

THE UNDERDECK

COLLECTIVE ACTION ENGAGING COMMUNITIES AND INSPIRING CHANGE

*The value of community voices in the development
of Miami's Legacy Greenspace: THE UNDERDECK*

Recommendations for future development,
management and operation of The Underdeck

SUBMITTED BY
UNDERDECK EXECUTIVE COMMITTEE

11/18/22

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POSITIONING THE PURPOSE

While many public construction projects require intergovernmental coordination of municipal, county and/or state entities, municipal projects that emerge as legacy projects are formed on a foundation of intention. Beyond the brick and mortar that will sustain the physical structure, intentional active civic engagement positions the Underdeck as a uniquely community-inspired urban ecosystem that is Active, Connected, Authentic, and Green.

On September 23, 2021, the City of Miami Commission unanimously approved the Memorandum of Understanding (MOU) with Townsquare Neighborhood Development Corporation/Underdeck Committee which requires specific deliverables from the Underdeck Committee. This action empowered a diverse group of community stakeholders to galvanize community voices and engagement to inform the future of this generational public space. It created a pathway to establish the Underdeck as a project that “brings Miami together”.

This model of endorsing and assembling a group of committed advocates to ensure the empowerment of community voices in the planning of the Underdeck has elevated residents from bystanders to active participants. The foresight to have a diverse collective of invested stakeholders act as a conduit for civic engagement in this project has influenced public confidence and offered a level of transparency and engagement that is relatively unprecedented.

The active solicitation of stakeholder engagement has been even more important for this project based on the history of highway construction in the Overtown community. Memories of the 1960’s still permeate this historic neighborhood and as a result, skepticism of this project was expected. Promises without actual engagement



THE UNDERDECK

POSITIONING THE PURPOSE CONTINUED

would ring hollow to a community that remembers the past displacement and disconnection facilitated by indifference and imminent domain.

The Underdeck is now positioned to emerge and serve as a community-inspired greenspace created to invite interaction, honor history, and provide a verdant urban refuge that Miamians can authentically call their own. Achieving the promise of this project will be the direct result of the stakeholder engagement and civic participation within the Underdeck working groups and interest groups and the diverse perspectives gathered through these efforts. Community meetings, surveys, and the involvement of community-based partners to scale engagement from local youth and other cohorts of Miamians have all contributed to securing crucial community input that will make the Underdeck a place where we all feel like we belong.

The following report includes a clear explanation on engagement efforts, participants, and contributors to the recommendations and the deliverables delineated in the MOU. It is our hope that these recommendations are reviewed and evaluated as a productive blueprint for the future development of the Underdeck. We are fully committed and prepared to continue this work and collaborate on solutions to fully realize the Underdeck as a uniquely Miami urban greenspace positioned to restitch communities and bring Miami together for generations to come.

"The greatest spaces in the world are where people come together."

Jessica Goldman Srebnick

Chair of the Townsquare Neighborhood Development Corporation

EXECUTIVE SUMMARY

THE UNDERDECK

LEADING WITH PURPOSE. DRIVEN BY COMMITMENT.

On September 23, 2021, the City of Miami Commission authorized the City Manager to enter a Memorandum of Understanding (MOU) with the Townsquare Neighborhood Development Corporation (TSNDC)/Underdeck Executive Committee. This MOU was executed on December 3, 2021. The following Recommendations Report includes deliverables referenced in the MOU. These deliverables have been developed with comprehensive, diverse community involvement. The City of Miami designees and staff have been included in all working group meetings and have often advised community representatives throughout the process. Additionally, to ensure that the proposed recommendations are in alignment with the City of Miami's work with the Florida Department of Transportation, TSNDC engaged the firm that the City has been working with, Hargreaves Jones, to inform the MOU recommendations included in this report. Hargreaves Jones has been at the forefront of landscape architecture and planning since 1983 and is globally renowned for the transformation of urban sites, waterfronts, and campuses into iconic landscapes.

The report includes the following deliverables:

- A summary of the comprehensive efforts to inform and engage community stakeholders in the development of the recommendations;
- The Consensus Plan that was approved by the Underdeck Executive Committee. This is the same Consensus Plan that the City of Miami and the Florida Department of Transportation agreed to include within their submission of the Reconnecting Communities Grant;
- Proposed bylaws for the proposed governance structure of this public space;
- Recommended Management Framework for the public space;
- Recommended fund development strategy for both the capital build-out and operations and maintenance of the public space;
- Recommended name for the public space developed with comprehensive community involvement; and
- Appendices that provide detailed background information that informed the finalization of the submitted recommendations.

“Our City has come a long way. When the arena was originally built in the late 90s, the downtown area was bereft of both buildings and people. Today - evidence of our City's culture, vibrancy and innovation cannot be missed. The Underdeck gives us a generational opportunity to create a greenway for recreation, entertainment, and relaxation for both residents and visitors; we have our chance right now to come together as a community and get this right.”

Eric Woolworth
Chair of the Traffic, Utilities, Mobility & Parking Working Group

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FORMALIZING THE COMMUNITY'S SEAT AT THE TABLE

"I'm responsible for making sure that all of us, not just some of us, have our voices heard."

Dr. Nelson Adams

Chair of the Stakeholder Awareness, Education & Engagement Working Group

ESTABLISHING THE UNDERDECK EXECUTIVE COMMITTEE

In 2018, a group of civic leaders, business leaders, philanthropic leaders, adjacent landowners, small business owners, nonprofits, and residents united to advocate for the future of the Underdeck. Over the past four years, they have worked closely with City administration to advocate for state-level funding for this City of Miami project, to contribute to the development of the concept design submitted by the City to FDOT through their community engagement process, and to commit to solutions on this important project. The Underdeck Committee has secured grant funding from the Knight Foundation, the Health Foundation of South Florida, the Jorge M. Pérez Family Foundation, and the Bloomberg Foundation and raised match funds to power this planning process. The Townsquare Neighborhood Development Corporation (TSNDC) agreed to incubate the Underdeck Committee's work within their nonprofit, at no cost to the group, to ensure that the group could accept and manage funding at this stage of the planning process.

On September 23, 2021, the City of Miami Commission approved a Memorandum of Understanding authorizing a collaborative planning process requiring heavy engagement and collaboration with all key stakeholders in the development of recommendations for the future design, governance, management, funding, and naming/branding of the Underdeck.

The Memorandum of Understanding provides an outline of the planning deliverables and established an Executive Committee structure. The Executive Committee is authorized to approve the submitted recommendations transmitted to the City Manager.

The Memorandum of Understanding frames the deliverables being submitted within this report. The Executive Committee was fully appointed by the community, City Manager, Mayor and three District Commissioners. The full membership has been provided on page 24.

- Memorandum of Understanding
- Underdeck Executive Committee

MEMORANDUM OF UNDERSTANDING

THE UNDERDECK



MEMORANDUM OF UNDERSTANDING (MOU)

*Establishing collaboration between the City of Miami
and the Underdeck Committee*

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (“MOU”) is entered into on the 3 day of December, 2021 (“Effective Date”), by and between the City of Miami, a municipal corporation of the State of Florida (“City”), and the Town Square Neighborhood Development Corporation, a Florida Not For Profit corporation (“TSNDC”) (collectively, the City and the TSNDC shall be referred to as the “Parties” and individually as “Party”).

RECITALS

WHEREAS, the Florida Department of Transportation (“FDOT”) has jurisdiction over I-395 and is undertaking a project which includes the development of a bridge over Biscayne Boulevard (sometimes referred to as the “Signature Bridge”), community enhancements located underneath I-395 (the “Underdeck”), and highway capacity improvements that are intended to improve safety and mobility; and

WHEREAS, the City and the FDOT entered into that certain Memorandum of Understanding, dated April 4, 2019, to outline their expectations as to their respective roles and responsibilities regarding the design, maintenance and operation of the Underdeck; and

WHEREAS, the City and the FDOT subsequently entered into that certain Second Memorandum of Understanding, dated August 14, 2020 (“MOU 2”); and

WHEREAS, the City and the FDOT intend to create an active environment for the Underdeck, consistent with a consensus plan which would represent the agreed-upon conceptual plan for the Underdeck as agreed and defined within said MOU 2 (“Consensus Plan”); and

WHEREAS, the City has engaged the community and stakeholders to work cooperatively toward these goals in furtherance of the Underdeck project; and

WHEREAS, one of the groups from which the City has received input is the adhoc Underdeck Advisory Board ("UAB") established by concerned community stakeholders; and

WHEREAS, the UAB secured a Knight Foundation matching Grant to engage community members in the planning process; and

WHEREAS, as evidenced by the award letter in Appendix 2, the grant is a \$200,000 match grant and the match is being raised by the USAG referred to below; and

WHEREAS, the UAB sought a participating non-profit organization to house the funding and incubate the UAB through the planning process; and

WHEREAS, TSNDC was represented on the UAB and was an entity willing to serve as the non-profit organization furthering the goals of the UAB through the planning process of the Underdeck; and

WHEREAS, the TSNDC Board Meeting approved on 14 day of August, 2020 the formation of the Underdeck Subcommittee Advisory Group (hereinafter referred as "USAG") to promote and engage the community in support of the Underdeck project; and

WHEREAS, the UAB secured a grant agreement in favor of TSNDC from the John S. and James L. Knight Foundation to engage community members in the planning process ("Grant"); and

WHEREAS, as evidenced by the award letter attached and incorporated as Appendix 2, the Grant is a two hundred thousand dollar (\$200,000) match grant and the match is being raised by the USAG; and

WHEREAS, the parties intend to work in good faith to develop a mutually agreeable framework for the design, implementation, operation, maintenance, programming and management of the Underdeck under a to-be-formed not-for-profit corporation (hereinafter

referred to as the “TSNDC Assignee”) in accordance with Section 15 of this MOU. All references herein to “TSNDC” shall be deemed to refer to TSNDC Assignee from and after such assignment; and

WHEREAS, the Parties understand that there are various obligations and financial commitments necessary to operate a world class Underdeck, and that maintenance funds are far more difficult to secure in light of the recent global pandemic. Accordingly, it is the intent of the Parties to explore the methods of sharing the responsibility to maintain and operate the Underdeck, and to negotiate and develop a mutually agreeable formal agreement to carry out the provisions of this MOU subject to the terms and conditions contained herein (“Management Agreement”);

NOW, THEREFORE, the Parties agree as follows:

1. Recitals. The foregoing recitals are true and correct and made a part hereof.

2. Stakeholder Engagement. Appendix 1, attached and incorporated hereto, details the manner in which the parties anticipate stakeholders will be engaged and will contribute through the USAG and how USAG will collaborate with the City. Such Appendix 1 may be modified by mutual agreement of the parties, subject to the terms contained herein. The recommendations and deliverables that emerge from this MOU will need to be finalized and transmitted to the City for approval by the City's governing body (the “City Commission”). The final recommendations will also be subject to approval by the USAG Executive Committee. As noted in Appendix 1, the Executive Committee will be made up of:
 - The Chair of TSNDC or a person designated by such Chair
 - The Chair of the USAG
 - One Designee each from City Commission Districts 1, 2 and 5
 - One Designee from the City of Miami Mayor
 - One Designee from the City Manager
 - USAG Working Group Chairs
 - One Additional representative from each working group selected by their membership.

3. City Participation. Beyond participating in the Executive Committee, the City Manager may designate an appropriate City administration representative(s) to participate in each of the five working groups, as shown in Appendix 1 and City Commission may identify up to five (5) individuals to participate in the working groups that will be established by USAG.

4. Governance, Project Management, and Strategic Oversight. The Parties intend to develop an operational management plan based upon a mutually agreeable governance model with the goal of negotiating and executing the Management Agreement, subject to City Commission approval, within ninety (90) days after the execution of a Memorandum of Lease Agreement between the City and the FDOT.

5. Construction, Operations, & Maintenance. The Parties shall collaborate in the review and implementation of a coordinated plan that will identify the proposed funding streams to cover the costs of capital, development, operation and maintenance of the Underdeck and its components with the goal of implementing the Consensus Plan.

6. Stakeholder Awareness, Education, & Engagement. USAG hereby agrees to disseminate information, promote, identify, and engage, including but not limited to, community stakeholders, City agencies, homeowners associations, and advisory groups to actively participate in project events and in the USAG board meetings, or the appropriate subcommittees, to ensure wide stakeholders and community representation in the development of the Consensus Plan and in any activities related to the Underdeck. USAG shall also be responsible for the dissemination of information to the City related to the progress of USAG's efforts and responsibilities stipulated under in this section and MOU. The engagement of such civic-minded individuals and/or organizations shall also include efforts to raise funds from sponsorships, philanthropic contributions, and donations to help support the maintenance and operation of the Underdeck.

7. Funding Strategies. Based upon the cost estimates of the Consensus Plan, the Parties will collaborate to define the capital, development, operational, and maintenance budgets to guide minimum funding requirements. The Parties agree to identify strategies to obtain potential funding opportunities, including, but not limited to: (1) government funding streams and similar revenue

sources, such as special taxing districts; (2) designation of revenue-generating parcels within the project for potential proposers to operate and develop permanent and temporary retail; (3) activating open space for revenue-driven programs such as paid recreation, special events, venue rentals, health and wellness programs, etc.; (4) funds from sponsorships, philanthropic contributions, and donations, as described in Section 5 above; and (5) grants from local, state and federal government agencies.

8. Branding. The Parties agree to implement and develop a brand name strategy with participation from the community and stakeholders to prepare for recommendation to the City Commission a new name for the Underdeck no later than February 28, 2022. The USAG, at TSND's sole expense, shall engage a branding/marketing firm that will lead the naming and branding process. The final selected name is subject to the approval of the City Commission.

9. Term. The term of this MOU shall commence on the Effective Date and shall continue until July 1, 2022, unless otherwise extended or earlier terminated as provided in this MOU. The Parties understand that time is of the essence and, thus, intend to accomplish the goals of this MOU expeditiously.

10. Termination. This MOU may be terminated unilaterally and at any time by either of the Parties with thirty (30) days' prior written notice to the other Party. Upon termination by either Party, the Parties shall no longer have any obligations to each other under this MOU, except as otherwise provided herein.

11. Designated Representatives. In connection with the matters addressed in this MOU, the City Manager or designee, will serve as the designated representative for the City; and Lisa Martinez, will serve as designated representative for USAG. All official communications concerning this MOU must include the representatives indicated in Section 13 below, with each of these representatives responsible for the further dissemination of information to other members of their respective teams as they deem appropriate.

12. Force Majeure. In the event that either Party hereto is prevented from fully and timely performing any of its obligations hereunder due to acts of God, strikes or lock-outs, other industrial disturbances, acts of the public enemy, laws, rules and regulations of governmental authorities,

wars or warlike action (whether actual, impending or expected, and whether de jure or de facto), arrest or other restraint of government (civil or military), blockades, insurrections, acts of terrorists or vandals, riots, epidemics, pandemics, landslides, sinkholes, lightning, hurricanes, storms, floods, washouts, fire or other casualty, condemnation, civil commotion, explosion, breakage or accident to equipment or machinery, any interruption of utilities, confiscation or seizure by any government or public authority, accident, repairs or other matter or condition beyond the reasonable control of either party (collectively called "Force Majeure". financial inability to perform hereby expressly excluded), such party, upon receipt of written notice provided to the other party within ten (10) business days of the occurrence of a Force Majeure event, shall be relieved of the duty to perform such obligation until such time as the Force Majeure has been alleviated; provided, that upon the removal of the Force Majeure, the obligation prevented from being fulfilled will be automatically reinstated without the necessity of any notice whatsoever.

13. Notices. All notices or other communications which may be given pursuant to this MOU shall be in writing and shall be delivered by personal service or by certified mail addressed to the applicable Party at the addresses indicated herein. Such notices shall also be sent via electronic mail return receipt requested to the email addresses indicated herein. All such notices shall be deemed duly given (a) the day on which personally served when delivered personally or by prepaid overnight courier, with a record of receipt or (b) the third day after mailing if mailed by certified mail, return receipt requested.

To the CITY:

City Manager
City of Miami
444 SW 2 AVE
10th Floor
Miami, Florida 33130
Email: anoríega@miamigov.com

With copies to:

Director
Office of Capital Improvement Program
City of Miami
444 SW 2 AVE
8th Floor
Miami, Florida 33130
Email: AnCarrasquillo@miamigov.com

Director
Department of Real Estate and Asset Management
City of Miami
444 SW 2 AVE
3rd Floor
Miami, Florida 33130
Email: shollander@miamigov.com

City Attorney
Office of the City Attorney
City of Miami
444 SW 2 AVE
9th Floor
Miami, Florida 33130
Email: VMendez@miamigov.com

To the TSNDC/USAG:

Aric Kurzman
1300 Biscayne Blvd
Miami, Florida 33132
Attn: General Counsel
Email: akurzman@arshtcenter.org

With copies to:

Lisa Martinez
457 SW 27 Road
Miami, Florida 33129
Email: lisa@lmgenuinesolutions.com

Stearns Weaver Miller Weissler Alhadeff & Sitterson,
P.A. 150 W. Flagler Street, Suite 2200
Miami, Florida 33130
Attn: Alan H. Fein, Esq.
Email: afein@stearnsweaver.com

14. Entire Memorandum. This MOU and its Appendices constitute the entire agreement between the Parties with respect to the subject matter hereof, and may be amended or modified only in writing executed by each Party.

15. Binding Agreement; Assignment. This MOU shall be a binding agreement of the Parties, subject to all applicable laws as well as any associated agreement(s), whether existing or as may be entered into, between the City and FDOT and/or other governmental agencies that are required to effectuate the City obligations hereunder, and may not be assigned by either Party without the prior written consent of the other Party; provided, however, that TSNDC may assign, without

recourse, all its rights and obligations under this MOU to the TSNDC Assignee upon written notice and acceptance by the City Manager, which acceptance shall not be unreasonably withheld or delayed, and subject to City Commission approval. Upon such assignment, TSNDC shall be relieved of all of its obligations under this MOU, the TSNDC Assignee shall replace TSNDC for all purposes hereof, and the City shall look only to the TSNDC Assignee for performance hereunder.

16. Indemnification. TSNDC shall indemnify, hold harmless, save and defend the City, its officers, agents, directors, representatives, and employees (the "Indemnitees") from and against all claims, actions, liabilities, losses, costs (including reasonable attorney's fees), or judgments to the extent arising out of, resulting from, or in connection with: (i) the execution, performance or non-performance of this MOU, whether it is, or is alleged to be, directly or indirectly caused, in whole or in part, by any act, omission, default or negligence (whether active or passive) of the Indemnitees, or any of them; or (ii) TSNDC's negligence, intentional misconduct or failure to comply with any of the provisions contained herein, or to conform to statutes, ordinances, or other rules, conditions of approval, permits or regulations or requirements of any governmental authority, local, federal or state, in connection with the performance of this MOU ("Liabilities"). As used herein, "Liabilities" shall not include any loss, liability, damage or expense incurred or sustained by an Indemnitee solely as a result of any recklessness, intentional misconduct or breach of this Agreement by the City or such Indemnitee.

The indemnification provided above shall obligate TSNDC to defend, at its own expense, to and through appellate, supplemental or bankruptcy proceedings, or to provide for such defense, at City's option, any and all Liabilities which may be brought against the City. In the event that any action or proceeding is brought against City by reason of any such claim or demand, TSNDC shall, upon written notice from City, resist and defend such action or proceeding by counsel satisfactory to City. The TSNDC expressly understands and agrees that any insurance protection required by this MOU or otherwise provided by TSNDC shall in no way limit the responsibility to indemnify, keep and save harmless and defend the Indemnitees as herein provided.

Granting of this MOU is freely acknowledged by the TSNDC as good and sufficient independent consideration for this Indemnification. This Indemnification provision shall survive

the expiration, termination, or cancellation of this MOU and shall continue in effect until the expiration of the corresponding statute of limitations or the tolling thereof.

Additionally, TSNDC shall require any contractors utilized by TSNDC in furtherance of the subject matter set forth in this MOU to indemnify, hold harmless, save and defend the Indemnitees from and against all claims, actions, liabilities, losses, costs (including reasonable attorney's fees), or judgments to the extent arising out of, resulting from, or in connection with such contractors' action, negligence, recklessness, omission, or wrongful misconduct in connection with this MOU or the agreement between TSNDC and such contractors.

17. Insurance. TSNDC shall furnish the City with a certificate of insurance pursuant to Appendix 3, attached and incorporated hereto. TSNDC shall further require its contractors performing activities undertaken in relation to this MOU to obtain and provide to the City a certificate of insurance in accordance with Appendix 3.

18. Due Authorization. Each Party represents and warrants that its signatories below are duly authorized by such Party to enter into this MOU on behalf of said Party. For the avoidance of doubt, USAG is not a separate entity, but rather, is a subcommittee of TSNDC. Accordingly, any obligation of USAG contained herein shall be an obligation of TSNDC.

19. Controlling Law and Attorney's fees. This MOU is governed by and shall be interpreted and enforced under the laws of the State of Florida. Venue for any actions or suits arising from or related to this MOU shall be in the Circuit Courts of Miami-Dade County, Florida. In the event that any cause of action, claim, or controversy should arise as a result of this MOU, each Party shall be responsible for its own attorney's fees and costs, through the appellate level.

20. Severability; Headings. If any term or provision of this MOU or the application thereof to any Party shall to any extent be invalid or unenforceable, the remainder of this MOU, or the application of such term or provision shall not be affected thereby. The headings in this MOU are for convenience only and are not a part of this MOU and do not in any way define, limit, describe, or amplify the terms and provisions of this MOU or the scope or intent thereof.

21. Counterparts; Electronic Signatures. This MOU may be executed in any number of counterparts, each of which shall be deemed an original, but all of which shall constitute one and

the same instrument. Facsimile, .pdf and other electronic signatures to this MOU shall have the same effect as original signatures.

22. No Third-Party Beneficiaries. No provision of this MOU shall, in any way, inure to the benefit of any third parties so as to constitute any such third party a beneficiary of this MOU, or of anyone or more of the terms hereof, or otherwise give rise to any cause of action in any party not a party hereto.

23. Compliance with Laws and Requirements. Each Party shall comply with all applicable federal, state, and local laws, rules, regulations, codes, ordinances, resolutions, administrative orders, permits, policies, procedures and orders ("Applicable Laws") that govern or relate to the respective Parties' obligations and performance under this MOU, all as they may be amended from time to time. Notwithstanding any language contained in this MOU to the contrary, TSNDP expressly agrees that any obligations of the City contained herein shall be subject to all requirements as may be imposed by FDOT, FHWA, or other applicable governmental entities in connection with the Underdeck project as well as subject to all Applicable Laws, including, without limitation, the City's Procurement Ordinance. TSNDP recognizes that any future agreements pertaining to the management and operation of the Underdeck as may be entered into by the City must comply with the City's Procurement Ordinance and other Applicable Laws. For the avoidance of doubt, the City is under no obligation to enter into the Management Agreement with, and/or grant any bid waiver to, TSNDP or any other entity, and the City expressly reserves all rights concerning the same. All references to City Commission approval identified in this MOU shall mean approval by the City Commission at the City Commission's sole and absolute discretion, which may be withheld for any or no reason whatsoever.

24. Public Records. TSNDP understands that the public shall have access, at all reasonable times, to all documents and information required to be provided pursuant and subject to the provisions of Chapter 119, Florida Statutes. Accordingly, TSNDP agrees to allow access by the City and the public to all documents subject to disclosure under applicable laws.

25. City Rights as Sovereign. Notwithstanding any provisions contained in this MOU to the contrary, the City retains all of its sovereign prerogatives and rights as a municipality under all

applicable laws, including, but not limited to, any governmental approvals arising from the planning, design, construction, development and operation of the Underdeck project. Nothing in this MOU shall be construed as a waiver or limitation of the conditions and limitations of Florida Statutes, Section 768.28.

[signatures on following page]

IN WITNESS WHEREOF, the Parties hereto have executed this MOU on the 3 day of December, 2021.

FOR CITY:

ATTEST:

CITY OF MIAMI, a municipal corporation
of the State of Florida

By: 

Todd B. Hannon
City Clerk

By: 

Arthur Noriega V
City Manager

APPROVED AS TO INSURANCE
REQUIREMENTS:


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Ann-Marie Sharpe, Director
Risk Management Department

APPROVED AS TO FORM AND
CORRECTNESS:

By: Barnaby L Min o/b/o

Victoria Méndez

City Attorney Matter 21-1995
TSNDC MOU 

FOR TSNDC:

TOWN SQUARE NEIGHBORHOOD
DEVELOPMENT CORPORATION,
a Florida Not For Profit corporation,

By: 

Name/Title Jessica Goldman Srebnick, Chair, TSNDC

SECOND AMENDMENT TO MEMORANDUM OF UNDERSTANDING

THIS SECOND AMENDMENT TO MEMORANDUM OF UNDERSTANDING (“Amendment”) is entered into as of June 24, 2022 (“Effective Date”), by and between the CITY OF MIAMI, a Florida municipal corporation (“CITY”) and the Town Square Neighborhood Development Corporation, a Florida Not For Profit corporation (“TSNDC”) (collectively, the City and the TSNDC shall be referred to as the “Parties” and individually as “Party”).

RECITALS

A. The Parties entered into that certain Memorandum of Understanding, dated December 3, 2021 (“MOU”) as amended by that certain First Amendment to the MOU with an effective date of March 29, 2022 (“First Amendment”).

B. As used in this Amendment, except as may otherwise be provided herein, all capitalized terms which are defined in MOU shall have the same meaning herein as therein, all of such terms and their definitions being incorporated herein by reference.

C. The Parties desire to amend the MOU to reflect revisions, as further set forth below. The MOU and this Amendment shall be interpreted consistently with each other, except to the extent there are any conflicts, in which case the terms of this Amendment shall supersede and govern.

NOW, THEREFORE, the Parties agree as follows:

1. **Recitals.** The foregoing recitals are true and correct and are hereby incorporated into this Amendment by this reference.

2. **Term.** Section 9 of the MOU shall be revised as follows:

The term of MOU shall be extended until July 1, 2023, unless otherwise extended or earlier terminated as provided in the MOU.

3. **Stakeholder Engagement and Branding.** The deadline of Section 2 and Section 3 of the Second Amendment of the MOU shall be revised as follows:

The deadline of Section 2.1 and Section 8 of the MOU as amended and included in the First Amendment of the MOU shall be extended to, on or before, May 2, 2023.

4. **Modifications.** Except as modified or amended by this Amendment, the Parties hereby ratify and confirm the MOU in all respects, and the same shall remain in full force and effect and be binding on the Parties in accordance with its terms. No additions or modifications of any term or provision of this Amendment shall be effective unless set forth in writing, signed by the Party against whom enforcement of such addition or modification is sought.

5. **Counterparts.** This Amendment may be executed in any number of counterparts, each of which shall be deemed an original, but all of which shall constitute one and the same

instrument. Facsimile, .pdf and other electronic signatures to this Amendment shall have the same effect as original signatures.

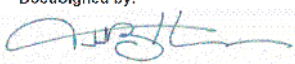
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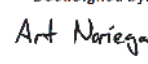
IN WITNESS WHEREOF, the Parties hereto have executed this Agreement on the
24 day of June, 2022.

FOR CITY:
ATTEST:

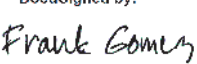


CITY OF MIAMI, a municipal corporation
of the State of Florida

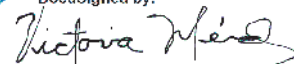
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Todd B. Hannon
City Clerk

By: 
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Arthur Noriega V
City Manager

APPROVED AS TO INSURANCE
REQUIREMENTS:

By: 
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Ann-Marie Sharpe, Director
Risk Management Department

APPROVED AS TO FORM AND
CORRECTNESS:

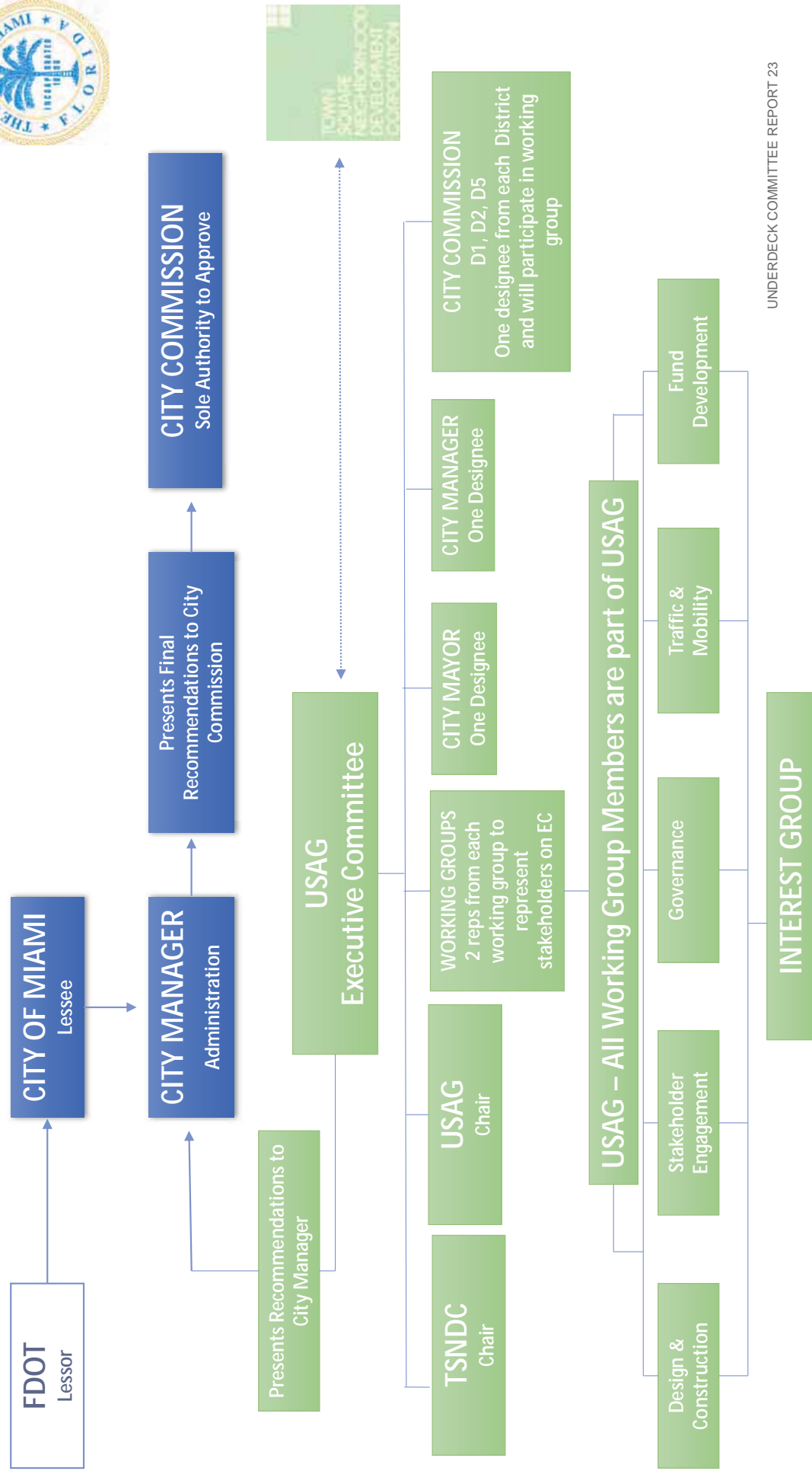
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Victoria Méndez
City Attorney

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FOR TSND:
TOWN SQUARE NEIGHBORHOOD
DEVELOPMENT CORPORATION,
a Florida Not For Profit corporation,

By: 
Name/Title Jessica Goldman Siebnick
Chair, TSND

APPENDIX 1



EXECUTIVE COMMITTEE

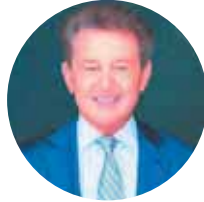
THE UNDERDECK

LEADING WITH PURPOSE. DRIVEN BY COMMITMENT.



Rebecca Mandelman

Chair Underdeck Subcommittee
Advisory Group ("USAG")



Alan Fein

Chair Government, Project Management
Strategic Oversight Working Group



Anamarie Ferreira de Melo

Chair Funding Strategies
Working Group



Anthony Balzebre

Commissioner Ken Russell Designee,
District 2, Chief of Sta, City of Miami



Debra Scholl

Representative Construction, Operation,
Maintenance Working Group



Eddy Leal

Designee City of
Miami Mayor's Oce



Eric Woolworth

Chair Traffic, Mobility & Utilities
Working Group



Jessica Goldman Srebnick

Chair Town Square Neighborhood
Development Corporation



Karla Fortuny

Commissioner Alex de la Portilla Designee,
District 1, Chief of Staff, City of Miami



Melissa Fernandez Stiers

Designee City Manager
Chief of Staff City of Miami



Michael R. Simkins

Representative Trac, Mobility & Utilities
Working Group



Nelson L. Adams M.D.

Chair Stakeholder Awareness
Education & Engagement
Working Group



Raul Moas

Representative Funding Strategies
Working Group



Otto Boudet-Murias

Chair Construction, Operation,
Maintenance Working Group



Tina Brown

Representative Stakeholder Awareness,
Education & Engagement Working Group



Trina Harris

Representative Government, Project
Management, Strategic Oversight
Working Group



Yvette Harrell

Chairwoman Christine King Designee,
District 5, Chief of Staff, City



Lisa Martinez

Underdeck Committee
Manager/Lead Facilitator
LM Genuine Solutions

WWW.UNDERDECKMIAMI.COM



THE UNDERDECK COMMITTEE

The Underdeck Executive Committee membership reflects a cross-referenced representation of participants in five Underdeck Committee working groups. Recruitment of working group membership was at the center of our comprehensive outreach efforts. The recommendations included in this report are work products that were developed by our working groups. Individual members and organizations represented in the development of the recommendations are summarized on the following pages.

- Working Groups
- Represented Organizations

WORKING GROUPS

THE UNDERDECK

OF THE PEOPLE. BY THE PEOPLE. FOR THE PEOPLE.

Government, Project Management & Strategic Oversight

COMMITTEE MEMBERS

Alan Fein, Chair	Zerry Ihekwaba*
Stuart Ames	Aric Kurzman
Metris Batts	Eddy Leal*
Nicole Crooks	Jaqueline Lorenzo*
Manny Diaz	Hans Maichel*
Williams Diggs	Rebecca Mandelman
Melissa Fernandez Stiers*	Garfield Miller
Anamarie Ferreira de Melo	Casey Munga
Karla Fortuny*	Richard Pfenniger
Yvette Harrell*	David Restainer
Trina Harris	Emanuel Washington
Joseph Hawlik	Andre Williams
David Hoot*	

Stakeholder Awareness, Education & Engagement

COMMITTEE MEMBERS

Dr. Nelson Adams, Chair	Eddy Leal*
Tina Brown	Hans Maichel*
Jen Cheek	Rebecca Mandelman
Nicole Crooks	Casey Munga
Melissa Fernandez Stiers*	Loren Parra
Anamarie Ferreira de Melo	Stephanie Severino*
Karla Fortuny*	Michael Simkins
Yvette Harrell*	Zachary Spicer
David Hoot*	

Traffic, Utilities, Mobility & Parking

COMMITTEE MEMBERS

Eric Woolworth, Chair	Anthony Hernandez
Alejandra Argudin	David Hoot*
Paola Baez	Eddy Leal*
David Brown	Hans Maichel*
Carlos Cruz-Casas	Rebecca Mandelman
Aaron DeMayo	Trevor Powers
Mercedes Egaña	Katy Roth
Melissa Fernandez Stiers*	Jeremy Shubrook
Karla Fortuny*	Michael Simkins
Jennifer Garcia	Eric Woolworth
Yvette Harrell*	Colin Worth*

Design, Construction, Operations & Maintenance

COMMITTEE MEMBERS

Otto Boudet-Murias, Chair	David Hoot*
Manrique Alonso	Aric Kurzman
Stuart Ames	Eddy Leal*
Mark Anes	Randy Levine
Metris Batts	Jaqueline Lorenzo*
Richard Campbell	Hans Maichel*
Nicole Crooks	Rebecca Mandelman
Manny Diaz	Alonzo Mourning
William Diggs	Casey Munga
Mercedes Egaña	Raul Perez
Alan Fein	Trevor Powers
Melissa Fernandez Stiers*	David Restainer
Anamarie Ferreira de Melo	Katy Roth
Kayla Fortuny*	Debra Scholl
Karen Fryd	David Snow
Jessica Goldman Srebnick	Andrew Velo-Arias
Michael Hans	Emanuel Washington
Yvette Harrell*	Daniel Whyte
Trina Harris	Colin Worth*
Joseph Hawlik	Johann Zietsman

Fund Development

COMMITTEE MEMBERS

Anamarie Ferreira de Melo, Chair	David Hoot*
Ken Adams	Alexis Kanarek
Paola Baez	Alexis Kanarek Semah
Carlos Cruz-Casas	Eddy Leal*
Maria Elisa Colmenares	Hans Maichel*
Alan Fein	Lai-Wan McGinnis*
Melissa Fernandez Stiers*	Raul Moas
Karla Fortuny*	Jimmy Morales
Jennifer Garcia	David Restainer
Yvette Harrell*	Neal Schafers

* City of Miami Employee

REPRESENTED ORGANIZATIONS

THE UNDERDECK

Arsht Center
Bakongo Systems
Biscayne Neighborhood Association
Catalyst Miami
Circle of One
City of Miami
Community Work Training Program, Inc.
Douglas Elliman
Downtown Neighborhood Association
Dunns Josephine Hotel
Encouraging Dreamers
Breaking Barriers
Engage Miami
Eye Urban TV
Frost Science
Future Vision Studios
GFO Investments
Girl Power
Greater Mercy Missionary
Baptist Church
Greater Miami Chamber of Commerce
Grouper Commercial Realty
Hargreaves Jones
Jackson Bros Ice Cream
Jacober Creative
Jorge M. Pérez Family Foundation
Just Right Barber Shop
Kivvit
Knight Foundation
Lil Greenhouse Grill
LM Genuine Solutions
Lollipop's & Gumdrops Children's Spa
Lotus House
Lydecker Diaz
M.O.I. Design Group LLC
Miami Downtown

Development Authority
Miami Heat
Miami Parking Authority
Miami-Dade Chamber of Commerce
Miami-Dade County
Miami-Dade County Public Schools
Nana's Restart
Nemo's Uoowow Lemonade
Omni CRA
OneUnited Bank
Overtown Children & Youth Services
Overtown Optimist Club
Overtown Youth Center
Pérez Art Museum Miami
Phillip and Patricia Frost
Museum of Science
Related
SEOPW CRA
Simkins Industries
Stearns Weaver Miller
Stephanie Creates, Inc.
Sustain a Village
The Health Foundation of South Florida
The Melo Group
The Miami Foundation
The Urban
Touching Miami With Love
Transition
Treo Group
Urban Health Partnerships
Urban Health Solutions
Urgent, Inc.
Water Boy Water, Inc.



FORMALIZING THE COMMUNITY'S SEAT AT THE TABLE

COMMUNITY ENGAGEMENT

The Underdeck Committee accepted the responsibility of comprehensively informing and engaging stakeholders in the development of recommendations for the future of this 33-acre public space. The following section provides an overview of the thorough efforts made to ensure that this was accomplished over the last 10 months.

- Points of Impact: By the Numbers
- Community Engagement Meetings

POINTS OF IMPACT: BY THE NUMBERS

THE UNDERDECK

INTENTIONAL ENGAGEMENT WITH MEASURABLE RESULTS.

NAMING & BRANDING OUTREACH

2000+ Naming and Branding Survey Respondents
135+ Focus Group Members
7 Focus Groups
Businesses, Civic and Community, Faith-based organizations, Historians, Art Community, Overtown Neighbors, Downtown Neighbors

SPECIAL INTEREST GROUPS

24 Economic Development meeting attendees
34 Youth Engagement meeting attendees

UNDERDECK COMMITTEE

31 Organizations represented
17 Executive Committee Members

UNDERDECK CHRONICLE RECIPIENTS

575

COMMUNITY MEETINGS

350+ Attendees
34 In-person & 3 Virtual Community Update Meetings

COMMUNITY LIAISON OUTREACH

400+

COMMUNITY ENGAGEMENT

WORKING GROUPS

5 Working Groups
129 Working Group Meetings

GOVERNMENT, PROJECT MANAGEMENT AND STRATEGIC OVERSIGHT

25 Committee Members
13 Organizations
29 Working Group Meetings

DESIGN, CONSTRUCTION, OPERATIONS & MAINTENANCE

40 Committee Members
14 Organizations
24 Working Group Meetings

FUNDING DEVELOPMENT

20 Committee Members
8 Organizations
19 Working Group Meetings

STAKEHOLDER AWARENESS, EDUCATION & ENGAGEMENT

17 Committee Members
17 Organizations
40 Working Group Meetings

TRAFFIC, UTILITIES, MOBILITY & PARKING

22 Committee Members
9 Organizations
17 Working Group Meetings

COMMUNITY ENGAGEMENT

THE UNDERDECK

Meeting the people where they are has included virtual and in-person community meetings that have provided a consistent series of interactive forums facilitating grassroots connections with stakeholders.

Through these meetings, the Underdeck Committee has provided information and updates about the planning and progress of the Underdeck while also affording community stakeholders in attendance the opportunity to share ideas and insights.

Through these forums, attendees were able to express concerns, communicate support and offer recommendations to ensure a sense of investment in this project as valued members of the community and future beneficiaries of this multi-purpose greenspace.



2022

February 16

Miami-Dade Public Library
Downtown

February 17

Overtown Performing Arts Center
Overtown

March 15

Adrienne Arsht Center
Downtown

March 16

Ward Rooming House
Overtown

April 19

Center for Black Innovation
Overtown

April 20

Aria on the Bay
Downtown

May 31

The Urban
Downtown

June 1

900 Biscayne Bay
Downtown

July 13

Online via Zoom

August 25

Online via Zoom

September 7

Overtown Performing Arts Center
Overtown

September 8

Temple Israel of Greater Miami
Downtown

October 20

Online via Zoom

"I appreciate being part of the Underdeck effort because I voiced my concerns, I was listened to, and there was an immediate opportunity for me to be involved."

Metris Batts

Member of the Government, Project Management & Strategic Oversight Working Group



FORMALIZING THE COMMUNITY'S SEAT AT THE TABLE

COMMUNITY MEETINGS KEY TAKEAWAYS

The Underdeck Committee's work is informed by community feedback. Community liaisons hired from impacted neighborhoods to connect with residents have also worked with working group members and community partners to ensure that insights and priorities were captured in an objective and transparent manner. The following reports summarize what we have heard at our neighborhood meetings and our initial outreach to establish interest stakeholder committees for youth and local small businesses. The establishment of standing interest stakeholder committees has been directly informed by the Underdeck Committee's Stakeholder Engagement Working Group based upon what was heard at our community meetings. These types of committees will continue to ground the work in authentic community participation.

- Feedback Report
- Economic Development Special Interest
 - Youth Engagement Special Interest
- Youth Engagement

Report on Community Feedback

Received Through Public Engagement March - September 2022

Prepared by Urban Health Partnerships & Underdeck Committee Manager

October 13, 2022

Introduction

This report provides an overview of significant themes garnered from public feedback received during public meetings spanning from March 2022 through September 2022. During this period, nine meetings were held by the Underdeck Committee to present project updates to the public and gather their feedback on various components of the project's development. The meetings included herein were organized by the Underdeck Committee for the general public and do not include all public engagements conducted for specific stakeholders by request. Urban Health Partnerships (UHP) staff and Community Liaisons, who are residents of Overtown hired and trained to engage the community about the Underdeck project, attended and/or reviewed the recordings of these nine public meetings for the purpose of recording the public's comments. The UHP team listened and identified comments made by residents and stakeholders and organized them in a community input tracker that codes comments by themes.

The following list consists of highlights from the feedback themes that emerged during the review of the community input received at the above-mentioned public meetings. These feedback themes represent the public's perceptions of the Underdeck project and its development. The Underdeck Committee and its Working Groups have utilized what they have learned about the public's perceptions at Underdeck meetings to inform decision-making for the project. The Working Groups have brought to their table the discussions begun by the community, and explored and deepened these discussions within their areas of interest. An overview of the resulting informed decisions has been provided by the Underdeck Committee Manager as part of this report.

The first section of highlighted community input was identified based on the frequency of the theme of comments. The second section of this report provides additional comments received from the community that, although not received frequently, were deemed unique and noteworthy and/or deal with themes that have significant potential impact.

Significant Feedback Themes from Community Input

Feedback Theme 1: Involvement of Overtown Community

The most frequently expressed comment by the public was a desire for involvement and centering of the Overtown community at all stages of the project. Residents and some stakeholders expressed concerns regarding inclusivity of the project, and desired to see the community represented in decision-making at the planning and implementation stages. A few community members were particularly concerned about whether the community has sufficient time and influence on decision-making. One community member suggested making the public meetings accessible by streaming live on social media to provide increased options for participation. Another community member suggested promoting public involvement opportunities at places where the community already frequents, such as parks. One community member was unsure of how public notification was being done and inquired about which strategies are being used to inform the community.

How the Underdeck Committee & Working Groups Have Adapted:

Due to this community feedback, meetings are recorded and posted on the Underdeck website. Additionally, a newsletter was created to provide regular updates. In addition to virtual meetings, we also held in-person meetings in Overtown and Downtown locations that were easily accessible to residents.

Specifically mentioned by several community members was a desire for Overtown representation on the Underdeck Committee. A few community members wanted to see more involvement of youth and artists, since they felt that youth will inherit this project and artists can collaborate with youth on visioning for the project. Several community members also wanted to see the Overtown community and their history reflected in the project design, any proposed art, marketing materials, and marketing strategies for the project.

How the Underdeck Committee & Working Groups Have Adapted:

At all community meetings residents are invited to engage in the working groups that make up the Underdeck Committee. To make this process available to all, there was a form created on the website which connects interested stakeholders to the Underdeck Committee Manager to participate in a one-on-one orientation for residents to learn more about the project and how to get involved. If a resident expresses an interest in

participating, they are invited to participate in a working group(s), becoming members who contribute to the work being developed for the City Commission's consideration.

A Youth Interest Stakeholder Group has also been established and the Underdeck Committee has engaged local nonprofits to lead youth engagement activities for the purpose of providing education and background about the project in their neighborhoods. Youth story tellers were also hired to engage youth and document their participation in this project. Additionally, an Instagram account we recently established for youth and it will be led by youth and showcase their work and engagement with the Underdeck project.

The Underdeck Committee Design and Construction Working Group has prioritized the importance of engaging local artists in the design and park programming. This is being considered in the Management Framework.

Many community members advocated for the inclusion of the Overtown community in the economic development components of the work. Several community members inquired about measures to be taken to ensure existing and new Overtown business owners are invested in and can remain in existence sustainably after completion of the project, partaking in the community benefits from the economic development the project is anticipated to bring to the area. One community member inquired about whether the bidding process and job opportunities would prioritize community members most impacted by the project and, additionally, if there will be capacity-building opportunities provided to promote long-term sustainability and success.

Feedback Theme 2: Impact of Gentrification and Displacement

Community members expressed concern about the potential impacts of gentrification and resident displacement that could result from the project. Several community members expressed worry that this project would cause similar impacts such as those that occurred with large urban park projects like New York's High Line in which rent prices increased dramatically upon completion of the project causing displacement of residents. One meeting participant shared that Overtown's community members need to be protected to prevent further displacement as approximately 20,000 Overtown residents have historically been displaced from their homes due to gentrification. Another community member questioned why the Overtown community was not prioritized for much-needed investments in contrast to the project's \$800 million budget. Several community members expressed concerns that the Overtown community would be misled by

developers due to a history of developers making commitments that were never kept in past projects, which led to impacts such as displacement of many Black and indigenous community members and families.

Multiple community members also noted that the project plans and renderings did not depict or label the buildings of existing businesses and additionally expressed worry that there was no clear commitment to preserve them. One community member shared that labeling the businesses would honor and demonstrate commitment to preservation. Another meeting participant noted that major businesses along NW 3rd Avenue, such as the grocery store and the children's center, were not shown in renderings. Community members also wondered if this project would benefit Overtown businesses.

Feedback Theme 3: Concerns / Impacts Regarding Unsheltered Population

At each of the public meetings, community members voiced concerns regarding the many unsheltered people in the project area. Several community members inquired about whether the unsheltered population has been considered in project planning and how the issue will be addressed. A few community members mentioned that, in addition to the unsheltered people in the project area, the prevalence of the unsheltered population at other parks and public spaces in nearby areas has not been adequately addressed and therefore feared the same issue will occur if not adequately addressed during the decision-making stage. A few community members shared that they are concerned about unsheltered people settling into the Underdeck project areas, bringing tents and leaving litter and noxious debris. Other community members wished to see the Underdeck create a welcoming environment for all community members, including the unsheltered.

How the Underdeck Committee & Working Groups Have Adapted:

Concerns regarding the unsheltered population have been gathered and shared with the City of Miami. The Underdeck Committee, after receiving official communications from business owners, is transmitting these concerns to the City of Miami through the official MOU process and these concerns will be considered in the Management Framework being developed by the Committee's working group.

Feedback Theme 4: Marketing Should Reflect Overtown

Community members desired to have Overtown strongly represented in the project's branding and marketing materials. A few of the public meetings included a focus on the rebranding of the Underdeck, therefore much community input was gathered regarding the new name for the project, as well as the overall marketing of the project as observed through the renderings presented to meeting attendees.

Many community members felt that the marketing materials that use the renderings depict less people of color than are representative of the project's surrounding community and expressed feeling underrepresented. One of these community members shared that seeing people of color in the imagery and artwork can lead to Overtown residents feeling like a part of the project's movement.

How the Underdeck Committee & Working Groups Have Adapted:

Once this feedback was received, the renderings were updated twice based upon this feedback.

Community members strongly felt the project's new name should include "Overtown" to honor the community residents and the history of the area where the project is located. Some of the names preferred were "HEART" (Historic Entertainment Arts & Recreational Trail) and "Overtown Miami Greenway" due to the names' focus on Overtown. One community member felt that "HEART" creates a positive connotation with Overtown in contrast to the negative associations people carry about Overtown and that the name "HEART" could help attract people to the "heart" of Overtown. A few residents liked the name "Overtown Miami Greenway" and indicated that the use of "green" would also help bring a positive connotation to Overtown since the color and word green is associated with health and parks where people in the Overtown community could live and play. Another community member felt the use of "Greenway" does not accurately reflect Overtown, feeling that Overtown does not have many green spaces and is underinvested in as a community, which has led to poorer health for its community members. One community member liked the name Miami Overtown Downtown (MOD) Mile, indicating the name drew them in. Another community member felt the name should acknowledge the bridge in its name so as to not cause disconnect with the structure above the Underdeck space.

How the Underdeck Committee & Working Groups Have Adapted:

A comprehensive report compiling feedback from community events, dozens of focus groups, one-on-one interviews, and surveys has been compiled. This report includes the feedback referenced above and has been considered for the names being contemplated in the final round of renaming options.

Feedback Theme 5: Management / Maintenance of Project After Build Out

Meeting participants frequently sought clarification about who would manage the Underdeck after its construction. Community members inquiring about the ultimate management of the Underdeck were primarily concerned with the quality of the long-term maintenance of the project spaces. Community members inquired about several entities including the City of Miami Parks and Recreation Department, managers of the Bayfront Park property, and Florida Department of Transportation. Specific concerns were mentioned about unsecured funding for the maintenance of the project post-build out, as the project's construction budget of \$800 million dollars does not include maintenance and operations costs. One community member was concerned that the designers and developers were not involved in the planning for maintenance and were more concerned with the construction completion than the sustainability of the quality of the project.

Another community member inquired about other projects that might serve as a prototype for the Underdeck in terms of sustainability and the maintenance that supports that success and suggested a case study of large urban park projects such as Golden Gate Bridge Park and Central Park along with a roadmap to help ensure the success of the Underdeck in the long-term. This community member shared the sentiment that this community has had many projects start and not continue as well as expected.

Lastly, a couple of community members indicated their concerns about having sufficient police presence at the park given that the nearby central business district they felt has insufficient police presence. One community member was concerned that the project would create more need for police and, as a result, reduce police presence in other nearby areas.

How the Underdeck Committee & Working Groups Have Adapted:

All the aforementioned feedback has been gathered and is included in the considerations of the recommended Management Framework and Fund Development Strategy for

Operations and Maintenance. We have also invested in the analysis of the Operations and Maintenance of the Underdeck to ensure that these concerns were considered and solutions appropriately budgeted for in the future.

Feedback Theme 6: Advocating for Design Considerations

At the public meetings, attendees were provided with an opportunity to review the proposed design plans and renderings. Resulting from the review were many ideas and recommendations from community members. The suggestions provided included a variety of improvements and inclusion of programmatic activities. Two community members inquired about whether the designers were ensuring the spaces are designed for accessibility by all users, regardless of ability. One community member was unable to locate restrooms on the design plans and questioned if the plans include access to restrooms and what the restrooms' capacity would be to service visitors. Another community member recommended providing flexible public spaces that could support tactical urbanism, a strategy in community planning that uses pop-up elements to temporarily explore alternative uses of public space which frequently enables a variety of community activities and events. One meeting participant recommended providing a community center for youth, indicating that the area's youth would greatly benefit from a community center's resources, especially due to its central location and surrounding public spaces.

A couple of community members advocated for specific lighting elements, suggesting the use of solar lighting and use of sufficient lighting to deter crime and promote a sense of safety. Lastly, a community member suggested that the landscape areas within the project include vegetables and herbs that can provide healthy food resources to community members. This community member strongly encouraged committing a percentage of the landscape for edible plants and recommended review of the Jardins Gamelin in Montreal as a case study which has edible plants to improve the community's food access and security.

Feedback Theme 7: Concern for Environmental Impacts

Many community members expressed concern for the potential environmental impacts of the project. A few of these community members inquired about whether any environmental studies or assessments had been performed for the Underdeck project. Community members were

specifically concerned about potential environmental impacts on the community's youth from vehicle emissions from the overhead highway. Two community members specifically mentioned that high asthma rates in Overtown are a great concern given the potential increased impact of vehicle emissions.

One community member suggested including mechanical ventilation in the project design to help combat the extreme heat of South Florida. This community member stated that since the overhead bridge blocks natural wind, on hot days with little to no wind the public spaces could become very uncomfortable. A second community member expressed concern for heat and urged using shade to help mitigate the heat.

One community member mentioned that the project could benefit from planning for sea level rise, preparing the data necessary to apply for funding to support resilience planning. To promote sustainable practices, a community member recommended using solar lighting fixtures. In relation to stormwater management, one meeting participant expressed concern for the area's stormwater runoff capacity, indicating that many of the wetlands and detention/retention areas within the vicinity have been filled in. This community member was concerned that a heavy rainstorm would produce a large volume of rainfall and potentially overflow to the surrounding neighborhoods. This individual also shared that the eastern areas of the City of Miami have experienced drainage and are having to incorporate additional drainage infrastructure to compensate for the loss of pervious surface areas.

Feedback Theme 8: Funding

Several meeting attendees sought clarification related to the Underdeck's funding, including who was funding the construction of the Underdeck, how much the project would cost to build, and if funds were available for the continued maintenance of the project. Several community members asked if the project was funded by taxpayers. One community member urged getting support from the Community Redevelopment Agencies in the project area or City Commissioners to help secure the funding still needed for the project. Several other community members inquired about available funding for maintenance of the project and expressed concern for the project's sustainability if not adequately maintained, despite the large upfront investment.

Feedback Theme 9: Decision-Making for Project / Design Development

Many community members attending the meetings expressed confusion about the roles of the Underdeck Committee and related agencies involved in the decision-making for the Underdeck. A few community members urged that the project's planning and design team attend these public meetings and assist in addressing issues such as the unsheltered population through design considerations. A couple of community members also felt that the City's Zoning and Parks and Recreation staff should be present at the public meetings.

At the meetings, upon review of the Underdeck Committee, many community members inquired about the Committee members' backgrounds. Many Overtown residents sought understanding on whether their community was represented among Committee members. Several community members also inquired about the Underdeck Committee's appointment process. One community member asked whether background checks are required to join the committee. Other inquiries included questions on who established the Committee and what is the Committee's voting process. One meeting participant expressed concern if the community does not have representation on a decision-making committee or transparency on the decision-making process.

How the Underdeck Committee & Working Groups Have Adapted:

The initial questions regarding the Underdeck Committee's role and work led us to ensure that every community meeting includes an explanation of its role and membership. Each community meeting welcomes new participants and all present are encouraged to engage in a working group. All meeting agendas include a review of this background information and requests that participants connect and engage with the work of the Underdeck Committees.

Following the questions regarding membership of the Executive Committee, names, pictures, and bios of all members and the full Memorandum of Understanding with the City that explains the process was placed on the website. It is consistently shared in each meeting that all participants are encouraged to engage in a committee and are provided a one-on-one orientation to better understand the work.

Additional Comments

The following are additional comments received that were not considered major themes of the feedback but have nonetheless been included here for reference as noteworthy comments captured from community members:

Community members shared concerns related to transportation with a few inquiring about street connectivity post buildout of the project, particularly for NW 2nd Ave., NW 3rd Ave., and for the marathon routes that typically traverse the streets in or near the project area. Other community members voiced concern about anticipated traffic congestion impacting the local street network as a result of the project since the project is anticipated to attract many tourists and local users once completed.

Community members also voiced concerns over the discontinued involvement of the architects – Ron Frazier, Neil Hall and Zamarr Brown – who were previously on the joint venture (JV) team and who developed a design for the Historic Overtown Heritage Trail and the Legacy Walls. Residents were concerned that the architects were never compensated or given credit for their design contributions and wished to see the matter addressed.

Small Businesses Interest Group

Oct. 11, 2022 Meeting Summary

An inaugural interest group meeting for local small businesses that are located in the vicinity of the Underdeck was held at the Center for Black Innovation in Overtown and included 28 attendees. Following an introduction sharing the renderings and origins of the work of the Underdeck Committees, participants were asked to share their thoughts and feedback on their 1) current concerns, 2) critical considerations for the operations and management of the Underdeck, and 3) critical considerations for business located near the Underdeck.

Primary Follow-Up Action Items

- 1. Establish a working group to develop a deliberate and purposeful economic development strategy focused on strengthening local business opportunities.**
- 2. Create an economic development strategy for the Business Corridors adjacent to the Underdeck. As a next step to this work, meeting participants unanimously stated their desire. Additionally, this group shared the desire to include innovative strategies to support building the capacity of small, local business to promote their viability through all phases of the creation of the Underdeck and sustainability in the future, resulting in prosperity and generation revenue for the Overtown community.**

The themes gathered from the small business community are outlined below.

Employment Opportunities & Revenue Generation for Overtown Community Members

There was much discussion regarding the importance of representation of Overtown residents as employees hired by companies that are part of the building of the Underdeck. Additionally, it was noted that Overtown businesses and community members should be able to be part of the employment and revenue generating opportunities once the Underdeck is built and maintained.

Ideas for revenue generation included:

- A portion of parking meters fees portion going back to local orgs/nonprofits/scholarship funds

- Technology (e.g. Door Dash) being used to provide delivery of food and/or services in areas where structures cannot be placed.
- Marketing of Overtown business through signage
- Allowing for concession stands/kiosks for revenue generation
- Consideration of Overtown businesses to be restaurants located in the Underdeck

Preparation of local candidates was discussed to be an area of importance to provide job skills training to that residents can be ready and able to be employed at all stages of this project. It was noted that **background checks can be obstacles** for multiple residents and some shared that there needs to be a monitoring of hiring practices so that Overtown residents are not excluded or overlooked.

Ideas for promoting the hiring of Overtown residents included:

- Training programs specific to needs of local residents
- Provision of transition support
- Marketing of job opportunities in the Overtown area
- Removing obstacles of those with background checks by employing strategies such as the “Blue Shirts” maintenance program in Overtown where background checks are removed as obstacles to employee hiring

Unsheltered Population

Balancing empathy for the unsheltered and maintaining **beautification and safety of business properties** were discussed. **Security** was additionally identified as a priority. It was noted that there needs to be intentional thought and consideration regarding the movement and/or **placement of the unsheltered** population.

Ideas included:

- Security in all areas of the Underdeck and in the surrounding areas
- Lighting to mitigate crime and promote safe spaces
- Focus in providing funding and security to support the 3rd Ave Corridor businesses

Property Values & Gentrification

Concern was shared by many regarding the likelihood of **raised property values and taxes**. The cost of living was noted to be difficult for many and has resulted in a **shifting population** and

legacy families from Overtown having to move to other areas of Miami-Dade County. It was shared that many Overtown residents that have left due to low wages and lack of affordability.

Ideas included:

- “Legacy Families Fund” to provide scholarships and support to residents
- A Foundation, such as the Bayside Foundation, should be developed for Overtown

Building & Maintenance of Project

It was noted that attention needs to be paid to the surrounding areas around the Underdeck, not just the Underdeck area only. There was also concern **regarding current and future construction**, as debris, air quality, draining and clogage concerns and the protection of structures were noted.

Traffic concerns were noted both for current traffic and for the design of the Underdeck. Small business owners wanted to know if there will be adequate space for walking and movement of traffic and people. They discussed the need to develop coordinated and deliberate strategies to a safe and efficient transportation flow which would also include benefits for frequenting of small businesses. Concerns regarding limited comfort stations (3) were also noted.

SPECIAL INTEREST GROUP

THE UNDERDECK



"We should own this project. We should be a part of this project. We should have it be what we want it to be."

Tina Brown

Member of the Stakeholder Awareness, Education & Engagement Working Group



"I'm confident that if the Economic Development Working Group can establish a true partnership committed to developing an actionable, attainable, and sustainable strategy, there will be a successful outcome and not just a repeat of the past."

Stephanie van Vark

Business Owner - Stephanie Creates, Overtown



WWW.UNDERDECKMIAMI.COM

YOUTH ENGAGEMENT SPECIAL INTEREST GROUP

THE UNDERDECK



"It is good practice for our youth to be participatory citizens and see that lending your voice to these types of civic engagements is impactful."

Dr. Saliha Nelson
CEO, Urgent Inc.



"Infrastructure has the power to divide or connect, this important project literally and figuratively bridges communities and neighborhoods together through a linear park."

Aaron DeMayo
Member of the Traffic, Utilities, Mobility
& Parking Working Group



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YOUTH ENGAGEMENT

THE UNDERDECK

On October 4th, 2022, 34 area youth (14-24 years old) participated in an interactive meeting to review and share insights about the Underdeck plans. Participants rotated through three experiences: a dotmocracy station to vote on programming priorities, a focus group discussion about the park's connection to the neighborhood and the proposed Heritage Trail, and a mapping station where participants shared opinions and recommendations on the design of the park. The event was closed with a full group discussion.



COMMUNITY IMPACT

Participants shared that showcasing the history and art of the community, and creating a space inclusive of the culture of the neighborhood was a necessity. A desire to support local businesses was consistent across discussion groups. They deemed retail—in particular food retail—as an attraction to the heritage trail, and thought that coupling this with a network of shaded spaces and water features would encourage socialization among community members both young and old.

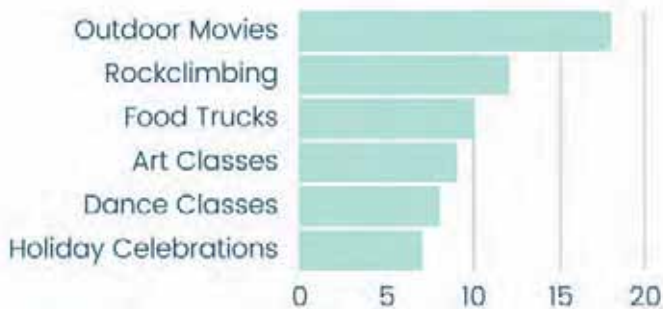
Participants questioned if the open space would cause an increase in crime, loitering, and use by homeless individuals, and encouraged collaboration with local organizations and businesses to address these issues. It was important to participants that the space support the needs of the unsheltered, and be available for community volunteer activities such as food distributions, social services, and fundraisers. They desired to see a range of opportunities for community voices to be heard in the Underdeck's public spaces.



DESIGN

The mapping station was an opportunity for the youth to discuss the design elements and explore how the design and programming could reflect their desires for the Underdeck. Several major themes emerged from these conversations:

- **Park Design:** youth desired to see art integrated into the design, safe pedestrian crossings, spaces to relax with privacy, plentiful tree shade, comfortable furnishings, use of solar panels, and an indoor space for classes and fitness activities. They also want the design to be well-maintained.
- **Flexible Spaces:** youth desired a space for variety of activities including dog parks, outdoor movie theaters, concerts, festivals and flea markets, community classes, a petting zoo, rentable spaces for get-togethers, and spaces designed specifically for teens.
- **Physical Activity:** youth desired to see rock climbing, outdoor gaming, sports courts, fitness equipment, water park elements, and many age-specific playground areas.



The youth want to know when, what, and where something is happening in their community. They suggested that more conversations like these be conducted within schools and on social media, and that youth groups be formed so they can continue to advocate for what they want to see.

PROGRAMMING

Implementing activities that are culturally appropriate was critical to the participants. Within that context, support for the following activities was heard during discussions:

- **Workshops:** Workshops to educate people about Overtown's history.
- **Classes:** A creative space where people can take art, dance, and technology classes—specifically for teens.
- **Cultural Events:** Outdoor movie events, concerts, performances, and festivals.
- **Community Support Events and Programs:** Food or resource distributions, mental health awareness services, fundraisers, pet adoption drives, and programs to support unsheltered individuals.
- **Physical Activity:** Opportunities to bike, walk, and play a variety of sports.
- **Dining:** A variety of food and beverage options, including food trucks, food from different cultures, and food from locally-owned businesses.
- **Shopping:** A variety of retail options, including clothing and shoe stores, salons, grocery and corner stores, and to see that the retailers are Black-owned businesses.

Sixteen images of various activities were shown to participants on a board, and each participant used sticky dots to vote on those that they would like to see in the Underdeck area. The top five results were: outdoor movies, rock climbing, food trucks, art classes, dance classes, and holiday celebrations. The main reasons that participants selected these activities were that they: brought residents together to spend time with family and friends, and encouraged participation in activities that foster a sense of community.

ADULT INPUT

Parents and adult leaders of the youth organizations also participated in a small group discussion during the event. They had four clear priorities for the Underdeck: 1) A well-equipped trail for walking, running, and biking, with plenty of lighting, shade, water fountains, garbage cans, and benches; 2) A dedicated space and programming support for a weekly, pop-up Black Marketplace; 3) Amenities and programs to support unsheltered people in the neighborhood; and 4) Significant space for artistic commemoration of the Black leaders and cultural history of Overtown.



ENGAGING OUR COMMUNITIES THROUGH AWARENESS AND INFORMATION

"I love how so many members have been engaged in this work. It has grown from a small group of stakeholders to multiple, expansive working groups and now the whole community has a voice and a place in this work."

Debra Scholl

Member of the Design, Construction, Operations & Maintenance Working Group



ENGAGING OUR COMMUNITIES THROUGH AWARENESS AND INFORMATION

COMMUNICATIONS TOOL KIT: AWARENESS, EDUCATION, ENGAGEMENT

To establish a deeper awareness of this vital public space, the Underdeck Committee has implemented a comprehensive engagement and communication strategy. This strategy has included the development of various complementary tools that inform and update the public.

- The Public Information Portal
 - The Underdeck Chronicle
 - Media Coverage

WWW.UNDERDECKMIAMI.COM

The Underdeck Miami website is the official digital platform of the Underdeck project and the work of the Underdeck Committee. Through this portal, visitors are able to educate themselves on key elements of the Underdeck project. Navigation through the site provides information on project updates, the Underdeck Committee, Working Groups, upcoming events, and ways to stay connected and get involved.



About the Project

The Underdeck is a 33-acre public space that will be developed, under a reconstructed I-395, as a part of the "Signature Bridge" project. The Signature Bridge project is a partnership between the Florida Department of Transportation (FDOT) and the City of Miami.

The Underdeck originates in Overtown and extends to Biscayne Bay near the Perez Art Museum Miami. Upon completion, the space will have a significant amount of green space and will also contain community based programming such as a heritage trail, legacy wall, pedestrian bridge, water fountains, plazas, recreation spaces, installations and concessions, among other features.

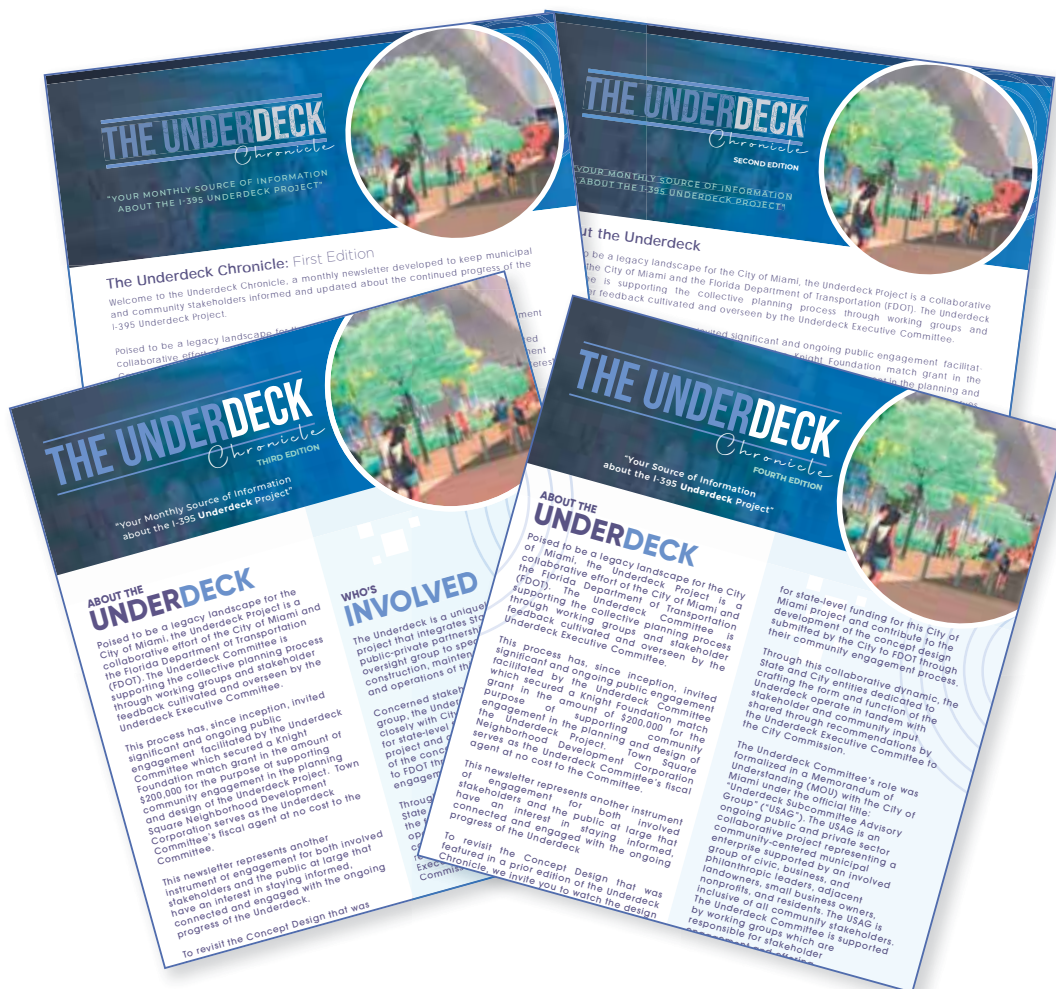
As a public space separate from the Signature Bridge, with its own identity and needs, this Underdeck website is designed to inform and engage the public, the community, and all stakeholders.

THE OFFICIAL NEWSLETTER OF

THE UNDERDECK: THE UNDERDECK CHRONICLE

THE UNDERDECK

To ensure regular updates and a consistent dissemination of information about the Underdeck, the Underdeck Chronicle is distributed to stakeholders captured in the Underdeck Committee's database. This newsletter has been designed to keep the community abreast of the progress of the project as well as informed about community meetings, surveys, working groups and profiles of the Underdeck Committee members working as their advocates.



The Underdeck Chronicle

First Edition, issued March 15, 2022

Second Edition, issued June 1, 2022

Third Edition, issued July 28, 2022

Fourth Edition, issued October 7, 2022

WWW.UNDERDECKMIAMI.COM

MEDIA COVERAGE

The Underdeck media strategy was developed to meet stakeholders and the public where they are. Local media engagement has been robust and garnered significant positive coverage about the Underdeck by local media of all kinds - from radio to TV to print and online coverage, from organic coverage to strategically placed op-eds. This proactive media outreach strategy has allowed the Underdeck Committee to control its narrative while expanding its target audience reach, strategically positioning its messaging and providing relevant updates on project milestones.



To date, TV coverage has included stories filled with images and interviews by Local 10/ABC, Channel 4/WFOR, City of Miami TV, with NBC-6 Voices with Jawan Strader planned in mid November. TV coverage has included informational stories as well as coverage of outreach meetings.

National news has also taken notice of this unique project with NBC National News (Early Today/NBC BLK/NBC News Now) coverage pending to include interviews with Jessica Goldman-Srebnick and Trina Harris conducted under the ongoing construction of I-395.

Radio coverage has included an in-depth interview on WLRN and meeting and survey updates on WHQT/HOT 105.

Print and online coverage has been extensive, telling the story of the project's progression and urging readers to participate in the process, specifically the community survey.



TO VIEW THE COMPLETE REPORT [CLICK HERE](#)



CONSENSUS DESIGN

"So much effort has been put into engaging the community and incorporating their designs and ideas into the planning of this space."

Otto Boudet-Murias

Chair of the Design, Construction, Operations & Maintenance Working Group



CONSENSUS DESIGN

The Underdeck Committee worked closely with the City of Miami and Florida Department of Transportation (FDOT) as the Underdeck's Consensus Design was finalized. Members of the Design and Construction Working Group participated in regular meetings with the City and FDOT to ensure that community priorities were considered through the process. The following design has informed recommendations related to operations and maintenance and funding.

- Consensus Plan

CONSENSUS PLAN

Consensus Plan (2022)



THE UNDERDECK



Consensus Plan (2022)

Aesthetic Master Plan (2016)

THE UNDERDECK

CONSENSUS PLAN CONTINUED



THE UNDERDECK

Consensus Plan (West)



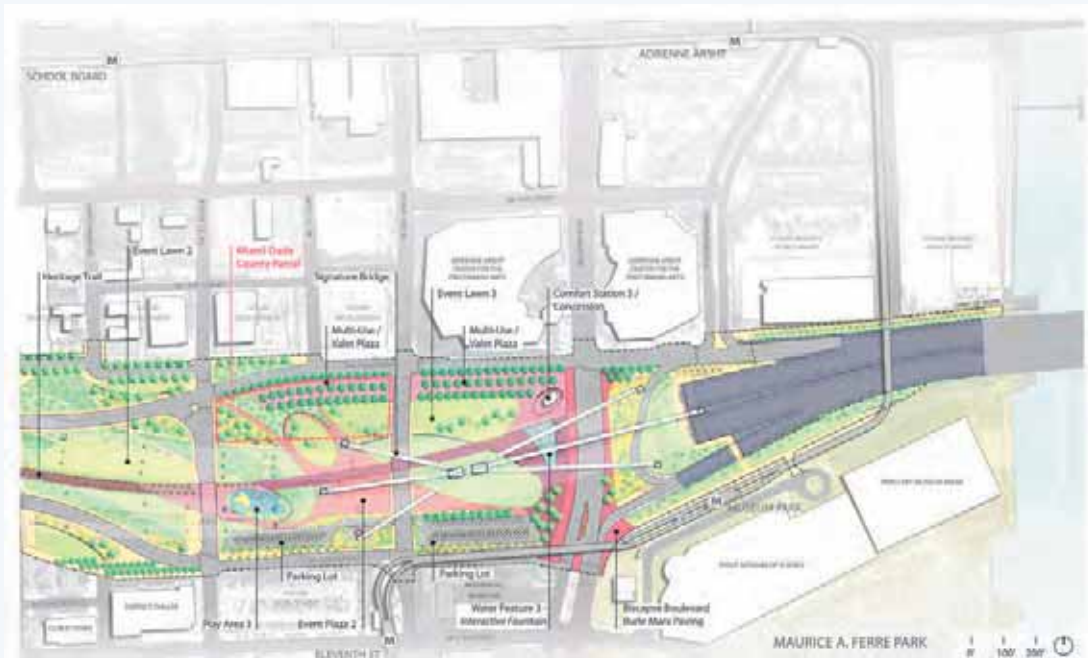
THE UNDERDECK

CONSENSUS PLAN CONTINUED





Consensus Plan (East)



CONSENSUS PLAN CONTINUED



CONSENSUS PLAN CONTINUED



THE UNDERDECK

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THE UNDERDECK

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GOVERNANCE

“The Underdeck represents tremendous collaboration between the Florida Department of Transportation, the City of Miami, the County, the Community Redevelopment Organizations and local stakeholders in the community in a unique way.”

Michael Simkins

Member of the Traffic, Utilities, Mobility & Parking Working Group



CONSERVANCY BY-LAWS

The Underdeck Committee recommends a governance structure that is truly a public private partnership. To ensure that this important project is realized as envisioned in the Consensus Plan, we must continue to work together. The recommended bylaws outlines a conservancy model that contemplates all parties continuing to work together for the future of this project.

BY-LAWS

Of

[THE UNDERDECK] CONSERVANCY, INC.¹ (A Florida Not For Profit Corporation)

ARTICLE I **NAME AND PRINCIPAL OFFICE**

The name of this corporation shall be [The] Underdeck Conservancy, Inc., (hereinafter called the “*Corporation*”). The principal office of the Corporation shall be located in Miami-Dade County, Florida.

ARTICLE II **PURPOSES AND MISSION**

The Corporation is organized exclusively for the purpose of (i) the enhancement, development, improvement, operation and programming of the public space in downtown Miami, Florida known as the “I-395 Underdeck” which is leased by the City of Miami, Florida (the “*City*”) from the Florida Department of Transportation, and located underneath that part of Interstate Highway 395 connecting Overtown to Museum Park (hereinafter, “*Underdeck*”), and other real property, public rights of way and submerged lands that abut such property over which the Corporation may in the future obtain control or operational authority, and (ii) fulfilling such other purposes as the Board of Directors of the Corporation shall from time to time determine to be in furtherance of the Corporation’s charitable and educational purposes so far as may be permitted by the laws of the State of Florida. The Corporation shall not engage in any activity not permitted to be carried on by a corporation exempt from taxes under Section 501(c) (3) of the Internal Revenue Code of 1986, as the same may be amended from time to time, and its Regulations as the same now exist, or as they may be hereafter amended from time to time, or any corresponding section of any subsequent federal tax law.

ARTICLE III **NO MEMBERS OR MEMBERSHIPS**

The Corporation shall not have any voting members.

ARTICLE IV **BOARD OF DIRECTORS**

4.1. General Powers. Subject to the provisions and limitations of the Florida Not For Profit Corporation Act, Florida Statutes Chapter 617 (the “*Act*”), and any other applicable laws,

¹ The final name of the Corporation is awaiting the finalization of the branding process.

the activities and affairs of the Corporation shall be managed, and all corporate powers shall be exercised, by or under the direction of the Board of Directors of the Corporation (the “**Board**”).

4.2. Specific Powers. Without prejudice to the general powers set forth in these By-Laws and the Articles of Incorporation of the Corporation (the “**Articles of Incorporation**”), but subject to the limitations contained therein and, in the Act, the Board shall have the power to do the following:

- (a) Appoint and remove, at the pleasure of the Board, all corporate officers, agents, and employees, prescribe powers and duties for them as are consistent with the law, the Articles of Incorporation and these By-Laws and fix their compensation.
- (b) Change the principal office or the principal executive office from one location to another within the City.
- (c) Borrow money and incur indebtedness on the Corporation’s behalf and cause to be executed and delivered for the Corporation’s purposes, in the corporate name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, hypothecations, and other evidences of debt and securities.
- (d) Adopt and use a corporate seal and alter the form of the seal.
- (e) Elect the Community Representative Directors (as hereinafter defined) to a specific term and in accordance with Section 4.6 by a majority of the Directors then in office at a regular or special meeting of the Board, or in accordance with Section 4.7 if the remaining Directors constitute less than a quorum. Notice of any such meeting shall include notice of such election.
- (f) Adopt compensation, conflicts of interest and other policies that are deemed necessary by the Board from time to time to facilitate the management and operation of the Corporation or to maintain the tax-exempt status of the Corporation.
- (g) Adopt, amend, modify or repeal the Articles of Incorporation and these By-Laws.
- (h) Create standing or *ad hoc* committees of the Corporation.

4.3. Initial Members of the Board. The initial members of the Board shall be those persons named as Directors in the Organization Action of the Incorporator of the Corporation, each of whom shall remain a Director until the election and qualification of her or his successor or her or his earlier death, resignation or removal.

4.4. Qualification of Directors.

(a) General Qualifications of Directors. Board members shall be chosen with a view toward maintaining a balanced Board, all of whom shall possess the skills and experience that contribute to the vision, mission and purpose of the Corporation.

(b) Special Qualifications of Appointed and Community Representative Directors.

The members of the Board who are Appointed Directors and Community Representative Directors (as such terms are defined below) shall be broadly representative of the City of Miami, Florida community and constituencies to be served by the Corporation and be composed of individuals who reflect the diversity and the full range of issues and interests to be served by Underdeck and who have direct experience or understanding of the constituencies and community intended to benefit from the Corporation's and Underdeck's facilities, operation and activities. In addition, Appointed Directors and Community Representative Directors shall be persons who are willing to devote time, professional knowledge, personal influence or a combination of the foregoing to attain the goals of the Corporation and shall be selected based on their ability to do the following:

- (i) To volunteer their specialized business expertise, advice and guidance to working committees of the Corporation when needed;
- (ii) To spearhead and reinforce all community and public relations work of the Corporation; and
- (iii) To liaise with the Commissioners of **[the City Commission of the City, the County Commission of Miami-Dade County and the Mayor of Miami-Dade County and their respective staffs, the City's Parks and Recreation Department]** **[the governmental bodies and their staffs having [municipal] jurisdiction over portions of the Underdeck]**, the cultural and performing arts organizations, museums and parks authorities in the areas surrounding the Underdeck, and such other religious, cultural and civic organizations in Overtown and other neighboring communities to be identified by the Board from time to time.

4.5. Number, Appointment and Election. The Board shall initially consist of a minimum of twenty-four (24) Directors and a maximum of twenty seven (27) Directors. Within such limits, the number of Directors may be increased by a majority vote of the Directors then in office. Commencing with the first Annual Meeting of the Board, Directors shall be selected as follows:

- (a) The Mayor of the City shall appoint one (1) Director.
- (b) The District 5 Commissioner of the City shall appoint one (1) Director
- (c) The District 2 Commissioner of the City shall appoint one (1) Director.
- (d) The Miami-Dade County Commission shall appoint one (1) Director.
- (e) The Mayor of Miami-Dade County shall appoint one (1) Director.
- (f) **TBD** [Appointment of one or two persons designated by appropriate State agency/legislator]
- (g) The Friends of the Underdeck shall appoint one (1) Director.
- (h) The Underdeck Executive Committee ("*UEC*") shall appoint no fewer than twelve (12) and up to thirteen (13) Directors (persons appointed pursuant to clauses (a) through this clause [(f)] are referred to herein as "*Appointed Directors*").

- (i) Those twenty-one (21) Directors shall select up to an additional five (5) Directors (each, a “*Community Representative Director*”) who represent the interests and diversity of the City at large.
- (j) The Executive Director of the Corporation shall serve as ex-officio, non-voting Director and may attend meetings of the Board and shall not be subject to Sections 4.6, 4.7 or 4.9.²

4.6. Terms of Directors. Directors shall be appointed at the first annual meeting following the filing of the Articles of Incorporation. Directors shall hold office as follows:

- (a) The Director appointed by the Mayor of the City shall serve a term that shall be the shorter of four (4) years or end concurrently with the last day of the term of the Mayor. If the Mayor is reelected to office, she/he must officially appoint, or re-appoint if desired, a Director as his/her appointee for the new term, pursuant to the process set forth in these By-Laws.
- (b) The Director appointed by the City Commission of the City shall serve for a term of two (2) years and may succeed herself or himself as a Director if re-appointed.
- (c) The Director appointed by the City Manager of the City shall serve for a term of two (2) years and may succeed herself or himself as a Director if re-appointed.
- (d) The Director appointed by the Mayor of Miami-Dade County shall serve a term that shall be the shorter of four (4) years or end concurrently with the last day of the term of the Mayor. If the Mayor is reelected to office, she/he must officially appoint, or re-appoint if desired, a Director as his/her appointee for the new term, pursuant to the process set forth in these By-Laws.
- (e) The Director appointed by the Miami-Dade County Commission shall serve for a term of two (2) years and may succeed herself or himself as a Director if re-appointed.
- (f) The seven Directors appointed by the UEC shall serve for the following initial terms: Two (2) shall be appointed to serve a term of one (1) year, two (2) shall be appointed to serve a term of two (2) years, and three (3) shall serve a term of three (3) years. All subsequent appointments or reappointments by UEC shall be for a term of three (3) years. [No such Director shall be appointed for more than six years, but any such Director may serve for any number of non-consecutive terms.]³
- (g) Upon the expiration of a Director’s term, that Director shall remain on the Board until she or he is replaced or is re-appointed by the appropriate appointing authority.
- (h) The Community Representative Directors shall serve for terms of two (2) years and until her or his successor is appointed and qualified, or until her or his earlier death, resignation or removal, but shall not be limited to any maximum number of terms.

4.7. Vacancies. In the event of a vacancy on the Board, the remaining Directors, even though less than a quorum, may exercise the powers of the Board until the vacancy is filled. Any vacancy in a Community Representative directorship, however occurring, may be filled by the

² At the committee meeting on March 10, 2022, it was suggested that we consider appointing a representative of the contractor as a Board observer (i.e., with no vote); no decision was reached in this regard.

³ Note that a director appointed for an initial 1- or 2- year term cannot serve for two consecutive 3-year terms unless we create exceptions for those directors which would allow for maximum initial terms of 7 and 8 years as to them only.

affirmative vote of a majority of the Directors then in office. Any vacancy in any other directorship shall be filled by a person appointed by the person or organization which appointed the Director whose directorship has been vacated. The replacement Director shall hold office for the unexpired term of her or his predecessor in office.

4.8. Resignation. Any Director may resign by delivering her or his written resignation to the Corporation at its principal office to the attention of the Board. Such resignation shall be effective upon receipt unless it is specified to be effective at some other time or upon the happening of some other event. The Board reserves the right to determine the effective date of any resignation it receives from a sitting member of the Board.

4.9. Removal from Office. Appointed Directors may be removed from office, with or without cause, at any time by the person or organization that appointed the removed Director. A Community Representative Director may be removed from office at any time, with or without cause, by the affirmative vote of the Directors then in office.

4.10. Annual Meetings. The Board shall determine the date, hour, place and manner of conducting the annual meeting of the Directors of the Corporation, *provided* that such meeting is scheduled to occur within six (6) months after the end of the fiscal year of the Corporation. The purposes for which an annual meeting is to be held, in addition to those prescribed by the Act, the Articles of Incorporation or these By-Laws, may be specified by the Board or by the Chair of the Board. If an annual meeting is not held in accordance with the foregoing provisions, a special meeting may be held in place thereof with all the force and effect of an annual meeting.

4.11. Regular and Special Meetings. Regular meetings of the Board shall be held at least quarterly at such places and at such times as the Board may from time to time determine, *provided* that any Director who is not present at a meeting of the Board when such determination is made shall be given notice of the determination. At regular meetings, the Directors shall address the financial condition of the Corporation, agreements or relationships with the City and other neighboring organizations and stakeholders, and such other issues as may be brought before the Board by Directors or committees of the Board. Special meetings of the Board may be held upon the oral or written call by the Chair of the Board, the President or two (2) or more Directors, designating the date, hour and place thereof. Regular and special meetings of the Board shall be held in Miami-Dade County, Florida.

4.12 Notice of Meetings. Notice of the time and place of all meetings of the Board shall be given to each Director by: (a) personal delivery of written notice; (b) first-class mail, postage prepaid; (c) telephone, including a voice messaging system or other system or technology designed to record and communicate messages; or (d) by electronic transmission, such as electronic mail or facsimile transmission, either directly to the Director or to a person at the Director's office who would reasonably be expected to communicate that notice promptly to the Director. All such notices shall be given or sent to the Director's address, e-mail address, or telephone or facsimile number as shown on the Corporation's records. Notices of a meeting sent by first-class mail shall be deposited in the United States mails at least ten (10) days, but not more than thirty (30) days, before the time set for the meeting. Each notice shall state the time of

the meeting and the place, if the place is other than the Corporation's principal office. Except as provided in Section 4.13 and Article X, the notice need not specify the purpose of the meeting.

4.13. Waiver of Notice. Notice of a meeting need not be given to any Director who, either before or after the meeting, signs a waiver of notice, a written consent to the holding of the meeting, or an approval of the minutes of the meeting. The waiver of notice or consent need not specify the purpose of the meeting. All such waivers, consents and approvals shall be filed with the corporate records or made a part of the minutes of the meetings. Notice of a meeting need not be given to any Director who attends the meeting and who, before or at the beginning of the meeting, does not protest the lack of notice to her or him.

4.14. Quorum; Telephonic Meetings. At any meeting of the Board, a majority of the Directors then in office shall constitute a quorum. Directors constituting less than a quorum may adjourn any meeting from time to time, and the meeting may be held as adjourned without further notice. One or more Directors may participate in a meeting by means of a conference telephone, video conferencing program or similar communications equipment by means of which all persons participating in the meeting can communicate with each other at the same time. Participation in a meeting pursuant to the foregoing sentence shall constitute presence in person at such meeting.

4.15. Action at Meeting. At any meeting of the Board at which a quorum is present, a majority of the Directors present may take any action on behalf of the Board except to the extent that the Act, the Articles of Incorporation or these By-Laws require a larger number.

4.16. Action Without a Meeting. Any action required or permitted to be taken at a meeting of the Directors or any committee thereof, or any action which may be taken at a meeting of the Directors or a committee thereof, may be taken without a meeting if all Directors or members of such committee, as the case may, consent in writing or by electronic transmission, setting forth the action so to be taken, and the writings or electronic transmissions are filed in the minutes of the proceedings of the Board or of the committee. Such consent shall have the same effect as a unanimous vote.

4.17. Committees.⁴ The Board shall appoint as standing committees of the Board the following: (i) an Executive Committee, (ii) a Committee on Directors and Governance, and (iii) a Finance and Audit Committee, and may appoint one or more other committees. The Board also may delegate to the Executive Committee some or all of its powers except those which, under the Act, the Articles of Incorporation or these By-Laws, it is prohibited from delegating. In no event shall the Board delegate to any committee established by it the following powers:

- (a) To change the principal office of the Corporation.
- (b) To adopt, amend or repeal the Articles of Incorporation or By-Laws of the Corporation.
- (c) To elect officers or fill vacancies in any such offices.
- (d) To change the number of persons constituting the entire Board, or fill vacancies on the Board.

⁴ The identity and composition of Board committees has not yet been discussed.

- (e) To remove officers from office or Directors from the Board.
- (f) To authorize a merger, sale of substantially all assets or dissolution of the Corporation.

The Board in its vote authorizing the establishment of a committee, or by subsequent Board action, shall appoint the persons to constitute the members thereof. All members of the Executive Committee shall be voting Directors. Any additional committees that are created by the Board may be comprised of persons who are not Directors, but who shall be entitled to vote at such committee meetings. At least two (2) Directors shall be appointed to each committee. The Chair of each such committee shall be a Director. Except as the Board may otherwise determine, any such committee may make rules for the conduct of its business, but, unless otherwise provided by the Board or in such rules, its business (including the keeping of a record of its meetings), shall be conducted as nearly as may be practicable in the same manner as is provided by these By-Laws for the Board, including the ability to participate in meetings telephonically and to act by written consent in lieu of a meeting as provided in this Article IV. Each such committee shall report its action to the Board, which shall have the power to ratify, rescind or amend any action taken. However, in the case of the Executive Committee, no such rescission shall have retroactive effect.

4.18. Inspection Rights of Directors. Every Director shall have the absolute right, upon reasonable notice and at any reasonable time, to inspect and copy all books, records, and documents, and to inspect the physical properties of the Corporation.

4.19. Compensation of Directors. Directors shall serve as Directors without compensation from the Corporation but may receive reimbursement for the costs of attending meetings of the Board, as the Board shall determine from time to time.

ARTICLE V **STANDING COMMITTEES**

The standing committees of the Corporation, their composition and duties shall be as follows:

5.1. Executive Committee.

5.1.1. Composition. The Executive Committee shall consist of the Chair of the Board, the Vice Chair of the Board, the President of the Corporation (if the President is a Director) and such other voting members of the Board as the Board may from time to time determine, but in no event shall there be less than three (3) or more than five (5) members. Not less than a majority of the Executive Committee shall be composed of Directors appointed by FOU. If the Chair or Vice Chair of the Board is also the President, the Board shall appoint another Director as a member of the Committee. Voting Directors who are not members of the Executive Committee shall receive notice of all meetings of the Executive Committee and may attend its meetings and participate in its deliberations, but only Executive Committee members shall be entitled to a vote on matters as to which a vote of the Executive Committee may be required or permitted. The Executive Director of the Corporation may attend meetings of the Executive Committee unless

otherwise determined by the Executive Committee with respect to any given meeting. The Executive Committee shall adhere to the same quorum requirements as the Board.

5.1.2. Duties. The Executive Committee shall meet on the call of the Chair of the Board or any two of its members and shall conduct the business of the Corporation when it is not convenient for the full Board to meet or as the Board may from time to time authorize.

5.2 Committee on Directors and Governance.

5.2.1. Composition. The Committee on Directors and Governance shall consist of at least three (3) individuals, all of whom shall be Directors and the majority of whom shall be Directors appointed by community. The Board shall appoint the Committee on Directors and Governance from among the Directors. The Chair of the Board shall designate the Chair of the Committee on Directors and Governance. The members of the Committee on Directors and Governance shall be appointed for a term of one (1) year. A Director may be re-appointed to the Committee on Directors and Governance by the Board for one additional term. Any vacancy in a Board member's position on the Committee on Directors and Governance shall be filled by the appointment by the Board of a successor from among the then members of the Board, who shall serve for the balance of the unexpired term.

5.2.2. Duties. The principal duty of the Committee on Directors and Governance shall be to submit to the Board, at least thirty (30) days in advance of each Annual Meeting, persons whom the Committee on Directors and Governance recommends to the Board as eligible for election as Community Representative Directors, either at the Annual Meeting or to fill vacancies of Community Representative Directors on the Board subsequent to the Annual Meeting for which the Committee on Directors and Governance's report is prepared and submitted. In performing its duties, the Committee on Directors and Governance members shall endeavor to recommend as nominees for possible election as Community Representative Directors persons who are representative of the criteria for Board membership set forth in Section 4.4(b).

5.2.3. Other Duties. In addition to the duties provided in subsection 5.2.2, the Committee on Directors and Governance shall be responsible for recommending officer nominations, recommendations for filling Director vacancies and the orientation of new Directors. The Committee on Directors and Governance shall schedule and plan a Board retreat each year to be held after (TBD) and before the Board's (TBD) meeting. In furtherance of the foregoing, the Committee on Directors and Governance shall endeavor to:

- (a) Assess the performance of the Board and individual members;
- (b) Review demographics of the Board and determine what skills, experiences and relationships the Board needs to possess in considering new Director appointments;
- (c) Continually identify and cultivate Board candidates;
- (d) Consider officer succession planning;
- (e) Retain and integrate new Board members;
- (f) Recognize Board members; and

- (g) Recommend to the Board removal of Directors and officers if necessary.

5.3 Finance and Audit Committee. The Finance and Audit Committee shall be chaired by the Treasurer and shall work with the Corporation's chief financial officer to oversee the fiscal integrity, and ensure the financial solvency, of the Corporation. The Finance and Audit Committee shall also work with the chief financial officer of the Corporation to establish the annual budget. It shall select and approve the contract for the independent auditors of the Corporation and make recommendations regarding the investment of capital funds, such as endowment or reserve funds. The Finance and Audit Committee shall develop a charter of its mission and responsibilities for approval by the Directors.

ARTICLE VI **OFFICERS**

6.1. Designation. The officers of the Corporation shall consist of a Chair of the Board, a Vice Chair of the Board, a President, a Treasurer and a Secretary. The officers of the Corporation may include such other officers as the Board may determine, including one or more Vice Presidents, Assistant Treasurers, and Assistant Secretaries.

6.2. Election. The Chair of the Board, Vice Chair of the Board, President, Treasurer and Secretary shall be elected annually by the affirmative vote of the Board at its Annual Meeting. Other officers may be chosen, and their terms designated by the Board at such Meeting or at any other meeting.

6.3. Qualification. The Chair of the Board and one or more Vice Chairs of the Board shall be elected from among the Directors. Any officer may be required by the Board to give bond for the faithful performance of his/her duties to the Corporation in such amount and with such sureties as the Board may determine.

6.4. Tenure. Except as otherwise provided by the Act, by the Articles of Incorporation or these By-Laws, all officers shall hold office until the next Annual Meeting of the Board and until their respective successors are appointed and qualified, unless a different term is specified during the vote appointing them. Any officer may resign by delivering her or his written resignation to the Corporation at its principal office to the attention of the Directors, and such resignation shall be effective upon receipt unless it is specified to be effective at some other time or upon the happening of some other event. The Board reserves the right to determine the effective date of any resignation it receives from an officer of the Corporation.

6.5. Removal. The Board may remove any officer with or without cause, upon the affirmative vote of the Board at a duly noticed meeting of the Board.

6.6. Vacancies. Any vacancy, however arising, in any office, may be filled for the unexpired portion of the term thereof by the Board.

6.7. Chair of the Board and Vice Chairs of the Board. The Chair of the Board shall be responsible for the agenda of, and shall preside at all, meetings of the Board and shall perform

such other duties and have such other powers as may be designated from time to time by the Board. The Chair shall be a member of the Executive Committee and an ex-officio (without vote) member of all other committees of the Corporation. Each Vice Chair of the Board shall perform such duties and have such powers as may be designated from time to time by the Board, including without limitation the performance of the Chair's duties in her or his absence.

6.8. President. The President shall be the Chief Executive officer of the Corporation and shall, subject to the direction of the Board, have general supervision and control of the business and affairs of the Corporation, shall perform such other duties, including those contemplated by these By-Laws, and shall have such other powers as may be designated from time to time by the Board. The President may, but need not be, a Director. If the President is a Director, she or he shall be a member of the Executive Committee and an *ex-officio* (without vote) member of all other committees, except the Committee on Directors and Governance, of the Corporation. At any time when there shall be no President of the Corporation in office, the Board shall appoint another person to serve as the acting President of the Corporation, until the position can be permanently filled.

6.9. Treasurer and Assistant Treasurers. The Treasurer shall, subject to the direction of the Board, have general charge of the financial affairs of the Corporation, shall cause to be kept accurate books of account of the affairs of the Corporation and of its accounting procedures. The Treasurer shall have custody of all funds, securities, and valuable documents of the Corporation, except as the Board may otherwise provide, and shall have general charge of valuable papers of the Corporation.

6.10. Secretary and Assistant Secretaries. The Secretary shall attend and shall cause to be kept a record of all the meetings of the Board. In addition, the Secretary shall perform such other duties and have such other powers as may be designated from time to time by the Board. Each Assistant Secretary shall perform such duties and have such powers as may be designated from time to time by the Board. In the absence of the Secretary from any meeting of the Board, an Assistant Secretary, if one is chosen, otherwise a Temporary Secretary designated by the person presiding at the meeting, shall perform the duties of the Secretary at such meeting. The Secretary shall keep or cause to be kept at the principal office of the Corporation in Florida, or if that office is not in Florida at the office of the Resident Agent, the records of the Corporation.

6.11. Other Officers. Each other officer that may be elected by the Board shall perform such duties and have such powers as may be designated from time to time by the Board.

6.12. Other Powers and Duties. Each officer shall, subject to these By-Laws, and in addition to the duties and powers specifically set forth in these By-Laws, have such duties and powers as are customarily incident to her or his office. The exercise of any power which by the Act, the Articles of Incorporation, or these By-Laws, or under any vote of the Board, may be exercised by an officer of the Corporation only in the event of absence of another officer or any other contingency, shall bind the Corporation in favor of anyone relying thereon in good faith, whether or not such absence or contingency existed.

ARTICLE VII
INDEMNIFICATION OF DIRECTORS, OFFICERS AND OTHERS

7.1. The Corporation, to the extent legally permissible, shall indemnify each person who may serve or who has served at any time as a Director or officer of the Corporation or of any of its subsidiaries, or who at the request of the Corporation may serve or at any time has served as a trustee, Director, officer of, or in a similar capacity with, another organization or an employee benefit plan, against all expenses and liabilities (including counsel fees at all levels, judgments, fines, excise taxes, penalties and amounts payable in settlements), reasonably incurred by or imposed upon such person in connection with any threatened, pending or completed action, suit or other proceeding, whether civil, criminal, administrative or investigative, in which such person may become involved by reason of serving or having served in such capacity (other than a proceeding voluntarily initiated by such person unless she or he is successful on the merits, the proceeding was authorized by the Corporation or the proceeding seeks a declaratory judgment regarding her or his own conduct); *provided* that no indemnification shall be provided for any such person with respect to any matter as to which she or he shall have been finally adjudicated in any proceeding not to have acted in good faith in the reasonable belief that her or his action was in the best interests of the Corporation or, to the extent such matter relates to service with respect to any employee benefit plan, in the best interests of the participants or beneficiaries of such employee benefit plan; and *provided, further*, that as to any matter disposed of by a compromise payment by such person, pursuant to a consent decree or otherwise, the payment and indemnification thereof have been approved by the Corporation, which approval shall not unreasonably be withheld, or by a court of competent jurisdiction. Such indemnification shall include payment by the Corporation of expenses incurred in defending a civil or criminal action or proceeding in advance of the final disposition of such action or proceeding, upon receipt of an undertaking by the person indemnified to repay such payment if she or he shall be adjudicated to be not entitled to indemnification under this Article VII, which undertaking may be accepted (i) without regard to the financial ability of such person to make repayment, or (ii) if the Board or Executive Committee requires it, the person requesting such advance provides the Corporation collateral security therefor acceptable to the Board or the Executive Committee in its sole discretion.

7.2. A person entitled to indemnification hereunder whose duties include service or responsibilities as a fiduciary with respect to a subsidiary or other organization shall be deemed to have acted in good faith in the reasonable belief that her or his action was in the best interests of the Corporation if she or he acted in good faith in the reasonable belief that the action was in the best interests of such subsidiary or organization or of the participants or beneficiaries of, or other persons with, interests in, such subsidiary or organization to whom she or he had a fiduciary duty.

7.3. Where indemnification hereunder requires authorization or approval by the Corporation, such authorization or approval shall be conclusively deemed to have been obtained, and in any case where a Director of the Corporation votes to approve the payment of indemnification, such Director shall be wholly protected, if:

- (a) the payment has been approved or ratified (1) by a majority vote of a quorum of the Directors consisting of persons who are not at that time parties to the proceeding, or (2) by a majority vote of a committee of one or more Directors who are not at that time parties to the proceeding and are selected for this purpose by the full board (in which selection Directors who are parties may participate); or
- (b) the action is taken in reliance upon the opinion of independent legal counsel (who may be counsel to the Corporation), appointed for the purpose by vote of the Board or in the manner specified in this or the preceding paragraph; or
- (c) the payment is approved by a court of competent jurisdiction; or
- (d) the Directors have otherwise acted in accordance with the applicable legal standard of conduct.

7.4. Any indemnification or advance of expenses under this Section shall be paid promptly and in any event within 30 days, after the receipt by the Corporation of a written request therefore from the person to be indemnified, unless with respect to a claim for indemnification the Corporation shall have determined that the person is not entitled to indemnification. If the Corporation denies the request or if payment is not made within such 30-day period, the person seeking to be indemnified may at any time thereafter seek to enforce her or his rights hereunder in a court of competent jurisdiction and, if successful in whole or in part, she or he shall be entitled also to indemnification for the expenses of prosecuting such action. Unless otherwise provided by law, the burden of proving that the person is not entitled to indemnification shall be on the Corporation.

7.5. The right of indemnification under this Article shall be a contract right inuring to the benefit of the Directors, officers and other persons entitled to be indemnified hereunder and no amendment or repeal of this Article shall adversely affect any right of such Director, officer or other person existing at the time of such amendment or repeal.

7.6. The indemnification provided hereunder shall inure to the benefit of the heirs, executors and administrators of a Director, officer or other person entitled to indemnification hereunder. The indemnification provided hereunder may, to the extent authorized by the Corporation, apply to the Directors, officers and other persons associated with constituent corporations that have been merged into or consolidated with the Corporation who would have been entitled to indemnification hereunder had they served in such capacity with or at the request of the Corporation.

7.7. The right of indemnification under this Article shall be in addition to and not exclusive of all other rights to which such Director, officer or other person may be entitled. Nothing contained in this Article shall affect any rights to indemnification to which Corporation employees or agents, other than Directors, officers and other persons entitled to indemnification hereunder, may be entitled by contract or otherwise by law.

7.8. If this Article or any portion of it is invalidated on any ground by a court of competent jurisdiction, the Corporation nevertheless indemnifies each Director, officer or other person entitled to indemnification hereunder to the fullest extent permitted by all portions of this Article that have not been invalidated and to the fullest extent permitted by law.

ARTICLE VIII PARLIAMENTARY AUTHORITY

The Board and each Committee shall establish its own rules for the conduct of its meetings. Robert's Rule of Order shall [not]⁵ govern meetings of the Board or Committees unless otherwise determined by the Board or such Committee with respect to its own meetings.

ARTICLE IX MISCELLANEOUS PROVISIONS

9.1. Fiscal Year. Except as from time to time otherwise determined by the Board, the fiscal year of the Corporation shall commence on the first day of October (excluding the Corporation's first year of incorporation) and end on the last day of September in each year.

9.2. Seal. If the Board determines to adopt a seal of the Corporation, such seal shall, subject to alteration by the Board, bear its name, the words "[The Underdeck] Conservancy, Inc." and year of its incorporation.

9.3. Execution of Instruments. All deeds, leases, transfers, contracts, bonds, notes and other obligations authorized to be executed by an officer of the Corporation in its behalf shall be signed by the Chair of the Board, the President or the Treasurer except as the Board may generally or in particular cases otherwise determine.

9.4. Voting of Securities. Except as the Board may otherwise designate, the President or Treasurer may waive notice of and act on behalf of the Corporation, or appoint any person or persons to act as proxy or attorney in fact for the Corporation (with or without discretionary power and/or power of substitution), at any meeting of incorporators or shareholders or beneficial owners of any other corporation or organization, any of the securities of which may be held by the Corporation.

9.5. Corporate Records. The original or attested copies, of the Articles of Incorporation, these By-Laws, and records of all meetings of the Directors, which shall contain the names and the record address of all Directors and officers, shall be kept in Florida at the principal office of the Corporation or at an office of its Secretary, or Resident Agent. Said copies and records need not all be kept in the same office. They shall be available at all reasonable times for the inspection by any Director or officer for any proper purpose, but not to secure a list or other information for the purpose of selling or distributing said list or information or copies thereof or of using the same for a purpose other than in the interest of the applicant, as

⁵ Robert's Rules of Order can be bothersome to the conduct of a meeting when someone with a "little" knowledge of those Rule asserts a procedural position.

a Director or officer, relative to the affairs of the Corporation. Except as may be otherwise required by the Act, by the Articles of Incorporation, or by these By-Laws, the Corporation shall be entitled to treat the record address of a Director or officer as shown on its books as the address of such person for all purposes, including the giving of any notices; and it shall be the duty of each such person to notify the Corporation of her or his latest post office address.

9.6. Conflict of Interest. The Board shall adopt a written conflict of interest policy, which it shall review and publish annually. All members of the Board, all officers and all employees of the Corporation are required to acknowledge written receipt of their annual copy. Failure to comply with the conflict-of-interest policy is grounds for immediate termination from the Corporation.

9.7. Evidence of Authority. A certificate executed by the Secretary or an Assistant Secretary as to any action taken by the Directors or any officer or representative of the Corporation shall, as to all who rely thereon in good faith, be conclusive evidence of such action.

9.8. Ratification. Any action taken on behalf of the Corporation by a Director or any officer or representative of the Corporation which requires authorization by the Board shall be deemed to have been duly authorized if subsequently ratified by the Board, if action by it was necessary for authorization.

9.9. Articles of Incorporation. All references in these By-Laws to the Articles of Incorporation shall be deemed to refer to the Articles of Incorporation, as amended, and in effect from time to time.

9.10. Construction. Unless the context requires otherwise, the general provisions, rules of construction and definitions in the Act shall govern the construction of these By-Laws. Without limiting the generality of the preceding sentence, the masculine gender includes the feminine and neuter, the singular includes the plural, the plural includes the singular. References in these By-Laws to “Articles” and “Sections” are to Articles and Sections of these By-Laws unless the context indicates otherwise.

ARTICLE X **AMENDMENTS**

The power to make, amend or repeal these By-Laws, in whole or in part, shall be in the Board. Such power may be exercised by the Board by vote of a majority of the Directors then in office. Notice as to all proposed amendments shall be given to Directors at least ten (10) days prior to the Board acting upon any such proposed amendment.

ARTICLE XI **EFFECTIVE DATE**

These By-Laws are in effect until the initial board meeting of the Corporation which will be held in the month of [REDACTED], 202[2][3] at which time the Board will review and discuss for

the purpose of formally adopting them and are effective from and after the close of such meeting and until further amended by the Board as provided in ARTICLE X above.



MANAGEMENT FRAMEWORK

"Truly great public spaces reflect the residents they serve and contribute to more informed and engaged communities."

Raul Moas

Member of the Fund Development Working Group

[The Underdeck] Conservancy Management Framework

The Underdeck Committee Operational Management Plan is a deliverable that the City of Miami has integrated within the terms of its Memorandum of Understanding with TSND/Underdeck Committee. This approach is in alignment with the recommended Governance structure found on page 64 of this report.

The following framework provides recommendations to inform the future Management Agreement that would be negotiated between the City of Miami and the recommended [Underdeck] Conservancy. We have worked closely with Hargreaves Jones and ETM Associates to ensure that the following framework is informed by national best practices and similar, successfully implemented conservancy models.

The core principles of the framework are drawn directly from our work with Hargreaves Jones and address the importance of ensuring that the operations and management of the [Underdeck] will support local employment opportunities. Hiring and contracting principles are followed by our recommendations for the core operational/management functions of the [Underdeck]. These recommendations are informed by the Operations and Maintenance Estimates Report (Appendix B).

Core Management Principles and Priorities

The Underdeck will have a significant economic impact on all communities surrounding its physical footprint – including five of Miami’s most dense and fastest growing neighborhoods: Historic Overtown, Central Business District, Arts & Entertainment District, Edgewater, Midtown, and Wynwood. In addition to providing new opportunities for green space and programming, the [Underdeck] may also provide new opportunities for the local economy’s labor market. It is critical to proactively prepare for the construction and operation of the [Underdeck] to ensure that those members of the community that are currently in the area have equitable access to the opportunities that the [Underdeck] creates. By hiring local staff and supporting local programming opportunities, the [Underdeck] can further contribute to and strengthen the community.

A broad range of inter-related initiatives will be required to ensure that local residents, who have suffered from decades of disinvestment, are able to share in the economic benefits of this significant public investment. Employment related directly to operations and programming of the [Underdeck] is only one component to promoting an equitable economic impact – and will be most successful if there is coordination with additional initiatives, including but not limited to housing and development policies, local business development opportunities, city / county workforce and training programs, that promote economic benefit to existing communities. In the development of these initiatives, special consideration should be made to ensure that programs are culturally sensitive and designed with successful, capacity-building nonprofits working within the community.

Several methods for supporting local employment and programming opportunities are outlined below:

1 | Identity specific definition of ‘Local’ for the [Underdeck]

Clearly define “local” and/or “diversity” for the [Underdeck] and the Conservancy

Establish definition within management agreement; document and approve by Board of Directors

- Specific to the [Underdeck] and the Conservancy – this may include neighborhoods / communities immediately adjacent to the project site; an expanded geographic region or urban reach based on impact of the open space; and former community members who have been geographically displaced, yet remain culturally connected to local communities
- Anticipate need for flexibility / change to definition over time, in coordination with specific goals for local employment and programming opportunities

2 | Identify specific goals for local employment within the Conservancy

Clearly define measurable targets or goals

Establish goals within management framework; document and approve by Board of Directors

- Contract local companies and ensure that the targets/goals are considering legacy businesses and residents that are unable to afford rising costs in the area.
- Promote programming opportunities for local artists / performers / vendors within the Underdeck
- Encourage local, diverse employment across all O & M “buckets” (Maintenance, Programs & Marketing, Fundraising & Partnerships, Safety & Security), and at all levels (board, executive, staff) inclusive of in-house employment and contracting opportunities.

3 | Reflect goals within Conservancy leadership

Reflect the diversity and local composition throughout the organization as a whole.

Establish process for evaluating achievement of local employment goals

- Include local residents/civic representatives /community organizations on Board of Directors
 - regularly review employment / programming to evaluate whether goals are being achieved
 - regularly evaluate whether goals need to be modified
 - ensure that outcomes are based upon building opportunities, not just employment.
- Hire a dedicated “Outreach Coordinator”
 - accountable for promoting local employment and programming goals
 - should engage local partners to support enforcement of accountability metrics.
 - reports to the Underdeck Committee dedicated to local community outreach / programming

4 | Targeted Employment Outreach

Promote employment, business ownership and programming opportunities for local community members

*Foster or provide opportunities for youth engagement, education, and job training
Consider balance of direct-hire and contract positions relative to Conservancy ability to control local employment*

Direct -Hire Opportunities

- Overall job postings within City-wide system
- Targeted job postings in local community centers, churches, recreation centers (including websites)
- Targeted outreach to local residents / professionals, community liaisons

Contract Employment Opportunities

- Comply or align organizational contracts with City-wide guidelines for contracting. Since this 'open space' will be owned by the State of Florida (FDOT), partially constructed with Federal Funds, and leased to the City of Miami, which will have oversight and liability. Applicable procurement requirements should reference/include Federal and State Guidelines and be EEOC compliant.
- Assess opportunities to exceed City-wide targets for local workforce participation.
- Support business capacity-building, so that small and local entrepreneurs and legacy businesses are prepared to bid/submit for the opportunities as they emerge.
- Targeted outreach to local companies or individuals as allowable per City and Federal guidelines.

Youth / Student Mentorship Opportunities

- Develop internship program and seasonal opportunities for local high school students, by creating positions across the Conservancy
- Develop programming in coordination with local schools, organizations, and local artists

Local Programming Opportunities

- Outreach to local artists, performers, vendors, and businesses for programming opportunities within the [Underdeck]
- Provide clear contact information / solicitations for programming opportunities posted within the physical open space site and website / digital media

5 | Coordinate with broader City / County Employment Initiatives & Programs

Promote opportunities for coordination with City and/or County workforce training & employment initiatives.

- Collaborate with the [Underdeck] Economic Development Stakeholder Interest Group, led by local businesses, and contribute to the implementation of their Business Development Strategy co-designed by the members of this working group. The strategy will focus on complementary economic development strategies for local small business owners that are currently in business in locations adjacent to the [Underdeck].

Management Framework

The Underdeck Committee seeks to work closely with the City of Miami to ensure that the following operational recommendations align with City and Florida Department of Transportation laws and regulations. The detailed Operations and Maintenance Report (Appendix B) analyzes a continuum of approaches. It is a source document for the Committee's recommendations and will guide discussions/decisions for negotiations of the future Management Agreement. Decisions made regarding the approach will have budget implications. The Underdeck Committee's operating and management budget will be flexible and use the most conservative estimates to guide/inform the Operations and Maintenance Fund Development Strategy. Direct hiring of employees versus contracting for services has implications on the budget and facility needs. The recommendations below address these considerations.

Operational Function	Approach
Underdeck Executive Leadership and Administration	In-house
Programming and Marketing	In-house, but some contracting out
Fundraising and Partnerships	In-House
Maintenance	Overseen in-house, but mostly contracted out
Security	Overseen in-house, but implemented in collaboration with the City of Miami

Underdeck Executive Leadership and Administration: In-house

We recommend that the executive leadership and general administration of the [Underdeck] and the Conservancy be in-house employees. This includes the [Underdeck] Conservancy Executive Director, Chief Financial Officer, Director of Maintenance, Director of Program and Marketing, Director of Fundraising and Partnerships, and Director of Security. The Executive Director and other leadership roles will be required to work closely with the City of Miami, FDOT, Miami-Dade County, and private partners. We further recommend that the that the City of Miami and Miami-Dade County allocate in-kind office space to the [Underdeck] Conservancy to ensure smooth communications and collaboration among the parties.

Programming and Marketing: In-house with some contracting

We recommend that the programming and marketing/communications functions remain substantially in-house. The Director of Programs and Marketing will oversee the public art coordinator, event staff, communications staff, and the third-party concessionaires and program service providers. The [Underdeck] Conservancy will hold In-house staff directly responsible for selecting local artists and concessionaires consistent with this framework's hiring and contracting principles.

The Director of Programs and Marketing will work closely with the City of Miami Parks Department to ensure that special event planning is balanced. In success, the partnership will result in an annual special events plan that balances local community needs and revenue opportunities. Although special events are an opportunity to generate revenue for the public space, such opportunities need to consider neighborhood interests and priorities. Development of programming/events that the public can access at no cost will be incorporated into the programming calendar. Additionally, the [Underdeck] Conservancy will consider local business and non-profit engagement in planning community events including, but not limited to farmers markets, art fairs, and live performances.

An Underdeck Conservancy special events committee will be established to vet large special events that can have significant impact to surrounding residents and businesses. Representatives from the City of Miami and residents/community stakeholders will populate the special events committee. Among other things, the committee will consider neighborhood impacts, pre- and post-event costs, and will identify the vendor's responsibilities in connection with presenting the event(s). The committee will deliver feedback and make recommendations to the [Underdeck] Conservancy prior to the Conservancy's consideration and approvals of any large special event.

Fundraising and Partnerships: In house

We recommend that the fundraising and partnerships functions remain in-house. The Fundraising and Partnerships Director will oversee the Individual Giving Coordinator, Membership Coordinator, and Partnership Coordinator. The proposed governance structure contemplates a Conservancy Model with a complementary "Friends of the [Underdeck]" Board that would inform fundraising and partnerships. The proposed "Friends of the [Underdeck]" Board would be responsible for key fundraising goals to fund the [Underdeck] Conservancy Operations and Maintenance budget. The Fundraising and Partnerships Director will support and staff this board under the [Underdeck] Conservancy Executive Director's direction.

Partnerships will contribute to fundraising, address local community engagement goals, and maximize coordination to address solutions to address challenges that require interagency collaboration. The Friends of the Underdeck will have membership to ensure that both are in alignment. Additionally key partnership priorities that will be led by the Executive Director, Fundraising and Partnerships Director and Partnership Coordinator should include:

- Programmatic collaboration with the City of Miami, the Miami-Dade County Homeless Trust, and other agencies and non-profits to coordinate solutions most effectively for the City's unsheltered population.
- Interagency coordination including the City of Miami, Miami-Dade County, Florida Department of Transportation, the Miami Parking Authority, and other related partners to coordinate the most effective solutions for imperative issues already impacting our residents, local businesses and institutions including local parking, traffic and safety issues.
- Intentional collaboration with private residential developments and institutions adjacent to the Underdeck as it relates to design standards, programmatic priorities, and traffic and mobility solutions.
- Establishment of a formal partnership with the Underline and other similar local/regional projects that maximize connectivity and programmatic offerings to residents.
- Programmatic collaborations that ensure equitable access for all residents including features that consider the needs of the disabled.

- Programmatic collaborations with the City of Miami, Miami-Dade County, and non-profit organizations to ensure local resiliency efforts are taken into account in the operations and maintenance of the [Underdeck].

Maintenance: In-house oversight of independent contractors

We recommend that [Underdeck] Conservancy staff hire independent contractors to perform most maintenance functions. We further recommend that City of Miami, Florida Department of Transportation, and/or Miami-Dade County provide in-kind maintenance services (e.g. trash collection, lawn maintenance, utilities, and lighting) to the extent possible.

The Director of Maintenance will lead the development of a maintenance plan for the public space. The Operations and Maintenance Report will provide a detailed explanation of considerations of the plan including a monitoring plan, approach to hardscapes, plantings, furnishing and amenities, special features like public art, the amphitheater, play areas, water features, sports features, comfort stations and dog play area.

We recommend that the in-house team includes a small group of specialists who will be responsible for the Underdeck's horticulture. This in-house team would ensure appropriate maintenance of the more complex plantings.

Utilities, pedestrian bridge, lighting, and other related considerations should also be part of the negotiations to include FDOT's contribution to the maintenance of the public space.

Security: In-house oversight of independent contractors and/or provision of in-kind services by the City of Miami

We recommend that [Underdeck] Conservancy staff, in consultation with City of Miami, hire independent contractors to provide security for the public spaces. The ideal Director of Security will have comprehensive experience in overseeing a multi-faceted facility requiring the oversight and implementation of various preventative and proactive safety and security strategies. After significant discussion and review of our consultant's recommendation, the Underdeck Committee proposes the following:

Security for the site to be a tiered with layers of security to include informal security through programming and site activation and the presence of maintenance staff; and formal security through a combination of uniformed City of Miami park rangers, contracted security, City of Miami Police, CCTV cameras, callboxes, etc.; and engagement of local partners for security efforts.

Additional Considerations

A note on liability insurance was made in our consultant report. Liability insurance can vary greatly based on local requirements, the specifics of the public-private relationship governing the public space, and on availability of insurance carriers. For this reason, it is separated out as its own line item in the budget with a wide range. The details of this topic will be addressed more specially when negotiating the details of the management agreement with the City of Miami.



FUNDING STRATEGY

"The Underdeck is truly a multi-stakeholder collaborative initiative."

Rebecca Mandelman
Chair of the Underdeck Committee

THE UNDERDECK COMMITTEE REPORT



CAPITAL FUNDING STRATEGY

CAPITAL FUNDING STRATEGY

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UNDERDECK COMMITTEE REPORT 87

CAPITAL FUNDING STRATEGY

THE UNDERDECK

The Consensus Plan is the plan that has been accepted by the City of Miami and Florida Department of Transportation (FDOT) and included in their executed amended Memorandum of Understanding. This is also the design recommended by the Design and Construction Working Group and approved by the Underdeck Executive Committee on April 1, 2022.

This plan has an estimated cost of approximately \$53,000,000. This estimated cost is being used as the benchmark by FDOT and the City of Miami.

The Capital Fund Development strategies to achieve the estimated \$53,000,000 approved September 23, 2022 are described below:

- The Florida Department of Transportation to committed to securing 30% of this cost as a proposal is developed for the Reconnecting Communities Grant.
- The City of Miami is committed to securing 20% of this cost for the as a proposal is developed for the Reconnecting Communities Grant.
- The Florida Department of Transportation and the City of Miami will be submitting a joint proposal to Reconnecting Communities NOFA for 50% of this cost. Funding decisions will be determined by the end of 2022/beginning of 2023.
- The submission of a proposal asking for \$26,500,000 is significant and it may not be fully funded since there is only \$150 million allocated nationally for this year.
- If it is not funded, or only partially funded, the remaining funds would have to be secured before 2024 when construction is anticipated to commence.
- Additional funding strategies that should be employed to prepare for a budgetary delta that may emerge include:
 - Overtown CRA and Omni CRA support for capital needs.
 - Miami Dade County support for capital needs. Initial discussions have commenced with the County. Once City/FDOT commitments are confirmed as shared above, County discussions can be moved forward.
 - State level funding advocacy during the 2023 legislative session.
 - Advocacy efforts with local elected officials to support fully funding the project. This advocacy will need to take place at the local, state, and federal levels.
 - Submission for Reconnecting Communities Grant – Year II cycle (FDOT/City)
 - Implement FDOT and City collaborative grant strategy in with the support of the Underdeck Committee and County.



OPERATING & MAINTENANCE FUNDING STRATEGY

OPERATING & MAINTENANCE FUNDING STRATEGY

The Fund Development Working Group collaborated with both the Design/Construction and Governance Working Groups in the development of the Underdeck’s Management Framework which can be found on page 80. This work has informed the operational decisions that would influence the anticipated annual budget for the Underdeck’s Operations and Maintenance. The Operations and Maintenance Estimates Report (Appendix B), a work product developed by Hargreaves Jones and ETM Associates, is the source document for the estimated budget and recommended funding strategy. Hargreaves Jones attended working group meetings and made themselves available to answer questions and shared national best practices with Underdeck stakeholders. Through these discussions, the Rose Fitzgerald Kennedy Greenway has been closely studied due to its alignment with the Underdeck’s recommended conservancy structure, management framework, operations and management budget and funding streams. Their 2021 annual report has been provided as Appendix C.

The anticipated operational functions shared below are explained in detail in the recommended management framework which can be found on page 80.

Estimated Annual Operations and Maintenance Budget	
Operational Functions for the fully built out Consensus Plan	Estimated Budgetary Needs
<p>Administrative Costs Includes the Executive Director, Chief Financial Officer, all roles related to Fundraising and Partnerships including the Fundraising and Partnerships Director, individual giving coordinator, membership coordinator, and partnership coordinator; also includes non-personnel expenses.</p>	<p>\$1,271,050 <i>22% of the total budget</i></p>
<p>Programming and Marketing Director of Programs & Marketing, Event Staff, Public Art Coordinator, Communications Staff, and non-personnel programmatic expenses.</p>	<p>\$1,561,450 <i>27% of the total budget</i></p>
<p>Maintenance Includes Director of Maintenance, Internal Horticulture Team, non-personnel expenses and the remaining maintenance functions will be contracted out.</p>	<p>\$1,914,608 <i>33% of the total budget</i></p>
<p>Security Includes Director of Security and tiered approach to security strategy which is proposed in the Management Framework</p>	<p>\$795,175* <i>14% of the total budget</i></p>
<p>Liability Coverage</p>	<p>\$200,000 <i>4% of the total budget</i></p>
	<p>\$5,742,283</p>

*Final estimates will need to be made in collaboration with the City of Miami

OPERATING & MAINTENANCE FUNDING STRATEGY

CONTINUED

The proposed fund development strategy has been developed to ensure that decisions related to governance and funding solutions can be informed by best practices that lead to sustainable, vibrantly programmed public spaces. Diversified funding streams, authentically shared governance and a collective community commitment to regionally significant projects is the formula for success. The following recommended fund development strategy has been developed to consider the most long-term investments that will be required to appropriately operate and maintain the Underdeck once fully built out in 2026 and beyond.

Recommended Fund Development Strategy – 2026 and Beyond

Earned Revenue/ Events	Fundraising Contributions and Endowment	Grants	Government (State, City and/or County)	CRA's or Business Improvement District	In-Kind (Public and/or Private)	Initial Fund Development Benchmark Total
Includes concessions, events, and other revenue generation opportunities	Includes the establishment of a robust endowment that will contribute annually, annual giving campaigns, giving circles, sponsorships, membership drives, and other fundraising strategies	Includes government, corporation, and foundation grants	Includes funding allocations from the Florida Department of Transportation, the City of Miami and Miami-Dade County	Initial considerations include funding from both the Omni and SEOPW CRA's.	Includes consideration for office space and other potential in-kind contributions from both the public and private sector.	
22%	24%	10%	17%	21%	6%	100%
\$1,320,000	\$1,440,000	\$600,000	\$1,020,000	\$1,260,000	\$360,000	\$6,000,000

NAMING PROCESS

"This project needs to be about bringing Overtown together with the rest of Miami, as opposed to changing the nature of Overtown."

Alan Fein

Chair of the Government, Project Management & Strategic Oversight Working Group



NAMING PROCESS

The Underdeck Committee, as a requirement of the Memorandum of Understanding, was responsible for engaging the community in the development of a recommended new name for this important public space. The Underdeck Committee through, the Stakeholder Engagement and Governance Working Groups, led this naming process.

Prior to finalizing a recommended name, the group considered survey results, input gathered from focus groups and one-on-one interviews and key themes/priorities that have emerged through community meetings. The name was developed after extensive discussion with residents and stakeholders across neighborhoods and was submitted by unanimous approval by the working group members to the Underdeck Executive Committee for consideration.

The work completed over the last 10 months has been captured by the creative firms brought on to lead this work. Their reports can be found in Appendix D.

THE FINAL APPROVED NAME IS

OVERTOWN

MIAMI

GREENWAY

THE HEART OF THE CITY

HISTORICAL / INCLUSIVE

Overtown Miami Greenway

TAGLINE: "THE HEART OF THE CITY"

- ▶ This is a name that smoothly encompasses the sense of the **diverse neighborhoods** and **cultures** of the adjacent communities, as prioritized in the survey results.
- ▶ By using **Greenway** as a descriptor this name captures the strong desire from residents for a **shaded, green space** and not a concrete pathway, making it **appealing** and **inviting**.
- ▶ This name is **forward-leaning, fun, modern,** and **optimistic,** descriptors that were popular with the survey respondents.





APPENDICES

"I'm excited about the activations under the expressway, future greenery, fresh air, and being able to see children and youth engaging safely in a space in Overtown that is open, relaxing and inviting for them."

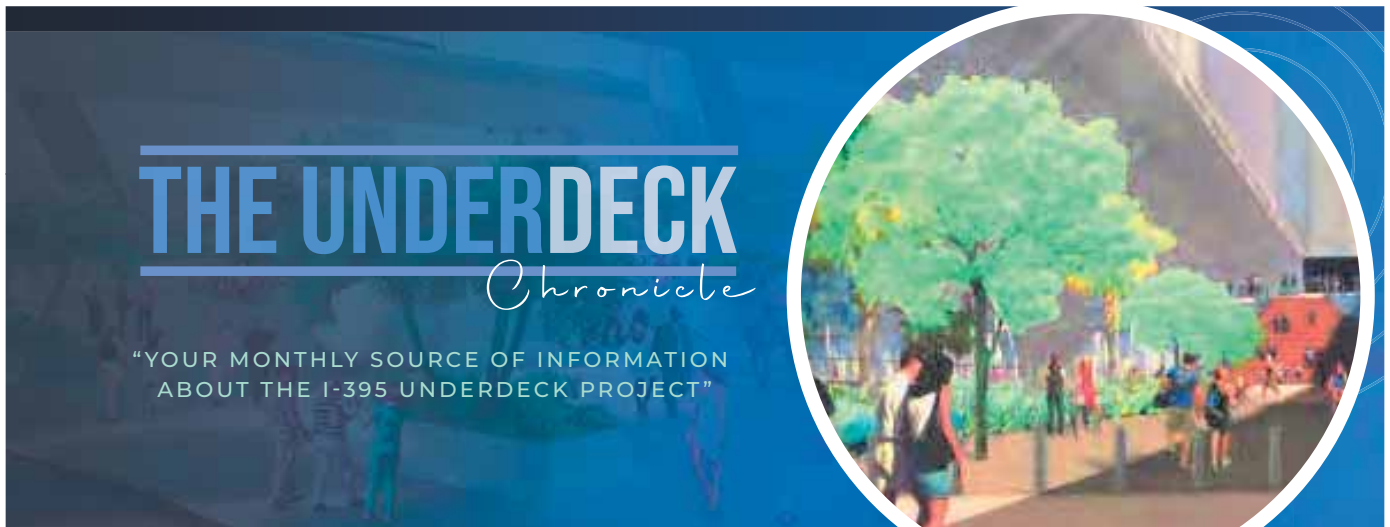
Trina Harris

Member of the Government, Project Management & Strategic Oversight Working Group



APPENDIX A

- Chronicle 1st Edition
- Chronicle 2nd Edition
- Chronicle 3rd Edition
- Chronicle 4th Edition



The Underdeck Chronicle: First Edition

Welcome to the Underdeck Chronicle, a monthly newsletter developed to keep municipal and community stakeholders informed and updated about the continued progress of the I-395 Underdeck Project.

Poised to be a legacy landscape for the City of Miami, the Underdeck Project is a collaborative effort of the City of Miami and the Town Square Neighborhood Development Corporation (TSNDC). Supported by the collective planning of working groups and the oversight of the Underdeck Executive Committee, this project has since inception invited significant and ongoing public engagement. This newsletter represents another instrument of engagement for both involved stakeholders and the public at large that have an interest in staying informed and connected with the ongoing progress of the Underdeck.



Community Connections: The Branding and Naming Process

As per a Memorandum of Understanding (MOU) executed by the City of Miami and the TSNDC, the Underdeck Committee has facilitated a comprehensive stakeholder engagement process in the renaming and branding of the Underdeck. In the past two months community meetings, focus groups, surveys, and interviews have been conducted to gather input from our community. Two engagement and marketing firms, Kivvit and Circle of One have been brought on board to support this process.

Utilizing a combination of surveys, virtual focus groups and in-person community meetings, insights were gathered that will be used to create the name and visual branding of the Underdeck. During this process many different cohorts of stakeholders were engaged in these various forums including:

- Underdeck Committee Members
- Informed and Involved stakeholders at various levels
- Community Leaders in neighborhoods adjacent or proximal to the Underdeck
- HOA's and CRA's representing residents of neighborhoods adjacent or proximal to the Underdeck
- Business Leaders in neighborhoods adjacent or proximal to the Underdeck
- Artists, Historians, and Cultural leaders of Overtown
- Residents of neighborhoods adjacent or proximal to the Underdeck

With a first round of surveys and focus groups now complete, an initial Creative Brief will be developed to offer name concepts that will be reviewed for community feedback at two signature in-person community events in Overtown and in the Downtown areas. For dates and location of these engagement sessions, please visit the Underdeck website at www.underdeckmiami.com.

The Working Groups: Focus and Functions



The Design and Construction Working Group is working closely with the City of Miami and FDOT to ensure that the Heritage Trail, Legacy Walls and other public art components will include stakeholder leadership, participation and input in the exhibits, artists, and content. This group is also working with the City to identify the appropriate expertise to develop a realistic estimate for the operation and management budget for the long-term sustainability of the public space. This estimated budget will inform the work of the fund development working group in the coming months.

Governance Working Group has researched best practices on governance of public spaces and has been reviewing various governance structures nationally and locally. They are currently working on recommendations that would inform the governance of the public space. These recommendations will inform future bylaws.

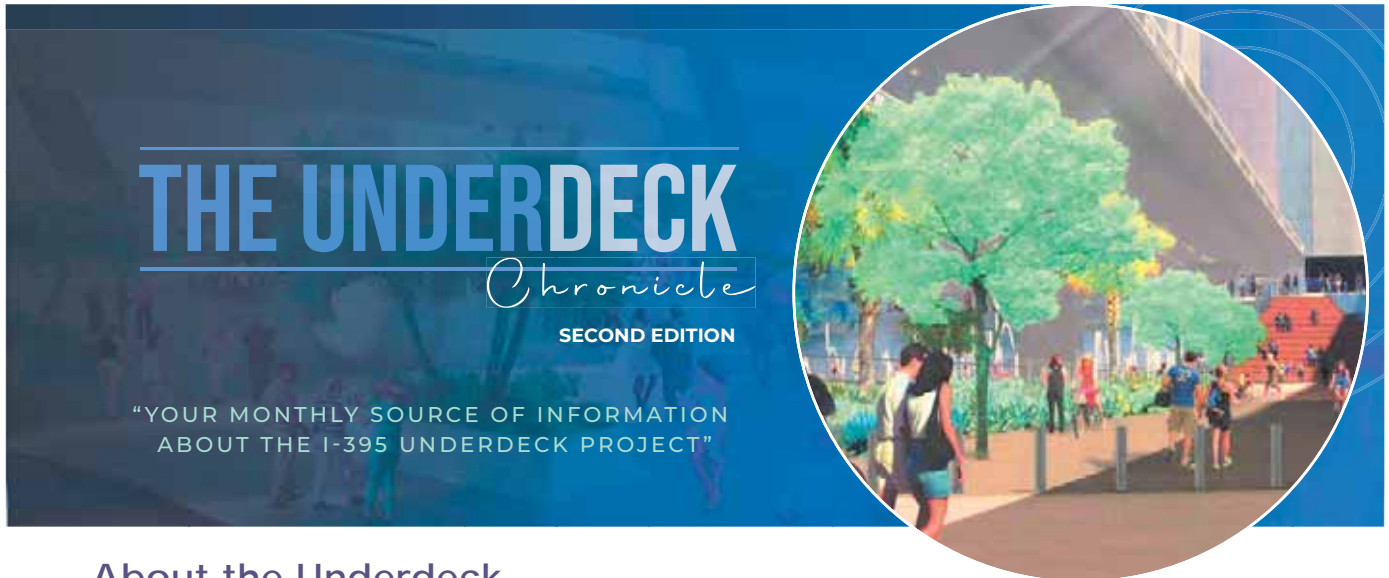
Fund Development Working Group was initially charged with fundraising the match dollars required by the Knight Foundation grant (noted in the approved MOU and City resolution). All fund-raising goals have been fully met as of December 2021 and are currently funding all planning activities. The group is now developing a framework for the fund development strategy related to capital, operational and maintenance needs. This framework will include a multi-faceted approach.

Traffic, Mobility and Utilities Working Group will be convening with all relevant agencies and stakeholders to identify key related challenges and to ensure short-term and long-term cross-sector plans are agreed upon and implemented.

Stay Connected: Be Informed and Engaged

Community engagement is a top priority for the Underdeck project. There are a variety of in-person and virtual meetings held each month throughout your Community. To get the most up-to-date information on meetings near you, visit our new website:
www.underdeckmiami.com

For more information about the Underdeck stakeholder engagement, please contact Lisa Martinez at lisa@imgenuinesolutions.com



About the Underdeck

Poised to be a legacy landscape for the City of Miami, the Underdeck Project is a collaborative effort of the City of Miami and the Florida Department of Transportation (FDOT). The Underdeck Committee is supporting the collective planning process through working groups and stakeholder feedback cultivated and overseen by the Underdeck Executive Committee.

This process has, since inception, invited significant and ongoing public engagement facilitated by the Underdeck Committee which secured a Knight Foundation match grant in the amount of \$200,000 for the purpose of supporting community engagement in the planning and design of the Underdeck Project. Town Square Neighborhood Development Corporation serves as the Underdeck Committee's fiscal agent at no cost to the Committee.

This newsletter represents another instrument of engagement for both involved stakeholders and the public at large that have an interest in staying informed, connected and engaged with the ongoing progress of the Underdeck.

The Concept Design: Active, Connected, Authentic and Green



CHRONICLE 2ND EDITION

THE UNDERDECK

CONTINUED

The Concept Design: Active, Connected, Authentic and Green



Once the site of the I-95 extension project that carved through the culturally vibrant Overtown community and led to the destruction of 87-acres of commercial and residential property, the Underdeck Project and design serve as a verdant reclamation of green space under a canopy of concrete as a one-mile linear landscape that will connect Overtown in the West to Biscayne Bay in the East.

The initial design submitted for the FDOT project by the JV for this public space utilized a greater amount of concrete and pavement. The evolved design of Hargreaves Jones, the Design Consulting Firm engaged by the City of Miami to gather and integrate community insights, provides the 33-acre public space with increased soft-space, greenery and interactive features.

With the linear concrete reconstruction of I-395 overhead, this multipurpose urban oasis offers the potential of a sensory contrast featuring native plants and vegetation carpeting innovative landscape architecture characterized by sweeping and scenic loops as you travel the length of the Underdeck. These strategic features could provide opportunities for active and passive recreation. The updated Underdeck design is meant to be a uniquely Miami destination for residents and visitors alike.

Consistent with the established design themes: Active, Connected, Authentic and Green, the proposed Underdeck will offer a variety of outdoor amenities including: an amphitheater,

CHRONICLE 2ND EDITION

THE UNDERDECK

CONTINUED

Consistent with the established design themes: Active, Connected, Authentic and Green, the proposed Underdeck will offer a variety of outdoor amenities including: an amphitheater, event lawn, community plaza, children's play areas, dog play area, multi-use court and water feature. With ample space for public events and cultural activities, programming options for the Underdeck hold the potential to be as diverse as the neighborhoods that this space connects.

Stretching from Overtown's Gibson Park to its iconic Signature Bridge spanning over Biscayne Blvd, the Underdeck's role as a connective pathway is further enhanced by a design that uses a highway that once symbolized division as a feature that provides shade and protection for a public space that restitches neighborhoods and reimagines urban greenspace, while bringing Miami together.

Learn more about the consensus design by watching the Concept Design Video.

CONCEPT DESIGN VIDEO

As the design and other elements of the Underdeck Project remain works in progress, we encourage you to stay engaged by visiting www.underdeckmiami.com. The Underdeck Committee is all of us. Your involvement and feedback in this important community project is greatly appreciated and essential. We invite you to stay connected and informed. We encourage you to contribute to the work today and in the months to come.

The Working Groups:
Updates and Information



WWW.UNDERDECKMIAMI.COM

As the Underdeck Project and affiliated Working Groups continue to move forward, the following items represent the most significant updates since our last edition of the Underdeck Chronicle:

. The Consensus Plan, developed by the Design Firm for the City of Miami, and the proposed Governance Membership were approved by the Underdeck Executive Committee. This content was shared at the March and April Community meetings held in Overtown and Downtown.

. The City of Miami and FDOT have been working on identifying the cost differential between the Consensus Plan and the Original Plan submitted by the JV. This process is currently delayed.

. Construction timeframes for the Signature Bridge are delayed, which will impact the construction timeframes for the Underdeck.

. The Memorandum of Understanding "MOU" between the City of Miami and TSND/Underdeck Committee will have to be updated to align with the new timelines that will be included in the FDOT/City of Miami MOU.

. The City Commission will be receiving detailed updates and it is anticipated that they will discuss the same at a future Commission meeting.

. The Underdeck Committee has received additional insights/feedback regarding the Naming and Branding process. We will be expanding the input gathered, including increased involvement of our youth, and developing a broader, more public push for insights. Anticipated timelines for the finalization of the process will be shared as soon as they are available.

Stay Connected:

Be Informed and Engaged

Community engagement is a top priority for the Underdeck Project. There are a variety of meetings held each month throughout your Community. To get the most up-to-date information on meetings near you, visit our website: www.underdeckmiami.com

The Underdeck Naming is still underway. Let your voice be heard!
Complete our Survey.

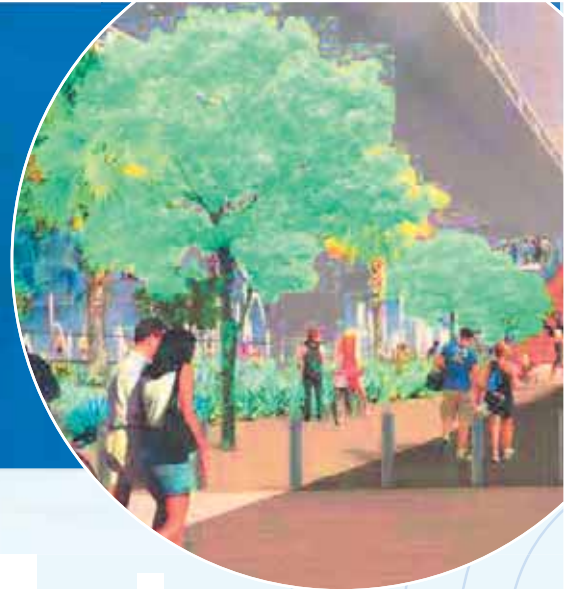
[CLICK HERE TO ACCESS THE SURVEY](#)

For more information about the Underdeck stakeholder engagement, please contact Lisa Martinez at lisa@imgenuinesolutions.com

THE UNDERDECK

Chronicle
THIRD EDITION

"Your Monthly Source of Information about the I-395 Underdeck Project"



ABOUT THE UNDERDECK

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This process has, since inception, invited significant and ongoing public engagement facilitated by the Underdeck Committee which secured a Knight Foundation match grant in the amount of \$200,000 for the purpose of supporting community engagement in the planning and design of the Underdeck Project. Town Square Neighborhood Development Corporation serves as the Underdeck Committee's fiscal agent at no cost to the Committee.

This newsletter represents another instrument of engagement for both involved stakeholders and the public at large that have an interest in staying informed, connected and engaged with the ongoing progress of the Underdeck.

To revisit the Concept Design that was

WHO'S INVOLVED

The Underdeck is a uniquely collaborative project that integrates State, City, and public-private partnerships as a collective oversight group to spearhead the funding, construction, maintenance, management, and operations of this legacy public space.

Concerned stakeholders formed an ad hoc group, the Underdeck Committee, to work closely with City administration to advocate for state-level funding for this City of Miami project and contribute to the development of the concept design submitted by the City to FDOT through their community engagement process.

Through this collaborative dynamic, the State and City entities dedicated to crafting the form and function of the Underdeck operate in tandem with stakeholder and community input shared through recommendations by the Underdeck Executive Committee to the City Commission.

To revisit the Concept Design that was featured in the last edition of the Underdeck Chronicle, we invite you to watch the design video [here](#).

Commission.

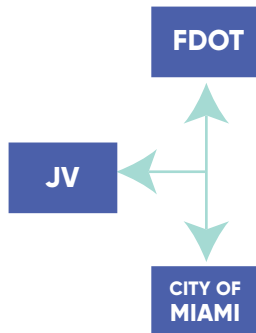
NEW NAMING & BRANDING SURVEY

AVAILABLE NOW THROUGH AUGUST 5TH.

TAKE THE SURVEY



THE MAIN PLAYERS



FDOT The Florida Department of Transportation (“FDOT”) is the agency responsible for the planning, construction and maintenance of roadways and structures that facilitate transportation throughout the Sunshine State. In addition to their role in the construction of the Signature Bridge, they developed the scope for the design and construction of the affiliated public space known as the Underdeck.

THE “JV” Partnering in the execution of the Underdeck Project, The Archer Western- de Moya Joint Venture (JV) technical proposal was selected by FDOT amongst other candidates to spearhead the design and construction of the Signature Bridge, the Underdeck, and the rebuilding of I-395.

CITY OF MIAMI The City of Miami plays an important role in the development of the Underdeck by ensuring that this public space and its affiliated projects are executed with the best interests of its constituents as a priority. The City of Miami is active in submitting recommendations for funding, management, and governance of the Underdeck project while also ensuring that community input is gathered through stakeholder engagement.

THE UNDERDECK COMMITTEE

The Underdeck Committee's role was formalized in a Memorandum of Understanding (MOU) with the City of Miami under the official title: "Underdeck Subcommittee Advisory Group" ("USAG"). The USAG and the City of Miami recently entered into a new MOU, found [here](#).

The USAG is an ongoing public and private sector collaborative project representing a community-centered municipal enterprise supported by an involved group of civic, business, and philanthropic leaders, adjacent landowners, small business owners, nonprofits, and residents. The USAG is inclusive of all community stakeholders.

The Underdeck Committee is supported by working groups which are responsible for stakeholder engagement and offering recommendations in specific areas. These working groups remain open to involvement and participation from interested stakeholders within the community.



CURRENT WORKING GROUPS

- Government, Project Management and Strategic Oversight
- Construction, Operations and Maintenance
- Stakeholder Awareness, Education and Engagement
- Funding Strategies
- Traffic, Mobility & Utilities



The addition of two new Interest Groups to support the mission and work of the Underdeck Committee and its established Working Groups is the direct result of insights and feedback from our continued commitment to stakeholder engagement. The Underdeck Committee is not only listening to our stakeholders, but also seizing opportunities to involve a diverse group of stakeholders and provide ongoing attention to initiatives that will benefit communities adjacent to and impacted by the Underdeck.

YOUTH ENGAGEMENT INTEREST GROUP

This new Interest Group was added to provide a structured opportunity for community-based organizations that work with our local youth to become actively engaged with the ongoing process of supporting the Underdeck Committee and the project itself. This is an opportunity for our local youth to become directly involved in a civic project and have a voice in the development of a legacy public space from which they will benefit.

By partnering with these youth empowerment organizations, the Underdeck Committee is providing a platform for our community youth to be leaders in the effort to create awareness of the Underdeck Project, while inspiring more participation by youth by serving as apprentices developing and executing social media and communication strategies that amplify the progress and impact of the Underdeck Project.

We encourage the participation of as many youth groups as possible for this interest group, and if you or a youth member in your family is interested in joining this group, please email Diana Santangelo by **July 30, 2022** at Diana@imgenuinesolutions.com to register.

The first Youth Engagement Working Group meeting will be: August 9, 2022 at 4pm

ECONOMIC DEVELOPMENT INTEREST GROUP

Economic Development Interest Group Community leaders that have attended our community meetings have been the source of valuable insights and ideas that have evolved into action items. The Economic Development Working Group is the direct result of a conscientious and community-focused stakeholder communicating the need to have a focused effort on ensuring that the Underdeck Project proceeds with prioritizing the economic health and vitality of the communities impacted by the project.

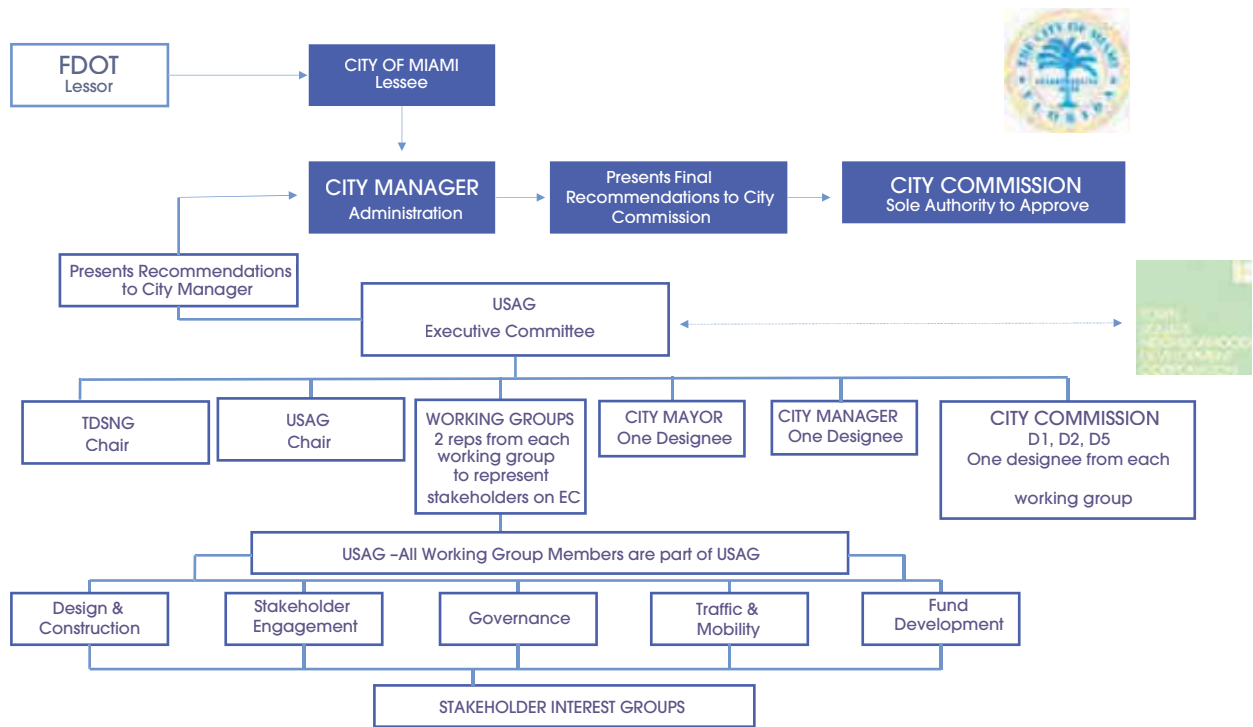
This Interest Group is specifically focused on the interests of the numerous small to mid-sized businesses in the community and will remain engaged throughout the process to address issues and share insights that will be of benefit to the business community and their growth opportunities as the Underdeck becomes a landmark public space in the City of Miami.

Local business owners and affiliated stakeholders are encouraged to participate as members of this working group. To register, please email Diana Santangelo **July 30, 2022** at Diana@imgenuinesolutions.com.

The first Economic Development Working Group meeting will be on August 9, at 5pm

THE UNDERDECK EXECUTIVE COMMITTEE

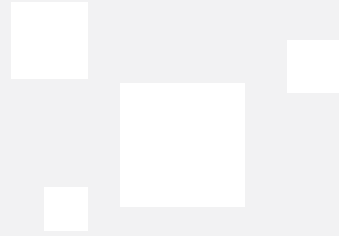
Insights gathered by the Underdeck Committee are funneled through the Underdeck Executive Committee for the purpose of developing formal recommendations for the City of Miami, shared through the City Commission.



THE UNDERDECK EXECUTIVE COMMITTEE

THE UNDERDECK EXECUTIVE COMMITTEE

- The Chair of TSNDC or Designee
- The Chair of the USAG of Designee
- One Designee each from City Commission Districts 1,2 and 5
- One Designee from the City of Miami Mayor
- One Designee from the City Manager
- USAG Working Group Chairs
- One additional Representative from each working group selected by their membership.



USAG EXECUTIVE COMMITTEE SPOTLIGHT

In this and upcoming editions of the Underdeck Chronicle we will be presenting featured spotlights introducing key members of the Underdeck Committee to keep you connected to the project and the community leaders involved in keeping stakeholders engaged.



REBECCA MENDELMAN
CHAIR - USAG

"My role with the Underdeck is to serve as the Chair of the committee



NELSON ADAMS M.D.
CHAIR - STAKEHOLDER AWARENESS
EDUCATION & ENGAGEMENT
WORKING GROUP

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"My role with the Underdeck is to serve as the Chair of the committee of community advocates who are working alongside the City of Miami, Florida Department of Transportation, and others to ensure that our community gets the public space it deserves. I believe that great public spaces make great cities."



NELSON ADAMS M.D.
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**STAY CONNECTED:
BE INFORMED AND ENGAGED**

Since 2021, the Underdeck Committee has hosted both virtual and in-person community meetings to

STAY CONNECTED: BE INFORMED AND ENGAGED

Since 2021, the Underdeck Committee has hosted both virtual and in-person community meetings to receive public feedback on the project while also providing updates as to the planning and progress of the Underdeck. These ongoing meetings have proved vital to the Underdeck Committee in keeping [the people of Miami at the forefront of this historic project.](#)

Community engagement is a top priority for the Underdeck Project. Virtual meetings will be held over the summer. Our next meeting will be held on:

Tuesday, August 25th at 6:30 pm via Zoom.

[Register here](#)

To get the most up-to-date information on the project, visit www.underdeckmiami.com

For more information about the Underdeck stakeholder engagement, please contact Lisa Martinez at lisa@lmgenuinesolutions.com

THE UNDERDECK

Chronicle

FOURTH EDITION

"Your Source of Information
about the I-395 Underdeck Project"



ABOUT THE UNDERDECK

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This process has, since inception, invited significant and ongoing public engagement facilitated by the Underdeck Committee which secured a Knight Foundation match grant in the amount of \$200,000 for the purpose of supporting community engagement in the planning and design of the Underdeck Project. Town Square Neighborhood Development Corporation serves as the Underdeck Committee's fiscal agent at no cost to the Committee.

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To revisit the Concept Design that was featured in a prior edition of the Underdeck Chronicle, we invite you to watch the design

for state-level funding for this City of Miami project and contribute to the development of the concept design submitted by the City to FDOT through their community engagement process.

Through this collaborative dynamic, the State and City entities dedicated to crafting the form and function of the Underdeck operate in tandem with stakeholder and community input shared through recommendations by the Underdeck Executive Committee to the City Commission.

The Underdeck Committee's role was formalized in a Memorandum of Understanding (MOU) with the City of Miami under the official title: "Underdeck Subcommittee Advisory Group" ("USAG"). The USAG is an ongoing public and private sector collaborative project representing a community-centered municipal enterprise supported by an involved group of civic, business, and philanthropic leaders, adjacent landowners, small business owners, nonprofits, and residents. The USAG is inclusive of all community stakeholders. The Underdeck Committee is supported by working groups which are responsible for stakeholder

www.underdeckmiami.com

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WHO'S INVOLVED

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Concerned stakeholders formed an ad hoc group, the Underdeck Committee, to work closely with City administration to advocate

The Underdeck Committee is supported by working groups which are responsible for stakeholder engagement and offering recommendations in specific areas. These working groups remain open to involvement and participation from interested stakeholders within the community.



IF YOU ARE INTERESTED IN JOINING A WORKING GROUP, GO TO UNDERDECKMIAMI.COM AND COMPLETE OUR NEW "JOIN A WORKING GROUP" FORM.

NEW NAMING & BRANDING UPDATE

During the month of August, the Naming and Branding process took another step forward. A public survey was made available to community stakeholders to receive additional insights and recommendations to assist the Underdeck Committee, its strategic partners and Jacober Creative in the collaborative process that will lead to the name and branding of this legacy public space.

There were over 1200 survey responses received by the Jacober Creative team to supplement previous insights shared by the public in previous solicitations and community meetings. The insights and stakeholder feedback that has been gathered was consolidated into a comprehensive report which also includes 12 tentative name recommendations currently under consideration.

[VIEW THE REPORT HERE](#)

Based on the data collected after reviewing stakeholder feedback, new name selections were presented at Community Meetings that took place on September 7th and September 8th at the Overtown Performing Arts Center (OPAC) and Temple Israel of Greater Miami respectively. Six final names were created and selected based on your community feedback. Take the Final Naming Survey below. By answering this survey you are giving us critical additional feedback to help recommend a name for the space. Your feedback is important! The survey should take you less than five minutes to complete.

WWW.UNDERDECKMIAMI.COM

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TAKE THE FINAL SURVEY

THE FINAL NAMING SURVEY IS AVAILABLE THROUGH OCTOBER 9TH

STRATEGIC PARTNERS

Planning, developing, and constructing a municipal project the size and scope of the Underdeck requires the resources and collaboration of many entities and groups of committed community leaders. Unlike most other similar projects, the intentional integration of community and stakeholder engagement from the very onset of this project has created a need for additional strategic partners to be involved to ensure a grassroots concerted effort to get our community involved.

To ensure that FDOT, the City of Miami, the Town Square Neighborhood Development Corporation (TSNDC) and the Underdeck Committee have the requisite support to encourage and gain community involvement, a group of strategic partners have been engaged to facilitate the Underdeck Committee's work and to garner diverse and consistent stakeholder engagement.



Lisa Martinez, CEO of LM Genuine Solutions (LMGS) and Underdeck project advocacy manager was engaged by the Underdeck Subcommittee Advisory Group to serve as liaison between the Underdeck Committee, FDOT, the City of Miami, TSNDC, and all the strategic partners connected to the Underdeck project. LMGS was founded on the fundamental concept that the solution to community challenges and community growth is always local. LMGS brings people and systems together to generate local solutions for complex challenges and initiatives, and has worked tirelessly to galvanize multiple entities, stakeholders, and community members to collaboratively address design, transportation, fund development, governance, and community engagement of the community-driven planning of the Underdeck project. LGMS is ideally positioned to coordinate these efforts by ensuring that all stakeholders are involved in the process as both engaged players and beneficiaries of community-based efforts, such as the Underdeck and other initiatives to strengthen our local neighborhoods.



Based in Miami, Circle of One Marketing is the strategic partner engaged to promote and facilitate the ongoing and intentional process of

WWW.UNDERDECKMIAMI.COM



Based in Miami, Circle of One Marketing is the strategic partner engaged to promote and facilitate the ongoing and intentional process of stakeholder engagement for the Underdeck project. Founded just over twenty years ago by Suzan McDowell, Circle of One has been able to leverage its local Marketing and Public Relations footprint to garner public participation in community-based virtual and in-person meetings in both the Overtown and Downtown areas of Miami most directly impacted by the Underdeck. Additionally, the Circle team continues to coordinate stakeholder engagement through managing Public Relations efforts and communication strategies that keep the public and all concerned parties informed and involved with the progress of this project.



Jacober Creative, a Miami-based branding and creative agency, is the strategic partner focused on developing the final name and brand identity for the Underdeck. Working as part of the collaborative team supporting this project, Jacober has gathered all the public feedback shared about this public greenspace project through stakeholder engagement efforts to provide collective insights that will be used in the naming and branding process. Through their efforts, there is a current list of 12 tentative name options with an analysis of the public insights that led to this selection. You can access their Rebranding Research Report & Analysis Report along with the current name options here.



Urban Health Partnerships (UHP) will be joining the community engagement effort for the Underdeck Committee, introducing their innovative Community Liaison (CL) Framework to the Underdeck development process by increasing community integration in decision-making related to the Underdeck. The CL Framework is a power-building model where residents are hired and trained to create a bridge between key agencies and the community. Community Liaisons will be hired from the Overtown and Downtown communities to conduct targeted outreach and lead discussions with stakeholders to assist the Underdeck Executive Committee to make recommendations that are community-informed. UHP will also conduct a review of both incoming and past community meetings and surveys on the Underdeck, to ensure the feedback is compiled and used to guide recommendations for the Underdeck with actions taken reported back to the community.



URGENT, Inc. is a creative youth development non-profit based in Historic Overtown. The organization is dedicated to empowering young creative



URGENT, Inc. is a creative youth development non-profit based in Historic Overtown. The organization is dedicated to empowering young creative minds to transform their communities using film, arts, culture, and entrepreneurship. In the coming months, their youth media team consisting of interns and media arts apprentices, with the support of their professional mentors, will facilitate youth dialogue sessions to educate, document, and elevate youth conversations in neighboring communities impacted by The Underdeck. Designed to engage youth in the conversation, look out for dynamic social media posts, compelling public service announcements, and documentary-style storytelling.

USAG EXECUTIVE COMMITTEE SPOTLIGHT

Each edition of the Underdeck Chronicle will present featured spotlights introducing key members of the Underdeck Committee to keep you connected to the project and the community leaders involved in keeping stakeholders engaged.

You can see pictures and bios of the Underdeck Executive Committee at:
<https://underdeckmiami.com/executive-committee/>



TRINA HARRIS

REPRESENTATIVE

**GOVERNMENT, PROJECT MANAGEMENT,
STRATEGIC OVERSIGHT WORKING GROUP**

"Because of the challenges and the detriment that I-95 did to our community, also 395 in the '50's, we have to get it right this time. We have to



ALAN FEIN

**CHAIR GOVERNMENT, PROJECT MANAGEMENT
STRATEGIC OVERSIGHT WORKING GROUP**

"As someone who grew up here and was always around people of different cultures, it's been important to me that we find ways to bring everybody together. We don't often have open doors and paths to

WWW.UNDERDECKMIAMI.COM



TRINA HARRIS

REPRESENTATIVE

**GOVERNMENT, PROJECT MANAGEMENT,
STRATEGIC OVERSIGHT WORKING GROUP**

“Because of the challenges and the detriment that I-95 did to our community, also 395 in the ‘50’s, we have to get it right this time. We have to have the input of the community. I know that everyone on our committee wants to get it right, and folks are genuinely caring and want to hear what the community thinks. So for me, I’m the representative of the people, and I want to be sure the people’s voices are heard.”



ALAN FEIN

**CHAIR GOVERNMENT, PROJECT MANAGEMENT,
STRATEGIC OVERSIGHT WORKING GROUP**

“As someone who grew up here and was always around people of different cultures, it’s been important to me that we find ways to bring everybody together. We don’t often have open doors and paths to connect. This public space runs from Overtown to Museum Park. As it stands now, the communities are separated by the train tracks and highways, and injustices of generations past. I hope the change to the physicality of the spaces becomes a metaphor for our broader sense of community.”

STAY CONNECTED:

STAY CONNECTED: BE INFORMED AND ENGAGED

Since 2021, the Underdeck Committee has hosted both virtual and in-person community meetings to receive public feedback on the project while also providing updates as to the planning and progress of the Underdeck. These ongoing meetings have proved vital to the Underdeck Committee in keeping the people of Miami at the forefront of this historic project.

Community engagement is a top priority for the Underdeck Project. Community Update Meetings will be held virtually in October 2022. Our next meeting will be held on:

Thursday, October 20, 2022 at 6:30 pm via Zoom

▶ REGISTER HERE ◀

An Economic Development Special Interest Group meeting is scheduled on October 11, 2022 serving local business owners, employers and employees.

**The meeting is being held at the Center for Black Innovation at
937 NW 3rd Ave, Miami, FL 33136.**

A Youth Engagement Special Interest Group meeting was held on October 4, 2022 at Urgent, Inc. serving young people ages 14-24. The meeting is being held at Urgent Inc. RSVPs are available at <https://qrco.de/UnderdeckYouth>

To get the most up-to-date information on the project, visit www.underdeckmiami.com

For more information about the Underdeck stakeholder engagement, please contact Lisa Martinez at lisa@imgenuinesolutions.com



APPENDIX B

- Operations & Maintenance Review (O&M Report)
 - Amendment to O&M Report

I-395 Underdeck / Heritage Trail

Operations & Maintenance Review

Miami, Florida

June 2022

Prepared For:

Town Square Neighborhood Development Corporation, Inc.
1300 Biscayne Blvd
Miami, FL 33132

Prepared By:

ETM Associates, L.L.C.
1202 Raritan Avenue
Highland Park, NJ 08904



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00. EXECUTIVE SUMMARY

01. THE IMPORTANCE OF MANAGEMENT & MAINTENANCE

The I-395 Underdeck / Heritage Trail (“Underdeck” throughout this report) is a new 33-acre public open space proposed for a mile along the reconstructed I-395 Interstate Highway in Miami, Florida. The open space will be built by the Florida Department of Transportation (FDOT) as part of the larger I-395 construction project. Effective maintenance and management will be critical to ensuring the capital investment of the Underdeck is enjoyable, safe, and usable for years to come. Ultimately, the standards of care and the maintenance plan will need to balance fiscal considerations, usage, and maintenance needs.

Note that the signature pedestrian bridge and I-395 structure are not included in this report.

02. MANAGEMENT FRAMEWORK

At the time of this report, the management and operations strategy of the Underdeck is still to be determined. It is assumed that a new non-profit, “Friends of the Underdeck”, will be formed to oversee the open space based on the latest progress update on governance and management for the project. Other roles and responsibilities, as well as the service delivery system, are still to be defined, though the City is expected to play a role. Questions for consideration are provided later in this document. Service delivery may be done through all in-house staff, all contracted staff, or a combination of both types of staff. The benefits and drawbacks of each strategy are described in the table below.

The charts on the following pages show the various staff that will be needed for operations and management of the Underdeck, and their relationship to each other. These charts represent potential organizational structures for internal discussion. The charts currently indicate all in-house staff as operating under the

All In-House Scenario	Contracted Scenario	Mixed Scenario
Pros:	Pros:	Pros:
<ul style="list-style-type: none"> • <i>Staff presence at all times - provide user contacts & security</i> • <i>Sense of ownership</i> • <i>Familiarity & knowledge of the site</i> 	<ul style="list-style-type: none"> • <i>Limited equipment and material purchases</i> • <i>Smallest facility space needed</i> 	<ul style="list-style-type: none"> • <i>Some staff presence</i> • <i>Smaller facility space needed</i> • <i>Fewer equipment & materials needed and to maintain</i>
Cons:	Cons:	Cons:
<ul style="list-style-type: none"> • <i>Equipment & material purchases</i> • <i>More equipment upkeep costs</i> • <i>Larger facility space(s) needed</i> 	<ul style="list-style-type: none"> • <i>Limited or no site staff presence</i> • <i>Need more staff presence through “supplemental” staffing</i> • <i>Might not always have the same staff - less familiarity with the site</i> • <i>May not have knowledge of plants on the site</i> • <i>Lack of sense of ownership</i> 	<ul style="list-style-type: none"> • <i>Need more oversight/ coordination</i> • <i>May need more staff presence through “supplemental” staffing</i> • <i>Might not always have the same staff - less familiarity with the site</i> • <i>Limited to some sense of ownership</i>

Figure 0.1. Benefits and Drawbacks of Different Staffing Scenarios

Friends of the Underdeck. As the governance discussion progress and more roles and responsibilities are defined, staff will be noted as other organizations as appropriate.

For example, some fundraising staff may be a part of an Underdeck Conservancy working in tandem with the Friends group.

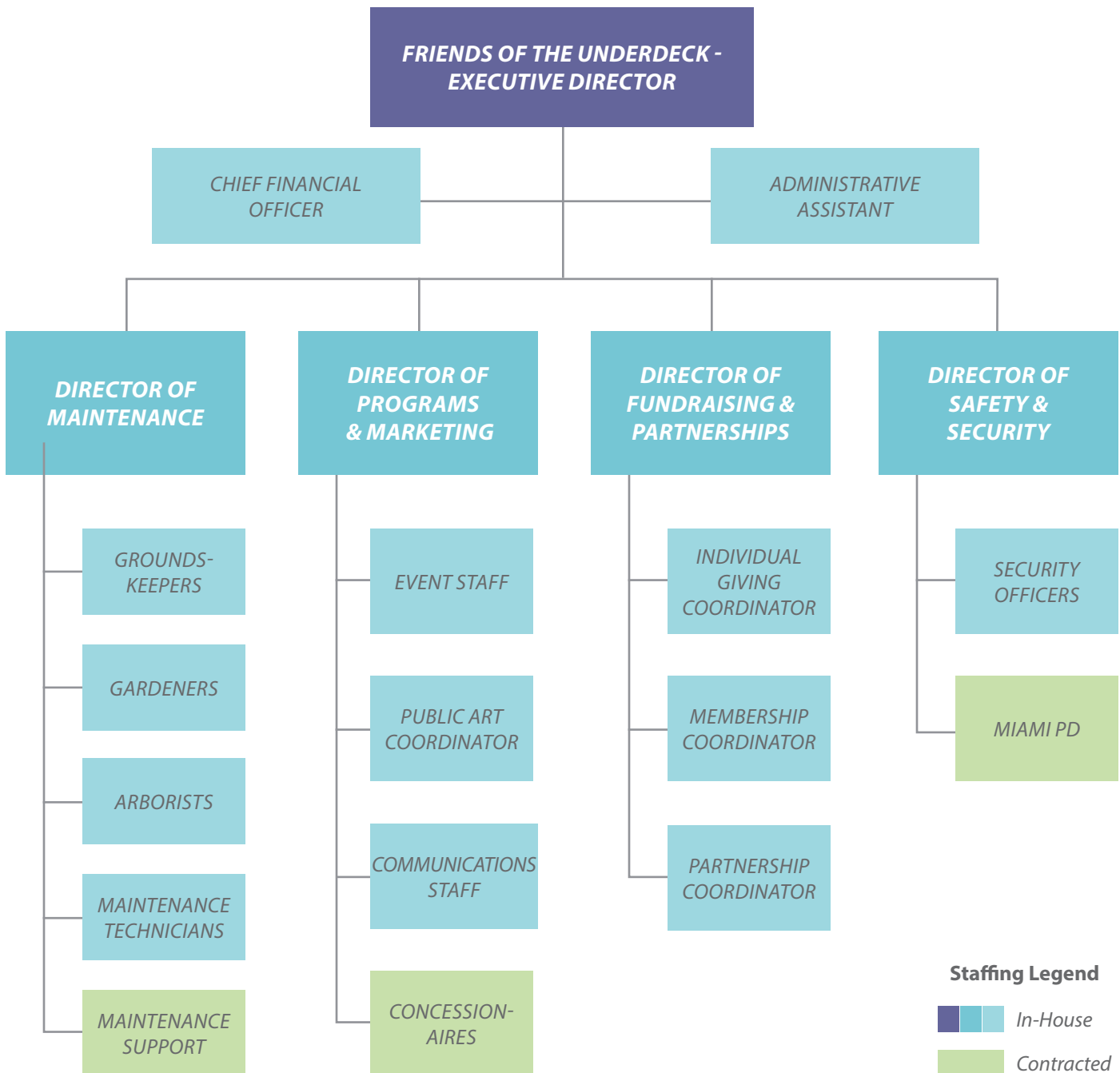


Figure 0.2. Potential Overall Organizational Structure for Underdeck Operations - Majority In-House Staff

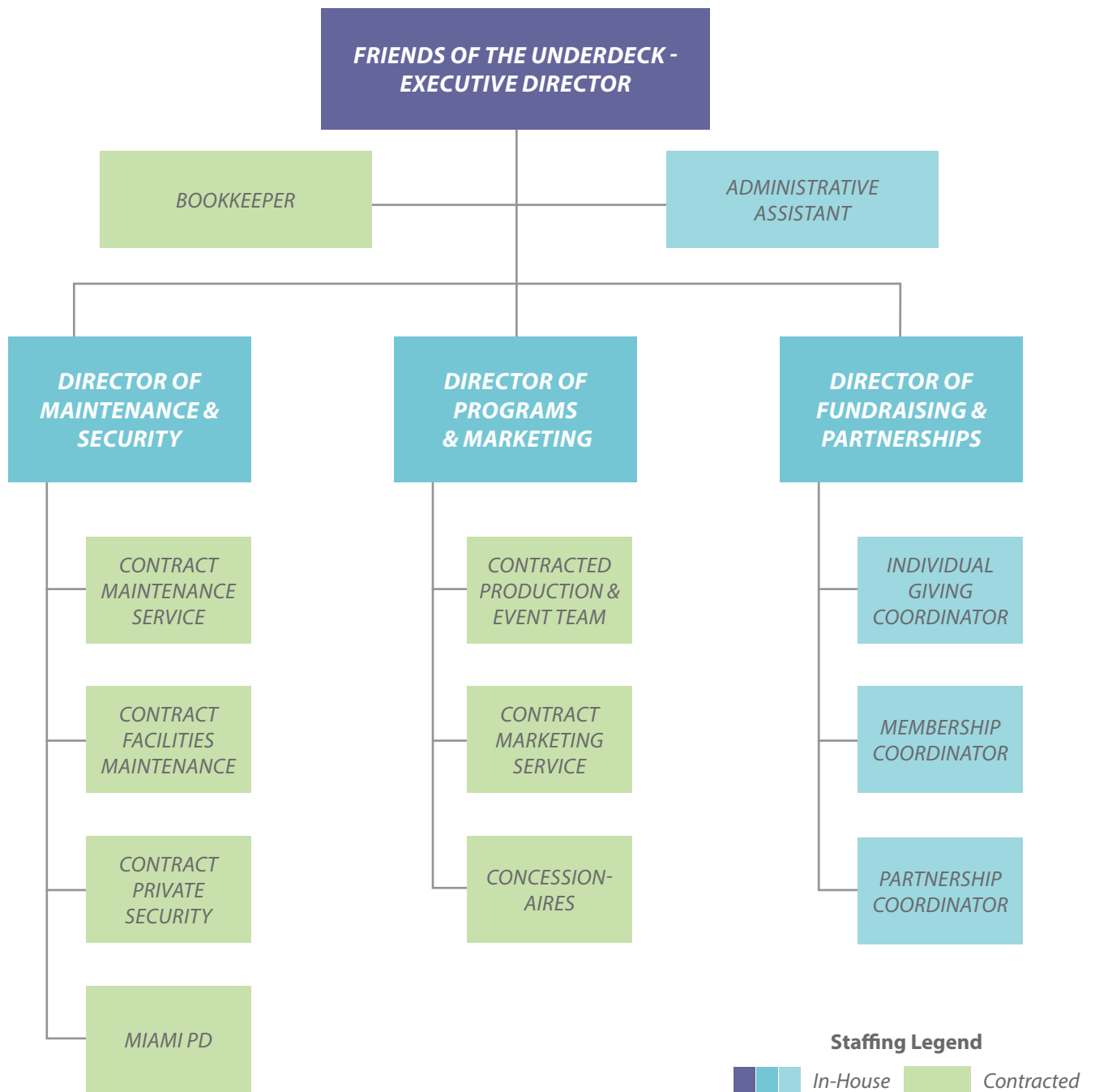


Figure 0.3. Potential Overall Organizational Structure for Underdeck Operations - Majority Contracted Staff

03. BUDGET ESTIMATES

Two high level order of magnitude operational budget estimates were developed based on the two organizational charts. Costs are based on ETM's national experience and local market research. These budgets should be used for planning purposes only due to their high-level nature.

Underdeck - Order of Magnitude Estimated Operation Budget - Majority In-House Scenario

Estimated Administrative Costs						
Item	Low Cost	High Cost	Assumptions			
Executive Director	\$160,000	- \$200,000	Salaried position			
Administrative Assistant	\$50,000	- \$58,000	Full-time			
Chief Financial Officer	\$110,000	- \$140,000	Full-time			
Director of Fundraising & Partnerships	\$110,000	- \$140,000	Full-time			
Individual Giving Coordinator	\$80,000	- \$95,000	Full-time			
Membership Coordinator	\$80,000	- \$95,000	Assumes full time for initial budget, but could be part time position or combined with Partnership Coordinator			
Partnership Coordinator	\$80,000	- \$95,000	Assumes full time for initial budget, but could be part time position or combined with Membership Coordinator			
Indirect Personnel Costs	\$234,500	\$288,050	Benefits/fringe; assume 35%			
Non-Personnel Expenses	\$110,000	- \$160,000	Includes uniforms, materials, supplies, computer program fees, utilities, etc.			
Estimated Administrative Costs	\$1,014,500	- \$1,271,050				
Estimated Maintenance Costs						
Item	Low Hours	High Hours	Hourly Rate	Low Cost	High Cost	Assumptions
Director of Maintenance				\$95,000	- \$115,000	Salaried position; supervises and coordinates all maintenance work; assumes minimal contribution to overall maintenance hours
Groundskeeping Staff				\$292,320	- \$334,080	General cleaning & upkeep; 5 FTEs at \$25-\$28 / hr
Horticulture Staff				\$267,264	- \$300,672	Plant care (limited tree work); 4 FTEs at \$32-\$36 / hr
Arborists				\$75,168	- \$87,696	Tree work; 1 FTE at \$36-\$42 / hr
Maintenance Technicians				\$114,840	- \$146,160	Trades work; 1 FTE at \$55-\$70 / hr
Indirect Personnel Costs				\$295,607	- \$344,263	Benefits/fringe; assume 35%
Contracted Arborists	357	- 1,528	\$50	\$17,865	- \$76,409	Supplement inhouse staff & equipment as needed
Contracted Trades	852	- 2,137	\$90	\$76,691	- \$192,321	Supplement inhouse staff & equipment as needed
Non-Personnel Maintenance Expenses				\$337,837	- \$393,443	Assumed as 40% of in-house personnel costs; includes materials, supplies, uniforms, equipment fuel, upkeep and rentals, and utilities
Hurricane Cleanup				\$30,000	- \$65,000	Allowance for additional cleanup, equipment, and repairs
Estimated Maintenance Costs				\$1,602,592	- \$2,055,044	

Figure 0.4. Underdeck - Order of Magnitude Estimated Operation Budget - Majority In-House Scenario (page 1 of 2)

Underdeck - Order of Magnitude Estimated Operation Budget - Majority In-House Scenario

Estimated Programming & Marketing Costs			
Item	Low Cost	High Cost	Assumptions
Director of Programs & Marketing	\$95,000	- \$115,000	
Event Staff	\$348,000	- \$392,000	4 full-time staff at \$48k-\$53k, 6 part-time staff at \$26k-\$30k
Public Art Coordinator	\$75,000	- \$90,000	
Communications Staff	\$118,000	- \$130,000	1 full-time staff at \$54k-\$58k, 2 part-time staff at \$32k-\$36k
Contracted Concessionaires	n/a	- n/a	Assume agreement with % of vendor sales
Event Security Staff	-	- -	See Estimated Security Costs
Indirect Personnel Costs	\$222,600	- \$254,450	Benefits/fringe; assume 35%
Non-Personnel Program Expenses	\$440,000	- \$580,000	Event and marketing materials, supplies, uniforms, permits, performer fees, additional utilities, etc.
Estimated Programming & Marketing Costs	\$1,298,600	- \$1,561,450	
Estimated Security Costs			
Item	Low Cost	High Cost	Assumptions
Director of Safety & Security	\$95,000	- \$115,000	
Underdeck Security Officers	\$480,000	- \$544,000	8 staff at \$60k-\$68k each
Indirect Personnel Costs	\$201,250	- \$230,650	Benefits/fringe; assume 35%
City Security (general)	n/a	- n/a	Miami PD regular patrol
Contracted Security (event)	\$22,000	- \$30,800	Off duty Miami PD; assumes 200 to 280 hours at \$110/hr
Non-Personnel Security Expenses	\$60,000	- \$90,000	Uniforms, training, materials, supplies, security cameras, etc.
Estimated Security Costs	\$858,250	- \$1,010,450	
Liability Insurance	\$50,000	- \$200,000	Will depend on local policy requirements
Total Estimated Underdeck Operating Budget	\$4,823,942	- \$6,097,994	2022 USD

Note that minor repairs are included in this budget but large capital repairs are not included

First Year Purchases	
General Staff Supplies	Office supplies, desks, computers, computer programs, etc.
Staff Uniforms	Assume at least 2 per in-house staff
Maintenance Equipment	May include large and small vehicles, powered equipment, and miscellaneous tools and safety gear
Programming Equipment	Will vary based on what is kept in-house and what is rented; may include barriers, AV equipment, temporary trash receptacles, tents, tables, chairs, etc.

Figure 0.5. Underdeck - Order of Magnitude Estimated Operation Budget - Majority In-House Scenario (page 2 of 2)

Underdeck - Order of Magnitude Estimated Operation Budget - Majority Contracted Scenario

Estimated Administrative Costs						
Item	Low Cost	High Cost	Assumptions			
Executive Director	\$160,000	- \$200,000	Salaried position			
Administrative Assistant	\$50,000	- \$58,000	Full-time			
Director of Fundraising & Partnerships	\$110,000	- \$140,000	Full-time			
Individual Giving Coordinator	\$80,000	- \$95,000	Full-time			
Membership Coordinator	\$80,000	- \$95,000	Assumes full time for initial budget, but could be part time position or combined with Partnership Coordinator			
Partnership Coordinator	\$80,000	- \$95,000	Assumes full time for initial budget, but could be part time position or combined with Membership Coordinator			
Indirect Personnel Costs	\$196,000	\$239,050	Benefits/fringe; assume 35%			
Contracted Bookkeeper / Financial Officer	\$130,000	- \$160,000	Contracted			
Non-Personnel Expenses	\$100,000	- \$140,000	Includes uniforms, materials, supplies, computer program fees, utilities, etc.			
Estimated Administrative Costs	\$986,000	- \$1,222,050				
Estimated Maintenance Costs						
Item	Low Hours	High Hours	Hourly Rate	Low Cost	High Cost	Assumptions
Director of Maintenance & Security	n/a	- n/a	n/a	\$47,500	- \$57,500	Salaried position - salary split in budget table with Estimated Security Costs; assumes minimal contribution to overall maintenance hours
Indirect Personnel Costs				\$16,625	- \$20,125	Benefits/fringe; assume 35%
Contracted Maintenance Staff - Grounds & Horticulture	16,202	- 18,116	\$40	\$648,097	- \$724,646	Groundskeeping and plant care, including trees
Contracted Facilities Maintenance & Trades Staff	2,452	- 3,737	\$90	\$220,691	- \$336,321	Buildings, structures, and trades work
Non-Personnel Maintenance Expenses				\$186,583	- \$227,719	Assumed as 20% of above personnel costs; includes utilities, minor supplies, etc.; assumes most material, equipment, etc. expenses incorporated into contracted hourly rates
Hurricane Cleanup				\$30,000	- \$65,000	Allowance for additional cleanup, equipment, and repairs
Estimated Maintenance Costs				\$1,149,496	- \$1,431,311	

Figure 0.6. Underdeck - Order of Magnitude Estimated Operation Budget - Majority Contracted Scenario (page 1 of 2)

Underdeck - Order of Magnitude Estimated Operation Budget - Majority Contracted Scenario

Estimated Programming & Marketing Costs			
Item	Low Cost	High Cost	Assumptions
Director of Programs & Marketing	\$95,000	- \$115,000	
Indirect Personnel Costs	\$33,250	- \$40,250	Benefits/fringe; assume 35%
Contracted Production & Event Team	\$500,000	- \$750,000	
Contracted Marketing Service	\$250,000	- \$320,000	
Contracted Concessionaires	n/a	- n/a	Assume agreement with % of vendor sales
Event Security Staff	-	- -	See Estimated Security Costs
Non-Personnel Program Expenses	\$130,000	- \$210,000	Assume most costs included in contracted staff costs; includes some utility, marketing, and production costs
Estimated Programming & Marketing Costs	\$1,008,250	- \$1,435,250	
Estimated Security Costs			
Item	Low Cost	High Cost	Assumptions
Director of Maintenance & Security	\$47,500	- \$57,500	Salary split in budget table with Estimated Maintenance Costs
Indirect Personnel Costs	\$16,625	- \$20,125	Benefits/fringe; assume 35%
Contracted Security (private)	\$480,000	- \$544,000	8 staff at \$60k-\$68k each
City Security (general)	n/a	- n/a	Miami PD regular patrol
Contracted Security (event)	\$22,000	- \$30,800	Off duty Miami PD; assumes 200 to 280 hours at \$110/hr
Non-Personnel Security Expenses	\$25,000	- \$45,000	Training, security cameras, etc.
Estimated Security Costs	\$591,125	- \$697,425	
Liability Insurance	\$50,000	- \$200,000	Will depend on local policy requirements
Total Estimated Underdeck Operating Budget	\$3,784,871	- \$4,986,036	2022 USD

Note that minor repairs are included in this budget but large capital repairs are not included

First Year Purchases	
General Staff Supplies	Office supplies, desks, computers, computer programs, etc.
Staff Uniforms	Assume at least 2 per in-house staff
Maintenance Equipment	Minimal; assumes most equipment brought/owned by contracted staff
Programming Equipment	Will vary based on what is provided by the contracted team and what is rented separately; may include barriers, AV equipment, temporary trash receptacles, tents, tables, chairs, etc.

Figure 0.7. Underdeck - Order of Magnitude Estimated Operation Budget - Majority Contracted Scenario (page 2 of 2)

A note on liability insurance: liability insurance can vary greatly based on local requirements, the specifics of the public-private relationship governing the public space, and on availability of insurance carriers. For this reason, it is separated out as its own line item in the budget with a wide range.

04. MANAGEMENT STRATEGY CONSIDERATIONS

The estimated annual budget should not be the only deciding factor for assessing the management approach for the Underdeck. Rather, the benefits and drawbacks to in-house versus contracted staff should be considered for each aspect of the staffing approach. These considerations include the following:

Administration:

Majority in-house team

- Require support space and materials (office supplies, etc.)
- Are generally more interested in building and supporting the site due to a sense of ownership; create a sense of ownership among staff

Majority contracted team

- Need less support space and supplies
- Contracted staff will have less familiarity and ownership of site / project
- Contracted fundraising team may not have as much passion to get donors, etc. and some donors may prefer being asked by in-house staff
- Contracted staff will not have as much familiarity with the site and potential site issues as an in-house team

Maintenance:

Majority in-house maintenance team

- Allows for a high level of daily care around the site, with staff who are very familiar with and knowledgeable about the space. They can manage a more robust plant palette and will be on site for any emergency needs that may arise during the day – they can be more proactive rather than reactive.
- Will require staff support spaces, such as offices, lockers, changing rooms, restrooms, showers, and a break room, as well as material and equipment storage
- Owned equipment will need to be maintained

Majority contracted maintenance team

- Can still achieve quality care, but will not be a consistent, daily presence on site. Staff service can be delayed for issues that arise on days contracted staff are not scheduled to care for the site. Contracted staff may also not be able to manage a robust plant palette.
- Will require limited support spaces, potentially

only a staging area and small storage area to better facilitate maintenance work

Programming & Marketing:

Majority in-house team

- Will need support space and will either need to purchase event equipment (which will require storage space), or find vendors to rent equipment from, or do a combination
- Can feel greater ownership and a stronger desire to personally grow the site and events over time, and will have greater familiarity with the site to help coordinate events
- May be easier to coordinate with other in-house team members (such as maintenance)

Majority contracted team

- Will not need as much office / support space
- Contracted staff have the potential to bring different ideas and partners, and may have existing vendors and relationships to utilize
- May not be consistent staff, which can lead to a limited sense of ownership
- Can be some delay in social media responses if question needs to be fielded to in-house staff
- Will need to ensure channels/methods are in place to communicate event needs to maintenance and security teams

Security:

Majority in-house team

- Will require support spaces and supplies
- Jurisdiction area, enforcement powers, and carry policies will need to be determined for in-house staff, which will also affect the potential for liability
- Increased liability for management entity

Majority contracted team

- Will not need as much support space
- Enforcement and jurisdiction areas will need to be coordinated between contracted security if different types are used, e.g., private security versus city police

Note that this security is in addition to Miami Police Department officers, who are assumed to provide regular patrols of the site.

05. MAINTENANCE ESTIMATES

In order to estimate the maintenance needs for the Underdeck, ETM first defined several “landscape categories” that would be found throughout the open space based on the memo sets from February 2022. These include:

- Hardscapes:
 - » Concrete Paving
 - » Pavers (Dry-Laid)
 - » Stabilized Aggregate
 - » Parking Areas
- Softscapes:
 - » Turf Lawn
 - » Ornamental Gardens
 - » Trees (Large Caliper)
 - » Trees (Small Caliper)
- Furnishings & Amenities
 - » General Furnishing
 - » Trash & Recycling Receptacles
 - » Drinking Fountains
 - » Signage & Wayfinding
- Special Features
 - » Public Art
 - » Amphitheater
 - » Water Features
 - » Play Areas
 - » Dog Play Area
 - » Sport & Fitness
 - » Comfort Stations
- Infrastructure
 - » Pole Lighting
 - » Pedestrian Lighting
 - » Strip Lighting
 - » Utilities

Specific maintenance tasks were identified for each category and used to determine the annual hours required for maintenance for one unit of the category. ETM then multiplied the number of hours per unit by the number of units to arrive at the total number of hours it would take to maintain the Underdeck site. (The number of units are sourced from Memo 01 – APTE & Value Analysis.)

Annual hours for maintenance were divided into “routine” and “non-routine” tasks and hours. Routine tasks and hours are those maintenance needs that must be done consistently each year, such as cleaning, trash removal, and horticulture care. The total routine hours represent the minimal maintenance that will be needed for the site. Non-routine tasks and hours are those variable tasks that may not need to be done on an annual basis – they may be seasonal and weather dependent (e.g., hurricane clean-up), based on plant age (e.g., additional care during establishment), or a result of failure, vandalism, or wear-and-tear (e.g., repairs and replacements). The total non-routine hours represent additional maintenance that, while not routinely scheduled and performed, must still be accounted for in developing an annual maintenance plan.

For each of the two budget scenarios, the estimated annual hours were assigned to the appropriate types of staff in order to estimate the number of staff needed and inform the budget estimate.

The Underdeck / Miami Heritage Trail - Estimated Annual Landscape Maintenance Hours

Landscape Type	Unit	Annual Maintenance Hours by Unit*			Proposed Number of Units	Estimated Annual Maintenance Hours		
		Low	-	High		Low	-	High
Concrete Paving	10,000 sf	44	-	48	28.1	1239	-	1351
Pavers (Dry-Laid)	10,000 sf	56	-	59	39.0	2197	-	2314
Stabilized Aggregate	10,000 sf	40	-	45	5.0	202	-	227
Parking Areas	10,000 sf	37	-	43	5.0	185	-	215
Turf Lawn	10,000 sf	83	-	94	16.5	1367	-	1549
Ornamental Gardens	10,000 sf	91	-	104	62.0	5632	-	6438
Trees (Large Caliper)	20 trees	39	-	63	45.0	1733	-	2813
Trees (Small Caliper)	20 trees	27	-	41	21.3	570	-	868
General Furnishing	site	171	-	183	-	171	-	183
Trash & Recycling Receptacles	1 set	39	-	41	17.0	660	-	694
Drinking Fountains	1 fountain	38	-	43	7	264	-	299
Signage & Wayfinding	10 signs	9	-	10	3.9	35	-	39
Public Art	1 piece	15	-	30	10	150	-	300
Amphitheater	site	93	-	113	-	93	-	113
Water Features	site	422	-	477	-	422	-	477
Play Areas	site	715	-	735	-	715	-	735
Dog Play Area	site	260	-	275	-	260	-	275
Sport & Fitness	site	290	-	337	-	290	-	337
Comfort Stations	site	2199	-	2223	-	2199	-	2223
Pole Lighting	10 fixtures	6	-	9	5.3	32	-	48
Pedestrian Lighting	10 fixtures	4	-	5	35.0	140	-	175
Strip Lighting	100 LF	2	-	4	26.3	53	-	105
Utilities	site	47	-	77	-	47	-	77
Total Estimated Hours						18,655	-	21,853

*Low hours are for routine maintenance; high hours include routine and non-routine maintenance.

Notes: Hours are for maintenance of the landscape only and do not include structures other than the comfort stations.

Public art quantities are an estimate based on the understanding of the public art strategy at the time of this report.

Figure 0.8. Underdeck Estimated Annual Maintenance Hours

01. INTRODUCTION

1.1 INTRODUCTION

The I-395 Underdeck / Heritage Trail (“Underdeck” throughout this report) is a new public open space proposed for under the I-395 Interstate Highway in Miami, Florida. The open space will be built by the Florida Department of Transportation (FDOT) as part of the larger I-395 construction project.

ETM Associates, LLC (ETM) was engaged by the project team to provide an operations and maintenance analysis for the site. This report is the initial stage of our work. It is based on the series of memos from February 2022 provided by Hargreaves Jones, along with Concept Plan and Basis of Design for the project from March 2020.



Figure 1.1. Census Site Plan for the Underdeck

1.2 MAINTENANCE & OPERATIONS ASSUMPTIONS

The following assumptions were used in this report:

- The site is owned by FDOT and will be leased to the City of Miami for open space use.
- The public space will see regular programming. The level of programming is being determined at the time of this version of the report.
- The **majority of paving will be vehicular rated**, allowing for high levels of site access for maintenance vehicles, event vehicles, and emergency vehicles. The turf areas will also be reinforced in order to support infrequent vehicular loading. The pedestrian bridge will support light vehicles, such as gators.
- Pavers are sand-set, including the Biscayne Boulevard Burle Marx paving.
- The **Comfort Stations will be conditioned and open year-round**.
- **Irrigation, drinking fountains, and water features will operate throughout the year**, but will be temporarily shut down annually for system cleanout, maintenance, and needed repairs. **Water will be potable.**

- Maintenance and operation of the concession area in Comfort Station 3 will be done by an outside vendor.
- **Maintenance of the proposed pedestrian bridge will be performed by FDOT.** Note that any enhanced paving or features will not be FDOT's responsibility.
- **Lighting in the I-395 girders will be the responsibility of FDOT.**
- **Water and sewer systems are owned and operated by the Miami-Dade Water & Sewer Department (MDWASD).** Water systems up until the water meter and the sanitary sewer collection mains will be MDWASD's maintenance responsibility. Elements beyond the water meter and lateral connections inside the Underdeck property line will be the City's maintenance responsibility.

Also note that **maintenance of the signature pedestrian bridge and the I-395 structure are excluded** from this document . Any use of the public space as an emergency staging area was also excluded.



Figure 1.2. Aerial View - Overtown Community Green Looking East Towards Civic Waterfront

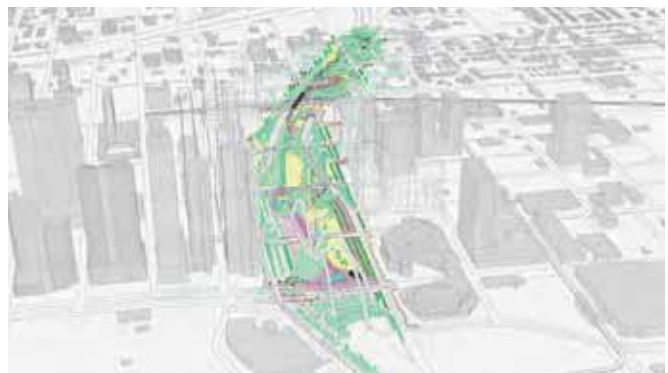


Figure 1.3. Aerial View - Civic Waterfront Looking West Towards Overtown Community Green

02. MAINTENANCE & MANAGEMENT PRINCIPLES

2.1 THE IMPORTANCE OF MAINTENANCE AND MANAGEMENT

Effective maintenance and management will be critical to ensuring the capital investment of the Underdeck is enjoyable, safe, and usable for years to come. At the time of this report, the management and operations strategy of the Underdeck is still to be determined. Regardless of what entity is ultimately responsible, it is crucial they support a strong maintenance initiative. Ultimately, the maintenance plan will need to balance fiscal considerations, usage, and maintenance needs.

2.2 MAINTENANCE AND MANAGEMENT PRINCIPLES

In order to achieve the highest levels of service for maintenance, maintenance work should be guided by several key principles: classifying maintenance standards, having an effective management and maintenance process, and ensuring that those performing maintenance and repair have the needed skills and equipment for the tasks.

Although most organizations operate on the basis of a fiscal or calendar year broken down into four equal quarters, this structure is not necessarily meaningful for park and open space maintenance work. Experience has shown that **organization of maintenance around the seasons is the most effective approach**, quite simply because some of the most important factors shaping the pattern of work are tied to the seasons. These factors include level of use, growing conditions, and weather.

Maintenance work should be performed when most appropriate. For example, low impact maintenance tasks, such as litter removal, may take place throughout the day. When possible, disruptive maintenance tasks, such as power washing, should be performed during early morning or off-hours when there are fewer visitors. Similarly, **maintenance work that will affect the use of or limit access to Underdeck features, such as lawn renovation, should be announced prior to scheduled work whenever possible.** Notification may be done through postings on bulletin boards, social media, or temporary signage throughout the site.



Figure 2.1. Discovery Green's garden beds require high levels of care to maintain their appearance.



Figure 2.2. Non-disruptive horticulture work can take place during typical visitor hours.

2.3 STANDARDS OF CARE

The standards of care for maintenance of any public space directly affect the annual maintenance budget and also influence perceptions of safety and use. For example, a maintenance plan in which all tasks are carried out at or above recommended best maintenance practices may create a pristine landscape but may ultimately prove to be unsustainable due to cost. Alternatively, a maintenance plan in which tasks and repairs are carried out at minimal levels may reduce annual budgets, but will likely result in high capital costs required for replacement or repairs that could have been prevented with regular care. Low standards of care can also create an unsafe environment for users.

The maintenance budget is also influenced by intensity of use – areas of higher use typically require greater maintenance. However, use is also affected by the level of maintenance: a well-maintained space will attract visitors, whereas a poorly maintained site discourages visitors and often invites misuse and vandalism. Given this relationship between use and the standards of care, it is important to **develop a maintenance plan that balances fiscal considerations with maintenance needs** in order to provide a sustainable, high-quality visitor experience.



Figure 2.3. Volunteers can assist with maintenance work, but require management.

The general standards of care used in this report are based on the Operational Guidelines for Grounds Management, published by APPA, NRPA, and Professional Grounds Management Society, and adapted to the specific needs of the Underdeck project. They account for the climate, seasonal events, and anticipated usage of the site. This report also considers higher cleanliness standards that may be expected in parks and open spaces following the COVID-19 pandemic.



Figure 2.4. Graffiti removal may require temporarily blocking pathways.



Figure 2.5. Trash collection frequency will vary based on levels of use.

03. MANAGEMENT STRATEGY

3.1 MANAGEMENT ITEMS FOR DISCUSSION

Based on the latest progress update on governance and management for the project, it is assumed that a new non-profit, **“Friends of the Underdeck”, will be formed to oversee the open space. Other roles and responsibilities are still to be defined , with the City of Miami expected to have a role.** As the management and operations framework is further developed, it is recommended the following are included in the discussion:

- **Confirm who will be responsible for the following, and where responsibility may be shared:**
 - » overall management;
 - » maintenance;
 - » programming;
 - » security;
 - » communications & marketing;
 - » funding & fundraising
- **What types of staff will be used** - in-house, contracted, or a combination?
 - » If in-house, where will they store equipment? Will they need maintenance yard space? Is there room on-site for a small maintenance structure? (While some materials could be stored in a comfort station, the comfort stations are currently not designed to store larger maintenance equipment such as golf carts or gators.)
 - » If contracted, who will oversee the contract?
- **Will there be a written agreement with the Arsht Center** for use of part of the site for valet parking? If so, will this agreement be with the Friends of the Underdeck and the City or just one entity?
- **Will the City or County provide any in-kind services** if they are not otherwise involved in operating the Underdeck open space?
 - » This could include paying for utilities, providing security as part of regular Miami PD patrols, picking up collected trash, etc.
- Has there been an amount given by FDOT for what they will contribute to maintenance of the Underdeck?
- What type of advanced notice will FDOT provide when they need to access I-395 via the Underdeck?
- Though it is approximately 2 miles away, is there **potential for synergies or partnership** with The Underline? Have other partnerships been discussed or considered?

3.2 POTENTIAL STAFFING SCENARIOS

In general, three strategies can be used for maintenance staffing: **all in-house staff; all contracted staff; or a combination of in-house and contracted staff.** Each strategy has its benefits and drawbacks, as shown in the accompanying table. Regardless of the staffing strategy ultimately chosen for the Underdeck, it is recommended that at least one in-house staff is hired at Friends of the Underline to oversee and coordinate all maintenance and operations work for the site.

If an in-house maintenance staffing team is used, locations for equipment storage and working yard space will need to be considered.

All In-House Scenario	Contracted Scenario	Mixed Scenario
Pros:	Pros:	Pros:
<ul style="list-style-type: none"> • Staff presence at all times - provide user contacts & security • Sense of ownership • Familiarity & knowledge of the site 	<ul style="list-style-type: none"> • Limited equipment and material purchases • Smallest facility space needed 	<ul style="list-style-type: none"> • Some staff presence • Smaller facility space needed • Fewer equipment & materials needed and to maintain
Cons:	Cons:	Cons:
<ul style="list-style-type: none"> • Equipment & material purchases • More equipment upkeep costs • Larger facility space(s) needed 	<ul style="list-style-type: none"> • Limited or no site staff presence • Need more staff presence through “supplemental” staffing • Might not always have the same staff - less familiarity with the site • May not have knowledge of plants on the site • Lack of sense of ownership 	<ul style="list-style-type: none"> • Need more oversight/ coordination • May need more staff presence through “supplemental” staffing • Might not always have the same staff - less familiarity with the site • Limited to some sense of ownership

Figure 3.1. Benefits and Drawbacks of Different Staffing Scenarios

3.3 POTENTIAL ORGANIZATIONAL STRUCTURES & STAFFING

The charts on the following pages show the various staff that will be needed for operations and management of the Underdeck, and their relationship to each other. **These charts represent potential organizational structures for internal discussion.** The charts currently indicate all in-house staff as operating under the Friends of the Underdeck. As the governance discussion progress and more roles and responsibilities are defined, staff may be a part of other organizations as appropriate. For example, some fundraising staff may be a part of an Underdeck Conservancy working in tandem with the Friends group.

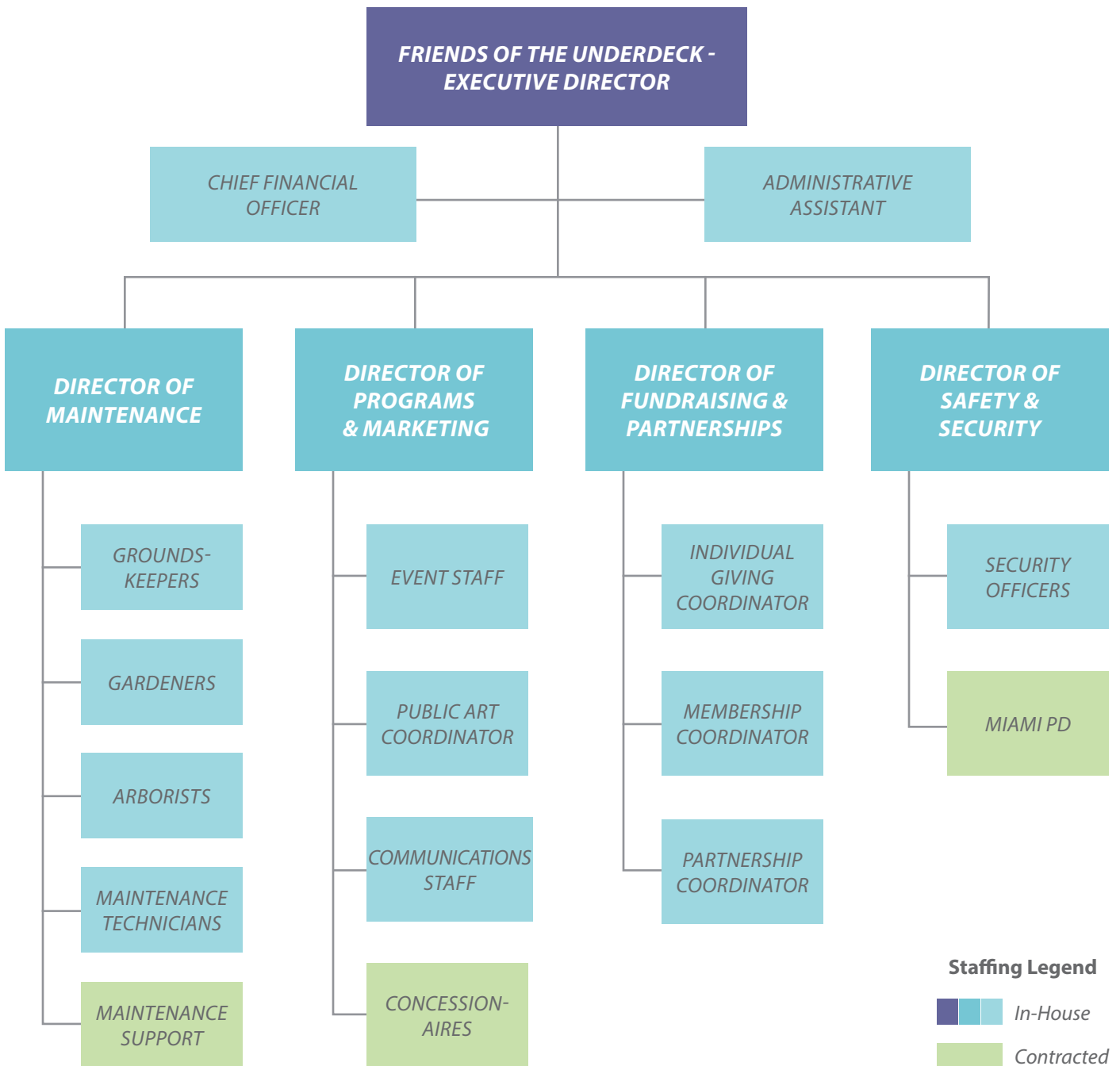


Figure 3.2. Potential Overall Organizational Structure for Underdeck Operations - Majority In-House Staff

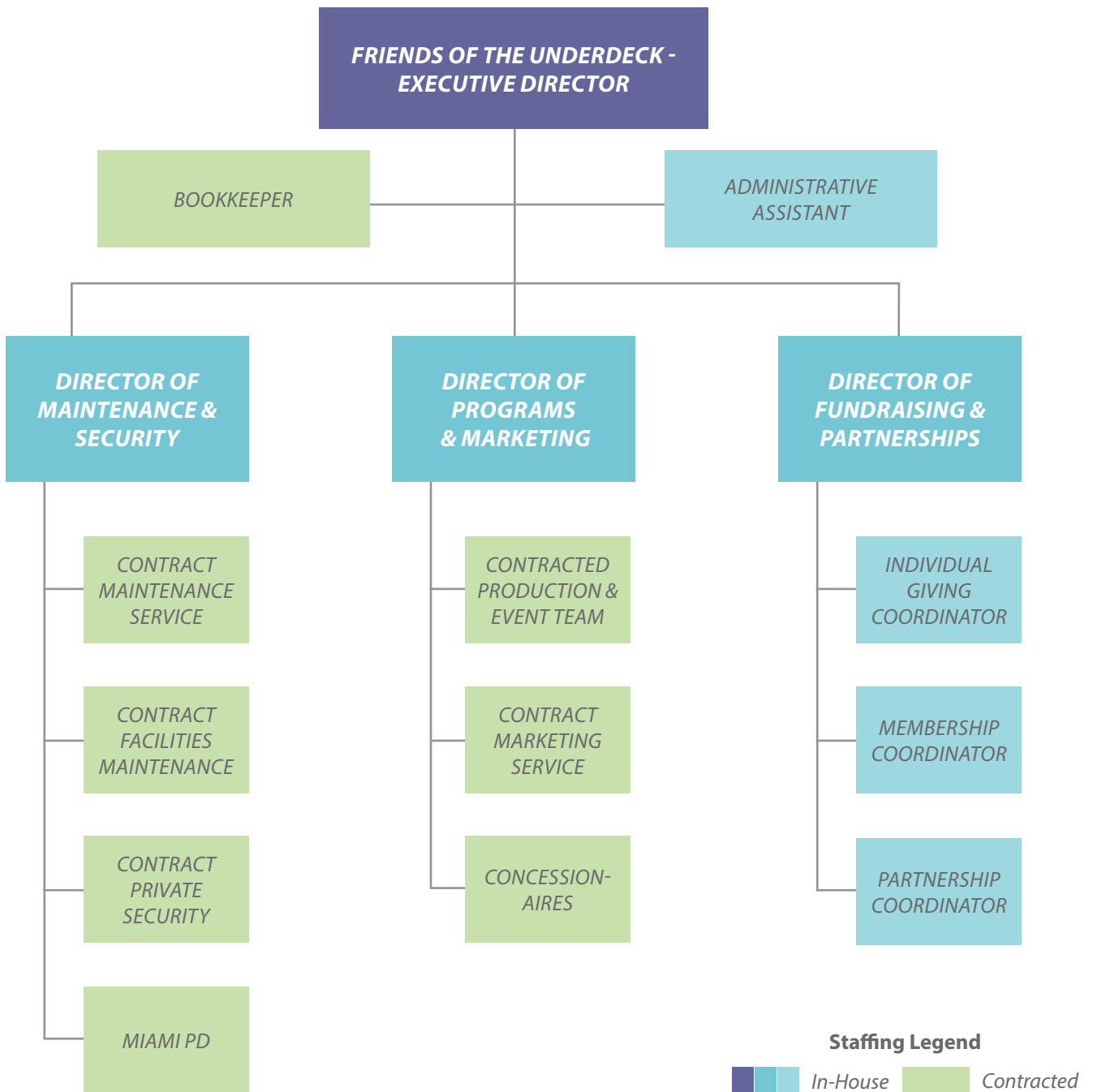


Figure 3.3. Potential Overall Organizational Structure for Underdeck Operations - Majority Contracted Staff

3.4 MANAGEMENT STRATEGY CONSIDERATIONS

The estimated annual budget should not be the only deciding factor for assessing the management approach for the Underdeck. Rather, the **benefits and drawbacks to in-house versus contracted staff should be considered for each aspect of the staffing approach.** These considerations include the following:

Administration:

Majority in-house team

- Require support space and materials (office supplies, etc.)
- Are generally more interested in building and supporting the site due to a sense of ownership; create a sense of ownership among staff

Majority contracted team

- Need less support space and supplies
- Contracted staff will have less familiarity and ownership of site / project
- Contracted fundraising team may not have as much passion to get donors, etc. and some donors may prefer being asked by in-house staff
- Contracted staff will not have as much familiarity with the site and potential site issues as an in-house team

Maintenance:

Majority in-house maintenance team

- Allows for a high level of daily care around the site, with staff who are very familiar with and knowledgeable about the space. They can manage a more robust plant palette and will be on site for any emergency needs that may arise during the day – they can be more proactive rather than reactive.
- Will require staff support spaces, such as offices, lockers, changing rooms, restrooms, showers, and a break room, as well as material and equipment storage
 - » **For the majority in-house scenario shown in this report, this would require approximately 6,500 – 7,700 square feet** (1,500 to 2,000 sf of staff support space, 3,000 to 3,200 sf of conditioned storage space, and 2,000 to 2,500 sf of unconditioned yard space)
- Owned equipment will need to be maintained

Majority contracted maintenance team

- Can still achieve quality care, but will not be a consistent, daily presence on site. Staff service can be delayed for issues that arise on days contracted staff are not scheduled to care for the site. Contracted staff may also not be as able to manage a robust plant palette.
- Will require limited support spaces, potentially only a staging area and small storage area to better facilitate maintenance work

The ultimate spatial needs will be determined by the selected operating model / service delivery and the exact combination of in-house or contracted services.

Programming & Marketing:

Majority in-house team

- Will need support space and will either need to purchase event equipment (which will require storage space), or find vendors to rent equipment from, or do a combination
- Can feel greater ownership and a stronger desire to personally grow the site and events over time, and will have greater familiarity with the site to help coordinate events
- May be easier to coordinate with other in-house team members (such as maintenance)

Majority contracted team

- Will not need as much office / support space
- Contracted staff have the potential to bring different ideas and partners, and may have existing vendors and relationships to utilize
- May not be consistent staff, which can lead to a limited sense of ownership
- Can be some delay in social media responses if question needs to be fielded to in-house staff
- Will need to ensure channels/methods are in place to communicate event needs to maintenance and security teams

Security:

Majority in-house team

- Will require support spaces and supplies
- Jurisdiction area, enforcement powers, and carry policies will need to be determined for in-house staff, which will also affect the potential for liability
- Increased liability for management entity

Majority contracted team

- Will not need as much support space
- Enforcement and jurisdiction areas will need to be coordinated between contracted security if different types are used, e.g., private security versus city police

Note that this security is in addition to Miami Police Department officers, who are assumed to provide regular patrols of the site.

04. OPERATIONAL BUDGET ESTIMATES

4.1 ANNUAL BUDGETS

Two high level order of magnitude operational budget estimates were developed based on the two organizational

Underdeck - Order of Magnitude Estimated Operation Budget - Majority In-House Scenario

Estimated Administrative Costs						
Item	Low Cost	High Cost	Assumptions			
Executive Director	\$160,000	- \$200,000	Salaried position			
Administrative Assistant	\$50,000	- \$58,000	Full-time			
Chief Financial Officer	\$110,000	- \$140,000	Full-time			
Director of Fundraising & Partnerships	\$110,000	- \$140,000	Full-time			
Individual Giving Coordinator	\$80,000	- \$95,000	Full-time			
Membership Coordinator	\$80,000	- \$95,000	Assumes full time for initial budget, but could be part time position or combined with Partnership Coordinator			
Partnership Coordinator	\$80,000	- \$95,000	Assumes full time for initial budget, but could be part time position or combined with Membership Coordinator			
Indirect Personnel Costs	\$234,500	\$288,050	Benefits/fringe; assume 35%			
Non-Personnel Expenses	\$110,000	- \$160,000	Includes uniforms, materials, supplies, computer program fees, utilities, etc.			
Estimated Administrative Costs	\$1,014,500	- \$1,271,050				
Estimated Maintenance Costs						
Item	Low Hours	High Hours	Hourly Rate	Low Cost	High Cost	Assumptions
Director of Maintenance				\$95,000	- \$115,000	Salaried position; supervises and coordinates all maintenance work; assumes minimal contribution to overall maintenance hours
Groundskeeping Staff				\$292,320	- \$334,080	General cleaning & upkeep; 5 FTEs at \$25-\$28 / hr
Horticulture Staff				\$267,264	- \$300,672	Plant care (limited tree work); 4 FTEs at \$32-\$36 / hr
Arborists				\$75,168	- \$87,696	Tree work; 1 FTE at \$36-\$42 / hr
Maintenance Technicians				\$114,840	- \$146,160	Trades work; 1 FTE at \$55-\$70 / hr
Indirect Personnel Costs				\$295,607	- \$344,263	Benefits/fringe; assume 35%
Contracted Arborists	357	- 1,528	\$50	\$17,865	- \$76,409	Supplement inhouse staff & equipment as needed
Contracted Trades	852	- 2,137	\$90	\$76,691	- \$192,321	Supplement inhouse staff & equipment as needed
Non-Personnel Maintenance Expenses				\$337,837	- \$393,443	Assumed as 40% of in-house personnel costs; includes materials, supplies, uniforms, equipment fuel, upkeep and rentals, and utilities
Hurricane Cleanup				\$30,000	- \$65,000	Allowance for additional cleanup, equipment, and repairs
Estimated Maintenance Costs				\$1,602,592	- \$2,055,044	

Figure 4.1. Underdeck - Order of Magnitude Estimated Operation Budget - Majority In-House Scenario

charts from Section 3.2. Costs are based on ETM's national experience and local market research. These budgets should be used for planning purposes only due to their high-level nature.

Underdeck - Order of Magnitude Estimated Operation Budget - Majority In-House Scenario

Estimated Programming & Marketing Costs			
Item	Low Cost	High Cost	Assumptions
Director of Programs & Marketing	\$95,000	- \$115,000	
Event Staff	\$348,000	- \$392,000	4 full-time staff at \$48k-\$53k, 6 part-time staff at \$26k-\$30k
Public Art Coordinator	\$75,000	- \$90,000	
Communications Staff	\$118,000	- \$130,000	1 full-time staff at \$54k-\$58k, 2 part-time staff at \$32k-\$36k
Contracted Concessionaires	n/a	- n/a	Assume agreement with % of vendor sales
Event Security Staff	-	- -	See Estimated Security Costs
Indirect Personnel Costs	\$222,600	- \$254,450	Benefits/fringe; assume 35%
Non-Personnel Program Expenses	\$440,000	- \$580,000	Event and marketing materials, supplies, uniforms, permits, performer fees, additional utilities, etc.
Estimated Programming & Marketing Costs	\$1,298,600	- \$1,561,450	
Estimated Security Costs			
Item	Low Cost	High Cost	Assumptions
Director of Safety & Security	\$95,000	- \$115,000	
Underdeck Security Officers	\$480,000	- \$544,000	8 staff at \$60k-\$68k each
Indirect Personnel Costs	\$201,250	- \$230,650	Benefits/fringe; assume 35%
City Security (general)	n/a	- n/a	Miami PD regular patrol
Contracted Security (event)	\$22,000	- \$30,800	Off duty Miami PD; assumes 200 to 280 hours at \$110/hr
Non-Personnel Security Expenses	\$60,000	- \$90,000	Uniforms, training, materials, supplies, security cameras, etc.
Estimated Security Costs	\$858,250	- \$1,010,450	
Liability Insurance	\$50,000	- \$200,000	Will depend on local policy requirements
Total Estimated Underdeck Operating Budget	\$4,823,942	- \$6,097,994	2022 USD

Note that minor repairs are included in this budget but large capital repairs are not included

First Year Purchases	
General Staff Supplies	Office supplies, desks, computers, computer programs, etc.
Staff Uniforms	Assume at least 2 per in-house staff
Maintenance Equipment	May include large and small vehicles, powered equipment, and miscellaneous tools and safety gear
Programming Equipment	Will vary based on what is kept in-house and what is rented; may include barriers, AV equipment, temporary trash receptacles, tents, tables, chairs, etc.

A note on liability insurance: liability insurance can vary greatly based on local requirements, the specifics of the public-private relationship governing the public space, and on availability of insurance carriers. For this reason, it is separated out as its own line item in the budget with a wide range.

Underdeck - Order of Magnitude Estimated Operation Budget - Majority Contracted Scenario

Estimated Administrative Costs						
Item	Low Cost		High Cost		Assumptions	
Executive Director	\$160,000	-	\$200,000			Salaried position
Administrative Assistant	\$50,000	-	\$58,000			Full-time
Director of Fundraising & Partnerships	\$110,000	-	\$140,000			Full-time
Individual Giving Coordinator	\$80,000	-	\$95,000			Full-time
Membership Coordinator	\$80,000	-	\$95,000			Assumes full time for initial budget, but could be part time position or combined with Partnership Coordinator
Partnership Coordinator	\$80,000	-	\$95,000			Assumes full time for initial budget, but could be part time position or combined with Membership Coordinator
Indirect Personnel Costs	\$196,000		\$239,050			Benefits/fringe; assume 35%
Contracted Bookkeeper / Financial Officer	\$130,000	-	\$160,000			Contracted
Non-Personnel Expenses	\$100,000	-	\$140,000			Includes uniforms, materials, supplies, computer program fees, utilities, etc.
Estimated Administrative Costs	\$986,000	-	\$1,222,050			
Estimated Maintenance Costs						
Item	Low Hours	High Hours	Hourly Rate	Low Cost	High Cost	Assumptions
Director of Maintenance & Security	n/a	-	n/a	\$47,500	\$57,500	Salaried position - salary split in budget table with Estimated Security Costs; assumes minimal contribution to overall maintenance hours
Indirect Personnel Costs				\$16,625	\$20,125	Benefits/fringe; assume 35%
Contracted Maintenance Staff - Grounds & Horticulture	16,202	-	18,116	\$40	\$724,646	Groundskeeping and plant care, including trees
Contracted Facilities Maintenance & Trades Staff	2,452	-	3,737	\$90	\$336,321	Buildings, structures, and trades work
Non-Personnel Maintenance Expenses				\$186,583	\$227,719	Assumed as 20% of above personnel costs; includes utilities, minor supplies, etc.; assumes most material, equipment, etc. expenses incorporated into contracted hourly rates
Hurricane Cleanup				\$30,000	\$65,000	Allowance for additional cleanup, equipment, and repairs
Estimated Maintenance Costs				\$1,149,496	\$1,431,311	

Figure 4.2. Underdeck - Order of Magnitude Estimated Operation Budget - Majority Contracted Scenario

Underdeck - Order of Magnitude Estimated Operation Budget - Majority Contracted Scenario

Estimated Programming & Marketing Costs			
Item	Low Cost	High Cost	Assumptions
Director of Programs & Marketing	\$95,000	- \$115,000	
Indirect Personnel Costs	\$33,250	- \$40,250	Benefits/fringe; assume 35%
Contracted Production & Event Team	\$500,000	- \$750,000	
Contracted Marketing Service	\$250,000	- \$320,000	
Contracted Concessionaires	n/a	- n/a	Assume agreement with % of vendor sales
Event Security Staff	-	- -	See Estimated Security Costs
Non-Personnel Program Expenses	\$130,000	- \$210,000	Assume most costs included in contracted staff costs; includes some utility, marketing, and production costs
Estimated Programming & Marketing Costs	\$1,008,250	- \$1,435,250	
Estimated Security Costs			
Item	Low Cost	High Cost	Assumptions
Director of Maintenance & Security	\$47,500	- \$57,500	Salary split in budget table with Estimated Maintenance Costs
Indirect Personnel Costs	\$16,625	- \$20,125	Benefits/fringe; assume 35%
Contracted Security (private)	\$480,000	- \$544,000	8 staff at \$60k-\$68k each
City Security (general)	n/a	- n/a	Miami PD regular patrol
Contracted Security (event)	\$22,000	- \$30,800	Off duty Miami PD; assumes 200 to 280 hours at \$110/hr
Non-Personnel Security Expenses	\$25,000	- \$45,000	Training, security cameras, etc.
Estimated Security Costs	\$591,125	- \$697,425	
Liability Insurance	\$50,000	- \$200,000	Will depend on local policy requirements
Total Estimated Underdeck Operating Budget	\$3,784,871	- \$4,986,036	2022 USD

Note that minor repairs are included in this budget but large capital repairs are not included

First Year Purchases	
General Staff Supplies	Office supplies, desks, computers, computer programs, etc.
Staff Uniforms	Assume at least 2 per in-house staff
Maintenance Equipment	Minimal; assumes most equipment brought/owned by contracted staff
Programming Equipment	Will vary based on what is provided by the contracted team and what is rented separately; may include barriers, AV equipment, temporary trash receptacles, tents, tables, chairs, etc.

A note on liability insurance: liability insurance can vary greatly based on local requirements, the specifics of the public-private relationship governing the public space, and on availability of insurance carriers. For this reason, it is separated out as its own line item in the budget with a wide range.

4.2 PROJECTED ANNUAL BUDGETS

The two budget scenarios were developed in 2022 USD to reflect our current understanding of wages in the Miami area. As the Underdeck is not expected to open until 2026, the budgets were also projected to reflect year to year increases due to inflation for future planning and budgeting purposes. Escalation assumptions are listed in the accompanying chart. These escalation assumptions address increases in base wages and benefits for staff, increases in material and utility costs over time, and increases in equipment rentals, among other things expected to increase in cost in the future.

Underdeck - Order of Magnitude Estimated Annual Operation Budget - Budget Projections

Projected Cost by Year	Majority In-House Scenario		Majority Contracted Scenario		Assumptions
	Low Estimate	High Estimate	Low Estimate	High Estimate	
Original Estimated Annual Budget (2022 USD)	\$4,823,942	\$6,097,994	\$3,784,871	\$4,986,036	See budget tables
Contingency	\$241,197	\$304,900	\$189,244	\$249,302	5%
Base Starting Annual Op Budget	\$5,065,139	\$6,402,894	\$3,974,114	\$5,235,338	
2023 USD Projection	\$5,470,350	\$6,915,125	\$4,292,043	\$5,654,165	8% escalation
2024 USD Projection	\$5,853,275	\$7,399,184	\$4,592,487	\$6,049,956	7% escalation
2025 USD Projection	\$6,087,405	\$7,695,151	\$4,776,186	\$6,291,955	4% escalation
2026 USD Projection	\$6,330,902	\$8,002,957	\$4,967,233	\$6,543,633	4% escalation
2027 USD Projection	\$6,584,138	\$8,323,076	\$5,165,923	\$6,805,378	4% escalation
2028 USD Projection	\$6,847,503	\$8,655,999	\$5,372,560	\$7,077,593	4% escalation

Figure 4.3. Projected Underdeck Order of Magnitude Annual Operating Budgets

4.3 CAPITAL COSTS CONSIDERATIONS

Over time, elements of the site will wear out and need to be replaced. Unlike minor repairs and replacements that are typically captured in an annual budget, larger-scale replacements and repairs are often capital projects and require a separate funding strategy. **Typically, setting aside 2 to 3% of the construction costs each year towards a capital replacement / depreciation fund is sufficient to cover future capital repairs and replacements.** (Note that the construction cost here refers to the cost for elements such as landscapes, paving, and furnishing, and does not include any structural work or design fees.) This percentage is based on the expected average lifespans of materials and

features, moderate to high use of the site, and some events and programming. A more robust programming schedule, extreme levels of use, and extreme weather will increase the wear-and-tear on site features and decrease their anticipated lifespans. This in turn may cause replacements to be needed more frequently and thus a slightly higher percentage should be allocated to a replacement fund.

The following table lays out what is typical for capital replacements over the next several decades. **Costs will vary from year to year based on the age of the features and use of the site.**

YEARS	CAPITAL REPLACEMENT STRATEGY
YEARS 0-5	Limited capital repairs are expected as features and amenities are new. Some repairs may be needed due to improper installations, vandalism, etc. Large focus of maintenance is on establishing plants. <i>Projected costs: Assume ~0.5% to 2% of non-structural construction costs (landscapes, paving, furnishing) during this time frame.</i>
YEARS 6-10	Minor wear-and-tear beginning to show. May need to replace or perform larger repairs on some small features; expect minor capital repairs to be needed. Look out for developing problems and address concerns as needed through maintenance practices or repairs. Potential capital work during this time may include replacing the top asphalt coat, renovating aggregate surfaces, and performing a thorough reapplication of aggregate stabilizers. Expect a minor uptick in maintenance of non-planting elements of the site that will be balanced by reduced maintenance needs for the now-established planting. <i>Projected costs: Assume ~2% to 8% of non-structural construction costs (landscapes, paving, furnishing) during this time frame.</i>
YEARS 11-20	More intensive wear-and-tear is showing on most features; those already replaced showing minor wear. Continue to repair and replace small features as needed (such as furnishing and some wood elements). May need more intensive capital repairs for some features. Irrigation may need a full replacement; the Trust should evaluate whether they want to do a full replacement or only replace part of the system (such as the parts supporting the turf areas). Evaluate wood elements yearly. Annual maintenance needs continue to increase during this time. <i>Projected costs: Assume ~5% to 15% of non-structural construction costs (landscapes, paving, furnishing) during this time frame.</i>
YEARS 20-30	Some small features replaced around years 10 to 15 may need more significant repairs or replacements. Continue to perform repairs and replacements as needed. Expect a higher increase in maintenance needs to properly care for aging features. If not already done, develop a capital replacement plan for addressing the replacement of larger, more expensive features that are nearing the end of their lifespans. <i>Projected costs: Assume ~5% to 15% of non-structural construction costs (landscapes, paving, furnishing) during this time frame.</i>
YEARS 30+	Many larger features not yet replaced are approaching the end of their usable lifespans and will require major maintenance or repairs. Some smaller features that were replaced over the past 30 years may require a second replacement. Maintenance needs will vary based on the age of features, being greater for aging features and less for new features. <i>Projected costs: Highly variable based on age of features; approximately 5% if features are newer, potentially up to 20% if many large features need major repairs or replacement around the same time.</i>

Figure 4.4. Typical Capital Replacement Strategy

05. PROGRAMMING & SECURITY CONSIDERATIONS

5.1 SPECIAL EVENT MAINTENANCE IMPACTS

Special events are an important component of a public space's activity schedule, as they have the potential to attract a great number of visitors and generate revenue. **Precisely because these types of events draw substantial users, it is essential that they are carefully planned, scheduled, and operated. Even with excellent planning, special events can cause damage** to landscapes, and this damage must be addressed quickly in order to maintain the desired aesthetics and functions of the open space, as special event impacts can carry over into everyday use. Staff need to be aware of and prepared to address potential issues associated with small and large events.

Typically, the primary impact of special events is **damage to lawn areas due to overuse and inadequate resting time between events.** Continual use of lawns can place undue stress on turf, particularly if events are held back-to-back. Overuse results in compacted soil, which will in turn degrade turf as well as lower resistance to pests and disease. Compacted soil also prevents the absorption of rainwater, deprives roots of oxygen, and limits root growth. All of this causes turf to lose its durability and anchoring capacity, thus becoming more and more vulnerable to wear and tear. As the turf becomes sparse, the likelihood of severe runoff and erosion increases and further diminishes the possibility of turf recovery. Concurrently, the damaged turf is more likely to require full replacement.

Special events that are not managed properly or are too large for the area to adequately accommodate, can contribute to additional turf deterioration and increased maintenance costs. Oversized or poorly managed special events damage other landscape areas. For example, if path systems leading to the event venue do not have the capacity to handle the influx of event crowds, pedestrians may spill over onto adjacent landscape areas and trample plant material and compact additional soil. **Damage to the landscape also can occur during the set-up, break-down and clean-up of special events.** The use of large vehicles, such as vans, trucks and trailers on site for set-up and removal of stages, sound systems, barricades, vendor tents and general deliveries often entails driving on lawn areas, which further compacts soil and damages turf. Heavy venue schedules with back-to-back events mean that it is virtually impossible to maintain an adequate turf management plan because lawns cannot be regularly fertilized, irrigated, aerated, over-seeded and rested.

A secondary impact of special events is on site furnishings, restroom facilities, and hardscape areas. Site furnishings can be damaged through overuse. Restroom capacities and supplies can be overwhelmed by large influxes of event goers, and these facilities may need to be supplemented with portable options. Hardscape areas are commonly dirtied with litter, food residue and other waste, and additional trash/recycling collection may be necessary. Pedestrian areas must be inspected, cleaned, and repaired promptly after special events in order to prevent undue deterioration to site amenities.



Figure 5.1. Resodding of Discovery Green's event lawn after 2017 Superbowl event.



Figure 5.2. Signage promoting limited lawn use following lawn renovations.

5.2 SPECIAL EVENT MANAGEMENT CONSIDERATIONS

It will be important to **have an event management plan in place** in order to minimize the potential damage and disruption from special events, as well as to balance everyday use with events. Other considerations for special events include the following:

- Instituting a **lawn recovery protocol** can help minimize damage to lawns. Typically, such a protocol will include mandated resting days between events on turf, based on the size of the events. Resting days are days when there is no scheduled activity on the lawn (e.g., passive use only) and may also include restricting activity on the turf (e.g., fencing off the turf). A small event may only require one day of rest, or even no rest days, while a large event should have at least 2 or 3 days of resting the turf after the event.
- An event scheduling and management program can help with planning for events and their impacts. Any **event calendar** should include time needed for set-up and take-down of events, as well as any needed turf resting. Management may also choose to **limit the number of large events** that occur in a calendar year to help balance events with everyday use.
- Trash and recycling receptacles may require more frequent collection during events. Temporary receptacles should be added as needed to accommodate large events.
- Ensure those setting up and taking down any equipment and materials for events are **aware of the appropriate access routes** for trucks and larger vehicles.
- The area of the event, particularly ticketed events, may need to be cordoned off from the rest of the site.
- Some planting areas may be roped off to prevent trampling and to minimize damage.
- **Temporary signage** can be used to direct visitors to the event using the preferred pathways. Staff or volunteers can also be used to direct visitors where to go.
- Finally, **plan for additional staffing resources** before, during, and after events as needed to accommodate set-up, maintenance during the event, and post-event cleanup and repairs.

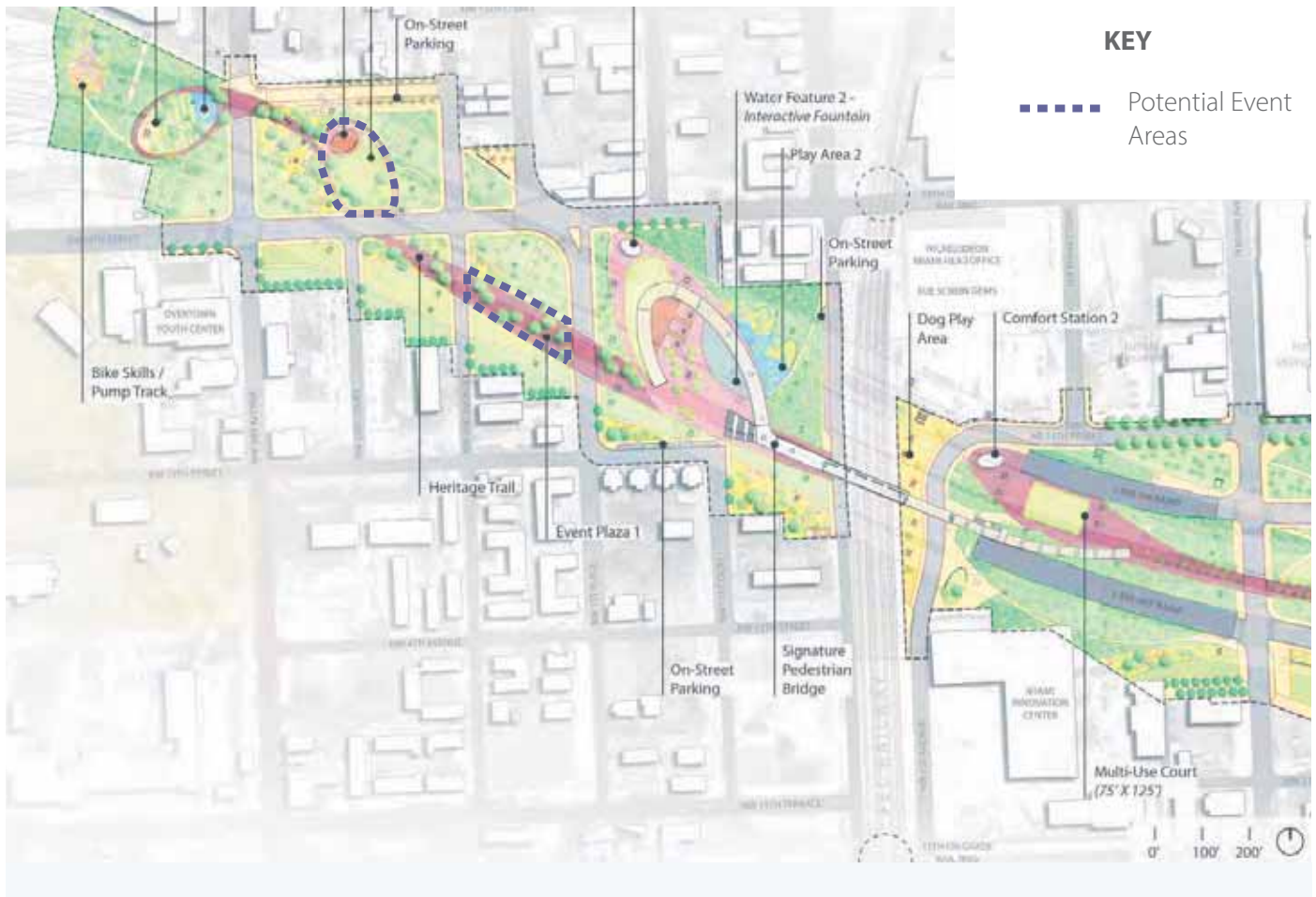


Figure 5.3. Diagram of Potential Event Areas in the Underdeck

5.3 UNPLANNED EVENTS

As the Underdeck is envisioned as a community public space, there is a possibility for larger unplanned events – such as protests and memorials – to utilize the site. The impact of these types of events are similar to planned special events – they bring more visitors to the site, can impact lawn areas and site amenities, trample plants, produce more trash, and overwhelm restrooms. However, because they are not planned, staff may not have advanced notice to mobilize to accommodate the increased use. The planned event schedule may also be impacted. Management should anticipate inspections and increased care for the site following larger unplanned events.

5.4 SECURITY APPROACH

Security for the site is recommended to be a tiered approach:

- One layer of informal security can be provided through programming and site activation
- Another layer of informal security can be provided through the presence of maintenance staff
- Formal security can be provided through a combination of uniformed security (in-house or contracted), Miami Police, CCTV cameras, call boxes, etc.
- Local partners can also be engaged for security efforts.

Note that large events or events with alcohol will likely require additional security.

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06. MAINTENANCE CONSIDERATIONS & RECOMMENDATIONS

6.1 OVERVIEW

The first critical step in defining a maintenance plan is to create a framework tailored specifically to the project design and intent. For the purposes of this report, **ETM defined several general categories of landscape areas and site features proposed for the Underdeck** (such as landscapes, hardscapes, and infrastructure). Each category was subdivided into specific landscape or feature types (e.g., turf lawn, pavers, trash receptacles, etc.), which were used as the basis for estimating annual maintenance needs.

If there are any discrepancies between the recommendations presented in this report and maintenance information ultimately provided by the contractor, the contractor's maintenance manuals will take priority.

6.2 MONITORING

Monitoring of the Underdeck, keeping maintenance records, and evaluating the records will be important in practicing preventative maintenance (rather than reactive maintenance) for the site. The project will require more oversight in the first few years after construction, and during this time records should be evaluated on a trimester basis in order to identify any issues early on. Once the site is established, planting records should be evaluated semi-annually and records for the other areas and features of the site should be evaluated annually. **Maintenance practices should be adjusted as needed based on the results of the evaluation.**

Implementation of GIS-based system for tracking site assets and maintenance work is recommended.



Figure 6.1. Examples of Proposed Paving. from Memo 04

6.3 HARDSCAPES

Overall, hardscape maintenance will be straightforward, **requiring regular litter removal and cleaning**. As a best practice it is recommended that all power washing should be performed without chemicals (to protect water quality) and with a fan-tipped nozzle (to avoid overexposing aggregates and joints, and avoid “peeling back” wood). Graffiti and gum should be removed as needed, ideally within 24 hours of detection. **Attic stock for hardscapes should be kept as appropriate** (which will require some storage space), and **records of what color and finish of materials should be readily available** for use in specifying materials for repairs and replacements. Hardscape repairs may not be needed every year, but should be addressed as soon as the need arises. Repair measures may also be needed for landscape areas impacted by maintenance work.

Specific considerations for the proposed paving types include the following:

- Dry-laid pavers – Inspect for loose and uneven pavers when cleaning and readjust and relevel as needed. The joint material should be swept between pavers, particularly as needed after storm events. Refill joints as needed.
- Stabilized stone dust – Monitor for the surface for signs of erosion and adjust drainage if needed. As the Organic-Lock stabilizer activates with water, it is generally self-healing and requires simple maintenance. Loose particles will form on the surface with use over time but should not exceed 1/4 inch in depth. Excess particles can be swept up and removed, or redistributed and recompact. (The latter will require scarifying the surface to a depth of 1 inch, watering to a 1 inch depth, and compacting with a roller of no less than 1000 pounds.) After recompacting, keep traffic off for 24 to 72 hours. Lightly damaged areas can be repaired by soaking, scarifying with a rake to 1-2 inches and compacting the scarified area using a roller or a hand tamper. For larger or more severely damaged areas, excavate the damaged area to a depth of 2” to an approximately 50% increase in area, add the amount of preblended Organic-Lock aggregate needed, spread into the excavated area, and compact using a roller

or hand tamper. Keep traffic off repaired areas for 12 to 48 hours.

- Parking – Parking areas may be cleaned using a street sweeper if desired and if possible. Pavement markings will not need to be repainted every year, but should be repainted when they begin to wear off. Pay stations should be maintained per manufacturer’s instructions.

6.4 PLANTINGS

Plantings should be maintained at a high level of care. **Key maintenance tasks for plantings will be weeding, managing the growth of plants, and keeping proper clearance around the interstate columns.** Work should be done on a regular schedule that adjusts for changes in weather and seasonality/ growing season, and that is appropriate for the selected plant species. Dead or dying plants should be removed and replaced promptly. Depending on the reason for plant death, the **plant may be replaced one for one with the same species or replaced with a similar species that may be better suited to the area's microclimate.** Monitor for changes in plant health following future development around that site that will affect sun/shade conditions.

It should be noted that plants will not be “photo-ready” at the opening of the Underdeck – they will need a few years to mature and complete the “look” of the space. **During these establishment years, the plants will need extra care** to ensure they are healthy, are not being overtaken by weeds or undesirable species, and survive what could be a somewhat harsh environment with heat and shade. Hand watering for the first few years can help aid with plant establishment.

If not already being done, the client and design team should consider including mulched (or similar) pathways through planting beds where access is needed to columns, utilities, etc. so that plants are not damaged when access is needed. In plantings areas

LANDSCAPE PLANTING - TREES

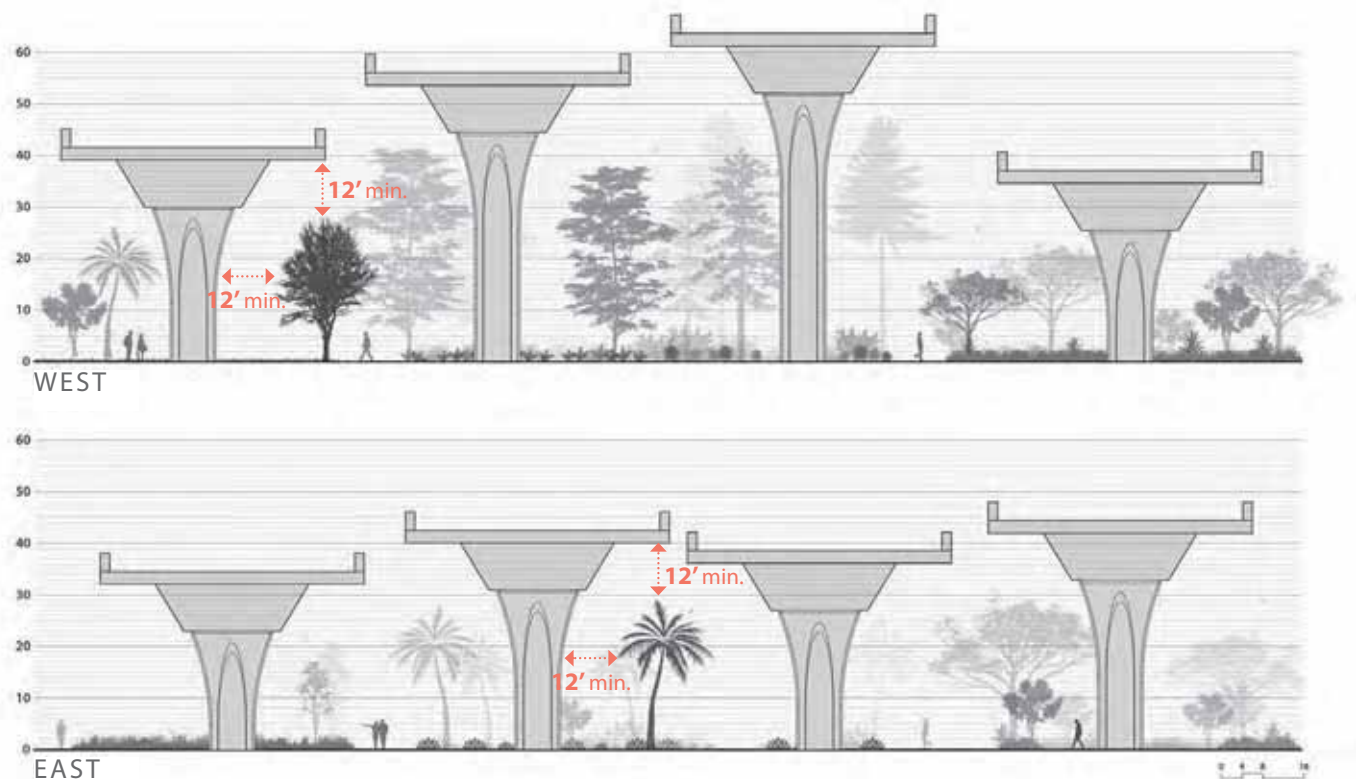


Figure 6.2. Required Maintenance Clearances Around Structures for Trees and Large Shrubs from 2020 Concept Plan BOD

with at-grade utilities, maintenance staff should keep plant growth under control so that the utilities do not become overgrown and can be easily found within the planting zone.

Prune trees and large shrubs to required maintenance clearances (12 feet horizontal and 12 feet vertical clearance from all structures, including piers and bridges).

Additional maintenance needs specific to each planting type include the following:

- Turf areas – Turf will require regular mowing (every 4 to 7 days), regular fertilization (based on soil tests), weed and pest control, and seasonal top dressing and renovations. Turf areas with heavy use should be temporarily closed for overseeding, aeration, top dressing, or major renovation. Aeration and overseeding is recommended annually; dethatching is recommended every three years or as needed. Turf reinforcing fibers in high-use turf areas may be damaged by traditional core aeration; slit aeration is recommended to preserve the fibers.
- Ornamental plantings – They require regular weed, invasive, and pest control; spot watering; seasonal preparation, cutbacks, and cleanup; and in-season maintenance (such as trimming,

deadheading, mulching, and fertilizing; removing spent flowers typically encourages additional blooming). In general, cut back perennials and grasses in late winter to early spring.

- Trees – Inspect annually to biannually for overall health and signs of dangerous branches, disease, damage, and pests; inspections should be done by a certified arborist. Prune trees as needed to remove safety hazards and once every few years for shaping, particularly during establishment. Pruning should be done seasonally when plants are in their dormant state and should never be performed in wet weather. Trees may also require fertilization (as determined by soil tests) and spot watering, particularly during establishment.
 - » Palm trees – only palm-specific fertilizers should be used, and palms must not be over-pruned, i.e. only remove dead fronds and leave at least two rows of mature fronds on the tree. Over-pruning is highly detrimental: it can limit growth and increase the palm’s susceptibility to disease.
- Establishing plants will require higher levels of care to ensure successful establishment



Figure 6.3. Rendering of Heritage Trail & Gardens



Figure 6.4. Rendering of Garden Path

6.4 PLANTINGS CONT.

SOILS

Healthy soils are crucial for healthy plants.

Soils should be managed to minimize erosion and compaction and promote beneficial organisms. Test soil at least annually and prior to any applications of fertilizer or amendments. As much as possible, replacement soil should match the soil mixture in the proposed design.

IRRIGATION

The irrigation system details are to be determined at the time of this document, but may include drip irrigation and spay heads. The system should be monitored regularly to ensure adequate coverage and functionality and inspected for damage. Repair and/or replace damaged above-grade components and broken equipment immediately as needed. **The irrigation system may be temporarily shut off during the winter for a thorough inspection and cleanout.** Maintenance hours are expected to be higher for the first year of operation.

There is a chance for drip irrigation systems to “rise up” or “walk” over time from water pressure and use. Staff should monitor drip irrigation areas and restake, reposition, and remulch as necessary.



Figure 6.5. Proposed Planting Palette from Memo 03

4.5 FURNISHINGS & AMENITIES

All furnishings and amenities should be kept clean, safe, and functional. Cleaning and inspections should be conducted regularly. Additional maintenance recommendations include:

- Do not use acidic or other caustic cleaners on limestone or metals.
- Any damage or graffiti should be reported and scheduled for repair or removal immediately. If graffiti becomes a maintenance issue, consider application of an anti-graffiti coating (such as "Glass Cover" by HLG Systems, or approved equal) that is long lasting and allows graffiti to be cleaned with rubbing alcohol.
- Temporary fencing or barriers may need to be erected around damaged railing, fencing, or walls to ensure visitor safety until repairs are complete.
- **Trash and recycling stations should be emptied on a regular schedule, adjusted for levels of use.**

- Movable furnishings may be moved by site users to unwanted locations and should be relocated as needed.
- Ensure water/drinking fountain drains are clear daily when in operation.
- All wood furnishings and amenities should be inspected for unwanted animals and pests, such as wasps, rodents, and birds. Wood will crack and weather if left untreated. A level of tolerance for cracking and weathering will need to be identified. Sealing wood will preserve wood color and minimize cracking, but once started, will need to be done regularly.
- Additional maintenance for furnishings may include tightening connections, touching up paint, and repairing or replacing damaged materials and components.
- **Purchasing/retaining attic stock for proprietary or specialized components is recommended to minimize "down time" waiting for replacement parts.**

BOLLARD | APT E 58



PRODUCT: Rhino RS 004 S
Stainless Steel 316L, flat top
MANUFACTURER: Reliance Foundry
QUANTITY: 186, 748 LF
(CIV Master Plan Quantity: 150 SS / 61 Acord Cast Concrete)

DRINKING FOUNTAIN | APT E 63



PRODUCT: 10145 SM
Powdercoated
MANUFACTURER: Most Dependable Fountains
QUANTITY: 7
(CIV Master Plan Quantity: 7)

TRASH / RECYCLE RECEPTACLE | APT E 61



NOTE: Add Aluminum DOGIPOT Junior Bag Dispenser on every trash receptacle

PRODUCT: PEDRETA by Enric Pericas
50 liter plastic container
MANUFACTURER: ESCOFET
QUANTITY: 34
(CIV Master Plan Quantity: 34)

BENCH | APT E 67



PRODUCT: Cast Stone Bench
MANUFACTURER: ESCOFET
QUANTITY: 42
(CIV Master Plan Quantity: 42)

NOTE: Graphics are for illustrative purposes only

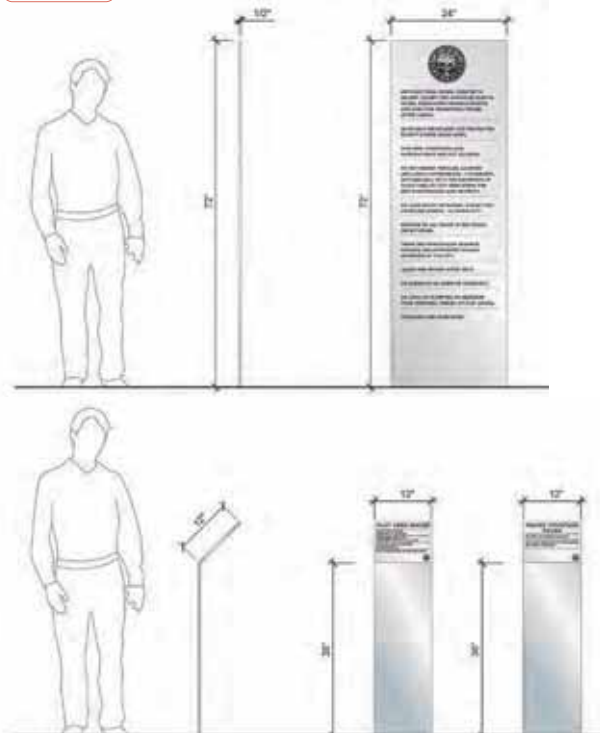


Figure 6.6. Proposed Furnishings from Memo 10

Figure 6.7. Proposed Signage from Memo 14

4.6 SPECIAL FEATURES

PUBLIC ART

Maintenance needs for public art pieces can vary greatly based on their scale, materials, locations, and artistic vision. All art pieces should be inspected regularly and cleaned if needed. Some basic cleaning may be performed by regular staff, but **a professional art conservator or the artist may be needed for some cleaning and should be contacted for more intensive maintenance or restoration.** Note that at the time of this document, the details of the public art plan are in development. Public art pieces may include elements incorporated with site structures, special features, light installations and projections, and rotating art pieces from local arts and culture partners. It is assumed that rotating pieces will be the maintenance responsibility of the local partners who install them.

AMPHITHEATER

The amphitheater area will consist of a concrete stage and overhead canopy overlooking an open lawn event area. The canopy will allow for AV and lighting equipment support via rigging. **The amphitheater should be inspected before and after events,** and the stage cleaned as needed or at least once per week. The canopy will likely require little maintenance unless vandalized or damaged. Inspect the structure once per year (typically in early spring before the event season) and perform a thorough cleaning.

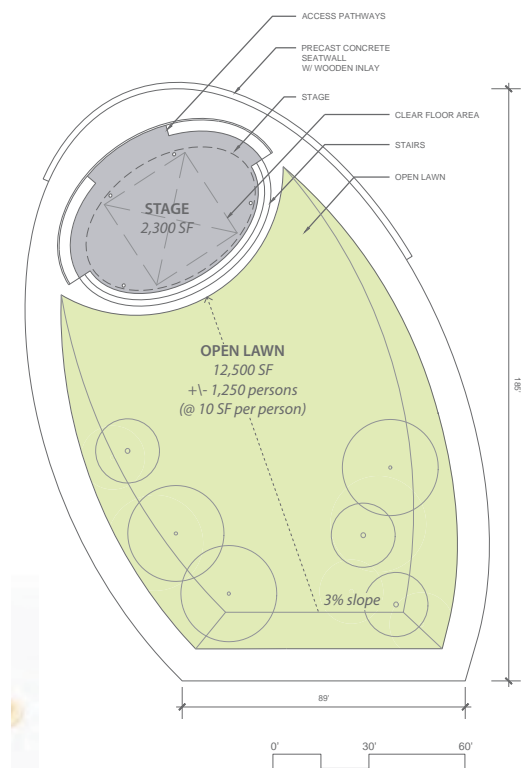


Figure 6.9. Amphitheater Plan & Stage Rendering from Memo 8

WATER FEATURES

There are three water features proposed for the Underdeck – one splash pad and two interactive features. **Water features will require significant resources to properly clean, maintain, and operate.**

Operation and maintenance of the water feature elements should be guided by general good practice standards and local health codes. It is expected that **the water feature contractor will submit a maintenance manual and train staff as part of the system turnover.** Maintenance is expected to include daily, weekly, monthly, and seasonal tasks:

- Daily maintenance will include cleaning, removing debris, and inspecting all control panels for proper function and to see if there are any warning signals.
- Weekly maintenance will include inspecting drains, strainers, lighting, and filtering systems, cleaning filters, and checking chemical levels.
- Monthly, inspect pumps, water valves, and tanks.
- Seasonally, **temporarily shut down the water features to perform a thorough systems check and cleaning**, making any repairs as needed. Operation of control panels and alarms/alerts should also be verified at this time. Thoroughly clean surfaces at this time.

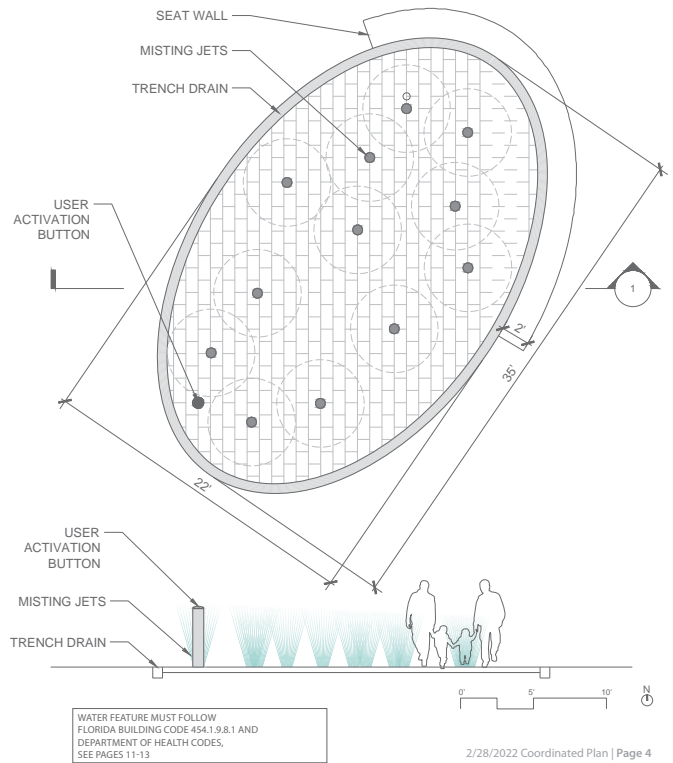


Figure 6.10. Water Feature 1 Plan & Section from Memo 5

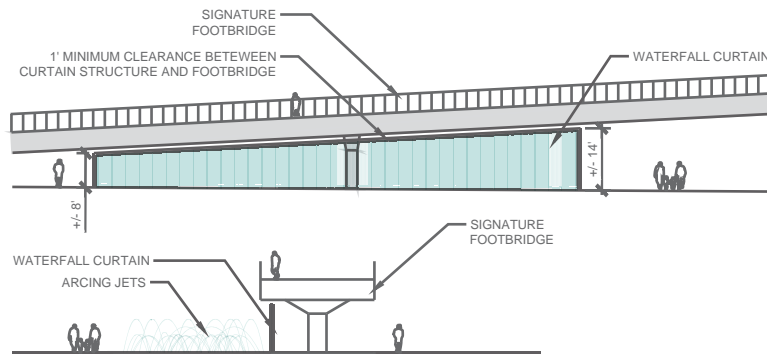


Figure 6.11. Water Feature 2 Sections from Memo 5

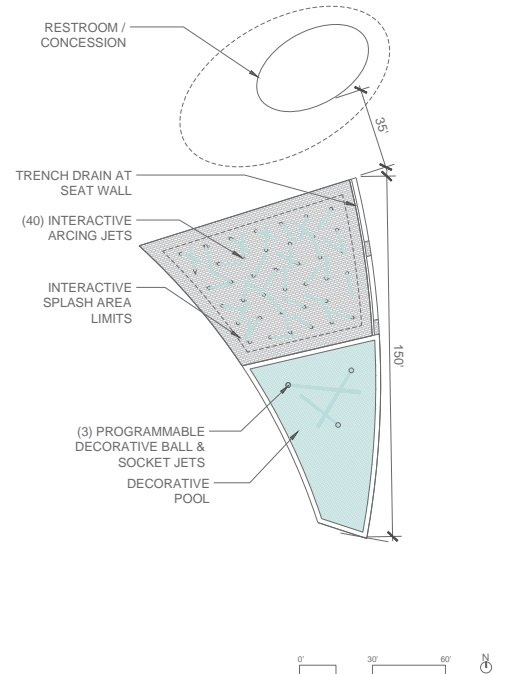


Figure 6.12. Water Feature 3 Plan (Option A) from Memo 5

4.6 SPECIAL FEATURES CONT.

PLAY AREAS

Three play areas are proposed along the Underdeck. **Play features will require considerable maintenance due to their higher levels of use and general safety requirements.** Play features will require routine visual and mechanical inspections to ensure safety and to check for damage and proper connections (e.g., tightened, no protruding bolts). Make repairs as needed. It is critical to do a thorough check approximately one month to six weeks after construction is complete to address any shifting and settling of materials and equipment. Daily visual and safety inspections are recommended for high-use play elements. In addition, **an annual or twice annual thorough inspection should be performed by a certified play equipment inspector.**

Clean play features regularly throughout the year, planning for more frequent cleaning during periods of high use and more frequent cleaning of high-touch surfaces.

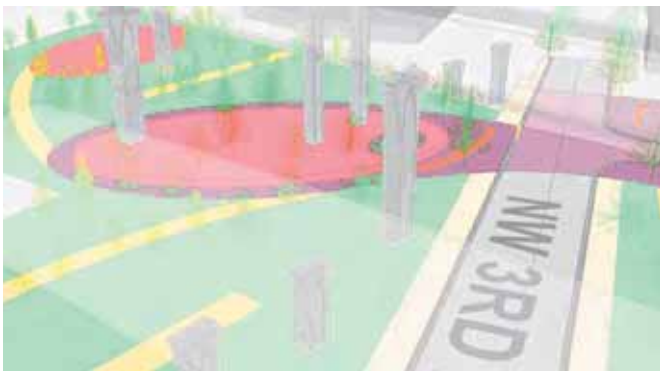


Figure 6.13. Play Area 1 Rendering (Play area in pink) from Memo 6

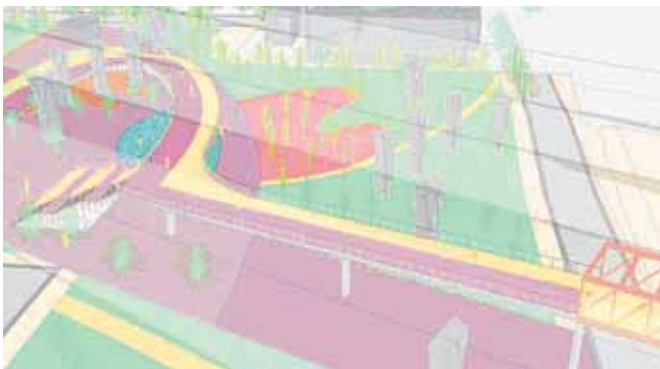


Figure 6.14. Play Area 2 Rendering (Play area in pink) from Memo 6

Any propriety and specialized components for play features, structures, and furnishings should be kept as attic stock in order to make repairs as soon as possible to avoid shutting down part of the play areas for an extended period of time. In anticipation of high levels of wear and tear, it is recommended to have some of the following materials and supplies readily available for quick repair and replacement:

- Loose paving: extra sand and EWF
- Common components, connection pieces, nuts and bolts, etc.
- Special propriety components that may be time-consuming to source for repairs
- Paint for quick touch up
- Additional rubber mats (if used in high impact areas)

Keep a record of all inspections, repairs, and surface refilling/replacement.

We recommend **staff monitor the play areas in the first several months after opening to study how they are used** to better anticipate the level of wear-and-tear and to schedule staff and maintenance tasks most appropriately. High levels of use will accelerate wear-and-tear. As much as possible, **build a relationship with the playground equipment manufacturers.** (This is very beneficial to staff at Tulsa's Gathering Place, as their staff have been able to work with the manufacturers to improve the play features and collaborate in addressing the challenges associated with the extremely high use the play areas receive.)

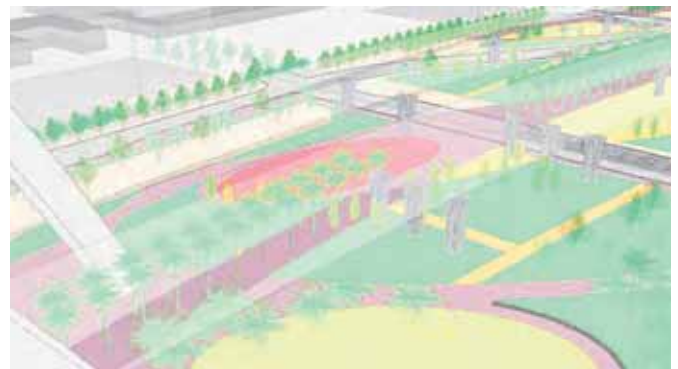


Figure 6.15. Play Area 3 Rendering (Play area in pink) from Memo 6

DOG PLAY AREA

The surface for the dog park is proposed as a combination of pea gravel and artificial turf in the current design. The pea gravel surface will require relatively less maintenance compared to other surfacing typically used in dog parks, but is not always desirable by dog owners. **Maintenance tasks for the pea gravel will include raking and releveling, hosing down to remove detritus, and occasional deeper digging and flipping to removed trapped debris.**

The 'Pet Platinum' artificial turf is specially designed for dog parks. **Regular maintenance will involve removing dirt and debris via manual removal and hosing the surface, and brushing the surface.** More details on care and maintenance from Synlawn can be found in the Appendix. It is recommended that the dog park have underdrains throughout, as well as quick connections on the irrigation system that can be used by park maintenance staff to wash the dog park surfaces.

Inspect the dog play elements regularly for any damage and repair as needed. **Inspect the dog park surface regularly for signs of standing water, which may indicate drainage problems.** Improper drainage may allow urine to build up between the artificial turf and base layers.

SPORT & FITNESS

Sport and fitness elements will include artificial turf sports courts, outdoor training equipment, and a bike/pump track. **To ensure user safety they should be regularly inspected;** daily inspection is recommended for high use features to identify any potential safety concerns. Ensure the pump track pathway is clear of debris and litter. Pump track elements may need to be adjusted if they get shifted during use. If a loose surface is used, it should be relevelled as needed for track use. Clean sport and fitness elements regularly, and repair as needed.

FITNESS EQUIPMENT | APT E 71



PRODUCT: Functional Fitness Outdoor Sample Package 1
MANUFACTURER: Greenfield Outdoor Fitness
QUANTITY: 1 SET
(JV Master Plan Quantity: 1 Set - Fitcore Outdoor Fitness System, Landscape Structures - 10 Exercise events & 3 Advisory Signs)

NOTE: Represents Quantities Equal to JV Master Plan, City Project Team to Review & Advise - In Progress

Figure 6.16. Proposed Outdoor Fitness Equipment from Memo 10

4.6 SPECIAL FEATURES CONT.

COMFORT STATIONS

Three comfort stations are proposed for the Underdeck open space. Two of the comfort stations will feature restrooms in one half and office or storage space in the second half. The third comfort station will feature restrooms and a concession area, as well as a canopy structure over the station and exterior dining area. **It is assumed that the interior concession area will be maintained by the vendor running the concessions.**

It is assumed that the three comfort stations will be conditioned and will be open year-round. **The majority of maintenance for them will be cleaning and restocking the restrooms**, which may be needed multiple times per day during peak season if visitation is high. As needed maintenance and repair may include interior surfaces, restroom fixtures (toilets, sinks, doors, etc.), lighting, and plumbing.

The exterior of the comfort stations will also need inspections and cleaning. Spot cleaning should be done an average of once per week, but will be needed more frequently around the concession area of Comfort Station 3. **A major exterior cleaning is recommended once to twice per year.** Inspect the comfort stations during regular maintenance and after major storms. Perform repairs and replacements as required.

Comfort Stations 1&2

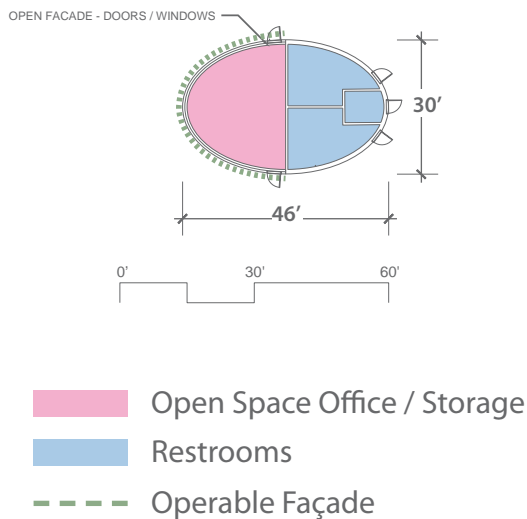


Figure 6.17. Comfort Stations 1 & 2 Plans & Renderings from Memo 09

Comfort Station 3

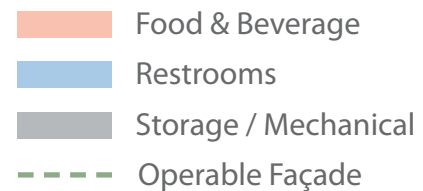
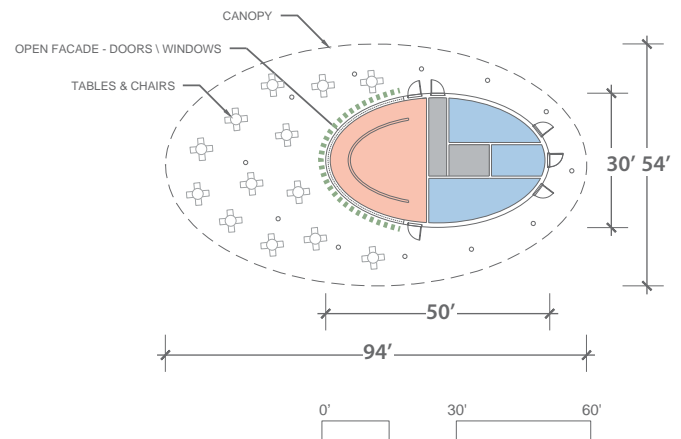


Figure 6.18. Comfort Station 3 Plan & Rendering from Memo 09

4.7 INFRASTRUCTURE

All lighting is intended as LED per the JV Aesthetic Manual. **Lighting elements will need to be cleaned and inspected throughout the year.** LED lighting typically does not require frequent “bulb” replacement. Drivers typically fail before lumen boards and will need to be replaced as needed. Damage to lighting elements should be repaired as needed. Integrated lighting on benches may experience more frequent damage from kicks, trapped debris, etc. Note that maintenance of the lighting in the I-395 girders will be the responsibility of FDOT.

Surface drainage elements (drains, catch basins, trench drains, etc.) should be cleared regularly and after storm events to remove debris and sediment. **Monitor the drainage system to ensure there are no blockages or other damages, and to ensure that the system is operating correctly.**

4.8 HURRICANE IMPACTS

Miami-Dade County – and thus the Underdeck – is at risk of being impacted by hurricanes during the six-month Atlantic hurricane season. This threat must be taken into consideration for maintenance estimates and plans for the site. **For smaller storms, in-house and contracted staff may have to devote extra time to maintenance work**, such as picking up more debris, pruning broken branches, etc. **Larger storms may require hiring a special crew to assist** with cleanup, especially if large trees come down or if there is extensive debris. **Portions of the open space may need to be closed if there is considerable damage or if extensive cleanup is needed.** Hardscape plaza areas can be temporarily closed off to collect and store debris before it is transported off site.

07. MAINTENANCE HOURS ESTIMATES

7.1 METHODOLOGY

In order to estimate the maintenance needs for the Underdeck, **ETM first defined several “landscape categories”** that would be found throughout the open space based on the memo sets from February 2022. These include:

- Hardscapes:
 - » Concrete Paving
 - » Pavers (Dry-Laid)
 - » Stabilized Aggregate
 - » Parking Areas
- Softscapes:
 - » Turf Lawn
 - » Ornamental Gardens
 - » Trees (Large Caliper)
 - » Trees (Small Caliper)
- Furnishings & Amenities
 - » General Furnishing
 - » Trash & Recycling Receptacles
 - » Drinking Fountains
 - » Signage & Wayfinding
- Special Features
 - » Public Art
 - » Amphitheater
 - » Water Features
 - » Play Areas
 - » Dog Play Area
 - » Sport & Fitness
 - » Comfort Stations
- Infrastructure
 - » Pole Lighting
 - » Pedestrian Lighting
 - » Strip Lighting
 - » Utilities

Specific maintenance tasks were identified for each category and used to determine the annual hours required for maintenance for one unit of the category. Units are established based on what is most appropriate for the landscape category – for example, the units for paved surfaces are 10,000 sf, while the units for trash and recycling receptacles are per set. From there, **ETM multiplied the number of hours per unit by the number of units to arrive at the total number of hours** it would take to maintain the Underdeck site. (The number are units are sourced from Memo 01 – APTE & Value Analysis.)

Annual hours for maintenance were divided into “routine” and “non-routine” tasks and hours. **Routine tasks and hours are those maintenance needs that must be done consistently each year**, such as cleaning, trash removal, and horticulture care. The total routine hours represent the minimal maintenance that will be needed for the site (the low estimated hours in the table). **Non-routine tasks and hours are those variable tasks that may not need to be done on an annual basis** – they may be seasonal and weather dependent (e.g., hurricane clean-up), based on plant age (e.g., additional care during establishment), or a result of failure, vandalism, or wear-and-tear (e.g., repairs and replacements). The total non-routine hours represent additional maintenance that, while not routinely scheduled and performed, must still be accounted for in developing an annual maintenance plan and are included in the high estimated hours in the table.

A summary of the annual maintenance hours can be found in “Figure 7.1. Underdeck Estimated Annual Maintenance Hours”. The full task hours for each landscape category and room can be found in the Appendix.

For each of the two budget scenarios, the estimated annual hours were assigned to the appropriate types of staff in order to estimate the number of staff needed and inform the budget estimate.

The Underdeck / Miami Heritage Trail - Estimated Annual Landscape Maintenance Hours

Landscape Type	Unit	Annual Maintenance Hours by Unit*			Proposed Number of Units	Estimated Annual Maintenance Hours		
		Low	-	High		Low	-	High
Concrete Paving	10,000 sf	44	-	48	28.1	1239	-	1351
Pavers (Dry-Laid)	10,000 sf	56	-	59	39.0	2197	-	2314
Stabilized Aggregate	10,000 sf	40	-	45	5.0	202	-	227
Parking Areas	10,000 sf	37	-	43	5.0	185	-	215
Turf Lawn	10,000 sf	83	-	94	16.5	1367	-	1549
Ornamental Gardens	10,000 sf	91	-	104	62.0	5632	-	6438
Trees (Large Caliper)	20 trees	39	-	63	45.0	1733	-	2813
Trees (Small Caliper)	20 trees	27	-	41	21.3	570	-	868
General Furnishing	site	171	-	183	-	171	-	183
Trash & Recycling Receptacles	1 set	39	-	41	17.0	660	-	694
Drinking Fountains	1 fountain	38	-	43	7	264	-	299
Signage & Wayfinding	10 signs	9	-	10	3.9	35	-	39
Public Art	1 piece	15	-	30	10	150	-	300
Amphitheater	site	93	-	113	-	93	-	113
Water Features	site	422	-	477	-	422	-	477
Play Areas	site	715	-	735	-	715	-	735
Dog Play Area	site	260	-	275	-	260	-	275
Sport & Fitness	site	290	-	337	-	290	-	337
Comfort Stations	site	2199	-	2223	-	2199	-	2223
Pole Lighting	10 fixtures	6	-	9	5.3	32	-	48
Pedestrian Lighting	10 fixtures	4	-	5	35.0	140	-	175
Strip Lighting	100 LF	2	-	4	26.3	53	-	105
Utilities	site	47	-	77	-	47	-	77
Total Estimated Hours						18,655	-	21,853

*Low hours are for routine maintenance; high hours include routine and non-routine maintenance.

Notes: Hours are for maintenance of the landscape only and do not include structures other than the comfort stations.

Figure 7.1. Underdeck Estimated Annual Maintenance Hours

APPENDIX A

Task Hour Tables

Below is a summary of the methodology behind determining the necessary task hours to annually maintain of unit of each landscape category, as defined in the body of the report. The standards of care in the task hour tables have been developed to reflect the climate and anticipated usage of the site. The frequencies represent an average to be performed over the course of the year. Actual maintenance will ultimately be based on usage, weather, season, and available resources.

The task hour charts on the following pages include the following terms and abbreviations:

TASK – The specific maintenance task

QTY – The estimated quantity over which a task is performed (Many of the tasks are estimated as a percentage of the total quantity.)

UNIT – A unit is a commonly accepted unit of measurement for each landscape type and its associated tasks. The unit abbreviations used throughout this project include:

ACRE - 43,560 Square Feet

MSF - 1,000 Square Feet

CSF - 100 Square Feet

CLF - 100 Linear Feet

XSF - 10 Square Feet

XLF - 10 LF

Each or EA - 1 of a particular item

Allow – Allowance of time for a particular task

UNIT (MIN) – Time standard necessary to complete 1 UNIT of a task in minutes (These time standards are based on the “Park Maintenance Standards” published by the National Recreation and Park Association (NRPA) and adjusted for the individual project’s location and management goals.)

ONCE (MIN) – The quantity of the task multiplied by the time standard and shown in minutes

ONCE (HOURS) – The time in minutes converted into hours

ANNUAL FREQUENCY – Number of times the task is performed annually

TOTAL HOURS – The annual frequency multiplied by the time in hours for performing the task once

$QTY \times UNIT = ONCE (MIN) / ONCE (HOURS) \times ANNUAL FREQUENCY = TOTAL HOURS/UNIT/YEAR$

The Underdeck - Maintenance Tasks & Hours

Task	QTY	Unit	Unit (mins)	Once (mins)	Once (hours)	Annual Freq.	Total Hours	Comments
HARDSCAPES								
CONCRETE PAVING								
Unit = 10,000 sf								
Routine Maintenance							44	Annual Hours/10,000 sf
Monitoring & record-keeping		allow					3	Inspect for damage & wear-and-tear; record maintenance work, repairs, replacements; evaluate records on an annual basis
Remove litter/debris	0.5	msf	3	1.5	0.0	260	7	5% of area, 5x per week
Clear surface	2	msf	8	16	0.3	100	27	20% of unit, 2x per week; with hand sweeper, broom, or backpack blower
Power washing	2	msf	30	60	1	6	6	20% of unit, done every two months to remove stains
Graffiti removal		allow					2	As needed
Non-Routine Maintenance							4	Annual Hours/10,000 sf
Paving repair		allow					4	Repair cracks, spalling, settling, etc.; take care to match with existing paving color and finish
Major hurricane/storm cleanup		allow					-	See annual budget
Concrete Paving Unit Total							48	Annual Hours/10,000 sf
PAVERS (DRY-LAID)								
Unit = 10,000 sf								
Routine Maintenance							56	Annual Hours/10,000 sf
Monitoring & record-keeping		allow					3	Inspect for damage & wear-and-tear; record maintenance work, repairs, replacements; evaluate records on an annual basis
Remove litter/debris & weeds	0.5	msf	4	2	0.0	260	9	5% of area, 5x per week
Clear surface	2	msf	8	16	0.3	100	27	20% of unit, 2x per week; with hand sweeper or broom
Manual cleaning	2	msf	70	140	2.3	6	14	20% of unit, clean stained/dirty areas with stiff bristle brush, only use power washer when necessary
Refill joints	1	msf	30	30	0.5	6	3	10% of area, done quarterly and after major storms as needed
Graffiti removal		allow					1	As needed
Non-Routine Maintenance							3	Annual Hours/10,000 sf
Paving repair		allow					3	Repair unevenness, settling, damaged pavers, etc.; take care to match with existing pavers
Major hurricane/storm cleanup		allow					-	See annual budget
Pavers (Dry-Laid) Unit Total							59	Annual Hours/10,000 sf

The Underdeck - Maintenance Tasks & Hours

Task	QTY	Unit	Unit (mins)	Once (mins)	Once (hours)	Annual Freq.	Total Hours	Comments
STABILIZED AGGREGATE								
Unit = 10,000 sf								
Routine Maintenance							40	Annual Hours/10,000 sf
Monitoring & record-keeping		allow					3	Inspect for damage & wear-and-tear; record maintenance work, repairs, replacements; evaluate records on an annual basis
Remove litter/debris & weeds	0.5	msf	4	2	0.0	260	9	5% of area, 5x per week
Raking and leveling	2	msf	5	10	0.2	100	17	20% of area, average 2x per week
Minor repairs	5	csf	60	300	5	2	10	5% of area, minor releveling and recompacting
Edging maintenance		allow					1	Reset, repair as needed
Gum removal		allow					1	As needed
Non-Routine Maintenance							5	Annual Hours/10,000 sf
Major repairs	2	csf	150	300	5.0	1	5	2% of DG surface; may include filling, leveling, bringing in new material, and restabilizing
Major hurricane/storm cleanup		allow					-	See annual budget
Stabilized Aggregate Unit Total							45	Annual Hours/10,000 sf
PARKING AREAS								
Unit = 10,000 sf								
Routine Maintenance							37	Annual Hours/10,000 sf
Monitoring & record-keeping		allow					2	Inspect for damage & wear-and-tear; record maintenance work, repairs, replacements; evaluate records on an annual basis
Remove litter/debris	0.5	msf	3	1.5	0.0	150	4	5% of area, 3x per week
Clear surface	2	msf	8	16	0.3	50	13	20% of unit, 1x per week; with hand sweeper, broom, or backpack blower
Power washing	2	msf	30	60	1	6	6	20% of unit, done every two months to remove stains
Curb stops maintenance		allow					5	Assume 20 stops per 10,000 sf; clean & inspect with other tasks
Pay stations & signage maintenance		allow					5	Inspect pay stations for proper operation weekly, clean regularly
Graffiti removal		allow					2	As needed
Non-Routine Maintenance							6	Annual Hours/10,000 sf
Paving maintenance		allow					3	Repair cracks, spalling, settling, etc.
Repaint pavement markings		allow					1	Frequency will vary, assume every 3 to 7 years
Curb stops repair		allow					1	As needed
Pay stations & signage repair		allow					1	As needed
Major hurricane/storm cleanup		allow					-	See annual budget
Parking Areas Unit Total							43	Annual Hours/10,000 sf

The Underdeck - Maintenance Tasks & Hours

Task	QTY	Unit	Unit (mins)	Once (mins)	Once (hours)	Annual Freq.	Total Hours	Comments
SOFTSCAPES								
TURF LAWN								
Unit = 10,000 sf								
Routine Maintenance							83	Annual Hours/10,000 sf
Monitoring & record-keeping		allow					4	Inspect for damage & wear-and-tear, and before and after events; record maintenance work; evaluate records on an annual basis
Remove litter/debris	0.5	msf	3	1.5	0.0	260	7	5% of area, 5x per week
Mow (Ride-on mower)	6	msf	3	18	0.3	34	10	60% of area, ride on mower
Mow/Trim	4	msf	10	40	0.7	34	23	40% of area, walk behind mower & string trimmer
Seasonal turf renovation	10	msf	60	600	10.0	1	10	100% of area, aerate & seed yearly, dethatch every 3 years or as needed
Top dress soil	5	msf	25	125	2.1	2	4	50% of area
Soil testing		allow					1	Done prior to fertilizer application
Turf fertilizer/weed preventer	10	msf	10	100	1.7	3	5	100% of area; fertilizer and pre-emergent applications
Horticultural pest control	2	msf	25	50	0.8	4	3	20% of area, monitor/control grubs, rodents, other pests
Temporary fencing		allow					6	Install/maintain temporary fencing
Irrigation maintenance & repair		allow					10	Monitor to ensure adequate coverage and functionality; check for damage; seasonal shut down, clean out system, and startup
Non-Routine Maintenance							11	Annual Hours/10,000 sf
Establishment tasks		allow					6	Additional care to support establishing turf
Irrigation repair		allow					5	Repair & replace above-grade components as needed; repair system as needed
Major hurricane/storm cleanup		allow					-	See annual budget
Turf Lawn Unit Total							94	Annual Hours/10,000 sf

The Underdeck - Maintenance Tasks & Hours

Task	QTY	Unit	Unit (mins)	Once (mins)	Once (hours)	Annual Freq.	Total Hours	Comments
ORNAMENTAL GARDENS								
Unit = 10,000 sf								
Routine Maintenance							91	Annual Hours/10,000 sf
Monitoring & record-keeping		allow					4	Inspect for damage & wear-and-tear; record maintenance work, repairs, replacements; evaluate records on an annual basis
Remove litter/debris	0.5	msf	5	2.5	0.0	260	11	10% of area, 2x per week
Weed control	2	msf	30	60	1.0	12	12	20% of planting areas
Pest control	2.5	msf	30	75	1.3	4	5	25% of planting areas
Seasonal cleanup & prep	5	msf	120	600	10.0	2	20	50% of area; spring and fall
Planting maintenance (non-trees)	3	msf	60	180	3.0	8	24	30% of planting areas; includes deadheading, trimming, minor cutbacks, pruning, fertilizing, mulching, etc.
Plant replacement	1	msf	90	90	1.5	2	3	10% of planting areas
Temporary fencing	1	mlf	15	15	0.25	3	2	Install/maintain temporary fencing; assumes 1,000 lf
Irrigation maintenance & repair		allow					10	Monitor to ensure adequate coverage and functionality; check for damage; seasonal shut down, clean out system, and startup
Non-Routine Maintenance							13	Annual Hours/10,000 sf
Establishment tasks		allow					8	Additional care to support establishing turf
Irrigation repair		allow					5	Repair & replace above-grade components as needed; repair system as needed
Major hurricane/storm cleanup		allow					-	See annual budget
Ornamental Gardens Unit Total							104	Annual Hours/10,000 sf

The Underdeck - Maintenance Tasks & Hours

Task	QTY	Unit	Unit (mins)	Once (mins)	Once (hours)	Annual Freq.	Total Hours	Comments
TREES (Large Caliper)								
Unit = 20 trees								
Routine Maintenance							39	Annual Hours/20 trees
Monitoring & inspection	20	each	12	240	4	2	8	Visual inspection and analysis of tree and soil moisture levels performed by a certified arborist; check for pests & diseases
Tree maintenance	5	each	120	600	10.0	2	20	25% of trees on site; prune, restake/remove stakes, fertilize, mulch, control pests as needed; pruning may require a bucket truck for larger trees
Irrigation maintenance & repair		allow					6	Monitor to ensure adequate coverage and functionality; check for damage; seasonal shut down, clean out system, and startup
Spot watering	6	each	15	90	1.5	3	5	To supplement irrigation
Non-Routine Maintenance							24	Annual Hours/20 trees
Establishment tasks		allow					20	Additional hour per tree; includes additional spot watering, adjusting tree stakes/ protection, growth correction pruning
Irrigation repair		allow					3	Repair & replace above-grade components as needed; repair system as needed
Tree replacement		allow					1	Tree removal - see budget; can be up to 500 man hours; planting is ~45 to 90 minutes
Major hurricane/storm cleanup		allow					-	See annual budget
Trees (Large Caliper) Unit Total							63	Annual Hours/20 trees

TREES (Small Caliper)								
Unit = 20 trees								
Routine Maintenance							27	Annual Hours/20 trees
Monitoring & inspection	20	each	8	160	2.7	2	5	Visual inspection and analysis of tree and soil moisture levels performed by a certified arborist; check for pests & diseases
Tree maintenance	5	each	75	375	6.3	2	13	25% of trees on site; prune, restake/remove stakes, fertilize, mulch, control pests as needed
Irrigation maintenance & repair		allow					6	Monitor to ensure adequate coverage and functionality; check for damage; seasonal shut down, clean out system, and startup
Spot watering	6	each	10	60	1	3	3	To supplement irrigation
Non-Routine Maintenance							14	Annual Hours/20 trees
Establishment tasks		allow					10	Additional 30 minutes per tree; includes additional spot watering, adjusting tree stakes/ protection, growth correction pruning
Irrigation repair		allow					3	Repair & replace above-grade components as needed; repair system as needed
Tree replacement		allow					1	Tree removal - see budget; can be up to 500 man hours; planting is ~45 to 90 minutes
Major hurricane/storm cleanup		allow					-	See annual budget
Trees (Small Caliper) Unit Total							41	Annual Hours/20 trees

The Underdeck - Maintenance Tasks & Hours

Task	QTY	Unit	Unit (mins)	Once (mins)	Once (hours)	Annual Freq.	Total Hours	Comments
FURNISHINGS & AMENITIES								
GENERAL FURNISHING								
Unit = Site Allowance								
Routine Maintenance							171	Annual Hours
Clean & inspect standalone furnishing	9.6	each	10	96	1.6	52	83	20% weekly, cast stone benches and bicycle racks
Clean & inspect linear furnishing	4.6	xf	10	46.4	0.8	52	40	20% weekly, concrete benches with wood tops
Bollard maintenance	200	each	6	1200	20.0	2	40	Inspection, cleaning and oiling; 2x annually
Pest control		allow					3	As needed
Graffiti removal		allow					5	As needed
Non-Routine Maintenance							12	Annual Hours
Maintenance & repair standalone furnishing	4.8	each	90	432	7.2	1	7	10% of items; includes replacement, paint touch-up, tightening mechanical connections, smoothing chips, etc.
Maintenance & repair linear furnishing	2.3	xf	120	278.4	4.64	1	5	10% of linear footage; includes material replacement, tightening mechanical connections, etc.
General Furnishing Unit Total							183	Annual Hours
TRASH & RECYCLING RECEPTACLES								
Unit = 1 set								
Routine Maintenance							39	Annual Hours/1 set
Empty T/R station - peak	1	each	6	6	0.1	168	17	Daily for 24 weeks
Empty T/R station - off-season	1	each	6	6	0.1	112	11	4x/week for 28 weeks
Clean T/R station & dog waste receptacle	1	each	12	12	0.2	24	5	2x/month
Dog waste receptacle refilling	1	each	4	4	0.1	30	2	Inspect when emptying, refill as needed (assume 1x-2x/week)
Rodent & pest control		allow					4	2x/month
Non-Routine Maintenance							2	Annual Hours/1 set
Maintenance		allow					2	Replace can liners/lid, resecure cans, etc.
Trash & Recycling Receptacles Unit Total							41	Annual Hours/1 set
DRINKING FOUNTAINS								
Unit = 1 fountain								
Routine Maintenance							38	Annual Hours/1 fountain
Drinking fountain cleaning	1	each	4	4	0.1	325	22	Daily spot cleaning during operation (approx. 11 months), ensuring drains are clear
Drinking fountain maintenance		allow					8	Regular inspection and routine maintenance, e.g. checking lines, flushing, etc., with repairs as needed
Drinking fountain seasonal maintenance		allow					8	Temporary winter shutdown to inspect and clean system
Non-Routine Maintenance							5	Annual Hours/1 fountain
Drinking fountain repairs		allow					5	As needed
Drinking Fountain Unit Total							43	Annual Hours/1 fountain

The Underdeck - Maintenance Tasks & Hours

Task	QTY	Unit	Unit (mins)	Once (mins)	Once (hours)	Annual Freq.	Total Hours	Comments
SIGNAGE & WAYFINDING								
Unit = 10 signs								
Routine Maintenance							9	Annual Hours/10 signs
Clean & inspect	10	each	4	40	0.7	12	8	Monthly
Graffiti removal		allow					1	As needed
Non-Routine Maintenance							1	Annual Hours/10 signs
Repair & maintenance		allow					1	Includes tightening connections, re-painting, repair and replacement as needed
Signage & Wayfinding Unit Total							10	Annual Hours/10 signs
PUBLIC ART								
Unit = 1 Art Piece								
Routine Maintenance							15	Annual Hours/Art Piece
Clean & inspect		allow					15	Inspect with other maintenance tasks, cleaning as needed, i.e. litter, debris, & graffiti removal
Non-Routine Maintenance							15	Annual Hours/Art Piece
Repair & maintenance		allow					15	As needed; likely to require a specialist
Public Art Unit Total							30	Annual Hours/Art Piece

The Underdeck - Maintenance Tasks & Hours

Task	QTY	Unit	Unit (mins)	Once (mins)	Once (hours)	Annual Freq.	Total Hours	Comments
SPECIAL FEATURES & AMENITIES								
AMPHITHEATER								
Unit = Site Allowance								
Routine Maintenance							93	Annual Hours
Regular cleaning	1	each	45	45	0.75	90	68	Inspect facility after each event, clean stage if needed or at least 1x/week
Canopy maintenance		allow					10	Inspection and repair of canopy rigging
Major cleaning & inspection		allow					15	Once annual cleaning/power washing with inspection of the canopy structure
Non-Routine Maintenance							20	Annual Hours
Structure repair & maintenance		allow					20	As needed; includes material replacement, lighting repair, graffiti removal, etc. at a smaller scale (non-capital work)
Amphitheater Unit Total							113	Annual Hours
Water Features								
Unit = Site Allowance								
Routine Maintenance							422	Annual Hours
Litter removal		allow					24	Surface debris, drain clearing, and litter removal in addition to paving hours
Water quality maintenance		allow					48	Regular monitoring of water quality to maintain safety standards; assume ~1 hour per week
Weekly component check & clean	3	feature	60	180	3	48	144	Weekly inspection and cleaning of feature components when in operation (~40 weeks, Mar-Dec)
Monthly component clean & care	3	feature	120	360	6	11	66	Monthly cleaning and maintenance of components when in operation
Yearly system maintenance		allow					30	Test and verify operation of panel controls, meters, equipment, etc. Replace UV bulbs. Clean and inspect tanks.
Pool cleaning		allow					10	Drain and clean decorative pool yearly and after hurricanes
Integrated lighting care		allow					20	Inspect, clean, and reorient as needed
Seasonal maintenance		allow					80	Temporary winter shutdown, system maintenance, and spring restart
Non-Routine Maintenance							55	Annual Hours
Repairs and major maintenance		allow					35	As needed
De-silting		allow					10	Remove accumulated silt in tanks as needed
Lighting repair		allow					10	As needed
Major hurricane/storm cleanup		allow					-	See annual budget
Water Features Unit Total							477	Annual Hours

The Underdeck - Maintenance Tasks & Hours

Task	QTY	Unit	Unit (mins)	Once (mins)	Once (hours)	Annual Freq.	Total Hours	Comments
Play Areas								
Unit - Site Allowance								
Routine Maintenance							715	Annual Hours
Monitoring & record-keeping		allow					15	Track use and adjust maintenance as needed; record work, inspections, and repairs
Inspect & clean play surfacing		allow					370	Remove litter, clean surface, refill and relevel loose surfaces, etc.
Inspect & clean play features		allow					300	Visual inspection daily; weekly physical inspection, check for safety hazards, damage, etc. & annual inspection by certified playground inspector; clean weekly
Inspect and clean fencing & gates		allow					15	
Graffiti removal		allow					15	As needed
Non-Routine Maintenance							20	Annual Hours
Play surfacing repair		allow					20	
Play features repair		allow					30	
Fencing & gates repair		allow					5	Tighten connections, repair damaged sections, etc.
Play Areas Unit Total							735	Annual Hours
Dog Play Area								
Unit - Site Allowance								
Routine Maintenance							260	Annual Hours
Clean & upkeep dog park surface		allow					200	Will include removing dirt and debris, washing down the artificial turf surface & removing stains, and releveling pea gravel
Clean & upkeep dog park play features		allow					50	Daily visual inspection, clean weekly to every other week as needed
Fence & gates inspection and cleaning		allow					10	As needed
Non-Routine Maintenance							15	Annual Hours
Dog park surface repairs		allow					15	Bringing in new pea gravel, patching artificial turf, etc.
Dog play features repairs		allow					5	As needed
Fence & gates repairs		allow					8	As needed
Dog Play Area Unit Total							275	Annual Hours

The Underdeck - Maintenance Tasks & Hours

Task	QTY	Unit	Unit (mins)	Once (mins)	Once (hours)	Annual Freq.	Total Hours	Comments
Sport & Fitness								
Unit = Site Allowance								
Routine Maintenance							290	Annual Hours
Sports courts surface maintenance		allow					80	Assumes artificial turf; remove litter & debris, clear surface, clean surface (vacuum and wash)
Sports courts fitness element upkeep		allow					20	Inspect and clean 2x weekly
Outdoor training area surface maintenance		allow					20	Remove litter & debris, clear & clean
Fitness training elements upkeep		allow					20	Inspect and clean 2x weekly
Pump track inspections & upkeep		allow					150	Inspect and remove litter and debris 2x-3x per week; relevel surface, adjust track elements, etc.
Non-Routine Maintenance							47	Annual Hours
Surface repairs		allow					12	As needed
Fitness equipment repairs		allow					10	Tighten connections, repaint, replace parts, etc.
Pump track repairs and maintenance		allow					25	As needed, may require bringing in new material for track surface
Sport & Fitness Unit Total							337	Annual Hours
Comfort Stations								
Unit = Site Allowance								
Routine Maintenance							2199	Annual Hours
Restrooms clean & restock - peak	3	each	70	210	3.5	364	1274	Twice per day (mid-day is tidy up/spot clean, end of day is major cleaning), 26 weeks (Apr-Jun, Sept-Nov); includes interior cleaning, trash removal, restocking of toiletries
Restrooms clean & restock - shoulder/off-season	3	each	70	210	3.5	182	637	Daily, 26 weeks (Dec-Mar, Jul-Aug)
Restrooms regular maintenance							72	Assumes ~6 hours of repairs needed each month
Storage / office space cleaning		allow					40	Comfort Stations 1 & 2
Concessions space cleaning		allow					-	Comfort Station 3; assumes vendor is responsible for cleaning
Stations exterior cleaning		allow					135	Clean glass windows weekly, spot clean rest of exterior as needed, thorough cleaning annually
Comfort Station 3 canopy cleaning		allow					10	Inspect after major storms and clean as needed, plus thorough annual cleaning
Pest control		allow					25	As needed
Graffiti removal		allow					6	As needed
Non-Routine Maintenance							24	Annual Hours
Restrooms major maintenance		allow					24	Replacements, etc.
Comfort station repair and maintenance		allow					45	Includes material replacement, roof repair, HVAC, utility maint, lighting maintenance, etc.
Comfort Stations Unit Total							2223	Annual Hours

The Underdeck - Maintenance Tasks & Hours

Task	QTY	Unit	Unit (mins)	Once (mins)	Once (hours)	Annual Freq.	Total Hours	Comments
INFRASTRUCTURE								
POLE LIGHTING								
Unit = 10 light fixtures								
Routine Maintenance							6	Annual Hours/10 light fixtures
Inspection & cleaning		allow					5	4x per year; clean & inspect for proper function & damage
Graffiti removal		allow					1	As needed
Non-Routine Maintenance							3	Annual Hours/10 light fixtures
Repair & maintenance		allow					3	As needed
Major hurricane/storm repairs		allow					-	See annual budget
Pole Lighting Unit Total							9	Annual Hours/10 light fixtures
PEDESTRIAN LIGHTING								
Unit = 10 light fixtures								
Routine Maintenance							4	Annual Hours/10 light fixtures
Inspection & cleaning		allow					3	4x per year; clean & inspect for proper function & damage
Graffiti removal		allow					1	As needed
Non-Routine Maintenance							1	Annual Hours/10 light fixtures
Repair & maintenance		allow					1	As needed
Pedestrian Lighting Unit Total							5	Annual Hours/10 light fixtures
STRIP & LINEAR LIGHTING								
Unit = 100 LF								
Routine Maintenance							2	Annual Hours/100 LF
Inspection & cleaning		allow					2	4x per year; clean & inspect for proper function & damage
Non-Routine Maintenance							2	Annual Hours/100 LF
Repair & maintenance	2	xf	60	120	2	1	2	As needed; assume 20% annually for light replacement and/or repairing damage
Strip & Linear Lighting Unit Total							4	Annual Hours/100 LF
UTILITIES								
Unit = Site Allowance								
Routine Maintenance							47	Annual Hours
Clear surface drains and catch basins		allow					12	Done every two weeks and after storm events to remove debris and sediment; initial estimate
Drainage monitoring/system check		allow					5	Monitoring of drainage components/system for proper operation and damage
Wastewater infrastructure		allow					10	Regularly inspect; clear and repair as needed per code, pump out septic tanks, etc.
Communications system		allow					5	Regularly inspect coverage and function
Electrical & water supply		allow					15	Regularly inspect, check connections and repair as needed
Non-Routine Maintenance							30	Annual Hours
Utilities repair & major maintenance		allow					30	As needed. Major repairs may require capital funds
Major hurricane/storm repairs		allow					-	See annual budget
Utilities Unit Total							77	Annual Hours

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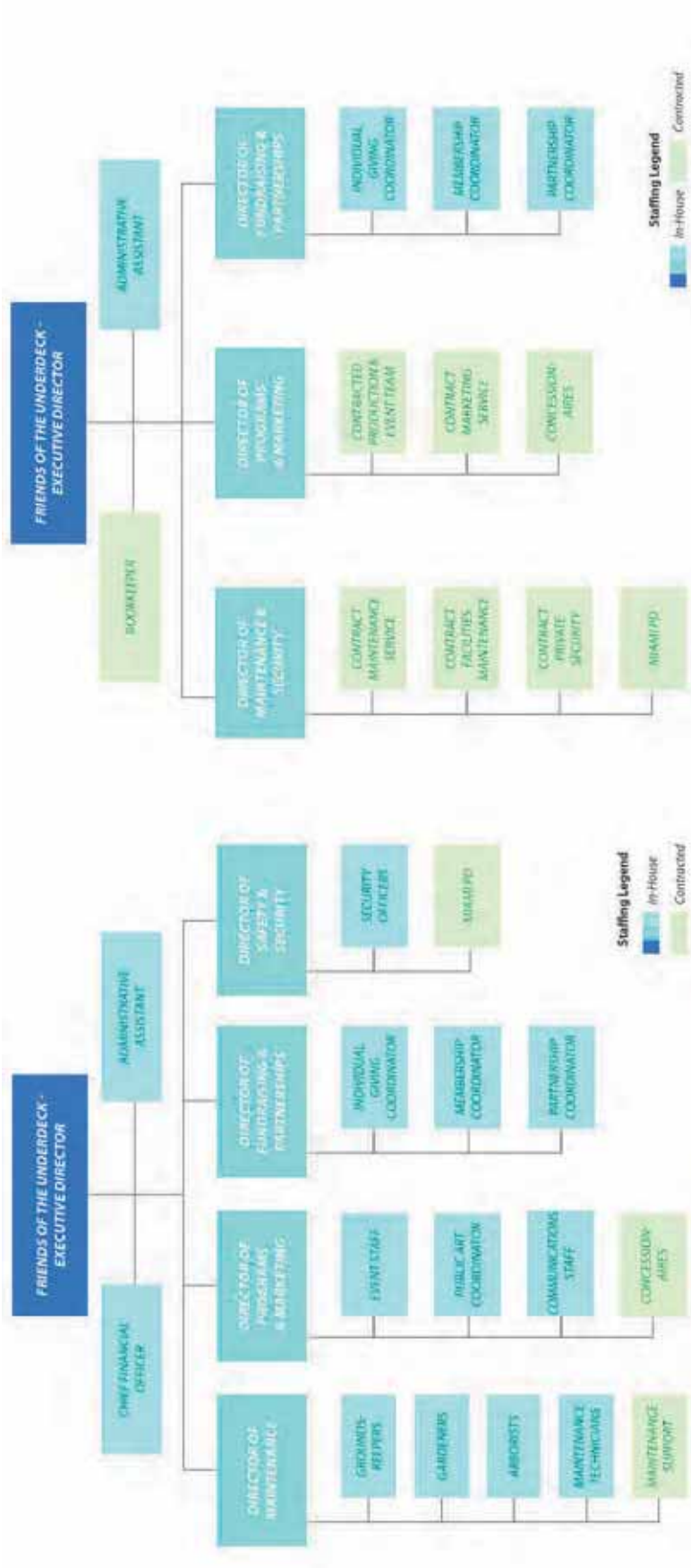
ETM ASSOCIATES, L.L.C.

PROJECT MANAGEMENT
PUBLIC SPACE MANAGEMENT
PUBLIC SPACE DESIGN

THE UNDERDECK

O&M Potential Overall Organization Structure & Operating Budget Range

Majority In-House Majority Contracted



\$4,823,942 - \$6,097,994 \$3,784,871 - \$4,986,036

O&M Benefits & Drawbacks of Staffing Scenarios



All In-House Scenario	Contracted Scenario	Mixed Scenario
<p>Pros:</p> <ul style="list-style-type: none"> • Staff presence at all times -provide user contacts & security • Some of ownership • Familiarity & knowledge of the site <p>Cons:</p> <ul style="list-style-type: none"> • Equipment & material purchases • More equipment upkeep costs • Larger facility space(s) needed 	<p>Pros:</p> <ul style="list-style-type: none"> • Limited equipment and material purchases • Smallest facility space needed <p>Cons:</p> <ul style="list-style-type: none"> • Limited or no site staff presence • Need more staff presence through "supplemental" staffing • Might not always have the same staff-less familiarity with the site • May not have knowledge of plants on the site • Lack of sense of ownership 	<p>Pros:</p> <ul style="list-style-type: none"> • Some staff presence • Smaller facility space needed • Fewer equipment & materials needed and to maintain <p>Cons:</p> <ul style="list-style-type: none"> • Need more oversight/ coordination • May need more staff presence through "supplemental" staffing • Mightnot always have the same staff-less familiarity with the site • Limited to some sense of ownership

O&M Benchmarking

Consensus Plan
Majority Contracted

\$2.70/SF-\$3.60/SF
\$3,784,871 -
\$4,986,036



Consensus Plan
Majority In House

\$3.50/SF-\$4.40/SF
\$4,823,942 -
\$6,097,994

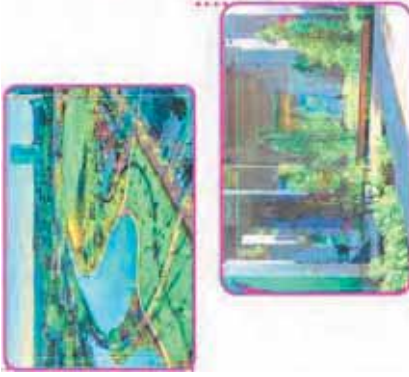
I I
\$2 \$4
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2 ~ \$14'

\$60 ————— \$70

Scissortail Park
Oklahoma City, OK
\$3 / SF



The Bentway
Toronto, Canada
\$7 / SF



The Underline
Phase 1
Miami, FL
\$9 / SF



Discovery Green
Houston, TX
\$11 / SF



The High Line
New York City, NY
\$65/SF

[The Underdeck] Conservancy

SUPPORTING LOCAL EMPLOYMENT OPPORTUNITIES

The Underdeck will have a significant economic impact for all communities surrounding its physical footprint – including five of Miami’s most dense and fastest growing neighborhoods: Historic Overtown, Central Business District, Arts & Entertainment District, Edgewater/Midtown, and Wynwood. In addition to providing new opportunities for green space and programming, the Underdeck can also provide new opportunities in the local economy’s labor market. Through the hiring of local staff and support of local programming opportunities, the Underdeck can further contribute to and strengthen the community.

A broad range of inter-related initiatives will be required to ensure that local residents, who have suffered from decades of disinvestment, are able to share in the economic benefits of this significant public investment. Employment related directly to operations and programming of the Underdeck is only one component to promoting an equitable economic impact – and will be most successful in coordination with additional initiatives to promote economic benefit to existing communities, including but not limited to housing and development policies, local business development opportunities, city / county workforce and training programs.

Several methods for supporting local employment and programming opportunities are outlined below:

1 | Identity specific definition of ‘Local’ for the Underdeck

Clearly define “local” and/or “diversity” for the Underdeck and the Conservancy

Establish definition within management framework; document and approve by Board of Directors

- Specific to the Underdeck and the Conservancy – this may include neighborhoods / communities immediately adjacent to the project site; an expanded geographic region or urban reach based on impact of the open space; former community members who have been geographically displaced, yet remain culturally connected to local communities
- Anticipate need for flexibility / change to definition over time, in coordination with specific goals for local employment and programming opportunities

2 | Identify specific goals for local employment within the Conservancy

Clearly define measurable targets or goals

Establish goals within management framework; document and approve by Board of Directors

- Employ local residents
- Contract local companies
- Promote programming opportunities for local artists / performers / vendors within the Underdeck
- Encourage local employment across all O & M “buckets” (Maintenance, Programs & Marketing, Fundraising & Partnerships, Safety & Security)

3 | Reflect goals within Conservancy leadership

Reflect the diversity and local composition that is desired for the organization as a whole.

Establish process for evaluating achievement of local employment goals

- Include local residents /civic representatives /community organizations on Board of Directors
 - regularly review employment / programming to evaluate if goals are being achieved
 - regularly evaluate if goals need to be modified
- Hire a dedicated “Outreach Coordinator”
 - accountable for promoting local employment and programming goals
 - reports to the BoD Committee dedicated to local community outreach / programming

4 | Targeted Employment Outreach

Promote employment and programming opportunities for local community members

Foster or provide opportunities for youth engagement, education, and job training

Consider balance of direct and contract positions relative to Conservancy ability to control local employment

Direct Employment Opportunities

- Overall job postings within City-wide system
- Targeted job postings in local community centers, churches, recreation centers (including websites)
- Targeted outreach to local residents / professionals, community liaisons

Contract Employment Opportunities

- Comply or align organizational contracts with City-wide guidelines for contracting. Since this ‘open space’ will be owned by the State/FDOT with Federal Funds, and leased to the City with oversight and liability, applicable procurement requirements should reference/include Federal Guidelines and be EEOC compliant.
- Evaluate opportunities for exceeding City-wide targets for local workforce participation to reflect Conservancy goals for local employment.
- Targeted outreach to local companies or individuals as allowable per City and Federal guidelines.

Youth / Student Mentorship Opportunities

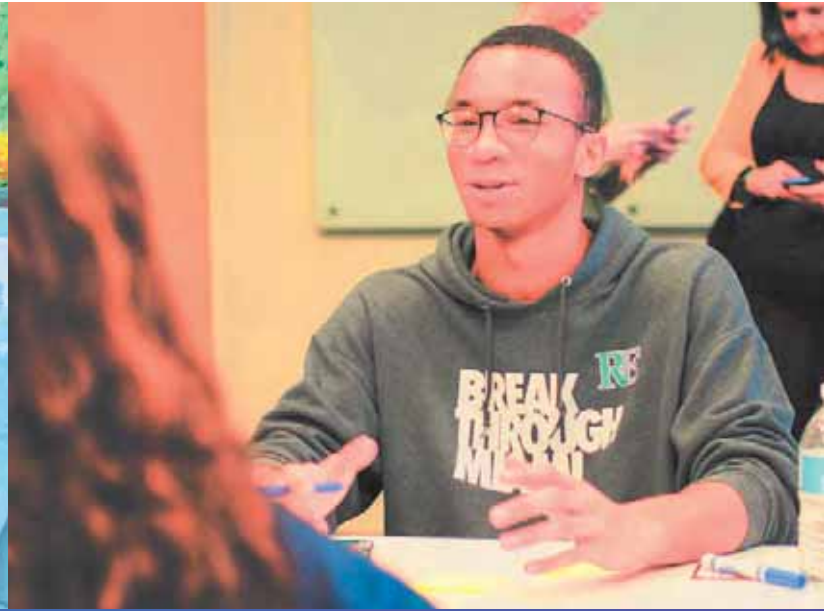
- Develop internship program or seasonal opportunities for local high school students, with positions across the Conservancy
- Develop programming in coordination with local schools, organizations, and local artists

Local Programming Opportunities

- Outreach to local artists, performers, vendors and businesses for programming opportunities within the Underdeck
- Provide clear contact information / solicitations for programming within the physical open space site and website / digital media

5 | Coordinate with broader City / County Employment Initiatives & Programs

Promote opportunities for coordination with City or County workforce training & employment initiatives.



APPENDIX C

- Rose Kennedy Greenway Annual Report



ROSE KENNEDY GREENWAY CONSERVANCY

ANNUAL REPORT 2021

**THE
GREEN
WAY**



“I have loved spending Monday mornings helping out with the gardens on the Rose Kennedy Greenway for the past 7+ years. It feels as if the park is my backyard as I notice the vibrant colors burst forth from plants that I have placed in the ground myself. The Horticulture staff are always appreciative of the help and have a lot to share and teach. Interacting with the public as they walk through and voice appreciation for my efforts is a plus.”

– Greenway Conservancy volunteer

Dear Friends,

2021 was a year of new beginnings for the Greenway Conservancy, with the appointments of a new executive director, a new curator and director of public art, and a new director of horticulture. With the fresh perspectives and breadth of experience of this new leadership, the Conservancy is poised to move in exciting new directions that expand our ideas of what public space like The Greenway can mean in an urban setting.

The Greenway continued to be a place of renewal during the pandemic, providing an outdoor oasis for thousands seeking respite from unexpectedly prolonged periods of isolation. During warmer weather we welcomed back our small business partners, whose presence on The Greenway contributes to an engaging, exciting park experience and boosts the economic health of the city and region. Visitors enjoyed our markets, food trucks, and beer and wine gardens, record numbers whirled on the Greenway Carousel, and children eagerly returned to splash in our fountains. With the support of the Greenway Business Improvement District, the Conservancy launched Rediscover The Greenway, a diverse series of more than 50 performances and live music events in the summer and fall, designed to help bring vibrancy to Boston's downtown as our city began to safely reopen.

Visitors were greeted by the playful, colorful work of photographer Daniel Gordon, whose exhibition showcased his photographic vision in a variety of media and marked the first time a single artist was extensively featured along the entire span of the park. Continuing the Conservancy's annual Zodiac curation during this Year of the Ox, we presented Boston artist Andy Li's text and fiber-based work in Chinatown's Auntie Kay and Uncle Frank Chin Park.

The Greenway continued to grow this year, and not just in the sense of the plants in our organically maintained gardens or our ever-expanding vision of what a park can be. In 2021, the Conservancy initiated long-planned improvements in Chin Park, and began the construction of a new North Meadow park at the northern terminus of The Greenway. We continue to create special and inclusive places all along the park for residents, workers, and visitors to gather, play, unwind, and explore. This means 2022 is a year to deepen our efforts on Diversity, Equity, and Inclusion—in our programming, public art, and in the Conservancy's community partnerships.

Ultimately, The Greenway is about connecting. The Conservancy's stewardship, programming, and operation of the park are all in the service of bringing people together in the outdoors. The Greenway acts as a bridge of green space, linking neighborhood to neighborhood, and person to person. We are grateful that you chose to connect with the Conservancy, place your trust in our stewardship of The Greenway, and invest your support in our work to bring our community together. Thank you!

With appreciation,

Chris Cook
Executive Director



Doug Husid
Board Chair



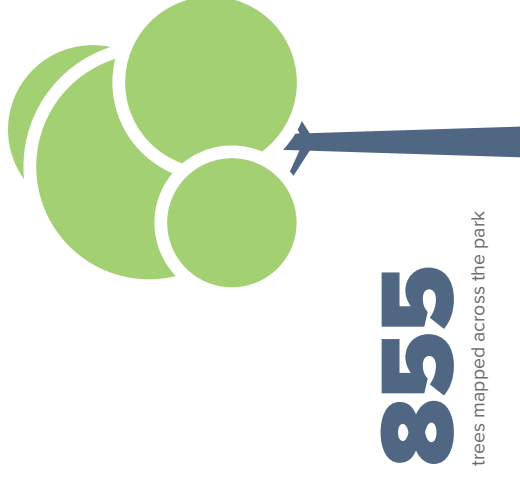
YOUR PARK

For over a decade, it has been the Greenway Conservancy's mission to manage and care for The Greenway, providing vibrant green space that is essential to everyone who shares our city. Throughout this second pandemic year, The Greenway served as a place of joy and renewal where Boston residents, workers, and visitors reconnected with nature, friends, and neighbors.



We welcomed you back downtown with over 320 free events, including a new farmers market and the full season return of our beer and wine gardens. **We showcased our community**, with over 50 brand-new performances and movies through a special Rediscover The Greenway series.

We helped the park shine, moving forward essential improvements like new safety surfacing at the PlayCubes in Auntie Kay & Uncle Frank Chin Park and the completion of a conversion to all energy-efficient LED lighting. **We engaged the senses** with the first-ever comprehensive exhibit across The Greenway by a single artist and a new walking path through our Greenway Meadow.



855

trees mapped across the park



Organic Park Care

The Conservancy continues to improve The Greenway's physical appearance through attentive ecological horticulture and thoughtful design improvements. As the park becomes more established, we are shifting our focus to the complexity of the ecology, tailoring our maintenance efforts to the needs of the park.

This year, we continued supporting pollinators and wildlife throughout the park with additional plantings of New England native species and the maturation of our meadow, which now has a walking path inviting visitors to immerse themselves in wildflowers. We also completed a comprehensive assessment of the park's 885 trees, which included the establishment of a GIS tree management database and the structural pruning of 119 trees.

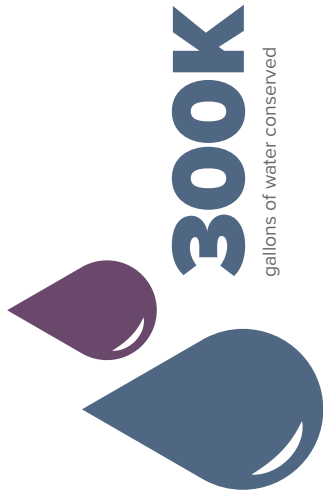
Maintenance and Improvements

We care for six fountains, acres of granite paving, and complex lighting systems, support infrastructure for the Conservancy's programs and public art installations, and more. The maintenance team also oversees our contracted basic maintenance including lawn mowing, litter and trash removal, and snow removal.

The Conservancy successfully conducted RFP processes for two exciting and important projects for the future of our spaces. The North Meadow project broke ground in Fall 2021 and is scheduled for completion in Spring 2022. The Chin Park Lighting project is scheduled to break ground in 2022.

Volunteers

In 2021, we began to welcome more volunteers back to the park, and we also hosted several group virtual workshops on seed starting and pollinator homebuilding. By establishing safety protocols and clear, compassionate communication, we engaged 450 volunteers who contributed 1177 hours to provide essential fieldwork assistance. On the strength of reviews from volunteers, the Conservancy has won the "Top Rated Award" from GreatNonProfits.org eleven years running.



CARING FOR THE GREENWAY

Our landscape management program is guided by the ecology of our park. We are dedicated to the practice of ecological horticulture to create and maintain resilient landscapes that provide vital ecological services to our community.



Our programs team was able to support and host over 320 free events on The Greenway in 2021, including markets, fitness classes, and performances. Favorite festivals returned, reflecting the many partners that bring their events to The Greenway, including Boston Calling Block Parties, Boston Local Food Festival, the Caribbean One World Expo, Jazz in the Park, Films at the Gate, and the Lantern Festival. We also created an opportunity with the Greenway Business Improvement District to launch a series of 50+ performances, movies, and more with our Rediscover The Greenway series. This series helped drive interest and excitement about being downtown, while also supporting our local arts organizations.

The Greenway played an important open space role for the public, especially Chinatown community members, who continued to actively look for ways to safely spend time with family and friends outdoors. We hosted more programs than ever before in this space, through expanded programming with our strong community partners.



Tuesday Tunes Performance
Rediscover The Greenway

50+

Rediscover The Greenway performances



SUPPORTING LOCAL BUSINESSES

The arrival of the COVID-19 vaccine allowed for event guidelines to be lifted in May 2021. The relative safety of outdoor spaces provided the public and our event partners with a comfortable space to gather and celebrate.



*Lion Dance Performance
Rediscover The Greenway*



Boston Public Market at Dewey Square



*Wandering Wednesday Performance
Rediscover The Greenway*



Trillium Garden on The Greenway



*The Greenway Carousel at The Tiffany & Co. Foundation Grove
UNDERDECK COMMITTEE REPORT 196*

EVENTS 2021



Summer Still Life with Lobsters and Fern

PUBLIC ART

The Greenway Conservancy continues to lead in contemporary public art. Our Greenway Public Art Program gives residents, workers, and tourists a reason to visit, linger, and discuss.

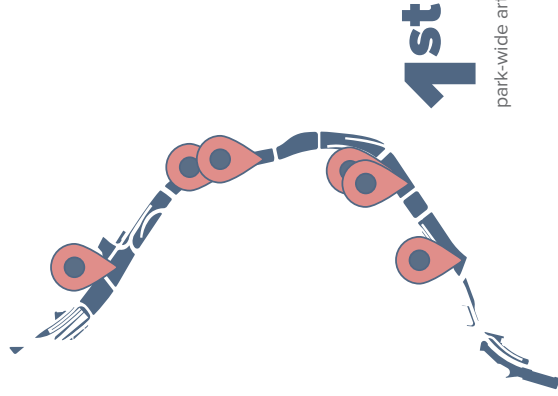
In 2021, the Conservancy brought free, accessible, and outdoor contemporary exhibits to The Greenway from one national artist and one local artist, including the first comprehensive exhibition across The Greenway by a single artist, Daniel Gordon.

Boston-based artist Andy Li's *The Herd* was the latest project of our annual Zodiac curration in Chinatown for the Year of the Ox.

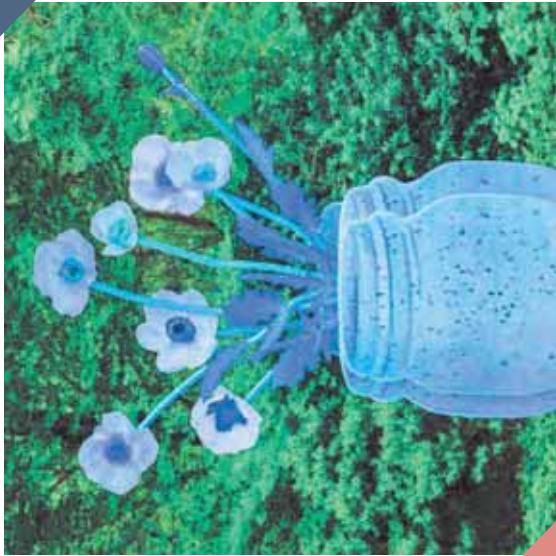
Public Art featured in 2021:

- Blue Poppies*, Daniel Gordon
- New Canvas*, Daniel Gordon
- Still Life*, Daniel Gordon
- Summer Still Life with Lobsters and Fern*, Daniel Gordon
- Engulf*, Juan Traviso
- The Herd*, Andy Li

With the ongoing coronavirus pandemic, we continued webinar-based programming. In January, we presented a webinar in conjunction with the physical public art projects featured on The Greenway: Curating for the Chinese Zodiac. Through these online webinars and posted videos, we were able to reach over 600 unique viewers, encompassing



park-wide art exhibit by a single artist



Blue Poppies



New Canvas



Still Life



Summer Still Life with Lobsters and Fern



The Herd

PUBLIC PART 2021

DONORS AND SUPPORTERS

The Conservancy gratefully acknowledges those whose gifts, pledges, and in-kind services have helped sustain our work between January 1 and December 31, 2021.

* Denotes members of the **Greenway Circles**, a group of generous individuals whose unrestricted operating support provides a strong foundation for the work of the Conservancy.

** Denotes payments that are part of multi-year grants or pledges

<p>\$100,000+ Amelia Peabody Charitable Fund Anonymous Bier Foundation ** Boston Planning and Development Agency City of Boston City of Boston Community Preservation Act Fund Employee Retention Credit Program Greenway Business Improvement District MassDOT Small Business Administration Paycheck Protection Program Yankee Foundation</p>	<p>The Plymouth Rock Assurance Foundation Related Bean Bradley Snyder * State Street Corporation TD Charitable Foundation VHB The WANG Foundation \$5,000 - \$9,999 Anonymous Anonymous Anonymous Anonymous Anonymous Berkeley Investments, Inc. Boston Residential Group Cabot Properties, Inc. Kevin and Julie Callaghan * The Chioloro Company Dwight and Helene Churchill * Commodore Builders The Druker Company, Ltd. Ella & Fannie Karas Foundation, Inc. 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UNDERDESK COMMITTEE REPORT 200

The Greenway Legacy Society

The Greenway Legacy Society recognizes those who play a lasting role in securing the Rose Kennedy Greenway Conservancy's future beyond their lifetime by making a bequest or other planned gift as part of their estate plan. We are indebted to the following Legacy Society members for their thoughtful generosity and stewardship.

Robert and Doris Gordon
 Marlene S. Kaplan
 Rebecca A. Lee
 Janet Veasey and Robert Birney

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We have made every effort to ensure the accuracy of our donor listing. Please accept our sincere apology for any omissions or errors and kindly report them to the Development Office at development@rosekennedygreenway.org. Thank you!

Caitlin Littlefield
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 Claire Kozover
 Elena Kropp
 Brian Lawner

\$1 - \$99

Royce Abel
 Amazon Smile
 Anonymous
 Anonymous
 Anonymous
 Dominic Arduino
 Elissa Bailey
 Elizabeth Baker and Robert Abbe
 David Barry and Susan Donnelly
 Beacon Hill Community Fund
 The Benevity Community Impact Fund
 Amy Birns
 Rosemarie Boardman
 Ivan Brown
 Susan Brown
 David Campbell
 Mary Baine Campbell
 Erin Carneiro
 A. Clinton Cavanaugh
 Christine Cavalalo
 Constance Cepko
 Anne and Joseph Cerami
 Catherine Chan
 Hilary Chasse
 Clara Chow
 Alison and Andrew Chu
 Lindsey Cimochowski and Bradley Rulleth
 Donna Cohen
 Mary Beth Courtwright
 Lucas Cowan
 Aurora Daniel
 Betsy and Stephen Davis

FINANCIALS

The Greenway operates with a public/private funding model. Since its founding, the Conservancy has leveraged its government support to raise more than \$62M of philanthropy and other private funds.

2021 saw the coronavirus pandemic continue to impact the Conservancy's finances, especially earned revenue. Historically supported by Boston's downtown lunch crowds, the Greenway Conservancy's Food Vending Program experienced an 85% decline from pre-pandemic levels. While generating less revenue than in past years, the drinkeries were buoyed by weekend crowds eager for safer outdoor activities. However, a bright spot for earned revenue was the Greenway Carousel. With a new management model in place and families clamoring for safe, outdoor activities, this iconic Boston attraction had its best year yet.

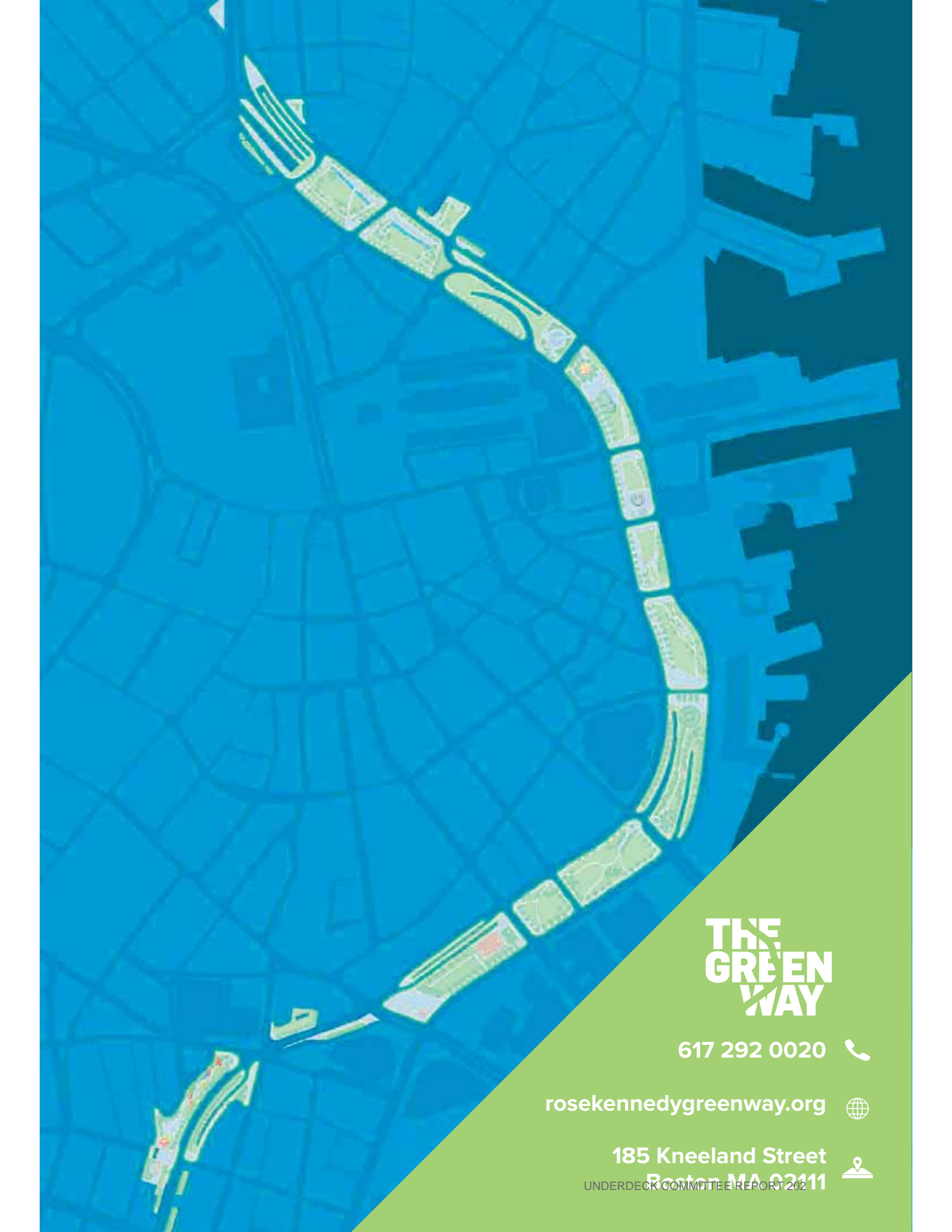
While typical philanthropic activities were limited by remote work, the Conservancy pivoted well to a successful online Gala. The Conservancy was again honored by its strong philanthropic support; we were particularly delighted to be able to complete a campaign for improved lighting infrastructure in Auntie Kay and Uncle Frank Chin Park on The Greenway. Federal government funding was crucial in 2021 with the organization receiving additional Paycheck Protection Program and Employee Retention Credit support.

The Greenway Business Improvement District (BID), the Massachusetts Department of Transportation (MassDOT), and City of Boston (City) support were consistent with the landmark 2017 multi-party funding agreement. The BID is providing \$1M annually for maintenance and horticulture operations, plus \$0.5M for enhancements. The City's annual funding fluctuates with the performance of an invested trust fund. MassDOT funds maintenance, horticulture, and capital repairs, as well as providing in-kind support.

The Conservancy continued to manage its budget conservatively in 2021 but began gradually adjusting from necessary budget reductions made in 2020, such as the lifting of a hiring freeze. 2021 also marked the return of The Greenway's vibrant programming with a special series called Rediscover The Greenway supported by the Greenway BID.

In keeping with our investment policy, the Conservancy continued to draw from the endowment at a Board-approved 4.5% sustainable rate to fund current operations. Strong investment performance drove the overall increase in net assets.

	2021	2020
Operating Revenue and Support		
Earned revenue	\$906,169	\$350,584
Contributions, BID	\$1,125,257	\$1,005,450
Contributed income	\$762,040	\$857,877
Endowment draw for current operations	\$740,090	\$700,876
Government support, MassDOT	\$750,000	\$750,000
Gala & event revenue, net	\$428,309	\$355,345
Government support, City of Boston	\$271,533	\$246,686
Government support, grants	\$614,718	\$663,000
In-kind revenue, private	\$123,359	\$228,291
In-kind revenue, public	\$236,893	\$265,561
Other income and recoveries	\$14,673	\$165,597
Total operating revenue and support	\$6,104,041	\$5,589,267
Operating Expenses before Depreciation		
Programmatic	\$4,261,695	\$4,238,933
Fundraising	\$672,079	\$751,837
Administrative	\$646,770	\$695,544
Total operating expenses before depreciation	\$5,580,544	\$5,686,314
Depreciation	\$552,313	\$497,117
Non-Operating Revenue and Support		
Contributions, BID - Enhancements	\$243,743	\$494,550
Government support, MassDOT - capital	\$268,686	\$288,197
Contributions and grants - capital	\$474,000	\$0
Government support, grants - capital	\$394,071	\$194,200
In-kind revenue - capital	\$0	\$0
Investment income, net of fees	\$2,668,541	\$2,940,008
Gain/loss on fixed assets	\$0	\$(9,659)
Endowment pledge	\$0	\$0
Endowment draw for current operations	\$740,090	\$(700,876)
Total non-operating revenue and support	\$3,308,951	\$3,206,420
Change in net assets	\$3,280,135	\$2,652,256
Net assets, beginning of the year	\$27,345,708	\$24,713,452
Net assets, end of the year	\$30,625,843	\$27,345,708



THE GREEN WAY

617 292 0020 

rosekennedygreenway.org 

185 Kneeland Street
Boston, MA 02111



UNDERDECK COMMITTEE REPORT 202



APPENDICES

APPENDIX D

- Renaming & Branding of the Underdeck
- Rebranding Research Report & Analysis
 - Naming Proposal
 - Additional Names



RENAMING & BRANDING OF THE UNDERDECK

PROJECT OVERVIEW, DETAILED RESEARCH INSIGHTS & FINAL
NAME RECOMMENDATIONS

April 2022

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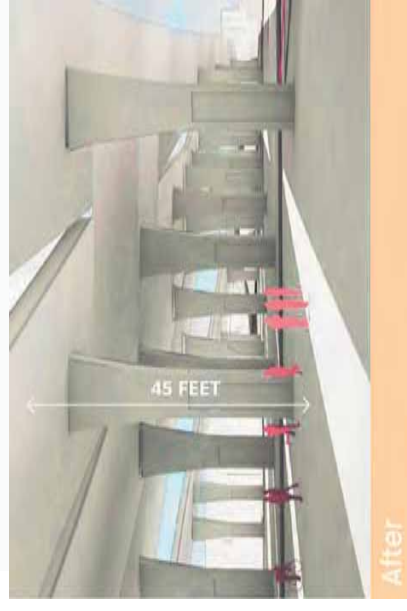
PROJECT OVERVIEW & OBJECTIVES

PROJECT OVERVIEW

As plans for Miami's Signature Bridge Project solidified in 2019, concerned stakeholders formed an ad hoc group to begin advocacy efforts for the 33-acre public space beneath the expressway that will emerge as a part of this project, currently known as "The Underdeck."

Members of this initial group formed an Underdeck Committee that consisted of civic leaders, business leaders, philanthropic leaders, adjacent landowners, small business owners, nonprofits, and residents. Over the last three years, this group has worked closely with the City of Miami administration; on September 23, 2021, this work unfolded into a formalized role. The City Commission approved a Memorandum of Understanding including a collaborative planning process that requires engagement and collaboration with all key stakeholders.

One of the first steps in advancing this project is developing a name and brand that will set the stage for what this public space, currently known as "The Underdeck," means to the local community — for now and for generations to come. Two dynamic firms, Kivvit and Circle of One Marketing, were brought on to help guide stakeholder and community engagement on an inclusive and creative naming and branding process.



PROJECT OVERVIEW CONT'D

The following document details the findings derived from each of the renaming and branding project phases. These phases included in-person and virtual conversations, facilitated by Kivvit and Circle of One Marketing, with Stakeholder & Community Groups, Overtown Residents & HOAs, Downtown Residents & HOAs, Underdeck Committee Members & Leadership, and City Staff & Designees, as well as several online surveys that were shared with respondents from all groups and the public to fill out.

To stay informed about the progress of this project and different ways you can get involved, please visit

www.underdeckmiami.com

For comments or more information about this project, please contact Ms. Lisa Martinez at Lisa@imgenuinesolutions.com

RENAMING & BRANDING PROJECT PHASES

PHASE 1: COLLECT STAKEHOLDER FEEDBACK VIA ZOOM MEETINGS, IN-PERSON MEETINGS, AND SURVEY FOR THE PURPOSE OF DEVELOPING SIX (6) INITIAL NAMING CONCEPTS

PHASE 2: PRESENT FINDINGS AND INITIAL NAMING CONCEPTS FROM PHASE 1 TO STAKEHOLDERS ENGAGED IN PHASE 1 VIA ZOOM MEETINGS FOR THE PURPOSE OF REFINING NAME OPTIONS

PHASE 3: COLLECT PUBLIC AND STAKEHOLDER FEEDBACK VIA SURVEY AND IN-PERSON MEETINGS TO GATHER FEEDBACK ON REFINED NAME OPTIONS

PHASE 4: KIVVIT AND CIRCLE OF ONE TO RECOMMEND A PRIMARY NAME FOR THIS PUBLIC SPACE AS WELL AS 2 ALTERNATIVE OPTIONS TO THE UNDERDECK EXECUTIVE COMMITTEE

OBJECTIVES

- + To engage communities and stakeholders surrounding the Signature Bridge in advocating for critical principles that will ensure this project evolves into what is collectively deserved.

- + To understand the priorities, wants and needs of the communities and stakeholders for this important public space.

- + To gain input from the communities and stakeholders on the naming and branding of this important public space.

PHASE 1

RESEARCH METHODOLOGY

PHASE 1: METHODOLOGY

VIRTUAL AND IN-PERSON DISCUSSIONS

At the onset of Kivvit and Circle of One Marketing's involvement in the project, the two firms developed three discussion guides that would effectively drive the various conversations. The three discussion guides were created based on level of previous knowledge about and involvement in the project: Leadership,¹ Informed Stakeholders² and Uniformed Stakeholders.³

VIRTUAL DISCUSSION

From Jan 11, 2022 - Feb 17, 2022, Kivvit and Circle of One Marketing facilitated:

- + 7, 30–60-minute in-depth interviews (IDIs)⁴
- + 12, 30–60-minute mini groups⁵
- + 2, 30–60-minute focus groups⁶
- + 1, 60-minute community discussion group⁷

IN-PERSON DISCUSSION

In addition to the virtual groups, Kivvit and Circle of One Marketing also facilitated 2 in-person, 60-minute discussion groups:

- + One with Downtown Residents & HOAs and Commissioner Ken Russell on February 16, 2022, at the Miami Dade-Public Library Main Branch.
- + One with Overtown Residents & HOAs and Chairwoman Christine King on February 17, 2022, at the Overtown Performing Arts Center.

PHASE 1: METHODOLOGY ONLINE SURVEY

Kivvit and Circle of One Marketing created a brief questionnaire – derived from the discussion guide developed for the virtual and in-person conversations – to ensure that: (1) stakeholders and community members would be able to share their feedback for this naming and branding process, even if they could not attend one of the virtual or in-person conversations OR (2) if stakeholders and community members attended a virtual and/or in-person event and felt as though they were not able to express all of their thoughts during the sessions.

SURVEY DETAILS

- + 10-question survey conducted online between February 10 – March 14, 2022
- + Respondents were recruited to take the survey by Underdeck Committee Members, stakeholders, Kivvit, and Circle of One Marketing via email
- + One half of a percent (.5%) is rounded up in the presentation

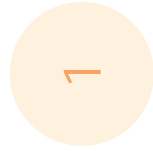
AUDIENCES ENGAGED

- + 55 completed surveys, no weight applied
- + 25 residents
- + 24 community members
- + 2 business owners
- + 1 property owner
- + 1 resident AND business manager
- + 1 community member AND government employee
- + 1 Dade Heritage Trust board member

OVERVIEW OF ENGAGED AUDIENCES

PHASE 1

OVERVIEW OF ENGAGED AUDIENCES



STAKEHOLDERS & COMMUNITY GROUPS

- Business Stakeholders (inclusive of city, countywide, and Overtown businesses)
- Civic and Community Organizations
- Faith-based Organizations
- Historians
- Art Community



OVERTOWN & DOWNTOWN RESIDENTS & HOAs

- Overtown Residents
- Downtown Residents
- Overtown Influencers
- Downtown Influencers
- Overtown HOAs
- Downtown HOAs



UNDERDECK COMMITTEE MEMBERS & LEADERSHIP

- Chairs of the Underdeck Committee Working Groups
- Chair of the Underdeck Committee
- Chair of Town Square Neighborhood Development Corporation⁸
- Members of the initial advocacy and advisory group that was formed in 2019



CITY STAFF & DESIGNNEES

- City of Miami Staff
- City Commission Designees



ONLINE SURVEY RESPONDENTS

- Residents
- Community Members
- Business Owners
- Property Owners
- Business Managers
- Government Employees

EXECUTIVE SUMMARY

PHASE 1

OVERVIEW OF KEY THEMES

The following five themes dominated Kivvit & Circle of One Marketing's virtual and in-person discussions with engaged audiences, as well as the results from the online survey:

1

UNIQUE STONES MAKE UP THE MOSAIC OF MIAMI

2

THIS PUBLIC SPACE SHOULD OFFER SOMETHING FOR EVERYONE

3

HIGHLIGHT & CELEBRATE THE CULTURE OF YESTERDAY, TODAY & TOMORROW

4

THIS PUBLIC SPACE CAN BRIDGE THE GAP BETWEEN PEOPLE, COMMUNITIES & GENERATIONS

5

BRANDING OF THIS PUBLIC SPACE SHOULD FEEL INCLUSIVE, SAFE & ACCESSIBLE

PHASE 1: THEME #1

UNIQUE STONES MAKE UP THE MOSAIC OF MIAMI

Miami is a vibrant, beautiful mosaic made up of residents from diverse cultures and backgrounds. There's no city in the world like it.

This public space exists at the center, the soul, of Miami. As such, respondents expressed a want for the naming, branding, and activation of this public area to incorporate the diversity and culture of the area. It should be unique and one-of-a-kind, just like the people and city of Miami.

DIRECT QUOTES FROM DISCUSSION GROUPS:

- + "...making sure that people know that it's still Miami, that it's still geared toward the community, and that nostalgia of **we're this small melting pot, even though we're really big**. I love looking forward to the future, but as long as our city keeps its essence, because it's what makes everybody want to be here."
- + "I want some place where I'm going to go and find things that I don't see anywhere else... somewhere that if there are people from out of town, that" I am showing them **something that is uniquely Miami.**"
- + "**We have so much culture here that no one knows about.** I mean, no one knows Miami was the only city founded by a woman. No one knows the Carl Fisher built a highway down... There's just so many interesting things here."
- + "It should be some type of a feeling like you know that you've arrived in this area...**unique to South Florida.**"
- + "I mean, **we're so diverse**, even amongst ourselves."
- + "Miami is kind of like a **melting pot.**"

PHASE 1: THEME #2

THIS PUBLIC SPACE SHOULD OFFER SOMETHING FOR EVERYONE

Majority of respondents from each of the engaged audiences did not express a distinct desire for one specific purpose or function in a public space. Instead, they prefer a public space that is flexible in its offerings and has something for all users.

While nearby residents were identified as the ideal users of the space, there was an agreement across engaged audiences that this space should attract and be for everyone – nearby residents, Greater Miami-Dade residents & tourists.

DIRECT QUOTES FROM DISCUSSION GROUPS:

- + “I think a park needs to be **something for everyone**....If you want to go, and do exercise, and be fit, that's great. If you want to just curl up and read a book or just take a leisurely stroll, or if you're there for a car show, or a concert, or anything, that there's **enough flexibility in the space where all of us are comfortable doing what we like to do** at an open space.”
- + “I do think that in that area **you need some flexibility, because it's multi-generational**. And depending on the age cohort, they're going to want different things.”
- + “I think that's probably its most valuable asset, the fact that it will potentially be a really welcoming and enjoyable public space, that **has something for everyone**.”
- + “Considering the size of the space, and I think a park **needs to be something for everyone**.”
- + “If you have large open grass areas, [it] **can be flexible** for soccer, for picnics, for smaller events.”

PHASE 1: THEME #3

HIGHLIGHT & CELEBRATE THE CULTURE OF YESTERDAY, TODAY & TOMORROW

Majority of respondents from each of the engaged audiences expressed hopes that this space would pay homage to the heritage of the area through education and representation, while also embracing the feeling of inspiration and excitement for the future through opportunity and collaboration.

Acknowledgment of this feeling starts at the soul of the area, in a historically Black neighborhood that's been disregarded for decades – Overtown. The Overtown residents, community members, and stakeholders, as well as the rich history of the area, need to be prioritized in the branding and realization of this public space.

DIRECT QUOTES FROM DISCUSSION GROUPS:

- + “When you start talking about **nostalgic and connected and in the future, that's it, yesterday, today and tomorrow.**”
- + “Really, you have to see **the past of Overtown to see what's going to be the future** of Overtown.”
- + “Having some activities or events or vendors that resonate with the community. **Bringing a historical element to Overtown...** music, some of the arts where this community was most popular for back in the 50s and 60s.”
- + “We want to make sure that we have representation here from Overtown. We have grandmothers, grandfathers and people who have really sweat, died and bled for this community... **We need something that our grandchildren will be able to look at and be very proud of.**”
- + “I want it to tell the cultural heritage. It needs to **tell culture, heritage, tourism** it needs to be colorful, vibrant, and rich, like a good pot of food.”

PHASE 1: THEME #4 THIS PUBLIC SPACE CAN BRIDGE THE GAP BETWEEN PEOPLE, COMMUNITIES & GENERATIONS

With 33-acres of land stretching from Historic Overtown to Biscayne Bay, this open public space presents opportunity to connect people, cultures, and communities that have been fragmented for generations.

Respondents from each of the engaged audiences voiced a profound desire for connectivity – from the inner-city to the water, east to west, between generations, among tourists and local culture and businesses, and for everyone and everywhere in between.

DIRECT QUOTES FROM DISCUSSION GROUPS:

- + **“Connection between different communities.** This project is going to allow a connection between downtown, Overtown communities.”
- + **“The thing I keep thinking about this space is that...it is a bridge, spanning one mile, connecting all these communities, and really providing opportunity to connect...really removing the barriers that have existed for so long.”**
- + **I do hope it sort of connects the neighborhoods together, both east and west and the north and south of the freeway.** I hope it sort of removes the barrier that's been there for so long.
- + **And it's really important to understand that this is like a very unique and historic opportunity to reconnect the parts of the community that were broken up by the highway.”**
- + **” I think it really becomes that central landmark.”**

PHASE 1: THEME #5 BRANDING OF THIS PUBLIC SPACE SHOULD FEEL INCLUSIVE, SAFE & ACCESSIBLE

When asked ‘which adjectives would you use to describe how you would like this space’s identity projected to area residents and visitors?’, the top two answers received were ‘inclusive’ and ‘safe.’

There is a great need for the identity and offerings of this space to be (and feel) inclusive, safe and accessible – for all visitors of all ages.

DIRECT QUOTES FROM DISCUSSION GROUPS:

- + “I think safe is number one. I think inclusive. I think **everybody in our community should feel like they can go, and that this is theirs.**”
- + “A public space that’s **accessible to the entire community.**”
- + “But my first thought is, **because of my generation, it has to be handicapped accessible.**”
- + “If this is going to be a public space, **we need to be accessible.**”
- + “When the communities involved in a park or a multipurpose space like that... **I’m looking at safety, I’m looking at lighting. And I’m looking at also access to it in the surrounding communities.**”
- + “I’m interested in what you’re going to do for seniors, and **how you’re going to make the space accessible.**”
- + “[It needs to be] **inclusive of the entire Black community.**”

DETAILED VIRTUAL & IN-PERSON DISCUSSION FINDINGS

VIRTUAL DISCUSSIONS WITH STAKEHOLDERS & COMMUNITY GROUPS

Between January 18, 2022 – February 1, 2022, Kivvit and Circle of One Marketing led 4 virtual mini groups, 2 virtual focus groups, and 1 virtual community discussion group with stakeholders and community groups.

04

Mini groups

02

Focus groups

01

Community discussion
group

PHASE 1: VIRTUAL DISCUSSIONS WITH STAKEHOLDERS & COMMUNITY GROUPS FLEXIBLE & RELAXING SPACE THAT BRINGS THE UNIQUE CHARACTER OF THE COMMUNITY & CULTURE WITHIN THAT COMMUNITY TO LIFE

1) WHAT DO YOU LOOK FOR IN A PUBLIC SPACE?

- A. SPACE TO ATTEND EVENTS, ENTERTAINMENT, CONCERTS, ETC.
- B. SPACE FOR FITNESS AND EXERCISE
- C. SPACE FOR LEISURE, RELAXING, PICNIC SPACE
- D. SPACE FOR ORGANIZED COMMUNITY ACTIVITIES, RECREATIONAL SPORTS, ETC.

Stakeholders & Community Groups did not express a distinct desire for one specific purpose in a public space. Rather, they conveyed that they look for a flexible and relaxing space that holds many different functions – one that brings the unique character and culture of the community to life.

DIRECT QUOTES FROM STAKEHOLDER & COMMUNITY GROUPS VIRUTAL MINI GROUPS, FOCUS GROUPS & COMMUNITY DISCUSSION GROUP

- + “For me, it’s more about **flexibility**. So a space that you can do a lot of different things so that it can be, I would say **activated more and utilized more than if it’s just a space designated for one particular purpose.**”
- + “C stands out to me on this question, space for leisure, relaxing, and picnic spaces. **We’re looking for an atmosphere where people can unwind, really relax, eat, and have a little entertainment as well.** It’s very important that we don’t turn the area out, where any and everything happens. We want to be able to see and be able to **feel the Afrocentric presence of Overtown** when it comes to that space.”
- + “I do like spaces that **bring to the area some of the character of the community, some of the culture that is within the community**, that it continues to brand of the neighborhood is expanded into public spaces...just making sure that those spaces that **make me feel like I’m welcomed no matter what.**”
- + “I want some place where I’m going to go and **find things that I don’t see anywhere else...** somewhere that if there are people from out of town, that I am showing them something that is **uniquely Miami.**”
- + “**Programming for public space** is always ~~under the~~ **under the** ~~committee~~ **committee** REPORT 225 22

PHASE 1: VIRTUAL DISCUSSIONS WITH STAKEHOLDERS & COMMUNITY GROUPS

ROSE KENNEDY PARK, CURTIS HIXON WATERFRONT PARK, BO DIDDLEY PLAZA ARE JUST SOME OF THE FREE PUBLIC SPACES STAKEHOLDERS & COMMUNITY GROUPS ENJOY... BUT THERE'S A DESIRE FOR THIS SPACE TO BE UNIQUE

2) ARE THERE ANY FREE PUBLIC SPACES INSIDE OR OUTSIDE OF MIAMI THAT YOU ENJOY?

ROSE KENNEDY PARK, BOSTON

UNDERLINE, MIAMI

CURTIS HIXON WATERFRONT PARK, TAMPA

WASHINGTON SQUARE PARK, NYC

BO DIDDLEY PLAZA, GAINESVILLE

FAIRMONT PARK, PHILADELPHIA

BUFFALO BAYOU PARK, HOUSTON

DIRECT QUOTES FROM STAKEHOLDER & COMMUNITY GROUPS VIRUTAL MINI GROUPS, FOCUS GROUPS & COMMUNITY DISCUSSION GROUP

- + "[Rose] Kennedy Park down in the grove is really close. It's got thoughtfulness, it's got activity, it's got easy access and all of that maybe not enough parking for the amount of people that attend it that isn't the sort of the worst thing in the world, because in this case, kind of controls the volume of people that use it at a time."
- + "We want to be different. We want to bring something very, very unusual, not unusual, but very different, that will attract the attention of people. At the same time, we want to be giving a little history of Overtown at that place... truth be told this, **this is a historical Black neighborhood, and it'd be a shame if we do not stand up for who we are at a time like this.**"
- + "Where I'm from, we have something called **Riverfront Curtis Hixon Park**, and it leads a long trail that leads to an open park where we have a lot of community engagement. And so whether it be like a free concert, or art festival, or whatever's successful, it could be held for free, or they could charge depending on what's going on."
- + "I'm thinking of places like **Washington Square Park** in New York. And I lived in Gainesville for a long time, and **Bo Diddlely Plaza** in Gainesville comes up to mind because, not that these places are perfect, but they all **UNOFFICIAL COMMUNITY REPORT** 26 overlap a lot of people to use them in different ways. And that includes both organized and unorganized, right? Informal uses."

PHASE 1: VIRTUAL DISCUSSIONS WITH STAKEHOLDERS & COMMUNITY GROUPS STAKEHOLDER & COMMUNITY GROUPS WANT A FAMILY-FRIENDLY PARK SPACE THAT IS ACCESSIBLE, CAN BENEFIT THE YOUTH, AND HIGHLIGHTS THE HISTORY OF THE AREA

3) WHAT DO YOU THINK IS THE PRIMARY OFFERING THAT THIS PUBLIC SPACE CAN BRING TO THE MIAMI COMMUNITY?

- A. SPACE FOR ORGANIZED COMMUNITY ENGAGEMENT
- B. TOURISM ATTRACTION FOR OUTSIDE VENDORS
- C. FAMILY-FRIENDLY PARK SPACE FOR LOCAL RESIDENTS

Stakeholders & Community Groups expressed the need for this space to be a family-friendly place for local residents – specifically the residents of Overtown – that is accessible, can benefit the youth, and highlights the history and heritage of the area in new, innovative ways.

This type of space and environment will ideally connect local residents to Greater Miami-Dade residents, and both of those groups to visitors and tourists.

DIRECT QUOTES FROM STAKEHOLDER & COMMUNITY GROUPS VIRUTAL MINI GROUPS, FOCUS GROUPS & COMMUNITY DISCUSSION GROUP

- + “I think the family friendly park spaces for the Overtown locals and the Overtown residents, sometimes it doesn’t mix well with tourists. So if the under deck could really be that **public space that can really connect and have an area where the local residents can mix with the visitors or the tourists.**”
- + “It sort of invites you in and out of it, and so you’re **notating the relevance of where you actually are while enjoying this space.**”
- + “**Making [it] accessible** for those that have special accommodations.”
- + “Also, **something that can benefit the youth** or young people that are trying to climb the ladder and that ties in some of these learning institutions and some of these agencies to support those efforts.”
- + “I’ve been on tours where along the route, you can actually push a button and hear the **history of a place**. I mean, they have it in national parks. And now we have virtual AI experiences, things like that. So that kind of brainstorming, so that not only do you have say a live Goombay performance, because not everyone that settled in Overtown was Bahamian. There were also people that migrated from other areas of Southern America, the Carolinas and Georgia to **UNDERDECK COMMITTEE REPORT #227** Florida that were forced to live there. So **you want to get a proper mix.**” 24

PHASE 1: VIRTUAL DISCUSSIONS WITH STAKEHOLDERS & COMMUNITY GROUPS
NEARBY RESIDENTS, INTERNATIONAL VISITORS, AND GREATER MIAMI-DADE RESIDENTS ARE ALL IDEAL USERS OF THIS SPACE, WITH NEARBY RESIDENTS – SPECIFICALLY OVERTOWN, BEING THE MAIN PRIORITY

4) HOW WOULD YOU DESCRIBE AN IDEAL USER OF THIS PUBLIC SPACE?

- A. NEARBY RESIDENTS
- B. INTERNATIONAL VISITORS
- C. GREATER MIAMI-DADE RESIDENTS

To Stakeholders & Community Groups, the ideal user of this space is everybody. Nearby residents – specifically the Overtown community – are the starting users. Greater Miami-Dade residents & international visitors will organically follow, and they should be incentivized or inclined to give back to the community and learn about the history of the space.

DIRECT QUOTES FROM STAKEHOLDER & COMMUNITY GROUPS VIRUTAL MINI GROUPS, FOCUS GROUPS & COMMUNITY DISCUSSION GROUP

- + “**All three resonate with me.** And I think, nearby residents and international visitors come on over, and the greater Miami-Dade residents should have that opportunity to come and really experience that space in a way that they can, as well as learn about the community. **We have to have some educational components** there with whether it's little monuments or whatever. Just to allocate the interests of knowing about the community.”
- + “The space would be **ideal for businesses and people of Overtown.** The creativity will attract the international visitors, which [they] will see something.. especially when it deals with this particular area, they will see something that's cultural, something that's invigorating, inviting, and then that will make and inspire the greater Miami-Dade residents to come back and support that side.”
- + “My thought is **nearby residents.** I think going hand in hand with the organized community engagement piece, it would be nice for that space to be primarily a focus for the residents in the area.”

PHASE 1: VIRTUAL DISCUSSIONS WITH STAKEHOLDERS & COMMUNITY GROUPS USERS FOR THIS PUBLIC SPACE ARE COMING FROM ALL OVER MIAMI INCLUDING OVERTOWN, BRICKELL, LITTLE HAVANA, WYNWOOD, BROWNSVILLE, ALLAPATTAH & LIBERTY CITY

5) WHAT NEIGHBORHOODS ARE THESE USERS COMING FROM?

OVERTOWN

BRICKELL

LITTLE HAVANA

WYNWOOD

BROWNSVILLE

ALLAPATTAH

LIBERTY CITY

ALL OVER MIAMI

DIRECT QUOTES FROM STAKEHOLDER & COMMUNITY GROUPS VIRUTAL MINI
GROUPS, FOCUS GROUPS & COMMUNITY DISCUSSION GROUP

- + “Overtown. You got a **Little Havana** right there.”
- + “I think they’ll come from **all over Miami**. I know I will.”
- + “Mostly it’s going to be like nearby... I feel like the community that’s most immediately impacted that’s residential would be **Overtown**, if I’m placing it correctly. I feel like a lot of the other areas that are cutting across would be more industrial, closeout at five. And then I would say **Brickell** as well.”
- + “**Overtown, Wynwood and Brickell.**”
- + “I would also say, even because there’s sports that are based out of **Overtown**, as well as other community organizations, you do have youth and families coming from **Brownsville, Allapattah**, maybe **Liberty City** and some of the other neighborhoods that are not too far.”

PHASE 1: VIRTUAL DISCUSSIONS WITH STAKEHOLDERS & COMMUNITY GROUPS
HISTORY, OVERTOWN & CULTURE ARE THE TOP WORDS THAT COME TO MIND WHEN STAKEHOLDERS & COMMUNITY GROUPS THINK ABOUT THIS PUBLIC SPACE

6) WHAT ARE THREE WORDS THAT COME TO MIND WHEN YOU THINK ABOUT THIS PUBLIC SPACE?

The visual to the right is a word cloud that has been developed from the discussion transcripts of Stakeholders & Community Groups sharing three words that come to mind when they think about this public space. The larger the word in the visual below, the more common the word was in the Stakeholders and Community responses.

TOP 3 WORDS (IN ORDER): HISTORY, OVERTOWN, CULTURE



PHASE 1: VIRTUAL DISCUSSIONS WITH STAKEHOLDERS & COMMUNITY GROUPS
PEOPLE SHOULD FEEL THE NOSTALGIA OF YESTERDAY, CONNECTION TO THE PRESENT COMMUNITY, AND EXCITEMENT FOR THE FUTURE, IT SHOULD BE A COMFORTABLE SPACE FOR ALL

7) HOW SHOULD THE NEW BRANDING FOR THIS PUBLIC SPACE MAKE PEOPLE FEEL?

- A. NOSTALGIC AND CONNECTED TO THE COMMUNITY
- B. INSPIRED AND EXCITED FOR THE FUTURE
- C. COMFORTABLE AND RELAXED

Stakeholders & Community Groups are looking for branding that has a bit of all three options – nostalgic in remembering and paying homage to the history of the area, connection to the community that’s present now, excitement for the future, and comfortable for everyone that visits.

It’s a space that should make people feel at home – a feeling that the community of Overtown has provided to visitors for decades.

DIRECT QUOTES FROM STAKEHOLDER & COMMUNITY GROUPS VIRUTAL MINI GROUPS, FOCUS GROUPS & COMMUNITY DISCUSSION GROUP

- + “So, I think the combination of A and B...you have the **nostalgia of yesterday, of course, the present in terms of being connected to the present community. And, excited for the future.**”
- + “It should be a space that it’s **comfortable**. It should be a space that is **nostalgic**. It should **inspire and excite.**”
- + “The **history of the community is super significant. And it’s really important to understand that this is like a very unique and historic opportunity to reconnect the parts of the community** that were broken up by the highway.”
- + “People come into my restaurant from all over. We, thank goodness, get a lot of tourists who have heard about us. That’s the one thing that they say. They say, **‘I feel like I’m at home. I feel like I’m someplace I’m comfortable with and familiar with.’** That is what I think the community of Overtown provides to the people who come through here. There needs to be a beautiful and comfortable destination for them to go to in order to get the history.”

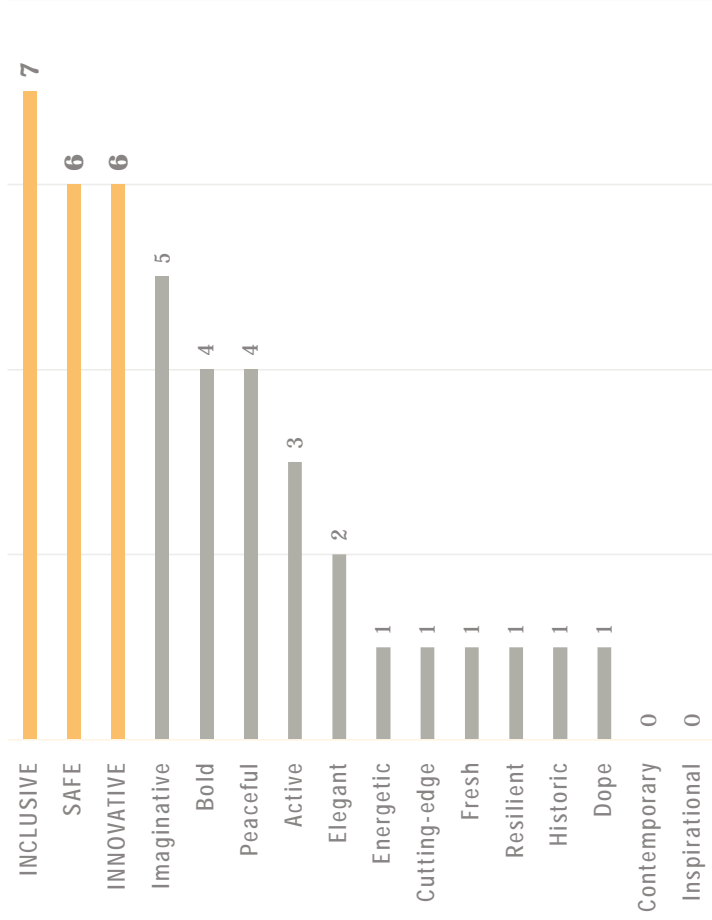
PHASE 1: VIRTUAL DISCUSSIONS WITH STAKEHOLDERS & COMMUNITY GROUPS
STAKEHOLDERS & COMMUNITY GROUPS WANT THIS PUBLIC SPACE TO BE INCLUSIVE, SAFE & INNOVATIVE

8) WHICH OF THE FOLLOWING ADJECTIVES WOULD YOU USE TO DESCRIBE HOW YOU WOULD LIKE THIS PUBLIC SPACE'S IDENTITY PROJECTED TO AREA RESIDENTS AND VISITORS?

[RESPONDENTS SELECTED ALL ADJECTIVES THAT APPLY]

The top three responses were ...

- 1. Inclusive**
- 2. Safe**
- 3. Innovative**



VIRTUAL & IN-PERSON DISCUSSIONS WITH OVERTOWN & DOWNTOWN RESIDENTS & HOAS

Between January 24, 2022 – February 17, 2022, Kivvit and Circle of One Marketing led 3 virtual mini groups, 1 in-person focus group, and 1 in-person community discussion group with Overtown & Downtown residents & HOAs.

03

Mini groups

01

Focus group

01

Community discussion
group

PHASE 1: VIRTUAL & IN-PERSON DISCUSSIONS WITH OVERTOWN & DOWNTOWN RESIDENTS & HOAs FLEXIBLE YET ORGANIZED SPACE THAT CAN BE USED FOR COMMUNITY ENGAGEMENT & AS A COMMUNITY GATHERING PLACE

1) WHAT DO YOU LOOK FOR IN A PUBLIC SPACE?

- A. SPACE TO ATTEND EVENTS, ENTERTAINMENT, CONCERTS, ETC.
- B. SPACE FOR FITNESS AND EXERCISE
- C. SPACE FOR LEISURE, RELAXING, PICNIC SPACE
- D. SPACE FOR ORGANIZED COMMUNITY ACTIVITIES, RECREATIONAL SPORTS, ETC.

Overtown & Downtown Residents & HOAs expressed a distinct desire for a space that can be used for community engagement and can act as a community gathering place.

It should be flexible yet organized space that's capable of handling a variety of different activities.

DIRECT QUOTES FROM OVERTOWN & DOWNTOWN RESIDENTS & HOAs VIRTUAL MINI GROUPS, IN-PERSON FOCUS GROUP & IN-PERSON COMMUNITY DISCUSSION GROUP

- + "So, from my perspective, I think D [space for organized community activities, recreational sports, etc.], **anything that can contribute more to community engagement and getting to know your neighbors is a good thing and definitely needed in the city.**"
- + "A public space, you need to have **a place to play, a place to commiserate and a place to hide.**"
- + "A flex of uses or **spaces that are flexible that can handle different things.** So, if you have large open grass areas, can they be flexible for soccer, for picnics, for smaller events, maybe not something the size of ultra. **Shade is so massively important in Miami.**"
- + "It needs to be **something that's organized.** Not a space where just anyone can just come and do whatever. I think it needs to be an organization, or a production company, or what have you from our community that's capable of making this thing happen and keep programming going for sure."
- + "This [the Underdeck] is **our respite, our place to breathe, and our community gathering place.** Our sort of soapbox town hall place that you think of in smaller towns." UNDERDECK COMMITTEE REPORT 234

PHASE 1: VIRTUAL & IN-PERSON DISCUSSIONS WITH OVERTOWN & DOWNTOWN RESIDENTS & HOAS MUSEUM PARK, CENTRAL PARK, GIBSON PARK ARE JUST SOME OF THE FREE PUBLIC SPACES OVERTOWN & DOWNTOWN RESIDENTS & HOAS ENJOY... BUT THERE'S A DESIRE FOR THIS SPACE TO RESPOND TO THE ENVIRONMENT THAT EXISTS AROUND IT

DIRECT QUOTES FROM OVERTOWN & DOWNTOWN RESIDENTS & HOAS VIRTUAL
MINI GROUPS, IN-PERSON FOCUS GROUP & IN-PERSON COMMUNITY
DISCUSSION GROUP

- + "I love **Museum Park**. Obviously, **Central Park** in New York. Things that are **open**, **free activities** that are in a **relaxing atmosphere**, especially when you're in a city that's full hustle and bustle like this one."
- + "**Parque Noventa y Tres**, it's a small park in Bogota. They get very **creative**, and they get great results...what's cool is they just keep it programmed. **There's always programming.**"
- + "**Grant Park** [in Chicago]. The **community enhancing**. It's kind of different as you're going from north to south. And it's able to **tie in cultures**. It's able to tie in people."
- + "**Rose Kennedy Park** in Boston. It's a linear park...everybody's together, everybody's **unified**. And so, I'm hoping we have that in our park."
- + "I'm not going to say the **Underline** is perfect, but...I like how it actually **responds to the built environment around it.**"
- + "I think that public spaces, right here in our town, the greatest public space that we have is **Gibson Park**. That's a public space that, blood, **SYNDERBECK COMMUNITY CENTER**. Of course, it still needs a few things that could make it better but, that's a public space I think about."

2) ARE THERE ANY FREE PUBLIC SPACES INSIDE OR OUTSIDE OF MIAMI THAT YOU ENJOY?

ROSE KENNEDY PARK, BOSTON

MUSEUM PARK, MIAMI

CENTRAL PARK, NYC

PARQUE 93, BOGOTÁ

GRANT PARK, CHICAGO

UNDERLINE, MIAMI

THEODORE GIBSON PARK, MIAMI

PHASE 1: VIRTUAL & IN-PERSON DISCUSSIONS WITH OVERTOWN & DOWNTOWN RESIDENTS & HOAs
OVERTOWN & DOWNTOWN RESIDENTS & HOAs WANT A FAMILY-FRIENDLY SPACE WITH SOMETHING EVERYONE THAT PAYS HOMAGE TO THE OVERTOWN COMMUNITY AND OFFERS A WAY TO EDUCATE THE PUBLIC

3) WHAT DO YOU THINK IS THE PRIMARY OFFERING THAT THIS PUBLIC SPACE CAN BRING TO THE MIAMI COMMUNITY?

- A. SPACE FOR ORGANIZED COMMUNITY ENGAGEMENT
- B. TOURISM ATTRACTION FOR OUTSIDE VENDORS
- C. FAMILY-FRIENDLY PARK SPACE FOR LOCAL RESIDENTS

Overtown & Downtown Residents & HOAs want a family-friendly place with something for everyone. They want this public space to pay homage to the Overtown community, intentionally direct business back to the Overtown community, and educate the public to change the stigma currently surrounding Overtown.

This type of space and environment will ideally connect tourists to the rich history of the local area.

DIRECT QUOTES FROM OVERTOWN & DOWNTOWN RESIDENTS & HOAs VIRTUAL MINI GROUPS, IN-PERSON FOCUS GROUP & IN-PERSON COMMUNITY DISCUSSION GROUP

- + “33 acres should have everything. **Something for everybody.**”
- + **“Family and friendly park space for local residents.** And then my second one would be space for organized community engagements. And then the tourist attraction, of course.”
- + “I see it as an **active space that is organizing programs,** whether it’s sports, music, cultural, art...very programmed and drawing people through for activation.”
- + “I’d want it to be much more about **responding to the local spaces, giving residents a place to go, a wonderful passive east, west connection.**”
- + “This space needs to **offer a way to educate the public, change the stigma and rebrand Overtown** as what it needs to be.”
- + “I would like to see this **space intentionally direct business back to us here in Overtown.** Create parking spaces where people who are tourists can come, park their cars, invest money in an infrastructure where... we are intentionally directing them to our business districts.”
- + “I feel like it kind of has to be **all of them... it has to be almost like a reparation. We have to repair the damage that that freeway did to the Overtown community.** And I think that’s... Without doing that, this is not going to be a successful³³ project.”

UNDERDECK COMMITTEE REPORT 236

PHASE 1: VIRTUAL & IN-PERSON DISCUSSIONS WITH OVERTOWN & DOWNTOWN RESIDENTS & HOAs
NEARBY RESIDENTS, SPECIFICALLY OVERTOWN RESIDENTS, ARE THE IDEAL USERS OF THIS PUBLIC SPACE – WITH MIAMI RESIDENTS & TOURISTS NATURALLY COMING AFTER

4) HOW WOULD YOU DESCRIBE AN IDEAL USER OF THIS PUBLIC SPACE?

- A. NEARBY RESIDENTS
- B. INTERNATIONAL VISITORS
- C. GREATER MIAMI-DADE RESIDENTS

To Overtown & Downtown Residents, Influencers & HOAs, the ideal user of this space is everybody. It should be a local-centric place that caters to the needs of the local residents, and, in doing so, draws in Greater Miami-Dade residents & international visitors.

DIRECT QUOTES FROM OVERTOWN & DOWNTOWN RESIDENTS & HOAs VIRTUAL MINI GROUPS, IN-PERSON FOCUS GROUP & IN-PERSON COMMUNITY DISCUSSION GROUP

- + **“Everybody.”**
- + **“Everyone.”**
- + **“It should be local centric. However, when I go to any city in the world, where do you want to go? You want to know what local culture is. You're going to draw really cool tourists, because people that are intellectually curious about local communities, they want to go to where the locals hang out.”**
- + **“I think it [this space] should be primarily for the residents.”**
- + **“I guess nearby residents would be the ideal scenario.”**
- + **“I would say all the above. [In order], I would say A [nearby residents], C [international visitors] and B [greater Miami-Dade residents].”**

PHASE 1: VIRTUAL & IN-PERSON DISCUSSIONS WITH OVERTOWN & DOWNTOWN RESIDENTS & HOAS USERS FOR THIS PUBLIC SPACE ARE COMING FROM ALL OVER MIAMI INCLUDING OVERTOWN, DOWNTOWN, PARK WEST, OMNI & BISCAYNE BAY

5) WHAT NEIGHBORHOODS ARE THESE USERS COMING FROM?

OVERTOWN

DOWNTOWN

PARK WEST

OMNI

BISCAYNE BAY

DIRECT QUOTES FROM OVERTOWN & DOWNTOWN RESIDENTS & HOAS VIRTUAL MINI GROUPS, IN-PERSON FOCUS GROUP & IN-PERSON COMMUNITY DISCUSSION GROUP

- + “We want to make sure that we have **representation there from Overtown**. We have grandmothers, grandfathers and people who have really sweat, died and bled for this community and we need not to just give it away.”
- + “It’s probably so long that **you’re going to have a bunch of different people visiting it**. And I think I would imagine that **on the east side, towards Biscayne Boulevard, there’s going to be the people that came to Museum Park and the international tourists** that are getting off cruise ships and stuff like that. Obviously as it gets over **more towards the west, you’re going to have people from Park West and Omni**. And then, when it gets to the furthest west, you’ll have **all the people from Overtown can come and hopefully it’ll be a place that really attracts people from outside the area to come and sort of see Overtown anew too also.**”

PHASE 1: VIRTUAL & IN-PERSON DISCUSSIONS WITH OVERTOWN & DOWNTOWN RESIDENTS & HOAS
COMMUNITY, HISTORY, EDUCATIONAL, HERITAGE & CONNECTIVITY ARE THE TOP WORDS THAT COME TO MIND WHEN OVERTOWN & DOWNTOWN RESIDENTS, INFLUENCERS & HOAS THINK ABOUT THIS PUBLIC SPACE

6) WHAT ARE THREE WORDS THAT COME TO MIND WHEN YOU THINK ABOUT THIS PUBLIC SPACE?

The visual to the right is a word cloud that has been developed from the discussion transcripts of Overtown & Downtown Resident, Influencer, & HOA groups sharing three words that come to mind when they think about this public space. The larger the word in the visual below, the more common the word was in the Overtown & Downtown Resident, Influencer, & HOA responses.

TOP 5 WORDS (IN ORDER): COMMUNITY, HISTORY, EDUCATIONAL, HERITAGE, CONNECTIVITY



PHASE 1: VIRTUAL & IN-PERSON DISCUSSIONS WITH OVERTOWN & DOWNTOWN RESIDENTS & HOAS PEOPLE SHOULD FEEL CONNECTED TO THE COMMUNITY, EXCITED FOR THE FUTURE, AND THE SPACE SHOULD TELL THE CULTURAL HISTORY & REFLECT PRIDE OF HERITAGE

7) HOW SHOULD THE NEW BRANDING FOR THIS PUBLIC SPACE MAKE PEOPLE FEEL?

- A. NOSTALGIC AND CONNECTED TO THE COMMUNITY
- B. INSPIRED AND EXCITED FOR THE FUTURE
- C. COMFORTABLE AND RELAXED

Overtown & Downtown Residents, Influencers & HOAs believe the branding for this public space should make people feel connected to the community and excited for the future.

It's a space that should tell the cultural history and the brand should reflect the pride of the heritage of the area.

DIRECT QUOTES FROM OVERTOWN & DOWNTOWN RESIDENTS & HOAS VIRTUAL MINI GROUPS, IN-PERSON FOCUS GROUP & IN-PERSON COMMUNITY DISCUSSION GROUP

- + **“Connectivity to the community.** I think that’s important. And it should be some type of a feeling like you know that you’ve arrived in this area...unique to South Florida, or maybe nationally.”
- + I want it to **tell the cultural heritage, inclusive of the entire Black community.** It needs to be **colorful, vibrant, and rich, like a good pot of food.**
- + I think it **should feel culturally proud.** It should **reflect the pride of the heritage of the area,** of what the people who from here have put together.
- + “I’m inspired. **The community has changed, and I want to see the future.** I want it to get better. We just need to move forward and it’s already in the community. **So, it’s connected to the community, but we need to be excited for what’s going to come.”**

UNDERDECK COMMITTEE REPORT 240

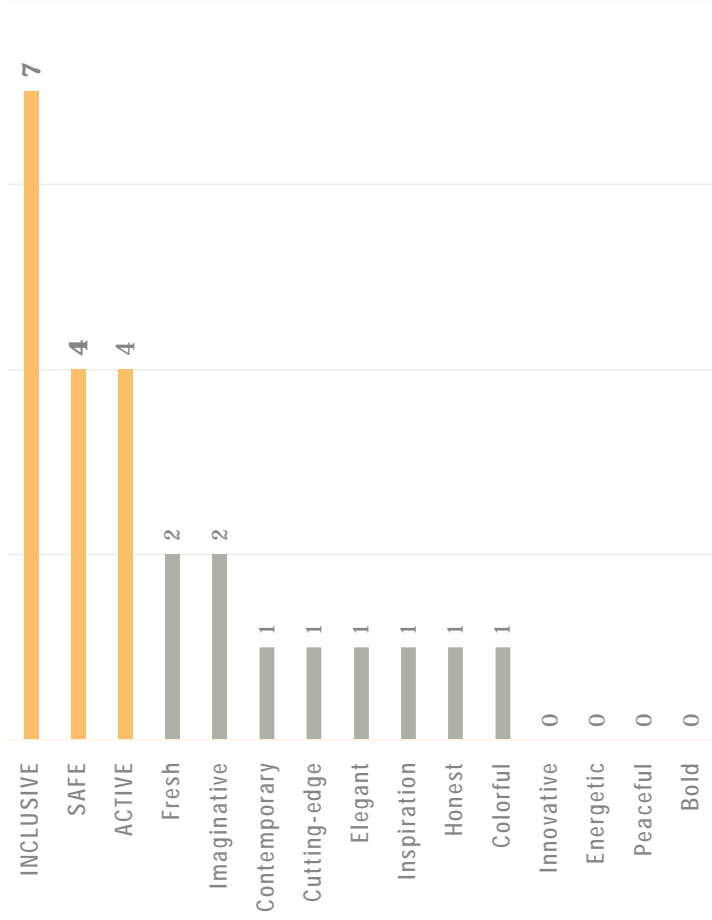
PHASE 1: VIRTUAL & IN-PERSON DISCUSSIONS WITH OVERTOWN & DOWNTOWN RESIDENTS & HOAS
RESIDENTS, INFLUENCERS & HOAS WANT THIS PUBLIC SPACE TO BE INCLUSIVE, SAFE & ACTIVE

8) WHICH OF THE FOLLOWING ADJECTIVES WOULD YOU USE TO DESCRIBE HOW YOU WOULD LIKE THIS PUBLIC SPACE'S IDENTITY PROJECTED TO AREA RESIDENTS AND VISITORS?

[RESPONDENTS SELECTED ALL ADJECTIVES THAT APPLY]

The top three responses were ...

1. Inclusive
2. Safe
3. Active



VIRTUAL DISCUSSIONS WITH UNDERDECK COMMITTEE LEADERSHIP & MEMBERS

Between January 11, 2022 – February 1, 2022, Kivvit and Circle of One Marketing led 5 virtual in-depth interviews and 3 virtual mini groups with Underdeck Committee Leadership & Members.

05

In-depth interviews

03

Mini groups

PHASE 1: VIRTUAL DISCUSSIONS WITH UNDERDECK COMMITTEE LEADERSHIP & MEMBERS OPEN & INCLUSIVE SPACE THAT HAS A VARIETY OF ACTIVITIES, BOTH ACTIVE AND PASSIVE

DIRECT QUOTES FROM UNDERDECK COMMITTEE LEADERSHIP & MEMBER VIRTUAL IN-DEPTH INTERVIEWS & MINI GROUPS

- + "All four [answers] make sense...looking for a **space that is inclusive, that is innovative, and that is attractive to all.**"
- + "For me personally, **it's all of the above.** Area where you can find different activities in different sections...**different pockets where you have different experiences.** And also, spaces that draw people, that draw activity from the community, from different parts of the community."
- + "The thing that always scares me a bit is when things are over-designed and there's like too much crammed into a space. I think you end up losing **the leisure and the relaxing and openness of it.**"
- + "I like to have a space that's **a little more activated in a way, not just an entirely passive space.**"
- + "Space to attend **events and entertainment.** Some kind of entertainment-based venue in the park."
- + "It'd be difficult for me not to connect all of those. I think, events and cultural events, sports events are very important, parks... Ensuring that we can **have intergenerational interaction and cohesion as a community and connection from the water to the inner city.** I think, is very important."

1) WHAT DO YOU LOOK FOR IN A PUBLIC SPACE?

- A. SPACE TO ATTEND EVENTS, ENTERTAINMENT, CONCERTS, ETC.
- B. SPACE FOR FITNESS AND EXERCISE
- C. SPACE FOR LEISURE, RELAXING, PICNIC SPACE
- D. SPACE FOR ORGANIZED COMMUNITY ACTIVITIES, RECREATIONAL SPORTS, ETC.

Underdeck Committee Leadership & Members did not express a distinct desire for one specific function in a public space. Rather, they conveyed that they look for an open, inclusive and versatile space that can accommodate different structured and unstructured activities.

PHASE 1: VIRTUAL DISCUSSIONS WITH UNDERDECK COMMITTEE LEADERSHIP & MEMBERS
UNDERLINE, HIGH LINE, ONTARIO PLACE, MARGARET PACE PARK, ROSE KENNEDY PARK ARE JUST SOME OF THE FREE PUBLIC SPACES UNDERDECK COMMITTEE LEADERSHIP & MEMBERS ENJOY

2) ARE THERE ANY FREE PUBLIC SPACES INSIDE OR OUTSIDE OF MIAMI THAT YOU ENJOY?

- _____
- _____
- _____
- _____
- _____
- _____

UNDERLINE, MIAMI

HIGH LINE, NYC

ONTARIO PLACE, ONTARIO

ROSE KENNEDY PARK, BOSTON

MARGARET PACE PARK, MIAMI

DIRECT QUOTES FROM UNDERDECK COMMITTEE LEADERSHIP & MEMBER VIRTUAL IN-DEPTH INTERVIEWS & MINI GROUPS

- + **“Underline:** there’s a lot of stops along the way for fitness and exercise.”
- + **“The High Line** is unique to New York. It’s the design and the landscape. It’s always a must see when I’m there.”
- + **“Ontario Place,** which is kind of an island off the main [shore]. That’s a [place] where you decide your participation. Do you just want to walk around? Do you want to go to a concert? DO you want to go to a restaurant?”
- + **“Rose Kennedy Park** [because] at any time of day or night, in the summer or in the spring [or] early fall in Boston, it’s just filled with people.”
- + **“In Miami,** I would say... **Margaret Pace Park,** which is a park that is far from perfect. But I would say is one of the best parks in Miami in terms of an urban park, that density component. It’s a beautiful microcosm of Miami.”

PHASE 1: VIRTUAL DISCUSSIONS WITH UNDERDECK COMMITTEE LEADERSHIP & MEMBERS
UNDERDECK COMMITTEE LEADERSHIP & MEMBERS WANT A UNIQUE FAMILY-FRIENDLY SPACE THAT'S OPEN TO COMMUNITY ORGANIZATION

3) WHAT DO YOU THINK IS THE PRIMARY OFFERING THAT THIS PUBLIC SPACE CAN BRING TO THE MIAMI COMMUNITY?

- A. SPACE FOR ORGANIZED COMMUNITY ENGAGEMENT
- B. TOURISM ATTRACTION FOR OUTSIDE VENDORS
- C. FAMILY-FRIENDLY PARK SPACE FOR LOCAL RESIDENTS

Respondents expressed the need for this space to be a family-friendly place that's open to community organization and unique to the culture of the area.

This type of space and environment will naturally draw in tourists and outside vendors.

DIRECT QUOTES FROM UNDERDECK COMMITTEE LEADERSHIP & MEMBER VIRTUAL IN-DEPTH INTERVIEWS & MINI GROUPS

- + **"It's all about family friendly for local residents.** If that works, tourists will want to go there. If that works, people will organize things there because the community's there, they love it. It's friendly. It's family friendly."
- + **"I think it [family-friendly park space] is the dominant objective,** and good things will fall from that if it's well done."
- + **"Somebody who lives here can access the space every day** and have a nice shady spot where they can do during lunch, or just escape the sun in the middle of the summer."
- + **"A focal point that connects the cultural institutions and then the east west corridor to Overtown that are disconnected now.** And it almost should shift the center of Miami from the Brickell area a little further north. And I think it really becomes that central landmark. Hopefully, it would be more organic than say, a tourist attraction."
- + **"Tourism attraction for outside visitors.** We're not beautiful beach front and while we're under a bridge, we also have an ability to do things in a more technologically innovative way and have interesting things and do that kind of a thing."
- + **"I think trying to create a unique space that will draw from both locals and the tourists.** And the local community, for the neighboring neighborhoods, also from the greater Miami area, so more regional draw."
- + **"I think the most important thing is to really connect all of these...connects us to our rich history in Overtown.** I think it's very important to be able to do all that. **It needs to be a family-friendly place. It needs to be a place for organization, and it needs to be a place for culture.**"

PHASE 1: VIRTUAL DISCUSSIONS WITH UNDERDECK COMMITTEE LEADERSHIP & MEMBERS
NEARBY RESIDENTS, SPECIFICALLY OVERTOWN RESIDENTS, ARE THE IDEAL USERS OF THIS PUBLIC SPACE

4) HOW WOULD YOU DESCRIBE AN IDEAL USER OF THIS PUBLIC SPACE?

- A. NEARBY RESIDENTS
- B. INTERNATIONAL VISITORS
- C. GREATER MIAMI-DADE RESIDENTS

To Underdeck Committee Leadership & Members, the ideal user of this space is everybody. Nearby residents – specifically the Overtown community – are the starting users. Greater Miami-Dade residents & international visitors will organically follow.

DIRECT QUOTES FROM UNDERDECK COMMITTEE LEADERSHIP & MEMBER VIRTUAL IN-DEPTH INTERVIEWS & MINI GROUPS

- + "I mean, it would be all of them. But I think **for it to realize the vision that's for the community, it needs to be more than just nearby residents.** But it should be inviting for those people, because if it's not, we haven't done something right in my view. And then to really to make it like a Central Park kind of thing, it needs to be appealing to Miami-Dade. And the international people, other people come just like they do in Central Park."
- + "As it stands the ideal user is everybody. But I do think when you segment it **there's different elements that may appeal to different users and different stakeholders.** So, I think nearby residents might value shade more than say an attraction...a nice shady spot where they can go during lunch or just escape the sun in the middle of summer is a different benefit. If we had those Ugo Rondinone boulders stacked, that might be more exciting to somebody out of town that sees it once rather than somebody who's there walking by it every day."
- + "Where this space is located **starts in the Overtown community** and so having some activities or events or vendors that resonate with the community, culturally sensitive. Bringing a historical element to Overtown, I think would be great."
- + "For me it's all of the above. **The only addition to that would probably be to just to add maybe organization that work with children and youth in the area that may need an open space for young kids** to have a space to be interactive in an open, natural environment."
- + "I think there's a spectrum here, and everybody on the spectrum is equally as important. But you have to start with...**the Overtown Youth Center, and Overtown residents. I think the residents are really the ones that are going to power this Underdeck.**"

PHASE 1: VIRTUAL DISCUSSIONS WITH UNDERDECK COMMITTEE LEADERSHIP & MEMBERS **OMNI, OVERTOWN, TOWN SQUARE, WYNWOOD, DOWNTOWN ARE THE NEIGHBORHOODS USERS ARE COMING FROM**

5) WHAT NEIGHBORHOODS ARE THESE USERS COMING FROM?

OMNI

OVERTOWN

TOWN SQUARE

WYNWOOD

DOWNTOWN

INTERNATIONAL COUNTRIES

DIRECT QUOTES FROM UNDERDECK COMMITTEE LEADERSHIP & MEMBER VIRTUAL IN-DEPTH INTERVIEWS & MINI GROUPS

- + "I don't know the name of all the neighborhoods, but certainly the ones immediately surrounding it. So, **Omni, Overtown, Town Square, Downtown Miami**, even. I would love to see people come from there. And it'll just circle out from there."
- + "I think connecting neighborhoods is vital. I think this is a great opportunity for space that connects **Omni, Overtown, Town Square, Wynwood, and Downtown** together, where folks can enjoy a beautiful space together and break down some of the divides that happens when you have an expressway come through the community. So, I think it'll definitely be a connector and I think it's a positive opportunity for that."
- + "I think one of the goals is to provide a place and a connection point for the immediately adjacent neighborhoods from the arts district to **Overtown and the Park West**, that whole area, trying to reconnect those neighborhoods."
- + My answer to [question] four would be **international visitors**. So, the neighborhoods, I would think, are whatever countries they're coming from."

PHASE 1: VIRTUAL DISCUSSIONS WITH UNDERDECK COMMITTEE LEADERSHIP & MEMBERS
COMMUNITY, CONNECTION, COMFORTABLE, RELAXED & SAFE ARE THE TOP WORDS THAT COME TO MIND WHEN UNDERDECK COMMITTEE LEADERSHIP & MEMBERS THINK ABOUT THIS PUBLIC SPACE

6) WHAT ARE THREE WORDS THAT COME TO MIND WHEN YOU THINK ABOUT THIS PUBLIC SPACE?

The visual to the right is a word cloud that has been developed from the interview and discussion transcripts of Underdeck Committee Leadership & Member groups sharing three words that come to mind when they think about this public space. The larger the words in the visual below, the more common the word was in the Underdeck Committee Leadership & Member responses.

TOP 5 WORDS (IN ORDER): COMMUNITY, CONNECTION/CONNECTIVITY, SAFE, COMFORTABLE, RELAXED



PHASE 1: VIRTUAL DISCUSSIONS WITH UNDERDECK COMMITTEE LEADERSHIP & MEMBERS PEOPLE SHOULD FEEL SAFE, INCLUDED & INSPIRED FOR THE FUTURE, WHILE ALSO CONNECTING TO & RECOGNIZING THE PAST

7) HOW SHOULD THE NEW BRANDING FOR THIS PUBLIC SPACE MAKE PEOPLE FEEL?

- A. NOSTALGIC AND CONNECTED TO THE COMMUNITY
- B. INSPIRED AND EXCITED FOR THE FUTURE
- C. COMFORTABLE AND RELAXED

Most respondents gravitated towards the notion of feeling inspired and excited for the future. However, this feeling does not come at the expense of a connection to heritage. Instead, Underdeck Committee Leadership & Members are looking for branding that authentically reflects this area and its history – acknowledging the past and celebrating the future. Given the perceptions that arise around the space under a highway, feelings of safety (and inclusion, as a follow-up) were other considerations voiced.

DIRECT QUOTES FROM UNDERDECK COMMITTEE LEADERSHIP & MEMBER VIRTUAL IN-DEPTH INTERVIEWS & MINI GROUPS

- + “I would like for people to **feel inspired and excited for the future** more than anything. But I would **not want to lose that nostalgic and connected to community.**”
- + “You’re **looking forward but you’re acknowledging the past.** And then of course **inspiration and community connection** are integral.”
- + “I don’t only mean personal safety from crime and stuff, but the **sense of cultural safety, belonging, feel at home**, that sense of this place makes me feel safe because it feels familiar.”
- + “**This place is for somebody like me,**’ that would encompass that sense of belonging, safety.”
- + “When you think about safe, it **incorporates diversity, equity, inclusion in the design** so everybody can feel a part of it.”
- + “I wouldn’t say nostalgic, I would say **proud of and connected to community. Inspired and excited for the future.** Yeah. And I wouldn’t say comfortable and relaxed, I would say **safe and relaxed.** I mean, safety and public spaces are a big thing.”

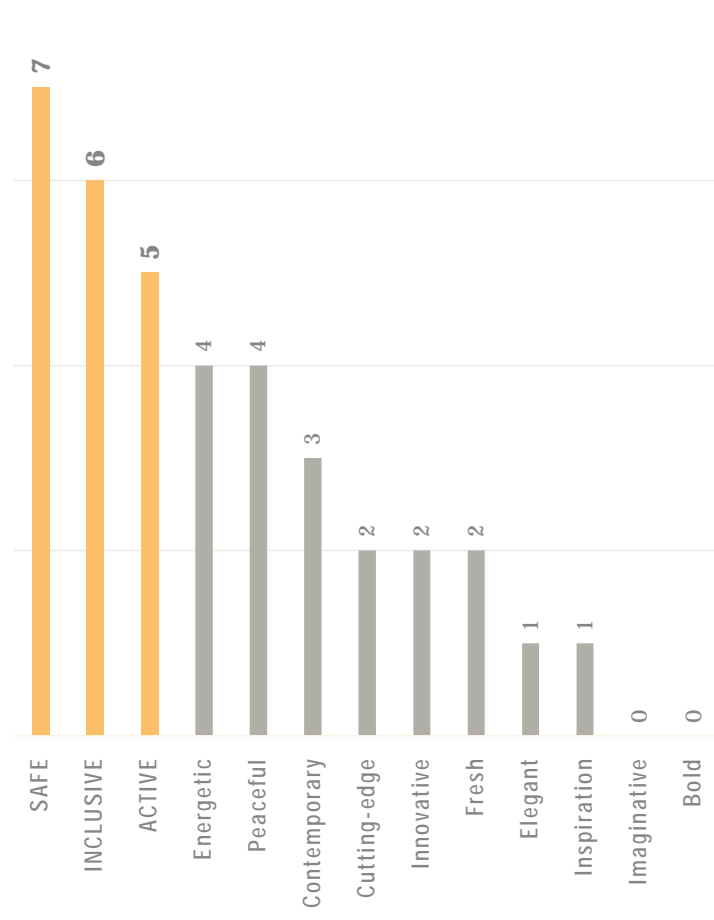
PHASE 1: VIRTUAL DISCUSSIONS WITH UNDERDECK COMMITTEE LEADERSHIP & MEMBERS UNDERDECK COMMITTEE LEADERSHIP & MEMBERS WANT THIS PUBLIC SPACE TO BE SAFE, INCLUSIVE & ACTIVE

8) WHICH OF THE FOLLOWING ADJECTIVES WOULD YOU USE TO DESCRIBE HOW YOU WOULD LIKE THIS PUBLIC SPACE'S IDENTITY PROJECTED TO AREA RESIDENTS AND VISITORS?

[RESPONDENTS SELECTED ALL ADJECTIVES THAT APPLY]

The top three responses were ...

- 1. Safe
- 2. Inclusive
- 3. Active



VIRTUAL DISCUSSIONS WITH CITY STAFF & CITY COMMISSION DESIGNEES

Between February 1, 2022 – February 17, 2022, Kivvit and Circle of One Marketing led 1 virtual in-depth interviews and 2 virtual mini groups with City of Miami Staff and City Commission Designees.

01

In-depth interview

02

Mini groups

PHASE 1: VIRTUAL DISCUSSIONS WITH CITY STAFF & CITY COMMISSION DESIGNEES CULTURAL DESTINATION THAT HAS SOMETHING FOR EVERYONE

1) WHAT DO YOU LOOK FOR IN A PUBLIC SPACE?

- A. SPACE TO ATTEND EVENTS, ENTERTAINMENT, CONCERTS, ETC.
- B. SPACE FOR FITNESS AND EXERCISE
- C. SPACE FOR LEISURE, RELAXING, PICNIC SPACE
- D. SPACE FOR ORGANIZED COMMUNITY ACTIVITIES, RECREATIONAL SPORTS, ETC.

City Staff and City Commission Designees are looking for a public space that can encompass activities to suit everyone's preferences. Their descriptions portray a shared space where anyone can come and comfortably partake.

Some participants echoed other engaged audiences in expressing hopes for a cultural destination where nearby residents and tourists alike could see a reflection of Miami.

DIRECT QUOTES FROM CITY STAFF & CITY COMMISSION DESIGNEE VIRTUAL IN-DEPTH INTERVIEW & MINI GROUPS

- + "I think a park needs to be something for everyone...If you want to go, and do exercise, and be fit, that's great. If you want to just curl up and read a book or just take a leisurely stroll, or if you're there for a car show, or a concert, or anything, that there's enough flexibility in the space where all of us are comfortable doing what we like to do at an open space."
- + "I think I really want B [space for fitness and exercise] and C [space for leisure, relaxing, picnic space]."
- + "I think what I look for in a public space is particularly how it ties into the adjacent fabric of uses...so, I'd go with, [in order], C [space for leisure, relaxing, picnic space], D [space for organized community activities, recreational sports, etc.], B [space for fitness and exercise], and then A [space to attend events, entertainment, concerts, etc.]."
- + "I guess it's a mix of a lot of them... but if I had to rank them, I think I'd put, actually, leisure and relaxing as the top one, because I think, at least in Miami, we live in a very, very busy city. I think it's extremely important that people have somewhere to escape, that if they just want to relax, read a book, or just pop open their computer and work on some emails, they can do it outside of their home or their office."

PHASE 1: VIRTUAL DISCUSSIONS WITH CITY STAFF & CITY COMMISSION DESIGNEES SOUTH POINTE PARK, SAVANNAH'S HISTORIC RIVERFRONT, TROPICAL PARK, ALICE WAINWRIGHT PARK ARE JUST SOME OF THE FREE PUBLIC SPACES CITY STAFF & CITY COMMISSION DESIGNEES ENJOY

2) ARE THERE ANY FREE PUBLIC SPACES INSIDE OR OUTSIDE OF MIAMI THAT YOU ENJOY?

SOUTH POINTE PARK, MIAMI

HISTORIC RIVER STREET, SAVANNAH

TROPICAL PARK, MIAMI

ALICE WAINWRIGHT PARK, MIAMI

DIRECT QUOTES FROM CITY STAFF & CITY COMMISSION DESIGNEE VIRTUAL IN-DEPTH INTERVIEW & MINI GROUPS

- + “**South Pointe Park** is an excellent park with a ton of things to do, great for little kids and adults.”
- + “**Riverfront in Savannah**, the historic riverfront that you have the water on one side and restaurants and local shops on the other....I think it is clean, well lit.”
- + “**Tropical Park**. It's a very large in size park and a lot of amenities. I like jogging running and it has like a combination of trails and cross-country paths.”
- + “**Alice Wainwright [Park]**...one side's a playground and on the other side's a basketball court. And then when you go down this little walkway, you have this area where you can walk along the bay. They have some pavilions where if you wanted to have a party. They have some grill space and it's just a nice area. What's really nice is they have a lot of greenery, a lot of big trees. So, there's shade... a lot of stuff that can engage everybody”

PHASE 1: VIRTUAL DISCUSSIONS WITH CITY STAFF & CITY COMMISSION DESIGNEES FAMILY-FRIENDLY SPACE THAT CONNECTS COMMUNITIES, MAKES THE CITY MORE ACCESSIBLE & ULTIMATELY ATTRACTS TOURISTS

3) WHAT DO YOU THINK IS THE PRIMARY OFFERING THAT THIS PUBLIC SPACE CAN BRING TO THE MIAMI COMMUNITY?

- A. SPACE FOR ORGANIZED COMMUNITY ENGAGEMENT
- B. TOURISM ATTRACTION FOR OUTSIDE VENDORS
- C. FAMILY-FRIENDLY PARK SPACE FOR LOCAL RESIDENTS

Respondents from this engaged audience overwhelmingly highlighted the role this public space must play in connecting communities and neighborhoods, and generally making the city more accessible.

City Staff and City Commission Designees are highly conscious of the potential this space holds for restoration and rebuilding of the Overtown community.

DIRECT QUOTES FROM CITY STAFF & CITY COMMISSION DESIGNEE VIRTUAL IN-DEPTH INTERVIEW & MINI GROUPS

- + **"I think, obviously, family friendly. But I really hope that it's a place where it attracts tourists,** where they're like, "Okay. I can come here and I can walk from Vizcaya and make my way to wherever it's going to end or catch the Metro rail at some point underneath it, or on top of it."
- + **"I would say connectivity. Connection between different communities.** This project is going to allow a connection between downtown, Overtown communities. And different areas around downtown."
- + **"More important than the tourist is the people who actually live here and the community that's** had to deal with that particular overpass, that just divided a great community in two."
- + **"I think it will and it can be a successful tourist attraction for sure. But I think, number one, this is an opportunity to blend a fabric that was split in a community that's existing today, which is the Overtown community.** And so, making those residents, those existing residents, feel comfortable in the space and then make it feel more like a neighborhood space than a tourist attraction, I think is important."
- + **"This one really is more strictly friendly, friendly park space.** I think Miami, as a whole, is already a tourism attraction. There's less and less things for locals to do every day. That's something that personally bothers me, because I do know tourism is extremely important for the growth of our city, but **the local residents are what make the city what it is. I think it's really important that we have somewhere we can go that we're with our community.**"
- + **"There's 33 acres of space here, so it should be able to accommodate all of these uses and** programming for the different needs should be focused on."

PHASE 1: VIRTUAL DISCUSSIONS WITH CITY STAFF & CITY COMMISSION DESIGNEES
NEARBY RESIDENTS ARE THE IDEAL USERS OF THIS PUBLIC SPACE, WITH GREATER MIAMI-DADE RESIDENTS & TOURISTS FOLLOWING

4) HOW WOULD YOU DESCRIBE AN IDEAL USER OF THIS PUBLIC SPACE?

- A. NEARBY RESIDENTS
- B. INTERNATIONAL VISITORS
- C. GREATER MIAMI-DADE RESIDENTS

City Staff and City Commission Designees raised the importance of creating a space for residents of the immediate area, especially given their previously stated feelings about Overtown. However, they did note the potential appeal and economic benefit of attracting tourists to a space that locals enjoy. This audience readily listed several neighborhoods in Miami that would benefit from the connectivity of this space.

DIRECT QUOTES FROM CITY STAFF & CITY COMMISSION DESIGNEE VIRTUAL IN-DEPTH INTERVIEW & MINI GROUPS

- + "I think to really **engage the community to want to go there, and the residents of the city.**"
- + "**It is a place for nearby residents**, but the idea is to invite tourism residents from other communities with the Miami-Dade County and other places, to come and spend time in this signature area for the city."
- + "It would be **all of the above.**"
- + "I think clearly the residents of the area really need to be a significant focus... Secondly, I think it's the residents for the rest of Miami Dade... Then lastly, I would say our international visitors, not that I don't like our tourists and I think they make our city great, but really this is something that we need to focus on for that particular community.... **I don't think we will have a win here if we make this beautiful park that the local residents don't use.**"
- + "Why will a family or a young mother go there with her baby? Because it's got safety. And you say, it's so inviting, **it's more about the local preference**, then the international will come after the local."
- + "I think it's **greater Miami-Dade residents**...I could come from anywhere in the county and come enjoy that specific park, because maybe that's a specific park that has what I like most, or that's really nearby where my friends live."

PHASE 1: VIRTUAL DISCUSSIONS WITH CITY STAFF & CITY COMMISSION DESIGNEES **OMNI, OVERTOWN, TOWN SQUARE, WYNWOOD, DOWNTOWN ARE THE NEIGHBORHOODS USERS ARE COMING FROM**

5) WHAT NEIGHBORHOODS ARE THESE USERS COMING FROM?

OMNI

OVERTOWN

WORLDCENTER

ALLAPATTAH

LITTLE HAVANA

LIBERTY CITY

WYNWOOD

DIRECT QUOTES FROM CITY STAFF & CITY COMMISSION DESIGNEE VIRTUAL IN-DEPTH INTERVIEW & MINI GROUPS

- + “**Omni, Overtown, Worldcenter...Edgewater, yeah, in Downtown, too. Wasn't this also called the A&E [arts & entertainment] district, at one point, or a part of it?**”
- + “**Allapattah** right now, isn't really integrated as part of the underlying. It's not a community, that at the moment, the residents isn't really being served. I would love to see them be incorporated in somehow.”
- + “So, there's a portion of it, which may be kind of the **north Little Havana** area...**Liberty City is nearby**. There's a **Wynwood** component, that could be in. **Allapattah** as another neighborhood that this space could be...it impacts them too. But really **the biggest impact is really the Overtown area.**”

PHASE 1: VIRTUAL DISCUSSIONS WITH CITY STAFF & CITY COMMISSION DESIGNEES
SAFE, INVITING, CONNECTION, ACCESSIBLE & OPEN ARE THE TOP WORDS THAT COME TO MIND WHEN CITY STAFF & CITY COMMISSION DESIGNEES THINK ABOUT THIS PUBLIC SPACE

6) WHAT ARE THREE WORDS THAT COME TO MIND WHEN YOU THINK ABOUT THIS PUBLIC SPACE?

The visual to the right is a word cloud that has been developed from the interview and discussion transcripts of City Staff and City Commission Designee groups sharing three words that come to mind when they think about this public space. The larger the word in the visual below, the more common the word was in the City Staff and City Commission Designee responses.

TOP 5 WORDS (IN ORDER): **SAFE, INVITING, CONNECTION, ACCESSIBLE, OPEN**



PHASE 1: VIRTUAL DISCUSSIONS WITH CITY STAFF & CITY COMMISSION DESIGNEES
PEOPLE SHOULD FEEL SAFE, COMFORTABLE & INSPIRED FOR THE FUTURE, WHILE ALSO CONNECTING TO & RECOGNIZING THE PAST

7) HOW SHOULD THE NEW BRANDING FOR THIS PUBLIC SPACE MAKE PEOPLE FEEL?

- A. NOSTALGIC AND CONNECTED TO THE COMMUNITY
- B. INSPIRED AND EXCITED FOR THE FUTURE
- C. COMFORTABLE AND RELAXED

Similarly, to other groups, City Staff and City Commission Designees want this space to balance the notions of looking to the future while honoring the past. They stressed the importance of repaying the Overtown community with a space that provides peace, greenery, and an acknowledgment of history.

This audience also discussed how feelings of comfort and safety can be evoked in a way that's mindful of everyone's experiences, especially those of Overtown residents. For example, incorporating environmental design and greenery rather than a large presence of police.

DIRECT QUOTES FROM CITY STAFF & CITY COMMISSION DESIGNEE VIRTUAL IN-DEPTH INTERVIEW & MINI GROUPS

- + "I think A [nostalgic and connected to the community]. I don't know about nostalgic, but a name that is connected to the local community."
- + "My first thought was going with A [nostalgic and connected to the community]."
- + "I think it's important to be inspired and excited for the future. Because again, I can't go back and fix what we did a long time ago. But man, I can do something that gives you a light at that end of the tunnel or something to look forward to. So, if we can have a mix of the nostalgia, but also really be able to kind of talk about being inspired and excited about the future of this community."
- + "There's a lot of people that miss the Miami that was a small community before it became the huge city that it is...I think just being cognizant of that and making sure that people know that it's still Miami, that it's still geared toward the community, and that nostalgia of we're this small melting pot, even though we're really big: I love looking forward to the future, but as long as our city keeps its essence, because it's what makes everybody want to be here."
- + "We keep talking about the community being reconnected, but, given that this was a historic African American community, to the west, that was somewhat cut off to the water's edge, through the development of the expressway. And now, this is reconnecting that. I think there's a lot to say about that connection, now, being opened. And then, of course, the opportunity to educate those users of the space, of what that means for the city. I think, is important."
- + "I'm leaning toward B [inspired and excited for the future], because the space is, potentially, so exciting, and could provide so much useful space for future generations to ~~understand~~ **understand** ~~the~~ **the** ~~community's~~ **community's**"

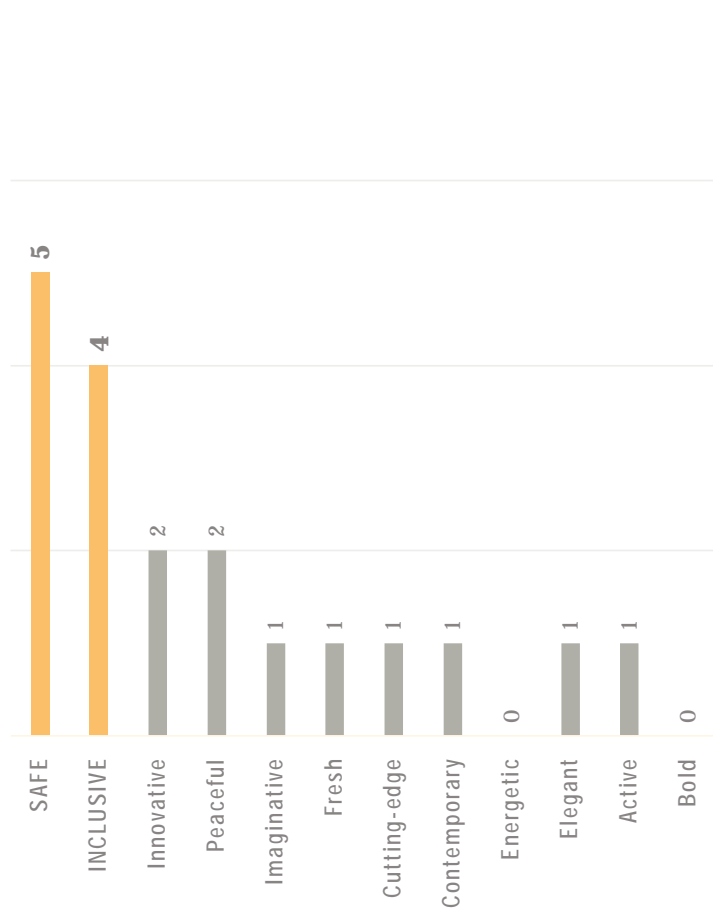
PHASE 1: VIRTUAL DISCUSSIONS WITH CITY STAFF & CITY COMMISSION DESIGNEES CITY STAFF & CITY COMMISSION DESIGNEES WANT THIS PUBLIC SPACE TO BE SAFE & INCLUSIVE

8) WHICH OF THE FOLLOWING ADJECTIVES WOULD YOU USE TO DESCRIBE HOW YOU WOULD LIKE THIS PUBLIC SPACE'S IDENTITY PROJECTED TO AREA RESIDENTS AND VISITORS?

[RESPONDENTS SELECTED ALL ADJECTIVES THAT APPLY]

The top two responses were ...

- 1. Safe
- 2. Inclusive

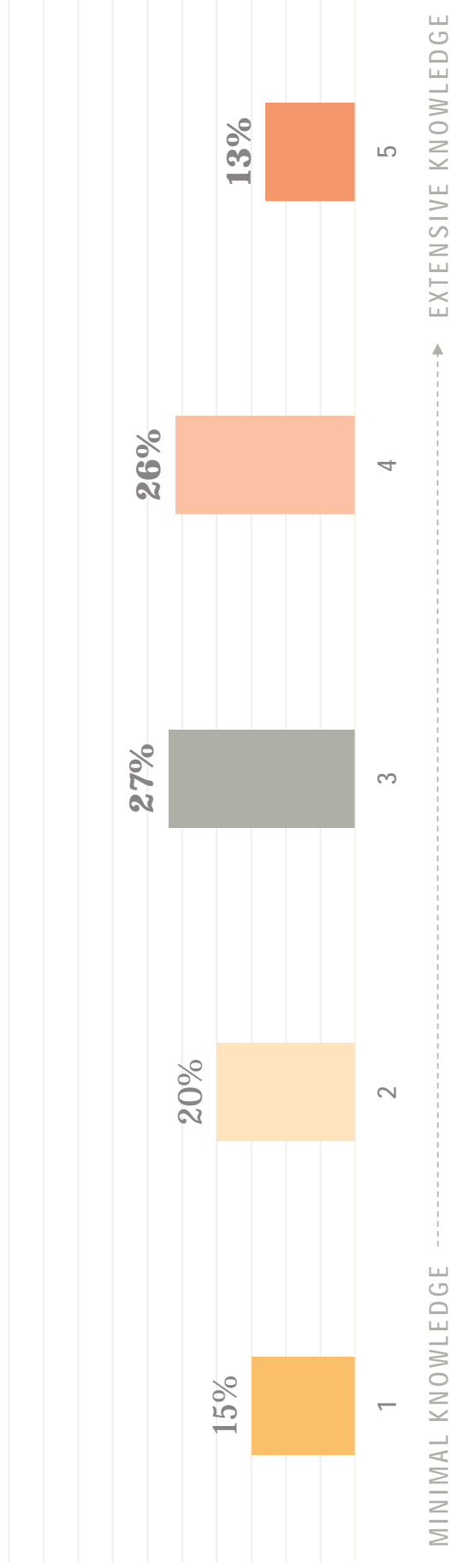


DETAILED ONLINE SURVEY FINDINGS

PHASE 1: ONLINE SURVEY FINDINGS

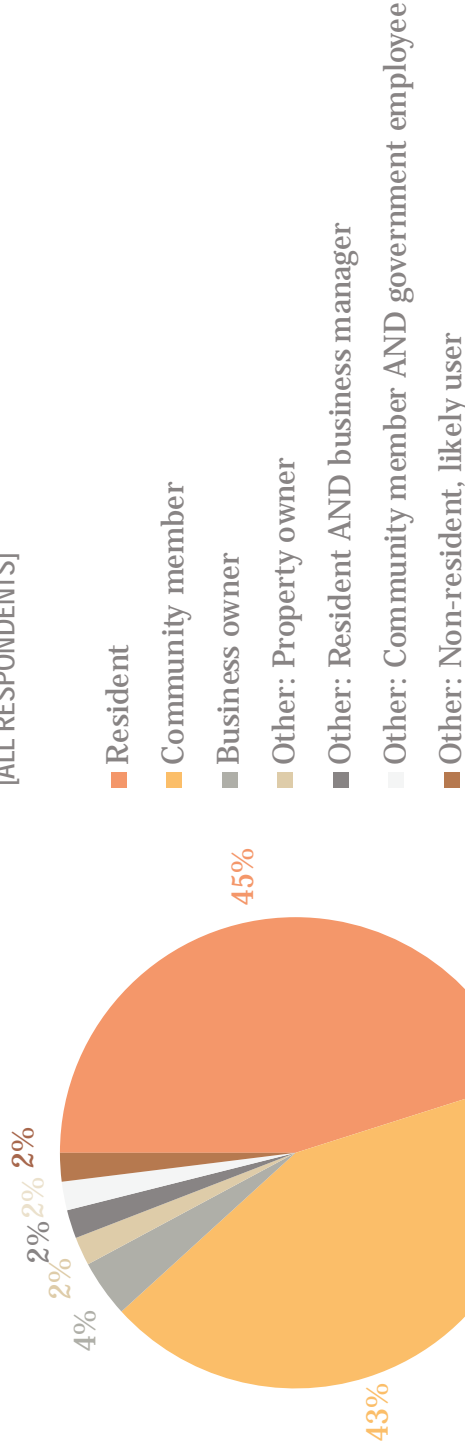
66% OF RESPONDENTS HAD SOME OR EXTENSIVE PRIOR KNOWLEDGE OF THE UNDERDECK SPACE

PRIOR TO TODAY, WHAT WAS YOUR KNOWLEDGE OF THE UNDERDECK SPACE?
[ALL RESPONDENTS]



PHASE 1: ONLINE SURVEY FINDINGS MAJORITY OF RESPONDENTS IDENTIFIED THEMSELVES AS RESIDENTS OR COMMUNITY MEMBERS

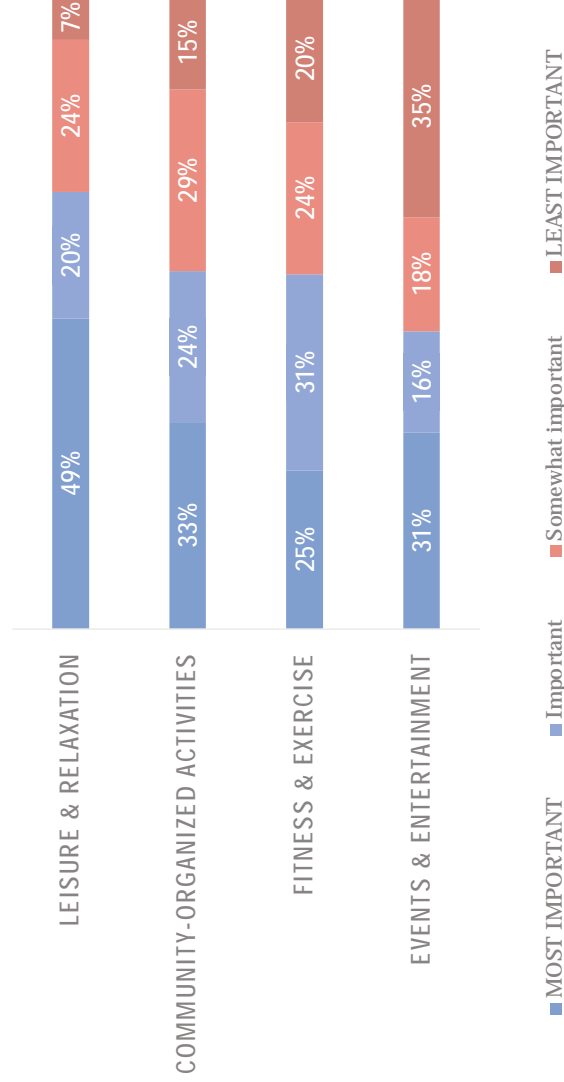
WHICH OF THE FOLLOWING OPTIONS BEST DESCRIBES YOUR RELATIONSHIP TO
THIS PUBLIC SPACE PROJECT?
[ALL RESPONDENTS]



PHASE 1: ONLINE SURVEY FINDINGS

LEISURE & RELAXATION IS THE MOST IMPORTANT OFFERING FOR AN IDEAL PUBLIC SPACE IN MIAMI

WHEN CONSIDERING AN IDEAL PUBLIC SPACE FOR THE CITY OF MIAMI, PLEASE RANK THE FOLLOWING OFFERINGS IN ORDER OF PRIORITY.



“The space should encompass all of these options. Before Overtown, what is systematically ran over, all of these activities and functions took place.”

– **Business Owner**

“#1 priority is safety. The space MUST be safe. #2 the space must be attractive and inviting.”

– **Community Member**

“Must find a way to activate this space on a regular basis ...Has to include ongoing activity draws so that people feel safe.”

– **Resident & Business Manager**

“This space should speak directly to the culture and contributions of Overtown and the Native/Indigenous members of this community.”

– **Community Member**

PHASE 1: ONLINE SURVEY FINDINGS

CENTRAL PARK, UNDERLINE, PIKE PLACE, THE BEAN, BELTLINE ARE JUST SOME OF THE FREE PUBLIC SPACES RESPONDENTS ENJOY

ARE THERE ANY FREE PUBLIC SPACES INSIDE OR OUTSIDE OF MIAMI THAT YOU ENJOY? IF SO, PLEASE LIST THEM BELOW AND EXPLAIN WHY.

[ALL RESPONDENTS]

CENTRAL PARK, NYC

HIGH LINE, NYC

BRYANT PARK, NYC

PIKE PLACE MARKET, SEATTLE

MILLENIUM PARK, CHICAGO

BELTLINE, ATLANTA

BAYFRONT PARK, MIAMI

UNDERLINE, MIAMI

THE BEAN, CHICAGO

“We go to **Central Park in New York**, there are a variety of activities and activations that are taking place. From concerts to community forums, all of these things are important.”

– **Business Owner**

“**BeltLine** is great! Lots of green space, programming, and vendors. **Museum Park** is great but needs more shade and activations.”

– **Community Member & Gov’t Employee**

“**Millennium Park** Chicago, **Central Park** New York City, **The National Mall** Washington DC, all are well designed with many interesting moments to appeal to many different tastes.”

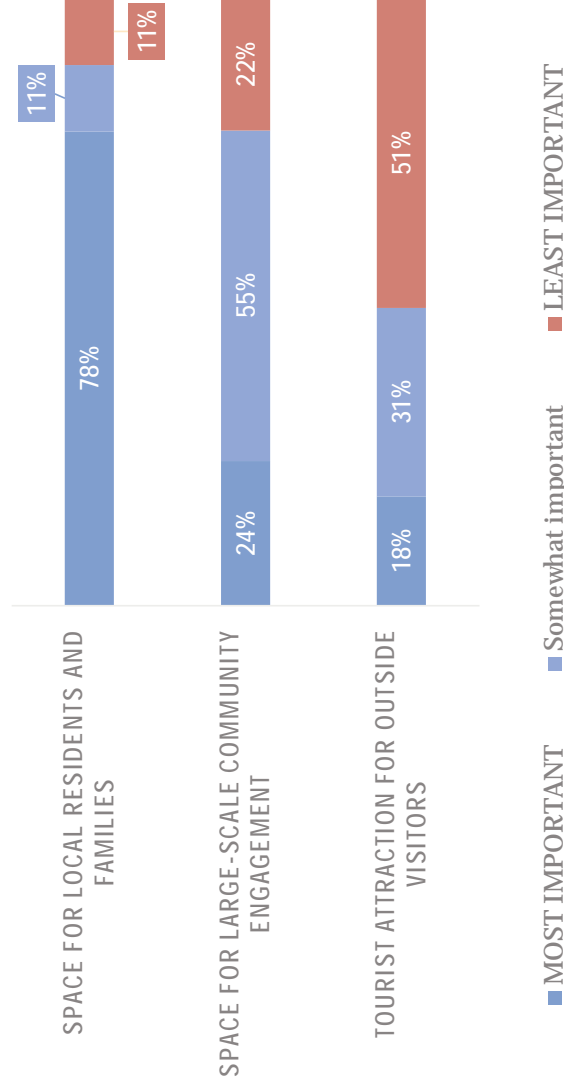
– **Community Member**

“**Underline, Pike Place Market** (Seattle), **The Bean in Chicago, Bryant Park** (NYC).”

– **Resident & Business Manager**

PHASE 1: ONLINE SURVEY FINDINGS SPACE FOR LOCAL RESIDENTS & FAMILIES IS THE PRIMARY ROLE THIS PUBLIC SPACE CAN SERVE FOR THE CITY OF MIAMI

WHEN THINKING OF THE PRIMARY ROLE THAT THIS PUBLIC SPACE CAN SERVE FOR THE CITY OF MIAMI, PLEASE RANK THE FOLLOWING OPTIONS IN ORDER OF PRIORITY.



“The expressway created significant destruction to the Overtown neighborhood. **The first priority of the public space being created below the expressway should be to reinstate the community, residences, and businesses that were taken away from Overtown.** The current and past residents should play an important role in deciding what that looks like.”

— Resident

“We as residents need **a safe place to enjoy with family.**”

— Community Member

“I think Downtown hosts too many events...**we don’t need to prioritize other locals coming here.**”

— Resident

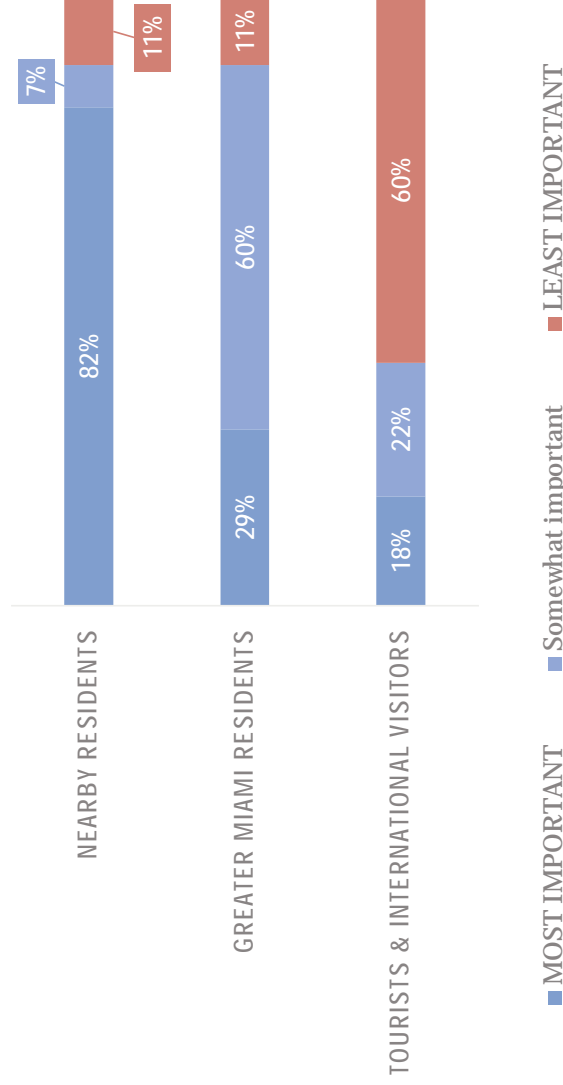
“Equity in access, please.”

— Community Member

PHASE 1: ONLINE SURVEY FINDINGS

82% OF RESPONDENTS SAY NEARBY RESIDENTS ARE THE MOST IMPORTANT AUDIENCES OF THIS PUBLIC SPACE

PLEASE RANK THE MOST IMPORTANT AUDIENCES OF THIS PUBLIC SPACE.



“While lower priority for usage, a key member of success is still: do tourists come to check this out? If so, it’s great that tourists come, it will be an active and fascinating space for locals as well.”

– Resident & Business Manager

“Community is a top priority. A place where residents become familiar with each other.”

– Resident

“The more visitors the park has, the better maintained it will be.”

– Resident

“Ensuring that the fabric and responsibilities of this space is led by local community.”

– Community Member & Gov’t Employee

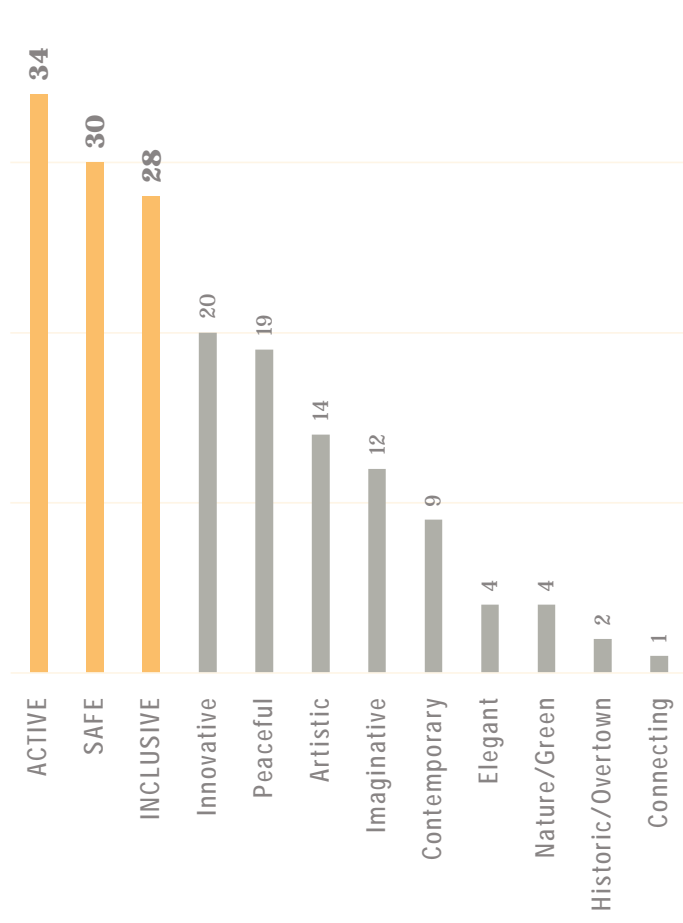
PHASE 1: ONLINE SURVEY FINDINGS RESPONDENTS WANT THIS PUBLIC SPACE TO BE ACTIVE, SAFE & INCLUSIVE

FROM THE LIST BELOW, PLEASE SELECT THREE WORDS THAT BEST ALIGN WITH YOUR VISION FOR THIS PUBLIC SPACE.

[ALL RESPONDENTS]

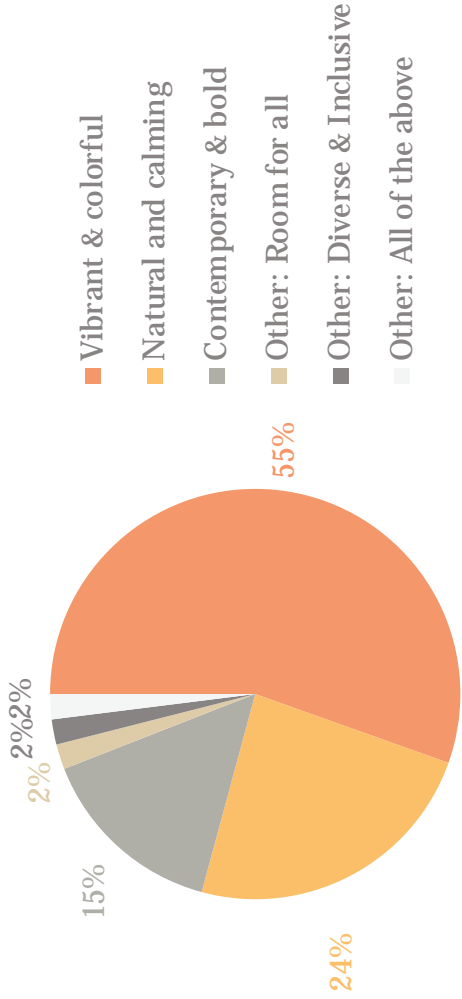
The top three responses were ...

- 1. Active
- 2. Safe
- 3. Inclusive



PHASE 1 : ONLINE SURVEY FINDINGS MORE THAN HALF OF RESPONDENTS ASSOCIATE VIBRANT & COLORFUL WITH MIAMI CULTURE

WHICH OF THE FOLLOWING COLOR DIRECTIONS DO YOU ASSOCIATE WITH MIAMI CULTURE? [ALL RESPONDENTS]



“Miami is where **all cultures come together in harmony.**”

– **Resident**

“**Vivid colors** are an important part of Miami”

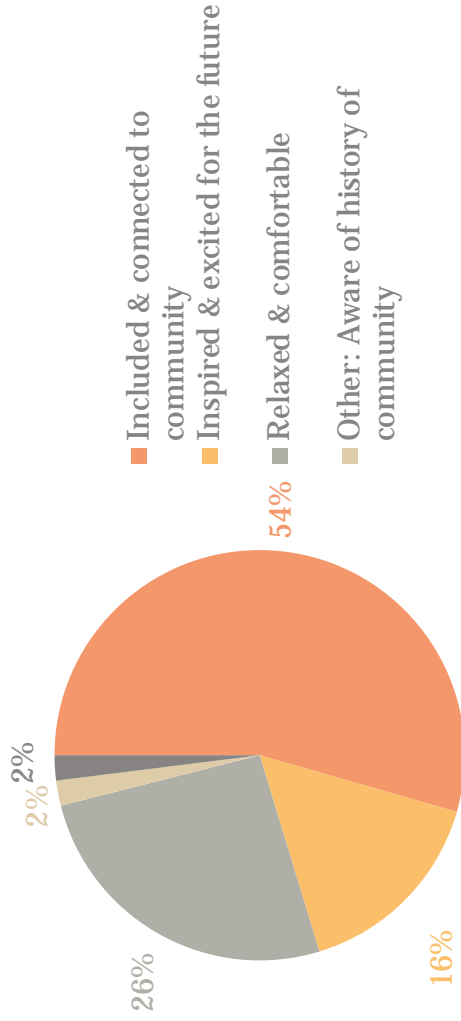
– **Community Member**

“The area is surrounded by lots of gray. **The design should be bright, interesting, and fun.** The space will never be calming under a highway.”

– **Community Member & Gov’t Employee**

PHASE 1: ONLINE SURVEY FINDINGS MORE THAN HALF OF RESPONDENTS THINK THIS SPACE SHOULD MAKE PEOPLE FEEL INCLUDED & CONNECTED TO THE COMMUNITY

HOW SHOULD THE NEW BRANDING FOR THIS PUBLIC SPACE MAKE PEOPLE FEEL? [ALL RESPONDENTS]



“Lean into Overtown’s vibrant Black history.”

– **Community Member & Gov’t Employee**

“Actually, I wish there was an option for all of the above.”

– **Community Member**

“I think there are other projects that should be done to aim for [inspired and excited for the future] – really important! But **for the underdeck project, I think the best opportunity is to make a space that is shielded from the noise and busyness of the city.**”

– **Community Member**

“**No more Brito art**, please!”

– **Resident**

PHASE 1: ONLINE SURVEY FINDINGS ADDITIONAL THOUGHTS FROM ONLINE SURVEY RESPONDENTS

IS THERE ANYTHING ELSE YOU WOULD LIKE TO ADD OR EXPRESS AS WE DEVELOP THE NAMING AND BRANDING FOR THIS IMPORTANT SPACE? [ALL RESPONDENTS]

- + “This project is under a highway. Be realistic about what people will experience when they are present. It will likely be a bit noisy and air quality could be a concern. Realistically, **I see the space as a fun, active, noisy, busy space. Bring Overtown’s history to the space and create contrast with the surrounding black and gray pavement and cement.**”
- + “A space to **connect with people.**”
- + “**This space currently separates the two performing arts centers from the Frots, PAMM, FTX arena, Ferre, Bayside, and Bayfront Park. This space SHOULD connect all that but does not have to explicitly say so.**”
- + “Please add **lots of huge trees that provide shade.**”
- + “It must be **safe...day and night.**”
- + “This is a new bridge and a new project taking place underneath it. It’s modern in design and **I think it’s best to use this as an opportunity to be forward thinking in how it’s presented culturally to reflect the current diversity found in the city...**It’s important to **take preventative measures to create a safe environment for everyone who uses it and actively present an unsafe or unsanitary environment.**”
- + “**Nothing can replace what was taken away when Overtown was destroyed to build I-95. Let’s make sure those residents feel welcomed at this new amenity.**”

PHASE 1: ONLINE SURVEY FINDINGS ADDITIONAL THOUGHTS FROM ONLINE SURVEY RESPONDENTS CONT'D

IS THERE ANYTHING ELSE YOU WOULD LIKE TO ADD OR EXPRESS AS WE DEVELOP THE NAMING AND BRANDING FOR THIS IMPORTANT SPACE? [ALL RESPONDENTS]

- + **“Please, consider all sustainable and resilient options for planning.** Examples include: lots of green, permeable surfaces, shade, using recycling materials for construction (for example glass, which is becoming a problem to recycle, and of course plastic) recycle bins.”
- + **“It would be great for the Underdeck to contribute to Miami’s future living with climate change - perhaps by adding water storage elements and emphasizing shade and green space to protect against extreme heat and the urban heat island effect.”**
- + **“The landscaping and hardscaping of the east end of Lincoln Road are a good example of highlighting South Florida’s natural elements (Everglades-y). If this park felt like that - native trees and shrubs etc - that would be great.”**
- + **“Easy access for pedestrians and bikes. A getaway from the traffic and crowds of the city.”**
- + **“A skating or biking track/path would be much appreciated and highly used.”**

INITIAL NAMING CONCEPTS

GROUP ONE

Paying homage to Overtown and looking towards a connected future for Miami

- + Recognizes the potential for rebuilding in Overtown and in other surrounding neighborhoods that will be brought together by this shared space
- + Communicates safe, inviting, and inclusive feelings

PHASE 1: GROUP ONE

OPTION 1

TOWNERS

- + TOWNERS MIILE
- + TOWNERS UNITY MILE
- + TOWNERS SOUL MILE
- + TOWNERS TRAIL
- + TOWNERS JUNCTION

RATIONALE:

- + Clear reference to a longstanding, beloved moniker for Overtown residents
- + Allows for inclusion of other local Miami residents: Downtown, Midtown, etc.

BRANDING OPPORTUNITY:

- + Hyperlocal, familiar name that “belongs to” Miami, for a public space where all of Miami can belong
- + Emphasize “town”

PHASE 1: GROUP ONE
OPTION 2

JUNCTION 1896

AT OVERTOWN

+ JUNCTION 1896

+ 1896 JUNCTION

+ 1896 JUNCTION AT OVERTOWN

+ THE OVERTOWN JUNCTION

RATIONALE:

- + Remembers and honors the past (Overtown since 1896), while looking towards the inspired future
- + Nods to the functional and emotional connection this public space can help bridge across Miami's neighborhoods

BRANDING OPPORTUNITY:

- + Main focus is "Junction 1896" with "at Overtown" as a subscript
- + Convey modernity in feeling without forgetting the significance of the past

GROUP TWO

**Celebrating the melding of people, neighborhoods,
and culture that make up the rich fabric of Miami**

- + Creates a public space that belongs distinctly to Miami residents and will attract outside visitors
- + Conveys a sense of resiliency and shared identity

PHASE 1: GROUP TWO
OPTION 1

SOUL

- + SOUL MILE
- + SOUL WAY
- + SOUL OF MIAMI
- + SOUL 305

RATIONALE:

- + Speaks to the heritage and sensibilities that contemporary Miami is built on
- + Celebrates the renowned cultural and musical history of Overtown

BRANDING OPPORTUNITY:

- + Make this space the 'center' or 'soul' of Miami
- + Emphasize the heritage and depth of Miami's history

PHASE 1: GROUP TWO
OPTION 2

LEGENDARY

- + LEGENDARY STRETCH
- + LEGENDARY MILE
- + LEGENDARY WAY
- + LEGENDARY 305

RATIONALE:

- + Memorializes the overlooked iconic history of nearby Overtown, as well as Miami's unique history at large
- + Commemorates resilience in the face of adversity (whether historic injustices, the pandemic, or personal histories)

BRANDING OPPORTUNITY:

- + Big, bold identity and vibrant colors
- + Evoke a sense of grandeur and historical gravitas

GROUP THREE

**Calling for reconnection and coming together in
the face of what the overpass has separated**

- + Brings emotionality to the connection and access that
this space will allow
- + Evokes inclusivity and tranquility

PHASE 1: GROUP THREE

OPTION 1

UNITY

- + UNITY MILE
- + UNITY TRAIL
- + UNITY LINE
- + UNITY WAY
- + UNITY COMMONS

RATIONALE:

- + Overtly calls for connection and coming together
- + Dedicates a shared space where individuals can come as themselves and participate in fitness, leisure, entertainment, or anything in between

BRANDING OPPORTUNITY:

- + Clearly denote a vision for the present and future that this public space can support
- + State of being complete with all neighborhoods & communities connected

PHASE 1: GROUP THREE

OPTION 2

HARMONY

- + HARMONY MILE
- + HARMONY TRAIL
- + HARMONY LINE
- + HARMONY WAY
- + HARMONY COMMONS

RATIONALE:

- + Describes the peaceful coexistence of Miami's individuals and the variety of activities this space may accommodate
- + Defies any negative connotations that may arise around an underpass

BRANDING OPPORTUNITY:

- + Nod to the musical and cultural history of the area
- + Communicate feelings of peacefulness, safety and relaxation

GROUP 1, 2 & 3 CONCEPTS

TOWNERS

- + TOWNERS MILE
- + TOWNERS UNITY MILE
- + TOWNERS SOUL MILE
- + TOWNERS JUNCTION

SOUL

- + SOUL MILE
- + SOUL WAY
- + SOUL OF MIAMI
- + SOUL 305

UNITY

- + UNITY MILE
- + UNITY WAY
- + UNITY COMMONS

JUNCTION 1896 AT OVERTOWN

- + JUNCTION 1896
- + 1896 JUNCTION
- + 1896 JUNCTION AT OVERTOWN
- + THE OVERTOWN JUNCTION

LEGENDARY

- + LEGENDARY LANE
- + LEGENDARY STRETCH
- + LEGENDARY MILE
- + LEGENDARY WAY

HARMONY

- + HARMONY WAY
- + HARMONY MILE
- + HARMONY COMMONS

PHASE 2

RESEARCH METHODOLOGY

PHASE 2: METHODOLOGY

VIRTUAL DISCUSSIONS

Following the move from Phase 1 of the project to Phase 2, Kivvit and Circle of One put together a short-form creative brief that included: background & overview of the public space project, key objectives of the research, overview of the Phase 1 engaged audiences, key themes that derived from the discussions and survey results uncovered in Phase 1, and a first round of name concepts. Kivvit and Circle of One then presented this deck as well as the first round of name concepts to several virtual discussion groups made up of members from each of the engaged audiences from Phase 1 to inform them on the research findings so far and gather their feedback on the first round of naming concepts developed.

VIRTUAL DISCUSSIONS

From March 7, 2022 - March 10, 2022, Kivvit and Circle of One Marketing facilitated:

- + 3, 30–60-minute mini groups⁵
- + 1, 30–60-minute focus groups⁶

KEY THEMES

PHASE 2 OVERVIEW OF KEY THEMES

The following three themes dominated Kivvit & Circle of One Marketing's Phase 2 virtual discussions with participants of the Phase 1 engaged audiences:

1

THERE IS A WANT FOR A NAME THAT'S UNIQUE, ICONIC AND MEMORABLE...

2

...BUT, BECAUSE THIS SPACE STRETCHES ACROSS A NUMBER OF NEIGHBORHOODS AND NEEDS TO OFFER SOMETHING FOR EVERYONE, THERE'S GREAT DISCREPANCY ON WHAT THE NAME SHOULD INCLUDE

3

STAKEHOLDERS ARE ALSO UNSURE ABOUT WHAT TO CALL THIS PUBLIC SPACE IN LIEU OF "PARK"

PHASE 2: THEME #1 **THERE IS A WANT FOR A NAME OPTION THAT'S UNIQUE, ICONIC, AND MEMORABLE...**

Respondents in each of the virtual discussions commonly expressed a want for a name that is unique, iconic, and tells a story.

While this space is going to be primarily for nearby residents and Miami-Dade residents, the name needs to create a sense of story and grandeur so that when tourists do come to Miami, they want to visit. It should be a name that's easy to say and easy to remember.

DIRECT QUOTES FROM VIRTUAL DISCUSSIONS:

- + “I'd like to try to have a name that is unique enough. That when you mention it, people know exactly what you're talking about.”
- + “I find it hard to say any of them to a buddy, and say, ‘Hey, let's meet at X.’ I think that it should have a flow like that.”
- + “The name needs to be able to tell a story. It needs to be able to kind of showcase our intentions and our hopes and dreams, as corny as that might sound. It also needs to be able to create a sense of place with its name.”
- + “I do think we want this to be iconic, right?”

PHASE 2: THEME #2
BUT, BECAUSE THIS SPACE STRETCHES ACROSS A NUMBER OF NEIGHBORHOODS & NEEDS TO OFFER SOMETHING FOR EVERYONE, THERE'S GREAT DISCREPANCY ON WHAT SHOULD BE IN THE NAME

There is unanimous acknowledgement that this space exists across a multitude of communities and neighborhoods, and throughout this stretch of land, there will be a variety of programming to match the environment.

However, there is discrepancy on whether the name for this public space should acknowledge the role it will play connecting communities, represent the physical definition of the space, or pay explicit homage to Overtown due to the destruction experienced by the community from the development of I-95 and I-395.

DIRECT QUOTES FROM VIRTUAL DISCUSSIONS:

- + "I know we are bridging communities and everything, but of all the communities that I-95 and 395 came through. Overtown was a community that was virtually destroyed...**to neglect the word Overtown is a grave mistake when you're talking about naming this project.**"
- + "How do you create a synergy with different areas within different sections of the underdeck that resonate with the people in that section or the demographic of that section? **I think that there's not one naming opportunity, in my eyes. I see it as you could have the parent name, but then you could name sections.**"
- + "We're unifying, **the whole idea of this project is to unify neighborhoods**, the whole idea of this project **is to create a place that everybody feels welcome to participate in and enjoy.**"
- + **"This place does cut through not just Overtown, but it connects to the Omni area and the east side**, so my assumption is that **it's going to be a place that brings people together, residents from all different parts of the area, tourists.**"
- + **"Because this is a linear park, there could be a name that just defines this** rather than sort of words that **define the feeling.**"

PHASE 2: THEME #3 STAKEHOLDERS ARE UNSURE ABOUT WHAT TO CALL THIS PUBLIC SPACE IN LIEU OF "PARK"

We can't call this public space a "park," so what do we call it?

The answer to this question was unclear. Respondents from each of the virtual discussions had different ideas on what to use as a replacement for "park", what not to use as a replacement for "park," and if we even use a replacement for "park" at all.

DIRECT QUOTES FROM VIRTUAL DISCUSSIONS:

- + "I know we spent a lot of time talking about how **we can't call it a park and we've got to come up with something else.**"
- + "**I don't like the word lane**, because I think it's so much bigger than lane."
- + "I think **commons or grounds, or something to impress that this is a large area**, not just a path or a part of something."
- + "When you think about currently the Underdeck, which we don't like and isn't fitting for it, but it's a name in and of itself, right? Or the Underline. It's its own name. **It doesn't need to qualify necessarily or define what that is through way or mile or commons** or what have you."
- + "So, The Junction, The Connector, The Mile, The Commons, those are things that I think would be commonly referenced, whether it had a modifier on it or in the front. And **I did like the incorporating The Mile into it**, because it is interesting that it's the mile from the Bay to Overtown."

FEEDBACK: INITIAL NAMING CONCEPTS

INITIAL NAMING CONCEPTS AS PRESENTED

TOWNERS

- + TOWNERS MILE
- + TOWNERS UNITY MILE
- + TOWNERS SOUL MILE
- + TOWNERS JUNCTION

JUNCTION 1896 AT OVERTOWN

- + JUNCTION 1896
- + 1896 JUNCTION
- + 1896 JUNCTION AT OVERTOWN
- + THE OVERTOWN JUNCTION

SOUL

- + SOUL MILE
- + SOUL WAY
- + SOUL OF MIAMI
- + SOUL 305

LEGENDARY

- + LEGENDARY LANE
- + LEGENDARY STRETCH
- + LEGENDARY MILE
- + LEGENDARY WAY

UNITY

- + UNITY MILE
- + UNITY WAY
- + UNITY COMMONS

HARMONY

- + HARMONY WAY
- + HARMONY MILE
- + HARMONY COMMONS

PHASE 2: INITIAL NAMING CONCEPTS AS PRESENTED DIRECT QUOTES FROM VIRTUAL DISCUSSIONS

- + “**I like Soul**, I think that’s really different, but on point. **I like Unity and I like Harmony.**”
- + “I like the use of 1896, even though it’s obviously a nostalgic year. But I like using numbers and **I could see it called The 1896.**”
- + “I’ve got to say, my favorite historically is, if I were king, **I would have Unity in there.** Just because I think it ties up all of these concepts.”
- + “**Renaissance is like reborn, rebirthed. And right now, Overtown’s being reborn.** Legendary stands out because **Overtown is a legendary place.**”
- + “The broad stroke, I think, **needs to resonate this issue of peace, and harmony, and unity.**”
- + “**Unity**, for me, unity commons **is probably my top favorite. Harmony feels a little soft.**”
- + “Getting to know the Overtown area much more, the name that kind of stands out to me based on what I’ve heard the elders in the area refer to the community as, is **Towners. So that stands out to me in a good way because it’s a nod to that area.**”
- + “**1896**, very important, because that’s the year that the city was voted in and it was not enough of white residents here, so they allowed the workers to vote and the workers are, I mean, 35 and 41% of the voters that’s on the original charter of the city of Miami.”
- + “I kind of like just **The 1896.**”
- + “I feel like I keep coming back to **Towners** and it doesn’t roll off the tongue, right? And, but **I love the significance of it.**”

ROUND 2 NAMING OPTIONS

GROUP ONE

Paying homage to Overtown and looking towards a connected future for Miami

- + Recognizes the potential for rebuilding in Overtown and in other surrounding neighborhoods that will be brought together by this shared space

GROUP ONE
OPTION 1

THE 1896

RATIONALE: An ode to the year Overtown was founded and the year Miami was incorporated as a city

GROUP ONE
OPTIONS 2 & 3

TOWNERS MILE OF TOWNERS PLACE

RATIONALE: Clear reference to a beloved moniker for Overtown residents that also allows for the inclusion of other local Miami residents: Downtown, Midtown, etc.

GROUP ONE

OPTION 4

THE OVERTOWN-BAY WAY

RATIONALE: Simply recognizes that this public space starts in Overtown and goes all the way to Biscayne Bay

GROUP ONE

OPTION 5

HERITAGE TRAIL

RATIONALE: Remembers and honors the culture and history of the area

GROUP TWO

**Celebrating the melding of people, neighborhoods,
and culture that make up the rich fabric of Miami**

- + Creates a public space that belongs distinctly to Miami residents and will attract outside visitors

GROUP TWO
OPTION 1

SOUL OF MIAMI

RATIONALE: Recognizes the opportunity for this space to be the 'center' or 'heart' of Miami while emphasizing the heritage of the area

GROUP TWO
OPTIONS 2 & 3

THE SOUL WAY OF THE SOUL MILE

RATIONALE: Speaks to the heritage and sensibilities that contemporary Miami is built on, and celebrates the renowned cultural and musical history of the area

GROUP TWO

OPTIONS 4 & 5

LEGENDS PLACE or LEGENDS MILE

RATIONALE: Memorializes the overlooked iconic history of the area and celebrates the iconic opportunity this space will bring for future generations

GROUP THREE

Calling for reconnection and coming together in the face of what the overpass has separated

- + Brings emotionality to the connection and access that this space will allow

GROUP TWO

OPTIONS 1 & 2

UNITY COMMONS or UNITY PLACE

RATIONALE: Overtly establishes this public space as a place where neighborhoods, communities and people can come together

THE UNITY MILE OF THE UNITY WAY

RATIONALE: Clearly denotes a vision for the united present and future this public space can support

THE INTERCONNECTION

RATIONALE: Acknowledges that this space will act as the interconnection between nearby residents, greater Miami-Dade residents, and tourists

GROUP 1, 2 & 3 NAME OPTIONS

THE
1896

TOWNERS
MILE

TOWNERS
PLACE

THE
OVERTOWN
-BAY WAY

HERITAGE
TRAIL

SOUL OF
MIAMI

THE SOUL
WAY

THE SOUL
MILE

LEGENDS
PLACE

LEGENDS
MILE

UNITY
COMMONS

UNITY
PLACE

THE UNITY
MILE

THE UNITY
WAY

THE INTER-
CONNECTION

PHASE 3

RESEARCH METHODOLOGY

PHASE 3: METHODOLOGY ONLINE SURVEY

Kivvit and Circle of One Marketing created a brief questionnaire – derived from the discussion guide developed for the virtual and in-person conversations – to ensure that: (1) stakeholders and community members would be able to share their feedback for this naming and branding process, even if they could not attend one of the virtual or in-person conversations OR (2) if stakeholders and community members attended a virtual and/or in-person event and felt as though they were not able to express all of their thoughts during the sessions.

SURVEY DETAILS

- + 10-question survey conducted online between March 15, 2022– March 30, 2022
- + Respondents were recruited to take the survey by Underdeck Committee Members, stakeholders, Kivvit, and Circle of One Marketing via email, shared flyers, the Underdeck newsletter, and at Underdeck Community Meetings
- + One half of a percent (.5%) is rounded up in the presentation

AUDIENCES ENGAGED

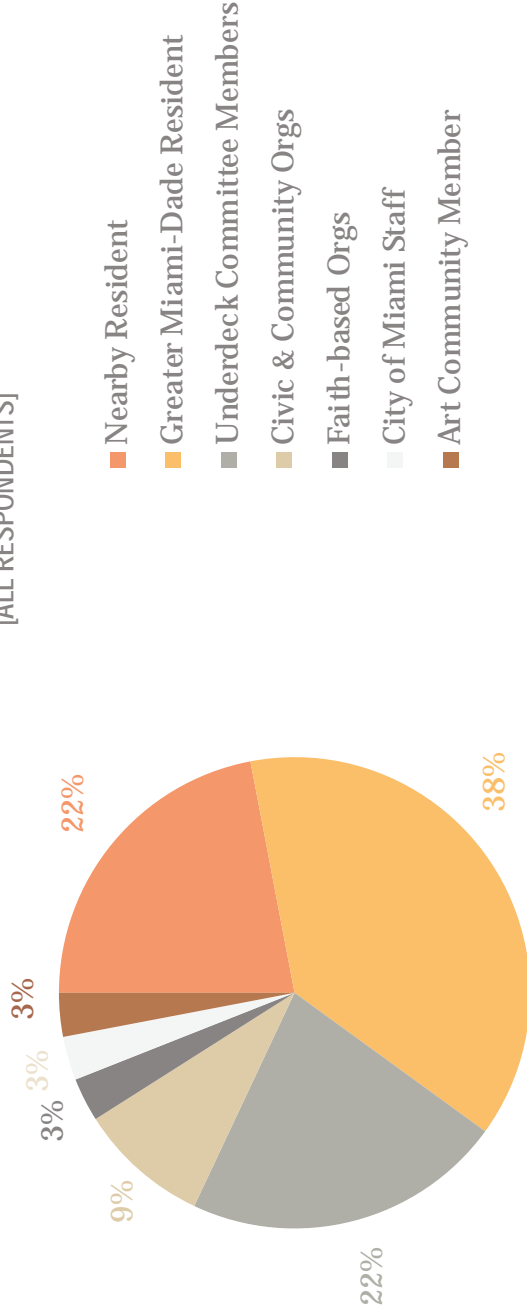
- 32 completed surveys, no weight applied
- + 7 nearby residents
- + 12 greater Miami-Dade resident
- + 3 civic and community organization member
- + 1 faith-based organization member
- + 7 Underdeck Committee member
- + 1 art community member
- + 1 city of Miami staff

DETAILED ONLINE SURVEY FINDINGS

PHASE 3: ONLINE SURVEY FINDINGS

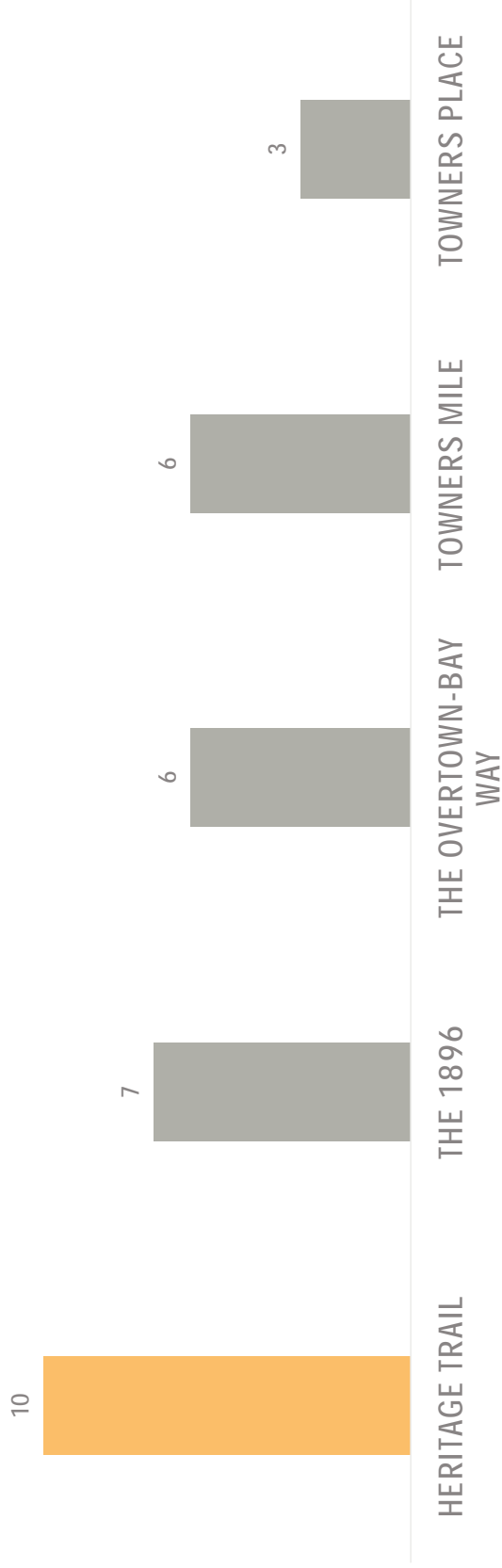
38% GREATER MIAMI-DADE RESIDENTS, 22% NEARBY RESIDENT & 22% UNDERDECK COMMITTEE MEMBERS

WHICH OF THE FOLLOWING OPTIONS BEST DESCRIBES YOUR RELATIONSHIP TO THIS PUBLIC SPACE PROJECT?
[ALL RESPONDENTS]



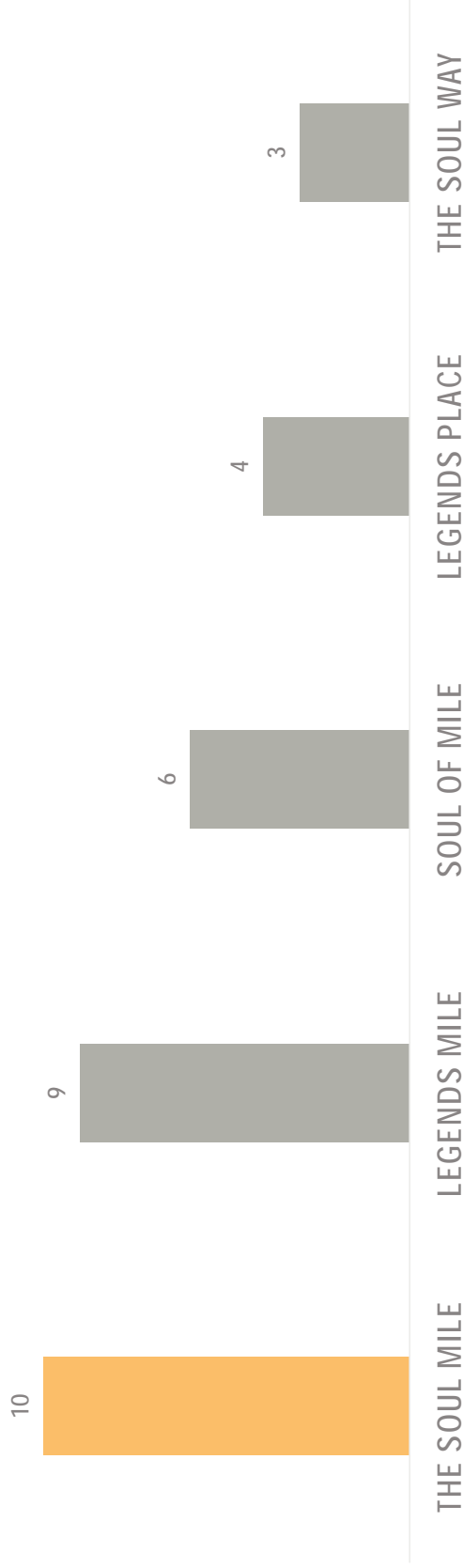
PHASE 3: ONLINE SURVEY FINDINGS GROUP 1

Select the best name option from Group 1.



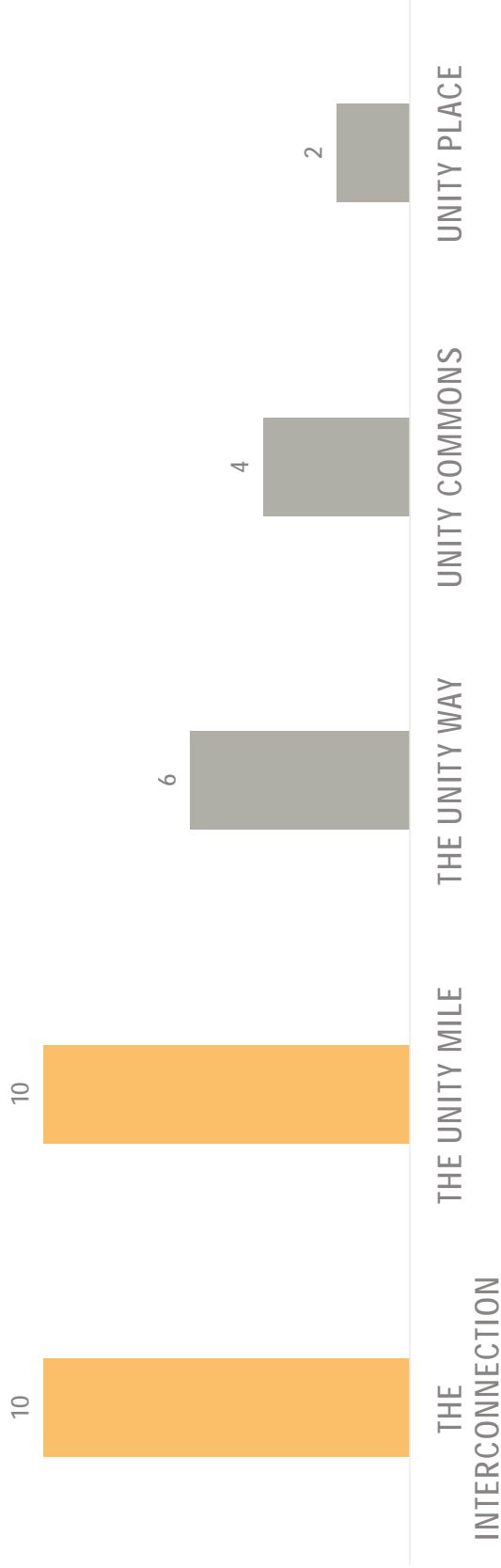
PHASE 3: ONLINE SURVEY FINDINGS GROUP 2

Select the best name option from Group 2.



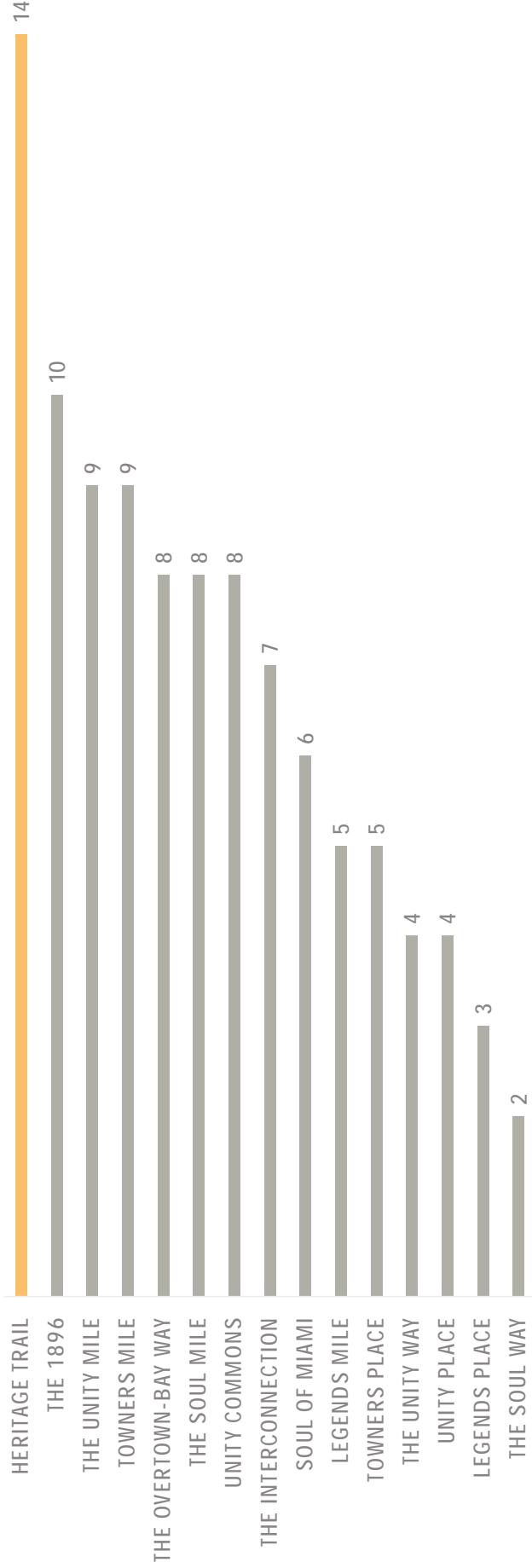
PHASE 3: ONLINE SURVEY FINDINGS GROUP 3

Select the best name option from Group 3.



PHASE 3: ONLINE SURVEY FINDINGS GROUP 1, 2 & 3

Top three name options overall.



FINAL NAMING RECOMMENDATIONS

RECOMMENDATION

HERITAGE TRAIL

RATIONALE: Remembers and honors the culture and history of the area

FIRST ALTERNATE

THE 1896

RATIONALE: An ode to the year Overtown was founded and the year Miami was incorporated as a city

SECOND ALTERNATE

THE UNITY MILE

RATIONALE: Clearly denotes a vision for the united present and future this public space can support

GLOSSARY

GLOSSARY OF TERMS

1. **LEADERSHIP:** Chairs of the Underdeck Committee Working Groups, Chair of the Underdeck Committee, Chair of Town Square Neighborhood Development Corporation (TSNDC).
2. **INFORMED STAKEHOLDERS:** Underdeck Committee Members and stakeholders that had participated in previous Underdeck Stakeholder Engagement meetings and were on the contact list.
3. **UNINFORMED STAKEHOLDERS:** stakeholders that had not participated in previous Underdeck Stakeholder Engagement meetings and had no prior knowledge of the topic.
4. **IN-DEPTH INTERVIEW (IDI):** direct, one-on-one engagement with individual participants.
5. **MINI GROUP:** intimate discussion containing 2 to 7 participants.
6. **FOCUS GROUP:** mid-size group discussion containing 8 to 12 participants.
7. **COMMUNITY DISCUSSION GROUP:** large group discussion containing 12+ participants.
8. **TOWN SQUARE NEIGHBORHOOD DEVELOPMENT CORPORATION (TSNDC):** nonprofit that was developed in 2011 to advocate for the needs of the area surrounding the Arsht Center, museums and arena. Many of the members of TSNDC were also part of the initial Underdeck Committee advocacy group. When it was decided that it would be important to have funding to support community outreach and engagement, and planning for this project, TSNDC agreed to foster this project.



APPENDIX D

REBRANDING RESEARCH REPORT & ANALYSIS

Rebranding Research Report & Analysis

PREPARED BY

JACOBBER CREATIVE



AUGUST 2022

1. Introduction
2. Research Objectives & Methodology
3. Survey Results
 - a. Respondents & Demographics
 - b. Naming Themes
 - c. Brand Voice + Personality
 - d. Brand Assets + Tone
 - e. Logo Colors & Styles
4. Analysis of Overtown Residents
5. Analysis of Downtown Residents
6. Additional Feedback
7. Research Conclusions



SECTION 1

Introduction

INTRODUCTION

A new *Signature Bridge* is being built to replace the existing I-395 highway that goes from *Overtown* to *Biscayne Boulevard*.

It will be raised significantly higher than the existing road, soaring up to 60' and providing space for the creation of a "linear park" running a mile underneath and alongside it.

INTRODUCTION

The working title for this has been "The Underdeck," but *Jacober Creative* has been tasked with coming up with new, final *name proposals* and *logo designs* to brand the space and welcome residents and visitors for years to come.

SECTION 2

Research Objectives & Methodology

RESEARCH OBJECTIVES & METHODOLOGY

Objectives

During July 2022, **Jacober Creative** engaged in a thorough review of previous research efforts, results, and conclusions generated by the **Underdeck Committee, Kivvit** and **Circle of One Marketing**.

The previous research focused more on the nature of the linear park itself. The decision was made to create an additional, more widely distributed survey tightly focused on **naming, logo, and branding** only, and with a limited response timeframe of July 25 through August 5.





RESEARCH OBJECTIVES
& METHODOLOGY

Methodology

A **survey** was developed with **eight key questions** about naming and branding for “The Underdeck”.

This was based on Jacober Creative’s **extensive experience** with *municipalities* and branding research strategies; previous research and the stated needs of “The Underdeck” Committee.

All the *previous research results*, from the community members interviewed or previously surveyed, were onboarded and influenced some of the questions that were asked. Both sets of data serve as a *point of reference* in the ongoing naming and branding process.



RESEARCH OBJECTIVES
& METHODOLOGY

Methodology

- ▶ The goal was to better understand **community perspectives** on “The Underdeck” and help guide the naming and branding process.
- ▶ Due to a tight timeframe for completing the branding process as required by the Committee and the City of Miami, a **limited two-week period** was set for surveys to be submitted.
- ▶ There was **extensive outreach** and **publicity** making use of the Underdeck website, e-blasts, direct outreach and media stories.



SECTION 3

Survey Results



SURVEY RESULTS

Respondents & Demographics

WHERE PEOPLE LIVE

- ▶ **1,221 People Responded to the Survey**
- ▶ The majority of respondents live in the City of Miami **(761 or 62% of total)**.
- ▶ One third of all respondents live in Downtown Miami and adjacent communities **(402 or 33% of total)**.
- ▶ The number of respondents from Overtown was limited but sufficient for statistical analysis **(78 or 6% of total)**.

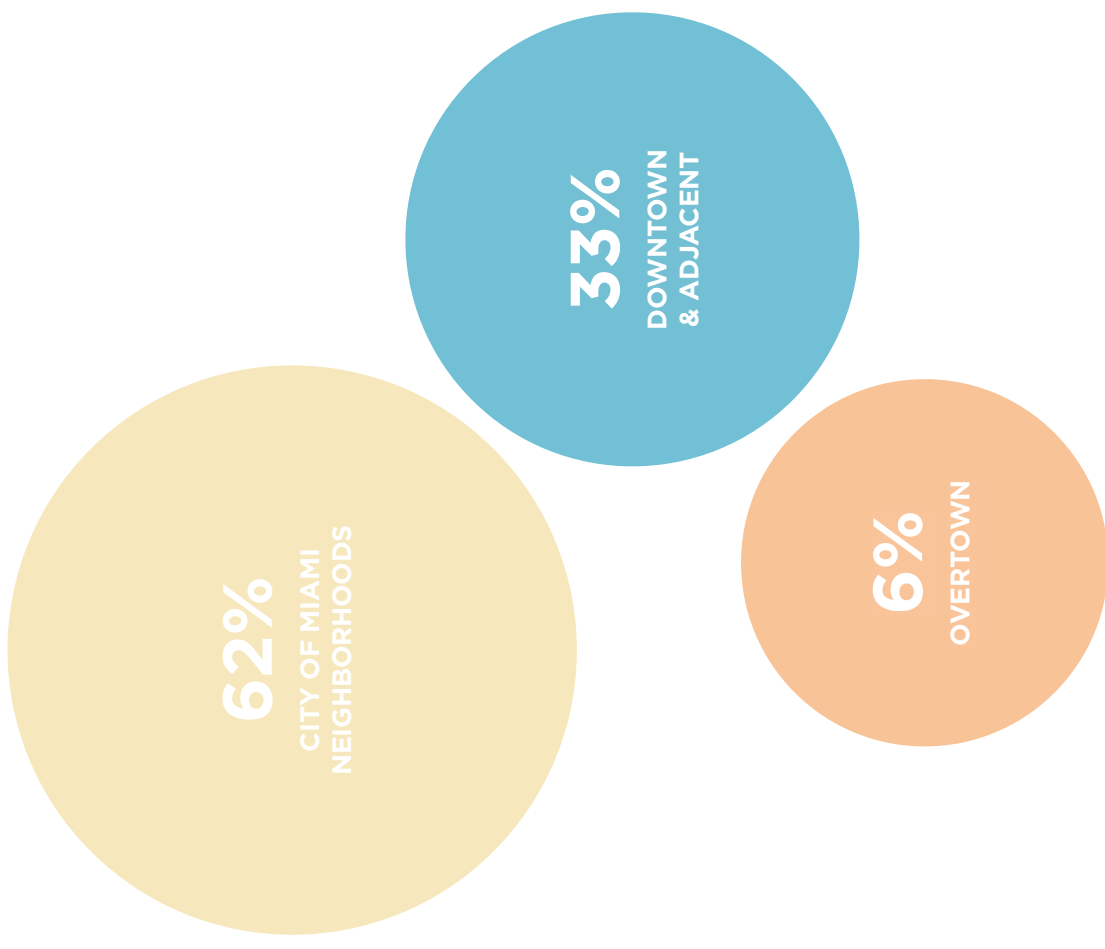


SURVEY RESULTS

Respondents & Demographics

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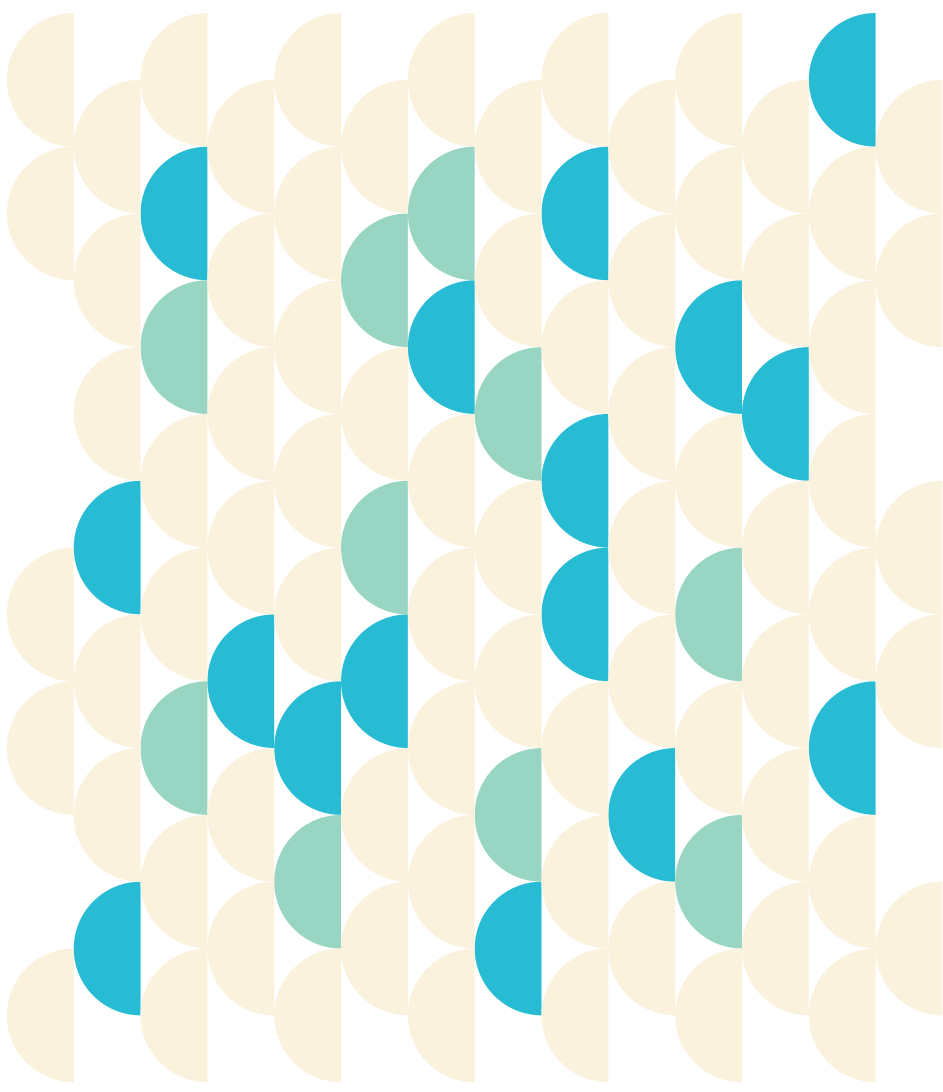


SURVEY RESULTS

Respondents & Demographics

WHAT GROUPS ARE RESPONDENTS MEMBERS OF

- ▶ The vast majority of respondents did not associate with any one group (70%).
- ▶ Effectively, all Underdeck Committee members participated in the survey (34 respondents).
- ▶ A significant number of respondents are **business owners (16%)** and **civic or community organization leaders (10%)**.



SURVEY RESULTS

Naming Themes

The majority of respondents think it is “fairly important” for the name to reference:

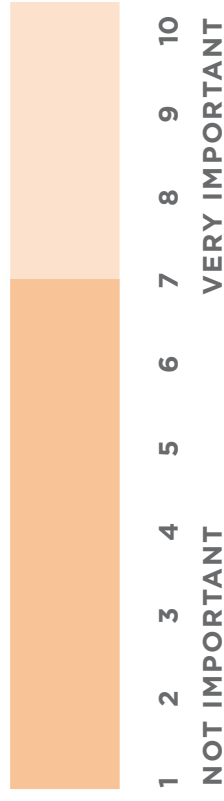
- ▶ The **history, culture, and mosaic of Miami**
- ▶ Be **inclusive** of the multiple communities
“The Underdeck” passes through



HISTORY, CULTURE, AND MOSAIC OF MIAMI



BE INCLUSIVE OF THE MULTIPLE COMMUNITIES “THE UNDERDECK” PASSES THROUGH





SURVEY RESULTS

Brand Voice

A significant number of respondents feel the name and the logo for "The Underdeck" should evoke uplifting feelings, by choosing the words **inspiring**, **proud**, and **optimistic**.



Inspiring 46%

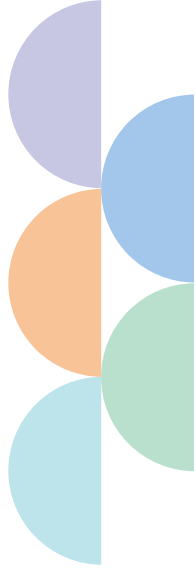
Proud 38%

Optimistic 30%

SURVEY RESULTS

Brand Personality

There was no singularly popular personality trait for the name to serve as an effective guide. The top five were:



Friendly 26%

Attractive 23%

Bold 22%

Unique 22%

Contemporary 22%

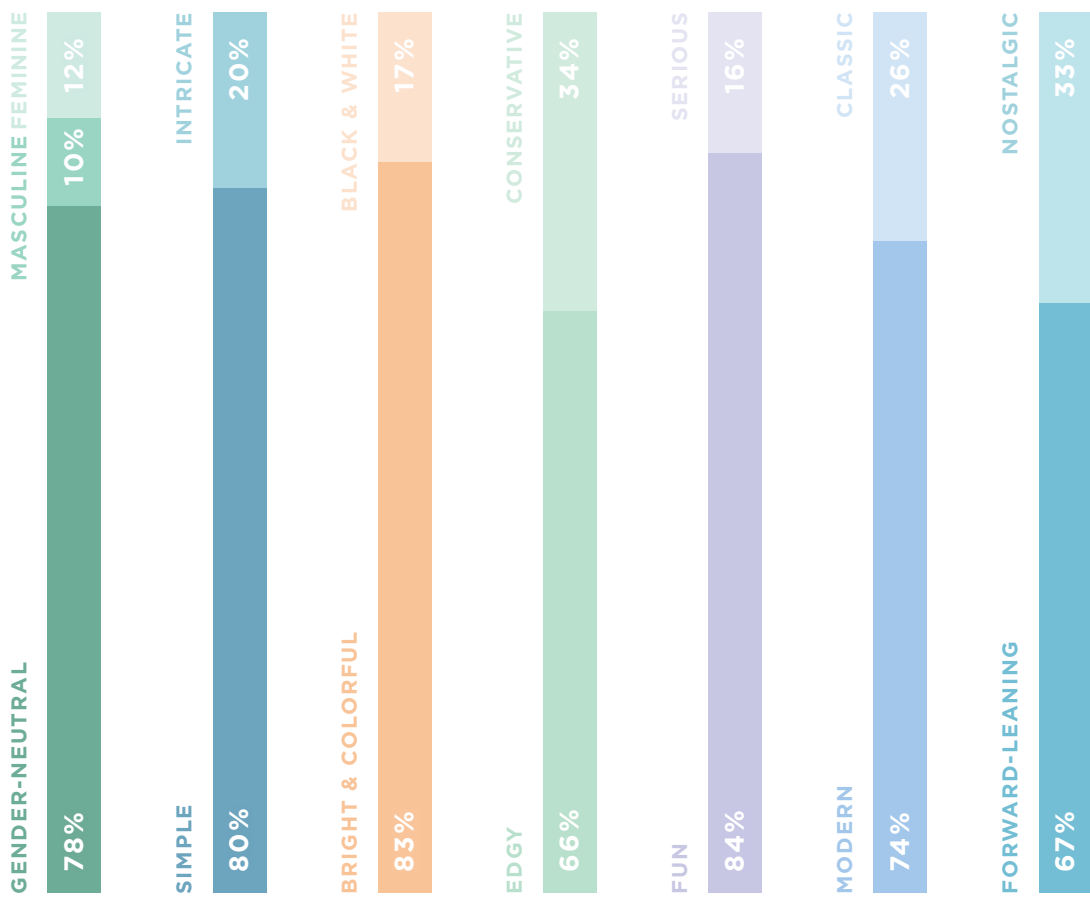


SURVEY RESULTS

Brand Assets

Respondents definitively chose the following characteristics for the brand image of “The Underdeck”:

*When offered a choice between **sporty vs elegant**, and **abstract vs representational**, respondents were fairly equally divided on these characteristics.*





SURVEY RESULTS

Brand Tone

There was no singularly popular brand tone to serve as an effective guide for the name and logo. The top five were:



Iconic 31%

Vibrant 30%

Historical 24%

Diverse 22%

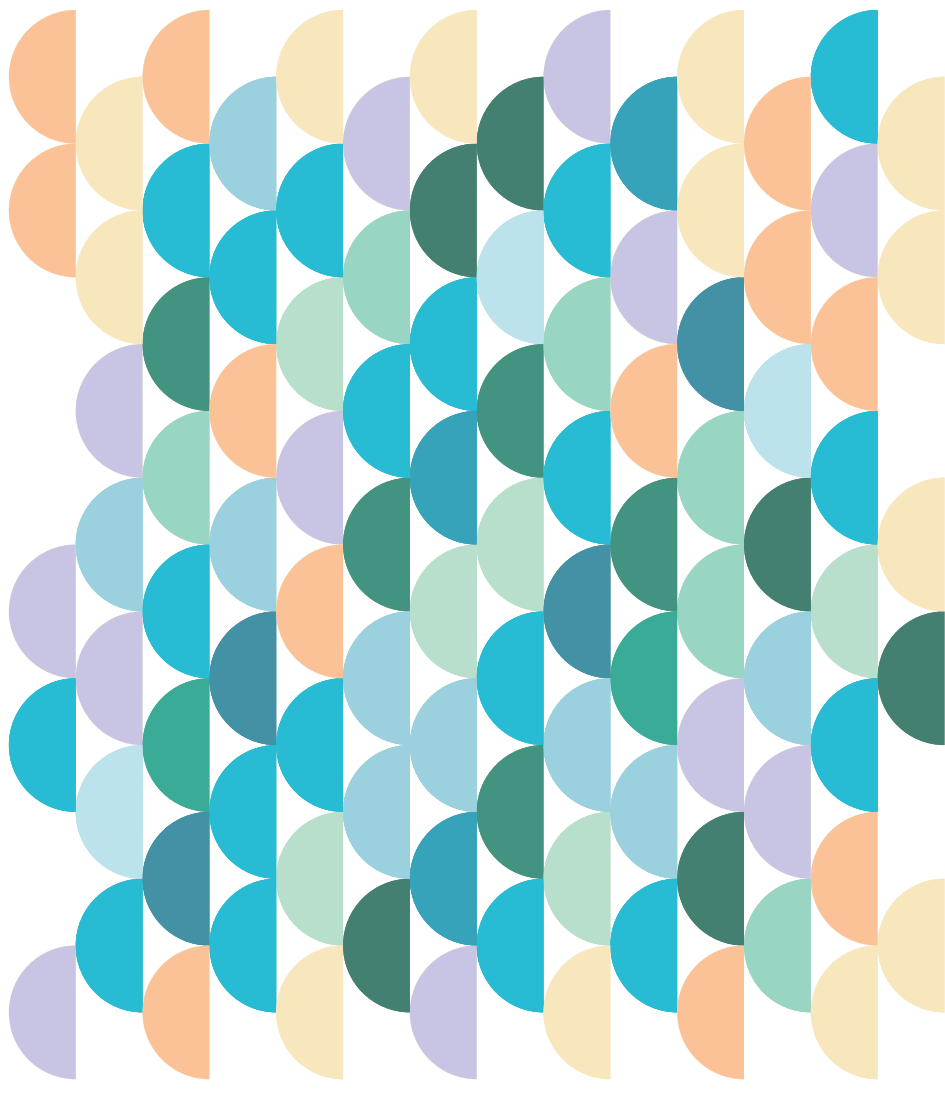
Innovative 21%

SURVEY RESULTS

Logo Design Colors

The majority of respondents preferred the following **colors** for the logo:

- ▶ **38% Blue**
- ▶ **25% Green**
- ▶ **Orange, Purple, and Yellow** rounded out the top five.



SURVEY RESULTS

Logo Design

The majority of respondents preferred the following **styles** for the logo:

- ▶ **41% Word Marks**
- ▶ **31% Combination**

41% WORD MARKS/LOGOTYPES



31% COMBINATION LOGO MARKS



SECTION 4

Analysis of Overtown Residents

ANALYSIS OF OVERTOWN RESIDENTS

The Overtown community is key to the creation and goals of “The Underdeck,” because of *geography* and *history*.

Due to the relatively low percentage of this survey's respondents who indicated they live there, a *comparative analysis* was made between Overtown residents (*78 respondents*) and people that live in other locations (*1,143 respondents*) to tease out any significant differences.

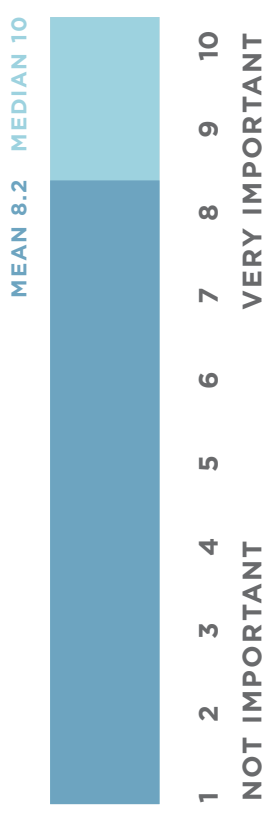
ANALYSIS OF OVERTOWN RESIDENTS

Importance of *History & Inclusivity*

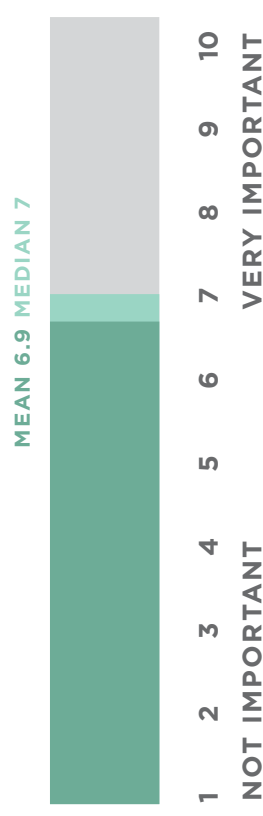
Overtown residents gave somewhat more importance to **history** and **inclusivity** than other respondents.



OVERTOWN RESIDENTS



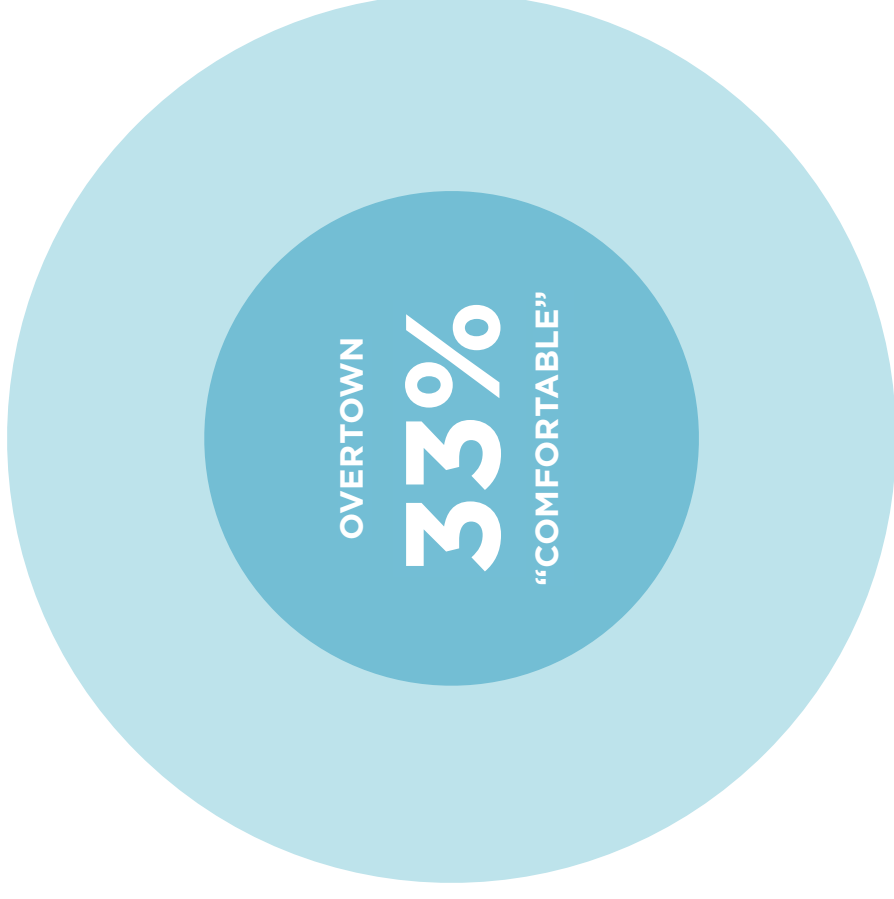
RESIDENTS OF ALL OTHER AREAS



ANALYSIS OF OVERTOWN RESIDENTS

Preferred Emotions for *Name & Logo*

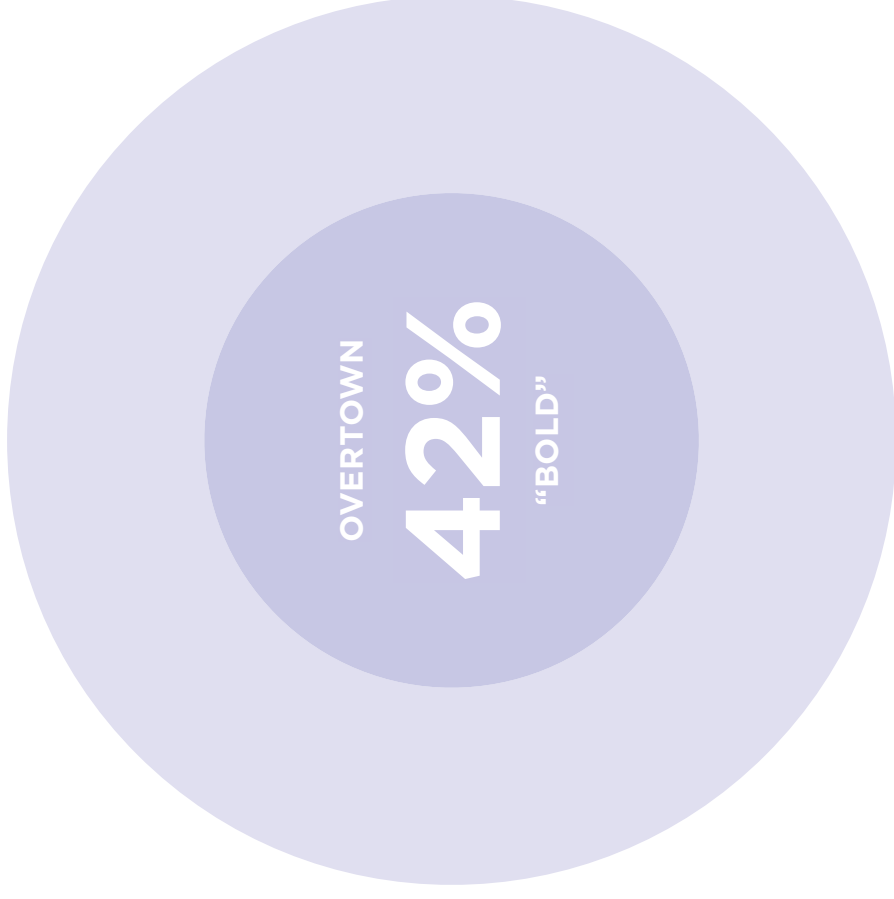
Overtown residents agreed with residents of other areas that **inspiring** and **proud** were their two most preferred emotions for the name and logo. For a third option, Overtown residents clearly favored **comfortable** while other areas favored **optimistic**.



ANALYSIS OF OVERTOWN RESIDENTS

Preferred *Brand Personality*

Overtown residents clearly favored **bold** with **42%** while all other respondents did not definitively select one brand personality trait over any other.

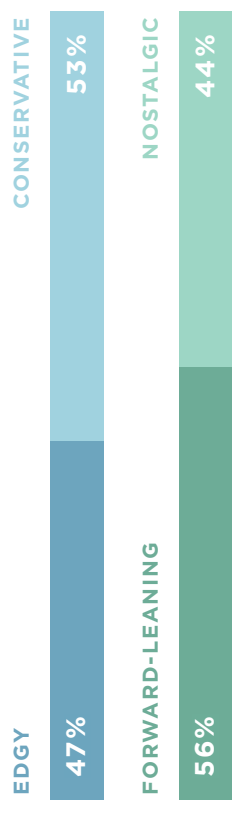


ANALYSIS OF OVERTOWN RESIDENTS

Preferred Brand Image Characteristics

Overtown residents were fairly evenly split between **conservative vs. edgy**, and **nostalgic vs. forward-leaning**, as brand image characteristics, while all other respondents strongly favored **edgy** and **forward-leaning**.

OVERTOWN RESIDENTS



RESIDENTS OF ALL OTHER AREAS





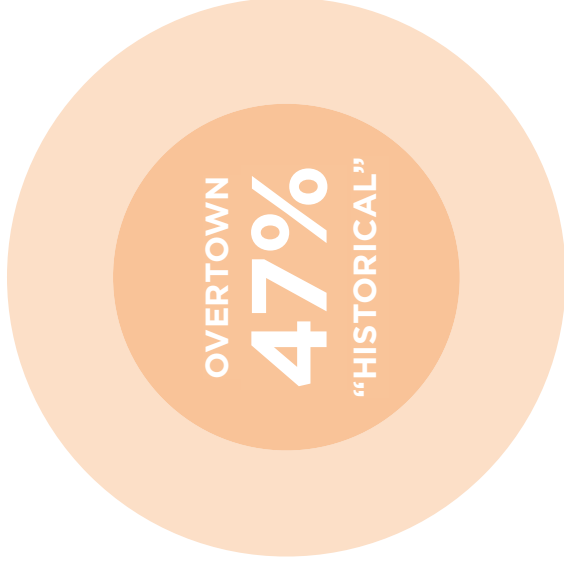
ANALYSIS OF OVERTOWN RESIDENTS

Preferred Brand Tone

Overtown residents strongly preferred **historical** and **legacy**, while all other residents of other areas did not definitively select any one brand tone.



MOST PREFERRED BRAND TONES



ANALYSIS OF OVERTOWN RESIDENTS

Preferred Logo Styles

Overtown residents were evenly split among the four types of logo styles, unlike residents of other areas who preferred word marks/logotypes.

27% WORD MARKS/LOGOTYPES



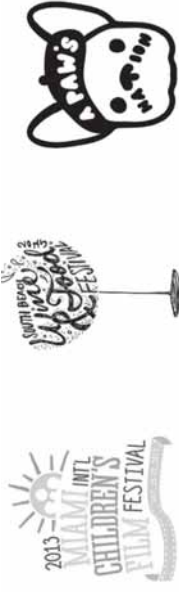
24% EMBLEMS/BADGES



24% COMBINATION LOGO MARKS



24% HAND DRAWN



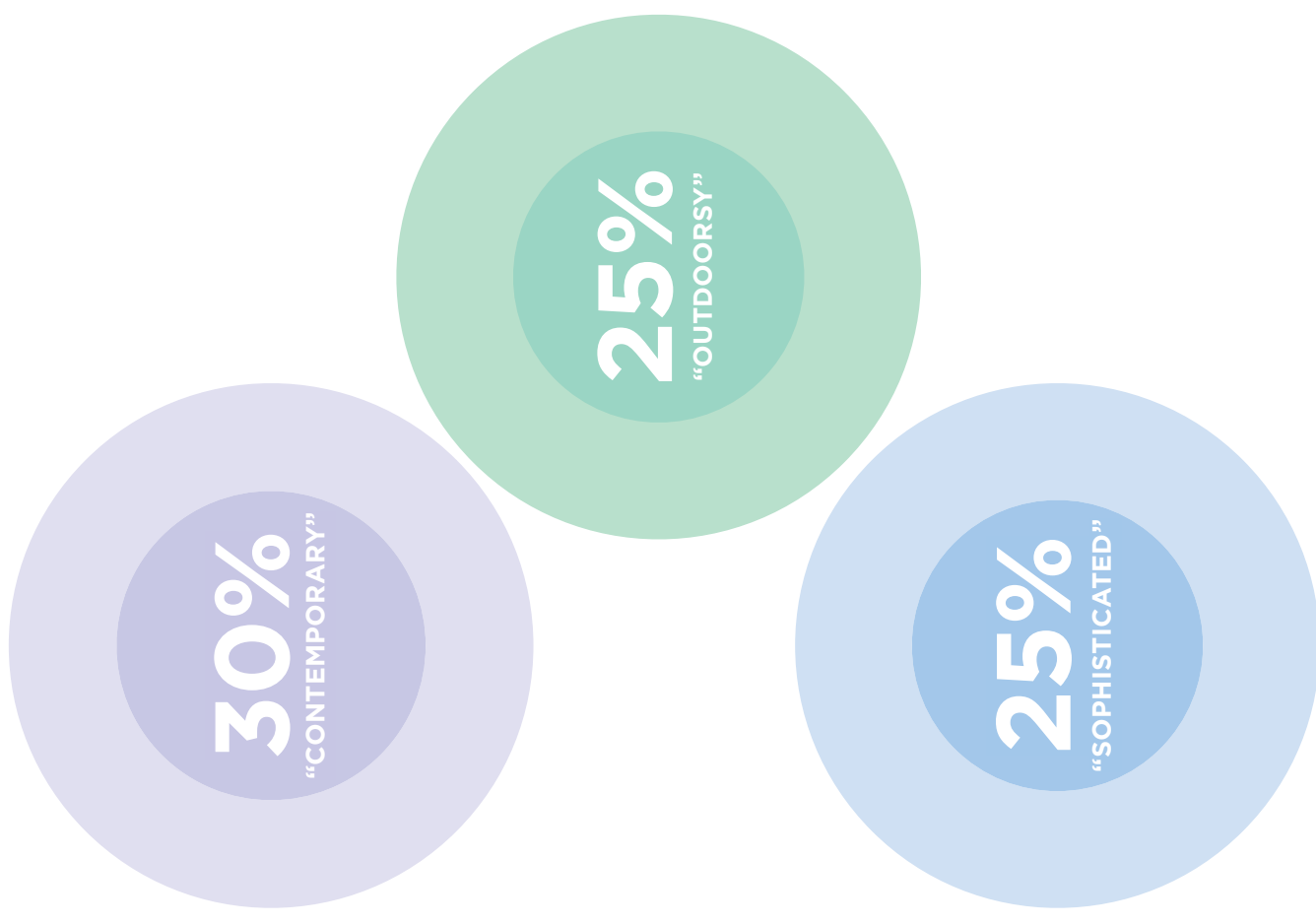
SECTION 5

Analysis of Downtown Residents

ANALYSIS OF DOWNTOWN RESIDENTS

Preferred Brand Traits

While respondents generally did not definitively select one brand personality trait over any other, residents from **Downtown/Edgewater, Brickell** and **Wynwood** clearly favored **contemporary (30%)**, **outdoorsy (25%)**, and **sophisticated (25%)**.





SECTION 6

Additional Feedback



ADDITIONAL FEEDBACK

Common Themes

About **one-third (400)** of the respondents chose to leave additional feedback in the optional comment box at the end of the survey.

Common themes to emerge were:

- ▶ Honoring Overtown and Miami **culture** and **history (10%)**
- ▶ **Unity** and **inclusion (8%)**

COMMON THEMES ADDITIONAL RESIDENT FEEDBACK





ADDITIONAL FEEDBACK

Additional Comments

Some people **suggested keeping the name**
“The Underdeck” **(3%)**.

Appeal to **tourists** as well as the **local community (2%)**.

A **number of people** were advocating for **shade**
and creating a truly **green space (4%)**.

Some people were **concerned** about the **safety**
and **security** of the park **(3%)**.

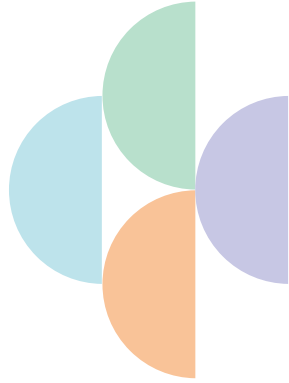
More than 80 specific names were suggested by respondents
and are being reviewed during the naming process.





ADDITIONAL FEEDBACK

Select Survey Comments



“Please be thoughtful of the **history of Miami**. With an emphasis on **indigenous, black** and **minority cultures** that helped create the Miami we have come to love.”

“Make this a **place for everyone**. We need to come together as a city and the first step is **bridging the communities** of this city is positive way.”

“Keep the name **simple, organic, and nature driven**.”

“Ensure that the naming reflects the **historical, social** and **cultural** theme of the **Overtown** area.”

ADDITIONAL FEEDBACK

Select Survey Comments



“The **name** and **identity** should represent our history but also reflect a future built on **community** and **sustainability**.”

“I believe the **name** should be one of **distinction** that places this park under **international recognition**.”

“**Name** should be **beautiful, fun, sophisticated . . .**”

“**Name/brand/logo** for this public park and gathering space needs to be **inviting, inclusive** and **a source of pride**.”



SECTION 7

Research Conclusions



MAIN TAKEAWAY

People want *balance*...



RESEARCH CONCLUSIONS

Survey respondents broadly want a name and branding for "The Underdeck" that is *positive, unique, simple, colorful, and modern.*

Respondents also preferred *edgy* and *forward-leaning* as brand characteristics.

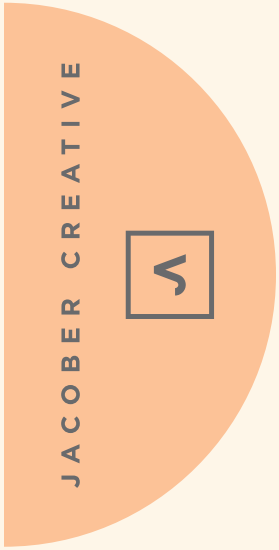
In addition they want to honor Miami and/or Overtown's *history, culture, and diversity.*

RESEARCH CONCLUSIONS

While Overtown respondents lean more to recognizing *history, diversity, and legacy*, their responses were not radically different overall than those living in other areas.

These community goals can be combined in a *creative name, logo, and branding*. They can also be *satisfied and balanced* through having additional localized names for sections of “The Underdeck.”

Thank You.



A FULL SERVICE DESIGN & MARKETING FIRM

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MIAMI BEACH, FL 33139
JACOBER.COM/INDERDECK COMMITTEE REPORT 364



THE UNDERDECK MIAMI SPORTS

APPENDIX D

NAMING PROPOSAL



Naming Proposal



PREPARED BY
JACOBBER CREATIVE



SEPTEMBER 2022

1. Introduction
 2. Research Objectives & Methodology
 3. Naming Objective
 4. Let's Consider
 5. Proposed Names
-
-
-
-
-

SECTION 1

Introduction

INTRODUCTION

A new *Signature Bridge* is being built to replace the existing I-395 highway that goes from *Overtown* to *Biscayne Boulevard*.

It will be raised significantly higher than the existing road, soaring up to 60' and providing space for the creation of a "linear park" running a mile underneath and alongside it.

INTRODUCTION

The working title for this has been "The Underdeck," but *Jacobber Creative* has been tasked with coming up with new, final *name proposals* and *logo designs* to brand the space and welcome residents and visitors for years to come.

SECTION 2

Research Objectives & Methodology

Objectives

During July 2022, **Jacobser Creative** engaged in a thorough review of previous research efforts, results, and conclusions generated by the **Underdeck Committee, Kivvit** and **Circle of One Marketing**.

The previous research focused more on the nature of the linear park itself. The decision was made to create an additional, more widely distributed survey tightly focused on **naming, logo, and branding** only, and with a limited response timeframe of July 25 through August 5.



RESEARCH OBJECTIVES
& METHODOLOGY

Methodology

A **survey** was developed with **eight key questions** about naming and branding for “The Underdeck”.

This was based on Jacobber Creative’s **extensive experience** with *municipalities* and branding research strategies; previous research and the stated needs of “The Underdeck” Committee.

All the *previous research results*, from the community members interviewed or previously surveyed, were onboarded and influenced some of the questions that were asked. Both sets of data serve as a *point of reference* in the ongoing naming and branding process.



Methodology

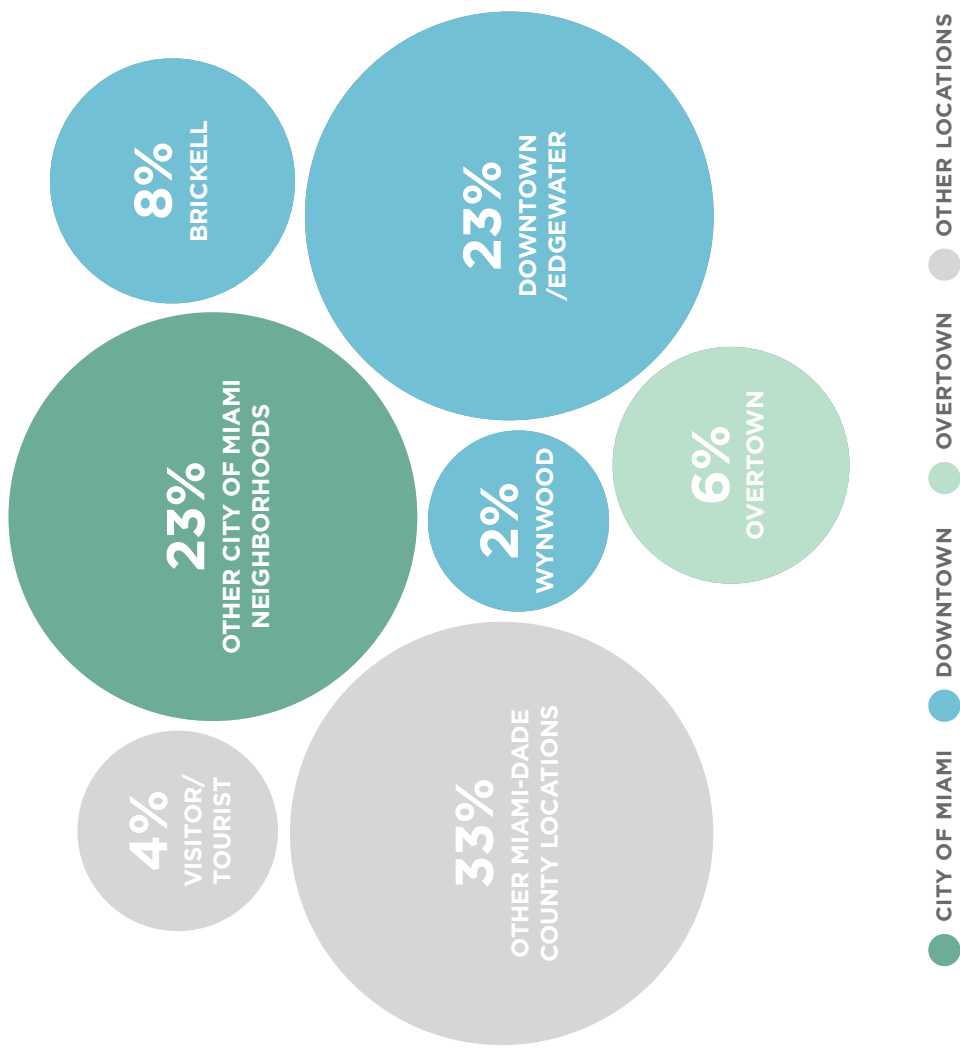
- ▶ The goal was to better understand **community perspectives** on “The Underdeck” and help guide the naming and branding process.
- ▶ Due to a tight timeframe for completing the branding process as required by the Committee and the City of Miami, a **limited two-week period** was set for surveys to be submitted.
- ▶ There was **extensive outreach** and **publicity** making use of the Underdeck website, e-blasts, direct outreach and media stories.



SURVEY RESULTS

Respondents & Demographics

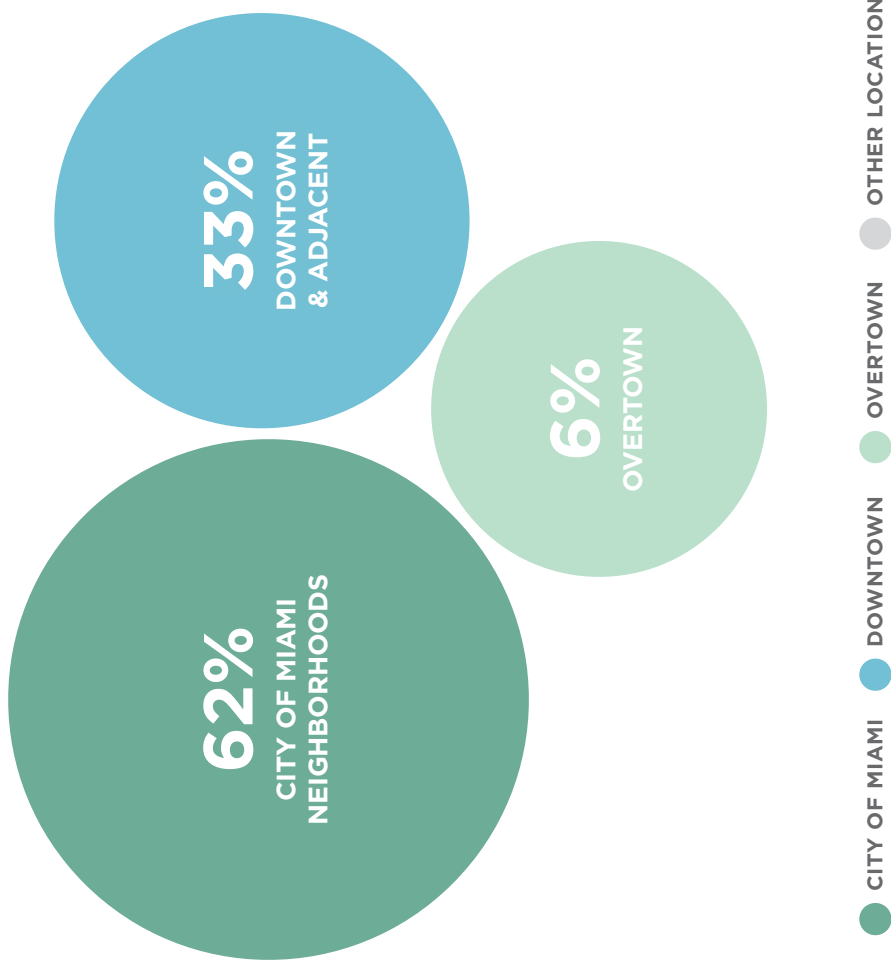
- ▶ 1,221 People Responded to the Survey
- ▶ The majority of respondents live in the City of Miami **(761 or 62% of total)**.
- ▶ One third of all respondents live in Downtown Miami and adjacent communities **(402 or 33% of total)**.
- ▶ The number of respondents from Overtown was limited but sufficient for statistical analysis **(78 or 6% of total)**.



SURVEY RESULTS

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SECTION 3

Naming Objective

NAMING OBJECTIVE

To recommend names for the 33-acre public space, currently known as “The Underdeck” that:

Capture and engage the attention of residents and visitors

Appeal to *all demographics* and *ages*

Are *easy* and *clear* to remember while strengthening brand recognition

RESEARCH CONCLUSIONS

Survey respondents broadly want a name and branding for "The Underdeck" that is *uplifting, positive, unique, simple, colorful, and modern.*

Respondents also preferred *edgy and forward-leaning* as *brand characteristics.*

In addition, they want the branding to be *inclusive* and to honor Miami and/or Overtown's *history, culture, and diversity.*

SECTION 4

Let's Consider

Let's Consider

Developing a **brand name** is a **strategic** and **creative process**.

It takes **creativity** and **time**, and is a **clearly-structured approach**.

Names need time to **mature**—it might not **sound** right at first,
but with time **you'll grow into it**.

A **new brand name** might feel **uncomfortable** or unsuitable—**give it time**.

Finally, the **value** and **meaning** of the name is a part of
the **whole communication effort** and **customer experience** with the brand.

SECTION 5

Proposed Names

CATEGORY 1

Historical / Inclusive

CATEGORY 2

Unity

CATEGORY 3

Edgy & Forward-Leaning

CATEGORY 1

Historical / Inclusive

HISTORICAL / INCLUSIVE

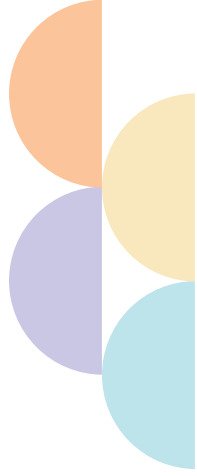
Miami Overtown Downtown Mile (MOD)

- ▶ The acronym would be pronounced like the word “Mod” as in “**Modern.**”
- ▶ Positions the public space as a **hip** and **contemporary** destination that **brings people together.**
- ▶ Incorporates **Overtown, Downtown,** and **Miami** without favoring one over the other, as per the survey respondents emphasis on the **mosaic of Miami** and being **inclusive.**
- ▶ It’s short for **modification** — which implies “**modifying**” and or **rectifying** the original challenges brought on by the 395 highway.
- ▶ It’s synonymous with **stylish.**
- ▶ It encompasses favored survey results of **inclusive, edgy** and **sophisticated.**



HISTORICAL / INCLUSIVE

Overtown Miami Greenway (OMG)



ALTERNATIVE COULD BE OVERTOWN MIAMI GATEWAY

- ▶ This is a name that smoothly encompasses the sense of the **diverse neighborhoods** and **cultures** of the adjacent communities, as prioritized in the survey results.
- ▶ By using **Greenway** as a descriptor this name captures the strong desire from residents for a **shaded, green space** and not a concrete pathway, making it **appealing** and **inviting**.
- ▶ This name can also be the **acronym OMG**, which has evolved from a texting shortcut to be an actual expression that people commonly say and can be taken as expressing the **“wow factor”** of how the community feels about the new space.
- ▶ By using **Greenway** and **OMG**, this name is **forward-leaning, fun, modern**, and **optimistic**, descriptors that were popular with the survey respondents.

HISTORICAL / INCLUSIVE

Downtown Overtown Connection / *The Connection / The DOC*

- ▶ Addresses the desire to physically reconnect the Overtown community with the rest of Miami as it was divided in the past by the construction of the original elevated highways.
- ▶ Overtown and Downtown are given equal weight, as per the survey respondents emphasis on the mosaic of Miami and being inclusive.
- ▶ As the survey results concluded, there is a desire to unify Miami neighborhoods and people, and this name captures that by reconnecting communities.
- ▶ Overtime, in casual use it could become **The Connection** or **The DOC**.



HISTORICAL / INCLUSIVE

Miami Connex

FROM OVERTOWN TO THE BAY

- ▶ Addresses the desire to **physically reconnect** the **Overtown** community that was **historically divided** by the construction of the original elevated highways.
- ▶ In addition, as the survey results concluded, there is a desire to bring **Miami neighborhoods** and **people** together in a unifying way, and this name captures that, connecting **spaces, peoples, and cultures.**
- ▶ The use of the **“x”** as an alternative spelling of **“connects”** creates a distinct logo identity that references the idea of a **crosstown park**, of a **railroad crossing**, and some positive **“X factor.”**
- ▶ The **“x”** is a plus for **designing** and **marketing.**



CATEGORY 2

Unity

UNITY

The Miami Link / The Link / (MiLi)

FROM OVERTOWN TO THE BAY

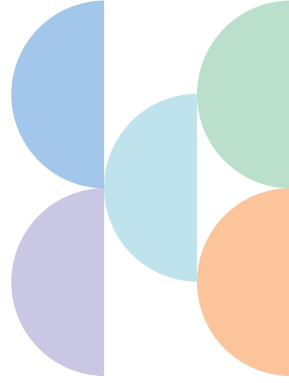


- ▶ This name speaks to the idea of **linking** the **neighborhoods** and **communities** of Miami together, addressing the goal of the branding being **inclusive** that survey respondents favored.
- ▶ One step further, it ties into linking to **the past** and offers a light nod to the historical aspect and how this *link* unites us.
- ▶ The shortened version “**MiLi**” captures the way many major cities have rebranded areas with a memorable **modern** and **forward-leaning** phrase, two additional characteristics that were chosen by survey respondents.
- ▶ For short this can be referred to as “**The Link.**”

UNITY

The Miami Local /
The Local /
The Lo /
(MiLo)

FROM OVERTOWN TO THE BAY



- ▶ Establishes the park as a **desirable destination** encompassing **friendly** and **safe** neighborhoods, attributes favored by survey respondents.
- ▶ Defines the public space as “**more than just a park**” and elevates it to a “**place where friends meet up at their local and hang out,**” and “**get the low-down.**”
- ▶ **Nostalgic, friendly,** and **memorable, yet contemporary,** attributes of interest to survey respondents.
- ▶ The shortened version **MiLo** captures the way many major cities have rebranded areas with a memorable **modern** and **forward-leaning** phrase, two additional characteristics that were chosen by survey respondents.
- ▶ For branding could be shortened to “**The Lo.**”

UNITY

The Miami Way / The Way

FROM OVERTOWN TO THE BAY

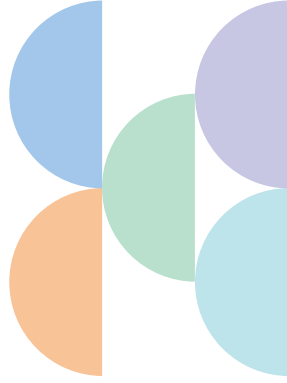
- ▶ This name is playing on the **double meaning** of the word “**way**,” as a **path** or **track**, and as a style or approach.
- ▶ It is a **strong, clear name** that is **fun, modern and simple**—all characteristics that survey respondents indicated were important to them.
- ▶ Can be seen as **inclusive**, another attribute survey respondents wanted in a name, as in, “**There’s a Miami way of doing things.**”
- ▶ **Versatile** and is **easily adapted** to a variety of marketing concepts and contexts across a slate of **social media platforms.**
- ▶ Can be shortened in casual references to “**The Way.**”



LEGACY

Miami Crosstown Trail / *The Crosstown / The Trail*

FROM OVERTOWN TO THE BAY



- ▶ Positions the space as **crossing through** the center of **Miami**, embracing both **Downtown** and **Overtown** communities, something survey respondents strongly desire.
- ▶ There is also an echo of **“crossing the railroad tracks,”** which the linear park specifically does, with a centerpiece bridge of its own.
- ▶ The use of the word **Trail** to describe the actual place is **welcoming** and **approachable**, reaching back to Miami’s **indigenous history** and forward to an **attractive, outdoorsy**, and **fun future**, attributes popular with survey respondents.
- ▶ Easy to **remember** and **understand**.
- ▶ Can be shortened for **marketing** and **casual use** to be **The Crosstown** or **The Trail**.



CATEGORY 3

Edgy & Forward-Learning

EDGY & FORWARD-LEARNING

WAO Greenway (We Are One)

FROM OVERTOWN TO THE BAY



- ▶ This acronym is pronounced as **“wow”** and implies the **“wow factor”** the public will feel about the space.
- ▶ The full name of **“we are one”** speaks to the desire for **inclusiveness** and **unity** among survey respondents.
- ▶ This name has an **inspirational, optimistic, and unique** feel, which were characteristics also preferred by survey participants.
- ▶ By using **Greenway** as a descriptor this name captures the strong desire from residents for a **shaded, green space** and not a concrete pathway, making it **appealing** and **inviting**.
- ▶ **WAO** also connects to the **multiple Spanish cultures** that live in our community. *Spanish spelling* of wow.

EDGY & FORWARD-LEARNING

The Baseline

FROM OVERTOWN TO THE BAY



- ▶ This is a name that uses the base as a **center** or **foundation**, and a **line** as in **road** or **track**. It references the foundation or the most important aspect of a structure or idea.
- ▶ The foundation idea can be viewed as **building on** and **strengthening** the **roots** and **structure** of Miami’s many communities.
- ▶ And can also be seen as **musical “base line”** that keeps the beat moving.
- ▶ The musical reference is **evocative** as well of the **cultural performances** that will take place in parts of the “linear park.”
- ▶ It is **optimistic, fun, inclusive, simple**, and both **modern** yet honoring of **legacy**, in congruence with survey responses.
- ▶ **“Let’s go to the Base”** or **“let’s go to the line”** could be natural, shortened ways people would refer to the space.

EDGY & FORWARD-LEARNING

The Miami Bond / *The Bond / (MiBo)*

FROM OVERTOWN TO THE BAY

- ▶ Speaks to the **bonds** that bring us together as **communities, neighbors,** and **citizens,** resonating with the inclusiveness that survey respondents prioritize.
- ▶ As a name, it positions this as a place where Miami residents come together to **connect** and **share,** and to celebrate the **unique diversity** of the City.
- ▶ The name is **sophisticated, contemporary, inspiring,** and **edgy,** characteristics that many survey respondents also favored.
- ▶ **MiBo,** one of the shortened versions of this name captures the way many major cities have rebranded areas in a **modern** and **forward-leaning** way. Two additional characteristics that were chosen by survey respondents.



EDGY & FORWARD-LEARNING

The HEART

(Historic Entertainment Arts & Recreation Trail)

FROM OVERTOWN TO THE BAY



- ▶ This name works well as an acronym that embraces the **universal human heart**, connecting the public emotionally.
- ▶ The name also implies that the space is at the center of all that is happening in Miami, and resonates with survey respondents’ preferred characteristics of **inspiring, iconic, friendly, attractive, and simple**.
- ▶ What the acronym stands for specifically embraces the **multiple uses** for the space, from **outdoor activities to musical performances**.
- ▶ The name also resonates with the rich cultural history of **Overtown** in its heyday, from **Louis Armstrong to Ella Fitzgerald**.
- ▶ **An alternative version could be the acronym The HART (Historic Arts & Recreation Trail)**



Let It Sit...

HISTORICAL / INCLUSIVE

Miami Overtown Downtown
(*MOD*) Mile

Overtown Miami Greenway (*OMG*)
Downtown Overtown Connection
(*DOC*)

Miami Connex

UNITY

The Link (*MiLi*)

The Miami Link

The Local (*MiLo*)

The Miami Local

The Miami Way

Miami Crosstown Trail

EDGY & FORWARD-LEARNING

WAO Greenway (*We Are One*)

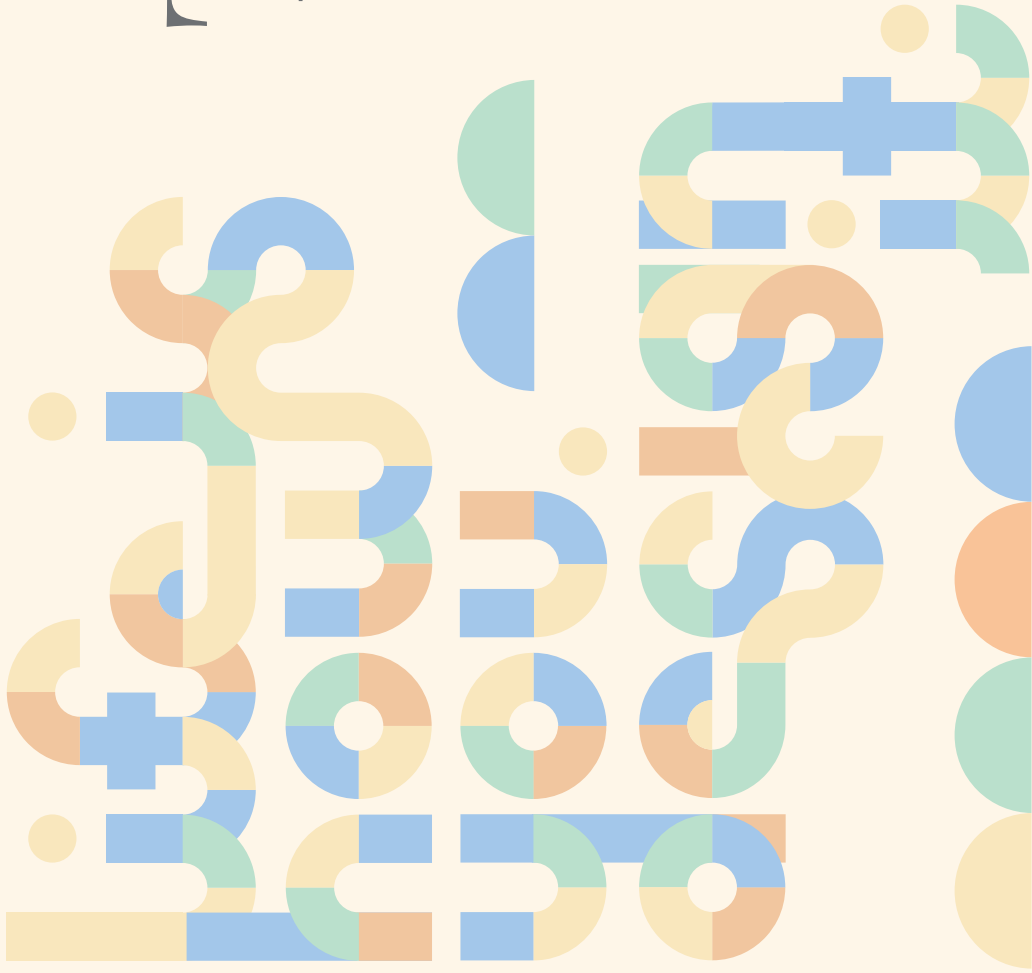
The BaseLine

The Bond (*MiBo*)

The Miami Bond

The HEART

(Historic Entertainment Arts & Recreational
Trail)



Thank You.

JACOBER CREATIVE

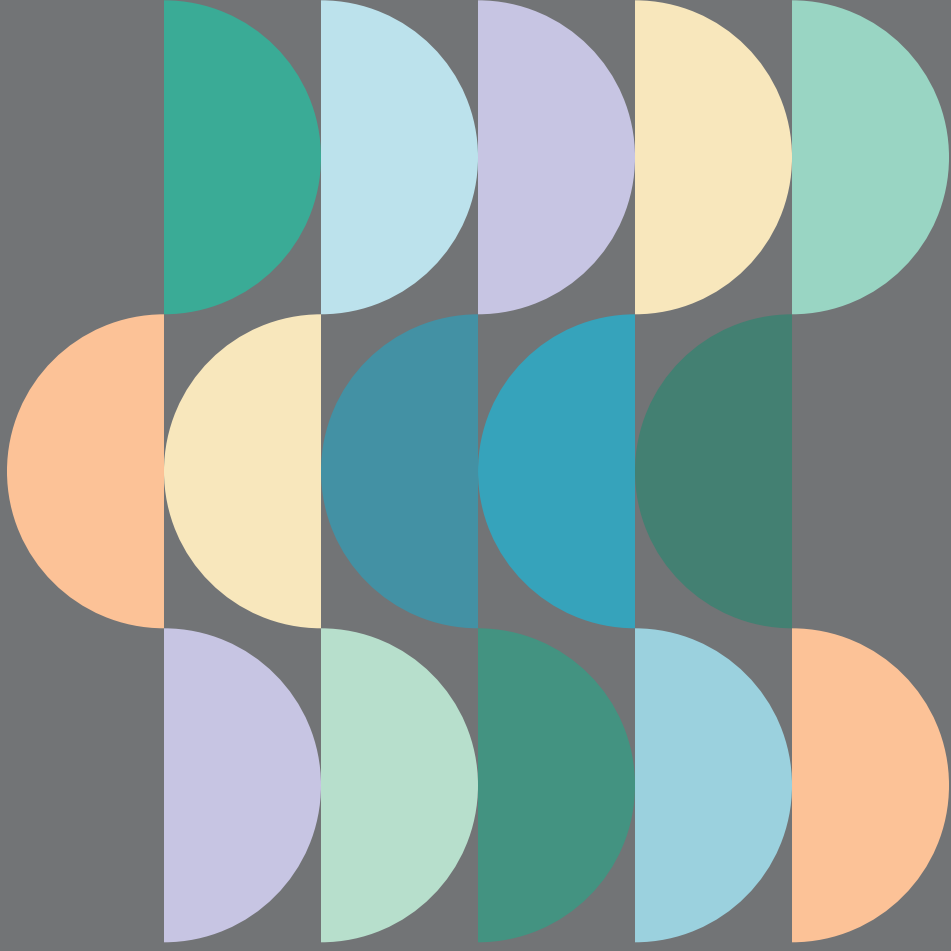


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NAMING PROPOSAL; ADDITIONAL NAMES



Naming Proposal

Additional Names



PREPARED BY
JACOB C R E A T I V E



SEPTEMBER 2022

1. Proposed New Names
 2. Front Runners/Modified
 3. Naming Recap
 4. Original Proposed Names
-



NAMING PROPOSAL

Proposed New Names



PROPOSED NEW NAMES

The Stride Greenway

PROPOSED NEW NAMES

The Stride Greenway

*...from Overtown
to the Bay*

- ▶ This is an iconic, contemporary and upbeat name that references the act of walking the linear mile, in a decisive new direction.
- ▶ By using Greenway as a descriptor this name captures the strong desire from residents for a shaded, green space and not a concrete pathway, making it appealing and inviting.
- ▶ This name has an inspirational, optimistic and unique feel, which were characteristics also preferred by survey participants.
- ▶ By using a tagline that addresses the adjacent communities and the actual geographic reach of the new Greenway, this name encompasses the sense of the diverse neighborhoods and cultures, as prioritized in the survey results.
- ▶ As a branding benefit, the name can be used in the shortened form of **The Stride**.



STIPES

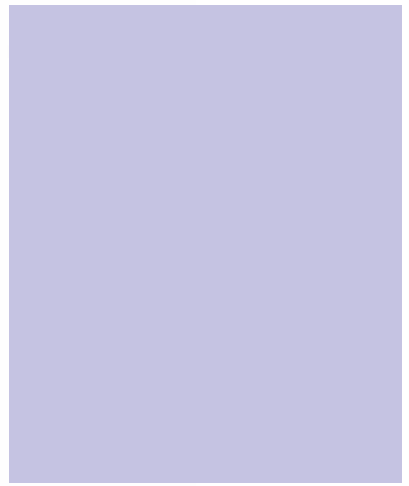
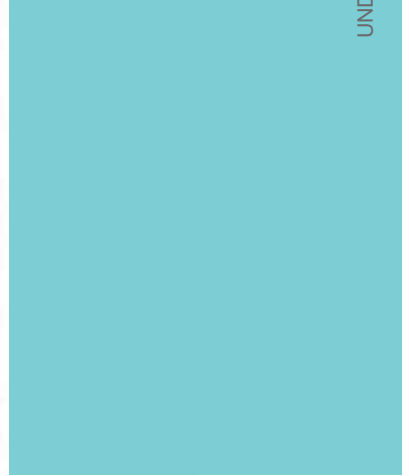
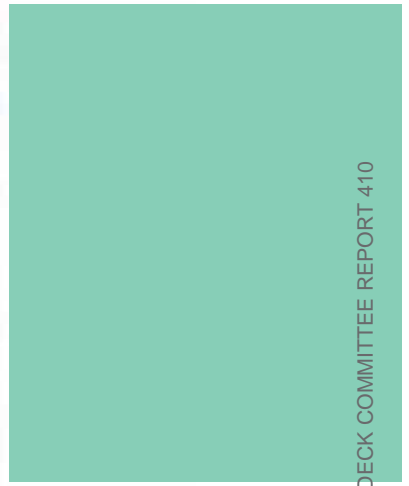
GREENWAY

FROM OVERTOWN TO THE BAY

STUDIOS

GREENWAY

FROM OVERTOWN TO THE BAY





PROPOSED NEW NAMES

Downtown Overtown Connection

PROPOSED NEW NAMES

Downtown Overtown Connection

- ▶ Addresses the desire to physically reconnect the Overtown community with the rest of Miami as it was divided in the past by the construction of the original elevated highways.
- ▶ Overtown and Downtown are given equal weight, as per the survey respondents emphasis on the mosaic of Miami and being inclusive.
- ▶ As the survey results concluded, there is a desire to unify Miami neighborhoods and people, and this name captures that by reconnecting communities.
- ▶ Overtime, in casual use it could become **The Connection or The DOC**





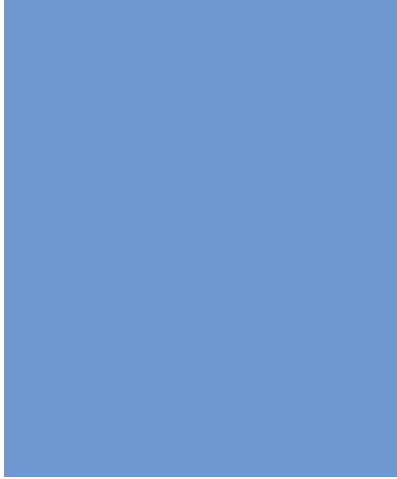
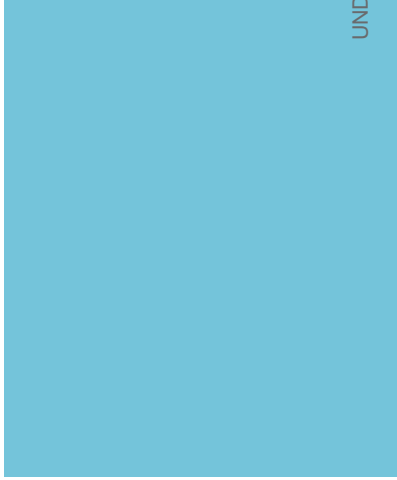
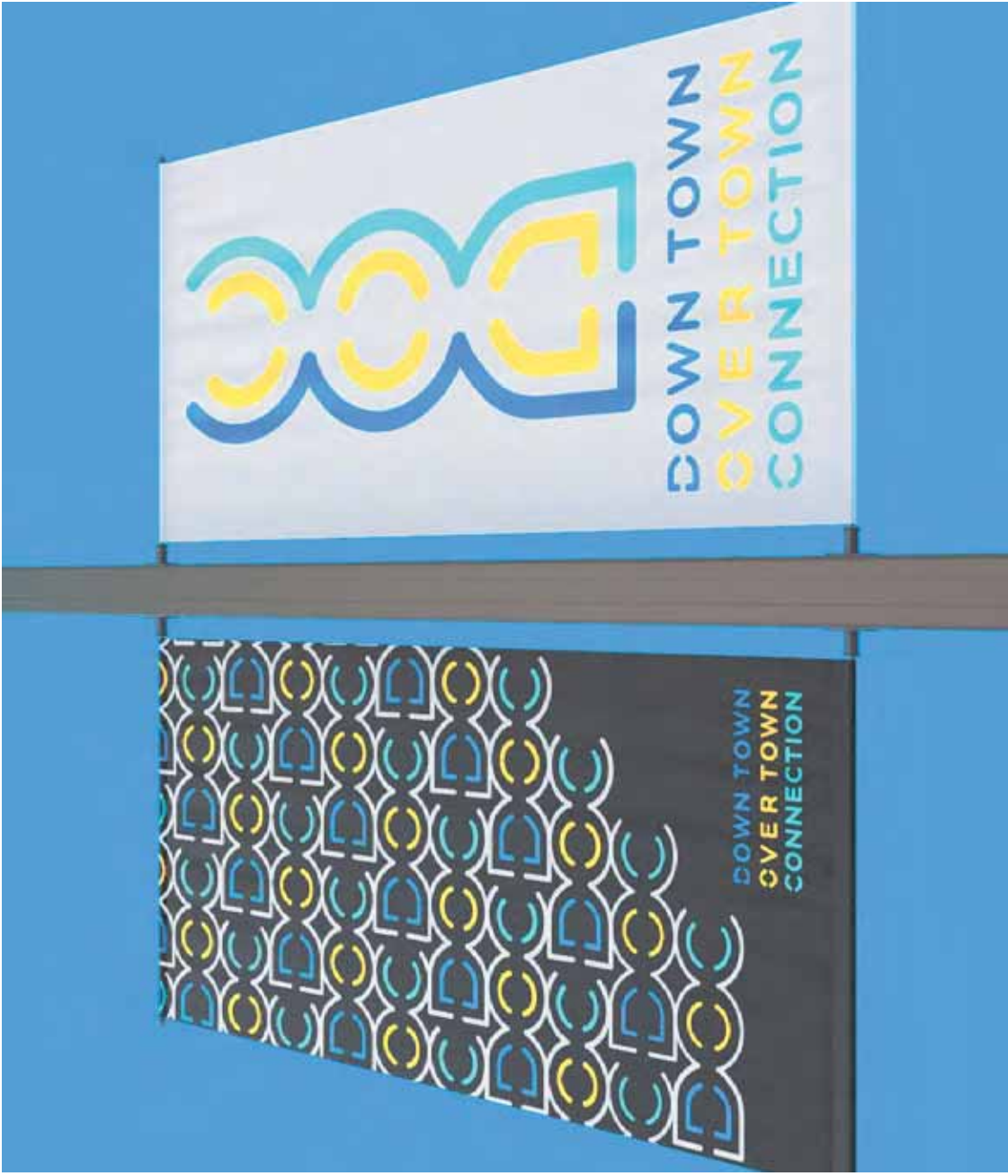
DOWN TOWN
OVER TOWN
CONNECTION



DOWN TOWN

OVER TOWN

CONNECTION





PROPOSED NEW NAMES

Towners Greenway

PROPOSED NEW NAMES

Towners Greenway

- ▶ This name references the historical use of the name Towners as a self-description by residents of Overtown.
- ▶ The Towners idea can be thought of as including today those who live in Downtown and Midtown as well.
- ▶ This is a name that might bridge the diverse neighborhoods and cultures of the adjacent communities, as prioritized in the survey results.
- ▶ It is inclusive, while still referencing the history and legacy of Overtown, as many survey respondents wanted.
- ▶ Using Greenway as descriptor captures the strong desire from residents for a shaded, green space and not a concrete pathway, making it appealing and inviting.

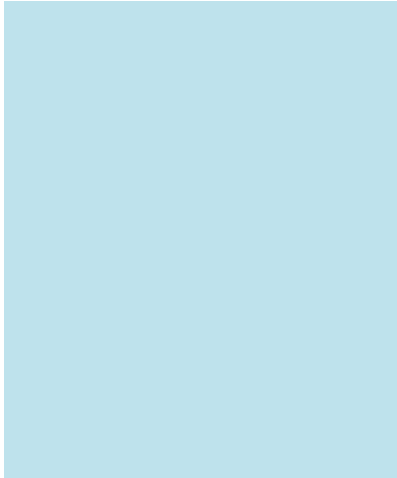
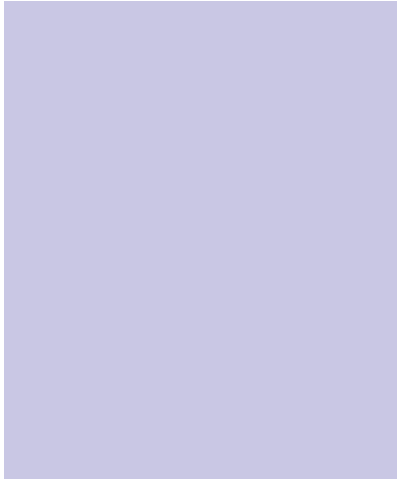
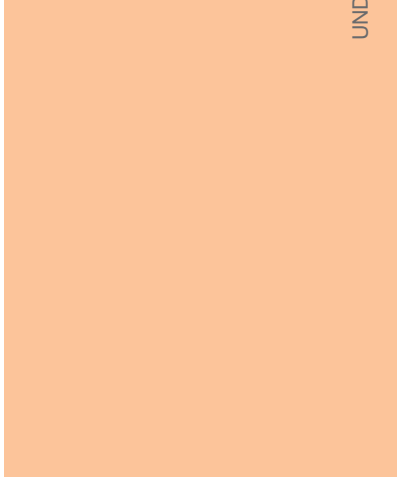




TOWNERS GREENWAY



TOWNERS GREENWAY





NAMING PROPOSAL

Front Runners + Modified

NAMING PROPOSAL

Here are the *most popular names* with the *Committee* and from *community* feedback, with changes that emphasize inclusivity:



FRONT RUNNERS + MODIFIED

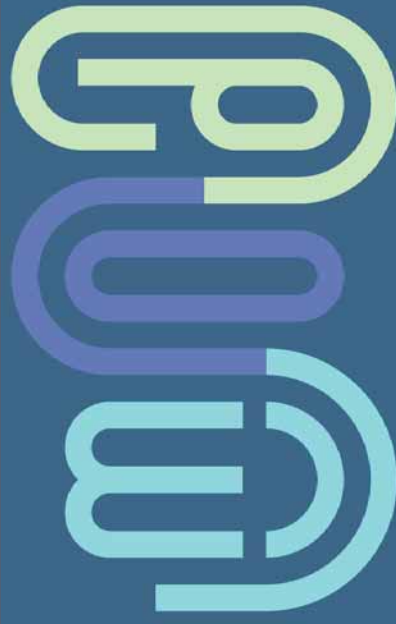
Miami Overtown Downtown Mile

FRONT RUNNERS

Miami Overtown Downtown Mile

- ▶ Positions the public space as a **hip** and **contemporary** destination that **brings people together**.
- ▶ Incorporates **Overtown, Downtown,** and **Miami** without favoring one over the other, as per the survey respondents emphasis on the **mosaic of Miami** and being **inclusive**.
- ▶ The acronym would be pronounced like the word "Mod" as in **"Modern."**
- ▶ It's short for **modification** — which implies **"modifying"** and/or **rectifying** the original challenges brought on by the 395 highway.
- ▶ It's synonymous with **stylish**.
- ▶ It encompasses favored survey results of **inclusive, edgy** and **sophisticated**.
- ▶ If *Greenway* is used as descriptor it captures the strong desire from residents for a shaded, green space and not a concrete pathway, making it appealing and inviting.
- ▶ Branding Benefit: The MOD Mile

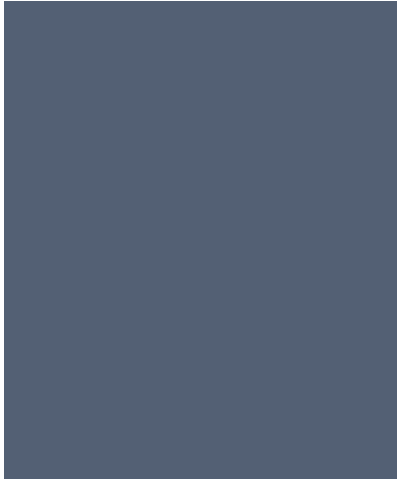
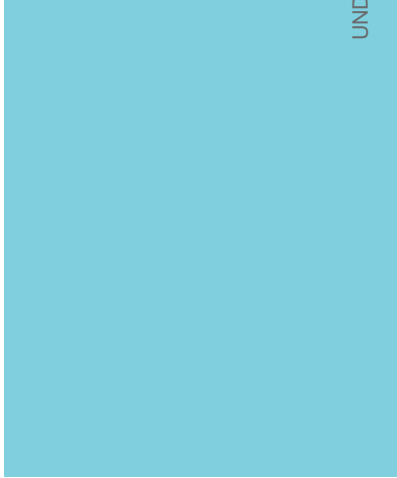
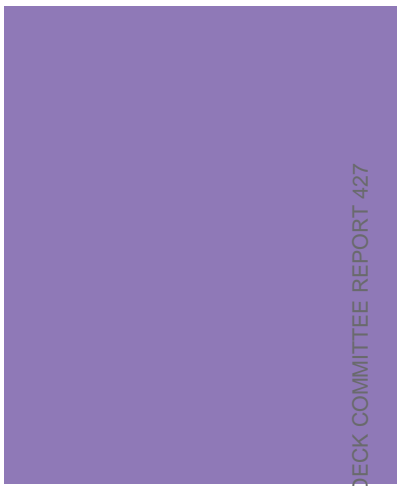




MIAMI
OVERTOWN
DOWNTOWN
MILE



**MIAMI
OVERTOWN
DOWNTOWN
MILE**





FRONT RUNNERS + MODIFIED

The HEART

FRONT RUNNERS / MODIFIED

The HEART

*...from Overtown
to the Bay*

- ▶ This name works well as an acronym that embraces the universal human heart, connecting the public emotionally, *Historic Entertainment Arts & Recreation Trail*.
- ▶ The name also implies that the space is at the center of all that is happening in Miami, and resonates with survey respondents' preferred characteristics of inspiring, iconic, friendly, attractive and simple.
- ▶ By adding the tagline, the name smoothly encompasses the sense of the diverse neighborhoods and cultures of the adjacent communities, as prioritized in the survey results.
- ▶ What the acronym stands for specifically embraces the multiple uses for the space, from outdoor activities to musical performances.
- ▶ The name also resonates with the rich cultural history of Overtown in its heyday, from Louis Armstrong to Ella Fitzgerald.

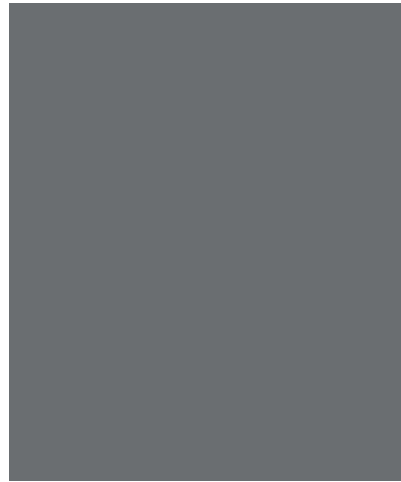
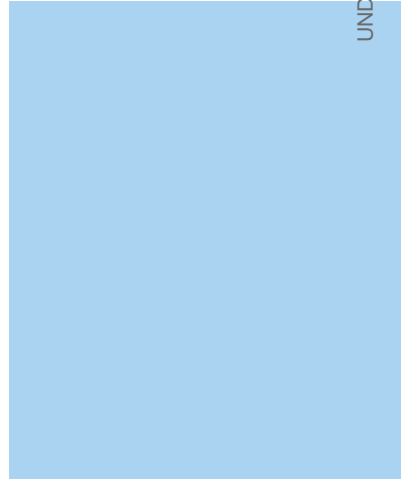
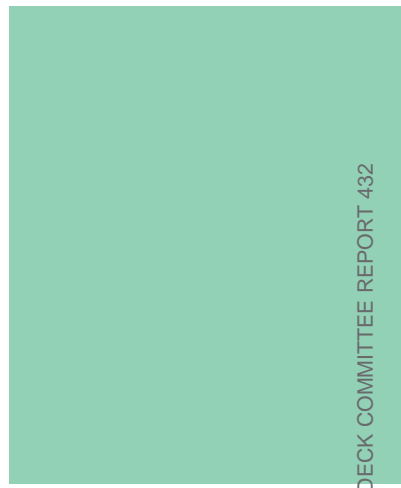
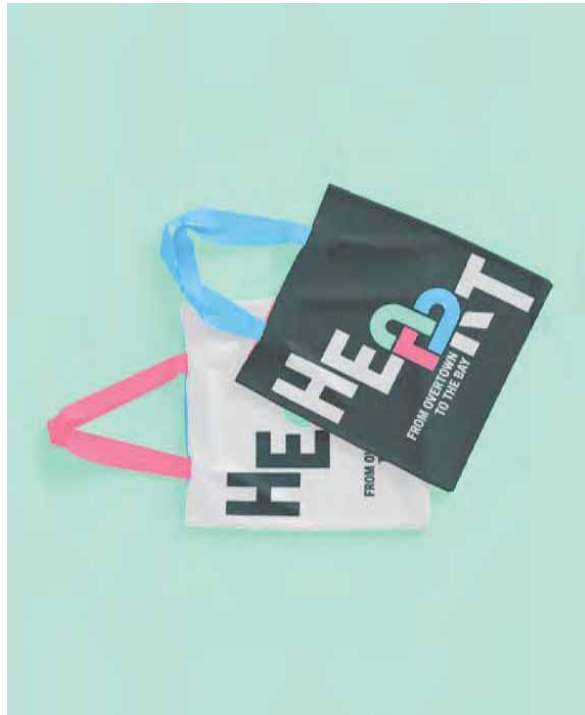


HEAT

FROM OVERTOWN
TO THE BAY

HEFT

FROM OVERTOWN
TO THE BAY





FRONT RUNNERS + MODIFIED

Overtown Miami Way

FRONT RUNNERS / MODIFIED

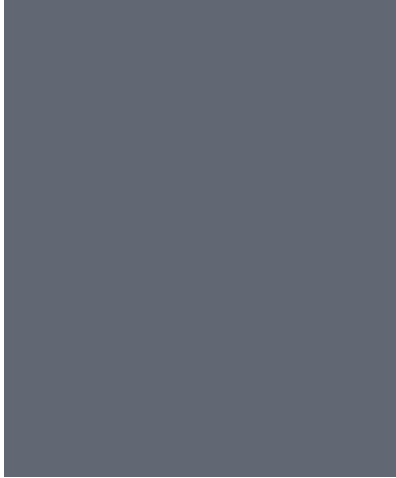
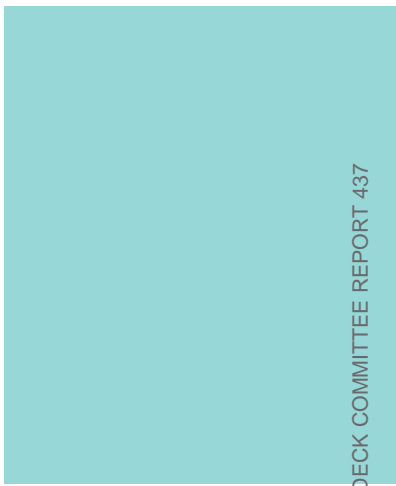
The Overtown Miami Way

- ▶ This name is playing on the double meaning of the word “way,” as a path or track, and as a style or approach.
- ▶ This is a name that smoothly encompasses the sense of the diverse neighborhoods and cultures of the adjacent communities, as prioritized in the survey results.
- ▶ It is a strong, clear name that is fun, modern and simple, all characteristics that survey respondents indicated were important to them.
- ▶ It is inclusive, encompassing both **Overtown** and **Miami** as a whole.
- ▶ Versatile and is easily adapted to a variety of marketing concepts and contexts across a slate of social media platforms.
- ▶ Branding Benefit: Can be shortened in casual references to **The Way** or **OMW**, a common, endearing acronym for “on my way”).



OVERTOWN miami play

OVERTOWN
MIAMI
WAY





NAMING PROPOSAL

Naming Recap



PROPOSED NEW NAMES

The Stride Greenway
...from Overtown to the Bay

**Downtown Overtown
Connection**
The DOC | The Connection

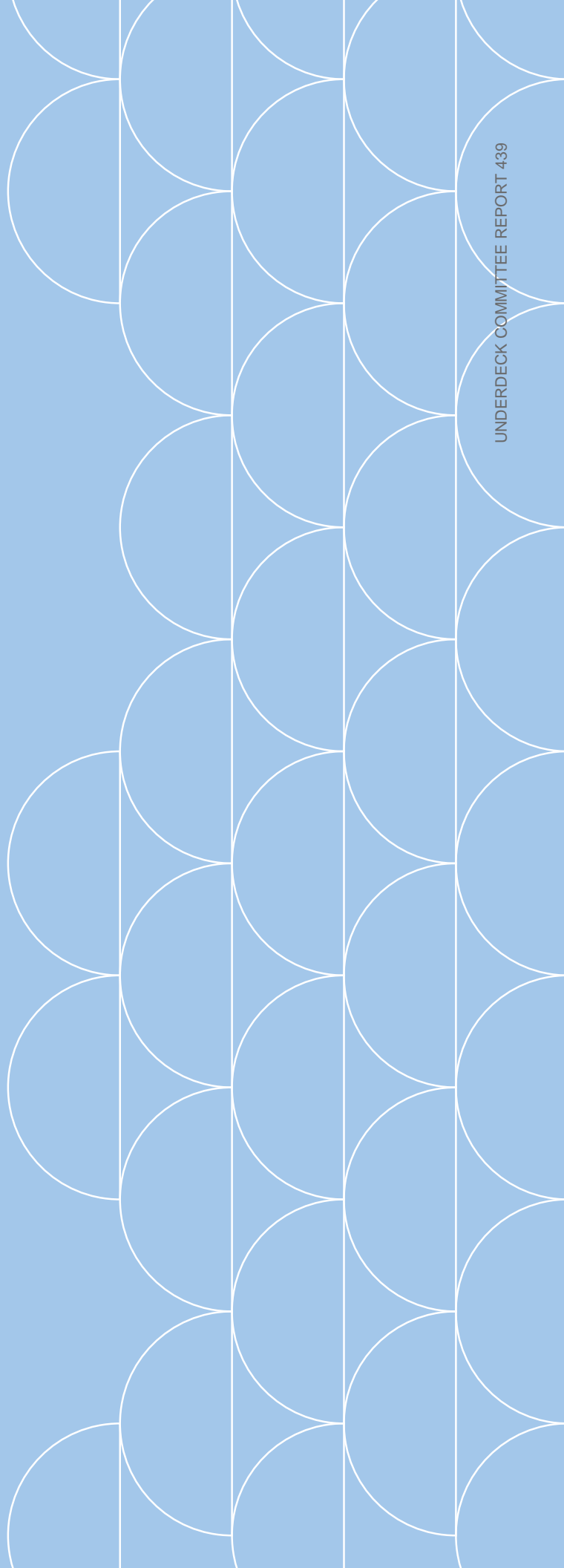
Towners Greenway

FRONT RUNNERS + MODIFIED

**Miami Overtown
Downtown Mile**
Mile | Greenway

The HEART
...from Overtown to the Bay

Overtown Miami Way
The Way | OMW



ORIGINAL PROPOSED NAMES

HISTORICAL / INCLUSIVE

UNITY

EDGY & FORWARD-LEARNING

Miami Overtown Downtown
(MOD) Mile

The Link
The Miami Link (MiLi)

WAO Greenway
(We Are One)

Overtown Miami Greenway
(OMG)

The Local
The Miami Local (MiLo)

The BaseLine
The Bond

Downtown Overtown
Connection (DOC)

The Miami Way
Miami Crosstown Trail

The Miami Bond (MiBo)
The HEART

Miami Connex

(Historic Entertainment Arts &
Recreational Trail)

Young Greenway



Thank You.

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THE UNDERDECK

**THANK
YOU**

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