in managing the program. The following table shows the proposed distribution of the City's CDBG funds for FY 2011-12.

City of Miami Beach Community Development Block Grant 2011 - 12 Estimated Entitlement	
Total Estimated Allocation	\$1,572,379
Competitive Funding Categories	Estimated Available Funds
Public Services (Limited to 15% by HUD)	\$ 235,855
Housing, Rehabilitation and Public Facilities Improvements	\$ 722,049
Estimated Total Competitive Funds	\$957,904
Non-Competitive Funding Categories	
Section 108 Loan Repayment	\$ 210,000
Code Enforcement	\$90,000
Planning and Administration	\$ 314,475
Estimated Non-Competitive Funds	\$614,475

Should a façade revitalization program be recommended, funding for that program (approximately \$140,000) would be allocated from the "Housing, Rehabilitation and Public Facilities Improvements" line item. It is important to note that a total of nine (9) requests for a total of \$1,593,086 was submitted for these available funds (\$722, 049) for this current funding cycle, and include requests for multifamily housing rehabilitation, senior center improvements, health facility improvements, and homeownership assistance and counseling. Examples of currently/previously funded activities in this category include: Douglas Gardens – Mayfair House AC Replacement; HACMB – Lois Apartments Rehabilitation; MB CDC - Homeownership Assistance; JCS - Senior Center Improvements; MB CDC – Multifamily Housing Program; MB CDC – Seymour Community Center; and UNIDAD – Oceanfront Community Center.

In terms of funding to any individual recipient, based on the requirements for managing the program, prior experience, the approach of other façade improvement programs, and in light of likely costs associated with typical façade improvements (e.g. painting, awnings, lighting, etc), it would not be feasible to allocate less than \$10,000 to each eligible recipient. Likewise, in light of the administrative oversight relating to the federal regulations of the funding source, a program with a value of less than \$100,000 may not be financially feasible to manage. As such, a potential program would have a with a first year implementation goal of assisting ten (10) businesses, with a maximum grant of \$10,000 per applicant. The total estimated budget for such a program is \$140,000, taking into account direct program fees, administration, and monitoring of the project.

Management of program:

Options for managing a program, should it be implemented, include either having the program administered in-house (in our Real Estate, Housing and Community Development Division), or have it contracted out to a third party. In-house administration would require, at-a-minimum, the hiring of a part time (temporary position) to coordinate the program and ensure compliance with the various entitlement funding requirements. Any third party entity that might be considered must have the capacity to implement this type of program, given the restrictions on administrative costs associated with CDBG funds. Such CDBG program restrictions will include complying with timeliness, financial management, procurement, environmental review, labor standards, accessibility and equal employment regulations. One option can be to contract with another existing façade improvement program in a nearby municipality for the management/administration of the City's program.

Requirements for recipients:

Should the City proceed to fund a façade revitalization program, it would be essential to determine who would be eligible recipients (tenants or landlords) for the funding. Needless to say, any tenant improvements would require landlord approval. However, because these are federal funds, and the funds are allocated to the City, if a sub-recipient fails to meet federal requirements, then the City would be responsible for repayment of these funds to the federal funding agency. Staff would work with legal to identify a process to ensure that any investment made will meet the federal requirements and minimize any liability for the City. Another question is whether a match should be required. Match requirements are common for these types of programs but the amount of match can range. Should the Commission wish to proceed with a façade revitalization program, it would be suggested that perhaps a two-tiered approach be used whereby a match may not be required for some amounts, or where the match requirement is lower proportionate to the funding allocated.

Use of Funds:

It would be important to identify the parameters of any recommended program, such as whether the

program is intended to assist struggling existing businesses, or if the funding would be available for vacant business storefronts. Should the Commission consider a façade revitalization program, it would be recommended that it be used only for current, occupied businesses.

The following table provides information on the façade improvement programs currently in use in other jurisdictions:

	City of Miami	City of N. Miami	Downtown Development Authority	City of Miami Gardens
Implementing Entity	Administered by Community Development Department through three sub-recipients	Administered by Community Redevelopment Agency	DDA	Community Development Department
Business Match Requirements	5-15%	Up to 50% Match	Up to 50% Match	Up to 20%
Grant Amount to recipient	Up to \$10,000	Up to \$80,000	Up to \$50,000	Up to \$50,000
Terms	Grant	Grant	Grant	Forgivable Loan
Total Program Amount Available	\$600,000		\$300,000	\$200,000

CONCLUSION

The Administration issued a Request for Proposals for the next cycle of CDBG funding on March 1, 2011. Should the Finance and Citywide Projects Committee recommend the creation of a façade improvement program in North Beach, the Administration seeks guidance on the amount of CDBG funding to be earmarked for the program, and direction on how the program should be administered.

JMG/HF/KC/AP/BG

**Façade Improvement Program Guidelines – NORTH BEACH
City of Miami Beach
October, 2011**

Purpose of the Program

The City of Miami Beach) is providing an incentive program to improve the façades of eligible properties within a targeted revitalization area in North Beach. By enhancing the appearance of business/building façades, the program serves to improve the economic viability of the businesses in this area. Better aesthetics improve the marketability of the businesses, and draw business and residents to the area and increase property values.

Target Area

The current façade improvement program target area is North Beach on Collins Avenue from 73rd Street to 75th Street. If you have a question as to whether your property is within one of the target areas, please contact the City at 305-673-7010.

Funding and Match Requirements

Funding may be provided to buildings or tenants (within the program areas) up to a maximum of \$30,000 per building. Applicants will be eligible for up to \$10,000 with no match requirement, and for any amount between \$10,001 and \$30,000, applicants must provide a match equal to or greater than fifty percent of the amount awarded through this program. The match must be spent on the facade improvement project. Businesses that have not been in operation for a minimum of one-year must provide a 50% match to all funds that are applied for.

Program funding is provided in the form of a loan which is forgiven over a five year period with no payments required, provided the property continues to be maintained in accordance with the program requirements, such as maintenance of the façade; property taxes are kept current property insurance is maintained with the City listed as mortgagee; and the business is current on all City-required fees and taxes [make language consistent between memo and this].

Application Process

Applications for the Façade Improvement Program will be available as funding allows. To obtain an application or additional information about the program, call 305-673-7010. Applicants will be required to complete the program application and provide a project timeline, drawings or photographs, and specifications of the proposed façade improvement work to the City's program manager for approval prior to obtaining bids. Proposals must pass a threshold review for eligibility, and will then be reviewed for quality and impact of the proposed improvements. Following are the steps in the process:

- Obtain application, either from the City web site or the by calling 305-673-7010.
- Consult the map attached to the guidelines to verify that the business is an eligible recipient and that the property is located in an eligible area.
- Obtain drawings and cost estimates.
- Forward completed application to the City of Miami Beach City Manager's Office.
- The application will be evaluated and, if the proposed project meets the established eligibility, the owner will be notified and can then proceed to obtain architectural drawings, if necessary, and at least two bids for the project.
- When bids are obtained, forward to the Program Manager for final approval.

Eligibility

All businesses and/or property owners willing to improve the exterior of properties located within the designated program areas may be eligible to receive assistance. A recipient may utilize the Façade

Improvement Program in conjunction with other public financial resources. Businesses and property owners may receive assistance for more than one location based on funding availability. Eligible properties are commercial and mixed commercial/residential with commercial façades visible from the street. Funding may be made available in a phased process, with priority on local businesses first, followed by property owners.

Buildings will be required to be occupied to be eligible for this program. Tenants that have not been in operation for a minimum of one-year must provide a 50% match to all funds that are applied for. New construction and vacant individual storefronts will not be considered for this program.

Applicants will be required to demonstrate financial capacity to meet the program matching requirements and must be current on all property taxes, mortgages, insurance and city fees/taxes. A credit report will be obtained as part of the application process.

Eligible Activities

Façade renovation activities must involve the general upgrading of a building's external appearance in compliance with the Design Guidelines and Design Review process.

Examples of eligible activities:

- Masonry repairs and tuckpointing;
- Repair/replace/preserve historically significant architectural details;
- Storefront reconstruction;
- Cornice repair;
- Exterior painting and stucco;
- Awnings and canopies;
- Permanent exterior signage integrated into the storefront design;
- Repair/replacement of gutters and down spouts;
- Façade building code items;
- Utility/trash enclosures;
- Exterior façade lighting

Examples of activities that generally are not eligible:

1. Landscaping;
2. Non-visible roofing;
3. Attached, hanging or projecting signs unrelated to the architecture of the building;
4. Mechanical equipment enclosures (non-visible);
5. Billboards;
6. Interior renovation;
7. Temporary, portable or non-permanent improvements;
8. New construction;
9. Property acquisition;
10. Expansion of building area;
11. Conversion of use;
12. Working capital;
13. Refinance of existing debt;
14. Payment of delinquent taxes;
15. Improvements in progress or completed prior to loan/grant approval.
16. Improvements involving interior rehabilitation, including modernization of electrical, mechanical, or structural elements. However, facade improvement funds may be used for facade improvements in conjunction with a separately financed rehabilitation project;
17. Improvements that do not follow the approved architectural plans and designs for the facade renovation;
19. Activities specifically prohibited by the program's funding source.

Community Development Priorities [Approval of applications will be considered based on strength of proposals and readiness to begin work, funding availability, and Community Development priorities.

Priorities include:

- Projects increasing or retaining jobs within the redevelopment area
- Severely deteriorated buildings with greatest negative impact on the community
- Properties identified blighted as defined in applicable area redevelopment plan
- Properties with significant Code Enforcement history
- Prominent highly visible locations, such as major intersections or locations on major arterials
- Businesses located in pedestrian oriented business locations
- Buildings located in areas where other public investment is taking place
- Projects that leverage maximum private investment
- Buildings without residential occupancy

Design Guidelines

Eligible proposals will be required to follow design guidelines for rehabilitation of historic buildings, if applicable. These guidelines are provided to ensure appropriateness of the proposed work, and to provide for compatibility with the affected building's original appearance and with other area buildings. The Planning Department will review all applications for consistency with the guidelines. Simple applications for paint, awnings, signage and/or exterior lighting may be approved administratively. Projects that involve alterations to the windows and doors, or to other architectural features on the façade, may require approval by the Historic Preservation Board. Prospective applicants are encouraged to consult with the Planning Department prior to preparing their application to ensure best results.

All tenant signage must be in compliance with sign regulations in Chapter 138 of the City Code. Grant funds may be used to correct violations of the signage code.

Application Requirements

Applications must include a complete description of the proposed scope of the project, including, as applicable, elevation drawings, photographs, color samples, specifications and a minimum of one written proposal from a qualified vendor for painting, awnings, signs and windows/doors. If the application receives preliminary approval, then the applicant will be required to provide additional drawings and specification necessary to receive a building permit. These may include shop drawings from the vendor or signed and sealed architectural or engineering drawings, depending upon the scope of the project.

Procurement

Once the design is approved, the Developer agrees to solicit a minimum of three (3) competitive bids for the rehabilitation work and to provide evidence to the City of the bids received and the amount of each bid. Contractors selected are required to take affirmative steps to encourage the use of minority and women-owned business enterprises when subcontracts are let.

Financing Policies

1. Reimbursements – progress payments will be on a reimbursement basis only. The total reimbursement for all forms of façade improvement assistance shall not exceed \$30,000 per project. Projects must be completed within twelve months after the start of construction, unless the City approves a longer timeline, at the City's sole discretion.
2. Security - the façade improvement project reimbursement will be secured by a deed of trust on the real estate for the requisite term which will self-amortize proportionally each year; providing the property continues to be maintained in accordance with the program requirements, such as maintenance of the façade, property taxes are kept current, and property insurance is maintained with the City listed as mortgagee.
3. Repayments - No repayments will be required if all terms are met.
4. Default - A recipient shall be considered in default and the balance of financial assistance immediately due and payable upon failure of the borrower: to properly maintain the façade after improvements are completed, delinquency in property taxes; to maintain property insurance with the City listed as mortgagee, or failure to operate in compliance with all applicable local, state, and federal codes, laws, and regulations.
5. Remedies of Default - In the event of default, the City may exercise any combination of the remedies available to it with respect to the security agreement(s). The City may take whatever action at law, or in equity, as may appear necessary or desirable to collect any outstanding balance or to enforce the performance and observation of any other obligation or agreement of the recipient.

General Requirements

1. All work must be done in accordance with the Design Guidelines, all applicable local, state and federal codes, and rules and regulations for the Community Development Block Grant program. Any renovation work undertaken prior to the City's final written authorization to begin construction is not eligible for assistance under the program. All renovation work undertaken in conjunction with the façade improvement program which exceeds approved financial assistance shall be borne by the applicant.
2. All construction management shall be the responsibility of the applicant. All work undertaken using CDBG funds will be subject to the Davis Bacon Act. Applicant must contact the City prior to obtaining bids when Davis-Bacon will be required to obtain current wage rates to provide potential bidders.
3. Properties with residential components will be required to meet applicable lead-based paint abatement requirements.
4. Each recipient will be responsible for all acquisition and relocation costs when displacement of residential or nonresidential tenants occurs as a result of the project, in accordance with the

Uniform Relocation Act. If temporary tenant relocation will be required for this project, contact the City for further guidance prior to submitting this application.

5. All applicants shall be required to demonstrate compliance with nondiscriminatory employment practices and Affirmative Action Programs under Title VI and Section 112 of the Civil Rights Act of 1969 and Public Law 92-65. Applicants are encouraged, to utilize minority and women-owned business enterprises under this program.
6. The City, the Department of Housing and Urban Development, the Comptroller General of the United States, 'or any duly authorized representatives, shall have access to any books, documents, papers and records which are directly related to the program assistance for the purposes of monitoring, making audits, examination, excerpts, and transcripts. All records supporting the costs and components of program assisted improvements shall be maintained for a period not less than three (3) years following completion of the program agreement period, agreement termination, or default, whichever shall first occur. No person who is an employee, agent, consultant, officer, appointed official, or elected official of the City of Miami Beach who exercise or have exercised any functions or responsibilities with respect to CDBG activities, or are in a position to participate in a decision-making process, or gain inside information with regard to such activities, may obtain a personal or financial interest or benefit, or have interest in any program assistance, either for themselves or those with whom they have family or business ties, during their tenure or for one (1) year thereafter.

Please contact the City of Miami Beach at 305-673-7010 with any questions or to obtain additional information about the Facade Improvement Program.

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MIAMI BEACH

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

COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee Members

FROM: *Jorge M. Gonzalez*
Jorge M. Gonzalez, City Manager

DATE: September 26, 2011

SUBJECT **REFERRAL TO THE FINANCE AND CITYWIDE PROJECTS COMMITTEE A DISCUSSION PERTAINING TO THE ISSUANCE OF THE REQUEST FOR PROPOSALS (RFP) FOR THE COMPREHENSIVE PROFESSIONAL TENNIS MANAGEMENT AND OPERATIONS SERVICES AT THE CITY'S FLAMINGO PARK AND NORTH SHORE PARK TENNIS CENTERS**

BACKGROUND

This matter was referred to the Finance and Citywide Projects Committee at the July 13, 2011 Commission meeting.

The current agreement with Greensquare Inc., for the management and operations of the City's tennis centers is due to expire in April, 2012. It has been the Administration's intention to issue a Request For Proposals (RFP) in a timely manner to avoid any break in quality operations or services to the City's tennis-playing residents and guests. The RFP is intended to secure a qualified professional management company for the operation of these public tennis facilities, to include the operation of the tennis courts; pro shop; a food and beverage concession; and other tennis-related operations as approved by the City. Services also include those customarily associated with the operation of a public tennis center, including permitted special events related to the tennis center activities.

The final price and terms for the contracts would be negotiated after the City Commission approves authorization to negotiate with the entity selected through the RFP. The new management agreement is expected to be for a three (3) year term, with two (2) one-year renewal options at the City's option.

ISSUE FOR DISCUSSION

The issue for the Committee's consideration and discussion at this time, is related to the timing of the issuance of this RFP, taking into consideration that the Flamingo Park Tennis Center will be soon be under complete reconstruction. The Commission has taken the actions necessary to secure the construction company to provide the GMP pre-construction and construction services for the Flamingo Park Tennis Center project. The Flamingo Park Tennis Center is currently scheduled for demolition and construction to begin in January, 2012. It is anticipated that construction will take approximately one year, with an expected completion date of January 2013.

The plan is to phase construction by always having a set of courts available for play to the patrons. The goal of keeping the Tennis Center open while under construction and continuing to provide quality customer service for our residents and guests presents some potentially challenging issues. The City may benefit from having a management team familiar with the current tennis patrons and the conditions of the current tennis center and programs. Some of these challenges include, but are not limited to:

- Anticipated complaints from current tennis center members and guests trying to obtain a court reservation with approximately 50% fewer courts available for play
- Assuring a delicate balance of member play, non-member play, private lesson and clinics, given the reduction of available courts between the Flamingo and North Shore Tennis Centers.
- Continue the existing and expand the successful youth programs currently underway.

Additionally, as a result of fewer available tennis courts for play, there is an expected negative financial impact to the tennis center, and a reduction of tennis revenue during the construction period that will impact the tennis centers' management. It is unclear how this may impact potential responses to an RFP issued at this time, including the subsequent negotiations with the firm awarded the agreement.

CONCLUSION

The Administration requests that the Committee discuss the matter and provide direction on whether to issue the RFP at this time and have the selected tennis management company in position to begin operations in April of 2012 when the current agreement expires, or whether it is more beneficial for the City and our tennis-playing residents and guests for the City to extend the current agreement with Greensquare on a month-to-month basis until such time as the new Flamingo Park Tennis Center is nearing completion, and at such time coordinate the issuance of the RFP in a manner to have the selected operator in place to coincide with the grand opening of the new facility.

CC: Hilda M. Fernandez, Assistant City Manager
Kevin Smith, Director of Parks and Recreation
Julio Magrisso, Assistant Director of Parks and Recreation

JMG/HMF/KS/JEM
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MIAMI BEACH

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

COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jorge M. Gonzalez, City Manager

DATE: August 17, 2011

SUBJECT: **Discussion concerning City Fees and Charges for Gay Pride 2012.**

BACKGROUND

The subject discussion item was referred to the Finance and Citywide Projects Committee at the July 13, 2011 City Commission meeting.

In 2008, Mayor Bower created the Gay Business Development Ad Hoc Committee. One of the first initiatives of this Ad Hoc Committee was to establish a Miami Beach Gay Pride. In 2009 the Committee celebrated the inaugural Miami Beach Pride event and they have successfully produced the event for three (3) consecutive years.

The following is a breakdown of the fees charged by the City for Miami Beach Pride in each year of the event (W=Waived):

	2009		2010		2011	
Application Fee	(\$250.00)	W	(250.00)	W	(250.00)	W
Permit Fee	(\$250.00)	W	(500.00)	W	(500.00)	W
Vehicle Beach Access Passes	(\$1,200.00)	W	(3,000.00)	W	(4,500.00)	W
Square Footage Fee	3,475.00	-	10,390.00	-	5,130.65	-
Lummus Park User Fee	2,194.00	-	2,794.75	-	3,476.70	-
Police Personnel	3,923.00	-	8,264.00	-	8,414.50	-
Police Admin. Fees	(980.00)	W	(330.00)	W	(300.00)	W
Fire Personnel	0.00	-	520.00	-	520.00	-
Fire Admin. Fees	0.00	W	(104.00)	W	(104.00)	W
Parking Fees	1,920.00	-	3,300.00	-	3,300.00	-
Parking Admin. Fees	30.00	-	30.00	-	30.00	-
Sanitation Fees	2,963.49	-	775.00	-	1,219.81	-
Building Fees - Aprox.	463.60	-	1,117.24	-	766.40	-
TOTAL COSTS	\$12,289.09		\$23,006.99		\$17,204.06	
TOTAL WAIVERS	\$2,180.00		\$3,684.00		\$5,154.00	

As you are aware, the City does not provide waivers to any entity for hard costs (police and fire personnel, parking or sanitation), and cannot waive Building fees by State law.

JMG/HMF/MAS

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MIAMI BEACH

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

FINANCE & CITYWIDE PROJECTS COMMITTEE MEMORANDUM

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

FROM: Jorge M. Gonzalez, City Manager

DATE: September 26, 2011

SUBJECT: Discussion regarding the reduction of utility bill's penalty percentage from 10% to 5%.

At the July 13, 2011 City of Miami Beach Commission meeting, a discussion item regarding the reduction of utility bill's penalty percentage, from 10% to 5%, was referred to the Finance and Citywide Projects Committee (F&CWPC) for discussion.

This discussion item was added to an Ordinance, under first reading, which changes the due date for utility bills to 21 days from their current 15 days from the date of the bill. This change in date came as a recommendation from the F&CWPC after the Committee analyzed and compared due dates from other public utility providers from neighboring communities, as well as, other utility bills from private providers who operate in Miami Beach.

Presently, when a utility bill is in arrears, the City charges a one-time 10% penalty on the current portion of the bill. No additional interest or penalties are charged.

Similarly as to the study conducted with changing the due date from 15 days to 21 days, listed below for your review is a comparison of local Utility Bills from neighboring communities, as well as, two other energy utility providers in Miami Beach:

**City of Miami Beach
Finance and Citywide Projects Committee
Utility Billing Analysis**

Community Name	Late Penalty	Interest
City of Miami Beach - Utility Billing	10% of current bill	No interest
Miami-Dade Water and Sewer Department	10% of current bill	No interest
Broward County Comm. - Public Works Dept.	N/A	2.5% monthly on entire past due bal.
City of Miramar	\$15.00	No interest *high reconnection fee
City of Fort Lauderdale	N/A	1% monthly on entire past due bal.
Other Utilities		
Florida Power and Light	1.5% of current bill	1.5% monthly on entire past due bal.
TECO - Peoples Gas	1.5% of current bill	1.5% monthly on entire past due bal.

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MIAMI BEACH

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

COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee Chairperson and Committee Members

FROM: *Hilda M. Hernandez for*
Jorge M. Gonzalez, City Manager

DATE: October 27, 2011

SUBJECT: **A DISCUSSION OF A PROPOSED MODIFICATION OF THE PROMISSORY NOTE DATED FEBRUARY 5, 2007, BETWEEN MBCDC: MERIDIAN PLACE, LLC, A FLORIDA LIMITED LIABILITY CORPORATION, TO THE MIAMI BEACH REDEVELOPMENT AGENCY; AND TO DISCUSS A SUBORDINATION OF THE CITY'S MORTGAGES IN FAVOR OF A MORTGAGE MADE BY A COMMERCIAL LENDING INSTITUTION.**

BACKGROUND

Meridian Place was built in 1940 and had been operating as a 72-unit transient hotel, located at 530 Meridian Avenue, which was purchased for rehabilitation by Carrfour Supportive Housing in 2001. The "as-is" purchase price in 2006 was \$3,800,000, as supported by an August 22, 2006 appraisal by J.B. Alhale & Associates, Inc., which determined the "as is" value to be \$3,800,000. The appraiser also provided an "upon completion" value of \$6,525,000. However, this value was predicated upon the original build-out as a 71-unit development. As a result of ongoing issues with its funders, Carrfour Supportive Housing indicated that it would no longer pursue completion of the re-named "Sunsouth Place Apartments" project.

Miami Beach Community Development Corporation (MBCDC) was approached regarding its interest in acquiring the property to ensure its continued availability to the community as affordable housing. To complete the transaction, MBCDC requested funding from the City to assist in the acquisition of the property. In July 2006, Miami Beach Community Development Corporation (MBCDC) entered into a purchase agreement with Carrfour Supportive Housing for the acquisition of the property. An underwriting analysis performed by First Housing Finance Corporation on November 29, 2006, determined that based upon the proposed financing structure, the rehabilitation and construction completion, the principals' experience, the favorable financial support from the City of Miami Beach, and considering the noted debt service coverage, the proposed transfer of ownership of the uninhabitable development to MBCDC was considered favorable. At that time, there was no debt service contemplated for the RDA's \$1,500,000 contribution.

On October 11, 2006, the Miami Beach Redevelopment Agency (RDA) approved Resolution No. 538-2006 authorizing an appropriation of South Pointe Redevelopment Area funds in the amount of \$1,500,000 to be utilized by MBCDC for the purpose of MBCDC's acquisition and rehabilitation of the building located at 530 Meridian Avenue to provide 34 units of affordable housing for elderly, formerly homeless persons. On February 5, 2007, a Mortgage and Security Agreement and a corresponding Promissory Note were executed by MBCDC: Meridian Place, LLC, a Florida limited liability corporation (the Promissory Note), committing to a repayment schedule in the amount of \$150,000, commencing December 31, 2011, and continuing each

December 31 thereafter annually.

In order to complete the total renovation of the project and meet HUD's national objective, MBCDC also obtained funding directly from U.S. HUD, the State of Florida, and Miami-Dade County to cover the construction costs. However, commercial bank financing will be necessary to cover a budget gap and to provide gap financing until some other funding sources are received. In order to qualify for the commercial bank financing, MBCDC must modify the repayment terms of the February 5, 2007, Promissory Note and is also, as is customary with bank financing, requesting that the City subordinate its secured debt position to the commercial lending institution. The rehabilitation of the property (now known as Meridian Place) is underway and the project is approximately 60% complete, with completion anticipated in February 2012, assuming the necessary cash flow is secured.

ANALYSIS

At the time of MBCDC's acquisition of Meridian Place, total project costs were estimated at \$6,629,000, including acquisition. Since that time, the City's regulatory processes, which included Board of Adjustment and Historic Preservation hearings, as well as HUD's regulations concerning the size of the units, necessitated significant modifications to the plans, including the complete reconfiguration of the floor plans to reduce the number of units to 34, the addition of an elevator, and the reconfiguration of the lobby for ADA compliance. The total costs are currently projected at \$8,117,797, including the \$3,800,000 acquisition cost. Total currently allocated grant and loans funds are \$7,139,822, including the RDA contribution. In addition, U.S. HUD vouchers for construction debt will be available (\$335,012), and MBCDC has secured a commitment of Miami Dade County General Obligation Bond funds (County GOB) in the amount of \$440,431. Until the HUD and County GOB funds are paid to MBCDC, the funding gap to complete the construction of the project is \$977,975.

Currently, the County has \$440,431 of District 5 funds allocated to "Miami Beach Community Development Corporation to finance development of certain affordable housing units." While commercial bank financing is currently being sought in the amount of \$977,975, once the County GOB funds are released, MBCDC anticipates paying down the commercial bank loan with the \$440,431. MBCDC's preliminary approval of \$440,431 in County GOB funds is still subject to official project allocation to Meridian Place, but also to successful underwriting review by the County. Successful underwriting is critical to the allocation of the County GOB funds to Meridian Place. If MBCDC is ultimately successful in securing the County GOB funds for Meridian Place, the savings in cash flow from the reduced debt service will be utilized to reduce rents to make the units more affordable.

Based on current rental income projected for this affordable housing project, and in light of the RDA debt service which is scheduled to commence this December and the current market value of the property, MBCDC has been unable to obtain a commitment for private bank financing to fill the current funding gap. MBCDC recently applied for a HUD HOME/HOPWA grant in the amount of \$300,000 from the City of Miami and was informed that the current cash flow projections with an RDA repayment beginning this year would render the project unable to maintain the levels of rents required by the grant program. Furthermore, a draft of the HUD-required independent third-party Subsidy Layering Review recently requested by the Administration indicated that the development's cash flow, which is limited by HUD rents, does not support annual principal payments in the amount of \$150,000 to the RDA.

The value of the property was recently appraised in conjunction with the HUD-required Subsidy Layering Review. On April 21, 2011, J. Alhale Appraisals, Inc. updated the previous appraisal and determined market values utilizing various different approaches, to be as follows:

Prospective Market Value Upon Completion of Renovation;
In a 34-unit affordable rental housing use
Without the favorable loan/grant package
(Not economically feasible)
\$1,990,000

Estimated investment value in a 34-unit affordable housing
Use upon completion of remaining rehabilitation
Subject to the favorable loan/grant package
\$4,760,000

Based on cash flow projections outlined in MBCDC's Meridian Place Proforma dated 9/21/11, which is attached and labeled Exhibit A, the annual RDA debt payments would create negative cashflow of more than \$100,000 in each of the next ten years. This position is further compounded by an additional \$1,000,000 in negative cashflow if the State debt is repaid in the year 2020, as required.

MBCDC states that if the RDA Promissory Note is modified to reflect a deferred or forgivable status, then the project will be provided with a modest net cash flow average of approximately \$20,000 for each of the next ten years; with the exception of the first year of operation. This also presumes that MBCDC is successful in receiving its requested payment deferral and extended amortization of the State debt.

ADDITIONAL INFORMATION

As a part of the City Commission's May 11, 2011 referral of this discussion to the Finance and Citywide Projects Committee, Commissioner Libbin requested that MBCDC provide a spreadsheet of all the buildings owned by MBCDC and when they will become cashflow positive. Commissioner Libbin asked which buildings are going to have free cash and when it comes available. MBCDC's Consolidated Revenue and Expense by Sequence Report Period: 9/1/2010 – 8/31/2011 is attached as Exhibit B (Exhibit B1 is a summary of the revenues and expenses; Exhibit B2 is the full back-up information). It is important to note that if there were any positive cashflow from any one building, most, if not all of MBCDC's buildings are highly leveraged by a variety of grants, and any positive cashflow from one building would most likely not be available to pay debt service on a completely different building. Furthermore, each of the projects is organized as a separate limited liability corporation and therefore cashflow cannot be moved between projects without legal agreements and justification.

RECOMMENDATION

Notwithstanding these considerations, a responsibility exists to ensure that HUD HOME and CDBG funds allocated to this affordable housing project for formerly homeless elderly persons, are utilized in a feasible project. In light of the HUD subsidy layering feasibility requirements, it is recommended that the RDA loan repayment terms be restructured to be consistent with other affordable housing grants (loans) from the City which defer the repayment of the funding as long as the project is kept "affordable" in accordance with HUD guidelines. This project's

“affordability period” is currently thirty (30) years, commencing at the issuance of the Final Certificate of Completion. Should the deferral be approved, it is recommended that at the expiration of the 30-year affordability period, the City may be given the option to either call in the note, extend the affordability period (e.g. another thirty years), or otherwise modify the note. Furthermore, consistent with other recently approved grants and loan documents to MBCDC, a provision may be added to the terms of a modified loan which requires that, in the event the project fails to comply with HUD’s affordability requirements, title to the property reverts to the City and the RDA loan repayment is accelerated and is immediately due and payable.

CONCLUSION

Based on the project’s inability to service the RDA debt from projected affordable rent cashflow, it is recommended that the RDA loan repayment terms be restructured to be consistent with other affordable housing grants and mortgage documents provided by the City, which defer the repayment of the funding as long as the project is kept “affordable” in accordance with HUD guidelines. Additionally, a reverter clause is recommended which will require that, in the event the project fails to comply with HUD’s affordability requirements at any time during the affordability period, then the title to the property will revert to the City and the RDA loan repayment will be accelerated and immediately due and payable to the City. Also, it is recommended that MBCDC be required to apply the proceeds of the GOB funding from the County to the reduction of the private bank financing, and rents be reduced to reflect the debt service cashflow savings. Finally, in light of MBCDC’s need for upfront funding of the HUD approved gap financing and the additional private bank gap financing, it is recommended that the City subordinate its secured debt position in the maximum amount of \$980,000 to a commercial lending institution, if bank financing is secured, consistent with prior practice.

JMG/HMF/AP/ARB

Attachments

H:\Real Est, Hsng & Comm Dev\Community Development\Meridian Finance Memo October 27 2011 10-21-11.docx

EXHIBIT A

MERIDIAN PLACE APARTMENTS 530 MERIDIAN AVE, Miami Beach fl 33139		Square Ft	16,525			PRE DEVELOPMENT COSTS		Revised	OPERATION EXPENSES					
1	USES:		Sq Ft/ Units	Per Sq Ft	Per Unit									
	Purchase Price	3,800,000	Costs per	230	111,765									
	Construction Costs to complete	2,454,088	Costs per	149	72,179									
	Facade Renovation	230,124		14	6,768	Acq. Closing Costs....	17,945		Management fee 5% of gross	14,755				
	Construction Contingency	98,255	Costs per	6	2,890	Title Update	12,075		Accounting	3,000				
	Pre Development Costs	1,064,938	Costs per	64	31,322	Other Closing charges	28,443		Licence & Permits	750				
	Develop Fee & Overheads	470,392	Costs per	28	13,835	Seller Mortgage Interest	430,055		Maintenance	20,400				
	Total Project Cost	8,117,797	Total Cost per	491	238,759	Construction Loan Interest	30,000		Garbage Disposal	4,000				
2	SOURCES : Seller Mortgage					Permanent Loan Closing	20,000		Extenuating @ 100 pm	1,200				
	Florida Housing Demo Loan /01	1,000,000				Inspection Fees	10,600		Grounds Maint @ 100 pm	1,200				
			MAXIMUM	4,823,928		Appraisal	7,000		Common Electric	10,000				
	City of Miami Beach HOME 07/08	800,000	CMB HOME	309,469		Survey	2,500		Water & Sewer	32,540				
	City of Miami Beach HOME 08/09	958,972	County HOME	280,517		Architect fee & Reimb	147,200		Elevator Maintenance @300 pm	3,600				
	City of Miami Beach HOME FY 02/03	309,469	CMB HOME	800,000		Building permit	90,000		Insurance @ 1200 pu/pa	50,000				
	Miami Dade County HOME FY 07	395,605	CMB HOME	958,972		Environmental	20,000		Legal	4,000				
	City of Miami Beach CDBG 07/08	160,230	CMB HOME	566,257		Insurance/Builder's Risk	119,160		Operating Reserve @ 3% Exp	2,752				
	City of Miami Beach CDBG ****	59,894	CDBG	160,230		Legal Expenses	25,000		Replacement Resv. @ 300 pu	10,200				
	Miami Dade County Surtax 01/02/05	1,379,395	CDBG	69,894		Utility Connection	44,709		Property Manager	4,800				
	City of Miami Beach HOME 10/11	566,257	Total	3,145,339		Impact Fee	50,000		TOTAL EXPENSES	153,297				
			Available	1,678,589		Consultant	9,250		Average per unit	4,803				
	Total Grants	5,639,822				Contingency	0							
	Balance to be Financed	2,477,975	Construction			Total Pre Dev. Costs	1,064,938							
3	Financing	AMOUNT	# pyts/yr.	Rate	Years	Monthly	Developer's O/H & Profit	470,392	12%			615,585	16%	
	Bank Loan Sec 8 Funds 10 Year	335,012	12	6.50%	10	3,804	Total Non Construction Expens	1,535,330						
	Bank Loan 10 Year Loan	642,963	12	6.50%	30	4,064								
	City of Miami Beach RDA /06	1,500,000	12	0.00%	10	12,500								46,388
	TOTAL	2,477,975	12	0.00%	30	0								
			Total Monthly Debt Service	20,368										
4	Annual Rent Schedule:	SQ.FT.	Units	Rent/mo.	# Pymt/yr.	Annual Rents	HOME 2011							
	One Bedrooms AMI <80% HOME		11	717.00	12	94,644	Base Rent		Loan Amort	Contract Rent				
	Studios AMI <50% HOME		3	680.00	12	24,480	543.00	190.20	733.20					
	Studios Sec 8 Rent		20	733.20	12	175,968								
					12									
	Total Number of Units		34											
			Gross Potential Income..	295,092		381,338								
		ANNUAL GROWTH RATE												
5	ANNUAL CASH FLOW		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	
	Rental Income Year 1- 10	3.00%	0	295,092	303,945	313,063	322,455	332,129	342,093	352,355	362,925	373,814	385,028	
	Rental Income Year 11-30	3.00%												
	Vacancy loss.....	5.00%	0	14,755	13,590	15,653	16,123	16,806	17,105	17,618	18,146	18,691	19,251	
	Plus: Other income.....	4.00%			0	0	0	0	0	0	0	0	0	
	EFFECTIVE GROSS INCOME		0	280,337	290,355	297,410	306,332	315,522	324,988	334,738	344,780	355,123	365,777	
	Less: Operating expenses....	4.00%	0	163,297	169,828	176,622	183,686	191,034	198,675	206,622	214,887	223,483	232,422	
	Net Operating Income (NOI)....		0	117,041	120,526	120,788	122,646	124,488	126,313	128,115	129,892	131,640	133,355	
	Less: 1st Mtg. Debt service.,	Assisted		45,648	45,648	45,648	45,648	45,648	45,648	45,648	45,648	45,648	45,648	
	2nd Mtg. Debt service.,	Non		48,768	48,768	48,768	48,768	48,768	48,768	48,768	48,768	48,768	48,768	
	3rd State Loan											1,000,000	0	
	4th RDA Loan		150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	
	Total Monthly Mortgage Pymts.		150,000	244,415	244,415	244,415	244,415	244,415	244,415	244,415	244,415	244,415	94,415	
7	NET CASH FLOW		(150,000)	(127,375)	(123,889)	(123,627)	(121,770)	(119,927)	(118,103)	(116,300)	(114,523)	(112,775)	38,939	
8	DEBT COVERAGE		0.00	0.48	0.49	0.49	0.50	0.51	0.52	0.52	0.53	0.11	1.41	

*** FY 02/03, 03/04, 05/06,06/07,08/09 Reprogram
Year 2011 No Income, project to be completed in March 2012

EXHIBIT A

EXHIBIT B

MBCDC Consolidated
 Revenue and Expense by Sequence
 Report Period: 9/1/2010 - 8/31/2011

	SABRINA	MICHIGAN	BARCLAY	CRESPI	ALLEN (PROJECTED)	CAMACHO	FERNWOOD	JEFFERSO	MADISON	SCATTERED	SHELBOURNE	VILLA MARIA	WESTCHESTER	Total
Revenue	136,747.43	191,106.62	339,447.05	127,433.06	194,426.00	42,930.85	155,979.81	189,083.43	166,862.32	110,717.12	199,583.51	271,212.03	154,480.04	2,260,039.27
Expenses	88,018.62	135,037.47	306,301.29	81,197.42	166,944.00	42,703.99	139,118.05	138,137.81	118,465.29	91,248.75	199,850.42	176,126.48	106,935.56	1,784,089.46
Net Income Available for Debt & Depreciation Expense	48,728.61	56,069.15	33,145.76	46,235.64	25,482.00	226.86	16,861.75	50,945.52	48,417.03	19,467.37	(266.91)	93,083.55	47,553.48	465,949.81
Debt Service	(33,420.00)	(31,451.00)	(83.14)	(11,904.00)	(35,537.00)	(22.10)	(170.07)	(43,668.00)	(18,324.13)	(6,555.00)	(146.46)	(60,679.00)	(45,649.00)	(288,048.90)
MBCDC Overhead and Profit	15,308.61	24,568.15	33,052.62	34,331.64	(11,155.00)	204.76	16,691.68	7,277.52	30,092.90	12,812.37	(413.37)	32,404.55	1,704.48	186,900.91
Depreciation Expense	(63,000.00)	(118,697.00)	(32,118.00)	(59,940.00)	0.00	0.00	(77,302.00)	(38,740.00)	(87,611.52)	(31,170.00)	(51,961.00)	(77,946.00)	(121,157.00)	(769,544.52)
Net Income	(47,691.39)	(64,108.85)	934.62	(25,608.36)	(11,155.00)	204.76	(60,610.32)	(31,462.48)	(57,518.62)	(18,357.63)	(52,374.37)	(45,543.45)	(119,452.52)	(562,743.61)

MBCDC Consolidated
Revenue and Expense by Sequence
Report Period: 9/1/2010 - 8/31/2011

	SABRINA	MICHIGAN	BARCLAY	CRESPI	ALLEN (PROJECTED)	CAMACHO	FERNWOOD	JEFFERSO	MADISON	SCATTERED	SHELBOURNE	VILLA MARIA	WESTCHESTER	Total
Revenue														
CMB CDBG Tenant Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,423.30	0.00	0.00	7,423.30
Metro Dade CDBG Housing Grant	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	82,424.44	0.00	82,424.44
Forgiveness of Debt	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9,000.00	20,466.95	0.00	0.00	0.00	0.00	29,466.95
HOPWA Grant Income - HASC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	27,683.91	27,683.91
PRAC Rental Subsidy	0.00	0.00	0.00	0.00	0.00	0.00	109,909.00	0.00	0.00	0.00	118,084.00	0.00	0.00	226,993.00
Rent Income	135,952.00	190,028.00	332,857.00	125,611.00	199,404.00	42,930.85	44,978.02	179,934.00	143,710.87	110,717.00	71,666.01	207,316.00	125,147.01	1,611,263.75
Laundry Vending Income	768.00	1,035.00	3,580.00	1,821.00	0.00	0.00	964.00	124.54	2,645.26	0.00	1,157.00	1,016.00	659.00	13,769.82
Parking Income	0.00	0.00	3,010.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,010.00
Interest Income	27.43	43.62	0.05	1.06	0.00	0.00	128.79	24.89	59.21	0.12	223.20	74.59	0.12	563.08
Less Operating Reserve	0.00	0.00	0.00	0.00	(4,978.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(4,978.00)
Prior Year(s) Rents	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	379.00	0.00	379.00
Total Revenue	136,747.43	191,106.62	339,447.05	127,433.06	194,426.00	42,930.85	155,979.81	189,083.43	166,882.32	110,717.12	199,583.51	271,212.03	154,490.04	2,260,029.27
Expenses														
Professional Staff	0.00	0.00	5,317.14	0.00	6,000.00	0.00	0.00	0.00	0.00	0.00	24,672.00	0.00	5,600.00	43,589.14
Support Staff	0.00	0.00	27,848.94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	27,848.94
Payroll Tax Expense	0.00	0.00	1,985.34	0.00	0.00	0.00	198.00	0.00	0.00	0.00	2,400.00	0.00	600.00	5,183.34
Unemployment Tax	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,009.00	0.00	249.98	1,257.98
Group Health Insurance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,244.00	0.00	750.00	5,994.00
Workers Compensation Insurance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,239.00	0.00	200.00	1,439.00
Retirement Plan Contribution	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	600.00	0.00	0.00	600.00
Accounting & Tax Preparation	0.00	0.00	0.00	1,500.00	0.00	0.00	1,500.00	1,500.00	7,825.00	0.00	18,000.00	1,500.00	0.00	31,825.00
Audit	0.00	0.00	0.00	0.00	0.00	0.00	1,220.00	0.00	5,150.04	0.00	6,720.00	14,976.34	0.00	28,066.38
Architectural Fees	0.00	0.00	5,640.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,050.00	0.00	6,690.00
Environmental Anal.& Abatement	0.00	0.00	2,200.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,200.00
Legal Fees	0.00	0.00	0.00	0.00	2,000.00	0.00	0.00	0.00	1,720.50	0.00	0.00	5,500.00	0.00	9,220.50
Engineering Fees	0.00	0.00	11,650.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11,650.00
Closing Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9,945.72	0.00	9,945.72
Professional Services	0.00	0.00	0.00	0.00	0.00	0.00	1,658.00	0.00	2,600.00	0.00	1,052.00	8,451.00	0.00	11,661.00
Equipment Purchases	0.00	0.00	0.00	0.00	0.00	0.00	3,780.00	0.00	0.00	0.00	2,520.00	0.00	0.00	6,400.00
Equipment Rental	160.00	0.00	160.00	240.00	0.00	0.00	0.00	0.00	0.00	0.00	257.40	0.00	0.00	617.40
Local Travel	0.00	0.00	110.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	110.00
Advertising and Promotion	0.00	0.00	761.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	761.00
Printing & Reproduction	239.00	0.00	317.60	0.00	0.00	99.00	99.00	99.00	99.00	99.00	132.00	337.51	132.00	1,653.11
Insurance	17,451.20	24,351.93	51,525.05	14,848.32	31,864.00	5,699.34	28,354.01	19,568.82	29,724.73	11,565.14	23,461.32	30,636.00	20,830.05	309,671.72
Office Supplies	230.00	0.00	265.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	891.31	0.00	1,387.11
Janitorial Supplies and Water	0.00	30.80	504.35	0.00	0.00	296.51	61.32	165.77	0.00	0.00	0.00	0.00	0.00	899.15
Repairs and Maintenance	6,696.03	8,660.85	13,992.87	5,390.74	0.00	4,228.86	11,347.83	12,098.15	9,298.94	4,245.30	6,536.60	2,852.71	9,704.66	97,544.55
Appliance Replacement	1,803.31	810.00	6,101.74	1,980.47	0.00	20.30	2,317.79	2,279.00	2,898.00	1,635.77	4,352.77	277.00	1,595.96	26,652.11
Major repairs - Non Operating	0.00	0.00	0.00	500.00	0.00	0.00	1,980.00	405.00	0.00	1,868.61	3,696.67	0.00	0.00	28,000.58
Administrative/Miscellaneous	0.00	0.00	0.00	0.00	0.00	0.00	180.00	0.00	0.00	0.00	240.00	761.55	0.00	1,211.55
Licenses and Fees	0.00	559.00	805.00	0.00	900.00	974.50	1,203.38	615.00	1,875.88	0.00	977.38	685.38	910.00	9,605.52

MBCDC Consolidated
Revenue and Expense by Sequence
Report Period: 9/1/2010 - 8/31/2011

	SABRINA	MICHIGAN	BARCLAY	CRESPI	ALLEN (PROJECTED)	CAMACHO	FERNWOOD	JEFFERSO	MADISON	SCATTERED	SHELBOURNE	VILLA MARIA	WESTCHESTER	Total
Acquisition Closing Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	141.86	0.00	0.00	0.00	141.86
Utility Connection Fees	0.00	0.00	0.00	0.00	0.00	35.32	0.00	0.00	0.00	0.00	0.00	0.00	0.00	35.32
Utilities - Operating	1,369.46	7,893.47	55,534.39	2,146.34	32,400.00	6,174.09	20,759.67	7,428.83	2,974.07	140.55	23,106.38	3,499.00	3,087.30	166,313.68
Water and Sewer	7,202.16	23,925.87	37,677.36	9,348.32	24,000.00	1,613.80	6,121.52	16,571.36	13,651.45	0.00	8,269.23	14,737.28	11,700.72	176,820.07
Garbage Collection	5,353.83	5,594.42	9,055.82	5,673.23	5,760.00	2,346.67	7,529.19	4,241.07	7,002.99	0.00	3,903.92	5,987.02	5,638.70	62,176.96
Telephone	2,094.62	1,933.92	3,531.54	0.00	0.00	0.00	2,863.09	13,913.57	1,645.18	0.00	5,195.37	2,847.30	1,849.13	25,874.72
Common Cable	421.47	0.00	339.08	0.00	0.00	0.00	395.40	0.00	0.00	0.00	0.00	39.90	0.00	1,105.85
Extermination Expenses	960.00	2,848.45	2,837.42	450.00	1,800.00	160.00	1,080.00	1,080.00	560.00	800.00	1,673.54	1,440.00	694.57	16,784.40
Elevator Maintenance	0.00	0.00	970.00	0.00	3,000.00	0.00	3,522.25	4,171.54	3,121.98	0.00	2,712.70	3,521.07	0.00	21,019.54
Lawn Maintenance	840.00	1,680.00	905.00	4,260.00	1,200.00	340.00	910.00	1,030.00	150.00	0.00	1,812.54	880.00	840.00	14,947.54
Supplies and Materials	2,063.99	0.00	0.00	260.00	1,080.00	79.09	0.00	0.00	0.00	0.00	0.00	153.48	0.00	3,536.56
Condo Maintenance Fee	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	46,750.84	0.00	0.00	0.00	46,750.84
Management Fee MBCDC	11,760.00	16,876.00	12,000.00	9,408.00	9,970.00	3,175.00	10,584.00	15,876.00	2,499.96	7,644.00	14,112.00	14,575.00	11,625.00	140,105.96
Management Fee Tax Credit Partner	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,499.96	0.00	0.00	0.00	0.00	2,499.96
Contract Maintenance Fee MBCDC	16,200.00	25,200.00	0.00	13,200.00	27,300.00	7,750.00	14,400.00	22,800.00	13,800.00	10,200.00	19,200.00	27,500.00	14,400.00	211,950.00
Janitorial Contract MBCDC	7,000.00	6,000.00	0.00	6,600.00	0.00	2,500.00	6,000.00	6,000.00	6,000.00	0.00	6,000.00	5,500.00	7,200.00	58,800.00
Loan Fees	0.00	0.00	0.00	0.00	0.00	70.16	0.00	0.00	237.50	0.00	0.00	11,149.00	0.00	11,456.66
Bank Fees	30.00	89.00	12.00	0.00	0.00	29.95	0.00	30.00	78.10	0.00	(165.00)	114.00	46.00	264.05
Construction Permits, Fees	143.75	393.75	493.75	345.00	0.00	0.00	70.00	185.00	0.00	143.75	70.00	978.30	683.75	3,507.05
Reserves for Replacements	6,000.00	9,100.00	33,000.00	4,800.00	11,700.00	7,200.00	5,400.00	8,100.00	0.00	3,900.00	7,200.00	10,200.00	7,200.00	112,800.00
Uncollectable Rent	0.00	0.00	0.00	0.00	9,970.00	0.00	236.00	0.00	0.00	0.00	0.00	0.00	0.31	10,206.31
Uncollectable Rent Prev.Periods	0.00	0.00	0.00	35.00	0.00	0.00	0.00	0.00	2,752.01	2,315.00	170.95	229.00	27.00	5,529.96
Expenses Previous Periods	0.00	0.00	0.00	0.00	0.00	0.00	3,437.51	0.00	0.00	0.00	1,351.25	(1,017.39)	0.00	3,811.47
Total Expenses	89,018.82	135,037.47	306,301.29	61,197.42	168,944.00	42,703.99	139,118.06	138,137.91	118,465.29	81,249.75	199,850.42	178,125.48	106,936.56	1,794,069.46
Net Income Available for Debt & Depreciation Expense	46,726.61	56,069.15	33,145.76	46,235.64	25,462.00	226.86	16,861.75	60,945.52	48,417.03	19,467.37	(266.91)	93,093.66	47,553.48	485,949.81
Debt Service	(33,420.00)	(31,481.00)	(93.14)	(11,904.00)	(36,637.00)	(22.10)	(170.07)	(43,668.00)	(18,324.13)	(6,655.00)	(146.46)	(60,679.00)	(45,843.00)	(289,048.50)
MBCDC Overhead and Profit	15,308.61	24,588.15	33,052.02	34,331.64	(11,165.00)	204.76	15,691.68	7,277.52	30,092.90	12,812.37	(413.37)	32,404.56	1,704.48	185,900.91
Depreciation Expense	(63,000.00)	(118,697.00)	(32,118.00)	(59,940.00)	0.00	0.00	(77,302.00)	(38,740.00)	(87,611.52)	(31,170.00)	(51,961.00)	(77,948.00)	(121,157.00)	(759,544.52)
Net Income	(47,681.39)	(84,108.85)	934.62	(25,608.36)	(11,155.00)	204.76	(60,610.32)	(31,462.48)	(57,518.62)	(16,357.63)	(52,374.37)	(45,543.45)	(119,452.52)	(592,743.61)

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OFFICE OF THE CITY MANAGER

COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jorge M. Gonzalez, City Manager *JMG for JMG*

DATE: October 27, 2011

SUBJECT: **FRANCHISED/CONCESSION VALET PARKING - DISCUSSION**

On September 14, 2011, the Mayor and Commission, via Agenda Item No. C4B, sponsored by Commissioner Wolfson, referred a discussion item to the Finance and Citywide Projects Committee regarding the franchising of valet parking operations.

Existing Valet Parking Model

It is the City's intent to retain the highest quality valet parking services for all patrons. The City also recognizes that valet parking has played a key role in alleviating some of the parking challenges experienced in the City as well as providing the highest level of service. Clearly, it is a key component of the City's transportation and parking options. However, as in any service, there is always room for improvement. The current structure for valet parking services (on public property) has served us well and we applaud its successes; however, the current structure does have various drawbacks, these include:

- Up to 200 metered parking spaces are used for valet parking ramps (passenger loading area).
- Multiple and contiguous valet parking ramps per block face.
- Traffic congestion in major corridors.
- Inconsistent service levels (varying by operator).
- Inconsistent customer service levels (varying by operator).
- Jockeying for business contracts for high traffic volume locations.
- Conflict between sponsoring businesses.
- Labor intensive oversight and enforcement by the City

In 2009, the valet parking franchise/concession concept was initially suggested by former Commissioner Victor Diaz. Commissioner Diaz raised concerns with the City's existing valet parking model and suggested that a franchise model, similar to what exists today with the City's sanitation franchised services, could be a viable model for valet parking services. The Administration proceeded with following steps (in chronological order) furthering the valet parking franchise/concession model.

Date

Action

February 12, 2009

Briefing with former Commissioner Victor Diaz regarding Parking Department, including valet parking franchise concept.

March 27, 2009	The Administration provides Commissioner Diaz with follow-up information requested at the February 12 th briefing.
June 2, 2009	On the July 15, 2009 City Commission Agenda, Commissioner Diaz places Discussion Item R9D, entitled, "The various policies in place in the Parking Department for removing from public use certain public parking spaces.
July 15, 2009	Discussion Item R9D is deferred by Vice-Mayor Diaz
September 9, 2009	Discussion Item R9D is deferred by Vice-Mayor Diaz
October 14, 2009	Item withdrawn by Vice-Mayor Diaz
April 30 - May 1, 2010	Commission Retreat – After Action Handout # 6 (Franchising of Valet Parking Services) – there was interest in pursuing this for the FY2010/11.
May 2010	Scope and Specifications developed for valet parking franchise consulting services and competitive bidding process (three quotes were received).
June 2, 2010	Walker Parking Consultants, Inc. was engaged to conduct the valet parking franchise analysis for a fee of \$24,000.
October 11, 2010	A first draft of the analysis is reviewed by the Administration.
February 28, 2011	A final draft of the analysis is reviewed by the Administration.
May 11, 2011	The analysis is finalized.
May 20-21, 2011	Commission Retreat (Second Retreat) – After Action Handout #7: Franchising of Valet Parking Services Jorge Gonzalez, City Manager, introduced the item. The Commission authorized staff to solicit input from affected stakeholder and develop an RFP/Q to be approved at a Commission meeting for a pilot project south of 5th Street. If the pilot project is successful it can be expanded to other areas of the City. Some measures need to be put into place to evaluate the project.
July 11, 2011	Valet Parking Franchise is presented and discussed with the Transportation and Parking Committee (TPC). TPC concurred with staff to hold an industry workshop and then return to the Committee with feedback.
August 16, 2011	Valet Parking Franchise/Concession Workshop is publicly noticed. Workshop is held and all valet parking operators are invited. Most of the industry attends and participates in the workshop. The industry is largely opposed to the initiative.

September 14, 2011

Commission Wolfson requests a referral and the Mayor and Commission approve a referral to the Finance and Citywide Projects Committee for a discussion regarding the Valet Parking Franchise/Concession initiative.

Valet Parking Franchise/Concession Initiative

The Valet Parking Franchise/Concession initiative was developed by the Administration and "Walker Parking" Consultants, a national and well respected parking consultant. Walker Parking conducted an analysis to determine the viability of the valet parking franchise/concession initiative. The Administration could potentially craft a scope of work and specifications for the issuance of a request for proposals (RFP) that would solicit valet parking franchise/concession services as a one-year pilot program for a test area. The area known as South of Fifth could potentially serve as the pilot area. This initiative was discussed as part of the Mayor and City Commission Retreat held on May 20-21, 2011. The Mayor and City Commission endorsed the initiative and directed the Administration to proceed with a competitive bidding process.

The Administration is seeking guidance from the Finance Committee regarding the valet parking franchising/concession initiative.

JMG/JGG/SF

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MIAMI BEACH

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

COMMISSION MEMORANDUM

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

FROM: Jorge M. Gonzalez, City Manager

DATE: September 14, 2011

SUBJECT: **REFERRAL TO THE FINANCE AND CITYWIDE PROJECTS COMMITTEE A DISCUSSION PERTAINING TO THE CATERING AND CONCESSIONS SERVICES AGREEMENT FOR THE MIAMI BEACH CONVENTION CENTER.**

ADMINISTRATION RECOMMENDATION

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

ANALYSIS

On April 11, 2006, the Mayor and City Commission approved the issuance of Request for Proposals (RFP) No. 22-05/06, to Provide Professional Food and Beverage Facilities Management Services for the Miami Beach Convention Center; with an option to manage food and beverage services at other city cultural facilities to include: 1) the Jackie Gleason Theater of the Performing Arts; 2) the Colony Theater; and 3) the Byron Carlyle Theater. This RFP was issued in advance of Centerplate's expiring contract on February 28, 2007. Centerplate, doing business originally as Volume Services America, Inc., held the exclusive food and beverage services contract at the Miami Beach Convention Center since December 17, 1986. The original contract had an initial term of fifteen years, and the City Commission exercised a five (5) year renewal term on May 16, 2001 via Resolution No. 2001-24393.

During the initial 20 years of the agreement, the Convention Center's food and beverage concessionaire was restricted from hosting local catering events such as banquets, weddings, and galas, when those events did not book an exhibit hall and were not conventions, trade, public or consumer shows. Prior to the issuance of the RFP, the social catering restriction was reviewed by several City committees and organizations and a recommendation was made to remove the prohibition. The City Commission subsequently endorsed the removal of the social catering prohibition; the ensuing RFP allowed for the successful proposer to host local catering events at the Miami Beach Convention Center, and specific attention was given to this area.

The RFP Evaluation Committee and the City Administration recommended Centerplate as the top-ranked firm. This recommendation was made in large part due to Centerplate's proposed partnership with Barton G. At the time, Centerplate had formed an exclusive relationship with Barton G., a Miami-based event planning and production company with a strong base of social, corporate and philanthropic clients. On September 6, 2006, the City Commission adopted Resolution No. 2006-26316 authorizing the Mayor and Clerk to execute an agreement upon completion of successful negotiations by the Administration.

As stated previously, Centerplate's Agreement expired on February 28, 2007. The City and

Agenda Item CYE

Date 9-14-11

Centerplate didn't conclude negotiations until December 13, 2007, which is when the final agreement was executed. Much of the delay in agreeing to terms centered around the partnership with Barton G and operational issues involved with booking social catering business. The terms of the Agreement were retroactive to March 1, 2007 and expires on September 30, 2012. The Agreement also includes two (2) successive, five (5) year renewal options at the City's discretion.

The Agreement includes the following:

- **Guaranteed Minimum Annual Rent** of \$1,250,000, representing 25.5% of gross revenue up to \$4 million. Above \$4 million, the commission increases in tiers up to 33%.
- **Capital Investment:** Centerplate invested \$800,000 towards food and beverage capital projects to enhance the foodservice facilities at the Miami Beach Convention Center.
- Centerplate also allocates 1.5% of Gross Receipts towards a Capital Reserve Fund.
- **Marketing Reserve Fund:** Centerplate allocates the greater of an annual contribution of \$20,000 or 1.5% of Catering Gross Receipts to a Marketing Reserve Fund to promote the food and beverage offerings (catering, concessions, etc.). In addition, Centerplate also pre-funded \$50,000 towards the Marketing Reserve Fund.
- **Scholarship Fund:** Centerplate contributes \$20,000 annually toward the City's tourism and hospitality scholarship program.

Some early social catering business was booked at the Convention Center in partnership with Barton G. However, due to issues with the relationship between Centerplate and Barton G, on May 15, 2008, the City was officially notified the partnership would not continue. Section 10.17 of the Agreement between the City and Centerplate stipulates that any replacement for Barton G is subject to the prior written approval of the City Manager. Centerplate immediately began searching for a new social catering partner and on August 28, 2008 Centerplate proposed Touch Catering. After reviewing the material and Touch Catering's history and track record, the City approved the replacement of Barton G with Touch Catering on December 19, 2008.

Centerplate hired a dedicated social catering salesperson to focus on booking more of this business. They have been successful in booking numerous social catering events at the Convention Center and continue to focus heavily in this area. Centerplate, in partnership with Touch Catering, also completed a new Kosher kitchen and has booked several Kosher events. Although Centerplate's client survey scores continue to be among the lowest scores given by Convention Center users (meeting planners, etc.), specifically in food quality and food presentation of the concession operation, they have improved their scores in each of the past three (3) years (see attached).

Centerplate informed the City on March 4, 2011, that they had replaced their General Manager with an Interim General Manager, Nick Tierno. Mr. Tierno has since revised Exhibitor Booth Catering Menus, adjusted pricing and made operational changes.

Convention Center Advisory Board

As previously stated, Centerplate's agreement with the City expires on September 30, 2012. As such, the Convention Center Advisory Board (CCAB), at their June 7, 2011 meeting, discussed

FCWPC Referral – Convention Center Catering and Concessions Services Agreement
Commission Memorandum
July 13, 2011
Page 3 of 3

whether or not the City should exercise the five (5) year renewal option available in the Agreement or issue a new Request for Proposals (RFP). The CCAB reviewed Centerplate's history and unanimously recommended that the City issue a new RFP for catering and concession services at the Convention Center. This recommendation was based largely on Centerplate's client survey scores and their history of being the lowest-rated area of the Convention Center's operations.

CONCLUSION

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


JMG/HMF/MAS

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**Miami Beach Convention Center Client Response Results
October 2008 - September 2009**

	Excellent	Pctg	Good	Pctg	Fair	Pctg	Poor	Pctg	Positive	Negative
Sales										
Knowledgeable	44	88.00%	6	12.00%	0	0.00%	0	0.00%	100.00%	0.00%
Responsiveness to your needs	45	90.00%	5	10.00%	0	0.00%	0	0.00%	100.00%	0.00%
Professionalism	44	89.80%	5	10.20%	0	0.00%	0	0.00%	97.96%	2.04%
Readily Accessible	44	89.80%	4	8.16%	1	2.04%	0	0.00%	97.82%	2.17%
Clarity of Information	39	84.78%	6	13.04%	1	2.17%	0	0.00%	99.16%	0.84%
Sales Subtotal	216	88.47%	26	10.68%	2	0.84%	0	0.00%		
Event Manager										
Knowledgeable	38	70.59%	15	29.41%	0	0.00%	0	0.00%	100.00%	0.00%
Responsiveness to your needs	38	74.51%	7	13.73%	5	9.80%	1	1.96%	88.24%	11.16%
Professionalism	40	78.43%	9	17.65%	2	3.92%	0	0.00%	96.08%	3.92%
Readily Accessible	38	74.51%	7	13.73%	5	9.80%	1	1.96%	88.24%	11.76%
*Pre-Event	37	74.00%	11	22.00%	1	2.00%	1	2.00%	96.00%	4.00%
*On-Site	38	74.51%	8	15.69%	5	9.80%	0	0.00%	90.20%	9.80%
Clarity of Information	35	71.43%	10	20.41%	4	8.16%	0	0.00%	91.84%	8.16%
Event Manager Subtotal	262	74.00%	67	18.94%	22	6.21%	3	0.85%	92.94%	6.97%
Building Operations										
Courtesy of Building Staff	34	68.00%	14	28.00%	2	4.00%	0	0.00%	96.00%	4.00%
Cleanliness	29	58.00%	14	28.00%	5	10.00%	2	4.00%	86.70%	14.00%
Accuracy of Setups	26	52.00%	19	38.00%	5	10.00%	0	0.00%	90.00%	10.00%
Timeliness of Setups	28	56.00%	17	34.00%	4	8.00%	1	2.00%	90.00%	10.00%
Building Signage	21	46.67%	15	33.33%	8	17.78%	1	2.22%	80.00%	20.00%
Building Operations Subtotal	128	56.13%	79	32.27%	24	9.96%	4	1.64%	88.40%	11.60%
Global Spectrum Subtotal	606	72.87%	172	20.63%	48	5.67%	7	0.83%	93.60%	6.47%
Priority Networks										
Knowledgeable	19	63.33%	10	33.33%	1	3.33%	0	0.00%	96.66%	3.33%
Responsiveness to your needs	18	60.00%	9	30.00%	1	3.33%	2	6.67%	90.00%	10.00%
Professionalism	17	56.67%	10	33.33%	3	10.00%	0	0.00%	90.00%	10.00%
Readily Accessible	17	56.67%	10	33.33%	1	3.33%	2	6.67%	90.00%	10.00%
Clarity of Information	17	56.67%	9	30.00%	3	10.00%	1	3.33%	86.67%	13.33%
Accuracy of Setups	20	66.67%	8	26.67%	2	6.67%	0	0.00%	93.34%	6.67%
Timeliness of Setups	19	70.37%	5	18.52%	0	0.00%	3	11.11%	88.89%	11.11%
Priority Networks Subtotal	127	61.48%	61	29.31%	11	5.24%	8	3.97%	90.79%	9.21%

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**Miami Beach Convention Center Client Response Results
October 2008 - September 2009**

	Excellent	Pctg	Good	Pctg	Fair	Pctg	Poor	Pctg	Positive	Negative
Smart Source										
Knowledgeable	18	69.23%	7	26.92%	0	0.00%	1	3.85%	96.15%	3.85%
Responsiveness to your needs	17	68.00%	6	24.00%	1	4.00%	1	4.00%	92.00%	8.00%
Professionalism	16	64.00%	6	24.00%	2	8.00%	1	4.00%	88.00%	12.00%
Readily Accessible	16	64.00%	8	32.00%	1	4.00%	0	0.00%	96.00%	4.00%
Clarity of Information	16	64.00%	7	28.00%	1	4.00%	1	4.00%	92.00%	8.00%
Accuracy of Setups	16	64.00%	6	24.00%	2	8.00%	1	4.00%	88.00%	12.00%
Timeliness of Setups	16	64.00%	7	28.00%	0	0.00%	2	8.00%	92.00%	8.00%
Courtesy of AV floor Operations Staff	17	73.91%	4	17.39%	2	8.70%	0	0.00%	91.30%	8.70%
Smart Source Subtotals	132	66.39%	61	25.54%	9	4.59%	7	3.48%	91.83%	8.07%
Centerplate										
Knowledgeable	28	66.67%	12	28.57%	2	4.76%	0	0.00%	95.24%	4.76%
Responsiveness to your needs	31	73.81%	7	16.67%	3	7.14%	1	2.38%	90.48%	9.52%
Professionalism	31	73.81%	9	21.43%	2	4.76%	0	0.00%	95.24%	4.76%
Readily Accessible	28	66.67%	9	21.43%	5	11.90%	0	0.00%	88.10%	11.90%
Clarity of Information	23	60.53%	11	28.95%	4	10.53%	0	0.00%	89.48%	10.53%
Courtesy of Catering Staff	28	66.67%	10	23.81%	4	9.52%	0	0.00%	90.48%	9.52%
Food Quality	19	45.24%	16	38.10%	6	14.29%	1	2.38%	83.34%	16.67%
Food Presentation	19	45.24%	16	38.10%	6	14.29%	1	2.38%	86.34%	13.67%
Menu Selection/Variety/Flexibility	22	52.38%	14	33.33%	6	14.29%	0	0.00%	85.71%	14.29%
Accuracy of Setups	26	61.90%	9	21.43%	5	11.90%	2	4.76%	83.33%	16.67%
Timeliness of Setups	23	57.50%	10	25.00%	5	12.50%	2	5.00%	82.50%	17.50%
Courtesy of Concessions Staff	16	45.71%	14	40.00%	5	14.29%	0	0.00%	85.71%	14.29%
Food Quality	11	31.43%	17	48.57%	7	20.00%	0	0.00%	88.00%	12.00%
Food Presentation	12	33.33%	16	44.44%	8	22.22%	0	0.00%	77.78%	22.22%
Menu Selection	13	36.11%	16	44.44%	7	19.44%	0	0.00%	80.56%	19.44%
Clearliness and Setup of Outlets	12	36.36%	16	48.48%	5	15.15%	0	0.00%	84.85%	15.15%
Centerplate Subtotals	342	63.33%	202	32.67%	80	12.94%	7	1.06%	86.01%	13.99%

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**Miami Beach Convention Center Client Response Results
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	Excellent	Pctg	Good	Pctg	Fair	Pctg	Poor	Pctg	Positive	Negative
Other Services	3	9.68%	24	77.42%	3	9.68%	1	3.23%	87.10%	12.91%
Valet Parking	5	19.23%	17	65.38%	2	7.69%	2	7.69%	84.67%	15.38%
Business Center	3	15.00%	14	70.00%	2	10.00%	1	5.00%	86.00%	15.00%
Convention Concierge	17	44.74%	17	44.74%	3	7.89%	1	2.63%	89.48%	10.52%
Miami Beach Fire Marshall										
Other Services Subtotal	28	22.16%	72	64.39%	10	8.82%	6	4.64%	86.56%	13.45%
Building Subtotal	1,236	55.25%	558	34.51%	158	7.45%	34	2.80%	89.76%	10.24%
Surveys Sent	92									
Surveys Received	51									
Percent Received	55.43									

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Miami Beach Convention Center Client Response Results
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	Excellent	Pctg	Good	Pctg	Fair	Pctg	Poor	Pctg	Positive	Negative
Sales										
Knowledgeable	50	81.97%	11	18.03%	0	0.00%	0	0.00%	100.00%	0.00%
Responsiveness to your needs	52	85.25%	7	11.48%	2	3.28%	0	0.00%	96.72%	3.28%
Professionalism	54	88.52%	6	9.84%	1	1.64%	0	0.00%	98.36%	1.64%
Readily Accessible	52	85.25%	8	13.11%	1	1.64%	0	0.00%	98.36%	1.64%
Clarity of Information	47	82.46%	9	15.79%	1	1.75%	0	0.00%	97.56%	1.75%
Sales Subtotal	255	84.69%	41	13.65%	5	1.66%	0	0.00%	98.20%	1.66%
Event Manager										
Knowledgeable	51	80.95%	12	19.05%	0	0.00%	0	0.00%	100.00%	0.00%
Responsiveness to your needs	53	84.13%	10	15.87%	0	0.00%	0	0.00%	100.00%	0.00%
Professionalism	55	87.30%	8	12.70%	0	0.00%	0	0.00%	100.00%	0.00%
Readily Accessible	54	85.71%	8	12.70%	1	1.59%	0	0.00%	98.41%	1.59%
*Pre-Event	49	77.78%	14	22.22%	0	0.00%	0	0.00%	100.00%	0.00%
*On-Site	57	90.48%	6	9.52%	0	0.00%	0	0.00%	100.00%	0.00%
Clarity of Information	48	80.00%	11	18.33%	1	1.67%	0	0.00%	98.33%	1.67%
Event Manager Subtotal	367	83.76%	69	15.77%	2	0.46%	0	0.00%	99.54%	0.46%
Building Operations										
Courtesy of Building Staff	44	69.84%	19	30.16%	0	0.00%	0	0.00%	100.00%	0.00%
Cleanliness	40	63.49%	17	26.98%	5	7.94%	1	1.59%	90.48%	9.52%
Accuracy of Setups	43	68.25%	16	25.40%	3	4.78%	1	1.59%	93.65%	6.35%
Timeliness of Setups	45	71.43%	14	22.22%	4	6.35%	0	0.00%	93.65%	6.35%
Building Signage	34	54.84%	20	32.26%	6	9.68%	2	3.23%	87.10%	12.90%
Building Operations Subtotal	206	65.57%	86	27.40%	18	5.75%	4	1.28%	92.97%	7.03%
Global Spectrum Subtotal	828	78.00%	196	18.94%	25	2.62%	4	0.42%	96.94%	3.04%
Priority Networks										
Knowledgeable	27	77.14%	8	22.86%	0	0.00%	0	0.00%	100.00%	0.00%
Responsiveness to your needs	27	77.14%	6	17.14%	1	2.86%	1	2.86%	94.29%	5.71%
Professionalism	27	77.14%	7	20.00%	1	2.86%	0	0.00%	97.14%	2.86%
Readily Accessible	26	74.29%	5	14.29%	3	8.57%	1	2.86%	88.57%	11.43%
Clarity of Information	27	77.14%	8	17.14%	2	5.71%	0	0.00%	94.29%	5.71%
Accuracy of Setups	27	77.14%	6	17.14%	2	5.71%	0	0.00%	94.29%	5.71%
Timeliness of Setups	24	75.00%	6	18.75%	2	6.25%	0	0.00%	93.75%	6.25%
Priority Networks Subtotal	185	76.43%	44	18.19%	11	4.57%	2	0.82%	94.62%	5.38%



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**Miami Beach Convention Center Client Response Results
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	Excellent	Pctg	Good	Pctg	Fair	Pctg	Poor	Pctg	Positive	Negative
Audio Visual										
Knowledgeable	24	82.76%	5	17.24%	0	0.00%	0	0.00%	100.00%	0.00%
Responsiveness to your needs	23	79.31%	6	20.69%	0	0.00%	0	0.00%	100.00%	0.00%
Professionalism	23	79.31%	6	20.69%	0	0.00%	0	0.00%	100.00%	0.00%
Readily Accessible	22	75.86%	7	24.14%	0	0.00%	0	0.00%	100.00%	0.00%
Clarity of Information	23	79.31%	5	17.24%	1	3.45%	0	0.00%	96.55%	3.45%
Accuracy of Setups	23	79.31%	6	20.69%	0	0.00%	0	0.00%	100.00%	0.00%
Timeliness of Setups	24	82.76%	5	17.24%	0	0.00%	0	0.00%	100.00%	0.00%
Courtesy of AV floor Operations Staff	21	80.77%	5	19.23%	0	0.00%	0	0.00%	100.00%	0.00%
Audio Visual Subtotals	183	79.92%	46	19.65%	1	0.43%	0	0.00%	99.57%	0.43%
Centerplate										
Knowledgeable	41	70.69%	17	29.31%	0	0.00%	0	0.00%	100.00%	0.00%
Responsiveness to your needs	40	68.97%	12	20.69%	4	6.90%	2	3.45%	89.66%	10.34%
Professionalism	43	74.14%	14	24.14%	1	1.72%	0	0.00%	98.28%	1.72%
Readily Accessible	38	65.52%	14	24.14%	4	6.90%	2	3.45%	88.68%	10.34%
Clarity of Information	40	70.18%	15	26.32%	1	1.75%	1	1.75%	96.49%	3.51%
Courtesy of Catering Staff										
Food Quality	31	57.41%	16	29.63%	6	11.11%	1	1.85%	87.04%	12.96%
Food Presentation	34	62.96%	14	25.93%	4	7.41%	2	3.70%	88.88%	11.11%
Menu Selection/Variety/Flexibility	29	53.70%	21	38.89%	2	3.70%	2	3.70%	92.59%	7.41%
Accuracy of Setups	41	74.55%	12	21.82%	1	1.82%	1	1.82%	96.36%	3.64%
Timeliness of Setups	42	80.77%	7	13.46%	2	3.85%	1	1.92%	94.23%	5.77%
Courtesy of Concessions Staff										
Food Quality	23	52.27%	14	31.82%	5	11.36%	2	4.55%	84.09%	15.91%
Food Presentation	23	52.27%	15	34.09%	5	11.36%	1	2.27%	88.36%	13.64%
Menu Selection	23	52.27%	15	34.09%	5	11.36%	1	2.27%	88.36%	13.64%
Cleanliness and Setup of Outlets	25	59.52%	13	30.95%	2	8.33%	2	4.76%	90.48%	13.09%
Centerplate Subtotals	540	61.97%	224	29.29%	50	7.71%	19	3.02%	91.42%	8.80%
Other Services										
Vallet Parking	11	28.21%	21	53.85%	5	12.82%	2	5.13%	82.05%	17.95%
Business Center	9	29.03%	18	58.06%	2	6.45%	2	6.45%	87.10%	12.90%
Convention Concierge	13	39.39%	19	57.58%	1	3.03%	0	0.00%	96.97%	3.03%
Miami Beach Fire Marshall	31	68.89%	13	28.89%	0	0.00%	1	2.22%	97.78%	2.22%
Other Services Subtotal	64	41.38%	71	49.59%	8	5.58%	6	3.45%	90.97%	9.03%
Building Subtotal	1,800	67.54%	580	27.13%	95	4.18%	30	1.54%	94.67%	5.72%
Surveys Sent	114									
Surveys Received	63									
Percent Received	55%									

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**Miami Beach Convention Center Client Response Results
October 2010 - June 2011**

	Excellent	Pctg	Good	Pctg	Fair	Pctg	Poor	Pctg	Positive	Negative
Sales										
Knowledgeable	42	86.71%	6	12.24%	0	0.00%	1	2.04%	97.96%	2.04%
Responsiveness to your needs	43	86.00%	6	12.00%	0	0.00%	1	2.00%	98.00%	2.00%
Professionalism	43	86.00%	6	12.00%	0	0.00%	1	2.00%	98.00%	2.00%
Readily Accessible	43	86.00%	6	12.00%	0	0.00%	1	2.04%	95.92%	4.08%
Clarity of Information	41	83.67%	6	12.24%	1	2.04%	1	2.02%	97.58%	2.42%
Sales Subtotal	212	85.48%	30	12.10%	1	0.41%	5			
Event Manager										
Knowledgeable	47	90.38%	5	9.62%	0	0.00%	0	0.00%	100.00%	0.00%
Responsiveness to your needs	45	86.54%	6	11.54%	1	1.92%	0	0.00%	98.08%	1.92%
Professionalism	46	92.00%	4	8.00%	0	0.00%	0	0.00%	100.00%	0.00%
Readily Accessible	46	92.00%	4	8.00%	0	0.00%	0	0.00%	98.08%	1.92%
*Pre-Event	45	86.54%	6	11.54%	1	1.92%	0	0.00%	98.00%	2.00%
*On-Site	42	84.00%	7	14.00%	1	2.00%	0	0.00%	100.00%	0.00%
Clarity of Information	49	94.23%	3	5.77%	0	0.00%	0	0.00%	97.96%	2.04%
Event Manager Subtotal	42	85.71%	6	12.24%	1	2.04%	0	0.00%	98.87%	1.13%
Building Operations	316	88.49%	37	10.39%	4	1.13%	0			
Courtesy of Building Staff	42	82.35%	8	15.69%	0	0.00%	1	1.96%	98.04%	1.96%
Cleanliness	35	68.63%	13	25.49%	3	5.88%	0	0.00%	94.12%	5.88%
Accuracy of Setups	40	80.00%	10	20.00%	0	0.00%	0	0.00%	100.00%	0.00%
Timeliness of Setups	42	82.35%	6	11.76%	2	3.92%	1	1.96%	94.12%	5.88%
Building Signage	32	64.00%	13	26.00%	4	8.00%	1	2.00%	90.00%	10.00%
Building Operations Subtotal	32	64.00%	13	26.00%	4	8.00%	1	2.00%	96.25%	4.75%
Global Spectrum Subtotal	191	75.47%	50	19.79%	9	3.56%	3	1.18%		
Smart City	719	78.00%	117	18.94%	14	2.62%	8	0.42%	96.94%	3.04%
Smart City										
Knowledgeable	18	78.26%	5	21.74%	0	0.00%	0	0.00%	100.00%	0.00%
Responsiveness to your needs	18	78.26%	3	13.04%	2	8.70%	0	0.00%	91.30%	8.70%
Professionalism	18	78.26%	5	21.74%	0	0.00%	0	0.00%	100.00%	0.00%
Readily Accessible	18	78.26%	4	17.39%	1	4.35%	0	0.00%	95.65%	4.35%
Clarity of Information	18	78.26%	4	17.39%	1	4.35%	1	4.35%	91.30%	8.70%
Accuracy of Setups	18	78.26%	3	13.04%	1	4.35%	0	0.00%	100.00%	0.00%
Timeliness of Setups	18	78.26%	5	21.74%	0	0.00%	0	0.00%	95.65%	4.35%
Priority Networks Subtotal	18	78.26%	4	17.39%	1	4.35%	0	0.00%	96.27%	3.73%
Priority Networks Subtotal	125	78.26%	29	18.01%	5	3.11%	1	0.62%		

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Miami Beach Convention Center Client Response Results
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	Excellent	Pctg	Good	Pctg	Fair	Pctg	Poor	Pctg	Positive	Negative
Audio Visual										
Knowledgeable	17	77.27%	4	18.18%	0	0.00%	1	4.55%	95.45%	4.55%
Responsiveness to your needs	16	72.73%	5	22.73%	0	0.00%	1	4.55%	95.45%	4.55%
Professionalism	16	72.73%	5	22.73%	0	0.00%	1	4.55%	90.91%	9.09%
Readily Accessible	14	63.64%	6	27.27%	1	4.55%	1	4.55%	90.91%	9.09%
Clarity of Information	14	63.64%	6	27.27%	1	4.55%	1	4.55%	95.45%	4.55%
Accuracy of Setups	16	72.73%	5	22.73%	0	0.00%	1	4.55%	95.45%	4.55%
Timeliness of Setups	17	77.27%	4	18.18%	0	0.00%	1	6.00%	95.00%	5.00%
Courtesy of AV floor Operations Staff	15	75.00%	4	20.00%	0	0.00%	8	4.60%	94.26%	5.74%
Audio Visual Subtotals	125	71.88%	39	22.39%	2	1.14%				
Centerplate										
Knowledgeable	33	82.50%	6	15.00%	0	0.00%	1	2.50%	97.50%	2.50%
Responsiveness to your needs	31	77.50%	7	17.50%	1	2.50%	1	2.50%	95.00%	5.00%
Professionalism	34	85.00%	4	10.00%	2	5.00%	0	0.00%	95.00%	5.00%
Readily Accessible	32	80.00%	5	12.50%	2	5.00%	1	2.50%	92.50%	7.50%
Clarity of Information	32	82.05%	6	15.38%	1	2.56%	0	0.00%	97.44%	2.56%
Courtesy of Catering Staff	33	84.62%	5	12.82%	0	0.00%	1	2.56%	97.44%	2.56%
Food Quality	25	64.10%	11	28.21%	1	2.56%	2	5.13%	92.31%	7.69%
Food Presentation	28	71.79%	9	23.08%	2	5.13%	0	0.00%	94.87%	5.13%
Menu Selection/Variety/Flexibility	28	71.79%	9	23.08%	2	5.13%	0	0.00%	94.87%	5.13%
Accuracy of Setups	34	85.00%	5	12.50%	0	0.00%	1	2.50%	97.50%	2.50%
Timeliness of Setups	33	84.62%	5	12.82%	1	2.56%	0	0.00%	97.44%	2.56%
Courtesy of Concessions Staff	22	68.75%	9	28.13%	1	3.13%	0	0.00%	96.88%	3.13%
Food Quality	19	61.29%	7	22.58%	4	12.90%	1	3.23%	82.87%	16.13%
Food Presentation	19	61.29%	9	29.03%	3	9.68%	0	0.00%	90.32%	9.68%
Menu Selection	18	58.06%	11	35.48%	2	6.45%	0	0.00%	93.55%	6.45%
Cleanliness and Setup of Outlets	20	68.67%	10	33.33%	0	0.00%	0	0.00%	100.00%	0.00%
Centerplate Subtotals	441	61.97%	118	29.29%	22	7.71%	8	3.02%	94.78%	5.22%
Other Services										
Valet Parking	14	48.28%	11	37.93%	3	10.34%	1	3.45%	86.21%	13.79%
Business Center	11	55.00%	8	40.00%	0	0.00%	1	5.00%	95.00%	5.00%
Convention Corridor	11	55.00%	9	45.00%	0	0.00%	0	0.00%	100.00%	0.00%
Miami Beach Fire Marshall	22	68.75%	9	28.13%	1	3.13%	0	0.00%	96.88%	3.13%
Other Services Subtotal	58	56.76%	37	37.76%	4	3.37%	2	2.11%	94.52%	5.48%
Building Subtotal	1,469	74%	340	21%	47	3%	27	2%	95.00%	5.00%
Surveys Sent	78									
Surveys Received	52									
Percent Received	67%									

MIAMI BEACH
convention
center

Proudly Managed By:

GLOBAL SPECTRUM

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Under Separate Cover

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