



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: April 19, 2012

This shall serve as written notice that a meeting of the Finance and Citywide Projects Committee has been scheduled for April 19, 2012, at 3:00 P.M. in the City Manager's Large Conference Room.

The agenda is as follows:

OLD BUSINESS

1. **Discussion regarding new recycling bins throughout the ROW on the beach** (*October 19, 2011 Commission Item R9J*) (10)

Fred Beckman – Public Works Director

2. **Discussion regarding amendments to the Recycling Ordinance** (*July 13, 2011 Commission Item R5F*) (11)

Fred Beckman – Public Works Director

NEW BUSINESS

3. **Discussion regarding advertising on Deco Bike stations, its economic impact to the City and the enhancement of the Deco Bike program** (*June 01, 2011 Commission Item C4A*) (19)

Jorge Gomez – Assistant City Manager
Patricia Walker – Chief Financial Officer

4. **Request for approval to issue a Request for Qualifications (RFQ) for a fourth solid waste franchise contractor to provide commercial waste collections and disposal services** (*July 13, 2011 Commission Item C2G*) (20)

Fred Beckmann – Public Works Director

5. **Ordinance amending penalty charges for late Utility Bills** (*January 11, 2012 Commission Item R5A, March 21, 2012 Commission Item R5A*) (41)

Patricia Walker – Chief Financial Officer

6. **Status Report and update on recent Building Department accomplishments and activities, including a status report on implementation of recommendations in the Watson Rice Study, the development review process Stakeholder Committee, and other recent initiatives and charges undertaken by the Building Department** *(February 8, 2012 Commission Item C4F) (44)*

Stephen Scott – Building Director

7. **Discussion regarding placing a referendum item on the next available ballot to increase the Miami Beach Resort Tax on hotel rooms by one additional penny to support the enhancement and expansion of the Miami Beach Convention Center** *(March 21, 2012 Commission Item C4O) (51)*

Hilda Fernandez – Assistant City Manager

8. **Discussion regarding citywide janitorial services for an amendment to add the following locations: Historic City Hall; Police Substation; North End Ocean Rescue Headquarters; and Beachfront Restrooms; and increasing the contract, in the amount of \$17,473.74 per month.** *(March 21, 2012 Commission Item C4P) (52)*

Fred Beckman – Public Works Director

9. **Discussion regarding to a retail lease agreement with Mr. R Sports, Inc. involving Suites 1 through 4 in the Anchor Shops, located at 1550 Collins Avenue** *(54)*

Anna Parekh – Director of Real Estate Housing and Community Development

10. **Discussion regarding a City Code amendment to establish the position of Condominium Ombudsman in the City of Miami Beach** *(April 11, 2012 Commission Item C4F) (56)*

Commissioner Jerry Libbin

Budgetary Impact

11. **Discussion of the current management and operations of the City of Miami Beach golf courses, clubhouses and related facilities and options/direction for the future management agreement** *(February 8, 2012 Commission Item C4C) (42)*

Kevin Smith – Parks & Recreation Director

12. **Discussion regarding assigning funds for placement of a fence around South Pointe Park Tot Lot area** *(March 21, 2012 Commission Item C4A) (47)*

Kevin Smith – Parks & Recreation Director

- 13. Discussion on the Normandy Shores Park at its existing area next to the tennis courts to include a Vita Course Equipment, trees, benches and an open area for children to run and play and people to sit and enjoy the view (March 21, 2012 Commission Item C4B) (48)**

Kevin Smith – Parks & Recreation Director

- 14. Discussion regarding a renewal of the current management agreement between the City of Miami Beach and the Miami Beach Garden Conservancy for the management and operation of the Botanical Garden; as well as a proposal to increase the rental rates for use of the facility (March 21, 2012 Commission Item C4H) (49)**

Anna Parekh – Director of Real Estate Housing and Community Development

Finance and Citywide Projects Committee Meetings for 2012:

May 17, 2012

June 21, 2012

July 26, 2012

September 20, 2012

November 29, 2012

December 20, 2012

JMG/PDW/rs/th

To request this material in accessible format, sign language interpreters, information on access for persons with disabilities, and/or any accommodation to review any document or participate in any city-sponsored proceeding, please contact 305-604-2489 (voice), 305-673-7524 (fax) or 305-673-7218 (TTY) five days in advance to initiate your request. TTY users may also call 711 (Florida Relay Service).

Cc. Mayor and Members of the City Commission
Management Team

***I
T
E
M***

***O
N
E***



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: April 19, 2012
SUBJECT: Discussion of Establishing New Recycling Bins

BACKGROUND

At the October 19, 2011 Commission Meeting, Commissioner Michael Gongora referred the discussion of establishing new recycling bins throughout the Right-of-Way (ROW) to the Finance and Citywide Projects Committee (FCWPC). On December 6, 2011, the FCWPC recommended that a pilot proposal be brought to the FCWPC for discussion.

ISSUE FOR DISCUSSION

The issue for the Committee's consideration and discussion at this time is related to the purchasing of new recycling bins.

Current Right-of-Way Recycling Program

Since 2009, the City installed 74 dual recycling bins and 74 silver urban style standalone recycling bins throughout the City's ROW, beach entrances, and in select parks (Attachment A). The bins were financed through negotiations with the City's franchise waste haulers. Also, through these negotiations the City's franchise waste haulers provide in-kind solid waste and recycling pick-up. Waste haulers service the ROW waste receptacles on a regular schedule to ensure a high level of service in City parks, beach entrances and ROW locations.

It also should be noted that the City is still in discussions with Coca-Cola for the provision of right-of-way recycling bins as part of the Coca-Cola partnership agreement. As part of this agreement, Coca-Cola is already developing signage for existing recycling bins to improve recycling rates. All future recycling receptacles purchased by the City would also include this updated message to create a uniform design throughout the City.

Proposed Recycling Pilot Programs

The Sustainability Committee believes that the City should consider improving the design of the recycling receptacles, currently deployed throughout the City. A number of companies have presented dual trash and recycling receptacle products to the Sustainability Committee including GoGreen Eco-Bin and Big Belly Solar.

The company GoGreen Eco-Bin has patented a waste receptacle design that is made from stainless steel with solar powered LED panels that generate 4-6 hours of light for advertising (Attachment B). The funds generated through bin advertisements are used to cover the cost of the dual bins. In addition, Eco-Bin is responsible for maintaining, repairing, collecting and cleaning the bins.

GoGreen Eco-Bin has proposed to install three (3) Eco Bins for a 3 to 6 month test period either in Lummus Park or Lincoln Road. During this trial period, the City can choose the content on

the front, back, and side display faces of the bins. GoGreen Eco-Bins will track the usage as it relates to both trash and recyclables. They will use their own crews to empty and clean the units during the pilot period. After the pilot period, the City has the following options:

1. **Capital Purchase:** \$2,750 per bin. City would own and operate the bins.
2. **Capital Lease:** GoGreen supplies and services the bins, and GoGreen leases the four panel spaces to the City for \$250 per month, allowing the City to post public service messages on the panels. The City would be responsible for paying for the production cost for the panel space. This proposal entails a minimum two year term agreement.
3. **Lease / Purchase:** \$3,700 per bin for 60 months total lease cost with fair market value purchase option at lease end; or \$3,900 for 60 months total lease cost with \$1 purchase option at the lease end (pricing is based on leasing 16).
4. **Partial Corporate Sponsorship:** A corporate sponsor provides funds to offset Capital Purchase costs in exchange for branding and promotional equity.
5. **Advertising-Supported Model:** The cost of the bins, maintenance and collection funded by advertising.

Big Belly Solar offers solar powered dual trash and recycling compactors that are monitored wirelessly allowing tailored pick-up service that the waste hauler would monitor using their software (Attachment C). Big Belly Solar has proposed a pilot program (Attachment D) that deploys 125 stations throughout Lincoln Road (38), Lummus Park (62) and Flamingo Park (25). Big Belly has proposed the following funding mechanisms to fund this program:

1. **Capital Purchase:** \$693,000 for 5-year software service agreement (\$812,000 for an 8-year service agreement)
2. **Capital Lease:** Five (5) annual payments of \$144,000 including shipping, content panels and 5-year software service agreement (\$169,000 for a 8-year agreement and 8-year software service agreement)
3. **Partial Corporate Sponsorship:** A corporate sponsor provides funds to offset Capital Purchase costs in exchange for branding and promotional equity.
4. **Advertising-Supported Model:** The cost of the bins and software funded by advertising. Collection funded by the City.

Both of these companies' business models include an option to use advertising to offset the cost of providing these public facilities. An ordinance was adopted by the City in 2001, codified in Section 82-414 (Attachment F) in the City Code, which addresses directory signs, bus shelters, and the bike sharing program, which are supported by advertisement. Section 82-414 would need to be amended to permit advertisement on waste receptacles. It is not anticipated that the City's Historic Preservation Board will be in favor of adding additional advertising in the public ROW.

Other concerns that have been identified with selecting new recycling receptacles include size constraints in ROW, uniformity with current receptacles, and odor problems associated with the compacting models of decomposing organic waste in Miami-Beach's hot, humid climate. Many of the high pedestrian areas such as Lincoln Road, Ocean Drive, and Washington Avenue have limited ROW space available. Both the GoGreen Eco-Bin and Big Belly Solar's dimensions will make it difficult to identify enough suitable locations in the high pedestrian commercial districts to provide an adequate level of service (Attachments F & G). Neither the GoGreen Eco-Bin nor the Big Belly Solar bin could be installed in our standard 5-foot wide sidewalks as they would not leave enough space to provide compliance with ADA standards.

It should also be noted that both the GoGreen Eco-Bin and the Big Belly Solar design would require a concrete slab foundation for installation adjacent to the beach. The Florida

Department of Environmental Protection regulates construction activities west of Coastal Construction Control Line (CCCL) and would require the City to obtain a CCCL Permit to move forward with installing these receptacles.

COST-BENEFIT ANALYSIS

Attachment H and I provide a cost comparison per bin of the City's current recycling program to the capital purchase options and capital lease options proposed by GoGreen Eco-Bin and Big Belly. Both options were evaluated over (5) year period and include initial capital cost, installation, maintenance, refurbishment and custom panels.

Currently, it costs the City approximately \$400 per bin to operate over a five year period. The City negotiated with the franchise waste haulers to finance the bins and in-kind solid waste and recycling pick-up. Waste haulers service the ROW waste receptacles on a regular schedule to ensure a high level of service in City parks, beach entrances and ROW locations.

Based on the proposals submitted, the cost (per bin, over five years) for the City to own and operate the GoGreen Eco-Bin is approximately \$6,425, and the Big Belly Solar unit is approximately \$10,575. The per bin cost for the City to lease the bins and advertising/community messaging space over five years for the GoGreen Eco-Bin is approximately \$17,700, and for the Big Belly Solar unit is approximately \$10,825.

CONCLUSION

The above information and the attachments are provided to facilitate the discussion by members of the committee.

Attachments:

- A: Miami Beach Recycling & Dual Can Locations
- B: GoGreen Eco-Bin Design
- C: Big Belly Solar Design
- D: Big Belly Solar Pilot Program Proposal
- E: Section 82-414 of the City Code
- F: GoGreen Eco-Bin Dimensions
- G: Big Belly Solar Technical Specifications
- H: Cost Comparison – Capital Purchase
- I: Cost Comparison – Capital Lease


JGG/FHB/RWS/ESW

Miami Beach Recycling & Dual Can Locations

Legend

TRASH CANS

- Dual Bins-74
- Gray Bin-74



Recyclables

Non-Recyclables





1/10th Scale

INTELLIGENT WASTE & RECYCLING COLLECTION FOR A CLEANER & GREENER MIAMI BEACH

Presented by Robert F. Criste

1/27/2012

This custom solution has been developed for the City of Miami Beach based on the information you have provided. Any pricing mentioned herein is valid for 60 days upon receipt.

BigBelly

INTELLIGENT WASTE & RECYCLING COLLECTION FOR A CLEANER & GREENER MIAMI BEACH

Dear Mr. Beckman,

Thank you for the opportunity to present the BigBelly Solar Intelligent Waste & Recycling Collection System. The City of Miami Beach enjoys a world-renowned reputation for its beauty and hospitality. As you and other city officials have mentioned to us, there remain opportunities to make this great city even greater. Among these opportunities:

- An affordable and highly visible introduction of public space recycling
- Cleaner streets, sidewalks and beaches by cutting litter and overflows with high predictability and auditability
- Clear and visible messaging of the city's commitment to sustainability
- A smaller carbon footprint by limiting fuel consumption and increasing recycling
- Less trash vehicle traffic on the city's streets, reducing street "wear and tear", traffic congestion, and the unnecessary trash trips during prime hours
- A "smart grid" for your entire waste & recycling operation, providing transparency and visibility for the operational control and accountability of collection operations
- The creation of dramatically more efficient collection operations, which has the opportunity to create economic benefits for multiple stakeholders

The BigBelly Solar "Smart Grid for Waste & Recycling™" ensures that you can maintain and enhance high levels of citizen service but at a dramatically lower resource expenditure and environmental impact. Our solution provides a unique opportunity to achieve several goals important to the city, its residents and its businesses. Within this proposal you will receive more details about our award-winning solution that is saving cities millions of dollars a year and cutting thousands of tons of CO2 from polluting our atmosphere, as well as a customized solution for your community's needs.

We look forward to helping your community realize the potential of intelligent waste & recycling collection and visibly advance the cause of sustainability in Miami Beach.

Best Regards,

Robert Criste, Regional Director

85 Wells Ave | Suite 305 | Newton, MA 02459 | rcriste@bigbellysolar.com | 678.457.6775

A CUSTOM PROPOSAL FOR MIAMI BEACH

After consulting with multiple city officials, BigBelly Solar has created a custom solution for your public space waste & recycling collection needs.

For the initial pilot deployment, the City of Miami Beach has identified three discreet “hot spot” locations that will receive the maximum benefit from the introduction of BigBelly+SmartBelly Double Stations, which will add public space recycling options and waste compactors for a total of 125 locations:

- **Lincoln Mall Road – 38 stations**
- **Lummus Park/Ocean Boulevard – 62 stations**
- **Flamingo Park – 25 stations**

There are several possible funding mechanisms for this deployment:

- **Capital Purchase – one-time acquisition cost:**
 - \$692,750 including shipping, messaging panels for public service communications, with an integral 5-year of software services agreement
 - \$811,750 including shipping, messaging panels and an expanded 8-year software services agreement
- **Capital Lease¹ – annual payments:**
 - Five annual payments of \$144,092 including shipping, messaging panels and integral 5-year software services agreement
 - Five annual payments of \$168,844 including shipping, messaging panels and expanded 8-year software services agreement
- **Partial Corporate Sponsorship** – a local or national company providing funds to offset Capital Purchase costs in exchange for branding and promotional equity
 - For example, City net outlay of \$492,750 for the 5-year Capital Purchase option above, after City receipt of a separately negotiated \$200,000 (projected) corporate sponsorship. Examples of corporate sponsorship “softball sized” branding provided later in this document.
- **Advertising-Supported Model** – 100% funded by advertising with ad sourcing and management provided by Vector Media, the provider of your bus wrap advertising. No capital outlay for the City and creation of ad revenue stream.

Full quotation, terms and conditions available upon request.

¹ Annual payments are estimated. Actual payments and interest rate determined based on city credit rating and other criteria at the time of the agreement.

THE BENEFITS OF PUBLIC SPACE RECYCLING

While citizen demands for expanded recycling options are often among top voter priorities, the “dark secret” of recycling is that it can be incredibly expensive to add this new collection burden to city or contracted operations. BigBelly Solar enables cities to add this valuable service in a way that is highly efficient, that generates high compliance, and that engages the community in more sustainable behaviors. There are multiple environmental benefits in adding and/or expanding this capability, as well as the financial advantages of reduced tipping fees and revenue streams created by selling off recyclable materials.

Many cities start by launching recycling in residential and commercial areas where collection is more cost-effective, but send the contradictory message of having no options for recycling in the public space. BigBelly Solar allows cities to correct this approach, by offering cost-effective and verifiable recycling options in the public space that have generated proven success rivaling industry benchmarks. By

leveraging dramatic collection efficiencies for both waste and recycling, BigBelly Solar has consistently created the ability for cities to self-fund the new recycling collection burden within its existing resource pool.

Anticipating usage and collecting recyclables on an efficient schedule will ensure your community is meeting the demand without running additional collection routes that counteract the positive impact on your community’s carbon

footprint that recycling brings.

“This technology will save taxpayers money, introduce sidewalk recycling and keep our streets clean. This is one more important step towards achieving our sustainability goals.”

**Michael Nutter,
Mayor of
Philadelphia**

Getting to Zero Waste

A study conducted on the Halifax Waterfront measured the effectiveness of the BigBelly System at diverting recyclables from the waste stream.

“The public spaces recycling program along the Halifax Harbourwalk has been highly successful and we are proud to engage in this progressive, green initiative,” said Colin MacLean, President & CEO, Waterfront Development Corp. “The visitor experience has improved and recycling makes our waste management incredibly efficient.”

“Recycling rates, especially for beverage containers, were significant at 95% diversion after just three months,” explained John Zupo, President, Nestlé Waters Canada. “The combined diversion rate for the container and paper streams was also impressive, with a diversion rate of 83% of total containers and paper generated.”

INSPIRING CITIZENS AND COMMUNICATING YOUR SUSTAINABILITY COMMITMENT TO STAKEHOLDERS

BigBelly Solar has hundreds of municipal customers ranging from small towns to some of the biggest cities in the United States and beyond, such as Chicago, Philadelphia, Boston and El Paso. While each customer is different in their own way,

“This system is helping to save on the carbon footprint of Albany. Our goal is that hopefully more people walking down the streets with empty bottles and cans will put them in the recycling bins as opposed to the trash.”

Frank Zeoli, Director of Recycling, Albany, New York

we consistently hear one common theme from all of our municipal customers - that they need to reduce resources and/or better allocate resource expenditures while not compromising on critical citizen services. In the area of public space waste & recycling, BigBelly Solar has consistently shown itself to be a reliable and highly effective management tool for achieving this desired outcome, which has goals that are otherwise in conflict.

Reallocating resources to infrastructure improvements and maintenance

Decades of deferred maintenance are catching up with cities throughout the world, and at a particularly bad time when tax receipts are off and budgets are incredibly tight. In the City of Philadelphia, for example, BigBelly Solar helped free up over 70% of the labor hours that had traditionally been devoted to collection of public space trash. These labor hours were reallocated to the staffing of the brand-new public space recycling program and to other important infrastructure and maintenance tasks within the Public Works department, such as roads and parks refurbishment.

The Philadelphia Recycling Story

In 2009 The City of Philadelphia installed 210 recycling components as part of their city wide BigBelly Solar System deployment. Results from the city’s Center City recycling initiative include:

- On average, each recycling component generates 225 lbs of recyclable commodities per month.
- Per month, a total of 23.5 tons of material are being diverted from landfills and recycled.
- The city is receiving \$50 per ton by recycling this material and avoiding \$63 in landfill tipping fees.
- The total benefit to the city is estimated at \$113 per ton, or \$2600 per month.

Although the city initially deployed the BigBelly System to reduce operation costs, they are seeing additional benefits from the introduction of public space recycling – reduced costs, cleaner streets and increased citizen engagement.

Reducing Your Carbon Footprint

Trash collection vehicles are notorious gas guzzlers and polluters. Running them 80% more than required substantially aggravates this problem. In tandem with the impact of introducing public space recycling, the BigBelly Solar System enables cities to slash the net CO2 produced by your community in its waste collection operations. These reductions are not speculative or anecdotal; the BigBelly Solar software allows you to track reduced collection activity and quantitatively assess your carbon reductions.

The BigBelly Solar System has been recognized by the C40 organization as a global best practice for large cities.

A Public Space Communication Channel

Public officials often decry the fact that many of their sustainability initiatives are not visible to or appreciated by the voting public. Lighting change outs, HVAC improvements and solar rooftops can be “out of sight and out of mind”. Conversely, BigBelly Solar deployments involve pervasive, eye-level solar panels that are “eyeball magnets”, providing a highly visible means of reinforcing your sustainability commitment.

Messaging panels on BigBelly Solar waste and recycling stations further provide an opportunity to engage with your community. Inserts can be exchanged easily and used to promote recycling and educate citizens about sustainable behaviors, keep citizens and visitors up to date on community events and initiatives, or deliver other desired public service or tourist-targeted messages and imagery.

BigBelly Solar deployments, because of the proven results generated and the visibility of an innovative application of renewable technology, often represent a key “early win” in city sustainability initiatives, creating the results and momentum to extend support to other sustainability programs.

Keeping Pests Out

Now in their third generation, BigBelly Solar stations have been designed to deliver the optimal performance for our customers.

In addition to the labor and fuel savings that come from optimized collection operations, our customers have realized one of the other key benefits of the solution – keeping trash in and animals out.

The enclosed design eradicates many animal-related issues. Seagulls and other birds are not extracting trash and rodents of all kinds, from squirrels to rats, are barred access from the containers, which has been proven to reduce their populations in areas where the BigBelly Solar solution have been deployed.

THE SYSTEMATIC APPROACH – SMART GRID FOR WASTE & RECYCLING™

“The monitoring system has made it very easy to manage our inventory all across Center City. The ability to sort through historical data by collection route and discover collection patterns gives us valuable and actionable information.”

Scott McGrath, Recycling Coordinator, City of Philadelphia

Without the real-time information tools provided by BigBelly Solar, the supervisors of trash collection operations have historically been “flying blind”. Over many decades, in order to minimize overflow litter and reduce citizen complaints as best possible in the absence of real-time information, departments of public works have thrown more trucks, more bins and more crews at the problem until the volume of angry phone calls fell to an acceptable level. What else could they do?

Cities can no longer afford the massive overcapacities and information voids that have led to the buildup of the current inefficient operational approach. BigBelly Solar enables cities to tackle these inefficiencies in a proven, transparent and reliable way that yields better results and better resource allocation. The visibility and transparency of these tools have proven tremendously empowering to operational managers and allows them to dramatically reduce overcapacity and inefficiency without risk. In outsourced operations, city officials now have real tools to monitor and audit supplier performance.

THE POWER OF DATA

The true cost of maintaining a public space waste receptacle is often woefully misunderstood. While capital planning may peg the price tag at the price of the actual bin, the total cost

Extend the Lifespan of Your Streets

Seldom considered is the burden garbage trucks place on your municipality’s infrastructure. Not only do they add significant CO2 emissions, burn excessive amounts of fuel at < 3 MPG, and create traffic congestion, but they also accelerate the wear-and-tear on your streets.

When full, a typical garbage truck places the equivalent stress of 8,400-14,700 passenger vehicles on the road. That means cutting two collection trips a week is the equivalent of removing 1 million passenger vehicle trips per year!

“In general, it’s acknowledged that garbage trucks beat the **** out of streets,” said City Councilman Gary Wysocky of Santa Rosa, California, a city that spends \$2.2 million per year on road repairs attributed to garbage trucks

Given that the cost of repaving roads has increased to \$300,000 per mile, cutting back on collection trips will save you even more money in infrastructure costs over time.

for a community is multiples of that cost every year. In fact, collection costs typically dwarf traditional bin capital costs. Misunderstandings of true collection operations costs can also be aggravated if management responsibilities for street assets, for fleets, and for personnel are siloed into different departments, masking the overall “system view”.

Every single collection incurs labor costs, fuel costs and vehicle wear & tear, not to mention overflow litter clean-up tasks that use even more human capital. In aggregate, collection costs associated with servicing public space waste receptacles can exceed **\$2,000** per year per bin².

“It has a ton of benefits – it will save the city time and money, keep litter from overflowing, and discourage illegal dumping of trash. This will save us a lot of time for guys to fill potholes, fix sidewalks, and do other things.”

Tim McCarthy, Principal Assistant to Commissioner of Public Works, City of Boston

When you sum these bin-level costs across an entire city bin population, the costs can be staggering. These are costs and resources that could be better allocated during these financially challenging times. Even in an outsourced situation, these are real costs that are being incurred, whether they are passed back directly or indirectly to the city.

To ensure that your bins are not overflowing, your crews and/or outsourced haulers are running collection operations to account for the “peak” loads of your operation. The net result is that the majority of your collections are addressing bins not even close full – which is a massive waste of resources.

The answer isn’t more bins/trucks/crews and it isn’t mandating specific collection frequencies that leave no room for innovation. There is now a better way, a way that marries the expanded capacities of compaction powered by renewable energy and the incredible power of information monitoring and management tools – the BigBelly Solar Intelligent Waste & Recycling Collection System. For example, in the area of litter reduction, imagine the power of being able to monitor and visualize a waste station as it fills and be able to anticipate and head off an overflow before it happens? The BigBelly Solar System does this in an automated way across a network of stations locations and delivers alerts to the desktop or handheld device.

² Based on BigBelly Solar collection studies conducted with hundreds of municipalities.

BigBelly System provides both real-time and historical data on every BigBelly Solar waste and recycling station in your community. Armed with this knowledge, you can immediately begin realizing the benefits of our solution while keeping your streets cleaner than ever.

And if your organization employs trash bags or liners, you will also be reducing the cost and consumption of those as well thanks to dramatically reduced collection frequency.

MAXIMIZING CAPACITY VIA COMPACTION

You already know that merely understanding which locations require attention can drastically reduce your collection operational expenses and create new efficiencies. But bringing BigBelly solar compactors and compacting recyclers to your high traffic or remote areas adds another dimension to your savings and productivity.

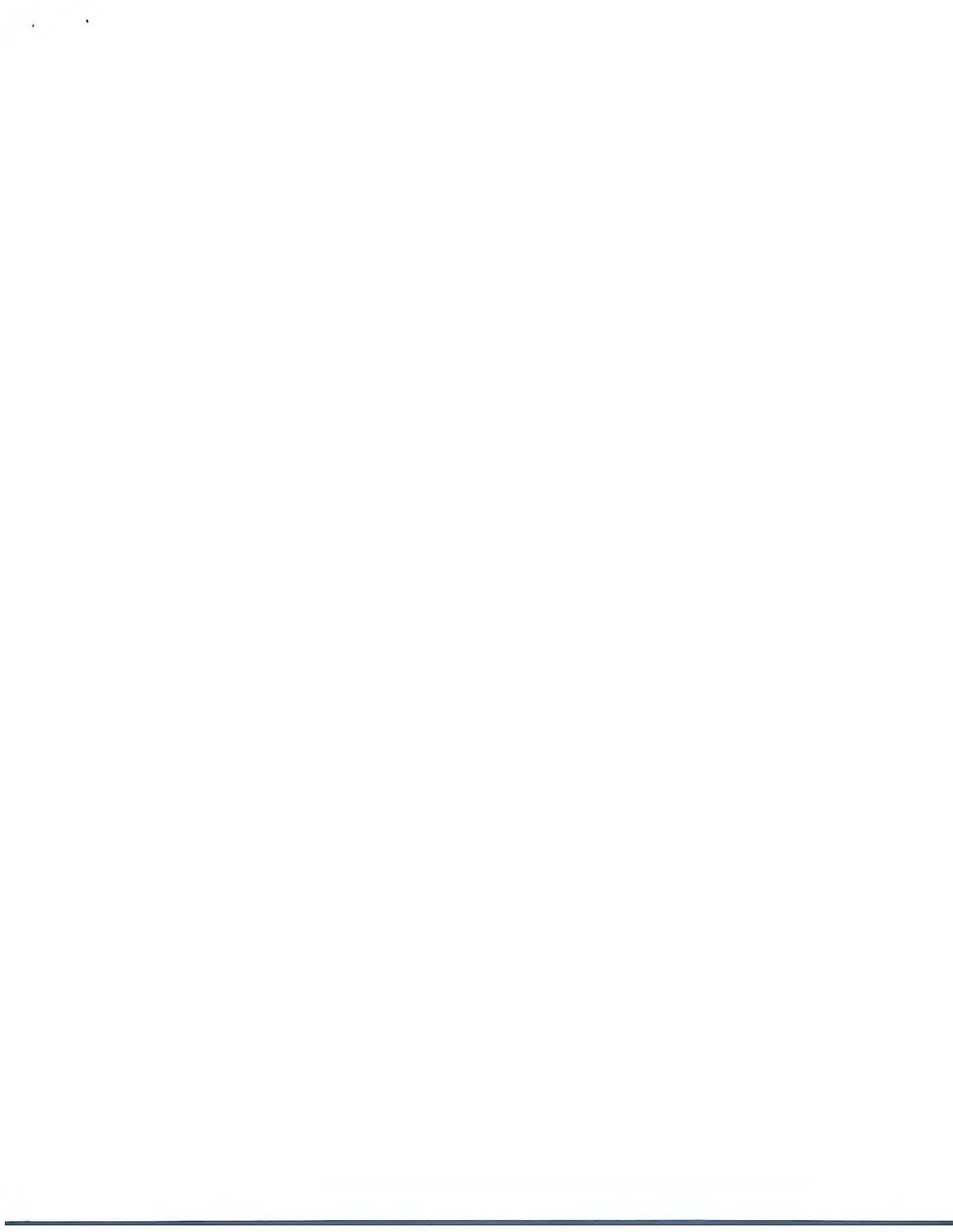
Using 100% solar power, BigBelly solar compactors increase the capacity for waste disposal at each location by up to 500%. Each compactor can hold 160 gallons of waste and features a completely enclosed design that keeps odors and litter in while keeping pests and vermin out. Whether you want to minimize your collection trips or are plagued with overflow issues your operation simply cannot keep up with, BigBelly solar compactors are uniquely suited to the task.

The ability to right-size capacity for each location can help organizations shrink collection frequency by 70-80+% in a fiscally responsible way while ensuring every corner is included in the BigBelly Solar System.

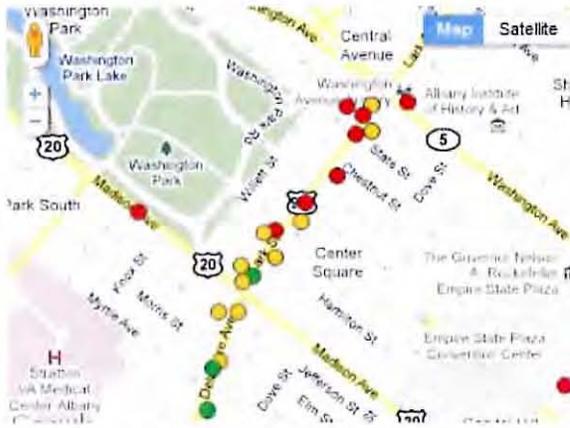
A Solution for Every Corner

The BigBelly Solar System provides modular waste and recycling components that map to the volumes and waste streams of each location in your community. Each component is powered by and networked to the BigBelly Solar Command Center, and both real-time and historical collection data can be accessed via the web-based CLEAN Management Console.

For each waste stream at each location, customers can opt for BigBelly components, which provide on-site compaction of trash or single-stream recycling to add 5X capacity while reporting fullness and collection data – or SmartBelly components which provide fullness sensing for trash or various recycling options in less-trafficked areas, without compaction.



LEVERAGING THE CLOUD



Every BigBelly Solar component is connected to our cloud-based monitoring and control system via wireless data communication. Using the same technology that powers smartphones across the world, you will be able to access reams of data about your waste and recycling collection operation while optimizing the performance of your street-level waste and recycling stations from any web-enabled computer or device.

Our management console and tools are revolutionizing the waste collection industry. Each waste and recycling station is monitored remotely to determine its fullness status in real time. This powerful monitoring and management solution gives access to real-time and historical collection data, reports and analytics from any web browser, enabling your operational management or outsourced haulers to dispatch on an as-needed basis. It also means litter and overflow will become a distant memory. Additionally, this solution empowers you to look at your collections, capacities and routes over time to further optimize your operations.

Operational Accountability

An additional advantage to using data to inform and optimize your collection activity is the transparency it brings to every level of the organization and those of your hauling partners. With information about individual collections as well as measurable progress made against pre-set benchmarks, the BigBelly System provides a reporting infrastructure that enables everyone from City Hall to the dispatching desk to have access to appropriate information to ensure efficient and thorough execution of the public space waste and recycling collection process.

SOFTWARE SERVICE BENEFITS & TERMS

BigBelly Solar software provides the key functionality that fuels your community's optimized operations and reduced waste collection frequency.

The software service provides the following functionality:

- **CLEAN Management Console** – Get real-time data and historical analysis of your entire deployment of BigBelly Solar waste stations. Manage inventory, change settings remotely and provide complete transparency and accountability for your organization.
- **Command Center** – Provides network connectivity to each of your waste stations, enabling data analysis and reporting, remote software distribution and troubleshooting, and delivery of operating instructions and parameters to the stations.
- **Waste & Recycling Station Functionality** – The software powers compaction functionality, on-site and remote fullness-level indication, and collection activity reporting.

An active software service contract enables access to the CLEAN Management Console, communication with the Command Center, Waste & Recycling Station functionality, and Help Desk software support. Active service contracts also enable on-site and remote fullness indication services for BigBelly and SmartBelly components and enables BigBelly solar compactor components to provide optimized, as-required compaction services – without which they will instead provide a single, daily compaction.

BigBelly Solar software service contracts may be extended or renewed at any time during an active contract period with no additional activation fee. After software service contracts have expired, a per-station re-activation fee will be required.

A PLAN FOR SUCCESS

Your purchase of the BigBelly System is only the beginning of our shared journey to deliver savings and environmental benefits to your community. The project outline below details the recommended milestones and actions for your organization and the BigBelly Solar team to ensure you are making the most of your investment.

Event	Date	Notes
Purchase Order Received	3/01/2012	Lease or purchase paperwork is signed and executed, and purchase order is submitted to BigBelly Solar for equipment configuration proposed
Organizational Structure Received	3/15/2012	Miami Beach to provide BigBelly with primary contacts for receipt of product, day-to-day operations, & marketing / communications
BigBelly Solar/CLEAN Wireless Training & Installation Strategy	3/20/2012	BigBelly to conduct Webinar with all stakeholders at Miami Beach Receipt of Product, Day-To-Day Operations, & Marketing / Communications
BigBelly Solar Stations Received	4/15/2012	BigBelly System delivered by this date
All BigBelly Solar Stations Installed	4/30/2012	Previous waste receptacles in specified zone are removed, BigBelly System is installed and all appropriate information is entered into the CLEAN Wireless dashboard
Marketing / Media Coordination	5/10/2012	BigBelly and Miami Beach confirm press release content and media outreach plan
Ribbon Cutting and Press Event / 30-Day Follow Up Meeting	5/15/2012	In coordination with the Marketing / Communications contacts from the organizational structure provided, a ribbon-cutting and press event will occur with media outreach to local media outlets to bring attention to the BigBelly platform and other sustainability programs on campus. A 30-day follow up meeting will also occur with key Miami Beach stakeholders to ensure seamless adoption of system to date
Standard 90-Day Audit	8/15/2012	BigBelly Solar will present a 90-day audit of new system operations in comparison to previously conducted waste and recycling collection, and discuss the operational, financial, environmental and public relations implications of deployment, in addition to recommendations of how operations could be improved based on objective historical data

CUSTOMIZING THE BIGBELLY SOLAR SOLUTION FOR YOUR COMMUNITY

By using messaging panels or wraps, you can customize your BigBelly Solar waste and recycling stations to fit the feel of your community and communicate your sustainability message. From the hippest arts districts to historic areas, BigBelly Solar customers have employed a variety of tactics to match the look-and-feel with their overall neighborhood visual identity.



CORPORATE SPONSORSHIP EXAMPLES

BALTIMORE INNER HARBOR – UNDER AMOUR SPONSORSHIP



SEDONA ARIZONA DOWNTOWN – LOCAL HOTEL SPONSORSHIP



VECTOR ADVERTISING CONCEPT ALTERNATIVE



VECTOR
MEDIA

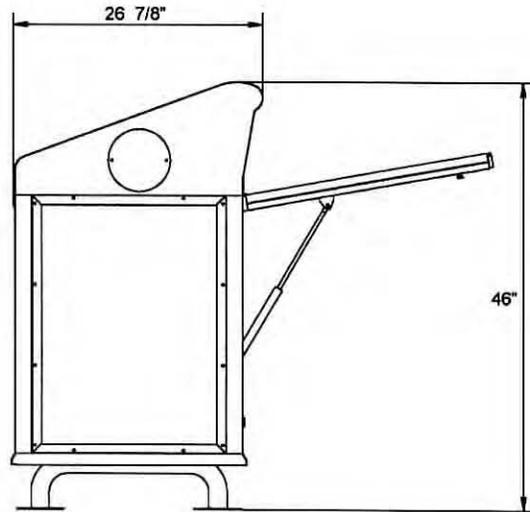
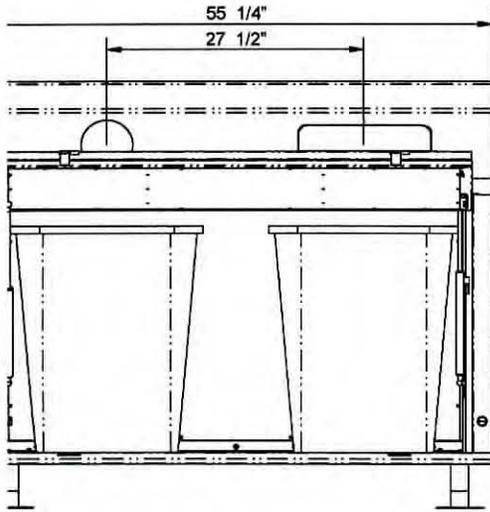
Sec. 82-414. - Permitted signs, shelters and advertising in public rights-of-way.

Notwithstanding any other prohibitions in this Code to the contrary, the city may place, or contract to place, directory signs and bus shelters in the public rights-of-way, or bicycles as part of a city-sponsored bicycle rental and sharing program, with advertising thereon. Such signs, shelters, and bicycles shall be subject to all applicable permitting requirements and design reviews as provided for in the Land Development Regulations.

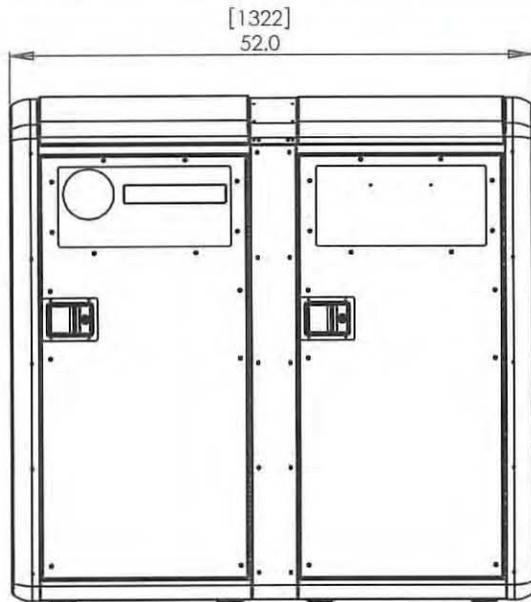
(Ord. No. 2001-3318, § 1, 9-5-01; Ord. No. 2010-3674, § 1, 3-10-10)

Front & Back poster dimension is 2" (W) X 4" (H).

Left & Right sides poster dimension is 18 7/8" (W) X 25 3/4" (H).



BigBelly Solar Intelligent Waste & Recycling Collection System



SmartBelly Technical Specs

Overall Machine Dimensions

Height: 50.4" (1281mm)

Width: 26.5 (672mm)

Depth: 26.0" (660mm)

Weight: 170 lbs (77 kg)

Bin Volume: 50 gallons (227 L)

Liner Bag: at least 48" (122cm) H, 47" (119cm) W
recommended thickness at least 2 mil (50 mic)

Materials

RoHS compliant

Galvanized sheet metal steel interior and exterior
construction (recycled content)

Heavy duty plastic side panels for dent and scratch
resistance (recycled content)

Exterior Finish: polyester TGIC powder-coat finish for
outdoor and salt-spray durability

Interior Bin: single bin is leak proof made out of low-
density polyethylene plastic

Configurations

Insertion area can be configured for multiple recycling
and waste streams

Modular system design: BigBelly Solar Compactors,
Compacting Recyclers, and SmartBelly components
can be combined into customized 2- and 3-unit waste
& recycling stations. Please contact BigBelly Solar for
more details.

Sensing Features

Ultrasonic waste height sensing

3-color LED status lamps indicate waste level

Fully automated, IC processor controlled system

GPRS wireless data radio for online monitoring and
management system

Power & Electronics

Polycrystalline silicon cell PV module (6 watts)

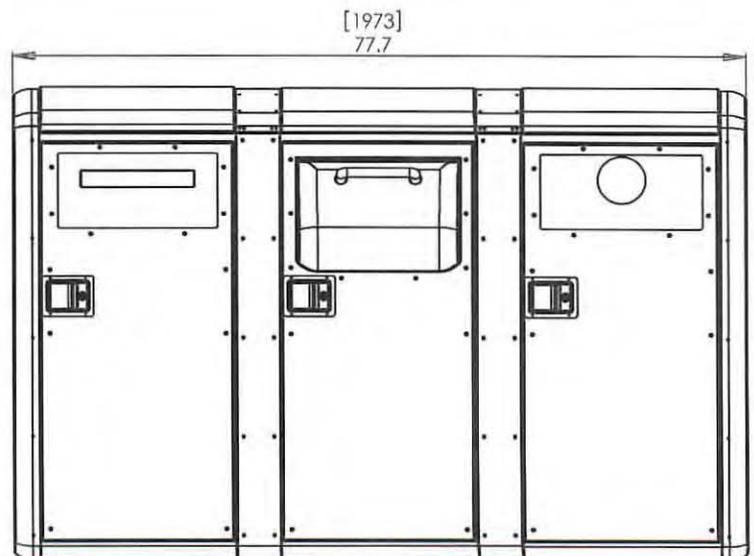
PV panel protected by polycarbonate bubble

System Voltage: 12 Volts DC

Spill-proof, sealed maintenance-free 12V battery

Charge maintained by Pulse Width Modulator

Cordless, self-powered unit requires no wiring



BigBelly Solar, Inc.
85 Wells Avenue, Suite 305
Newton, MA 02459 USA

BigBelly
SOLAR
Sales@BigBellySolar.com
BigBellySolar.com

Toll-free: +1-888-820-0300
Int'l: +1-781-444-6002
Fax: +1-617-558-1010

Eliminating the Waste in Waste Collection™

ROW Recycling Cost Comparison - Capital Purchase

ATTACHMENT H

City of Miami Beach
Current Recycling Program



	Year 1	Year 2	Year 3	Year 4	Year 5	
Capital Cost						
Installation Cost (per bin)						
Yearly Maintenance Cost (per bin)		\$150		\$150		
Refurbishment (per bin)		\$50		\$50		TOTAL COST
TOTAL	\$0	\$200	\$0	\$200	\$0	\$400

GoGreen Eco-Bin
Capital Purchase



	Year 2	Year 3	Year 4	Year 5		
Capital Cost (per bin)	\$2,750.00					
Installation Cost (per bin)	\$175					
Estimated Maintenance Cost (per bin)		\$300		\$300		
Refurbishment (per bin)		\$100		\$100		
Custom Panels (\$130 per panel)	\$540	\$540	\$540	\$540	\$540	
TOTAL	\$3,465	\$940	\$540	\$940	\$540	TOTAL COST
						\$6,425

Big Belly Solar
Capital Purchase



	Year 1	Year 2	Year 3	Year 4	Year 5	
Capital Cost (per bin) Includes bin, panel and wrap.	\$5,750					
Installation Cost (per bin)	\$175					
Estimated Maintenance Cost (per bin)		\$530	\$260	\$530	\$230	
Refurbishment (per bin)		\$100	\$100	\$100	\$100	
Custom Panels (\$130 per panel)	\$540	\$540	\$540	\$540	\$540	TOTAL COST
TOTAL	\$6,465	\$1,170	\$900	\$1,170	\$870	\$10,575

ROW Recycling Cost Comparison - Capital Lease

ATTACHMENT I

City of Miami Beach
Current Recycling Program



	Year 1	Year 2	Year 3	Year 4	Year 5	
Capital Cost						
Installation Cost (per bin)						
Yearly Maintenance Cost (per bin)		\$150		\$150		
Refurbishment (per bin)		\$50		\$50		TOTAL COST
TOTAL	\$0	\$200	\$0	\$200	\$0	\$400

GoGreen Eco-Bin
Capital Lease



	Year 1	Year 2	Year 3	Year 4	Year 5	
Capital Cost to Lease Panels	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	
Installation Cost (per bin)						
Yearly Maintenance Cost (per bin)						
Refurbishment (per bin)						
Custom Panels (\$130 per panel)	\$540	\$540	\$540	\$540	\$540	TOTAL COST
TOTAL	\$3,540	\$3,540	\$3,540	\$3,540	\$3,540	\$17,700

Big Belly Solar
Capital Lease



	Year 1	Year 2	Year 3	Year 4	Year 5	
Capital Cost (per bin) Includes bin, panel and wrap.	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	
Installation Cost (per bin)	\$175					
Yearly Maintenance Cost (per bin)		\$530	\$260	\$530	\$230	
Refurbishment (per bin)		\$100	\$100	\$100	\$100	
Custom Panels (\$130 per panel)	\$540	\$540	\$540	\$540	\$540	TOTAL COST
TOTAL	\$1,915	\$2,370	\$2,100	\$2,370	\$2,070	\$10,825

**I
T
E
M**

**T
W
O**



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: April 19, 2012

SUBJECT: Discussion of the Proposed Recycling Ordinance.

On July 13, 2011, the proposed recycling ordinance was approved by City Commission and referred to the Finance and Citywide Projects Committee (FCWPC) between first and second reading. On September 26, 2011, the FCWPC asked that this item be brought to the Sustainability Committee's Recycling Sub-Committee. On October 24, 2011, the Recycling Sub-Committee hosted a recycling workshop and on November 15, 2011 the Sustainability Committee recommended that the City adopt an ordinance closely mirroring the County's ordinance, but with revised fines that do not accrue daily. On January 17, 2012 the Sustainability Committee requested to review the new proposed ordinance. On February 28, 2012, the Sustainability Committee reviewed the new proposed ordinance and recommended that the new proposed ordinance be approved by the FCWPC.

BACKGROUND

Currently, Miami-Dade County Code (Sections 15-2.2 to 15-2.4) requires multifamily and commercial establishments to have a recycling program. However, as a result of multiple issues, including fiscal constraints at the County level, the County Code requirement to demonstrate a recycling program was not adequately or comprehensively enforced. It is believed that approximately 1,558 multifamily residential buildings and commercial establishments within the City of Miami Beach are currently not participating in the County-required recycling program. This is approximately 30% of all known commercial and multifamily accounts.

The objective of the proposed recycling ordinance is to establish a comprehensive Citywide Recycling Program for multifamily residences and commercial establishments. The County Code (Section 15-2.5) gives the City the authority to establish and enforce its own ordinance, provided such ordinance is equivalent to or more stringent than the County's provisions. The proposed ordinance (Attachment A), which is an amendment to Chapter 90 of the City Code, would require multifamily residences and commercial establishments in the City to provide a recycling program and to use a single stream recycling process to separate recyclables. Multifamily and commercial establishments would receive fines if they do not provide a recycling program serviced by a licensed recycling contractor or if they fail to separate recyclable material from the solid waste stream.

Single-family homes and multifamily buildings of up to eight (8) units are already provided weekly recycling services via Miami-Dade County's Curbside Recycling Program, which was done through an Inter-Local Agreement (Agreement) entered into on June 14, 1990. The Agreement authorizes the County to act on the City's behalf in the administration of the contract for this recycling service in the areas of municipal jurisdiction. The current number of households served by Miami-Dade County within the City of Miami Beach is 6,500 units. The contractor that currently provides the service to Miami Beach through the Agreement is World Waste Services.

Commercial facilities and multifamily residences with nine (9) or more units are required by Miami-Dade County to hire, by means of a contract, a private hauler for their regular trash pick-up, recycling and bulk pick-up. Miami-Dade County Code Chapter 15 entitled “Solid Waste Management”, Sections 15-2.2 through Sections 15-2.5 requires the following:

- Owners/Property owners of commercial establishments in Miami-Dade County must provide a recycling program for their employees and tenants, using the services of an authorized waste hauler or private recycling hauler.
- The program must recycle three (3) items from the following list of ten (10): high-grade office paper, mixed paper, corrugated cardboard, glass, aluminum, steel, other scrap production metals, plastics, textiles, and wood.
- Modified Recycling Programs - those that incorporate modifications, substitutions or reductions to the requirements stated above - may be submitted to the Department of Solid Waste Management for review and approval.

CURRENT ENFORCEMENT

On September 1, 2009, the Miami-Dade County Multifamily and Commercial Recycling Memorandum of Understanding (MOU) between the City of Miami Beach and Miami-Dade County was approved. Under the MOU, the County agrees to enforce recycling under County Code Chapter 15, Sections 15-2.2 through 15-2.5 within the City of Miami Beach. When facilities are found to not have a recycling program, the County issues the offending party a warning notice followed by a notice of violation that may include fines as delineated in Miami-Dade Code Chapter 8CC - entitled “Code Enforcement”. In 2007-08, the County collected a total of \$11,550 in fines Countywide for non-compliance with their recycling ordinance.

On March 29, 2010, the City provided Miami-Dade County Solid Waste Management with a list of 434 addresses from the waste haulers' multifamily and commercial accounts that were not recycling. In August 2010, the County initiated a proactive inspection approach to enforcement and inspected a total of 203 multifamily residences and 27 commercial establishments. If facilities were found to not have a recycling program, the facilities were issued a warning notice followed by a notice of violation that may include fines delineated in Miami-Dade Code Chapter 8CC entitled “Code Enforcement”. However, in October 2010 the County returned to a compliant-driven approach with an emphasis on education. In January 2012, the City franchise waste haulers provided the City with an updated list of 1,558 commercial facilities and multifamily residences that do not have a contract with them for a recycling program. The list was forwarded to the County; however, according to the County, the list was too large and needed to be verified by the City. The County is requesting that the City review the lists provided by the waste haulers, by visiting each address to confirm that in fact the address does not have a recycling service. The percentage of non-compliant facilities that have received fines since January 2012 is unknown. Based on the County's complaint-driven approach that focuses more on education than issuance of fines, this number is anticipated to be low.

PROPOSED RECYCLING ORDINANCE

The new proposed recycling ordinance closely mirrors the existing County ordinance. Attachment B compares the elements of the initial proposed recycling ordinance and the new proposed recycling ordinance.

The new proposed ordinance requires that every multifamily residence of nine (9) dwelling units or more shall provide a recycling program and use a single-stream recycling process to

separate recyclables. Similar to the County, the new proposed ordinance provides that multifamily and commercial facilities can submit to the City's Public Works Director for approval of a modified recycling program.

The Sustainability Committee recommended that the City focus on education and address enforcement efforts on a complaint driven basis. Beginning June 1, 2012 the proposed ordinance calls for a six (6) month education and community outreach effort, followed by a six (6) month warning period before penalties would be issued. During the education and outreach period, the City would implement an aggressive public education campaign to inform the public of the new requirements. This would entail comprehensive community outreach through the Chamber of Commerce, local schools, business associations, and homeowner and condominium associations. In addition, the City would disseminate information about the new program through TV, website, social media, and printed media. After the year of extensive education and outreach, the six (6) month warning period (or pre-full implementation period) would take place, where only warning notices without monetary fines would be issued.

In FY 2011/12, \$50,000 was appropriated to initiate the education program. The City will retain a marketing company to develop a unified educational campaign with the goal of increasing recycling awareness and educating multifamily and commercial establishments. It is the intent that this company will establish a model for the City to continue to use and build upon. In the future, the City will also look to using volunteers to continue to promote recycling education within individual condominiums and with the business community.

It is the intent to have enforcement of the proposed ordinance conducted on a complaint driven basis by a Sustainability Officer whose focus will be to provide education and guidance rather than issuing of fines. The proposed ordinance fine schedule is less stringent than the County's. The County ordinance states that a repeat violation which remains uncorrected beyond the time prescribed for correction in the notice of violation shall be treated as a continuing violation, and the additional penalty for each day of continued violation shall be equal to the doubled amount due for the first day of the repeat violation. The Sustainability Committee recommended that the penalties in the new proposed ordinance not accrue daily. The proposed ordinance mandates the following penalties for failing to provide a recycling program:

- a) For the first violation, a fine of \$350.
- b) For the second violation, a fine of \$500.
- c) For the third violation, a fine of \$1,000.
- d) For the fourth and subsequent violations, a fine of \$2,500.

The above fines mirror the City's fines for solid waste violations under Sec. 90-37 of the City Code, except for the fourth and subsequent violations. The solid waste fine is \$5,000 for the fourth and subsequent violations. However, the Sustainability Committee recommended that the fine for the fourth and subsequent recycling violations be \$2,500.

The penalties for failing to use a single stream recycling process to separate recyclables from all other solid waste are proposed as follows:

- a) For the first violation, no fine.
- b) For the second or subsequent violations, a fine of \$100.

Legally, the City's Ordinance must reflect the separation requirements set forth by the County's Ordinance. Staff conducted nationwide research regarding the method in which other municipalities enforce separation requirements. Staff has not found any municipality that enforces separation or has objective criteria to determine if a facility is not separating. The

City's franchisee waste haulers do not inspect recycling containers for contamination during pick-up. Rather, contamination is handled at the material recovery facility. It is not possible to determine at the material recovery facility from which specific customer the contamination originated. The Sustainability Committee has recommended that following an intensive educational period, enforcement efforts be focused on whether or not a recycling program is in place, rather than enforcement of the separation requirements. Separation requirements will be enforced only on a complaint driven basis. If the City receives a complaint regarding failure to separate garbage from the recycling, non-compliance will be ascertained by visually determining if 10% of the material on the top of the recycling bin is considered non-recyclable. The City does not recommend that the solid waste containers be inspected.

On July 13, 2011, the City Commission approved on first reading and referred the proposed ordinance to the FCWPC between first and second reading. Commissioner Jerry Libbin and Commissioner Michael Gongora stated that the ordinance needs to go back to committee to make certain the enforcement of the ordinance is complaint driven. On September 26, 2011, the FCWPC asked that this item be brought to the Sustainability Committee Recycling Sub-Committee. On October 24, 2011, the Recycling Sub-Committee hosted a recycling workshop and on November 15, 2011 the Sustainability Committee recommended that the City adopt a hybrid between the existing County ordinance and the formerly proposed ordinance. On February 28, 2012, the Sustainability Committee recommended that the hybrid proposed ordinance be approved by the FCWPC and referred to Commission for adaptation.

FUNDING

The franchisee waste hauler's contract stipulates that they contribute 1.5% of their revenues to fund green initiatives in the Sustainable Initiatives Fund. A portion of these contributions could be used to fund one (1) full-time and one (1) part-time Sustainability Officer, within the Public Works Department, who would be responsible for implementing the education, outreach, and complaint driven enforcement of the City's Recycling Program. As the program matures, if it is determined that additional education and outreach is required, additional funds from the Sustainable Initiatives Fund will be used to hire additional contracted personnel to supplement the efforts of these Sustainability Officers. In addition, the Sustainability Officers could be responsible for developing a volunteer program to supplement future education and outreach.

COST-BENEFIT ANALYSIS CITY VS. COUNTY ENFORCEMENT

It should be noted that proposed ordinance enforcement staffing would be done with additional positions, not within the current staffing plan of the Public Works Department or Code Compliance Division of the Building Department, as current staff does not have the capacity to implement this program. An additional administrative support position would also be required in order to implement this program.

The ongoing annual operating costs for the City to implement the proposed ordinance are projected to be approximately \$67,500. This includes salaries and fringe benefits associated with one (1) full-time staff and (1) part-time staff. This estimate does not include one-time costs such as the purchase of computers, vehicles, and office furniture, which are estimated to be in the range of \$36,804, for a total implementation cost of approximately \$104,000. Attachment C outlines the projections for staffing and operating costs.

The Sustainability Committee recommended that the City develop an ordinance because in the past the County was not aggressively enforcing recycling program requirements. The new administration has reorganized the County's departments. The City has had several meetings with the Miami-Dade County Public Works and Waste Management Department. The County is

committed to enforcing the recycling program requirements for multifamily and commercial facilities. Although the Sustainability Committee did not endorse this option, the City could simply continue to rely on the County recycling ordinance, which has the same elements as the proposed City ordinance. In discussions with the County, they have committed to enforce their ordinance in Miami Beach if the City provides a list of non-compliant multifamily and commercial establishments that has been confirmed by City staff. Under this option, the City could hire either a part-time or full-time Sustainability Officer to provide additional support to the County by confirming if multifamily and commercial facilities have a recycling program, providing education and outreach, and reporting non-compliant facilities to the County for enforcement. The Sustainability Officer would also be able to provide additional support to promote other sustainable initiatives.

Attachment D outlines the projections for staffing and operating costs to hire one (1) part-time staff. The ongoing annual operating costs are projected to be approximately \$40,000. This estimate includes salaries and fringe benefits associated with one (1) part-time staff. This estimate does not include one-time costs such as the purchase of computers, vehicles, and office furniture, which are estimated to be in the range of \$18,500, for a total implementation cost of approximately \$58,000. Attachment D outlines the projections for staffing and operating costs.

The benefit of the City creating a separate ordinance from the County would be to enforce recycling program requirements with the goal to increase recycling rates and divert recyclables from the solid waste stream. Both options provide the City with flexibility to tailor the education and outreach specifically to the City's businesses and residents to improve compliance. Under the proposed ordinance the City would be responsible for identifying non-compliant facilities, conducting inspections, administering fines, and community outreach. After the first year of implementation, staff will have a better estimate if one (1) full-time and one (1) part-time staff are adequate to enforce the proposed ordinance. One concern from staff is that the proposed ordinance shifts the onus of both education and enforcement from the County to the City. If the City chose to continue to rely on the County for enforcement, one (1) part-time employee could assist the City with identifying multifamily and commercial facilities without recycling programs. Under this option, the City would become a partner with the County in recycling education and enforcement; however the County would remain responsible for implementing enforcement and fines.

CONCLUSION

The above information is provided to set the stage for discussion whether to recommend approval of the proposed recycling ordinance as recommended by the Sustainability Committee, or not to recommend approval of a City recycling ordinance and continue under the umbrella of the County ordinance.

Attachments:

- A. Proposed Recycling Ordinance
- B. Recycling Ordinance Comparison Table
- C. Recycling Ordinance Fiscal Analysis – 1 Full-time & 1 Part-time Employees
- D. Recycling Ordinance Fiscal Analysis – 1 Part-time Employee

JGG/FHB/RWS/ESW

ORDINANCE NO. _____

AN ORDINANCE OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, AMENDING CHAPTER 90 OF THE MIAMI BEACH CITY CODE, ENTITLED "SOLID WASTE," BY AMENDING THE DEFINITIONS IN ARTICLE I, ENTITLED "IN GENERAL," BY AMENDING SECTION 90-2, ENTITLED "DEFINITIONS"; BY AMENDING ARTICLE II, ENTITLED "ADMINISTRATION" BY AMENDING THE PENALTIES FOR SOLID WASTE VIOLATIONS AND TO PROVIDE PROVISIONS AND PENALTIES RELATIVE TO RECYCLING FOR MULTIFAMILY RESIDENCES AND COMMERCIAL ESTABLISHMENTS; BY CREATING ARTICLE V, TO BE ENTITLED "CITYWIDE RECYCLING PROGRAM FOR MULTIFAMILY RESIDENCES AND COMMERCIAL ESTABLISHMENTS," TO PROVIDE PROVISIONS FOR RECYCLING REQUIREMENTS AND ENFORCEMENT, A PUBLIC EDUCATION PROGRAM, A WARNING PERIOD, AN ENFORCEMENT DATE, COLLECTOR LIABILITY, PENALTIES, AND SPECIAL MASTER APPEAL PROCEDURES; PROVIDING FOR REPEALER, SEVERABILITY, CODIFICATION, AND AN EFFECTIVE DATE.

WHEREAS, the recycling of recyclable materials is in the best interest of the environment, City residents, and in maintaining the City's prominence as a world class resort destination; and

WHEREAS, by managing solid waste and conserving material resources through reduction, reuse, and recycling, the City will help minimize impacts to the quality and safety of the local environment, reduce costs of waste disposal, and decrease the carbon footprint associated with the production use, and disposal of materials; and

WHEREAS, the City seeks to establish a Citywide Recycling Program for multifamily residences and commercial establishments that provides standards that are equivalent to or exceed the minimum recycling requirements of Miami-Dade County; and

WHEREAS, pursuant to Sections 15-2.5 and 15-2.7 of the Miami-Dade County Code, the City and Miami-Dade County have agreed that the following Citywide Recycling Program meets the minimum standards set forth in section 15-2.6 of the Miami-Dade County Code and have accordingly entered into a Memorandum of Understanding so that the City may implement said Program.

NOW, THEREFORE, BE IT DULY ORDAINED BY THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, AS FOLLOWS:

SECTION 1. That Article I, entitled "In General," of Chapter 90 of the Miami Beach City Code, entitled "Solid Waste," is hereby amended as follows:

CHAPTER 90

SOLID WASTE

* * *

ARTICLE I. IN GENERAL

Sec. 90-2. Definitions.

The following words, terms and phrases, when used in this chapter, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

* * *

Commercial establishment means an establishment dealing in an exchange of goods or services for money or barter. For purposes of this chapter, the term shall include churches, synagogues and schools.

* * *

Multifamily residence means a building occupied or intended to be occupied by two (2) or more families living separately, with separate kitchens in each unit.

* * *

Offense means a notice of violation that has not been appealed timely or a finding of a violation by a special master following the appeal of a violation.

* * *

Premises means real property and includes any buildings or structures thereon.

* * *

Recyclable materials means those materials capable of being recycled and which would otherwise be processed or disposed of as solid waste. Any recyclable material mixed with solid waste shall be considered to be solid waste.

Recycling means any process by which recyclable materials are collected, separated, or processed to be reused or returned to use in the form of raw materials or products.

Recycling container means a container approved by the city manager for collection of recyclable material by a recycling contractor.

Recycling contractor means a private contractor licensed by the city and state who collects recyclable materials and transports same to a state or county-licensed recycling facility for processing. Recycling contractors must provide their customers with a separate recycling container for recyclable materials.

Single-stream recycling means a process by which certain recyclable materials are mixed together instead of being sorted into separate recycling containers in the collection process.

SECTION 2. That Article II, entitled "Administration," of Chapter 90 of the Miami Beach City Code entitled "Solid Waste," is hereby amended as follows:

CHAPTER 90

SOLID WASTE

* * *

ARTICLE II. ADMINISTRATION

Sec. 90-36. Enforcement of chapter; notice of violation.

(a) The city manager is hereby authorized and directed to enforce all the provisions of this chapter regulating and governing the accumulation, collection, and disposal of solid waste. The city manager shall have the power to delegate duties to employees working under his authority (including, without limitation, the city's public works director) in the enforcement of the provisions of this chapter.

(b) Upon presentation of proper credentials, an inspector designated by the city manager may enter any building, structure, lot or other premises for the purpose of inspection, or to prevent violations of this chapter.

(c) The existence of solid waste shall be prima facie evidence that the same was created or placed there by the occupant of the dwelling or commercial establishment; or the owner; or the operator or manager. The existence of the same garbage inside the same garbage containers for four (4) consecutive days upon premises serviced by a private waste contractor shall be prima facie evidence of a violation of this chapter by the contractor. For purposes of this section premises serviced by a private waste contractor shall not include accounts that have been discontinued by the contractor when notice of discontinued service has been mailed to the owner, occupant; or operator or manager, as well as to the city, prior to the accumulation of the garbage.

(d) Whenever a designated city inspector observes a violation (or violations) of this chapter regarding solid waste or an accumulation of solid waste that creates a health hazard, environmental hazard, or nuisance, the inspector shall order the violation(s) to be corrected within a specified period of time by serving a written notice of violation(s) upon the person causing, or responsible for, such violation and/or health hazard, environmental hazard, or nuisance. Such person shall immediately cease or abate the violation(s).

(e) ~~A~~ The notice of violation shall be served personally or by certified mail upon the property owner or upon the person(s) in lawful possession of the premises, and/or upon the waste contractor servicing the premises. If the person addressed with such notice cannot be found by the city after making reasonable good faith effort, such notice shall be sent by certified mail to the last known address of such person, and a copy of the notice shall be posted in a conspicuous place on the premises. Such notice shall be deemed the equivalent of personal service.

(f) The notice shall specify any fine(s) that may be due in connection with the violation(s), the time specified by the inspector to correct the violations, and the procedure for timely payment or appeal of the fine(s).

(g) If the inspector determines that the conditions constitute an immediate threat to the health, safety or welfare of the public, he/she may order the immediate correction of the

violation(s) at the expense of the occupant; owner; or operator or manager and the city shall have the right to recover such expenses as provided in section 90- 436 37.

(h) The enforcement of the recycling requirements for the citywide recycling program for multifamily residences and commercial establishments provided for in Article V of this chapter, and the penalties for violations of Article V, are provided in sections 90-345 through 90-347 of this chapter.

Sec. 90-37. Removal of waste by city; penalties for violations.

If the person served with a notice of violation pursuant to section 90-36 does not correct the violation within the specified time, the city manager may do the following:

(1) For violations involving failure to remove solid waste, the city manager may cause the waste to be removed from the premises and charge the actual costs to the owner; occupant; or operator or manager, on a force account basis. Any fine due pursuant to section 90-39 or 90-40 shall also be charged to the owner; occupant; or operator or manager. Failure to pay such costs and fines or to appeal pursuant to section 90-38 within fifteen (15) days of receipt of the notice shall result in the imposition of a lien upon the property, in the amount of such costs and fines. Such liens shall be treated as special assessment liens against the subject real property and, until fully paid and discharged, shall remain liens equal in rank and dignity with the lien of ad valorem taxes, and shall be superior in rank and dignity to all other liens, encumbrances, titles and claims in, to or against the real property involved. Such liens shall be enforced by any of the methods provided in Ch. 86, Florida Statutes; or, in the alternative, foreclosure proceedings may be instituted and prosecuted under the provisions of Ch. 173; Florida Statutes; or the collection and enforcement or payment thereof may be accomplished by any other method authorized by law. The owner; occupant; or operator or manager shall pay all costs of collection, including reasonable attorneys fees incurred in the collection of fines, and other charges, penalties, and liens imposed by virtue of this chapter.

(2) For violations of this chapter for which no fine is specified in sections 90-39 and 90-40, the city attorney may prosecute the violators pursuant to section 1-14. Fines for such offenses shall be as follows:

- a. First offense, \$350.00.
- b. Second offense, \$500.00.
- c. Third offense, \$1,000.00.
- d. Fourth or subsequent offense, \$5,000.00.

(3) For violations which present a serious threat to the health, safety or welfare of the public and/or violations that ~~are continually repeated~~ constitute a fourth or subsequent offense by the same violator, the city attorney may seek injunctive relief and/or, in the case of commercial establishments, revoke the business tax receipt and/or certificate of use of the establishment and/or premises, in addition to the penalties set forth in sec. 90-37(2).

Sec. 90-38. Appeal to special master.

(a) Any person receiving a notice of violation pursuant to section 90-36 and/or a notice of fine pursuant to sections 90-39 and/or 90-40 may request, within fifteen (15) days of receipt of the notice, an administrative hearing before a special master, appointed as provided in article II of chapter 30, to appeal the decision of the city inspector resulting in the issuance of the notice. Procedures and application fee for the scheduling and conduct of the hearing shall be as provided in sections 102-384 and 102-385. Failure to appeal within the prescribed time period shall constitute a waiver of the violator's right to an administrative hearing. A waiver of the right to an administrative hearing shall be treated as an admission of the violation, as noticed, and fines and penalties may be assessed accordingly.

(b) Timely filing of a notice of appeal pursuant to this section shall toll the imposition of a lien pursuant to section 90-37 or 90-136, or enforcement procedures pursuant to section 90-36, until thirty (30) days after the issuance of a written determination by the special master. Any amounts of money due the city pursuant to such determination must be received by the city within thirty (30) days after the issuance of the determination, or a lien shall be imposed upon the property in question, and any other enforcement or collection procedures commenced, as provided by this chapter or under state law.

SECTION 3. That Article V, to be entitled "Citywide Recycling Program for Multifamily Residences and Commercial Establishments," of Chapter 90 of the Miami Beach City Code, entitled "Solid Waste," is hereby created as follows:

CHAPTER 90

SOLID WASTE

* * *

ARTICLE V.

**CITYWIDE RECYCLING PROGRAM FOR
MULTIFAMILY RESIDENCES AND COMMERCIAL ESTABLISHMENTS**

Sec. 90-340. Recycling program and separation of recyclable materials from solid waste stream required for multifamily residences of nine (9) dwelling units or more; owner/association liability.

(a) As of January 1, 2013, every multi-family residence of nine (9) dwelling units or more shall provide a recycling program pursuant to this section or a City approved modified recycling program pursuant to section 90-345. The property owner shall be liable for the failure to provide a recycling program or a modified recycling program approved by the City, provided, however, that a condominium or cooperative apartment having a condominium association or a cooperative apartment association shall be liable, rather than the individual unit owner(s), for a violation of this subsection.

(b) As of January 1, 2013, every multifamily residence of nine (9) dwelling units or more shall be required to use a single stream recycling process to separate, from all other solid waste, the five (5) following recyclable materials:

- 1) Newspaper. Used or discarded newsprint, including any glossy inserts;
- 2) Glass. Glass jars, bottles, and containers of clear, green or amber (brown) color of any size or shape used to store and/or package food and beverage products for human or animal consumption, and/or used to package other products, which must be empty and rinsed clean of residue. This term excludes ceramics, window or automobile glass, mirrors, and light bulbs;
- 3) Metal food and beverage containers. All ferrous and nonferrous (i.e. including, but not limited to, steel, tin-plated steel, aluminum and bimetal) food and beverage containers (i.e. including, but not limited to, cans, plates, and trays) of any size or shape used to store and/or package food and beverage products suitable for human or animal consumption, which must be empty and rinsed clean of residue;
- 4) Other metal containers. All other ferrous and non ferrous containers used to package household products including, but not limited to, paint cans and aerosol cans, which must be empty and rinsed clean of residue;
- 5) Plastics. All high density polyethylene (HDPE) and/or polyethylene terephthalate (PET) bottles, jugs, jars, cartons, tubs, and/or other containers, and lids, of any size or shape used to package food, beverages, and/or other household products, or crankcase oil, which must be empty and rinsed clean of residue. This term excludes all plastic film, plastic bags, vinyl, rigid plastic (i.e. toys), and plastic foam materials; and

(c) Every multifamily residence of nine (9) dwelling units or more shall be serviced by a recycling contractor licensed by the city and state.

Sec. 90-341. Recycling program and separation of recyclable materials from solid waste stream required for commercial establishments; joint and several liability.

(a) As of January 1, 2013, every commercial establishment shall provide a recycling program pursuant to this section or a City approved modified recycling program pursuant to section 90-345. The failure of a commercial establishment to provide a recycling program or a modified recycling program shall result in joint and several liability for the property owner(s) and the owner(s) and operator(s) of the commercial establishment.

(b) As of January 1, 2013, every commercial establishment shall be required to use a single stream recycling process to separate, from all other solid waste, three (3) of the following seven (7) recyclable materials.

- 1) Newspaper, Cardboard, Magazines, and Catalogues, Telephone Books and/or Directories, and Office Paper. As defined, but not limited to, the same type(s) of recyclable materials as provided in Section 90-340(b)(1);
- 2) Glass. As defined and including the same type(s) of recyclable materials as provided in Section 90-340(b)(1)(2);

- 3) Metal food and beverage containers. As defined and including the same type(s) of recyclable materials as provided in Section 90-340(b)(3);
- 4) Other metal containers. As defined and including the same type(s) of recyclable materials as provided in Section 90-340(b)(4), but also, for purposes of this subsection (4), including scrap metal, which shall mean used or discarded items suitable for recycling, consisting predominantly of ferrous metals, aluminum, brass, copper, lead, chromium, tin, nickel or alloys thereof including, but not limited to, bulk metals such as large metal fixtures and appliances (including white goods such as washing machines, refrigerators, etc.), but excluding metal containers utilized to store flammable or volatile chemicals, such as fuel tanks;
- 5) Plastics. As defined and including the same type(s) of recyclable materials as provided in section 90-340(b)(5);
- 6) Textiles;
- 7) Wood. Clean wood waste and/or pieces generated as by-products from manufacturing of wood products. It excludes clean yard waste and clean waste (i.e. natural vegetation and minerals such as stumps, brush, blackberry vines, tree branches, and associated dirt, sand, tree bark, sand and rocks), treated lumber, wood pieces, or particles containing chemical preservatives, composition roofing, roofing paper, insulation, sheetrock, and glass.

(c) Every commercial establishment shall be serviced by a recycling contractor licensed by the city and state.

Sec. 90-342. Unauthorized collection of designated recyclable materials.

Only those recycling contractors that have been authorized and licensed by the city and the state to collect designated recyclables in the city shall be authorized to collect recyclable materials under this article. All recycling contractors shall comply with all applicable state and city laws and regulations.

Sec. 90-343. Public education program; requirements for recycling contractors; warning period; enforcement date.

- a) Beginning June 1, 2012, the city shall engage in public education efforts and the city shall not prosecute individuals who unknowingly fail to provide a recycling program or a city approved modified recycling program, or unknowingly fail to separate recyclable materials from all other solid waste materials required to be separated by this article, until as provided in subsections (c) and (d) of this section.
- b) All recycling contractors must appropriately designate the recycling collection containers they provide to customers. The containers must contain the appropriate signage and information, as shall be established and approved by the city pursuant to subsection (c) below, that allows users to clearly and easily identify the container for recycling.

- c) Beginning January 1, 2013, the city shall provide for a six (6) month warning period, through and including December 31, 2012, in which warning tickets shall be issued to persons who fail to provide a recycling program, or a City approved modified recycling program, or fail to separate recyclable materials from all other solid waste materials, regardless of knowledge or intent.
- d) Beginning July 1, 2013, this article shall be enforced and penalties shall be applied and imposed for violations of this article as provided in sections 90-345 and 90-346.

Sec. 90-344. Modified recycling programs.

- (a) Recycling programs which incorporate modifications, substitutions or reductions to the requirements of Sections 90-340 and 90-341 may be submitted to the city's public works director ("director") for approval. Approval, rejection, or approval with conditions of the proposed modified recycling program shall be determined by the director. The director shall consider the following factors in evaluating the proposed modified recycling program:
 - (1) Whether the establishment operates a recycling program, and is self-hauling the materials to a recyclable material vendor.
 - (2) Whether the establishment generates a lesser number of recyclable materials than the required minimum types of recyclables required in Sections 90-340 or 90-341, as applicable.
 - (3) Whether the establishment generates and recycles materials not listed in Section 90-340 or Section 90-341, as applicable.
 - (4) Whether the establishment is contracting with a permitted private hauler for collection services, which services provide for a post-collection separation of recyclable material, and which:
 - (i) generate recyclable materials which comply, in kind and quantity, with the recycling requirements provided for in Section 90-340 or Section 90-341, as applicable; and
 - (ii) utilize a materials separation facility which is permitted in accordance with all applicable federal, State and local laws.
- (b) Any person seeking approval of a modified recycling program shall submit an application in such form as is prescribed by the director. All modified recycling programs shall be reviewed on an annual basis and applicants shall be required to confirm or revise the information contained in their applications at that time. An application for approval of a modified recycling program shall include, but not be limited to, the following documentation, as appropriate to the specific application:

- (1) Supporting documentation to evidence self-haul activities, which shall include proof of source-separation activities and copies of receipts from recyclable material purchasers.
- (2) A waste composition study of the waste generated by the applicant, which shall cover a representative time period of no shorter than one (1) week.
- (3) A copy of the applicable contract with a post-collection separation facility, specifying materials and volumes recycled which are attributable to the applicant.

Sec. 90-345. Enforcement.

(a) The city manager is hereby authorized and directed to enforce all the provisions of this article regulating and governing the accumulation, collection, recycling, and disposal of recyclable materials. The city manager shall have the power to delegate duties to employees working under his authority in the enforcement of the provisions of this article.

(b) Whenever a designated city inspector observes a violation(s) of this article, or an accumulation of recyclable materials that creates a health hazard, environmental hazard, or nuisance, the inspector shall order the violation(s) to be corrected within a specified period of time by serving a written notice of violation(s) upon the property owner or upon the manager or other person in charge. Such person(s) shall immediately cease or abate the violation(s).

(c) If the inspector determines that the conditions constitute an immediate threat to the health, safety or welfare of the public, the inspector may order the immediate correction of the violation(s) at the expense of the property owner, manager, or other person in charge, and the city shall have the right to recover such expenses as provided in section 90-37(1).

(d) A notice of violation shall be served personally or by certified mail upon the property owner, or upon the manager or other person in charge of the premises. If the person addressed with such notice cannot be found by the city after making a reasonable good faith effort, such notice shall be sent by certified mail to the last known address of such person, and a copy of the notice shall be posted in a conspicuous place on the premises. Such notice shall be deemed the equivalent of personal service.

(e) Beginning July 1, 2013, violators of sections 90-340 and 90-341 shall be issued one warning and shall correct the violation within 30 days. If the violation is not corrected within 30 days, a notice of violation shall be issued. After one warning, violators of sections 90-340 and 90-341 shall be issued a notice of violation. All notices of violations shall specify any fine or penalty that may be due in connection with the violation(s), the time specified by the inspector to correct the violation(s), and the procedure for timely payment or appeal of the fine or penalty.

Sec. 90-346. Penalties for violations of this article; removal of recyclable materials by city, liens imposed for failure to pay fines or appeal.

- (a) Penalties for violations of sections 90-340(a) and 90-341(a) shall be as follows:
 - (1) For the first violation, a fine of \$350.00.

(2) For the second violation, a fine of \$500.00.

(3) For the third violation, a fine of \$1000.00.

(4) For the fourth violation, a fine of \$2,500.00.

(b) The penalty for violation of sections 90-340(b) and 90-341(b) shall be as follows:

(1) For the first violation, no fine.

(2) For the second or subsequent violations, a fine of \$100.00.

(c) The penalty for all other violations of this article shall be \$250.00 for each violation.

(d) Any penalty due pursuant to this article shall be charged to the person or entity as provided in section 90-340(a) or section 90-341(a). Failure to pay such costs and penalties, or to appeal pursuant to section 90-347 within fifteen (15) days of receipt of the notice of violation shall result in the imposition of a lien upon the premises, in the amount of such costs and penalties. Such liens shall be treated as special assessment liens against the subject real property and, until fully paid and discharged, shall remain liens equal in rank and dignity with the lien of ad valorem taxes, and shall be superior in rank and dignity to all other liens, encumbrances, titles and claims in, to or against the real property involved. Such liens shall be enforced by any of the methods provided in Ch. 86, Florida Statutes; or, in the alternative, foreclosure proceedings may be instituted and prosecuted under the provisions of Ch. 173; Florida Statutes; or the collection and enforcement or payment thereof may be accomplished by any other method authorized by law. The owner, occupant, operator, or manager of the premises shall pay all costs of collection, including reasonable attorneys fees incurred in the collection of fines, and other charges, penalties, and liens imposed by virtue of this chapter.

(e) For violations which (i) present a serious threat to the health, safety or welfare of the public, and/or (ii) constitute a fourth or subsequent offense by the same violator under section 90-346(a), the city may seek injunctive relief and/or, in the case of commercial establishments, revoke the business tax receipt and/or certificate of use of the establishment and/or premises, in addition to the penalties set forth in section 90-346(a), (b), or (c), as applicable.

Sec. 90-347. Appeal to Special Master.

(a) Any person receiving a notice of violation pursuant to this article may request, within fifteen (15) days of receipt of the notice, an administrative hearing before a special master, appointed as provided in article II of chapter 30, to appeal the decision of the city inspector resulting in the issuance of the notice. The procedures and application fee for the scheduling and conduct of the hearing shall be as provided in sections 102-384 and 102-385. Failure to appeal within the prescribed time period shall constitute a waiver of the violator's right to an administrative hearing. A waiver of the right to an administrative hearing shall be treated as an admission of the violation, and fines and penalties may be assessed accordingly.

(b) Timely filing of a notice of appeal pursuant to this section shall toll the imposition of a lien or enforcement procedures pursuant to section 90-347, until thirty (30) days after the issuance of a written determination by the special master. Any costs or penalty amounts due the city pursuant to such determination must be received by the city within thirty (30) days after the issuance of the determination, or a lien shall be imposed upon the premises, and any other enforcement or collection procedures may be commenced, as provided by this chapter or under state law.

SECTION 4. REPEALER.

All ordinances or parts of ordinances in conflict herewith be and the same are hereby repealed.

SECTION 5. SEVERABILITY.

If any section, sentence, clause or phrase of this ordinance is held to be invalid or unconstitutional by any court of competent jurisdiction, then said holding shall in no way affect the validity of the remaining portions of this ordinance.

SECTION 6. CODIFICATION.

It is the intention of the Mayor and City Commission of the City of Miami Beach, and it is hereby ordained that the provisions of this ordinance shall become and be made a part of the Code of the City of Miami Beach, Florida. The sections of this ordinance may be renumbered or re-lettered to accomplish such intention, and the word "ordinance" may be changed to "section," "article," or other appropriate word.

SECTION 7. EFFECTIVE DATE.

This Ordinance shall take effect the ____ day of _____, 2011.

PASSED and ADOPTED this ____ day of _____, 2011.

ATTEST:

ROBERT PARCHER, CITY CLERK

MAYOR MATTI HERRERA BOWER

Underline denotes additions and ~~Strike through~~ denotes deletions.

(2) For the second violation, a fine of \$500.00.

(3) For the third violation, a fine of \$1000.00.

(4) For the fourth violation, a fine of \$2,500.00.

(b) The penalty for violation of sections 90-340(b) and 90-341(b) shall be as follows:

(1) For the first violation, no fine.

(2) For the second or subsequent violations, a fine of \$100.00.

(c) The penalty for all other violations of this article shall be \$250.00 for each violation.

(d) Any penalty due pursuant to this article shall be charged to the person or entity as provided in section 90-340(a) or section 90-341(a). Failure to pay such costs and penalties, or to appeal pursuant to section 90-347 within fifteen (15) days of receipt of the notice of violation shall result in the imposition of a lien upon the premises, in the amount of such costs and penalties. Such liens shall be treated as special assessment liens against the subject real property and, until fully paid and discharged, shall remain liens equal in rank and dignity with the lien of ad valorem taxes, and shall be superior in rank and dignity to all other liens, encumbrances, titles and claims in, to or against the real property involved. Such liens shall be enforced by any of the methods provided in Ch. 86, Florida Statutes; or, in the alternative, foreclosure proceedings may be instituted and prosecuted under the provisions of Ch. 173; Florida Statutes; or the collection and enforcement or payment thereof may be accomplished by any other method authorized by law. The owner, occupant, operator, or manager of the premises shall pay all costs of collection, including reasonable attorneys fees incurred in the collection of fines, and other charges, penalties, and liens imposed by virtue of this chapter.

(e) For violations which (i) present a serious threat to the health, safety or welfare of the public, and/or (ii) constitute a fourth or subsequent offense by the same violator under section 90-346(a), the city may seek injunctive relief and/or, in the case of commercial establishments, revoke the business tax receipt and/or certificate of use of the establishment and/or premises, in addition to the penalties set forth in section 90-346(a), (b), or (c), as applicable.

Sec. 90-347. Appeal to Special Master.

(a) Any person receiving a notice of violation pursuant to this article may request, within fifteen (15) days of receipt of the notice, an administrative hearing before a special master, appointed as provided in article II of chapter 30, to appeal the decision of the city inspector resulting in the issuance of the notice. The procedures and application fee for the scheduling and conduct of the hearing shall be as provided in sections 102-384 and 102-385. Failure to appeal within the prescribed time period shall constitute a waiver of the violator's right to an administrative hearing. A waiver of the right to an administrative hearing shall be treated as an admission of the violation, and fines and penalties may be assessed accordingly.

RECYCLING ORDINANCE COMPARISON TABLE

Item	Old Proposed Ordinance	New Proposed Ordinance
Citywide Recycling Program	Multifamily residences & commercial establishments are required to recycle recyclable materials.	Multifamily residences & commercial establishments are required to provide a recycling program and separate recyclable materials from the solid waste stream.
Multifamily Residence Requirements	Recycling required for multifamily residences (9 dwelling units or more)	Recycling program and separation of recyclable materials from solid waste stream required for multifamily residences (9 dwelling units or more).
	1. Multifamily are required to use a single-stream recycling process to recycle	1. Multifamily residences are required to provide a recycling program and be serviced by a recycling contractor licensed by the city and state.
	2. Must recycle the following five (5) materials: newspaper; glass; metal food and beverage containers; other metal containers; and plastics. And at least three (3) of the following: cardboard; magazines; telephone books; or office paper.	2. Every multifamily establishment shall be required to use single stream recycling process to separate recyclables from all other solid waste. 3. Must recycle the following five (5) materials: newspaper; glass; metal food and beverage containers; other metal containers; and plastics. And at least three (3) of the following: cardboard; magazines; telephone books; or office paper.
Commercial Establishment Requirements	Every commercial establishment shall be required to recycle at least three (3) of the following materials: 1. Newspaper, cardboard, magazines, telephone books, and office paper; 2. Glass; 3. Metal food & beverage containers; 4. Other metal containers; 5. Plastics; 6. Textiles; or 7. Wood.	1. Every commercial establishment shall be required to provide a recycling program . 2. Every commercial establishment shall be required to use single stream recycling process to separate recyclables from all other solid waste. 3. Must recycle at least three (3) of the following materials: 1. Newspaper, cardboard, magazines, telephone books, and office paper; 2. Glass; 3. Metal food & beverage containers; 4. Other metal containers; 5. Plastics; 6. Textiles; or 7. Wood.
Public Education	The City will engage in public education efforts beginning 10 days after adoption of ordinance. The program will include establishing uniform signage to clearly delineate allowable recyclables.	Beginning June 1, 2012 the City will engage in public education efforts and the City shall not prosecute individuals who unknowingly fail to provide a recycling program or to separate recyclable materials.

RECYCLING ORDINANCE COMPARISON TABLE

Item	Old Proposed Ordinance	New Proposed Ordinance
Warning Period	For six (6) months beginning one (1) month after effective date of the ordinance. Only warning tickets will be issued.	Beginning January 1, 2013, the City shall provide for a six (6) month warning period through and including December 31, 2012. Only warning tickets shall be issued.
Enforcement Commencement	Begins eighteen (18) months and one (1) day after effective date of the ordinance.	Beginning July 1, 2013.
Modified Recycling Programs		The Public Works Director may approve modified recycling programs for both multifamily and commercial establishments.

RECYCLING ORDINANCE COMPARISON TABLE

Item	Old Proposed Ordinance	New Proposed Ordinance
Liability of Recycling Contractors	Recycling contractor shall not collect from facilities that have violated the ordinances separation requirements and the recycling contractor will be fined if they collect such waste.	
	Recycling contractors shall assist and notify the director of public works in identifying facilities that unlawfully mix solid waste and recyclables in accordance with the "Red Tag" Noticing System.	
Red Tag Noticing System	First Tag Recycling contractor shall leave a "red tag" notice if materials are not the correct type as designated for that container (i.e. recyclables in a solid waste container / solid waste in a recycling	
	Second Tag Contractor leaves a second tag on the container identifying incorrect materials and sends a written notice to the entity who subscribes for that collection service and the director of public	
	Third Tag After the contractor has left two (2) tags the contractor shall refuse to empty the container and leave a third tag and send a written notice to entity who subscribes for that collection service and the director of public works. **The contractor may not refuse to empty containers from multifamily residences or commercial establishments with multiple tenants and joint account collection	

RECYCLING ORDINANCE COMPARISON TABLE

Item	Old Proposed Ordinance	New Proposed Ordinance
Enforcement	<p>1. Existence of recyclable materials any place other than in a recycling container is a violation.</p> <p>2. City shall issue warnings and NOVs to property owners, managers, or other persons in charge.</p> <p>3. Warning notices & NOVs may be served upon the recycling contractor servicing the premises.</p> <p>4. Recycling contractors may issue warnings at the request of the director of public works.</p>	<p>1. The property owner or condo association shall be liable for failure to provide a recycling program, rather than the individual owner.</p> <p>2. Failure of a commercial establishment to provide a recycling program shall result in joint and several liability for the property owner(s) and the owner(s) and operator(s) of the commercial establishment.</p> <p>3. Failure to use a single stream recycling process to separate recyclables from all other solid waste is a violation.</p> <p>4. If the inspector determines that the conditions constitute an immediate threat to the health, safety or welfare of the public, the inspector may order the immediate correction of the violation at the property owners expense.</p>
	<p>5. If the inspector determines that the conditions constitute an immediate threat to the health, safety or welfare of the public, the inspector may order the immediate correction of the violation at the property owners expense.</p>	<p>5. Beginning July 1, 2013, violators of the Ordinance shall be issued one warning and shall correct within 30 days. If the violation is not corrected within 30 days, a notice of violation shall be issued. After one warning, violators shall be issued a notice of violation. All notices of violations shall specify any fine or penalty that may be due in connection with the violation(s), the time specified by the inspector to correct the violations(s), and the procedure for timely payment or appeal of the fine or penalty.</p>
	<p>Penalty shall be charged to the owner, occupant, operator, manager, or other person(s) in lawful possession of the premises. Such liens shall be treated as special assessment liens against the subject real property.</p> <p>1. For the first violation, a warning</p> <p>2. For the second violation a fine of \$350</p> <p>3. For the third violation a fine of \$500</p> <p>4. For the fourth violation a fine of \$1000</p>	<p>For multifamily residences, penalty shall be charged to the property owner or condominium association, rather than the individual unit owner(s). And, for commercial establishments the penalty shall be charged to the property owner(s) and the owner(s) and operator(s) of the commercial establishment.</p> <p>Failure to have a recycling program:</p> <p>1. For the first violation a fine of \$350</p> <p>2. For the second violation a fine of \$500</p> <p>3. For the third violation a fine of \$1000</p> <p>4. For the fourth violation a fine of \$2500</p>

RECYCLING ORDINANCE COMPARISON TABLE

Item	Old Proposed Ordinance	New Proposed Ordinance
Penalties	<p>5. For the fifth or subsequent violations, a fine of \$5,000</p> <p>Violations which present a serious threat to the health, safety or welfare of the public and/or violations that constitute a fifth or subsequent offense, the city may seek injunctive relief and/or, revoke the business tax receipt and/or certificate of use of the establishment and/or premises in addition to the penalties set forth in this section.</p>	<p>Failure to separate recyclables:</p> <ol style="list-style-type: none"> 1. For the first violation, no fine 2. For the second or subsequent violations, a fine of \$100 <p>All other violations of this article: \$250 for each violation</p> <p>Violations which present a serious threat to the health, safety or welfare fo the public and/or violations that constitute a fourth or subsequent offense, the city may seek injunctive relief and/or, revoke the business tax receipt and/or certificate of use of the establishment and/or premises in addition to the penalties set forth in this section.</p>
Special Master	Any person receiving a NOV may request within 15 days an administrative hearing before the special master.	Any person receiving a NOV may request within 15 days an administrative hearing before the special master.

Recycling Ordinance Fiscal Analysis - 1 Full-time & 1 Part-time Sustainability Officers

EXPENDITURES

Staffing	Hourly Rate	Hours	#	Salary	Pension	Medicare	Health	OT	Holiday Pay	Uniforms	Total
FT - Sustainability Officer	\$ 20.09	2,080	1	\$ 41,787.20	\$ 845	\$ 605.91	\$2,487	6,257	\$ 592.20	\$ 921.32	\$53,495
PT - Code Compliance Off.	\$ 20.09	1,534	1	\$ 30,818.06	\$ 770	\$ 446.86	\$0	0		\$ 600.00	\$32,635
TOTAL			1	\$41,787	\$845	\$606	\$2,487	6,257	\$592	\$921	\$53,495
On-Going Operating Expenditures	Cost / unit	#									
Fuel, Maintenance & Insurance	\$ 6,505	2		\$ 13,010.00							\$13,010
Office Supplies	\$ 463	2		\$ 926.00							\$926
TOTAL				\$ 13,936.00							\$13,936
One-Time Expenditures	Cost / unit	#									
Vehicles - Ford Focus	\$ 13,133	2		\$ 26,266.00							TOTAL ANNUAL EXPENDITURES \$67,431
Furniture, Fixtures & Equipment	\$ 1,000	2		\$ 2,000.00							
Computers and Software	\$ 4,269	2		\$ 8,538.00	(Data provided by IT)						Plus 1st Year Start-Up Costs \$36,804
TOTAL				\$ 36,804							TOTAL - First Year \$104,235

Recycling Ordinance Fiscal Analysis

Recycling Ordinance Fiscal Analysis - Part-time Sustainability Officer

EXPENDITURES

Staffing	Hourly Rate	Hours	#	Salary	Pension	Medicare	Health	OT	Holiday Pay	Uniforms	Total
PT - Code Compliance Off.	\$ 20.09	1,534	1	\$ 30,818.06	\$ 770	\$ 446.86	\$0	0	\$ -	\$ 600.00	\$32,635
TOTAL			1	\$30,818	\$770	\$447	\$0	0	\$0	\$600	\$32,635
On-Going Operating Expenditures	Cost / unit	#									
Fuel, Maintenance & Insurance	\$ 6,505	1		\$ 6,505.00							\$6,505
Office Supplies	\$ 463	1		\$ 463.00							\$463
TOTAL				\$ 6,968.00							\$6,968
One-Time Expenditures	Cost / unit	#									
Vehicles - Ford Focus	\$ 13,133	1		\$ 13,133.00							TOTAL ANNUAL EXPENDITURES
Furniture, Fixtures & Equipment	\$ 1,000	1		\$ 1,000.00							\$39,603
Computers and Software	\$ 4,269	1		\$ 4,269.00	(Data provided by IT)						Plus 1st Year Start-Up Costs
TOTAL				\$ 18,402							\$18,402
										TOTAL - First Year	\$58,005



***I
T
E
M***

Under Separate Cover

***T
H
R
E
E***

***I
T
E
M***

Under Separate Cover

***F
O
U
R***

**I
T
E
M**

**F
I
V
E**



FINANCE & CITYWIDE PROJECTS COMMITTEE MEMORANDUM

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

FROM: Jorge M. Gonzalez, City Manager

DATE: March 1, 2012

SUBJECT: Discussion regarding the reduction of a utility bill's penalty percentage.

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

Presently, a one-time ten percent penalty is added to the current portion of all past due water, sewer and stormwater utility bills (utility bills). No additional interest or penalties are charged.

On October 19, 2011, at a meeting of the F&CWPC, the Committee unanimously recommended removing the one-time 10% penalty on the current portion and instead adopted a recurring monthly charge of 1.5% on any portion of the account balance that is past due.

This recommendation came after penalties and interest from other utility companies were presented. The Committee recommended charging 1.5% to be consistent with other utility companies, such as Florida Power and Light and TECO – Peoples Gas.

Similarly to the study conducted when the City changed 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.

Previously, the Committee increased the days allowed for payment of a utility bill from 15 to 21 days, to be consistent with other utility companies.

At the December 14, 2011 City of Miami Beach Commission meeting, upon first reading, the Commission unanimously voted to remove the one-time 10% penalty on the current portion and instead adopt a recurring monthly charge of 1.5% on any invoice that is past due, up to a cap of 10% per invoice.

After consultation with our EDEN Utility Billing System software provider, Tyler Technologies, the City has been informed that the proposed methodology is not available; however, other methods are available.

At the January 11, 2012 City of Miami Beach Commission meeting, upon second reading of the Ordinance, the Commission unanimously voted to open and continue, and refer back the item to the F&CWPC. The Commission was concerned that this item may be inadvertently incentivizing customers not to pay their utility bill, by getting an inexpensive loan. The Commission further asked for a summary of customers that were late three or more times during the past year, included below for your review.

**City of Miami Beach
Utility Billing Customers
Calendar Year 2011**

Penalties Issued	
No. of Occurances	No. Penalties
3	570
4	383
5	344
6	271
7	244
8	208
9	197
10	157
11	112
12	337
	2,823

**I
T
E
M**

**S
I
X**



COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jorge M. Gonzalez, City Manager

DATE: April 19, 2012

SUBJECT: **STATUS REPORT AND UPDATE ON RECENT BUILDING DEPARTMENT ACCOMPLISHMENTS AND ACTIVITIES, INCLUDING A STATUS REPORT ON IMPLEMENTATION OF RECOMMENDATIONS IN THE WATSON RICE STUDY, THE DEVELOPMENT REVIEW PROCESS STAKEHOLDER COMMITTEE, AND OTHER RECENT INITIATIVES AND CHANGES UNDERTAKEN BY THE BUILDING DEPARTMENT**

At the February 8, 2012 City Commission meeting, a referral was made to the Finance and Citywide Projects Committee of a status report and update on recent Building Department accomplishments and activities, as well as an update on the implementation of recommendations in the Watson Rice Study, the Development Review Process Stakeholder's Group, and other recent initiatives..

The Building Department (Department) faces many challenges. Over many years, the Department has developed a reputation for being difficult to navigate, unfriendly, and overwhelming to the average customer. Plan review turnaround times have been the subject of criticism. Many customers find the Department's processes confusing, and issues often arise with regard to inefficient work flows and day to day floor operations. On October 17, 2011, Stephen Scott began his tenure as Building Department Director, and was tasked by me and City Commission with addressing these issues. Below is a summary of recent developments and initiatives undertaken by the Department in the last six months to address the need for improved customer service, process improvements, and increased accountability of Department employees. Also addressed is the Department's response to recommendations contained in the *Building Department Organizational and Operational Review* prepared by TCBA Watson Rice (Watson Rice).

RECENT DEVELOPMENTS AND INITIATIVES

Over the last six (6) months, the Building Department has been implementing numerous initiatives designed to fundamentally alter the way business is conducted in the department and to promote employee accountability. The following is a summary of just some of the initiatives and developments that have occurred or will occur in the very near future.

I. Organizational Changes

Quality Assurance Coordinator

In March 2012, the Building Department hired its first Quality Assurance Coordinator (QAC), Linda Blanco, with more than twenty years of experience at other highly regarded agencies in South Florida. This position was created without the need for adding to the department's position count by removing the former Inspection Services Coordinator and reclassifying the position with a new title and new duties. The QAC is now responsible for overseeing floor operations, including the activities of the Department's Permit Clerks, correcting workflow issues that arise, indentifying issues that are likely to repeat themselves in the future that require long-term solutions, and addressing the concerns of customers on the spot as they arise. The QAC will also be responsible for performing audits on workflows, plan reviews, and inspections so that the Department may better hold its employees accountable for the quality and efficiency of their work product. In the short time since the position has been filled, there has been a noticeable improvement in the Department's daily "lobby experience".

Building Operations Manager

In March 2012, the Building Department filled its vacant Building Operations Manager position. Antonio Gonzalez, former Building Official for the City of Hallandale Beach, Florida, is responsible for ensuring the smooth operation of workflows throughout the Department. He is also responsible for supervising the "Chiefs" for each review discipline, supervising the daily walk-thru plan review process, and monitoring and auditing the plan review process in the Department to bolster accountability on everyone's part for the quality and efficiency of plan reviews.

Both the QAC and Operations Manager positions are critical in increasing the level of accountability throughout every level of department operations, an important promise made to the City Commission. Already the addition of these two individuals has resulted in noticeable improvements in overall floor operations and customer satisfaction with immediate attention and resolution to issues as they occur.

II. Customer Service/Outreach

Stakeholder/Community Workshops

Every four to six weeks, the Building Department holds meetings with stakeholders (open to the public) in which representatives of all department user types (i.e. expeditors, design professionals, developers, homeowners, community activists) can learn about departmental initiatives and plans for improvements. Attendees provide their input on these plans, and discuss issues of importance to them regarding the challenges they face in dealing with the development review process. The Fire Marshal, Planning and Zoning Director, the Public Works Director, City Manager and Assistant City Manager all participate in these meetings as availability permits so that issues may be addressed relating to the entire development process. The meetings have proven very valuable as a means of effective communication with customers, and many of the items discussed in this memorandum have been discussed or presented at these meetings. The Department plans to continue these meetings on a regular basis to continue to keep stakeholders informed as the Department continues to evolve to better serve its customers.

Community Outreach

The Building Department recently held a public forum in the City Commission Chambers for

permitting novices entitled "The ABCs of Permitting". It was designed specifically for those seeking simple permits who have traditionally been intimidated by the Department's processes, and to explain how some of the most common permit types can be obtained. As the Department continues to implement new initiatives and changes, public outreach events like this to various business, homeowner, and professional groups will be critical to communicating the Department's new vision to the public. Additionally, the Department will be making better use of its website, email communication and MBTV resources to advertise its offerings, changes to processes, and new developments.

Customer Service Training

The entire Building Department recently held an all day retreat and training at the Miami Beach Convention Center dedicated entirely to the need for improved customer service. The outside facilitator/trainer focused on developing necessary customer service related skill sets, and the City Manager and Assistant City Manager Jorge Gomez addressed the department about the need for improvement and the absolute expectation on the part of the City that Department employees deliver service excellence at all times.

Customer Exit Interviews/Surveys

The Building Department began conducting exit interview surveys with customers on April 13, 2012 to gauge their level of satisfaction with the service they received while at the Department. There will also be email surveys sent to customers to follow up on their experience with the Building Department. While these surveys may reflect conditions at a relatively early stage in the implementation of improvement initiatives, they should provide valuable baseline information for comparison purposes to gauge improvement in the future, as well as initial indications of effectiveness of new initiatives already in place. These surveys can also be used as one method of departmental accountability in the future to assure that initiatives are working, customers are satisfied, and that all Department employees are actively engaged in making them work.

III. Process Improvements and Automation

Turnaround Times for "Drop-Off" Plan Reviews

Perhaps the most critical Building Department initiative (already presented at a Stakeholder Workshop) is the development of new five and ten-day drop off turnaround times. Currently, plans that do not qualify either for walk-thru reviews or 24 hour drop-off (both of which require that each discipline can review their portion of the plans in fifteen minutes or less), are placed in a queue with all other plans and reviewed on a first come first serve basis. These plans have turnaround times of 21 to 30 days. This causes significant pressure on plans expeditors to use only walk-thru, as they are faced with a choice between a same day plan review or 21 to 30 day waiting periods. This "all or nothing" approach creates significant stressors on the plan review system, overwhelming the walk-thru process, and creating tension with customers when they must be told that their plans cannot be reviewed in fifteen minutes and must be dropped off.

Beginning in early to mid-May, the Building Department will begin accepting certain permit types and revisions as five (5) day drop-offs, with a guaranteed five (5) day turnaround time (see Exhibit 2). It is important to note that this list is a working list, subject to revision if it is determined that staff cannot meet the timeframes outlined in the list based on demand. Some permit types may need to be removed from the walk-thru process and moved to processes with longer turnaround times.

After reviewing the workability of the five (5) day reviews given department resources, the Department will then consider 10 day reviews for certain larger permit types. This re-working of the drop off system removes the "all or nothing" pressure on the walk-thru process, and creates a more logical system that separates permits that require less time to review from major projects.

Private Providers

Florida law provides for a "private provider" system in which developers can hire and pay for their own plan review and inspection services through a private company even though the Building Official from each municipality must approve their use and ultimately sign off on the project at its conclusion. It should be noted that Fire, Planning and Public Works are specifically excluded from this process by the Legislature. Historically, private providers have been little used in the City of Miami Beach, and some customers claim that the City has been "unfriendly" to those seeking to utilize this "outsourcing" mechanism. Through discussions with attendees at the Stakeholder Workshops, the Building Department has appointed the Quality Assurance Coordinator as the Private Provider liaison for the Department. She will work personally with any project that seeks to use private providers and will make sure that their experience is a positive one. The Building Department will do quality control reviews as allowed by statute to ensure that the public's life, safety and welfare is preserved. The Department is currently surveying other agencies regarding fee discounts for private provider users, which could fall in the 25% to 35% range, and will report back to the City Commission if a fee ordinance amendment is necessary.

Accela Automation (New Permitting System)

Although discussed in Exhibit 1 outlining the Watson Rice recommendations implementation, it is important to note that the City of Miami Beach is in the process of converting from a relatively antiquated permitting system to a more modern and user friendly one (Accela Automation). The conversion of this enterprise system impacts many departments beyond Building, including Finance, Code Compliance, Fire, Public Works, Planning, and the Special Master office, among others. It has required massive efforts from all system users to ensure a smooth transition to a system that will better serve them. From the Building Department perspective, each discipline within the Department has had to re-map all of its processes and workflows over the course of several months in meetings with the software developers. This massive effort should result in significant process improvements for the Department by the time the system is implemented (approximately December 2012). The new system is expected to be more user friendly, provide better online access to customers, and allow certain processes to be streamlined with improved auditing controls that will be automated and no longer require manual controls to be in place.

Pre-Submittal Review Meetings with Design Professionals and Developers

With the expected improvement in the economy has come more large projects returning to the development review process. Among many steps taken to better serve these vital economic engine projects is the active encouragement of pre-plan submittal meetings. Meetings are now held with project design professionals (and others) representing major projects, along with a cross section of Building Department and Planning staff, to discuss critical issues before plans enter the system. This will help eliminate unnecessary delays, and foster better communication as projects work their way through the process. Developers and design professionals have strongly embraced these pre-meetings as effective means of streamlining processes.

Cashiering Function

The Building Department is in the process of transferring its Cashiering functions to the Finance Department. The Department now funds one of the Cashier positions in the Finance Department. Further, two "ATM-like" payment kiosks (funded by the Building Department but controlled by the Finance Department) will be placed in the Building Department lobby this summer, which will allow customers to pay by check or credit card. This will reduce waiting times and lines in the lobby for customers who need to be there for plans processing, and will significantly shorten the wait times for those that come to the Department simply to pay a bill. Moving the cashiering function to the Finance Department has been a significant Building Department goal since Watson Rice pointed out the need for improved financial controls. These payment kiosks will make that possible while minimizing the cost to the City.

Policies and Procedures/Plan Review Guide/Checklists

Clear written policies and procedures that are communicated to employees and customers are critical to the effective operation of a Building Department. The absence of these has been an ongoing concern of customers. The Department has issued an updated Policies and Procedures Manual and is currently updating its Plan Review Guide with expected completion in June 2012. The Plan Review Guide will be integrated and automated into the new Accela Automation system. The Plan Review Guide will provide customers and Permit Clerks with clear direction on which disciplines must review which permit applications and plans, depending on the work included. It will also point out any redundancy or inefficiencies in the plan review process, such as if a department doesn't have a need to see plans related to certain permit types, but is currently included in the workflows. Checklists continue to be updated and revised by the Department, and a complete overhaul overseen by the Quality Assurance Coordinator is in process. It is important to note that all of these documents, once created, require constant review and revision as best practices and the Department's processes evolve.

Building Task Force

The Building Task Force, comprised of the Building Director, Planning Director, Fire Marshal, Public Works Director, the Assistant City Manager and other key staff continues to meet on a monthly basis. These internal meetings provide all involved the opportunity to discuss and resolve inter-departmental issues and were recommended in the Watson Rice study.

Walk-Thru Improvements

Although it is not well publicized, the City of Miami Beach offers the most expansive walk-thru plan review opportunities in all of South Florida. This means that while many other jurisdictions allow only a few small permit types to be reviewed on a same day basis, or severely restrict the days and hours they provide the walk thru service, Miami Beach does not. The list of permit types allowed for review has increased over many years, and many plans and revisions to approved plans (after the initial drop off review) are seen exclusively via walk-thru by the Department. While this presents many logistical and manpower challenges for the Department, and is largely responsible for the crowds evident in the 2nd Floor lobby, the Department has chosen to focus on ways to improve the customer experience in walk-thru rather than limit or reign in a service our customers have grown accustomed to. With the addition of the QAC and Building Operations Manager, the Building Department is better able to monitor all floor activities related to walk-thru on a real time basis. On a daily basis revisions to workflows are required, unnecessary reviews eliminated, and refinements to the often confusing process are being made. In addition to fixing problems that arise on the spot, negative trends are noted, which then are considered by Department management, who meet regularly to discuss and implement key process

improvements. These process improvements are also the topic of discussion with the Stakeholders group, and many suggestions for improvements have been implemented based on their experiences as customers of the Department.

Watson Rice Report

On December 16, 2008, the City accepted a report prepared by TCBA Watson Rice LLP Certified Public Accountants entitled "Building Department Organizational and Operational Review and Analysis". This comprehensive report reviewed the Building Department's operations, fees, and internal controls and came up with multiple recommendations for improvement. Since that time, the Department has been implementing the recommendations outlined in the report and has been reporting regularly to the City Commission on the progress made in doing so. Attached as Exhibit 1 is a status report detailing the recommendations of the Watson Rice report, whether those recommendations have been implemented or not, and the status of those that have not been implemented or are ongoing.

In recent months the Department has made significant progress towards closing out its responses to Watson Rice, and has approached the changes recommended in the report on an accelerated basis. Of 24 primary recommendations contained in the report, all but four (4) have been implemented. Of those four (4), the Department has made significant progress on three (3) (1. exception reporting; 2. requiring inspectors and reviewers to resolve inter-disciplinary and inter-departmental conflicts before being communicated to customers; and 3. Comprehensive review of permits plus system), and their status will soon be changed from "ongoing" to "implemented". The only recommendation that has not been deemed implemented or ongoing (researching the feasibility of outsourcing Permit Clerks) was put on temporary hold because the City agreed to not effect lay-offs during the 2009/2012 Collective Bargaining Agreement with the CWA. Exhibit 1 also includes information about additional Departmental accomplishments brought about in response to recommendations in the Watson Rice report.¹

As you know, we have routinely reported on this progress via Letters to Commission (LTC) on a quarterly basis and will continue to do so.

CONCLUSION

During the last six months, the Building Department has implemented many changes that will fundamentally alter how the Department operates, and promote efficiencies and increased accountability for all Department employees. Although many of these changes are in the early stages of implementation, there has already been positive feedback from many customers, as well as a slight reduction of the crowding and chaotic feel of the lobby. While there have already been many significant changes and improvements, there is still much work to be done. In the coming weeks and months, more organizational and process changes will be implemented, as the Department strives not just for improvement, but excellence.

¹ In 2010 and 2011, other studies were prepared by consultants relating to fees (Maximus Consulting Services Inc. and JRD & Associates), and policies and procedures (JRD & Associates). The City amended its fee ordinance, and in recent months released and implemented a Policies and Procedures Manual, as recommended in these reports.

**CITY OF MIAMI BEACH BUILDING DEVELOPMENT PROCESS
RECOMMENDATIONS AND OBSERVATIONS
FROM WATSON RICE STUDY**

STATUS REPORT AS OF APRIL 2012

- 1. Ensure that the Building Department's formal (and informal) organization and responsibility reporting structure is in compliance with the Florida Building Code.**

Status: Implemented

The Building Department has undergone many changes in the past several years. These changes have included administrative items, changes in the organizational structure, and changes in systems and procedures.

The latest organizational structure adopted on October 27, 2008 ensured that the organizational alignment was consistent with the requirements of the Florida Building Code by allocating all of the positions performing responsibilities under the Florida Building Code to the Building Official. Furthermore, the name of the Engineering Section was modified to the Governmental Compliance Section to eliminate any confusion as to the nature of their work. Additionally, Senior Management is ensuring that the informal organization follows strict adherence to the formal structure.

- 2. Separate the duties of fee assessment and receipt of fee payments.**

Status: In progress, completion expected Summer 2012

The Building Department has allocated one position to the Finance Department to handle these responsibilities. This position has been filled. In addition to their other responsibilities, Finance staff has been trained in the Building Department cashing process. Finance Department staff will handle all cash transactions for the Building Department, and will also oversee the operation of two payment kiosks to be located in the lobby of the Building Department. These kiosks will be able to accept payments by credit card or check, will reduce lines by taking customers whose only purpose for being in a line is to pay a permit fee out of the queues in the lobby, and allow for stronger financial controls by the Finance Department. These kiosks have already been purchased by the City. Configuration is underway for interfaces between the kiosks, the Permits Plus system and the EDEN system. The kiosks and transfer of responsibilities to the Finance Department should be fully implemented this summer.

- 3. Implement customer service improvements.**

Status: Implemented and Ongoing

Customer service improvements are a continuous effort in any service organization. Some of the efforts currently underway include:

- The organizations' approach towards the customer begins at the top. Special emphasis is placed on senior personnel in the Building Department to have superior customer service skills.
- We discuss positive customer service experiences at our staff meetings and recognize those employees who have achieved positive experiences.
- We emphasize the City's Excellence Model standards for greetings, messages and call management to our employees.
- An all day retreat was recently held at for the Building Department at the Miami Beach Convention Center, dedicated entirely to customer service improvement, in which the facilitator and Department management expressed the need to exceed even the City's high customer service expectations. The City Manager and Assistant City Manager Jorge Gomez both addressed the Department and clearly conveyed not only the need for constant service improvements, but also the expectations of accountability on everyone's part for any failure to provide the excellent customer service expected by employees.

4. Develop and implement a simplified permit fee structure and calculation methodology.

Status: Implemented

The City selected Maximus Consulting Services in February 2009 to conduct a fee study. The study analyzed the City's direct and indirect costs, and developed a fee structure based on the level of effort dedicated to each permit.

The first reading of the Ordinance was unanimously approved on December 9, 2009 and the second reading was unanimously approved on January 13, 2010. The Fee Ordinance was successfully implemented on February 1, 2010.

Given the breadth of the regulatory process, the Department monitored the new fee structure to determine the necessity of revisions. On September 14, 2011, the City Commission adopted "the glitch bill", which contained multiple refinements to the original fee ordinance. Most notably, the glitch bill contained provisions that allow for the reduction of any fees that exceed 10% of a job's overall value.

Additional evaluation by staff and further input from Maximus and JRD & Associates regarding the methodology for fees for alteration projects and comparisons to neighboring jurisdictions will result in the Administration proposing additional revisions to the fee structure later this year.

5. Develop policies and procedures to implement the Private Provider process.

Status: Implemented.

The City of Miami Beach has completed the policies and procedures to manage the Private Provider Process and a program coordinator (Linda Blanco, Quality Assurance Coordinator) has been assigned.

6. Develop a system of exception reporting and staff accountability and responsibility reporting.

Status: On-going

The development of a performance measuring system is an on-going effort. To date, the Department has implemented almost 40 monthly, weekly and daily performance measures. Other measures continue to be developed and documented to ensure that the information is reliable and replicable. Examples of some of the measures are:

- Temporary Certificates of Completion/Occupancy and Certificates of Completion/Occupancy issued.
- Inspection Rejection rates, per trade and per inspector.
- CC/CO turnaround time.
- Plan re-review rates
- Number of past due elevator inspections
- QMB process time statistics
- Revenues by permit type
- Plan review turn-around time
- Number of expired permits
- Number of calls received per week by the call center
- Average duration of call (handle time) by the call center
- Percent of abandoned calls by the call center
- Average speed of answer by the call center
- Number of inspections with "no access" and daily audit control
- Daily audit by supervisor of 10% of building fee payments
- Number of plan reviews that are over the plan review target times
- Number of inspections carry-over to the following day

7. Require inspectors and reviewers to document and support plan or construction modifications that are in excess of established thresholds or requirements.

Status: Implemented and ongoing

The Building Department has implemented a procedure that requires inspectors to get pre-approval from their section chiefs prior to suggesting a modification to the plans approved by the plans examiner. To the extent possible, the Chief consults with the plans examiner to ensure that he understands both points of view prior to making a final determination.

8. Provide adequate and timely training for staff.

Status: Implemented and ongoing

The Department has developed a department-wide Training Plan that identifies all of the requirements for each functional group of the organization. This Plan has been fully funded since FY 09/10, and has been implemented.

Training courses employees have participated in include:

- LEED
- Flood Plain Management

- NFPA: NEC Essentials
- NFPA: Certified Fire specialist
- Elevator Safety Technical Advisory Council
- Certified Fire Protection
- Radical Process Improvement Seminar
- BOAF & FAPGMI Conference
- National Electrical Code Essentials
- Process Improvement: We Don't Make Widgets Academy

Training needs will continue to be assessed and the Plan will be modified accordingly.

9. Enhance monitoring and control over Building Department fiscal operations.

Status: Implemented and ongoing

In past years, the Chief of the Elevator Section was responsible for the preparation of the department's budget. Beginning in FY 08/09, the Department filled a position that has the fiscal operations of the Department amongst its major responsibilities. The responsibilities of this individual include the preparation of the budget and the monthly monitoring of revenues and expenses for the Department. A Budget Forecasting Model was developed to analyze permit activity and revenue for accurate budget forecasting. Monthly budget meetings are held to review these results and to carefully manage Departmental operating expenditures and salary projections.

As previously mentioned, relatively soon, the majority of the Department's cashiering functions will be split between Finance Department and new payment kiosks (controlled by the Finance Department), and subject to their strict financial controls.

10. Conduct a comprehensive review of the methodology used to calculate all fees and ensure that all documents containing fee information are consistent.

Status: Implemented

The Department performed a detailed quality control of all fee related publications to ensure that they were consistent with the Fee Ordinance and modified them accordingly.

Additionally, a quality control program was installed that requires the Permit Clerk Supervisor to randomly audit approximately 10% of the permit fees charged on a daily basis. During the post-fee implementation period, 100% of the fee transactions were audited to ensure consistency with the adopted fee schedule.

As part of the review by Maximus last summer, staff was presented with several permit scenarios to determine if permit fees were being calculated in accordance with the Maximus methodology. Staff demonstrated to Maximus that permit fees were being calculated appropriately.

11. Provide adequate physical space for Building Department operations.

Status: Implemented

The Building Department was allocated additional space on the third floor of City Hall in order to be able to provide the space for the electronic plan review work stations. The inspectors have been relocated to the third floor and the offices on the third floor have been refurbished and occupied.

Additional customer service space was added to the second floor lobby to improve the functionality of the Department's processes. A plans storage and a re-designed records management room, a payment and information kiosk, and the electronic plan review work station area were completed in March 2010. A monitor displaying news and advertising department initiatives has been mounted in the lobby to enhance the customer experience and promote new services. Additional customer service windows, upgrades to the lobby and the reconfiguration of some offices have also been completed.

12. Create and staff a high-level customer advocates (ombudsman) position responsive to customers interacting with building/development process departments.

Status: Implemented

The Ombudsman position was created to help businesses and homeowners navigate the department's processes. The Customer Service Manager currently serves in this roll. Additionally, the Building Operations Manager and Quality Assurance Coordinator positions recently filled by the Department have been tasked with addressing the customer overflow in the lobby area, expediting customers to the appropriate functional areas, answering any questions that customers may have, and increasing the level of accountability throughout every level of department operations.

13. Require inspectors and reviewers to internally resolve inter-disciplinary, inter-departmental, and/or intra-departmental conflicts before they are communicated to the customer.

Status: Ongoing

Procedures have been put in place that require inspectors and plan reviewers to discuss potential conflicts with their Chiefs prior to being communicated to the public. Directors of Planning, Fire, and Building will continue to hold inter-departmental staff meetings with all inspectors and plan reviewers to encourage inter-departmental communication and conflict resolution.

14. Use issues or conflicts as material for training of inspectors and plans reviewers.

Status: Implemented and ongoing

The department uses conflicts as a source of material during the Chief's staff meetings and the monthly general employee staff meetings. These are used to reinforce positive and eradicate negative behavior.

15. Consider outsourcing the Call Center operation.

Status: Implemented

Pursuant to RFP No. 08-08/09, dated January 28, 2009, the City of Miami Beach outsourced the Building Department's Call Center. Anecdotally, prior to April 22, 2009, customers experienced extremely long hold times, high abandonment rates and often never reached a live person to answer questions or provide customer support. After the Call Center's April 2009 implementation, callers can speak to a friendly, knowledgeable representative within seconds.

Approximately 50,000 calls are handled annually and the Department maintains at least an 80% customer satisfaction level. The initiative significantly increased the community's satisfaction with government, by striving for first-call resolution and promoting excellent customer service.

Under the new system, the average response time is approximately five seconds and the abandonment call rate is about 2%. Weekly performance review meetings are held to ensure that the Call Center staff is accurately and adequately responding to the City's needs, and additional review meetings can be held if performance requires. Additionally, any escalated calls are directed to a City staff member. It should be noted that the number of escalated calls is less than an average of ten (10) per week.

16. Consider outsourcing the Permit Counter and Records Management Service areas.

A) Permit Counter:

Status: On hold

The recommendation to evaluate outsourcing of the permit counter was adopted in the FY 09/10 budget. The department outlined the scope of services for the privatization request for proposal as part of the FY 10/11 budget process. However, pursuant to negotiations between the City and the Communications Workers of America (CWA), the union that represents the Permit Clerk classifications, no employees were to be laid off for the FY 10/11 budget year. The City has shelved the idea of outsourcing the permit counter at this time, but it can be re-considered once the current contract expires in September 2012.

B) Records Management Service:

Status: Implemented

The Department has moved expeditiously to digitize most of the City's Building records thus reducing departmental personnel to a minimum level, and thereby pre-empting the need to privatize the service.

17. **Analyze the effectiveness of the Department's technology solutions to providing customer support; and**
18. **Increase operating efficiency through the effective use of technology.**

Status: Implemented and ongoing

The objectives of the Building Department's technology initiatives are to increase operating efficiencies and improve the customer experience through innovative and user friendly technology based solutions. The initiatives include: electronic plan review, central record automation, a new website, online forms, online permitting, handheld computers for inspectors, vehicle tracking systems, QMB walk-thru plan review queuing system, a new interactive voice response inbound call flow and the most ambitious initiative, the permitting replacement system.

The **electronic plan review system** offers design professionals an expedited, environmentally friendly, standardized method of review while adding consistency and accountability of the plan reviewers. The pilot implementation began in September, 2009. The first phase of the project was implemented on May 24, 2010. Additional processes are being implemented by City staff and will include CIP Office and Planning Department pre-development applications. The City is breaking new ground by collaborating with external agencies, like WASD and DERM, to participate in the electronic plan review system lead by the City.

The **central record automation** implementation began in early 2009. The digitization initiative has significantly reduced the turnaround time for *most* records' requests from days to hours. The reduction in paper will save the City valuable resources and promote a 'green' environment. The initiative makes valuable information more accessible to the community. All records dated from 1925 to present are available in digital format within a few days. The Records Section is in the process of splicing large records into individual permits. Once this exercise is complete, the records request turnaround time will be reduced from days to hours for *all* records.

The Building Department launched an intuitively designed and highly functional **website** in January, 2009. Web-enabled features include online payments, the ability for contractors to pull sub-permits to approved master permits, and the capacity for home owners to pull 'remove and replace' type permits over the internet. Online Permit Application is something that will be included with the upgrade of the permitting system, discussed below.

Building inspectors are equipped with **handheld computers** that are used to enter real time inspection results; these results are displayed on the Department's website. The implementation eliminates the need for redundant entries, provides the ability to monitor inspection routes and increases accountability.

Automated Vehicle Locating systems have been installed in the Building inspectors', Code Compliance officers' and Parking Enforcement specialists' cars to improve daily efficiency and serve as an internal control tool.

The Department successfully launched **QMB, the plan review walk-thru queuing system**, in August, 2009. The application enables complete transparency for customers walking plans through the review process. This system is utilized by the City of Miami and was highly recommended by our customers as the best system around; QMB increases the community's satisfaction with the Department by

expediting the review process and making the experience completely transparent to the customers.

A revised **interactive voice response (IVR)** call flow was designed and implemented in August, 2009. The new call flow provides for clear options to our customers addressing their most common questions. It also allows for a live response within approximately four seconds of selecting the option to speak with a representative.

19. Review and analyze staffing levels.

Status: Implemented and ongoing

Performance levels and standards were developed for all major staffing groups, and a mechanism was established to account for and monitor staffing levels based on fluctuations in demand. Part-time staff was hired to decrease wait time at the permit counter thereby reducing the average wait time from one hour to 30 minutes. Additionally, contracted services in the permit counter, inspection and plan review disciplines provide for additional flexibility and long term cost savings for the department.

20. Appoint an individual to coordinate the efforts of the building/development process departments.

Status: Implemented

The Building Director was appointed to chair the Building Development Task Force's Interdepartmental Team. The Building Director will facilitate communication and guide the process improvement initiatives among the Building Development Task Force team members. In addition, the Building Director coordinates responses and directs staff and resources to facilitate building development projects. The Task force includes the Fire Marshal, Public Works Director, the Building Official, Planning and Zoning Director, the Assistant City Manager, and other associated staff. They meet monthly and more frequently when necessary to address issues of concern.

21. Develop a formal policies and procedures manual for all building/development process disciplines.

Status: Implemented and Ongoing

JRD & Associates, Inc. released its review of the Building Department's Policies and Procedures in June of 2011. The review included a draft manual for the Department's future use. The lack of a single recognized manual had long been considered an operational impediment for the Department. The draft manual was from a very high level perspective, and was not intended to serve as an instructional manual of the Department's process. The manual has been put in effect by the Department and is being revised and refined on an ongoing basis as processes change, and an instructional manual is being developed in-house by staff.

22. Complete the process of developing plans review and inspection checklists.

Status: In Progress

The implementation of the plan review checklist is being performed concurrently with the implementation of the electronic plan review system, as this is one of the system requirements to ensure uniform review and standards. The plan review checklists are incorporated into the electronic plan review process and are being implemented concurrently with the system.

The implementation of the inspection checklist will be completed with the implementation of the new permitting system (Accela Automation, discussed below), as the current system does not support the ability to have checklists that are targeted to a specific inspection type.

23. Enhance staff knowledge and use of Department technology.

Status: In progress and ongoing

In general, the staff's knowledge of technology is very limited and it significantly diminishes their productivity. Department staff continues to identify and implement simple technology based solutions for existing operations. The Administrative Support Section has received additional Microsoft Office product training. Targeted systems training for the operating division will be ongoing depending on the individual needs of staff.

24. Perform a comprehensive review and analysis of the Permits Plus system.

Status: In progress

Based on the review of the existing system, it was determined that the best course of action was to completely replace the system.

The permitting system replacement will include permitting, inspections, code enforcement and the business tax receipt. Approximately one half of City departments utilize the current permitting system. The new system will significantly increase operating efficiencies, provide extensive auditing and security capabilities, contain internal and external automated notification mechanisms to streamline operations and enrich the customers' overall experience with the Building Department.

The City Commission approved Accela Automation to furnish the City with its new multi-disciplinary permitting system. Several agencies throughout the City are currently participating in the development and review process. It is expected that the new system will be operational by approximately December 2012.

WALK-THRU AND 24 HOUR PROCESSING:

- A/C Units
- Antennas and Equipment Shelter on Roof Top
- Awnings/Canopies/Carports
- Balconies/Guard/Glass Railings (Single Family only)
- ~~Balcony Repairs~~
- Boat Lifts (Multi-Family and Residential)
- Bus Way Installation
- Cabinet/Counters (Multi-Family and Commercial)
- Card Access Control
- ~~Civil Work~~
- Concrete Slabs (Single Family)
- Demolition (Total, Non-Historic Post 1973)
- Demolition (Partial, Simple Only)
- Docks (Single Family, Without Conditional Use)
- Doors
- Door Roll-Up
- Driveways (Single Family)
- Driveways /Parking (Multi-Family and Commercial)
- Driveways (Sealing/Coating)
- ~~Parking Lots~~
- Paving Parking Lots
- Empty Conduit (Future Low Voltage Installation)
- Eyebrow Repair
- Fence / Gates / CBS Wall (Single Family, Multi-Family and Commercial)
- Fence / Gates / CBS Wall / Temporary (With Motor Or Gate Lighting)
- Fire Stopping (Simple Only)
- Free Standing Service (Parking Lot Lighting, Irrigation, Etc.)
- Floors (Tiles/Wood/Marble and Balcony)
- Fountains
- Garage Doors
- Gas/Heat Pump
- Generator (Single Family, 45 KW or Less)
- ~~Glass Glazing~~
- Intercom (Multi-Family)
- Irrigation and Landscaping
- ~~Heating Restaurant Hood~~
- Lightweight Concrete
- Minor Fire Permits (1-5 Components in Existing System)
- Minor Single Family Remodel (Bath or Kitchen)
- Paint Exterior
- ~~Post-Tensions~~
- Ramp/Wheel Chair
- Railings
- Roofs
- Sandblast/Marcite
- Shutters (Single Family)
- Signage
- Windows (Single Family)
- 1-2 Page Revisions

5 BUSINESS DAY PROCESSING:

- Concrete Slab on Grade
- Dock and Seawalls (Commercial)
- Doors (All Occupancies Except Single Family Residential)
- Elevator Permits
- Kitchen or Bath Remodel (Condo Single Unit)
- New Single Family Residence or Addition (Limited to 1,500 Sq Ft)
- Revisions – Limited to 3 Pages per Trade for a Maximum of 12 Pages
- Partial Demolition (Other than 24 Hour Types)
- Pool/Spa (Single Family Residential)
- Shutters (All Occupancies Except Single Family Residential)
- Special Events (All Components)
- Structural Shop Drawings
- Temporary Trailers
- Waterproofing
- Windows (All Occupancies Except Single Family Residential)

**I
T
E
M**

**S
E
V
E
N**



MIAMI BEACH

OFFICE OF THE CITY ATTORNEY, Jose Smith, City Attorney
Interoffice Memorandum

To: Mayor and Members of the Finance and
Citywide Projects Committee

Date: April 17, 2012

From: Jose Smith
City Attorney

Subject: Proposed Ballot Question for City Charter Amendment Increasing the Resort
Tax on Room Rent by One Percent (1%)

Pursuant to a request by Mayor Bower, the City Attorney's Office has drafted a proposed ballot question, in conjunction with the Committee's discussion today relative to the above referenced matter.

Please note that, should the Committee recommend that the proposed question (or a revised question) be placed on the August 14, 2012 County ballot (which is also the ballot for the Primary Election), then the deadline for submittal to the Supervisor of Elections is NO LATER THAN MAY 25, 2012. Accordingly, in order to meet this deadline, the Mayor and City Commission must pass a Resolution approving the proposed ballot question (and requesting that the County place it on the 8/14/12 ballot), at its MAY 9, 2012 meeting.

SHALL SECTION 5.03 OF THE MIAMI BEACH CHARTER BE AMENDED TO INCREASE, BY ONE PERCENT, THE RESORT TAX ON ROOM RENT, WITH SUCH INCREASE TO BE USED SOLELY FOR PURPOSES OF EXPANDING, ENLARGING, RENOVATING, AND IMPROVING THE MIAMI BEACH CONVENTION CENTER (OPTIONAL: WHICH IS THE LARGEST EXISTING PUBLICLY OWNED CONVENTION CENTER IN MIAMI DADE COUNTY)?

***I
T
E
M***

***E
I
G
H
T***



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: April 19, 2012

SUBJECT: **AMENDMENT NO. 2 TO THE CONTRACT BETWEEN THE CITY AND PROFESSIONAL BUILDING SERVICES, DATED AUGUST 3, 2011, FOR CITYWIDE JANITORIAL SERVICES**

This memorandum is submitted as a follow-up to the March 21, 2012, City Commission Meeting, wherein Agenda Item C4P was referred to the Finance and Citywide Projects Committee for further discussion.

Pursuant to a selection process via Invitation to Bid (ITB) No. 13-10/11, Item C4P provided for approval of Amendment No. 2 to the contract between the City and Professional Building Services (PBS), dated August 3, 2011, for citywide janitorial services. Under said amendment, PBS would provide janitorial services to additional City facilities, as detailed in the attached March 21, 2012 Commission Memorandum.


JMG/JGG/FHB

Attachment: March 21, 2012 Commission Memorandum – Janitorial Services



MIAMIBEACH

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: March 21, 2012

SUBJECT: **A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, APPROVING AMENDMENT NO. 2 TO THE CONTRACT BETWEEN THE CITY AND PROFESSIONAL BUILDING SERVICES, DATED AUGUST 3, 2011, FOR CITYWIDE JANITORIAL SERVICES; SAID AMENDMENT ADDING THE FOLLOWING LOCATIONS: HISTORIC CITY HALL; POLICE SUBSTATION; NORTH END OCEAN RESCUE HEADQUARTERS; AND BEACHFRONT RESTROOMS; AND INCREASING THE CONTRACT, IN THE AMOUNT OF \$17,473.74 PER MONTH.**

ADMINISTRATION RECOMMENDATION

The Administration recommends adopting the Resolution.

KEY INTENDED OUTCOME SUPPORTED

Ensure Well-Maintained Facilities.

FUNDING

Funding will be provided from the following Accounts, for six (6) months of services required during Fiscal Year 2012:

\$90,849.10	Contract Maintenance Account 435-0430-000325
\$13,993.34	Contract Maintenance Account 520-1720-000325
\$104,842.44	Total

BACKGROUND

On July 13, 2011, the City Commission awarded contracts for Janitorial Services Citywide, pursuant to Invitation to Bid (ITB) No. 13-10/11, to the following contractors: ISS Facility Services, Inc., Omarcio Cleaning Services, Inc., Performance Cleaning Group, and Professional Building Services (PBS). These contracts are effective until September 30, 2013, and may be renewed by mutual agreement for three (3) additional years, on a year to year basis.

After the execution of contracts, it was noted that three of the locations, Historic City Hall, Police South Substation and North End Headquarters/Ocean Rescue, had been omitted from the Invitation to Bid, and needed to be added via Amendment using the "Addition/Deletion of Facilities" clause of the contract.

On November 7, 2011, Procurement issued a request for quotes, including the aforementioned locations, and the beachfront restrooms, from all four vendors awarded contracts. Sealed quotes were received on November 10, 2011 from Professional Building Services, Omarcio Cleaning Services, Inc., and ISS Facility Services, Inc. (see attached tabulated results).

A Technical Review Panel (the "Panel") convened on December 7, 2011 to interview the two lowest bidders, Professional Building Services, and ISS Facility Services, Inc. The Panel consisted of the following individuals:

- Jorge Cano, P.E., Administration and Business Officer
- Alfonso Ritchie, Sanitation Operations Supervisor
- George Ruiz, Assistant Director Sanitation
- Gus Andino, Property Management Contracts Administrator

The Panel determined that the staff allocated by ISS was not adequate to provide the necessary maintenance level of service for the restrooms, as reflected in the difference in the proposed staffing level, and that the City would receive better value if Professional Building Services (PBS) is awarded all facilities.

The Panel concluded that PBS had conducted a more thorough due diligence effort in assessing the maintenance requirements of the beachfront restrooms. This was reflected in their proposal that offered the most complete service coverage of all of the respondents, as well as a plan that compared favorably against the currently provided services in terms of level of service and cost. The Panel recommended the award of the additional janitorial work to PBS.

ANALYSIS

The City's public restrooms are an important amenity serving the general public, and residents along the beachfront - the heart of the City's tourist corridor. Maintaining these key facilities clean and well-maintained is essential to helping preserve the City's status as a world class destination. For a number of years, the City's Sanitation Division has provided janitorial services for all the beachfront restrooms. These services are being provided by two-man crews working two daily shifts, seven days a week. In order to be able to staff the daily two-man crews, four City employees (municipal service workers), as well as two temporary employees, are employed. A total of four employees are utilized on a daily basis to provide these janitorial services. Their work is overseen by a Sanitation Division operations supervisor. The budgeted personnel cost to provide these services, including pension, benefits and supplies is \$250,510/year.

As a result of the City's capital construction program, the number of restroom facilities maintained by the Sanitation Division has grown over the years to ten, including the public restrooms at South Pointe Park. The South Beach restrooms located at 6th, 10th, and 14th Streets, along Ocean Drive, experience significantly high traffic that peaks during numerous major City events, such as Memorial Day Weekend, New Year's, and Fourth of July festivities. A new public restroom facility at the Unidad Senior Center in North Beach is nearing completion.

The Parks & Recreation Department also oversees contracted outside janitorial services for the newly constructed restrooms at SoundScape Park.

This growth in the number and geographical distribution of restroom facilities has stretched City Sanitation personnel beyond originally anticipated levels of support and presented the opportunity for staff to explore the possibility of contracting the maintenance of the restrooms with industry professionals. An integrated service program offers the benefit of competitive pricing while maximizing value and service delivery efficiencies. It also allows for the redeployment of in-house resources to focus on their respective operational core areas.

PBS' plan offers a significantly higher level of service as well as a cost that is approximately 30% lower than by using City resources. PBS' plan divides the City into three zones: South Pointe, South Beach, and Mid-Beach/North Beach. The South Pointe zone includes South Pointe Park and the 3rd Street beachfront restrooms; the South Beach Zone includes the beachfront restrooms from 6th Street through 21st Street; and the Mid-Beach North Beach zone includes the beachfront restrooms from 35th street through 73rd Street.

Each zone will be staffed by a man and woman team per shift, for a total staff of six per shift. This compares favorably with the current City staffing of two persons per shift; effectively tripling the current service coverage. In an effort to further improve the service level and efficiency, the vendor will include a woman as part of each zone's shift teams. Each of the shifts will have a supervisor available that can assist with additional cleaning if needed. This eliminates the need to temporarily close the women's restrooms when serviced by male employees, which negatively affects the convenience of the public, and results in service delays when the restrooms are occupied. The vendor will also provide pressure washing on a weekly-basis as presently provided by City staff.

PBS' proposal also compares favorably with the City's current personnel budgeted cost of \$250,510 per year, and would generate Fiscal Year 2012/13 savings of \$73,146 (29% cost reduction from current budgeted cost) and recurring annual savings of \$80,019 (31% cost reduction) beginning in FY 2013/14. The savings include avoided fuel and repair expenses from two restroom cleaning service vans that would be removed from the Sanitation Division vehicle fleet, as well as avoided capital expenses from not having to replace one of the vans scheduled to be retired in FY 2012/13.

As a result of the contract award for beachfront restrooms janitorial services, the disposition of City staff impacted by the privatization of the beachfront restrooms' maintenance will be handled in accordance with provisions of the Collective Bargaining Agreement governing those positions. The existing four City employees would be reassigned to other Sanitation crews. The equivalent number of vacant budgeted positions in the Sanitation Division, as well as the two temporary positions would be reduced from the budget in order to cover the contract cost and generate the previously described savings.

CONCLUSION

Based on the aforementioned, the Administration recommends that the Mayor and City Commission adopt the resolution approving Amendment No. 2 to the contract between the City Professional Building Services, dated August 3, 2011, for Citywide janitorial services; said amendment adding the following locations: Historic City Hall, Police Substation, North End Ocean Rescue Headquarters, and beachfront restrooms; and increasing the contract, in the amount of \$17,473.74 per month.

Attachment 1: Janitorial Services Contract Amendment Tabulated Results

DRB/FHB/RWS

T:\AGENDA\2012\3-21-12\Janitorial Services Contract Amendment Memo.docx

**Attachment 1.
Janitorial Services Contract Amendment Tabulated Results**

		Monthly Cost		
		ISS Facilities	Professional Building Services	Omarcio
I. CITY FACILITIES				
1	HISTORIC CITY HALL	\$ 3,436.04	\$ 1,000.00	\$ 1,721.17
2	POLICE SOUTH SUB STATION	\$ 337.92	\$ 610.76	\$ 821.11
3	NORTH END HEADQUARTERS OCEAN RESCUE	\$ 407.25	\$ 721.46	\$ 921.71
II. RESTROOM FACILITIES				
4	SOUTH POINTE RESTROOMS	\$ 1,672.20	\$ 1,828.50	\$ 6,521.07
	South Pointe			
	3 rd Street And Ocean Drive			
5	SOUTH BEACH RESTROOMS (Includes Extended Schedule during Holidays and Special Events)	\$ 4,571.32	\$ 7,719.98	\$ 10,296.97
	6 th Street and Ocean Drive			
	10 th Street and Ocean Drive			
	14 th Street and Ocean Drive			
	21 st Street and Ocean Drive			
6	MID BEACH AND NORTH BEACH RESTROOMS	\$ 3,762.94	\$ 5,593.04	\$ 7,341.74
	35 th Street and Collins Avenue			
	46 th Street and Collins Avenue			
	53 rd Street and Collins Avenue (including Ocean Rescue HQ)			
	64 th Street and Collins Avenue			
GRAND TOTAL FACILITIES AND RESTROOMS (Items 1-6)		\$ 14,187.67	\$ 17,473.74	\$ 27,623.77
CONTRACT AMENDMENT FROM APRIL 1 THRU SEPT. 30, 2012 (6 Months) (Items 1-6)			\$104,842.38	

***I
T
E
M***

***N
I
N
E***



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, City Manager

DATE: April 19, 2012

SUBJECT: **DISCUSSION PERTAINING TO A RETAIL LEASE AGREEMENT WITH MR. R SPORTS, INC. INVOLVING SUITES 1 THROUGH 4 IN THE ANCHOR SHOPS, LOCATED AT 1550 COLLINS AVENUE, MIAMI BEACH, FLORIDA**

BACKGROUND

On March 3, 2012, the City was presented with a Letter of Intent (LOI) by Mr. R Sports to lease Suites 1 through 4 in the Anchor Shops. The 2,884 square foot space fronting the 16th Street side of the building has been vacant since December of 2010. The previous Tenant, Training Camp d/b/a Arrive Miami, went out of business and informed us this was due in part to the prevailing and challenging economic conditions in the area, but also due to the lack of pedestrian traffic on the 100 block of 16th Street, which has been a challenge for retailers since the opening of the facility in 1998.

The vacant space has been shown several times to other prospective retailers by the City's former contracted real estate broker, Koniver Stern, with only two offers that actually materialized, both of which were eventually withdrawn by the respective parties.

Mr. R Sports has been in business on Miami Beach since 1973, operating one of the largest independent retailers of athletic footwear and apparel in South Florida. Owner and long-time Miami Beach resident, Jose Rajj, has been seeking a second location to compliment his flagship store, which is located on the corner of Lincoln Road and Washington Avenue. Opening this second location will not only allow Mr. R Sports to expand its business, but also allow it to cater to its highly popular and well-attended Nike South Beach Run Club events.

ANALYSIS

The proposed lease terms are very similar to those previously approved by the Finance and Citywide Projects Committee (FCWPC), at its January 19th meeting, involving an earlier offer from Grooveman Music for the same space presented by Koniver Stern. Grooveman's offer did not factor in sales tax and common area costs (property taxes and insurance) as additional costs and, subsequently during negotiations, withdrew its offer. On the other hand, the proposal submitted by Mr. R Sports fully accounts for these additional costs and, based on Koniver Stern's earlier assessment of market conditions in the area, is certainly feasible, competitive and acceptable.

Since the proposed combined term of the lease is for a period of almost ten years, and considering the uncertainty of future market conditions, staff recommends that at the time the prospective tenant exercises its renewal options, to review and adjust the rent to reflect prevailing market conditions accordingly, but that in no event would the minimum rent in any year be less than the minimum rent paid during the immediate prior year. It should be noted,

Finance & Citywide Projects Committee – April 19, 2012
Anchor Shops Retail Lease Agreement, Mr. R Sports, Inc.

however, that Mr. Rajj has objected to this condition on the grounds that the rent already contains an automatic three (3) percent annual escalator throughout the term of the lease. Furthermore, the prospective tenant says that given the historically challenging conditions of this retail corridor, even during good economic times, he anticipates operating the store at a loss initially until such time as he can generate enough retail traffic to break even.

Proposed Terms:

Commencement Date: The date the Lease is fully executed by Landlord and Tenant

Initial Lease Term: Three (3) years

Renewal Options: Two (2) options – the first for three (3) years; and, the second for four (3) years and 364 days, subject to Landlord's sole and absolute discretion.

Base Rent: \$31.00/sq.ft; \$89,404 per year, payable at \$7,450 per month; plus applicable Florida State Sales Tax

Common Area Costs: Prorated share of real estate taxes and insurance, to be adjusted annually to reflect the actual pro-rata share of property taxes and insurance costs incurred by the Landlord during the previous calendar year. Currently - \$4,077 per year, payable at \$339.75 per month.

Rent Commencement Date: The earlier of (i) 90 days from the date the Landlord delivers the premises or (ii) the date the Tenant opens for business

Annual Rent Increase: Three (3%) percent annually

Condition of Delivery: As-is

Prepaid Rent: One month's rent, due at lease execution

Minimum Security Deposit: Three (3) month's rent, due at lease execution

Guaranty: The lease shall be personally guaranteed by the principal(s)

RECOMMENDATION

Given current market conditions, the subject 2,884 square foot space has been challenging to fill and has been vacant since December 2010. Mr. R Sports, which has been doing business on Miami Beach from its current location at 408 Lincoln Road since 1973, has proffered an offer of \$31 per square foot, plus tax, to lease the space for an initial term of three (3) years plus two (2) renewal terms of three (3) years and three (3) years and 364 days, respectively, at the City's sole and absolute discretion.

The Administration seeks the Finance and Citywide Projects Committee's input and direction regarding the proposed lease offer by Mr. R Sports.

JMG/HMF/AP/KOB
Attachments

 [Home](#)
[SHOP](#)
[In Store Events»](#)
[Run Club Gallery](#)

 [Our Stores](#)

 [r Stores](#)



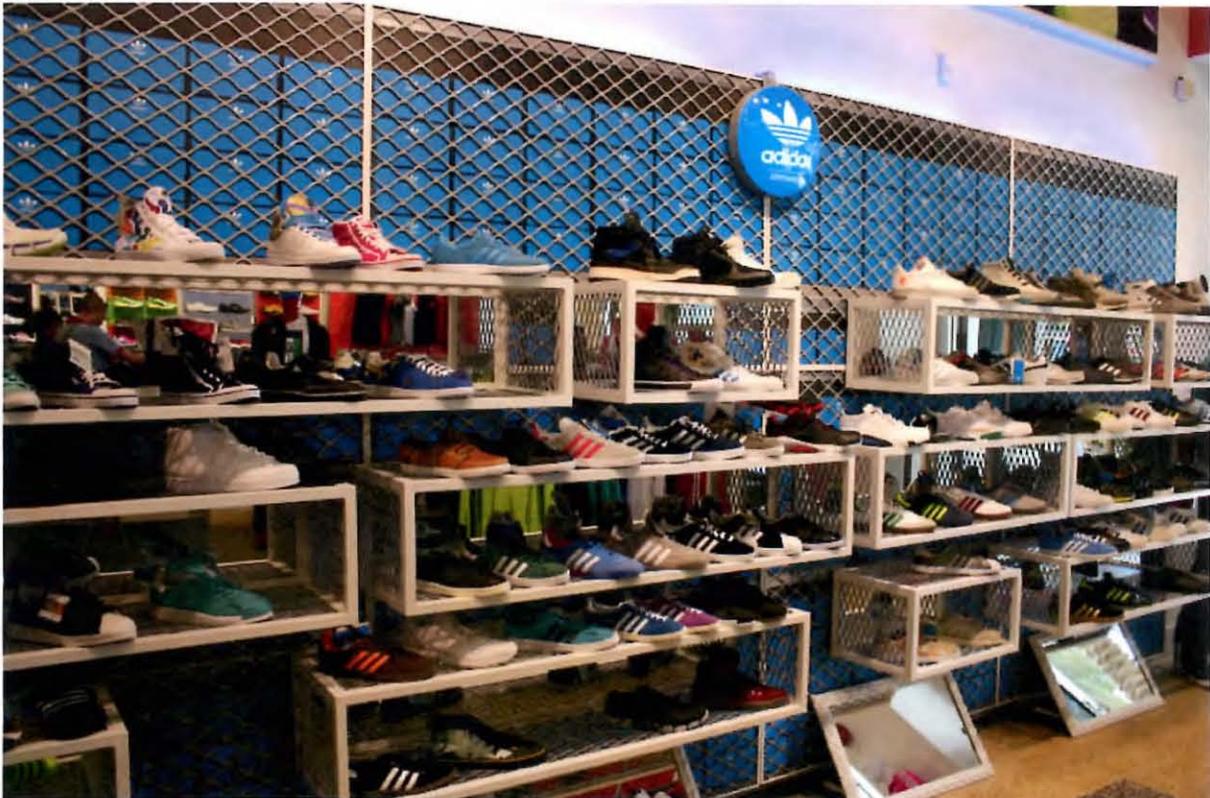


a quick look at our Jordan Brand Wall

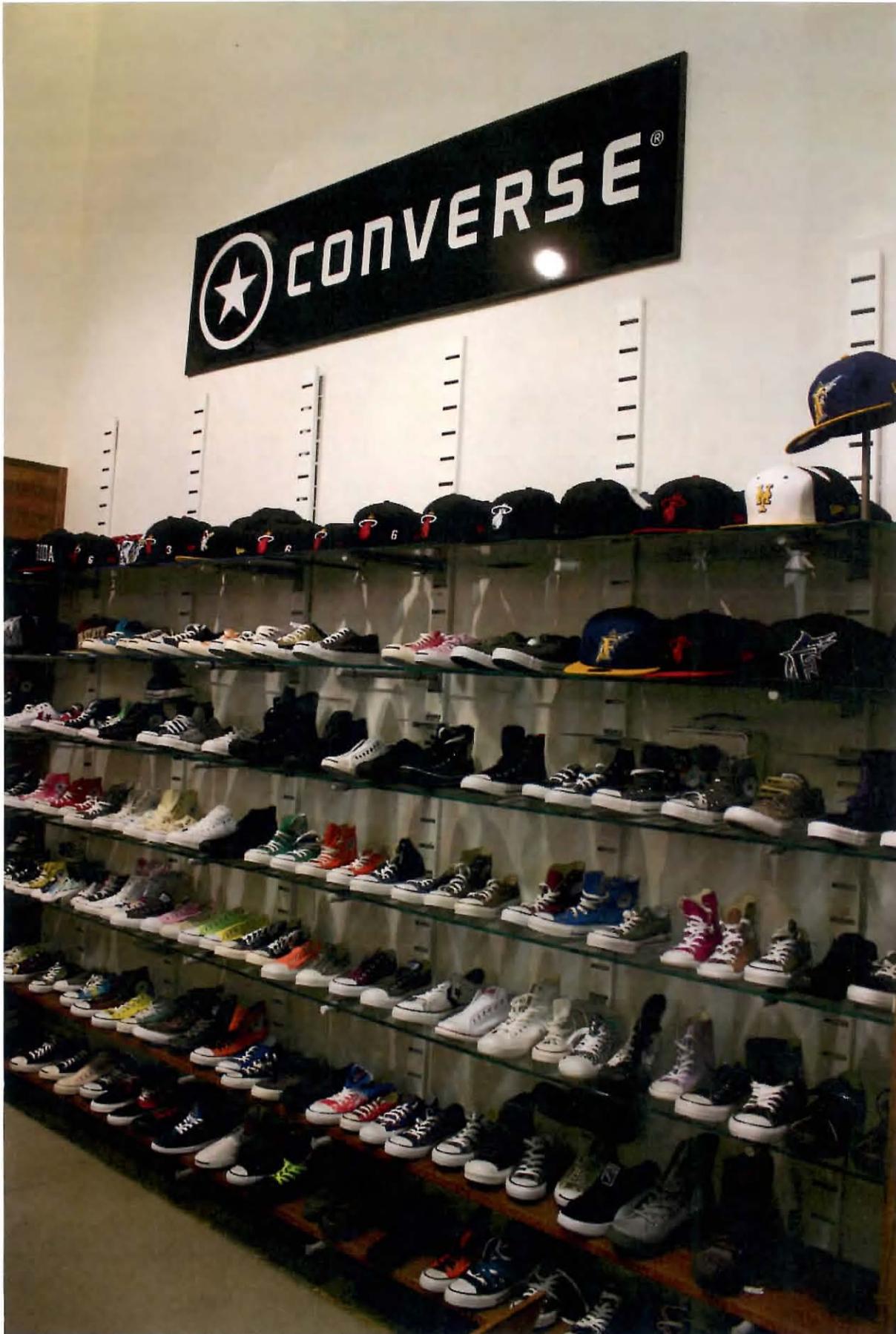
•



• a quick look at our Puma Wall



a quick look at our Adidas

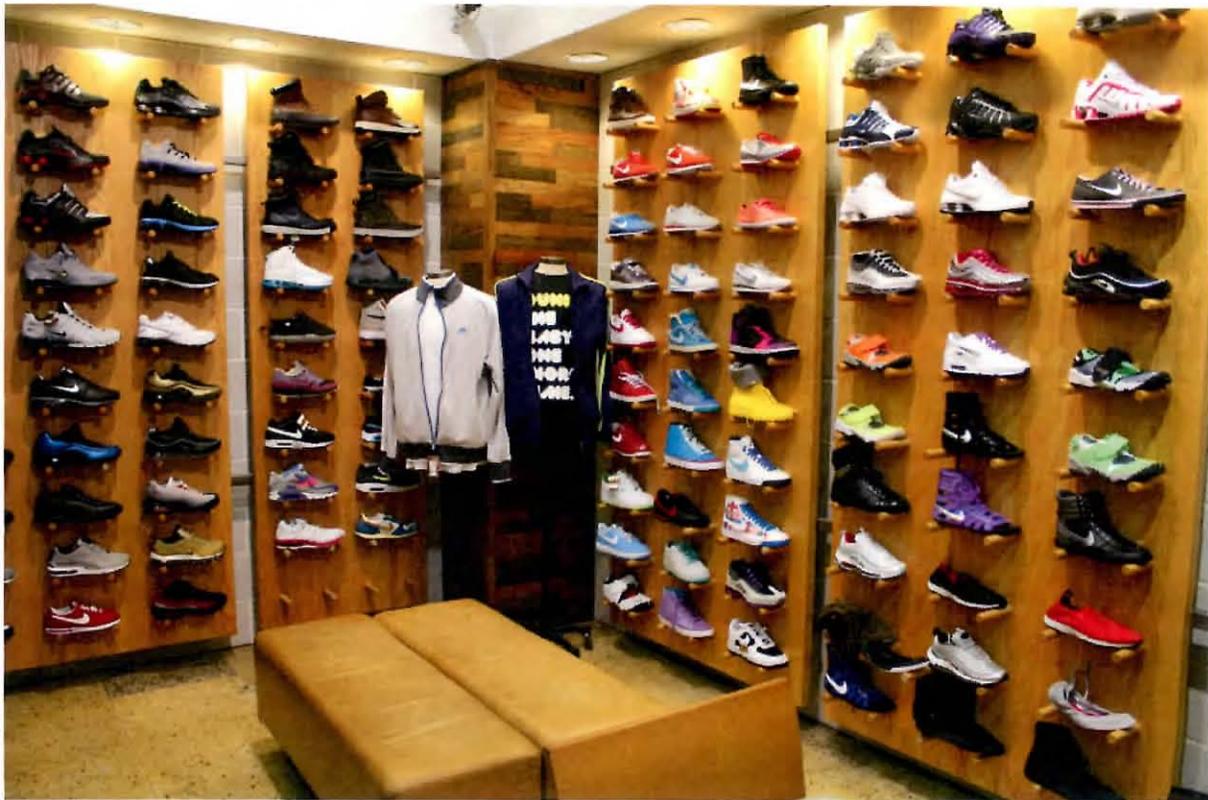




a quick look at our Lacoste Wall



a quick look at our left Nike Wall



a quick look at our right Nike Wall



front window Display/Nike Sportswear Installment



rear NSW Wall



a quick look at our running store



a quick look at our running store



a quick look at our running store





***I
T
E
M***

***T
E
N***



MIAMI BEACH

OFFICE OF THE CITY MANAGER

COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jorge M. Gonzalez, City Manager

DATE: April 19, 2012

SUBJECT: **DISCUSSION REGARDING THE CREATION OF CONDOMINIUM OMBUDSMAN**

BACKGROUND

On April 11, 2012, the Mayor and Commission, via Agenda Item No. C4F, referred a discussion item to the Finance and Citywide Projects Committee regarding the creation of the position of a Condominium Ombudsman. This item was referred by Commissioner Libbin.

In discussing the issue with Commissioner Libbin, his idea is that the Condominium Ombudsman would be a senior administrative position reporting directly to the City Manager. The main function of this position would be to:

- Assist condominium and or co-op owners navigate through the City's permitting process.
- Facilitate resolution of other condominium related issues with outside agencies
- Act as a liaison between condominium or co-op owners, management firms and the City
- Prepare quarterly reports to the Manager, for distribution to the City Commission, regarding issues and opportunities.

This position would be able to interact with staff from various departments in order to resolve permitting, licensing, building or City Code issues. By functioning out of the City Manager's office, this individual will have the status necessary to deal with the decision makers of the various departments involved in the permitting and development review process. By focusing on condominium or co-ops, this individual would become well versed in assisting this specific class of residents and would thus be most qualified to quickly and efficiently resolve any issues associated with condominium ownership.

Condominiums represent a large portion of the City's housing stock. Having a dedicated position to act as a facilitator and address issues associated with condominiums could alleviate other resources from the reviewing departments and improve the delivery of services.

NEXT STEPS

- Instruct Human Resources to perform a job analysis to establish Knowledge, Skill, Ability (KSA), pay grade and title
- Administration develops Budget Enhancement Package for FY 12/13 budget consideration
- Commission approval.

CONCLUSION

The Administration believes that this position could facilitate condominium owners, associations and management firms, it would help customers navigate through the various City processes and increase customer satisfaction. By doing so greater capacity to serve other, non condo related customers may also be achieved. This position should enhance significantly the customer satisfaction with our Building Development process which is something we are all striving for.

**I
T
E
M**

**E
L
E
V
E
N**



COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee Members

FROM: Jorge M. Gonzalez, City Manager

DATE: April 19, 2012

SUBJECT: **DISCUSSION OF THE CURRENT MANAGEMENT AND OPERATIONS OF THE CITY'S MIAMI BEACH GOLF COURSES, CLUBHOUSES AND RELATED FACILITIES AND OPTIONS/DIRECTION FOR THE FUTURE MANAGEMENT AGREEMENT**

INTRODUCTION

This matter was referred by the Mayor and Members of the City Commission to the Finance and Citywide Projects Committee at the February 8, 2012 Commission meeting.

On September 5, 2007, a new management agreement with PCM for the management and operations of the City's Miami Beach Golf Club (including the Par 3 golf course) and the Normandy Shores Golf Club, was approved by the City of Miami Beach Commission. This agreement commenced on October 1, 2007 and is due to expire on September 30, 2012.

The Administration is seeking direction from the Finance and Citywide Projects Committee on options for the on-going management and operations of the City's Golf Courses, Clubhouses and Related Facilities.

BACKGROUND

In the late 1990's the City Commission made a decision to focus the resources necessary to renovate and substantially improve the City's golf courses, clubhouses and facilities. At that time the City Commission made the decision that the Miami Beach Golf Course (formally the Bayshore golf course) would be renovated into a high quality tourist destination that would also serve our residents, and the Normandy Shores course would be renovated as a high quality resident golf course with a price sensitive fee structure that gave our residents another high quality, but lower priced, golfing option. It was also envisioned that the City golf courses would be redesigned by a world class golf course architect and, when completed, professionally managed and operated by a golf management company that was well-established and reputable, experienced in the South Florida golf market, and has managed and operated golf course facilities similar to the quality proposed for Bayshore and Normandy following their renovations.

To this end, the City retained the services of Arthur Hills & Associates, Golf Course Architects to redesign the Bayshore and Normandy Shores golf courses, and in the summer of 2000 issued (RFP) 125-99/00 for the comprehensive management and operations of the Miami Beach Golf Club, clubhouse and related facilities.

Timeline of Salient Contractual Points

The following provides a timeline reflecting the recent history of management of our golf courses.

- Summer 2000: The Mayor and City Commission authorized the Administration to issue a Request For Proposals (RFP) for the comprehensive management and operations of the City's Golf Courses, Clubhouses and Related Facilities, to begin following the completion of the proposed renovations.

The RFP was issued on August 14, 2000 (RFP No. 125-99/00), with bid notices sent to 227 firms, including 85 members of the National Golf Foundation (NGF) that were listed under the heading of "Management/Owner" of golf courses. Six firms responded to the RFP.

Pending the selection of the new management firm, on September 13, 2000, the Mayor and Commission authorized the Administration to enter into an agreement with the management firm operating the courses at the time, Chuck Hart Management Group, Inc., for professional management services for the City's golf courses commencing October 1, 2000 and concluding September 30, 2001. This agreement included a sixty (60) day cancellation clause for convenience and without cause, to be exercised at the will of the City, giving consideration to the time it would take for the firm ultimately awarded the management agreement to assume operations from the Hart Group, Inc.

- November 29, 2000: Professional Course Management II, Ltd. (PCM) was selected pursuant to RFP No. 125-99/00, and the Mayor and City Commission authorized the Administration to enter into negotiations with PCM for the management of the City's Golf Courses, Clubhouses and Related Facilities. Following the Commission authorization, the Administration initiated negotiations with PCM.
- September 5, 2001: While pending the conclusions of the negotiations of the management agreement, the Mayor and Commission authorized the execution of an interim agreement with PCM to provide professional services for the management and operation of the Normandy Shores Golf Course and Par 3 Golf Course, while the Bayshore Golf Course was closed for reconstruction. The term of this agreement was October 1, 2001 through September 30, 2003, or immediately upon the closure of the Normandy Shores Golf Course for planned construction. PCM paid the City a monthly rent of \$6,000 and assumed a portion of the cost of equipment maintenance. The reconstruction of the Bayshore Golf Course (subsequently renamed the Miami Beach Golf Club) began in December, 2001.
- May 29, 2002: The Mayor and City Commission authorized an interim agreement with PCM for the services necessary to do the grow-in and the pre-opening marketing of the Miami Beach Golf Club. The agreement commenced on June 1, 2002 and concluded on September 30, 2002, with the option to extend the agreement on a month-to-month basis pending the execution of the final comprehensive professional services agreement with Professional Course Management II, Ltd, still under negotiations. The Miami Beach Golf Club re-opened in December, 2002.
- September 10, 2003: In accordance with Request for Proposals (RFP No. 125-99/00), the Mayor and City Commission authorized the execution of the negotiated management agreement between the City and Professional Course Management II, LTD. (PCM), for the comprehensive management and operations of the Miami Beach Golf Club and related facilities. The term of the agreement was for an initial period of three (3) years, effective October 1, 2003, and expiring on September 30, 2006, with two (2) one year terms, on a year-to-year basis. PCM completed the grow-in for the new golf course and, in accordance with the RFP, was also the company selected to manage the Normandy Shores Golf Club when it reopened.

The projected opening of the Normandy Shores Golf Club coincided with the conclusion of the PCM agreement and it was the Administration's opinion that changing management

companies just prior to, or immediately after, opening the new Normandy Shores Golf Club could have a negative impact on the future success of the City's golf courses.

- May 16, 2007: The Commission approved a referral of *A discussion regarding the extension of the management agreement between the City of Miami Beach and Professional Course Management II, LTD., (PCM) for the management and operations of the Miami Beach Golf Club and the Normandy Shores Golf Club for a one year period* to the Finance/Citywide Projects Committee for discussion.

The extension issue was discussed at the June 29, 2007, Finance/Citywide Projects Committee by the members. At the conclusion of the discussion, it was the Committee's recommendation to waive the competitive bidding process and approve a management agreement between Professional Course Management II, LTD., (PCM) and the City for three (3) years, plus two one-year renewal options. Additionally, the Committee recommended the inclusion of ninety-day termination clause for the management of the Miami Beach Golf Club and the Normandy Shores Golf Club. The agreement was to commence at the conclusion of the existing agreement on September 30, 2008. This action was subsequently reported to the full Commission on July 11, 2007, item C6D.

In subsequent discussions with the City's Legal Department, it was determined that exercising the option of beginning the new agreement at the conclusion of the existing agreement in 2008 could have jeopardized the nontaxable status of the bonds utilized to fund the construction of the golf courses. In consideration of this potential issue, the Administration and PCM recommended terminating the last year of the existing agreement and entering into a new agreement effective October 1, 2007, under the same terms and conditions of the existing agreement.

- September 5, 2007: The new management agreement with PCM for the management and operations of the City's Miami Beach Golf Club (including the Par 3 golf course) and the Normandy Shores Golf Club, was approved by the City of Miami Beach Commission (three years, two, on-year renewals). This agreement commenced on October 1, 2007 and is due to expire on September 30, 2012.

In summary, Professional Course Management II, LTD. (PCM) has managed and operated the City's golf courses and clubhouses since October 1, 2001, when they entered into an interim management agreement for the Normandy Shores Golf Course and the Par 3 Golf Course. For the terms of these management agreements, Professional Course Management II, LTD., (PCM) has managed the City's golf clubs at high service levels, and has received positive comments from our residents, tourists and day guests. PCM has also done a notable job in managing the annual budget allocated to the golf courses, covering all expenses and debt service at the Miami Beach Golf Club, while exceeding revenue projections and managing expenses at or below the appropriated budget on three (3) occasions during their current term, and on six (6) occasions since the inception of the agreements. Additionally, PCM has managed the Normandy Shores Golf Club budget by reducing the projected deficits, while maintaining the Golf Course and Clubhouse in excellent condition.

PCM SIGNIFICANT ACCOMPLISHMENTS

Financial Accountability

Since the inception of the first full management agreement in 2003-04, PCM has effectively managed the budget allocated to the Miami Beach Golf Club by generating income and reducing expenses against the appropriated budget. As shown in Exhibit 1 Summary Statement Of Operations, for the first eight (8) full years of operation the Miami Beach Golf Club produced a total operating income before debt service of \$6,859,779, which after debt service is satisfied, represents a surplus of nearly \$400,000.

Additionally, when the Normandy Shores Golf Club opened in December of 2009, (FY 2009-10) it was projected to operate at a deficit of \$554,000, including debt service for that year. Fiscal Year 2010 concluded with a deficit of \$479,956. The FY 2011 year-end results at the Normandy Shores Golf Club were even stronger. The FY 2011 projected deficit was \$525,653 and the year finished with a deficit of \$245,252, which represents a reduction of \$280,400.

Customer Satisfaction

PCM continuously monitors the levels of customer satisfaction to ensure it meets the City's expectations and standards. Since reopening, the City's golf facilities have been recognized for delivering excellent customer service in all aspects of the operation. This is supported by comments, correspondence, and surveys conducted internally, as well as those conducted by the City through the Secret Shopper Program. Surveys are taken from golf club members and all tournaments held at the clubs. These surveys focus on golf course conditions, clubhouse conditions, outing administration, overall staff/level of service, food and beverage and other variables. Please see Exhibit 3 for a sample of the survey results for years 2010 and 2011.

It should also be noted that at the September 13, 2011 Golf Advisory Committee meeting, the Committee expressed a high level of satisfaction with the performance of PCM by making the following motion, which was approved unanimously:

The Golf Advisory Committee formally endorses and encourages the rehiring of PCM (Professional Course Management) for the management and operations of the City's golf clubs and related facilities based on the on-going excellent conditions of the golf courses, their high standards and delivery of customer service, ability to management the budgets and generate revenues in a difficult economic period and overall success of the city's golf facilities while under PCM management.

Golf Courses Conditions

The City's golf courses continuously receive very positive comments as to their excellent conditions, playability and challenges. This is supported by the playing public's feedback, articles written in local, national and international press and number of amateur and professional golfers including Gray Player, winner of multiple professional golf major championships include the Master Golf Tournament, and Kelly Kraft, the reigning United States Amateur Champion and winner of the first South Beach International Amateur returning to play the city's golf courses.

Voluntary Reduction of 20% Incentive Fee for F.Y. 2011 and 2012

In the summer of 2010, Mr. Johnny LaPonzina, President of Professional Course Management (PCM), sent a correspondence to the Parks and Recreation Administration voluntarily proffering a 20% reduction in the contractually agreed upon Incentive Fee that would be due to PCM if they meet established benchmarks. This offer was made in recognition of the challenges the City was facing at that time in light of the financial crisis and recession, and in consideration of the City agreeing to extend the current agreement, as provided for in Section 5.02, for the two (2) remaining successive one (1) year renewals.

Based on year-end financial statements, in FY 10/11, this voluntary reduction of 20% of PCM's incentive fee represented a cash value/reduction in expenditures of \$ 40,363 to the city. A similar value is anticipated in FY 2012. Please see Exhibit 2 for support documentation.

Premier Card

The Premier Card is a summer membership program owned and operated by PCM. The Premier Golf Card is a summer membership program that includes the finest public access golf courses in Miami-Dade and Broward Counties (in the 2011 there were 26 courses participating). The program was conceived and developed with the sole purpose of increasing play and revenue at participating courses during the traditionally slow summer months.

Fifty percent of the income generated by the card sales (after marketing and administrative expenses) is distributed equally among the participating clubs; the remaining fifty percent of revenue is distributed to the clubs based on the percentage of rounds played at each golf course.

Since its inception and despite a difficult economic environment, Premier has had accelerated growth both in the number of participating clubs and card sales. The City of Miami Beach golf clubs began participating as a full partner in the in the Premier Card Summer Membership Program in 2009. The following is a summary of the program by year.

2009

The City received a total of \$1,064,161.51 in revenue from the 2009 Premier Card distributions and rounds. This was comprised of \$440,373.41 at the Normandy Shores Golf Club and \$623,788.10 at the Miami Beach Golf Club.

2010

The City received a total of \$1,137,766.64 in revenue from the 2010 Premier Card distributions and rounds. This was comprised of 657,931.59 at the Miami Beach Golf Club and \$479,835.05 at the Normandy Shores Golf Club, which represented 63% of the total golf course revenue for the period.

2011

The city received \$688,157.95 at Miami Beach Golf Club and \$514,796.81 at Normandy shores Golf Club for a total of \$1,202,954.76, a 5% increase over 2010. This represents 57% of greens fees revenue at both courses over the April 15th to November 15th, 2011 time period.

YEAR	MIAMI BEACH	NORMANDY SHORES	TOTAL
2009	\$ 623,788.10	\$ 440,373.41	\$1,064,161.51
2010	\$ 657,931.59	\$ 479,835.05	\$1,137,766.64
2011	\$ 688,157.95	\$ 514,796.81	\$1,202,954.76
TOTAL	\$1,969,877.64	\$1,435,005.27	\$3,404,882.91

By comparison, the last year Miami Beach Golf Club offered its own individual summer membership program (2008), a total of 55 memberships were sold, which produced combined revenues (membership dues, cart fees and driving range) of approximately \$110,000.

South Beach International Amateur

One of the challenges presented to PCM by the City when the golf clubs were completed was to develop a golf tournament that would substantially place the Miami Beach golf courses among the elite of public access golf facilities. This challenge was met in December of 2011, when the first South Beach International Amateur golf tournament was played at both the Normandy Shores and Miami Beach Golf Clubs. The South Beach International Amateur was given the highest ranked inaugural amateur golf tournament in the history of world tournament rankings, initially being recognized as #41, and concluding with a final ranking of #47 worldwide by Scratch Players World Amateur Ranking (SPWAR).

The event attracted a total of 166 top amateurs comprised of 28 of the top 500 amateur golfers in the world, with representatives from 14 countries and 30 states. This amateur event, which is held the week before Christmas, draws golfers, coaches, families and guests to our city. It is credited with creating an economic impact of over 700 room nights, and a per-day estimated expenditure of \$259.95 per day per person and estimated \$390,000 spent in our community over the seven (7) days. Please see Exhibit 4 the South Beach International Amateur's report.

Jim McLean Golf Academy

In February of 2011, Professional Course Management (PCM) retained the well-known and world-

Club.

Jim McLean has long ties to the South Florida community, having been at Doral Golf Resort and Spa for over 20 years. Jim McLean has long been recognized as one of the top golf instructors in the world, and is currently ranked No.4 by Golf Digest. He is the owner of the No. 1 Rated Golf School in America, The Jim McLean Golf School. With locations at top resorts around the world, including Doral Golf Resort & Spa in Miami, FL; PGA WEST in La Quinta, CA; La Quinta Resort & Spa in La Quinta, CA; Grand Traverse Resort & Spa in Williamsburg, MI; Mayakoba Resort in Riviera Maya, Mexico; Red Ledges at Heber City, UT, JW Marriott Marquis Downtown Miami, FL and Waterchase Golf Club in Ft. Worth, TX. McLean has also authored over a dozen golf books, including the newly released "*The Slot Swing*" and has produced over a dozen videos and DVDs, including the recently released "*Building Block Approach To Golf*".

The association with the world renowned Jim McLean Golf Academy not only enhances the Miami Beach Golf Club brand, it has also represented a substantial increase (37% year to date) in golf lesson income for the Club.

CONCLUSION

Professional Course Management II, Ltd. has successfully managed and operated the City's golf courses and clubhouses since October 1, 2001, when they entered into an interim management agreement for the Normandy Shores Golf Course and the Par 3 Golf Course. The current management agreement with Professional Course Management II, LTD., (PCM) for the management and operations of the City's Miami Beach Golf Club (including the Par 3 golf course) and the Normandy Shores Golf Club was approved by the City of Miami Beach Commission at the September 5, 2007 meeting, and will expire on September 30, 2012.

The Administration is seeking direction from the Finance and Citywide Projects Committee on the options and future actions for the on-going management and operations of the City's Golf Courses, Clubhouses and Related Facilities. At this time the options are to:

- Direct the Administration to prepare a Request For Proposals (RFP) for the Management and Operations of the City's Golf Courses, Clubhouses and Related Facilities, to be issued as soon as possible with the intent of having a new agreement in effect on October 1, 2012 or shortly thereafter; or,
- Direct the Administration to prepare a Commission item waiving the competitive bidding process and enter into negotiations with Professional Course Management for the continued management and operations of the City's Golf Courses, Clubhouses and Related Facilities, with the intention of having an agreement in effect on October 1, 2012.

MIAMI BEACH GOLF CLUB

Summary Statement of Operation Fiscal Year: 2004, 2005, 2006, 2007, 2008, 2009, 2010 and 2011

REVENUES	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Totals
Golf Memberships	\$ 356,375.33	\$ 468,730.41	\$ 551,292.67	\$ 645,852.20	\$ 719,369.32	\$ 739,473.00	\$ 602,126.00	\$ 559,952.00	\$ 4,643,170.93
Cart Fees	\$ 794,179.97	\$ 860,729.00	\$ 844,428.00	\$ 860,068.00	\$ 817,758.77	\$ 987,401.00	\$ 1,009,272.00	\$ 1,075,302.00	\$ 7,249,138.74
Green Fees	\$ 2,088,276.22	\$ 2,462,370.59	\$ 2,471,500.49	\$ 2,504,218.31	\$ 2,374,481.90	\$ 1,797,415.00	\$ 1,694,481.00	\$ 1,927,327.00	\$ 17,800,070.51
Range Fees	\$ 81,800.69	\$ 93,295.66	\$ 111,892.23	\$ 114,395.46	\$ 155,379.44	\$ 173,281.00	\$ 162,933.00	\$ 184,059.00	\$ 1,077,036.48
Restaurant	\$ 20,875.99	\$ 27,242.58	\$ 36,968.11	\$ 41,174.96	\$ 39,880.44	\$ 37,908.00	\$ 35,799.00	\$ 43,111.00	\$ 282,760.08
Pro Shop	\$ 44,184.12	\$ 36,441.58	\$ 40,270.49	\$ 41,152.17	\$ 40,713.11	\$ 36,054.00	\$ 34,305.00	\$ 39,031.00	\$ 312,151.47
Golf Lessons	\$ 50,575.19	\$ 55,343.90	\$ 57,280.05	\$ 65,221.57	\$ 75,039.32	\$ 64,586.00	\$ 60,226.00	\$ 64,391.00	\$ 492,663.03
Total	\$ 3,416,267.61	\$ 4,004,163.72	\$ 4,113,632.04	\$ 4,272,082.67	\$ 4,222,422.30	\$ 3,836,118.00	\$ 3,599,142.00	\$ 3,893,173.00	\$ 31,356,991.24
Budget for Revenue	\$ 3,133,685.00	\$ 3,590,300.00	\$ 3,883,360.00	\$ 4,092,200.00	\$ 4,073,450.00	\$ 4,204,800.00	\$ 3,861,408.00	\$ 3,768,825.00	\$ 30,687,498.00
EXPEDITURES									
Uniforms	\$ 7,866.60	\$ 4,196.44	\$ 7,671.64	\$ 2,136.54	\$ 14,828.35	\$ 7,585.42	\$ 10,566.23	\$ 8,827.00	\$ 64,681.22
Professional Services	\$ 1,456,602.29	\$ 1,409,445.19	\$ 1,417,850.89	\$ 1,552,354.92	\$ 1,542,455.33	\$ 1,402,570.40	\$ 1,258,372.75	\$ 1,240,650.00	\$ 11,280,301.57
Electricity	\$ 24,694.43	\$ 84,552.62	\$ 76,042.49	\$ 84,010.39	\$ 73,457.54	\$ 79,680.55	\$ 94,902.99	\$ 56,047.00	\$ 573,398.01
Water	\$ 356,961.46	\$ 275,204.05	\$ 354,411.55	\$ 250,202.83	\$ 347,178.70	\$ 390,838.33	\$ 356,477.30	\$ 543,989.00	\$ 2,875,268.22
Admin. Fees	\$ 136,158.16	\$ 114,587.00	\$ 125,004.00	\$ 125,000.00	\$ 125,000.00	\$ 125,000.00	\$ 125,000.00	\$ 125,000.00	\$ 1,000,749.16
Rent-Building & Equip.	\$ 108,223.77	\$ 173,585.53	\$ 119,380.08	\$ 190,170.80	\$ 284,696.86	\$ 276,897.82	\$ 284,740.03	\$ 249,856.00	\$ 1,687,558.69
PCM Bonus	\$ 140,267.00	\$ 211,215.10	\$ 224,071.00	\$ 239,708.30	\$ 234,796.20	\$ 198,111.80	\$ 172,414.20	\$ 161,454.00	\$ 1,580,037.60
Operating Expenses	\$ 469,364.47	\$ 583,292.88	\$ 562,896.30	\$ 636,960.63	\$ 572,105.02	\$ 403,971.30	\$ 381,283.21	\$ 356,300.00	\$ 3,966,173.81
Internal Service	\$ 1,477.32	\$ 137,187.86	\$ 146,875.52	\$ 188,763.86	\$ 221,999.67	\$ 280,508.75	\$ 241,369.26	\$ 250,873.00	\$ 1,469,053.24
Total	\$ 2,701,615.50	\$ 2,993,286.67	\$ 3,034,203.27	\$ 3,269,308.27	\$ 3,418,617.47	\$ 3,168,173.37	\$ 2,925,157.97	\$ 2,993,999.00	\$ 24,467,211.52
Budget for Expense & Int.Serv.	\$ 2,416,072.00	\$ 2,799,370.00	\$ 2,958,673.00	\$ 3,417,443.00	\$ 3,418,008.00	\$ 3,491,187.00	\$ 3,066,673.00	\$ 2,984,878.00	\$ 24,560,182.00
Net Operating Income	\$ 714,652.01	\$ 1,010,887.05	\$ 1,079,428.77	\$ 1,002,774.40	\$ 805,904.83	\$ 672,944.63	\$ 674,014.03	\$ 899,174.00	\$ 6,859,779.72
Budget- Net Operating Income	\$ 717,603.00	\$ 791,830.00	\$ 804,777.00	\$ 674,757.00	\$ 666,444.00	\$ 713,153.00	\$ 786,835.00	\$ 773,947.00	\$ 6,627,216.00

Normandy Shores Golf Course
Summary Statement of Operation Fiscal Year: 2010 and 2011

	Actual 2010	Actual 2011	Totals
REVENUES			
Golf Memberships	\$ 158,970.00	\$ 145,357.00	\$ 304,327.00
Cart Fees	\$ 596,184.00	\$ 786,834.00	\$ 1,381,818.00
Green Fees	\$ 766,626.00	\$ 835,086.00	\$ 1,601,712.00
Range Fees	\$ 34,609.00	\$ 44,450.00	\$ 78,959.00
Restaurant	\$ 14,215.00	\$ 18,350.00	\$ 32,565.00
Pro Shop	\$ 7,214.00	\$ 9,145.00	\$ 16,359.00
Golf Lessons	\$ 10,069.00	\$ 13,484.00	\$ 23,553.00
Total	\$ 1,587,787.00	\$ 1,861,606.00	\$ 3,439,293.00
Budget for Revenue	\$ 1,870,130.00	\$ 1,735,330.00	\$ 3,605,460.00
EXPEDITURES			
Uniforms	\$ 7,803.40	\$ 7,000.00	\$ 14,803.40
Professional Services	\$ 814,217.09	\$ 857,057.00	\$ 1,671,274.09
Electricity	\$ 58,045.81	\$ 60,004.00	\$ 118,049.81
Water	\$ 37,319.98	\$ 37,899.00	\$ 75,318.98
Admin. Fees	\$ 125,000.00	\$ 125,000.00	\$ 250,000.00
Rent-Building & Equip.	\$ 242,815.09	\$ 233,587.00	\$ 476,402.09
PCM Bonus	\$ -	\$ -	\$ -
Operating Expenses	\$ 265,248.43	\$ 223,542.00	\$ 488,790.43
Internal Service	\$ 127,714.75	\$ 146,069.00	\$ 273,783.75
Total	\$ 1,678,198.55	\$ 1,690,258.00	\$ 3,368,422.55
Budget for Expense & Int. Sev.	\$ 2,014,310.00	\$ 1,916,836.00	\$ 3,931,146.00
Net Operating Income	\$ (90,877.55)	\$ 161,248.00	\$ 70,870.45
Budget- Net Operating Income	\$ (144,180.00)	\$ (151,505.00)	\$ (325,686.00)



MIAMI BEACH

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

July 20, 2011

Johnny LaPonzina, President
Professional Course Management II, Ltd.
10500 Taft Street
Pembroke Pines, Florida 33026

RE: City's Extension of Agreement with Professional Course Management II, Ltd. (PCM), dated September 5, 2007, for Operation and Management of the Miami Beach Golf Club and the Normandy Shores Golf Club (the Agreement)

Dear Mr. LaPonzina:

I would like to first take this opportunity to commend and thank you, Alberto Pozzi and your PCM team for your outstanding performance in managing the City's golf clubs. The Miami Beach and Normandy Golf Clubs are recognized as two of the finest golf facilities not only in Miami-Dade County, but also the entire State of Florida. This recognition can be attributed in no small part to your organization's commitment to professionalism, attention to our customer, and excellent service standards.

I also want to thank you for recognizing the financial challenge the City has faced, and your agreement, as memorialized in this letter agreement, to reduce PCM's Incentive Fee (under Section 11.02 of the above-referenced Agreement) by 20% for each of the next two Fiscal Years (FY 2010-11 and FY 2011-12), to assist in alleviating this challenge.

Pursuant to Section 11.02.1 of the current Agreement, PCM (or Manager) will be paid the annual Incentive Fee for each Fiscal Year of 10% of all gross revenues over \$1,875,000 at each Golf Course separately derived from each of the Golf Courses and Related Facilities operations. It further requires that the Incentive Fee will be earned in full provided that the "net operating income before debt service" as shown on the approved annual Operating Budget, equals or exceeds \$800,000 per year for the Miami Beach Golf Club, and \$410,000 per year for the Normandy Shores Golf Club. Should the "net operating income before debt service" be less than the established debt service for each golf club, the Incentive Fee shall be reduced proportionately.

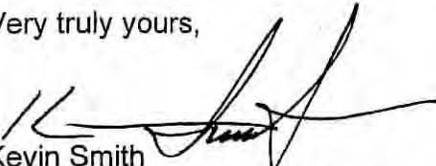
As stated in your correspondence, which is attached and incorporated as Exhibit "A" hereto, you estimate that PCM's agreement to a reduction of the Incentive Fee represents a projected contribution by PCM, and a benefit to the City, of \$75,000 to \$100,000 over the next two Fiscal Years.

In consideration for PCM's agreement to reduce the annual Incentive Fee, as set forth herein, the City agrees to extend the Agreement, as provided in Section 5.02 thereof, for the two (2) remaining successive one (1) year terms (i.e. the Renewal Terms). Accordingly, the City and PCM hereby agree that Agreement shall be extended as follows: the first Renewal Term shall be deemed to have commenced retroactively as of October 1, 2010, and shall end on September 30, 2011; and the second Renewal Term shall commence on October 1, 2011, and end on September 30, 2012.

Except as amended herein, all other terms and conditions of the Agreement(s) shall remain the same and in full force and effect.

If the aforesaid meets with your approval, please acknowledge and execute same in the space provided below. Upon execution by the City Manager (on behalf of the City), we will forward a fully executed copy to you for your records.

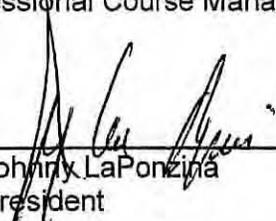
Very truly yours,

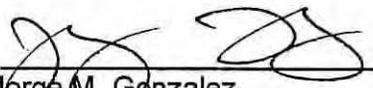

Kevin Smith
Parks and Recreation Director

I have read this letter agreement and fully understanding same, agree to be bound by the terms and conditions contained herein.

Professional Course Management II, Ltd.

City of Miami Beach, Florida

By: 
Johnny LaPonzina
President
Date 8-8-11

By: 
Jorge M. Gonzalez
City Manager
Date 8/25/2011



PROFESSIONAL COURSE MANAGEMENT

August 10, 2010

Mr. Kevin Smith
Director, Parks and Recreation Department
City of Miami Beach
2100 Washington Ave.
Miami Beach Fl. 33139

Dear Kevin,

As you know, Professional Course Management initially entered into its first contract with the City of Miami Beach in October 2001, the lease agreement for the operation of the Normandy Shores Golf Club. In the years since, several other contracts have followed covering the grow-in of the renovated golf courses and ultimately, the current agreement for the management and operation of Miami Beach Golf Club and Normandy Shores Golf Club.

Ever since the inception of the relationship, our company has not only governed all its actions according to the letter and spirit of the various contracts, but has also gone above and beyond its contractual obligations to assist the City when necessary or requested, to insure the success of its golf operations.

The financial crisis and ensuing recession the world has experienced over the last two years has presented daunting challenges to the public and private sectors alike. Through our involvement in the City of Miami Beach budget process, it has become abundantly clear that the City has been forced to make some very difficult decisions to balance its budget, affecting City employees, residents and services.

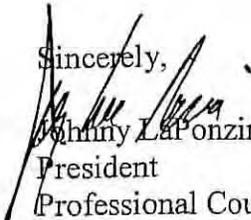
As we finalize our own internal budget planning process for the upcoming year, recognizing the concessions made by the numerous affected parties and in consideration of the City extending our contract for the remaining two one year extensions, P.C.M. is volunteering a 20% reduction of the incentive fee we project receiving as compensation for the management of the City's golf courses for the next two fiscal years. The 20% reduction of the incentive fee (which is based on revenues and meeting various performance criteria) will represent a projected contribution by P.C.M. and a benefit to the City of Miami Beach of \$75,000 to \$100,000 over the next two fiscal years.



I know that these sums will not resolve the budget deficit but hope that in these difficult times, the contribution will demonstrate our commitment to the City and the spirit of cooperation and partnership that has always characterized our relationship. We look forward to continuing our long term association with the City of Miami Beach and the continued success of the City's golf courses

We trust this proposal will express our appreciation and commitment to the City of Miami Beach, our valued client.

Sincerely,



Johnny LaPonzina,

President

Professional Course Management

**TOURNAMENT SURVEYS
2011**

TOURNAMENT COMMENT SHEET

	EXCELLENT	GOOD	FAIR	POOR
A. GOLF COURSE CONDITIONS				
1. Tees	<u>21</u>	<u>4</u>	<u> </u>	<u> </u>
2. Fairways	<u>18</u>	<u>5</u>	<u> </u>	<u> </u>
3. Traps	<u>17</u>	<u>5</u>	<u> </u>	<u> </u>
4. Greens	<u>19</u>	<u>5</u>	<u> </u>	<u> </u>
B. CLUBHOUSE				
1. Entrance	<u>18</u>	<u>5</u>	<u> </u>	<u> </u>
2. Pro Shop	<u>19</u>	<u>4</u>	<u> </u>	<u> </u>
C. OUTING ADMINISTRATION				
1. Pre-outing communications	<u>22</u>	<u>2</u>	<u> </u>	<u> </u>
2. Organization	<u>22</u>	<u>2</u>	<u> </u>	<u> </u>
3. Bag handling	<u>20</u>	<u>3</u>	<u> </u>	<u> </u>
4. Special Events	<u>19</u>	<u>3</u>	<u> </u>	<u> </u>
5. Post event scoring	<u>16</u>	<u>1</u>	<u>1</u>	<u> </u>
D. STAFF				
1. Appearance	<u>22</u>	<u>1</u>	<u> </u>	<u> </u>
2. Courteous	<u>22</u>	<u>1</u>	<u> </u>	<u> </u>
3. Helpful	<u>22</u>	<u>2</u>	<u> </u>	<u> </u>
E. FOOD/BEVERAGE				
1. On course beverage service	<u>19</u>	<u>4</u>	<u>1</u>	<u> </u>
2. Buffet	<u>14</u>	<u>2</u>	<u> </u>	<u> </u>
3. Service Staff	<u>20</u>	<u>2</u>	<u> </u>	<u> </u>

ADDITIONAL COMMENTS:

**It was a spectacular event! Jeff Hunt was amazing from our first meeting to the last minute of the outing and our guest had a fabulous time.
John Tedesco**

**Have scheduled event for 10-29-12
Frank Swierz - Fuel Oil Buyers**

**With with all the national + international events I have done, I must say
that this was outstanding in every way!!!!**

Awesome!!

**It was a pleasure to deal with you. Everything was excellent
Lordco**

**Excellent as usual - Thanks
Jeanne Cardona**

**Jeff Hunt was very accomodating with our group. We appreciate
the attention.
Susan DeRoos - Coca-Cola**

**We will be back in 2012. Our date will be 3/7/12.
Kim O'Dell**

**Thank you so very much for helping us organize the group at the last
minute. Everything was great**

**Thank you for your help with Telefonica! You guys were awesome.
Alexandra Pena**

**Thank you Steve 4 your staff. Everyone is always very helpful and
goes the extra mile to make it happen!
Deloitte**

**Always happy with our event here. The staff is excellent and always
makes my job easy, Thanks guys!
Securities traders of Florida**

**You can tell from the ratings that we were pleased. This is what
Keeps us coming back to MBGC year after year
JP Morgan**

**Jeff & Andy - we got many compliments on the service and staff -
thank you!
Shelby**

**MIAMI BEACH GOLF CLUB
2010**

TOURNAMENT COMMENT SHEET

	EXCELLENT	GOOD	FAIR	POOR
A. GOLF COURSE CONDITIONS				
1. Tees	<u>8</u>	<u>2</u>	<u> </u>	<u> </u>
2. Fairways	<u>8</u>	<u>2</u>	<u> </u>	<u> </u>
3. Traps	<u>8</u>	<u>2</u>	<u> </u>	<u> </u>
4. Greens	<u>8</u>	<u>2</u>	<u> </u>	<u> </u>
B. CLUBHOUSE				
1. Entrance	<u>6</u>	<u>2</u>	<u>1</u>	<u> </u>
2. Pro Shop	<u>6</u>	<u>2</u>	<u>1</u>	<u> </u>
C. OUTING ADMINISTRATION				
1. Pre-outing communications	<u>9</u>	<u> </u>	<u> </u>	<u> </u>
2. Organization	<u>8</u>	<u>1</u>	<u> </u>	<u> </u>
3. Bag handling	<u>8</u>	<u>1</u>	<u> </u>	<u> </u>
4. Special Events	<u>6</u>	<u> </u>	<u> </u>	<u> </u>
5. Post event scoring	<u>6</u>	<u> </u>	<u> </u>	<u> </u>
D. STAFF				
1. Appearance	<u>7</u>	<u>1</u>	<u> </u>	<u> </u>
2. Courteous	<u>7</u>	<u>1</u>	<u> </u>	<u> </u>
3. Helpful	<u>7</u>	<u>1</u>	<u> </u>	<u> </u>
E. FOOD/BEVERAGE				
1. On course beverage service	<u>8</u>	<u>1</u>	<u> </u>	<u> </u>
2. Buffet	<u>6</u>	<u>1</u>	<u> </u>	<u> </u>
3. Service Staff	<u>7</u>	<u>2</u>	<u> </u>	<u> </u>

ADDITIONAL COMMENTS:

**Jim, The food and unique assortment of items at MBGC is excellent.
Bravo!
Jim Sheridan**

**Steve, everyone thoroughly enjoyed your facility, staff and the course.
Thanks for everything!**

CompuCom

Andy, you and your team did great work. Especially the bag staff that managed the numerous pairings changes without a blink.

Steve, as always, thank you!

Joe Gill- The Golf Consultancy

Every time we return, we truly feel welcome by the staff, and from an event planning perspective you make my life easier by your thoroughness
JP Morgan

We will be back in two or three years since we rotate locations!

Staff and tournament great as always!

Tiger Direct



Miami Beach, Florida

December 18th through 23rd

2011
*THE SOUTH BEACH INTERNATIONAL AMATEUR
FINAL FACTS & FIGURES*

- * HIGHEST RANKED INAUGURAL AMATEUR GOLF TOURNAMENT IN HISTORY OF WORLD TOURNAMNENT RANKINGS (#41 WORLDWIDE)
- * #1 RANKED WORLDWIDE AMATEUR IN ITS DECEMBER TIME SLOT*
- * THIS YEAR'S EVENT WON BY THE #4 RANKED AMATEUR IN THE WORLD, CURRENT UNITED STATES AMATEUR CHAMPION KELLY KRAFT
- * TOTAL NUMBER OF CONTESTANTS IN THE STARTING FIELD COMPRISED OF 166 TOP AMATEURS
- * 28 "TOP 500" RANKED AMATEURS IN THE WORLD
- * 15 "TOP 500" PLAYERS FROM FRANCE ALONE
- * CONTESTANTS FROM 14 COUNTRIES REPRESENTED IN THE FIELD ALLONG WITH 30 STATES
- * 35 INTERNATIONAL PLAYERS
- * 143 PLAYERS FROM OUTSIDE A 100 MILE RADIUS OF MIAMI BEACH
- * OVER 700 ROOM NIGHTS
- * OVER 300 FAMILY MEMBERS, FRIENDS, COACHES AND CONTESTANTS ON MIAMI BEACH OVER 5 DAYS (\$259.95 PER DAY = \$389,925.00), BASED ON VISITOR SPENDING AVERAGE FIGURES FROM THE MIAMI BEACH CHAMBER OF COMMERCE

Information compiled by Professional Course Management and
Tournament Executive Director Jeff Hunt

Top amateur events

Jan. 11-14: South Atlantic Amateur (women), Ormond Beach, Fla.
Jan. 15-17: *Golfweek* Senior National Championship, Bradenton, Fla.
Jan. 18-21: Jones/Doherty Championship (women), Fort Lauderdale, Fla.
Feb. 2-5: Jones Cup, Sea Island, Ga.
March 15-18: Florida Azalea, Palatka, Fla.
March 29-April 1: Azalea Invitational, Charleston, S.C.
April 12-15: Terra Cotta Invitational, Naples, Fla.
April 18-19: McEvoy Trophy, Copt Heath, England
May 4-6: Lytham Trophy, Lytham St. Annes, England
June 7-10: Palmetto Amateur, Aiken, S.C.
June 8-10: St. Andrews Links Trophy, St. Andrews, Scotland
June 8-10: Curtis Cup (women), Nairn, Scotland
June 12-14: Women's Eastern Amateur, York (Pa.)
June 12-15: Southwestern Amateur, Marana, Ariz.
June 13-16: Monroe Invitational, Pittsford, N.Y.
June 13-16: Southeastern Amateur, Columbus, Ga.
June 13-16: Sunnehanna Amateur, Johnstown, Pa.

June 18-22: Western Junior Amateur, Golf, Fla.
June 18-23: U.S. Women's Amateur Public Links, Neshanic Valley, N.J.
June 18-23: British Amateur, Troon, Scotland
June 18-23: Women's Western Amateur, Monroe, Mich.
June 20-23: Northeast Amateur, Rumford, R.I.
June 20-23: Rice Planters Invitational, Mount Pleasant, S.C.
June 26-30: Ladies' British Amateur, Carnoustie, Scotland
June 27-30: Dogwood Invitational, Atlanta
June 28-30: Palmer Cup, Newcastle, Northern Ireland
June 29-July 2: North & South Amateur, Pinehurst, N.C.
July 3-6: Sahalee Players, Sammamish, Wash.
July 9-12: Trans-Miss Amateur, Edmond, Okla.
July 9-14: U.S. Amateur Publinks, Midway, Utah
July 9-14: Pacific Northwest Amateur, Walla Walla, Wash.
July 12-15: Eastern Amateur, Portsmouth, Va.
July 17-21: Women's North & South Amateur, Pinehurst, N.C.
July 18-21: Southern Amateur, Little Rock, Ark.
July 18-21: Porter Cup, Lewiston, N.Y.
July 24-27: Pacific Coast Amateur, Bandon, Ore.
July 24-27: Canadian Women's Amateur, Lethbridge, Alberta
July 30-Aug. 4: Western Am, Highland Park, Ill.

July 31-Aug. 3: Canadian Junior Boys, Bridgewater, Nova Scotia
July 31-Nov. 3: Canadian Junior Girls, Calgary, Alberta
Aug. 7-10: Canadian Men's Amateur, Cumberland, Ontario
Aug. 7-12: U.S. Women's Amateur, Cleveland
Aug. 8-10: British Senior Amateur, Machynys, Wales
Aug. 8-11: European Am, Maynooth, Ireland
Aug. 14-19: U.S. Amateur, Cherry Hills, Colo.
Aug. TBD: Cardinal Amateur, Greensboro, N.C.
Aug. 31-Sept. 3: State Fair, Sacramento, Calif.
Sept. 4-7: Canadian Men's Mid-Amateur, Vancouver, British Columbia
Sept. 9-13: U.S. Mid-Amateur, Lake Forest, Ill.
Sept. 9-13: USGA Senior Women's Amateur, Hershey, Pa.
Sept. 19-21: USGA Men's State Team, Galloway, N.J.
Sept. 26-29: Women's World Amateur Team, Antalya, Turkey
Sept. 30-Oct. 4: USGA Senior Amateur, West Caldwell, N.J.
Oct. 4-7: World Amateur Team, Antalya, Turkey
Oct. 7-11: U.S. Women's Mid-Amateur, San Antonio
Nov. 1-4: Asian Amateur, Thailand
Dec. TBD: Dixie Amateur, Coral Springs, Fla.
Dec. TBD: South Beach International Amateur, Miami Beach, Fla.
Dec. 30-Jan. 2: Dixie Women's Amateur, Coral Springs, Fla.

Top college events

May 8-11: NCAA Division III Championship (women), Angola, Ind.
May 10-12: NCAA Division I Regionals (women), State College, Pa.; Columbus, Ohio; Erie, Colo.
May 10-13: PGA Minority Championship (men and women), Port St. Lucie, Fla.
May 14-17: NJCAA Championship (women), Daytona Beach, Fla.
May 14-18: NJCAA Division I Championship (men), Odessa, Texas
May 16-19: NCAA Division II Championship (men), Simpsonville, Ky.
May 16-19: NCAA Division II Championship (women), Louisville, Ky.
May 17-19: NCAA Division I Regionals (men), Greensboro, N.C.; Athens, Ga.; Ann Arbor,

Mich.; Bowling Green, Ky.; Norman, Okla.; Stanford, Calif.
May 22-25: NCAA Division I Championship (women), Franklin, Tenn.
May 22-25: NAIA Championship (men), Salem, Ore.
May 22-25: NJCAA Division II Championship (men), Plymouth, Ind.
May 30-June 3: NCAA Division I Championship (men), Pacific Palisades, Calif.
Sept. 9-11: *Golfweek* Program Challenge (men and women), Myrtle Beach, S.C.
Sept. 16-18: *Golfweek* Men's Conference Challenge, Burlington, Iowa
Sept. 24-26: *Golfweek* Women's Conference Challenge, Vail, Colo.
Oct. 14-16: *Golfweek* Division III Fall Invitational (men and women), Sandestin, Fla.

Top junior events

Jan. 13-16: AJGA Annika Invitational, Reunion, Fla.
Feb. 17-20: AJGA HP Boys Championship at Carlton Woods, The Woodlands, Texas
April 20-22: Junior Invitational, Graniteville, S.C.
May 25-28: AJGA Thunderbird International Junior, Scottsdale, Ariz.
May 26-28: IJGT Bridgestone Golf Tournament of Champions, Orlando, Fla.
June 12-15: AJGA FJ Invitational, Greensboro, N.C.
June 12-15: AJGA Rolex Girls Junior Championship, Bradenton, Fla.
June 13-15: Southern Junior, Pinehurst, N.C.
June 26-29: AJGA Rolex Tournament of Champions, Alpharetta, Ga.
July 10-14: European Boys, Sweden
July 16-21: U.S. Girls' Junior, Daly City, Calif.
July 16-21: U.S. Junior Amateur, Stratham, N.H.
July 23-26: AJGA Wyndham Cup, site TBD
July 31-Aug. 3: PGA Junior, Fort Wayne, Ind.
Aug. 13-17: Girls' British Amateur, Tenby, Wales
Aug. 14-19: British Boys, Hollinwell, England
Aug. 31-Sept. 3: AJGA Junior Players, Ponte Vedra Beach, Fla.
Oct. 5-8: AJGA Ping Invitational, Stillwater, Okla.
Oct. 5-8: AJGA Junior All-Star Championship, site TBD
Nov. 17-23: AJGA Polo Junior Classic, Palm Beach Gardens, Fla.
Dec. 27-30: Junior Orange Bowl, Coral Gables, Fla.

SCOREBOARD

Oosthuizen opens year with repeat

East London, South Africa

In the first event of the 2012 Race to Dubai, Louis Oosthuizen showed no rust.

Oosthuizen defended his Africa Open title Jan. 8, winning by two strokes with a 27-under 265 performance, including a second-round 11-under 62 at East London Golf Club. In 2011, Oosthuizen won a three-way playoff at 16 under.

This year, Oosthuizen held off fellow South Africans Tjaart van der Walt, Retief Goosen and Jaco Van Zyl, who finished second to fourth. Scotland's Alastair Forsyth prevented an all-top 5 finish by South Africans.

"It was a real dogfight for most of the day," said Oosthuizen, who won for the fourth time on the European Tour. "I remember watching Tjaart when I was an

amateur, and it was just great seeing him play to his potential today."

Van der Walt, a 54-hole co-leader with Oosthuizen, still is seeking his first victory in his 15-year career. Goosen, who hit the first shot to open the 2012 season, was searching for his first European Tour victory since the 2007 Qatar Masters.

Oosthuizen joined Ernie Els (2002-03-04 Heineken Classic), Trevor Immelman (2003-04 South African Open) and Charl Schwartzel (2010-11 Joburg Open) as South African players to make a successful defense of a European Tour title.

Short shots: Richard Sterne, who has played only 10 events since the 2009 season because of a back injury, finished sixth at 20 under par. . . England's Paul Casey will miss two months after

dislocating his right shoulder while snowboarding in Colorado. He will not defend his Volvo Golf Champions title in South Africa and also will miss the European Tour's entire Middle East Swing, including the Abu Dhabi Golf Championship, which he has won twice in the past five years. "I am very frustrated as I was really looking forward to getting off to a fast start in 2012," said Casey, who lost his PGA Tour card after finishing 136th in earnings. . . . John Peterson, the 2011 NCAA champion from LSU, missed the cut. . . . The Africa Open has renewed its contract with East London for the next five years.

On the tee: Volvo Golf Champions, Jan. 19-22, The Links at Fancourt, George, South Africa. 2011 champion: Paul Casey.

- Staff and wire reports

PGA Tour of Australasia

Victorian Open
Spring Valley GC, Melbourne, Australia
Par 71, Jan. 5-8

1. Scott Arnold	71-66-67-68-272
2. Kurt Barnes	71-68-68-66-273
3. Michael Hendry	65-66-73-73-277
4. Matthew Ballard	72-67-68-72-279
4. Peter Leonard	70-74-69-67-279
4. Leigh McKechnie	69-71-73-66-279
4. Nick Cullen	73-69-71-66-279
8. Daniel Popovic	69-73-70-68-280
9. Craig Parry	66-75-69-71-281
9. Quinton Howe	72-73-67-69-281
11. Rika Batibasaga	68-73-70-71-282
11. Aaron Pike	71-70-71-70-282
11. Paul Donahoe	72-71-69-70-282
11. Peter Wilson	72-72-67-67-282
11. Matthew Griffin	72-71-73-66-282
11. a-Daniel Bringolf	72-73-69-68-282
11. Aaron Townsend	75-66-71-70-282
18. Michael Long	73-72-69-69-283
18. Doug Holloway	75-69-69-70-283
20. Steve Jeffress	72-69-70-73-284
20. Heath Reed	73-71-68-72-284
20. Chris Gaunt	75-71-71-67-284
23. Alistair Presnell	72-69-70-74-285
23. Anthony Summers	73-70-68-74-285
23. Andrew Tschudin	71-73-68-73-285
23. Grant Scott	72-71-73-69-285
23. Terry Pilikadaris	74-68-73-70-285
23. Craig Scott	71-72-75-67-285
23. Brad Andrews	71-71-73-70-285
30. Mitch Kryvalyaz	72-74-69-71-286
30. Adam Groom	72-72-75-67-286
30. a-Ben Clementson	73-70-71-72-286
33. Glenn Joyner	75-69-72-71-287
34. Luke Hickmott	72-72-72-72-288
34. a-Ryan McCarthy	77-68-72-71-288
34. Max McCardle	69-73-73-73-288
34. Daniel Beckmann	75-70-73-70-288
38. Jason Norris	70-76-72-71-289
38. Anthony Brown	74-70-73-72-289
40. Marcus Both	73-72-73-72-290
40. Mitchell Brown	75-69-75-71-290
42. Tony McNaughton	69-76-74-72-291
42. Ryan Haller	73-73-74-71-291
42. James McLean	73-73-74-71-291
45. Jeremy Loomes	69-77-71-69-292
45. Adam Porter	72-71-72-71-292
47. Christopher R. Mueck	71-75-71-76-293
47. Paul Hayden	70-73-73-72-293
49. Andrew Kelly	73-72-78-72-295
50. Daniel Fox	73-72-71-74-296
50. Ben Wharton	75-70-79-72-296

52. Tim Hart	69-76-81-71-297
52. Luke Henwood	75-70-75-77-297
54. Deyen Lawson	71-75-76-78-300

Note: earnings unavailable; a-amateur

Amateurs Dixie Amateur

Heron Bay GC, Coral Springs, Fla.
Par 72, Dec. 19-22

1. Curtis Thompson	69-69-69-67-274
2. Daniel Berger	71-71-66-68-276
3. Motin Yeung	68-71-69-70-278
4. Ben Taylor	71-70-69-69-279
5. Tom Lovelady	68-71-71-71-281
6. Jeff Wibawa	75-68-70-69-282
7. Ben Lasso	74-73-68-68-283
7. Hunter Sparks	70-73-69-71-283
7. Toni Hakula	72-71-73-67-283
7. Tyler Gentilella	71-73-69-70-283
11. Derek Ernst	67-72-72-73-284
11. Michael Slaven	73-71-73-67-284
11. Tyler Gann	69-71-73-71-284
14. Brett Patterson	73-72-69-71-285
14. Joseph Harrison	73-73-73-69-285
14. Mike Miller	71-71-71-71-285
14. Wesley Graham	69-70-69-77-285
18. Alberto Sanchez	70-71-73-72-286
18. Brad Miller	74-70-70-72-286
18. Christopher Forbes	72-73-73-68-286

18. Sam Love	72-73-69-72-286
18. Sam Smith	72-70-70-74-286
18. Sean Smothers	75-71-71-69-286
24. Charlie Bull	72-71-76-68-287
24. Maxime Blandin	72-70-72-73-287
24. Sam Smith	71-69-78-69-287
24. Spencer Ciesla	75-68-73-71-287
24. Trey Sullivan	69-71-71-76-287
24. Tyler Light	76-71-71-69-287
30. Brandon Willide	75-68-74-71-288
30. Mike Genovese	71-70-75-72-288
30. Pete Kelleman	70-76-71-71-288
30. Zhong Yang Fu	71-72-75-70-288

South Beach International Amateur

Normandy Shores GC (Par 70),
Miami Beach GC (Par 71), Miami Beach, Fla.
Dec. 20-23

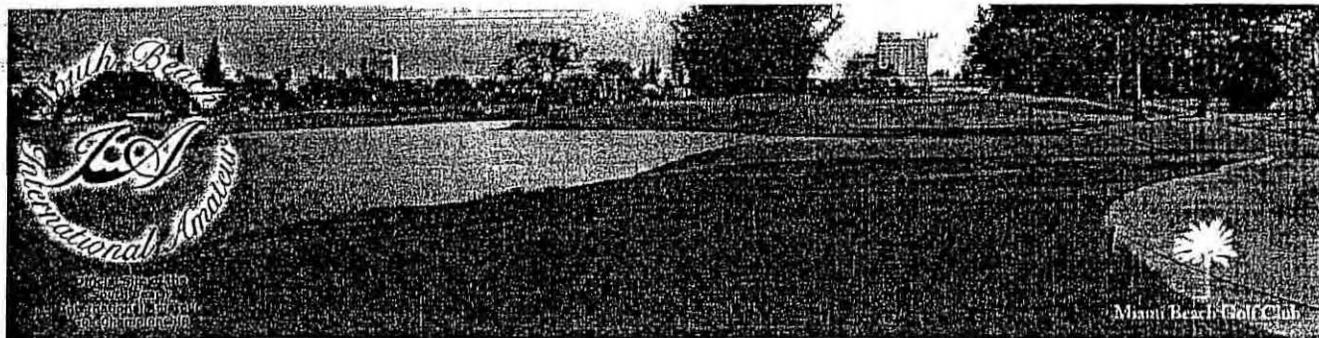
1. Kelly Kraft	66-72-69-72-279
2. Clement Sordet	71-71-68-70-280
2. Kenny Subregis	68-72-70-70-280
4. Will Collins	70-71-70-70-281
5. Gary Stal	69-70-69-74-282
6. Andrew Lister	71-72-70-70-283
7. Kristian Caparros	73-70-73-68-284
7. Charlie Danielson	71-70-72-71-284
7. Jonathan Fly	71-76-68-69-284
10. Antoine Schwartz	71-74-72-68-285
11. Alex Edlort	78-69-71-68-286

11. Charlie Harrison	76-69-70-71-286
11. Marcus Segerstrom	72-71-71-72-286
14. Case Cochran	72-74-71-70-287
14. Franck Daux	71-75-72-69-287
14. Edouard Espana	72-73-72-76-287
14. Olivier Rozner	65-77-75-70-287
18. Kyle English	71-77-71-70-289
18. Richard Lamb	69-74-78-68-289
18. Alex Moon	69-73-75-72-289
21. Ryan Abbate	72-72-74-72-290
21. Patrick Christovich	66-75-75-74-290
21. Louis Cohen-Boyer	71-73-73-73-290
21. David Lawrence	74-70-70-76-290
25. Juan Carlos Benitez	74-74-73-70-291
25. Colin Brennan	74-70-73-74-291
25. Finley Ewing IV	77-71-71-72-291
25. Tanner Kesterson	70-72-73-76-291
25. Daniel Stapff	70-72-74-75-291

Dixie Women's Amateur

Heron Bay GC, Coral Springs, Fla.
Par 72, Dec. 30-Jan. 2

1. Paula Reto	69-67-70-69-275
2. Mariya Jutanugarn	68-75-69-68-280
3. Jaye Marie Green	71-74-67-69-281
4. Holly Clyburn	72-73-71-70-286
5. Madison Opfer	72-72-72-72-288
5. Madison Pressel	74-71-77-66-288
7. Demi Runas	73-73-71-72-289
7. Gabby Lopez	76-72-73-68-289
7. Kailey Walsh	76-70-69-74-289
10. Alexandra Bonetti	74-71-71-74-290
10. Ashleigh Albrecht	75-70-74-71-290
10. Nicole Quinn	71-72-76-71-290
10. Samantha Marks	75-74-71-70-290
14. Ariya Jutanugarn	72-67-77-75-291
14. Shannon Aubert	74-70-73-74-291
16. Annie Park	74-74-69-75-292
16. Carly Goldstein	72-74-73-73-292
16. Isabelle Boineau	76-73-72-71-292
19. Haley Wilson	72-72-74-75-293
19. Kristine Odaljar	76-69-72-76-293
21. Brooke Baker	72-73-78-71-294
21. Claudia De Antonio	72-72-76-74-294
21. Kallista Price	72-75-74-73-294
21. Kyle Roig	73-74-74-73-294
25. Shelly Coyle	77-71-75-73-296
26. Louise Gateau-Chevillon	78-73-73-73-297
26. Regina Plascencia	77-72-73-75-297
28. Daniela Lendi	77-72-74-76-299
28. Katie Mitchell	72-76-76-75-299
28. Rachel Drummond	70-78-77-74-299
31. Alexandra Papell	76-73-74-77-300
31. Lisbeth Brooks	71-76-76-77-300
31. Nora Lucas	80-77-72-71-300



- [Home](#)
- [Welcome Message](#)
- [Committee](#)
- [Conditions](#)
- [Contacts](#)
- [Contestants](#)
- [Courses](#)
- [Entry](#)
- [Exemptions](#)
- [Miami Beach](#)
- [Partners](#)
- [Results](#)
- [Schedule](#)
- [Sponsors](#)
- [Tee Times](#)
- [Travel](#)

Scratch Players

MIAMI BEACH



THE SOUTH BEACH INTERNATIONAL AMATEUR



2011 CHAMPION KELLY KRAFT, Denton TX



PRESS »

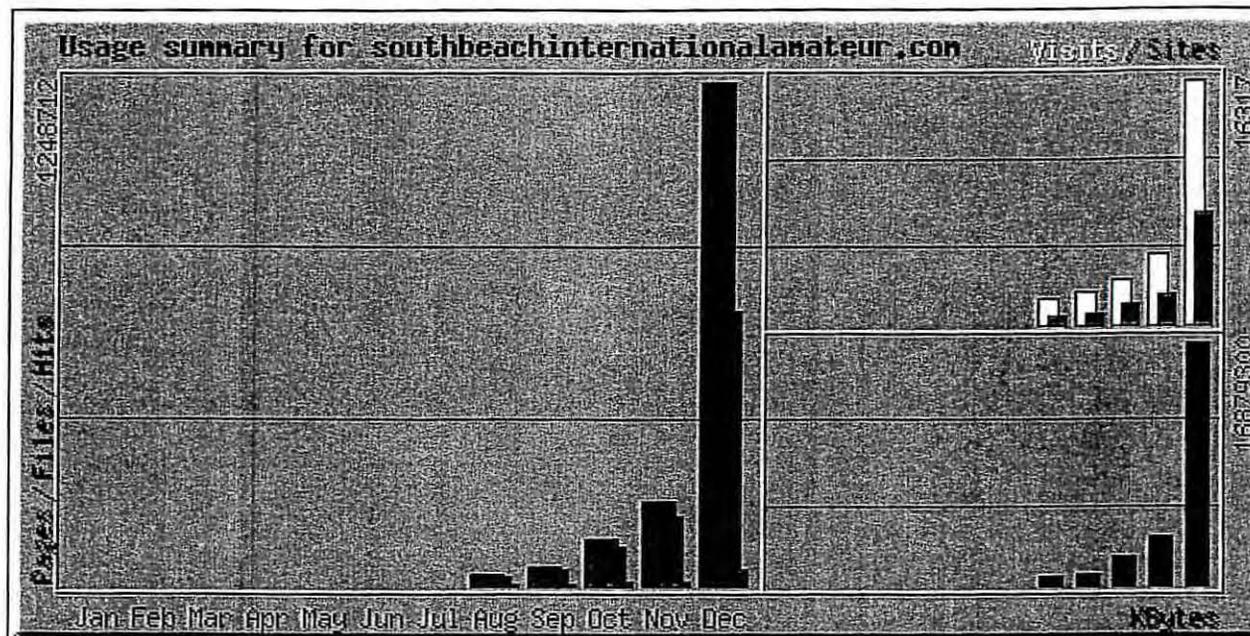
SCOREBOARD

Normandy Shores Golf Club: Par 70 - Miami Beach Golf Club: Par 71 | [VIEW TEE TIMES - RD1 - RD2 - RD3 - RD4](#)

Last Name	First Name	Hometown	RD1	RD2	RD3	RD4	TOTAL
Kraft	Kelly	Denton - TX	66 (-4)	72	69	72	279 (-4)
Sordet	Clement	Charbonniers - FRA	71 (+1)	71	68	70	280 (-3)
Subregis	Kenny	Vieux - Boucau - FRA	68 (-2)	72	70	70	280 (-3)
Collins	Will	Salisbury - NC	70 (0)	71	70	70	281 (-2)
Stal	Gary	Villette D'Anthon - FRA	69 (-1)	70	69	74	282 (-1)
Lister	Andrew	San Diego - CA	71 (+1)	72	70	70	283 (E)
Caparros	Kristian	Miami Lakes FL	73 (+2)	70	73	68	284 (+1)
Danielson	Charlie	Osceola - WI	71 (+1)	70	72	71	284 (+1)
Fly	Jonathan	Memphis - TN	71 (+1)	76	68	69	284 (+1)
Schwartz	Antoine	Suresnes - FRA	71 (+1)	74	72	68	285 (+2)
Edfort	Alex	Somerset - NJ	78 (+7)	69	71	68	286 (+3)
Harrison	Charlie	Augusta - GA	76 (+5)	69	70	71	286 (+3)
Segerstrom	Marcus	Stockholm - SWE	72 (+2)	71	71	72	286 (+3)
Cochran	Case	Paducah - KY	72 (+2)	74	71	70	287 (+4)
Daux	Franck	Achetes La Foret - FRA	71 (+1)	75	72	69	287 (+4)
Espana	Edouard	Bordeaux - FRA	72 (+2)	73	72	70	287 (+4)
Rozner	Olivier	Paris - FRA	65 (-5)	77	75	70	287 (+4)
English	Kyle	Bloomington - IL	71 (0)	77	71	70	289 (+6)
Lamb	Richard	South Bend - IN	69 (-1)	74	78	68	289 (+6)
Moon	Alex	Dallas - TX	69 (-1)	73	75	72	289 (+6)

Usage Statistics for southbeachinternationalamateur.com

Summary Period: Last 12 Months
Generated 26-Dec-2011 07:27 EST



Summary by Month										
Month	Daily Avg				Monthly Totals					
	Pages	Files	Hits	Visits	Pages	Files	Hits	Visits	Pages	Files
Dec 2011	48027	26224	1616	627	7519	16879300	16317	42017	681836	1248712
Nov 2011	6873	5583	403	159	2074	3443250	4774	12099	167517	206203
Oct 2011	3579	3015	224	101	1444	1945018	3143	6944	93476	110967
Sep 2011	1607	1308	136	75	742	820592	2272	4097	39268	48224
Aug 2011	1045	781	107	63	543	688950	1768	3002	21883	29272
Totals						73777110	28274	68159	1003980	1643378

- [Tee Times](#)
- [For Your Game](#)
- [For Her](#)
- [Events](#)
 - [Amateur Tour](#)
 - [Junior Tour](#)
 - [Amateur Events](#)
 - [Collegiate Events](#)
 - [Golfweek's Golfest](#)

Get your news in your inbox today: [Sign-up for our e-newsletters](#)



Search



[2012 in preview: PGA Tour](#)

[2012 in preview: 12 N'wide](#)

[2012 in preview: College golf](#)

[2011 in review: Golfweek's](#)

[My year in golf: Alex Mice](#)

Kraft wins inaugural South Beach International Am



Photo by [USGA](#)

Kelly Kraft during the Round of 32 at the U.S. Amateur.



Scores

- By [Sean Martin](#)
- December 23, 2011 5:28 p.m.
- [South Beach International Amateur \(Final\)](#)
- [Follow Me: Twitter @GolfweekSivMartin](#)

Kelly Kraft won the inaugural South Beach International Amateur on Friday for his fourth amateur victory of 2011, including the U.S. Amateur. Kraft (72) finished at 4-under 279 to finish one shot ahead of two Frenchmen, Clement Sordet (70) and Kenny Subregis (70).

Kraft, who entered the event at No. 8 in the R&A World Amateur Golf Ranking, also won this year's Trans-Miss Amateur and Texas Amateur. He has said he intends to turn pro after competing in the 2012 Masters.

Kraft shot 66-72-69-72. He started the final round with a one-shot lead over France's Gary Stal (74), who finished fifth at 282. He was one of three Frenchmen in the top five. Will Collins (70) of Salisbury, N.C., finished fourth at 281.

The first two rounds were split between Normandy Shores Golf Club and Miami Beach Golf Club. The final two rounds were held at Miami Beach.

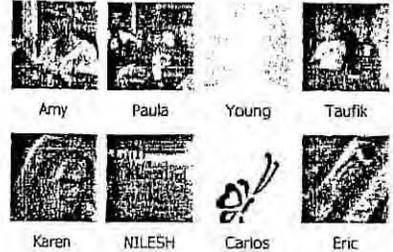
Kraft's victory also gives the inaugural South Beach event a strong first champion. The South Beach and longer-running Dixie Amateur are both held in South Florida and have overlapping dates. The Dixie was won on Thursday by Curtis Thompson, the older brother of LPGA winner Lexi Thompson.

Share »

Like 3 Tweet < 9
0 Print Email

Golfweek on Facebook
Like

5,072 people like **Golfweek**.



Facebook social plugin

More like this story



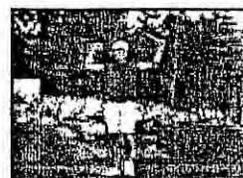
[Runs in the family](#)



[Top 10 men's amateur](#)



[2011 in review: Top 10](#)



[2012 in preview: 10](#)



Add a comment...

Post to Facebook

Posting as Jeff Hunt (Not you?)

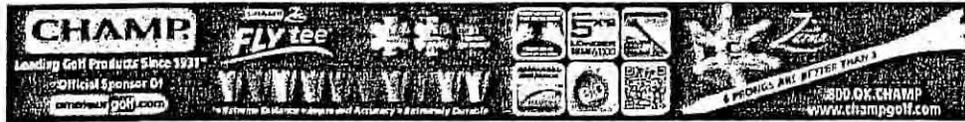


Jean-henri Bernard

Bravo à Kenny SUBREGIS, qui s'entraîne au golf de Moliets, pour sa 2e place.

Reply · Like · Follow Post · December 24, 2011 at 7:11am

Facebook social plugin



Are you a member?
[Login / Info / Join Now!]

[HOME](#) | [MEMBERSHIP](#) | [TOURNAMENTS](#) | [PLAYERS](#) | [RANKINGS](#) | [COURSES](#) | [EQUIPMENT](#) | [BLOGS](#) | [VIDEO](#) | [STORE](#) | [ABOUT US](#)

TOURNAMENT NEWS

Kelly Kraft Wins South Beach International Amateur

[Email](#) [Print](#) [Share This](#)

amateurgolf.com Staff [view all articles from this source](#)
published 23 Dec 2011

see also: [South Beach International Amateur](#) and [Kelly Kraft's rankings profile](#)



Kelly Kraft

It didn't quite go as planned for US Amateur Champ Kelly Kraft in the final round of the SBIA. I guess that is what makes the best golfers in the world just that. When it was all said and done, though, Kraft won his fourth amateur event of the year by shooting a final round 72 (+1), 279 overall, to out-do the strongest inaugural scratch ranked field by a one shot.

Kraft was in the final pairing with two of France's finest young amateurs. Clement Sordet, who plays his college golf at Texas Tech, and the top ranked French amateur Gary Stal traded haymakers with Kraft for most of the day.

Kraft made birdie on two to stretch the lead to two but after a double bogey on the par 5, 10th, the outcome was in question. Sordet birdied 10 and was able to pick up three shots on the leader after picking one up on the 9th.

Sordet wasn't done. He birdied 11 and 12 as well enabling him to pick up six shots on Kraft in just four holes. He gave one back at 14, making bogey on the Par 3, and it was all tied up heading to the 15th tee.

Kraft went for the par 5, 15th. In two, and after he hit his second shot well right, almost OB, Sordet hammered a 3-wood into the front of the green. Kraft's ball was nestled in the midst of some trees and was forced to hit a tricky shot to a flag he could barely see. After spending a good deal of time negotiating his backswing, the US Am champ floated one out of the rubbish into the center of the green.

Although Sordet two putted for birdie and claimed the lead once again, Kraft made a great par. He found himself in a familiar position as he was in the US Am, trailing by a shot with just a few holes remaining.

It didn't take long for his experience to prevail. Kraft birdied 16 while Sordet made a rare mistake, bogeying the short Par 4 after being in perfect position off the tee just 60 yards from the green and three putting from the back of the 16th green.

Kraft made par on 17 and, after Sordet left his decisive effort short, the champ found himself on the 18th green with two putts to win.

He nearly buried his first putt, tapped in, and claimed his fourth trophy of 2011.

AMATEURGOLF.COM NOTE:

While some questioned the ability of the South Beach International to go up against the longer-established Dixie Amateur in the same timeframe - without hurting either field - the demand for competitive winter golf has won out, as both events thrived.

To view results, [click here](#).



Add a comment...

Post to Facebook

Posting as Jeff Hunt (Not you?)

Facebook social plugin

[Email](#) [Print](#) [Share This](#)

Most Popular Articles

- ▶ 1. [CURTIS THOMPSON WINS DIXIE AMATEUR...](#)
- ▶ 2. [JEFFREY HAMM WINS CHRISTMAS CLASSI...](#)
- ▶ 3. [LOGAN WINS AGC TOUR CHAMPIONSHIP...](#)
- ▶ 4. [HAAG, MILLER, BEAVER NAMED AMATEUR...](#)
- ▶ 5. [DONALD ROSS JUNIOR: JOSHUA MARTIN ...](#)
- ▶ 6. [SF MAYOR VETOES SHARP PARK ORDINAN...](#)
- ▶ 7. [KELLY KRAFT WINS SOUTH BEACH INTER...](#)
- ▶ 8. [PEBBLE BEACH CADDIE CASEY BOYNS A ...](#)
- ▶ 9. [LAMKIN INTRODUCES REVOLUTIONARY WE...](#)
- ▶ 10. [PRE-ROUND TOURNAMENT PREPARATION...](#)

Regional News [View all](#)

- ▶ Southwest [PATRIOT ALL-AMERICA: CORY WHITSETT...](#)
- ▶ Southeast [DONALD ROSS JUNIOR: JOSHUA MARTIN R...](#)
- ▶ Florida [CURTIS THOMPSON WINS DIXIE AMATEUR...](#)
- ▶ Northern California [SF MAYOR VETOES SHARP PARK ORDINAN...](#)
- ▶ Northern California [HAAG, MILLER, BEAVER NAMED AMATEUR...](#)
- ▶ Northern California [NCGA TAKES 2011 BEAVER CUP...](#)



HOT STIX GOLF

The Perfect Golf Swing?
New "Stacked" Swing by Top 20 Coach
Adds Up to 30 Yards. Free HD Video!
[PerfectConnectionGolfSwing.com](#)

South Florida Golf Shop
Look No Further For Golf Apparel And
Equipment. Call Our Store.
[www.PalmBeachGolfCenter.com](#)

PGA TOUR Golf Schools
Ready to Elevate your Golf Game? \$200
off 3 or 5 Day golf Schools
[www.TourAcademy.com](#)

AdChoices ▶

South Beach Amateur: Kraft displays true grit in victory

The final round of the South Beach International Amateur didn't go as planned for Kelly Kraft, but the U.S. Amateur champion ended up with a victory nonetheless.

Kraft won his fourth amateur event of the year by shooting a final round of 1-over-par 72 (en route to a 279 overall) to out-do the strongest inaugural scratch ranked field by a one shot.

The event was played Dec. 21-23. The first two rounds were played at Normandy Shores GC (par 70) and Miami Beach GC (par 71). The final two rounds were played at Miami Beach.

Kraft, of Denton, Texas, was in the final pairing with two of France's finest young amateurs.

Clement Sordet, who plays at Texas Tech, and top-ranked French amateur Gary Stal traded haymakers with Kraft

most of the day.

Kraft made birdie on No. 2 to stretch the lead to two shots but a double bogey on the Par 5 10th put the outcome in question. Sordet birdied 10 and was able to pick up three shots on the leader after picking one up on No. 9.

And Sordet wasn't done. He birdied 11 and 12 as well, enabling him to pick up six shots on Kraft in just four holes. He gave one back at 14, making bogey on the Par 3, and it was all tied heading to the 15th tee.

Kraft, trying to reach the green of the Par 5 in two, hit his second shot well right, almost out of bounds.

Sordet hammered a 3-wood into the front of the green. Kraft's ball was nestled among some trees and he was forced to hit a tricky shot to a flag he could barely see.

After spending a good deal of time negotiating his backswing, Kraft showed the

clutch play of a champion by floating one out of the rubbish into the center of the green.

Although Sordet two putted for birdie and claimed the lead once again, Kraft had minimized the damage by making a great par.

He also had put himself in a familiar position: In the U.S. Amateur, he was trailing by a shot with just a few holes remaining to be played.

A cool Kraft birdied 16 while Sordet made a rare mistake, bogeying the short Par 4 after being in perfect position off the tee, just 60 yards from the green. He three-putted from the back of the green.

Kraft made par on 17 and, after Sordet left his decisive effort short, the champ found himself on the 18th green with two putts to win.

He nearly dropped in the first putt,

then tapped in to claim his fourth trophy of 2011.

Notebook

► Kristian Caparros, the 15-year-old from Miami Lakes, tied for low round on Sunday. His 68 was matched by Alex Edfort, Richard Lamb and Antoine Schwartz. Caparros (73-70-73-68-284) finished T6 and certainly will merit attention as his career unfolds.

► France's Kenny Subregis, in the group ahead of Kraft, was tied with two holes to play but bogeyed 17 to finish T2 with Sordet.

► The South Beach International Amateur offered exemptions for next year's event to all players who made the cut.

- Information compiled from news releases and Web sites.

Von Hoffman enjoys his return

Palm Beach Notes from page 10

\$28,574.06. He was followed by Jimmy Lytle, Ocean Ridge, \$22,363.24, and Tim Turpen, West Palm Beach, \$22,267.84.

The MLGT played 132 tournaments last year, returning \$791,756 in prize money.

The MLGT has staged 833 events since 2004 and returns in 2012 as the Golfslinger.com Tour.

\$18 million clubhouse

Addison Reserve west of Delray Beach completed an \$18 million clubhouse and golf course renovation in time for the "season." Included were marble floors, wood-beamed ceilings and five new restaurants.

Von Hoffman wins in return

Where are they now? David Von Hoffman, former head professional at Frenchman's Creek GC in Palm Beach Gardens and at Woodfield CC in Boca Raton, has resurfaced in Newburgh, Ind., near Evansville, where he is the head professional at Victoria National GC.

Although the club is open the year-round, Von Hoffman was able to get away one week in December and play in the last two PGA Tournament Series events at the PGA GC in Port St. Lucie.

He shook the rust quickly as he shot 79-70-149 on the Wanamaker course, missing the money list by a stroke, then had 71-67-138 to finish second in the finale on the Ryder.

In 2004, Von Hoffman won the South Florida PGA's Southeast PGA Classic on the Ryder, still called the North course at the time, at 9-under-par 135. Von Hoffman had been working in Austin, Texas, between leaving Florida and arriving in Indiana.

Larry Bush has covered South Florida golf for six decades. If you have an item for the Palm Beach notebook, write to him at larrybush@aol.com.

SENIOR AMATEUR TOUR OF WEST PALM BEACH SEASON OPENS MARCH 10, 2012

- 14 Exciting Tour Stop Locations
- Many Prestigious Private Clubs
- Open to All Skill Levels (Men & Women) 50 Years or Older
- Stroke Play
- Four Flights
- Members Can Play in 13 Market Areas Throughout the Country
- Membership Includes Great Welcome Package
- Each Event Includes Carts, Green Fees, Range Balls & Prizes
- Practice Rounds Available at Registered Tour Locations

For more information visit
www.senioramateurgolf.net

To navigate the site: Select A Tour/
Scroll down to West Palm Beach Or
Contact Ted Newhook
561-758-9564 or e-mail westpalmbeach@amateurgolf.net



**SENIOR
AMATEUR
TOUR**

561-283-7729

- Atlantis Country Club
- Broken Sound Club
- Bear Lakes Country Club
- Hobe Sound Golf Club
- Breakers West Country Club

(See Website for Complete List & Tee Times)

Where Players Are Treated Like Pros!

South Florida's leader in golf talk radio!





GOLF EXCHANGE

presented by
The Honda Classic



SUNDAYS, 8-10AM • hosted by **RUSS EVANS**



DON'T MISS THE DISCOVER TURFBOY BOWL HALFTIME SHOW

SERVICES | SUBSCRIPTIONS | DIGITAL NEWSPAPER | PLACE AN AD | MIAMI.COM | MOMSMIAMI.COM | ELNUEVOHEI

As they grow

FLORIDA PREPAID COLLEGE PLAN

Star \$50 a

The Miami Herald > Sports > Golf

Golf

Monday, 01.02.12 Welcome Guest Login Register

HOME | NEWS | SPORTS | ENTERTAINMENT | BUSINESS | LIVING | OPINION | JOBS | CARS | REAL

Dolphins | Heat | Marlins | Panthers | UM | FIU | UF | FSU | College | High School | Autos | Fightin

Posted on Saturday, 12.24.11

A A email print comment reprint

ROUNDUP

Kraft rallies, wins South Beach event

FROM MIAMI HERALD STAFF REPORTS

There weren't too many smiles by Kelly Kraft on Friday as he was busy grinding his way over the testy Miami Beach Golf Club course.

However, in the end, there was a huge smile.

Kraft, who seemed to use his determination as much as his well-documented shot-making ability, led early, fell behind and then came back in the final three holes, allowing him to finally flash a grin of both victory and relief.

With the triumph in the South Beach International Amateur, Kraft moved up to No. 4 in the world amateur rankings. He shot a final-round of 1-over-par 72 for a four-round total of 279, edging France's Clement Sordet, who had a 70 and finished at 280 along with fellow Frenchman Kenny Subregis (70-280).

The South Beach tournament is in its inaugural year, and that made it somewhat special for Kraft.

"This was good," he said. "I've never been a part of a first-year tournament. It's pretty cool to be the first name on that trophy. I'll come back when I'm older and see what other names get on there."

The future for Kraft looks bright. It's not easy for a golfer to step out of college and have automatic invitations to play in the Masters, the U.S. Open and the British Open the next year. That's what his U.S. Amateur victory in August netted Kraft.

Kraft, 22, said his plans are to play in the Masters and then turn pro. He attended Southern Methodist University and majored in sociology, but didn't get his degree. He readily admits his mom wants him to go back and get it at some point.

Kraft was seemingly cruising early Friday, but a double-bogey on 10 led to Sordet getting back into contention, picking up six shots on Kraft in four holes.

Going to the 16th tee, Kraft trailed Sordet by a stroke on the short par-4. Kraft, knowing he needed a birdie as time was running out, used driver and Sordet went to a safer 3-wood. Kraft put himself in a difficult position for his second shot.

"The angle I had wasn't good," Kraft said. "I didn't realize the pin was so close to the left side and so much in front of the green. Plus I had to clear a bunker and stop it right away. There was no room to work with. I had to hit a little spinner in there to get it to stop quickly. It was not an easy shot."

But it was a good one. Kraft checked the ball up six feet from the pin and made the putt for birdie. "That was a good putt to make," he said. "I wouldn't have been too happy if I missed that one."

Certainly Sordet wasn't too happy as he missed an even shorter putt to make bogey. Kraft was back in the lead and two pars on the final two holes allowed him to walk away victorious.

"I hit a lot of wayward shots today," Kraft admitted. "It was a grind and scramble all day, but it turned out well."

Bill Van Smith

DORAL JR. CLASSIC

Young amateur golfers from more than 42-nations and 38 states teed off at the 2011 Doral Publix Jr. Classic in the Doral Golf Resort & Spa tournament for the final round.

For the girls' 16-18 division, the 2011 first-place winner was Matilda Castren (212) from Kauniainen, Finland. She had five birdies on the final day.

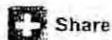
"I am so happy," said the 16-year-old. "Before the round began, I was pretty sure I would win."

Full Story 1 | 2 | Next »

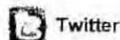


email

print



Share



Twitter

Join the discussion

The Miami Herald is pleased to provide this opportunity to share information, experiences and observations about what's in the news. Some of the comments may be reprinted elsewhere in the site or in the newspaper. We encourage lively, open debate on the issues of the day, and ask that you refrain from profanity, hate speech, personal comments and remarks that are off point. Thank you for taking the time to offer your thoughts.

We have introduced a new commenting system called Disqus for our articles. This allows readers the option of signing in using their Facebook, Twitter, Disqus or existing MiamiHerald.com username and password.

Having problems? Read more about the commenting system on MiamiHerald.com.

Golf Amateur

Toute l'actualité du golf amateur

Edouard Espana vise la victoire au South Beach International Amateur

Posted on 14 décembre 2011 by g.rancurel

Pour sa dernière saison amateur, Édouard Espana (Bordelais) ambitionne de suivre l'exemple de son ami Romain Wattel, passé professionnel en novembre 2010 après avoir remporté le championnat du monde par équipes en Argentine avec Alexander Lévy et Johan Lopez Lazaro.

Champion d'Europe cette année au Portugal, le Bordelais espère bien être retenu parmi les trois joueurs qui défendront le titre mondial en septembre 2012 lors du Trophée Eisenhower qui se déroulera en Turquie (à Antalya). Mais avant cette échéance, le n°3 français (*) entend bien remporter quelques grands tournois internationaux afin de figurer dans le Top 10 mondial. Et pour y parvenir (il se situe cette semaine à la 53e place), il souhaite saisir toutes les occasions qui se présenteront à lui à commencer par le South Beach International Amateur (du 20 au 23 décembre) : « Mon objectif est, bien évidemment, de gagner, reconnaît-il. Je vais mettre en place une stratégie sur et autour du parcours pour l'atteindre. »



— Depuis le Masters 13, Edouard Espana n'a plus disputé de tournoi. Il renouera avec la compétition au South Beach.

Depuis sa neuvième place au Masters 13 à la mi-octobre, le Girondin avait mis le golf entre parenthèses pour se préparer, en un mois, à l'examen du permis de conduire. L'ayant obtenu du premier coup, il a repris les clubs et l'entraînement à Arcangues et à Ilbarritz en compagnie de son coach, Olivier Léglise : « Nous avons travaillé pendant quatre jours puis j'ai rejoint Terre Blanche pour un stage d'une semaine dirigé par Renaud Gris, précise-t-il. Nous avons effectué de la préparation physique avec Michel Pradet mais surtout, beaucoup joué sur le parcours. J'ai constaté que je n'avais rien perdu mais pas progressé non plus. » Édouard Espana s'envolera demain pour la Floride où il retrouvera l'autre entraîneur du Pôle France Élite, Christophe Pottier, pour trois jours de stage en compagnie de Clément Sordet, Adrien Saddier, Lionel Weber et Mathieu Decottignies-Lafon. « Dimanche et lundi, nous reconnaitrons les deux parcours du South Beach (le Miami Beach GC et le Normandy Shores GC) et la compétition commencera mardi. Il y a quatre tours avec un cut après les deux premiers. »

À l'issue du South Beach, le Bordelais s'accordera quelques jours de vacances à New York avant de rentrer pour un nouveau regroupement, dès le 2 janvier, à Terre Blanche. « J'enchaînerai sur une semaine d'entraînement à Biarritz puis, peut-être, une autre à Dubaï avec Greg Bourdy, Romain Wattel et Olivier Léglise. »

Ayant déjà établi tout son programme pour la saison 2012, Édouard Espana disputera son premier tournoi en Géorgie, à Sea Island, le

Amateur Golf

All the news of the amateur golf

The Racingmen number in the South Beach International Amateur

Posted on <:time class="entry-date iepp_time" pubdate datetime="2011-12-12T20:21:13+00:00">December 12, 2011 by g.rancurel

In training for his golf teacher diplome, Antoine Schwartz days have been busy in recent weeks. After the course, he trains every day in the best provisions addressing the South Beach International Amateur. *"The weather has been rather lenient, I play more often, indicates.". Is, at least nine holes a day, and a practice session, I also insist on the game and in particular the putting at the National Golf because the greens are similar to those on which we are going to putter in Florida. »*



— Olivier Rozner, Antoine Schwartz and Kevin Turlan will highlight the shirts with short sleeves and the bermudas in South Beach.

Every Sunday, he found his team partners of the Racing Club of France for training led by Christophe Pottier (who will travel to the United States): *"we bossions well together (chipping, putting, route) because everyone is highly motivated, adds Antoine Schwartz.". There is a healthy emulation. »*

Having joined the FCR La Boullie in September, Kevin Turlan appreciate this atmosphere and this complicity with his new teammates. After some ups and downs sporting and personal this year, Kevin began a large physical preparation to be ready for the resumption of the season in February-March. *"I have also technically worked with Christophe Pottier, he says.". For the South Beach, the objective is to validate in competition all that we have put in place since my arrival in the Racing and integrate the Top 20. I also enjoy to be in Florida under the Sun to me even more. I like the approach of the American competition, less technical and more focused on the score. »*

Like most all enthusiasts, Olivier Rozner took advantage of the end of tournaments to remake a health, a small problem in the shoulder before intramuscularly strengthen his back: *"I changed physical preparator, he says.". For a month I hump with Laurent Debrousse which deals the Racing Metro 92 rugby. » France in Grenoble Charmeil Championship (beaten by Jerome Lando Casanova) finalist, fifth Cup Mural and author of several Top 10, there is only a victory to Olivier this season: " and a "perf" abroad, recognizes. ". Yet, I do me fixed no objective result for South Beach. I'm there to take the fun, find sensations in tournament after a good month and a half break, and a good attitude on a course that I don't know. »*

Victim of a torticollis last week, Antoine Rozner had to consult a therapist and be manipulated to resume training. As, as Antoine Schwartz, follows the formation of golf teacher: *"the first session takes place at the National Golf course and the next, in January, will take place at la Grande Motte, said the cadet Rozner.". It is rewarding because we work with pros as Jeff Lucquin. » After having obtained his bac, Antoine has made a good end of the season with a second place in the Grand Prize of Domont, a fourth to Saint-Germain, a seventh Trophy of the regions and an eighth Championship of cadets*

France : *"I am never led, he says. ". For my first participation in the Doral, I am super motivated and I is a Top 10. A good result would allow me to seduce the American academic coaches. »*

Upon their arrival in Florida, the Racingmen will find on-site an another "sky and white," Louis Cohen-Boyer, a student at the University of Wichita (Kansas) since August.



— Antoine Rozner is very motivated before its first participation in the Doral.

This entry was posted in individual competition, international by g.rancurel. Bookmark the permalink [<http://www.microsofttranslator.com/bv.aspx?from=fr&to=en&a=http%3A%2F%2Fgolfamateur.fr%2Fcompetition-individuelle%2Fracingsmen-nombre-south-beach>]

BuffaloGolfer.com

The guide to golf in Buffalo-Niagara

Chris Covelli Interview, South Beach International Amateur

Posted on December 24, 2011 by Mo'Gol!

Chris Covelli lives in Buffalo and qualified in 2011 for the Porter Cup, where he tied for 76th. After a respite from the game, Covelli returned in full force to competition this year, finishing 5th in the year-long district points race, buoyed by a runner-up finish at the BDGA Individual championship. He recently competed in the inaugural South Beach International Amateur championship, where he tied for 51st. He took time out from work and training to answer a few questions for BuffaloGolfer. ***1. How'd you hear about the tournament? It's the first running of the event.***

Steve Denn [Porter Cup tournament director] told me about it this fall.

2. What can you say about Normandy Shores and Miami Beach golf clubs? Do they compare with anything we have in western New York?

Both courses were great tests. They looked very easy on the score card but both courses demanded straight tee shots and accurate approaches. They were in great shape, especially the greens. They don't compare to anything in buffalo – Florida golf is so much different in my mind.

3. Describe your week for us...practice rounds, preparation, four rounds of competition.

I arrived last Saturday and played a practice round at each course. Took notes and practiced after each competitive round.

4. Did you use a caddy? If so, who and how'd you find her/him?

no caddy.

5. You got out to a great start with 69, then struggled for a couple days. Was the 69 that good or did you lose it a bit?

I am playing very well. I had a handful of very bad holes – I had 7 holes in which I played 16 over par. So 65 holes of even par golf. Need to work on eliminating the big numbers!!!

BuffaloGolfer.com

Proudly powered by WordPress | Aaron Jarbin's Idea | and Buffalo

6. What did you find between rounds three and four that took you to a 73 on Friday? Should it have been better?

[I] didn't really find anything, just kept making good swings and tried very hard on staying focused. Still tripled my 9th hole tho..

7. What does your competitive schedule look like for this year?

It looks good. I'm playing the Azalea in March and hopefully the Terra Cotta in April and the a full summer schedule with the intention of going to Q school in the fall as an amateur.

Share this: [Tweet](#) 2 [Facebook](#) 1

This entry was posted in [Mo' Golf](#). Bookmark the [permalink](#).

Facebook comments:

Like Be the first of your friends to like this.



Add a comment...

Post to Facebook

Posting as Jeff Hunt (Not you?)

Warning: this comments plugin is operating in compatibility mode, but has no posts yet. Consider specifying an explicit 'href' as suggested in the comments plugin documentation to take advantage of all plugin features.

Facebook social plugin

The making of a tournament

OK, so you're an elite international amateur golfer in your late teens or early 20s and you are deciding what tournaments to play.

When you look at tournament sites and see South Beach on there, it won't take long to say, "Sign me up."



Miami-Dade Notes
Bill Van Smith

Such a tournament will be coming into existence. So promises Jeff Hunt with complete certainty.

He should know because he's the maestro of putting together such events, and his latest one already has

name, date and site - South Beach International Amateur on Dec. 20-23 at Miami Beach Golf Club and Normandy Shores.

"Needless to say, South Beach is quite a draw," Hunt said, adding that he expects 240 golf's youngest and finest amateurs to be competing.

Hunt, 48, has been in the golf business for 20 years and has been in charge of the storic Dixie Amateur for the past three years, raising the ranking of that event from 15th in the world to 12th. He has even bigger expectations for the South Beach tournament.

"My goal is to start this new tournament as a top 25 amateur event," he said, "and in my long-term goal is nothing less than making it the top 10."

Rankings are based mainly on the strength of players you can bring in, and the bright neon lights of South Beach should help considerably in luring them. One of the beneficiaries of this project: the City of Miami Beach, which is all-in and cooperating fully.



Jeff Hunt

"The fact of the matter is the City of Miami Beach has always wanted a high-profile golf event," Hunt said, "but because of parking and a whole bunch of things, it would be difficult to put a PGA or LPGA tour event down at Miami Beach. But for an

amateur tournament where you'll only get a 1,000 people watching a day, this works out great for everybody.

"As I said, this will quickly become one of the premier amateur events in the world."

The ability to put together the tournament came when Hunt was hired by Professional Course Management, the Johnny LaPonzina-led company that does a little bit of everything - ownership, managing, discount cards, etc. - with many courses in South Florida. Touted teaching pro Jim McLean is also going to be part of the event.

When hired by Professional Course Management in February, Hunt became the



Pine Trees are abundant on the Normandy Shores course

Photo by Bill Van Smith

Beach and Normandy Shores courses, as well as being named the executive director of the South Beach International Amateur.

"It was a great match," Hunt said.

There may or may not be a conflict between Hunt's new tournament and the Dixie Amateur, his old tournament. Tentatively, the two events have the same dates and if

each other and splitting up some of the top talent in the world, thus diluting each tournament. It is possible the Dixie Amateur might change dates.

"I know they're considering switching dates but currently it's up in the air what's going to happen," he said.

Jeff Hunt

From: Patrick Christovich [pchristovich@gmail.com]
Sent: Wednesday, January 04, 2012 10:30 AM
To: Jeff Hunt
Subject: South Beach International Amateur

Jeff, GREAT EVENT!!! The course at Miami proved to be a much tougher test that I had anticipated, the wind shifting in the total opposite direction from my practice round made it especially tougher! The staff at both courses were polite and extremely helpful every step of the way, especially the starter at Miami Beach, that guy cracked me up every day. Please pass my congratulations to the Greens staff as well because there was not a blemish on the course and it proved to be a great test of golf. Despite playing like a dog I had a great time and look forward to next year if my schedule permits.

Thanks,

Patrick

Patrick Christovich
Keller Williams Realty New Orleans
8601 Leake Avenue
New Orleans, LA 70118
(504) 610-5454 cellular

12-29-11

CHARLIE HARRISON

Dear Mr. Hunt,

I cannot thank you enough for inviting me to compete in the inaugural South Beach International Amateur. It was such a pleasure to be able to spend a week in sunny Miami playing two fantastic golf courses, as well. I felt so welcome as a competitor last week, and it was obvious that everyone in the field was astounded by the warm hospitality displayed by you and your staff. Everything last week was top of the line: the course conditions, the competition, the playing camaraderie... the list could go on and on. Thanks so much for running a first class event and best wishes for a great 2012!

Most Sincerely,

Charlie Harrison

Jeff Hunt

From: Eddie Ortega [eddiwortega@gmail.com]
Sent: Wednesday, December 21, 2011 8:04 PM
To: Jeff Hunt
Subject: Re: south beach int. amateur round 3 tee times

Hi Jeff,

I just wanted to thank you once more for inviting me to play. It was a great tournament with both courses playing tough, but fair. I hope my game is sharper next year so I can play the four days. Still a little rusty from our first born a year ago, but that will change. Enjoy your holiday season, and Merry Christmas if you celebrate it, and Happy New Year. Please let me know when registration begins next year because I would love to play again,

All the best,

Eddie Ortega

From: Jim Butler
Sent: Thursday, December 22, 2011 3:35 PM
To: 'jeffh@miamibeachgolfclub.com'
Cc: 'stevef@miamibeachgolfclub.com'
Subject: golf

Jeff,

Thank you for the tournament. Robert played like a dog the first day, but played well the second. It was a great experience for him and thank you so much for allowing him to participate. I can't tell you the emotion of how bad the first day was, but how good the second day was. The interaction with Darren Renwick, Brady, Jay and the Texas A and M boys provided him an awesome week. Brady was grinding and knew he was on the cut line so it was pretty cool to watch and for Robert to play him even on the second day shows the talent he possesses.

You and Steve run a first class event. I know how hard the work is and the courses, service, follow up and environment was first class. Good luck tomorrow as you finish up.

Congratulations
Jim Butler

Jeff Hunt

From: Vince Carver [vcarver@pacificacompanies.net]
Sent: Wednesday, December 21, 2011 5:32 PM
To: Jeff Hunt
Subject: RE: SBIA CUT

Mr. Hunt,

You have done a tremendous job in getting the tournament information out in a timely fashion to not only participants, but also anyone interested in following the tournament. Many tournaments don't seem to understand the importance of utilizing the website to post scores and tee times immediately. I have been eagerly following the scores all day from my office. Even though my son didn't make the cut, we are looking forward to your tournament for many years to come.

Sincerely,

Vince Carver

Jeff Hunt

From: Matt Loney [mloney@stevibs.com]
Sent: Wednesday, December 21, 2011 5:20 PM
To: Jeff Hunt
Subject: Re: SBIA CUT

Jeff,

Just wanted to thank you for the opportunity. The event was great and I really appreciate the fact that you brought in mid-ams to compete. 158 was not quite good enough, but I look forward to returning next year. Take Care.

Matthew V. Loney
President, Stevi B's Pizza

On Dec 21, 2011, at 5:18 PM, "Jeff Hunt" <jeffh@miamibeachgolfclub.com> wrote:

Gentlemen;

The official cut is 152 (+11). Seventy four players made the cut. Tee times will be emailed, twitted and posted on the web site soon.

Jeff Hunt
Executive Director
The South Beach International Amateur
Director of Marketing
Miami Beach Golf Club
Normandy Shores Golf Club
2301 Alton Road
Miami Beach, FL 33140
(305)604-4067 Direct Line
(305)604-4061 Fax

Jeff Hunt

From: Keith Renwick [info@allroundgolf.org]
Sent: Monday, December 26, 2011 6:31 AM
To: 'Jeff Hunt'
Subject: Darren and Keith Renwick

Hello Jeff,

I hope you had a great Christmas.

Just a brief e-mail to again say thank you for inviting Darren to compete in your tournament.

Being both a parent and coach means that the few weeks I do get to spend with Darren are always challenging, but on the way to the airport we agreed that, for a multitude of reasons, it was the most enjoyable tournament we had ever attended. Please pass our thanks onto the committee and everyone involved with the tournament.

Darren is now starting to show signs of getting his game back on track and understanding why he must break the poor swing habits he has engrained in the last 2 years. Who knows what the future holds and in the event of Darren not turning pro after his graduation in December 2012, we look forward to seeing you again at the end of 2012.

Best wishes

Keith

Jeff Hunt

From: Philippe COHEN [cohenboyer@wanadoo.fr]
Sent: Monday, December 26, 2011 8:55 AM
To: Jeff Hunt
Cc: LOUIS COHEN BOYER; info [info]
Subject: re: FW: SBIA round 4 pairings list

Dear Jeff

back from Miami to Paris we just want to thank you for this tournament,
it was a very very good opportunity to play on those golf course with very good players and the organistaion was really good

we will be there next year for sure!

best for 2012

Louis Cohen Boyer

> Message du 23/12/11 00:24
> De : "Jeff Hunt"
> A : ""Jeff Hunt""

From: Alex Edfort [a_edfort@u.pacific.edu]
Sent: Saturday, December 24, 2011 3:43 PM
To: Jeff Hunt
Subject: South Beach International Am

Jeff,

I just want to let you know, my experience at the South Beach Am was as awesome as it could be! The courses were in perfect shape, the way you guys ran the range was so smart, and the staff was friendly and helpful. It was a really well-run tournament and I am going to tell everyone how awesome the event was. I cannot wait to play in this again next year and hopefully win it. I want my name on that trophy. Thank you so much for everything Jeff.

Alex Edfort

Jeff Hunt

From: pcansfield@comcast.net
Sent: Saturday, December 31, 2011 1:56 PM
To: jeffh@miamibeachgolfclub.com
Subject: Thank You

Mr. Hunt,

I wanted to personally thank you for the great tournament you ran last week. It is hard to beat a tournament in South Beach over winter break. I look forward to continue improving and getting back their next year.

Thanks again,
Patrick Cansfield

Jeff Hunt

From: Jeffrey/Jill Blumenthal [jandj121410@me.com]
Sent: Sunday, December 25, 2011 5:48 AM
To: jeffh@miamibeachgolfclub.com
Subject: SBIA

Jeff,

Sorry I wasn't able to attend. However, I followed the action with great enthusiasm, and thanks to your tremendous organization-leaving nothing to chance, am so proud to have been a part of this, albeit in such a small way! Congratulations to you, Johnny, Jim, and your entire staff on such a major success in your inaugural event!

Sincerely,
"Dr. Jeff"
(M.B. Golf Advisory Board)

Sent from mu iPad

***I
T
E
M***

***T
W
E
L
V
E***



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, City Manager

DATE: April 19, 2012

SUBJECT: **Discussion regarding assigning funds for placement of a fence around South Pointe Park Tot Lot area**

This matter was referred by Commissioner Exposito and the Mayor and Members of the City Commission to the Finance and Citywide Projects Committee at the March 21, 2012 Commission meeting.

BACKGROUND

In November of 2011, South Pointe Park had a new playground, shade system and safety surface installed. This playground replaced the original playground installed during the construction of South Pointe Park; that playground was removed due to problems with quality and safety. As you are aware, the City remains in litigation on that matter. The cost for the replacement playground equipment, safety surface and Shade System was \$275,000. The funds were included in a city capital budget project approved by the City Commission during the annual budget process.

At the time the South Pointe Park design was being developed, a fence around the children's playground area was never requested or discussed by the City, the designers, the community or the Design Review Board. The South Pointe Park Basis Of Design Report (BODR) makes no mention of fencing requirements. The common theme of the South Pointe Park reconstruction focused on the openness of the park. The BODR included the minutes of two community design workshops. The only community comments associated with the playground address provision of shade and the cost of the playground.

The playground as presented in the South Pointe BODR did not include a fence around it. However, the seating and tables for parents were completely built into the design for the Playground Area to provide for a safe and clearly defined environment for the children, with integrated areas for parents to closely supervise their play.

During the 2010 community meetings that were held with residents to discuss the proposed playground replacement options, several parents requested that a fence be installed when the new playground was constructed. No funding had been identified at that time for a fence, and in an effort to replace the playground equipment as expeditiously as possible (since the inclusion of a fence would require, at a minimum Design Review Board approval, which would have created a delay), and the fact that a fenced-in tot lot is currently located at Marjory Stoneman Douglas Park on Ocean Drive and 3rd street, the project proceeded without a fence. Following the December 16, 2010 community meeting, the City received a letter from south of fifth residents indicating their support for the placement of a fence around the playground; sixty (60) signatures were attached.

The playground, which is located in the north-eastern quadrant of the park, is bordered to the east by the community building/concession facility, the elevated sidewalk to the north and west, and a busy pathway to the south. Because of its proximity and use of this sidewalk by bicyclists, Segway riders, rollerblade skaters, joggers, pedestrians walking dogs etc., parents have expressed safety concerns. As you are aware, the City is proposing legislation to prohibit Segways from using internal pathways of South Pointe Park, including this adjacent pathway.

Based on a preliminary discussion with the Planning Department about the concept of the placement of a fence, they have confirmed that Design Review Board approval would be required. Further, any proposed fence design would be expected to be reflective of and compliment the other similar design elements (such as the handrails) in the park, including the use of similar materials, which is stainless steel. A very preliminary estimate of the cost of the fencing to meet these design standards is between \$185,000 to \$190,000.

CONCLUSION

Under the City's current process for developing the annual capital budget, proposals for new capital projects (as well as proposals for modifications to existing projects) go through a comprehensive review which allows all projects to be prioritized as a whole prior to appropriation action by the Commission. Under the process, proposed new projects and proposed existing project changes are first reviewed by an internal staff committee, then reviewed by the Finance and Citywide Projects Committee (FCWPC), and then reviewed by the City Commission as a whole at time of adoption of the City's capital budget. The review by FCWPC typically occurs in early summer, and is consistent with the process for Commission input regarding operating budget priorities. This process allows early input by the Commission regarding priorities for funding, subject to availability. The proposed capital budget is available for review prior to the 2nd budget hearing in September each year, and is subsequently adopted by the Commission. It is recommended that all proposals impacting capital projects, including this one, go through this process rather than referring each project to the FCWPC individually. The process would be similar to the current, except that, rather than a referral to Finance and Citywide Projects on the City Commission agenda, there would be a referral to the Annual Capital Budget Process.

JMG/HMF/KS

F:\RCPA\\$\ALL\Previous\KEVIN\Commission Committee Meetings\F&CWPC 4-19-12\FCWP Committee - Discussion regarding assigning funds for placement of a fence around South Pointe Park Tot Lot area - R.doc

***I
T
E
M***

***T
H
I
R
T
E
E
N***



COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee Members

FROM: Jorge M. Gonzalez, City Manager

DATE: April 19, 2012

SUBJECT **Discussion on the Normandy Shores Park at its existing area next to the tennis courts to include a Vita Course Equipment, trees, benches and an open area for children to run and play and people to sit and enjoy the view**

This matter was referred by Commissioner Jorge R. Exposito and the Mayor and Members of the City Commission to the Finance and Citywide Projects Committee at the March 21, 2012 Commission meeting.

BACKGROUND

The Normandy Shores Park is located adjacent to the Tennis Courts, and across from the Normandy Shores Golf Course and Clubhouse. The Park currently includes a small building with restrooms, and a playground area. Attached please find an aerial photograph and survey layout of the current Normandy Shores Park.

The approved FY 2009/10 Capital Budget included funding in the amount of \$135,500 to replace the existing playground that was beyond repair at the Normandy Shores Park. The project includes the complete replacement of the playground, safety surface, new fencing and FF&E. Please see the attached Capital Budget Sheet for this approved project.

As that project was in development, Parks & Recreation staff worked internally to develop a potential second phase of the park's revitalization. The concept being developed would include a new recreation building/activity pavilion/restroom with storage space, similar to the one built in Fairway Park, and a water access/fishing dock.

At their request, in January 2012, Parks and Recreation staff met with Commissioner Jorge Exposito and Normandy Shores HOA New Projects Committee Chair Mark Wojak to discuss the community's interest and suggestions for that area. At that time, staff shared the second phase concept under development with Mr. Wojak, who agreed to take the concept to the Normandy Shores HOA board for their comments, as well as further input on options for the park. On February 14, 2012, Mr. Wojak sent correspondence to the City (attached) stating that the residents on Normandy Shores would prefer a more open green space park, which would include the demolition of the existing storage building/restroom that is in very poor condition; a Vita Course/fitness circuit similar to the one installed in Lummus Park; park furnishings such as benches, trash receptacles etc; and new fencing, sod and trees. The letter indicates that they are not interested in a playground at this location, as there is currently a playground with a shade structure at Fairway Park. Although this restroom is currently utilized by the tennis players using the tennis courts and a replacement is not included in the project scope proposed by the HOA, as you know, there is a public restroom in the Normandy Shores Golf Club across the street. In addition, the HOA did not recommend a fishing pier/dock.

At this time it is unknown whether the previously approved capital allocation of \$135,500 for the proposed playground renovation at the Normandy Shores Park may be sufficient to accomplish the HOA's requested project.

CONCLUSION

Under the City's current process for developing the annual capital budget, proposals for new capital projects, as well as proposals for modifications to existing projects, go through a comprehensive review which allows all projects to be prioritized as a whole prior to appropriation action by the Commission.

Under the process, proposed new projects and proposed existing project changes are first reviewed by an internal staff committee, then reviewed by the Finance and Citywide Projects Committee (FCWPC), and then reviewed by the City Commission as a whole at time of adoption of the City's capital budget. The review by FCWPC typically occurs in early summer, and is consistent with the process for Commission input regarding operating budget priorities. This process allows early input by the Commission regarding priorities for funding, subject to availability. The proposed capital budget is available for review prior to the 2nd budget hearing in September each year, and is subsequently adopted by the Commission. It is my recommendation that all proposals impacting capital projects, including this one, should go through this process rather than referring to FCWPC individually. The process would be similar to the current, except that, rather than a referral to Finance and Citywide Projects on the City Commission agenda, there would be a referral to the Annual Capital Budget Process.

ATTACHMENTS

H:\Parks\4-19-12 FCWP Committee - Discussion on Normandy Shores Park Reconfiguration to Vita Course and Passive park.doc



Normandy Shores Park

Current Park
Center/Restrooms

Proposed
Exercise Area

Smith, Kevin

From: MARK WOJAK <mwojak65@gmail.com>
Sent: Tuesday, February 14, 2012 9:57 AM
To: Exposito, Jorge
Cc: Smith, Kevin; Magrisso, Julio; jshcare@bellsouth.net; Carmen Browne; Alfredo Rey; gorf675; Ronald Loring; Geoff Green; Gretchen; Andy Fisk; Mickey Mangiorri
Subject: Normandy Shores Waterfront Park
Attachments: Normandy Shores New Park Request.docx; ATT16836142.htm

Dear Commissioner Exposito:

Thank you once more for your, and Mr. Smith and Magrisso's time, ideas, and assistance regarding the city property across from the Normandy Shores Clubhouse.

I took all the information to our board meeting and we discussed options trying to view from both the residents and the city's perspectives. While everyone was excited at the prospect of a new building, we also are sensitive to our city's budget from both a new project and an ongoing maintenance standpoint and their effect on what we can realistically hope to implement.

In that light we are prepared to fully support and promote an open space park similar to Normandie Sud with inclusion of a vita course, i.e. exercise equipment, similar to the park on the corner of Alton Road and Indian Creek. Regarding a dock for fishing there was a strong concern that this would bring into our neighborhood a lot of the folks who are currently fishing off bridges and the like and so we are looking to avoid this feature currently. Also residents are happy with the building and facilities, including tot lot, at Fairway Park so we are OK without these. We are looking for

- • Benches to enjoy the view (assumes demolition of the existing building)
- • Space to throw or kick a ball
- • Vita course equipment to stay fit
- • Simple and cost effective beautification e.g. the post and chain fencing at Normandie Sud, grass, and some trees.

We believe this is far more budget friendly, and thus more immediately achievable than pushing for a building as our goal is to transform the space as quickly as possible for the benefit of our residents.

We are hoping the next step will be for the City to develop some plans based on these thoughts that we can review with you. We are also happy to assist where we can...just let us know what we can do to help start moving this forward. We really want to make this happen by the end of the year and so we would appreciate any related timelines, milestones, and assistance from you that will get us there.

Sincerely,

Mark Wojak

New Projects Committee Chair

Normandy Shore HOA



CITY OF MIAMI BEACH

2010-2014 Capital Budget & 5-Year Capital Improvement Plan

General

Title: Normandy Shores Park Tot-lot/Playground
Project #: pknnsptds
Department: Parks & Recreation
Manager: Kevin Smith/Julio Magrisso/Carlos DaCruz
Category: cip
Domain: Parks
Location: normandysh

	OPERATING CATEGORIES	Annual Incremental Cost
FTE's #:	Total:	:

Description: The Normandy Shores Park Tot-lot was constructed over ten years ago and has since deteriorated as a result of its age and harsh saltwater (bayside) environment. Additionally, the area around it has been impacted by the construction of the Normandy Shores streetspace project and has been closed for the past 18 months. It is beyond repair and requires complete replacement of the playground, safety surface, new fencing and FF&E. Additionally, as the City has been doing with other parks in our system, it is recommended that a shade system be added to this location. The nearest park with playgrounds for the residents on the northern point of Normandy Shores is at Fairway Park which is approximately 1 mile and to Normandy Isle Park which is approximately .5 mile. These locations may be out of walking distance for some and require patrons to cross busy streets to get to the parks.

Justification: This project will increase our residents' satisfaction with recreational programs and services.

Project Timeline:	A/E Request for Qualifications Star	Month/Year	A/E Request for Qualifications C	Month/Year
	A/E Agreement Award:			
	Planning Start:	Feb-2010	Planning Completion:	Mar-2010
	Design Start:	Mar-2010	Design Completion:	Apr-2010
	Bid Start:		Bid Completion:	
	Construction Contract Award:	Apr-2010		
	Construction Start:	May-2010	Construction Completion:	Jul-2010

Cost Summary

Cost Category	Prior Years	2009/10	2010/11	2011/12	2012/13	2013/14	Future	Total
ae302 Architect/Engineering Fund 302	0	3,000	0	0	0	0	0	3,000
co302 Construction Fund 302	0	118,500	0	0	0	0	0	118,500
ct302 Contingencies Fund 302	0	10,000	0	0	0	0	0	10,000
eq302 Equipment fund 302	0	5,000	0	0	0	0	0	5,000
pe302 Permitting/Fees Fund 302	0	1,000	0	0	0	0	0	1,000
Total:	0	135,500	0	0	0	0	0	135,500

Funding Summary

Funding So	Prior Years	2009/10	2010/11	2011/12	2012/13	2013/14	Future	Total
302 Pay-As-You-Go	0	135,500	0	0	0	0	0	135,500
Total:	0	135,500	0	0	0	0	0	135,500

***I
T
E
M

F
O
U
R
T
E
E
N***



COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee Members

FROM: Jorge M. Gonzalez, City Manager

DATE: April 19, 2012

SUBJECT: **DISCUSSION REGARDING A RENEWAL OF THE CURRENT MANAGEMENT AGREEMENT BETWEEN THE CITY OF MIAMI BEACH AND THE MIAMI BEACH GARDEN CONSERVANCY FOR THE MANAGEMENT AND OPERATION OF THE BOTANICAL GARDEN; AS WELL AS A PROPOSAL TO INCREASE THE RENTAL RATES FOR USE OF THE FACILITY.**

BACKGROUND

On January 17, 2007, the Mayor and City Commission approved a Management Agreement with the Miami Beach Garden Conservancy (the Conservancy) for the operation of the Botanical Garden, with an initial term of five (5) years, commencing on July 1, 2007 and ending on June 30, 2012, with an option, at the City's sole discretion, to renew and extend the Agreement for an additional five (5) year term.

Since taking over the operations of the Botanical Garden in July, 1999, the Conservancy has initiated extensive public outreach initiatives and educational programming, and has played an important role in working with the City to plan and implement the recently completed and much acclaimed renovation of the Botanical Garden. This renovation included extensive new landscaping, a new water feature, refurbishment of the existing fountain and a new entryway. In addition, and in order to offset costs associated with future phases of the Master Plan that was approved by the City Commission on January 13, 2010, the City Commission approved an amendment to the Management Agreement on June 1, 2011, to allow the Conservancy to award naming rights to interior portions of the Garden, in exchange for monetary contributions from private donors to fund the improvements.

In order to see the Master Plan through to completion and to continue its mission of providing quality horticultural, educational and volunteer-based programming initiatives, the Conservancy is asking to exercise its renewal option for an additional five years. Also, in light of the recent improvements to the premises, and in order to be more competitive with comparable venues in South Florida, the Conservancy is proposing to increase the rental rates at the Botanical Garden, which also requires the City's approval.

Additionally, the Conservancy is asking the City to consider amending the Management Agreement to provide for an additional renewal option for an additional five (5) years, at the City's sole and absolute discretion. It should be noted that this is separate and in addition to the one renewal option provided for and authorized in the current Management Agreement.

ANALYSIS

Renewal Option

The Conservancy has operated the Botanical Gardens since 1999, when it assumed responsibility

from the City's Parks and Recreation Department. Since that time, the Conservancy has increased the facility's cash flow and monetary reserves, established a loyal group of active volunteers and members, fostered good public relations, and as noted earlier, played a significant role in planning and coordinating the extensive renovations to the Garden.

The Conservancy's primary mission is to promote the Garden as a public amenity. This strategy has proven effective. Today the Garden has achieved greater visibility, has developed a strong base of members and supporters and is valued as a community partner with dozens of organizations. The Conservancy's goal of increasing awareness and providing free public access to the Garden has been a key ingredient in its approach to welcoming community service organizations including, but, not limited to, the Kiwanis, Rotary, Toastmasters, Surfrider Foundation, ECOMB, Ability Explosion, the City's Beautification Committee, the Miami Beach Women's Conference, MBCDC, the Jewish Film Festival, Save Dade, Miami Beach Chamber of Commerce, the Women's Film Festival, the annual AIDS Walk and dozens of others. The Conservancy also conducts free daily tours, hosts dozens of school group visits, accommodates arts organizations for music, dance, art exhibits and theater, and also hosts a children's art camp, which is in keeping with the City's objective of making the Garden available to as many people and programs as possible.

Historically, the City' annual contribution to the Garden Conservancy comprises approximately 33% of the Conservancy's income, with the balance derived from grants, donations, memberships, event functions, and gift shop sales. It should be noted that since taking over the Garden's operation, the Conservancy has also used its best efforts to increase its private funding contributions towards the operation and maintenance of the facility, resulting in City being able to reduce its annual contribution by approximately 32% (from \$200,500 in FY 01/02 to \$137,228 as of FY 10/11).

	FY 08/09	FY 09/10	FY 10/11	FY 11/12 Budget
Conservancy Income	\$212,450	\$204,247	\$250,727	\$279,649
City Contribution	\$152,475	\$152,475	\$137,228	\$137,228
Total Income	\$364,925	\$356,722	\$387,955	\$416,877
Expenses	(\$386,109)	(\$355,805)	(\$332,602)	(\$416,877)
Net Income	(\$ 21,184)	\$ 917	\$ 55,353	-\$0-

It should further be noted that after several years of being subject to a series of destructive weather events, and the fact that insurance doesn't cover storm-related damage to landscaping, the Conservancy has established a hurricane reserve account. This is particularly timely and beneficial in light of the City's \$1.2 Million investment in renovating the Garden, and will certainly help offset costs associated with having to replace downed trees and any other damage to the property.

Proposed Rate Increase

During the time the Botanical Garden was closed for construction, Conservancy staff conducted extensive market research and visited other facilities in Miami-Dade and Broward counties, to learn about their respective rental policies, pricing and amenities. The results of this research are summarized in the side-by-side comparison matrix attached as Exhibit A, which includes the current and proposed rental rate structures for the Botanical Garden. It should be noted that the rates reflected for each of the venues is strictly limited to rental of their respective facilities and does not include catering or any additional services.

Based on the attached schedule, the Conservancy is proposing to increase the rate for rental of the Banyan Room, which can accommodate up to 120 people, from \$850.00 for a period of up to four hours, to \$2,500.00 for non-City residents and/or business and \$1,500.00 for City residents. Each

additional hour would be charged at a rate of \$200.00 per hour, reflecting an increase of \$25.00 from the current fee structure. Under the new fee structure, the rental rate would also include access to the Great Lawn, which previously was mostly reserved for stand-alone events for up to 600 people. However, since the renovations have converted much of the area occupied by the Great Lawn into a signature water feature, it is now included as an additional amenity for renting the Banyan Room. For the remaining areas of the Garden that can still be rented out for smaller events, including the Palm Grove and the Japanese Garden, the rents under the new fee structure would remain the same. Additional charges, including state sales tax and insurance, an annual family membership fee of \$50.00 for non-members, and \$25.00 per hour for a garden attendant and \$125.00 per hour for janitorial services, shall also still apply under the fee structure. Copies of the current and proposed rate plans for the Botanical Garden are included as **Exhibit B** to this Memorandum.

It should be noted that compared to the rates charged by venues like Fairchild Tropical Gardens in Coral Gables, the Deering Estate in Miami, the Bonnet House and Gardens in Ft. Lauderdale and the Shane Rowing Center and Bass Museum in Miami Beach, the rates being proposed for the Botanical Garden are reasonable and certainly viable.

Proposed Amendment to the Management Agreement

The Conservancy has requested that, in consideration of the Conservancy's legacy and stewardship in transforming the Botanical Garden into the success it is today and in order to ensure its ability to see the Master Plan through to completion and focus on establishing long-range goals for the facility, the City consider amending the Management Agreement to provide for one additional renewal option, at the City's sole and absolute discretion, for an additional five (5) years.

CONCLUSION

The Botanical Garden has become a popular year-round cultural, educational and recreational resource. Under the Conservancy's Management, the Botanical Garden has had a track record of fiscal and operational stability. The Committee is asked to approve the Conservancy's remaining renewal option for an additional five (5) year term and, further, to approve the requested increase to the rental rates, as proposed, which will allow the Botanical Garden to be competitive.

The Administration further seeks the Committee's direction with respect to granting the Conservancy's request to amend the Management Agreement to provide for one additional renewal option at the City's sole and absolute discretion for an additional five (5) years.

Included to facilitate the Finance Committee's consideration of the Conservancy's requests, are the following documents:

- *Exhibit A - Pricing Comparison Matrix*
- *Exhibit B – Current and Proposed Rental Rate Plans*

JMG/HMF/AP/KOB

F:\RHCD\\$\ALL\ECON\\$\ALL\IRDA\Botanical Garden\F&CWPC 041912 Botanical Memo1.doc

Exhibit A

Pricing Comparison Event Rental Properties in Miami & Ft. Lauderdale

Pg. 1

	1	1	2	3	4
Facility	Miami Beach Botanical Garden (Current)	Miami Beach Botanical Garden (Proposed)	Bonnet House & Gardens	Fairchild Tropical Garden	Pinecrest Gardens
Address:	2000 Convention Center Dr. Miami Beach, FL 33139		900 North Birch Rd. Ft. Lauderdale, FL 33301	10901 Old Cutler Road Coral Gables, FL 33156	1100 Red Road Pinecrest, FL 331356
Phone:	305.673.7256		954.563.5393	305.667.1651	305.669.6990
Website:	www.mbgarden.org		www.bonnethouse.org	www.fairchildgarden.com	www.pinecrest-fl.com
Main Venue Name:	Banyan Room	Banyan Room	Veranda Lawn	Main room	Main room
Base Rental Rate Only:	\$850.00	\$2,500 - Non-resident rate \$1,500 - MB resident rate	\$6,000 (+ 6%tax)	\$7,000.00	\$750.00
# of Guests:	120 guests	NC (No change)	up to 150 guests	150 guests	90 guests
Rental Period:	4 hrs	NC	4 hrs	1 event per day	1 event per day
Add'l hourly charge:	\$175.00/hr	\$200.00/hr	\$500.00/hr		
Comments:	indoor/outdoor		(Schedule in advance)	Indoor only	Indoor only
Included in Price:	100 white chairs 12(8') rectangular banquet tables.	NC	nothing included	valet parking guests paid \$5.00	200 chairs and 20 round tables
Additional Costs:	\$50.00 - Annual Membership Fee Garden Attendant Fee: \$25/hr Janitorial Fee: \$125/event	NC NC NC	\$150 to hire an off-duty police officer per event \$250 per hr rehearsal fee	\$600 cleaning deposit \$30/hr to hire a security officer per event	
Application Fee (Non Refundable):	\$100.00	NC			
Security/Damage Deposit: (Refundable):	\$ 300 security dep.	\$ 800 security dep.	\$ 1,000.00 damage dep.	\$2,000.00	\$540.00
Comments	Fri & Sat until 1am other days 11 pm	NC	Open until midnight 30% discount on summer use	Fri and Sat. 6pm-12am other days 6pm-11pm	Open until 6pm daytime venue only Event done by 5pm
Security, Staffing and Catering Notes:	Facility attendant supervises and ensures caterer cleans up thoroughly	NC			Caterer in charge to clean up and remove garbage

Exhibit A

Pricing Comparison Event Rental Properties in Miami & Ft. Lauderdale

Pg. 2

	5	6	7	8	9
Facility	Coral Gables Women's Club	Spanish Monastery	Shane Center Rowing Center	Deering Estate	Bass Museum
Address	1001 East Ponce de leon Blvd. Coral Gables, FL 33134	16711 West Dixie Highway, NMB, FL 33160	6500 Indian Creek MB, Fl 33141	16701 SW 72 Av. Miami, FL 33133	2100 Collins Ave, MB, FL 33139
Phone:	305.639.4749	305.945.1461	305.861.8837/8876	305.235.1668	305-673-7530
Website:	www.coralgablesjuniors.org	www.spanishmonastery.com	www.rowmiamibeach.com	www.deeringestate.com	www.bassmuseum.org
Main Venue Name:	Main room	Main room/Cloisters	Main room	1st Floor of stone house	Room & Outdoor terrace
Base Rental Rate Only:	\$2,400.00	\$2,250	\$2,400.00	\$7,220.00	\$2,700.00
# of Guests:	200 guests	300 guests	120 guests	120 guests	80 guests
Rental Period:	1 event/day	3 hours			2 hours
Add'l hourly charge:		\$250.00			
Comments:			indoor/outdoor		
Included in Price:	200 metal chairs, 20 round tables, cake table bathroom attendant	nothing included	20 (60") round tables 225 banquet chairs 8 (6') banquet tables	nothing included	nothing included
Additional Costs:			\$210 to hire off-duty police officer per event	\$400.- to hire two security guards for events up to 120 people	\$ 500.00 admin fee \$ 200.00 cleaning fee
Application Fee (Non Refundable):	N/A	N/A	N/A	N/A	\$500.00
Security/Damage Deposit: (Refundable):	\$500.00	\$400.00	\$900.00	\$1,246.00	Included above
Comments	Open until 1am No restaurant or home food accepted.	No events past 12am	\$ 400.penalty for any garbage left behind taken out of the sec. deposit.	11pm music has to go off and guests completely gone by midnight	Monday-Sunday 7pm- 2am
Security, Staffing and Catering:	No security required Caterer responsible for clean up and remove garbage	Caterer responsible for clean up and remove grabage.	Caterer is responsible to supply all materials to clean up		Museum security and building manager are mandatory, all costs are billed to the User. User is responsible for all cleaning

**Miami Beach Botanical Garden
Proposal New Rental Rates**

AREA	DESCRIPTION	INCLUDES	RENTAL RATE	ADD HOURS
Butterfly Room	Size- 18' X 35' Venue for 40 People	3 Tables and 40 Chairs	\$350.00 / 04 Hours Event And A Security Deposit: \$ 250.00 (From this deposit we will retain a non-refundable application fee of \$ 100.00 that won't be refunded)	\$ 100.00 Per Add Hour
Banyan Room, Terrace & Great Lawn	Room Size 30' x 50' Venue for 100-300 People	(12) 8 ft rectangular banquet tables & 100 folding chairs	\$ 2,500.00 / 04 Hours Event And A Security Deposit: \$800.00 (From this deposit we will retain a non-refundable application fee of \$ 100.00 that won't be refunded)	\$ 200.00 Per add Hour <i>(includes facility attendant fee)</i>
Japanese Garden	Venue for 50 People Landscaped Area	For Ceremonies and Cocktails receptions ONLY	\$550.00 / 04 Hours Event And A Security Deposit: \$250.00 (From this deposit we will retain a non-refundable application fee of \$ 100.00 that won't be refunded)	\$ 125.00 Per Add Hour <i>(includes facility attendant fee)</i>
The Entire Garden	All areas Venue for 500 People	(12) 8 ft rectangular banquet tables & (12) 60" round tables & 200 folding chairs	\$ 4,500.00 / 4 Hours Event And A Security Deposit: \$2000.00 (From this deposit we will retain a non-refundable application fee of \$ 100.00 that won't be refunded)	\$ 500.00 Per Add Hour <i>(includes facility attendant fee)</i>

Please Note: Additional fees to the base rental fee and security deposit will be charge:

- ▶ Annual Membership fee of \$50.00. If not yet a member of the garden.
- ▶ 7% Sales Tax to all rental amounts due Miami Beach Botanical Garden.
- ▶ Fee for Garden Attendant is \$25.00 an hour and \$125.00 fee for janitorial services.
- ▶ Insurance premium(s) charge \$ 1.00 per expected number of participants/projected number of people in attendance and liquor sold, if any, upon Miami Beach Botanical Garden premises.

Miami Beach Resident Rate \$ 1,500.00 plus additional fees.

(Please provide ID proof or utility bills)

2012 Facility Rental Rates

AREA	DESCRIPTION	INCLUDES	RENTAL RATE	ADD HOURS
Butterfly Room	Size- 18' X 35' Venue for 40 People	3 Tables and 40 Chairs	\$350.00 / 04 Hours Event And A Security Deposit: \$ 250.00 (From this deposit we will retain a non-refundable application fee of \$ 100.00 that won't be refunded)	\$ 100.00/ Hour
Banyan Room and Terrace	Size 30' x 50' Venue 175 People	(12) 8 ft rectangular banquet tables & 100 folding chairs	\$ 850.00 / 04 Hours Event And A Security Deposit: \$400.00 (From this deposit we will retain a non-refundable application fee of \$ 100.00 that won't be refunded)	\$ 175.00 / Hour <i>(includes facility attendant fee)</i>
Great Lawn & Courtyard	Venue for 300 People Landscaped Area	A 40 x 60 Tent (12) 8 ft rectangular banquet tables & 100 folding chairs	\$2500/ 04 Hours Event And A Security Deposit: \$1000.00 (From this deposit we will retain a non-refundable application fee of \$ 100.00 that won't be refunded)	\$ 225.00 / Hour <i>(includes facility attendant fee)</i>
Japanese Garden	Venue for 50 People Landscaped Area	For Ceremonies and Cocktails receptions ONLY	\$550.00 / 04 Hours Event And A Security Deposit: \$250.00 (From this deposit we will retain a non-refundable application fee of \$ 100.00 that won't be refunded)	\$ 125.00 / Hour <i>(includes facility attendant fee)</i>
The Entire Garden	All areas Venue for 500 People	(12) 8 ft rectangular banquet tables & (12) 60" round tables & 200 folding chairs	\$ 4,500.00 / 4 Hours Event And A Security Deposit: \$2000.00 (From this deposit we will retain a non-refundable application fee of \$ 100.00 that won't be refunded)	\$ 500.00 / Hour <i>(includes facility attendant fee)</i>

Please Note: Additional fees to the rental fee and security deposit will be charge:

- ▶ Annual Membership fee of \$50.00. If not yet a member of the garden.
- ▶ 7% Sales Tax to all rental amounts due Miami Beach Botanical Garden.
- ▶ Fee for Garden Attendant is \$25.00 an hour and \$125.00 fee for janitorial services.
- ▶ Insurance premium(s) charge \$ 1.00 per expected number of participants/projected number of people in attendance and liquor sold, if any, upon Miami Beach Botanical Garden premises.