

MIAMIBEACH

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

COMMITTEE MEMORANDUM

TO: Members of the Finance and Citywide Projects Committee

FROM: Jimmy L. Morales, City Manager

DATE: May 20, 2016

This shall serve as written notice that a meeting of the Finance and Citywide Projects Committee has been scheduled for May 20, 2016, at 2:30 P.M. in the Commission Chambers.

The agenda is as follows:

OLD BUSINESS

1. **Discussion Regarding whether or not to pursue food and beverage concessions for Soundscape Park, Collins Park, and the Miami Beach Botanical Garden** (*May 21, 2014 Commission Item C4C*)(194)

Max Sklar – Tourism, Culture & Economic Development Director

2. **Discussion Regarding Implementing An Open Data Policy** (*March 9, 2016 Commission Item C4E*) (293)

Ariel Sosa – Information Technology Director

3. **Discussion Regarding The Creation Of The Ocean Court Green Alley Española Way (East) Green Alley** (*February 24, 2016 Commission Item R9B*) (296)

Eric Carpenter – Assistant City Manager

NEW BUSINESS

4. **Discussion Regarding Miami New Drama Becoming The Resident Theater And Venue Manager For The Colony Theater As A Pilot Program** (*April 13, 2016 Commission Item C4M*)(299)

Max Sklar – Tourism, Culture & Economic Development Director

5. **Discussion Regarding A Competition Swimming Pool** (*April 27, 2016 Commission Item R9E*)(303)

John Rebar – Parks and Recreation Director

6. **Discussion Regarding a Resolution Approving the Purchase of Flood Insurance, All-Risk Property Insurance, Including Windstorm, Boiler & Machinery Insurance for City Buildings and Contents (Including New Construction); And Fine Arts Insurance (Bass Museum), As Proposed by Arthur J. Gallagher Risk Management Services, Inc., The City's Broker of Records** *(May 28, 2014 Commission Item R7E)(304)*

Sonia Bridges – Division Director Risk Management And Benefits

7. **Discussion Regarding A New Lease Agreement, Between The City Of Miami Beach And South Florida Seniors In Action, Inc., At Southshore Community Center, 833 6th Street, Miami Beach, Florida** *(Item Placed on Agenda by Max Sklar TCD & Economic Development Director)(305)*

Mark Milisits – Asset Manager

8. **Discussion To Work With Miami-Dade County Public Schools (MDCPS) To Assess The Viability And Interest In A City Of Miami Beach School Bus Service Within The 2-Mile Boundary Of School Bus Service Provided By MDCPS** *(May 11, 2016 Commission Item C4K)(309)*

Leslie Rosenfeld – Chief Learning Development Officer
Jose Gonzalez – Transportation Director

Finance and Citywide Projects Committee Meetings for 2016:

June 17

July 22

September 23

October 28

November 18

December 16

AW/kd

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: Jimmy L. Morales, City Manager

DATE: May 20, 2016

SUBJECT: **DISCUSSION REGARDING WHETHER OR NOT TO PURSUE FOOD AND BEVERAGE CONCESSIONS FOR SOUNDSCAPE PARK, COLLINS PARK, AND THE MIAMI BEACH BOTANICAL GARDEN**

BACKGROUND

The Finance and Citywide Projects Committee discussed this at the June 20, 2014 meeting and recommended pursuing food and beverage concessions through the pop-up concept or food trucks for Soundscape Park and the Miami Beach Botanical Garden. The Committee recommended waiting for a broader master plan for activating Collins Park before pursuing a concession operation at this location.

Since the June 2014 Committee meeting, at the direction of the Finance Committee, staff has been working with the New World Symphony and negotiating with their concessionaire, Thierry Catering, for a concession operation in SoundScape Park. On January 7, 2015, a preliminary Term Sheet was presented to the FCWPC for consideration along with examples of the design and menu concept proposed by Thierry Catering. The Committee recommended moving forward with the Soundscape Park term sheet presented. Staff continued working with Thierry Catering to finalize projected capital and operating expenses, and to assist with the regulatory approval process.

On September 24, 2015, Thierry Catering advised the City that the regulatory approval process for approval of the building design has become more costly than they originally anticipated and they could not dedicate the attention to this at this time. Review and approval is required from the Design Review Board (DRB) and Planning Department Staff believed that DRB would have concerns approving a retrofitted shipping container for the concession stand. Planning Department staff felt that it would be easier to get DRB approval if the concession stand was permanent and was similar in design to the public restroom structure. In either scenario, an architect and engineer would be required, whether the concession stand was designed as a permanent or temporary structure, which is making the project too costly for Thierry Catering and they are not interested in pursuing this unless the City covers the initial capital investment required.

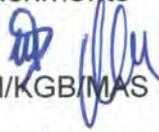
On March 18, 2016, the Finance Committee directed staff to prepare cost estimates for the construction of concession facilities at these locations and return to the Finance Committee for consideration. Staff from the Tourism, Culture, and Economic

Development (TCED) Department worked with Capital Improvement Projects (CIP) Department to prepare order of magnitude estimates which are attached as Exhibit "A" for your review.

CONCLUSION

The Administration is seeking direction from the Committee. If the Committee is supportive of pursuing the construction of concession facilities at any of these locations, staff recommends they be added to the capital budget request for FY 2016/17 for consideration by the Commission.

Attachments


JLM/KGB/MAS

F:\INFO\ALL\Max\Asset Mgmt\FCWPC SoundScape Park Concessions May 2016.doc

Sound Scape Park Concessions

Construction Costs

Item	Quantity	Unit	Unit Cost	Estimated Cost	Notes
Demolition, Clear and Grub	1700	SF	\$ 8.50	\$ 14,450.00	
Building Construction	1400	SF	\$ 250.00	\$ 350,000.00	Inclusive of MEP, finishes & toilets
Dumpster Enclosure/Can Wash	100	SF	\$ 140.00	\$ 14,000.00	
Kitchen Equipment	1	LS	\$ 30,000.00	\$ 30,000.00	Concession Cooking Equipment
Hood and Exhaust	1	LS	\$ 7,500.00	\$ 7,500.00	Single hood with Ansul System
Grease Trap	1	LS	\$ 7,500.00	\$ 7,500.00	
Utilities, Water and Sewer	1	LS	\$ 45,000.00	\$ 45,000.00	
Fire Alarm	1	LS	\$ -	\$ -	Included in bldg construction
POS System	1	LS	\$ 14,500.00	\$ 14,500.00	(4) Stations
Seating Area	850	SF	\$ 8.00	\$ 6,800.00	Outdoor, uncovered seating
Furnishings	10	EA	\$ 1,000.00	\$ 10,000.00	
Landscaping	1	LS	\$ 65,000.00	\$ 65,000.00	

Sub-total	\$ 550,300.00
-----------	---------------

Project Soft Costs

Item	Quantity	Unit	Unit Cost	Estimated Cost	Notes
Design Fees	9 %			\$ 49,600.00	
Construction Administration	4.5 %			\$ 24,800.00	
Surveying	1.5 %			\$ 8,300.00	
Testing and Inspections	2 %			\$ 11,100.00	
Building Permits	3 %			\$ 16,600.00	
Project Contingency	15 %			\$ 82,600.00	
CIP Project Fee	6.5 %			\$ 48,400.00	

Sub-total	\$ 241,400.00
-----------	---------------

Project Order of Magnitude Estimate **\$ 791,700.00**

Assumptions

- No additional site work such as fencing, pathways, etc...
- Connect to existing utilities
- No upgrades to utilities included
- Landscaping assumes connection to existing irrigation
- Kitchen equipment for Concession cooking

Collins Park Concessions

Construction Costs

Item	Quantity	Unit	Unit Cost	Estimated Cost	Notes
Building Modifications	2000 SF		\$ 150.00	\$ 300,000.00	Inclusive of MEP, finishes
Kitchen Equipment	1 LS		\$ 30,000.00	\$ 30,000.00	Concession Cooking Equipment
Hood and Exhaust	1 LS		\$ 7,500.00	\$ 7,500.00	Single hood with Ansul System
Grease Trap	1 LS		\$ 7,500.00	\$ 7,500.00	
Trash Enclosure and Can Wash	100 SF		\$ 140.00	\$ 14,000.00	
Water and Sewer Connection	1 LS		\$ 45,000.00	\$ 45,000.00	
Fire Alarm	1 LS		\$ 12,500.00	\$ 12,500.00	New System
Fire Sprinkler System	2000 SF		\$ 40.00	\$ 80,000.00	New System
POS System	1 LS		\$ 8,500.00	\$ 8,500.00	(2) Stations
New Bathrooms	1 LS		\$ 30,000.00	\$ 30,000.00	Allowance
Seating Area	600 SF		\$ 8.00	\$ 4,800.00	Outdoor, uncovered Seating
Furnishings	6 EA		\$ 1,000.00	\$ 6,000.00	
Sitework	1 LS		\$ 85,000.00	\$ 85,000.00	
Landscaping	1 LS		\$ 15,000.00	\$ 15,000.00	

Project S

Sub-total	\$ 645,800.00
-----------	---------------

Item	Quantity	Unit	Unit Cost	Estimated Cost	Notes
Design Fees	9 %			\$ 58,200.00	
Construction Administration	4.5 %			\$ 29,100.00	
Surveying	1.5 %			\$ 9,700.00	
Testing and Inspections	2 %			\$ 13,000.00	
Building Permits	3 %			\$ 19,400.00	
Project Contingency	15 %			\$ 96,900.00	
CIP Project Fee	6.5 %			\$ 56,700.00	

Project C

Sub-total	\$ 283,000.00
-----------	---------------

Assumptions **\$ 928,800.00**

- Gut and refinish
- Connect to existing utilities
- No upgrades to utilities included
- Minimal Landscaping assumes connection to existing irrigation
- Building already has water and sewer connections
- Kitchen equipment for Concession cooking

Miami Beach Botanical Garden Kitchen Expansion

Construction Costs

Item	Quantity	Unit	Unit Cost	Estimated Cost	Notes
Building Construction	300 SF		\$ 250.00	\$ 75,000.00	Inclusive of MEP and finishes
Kitchen Equipment	1 LS		\$ 50,000.00	\$ 50,000.00	Cooking and holding equipment
Hood and Exhaust	1 LS		\$ 10,000.00	\$ 10,000.00	Single hood with Ansul System
Grease Trap	1 LS		\$ 7,500.00	\$ 7,500.00	
Trash enclosure and Can Wash	100 SF		\$ 140.00	\$ 14,000.00	
Water and Sewer Connection	1 LS		\$ 45,000.00	\$ 45,000.00	
Fire Alarm	1 LS		\$ 3,500.00	\$ 3,500.00	expansion to existing system
Fire Sprinkler	1 LS		\$ 8,500.00	\$ 8,500.00	expansion to existing system

Sub-total	\$ 213,500.00
-----------	---------------

Project Soft Costs

Item	Quantity	Unit	Unit Cost	Estimated Cost	Notes
Design Fees	9 %			\$ 19,300.00	
Construction Administration	4.5 %			\$ 9,700.00	
Surveying	1.5 %			\$ 3,300.00	
Testing and Inspections	2 %			\$ 4,300.00	
Building Permits	3 %			\$ 6,500.00	
Project Contingency	15 %			\$ 32,100.00	
CIP Project Fee	6.5 %			\$ 18,800.00	

Sub-total	\$ 94,000.00
-----------	--------------

Project Order of Magnitude Estimate

\$ 307,500.00

Assumptions

- Build (3) walls and a roof
- Connect to existing utilities
- No upgrades to utilities included
- No sitework or landscaping included
- No upgrades to existing facilities
- Full Catering Kitchen equipment

***I
T
E
M***

Discussion Item

***T
W
O***

***I
T
E
M***

***T
H
R
E
E***



COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jimmy L. Morales, City Manager

DATE: May 20, 2016

SUBJECT: DISCUSSION REGARDING THE CREATION OF THE OCEAN COURT GREEN ALLEY - ESPAÑOLA WAY (EAST) GREEN ALLEY

BACKGROUND

Ocean Court is a platted alleyway in the Ocean Beach, Fla. Addition No. 2 subdivision (PB2-86). Block 26 of the plat consists of a t-shaped alleyway network. At the north end the alley is 10 feet wide running east-west from Collins Avenue to Ocean Drive. The north-south portion of the alleyway is 20 feet wide. Sometime after the plat, lot 1 where The Betsy Ross Hotel is located, deeded the north 13 feet to the public that widens the alley from Ocean Court to Ocean Drive to a total width of 23 feet.

The north-south alleyway functions as a service road for the surrounding buildings and hotels. The portion of alleyway from Collins Avenue to Ocean Court serves as a pedestrian only corridor. From Ocean Court to Ocean Drive, the alleyway serves both pedestrian and vehicular traffic.

On February 11, 2014, the Historic Preservation Board approved a new development entitled "Carlton Hotel", at 1433 Collins Avenue. The subject project proposes to substantially retain and restore the existing three-story Carlton Hotel building, including the construction of two new four-story ground level additions, a one-story ground level addition and a partial rooftop addition. Additionally, the applicant obtained approval to construct a new pedestrian bridge spanning the Ocean Court alley that would connect the Carlton Hotel to the Betsy Hotel located at 1440 Ocean Drive, to the immediate east.

On October 14, 2015, the City Commission passed Resolution No. 2015-29171 approving, on second and final reading, following a duly noticed public hearing, the grant of an air rights easement agreement, to Betsy Ross Owner, LLC.

ANALYSIS

Since the passing of the resolution by the City Commission, and at the direction of the Finance and Citywide Projects Committee (FCWPC) on April 20, 2016, City staff has met on several occasions to prepare a development agreement and a long term maintenance agreement for all items to be placed within the right-of-way. The applicant has requested to limit the current scope of the "green alley" to Espanola Way East, the pedestrian walkway, and continuing to Ocean Drive.

Representatives of the Betsy Ross Owner, LLC (Developer) presented to the FCWPC what they considered public benefits which included reconstruction of the pedestrian walkway (hardscape), landscaping, irrigation, lighting and undergrounding of utilities which included the removal of the telephone pole where Ocean Court meets 14th Place. As these items represent public benefit, the Developer is looking for the City to appropriate the monies that were paid by the Developer for the air rights easement and fees paid in lieu of parking for this construction.

Staff presented to the FCWPC that undergrounding of the necessary utilities to allow the removal of the pole was part of the overall project associated with the air rights approval. In addition, staff noted that this would set a precedent as undergrounding of utilities has never been paid for by the City. Staff presented that if the costs associated with the undergrounding were removed from the equation, and costs associated with administration and project contingencies were reduced, the costs in excess of the \$240,000 which would be eligible for such construction in association with the creation of a green alley would total \$260,000. It would appear appropriate that the City and the Developer split that amount for an additional City cost of \$130,000.

Since the two sides appeared to be far apart, the FCWPC directed staff at their April 20th meeting to meet again to try and resolve the differences. Commission Arriola offered to mediate between the two sides.

At a meeting on May 6, 2016, the parties met. Commissioner Arriola requested that additional enhancements to the façade of the proposed building be incorporated into the design which would add approximately \$100,000 more in project cost at the Developer's expense. He also requested that contingency and administration costs be reduced from 15% to 10%. He considered that the undergrounding of the utilities necessary for the removal of the pole would be a public benefit and suggested that the City pay for all of the items associated with the reconstruction of the Right of Way utilizing the money in the Green Alley fund and find the additional funding from somewhere outside of the parking impact fees to not create that precedent.

CONCLUSION

A revised term sheet has been attached which is aligned with the position of the mediated meeting by Commissioner Arriola for discussion.


ETC/JF/BAM/WRB

***I
T
E
M***

***F
O
U
R***



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: Jimmy L. Morales, City Manager

DATE: May 20, 2016

SUBJECT: **MANAGER FOR COLONY THEATER PILOT PROGRAM- MIAMI NEW DRAMA**

RECOMMENDATION

The Administration is seeking direction from the Finance and Citywide Projects Committee.

ANALYSIS

At the December 9, 2015 Commission meeting, Commissioners Steinberg and Malakoff referred a discussion of how to incentivize local theater in Miami Beach to both the Cultural Arts Council (CAC) and the Finance and Citywide Projects Committee (FCPC). This discussion was prompted by the announcement of a major new professional theater company, Miami New Drama, under the direction of multiple-award winning director and playwright Moises Kauffman and Michel Hausmann, and the challenges faced by its month-long run of *The Golem of Havana*, which opened at the Colony Theater on January 16, 2016. The subject was discussed at length by the CAC at its meeting on January 7, 2016. Since this time, Miami New Drama has worked diligently with staff to develop a comprehensive strategic and operational plan that would allow for a presenting and producing organization to manage the Colony Theater.

At the April 13, 2016 City Commission meeting, Commissioners Steinberg, Grieco, and Malakoff sponsored another referral to both the CAC and FCPC to consider having Miami New Drama manage the Colony Theater as a pilot program. On May 12, 2016, Mr. Hausmann presented Miami New Drama's vision to the members of the CAC, who voted unanimously in favor of the organization's proposal to oversee the artistic direction and operation of the Colony Theater beginning FY 16-17.

BACKGROUND

The CAC has long lamented the dearth of live drama in Miami Beach. The City is home to the region's major ballet company, orchestra, art fair and museum; live theater is the missing component of the well-rounded cultural personality that sets Miami Beach apart from the rest of the region. In assessing the need for theater, the CAC has strongly recommended that the management of the Colony be transferred to a professional resident theater company that would present a specific number of its own extended-run productions each year, while still making the theater available and affordable to its current stable of non-profit users. Given time to cultivate an audience, the Colony's resident company could become the leading regional theater of the area, filling the gap in our current cultural landscape. South Florida has not had a nationally-respected regional theater since the closing of the Coconut Grove Playhouse many years ago.

Global Spectrum took over management of the City's theaters on October 1, 2008. Since that time, they have made improvements to operations, marketing, customer service, and capital.

However, the Colony Theater is operational for only 30% of the year, with regular event attendance operating below 40%. The facility is currently operated as a rental venue with little artistic oversight or curatorial method and has operated at a loss ranging from \$30,000 to \$100,000 for the last several fiscal years.

Miami New Drama's inaugural production, *The Golem of Havana*, presented an alternative to what the Colony Theater could be by producing the following results:

- More than 6500 people attended the show in its extended 5 week run breaking every record for past productions at The Colony Theater
- 40% of the performances were completely sold out
- Average capacity was well over 70%
- The show garnered national attention and received rave reviews from The Miami Herald, The Huffington Post and Florida Theater on Stage, among others.
- Grossed over \$250,000
- The highest grossing theater show in Miami's recent history

Under the direction of multiple-award winning director and playwright Moises Kauffman and Michel Hausmann, Miami New Drama is a newly founded not-for-profit 501(c)3 presenting and producing organization committed to theatrical excellence and theater-making as a means of social engagement, cultural conversation and human interaction. The company presents world-class relevant work by American, Latin American and international artists designed for the intersections of Miami Beach's multicultural 21st century audience. By sharing work where cultures dialogue and communities intersect, Miami New Drama aims to reach audiences as diverse as the city itself.

Miami New Drama's productions include an eclectic mix of original plays, musicals, classics and world premieres, including work commissioned specifically for Miami New Drama. These productions will utilize a mix of the best local, national and international talent to incubate work from scratch. Actors, directors and designers culled from the Miami community and beyond will create work that reflects the best of Miami Beach, while highlighting some of the best theatrical talent in the world.

Along with secured international, national and local partnerships, Miami New Drama has earned the support of the Miami Beach Chamber of Commerce, which passed a resolution urging the City Commission to create an agreement, even if on a trial basis, to authorize Miami New Drama to operate within the Colony Theater and to develop a full season which will improve the usage of the publicly owned theater many times over to the benefit of residents, tourists and business alike (Exhibit A).

Also attached is the Strategic and Operational Plan presented by Miami New Drama (Exhibit B) which provides the following:

- Company Overview
- Budgets
- Staff
- Maintenance
- Affiliations
- Management Support Documents
- Grant Support
- Public Relations/Marketing Plan

As noted in the budget proposal, Miami New Drama is requesting \$88,000 in operating subsidy from the City of Miami Beach beginning in FY2016-2017.

CONCLUSION

The CAC recommended that the management of the Colony be transferred to Miami New Theater as a “pilot program.” Miami New Theater will act as the resident professional theater company, producing its own shows while continuing to make the theater available to its nonprofit users, benefitting our residents and visitors while also promoting Miami Beach as an international cultural destination. City staff recommends that if the FCPC and the City Commission support the CAC recommendation, then consideration should be given to providing Miami New Drama with an operating subsidy from the City to give them the greatest chance for success and to help ensure its success.



1920 Meridian Ave, Miami Beach, FL 33139

Whereas, the Board of Governors of the Miami Beach Chamber of Commerce and the Tourism and Hospitality Council having reviewed a proposal from Miami New Drama to operate a regional theater company on Miami Beach from the Colony Theater, and;

Whereas, the Colony Theater is a city owned facility which is underutilized and which under the direction of a professional theater company would certainly increase revenue for other establishments, particularly restaurants before and after performances, and;

Whereas, the Miami New Drama organization has successfully produced a major show in the Colony Theater, which broke all attendance records for that theater, and has a management team with many years of professional experience,

Now therefore, the Miami Beach Chamber of Commerce does hereby urge the City Commission to create an agreement, even if on a trial basis, to authorize Miami New Drama to operate within the Colony Theater and to develop a full season which will improve the usage of the publicly owned theater many times over to the benefit of residents, tourists and business alike.

Approved by electronic vote via 36-0 in favor.

Michael S. Goldberg
Chairman of the Board

Jerome Libbin
President & CEO

2015-2016 EXECUTIVE BOARD OF GOVERNORS
 Michael S. Goldberg, Gibraltar Private Bank & Trust, *Chairman*
 Wayne Pathman, Pathman Lewis LLP, *Chair Elect*
 Jason Loeb, Sudsies Dry Cleaners, *Immediate Past Chair*
 Adam Cedrati, Boucher Brothers Management Inc, *Treasurer*
 Alfredo J. Gonzalez, Greenberg Traurig, P.A, *Vice Chair*
 Aaron Tandy, Pathman Lewis, *Vice Chair*
 Reinaldo Borges, Borges + Associates Architects
 Matis Cohen, KP Kahunah Properties
 Sheila Duffy-Lehrman, Tropic Survival
 Eric Jacobs, Clear Title Group
 Josh Levy, Pardo Gainsburg P.A.
 Billy Long, Jr., CBS OUTDOOR
 A. Anthony Noboa, ODM Performance Solutions, Inc.
 Brett Orlando, Thompson Miami Beach
 Alan Randolph, C1 Bank
 Sherry Kaplan Roberts, South Beach Boutique Realty
 Madeleine Romanello, One Sotheby's International Realty
 Richard Segal, Kluger, Kaplan, Silverman, Katzen & Levine P.L.
 Joshua Wallack, Mango's Tropical Café
 Stuart Weintraub, The Richmond Hotel

BOARD OF GOVERNORS
 Marissa Amual, Akerman
 Jessica Eve Berrin, Baptist Health South Florida
 Michael Bock, Merrill Lynch
 Amanda Bonifay, Goldstein Schechter Koch CPA
 JC Carey, Coastal Car Worldwide,
 Bart H. Chepenik, Chepenik Trushin LLP
 Michael Choiniere, Carillon Miami Beach
 Laurence Dubey, Nobu Eden Roc
 Stephen J. Farbish, Mallah Furman & Co, CPA P.A.
 JR Fenton, Jackson Agency
 Javier E. Fernandez, Stearns Weaver Miller Weissler Alhadeff Sitterson
 Robert Finvarb, Marriott Courtyard - South Beach
 David Frangioni, Audio One
 Jessica Fuentes, Café Avant
 Alex Furrer, The Setai Miami Beach
 Abraham Galbut, Crescent Heights
 Jared Galbut, Menin Hospitality
 Michael Grieco, Criminal Law Office of Michael C. Grieco
 Isadore Havenick, Magic City Casino
 Alexander Heckler, LSN Partners
 Robin Jacobs, MB Cosmetic + Plastic Surgery
 David J. Keefe, Atlantic Broadband
 Calvin Kohli, Mercedes Services
 Jonathan Lieberman, Itopia
 Nathan Lieberman, South Beach Group
 Paul M. Lowenthal, Southern Audio Visual
 Richard Lydecker, Lydecker Diaz LLC
 William Murphy, Security Alliance
 Tim Nardi, Menin Hospitality
 Aarti Pandit, Plaza Construction
 Jay Parker, Esq, Douglas Elliman
 Gary Pyott, FirstService Residential
 Melissa Rubin, Platinum Properties International
 Emily Sherman, W South Beach
 Lyle Stern, Koniver Stern Group
 John Stuart, College of Arts + Architecture, FIU
 Joshua Summers, Fontainebleau Miami Beach
 Ceci Velasco, Mango's Tropical Café
 Warren Zinn, Warren Henry Auto

CORPORATE EMERITUS
 Jorge Gonzalez, City National Bank of Florida
 Katherine San Pedro, AT&T Florida
 Aletha Player, Florida Power and Light
 Steven D. Sonnenreich, Mount Sinai Medical Center

GOVERNOR EMERITUS
 James Rocco Boucher, Boucher Brothers Management
 Sidney Goldin
 Alexander Tachmes, Shutts & Bowen

EX OFICIO
 Peggy Benua, Dream South Beach
 Marc Henderson, Miami-Dade Aviation Department
 Matt Hollander, Global Spectrum
 William Talbert III, GMCVB

BEHIND 
MIAMI NEW DRAMA

MIND STRATEGIC AND OPERATIONAL PLAN

- **Company Overview**
 - Mission Statement
 - Programming Initiatives
 - Board of Directors
- **Budgets**
 - Three Year Operational Budget
 - 2015 Actuals
 - Box Office Report
- **Staff**
 - Current Staff
 - Incremental Staffing Plan
- **Maintenance**
- **Affiliations**
 - Partnerships
 - Supporters
 - Letters of Recommendation
- **Management Support Documents**
 - Payroll
 - Insurance
 - Actors' Equity Association Agreement
- **Grants**
- **Public Relations/Marketing**

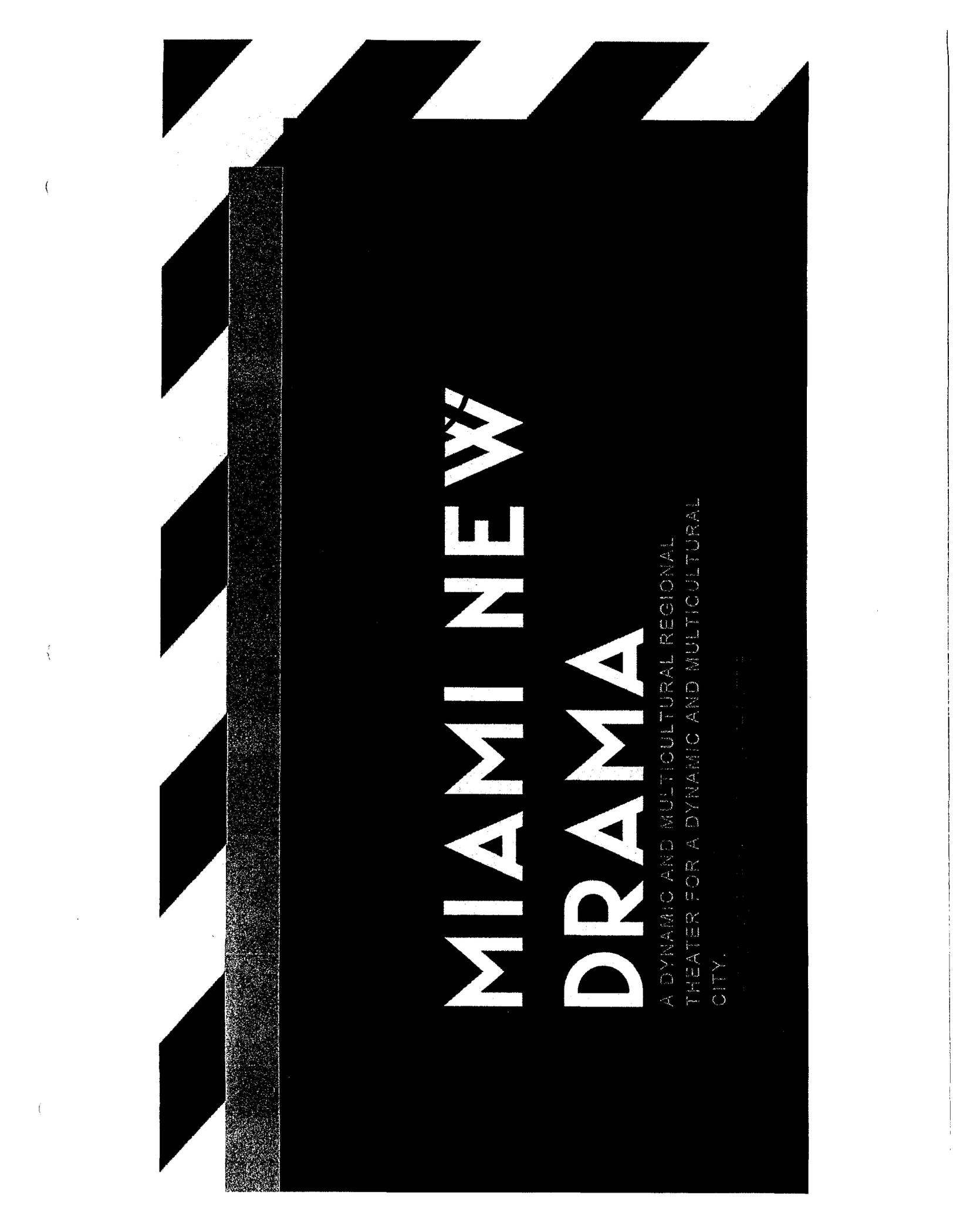


Our Mission

MIAMI NEW DRAMA is a newly founded not-for-profit 501(c)3 presenting and producing organization committed to theatrical excellence and theater-making as a means of social engagement, cultural conversation and human interaction. We present world-class relevant work by American, Latin American, and international artists designed for the intersections of Miami Beach's multicultural 21st century audience. By sharing work where cultures dialogue and communities intersect, we aim to reach audiences as diverse as the city itself.

Our Programming

MIAMI NEW DRAMA's productions include an eclectic mix of original plays, musicals, classics and world premieres – including work commissioned specifically for Miami New Drama. These productions will utilize a mix of the best local, national, and international talent to incubate work from scratch. Actors, directors and designers culled from the Miami community and beyond will create work that reflects the best of Miami Beach while highlighting some of the best theatrical talent in the world.



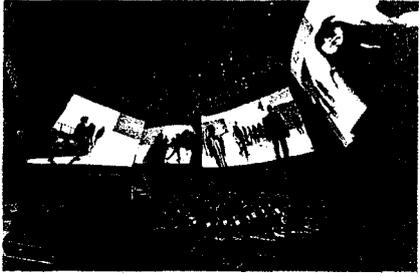
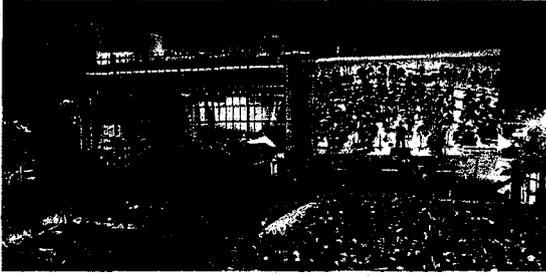
MIAMI NEW DRAMA

A DYNAMIC AND MULTICULTURAL REGIONAL
THEATER FOR A DYNAMIC AND MULTICULTURAL
CITY.



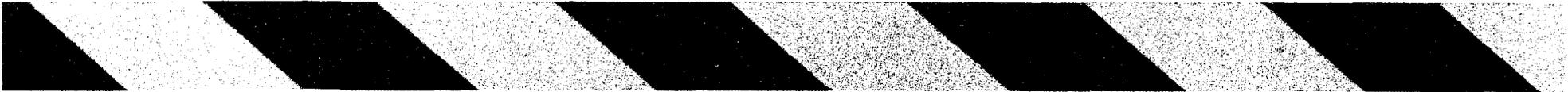
MIAMI BEACH

During the last few decades Miami-Dade County has experienced an exciting renaissance that has had a great impact on building a dynamic art scene: And at the heart of the renaissance is **Miami Beach** with The New World Symphony, Art Basel, the Wolfsonian, Miami City Ballet, The Jewish Museum and the Bass Museum.



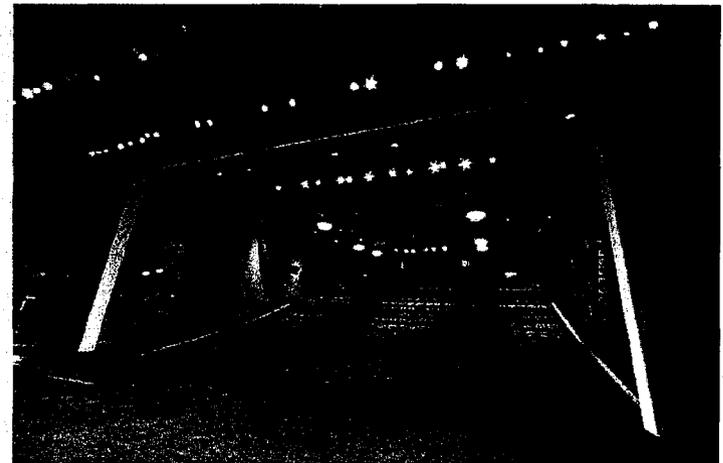


While Dance, Music and Visual Arts have flourished, Theater has all but disappeared in Miami Beach - Meanwhile, in greater Miami, since the closing of the Coconut Grove Playhouse, a legitimate Regional Theater has been absent in the Area.



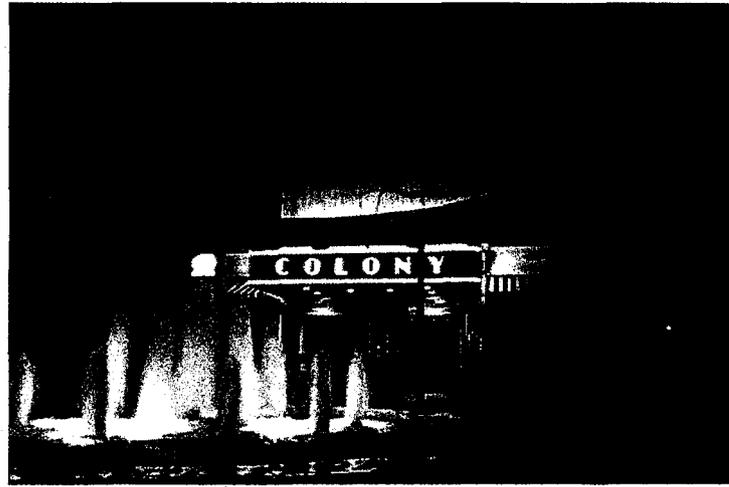
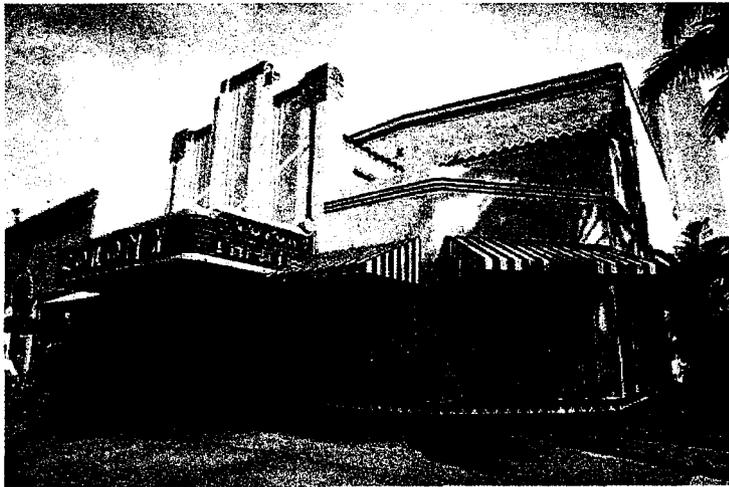
THE COLONY THEATER is a state of the art 415-seat venue located in the heart of South Beach. Its impressive art deco design makes it one of the crown jewels of Miami Beach and Lincoln Road.

The Building is owned by the city of Miami Beach and Operated by Global Spectrum (Convention Center)



TODAY

- Operational for only **30%** of the year
- Regular event attendance averages below **40%**
- Operates as a rental venue **with little lasting artistic merit** or curatorial method
- Operated at a loss for the last several fiscal years.



MIAMI NEW DRAMA

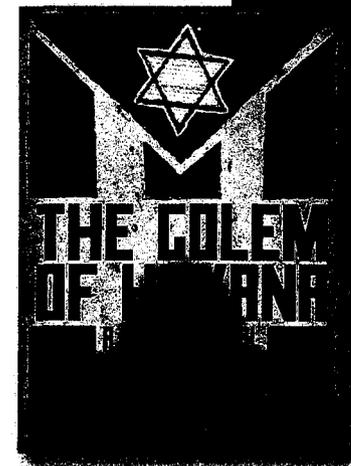
Miami New Drama is a Non profit 501 c (3) Organization committed to the creation of a multicultural dynamic regional theater in Miami Beach. The Members of MIND have significant experience as leading artists and/or managers on Broadway, Off-Broadway, in numerous outstanding regional theaters across the country and in major international cities.

- Our Team is comprised of strong artistic leadership and detailed oriented business management of a theatre institution.

- **Michel Hausmann** - Artistic Director: Has ample experience and accolade as a writer director and producer Off Broadway, regionally and international. He is the Writer/Director of the acclaimed musical, *The Golem of Havana*.

- **Moises Kaufman** - Artistic Associate - Is one of the most prolific writer-directors on Broadway, a Tony and Emmy nominee, A Guggenheim Fellow and the Writer/Director of such international theatre successes as *The Laramie Project*, *Gross Indecency* and *33 Variations*.

- **Lisa Dozier King** - Managing Director. Is the president of an Off Broadway General Management firm that has managed over 70 NYC professional production. She has also been on staff at Symphony Space, Manhattan Theatre Club, New 42nd St among others, and is currently the BFA theatre management program director at University of Miami.



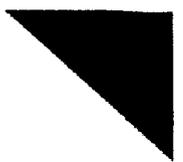


MIAMI NEW DRAMA'S PROVEN RECORD

Miami New Drama's inaugural production, *The Golem of Havana* presented an alternative reality to what The Colony Theater could be by producing the following results:



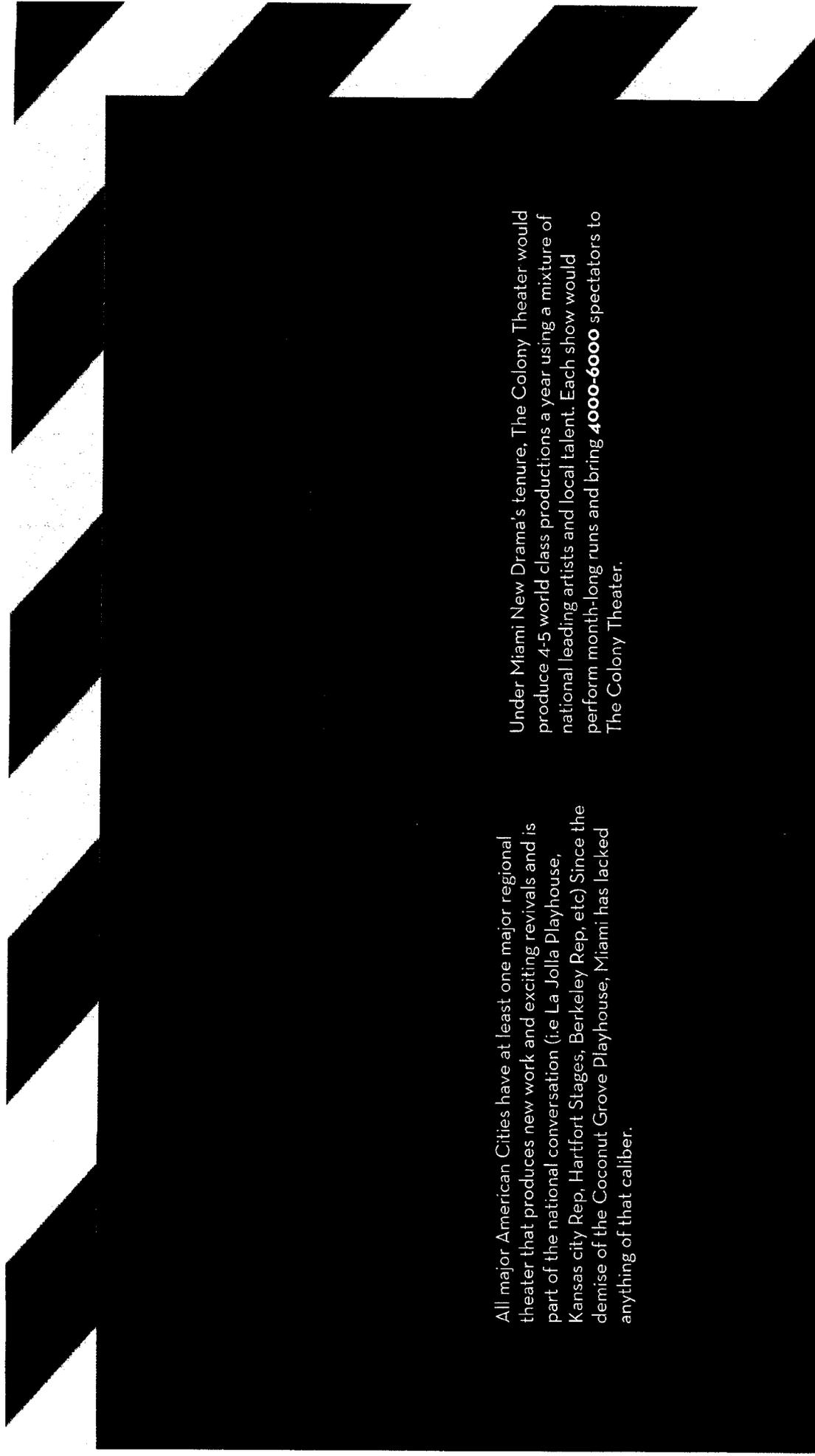
- More than **6500** people attended the show in its extended **5 week** run breaking every record for past productions at The Colony Theater
- **40%** of the performances were completely sold out
- Average capacity was well over **70%**
- The show received rave reviews from The Miami Herald, The Huffington Post and Florida Theater on Stage among many others.
- The show obtained continued media coverage from local radio and TV stations and was promoted bi-lingually in English and Spanish.
- Grossed over **\$250k**
- The production garnered national attention from the entertainment industry
- The highest grossing theatre show in Miami's recent history.



OUR VISION

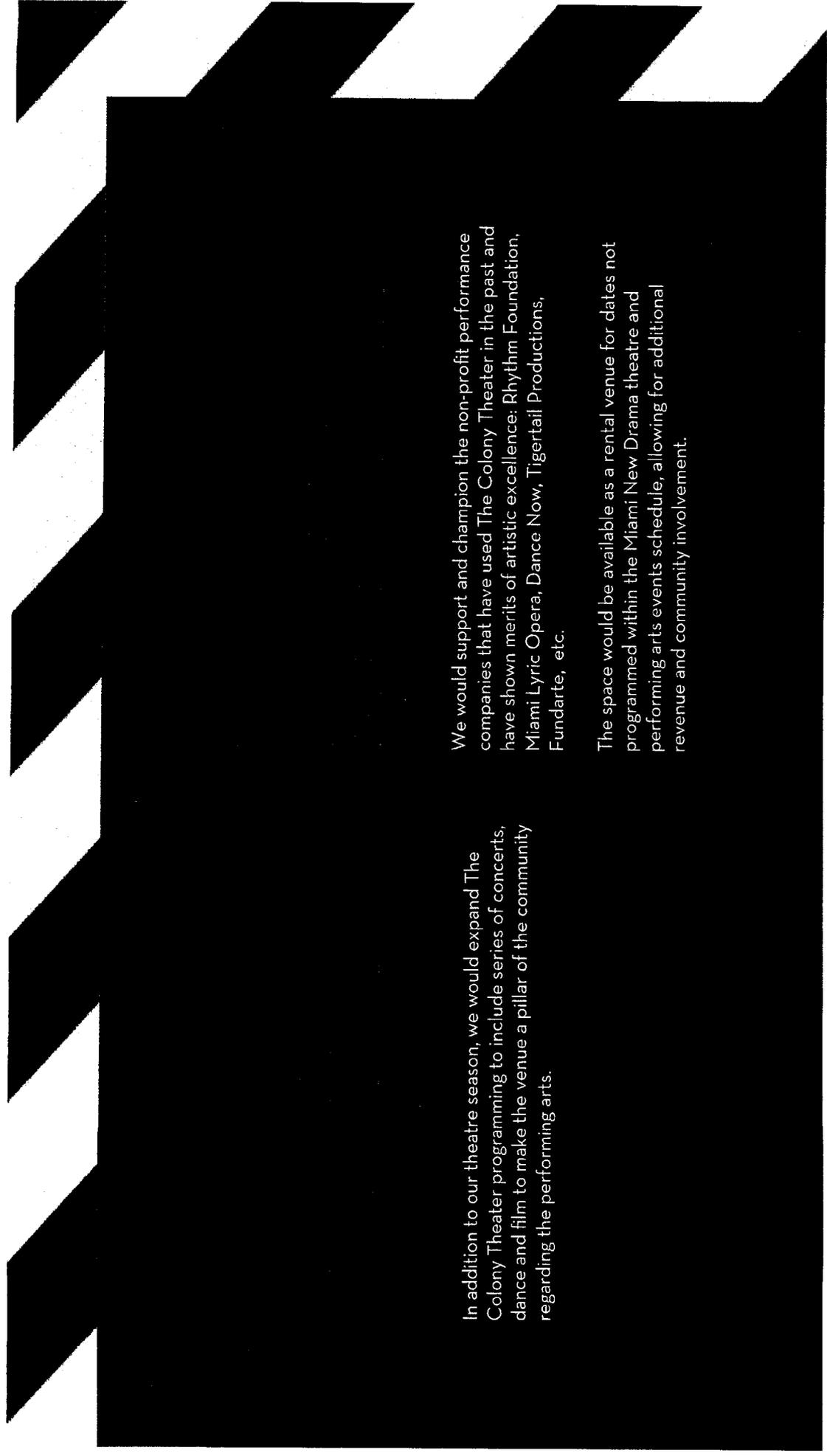
Through a strategic plan that implements the highest quality theatre productions and reflects the diversity of the city produced by Miami New Drama along with dynamic programming including concerts, dance and film, The Colony Theater will be primed to become an epicenter for creative and cultural activity on both a local and national level.





All major American Cities have at least one major regional theater that produces new work and exciting revivals and is part of the national conversation (i.e La Jolla Playhouse, Kansas city Rep, Hartford Stages, Berkeley Rep, etc) Since the demise of the Coconut Grove Playhouse, Miami has lacked anything of that caliber.

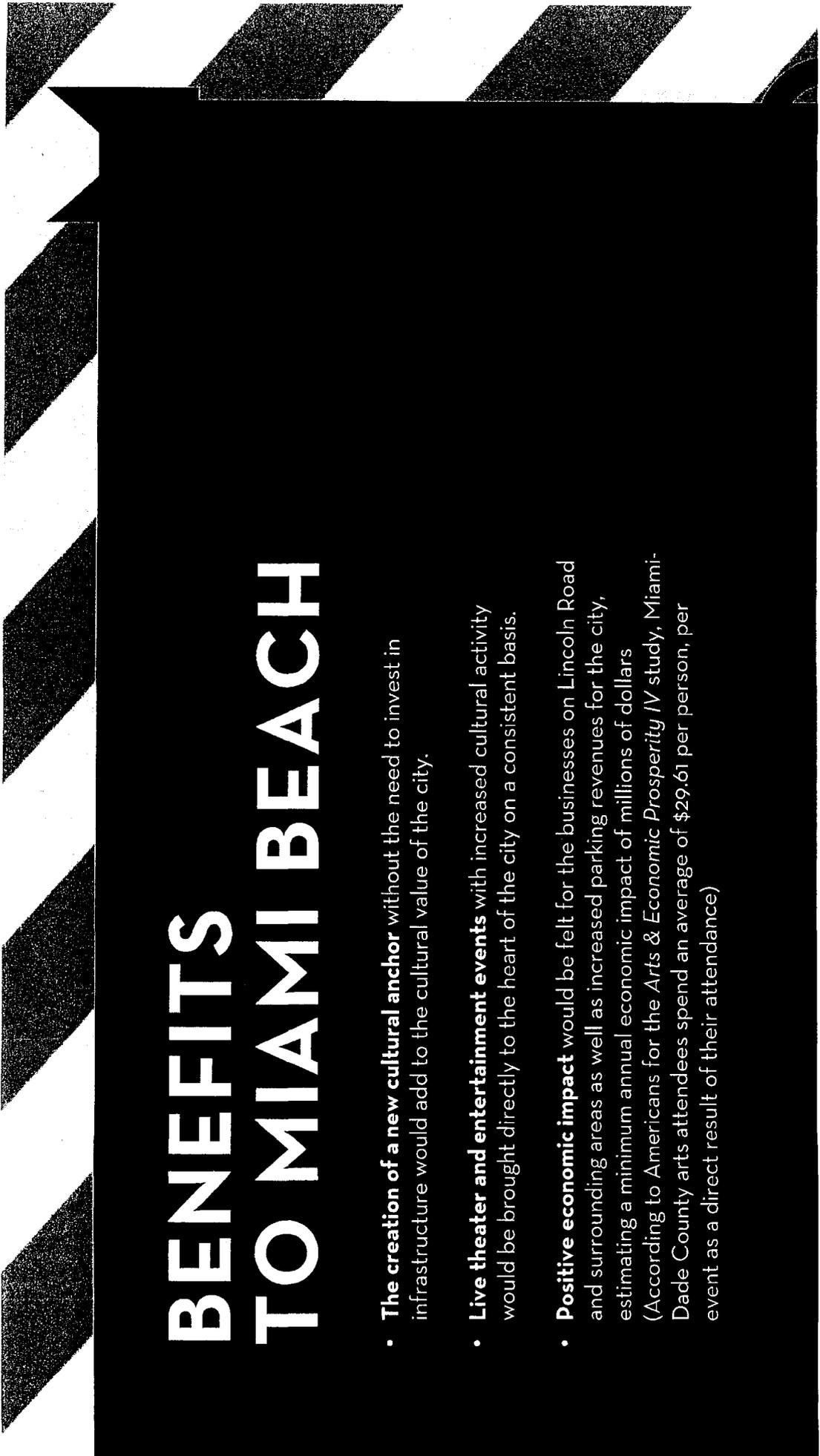
Under Miami New Drama's tenure, The Colony Theater would produce 4-5 world class productions a year using a mixture of national leading artists and local talent. Each show would perform month-long runs and bring **4000-6000** spectators to The Colony Theater.



In addition to our theatre season, we would expand The Colony Theater programming to include series of concerts, dance and film to make the venue a pillar of the community regarding the performing arts.

We would support and champion the non-profit performance companies that have used The Colony Theater in the past and have shown merits of artistic excellence: Rhythm Foundation, Miami Lyric Opera, Dance Now, Tigertail Productions, Fundarte, etc.

The space would be available as a rental venue for dates not programmed within the Miami New Drama theatre and performing arts events schedule, allowing for additional revenue and community involvement.



BENEFITS TO MIAMI BEACH

- **The creation of a new cultural anchor** without the need to invest in infrastructure would add to the cultural value of the city.
- **Live theater and entertainment events** with increased cultural activity would be brought directly to the heart of the city on a consistent basis.
- **Positive economic impact** would be felt for the businesses on Lincoln Road and surrounding areas as well as increased parking revenues for the city, estimating a minimum annual economic impact of millions of dollars (According to Americans for the Arts & *Economic Prosperity IV* study, Miami-Dade County arts attendees spend an average of \$29.61 per person, per event as a direct result of their attendance)



BENEFITS TO THE COLONY THEATER

- **The theater would become known** as a main destination for “theater” amongst the arts community regionally, nationally, and internationally.
- Because Miami New Drama is a 501 c (3) Not-for-Profit Organization, The Colony Theatre would benefit from **government and foundation grants as well as from individual and corporate donors** that could go well into the millions of dollars within a decade.
- **Performing Arts Center aspects** would make the theater a destination for renowned artists in the areas of film, dance and music.
- **Increased income** for hourly workers due to increased operations and activity in the theater would better the economic stability of working technicians and administrative staff.

OUR

ARTISTIC DIRECTOR & CO-FOUNDER MICHEL HAUSSMANN

Venezuelan-born theater director, producer and writer. He is the co-founder and artistic director of Miami New Drama, Michel is the bookwriter and director of *The Golem Of Havana* a new original musical, which premiered at LaMama in August of 2013 and received it's a world premiere at Barrington Stage Company in July of 2014 and a critically acclaimed run at The Colony Theatre with Miami New Drama. Hausmann's Off Broadway credits include the New York Premiere of Vassily Sigarev's *Black Milk* at East 13th Theater and the New York premiere of *The Color Of Desire*, by Pulitzer Prize winning author Nilo Cruz

In Venezuela he was the Artistic Director of Palo De Agua, a leading Venezuelan theater company where he directed the world premiere of *Los Navegaos*, the last play by renowned Venezuelan playwright Isaac Chocrón as well as critically acclaimed productions of *Fiddler on the Roof*, *Jesus Christ Superstar* and *The Producers* that enjoyed an audience of 170,000 spectators. With Moisés Kaufman, he co-directed the Venezuelan premiere of *Gross Indecency: The Three Trials of Oscar Wilde*. Michel received a BA from Emerson College and an M.F.A in theater directing from Columbia University. Hausmann is a New York Theater Workshop 2050 Fellow, a Shubert Presidential fellow, an IRNE nominee and a Richard Rodgers Award finalist



MIND PRINCIPALS

OUR

CLASSIC ASSOCIATE ARTIST
MOISES KAUFMAN

"An inspired talent. One of the men that is changing the cultural landscape of the country."

- Ben Brantley, New York Times

Tony and Emmy-nominated director and playwright. He most recently directed the Broadway revival of *The Heiress*, with Jessica Chastain, and wrote and directed *33 Variations* on Broadway, starring Jane Fonda, which received five Tony nominations. Mr. Kaufman also directed Rajiv Joseph's Pulitzer Prize finalist *Bengal Tiger* at the Baghdad Zoo, with Robin Williams, on Broadway in Spring 2011. Previously, Mr. Kaufman directed the Pulitzer and Tony Award-winning play *I Am My Own Wife*.



MIND PRINCIPALS

OUR

FOUNDING ASSOCIATE ARTIST DISES KAUFMAN

"Kaufman is pioneering a new genre of theatre. He aims for a radical re-definition of what theater is capable of."

- Time Magazine

His plays *Gross Indecency: The Three Trials of Oscar Wilde* and *The Laramie Project* have been among the most performed plays in America over the last decade. Kaufman recently directed his first opera, *El Gato con Botas* (*Puss in Boots*). Other credits include: *The Nightingale* (La Jolla Playhouse), *A Common Pursuit* (Roundabout), *Bengal Tiger* at the Bagdad Zoo (Mark Taper Forum), *Macbeth* with Liev Schreiber (Public Theater), *This Is How It Goes* (Donmar Warehouse), *One Arm* by Tennessee

Williams (New Group and Steppenwolf Theater Company), *Master Class* with Rita Moreno (Berkeley Repertory Theater) and *Lady Windermere's Fan* (Williamstown Theater Festival). Kaufman also co-wrote and directed the film adaptation of *The Laramie Project* for HBO, which received two Emmy Award nominations for Best Director and Best Writer. He is the Artistic Director of Tectonic Theater Project and a Guggenheim Fellow in Playwriting.

MIND PRINCIPALS

OUR

MANAGING DIRECTOR

LISA DOZIER KING

Lisa Dozier King has general managed more than seventy professional productions in New York City. Recent/Current NYC Off Broadway: Leonard Nimoy's *Vincent*, *Promising*, *Bedbugs the Musical* (NY Times Critics' Pick), *The Erlkings*, *Breakfast with Mugabe* (NY Times Critics' Pick), *Final Analysis*, *Sistas the Musical*, *F#%king Up Everything* (NY Times Critics' Pick), *Ten Chimneys*, *Bronte: A Portrait of Charlotte*. Lisa has been on staff at Symphony Space, Manhattan Theatre Club, and the New 42nd Street. She is the resident general manager for the National Alliance for Musical Theatre's Festival of New Musicals and is on faculty at the University of Miami as the BFA theatre management program director.



MIND PRINCIPALS



**MIAMI
NEW
DRAMA**





Board Members

GARY FARMER was the cultural affairs program manager for the City of Miami Beach from 2005 until his retirement in 2016. In that position he also served as interim director of the City's Bass Museum of Art in 2007 - 2008; oversaw the Miami Beach Cultural Arts Council and its grant making, marketing and advocacy programs, Fine Arts Board, Colony and Byron Carlyle Theaters, and citywide arts education programs; and initiated and produced free outdoor arts programming including Arts in the Parks (2006), Sleepless Night (2007) and SoundScape Cinema Series (2011). Farmer's forty-year career in arts administration, development and marketing resulted in a client list that included among others the Metropolitan Museum of Art, Institute for Advanced Study, American School of Classical Studies at Athens, American Cinematheque and the Museum of Modern Art. An early advocate for the preservation of South Beach's Art Deco district, his award-winning restaurant, bar and black box theater The Strand was the de facto headquarters for the local arts community from 1986 - 1991.

ALEXANDER GALSKY has extensive experience in raising debt and equity for both public and private companies. His areas of expertise include: financial modeling, company due-diligence as well as cross-border negotiations. Prior to joining Mr. Galsky worked as a VP of Investment Banking at Green Capital Group (GCG) and beforehand at Merriman Capital (OTC:MERR), where he focused on financing and M&A for small cap, high growth companies. Prior to Merriman he worked as Financial Consultant for The Rohatyn Group where he assisted in the creation of deals and marketing for the Latin America Private Equity Group. Mr. Galsky also worked as a Wealth Manager for 5 years in a Private Wealth Management boutique firm. Mr. Galsky received his Masters degree in International Finance from Columbia University and a Bachelors in Science from Bentley University where he graduated Magna Cum Laude. He was born in Caracas, Venezuela and he is fluent in English and Spanish.

MICHEL HAUSMANN is a Venezuelan-born theater director, producer and writer. He is the co-founder and artistic director of Palo de Agua, a leading Venezuelan theater production company. Michel is the bookwriter and director of The Golem Of Havana a new original musical, which premiered at LaMama in August of 2013 and received it's a world premiere at Barrington Stage Company in July of 2014. Hausmann's Off Broadway credits include the New York Premiere of Vassily Sigarev's Black Milk at East 13th Theater and the New York premiere of The Color Of Desire, by Pulitzer Prize winning author Nilo Cruz. In Venezuela he directed the world premiere of Los Navegaos, the last play by renowned Venezuelan playwright Isaac Chocrón as well as successful productions of Fiddler on the Roof, Jesus Christ Superstar and The Producers that enjoyed an audience of 170,000 spectators. With Moisés Kaufman, he

**MIAMI
NEW
DRAMA** (MIND)

co-directed the Venezuelan premiere of *Gross Indecency: The Three Trials of Oscar Wilde*. Michel received a BA from Emerson College and an M.F.A in theater directing from Columbia University. Hausmann is a New York Theater Workshop 2050 Fellow, a Shubert Presidential Fellow a Richard Rodgers Award finalist.

MOISÉS KAUFMAN is a Tony and Emmy nominated director and playwright. He most recently directed the Broadway revival of *The Heiress*, with Jessica Chastain, and wrote and directed *33 Variations* on Broadway, starring Jane Fonda, which received 5 Tony nominations. Mr. Kaufman also directed Rajiv Joseph's Pulitzer Prize finalist *Bengal Tiger* at the Baghdad Zoo, with Robin Williams, on Broadway in Spring 2011. Previous to that, Mr. Kaufman directed the Pulitzer and Tony Award-winning play *I Am My Own Wife*. His plays *Gross Indecency: The Three Trials of Oscar Wilde* and *The Laramie Project* have been among the most performed plays in America over the last decade. Mr. Kaufman recently directed his first opera, *El Gato con Botas* (*Puss in Boots*). Other credits include: *The Nightingale* (*La Jolla Playhouse*), *A Common Pursuit* (*Roundabout*), *Bengal Tiger* at the Bagdad Zoo (*Mark Taper Forum*); *Macbeth* with Liev Schreiber (*Public Theater*); *This Is How It Goes* (*Donmar Warehouse*); *One Arm* by Tennessee Williams (*New Group* and *Steppenwolf Theater Company*); *Master Class* with Rita Moreno (*Berkeley Repertory Theater*); and *Lady Windermere's Fan* (*Williamstown Theater Festival*). Mr. Kaufman also co-wrote and directed the film adaptation of *The Laramie Project* for HBO, which received two Emmy Award nominations for Best Director and Best Writer. He is the Artistic Director of *Tectonic Theater Project* and a Guggenheim Fellow in Playwriting.

EDUARDO E. MULLER Based in Miami, Eduardo is a Managing Director at Morgan Stanley in the Private Wealth Management division. Prior to joining Morgan Stanley in May 2016, he worked for fifteen years as Director in Private Banking at Credit Suisse in Miami and spent eight years as Vice President in the Wealth Management Division of Goldman, Sachs & Co. in Miami, Houston and New York. He also worked at Citibank in the Capital Markets Group and with Procter & Gamble in Venezuela as Brand Manager. Eduardo received his MBA in Finance from the Wharton Business School and his degree with honors in Industrial Engineering from Lehigh University.

DAVID SCHARLIN is a second-generation Miami native. He grew up in Coconut Grove and graduated from Ransom Everglades School. He holds a B.A. in Economics from the University of Rochester and a J.D. from the University of Miami. Immediately after law school, he practiced law in Miami, specializing in transactional real estate and

**MIAMI
NEW MIND
DRAMA**

corporate law. In the 25 years since he left the formal practice of law, he has co-founded several startup companies, including a film production company, a fast-casual restaurant franchise and a multi-store retail clothing business. In addition to his professional career, he has also pursued a commitment to the South Florida community, serving on the Boards of Directors of numerous local agencies including the Greater Miami Jewish Federation, Center for the Advancement of Jewish Education, Miami Jewish Film Festival, Beth David Congregation and the University of Miami Hillel. He and his wife Amy live in Coconut Grove and have four children.

TOTAL	\$	1,250.00	\$	25,000.00	\$	25,000.00
--------------	-----------	-----------------	-----------	------------------	-----------	------------------

Contingency	\$	25,000.00	\$	54,982.00	\$	54,982.00
-------------	----	-----------	----	-----------	----	-----------

ADMINISTRATIVE/OPS TOTAL	\$	84,762.75	\$	458,823.80	\$	580,208.80
---------------------------------	-----------	------------------	-----------	-------------------	-----------	-------------------

THEATRICAL PRODUCTIONS/SPECIAL EVENTS

PHYSICAL PRODUCTION

Scenery/Major Props	\$	18,000.00	\$	36,000.00	\$	39,600.00
Props	\$	2,455.00	\$	3,050.00	\$	3,355.00
Costumes, Shoes, Accessories	\$	6,000.00	\$	14,800.00	\$	16,280.00
Hair, Make-Up, dry cleaning	\$	1,500.00	\$	2,250.00	\$	2,475.00
Lighting package	\$	7,825.00	\$	20,400.00	\$	22,440.00
Sound package	\$	3,750.00	\$	9,250.00	\$	10,175.00
Backline	\$	3,700.00	\$	5,000.00	\$	5,500.00
Perishables/Laptop	\$	2,850.00	\$	5,000.00	\$	5,500.00
TOTAL	\$	46,080.00	\$	95,750.00	\$	105,325.00

CREATIVE/MANAGEMENT FEES

Authors	\$	18,000.00	\$	25,000.00	\$	27,500.00
Director	\$	6,500.00	\$	11,000.00	\$	12,100.00
Assistant Director	\$	3,500.00	\$	4,000.00	\$	4,400.00
Fight Director	\$	1,000.00	\$	2,000.00	\$	2,200.00
Choreographer	\$	2,000.00	\$	8,000.00	\$	8,800.00
Music Director	\$	7,200.00	\$	9,200.00	\$	10,120.00
Set Designer	\$	4,000.00	\$	8,000.00	\$	8,800.00
Costume Designer	\$	4,000.00	\$	2,600.00	\$	2,860.00
Lighting Designer	\$	4,000.00	\$	5,000.00	\$	5,500.00
Sound Designer	\$	2,500.00	\$	2,600.00	\$	2,860.00
Props Designer	\$	8,000.00	\$	4,800.00	\$	5,280.00
Design Assistants	\$	3,000.00	\$	6,800.00	\$	7,480.00
Production Management	\$	12,500.00	\$	36,500.00	\$	40,150.00
Master Electrician	\$	7,500.00	\$	15,000.00	\$	16,500.00
Load In/Out Crew	\$	22,000.00	\$	40,000.00	\$	44,000.00
Casting Director	\$	1,000.00	\$	12,000.00	\$	13,200.00
General Management	\$	12,000.00	\$	22,000.00	\$	24,200.00
TOTAL	\$	118,700.00	\$	214,500.00	\$	235,950.00

CAST, STAGE MANAGEMENT, CREW FEES

Cast	\$	35,000.00	\$	68,000.00	\$	74,800.00
Production Stage Manager	\$	16,000.00	\$	40,400.00	\$	44,440.00
Assistant Stage Manager	\$	11,000.00	\$	22,505.00	\$	24,755.50
Company Manager	\$	15,000.00	\$	20,400.00	\$	22,440.00
Band	\$	14,000.00	\$	20,000.00	\$	22,000.00
Crew (PA/Wardrobe)	\$	7,000.00	\$	10,750.00	\$	11,825.00
Lighting Programmer	\$	3,420.00	\$	20,000.00	\$	22,000.00
TOTAL	\$	101,420.00	\$	202,055.00	\$	222,260.50

PRE-PRODUCTION/REH EXPS

Rehearsal Space	\$	6,500.00	\$	14,500.00	\$	15,950.00
Casting/EPAs	\$	2,000.00	\$	4,550.00	\$	5,005.00
Xerox/Printing	\$	1,700.00	\$	2,750.00	\$	3,025.00
Stage Management Expenses	\$	650.00	\$	2,000.00	\$	2,200.00
Housing/Travel- Company	\$	4,900.00	\$	9,500.00	\$	10,450.00
Transportation	\$	3,450.00	\$	11,700.00	\$	12,870.00
TOTAL	\$	19,200.00	\$	45,000.00	\$	49,500.00

DEVELOPMENT

Opening Nights	\$	5,800.00	\$	9,500.00	\$	14,000.00
TOTAL	\$	5,800.00	\$	9,500.00	\$	14,000.00

MISC PRODUCTION EXP

Artist Fees	\$	1,500.00	\$	4,000.00	\$	4,400.00
Community Initiatives	\$	2,800.00	\$	25,000.00	\$	27,500.00
Backline	\$	-	\$	1,800.00	\$	1,980.00
Travel for One Off Events	\$	-	\$	17,000.00	\$	18,700.00
TOTAL	\$	4,300.00	\$	30,800.00	\$	52,580.00

ADVERTISING& PUBLICITY

Marketing Fees	\$	2,000.00	\$	4,000.00	\$	4,400.00
Press Agent	\$	8,000.00	\$	14,000.00	\$	15,400.00
Programs	\$	4,620.00	\$	10,000.00	\$	11,000.00
Graphic Design	\$	5,400.00	\$	8,000.00	\$	8,800.00
Website	\$	1,800.00	\$	8,000.00	\$	8,800.00
Print Materials	\$	5,500.00	\$	8,000.00	\$	8,800.00

Marketing/Eblasts	\$ 63,000.00	\$ 80,000.00	\$ 88,000.00
TOTAL	\$ 90,320.00	\$ 132,000.00	\$ 145,200.00

GENERAL & ADMINISTRATION

Supplies	\$ 500.00	\$ 1,800.00	\$ 1,950.00
Legal Fees and Expenses	\$ -	\$ -	\$ -
Accounting/Payroll Service	\$ 4,500.00	\$ 6,000.00	\$ 10,000.00
Insurance (Supplemental)	-	\$ 4,500.00	\$ 5,200.00
Payroll Taxes- For Productions	\$ 10,780.00	\$ 11,856.44	\$ 1,185.64
SDC Benefits	\$ -	\$ 2,500.00	\$ 2,800.00
AEA Pension	\$ 4,960.00	\$ 6,840.40	\$ 11,519.64
AEA Health	\$ 12,600.00	\$ 34,680.00	\$ 38,760.00
USA Pension & Welfare	\$ 2,900.00	\$ 4,800.00	\$ 4,004.00
TOTAL	\$ 36,240.00	\$ 72,976.84	\$ 75,419.28

SUB TOTAL

Contingencies	\$ 26,000.00	\$ 105,736.46	\$ 116,310.11
---------------	--------------	---------------	---------------

PRODUCTIONS SUBTOTAL	\$ 428,860.00	\$ 908,318.30	\$ 1,016,544.89
-----------------------------	----------------------	----------------------	------------------------

TOTAL OP. BUDGET	\$ 513,622.75	\$ 1,367,142.10	\$ 1,596,753.69
-------------------------	----------------------	------------------------	------------------------



Miami Theater HUB Inc.
Profit & Loss
January through December 2015
(DRAFT)

Ordinary Income/Expenses

Income

Donation		
Ricardo Hausmann		75,000.00
Helene and Martin Lindenfeld		10,000.00
Eduardo and Yael Muller		10,000.00
Miami Fnd 4216 Miami ("Miami Give Day")		<u>36,321.30</u>
Total Income		131,321.30

Expenses

Bank Charges		
Independent Contractor		
Jeremy Stroller	(12,014.54)	
Michael Hausmann	(34,615.34)	
Carolos Mena	(257.43)	
December Payroll-Independent Contractors	<u>(7,016.56)</u>	
Total Independent Contractors		(53,903.97)

Payroll Expenses		
Salaries & Wages-December Payroll	(12,000.31)	
Michael Hausmann-Payroll Taxes	(2,648.07)	
December Employer Payroll Taxes	(1,314.46)	
AEA Dues	(346.11)	
Payroll Processing Fee	<u>(375.82)</u>	
		(16,312.95)

Graphic Designer		(2,000.00)
Video Services		(298.00)
Misc Services		(250.00)
Production Manager		(2,033.33)
Casting		(800.00)
Associate Director		(500.00)
General Manager		(2,750.00)
Other Payroll		<u>(5,665.43)</u>
Total Payroll Expenses		(84,513.68)

Recruiter Fee		(840.00)
Actors Apartment Rental		(3,700.00)
Theater Rental		(25,460.61)
Truck Rental		(4,997.24)
Public Relations		(2,937.50)
Legal Expenses		(500.00)
Insurance Expenses		(6,200.00)
Travel & Entertainment Expenses		
Non-Taxable Expense Reimbursement	(1,668.35)	
Travel and Entertainment Expenses	(1,033.58)	
		<u>(2,701.93)</u>
Bank Fees		(220.00)
Taxes	(100.00)	
Florida State Department	(61.25)	
		<u>(161.25)</u>
Total Expense		<u><u>(132,232.21)</u></u>
Net Ordinary Income		<u><u>(910.91)</u></u>
Net Income		<u><u>(910.91)</u></u>

THE GOLEM OF HAVANA

Final Net Sales

14-Jan	\$ 13,235.00
15-Jan	\$ 7,431.00
16-Jan	\$ 7,320.00
17-Jan	\$ 12,395.00
21-Jan	\$ 13,335.00
22-Jan	\$ 7,525.00
23-Jan	\$ 10,135.00
24-Jan	\$ 12,105.00
28-Jan	\$ 7,410.00
29-Jan	\$ 7,115.00
30-Jan	\$ 16,980.00
31-Jan	\$ 13,035.00
4-Feb	\$ 12,170.00
5-Feb	\$ 8,145.00
6-Feb	\$ 16,900.00
7-Feb	\$ 12,919.00
11-Feb	\$ 10,240.00
12-Feb	\$ 8,855.00
13-Feb	\$ 16,475.00
14-Feb	\$ 13,460.00

TOTAL NET \$ 227,185.00
LESS TICKETING FEES


BEHIND
MIAMI NEW DRAMA

CURRENT COMPANY STAFF

**Miami New Drama has the current roster of staff.
Detailed job descriptions for each follow this page.**

- Artistic Director
- Managing Director
- Company/Office Manager
- Production Manager
- Accountant
- Grants Writer

BEHIND ^{MIND}
MIAMI NEW DRAMA

INCREMENTAL STAFFING PLAN

Miami New Drama's expansion plan includes incrementally and strategically expanding staff within the following 6 month to 2 year period.

This allows the company to staff its expansion initiative of venue management and programming additions while being fiscally responsible.

- **6 months-1 Year Staffing Plan:**
 - Box Office Manager
 - Box Office Assistant
 - House Managers
 - Ushers
 - Housekeeping Staff
 - Facilities Manager

- **2-3 year Staffing Plan:**
 - Development Director
 - Rentals Manager
 - Education Director (part time)



CURRENT STAFF

MICHEL HAUSMANN

Artistic Director

A Venezuelan-born theater director, producer and writer. He is the co-founder and artistic director of Palo de Agua, a leading Venezuelan theater production company. Michel is the bookwriter and director of *The Golem Of Havana* a new original musical, which premiered at LaMama in August of 2013 and received it's a world premiere at Barrington Stage Company in July of 2014. Hausmann's Off Broadway credits include the New York Premiere of Vassily Sigarev's *Black Milk* at East 13th Theater and the New York premiere of *The Color Of Desire*, by Pulitzer Prize winning author Nilo Cruz. In Venezuela he directed the world premiere of *Los Navegaos*, the last play by renowned Venezuelan playwright Isaac Chocrón as well as successful productions of *Fiddler on the Roof*, *Jesus Christ Superstar* and *The Producers* that enjoyed an audience of 170,000 spectators. With Moisés Kaufman, he co-directed the Venezuelan premiere of *Gross Indecency: The Three Trials of Oscar Wilde*. Michel received a BA from Emerson College and an M.F.A in theater directing from Columbia University. Hausmann is a New York Theater Workshop 2050 Fellow, a Shubert Presidential Fellow a Richard Rodgers Award finalist.

LISA DOZIER KING

Managing Director

Lisa Dozier King has been on staff at Symphony Space, Manhattan Theatre Club, and the New 42nd Street. She was the founding general manager for THE RIDE, a 25 million dollar theatrical tourism company based in Times Square, and also was the Producing Artistic Director for the Emelin Theatre, a non profit performing arts center in New York with a 1.7 million dollar budget. Her management firm in New York City has managed more than seventy professional productions. Recent/Current NYC Off Broadway credits: Leonard Nimoy's *Vincent*, *Promising*, *Bedbugs the Musical* (NY Times Critics' Pick), *The Ernkings*, *Breakfast with Mugabe* (NY Times Critics' Pick), *Final Analysis*, *Sistas the Musical*, *F#%king Up Everything* (NY Times Critics' Pick), *Ten Chimneys*, *Bronte: A Portrait of Charlotte*. She is the resident general manager for the National Alliance for Musical Theatre's Festival of New Musicals and is on faculty at the University of Miami as the BFA theatre management program director.

MOISÉS KAUFMAN

Artistic Associate

A Tony and Emmy nominated director and playwright. He most recently directed the Broadway revival of *The Heiress*, with Jessica Chastain, and wrote and directed 33 *Variations* on Broadway, starring Jane Fonda, which received 5 Tony nominations. Mr. Kaufman also directed Rajiv Joseph's Pulitzer Prize finalist *Bengal Tiger* at the Baghdad Zoo, with Robin Williams, on Broadway in Spring 2011. Previous to that, Mr. Kaufman directed the Pulitzer and Tony Award-winning play *I Am My Own Wife*. His plays *Gross Indecency: The Three Trials of Oscar Wilde* and *The Laramie Project* have been among the most performed plays in America over the last decade. Mr. Kaufman recently directed his first opera, *El Gato con Botas* (*Puss in Boots*). Other credits include: *The Nightingale* (La Jolla Playhouse), *A Common Pursuit* (Roundabout), *Bengal Tiger* at the Bagdad Zoo (Mark Taper Forum); *Macbeth* with Liev Schreiber (Public Theater); *This Is How It Goes* (Donmar Warehouse); *One Arm* by Tennessee Williams (New Group and Steppenwolf Theater Company); *Master Class* with Rita Moreno (Berkeley Repertory Theater); and *Lady Windermere's Fan* (Williamstown Theater Festival). Mr. Kaufman also co-wrote and directed the film adaptation of *The Laramie Project* for HBO, which received two Emmy Award nominations for Best Director and Best Writer. He is the Artistic Director of Tectonic Theater Project and a Guggenheim Fellow in Playwriting.



PABLO SOUKI

Technical Director

Pablo Souki is originally from Caracas, Venezuela, where he was a founding member of the KST Project Theater Company. He got a degree in Electronics Engineering from Simón Bolívar University in Caracas, then decided he was making a mistake and that he should go into technical theater instead. He was Production Supervisor for the KST Project, before getting an MFA in Technical Design and Production at the Yale School of Drama. Pablo is currently a Senior Lecturer in the University of Miami Department of Theatre Arts, and is the Production Manager at UM's Jerry Herman Ring Theatre.

JESSICA KASCHUBE

Grants Writer

Jessica Kaschube is the current General Manager of GableStage and an independent grant writer focused on seeking funding for newly developed arts organizations. She previously worked in various technical and managerial capacities for Alabama Shakespeare Festival, The Montana Repertory Theatre, and Alpine Theatre Project. She graduated from The University of Montana with a BFA in Technical Theatre and Design in 2010, where she was the recipient of the prestigious Talent Scholarship. She has experience as a counselor and Stagecraft instructor at French Woods Performing Arts Camp in Hancock, NY. In Montana and Alabama, she annually participated in the State Thespian Conference by teaching multiple workshops on scenic painting and lighting design. She has taught theatre classes for K-2 grade levels and assisted in the implementation of the first Summer Tech Camp at the Alabama Shakespeare Festival.

MICHAEL RUBENSTEIN

Accountant

Michael Rubenstein is a financial and business development executive with 20 plus years of experience. TONY Award winning Producer of 'Pippin' and Associate Producer and Director of Development for the 55th Drama Desk Awards. Michael is currently involved with producing several theatrical productions, a television reality show, independent and feature films under development. Board Member and Treasurer of Amas Musical Theatre (Non-Profit Diversity Workshop Theatre Organization). Over the course of his career, Michael has built infrastructures to support companies through transitions, market fluctuations, start-ups and high-growth cycles. Michael's responsibilities have extended far beyond finance to include strategic and tactical business planning, IT, marketing, new product development, manufacturing and general operating management. Michael is also a CPA with four years of Big 4 experience with Ernst & Young.


BEHIND
MIAMI NEW DRAMA

**Artistic Director
Job Description**

The Artistic Director for Miami New Drama serves as the pentacle leader of the organization. Reporting to the board of directors, the Artistic Director is responsible programming, conceiving and implementing artistic initiatives consistent with Miami New Drama's mission statement, as well as developing artistic collaborations and endeavors to further expand the organization.

Artistic Director Responsibilities:

- Serve as the main face of the organization to the local, national and international communities.
- Develop and maintain collaborations with local, national and international artists as well as renowned theatre companies around the globe.
- Develop new and innovative artistic initiatives relevant to Miami's vibrant cultural landscape.
- Select and communicate with Managing Director regarding company programming.
- Approve all marketing materials to be consistent with artistic branding of both the organization and production to the public.
- Oversee selection process of artists on productions as well as the design process through involvement in design meetings, production meetings and rehearsals.
- Strive for the highest level of artistic excellence for all artistic endeavors of the organization through hands on leadership and supervision.
- Work in tandem with Managing Director to inspire staff, board and patrons in the collective goal for the artistic growth and success of Miami New Drama.
- Actively participate in fundraising initiatives for the organization.
- Collaborate with the Managing Director to maintain budget provisions as well as monitor profit/loss margins to have both artistic and financial health within the organization.
- Responsible for creating and implementing short and long term goals, as the leading visionary of the institution.
- Serve as the leader for the employees of MIND to motivate and retain the best talent possible in the realms of artistic and management structures.

Artistic Director Skills and Experience:

- Minimum of 10+ years in the professional arts realm as an artistic leader
- Pioneering artistic leadership
- A strong artistic aesthetic consistent with Miami New Drama's mission
- Ability to manage and empower staff
- Excellent verbal and written communication

MIND
BEHIND
MIAMI NEW DRAMA

- Public speaking strength
- Detail oriented
- Ability to focus simultaneously on long and short term company goals
- Fundraising experience with foundations, grants, local donors and patrons
- Track record of financial stability at prior organizations


BEHIND
MIAMI NEW DRAMA

Managing Director
Job Description

The Managing Director, reporting to the Artistic Director, serves as the management and producing executive of Miami New Drama. Responsible for managing all financial, staffing and logistical facets of the organization, the Managing Director acts as the management counterpart to the Artistic Director in all facets for the organization's continued excellence and growth.

Managing Director Responsibilities:

- Collaborate with Artistic Director to implement Artistic Director's artistic vision and aesthetic for the company's mission statement in both season and long term planning through strategizing and implementation of company structure, staffing, financial goals and programming initiatives.
- Oversees hiring process of contracting all company staff, production employees and artists.
- Trains and supervises all Miami New Drama staff.
- Creates and implements all day-to-day business policies and procedures; including but not limited to vendor agreements, ticketing, time sheets and asset withdrawal/income record keeping.
- Leads and empowers all Miami New Drama staff, part time employees and independent contractors to create a positive and fruitful working environment with high retention rates for team members.
- Serves as the executive liaison for all union negotiations, including but not limited to Actors' Equity Association, Society of Stage Directors and Choreographers, United Scenic Artists and International Alliance of Theatrical Stage Employees; negotiating and executing all contracts, requesting concessions, facilitating all bond paperwork and supervising all benefits payments in both execution and record keeping.
- Supervises and collaborates with accountant on all bookkeeping of financial records, as well as creating profit/loss reports on a quarterly and production basis.
- Creates annual budgets, production budgets and long term strategic budgets for Miami New Drama that entail overall structure as well as specific production financial scopes, based on Artistic Director's season plans
- In tandem with Artistic Director, creates and implements strategic marketing plan for productions
- In tandem with Artistic Director, plans and executes fundraising events
- Manages company event calendar and coordinates curated rentals of local Miami organizations in a realm of disciplines.

MIND
BEHIND
MIAMI NEW DRAMA

- Collaborates with Artistic Director and Grants Writer on grant and foundation applications for both company based and production based donations
- In tandem with Artistic Director, serves as the supervisor for all public relations related endeavors; including writing press releases and coordinating media related events.
- Coordinates box office requests with staff, including but not limited to group sales endeavors, discount code creation, event programming for ticketing, and VIP ticket requests.
- Manages payroll company with negotiating agreement, supervising payroll documents and weekly distribution, as well as quarterly and annual employee and company related employee tax forms and payments.
- Plans, programs and supervises implementation of multi faceted performing arts events in the disciplines of music (classic, pop, Latin, jazz and more), dance (classical, modern, ballroom), family (theatre, concerts) and more through relationships in the performing arts world by negotiating, contracting and booking artists for a dynamic performing arts component to the season within Miami New Drama's mission.
- Supervises all company management facets of events operations through negotiations of riders and performer fees, as well as implementation of show needs with production manager, box office and other staff.
- In tandem with Artistic Director, explores, plans and implements strategic goals
- Serves as the chief point of contact for all financial department related activities, including accounts payable, accounts receivable and petty cash requests.
- Prepares and analyzes financial assessments, including but not limited to profit/loss reports, balance sheets, and trends within financial spending and income.
- Negotiates and serves as the main contact to bind all insurance policies, including but not limited to general liability, workers' compensation, disability, unemployment, special event and theatre gear rental umbrella policies.
- Serves as face to the community representing Miami New Drama to patrons, vendors and other alliances

Managing Director Skills and Experience:

- Minimum of 10+ years in the professional arts realm as a manager of arts institutions with minimum operating budgets of 1M
- Outstanding attention to detail
- Ability to manage and empower staff
- Excellent verbal and written communication
- Public speaking strength
- Performing arts programming expertise in areas of music, dance, film and family entertainment
- Ability to focus simultaneously on long and short term company goals
- Fundraising experience with foundations, grants, local donors and patrons

BEHIND ^{MIND}
MIAMI NEW DRAMA

- Track record of financial stability at prior organizations
- Possess an expertise in all artistic business standards and practices in the United States

**BEHIND**
MIAMI NEW DRAMA

**Production Manager
Job Description**

The Production Manager, reporting to the Managing Director, serves as the main liaison for all physical production aspects of the organization, including acting as the direct supervisor for all technical staff and crew members.

Production Manager Responsibilities:

- Oversee scheduling and staffing for all technical personnel and crew for all load in, technical rehearsals, performances and strike dates.
- Evaluate all design facets prior to design implementation to analyze achievability within the scope of budget and scheduling provisions.
- Facilitate implementation of set, costumes, props, lighting, sound and projection designs through realizing designs within scheduling and budgetary limitations
- Bid, select and contract all shops to implement designs
- Review all gear request lists for lighting and audio packages to assess best method to secure items, or make adjustments as needed regarding budgetary and artistic priorities
- Track and report to Managing Director all physical production related expenses with materials, shop fees, staff expenses and crew salaries.
- Facilitate all rehearsal needs in regards to physical production.
- Create and coordinate, in tandem with Artistic Director and Managing Director, realistic load in and technical schedules with delivery of physical production items, crew and cast scheduling, as well as conveying finalized schedule to venue personnel.

Production Manager Skills and Experience:

- Minimum 5+ years experience in a production management capacity within the realm of the performing arts
- Expertise in all theatrical technical direction terminology and programs
- Proven track record of budgeting and financial implementation of budgets for theatrical productions and performing arts special events
- Knowledge and experience supervising union crew in job descriptions, assignments and scheduling
- Ability to simultaneously work on multiple projects

**BEHIND**
MIAMI NEW DRAMA

**Company/Office Manager
Job Description**

The Company/Office Manager, reporting to the Managing Director, serves as the main liaison for all physical production aspects of the organization, including acting as the direct supervisor for all technical staff and crew members.

Company/Office Manager Responsibilities:

- Spearhead administrative needs for office operations
- Coordinate and manage travel for artists coming in from out of town; including but not limited to airfare, lodging, ground transportation
- Manage company ticket requests
- Collect and distribute PR items from company, including but not limited to marketing materials, headshots and biographies
- Collect employee tax forms for payroll submission
- Distribute payroll to company and staff
- Organize staff and company events, including first day of rehearsal meet and greets and talk backs after performances
- Select database entry for accounting
- Scanning and organizing of all company receipts
- Attends and takes notes at relevant board meetings and strategic planning sessions for the organization
- Serves as the liaison for the Artistic Director and Managing Director at all performances starting at half hour prior to the performance before the start of the show
- The main contact for the venue box office staff during performance times
- In tandem with Artistic Director and Managing Director, facilitates advancing of rental shows with drafting agreements, acquiring riders and being a contact for renters

Production Manager Skills and Experience:

- Minimum 2+ years of relevant experience
- Detail oriented
- Ability to work well with a variety of personalities
- Proficiency in Word, Excel and Google Calendar
- Flexible work hours
- Valid drivers' license


BEHIND
MIAMI NEW DRAMA

Venue Maintenance Plan

Miami New Drama has a long term plan with the growth of the organization to hire a full time facilities manager. This facilities manager, reporting to the Managing Director, would manage all facets of the building, including but not limited to:

- HVAC repairs
- Utilities management
- Project management for all renovation initiatives
- Scheduling of custodial and repair staffing
- Fire and safety code compliance
- Facilities budgeting
- Serve as the contractor to implement, manage and supervise vendor bids for all facilities related projects
- Spearhead energy efficiency programs

The facilities manager is a key part of the 1-2 year strategic plan.

During the 2016-2017 season, Miami New Drama has begun plans for a stepping stone year to manage all facets of maintenance. The Artistic Director and Managing Director would supervise all facilities related maintenance and initiatives and engage, on a monthly retainer, a vetted venue maintenance company to contract all maintenance related functions and projects.



Partnerships

International:

Festival Santiago a Mil - Santiago Chile
Teatro Chacao - Venezuela
Estudio Gershanik - Argentina

National:

Tectonic Theater Project
New York Theatre Workshop
Siti Company
The Play Company

Local:

MDC Live Arts
Miami Light Project
GableStage
Nu Deco Ensemble
O, Miami Poetry Festival

Artists:

Gregory Mosher Tony winning Director and Former Lincoln Center Artistic Director
Doug Wright - Tony and Pulitzer Winning Author
Jane Fonda - Oscar Winning Actress

**MIAMI
NEW
DRAMA** MIND

SUPPORTERS

Local Supporters:

- Miami Beach Chamber of Commerce
- Miami-Dade County Cultural Affairs Office - Michael Spring
- Lincoln Road Business Improvement Districts, Inc
- Miami International Film Festival - Jaie Laplante
- GableStage - Joseph Adler
- Miami Light Project - Beth Boone
- Miami Dade College Live Arts (MDC Live Arts) - Kathryn Garcia
- Miami Jewish Film Festival - Igor Shteyremberg
- Miami Art Zine - Harvey Burnstein
- Nu Deco Ensemble – Sam Hyken
- The New Tropic – Christopher Sopher

National Supporters

- New York Theatre Workshop- (Tony award winning theatre)
- La Jolla Playhouse - America's premiere regional theatre
- Anne Bogart - Award winning director. Artistic director SITI Company
- Gregory Mosher - Fmr. Artistic director Lincoln Center. Two times Tony Award winner
- Doug Wright - Tony and Pulitzer award winning playwright. President, Dramatist Guild of America



May 11, 2016

City of Miami Beach
Cultural Arts Council
Finance Committee

Dear Finance Committee Members,

My name is Kathryn Garcia and I am the Executive Director of Miami Dade College's MDC Live Arts, a nationally recognized performing arts presenter with a celebrated history of bringing outstanding live arts experiences to Miami. Annually, we produce a diverse series of stellar performances, presenting today's most exciting artists while creating meaningful encounters between these artists, the students of MDC, and the community through workshops and residency activities.

As one of the City's significant presenting organizations, I am thrilled to learn about the exciting efforts the City of Miami Beach is exploring with Miami New Drama to transform the Colony Theatre, from a rental venue to a true cultural institution.

As presenters we have worked for many years at the Colony Theatre and we understand all too well the many challenges and frustration associated with the current management. We look forward to the Colony Theatre being managed by an organization that better understands and serves the needs of its clients. We have faith that Miami New Drama is that organization and can lead the Colony Theatre into achieving this exciting transformation.

Please feel free to contact me if you should need any more information.

Best,

A handwritten signature in black ink that reads "Kathryn Garcia". The signature is written in a cursive, flowing style.

Kathryn Garcia

NEW YORK THEATRE WORKSHOP

Board of Trustees

James C. Nicola
ARTISTIC DIRECTOR

Jeremy Blocker
MANAGING DIRECTOR

Barbara Warner Howard
CHAIR

Heather Randall
CO-PRESIDENT

Noel E. D. Kirnon
CO-PRESIDENT/TREASURER

Allan S. Gordon
VICE-CHAIR

Anthony E. Napoli
VICE PRESIDENT

Gail Bell
SECRETARY

Stephen Graham
FOUNDING TRUSTEE

Jack Bamberger
Claudia Caffuzzi
Barbara Cutler
Ellen Fleysher
Janet Harckham
Hans Humes
Kelly Fowler Hunter
Susan Petersen Kennedy
Bokara Legendre
Andrea Miller
John D. Olson
Scott Shay
Deborah Voigt
Brian Vollmer
Doug Wright
Katherine Yoh

April 27, 2016

To Whom It May Concern:

I am submitting this letter in support of Miami New Drama, led by Artistic Director Michel Hausmann and Artistic Associate Moises Kaufman, in its effort to create a regional theater at the historic Colony Theatre.

I am, and have been, the Artistic Director of New York Theatre Workshop (NYTW) since 1988. NYTW is an Off-Broadway theatre dedicated to supporting theatre artists at all stages of their careers and providing an environment where theatre can be created free of the forbidding financial demands often associated with commercial ventures. In my tenure, NYTW has remained steadfast to its founding commitment of nurturing both established and emerging theatre artists, promoting collaboration and bold experimentation with theatrical forms. I have guided the development of many NYTW world premieres, including the award-winning productions *Once* (8 Tony Awards) and *Peter and the Starcatcher* (5 Tony Awards) on Broadway. NYTW's productions have received a Pulitzer Prize and multiple Tony, Obie, Drama Desk and Lucille Lortel Awards. The New York Theatre Workshop extensively supports projects throughout the production process and hosts between sixty and eighty developmental workshops annually.

I first encountered Michel Hausmann when he applied to be in the first cohort of 2050 Fellows at New York Theatre Workshop in 2012. After a rigorous application process, Michel was selected out of over two hundred applicants to spend a year in residence at NYTW. I was moved by Michel's unbounded energy and joyous spirit and see in him a promising artistic leader. I have known Artistic Associate Moises Kaufman for twenty five years and have supported the development of many of his projects, including *Gross Indecency* and *The Laramie Project*.



Board of Trustees

James C. Nicola
ARTISTIC DIRECTOR

Jeremy Blocker
MANAGING DIRECTOR

Barbara Warner Howard
CHAIR

Heather Randall
Co-PRESIDENT

Noel E. D. Kirnon
CO-PRESIDENT/TREASURER

Allan S. Gordon
VICE-CHAIR

Anthony E. Napoli
VICE PRESIDENT

Gail Bell
SECRETARY

Stephen Graham
FOUNDING TRUSTEE

Jack Bamberger
Claudia Caffuzzi
Barbara Cutler
Ellen Fleysher
Janet Harckham
Hans Humes
Kelly Fowler Hunter
Susan Petersen Kennedy
Bokara Legendre
Andrea Miller
John D. Olson
Scott Shay
Deborah Voigt
Brian Vollmer
Doug Wright
Katherine Yoh

Working in tandem, these artists are sure to enhance the cultural life of Miami Beach and bring the city into the national cultural conversation.

If you require anything further, please do not hesitate to ask.

Yours Truly,

James C. Nicola

Doug Wright
140 West 23rd Street PHC
New York, NY 10011
dougwrite@aol.com
(917) 842-0767

April 30, 2016

Finance Committee /Cultural Arts Council
City of Miami Beach

To Whom It May Concern

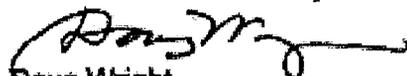
It is a pleasure to enthusiastically recommend the extraordinary artistic talent and leadership of Moisés Kaufman. Moisés is one of the premier artists currently working in our national theater. Both as a director and writer, he has created theater that has left a firm mark on the country's conscience, from *Gross Indecency* to *The Laramie Project*. Few contemporary dramatists have had such a positive and lasting impact.

I have known Moisés for over a decade. He directed and developed my play *I Am My Own Wife*, for which I received the Pulitzer Prize and the Tony award. For his remarkable craftsmanship, Moisés received a Tony nomination and the Obie Award. It was the most thrilling and satisfying professional and aesthetic experience of my career, thanks in large part to Moisés' artful stewardship.

Moisés is no stranger to the tough tasks of building theater companies; his own group, Tectonic, has been forging compelling work in New York City for over twenty years. Moisés is profoundly committed to creating an equally vital cultural institution in Miami Beach; already, the group he recently co-founded, Miami New Drama, has already enjoyed considerable success. If he's granted the opportunity to give the company a permanent home in the Colony Theater on Miami Beach, I have every confidence he will bring international acclaim to your beloved city.

I look forward to the great success that I am certain Moisés and Miami New Drama can bring to the Colony Theatre and to the entire community. Please don't hesitate to contact me if I can be of further service.

Sincerely,


Doug Wright

Anne Bogart
272 West 107 Street #16B
New York, NY 10025

April 16, 2016

To Whom It May Concern:

I am writing here with great enthusiasm and support for Artistic Director Michel Hausmann and Miami New Drama. I am a Professor at Columbia University where I oversee the Graduate Directing Program. I am also the Co-Artistic Director of SITI Company, based in New York City. What Mr. Hausmann and his Associate Artistic Director, the world-renowned Moises Kaufman, are bringing to the city of Miami Beach is nothing short of remarkable and, yes, miraculous. The existence of Miami New Drama is bringing the city of Miami Beach closer to the national theatrical conversation. I am terrifically excited about what is currently happening, with the upcoming productions and planning and, in general, I am enthused about the future of Miami New Drama. I also look forward to collaborating artistically with Mr. Hausmann, Mr. Kaufman and their magnificent cohort.

Please do not hesitate to contact me if I can be of any influence in insuring the future of Miami New Drama at the Colony Theater.

Sincerely,

Anne Bogart

PAYCHEX®

Daniel Marrs
Small Business Consultant

Phone: 212-239-9400 x.42140
Fax: 877-559-8683
Email: dmarrs@paychex.com

Officer Only Payroll Package

MIAMI NEW DRAMA Plan: Based on 10-20 employees, paid monthly the cost for our services is as follows:

Payroll Service (included)

- Simple reporting by phone, fax, email or online
- You are assigned one payroll specialist to assist with managing your payroll process
- Your rep will assist you with obtaining any Federal and State ID numbers (if needed)

Taxpay Service (included)

Paychex will assume full liability for the accuracy and timeliness of all federal and state tax compliance as follows:

- Deposits of all federal tax liability
- Deposits of all state tax liability
- Deposits of all federal and state unemployment taxes
- Preparation and filing of the quarterly 941 tax return and the annual 940 tax return
- Preparation and filing of the NYS 45 quarterly tax return
- Preparation and filing of the MCTMT quarterly tax return
- Preparation and filing of the annual W-2's and W-3 filing (1099's included if applicable)

Employee Pay Package (included)

Paychex will pay your employees with various options for you and your employees as follows:

- Direct Deposit: Employees can deposit into multiple accounts
- Check Insertion: Checks or stubs will be inserted in envelopes to protect confidentiality
- Check Signing: Checks are laser signed with your signature and drawn off your account or
- Readychex: Checks are pre-signed and drawn off the Paychex bank account to protect the confidentiality of your employer bank account and eliminate bank reconciliation

Labor Compliance Poster Kit (included)

State and Federal Labor Law posters, including any updates

Online Reporting (included)

Paychex will automatically set up both you and your accountant to view all your reports online; Paychex will archive up to four years of payroll history so you will be able to date range any specific employee payroll or company payroll information needed immediately; you will also have access to all federal and state tax returns, as well as W-2's filed for prior years; Mac Compatible

Logo Service (included)



INSURANCE BINDER

DATE (MM/DD/YYYY)
10/15/2015

THIS BINDER IS A TEMPORARY INSURANCE CONTRACT, SUBJECT TO THE CONDITIONS SHOWN ON PAGE 2 OF THIS FORM.

AGENCY C & S Intl Insurance Brokers Inc 19 Fulton Street Suite 308 A / York NY 10038-2100 PHONE (A/C, No, Ext): (212) 406-4499 FAX (A/C, No): (212) 406-7584 CODE: SUB CODE: AGENCY CUSTOMER ID: 00006254		COMPANY Travelers Casualty & Surety BINDER # B15101511727																			
INSURED AND MAILING ADDRESS Miami Theatre Hub, DBA: Miami New Drama 169 East Flager Street PH Miami FL 33131		<table border="1"> <tr> <th>DATE</th> <th>EFFECTIVE</th> <th>TIME</th> <th>DATE</th> <th>EXPIRATION</th> <th>TIME</th> </tr> <tr> <td></td> <td></td> <td>X AM</td> <td></td> <td>X</td> <td>12 01 AM</td> </tr> <tr> <td>10/12/2015</td> <td>12:01</td> <td>PM</td> <td>10/12/2016</td> <td></td> <td>NOON</td> </tr> </table> <p><input type="checkbox"/> THIS BINDER IS ISSUED TO EXTEND COVERAGE IN THE ABOVE NAMED COMPANY PER EXPIRING POLICY #</p>		DATE	EFFECTIVE	TIME	DATE	EXPIRATION	TIME			X AM		X	12 01 AM	10/12/2015	12:01	PM	10/12/2016		NOON
DATE	EFFECTIVE	TIME	DATE	EXPIRATION	TIME																
		X AM		X	12 01 AM																
10/12/2015	12:01	PM	10/12/2016		NOON																
DESCRIPTION OF OPERATIONS / VEHICLES / PROPERTY (Including Location)																					

COVERAGES			LIMITS	
TYPE OF INSURANCE	COVERAGE / FORMS	DEDUCTIBLE	COINS %	AMOUNT
PROPERTY CAUSES OF LOSS BASIC BROAD SPEC				
GENERAL LIABILITY COMMERCIAL GENERAL LIABILITY CLAIMS MADE OCCUR RETRO DATE FOR CLAIMS MADE		EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$		
VEHICLE LIABILITY ANY AUTO ALL OWNED AUTOS SCHEDULED AUTOS HIRED AUTOS NON-OWNED AUTOS		COMBINED SINGLE LIMIT \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE \$ MEDICAL PAYMENTS \$ PERSONAL INJURY PROT \$ UNINSURED MOTORIST \$		
VEHICLE PHYSICAL DAMAGE COLLISION OTHER THAN COL GARAGE LIABILITY ANY AUTO	DED ALL VEHICLES SCHEDULED VEHICLES	ACTUAL CASH VALUE STATED AMOUNT \$ AUTO ONLY - EA ACCIDENT \$ OTHER THAN AUTO ONLY EACH ACCIDENT \$ AGGREGATE \$		
EXCESS LIABILITY UMBRELLA FORM OTHER THAN UMBRELLA FORM RETRO DATE FOR CLAIMS MADE		EACH OCCURRENCE \$ AGGREGATE \$ SELF-INSURED RETENTION \$		
WORKER'S COMPENSATION AND EMPLOYER'S LIABILITY SPECIAL CONDITIONS / OTHER COVERAGES	Class 8810 Clerical \$2,500 Payroll Class 9154 Crew \$35,000 Payroll Class 9156 Actors & Musicians \$64,150 Payroll	X PER STATUTE EL EACH ACCIDENT \$ 1,000,000 EL DISEASE - EA EMPLOYEE \$ 1,000,000 EL DISEASE - POLICY LIMIT \$ 1,000,000 FEES \$ TAXES \$ ESTIMATED TOTAL PREMIUM \$ 3,677		
The premium is based on the estimated payroll above. Adjustable at audit of the actual payroll.				

NAME & ADDRESS		MORTGAGEE	ADDITIONAL INSURED
		LOSS PAYEE	
		LOAN #	
		AUTHORIZED REPRESENTATIVE	
		Debra Kozee/LAMB	



INSURANCE BINDER

DATE (MM/DD/YYYY)
10/15/2015

THIS BINDER IS A TEMPORARY INSURANCE CONTRACT, SUBJECT TO THE CONDITIONS SHOWN ON PAGE 2 OF THIS FORM.

AGENCY C & S Intl Insurance Brokers Inc 19 Fulton Street Suite 308 A New York NY 10038-2100 PHONE (A/C, No, Ext): (212) 406-4499 FAX (A/C, No): (212) 406-7584 CODE: SUB CODE: AGENCY CUSTOMER ID: 00006254		COMPANY St. Paul Fire & Marine Ins. Co. BINDER # B15101511726	
INSURED AND MAILING ADDRESS Miami Theatre Hub, DEB: Miami New Drama 169 East Flager Street PH Miami FL 33131		DATE EFFECTIVE 10/12/2015 TIME 12:01 PM DATE EXPIRATION 10/12/2016 TIME NOON <input type="checkbox"/> THIS BINDER IS ISSUED TO EXTEND COVERAGE IN THE ABOVE NAMED COMPANY PER EXPIRING POLICY #	
		DESCRIPTION OF OPERATIONS / VEHICLES / PROPERTY (Including Location) Coverage is subject to the receipt of: 1. Copies of the venue agreements 2. Provide the names, synopsis & theatre locations as the shows are produced. 3. Provide copy of standard contract w/subcontractor	

COVERAGES		LIMITS		
TYPE OF INSURANCE	COVERAGE / FORMS	DEDUCTIBLE	COINS %	AMOUNT
PROPERTY CAUSES OF LOSS				
BASIC BROAD SPEC				
GENERAL LIABILITY		EACH OCCURRENCE	\$	1,000,000
<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY		DAMAGE TO RENTED PREMISES	\$	100,000
CLAIMS MADE <input checked="" type="checkbox"/> OCCUR		MED EXP (Any one person)	\$	Excluded
		PERSONAL & ADV INJURY	\$	1,000,000
		GENERAL AGGREGATE	\$	2,000,000
	RETRO DATE FOR CLAIMS MADE:	PRODUCTS - COM/OP AGG	\$	1,000,000
VEHICLE LIABILITY		COMBINED SINGLE LIMIT	\$	
ANY AUTO		BODILY INJURY (Per person)	\$	
ALL OWNED AUTOS		BODILY INJURY (Per accident)	\$	
SCHEDULED AUTOS		PROPERTY DAMAGE	\$	
HIRED AUTOS		MEDICAL PAYMENTS	\$	
NON-OWNED AUTOS		PERSONAL INJURY PROT	\$	
		UNINSURED MOTORIST	\$	
VEHICLE PHYSICAL DAMAGE	DED ALL VEHICLES SCHEDULED VEHICLES	ACTUAL CASH VALUE		
COLLISION		STATED AMOUNT	\$	
OTHER THAN COL				
GARAGE LIABILITY		AUTO ONLY - EA ACCIDENT	\$	
ANY AUTO		OTHER THAN AUTO ONLY	\$	
		EACH ACCIDENT	\$	
		AGGREGATE	\$	
EXCESS LIABILITY		EACH OCCURRENCE	\$	
UMBRELLA FORM		AGGREGATE	\$	
OTHER THAN UMBRELLA FORM	RETRO DATE FOR CLAIMS MADE:	SELF-INSURED RETENTION	\$	
WORKER'S COMPENSATION AND EMPLOYER'S LIABILITY		PER STATUTE		
		E L EACH ACCIDENT	\$	
		E L DISEASE - EA EMPLOYEE	\$	
		E L DISEASE - POLICY LIMIT	\$	
SPECIAL CONDITIONS / OTHER COVERAGES	The premium is based on the estimated payroll of \$100,000. Adjustable at audit of the actual payroll.	FEES	\$	
		TAXES	\$	
		ESTIMATED TOTAL PREMIUM	\$	2,523

NAME & ADDRESS

MORTGAGEE	ADDITIONAL INSURED
LOSS PAYEE	
LOAN #:	
AUTHORIZED REPRESENTATIVE	
Debra Kozee/AMANDA	

Actors' Equity Association

AGREEMENT AND RULES GOVERNING EMPLOYMENT IN SMALL PROFESSIONAL THEATRES

Effective Date: June 8, 2015

Expiration Date: June 4, 2017

NATIONAL OFFICE

165 West 46th Street
New York, NY 10036
(212) 869-8530 phone
(212) 719-9815 fax

CHICAGO OFFICE

557 West Randolph Street
Chicago, IL 60661
(312) 641-0393 phone
(312) 641-6365 fax

HOLLYWOOD OFFICE

5636 Tujunga Ave
North Hollywood, CA 91601
(323) 978-8080 phone
(323) 978-8081 fax

ORLANDO OFFICE

10319 Orangewood Boulevard
Orlando, FL 32821
(407) 345-8600 phone
(407) 345-1522 fax

www.actorsequity.org

MINIMUM COMPENSATION TABLES

(Referenced to Rule 52, SALARIES.)

Minimum Weekly Salaries for a Theatre's First Year of Operation

Note: Minimum salaries, divided by total weekly hours, must meet or exceed all applicable minimum wage laws.

Rates Effective from June 6, 2016 through June 4, 2017

Category	Weekly Perfs	Actor Weekly Hours	Actor Min Salary	Actor Overlap Increment	SM Weekly Hours	SM Min Salary	ASM Min Salary	SM Overlap Increment	SM Overlap Hours	Overtime (per 1/2 hour)
1	4	22	\$236	\$50	24	\$280	\$256	\$100	32	\$8.10
2	4	26	\$277	\$50	30	\$330	\$318	\$100	38	\$8.10
3	4	30	\$318	\$50	34	\$379	\$359	\$125	40	\$8.10
4	5	30	\$352	\$75	34	\$425	\$379	\$125	40	\$8.80
5	5	34	\$393	\$75	38	\$473	\$418	\$150	48	\$8.80
6	6	34	\$443	\$75	38	\$530	\$465	\$156	48	\$9.80
7	6	38	\$490	\$75	42	\$622	\$514	\$175	52	\$9.80
8	7	38	\$550	\$75	42	\$651	\$570	\$175	52	\$10.85
9	7	42	\$622	\$100	46	\$726	\$637	\$200	56	\$11.10
10	8	42	\$684	\$100	46	\$799	\$710	\$200	56	\$12.70

Pension: 8%

Health (including Supplemental Workers Comp):

Categories 1 - 5 : \$158.00 per contract per week

Categories 6 - 10: \$173.00 per contract per week

Available NOW	REQUEST AMOUNT	DUE DATE	GRANT PERIOD	NOTES
Miami Beach Dept Cultural Affairs	20,000	2/5/2016	Oct 1, 2016-Sept 30, 2017	
Miami Foundation (Pre-Proposal)	15,000	2/18/2016	June 1, 2016-May 31, 2017	
Knight Arts Challenge 150 words	N/A	Apr-16		
Wells Fargo Grant	requests vary (10,000-20,000)	May-16	90 day response time and a check within 30 days of approval.	Event sponsorships are also available. Due 90 days prior to the event. If applying for the grant, cannot apply for the sponsorship.
Miami Dade County Community Grant Q1	7,500	est. July	Oct 1-Dec 31, 2016	
Miami Dade County Tourist Dev Council Q1	15,000	est. July	Oct 1-Dec 31, 2016	
Dunspaugh-Dalton Foundation	5,000-10,000	year round	90 day response time	
Publix Super Markets Charities, Inc.	5,000	year round	8 week response time	
Citizens Interested in Arts	5,000-10,000	Oct-16	Jan 1-Dec 31, 2017	
TD Community Sponsorship	5,000-20,000	reviewed monthly		at minimum 90 days prior to event. If granted, requires certificate of insurance with a minimum of 1,000,000 liability coverage
Florida Humanities Council (Mini Grants)	up to 5,000	4/1/2016 & 6/1/16	within 12 month of award	Used to engage the community in thoughtful and informed activities, reach new and underserved audiences. Mostly used to fund lectures and museum displays, but could be used to fund a special talkback guest as it relates to a performance.

Available 1 yr				
State of Florida	10 % of Total Operating Income, 1st year up to 25,000	1-Jun		Request Based on Total Operating Income. If you had income in the prior fiscal year, we may be able to run it by the Grants Administrator. Actual funding averages about 50-60% of the request.
Available 2 yrs				
Miami Dade County Hannibal Cox Jr.	up to 40,000	est. March 2018	Oct 1, 2018-Sept 30, 2019	
Available 3 yrs				
Miami Dade County Festival/Special Events	up to 100,000			request based on budget of event
Funding Arts Network	up to 25,000			currently a 2 step process, Step 1 in Sept and Step 2 in January with grant award in May
National Endowment for the Arts	10,000-100,000			currently 2 cycles, one in Feb for 1st part of following Fiscal year and one in July for 2nd part of Fiscal year



Miami New Drama is also in the process of applying for funding from ArtPlace:

ArtPlace America (ArtPlace) is a ten-year collaboration among a number of foundations, federal agencies, and financial institutions that works to position arts and culture as a core sector of comprehensive community planning and development in order to help strengthen the social, physical, and economic fabric of communities.

ArtPlace focuses its work on creative placemaking, which describes projects in which art plays an intentional and integrated role in place-based community planning and development. This brings artists, arts organizations, and artistic activity into the suite of placemaking strategies pioneered by Jane Jacobs and her colleagues, who believed that community development must be locally informed, human-centric, and holistic.

In practice, this means having arts and culture represented alongside sectors like housing and transportation – with each sector recognized as part of any healthy community; as requiring planning and investment from its community; and as having a responsibility to contribute to its community's overall future.

MIAMI NEW DRAMA

MIND

MARKETING OUTREACH

- **MIAMI HERALD**
 - Eight (8) Full Color (1/4 Page) Weekend section - Friday
 - Two (2) Full color (1/2 Page) Weekend Section - Friday
 - One (1) Art Enthusiasm e-blast (32,000 opt in)
 - One (1) Razor banner at homepage of miami.com

- **WRLN**
 - 15 seconds spots during production
 - Two newsletter inclusions

- **WDNA**
 - Eblast
 - On air ticket giveaways
 - On air commercials
 - Calendar listing

- **MIAMI NEW TIMES**
 - One (1) 1/4, Full Color ad in the issue of 1/7/16 (50,000 issues)
 - 60,000 banner ad impressions (New Times' Arts Section)
 - 1 New Times Exclusive email blast (10000 opt in)
 - 2 Promo Newsletter inclusions
 - Social Media Post (Twitter & Instagram)
 - Programmatic email blast using targeting metrics from Arts and Culture programmatic campaign: 50,000 emails
 - 2 Arts Section Reskins (digital billboard style ads)

- **MIAMI BEACH CONVENTION CENTER & COLONY THEATRE**
 - Two (2) targeted e-blasts (25,000 opt in e-mails)

- **JLPR**
 - Three e-blasts from JLPR Database (160,000 e-mails)

- **FACEBOOK**
 - Daily promoted posts (total \$3000) targeting Miami, Miami Beach, Aventura, Coral Gables, Coconut Grove, among others.

- **CROSS PROMOTIONAL E-BLASTS :**
 - Miami Jewish Film Festival
 - O, Miami Poetry Festival

- GableStage
- Miami International Film Festival
- Miami Theater Center
- University of Miami: Ring Theater
- Nu Deco Ensemble

- **CALENDAR LISTINGS:**

- City of Coral Gables
- SouthFlorida.com
- Florida Theatre Onstage
- Miami.com
- BroadwayWorld Miami
- Miami Art Zine
- Eventful
- Community Newspapers (South Miami News and Coral Gables News)
- Family Outreach (Listings)
- Family Magazine
- Broward Family Life
- Parenting Plus
- South Florida Parenting
- Exploring City of Miami calendars

- **IN PROCESS:**

- Zip code mailing campaign to residents of Miami Beach
- Google Ads
- Travel Zoo Promotional Opportunities
- Cultural Connection with WLRN
- Goldstar
- Miami Art Guide

BEHIND 
MIAMI NEW DRAMA

PUBLIC RELATIONS AND MARKETING

Public Relations:

Jenny Lee PR: is dedicated to inspiring the discovery of the extraordinary in the brands we work with by engaging target audiences and creating unparalleled awareness and demand. Positioned in the forefront of media relations, award-winning JLPR has developed close working relationships within our hometown and national media markets to execute successful campaigns for both Fortune 500 companies and small businesses. In today's dynamic marketplace, it's critical to stay atop the digital media and marketing space. From status updates to top tier media placement, we get the word out, engage your audience and create brand buzz! At this very moment, you, like nearly everyone and everything else, can be reached via a plethora of outlets. We use those means to drive your message. This isn't just what we do, it's how we live. We get it. We're addicted to it. We're strategic, forward thinkers who are results driven, creative and passionate. We don't want to be another vendor, we want to be an extension of your team. We have a lot to offer. But don't take our word for it, our results speak for themselves.

JORDAN LEVIN

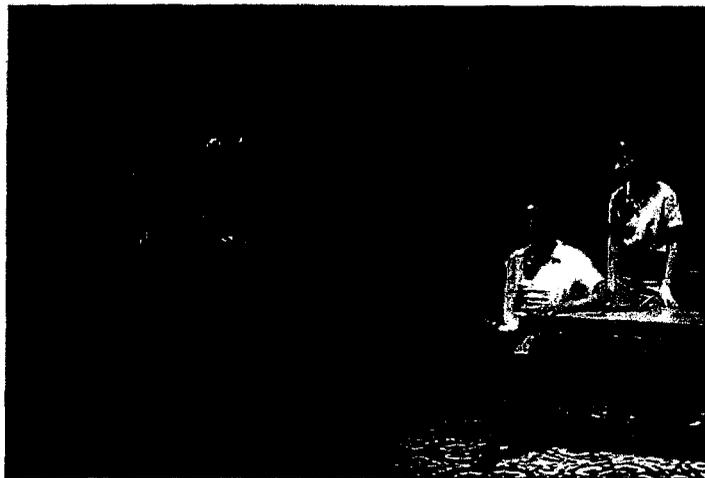
New Miami musical 'The Golem of Havana' evokes struggle against oppression

HIGHLIGHTS

Playwright/director Michel Hausmann drew on family Holocaust history

Chamber musical is the first project of fledgling Miami New Drama troupe

Turmoil in Chavez' Venezuela and the Cuban Revolution also themes



Actors Ronald Peet (left), as the Cuban revolutionary Teo, and Liba Vaynberg as Rebecca, the idealistic daughter, in 'The Golem of Havana' during its debut run at LaMama E.T.C. in 2013. Carol Rosegg



BY JORDAN LEVIN
jlevin@miamiherald.com

Playwright-director Michel Hausmann has plenty of experience with oppression, in his own and his family's life. Both his Jewish grandmothers endured the Holocaust. Two shows Hausmann produced in his native Venezuela suffered from pressure by the government of then-president Hugo Chavez, one of them violently attacked.

Hausmann, 34, has channeled that history into *The Golem of Havana*, a chamber musical about a Jewish family in 1958 Havana struggling with issues of guilt, trust, loyalty, betrayal and survival during the Cuban Revolution. The Golem of the title is a figure from Jewish folklore, made from clay and brought to life by magic; in the most famous version of the legend, he was created by an 18th century Polish rabbi to save the Jews from pogroms, then destroyed when the monster turned against his creator.

"The metaphor I'm using in the play is that you need this savior to come and save you, but then what happens?" Hausmann says. "Revolutions are like Golems — after he defeats your enemies, you become his enemy."

The show, which opens Thursday for a 3 1/2-week run at the Colony Theater, played to

VIDEOS



Video editorial: Bye, Jeb



Video editorial: Bye, Jeb



Video: Jeb Bush suspends campaign for president



Video: Marlins coach Barry Bonds meets the media

VIEW MORE VIDEO

ABOUT JORDAN LEVIN



@jordanglevin

Miami Herald culture & entertainment critic.

MORE JORDAN LEVIN

Alvin Alley troupe has powerful Miami opening

Satisfying second show from Alvin Alley American Dance Theater

Cuban musician and cultural entrepreneur X Alfonso brings island ingenuity to Miami Mint Maker Faire

Alvin Alley dance troupe opens Thursday in Miami

Dance work in Miami shows a new vision of African-American girls

miamiherald

14 January 2016

(IMAGE 1 OF 4)

(EST.) MONTHLY VISITS: 4.12M

(EST.) COVERAGE VIEWS: 7.63K

DOMAIN AUTHORITY: 87

980



strong audiences during its 2013 debut at La Mama E.T.C. in New York, where it was developed at the renowned New York Theatre Workshop (which nurtured *Rent* and theater artists including Tony Kushner and Martha Clarke). It subsequently received good reviews and two award nominations in a 2014 run at the well-regarded Barrington Stage Company in Massachusetts.

Golem of Havana is the first offering from the fledgling Miami New Drama company, co-founded by Hausmann and Tony- and Emmy-nominated director and playwright Moises Kaufman as artistic associate.

Hausmann's play was inspired by his grandmothers, particularly his mother's mother. Now 98, she grew up in a Hungarian village where inhabitants reported the few Jews to the Nazis. Her entire family died in the war; most in concentration camps, while three brothers (out of 12 siblings) died soon afterward. Her bitterest loss was her sister, who survived Auschwitz with her, only to die in a notorious 1945 death march as the Nazis fled the invading Soviet army.

"My grandmother had a lot of rage," Hausmann says. "Her town was so tiny, it's the type of town where the war didn't happen. But the neighbors called and said there were Jews in the village; otherwise they could have survived."

Hausmann's Polish paternal grandmother, on the other hand, was saved by a Gentile family who pretended that she was their own daughter.

"One saw the best of humanity and one saw the worst," says Hausmann. "One never trusted anyone again. The other saw generosity everywhere she looked."

In the *Golem of Havana*, Yurka, the angry wife of Hungarian Jewish tailor Pinchas, is burdened with guilt over having trusted a man who betrayed her and her sister to the Nazis. The couple's idealistic daughter Rebecca fantasizes about a transplanted Golem who will save the Cuban people. Rebecca is drawn to the revolutionary fighter Teo, the son of the family's maid Maria, while the charismatic Arturo lures Pinchas with promises of success backed by the government of dictator Fulgencio Batista. The family struggles over whom to trust, and to balance their humanity with fear and survival.

"What we explored a lot is who's good and who's bad," says Hausmann. "That line of good and evil blurs sometimes."

The image of the Golem hangs over the play, largely in Rebecca's dreams — which echo Hausmann's childhood fantasies of being a gun-toting hero blazing into Auschwitz to save his grandmother.

Most of Hausmann's peers in the Jewish community in Caracas where he was raised were also the grandchildren of escapees from the turmoil in Europe. In the early 2000s, he launched what became a successful theater company in Caracas, producing translations of Broadway musicals that drew huge audiences.

But in the late 2000s, Venezuela's Jews underwent their own version of their families' experience as Chavez attacked Israel, expelling its ambassador and calling for its president to be prosecuted for mass murder. That move propelled a wave of anti-Semitism that resulted in attacks on synagogues and armed raids of Jewish schools, leading many Venezuelan Jews to flee the country.

In 2009, as Hausmann's troupe prepared to stage *Fiddler on the Roof* (about Russian Jews fleeing pogroms), the government-funded orchestra backed out, saying they couldn't play a Jewish show, turning Hausmann into a vocal opponent of the government. But after a 2010 performance of *Jesus Christ Superstar* was assaulted with tear gas, following a conflict over backing by media deemed hostile to the government, Hausmann went into exile in New York.

That chapter of his life also inspired *Golem of Havana*.

"We lived a slow-motion revolution in Venezuela," Hausmann says. "I understood the Cuban revolution in a way I hadn't before. I know what it is to lose everything. I've seen people in Venezuela whose stores and factories were taken away, whose schools had to close. I've seen what a diaspora means."

The show's composer is Salomon Lerner, a childhood friend and longtime collaborator of Hausmann's who also ended up in New York. The two men took a writing workshop at New York University with Len Schiff, who became *Golem of Havana's* lyricist.

Lerner says he was challenged to blend Cuban and Jewish klezmer music with the dramatic needs of music theater. A song where Arturo tries to convince Pinchas to join him

ENTERTAINMENT VIDEOS



More videos:



miamiherald
14 January 2016

(IMAGE 2 OF 4)

(EST.) MONTHLY VISITS: **4.12M**

(EST.) COVERAGE VIEWS: **7.63K**

DOMAIN AUTHORITY: **87**

980



... a money-making scheme with the army is Cuban, while Yurka's enraged reaction is a dark klezmer. A song for the Santería deity Yemaya echoes a traditional Afro-Cuban hymn as well as the theme of pleading with a mythic figure for salvation — a familiar theme to Schiff, who has worked on multiple adaptations of the Golem story.

The show mixes cultures and diasporas in other ways. The five Miami musicians in the band are émigrés from Cuba and Venezuela, playing clarinet and saxophone, tamborine and congas. Half the actors are from New York, including original cast members Liba Vaynsberg and Ronald Peet, who play Rebecca and Teo, while Miami actors Chaz Mena, who plays Arturo, and Raúl Durán, as a bullying military figure, have worked on English- and Spanish-language projects.

Hausmann moved to Miami a year ago to start Miami New Drama, and the cross-cultural themes of their first show are key to his and Kaufman's goals for the group. He and the show's writers, as well as their friends and families and the group's board, are producing the play with their own money, a substantial risk. But Hausmann is driven by his belief in building the cultural and political understanding that failed his grandmothers, his own generation in Venezuela, and so many others in Miami.

"This is about exile and alienation, and I think most communities in Miami will understand that," Hausmann says. "This is such a diverse community, and it's unique in America. As minorities turn into majorities, Miami has some of what the future will hold. So how can theater turn it into that place where communities will form? How can we tell stories that unite us?"

IF YOU GO

What: "The Golem of Havana"

When: Previews 8 p.m. Thursday to Friday; show opens 8 p.m. Saturday and continues 8 p.m. Wednesday-Friday, 2 p.m. and 8 p.m. Saturday, and 3 p.m. Sunday through Feb. 7

Where: Colony Theatre, 1040 Lincoln Rd., Miami Beach

Info: \$35 to \$65 at miaminewdrama.org

MORE JORDAN LEVIN

YOU MAY LIKE



3 myths of language fluency people still...

By Jordan Levin



Facebook Ads: Irish SME Case Studies

By Jordan Levin



10 Pictures that Will Make You Say...

By Jordan Levin



The Ultimate Way to Get Cheap Hotel...

By Jordan Levin

Sponsored Links by Taboola

COMMENTS

0 Comments

SORT BY: Oldest



Facebook Comments Plugin

miamiherald
14 January 2016

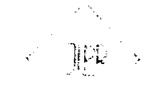
(IMAGE 3 OF 4)

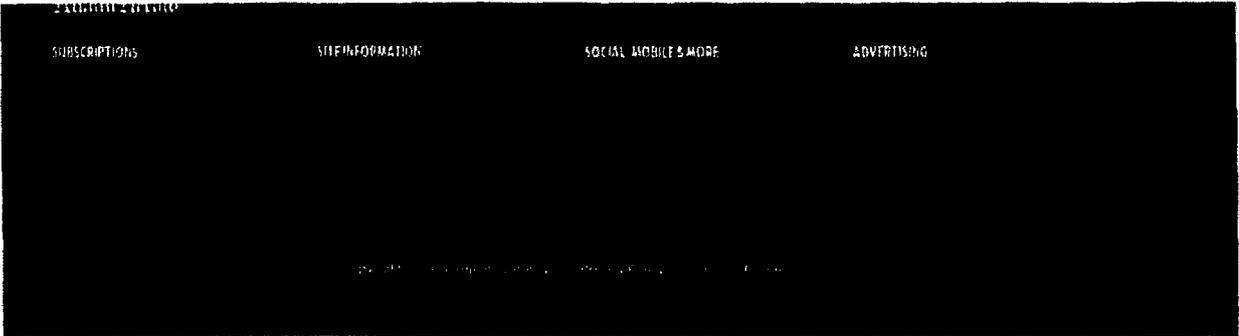
(EST.) MONTHLY VISITS: 4.12M

(EST.) COVERAGE VIEWS: 7.63K

DOMAIN AUTHORITY: 87

980





miamiherald
14 January 2016
(IMAGE 4 OF 4)

(EST.) MONTHLY VISITS: **4.12M**

(EST.) COVERAGE VIEWS: **7.63K**

DOMAIN AUTHORITY: **87**

980



True Tales of Nazi Murder, Chavez-Era Oppression Fuel 'The Golem of Havana'

by CHRISTINE DIMATTEI | 1/26/16 11:11 AM

SHARE



The Golem of Havana runs through Feb. 14 at the Colony Theatre.

▶ Listen
1:42

WLRN's Christine Dimattei talks with Michel Hausmann, playwright and director of 'The Golem of Havana.'

In Jewish folklore, a golem is a creature fashioned of clay and animated by magic. To Michel Hausmann, the golem is less a Yiddish Frankenstein's monster than a dark knight

"It's a Jewish Superman," says Hausmann. "It's the ancestor of all superheroes. When you don't have the strength to fight your enemies, you create this creature to do the fighting for you."

But what happens after it defeats your enemies?

"Then YOU become the enemy," posits Hausmann.

And that's why the 34-year-old Venezuelan-born playwright-director considers the creature a perfect metaphor for the Cuban revolution of the late 1950's. The musical "The Golem of Havana," directed by Hausmann and with a book written by him, revolves around a Jewish family living in pre-revolutionary Cuba in 1958. The show examines themes of injustice, exile and redemption.

In Hausmann's family history, the monsters were real. Most notably, in the experience of his maternal grandmother, a Holocaust survivor (now aged 98).

True Tales of Nazi Murder, Chavez-Era Oppression Fuel 'The Golem of Havana' | WLRN

26 January 2016

(IMAGE 1 OF 2)

(EST.) MONTHLY VISITS: 103K

(EST.) COVERAGE VIEWS: 577

DOMAIN AUTHORITY: 60

500



According to Hausmann, in 1944 she and her family were betrayed by neighbors in their Hungarian village and were handed over to the Nazis. They were sent to Auschwitz, where nearly all of her family perished.



Michel Hausmann, playwright-director of *The Golem of Havana*

And Hausmann himself is no stranger to oppression. While directing a 2009 production of "Fiddler on the Roof" in his native Venezuela, the government-funded orchestra pulled out at the last minute, declaring they wouldn't participate in a show that included "Jewish content." A year later, according to Hausmann, a dispute with the Venezuelan government over

sponsorship of another show led to the theater being tear-gassed by government assailants. It was the incident that Hausmann says drove him out of the country.

"The Golem of Havana" is the inaugural work of Miami New Drama, a company co-founded by Hausmann within a year of arriving in Miami. His vision for the new company is a performance space where artists from different cultures can work collaboratively

"If you look at the type of work that's being produced [in Miami], it's fantastic. But you see a segregation between Anglo theater and Hispanic theater," says Hausmann. "We want to be a company that bridges that "

IF YOU GO

What: "The Golem of Havana"

When: Thursday-Saturday 8 p.m., Sunday 3 p.m. through Feb. 14

Where: Colony Theatre, 1040 Lincoln Rd., Miami Beach

More Info: miaminewdrama.org

TAGS: CULTURE THEATRE ARTS HOLOCAUST NEWS

True Tales of Nazi Murder, Chavez-Era Oppression Fuel 'The Golem of Havana' | WLRN

26 January 2016

(IMAGE 2 OF 2)

(EST.) MONTHLY VISITS: **103K**

(EST.) COVERAGE VIEWS: **577**

DOMAIN AUTHORITY: **60**

500

Related Content



When Pierre Boulez, who died Tuesday, met Frank Zappa



For YoungArts Finalists: A Guide To Surviving YoungArts Week



For YoungArts Finalists: A Guide To Surviving YoungArts Week



50 Wonderful Things From 2015

1 Comment WLRN

Recs & Share

Login

Sign Up Now



The Golem of Havana

Inicio: jue 14/feb - 20:00 pm
Fin: ven 02/feb - 00:00 am

Ciudad: Miami
Lugar: Colony Theatre, 1040 Lincoln Rd., Miami Beach, 305 674-1040

Contacto: TH 305-674-1040

[Facebook](#)

[Twitter](#)

[Instagram](#)

Tickets entre \$5 y \$5 dólares.

The Golem of Havana es un musical que ofrece una mirada atractiva e ingeniosa sobre la vida de una familia húngaro-judía que se trasladó a La Habana de Batista en 1954. Los problemas llegan para la familia cuando hieren al hijo de su criada un guerrillero revolucionario, y se enfrentan a tener que elegir entre proteger al hijo o aferrarse a la fragilidad de sus primeros amores de prosperidad.

El Golem de La Habana entrelaza la música y las tradiciones de ambos cultos, la judía y la cubana, haciéndose preguntas sobre la familia, la comunidad, la religión y la política.

[VER AGENDA COMPLETA](#)

0 COMENTARIOS

Para comentar, por favor [inicie sesión](#) o [regístrese](#)

Email o usuario

Contraseña

[Facebook](#)

[Twitter](#)

[ENTRAR Y COMENTAR](#)

ÚLTIMAS FOTOGALERÍAS



"Memorias por la visita de Rubén a Cuba"



"Feria del Libro de La Habana"



"Migrantes cubanos llegan a México"



"Nuevas inundaciones en La Habana"



"Presente y pasado de Lovellano"

NUESTROS BLOGS



La muerte de Emilio



Una visita más simbólica que política



Hora y media con el Gran Hermano

[Ver todos los blogs](#)

(EST.) MONTHLY VISITS: **157K**

(EST.) COVERAGE VIEWS: **4.89K**

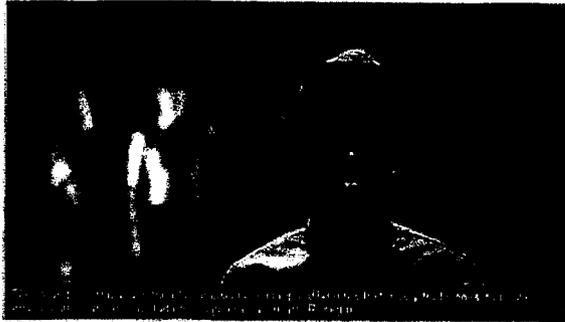
DOMAIN AUTHORITY: **47**



'El Golem de La Habana', una apuesta atrevida del Miami New Drama

Artículo patrocinado por Miami New Drama

MARIO J. PENTON | Miami, FL



Un cartel de la multicultural vida habanera de los años cincuenta ocupa desde el pasado jueves la fachada del Colony Theater de Miami Beach. Se trata del anuncio del aclamado musical 'El Golem de La Habana' con el que Miami New Drama, una reciente y vanguardista compañía teatral a cargo del venezolano Michel Hausmann, retrata la complicidad en la que diferentes historias y tradiciones culturales se amalgaman en una isla azotada por la guerra civil.

La mítica figura del Golem, un coloso de arcilla creado por el rabino de Praga para proteger al pueblo judío y que acaba convirtiéndose en un monstruo que lastima a su propia comunidad, sirve de pretexto para contar la historia de una familia judía que se asienta en la capital cubana, "donde los mangos caen como maná", para huir de la Hungría pro-nazi de los años cuarenta. En La Habana crece Rebecca Frankel (Liba Vaynberg), hija de Pinchas (Allen Lewis) y la autoritaria Yutka Frankel (Yelena Shmulenson). El azar sitúa a Pinchas al servicio del dictador Batista, y por tanto a un paso de lograr su sueño de montar una verdadera tienda en la ciudad. La aparición de Teo, hijo de la sirvienta de la casa, herido al participar en acciones del Ejército Rebelde, complica la trama y coloca a la familia en la disyuntiva de entregarlo a las autoridades u ocultarlo poniendo en peligro sus vidas y el ansiado negocio. La preocupación maternal de María, la madre de Teo, y el amor que surge entre éste y Rebecca dan el toque de ternura a una obra marcada por la muerte, los pelotones de fusilamiento, la corrupción y la guerra.

Un excelente libreto, que combina los ritmos judíos centroeuropeos con la pegajosa música caribeña pasando por los tambores africanos, entrelaza los mejores elementos de las culturas cubana y judía. 'El Golem' que "canta mambus con Celia Cruz" o "enseña el Talmud con Benny Moré" comparte el mismo escenario con Yemayá -orisha afrocubana de los mares- de la que Rebecca, de ascendencia judía, se convertirá en fiel devota. Este sincretismo es ideal para los propósitos de la compañía, que aspira a poner sobre el tablado el complejo entramado de culturas que componen la ciudad de Miami, legataria por excelencia de aquella Habana republicana. "El crecer en el seno de una familia judía

ÚLTIMAS FOTOGALERÍAS



"Memes por la visita de Obama a Cuba"



"Feria del Libro de La Habana"



"Migrantes cubanos llegan a México"



"Nuevas inundaciones en La Habana"



"Presente y pasado de Jovellanos"

NUESTROS BLOGS



LA MUERTE DE EMILIO
La muerte de Emilio



UNA VISITA MÁS SIMBÓLICA QUE POLÍTICA
Una visita más simbólica que política



DESDE LA VISITA DE JUAN CARLOS FERRAZ
Hora y media con el Gran Hermano

Ver todos los blogs

(EST.) MONTHLY VISITS: **157K**

(EST.) COVERAGE VIEWS: **4.89K**

DOMAIN AUTHORITY: **47**

LINKS FROM COVERAGE: **2**

190 10



en un país caribeño, principalmente católico, de cierta forma te obliga a tener una percepción amplia del mundo que te rodea. El sincretismo es deliciosamente latinoamericano, pero encaja también dentro de la tradición mística judía. Creo que para mí fue muy normal unir esos mundos porque ese fue el mundo en el que yo crecí". declaró a *14ymedio* el director del musical.

Es una obra intensa que combina el virtuosismo vocal de sus actores con una mirada corrosiva al proceso que dio al traste con la República cubana

El Golem de La Habana es una obra intensa y decididamente audaz que combina el virtuosismo vocal de sus actores con una mirada corrosiva al proceso que dio al traste con la República cubana, un tema de excepcional importancia en el sur de Florida. Pero el musical, más allá del retrato de las culturas judía y cubana, es una denuncia clara de aquellos regímenes con tintes mesiánicos que se han instaurado en el poder, para convertirse en una versión mucho peor de aquello contra lo que lucharon e invita al espectador a cuestionar la aureola mítica de los caudillos latinoamericanos, de la cual el Gobierno revolucionario ha sido un caso paradigmático.

El autor venezolano explicó, además, la influencia del chavismo en su obra: "Venezuela está viviendo, en los últimos 17 años, una versión de lo que Cuba vivió en 1958. Claro, una versión menos sangrienta, a cámara lenta y con mucha farsa. Pero vivir en primera persona la ruptura del pacto social y la creación de una diáspora, me sensibilizó mucho con la historia del pueblo cubano", dijo Hausmann.



El Golem de La Habana (Carri Rosegg)

"¿Qué puede uno llevar consigo cuando no le está permitido llevarse nada?", se pregunta la protagonista en el preludio de la obra. "Solo sus historias. Esto es lo mío". *The Golem of Havana* coloca al espectador frente al drama -tan de actualidad- del refugiado y lo arrastra a la reflexión ante los temas siempre hondos del amor, la lealtad, el sentido de la vida, de la historia personal y colectiva. Una obra carga de simbolismo en la que Hausmann plantea el papel de la fe en medio de las adversidades.

El Golem de La Habana nos espera sentado a las puertas de una ciudad, en la que fue invocado como libertador, "pero aquí en Cuba, cuando la guerra hubo llegado a su fin, el Golem se volvió contra los que el defendía."

Hasta el 7 de febrero en el Colony Theatre, 1040 Lincoln Road, Miami Beach. Pueden comprar sus boletos visitando www.thegolemofhavana.com o llamando al +1 305 674 1040.



8 COMENTARIOS

14 y Medio
22 January 2016
(IMAGE 2 OF 2)

(EST.) MONTHLY VISITS: 157K

(EST.) COVERAGE VIEWS: 4.89K

DOMAIN AUTHORITY: 47

LINKS FROM COVERAGE: 2

190 10



EL NACIONAL

W. 600 PM. C/DE EL SEÑOR DE LOS DOMINOS Y CAJON DE GUAYAMA

HOME POLITICA ECONOMIA MUNDO SUCEOS PRECIOS POLITICOS DEPORTES EN TV SUPLEMENTOS MAS

ESCENAS



AL INSTANTE

14:32



Letriz aseguró que ingreso salarial incrementó en 97% en 2015

14:47

Protesta en la autopista Valle - Cocha genera retraso vehicular

14:44



Cristiano Ronaldo podría estar próximamente en Hollywood

14:32



Alejandro Senc: "Es bueno lo que está pasando en Venezuela"

14:16

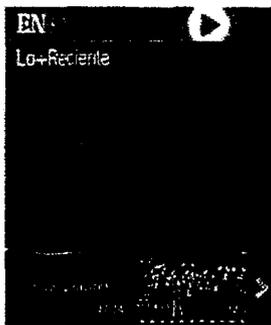


Letriz: Economía venezolana se vio afectada por desequilibrios artificiales

14:22



Galardonados artistas venezolanos lanzaron nueva compañía de teatro en Miami



Miami New Drama lanzará su temporada inaugural funciones del 14 de enero al 7 de febrero

EL NACIONAL WEB
13 DE ENERO 2016 14:52 PM

Los artistas venezolanos Michel Hausmann y Moisés Kaufman se unieron para crear Miami New Drama, una innovadora compañía de teatro basada en Miami y enfocada en hacer teatro de vanguardia para reflejar la diversa composición de la comunidad de la ciudad. Miami New Drama lanzará su temporada inaugural con el musical original *The Golem of Havana* escrito y dirigido por Hausmann, y que comenzará funciones con su pre-estreno el 14 de enero, estrenando el 16 de enero y continuando hasta el 7 de febrero en el histórico Colony Theatre de Miami Beach.

The Golem of Havana entrelaza la música y tradiciones de la cultura judía y cubana cuestionando los temas de la familia, la comunidad, la religión y la política. La historia sigue a una familia mientras el hijo de su sirviente, un guerrillero, cae herido y se encuentran con la conflictiva decisión de protegerlo o resguardar su primera oportunidad hacia la prosperidad.

"Queremos contar historias sobre esta comunidad mientras avanzamos la conversación teatral a nivel nacional", explicó Michel Hausmann, Fundador y Director Artístico de Miami New Drama.

El musical fue desarrollado en el prestigioso New York Theatre Workshop y ha gozado de producciones agotadas en La MaMa ETC en la Ciudad de Nueva York y en Berkshire, Massachusetts en el Barrington Stage Company. Ahí, el musical, como un nuevo show, se convirtió en el que más rápido agota la temporada en la historia del teatro. *The Golem of Havana* también fue finalista del Premio Richard Rodgers en la categoría de Nuevo Teatro Musical y también fue nominado al Premio Independent Reviews of New England (IRNE) como Mejor Obra.

The Examiner cataloga la obra como "ambiciosa y dramáticamente arrevida" mientras que *The Boston Globe* la alaba por su "determinación por crear una nueva historia y contarla con gusto".

The Golem of Havana es de la talla perfecta para la misión de Miami New Drama. "Este espectáculo es único para Miami ya que toca varias comunidades que crean esta gran ciudad" agregó Hausmann. El elenco y equipo creativo de la obra está conformado por artistas locales, actores veteranos de Nueva York y profesionales internacionales del teatro.

Galardonados artistas venezolanos lanzaron nueva compaa de teatro en Miami

(IMAGE 1 OF 2)

(EST.) MONTHLY VISITS: 5.27M

(EST.) COVERAGE VIEWS: 23.7K

DOMAIN AUTHORITY: 68

La adolescente sueca secuestrada por el Estado Islámico



Hija de Antonio Ledezma recibió el Premio al Valor por la defensa de los DD...



Dictan privativa de libertad a ex vicepresidente de Alberto Ricca...

Quemaron cabaña de la Escuela

TE PUEDE INTERESAR



Capitales: Al lanzamiento del balón se le escapó un tiro y se tiró a sí mismo



Angelina Jolie nunca quiso tener bebés



Romy viajó a Europa para el lanzamiento de Balsem

0 comentarios

ordenar por Los más antiguos

Facebook Comments Plugin

MULTIMEDIA: VIDEOS · FOTOGALERÍAS · INFOGRAFIAS · AUDIOS



La revista entrevista



Diputados de Amazonas solicitaron su desincorporación de la AN



Ministri de al Gobierno deuda

Galardonados artistas venezolanos lanzaron nueva compaa de teatro en Miami

(IMAGE 2 OF 2)

(EST.) MONTHLY VISITS: 5.27M

(EST.) COVERAGE VIEWS: 23.7K

DOMAIN AUTHORITY: 68

24

ELNACIONAL

¿cómo se ve? que mundo íab. Certificado con

100% seguro

TRÁMITE: VENTA · ADMINISTRACIÓN · SUSCRIPCIÓN · CONTACTO

ELNACIONAL.COM.VEN | TEL: +58 (0)212 960 1111 | FAX: +58 (0)212 960 1112



See & Do

Miami New Drama debuts with 'The Golem of Havana'

1 Like 15

New company in Miami brings the critically-acclaimed musical to The Colony Theatre.



Share: Facebook Twitter Print Save to your profile

By Amy Hayes | ahayes@miamiherald.com
1/17/16

Miami New Drama, a new theater company, under the direction of Moses Iulman and Michael Hausman, presents 'The Golem of Havana,' the critically-acclaimed musical with music by Salomon Lerner and lyrics by Leni Schill, at Miami Beach's Colony Theatre, 1040 Lincoln Rd., Miami Beach. The story follows a muddled Jewish family living in Batista's Havana on the brink of the Cuban Revolution. When their maid's son (played by Ronald Alexander Peet, pictured) a guerrilla fighter, is injured, they must choose between protecting him and guarding their first fragile grasp on prosperity since their arrival. Shows are 8 p.m. Thursday-Saturday, 3 p.m. Sunday, through Feb. 7. Tickets are \$25-\$95 at miaminewdrama.org.

Like Sign up to see what your friends like

Cancel

0 Comments

Sort by: Newest

11

Facebook Comments Plugin

See and Do



Miami on the cheap: **5 best events in Miami this weekend for the budget-conscious** - Feb. 19-21



See & Do: **5 reasons we are excited about Virginia Key GrassRoots Festival of Music & Dance**



Arts & Events: **11 events in Miami that you can't miss this weekend** - Feb. 19-21

See & Do

- **10 things to see in the Florida Keys** - The Florida Keys are a beautiful and diverse area with many things to see and do. From the historic Key West to the beautiful beaches of Islamorada, there's something for everyone.
- **10 things to see in Miami** - Miami is a vibrant city with many things to see and do. From the historic Biltmore Hotel to the beautiful beaches of South Beach, there's something for everyone.
- **10 things to see in the Florida Keys** - The Florida Keys are a beautiful and diverse area with many things to see and do. From the historic Key West to the beautiful beaches of Islamorada, there's something for everyone.
- **10 things to see in Miami** - Miami is a vibrant city with many things to see and do. From the historic Biltmore Hotel to the beautiful beaches of South Beach, there's something for everyone.
- **10 things to see in the Florida Keys** - The Florida Keys are a beautiful and diverse area with many things to see and do. From the historic Key West to the beautiful beaches of Islamorada, there's something for everyone.
- **10 things to see in Miami** - Miami is a vibrant city with many things to see and do. From the historic Biltmore Hotel to the beautiful beaches of South Beach, there's something for everyone.
- **10 things to see in the Florida Keys** - The Florida Keys are a beautiful and diverse area with many things to see and do. From the historic Key West to the beautiful beaches of Islamorada, there's something for everyone.
- **10 things to see in Miami** - Miami is a vibrant city with many things to see and do. From the historic Biltmore Hotel to the beautiful beaches of South Beach, there's something for everyone.
- **10 things to see in the Florida Keys** - The Florida Keys are a beautiful and diverse area with many things to see and do. From the historic Key West to the beautiful beaches of Islamorada, there's something for everyone.
- **10 things to see in Miami** - Miami is a vibrant city with many things to see and do. From the historic Biltmore Hotel to the beautiful beaches of South Beach, there's something for everyone.

Sign up for our weekend guide

Make your plans with our **Arts and Events** guide and see what's new in Miami this weekend.

Enter email address:

Sign Up



Follow us

Twitter Facebook Instagram

Miami.com

13 January 2016

(IMAGE 1 OF 2)

(EST.) MONTHLY VISITS: 132K

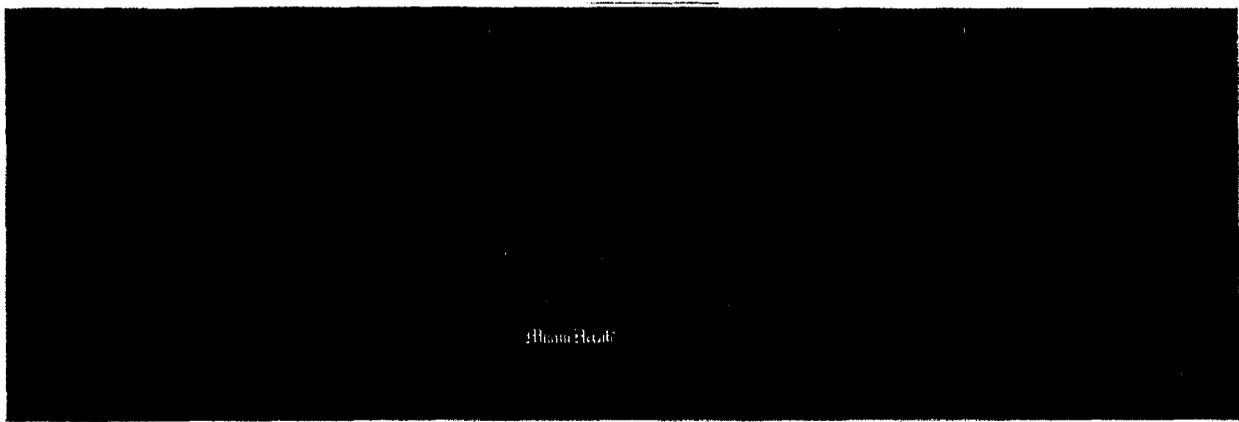
(EST.) COVERAGE VIEWS: 427

DOMAIN AUTHORITY: 77

13

OFFICE OF THE ATTORNEY GENERAL
STATE OF FLORIDA
TALLAHASSEE, FLORIDA 32301
www.floridagov.com

Miami.com
13 January 2016
(IMAGE 2 OF 2)



(EST.) MONTHLY VISITS:	132K
(EST.) COVERAGE VIEWS:	427
DOMAIN AUTHORITY:	77



Adria Valdes Greenhauff *Vivala Squads*
 Author: [View Profile](#)



Jan 28, 2016 10:45 AM
 417 Views

'The Golem of Havana' Is the Cuba Story You Haven't Heard Before

A musical that depicts life right before Castro



I'm a sucker for live theater. From *Wicked* to *Fiddler on the Roof* few things make me giddier than a good stage show. So when I read about a musical on Cuba happening in Miami, you can imagine that I nearly fell off my chair from excitement. *The Golem of Havana* is the story of a man you never realized you hadn't heard before. And it's a really good one.

We've all heard tales of Cuba. We've been painted pictures of a thriving island buzzing with stories of Celia Cruz and the Copacabana. We've also heard the heartbreaking recounts of today's Cuban exiles risking everything to escape the oppression of Fidel Castro and his regime. But we haven't really heard many tales of the in-between in mainstream media — the very end of the Batista era — especially a story centered around a Jewish family. *The Golem of Havana* does just that. This was especially exciting for me as besides being Cuban-American, my father-in-law is a Jewish Cuban and I've always been fascinated with his family's history.

Related From Vivala: U.S. Reopening of Embassy in Cuba Comes With Backlash

The artistic vision of Venezuelan-born playwright-director **Michel Hausmann**, *The Golem of Havana* chronicles the everyday life and struggles of a Jewish family living in Batista's Havana at the brink of the Cuban Revolution. When their maid's son, a guerrilla fighter, is injured, they are faced with the decision of helping him or guarding the little prosperity they've made since beginning a life in Cuba after World War II.

"We're dealing with very universal issues about our hope, about our fears, about our sense of justice. Miami is a city that is created on the

related



Shia LaBeouf Gets Artsy in An Elevator >



Elizabeth Acevedo on Being Afro Latina >



Artista busca hacer invisible la frontera >

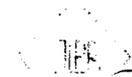
(EST.) MONTHLY VISITS: **57.1K**

(EST.) COVERAGE VIEWS: **8.65K**

DOMAIN AUTHORITY: **32**

LINKS FROM COVERAGE: **1**

330



holders of people in exile. Most of our Latin American community came here because some people were forced out of their country, whether it was economically or politically. Miami has become a republic of exiles, and this story really resonates to those with that experience."

Related From Vivala: Miami's Little Havana Is Not So Cuban Anymore

Hausmann said the story, despite being set in Cuba, was inspired by his own family -- his grandmother was a Holocaust survivor. "This story was very personal. It's based on their experience after the war as Holocaust survivors and refugees in Latin America," he said. "When you lose so much, there are scars that will forever stay with you. My grandmother's scars were that she was never really able again to trust anyone. This was an artistic exploration to answer the question: What could have saved my grandmother?"

Hausmann hopes that *The Colein of Havana* will be a catalyst to inspire more Latino-centric theater, especially in Miami.

"There are a lot of people whose stories are not being told. I think by the year 2050, there's not going to be one ethnic majority, but rather a bunch of small minorities that form a great country. Theater needs to reflect that. There is a responsibility to us storytellers to tell the stories that reflect our society."

The Colein of Havana is playing at the Colony Theatre in Miami Beach through February 7, 2016.

#AitsandCultura #Urbano #Miami

Share it    

0 Comments Vivala  Login

Recommend Share  Sort by Best

 Start the discussion



Get the latest from Vivala

Are you keeping up with these chicas?

Jackie Cruz
#SoloJackie

Vivala.com
28 January 2016
(IMAGE 2 OF 2)

(EST.) MONTHLY VISITS: 57.1K

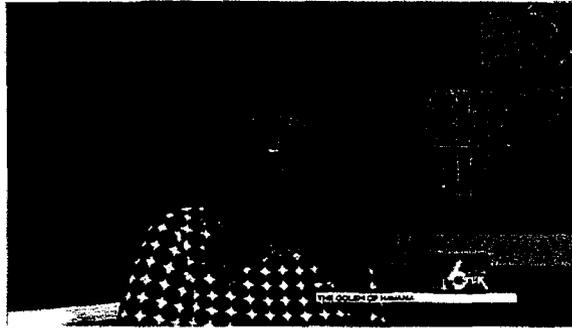
(EST.) COVERAGE VIEWS: 8.65K

DOMAIN AUTHORITY: 32

LINKS FROM COVERAGE: 1

330

HOME ON AIR AS SEEN ON



NEWS AS SEEN ON

- WOMEN AWAY**
Performance Preview: The Golem of Havana
- NBC6 IMPACT**
Impact With Jackie Neaspraf Feb 21, 2016
- First Alert Forecast**
Sunday 9am - 10am

Performance Preview: The Golem of Havana

Performances by artists with artistic director and playwright... The Golem of Havana... Miami...

Jan 20, 2016

Facebook 0 Twitter 0 Google+ 0 Comments 0

More Videos

- Top Video
- Most Popular
- Most Recent
- News
- Entertainment
- The Scene
- 6 in The Mix
- Late Night on NBC
- Health
- As Seen On
- Open House
- 1st Look
- George to the Rescue

TOP VIDEO

Impact With Jackie Neaspraf Feb. 21, 2016	First Alert Forecast - Sunday 9am - 10am	Former Gov. Jeb Bush Suspends Campaign 2:15	First Alert Forecast - Saturday 6pm - 7:30
Child Shot and Killed in NW Miami-Dade 2:15	Mother Arrested After Child Injured in Miami 2:15	Pet of the Week: Mason 2:15	First Alert Forecast - Saturday 9am - 10am
South Carolina Primary Underway 1:15	Miami College in Miami Dealing With 2:15	New App Provides On-Demand Fuel Delivery 2:15	Miami Teacher Accused of Having Sex With 2:15

Comments

0 Comments

MULTIMEDIA

Sort by Oldest



(EST.) MONTHLY VISITS: 561K

(EST.) COVERAGE VIEWS: 2.44K

DOMAIN AUTHORITY: 69





Abandoned Mail Becomes a Winter Wonderland

NBC 6 South Florida

(IMAGE 2 OF 2)

WHAT'S NEW



Download Our New App

Read more

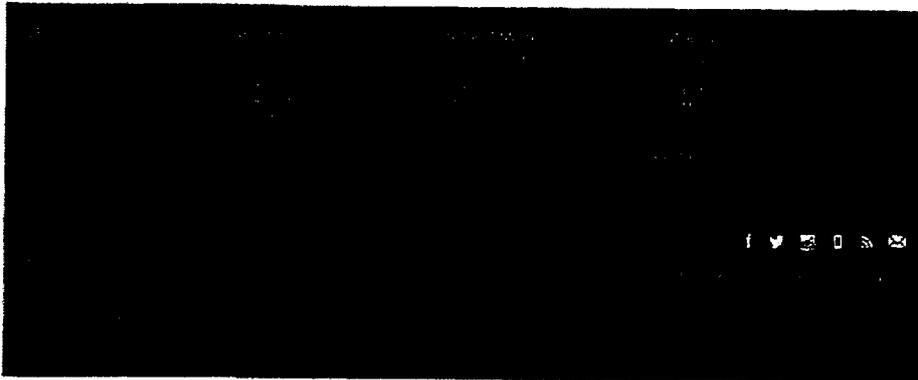
FOLLOW US

Sign up to receive news and updates that matter to you



CHECK OUT

Send Us Your Story Tips



(EST.) MONTHLY VISITS:

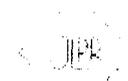
561K

(EST.) COVERAGE VIEWS:

2.44K

DOMAIN AUTHORITY:

69



REVISTA VIERNES

Nueva compañía teatral de Miami se estrena con 'The Golem of Havana'

EN RESUMEN

El musical relata la historia de una familia judía en la Cuba de 1958

Está escrito y dirigido por el venezolano Michel Hausmann

Inaugura la compañía Miami New Drama



Raul Durán y Felipe Gorostiza integran el reparto de 'The Golem of Havana' Cortesía - Jenny Abreu



ARTURO ARIAS-POLO
arias-polo@elnuevoherald.com

La leyenda judía del rabino que construyó un coloso de arcilla para proteger al guero de Praga de sus enemigos, en el siglo XVI, ha dado lugar a múltiples relatos. Con frecuencia, al gigante lo describen como un ser imprevisible que podría rebelarse bajo determinadas circunstancias.

A partir de esta premisa el director y dramaturgo venezolano Michel Hausmann concibió *The Golem of Havana*, el musical que inaugura la compañía Miami New Drama en el Colony Theater de La Playa.

La obra cuenta la historia de una familia judía asentada en la Cuba de 1958, que se ve ante la diyuntiva de esconder a un joven negro que lucha en la clandestinidad contra la dictadura de Fulgencio Batista, o entregarlo a la justicia.

"La leyenda del Golem me inspiró a escribir esta suerte de metáfora de las revoluciones del siglo XX, en que 'el gran salvador' termina esclavizando a su propio pueblo, como sucede en la segunda parte del relato ancestral", explicó Hausmann, cofundador de la compañía junto con su colega Moises Kauffman, venezolano como él, creador de varios éxitos de Broadway.

VIDEOS



VIDEO: Ideas para celebrar el Día de San Valentín en Miami

NOW PLAYING

VIDEO: Ideas para celebrar el Día de San Valentín en Miami



VIDEO: 'El defecto mariposa'



VIDEO: La película española "Ilusión" hace su estreno en el Coral Gables Art

Cinéma

MÁS VIDEOS

MÁS REVISTA VIERNES

'Flechados', perfecta para una celebración tardía del Día de los Enamorados

¿Qué hacer en Miami? Renaissance Festival, lectura al aire libre y mucho más

Danna García, muy seductora en la serie 'Ruta 35'

Sátira política este fin de semana en el Manuel Artime

'Malicias', comedia negra sobre mujeres sospechosas

VIDEOS DE ENTRETENIMIENTO

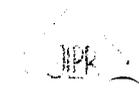
(EST.) MONTHLY VISITS: 1.52M

(EST.) COVERAGE VIEWS: 6.21K

DOMAIN AUTHORITY: 71

LINKS FROM COVERAGE: 1

380



El reparto incluye a Chaz Menn, Raúl Durán, Hannah Benítez, Felipe Gorostiza, Gabriel Bonilla, Luke Grande, Liba Vaynberg, Yelena Shmulenson, Allen Lewis Rickman, Ronald Alexander Peet y Rheume Crenshaw.

"Miami New Drama se propone tender puentes entre las diferentes comunidades que conviven en esta ciudad", señaló Hausmann, de 34 años, quien considera que el teatro en Miami está segregado. "Aquí hay muchas compañías de teatro en español. Pero las que presentan obras en inglés, de cierta forma ignoran la diversidad multicultural de esta ciudad, con mayoría hispana".

"The Golem... encontró su hogar en Miami", dijo el director, satisfecho por la respuesta del público en el Colony.

La obra cuenta con música de Salomón Lerner y letras a Len Schiff.

Se estrenó en el teatro Lamama, uno de los más importantes del circuito Off-Broadway, en el 2013, bajo la dirección de Hausmann.

En el equipo creativo sobresalen Ray Sullivan (coreografía), Edwin Erminy (escenografía), Christopher Vergara (vestuario), Mary Louise Geiger (luces) y Yair Szarf (sonido).

"Muchos judíos sobrevivientes del holocausto lograron prosperar en Cuba hasta que 'la burbuja' explotó con el triunfo de la revolución. Es un tema fascinante que no ha sido suficientemente abordado en el teatro", concluyó Hausmann.

The Colony Theater. 1040 Lincoln Road, Miami Beach. Funciones: jueves, viernes y sábados 8 p.m. Domingos 3 p.m. Informes: 305-674-1040, www.thogolemotheatrina.com y www.miaminewdrama.org. Hasta el 14 de febrero. (la obra es hablada en inglés)

@arturoariaspolo

MÁS DE REVISTA VIERNES

YOU MAY LIKE



Como acabar con los pecelillos de plata' ...



Desconecta, tú puedes: cinco...



Buscan una explicación a una...



La mejor tarta de chocolate

Sponsored Links by Taboola

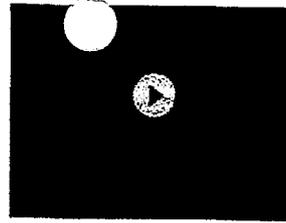
COMENTARIOS

0 Comments

Sort by Newest



Facebook Comments Plug



More videos:



elnuevoherald

(IMAGE 2 OF 2)

(EST.) MONTHLY VISITS:

1.52M

(EST.) COVERAGE VIEWS:

6.21K

DOMAIN AUTHORITY:

71

LINKS FROM COVERAGE:

1

380

el Nuevo Herald

SUSCRIPCIONES

INFORMACIÓN GENERAL

¿QUÉ NOS CONTACTA?

PUBLICIDAD



POPULAR LATEST



An Intimidating Choreographer Creates A Bronx Ballet Miami Debut With Black Cast
 By Arthur M. Lewis | 2 days ago



Inside Out: Pura Pabón's Permanent Collection on the Streets of Miami's Historic and West End
 By Kate Stein | 2 days ago



South African Performance Artist with Pura Rugs Creates The Future of White Women of Colour at Black
 By Arthur M. Lewis | 2 days ago

MORE STAGE

MORE ART

MORE CULTURE

UPCOMING EVENTS

Faena Folies
 Sun, Feb 22, 7:30pm

TICKETS

Heather Colman And Amemel String Quartet
 Mon, Feb 22, 7:00pm

TICKETS

Improv Acting I - Basic Scenework
 Mon, Feb 22, 7:30pm

TICKETS

Play Slam Series: Molly's Hammer
 By Tammy Ryan
 Wed, Feb 24, 7:30pm

TICKETS

SLIDESHOWS VIDEOS



7 days ago

MIAMI NEW DRAMA'S GOLEM OF HAVANA STRETCHES FROM NAZIS TO CUBAN REVOLUTIONARIES

AA BY JOHN THOMASON

TUESDAY, JANUARY 12, 2016 1 MONTH AGO



Liba Vaynsberg as Rebecca Frankel

Muchnik and Roszga

Michel Haussmann and Moises Kaufman could have inaugurated their new theater company with a humble play — a two-character piece with a single set, for instance. But *The Golem of Havana*, opening this weekend at the area's newest theater company, Miami New Drama, is decidedly not humble.

It's an ambitious, budget-busting musical with full live orchestration and a cast of 12. The setting shifts from 1950s Cuba on the brink of revolution to 1940s Hungary on the precipice of the Nazi juggernaut. There are explosions, machetes, rainstorms, vivid nightmares, military executions, and the spilling of noble blood. And that's just in the first act.

"Art is about taking risks," says Haussmann, who wrote the book for *The Golem of Havana*, which premiered in New York to wide acclaim in 2013. "I don't know how to play it safe. It's a huge monetary risk, but I believe wholeheartedly that these are the type of stories people can engage in. This is the piece that speaks to me most as an artist."

Leavened by humor and sprightly music, it's a study in intergenerational tumult and coming-of-age pathos. It begins in 1958, with protagonist Rebecca Frankel, age 14, living in a modest Havana home with her parents, Jewish-Hungarian exiles Pinchas and Yutka. Pinchas is a struggling tailor awaiting his big break; Yutka is haunted nightly by memories of World War II. News of their adopted country's upheaval suggests more bloody changes to come, as Castro-led revolutionaries move closer to toppling the Batista regime.

"We don't need to act: Havana is here in Miami."

Other characters include Arturo, a salt-of-the-earth Cuban neighbor with a dubious record in business. He presents an economic opportunity that can make or break Pinchas. There's also Maria, the family's diligent, self-sacrificing maid; and Teo, Maria's 17-year-old son, who has disappeared to join the revolution.

RELATED STORIES

Dimensions Variable Announces New Home and Partnership with Miami Dade College

YoungArts Finalists Reimagine Your Favorite Songs Into Classical Music

Maria copes with Teo's absence through faith, while Rebecca deals with her family by making a comic book called *The Golem of Havana*, inspired by the Jewish folklore.

Miami New Times

12 January 2016

(IMAGE 1 OF 3)

(EST.) MONTHLY VISITS:

960K

(EST.) COVERAGE VIEWS:

3.65K

DOMAIN AUTHORITY:

73

780

2

1 day ago
2 days ago
3 days ago
4 days ago
5 days ago
6 days ago
7 days ago
8 days ago
9 days ago
10 days ago
11 days ago
12 days ago
13 days ago
14 days ago
15 days ago
16 days ago
17 days ago
18 days ago
19 days ago
20 days ago
21 days ago
22 days ago
23 days ago
24 days ago
25 days ago
26 days ago
27 days ago
28 days ago
29 days ago
30 days ago
31 days ago
32 days ago
33 days ago
34 days ago
35 days ago
36 days ago
37 days ago
38 days ago
39 days ago
40 days ago
41 days ago
42 days ago
43 days ago
44 days ago
45 days ago
46 days ago
47 days ago
48 days ago
49 days ago
50 days ago
51 days ago
52 days ago
53 days ago
54 days ago
55 days ago
56 days ago
57 days ago
58 days ago
59 days ago
60 days ago
61 days ago
62 days ago
63 days ago
64 days ago
65 days ago
66 days ago
67 days ago
68 days ago
69 days ago
70 days ago
71 days ago
72 days ago
73 days ago
74 days ago
75 days ago
76 days ago
77 days ago
78 days ago
79 days ago
80 days ago
81 days ago
82 days ago
83 days ago
84 days ago
85 days ago
86 days ago
87 days ago
88 days ago
89 days ago
90 days ago
91 days ago
92 days ago
93 days ago
94 days ago
95 days ago
96 days ago
97 days ago
98 days ago
99 days ago
100 days ago



1 day ago
2 days ago
3 days ago
4 days ago
5 days ago
6 days ago
7 days ago
8 days ago
9 days ago
10 days ago
11 days ago
12 days ago
13 days ago
14 days ago
15 days ago
16 days ago
17 days ago
18 days ago
19 days ago
20 days ago
21 days ago
22 days ago
23 days ago
24 days ago
25 days ago
26 days ago
27 days ago
28 days ago
29 days ago
30 days ago
31 days ago
32 days ago
33 days ago
34 days ago
35 days ago
36 days ago
37 days ago
38 days ago
39 days ago
40 days ago
41 days ago
42 days ago
43 days ago
44 days ago
45 days ago
46 days ago
47 days ago
48 days ago
49 days ago
50 days ago
51 days ago
52 days ago
53 days ago
54 days ago
55 days ago
56 days ago
57 days ago
58 days ago
59 days ago
60 days ago
61 days ago
62 days ago
63 days ago
64 days ago
65 days ago
66 days ago
67 days ago
68 days ago
69 days ago
70 days ago
71 days ago
72 days ago
73 days ago
74 days ago
75 days ago
76 days ago
77 days ago
78 days ago
79 days ago
80 days ago
81 days ago
82 days ago
83 days ago
84 days ago
85 days ago
86 days ago
87 days ago
88 days ago
89 days ago
90 days ago
91 days ago
92 days ago
93 days ago
94 days ago
95 days ago
96 days ago
97 days ago
98 days ago
99 days ago
100 days ago



1 day ago
2 days ago
3 days ago
4 days ago
5 days ago
6 days ago
7 days ago
8 days ago
9 days ago
10 days ago
11 days ago
12 days ago
13 days ago
14 days ago
15 days ago
16 days ago
17 days ago
18 days ago
19 days ago
20 days ago
21 days ago
22 days ago
23 days ago
24 days ago
25 days ago
26 days ago
27 days ago
28 days ago
29 days ago
30 days ago
31 days ago
32 days ago
33 days ago
34 days ago
35 days ago
36 days ago
37 days ago
38 days ago
39 days ago
40 days ago
41 days ago
42 days ago
43 days ago
44 days ago
45 days ago
46 days ago
47 days ago
48 days ago
49 days ago
50 days ago
51 days ago
52 days ago
53 days ago
54 days ago
55 days ago
56 days ago
57 days ago
58 days ago
59 days ago
60 days ago
61 days ago
62 days ago
63 days ago
64 days ago
65 days ago
66 days ago
67 days ago
68 days ago
69 days ago
70 days ago
71 days ago
72 days ago
73 days ago
74 days ago
75 days ago
76 days ago
77 days ago
78 days ago
79 days ago
80 days ago
81 days ago
82 days ago
83 days ago
84 days ago
85 days ago
86 days ago
87 days ago
88 days ago
89 days ago
90 days ago
91 days ago
92 days ago
93 days ago
94 days ago
95 days ago
96 days ago
97 days ago
98 days ago
99 days ago
100 days ago

MORE SLIDESHOWS

IN CASE YOU MISSED IT

- 1 day ago Spice Up Your Valentine's Day With Help From Cubano Adult Superstars in Hialeah
- 11 days ago The Blue Starline Urban Drive-In Gets a New Home on Old Cutler Road
- 18 days ago David Blain's *Love Miami* Preserves the Past
- 19 days ago Miami International Film Festival Announces 2016 Lineup and Unveils New Poster Art
- 20 days ago The Spirit of the Phoenix Joins With the Drone Racing League

clay koms that spring to life in the musical's opening number she sings, "They guard us in the night. The golem is our savior. He'll set the world to right." Later she joins in, "El golem de la Habana: He's protecting not only the Jews. El golem de la Habana! Singing mambos with Celia Cruz?"

The underlying theme becomes clear as the musical's scope widens. Yutka's experience in Nazi Germany is not unlike Teo's struggle in late-'50s Cuba. Oppressed people are oppressed people, whether it's the Jews of Eastern Europe, Cubans under Batista, or Syrian refugees today. We can all benefit from a golem or two.

"What I think is very important about this play is the universality of the situation," says Felipe Gorostiza, who plays Batista. "We tend to think of our situation as totally unique, but people find themselves in these situations all over the world, constantly through history. Whatever we think is very-of-the-present will happen again because we never seem to learn our lesson."

According to Hausmann, this sense of universality is married to more personal elements — particularly when Pinchas and Yutka encounter an ailing Teo, who is fighting for his own survival. "My grandmother went to Auschwitz. She's a survivor," he says. "I was interested in that generation of children of Holocaust survivors... The question becomes: What if Jews could now be on the side of saving another human being?"



Rheeume Orenshaw plays a diligent, self-enslaving maid. Photo by Carol Rosegg

The Golem of Havana brims with these sort of life-or-death tests of faith, community, and the human condition. The connection among disparate peoples that undergirds so much of the script also affects the music. Longtime Hausmann collaborator Salomon Lerner's score borrows elements of Cuban and Jewish melodies.

"To me, they don't seem that far apart in a way," Lerner says. "I found similarities I could use to weave together the two styles and make it one. There are songs in the show that feel like they are from Cuba, and other songs that are more klezmer or gypsy music."

Adds Allen Lewis Rickman, who plays Pinchas: "Every number in this show is spectacular. It's melodic, it's catchy, it's involving, and it's great theater music, because you get into it the first time you hear it."

After *The Golem of Havana*, Hausmann and Kaufman will continue the inaugural season of Miami New Drama in March with *Working on a Special Day*, an intimate historical play based on a 1977 Oscar-winning foreign film. In October, they'll stage *Gross Indecency*, Kaufman's experimental, bilingual play about the downfall of Oscar Wilde. The works share a demographic diversity that Hausmann believes will set his company apart.

"We're very excited about the idea of creating a theater company that does work that is as diverse and dynamic as the city itself," he says. "We want theater to have a conversation with the city. The work that we want to produce needs to be intertwined with Miami society."

For Chaz Mena, who plays Arturo, *The Golem of Havana* epitomizes this approach. "Our cast reflects the reality of Havana," he says. "After New York, it was arguably the most pluralistic city in the hemisphere. My father's family were North African Sephardic Jews who came to seek their economic fortune in Havana at the end of the 19th Century and then became embroiled in the revolution against Spain. My mother's side of the family is part Basque; we have someone in our cast who is of Basque lineage. It's very dynamic that way. We don't need to act; Havana is here in Miami."

The Golem of Havana
January 14 through February 7 at the Colony Theatre, 1040 Lincoln Rd., Miami Beach, 305-674-1040
miaminewdrama.org. Tickets cost \$35 to \$65.

Contact: John Thomason | Follow: Miami New Times Arts & Culture
Miami New Times Arts & Culture

RELATED LOCATION

USE CURRENT LOCATION

Miami New Times

12 January 2016

(IMAGE 2 OF 3)

(EST.) MONTHLY VISITS: 960K

(EST.) COVERAGE VIEWS: 3.65K

DOMAIN AUTHORITY: 73

780 2

***I
T
E
M***

***F
I
V
E***

MIAMI BEACH

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

COMMITTEE MEMORANDUM

TO: Members of the Finance and Citywide Projects Committee

FROM: Jimmy L. Morales, City Manager

DATE: May 20, 2016

SUBJECT: **DISCUSSION REGARDING A COMPETITION SWIMMING POOL**

BACKGROUND

On October 28, 2015, the Parks and Recreation Department presented different footprint examples of basic competition-size pools and Olympic-size pools in several City parks. Commissioner Steinberg recommended for a feasibility/cost study to be completed before further discussion.

Since then, Ballard*King & Associates, in partnership with Water Technology Inc., has completed a preliminary report of the Miami Beach Competitive Aquatic Feasibility Study and Market Analysis (Exhibit A) for a possible competitive aquatic center in the City of Miami Beach. The team was asked to investigate two aquatic center options: a competitive pool option, and an Olympic-size option. The study reviewed possible site locations, amenities, estimated cost of construction and ongoing operational costs.

On April 6, 2016, the Parks and Recreational Facilities Advisory Board passed the following unanimous motion:

After giving careful consideration of the needs of the residents of Miami Beach for a municipal swimming pool with a primary focus on competitive swimming and water polo (Diving could be considered in the design as a third option, if feasible), and on the different options, between a 25yd x 25m pool (Community Based Pool) vs 25yd x 50m pool (Regional Pool: Olympic-size), it is the recommendation of the Parks and Recreational Facilities Advisory Board that the Commission approve, at a minimum, a 25yd x 50m pool (Regional Pool: Olympic-size). In terms of location, we strongly recommend that the City look at the West Lots as an ideal site; considering the fact that the property may be developed for other recreational use, with a second choice being the Par 3 and a third choice being at Flamingo Park.

At the April 15, 2016 Neighborhoods and Community Affairs Committee ("NCAC") meeting, Committee members were presented with the preliminary results of the feasibility study; however, they could not commit to any one pool option until better understanding the funding needed to complete a project of this size. The Committee recommended the item be referred to the Finance and Citywide Projects Committee ("FCWP") by full Commission. At the April 27, 2016 Presentation and Awards meeting, Commission moved to refer the item to FCWP.

FEASIBILITY STUDY

The Competitive Aquatic Center Feasibility Study looked into the three existing pools within the City. Flamingo Park has a 6 lane lap pool, Scott Rakow has a 6 lane x 25 yard pool, and Normandy Isle has a 4 lane lap pool. None of the present facilities are well designed for competitive swimming. Based off these facts, the research concluded the City has a definite deficiency for a competition-size pool.

Flamingo Park, Scott Rakow, Normandy Isle, North Shore Open Space Park and Indian Beach were five site options which were considered for the feasibility study.

The preliminary findings focused on three competition-size pool options: community based/ city wide, regional, and international. A 25 yard by 25 meter community based pool is the most basic version of a competition size swimming pool. Starting at eight lanes (25 yards each), this option is only two lanes wider than the current swimming pools at Flamingo Park and Scott Rakow. A 50 meter regional pool meets the standards of an Olympic-size swimming pool, and the international facility option would encompass a 50 meter pool with a diving tower, and an additional 6-lane 25 meter pool.

The cost estimates for each of the three competition-size pool options (Exhibit B) are as follows:

Competition Size Pools	2016 Pool Cost Estimate	2016 Parking Cost Estimate
Community Based/ City Wide option (25 yard by 25 meters)	\$3,875,000	\$250,000 for site parking/ paving
Regional Option (50 meters)	\$5,920,000	\$5,000,000 for structured parking/ paving
International Option (50 meters with diving tower, plus 6-lane, 25 meter pool)	\$13,415,000	\$24,800,000 for structured parking/ paving and ground floor retail, restaurant and other support facilities

*Total Cost Estimates for Community Based/ City Wide option include costs relating to surface parking, contingencies, and equipment.

*Total Cost Estimates for Regional/ International options include costs relating to structured parking, contingencies, and equipment.

An international pool venue would attract international swim meets and other events that require support facilities, such as restaurant and retail space, to accommodate event guests and spectators. Additionally, as per international competition requirements, an international pool venue needs to have a warm up pool and a diving tower. These provisions account for the difference in project costs between a regional pool option and an international pool option, regardless of whether the pool is made out of concrete with special aggregate finish or Myrtha technology.

In calculating the operating expenses for each aquatic center option, the feasibility study considered personnel, commodity, contractual and capital expenses. The cost analysis

also included salary for full-time and part-time staff, and based revenues off of possible pool programming. Cost estimates for operation estimates are as follows:

Community Based/ City Wide Option (25 yard by 25 meters)

Expenses	\$355,000
Revenues	\$115,000
Deficit	(240,000)

Regional Option (50 meters)

Expenses	\$1,025,000
Revenues	\$565,000
Deficit	(460,000)

International Option (50 meters with diving tower, plus 6-lane, 25 meter pool)

Expenses	\$2,800,000
Revenues	\$1,565,000
Deficit	(1,235,000)

The market analysis also noted that a competitive pool by virtue of water depth and temperature, will serve primarily the competitive swimming and lap swimming markets, but will be of relatively little interest to the general public for recreational swimming.

A comparable example of a regional facility is the pool at Ransom Everglades School in Coconut Grove (Exhibit C), which was completed in January of 2012. The reported cost for the facility at the time of construction was \$8,410,000 for the pool, changing facilities and staff operational areas. Construction indexing from 2011 to now is at a blended rate of 3% to 4 %, therefore the cost to construct a regional facility such as the one in Ransom Everglades in 2016 would be approximately \$10,000,000 (exclusive of parking). These figures would be comparable if the pool structure would be concrete or the Myrtha technology.

CONCLUSION

Administration seeks further guidance on how to proceed.

Attachments

Exhibit A – Miami Beach Competitive Aquatic Feasibility Study and Market Analysis

Exhibit B – Probable Project Costs

Exhibit C – Project Costs for Ransom Everglades Competition Venue

JLM/EC/JR

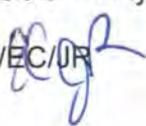


Exhibit C

Project Costs for Ransom Everglades
Competition Venue



ORDER OF MAGNITUDE PROJECT COSTS

Outdoor Aquatic Facility NEW RANSOM EVERGLADES Competition Venue

Competition Aquatic Center
 Multipurpose/Competition Aquatic Center
 Miami Beach FL

Water Technology Inc.
 April 23, 2016
 Project Phase: Planning

Div/Sec	Description	Units	Quantity	Unit Cost	Cost
General Costs					
	General Site Work (Demolition, Earthwork, Utilities)	LS	1	200000	\$200,000.00
	Site Utilities (minimal - utilize existing infrastructure)	LS	1	150000	\$150,000.00
	Above Grade Construction	LS	1	700000	\$700,000.00
	Bridge and Stairs	EA	0	0	\$0.00
	Shade Structures	EA	0	4000	\$0.00
	Shade Structures (Reservable)	EA	0	25000	\$0.00
	New Decks and Walks	SF	22000	9	\$198,000.00
	New Deck Drainage	SF	15000	8	\$120,000.00
	Spectator Seating (450)	EA	1	550000	\$550,000.00
	Decks and Walks - Off Site (Not anticipated)	SF	10000	5	\$50,000.00
	Turf & Irrigation	SF	20000	1.35	\$27,000.00
	Landscape	LS	1	160000	\$160,000.00
	Security Site Lighting and PA system	LS	1	200000	\$200,000.00
	Fence Perimeter	LF	400	45	\$18,000.00
	Fence Barrier (sand areas, directional, etc.)	LF	0	28	\$0.00
	Site Signage	LS	1	30000	\$30,000.00
	Subtotal				\$2,403,000.00
Aquatics					
Outdoor	25 M x 50 M Multipurpose Competition Pool	SF	13050	185	\$2,414,250.00
	5 lane 25 Y Multipurpose Warm Up Pool	SF	3400	190	\$646,000.00
	Moveable Bulkhead 6 FT	LS	1	130000	\$130,000.00
	Moveable Bulkhead 4 FT	LS	1	100000	\$100,000.00
	Competition Equipment	LS	1	120000	\$120,000.00
	Springboard Diving Equipment (1 and 3 meter)	EA	2	20000	\$40,000.00
	Platform Diving Tower (1, 3, 5, 7.5 and 10 meter)	LS	0	1200000	\$0.00
	Sparger Dive Training System	LS	0	95000	\$0.00
	Scoreboard and Timing System	LS	1	125000	\$125,000.00
	Access and Program Equipment	LS	1	40000	\$40,000.00
	Subtotal				\$3,615,250.00
Architectural					
	Entry Changing Rooms	SF	3000	250	\$750,000.00
	Aquatics Support/Filter Building INDOOR	SF	1800	250	\$450,000.00
	Subtotal				\$1,200,000.00
Subtotal: Pool Components and Construction Costs					\$7,218,250.00
Parking and Ground Floor Storage					
	Competition Foot Print	SF	0	180	\$0.00
	Surface Parking/Paving	EA	200	2500	\$500,000.00
	Subtotal				\$500,000.00
Order of Magnitude Cost Summary					
Subtotal: Pool Components and Construction Costs					\$7,218,250.00
	Owner Furnished Items (deck furniture, safety equipment, floatables, etc.)	Allowance	1.2%	\$7,718,250	\$92,619.00
	Concessions Equipment (minimal heat & serve equip, NO grill or frying)	Allowance	1	\$250,000.00	\$250,000.00
	Construction Escalation Factor (Not included for 2016)	Allowance	4.0%	\$7,718,250	\$308,730.00
	Design/Estimate Contingency	Allowance	5.0%	\$7,718,250	\$385,912.50
	Contractor Markup - (OH&P)	Allowance	8.0%	\$7,718,250	\$617,460.00
	Contractor General Conditions	Allowance	5.0%	\$7,718,250	\$385,912.50
	Project Fees & Permitting - (A&E, Permitting, Surveys, Geo-tech, Testing)	Allowance	10.0%	\$7,718,250	\$771,825.00
	Site Acquisition	LS	0.0%	\$1,000,000	\$0.00
Total Project Cost					\$10,530,709.00

Exhibit B

Probable Project Costs

Competition Swimming Pool Individual Concepts With Opinions of Probable Project Costs

The following are the site considerations of placing the characteristics of various different competition swimming pool options on the sites discussed during meetings with the Parks and Recreation Department. The various sites and competition options are:

- Flamingo Park Site-
 - City Wide Competition Pool 10 lanes of 25 yards and 25 meters
 - Regional 50 meter Competition Pool 10 lanes of 50 meters and 20 lanes of 25 yards
- Scott Rakow Youth Center-
 - City Wide Competition Pool 10 lanes of 25 yards and 25 meters
 - Regional 50 meter Competition Pool 10 lanes of 50 meters and 20 lanes of 25 yards
- Normandy Isle Park and Pool-
 - City Wide Competition Pool 10 lanes of 25 yards and 25 meters
 - Regional 50 meter Competition Pool 10 lanes of 50 meters and 20 lanes of 25 yards
- North Shore Park South Site-
 - International Aquatic Center 50 meter Competition Pool 10 lanes of 50 meters and 20 lanes of 25 meters plus multi-purpose warm up pool.
- Indian Beach Site-
 - International Aquatic Center 50 meter Competition Pool 10 lanes of 50 meters and 20 lanes of 25 meters plus multi-purpose warm up pool.

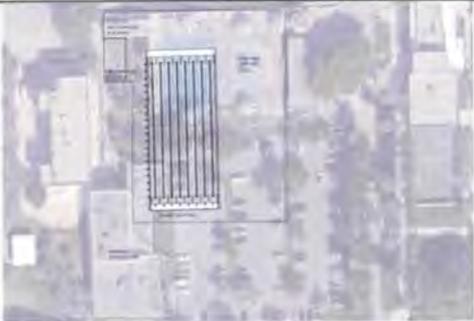
Each of these site plans are attached illustrating potential site placement of the different concepts. These are preliminary concepts to aid in understanding of the relative massing of the components. These were developed were accomplished without review of building department and zoning regulations but using best practices from experience in developing these range of preliminary options on other projects.

The project cost opinions were created to provide a relative range of cost for the project without a final design. These costs are for 2016 and would need to be adjusted for inflation to the middle of construction once a design is finalized. These opinions of probable project costs are not bid pricing for these specific projects but are based on similar projects that have been in the past year. Each site and site development costs require significant information and engineering that is not included this study or cost opinions.

Competition Swimming Pool Concept Comparison

After detailed discussions with the Parks and Recreation Department Staff and operational personnel it was determined to consider the characteristics of three different competition swimming pool options. These options consist of:

- City Wide Competition Pool 10 lanes of 25 yards and 25 meters.
- Regional 50 meter Competition Pool 10 lanes of 50 meters and 20 lanes of 25 yards.
- International 50 meter Competition Pool 10 lanes of 50 meters and 20 lanes of 25 meters plus multi-purpose warm up pool.

Competition Pool Concepts	
Flamingo Park	
	<p>City Wide Competition Pool- Outdoor 25 yard by 25 meter pool with 10 competition lanes for each course. There would also be springboard diving with 2 one and three meter boards. Change facility expanded by 1,000 sf.</p> <p>2016 Project Cost Pool: \$3,875,000</p> <p>2016 Project Cost: Pool with 100 Surface Parking Stalls: \$4,210,000</p>
	<p>Regional 50 Meter Pool- Outdoor 50 meter by 25 yard pool with 10 competition lanes in the 50 meter course and 20 lanes in the 25 yard course. There would also be springboard diving with 2 one meter and three meter boards. Change facility expanded by 1,800 sf.</p> <p>2016 Project Cost Pool: \$5,920,000</p> <p>2016 Project Cost: Pool with 200 Structure Parking Stalls: \$12,580,000</p>
Scott Rakow	
	<p>City Wide Competition Pool- Outdoor 25 yard by 25 meter pool with 10 competition lanes for each course. There would also be springboard diving with 2 one and three meter boards. Change facility expanded by 1,000 sf.</p> <p>2016 Project Cost Pool: \$3,875,000</p> <p>2016 Project Cost: Pool with 100 Surface Parking Stalls: \$4,210,000</p>
	<p>Regional 50 Meter Pool- Outdoor 50 meter by 25 yard pool with 10 competition lanes in the 50 meter course and 20 lanes in the 25 yard course. There would also be springboard diving with 2 one meter and three meter boards. Change facility expanded by 1,800 sf.</p> <p>2016 Project Cost Pool: \$5,920,000</p> <p>2016 Project Cost: Pool with 200 Structure Parking Stalls: \$12,580,000</p>

Normandy Isle	
	<p>City Wide Competition Pool- Outdoor 25 yard by 25 meter pool with 10 competition lanes for each course. There would also be springboard diving with 2 one and three meter boards. Change facility expanded by 1,000 sf.</p> <p>2016 Project Cost Pool: \$3,875,000</p> <p>2016 Project Cost: Pool with 100 Surface Parking Stalls: \$4,210,000</p>
	<p>Regional 50 Meter Pool- Outdoor 50 meter by 25 yard pool with 10 competition lanes in the 50 meter course and 20 lanes in the 25 yard course. There would also be springboard diving with 2 one meter and three meter boards. Change facility expanded by 1,800 sf.</p> <p>2016 Project Cost Pool: \$5,920,000</p> <p>2016 Project Cost: Pool with 200 Structure Parking Stalls: \$12,580,000</p>
North Shore Park	
	<p>International Aquatic Center- Outdoor 50 meter by 25 meter pool with 10 competition lanes in the 50 meter course and 20 lanes in the 25 meter course. This pool would be configured with 2 movable bulkheads to accommodate multidimensional international events and comply with all competition swimming regulations. There would also be a separate 25 meter 6 lane multipurpose warm up and cool down pool. New change facility of 3,000 sf.</p> <p>Diving would be configured with 2 one meter and 3 meter spring boards together with a dual line platform diving tower with 1, 3, 5, 7.5 and 10 meter diving.</p> <p>2016 Project Cost Pool: \$13,415,000</p> <p>2016 Project Cost: Pool with 320 Structure Parking Stalls: \$46,450</p>

Indian Beach



International Aquatic Center-

Outdoor 50 meter by 25 meter pool with 10 competition lanes in the 50 meter course and 20 lanes in the 25 meter course. This pool would be configured with 2 movable bulkheads to accommodate multidimensional international events and comply with all competition swimming regulations. There would also be a separate 25 meter 6 lane multipurpose warm up and cool down pool. New change facility of 3,000 sf.

Diving would be configured with 2 one meter and 3 meter spring boards together with a dual line platform diving tower with 1, 3, 5, 7.5 and 10 meter diving.

2016 Project Cost Pool: \$13,415,000

2016 Project Cost: Pool with 320 Structure Parking Stalls: \$46,450,000

Swimming Pool / Aquatics Facility

Site Evaluation Criteria

Rating Criteria		IMPORTANCE VALUE	Flamingo Park		Scott Rakow		Normandy Isle		North Shore Park		Indian Beach	
See attached criteria description for each rating scale		1=low / 4=high	Rating	Total	Rating	Total	Rating	Total	Rating	Total	Rating	Total
Total Value = Importance Value x Rating Scale (Equal)		Scale	Scale	Value	Scale	Value	Scale	Value	Scale	Value	Scale	Value
1	Site Features											
a.	Topography		3	3	3	3	2	2	1	1	3	3
b.	Drainage		3	3	3	3	3	3	3	3	3	3
c.	Wetlands		1	1	1	1	1	1	1	1	1	1
d.	Vegetation (Trees)		2	2	1	1	1	1	1	1	3	3
e.	Property Configuration		2	3	3	3	3	3	3	3	4	4
f.	Size		2	2	2	2	3	3	4	4	4	4
g.	Views		3	3	3	3	3	3	4	4	4	4
h.	Visible Soils / Geology		2	2	2	2	2	2	3	3	3	3
i.	Visibility from Major Highway		2	2	2	2	2	2	3	3	4	4
	Subtotal		20	20	20	20	20	20	23	23	29	29
2	Usability / Services											
a.	Access / Transportation		3	2	2	2	2	2	4	4	4	4
b.	Sanitary Sewer		3	3	3	3	3	3	3	3	3	3
c.	Water Service		3	3	3	3	3	3	3	3	3	3
d.	Electric / Telephone		3	3	3	3	3	3	3	3	3	3
e.	Gas Service		3	3	3	3	3	3	3	3	3	3
f.	Fire Protection		2	2	2	2	2	2	3	3	3	3
g.	Police Protection		3	3	3	3	2	2	2	2	2	2
h.	Ambulance / Emergency Medical Service		3	2	2	2	2	2	3	3	3	3
	Subtotal		23	21	21	21	20	20	24	24	24	24
3	Anticipated Cost											
a.	Site Preparation / Grading Costs		2	2	2	2	1	1	2	2	3	3
b.	Street & Utility Shared Costs		2	2	2	2	2	2	2	2	2	2
c.	Land Acquisition Costs		3	3	3	3	3	3	3	3	3	3
d.	Timing & Phasing of Adjacent Development		1	1	1	1	1	1	1	1	2	2
	Subtotal		8	8	8	8	7	7	8	8	10	10
4	Community Planning Usability											
a.	Community Growth Patterns		4	4	4	4	3	3	3	3	3	3
b.	Traffic Patterns		1	2	2	2	2	2	3	3	2	2
c.	Distance from "Downtown/Population"		4	3	3	3	1	1	2	2	3	3
d.	Adjacent Amenities		4	4	4	4	4	4	3	3	3	3
e.	Pedestrian Connectors / Trails		3	3	3	3	3	3	4	4	4	4
f.	Partnership Potential		2	3	3	3	2	2	3	3	4	4
g.	Potential for Revenue Generation		3	3	3	3	2	2	3	3	4	4
	Subtotal		21	22	22	22	17	17	21	21	23	23
SITE SCORE			72	71	71	71	64	64	76	76	86	86

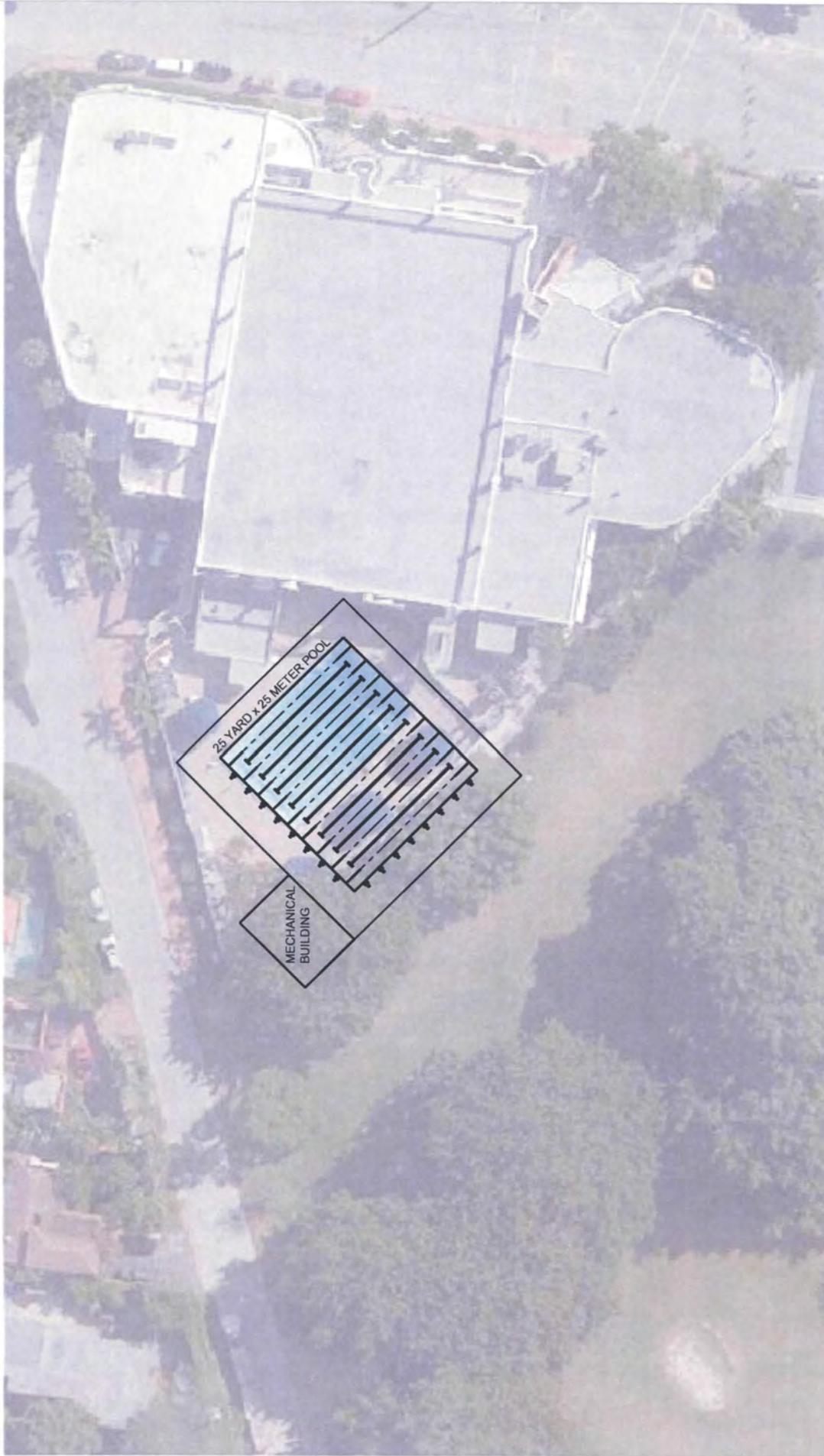
NORMANDY ISLE PARK 25 YARD x 25 METER POOL



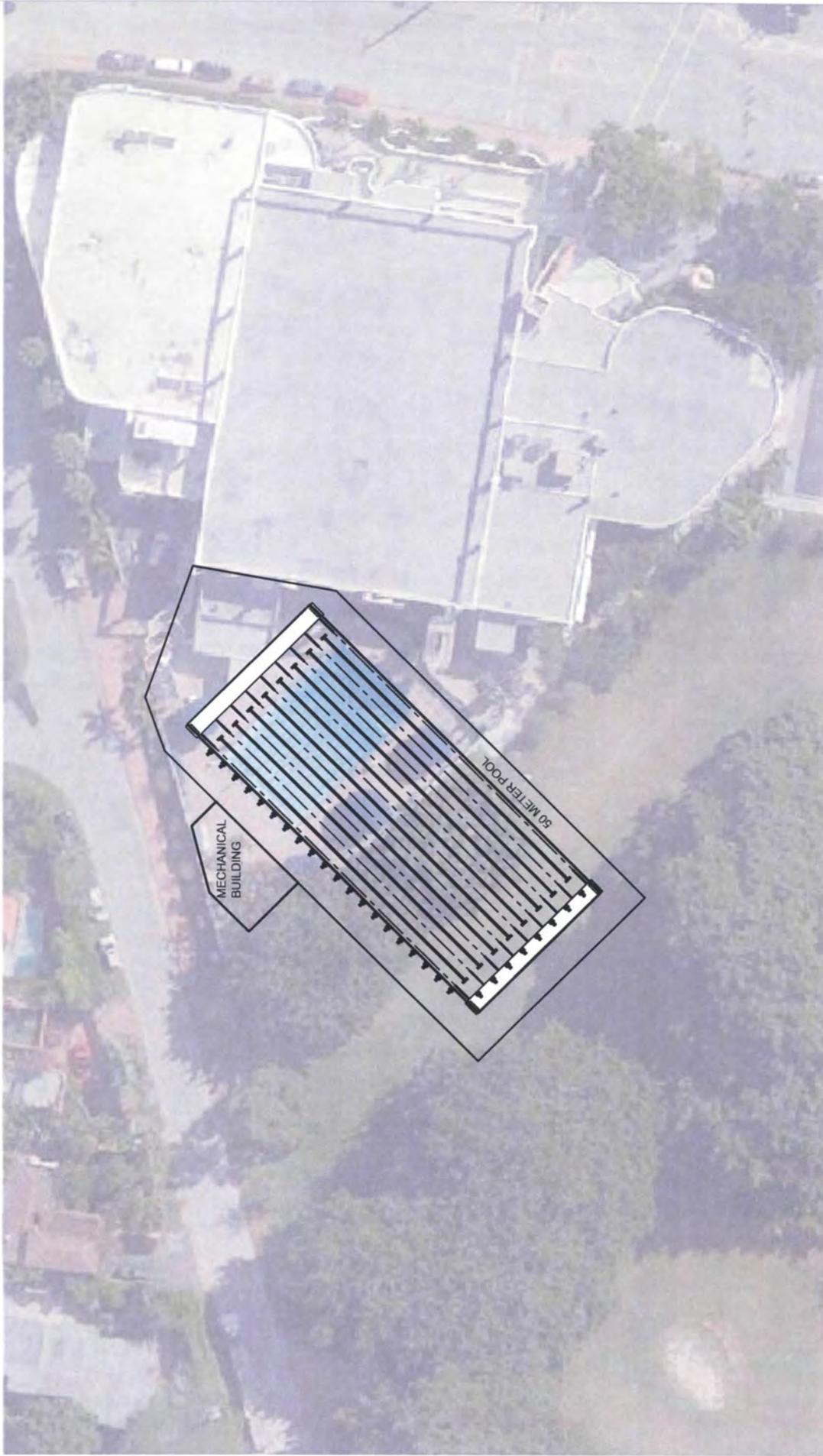
NORMANDY ISLE PARK 50 METER POOL



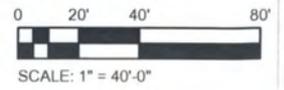
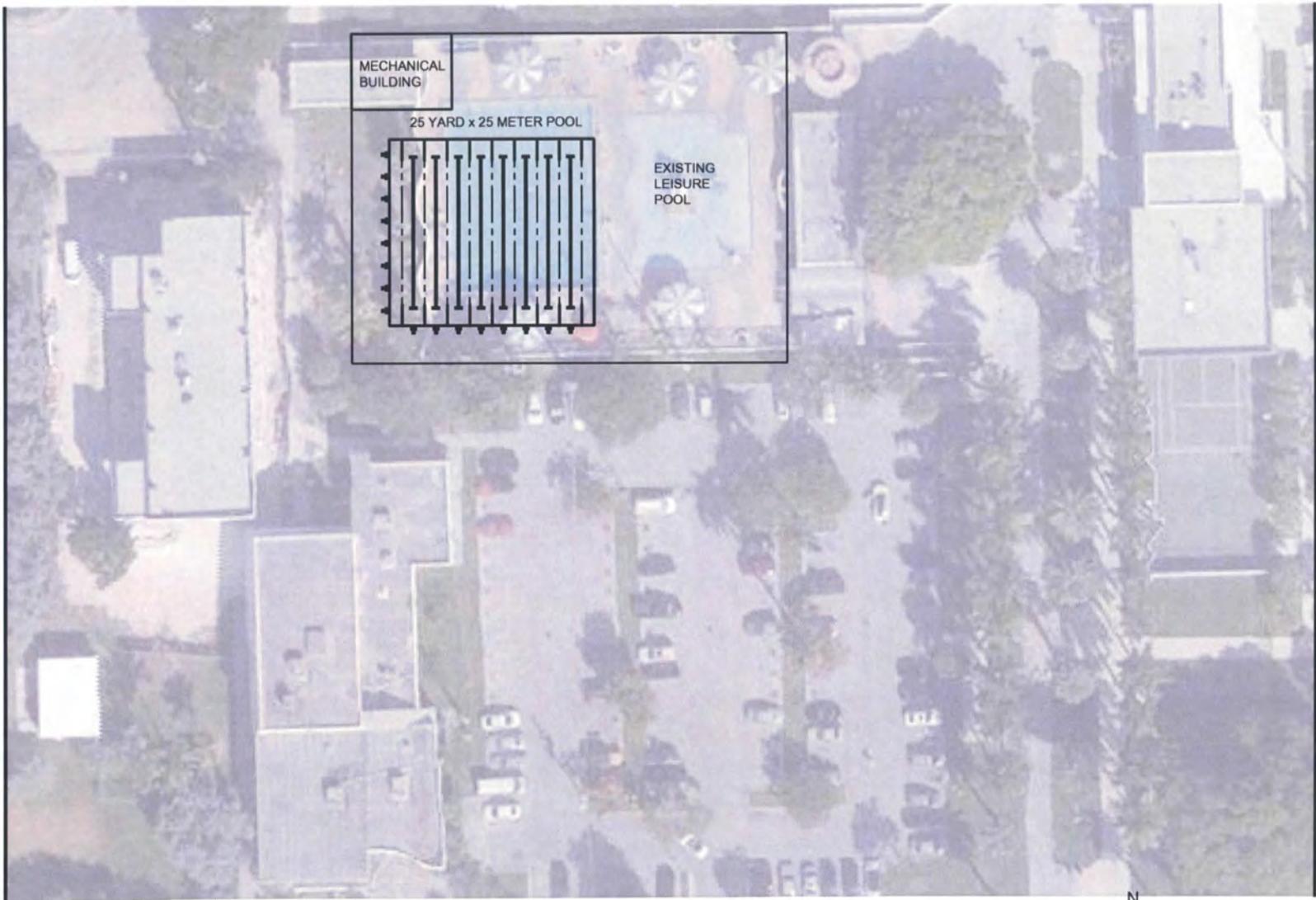
SCOTT RAKOW YOUTH CENTER 25 YARD x 25 METER POOL



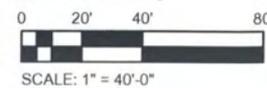
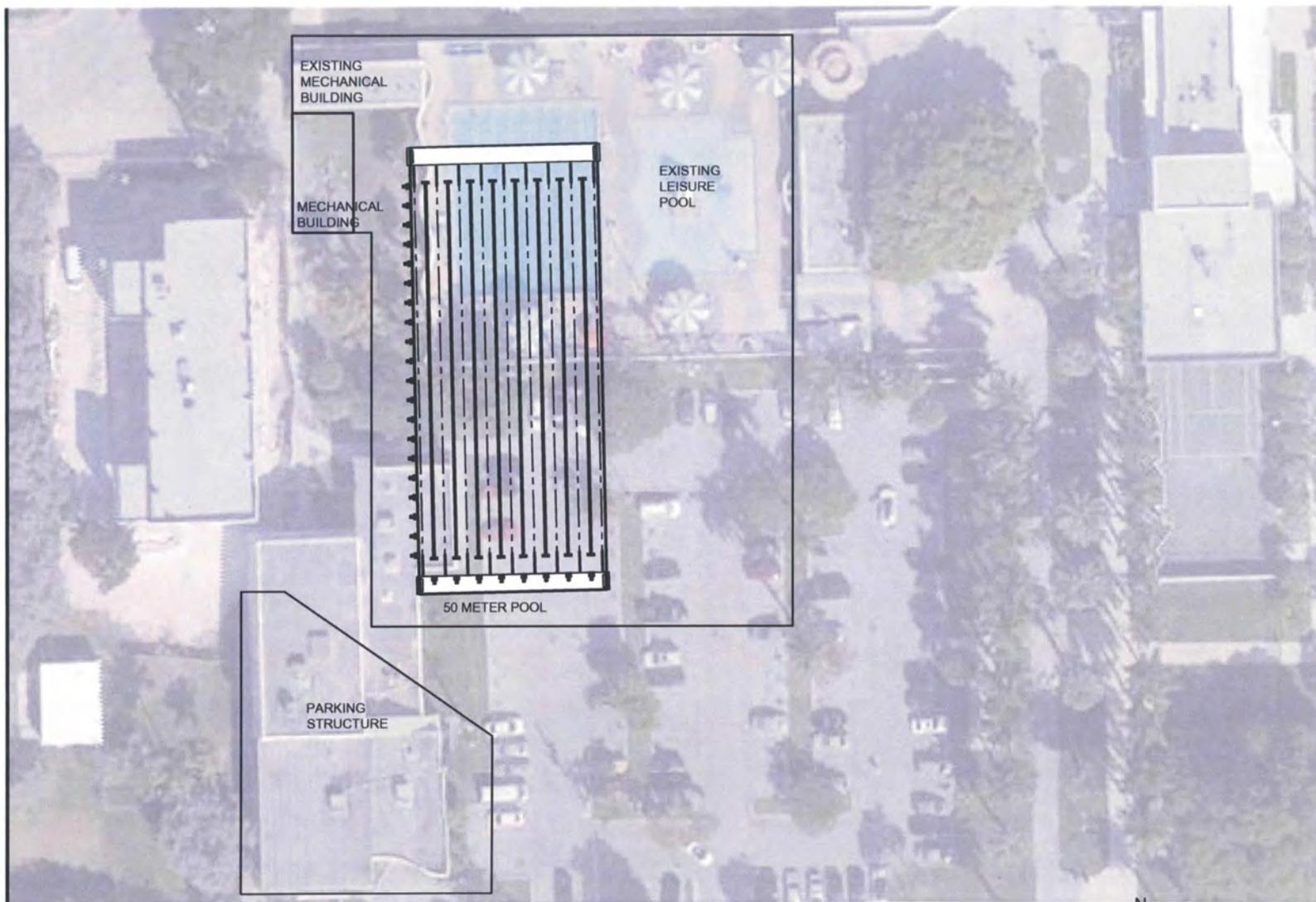
SCOTT RAKOW YOUTH CENTER 50 METER POOL

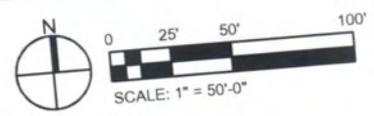
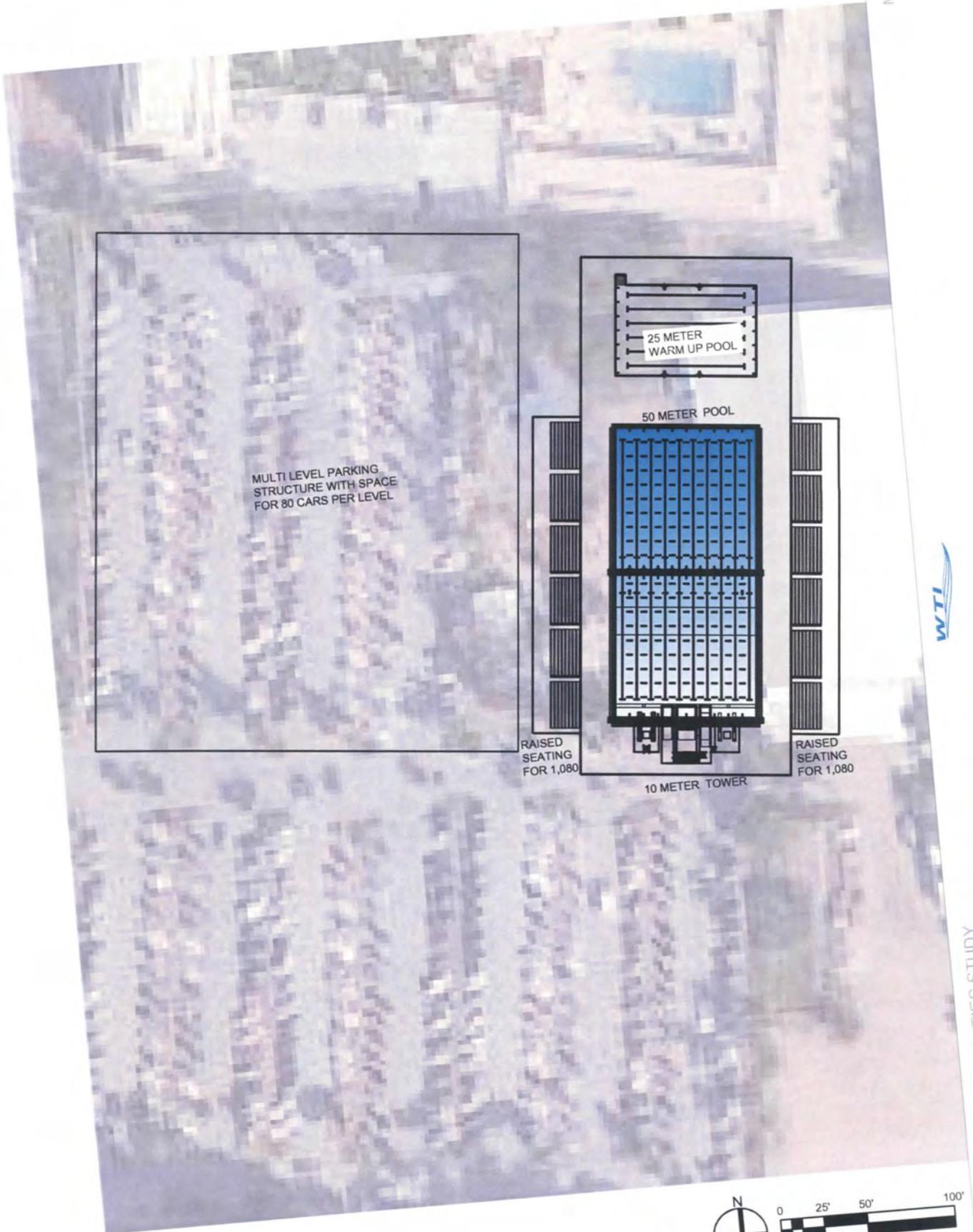


FLAMINGO PARK 25 YARD x 25 METER POOL

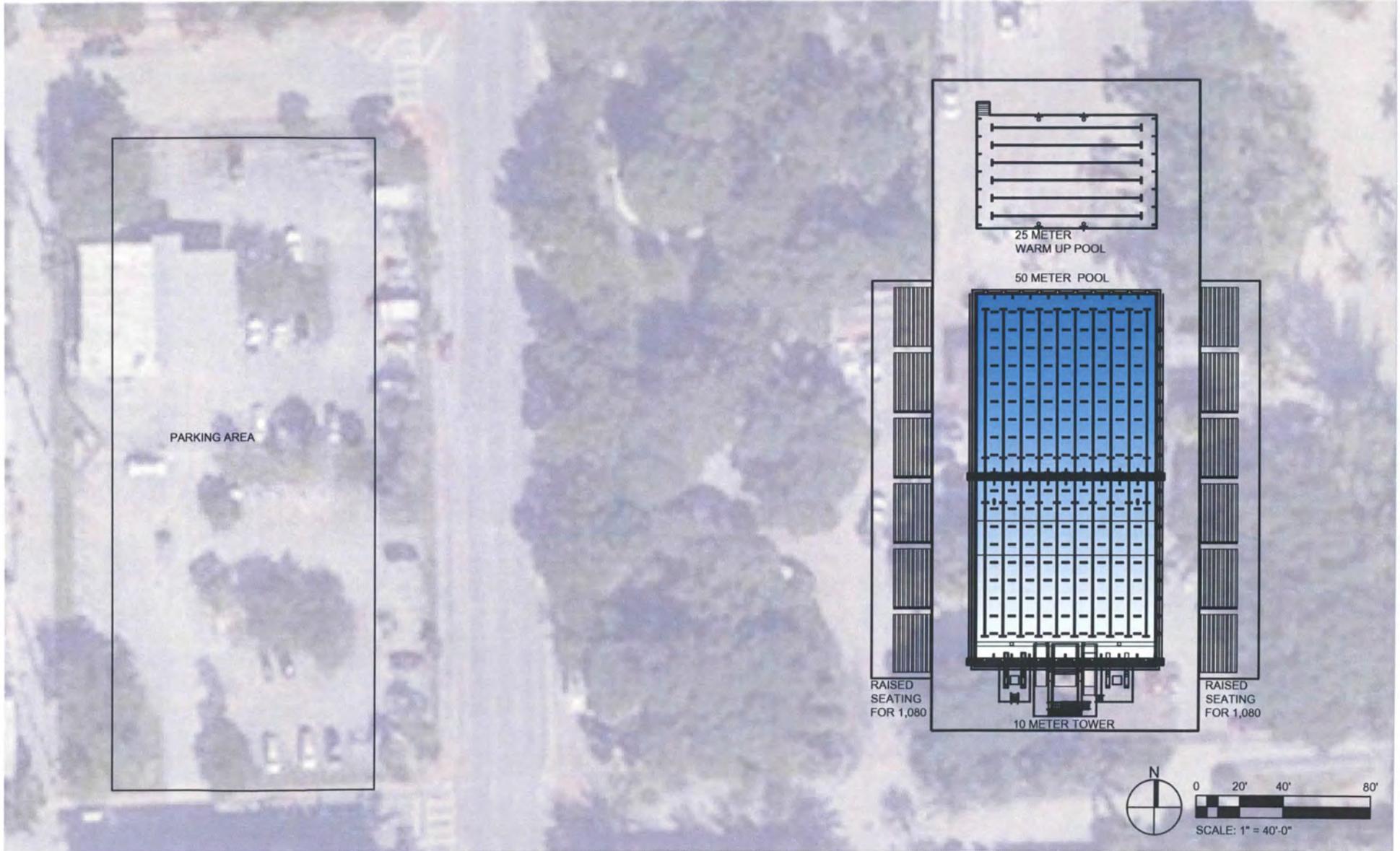


FLAMINGO PARK 50 METER POOL





NORTH SHORE OPEN SPACE FACILITY





ORDER OF MAGNITUDE PROJECT COSTS

Outdoor Aquatic Facility w/ 25 Y by 25 M NEW Competition Pool)

Aquatic Center
 Multipurpose/Competition Aquatic Center
 Miami Beach FL

Water Technology Inc.
 March 22, 2016
 Project Phase: Planning

Div/Sec	Description	Units	Quantity	Unit Cost	Cost
General Costs					
	General Site Work (Demolition, Earthwork, Utilities)	LS	1	200000	\$200,000.00
	Site Utilities (minimal - utilize existing infrastructure)	LS	1	120000	\$120,000.00
	Site Shoring and De-watering	LS	1	200000	\$200,000.00
	Bridge and Stairs	EA	0	0	\$0.00
	Shade Structures	EA	0	4000	\$0.00
	Shade Structures (Reservable)	EA	0	25000	\$0.00
	New Decks and Walks	SF	5100	9	\$45,900.00
	New Deck Drainage	SF	5100	8	\$40,800.00
	Spectator Seating	LS	1	45000	\$45,000.00
	Decks and Walks - Off Site (Not anticipated)	SF	2000	5	\$10,000.00
	Turf & Irrigation	SF	10000	1.35	\$13,500.00
	Landscape	LS	1	95000	\$95,000.00
	Security Site Lighting and PA system	LS	1	100000	\$100,000.00
	Fence Perimeter	LF	400	45	\$18,000.00
	Fence Barrier (sand areas, directional, etc.)	LF	0	28	\$0.00
	Site Signage	LS	1	20000	\$20,000.00
	Subtotal				\$908,200.00
Aquatics					
Outdoor	25 Y x 25 M Multipurpose Competition Pool	SF	6150	190	\$1,168,500.00
	Moveable Bulkhead 6 FT	LS	0	130000	\$0.00
	Moveable Bulkhead 4 FT	LS	0	100000	\$0.00
	Competition Equipment	LS	1	130000	\$130,000.00
	Springboard Diving Equipment (1 and 3 meter)	EA	4	20000	\$80,000.00
	Scoreboard and Timing System	LS	1	70000	\$70,000.00
	Access and Program Equipment	LS	1	20000	\$20,000.00
	Subtotal				\$1,468,500.00
Architectural					
	Changing Facility	SF	1000	230	\$230,000.00
	Concession/Kitchen	SF	0	250	\$0.00
	Aquatics Support/Filter Building INDOOR	SF	1200	250	\$300,000.00
	Subtotal				\$530,000.00
Subtotal: Pool Components and Construction Costs					\$2,906,700.00
Parking					
	Site Parking/Paving	EA	0	2500	\$0.00
	Subtotal				\$0.00
Order of Magnitude Cost Summary					
Subtotal: Pool Components and Construction Costs					\$2,906,700.00
	Owner Furnished Items (deck furniture, safety equipment, floatables, etc)	Allowance	1.2%	\$2,906,700	\$34,880.40
	Concessions Equipment (minimal heat & serve equip, NO grill or frying)	Allowance	0	\$0.00	\$0.00
	Construction Escalation Factor (Not included for 2016)	Allowance	4.0%	\$2,906,700	\$116,268.00
	Design/Estimate Contingency	Allowance	5.0%	\$2,906,700	\$145,335.00
	Contractor Markup - (OH&P)	Allowance	8.0%	\$2,906,700	\$232,536.00
	Contractor General Conditions	Allowance	5.0%	\$2,906,700	\$145,335.00
	Project Fees & Permitting - (A&E, Permitting, Surveys, Geo-tech, Testing)	Allowance	10.0%	\$2,906,700	\$290,670.00
	Site Acquisition	LS	0.0%	\$1,000,000	\$0.00
Total Project Cost					\$3,871,724.40



ORDER OF MAGNITUDE PROJECT COSTS

Outdoor Aquatic Facility w/ 25 Y by 25 M NEW Competition Pool)

Aquatic Center
 Multipurpose/Competition Aquatic Center
 Miami Beach FL

Water Technology Inc.
 March 22, 2016
 Project Phase: Planning

Div/Sec	Description	Units	Quantity	Unit Cost	Cost
General Costs					
	General Site Work (Demolition, Earthwork, Utilities)	LS	1	200000	\$200,000.00
	Site Utilities (minimal - utilize existing infrastructure)	LS	1	120000	\$120,000.00
	Site Shoring and De-watering	LS	1	200000	\$200,000.00
	Bridge and Stairs	EA	0	0	\$0.00
	Shade Structures	EA	0	4000	\$0.00
	Shade Structures (Reservable)	EA	0	25000	\$0.00
	New Decks and Walks	SF	5100	9	\$45,900.00
	New Deck Drainage	SF	5100	8	\$40,800.00
	Spectator Seating	LS	1	45000	\$45,000.00
	Decks and Walks - Off Site (Not anticipated)	SF	2000	5	\$10,000.00
	Turf & Irrigation	SF	10000	1.35	\$13,500.00
	Landscape	LS	1	95000	\$95,000.00
	Security Site Lighting and PA system	LS	1	100000	\$100,000.00
	Fence Perimeter	LF	400	45	\$18,000.00
	Fence Barrier (sand areas, directional, etc.)	LF	0	28	\$0.00
	Site Signage	LS	1	20000	\$20,000.00
	Subtotal				\$908,200.00
Aquatics					
Outdoor	25 Y x 25 M Multipurpose Competition Pool	SF	6150	190	\$1,168,500.00
	Moveable Bulkhead 6 FT	LS	0	130000	\$0.00
	Moveable Bulkhead 4 FT	LS	0	100000	\$0.00
	Competition Equipment	LS	1	130000	\$130,000.00
	Springboard Diving Equipment (1 and 3 meter)	EA	4	20000	\$80,000.00
	Scoreboard and Timing System	LS	1	70000	\$70,000.00
	Access and Program Equipment	LS	1	20000	\$20,000.00
	Subtotal				\$1,468,500.00
Architectural					
	Changing Facility	SF	1000	230	\$230,000.00
	Concession/Kitchen	SF	0	250	\$0.00
	Aquatics Support/Filter Building INDOOR	SF	1200	250	\$300,000.00
	Subtotal				\$530,000.00
Subtotal: Pool Components and Construction Costs					\$2,906,700.00
Parking					
	Site Parking/Paving	EA	100	2500	\$250,000.00
	Subtotal				\$250,000.00
Order of Magnitude Cost Summary					
Subtotal: Pool Components and Construction Costs					\$3,156,700.00
	Owner Furnished Items (deck furniture, safety equipment, floatables, etc)	Allowance	1.2%	\$3,156,700	\$37,880.40
	Concessions Equipment (minimal heat & serve equip, NO grill or frying)	Allowance	0	\$0.00	\$0.00
	Construction Escalation Factor (Not included for 2016)	Allowance	4.0%	\$3,156,700	\$126,268.00
	Design/Estimate Contingency	Allowance	5.0%	\$3,156,700	\$157,835.00
	Contractor Markup - (OH&P)	Allowance	8.0%	\$3,156,700	\$252,536.00
	Contractor General Conditions	Allowance	5.0%	\$3,156,700	\$157,835.00
	Project Fees & Permitting - (A&E, Permitting, Surveys, Geo-tech, Testing)	Allowance	10.0%	\$3,156,700	\$315,670.00
	Site Acquisition	LS	0.0%	\$1,000,000	\$0.00
Total Project Cost					\$4,204,724.40



ORDER OF MAGNITUDE PROJECT COSTS

Outdoor Aquatic Facility w/ 25 Y by 50 M NEW Competition Pool)

Aquatic Center
 Multipurpose/Competition Aquatic Center
 Miami Beach FL

Water Technology Inc.
 March 22, 2016
 Project Phase: Planning

Div/Sec	Description	Units	Quantity	Unit Cost	Cost
General Costs					
	General Site Work (Demolition, Earthwork, Utilities)	LS	1	200000	\$200,000.00
	Site Utilities (minimal - utilize existing infrastructure)	LS	1	120000	\$120,000.00
	Site Shoring and De-watering	LS	1	300000	\$300,000.00
	Bridge and Stairs	EA	0	0	\$0.00
	Shade Structures	EA	0	4000	\$0.00
	Shade Structures (Reservable)	EA	0	25000	\$0.00
	New Decks and Walks	SF	15000	9	\$135,000.00
	New Deck Drainage	SF	10000	8	\$80,000.00
	Spectator Seating	LS	1	60000	\$60,000.00
	Decks and Walks - Off Site (Not anticipated)	SF	4000	5	\$20,000.00
	Turf & Irrigation	SF	15000	1.35	\$20,250.00
	Landscape	LS	1	95000	\$95,000.00
	Security Site Lighting and PA system	LS	1	120000	\$120,000.00
	Fence Perimeter	LF	450	45	\$20,250.00
	Fence Barrier (sand areas, directional, etc.)	LF	0	28	\$0.00
	Site Signage	LS	1	20000	\$20,000.00
	Subtotal				\$1,190,500.00
Aquatics					
Outdoor	25 Y x 50 M Multipurpose Competition Pool	SF	12300	180	\$2,214,000.00
	Moveable Bulkhead 6 FT	LS	0	130000	\$0.00
	Moveable Bulkhead 4 FT	LS	0	100000	\$0.00
	Competition Equipment	LS	1	130000	\$130,000.00
	Springboard Diving Equipment (1 and 3 meter)	EA	4	20000	\$80,000.00
	Scoreboard and Timing System	LS	1	70000	\$70,000.00
	Access and Program Equipment	LS	1	20000	\$20,000.00
	Subtotal				\$2,514,000.00
Architectural					
	Changing Facility	SF	1800	230	\$414,000.00
	Concession/Kitchen	SF	0	250	\$0.00
	Aquatics Support/Filter Building INDOOR	SF	1300	250	\$325,000.00
	Subtotal				\$739,000.00
Subtotal: Pool Components and Construction Costs					\$4,443,500.00
Parking					
	Structured Parking/Paving	EA	0	25000	\$0.00
	Subtotal				\$0.00
Order of Magnitude Cost Summary					
Subtotal: Pool Components and Construction Costs					\$4,443,500.00
	Owner Furnished Items (deck furniture, safety equipment, floatables, etc	Allowance	1.2%	\$4,443,500	\$53,322.00
	Concessions Equipment (minimal heat & serve equip, NO grill or frying)	Allowance	0	\$0.00	\$0.00
	Construction Escalation Factor (Not included for 2016)	Allowance	4.0%	\$4,443,500	\$177,740.00
	Design/Estimate Contingency	Allowance	5.0%	\$4,443,500	\$222,175.00
	Contractor Markup - (OH&P)	Allowance	8.0%	\$4,443,500	\$355,480.00
	Contractor General Conditions	Allowance	5.0%	\$4,443,500	\$222,175.00
	Project Fees & Permitting - (A&E, Permitting, Surveys, Geo-tech, Testing	Allowance	10.0%	\$4,443,500	\$444,350.00
	Site Acquisition	LS	0.0%	\$1,000,000	\$0.00
Total Project Cost					\$5,918,742.00



ORDER OF MAGNITUDE PROJECT COSTS

Outdoor Aquatic Facility w/ 25 Y by 50 M NEW Competition Pool)

Aquatic Center
 Multipurpose/Competition Aquatic Center
 Miami Beach FL

Water Technology Inc.
 March 22, 2016
 Project Phase: Planning

Div/Sec	Description	Units	Quantity	Unit Cost	Cost
General Costs					
	General Site Work (Demolition, Earthwork, Utilities)	LS	1	200000	\$200,000.00
	Site Utilities (minimal - utilize existing infrastructure)	LS	1	120000	\$120,000.00
	Site Shoring and De-watering	LS	1	300000	\$300,000.00
	Bridge and Stairs	EA	0	0	\$0.00
	Shade Structures	EA	0	4000	\$0.00
	Shade Structures (Reservable)	EA	0	25000	\$0.00
	New Decks and Walks	SF	15000	9	\$135,000.00
	New Deck Drainage	SF	10000	8	\$80,000.00
	Spectator Seating	LS	1	60000	\$60,000.00
	Decks and Walks - Off Site (Not anticipated)	SF	4000	5	\$20,000.00
	Turf & Irrigation	SF	15000	1.35	\$20,250.00
	Landscape	LS	1	95000	\$95,000.00
	Security Site Lighting and PA system	LS	1	120000	\$120,000.00
	Fence Perimeter	LF	450	45	\$20,250.00
	Fence Barrier (sand areas, directional, etc.)	LF	0	28	\$0.00
	Site Signage	LS	1	20000	\$20,000.00
	Subtotal				\$1,190,500.00
Aquatics					
Outdoor	25 Y x 50 M Multipurpose Competition Pool	SF	12300	180	\$2,214,000.00
	Moveable Bulkhead 6 FT	LS	0	130000	\$0.00
	Moveable Bulkhead 4 FT	LS	0	100000	\$0.00
	Competition Equipment	LS	1	130000	\$130,000.00
	Springboard Diving Equipment (1 and 3 meter)	EA	4	20000	\$80,000.00
	Scoreboard and Timing System	LS	1	70000	\$70,000.00
	Access and Program Equipment	LS	1	20000	\$20,000.00
	Subtotal				\$2,514,000.00
Architectural					
	Changing Facility	SF	1800	230	\$414,000.00
	Concession/Kitchen	SF	0	250	\$0.00
	Aquatics Support/Filter Building INDOOR	SF	1300	250	\$325,000.00
	Subtotal				\$739,000.00
Subtotal: Pool Components and Construction Costs					\$4,443,500.00
Parking					
	Structured Parking/Paving	EA	200	25000	\$5,000,000.00
	Subtotal				\$5,000,000.00
Order of Magnitude Cost Summary					
Subtotal: Pool Components and Construction Costs					\$9,443,500.00
	Owner Furnished Items (deck furniture, safety equipment, floatables, etc	Allowance	1.2%	\$9,443,500	\$113,322.00
	Concessions Equipment (minimal heat & serve equip, NO grill or frying)	Allowance	0	\$0.00	\$0.00
	Construction Escalation Factor (Not included for 2016)	Allowance	4.0%	\$9,443,500	\$377,740.00
	Design/Estimate Contingency	Allowance	5.0%	\$9,443,500	\$472,175.00
	Contractor Markup - (OH&P)	Allowance	8.0%	\$9,443,500	\$755,480.00
	Contractor General Conditions	Allowance	5.0%	\$9,443,500	\$472,175.00
	Project Fees & Permitting - (A&E, Permitting, Surveys, Geo-tech, Testing	Allowance	10.0%	\$9,443,500	\$944,350.00
	Site Acquisition	LS	0.0%	\$1,000,000	\$0.00
Total Project Cost					\$12,578,742.00



ORDER OF MAGNITUDE PROJECT COSTS

Outdoor Aquatic Facility NEW World Class Competition Venue)

Competition Aquatic Center
 Multipurpose/Competition Aquatic Center
 Miami Beach FL

Water Technology Inc.
 March 22, 2016
 Project Phase: Planning

Div/Sec	Description	Units	Quantity	Unit Cost	Cost
General Costs					
	General Site Work (Demolition, Earthwork, Utilities)	LS	1	200000	\$200,000.00
	Site Utilities (minimal - utilize existing infrastructure)	LS	1	150000	\$150,000.00
	Site Shoring and De-watering	LS	1	300000	\$300,000.00
	Bridge and Stairs	EA	0	0	\$0.00
	Shade Structures	EA	0	4000	\$0.00
	Shade Structures (Reservable)	EA	0	25000	\$0.00
	New Decks and Walks	SF	22000	9	\$198,000.00
	New Deck Drainage	SF	15000	8	\$120,000.00
	Spectator Seating	EA	1	450000	\$450,000.00
	Decks and Walks - Off Site (Not anticipated)	SF	10000	5	\$50,000.00
	Turf & Irrigation	SF	20000	1.35	\$27,000.00
	Landscape	LS	1	160000	\$160,000.00
	Security Site Lighting and PA system	LS	1	200000	\$200,000.00
	Fence Perimeter	LF	400	45	\$18,000.00
	Fence Barrier (sand areas, directional, etc.)	LF	0	28	\$0.00
	Site Signage	LS	1	30000	\$30,000.00
	Subtotal				\$1,903,000.00
Aquatics					
Outdoor	25 M x 50 M Multipurpose Competition Pool	SF	14300	185	\$2,645,500.00
	8 lane 25 Y Multipurpose Warm Up Pool	SF	10500	190	\$1,995,000.00
	Moveable Bulkhead 6 FT	LS	1	130000	\$130,000.00
	Moveable Bulkhead 4 FT	LS	1	100000	\$100,000.00
	Competition Equipment	LS	1	150000	\$150,000.00
	Springboard Diving Equipment (1 and 3 meter)	EA	4	20000	\$80,000.00
	Platform Diving Tower (1, 3, 5, 7.5 and 10 meter)	LS	1	1200000	\$1,200,000.00
	Sparger Dive Training System	LS	1	95000	\$95,000.00
	Scoreboard and Timing System	LS	1	250000	\$250,000.00
	Access and Program Equipment	LS	1	40000	\$40,000.00
	Subtotal				\$6,685,500.00
Architectural					
	Entry Changing Rooms	SF	3000	250	\$750,000.00
	Aquatics Support/Filter Building INDOOR	SF	1800	250	\$450,000.00
	Subtotal				\$1,200,000.00
Subtotal: Pool Components and Construction Costs					\$9,880,500.00
Parking and Ground Floor Retail					
	Competition Foot Print	SF	0	280	\$0.00
	Structured Parking/Paving	EA	0	25000	\$0.00
	Subtotal				\$0.00
Order of Magnitude Cost Summary					
Subtotal: Pool Components and Construction Costs					\$9,880,500.00
	Owner Furnished Items (deck furniture, safety equipment, floatables, etc.)	Allowance	1.2%	\$9,880,500	\$118,566.00
	Concessions Equipment (minimal heat & serve equip, NO grill or frying)	Allowance	1	\$250,000.00	\$250,000.00
	Construction Escalation Factor (Not included for 2016)	Allowance	4.0%	\$9,880,500	\$395,220.00
	Design/Estimate Contingency	Allowance	5.0%	\$9,880,500	\$494,025.00
	Contractor Markup - (OH&P)	Allowance	8.0%	\$9,880,500	\$790,440.00
	Contractor General Conditions	Allowance	5.0%	\$9,880,500	\$494,025.00
	Project Fees & Permitting - (A&E, Permitting, Surveys, Geo-tech, Testing)	Allowance	10.0%	\$9,880,500	\$988,050.00
	Site Acquisition	LS	0.0%	\$1,000,000	\$0.00
Total Project Cost					\$13,410,826.00



ORDER OF MAGNITUDE PROJECT COSTS

Outdoor Aquatic Facility NEW World Class Competition Venue

Competition Aquatic Center
 Multipurpose/Competition Aquatic Center
 Miami Beach FL

Water Technology Inc.
 March 22, 2016
 Project Phase: Planning

Div/Sec	Description	Units	Quantity	Unit Cost	Cost
General Costs					
	General Site Work (Demolition, Earthwork, Utilities)	LS	1	200000	\$200,000.00
	Site Utilities (minimal - utilize existing infrastructure)	LS	1	150000	\$150,000.00
	Site Shoring and De-watering	LS	1	300000	\$300,000.00
	Bridge and Stairs	EA	0	0	\$0.00
	Shade Structures	EA	0	4000	\$0.00
	Shade Structures (Reservable)	EA	0	25000	\$0.00
	New Decks and Walks	SF	22000	9	\$198,000.00
	New Deck Drainage	SF	15000	8	\$120,000.00
	Spectator Seating	EA	1	450000	\$450,000.00
	Decks and Walks - Off Site (Not anticipated)	SF	10000	5	\$50,000.00
	Turf & Irrigation	SF	20000	1.35	\$27,000.00
	Landscape	LS	1	160000	\$160,000.00
	Security Site Lighting and PA system	LS	1	200000	\$200,000.00
	Fence Perimeter	LF	400	45	\$18,000.00
	Fence Barrier (sand areas, directional, etc.)	LF	0	28	\$0.00
	Site Signage	LS	1	30000	\$30,000.00
	Subtotal				\$1,903,000.00
Aquatics					
Outdoor	25 M x 50 M Multipurpose Competition Pool	SF	14300	185	\$2,645,500.00
	8 lane 25 Y Multipurpose Warm Up Pool	SF	10500	190	\$1,995,000.00
	Moveable Bulkhead 6 FT	LS	1	130000	\$130,000.00
	Moveable Bulkhead 4 FT	LS	1	100000	\$100,000.00
	Competition Equipment	LS	1	150000	\$150,000.00
	Springboard Diving Equipment (1 and 3 meter)	EA	4	20000	\$80,000.00
	Platform Diving Tower (1, 3, 5, 7.5 and 10 meter)	LS	1	1200000	\$1,200,000.00
	Sparger Dive Training System	LS	1	95000	\$95,000.00
	Scoreboard and Timing System	LS	1	250000	\$250,000.00
	Access and Program Equipment	LS	1	40000	\$40,000.00
	Subtotal				\$6,685,500.00
Architectural					
	Entry Changing Rooms	SF	3000	250	\$750,000.00
	Aquatics Support/Filter Building INDOOR	SF	1800	250	\$450,000.00
	Subtotal				\$1,200,000.00
Subtotal: Pool Components and Construction Costs					\$9,880,500.00
Parking and Ground Floor Retail					
	Competition Foot Print	SF	60000	280	\$16,800,000.00
	Structured Parking/Paving	EA	320	25000	\$8,000,000.00
	Subtotal				\$24,800,000.00
Order of Magnitude Cost Summary					
Subtotal: Pool Components and Construction Costs					\$34,680,500.00
	Owner Furnished Items (deck furniture, safety equipment, floatables, etc.)	Allowance	1.2%	\$34,680,500	\$416,166.00
	Concessions Equipment (minimal heat & serve equip, NO grill or frying)	Allowance	1	\$250,000.00	\$250,000.00
	Construction Escalation Factor (Not included for 2016)	Allowance	4.0%	\$34,680,500	\$1,387,220.00
	Design/Estimate Contingency	Allowance	5.0%	\$34,680,500	\$1,734,025.00
	Contractor Markup - (OH&P)	Allowance	8.0%	\$34,680,500	\$2,774,440.00
	Contractor General Conditions	Allowance	5.0%	\$34,680,500	\$1,734,025.00
	Project Fees & Permitting - (A&E, Permitting, Surveys, Geo-tech, Testing)	Allowance	10.0%	\$34,680,500	\$3,468,050.00
	Site Acquisition	LS	0.0%	\$1,000,000	\$0.00
Total Project Cost					\$46,444,426.00

Exhibit A

Miami Beach Competitive Aquatic Feasibility Study and Market Analysis

MARKET ANALYSIS

City of Miami Beach, FL 

Competitive Aquatic Center Feasibility Study

Section I – Market Analysis

Ballard*King & Associates, in partnership with Water Technology Inc., has been hired to complete a feasibility study for a possible competitive aquatic center in the City of Miami Beach. Specifically, the team has been asked to investigate two aquatic center options. The first would be a world class competitive aquatics venue that would attract regional, national and possibly international swim meets and other aquatic related events, and the second is a competitive aquatic center that would serve the needs of the Miami Beach community and the surrounding area.

The following is a summary of the basic demographic characteristics of the possible service areas for the project along with swimming and recreation participation standards as produced by the National Sporting Goods Association (NSGA) and the Sports and Fitness Industry Association (SFIA).

Aquatic Center Service Areas: Regardless of which aquatic center option is analyzed, the facility would be developed to serve, first and foremost, the needs of the Miami Beach community. As such, the City of Miami Beach has been identified as the primary service area, from which users would participate in activities in the facility multiple times per week. A larger secondary service area has been identified as an area that is bounded by NE 163rd St on the north, I-95 on the west, and the City of Miami on the south. It is estimated that 75% or more of the daily and weekly use of an aquatic center (regardless of its size and market focus) will come from this area. However, it is also recognized that the aquatic center option that focuses on a more regional and national market will need to draw event participants from throughout the southeastern states as well as the entire country.

Secondary Service Areas are usually defined by the distance people will travel on a regular basis (a minimum of once a week) to utilize an aquatic facility or its programs. Use by individuals outside of this area will be much more limited and will focus more on special activities or events (meets, etc.).

Service areas can vary for aquatic centers based on the size and configuration of the pools that are included in a facility. A competitive aquatic center with a 50 meter pool, warm up pool, and spectator seating will generally have a larger service area than a facility with a 25 yard by 25 meter pool.

Service areas can also be based upon a facility's proximity to major thoroughfares. Other factors impacting the use as it relates to driving distance are the presence of alternative aquatic providers in the service area. Alternative service providers can have an impact upon admissions and the associated penetration rates for programs and services.

MARKET ANALYSIS
City of Miami Beach, FL
Competitive Aquatic Center Feasibility Study



DRAFT

MARKET ANALYSIS

City of Miami Beach, FL
Competitive Aquatic Center Feasibility Study



Table A: Service Area Comparison Chart:

	City of Miami Beach	Secondary Service Area
Population:		
2010 Census	87,779 ¹	367,174 ²
2015 Estimate	89,008	393,430
2020 Estimate	92,489	422,224
Households:		
2010 Census	47,168	158,272
2015 Estimate	47,662	171,093
2020 Estimate	49,457	185,019
Families:		
2010 Census	18,350	78,998
2015 Estimate	18,462	83,847
2020 Estimate	19,108	89,649
Average Household Size:		
2010 Census	1.84	2.26
2015 Estimate	1.85	2.25
2020 Estimate	1.85	2.24
Ethnicity (2015 Estimate):		
Hispanic	55.2%	44.8%
White	87.2%	61.1%
Black	4.1%	29.3%
American Indian	0.3%	0.4%
Asian	2.0%	2.1%
Pacific Islander	0.1%	0.04%
Other	3.5%	3.7%
Multiple	2.8%	3.4%
Median Age:		
2010 Census	40.3	37.2
2015 Estimate	41.5	37.9
2020 Estimate	42.1	38.2
Median Income:		
2015 Estimate	\$41,166	\$38,843
2020 Estimate	\$48,893	\$46,162

¹ From the 2000-2010 Census the City of Miami Beach experienced a 0.6% decrease in population.
² From the 2000-2010 Census the Primary Service Area experienced an 8.1% increase in population.

MARKET ANALYSIS

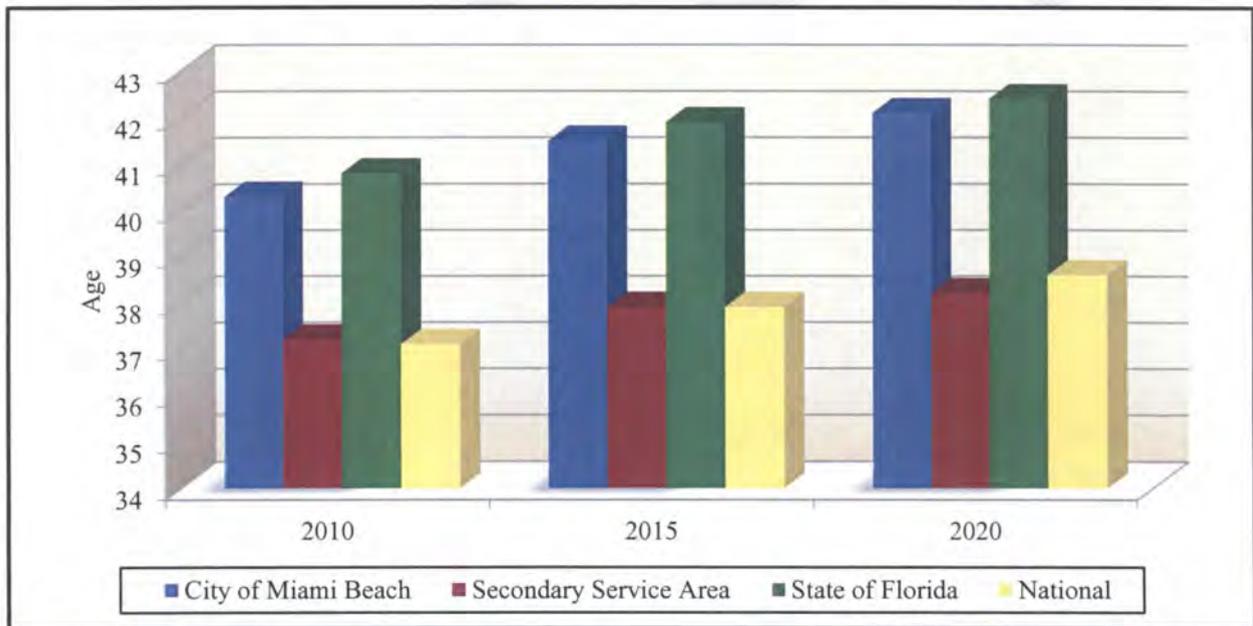
City of Miami Beach, FL
Competitive Aquatic Center Feasibility Study

Age and Income: The median age and household income levels are compared with the national number as both of these factors are primary determiners of participation in aquatic and recreation activities. The lower the median age, the higher the participation rates are for most activities. The level of participation also increases as the median income level goes up.

Table B – Median Age:

	2010 Census	2015 Projection	2020 Projection
City of Miami Beach	40.3	41.5	42.1
Secondary Service Area	37.2	37.9	38.2
State of Florida	40.8	41.9	42.4
Nationally	37.1	37.9	38.6

Chart A – Median Age:



The median age in the Secondary Service Area is almost identical to the National number. In contrast the median age in the City of Miami Beach and the State of Florida are almost identical and significantly higher than the Secondary Service Area and the National number. The median age in both the City and the Secondary Service Area point to a broad spectrum of ages, which can be accommodated through an activity like swimming.

MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Households with Children: The following chart provides the number of households and percentage of households in the City of Miami Beach and the Secondary Service Area with children.

Table C – Households w/ Children

	Number of Households w/ Children	Percentage of Households w/ Children
City of Miami Beach	7,063	15.0%
Secondary Service Area	38,369	24.2%

The information contained in Table-C provides additional context to the median age.

MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Map A – Median Age by Census Block Group



MARKET ANALYSIS

City of Miami Beach, FL

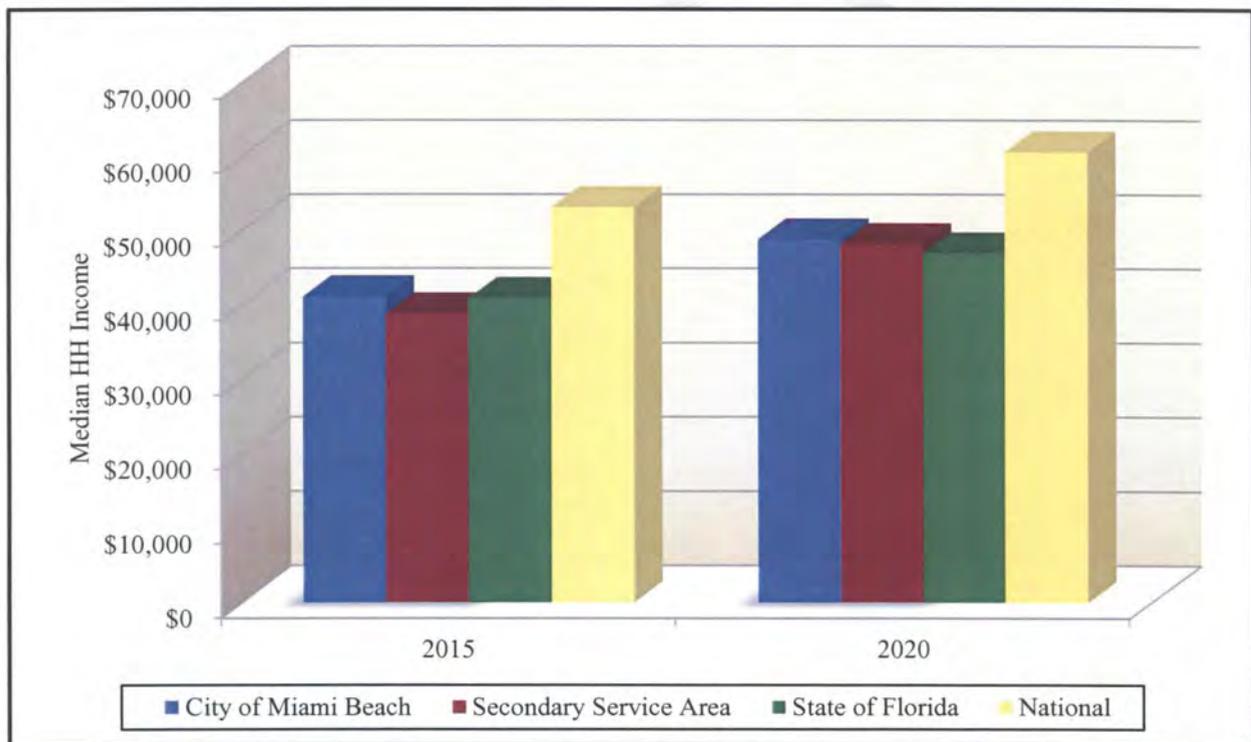
Competitive Aquatic Center Feasibility Study



Table D – Median Household Income:

	2015 Projection	2020 Projection
City of Miami Beach	\$41,166	\$48,893
Secondary Service Area	\$38,843	\$46,162
State of Florida	\$47,255	\$54,478
Nationally	\$53,217	\$60,683

Chart B – Median Household Income:



MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



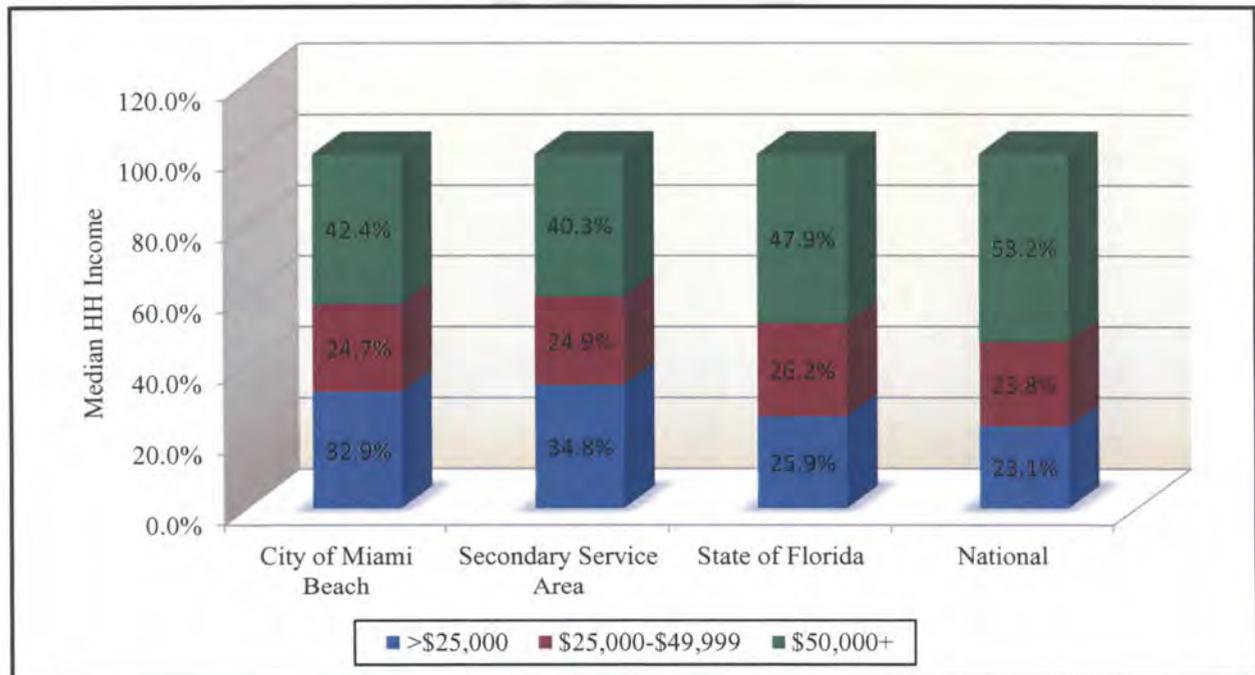
Based upon 2015 projections for median household income the following narrative can be provided the service areas:

In the City of Miami Beach, the percentage of households with median income over \$50,000 per year is 42.4% compared to 53.2% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 32.9% compared to a level of 23.1% nationally.

In the Secondary Service Area, the percentage of households with median income over \$50,000 per year is 40.3% compared to 53.2% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 34.8% compared to a level of 23.1% nationally.

The median age in the State of Florida is lower than the National number and both the City of Miami Beach and the Secondary Service Area are lower than the State.

Chart C – Median Household Income Distribution



MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Map B – Median Household Income by Census Block Groups



MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Household Budget Expenditures: In addition to reviewing Median Age and Median Income, it is important to examine Household Budget Expenditures. In particular looking at housing information; shelter, utilities, fuel and public services along with entertainment & recreation can provide a snap shot into the cost of living and spending patterns in the services areas. The table below looks at that information and compares the service areas.

Table E – Household Budget Expenditures³:

City of Miami Beach	SPI	Average Amount Spent	Percent
Housing	104	\$22,389.09	31.6%
<i>Shelter</i>	107	\$17,657.53	24.9%
<i>Utilities, Fuel, Public Service</i>	94	\$4,731.56	6.7%
Entertainment & Recreation	95	\$3,142.86	4.4%

Secondary Service Area	SPI	Average Amount Spent	Percent
Housing	91	\$19,481.74	31.5%
<i>Shelter</i>	93	\$15,220.42	24.6%
<i>Utilities, Fuel, Public Service</i>	84	\$4,261.32	6.9%
Entertainment & Recreation	83	\$2,740.32	4.4%

State of Florida	SPI	Average Amount Spent	Percent
Housing	90	\$19,292.35	30.0%
<i>Shelter</i>	89	\$14,704.79	22.9%
<i>Utilities, Fuel, Public Service</i>	91	\$4,587.56	7.1%
Entertainment & Recreation	89	\$2,945.20	4.6%

SPI: Spending Potential Index as compared to the National number of 100.

Average Amount Spent: The average amount spent per household.

Percent: Percent of the total 100% of household expenditures.

Note: Shelter along with Utilities, Fuel, Public Service are a portion of the Housing percentage.

³ Consumer Spending data are derived from the 2004 and 2005 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2015 and 2020.

MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Chart D – Household Budget Expenditures Spending Potential Index:

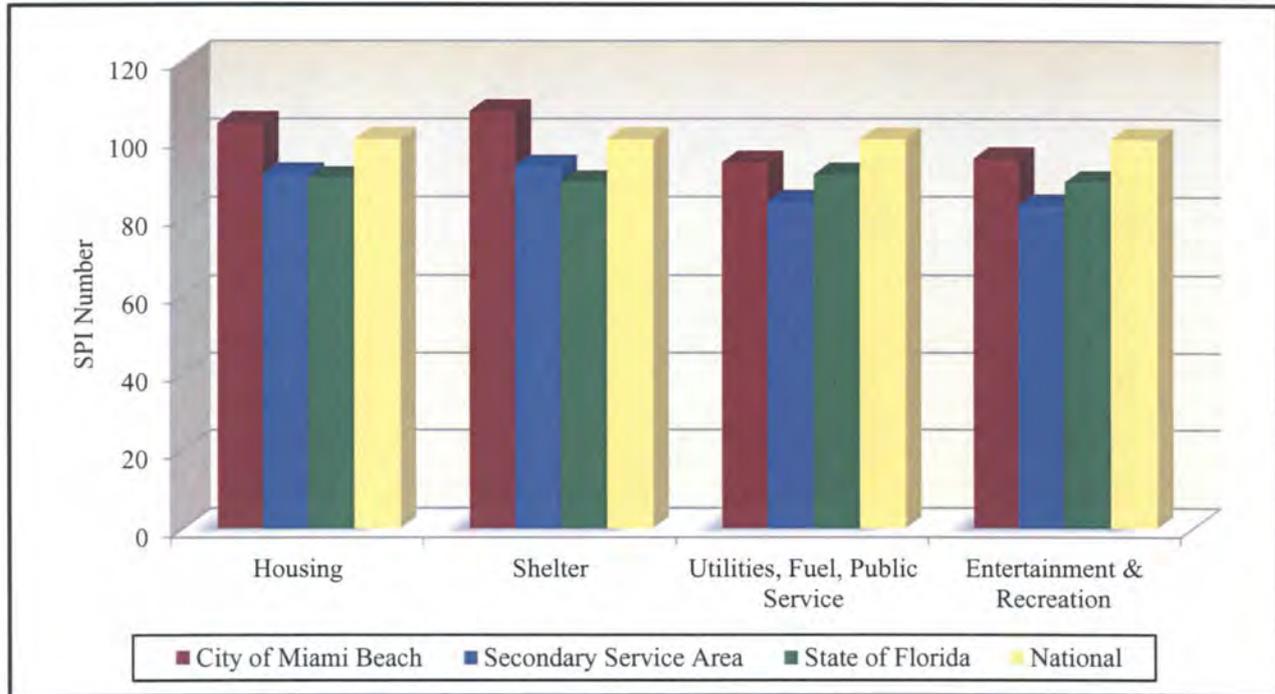


Chart D, illustrates the Household Budget Expenditures Spending Potential Index in the service areas. The Secondary Service Area and the State of Florida are similar and both are less than the City and National numbers. The SPI in the City is much more similar to the National number. The household budget expenditures being higher and the median income being lower is a concern, however as the narrative below indicates there is a significant portion of housing in both service areas that is seasonal/recreation/occasional use.

The total number of housing units in the City of Miami Beach is 67,499 and 69.9% of those are occupied, or 47,168 housing units. Of the available units the bulk are for seasonal/recreation/occasional use, 17.8%.

The total number of housing units in the Secondary Service Area is 206,134 and 76.8% of those are occupied, or 158,272 housing units. Of the available units the bulk are for seasonal/recreational/occasional use, 9.7%.

MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Recreation Expenditures Spending Potential Index: Finally, through the demographic provider that B*K utilizes for the market analysis portion of the report, we are able to examine the overall propensity for households to spend dollars on recreation activities. The following comparisons are possible.

Table F – Recreation Expenditures Spending Potential Index⁴:

City of Miami Beach	SPI	Average Spent
Fees for Participant Sports	96	\$115.66
Fees for Recreational Lessons	96	\$117.45
Social, Recreation, Club Membership	97	\$165.93
Exercise Equipment/Game Tables	87	\$66.44
Water Sports Equipment	88	\$5.74
Other Sports Equipment	88	\$7.01

Secondary Service Area	SPI	Average Spent
Fees for Participant Sports	82	\$99.34
Fees for Recreational Lessons	81	\$100.05
Social, Recreation, Club Membership	83	\$141.96
Exercise Equipment/Game Tables	76	\$58.30
Water Sports Equipment	76	\$4.96
Other Sports Equipment	76	\$6.10

State of Florida	SPI	Average Spent
Fees for Participant Sports	91	\$109.15
Fees for Recreational Lessons	82	\$100.11
Social, Recreation, Club Membership	88	\$151.28
Exercise Equipment/Game Tables	90	\$68.87
Water Sports Equipment	85	\$5.51
Other Sports Equipment	86	\$6.91

Average Amount Spent: The average amount spent for the service or item in a year.

SPI: Spending potential index as compared to the national number of 100.

⁴ Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics.

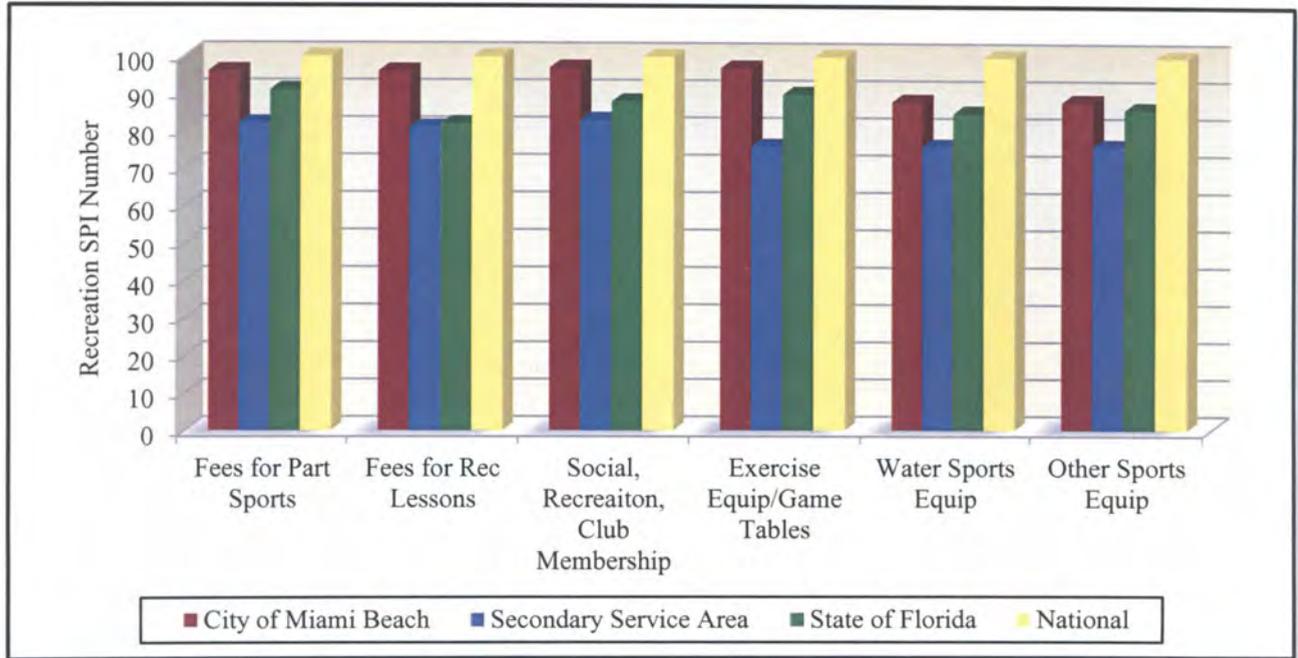
MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Chart E – Recreation Spending Potential Index:



The Spending Potential Index for Recreation is very similar to the Household Budgetary Spending.

It is also important to note that these dollars are currently being spent.

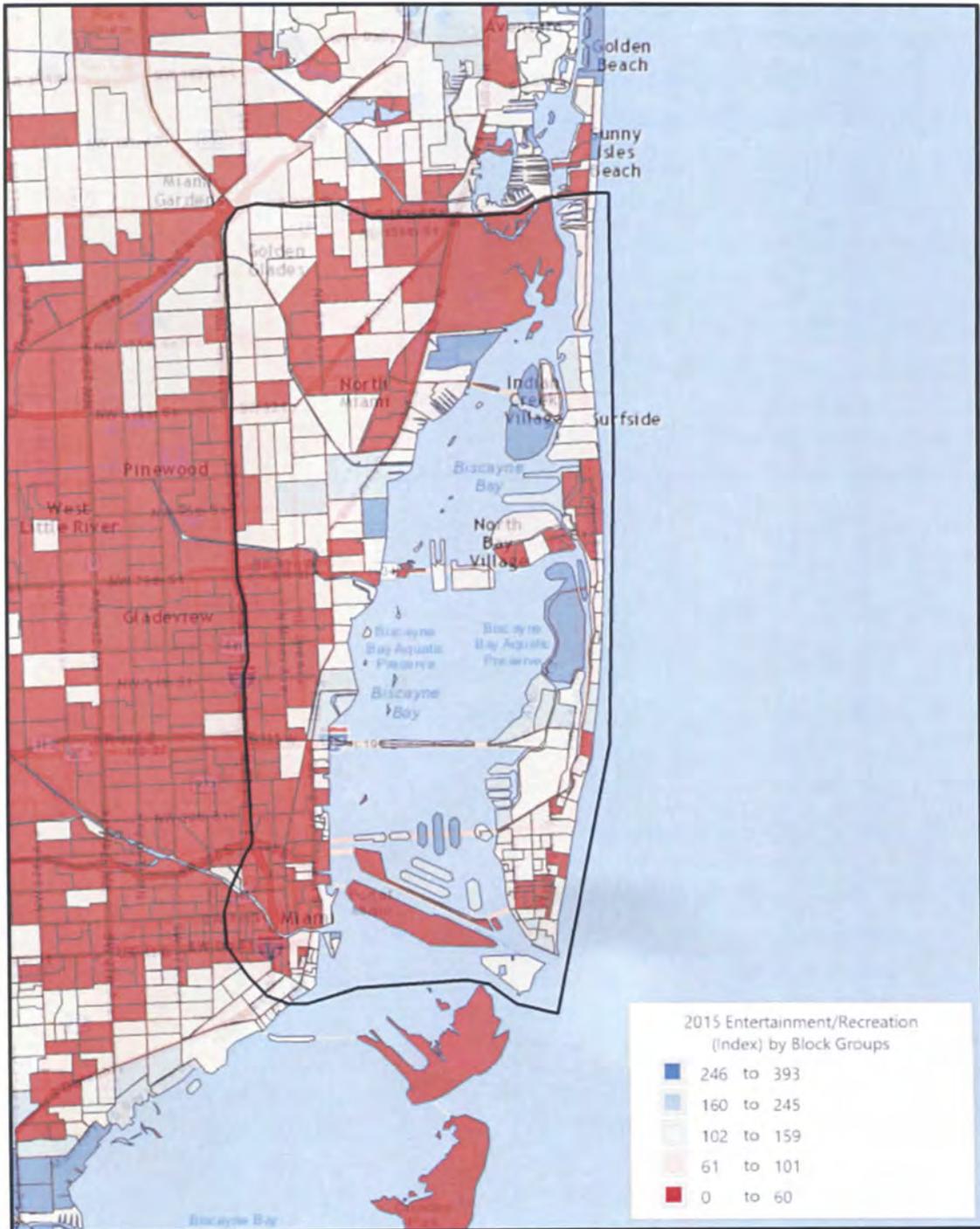
MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Map C – Entertainment & Recreation Spending Potential Index by Census Block Group



MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Service Area Description:

Primary Service Area – The service area has been identified as the City of Miami Beach proper.

Map D – Primary Service Area Map:



MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Population Distribution by Age: Utilizing census information for the Primary Service Area, the following comparisons are possible.

Table G – 2015 Primary Service Area Age Distribution

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
-5	3,563	4.0%	6.3%	-2.3%
5-17	7,975	8.9%	16.6%	-7.7%
18-24	6,418	7.2%	10.1%	-2.9%
25-44	31,715	35.7%	26.1%	+9.6%
45-54	13,014	14.6%	13.4%	+1.2%
55-64	10,679	12.0%	12.8%	-0.8%
65-74	8,091	9.0%	8.6%	+0.4%
75+	7,641	8.5%	6.2%	+2.3%

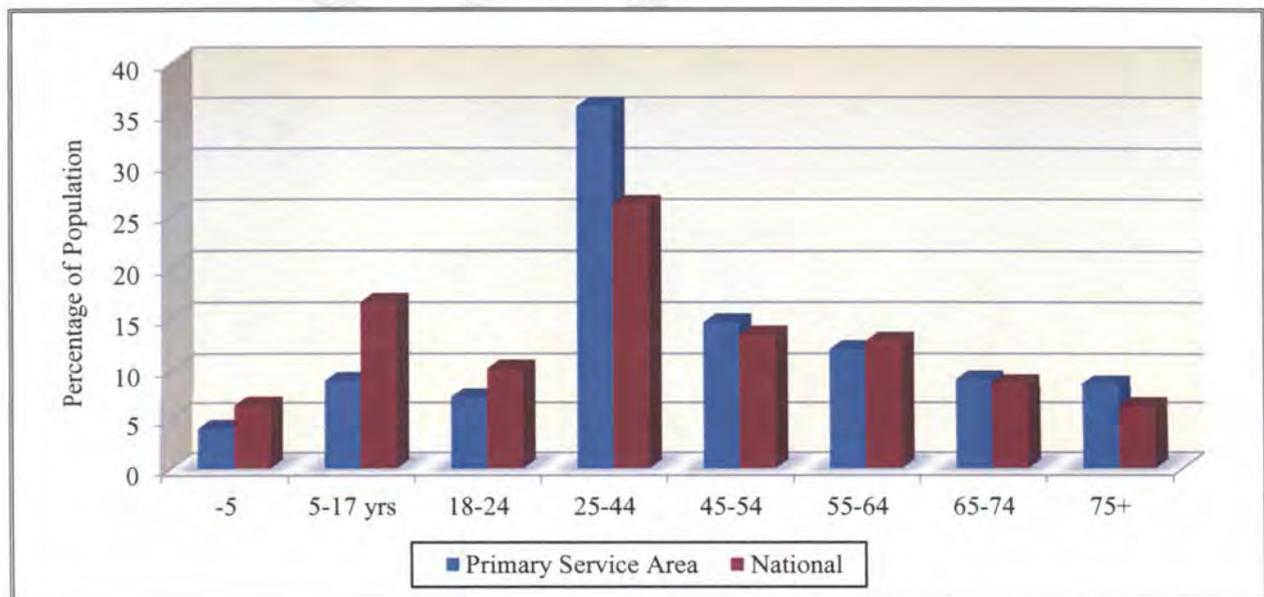
Population: 2015 census estimates in the different age groups in the Primary Service Area.

% of Total: Percentage of the Primary Service Area/population in the age group.

National Population: Percentage of the national population in the age group.

Difference: Percentage difference between the Primary Service Area population and the national population.

Chart F – 2015 Primary Service Area Age Group Distribution



MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



The demographic makeup of the Primary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with an equal or larger population in the 25-45, 45-54, 65-74 and 75+ age groups and a smaller population in the -5, 5-17, 18-24 and 55-64 age groups. The largest positive variance is in the 25-44 age group with +9.6%, while the greatest negative variance is in the 5-17 age group with -7.7%.

DRAFT

MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Population Distribution Comparison by Age: Utilizing census information from the Primary Service Area, the following comparisons are possible.

Table H – 2015 Primary Service Area Population Estimates

(U.S. Census Information and ESRI)

Ages	2010 Census	2015 Projection	2020 Projection	Percent Change	Percent Change Nat'l
-5	3,727	3,563	3,680	-1.3%	+0.3%
5-17	7,493	7,975	8,406	+12.2%	-0.7%
18-24	6,464	6,418	5,964	-7.7%	+1.7%
25-44	33,325	31,715	32,238	+3.3%	+7.1%
45-54	12,906	13,014	12,708	-1.5%	-9.7%
55-64	9,631	10,679	11,572	+20.1%	+17.4%
65-74	6,886	8,091	9,465	+37.5%	+50.1%
75+	7,347	7,641	8,463	+15.2%	+22.0%

Chart G – Primary Service Area Population Growth

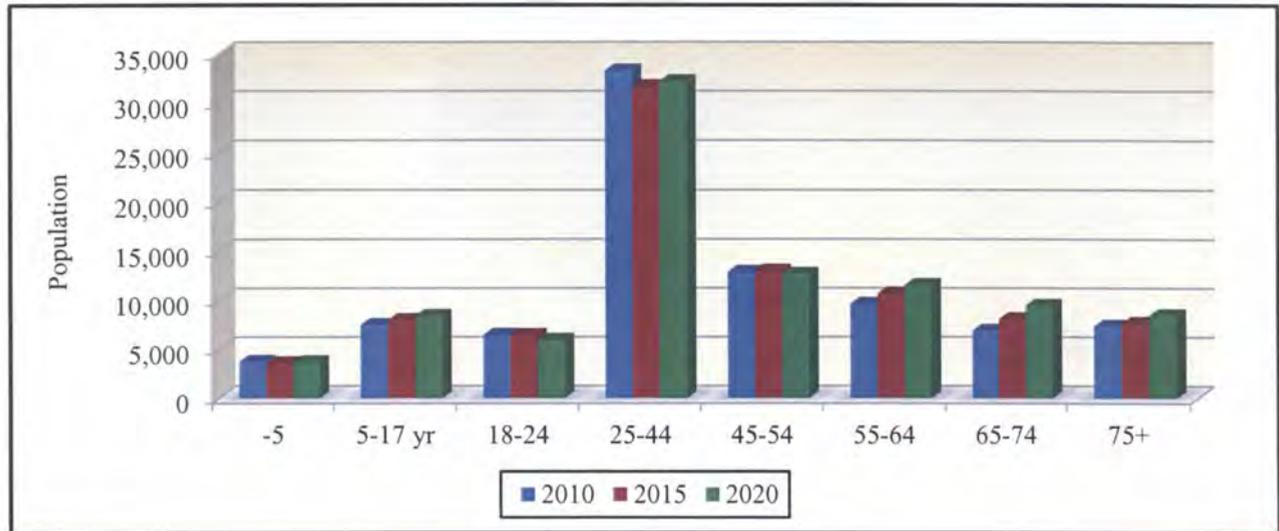


Table-H illustrates the growth or decline in age group numbers from the 2010 census until the year 2020. It is projected that more than half of the age categories will see an increase, the categories of -5, 18-24 and 45-54 age groups will see a decrease. It must be remembered that the population of the United States as a whole is aging and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Ethnicity and Race: Below is listed the distribution of the population by ethnicity and race for the Primary Service Area for 2015 population projections. Those numbers were developed from 2010 Census Data.

Table I – Primary Service Area Ethnic Population and Median Age 2015

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of FL Population
Hispanic	49,212	42.8	55.2%	24.5%

Table J – Primary Service Area Population by Race and Median Age 2015

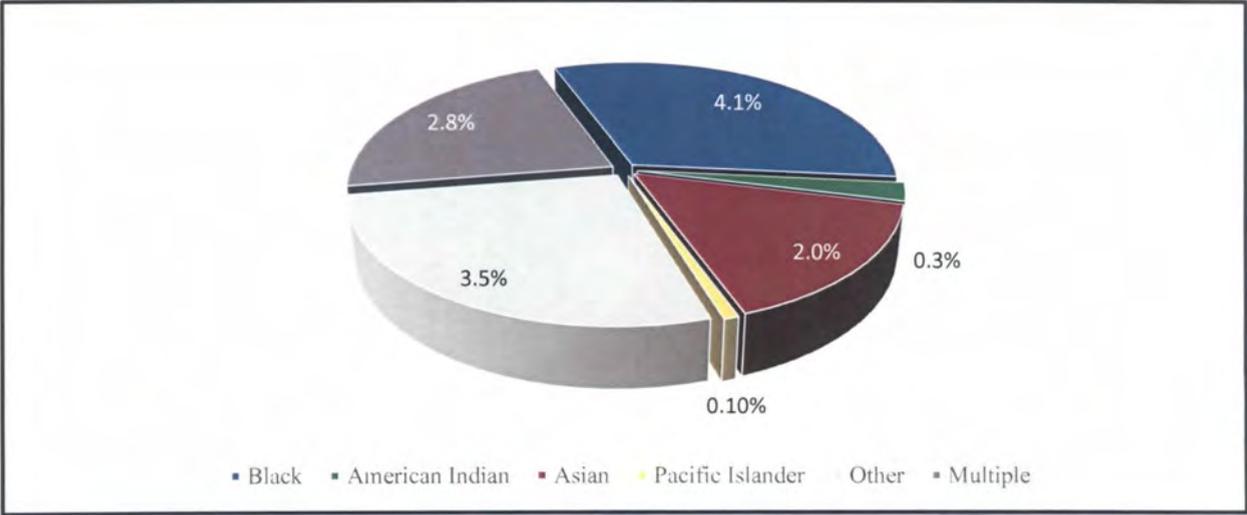
(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of FL Population
White	77,716	42.3	87.2%	73.6%
Black	3,653	39.1	4.1%	16.4%
American Indian	295	34.9	0.3%	0.4%
Asian	1,796	36.5	2.0%	2.7%
Pacific Islander	49	34.2	0.1%	0.1%
Other	3,075	35.5	3.5%	4.0%
Multiple	2,504	36.2	2.8%	2.8%

2015 Primary Service Area Total Population: 89,088 Residents

Chart H – 2015 Primary Service Area Non-White Population by Race

MARKET ANALYSIS
City of Miami Beach, FL
Competitive Aquatic Center Feasibility Study



DRAFT

MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Service Area Description:

Secondary Service Area – Based upon the following geographic points; NE 163rd St northern boundary, I-95 western boundary and Miami the southern boundary.

Map E – Secondary Service Area Map:



MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Population Distribution by Age: Utilizing census information for the Secondary Service Area, the following comparisons are possible.

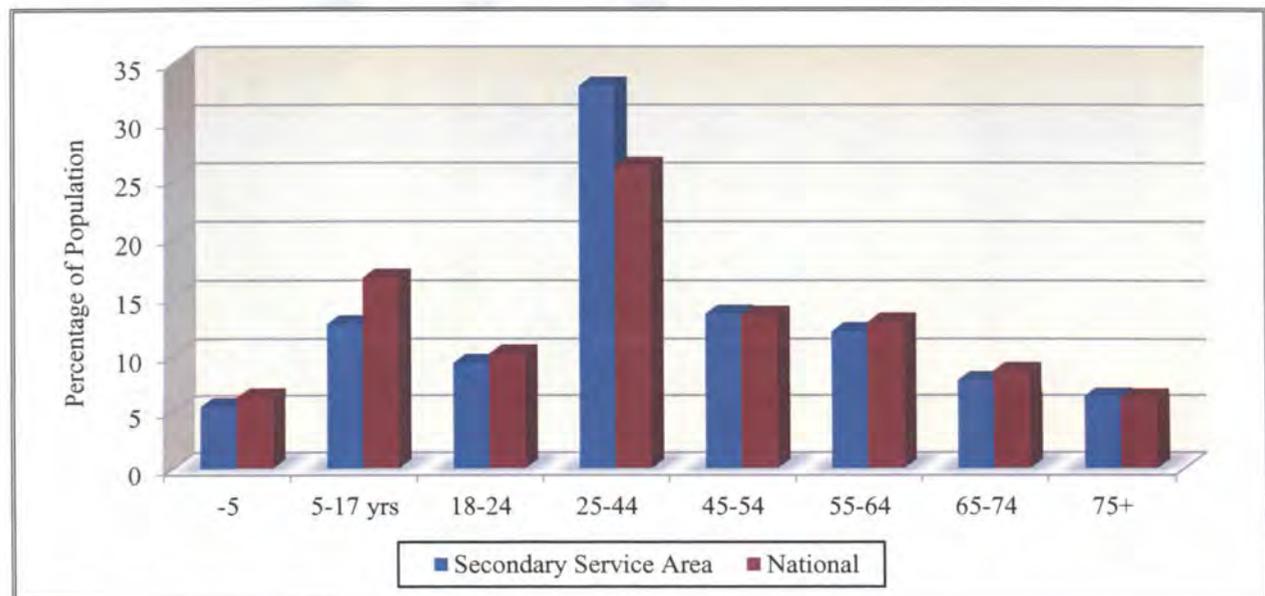
Table K – 2015 Secondary Service Area Age Distribution

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
-5	21,658	5.4%	6.3%	-0.9%
5-17	49,444	12.6%	16.6%	-4.0%
18-24	36,651	9.3%	10.1%	-0.8%
25-44	129,971	33.0%	26.1%	+6.9%
45-54	53,106	13.5%	13.4%	+0.1%
55-64	47,008	12.0%	12.8%	-0.8%
65-74	30,875	7.8%	8.6%	-0.8%
75+	24,715	6.3%	6.2%	+0.1%

- Population:** 2015 census estimates in the different age groups in the Secondary Service Area.
- % of Total:** Percentage of the Secondary Service Area/population in the age group.
- National Population:** Percentage of the national population in the age group.
- Difference:** Percentage difference between the Secondary Service Area population and the national population.

Chart I – 2015 Secondary Service Area Age Group Distribution



MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



The demographic makeup of the Secondary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with an equal or larger population in the 25-44, 45-54, 65-74 and 75+ age groups and a smaller population in the -5, 5-17, 18-24, 55-64 and 65-74 age groups. The largest positive variance is in the 25-44 age group with +6.9%, while the greatest negative variance is in the 5-17 age group with -4.0%.

DRAFT

MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Population Distribution Comparison by Age: Utilizing census information from the Secondary Service Area, the following comparisons are possible.

Table L – 2015 Secondary Service Area Population Estimates

(U.S. Census Information and ESRI)

Ages	2010 Census	2015 Projection	2020 Projection	Percent Change	Percent Change Nat'l
-5	21,385	21,658	23,139	+8.2%	+0.3%
5-17	46,022	49,444	52,300	+13.6%	-0.7%
18-24	36,481	36,651	36,189	-0.8%	+1.7%
25-44	123,870	129,971	139,903	+12.9%	+7.1%
45-54	52,093	53,106	53,766	+3.2%	-9.7%
55-64	40,199	47,008	50,693	+26.1%	+17.4%
65-74	24,828	30,875	37,518	+51.1%	+50.1%
75+	22,297	24,715	28,714	+28.8%	+22.0%

Chart J – Secondary Service Area Population Growth

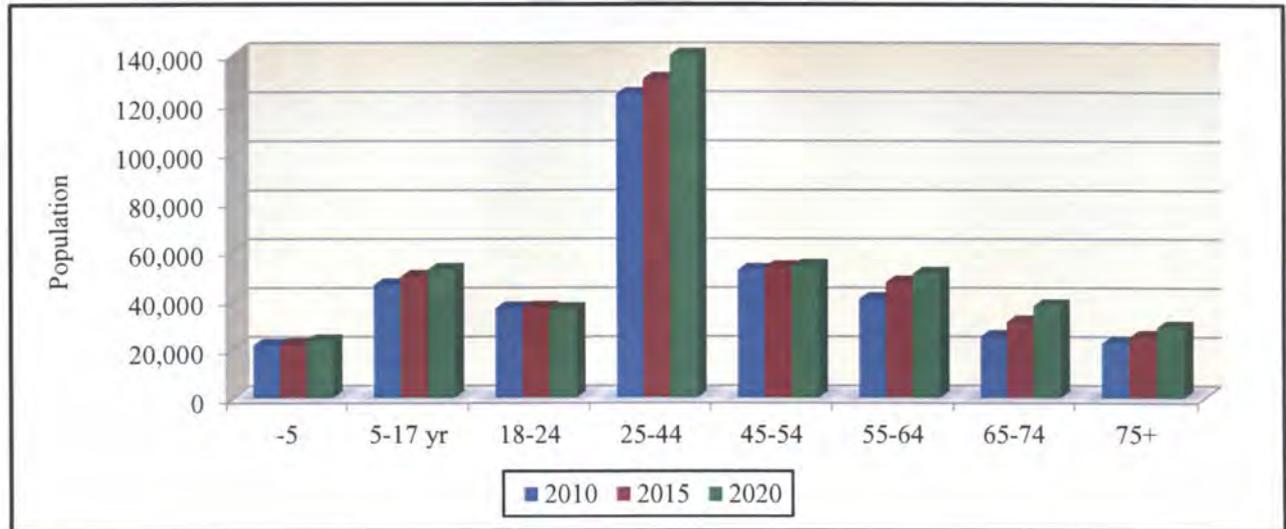


Table-L illustrates the growth or decline in age group numbers from the 2010 census until the year 2020. It is projected that the majority of age categories will see an increase, only the 18-24 age group will see a decrease. It must be remembered that the population of the United States as a whole is aging and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Ethnicity and Race: Below is listed the distribution of the population by ethnicity and race for the Secondary Service Area for 2015 population projections. Those numbers were developed from 2010 Census Data.

Table M – Secondary Service Area Ethnic Population and Median Age 2015

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of FL Population
Hispanic	176,215	38.9	44.8%	24.5%

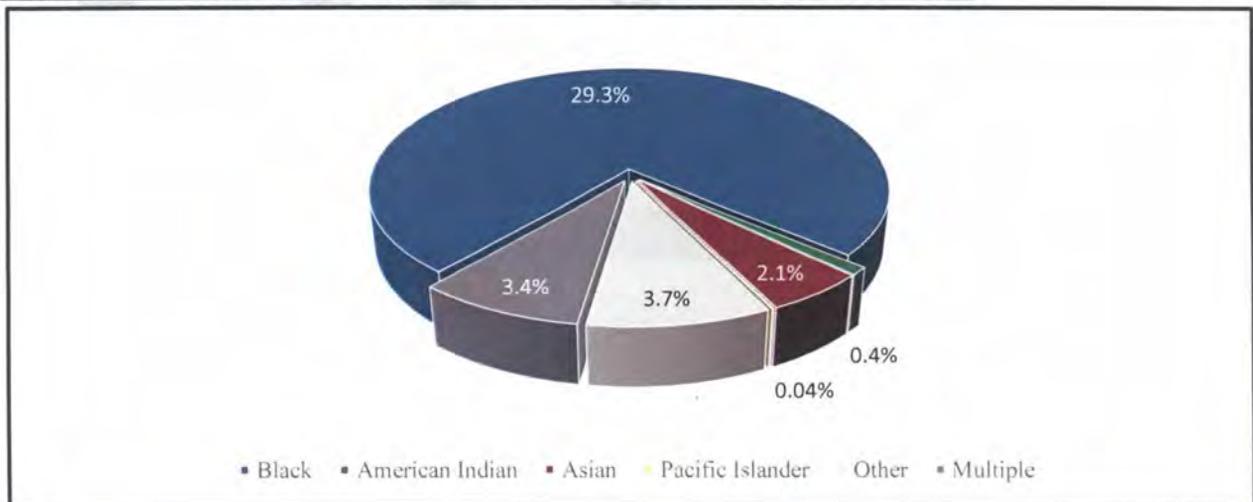
Table N – Secondary Service Area Population by Race and Median Age 2015

(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of FL Population
White	240,478	40.4	61.1%	73.6%
Black	115,080	33.0	29.3%	16.4%
American Indian	1,532	32.0	0.4%	0.4%
Asian	8,199	36.4	2.1%	2.7%
Pacific Islander	176	39.1	0.04%	0.1%
Other	14,700	33.1	3.7%	4.0%
Multiple	13,265	35.1	3.4%	2.8%

2015 Secondary Service Area Total Population: 393,430 Residents

Chart K – 2015 Secondary Service Area Non-White Population by Race



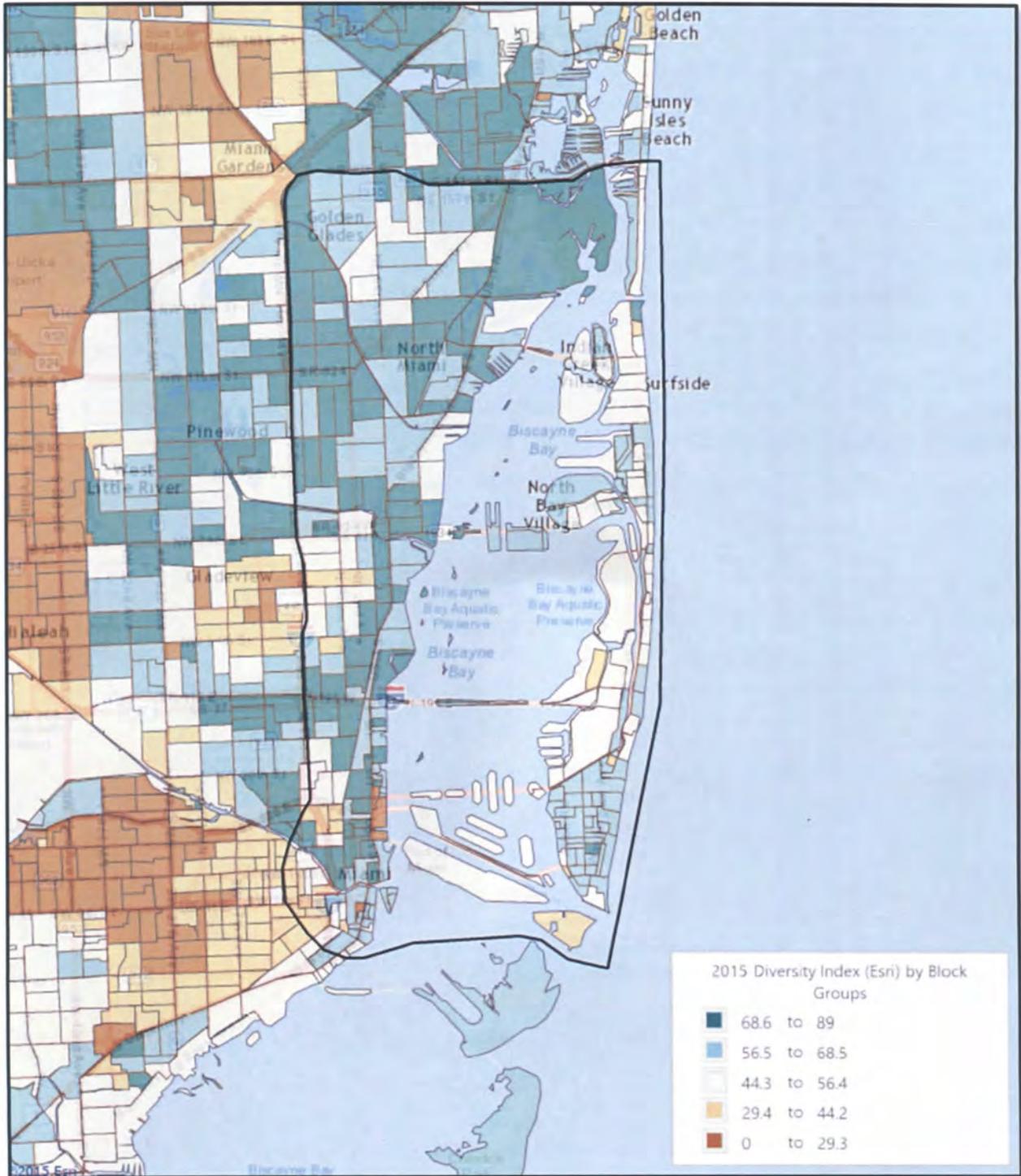
MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Map F – Service Area Diversity Index Map



Tapestry Segmentation

Tapestry segmentation represents the 4th generation of market segmentation systems that began 30 years ago. The 65-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. While the demographic landscape of the U.S. has change significantly since the 2000 Census the tapestry segmentation has remained stable as neighborhoods have evolved.

The tapestry segmentation system classifies U.S. neighborhoods into 65 distinctive market segments. Neighborhoods are sorted by more than 60 attributes including; income, employment, home value, housing types, education, household composition, age and other key determinates of consumer behavior.

The following pages and tables outline the top 5 tapestry segments in each of the service areas and provides a brief description of each. This information combined with the key indicators and demographic analysis of each service area helps further describe the markets that the aquatic center hopes to serve with programs, services and special events.

For comparison purposes the following are the top 10 Tapestry segments, along with percentage in the United States:

1. Green Acres (6A)	3.2%
2. Southern Satellites (10A)	3.2%
3. Savvy Suburbanites (1D)	3.0%
4. Salt of the Earth (6B)	2.9%
5. Soccer Moms (4A)	<u>2.8%</u>
	15.1%
6. Middleburg (4C)	2.8%
7. Midlife Constants (5E)	2.5%
8. Comfortable Empty Nesters (5A)	2.5%
9. Heartland Communities (6F)	2.4%
10. Old and Newcomers (8F)	<u>2.3%</u>
	12.5%

MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Table O – Primary Service Area Tapestry Segment Comparison

(ESRI estimates)

	Primary Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Metro Renters (3B)	17.9%	17.9%	31.8	\$52,000
Social Security Set (9F)	12.9%	30.8%	44.2	\$16,000
International Marketplace (13A)	9.5%	40.3%	32.3	\$41,000
Trendsetters (3C)	9.1%	49.4%	35.5	\$51,000
Emerald City (8B)	8.0%	57.4%	36.6	\$52,000

Metro Renters (3B) – Residents in this highly mobile and educated market live alone or with a roommate in older apartment buildings and condos located in the urban core of the city. Resident’s income is close to the US average, but they spend a large portion of their wages on rent, clothes and the latest technology. These residents live close to their jobs and usually walk or take a taxi to get around the city. There is a significant Hispanic (11.1%), Asian (12.7%) and Black (10.7%) population.

Social Security Set (9F) – This is an older market located in metropolitan cities across the country. Over 1/3 of householders here are aged 65 or older and dependent on low, fixed incomes, primarily Social Security. Residents live alone in low-rent, high-rise buildings, located in or close to business districts that attract heavy daytime traffic. They enjoy the hustle and bustle of life in the heart of the city, with the added benefit of access to hospitals, community centers and public transportation. There is a significant Hispanic (17.5%) and Black (31.0%) population.

International Marketplace (13A) – These neighborhoods are a rich blend of cultures, found in densely populated urban and suburban areas. Almost 40% of residents are foreign-born. Young, Hispanic families renting apartments in older buildings dominate this market, about 2/5 of households have children. Workers are mainly employed in white collar and service occupations. There is a significant Hispanic (56.4%), Other (25.8%), Asian (10.4%) and Black (12.0%) population.

Trendsetters (3C) – These educated young singles aren’t ready to settle down; they do not own homes or vehicles and choose to spend their disposable income on upscale city living and entertainment. Dressed in the most current fashions, their weeknights and weekends are filled discovering local art and culture, dining out, or exploring new hobbies. There is a significant Hispanic (23.3%), Asian (13.3%) and Black (11.8%) population. These residents jog, run or walk for exercise.

Emerald City (8B) – Residents live in lower-density neighborhoods or urban areas throughout the country. Well educated and well employed, half have a college degree and a professional occupation. Incomes close to the US median come primarily from wages and self-employment.

MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Long hours on the internet are balanced with time at the gym. They travel frequently, both personally and for business. Single-person and nonfamily types make up over half of the households. There is a significant Hispanic (10.5%) population.

Table P – Secondary Service Area Tapestry Segment Comparison

(ESRI estimates)

	Secondary Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Metro Renters (3B)	15.8%	15.8%	31.8	\$52,000
Emerald City (8B)	8.0%	23.8%	36.6	\$52,000
Young & Restless (11B)	5.1%	28.9%	29.4	\$36,000
Southwestern Families (7F)	4.9%	33.8%	33.8	\$27,000
Trendsetters (3C)	4.9%	38.7%	35.5	\$51,000

Metro Renters (3B) – Residents in this highly mobile and educated market live alone or with a roommate in older apartment buildings and condos located in the urban core of the city. Resident’s income is close to the US average, but they spend a large portion of their wages on rent, clothes and the latest technology. These residents live close to their jobs and usually walk or take a taxi to get around the city. There is a significant Hispanic (11.1%), Asian (12.7%) and Black (10.7%) population.

Emerald City (8B) – Residents live in lower-density neighborhoods or urban areas throughout the country. Well educated and well employed, half have a college degree and a professional occupation. Incomes close to the US median come primarily from wages and self-employment. Long hours on the internet are balanced with time at the gym. They travel frequently, both personally and for business. Single-person and nonfamily types make up over half of the households. There is a significant Hispanic (10.5%) population.

Young & Restless (11B) – These residents are not established yet, but striving to get ahead and improve themselves. This market ranks in the top 5 for renters, movers, college enrollment and labor force participation rate. Almost 1 in 5 residents move each year. Close to half of all householders are under the age of 35, the majority living alone or in shared nonfamily dwellings. Median household income is still below the US level. There is a significant Hispanic (22.0%) and Black (23.2%) population.

Southwestern Families (7F) – Residents in these neighborhoods are young families that form the foundation of Hispanic life in the Southwest. Children are the center of households that are composed mainly of married couples with children and single-parent families. Grandparents are caregivers in some of these households. Much of the working-age population is employed in blue-collar occupations. Spending is focused on the family and at-home entertainment. There is a significant Hispanic (81.9%) and Other (16.8%) population.

Trendsetters (3C) – These educated young singles aren’t ready to settle down; they do not own homes or vehicles and choose to spend their disposable income on upscale city living and entertainment. Dressed in the most current fashions, their weeknights and weekends are filled discovering local art and culture,

MARKET ANALYSIS

City of Miami Beach, FL
Competitive Aquatic Center Feasibility Study

dining out, or exploring new hobbies. There is a significant Hispanic (23.3%), Asian (13.3%) and Black (11.8%) population. These residents jog, run or walk for exercise.

DRAFT

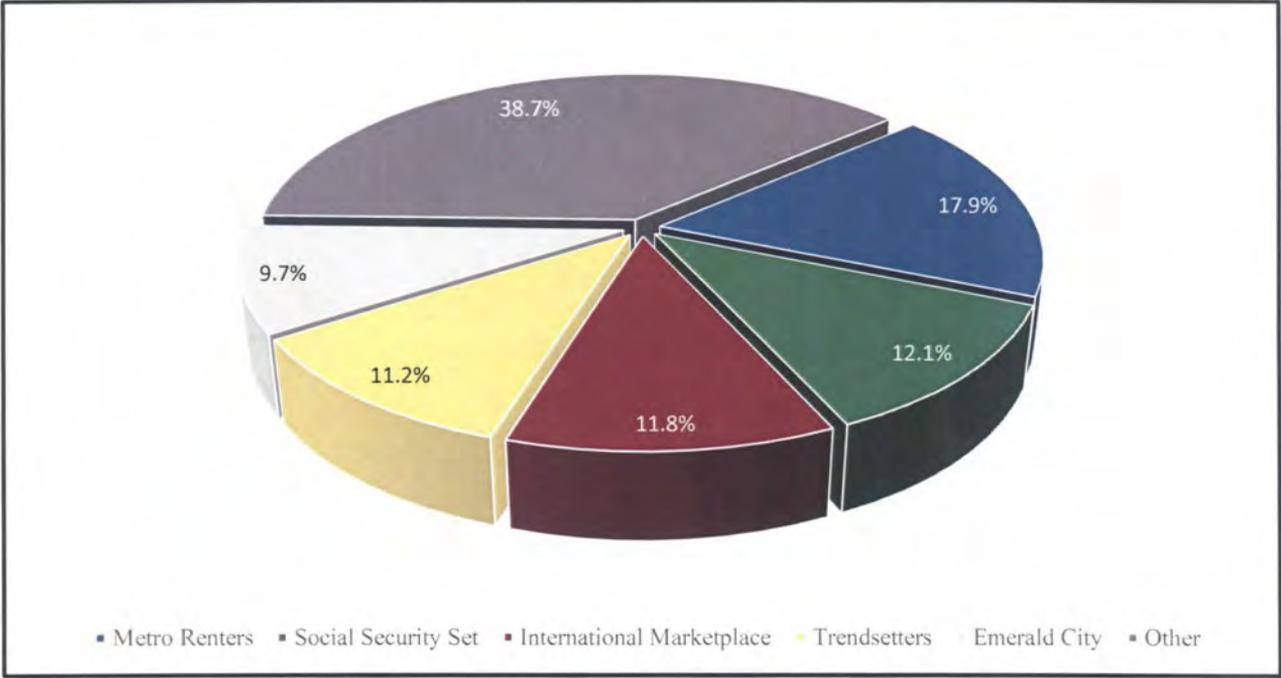
MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Chart L – Tapestry Segment Representation by Percentage in Primary Service:



DRAFT

MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Swimming Participation Numbers:

In addition to analyzing the demographic realities of the service areas, it is possible to project possible participation in recreation and sport activities.

Participation Numbers: On an annual basis the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. This information provides the data necessary to overlay rate of participation onto the Primary Service Area to determine market potential.

B*K takes the national average and combines that with participation percentages of the Primary Service Area based upon age distribution, median income, region and National number. Those four percentages are then averaged together to create a unique participation percentage for the service area. This participation percentage when applied to the population of the Primary Service Area then provides an idea of the market potential for various activities.

Swimming Participation:

Table Q – Swimming Participation Rates for the Primary Service Area

Activity	Age	Income	Region	Nation	Average
Swimming	14.7%	15.0%	17.2%	15.9%	15.7%
Did Not Participate	22.6%	23.4%	23.2%	22.6%	23.0%

- Age:** Participation based on individuals ages 7 & Up of the Primary Service Area.
- Income:** Participation based on the 2013 estimated median household income in the Primary Service Area.
- Region:** Participation based on regional statistics (South Atlantic).
- National:** Participation based on national statistics.
- Average:** Average of the four columns.

MARKET ANALYSIS

City of Miami Beach, FL
Competitive Aquatic Center Feasibility Study



Anticipated Participation Numbers for Swimming: Utilizing the average percentage from Table-N above plus the 2010 census information and census estimates for 2015 and 2020 (over age 7) the following comparisons can be made.

Table R – Swimming Participation Rates Primary Service Area

Activity	Average	2010 Part.	2015 Part.	2020 Part.	Difference
Swimming	15.7%	12,993	13,213	13,728	+735

	Age	Income	Region	Nation	Average
Did Not Participate	23.0%	19,001	19,323	20,076	+1,075

Note: These numbers do not necessarily translate into attendance figures for various activities or programs. It should also be noted that the “Did Not Participate” statistics refers to all 55 activities outlined in the NSGA 2014 Survey Instrument.

In addition to developing a unique participation percentage for the Primary Service Area, B*K also examines the frequency of participation in swimming according to the 2014 NSGA Survey. The chart below outlines that data.

Table S – Participation Frequency Swimming

	Frequent	Occasional	Infrequent
Swimming Frequency	110+	25-109	6-24
Swimming Percentage of Population	6.4%	45.0%	48.6%

In the chart above one can look at each activity and how it is defined with respect to visits being Frequent, Occasional or Infrequent and then the percentage of population that participates.

Table T – Participation Numbers

	Frequent	Occasional	Infrequent	Total
Swimming	112	67	15	
Population	846	5,946	6,422	
Visits	94,752	398,382	96,330	

The table above takes the frequency information one step further and identifies the number of times an individual may participate in the activity, applies the percentage from Table-Q to the 2015 swimming population in Table-R and then gives a total number of aquatic visits.

MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Frequent Users: Competitive swimmers, multi-sport athletes and individuals that participate in lap swimming for exercise fall into this group. Their preference is 50M or 25Y lap lanes, and they have little concern for the social aspects of aquatics.

Occasional Users: Some multi-sport athletes, some lap swimmers and individuals using the pool for other fitness purposes such as water walking or group exercise fall into this group. Also included in this group are some families. Their preference is the inclusion of lap lanes, but also shallow and deep water and varied water temperatures.

Infrequent Users: Families and non-lap swimmers fall into this group. Their preference has little to do with exercise in the water. They are looking for shallow water, interactive play features and warm water. Being in the water is merely enough for this group, and the social aspect is significantly more important than exercise or competition.

Participation by Ethnicity and Race: Participation in sports activities is also tracked by ethnicity and race. The table below compares the overall rate of participation nationally with the rate for Hispanics and African Americans. Utilizing information provided by the National Sporting Goods Association's 2014 survey, the following comparisons are possible.

Table U – Comparison of National, African American and Hispanic Participation Rates

Activity	Primary Service Area	National Participation	African American Participation	Hispanic Participation
Swimming	15.7%	15.9%	5.9%	12.0%

Primary Service Part: The unique participation percentage developed for the Primary Service Area.
National Rate: The national percentage of individuals who participate in the given activity.
African American Rate: The percentage of African Americans who participate in the given activity.
Hispanic Rate: The percentage of Hispanics who participate in the given activity.

There is a significant Hispanic (55.2%) population in the Primary Service Area. As such these numbers play more of a factor with regards to overall participation in swimming.

MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Swimming Cross-Participation: As part of the annual survey conducted by the NSGA cross participation analysis is conducted. The chart below indicates the other activities that swimmers participated in, compares that rate of participation to the national number and also provides an index.

Table V – Swimming Cross-Participation

Activity	% Swimmer Part.	Total US Part.	Index
Exercise Walking	45.5%	36.2%	126
Running/Jogging	28.7%	14.9%	192
Exercising w/ Equip.	28.1%	19.1%	147
Bicycle Riding	27.7%	12.3%	224
Aerobic Exercising	22.9%	15.3%	149
Weightlifting	19.1%	11.8%	162
Basketball	18.8%	8.2%	229
Work Out @ Club	18.7%	12.5%	150
Yoga	17.6%	10.1%	174
Tennis	11.8%	4.3%	275
Soccer	11.7%	4.7%	251
Volleyball	11.0%	3.5%	311
Baseball	9.9%	3.9%	251
Ice/Figure Skating	7.5%	2.5%	296
Softball	6.7%	3.3%	202
Gymnastics	4.8%	1.9%	253
Martial Arts/MMA	3.8%	2.2%	175
Wrestling	2.6%	1.0%	266
Lacrosse	1.7%	1.0%	179
Hockey (ice)	1.4%	1.2%	117

Activity: Various activities that could take place around a pool or recreation facility.
% of Swimmer Part.: Percent of swimmers that participate in the corresponding activity.
Total US Part.: Total percent of US population that participates in an activity.
Index: National index is 100.

Based upon the 20 activities listed above the rate of swimmer participation in those activities is greater than the national participation rate in all activities.

MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Market Potential Index for Adult Participation: In addition to examining the participation numbers for various indoor activities through the NSGA 2014 Survey and the Spending Potential Index for Entertainment & Recreation, B*K can access information about Sports & Leisure Market Potential. The following information illustrates participation rates for adults in various activities in the Primary Service Area.

Table W – Market Potential Index for Adult Participation in Activities

Adults participated in:	Expected Number of Adults	Percent of Population	MPI Primary Service Area
Swimming	11,752	15.2%	96

Adults participated in:	Expected Number of Adults	Percent of Population	MPI Secondary Service Area
Swimming	42,479	13.2%	83

Expected # of Adults: Number of adults, 18 years of age and older, participating in the activity in the Primary Service Area.

Percent of Population: Percent of the service area that participates in the activity.

MPI: Market potential index as compared to the national number of 100.

This table indicates that in both the Primary and Secondary Service Area the propensity of adults to participate in swimming is less than the National number. This is an interesting statistic given the proximity to the beach/oceanfront and the number of public/private pools in the area. It could be possible that the type of water (competitive/flat, leisure, therapy) does not align with the wants and needs of the public or more likely it can be attributed to specific demographic characteristics such as age, income and ethnicity/race.

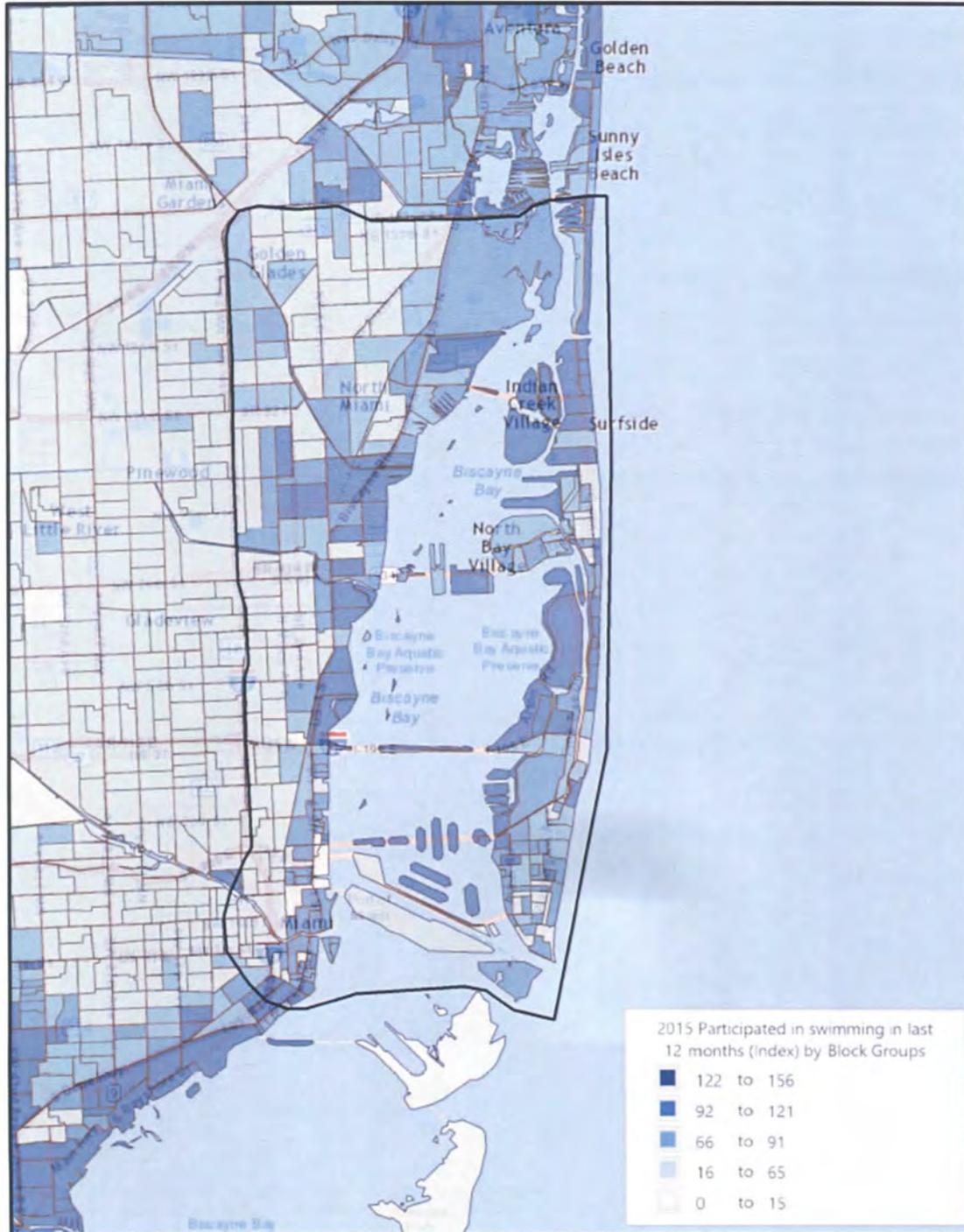
MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Map G – Adult Swimming Participation Index by Census Block Group



MARKET ANALYSIS

City of Miami Beach, FL
Competitive Aquatic Center Feasibility Study

Sports Participation Trends: Below are listed those sports activities and the percentage of growth or decline that each has experienced nationally over the last 10 years (2005-2014).

Table X – National Activity Trend (in millions)

Increasing in Popularity

	2005 Participation	2014 Participation	Percent Change
Lacrosse ⁵	1.2	2.8	133.3%
Kayaking ⁶	5.9	9.0	52.5%
Running/Jogging	29.2	43.0	47.3%
Hockey (ice)	2.4	3.4	41.7%
Yoga ⁷	20.7	29.2	41.1%
Gymnastics ⁸	3.9	5.4	38.5%
Hiking	29.8	41.1	37.9%
Aerobic Exercising	33.7	44.2	31.2%
Exercise Walking	86.0	104.3	21.3%
Tennis	11.1	12.4	11.7%
Cheerleading	3.3	3.6	9.1%
Workout @ Club	34.7	35.9	3.5%
Canoeing ⁹	7.1	7.3	2.8%
Exercising w/ Equipment	54.2	55.1	1.7%
Ice/Figure Skating ¹⁰	6.7	7.3	1.4%

⁵ Growth since 2007.

⁶ Growth since 2007.

⁷ Growth since 2007.

⁸ Growth since 2009.

⁹ Growth since 2006.

¹⁰ Growth since 2013.

MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Decreasing in Popularity

	2005 Participation	2014 Participation	Percent Change
Martial Arts / MMA ¹¹	6.4	6.3	-1.6%
Weight Lifting	35.5	34.0	-4.2%
Soccer	14.1	13.4	-5.0%
Boxing ¹²	3.8	3.4	-10.5%
Camping	46.0	39.5	-14.1%
Bicycle Riding	43.1	35.6	-17.4%
Basketball	29.9	23.7	-20.7%
Swimming	58.0	45.9	-20.9%
Fishing (fresh water)	37.5	29.4	-21.6%
Baseball	14.6	11.3	-22.6%
Volleyball	13.2	10.2	-22.7%
Wrestling	0.0	2.9	-23.7%
Football (tackle)	9.9	7.5	-24.2%
Golf	24.7	18.4	-25.5%
Softball	14.1	9.5	-32.6%
Boating	27.5	14.1	-48.7%
Skateboarding	12.0	5.4	-55.0%

2014 Participation: The number of participants per year in the activity (in millions) in the United States.

2005 Participation: The number of participants per year in the activity (in millions) in the United States.

Percent Change: The percent change in the level of participation from 2005 to 2014.

It is significant that swimming has declined in overall popularity in the United States by nearly 21% in the last ten years. However, there were still nearly 46 million people that participated in swimming in 2014.

¹¹ Growth since 2013.

¹² Growth since 2013.

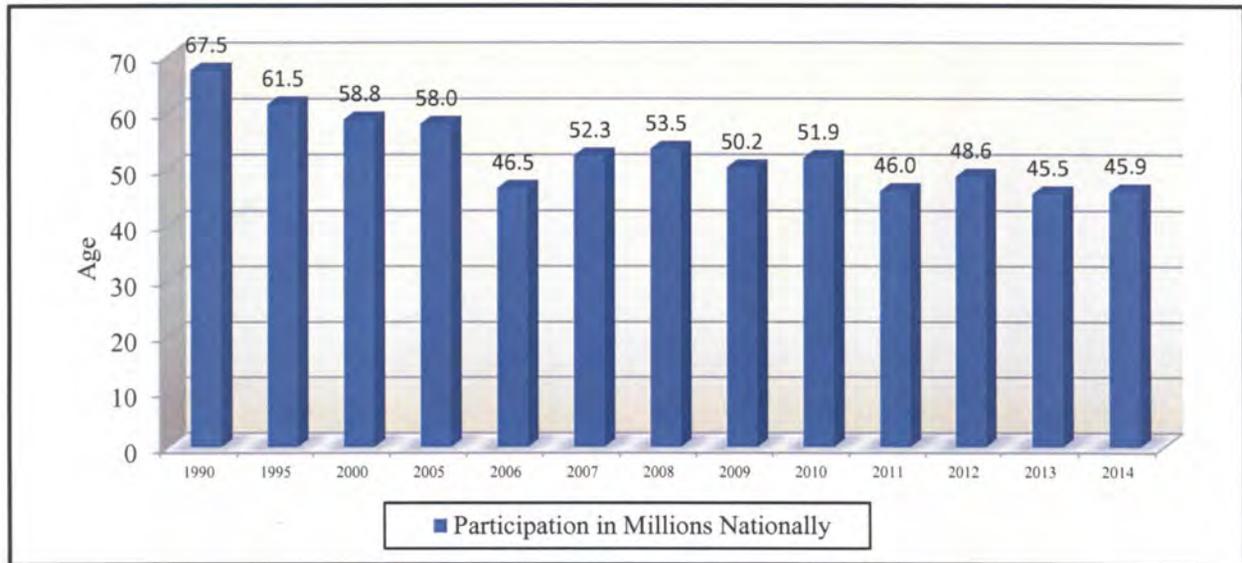
MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Chart M – Participation in Swimming:



While the national participation in swimming has been trending downward, USA Swimming has reported record registration numbers in the past 10 years. Additionally, swimming participation tends to see an increase in Olympic years. Although swimming has decreased the total number of participation is still in the top 3 of the National Sport Goods Association and is one of the few activities that individuals can participate in from birth to death.

MARKET ANALYSIS

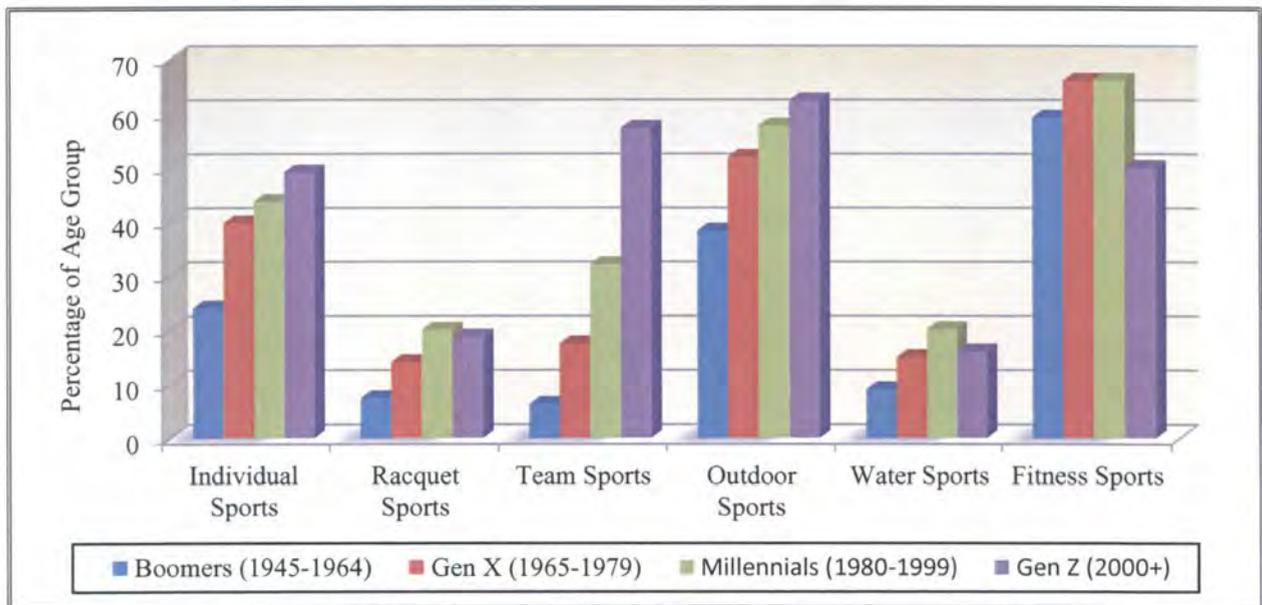
City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Sports & Fitness Industry Association: Another source of sports participation statistics is through the SFIA. The following table indicates the rate of participation in different sports activities by age generation.

Table Y – SFIA Sports Activity Participation by Generation



Aquatic Activity Trends: The following table looks at the participation trends in these specific aquatic activities over the last 5 years

Table Z – SFIA Aquatic Activity Trends (in millions)

	2009 Participation	2014 Participation	Percent Change
Triathlon	1.1	2.2	+91.9%
Swim for Fitness	21.5	25.3	+17.6%
Swimming on a Team	2.4	2.7	+14.7%
Aquatic Exercise	9.0	9.1	+1.8%

Note: Swim for Fitness and Swimming on a Team statistics are from 2011 to 2014.

It is significant that each of the aquatic activities has seen an increase over the last five years.

Defining the Competitive Aquatic Market:

The four primary competitive pursuits in aquatics are; swimming, water polo, synchronized swimming and diving. For all of these activities the level and sophistication of the facility increases as the level of competition increases. The governing bodies of all 4 agencies have specific facility requirements to host various levels of competition and these “standards” are well known by aquatic design firms.

Specific to swimming there are requirements regarding:

- Number of competition lanes (25 yard and 50 meter)
- Number of warm-up and cool-down lanes
- Water depth of competition pool
- Water temperature of competition pool
- Spectator seating

There are other requirements to host different levels of meets, but these specific facility requirements should be a focus for the City of Miami Beach if they are going to have a strong event orientation. The challenge with these requirements is that they often result in a competitive aquatic facility that has the least amount of appeal to the general public. As was referenced earlier in the document swimming frequency is identified as 6.4% Frequent (110+ visits per year), 45% Occasional (25-109 visits per year) and 48.6% Infrequent (less than 25 visits per year). If one assumes that competitive swimmers and those individuals swimming for exercise are the Frequent and Occasional swimmers, they represent almost half of the swimming population. Individuals participating in swimming on an infrequent basis are typically more interested in shallow, warmer water and participation becomes more socially geared.

As the City of Miami Beach continues to investigate a commitment to competitive aquatics on regional, and national basis, there are additional factors to keep in mind.

- The City of Miami Beach would enter into a substantial existing market. Within Miami Dade and Broward Counties there are approximately 17, 50M pool facilities that could also host local, regional and national level competitions. There are an additional 27 lap pools, that are at least 6-lane by 25-yard that local swim clubs could purchase practice time from and run small local events.
- Outside of Miami Dade and Broward Counties, the City of Miami Beach would compete against a significant number of existing facilities to host larger events. Those facilities have a positive reputation within the regional and national swimming community. That reputation combined with the plethora of 50M pools in surrounding counties and state-wide make entering the competitive swimming market a challenge.

MARKET ANALYSIS

City of Miami Beach, FL
Competitive Aquatic Center Feasibility Study



- Sectional and national level competitions require a bid process to host and the process is time consuming and costly. In addition, most of these meets require a minimum level of guaranteed money that will be paid to the event's governing body.
- The frequency of sectional and other national level competitions, while having a significant positive economic impact upon the community, cannot sustain the business plan of a facility. These events typically rotate around a region to minimize the travel impact on the various clubs and give other communities an opportunity to host.
- It is important to note that a significant aquatic center can have a positive economic impact upon the community. However, local and regional meets are frequently better revenue generating opportunities for the facility and the local host club. In many cases with Sectional Swim Meets and more elite level events, the dollars generated have already been allocated to national governing bodies (as well as other support organizations) with only a small portion going to offset pool rental costs.
- The City of Miami Beach would provide the facility, but most competitive swim meets, or aquatic event will require an army of volunteers in order for them to be successful. Those volunteers come from the swim club that utilizes the facility as their host pool. Based upon B*K's experience of operating 50M aquatic facilities, a 250 member swim team can host approximately 3-4 events per year, without burning out their volunteer base.
- If the facility also had the other 3 competitive aquatic pursuits in addition to swimming (diving, water polo and synchronized swimming) and those clubs hosted 3-4 events per year it would equate to 12-16 weekends per year of events. Leaving the City and facility operators to seek out another 34-38 events per year to host in the facility.

Other Competitive Pools in Miami Dade and Broward Counties:

The following is a list of 50 meter and other competitive pools that are located in Miami Dade and Broward Counties. In addition, there is also a list of large competitive pools throughout the United States that historically host regional and national swim meets. This is a representative listing and may not include every pool that is being utilized for competitive purposes either locally or nationally.



50 Meter Pools

1. Deerfield Beach Aquatic Facility
 - 8, 50M lanes or 25, 25Y lanes
2. Coral Springs Aquatic Complex & Fitness
 - 8, 50M lanes or 18, 25Y lanes
3. Pine Crest School
 - Pool 1 – 8, 50M lanes
 - Pool 2 – 25Y x 25M
4. Pompano Beach Aquatic Center
 - Pool 1 – 8, 50M lanes or 13, 25Y lanes
 - Pool 2 – 5, 25M lanes
5. Sunrise Civic Center Aquatic Complex
 - 8, 50M lanes or 13, 25Y lanes
6. Ft. Lauderdale Aquatic Complex, Hall of Fame Pool
 - Pool 1 – 10, 50M lanes or 20, 25Y lanes
 - Pool 2 – 10, 50M lanes or 20, 25Y lanes
 - Pool 3 – 7 lane diving well
7. Pine Island Community Center
 - 8, 50M lanes or 16, 25Y lanes
8. Nova Southeastern University Pool
 - Pool 1 – 8, 50M lanes or 20, 25Y lanes
 - Pool 2 – 7, 25Y lanes
9. Plantation Aquatic Complex
 - Pool 1 – 9, 50M lanes or 14, 25Y lanes w/ 25M width option at 1 end
 - Pool 2 – 7, 50M lanes or 12, 25Y lanes
10. Academic Village Swimming Pool
 - 8, 50M lanes or 20, 25Y lanes
11. Biscayne Bay Aquatic Center
 - 9, 50M lanes or 20, 25Y lanes
12. Milander Pool
 - 9, 50M lanes or 20, 25Y lanes
13. Charles Hadley Pool
 - 50M or 20, 25Y lanes
14. Range Pool
 - 8, 50M lanes or 17, 25Y lanes
15. Tamiami Park Pool
 - 10, 50M lanes or 20, 25Y lanes
16. Ransom Everglades Upper School
 - Pool 1 – 8, 50M lanes or 19, 25Y lanes
 - Pool 2 – 5, 25Y lanes
 - Pool 3 – 8, 25Y lanes
17. Gulliver Schools Aquatic Center
 - 10, 50M lanes or 20, 25Y lanes

MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



Map H – 50M Pools in Miami Dade and Broward Counties



MARKET ANALYSIS

City of Miami Beach, FL
Competitive Aquatic Center Feasibility Study



Other Competitive Pools

In addition to the 50M pool list, the following aquatic facilities could be options for local swim clubs to rent for practice time or small meets. All of the facilities on this list have at least 6, 25Y lap lanes.

- Coconut Creek Township Aquatic Center
- Cooper City Pool and Tennis Center
- Mullins Park Pool
- PJ Meli Park Aquatic Complex
- David Posnack Jewish Community Center
- Sunrise Middle School Pool
- Joseph C Carter Park Pool
- Riverland Park Pool
- Croissant Park Pool
- Hallandale Beach Municipal Pool
- Greater Hollywood YMCA
- Driftwood Community Pool
- Miramar Aquatic Center
- Miramar Regional Park Aquatic Complex
- Houston/Sworn Aquatic Center
- Caporella Aquatic Center
- Midtown Athletic Club
- Cutler Ridge Pool
- Bucky Dent Aquatic Center
- Homestead Family YMCA
- Gibson Park Pool
- Jose Marti Pool
- AD Barnes Pool
- Dave & Mary Apler Jewish Community Center
- Flamingo Park Pool
- Michael Ann Russell Jewish Community Center

It is important to note that the list of this page does not take into account hotel pools, some of which are 25Y or fitness clubs pools.

All pool lists were generated using the website:

<http://www.swimmersguide.com/>

MARKET ANALYSIS

City of Miami Beach, FL
Competitive Aquatic Center Feasibility Study



National Facilities

Based upon USA Swimming's website and their most recently posted schedules, the following are facilities that the City of Miami Beach would need to consider in competing for regional, sectional and zone championship meets. It should be noted that there are more facilities than what is listed above, but these would provide some context as to the types of facilities that USA Swimming is looking for.

- Erie Community College, Buffalo, NY
- Ithaca College, Ithaca, NY
- Swim RVA, Richmond, VA
- Texas A&M University, College Station, TX
- Centennial SportsPlex, Nashville, TN
- Plantation Aquatic Complex, Plantation, FL
- University of Texas, Austin, TX
- Greensboro Aquatic Center, Greensboro, NC
- Jenks Trojan Aquatic Center, Jenks, OK
- Rec-Plex, Pleasant Prairie, WI
- SPIRE Institute, Geneva, OH
- University of Missouri, Columbia, MO
- The Ohio State University, Columbus, OH
- Schroeder YMCA, Brown Deer, WI
- Indiana University Purdue University Indianapolis, Indianapolis, IN
- University of Minnesota, Minneapolis, MN
- Georgia Tech, Atlanta, GA
- King County Aquatic Center, Federal Way, WA
- William Woollet Jr. Aquatic Complex, Irvine, CA
- Hall of Fame Pool, Ft. Lauderdale, FL
- University of Maryland, College Park, MD
- Avery Aquatic Center, Stanford, CA

The United State is broken up into four regions by USA Swimming; northeast, south, central and west. Within each of those regions there are multiple LSC (Local Swimming Committees) and Zones. In order for the City of Miami Beach to pursue aquatic events, specifically swimming, they would need to work with and through a local club team and the Florida Gold Coast LSC. In addition to USA Swimming, the City also has opportunities to work through the YMCA which has their own competitive swim program. Synchronized Swimming, Water Polo and Diving also have national governing bodies, and while they are not broken into the exact same regions as

MARKET ANALYSIS

City of Miami Beach, FL 

Competitive Aquatic Center Feasibility Study

USA Swimming the process of working through a local club team and organized body to secure events is similar.

Operational Implications and Facility Examples

- Competitive aquatic venues with 50M pools and other support amenities are expensive to operate and maintain over time. As a result, most of these facilities lose significant dollars operationally every year. This is especially true for public based, indoor facilities.
- The first challenge with the operation of a 50M pool is scheduling enough events to come to the facility. However, once they have been secured, the challenge shifts to how to program the pool the other 4-5 days per week and maintain a program schedule around the events schedule. Financially, the aquatic center is dependent on strong programming and on-going rentals to established swim, water polo, synchronized and dive teams to survive.
- Given the region of the country it would be possible for the City of Miami Beach to operate a 50M aquatic center more efficiently. The main reason for this more efficient operation is the outdoor nature of the facility and not needing to treat indoor air. The City would still incur significant utility costs to circulate, heat (some) and cool (some) the water in the facility.
- There are some 50M aquatic facilities that have been identified as covering all of their operational cost or making a profit. Examples would be the Dynamo Swim Club in Atlanta, GA and Nitro Swimming in Austin, TX. In both of these instances the facilities are operated by a large competitive team, they are not staffed with lifeguards during all hours of operation and the open air design of the facility allows them to minimize utility costs. It is also important to note that the architectural character of these facilities is not comparable to many municipal standards.

<http://www.nitroswim.com/>

<http://www.dynamoswimclub.com/>

- 50M aquatic facilities are typically found on college campuses or in association with a college/university. The main reason behind this is that the pools support the athletic teams, but in most cases the aquatic facilities are funded, built and operated, using student fees of some variety. The University of Missouri, Ohio State University, University of Iowa and University of Tennessee have all come online in the last 10 years and all have entered into the USA Swimming competitive market at some level.

MARKET ANALYSIS

City of Miami Beach, FL 

Competitive Aquatic Center Feasibility Study

- The facility at the University of Minnesota and at IUPUI are two of the more well-known aquatic venues in the US. The University of Minnesota has made a recent decision to host less competitive events and IUPUI has recently undergone a significant renovation. In both instances, at their height of running events, the facilities were running events 48 of 52 weekends per year and not able to turn a financial profit or break even.
- *King County Aquatic Center* - This is a county operated indoor competitive aquatic center located in Federal Way, WA. B*K was involved with a feasibility study in 2008, for a 50M pool in nearby Bellevue, WA and spoke with the operators of King County Aquatic Center. At that time the facility was losing approximately \$750,000 annually and while hosting a full spectrum of aquatic competitions and events. It is also important to note that while the facility was losing this amount of money on an annual basis they were also deferring maintenance and not able to re-invest in the facility.
- *Rose Bowl Aquatic Center* - At one time the Rose Bowl Aquatic Center hosted a number of national and international competitions on an annual basis. However, they were losing significant dollars annually, despite the economic impact upon the community. The operators were faced with the decision to close the pool or change their business model. They chose to adjust their business model and in doing so moved away from large national and international events, focused on small/local/regional events and significantly increasing their programming. This change in business model has resulted in a more cost efficient operation.
- *Lawrence Aquatic Center* - The City of Lawrence, KS, working with the school district and the University of Kansas, made the decision to invest in a 50M aquatic facility. They made the choice to develop the facility with the knowledge that they would never break even with the operation, but that it would have a significant positive economic impact upon the community. It was projected that the facility would recover approximately 75% of their operating costs and it did in the first years of operation. However, because of men's swimming being dropped at the University of Kansas and newer/better facilities opening in the area, the cost recovery level has dropped to 65% and the economic impact has decreased.

Local Competitive Swim Market

If the City decides to focus its efforts on serving the competitive swimming needs of the Miami Beach community and the immediate surrounding area, the market dynamics of the project are very different.

Existing City Aquatic Centers

MARKET ANALYSIS

City of Miami Beach, FL
Competitive Aquatic Center Feasibility Study



The City of Miami Beach currently has three outdoor aquatic centers in its inventory.

Normandy Isle – Located in the northern area of the community, this aquatic center has a water playground with an interactive play feature and a 4 lane lap pool. Due to its size and configuration, this facility cannot support competitive swimming.

Scott Rakow Pool – This 6 lane x 25 yard pool is located behind the Scott Rakow Youth Center. This 6 lane x 25 yard pool is the primary location for competitive swimming in the community. Miami Beach High School's swim team utilizes the facility as well as the local Seahawks swim team. However, this is an older pool that has been renovated but has limited seating, has only the minimum number of lanes, and is not a well designed facility for competitive swimming.

Flamingo Park – Similar in nature to the Normandy Isle pool, this aquatic center has a water playground with an interactive play feature and a 6 lane lap pool. Despite the 6 lane lap pool, this facility cannot easily support competitive swimming as it lacks the deck space, seating and other support amenities for this type of operation.

While the City of Miami Beach has existing aquatics facilities that can support lap swimming, swim lessons and other aquatic programs, only Scott Rakow can really support competitive swimming and only at the most basic level. Considering that there are nearly 90,000 residents in Miami Beach this is a definite deficiency.

Market Analysis Summary:

- The demographics of the City of Miami Beach indicates a population of nearly 90,000 that has a higher median age, a small number of children, average to lower median household income level, and a mostly White population. However, over the next five years it is anticipated that the 5-17 age group will grow at a rate of over 10%.
- The demographics of the Secondary Service Area show a population of almost 395,000 that has a lower median age, a higher number of children, a lower median household income level, and a more diverse racial population.
- The overall rate of participation in swimming has dropped by nearly 21% in the last ten years but the rate of participation in competitive swimming has remained strong and has actually increased in recent years.
- There are a significant number of 50 meter and smaller competitive pools in Miami Dade and Broward Counties that serve the needs of competitive swimming and also host at least local swim meets and some regional competitions.

MARKET ANALYSIS

City of Miami Beach, FL
Competitive Aquatic Center Feasibility Study



-
- Nationally there are over 20 aquatic centers that compete for large regional, national and international swim meets.
 - Within Miami Beach itself there are only three public pools and only one can begin to serve the needs of competitive swimming and only on a very basic level.
 - For a competitive pool to be operationally cost effective it must not only serve the needs of competitive swimming but also should have an emphasis on other aquatic sports such as diving, water polo and synchronized swimming. In addition, a competitive pool cannot be financially sustained on just large aquatic events and as a result needs to have a strong market for local swim teams to practice as well as a full offering of aquatic programs and services for all age groups. The more aquatic events that are scheduled the more disruptive it will be to the everyday operation of the facility and the revenue stream that is the lifeblood of the center.
 - It will be very difficult to adequately meet the financial obligations of a nationally based event facility. Events at this level are difficult to obtain, require extensive marketing dollars and an extended amount of time to secure, a broad level of support from a variety of organizations and the events themselves often result in an operating loss. Attracting one national/international event a year is all that should be expected.
 - Attracting regional and state events as a regional aquatic facility is more realistic but will still be difficult. While there are more events at this level there is still a great deal of competition for these activities and there needs to be strong support from local organizing committees, local convention and visitor's association and/or a sports authority. Hosting 3 to 4 such events a year is probably the limit and securing this number of activities will require marketing dollars and considerable time.
 - Regional and national swim meets and other events should have a strong economic impact on the Miami Beach area but will likely result in an operational loss or a relatively small profit margin for the center itself.
 - Local events, while not having the glamour and excitement of the other levels of competition, should really be the mainstay of the competitive event calendar for a competitive pool in Miami Beach. The demand for these types of events is usually very high and the number of competitors is often greater than the more elite events. However, most of the organizations are utilizing these activities as fundraisers and are often not willing to pay a high rate of rental and expect to run the event themselves in an effort to keep the vast majority of the revenue that is generated.

MARKET ANALYSIS

City of Miami Beach, FL

Competitive Aquatic Center Feasibility Study



-
- Careful consideration must be given to the realities of the competitive aquatic event market before deciding on the role that this aspect will have in an aquatic facility's operation. Besides the obvious requirement regarding the facility's physical layout and equipment, the center will need to have a philosophical commitment to these types of events, the staff will need to have the background and time to chase such activities, and the financial implications will need to be clearly understood. A competitive pool by virtue of water depth and temperature, will serve primarily the competitive swimming and lap swimming markets but will be of relatively little interest to the general public for recreational swimming.

DRAFT

***I
T
E
M***

***S
I
X***

COMMITTEE MEMORANDUM

TO: Finance and City Wide Projects Committee

FROM: Jimmy L. Morales, City Manager

DATE: May 20th, 2016

SUBJECT: **Discussion Regarding A Resolution Approving The Purchase Of Flood Insurance, All-Risk Property Insurance, Including Windstorm, Boiler & Machinery Insurance For City Buildings And Contents (Including New Construction); And Fine Arts Insurance (Bass Museum), As Proposed By Arthur J. Gallagher Risk Management Services, Inc., The City's Broker Of Record**

Background

The Florida property insurance market continues to remain soft, with significant capacity creating competition among carriers to provide insurance for catastrophic exposed property. During this soft market, the City has been updating its property insurance program to better reflect our risk, as well as to comply with State of Florida suggestions for preserving our eligibility for Federal Emergency Management Agency (FEMA) relief under the Stafford Act, in the event of a hurricane.

The City of Miami Beach requests from the Florida Division of Emergency Management (DEM), on an annual basis, a determination of the reasonableness of the City's property insurance program. This is done to preserve the City's ability to obtain funding from the FEMA in the event of a hurricane that is declared to be a federal disaster. In 2014, DEM provided a determination that the City's program was reasonable. However, they also suggested that the City "continue to look into higher Named Windstorm limits for the coming policy year." Based on the State's recommendation to increase the City's Named Windstorm coverage, the Administration recommended at the June 20, 2014, Finance and Citywide Projects Committee (FCWPC) meeting to increase coverage by \$5 million per year to a total of \$25 million over the next 3 years, assuming the limits continue to be available and reasonable (Attachment 1). The City purchased \$5 million in additional Named Windstorm limits for the 2014-15 policy year. At the April 8th, 2015 FCWPC meeting, a recommendation was made and the City purchased an additional \$5 million in windstorm limits, bringing the total Named Windstorm limit to \$20 million.(Attachment 2).

In June of 2015, FEMA issued a revised guideline for public assistance which has significantly changed the process for obtaining waivers for facilities that have insurance obligations. The new process requires that FEMA issue any waivers of insurance commitments, but requires a certification from the Insurance Commissioner's office that the insurance coverage obtained is "reasonable". The Florida Insurance Commissioner's office has not issued any determinations of "reasonableness" for programs submitted to them in 2015. Our broker, Arthur J. Gallagher (AJG), is working with the Insurance Commissioner's office as to the need for these waivers, and to help establish a uniform process for submitting programs to DEM and FEMA for the final waiver of the insurance commitments.

For the June 1, 2016 – May 31, 2017 Policy Period:

During this policy year the total insured values (TIV) was reduced from \$941,506,866 to \$601,290,280, due to the removal of the Miami Beach Convention Center (MBCC), which is being insured under a separate property program while under renovations (December 2015 – August 2018). The MBCC is the City's largest single structure, valued at approximately \$335 million. The RMS (a trademark of Risk Management Solutions) modeling represents one of the current best practices in prediction of windstorm losses and is vital to appropriate pricing of property insurance in Florida. Because of the reduction in TIV, the City's probable maximum loss (PML) also reduced from \$325 million to \$153 million. While this is a significant reduction, the PML remains well above the \$20 million Named Windstorm limit that the City is currently purchasing. (See PML chart below.)

Critical Prob.	Return Period	RMS 2015 with Convention Center		RMS 2016 without Convention Center	
		Ground Up	Gross Loss	Ground Up	Gross Loss
0.10%	1,000	\$550,376,047	\$501,924,955	\$289,692,124	\$259,350,260
0.20%	500	\$431,380,639	\$389,191,566	\$215,396,015	\$189,655,482
0.40%	250	\$324,835,905	\$287,364,376	\$152,918,674	\$131,574,048
1.00%	100	\$202,092,563	\$171,488,067	\$89,183,264	\$74,024,788
2.00%	50	\$123,013,029	\$95,986,050	\$53,085,488	\$40,877,639
5.00%	20	\$40,840,880	\$17,317,178	\$18,380,240	\$9,396,981
AAL		\$8,511,043	\$6,061,424	\$3,975,527	\$2,837,835

Additional Changes to the Property Program during the June 2015/16 Policy Period:

- The City is adding \$4,900,000 in values for the Property Management Facility located at 1833 Bay Road. This is a new property being added to our existing program as of January 7th, 2016, when Certificate of Occupancy was issued.
- The City is adding \$303,326 in values for the North Beach Domino Park located at 7251 Collins Avenue. This is a new property being added to our existing program as of November 16th, 2015, when Certificate of Occupancy was issued.
- The City removed \$3,392,000 of Insurable Value as the Youth Center on 21st and Washington was demolished in February of 2016 as part of the MBCC renovations.
- The property program endorsed a Builder's Risk policy for the renovations of the Bass Museum valued at \$5,500,000. There was no additional cost incurred in the current policy year. For the June 2016/17 policy year this project is expected to generate an additional premium of \$22,000 (funded by the Bass Museum). Expected duration of renovations is from February 2016 through January 2017.

Highlights of the current Master Property Insurance Program (June 2015/16):

Total Insured Value:	\$601,290,280
Loss Limit:	
Named Windstorm:	\$ 20,000,000
All Other Perils:	\$350,000,000
Business Income/Rents:	\$ 17,452,230
Deductible:	
Named Windstorm:	7.5% subject to a minimum of \$1,000,000
All Other Perils:	\$100,000

Renewal Efforts by AJG for 2016/17 Policy Period:

Property Insurance:

The City is currently carrying a \$350 million All Other Perils (AOP) limit. This was done to account for the risk of loss should the entire MBCC be destroyed by a fire. With the temporary removal of the MBCC, we are suggesting an AOP limit of \$100 million, until the MBCC returns to the master property insurance program. The other top five locations with the highest insurable values are:

Jackie Gleason Theater	\$94,140,000
Police Headquarters (with Garage)	\$68,704,000
17 th Street Garage	\$47,033,000
City Hall Garage	\$34,884,000
City Hall	\$27,985,000

Flood Insurance:

The City maintains individual flood insurance policies through the National Flood Insurance Program (NFIP) on most of its eligible properties. Flood coverage is excluded from the property insurance program, and the FEMA will not provide flood assistance for a loss in the amount that could have been purchased from the NFIP. The flood insurance market is yielding a rate increase of approximately 10%. The NFIP policies are subject to a \$10,000 or \$25,000 deductible. We will consider raising the deductibles to \$50,000 on each of the flood policies in order to obtain lower flood premiums.

Boiler and Machinery (B&M):

The City's B&M coverage has historically been provided by Zurich; however, Zurich has announced that they are exiting the market for this line of coverage. There are many other carriers that offer B&M coverage, and AJG has obtained a competitive quote from Travelers.

Fine Arts:

This policy provides coverage for art that is displayed in various locations throughout the City with an insurable value of \$28,866,637, and a \$5,000 deductible (subject to exceptions). Historically, Underwriters at Lloyds has provided favorable flat rates, with "no-claims" bonuses over the past several years. Again, a favorable rate was obtained from Lloyds, with a 6% reduction in premium.

Other Coverage Considerations for the 2016/17 Policy Period:

Terrorism:

Historically, the City has not purchased Terrorism coverage. Pricing for this coverage is being quoted for the 2016/17 renewal period.

Crime Insurance:

Currently, the City has coverage solely for employees in the finance department at City Hall. Risk Management has evaluated the program and determined that coverage should be extended to better reflect the City's true exposure. The City has submitted an application to expand the Crime coverage to include coverage to all City employees at all City locations.

Cyber Liability:

Due to the proliferation of cyber-attacks, and data breaches experienced by entities across the country, many governmental entities are concerned with this risk. Cyber Risk insurance can provide a suite of services to help the City mitigate this risk, respond appropriately, and defend itself in the event of a lawsuit. The City is completing the application.

Options and Cost Summary (not-to-exceed pricing) for 2016/17 Policy Period:

	2015 - 2016	2016 - 2017	
	Expiring	Renewal Option I	Renewal Option II
	\$350M AOP \$20M Named Storm	\$100M AOP \$20M Named Storm	\$100M AOP \$25M Named Storm
Property	\$2,150,500	\$1,600,000	\$1,825,000
Boiler and Machinery	\$17,732	\$12,345	\$12,345
Fine Arts	\$39,812	\$37,256	\$37,256
Total Before Fees	\$2,208,044	\$1,649,601	\$1,874,601
Citizens Assessment (1.0%)	\$21,505	\$0	\$0
EMPA Surcharge	\$12	\$20	\$20
Total Program Costs	\$2,229,561	\$1,649,621	\$1,874,621

Additional options to consider, including not-to-exceed pricing:

- \$5 million excess \$25 million of Named Windstorm coverage (\$30 million total); cost \$175,000 in addition to Option II premium
- Property Terrorism coverage, \$100 million limit, not including NCBR (Nuclear, Chemical, Biological & Radiological); \$35,000 additional premium

Recommendations:

Based on the response that the City has received from the State of Florida, and in recognition of the recommendation made by the FCWPC in August 2014, to continue purchasing additional Named Windstorm limits (if available and within budget), the Administration is recommending that we select Option II. This option includes an increase in the Named Windstorm insurance limit by \$5 million to obtain a total of \$25 million in Named Windstorm coverage. The AOP limit will be \$100 million, until the MBCC returns to the Master Property Insurance Program in 2018. The estimated renewal premium for property, boiler and machinery, and fine arts coverage is \$1,874,621. The City will continue to explore the other coverage options listed above (e.g. Cyber Risk, Crime expansion) and report back to the FCWPC when pricing is available.

Attachments

JLM/MT/SC-T

MIAMI BEACH

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

COMMITTEE MEMORANDUM

TO: Finance and City Wide Projects Committee

FROM: Jimmy L. Morales, City Manager

DATE: June 20, 2014

SUBJECT: **Proposed Action Plan for Named Windstorm Insurance Limits**

Background

The City's property schedule (\$853 million) represents a 100% coastal exposure with no inland spread of risk. The fact that the City of Miami Beach sits on a barrier island and is concentrated within a seven square mile area means the City will be significantly impacted if a hurricane hits in this area. This creates a challenge for the City in purchasing windstorm coverage, and for insurers who need to manage their aggregates in windstorm-prone areas.

The City of Miami Beach purchases Named Windstorm coverage to help recover from a tropical storm or hurricane related damages. The amount has been partially based on the cost of coverage (which fluctuates in hard and soft markets) and budgetary limitations. In the past ten years, the amount of Named Windstorm coverage purchased has ranged from \$10 to \$25 million, in excess of applicable deductibles. Since 2009, the limit has remained at \$10 million, approximately 1.17% of the total insurable value (TIV). This compares to 41% of the TIV for all other perils (AOP).

Named Windstorm limits purchased from 2004 to 2014:

2004 to 2005 - \$25 million
2006 to 2007 - \$10 million
2008 to 2009 - \$20 million
2009 to 2014 - \$10 million

In the 2008/09 policy year, the City took advantage of a soft insurance market and increased the Named Windstorm limit from \$10 to \$20 million. However, prior to the June 2009 renewal, the property insurance market hardened as a result of industry-wide underwriting losses in 2008, and the weak investment climate. As a result, the estimated premium to maintain the same level of coverage, with a slight increase in the deductible, was \$1,843,304. It was then decided to lower the Named Windstorm limit to \$10 million and increase the deductible in order to renew coverage within the allocated budgetary resources. The renewal premium for this lower level of coverage was \$1,460,346.

On the 13th of May, 2009, the City Commission passed Resolution 2009-27077 (Attachment 1) authorizing the Administration to renew the insurance program for up to four additional one-year terms, provided premiums did not exceed budgeted funds. Subsequently, the City has maintained the \$10 million policy limit.

Analysis

In the event a named tropical storm or hurricane causes severe damage to the City's property, we will need an immediate infusion of funds in order to recover and begin the rebuilding process as quickly as possible. The Federal Emergency Management Agency (FEMA), and possibly the State of Florida, typically provides disaster assistance to the City. However, to comply with FEMA's eligibility requirements under the Stafford Act, the City is required to purchase Named Windstorm coverage that is *reasonably* available.

In the past ten years, the City has received approximately \$7.5 million in disaster relief from FEMA. An estimated \$3.75 million of this represents recovery for damage to physical locations, and therefore is the amount that the City is committed to insure under the Stafford Act. This is important to keep in mind when considering a limit of insurance for windstorm.

Another requirement to receive FEMA funding is to present your property insurance program every year to the State of Florida, Office of Insurance Regulation, to obtain a "reasonableness" letter. The City received this letter for the 2013/14 policy year (Attachment 2). At the same time and under separate cover, the State advised the City to purchase additional windstorm limits for the 2014/15 policy year (Attachment 3). While the State did not recommend a specific amount, Human Resources Risk Management staff, along with the City's Broker of Record, is recommending increasing the coverage level in \$5 million increments at each renewal period, as long as the limits are available and market conditions are reasonable.

Comparison to governmental entities, provided by the City's property insurance consultant:

	<u>South Florida</u>	<u>South Florida</u>	<u>South Florida</u>
	<u>Coastal School (A)</u>	<u>Coastal County (B)</u>	<u>Coastal School (C)</u>
TIV	\$315,379,995	\$12,224,099,312	\$6,072,133,359
Windstorm Limit	\$2,500,000 (0.8%)	\$135,000,000 (1.10%)	\$110,000,000 (1.81%)
	<u>South Florida</u>	<u>South Florida</u>	<u>South Florida</u>
	<u>Coastal School (D)</u>	<u>Coastal County (E)</u>	<u>Coastal County (F)</u>
TIV	\$7,933,590,322	\$2,049,228,338	\$4,585,040,698
Windstorm Limit	\$250,000,000 (3.15%)	\$80,000,000 (3.9%)	\$275,000,000 (6%)
	<u>South Florida</u>		
	<u>Coastal City (G)</u>		
TIV	\$500,000,000		
Windstorm Limit	\$35,000,000 (7%)		

Additional comparison to governmental entities, provided by the Risk Management Division:

	<u>Fort Lauderdale</u>	<u>Pompano Beach</u>	<u>Hialeah</u>
Property TIV	\$248,296,333	\$67,509,324	\$250,000,000
AOP Limit	\$50 million (20.1%)	\$20 million (29.6%)	\$25 million (10%)
Windstorm Limit	\$50 million (20.1%)	\$10 million (14.8%)	\$25 million (10%)
	<u>Coral Gables</u>	<u>Riviera Beach</u>	
Property TIV	\$209,201,816	\$76,298,021	
AOP Limit	\$209,201,816 (100%)	\$30 million (39.3%)	
Windstorm Limit	\$25 million (12%)	\$30 million (39.3%)	

Notes

- 1) The percentages above represent coverage limits compared to the total insurable value.
- 2) Property TIV for Fort Lauderdale and Pompano Beach does not include utility properties.

Recommendation

It is therefore recommended that based on the State's recommendation to increase coverage, and the increasing value of our properties, should the aforementioned criteria be met, and in keeping with the authorization granted by Resolution 2014 – 28612 (Attachment 4), adopted by the City Commission May 28, 2014, the City should budget each year for \$5 million in additional coverage until the \$35 million target is reached or the state determines that the amount of coverage is reasonable. For the 2014/15 policy year, the City has received a non-bindable annual premium indication of \$335,000 (including State of Florida surcharges) to purchase an additional \$5 million of Named Windstorm coverage.

Attachments

JLM/KGE/SC-T/SB

F:\HUMA\Sai\SYLVIA\FCWPC\Named Windstorm Increases FINAL 2.doc

RESOLUTION NO. 2009-27077

A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, APPROVING THE PURCHASE OF FLOOD INSURANCE, ALL RISK PROPERTY INSURANCE (INCLUDING WINDSTORM), AND BOILER/MACHINERY INSURANCE FOR CITY BUILDINGS AND CONTENTS (INCLUDING NEW CONSTRUCTION), AND FINE ARTS INSURANCE (BASS MUSEUM), AS PROPOSED BY ARTHUR J. GALLAGHER RISK MANGEMENT SERVICES, INC., THE CITY'S BROKER OF RECORD.

WHEREAS, as proposed by Arthur J. Gallagher Risk Management Services, inc., the City's broker of record, the Administration has recommended the purchase of Flood Insurance with the National Flood Insurance Program; All Risk property Insurance (including Windstorm) with Lexington Insurance Company as the primary layer and Boiler/Machinery Insurance with Zurich-America and Fine Arts Insurance with Lloyds of London; and

WHEREAS, funding is available from the FY 2008-09 Risk Management Claims Account Numbers 540.1792.000378 and 540.1792.000390 (\$1,816,000 for All Risk/Wind and Flood, \$53,000 for the Fine Arts) and FY 2009-10 Proposed Budget Risk Management Claims Account No. 540.1792.000378 for Flood (\$81,000); and

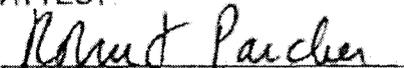
WHEREAS, the City Commission authorizes the Administration to purchase the aforesated insurances, as proposed by Arthur J Gallagher and Co., if within budgeted funds; and

WHEREAS, the City Commission authorizes the Administration, to renew the proposed policies for up to four (4) additional one year terms, provided the premium amounts do not exceed budgeted funds.

NOW, THEREFORE, BE IT DULY RESOLVED BY THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, that the Mayor and City Commission hereby approve the purchase of Flood Insurance, All Risk Property Insurance (including Windstorm), and Boiler/Machinery Insurance for all City-owned buildings and contents (including new construction), and Fine Arts Insurance (Bass Museum), as proposed by Arthur J. Gallagher & Co., the City's broker of record.

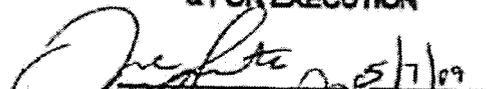
PASSED AND ADOPTED this 13th day of May, 2009.

ATTEST:


City Clerk Robert Parcher


Mayor Matti Herrera Bower

APPROVED AS TO
FORM & LANGUAGE
& FOR EXECUTION


City Attorney 5/13/09
Date



STATE OF FLORIDA
DIVISION OF EMERGENCY MANAGEMENT

RICK SCOTT
Governor

BRYAN W. KOON
Director

March 14, 2014

Ms. Sonia Bridges, Risk Manager
City of Miami Beach
1700 Convention Center Drive
Miami Beach, Florida 33139

Re: City of Miami Beach (2013-2014)
Insurance Reasonableness Determination Requested

RECEIVED
HUMAN RESOURCES - CHIEF
2014 MAR 21 PM 2:50

Dear Ms. Bridges:

Please find attached the determination of the State Insurance Commissioner regarding the "reasonableness" of the insurance coverage procured by the City of Miami Beach. Based upon the information reviewed by the Office of Insurance Regulation, the State Insurance Commissioner has determined that the City of Miami Beach has been successful in procuring insurance that appears to be "reasonable."

Please understand that this determination applies only for the levels of coverage, terms and coverage periods that were presented for review; should material terms of the insurance package change, the applicant will need to resubmit for a new reasonableness determination.

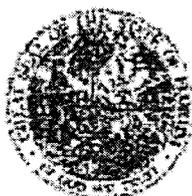
If you have any questions or require additional information, please contact Steven Hyatt, State Public Assistance Officer, via email at Steven.Hyatt@em.myflorida.com or by phone at (850) 487-1660.

Sincerely,

Steven Hyatt
State Public Assistance Officer

SH/bh

Attachments: Determination of the State Insurance Commissioner



OFFICE OF INSURANCE REGULATION

KEVIN M. MCCARTY
COMMISSIONER

FINANCIAL SERVICES
COMMISSION

RICK SCOTT
GOVERNOR

JEFF ATWATER
CHIEF FINANCIAL OFFICER

PAM BONDI
ATTORNEY GENERAL

ADAM PUTNAM
COMMISSIONER OF
AGRICULTURE

March 7, 2014

Larissa Pallo
State Public Assistance Officer
Division of Emergency Management
2555 Shumard Oak Boulevard
Tallahassee, Florida 32399-2100

Dear Ms. Pallo:

This letter is in response to David Merrill's letter dated July 19, 2013, in which it was requested that the Office of Insurance Regulation (Office) certify the "reasonableness" of the insurance coverage for the City of Miami Beach. Based on the information provided, it appears that the City of Miami Beach has been successful in procuring insurance that appears to be "reasonable." The City of Miami Beach may have already received an email correspondence with recommendations for the coming policy year. Due to changes in the marketplace, additional comments regarding their program may be provided.

The Office understands that the reason the program has been submitted is to meet the requirements of the Federal Stafford Act, which appears to require the approval of a regulatory authority. Although some of the products at issue may not be subject to Chapter 627 of the Florida Insurance Code, the program that has been selected appears to be "reasonable" and competitive given the state of the Florida insurance market in 2013.

If the Office can be of further assistance, please do not hesitate to contact us.

Sincerely,


Kevin M. McCarty

RECEIVED
HUMAN RESOURCES - CH
2014 MAR 21 PM 2:50

RESOLUTION NO. 2014-28612

A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, APPROVING THE PURCHASE OF FLOOD INSURANCE, ALL-RISK PROPERTY INSURANCE (INCLUDING WINDSTORM), BOILER & MACHINERY INSURANCE FOR CITY BUILDINGS AND CONTENTS (INCLUDING NEW CONSTRUCTION), AND FINE ARTS INSURANCE (BASS MUSEUM AND ART IN PUBLIC PLACES), AS PROPOSED BY ARTHUR J. GALLAGHER RISK MANAGEMENT SERVICES, INC., THE CITY'S BROKER OF RECORD.

WHEREAS, as proposed by Arthur J. Gallagher Risk Management Services, Inc., the City's broker of record, the Administration has recommended the purchase of Flood Insurance with the National Flood Insurance Program; All-Risk Property Insurance (including Windstorm) with Lexington Insurance Company, Boiler & Machinery Insurance with Zurich-American, and Fine Arts Insurance with Lloyds of London; and

WHEREAS, funding is available from the Risk Management budgets 540-1792-000378 (\$1,975,000) and 540-1792-000390 (\$53,000); and

WHEREAS, the City Commission authorizes the Administration to purchase the aforesated insurances, as proposed by Arthur J. Gallagher Risk Management Services, Inc., if within budgeted funds; and

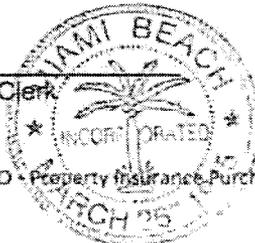
WHEREAS, the City Commission authorizes the Administration to renew the proposed policies for up to four (4) additional one-year terms, provided the premium amounts do not exceed budgeted funds.

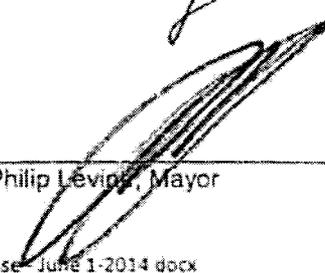
NOW, THEREFORE, BE IT DULY RESOLVED BY THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, that the Mayor and City Commission hereby approve the purchase of Flood Insurance, All-Risk Property Insurance (including Windstorm), Boiler & Machinery Insurance for all City-owned buildings and contents (including new construction), and Fine Arts Insurance (Bass Museum and Art in Public Places), as proposed by Arthur J. Gallagher Risk Management Services, Inc., the City's broker of record.

PASSED AND ADOPTED this 28 day of May 2014.

ATTEST:

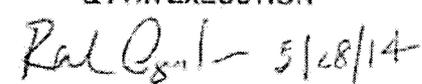

Rafael Granado, City Clerk




Philip Levine, Mayor

T:\AGENDA\2014\May\RESO - Property Insurance Purchase - June 1-2014.docx

APPROVED AS TO
FORM & LANGUAGE
& FOR EXECUTION


Paul Quinn - 5/28/14
City Attorney  Date

MIAMI BEACH

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

COMMITTEE MEMORANDUM

TO: Finance and City Wide Projects Committee

FROM: Jimmy L. Morales, City Manager

DATE: August 13, 2014

SUBJECT: **Named Windstorm Coverage**

Background

The City of Miami Beach's property schedule is valued at \$853 million and represents a 100% coastal exposure with no inland spread of risk. The fact that the City of Miami Beach sits on a barrier island and is concentrated within a seven square mile area means that if a tropical storm or hurricane hits our area, the impact on the City will be substantial.

The City's insurance broker analyzes the City's property portfolio in terms of wind exposure using two different probable maximum loss (PML) models (RMS, a trademark of Risk Management Solutions and Applied Insurance Research, Inc. [AIR]). These are the same computer models insurance companies use to measure their aggregated risk in certain geographical areas.

The City of Miami Beach's property portfolio is perceived to generate risk as summarized in the table below. The model, developed prior to the 2014 renewals, is based on the prior year's total insured values (TIV) of \$685 million before the addition of the parking garages to the City's insured property schedule.

Critical Probability	Return Period	AIR MODEL		RMS MODEL	
		Ground Up	Gross Loss	Ground Up	Gross Loss
0.10%	1,000	\$ 357,045,026	\$ 306,124,273	\$ 453,468,502	\$ 415,801,353
0.20%	500	\$ 282,959,658	\$ 232,278,554	\$ 361,389,806	\$ 327,485,822
0.40%	250	\$ 211,853,531	\$ 161,681,211	\$ 274,994,150	\$ 243,485,487
1.00%	100	\$ 135,507,613	\$ 90,551,276	\$ 170,899,634	\$ 145,263,428
2.00%	50	\$ 68,544,437	\$ 33,731,840	\$ 101,806,053	\$ 77,552,144
5.00%	20	\$ 22,517,500	\$ 6,780,970	\$ 30,689,077	\$ 8,512,953
Average Annual Loss		\$ 5,290,935	\$ 3,228,200	\$ 6,842,000	\$ 4,829,252

Insurance companies and rating agencies use the 250-year storm (0.4% probability of occurring in any given year) as a benchmark for perceived risk to a property insurance portfolio. Based on that benchmark, the industry estimates the City's PML (the amount of catastrophic risk the City adds to the carrier's portfolio) between \$212 million and \$275 million. However, it is not reasonable to expect a City to insure for a 250 year storm event; typically, jurisdictions rely on FEMA (Federal Emergency Management Agency) for that type of event.

The City purchased \$15 million of coverage and insurance companies anticipate that as the result of a medium to large windstorm event, the City will sustain damage well in excess of this

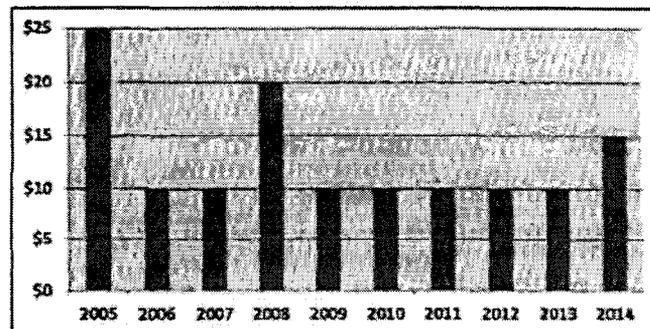
amount and price coverage accordingly. The City needs to determine how much cash it will need to have access to immediately after a storm and the insurance companies need to decide how much coverage they can afford to sell and at what price to entities located in wind-prone areas which will, sooner or later, result in payments to the insured party. These are among the challenges faced by the City in purchasing Named Windstorm coverage, and the insurers, who need to manage their aggregate exposure in wind-prone areas. Of the 26 insurers that our broker approached in 2014, only five submitted responsive quotes.

The City has a risk management strategy to help recover from tropical storm or hurricane related damages, which consists of preserving its ability to obtain relief from the FEMA, under the Stafford Act, and possibly from the State of Florida, in the event of a Federally-declared disaster, and purchasing Named Windstorm insurance coverage.

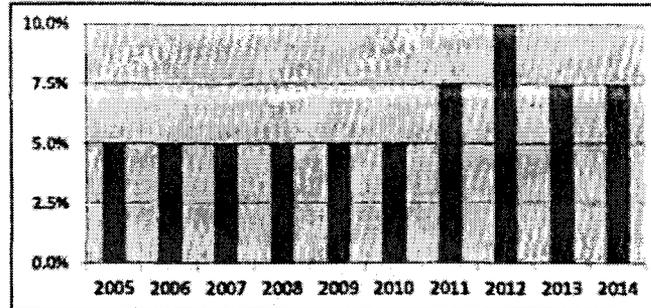
Obtaining relief from the Federal or State government could be a multi-year process, which may require significant efforts on the part of the City to obtain funds. Additionally, under the Stafford Act, the City is required to purchase insurance on its buildings and contents for the amount and peril(s) for which it has already received funds from FEMA. Therefore, the City must purchase, at a minimum, Named Windstorm coverage to fulfill its FEMA obligation, as well as to have a ready and secure source of funds, in the event of a tropical storm or hurricane. Over the past ten-plus years, the City received approximately \$7.5 million in disaster relief from FEMA. An estimated \$3.75 million of this represents recovery for damage to physical locations, and therefore is the amount that the City is committed to insure under the Stafford Act.

The cost of coverage (which fluctuates in hard and soft markets) has been a factor in the amount of coverage the City has been purchasing. In the past 10 years, the amount of Named Windstorm coverage purchased has ranged from \$10 million to \$25 million, in excess of applicable deductibles. Until 2014, the limit had remained at \$10 million (approximately 1.45% based on \$685 TIV at the time). This compares to 41% of the TIV for all other perils (AOP). In 2014, the City decided to increase this limit, from \$10 million to \$15 million but at the same time added the parking garages to the insured property schedule (\$15 million in coverage is approximately 1.76% of the TIV), as part of an effort to obtain incrementally higher limits over time.

Named Windstorm limits purchased from 2005 to 2014 (amounts in \$ millions):



Named Windstorm Percentage Deductible



In the 2008/09 policy year, the City took advantage of a soft insurance market and increased the Named Windstorm limit from \$10 to \$20 million. However, prior to the June 2009 renewal, the property insurance market hardened as a result of industry-wide underwriting losses in 2008, and the weak investment climate. As a result, the estimated premium to maintain the same level of coverage, with a slight increase in the deductible, was \$1,843,304. The Named Windstorm limit was lowered to \$10 million and the deductible increased to renew coverage within the allocated budgetary resources. The renewal premium for this lower level of coverage was \$1,460,346.

At the May 13, 2009 meeting, the City Commission passed Resolution 2009-27077 authorizing the Administration to renew the insurance program for up to four additional one-year terms, provided premiums did not exceed budgeted funds. Subsequently, the City maintained the \$10 million policy limit until 2014.

At the June 11, 2014 Commission meeting, subject to review and authorization by the Finance and Citywide Projects Committee, the Commission authorized the purchase of an additional \$5 million of Named Windstorm coverage through Resolution No. 2014-28626.

Analysis

In the event a named tropical storm or hurricane causes severe damage to the City's property, the City will need an immediate infusion of funds to recover and begin the rebuilding process as quickly as possible. FEMA, and possibly the State of Florida, typically provides disaster assistance to the City. However, to comply with FEMA's eligibility requirements under the Stafford Act, the City is required to purchase Named Windstorm coverage that is *reasonably* available.

In addition to the \$3.75 million in coverage minimum, to receive FEMA funding the City is required to present its property insurance program every year to the State of Florida, Office of Insurance Regulation (via the FL Division of Emergency Management), to obtain a "*reasonableness*" letter. The City received this letter for the 2013/14 policy year (Attachment 1). At the same time and under separate cover, the State advised the City to purchase additional windstorm limits for the 2014/15 policy year (Attachment 2), although the State did not recommend a specific amount.

Other Coastal Entities' Insurance Information

At the City's request, its broker of record provided information on the TIV and windstorm limits in other coastal entities in Florida.

Comparison to governmental entities, provided by the City's property insurance consultant:

	<u>South Florida</u>	<u>South Florida</u>	<u>South Florida</u>
	<u>Coastal School (A)</u>	<u>Coastal County (B)</u>	<u>Coastal School (C)</u>
TIV	\$315,379,995	\$12,224,099,312	\$6,072,133,359
Windstorm Limit	\$2,500,000 (0.8%)	\$135,000,000 (1.10%)	\$110,000,000 (1.81%)
	<u>South Florida</u>	<u>South Florida</u>	<u>South Florida</u>
	<u>Coastal School (D)</u>	<u>Coastal County (E)</u>	<u>Coastal County (F)</u>
TIV	\$7,933,590,322	\$2,049,228,338	\$4,585,040,698
Windstorm Limit	\$250,000,000 (3.15%)	\$80,000,000 (3.9%)	\$275,000,000 (6%)
	<u>South Florida</u>		
	<u>Coastal City (G)</u>		
TIV	\$500,000,000		
Windstorm Limit	\$35,000,000 (7%)		

The coverage decisions made by those entities do not automatically turn into a recommendation that the City of Miami Beach act similarly since differences between entities need to be taken into account. If the City was to insure at levels similar to coastal City "G", this would result in an insurance level of \$48 million.

In addition to the information provided by our insurance broker, the City's Risk Management Division also researched insurance levels in neighboring cities.

Additional comparison to governmental entities, provided by the Risk Management Division of the Human Resources Department

	<u>Fort Lauderdale</u>	<u>Pompano Beach</u>	<u>Hialeah</u>
Property TIV	\$248,296,333	\$67,509,324	\$250,000,000
AOP Limit	\$50 million (20.1%)	\$20 million (29.6%)	\$25 million (10%)
Windstorm Limit	\$50 million (20.1%)	\$10 million (14.8%)	\$25 million (10%)
	<u>Coral Gables</u>	<u>Riviera Beach</u>	
Property TIV	\$209,201,816	\$76,298,021	
AOP Limit	\$209,201,816 (100%)	\$30 million (39.3%)	
Windstorm Limit	\$25 million (12%)	\$30 million (39.3%)	

Notes

- 1) The percentages above represent coverage limits compared to the total insurable value.
- 2) Property TIV for Fort Lauderdale and Pompano Beach does not include utility properties.

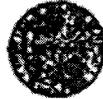
Recommendation

Based on the State's recommendation to increase the City's Named Windstorm coverage, the Administration recommended increasing funding coverage to \$25 million, increasing the amount by \$5 million per year over three years, assuming the limits continue to be available and reasonable. The \$25 million in coverage is within the range of the probable maximum loss for a 20-year storm (\$23 million - \$31 million).

As to the actual amount of insurance coverage the City should carry, the prudent recommendation is that the City continue with its risk management strategy which consists of preserving its ability to obtain relief from the FEMA, under the Stafford Act, and possibly from the State of Florida, in the event of a Federally-declared disaster, and purchasing Named Windstorm insurance coverage. This recommendation translates into determining how much money the City needs to be able to access immediately, in addition to the working capital in place, to respond and recover from a tropical storm or hurricane. The Risk Management Division will work with the Emergency Management Department to determine appropriate levels of funds needed for immediate reconstruction of facilities critical to continuity of operations, in addition to working capital needed to respond and recover from a tropical storm or hurricane.

Attachments

JLM/KGB/SC-T



STATE OF FLORIDA
DIVISION OF EMERGENCY MANAGEMENT

RICK SCOTT
Governor

BRYAN W. KOON
Director

March 14, 2014

Ms. Sonia Bridges, Risk Manager
City of Miami Beach
1700 Convention Center Drive
Miami Beach, Florida 33139

Re: City of Miami Beach (2013-2014)
Insurance Reasonableness Determination Requested

Dear Ms. Bridges:

Please find attached the determination of the State Insurance Commissioner regarding the "reasonableness" of the insurance coverage procured by the City of Miami Beach. Based upon the information reviewed by the Office of Insurance Regulation, the State Insurance Commissioner has determined that the City of Miami Beach has been successful in procuring insurance that appears to be "reasonable."

Please understand that this determination applies only for the levels of coverage, terms and coverage periods that were presented for review; should material terms of the insurance package change, the applicant will need to resubmit for a new reasonableness determination.

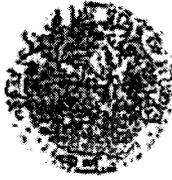
If you have any questions or require additional information, please contact Steven Hyatt, State Public Assistance Officer, via email at Steven.Hyatt@em.myflorida.com or by phone at (850) 487-1680.

Sincerely,

Steven Hyatt
State Public Assistance Officer

SH/bh

Attachments: Determination of the State Insurance Commissioner



OFFICE OF INSURANCE REGULATION

KEVIN M. MCCARTY
COMMISSIONER

FINANCIAL SERVICES
COMMISSION

BECK SCOTT
GOVERNOR

JEFF ATWATER
CHIEF FINANCIAL OFFICER

DAVID BROWN
ATTORNEY GENERAL

ARLEN POTKIN
COMMISSIONER OF
AGRICULTURE

March 7, 2014

Larissa Fallo
State Public Assistance Officer
Division of Emergency Management
2555 Starnard Oak Boulevard
Tallahassee, Florida 32399-2100

Dear Ms. Fallo:

This letter is in response to David Merrill's letter dated July 19, 2013, in which it was requested that the Office of Insurance Regulation (Office) certify the "reasonableness" of the insurance coverage for the City of Miami Beach. Based on the information provided, it appears that the City of Miami Beach has been successful in procuring insurance that appears to be "reasonable." The City of Miami Beach may have already received an email correspondence with recommendations for the coming policy year. Due to changes in the marketplace, additional comments regarding their program may be provided.

The Office understands that the reason the program has been submitted is to meet the requirements of the Federal Stafford Act, which appears to require the approval of a regulatory authority. Although some of the products at issue may not be subject to Chapter 627 of the Florida Insurance Code, the program that has been selected appears to be "reasonable" and competitive given the state of the Florida insurance market in 2013.

If the Office can be of further assistance, please do not hesitate to contact us.

Sincerely,


Kevin M. McCarty

KEVIN M. MCCARTY • COMMISSIONER
200 EAST GARDEN STREET • TALLAHASSEE, FLORIDA 32399-0305 • (904) 413-3914 • FAX (904) 483-3514
WWW.FLORIDA.COM • EMAIL: KEVIN.MCCARTY@FLORIDA.COM

Affirmative Action / Equal Opportunity Employer

Bridges, Sonia

From: Holton, Leonard [Leonard.Holton@flor.com]
Sent: Monday, November 24, 2014 3:00 PM
To: Bridges, Sonia
Subject: reasoableness of coverage determination.

Ms. Bridges,

The Office of Insurance Regulation has finished the review of the reasonableness of the insurance coverage for the City of Miami Beach. The coverage appear to be reasonable based on the current market conditions. It is recommended that the city continue to look into higher Named Windstorm limits for the coming policy year.

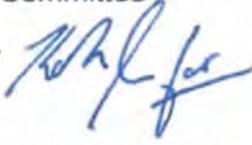
A letter will be sent to the Department of Emergency Management regarding the review. DEM should be in touch with you in the near future.

Leonard Holton

Assistant General Counsel, Legal Services Office
Florida Office of Insurance Regulation

COMMITTEE MEMORANDUM

TO: Finance and City Wide Projects Committee

FROM: Jimmy L. Morales, City Manager 

DATE: April 8, 2015

SUBJECT: **Discussion Regarding A Resolution Approving The Purchase Of Flood Insurance, All-Risk Property Insurance, Including Windstorm, Boiler & Machinery Insurance For City Buildings And Contents (Including New Construction); And Fine Arts Insurance (Bass Museum), As Proposed By Arthur J. Gallagher Risk Management Services, Inc., The City's Broker Of Record**

Background

Over the last two years, the City has been updating its property insurance program to better reflect our risk, as well as to comply with State of Florida suggestions for preserving our eligibility for FEMA relief under the Stafford Act, in the event of a hurricane. This includes adding properties that were previously self insured, as well as increasing insurance limits where it is reasonable, and within the City's budget.

In order to receive FEMA funding, the City is required to present its property insurance program every year to the State of Florida, Office of Insurance Regulation (via the FL Division of Emergency Management), to obtain a "reasonableness" letter. The City received this letter for the June 2013 policy year. At the same time and under separate cover, the State advised the City to consider purchasing additional windstorm limits for the June 2014 policy year, although the State did not recommend a specific amount.

As to the actual amount of insurance coverage the City should carry, the prudent recommendation is that the City continue with its risk management strategy which consists of preserving its ability to obtain relief from the FEMA, under the Stafford Act, and possibly from the State of Florida, in the event of a Federally-declared disaster, and purchasing Named Windstorm insurance coverage. This recommendation translates into determining how much money the City needs to be able to access immediately, in addition to the working capital in place, to respond and recover from a tropical storm or hurricane. The Risk Management Division will work with the Emergency Management Department to determine appropriate levels of funds needed for immediate reconstruction of facilities critical to continuity of operations, in addition to working capital needed to respond and recover from a tropical storm or hurricane.

Based on the State's recommendation to increase the City's Named Windstorm coverage, the Administration recommended at the June 20, 2014, Finance and Citywide Projects Committee (FCWPC) meeting to increase coverage by \$5 million to \$25 million over the next 2-3 years, assuming the limits continue to be available and reasonable. (See Attachment 1 – FCWPC Memo – June 20, 2014) The FCWPC Committee recommended the first increase of \$5 million up to \$15 million for the June 2014 – May 2015 policy year, looking to reach the target of \$25 million. At the August 13, 2014, budget briefing, the FCWPC recommended holding off on

additional increases pending the state department's response to the increase to \$15 million coverage in 2014 and to instead include the additional premium in the Risk Management Fund - Contingency. (See Attachment 2 – FCWPC Memo – August 13, 2014).

For the June 1, 2015 – May 31, 2016 policy year:

The State has once again recommended that the City consider purchase additional windstorm limits (Attachments 3 & 4). We are recommending the purchase of the additional \$5 million of named windstorm coverage (for a total of \$20,000,000 windstorm limit) for the June 2015 - 2016 policy year, which is additional premium estimated at \$368,000.

Additional Changes to the Property Program since August 13, 2014 FCWPC Meeting

In 2014, prior to the City's parking garages being appraised, the City added these locations to its statement of values, using estimated values. Coverage for these garages was accepted by the City's primary insurer, however, this was subject to our providing the square footage of each garages as soon as it was known. As we have now had the garages appraised, we know the square footage, as well as the insurable values, and we have reported this information to our insurers.

During the June 2014-15 policy period, the following property insurance changes have occurred:

- \$13,748,844 in values was added mid-term due to the acquisition of several residential properties. These values were accepted by the insurance companies at no additional cost to the City.
- The City is adding \$2,800,000 in values for Fire Station #2 Administration Building. This building was formerly vacant, but is now in use and must be insured. The value we are using is preliminary, as this building is scheduled to be appraised later this year. The addition of this building was expected to generate an additional premium of approximately \$1,500; however this amount is being waived (see below).
- As indicated above, the City will now be reporting the square footage and appraised values for the parking garages. This has added an additional \$50,022,123 in insured values, and this was expected to generate an additional premium of approximately \$98,500 on the primary property program, however this amount is being waived (see below)

Due to the City's long term relationship with our insurer, and through the work of our broker, we are happy to report that our primary insurer has agreed to waive this \$100,000 in premium. Instead, we are requesting approximately \$10,000 to cover the cost of the City's excess property and Boiler & Machinery insurance.

Additional funding of approximately \$10,000 may become due for the June 2014-15 policy period to cover premium to the Boiler & Machinery carriers, and the Excess Property carriers. Part of this premium is generated from the Parking Department.

These changes are expected to generate a total cost (premium and surcharges) not to exceed \$2,370,000 (approximately \$488,000 of this amount is allocable to the parking department garages). The total amount needed for 2015 is estimated not to exceed: \$2,798,000 (includes Boiler & Machinery, NFIP Flood, and Fine Arts insurance).

Property Insurance (including Flood, Boiler & Machinery, and Fine Arts)					
	Policy Year 6/1/2013 to 6/1/2014	Policy Year 6/1/2014 to 6/1/2015	Interim 6/1/2014 to 6/1/2015	Projected 6/1/2015 to 6/1/2016	Comments
Total Insured Value (TIV)	\$685,247,222	\$853,146,331	Additional \$66,570,967	\$936,855,291	Increase in values due to recent property appraisal valuation, and newly acquired properties
Windstorm Limit	\$ 10,000,000	\$ 15,000,000	\$15,000,000 unchanged	\$ 20,000,000	State recommended the City to purchase additional windstorm coverage
All Other Perils Limit (AOP)	\$200,000,000	\$350,000,000	\$350,000,000 unchanged	\$350,000,000 unchanged	No expected change to the AOP limit
Property Ins. Premium	\$ 1,472,609	\$ 1,919,389	\$10,000	\$2,002,000	Increase in premium due to recent property appraisal valuation, and newly acquired properties
Additional \$5MM Windstorm Premium	N/A	\$ 332,483	N/A	\$ 368,000	Premium for \$5 Million Windstorm Limit increase
Flood Policies - Premium	\$ 314,742	\$ 360,000	N/A	\$ 378,000	Anticipated 5% rate increase from the NFIP, and additional policies for newly acquired properties
Fine Arts Policy Premium	\$ 44,005	\$ 42,374	N/A	\$ 50,000	Anticipate no change in values, and flat rate renewal
Total Premium	\$1,837,351	\$2,321,763	\$10,000	\$2,798,000	Premium includes Property, Boiler & Machinery, NFIP Flood & Fine Arts.

	Policy Year 6/1/2013 to 6/1/2014	Policy Year 6/1/2014 to 6/1/2015	Interim 6/1/2014 to 6/1/2015	Projected 6/1/2015 to 6/1/2016	Comments
Risk Mgmt. and Parking Dept. Budget FY2014/15				\$2,620,000*	*The Parking Dept. has \$310,000 budgeted for FY2014/15; a budget transfer will be requested to cover the \$488,000 projected garage premium

Note: The above cost projections are not confirmed by any insurers, and are for discussion purposes only. Our broker is in the process of marketing our insurance, and will have more concrete figures as we approach our renewal date of June 1, 2015.

The other property coverage that will renew June 1st is the Fine Arts coverage. The City has historically insured art that is displayed in various locations throughout the City. Underwriters at Lloyd's continue to offer a very favorable program at a flat rate renewal, approximately \$50,000. Additionally, the City has earned no-claims bonuses over the past several years.

Recommendation

Based on the response that the City has received from the State of Florida, and in recognition of the recommendation made by the Finance Committee in August 2014, the Administration is recommending an increase in the named windstorm insurance limit of \$5 million to obtain a total of \$20 million in named windstorm coverage at an estimated additional premium of \$368,000, which is included in the FY2014/15 budget.

Attachments

JLM/KGB/SC-T

***I
T
E
M***

***S
E
V
E
N***

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: Jimmy L. Morales, City Manager

DATE: May 20, 2016

SUBJECT: **A DISCUSSION REGARDING:**

- 1) **A NEW LEASE AGREEMENT BETWEEN THE CITY OF MIAMI BEACH ("CITY" OR "LANDLORD") AND SOUTH FLORIDA SENIORS IN ACTION, INC ("TENANT"), FOR THE USE OF APPROXIMATELY 142 SQUARE FEET OF CITY-OWNED PROPERTY, LOCATED ON THE FIRST FLOOR AT 833 6TH STREET, MIAMI BEACH, FLORIDA ("PREMISES"), FOR A TERM OF THIRTY-NINE (39) MONTHS, COMMENCING JULY 1, 2016 AND ENDING SEPTEMBER 30, 2019; AND**
- 2) **A NEW LEASE AGREEMENT BETWEEN THE CITY OF MIAMI BEACH ("CITY" OR "LANDLORD") AND LIGHTHOUSE CHURCH OF MIAMI BEACH, INC. ("TENANT"), FOR THE USE OF APPROXIMATELY 82 SQUARE FEET OF CITY-OWNED PROPERTY, LOCATED ON THE FIRST FLOOR AT 833 6TH STREET, MIAMI BEACH, FLORIDA ("PREMISES"), FOR A TERM OF THIRTY-NINE (39) MONTHS, COMMENCING JULY 1, 2016 AND ENDING SEPTEMBER 30, 2019; AND**

BACKGROUND

The South Shore Community Center ("Center") is located at 833 6th Street and is owned by the City of Miami Beach ("City"). The Center provides space to various not-for-profit, community service organizations that provide assistance to the Miami Beach community.

The Center is currently occupied by the following four (4) tenants:

1. Miami Dade County Community Action Agency ("CAA") occupies 691 square feet of office space to operate the South Beach Community Enrichment Center which empowers economically disadvantaged individuals, families and communities to achieve self-sufficiency through resource mobilization, service delivery, education and advocacy. Over 2,000 residents access services annually.
2. Jewish Community Services of South Florida, Inc. ("JCS") occupies 485 square feet of kitchen/storage space, and also utilizes the auditorium consisting of 2,792 square feet, to operate its Senior Meals program. This program provides recreational activities and approximately 9,000 meals annually to Miami Beach residents that are sixty years and

older. A concession agreement was determined to be the appropriate mechanism by which to guarantee JCS part-time use of the auditorium space on weekdays from 8:00 AM to 2:00 PM and still allow the space to be available for use by the City and/or general public during the afternoon, evening and weekend hours. The Miami Beach Parks and Recreation Department coordinates the use and/or rental of the auditorium pursuant to its rules and regulations for rental of City-owned facilities.

JCS also occupies 445 square feet of office space to operate its Senior Ride program. This program provides 22,000 one-way trips annually to individuals that are sixty years and older, of which at least 66% are to Miami Beach residents.

3. Little Havana Activities and Nutrition Centers of Dade County, Inc. ("LHANC") occupies 2,919 square feet of interior space and 7,002 square feet of adjacent exterior playground space to operate its Rainbow Intergeneration Childcare Center. This program provides childcare service to approximately 75 children whose parents work or reside in Miami Beach.
4. South Florida Workforce Investment Board, Inc. d/b/a Careersource South Florida ("SFWIB") occupies 3,826 square feet of office space on the 2nd floor. SFWIB operates its Workforce Center providing services to employers (e.g., recruiting, hiring, training, etc.) and employees (e.g., job postings, coordinating interviews, job placements, etc.). Approximately 250 employer services are provided annually, including 65 to employers which conduct business in Miami Beach; and 1,200 employee services, including 900 which are Miami Beach residents.

All of the existing tenants at the Center are not-for-profit, community service organizations that provide assistance to the Miami Beach community. As such, the City only charges \$1.20 annually for base rent. Furthermore, the City only charges specific operating expenses incurred by the City to operate the Center. These operating expenses, currently in the amount of \$11.06 per square foot, are limited to utilities, maintenance and janitorial services. The agreements may be terminated by either party, without cause and for convenience at any time during the term, upon furnishing thirty (30) days written notice to the other party.

ANALYSIS

There is currently approximately 1,019 square feet of office space and 216 square feet of storage space available at the Center.

South Florida Seniors in Action, Inc ("SFSIA") provides a variety of services to the elderly community in Miami Beach. A description of their services is attached hereto as Exhibit A (SFSIA - Letter of Services). SFSIA has requested to lease 142 square feet of office space on the ground floor, as depicted on Exhibit B (Floor Plan) attached hereto, to provide a convenient location for Miami Beach residents to access services.

Lighthouse Church of Miami Beach, Inc. ("LCOMB") utilizes the auditorium, under a monthly Facility Rental Request, for public worship services on Sundays. LCOMB has requested to lease 82 square feet of interior storage space on the ground floor, as depicted on Exhibit B (Floor Plan) attached hereto, to store their music equipment and other items related to their use of the auditorium.

The proposed basic terms and conditions of the new leases are as follows:

Term: Thirty-nine (39) months commencing July 1, 2016 and ending September 30, 2019. (This is coterminous with all the other agreements at the Center).

Base Rental Rate: \$1.20 annually

Lease Basis: Triple Net - Tenant shall pay its proportionate share of the operating expenses which are currently estimated at \$11.06 per square foot. (SFSIA = \$130.88 monthly; LCOMB = \$75.58 monthly)

Construction Allowance: Tenant shall accept the Premises in “as-is” condition.

CONCLUSION

The Administration recommends in favor of executing new lease agreements with SFSIA and LCOMB, in accordance with the above stipulated terms and conditions.

The Administration is seeking a recommendation from the Finance and Citywide Projects Committee.

Exhibits:

- A SFSIA - Letter of Services
- B Floor Plan

JLM/KGB/MAS/MMM

Exhibit A



Our Address:
1750 James Ave. Unit 3J
Miami Beach, FL 33139

Contact:
Phone: 786 210.9559

Attn: Mark Milisits

Dear Mark,

Thank you very much for your assistance in assisting us with the Lease program. The list of services we will be providing at the tentative facility are:

- **Case Management, Service Coordination**
- **Referral Services for Health Care / Mental Health**
- **HUD Referral for Low-Income / Moderate – Income Housing**
- **Homeless Referral**
- **DCF – Community Partner Program / Annual Certification – Re-Certification for Seniors and Low-Income / Moderate Income Individuals for programs like, food stamp, QMB, Medicaid Long Term Care, etc.**
- **Medicare Education – Referral Services**
- **ID Theft Protection/ Referral for Seniors**

Our aims and services are directed towards the City of Miami Beach Strategic Plan to reflect the community priorities and our Services.

South Florida Seniors in Action have been, and will continue to link seniors living in Low Income Housing of Miami Beach, with all the programs and services available for them, through the City of Miami Beach, State, Federal and other Non Profit organizations.

Buildings that we have been serving for the pass year are and will continue to serve:

Council Towers North. 1040 Collins Avenue Miami Beach, FL - 33139	125 units
Council Towers South. 533 Collins Avenue Miami Beach, FL - 33139	125 units
Federation Towers. 757 West Ave Miami Beach, FL - 33139	113 units
Lulav Square. 628 Lenox Ave. Miami Beach, FL - 33139	139 units
Rebecca Towers. 200 Alton Rd Miami Beach, FL - 33139	200 units





Ann-El Apartments. 700 Euclid Avenue Miami Beach, FL - 33139

**SOUTHFLORIDA
SENIORS IN ACTION**

Stella Maris. 8638 Harding Ave. Miami Beach, FL

Four Freedoms House. 3800 Collins Ave Miami Beach, FL - 33140

Miami Beach Marian Towers. 17505 N Bay Rd Miami Beach, FL - 33160 221 units

The Blackstone. 800 Washington Ave Miami Beach, FL – 33139 130 units

Miami Beach Community Development Corp. 945 Pennsylvania Avenue, 2nd Floor

Miami Beach, FL – 33139 14 Buildings

In addition all Section 8 vouchers of Miami Beach and low income seniors looking for housing and in a waiting list

*Our Address:
1750 James Ave. Unit 3J
Miami Beach, FL 33139*

*136 units Contact:
Phone: 786 210.9559*

I look forward to hearing from you soon.

Cordially Yours,

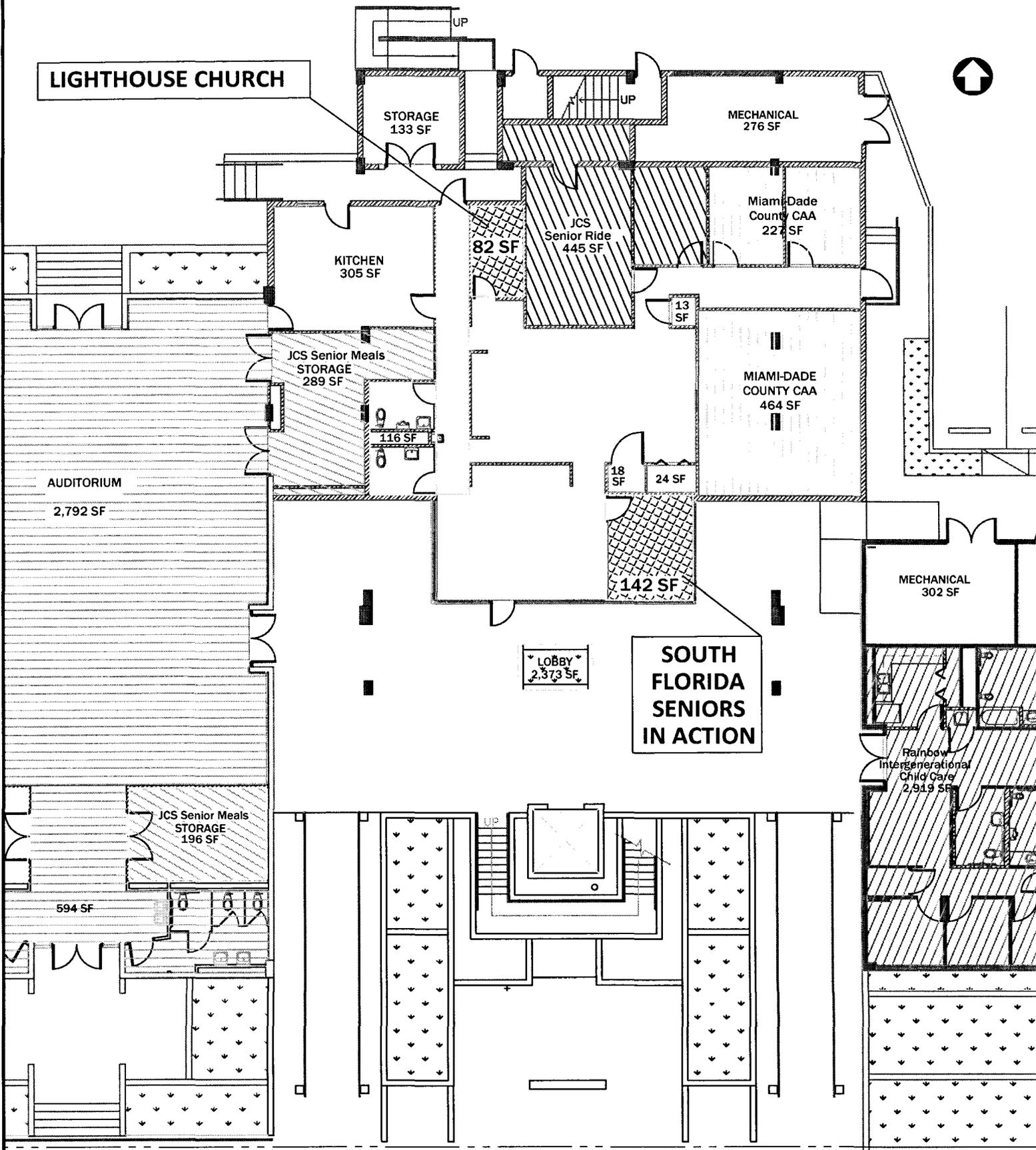
Eddie Sierra, MBA, SBA

SFSiA-Secretary

**SOUTHFLORIDA
SENIORS IN ACTION**

Exhibit B

LIGHTHOUSE CHURCH



SOUTH FLORIDA SENIORS IN ACTION

HS

DATE	BY	REVISION

PROJECT TITLE

SOUTH SHORE COMMUNITY CENTER FACILITY



MIAMIBEACH

***I
T
E
M***

Discussion Item

***E
I
G
H
T***

F&CWP Pending Items - Commission Referrals

Attachment 1

Item #	Title	Referred By	Date Referred	Handled By	Date Expiring per Reso # 2013-28147	Note
194	Discussion Regarding whether or not to pursue food and beverage concessions for Soundscape Park, Collins Park, and the Miami Beach Botanical Garden	Tourism, Culture and Economic Development	May 21, 2014 Commission Item C4C	Max Sklar	6/22/2016	6/20/14 The Committee recommended pursuing food and beverage concessions through the pop up concept or food trucks for Soundscape Park, Collins Park and the Miami Beach Botanical Garden to begin in October. 1/7/15 The Committee recommended moving forward with the Soundscape Park term sheet presented. The Committee also determined that Collins Park will go out as a Request for Letter of Interest for a pop up or a temporary food concession concept and the results are to be brought back to the Finance Committee. In reference to the Botanical Gardens the Committee is waiting for staff to bring back additional concepts. 7/1/15 The Committee recommended staff continue to work on the negotiations and bring this item back to the Finance and Citywide Projects Committee when ready. 1/22/15 Max Sklar stated via email to Allison Williams that he is still negotiating with a company to activate a concession in soundscape but those negotiations fell apart because of the high start up costs and plans to bring the item back to Finance Committee in February to get direction. 3/18/16 The Committee recommended staff bring this item back to the Finance Committee with a recommendation after doing some further analysis.
288	Referral To The Neighborhood/Community Affairs Committee To Discuss Proposed Site Options For New Fire Station No. 1	Capital Improvement Projects	January 13, 2016 Commission Item C4A	David Martinez Virgilio Fernandez	7/13/2016	3/18/16 Item deferred. 4/22/16 The Committee recommended staff bring this item back with a more detailed concept plan to include: • Appraisal for the fair market value of the site; • Plan for maintaining the Parks and Recreation Department and/or Police Athletic League operational during construction; • Plan addressing temporary parking initiatives during construction; and • More information on the aesthetics of Flamingo Park.
290	Discussion Seeking Citywide WiFi Solutions And CMB Becoming Its Own Internet Service Provider	Michael Grieco	January 13, 2016 Commission Item C4C	Ariel Sosa	7/13/2016	3/18/16 The Committee took no action and recommended staff bring this item back in 3 months to the Finance Committee.
292	Discussion Regarding The Vacation Of A Portion Of The Alley Between Alton Road And West Avenue, Just South Of 17th Street – As Part Of A Proposed Mixed Use Project That Will Include Residential, Retail And Structured Parking, Including Public Parking	Joy Malakoff	September 2, 2015 Commission Item C4I	Thomas Mooney	3/2/2016	3/2/16 Thomas Mooney stated via email to Allison Williams that the proposer has not been in touch with the CAO regarding the appraisal so the item was deferred to April. 4/22/16 The Committee recommended staff and the Public Works Director meet with the applicant to close the gap between the two parties' discrepancies in their respective appraisals and negotiate the price so that this item can be placed on the May 11th City Commission agenda. 5/5/16 Item not ready for 5/11/16 Commission meeting.
293	Discussion Regarding Implementing An Open Data Policy	Ricky Arriola	March 9, 2016 Commission Item C4E	Ariel Sosa	9/9/2016	3/18/16 The Committee recommended staff do further research on open data strategies being executed in other areas. This research is to include cost, the proper governance model, talking to other cities and creating a timeline that can be brought back to the Finance Committee.
296	Discussion Regarding The Creation Of The Ocean Court Green Alley - Española Way (East) Green Alley	Joy Malakoff	February 24, 2016 Commission Item R9B	Eric Carpenter	8/24/2016	3/18/16 Item deferred to April 4/22/16 The Committee recommended staff continue negotiations and bring this item back to Finance unless a deal can be made that is approved by the Finance Committee Chairman Arriola for the item to go to the City Commission.
299	Discussion Regarding Miami New Drama Becoming The Resident Theater And Venue Manager For The Colony Theater As A Pilot Program	Micky Steinberg Michael Grieco Joy Malakoff	April 13, 2016 Commission Item C4M	Max Sklar	10/13/2016	4/22/16 Item deferred.
300	Discussion Regarding The Creation Of The City Of Miami Beach Transportation Fund	Philip Levine	April 13, 2016 Commission Item C4P	Jose Gonzalez Allison Williams	10/13/2016	4/22/16 The Committee moved to create a City of Miami Beach Transportation Fund specifically for the improved public transportation system.
302	Discussion To Consider The Closed Captioning For The Hearing Impaired Of The City's Video-Recorded Meetings And Events	John Elizabeth Aleman	April 13, 2016 Commission Item R9M	Tonya Daniels	10/13/2016	4/22/16 The Committee recommended staff bring this item back to Finance after meeting with the Disability Access Committee to evaluate if this would be the best use of limited City funds for the hearing impaired.
303	Discussion Regarding A Competition Swimming Pool	John Elizabeth Aleman	April 27, 2016 Commission Item R9E	John Rebar	10/27/2016	

Item #	Title	Referred By	Date Referred	Handled By	Date Expiring per Reso # 2013-28147	Note
304	Discussion Regarding a Resolution Approving the Purchase of Flood Insurance, All-Risk Property Insurance, Including Windstorm, Boiler & Machinery Insurance for City Buildings and Contents (Including New Construction); And Fine Arts Insurance (Bass Museum), As Proposed by Arthur J. Gallagher Risk Management Services, Inc., The City's Broker of Records.	Human Resources	May 28, 2014 Commission Item R7E	Sonia Bridges		
305	A Discussion Regarding A New Lease Agreement, Between The City Of Miami Beach And South Florida Seniors In Action, Inc., At Southshore Community Center, 833 6th Street, Miami Beach, Florida	Max Sklar		Mark Milisits		
306	Discussion Regarding Advertising Opportunities Within Municipal Parking Garages And Not Visible From The Right-Of-Way.	Parking	May 11, 2016 Commission Item C4B	Saul Frances	11/16/2016	
307	Discussion Regarding 300 Alton Road.	Ricky Arriola	May 11, 2016 Commission Item C4D	Jeff Oris	11/16/2016	
308	Discussion To Consider Televising All City Special Master Hearings.	John Elizabeth Aleman	May 11, 2016 Commission Item C4H	Tonya Daniels	11/16/2016	
309	Discussion To Work With Miami-Dade County Public Schools (MDCPS) To Assess The Viability And Interest In A City Of Miami Beach School Bus Service Within The 2-Mile Boundary Of School Bus Service Provided By MDCPS.	John Elizabeth Aleman	May 11, 2016 Commission Item C4K	Leslie Rosenfeld Jose Gonzalez	11/16/2016	
310	Referral To The Finance And Citywide Projects Committee Meeting Of May 20, 2016 Discussion Relating To City Clerk Rafael E. Granada's Annual Performance Evaluation.	Philip Levine	May 11, 2016 Commission Item C4O	Sylvia Creso-Tabak	11/16/2016	
311	Discussion Regarding Proposed Miami Beach Marina Redevelopment And Associated Legislative Changes	John Elizabeth Aleman	May 11, 2016 Commission Item R9J	Thomas Mooney	11/16/2016	
312	Discussion Regarding A Review Of The Fine Schedule For Littering On The Beach	Philip Levine	May 11, 2016 Commission Item R9R	Eric Carpenter	11/16/2016	
313	Discussion Regarding A City Employee Healthy Cafeteria	Philip Levine	May 11, 2016 Commission Item R9T	Max Sklar Alex Denis	11/16/2016	