



# MIAMIBEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, [www.miamibeachfl.gov](http://www.miamibeachfl.gov)

## COMMITTEE MEMORANDUM

TO: Mayor Matti H. Bower and Members of the City Commission

FROM: Interim City Manager Kathie G. Brooks

DATE: February 20, 2013

This shall serve as written notice that a meeting of the Finance and Citywide Projects Committee has been scheduled for February 20, 2013, at 3:00 P.M. in the City Manager's Large Conference Room.

The agenda is as follows:

### OLD BUSINESS

1. **Discussion regarding The Issuance of Request for Proposals (RFP) for Catering and Concession services for the Miami Beach Convention Center** (September 12, 2012 Commission Item R7I) (C4E)(77)

Max Sklar – Acting Assistant City Manager

### NEW BUSINESS

2. **Discussion regarding giving guidance to the IT Steering Committee to review the pros and cons of becoming a paperless environment and create new policies and procedures to be implemented within the City of Miami Beach** (October 24, 2012 Commission Item R9H) (87)

Gladys Gonzalez – Information Technology Division Director

3. **Discussion regarding renewal of the Professional Services Agreement between the City of Miami Beach and the Superlative Group for professional services in corporate sponsorship marketing pursuant to request for proposals No. 06-04/05** (February 6, 2013 Commission Item C4A) (106)

Max Sklar – Acting Assistant City Manager

4. **Discussion to consider replacement of the City's Public Safety Radio System with a new P25 compliant system before the federally mandated 2016 timeframe** *(February 6, 2013 Commission Item C4L) (109)*

Gladys Gonzalez – Information Technology Division Director

5. **Discussion regarding the possible World Out Games Miami beach 2017 Funding** *(December 12, 2012 Commission Item C4T) (95)*

Max Sklar – Acting Assistant City Manager

6. **Discussion Budget Advisory Committee's proposed policies and guidelines for the City's Pension Plan** *(October 24, 2012 Commission Item C4I) (70)*

Carla Gomez – Human Resources Assistant Director

7. **Discussion to consider additional community input for the Sunset Harbor Neighborhood Improvements Projects** *(February 6, 2013 Commission Item C4F) (107)*

Jay Fink – Public Works Assistant Director

8. **Discussion directing the Administration to give the Commission an analysis of all the City Personnel receiving Planning Day Pay and/or Executive Work days pay, details about its genesis, aggregate cost to the City, intended purpose and history** *(January 16, 2013 Commission Item C4M) (102)*

Carla Gomez – Human Resources Assistant Director

9. **Discussion regarding advertising panels on Lincoln Road** *(February 6, 2013 Commission Item C4J) (108)*

Jay Fink – Public Works Assistant Director

**Finance and Citywide Projects Committee Meetings for 2013:**

**March 21, 2013**

**April 25, 2013**

**May 15, 2013**

**June 13, 2013**

**July 25, 2013**

**September 19, 2013**

**October 24, 2013**

**November 14, 2013**

**December 19, 2013**

PDW/rs/kd

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Cc. Mayor and Members of the City Commission  
Management Team

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## COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee Members

FROM: Kathie G. Brooks, Interim City Manager

DATE: January 20, 2013

SUBJECT: **UPDATE REGARDING FOOD AND BEVERAGE SERVICES AT THE MIAMI BEACH CONVENTION CENTER.**

### **BACKGROUND**

The City is the owner of the Miami Beach Convention Center and entered into an Agreement with Service America Corporation for the preparation and delivery of food and beverage services for the Convention Center and the Jackie Gleason Theatre, dated December 17, 1986 (the "Original Concession Agreement"). The Original Concession Agreement provided an initial fifteen (15) year term, commencing on March 1, 1987, and ending on February 28, 2002.

On May 16, 2001, the City Commission adopted Resolution No. 2001-24393, which exercised a renewal option to the Original Concession Agreement for an additional five (5) year term, which expired February 28, 2007.

On April 11, 2006, the City issued Request for Proposals No. 22-05/06, to Provide Professional Food and Beverage Facilities Management Services at the Facility (the "RFP"). The RFP reflected the City's decision to remove the current prohibition restricting the City's food and beverage concessionaire from hosting local catering events such as banquets, weddings, and large non-profit organization events at the Convention Center, when those events do not book an exhibit hall and are not conventions, trade shows, public shows, entertainment events, or consumer shows. Thus, the RFP allowed for the concessionaire to host local catering events such as banquets, weddings, single event day corporate receptions and/or dinners without meeting or exhibition components, and single-day large non-profit organization events at the Facility.

On September 6, 2006, the City adopted Resolution No. 2006-26316, accepting the proposal submitted by Centerplate to provide exclusive catering and food and beverage services at the Convention Center. The current Agreement commenced on March 1, 2007, and expired on September 30, 2012.

The agreement requires Centerplate to fund the entire food and beverage service operation and pay the City an annual amount equal to the greater of: (i) the Minimum Annual Rent of \$1,250,000 set forth in Section 5.2; and (ii) the sum of Commissions calculated pursuant to Section 5.3.

**Minimum Annual Rent.** Subject to Section 5.1, for each Contract Year, Concessionaire shall pay the City a guaranteed minimum annual rent ("Minimum Annual Rent") of One Million Two Hundred Fifty Thousand Dollars (\$1,250,000) based on Gross Receipts received from Food and Beverage Sales during each Contract Year, as follows:

Step Tiers		Commission Percentage [2]
Annual Gross Receipts [1]		
From	To	%
Zero	\$ 4,000,000	25.5%
\$ 4,000,001	\$ 7,000,000	27.5%
\$ 7,000,001	\$ 8,500,000	30.0%
\$ 8,500,001	\$10,000,000	32.5%
\$10,000,001	Greater	33.0%

On December 20, 2012, Centerplate, the City's food and beverage concessionaire for the Miami Beach Convention Center, notified the City that, as of March 31, 2013, it will no longer provide these services at the Convention Center.

As you know, at the September 12, 2012, City Commission meeting the City Commission adopted Resolution No. 2012-28006, which authorized the following:

- Reject bids pursuant to Request for Proposals (RFP) No. 39-11/12;
- Continue the current contract with Centerplate on a quarter-to-quarter basis, and under the same terms and conditions, with a 90-day Notice of Termination for convenience; and
- Refer the matter to the Finance and Citywide Projects Committee.

As a result of the aforementioned City Commission action, the Administration and City Attorney's Office prepared a contract amendment for Centerplate's review. During contract discussion regarding the Amendment, Centerplate advised the City that if the Agreement were mutually extended past March 31, 2013, Centerplate would require a fixed management fee contract structure. The Administration advised Centerplate that this new request was not only a substantive change from the terms of the current Concession Agreement, but was neither brought up, nor authorized by the City Commission, on September 12, 2012, when the Commission approved the extension of Centerplate's contract. As a result, Centerplate sent the City the attached letter (Exhibit 1).

The Administration immediately began working with on a transition plan in conjunction with Global Spectrum to ensure food service is not interrupted. The Administration also sent Centerplate a letter on December 28, 2012 (Exhibit 2), acknowledging receipt of the termination notice and, as per the Agreement, outlining terms of the termination.

The City received letters from Centerplate on January 4, 2013 (Exhibit 3) and on January 18, 2013 (Exhibit 4) which are attached for your reference. The letters state that although Centerplate would like to remain the food and beverage providers at the Miami Beach Convention Center, they are projecting an operating loss of approximately \$250,000 from April – September, 2013. Please note the current contract term with Centerplate has an original expiration date of September 30, 2012, which is a similar expiration timeframe currently proposed to Centerplate.

Attached (Exhibit 5) are Centerplate's projections for the six (6) month period from April – September 2013. Centerplate was also requested to provide projections for nine (9) months from April – December 2013, which are attached (Exhibit 6).

## **ITN - FOOD AND BEVERAGE SERVICES AT THE MIAMI BEACH CONVENTION CENTER**

The Invitation to Negotiate for Food and Beverage Services for the Miami Beach Convention Center was issued on February 5, 2013. A Proposer's Conference and Site Visit took place February 13, 2013 and sealed proposals will be received until 3:00 PM on March 5, 2013. The Administration expects to have a recommendation ready for the April 17, 2013 City Commission meeting and a negotiated contract ready for approval for the June 5, 2013 City Commission meeting. If another food service provider were to be selected the summer months are an ideal timeframe to transition operators and users of the facility would be concerned with transitioning during peak season.

### **ALTERNATIVES**

As a result of ongoing discussions with Centerplate and Global Spectrum, the following alternatives are available to the City:

1. **Alternative 1:** Change Centerplate's agreement to a management fee based agreement where the City would be responsible to fund the food and beverage operation and assume responsibility for any profit or loss associated with the operation. Based on Centerplate's projections, which are attached as Exhibits 5 & 6, instead of projected commission revenue of \$402,561, Centerplate projects the City would earn \$140,000 (a projected loss of \$262,553 in potential revenue) from April – September (6 months). This includes a \$10,000 monthly management fee to Centerplate totaling \$60,000 over 6 months. As previously stated, this is a slower time for the convention center and is more ideal to transition food service providers if that were to be the outcome of this process.
2. **Alternative 2:** At the request of the Finance and Citywide Projects Committee, the City also met with Centerplate to discuss extending the existing agreement through December 31, 2013 under the same terms and conditions. This is the simplest manner with which to ensure uninterrupted service to the clients of the convention center. Extending Centerplate's current agreement through December 31, 2013 would also mean delaying the start of the new contract that would be awarded as a result of the ITN which was issued February 5, 2013. Assuming Centerplate was the successful bidder and recommended to receive the contract resulting from the ITN, transition and selection of a new contract start date would be relatively easy. However, if another company were selected for the new contract then the new contract could not begin prior to January 1, 2014. If this were the case transition would be critical as a new operator would begin during the start of peak business at the Convention Center.
3. **Alternative 3:** Once the City was notified by Centerplate on December 20, 2013 that they exercised their right to terminate the Agreement as of March 31, 2013, the City began working with Global Spectrum on a transition plan. Another alternative available is to bring food and beverage service in-house in partnership with Global Spectrum. Global Spectrum would create a food service department similar to other convention center departments such as event services or sales, which would require the City to fund the food and beverage operation and assume responsibility for any profit or loss associated with the operation. As per the attached letter (Exhibit 7) from Global Spectrum, they would partner with their sister company Ovations to provide management support for the food service operation. Global Spectrum believes the convention center operation would gain efficiencies in sales, marketing, operations and finance that would yield savings in expenses and provide clients with a one-stop event services experience. The attached letter from Global Spectrum projects a net return to the convention center of \$227,998 from April – September (6 months).

### **CONVENTION CENTER ADVISORY BOARD**

The Convention Center Advisory Board is scheduled to meet on February 19, 2013 and a verbal report of any recommendations made by the Board will be provide to the FCWPC at the time of the meeting.

### **CONCLUSION:**

The Administration is seeking direction from the FCWPC before proceeding.

KGB/MAS

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GARY W. WATTIE  
SENIOR VICE PRESIDENT, SALES

December 20, 2012

Mr. Max A. Sklar  
Acting Assistant City Manager  
City Manager's Office  
1700 Convention Center Drive  
Miami Beach, Florida 33139

Dear Max,

Attached for your review and consideration is the most recent version of the draft Second Amendment to the Catering and Concession Management at the Miami Beach Convention Center. As we discussed, the language relative to the change in financial terms during extension periods has been removed.

This letter also serves as notice that as of December 31, 2012, Centerplate exercises its right to terminate the agreement pursuant to Paragraph 3 of the Second Amendment so that its last day of service under the Second Amendment shall be March 31, 2013. We would be willing to continue to operate on a month to month basis after March 31, 2013, but the financial terms of the engagement would have to be modified.

Upon receipt of the executed amendment, funds due to the City will be released.

Sincerely,

Gary Wattie



## MIAMI BEACH

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

Office of the City Manager  
Tel: 305-673-7577, Fax: 786-394-4560

December 28, 2012

Gary Wattie  
Senior Vice President, Sales  
Centerplate  
2 Poplar Road  
Chadds Ford, PA 19317

Dear Mr. Wattie,

I am in receipt of your December 20, 2012, letter and hereby acknowledge that Centerplate (Concessionaire) has exercised its right to terminate the Agreement pursuant to Paragraph 3 of the Second Amendment effective March 31, 2013.

Pursuant to Section 9.5 of the Agreement, Concessionaire shall deliver to the City, within thirty (30) days after the date of termination, a final accounting setting forth all Commissions due to the City, and shall remit to the City all amounts owed to the City after setting off any amounts owed by the City to Concessionaire. Please submit this payment to Global Spectrum in a manner consistent with all previous Commission payments.

As per Section 5.9 of the Agreement, please also remit a pro-rated (50%) Scholarship Fund Contribution to the City no later than March 31, 2013.

Additionally, the City will schedule time, on or about March 31, 2013, with Concessionaire to turnover and deliver to the City all Service Areas, office areas and all property thereon belonging to the City, including the Facility Goods.

Finally, please consider this notice that the City's Internal Auditor will be conducting an audit of all books and records as part of the closeout of this Agreement.

Should you have any questions, please feel free to contact me.

Sincerely,

Max A. Sklar  
Acting Assistant City Manager

C: Kathie G. Brooks, Interim City Manager  
Jose Smith, City Attorney  
Raul Aguila, First Deputy City Attorney  
Bob Balsam, General Manager, Miami Beach Convention Center  
Jim Sutter, Internal Auditor  
General Counsel, Service America Corporation d/b/a Centerplate



GARY W. WATTIE  
SENIOR VICE PRESIDENT, SALES

Mr. Max A. Sklar  
Acting Assistant City Manager  
City of Miami Beach  
1700 Convention Center Drive  
Miami Beach, FL 331398

January 4, 2013

Dear Max,

I am in receipt of your letter dated December 28, 2012 and am pleased to tell you that, under separate cover, you should by now have received the executed Second Amendment to the Agreement for Catering and Concessions services at the Miami Beach Convention Center. We are delighted to have the opportunity to continue to serve the City of Miami Beach while you complete the Intention to Negotiate (ITN) process for the foodservice contract.

Please rest assured that Centerplate is looking forward to receiving the ITN and further that we are fully committed to retaining this prestigious and vital business. It is our intention to demonstrate to the City of Miami Beach why Centerplate remains the best hospitality partner of choice for the Miami Beach Convention Center.

In addition to our 20 plus years relationship with the Center, Centerplate currently oversees the catering contracts at more than 40 premier convention centers in North America. No other company can match this level of experience. Moreover, according to *Metropoll's* recent survey, Centerplate manages services in 10 of the top 20 most active convention centers in the United States. In Centerplate, you have a partner who brings experience, leadership and resources to help elevate the Miami Beach Convention Center as a preferred destination of choice for meetings and special events as you prepare for your facility expansion.

Thank you, Max. We have enjoyed our long term relationship and look forward to many more years of service to the City and its guests.

Sincerely,

Gary Wattie

cc: Mayor Matti Herrera Bower  
Vice Mayor Michael Gongora  
Kathie G. Brooks, Interim City Manager  
Jose Smith, City Attorney  
Raul Aguila, First Deputy Manager  
Rafael Granada, City Clerk  
Alex Denis, Procurement Director  
Commissioner Jorge Exposito  
Commissioner Jerry Libbin  
Commissioner Edward L. Tobin  
Commissioner Deede Weithorn  
Commissioner Jonah Wolfson



EXHIBIT 4

GARY W. WATTIE  
SENIOR VICE PRESIDENT, SALES

January 18, 2013

Mr. Max A. Sklar  
Acting Assistant City Manager  
City of Miami Beach  
1700 Convention Center Drive  
Miami Beach, FL 33139

Dear Max,

It was nice to see you again on Wednesday and hopefully by now you are feeling better. As per your request, below are our recommended revisions to the terms of the current agreement.

We respectfully propose an amendment to the contract that will allow Centerplate to continue to operate as the Miami Beach Convention Center's food service provider through December 31, 2013. This extension will allow for a thoughtful completion of the ITN process while offering two other major benefits as well. First, in the event of a change, this will allow for an orderly transition and avoid any potential disruption to coveted clients such as Art Basel.

Second, as I shared with you in past correspondences, although Centerplate is committed to continuing its work within the parameters of our extension, it is important to note that the company stands to lose close to \$250,000 during the traditionally slow 2<sup>nd</sup> and 3<sup>rd</sup> quarters of this year. Modifying the current extension to allow Centerplate to remain the Convention Center's food provider through December 31<sup>st</sup> 2013 would help offset this economic hardship.

In closing, I would like to reiterate once more that Centerplate is excited be part of the ITN process and is committed to remaining Miami Beach Convention Center's food service provider for many years to come.

Under separate cover, I have sent a letter to Kathie Brooks requesting to schedule a meeting with our Senior Management to discuss these issues in further detail. Our goal, same as yours, is to develop mutually acceptable terms for consideration at the upcoming Finance Committee meeting.

Thank you and please feel free to call if clarification is required.

Sincerely,

Gary W. Wattie

cc: Desmond G. Hague  
Chris Verros  
Keith King  
Douglas Conner  
Mayor Matti Herrera Bower  
Vice Mayor Michael Gongora  
Kathie G. Brooks, Interim City Manager  
Jose Smith, City Attorney  
Raul Aguila, First Deputy Manager  
Rafael Granado, City Clerk  
Commissioner Jorge Exposito  
Commissioner Jerry Libbin  
Commissioner Edward L. Tobin  
Commissioner Deede Weithorn  
Commissioner Jonah Wolfson

**Centerplate Six Month Projections for MBCC****EXHIBIT 5**

Prepared on Feb 12, 2013

	<b>Apr 2013</b>	<b>May 2013</b>	<b>Jun 2013</b>	<b>Jul 2013</b>	<b>Aug 2013</b>	<b>Sep 2013</b>	<b>Total</b>
<b>Centerplate Projected Loss After CMB Commission</b>	\$ (10,793)	\$ (67,279)	\$ (41,996)	\$ (42,226)	\$ (72,514)	\$ 32,255	\$ (202,553)
<b>Projected Commissions to City</b>	\$ 90,984	\$ 20,818	\$ 58,765	\$ 53,134	\$ 26,606	\$ 152,254	\$ 402,561
<b>Proposed Management Fee to Centerplate</b>	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 60,000
<b>MBCC Profit / Loss After All Expenses and \$0 Commission to CMB</b>	\$ 70,191	\$ (56,461)	\$ 6,769	\$ 908	\$ (55,908)	\$ 174,509	\$ 140,008

**NOTES:**

Changing to a simple fee structure with CMB owning the P/L and CP receiving a small management fee.

Instead of making \$ 402,561, CMB would retain \$140,008, a loss of \$262,553

This is not taking into account lost bookings or additional bookings during the months covered.

Centerplate Nine Month Projections for MBCC

Prepared February 12, 2013

EXHIBIT 6

	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Total
Centerplate Projected Loss After CMB Commission	\$ (10,793)	\$ (67,279)	\$ (41,996)	\$ (42,226)	\$ (72,514)	\$ 32,255	\$ 179,750	\$ (52,656)	\$ 131,479	\$ 56,020
Projected Commissions to City	\$ 90,984	\$ 20,818	\$ 58,765	\$ 53,134	\$ 26,606	\$ 152,254	\$ 248,997	\$ 54,530	\$ 291,908	\$ 997,996
Proposed Management Fee to Centerplate	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 90,000
MBCC Profit / Loss After All Expenses and \$0 Commission to CMB	\$ 70,191	\$ (56,461)	\$ 6,769	\$ 908	\$ (55,908)	\$ 174,509	\$ 418,747	\$ (8,126)	\$ 413,387	\$ 964,016

NOTES:

Changing to a simple fee structure with MB owning the P/L and CP receiving a small management fee.

Instead of making \$ 997,996, MB would retain \$946,016, a loss of \$33,980.

This is not taking into account lost bookings or additional bookings during the months covered.

**John Page**

Chief Operating Officer

3601 South Broad Street  
Philadelphia, PA 19148  
215.389.9558  
FAX: 215.389.9775  
EMAIL: [jpage@global-spectrum.com](mailto:jpage@global-spectrum.com)

February 13, 2013

Max Sklar  
City of Miami Beach  
Tourism and Cultural Development Director  
1700 Convention Center Drive  
Miami Beach, FL 33139

Dear Max:

Per your request, we have developed a plan with our sister company Ovarions to provide temporary management support for the food services at the Miami Beach Convention Center. Attached is a forecast of 6 and 9 month budgets. A recommended financial compensation plan for these management services is also included in this letter.

We want you to know that we have the resources, experience and perfect track record of transitioning and supporting food services at large public assembly facilities. Since Ovarions is right here in Florida, they are able to provide even more support and look forward to assisting us in any way possible. Ovarions enjoys a deep bench of resources in the Florida Region. Ovarions currently operates the following venues in the State of Florida:

Ovarions Home Office Operations, Lutz FL  
Everbank Stadium, Jacksonville, FL (NFL Jacksonville Jaguars)  
Palm Beach County Convention Center  
Daytona Beach Convention Center  
Space coast Stadium (Washington Nationals Spring Training)  
Lakeland Center  
Tampa's Lowry Park Zoo  
Ruth Eckerd Hall, Clearwater, FL  
Pensacola Bay Front Stadium

Additionally, Ovarions home office is located just North of Tampa as they are a Florida based company. Upon start, we will immediately implement Ovarions *Everything's Fresh*<sup>TM</sup> program in to the food service areas and we will collaborate closely with your onsite sales team in coordinating communication to the Convention Center's clients.

February 13, 2013  
Page 2

We understand that Culinary reputation is paramount in a Convention Center and to maintain the quality reputation of the City of Miami and MBCC, we have identified several seasoned Executive Chef candidates who are in our organization and ready and eager to engage in this assignment.

Some clear advantage of us providing in-house food and beverage services is sharing the synergies of our sales and marketing departments. Clients have come to expect a one-stop solution to meeting and event planning and food & beverage services is always an integral part of the MBCC experience. Because we are proposing to combine the facility and Food & Beverage sales process, we will be able to eliminate one sales position. Conversely with this new model of operating, there will be no need to duplicate finance reporting responsibilities and a single finance department will be set up, eliminating one Finance Manager Position. The new single line of communication between the facility and the city will make it more efficient and much easier to focus on common goals between the two.

We also understand the seasonal nature of the Convention Center industry and are fully prepared to expand and contract to the needs of the MBCC and have the local resources to quickly assemble a seasoned travel support team within the state when needed. Additionally, Ovations has worked in the past with many of our existing major clients including NMMA, NAIAS and Microsoft, so they understand what it takes to exceed client expectations. They have also partnered with locally based national chef Michelle Bernstein to work with us on certain high-end catering events.

We are prepared to take-over services starting April 1st, 2013 and operate the food services based upon the 6 or 9 month timelines, or longer if needed. We would be compensated under a modest management fee plan of \$15,000 per month and predict that the City of Miami Beach will net a positive return as a result of the synergies of operation.

Global Spectrum has enjoyed a wonderful partnership with the City of Miami Beach, and looks forward to many more years ahead. We have delivered the quality of services you expect and are ready to support you and the City of Miami Beach in any way possible should the need for an in-house food operation be requested of us.

Sincerely,



John Page  
Chief Operating Officer

enclosures: 6/9 Month Budget Forecast  
Ovations Company Overview

**Miami Beach Convention Center  
Global Spectrum In-House Operating Model**

	<b>6-month 2013</b>	<b>9-month 2013</b>
<b>REVENUES</b>		
CATERING REVENUE	\$ 1,208,500	\$ 3,508,500
CONCESSIONS REVENUE	\$ 514,500	\$ 1,464,500
<b>TOTAL FOOD &amp; BEVERAGE REVENUE</b>	<b>\$ 1,723,000</b>	<b>\$ 4,973,000</b>
<b>EXPENSES</b>		
CATERING COST OF SALES	\$ 226,057	\$ 659,385
CONCESSIONS COST OF SALES	\$ 247,689	\$ 692,834
PAYROLL EXPENSE	\$ 689,141	\$ 1,486,316
OTHER VARIABLE EXPENSES	\$ 188,915	\$ 405,045
START-UP EXPENSES	\$ 53,200	\$ 53,200
<b>TOTAL FOOD &amp; BEVERAGE EXPENSES</b>	<b>\$ 1,405,002</b>	<b>\$ 3,296,780</b>
FOOD & BEVERAGE PROFIT BEFORE FEE	\$ 317,998	\$ 1,676,220
MANAGEMENT FEE	\$ 90,000	\$ 135,000
<b>NET RETURN TO MBCC</b>	<b>\$ 227,998</b>	<b>\$ 1,541,220</b>
(Return to Facility) Blended	<b>13%</b>	<b>31%</b>

**\*2013 Sales projections based on current bookings and historical event data**

# EVERYTHING'S FRESH™

## FRESH IS EVERYTHING. AND FRESH IS ALWAYS BETTER.

Meeting planners, exhibitors and attendees seek variety, engaged and friendly staff, chef hand crafted foods with local ingredients and exciting event atmospheres. They want fresh in everything, and that's exactly what we bring!

*Everything's Fresh™* is more than Ovation's tagline or our "phrase-of-the-year", it defines our entire company culture.

A Fresh approach to food, a Fresh approach to management, and a Fresh approach to marketing; ***Everything's Fresh™!***

### How do we do it?

Great design, imagination, innovation, modern equipment, and expert planning to deliver efficiency, capacity, and quality to your customers – and sales growth to you.



# FRESH FOOD

Fresh is more than our mantra, it's our way of life; our fresh means dynamic, local, seasonal menus that keep event planners and guests interested. Foods are sourced fresh then prepared and assembled fresh, right in front of guests, with ingredients that are locally sourced whenever possible.

## A NICE BENEFIT:

This gives our food and beverages a regional flavor, which makes guests and meeting attendees happy. People love to eat Ovations' food, so they buy more and revenues increase.

Ovations has implemented our *Everything's Fresh™* program at every one of our venues throughout North America.

Don't worry about time either. Just because *Everything's Fresh™* doesn't mean it takes longer for guests to be served - not when you have the equipment, processes, and staff training.

## TYPES OF FRESH EXPERIENCES GUESTS CAN EXPECT:

- Live seafood action stations
- Fresh juice bars
- Fruit infused water
- Hand cranked pastas cooked to order
- Build your own panini stations
- Fresh seasonal fruit kabobs
- Chef demonstrations from *Chefs Center Stage™*
- Interactive guest participation food demos
- Hand crafted drinks
- Chafer-free reception displays



# FRESH MANAGEMENT



*Ovations Area General Manager Pam Zdzenski and her team at the Duke Energy Convention Center's Big Bang Customer Appreciation Party*

**Our fresh approach to management encourages partnerships and spirited communication. Each Ovations venue gains custom, client-driven menus, creative food service concepts and world-class employee training... all packaged with an on-site operations team that works seamlessly with your management.**

We make things happen by offering solutions, not excuses. This philosophy is a top-down model stemming from our owners. Direct ownership participation means you can easily reach them. In fact, Ovations is the only food service company where the principals are engaged directly with clients.

# FRESH MARKETING

Here's a Fresh Idea:

## WE HELP YOU SELL

Ovations actively drives event planner and attendee interest by promoting food experiences. Ovations markets your venue to generate revenue and build community awareness by providing marketing and promotional plans, ad campaign development, copy writing, concept development, press releases, conceptualizing and all graphic design services. In fact, Ovations is so serious about marketing that we created an in-house marketing and design team called Innovations Creative Studio. This team is loaded with the brightest and most talented marketing professionals in the industry. This team is here to help our venues sell!



innovations  
CREATIVE STUDIO



# BESPOKE C U I S I N E IT'S YOUR CHOICE

## *BeSpoke Dining™*

Just imagine sitting down at a convention center for a banquet with 300 other guests... a server promptly comes to your table to introduce him/herself, provide a verbal description of tonight's menu options and takes your order. You may feel instead like you've entered a five star restaurant, but it just means you are Ovation's guest at a *BeSpoke™* service style event.



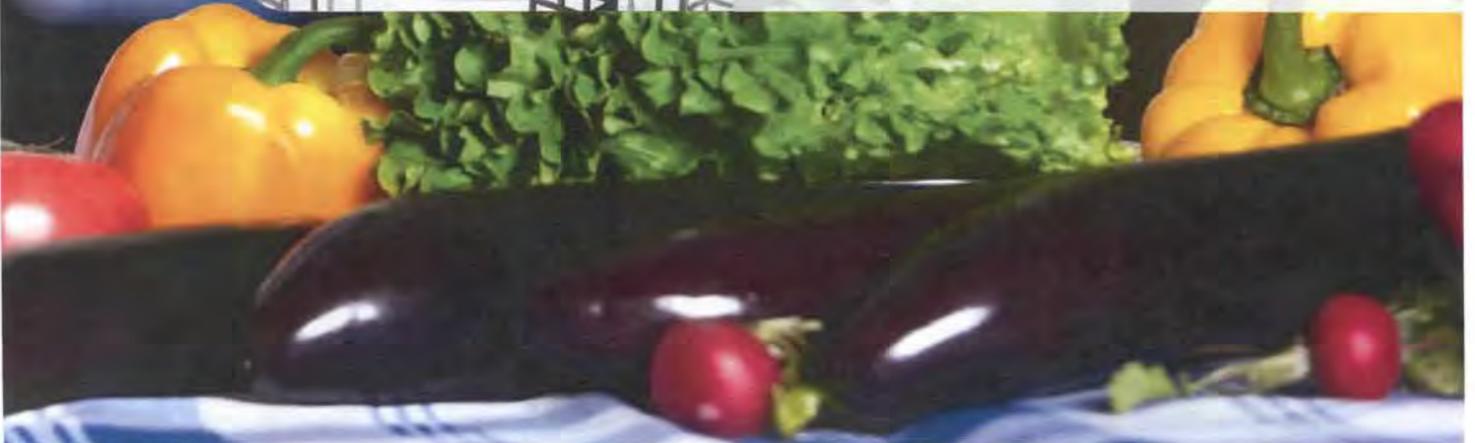
## **The Kitchen Experience**

This experience blends the glamour of a televised chef competition with the exciting reality of having your food prepared right in front of your eyes! This concept is set up in a large banquet event with televisions projecting the chef as they demonstrate how that evening's meal was made.



## **The Bar Experience**

Ovation's has reinvented the way guests experience bar service during banquet events. Replacing the old style single line bar with a highly socially interactive round bar experience is exactly what Ovation's has done! With a unique round bar design, hand-crafted signature drinks and highly-trained mixologists, Ovation's bars are definitely not the norm!



# FRESH EXPERIENCES

A photograph of a woman with short brown hair, wearing glasses, a red jacket, and a white apron, looking towards a chef. The chef is wearing a black chef's coat and a tall white toque. They are in a professional kitchen setting with stainless steel equipment and a range hood in the background.

Ovations' event planner and guest focus optimizes revenues and builds customer loyalty. It's a customer relation platform based on continual training and feedback loops embraced by everyone at Ovations, from the President to servers.

Guests don't want to hear, "Sorry, that's not my department" when they have a problem. That's why Ovations staff members have decision-making abilities. Empowered! Refreshing! Ovations' people own any potential problem and stay with our guests until everything is solved to their satisfaction.

Our service training program encourages staff members to go **ABOVE** and **BEYOND**.

Feedback from our quality assurance and secret shopper programs go directly to our owners, who read and review every comment. Now that's a fresh idea!

Fresh design is a big part of fresh experiences too. Ovations' concepts and brands developed by Innovations Creative Studio exude freshness – from our open kitchens and visible food preparation stations to our new designs and retrofits using smart, energy efficient equipment and practices.

*Ovations' Executive Chef Purvill Chaney demonstrating cutting skills at the Dayton Convention Center's Get Your Chef On™ event*



# EXPERIENCE

Considered to be the best managed and most innovative food service company in the industry, Ovation's results oriented senior management team has extensive experience in managing some of the most prominent entertainment venues around the world. Over the years, our managers have hosted successful food and entertainment experiences for the "Who's Who" of major events including serving the President to serving Fortune 500 companies such as Proctor and Gamble and John Deere.



## CONVENTION CENTER & CULTURAL ATTRACTION CLIENTS

- **Atlantic City Convention Center**  
Atlantic City, NJ
- **Chrysler Hall**  
Norfolk, VA
- **Columbia Metropolitan Convention Center**  
Columbia, SC
- **Community Choice Credit Union Convention Center**  
Des Moines, IA
- **Congressman Solomon P. Ortiz International Center**  
Corpus Christi, TX
- **David A. Straz Jr. Center for the Performing Arts**  
Tampa, FL
- **Dayton Convention Center**  
Dayton, OH
- **Duke Energy Convention Center**  
Cincinnati, OH
- **Ervin T. Nutter Center**  
Dayton, OH
- **Hy-Vee Hall**  
Des Moines, IA

- **Juanita K. Hammons Hall for the Performing Arts**  
Springfield, MO
- **The Lakeland Center**  
Lakeland, FL
- **Mesa Convention Center**  
Mesa, AZ
- **Nashville Municipal Auditorium**  
Nashville, TN
- **Ocean Center**  
Daytona Beach, FL
- **Oklahoma State Exposition Center**  
Oklahoma City, OK
- **Orange County Exposition Center**  
Costa Mesa, CA
- **Palm Beach County Convention Center**  
West Palm Beach, FL
- **Penticton Trade & Convention Centre**  
Penticton, BC
- **Pontchartrain Center**  
Kenner, LA
- **The Ranch Events Complex**  
Loveland, CO
- **Roanoke Civic Center**  
Roanoke, VA
- **Ruth Eckerd Hall and Capitol Theatre**  
Tampa, FL
- **San Mateo Event Center**  
San Mateo, CA
- **Sharonville Convention Center**  
Cincinnati, OH
- **Shoshone-Bannock Hotel and Conference Center**  
Ft. Hall, ID
- **Sioux Falls Convention Center**  
Sioux Falls, SD
- **Township Auditorium**  
Columbia, SC
- **Wild Horse Pass Hotel and Conference Center**  
Chandler, AZ
- **William B. Bell Auditorium**  
Augusta, GA

### ATLANTIC CITY CONVENTION CENTER

500,000 sq ft



### HY-VEE HALL

150,000 sq ft



### OCEAN CENTER

205,500 sq ft



### PALM BEACH COUNTY CONVENTION CENTER

350,000 sq ft

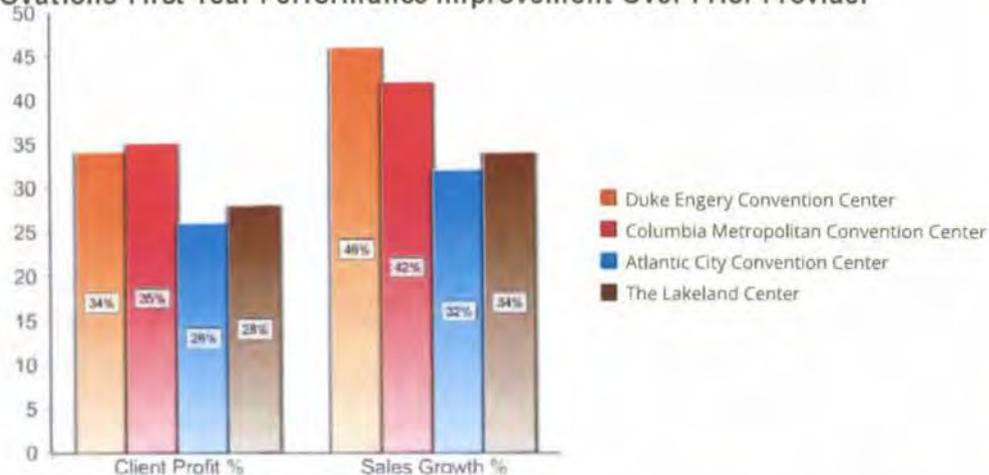


# RESULTS

Increased sales per square foot + long term loyalty = **RESULTS**

We understand this, and employ innovative, responsive service combined with maximized facility profitability to make it happen.

Ovations' First Year Performance Improvement Over Prior Provider



A consuming dedication to freshness gives Ovations the focus and drive to produce unique, leading-edge initiatives:

- At the Duke Energy Convention Center Ovations partnered with the City of Cincinnati and the Convention Visitors Bureau to develop a financial incentive fund to attract more events – the results to date have landed 20 new events and over \$6,000,000 million new revenues since its inception.
- After initiating our sales and marketing plan at The Lakeland Center in Florida, Ovations increased revenues through new bookings by 38% recording one of the largest revenue years in the history of the facility.
- Ovations' local Partners in Service Program at the Columbia Metropolitan Convention Center in South Carolina has helped to increase event revenues by 45% while providing guests and planners with authentic local food choices and hometown hospitality.
- Careful attention to detail combined with a dedication to increase local market use of the Ortiz Conference Center in Corpus Christi has reversed years of negative losses for the Port of Corpus Christi Authority and positive returns allowing the Port to fulfill its mission to the local community.
- Our exemplary customer service at the Wild Horse Pass Hotel's Convention Center helped to land it in the ratings of one of the top 5 resorts in the nation.

# SATISFACTION RATES

A photograph of a man and a woman sitting at a table in a restaurant. The woman, on the left, has long blonde hair and is wearing a black and white patterned dress. She is smiling broadly at the camera. The man, on the right, has short brown hair and is wearing a dark suit jacket over a white shirt and a light-colored tie. He is looking down at a plate of food on the table, which includes a piece of meat and some vegetables. The background is slightly blurred, showing what appears to be a restaurant interior with warm lighting.

That's all good news. The even better news is that this increased sales per square foot comes with exceptional satisfaction rates, averaging **95% or greater**.

Using guest surveys at retail outlets, post event planner surveys, QR codes in promotional posters and receipts, along with direct ownership oversight, Ovarions collects, records, analyzes, and tracks guest input and feedback. Combining this with independently collected secret shopper results helps us better understand definitively what's working, what's not, and what adjustments to make.

# CLIENT RETENTION

Venues are making the switch to Ovations. Drawn by our commitment to freshness, over 100 venues have opted to choose Ovations just in the past five years.

And by employing the guest satisfaction techniques described earlier we're retaining these venues as clients - **AT A RENEWAL RATE OF ALMOST 100%!**



## **BUT DON'T TAKE OUR WORD FOR IT:**

**"Ovations' approach of qualified excellent on-site management, backed up by a strong committed corporate office for support services, has helped make their operations team the best in the business. In my facility experience including arenas, amphitheaters, convention centers and stadiums the on-site manager is the key to any account and ultimately the measure of success for the facility and the contractor. Ovations' managers are first class and consistently backed up by experienced professionals from the home office."**

**- Ric Booth  
General Manager  
Duke Energy Convention Center**

**"We have found Ovations to be a valued partner. They provide a first class operation that caters to the needs of our customers and clients. Ovations is constantly looking for new and dynamic ways of providing customer service and in promoting the best fan experience."**

**- Sue Elliott  
Contract Liaison  
Polk County Board of Supervisors**

**"From the moment they took over, Ovations made the conversion process seamless. It was definitely apparent they were going to bring a higher level of product and service to Dayton than we had experienced in the past. They have been an incredible partner and always active in the sales process, assisting with our efforts to secure business for our destination. Their development of a sales suite and target marketing and sales tools was something the previous company did not have. Now, when we bring in customers for site visits and sample tastings, Ovations definitely helps us stand out and secure the business!"**

**- Anna Nash  
Director of Sales & Services  
Dayton/Montgomery County Convention & Visitors Bureau**



# STRENGTH



## FAMILY OF COMPANIES

Ovations Food Services is owned by Comcast-Spectator, the Philadelphia-based sports and entertainment company that owns the Philadelphia Flyers (NHL), the Wells Fargo Center, XFINITY Live!, and four Flyers Skate Zone ice skating and hockey rinks.

COMCAST-SPECTACOR is also the principal owner of...



The fastest growing firm in public assembly management field with more than 100 facilities in the U.S. and Canada.



A commercial rights sales company.



A ticketing and marketing company for public assembly facilities.



The leading provider of venue establishment ticketing, fund-raising, and marketing technology solutions.

Put this all together and you're working not just with a food service vendor, but a partner with national influence who will help you with all aspects of venue management, promotions, and media – an entity with over \$14 billion in resources.

-Todd Wickner  
Founder

- 
- Ovations Food Services
  - Front Row Marketing Services
  - Global Spectrum
  - Paciolan
  - New Era Tickets

# FINANCIAL RESOURCES

Ovations' affiliation with Comcast-Spectator also provides the significant financial stability of being an integral part of the Comcast-NBC-Universal family. Strength for us, and security for you.

Enjoy the benefits of our Comcast-Spectator backing, but don't worry about micro-management. Comcast-Spectator provides resources not directives!

This allows Ovations the ability to develop creative financial packages that focus on maximum financial return and customer experience. Our customized capital investments upgrade the guest experience in retail outlets, catering and kitchen facilities.



COMCAST NBCUniversal

These financial resources allow us to be

**YOUR PARTNER**

in every aspect of facility operations, including:

- FACILITY DESIGN
- PRE-OPENING
- TRAINING & SYSTEMS
- MARKETING
- EVENT PLANNING
- CELEBRITY CHEFS
- CATERING
- FOOD COURTS
- RESTAURANTS

# OUR HISTORY

Like everything else about Ovations, our formation was based on freshness. Having observed the same-old-same-old in food service for years, Ovations' founders realized it was time for something new, something better - **SOMETHING FRESH.**

Since the company's start in 1997, Ovations has grown quickly, but strategically. Food Management Magazine ranked Ovations as one of the fastest growing food service companies in the industry!

**JANUARY 1997**  
Leisure & Recreation  
Consultants forms.

**OCTOBER 2004**  
Began operations at  
Iowa Events Center with  
revenues of \$2.2 million.



**MARCH 2000**  
Partnership with Comcast-  
Spectacor to form Ovations  
Food Services, LP.



**SEPTEMBER 2005**  
Ranked 18th on the Food  
Management Magazine's  
list of Top 50 Management  
Companies as a result of  
our growth to manage over  
40 successful locations in  
North America.



**NOVEMBER 2005**  
Fresh Experiences  
customer service program  
rolls out company wide,  
including employee  
incentive rewards program.



**JANUARY 2006**  
Began operations at Duke  
Energy Convention Center  
and broke revenue records  
in first year.



**APRIL 2007**  
Ovations signs Wild Horse  
Pass Hotel & Casino with  
annual food service volume  
succeeding \$25 million and 6  
million guests.

**SEPTEMBER 2007**  
Ovations ranks 16th  
on Food Management  
Magazine's list of Top 50  
Management Companies  
and second fastest growing  
company in the previous  
24 months.





**NOVEMBER 2009**  
Ovations teams with celebrity chef Giada De Laurentiis to raise \$6 million dollars for Cincinnati's Freestore Food Bank.

**BESPOKE  
CUISINE**  
IT'S YOUR CHOICE

**SEPTEMBER 2012**  
Ovations rolls out the first *BeSpoke Dining™* event, which took place at The Lakeland Center to rave reviews.

**MAY 2012**  
Ovations surpasses \$250 million mark in revenue and is awarded extensions by 6 convention center clients.

**SEPTEMBER 2009**  
Ovations ranks 11th on Food Management Magazine's list of Top 50 Management Companies.



**DECEMBER 2010**  
Ovations reaches the \$200 million mark in revenue with over 90 client venues.



**MAY 2012**  
Revenues at Iowa Events Center exceed \$6 million.



**SEPTEMBER 2009**  
Atlantic City Convention Center chooses to partner with Ovations, becoming Ovations' 25th Convention Center client.

**SEPTEMBER 2011**  
Ovations ranks 9th on Food Management Magazine's list of Top 50 Management Companies.



**SHOSHONE  
BANNOCK  
HOTEL**  
EVENT CENTER • FORT HALL, ID

**SEPTEMBER 2011**  
Ovations awarded the contract to provide full management service to Shoshone-Bannock Hotel and Conference Center, Ovations' first hotel client.

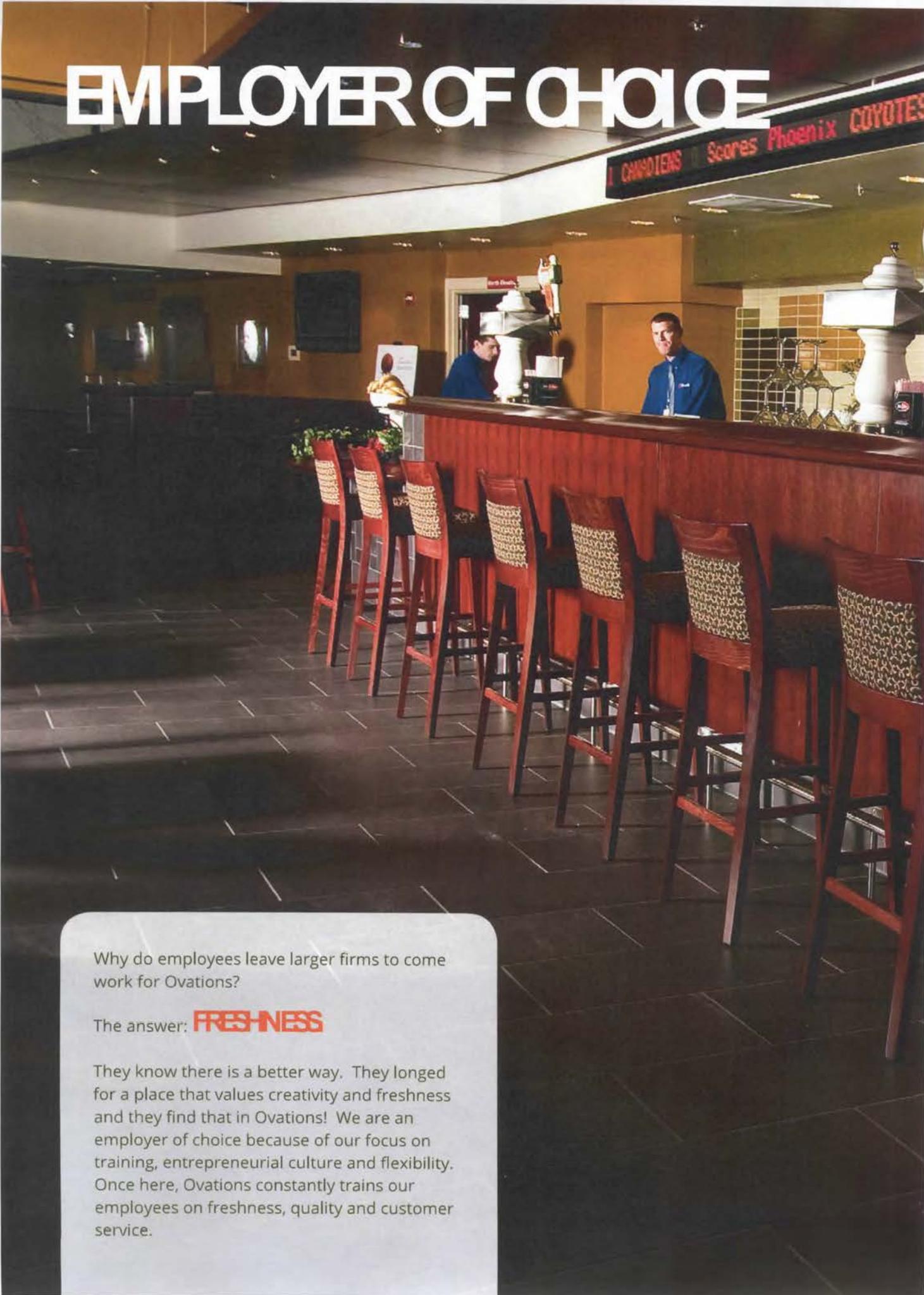


**SEPTEMBER 2008**  
Taste The Difference events launch at Sioux Falls Convention Center to promote local events. Today this program is Nation wide.

**SEPTEMBER 2008**  
Ovations ranks 12th on Food Management Magazine's list of Top 50 Management Companies.



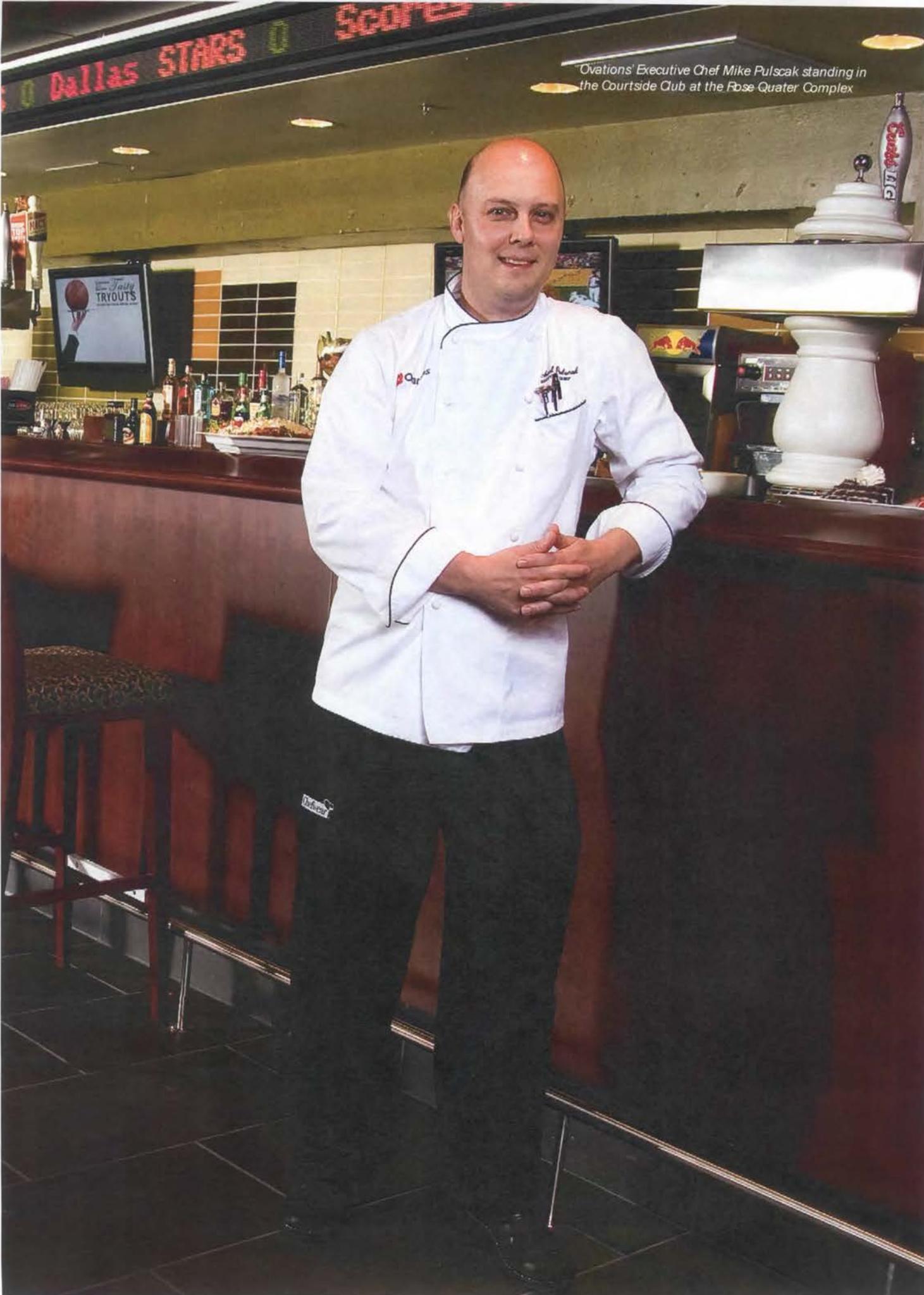
# EMPLOYER OF CHOICE



Why do employees leave larger firms to come work for Oventions?

The answer: **FRESHNESS**

They know there is a better way. They longed for a place that values creativity and freshness and they find that in Oventions! We are an employer of choice because of our focus on training, entrepreneurial culture and flexibility. Once here, Oventions constantly trains our employees on freshness, quality and customer service.



Ovation's Executive Chef Mike Pulscak standing in the Courtside Club at the Rose Quarter Complex

# LEADERSHIP

Ovations' results-oriented senior management team has been involved in managing food and beverage services for almost every major public assembly facility and convention center throughout the United States and Canada. We have managed everything from National political conventions, International economic conferences and other large/high-profile events.



## KEN YOUNG

### *President & Founder*

Even after four decades in the industry, Ken Young's drive to please customers and deliver world-class products and services is unabated.

Ken's professional journey began in his hometown of Philadelphia where he initially worked at the University of Pennsylvania's Palestra and Franklin Field. In 1972, after finishing his degree in Food Service and Housing Administration at Penn State, Ken acquired his first managerial position at the Providence Civic Center and has never looked back since.

Though his pre-Ovations career saw him directing food and beverage services at preeminent sporting events such as the Olympics, the Super Bowl, the World Series, and major political conventions, Ken always knew he wanted to actualize his vision of exemplary food service and management. In 1997, Ken did just that, when he and Todd Wickner began a food and beverage company, which has grown into one of the most successful in the industry.

Ken believes that at the heart of Ovations' success is the personalized approach to business that both he and Todd exemplify. "We take the time to get to know our clients," he says, which allows the team to tailor the Ovations' Fresh approach to each account. Ken's keen eye for new markets and long-term trends allows him to visualize what innovative approaches can be applied and how each account can be grown, generating revenues and increasing customer satisfaction along the way.

To such successes, Ken says, "With great success comes the drive to surpass the accomplishments of the past. We know the future can only bring bigger and greater endeavors for us to conquer, and we look forward to the challenge!"



## **TODD WICKNER**

### *Founder*

To Todd, the hospitality and food service industry is both his family inheritance and a lifelong passion, one that has shaped his entire professional career. Growing up in Wayne, NJ, Todd began his career as a busboy working in the family restaurants and luncheonettes, learning the hands-on tools of the trade, before enrolling in Cornell University's Hotel and Restaurant Management program to supplement his knowledge of the business side of food services.

Since then, Todd has held numerous titles, including several senior management positions in the USA and England. Before co-founding Oventions, during his tenure at one of the largest global recreation service industries, Todd assumed operational responsibility for some of the biggest and best known venues in both the USA and England. The list of venues that have fallen under Todd's purview include the Phoenix Civic Plaza, the Denver Center for the Performing Arts, and the Convention Centers in Las Vegas, Cleveland, Dallas, Denver, and Washington State, to name just a few.

As Todd explains, his career has presented him with several opportunities, but his entrepreneurial instincts, honed by vast experience, have allowed him to identify and seize the right opportunities as they have come along. In 1992, it was this entrepreneurial spirit that led him to open his own restaurant in Tampa, FL, which, though a successful venture, he ultimately left in 1997 to establish Leisure and Recreation Consultants, a food and beverage consulting service that catered to public assembly facilities, with Ken Young. Before long, Leisure and Recreation Consultants formed a partnership with Comcast-Spectator and became Oventions Food Services.

Todd's personal professional strengths include a successful combination of both a practical and strategic approaches to business. However, he is quick to point out that what makes Oventions uniquely qualified for the job is the overall strength of the senior management team. As he says, a client can always expect us to "strip away the red tape and to find a way to make it work."

Todd enjoys spending time with his wife, son, and daughter, or fishing in the Gulf with his father.



## **DOUG DRENES**

### *Executive Vice President, East*

After 30 years in the business, Doug's professional trajectory has led him to Oventions, a position that he calls "the best job in the world." A graduate of SUNY Oswego with a degree in Business Finance, the key to Doug's successful career begins with his knack for numbers and his proclivity for fiscal responsibility. His deep respect for the people he works with, a skill for developing enduring relationships, and a dedication to quality products and services round out the deal.

Following an impressive tenure with Centerplate, Doug became a part of Oventions in 2004. At Centerplate, Doug held the position of Executive Vice President, overseeing a robust sales quota in excess of \$400 million across 88 operations throughout North America. His expertise in the hospitality business runs the gamut, from concessions to catering, and merchandising at dozens of convention centers, sports arenas, and entertainment venues, including several Super Bowls. In his current position, Doug says that he is most proud of having had the opportunity to "see this company grown from 20 accounts to over 120 accounts, from an office of five employees to over 50 people at our home office."



## **CHARLIE NEARY**

### *Executive Vice President, West*

With three decades of experience and a long list of professional accomplishments, the secret of Charlie's success in food services is a unique combination of entrepreneurship and tireless dedication to developing lasting relationships with his colleagues, clients, and company.

Charlie's career quickly saw him climbing the ranks, from working at the Greek Theatre in Berkeley, California, for Filmore Fingers before ultimately serving as their Director of Concessions. Ultimately, Charlie's strong business sense led him to start FanFare Enterprises, the successful food service company he co-founded with fellow Ovation's VP Nick Nicora. In 2001, FanFare merged with Ovation's to become Ovation's FanFare. Charlie explains that what he enjoys most about working at Ovation's is the "entrepreneurial spirit that is passed along throughout the company."

A native of the San Francisco Bay Area, Charlie has attended the University of California, Berkeley, and San Francisco State University.



## **STEVE GREGOSKY**

### *Senior Vice President of Business Development*

Since joining the Ovation's team in 2001, Steve has played a key strategic role in Ovation's success story, helping to grow the company from 10 operations over a decade ago to well over 120 venues today with revenues in the range of \$250 million. With 40 years in the industry, Steve enjoys pushing the envelope while continuously working to advance fresh concepts that optimize fan and guest experiences. His previous senior management responsibilities include the George R. Brown Convention Center, San Diego Convention Center, San Jose Convention Center and Colorado Convention Center, among others. This experience allows him to clearly understand the operational

challenges venues encounter, which is a fundamental insight to developing innovative solutions for Ovation's clients.

Born and raised in suburban Detroit, Steve holds a degree from Eastern Michigan University. Professional growth and community service are at the top of the list of Steve's passions as he continues to serve on the advisory council of the Tampa Bay Chapter of Feeding America. At Ovation's, he channels his passion into cultivating his award-winning team, explaining that what makes Ovation's great is its "integrity, innovation, and collaboration," adding that, "as a group, we have become a real international force in food services!"



## **TOM MARCHETTO**

### *Senior Vice President of Strategic Marketing*

With over 40 years of food service industry experience—many of those years operating in senior-level executive positions—Tom's singular ability to grow organizations and enhance profitability has made him an integral part of leadership teams at Playboy Clubs International, Inc., ARAMARK, where as a Division President he was responsible for a business unit of over \$400 million, and now Ovations. Tom's expertise in strategic planning, marketing and development enabled Ovations to more than triple in size over seven years, growing annual revenues from \$80 million to over \$250 million. Since joining Ovations in 2006, Tom has spearheaded initiatives to create and increase brand awareness, while expanding Ovations' market share across a multiplicity of hospitality services, as well as bring the company to the forefront of the industry. Moving forward, he is excited to continue to "discover and define new markets" for Ovations, as well as to "develop strategic alliances and client relationships to further enhance the company's position as the # 1 growth leader."

Born in Allentown, PA, Tom graduated from Penn State University with a degree in Food Service and Housing Administration. Tom participates in several local charities and philanthropic endeavors for the service of young people and mission of good citizenship.



## **CHARLES LAWRENCE**

### *Vice President of Business Development*

In an industry where achieving the gold standard requires a solid commitment to quality and an eye for innovation and detail, Charles Lawrence has proven he is exceptionally capable.

Charles' expertise is grounded in his comprehensive culinary knowledge, which he developed at Johnson & Wales University while pursuing degrees in Food Service Management and the Culinary Arts. However, his versatility as a business professional has driven him beyond the chef's table and into a successful career at some of the largest venues in North America, including Walt Disney World Epcot and the Georgia World Congress Center. At convention centers, stadiums, and arenas across the country, Charles has facilitated the development of operations, marketing, and business plans that have improved guest experiences and increased profitability.

Since joining Ovations in 2006, Charles has leveraged his talents as a leader and business pioneer to identify opportunities and to transform them into success stories. As a member of Innovations Creative Studio, his work has included thinking creatively about the meaning of food service by combining interactive social networking opportunities with banquet beverage experience.

He is currently pursuing an MBA at Saint Leo University. In his spare time, he enjoys photography, gardening, and cooking for friends and his family.

# OVATIONS CARES™



*Ovations' team at the Dayton Convention Center helping to build a home for their local Habitat for Humanity™*

Ovations' community outreach program is called *Ovations Cares™*. Through this program, all Ovations employees throughout the United States and Canada, from the home office to our client facilities are encouraged to get involved in their communities.

Here are some examples in which Ovations' employees are **MAKING A DIFFERENCE**



### Trinity Café

For almost two years now, Ovations' home office, The Lakeland Center staff and Tampa's Lowry Park Zoo staff members have been spending their lunch breaks feeding others! On the third Wednesday of every month, two Ovations employees volunteer their time at the Trinity Café, a local restaurant in downtown Tampa, unconditionally serving free meals to the homeless, poor, and anyone who is wishing to receive a meal. In addition, Max Van Rees, Ovations' VP of Facilities Planning, applied Ovations' purchasing power to help with the building of the café's new kitchen facility.



### Duke Energy Convention Center

Hurricane Ike brought the worst wind storm since the 1970's to Cincinnati leaving over 500,000 without power and major damage to the area. The Freestore Foodbank was inundated with residents in need of food and supplies. Their regular sponsors and donors could not keep up with the demand, so Ovations and Global Spectrum loaded up trucks and delivered thousands of dollars in food product to help with the demand. One of Ohio's largest food banks, the Freestore Foodbank serves a population of some 160,000 low-income persons in a twenty county region. Ovations is proud to support such a wonderful organization.



### Sioux Falls Convention Center

Ovations has partnered with the Children's Care Hospital & School in Sioux Falls and works with the school throughout the year on various outreach programs

- **Halloween** – the team dresses in costumes and delivers candy and healthy snacks
- **Christmas** – gifts are collected and hand-delivered to the kids
- **Arms around Autism** – Ovations donates snacks for this event
- **Mall Walk** – the team raised over \$1,000 for the school's education equipment
- **Dance** - Ovations painted and decorated the gym for the school's dance and to liven it up for kids who use the gym for therapy
- **Donations** – Ovations has donated multiple Chef Table events to be auctioned off as fundraisers for CCH as well as other events like the March of Dimes, Wine & Dine, Kidney Foundation, MS Society, Sioux Falls Shrine as well as a local person raising funds to battle cancer



### Comcast-Spectacor

Ovations' parent company, Comcast-Spectacor, is also very much involved in their communities. More than 100 charities benefit each year from the money raised by some of the Foundations programs including the Flyers Wives Fight for Lives Carnival and other fundraising activities held throughout the year.



 **Ovations**<sup>®</sup>  
EVERYTHING'S FRESH!

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# MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, [www.miamibeachfl.gov](http://www.miamibeachfl.gov)

## COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee Members

FROM: Kathie G. Brooks, Interim City Manager

DATE: February 20, 2013

SUBJECT: REFERRAL TO THE FINANCE AND CITYWIDE PROJECTS COMMITTEE, A DISCUSSION REGARDING GIVING GUIDANCE TO THE IT STEERING COMMITTEE TO REVIEW THE PROS AND CONS OF BECOMING A PAPERLESS ENVIRONMENT AND CREATE NEW POLICIES AND PROCEDURES TO BE IMPLEMENTED WITHIN THE CITY OF MIAMI BEACH.

### INTRODUCTION

This matter was referred by the Mayor and Members of the City Commission at the October 24, 2012 Commission Meeting, Item R9H.

### BACKGROUND

The City of Miami Beach continues to streamline and create efficiencies by the use of technology which has paved the roadmap to a paperless strategy. Although it will be unlikely to have a completely paper-free office, electronic communication and other systems has made an impact along with the implementation of the following systems:

#### **Records Management System**

The City of Miami Beach currently uses and Enterprise Laserfiche Records Management System (RMS). City departments have been utilizing the product for document imaging over the past ten (10) years at 800 GB used capacity on stored files in Windows folders:

Building: Electronic Building Drawings and Permits with 10+ years of retention;  
Finance: EDEN supporting documentation for customer documentation ; MCRs, supporting documentation for AP (AP beginning FY13/14)  
Planning: Future implementation of Plans for Board Level Submissions;  
Police Fire Pension: Active Members Files & Retirees Files;  
Human Resources: Personnel Files (from 10/09);  
City Clerk: All of the City Clerk's Archive documents can be accessed online, which provides our constituents accessibility and transparency of City records.

### **Electronic Faxing**

The City EskerFax Solution electronic faxing, has reduced the need for paper-using fax machines. Incoming faxes are converted to digital images and sent to individual e-mail boxes. Similarly, documents created on the desktop can be sent to a fax machine via e-mail.

### **Citywide Copier/Scanner Consolidation**

Since April 11, 2012 City implemented a secure enterprise scanning solution on MFP (Multi Function Peripheral) devices that can be centrally managed. During the past years, in addition to the print and copy functions, the City has widely used the scanning capabilities of MFPs averaging 64,000 scan pages per month.

### **Paperless Agenda's**

Since April 13, 2011 the use of the iPad replaced large binders filled with hundreds of pages of supporting materials which are necessary for city commission agenda items. An application designed for City Commission agendas allows users to download a bookmarked agenda and highlight and write notes on individual documents.

### **Public Safety Power DMS**

Electronic review and tracking of Standard Operating Procedures for Police and Fire;

### **Adobe Connect**

Organization Development's eLearning solution provides staff with 24/7/365 access to required training courses to enhance staff performance with day-to-day operations and assist with scheduling of departments that have non-traditional working hours;

### **Human Resources NeoGov**

Online job application system;

### **Smart Board Meeting Technology**

This technology allows the City to reduce the printed agenda's and documents through sharing of information via whiteboard and audio video projection technology. This technology has been implemented in the Citywide Training Room, Building and IT department.

### **Mobile Applications**

The City focus groups through the Technology Charrette identified interest in the development of mobile applications. One of the first mobile applications is Report IT

where users are able to report problems for the city to address including but not limited

to abandoned property alley cleanliness graffiti illegal dumping broken sidewalks potholes and overgrown trees This new smartphone application uses geo tagging technology to automatically provide the location they are reporting on simplifying the process for users. This application has an interface to the Public Works work order system which eliminates the duplicate entry of the request and paper.

### **Future Paperless Systems**

- Pay by Phone for Parking Meters
- License Plate Recognition Replacing Parking Decals
- Special Event Parking iPhone Application

### **ANALYSIS**

#### **Comprehensive Records Management Plan**

The development of a document retention strategy is the first phase of transferring a paper-based system to a digital one. Document retention is the primary goal of document management system, and recognizing the need for a Comprehensive Records Management Plan, and desiring an independent review of existing procedures together with recommendations; the City of Miami Beach (City), requested assistance from Steve M. Lewis, President, SML, Inc. (Consultant). In the February 2013 timeframe, SML, Inc. will provide draft policies and procedures included with Comprehensive Records Manage Plan:

The concept of a life cycle for records and information implies management from creation to final disposition, or permanent preservation. Successful management of records and information must include each aspect of the life cycle. These include:

1. format and media selection,
2. storage,
3. access and use,
4. retention, and
5. final disposition or preservation.

Utilizing a life cycle approach to records management will assist in the economical, efficient and integrated management of the public record. The intended result is described as intellectual and physical control of data. To implement a Comprehensive Records Management Plan in critical to a paperless environment system to function since poor records management will have an impact on the managing of Public Records efficiently and economically.

### **Data Storage and Back-Up**

For a paperless environment to work, a comprehensive Data Storage and Back-Up strategies must be in place for digital documents storage and duplication. Currently, the City has Storage Area Network (SAN) device with multi-level Data Back Up strategies. However, as larger amounts of data are stored, the financial costs of data storage and archiving increase.

### **Security Solutions**

Electronic documents provide a level of security beyond paper on their own, however, we continue to look at solutions to implement security controls to protect against unauthorized entry. Main factors to consider is integrity of data and limit availability by requiring authorization before information can be accessed.

### **Pros & Cons of a Paperless Environment**

#### **Advantages of a Paperless Office**

- Less Office Space; Less bulky filing cabinets and lesser costs in paying for storage spaces;
- Eco-Friendly; The idea of saving paper and conserving trees;
- Document security and easy information sharing.

#### **Disadvantages of a Paperless Office**

- Automation: To achieve a 100% paperless office, one must have all systems automated flawlessly and this can cost time and money.
- Bugs and Breakdowns: To go paperless means keeping all records electronically, This comes with an extensive Business Continuity requirement in order to deal with software and hardware issues that can disrupt work.
- Security Issues: With the dawn of digital technology comes the golden age of hackers. Going paperless means vulnerability to unauthorized third party access or worse, data loss.
- Public Records Request (PRR): Ability to comply and provide in a timely manner PRR.

**CONCLUSION**

Managing a Comprehensive Records Management Plan along with an efficient and economical paperless strategy requires implementation of very specific activities. These activities must then be implemented in stages and monitored continually. Some steps are comprised of a multitude of increments, spread across months. The speed and thoroughness of implementation is therefore, driven by the motivation of the department, together with staffing standards and resources.

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# MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, [www.miamibeachfl.gov](http://www.miamibeachfl.gov)

## COMMISSION MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Kathie G. Brooks, Interim City Manager

DATE: February 20, 2013

SUBJECT: DISCUSSION REGARDING RENEWAL OF THE PROFESSIONAL SERVICES AGREEMENT BETWEEN THE CITY OF MIAMI BEACH AND THE SUPERLATIVE GROUP FOR PROFESSIONAL SERVICES IN CORPORATE SPONSORSHIP MARKETING PURSUANT TO REQUEST FOR PROPOSALS NO. 06-04/05.

### **BACKGROUND:**

Municipal Marketing, or corporate sponsorship, is designed to *"link complimentary corporate brands for mutual benefit."* For cities, this represents an opportunity to generate non-tax revenues, to provide services or goods at no cost to residents, and to provide promotional opportunity for the City that may attract residents, businesses or visitors. For business partners, the benefit is typically some form of advertising, public relations or visible recognition, with an end goal of further promoting their brand. While the business gains financially by marketing advantage and/or customer loyalty enhancement, the advantage to the City is primarily financial. Corporations will pay the City for the ability to use or link with our City image and identity, especially as our City enjoys an excellent public image and is considered a strong "brand." Miami Beach is especially well positioned to implement this now well-established model for generating additional revenue.

The suggestion that that City implement a municipal marketing program was first introduced by the Parks and Recreation Programs Blue Ribbon Citizen's Committee as a mechanism to assist in funding program costs for our Parks Department. The City established a Development Coordinator position whose primary responsibility was to identify potential advertising and sponsorship opportunities. The Development Coordinator subsequently researched current successful corporate sponsorship consultant practices; reviewed other local government corporate sponsorship programs; formed and led a City of Miami Beach corporate sponsorship evaluation team; interviewed several leading national corporate sponsorship consultants; and determined that the City of Miami Beach had significant potential for success through a professionally structured and managed corporate sponsorship program.

Developing and implementing a successful Municipal Marketing program requires inventorying City assets, determining the sponsorship marketing value of the assets, developing sponsorship management policy, the actual marketing of the assets and negotiating sponsorship contracts. As such, the City determined that professional assistance was desirable and issued an RFP for services.

A competitive (RFP) process was issued in 2004. The City received proposals from a variety of consultants proposing to assist the City of Miami Beach with the development and implementation of a Corporate Sponsorship Program pursuant to Request for Proposals (RFP) No. 66-02/03. The Corporate Sponsorship Program was intended to broadly market the City of Miami Beach and to attract revenues to the City of Miami Beach by allowing corporate sponsoring entities to identify with the City. However, due to a bid challenge and subsequent investigation, no action was taken at that time. In 2005, a second competitive process was issued (RFP) for the Development and Implementation of a Citywide Corporate Marketing and Sponsorship Program. Four responses were received for that competitive process, with the Commission selecting IMG, an industry leader in municipal marketing. In particular, IMG had supported municipal marketing plans in several U.S. Cities. The Commission further approved that if we were unable to negotiate an agreement with IMG, then we were authorized to negotiate with the second ranked proposer, The Superlative Group.

The proposed agreement was to be divided into two phases (as described in the RFP).

1. Phase I: Conducting an inventory of existing and prospective tangible and non-tangible marketing assets; 2) Developing a comprehensive sponsorship policy; and 3) Developing a strategic plan for marketing assets.
2. Phase II: At its sole discretion, the City could elect to
  - Terminate the corporate sponsorship program; or
  - Continue the program with the marketing of inventoried and valued assets with the vendor that performed work outlined in Phase I, paying earned commissions to the vendor through that process; or
  - Continue the program through issuance of an RFP for a new vendor to market the inventoried assets, paying earned commissions to the new vendor through that process.

This Phase II work would consist of marketing the City's assets, to include developing sample rights packages for the marketplace; assisting in the evaluation and development of sponsorship RFP's; preparing reports and presentations on the City's municipal marketing program, as directed by the City; assisting in contract negotiations; and providing advice in implementing/managing sponsorships. The decision to enter into Phase II work, or to proceed to implement the sponsorship program, and with which consultant, is solely that of the City Commission.

IMG proposed a fee structure that provided a monthly fee of \$20,000 per month for the first 12 months of the relationship (plus approved expenses), and a 20% sales commission on all amounts generated for the City; this included a credit to the City of up to 50% of any fees received against the commissions generated if they were selected for Phase 2. After several months of discussions, the City negotiated a fee of \$60,000 plus expenses. However, in February 2006, IMG notified the City that they would not be continuing their negotiations and would not execute their agreement with the City, as they were reconsidering the continued participation in municipal marketing programs at that time.

Following consultation with the City Attorney's office, and as approved by the Commission action, staff began negotiations with the second-ranked proposer, The Superlative Group, for Phase 1 of the program. A final agreement was executed effective March 22, 2007 for a contract amount of \$39,000 (plus expenses) to provide the three deliverables in Phase 1.

In consultation with the City's Development Coordinator, The Superlative Group developed a strategy for the compilation of the information for an Asset Inventory and Valuation Report. This process entailed interviewing City Departments, and conducting site visits to assess potential sponsorship opportunities within the City. Subsequently, The Superlative Group was to complete the second and third deliverables, the Strategic Plan and the Policy Document. The Asset Inventory and Valuation Report was completed in late 2007 and required revisions and updates. In early 2008, it was concluded that all three deliverables should be completed for presentation to the City Commission concurrently.

The Superlative Group (TSG), has identified priorities for their efforts, while other activities have been identified to be pursued internally with the City's Development Coordinator. The City's Development Coordinator serves as the contract support staff for TSG.

Efforts have focused on identifying potential municipal marketing partners and opportunities for partnership, and reaching out to these potential partners to gauge interest. The current economic conditions have impacted the marketing budgets for many large corporations with histories of engaging in these types of partnerships; municipal marketing efforts are funded principally from marketing budgets, as they serve the primary purpose of promoting the corporation's brand and/or product. Not surprisingly, corporate marketing budgets have been impacted and are often the first affected when cost-cutting measures are initiated. While we continued to pursue various efforts in municipal marketing, as you know, we made considerable progress in the area of an Exclusive/Official citywide beverage partner, resulting in the ten-year exclusive, non-alcoholic beverage sponsorship with Coca-Cola Refreshments.

Most recently, TSG initiated discussions with Carnival Corp who was interested in collaborating with the City on South Pointe Park. The Finance and Citywide Projects Committee (FCWPC), which recommended against pursuing naming rights for public parks and requested the administration pursue development of park foundation, discussed the concept. TSG is currently assisting the City in negotiations with Energizer relating to a licensed sunscreen product ("official Miami Beach sunscreen").

### **TERM AND COMMISSION STRUCTURE**

The Agreement has an initial term of three (3) years, which expired on February 1, 2013. The Agreement includes two (2) additional one (1) year renewal terms, upon the same terms and conditions at the City Manager's sole option and discretion.

The Agreement entitles the Consultant to receive a commission based upon a percentage of total gross revenues to the City (GR) generated by Sponsorship Agreements obtained by Consultant. The commission structure shall be as follows:

- (i) 15% commission on \$0 – 250,000 in GR to City;
- (ii) 12% commission on \$250,001 – 500,000 in GR to City;
- (iii) 10% commission on \$500,001 – 1,000,000 in GR to City;
- (iv) 6% commission on \$1,000,000+ in GR to City;

And, additionally,

- (v) 7% commission on renewals (percentage of GR for first renewal only);
- (vi) 45% commission on licensing agreements (to include monitoring); and
- (vii) 10% commission on budgeted cost avoidance measures, as defined in Section 3.1.6.

### **CONCLUSION:**

The Administration is seeking direction from the FCWPC and the City Commission on whether or not to renew the Agreement with TSG.

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# MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, [www.miamibeachfl.gov](http://www.miamibeachfl.gov)

## COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee Members

FROM: Kathie G. Brooks, Interim City Manager

DATE: February 20, 2013

SUBJECT: REFERRAL TO THE FINANCE AND CITYWIDE PROJECTS COMMITTEE, A DISCUSSION TO CONSIDER REPLACEMENT OF THE CITY'S PUBLIC SAFETY RADIO SYSTEM WITH A NEW P25 COMPLIANT SYSTEM BEFORE THE FEDERALLY MANDATED 2016 TIMEFRAME.

### INTRODUCTION

This matter was referred by the Mayor and Members of the City Commission at the February 6, 2013 Commission Meeting, Item C4L.

### BACKGROUND

The City of Miami Beach, the Licensee, operates a Motorola equipped 800 MHz 10 channel trunked Public Safety Radio System, the System, in its designated Federal Communication Commission (FCC) jurisdiction. The System is currently on year eight (8) of a ten (10) year life cycle and it is not Project 25 (P25), compliant as defined by federal P25 standards, as the standards were emerging as the system was being contracted. The City's goal is to replace the System with a new P25 compliant system before the 2016 timeframe. The system replacement time cycle, based on procurement of the existing system, is over two (2) years from issuance of the RFP to acceptance of a working system.

P25 is a suite of standards for digital radio communications for use of interoperability by federal, state and local public safety agencies in North America to enable them to communicate with other agencies and mutual aid response teams in emergencies. The FCC has issued a directive that all 800 MHz systems will be "narrowbanded" in the 2016 timeframe. Narrowbanding is the process by which frequency width is narrowed from approximately 25 KHz to 12.5 KHz for each licensed frequency, thus increasing the amount of available radio spectrum. The main type of 800 MHz systems easily, and cost effectively, capable of being narrowbanded in such a fashion are P25 compliant systems. Both the infrastructure and the subscriber components of a radio system must be P25 compliant for full interagency interoperability to exist.

### ANALYSIS

There are a few ways for the City to achieve compliance by the narrowbanded P25

directive issued by the FCC. The City can purchase a replacement P25 compliant radio system, it can join with other agencies in purchasing and establishing a Regional radio system or it can operate as a guest on a larger host's radio system.

Regardless of the direction the City moves in, it should first secure the services of a professional consultant (Consultant) that can compile all the stakeholder's requirements and manage the project to ensure that the requirements are implemented in the new radio system. The services of the professional consultant would be procured by means of an RFP to ensure that the best qualified candidate is selected.

Should the City decide that it will simply purchase its own replacement radio system; the Consultant's role would be to compile requirements to compose the RFP, assist in evaluating responses and manage the implementation project. The new P25 compliant system would allow a Miami Beach P25 radio to use a radio talkgroup on another P25 system and talk to the other system's dispatcher after the systems are configured to work together.

Preliminary discussions were held with the City of Miami (Miami) to explore the possibility of establishing a regional radio system and the feedback was very positive. Miami operates a Motorola trunked Public Safety Radio System that also needs to be replaced. Miami is in the process of hiring a consultant for the creation of a RFP and is interested in establishing regional interoperability memorandums so that it can take a regional approach to securing grant funding and operating a radio system. Miami believes that the grants for radio systems that are currently offered are geared more towards Regional systems and it would be easier to approach the grant as a united front than alone. Miami has indicated that Hialeah and Coral Gables have already expressed that they would join the Regional approach and Miami Beach can be included if they desire. Miami has further expressed that they are not favoring any specific vendor and want to procure the best product available. Should regional grant funds become available, each regional participant would use the funds to buy their own P25 systems that would operate subject to the established regional interoperability memorandums. In this manner, a Miami Beach radio would be able to use the specified radio talkgroups within each region to reach the region's dispatcher.

Preliminary discussions were also held with Miami-Dade County (County) to explore the possibility of having the County host the City on their radio system and the feedback was also very positive. The County currently operates multiple radio systems. One system is a dated analog Macom Edacs trunked Public Safety Radio System for their Police Department. The County Police Department will be transitioning to a new digital Harris P25 compliant trunked public safety radio system running full encryption in late 2013 (System B). The County's other non-public safety radio users are already on a new digital Harris P25 compliant trunked radio system (System A). The County's Fire Department operates on a third radio system that is a UHF analog multichannel system. The UHF system is not subject to the P25 directive due to its operating in the UHF spectrum; it just has to be narrowbanded. The County may consider hosting Miami Beach radio users on their multiple radio systems based on their respective classification of the radio users. Preliminary discussions also indicated that the City would have to purchase its own entire fleet of handheld, vehicle mounted, and desktop dispatch radios in order to be hosted. In this manner, a Miami Beach radio would be able to reach the Miami Beach dispatcher while operating anywhere within the coverage of the County's radio system.

## **Pros & Cons of Owned, Regional, and Hosted Radio Systems**

### **Owned Radio System**

- Full control and responsibility of the system implementation, resources, maintenance and operation.
- Must establish interoperability memorandums to allow Miami Beach radios to reach each region's dispatcher while in their region.

### **Regional Radio System**

- Sometimes, shared control, resources and costs of system maintenance and operation with other Regional participants.
- Established regional interoperability memorandums allow Miami Beach radios to reach each region's dispatcher while in their region.
- Sometimes, unified dispatching and 911 call taking location eliminates the need for all the individual dispatch and call taking centers of the Regional participants.

### **Hosted Radio System**

- Less control as guests pay host for use of the system and equipment.
- Typically, the guest's FCC licenses are permanently turned over to the host so that the host's system can legally operate within the guest's designated FCC jurisdiction.
- Miami Beach radios would talk to Miami Beach dispatchers while anywhere within coverage of the County's radio system.
- Typically, host's dispatching and 911 call taking location eliminates the need for the guest's dispatch and call taking center. Additional savings could be achieved through the integration of PSCU (Public Safety Communications Unit) with that of the host system. Miami Beach Police Department has indicated that they do not recommend dismantling the Miami Beach PSCU.

## **CONCLUSION**

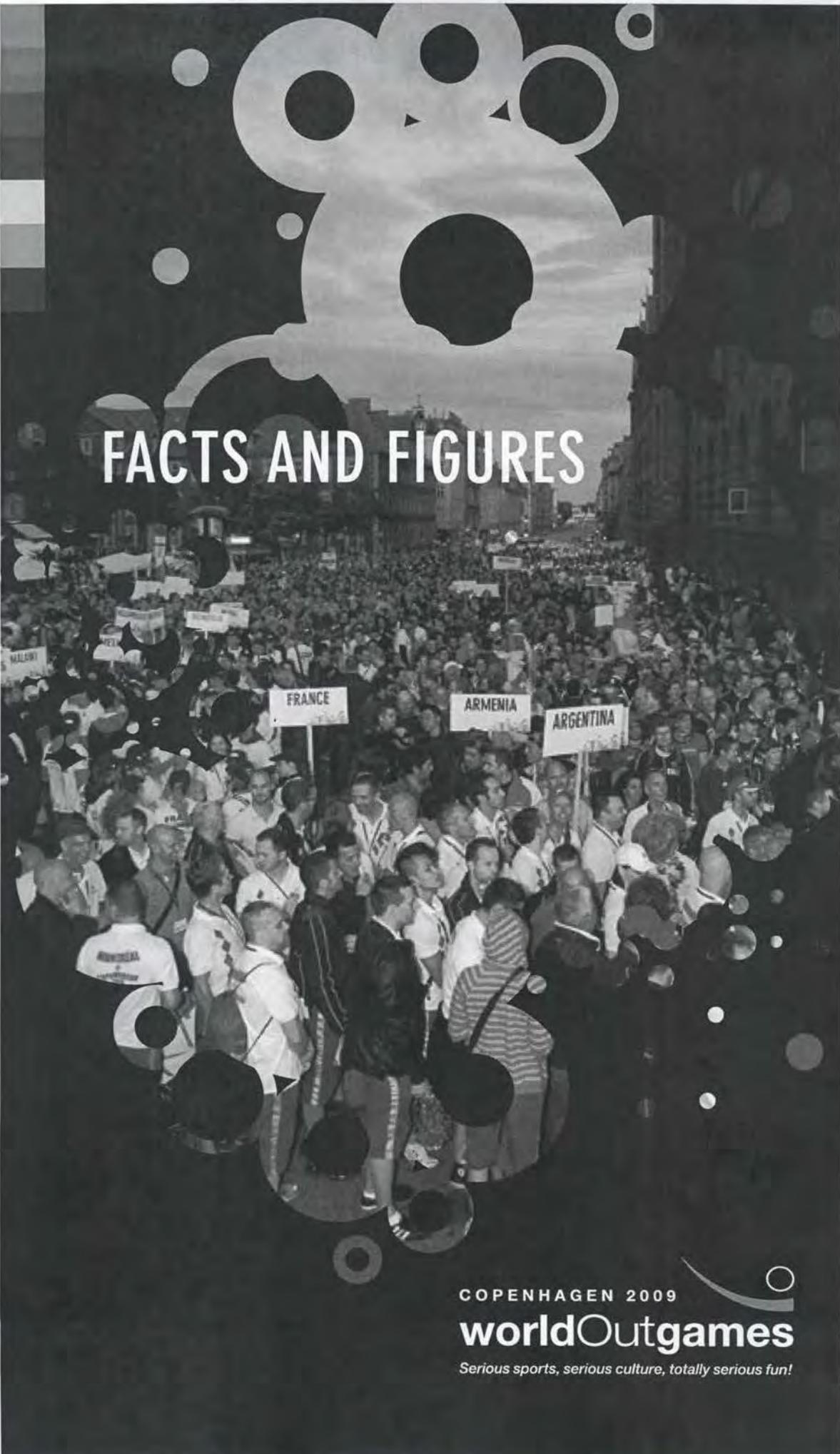
The City should secure the services of a Consultant that can compile all the stakeholder's requirements and manage the project to ensure that the requirements are implemented in the new radio system. The City seeks the direction of the Finance and Citywide Projects Committee as to whether to procure its own, explore joining a regional approach, or pursue a hosted approach to replace the existing System with a new P25 compliant system before the 2016 timeframe.

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# FACTS AND FIGURES

COPENHAGEN 2009

**worldOutgames**

*Serious sports, serious culture, totally serious fun!*

# INDHOLD

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Mads Westerman

## INTRODUCTION

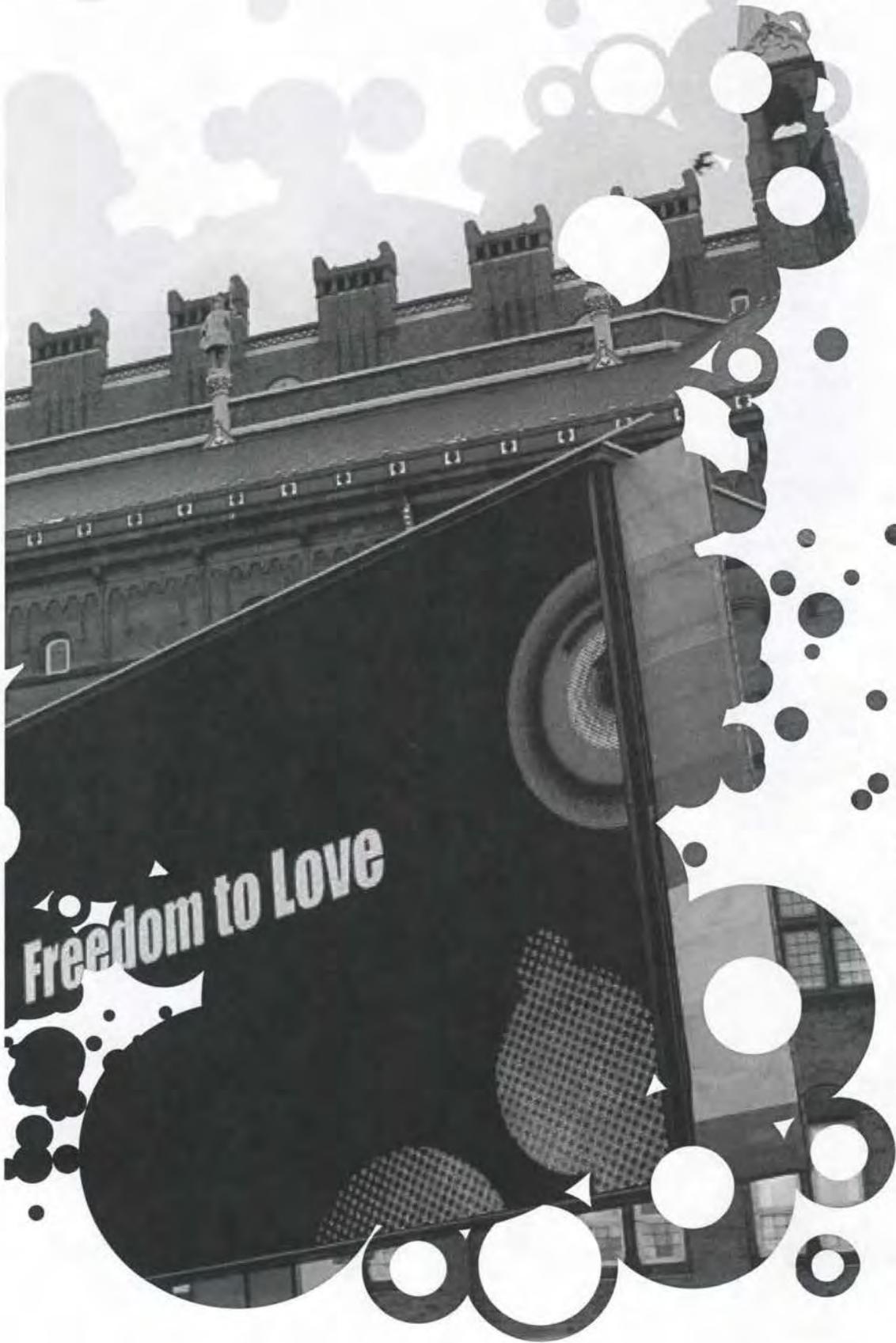
World Outgames 2009 aimed to create:

- An event based on the belief that cultural diversity is a condition for innovation, which is a condition for value creation in society – economically, socially, and culturally.
- An event that addressed the head, the heart, and the body. The head through the human rights conference, the heart through the culture and art programs, and the body through the sports program.
- An event whose ambition was to release the talent reserves and elevate the life quality of the LGBT community in Denmark and the rest of the world.

We did it!

Thanks to all participants, visitors, sponsors, partners, employees and volunteers World Outgames 2009 in Copenhagen became a successful tribute to the global LGBT community and a fantastic celebration of diversity and love.





**Freedom to Love**

# ORGANIZATION

## World Outgames

GLISA (Gay and Lesbian International Sport Association) is the governing body responsible for sanctioning World Outgames.

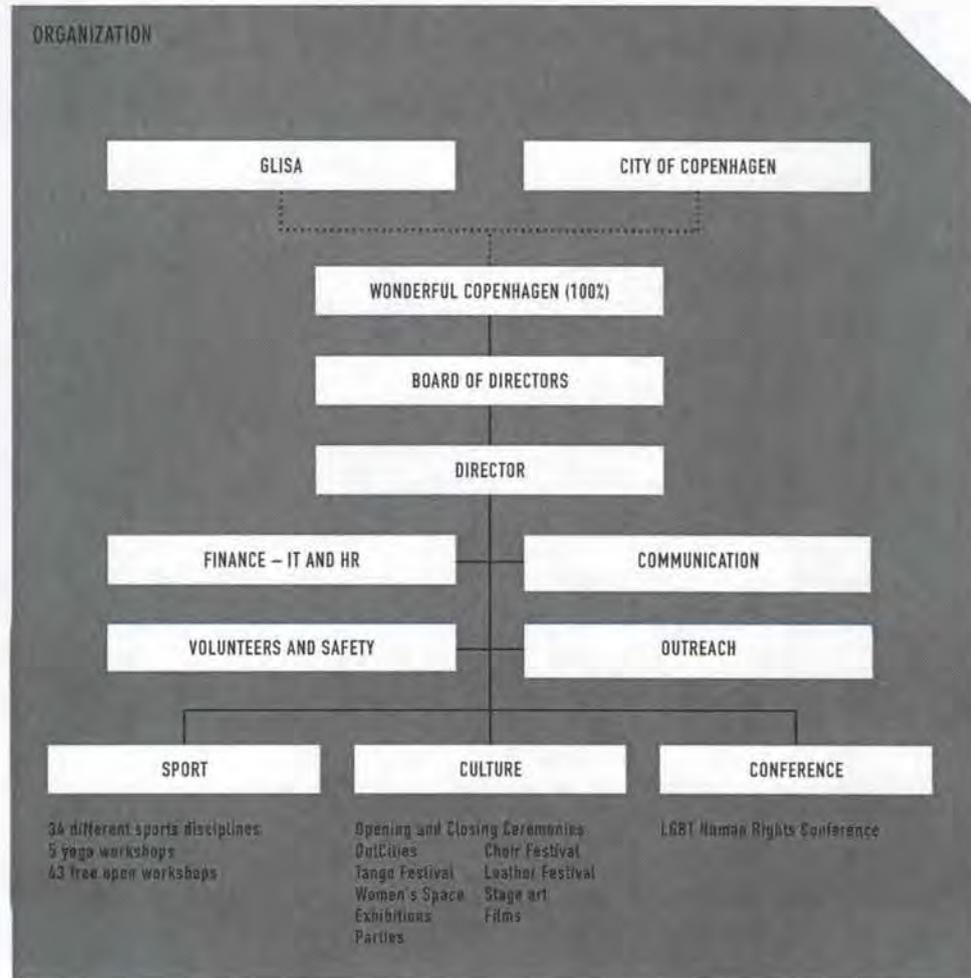
## World Outgames 2009 in Copenhagen

The City of Copenhagen bid to host World Outgames 2009 in Copenhagen in Fall 2005. After the Culture and Leisure Committee's site inspection of the World Outgames 2006 in Montreal, a contract was negotiated and finally signed in November 2006.

## Legal entity form

World Outgames 2009 ApS was incorporated in 2006 as a private limited company wholly owned by the Wonderful Copenhagen Foundation. Wonderful Copenhagen is the Capital Region of Denmark's official event, congress and tourist organization.

The management of World Outgames 2009 was appointed in January 2007.



**Board of Directors**

Merethe Stagetorn	Lawyer, Chairman of the Board
Merete Lundbye Møller	Partner and Head of Legal, Sunstone Capital A/S
Finn Terkelsen	Member of the Board of Directors of the Tuborg Foundation
Elisabeth Møller Jensen	CEO, KVINFO
Ane Skak	Project Manager, The Danish Broadcasting Corporation
Minna Grooss	Documentary maker
Martin Bender	Event Director, Wonderful Copenhagen
<i>From 2007 to Feb. 2008:</i>	
Ole Udsholt	Member of GLISA's Board of Directors

**Management**

Uffe Elbæk	CEO
Per Hermansen	Finance Director
Tommy Kristoffersen	Sports Program Director
Michael Stensgaard	Conference- and Cultural Program Director
Thorbjørn Nesjan	Volunteer and Safety Director

**Staff***Finance and IT*

Mette Røhe	IT Project Manager
Cecilie Dahl Madsen	Webmaster
Preben Hoff	Accounting

*Communication and marketing*

Niels Bjørn	Project Manager – Communication
Gerry Hail	Project Manager – Marketing
Ole Udsholt	Project Manager – Marketing
Erik Madsen	Project Coordinator – Press

*Volunteer organization*

Mette Bugge	Project Manager
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*OutReach*

Julie Thaarup	Project Manager – OutReach
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*Sport*

Judy Jacobsen	Project Manager
Laila Sahlgreen	Project Manager
Jakob Thomsen	Project Manager
Anders Tinning	Project Coordinator
Ayoe Buhl	Project Coordinator

*Culture*

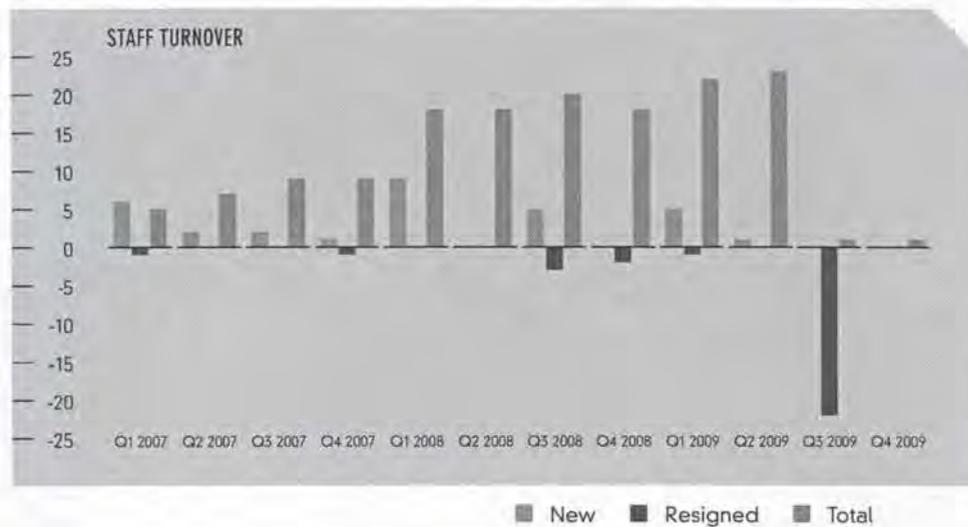
Jane Rowley	Project Manager – Culture
Jens Løkke	Project Coordinator – Culture

*Conference*

Jonatan Porsager	Project Manager – Conference
Morten Emmerik Wøldike	Project Manager – Conference

Number of staff resignations

(2007-2009): 8



#### Organizational values

- World Outgames should be sustainable. Financially, socially and environmentally.
- World Outgames should be culturally diverse. For program content, as regards participants and organizationally.
- World Outgames should be socially innovative. As regards who we would work with, the way we organize ourselves and the way we solve problems that would come up along the way.
- World Outgames should be transparent. Organizationally, financially and as regards the program.
- World Outgames should be generous. When it comes to sharing the experience we have gained with anyone who would like to have access to it, as well as in the overall way we worked with our numerous partners.

#### Office

The secretariat was located in 294 m<sup>2</sup> rented premises centrally located next to Copenhagen City Hall Square. The office was rented from June 2007 to September 2009.

From June to September 2009, additional space in the same building was rented for storage and meeting facilities.

#### IT and communication

Hosted server solutions for MS Office and MS Exchange.

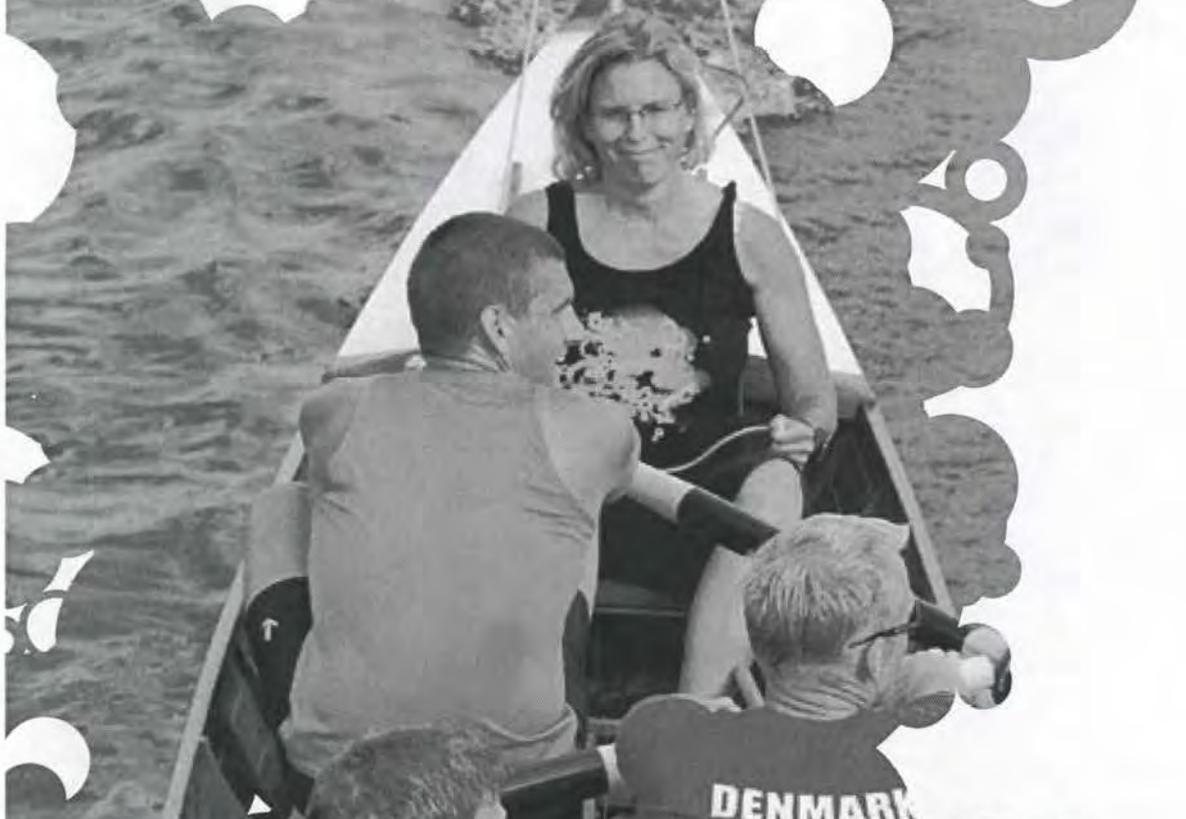
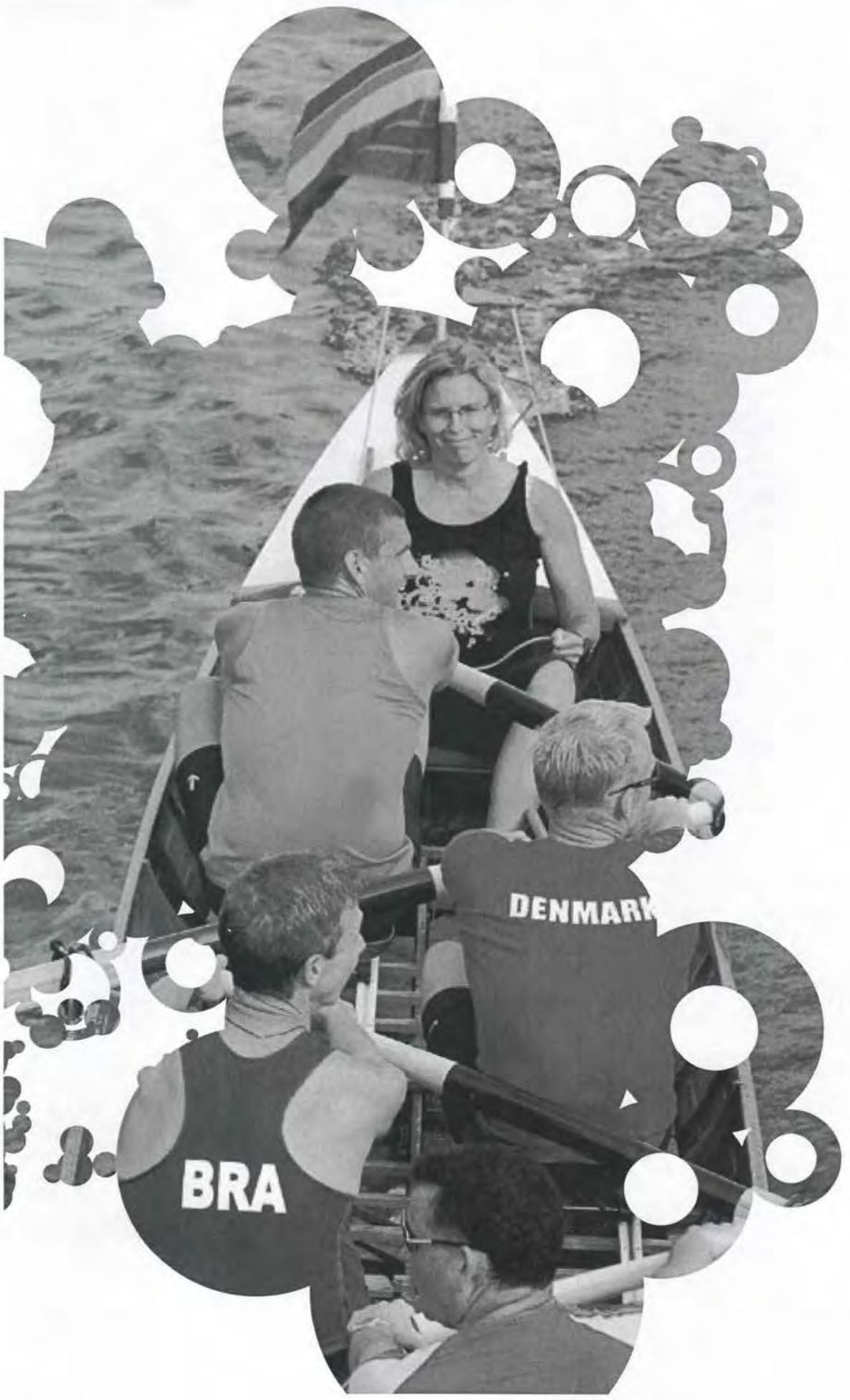
Communication via 10Mbit fiber connection to external supplier's site.

Desk and laptop PCs and Macintoshes with screens and software purchased when required.

For telephone and fax communication an eight-channel landline and flexISDN was used. A purchased switchboard handled 30 telephone extensions.

All staff at the secretariat had a mobile (cell) phone for business use.

Hardware, servers, switchboard and phones were sold at scrap value when the office was closed and staff had left.



# FINANCIAL INFORMATION

## THREE-YEAR FINANCIAL HISTORY

WORLD OUTGAMES 2007-2009

(1,000 DKK)	2007	2008	2009	Total
<b>Income</b>				
Public subsidies and foundations	18,409	11,462	7,717	37,588
Private foundations	15	1,800		1,815
Sponsors	2,626	903	150	3,679
Fundraising	1,271	1,232		2,503
Participation Fees	3,971	2,848		6,819
Sales		14	1,071	1,085
Other income		31		31
<b>Income total</b>	<b>27,363</b>	<b>18,291</b>	<b>7,867</b>	<b>53,521</b>
<b>Expenses</b>				
Operation Expenses	1,430	1,727	1,371	4,529
Payroll Expenses	6,892	7,722	3,722	18,336
Personnel/Travel Expenses	238	832	738	1,808
Consultancy	2,526	1,594	931	5,051
PR & Marketing	3,448	1,685	535	5,667
Activities/Events	15,511	975	146	16,632
<b>Expenses total</b>	<b>30,045</b>	<b>14,534</b>	<b>7,443</b>	<b>52,023</b>
<b>Operating profit (loss)</b>	<b>(2,683)</b>	<b>3,756</b>	<b>424</b>	<b>1,498</b>
Interest income	40	91	60	191
<b>Income (loss) before depreciations and tax</b>	<b>(2,643)</b>	<b>3,848</b>	<b>484</b>	<b>1,689</b>
Bad debt expenses	(3)			(3)
<b>Net income (loss) before tax</b>	<b>(2,645)</b>	<b>3,848</b>	<b>484</b>	<b>1,687</b>
Taxes	405	38	-	443
<b>Net income (loss)</b>	<b>(3,051)</b>	<b>3,810</b>	<b>484</b>	<b>1,244</b>

## INCOME ITEMS

### Total 2007-2009

Public subsidies and foundations	(1,000 DKK)
City of Copenhagen	28,750
The Branding Denmark Fund	6,099
Region Hovedstaden	1,000
Sport Event Denmark	800
City of Frederiksberg	460
Ministry of Foreign Affairs	279
Danish Year of Sport 2009	200
<b>Public subsidies and foundations total</b>	<b>37,588</b>
	1,800
	15
<b>Private foundations total</b>	<b>1,815</b>

Participation Fees	(1,000 DKK)
Sport	5,378
Conference	943
Culture	215
Visitors Pass	200
Workshops	84
<b>Participation Fees total</b>	<b>6,819</b>

### Sales

Commission from hotels and bars, ticket sales, advertising and merchandising.

### Sponsors

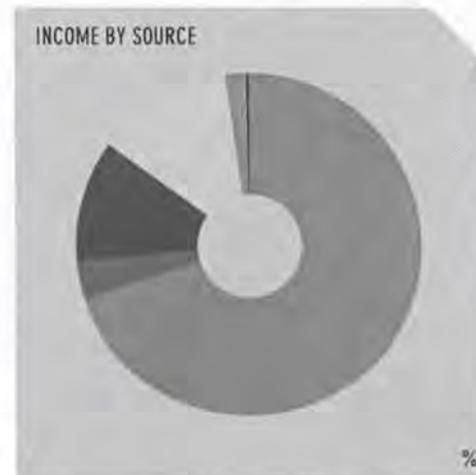
SAS, HIVOS, Politiken, IBM, Wonderful Copenhagen, Scandic Hotels, Amnesty International, Dansk Musiker Forbund, PrimeTime Kommunikation, REPUTATION, Pink Triangle, Passport Magazine, Winq International, Out & About, QX, PLUGuide Singapore, GayTimes, DIVA, Blikk, LO, FTF, HK Danmark  
Skadestuen.nu, Tolkecenter Danmark, Netmester A/S, Bysted A/S, SATS, Move Ya!, EU Campaign for Diversity – against Discrimination.

### Fundraising

Financial contributions received from: Ministry of Foreign Affairs, Swedish International Development Cooperation Agency, ILGA Europe, GLISA International, Copenhagen Gay and Lesbian Chamber of Commerce, Pan Idræt, B.C. Government and Service Employees' Union.

Artwork donated by Husk Mit Navn and Charlotte Haslund Christensen, sold by Lauritz.com

Private donations received from World Outgames participants and supporters.

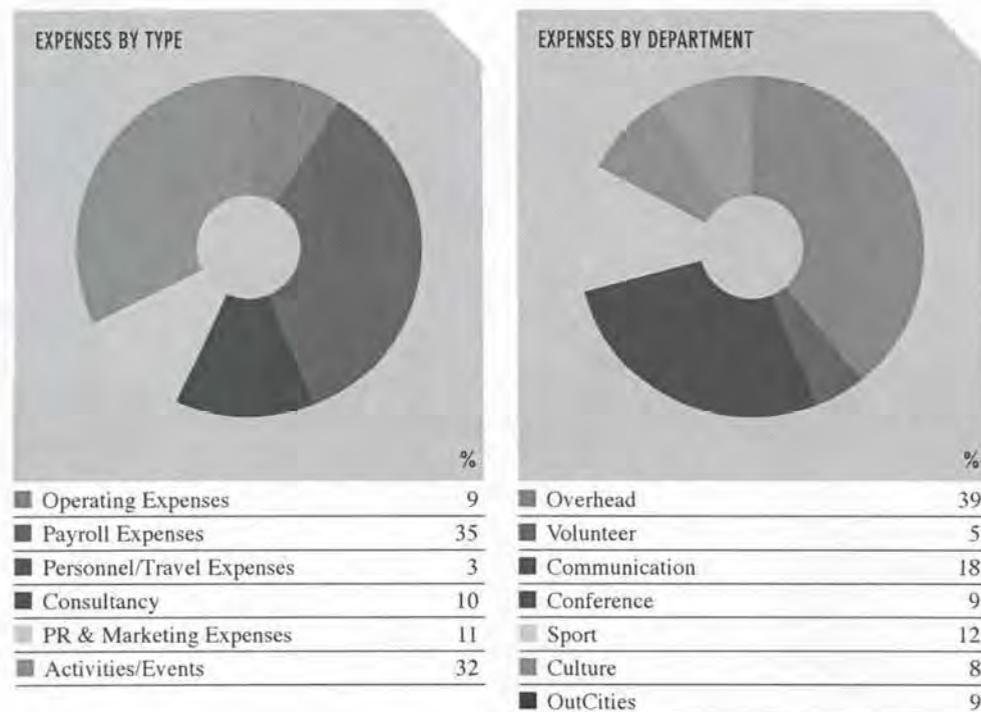


Public subsidies and foundations	70.2
Private foundations	3.4
Sponsors	6.9
Fundraising	4.7
Participation Fees	12.7
Sales	2.0
Other income	0.1

**Expenses by department**

(1,000 DKK)

Total 2007-2009	Overhead <sup>1)</sup>	Volunteer	Communication	Conference	Sport	Culture	OutCities	Total
Operating Expenses	4,463	0	27	8	22	4	4	4,528
Payroll Expenses	8,154	1,554	1,582	1,901	3,427	1,376	341	18,336
Personnel/								
Travel Expenses	931	31	239	171	301	37	98	1,808
Consultancy	1,816	0	2,061	4	0	329	840	5,051
PR & Marketing								
Expenses	43	0	5,584	5	32	2	3	5,667
Activities/Events	4,755	1,102	0	2,639	2,347	2,381	3,409	16,632
<b>Outgames Total</b>	<b>20,162</b>	<b>2,687</b>	<b>9,493</b>	<b>4,728</b>	<b>6,129</b>	<b>4,129</b>	<b>4,695</b>	<b>52,023</b>

<sup>1)</sup> Overhead: Director, Finance, IT, Sponsoring & Funding, OutReach, Logistics, Board of Directors.



# PARTICIPANTS

## Prices

<i>Prices for ...</i>	<i>All amounts in DKK</i>	Registration 1 Oct. 2008 - 30 April 09	Early registration 22 April - 30 Sept. 08	With student discount 22 April 08 - 30 April 09
<b>Sports</b>				
1st sport <i>Including 1 sport - any discipline.</i>		1,500	1,200	1,000
2nd and further sports when already registered for one sport <i>Including 1 sport - any discipline.</i>		150	120	150
1st sport when already registered for a yoga workshop or cultural package <i>Including 1 sport - any discipline.</i>		1,000	800	1,000
1st sport when already registered for the conference <i>Including 1 sport - any discipline.</i>		500	400	500
<b>Yoga workshops</b>				
Yoga workshop <i>Including 1 yoga workshop</i>		1,500	1,200	No student discount
Yoga workshop when already registered for one yoga workshop, sport, conference or cultural package <i>Including 1 yoga workshop</i>		1,000	800	No student discount
<b>Conference</b>				
Conference pass		2,000	1,600	1,000
Conference pass when already registered for a yoga workshop or cultural package		1,500	1,200	1,500
Conference pass when already registered for a sport		1,000	800	1,000
<b>Cultural packages</b>				
Cultural package <i>Including 1 cultural package</i>		1,500	1,200	1,000
Cultural package when already registered for one sport, yoga workshop, conference or cultural package <i>Including 1 cultural package</i>		1,000	800	1,000
<b>Visitors</b>				
Visitors		450	450	450

In addition to covering the cost for arranging and the participation in the individual events, the fee also covers participation in the entire nine day World Outgames program. This includes:

- A welcome bag
- A participation souvenir
- Transport pass
- Opening ceremony
- Opening after party
- One free social event
- Discount admission to parties and other social

- events
- Discounts for participation in multiple program disciplines
- Free access to selected sports events
- Special discounts on merchandise, social events, parties and workshops
- World Outgames Village and open scenes throughout the city
- Security and first aid services
- Access to budget/hosted housing
- Closing ceremony

### Registration periods

		No. of registrations
Early registration	22 April 2008 – 30 September 2008	2,295
Registration	1 October 2008 – 30 April 2009	2,220
Late registration	1 May 2009 – 31 July 2009	1,003
	<b>Total no. of registrations</b>	<b>5,518</b>

### Promotion campaigns

#### *20% discount*

For selected events, 20% discount on the registration fee was offered for participants using a unique promotion code and registering within a specific and short period.

#### *1 for 10*

A partner promoted World Outgames 2009 and urged participants to register within a two-month campaign period.

For every 10 paid registrations, the partner received 1 free registration or 3 visitor passes.

#### *Special Holiday Gift Discount. Christmas 2008.*

Buy a Visitor Pass gift certificate to World Outgames 2009 for you partner and friends and save 45%.

#### *Valentine's Day 2009*

Register yourself or your loved one as participant or visitor for World Outgames before Valentine's Day 2009 and receive free access to Tivoli during your stay in Copenhagen. Value: DKK 200

#### *Competitions*

At selected promotional events, a free registration

could be won by signing up for the World Outgames newsletter.

By promoting World Outgames 2009 on the organization's website, a free registration was offered the organization for every month the World Outgames banner was visible on the website.

#### *Selected team sports*

To encourage as many teams as possible to participate in the tournaments at World Outgames, between 1 and 3 free registrations were offered to fill up the teams. Number of free registrations offered depended on team size/sports activity.

#### *Stay in a design hotel*

Book a room at the 5-star hostel for 4 to 10 people for the entire World Outgames period from 25 July to 2 August 2009 and get serious discounts.

### Registrations per promotion activity

Free registrations	354
Discount	750
Gift certificate	51

## Registrations per activity

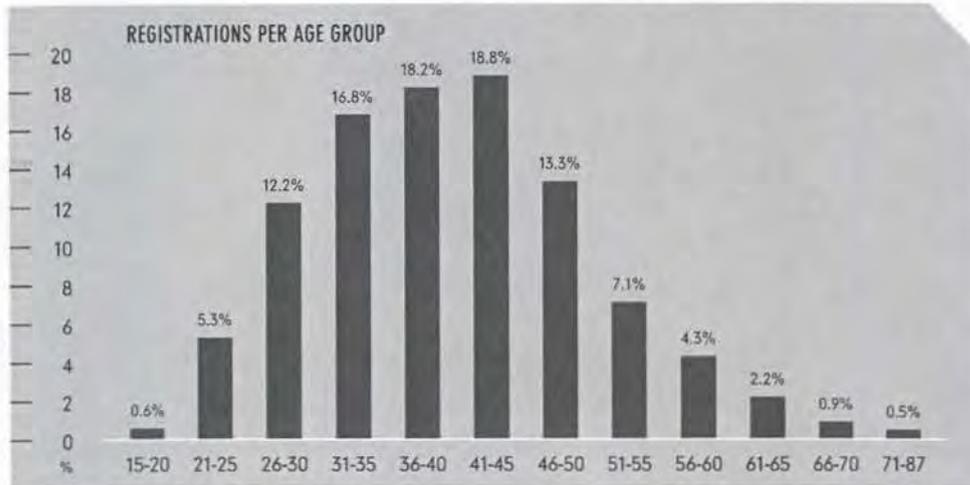
Sport	Total	Men	Women
Aerobics	28	24	4
Track and Field	242	209	33
Badminton	237	178	59
Basketball	83	33	50
Beach Volleyball	120	102	18
Bowling	63	56	7
Bridge	51	39	12
Climbing	19	19	0
Curling	35	35	0
Country & Western Dance	47	24	23
Cycling	55	40	15
Dancing	329	135	194
Diving	12	11	1
Floorball	76	27	49
Field Hockey	90	62	28
Figure Skating	19	15	4
Golf	65	30	35
Handball	152	114	38
Ice Hockey	66	0	66
Martial Arts	20	16	4
Roller Racing	28	19	9
Rowing	158	127	31
Running	530	399	131
Soccer (Football)	291	155	136
Softball	126	33	93
Squash	56	45	11
Synchronized Swimming	54	35	19
Swimming	608	502	106
Tennis	234	165	69
Triathlon	182	129	53
Table Tennis	36	20	16
Volleyball	477	387	90
Water Polo	98	84	14
Wrestling	9	9	0
<b>Total Sport</b>	<b>4,696</b>	<b>3,278</b>	<b>1,418</b>

Yoga workshops	Total	Men	Women
Men's Yoga	27	27	
Yoga - a jewel for women	5		5
Yoga and the Immune System	13	4	9
Hot Nude Yoga	34	34	
Awakening Your Inner Goddess (women only)	10		10
<b>Total Yoga workshops</b>	<b>89</b>	<b>65</b>	<b>24</b>

Conference	Total	Men	Women
<b>Conference total</b>	<b>728</b>	<b>434</b>	<b>294</b>

Cultural programs	Total	Men	Women
Out in Leather	45	45	
Queer Tango Festival	106	24	82
Out Choir Festival	118	60	58
<b>Total Cultural programs</b>	<b>269</b>	<b>129</b>	<b>140</b>

Visitor pass	Total	Men	Women
<b>Total Visitor passes</b>	<b>551</b>	<b>390</b>	<b>161</b>



Youngest participant: 18 years old

Oldest participant: 87 years old

Average age: 40 years and 3 months

Most participants aged 40 (287 participants)



### Registrations per country

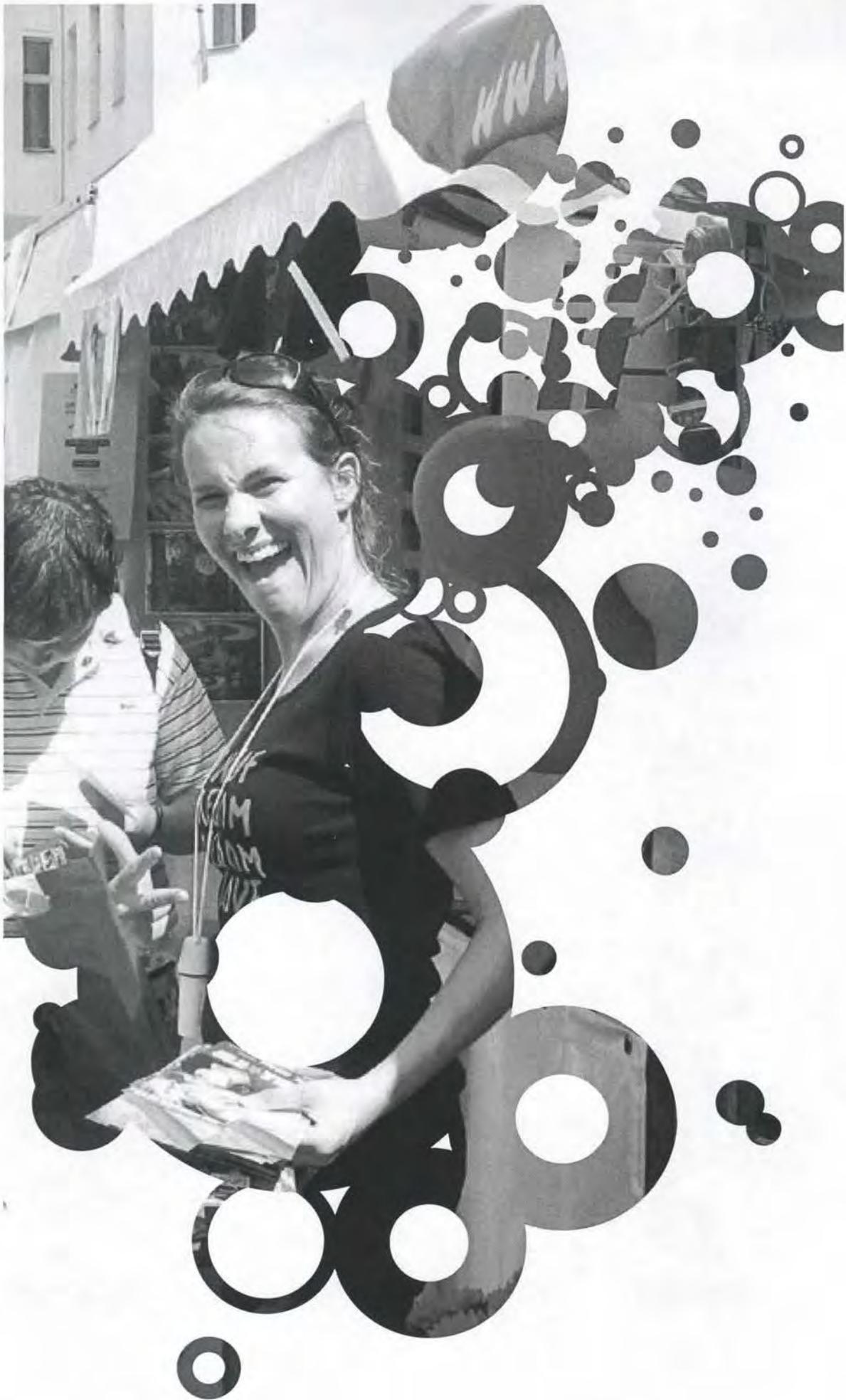
Participants from 92 countries registered for World Outgames 2009.

Denmark	959
Germany	632
USA	631
Canada	499
Netherlands	495
United Kingdom	413
Norway	213
Australia	212
France	180
Switzerland	171
Sweden	151
Belgium	133
Italy	130
Finland	84
Russia	49
Spain	49
Mexico	42
Czech Republic	35
Brazil	28
Ireland	28
Iceland	27
Austria	26
India	18
New Zealand	18
South Africa	18
Hungary	15
Croatia	14
Poland	14
China	13



### Countries with 10 or fewer participants

Latvia, Lebanon, Nigeria & Serbia	10
Bulgaria, Israel & Slovenia	9
Japan & Jordan	8
Estonia, Jamaica, Palestine & Thailand	6
Colombia, Indonesia, Luxembourg, Nepal & Puerto Rico	5
Bolivia, Cuba, Egypt, Kenya, Peru, Taiwan, Uganda & Ukraine	4
Lithuania, Panama, Philippines & Turkey	3
Argentina, Armenia, Chile, Greece, Greenland, Guatemala, Kyrgyzstan, Singapore, Sri Lanka, Syria & Uruguay	2
Algeria, Bosnia-Herzegovina, Botswana, Costa Rica, Dominican Republic, French Polynesia, Georgia, Korea, Malawi, Malaysia, Mongolia, Montserrat, Morocco, Mozambique, Nicaragua, Oman, Qatar, Tunisia, Venezuela, Vietnam, Zambia & Zimbabwe	1



# COMMUNICATION

## ACTIVITIES 2007-2009

Website	www.copenhagen2009.org Static version from 2007 to April 2008. Re-launched with blogs, communities and registration on April 22, 2008.	
	Links from other websites, by July 2009	7,900
Newsletters	Number of e-mail addresses in database by July 2009:	39,000
	At least one newsletter sent out every month from January 2008 to August 2009. Total number of newsletters sent:	1,016,000
International promotion	If staff were not present at events outside Denmark, a representative would promote World Outgames 2009.	
	No. of promotions at international events:	253
National promotion	Promotion at national events, own information meetings and activities	
	No. of national presence:	55
Journalist's visits	International journalists visiting Copenhagen to produce written articles, films and interviews before July 2009:	5 groups 30 journalists
Press conferences	No. of press conferences held before July 2009:	7
Accredited journalists	Journalists in Copenhagen during World Outgames, from 25 July to 2 August 2009:	200 Danish journalists 127 international journalists from 24 countries.
Marketing material	Postcards, fact sheets, brochures and flyers produced before July 2009:	388,600
Printed material	For participants, volunteers, visitors and tourists during World Outgames 2009:	
	World Outgames program (260 pages):	20,000
	Conference program (98 pages):	1,600
	Copenhagen Catalogue (50 pages):	1,600
Printed posters	Volunteer handbook (52 pages):	2,500
	For promotional use and for sale:	
Printed banners	Get your ass to Copenhagen:	600
	World Outgames rainbow:	600
Printed flags	For promotion and decoration:	
	No. of banners:	140
Printed T-shirts	Total size of printed banners:	1,082 m <sup>2</sup>
	For promotion and decoration:	50
Printed T-shirts	World Outgames logo, for promotion:	1,100
	World Outgames rainbow, for promotion and for sale:	6,500
	Volunteers T-shirts:	4,150

**Expenses**

2007-2009	(1,000 Danish Kroner)
Payroll	3,569
Overhead	721
Travel	569
PR and Marketing	5,667
<b>Total</b>	<b>10,527</b>

**Subsidies**

Communication activities subsidised by:  
 The Branding Denmark Foundation by DKK 6,099,319  
 Danish Year of Sport 2009 by DKK 200,000  
 Ministry of Foreign Affairs by DKK 278,839

The cost of communications includes the cost of PR and marketing activities in all departments.

Work time registration for PR and marketing activities was made by all staff.

**Media partners**

Politiken	Denmark	Newspaper
Out and About	Denmark	Magazine & Web
QX	Sweden	Magazine & Web
Blikk	Norway	Magazine & Web
Fridae	Hong Kong	Magazine & Web
Gay Times & Diva	United Kingdom	Magazine & Web
Mix Brasil	Brazil	Magazine & Web
Passport Magazine	USA	Magazine & Web
Pink Triangle Press/Xtra	Canada	Magazine & Web
PLUguide/Pluto	Singapore	Web
Puffta Media/pinkguide.com	Australia and New Zealand	Magazine & Web
Winq Media	Netherlands	Magazine & Web

**International media coverage**

From 2007 to May 2009, more than 200 printed articles covered World Outgames 2009 in international newspapers and magazines. Articles on international websites were not monitored during the period.

During July and August 2009, 383 online articles were published on international websites with a total of more than 165 million potential readers. (Source: Meltwater News/PR Newswire)

Radio stations from Sweden, Norway, Mexico and Australia made reports from World Outgames.

TV stations from Czech Republic, France, USA and Canada made reports and documentaries from World Outgames in Copenhagen.

#### Top 10 international media coverage by country

1.	USA
2.	Sweden
3.	Germany
4.	United Kingdom
5.	Switzerland
6.	Canada
7.	Norway
8.	China
9.	Brazil
10.	Spain

#### Danish media coverage by source

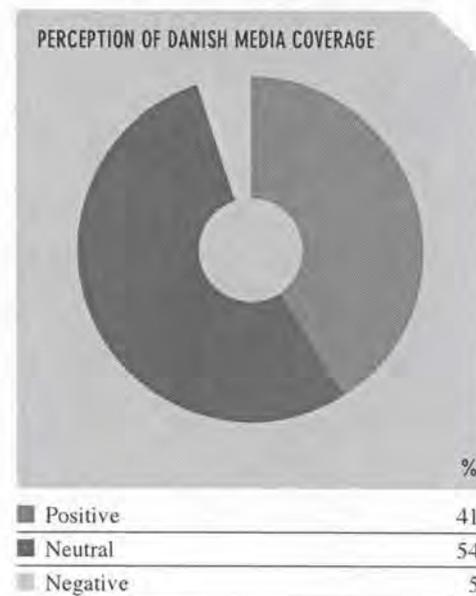
Internet	1,253
Nationwide newspapers	351
Local newspapers	348
Regional newspapers	119
Lifestyle magazines	111
Radio	105
TV	76
News agencies	38
Journals	16
Others	19
<b>Total</b>	<b>2,436</b>

#### Danish media coverage

World Outgames 2009 was from 2007 to August 2009 mentioned 2,436 times in Danish printed and online media, radio and TV. In 2007 and 2008 media coverage was continuous with 353 articles, while coverage in 2009 totalled 1,305 articles, peaking during World Outgames in July and August 2009.

Potential number of readers, listeners and viewers reached more than 384 million people.

The marketing value of the media coverage is estimated to 33.5 million Danish Kroner, calculated from a total of 565,774 column millimetres.





# VOLUNTEERS

Number of volunteers during World Outgames:  
1,800 (1,500 Danish, 300 international)

Estimated hours worked: 63.000

Estimated value of voluntary work: DKK 6.3 m

Progress of volunteer registrations:

December 2008:	800 volunteers
March 2009:	1,200 volunteers
June 2009:	1,600 volunteers
July 2009:	1,800 volunteers

Recruitment of volunteers started at the end of 2007, with the establishment of working groups such as:

**The Salon Group** – a contact group with members drawn from various organizations in the LGBT community in Copenhagen.

**Secretariat Group** – working on administrative tasks, ad hoc jobs and helping with planning and running recruitment, training and volunteer administration.

**Translations Group** – working on translated versions of the website, newsletters and other written communications.

**“Circle of Stars and Celebrities” – Star Moment events**

Well-known politicians, business people and cultural celebrities were encouraged to form a “Circle of Stars” around World Outgames, to send a clear signal to both people in Denmark and the international community that Denmark is a country that values tolerance, cultural diversity and personal freedom.

Many of the stars and celebrities gave their active support for the event, either by acting as door openers, sparring partners in their field or by going on stage at the monthly Star Moment events.

**Campaigns** – worked on either recruiting participants for the event or recruiting volunteers by using the Internet, proactive “headhunting”, information meetings and advertisements.

**Sport** – many of the sports partners for each of the 34 different sports competitions used their own volunteers to organize, run and evaluate the sports competitions in World Outgames.

**Budget and Hosted Housing** – organized low-cost accommodation for participants, OutReach participants and volunteers from abroad.

**Safety, security and emergency** – a group of volunteers with qualifications and expertise relevant for safety, health, food hygiene and first aid were in charge of the risk management, safety and first aid services during the event.

**Body and Soul** – developing free activities for both World Outgames participants and local Copenhageners. Activities based on a spiritual angle, i.e. morning meditation and religious services.

**Logistics** – coordinating transportation of personnel and equipment to, from and between more than 25 venues in Copenhagen and the surrounding area before, during and after the event.

**Opening ceremony** – a group of volunteers organizing activities, entertainment, bars and food stalls at a participants’ area immediately prior to the opening ceremony at the Copenhagen City Hall Square.

**Closing ceremony/Copenhagen Pride** – the task of integrating the finale of World Outgames into the annual Copenhagen Pride. Encouraging participants and volunteers to take part in the “World’s longest exit parade”.

**Documentation** - by using photos, statistics, interviews, portraits and anecdotes to document the work of the volunteers before, during and after the event.

A digital book has been produced with a lot of photos (text only in Danish). It can be purchased at <http://www.blurb.com/bookstore/detail/894771>

#### **Training of volunteers**

Volunteers were supervised by a group of Volunteer Managers.

A mandatory training program for Volunteer Managers included topics like:

- Project management
- Body language
- Conflict management
- First Aid
- Cultural awareness
- Cross-disciplinary collaboration

Other volunteers participated in a three-hour information meeting, introducing the World Outgames values, programs, safety and security procedures and a short course in life-saving first aid.

More specific training was provided to volunteers with special tasks, including a corps of 200 stewards. These stewards all received additional first aid training, information about the city's history and sights, conflict resolution and a thorough explanation of the overall World Outgames program.

#### **Administration of volunteers**

The database was based on FileMaker software, with each volunteer providing personal information, skills and availability before and during World Outgames. Job descriptions from "job providers" in the World Outgames organization and from Volunteer Managers were matched with the profiles of the volunteers, and working schedules were produced for each volunteer.

The FileMaker software also acted as a database for e-mail communication with the volunteers.

The development of the volunteer administration platform was partly sponsored by FileMaker and ZorDesign.

#### **Subsidies**

The volunteer program was subsidised by: Sport Event Denmark.

# OUTREACH

The Outreach program was established in order to ensure representation and participation from Africa, Asia, South America, Middle East and Eastern Europe.

The Outreach project supported 340 people of whom 168 participated in the sports program and 172 participated in the conference on LGBT Human Rights.

## Outreach participants in sports.

Outreach participants in the sports program received a 50% discount on the registration fee and were offered free accommodation in private homes. Participants in the sports program came primarily from Eastern Europe and South America.

Funding of the Outreach program for sports participants came from private donations and fundraising initiatives such as a private charity dinner, parties in Beijing to support Chinese delegates and quiz nights in Copenhagen. Several of the local sports associations collected money, and there were two bingo nights with sponsored prizes.

Total donations and fundraising income for Outreach sports participants: DKK 382,000

## Outreach participants in the LGBT Human Rights Conference.

From a total of 550 applications, 172 participants were selected and supported to participate in the conference and to take part in a capacity building program.

Selection of participants was made by members of the International Advisory Group for the LGBT Human Rights conference and in cooperation with ILGA, Hivos and IGLHRC.

Supported participants came from the following regions:

Africa:	28
Asia:	38
Middle East:	43
South America:	39
East Europe:	24.

(Included in this category are 4 transgender people from USA / West Europe).

150 participants were fully supported and had all costs paid: registration fee, transport to/from Denmark, accommodation, board and insurance. 22 participants were partially supported.

Approximately 100 people were accommodated together at "Camp Outreach" (set up at Copenhagen Sports College in Valby). The rest of the group lived in budget hotels or were hosted privately.

Two capacity building workshops were organized after the conference.

## Accounts:

Funds received for the Outreach participants in the LGBT Human Rights conference have been audited by an independent auditor and approved by the financial supporters.

Financial support was received from:

	Amount 1,000 DKK	Earmarked for participants from
Hivos	1,006	
Danish Ministry of Foreign Affairs	560	Developing countries
Swedish International Development Coop- eration Agency (SIDA)	327	
ILGA Europe	149	Eastern Europe and transgender people
Amnesty International, Denmark	15	Middle East



# SPORT

Through close collaboration with GLISA, EGLSF (European Gay & Lesbian Sports Federation), Pan Idraet (Copenhagen Gay and Lesbian Sports Association), Danish D-Lite (Aarhus Gay and Lesbian Sports Association) and many national federations and local sports clubs, expertise, facilities and logistics were provided to make World Outgames 2009 an open, inclusive, competitive, fair and life-affirming experience for everybody involved in the sports program.

In dialogue with the National Olympic Committee and Sports Federation of Denmark (DIF) and the Danish Gymnastics and Sports Associations (DGI), the sports program of World Outgames 2009 was recognized and relationships built to many mainstream organizations.

31 of the 34 sports disciplines were sanctioned by national and international specialist associations, who approved the use of their rules, regulations and qualified judges and referees.

The secretariat received help and support from the various public cultural and leisure administrations in the cities involved in World Outgames 2009, from Wonderful Copenhagen's Events department, Team Copenhagen, Copenhagen City & Port Development, Amager Strandpark, Sport Event Denmark, Anti Doping Denmark and others.

Only 4 sports disciplines out of 38 planned had to be cancelled prior to the event, due to lack of participants: Canoe & Kayak, Pool – Billiards, Shooting and Rugby.

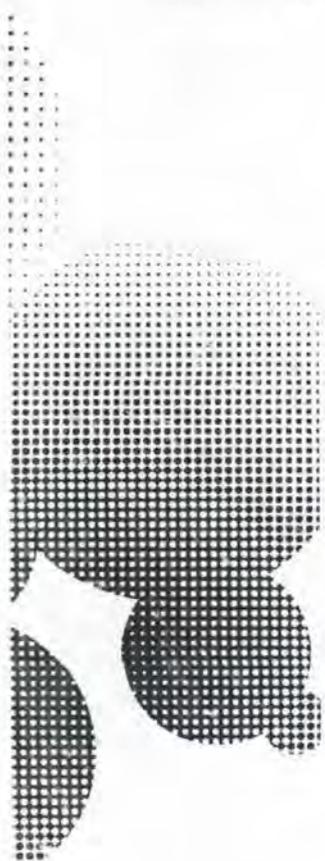
In addition to the established sports program, 48 different workshops were offered to participants, tourists visiting and to local Copenhageners in order to meet people from all over the world, compete against friends and family or just try a new sport.

## Venues:

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Amager Strand, beach and recreational area  
 Ballerup Golf Club  
 Bagsværd Lake  
 Bülowsvejhallen, Basketball  
 Copenhagen Aqua Arena Bellahøj, aquatics  
 DGI Byen, multi-sport facilities  
 Frihedens Idrætscenter, Ice sport facilities  
 Valby Hallen, multi-sport facilities  
 Grøndal Centret, multi-sport facilities  
 Islands Brygge, harbour and recreational area  
 KB Tennis, Peter Bangsvej and Pile Allé  
 Copenhagen Climbing Club  
 Skovlunde og Herlev Golf Club  
 Stenløse Softball  
 Østerbro Stadium

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Aerobics	Men	Women	Duration	Partner
	24	4	1 day	FISAF Denmark
Competition categories:	Aerobic teams			
	Step teams			

Aquatics				
Diving	Men	Women	Duration	Partners
	11	1	2 days	Copenhagen Mermates Danish Swimming Federation International Gay and Lesbian Aquatics, IGLA
Competition categories:	1 m springboard		3 m springboard	
	5 years age division			

Swimming	Men	Women	Duration	Partners
	502	106	5 days	Copenhagen Mermates Danish Swimming Federation International Gay and Lesbian Aquatics, IGLA
Competition categories:	50 m Backstroke, Men		100 m Butterfly, Women	4 x 100 m Freestyle, Men
	100 m Backstroke, Men		200 m Butterfly, Women	4 x 200 m Freestyle, Men
	200 m Backstroke, Men		50 m Freestyle, Men	4 x 50 m Freestyle, Mixed
	50 m Backstroke, Women		100 m Freestyle, Men	4 x 100 m Freestyle, Mixed
	100 m Backstroke, Women		200 m Freestyle, Men	4 x 200 m Freestyle, Mixed
	200 m Backstroke, Women		400 m Freestyle, Men	4 x 50 m Freestyle, Women
	50 m Breaststroke, Men		800 m Freestyle, Men	200 m Medley, Men
	100 m Breaststroke, Men		1500 m Freestyle, Men	400 m Medley, Men
	200 m Breaststroke, Men		1500 m Freestyle, Transfemale	200 m Medley, Women
	50 m Breaststroke, Women		50 m Freestyle, Women	400 m Medley, Women
	100 m Breaststroke, Women		100 m Freestyle, Women	4 x 50 m Medley, Men
	200 m Breaststroke, Women		200 m Freestyle, Women	4 x 100 m Medley, Men
	50 m Butterfly, Men		400 m Freestyle, Women	4 x 50 m Medley, Mixed
	100 m Butterfly, Men		800 m Freestyle, Women	4 x 100 m Medley, Mixed
	200 m Butterfly, Men		1500 m Freestyle, Women	4 x 50 m Medley, Women
	50 m Butterfly, Women		4 x 50 m Freestyle, Men	
	5 years age division			

Synchronized swimming	Men	Women	Duration	Partners
	35	19	3 days	Copenhagen Mermates Danish Swimming Federation International Gay and Lesbian Aquatics, IGLA
Competition categories:	Duet, Solo, Trio, Teams			
	5 years age division.			

Water polo	Men	Women	Duration	Partners
8 teams 20 matches	84	14	4 days	Copenhagen Mermates Danish Swimming Federation International Gay and Lesbian Aquatics, IGLA
Competition categories:	Level division: Recreational and elite			

Badminton	Men	Women	Duration	Partner
	178	59	5 days	Pan Idraet
Competition categories:	Singles, Men		Doubles, Men	
	Singles, Women		Doubles, Women	
			Doubles, Mixed	
	Level division from A – D, where A is very experienced players and D are new players.			

Basketball	Men	Women	Duration:	Partner:
	33	50	4 days	Falcon Basket
Competition categories:	Men Women			
Beach Volleyball	Men	Women	Duration:	Partner:
	102	18	1 day	Amager Volleyball Klub
Competition categories:	2 vs. 2, Men	2 vs. 2, Women	4 vs. 4, Men	
Bowling	Men	Women	Duration:	Partner:
	56	7		Toby Pineau, Tournament Director
Competition categories:	Men's singles Men's doubles Mixed doubles		Teams Women's singles	
	Level division in social and league.			
Bridge	Men	Women	Duration:	Partner:
	39	12	3 days	Danish Bridge Federation
Competition categories:	Men's singles Men's Doubles Mixed Doubles		Teams Women's singles	
	Level division in A-B depending on experience and ability.			
Climbing	Men	Women	Duration:	Partner:
	19	0	1 day	Copenhagen Climbing Club
Country & Western Dance	Men	Women	Duration:	Partner:
	24	23	2 days	Pan Outliners
Competition categories:	Couples Line dance Team Dance, Women			
	Level divisions: Novice, Beginner, Intermediate, Advanced			
Curling	Men	Women	Duration:	Partner:
	8 teams	35	2 days	Danish Curling Federation
Cycling	Men	Women	Duration:	Partner:
	40	15		Amager Cykle Ring.
Competition categories:	Road race 60 km, Men + 42 years Road race 70 km, Women Road race 80 km, Men - 42 years 20 km time trial			
Dancing	Men	Women	Duration:	Partners:
	135	194	5 days	Pan Dance ESSDA
Competition categories:	Combined Standard & Latin, Women Combined Standard & Latin, Men Latin, Men - Adult Latin, Men - Senior Latin, Mixed Latin, Women - Adult Latin, Women - Senior Show Dance, Couples Standard, Men - Adult Standard, Men - Senior Standard, Mixed Standard, Women - Adult Standard, Women - Senior		Level division: E class: Beginner level dancers D class: Lower level dancers C class: Mid-level dancers B class: Upper level dancers A class: Top level dancers	

Field Hockey	Men	Women	Duration:	Partner:
	62	28	5 days	Roald Stolk, Tournament Director Copenhagen Field Hockey Club
Competition categories:	Men Women			
Figure Skating	Men	Women	Duration:	Partner:
	15	4	2 days	Hvidovre Skating Club
Competition categories:	Ice Dance Solo Ice Dance Couple, Men Ice Dance, Mixed		Solo Artistic Solo Creative Spotlight Solo Spotlight	
	Division in age groups and skill levels.			
Floorball	Men	Women	Duration:	Partner:
	7 mixed teams	27	49	3 days Hafnia Floorball Klub
Golf	Men	Women	Duration:	Partner:
	30	35	2 days	Pan Golf
Competition categories:	Men Women Level division A-C according to handicap			
Handball	Men	Women	Duration:	Partner:
	114	38		Pan Idraet Handball
Competition categories:	Men Women Level division: Recreational and competitive.			
Ice Hockey	Men	Women	Duration:	Partners:
		66	3 days	Hvidovre Ice Hockey Club Danish Ice Hockey Federation
Martial Arts	Men	Women	Duration:	Partner:
	16	4	2 days	Ken Craig, Tournament Director
Competition categories:	Creative Forms Freestyle		Self Defense Traditional Forms	
	Division in age groups and levels.			
Roller Racing	Men	Women	Duration:	Partner:
	19	9	1 day	Vesterbro Roller Skating Club
Competition categories:	20 km, Men 20 km, Women		40 km, Men 40 km, Women	
	Age division in 10 year intervals.			
Rowing	Men	Women	Duration:	Partners:
	127	31	3 days	Pan Idraet Danske Studenters Roklub
Competition categories:	Single Sculls Double Sculls Pairs Quadruple Sculls		Coxless Fours Coxed Fours Eights	
	Divisions in Men, Women, mixed Distances: 1000 m + 6000 m (Danish coastal inrigger boats, coxed pairs and coxed fours)			

Running	Men	Duration:	Women	Partner:
	399	131	1 day	Danish Athletics Federation
Competition categories:	5 km, Men	½ Marathon, Men		
	5 km, Women	½ Marathon, Women		
	10 km, Men	Marathon, Men		
	10 km, Women	Marathon, Women		
	Division in age groups, 5 years interval			
Soccer - Football	Men	Women	Duration:	Partner:
	155	136	4 days	Pan Idraet Football
Competition categories:	Men: 11-aside Women: 7-aside			
Softball	Men	Women	Duration:	Partners:
	33	93	3 days	Bulls Softball Club Danish Baseball Softball Federation
Competition categories:	Women's division: Soft pitch and slow pitch Open division (Men, Mixed, Women)			
Squash	Men	Women	Duration:	Partners:
	45	11	5 days	Graham Rhind, Tournament Director Danish Squash Federation
Competition categories:	Mixed Women Division in A-D skill levels.			
Table Tennis	Men	Women	Duration:	Partners:
	20	16	3 days	Copenhagen Table Tennis Club, Brønshøj Table Tennis Club
Competition categories:	Singles, Men Singles, Women Doubles, Men Doubles, Mixed		Doubles, Women Teams, Open Teams, Women	
	Level division: Championship, Recreational, Veteran			
Tennis	Men	Women	Duration:	Partners:
	165	69	6 days	Pan Tennis KB Tennis GLTA
Competition categories:	Single, Men Single, Women		Double, Men Double, Women Double, Mixed	
	Level A-D division		Matches were played on 22 tennis courts in 2 different venues.	

Track and Field	Men	Women	Duration:	Partners:
	209	33	3 days	Danish Athletics Federation
Competition categories:	100 m, Men 100 m, Women 200 m, Men 200 m, Women 400 m, Men 400 m, Women 800 m, Men 800 m, Women 1500 m, Men 1500 m, Women 5000 m, Men 5000 m, Women 10000 m, Men 10000 m, Women 4 x 100 m Relay, Men 4 x 100 m Relay, Women 4 x 200 m Relay, Men 4 x 200 m Relay, Women 4 x 400 m Relay, Men 4 x 400 m Relay, Women		100 m hurdles, Men 110 m hurdles, Men 300 m hurdles, Women 400 m hurdles, Men 3000 m Steeplechase, men 5000 m walk, Men 5000 m walk, Women Decathlon, Men Discus, Men Discus, Women Hammer, men High Jump, Men Javelin, Men Javelin, Women Long Jump, Men Long Jump, Women Pole Vault, Men Shot Put, Men Shot Put, Women Triple Jump, Men	
	Division in age groups, 5 years interval.			

Triathlon	Men	Women	Duration:	Partner:
	129	53	1 day	Danish Triathlon Federation
Competition categories:	1/10 Ironman (Men, Women) Olympic distance (Men, Women) Teams (Men, Women, Mixed)			
	Division in age groups, 5 years interval and level division: Competitive, Recreational			

Volleyball	Men	Women	Duration:	Partner:
	387	90	5 days	Pan Idraet Volley
Competition categories:	Men – 50 teams Women – 13 teams			
	Level division: Upper, Lower			

Wrestling	Men	Women	Duration:	Partner:
	9		1 day	Danish Wrestling Federation
Competition categories:	Division in weight classes: 62 kg, 74 kg, 84 kg only			



Number of Medals				
Country	Gold	Silver	Bronze	Total
USA	243	151	119	513
Germany	130	98	73	301
Netherlands	110	66	69	245
Denmark	89	64	55	208
Canada	52	56	43	151
United Kingdom	70	47	29	146
Australia	50	46	23	119
France	37	28	29	94
Switzerland	36	29	25	90
Norway	25	16	14	55
Belgium	21	12	16	49
Italy	10	18	17	45
Sweden	17	9	10	36
Spain	10	14	3	27
Finland	7	11	4	22
Czech Republic	8	8	3	19
Ireland	9	4	3	16
New Zealand	5	7	4	16
Mexico	8	1	3	12
Iceland	5	2	3	10
Russia	5	2	2	9
Austria	5	2	2	9
Jamaica	3	1	1	5
Puerto Rico	1	3	1	5
Poland	1	1	2	4
Thailand	2	1	1	4
Bulgaria	1	1	2	4
Slovenia		1	2	3
India	1	1	1	3
Indonesia	2			2
Hungary		1	1	2
China		2		2
Greece		1	1	2
Panama			1	1
Latvia			1	1
Brazil	1			1
Luxembourg		1		1
Montserrat		1		1
Total	964	706	563	2,233



### Doping control

During World Outgames 2009 doping control was carried out by Anti Doping Denmark in accordance with the World Anti-Doping Code.

Controls were performed at 3 venues, testing 16 people in total.

All test results came back negative. The participants tested have been informed individually.

Workshops	
Workshop	No. of participants
Run for Love	1,500
Beach Handball	60
Ultimate Frisbee	30
Beach Volley	60
Tai Chi	150
Fencing	200
Flag Football	40
Tennis	60
Good Morning Body	20
Climbing	200
Wrestling	30
Synchronized swimming	38
Synchronized show	24
Qi Gong	20
Massage	50
Bowling	40
Cross-fit, fitness	100
Sweat for all, fitness	40
Dance for all, fitness	50
Indoor cycling, fitness	20
Martial arts	30
Dancing	45
Street basket	20
Shooting	65
Parkour	30
Aerobic masterclass	100
Step masterclass	100
Yoga	120
Anti-discrimination in sport	8
Foot tennis	10
Street soccer	15
Line Dance	200
Handball, show match	35
Foot bag	18
Total number of participants	3,528



# CULTURE

An international cultural program was staged during World Outgames 2009 as an appropriate, entertaining and unique framework for the meeting between the participants, the people of Copenhagen and visiting tourists.

The Cultural Program consisted of:

- The opening and closing events
- OutCities 2009
- Women's Space
- Out in Leather Festival
- Out Choir Festival
- Queer Tango Festival
- Exhibitions, films and art on stage
- Body and Soul
- Parties

## Opening Ceremony

The opening ceremony took place at Copenhagen City Hall Square in the evening of 25 July 2009. From early afternoon, a designated participant area with food stalls, bars and stage entertainment was open for the participants to gather and get organized for the opening parade of nations at the actual ceremony.

As the opening act of the ceremony, 90 countries were represented in the parade of nations on the catwalk built across the City Hall Square.

The opening show was designed as a cinematic story in several acts, with each act illustrating different aspects of the LGBT life and living conditions. The show included fire and air artistry from some of the best artists in Denmark.

At the end of the opening ceremony, the official World Outgames song 'Love of Freedom' was performed by the Danish music icon Annisette, who also wrote the song.

All participants and officials were invited for the Grand Opening Party at the venue Halvandet

after the ceremony. As Halvandet is situated at a remote harbor location, transport was organized with buses and boats to the party and back to the city.

## OutCities 2009

As a cultural celebration of diversity, World Outgames 2009 took over the streets of Copenhagen city center during the nine days of the event.

The cities of Melbourne, Tel Aviv, Mexico City, Rio de Janeiro, Antwerp and Aarhus each presented a cultural program with a number of their best local artists under the themes of gender, identity and cultural diversity.

Stages, exhibitions and bars placed on squares in Copenhagen city center formed the OutCities Route, gave everyone in town during World Outgames a unique experience of global arts and queer culture.

- Frue Plads (north side): Antwerp
- Frue Plads (south side): Melbourne
- Nytorv: Mexico City and Rio de Janeiro
- Soren Kierkegaards Plads: Aarhus
- Islands Brygge Harbor Park: Tel Aviv

With the "queerification" of the street furniture and monuments along the OutCities Route, there was no doubt that you were entering the World Outgames zone. The facade of the cathedral was decorated in rainbow colors. Benches, trash cans and pissoirs along the route were decorated, and a large number of special World Outgames pillars were placed to mark the way along the route. Langebro, the main bridge across the harbor, was decorated with World Outgames 2009 banners and flags.

The OutCities project costs of DKK 4.7m covered project management, technical support, consultancy, square tents and facilities, artists' accommodation and board and security.

The OutCities project was supported by the Turborg Foundation, the City of Copenhagen, Scandinavian Airlines and Wonderful Copenhagen.

#### **Women's Space and Pride Square**

Placed on the OutCities Route at Frederiksholms Canal, Women's Space offered a rich week-long cultural program in its lounge bar and café with both indoor and outdoor facilities.

The Women's Space program included morning yoga and Tai Chi, walking tours, photography studies, "Cocktails with Content" every day from 5.30pm to 7pm with drag kings, queer cabaret, singer-songwriters, speed-friending, international electronic music – all followed by one of Copenhagen's best DJs to give a festive start to each evening.

Coordinated with the organization behind the annual Copenhagen Pride, this year's Pride Square was placed on World Outgames OutCities Route at Frederiksholms Canal. Sales and information booths, bars, sports competitions and live entertainment on the stage, made the square a natural meeting point for World Outgames participants, visitors, volunteers and all our friends.

#### **Out in Leather Festival.**

Organized by World Outgames in collaboration with Scandinavia's largest leather club, SLM Copenhagen, and sponsored by Mr. B, three *theme parties for leather, fetish and BDSM devotees* were held. The Leather festival program included a BBQ at the beach, theme parties, participation in the Copenhagen Pride Parade and free access to the SLM Copenhagen club.

#### **Out Choir Festival.**

118 participants took part in the 6 days choir festival program. Besides the choir competition, workshops in musical, pop/jazz, gospel/world

music prepared the participants for the Gala Choir concert which was open to the public. The festival choirs also performed open-air concerts on the OutCities stages during the week.

The Out Choir Festival had costs of DKK 161,600 covering rent of facilities, salaries to conductors, social activities and music license fees.

The Out Choir Festival was supported by the Sønning Foundation.

#### **Queer Tango Festival**

The six-day Queer Tango Festival was organized in collaboration with Tango del Norte and was held in Vanløse Culture House. 106 participants took part in the activities which included workshops and seminars with internationally-known queer tango teachers from Denmark, Sweden, Germany and Argentina. The daily milongas, of which some were open to the public, were accompanied by professional tango orchestras.

#### **Exhibitions**

*As I Am – LGBT in Copenhagen. Copenhagen City Museum*

The story of the city's interaction with its LGBT community was told by addressing notions and assumptions, thoughts and confessions. LGBT people from the city and the country, other cities and other countries told about their life in Copenhagen, about the prejudices, the breakthroughs and the first and last time.

It was the history of Copenhagen's homosexuals, bisexuals and trans people telling of a journey from secretive nightly meetings on the city ramparts to sequined Pride parades on the City Hall Square. The story of capital punishment and AIDS campaigns, invisible spinsters and proud rainbow mums, covert companionship and the world's first same-sex legal unions.



*Lost and Found: Queering the Archive.* Nikolaj, Copenhagen Contemporary Art Center

An international exhibition of queer art by 13 contemporary artists focussing on memory and history in relationship to gender and sexuality.

*WHO'S NEXT? Galleri Signe Vad*

A photographic installation by Charlotte Haslund-Christensen.

Mugshots of 40 homosexuals, photographed in the cellar prison of Copenhagen's main police station, as if they were criminals.

Inspired by the human rights focus of World Outgames 2009, Charlotte Haslund-Christensen has chosen to comment on the fact that 79 countries in the world still criminalize homosexuality – and that homosexuality was not removed from the official Danish register of psychological diagnoses until 1980.

*ArtCruising*

14 exhibitions and events around the city, focusing on high quality art with LGBT and queer themes.

Thank you to the following galleries and venues for taking part in the ArtCruising project:

V1 Galley, Butchers Lab, ArtRebels, Hans Alf, Jolene, DASK Gallery, Warehouse 9, WAS, Rumkammeret, Fotografisk Center, FEDT Gallery, We Love People, Institute for Contemporary Art, Kunsthall Charlottenborg.

*Out of the Closet. Copenhagen Central Library.*

In collaboration with the Danish National Association of Gays & Lesbians, the Copenhagen Central Library presented exhibitions, performances, happenings, concerts and films relating to the topics gender, identity and sexuality.

*Love is a Human Right- not a Crime. DGI-Byen.*

An Amnesty International exhibition on the criminalization and discrimination of lesbian, gay, bisexual and transgender people.

## Films

In collaboration with Copenhagen Gay and Lesbian Film Festival we proudly presented a sample of the best Danish and Scandinavian LGBT films in the cinema during World Outgames.

Furthermore three LGBT films were shown for free in the open-air cinema in H.C. Ørstedsparken – one of Copenhagen's most beautiful parks.

*Films shown:*

Show Me Love (1989). Original title: Fucking Amal

A Soap (2006). Original title: En Soap

Awakening (2009). Original title: En Forelskelse

Bikini (2004). Original title: Bikini

Wrestling (2007). Original title: Brædrabylta

Family Reunion (2006). Original title: Gódir Gestir

The Man Who Loved Yngve (2008). Original title: Mannen som elsket Yngve

Fire (1996). Original title: Fire

Milk (1996). Original title: Milk

## Art on Stage

*Battlefield # 2 and 3. Teater Rio Rose at Musikteater Plex*

In BATTLEFIELD # 1, which was nominated for the prestigious Danish Reumert Award in 2008, we were invited to observe a heterosexual couple's everyday life. In BATTLEFIELD # 2 we meet two women, and in # 3 the same performance featuring two men. In these versions, the prejudices felt by many heterosexual couples towards same sex couples, are reneged. We experience the intimacy, conflicts and comical situations we all recognize as simply human – no matter what the couple's constellation might be.

*Brindabella. Balletlab at Dansescenen.*

The four Australian dancers gradually stripped away their social dress, even their gender, until they were four possessed, erotic bodies, personifying the anarchies, clumsiness and beauty of raw sexual desire.

*The Clooney Brothers. Baadteatret.*

A dragking boyband consisting of six very different and highly talented blokes. They all met at a PC/CV course at the local job centre - and instantly discovered each other's obvious and overwhelming potential - and sophisticated looks. They decided to create a boy band - a platform for the rest of the world to be able to enjoy their manly virtues.

*La Traviata*

In collaboration with Copenhagen Opera Festival Verdi's deeply moving opera *La Traviata* (1853) was performed by 6 singers from The Royal Danish Opera at the OutCities stage on Nytorv.

**Body and Soul**

Adding a spiritual dimension to World Outgames, the Body and Soul program offered quiet oases with time to reflect, and the opportunity to relax and meditate with others.

The body was cared for with Morning Meditation, Tai Chi and Qi Gong workshops, while the soul was taken care of with church activities ran by a group of homosexual priests in collaboration with the Night Church in the cathedral (Vor Frue Kirke) and Helligaands (Holy Spirit) Church. Church activities included Night Church, Meditation for those living with HIV and AIDS, Musical church services, Church blessing for homosexual couples, Open Air Service and finally a Church Service to mark the closing of World Outgames.

**Parties**

The wide-ranging party program included 18 large parties - from women's parties and men's parties to mixed parties, sports, dance and erotic parties - which all contributed to getting Copenhagen's nightlife moving from Friday 24 July to Sunday 2 August.

World Outgames only organized the opening party and the farewell brunch, whereas all the other parties were professionally run by the city's experienced party organizers.

*World Outgames party program:*

24 Jul	White Party
24 Jul	DANSK GOES GAY
25 Jul	World Outgames Grand Opening Party
27 Jul	Hawaiian Party
27 Jul	Sailor Splash Party
29 Jul	Fairy Ferry
30 Jul	80'ies & 90'ies Party
30 Jul	LEWD - Leather & Fetish Dance Party
30 Jul	Party Against Hate Crime
31 Jul	Wild Women Do
31 Jul	SKIN - The Pussy Edition
31 Jul	SKIN - The Cock Edition
1 Aug	Vela's Female Party
1 Aug	Club W Women's Pride Party
1 Aug	Mirage
1 Aug	Rocco vs. GMF Berlin
1 Aug	RAW
2 Aug	World Outgames Farewell Brunch

Tickets to the parties were sold in advance through Place2book.

**Closing ceremony - Copenhagen Pride 2009**

As a part of the annual Copenhagen Pride, approximately 2.000 World Outgames participants and visitors joined the Pride Parade on a 5 km long route through the streets of Frederiksberg and Copenhagen. The parade finished at the Copenhagen City Hall Square where nearby 40,000 people celebrated the success of the World Outgames week with the Official World Outgames Closing Ceremony and the Copenhagen Pride Show.



International Conference on  
**HUMAN RIGHTS**  
from July 27-29 2009

world justice

# LGBT HUMAN RIGHTS CONFERENCE

Diversity, acceptance, and the freedom to just be oneself.

The World Outgames 2009 Human Rights Conference highlighted the right of every LGBT-person in every country to participate fully, equally, and openly in every part of life.

728 delegates from 77 countries participated in the 3-day conference from July 27 to 29, held at the Danish Broadcasting Corporation's Concert Hall and the IT University.

The conference program included a wide range of leading international keynote speakers.

## Key Note Speakers

Thomas Hammarberg (Sweden)	Commissioner for Human Rights, Council of Europe
Belinda Pyke (UK/Belgium)	Director for Equality between Men and Women, Action against Discrimination, Civil Society in the European Commission.
John Amaechi (UK)	Retired NBA player and Amnesty International Ambassador
Parvez Sharma (India)	Muslim gay filmmaker
Michelle Douglas (Canada)	Human rights activist
Cleve Jones (USA)	LGBT human rights activist portrayed in the motion picture Milk
Georgina Beyer (New Zealand)	The first transsexual in the world to be elected Mayor and Member of Parliament
Pascal Lépine (Canada)	Secretary General of the International Gay and Lesbian Chamber of Commerce.
Kemone Brown (Jamaica)	Research coordinator, Women for Women group in Jamaica.
Morten Kjærum (Denmark)	Director of the EU Agency for Fundamental Rights
Fikile Vilakazi (South Africa)	Director of the Coalition of Africans Lesbians (CAL)
Axel Axlil (Denmark)	The first man in the world to enter a domestic partnership for same-sex couples
Virginia Apuzzo (USA)	Feminist, politician and activist
Vitit Muntarbhorn (Thailand)	UN Special Rapporteur and co-chair of The Yogyakarta Principles
Amaranta Gómez Regalado (Mexico)	Mexican indigenous trans
Sunil Babu Pant (Nepal)	Director of the Blue Diamond Society and the first openly gay member of Nepal's Parliament.
Rasha Moumneh (Lebanon/USA)	Researcher on the Middle East and North Africa at Human Rights Watch
Lawrence M. Mute (Kenya)	Commissioner with the Kenya National Commission on Human Rights
Suk Hong (Korea)	Television actor and comedian
Bin Xu (China)	Director of Common Language
Marcela Sánchez Buitrago (Colombia)	Social worker and LGBT activist



The conference program also included six workshop sessions with 110 workshops and speakers from over 70 countries. The workshops dealt with aspects of the nine overarching conference themes:

- Human Rights and Politics
- Out for Business
- Workers Out!
- Culture and Media
- Health
- Education
- Sport
- Family and Relationships
- Sexuality, Pleasure and Body Politics

The 110 workshops were selected by members of the International Advisory Group (IAG) from 350 proposals submitted to an online database on the World Outgames website. Proposals for workshops were received by 1 October 2008.

The program also left time for informal meetings, networking, sharing resources and experiences.

Plenary sessions and selected workshops were interpreted in French, Spanish and English by seven professional interpreters from the EU and the UN on a voluntary basis.

Participants in the LGBT Human Rights Conference attended the Conference Closing Party, Fairy Ferry, on July 29th 2009.

#### **Copenhagen Catalogue of Good Practices**

The official document of the conference, Copenhagen Catalogue of Good Practices, was promoted and celebrated at the final session at the conference. The collation of 24 examples of initiatives and projects focussing on LGBT human rights at a local, national and regional/international level was facilitated and produced by the Danish Institute for Human Rights.

Download the Copenhagen Catalogue of Good Practices:

[http://menneskeret.dk/files/pdf/worldoutgames\\_humanrights\\_folder\\_finalpdf%20\(2\).pdf](http://menneskeret.dk/files/pdf/worldoutgames_humanrights_folder_finalpdf%20(2).pdf)

#### **Conference organisation**

The World Outgames 2009 Copenhagen secretariat

Svend Robinson (Canada), Conference Co-President

Rebeca Sevilla (Peru), Conference Co-President  
The International Advisory Group og Local Advisory Group

**The International Advisory Group (IAG):**

	Country	Organization
<b>NORTH AMERICA</b>		
Svend Robinson	Canada/France	Public Services International
Paula Eittlebrick	United States	Former Executive Director of the International Gay and Lesbian Human Rights Commission
Scott Long	United States	Human Rights Watch – International
Julia Appelgate	Canada	Gay Lesbian International Sport Association (GLISA)
<b>EUROPE</b>		
Steffen Jensen	Denmark	Chair of the International Branch of The Danish National Association for Gays and Lesbians
Linda Freimaine	Latvia /Sweden	President of Mozaika and board member of ILGA Europe
Claudia Woody	Finland	IBM - Managing Director
Tatjana Eggeling	Germany	Cultural anthropologist
<b>LATIN AMERICA</b>		
Rebeca Sevilla	Peru/Belgium	Education International
Virgilio Barco	Columbia	Founder and president of Columbia Diversa
Gloria Careaga	Mexico	Secretary General for the International Lesbian and Gay Association (ILGA) and social psychologist
<b>ASIA PACIFIC</b>		
John Fisher	New Zealand	Co-director and co-founder of ARC International
Rosanna Flamer-Caldera	Sri Lanka	Former co-secretary General for the International Lesbian and Gay Association (ILGA)
Wan Yanhai	China	Founder of the AIZHI Action Project and director of Beijing AIZHIXING Institute of Health Education
Maya Sharma	India	Feminist, activist and writer, PARMA
<b>AFRICA</b>		
Joel Nana	Cameroon	Alternative Cameroon- IGLHRC Coordinator
Juliet Victor Mukasa	Uganda/South Africa	SMUG (Sexual Minorities Uganda)

The IAG met twice during the preparations from 2007 - 2009. The IAG tasks included the overall setup of the conference, selection of themes, key note speakers, OutReach guidelines, program for the conference and marketing of the conference.

**Local Advisory Group:**

Steffen Jensen	Chair of the International Branch of The Danish National Association for Gays and Lesbians
Inge-Lise Paulsen	The Danish National Association for Gays and Lesbians
Kim Jensen	The Danish National Association for Gays and Lesbians
Martin Christensen	The Danish National Association for Gays and Lesbians
Jørgen Weis	Copenhagen Gay and Lesbian Chamber of Commerce
Kassem Ibrahim	Sabaah
Søren Viltoft Baatrup	STOP AIDS Denmark
Tina Aabo	Lesbisk med forsinkelse
Søren Laursen	Danish Institute for Human Rights
Tina Vyum	Trans representative

The purpose of setting up the Local Advisory Group was to ensure that national Danish LGBT political wishes and initiatives had a platform at the conference.

**Sponsors and supporters**

Financial support for the World Outgames 2009 Human Rights Conference was received from HIVOS, Ministry of Foreign Affairs of Denmark, IBM, ILGA Europe, Amnesty International, LO, FOA, HK Danmark, FTF, 3F

# SURVEYS

## Economic impact and touristic profile of World Outgames 2009

- The event gave Denmark and Copenhagen DKK 78 million (ca. EUR 10m, USD 15m) in additional tourism spending – of which restaurants and accommodation accounted for more than half.
- International visitors represented over 90% of the economic impact, making World Outgames a truly international event.
- The event attracted high spenders from the international LGBT community, with average daily expenditures of approximately DKK 1,200 and total budgets of DKK 9,800. Most of the money was used on accommodation (33%), whereas restaurants (26%), retail (9%), nightlife (7%) and shopping (7%) also accounted for a large share of the overall turnover.
- Visitors had a very lengthy stay of 7 – 8 days, which resulted in approximately 66,000 bednights, of which 33,000 bednights were in hotels.
- The LGBT segment is characterized as being frequent travellers very interested in city-breaks. But also other types of holidays such as active/theme holidays and round trips are among their top priorities.
- ‘Double income no kids’ clearly defines this segment. Household income lies in the high end and the majority live as couples without children.
- Both Copenhagen as a city and the World Outgames organization succeeded in being excellent hosts. There were very high satisfaction levels among participants with the city and the event. More than 90% found the welcome they received in the city to be attractive or very attractive. Equally, 88% of the participants said they found Copenhagen to be an open and tolerant city.
- Copenhagen was an important ‘Reason To Go’ for more than half of all of participants and spectators.

The survey was carried out by The Danish National Centre for Research (SFI) on behalf of Wonderful Copenhagen and VisitDenmark. The survey was conducted among a representative sample of active and passive participants in the World Outgames. Altogether, 608 people were interviewed face to face regarding their spending, satisfaction levels, length of stay etc.

### **Public opinion poll**

- More than 200,000 Copenhageners and tourists participated in the many free events during WO (primarily in connection with the opening and closing ceremonies and the OutCities cultural program, but also in the Run for Love and the many free sports workshops).
- 90% of Copenhageners knew about Outgames
- Between 6 – 15 % indicated that they would actively participate in WO.
- Among those who indicated that they would participate, the cultural events were most popular with 48% followed by Pride with 29% and sports with 25%.
- 58% had a positive attitude towards WO, 31% had a neutral attitude and 9% were negative or very negative about WO.
- 90% agreed/totally agreed that “it is important for Copenhagen to profile itself internationally by attracting and holding large cultural events.”

The survey was conducted by Capacent Research for Wonderful Copenhagen and VisitDenmark. More than 1,000 local residents were asked about their knowledge and attitudes to the World Outgames event being held in Copenhagen.

SEE YOU AT THE

2011 NORTH AMERICA CONTINENTAL  
OUTGAMES IN VANCOUVER, CANADA

2011 ASIA PACIFIC OUTGAMES  
IN WELLINGTON, NEW ZEALAND

2013 WORLD OUTGAMES  
IN ANTWERP, BELGIUM

ANTWERP 2013  
**3<sup>rd</sup> worldOutgames**  
3-11 August



love  
united

[WWW.WOGA2013.ORG](http://WWW.WOGA2013.ORG)

AND FINALLY...

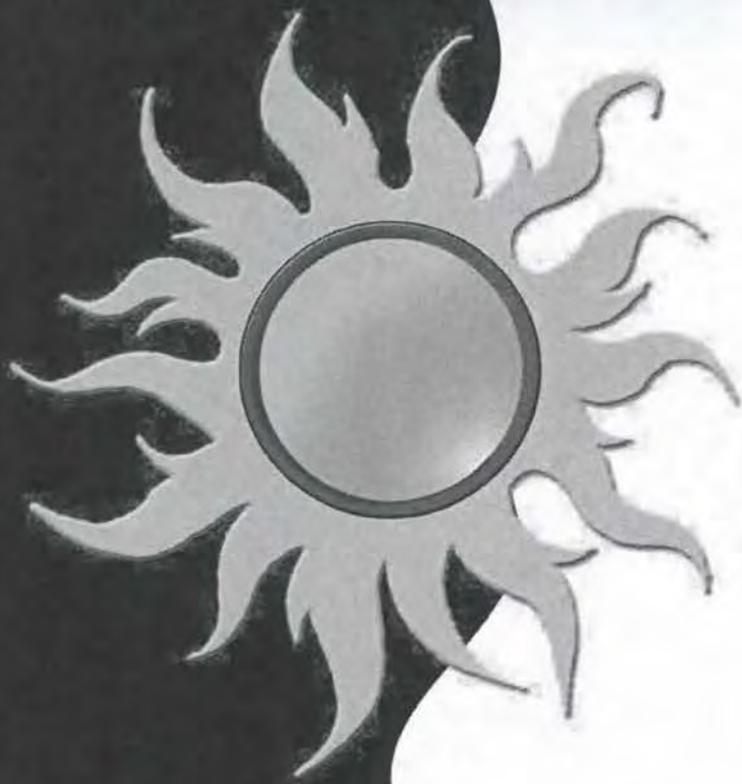
IN MARCH 2010, READERS OF DANISH  
NEWSPAPER POLITIKEN VOTED WORLD  
OUTGAMES "EVENT OF THE YEAR 2009".

– THIS IS A FANTASTIC HONOR, WHICH  
MUST BE SHARED WITH EVERYONE WHO  
WAS INVOLVED WITH OR TOOK PART IN  
WORLD OUTGAMES 2009.

– UFFE ELBÆK, CEO OF WORLD OUTGAMES 2009

**POLITIKEN**  
den levende avis





World Outgames  
Miami Beach  
2017

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# The Introduction

## *A Sun-Kissed Hello!!*

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Miami Beach and Miami exemplify the true spirit and true culture of world- renowned South Florida. From the sexy sands of South Beach to the exotic wildlife of Zoo Miami to the natural beauty of the Florida Everglades, South Florida overflows with the energy of constant activity~ literally 24/7. It is this flair and this vigor that continue to put our community on the map as the number one spot in the world for sports and entertainment event.

Our Sun- Kissed Paradise is America's playground and will be the perfect backdrop for the World Outgames 2017. Our experience is unmatched and our sizzle is in a class all its own. In the following proposal, we will outline the details of our bid to host the World Outgames 2017. It is a clear and dynamic response to the RFP.

In the proposal we will guide you through the key elements of our bid. Miami Beach and Miami are on the cutting edge of trends and fashion, and we will continue to add these elements of interest to our community and to our World to enhance the experience for the Human Rights Conference attendee, the athlete, the artist, and the spectator.

Life is great in Miami Beach and Miami and we look forward to sharing our lifestyle, our cities and our spirit with the World!

**All the Best from Our Sun- Kissed Paradise,**

*Bruce Townsend*

Bruce Townsend  
*President, Miami Beach- Miami LGBT Sports & Cultural League, Inc*  
*Co- Chair, World Outgames Miami Beach 2017 Committee*



# Miami Beach

**The Destination**

# Sun Kissed Paradise

## *A Destination Overview*

---

Let Miami Beach's rhythm and excitement take control. A sensational blend of culture, style, image, fashion, and commerce, our electrifying atmosphere offers visitors the latest in urban fashion and international commerce, along with the beauty and splendor of a tropical sun kissed paradise.

For years Miami Beach been "the spot" for LGBT vacationers from all over the world to escape their worries or troubles and get lost in the sand of our sultry beaches. But in the most recent times, Miami Beach and the Greater Miami area has become known as one of the hottest spots in the world to see international celebrities, the latest fashions, the trendiest clubs, and the greatest culmination of culture, art and sports.

Our unique sense of sophistication and class combined with Latin spice and Caribbean soul create an unrivaled warm-weather destination. Known for its sunshine, exclusive nightlife, fabulous foods, year-round sports and recreation, and championship teams such as the Miami Dolphins, Florida Marlins, University of Miami Hurricanes, and Miami HEAT, there is no better place for your sporting event!

### **A Cultural Blend**

South Florida is made up of three metropolitan counties, 106 municipalities and a population of more than five million. Cuban, Puerto Rican, Haitian, Russian, Jewish, Italian, Dutch, African-American, Portuguese, French and Brazilian are just a few of the many different ethnicities you will find in this melting pot of culture and international influence. This unique blend displays the true essence of the American dream, its pride, and its distinction.

### **A Place to Be Who You Are**

Miami Beach is the premier playground for the LGBT community with *full* international appeal. Boys and girls from throughout the world flock to the beach for a little fun in the sun, while escaping the icy winter chill. Stroll along Lincoln Road and you will see many gays and lesbians, eating dinner, holding hands and simply enjoying life together. The Beach offers a dozen or more bars and clubs including mainstays Twist, Score, Palace, and Mova, and an assortment of exciting clubs in downtown Miami. Come to our paradise and celebrate who you are!

### **Chose Your Sport...Any Sport!**

From the beautiful greens of Doral, to the perfectly kept beach volleyball courts, we proudly hold claim to a year-round sport friendly environment. With over 20 golf courses in Miami, an endless number of baseball, softball and soccer fields, as well as numerous professional sport facilities, you have your heart's desire when choosing an event location. Name your sport and we can ensure you will have the finest venue.

### **Local Economy**

South Florida's diversified economy includes tourism, manufacturing, service, trade, financial, agriculture, real estate, hospitality, and construction companies. There are more than 200,000 firms in the tri-metropolitan area led by the services, trade and manufacturing sectors.

Palm trees, models, and superstars, rest assured South Florida's luxurious hotels, trendy eateries and fabulous shops are the place to be. From Ocean Drive to Coconut Grove, our first-class hospitality is a must for any visitor. There is no other place where the finest chefs and the most exclusive shops can be found while strolling the streets and enjoying the cool ocean breeze.

South Florida is among the world's leaders in international and domestic prosperity. A perfect combination of economic success and tropical paradise, South Florida charms visitors from all over the world.

### **Market Demographics**

South Florida encompasses three major metropolitan areas reaching in population of over five million residents.

<b>Metropolitan Division</b>	<b>2009 Population (In millions)</b>
Miami--Miami Beach--Kendall	2.5
Fort Lauderdale--Pompano Beach--Deerfield Beach	1.8
West Palm Beach--Boca Raton--Boynton Beach	1.3

## MIAMI-DADE COUNTY DEMOGRAPHICS

<b>Population</b>	<b>2,500,625</b>
Persons under 5 years old	6.8%
Persons under 18 years old	23.0%
Persons 65 years old and over	14.4%
Female persons	51.2%
Male persons	48.8%
White persons	77.2%
Black persons	19.5%
American Indian and Alaska Native persons	0.4%
Asian persons	1.6%
Native Hawaiian and Other Pacific Islander	0.1%
Persons reporting two or more races	1.1%
Persons of Hispanic or Latino origin	62.5%
White persons not Hispanic	17.6%
Living in same house in 1995 and 2000, pct 5 yrs old & over	50.2%
Foreign born persons	50.9%
Language other than English spoken at home, pct age 5+	67.9%
High school graduates, percent of persons age 25+	67.9%
Bachelor's degree or higher, pct of persons age 25+	21.7%
Persons with a disability, age 5+	473,992
Mean travel time to work (minutes), workers age 16+	30.1



# Miami Beach

**Local Organizing  
Committee**

## **Our Team**

### **Local Organizing Committee**

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The Bidding Organization- Miami Beach- Miami LGBT Sports & Cultural League, Inc., is a group of active community leaders that are involved in Human Rights, Culture or Sports throughout our LGBTQ community.

The League was formed to insure that a competitive and organized bid be delivered to GLISA International for the World Outgames 2017. The group represents leaders that drive the success of many of Miami Beach and Miami's many events throughout the year. The current committee is as follows:

- **Ivan Cano**, Co- Chair- Executive Director of Miami Beach Gay Pride
- **Bruce Townsend**, Co- Chair, Social Catering Sales Director- Centerplate at the Miami Beach Convention Center
- **Jerry Torres**, Treasurer- Secretary, Principal GT Entertainment LOC
- **Michael Gongora**, Vice- Mayor, City of Miami Beach
- **Steven Adkins**, President & CEO of the Miami-Dade Gay & Lesbian Chamber of Commerce
- **Bob Balsam**, General Manager- Global Spectrum, managing company of the Miami Beach Convention Center
- **George Neary**, Associate Vice President of Cultural Affairs
- **Cindy Brown**, Executive Director of the Miami Beach Botanical Gardens
- **Nick Tierno**, General Manger- Centerplate at the Miami Beach Convention Center
- **Jose Sotolongo**, Executive Director of the Miami- Dade Sports Commission
- **Keith Hart**, Relationship Manager- GBPS- American Express
- **Richard Murry**, President- The Murry Agency
- **Karen Brown**, Executive Director of the LGBT Visitors Center

As the energy continues through Miami Beach and Miami the committee will continue to expand rapidly.

The Board of Directors consists of the current committee members with the addition of the Honorable Matti Herrera Bower, Mayor of the City of Miami Beach, and the Honorable Michael Gongora, Vice- Mayor of the City of Miami Beach as honorary Directors.

*All bios of respective committee members are available upon request.*

**Miami Beach - Miami LGBT Sports & Cultural League, Inc.  
A Florida Nonprofit Corporation**

**Bylaws**

**ARTICLE I**

*Name*

1.1 The name of this corporation is Miami Beach - Miami LGBT Sports & Cultural League, Inc.

**ARTICLE II**

*Purposes*

2.1 The purposes of the corporation are exclusively for charitable, scientific and educational purposes as set forth in the Articles of Incorporation.

2.2 In pursuing such purposes, the corporation shall not act so as to impair its eligibility for exemption under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended.

2.3 The mission of the corporation is to provide a safe environment for the LGBTQ community, and its allies, for the production of 2017 Out Games and other wide scope events.

**ARTICLE III**

*Offices*

3.1 *Principal Office.* The principal office of the corporation shall be 1300 Pennsylvania Avenue, Suite #103, Miami beach, Fl 33139 or at such other location as the Directors may from time to time determine.

3.2 *Other Offices.* The corporation may also have offices at such other places as the Directors may select.

**ARTICLE IV**

*Members*

4.1 *Membership Corporation.* The corporation shall have no members. The Directors shall have all powers and duties for the conduct of the activities of the corporation.

4.2 *Honorary Titles.* The corporation may create such classes of "membership," such as contributing members or honorary members, as the Directors see fit, but such persons shall not have the rights of members.

**ARTICLE V**

*Directors*

5.1 *Number, Election, Term.* The Board of Directors shall consist of up to Twelve (12) persons but no less than five (5).

5.2 *Powers.* The Directors shall have all powers and authority necessary for the management of the business of the corporation, including the power to borrow money, or to purchase, sell, lease or otherwise dispose of any real estate.

5.3 *Quorum*. One Half (1/2) of the current Directors present in person at any duly convened, annual, regular or special meeting after proper notice shall constitute a quorum of the Board.

5.4 *Vote*. Each Director shall be entitled to one (1) vote in person. An affirmative vote of a majority of the Directors present at any annual, regular, or special meeting duly convened after proper notice, at which a quorum is present, shall constitute Board action, unless a greater number is required by the Act or these By-laws.

5.5 *Annual Meeting*. The annual meeting of the Directors shall be held each year, or upon five (5) days notice to each Director at such other time and place as the Directors shall determine. Other regular meetings of the Directors may be held as determined by the Directors.

5.6 *Special Meetings*. Special meetings of the Directors may be called by the President or by any three (3) Directors at any time. It shall be the duty of the Secretary, upon receipt of a request for such a special meeting, to send at least five (5) days' written notice stating the time, place and purpose of any special meeting to the members of the Board. If the Secretary fails or refuses to send such notice, the person(s) calling for the special meeting may call the meeting at such time or place within the Standard Metropolitan Statistical Area of the principal office of the corporation selected by such person(s).

5.7 *Removal*. Any Director may be removed from office, without the assignment of any cause at an regular, annual or special meeting, by an affirmative vote of a super- majority of two-thirds (2/3) of all Directors, provided that written notice of the intention to consider removal of a Director has been included in the notice of the meeting. No Director shall be removed without having the opportunity to be heard at such meeting, but no formal hearing procedure need be followed.

5.8 *Teleconference Meetings*. One or more Directors may participate in a meeting of the Board or any committee thereof by reason of a conference telephone or similar communications equipment by which all persons participating in a meeting can hear each other.

## **ARTICLE VI**

### *Officers*

6.1 *Positions, Election, Term*. The officers of the corporation shall include a President, Vice-President, Secretary and Treasurer and such other officers whose positions shall be created from time to time by the Directors. A person may hold more than one office except that the same person may not be President and Secretary. The officers shall be elected by the Directors at the annual meeting of Directors and shall serve for a term of one year and until their successors are elected and qualified.

6.2 *Consecutive Terms*. Officers may be elected for consecutive terms.

6.3 *Duties*. The duties of the officers shall include the following:

(a) The President shall preside at all meetings of the Directors; shall have general and active management of the business of the corporation; shall see that all orders and resolutions of the Board are carried into effect; and shall execute bonds, mortgages and other contracts requiring a seal, under the seal of the corporation, and when authorized by the Board, affix the seal to any

instrument requiring the same, and the seal when so affixed shall be attested by the signature of the Secretary or the Treasurer.

(b) The Vice-President shall be vested with all the powers and required to perform all the duties of the President in the absence of the President.

(c) The Secretary shall keep or cause to be kept full minutes of all meetings of the Directors, shall attend all sessions of the Board, shall act as clerk thereof, and shall record all votes and the minutes of all proceedings. The Secretary shall give or cause to be given notice of all meetings to the Directors as appropriate and shall perform such other duties as may be prescribed by the Directors or the President.

(d) The Treasurer shall keep or cause to be kept full and accurate accounts of receipts and disbursements; shall collect all funds due the corporation and disburse funds as required to meet the obligations of the corporation; shall render to the President and Directors as requested by them but not less than once a year, regular accountings of all transactions and of the financial condition of the corporation.

## **ARTICLE VII**

### *Vacancies*

7.1 If the office of any Director becomes vacant, by an increase in the number of Directors, or by reason of death, resignation, disqualification or otherwise, the remaining Directors may choose a person or persons who shall hold office for the remaining term.

7.2 If the office of any Officer becomes vacant, by an increase in the number of officers, or by reason of death, resignation, disqualification or otherwise, the Directors may choose a person or persons who shall hold office for the remaining term.

## **ARTICLE VIII**

### *Resignation*

8.1 Any Director or officer may resign from office at any time, such resignation to be made in writing, and to take effect from the time of its receipt by the corporation, unless some later time may be fixed in the resignation, and then from that date. The acceptance of the resignation shall not be required to make it effective.

## **ARTICLE IX**

### *Order of Business*

9.1 All proceedings shall be conducted under and pursuant to Roberts Revised Rules of Order.

## **ARTICLE X**

### *Fiscal Year*

10.1 The fiscal year of the corporation shall begin on January 1<sup>st</sup> and end on December 31<sup>st</sup>.

## **ARTICLE XI**

### *Finances*

11.1 The board of directors shall authorize and approve via majority vote all expenditures exceeding \$1,000 before such expenditures are made.

Expenditures less than \$1,000 must be approved at the next board meeting and receipts or other proof of payment must be provided before obtaining board approval.

11.2 That board of directors, at its discretion, may require bonding of all persons having control of corporation funds.

## **ARTICLE XII**

### *Notices*

12.1 Notice may be given either personally or by sending a copy thereof by first class mail, postage prepaid, or by e-mail to the mailing address or e-mail address appearing on the books of the corporation or supplied to the corporation for the purpose of notice. If the notice is sent by mail or telegram, it shall be deemed to have been given when deposited in the mail or with the telegraph office for transmission. Such notice shall specify the place, day and hour of the meeting and in the case of a special meeting or where otherwise required, the general nature of the business to be transacted. Any required notice may be waived by the written consent of the person entitled to such notice, and attendance of a person at any meeting in person or by proxy shall constitute a waiver of notice of such meeting, except where a person attends a meeting for the express purpose of objecting to the transaction of any business because the meeting was not lawfully called or convened.

## **ARTICLE XIII**

### *Amendment*

13.1 The Bylaws of the corporation may be amended by an affirmative vote of a super-majority of two-thirds (2/3) of the Directors in office at any annual, regular or special meeting duly convened after notice of such purpose.

## **ARTICLE XIV**

### *Liability and Indemnification of Officers and Directors*

14.1 *General Rule.* A Director shall not be personally liable for monetary damages as Director for any action taken, or any failure to take any action, unless

(1) the Director has breached or failed to perform the duties of Director and  
(2) the breach or failure to perform constitutes self-dealing, willful misconduct or recklessness;

*Provided however,* the foregoing provision shall not apply to (1) the responsibility or liability of a Director pursuant to any criminal statute or (2) the liability of a Director for the payment of taxes pursuant to local, state or federal law.

14.2 *Indemnification.* The corporation shall indemnify any officer or Director or employee or other representative of the corporation who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, (and whether or not by, or in the right of, the corporation) by reason of the fact that such person is or was a representative of the corporation, against all expenses (including attorney fees), judgments, fines and amounts paid in settlement as to actions taken, or omitted to be taken, in such person's official capacity as officer or Director and as to actions taken, or

omitted to be taken, in another capacity while holding such official capacity, or in such person's capacity as employee or representative provided, however, that no person shall be entitled to indemnification pursuant to this Article in any instance in which the action or failure to take action giving rise to the claim for indemnification is determined by a court to have constituted willful misconduct or recklessness.

14.3 *Advancement of Expenses.* Expenses incurred by a person entitled to indemnification pursuant to this Article in defending a civil or criminal action, suit or proceeding shall be paid by the corporation in advance of the final disposition of such action, suit or proceeding upon receipt of an undertaking by or on behalf of such person to repay the amount so advanced if it shall ultimately be determined that such person is not entitled to be indemnified by the corporation.

14.4 *Continuing Right to Indemnification.* The indemnification and advancement of expenses provided pursuant to this Article shall continue as to any person who has ceased to be an officer or Director of the corporation and shall inure to the benefit of the heirs, executors and administrators of such person.

14.5 *Other Rights.* This Article shall not be exclusive of any other right which the corporation may have to indemnify any person as a matter of law.

## **ARTICLE XV**

### *Committees*

15.1 *Establishment.* The Directors may establish such committees with such powers as they deem desirable for the operation of the corporation.

15.2 *Appointment of Members.* Unless otherwise determined by the Board, the President shall appoint members of all committees which are created by the Board of Directors or these Bylaws.

## **ARTICLE XVI**

### *Construction of Bylaws*

16.1 *Interpretation.* The interpretation of these Bylaws and all that is authorized by them shall rest with the Board of Directors. The Directors may establish such committees with such powers as they deem desirable for the operation of the corporation.

## **ARTICLE XVII**

### *Dissolution*

17.1 *Dissolution.* Upon the dissolution of the corporation, net assets shall be distributed for one or more exempt purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code (or corresponding section of any future federal tax code) or the federal or a state or local government for a public purpose. Any such assets not so disposed of shall be disposed of by a Court of Competent Jurisdiction of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purpose.



# Miami Beach

**The Support**

# Miami Beach-Miami GLBT Sports and Cultural League, Inc.

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September 25, 2012

Gay and Lesbian International Sport Association  
Daniel Vaudrin  
507-1451 Parthenais  
Montréal, Québec  
Canada  
H2K 0A2

Dear Host Selection Committee of GLISA International,

Miami Beach-Miami LGBT Sports and Cultural League Inc. (non-for-profit registered in the state of Florida) is pleased to announce our Intent to Host World Out Games IV 2017.

A few of the representatives and organizations that are a part of the host committee with links :

Jose Sotolongo, Executive Director  
Miami-Dade Sports Commission  
[www.miamisports.org](http://www.miamisports.org)

[www.davidforflorida.com](http://www.davidforflorida.com)

Barry Moskowitz, Vice President, Sales  
Greater Miami Convention & Visitors Bureau  
[www.miamiandbeaches.com](http://www.miamiandbeaches.com)

Steve Adkins, President & CEO  
Miami -Dade LGBT Chamber of Commerce  
[www.gogaymiami.com](http://www.gogaymiami.com)

Commissioner Michael Gongora  
City of Miami Beach  
[web.miamibeachfl.gov](http://web.miamibeachfl.gov)

Bob Balsam, General Manager  
Global Spectrum  
[www.miamibeachconvention.com](http://www.miamibeachconvention.com)

David Richardson, Representative- Elect Dist 113  
State of Florida

Bruce Townsend, Social Catering Sales Manager  
Centerplate-Miami Beach Convention Center  
[www.centerplatembcc.com](http://www.centerplatembcc.com)

Miami Beach, Miami-Dade and the surrounding areas will host the Sporting & Cultural Events and Human Right Conference during the mid-month of May 2017

Your consideration for Miami to host the World Out Games IV 2017 is greatly appreciated.

*Juan Cano*  
Co-President

305-319-2693

1300 Pennsylvania Avenue, #103, Miami Beach FL 33139



MICHAEL GÓNGORA  
COMMISSIONER

## CITY OF MIAMI BEACH

1700 CONVENTION CENTER DRIVE  
MIAMI BEACH, FLORIDA 33139

September 17, 2012

Gay and Lesbian International Sport Association  
Daniel Vaudrin  
507-1451 Parthenais  
Montréal, Québec  
Canada  
H2K 0A2

Dear Host Selection Committee of GLISA International,

I am pleased to announce my intent to host WorldOut Games IV 2017. I believe Miami Beach would be an excellent host city for the WorldOut Games. The Miami Beach community is already working together to ensure this becomes a reality. At present the Host Committee entitled, "Miami LGBT Sports and Culture League," consists of the following representations and organizations:

Jose Sotolongo, Executive Director  
Miami-Dade Sports Commission  
<http://www.miamisports.org/>

Barry Moskowitz, Vice President, Sales  
Greater Miami Convention & Visitors Bureau  
<http://www.miamiandbeaches.com/>

Commissioner Michael Gongora  
City of Miami Beach  
<http://web.miamibeachfl.gov/>

David Richardson, Representative- Elect Dist 113  
State of Florida  
<http://www.davidforflorida.com/>



MICHAEL GÓNGORA  
COMMISSIONER

## CITY OF MIAMI BEACH

1700 CONVENTION CENTER DRIVE  
MIAMI BEACH, FLORIDA 33139

Steve Adkins, President & CEO  
Miami -Dade LGBT Chamber of Commerce  
<http://www.gogaymiami.com/>

Bob Balsam, General Manager  
Global Spectrum  
<http://www.miamibeachconvention.com/>

Bruce Townsend, Social Catering Sales Manager  
Centerplate-Miami Beach Convention Center  
<http://www.centerplatembcc.com/>

Ivan Cano, Chairman  
City of Miami Beach LGBT Enhancement Business Committee

The location that the Host Committee would like to bid is Miami Beach, Miami and the surrounding areas for the Sporting & Cultural Events and Human Right Conference during the mid-month of May 2017. Thank you in advance for your consideration.

Sincerely,

Michael Góngora  
City of Miami Beach  
Commissioner



CITY OF MIAMI BEACH

1700 CONVENTION CENTER DRIVE  
MIAMI BEACH, FLORIDA 33139

MATTI HERRERA BOWER  
MAYOR

November 13, 2012

Gay and Lesbian International Sport Association  
Daniel Vaudrin  
507 - 1451 Parthenais  
Montreal, Quebec  
CANADA  
H2K 0A2

Dear Host Selection Committee of GLISA International:

I am delighted to hear that Miami Beach is being considered for the 4th Annual World Out Games 2017. I am confident that bringing the World Out Games 2017 to the United States, Miami Beach in particular, would result in an invigorating event for the LGBT Community.

This occasion would be symbolic of our united and active gay, lesbian, bisexual, transgender, and allies and their many contributions to all who live, work and play here.

World Out Games athletes and participants from around the globe will be welcomed and invited to visit the many attractions that the LGBT community have established, preserved and enhanced. These include our nightlife, cuisine, shopping, film, culture and architecture, which enhance us as an international destination.

On behalf of the City of Miami Beach and the City Commission, I offer my support of the bid to host the 4th World Out Games in 2017.

Thank you for your consideration.

Matti Herrera Bower  
Mayor

September 17, 2012

David Richardson  
Representative-Elect  
Florida House of Representatives, District 113  
North Bay Village – Miami Beach – Downtown Miami – East Little Havana

Dear Host Selection Committee of GLISA International:

It was with great joy that I support the 4th World Out Games 2017 to be held in our beautiful cities of Miami Beach and Miami.

Hosting World Out Games and Cultural events in this district would be a great opportunity for us to show you and your world participants our rich and culturally diverse community. I would very much appreciate your organization allowing us to host your event in 2017. We promise you will have an extraordinary experience here.

Sincerely,

David Richardson  
[david@DavidforFlorida.com](mailto:david@DavidforFlorida.com)  
305-790-1312



JORGE R. EXPOSITO  
COMMISSIONER

CITY OF MIAMI BEACH

1700 CONVENTION CENTER DRIVE  
MIAMI BEACH, FLORIDA 33139

September 17, 2012

Gay and Lesbian International Sport Association  
Daniel Vaudrin  
507-1451 Parthenais  
Montréal, Québec  
Canada H2K 0A2

Dear Vaudrin:

I am pleased to provide this letter to the Miami LGBT Sports and Culture League in support of your Intent to Bid for the 2017 World Outgames.

The World Outgames is an excellent venue that enables the gay community to participate in a sporting and cultural event in our backyard. We support your efforts for bidding to host these events in Miami Beach in 2017.

Please feel free to contact me should you have any questions.

Sincerely,

Jorge R. Exposito  
Vice-Mayor  
City of Miami Beach  
[Jorge@miamibeachfl.gov](mailto:Jorge@miamibeachfl.gov)



## CITY OF MIAMI BEACH

1700 CONVENTION CENTER DRIVE  
MIAMI BEACH, FLORIDA 33139

DEEDE WEITHORN  
COMMISSIONER

September 17, 2012

Gay and Lesbian International Sport Association  
Daniel Vaudrin  
507-1451 Parthenais  
Montréal, Québec  
Canada  
H2K 0A2

**DEAR HOST SELECTION COMMITTEE OF GLISA INTERNATIONAL:**

As an elected officer of the City of Miami Beach, I write to you in support of the World Out Games.

Our community is fortunate to have many gay and lesbian leaders committed to make this event a true success in Miami Beach. These individual include:

Jose Sotolongo, Executive Director  
Miami-Dade Sports Commission

Steve Adkins, President & CEO  
Miami -Dade LGBT Chamber of Commerce

Barry Moskowitz, Vice President, Sales  
Greater Miami Convention & Visitors Bureau

Bob Balsam, General Manager  
Global Spectrum

Commissioner Michael Gongora  
City of Miami Beach

Bruce Townsend, Social Catering Sales Manager  
Centerplate-Miami Beach Convention Center

David Richardson, Representative- Elect Dist 113  
State of Florida

Ivan Cano, Chairman  
City of Miami Beach LGBT Enhancement  
Business Committee

Many of these individuals were instrumental in the creation of the Miami Beach Gay Pride which has evolved into a destination event attracting audiences from throughout the world to our vibrant, tropical, and historic community. We would be equally honored to welcome the World Out Games to our uniquely diverse City.

Sincerely,

Deede Weithorn  
Commissioner



The Official Accredited Destination Marketing Organization for Greater Miami and the Beaches

September 12, 2012

The Greater Miami Convention and Visitors Bureau extends this personal invitation to the 2017 World Outgames to meet in Greater Miami.

Here you will find beautiful beaches, year round recreation, celebrated cuisine, sizzling nightlife, international shopping, world class events, family oriented attractions, and vibrant arts and culture, which attract more than nine million visitors annually.

Greater Miami has the facilities and services to match your most demanding needs. We welcome this opportunity to present our community for your consideration and sincerely hope that following your deliberations, you will concur that we have the ability to provide a unique and superior setting for the 2017 World Outgames.

Thank you for your consideration and support.

Sincerely,

William D. Talbert, III, CDME  
President & CEO



**MOMENTUM 2**  
THE BREAKTHROUGH CAMPAIGN FOR  
THE UNIVERSITY OF MIAMI

November 28, 2012

Host Selection Committee  
Gay and Lesbian International Sport Association  
Daniel Vaudrin  
507 - 1451 Parthenais  
Montreal, Quebec  
CANADA  
H2K 0A2

Dear Host Selection Committee of GLISA International:

I am delighted that Miami Beach is being considered for the 4th Annual World Out Games 2017.

Participants and visitors would find South Florida to be an invigorating and welcoming destination. We know how to host major sporting events like the Super Bowl. We've been doing so for more than 40 years. And then there's the weather...

On behalf of the University of Miami, I am pleased to support the bid to host the World Out Games in 2017.

Thank you for your consideration.

Sincerely,

Donna E. Shalala

DES:jn



A Not -For-Profit Corporation

1130 Washington Ave.  
1<sup>st</sup> Floor North  
Miami Beach, FL 33139  
EMAIL: [mdglcc@bellsouth.net](mailto:mdglcc@bellsouth.net)  
WEB: [www.gaybizmiami.com](http://www.gaybizmiami.com)  
OFFICE: 305-673-4440  
FAX: 305-673-8883

September 17, 2012

Bruce Townsend, Social Catering Sales Manager  
Centerplate, Miami Beach Convention Center  
o/b/o GLISA  
1901 Convention Center Drive  
Miami Beach, FL 33139

Re: 2017 World OutGames

To whom it may concern;

On behalf of the Miami-Dade Gay & Lesbian Chamber of Commerce, I am pleased to lend our support in moving forward with an application to host the 2017 World OutGames. We understand that this is a community-wide endeavor that will require the resources of many, including the LGBT & Allied Business Community.

We look forward to receiving the next package of information and, hope that we will be in a position to move forward in the bid process.

Warm regards,

Steven Adkins  
President & CEO



September 17, 2012

Mr. Daniel Vaudrin  
507-1451 Parthenais  
Montréal, Québec  
Canada  
H2K 0A2

RE: Letter of Support

Dear Daniel:

On behalf of the Board of Directors and staff of the Miami-Dade Sports Commission, I am pleased to write this letter of support for Miami's bid to host the worldOutgames in 2017.

With first class service and affordable rates, athletes, staff, and spectators can enjoy everything that Miami has to offer. From the luxurious hotel properties on South Beach, to the convenience and comfort of many of the hotels throughout the city, your guests are sure to enjoy their stay.

Miami offers a tropical atmosphere and a cool ocean breeze that serves as a year-round sport friendly environment with wonderful sports facilities, great family attractions, miles of white-sand beaches, and much more. There is no better place that offers convenience and constant activity guaranteed to make the Games a huge success!

It's all here...great facilities, ideal weather, accommodations to suit everyone, beautiful beaches, fantastic shopping, dining, great attractions, and a wide variety of sports entertainment options. But most of all, it is our championship experience that sets us apart.

We are ready to support this effort, and look forward to the opportunity to host this event. Please let me know if you need any additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Jose Sotolongo". The signature is fluid and cursive.

Jose Sotolongo  
Executive Director



November 26<sup>th</sup>, 2012

Dear Bruce,

On behalf of the South Florida Amateur Athletic Association (SFAAA), I extend our complete support and assistance in your efforts with the 2017 World Outgames: Miami Beach and, in doing so, seek to be a viable partner with the softball component of the 2017 Games.

For almost 20 years, the SFAAA has been the premier LGBT softball league in all of South Florida. Now at its peak of almost 450 members and 26 teams, SFAAA is primed to be a part of one of great LGBT sporting events on the planet.

To its credit, SFAAA has managed tournament like activities with stellar results. We have just wrapped up a very successful 18<sup>th</sup> Annual Hurricane Showdown this past Thanksgiving Weekend with over 60 teams in three divisions of competition from over 12 cities nationwide. Further support lay in our hosting of the 2006 Gay Softball World Series and the over 180 teams, 2,800 athletes representing 38 cities from the United States and Canada that took part in the event. Simply put, the SFAAA Organization and network would be an enthusiastic, knowledgeable and experienced partner and collaborator for 2017 World Outgames: Miami Beach.

Should you need further assistance, please feel free to contact me by email at [paul@sfaaasoftball.com](mailto:paul@sfaaasoftball.com) or by phone at (954) 465-8559.

Cordially yours,

Paul A. Falcone  
Chairperson,  
South Florida Amateur Athletic Association (SFAAA)

**The International Association  
of Gay/Lesbian  
Country Western Dance Clubs**

IAGLCWDC  
5543 Edmondson Pike  
P.M.B. 107  
Nashville, TN 37211 USA  
[www.iaglcwdc.org](http://www.iaglcwdc.org)

Dave Hayes, Chairperson  
33 Elgin Park, Apt 10  
San Francisco, CA 94103 USA  
Phone: 415-683-1103  
[dave@iaglcwdc.org](mailto:dave@iaglcwdc.org)



November 20<sup>th</sup>, 2012

TO: World Outgames Miami Beach 2017

Dear World Outgames Miami Beach 2017:

The International Association of Gay/Lesbian Country Western Dance Clubs would like to officially hold our annual Delegates meeting and Championship Dance Competition in conjunction with the World Outgames, in 2017 should be event be awarded to Miami.

Our Convention Committee is ready to start working on plans if Miami is awarded the bid. If you have any questions, you can contact me, or our Convention Director, Jim Chakeres.

Best Regards,

Dave Hayes  
IAGLCWDC Chairperson  
415-683-1103  
[dave@iaglcwdc.org](mailto:dave@iaglcwdc.org)

Jim Chakeres  
Convention Director  
614-787-5611  
[jchak@aol.com](mailto:jchak@aol.com)



November 29, 2012

World Outgames 2017 Selection Committee:

The National Gay and Lesbian Task force fully supports the Miami bid for the World Outgames 2017. The Task Force has a deep and rich history of events in the Miami for many years and is deeply invested in the Miami community. I feel confident that the community of Miami has the necessary resources to make the 2017 Outgames an amazing experience for all involved.

The Task Force looks forward to working with the committee to ensure that the Human Rights Conference component is both impactful and timely.

Please feel free to contact me with any questions.

Sincerely,

Rea Carey  
Executive Director



P.O. Box 530280  
Miami, Florida 33153  
(305) 751-6305

November 20, 2012

Gay and Lesbian International Sport Association  
Daniel Vaudrin  
507 - 1451 Parthenais  
Montreal, Quebec  
CANADA  
H2K 0A2

Dear Host Selection Committee of GLISA International:

It is my pleasure to write a letter in support of Miami Beach & Miami LGBT Sports and Culture League for the World Out Games 2017 Bid.

Our city of Miami Beach embodies a unique blend of new world charm the Host Selection Committee of GLISA International would appreciate and has a cosmopolitan appeal. Your attendees would see our vibrant and multicultural, Miami Beach and Greater Miami. It is also home to distinctive shops, world-class restaurants, and superb museums. The participants and guests of the World Out Games will find something for everyone while visiting the Greater Miami and Florida Areas.

Sincerely,

A handwritten signature in black ink, appearing to read "Franc Castro". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Franc Castro,  
Executive Director



# Miami Beach

## Sports



## **Miami Beach Convention Center**

**1901 Convention Center Drive**  
**Miami Beach, FL 33139**

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### **Event**

Badminton, Country Western Dance, Dance Sport, Dominos, Volleyball, Event Headquarters, LOC On-Site Office, Media Center, Registration and Check-in, Opening Ceremony and the Closing Ceremony.

### **Site Proposal**

The Miami Beach Convention is a 500,000 square feet, full air-conditioned venue, ideally situated to serve as the main hub of activity for the World Outgames in 2017. Located in the heart of South Beach, this facility will act as Event Headquarters with sufficient meeting space to house all On-site Games Administration and Management needs.

In addition to acting as Event Headquarters, we propose Halls C & D are utilized for Badminton, and Volleyball, due to the fewer number of columns and the greater amount of unobstructed square footage. We recommend that that Hall A & B be utilized for Country Western Dance, Dance Sport, and Dominos. All of which is based upon the competition schedules.

Championship events and Award Ceremonies can be moved to adjacent meeting space for a more intimate championship setting where necessary.

### **Venue Requirements / Specifications**

The Miami Beach Convention Center meets all the general requirements for operating a successful sporting event, including but not limited to: access for the disabled, adequate spectator seating, a public address system, adequate lighting, and areas of function such as Games Administration, Registration/Check-in and a Media Center.

In addition to the general requirements, the LOC and Miami Beach Convention will ensure that the facility meets all the specific needs and requirements of the following sports:



#### *Badminton*

- Courts marked for singles and doubles, all set-up in accordance with
- Badminton World Federation Laws of Badminton and Regulations.
- Ceiling height is 35', which exceeds the requirement.

#### *Country Western Dance*

- Seating will be available for spectators

#### *Dance Sport*

- Spectator seating

#### *Dominos*

- Tables and Chairs
- Timing and Judging Table
- Area for spectators

#### *Volleyball*

- Courts of 15 meters x 24 meters for all medal matches.
- Courts of 12 meters x 21 meters for all other matches.
- Each court will have two benches that will hold a 15 person roster.
- Referee stand will be positioned courtside at each court.
- Ceiling heights over 12 meters.

#### **Venue Description / Overview**

Opened in 1957, the Miami Beach Convention Center has been the heart of Miami Beach for fifty years. It served as the site where Cassius Clay (later known as Muhammad Ali) defeated Sonny Liston for his first Heavyweight Championship of the World in 1964. In 1968, the Miami Beach Convention Center hosted the Republican National Convention and more than 20,000 delegates; while in 1972, more than 45,000 delegates visited the facility during both the Republican and Democratic National Conventions.

As the demand for exhibition space has increased, in 1989 the facility underwent a \$92 million renovation and doubled in size. In the last six years, the facility has also boasted over \$35 million in continuing upgrades, including complete renovations of all restrooms, full carpet replacement, and installation of a state-of-the-art telecommunications and networking infrastructure that allows the MBCC the place second to none in meeting all of your event's technology needs.



The Miami Beach Convention Center has played host to a number of leading convention industry events, including the annual meetings of both the Professional Convention Management Association and the International Association for Exposition Management, as well as the Travel Industry Association's Pow Wow, scheduled to return for a third time in 2009. Major association users have included the Society for Neuroscience, International Association of Chiefs of Police, and others.

The MBCC has also welcomed numerous important corporate users, including SAP, Sprint, Prudential Realty, and the inaugural Microsoft Global Briefing, a major sales and technology meeting of Microsoft employees worldwide.

Major annual trade shows here include the Jewelers International Showcase (three times annually), Graphics of the Americas, the Progressive Miami International Boat Show and Miami International Boat Show, and the Seatrade Cruise Shipping Conference/Expo. The MBCC annual calendar also boasts some of the nation's premiere public events, including America's largest consumer show, the Miami International Boat Show, the South Florida International Auto Show, currently the third largest in the United States, and North America's most important contemporary art fair, Art Basel Miami Beach.

Known throughout the world for its exciting nightlife and myriad of fine dining and hotel accommodations, Miami Beach will present a visitor experience like no other destination. Whether it's enjoying the party atmosphere of Ocean Drive, the amazing nightclubs of Washington Avenue, or trying to decide among Lincoln Road's vast selection of fine restaurants, you'll never be wanting for excitement in our tropical paradise.

The Miami Beach Convention Center is a Global Spectrum managed facility. Headquartered in Philadelphia, Global Spectrum, a subsidiary of Comcast-Spectacor is one of the world's leading private facility management companies. With over 100 venues throughout the US, the Bahamas, Dubai and Canada, Global Spectrum controls over 1.5 million entertainment seats worldwide and manages over five million square feet of exhibit space.



### Catering and Concessions

Centerplate is the exclusive on-site contractor for all catering and concession services.

Centerplate provides the expertise of inventive chefs to design menus that will enhance your theme event or special occasion. Each activity is customized to your every specification. From continental breakfast to continental cuisine, Centerplate is committed to making your event a successful and memorable occasion.

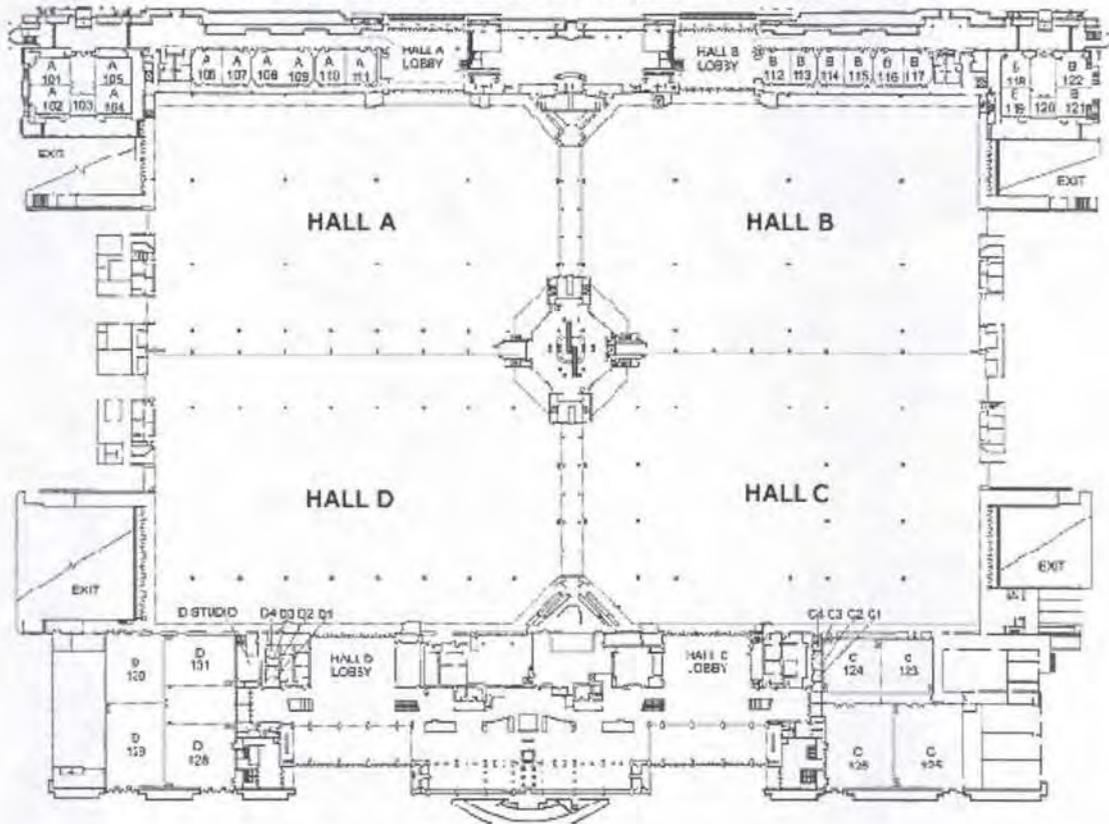
### **Venue Amenities**

- Air Conditioning
- Business Center
- Catering and Concession
- Coat and Luggage Check-in
- Concierge Service
- Marquee
- Internet Access / WiFi
- Telephone Services
- IT/Telecommunications Smart City, the exclusive provider



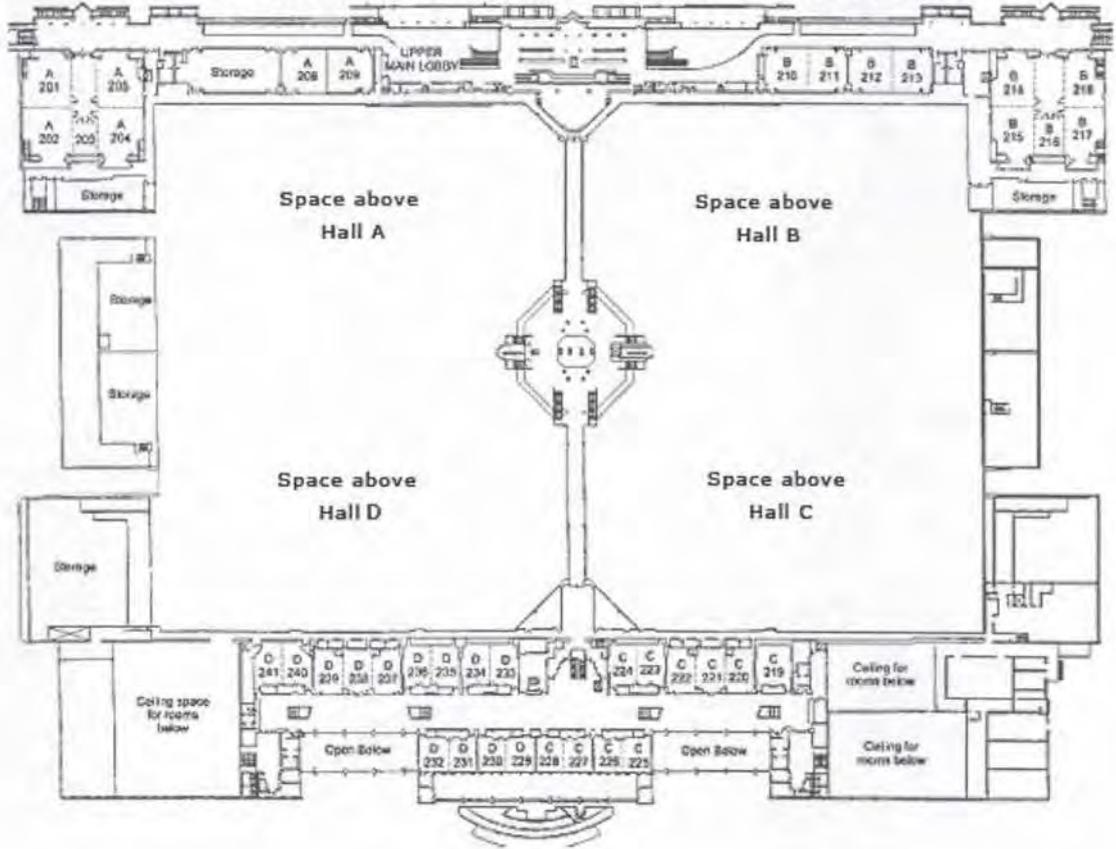
**Venue Floor Plans**

**MIAMI BEACH CONVENTION CENTER - LEVEL ONE**





MIAMI BEACH CONVENTION CENTER - LEVEL TWO





<b>Sport</b>	<b>Badminton</b>
<b>TOTAL Expected # Participants (Men+ Women)</b>	250
<b>Men</b>	180
<b>Women</b>	70
<b>Tournament Form</b>	Rules and Regulations as set forth by the Badminton World Federation Laws of Badminton and Regulations.
<b>Description of Sporting Venue</b>	See Bid Document
<b>Name</b>	Miami Beach Convention Center 1901 Convention Center Dr., Miami Beach, FL 33139
<b>Year Built</b>	1957
<b>Yr of renovation/improvement</b>	1989
<b>Spectator capacity</b>	140
<b>Number of courts/pitches</b>	4
<b>Ownership of venue</b>	City of Miami Beach
<b>Est. Rental Cost</b>	\$2,000
<b>External Catering Possibilities</b>	All catering is contracted through CenterPlate.
<b>Security Needs</b>	Yes
<b>Transport access &amp; transfer times to other venues</b>	As a primary location for indoor sports and the overall Event Headquarters, the Miami Beach Convention Center will be a main stop on the overall Transportation Line.
<b># of Changing Rooms (consider transgender)</b>	2
<b># of Showers</b>	0
<b># of lockers</b>	0
<b>Description of what needs to be added to venue</b>	All sport equipment (Sport Court and Nets) needs will be secured through local sport organizations and purchased where necessary.
<b>Participant break-even level</b>	250
<b>Description of Partnerships: experienced LGBT/Main Sports Organization</b>	Miami-Dade Sports Commission
<b>Sanctioning Body</b>	USA Badminton Association
<b>References to an event where this sport was successfully hosted</b>	2012 Bill Graham Miami International / Miami Pan Am International Badminton Series
<b>How will this component be managed</b>	Local Sports Chair



<b>Sport</b>	<b>Country Western Dance</b>
<b>TOTAL Expected # Participants (Men+ Women)</b>	500
<b>Men</b>	300
<b>Women</b>	200
<b>Tournament Form</b>	Sanctioned by IAGLCWDC
<b>Description of Sporting Venue</b>	See Bid Document
<b>Name</b>	Miami Beach Convention Center 1901 Convention Center Dr., Miami Beach, FL 33139
<b>Year Built</b>	1957
<b>Yr of renovation/improvement</b>	1989
<b>Spectator capacity</b>	450
<b>Number of courts/pitches</b>	1
<b>Ownership of venue</b>	City of Miami Beach
<b>Est. Rental Cost</b>	\$2,000
<b>External Catering Possibilities</b>	All catering is contracted through CenterPlate.
<b>Security Needs</b>	Yes
<b>Transport access &amp; transfer times to other venues</b>	As a primary location for indoor sports and the overall Event Headquarters, the Miami Beach Convention Center will be a main stop on the overall Transportation Line.
<b># of Changing Rooms (consider transgender)</b>	2
<b># of Showers</b>	0
<b># of lockers</b>	0
<b>Description of what needs to be added to venue</b>	60x60 dance floor, stage, chairs, sound lights
<b>Participant break-even level</b>	500
<b>Description of Partnerships: experienced LGBT/Main Sports Organization</b>	IAGLCWDC
<b>Sanctioning Body</b>	IAGLCWDC
<b>References to an event where this sport was successfully hosted</b>	Annual Convention



Sport	Dance Sport
<b>TOTAL Expected # Participants (Men+ Women)</b>	500
<b>Men</b>	300
<b>Women</b>	200
<b>Tournament Form</b>	National Same Sex Dance Association
<b>Description of Sporting Venue</b>	See Bid Doc
<b>Name</b>	Miami Beach Convention Center 1901 Convention Center Dr., Miami Beach, FL 33139
<b>Year Built</b>	1957
<b>Yr of renovation/improvement</b>	1989
<b>Spectator capacity</b>	450
<b>Number of courts/pitches</b>	1
<b>Ownership of venue</b>	City of Miami Beach
<b>Est. Rental Cost</b>	\$2,000
<b>External Catering Possibilities</b>	All catering is contracted through CenterPlate.
<b>Security Needs</b>	Yes
<b>Transport access &amp; transfer times to other venues</b>	As a primary location for indoor sports and the overall Event Headquarters, the Miami Beach Convention Center will be a main stop on the overall Transportation Line.
<b># of Changing Rooms (consider transgender)</b>	2
<b># of Showers</b>	0
<b># of lockers</b>	0
<b>Description of what needs to be added to venue</b>	60x60 dance floor, stage, chairs, sound lights
<b>Participant break-even level</b>	500
<b>Description of Partnerships: experienced LGBT/Main Sports Organization</b>	National Same Sex Dance Association
<b>Sanctioning Body</b>	National Same Sex Dance Association
<b>References to an event where this sport was successfully hosted</b>	Annual Convention



Sport	Dominos
<b>TOTAL Expected # Participants (Men+ Women)</b>	60
<b>Men</b>	40
<b>Women</b>	20
<b>Tournament Form</b>	The matches will be played using Dominousa rules.
<b>Description of Sporting Venue</b>	See the Bid Document
<b>Name</b>	Miami Beach Convention Center 1901 Convention Center Dr., Miami Beach, FL 33139
<b>Year Built</b>	1957
<b>Yr of renovation/improvement</b>	1989
<b>Spectator capacity</b>	450
<b>Number of courts/pitches</b>	1
<b>Ownership of venue</b>	City of Miami Beach
<b>Est. Rental Cost</b>	\$2,000
<b>External Catering Possibilities</b>	All catering is contracted through CenterPlate.
<b>Security Needs</b>	Yes
<b>Transport access &amp; transfer times to other venues</b>	As a primary location for indoor sports and the overall Event Headquarters, the Miami Beach Convention Center will be a main stop on the overall Transportation Line.
<b># of Changing Rooms (consider transgender)</b>	2
<b># of Showers</b>	0
<b># of lockers</b>	0
<b>Description of what needs to be added to venue</b>	NA
<b>Participant break-even level</b>	60
<b>Description of Partnerships: experienced LGBT/Main Sports Organization</b>	Miami Dade County Parks & Recreation
<b>Sanctioning Body</b>	USA Dominos Federation
<b>References to an event where this sport was successfully hosted</b>	Miami-Dade Senior Games



Sport	Volleyball
<b>TOTAL Expected # Participants (Men+ Women)</b>	500
<b>Men</b>	400
<b>Women</b>	100
<b>Tournament Form</b>	Rules and Regulations as set forth by USA Volleyball for Adult Tournament Play
<b>Description of Sporting Venue</b>	See Bid Document
<b>Name</b>	Miami Beach Convention Center 1901 Convention Center Dr., Miami Beach, FL 33139
<b>Year Built</b>	1957
<b>Yr of renovation/improvement</b>	1989
<b>Spectator capacity</b>	2500
<b>Number of courts/pitches</b>	TBD
<b>Ownership of venue</b>	City of Miami Beach
<b>Est. Rental Cost</b>	\$2,000
<b>External Catering Possibilities</b>	All catering within the MBCC is contracted through CenterPlate.
<b>Security Needs</b>	Yes
<b>Transport access &amp; transfer times to other venues</b>	As a primary location for indoor sports and the overall Event Headquarters, the Miami Beach Convention Center will be a main stop on the overall Transportation Line.
<b># of Changing Rooms (consider transgender)</b>	2
<b># of Showers</b>	0
<b># of lockers</b>	0
<b>Description of what needs to be added to venue</b>	All sport equipment (Sport Court, Nets, etc) needs will be secured through local sport organizations and purchased where necessary.
<b>Participant break-even level</b>	500
<b>Description of Partnerships: experienced LGBT/Main Sports Organization</b>	Local Volleyball Club
<b>Sanctioning Body</b>	USA Volleyball
<b>References to an event where this sport was successfully hosted</b>	USA Volleyball Girls Junior Olympic Championships



## **BankUnited Center**

**1245 Dauer Drive  
Coral Gables, FL 33146**

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### **Sport**

Basketball

### **Site Proposal**

We propose the use of the University of Miami's BankUnited Center as the venue for the basketball.

### **Venue Requirements / Specifications**

- NCAA Standard Basketball Court
- Practice Facility
- Locker rooms (3)

### **Venue Description / Overview**

The BankUnited Center, a 8,000+ seat multipurpose entertainment facility located on the University of Miami's Coral Gables campus, has concerts, family shows, trade shows, lecture series, university events and sporting events hosting University of Miami Men's and Women's basketball teams.

The BankUnited Center is the University's first on-campus venue with seating to accommodate large events. With its 8,000-seat capacity and 25 executive suites, the Center offers an ideal capacity for concerts, conferences, lectures series and banquets. The venue has hosted events ranging from the US Cheer & Dance National Championships to the Dali Lama and the Republican National Convention.

The BankUnited Center is managed by Global Spectrum, a subsidiary of Philadelphia-based Comcast-Spectator, which owns the Wachovia Center, the Wachovia Spectrum, the Philadelphia Flyers, the Philadelphia 76ers, the Philadelphia Phantoms, Flyers



Skate Zone, Comcast SportsNet, and the Bowie Baysox, the Delmarva Shorebirds and the Frederick Keys, all affiliates of the Baltimore Orioles.

The BankUnited Center has 25 suites. Each suite is equipped with twelve (12) box seats with three (3) additional bar stools; lounge area; television and phones along with a kitchen area with a bar and refrigerator. Suite holders will also have access to the Hurricane 100 reception room, a special room that will host pre-game and post-game events. This reception room will include concessions, rest rooms, and meeting space available to members and their guests.

**Venue Vendors**

Chartwells is the exclusive caterer.

<b>Sport</b>	<b>Basketball</b>
<b>TOTAL Expected # Participants (Men+ Women)</b>	150
<b>Men</b>	50
<b>Women</b>	100
<b>Tournament Form</b>	All games in all rounds will consist of a minimum of 40 minutes and should not exceed 48 minutes (either 22 minute halves or four, twelve-minute quarters). Each team must play a minimum of eight games one of which must be in the medal contention round. The top three placing teams in each division will receive medals. Categories/divisions Based on pre-registration. The basketball tournament will consist of two sessions; Preliminary Rounds (pool play) and Double Elimination Rounds.
<b>Description of Sporting Venue</b>	Basketball Court
<b>Name</b>	BankUnited Center
<b>Year Built</b>	2003



<b>Yr of renovation/improvement</b>	NA
<b>Spectator capacity</b>	8000
<b>Number of courts/pitches</b>	2
<b>Ownership of venue</b>	University of Miami
<b>Est. Rental Cost</b>	\$5,000
<b>External Catering Possibilities</b>	Internal
<b>Security Needs</b>	Yes
<b>Transport access &amp; transfer times to other venues</b>	The University of Miami is a main hub of activity for the sports elements of the World Outgames and therefore it will be a main stop on the Public Transit Transportation Line.
<b># of Changing Rooms (consider transgender)</b>	4
<b># of Showers</b>	8
<b># of lockers</b>	3 Locker Rooms
<b>Description of what needs to be added to venue</b>	N/A
<b>Participant break-even level</b>	150
<b>Description of Partnerships: experienced LGBT/Main Sports Organization</b>	USA Basketball
<b>Sanctioning Body</b>	USA Basketball
<b>References to an event where this sport was successfully hosted</b>	University of Miami Men's & Women's Basketball Teams



## **Bird Bowl Bowling Center**

**9275 SW 40<sup>th</sup> Street  
Miami, FL 33165**

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### **Sport**

Bowling

### **Site Proposal**

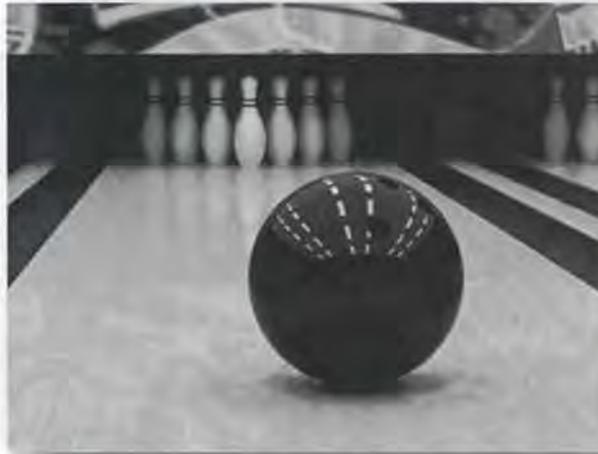
We propose the use of the Bird Bowl bowling center for the Bowling element of the World Outgames 2017.

### **Venue Requirements / Specifications**

- 60 Regulation Lanes

### **Venue Description / Overview**

This sixty-lane bowler's dream on Bird Road offers automatic scoring and nightly specials. Very competitive hourly rates and party packages are available as well. At this popular locale, host to year-round leagues and summer camps, the familiar sound of dropping pins is music to the patrons' ears. Not just for bowlers, the establishment also features 16 billiard tables, a video arcade, and the Lounge.



Sport	Bowling
<b>TOTAL Expected # Participants (Men+ Women)</b>	70
<b>Men</b>	60
<b>Women</b>	10
<b>Tournament Form</b>	Tournament Rules as set forth by USBC
<b>Description of Sporting Venue</b>	See Bid Document
<b>Name</b>	Bird Bowl Bowling Center
<b>Year Built</b>	1984
<b>Yr of renovation/improvement</b>	2008
<b>Spectator capacity</b>	TBD
<b>Number of courts/pitches</b>	NA
<b>Ownership of venue</b>	BirdBowl Management Inc
<b>Est. Rental Cost</b>	\$3,000.00
<b>External Catering Possibilities</b>	All catering is done from within the Center
<b>Security Needs</b>	Yes
<b>Transport access &amp; transfer times to other venues</b>	Public Transit
<b># of Changing Rooms (consider transgender)</b>	NA
<b># of Showers</b>	NA
<b># of lockers</b>	Lockers were added during the 2008 renovation
<b>Description of what needs to be added to venue</b>	NA
<b>Participant break-even level</b>	70
<b>Description of Partnerships: experienced LGBT/Main Sports Organization</b>	TBD
<b>Sanctioning Body</b>	USBC
<b>References to an event where this sport was successfully hosted</b>	Bowling for the Cure



## **Cobb Stadium**

**University of Miami**  
**1245 Dauer Drive**  
**Coral Gables, FL 33146**

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### **Sport**

Soccer Finals, Track & Field

### **Site Proposal**

We propose the use of the University of Miami Cobb Stadium for Track & Field and the Soccer Finals of the World Outgames in 2017.

### **Venue Requirements / Specifications**

- 1 Full Size Soccer Playing Field
- Track Surface – Martin Surfacing
- 8 Lanes
- Infield Grass – Greg Norman 1
- Field runs East to West
- Musco lighting will provide light to the stadium and one of the Greentree football practice fields.

### **Venue Description / Overview**

Cobb Stadium serves as the home to the University of Miami's women's soccer and men's and women's track and field programs.

Cobb features a full size soccer playing field centered inside an eight-lane rubber track. In addition, a 500-seat stadium grandstand stands at midfield for optimal viewing. Leading to and from the seating area is two ramped walkways to maximize convenience for all Hurricane patrons. Four massive light banks surround the field to make dusk or night games a reality in Coral Gables.

"Having a facility like Cobb Stadium is a tremendous boost to our program," said women's track and field head coach Amy Deem.

Located adjacent to the Hecht Athletic Center, the facility is named after the Ambassador and Mrs. Charles E. Cobb. The Cobb family



donated the leadership gift for the reconstruction and expansion of the University track and the construction of the new soccer field. Ground was broken for Cobb Stadium on April 21, 1998 with its completion occurring during the fall.

Ambassador Cobb was captain of the Stanford University track team and a member of the 1960 United States Olympic team as a high-hurdler. He has been a member of the University Of Miami Board Of Trustees and its Executive Committee for over 20 years and is the former Chairman of the Board of Trustees.

In addition to providing a first-class facility for the Hurricane women's soccer and track and field programs, the stadium is available to host soccer and track and field events for school and youth groups.



Sport	Soccer
<b>TOTAL Expected # Participants (Men+ Women)</b>	350
<i>Men</i>	200
<i>Women</i>	150
<b>Tournament Form</b>	Event FINALS
<b>Description of Sporting Venue</b>	See Bid Document
<b>Name</b>	University of Miami - Cobb Stadium
<b>Year Built</b>	1998
<b>Yr of renovation/improvement</b>	NA
<b>Spectator capacity</b>	500
<b>Number of courts/pitches</b>	NA
<b>Ownership of venue</b>	University of Miami
<b>Est. Rental Cost</b>	\$5,000.00
<b>External Catering Possibilities</b>	TBD
<b>Security Needs</b>	Yes
<b>Transport access &amp; transfer times to other venues</b>	The University of Miami is a main hub of activity for the sports elements of the World Outgames and therefore it will be a main stop on the Public Transit Transportation Line.
<b># of Changing Rooms (consider transgender)</b>	2
<b># of Showers</b>	10+
<b># of lockers</b>	50+
<b>Description of what needs to be added to venue</b>	All sport equipment needs will be secured through local sport organizations and purchased where necessary.
<b>Participant break-even level</b>	350
<b>Description of Partnerships: experienced LGBT/Main Sports Organization</b>	IGLFA International Gay and Lesbian Football Association
<b>Sanctioning Body</b>	IGLFA International Gay and Lesbian Football Association
<b>References to an event where this sport was successfully hosted</b>	Hurricane Soccer



<b>Sport</b>	<b>Track &amp; Field</b>
<b>TOTAL Expected # Participants (Men+ Women)</b>	275
<b>Men</b>	225
<b>Women</b>	50
<b>Tournament Form</b>	Rules and Regulations as set forth by USA Track & Field
<b>Description of Sporting Venue</b>	See Bid Document
<b>Name</b>	University of Miami - Cobb Stadium
<b>Year Built</b>	1998
<b>Yr of renovation/improvement</b>	NA
<b>Spectator capacity</b>	500
<b>Number of courts/pitches</b>	NA
<b>Ownership of venue</b>	University of Miami
<b>Est. Rental Cost</b>	\$5,000.00
<b>External Catering Possibilities</b>	TBD
<b>Security Needs</b>	Yes
<b>Transport access &amp; transfer times to other venues</b>	The University of Miami is a main hub of activity for the sports elements of the World Outgames and therefore it will be a main stop on the Public Transit Transportation Line.
<b># of Changing Rooms (consider transgender)</b>	2
<b># of Showers</b>	10+
<b># of lockers</b>	50+
<b>Description of what needs to be added to venue</b>	All sport equipment needs (including timing equipment, etc.) will be secured through local sport organizations and purchased/rented where necessary.
<b>Participant break-even level</b>	275
<b>Description of Partnerships: experienced LGBT/Main Sports Organization</b>	Local Clubs / Miami-Dade County Parks & Rec
<b>Sanctioning Body</b>	USA Track & Field
<b>References to an event where this sport was successfully hosted</b>	NCAA Track & Field Events, Miami-Dade Senior Games AAU Track & Field Junior Championships, Florida Sunshine State Games



## **Greentree Practice Fields**

**University of Miami  
1245 Dauer Drive  
Coral Gables, FL 33146**

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### **Sport**

Field Hockey

### **Site Proposal**

We propose the use of the University of Miami Greentree Practice Fields for Field Hockey.

### **Venue Requirements / Specifications**

- 3 Full Length Prescription Athletic Turf Fields

### **Venue Description / Overview**

The practice home of the 1983, '87, '89, '91 and '01 national football champions underwent a \$2 million renovation during the 1998 off-season and included three full length prescription athletic turf fields. Lights were also installed to allow for evening practices.

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# MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, [www.miamibeachfl.gov](http://www.miamibeachfl.gov)

## COMMITTEE MEMORANDUM

TO: Mayor Matti Herrera Bower and Members of the City Commission  
FROM: Kathie G. Brooks, Interim City Manager  
DATE: January 20, 2013  
SUBJECT: **BUDGET ADVISORY COMMITTEE'S PROPOSED POLICIES AND GUIDELINES FOR THE CITY'S PENSION PLANS**

The Government Finance Officers Association (GFOA) recommends that state and local governments have a policy statement that will guide their on-going plan design decisions. This policy should encourage governments to provide sustainable and properly funded retirement plans, which will attract employees in a competitive labor market, facilitate effective management of the workforce and fulfill retirement needs.

In early 2011, the Mayor approached the City's Budget Advisory Committee (BAC) regarding undertaking a study of pension reform for each of the pension plans in an effort to identify options available to ensure the long-term sustainability of the Plans, particularly the Police and Fire Pension system which represents the fastest growing costs to the City budget within recent years. As part of this effort the BAC developed a set of guidelines and policies for the future.

### **BACKGROUND**

The City currently has two (2) pension plans, which include the City Pension Fund for Firefighters and Police Officers in the City of Miami Beach and the Miami Beach Employees' Retirement Plan (MBERP). During the previous collective bargaining process for the City's five (5) collective bargaining units, issues were raised concerning the long-term fiscal health of the City's two (2) pension plans in terms of the growing unfunded liability, the funding ratio percentages of each plan and the growing costs of the plans as they relate to percentage of payroll. As a result, the City and the Unions negotiated several changes that were implemented for each of the pension plans for both, current and future employees in November 2011. In particular, the General Employees' pension plan (MBERP) was amended to include significant pension reform initiatives that will significantly reduce the City's pension contributions in the short-term, mid-term and long-term. Although the changes made to both plans will yield both short-term and long-term savings, these changes fail to fully address the increasing costs derived from the benefits that are currently provided to the pension plan members, particularly in the Fire and Police Pension Plan, which represents the fastest growing costs to the City's budget in recent years.

Over the past year, the BAC held twenty meetings to accomplish their objective by developing an approach that included the following components:

- Develop an understanding of the City's current pension plans benefits and costs for the Fire and Police Pension Plan and the Miami Beach Employees'

Retirement Plan (for General employees) from the perspective of legal counsel, the City's actuary, the City Manager and the pension plan administrator for each of the City's pension plans (the Fire and Police Pension Plan and the Miami Beach Employees' Retirement Plan - MBERP).

- Solicit input from the City's collective bargaining groups and employees.
- Survey comparative jurisdictions in the region regarding pension plan costs and benefits.
- Develop draft policies and guidelines to guide management of the City's pension plans into the future, (a copy of which is attached for your review).
- Identify and review options of potential changes to the Fire and Police Pension Plan based on 6 major categories, namely:
  - Florida Retirement System (FRS)
  - Defined Benefit similar to FRS, including a Social Security equivalent
  - Hybrid Plans with both, a defined benefit and a defined contribution component
  - Changes to the existing plan with a combination of past service benefits and benefits earned prospectively
  - Freezing the existing plan and defining new benefits based on Florida Statute Chapter 175 and 185 minimum benefits to continue receiving premium taxes
  - Changes to the existing plan to reflect the savings associated with plan changes included in the 2010 collective bargaining agreements with the International Federation of Fire Fighters (IAFF) and the Fraternal Order of Police (FOP) that have not yet been implemented by the Fire and Police Pension Board
- Evaluate the cost impacts of potential options
- Develop Recommendations

On April 17, 2012, by a majority vote of 7-2, the BAC approved a motion for the Committees' final recommendation on pension reform for the Fire and Police Pension Plan which are currently being discussed through the bargaining process. In addition, the BAC recommended a set of policies and guidelines. The GFOA best practices for developing policies for retirement plans state the following:

- Purpose of the retirement plan (e.g., level of replacement income and purchasing power retention);
- Ability of public retirees to contribute to the economic viability of their community and not become a financial liability to the community in which they live due to inadequate retirement income;
- Organization's philosophy regarding employer and employee responsibilities in preparing for retirement;
- Availability of Social Security, retiree medical benefits, disability and survivor benefits and supplemental (e.g. 457) savings plans;
- Costs, including the employer's ability to sustain payments and perhaps increase benefits over time and cost predictability;
- Labor market considerations such as competitive environment, workforce mobility, length of employee service and recruitment and retention of employees;
- Investment risk and control, including how investment risk is allocated between employer and employee;
- Portability of benefits;
- A plan design that can be communicated to and understood by plan participants;
- Employee educational efforts; and

- Advantages of the different types of plans (e.g., defined benefit, defined contribution and hybrid).

### **CITY OF MIAMI BEACH RECOMMENDED POLICIES AND GUIDELINES**

As part of the evaluation for Pension Reform in the City of Miami Beach, the Budget Advisory Committee (BAC) is recommending policies for long term pension reform. The BAC is also recommending guidelines for the City to adopt which establish thresholds which if surpassed will require the City to take prompt and appropriate measures to meet the guideline criteria.

The policies and guidelines address four perspectives: (1) Affordability and Sustainability, (2) Appropriate Benefits to Provide to Employees, (3) Recruitment and Retention, and (4) Management of Risk/Risk Sharing.

These policies and guidelines were adopted unanimously by the BAC.

#### **Affordability and Sustainability**

- **GUIDELINE STATEMENT:** If the City's portion of the total annual cost of retirement benefits contribution exceeds 25 percent of payroll for general employees and 60 percent of payroll for high risk employees, the City should review and evaluate potential changes to the collective bargaining agreements between the City and the Unions, applicable towards the next contract negotiations, in order to identify potential approaches to reduce the contributions to these levels over the long term.
- **POLICY STATEMENT:** The City shall fund at least the normal cost of pension. If this exceeds the amount of the actuarially determined annual required contribution, the excess should be placed in a pension stabilization fund, to be made available for future pension shortfalls.
- **POLICY STATEMENT:** The City should strive to maintain a funded ratio of at least 80 percent for each of its defined benefit pension plans.
- **GUIDELINE STATEMENT:** If the funded ratio (actuarial value of assets minus actuarial liabilities) of either of the City of Miami Beach's pension plans falls below 70 percent, the City should strive to implement approaches to increase the funded ratio to that level over five (5) years.
- **POLICY STATEMENT:** Salary growth should not exceed the average actuarially assumed salary growth in each of the City's pension plans.
- **POLICY STATEMENT:** The City should require 5, 10 and 20 year projections of required pension contributions as part of the annual actuarial valuations for each of the City's pension plans. These projections shall be based on the current actuarial assumptions for each plan. The projections shall be updated to reflect the cost of any proposed benefit enhancement before the City Commission

agrees to the enhancement. The cost of these studies shall be funded separately from the annual contribution to the pension plan.

- **POLICY STATEMENT:** There shall be an experience study of each of the City's pension plan's actuarial assumptions performed by an actuary that is independent from the pension board. The experience study should be conducted at least once every three (3) years, to compare actual experience to the assumptions. The independent actuary shall make recommendations for any changes in assumptions based on the results of the experience study, and any deviations from those assumptions by the pension board shall be justified to the City Commission.
- **POLICY STATEMENT:** Once pension reform is implemented, a 5/7<sup>th</sup> vote of the City Commission should be required for any further pension changes.

### **Appropriate Benefits to Provide to Employees**

- **POLICY STATEMENT:** The City of Miami Beach should strive to provide a retirement benefit that provides for a replacement of salary at a level at least equivalent to Social Security plus a supplemental retirement benefit.
- **POLICY STATEMENT:** The City of Miami Beach retirement benefits should be adjusted periodically after retirement to reflect the impacts of inflation, with rates no more than the Consumer Price Index for All Workers - CPI(W), that is subject to City Commission approval and with a maximum of 3 percent annually.

### **Recruitment and Retention**

- **POLICY STATEMENT:** The City of Miami Beach should strive to provide retirement benefits that ensure that the City is competitive in the recruitment and retention of employees.

### **Management of Risk/Risk Sharing**

- **POLICY STATEMENT:** The City of Miami Beach should strive to share some portion of retirement benefit risk with employees.
- **GUIDELINE STATEMENT:** If the City's contribution to a defined pension benefit plan exceeds 25 percent of payroll for general employees and 60 percent of payroll for high risk employees, the employee contribution should be reviewed.

The Supporting Rational and Data for the Proposed Guidelines and Policy Statements are provided in the attachment.

KGB:pw

Attachment

F:/cmgr/Kathie Brooks/ memos/Committee Pension Memo

# Supporting Rationale and Data for Proposed Guidelines and Policy Statements

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AFFORDABILITY AND SUSTAINABILITY

**GUIDELINE STATEMENT:**

- If the City's portion of the total annual cost of retirement benefits contribution exceeds 25 percent of payroll for general employees and 60 percent of payroll for high risk employees, the City should review and evaluate potential changes to the collective bargaining agreements between the City and the Unions, applicable towards the next contract negotiations, in order to identify potential approaches to reduce the contributions to these levels over the long term.

**POLICY STATEMENT:**

- The City shall fund at least the normal cost of pension. If this exceeds the amount of the actuarially determined annual required contribution, the excess should be placed in a pension stabilization fund, to be made available for future pension shortfalls.

**Background/Rationale:**

Pension plans require annual contributions from plan sponsors (i.e., municipal governments) and participants in order to maintain their funding levels. Ideally, those contributions are only necessary to pay for future benefits that were earned by participants in the current year. That amount is referred to as the normal contribution. Normal contributions increase as plans provide more generous benefits, make benefits available to more individuals and reduce the number of years someone needs to work or lower the age when the plan will begin to pay benefits.

Underfunded pension plans require an additional contribution in order to eventually eliminate their unfunded liabilities. When pension plans are underfunded, annual contributions need to include the normal contribution and an additional contribution to pay down the unfunded portion of the liability. Therefore, if two pension plans have equal benefit policies and equal employee characteristics but one is 75 percent funded and the other is 100 percent funded, the plan that is 75 percent funded will require a larger annual contribution in order to pay down its unfunded liability. Plan sponsors do not have to make up the entire unfunded portion of the liability in a single year. In most cases, that amount would be too costly for governments to pay in full. Instead, a professional actuary establishes a payment schedule that allows the sponsor to pay off the unfunded portion of the liability over as many as 30 years. In short, plans with large unfunded liabilities will pay more in annual pension costs.

The combination of the normal cost funding requirement and the payment for amortization of the unfunded liability results in a combined annual required contribution (ARC) that the City is required to pay to each pension plan for the next fiscal year. Typically, this is expressed as a percent of the payroll applicable to the particular pension plan to allow comparability from year to year, as well as, to other pension plans.

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**Current Conditions:**

The City of Miami Beach pension contributions as a percent of payroll as of the 10/1/10 valuation reports:

Fire and Police Pension Plan: 72.76%%  
 Miami Beach Employees Retirement Plan: 25.02%

Fire and Police Pension Plan Normal Cost: 32.59%%  
 Miami Beach Employees Retirement Plan Normal Cost: 10.80%

At this time, the negotiated changes to the Fire and Police Pension Plan are under litigation. However, the projections provided by the Fire and Police Pension Plan actuary regarding the impact of changes collectively bargained for new employees were minimal. In addition, assuming all actuarial projections were met from FY 2010/11 forward, the ARC as a percent of payroll is projected to increase to 81.05% by Fiscal Year 2017 contribution.

The Miami Beach Employees Retirement Plan (MBERP) Actuary projected that the 2010 changes to the plan for new employees would decrease the unfunded liability payment by approximately \$6 million - 5.78% of payroll after 10 years. Even with this decrease, and assuming all actuarial projections were met from FY 2010/11 forward, the ARC as a percent of payroll is projected to increase to 37.12% by Fiscal Year 2017, declining each year thereafter.

**Comparison to Florida Retirement System and Comparative Local Jurisdictions:**

**Total annual employer cost of retirement benefits contribution as a percent of payroll**

Jurisdiction	High Risk Employees	General Employees
Boca Raton	52.72%	19.81%
Coral Gables	49.1%	
Coral Springs	Police: 87.98% Fire 28.02%	
Fort Lauderdale	49%	32.75% Plan closed for new hires 10/1/2007-3/5/2008 Now defined contribution
Hialeah	32.59%	
Hollywood	Police: 84.41% Fire 127.03% (Plans are now frozen and new plans with lower benefits became effective 10/1/11)	36.14% (Plans are now frozen for General Fund Employees and new plans with lower benefits became effective 10/1/11)

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North Miami	30.21%	32.14%
North Miami Beach	55.3%	25%
Pompano	38.59%	21.39%
Tamarac	55.45%	28.8%
FRS (Includes Coconut Creek, Cooper City, Miami Gardens, Miami-Dade County, Miami Lakes, Pinecrest and Wilton Manors)	14.1% 7/1/11 19.56% 7/1/12	4.91% 7/1/11 6.58% 7/1/12

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**POLICY STATEMENT:**

- The City should strive to maintain a funded ratio of at least 80 percent for each of its defined benefit pension plans.

**GUIDELINE STATEMENT(S):**

- If the funded ratio (actuarial value of assets minus actuarial liabilities) of either of the City of Miami Beach's pension plans falls below 70 percent, the City should strive to implement approaches to increase the funded ratio to that level over five (5) years.

**Background/Rationale:**

Each year, the City receives independent actuarial reports for each of the City's two pension plans. The actuarial valuation of the pension plan is a mathematical determination of the financial condition of the plan, which includes: the computation of the present monetary value of benefits payable to present members, the present monetary value of future employer and employee contributions, considering the expected mortality rates among employees and retirees, rates of disability, retirement age, withdrawal from service, salary increases, investment earnings and value of assets.

As part of the annual actuarial valuation for each plan based on plan data as of October 1, the Actuary evaluates how the actual data for the preceding year compared to the actuarial valuation for that year. Any differences are reflected as gains or losses in unfunded liability. The unfunded liability for a plan is the difference between the benefits earned (accrued) and the assets of the plan on a given date, and is typically amortized and funded over 30 years. The amortization methodology varies by plan. In the Fire and Police Pension Plan, the amortization is based on increased payments in proportion to assumed future payroll growth. In the MBERP, an assumption of level amortization payments is used.

The unfunded liability of the plan is the actuarial accrued liability less the plan actuarial assets. This amount is expected to have year-by-year fluctuations; however, if the plan's assumptions are consistent with the plan's long-term experience, the changes in the unfunded liability should be offsetting over the life of the plan. In contrast to the market value of the pension plan assets, the actuarial value of the pension plan assets is equal to the market value of the assets at a specific date, adjusted to reflect a five-year phase-in (or smoothing) of any asset experience gain or loss. The five-year smoothing of pension plan asset value means that only 20 percent of the experience gain or loss that the fund experiences in any one year is recognized immediately for the purpose of determining the actuarial value of the plan and the annual required contribution.

The percent of the actuarial accrued liability funded is a measure of a pension fund's fiscal health. It compares assets to pension obligations. A percentage over 100% means that the fund has more money than it needs to meet its obligations at that point in time.

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**Current Conditions:**

City of Miami Beach funding levels as of the 10/1/10 valuation reports:

Fire and Police Pension Plan: 64.3%  
 Miami Beach Employees Retirement Plan: 74.4%

**Comparison to Florida Retirement System and Comparative Local Jurisdictions:**

Funded Ratio		
Jurisdiction	High Risk Employees	General Employees
Boca Raton	70.26%	91.38%
Coral Gables	57.5%	
Coral Springs	Police 77.77% Fire: 79.65%	
Fort Lauderdale	77.4%	70.7% Plan closed for new hires 10/1/2007-3/5/2008 Now defined contribution
Hialeah	75.03%	75.03%
Hollywood	Police 53.5% Fire 37.6% (Plans are now frozen and new plans with lower benefits became effective 10/1/11)	63.78% (Plans are now frozen for General Fund Employees and new plans with lower benefits became effective 10/1/11)
North Miami	68.6%	75.6%
North Miami Beach	61.6%	70.3%
Pompano	69.8%	74.2%
Tamarac	63.3%	77.96%
FRS (Includes Coconut Creek, Cooper City, Miami Gardens, Miami-Dade County, Miami Lakes, Pinecrest and Wilton Manors)		87.1% (7/1/11)

**Other Information:**

The United States Postal Service Office of the Inspector General (June 18, 2010) concluded that 80 percent prefunding of pensions is reasonable based on the following:

- The Standard and Poor's companies' (S&P 500) median prefunding level for pensions in 2009 was 79 percent of liabilities. From 2001 through 2009, S&P 500's pension median prefunding ranged from 73 to 112 percent.

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- The aggregate prefunding for states' pensions in 2008 was also 79 percent. From 2001 through 2009, state governments' aggregate pension prefunding ranged from 59 to 90 percent.

The Government Accountability Office (GAO) reported that many experts consider at least 80 percent prefunding to be sound for government pensions. (Source: The GAO's State and Local Government Retiree Benefits Current Funded (5); The GAO's State and Local Government Retiree Benefits Current Funded Status of Pension and Health Benefits, January 2008.)

The Pension Protection Act of 2006 considers pensions prefunded at less than 70 percent as being "at risk" and attempts to protect such plans by commencing restrictions on corporate pension funds only when prefunding is below 80 percent.

The 2011 report prepared by the Leroy Collins Institute at Florida State University for pension systems across Florida assigned the following grades to pension plans based on percent funded.

GRADE	PERCENT FUNDED
A	More than 90% funded
B	80 to 90% funded
C	70 to 80% funded
D	60 to 70% funded
F	Less than 60% funded

The following cities scored an "F" grade, according to the institute's study: Boynton Beach, Cooper City, Fort Myers, Hollywood, Homestead, Jacksonville, Miramar, Oakland Park, Ocala, Oviedo, Palm Beach Gardens, Panama City, Parkland, Plant City, Port Orange, Tamarac, Temple Terrace, Venice and Winter Haven. The highest rated was Melbourne's general employee plan with 190.1 percent funding, while Cooper City's general employee and police pension fund sat at the bottom with 35.48 percent funding. Pension funds that exceeded the 100% funded mark – Tallahassee's general, Clearwater's firefighters, Gainesville's general, Key West's general, Palm Coast's firefighters, Plantation's firefighters and Rockledge's general and police funds – have more than enough money in the bank to cover projected payouts to former and current employees.

The federal government has funded its combined **Civil Service Retirement System (CSRS)** and **Federal Employee Retirement System (FERS)** pension obligations at only 41 percent of liabilities and the military's prefunding for pensions is only 24 percent (Source: US Postal Service Office of The Inspector General Report of Pension Funding, 2010).

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**POLICY STATEMENT(S):**

- Salary growth should not exceed the average actuarially assumed salary growth in each pension plan.

**Background/Rationale:**

Each year, the City receives independent actuarial reports for each of the City's two pension plans. The actuarial valuation of the pension plan is a mathematical determination of the financial condition of the plan, which includes: the computation of the present monetary value of benefits payable to present members, the present monetary value of future employer and employee contributions, considering the expected mortality rates among employees and retirees, rates of disability, retirement age, withdrawal from service, salary increases, investment earnings and value of assets.

Each year, experience "gains" in the prior year reduces the actuarial accrued liability. Experience "losses" for the prior year, conversely, increases the actuarial accrued liability. To the extent that salary growth is more than the actuarial assumption for the plan, this would result in an experience "loss" and add to the unfunded liability of the plan.

Salary growth can result from merit increases, automatic step adjustments to salaries annually, cost of living adjustments impacting all employees or subsets of employees (COLA's), adjustments to salary ranges based on compensation studies, etc.

**Current Conditions:**

Projected salary rate increases vary by age.

For the Fire and Police Pension Plan, the average long-term assumption across all ages is 6 percent per year.

For the Miami Beach Employees Retirement Plan, the assumed increases are as follows:

Years of Service	Merit and Seniority	Base (Economic)	Total Increase
1	4.0%	4.0%	8.0%
2	3.9%	4.0%	7.9%
3	3.8%	4.0%	7.8%
4	3.7%	4.0%	7.7%
5	3.6%	4.0%	7.6%
6	3.5%	4.0%	7.5%
7	3.0%	4.0%	7.0%
8	2.9%	4.0%	6.9%
9	2.8%	4.0%	6.8%
10	2.7%	4.0%	6.7%
11	2.6%	4.0%	6.6%
12	2.5%	4.0%	6.5%
13	2.4%	4.0%	6.4%

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14	2.3%	4.0%	6.3%
15	2.2%	4.0%	6.2%
16	2.1%	4.0%	6.1%
17	2.0%	4.0%	6.0%
18	1.9%	4.0%	5.9%
19	1.8%	4.0%	5.8%
20	1.7%	4.0%	5.7%
21+	1.5%	4.0%	5.5%

The pension board for MBERP recently approved a decrease in the salary growth assumption for the 10/11/11 valuation to reflect the downturn in the economy and the lower economic increases in recent years and likely into the future.

**Comparison to Florida Retirement System and Comparative Local Jurisdictions:**

Not Applicable

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**POLICY STATEMENT(S):**

- The City should require 5, 10 and 20 year projections of required pension contributions as part of the annual actuarial valuations for each of the City's pension plans. These projections shall be based on the current actuarial assumptions for each plan. The projections shall be updated to reflect the cost of any proposed benefit enhancement, before the City Commission agrees to the enhancement. The cost of these studies shall be funded separately from the annual contribution to the pension plan.
- There shall be an experience study of each of the City's pension plan's actuarial assumptions performed by an actuary that is independent from the pension board. The experience study should be conducted at least once every three (3) years, to compare actual experience to the assumptions. The independent actuary shall make recommendations for any changes in assumptions based on the results of the experience study, and any deviations from those assumptions by the pension board shall be justified to the City Commission.
- Once pension reform is implemented, a 5/7<sup>th</sup> vote of the City Commission should be required for further pension changes.

**Background/Rationale:**

Changes to plan benefits can affect the actuarial accrued liability of a plan, either positively or negatively. If plan benefits are increased, the mathematical calculations will result in more benefits anticipated to be paid to plan members in the future, which will need to be recognized all at once, although payments would be amortized over the long-term. Conversely, if plan benefits are reduced, with all else being equal, the plan will see a reduction in the actuarial accrued liability.

**Current Conditions:**

Not Applicable

**Comparison to Florida Retirement System and Comparative Local Jurisdictions:**

Not Applicable

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**APPROPRIATE BENEFITS TO PROVIDE TO EMPLOYEES**

**DRAFT POLICY STATEMENT(S):**

- The City of Miami Beach should strive to provide a retirement benefit that provides for a replacement of salary at a level at least equivalent to Social Security plus a supplemental retirement benefit.

**Background/Rationale:**

In the United States, 96 percent of workers are covered by Social Security. The benefit payment is based on how much is earned during your working career. Higher lifetime earnings result in higher benefits. If there were some years when you did not work or had low earnings, your benefit amount may be lower than if you had worked steadily. Social Security replaces about 40 percent of preretirement income for the average worker. The average replacement rate for lower-paid workers equals about 55 percent of their pre-retirement earnings. The average replacement rate for highly paid workers is about 25 percent.

**Windfall Elimination Provision**

Before 1983, people who worked mainly in a job not covered by Social Security had their Social Security benefits calculated as if they were long-term, low-wage workers. They had the advantage of receiving a Social Security benefit representing a higher percentage of their earnings, plus a pension from a job where they did not pay Social Security taxes. Congress passed the Windfall Elimination Provision to remove that advantage.

**Government Pension Offset**

If you receive a pension from a federal, state or local government based on work where you did not pay Social Security taxes, your Social Security spouse's or widow's or widower's benefits may be reduced by two-thirds of your government pension.

(Source: Social Security website: <http://www.ssa.gov/pubs/10035.html>  
<http://www.ssa.gov/pubs/10045.html> <http://www.ssa.gov/pubs/10007.html>)

**Current Conditions:**

The City of Miami Beach currently does not participate in Social Security. In evaluating proposed changes to the City's pension plans, the fact that the City does not participate in Social Security must be taken into account.

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**Comparison to Florida Retirement System and Comparative Local Jurisdictions:**

**Participation in Social Security**

<b>Jurisdiction</b>	<b>General Employees</b>
Boca Raton	Yes
Coral Gables	Yes
Coral Springs	Yes
Fort Lauderdale	Yes
Hialeah	Yes
Hollywood	Yes
North Miami	Yes
North Miami Beach	Yes
Pompano	Yes
Tamarac	Yes
FRS (includes Miami Dade County, Miami Lakes, Pinecrest, Wilton Manors)	Yes

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**POLICY STATEMENT(S):**

- City of Miami Beach retirement benefits should be adjusted periodically after retirement to reflect the impacts of inflation, with rates no more than the Consumer Price Index for All Workers (CPI-W), subject to Commission approval, and with a maximum of 3 percent annually.

**Background/Rationale:**

Most people are aware that there are annual increases in Social Security benefits to offset the effects of inflation on fixed incomes. These increases, now known as cost-of-living adjustments (COLAs), are such an accepted feature of the program that it is difficult to imagine a time when there were no COLAs.

Before 1975, beneficiaries had to await a special act of Congress to receive a benefit increase.

Beginning in 1975, Social Security started automatic annual COLAs. The change was enacted by legislation that ties COLAs to the annual increase in the CPI-W.

(Source: Social Security website: <http://www.ssa.gov/pubs/10035.html>  
<http://www.ssa.gov/pubs/10045.html> <http://www.ssa.gov/pubs/10007.html>)

**Current Conditions:**

**Fire and Police Pension Plan**

Employees hired before 10/1/10 - 2.5%

Employees hired on or after 10/1/10 – 1.5% with first adjustment deferred to 1 year after the end of DROP or 2 mandatory 0 DROP COLAs\*

**Miami Beach Employees Pension Plan**

Employees hired before 10/1/10 - 2.5%

Employees hired on or after 10/1/10 – 1.5%

\*Subject to current litigation

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**Comparison to Florida Retirement System and Comparative Local Jurisdictions:**

**Cost of Living Adjustments**

Jurisdiction	High Risk Employees	General Employees
Boca Raton	Not required – reviewed every odd year	Not required – reviewed every odd year
Coral Gables	If investment returns are over 10%, then equal to half of CPI – catch-up clause capped at 8%	
Coral Springs	2.5%	1% commences 5 years after retirement or DROP entry
Fort Lauderdale	COLA provision repealed 7/15/2008	Very Infrequent – only if actual investment earnings exceed assumptions Plan closed for new hires 10/1/2007-3/5/2008 Now defined contribution
Hialeah	2% for 10 years	
Hollywood	Police: None Fire None (Plans are now frozen and new plans with lower benefits became effective 10/1/11)	Only Enterprise employees hired prior to 7/15/2009 (Plans are now frozen for General Fund Employees and new plans with lower benefits became effective 10/1/11)
North Miami	1.92% with 1 year elimination period or 3% with 5 year elimination period	1.92% with 1 year elimination period or 3% with 5 year elimination period
North Miami Beach	2.5% Annually after 3 Years of Retirement	2.25% Annually
Pompano	2% fixed 1% variable	Tier 1 2% Tier 2 5 year waiting period tiered 0-2% based on age
Tamarac	Employees retiring before 3/1/07 = 2% after 3 years of retirement After 3/1/07 – 2.25% after 3 years of retirement	Up to 2% - solely funded from actuarial gains
FRS (Includes Coconut Creek, Cooper City, Miami Gardens, Miami-Dade County, Miami Lakes, Pinecrest and Wilton Manors)	3% for benefits earned prior to 7/1/11 None for benefits earned thereafter	

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**RECRUITMENT AND RETENTION**

**POLICY STATEMENT(S):**

- The City of Miami Beach should strive to provide retirement benefits that ensure that the City is competitive in recruitment and retention of employees.

**Background/Rationale:**

Salary ranges for job classifications in City of Miami Beach are periodically reviewed to ensure internal equity and external competitiveness. Internal equity refers to the relationships (duties, level of responsibilities, salary, tenure, etc.) between positions within the same organization. External equity refers to the relationships (duties, level of responsibilities, salary, tenure, etc.) between positions to the external labor market, in both, the public and private sectors. Benefits, including pension, are also periodically reviewed.

**Current Conditions:**

In the past, particularly during periods of low unemployment rates when competition for employees has been tight, the City has targeted to set salaries in the 75<sup>th</sup> percentile of neighboring jurisdictions, and to provide benefits similar to neighboring jurisdictions.

**Comparison to Florida Retirement System (FRS) and Comparative Local Jurisdictions:**

See survey of pension benefits provided by neighboring jurisdictions

In addition, the 2009 Classification and Compensation Study prepared by Condrey and Associates for the City of Miami Beach concluded that "the City's retirement benefit, while generous, appears appropriate considering the employee 8 percent contribution to the fund (based on a comparison to other jurisdictions locally and throughout Florida).

City of Miami Beach  
 Budget Advisory Committee  
 Pension Reform:  
 Policy and Guideline Statements

**MANAGEMENT OF RISK/RISK SHARING**

**POLICY STATEMENT(S):**

- The City of Miami Beach should strive to share some portion of retirement benefit risk with employees.

**GUIDELINE STATEMENT(S):**

- If the City's contribution to a defined pension benefit plan exceeds 25 percent of payroll for general employees and 60 percent of payroll for high-risk employees, the employee contribution should be reviewed.

**Background/Rationale:**

With the City of Miami Beach's two pension plans, the City bears 100 percent of the risk of the volatility of the equity market; whereas, with private sector pension plans, the risk is born by the employee.

**Current Conditions:**

Fire and Police Pension Plan:  
 Employee Contribution Rates – 10%

Miami Beach Employees Retirement Plan  
 Employee Contribution Rates for employees hired prior to early 1990's – 12%  
 Employee Contribution Rates for employees hired after early 1990's – 10%

**Comparison to Florida Retirement System and Comparative Local Jurisdictions:**

**Employee Contribution Rates**

Jurisdiction	High Risk Employees	General Employees
Boca Raton	10.2%	Plans A&B 9.65% Plan C 6%
Coral Gables	5%	5-10%
Coral Springs	Police 9.875% Fire 8.75%	
Fort Lauderdale	Hired before 4-18-10 8.25% Hired after 4-18-10 8.5%	6% Plan closed for new hires 10/1/2007-3/5/2008 Now defined contribution
Hialeah		0%

City of Miami Beach  
 Budget Advisory Committee  
 Pension Reform:  
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Hollywood	Police 9.25% Fire 7.5% - 8% (Plans are now frozen and new plans with lower benefits became effective 10/1/11)	9% (Plans are now frozen for General Fund Employees and new plans with lower benefits became effective 10/1/11)
North Miami	11.51% or 9.51%	7%
North Miami Beach	12%	7%
Pompano	11.6%	Tier 1 10% Tier 2 7%
Tamarac	9%	7%
FRS (Includes Coconut Creek, Cooper City, Miami Gardens, Miami-Dade County, Miami Lakes, Pinecrest and Wilton Manors)	3%	3%

Note: Employees in Social Security also contribute to Social Security.

See page 1 for additional comparatives related to percent of payroll.

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## COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Kathie G. Brooks, Interim City Manager

DATE: February 20, 2013

SUBJECT: **DISCUSSION ON SUNSET HARBOUR NEIGHBORHOOD IMPROVEMENTS**

### **BACKGROUND**

The City is re-constructing three pump stations and re-lining sections of stormwater piping in the Sunset Harbour Neighborhood. These improvements will correct the tidal flooding that has been a problem throughout the area.

However, the Sunset Harbour Neighborhood was not part of the original Neighborhood Improvement Program. Recognizing that improvements are needed, the Commission authorized a capital project entitled Sunset Harbour Neighborhood Improvements (Attachment). In Fiscal Year 2013/14, the Commission allocated funding in the amount of \$2,309,719 for stormwater, water, and streetscape improvements. The stormwater improvements, in the amount of \$625,688, will correct grading issues and provide additional structures at local low spots. The water improvements, in the amount of \$1,118,250, will provide a new potable water main to increase fire flows and system pressure. The streetscape improvements, in the amount of \$565,781, will fund street lighting infill.

### **ANALYSIS**

Over the past several years, with the opening of more restaurants, Fresh Market and the parking garage with retail stores, Sunset Harbour has evolved to become a much more active residential community. However, the infrastructure has not kept pace with the residential and commercial development in the area and it is in need of renewal and/or replacement. As the City has done in the past with the original Neighborhood Improvement Program, a community-based planning process should be used to develop the elements of the Sunset Harbour Neighborhood improvement project. This would provide the residents and business owners with opportunities to attend Community Design Workshops and assist in the development of the design for the neighborhood.

Like the other Neighborhood Improvement Program projects, the City could retain a consultant through a Request For Qualifications. This consultant would manage at least two Community Design Workshops at which residents would provide input on the proposed design. The consultant would then prepare a Basis of Design Report (BODR) that would go to the Commission for formal approval. Once the BODR is adopted, the consultant would proceed with the design and permitting of the project.

**CONCLUSION**

The above information is provided for discussion by members of the Finance and Citywide Projects Committee.

Attachment:

Sunset Harbour Neighborhood Improvements capital project sheet

<sup>RS</sup>  
KGB/JGG/FHB/JJF/RWS

F:\WORK\ALL\1) EMPLOYEE FOLDERS\Rick Saltrick\Committee memos\Sunset Harbour Neighborhood FCWP February 2013.docx



# CITY OF MIAMI BEACH

## 2013-2017 Capital Budget & 5-Year Capital Improvement Plan

### I. General

**Title:** Sunset Harbour Neighborhood Improvements  
**Project #:** pwssunhari  
**Department:** Public Works  
**Manager:** Richard Saltrick  
**Category:** cip  
**Domain:** Street/Sidewalk/Streetscape Improvements  
**Location:** southbeach

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

**Description:** Replacement and upgrades of aging water and stormwater infrastructure as well as lighting infill and sidewalk repairs

**Justification:** This project was not part of a CIP Neighborhood Improvement Project. Therefore, it did not receive any stormwater or water funding for infrastructure replacement and upgrades. However, the draft 2012 Stormwater Master Plan identifies this neighborhood as a basin in need of improvements, and PWD has identified a need to replace the existing 6-inch water mains with 8-inch water mains.

**Project Timeline:**

A/E Request for Qualifications Start	Month/Year	A/E Request for Qualifications Complete	Month/Year
A/E Agreement Award:			
Planning Start:		Planning Completion:	
Design Start:		Design Completion:	
Bid Start:		Bid Completion:	
Construction Contract Award:			
Construction Start:	May-2013	Construction Completion:	Feb-2014

### II Cost Summary

Cost Category	Prior Years	2012/13	2013/14	2014/15	2015/16	2016/17	Future	Total
co187 Construction Fund 187	0	0	565,781	0	0	0	0	565,781
copsw Construction Proposed Storm Wa	0	0	625,688	0	0	0	1,837,125	2,462,813
cow&s Proposed Future W&S Bond Con	0	0	1,118,250	0	0	0	0	1,118,250
<b>Total:</b>	<b>0</b>	<b>0</b>	<b>2,309,719</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,837,125</b>	<b>4,146,844</b>

### III. Funding Summary

Funding Source	Prior Years	2012/13	2013/14	2014/15	2015/16	2016/17	Future	Total
187 Half Cent Transit Surtax - Count	0	0	565,781	0	0	0	0	565,781
psw Proposed Storm Water	0	0	625,688	0	0	0	1,837,125	2,462,813
w&s Proposed Future Water & Sewe	0	0	1,118,250	0	0	0	0	1,118,250
<b>Total:</b>	<b>0</b>	<b>0</b>	<b>2,309,719</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,837,125</b>	<b>4,146,844</b>



# CITY OF MIAMI BEACH

## 2013-2017 Capital Budget & 5-Year Capital Improvement Plan

### IV Expenses Summary

Funding	Adopted Budget	Encumbrances	Expenses	Retainage	Balance
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	Subtotal:				
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	Total:				

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## COMMITTEE MEMORANDUM

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

FROM: Kathie Brooks, Interim City Manager

DATE: February 20, 2013

SUBJECT: Discussion Regarding Analysis of all City Personnel Receiving Planning Day Pay and/or Work Day Pay

### **BACKGROUND**

A discussion item regarding the analysis of all City personnel receiving Planning Day Pay and/or Executive Work Days Pay was referred during the January 16, 2013 City Commission Meeting by Commissioner Libbin.

Upon the direction of the City Commission, Staff has attempted to research the genesis of the Planning Day benefit. Staff also searched the archived records maintained by the City Clerk but did not find any specific information on the origin of this employee benefit. The Human Resources Department electronic records go back to 2005 but only track those employees that received the benefit and the actual number of days accrued which varies by classification. Anecdotal evidence collected by staff from interviews with current and former employees would seem to indicate that this benefit started prior to 2000 and may or may not have been an exclusive part of the City Manager's and City Attorney's compensation package. The general consensus was that this compensation benefit was instituted in part to deal with salary compression issues and was also utilized as an executive benefit to recruit and attract a competitive workforce.

The attached document provides a breakdown of those employees who currently receive the planning day benefit.

  
KGB/CMG

**Analysis of Planning Day Benefits FY 2012/13**

<b>Position</b>	<b>Grade</b>	<b>Planning Days</b>	<b>Annual Value</b>
Public Safety Special Projects Coordinator	o017	2	\$676
Police Captain	o019	4	\$1,843
Infrastructure Division Director	o019	4	\$2,198
Fleet Mgmt Division Director	o019	4	\$2,252
Police Captain	o019	4	\$1,994
Police Captain	o019	4	\$1,917
Bass Museum Director	o019	4	\$2,060
Police Captain	o019	4	\$1,843
Procurement Division Director	o019	4	\$2,000
Police Captain	o019	4	\$1,843
Police Captain	o019	4	\$2,242
Assistant Director-Public Works	o019	4	\$2,031
Human Resources Assistant Director	o019	4	\$1,267
Assistant Director -Parks	o019	4	\$2,039
Assistant Director-CIP	o019	4	\$1,747
Assistant Director-Parks	o019	4	\$2,252
Real Estate Housing and Community Develo	o019	4	\$1,569
Police Captain	o019	4	\$1,843
City Engineer	o019	4	\$2,130
Code Compliance Director	o019	4	\$1,464
Internal Auditor	o019	4	\$2,252
Sanitation Director	o019	4	\$1,982
Police Division Major	o020	4	\$2,418
Division Commander	o020	4	\$2,185
Assistant Director - Finance	o020	4	\$2,447
Police Division Major	o020	4	\$2,447
Police Division Major	o020	4	\$2,447
Fire Division Chief	o020	5	\$2,433
Fire Division Chief	o020	5	\$2,329
Fire Marshall	o020	5	\$3,059
Fire Division Chief	o020	5	\$2,549
Fire Division Chief	o020	5	\$2,549
Acting Planning Director	o021	4	\$1,835
Information Technology Division Director	o021	4	\$2,346
Parking Director	o021	6	\$3,884
City Clerk	o021	6	\$2,957
Assistant Chief of Police	o021	6	\$3,785
Assistantt Fire Chief	o021	6	\$3,855
Building Director	o021	6	\$3,684
Parks & Recreation Director	o021	6	\$3,989
CIP Director	o021	6	\$3,803
Public Works Director	o022	6	\$4,334
Police Chief	o023	8	\$5,752
Fire Chief	o023	8	\$5,558
Asstistant City Manager	o024	6	\$3,754
Chief Financial Officer	o024	6	\$5,118
Chief Deputy City Attorney	o424	6	\$4,830
Chief Deputy City Attorney	o424	6	\$5,271
City Manager	o026	6	\$5,077
		<b>TOTAL</b>	<b>\$136,708</b>

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## COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Kathie G. Brooks, Interim City Manager

DATE: February 20, 2012

SUBJECT: **DISCUSSION REGARDING ADVERTISING PANELS ON LINCOLN ROAD**

### **BACKGROUND**

The City currently has an agreement with Clear Channel Adshel Inc., to construct, operate and maintain directory structures in the Lincoln Road Area, to provide directory information location maps, offer advertising space for commercial use, fabricate and install street signs and block numbers at ten (10) intersections along Lincoln Road. The agreement was entered on April 18, 2001 with an initial five (5) year term.

Subsequent to entering into contract with Clear Channel Adshel Inc., the City realized that there was a need to have ten (10) additional street name signs and requested that Clear Channel Adshel Inc. install them. These additional street name signs help both pedestrian and vehicular traffic in identifying the street names and block address designation for that location. On August 14, 2001, it was determined and ordered by the Historic Preservation Board that one additional directory sign would be placed at the intersection of James Avenue and Lincoln Road.

On November 13, 2002, the City executed the First Amendment to the Agreement between the City of Miami Beach and Clear Channel Adshel Inc., adding the additional street signs and additional two-sided directory structure. As part of this First Amendment, the term was extended by two (2) years, with a termination on April 17, 2008 and providing automatic renewals for up to five (5) additional one-year terms, which are already being exercised. Therefore, the current agreement terminates on April 17, 2013.

Under the terms of the Agreement, the City receives a minimum of \$22,000 per year or 30% of the total advertising net revenue from directory panels on Lincoln Road. Last year, the City received payment in the amount of \$112,589. The highest annual revenue received was \$149,683 in 2007.

Clear Channel Adshel Inc. is interested in submitting an unsolicited proposal for replacing the current fixed advertising panels on Lincoln Road with digital advertising panels, but has not yet submitted its proposal. Clear Channel Adshel Inc. recently sought approval from the Historic Preservation and Design Review Boards for the replacement of existing fixed advertising panels with digital advertising panels in twenty (20) bus shelters located in South Beach, but both Boards denied the request.

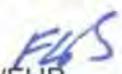
## ANALYSIS

Based on the above, there are a couple of options:

- Option 1: Issue a Request For Proposals for fixed advertising panels
- Option 2: Go to Historic Preservation and Design Review Boards to seek their direction as to what type of directory structures are most appropriate for the Lincoln Road Corridor. After this direction is obtained, the Administration recommends that a Request For Proposals be issued.

## CONCLUSION

The above information is provided for discussion by members of the Finance and Citywide Projects Committee.

  
KGB/FHB