

March 29, 1994

Mr. Angelo Salomone, Purchasing Administrator
City of Coral Springs
9551 West Sample Road
Coral Springs, Florida 33065

Coral Springs City Centre

2855 Coral Springs Dr.

Coral Springs, FL 33065

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RE: LOI No. 94-100 City Centre Management Services

Dear Mr. Salomone:

Please accept this proposal prepared by the undersigned staff of the Coral Springs City Centre, in response to your request for Letters of Interest, number 94-100, to continue providing superior management services for the City Centre in the best interest of the residents of the City.

Board of Directors:

Michael Albertine

Rhonda Calhoun, *Vice Chair*

Thomas Cunningham

Mary B. Dale

Joel Frankel, *Chair*

Robert Grimmer

David Hulett

Frederick Miller

Wallace Snedeker, *Treasurer*

Dennis Urbanski

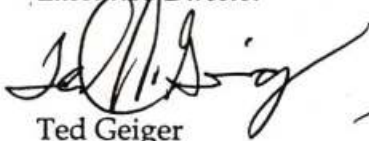
Michael Weinberg

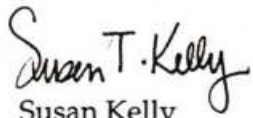
Matthew Wiseley

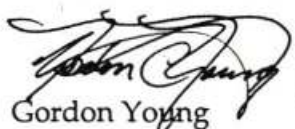
Joel Katz
*President and
Executive Director*

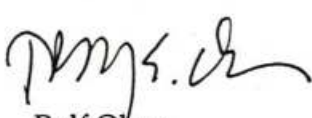
Sincerely,


Joel Katz
Executive Director

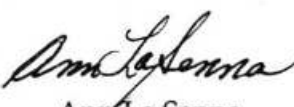

Ted Geiger
Production Manager


Susan T. Kelly
Susan Kelly
Box Office Supervisor


Gordon Young
Assistant Production Manager


Rolf Olsen
General Manager


Randy Vogel
Event Manager


Ann La Senna
Office Manager


Kevin Knutson
Business Manager


Vanessa Salmon
Marketing Assistant


Becky Nangle
Management Assistant

encl.

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Executive Summary

- ❧ The City Centre can best support the mission of the City to become the "premier city in Florida" and best serve the needs and interests of the residents if it is programmed and managed as a nonprofit community cultural and civic center.
- ❧ Under this proposal, a variety of public/private partnerships will result in a significant increase in the quantity and diversity of programming for City residents, with particular emphasis on families and teens. With programming presented by an independent, nonprofit corporation, the financial risk to the City is greatly reduced and strictly limited.
- ❧ A tightly-focused marketing strategy that has already produced impressive results is presented in this proposal. Comprehensive promotional programs will continue to yield large increases in sales and participation for cultural and entertainment programs, as well as for other facility use.
- ❧ An entrepreneurial approach to renting the facility and food and beverage concessions will generate increased revenue. New relationships with local and regional catering companies will result in better and more flexible service to our customers, along with increased facility rental for banquets and other functions.
- ❧ An existing corporation, Coral Springs City Centre, Inc., will be reconfigured to serve as a completely independent, nonprofit management company, under contract with the City to manage the operation and programming of the City Centre.
- ❧ CSCCI will employ a full-time staff of eight, a voluntary reduction from the current ten positions, creating self-directed work teams and a more horizontal organization, with all staff members being empowered to provide total satisfaction to the customer.
- ❧ The management fee for FY 1994-95 will be \$476,500, which assumes some interruption of business for facility improvements. With significant renovations to the theater, the management fee will drop to \$447,300 in FY 1995-96, or 37.2% of the total budget.

INTRODUCTION

The plans and other material presented in this proposal will demonstrate conclusively that:

- ❧ The City Centre can best support the mission of the City to become the “premier city in Florida,” and best serve the needs and interests of the residents as a community cultural and civic center.
- ❧ The City Centre is an extremely valuable resource with the potential to enhance the quality of life for the City’s current residents, and to establish a positive image of the City as an attractive place for individuals and businesses considering relocation to or within South Florida.
- ❧ Significant renovation to the City Centre’s theater is essential if the ambitious attendance and financial goals outlined in this proposal are to be achieved.
- ❧ The initial annual investment of \$480,000 represents an outstanding value for the citizens of Coral Springs.
- ❧ The current staff and management team is genuinely committed to quality and eminently qualified and capable, in terms of knowledge, skill, dedication and experience, to continue programming and operating this important City resource.

Mission

To operate the City Centre for the best and most responsible purpose for the benefit of the residents of the City of Coral Springs.

Goals

We will accomplish this through:

- ❧ PROGRAMMING high-quality cultural, entertainment, educational and recreational events which reflect the interests and needs of the residents of the City;
- ❧ PROVIDING safe, clean and attractive facilities and services at a reasonable cost to civic, charitable, social, educational, business, political, religious and other types of organizations for meetings and events which serve the interests of the residents of the City;
- ❧ DEVELOPING PARTNERSHIPS with public and private commercial and non-commercial entities for the purpose of reducing financial risk or exposure to the City, while expanding or enhancing the use and value of the City Centre to the residents of the City;
- ❧ INFORMING the community about all programs, services and facilities available at the City Centre through a proactive and comprehensive program of communications and promotions designed to reach all constituencies;
- ❧ MAINTAINING the facilities and equipment of the City Centre in superior condition in order to maximize availability, reduce costs and prolong the useful life of all facilities and equipment.

Values and Principles

In seeking to fulfill this mission and these goals, we will adhere to the following values and principles:

<i>Quality:</i>	The quality of our “products” and services will meet or exceed customer expectations in every way.
<i>Competence:</i>	Staff members will be selected and trained to achieve a superior level of competence throughout the organization.
<i>Integrity:</i>	It is expected that all staff members and partners will conduct themselves with absolute integrity at all times.
<i>Responsibility:</i>	We will accept responsibility for all our actions.
<i>Creativity:</i>	We will continually seek creative solutions to existing and new challenges.
<i>Responsiveness:</i>	We are committed to maintaining a high level of awareness of and responsiveness to our customers’ changing needs and interests.
<i>Safety:</i>	We will exercise diligence in detecting and correcting any situation which may compromise the safety or health of any individual at any time.
<i>Accessibility:</i>	The City Centre will attempt to achieve 100% barrier-free status in order to accommodate visitors and staff members with differing abilities.
<i>Diversity:</i>	We will celebrate the rich diversity of our community and region.
<i>Leadership:</i>	We will aspire to become leaders in our community and beyond.
<i>Empowerment:</i>	All staff members are empowered to make decisions and take responsible actions.

“I have found that your programming offers abundant diversity which appeals not only to my desire to nurture an appreciation for the arts in my child, but also offers a broad range of choice to satisfy my adult interest.”

- Barbara Gingery Bloch

“The Jewish Federation, along with the current City Centre management, truly values the building of a strong, united, and viable community in Coral Springs...”

- Debbie Hafetz

"We consider the City Centre a necessary and integral part of Coral Springs..."

- Sidney Ascher

"The City of Coral Springs is to be commended for providing the opportunity for school aged children to experience such a variety of live theater."

- Carol Mears

"A company seeking to relocate has its choice of any city. A facility like the City Centre can make a difference."

- Senator Bob Graham

VALUE TO THE COMMUNITY

Since the City Centre first opened in 1990, it has offered significant value and benefit to the citizens of Coral Springs in a variety of ways. The City Centre is a beautiful and impressive facility. Coupled with a successful program, it will be pointed to with pride as one of the many important benefits of living in Coral Springs.

Cultural, Entertainment and Recreational Opportunities:

Among several "immediate" or short-term benefits, residents enjoy convenient, safe and reasonably-priced access to a wide variety of high-quality entertainment and cultural programming that is often only available in larger cities. Families and friends are able to enjoy together a meaningful social experience. A wide variety of civic organizations and local businesses have access to meeting and function rooms at a reasonable cost.

Educational Enhancement:

School-age children in the City receive the benefit of exposure to performing arts events in a fine facility at an early age. Every school in Coral Springs has brought students of all ages to performances at the City Centre. This convenience of access is a true enhancement to the education process for our young people. Studies have repeatedly shown the higher level of academic success enjoyed by those students who are able to participate at an early age in performing arts experiences.

Residential and Commercial Development:

The City Centre serves as a very attractive "showcase" facility for the City of Coral Springs. From this perspective it can continue to play an important role in residential and commercial development. Already, restaurants in the City enjoy increased business when there is a performance at the City Centre.

Since most other cities of comparable size in South Florida do not enjoy the presence of such a facility and its offerings, Coral Springs stands out prominently in efforts to attract new residents and businesses. Individuals relocating to or within South Florida may choose Coral Springs in part because of the easy access to cultural activities they have previously enjoyed in another part of the country. Businesses seeking to relocate must certainly consider local services and amenities for their employees. The local availability of entertainment and cultural activities can be just as important as parks, restaurants, and other leisure-time

possibilities. This added enhancement can certainly help to maintain or improve property values in the future.

Active Participation:

There are many opportunities for volunteer service at the City Centre, from serving as performance ushers and event attendants, to working in the administrative office. In all, nearly 5,000 volunteers have served more than 19,000 hours since the City Centre first opened, saving the City an estimated \$165,000. In addition, City Centre staff members continue to provide important assistance in logistics, ticket sales and event management for other City activities including the Our Town Festival, Match Point Tennis Championships, Martin Luther King, Jr. Day Celebration, and a variety of other civic and charitable causes.

**"It's a pleasure to
volunteer... it has been
a great experience and
it's my first time
volunteering."**

- Betty DeMarco

Situation Analysis: *Defining Success*

Although the City Centre opened with a great deal of excitement and optimism in August of 1990, it quickly became a subject of concern and confusion among residents and City administrators alike.

However, during this period of less than four years:

- ✎ Nearly *a half million* people have visited the City Centre.
- ✎ An average of 2.5 separate activities - performances, civic and business meetings, social events, recreational projects, etc. - have taken place every single day (seven days a week).
- ✎ When it created a non-profit corporation to program and operate the City Centre in 1992, the City established as a goal that the City's annual subsidy should decrease from 70% to 50% of the Centre's budget over five years. This year it is projected that the City subsidy will represent approximately 55% of the total operating budget - after just two years.

According to comprehensive Citizen Surveys conducted in March of 1993 and 1994:

- ✎ In 1993, 42% of the City's residents had attended at least one event at the City Centre during the previous year; in 1994, the percentage rose to 45%.
- ✎ In 1993, 23% of all citizens had attended a cultural or entertainment performance at the City Centre; in 1994, the percentage grew to over 36%.

In a random telephone survey of Coral Springs residents in July of 1993:

- ✎ 72% responded that the City Centre adds to the quality of life in the community.
- ✎ 42% of respondents reported they had attended at least one performance at the City Centre, with 26% attending two or more performances during the previous year.
- ✎ More than 80% indicated they would be likely to attend events at the "renovated" City Centre.

"Nearly 50,000 people have attended a Philharmonic concert over the last 3 years. The success of these sold-out events reflects the 'fan-friendly' atmosphere provided by the City Centre and its personnel."

- Grace Abel

Finally, in a mail survey conducted last summer among past performance audience members, more than 81% of respondents rated the courtesy and efficiency of the City Centre's staff as either "Good" or "Excellent." Only 2% expressed a "Poor" rating concerning service, but "sound quality" was rated as the worst of the City Centre's attributes.

From all of these observations, considered along with a great deal of other recent information, it can be reasonably concluded that the City Centre is neither a success nor a failure by any objective measures. In fact, no objective measures for success have ever been established and no reasonable, comprehensive and consistent catalog of expectations has ever been articulated.

Therefore, it becomes a major challenge of this proposal to define future success for the City Centre. This involves the establishment of a new Mission Statement, along with a comprehensive set of quantifiable goals and objectives, all of which must contribute significantly to the fulfillment of the City's broader mission to become "the premier city in Florida" in order to warrant a considerable annual operating and capital investment.

Presented in this proposal are specific plans for staffing, programming, marketing and communication, developing important partnerships to help reduce financial risk or exposure, facility management and maintenance, and opportunities for revenue enhancement. Also included is our justification for a significant immediate capital investment in theater improvements to correct potentially serious health and safety problems; to correct the acoustic deficiencies which have plagued the City Centre since it opened; and to significantly enhance the overall experience of the audience for performances and other theater activities. As stated earlier, it is our position that these improvements are essential to meeting the challenging goals set out in this proposal.

**"The Coral Springs
Tri-High Youth
Commission would
like to thank you for
all your effort and
dedication to the teens
of Coral Springs..."**

- Jason Victor

Commitment to Quality

The Coral Springs City Centre is completely dedicated to the idea that we exist solely for the benefit of our customers. In that spirit, meeting customer expectations becomes the standard by which all of our accomplishments are measured. To track our progress and develop solutions we have created the Quality Assurance Team.

Quality Assurance Team

Mission

To cultivate an attitude of continuous quality improvement among all City Centre staff members.

Strategies

- ❧ Identify "quality issues" and key benchmark measures of customer satisfaction through objective research and active listening to our customers.
- ❧ Devise systems, mechanisms and staff training programs that will enable us to work toward a higher level of customer satisfaction, especially in those areas identified through research as quality issues.
- ❧ Implement these systems mechanisms and staff training programs, and establish quantifiable goals.

Work Plan

Quality Management Leadership:

Define the organizations mission, values, goals and objectives in a clear manner.

Demonstrate personal involvement in continuous quality improvement, customer service and achieving the organizational mission at all levels in the organization.

Encourage all staff to participate in Quality College training, Supervisory Academy and Support Staff training programs.

Reward and promote innovation and risk-taking.

Uphold and communicate the organization's values, goals and objectives.

"...the quality of service was excellent...you do an exceptionally good job."

- Jay Braus

"Your dedication to full customer satisfaction is certainly the cornerstone of the total service concept that was evident during [our] meeting."

- Dennis Urbanski

Use coaching, facilitating and training to empower employees to resolve all customer quality issues.

Information:

Develop internal lines of communication to share all operating and planning information to the entire staff.

Identify sources of information to provide benchmarking opportunities for all service programs at the City Centre, both in similar organizations and in other types of service organizations. Develop criteria for comparison.

Use case studies of other communities to evaluate potential services and programs. Investigate feasibility of site visits.

Training:

Design and coordinate training programs to develop customer service values and plans.

Involve staff in ongoing City programs.

Encourage staff to participate in industry associations and pursue professional development opportunities.

Involve employees in developing their own personal and professional development plans.

Process Quality:

Develop a policies and procedures manual to identify key processes.

Examine rules, work methods, and procedures to determine whether the processes in place are the most efficient and customer focused.

Encourage the use of self-directed work teams to manage processes.

Identify opportunities to refine or reorganize systems and structures that are effective and appropriate.

Increase span of control for front line employees.

Develop a time line for implementation of strategic quality plans.

Evaluation:

Complete an annual quality audit, based on criteria developed through surveys and benchmarking.

Evaluate the progress of programs and processes in terms of meeting customer expectations and perceptions of quality.

Prepare and implement survey programs to continuously monitor progress.

Evaluate all systems, mechanisms and training programs, and progress toward established goals.

Track and recognize "TQM success stories" of individual staff members and divisions.

"Your administrative staff is cordial, warm and friendly and have never failed to bend over backwards to accommodate our needs."

- Women of Spanish Origin



PROGRAMMING

Goal

To present the greatest number and diversity of public performance programs of the highest possible quality, which reflect the needs and interests of various significant constituencies, at the lowest financial risk to the City.

Objectives

- ❧ Present or host 118 public events (self presentations, rentals, and partnerships) annually, with emphasis on popular and family entertainment.
- ❧ Secure a minimum of twelve partnerships with both nonprofit and commercial organizations to present activities at the City Centre.

Summary

City Centre's self presentations will focus on popular entertainment for families, schoolday performances for children, and special events in comedy and contemporary music for adults. 84% of the residents recently surveyed found City Centre's programming to meet or exceed their expectations.

A number of partnerships, with groups such as the Florida Philharmonic Orchestra, Cellar Door Productions, hyperACTIVE inc., Ballet Florida, The Museum of Discovery and Science, and other non profit organizations (Museum of Art, Nova University and several local professional theatres) will expand the programs available to City residents.

Programming Philosophy

Under this proposal, public performance programming at the City Centre is presented through one of the following means:

- ❧ Self-Presentations: Highest Risk/Highest Reward. The City Centre identifies and contracts with talent to present performances, and assumes 100% of the responsibility to promote and produce the performance.
- ❧ Partnerships: Low Risk/Moderate Reward. The City Centre and an artist or promoter agree to share responsibility of promoting and presenting a performance. City Centre will provide space at no initial cost to the producing organization and will recoup appropriate rent from ticket sales. Producer provides product at their expense with direct costs shared by both organizations from ticket sales.
- ❧ Rental Events: No Risk/Low Reward. A promoter or producer agrees to rent the City Centre theater and assumes 100% of the responsibility to promote and produce the event. All costs for services and staff are recovered from renter plus a fair profit margin.

An appropriate blend of all three of these types of presentations is necessary for the City Centre to achieve a desirable level of diversity and quality in programming which reflects the needs and interests of the residents of the City.

Research conducted during the summer of 1993 indicates that City residents would prefer a programming mix that prominently features "headliners" in popular music, comedians, and Broadway shows, but also includes various forms of music, dance, theater, targeted toward adults, children, teens and families. There is some interest in virtually every performing arts discipline. When research among City residents is applied to the total Coral Springs population (91,000), some surprising statistics emerge:

- ❧ 45.5% are "Very Interested" or "Moderately Interested" in Ballet.
- ❧ 47.5% are "Very Interested" or "Moderately Interested" in Symphony Concerts.
- ❧ 78.7% are "Very Interested" or "Moderately Interested" in professional theatre.

"...the booking of the shows had a touch of genius."

- Evelyn Petrucci

"Please keep the City Centre for cultural events."

- Mr. & Mrs. S. Fischer

There is a significant number of residents in Coral Springs who will attend performances, even within disciplines which are believed to be of lower interest. Even those disciplines which are attractive to only modest percentages of the overall population have the potential to attract large absolute numbers of attendees.

In order to best serve the greatest number of people, the overall programming mix needs to represent the needs and expressed interests of the greatest number of the City's residents.

Performance Programming

Partnerships

Cellar Door Productions

Cellar Door, the largest commercial music promoter in North America, will rent the City Centre and present a "Great Entertainers" series, will copromote contemporary music and comedy with the City Centre and will assist the City Centre in purchasing self-presentations.

hyperACTIVE Inc.

Beginning in April 1994, hyperACTIVE will present classes, workshops and seminars on the performing arts for school age children and adults on an ongoing basis. As a supplement to the *Super KidStuff* series, hyperACTIVE will present up to six children's and family performances annually. Additionally, a semi-professional community theatre group may be developed as a joint project between CSCCI and hyperACTIVE.

Florida Philharmonic Orchestra

The Philharmonic will copresent several special events (Halloween, Holiday, etc.) at different holidays throughout the year, in addition to sponsoring their annual series of 4 - 6 concerts, which brings over 6,000 people to the Centre each year. The Philharmonic may also add several free, outdoor, concerts to further develop the Coral Springs' audiences.

Coral Springs Pops Symphony

The Pops Symphony will continue its five series of three performances that are projected to serve over 18,000 patrons annually. Significant new marketing and Box Office support from the City Centre will increase attendance and concession revenue from this major resident.

"When we hear that there are suggestions that no one is interested in programs of cultural significance, we feel that those who believe this are not in tune with the community at large."

- Sandra Greenland

"[The Stars of Lawrence Welk] was the first time we had gone to the City Centre and it was a delightful evening. We will be going again very soon."

- Audience Survey Response

"Encore! Encore! It's nice to have you in our own backyard!"

- Marian Rinehart

Gold Coast Opera

The Opera may continue to co-present its popular series of three operettas or rent the City Centre for a flat fee, serving over 3,000 patrons annually.

Asian-American Federation

This organization, with marketing and Box Office support from the City Centre, will continue to produce high quality multicultural events focusing on the creativity of the Asian cultures represented in our community.

Jewish Community Center/Jewish Federation of Broward

Several festivals will be held each year, such as Shalom Fest and Chanukah Festival, bringing up to 12,000 visitors to the City Centre.

Ballet Florida

Ballet Florida will sponsor a series of three to four performances between November and April, annually. "Story" ballets and mixed repertory will be offered. For FY 1994-95, *Cinderella* and *The Nutcracker* are being considered. A series of educational programs for schools, master classes and lecture demonstrations will also be scheduled.

Florida's Singing Sons Boychoir

The Singing Sons may rehearse at the City Centre and produce a series of concerts supported by City Centre marketing and Box Office.

Symphonic Youth of Florida, Inc.

This new organization strives to present high quality symphony concerts by musicians from Coral Springs' schools. They will rehearse and perform at City Centre.

White-Willis Theatre/Public Theatre of Ft. Lauderdale

These theatre companies may each produce a series of mainstage legitimate theatre for adults, with support from the City Centre.

Broward County Schools

The Music Department will continue to provide a series of concerts featuring school children from local middle and high schools, and county wide ensembles, with significant operational support from the City Centre. City Centre is a participant in the *Partners in Excellence* program.

Rentals

Public performances have been and will be provided by organizations such as:

Tamarac Jewish Center's Benefit Concert
East West Karate's Demonstration and Awards
Broward County School Board
The Alzheimer's Association Benefit
Rising Starz Annual Concert
Jewish Federation of Greater Ft. Lauderdale
Coral Springs Jewish Community Center
Florida Gold Coast Athletic Association
Holocaust Survivors of South Florida
Chinese-American Benevolence Association
Indian Cultural Center
The Record Museum Productions
Mrs. P's School of Dance Recital
Fame School of Dance Recital
Michael's Academy of Performing Arts Recital

Educational Programming

Performances, classes, residencies and exhibits will be presented for educational purposes, with the goal of involving families, teens and school children in a variety of multicultural and artistic disciplines.

Partnerships

Child Care Connection

The City Centre is co-presenting an annual Kid's Festival for children and families with this nonprofit organization.

"...I like best when the Snow Princess met the wood-cutter. I covered my eyes when they kissed. I also liked when the Wizard made magic. The magic was amazing!"

- Pamela Belliveau, Second Grade

"We are so pleased and proud to live in a community that offers these kinds of performances for young families."

-Lugh Gunther & Family

"[Young Abe Lincoln] was wonderful. Every year we appreciate the variety of programs you present."

- St. Gregory's

Nova University

The City Centre may co-host a series of lectures by nationally known figures as part of the Nova series.

Museum of Art

The museum will present outreach activities at the City Centre including classes for adults and children, membership activities and bus trips to the downtown facility.

Museum of Discovery and Science

The museum will produce a number of educational programs at the City Centre for children, with occasional organized trips to the museum. Events will include classes, summer camps, and science oriented theatre performances.

Non-Performance Programming

Trade shows will be held in the exhibition hall on such diverse topics as: computers, business expos, health and fitness, holiday gift shows, golf and tennis, etc.

Festivals and fairs using the entire facility include: "Our Town", Chanukah Festival, KidsFest, etc.

Partnerships

The City of Coral Springs

Besides conferences and meetings held at the City Centre, the nonprofit corporation will present a weekly teen event in cooperation with the Parks and Recreation Department. Additionally, City Centre staff will continue to provide consulting, operational, and planning support for City events, including the Matchpoint ATP Tennis Tournament and other promotional events such as the annual Florida Marlins Coral Springs Day at Joe Robbie Stadium.

Specialty Resources Group

SRG will present a number of trade shows each year, with many diverse products ranging from educational computer software to cars and boats to trading cards.

Chamber of Commerce -- "Our Town"

The City Centre is a leading participant in the planning and implementation of this event.

Coral Springs Art Guild

The City Centre is co-producing a major visual arts show each fall with the Guild and its partners.

Other Theatre Events

Events that are not open to the public include business meetings, graduations, parties, and religious services.

Some groups currently renting the theatre are Primerica, Barnett Bank, Terry McKewen and Associates, Ed Knickman and Associates, Southern Sanitation, South Florida Church, Congregation Bet Chaverim, City of Coral Springs, Pompano Beach Lodge of B'nai B'rith, Keiser College, Pepsi, Inc., and Melinda Romano.

FY 1995 Programming Chart

The following chart summarizes the projected use of the theater by type of presentation and sponsorship. Please note that exhibitions and festivals often include theater presentations in addition to the exhibition hall and other facilities.

Type of Event	Partnership	Rental	Self	Total
Popular Entertainment	6	2	6	14
Educational Events	8	4	8	20
Family Events	6	10	4	20
Musical Theater	12	0	0	12
Theatre	6	0	0	6
Dance	5	5	0	10
Classical Music	4	20	0	24
Exhibitions	5	3	0	8
Festivals	<u>2</u>	<u>2</u>	<u>0</u>	<u>4</u>
Total Events	54	46	18	118

"Superb! A special thanks for accomodating our special needs child."

- Pine Crest

"...a good selection this year. Good work!"

- Coral Springs Christian School

"...excellent. You're doing an outstanding job; keep up the good work."

- Maplewood Elementary

Program Possibilities FY 1995-96

The following chart lists specific artists and companies which are feasible to present at the City Centre. It is not intended to be a comprehensive list, but rather to provide a representative sampling of types of programs. This list includes artists that may be presented on a strictly rental basis, or through partnerships, or as self-presentations. Any list of potential artists is subject to change due to changes in the marketplace.

"I've lived in Coral Springs since 1969... I think the City Centre is very important... the people who live here really enjoy your programs and benefit from them."

- Josephine Shields

Music Headliners

Ticket Price Range: \$25 - \$30

Judy Collins
Lou Rawls
Arturo Sandoval
Nestor Torres
Roberto Perera
Wynton Marsalis
5th Dimension
Natalie Cole
Roberta Flack
Gordon Lightfoot
Four Tops
Temptations
Kris Kristofferson
Rita Coolidge
Joan Baez
Neville Brothers

Family

Ticket Price Range: \$8 - \$16

Peking Acrobats
Mummenschanz
Ghost Stories by Steven King
Kung Fu Masters
Shanghai Acrobats
Landis and Co.
Harry Blackstone
Flying Karamozov Brothers
Avner the Eccentric
Zoppe Circus Europa
A Christmas Carol
The Nutcracker

Comedy

Ticket Price Range: \$18 - \$25

Mark Russell
Dennis Miller
George Wallace
Elaine Boosler
George Carlin
Jeff Dunham
Penn & Teller
Michael Winslow
Rita Rudner
Louie Anderson
Richard Lewis
Ellen DeGeneres
Paula Poundstone
Dennis Wolfberg
Richard Jeni
Capital Steps
Carol Leifer
Jeff Foxworthy
Judy Tenuta

Multicultural

Ticket Price Range: \$8 - \$25

Ballet Florida
Chieftains
Aman Folk Ensemble
Clannad
Tito Puente
Grand Ballet Folklorico
Kodo Drummers
Tamburitzans
Dynamo Theatre

Contemporary Music

(Rock and Roll, Alternative,
Dance, Blues, C&W, etc.)

Ticket Price Range: \$18 - \$32

Spyro Gyra
Rippingtons
Tori Amos
Counting Crows
Xscape
Gin Blossoms
New Kids on the Block
Faith Hill
BB King
Lee Ritenour
Three Dog Night
America
Shai
Zhané
Joe Diffie
Asleep at the Wheel
Little Texas
Cowboy Junkies
Wide Spread Panic
.38 Special
The Band
Cheap Trick
Smithereens
Earth, Wind and Fire
Mavericks
Classic Oldies

**Broadway (after theater
renovations)**

Ticket Price Range: \$25 - \$32

City of Angels
Forbidden Broadway
Once on This Island
Forever Plaid
Will Roger Follies
Porgy and Bess
Crazy for You
Jake's Women
Secret Garden
Always Patsy Cline
Nunsense II
Lost in Yonkers
Mark Twain Tonight
Will Rogers USA
Wizard of Oz

Education

Ticket Price Range: \$4 - \$5

Hyperactive Inc.
TheatreWorks - various titles
Puppet Theatre
Beauty and the Beast
Alice in Wonderland
Louisville Children's Theatre
Rory
Shining Time Station - Live
Shari Lewis
Craig and Co.
Norman Foote
Tom Chapin

MARKETING

Goal

To inform the community about all programs, services and facilities provided by the City Centre through a proactive and comprehensive program of communications and promotions designed to communicate effectively with all constituencies and generate a positive response.

Objectives

- ❧ To generate an average paid attendance of at least 65% of available seats at all City Centre sponsored ticketed performance events during FY 1994-95, 70% during FY 1995-96 and 75% during FY 1996-97.
- ❧ To increase the number of Coral Springs residents who report having attended any activity at the City Centre from 45% to 50%.
- ❧ To generate a total of at least 940 uses of meeting and function rooms during FY 1994-95.
- ❧ To increase the number of residents who respond that the City Centre "adds to the quality of life" from 72% to 80%.

Summary

Changes to the City Centre's marketing strategy were implemented at the beginning of FY 1993-94 and they have already produced impressive results. *Paid* attendance of nearly 50% is higher than any previous year in the Centre's history. The changes involve focusing promotional resources on a narrower geographical *Primary Market Area*, with an emphasis on direct mail and other targeted promotion tactics.

There are separate marketing strategies for performance events and facility usage. Performance event promotion consists of using a mix of direct mail, radio, cable TV, the *Coral Springs Citizen* and other media. Promoting facility usage will rely heavily upon personal solicitation and less on media.

Introduction

The process of creating a marketing plan involves answering five essential questions:

- ❧ "Where have we been?" An objective and quantified historical perspective for the City Centre.
- ❧ "Where are we?" A current situation analysis.
- ❧ "Where do we want to go?" Goals and objectives for the future.
- ❧ "How will we get there?" A specific list of strategies and tactics to achieve the goals and objectives.
- ❧ "How will we know when we've made it?" A plan for evaluating the success must be established.

Four separate research projects have been conducted during the last year which provide quantifiable information about the City Centre. The results of each of these surveys have previously been comprehensively reported and are available for reference. Information gathered through these surveys forms the basis for much of the programming and marketing plans included in this proposal.

- ❧ First Annual Citizen Survey conducted by the City of Coral Springs in March, 1993. (Random telephone survey conducted exclusively among residents of Coral Springs to gather information about a wide variety of City Services including the City Centre.)
- ❧ Audience Survey conducted by the City Centre in July-August, 1993. (Mail survey of past ticket purchasers for City Centre performance events.)
- ❧ Survey of Coral Springs residents conducted by the City Centre in July, 1993. (Random telephone survey exclusively among City residents limited to City Centre issues.)
- ❧ Second annual Citizen Survey by the City of Coral Springs in March, 1994. (Random telephone survey; same as #1 above.)

"I feel the City Centre has been a joy to our family in so many ways."

- Sue Kirchhoff

"...the programming is unique and the personalized attention my students and I get is greatly appreciated."

- Dawn Preuss

Where have we been?

The history of the City Centre, since it first opened in August of 1990, can best be expressed through a series of charts which show the level of activity in its various facilities, programming, the number of individuals served, and the past financial investment by the City of Coral Springs.

Facility Use Summary 1990-1994: # of Activities: Total Attendance:

FY 1989-90 (8/1-9/30)		
Theater:	5	770
Gym/Exhibition Hall:	35	1,472
Meeting Rooms:	46	<u>1,742</u>
Subtotal:	86	3,984
FY 1990-91		
Theater:	98	46,740
Gym/Exhibition Hall:	221	16,956
Meeting Rooms:	<u>557</u>	<u>24,192</u>
Subtotal:	876	87,888
FY 1991-92		
Theater:	145	80,685
Gym/Exhibition Hall:	208	39,695
Meeting Rooms:	<u>882</u>	<u>41,687</u>
Subtotal:	1,235	162,067
FY 1992-93		
Theater:	117	97,545
Gym/Exhibition Hall:	158	17,957
Meeting Rooms:	<u>517</u>	<u>22,727</u>
Subtotal:	792	137,869
FY 1993-94 (Projected)		
Theater:	190	104,500
Gym/Exhibition Hall:	70	8,500
Meeting Rooms:	<u>605</u>	<u>30,100</u>
Subtotal:	865	143,100
GRAND TOTAL:	3,854	534,908

Notes: Theater usage includes all City Centre produced events and all non-profit and commercial rentals. Gymnasium usage includes all "open gym," summer recreation, basketball camp, banquets, festivals, trade shows and other activities. Meeting Room usage includes all meeting rooms (including Dance Studio) and the Plaza area, under "Facility Use Permits" and rental agreements.

Summary of Revenue, Expenses and City Support:

	FY 1990-91	FY 1991-92	FY 1992-93	FY 1993-94
Total Revenue	\$213,271	\$444,596	\$616,106	\$436,472
Total Expenses	\$649,833	\$1,086,926	\$1,474,111	\$1,073,925
Total City Subsidy	\$436,562	\$642,330	\$858,005	\$738,000
Subsidy as % of Total Budget	67.2%	59.1%	58.2%	59.4%
Coral Springs Population	82,140	84,322	86,717	89,168
Subsidy Per Capita	\$5.31	\$7.50	\$9.89	\$8.28

"Your facility gives the Candidates Forum a professional look for both the live audience and for the Cable Television audience."

- Stephanie Pearson, Carol Fox & Vicky Lyden

"Comfortable, prompt, relaxed performance. [We] will try to see other programs."

- Audience Survey Response

**"Excellent service.
[I am] very impressed
with staff and theater."**

- Kenneth Hookamson

**"[City Centre] can
become an asset to
Coral Springs, as there
are a lot of people who
enjoy theater."**

- Harry Hamer

Summary of Cultural and Entertainment Programming

Mainstage Series:	# Perfs	Artist Fee	Total Revenue	Comp Tickets	Paid Tickets	% Paid	Avg. Rev. Per Ticket
1990-91	23	\$88,134	\$92,011	4,778	8,340		
Average		\$3,832	\$4,000	208	363	23.6%	\$7.01
1991-92	21	\$158,029	\$256,194	2,935	14,724		
Average		\$7,525	\$12,200	140	701	45.7%	\$14.51
1992-93	32	\$304,000	\$313,703	5,257	14,420		
Average		\$9,500	\$9,803	164	451	29.4%	\$15.94
1993-94	16	\$145,956	\$201,040	2,111	11,919		
Average		\$9,122	\$12,565	132	745	48.6%	\$14.33
Mainstage Total	92	\$696,119	\$862,948	15,081	49,403		
Average		\$7,567	\$9,380	164	537	35.0%	\$13.38
Education Series:	# Perfs	Artist Fee	Total Revenue	Comp Tickets	Paid Tickets	% Paid	Avg. Rev. Per Ticket
1990-91	2	\$5,000	\$8,026	58	1,692		
Average		\$2,500	\$4,013	29	846	55.1%	\$4.59
1991-92	8	\$12,610	\$17,389	0	5,330		
Average		\$1,576	\$2,174	0	666	43.4%	\$3.26
1992-93	13	\$21,575	\$38,719	470	9,848		
Average		\$1,798	\$3,227	39	821	49.4%	\$3.75
1993-94	16	\$22,970	\$47,148	1,056	11,790		
Average		\$1,436	\$2,947	66	737	48.0%	\$3.67
Education Total	39	\$62,155	\$111,282	1,584	28,660		
Average		\$1,594	\$2,853	41	735	47.9%	\$3.68
Gold Coast Opera:	# Perfs	Artist Fee	Total Revenue	Comp Tickets	Paid Tickets	% Paid	Avg. Rev. Per Ticket
1991-92	3	\$37,840	\$60,959	326	4,104		
Average		\$12,613	\$20,320	109	1,368	89.2%	\$13.76
1992-93	3	\$45,111	\$73,272	238	4,201		
Average		\$15,037	\$24,424	79	1,400	91.3%	\$16.51
1993-94	3	\$41,178	\$65,522	128	2,851		
Average		\$13,726	\$21,841	43	950	62.0%	\$21.99
Gold Coast Total	9	\$124,129	\$199,753	692	11,156		
Average		\$13,792	\$22,195	77	1,240	80.8%	\$16.86
All Performances:	# Perfs	Artist Fee	Total Revenue	Comp Tickets	Paid Tickets	% Paid	Avg. Rev. Per Ticket
Total	140	\$882,402	\$1,173,983	17,357	89,219		
Average		\$6,303	\$8,386	124	637	41.5%	\$11.02

Where are we?

We have already implemented changes and improvements to the marketing and programming strategies that have shown significant positive results during the 1993-94 fiscal year and season:

- ✎ Paid attendance at City Centre sponsored Mainstage performances has increased to 48.6% from 29.4% during the previous year.
- ✎ Average gross ticket revenue per Mainstage performance increased by nearly \$2,800 over the previous season.
- ✎ The total audience for the City Centre's *Super KidStuff* educational series grew by more than 2,500, from 9,848 to 11,790.
- ✎ Total ticket revenue for the educational series grew by nearly \$8,500, from \$38,719 to \$47,148.
- ✎ An average of 38% of audience members at Mainstage performances live in Coral Springs, up from just 24% a year ago.
- ✎ 45% of Coral Springs residents report having attended any activity at the City Centre during the year, up from 42% during the previous year.

We have been successful in attracting a large number of first-time attenders to performances, but we are concerned about our ability to bring them back in the future. The most frequent customer comments continue to concern deficiencies in auditorium acoustics, along with the lack of important patron amenities such as sufficient rest rooms and appropriate beverage service. A number of patrons have said they will wait until improvements are made before returning to the City Centre. These negative impressions will also make it difficult for the City Centre to compete effectively for leisure time or money in the community or in the broader market area.

Finally, there is a substantial level of competition in South Florida among cultural and entertainment venues. The City Centre holds a relatively weak competitive position in the market relative to its location and size.

"I have always been most pleased with the quality of performance of both program and facility."

- Sheila Sapust

"We need the Centre very badly..."

- Sonia Howard

"We all would be very upset if there was any possibility of closing the Centre down for any reason."

- Lillian Greenberg

"Excellent. We enjoyed ourselves tremendously. Your staff was very helpful."

-The Randazzo School

"We've enjoyed the mix so far, so more of the same. Please, please, please fix the sound system."

-Nova University School

Market Area Profiles

Total Market Area: The Total Market Area includes anyone who might conceivably come to the City Centre.

Distance from Coral Springs: 65 miles
Population: 4,000,000+

Primary Market Area: Within the total Market Area, a smaller Primary Market Area (PMA) can be identified using survey results. The PMA for the City Centre is bounded roughly as follows:

North: Glades Road in south Palm Beach County
East: Florida's Turnpike
South: I-595
West: Everglades
Population: 450,000
Characteristics: Relatively youthful with children at home; well-educated; high-income but "house-poor"; mobile and busy

Special population segments within the PMA:

- | | |
|--------------------------|--|
| Seniors: | More than 250,000 age 55+ with higher disposable time and income; experienced and worldly; easily reached; more needs and difficult to please. |
| Ethnic Groups: | Although predominantly a white population, significant Hispanic, Asian and other groups gaining numbers in the PMA. |
| School Groups: | Large number of school children in public, private and home schools. |
| Coral Springs Residents: | Since City taxpayers support the operation of the City Centre, special considerations must be made for this group. First, as stated elsewhere in this proposal, programming and activities at the City Centre must reflect the needs and interests of residents. Second, there must be a special effort to inform the City's residents of the programs, activities and facilities available at the Centre. |

Although the City of Coral Springs possesses what are considered the two most important predictors of cultural performance participation - high income and education - its residents are only moderate attenders at performances of any type, whether at the City Centre or any other venue. The two most frequently-cited reasons for non-attendance at City Centre events are the lack of time and the lack of information about programs. This is an extremely busy population and it has not been provided with an adequate amount of information about what programs have been offered at the City Centre.

Current Customer Base

This is a profile of the City Centre's existing audience for its cultural and entertainment programming. This profile is significantly different than the profile of the Coral Springs resident, who tends to be much younger with children at home. However, it very nearly matches the national profile in terms of age or "life stage," income and education.

- 38% are Coral Springs Residents
- Live an average of 6.5 miles from City Centre
- 2/3 live within 13 miles of City Centre
- 80% are year-round residents
- 32% live in immediate surrounding communities
- 75% are married
- 64% have BA/BS degree or higher
- 49% are age 65 or older
- 71% are age 50 or older
- Majority do not have children at home
- 40% are employed (professionals, sales, management, teachers)
- 56% are retired
- Generally like the City Centre (only 5% rated it "Poor")
- Feel current ticket prices are acceptable
- 50% have income of \$50,000 or higher
- 92% own home or condominium
- They attend City Centre for entertainment and culture
- They are frequent attenders at City Centre (4+ times/year)

Competition

Competition must be measured not only in terms of desirability from the audience perspective, but also in terms of financial desirability to artists and entertainers. The "Gross Potential" of a performance event is calculated by multiplying the ticket price(s) by the number of seats in a theater. While other factors are also considered, the theater offering the highest Gross Potential is usually more attractive to an artist or management agent.

Bailey Hall: 14 miles away; 1,180 seats. Program: Gold Coast Opera, Miami City Ballet, Florida Philharmonic, plus 20+ self-presentations of mostly musical theater and other "popular" works. (Part of Broward Community College) High-quality facility; most direct competition.

Sunrise Musical Theatre: 5 miles away; 4,000 seats. Program: Primarily headline entertainers and popular music. Large, utilitarian, makes money on beverage concessions.

**"I was very impressed
with the organization at
City Centre.
Everything flowed
smoothly."**

-Western School

**"Well presented. Well
performed."**

-Maplewood Elementary

“We have played with most of the major orchestras and many community orchestras in the United States over the past fifteen years. [*The Firebird*] was certainly one of the most imaginative and genuinely audience pleasing programs we have ever been a part of in that time.”

- Underground Railway Theater

Pompano Amphitheater: 8 miles away; 2,600 seats. Program: Recent management change following failed private promoter. Will present popular entertainment events which could directly compete with City Centre for both product and audience with City Centre. Outdoor facility is somewhat risky, but Fantasma Productions has strong resources and good access to popular artists.

Broward Center for the Performing Arts: 22 miles away; 2,750 seats. Program: Several major tenants including Florida Philharmonic, Miami City Ballet, Concert Association of South Florida, Broadway Series. Also series of self-presentations of diverse performing arts events. Large, beautiful, modern.

FAU University Center: 12 miles away; 2,400 seats. Program: Commercial tenants, Greater Palm Beach Opera; Popular music. (Part of Florida Atlantic University) Campus location is sometimes a problem; generally a poor quality facility (flat floor); competition for commercial tenants because of size and student population.

Parker Playhouse: 20 miles away; 1,200 seats. Program: Broadway musicals, serious theater, children's theater, local community and professional theater. "Dowdy", old, under-utilized; perceived as located in an unsafe urban area.

Kravis Center for the Performing Arts: 45 miles away; 2,100 seats. Program: Similar to Broward Center with many self-presentations. Outstanding facility, but too far away to be direct competition.

Other Competitive Factors

Generally, people have less disposable time and income. As the crime rate increases in our nearby urban areas, more people are choosing to "cocoon" at home. Society is investing less in arts education, placing more responsibility on home. There is also a trend toward utilization of suburban theaters, rather than those located in urban areas.

People are staying home to enjoy technological advances in home entertainment, including enhanced cable TV, video rentals, and the advent of HDTV.

Where do we want to go?

Specific objectives are only useful when there is a sound benchmark against which to measure forward progress. The specific objectives to be achieved through this proposal are listed below. In each case, a benchmark from previous research or historical records can be clearly identified.

To generate an average paid attendance of at least 70% of available seats at all City Centre sponsored ticketed performance events.

This level of paid tickets is at least 20% higher than has been achieved during any year since the City Centre opened. According to national statistics for similar sized facilities, 70% paid attendance is well above the norm.

To increase the number of Coral Springs residents who report having attended any activity at the City Centre from 45% to at least 50%.

The wide variety of meetings, performances, festivals, exhibitions and other activities at the Centre already ensure a fairly high level of citizen participation at some level. An increase of five percent means an additional 5,000 residents will have taken part in at least one activity of any type during the year.

To generate a total of at least 940 uses of meeting and function rooms by community organizations and businesses during FY95.

The City Centre is already a very busy place. Better promotion of the availability of meeting and function rooms will increase both the number of individuals who benefit from the existence of the City Centre and the revenue generated to help offset operating costs. Increases are expected in both civic and commercial use of the facilities.

To increase the number of residents who respond that the City Centre "adds to the quality of life" from 72% to 80%.

Any increase in awareness and participation will increase the perception that the City Centre is a valuable resource for the citizens of the City. Since the current rating is already quite high, an 8% increase in this measure is very significant.

"We believe that every community needs a municipal auditorium where residents can attend cultural events at a nominal price."

-Bernard Trock

"The staff and volunteers of Kids Crusaders for Abused Children -- and all the kids -- need people like you; without you an event like [The Sorcerer's Apprentice] would never be within their reach."

- Linda Adelman

“...great seats, the show was fantastic, very professional, and the Box Office staff were all nice.”

- Elaine Nikides

How will we get there?

This section of the marketing plan deals with the strategies and tactics to be used in promoting City Centre events and facilities to various constituencies. “Performance Event” promotion is presented separate from “Facility” promotion. Both types of promotion will include elements which will help to create and reinforce the position or “image” of the City Centre.

As in other areas of effort, the development of partnership relationships will be a central focus, with the goal of reducing risk and costs while expanding exposure. All such partnerships, of course, must prove to be mutually rewarding.

Performance Promotion

The City Centre’s promotional efforts will continue to shift from being dependent on “mass” media such as daily newspapers and radio, to very targeted media such as direct mail and regional sections within daily newspapers. Mass media is very costly and tends to reach an inordinate number of people who may not be prospective customers. Targeted media allows the City Centre to focus on one or more narrow geographical areas (zip codes) and to speak directly with individuals who possess the demographic profile which marks them as likely prospects. While the cost per impression using direct mail is higher than with mass media, the rate of response can be dramatically higher.

In all media, the City Centre will be positioned as offering diverse high-quality events in a convenient, safe, beautiful, acoustically sound environment. Coral Springs residents will be aggressively invited to join the celebration of the renovated City Centre.

Promoting performances at the City Centre will include direct mail; print, radio and cable television advertising; free public service announcements in most media; and preview and review articles solicited by staff of journalists. Poster, flyers, public speaking engagements and other tactics will augment the primary mix of paid and free media. Performances are grouped by type and also chronologically in order to achieve cost-effective promotion and greater visibility in the media. Specific media must be selected based on the target audience for each type of event.

The following specific promotional tactics will be used to promote City Centre performances to the indicated constituencies:

Direct Mail: Our own computerized mailing list has been developed during the last three years from past attendees. In addition, mailing lists will be purchased from commercial vendors that will expand the exposure of the City Centre to new target recipients selected based on age and income criteria.

Season Brochure: A comprehensive brochure will be produced to promote an entire season's performance events. Distribution will be by mail and through racks at the City Centre. Brochures will be mailed to every residential and business address within the City, and also to non-residents who are included on our computerized mailing list. It will also be mailed to a demographically selected mailing list purchased from a commercial source.

Coral Springs Citizen: The City Centre will be included in the anticipated ten yearly issues of this publication that is mailed directly to all City residents and businesses. This will enable the City Centre to keep residents well-informed about performances that are periodically added to the program.

Paid Print Advertising

Generally, paid print advertising will be used to promote specific performance events. An attractive and creative format will be used for consistency of image.

Ft. Lauderdale Sun-Sentinel: Research shows that over 75% of City residents regularly read the Sun-Sentinel. Advertisements will be placed as frequently as appropriate in the weekly "Showtime" entertainment section and in the "Northwest Plus" section of this newspaper. Other regional sections which cover south Palm Beach County, the northeast region, or other regions will be used from time to time as needed. As a non-profit entity, the Corporation will receive the lowest rate offered.

Coral Springs/Parkland Forum: Research shows that over 60% of the City's residents look to a local weekly publication for news and information of local interest. Advertising will be placed in this publication periodically to support certain events. The editorial posture of this publication relative to the City Centre must be considered in any decision, however. It may not be appropriate or desirable to purchase advertising in a publication that consistently takes a negative stance on the City Centre.

Broward Herald: Because a relatively small proportion of Coral Springs residents reads this publication, paid advertising will be very limited, and usually only in the "Neighbors" section that serves the City specifically.

"...a class A act."

- Renee Golden

"I hope I can come again because it was fun and nice."

-Jennifer McCormack, Second Grade

Other Print Publications: A great variety of weekly and monthly publications are produced in this market area. Some may be of particular value in helping to promote specific performances as the characteristics of their readers may dictate. Of particular note are "XS" and "New Times" which are both free publications dealing primarily with popular entertainment and culture. All others will be considered on a case-by-case basis.

Cable Television

Cable TV of Coral Springs has generously provided free advertising to the City Centre during the past two seasons. This relationship is expected to continue. Paid advertising on other nearby cable TV outlets has proven to be effective in promoting certain types of popular entertainment events and will be continued.

Radio

Radio can be a very effective promotional vehicle for performance events. However, the South Florida radio market is extremely expensive and also somewhat "cluttered." There are dozens of commercial radio stations in the region, many with similar formats. Promotion on radio will be used for selected performances and will generally be created to correspond with an appropriate station format in terms of music style and target audience.

Promotional relationships have been established and will continue to be utilized as frequently as possible. There is a recognized value to being associated with the Coral Springs City Centre, primarily due to the perceived value to the media of the affluent residents. Tickets are also offered to radio stations in addition to paid advertising to increase exposure for the Centre and its events.

Free Promotion

Press Releases are written by the Centre's marketing staff for distribution to a large mailing list of print and electronic media. Calendar listings are sent to the media on a monthly basis. The marketing staff follows up each mailing with telephone calls to the major media writers for the purpose of soliciting "preview" articles and/or performance reviews. A successful recent track record has been established in media relations resulting in a significant amount of free publicity for the City Centre and its events.

Other Promotional Tactics

Staff and Board members will undertake public speaking engagements to promote the City Centre and its performance events. Posters and flyers will be distributed via volunteers to prominent locations throughout the local area. Of primary interest will be record shops, grocery chain stores, banks, hotels and restaurants.

Marketing

Facility Promotion

In order to achieve the substantial objectives for revenue and usage of the City Centre, a variety of tasks and activities is planned. A variety of potential markets must be contacted in these efforts, including both commercial, personal and civic users of the facilities. Although the City Centre has hosted a great variety of non-performance events, there is a significant opportunity to increase the use of City Centre facilities for parties, weddings and banquets, as well as for meetings of civic or commercial organizations.

The City Centre has a variety of facilities available for almost any use:

- 1,534 Seat Theater (1,398 after renovation)
- 14,000 square foot Exhibition Hall (9,000 after renovation)
- Dance Studio
- Meeting Rooms A & B
- Artroom
- Plaza
- Parking lot

The list of potential uses for these facilities is quite extensive and would benefit from the perception of Coral Springs as an affluent community and attractive market for consumer products:

Classic Auto Show, Leisure time and Recreational Show, Boat Show, Quilting Show, Kids Festival, Consumer Electronics & Computer Show, Cat Shows, Business Expos, Winter Ski Shows, Travel Shows, Snorkeling/Scuba Shows, Golf Shows, Wedding Shows, Sport Expos, Baby Shows, RV Show.

Brochure

An attractive brochure will be produced to promote the variety of possible activities. This brochure will include photos, descriptive information and prices, and will be distributed in bulk to a targeted audience of decision-makers. A mailing list will be purchased from Meeting Planners International and augmented by lists acquired through other sources, including Chambers of Commerce, the Convention and Visitors Bureau and business and professional groups. Also, as outlined in the Food and Beverage section of this proposal, caterers and meeting planners will receive personal calls and visits throughout the year, with this publication being the focus of information.

“Good. Your overall ideas show great thought and promise.”

- Forest Glen Middle School

"Residents' Guide to the City Centre"

A residents' guide to the City Centre will be produced and distributed in bulk to residents of the City. The guide will include simple and concise information about the facilities, costs and the process required to use the City Centre for meetings, parties and other functions.

Coral Springs Citizen

This publication will be used consistently to promote the civic and non-performance potential of the City Centre.

How will we know when we've made it?

The process of financial and statistical accounting and record keeping will indicate the achievement of the specific objectives outlined in this proposal. Our commitment to total quality, customer satisfaction and continuous quality improvement also involves an on-going evaluation of all services and facilities for the purpose of maintaining our high standards for service.

Evaluation will include these specific elements:

- Comprehensive Performance Event Accounting
- Periodic Customer Surveys
- Quarterly Financial Reports
- Post-performance Audience Surveys
- Focus Groups in the Community
- Expanded use and analysis of Select Ticketing database

Our various customers will definitely tell us if we have met or exceeded their expectations. We are prepared to use active and passive methods to receive information from all customers and also to act upon the information we receive.

FOOD & BEVERAGE SERVICE

Goal

To generate additional revenue from the sale of food and beverages during performances and other activities, and to provide more flexible, attractive and appropriate catering options to the various users of the facilities.

Objectives

- ❧ Generate net performance concession sales of at least \$8,200 in FY 1994-95, \$14,000 in FY 1995-96 and \$23,000 in FY 1996-97.
- ❧ Contact and develop relationships with at least 50 local and regional caterers and event planning specialists who have the potential to bring events to the City Centre.

Summary

The City Centre will sell its own performance concessions, using both paid staff and volunteers, with a substantial increase in net revenue.

Any legitimate caterer may provide service to banquets, parties, meetings and other non-performance events. This flexibility will insure that facility users are provided appropriate service and greater control over cost. New relationships with caterers, party planners and event planning specialists will increase facility usage and revenue.

We will work to determine the feasibility of offering other types of programs in the future that will generate additional food and beverage revenue.

Performance Event Concessions

The City Centre will conduct all performance event concessions using staff and volunteers. Although this will involve up-front costs for inventory and for storage, service, preparation and display equipment, there will be a substantial increase in net revenue.

During performance events and on selected other occasions, a limited range of wine, beer, soft drinks, coffee and pre-packaged snacks will be offered for sale from one or more prominent locations in the courtyard. The range of available beverages will be determined by the nature of the performance or other event, with only non-alcoholic beverages and snack foods being sold at family performances, for example, with a more extensive presentation of wine and beer at popular entertainment and other adult-oriented performances.

Gross per capita consumption averaged \$.33 during FY 1994, with a high of \$1.57 when a full bar was offered during Robert Cray, and a low of \$.05 per person during a variety show presented by B'Nai B'Rith. The two year average gross per capita consumption was \$.28 including all events where concessions were sold. (See **Appendix B** for detailed analysis.)

Future plans include a comprehensive study of the implications of also selling mixed drinks and other "hard" alcoholic beverages. Higher prices for this type of beverage service can improve the gross and net revenue per patron, but issues of demand and liability must be fully explored.

Beverages and snacks will be sold from self-contained service carts which will also provide storage. These carts will need to reside in a secure location within the City Centre when not in use. It is proposed that the existing Art Room be re-configured to serve as the storage location for all concession inventory and equipment.

Artists' Merchandise Concessions

A modest, but unpredictable amount of revenue will be derived from the sale of artists' merchandise. Typically such merchandise might include recordings, T-shirts, posters or photos. The City Centre will typically receive 15%-30% of gross revenue from the sale of artists' merchandise and this is a negotiated figure based on several factors. Some artists do

"We believe that contact with, and participation in, the arts adds a dimension to life that cannot be satisfied in any other way. We think that this is true for us, for our employees and for the communities where we are situated."

*- James E. Burke, CEO
Johnson & Johnson*

not sell any merchandise at all.

Function Catering

To date, catering for business, civic or social functions has been provided through an exclusive contract with a single catering firm. This has not proven to be a particularly useful arrangement for a number of reasons. Many individuals, companies and organizations have existing relationships with caterers or event planners and would like to use those services at the City Centre. The cost of using the City Centre's exclusive caterer has also been a factor in discouraging some function business. In some cases, the costs of using City Centre facilities has been included in the catering fees and paid to the Centre as a percentage of the gross catering bill.

Under this proposal, City Centre facilities would be rented to tenants on a "four wall" basis for banquets, receptions or other catered functions. Tenants would pay all direct costs to the City Centre for staff, equipment and consumables, and would contract directly with the caterer of their own choice for food and beverage services.

Local catering companies, party planners and restaurants will be invited to be included in a list that will be provided to tenants who do not currently have a relationship with a provider of such services. The City Centre will also develop cooperative relationships with a number of local caterers so that we can also provide complete event planning services or referral when desired.

Other Food & Beverage Services

In the future it may be feasible to offer post-performance beverage and dessert service. We will also study the feasibility of offering regular programs such as a Comedy Club, Jazz Club, Big Band Dance or other thematic event. Food and beverage service will play an important role in generating revenue from any such program.

It is likely that a significant capital investment in equipment and facilities will be required, along with staffing and other costs.

Concession Projections

The following charts illustrate most of the assumptions used to calculate the expected concession revenue for the next three fiscal years.

FY 1994-95

Type of Event:	#	% Attend	Total Attend	Per Cap Concess	Gross Concess	Concess Profit	Net from Concess
Pop Entertainment-Self	6	70%	6,443	\$0.80	\$5,154	35%	\$1,804
Pop Entertainment-Partner	6	70%	6,443	0.80	\$5,154	20%	1,031
Family Events	20	70%	21,476	0.25	\$5,369	35%	1,879
Musical Theater	12	60%	11,045	0.25	\$2,761	35%	966
Florida Philharmonic	5	80%	6,136	0.25	\$1,534	35%	537
CS Pops	15	90%	20,709	0.15	\$3,106	35%	1,087
Ballet Florida	4	50%	3,068	0.25	\$767	35%	268
Exhibitions	<u>8</u>	<u>n/a</u>	<u>16,000</u>	<u>0.20</u>	<u>\$3,200</u>	<u>20%</u>	<u>640</u>
Total	76	70%	91,319	\$0.37	\$27,046	31%	\$8,213

FY 1995-96

Type of Event:	#	% Attend	Total Attend	Per Cap Concess	Gross Concess	Concess Profit	Net from Concess
Pop Entertainment-Self	6	70%	6,443	\$1.00	\$6,443	50%	\$3,221
Pop Entertainment-Partner	6	70%	6,443	1.00	6,443	25%	1,611
Family Events	20	70%	21,476	0.35	7,517	50%	3,758
Musical Theater	12	60%	11,045	0.35	3,866	50%	1,933
Florida Philharmonic	5	80%	6,136	0.25	1,534	50%	767
CS Pops	15	90%	20,709	0.15	3,106	50%	1,553
Ballet Florida	4	50%	3,068	0.25	767	50%	384
Exhibitions	<u>8</u>	<u>n/a</u>	<u>16,000</u>	<u>0.20</u>	<u>3,200</u>	<u>25%</u>	<u>800</u>
Total	76	70%	91,319	\$0.44	\$32,875	44%	\$14,027

FY 1996-97

Type of Event:	#	% Attend	Total Attend	Per Cap Concess	Gross Concess	Concess Profit	Net from Concess
Pop Entertainment-Self	6	75%	6,903	\$1.25	\$8,629	55%	\$4,746
Pop Entertainment-Partner	8	75%	9,204	1.25	11,505	25%	2,876
Family Events	20	75%	23,010	0.50	11,505	55%	6,328
Musical Theater	12	65%	11,965	0.50	5,983	55%	3,290
Florida Philharmonic	7	85%	9,127	0.30	2,738	55%	1,506
CS Pops	15	90%	20,709	0.20	4,142	55%	2,278
Ballet Florida	4	65%	3,988	0.30	1,197	55%	658
Exhibitions	<u>8</u>	<u>n/a</u>	<u>16,000</u>	<u>0.25</u>	<u>4,000</u>	<u>30%</u>	<u>1,200</u>
Total	80	76%	100,907	\$0.57	\$49,698	48%	\$22,882

MANAGEMENT

Goal

To create an independent organization under contract with the City for management services for the City Centre.

Objectives

- ✧ Make the transition to a private nonprofit organization and clearly define the focus, purpose and mission of the corporation.
- ✧ Revise CSCCI's articles and bylaws in order to achieve the new management relationship using the existing corporation.
- ✧ Contract with the City to provide services.

Summary

The existing corporation, Coral Springs City Centre, Inc., will be reconfigured to serve as a completely independent, nonprofit management company, under contract with the City to manage the operation and programming of the City Centre. The Board of Directors will include up to thirteen members of the community, including one City staff member appointed by the City Manager and one City Commissioner. Board members will be developed through the *Impresarios* support group and through a new advisory council consisting of various "stakeholders" in the City Centre.

A voluntary staff reduction will result in eight full-time staff members who will become employees of the nonprofit corporation, receiving the same level and type of compensation as during their employment with the City. The Executive Director will report directly to the Board of Directors.

CSCCI will begin to provide many of its own services such as financial management and it will contract with the City to provide other services, including benefit management for staff.

"We are in whole-hearted support of the present management staff of the City Centre."

- Doris & Herman Krull

"As exciting as the mainstage events are, I feel that the heart of the City Centre is the [civic] activities which are serving the Coral Springs community."

*- Thomas Cunningham
Board Member*

Relationship with the City

The management structure proposed for the City Centre is an independent nonprofit organization under contract to the City.

The contract between the City and the nonprofit corporation will be for financial support in the form of an operating grant on an annual basis and some operational support in benefits, maintenance, and capital expenditures.

The City will agree to a limited, negotiated annual grant; a personnel benefits partnership; exterior facility maintenance and MIS maintenance support; the Capital Improvement Program; and consulting in human resources and financial issues. City Centre Staff will participate in the City's benefit plans. In return, the corporation will agree to provide services as outlined in this proposal.

The corporation will create a Stakeholder Council to elicit comments and advice from the various constituencies that the City Centre serves.

Role of the Nonprofit Organization

Coral Springs City Centre, Inc. will become an independent self-governing and self-perpetuating entity, fully autonomous from the City outside of the terms of the contract. The executive committee of the corporate board of directors will be responsible for directing the activities of the corporation, programming assistance, fundraising, corporate support and grants; community arts and culture involvement; leadership of the membership organization and development of the facility's program in collaboration with the management team. In order to better define these activities, the by-laws and articles of incorporation for the nonprofit organization must be reviewed and updated.

The Board of Directors will have up to thirteen members which will include some members from the current Board, a City representative (appointed by the City Manager), a City Commissioner, and the President of the current corporation.

The Board will be responsible for selecting the President and Executive Director of the corporation who in turn will be responsible for the other staff members. The Board will set policy and procedures to guide the corporation's employees in the day to day operation and programming of the Centre.

The most critical duty of the Board will be to raise funds from the public and private sectors with the assistance of the membership organization, *Impresarios*, who also will have a governing board that acts as an auxiliary to the Board of Directors. They will have significant input as to the programs for which the funds are raised annually. Future Board members will be cultivated from the *Impresarios* based on their personal contributions and leadership of the group.

Committees will be formed in Finance, Programming, Fundraising, and Marketing. A Nominating Committee will be appointed on an as needed basis. An Executive Committee comprised of the Committee Chairs, President, and Chair of the corporation will meet frequently to monitor the activities of the Centre and plan full Board meetings.

Role of the Stakeholder Council

A group of regular tenants, corporate sponsors and frequent audience patrons will be invited to participate in a Stakeholder Council that will meet quarterly.

This group will provide an additional network into the community to assess City Centre's effectiveness and level of customer satisfaction. They will advise City Centre staff on facility conditions, operational procedures, and policies that effect the success of their activities.

Possible representatives would come from:

Coral Springs Pops
Florida Philharmonic
CS Art Guild
Jewish Community Center
Asian American Federation
Chamber of Commerce
Southern Sanitation
Ballet Florida
Concert Promoters

Broward County School District
Hyperactive Inc.
City of Coral Springs
Subscribers
Impresarios
CS Cable TV
Coral Ridge Properties
Area Dance Schools
Coral Springs civic organizations

"...I've found all of the people at the City Centre to be excellent and considerable to me and the charity I work for."

-Phyllis Klain

“...this proposal recommends a reduction from ten FTE's to eight FTE's.”

Staff Plan

In order to flatten the organizational chart and create a horizontal management structure, the staff of the City Centre will be organized as two, interdependent teams; one operational, the other administrative. Each team will have a leader and several members who are empowered and accountable for specific functional areas. Both team leaders will report to the Executive Director who will be an active member of both teams. The operational team will consist of a General Manager, a Senior Management Assistant, a Technical Director and a Marketing Manager with prime responsibility for all programs, events and physical plant activities. The Administrative team will be made up of the Business Manager, Box Office Manager and an Accounting Assistant, with responsibility for budgeting, accounting, personnel and legal activities. The changes to the existing staff structure are not only functional in nature, but are also in size: this proposal recommends a reduction from ten FTE's to eight FTE's for at least one year of operation. Changes in staffing would be made as budgeting allows after the first year on an annual basis with no net change to requested City support.

Supporting those full-time staff member's identified, would be both temporary part-time staff members and volunteers. The part-time staff would consist of:

- 1 Education Coordinator
- 2 House Managers
- 1 Receptionist
- 1 Data Processing/Office Clerical Assistant
- 4 Box Office Assistants
- 1 Group Sales Coordinator
- 5 Maintenance Workers
- 25 Auditorium Assistants

Our historical use of volunteers indicates that we may expect to utilize 8,000 hours of service annually, worth approximately \$68,000 as in-kind contribution, for ushering, office work and assistance with marketing projects.

To supplement staff, an internship program will be developed that will provide opportunities for college students in technical theater, arts administration and event marketing. A small stipend and work-study credit can be exchanged for up to 1,500 hours of labor worth approximately \$12,750. High School students working in conjunction with the Youth Commission can earn community service hours by staffing teen events.

Volunteer Functions and Value

Volunteers serve in many capacities at the City Centre and this proposal aims to increase the level of participation and opportunities.

Current and future opportunities include:

Ushering	Office work
Festival staffing	Marketing assistance
Telemarketing	Data entry
Booth staffing	Mass mailing assistance
Group sales	Fundraising
Special events	Concessions
Novelty sales	

What follows is a breakdown of volunteer usage for FY 91-92, 92-93, and 93-94. It is based on a pay rate of \$8.50 per hour.

FY	Service Hours	In-kind Contribution
1991-92	4,600	\$39,100
1992-93	7,508	\$63,816
<u>1993-94</u>	<u>7,400</u>	<u>\$62,900</u>
Total	19,508	\$165,816

**"We need this Centre
in Coral Springs."**

- Mildred Fine

Facility Maintenance Plan

Since the facility opened in 1990, the *Means Facilities Maintenance Standards Encyclopedia* has been the model used for all facility maintenance, repair, housekeeping, and Capital Improvements. The *Means Encyclopedia* will be the working model for the proposed preventative maintenance plan and schedule for the City Centre.

The City Centre Operations Team will be responsible for all maintenance, repair, and housekeeping of the facility - from the exterior walls in. The only exterior items the City Centre will be responsible for are the two exterior lighted signs.

Under the proposed budget, the following areas would be the responsibility of the City:

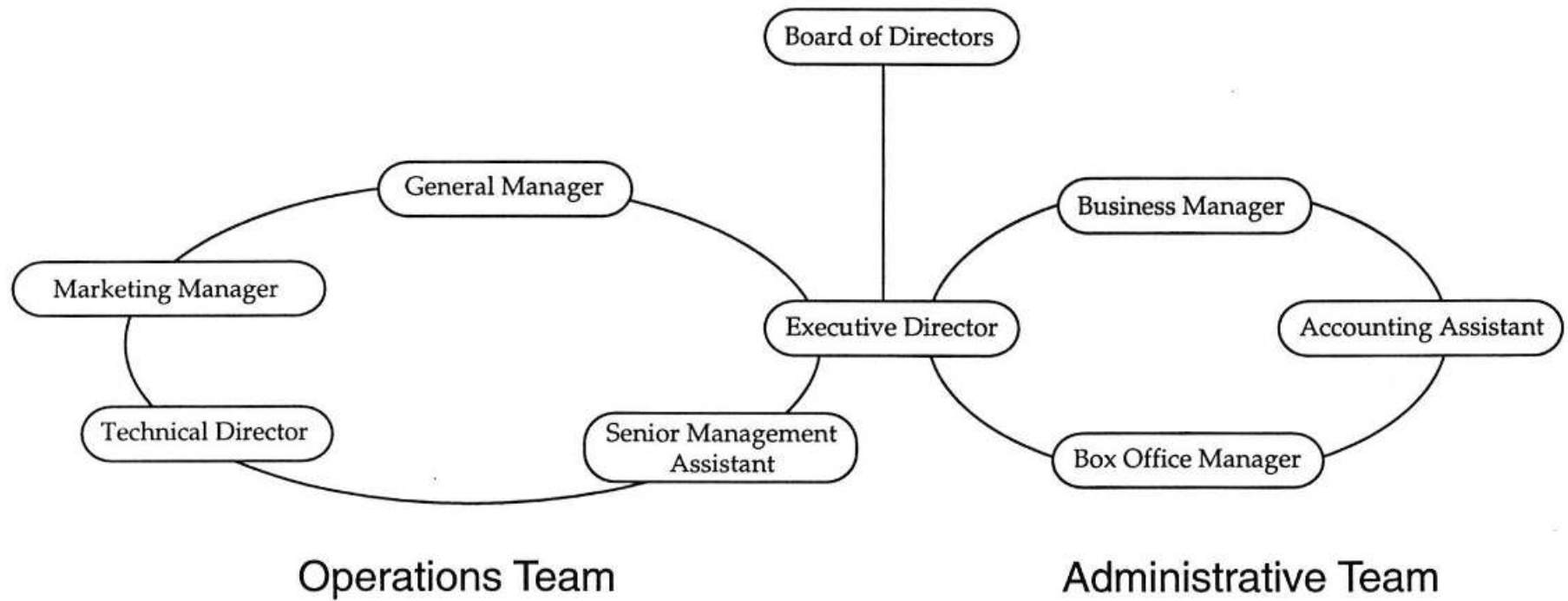
- Landscaping
- Grounds Irrigation System
- Water supply system
- Waste water drainage system
- Sewer system
- Retention ponds
- Parking lot
- Simplex, Alpha Air Conditioning and Miami Elevator contracts.
- Computer hardware, the photocopier and telephone systems maintenance.

The Coral Springs City Centre, Inc. will be responsible for:

- Physical plant cleaning, maintenance and minor repair.
- Production and technical equipment
- Ticketing systems
- Office equipment minor repairs, routine maintenance and preventative maintenance.
- Corporate-owned equipment
- Janitorial services for offices, public areas, rooms, exhibition hall and theatre.
- Outdoor signs.

Capital projects that are replacement equipment or structural improvements are the responsibility of the City as noted in the Financial Plan.

TABLE OF ORGANIZATION



FINANCE

Goal

To minimize liability exposure to the City and the nonprofit organization through prudent planning and safeguards.

Objectives

- ❧ Reduce the City's initial annual management fee to less than \$480,000, with a maximum increase of 5% of the fee after theater renovations.
- ❧ Develop a reserve for contingencies to protect against unanticipated programming shortfalls.

Summary

The proposed management fees will remain under \$480,000 for the initial three year contract and represents less than 40% of the City Centre's annual budget. A reserve for contingencies will further reduce financial risk and exposure for the City and CSCCI. The reserve will be funded initially by the FY 1993-94 operating surplus which is expected to exceed \$100,000, and subsequently through ticket surcharges, fundraising and any future operating surpluses. Fundraising expectations are increased significantly through individual gifts, corporate support and grants.

All financial plans, strategies and assumptions outlined in this proposal are based on significant improvements being made to the theater during the last six months of FY 1995-96.

Financial Strategy

With the programming strategy proposed, the need to risk venture capital on programs is decreased dramatically. The City Centre's actual programming budget will be less than 40% of the annual operating budget, operating expenses and overhead accounting for the balance.

In addition to lessening exposure through limited spending, we will put in place an additional safeguard in the form of a reserve for contingencies. This reserve will be created and funded through annual operating expense savings, revenue surpluses and ticketing surcharges assessed to all ticketed events. Fund surpluses from FY 1993-94 will be used to seed the reserve for contingencies.

Through these two strategies, the City's management fee will be limited to the annual budgeted amount, with no need for additional transfers.

Budget and Funding Requirements

The three year budget proposal at the end of this section shows the requested operating grant maintaining approximately 37% of the total budget on an annual basis, with the exception of FY 1994-95.

The budget can be summarized as:

	FY 1994-95	FY 1995-96	FY 1996-97
Earned Income	\$386,300	\$685,887	\$744,560
Contributed Income	21,000	70,000	81,000
Management Fee	<u>476,496</u>	<u>447,288</u>	<u>461,881</u>
Total Revenues	\$883,796	\$1,203,175	\$1,287,441
Overhead	\$475,996	\$561,800	\$589,922
Operating Expenses	166,300	197,875	208,019
Programming Expenses	<u>241,500</u>	<u>443,500</u>	<u>489,500</u>
Total Expenditures	\$848,796	\$1,203,175	\$1,287,441

"...the management fee will be limited... with no need for additional transfers."

Assumptions for the Financial Statements

Revenues

All revenues begin with the basic assumption that theater renovation work will be done during FY 1994-95. Projections for that year assume six months of full operation and six months of partial operation due to construction work. The following fiscal years show expected revenue for a renovated theatre. If the work is not done, these figures will need to be adjusted to reflect so.

Operating Revenues:

Facility rental figures assume a revised rate structure and a vigorous marketing effort.

Box Office charges reflect user fees to partners and renters of the facility, as well as a percentage of the seating surcharge designated as operating support. The surcharge of \$1.00 per seat occupied will be divided evenly between operating support and reserve. Other contract or consulting fees for events not held at the City Centre, such as the *Matchpoint* tournament, are accounted for here.

Equipment rentals reflect an expanded and revised rate structure for equipment not included in a rental contract, such as sound and lighting equipment, pianos, or tables and chairs.

Programming Revenues:

Box Office receipts consist of self-presentations, partnership gross revenue splits and gate percentages taken in lieu of rental fees. Basic assumptions for self presentations for FY 1994-95 are outlined in the following chart. Increases in paid attendance (to 75% in FY 1996-97) and ticket prices (to \$24 in FY 1996-97) for the following fiscal years are somewhat offset by the decrease in seats resulting from the renovation.

“Art can beautify our cities, encourage economic development and social change, and profoundly affect the ways we live our lives.”

- Bill Clinton

Ticket Revenue Projections (Self-presentations)

	<u>FY 1994-95</u>	<u>FY 1995-96</u>	<u>FY 1996-97</u>
Seating Capacity	1,534	1,398	1,398
# of Mainstage Events	10	15	15
Average Ticket Price	\$18	\$23.50	\$24
% Paid Attendance	65%	70%	75%
Projected Mainstage Ticket Revenue	\$179,478	\$344,957	\$377,460
# of Educational Event	8	10	10
Average Ticket Price	\$4	\$5	\$5
% Paid Attendance	65%	70%	75%
Projected Education Ticket Revenue	\$31,907	\$48,930	\$52,425
Total Projected Ticket Revenue	\$211,385	\$393,887	\$429,885

Net concession revenues reflect the assumptions outlined in the Food and Beverage Service plan.

Corporate support responsibility is shared between the Board of Directors and management staff. Fundraising income reflects expectations of receipts from memberships and special events. Please refer to the fundraising plan at the end of this section for the strategies that will be employed.

Grants will be sought from the Broward County Office of Cultural Affairs, the Florida Arts Council, the National Endowment for the Arts, the Southern Arts Federation, private foundations and other potential sources.

Service fees are the per ticket and per order charges for tickets that will be developed prior to the 1994-95 season.

The Management Fee has been separated from other revenue sources for this proposal. The goal that the City Centre has for this fee is to never exceed 40% of the total annual budget after renovations. The only increases will be due to inflation.

“The goal for this fee is to never exceed 40% of the total annual budget.”

Expenditures

A 5% annual increase due to inflation is expected for all expenses.

Overhead:

These expenses are the necessary base for operating the City Centre.

Personal services are the full time staff employed by the corporation. For this proposal, eight full time positions are planned. Benefits, as part of the City's benefit plan, equal almost 32% of salaries.

Utilities and communications assume the installation of an energy management program as part of the renovation.

Operating:

These expenses are those related to facility rentals and services to renters, including maintenance, box office and facility marketing.

Programming:

All expenses related to producing the mainstage and *Super KidStuff* programs, as well as administrative and marketing costs.

Capital Improvement Plan

The City will be responsible for the funding and implementation of equipment depreciation replacement and structural systems. The City Centre will fund projects for additional equipment for production that is not replacing existing, depreciated equipment. This will be accomplished using the existing, annual CIP budget.

The City will fund: buildings and additions, major equipment, intrinsic production equipment, office equipment, computers, furnishings and all other basic capital items.

The City Centre will fund: specific production equipment necessary for special events not normally associated with community center operations.

Fundraising and Development Plan

A complete development plan for the corporation will be created that utilizes the following strategies:

- ❧ Increased emphasis on *Impresarios* membership drives, with additional activities planned.
- ❧ Minimum contact objectives for corporate and individual giving for program support.
- ❧ Development of sustained capital and endowment campaigns.
- ❧ Increased sponsorship opportunities.
- ❧ Joint development efforts with partners.

City Centre Budget

REVENUES	FY 1994-95	FY 1995-96	FY 1996-97
Operating			
Facility Rentals	\$150,000	\$245,000	\$257,250
Box Office Charges	\$14,000	\$25,000	\$26,250
Equipment Rental	\$500	\$2,500	\$2,625
Operating Subtotal	\$164,500	\$272,500	\$286,125
Programming			
Box Office Receipts	\$211,350	\$393,887	\$429,885
Concessions (Net)	\$7,950	\$14,000	\$22,800
Corporate Support	\$6,000	\$10,000	\$15,000
Fundraising	\$15,000	\$40,000	\$45,000
Grants	\$0	\$20,000	\$21,000
Processing Fees	\$2,500	\$5,500	\$5,750
Programming Subtotal	\$242,800	\$483,387	\$539,435
Management Fee	\$476,496	\$447,288	\$461,881
(As a % of the total budget)	53.9%	37.2%	35.9%
Total Revenues	\$883,796	\$1,203,175	\$1,287,441
EXPENDITURES			
Overhead			
Salaries (@ 8 FTE's)*	\$267,800	\$312,700	\$328,350
Benefits (@ 32%)	\$85,696	\$100,100	\$105,072
Utilities	\$60,000	\$67,000	\$70,400
Communications	\$4,500	\$5,000	\$5,250
Travel & Per Diem	\$10,000	\$14,000	\$14,700
Contracts, Services, etc.	\$15,000	\$15,000	\$15,750
Rentals & Leases	\$11,000	\$18,000	\$18,900
Repair & Maintenance	\$12,000	\$15,000	\$15,750
Office Supplies	\$2,500	\$5,000	\$5,250
Registrations, etc.	\$7,500	\$10,000	\$10,500
Overhead Subtotal	\$475,996	\$561,800	\$589,922
Operating			
Wages (Part-time)	\$75,000	\$98,000	\$103,000
Contracts, Services, etc.	\$30,000	\$45,000	\$47,250
Operating Supplies	\$31,800	\$40,200	\$42,294
Promotions	\$2,000	\$2,000	\$2,100
Printing	\$5,000	\$5,000	\$5,250
Postage	\$500	\$500	\$600
Market Surveys	\$3,500	\$3,500	\$3,675
D&O Premiums	\$3,500	\$3,675	\$3,850
General Liability	\$15,000	\$15,750	\$16,550
Operating Subtotal	\$166,300	\$197,875	\$208,019
Programming			
Promotions/Marketing	\$45,000	\$105,000	\$112,000
Printing	\$12,500	\$19,500	\$20,500
Postage	\$8,000	\$25,000	\$26,250
Artists' Fees	\$145,000	\$215,000	\$236,250
Production & Administration	\$10,000	\$14,000	\$15,750
Wages (Part-time)	\$21,000	\$65,000	\$78,750
Programming Subtotal	\$241,500	\$443,500	\$489,500
Total Expenditures	\$883,796	\$1,203,175	\$1,287,441

*FY 1994-95 will be staffed at eight FTE's until the beginning of the renovation. We then propose to loan up to three staff members to the City during the period of construction.

QUALIFICATIONS

Staff Biographies

Joel D. Katz, President and Executive Director

Joel is an accomplished arts administrator having held leadership positions in the arts since 1977. Previous positions include Assistant Director for Public Relations of the Missouri Arts Council, Festival and Interim Executive Director of the Kansas City Arts Council, and Assistant Director of the Maryland Summer Institute for the Creative and Performing Arts at the University of Maryland.

Before coming to Florida in November, 1991, Joel served for five years as the Executive Director of the Maine Center for the Arts at the University of Maine. As the first Executive Director, he supervised the final year of construction, hired and trained a professional staff, developed a successful corporate sponsorship program, and developed a world class entertainment and performing arts series. The Maine Center for the Arts is one of the premier facilities in New England and serves a statewide audience.

Joel is a Grants Panelist for the Florida Arts Commission, the Broward County Office of Cultural Affairs, and, in the past, for the Music Panel for the Maine Arts Commission. He was also former chairman of the Missouri Alliance for Arts Education, a member of the Governor's Tourism Advisory Commission in Maine, and a lecturer and arts consultant for the New England Foundation for the Arts Regional Conference. He received training in developing Teacher Training programs in the arts at the Kennedy Center in Washington D.C. He is a member of the International Society of Performing Arts Administrators, Association of Performing Arts Presenters, and the International Association of Auditorium Managers.

Rolf E. Olsen, General Manager

Rolf brought fifteen years of media, marketing and management experience to the City Centre when he joined the staff as General Manager in December of 1992. He previously served as Marketing and Public Relations Director and then Interim Co-Director at the Maine Center for the Arts, that state's premier performing arts facility located at the University of Maine in Orono. Rolf's leadership in the field of non-profit arts administration has been recognized through his election to serve two terms as the Chair of the Maine Arts Sponsors Association, a state-wide consortium of performing arts presenters, and also his election to serve as Vice President and then President of the Board of Directors of the Penobscot Theatre Company, a professional regional repertory

theater company. He has written successful grant proposals for funding through state and regional funding agencies, and developed positive working relationships with staff members at the National Endowment for the Arts and the Education Department of the Kennedy Center in Washington, D.C. Raised in Greenwich, Connecticut, Rolf completed two years of study at Cornell University in Ithaca, New York, and earned a Bachelor of Arts degree in Humanities at the University of Maine at Presque Isle in 1976.

Kevin A. Knutson, Business Manager

Kevin has been employed at the City Centre since May 1991, when he was hired to serve as the Box Office Manager. After one year he was promoted to his current position. Prior to the City Centre he was the Box Office Manager for the Omni Auditorium. His other theatrical experience includes being the sound technician for the Omni, a gaffer's assistant on film and television productions for LTM International and as a carpenter at Bailey Hall and on the International Alliance of Theatrical Stage Employees part-time work list. Kevin is currently a member of International Association of Auditorium Managers and Box Office Management International.

Kevin is a veteran of the US Army, stationed in West Germany as a battalion communications network manager for two years. He has been awarded an Associate's and Bachelor's of Art degrees and will be graduating in August with a Master of Fine Arts degree from Florida International University.

Ted A. Geiger, Operations/Production Manager

Ted is currently in his fourth year of employment at the City Centre. When he was hired at the Centre in September of 1990, he brought to the facility fourteen years of highly diverse experience. A graduate of Florida Atlantic University with a Bachelor of Fine Arts degree, Mr. Geiger also undertook graduate level studies in theater technology at Temple University in Philadelphia, Pennsylvania. A Florida native, he comes to the City of Coral Springs by way of Atlantic City, New Jersey, where he spent six years as a stage carpenter/rigger completing over six thousand events of national acts, live television, video, and circus acts.

Mr. Geiger's leadership in hands-on training for the novice in technical theatre has earned him national recognition both at the academic level and with the international union (I.A.T.S.E.) with which he is presently affiliated. He has served as a special consultant to the American College Theatre Festival - Black College Project at the Kennedy Center in Washington, D.C.

Vanessa M. Salmon, Marketing Assistant

The newest member of the City Centre full-time team, Vanessa grew up surrounded by sales and entertainment. She worked her way through high school and college as a retail sales manager, while also promoting bands and concerts on the side. During her second year at Florida Atlantic University she became involved in the government process and was elected to a variety of positions within the student and University Governments. She became very involved in event planning on campus and was hired to serve as Program Coordinator. In this position she sought out and hired artists to perform in various venues, negotiated contracts, hired and trained staff and undertook all promotional activities. She also planned parties, lectures, meetings and coordinated media and community relations. Vanessa holds a Bachelor of Arts degree in Philosophy with a minor in Business from Florida Atlantic University. She has also undertaken course work at FAU toward a graduate degree in English and creative writing.

Ann M. La Senna, Office Manager

Ann was hired as Administrative Assistant to the Executive Director of the City Centre in January of 1991, six months after the facility's opening. She previously worked as a legal secretary in the Coral Springs City Attorney's Office from August 1989 to January 1991. In October of 1992 she was promoted and reclassified as Office Manager. This is a highly responsible administrative and supervisory position in which her 30 years of experience enables her to interact effectively with all levels of management and customer relations, and to perform her responsibilities proficiently.

Becky Nangle, Management Assistant

Becky began her tenure at the City Centre as a Secretary Specialist two and a half years ago, bringing with her a great deal of administrative experience. She was employed with the Parks & Recreation Department as a Secretary for approximately two years prior to coming to the City Centre and she spent several years working in Indianapolis for the Federal Aviation Administration prior to her move to Florida. Her willingness to take on new duties and responsibilities has enhanced her knowledge of the day-to-day operations of the City Centre and her value has been recognized with her promotion to the position of Management Assistant.

Susan T. Kelly, Box Office Supervisor

Susan has been with the City Centre for just over a year. She started in the Box Office as a ticket seller and was quickly promoted to the position of Box Office Supervisor. She received her BA in Speech Communication from the University of South Florida, where she was very active in volunteer and leadership organizations, first as a Fundraising Committee member for the Gold Council and later as the Public Relations Chairman of the Village Hall Council. Prior to working at the City Centre, Susan gained a great deal of experience working at the Sun Dome Box Office, as an Assistant Manager for Pier 1 Imports, at the Tournament Players Club at Eagle Trace and as a Camp Counselor for the City of Coral Springs Parks and Recreation Department.

Box Office

Michele L. Carey, Assistant Box Office Supervisor (Part-time)

In October 1991 Michele L. Carey was hired as a Box Office Attendant where she handled ticket sales, class registrations, and general office duties. As the City Centre grew so did Michele's responsibilities; in September of 1992 she was promoted to Assistant Box Office Supervisor.

One of the highlights of her tenure at the Centre is the coordination of the Hurricane United Relief Live Benefit which raised \$2,000 for the victims of Hurricane Andrew and drew attention to the facility.

Ann M. Penso, Box Office Attendant (Part-time)

Ann has been a resident of Coral Springs since 1987. She attended New York Institute of Technology as a Pre-Engineering Student and from there joined the US Army where she continues to serve as a Sergeant in the US Army Reserves. Ann has been working with the City since October 1992, first as a maintenance worker and later as a Box Office Attendant.

Courtney Powers Curtiss, Box Office Attendant (Part-time)

Courtney Curtiss was born and raised in the university town of Ames, Iowa. She received her undergraduate degree in Art History from Trinity University in San Antonio, Texas and is currently completing her thesis work for the Masters degree in Art History at the University of Florida. During her collegiate years, she was very active in the Service Fraternity Alpha Phi Omega, where she served a term as Vice President of the campus organization. During and since that time, she has held a number of positions in arts institutions, the most recent being the City Centre.

Josephine Amato Myers, Box Office Attendant (*Part-time*)

Josephine was originally from Youngstown, Ohio and moved to Florida fifteen years ago, then settled in Coral Springs five years ago. Mrs. Myers has a Bachelor of Science in Business Administration from Youngstown State University. Mrs. Myers has been a Box Office Attendant for the City Centre since October 1993.

Event Services

Linda Hanson, Education Coordinator (*Part-time*)

Linda has been a part time City Centre employee for over two years. She is responsible for booking, marketing and managing educational theatrical productions attended by local schools. She acts as a liaison with teachers in addition to representing the City Centre on the Education Committee of the Coral Springs Chamber of Commerce and on the Cultural Enrichment Committee of the Broward County School Board and the Broward County Arts Council.

Linda is a longtime Florida resident with a BA degree in Spanish from the University of Miami. She lived in Mexico for a year and then returned to South Florida to follow a career in retailing for 12 years with Burdine's. She helped found the Coral Springs Philharmonic Society and brought the Florida Philharmonic Orchestra to perform here in Coral Springs. She is still on the Board of the Orchestra and very involved with the CSPS.

Jan Benjamin, House Manager (*Part-time*)

Jan started in entertainment promotions in 1971 as a international public relations specialist for Up With People, Inc. She has since been involved in management and promotions for Young American Showcase, Inc., SweetMeadow Productions, WLPJ Radio in Port Richey, FL and her own firm, Upper Room Productions, Inc. Most recently, Jan pioneered two Concert Series in South Florida - Concerts On The Hill in Coral Springs ('91-'92) and the Chapel Concert Series in Pompano Beach ('92-'93). Since 1983, Jan has promoted well over 150 concerts in the state of Florida, in many of the state's better known venues.

Production Staff

Lowell S. Richard, Auditorium Assistant (*Part-time*)

Lowell has worked in a multitude of disciplines over the past 15 years, including dance, theatre, music, video/film production and international touring. Over his career, he has served as a lighting director, master electrician, scenic carpenter and technical director. Besides working as a freelance designer some of his employers have been: The Miami Sound Machine, Coconut Grove Playhouse, Bailey Concert Hall, Buena Vista Productions, New Covenant Church, IATSE Local 646, Career Institutes of America, University of Miami, Embassy Theatre, The Tampa Ballet, The Show Boat Dinner Theatre, and The Morgan-Wixson Theatre. Lowell holds an MFA in Lighting Design from the California Institute of the Arts.

John Bozell, Auditorium Assistant (*Part-time*)

John Bozell was born in Kokomo, Indiana in 1952. He was a professional musician for over 15 years, during which he traveled extensively, performing in night clubs and assuming responsibility for all sound and lighting. Considerable time spent in recording studios added a working knowledge of multi-track recording and mixing to his experience. This led to working with Atlantic Records artist "FIREFALL" as their road manager. In 1990 John joined the City Centre's staff as audio technician. He is responsible for all aspects of sound reinforcement at the facility.

Appendix A

PROGRAM DEVELOPMENT

Programming is developed for the City Centre by examining the marketplace and determining the best possible programs, in several different categories, whose expenses could be covered by a percentage of ticket sales. Normally, a 65% occupancy is reasonable, but given the negative perceptions about City Centre's acoustics, the FY 1993-94 program was budgeted at just less than 50%.

Program opportunities come from a variety of sources. Factors that must be considered in selecting programs include: the geographic location of Coral Springs, the strong competition from larger buildings, ticket price limitations, and the developing audience.

Program Selection Process

Most attractions are booked 12 - 18 months before their appearance except for some contemporary comedy and music performers who commit 3 - 4 months in advance. In planning a season, the process is summarized as follows:

- October* At the Regional Booking Conference, Florida Presenters meet and discuss block booking opportunities for next season while also discussing popular attractions for current season. Showcase performances are attended by staff.
- Audio and video tapes with press packets sent by artist management for our review. Staff attends performances when feasible.
- Tenants' dates in theatre are put on calendar to establish theatre availabilities.
- Ongoing research in trade publications analyzing financial results (ticket sales and % of paid admission in other venues) of past appearances by artists being considered.
- Preliminary dates for specific artists are held on theatre's calendar.
- Artists selected must agree not to appear anywhere else in Broward or Dade Counties for 90 days before Coral Springs date.

Phone calls to other venues checking artists' references and quality. Local presenters are called for their prior experience with specific artists.

Staff discusses artists possibilities.

List of possibilities presented to Board of Directors through Programming Committee. Mix and scope of program discussed. Short list developed.

December National Booking Conference with Florida Presenters meeting again. Numerous performances and showcases attended by staff. Staff meets with artists' managers.

Other possible touring attractions for next season are discussed and firm commitments to major attractions are made. Final commitments are made for current season.

January Contracts are negotiated with artist managers for technical requirements which are priced out by staff.

Preliminary discussions about ticket prices are held by staff in preparation for submitting program budget to Board and City for next fiscal year.

Contracts are finalized.

Some additional possibilities are discussed with Programming Committee.

State and County grant application for funds to support program submitted.

March Program finalized

Final budget submitted to Board.

Corporate sponsors sought.

Initial discussions and planning for marketing developed.

May Season brochure designed.

Group sales effort begins.

State and County funding recommendations received.

June Season brochure and preseason advertising for members and subscribers.

July Individual ticket sales begin.

The most cost effective programs available to Coral Springs are those larger attractions that are on tour in Florida. Examples of these "bus and truck" shows presented here include *A Chorus Line*, *Shakespeare for my Father*, and *Fiddler on the Roof*.

City Centre belongs to the Florida Professional Presenters Consortium, an organization that works together to "block book" popular attractions into the state and thereby reducing the unit costs to individual presenters. Coral Springs, when participating, is always the Broward County exclusive presenter of such programs and sometimes is able to hold three county (Dade, Broward, and Palm Beach) exclusivity.

Other attractions that are small are able to fly to Broward County and do not need state-wide tour support. These smaller ensembles have included: numerous comedians, Marion McPartland, McCoy Tyner, Lyndon, Avner the Eccentric, and Marilyn Maye.

Self-Presentation Program Strategy

The following conclusions were derived from research projects conducted during the summer of 1993:

- ❧ Residents would prefer a programming mix that includes more musical headliners, comedians, and Broadway shows.
- ❧ There is broad support for the range of programs currently offered to children and families.
- ❧ There is little resistance to the current ticket prices and ample room for increases for higher cost artists.

These results along with a critical review of program results from FY 1991-92 and FY 1992-93 program results shaped the FY 1993-94 program selections. Also, the Board of Directors reviewed the program possibilities and approved the final program budget. Actions taken for FY 1993-94 programming include:

- ❧ Artists were selected with lower fees to reduce risk. With the renovations planned for the second half of the fiscal year, this season is perceived as a transition year warranting little financial risk. The highest artist fee in FY 1992-93 was \$22,500 but in FY 1993-94 it is \$14,000. In FY 1992-93 ten attractions were selected at fees of \$10,000 or greater. In FY 1993-94 only four attractions reach that level of risk.
- ❧ Fewer programs were offered. This reduces the number of choices for the consumer and leads some to a higher percentage of participation thereby increasing the chances for financial success.

- ❧ More thought about who, and how, specific programs would be marketed to specific audiences before their final selection.
- ❧ A programming contingency of \$75,000 was built into the current budget. Not meeting FY 1992-93's ticket sales projections required much more conservative projections for FY 1993-94 with a ceiling on total expenses not in place in FY 1992-93.

For FY 1995-96, the following considerations will be used to select artists and attractions for self-presentations:

- ❧ A committee of the Board of Directors was formed to review the programming philosophy and selection process.
- ❧ Artist fees will rise somewhat to allow more name recognizable attractions. The maximum artist fee will be in the range of \$20,000 - 25,000 with less than three artists in this range ultimately booked.
- ❧ School day programs will be increased. Given their strong sales and positive educational value, more attractions for the school groups will be sought.
- ❧ Few subscription attractions will be offered. Given the poor subscription sales here, which are weak nationally, more Special Events will be offered independent of subscription discounts and longer lead time commitments.
- ❧ More public/private partnerships will be sought. Aligning City Centre with major commercial promoters is achievable at a modest level and will result in some more contemporary, popular programs. Other partnerships with not for profit arts organizations will be undertaken to minimize the financial risk of cultural programming.

Appendix B

PROGRAMMING HISTORY

This is a detailed chronological listing of all performances presented by the City Centre since it first opened in 1990. A summary appears in the *Marketing* section of this proposal on page 22.

FY 1990-91

FY 1990-91 Mainstage	Date	Artist Fee	Total Revenue	Comp Tickets	Paid Tickets	% Paid	Avg Rev Per Ticket
Bobby Rydell (Premier)	10/13/90	\$3,500	\$6,105	612	393	25.6%	\$6.07
Maria Benitez	10/27/90	\$5,700	\$6,795	50	269	17.5%	\$21.30
Philharmonic Halloween 2	10/28/90	\$4,818	\$4,673	370	734	47.8%	\$4.23
Philharmonic Halloween 1	10/28/90	\$4,818	\$3,645	253	579	37.7%	\$4.38
Cinderella - Opus 1	11/03/90	\$1,250	\$919	149	167	10.9%	\$2.91
Cinderella - Opus 2	11/03/90	\$1,250	\$1,084	197	197	12.8%	\$2.75
Ballet Gran Folklorico	11/14/90	\$4,500	\$6,593	519	498	32.5%	\$6.48
Frula Yugoslavian Dance	11/25/90	\$3,500	\$5,343	279	402	26.2%	\$7.85
Rina Dokshinsky	12/01/90	\$1,800	\$677	81	98	6.4%	\$3.78
Queen Ida	12/09/90	\$6,800	\$2,254	151	148	9.6%	\$7.54
Tom Chapin	01/05/91	\$2,080	\$2,020	152	399	26.0%	\$3.67
Chinese Golden Dragons	01/11/91	\$4,500	\$10,608	229	799	52.1%	\$10.32
Dinosaur Rock 1	01/19/91	\$1,505	\$2,215	99	411	26.8%	\$4.34
Dinosaur Rock 2	01/19/91	\$1,505	\$3,028	42	587	38.3%	\$4.81
The Bobs	01/20/91	\$5,208	\$1,180	83	78	5.1%	\$7.33
Count Basie Orchestra	02/21/91	\$7,680	\$8,966	118	515	33.6%	\$14.16
Momix Dance Company	02/23/91	\$7,000	\$5,897	177	377	24.6%	\$10.64
National Theater Deaf	03/12/91	\$3,500	\$7,986	106	477	31.1%	\$13.70
Music by Three 2	03/20/91	\$2,000	\$901	50	136	8.9%	\$4.84
David Parson's Dance	04/11/91	\$7,000	\$5,094	153	325	21.2%	\$10.66
Imago	05/05/91	\$5,180	\$3,613	686	273	17.8%	\$3.77
Circuitry Circus 2	05/11/91	\$1,520	\$1,483	157	300	19.6%	\$3.24
Circuitry Circus 1	05/11/91	\$1,520	\$935	65	178	11.6%	\$3.85
FY 1990-91 Mainstage Total		\$88,134	\$92,011	4,778	8,340		
Average		\$3,832	\$4,000	208	363	23.6%	\$7.01
FY 1990-91 Education	Date	Artist Fee	Total Revenue	Comp Tickets	Paid Tickets	% Paid	Avg Rev Per Ticket
Romeo and Juliet	02/05/91	\$4,700	\$7,418	58	1,388	90.5%	\$5.13
Music by Three 1	03/19/91	\$300	\$608	0	304	19.8%	\$2.00
FY 1990-91 Education Total		\$5,000	\$8,026	58	1,692		
Average		\$2,500	\$4,013	29	846	55.1%	\$4.59

FY 1991-92

FY 1991-92 Mainstage	Date	Artist Fee	Total Revenue	Comp Tickets	Paid Tickets	% Paid	Avg Rev Per Ticket
Manhattan Tap 1	11/01/91	\$4,725	\$5,856	40	339	22.1%	\$15.45
Macbeth 3	11/16/91	\$3,584	\$2,959	0	223	14.5%	\$13.27
Nunsense 1	11/23/91	\$4,500	\$8,044	30	517	33.7%	\$14.71
Nunsense 2	11/23/91	\$4,500	\$10,548	85	543	35.4%	\$16.80
Les Ballet Africains	12/01/91	\$8,250	\$9,685	54	580	37.8%	\$15.28
Annie 1	12/14/91	\$10,000	\$16,686	135	1,132	73.8%	\$13.17
Annie 2	12/14/91	\$10,000	\$12,546	37	641	41.8%	\$18.50
Rodgers and Hammerstein	01/07/92	\$8,000	\$11,021	89	638	41.6%	\$15.16
Preservation Hall Jazz	01/17/92	\$7,500	\$12,593	293	733	47.8%	\$12.27
Vienna Choir Boys	02/01/92	\$8,000	\$6,591	472	413	26.9%	\$7.45
Alvin Ailey	02/08/92	\$8,000	\$19,722	240	1,171	76.3%	\$13.98
A Funny Thing Happened 1	02/15/92	\$5,000	\$5,682	8	370	24.1%	\$15.03
A Funny Thing Happened 2	02/15/92	\$5,000	\$9,126	113	465	30.3%	\$15.79
The Chieftains	03/07/92	\$11,000	\$15,670	306	899	58.6%	\$13.00
Alice in Wonderland 2	03/10/92	\$6,000	\$3,013	95	195	12.7%	\$10.39
Shanghai Rod Puppet 2	04/06/92	\$4,500	\$3,834	123	248	16.2%	\$10.33
The Best of Mummenschanz	04/23/92	\$7,800	\$13,952	375	831	54.2%	\$11.57
Wallace and Wolfberg	05/14/92	\$12,160	\$24,307	131	1,207	78.7%	\$18.17
Lyle Lovett	05/30/92	\$15,110	\$30,576	104	1,428	93.1%	\$19.96
Paula Poundstone	07/31/92	\$12,650	\$28,250	114	1,418	92.4%	\$18.44
Bloodline	08/01/92	\$1,750	\$5,533	91	733	47.8%	\$6.71
FY 1991-92 Mainstage Total		\$158,029	\$256,194	2,935	14,724		
Average		\$7,525	\$12,200	140	701	45.7%	\$14.51

FY 1991-92 Education	Date	Artist Fee	Total Revenue	Comp Tickets	Paid Tickets	% Paid	Avg Rev Per Ticket
Manhattan Tap 2	11/01/91	\$1,575	\$846	0	282	18.4%	\$3.00
Macbeth 1	11/14/91	\$1,793	\$1,875	0	428	27.9%	\$4.38
Macbeth 2	11/15/91	\$1,792	\$2,335	0	509	33.2%	\$4.59
Chinese Golden Dragons 2	01/16/92	\$1,675	\$2,298	0	766	49.9%	\$3.00
Chinese Golden Dragons 1	01/16/92	\$1,675	\$2,928	0	976	63.6%	\$3.00
St. Louis Brass	03/02/92	\$600	\$1,740	0	580	37.8%	\$3.00
Alice in Wonderland 1	03/10/92	\$2,000	\$2,412	0	804	52.4%	\$3.00
Shanghai Rod Puppet 1	04/04/92	\$1,500	\$2,955	0	985	64.2%	\$3.00
FY 1991-92 Education Total		\$12,610	\$17,389	0	5,330		
Average		\$1,576	\$2,174	0	666	43.4%	\$3.26

FY 1991-92 Gold Coast Opera	Date	Artist Fee	Total Revenue	Comp Tickets	Paid Tickets	% Paid	Avg Rev Per Ticket
South Pacific (GCO)	11/12/91	\$10,320	\$20,611	96	1,388	90.5%	\$13.89
Tosca (GCO)	02/11/92	\$10,320	\$20,772	55	1,395	90.9%	\$14.33
Die Fledermaus (GCO)	03/17/92	\$17,200	\$19,576	175	1,321	86.1%	\$13.09
FY 1991-92 Gold Coast Opera Total		\$37,840	\$60,959	326	4,104		
Average		\$12,613	\$20,320	109	1,368	89.2%	\$13.76

FY 1992-93

FY 1992-93 Mainstage	Date	Artist Fee	Total Revenue	Comp Tickets	Paid Tickets	% Paid	Avg Rev Per Ticket
Second City	10/22/92	\$4,000	\$10,490	113	590	38.5%	\$14.92
Winter Solstice	11/13/92	\$8,500	\$4,035	347	193	12.6%	\$7.47
Karamozov Brothers	11/18/92	\$9,000	\$10,340	175	560	36.5%	\$14.07
Beausoliel	11/20/92	\$5,500	\$3,705	120	225	14.7%	\$10.74
Shanghai Acrobats	11/28/92	\$10,000	\$6,726	196	362	23.6%	\$12.05
McCoy Tyner	12/04/92	\$6,000	\$3,244	65	154	10.0%	\$14.81
Peter Pan 1	12/05/92	\$12,000	\$7,583	64	512	33.4%	\$13.16
Peter Pan 2	12/05/92	\$12,000	\$5,202	135	321	20.9%	\$11.41
Marilyn Maye	12/11/92	\$9,000	\$5,685	364	219	14.3%	\$9.75
Fiddler on the Roof 1	12/16/92	\$13,125	\$20,503	75	859	56.0%	\$21.95
Fiddler on the Roof 3	12/17/92	\$13,125	\$19,792	86	824	53.7%	\$21.75
Fiddler on the Roof 2	12/17/92	\$8,750	\$12,061	37	587	38.3%	\$19.33
"Tru"	01/13/93	\$22,500	\$18,297	66	609	39.7%	\$27.11
Jimmy Johnson	01/16/93	\$3,000	\$2,947	141	225	14.7%	\$8.05
Alexei Sultanov	01/23/93	\$4,500	\$5,569	134	310	20.2%	\$12.54
"Lyndon"	01/28/93	\$10,000	\$7,090	438	345	22.5%	\$9.05
Jack Daniel's Band	01/29/93	\$7,500	\$2,594	276	149	9.7%	\$6.10
Young Giants of Jazz	02/05/93	\$6,500	\$3,386	140	175	11.4%	\$10.75
Margie Gillis	02/13/93	\$4,500	\$1,393	113	79	5.1%	\$7.26
New World Symphony	02/19/93	\$7,500	\$8,514	179	380	24.8%	\$15.23
Lynn Redgrave	03/06/93	\$20,000	\$5,880	98	200	13.0%	\$19.73
Steel Magnolias	03/19/93	\$5,500	\$5,775	195	282	18.4%	\$12.11
HMS Pinafore	03/20/93	\$12,500	\$18,610	124	788	51.4%	\$20.41
Hansel and Gretel	03/24/93	\$13,000	\$6,115	274	320	20.9%	\$10.29
Pasadena Roof Orchestra	03/27/93	\$6,000	\$7,656	52	429	28.0%	\$15.92
A Chorus Line 1	03/31/93	\$16,500	\$22,985	288	925	60.3%	\$18.95
A Chorus Line 2	03/31/93	\$16,500	\$29,280	144	858	55.9%	\$29.22
Avner, the Eccentric	04/16/93	\$5,000	\$5,258	276	324	21.1%	\$8.76
The Moscow Trio	04/18/93	\$3,500	\$2,235	171	111	7.2%	\$7.93
Nealon and Sweeney	04/30/93	\$13,000	\$14,491	116	701	45.7%	\$17.74
The Hobbit	05/08/93	\$6,500	\$7,328	255	421	27.4%	\$10.84
Ellen DeGeneres	05/29/93	\$9,000	\$28,934	0	1,383	90.2%	\$20.92
FY 1992-93 Mainstage Total		\$304,000	\$313,703	5,257	14,420		
Average		\$9,500	\$9,803	164	451	29.4%	\$15.94

FY 1992-93 Education	Date	Artist Fee	Total Revenue	Comp Tickets	Paid Tickets	% Paid	Avg Rev Per Ticket
Freaky Friday 1	10/23/92	\$1,425	\$3,973	32	983	64.1%	\$3.91
Freaky Friday 2	10/23/92	\$1,425	\$3,183	0	801	52.2%	\$3.97
Tom Sawyer 1	11/17/92	\$1,425	\$4,667	25	1,156	75.4%	\$3.95
Tom Sawyer 2	11/17/92	\$1,425	\$2,737	81	673	43.9%	\$3.63
Freedom Train 1	01/12/93	\$1,475	\$4,235	83	1,212	79.0%	\$3.27
Freedom Train 2	01/12/93	\$1,475	\$4,874	64	1,047	68.3%	\$4.39
The Wizard of Oz 1	02/19/93	\$1,800	\$2,844	63	702	45.8%	\$3.72
The Wizard of Oz 2	02/19/93	\$1,800	\$1,882	67	462	30.1%	\$3.56
The Ishangi Family 2	02/23/93	\$1,250	\$3,108	79	864	56.3%	\$3.30
The Ishangi Family 1	02/23/93	\$1,250	\$3,483	8	771	50.3%	\$4.47
Peter and the Wolf 1	03/23/93	\$3,500	\$3,516	0	939	61.2%	\$3.74
Peter and the Wolf 2	03/23/93	\$3,500	\$1,718	0	477	31.1%	\$3.60
Mozart, Monsters, Matisse	04/15/93	\$1,250	\$2,472	0	744	48.5%	\$3.32
FY 1992-93 Education Total		\$21,575	\$38,719	470	9,848		
Average		\$1,798	\$3,227	39	821	53.5%	\$3.75

FY 1992-93 Gold Coast Opera	Date	Artist Fee	Total Revenue	Comp Tickets	Paid Tickets	% Paid	Avg Rev Per Ticket
Madama Butterfly (GCO)	11/03/92	\$10,320	\$24,758	58	1,426	93.0%	\$16.68
Barber of Seville (GCO)	02/09/93	\$10,320	\$24,175	63	1,382	90.1%	\$16.73
Camelot (GCO)	03/16/93	\$24,471	\$24,339	117	1,393	90.8%	\$16.12
FY 1992-93 Gold Coast Opera Total		\$45,111	\$73,272	238	4,201		
Average		\$15,037	\$24,424	79	1,400	91.3%	\$16.51

FY 1993-94

FY 1993-94 Mainstage	Date	Artist Fee	Total Revenue	Comp Tickets	Paid Tickets	% Paid	Avg Rev Per Ticket
Firebird/Halloween	10/29/93	\$9,370	\$9,254	247	1,089	71.0%	\$6.93
Marian McPartland	11/12/93	\$3,500	\$7,076	33	419	27.3%	\$15.66
Die Fledermaus	11/19/93	\$14,000	\$8,819	52	396	25.8%	\$19.69
Stars of Welk	12/18/93	\$9,000	\$6,957	232	373	24.3%	\$11.50
Bobcat Goldthwait	01/07/94	\$8,000	\$11,073	108	559	36.4%	\$16.60
Ballet Florida	01/14/94	\$7,500	\$8,911	215	546	35.6%	\$11.71
Big Band '94	01/29/94	\$10,000	\$10,460	198	563	36.7%	\$13.75
Kodo	02/02/94	\$13,082	\$21,804	68	1,452	94.7%	\$14.34
Sorcerer's Apprentice	02/04/94	\$7,000	\$3,998	155	458	29.9%	\$6.52
Nestor Torres	02/05/94	\$6,750	\$16,733	133	1,036	67.5%	\$14.31
Robert Cray	02/08/94	\$16,603	\$25,559	98	1,185	77.2%	\$19.92
Judy Tenuta	02/12/94	\$7,901	\$22,867	107	1,096	71.4%	\$19.01
Broadway Celebration	02/19/94	\$6,000	\$12,981	198	755	49.2%	\$13.62
Lettermen	03/05/94	\$9,500	\$13,613	128	666	43.4%	\$17.14
Pirates of Penzance	03/18/94	\$15,000	\$19,328	139	927	60.4%	\$18.13
Christopher O'Riley	03/19/94	\$2,750	\$1,607	0	399	26.0%	\$4.03
FY 1993-94 Mainstage Total		\$145,956	\$201,040	2,111	11,919		
Average		\$9,122	\$12,565	132	745	48.6%	\$14.33

FY 1993-94 Education	Date	Artist Fee	Total Revenue	Comp Tickets	Paid Tickets	% Paid	Avg Rev Per Ticket
Lion, Witch	10/20/93	\$1,475	\$3,911	91	976	63.6%	\$3.67
Lion, Witch	10/20/93	\$1,475	\$3,304	82	852	55.5%	\$3.54
Firebird	10/28/93	\$1,750	\$4,409	96	1,088	70.9%	\$3.72
Beyond Miracle	11/10/93	\$1,350	\$2,270	42	557	36.3%	\$3.79
Beyond Miracle	11/10/93	\$1,350	\$2,181	43	535	34.9%	\$3.77
Fortaleza	01/11/94	\$1,935	\$2,421	57	605	39.4%	\$3.66
Fortaleza	01/11/94	\$1,935	\$1,729	40	431	28.1%	\$3.67
Tell Pharaoh	01/19/94	\$700	\$1,076	26	322	21.0%	\$3.09
Sorcerer's Apprentice	02/04/94	\$1,250	\$5,370	118	1,267	82.6%	\$3.88
Sorcerer's Apprentice	02/04/94	\$1,250	\$3,025	66	755	49.2%	\$3.68
Abe Lincoln	02/25/94	\$1,475	\$3,531	84	877	57.2%	\$3.67
Abe Lincoln	02/25/94	\$1,475	\$980	31	327	21.3%	\$2.74
Little Women	03/21/94	\$1,475	\$1,960	45	476	31.0%	\$3.76
Little Women	03/21/94	\$1,475	\$2,028	47	505	32.9%	\$3.67
Puss in Boots	03/23/94	\$1,300	\$4,499	104	1,117	72.8%	\$3.68
Puss in Boots	03/23/94	\$1,300	\$4,454	84	1,100	71.7%	\$3.76
FY 1993-94 Education Total		\$22,970	\$47,148	1,056	11,790		
Average		\$1,436	\$2,947	66	737	48.0%	\$3.67

FY 1993-94 Gold Coast Opera	Date	Artist Fee	Total Revenue	Comp Tickets	Paid Tickets	% Paid	Avg Rev Per Ticket
Show Boat	11/16/93	\$13,726	\$23,037	69	1,031	67.2%	\$20.94
Magic Flute	02/15/94	\$13,726	\$21,683	43	937	61.1%	\$22.13
La Traviata	04/12/94	\$13,726	\$20,802	16	883	57.6%	\$23.14
FY 1993-94 Gold Coast Opera Total		\$41,178	\$65,522	128	2,851		
Average		\$13,726	\$21,841	43	950	62.0%	\$21.99

Appendix C

EVENT CONCESSIONS HISTORY

FY 1992-93:

Event:	Gross Sales:	Total Attendance:	Per Capita Consumption:
Ellen Degeneres	\$1,301.30	1,502	\$0.87
Broadway Dance	886.80	2,200	\$0.40
All-County Orchestra	568.61	1,000	\$0.57
Saturday Night Live	547.66	817	\$0.67
Beausoliel	530.87	345	\$1.54
Jimmy Johnson	513.04	366	\$1.40
Fiddler on the Roo	482.08	1,558	\$0.31
Pasadena Roof Orchestra	445.09	481	\$0.93
Peter Pan	398.11	1,031	\$0.39
Fiddler on the Roo	325.47	934	\$0.35
Elementary North Area Concert	314.15	1,000	\$0.31
Flag Football Cheerleaders	296.36	1,200	\$0.25
St. Andrews Catholic Church	255.66	1,100	\$0.23
Flying Karamozov Brothers	250.94	735	\$0.34
All-County Honors	246.00	1,000	\$0.25
Fame dance	241.88	875	\$0.28
Giants of Jazz	237.73	315	\$0.75
Royal India	235.07	600	\$0.39
Elementary Area Concert	211.32	1,000	\$0.21
"Tru"	188.68	675	\$0.28
Florida Philharmonic	160.16	1,534	\$0.10
Shalomfest	160.02	500	\$0.32
Atlantic VoTech	150.00	1,250	\$0.12
Asian American Pageant	148.28	800	\$0.19
Shanghai Acrobats	147.17	558	\$0.26
Avner	147.16	600	\$0.25
Lyn Redgrave	147.16	298	\$0.49
Chorus Line	144.86	2,213	\$0.07
Winter Solstice	134.90	540	\$0.25
Marine Band	132.08	1,534	\$0.09
HMS Pinafore	127.35	912	\$0.14
Camelot	122.64	1,510	\$0.08
Barber of Seville	121.69	1,445	\$0.08
Steel Magnolias	118.86	477	\$0.25
Hansel and Gretel	116.03	594	\$0.20
Florida Philharmonic	111.31	1,250	\$0.09
New World Symphony	110.37	765	\$0.14
Florida Philharmonic	105.66	1,500	\$0.07
Marilyn Maye	94.34	583	\$0.16
McCoy Tyner	84.91	219	\$0.39
Florida Philharmonic	84.75	1,500	\$0.06
CS Pops	76.66	1,534	\$0.05
The Hobbit	75.68	744	\$0.10
"Lyndon"	39.74	783	\$0.05
Moscow Conservatory	37.73	282	\$0.13
Margie Gillis	36.79	192	\$0.19
CS Pops	16.03	1,500	\$0.01
City of Hope	14.15	1,350	\$0.01
Subtotal FY 1992-93	\$11,443.30	45,701	\$0.25

FY 1993-94:

Event:	Gross Sales:	Total Attendance:	Per Capita Consumption:
Robert Cray	\$2,020.02	1,283	\$1.57
Judy Tenuta	1,029.50	1,203	\$0.86
Nester Torres/TISQ	960.85	1,169	\$0.82
Bobcat Goldthwait	605.56	667	\$0.91
Nutcracker	467.92	1,600	\$0.29
All-County Orchestra	302.93	1,000	\$0.30
All-County Chorus	244.38	1,000	\$0.24
Nutcracker	176.88	800	\$0.22
Kodo	144.65	1,520	\$0.10
Broadway Celebration	131.28	953	\$0.14
MLK Day	124.26	1,000	\$0.12
Marion McPartland	117.92	452	\$0.26
Die Fledermaus	115.88	448	\$0.26
Florida Philharmon	110.06	1,250	\$0.09
Showboat	94.33	1,100	\$0.09
Florida Philharmon	80.19	1,250	\$0.06
Guy Lombardo	62.89	761	\$0.08
Ballet Florida	62.23	761	\$0.08
Florida Philharmonic	37.73	1,500	\$0.03
Lawrence Welk	36.16	605	\$0.06
B'Nai B'Rith	<u>24.37</u>	<u>500</u>	<u>\$0.05</u>

Subtotal FY 93-94:	\$6,999.49	20,822	\$0.33
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FY 1992-94 Summary:	Gross Sales:	Total Attendance:	Per Capita Consumption:
TOTAL:	\$18,393.29	66,523	\$0.28

Appendix D

SUMMARY OF RISK ASSESSMENT

On January 4 - 7, 1994, the City Centre retained Risk International's principal, Dr. Randall Davidson to assess the safety and health risks existing in the building. Dr. Davidson's report, totalling 42 pages, is summarized here as supplemental information relative to the necessity of renovations to the City Centre.

Areas where Structural Health and Safety Risks were Noted

Audience Chamber

- ❧ Orchestra aisles are unsafe due to uneven riser shapes of stairways.
- ❧ Tivoli light edge protectors are slippery to hard soled shoes.
- ❧ There are not enough access points for disabled patrons.
- ❧ Bleachers are intrinsically unsafe, prone to slips and falls.
- ❧ Dead hung acoustical panels over audience are not hung with rated hardware.
- ❧ Speaker clusters should not be hung with dog chain and s-hooks.

Backstage

- ❧ Loading door placement and size increases risk of injury.
- ❧ Fire sprinklers on stage house ceiling are inappropriately placed.
- ❧ Dimmer rack in poor place, should be moved.
- ❧ Cross-over is unsafe.
- ❧ Underhung rigging without grid is unsafe. Additionally, the hardware is unrated, and the headblocks are poorly mounted and out of alignment.

Exhibition Hall

- ☒ No comments.

Dance Studio Building

- ☒ Rest rooms are not in compliance with ADA.

Meeting Rooms

- ☒ No comments.

Actor's Wing

- ☒ Corridor meets code, but is not wide enough for actual needs.
- ☒ Sinks in dressing room are not in compliance with ADA.

Administration Building

- ☒ Storage closet shelves should be anchored.

Box Office

- ☒ Fire extinguisher should be mounted in a more accessible spot.
- ☒ Carpeting should be replaced.
- ☒ Not accessible to disabled employees.
- ☒ Access to Box Office by wheelchair is limited by ramp.

Exterior

- ☒ Crosswalks are not marked, and there are no warning signs about pedestrian crossings.
- ☒ Additional parking should be considered.
- ☒ Curbs are not painted in fire zones.
- ☒ Buses are not planned for.
- ☒ Roof ladders are too accessible.
- ☒ Emergency exits in meeting rooms and exhibition hall open onto grass, should have sidewalks.

Appendix E

LETTERS FROM BOARD MEMBERS

THOMAS E. CUNNINGHAM, Architect

2800 NW 106 Drive, Coral Springs, FL 33065

FL AR 0014116

(305) 755-3912 fax (305) 755-7378

March 25, 1994

CORAL SPRINGS CITY CENTRE, Inc.

2855 Coral Springs Drive

Coral Springs, FL 33065

Attn: JOEL KATZ, President and Executive Director

Dear Joel:

Thank you for the opportunity to review your proposal in response to the L.O.I. for the privatization of the management of the City Centre. The proposal is well thought out and your concept of the partnerships with outside promoters is extremely exciting. These partnerships will allow us to continue with a wide variety of main stage events while limiting the financial risk.

I believe that your concept of removing the non-profit corporation from city politics makes sense. The corporation would then be able to focus it's full attention to the success of the Centre.

Most importantly, the hundreds of events that take place at the Centre on a daily basis including non-profit groups, service clubs, children's programs, community meetings, will not be interrupted. As exciting as the main stage events are, I feel that the heart of the City Centre is these types of activities which are serving the Coral Springs community. I would hope that in the future we can create a greater awareness of this aspect of the Centre's operations.

I am most interested in continuing as a member of the board of directors of the reorganized corporation. The experience to date, although frustrating at times, has been most interesting. The tremendous strides that you and your staff have made since your arrival, particularly in the latter part of the current season, are impressive and you should be allowed to continue. If your proposals are accepted, it can only mean greater success. Hopefully, your's will be the winning proposal and we can get back to work.

Sincerely,



THOMAS E. CUNNINGHAM
TEC/con

Southern Sanitation Service

3831 N.W. 21st Avenue
Pompano Beach, Florida 33073
(305) 974-7500



A Waste Management Company

March 29, 1994

Joel D. Katz, President
CORAL SPRINGS CITY CENTRE
2855 Coral Springs Drive
Coral Springs, FL 33065

Dear Joel:

Thank you very much for the opportunity to review the staff's proposal to the City to continue managing City Centre. I support the concepts of taking the Board totally independent of the City and forming an autonomous non-profit organization that employs the staff and manages the facility. The success of our collective efforts would depend heavily on each party recognizing their role in the new alliance and committing their resources as outlined in the proposal. Our newly defined goals will not be achieved if we don't receive the full support of the City.

As a current Board member, I would like to continue serving as part of the reorganized efforts. I would like the new Board, after your proposal is accepted by the City, to assist in the contract negotiations and chart a clear plan of the action for the new fiscal year's activities.

Thank you very much for including me in your thinking. I look forward to a continued successful relationship.

Sincerely,

Dennis Urbanski
Division President and General Manager

DU/cmr

March 30, 1994

Mr. Joel D. Katz
Executive Director
Coral Springs City Centre
2855 Coral Springs Drive
Coral Springs, FL 33065

Dear Joel:

To reaffirm what we discussed at our meeting today, I am most interested in continuing to serve as a member of the Board of Directors of the City Centre.

However, that commitment remains contingent upon establishing the Board as an independent, non-profit group that has full authority to manage the facility as outlined in the staff's proposal to the city.

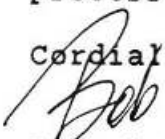
While I have not had the opportunity to thoroughly review staff's proposal and to comment on specific aspects of it, I am in agreement with the basic thrust of the proposal and firmly believe that autonomy is crucial to our ability to run the facility in a businesslike, and profitable, manner.

In addition, I believe that having a board comprised of individuals who live and work daily in this community is vital to maintaining the philosophic mission and goals of a "community-based facility". It is my opinion that hiring an outside, private operator brings a degree of peril in that regard. It is extremely important to keep the facility available for community uses that may not be profitable, but clearly add to the city's unique quality of life.

I am hopeful that your proposal strikes the type of balance in fiscal responsibility and sense of community that will appeal to our city fathers and administration...their support is critical to the future success of the City Centre.

I wish the staff the best of luck in the current bid process.

Cordially,


Robert J. Ruf
President



10100 WEST SAMPLE RD.

SUITE 314

CORAL SPRINGS, FL 33065

(305) 346-6719

FAX (305) 346-6733



12409 N.W. 35TH STREET
CORAL SPRINGS, FLORIDA 33065
TELEPHONE 305/753-0100
FAX 305/345-8164

March 30, 1994

Joel Katz, President & Executive Director
Coral Springs City Centre, Inc.
2855 Coral Springs Drive
Coral Sprngs, FL 33065

Dear Joel:

After reviewing your L.O.I. proposal for privatization of the City Centre management, I found it extremely exciting and well prepared. Your innovative idea to limit financial risk by using outside promoters is very important to the success in bringing a variety of events to the theater.

I have worked closely with you and your staff the past two years and have been impressed with your professionalism and dedication to your job. The current success of the City Centre is a direct result of your dedication and innovative ideas. I believe the City Centre staff is best suited to meet the goals and objectives as stated in L.O.I. No. 94100. I strongly support the L.O.I. proposal presented by you and your staff.

I am very interested in continuing as a Director or Advisor if your proposal is the one chosen to manage the City Centre.

Sincerely,

CABLE TV OF CORAL SPRINGS

A handwritten signature in cursive script, appearing to read "Wallace", is written over the printed name.

Wallace Snedeker
Vice President/General Manager

WS/cgm

Michael J. Weinberg

P.O. Box 5648 • 2430 W. Oakland Park Blvd.
Fort Lauderdale, Florida 33310

March 25, 1994

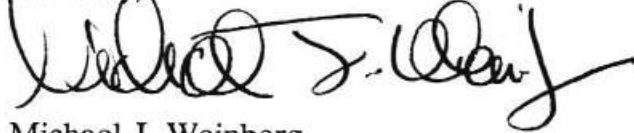
Broward: 735-5500 • Dade: 945-2059
WATS: 800-940-5501 • FAX: 305-735-2852

Mr. Joel Katz, Exec. Director
Coral Springs City Centre
2855 Coral Springs Drive
Coral Springs, FL 33065

Dear Joel:

At your request, I am sending this letter to affirm my interest in continuing to serve as a member of the Board of Directors of the Coral Springs City Centre. This affirmation, of course, is contingent upon your proposal: 1) being accepted and 2) outlining a plan that I feel comfortable being responsible for.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael J. Weinberg", with a stylized flourish at the end.

Michael J. Weinberg

MJW/sas

Joel Frankel, M.D., P.A., F.A.C.P., F.C.C.P.

*Diplomate, American Board of Internal Medicine
Diplomate, Subspecialty of Pulmonary Diseases*

2951 N.W. 49th Ave., Suite 202
Lauderdale Lakes, FL 33313
(305) 486-1250

March 25, 1994

Joel Katz, Executive Director
Coral Springs City Centre
2855 Coral Springs Drive
Coral Springs, FL 33065

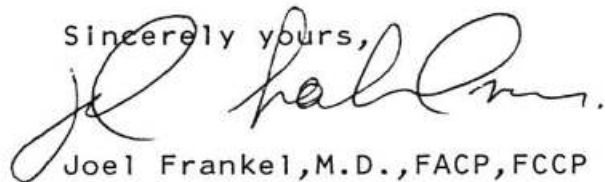
Dear Joel:

I support the staff proposal to continue managing the City Centre for the City of Coral Springs.

I wish to remain an active member of the Board of Directors of the re-organized organization. It is my understanding that the new organization will be autonomous from the city and that the Board of Directors will be empowered to make appropriate decisions concerning the Centre's operations and future.

Thank you very much for your attention to this information.

Sincerely yours,

A handwritten signature in dark ink, appearing to read 'Joel Frankel', is written over the typed name.

Joel Frankel, M.D., FACP, FCCP

JF:Jm

March 29, 1994

Joel Katz, Executive Director
Coral Springs City Centre
2855 Coral Springs Drive
Coral Springs, Florida 33065

Dear Joel:

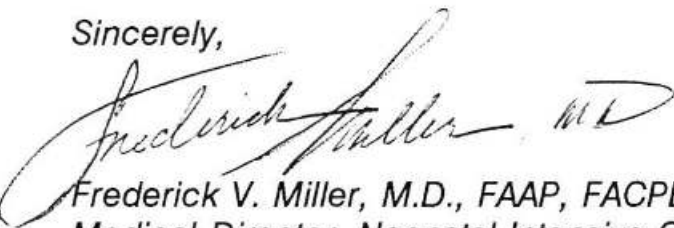
As an original member of the Coral Springs City Centre's Board of Directors, I can appreciate the progress and the success you and the staff have made over the past eighteen months. Under your leadership and the input from the Board of Directors, the appropriate actions, program changes and aggressive marketing were instituted and those efforts were paying off.

The removal of the non-profit corporation bureaucracy from the day-to-day operation of the City Centre will enable the management staff and Board of Directors to fully focus on the success of the Centre. Thanks for the opportunity to review the CSCCI's L.O.I. proposal. I found the proposal competitive, aggressive and attainable. The proposal meets the expected goals of the City and allows the Centre's management to stay in the hands of individuals who are committed to the City of Coral Springs and have a vested interest in this community.

After the acceptance of your proposal by the City and the reorganization of the structure of the Board of Directors, I request continuance as a member on the Board of Directors.

Please let me know if I can be of any further assistance in this matter. Continued success to you and the staff.

Sincerely,



Frederick V. Miller, M.D., FAAP, FACPE
Medical Director, Neonatal Intensive Care Services

FVM/sb

Appendix F

LETTERS FROM PARTNERS

THE
**CELLAR
DOOR**
COMPANIES

- FORT LAUDERDALE, FLORIDA
- VIRGINIA BEACH, VIRGINIA
- MILWAUKEE, WISCONSIN
- DETROIT, MICHIGAN
- ATLANTA, GEORGIA
- WASHINGTON, D.C.
- THE CAROLINAS

March 23, 1994

Mr. Joel D. Katz
President & Executive Director
CORAL SPRINGS CITY CENTRE
2855 Coral Springs Drive
Coral Springs, FL 33065

Dear Mr. Katz:

Cellar Door Productions is interested in discussing the possibility of presenting a series of concerts at City Centre featuring great entertainers such as Tony Bennett, Anne Murray, and others. We are considering a 3 - 4 performance series starting in the fall.

Additionally, we may be interested in copromoting concerts with City Centre as appropriate talent becomes available. In addition, there maybe some attractions at Sunrise Musical Theatre or Broward Center of the Performing Arts, that could be scheduled for a second or third performance in Coral Springs.

Finally, we can assist City Centre in purchasing high quality talent for a fee or a percentage of the artist's fee. Our connections nationwide may allow some artists to appear in Coral Springs that otherwise might not be made available to you.

Thank you very much for your interest in Cellar Door Productions.

Sincerely,



Bruce E. Kapp
Vice President
Cellar Door Management

BEK/lmm



hyperACTIVE

an all original, non-profit children's theatre company

March 15, 1994

Joel Katz
Executive Director
Coral Springs City Centre
2855 Coral Springs Drive
Coral Springs, FL 33065

Dear Mr. Katz,

I would like to take a brief moment to summarize the lengthy proposal I sent you approximately 10 days ago.

First of all, **hyperACTIVE**, Inc. fully intends to proceed with the plans to move all of our classes, workshops, seminars and the like to the City Centre as of April 1, 1994, and continue to hold all classes at the City Centre indefinitely. **hyperACTIVE** runs classes year round with five separate 10 week semesters. As was discussed in further detail in my proposal, **hyperACTIVE** will rent the City Centre for these classes for a total of \$500.00 per week.

Secondly, **hyperACTIVE** intends to produce 6 full length children's musical at the City Centre within the next 12 months. Again, the terms of this rental agreement are discussed in further detail in a separate proposal, but the approximate rental fee for each production is \$3200.00 for one weekend of 6 performances and several hours of rehearsal time in the facility.

Finally, **hyperACTIVE** intends to organize a semi-professional community theatre group which will produce a minimum of 3 full length family productions per year. The first of these productions is to be the musical GODSPELL scheduled to perform the end of July at the City Centre for 3 performances. The exact terms of this agreement are yet to be finalized, but are certain to be agreed upon within the next few weeks.

hyperACTIVE looks forward to relocating to The City Centre and hopes to have a long term relationship with your facility.

Yours truly in the arts and education,

Debra A. Lynch
Production Manager

PETER NERO
Principal Pops Conductor

DULIO DOBRIN
Associate Conductor

PAUL EISENHART
Chorus Director

MARTIN L. COYNE
Chairman
Board of Governors

WILLIAM VICKERY
Executive Director



EXECUTIVE OFFICE
3401 NORTHWEST 9TH AVENUE
FORT LAUDERDALE, FLORIDA
33309-3903
TRI-COUNTY AREA
930-2947
OTHER AREAS
(305) 561-2997
FAX
(305) 561-1391

March 30, 1994

Mr. Joel Katz
Executive Director
Coral Springs City Centre
2855 Coral Springs Drive
Coral Springs, FL 33065

Dear Joel:

I want to personally acknowledge with gratitude you and your staff's consistent excellent services to our organization in presenting our concerts at the Coral Springs City Centre over the last few years.

Our evening classical concerts and our daytime family concerts have been very successful, due in no small part to your management and the dedicated efforts of your entire personnel of the City Centre.

I know I speak for James Judd, our Music Director, and the members of the orchestra and staff when I express thanks for all of your assistance and we look forward to working together in the years to come.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Bill", is written over the typed name.

William Vickery
Executive Director

WV/bjw

cc: James Judd



THE ART INSTITUTE
OF FORT LAUDERDALE

March 31, 1994

Mr. Rolf Olsen
General Manager
Coral Springs City Centre
2855 Coral Springs Drive
Coral Springs, FL 33065

Dear Rolf, Randy and Kevin:

Thank you for meeting with our committee and giving us a tour of your venue. We were impressed with everything we saw.

This letter is to confirm The Art Institute's interest in renting the City Centre (1/2 house) a minimum of four times a year for our 6th quarter concert and video awards show. The objective of the show is to give the students experience with live productions. The students are required to set up and produce the entire event so your house staff requirements would be minimal.

Finally, we would also like to pursue the possibility of arranging an internship program between the school and your facility as well as consider conducting our graduation ceremonies there four times a year.

We look forward to establishing a working relationship with the Coral Springs City Centre.

Sincerely,

Edward Galizia, Jr.
Director of Broadcasting and
Music and Video Business

Gina Hartley
Department Coordinator
Broadcasting and
Music and Video Business

c: David Pauldine
Wally Lewis, Jr.

EJG/dmm

PETER NERO
Principal Pops Conductor

DUILIO DOBRIN
Associate Conductor

PAUL EISENHART
Chorus Director

MARTIN L. COYNE
Chairman
Board of Governors

WILLIAM VICKERY
Executive Director



EXECUTIVE OFFICE
3401 NORTHWEST 9TH AVENUE
FORT LAUDERDALE, FLORIDA
33309-5903
TRI - COUNTY AREA
930-2997
OTHER AREAS
(305) 561-2997
FAX
(305) 561-1390

March 14, 1994

Joel Katz, Executive Director
Coral Springs City Centre Inc.
2855 Coral Springs Drive
Coral Springs, FL 33065

Dear Joel,

On behalf of the Florida Philharmonic Orchestra, I want to thank you and your staff for providing us with excellent service over the past several years.

As one of the major users of your theatre, for both evening adult classical entertainment, and for daytime student and family concerts, we have always benefited from your expert management. From Box Office to Backstage, the staff has been most courteous, friendly and helpful to our staff, and most importantly to our customers.

Nearly to 50,000 people have attended a Philharmonic concert over the last three years. The success of these sold-out events reflects the "fan-friendly" atmosphere provided by the City Centre and its personnel. The administration has reached out to the Philharmonic with collaborative ideas and projects that have been very well received by the public.

I look forward to many more years of working with you and your staff to bring the world's greatest music to your hall.

Sincerely,

Grace Abel
Director of Education

cc: Bill Vickery



**Child Care
Connection**

INVEST IN THE FUTURE.
ONE CHILD AT A TIME.

840 S.W. 81st Avenue
North Lauderdale, Florida 33068

Phone: (305) 720-1000
Fax: (305) 724-3900

BARBARA A. WEINSTEIN, Ed.D.
President/Chief Executive Officer

March 28, 1994

Mr. Joel Katz
Executive Director
Coral Springs City Centre
2855 Coral Springs Drive
Coral Springs, Florida 33065

Dear Mr. Katz:

The Child Care Connection of Broward County is a comprehensive, multifaceted, not-for-profit social service agency dedicated to serving more than 15,000 Broward County children and their families each year. Kids' Fest is a community service project developed by our Board of Directors and serves as an educational tool for the entire community.

As in past years, the Child Care Connection takes rigorous steps to find the "right" location for our children's festival. This year we are fortunate to have established a relationship with the Coral Springs City Centre. Under your direction, the Child Care Connection staff has teamed up with the personnel of the City Centre and has received an abundance of invaluable advise and help.

In a time when the flavor of "our town" in Coral Springs is jeopardized by its massive growth, it is refreshing to work with a group of people who can maintain the ambiance of a "neighborly" Coral Springs.

We are privilege to work with you and the staff members of the Coral Springs City Centre. We look forward to a successful Kids' Fest '94 as well as a continued relationship for future events with you and your staff.

Sincerely,

Barbara A. Weinstein, Ed.D.
President/Chief Executive Officer

BAW:hb



A MEMBER OF
THE FLORIDA CHILDREN'S FORUM

LEO GOODWIN FAMILY RESOURCE CENTER

CORAL SPRINGS

P.O. BOX 8712
CORAL SPRINGS, FL 33075-8712
TELEPHONE: (305) 971-1332

P O P S



S Y M P H O N Y

SY SUGAR, CONDUCTOR

March 11, 1994

Joel Katz, Executive Director
Coral Springs City Centre Inc.
2855 Coral Springs Dr.
Coral Springs, Fl. 33065

Dear Joel:

This is a letter of support towards your efforts to continue managing the City Centre. We have been regular tenants of the theatre and the meeting rooms for several years and look forward to many more years of your staff's excellent management.

We have found your staff regularly taking the extra effort to meet our needs and the needs of our customers. Backstage and in the front of the house, we receive excellent service that I do not believe could be offered by a private, for profit, firm.

Our concerts at City Centre have a direct economic impact on the community. Our customers eat in Coral Springs restaurants and shop in town before and after our concerts. Over 20,000 people will hear the Pops in Coral Springs this season.

We would welcome the opportunity to continue to work with you and your fine staff for many years to come. Please let me know what I can do to assist you at this time. Thank you very much for your continued assistance to support our efforts in Coral Springs.

Sincerely,

William L. Barris

William L. Barris
President

Appendix G

LETTERS FROM CUSTOMERS



**CORAL SPRINGS
TRI-HIGH YOUTH COMMISSION**

February 9, 1994

Dear City Centre Staff:

The Coral Springs Tri-High Youth Commission would like to thank you for all of your effort and dedication to the teens of Coral Springs which helped make the Martin Luther King Jr. concert not just a dream, but a reality. By working together, the youth and adults of this City can achieve anything, as demonstrated by the City's support of Youth Commission activities. Cooperation between Parks, Police and Youth Commission helped make the night a success.

Youth Commission views the concert as the start of a relationship with many other City organizations, which will hopefully benefit all involved. By supporting Youth Commission, this community's adult leaders have shown their willingness to assist with endeavors aimed at helping adolescents. We know that in the future we can count on such committee individuals as you to make other dream become realities, too. Let's show the City that Coral Springs' teens really rock!

Sincerely,

A handwritten signature in cursive script that reads 'Jason Victor'. The signature is written in dark ink and is positioned below the word 'Sincerely,'.

Jason Victor
Youth Commissioner

JV/jm

cc: Roy Arigo, Chief of Police
Tony O'Rourke, City Manager

March 22, 1994

Mr. Joel Katz
Coral Springs City Centre
2855 Coral Springs Drive
Coral Springs, FL

Dear Joel,

Too often we don't praise those gems of excellence that surround us. It is, of course, easier to criticize. I want you to know that I feel the City Centre has been a joy to our family in so many ways.

The Philharmonic Orchestra performances there have been the outstanding benefit; we have had season's tickets and regret that the orchestra is not performing there this next season.

I helped with the Halloween party/Philharmonic Orchestra performance and what fun! It was all extremely well organized and every age group had a ball.

We've enjoyed numerous groups' performances there over the years from dance to musical. The acoustics were good, but of course we'd love to see the auditorium expanded into a greater capacity seating arrangement. We need a very good facility in this area and I feel Coral Springs will support one. With outstanding staff support like Linda Hanson's the City Centre can succeed and grow. We tried to make this physical building something which would please everyone. Of course, it can't happen. Do the auditorium facility right and everyone will come. Please keep up the good work.

Cordially,


Sue (Mrs. Glenn) Kirchhoff

3220 NW 107 Avenue
Coral Springs, Florida 33065
March 20, 1994

Mr. Joel Katz
Executive Director
Coral Springs City Centre
2855 Coral Springs Drive
Coral Springs, Florida 33065

Dear Mr. Katz:

What a delightful program of classical piano music we heard last night at the City Centre! Christopher O'Riley is one of the finest pianists in the world and my family, friends and students who attended were awed by his special talents. Thank you for managing to bring him to us!

We hope you and your staff will continue to bring cultural offerings to our community. Many of our citizens would never have the opportunity to hear someone of O'Riley's caliber if it were not for the City Centre. When we hear that considerations of diminishing the auditorium size are underway or that there are suggestions that no one is interested in programs of cultural significance, we feel that those who believe this are not in tune with the community at large. O'Riley's performance drew a nice crowd of music lovers as does the Florida Philharmonic Orchestra and the opera and so on. Please continue these offerings and continue improving the acoustics which will draw even larger numbers of patrons.

We appreciate you, your staff, and the Coral Springs City Centre facility!

Sincerely,

A handwritten signature in cursive script that reads "Sandra Greenland".

Sandra C. Greenland

Barbara Gingery Bloch
12020 Eagle Trace Blvd.
Coral Springs, Fl. 33071

March 21, 1994

Joel Katz, Executive Director
Coral Springs City Centre, Inc.
Coral Springs, Fl. 33065

Dear Mr. Katz:

This is a letter of support for the programming your staff has brought to the City Centre. My family and I have frequently attended programs at the City Centre since we moved to Coral Springs in 1990.

I am particularly pleased with the diversity of entertainment you have booked. As a parent of a four year old, I have delighted in taking her to the Philharmonic's Halloween concert, the Sorcerer's Apprentice and the Pirates of Penzance. As an adult, I thoroughly enjoyed the comedy of Paula Poundstone, the artistry of Nestor Torres and many other accomplished artists. I have found that your programming offers abundant diversity which appeals not only to my desire to nurture an appreciation for the arts in my child, but also offers a broad range of choice to satisfy my adult interests.

I look forward to attending the City Centre in future seasons and applaud the work of you and your staff.

Sincerely,

A handwritten signature in cursive script that reads "Barbara Gingery Bloch". The signature is fluid and elegant, with the first name "Barbara" being more prominent than the last name.

Barbara Gingery Bloch

HARRIET HERZOG
11440 NORTHWEST 30th STREET
CORAL SPRINGS, FLORIDA 33065
(305) 752-5288

Coral Springs City Commission
Coral Springs City Hall
West Sample Road
Coral Springs, FL 33065

Dear Commissioners:

I read with interest a recent article in the local papers, regarding the proposed request for bids for management of the Coral Springs City Centre.

I would just like you to know, that I have attended many wonderful performances during the past year and one half and although, yes there are some problems with the building, such as the air conditioning and, of course, the aesthetics and especially the acoustics, they are not anything that can't be rectified.

One point that I do not understand is, an outside management team, will run into the exact same building problems that we are having now and, therefore, they too would not be able to offer the proper theatre experience, without major renovations as well.

One thing is being overlooked, in my opinion, and that is the loyalty, dedication and quality of the staff. I have come to know most of them very well over the past year and one half, and as I have stated previously, was very impressed with what they do. They have experienced a tough year, primarily because of a lot of negative press, much of it totally unfounded. There is nothing wrong with negative press, as long as it is balanced, and when great things happen that, also is stressed. The press has done a good job in souring the public's mind, to some extent, about what happens at the City Centre. It's too bad that the local papers, and many of the nay sayers, have probably never been to a performance. They have never experienced the wonderful daytime children's performances, attended by busloads of local children, as well as many other quality events during the year.

Don't rush to judgement! Give the staff their opportunity to bid on managing the City Centre. If the building goes under someone else's control, there may be many regrets. Local profit and not-for-profit groups, businesses and City functions could be shut out by a management team looking only at the bottom line, with no thought to community needs. After all, this was designated to be, "for the people" and with an outside team, we would lose control of ticket prices, and even the

types of shows offered.

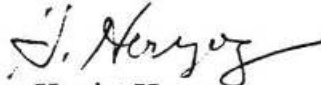
Please think long and hard, seek input from citizens, especially those who have taken an active part in using the facility. There will always be nay sayers, but you must keep an open mind. After all, the problems we now have are the result of mistakes made in the past. Let's not repeat them in the future!

In addition, in spite of what many say about a performance theatre, if you research why certain cities rank high in overall ratings across the country, having a quality of life, including the performing arts, as well as parks, sports programs, education, aesthetics, etc., adds to a cities ranking. This is important to a Corporation seeking relocation, keep that in mind!

Performing Arts is not just for the "elite", as stated recently in the Forum, it is for everyone! The so called "elite", has the opportunity to travel to satisfy their needs. There are others that should be given this opportunity, close to home, and at nominal prices. It is part of the overall education process! If the so called "elite" (and I truly hate that term), supports the City Centre it is because they support the City, in all of it's endeavors, with a desire to make this a better place for every citizen, young and old.

Thanks for listening!

Sincerely,


Harriet Herzog



City of Hope of Margate #1148

Dear Sir,

In response to your letter, which you requested, I wish to inform you of my opinion as Fund Raiser and Presidium President.

Our City of Hope Chapter resides in Holiday Springs, which is five to ten minutes from the Coral Springs Civic Centre. When you can avoid buses (which is costly), and have the convenience of being close by, it is most advantageous to all Fund Raisers in the Coral Spring, Margate and Coconut Creek areas.

We know you have to accomodate all age groups, our group of Seniors would prefer matinee or early evening performances. All ~~the~~ ^{our} organizations are not allowed to have any functions on Saturday nights as this conflicts with the shows being presented in our auditorium. This is a Cording rule and must be observed.

There is no doubt the acoustics are bad. Our group ("GOLD COAST SPERN") has more than 100 seats sold for the entire series, but we are having problems because of the sound system. There should be more rest room available, it is pretty bad especially during intermission. The parking area is bad especially for those who are handicapped. Let us go on to more pleasant observations.

Let me state that your Box Office Staff, Sue, Anne and Kevin are most competent. Their patience, caring, and efficiency should be applauded. I have always been treated in the best manner, and I am looking forward to the same relationships in the future. Your entire management group does an excellent job and we know they are trying to make the Centre the very best.

Please tell all those concerned that the Coral Springs Centre will succeed as soon as they are able to get the money that is needed to renovate and improve everything.

I do hope I've been of some benefit to you. If there is any thing else I can do please let me know.

Sincerely,

Mimi Spassman

3241 Holiday Spring Blvd
Margate, Fl.
33063

Tel # 305-752-2029

Hôtel Venture Inn^{MC}

AÉROPORT de MONTRÉAL

7300, Côte de Liesse, St-Laurent, Québec H4T 1E7 Tél: (514) 731-7751 Télécopieur: (514) 731-3172

Feb 9, 1994

To whom it may concern,

I am writing to applaud the planning & diverse engagements that have taken place at the City Centre Coral Springs. As a family we attended the Halloween Concert last October & then KODO performance & most recently the Landis & Co. Magic Show. All were outstanding family entertainment.

We are so pleased & proud to live in a community that offers these kinds of performances for young families.

Thank you &

Keep up the good work!
Hugh Lunther & family

P.S. I know there has been some concern about not making enough money to even break even with some of these shows. We who have been so thoroughly entertained need to spread the word to ↑ ticket sales.

10606 Clairmont Circle
Tamanac, FL 33321
Mar. 2, 1994

Mr. Joel D. Katz
Conal Springs City Centre
2855 Conal Springs Dr.
Conal Springs, FL 33065

Dear Mr. Katz:

We are not residents of Conal Springs. However, in the past 3 years we have attended many events at your centre and hope to continue to do so in the foreseeable future.

We believe that every community needs a municipal auditorium where residents can attend cultural events at a nominal price. In our opinion, turning over control of the centre to a private management company would be a big mistake. We think it would result in a deterioration of services and a significant price increase. This could greatly reduce the number of patrons since a large percentage are senior citizens on fixed incomes.

In view of the above we believe that your present organization should continue to operate the centre. The quality of the services has been excellent and the staff members have been very helpful. We particularly enjoyed "The Magic Flute".

We suggest that consideration be given to putting an aisle in the center of the orchestra seats. This would reduce the potential for panic in the event of a fire.

Sincerely,

Bernard Trock
Bernard Trock
Dorothy Trock
Dorothy Trock

Jay R. Braus
850 N.E. 75th Street
Boca Raton, FL 33487

Feb-24, 1994

Dear Joel Katz,

We have been very pleased with the productions we've attended at City Centre - namely, "Truman" and chamber music concerts. The quality of service was excellent and acoustics, air conditioning etc. all first rate. We think you do an exceptionally good job.

Sincerely,

Jane and Jay Braus

February 12, 1994

Mr. Joel Katz
Executive Director
Coral Springs City Centre
Coral Sp[rings Drive
Coral Springs, FL

Dear Mr. Katz:

It was brought to my attention that the Coral Springs City Centre may change to an independently operated management company. I certainly hope this does not happen. I applaud the current operations and hope it will continue. I particularly like the administration style and personal touch Linda Hanson gives to her projects. My students and I at the Dillard School of the Performing Arts have gained a great deal from our association with Ms. Hanson and the Coral Springs City Centre.

It was Ms. Hanson who organized a truly inspirational master class with dancer Marge Gillis last February. She and Ms Gillis came to our Dillard dance studio for a delightful two-hour modern dance class. As an added treat Ms. Hanson provided the participants of the class with evening tickets to Ms Gillis' one-woman show. The show was fabulous, Ms Gillis' artistry was breath-taking.

Just this past fall, Ms. Hanson organized a special treat for us once again. This time we came to the Centre for a special lecture/demonstration performance given by Ballet Florida. The students were captivated by the dancing. The follow-up question and answer session allowed my students a chance to learn about the training, educational background and future aspirations of each company member. Once again I felt as if my students and I got special treatment.

I have also enjoyed bringing my students to many of the performances you host during the school day. All of our outings to your Centre have proven valuable learning experiences. I still remember The Chinese Acrobats--that performance mesmerized my students.

Most recently I attended your performance of the Koto Drummers. I was not sure what to expect when I purchased my tickets. I am, however, glad I took the chance--what an incredible evening of theater.

Likewise, Avner the Eccentric, last year.....I did not know what to expect...but what a fun evening of entertainment.

I do hope your organization will do considerable investigation before it tampers with a good thing. I for one like the way your Centre operates. I think the programming is unique and the personalized attention my students and I get from Linda Hanson is greatly appreciated.

Sincerely,

A handwritten signature in cursive script that reads "Dawn Preuss". The signature is fluid and elegant, with the first name "Dawn" being more prominent than the last name "Preuss".

Dawn Preuss
Instructor of Dance
Dillard School of the Arts
2501 NW 11th Street
Ft. Lauderdale, FL 33311

Southern Sanitation Service

3831 N.W. 21st Avenue
Pompano Beach, Florida 33073
(305) 974-7500



A Waste Management Company

March 21, 1994

Randall H. Vogel, Booking & Events Mgr.
CORAL SPRINGS CITY CENTRE
2855 Coral Springs Drive
Coral Springs, FL 33065

Dear Randy:

As the Division President and General Manager of Southern Sanitation Service I can easily speak for my staff and the rest of the 340 employees in acknowledging the excellent service received from the City Centre staff during the past year. We felt that the physical accommodation along with your helpful staff made our meeting experience most satisfying. Your staff was extremely helpful in planning our events, always willing to accommodate our unusual logistical needs to ensure a quality meeting.

Your dedication to full customer satisfaction is certainly the cornerstone of the total service concept that was evident during each meeting.

Thanks for your help. We look forward to the next opportunity to use the City Centre.

Sincerely,

Dennis Urbanski
Division President and General Manager

DU/cmr

L321.03

JEWISH FEDERATION OF GREATER FORT LAUDERDALE

8358 W. OAKLAND PARK BOULEVARD • FORT LAUDERDALE, FL 33351 • (305) 748-8400/ MIAMI: (305) 945-9731 • FAX (305) 748-6332

March 10, 1994

Randy Vogel
Coral Springs City Centre
2855 Coral Springs Drive
Coral Springs, FL 33065

Dear Randy:

On behalf of the Coral Springs Jewish community, I am sending this letter as a demonstration of support for the current staff and management of the Coral Springs City Centre. In our many experiences with the City Centre over the past 3 years, the Jewish community has been very pleased with the cooperation that we received. The City Centre has become a regularly used facility for many of the Jewish community's programs and events.

As a non-profit organization, we feel that the current management of the City Centre has been very sensitive to our special concerns and needs for flexibility. A private management company may not share the same commitment to serving the volunteer, non-profit Coral Springs sector. The Jewish Federation, along with the current City Centre management, truly values the building of a strong, united, and viable community in Coral Springs.

Although we have been very satisfied with the cooperation from the City Centre staff, we do feel that there are needed improvements in the facility itself. The meeting rooms, which we use monthly, need to be made more inviting and aesthetically pleasing. It would be very useful for our events if the City Centre would have a banquet hall to be used for dinner, dances, receptions, etc. for our fundraising efforts. The fact that there is no location for sit down dinners is very limiting for our organization.

We look forward to successful solutions to the many issues facing the City Centre and are willing to provide any other input that may be helpful to the process.

Sincerely,



Debbie Hafetz, Director
Coral Springs/Parkland Division



INTEGRATED ARTS INC. featuring Plays for Living®

12198 NW 30th STREET
CORAL SPRINGS, FL 33065-3216
Tel. 305/341-2797

March 10, 1994

Coral Springs City Centre
Attn.: Irv Randolph
2855 Coral Springs Drive
Coral Springs, FL 33065

Dear Irv:

As you know, Integrated Arts has used City Centre facilities for both meetings and for major events. At all times the facilities were more than adequate and the staff both helpful and responsive. The most recent Arts Weekend West, in February of this year, actually more than tripled the number of attendees over the first year, and again, they came from all over the State. Everyone found City Centre easy to find and to reach, with plenty of parking and a delightful ambiance for day-long activities.

Perhaps the only negative is the fact that usually the meeting rooms are too cold. Even when the air is turned lower so that it gets a bit warmer, it remains fairly bone-chilling. Otherwise IAI has nothing but praise for the staff and their ongoing work.

I did receive another letter which I am enclosing for you. As you can see, it is addressed to me. However, when I opened it, I found that it was meant for someone else.

Yours sincerely

Esther Scott
President/CEO

encl.



Asian-American Federation of florida, inc.

P.O. Box 290674 Fort Lauderdale, Florida 33329-0674

(305) 434-3732(Broward)

(305) 235-5120 (Dade)

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Franklin Tse, P.E.

First Vice President
Atila Mutgan, B.A., M.A.
Architect

Second Vice President
Tong Le, P.E.

Corresponding Secretary
Alice Gordin

Recording Secretary
Joan Muraski

Treasurer
Philomena Liang, C.P.A.

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Alice Gordin, Secretary

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Lella Brockumar, C.P.A.

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Kec Juen Eng, Esq.
Arthur Leibell, Esq.

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Asian Arts Festival
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William Wong
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Ben B. Delos Santos
Sang Y. Whang
Khanya Moolisri, CLU

Mr. Randall H. Vogel
Coral Springs City Centre
2855 Coral Springs Drive
RE: City Centre
March 14, 1994

Dear Mr. Vogel:

On behalf of the Asian-American Federations of Florida. As a satisfied user of the City Centre facilities, I wish to express my appreciation to you, Mr. Joe Kats, Ted, Chris, Susan Kelly, and all your staff for your kind and professional service in which you have provided to us, during our associations with the Centre. Again, we are planning our Asian-American Pageant & Cultural Showcase in City Centre scheduled for May 21, 1994. As a past, present, and future user of this City Centre facility, I wish to present the following summary views:

- City Centre Facility:
- Adequate for our events
- There is room for improvements.
- City Centre Staff/Technical Staff:
- Friendly, cooperative & flexible
- City Centre fees
- Fair, but lower than some other theatres.

Comments on critical issues for the Centre's future:

1. The present management team has been working with the users, city and the community for many years. Service is improving, revenue is increasing. We do not think that changing management team at this time is a wise move. Keep the team that is constantly improving.
2. A name, call performing art center, community cultural center, community center is not important. A facility to service the community the best is most important.
3. The facility is adequate in serving the community of Coral Springs and the nearby cities. Some renovation. improvement is needed for the facility.

We respectfully submit the above few simple comments to support the City Centre Facility and all its staff. If any further information is needed, please advise.

Best Regards.

Sincerely,

Franklin Tse, P.E.
President

Member Organizations: Asians and Friends of Florida Association of Indians in South Florida Burmese-American Association of Florida Chinese-American Benevolent Association Chinese-American Chamber of Commerce Chinese Cultural Association Coral Springs Chinese Cultural Association Federation of Filipino American Associations of South Florida Filipino-American Coast Guard Association Filipino Community Association of Florida Florida Turkish-American Association Foundation for Better Living of Laotians in Florida Ikabana International Chapter 131 Ilocano Association of Florida Indonesian Students Association of South Florida Korean Association of Greater Miami Morikami, Inc. Pakistan Cultural Society Philippine American Association of South Florida Philippine Charities Foundation South Florida Formosan Association for Public Affairs Taiwanese Association of America-South Florida Chapter



LEAGUE OF WOMEN VOTERS OF BROWARD COUNTY, INC.

February 28, 1994

Reply to:

Mr. Rolf Olsen
Coral Springs City Centre
2855 Coral Springs Drive
Coral Springs, FL 33065

Dear Mr. Olsen:

Thank you so much for making the City Centre available for the Candidates Forum held on February 22nd and for all your hard work. Your facility gives the Candidates Forum a professional look for both the live audience and for the Cable TV audience.

By making the City Centre available for this event and by donating the use of the facility and the services of the staff, you have provided an important public service to the community. Many voters are better informed as a result.

Thank you again for your invaluable assistance. We look forward to working with you in the future.

Sincerely,

Stephanie Pearson
League of Women Voters of
Broward County

Carol Fox
American Association of
University Women

Vicky Lyden
Coral Springs Chamber of
Commerce

Bravo

March 1, 1994

Mr. Joel D. Katz
Coral Springs City Centre
2855 Coral Springs Drive
Coral Springs, FL 33065

Dear Joel:

A belated note of thanks for your support of the BRAVO/Cable TV of Coral Springs performance and reception with Ballet Florida. I appreciated your personal attention to our event and hope we can work together on similar programs in the future.

Best wishes for a successful 1994.

Sincerely,



Joseph A. Cantwell
Vice President
Central Region

JAC:mak

cc: W. Snedeker
K. Gargaro



February 24, 1994

Mr. Joel Katz
Coral Springs City Center
Coral Springs, Florida

Dear Mr. Katz:

As president of the Coral Springs branch of the American Association of University Women, I have been making reservations and maintenance arrangements with a member of your staff, Becky Nangle. In all the time we have worked together, she has been extremely helpful, courteous, and pleasant to work with.

Our group appreciates the time and hands-on attention Ms. Nangle has consistently demonstrated in all of our conversations. The American Association of University Women would like you to recognize such dedication and good service, and as long as we continue to receive such high quality, we hope to continue to use the City Centre twice per month for board and business meetings.

Thank you for allowing our group to be one of your many satisfied non-profit customers.

Sincerely,

Carol B. Fox

Carol B. Fox



JEWISH WAR VETERANS of the U.S.A.

MAX R. POLESUK — CORAL SPRINGS POST 606
4116 N.W. 88th Avenue, Apt. 105, Coral Springs, Florida 33065

February 9, 1994

Mr. Joel Katz
Coral Springs Civic Centre
2855 Coral Springs Drive
Coral Springs, Fl. 33065

Dear Mr. Katz,

As the representative for the Jewish War Veterans of the U. S. A., Coral Springs Post 606, I have had the pleasure to come in contact with Becky Nangle and Randy Vogel at the offices of the City Centre.

We are users of the meeting rooms for our monthly gatherings and sometimes other special events and our permits are always prepared in a prompt and neat manner and our special needs are always taken care of in a professional way.

We wish to commend these two employees for the courteous treatment extended.

Sincerely,

MARTIN NAVAL


Quartermaster



KIWANIS CLUB of CORAL SPRINGS

P.O. BOX 8145, CORAL SPRINGS, FLORIDA 33075-8145

February 8, 1994

Dear Becky:

Enclosed please find the information you requested on our tax status. I trust the letter from Kiwanis International will suffice.

At this time I would like to thank you and your staff for the outstanding job you have done in scheduling and preparing rooms for our monthly Board Meeting. Our club certainly appreciates the special pricing consideration. I'm sure all the other organizations associated with the city enjoy using such a fine facility to conduct their business. If our club can help you or the City Centre in any way please let me know.

Again, Thank You and continue the great service to the community.

Sincerely,

Larry Burnside D.D.S.
President

pc: Joel Katz



W. O. S. O.
Post Office Box 8208
Coral Springs, Florida 33075

March 3, 1994

Mr. Joel Katz
Coral Springs City Centre
Coral Springs, FL 33065

Dear Mr. Katz:

This letter is written on behalf of W.O.S.O. a non-profit, charitable organization dedicated only to awarding scholarships to American students of hispanic descent. Our principal function is to raise funds to enable us to award these scholarships to deserving graduating seniors in our area.

We thought you would be interested in our feed back relating to the service and accommodations provided by your organization at the City Centre.

We have utilized your facilities on a monthly basis for over four (4) years. Your administrative staff is cordial, warm and friendly and have never failed to bend over backwards to accommodate our needs. The facility is bright, cheerful and is centrally located for our members.

We look forward to a continued long and fruitful involvement with the City Centre and hope the feed back will encourage the continued outstanding service that we have received.

Sincerely,

WOMEN OF SPANISH ORIGIN
Board of Directors

/lm

Women Of Spanish Origin
Since 1987



February 24, 1994

Coral Springs City Centre
2855 Coral Springs Drive
Coral Springs, Fl. 33065

Att: Mrs. Linda Hanson

Dear Linda,

Congratulations on a job well done! My class thoroughly enjoyed "The Sorcerer's Apprentice" as they have the other dramatic presentations offered by City Centre. The city of Coral Springs is to be commended for providing the opportunity for school age children to experience such a variety of live theater.

I hope that you will continue to receive the financial support needed to fund these outstanding performances. You offer the children of Broward and Palm Beach counties a unique learning experience they may not otherwise encounter.

Sincerely,

A handwritten signature in cursive script that reads "Carol Mears".

Carol Mears
Teacher



Southern Handcraft Society

Strawberry Patch Chapter

March 8, 1994

Mr. Joel Katz
Coral Springs City Centre
2855 Coral Springs Drive
Coral Springs, FL 33065

RE: Change of Directorship at Centre

Dear Mr. Katz:

I recently received a call from Becky at the Centre, informing me that the city is entertaining the idea of bringing in a management company to run the Centre. This transformation could result in the raising of room rental rates. It would indeed present a problem for our chapter if the rent charged is increased. We certainly do not want this to happen. Ultimately we would be forced to seek other facilities.

In the past 2 years that Southern Handcraft Society-Strawberry Patch Chapter has been using the facilities at the centre we have been most satisfied. The present administration and staff have cooperated and worked with us concerning any special requests and needs and always were prompt in notifying us of any matters that needed attention.

We also want to compliment them on the addition of the beautiful works of art that are on display in our meeting room. It adds a colorful and pleasing effect and we enjoy viewing it each month.

Sincerely,

Claudia Kasab - 753-9900
President
Strawberry Patch Chapter



March 7, 1994

Miss Rizwana Fareeduddin
11697 SW 50th Street
Cooper City, FL 33330

Dear Randy,

My deepest thanks goes to you and your staff at the City Centre. Your people were very personable, helpful and reliable and I really appreciate all the work they put into our show. I know that you had to deal with a lot in order for this show to happen and you could not possible imagine how much I appreciate your time and efforts in doing so. The show was a success--we couldn't have done it without you!!!

The Indian students of Florida Atlantic University, Florida International University, and University of Miami extend their warm thanks for your cooperation and support. Thanks again!!

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Rizwana Fareeduddin".

Rizwana Fareeduddin
Executive Coordinator



Underground Railway Theater

41 Foster Street, Arlington MA 02174

Phone/Fax: (617) 643-6916

February 7, 1994

Linda Hanson
Coral Springs City Centre
2855 Coral Springs Drive
Coral Springs, FL 33065

Dear Ms. Hanson:

I am writing to let you know what a positive experience Underground Railway Theater had while performing The Firebird at the Coral Springs City Center in October, 1993.

We were impressed with the care and imagination that had gone into the programming of your Halloween concert. Many of the orchestra members were in costume, as were most of the audience, and instead of the strict one-hour limit observed in many of the youth concerts we've played, there was an intermission with free ice cream!

We have played with most of the major orchestras and many community orchestras in the United States over the last fifteen years. This was certainly one of the most imaginative and genuinely audience-pleasing programs we have ever been a part of in that time. In addition, both the management and the technical support were excellent.

Sincerely,

Wes Sanders
Artistic Director

LANDIS & COMPANY
Theatre of Magic inc

491 E. Gravers Lane, Philadelphia, Pennsylvania 19118
TEL. (215) 247-1641 FAX (215) 242-3421

February 9, 1994

Linda Hanson & Rolf Olson
Coral Springs City Center
2855 Coral Springs Drive
Coral Springs, FL 33065

Dear Friends:

I just wanted to take a moment to tell you how much Landis & Company enjoyed working with you to bring "The Sorcerer's Apprentice and other Stories" to your community. From the moment we went to contract through the actual performance you and your staff worked very hard to make the event a big success.

I sensed in working with you both that you really care about your job of serving the community. This was very refreshing because in these fast paced times sometimes people forget their ultimate purpose in the flurry of just trying to get the job done.

I was very pleased that we were able to perform for so many school children. I was very impressed with their rapt attention, even those sitting way in the back. You were very creative in publicizing the evening family performance. I thought it was a very clever idea to invite local performers to perform in the lobby.

You were efficient and professional in working with my representatives: Elizabeth Hodges and Mary Hunter Leach, both of whom can't stop singing your praises. Your house manager Randy was so warmly welcoming and accommodating. Your Technical Director Ted heads a very competent and friendly team of technicians who work very well together, and who also really care--my special greetings to Ted, Chris, the "Three Johns" and Clay who all made us look and sound great! My special thanks to you both for your hospitality while we were in Coral Springs and for your very kind help in making our sick stage manager Evelyn more comfortable, and in retrieving our "battered" Michael from the airport. This was of invaluable help to us on our demanding tour schedule.

I hope your facility improvement project goes very smoothly, and we all look forward to working with you in the very near future. The symphony show idea we discussed sounds like a very good one to me. All best wishes for success and fulfillment in everything you do.

Sincerely yours,



Landis Smith
Artistic Director

Kids Crusaders for Abused Children

2021 N.W. 64th Ave., Sunrise, Florida 33313 (305) 746-2845

File



January 19, 1994

Coral Springs City Centre
2855 Coral Springs Drive
Coral Springs, FL 33065

Attn: Rolph

Gentlemen:

Thank you for taking the time to speak with me today. Please allow me to thank you for once again donating tickets for our "Kids Nite Out" program. I am certain that all the children we will be sending to your February 4, 1994 performance will enjoy it as much as did the children who attended your opening performance.

The staff and volunteers of Kids Crusaders for Abused Children, the mentor program, and all the kids need people like you; without you an event like this would never be within their reach. I cannot begin to tell you how grateful we are for these fifty (50) tickets. Thank you from all of us.

Sincerely,


Linda Adelman
Kids Nite Out Committee

Dr. Frank R. Petruzielo, Superintendent
The School Board of Broward County, Florida
600 S.E. 3rd Avenue
Fort Lauderdale, Florida 33301

Dear Dr. Petruzielo,

You and the Broward County Schools music departments' personnel are to be commended for the delightful concert at the Coral Springs City Centre on Friday, February 18, 1994. It was indeed a pleasure to see and hear so many fine young people in performance that reflected excellent training and self-discipline. It was good too to observe the parental support in the audience.

I was disappointed to find very little media coverage which young achievers and their instructors deserve. In my opinion newspapers, radio and TV stations should inform the public about constructive activities in our schools.

As a musician with 50 years of teaching and conducting experience I have witnessed the positive results in young persons who have been offered opportunities in artistic endeavors designed to challenge and encourage talented youth.

Please keep this important part of the school curriculum going and growing in Broward County.

Sincerely,

Hazel Johnson, Ph.D
3866 N.W. 82 Way
Coral Springs, FL 33065

cc:
Frances O. Haithcock
Kenneth R. Black
Susan J. Byo
Randy Vogel
Tom Gress
Jim St. Clair
Anne Falik
Jack Covell
Teena Baker

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

The Nation's Largest Fully Accredited School System



RAMBLEWOOD MIDDLE SCHOOL
James J. Flynn, Principal
8505 W. Atlantic Boulevard
Coral Springs, Florida 33071
(305) 344-5555

Eileen S. Schwartz
Chairperson

Karen Dickerhoof
Vice Chairperson

Miriam M. Oliphant
Robert D. Parks
Toni J. Siskin
Diana Wasserman
Lois Wexler

Virgil L. Morgan
Superintendent

April 29, 1993

Dear Mr. Olsen,

Thank you for the tickets you sent us to *The Hobbit*. We will certainly enjoy the performance. We are happy to enclose the latest edition of our newspaper, ***The Spyglass***. Please be sure to read the article on *The Hobbit* on page 9.

Thank you again for thinking of the Journalism program at Ramblewood.

Sincerely yours,

Bobby DuVall

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

The Nation's Largest Fully Accredited School System



RAMBLEWOOD ELEMENTARY SCHOOL
8950 Shadow Wood Boulevard
Coral Springs, Florida 33071
(305) 344-5860
FAX (305) 344-5869

28 April 1993

Eileen S. Schwartz
Chairperson

Karen Dickerhoof
Vice Chairperson

Miriam M. Oliphant
Robert D. Parks
Toni J. Siskin
Diana Wasserman
Lois Wexler

Virgil L. Morgan
Superintendent

Dear Mr. Olsen,

The Ramblewood Elementary School PTA is truly grateful for the generous donation you made for our annual Spring Carnival. This year's event was larger and attended by more people than ever before. We feel that our success was due, in large, to the tremendous support of our business community and people like yourselves. PTA works very hard to make our school the best that it can be, especially in light of recent budget cuts. Your willingness to work with us means a great deal and your generosity is appreciated by students, parents and teachers alike.

Our sincere thanks,

Mary Ann Reynolds

Mary Ann Reynolds
Corresponding Secretary

The two gift certificates for a family to attend a performance of JRR Tolkien's The Hobbit were fantastic. Thanks a million for helping us out.



March 4, 1994

Coral Springs City Center
2855 Coral Springs Drive
Coral Springs, FL 33065

*On behalf of the University School Parent Teachers Association, I would like to thank you for your generous donation of **Four Tickets to the Letterman** (Value **\$80.00**). It was offered at our Progressive Dinner Silent Auction that was held on February 12, 1994.*

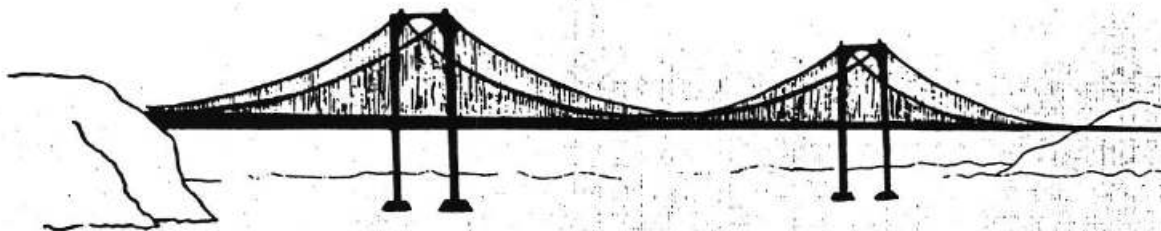
Because of your charitable support we had a very successful event. The children of the school will benefit for years to come.

Again, thank you for your assistance in making this an exciting and beneficial evening.

Sincerely,

A handwritten signature in cursive script, which appears to read 'Jayne Levy', is written over a horizontal line.

Jayne Levy
Fund Raising Committee
USPTA



BRIDGES OF AMERICA

Frank J. Costantino, President

January 29, 1993

Mr. Rolf Olsen
Coral Springs City Centre
2855 Coral Springs Drive
Coral Springs, Florida 33065

Re: Concert Tickets "LYNDON"

Dear Rolf:

We acknowledge and thank you for your very generous donations of concert tickets for the clients of Turning Point Bridge during the first quarter of 1993.

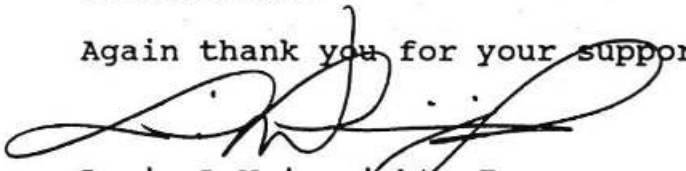
People like you help make the difference in the rehabilitation of our clients because you care.

We are more than happy to let you know, how much we appreciate your every act of kindness and look forward to sending our guys to more of your events.

Thank you for the information concerning the receiving of donations for performance entrance, we are excited about the wonderful reviews our young men gave concerning the premier last night, January 28, 1993: starring Laurence Luckinbill as "Lyndon".

Please send us brochures and listings of the future attractions.

Again thank you for your support


Louie L. Wainwright, Jr.
Executive Director



Juvenile Diabetes Foundation International

The Diabetes Research Foundation

South Florida Chapter

KEEP THE DREAM ALIVE
Fashion Show & Luncheon

Roxane Schultz
Chairman

Michelle Gach
Co-Chairman

Committee
Nanci Beyer
Karen Burks
Julia Duke
Elsa Fox
Janet Hoffman
Karen Husayko
Jody Katz
Linda Levens
Lianne Maxson
Renee Moreland
Phyllis Sharfin
Linda Zelisko

November 30, 1993

Mr. Joel Katz
City Center of Coral Springs
2855 Coral Springs Drive
Coral Springs, Florida 33065

Dear Joel:

On behalf of the Luncheon Committee and the Juvenile Diabetes Foundation, we really want to thank you for your donation to our raffle. Your contribution was greatly appreciated and certainly one of the highlights of our Luncheon. Thank you helping to make the "Keep the Dream Alive" Luncheon a triumph for diabetes research.

Sincerely,

Roxane Schultz

A COPY OF THE OFFICIAL REGISTRATION AND FINANCIAL
INFORMATION MAY BE OBTAINED FROM THE DIVISION OF
CONSUMER SERVICES BY CALLING TOLL FREE, WITHIN THE STATE
1-800-438-7152. REGISTRATION DOES NOT IMPLY ENDORSEMENT,
APPROVAL OR RECOMMENDATION BY THE STATE.

800 East Broward Boulevard Suite 101 Fort Lauderdale, Florida 33301 305-768-9008 Fax: 305-768-9009

The Juvenile Diabetes Foundation International is a tax-exempt, not-for-profit organization.

July 29, 1993

City Centre ~~Theatre~~ Coral Springs
2855 Coral Springs Drive
Coral Springs, Florida 33065

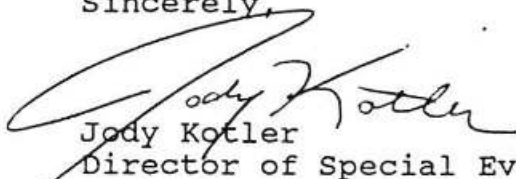
Dear Sirs,

Thank you very much for your donation of the tickets for four to The Hobbit and the Saturday Night Live Show for our Pete Rose Charity Golf Classic to benefit the Cystic Fibrosis Foundation.

Your generosity is greatly appreciated. We raised more than \$25,000 net in research funds thanks to your commitment. We are so close to a cure with your involvement, you will be a part of the miracle of the 1990's.

Thank you again for your interest in the Cystic Fibrosis Foundation. You are truly making a difference in our quest to find a cure for this tragic disease.

Sincerely,


Jody Kotler
Director of Special Events

JK/dh



Holy Cross Hospital

4725 North Federal Highway
Fort Lauderdale, Florida 33308
305-771-8000

September 22, 1993

Coral Springs City Centre
2855 Coral Springs Drive
Coral Springs, FL 33065

To whom it may concern:

On behalf of the Administration of Holy Cross Hospital, I would like to thank you for your "door prize donation" of two (2) tickets to any of the performances at the City Centre, which will be awarded during our Holiday Extravaganza on December 4, 1993.

God bless.

Sincerely,

Sister Judith Meyers, RSM
Vice President, Mission Effectiveness

File

St. Andrew Catholic Church

9990 N.W. 29th Street
Coral Springs, Florida 33065
Fr. James A. Quinn, Pastor

Mary Louise Balog
Principal

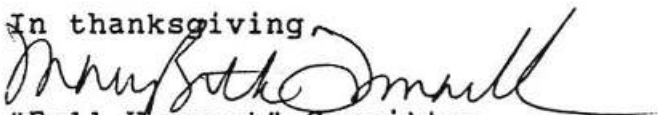
St. Andrew
School Office
753-1280

November ~~18, 1993~~

Dear Contributor:

On behalf of the children of Saint Andrew school, I would like to thank you for your generosity in supporting our 1993 auction. With your support, our "Fall Harvest" for our children was our greatest effort yet! The proceeds from this wonderful event will be used as an investment in our children's faith and education. The auction could not exist without the support of our community; we greatly appreciate your time and effort in contributing to this affair.

In thanksgiving,


"Fall Harvest" Committee

Appendix H

NEWSPAPER ARTICLES

First profitable season is music to staff's ears

Higher ticket sales,
meeting-room rentals
at Springs City Centre

By RON DELP
FORUM STAFF

Joel Katz has a favorite color — black.

After taking losses on six of the season's first seven major productions, the bottom line is creeping out of the red, said Katz, executive director of the Coral Springs City Centre.

With ticket revenue at 96.9 percent of the \$286,000 projected for 1993-94 and meeting-room rentals 50 percent above the \$92,500 expected, Katz said, "we're turning it around."

"We're up \$400,000 overall from where we were a year ago" when the center was \$300,000 in the hole, he noted.

All eight productions staged since Jan. 29 have shown a profit despite \$5 ticket discounts to locals and a flat \$8 ticket price for kids, according to Katz's March 9 budget report.

Discounts, in terms of developing audiences, are getting new people in the door, Katz said.

"We also recognize that each person in the community puts about six or seven tax dollars toward the city's subsidy," he said. "So the discounts are a way to pay them back."

The report shows 37.3 percent of audiences are Springs residents, compared to just 22.8 percent one year ago. The national average for community theaters is 40 percent, Katz said.

Although none of the more recent productions sold out, their profits averaged 16 percent, except for the "Big Band '94 concert in late January that brought in \$14,942 but showed a paltry \$70.44 profit after expenses.

Comedian Judy Tenuta's appearance was the most profitable event of the season, earning \$5,232 after expenses, a 22 percent profit.

The biggest money-maker of the season was blues artist Robert Cray's concert in February that put \$26,204 in the cash register. But after the bills were paid, the center netted just \$2,896, or an 11 percent return.

Katz attributed much of the theater's success to the efforts of new Marketing Assistant Vanessa Salmon and a turn to comedy and contemporary music, the preference of residents polled in a survey last year.

Cray, Tenuta and jazz flutist Nestor Torres were added to the bill this season to meet audience tastes, but some old chestnuts held their own in February. Mozart's opera "The Magic Flute" grossed \$23,000 and a 12 percent profit, while the '60s vocal group The Lettermen brought in \$18,500 and a 15 percent profit. The showtune-filled Broadway Celebration earned \$14,438 and a 15 percent profit.

The Japanese percussion ensemble, Kodo, though not a headline act, has been the season's second best money-maker with a 20 percent profit from ticket sales of \$23,484.

Losses in November and December keep show production revenues \$9,818 in the red, but Katz said income from upcoming Gilbert and Sullivan's "Pirates of Penzance," classical pianist Christopher O'Riley and the Verdi



KATZ: 'Turning it around.'

opera "La Traviata" should put the theater on the plus side of the ledger.

The City Centre has hosted an average of 2.7 events each day this season, including performances, children's programs, rehearsals, meetings and other activities, Katz said.

Because work this fall to mend the theater's acoustic and seating problems has been delayed by the City Commission, Katz said he expects to boost revenues by adding a few more shows and increasing private rentals, including hyperACTIVE Theater's eight-week summer drama camp for kids.

Making the City Centre profitable keeps taxpayers from having to pick up more than the \$700,000 allocated by the city this year.

And it's in the best interest of Katz and his staff, who could be unemployed if city leaders turn management over to a private firm.

The staff has devised its own plan to manage the center on a profit-making basis.

Finances improve for City Centre

A series of strong performances in February and early March has boosted the financial status of the Coral Springs City Centre for the first time in years.

Despite low ticket sales and a deficit during the first quarter of this year, the City Centre staff now expects to end the fiscal year in September with a surplus of more than \$100,000.

This is a drastic about-face from last fiscal year, when the City Commission had to bail out the City Centre with a last-minute subsidy of more than \$300,000.

Key to the success the second quarter of this fiscal year were performances by Nestor Torres, Robert Cray, Judy Tenuta, The Lettermen, Broadway Celebration and the Kodo drummers. Each of these shows earned a profit for the theater, ranging from more than \$2,000 to almost \$5,000.

City Centre Executive Director Joel Katz says the theater has also increased its marketing and finally found its niche in the market.

"It has taken a couple of years, but I've finally got the team I want in place and we're getting the programming we want," Katz said.

Yes, arts goals do add up — for children and world

In your editorial, "Arts goals don't add up," you stated that "students would be better off learning how to fix an internal combustion engine" than studying the arts. Modern technology renders this kind of thinking obsolete. In school I learned about slide rules, computer punch cards, the Soviet Union, Yugoslavia and a host of other things that are no longer around. It is becoming increasingly clear that we must educate both sides of our children's brains.

Ever since the Russians launched Sputnik in 1957, there has been a call for more basics in education. Yet after more than three decades of attempted reform, we seem to be doing worse. For too long we have taught students to memorize facts rather than how to learn, how to think, how to relate and how to adapt to new situations. We teach them specific jobs, only to find them returning to school in their 30s to learn skills for a new job. We would better serve them by teaching them how to come up with answers rather than trying to make them memorize the answers.

From the March 13 *Sun-Sentinel*: "Students taking more than four years of arts classes scored 34 points higher on verbal and 18 points higher on math [on the SAT] than those who took less than a year. [An FAU study] asked student drug users what activities would have helped them stay away from drugs. Music, sports, dance, art and acting ranked highest."

The arts teach us to adapt rules to new situations, to recognize symbolic communication, to understand other cultures, to question, to redefine and to improvise.

Like almost nothing else, acting teaches sensitivity and communication.

I cannot think of a better way to teach discipline and teamwork than through a band program. What a creative problem-solving challenge to be handed a lump of clay and told "make something practical" or "make something beautiful."

And if all we taught our students was sensitivity, communication, teamwork, discipline, problem solving and creativity, not only would we have a better world, but our children would lead a fuller life and be successful in whatever they chose to do.

LEE G. BARROW, Head
Visual and Performing Arts
Central Campus
Broward Community College
Davie

Acoustics at Springs City Centre keep patrons away

Engineers find cost-cutting causes essential flaws in facility's sound quality

SPECIAL TO THE FORUM

If you joined Detroit Pistons Coach Chuck Daly for breakfast at the Kruei Classic in late 1991, you probably enjoyed the food, but you'd be hard-pressed to remember what Daly said.

The reason: Poor acoustics in the gymnasium part of the Coral Springs City Centre made Daly's formal remarks a jumble of sounds.

Likewise, if you've sat in some bleacher seats on the theater part of the City Centre, you may have suffered through sounds that come off as boomy rather than precise.

The facility's architect and an acoustical consultant say it's all due to the cutting of corners and the final design of the 2-year-old City Centre at Coral Springs Drive and Northwest 29th Street.

"When City Centre finally opened in 1990 with a limited-engagement program, the retrofitted sound system, regarded as primitive by agents and entertainers, turned out to be a detriment to attracting and sustaining season ticket-holding audiences," City Centre Executive Director Joel Katz said in a report to city commissioners.

"Presentations in the theatre have suffered a severe impairment of sound distribution and quality because of the location of the gymnasium, wall treatments and acoustic panel placement."

During an acoustical review of the City Centre, original consulting architect Don Singer complained in a November 1992 letter to the city that changes were made (in the design) to

"economize and stretch the allotted funds" in the name of 'value engineering,' both in the original construction process and again by the city's construction management firm, CMS, after the two contract failures.

"We pointed out the ramifications of these cost reductions. We were very explicit with regard to the acoustical downgrading of the mechanical systems. The compromise accepted that auditorium and gymnasium could not be used simultaneously without disturbance in both areas."

"Strong acoustical response returning to the theater from the gym is beneficial for music but not for speech," said George C. Eisenhower, multipurpose facility designer.

Earlier, in March 1992, David Epee of Kirkegaard and Associates of Downers Grove, Ill., consultants in architectural acoustics, gave Katz a 14-page report following tests and evaluation of the City Centre during a performance of Tosca.

His group found that patrons seated in the bleacher section of the theater experience "a strong boomy acoustic response from amplified or loud natural sound originating in the theater and returning to the theater from the gym. This feedback disturbs clarity."

"We have been told there is a history of patrons not being able to hear. Several things are not occurring in the room which should be happening to provide the best theater-going experience for the audience."

"The room, particularly the bleacher seating, lacks a high level of excitement which should be created by the performers on stage and by the audience reaction. This excitement can be created by having properly designed sound reflective surfaces."

"A second acoustic characteristic which is missing is a richness and enve-



R. TAYLOR JONES/Forum

CAN YOU HEAR ME?: Acoustics experts found several sound problems at the City Centre, which they said were due to cutting corners when the \$8 million building was constructed.

lopment of sound. This comes from reflections from the ceiling, side walls and behind.

"With proper surface diffusion there will be multiple reflections from each major room element."

"The lower side walls of the front half of the theater are primarily doors and are flared to the degree that they send

sound skimming along the side walls instead of being reflected toward the audience and offers no acoustic benefit.

"Sound is lost in the roof structure ... the sound booth blocks the primary sound path ... the curtain (separating gym from theater) has little, if any acoustic merit or isolation from the gym...."

OFFEROR'S CERTIFICATION

WHEN OFFEROR IS A CORPORATION

IN WITNESS WHEREOF, the Offeror hereto has executed this Proposal Form this
30th day of March, 1994.

Coral Springs City Centre Staff

Printed Name of Corporation

Florida

Printed State of Incorporation

By: *Joel D. Katz*
Signature of President or other authorized officer

(CORPORATE SEAL)

Joel Katz, Executive Director

Printed Name of President or
other authorized officer

2855 Coral Springs Drive, CS, FL 33065

Address of Corporation

By _____
City/State/Zip

Secretary

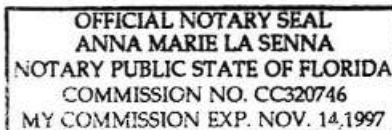
(305) 344-5999

Business Phone Number

On this the 30th day of March, 1994, before me, the undersigned Notary Public
of the State of Florida, the foregoing instrument was acknowledged
by JOEL D. KATZ, EXECUTIVE DIRECTOR [Name of
corporate officer(s) and his/her/their corporate title(s)]
of CORAL SPRINGS CITY CENTRE STAFF, on (Name of
corporation and state or place of incorporation)
behalf of the corporation.

WITNESS my hand
and official seal.

NOTARY PUBLIC
SEAL OF OFFICE:



Anna Marie La Senna
NOTARY PUBLIC, STATE OF FLORIDA

ANNA MARIE LA SENNA
(Name of Notary Public: Print,
Stamp, or Type as Commissioned.)

- ☒ Personally known to me, or
☐ Produced identification:

(Type of Identification Produced)
☐ DID take an oath, or ☒ DID NOT
take an oath.

OPTIONAL INFORMATION:

Type of Document: _____ Number of Pages: _____ Number of Signatures
Notarized: 1

NON-COLLUSIVE AFFIDAVIT

State of Florida)

)ss.

County of Broward)

Joel Katz being first duly sworn, deposes
and says that:

- (1) He/she is the Executive Director,
(Owner, Partner, Officer, Representative or Agent) of
Coral Springs City Centre Staff the Bidder that has submitted the
attached Bid;
- (2) He/she is fully informed respecting the preparation and contents of the attached
Bid and of all pertinent circumstances respecting such Bid;
- (3) Such Bid is genuine and is not a collusive or sham Bid;
- (4) Neither the said Bidder nor any of its officers, partners, owners, agents,
representatives, employees or parties in interest, including this affiant, have in
any way colluded, conspired, connived or agreed, directly or indirectly, with
any other Bidder, firm, or person to submit a collusive or sham Bid in
connection with the Work for which the attached Bid has been submitted; or
to refrain from bidding in connection with such Work; or have in any manner,
directly or indirectly, sought by agreement or collusion, or communication, or
conference with any Bidder, firm, or person to fix the price or prices in the
attached Bid or of any other Bidder, or to fix any overhead, profit, or cost
elements of the Bid price or the Bid price of any other Bidder, or to secure
through any collusion, conspiracy, connivance, or unlawful agreement any
advantage against (Recipient), or any person interested in the proposed Work;
- (5) The price or prices quoted in the attached Bid are fair and proper and are not
tainted by any collusion, conspiracy, connivance, or unlawful agreement on the
part of the Bidder or any other of its agents, representatives, owners,
employees or parties in interest, including this affiant.

Signed, sealed and delivered
in the presence of:

Ken A. Kufner
Myrle D.

By:

Joel D. Katz

Joel Katz
(Printed Name)

Executive Director
(Title)

ACKNOWLEDGEMENT

State of Florida

County of DEOWARD

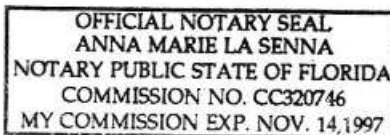
On this the 30th day of March, 1994, before me, the undersigned Notary Public
of the State of Florida, personally appeared
JOEL D. KATZ and
(Name(s) of individual(s) who appeared before notary)

whose name(s) is/are Subscribed to the within instrument, and he/she/they
acknowledge that he/she/they executed it.

WITNESS my hand
and official seal.

Anna Marie La Senna
NOTARY PUBLIC, STATE OF FLORIDA

NOTARY PUBLIC
SEAL OF OFFICE:



ANNA MARIE LA SENNA
(Name of Notary Public: Print,
Stamp, or Type as Commissioned.)

☒ Personally known to me, or
☐ Produced identification:

(Type of Identification Produced
☐ DID take an oath, or ☒ DID NOT
take an oath.

OPTIONAL INFORMATION:

Type of Document: _____ Number of Pages: _____
Number of Signatures Notarized: 1

SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(a),
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted to City of Coral Springs
(print name of the public entity)
by Joel Katz, Executive Director
(print individual's name and title)
for Coral Springs City Centre Staff
(print name of entity submitting sworn statement)

whose business address is 2855 Coral Springs Drive
Coral Springs, FL 33065
and (if applicable) its Federal Employer Identification Number (FEIN) is _____ (If the entity
has no FEIN, include the Social Security 65-0370761
Number of the individual signing this sworn statement: one

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any bid or contract for goods or services, any lease for real property, or any contract for the construction or repair of a public building or public work, involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, non-jury trial, or entry of a plea of guilt or nolo contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
1. A predecessor or successor of a person convicted of a public entity crime: or
 2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on

contracts let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

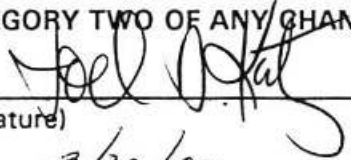
6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies.)

_____ Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity were charged with and convicted of a public entity crime after July 1, 1989.

_____ The entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity was charged with and convicted of a public entity crime after July 1, 1989.

_____ The entity submitting this sworn statement, or one of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or the affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (attach a copy of the final order.)

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.


(Signature)

Date: 3/30/94

State of Florida
County of BROWARD

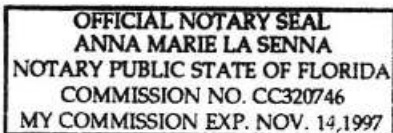
On this the 30th day of March, 1994, before me, the undersigned Notary Public of the State
of Florida, personally appeared JOEL D. KATZ and
(Name(s) of individual(s) who appeared before notary)

whose name(s) is/are Subscribed to the within instrument, and he/she/they acknowledge that
he/she/they executed it.

WITNESS my hand
and official seal.

Anna Marie La Senna
NOTARY PUBLIC, STATE OF FLORIDA

NOTARY PUBLIC
SEAL OF OFFICE:



ANNA MARIE LA SENNA
(Name of Notary Public: Print,
Stamp, or Type as Commissioned.)

- ☒ Personally known to me, or
☐ Produced identification:

(Type of Identification Produced
☐ DID take an oath, or ☒ DID NOT
take an oath.

OPTIONAL INFORMATION:

Type of Document: _____ Number of Pages: _____ Number of Signatures
Notarized: 1