

# Memorandum

**Date:** November 14, 2021

**To:** Chair and Members  
Art in Public Places Trust

**From:** Michael Spring, Director  
Department of Cultural Affairs

**Subject:** Trust Resolution No. APPT 24-61 / RCCL Headquarter Expansion at PortMiami / Proposal Contracts

Trust Resolution No. APPT 24-61

RESOLUTION APPROVING PROPOSAL CONTRACTS IN SUBSTANTIALLY THE FORM ATTACHED WITH EACH OF THE FOLLOWING NINE (9) ARTISTS IN THE NOT-TO-EXCEED FEE AMOUNTS AS DESCRIBED BELOW FOR EACH ARTIST:

	Recommended Artist	Enhanced Proposal Fees
1	Jeppe Hein	\$ 4,500.00
2	Paul Cockledge Studio	\$ 4,500.00
3	Cristina Lei Rodriguez	\$ 2,000.00
4	La Vaughn Belle	\$ 2,000.00
5	Odili Donald Odita	\$ 2,000.00
6	Joiri Minaya	\$ 2,000.00
7	Paul Anthony Smith	\$ 2,000.00
8	Sheena Rose	\$ 1,500.00
9	Deborah Jack	\$ 1,500.00
	<b>Total Combined Expenditure:</b>	<b>\$ 22,000.00</b>

FOR A COMBINED TOTAL EXPENDITURE AMOUNT NOT-TO-EXCEED \$22,000.00 FOR THE ROYAL CARIBBEAN GROUP, LTD HEADQUARTERS EXPANSION AT PORTMIAMI (FROM ROYAL CARIBBEAN GROUP, LTD PUBLIC ART FUNDS). THIS RESOLUTION SUPERSEDES TRUST RESOLUTION APPT NO. 21-71.

Recommendation

It is recommended that the Art in Public Places Trust approve proposal contracts in substantially the form attached with each of the following nine (9) artists in the not-to-exceed fee amounts as described below for each artist:

	<b>Recommended Artist</b>	<b>Enhanced Proposal Fees</b>
1	Jeppé Hein	\$ 4,500.00
2	Paul Cocksedge Studio	\$ 4,500.00
3	Cristina Lei Rodriguez	\$ 2,000.00
4	La Vaughn Belle	\$ 2,000.00
5	Odili Donald Odita	\$ 2,000.00
6	Joiri Minaya	\$ 2,000.00
7	Paul Anthony Smith	\$ 2,000.00
8	Sheena Rose	\$ 1,500.00
9	Deborah Jack	\$ 1,500.00
	<b>Total Combined Expenditure:</b>	<b>\$ 22,000.00</b>

For a combined total expenditure amount not-to-exceed \$22,000.00 for the Royal Caribbean Group, Ltd. Headquarters expansion at PortMiami. This resolution supersedes Trust Resolution APPT NO. 21-71.

Background

On January 23 and 24, 2020 a Professional Advisory Committee (PAC) meeting was convened to review design proposals from a shortlist of international artists for the campus expansion project for Royal Caribbean Cruises, Ltd’s headquarter at PortMiami. Designed by HOK Architects, the project encompasses the renovation of two prominent existing buildings and the construction of a new, state of the art HQ facility and accompanying new garage, and a dynamic program of open green spaces and waterfront activations, as well as a network of pathways and canopies. Artists were encouraged to proposed interventions at the lobbies for the existing buildings and intervene at key elements of the new building including but not limited to: terrazzo integration, suspended light-based features and overall lobby environment for the new HQ building, stand-alone sculptural, seating, and shading elements for the central green area, paver design and canopy applications throughout the campus, stand-alone and or integrated glazing elements in the new atrium features for the existing building, terrazzo integration, as well as two and three-dimensional artworks for the lobbies of those existing buildings or the creation of overall environments.

After deliberation with input from the RCCL and HOK architecture-design teams, APP Trust members, and APP staff, the PAC unanimously recommended seven (7) artists to engage in design development for specific locations, scopes, and budget in consultation with APP and RCCL staff, and two (2) artists for artwork acquisition of two-dimensional artworks for interior areas, subject to the availability of funds. The recommendations were further refined by APP staff and the client teams as follows:

<b>Artist</b>	<b>Scale</b>	<b>Location</b>	<b>Budget Allocation</b>
Jepe Hein	Signature Monumental Work	HQ Main Entrance	\$ 1,250,000
Paul Cocksedge Studio	Large	HQ Main Lobby	\$ 750,000
Cristina Lei Rodriguez	Large	Outdoor Courtyard	\$ 500,000
Odili Donald Odita	Mid	Existing Bldg	\$ 200,000
Joiri Minaya	Mid	Existing Bldg	\$ 200,000
La Vaughn Belle	Mid	HQ Terrazzo Floors	\$ 200,000
Paul Anthony Smith	Mid	2D Works for HQ	\$ 200,000
Sheena Rose	Acquisition	To be defined	\$ 100,000
Deborah Jack	Acquisition	To be defined	\$ 100,000
<b>Total Artwork Allocation</b>			<b>\$ 3,500,000</b>

In April of 2020, while negotiating design development contracts with artists, APP was notified that the headquarters construction project was put on hold due to the worldwide COVID-19 crisis which halted all international travel and shut down all cruise activities at PortMiami. Artists were notified of the temporary hold on all commissions pending reactivation of the RCCL expansion project. After 18 months in hiatus, RCCL reinitiated the expansion program with a new management team and an anticipated timeline that originally extended the completion of the new headquarters to late 2025 and pushed the renovation of the existing two office buildings to late 2026-2027. However, these plans did not come to fruition as a new development deal was struck between PortMiami and Royal Caribbean Group, LTD which further delayed the start of construction for another two years. Just recently was APP notified that the project has been reinitiated under a new management partnership that transfers responsibility of project controls and funding to the Seaport. The new deal has generated an additional \$1,632,488 of APP funds, while at the same time reducing and limiting the public art opportunities for artists to pursue to the new facility. The renovation of the existing offices has been cancelled.

Considering the four-year delay in the start of this project and the significant design and schedule changes to the overall expansion project, APP staff recommends offering an enhanced proposal contract to each of the (9) artists whose original concepts were designated for implementation at the new headquarter and the building renovations. This new phase of proposals will allow artists to quickly engage with APP and the new client team to refine the specific artwork concepts that they can commit to deliver within the current budget and time constraints of the RCCL expansion program. APP staff has confirmed artists' continued interest in this project and is proposing a 15% increase to the initial budget allocation for each commission to account for changes in economic conditions since their selection. With remaining funds, APP proposes to increase the original internal contingency from \$279,038 to \$500,000.00 and to dedicate the remaining unencumbered artwork funds to commission and or acquire additional work from Miami-based artists once the work of these group of artists gets underway.

APP staff recommends the approval of Trust Resolution APPT No. 24-61 authorizing proposal contracts in substantially the form attached with the following nine (9) artists in the not-to-exceed amount as described below for each artist:

	<b>Recommended Artist</b>	<b>Enhanced Proposal Fees</b>	<b>Adjusted Commission Values (15% Increase)</b>
1	Jeppe Hein	\$ 4,500.00	\$ 1,437,500.00
2	Paul Cocksedg Studio	\$ 4,500.00	\$ 862,500.00
3	Cristina Lei Rodriguez	\$ 2,000.00	\$ 575,000.00
4	La Vaughn Belle	\$ 2,000.00	\$ 230,000.00
5	Odili Donald Odita	\$ 2,000.00	\$ 230,000.00
6	Joiri Minaya	\$ 2,000.00	\$ 230,000.00
7	Paul Anthony Smith	\$ 2,000.00	\$ 230,000.00
8	Sheena Rose	\$ 1,500.00	\$ 115,000.00
9	Deborah Jack	\$ 1,500.00	\$ 115,000.00
	<b>Total Combined Expenditure:</b>	<b>\$ 22,000.00</b>	<b>\$ 4,025,000.00</b>

For a combined total expenditure amount not-to-exceed \$22,000.00 for the Royal Caribbean Group, Ltd. Headquarters Expansion at PortMiami. This resolution supersedes Trust Resolution APPT No. 21-71.