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Leon County
Board of County Commissioners
301 South Monroe Street, Tallahassee, Florida 32301
(850) 606-5302 www.leoncountyfl.gov

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JANE G. SAULS
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District 4
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District 5
CLIFF THAELL
At-Large
AKIN AKINYEMI
At-Large
PARWEZ ALAM
County Administrator
HERBERT W.A. THIELE
County Attorney

April 24, 2009

Sharon Liggett
President/CEO
Tallahassee Area Convention and Visitors Bureau
106 East Jefferson Street
Tallahassee, Florida 32301

Dear Ms. Liggett:

Attached is the Final Draft of the Tallahassee Area Convention and Visitors Bureau (TACVB) Management Review Report with attachments. Please submit the TACVB's response to the management review no later than Friday, May 1, 2009. .

The Report will be presented to the Board of County Commissioners for consideration at its May 26, 2009 regular meeting.

Thank you and your staff for the assistance provided during this review process. If you have any questions, please contact me at 606-5117.

Sincerely,

Scott Ross
Budget Manager
Office of Management and Budget

cc: Parwez Alam, County Administrator
Vince Long, Deputy County Administrator
Alan Rosenzweig, Assistant County Administrator
Lee Daniels, Office of Tourism and Economic Development Director
Felisa Barnes, Senior Management and Budget Analyst

An equal opportunity employer

May 7, 2009

Mr. Scott Ross, Budget Manager
Leon County Office of Management & Budget
301 South Monroe Street
Tallahassee, Florida 32301

Dear Mr. Ross:

As the Chair of the Tallahassee Area Convention and Visitors Bureau (TACVB), I, along with the President/CEO, reviewed the draft Management Review Report. Attached to this correspondence, please find our preliminary responses to each of the findings presented in the report. Please note that the Board of Directors of the TACVB was not able to meet in the short time frame that the OMB office allotted for a response. These findings will be presented to the TACVB Board of Directors Meeting at the next regularly scheduled meeting and a more formal response from the TACVB Board of Directors will be forthcoming.

The TACVB is governed by a 19-member, tourism and hospitality industry-driven board of directors. These community volunteers represent various factions of our industry: lodging, attractions, City of Tallahassee, Leon County, FSU, FAMU, TCC, Tallahassee Area Chamber of Commerce, legal, accounting and small business.

We appreciate your office's time and efforts while conducting this audit. I only wish that this report, and subsequent review of the TACVB, reflected the growth, professional development and the incorporation of new tourism industry standards of reporting and performance by the TACVB since it has been under new leadership. Since 2006, the TACVB has responded to and met every request for information, documentation, data, research, policy or programmatic changes or other materials from the Leon County Tourist Development Council, The Leon County Office of OMB and the Board of County Commissioners and the opportunity to respond to this draft is appreciated. Both Sharon Liggett and I remain available for additional materials or clarification.

I look forward to providing you with a response from the entire Board of Directors before your May 26, 2009 County Commission meeting.

Sincerely,

Michelle Personette

Michelle Personette
Chair, TACVB Board of Directors

14

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TACVB Initial Response to Leon County OMB Findings
May 7, 2009

Finding1: The scope of services provided by the CVB has expanded beyond the direct marketing and visitor services outlined in the current Agreement. The Agreement specifically addresses direct marketing and visitor services. However, the CVB, over a number of years has gradually provided services which cause a conflict and duplication of services with the established role of the County's contracted advertising and public relations firm.

Response 1: The TACVB has from time to time been granted permission from the TACVB Board of Directors and the TDC to take advantage of opportunities presented to the organization for the benefit of marketing and promoting the Tallahassee area. Additionally, the TACVB has partnered with regional entities such as the Original Florida Marketing Task Force and the Big Bend Scenic Byway to leverage our collective resources for marketing and promotion activities which may or may not technically be in the scope of direct marketing and visitor services. Also, these additional activities were not identified or budgeted for in the advertising or public relations contracts. So while the service delivery may have been duplicitous the actual advertising or promotional program was not.

Finding 2: The CVB has four points of distribution for visitor information: the downtown Visitors Center the Airport, the Capitol and the internet. The majority of visitors arrive in Tallahassee by car. A detailed analysis should be performed, to determine the need of having two downtown visitor locations (the main visitors center and the satellite Capitol location) and having staff assigned to the airport or Capitol.

Response 2: Tallahassee is renowned for being a friendly and hospitable state capital. In 2007, according to Dr. Mark Bonn, 71% arrived by car while 27% arrived by air. The satellite Capitol location is in partnership with Visit Florida, an industry leader in destination marketing, and serves the leisure tour group market while the Jefferson Street location serves primarily the family or individual traveler. Our professional and informed staff greeted over 74,000 visitors in FY2007-2008.

Finding 3: The CVB provides an enhanced service level to membership businesses. As a membership organization supported by a countywide tax, non-members who collect the tourist tax are in essence subsidizing this program and not receiving the same level of benefits (i.e. non members not being listed in the visitors and meeting planner guides).

Response 3: Since November of 2005, there has been a concentrated effort to analyze, review and modernize the TACVB membership program. We have "cleaned up" the membership files inherited from previous administrations and now have an accurate, appropriate and invigorated member program. During the prior administration, member recruitment programs were driven

TACVB Initial Response to Leon County OMB Findings-Con't.
May 7, 2009

with financial incentives. Based on our discussions with former members, they were recruited without a relationship to the tourism or hospitality industry, explaining the questionable value membership and perhaps the statistically insignificant survey response.

The TACVB was founded as a non-profit, 501(c) 6 organization. The IRS defines this as a "membership organization characteristically supported by dues. Although an organization may receive a substantial portion or even the primary part of its income from non-member sources, membership support, either in the form of dues paid to or involvement in the organization's activities must be meaningful." Other CVBs with member programs include Miami, Tampa, Orlando, Jacksonville and Sarasota. Furthermore, the membership program provides the **only** outlet for tourist industry representatives (hotels, attractions, restaurants) to meet and collaborate on future promotions with the purpose of increasing visitation.

There are only **two** lodging properties out of 72, which collect the tax (or .027 % of lodging properties), in Leon County that are not members of the TACVB-Prince Murat and the Lafayette Motel. It can be argued that the marketing and visitor services generated by the TACVB promoting the entire Tallahassee area positively impact non-members as well. I believe that it also the argument for childless residents paying taxes which fund schools.

Finding 4 The CVB Sports marketing staff acts as a semi-independent entity, which can cause confusion regarding who is representing the CVB. The sport staff appears to report to and take direction from a volunteer advisory group (the TSC) rather than the director.

Response 4: To clarify the comment from the President/CEO—the discussion included a statement that one of the FY 2008-2009 goals of the TACVB Board Chair was to examine the relationship with the Tallahassee Sports Council. Responding to questions from the audit team regarding the nature of the review, the President offered that the review may address funding, marketing resources, grants, structure, more incorporation, less incorporation, venue development and the like. To date, the TACVB has not addressed any of these issues. The TACVB recognizes the importance of sports tourism for Leon County and wants to see this sector of tourism continue to grow.

Finding 5: The CVB has no documented policies and procedures to guide expending funds related to marketing activities. The existing Agreement with the CVB requires direct marketing and visitor services. However, the overall allocation of the resources by the CVB is not governed by any formal process.

TACVB Initial Response to Leon County OMB Findings-Con't.
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Response 5: The allocation of marketing funds is governed by a many-tiered formal process.

In November 2005, the TACVB hired a new President/CEO with the charge of rebuilding the organization to include, but not limited to:

- professionalize the destination marketing organization to industry standards
- implement a newly created three year strategic plan
- develop the foundation to achieve industry accreditation through DMAI
- modernize human resource and operations policies and procedures
- adopt new financial policies and procedures

Each year, the process begins with the integration of the mission statement with the goals and objectives of the strategic plan with the organizational chart with the budget to create the marketing plan. Each area of marketing and visitor services can be directly linked back to charge from the TACVB Board of Directors. Every expenditure is identified in advance by the target market and budgeted accordingly. This line item budget is approved by the TACVB Finance Committee, the Executive Committee and ultimately the full Board of Directors. The TACVB budget is then approved by the Tourist Development Council. Florida State Statute gives the authority to the Tourist Development Councils to monitor the expenditure of tourist tax dollars for compliance with FS 125.0104, not convention and visitors bureaus. To date, the Tourist Development Council has not indicated that any expenditure made by the TACVB is not in keeping with the standards set forth in the statute.

Finding 6: The TSC operates as a semi-independent entity under the direction of a Council, and not under the direction of the CVB director.

Response 6: See comments in Response4.

The TSC does gather information to determine the feasibility of hosting sporting events.

- Do we have a venue to support the event?
- Do we have community partners to cooperatively host the event?
- Calculate the number of potential room nights, estimated amount of direct spending and overall economic impact.
- Does the economic impact outweigh the expenses?

A post event report is created for every event to evaluate the outcome and determine if the event was successful in terms of economic impact.

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Finding 7 There is a high number of management or supervisory to non-management staff. The CVB has 1 supervisor to 2.4 FTEs which 13 the highest ratio of any of the CVB surveyed.

Response 7: To build an experienced and seasoned high performing staff it may get a little top heavy from time to time but natural attrition usually evens this out over time. Additionally, most member oriented CVBs have a senior level operations staff person-whether the title is Chief Operating Officer, Vice President or Deputy Director. With that said, the TACVB can perform a human resources audit to determine if cost savings can occur and to eliminate any duplication of efforts and/or responsibilities.

Finding 8: The CVB has 24 employees or 17 FTEs. This compares to an average of 7.9 for 13 other CVBs surveyed.

Response 8: In tourism it is difficult to compare apples to apples. Just the number of different types of organizational structures in one state is hard to categorize. We offer more services at more locations. Additionally, we have a member program with highly regarded program and services. With that said, the TACVB can perform a human resources audit to determine if cost savings can occur and to eliminate any duplication of efforts and/or responsibilities.

Finding 9: Job descriptions reflect some duplication and overlapping of staff duties and responsibilities, especially between management and supervised employees.

Response 9: The job descriptions are based on industry standards set forth by the Destination Marketing Association International. Additionally our job descriptions and organizational structure has been reviewed by an HR consultant and HR lawyer. This profession requires a good deal of cross training, team work and group projects. With that said, the TACVB can perform a human resources audit to determine if cost savings can occur and to eliminate any duplication of efforts and/or responsibilities.

Finding 10: A staff analysis of in-house CVBs that provide comparable services indicates that Leon County could provide the services with 65% less staffing.

Response 10: What are the assumptions in that analysis? Does that include the member program? Does that include targeted visitor services? Does that include increasing other contractor services to fill the void or does it reduce the programs and services?

Finding 11: Since 1996, the county has paid the CVB a total of $10,080,000: $8,671,800 in contract payments and $1,408,200 in reimbursable expenditures. The total contract has increased

TACVB Initial Response to Leon County OMB Findings-Con't.
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109% from fiscal years 1996 up to FY 2008. For FY 2010, the CVB has requested $1.5 million or a 42.2% increase in funding.

Response 11: I will ask Dr. Mark Bonn to present the economic impact resulting from the $10 million dollar investment over 14 years to Tallahassee/Leon County.

For the last several years the TACVB auditors have encouraged the TACVB Board of Directors to request that the process of reimbursable expenses by the TDC be eliminated. The TACVB Board would then request, as a contract addendum or other tool, an amount to cover promotional items, miscellaneous marketing and sporting events for that fiscal year, inclusion in Original Florida, organizing FAM trips and additional advertising opportunities. Each year the request was denied by the TDC Director. For FY 2010, we have again asked for the "reimbursable" additional amount to be included in the contract hence the increase.

Finding 12: CVB professional service payments increased eased steadily (43.8% over four years) while visitor numbers declined 15.8% over the same time period. The increase in contract funding did not result in a corresponding increase in bed tax revenues.

Response 12: Tourism is an investment over time. A conference or sporting event that we book today may not occur until 2012. It is similar to building a championship sporting team. You recruit this season for what will mature in two or three seasons.

Finding 13: The County provides the CVB in-kind services annually in the form of equipment and operating services. This is in addition to the direct contract payment. For FY 2008, the in-kind services (Internet, GroupWise, Avaya Phone System, website, office furniture, computers, printers, copies, phones, postage meter, IDSS sales and membership management system and monthly maintenance fees) are estimated at $79,000.

Response 13: No Response

Finding 14: The CVB is dependent on the County for more than 94% of its revenue. However, as noted in Finding 3, it provides a higher level of service to its paying members who only account for only 4.52% of the CVB revenue. This level of support includes free listing in the visitors and meeting planner guide, even though all hotels/motels are collecting the tourist tax for the entire county. In addition, over the past three years, the trend has shown a steady increase in county's support from 83% in 2006 to 94% in 2008.

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Response 14: Please see Response 3. Additionally, local attractions, restaurants, gas stations, rental car companies, party rental stores, tent rental, caterers, food vendors, banks, dry cleaners etc. etc. also benefit from the marketing efforts that are generated from tourist bed tax revenue, however they do not collect or contribute to this tax.

Finding 15: CVB employee receive greater employment benefits, such as paid dental and parking, than County employees.

Response 15: Our employee salary and benefits package was the result comparing association and tourism industry studies from the FSAE salary study, FACVB Florida Tourism Industry Study and DMAI personnel resources. Our comparison was not with government/public sector studies.

Finding 16: The separation of revenue and expenses funded by the tourist tax and other CVB revenue and expenses, such as membership fees/expenditure and expenditures requests by the TSC, is not apparent in the CVB's financial or budget records. Although CVB budgets provide significant budget detail for activities, staff could not always determine the costs of expenditures directly related to the direct marketing and visitor services functions outlined in the contract.

Response 16: The TACVB has never received a request from the TDC or the TACVB financial auditors to separate funding sources. Furthermore, independent auditors and certified public accountants have reviewed the TACVB's finances and never raised an issue regarding the reporting nature of its finances.

Finding 17: Although tacitly approved by the TDC, tourist tax funding provided to the CVB is - used to support activities and services not directly associated with the scope of the contracted services

Response 17: The Board of Directors of the TACVB and the TDC have approved all activities of the TACVB.

Finding 18: The CVB lacks sufficient accountability for spending associated with the contract. In addition, some CVB services and activities, such as advertising are a duplication of services provided by another contractor. This appears to be an inefficient use of contract dollars.

Response 18: Please see Responses 17, 1 & 5. Advertising efforts performed by a separate vendor are not the ONLY advertising efforts that are available to promoting Tallahassee and the TACVB has taken advantage of these opportunities when presented, since the vendor of the

TACVB Initial Response to Leon County OMB Findings-Con't.
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advertising and PR contract did not. Perhaps this is an area that should be reviewed when the audit of the advertising and PR vendor is conducted or when the RFP is released.

Finding 19: The CVB Marketing Plan and progress reports are not compliant with the terms of the Agreement. They lack performance measures, which is crucial to evaluating the effectiveness of CVB services.

Response 19: In March 2007, the TACVB adopted the DMAI Standard CVB Performance Reporting measures. This tourism industry benchmark and reporting platform has been utilized since that time to report performance to the TACVB Board of Directors, the TDC and the BOCC. Regarding the marketing plan—When the marketing plan is combined with the budget, with the strategic plan, with the mission statement and with the organizational structure you will have the complete TACVB plan with the components listed above. The TACVB continues to provide more documentation to the TDC then is requested of them.

Finding 20 The TDC; provided inadequate management of the CVB contract. As required by the Agreement, the TDC did not establish performance measures for the assessment of CVB services.

Response 20: No response

Finding 21: Sales productivity and service activities do not justify' the CVBs staff size. The 13 CVBs survey showed that an average of four employees performed marketing services. Fifty percent of the CVBs did not provide visitor services or have staff dedicated to visitor services Among the CVBs that offer visitor services; the number of employees averaged two.

Response 21: Please see prior responses. With that said, the TACVB can perform a human resources audit to determine if cost savings can occur and to eliminate any duplication of efforts and/or responsibilities.

TACVB Employee Opinion Survey

Employees' opinions and satisfaction is an important aspect of this management review. This process is intended to determine the organizations strengths and weaknesses from an employee perspective. TACVB employees are asked to complete the attached survey. Please attach additional sheets if necessary. As this is an **anonymous response**, please do not write your name or place any identifying marks on this survey. When you have completed the survey, please return it to the TACVB Employee Survey Return Box located on the 4th floor at the Tourist Development Council reception desk. The Return Box will be collected at 4:00 p.m. Friday, January 23, 2009.

1. Overall, how would you rate the TACVB as a place to work?
   - ○ Excellent
   - ○ Good
   - ○ Fair
   - ○ Poor
   - ○ Very Poor
2. Overall, what is the best thing about working at the TACVB?
3. What would be the one thing the TACVB could do that would improve the TACVB the most?
4. Explain how your daily activities are directly related to the stated mission and goals of the TACVB.

Please indicate your level of agreement or disagreement with the following statements.

	Strongly Agree 1	2	3	4	Strongly Disagree 5
5. I am given enough time to complete my work assignments.	○	○	○	○	○
6. I have the time to take on additional responsibilities.	○	○	○	○	○
7. My job is similar to other positions in the TACVB.	○	○	○	○	○
8. Because my position overlaps with other positions in the TACVB communications issues occur frequently.	○	○	○	○	○
9. I often get conflicting priority assignments from my superiors.	○	○	○	○	○
10. Formal and informal reporting or supervisory relations make my job easy to do.	○	○	○	○	○

Other Comments:

_____

_____

_____

_____

TACVB Board Survey

Leon County is conducting a Management Review of the Tallahassee Area Convention & Visitors Bureau (TACVB). We are requesting the assistance of TACVB Board in this process. Please take a moment to complete the following survey. We appreciate your time and valuable input. Please return this survey via email to barnesf@leoncountyfl.gov or fax to 606-5101 by Tuesday, January 27, 2009.

1. How long have you been a member of the TACVB Board? _____

2. What improvements has the TACVB made during your tenure on the Board?

3. Provide your thoughts on the following:
   TACVB's organizational structure?

   Management and operation of the TACVB?

   TACVB's finances and budget?

   The efficiency of the TACVB?

   The effectiveness of the TACVB related to the Tourism Marketing Plan?

   Transparency of TACVB operations?

   Scope and delivery of TACVB services?

4. Other Comments:

TACVB Survey
Current, Former and Non-Members

Leon County is conducting a Management Review of the Tallahassee Area Convention & Visitors Bureau (TACVB). We are requesting the assistance of current, former and non TACVB members in this process. Please take a moment to complete the following survey. Thank you for your time and valuable input. Please return this survey via email to barnesf@leoncountyfl.gov or via fax to 850-606-5101 by Monday, February 2, 2009.

1. Are you a member of the TACVB? _____
   a. If so, how long have you been a member? _____
   b. Please describe some of the benefits you believe you receive by being a member.

   _____
   _____
   _____

2. If you are not a member of the TACVB, why not? *(please circle any of the following that apply)*
   a. Dues considered too much
   b. Services/benefits not comparable to other membership organizations (e.g., a chamber of commerce)
   c. Services/benefits not equivalent to the cost of dues
   d. Knew about the TACVB, just not interested
   e. Was not aware of the TACVB or services offered
   f. Other_____
   _____
   _____

3. If you are a former member, why did you discontinue your membership? *(please circle any of the following that apply)*
   a. Dues considered too much
   b. Services/benefits not comparable to other membership organizations (e.g., a chamber of commerce)
   c. Services/benefits not equivalent to the cost of dues
   d. Other_____
   _____
   _____
   _____

4. If you are a former member, would you consider joining again? _____
   Why or why not? Please explain.

   _____
   _____
   _____
   _____

5. Other comments or experiences with the TACVB:

   _____
   _____
   _____
   _____

CVB Survey Questionnaire

Structure

1. Who does the CVB Executive Director/President report to? (TDC? BOCC? Private?)
2. What is your Organizational Structure? Reporting relationships?

Services

1. What are your key services and activities? List major services and/or programs.
2. Do you have a grants program?
3. How are your marketing, sales, advertising, and PR functions related/separated?
4. What is contracted? What is in-house? List major contracts?
3. Do you have a sports marketing component? (In house? Contracted?)
5. Do you have a visitor information center
6. How many staff members are dedicated for each service or activity?

Member Benefits

1. What benefits do you have for your members? Website presence? Preference on leads? (e.g. compared to the TACVB benefits for members)
2. Members vs. Non-members.

Financial

1. What are your main sources of revenue? Percentage breakdowns of bed tax revenues, membership, etc.
2. What restrictions are on the bed tax levy? (e.g. we restrict the 3rd and 4th penny to non-debt spending and performing arts center)
3. Total Budget? Breakdown of different program budgets. May we have a copy of this document?

History/Best Practices

1. Have there been any recent changes to your organization? This includes structural changes, changes in services provided, reporting relationships, finances, revenue sources, etc.
2. Have there been significant changes in visitation patterns, attractions, etc.?
3. Have there been any significant demographic trends in your community in recent years and how has this affected the CVB? Have there been advancements in services and/or operations? Change in structure?
4. What do you think are your CVB's strong points? What innovations have you made? What do you do well?

State of Florida

Department of State

I certify from the records of this office that TALLAHASSEE AREA CONVENTION AND VISITORS BUREAU, INC. is a corporation organized under the laws of the State of Florida, filed on October 9, 1986.

The document number of this corporation is N17198.

I further certify that said corporation has paid all fees due this office through December 31, 2008, that its most recent annual report/uniform business report was filed on April 24, 2008, and its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capitol, this the
Twelfth day of June, 2008

Kurt S. Browning
Secretary of State

CR2EO22 (01-07)

CONTRACT ADDENDUM

This Agreement dated this 3rd day of October, 2008, by and between LEON COUNTY, a charter county and a political subdivision of the State of Florida, hereinafter referred to as the "County" and Tallahassee Area Convention & Visitors Bureau, Inc., a Florida non profit corporation, hereinafter referred to as the "Contractor".

WHEREAS, the County has determined that it would be in the best interest of the citizens of Leon County, Florida, that the County be able to utilize the services of private persons when such services cannot be reasonably provided by the County; and

WHEREAS, the County has determined that it would be better to contract for these services than to hire the necessary personnel to satisfy the needs of the County; and

For and in consideration of the mutual covenants, restrictions, and representations set forth herein, the sufficiency of which is hereby acknowledged, the County and Contractor do hereby agree as follows:

All terms of the October 1, 1997, Agreement between the Leon County Tourist Development Council and the Tallahassee Area Convention and Visitors Bureau will remain in full force and effect and the Agreement is being extended through **September 30, 2009** with the following inclusions and/or modifications:

I. Contractor agrees to substitute Leon County for the Tourist Development Council as a party to the October 1, 1997, agreement being extended by this Contract Addendum.

II. PUBLIC ENTITY CRIMES STATEMENT

In accordance with Section 287.133, Florida Statutes, Contractor hereby certifies that to the best of his knowledge and belief neither Contractor nor his affiliates has been convicted of a public entity crime. Contractor and his affiliates shall provide the County with a completed public entity crime statement form no later than January 15 of each year this agreement is in effect. Violation of this section by the Contractor shall be grounds for cancellation of this agreement by Leon County.

III. INDEMNIFICATION

Claims, Liabilities or Damages. Contractor shall indemnify and hold the County harmless from and against:

a) Any and all claims, liabilities, or damages arising from contracts between Contractor and third parties made pursuant to this Agreement, including the cost of litigation and counsel fees.

b) Any and all claims, liabilities, or damages arising from the preparation or presentation of any marketing programs covered by this Agreement, including the cost of litigation and counsel fees.

IV. MARKET PLANNING

a) Current Fiscal Year. This agreement becomes effective October 1, 2008. The County understands that preliminary market planning has occurred including development of a program of work. The Contractor shall submit for approval a direct marketing and visitor services plan for the time covering October 1, 2008 through September 30, 2009. This plan shall be consistent with the goals of the County as presented through the Tourist Development plan and outline all direct marketing and visitor services needs to promote Tallahassee-Leon County as a visitor destination. Marketing plan updates shall be presented to the County or its representative for approval at regularly scheduled meetings during the respective fiscal year.

b) Effectiveness. The Leon County Tourist Development Council shall establish measures with the approval of Leon County Board of County Commissioners which will evaluate the effectiveness of the direct marketing and visitor services programs of the Contractor and these measures will be incorporated into the marketing plan.

V. BILLING AND PAYMENT

b) Payment. Professional fees and reimbursements incurred by Contractor shall be paid by the County to Contractor, and transmitted by U.S. Mail to Contractor at the address indicated above. The County shall not be liable for loss or delay of payment which was not caused by the County's negligence.

Contract Addendum between Leon County and
the Tallahassee Area Convention & Visitors Bureau, Inc.
Page Two

The total cost of this contract will be a total of **$1,055,000**. This budget includes a professional fee of **$ 1,030,000** and **$25,000** for promotional item expenditures. All payments for services and expenses will be paid or reimbursed after proper submission of supporting documentation.

This agreement shall become effective upon full execution hereof by both parties.

IN WITNESS WHEREOF, the parties evidence their agreement through the execution of this AGREEMENT by their duly authorized signatories.

TALLAHASSEE AREA CONVENTION & VISITORS BUREAU, INC.

WITNESS: _____ BY: _____
Michelle Wilson, Chairperson

WITNESS: _____ DATE: 9/23/08

(CORPORATE SEAL)

STATE OF Florida
COUNTY OF Leon

The foregoing instrument was acknowledged before me this 23 day of September 2008.

By Michelle Wilson, of Tallahassee Leon C.V.B.
(Name of officer, agent, title of officer or agent) (Name of Corporation acknowledging)

a _____ corporation, on behalf of the corporation.
(State or place of Incorporation)

He/She is personally known to me or has produced _____ as identification.

Wanda Barnard
Signature of Notary

Wanda Barnard
Commission # DD522564
Expires March 10, 2010
Bonded Thru Fain - Insurance, Inc. 800-385-7019

Print, Type or Stamp Name of Notary

Title or Rank

Serial Number, If Any.

LEON COUNTY, FLORIDA

BY: _____
Jane Sauls, Chairman
Board of County Commissioners

DATE: 10-3-08

ATTEST:

Bob Inzer, Clerk of Circuit Court
Leon County, Florida

BY: _____
Bob Inzer, Clerk

APPROVED AS TO FORM:
Leon County Attorney's Office

BY: _____
Herbert W.A. Thiele, Esq.
County Attorney

14

DIRECT MARKETING AND VISITOR SERVICES AGREEMENT

This AGREEMENT is made and entered into effective this 1st day of October, 1997 between the **LEON COUNTY TOURIST DEVELOPMENT COUNCIL** with its principal office located at 200 West College Ave., Tallahassee, Florida 32301 (hereinafter called the **"TDC"**); and the **TALLAHASSEE AREA CONVENTION AND VISITORS BUREAU, INC.** with its principal office located at 200 West College Avenue, Tallahassee, Florida 32301 (hereinafter called the **"TACVB"**).

WITNESSETH

WHEREAS, pursuant to the Local Option Tourist Development Act, Leon County has by Ordinance No. 88-01 established the Leon County Tourist Development Council, has levied and imposed a three percent (3%) tourist development tax, and has established a tourist development plan for the use of funds derived from such tax; and

WHEREAS, the **TDC** wishes to employ the **TACVB** to conduct direct marketing programs to promote Leon County as an ideal sports, business, convention and vacation travel destination to sports organizing bodies, meeting planners, travel intermediaries and consumers; and

WHEREAS, the **TDC** wishes to employ the **TACVB** to develop and implement a professional, comprehensive and reasonably priced visitor services program to encourage new and repeat utilization and visitation.

NOW, THEREFORE, in consideration of the above and the mutual covenants contained herein, the parties agree as follows:

1. APPOINTMENT AND AUTHORIZATION OF THE CONTRACTOR. The **TACVB** is hereby retained and appointed to represent the TDC in carrying out its direct marketing and visitor services programs. The **TACVB** is authorized to enter into contracts with third parties to carry out the purposes of this Agreement, and it shall be liable to such parties for all payments. The **TACVB** shall use its best efforts to prevent any loss to the **TDC** from the failure of proper performance by any third party, and third parties shall always be advised by the **TACVB** that payment for goods and services will be only in conformance with the financial operating procedures of Leon County and the Florida Statutes.

2. TACVB PROGRAMS AND SERVICES. The **TACVB** shall act as the **TDC'S** direct marketing and visitor services representative and perform, upon prior authorization by the **TDC**, all standard services and responsibilities associated with these functions to the extent necessary to meet the **TDC'S** needs.

The TACVB's annual marketing plans, desired program and service levels, and respective budgets, for each year during the term of this Agreement, shall be developed in conjunction with and approved by the TDC. Each approved marketing plan will then become a part of this agreement and used as a framework to evaluate performance.

3. COLLATERAL MATERIAL. Collateral material will provide necessary support to the direct marketing and visitor services programs. Assistance and costs associated with the design and production of collateral material will be a shared responsibility between the **TDC** and the **TACVB**.

4. ACCOUNT COORDINATION. In the performance of these services, the Executive Director of the **TACVB** shall be the principle contact responsible for performance.

5. PRIOR APPROVAL OF THE TDC. The **TACVB** shall develop and implement direct marketing and visitor services programs for the **TDC** only after first submitting a fiscal year marketing plan and budget including overall program and individual project goals, objectives, and strategic action plans to the Executive Director for **TDC** approval. The **TACVB** shall not incur any program related obligations, provide any services for the **TDC'S** account, or make financial expenditures, direct or indirect, for the **TDC's** account without first obtaining approval of the annual marketing plan and budget from the Executive Director or duly designated member of the **TDC.** This marketing plan shall consist of a program of work with estimate of costs in a format acceptable to the **TDC,** containing full descriptions of the proposed projects and estimates of the costs of the obligations or services involved.

6. MARKET PLANNING.

a) Current Fiscal Year. This agreement becomes effective beyond the start of the **TDC's** current fiscal year which begins October 1, 1997. The **TDC** understands that preliminary market planning has occurred including development of a program of work.

b) Subsequent Fiscal Years. The **TACVB** shall submit to the Executive Director for **TDC** approval a preliminary direct marketing and visitor services plan and budget for each subsequent fiscal year on or before July 1 in the year prior. This

preliminary plan shall be consistent with the goals of the **TDC's** tourist development plan and outline all direct marketing and visitor services needs. A final marketing plan and budget will be submitted on or before July 31 in the year prior. Marketing plan updates shall be presented for **TDC** approval at the regularly scheduled **TDC** meetings during the respective fiscal year.

c) Effectiveness. The **TACVB** shall establish measures which will evaluate the effectiveness of the direct marketing and visitor services programs and incorporate these measures into each fiscal year's marketing plan.

7. PROGRESS REPORTS. The **TACVB** agrees to provide periodic progress reports in a format acceptable to the **TDC** at regularly scheduled meetings and a final report at the end of each fiscal year. These progress reports shall compare actual accomplishments and results with goals and objectives established at the beginning of the year. The **TDC** will be entitled at all times to be advised, at its request, as to the status of work being done by the **TACVB** and of the details thereof. Coordination shall be maintained by the **TACVB** with the Executive Director or other designated representatives of the **TDC.** Either party to the Agreement may request and be granted a conference.

8. CANCELLATION OF WORK IN PROGRESS. The **TACVB** shall cancel or modify, in accordance with the **TDC'S** instructions, work in progress. When directed to cease work, the **TACVB** shall immediately terminate all third party commitments in connection with such work where the **TACVB** has such right of termination. The **TACVB** shall enter into non-terminable commitments only after obtaining authorization in writing from the **TDC.**

9. TACVB COMPENSATION. Upon completion, to the satisfaction of the **TDC**, of the services described herein, the **TDC** agrees to pay the **TACVB** in accordance with the financial operating procedures of Leon County and the Florida Statutes, as full and complete consideration for all of the **TACVB'S** undertakings, tasks, duties, promises, and covenants which are the subject of this Agreement, a total fixed professional fee of $505,000, subject to budget, which will be determined each year based upon approved marketing plans, desired program and service levels, and respective budgets. Payment from the **TDC** to the **TACVB** will be in the amount outlined in Attachment A. Subsequent annual increases during the term of this agreement and for any renewal periods will be dependent upon the comparative annual growth of the trust fund, and negotiated within sixty (60) days prior to the end of each respective fiscal year. Annual compensation will be made in twelve (12) mutually agreed upon monthly installments during the term of the Agreement as a professional fee for all **TACVB** direct marketing and visitor services rendered to the satisfaction of the **TDC** in accordance with this Agreement.

10. SUBCONTRACTING. The **TACVB** shall maintain an adequate and competent professional staff and may associate with necessary specialists for the purpose of its services hereunder without additional cost to the **TDC**, other than approved out-of-pocket, reimbursable costs. Should the **TACVB** desire to utilize specialists, the **TACVB** is fully responsible for satisfactory completion of all subcontracted work.

11. BILLING AND PAYMENT.

a) Form. The **TACVB** shall bill the **TDC** in conformity with the financial operating procedures of Leon County and the Florida Statutes. Bills for professional fees shall be submitted in detail sufficient for a proper preaudit and postaudit thereof.

b) Payment. Professional fees shall be paid by Leon County to the Tallahassee Area Convention and Visitors Bureau and transmitted by U.S. Mail to the **TACVB** at the address indicated above. The **TDC** shall not be liable for loss or delay of payment which was not caused by the **TDC'S** negligence.

c) Availability of Revenues. The **TDC**, in conjunction with the Leon County Tax Collector, projects revenues for each fiscal year beginning October 1. The **TACVB** and **TDC** mutually agree that payment during each fiscal year is subject to actual revenues being approximately equal to projected revenues. In the event this Agreement extends beyond the **TDC'S** current fiscal year that begins on October 1 of each year and ends on September 30 of each succeeding year, the **TACVB** and **TDC** mutually agree that performance and payment during subsequent fiscal periods is contingent upon the continued availability of legislatively approved tax revenues and subject to budgeted funds. The **TDC** shall be the final determiner of the availability of such revenues.

12. PROPERTY RIGHTS.

a) Exclusive Property of the TDC. All intangible property including slogans, ideas or plans submitted or developed by the **TACVB** for the **TDC** during the term hereof, whether or not used; and any and all materials and other tangible property which the **TACVB** prepared for the **TDC** or acquired for its account during the term

hereof; all pursuant to the direct marketing and visitor services programs for the **TDC** shall be the property of the **TDC** provided that the **TDC** has paid the invoices for professional fees rendered therefore, if any. Any of this property may be copyrighted, patented or otherwise restricted by the **TDC** as provided by the Florida Statutes. Neither the **TACVB** nor any approved subcontractor shall have any proprietary interest in the products and materials developed under this agreement. There shall be no additional compensation for the rights and property granted under this paragraph. The **TDC** reserves the right of final approval of the disposition of said property.

b) Contracted Materials and Services. All contracts for the acquisition or use of goods and services shall be entered into and signed by the **TACVB** to the end that all materials, properties and rights obtained by virtue of such contracts shall become the property of the **TDC.**

c) Disposition of Property. When the **TACVB** shall determine that tangible property is of no further use in carrying out this Agreement, the **TACVB** shall notify the **TDC** in writing and shall clearly describe the particular items. The **TDC** shall then notify the **TACVB** in writing of the disposition the **TDC** desires with respect to such items. All shipping and transportation costs shall be borne by the **TDC,** and the **TACVB** shall not be obligated to store the material at its expense except for a period not to exceed 30 days after notice has been given. These provisions shall apply whether the items in question are in the possession of the **TACVB** or third parties.

d) TDC Tangible Property. The **TACVB** shall hold for the **TDC** and account for or return upon request to the **TDC** any tangible property of the **TDC** which may from time to time be entrusted to the **TACVB** for the purposes provided herein.

13. INDEMNIFICATION.

a) Claims, Liabilities or Damages. The **TACVB** shall indemnify and hold the **TDC** and Leon County, including its officers, officials and emloyees, harmless from and against:

1) Any and all claims, liabilities, or damages arising from contracts between the **TACVB** and third parties made pursuant to this Agreement, including the cost of litigation and counsel fees.

2) Any and all claims, liabilities, or damages arising from the preparation or presentation of any direct marketing and visitor services programs covered by this Agreement, including the cost of litigation and counsel fees.

b) Recovery of Damages. Only those limitations on the recovery of damages which are specifically provided by Florida Statute or general law or established by rulings of Florida courts shall apply to this Agreement. Such limitations include, but are not limited to, the following:

1) As a political subdivision of the State of Florida, Leon County and its agencies are liable for damages only to the extent provided by any applicable Florida Statutes or Laws.

2) The **TDC** is not bound by agreements to indemnify or for liquidated damages.

3) No provision of this Agreement shall be construed as a waiver by the **TDC** of any right, defense or claim which the **TDC** may have in any litigation arising under this Agreement. Nor shall any Agreement provision be construed as a

waiver by Leon County of any right to initiate litigation.

14. DURATION AND TERMINATION.

a) Term. This Agreement shall become effective as of October 1, 1996 and shall continue in force for a period through September 30, 1997 unless sooner terminated as provided herein.

b) Renewal and Extension. This Agreement will be reviewed within sixty (60) days prior to the end of the term, expiring September 30, 1997 and may be renewed for a period of two years pursuant to then existing laws or procedures governing the **TDC**. Subsequent reviews and renewals will occur every two years. No provision for automatic renewal of this Agreement shall be effective. Any renewal shall be in writing and executed by both parties.

c) Assignment and Delegation. The **TACVB** may not assign any rights or delegate any duties hereunder without the express prior written consent of the **TDC**.

d) Termination. Either party may terminate this Agreement without cause by giving the other party written notice at least ninety (90) days prior to the effective date of termination. Upon receipt of notice of termination, the **TACVB** shall provide only those services and incur only those expenses specifically approved or directed in writing by the **TDC**. All other rights and duties of the parties shall continue during such notice period, and the **TDC** shall be responsible to the **TACVB** for payment of any contract obligation incurred with third parties during this period only if approved in advance in writing by the **TDC**.

e) Termination For Breach. This Agreement may also be terminated with

24 hours written notice by the **TDC** for breach for failure of the **TACVB** to perform pursuant to any of the provisions or requirements set forth herein. Delivery of notice shall be made, in the event of such termination, to the **TACVB** at the address indicated above.

f) Assignment Upon Termination. Upon termination of this Agreement the **TACVB** shall assign to the **TDC** all of its rights in contracts, agreements, arrangements, or other transactions made with third parties for the **TDC** account on the effective date of termination or on such other date as may be agreed upon by the parties. In the event any contract is non-assignable or the **TACVB** cannot obtain a release from its obligations, the **TACVB** shall continue performance as directed by the **TDC**, and the **TDC** shall meet its obligations, as to the unassigned or unreleased contracts only, to the **TACVB** as though this Agreement had not been terminated.

g) Termination Billings. Upon termination of this Agreement the **TACVB** shall bill the **TDC** for all amounts not previously billed and due the **TACVB** at that time. The **TACVB** shall not be entitled to payment for work commenced after the date notice of termination was received by the **TACVB**. The **TACVB** shall be entitled to payment for work during the termination period only if said work is approved in writing by the **TDC** after receipt of the notice or, with the express written consent of the **TDC**, for work approved prior to the effective date of termination.

15. MODIFICATION. This writing contains the entire Agreement of the parties. No representations were made or relied upon by either party, other than those that are expressly set forth. No agent, employee, or other representative of either party is empowered to alter the terms of this Agreement, unless done in writing and signed by

an Executive Officer of the **TACVB** and the Executive Director for the **TDC**, or other designee.

16. **CONTROLLING LAWS**. The validity, interpretation, and performance of this Agreement shall be controlled and construed under the ordinances of Leon County, along with the Laws and Statutes of Florida. Copies of the appropriate ordinances, laws and statutes will be provided to the **TACVB** by the **TDC** to ensure compliance.

17. **WAIVER**. The failure of either party to this Agreement to object to or to take affirmative action with respect to any conduct of the other which is in violation of the terms of this Agreement shall not be construed as a waiver of the violation or breach, or of any future violation, breach or wrongful conduct.

18. **NOTICES**. All notices pertaining to this Agreement shall be in writing and shall be transmitted either by personal hand delivery or through the U.S. Postal Service by certified mail, return receipt requested. The addresses set forth above for the respective parties shall be the places where notices shall be sent, unless written notice of a change of address is given.

19. **AVAILABILITY OF RECORDS**. The **TDC** may cancel this Agreement for refusal by the **TACVB** to allow public access to all materials, files, records, documents, papers, letters, or other material pertaining to work performed under this Agreement and subject to the provisions of the Florida Statutes.

20. **VALIDITY OF AGREEMENT**. If any section, subsection, sentence, clause, phrase, or portion of this Agreement is for any reason held invalid, unconstitutional or unenforceable, by any court of competent jurisdiction, such portion shall be deemed a separate, distinct and independent provision and such holding shall not affect the validity of the remaining portions thereof.

IN WITNESS WHEREOF, the parties have caused this Agreement to be duly executed this 1st day of October, 1997.

The Tallahassee Area
Convention and Visitors
Bureau, Inc.

BY: _____
Mickey Brady, Chairman

ATTEST: Wanda Barnard (SEAL)
Secretary or Notary

WANDA BARNARD
MY COMMISSION # CC363477 EXPIRES
March 7, 1998
BONDED THRU TROY FAIN INSURANCE, INC

(CORPORATE SEAL)

Leon County Tourist
Development Council

BY: _____
Charles E. Wright, Exe. Director

ATTEST: _____

Date: January 25, 1991

To: Executive Director Task Force
Tallahassee Area Convention and Visitors Bureau

From: Christopher L. Thompson

Subject: Joint Executive Director Concept

Liz Willyoung's announcement that she will be leaving Tallahassee has caused great concern to all of us in the hospitality industry. Liz has been the champion of the area's tourism promotion efforts for many years. Our loss of Liz and her leadership will be someone else's gain.

Liz's departure does provide an excellent opportunity for the TACVB and the TDC to sit back and reflect on where we've been, and where we want to be in the future. At the request of Randy Jones and Tommy Waits, I have put considerable time and thought into these questions and offer this position paper for consideration by both the TDC and the TACVB.

For several years prior to the passage of the bed tax, the TACVB provided leadership, in conjunction with the Tallahassee Area Chamber of Commerce, to bring positive economic development to Leon County through the benefits of a strong hospitality industry. Most of the early program of work was dependent upon membership dues as the sole funding source.

In 1988, the TACVB, in conjunction with other public and private sector partners, marshalled the creation of the Leon County Tourist Development Council and the subsequent passage of the bed tax. The success of these efforts has since provided a permanent funding source to support the area's tourism promotion efforts.

Initially, the TDC received much exposure and credit as the "new kid on the block." Many of the early funds were dedicated to "image" advertising and public relations programs which established a much needed positioning for Tallahassee. Additionally, the TACVB was now able to establish a strong foundation of sales and service related activities in the meetings, conventions and group leisure travel markets. The subsequent formation and early success of the Tallahassee Sports Authority, brought on as an arm of the TACVB, brought instant credibility to the entire program.

Just recently, the TDC introduced a major philosophical change in direction for FY 1990-91. Emphasis shifted away from an aggressive "image" advertising and public relations program supported by sales and service, to more aggressive "sales and service related" activities supported by a creative advertising and public relations program. The spotlight was intentionally shifted away from the TDC to the TACVB in support of its programs and private sector fundraising efforts.

I believe this philosophical change was good. Now we have an opportunity to take it one step further to maintain momentum and ensure continuity in the programs.

In anticipation of Liz's departure, I would welcome the opportunity to be considered for employment as the joint executive director to provide professional staff direction for both the TDC and TACVB. My initial response to several inquiries regarding this concept was indifference. However, now that I have had more time explore all the options available to the TACVB, I think it is a very viable option for these reasons:

* The TDC could renew its role as the "BOARD OF TRUSTEES" to the local tourism promotion efforts. The TDC would continue to serve as the "watchdog" with fiduciary responsibility to protect the integrity of the programs and guard against undesirable "raids" on the funds. The council would continue to meet on a periodic basis to set general policy and direction, approve marketing plans and budgets, review program activities, commission research, and administer the special event grants program. The TDC would still contract for advertising, public relations and direct sales and visitor services, but delegate the day-to-day administration of these programs.

* Under this scenario, we could expand the role of the TACVB from primarily a "sales and service arm" to a full scale "marketing arm" of the TDC. Day-to-day responsibility for the overall marketing programs would be delegated by contract to, and administered through the TACVB. This delegation could include full responsibility and authority to administer paid advertising, public relations, direct sales and services programs on behalf of the TDC. A contract between the TDC and TACVB would provide this authority and delegate these responsibilities. The contract would require a reasonable approval process with built-in checks and balances to ensure adherence to general TDC policy and direction. This type of commitment by the TDC would propel the TACVB to the forefront as the force implementing the destination promotion programs for Tallahassee and Leon County.

* The professional, paid staff direction for both the TDC and TACVB would be provided by me as the Executive Director for both organizations. I would ask to stay on the payroll of the TDC and Leon County since I will be vested in the State of Florida's retirement system in a little over two years. This type of "loaned executive" would give the TDC some assurance of control and ownership, given its delegation of day-to-day administration of the programs. In return, the TACVB would gain a competent executive answering to its board of directors and the needs of a "private sector, membership driven" association. The integrity of the programs would remain intact and the interests of TACVB and the local hospitality industry would be appropriately represented at the county level. This type of arrangement would maintain the spirit of the "model TDC concept" which has been established, while creating a "win-win" situation for both organizations.

* I think potential for conflicts of interest would be minimized given the excellent relationship enjoyed by the TDC and TACVB, the dual memberships of several council and board members, my "active" involvement with the TACVB board and paid staff, along with my demonstrated commitment to both organizations and the overall program. Hopefully, this demonstrated commitment by the TDC and its shared executive would stimulate the private sector involvement and support of TACVB programs.

* A lower profile TDC coupled with a strong and visible TACVB, both under the direction of a single executive director would create the perception of "ONE" organization with public and private sector components. The public funds allow you to establish a strong foundation for basic programs. The anticipated private funds and support allow you to broaden the scope of programs and create services and benefits that members are willing to pay for. There are several good examples in our community of organizations and causes that effectively mix public and private sector support i.e. The Leon County Public Library with the Friends of the Library, Inc. and The Florida Museum of History with the Florida History Associates, Inc.

* This perception of "ONE" organization would eliminate much of the "identity" problems within the community and industry. It would also clearly ease problems with egos, credit and recognition. There could be a great deal of PR value associated with the announcement of such a reorganization.

* It would also more appropriately establish day-to-day working relationships between the advertising, public relations, and direct sales segments of the program. You cannot develop creative, effective and timely advertising or public relations programs by "committee", which is the process that has evolved under the current structure.

* Such a move might also help with some political problems\perceptions that the tourism promotion efforts are under the sole direction of the "county." Even if the true reality of the situation is no different, perceptions might change to recognize more of a "community" effort under this proposed reorganization.

* Additionally, a joint executive director would have consolidated decision making authority and the ability to negotiate on behalf of both organizations representing the collective interests of the overall program (i.e. the Junior Olympics).

* This move would streamline the operation and bring the whole scope of the marketing activities under the direction of one paid executive with the appropriate staff and controls to capitalize on economies of scale and become more efficient and effective with the administration of the overall programs and costs. Ongoing strategic planning attention could be given to each component part of the program to determine desired service levels and bring new issues and ideas to the table. With clearly identified direction and tasks, all components become more productive and accountable.

* Currently I am a one person operation administering all aspects of the program with very little direct staff support. I administer 100% of the TDC's program needs while staying very active on the TACVB board and with most of their programs. There is some overlap and duplication of responsibilities. Since I am so actively involved, the transition would be smooth with little or no downtime and a shorter learning curve. More efficient and effective use of my time through appropriate staffing and delegation would allow me to address other relevant issues outside of the "direct marketing" activities including lack of air and ground transportation, government relations, and long-range strategic planning.

* Prior to accepting the Executive Director's position for the TDC, I served as the Chief of the Bureau of Domestic Tourism for the Florida Division of Tourism. My responsibilities included management of a $7.5 million budget, 35 employees, and a full scope of marketing programs that promoted Florida as a preferred vacation, convention, meeting and group leisure travel destination throughout the continental United States. This management and marketing experience, along with my access to the network of travel marketing executives and organizations around the state could prove beneficial to the TACVB and its membership.

* Under this scenario, and with appropriate creative accounting, the TDC can still conform to the original percentage breakdowns for expenditures detailed in the 10-year Marketing Plan attached to the enabling ordinance as follows:

  * 15% - Administration/Research - to include compensation for the paid executive and his secretary, their pro-rata share of overhead, and research

  * 10% - Special Projects/Events - administered by the TDC through the Special Event Grants Program

  * 50% - Advertising/Public Relations/Promotions
    25% - Direct Marketing/Convention Services - contracted with the TDC but delegated to and administered through the TACVB under contract

* If both groups can agree in concept to this proposal, now is an excellent time, while Liz is still here, to initiate the reorganization, move and re-establish my office at Hospitality Square and ensure a smooth transition. Liz had also expressed a desire to initiate re-designation of board and staff position titles to fall in line with accepted standards identified by IACVB.

The potential for closer alignment of the two programs is exciting and could reap great benefits and results. I would welcome the opportunity to discuss this concept in detail with representatives from both the TDC and TACVB. Whatever action the TACVB takes, it is probably in all our best interests to come to speedy decisions regarding the future direction of the programs.

TACVB Management Review
Board Members Survey Responses

#	Years on Board	Improvements Made	Organizational Structure	Management and Operation	Finances and Budget	Efficiency	Effectiveness Related to Marketing Plan	Transparency of Operations	Scope and Delivery of Services	Other Comments
		Board thoughts on the following (TACVB)								
1	4	Better Communication, Personnel Management and Reporting	One area that needs clarification is for the TACVB and the TDC to decide "who" directs the overall marketing efforts	President and CFO do a good job juggling the many aspects of their jobs	A couple of places to consider changing would be to move financial reports more in the line with other non-profits. It appears that there is a mix of government accounting within the budget.	Same as Organizational Structure response	Same as Organizational Structure response	Excellent	Very Good	I have served through the transition period from before the current president arrived and things are running much smoother.
2	1	Working toward accreditation; revised the by-laws; added new staff; increased presence in the Sports industry; created committees	Well done. I believe the assistance and training from Bob Harris was valuable.	Ms. Liggett has the right approach. I believe operations are in good hands. I also have respect for Stephanie Reaves and the role she plays.	We have checks and balances in place with auditors and knowledgeable board members to keep finances and the budgeting process well taken care of.	It appears to me that the operation is efficient.	Board program highlights reports indicate that the Plan is effective.	Not sure of your question but I don't believe staff is hiding anything.	I believe the services are reaching their intended audience and staff continually seeks to expand.	No Response
3	3	Authorized and implemented strategic plan. Partnered with other institutions (universities) to attract visitors. Improved staff.	Appear to be well structured to suit its mission.	Very good management in Sharon Liggett. Katie Kole is an excellent new addition.	Appears to be well managed.	No Response	Doing a good job. Developing partnerships should be an ongoing effort in attracting visitors	Process seems to be open to board members.	Very good efforts. Staff tries hard. Mission faces impediments - location lack of major industry.	Focus on what you have going for you - education and government - and make it "The Best" before seeking other goals.
4	8	No Response	There is a lack of organization. The staff does not seem to know their role or org chart, because it seems to change often.	Very poor management. The staff has no morale, they are not allowed to talk to each other or anyone outside of the organization including the board. The CVB has been described in the community as a bad place to work because of management.	Still needs help. The current person handling the finances has little experience.	Lack of communication.	Current marketing plan has no dates, deadline or follow-up. They do not have a real marketing plan that is measurable, traceable and accountable.	Unclear at this time as there is no communication to members, staff, etc.	I would drop this membership if I did not feel we needed to be a member.	Please survey the staff. You will find interesting answers as to the internal operations of the organization; however, staff is afraid of their current president to answer honestly unless they are allowed to speak freely in a secured area.

		[illegible]	[illegible]	[illegible]	[illegible] Board thoughts on the following (TACVB):	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
5	2	Presentation of financials has improved as well as explanations of services provided.	Seems to be well thought through and adequately staffed.	Very impressed with Sharon Liggett's organizational abilities. Other than a few key people, I do not know the staff as well as I should.	I find them well presented. It is a complicated budget because of the nature of the income and expense streams. I think it is hard to qualify some of the value of promotional expenditures because of the long turn-around time some of these efforts have.	No Response	I question the amount of money that has gone to marketing agencies like Zimmerman and their choice of marketing tools. There seems to be a strong desire to compete in the Orlando and Atlanta markets for certain kinds of business that we are unlikely to attract and billboards along the interstate encouraging travels to divert to Tallahassee seem unproductive.	Due to the relationship of TACVB and the CVB, I believe, he/she meant TDC) I find it a difficult agency to fully understand what each is responsible for.	I think the TACVB works very hard to address the needs of the local community. I do think the hotel industry has had very strong representation over the years and this has, perhaps, limited opportunities for TACVB to broaden its ability to share Tallahassee's story to a wider audience.	No Response
6	4	During my tenure, fiscal integrity has been restored, financial documents are clear, audits are clean and a small "savings" has been established. The update and enhancement of the visittallahassee.com website has occurred and the google analytics suggest that the website receives increased traffic. Furthermore, with the revision of the bylaws, articles of incorporation and board orientation, the TACVB stands poised to receive DMAI accreditation.	Since Ms. Liggett has assumed responsibility of the TACVB many changes have taken place and the most significant is in the reorganization of the Marketing and Sales departments. By creating two distinct sales positions (Leisure and Meeting & Conventions), the sales department is more effective when responding to leads.	The management and operation within the TACVB seems to be efficient and effective, however the managerial relationship and operation with the TDC is at times confusing and complex. This level of management, with the TDC, could be improved and the TACVB Board of Directors is will to assist with this transition.	The TACVB has a strong system of checks and balances when reviewing its finances and budget. Staff prepares financial reports, they are then reviewed by the board Treasurer (a CPA), the reports are then reviewed by the Executive Committee and Full Board of Directors, then the reports are submitted to an independent CPA for review before they are presented to our auditing firm. The reports are presented in standardized accounting forms and are easy to read.	The TACVB programs and offices are a "one-stop" shop for all visitors needs. School groups, visitors and residents can find out anything about the Tallahassee area through the TACVB.	The TACVB has an extensive marketing plan for recruiting leisure and convention and meeting tourists to the Tallahassee Area. From the lead sheets, activity and progress reports as well as FAM inquiries that I see, TACVB is very effective in marketing the Tallahassee area.	The operations of the TACVB have always been transparent. Staff are open, honest and easily accessible, furthermore they respond to requests in a timely manner.	The TACVB continues to do more promotions, publicity, activities, etc. with less resources, furthermore, I believe that the TACVB should be given the opportunity to bid on the advertising contract if/when the RFP is released.	The TACVB is a strong organization. The TACVB is well staffed and under excellent leadership.

					Board thoughts on the following (TACVB)					
7	4	The TACVB has a much clearer vision shown both in their 3 year strategic plan (which is almost complete) and in each year's marketing plan. They are also much more fiscally sound adhering to an appropriate budget (in good alignment with well stated goals(and planning ahead to fund future projects and campaigns. There exist too many individual accomplishments to list here (such as DMAI accreditation (near completion), board training, implementation of IDSS RFP system, staff recruitment, etc....)	The TACVB went through a difficult time following the change of leadership to current CEO with the departure of several employees. They have only been at full staffing for a short period of time over the last 3 to 4 years which has made it difficult to achieve all goals in the time period targeted in the strategic plan as well as dealing with daily operations and unexpected opportunities and happenings. Now that they are fully staffed I have already seen an improvement in productivity - especially in member services and group and leisure sales. I will be watching to see if the CVB is able to retain this staff and keep turnover to a minimum.	Operationally the TACVB is a much more professional, efficient and productive organization than I had seen prior to the current CEO's arrival. Management appears to be a little strict in approach, but this may be due to a possible "over relaxed" atmosphere that existed previously and due to the difficult challenges the TACVB has been tasked with.	As stated previously, I feel the CVB is financially sound and responsible. My only concerns would regard the source of their funding - the bed tax, which is constantly under threat from those who would use it for non-tourism regeneration purposes.	Again, I would say the CVB as currently organized and managed is an efficient organization and that this should continue to improve as staffing issues have now been resolved.	The TACVB does an excellent job of producing an annual marketing plan and bringing it to fruition. I would like, however, to see more funding for opportunities that arise during the fiscal year.	The TACVB provides regular reports (monthly and additionally when needed) to the board of directors regarding operations and responds to board requests for further information. They also send regular reports to membership (again monthly and additionally when needed) and to the community regarding the TACVB and the local tourism market.	As a paid member of the TACVB, I am very happy with the member services provided to our business. As a hotelier, I would like to see more "heads in beds" and I feel that the CVB will attract more visitors to our area now that they have a fully staffed sales department. I am already seeing more RFPs for lodging related to events being assisted by the CVB and hope to see an increase in educational, historical, cultural and ecological tours as well as individual visitors and those attending special events.	No Response
8	2	Updated bylaws, increased communications, working toward DMAI accreditation rebranding of TACVB with website redesign, put in a new internet destination sales system	It appears that finding the right personnel for the organizational structure has been a focus over the last couple of years. New positions are in place, so hopefully plans can be implemented further	The Board is not directly involved in the day to day management of the TACVB	Appears to be sound with good foresight of economic conditions. Overseen by several CPA's in different stages of checks and balances	Not sure	They seem to be hitting stride with their plans - in today's market I would say that is effective.	Some things are transparent - budget, marketing plans, successes of sales, meetings, conferences, events, sports, leads, member services - day-to-day operations are not - but that is not a function of the board	On target	No Response
9	7mths	My tenure on the Board of Directors has been less than one year. In December 2009 a half day meeting was held for Board Members to ensure that everyone serving during the current term understood the mission, goals and objectives of the entity. I am proud of my involvement with the organization. During my interaction with employees, I have observed that they have a passion about enhancing tourism in Leon County Florida The Executive Director and employees have been willing to meet with me outside scheduled board meetings to discuss the financial operations of the organization. Please feel free to contact me if you have any questions with my response to your survey.			The TACVB has engaged the professional services of Carroll and Co. CPAs to perform financial statement audit as of and for the year ending 9/30/08. The most recent indep. Auditor's report, dated 3/14/08 by the CPA was an unqualified report.	Same as the first response	Same as the first response	Same as the first response	Same as the first response	Same as the first response

						Board thoughts on the following (TACVB):				
10	3-4	Established strategic planning objectives; revised financial reporting format; pursuit of DMAI certification.	Organizational Structure continues to change/evolve as new staff members are employed; as the org chart changes the chain of command is not always readily identifiable.	Management should be committed to motivating existing staff to commit/conform to the vision of the current administration otherwise management should be permitted the latitude to populate their own work force with employees who will; a clear, concise line of communication and free exchange of ideas, would facilitate this process.	Instituting both a monthly and an annual audit process and having a CPA act in the capacity of Treasurer was sound policy.	Efficiency should be positively affected by the recent implementation of new reporting software and database; decreasing employee turnover would also be advantageous.	The TACVB continues to work a very thorough marketing plan and has benefited by further developing partnerships with FSAE, TSAE, Visit Florida and Original Florida. The Tallahassee Sports Council continues to bid upon and bring/host new events in the Tallahassee area.	Staff does a good job communicating marketing opportunities to members; questions by board members regarding operations are usually resolved in an effective manner.	Marketing events such as Get Out and See Tallahassee have widely been of benefit to Tallahassee residents and local attractions alike; further development and promotion of two and three day itineraries (with hotel and attraction pairings) should be encouraged.	Definition and classification of "new" versus "repeat"/hosted business should be refined for reporting purposes; board development and training sessions are greatly improved; a member satisfaction survey should be developed and results used as a guide for membership retention and recruitment; the visittallahassee.com webslie is in need of an overhaul/upgrade.
11	2	Outstanding management oversight and direction; strengthened alliance; effective marketing and follow-up by staff; higher level of professionalism; wise use of funds	All of my answers to this and subsequent questions are based on my personal experience with international, national, state and local organizations and businesses. The organizational structure is sound and efficient.	Top quality professionals, especially Sharon Liggett who is extremely well-qualified.	Managed well and sound oversight of revenue and expenses.	Appears to be effective and working well	High level of effectiveness	Open and honest	Appropriate for their mission	Please do no make decisions about consolidating or changing TACVB based solely on budget or political considerations. First do no harm. They are fulfilling their mission in an effective and highly professional manner. Judy Gray

BYLAWS OF THE
TALLAHASSEE AREA CONVENTION AND VISITORS BUREAU

Created by the Executive Committee of the TACVB Board of Directors, January 2008
Approved by the TACVB Board of Directors, May 28, 2008

ARTICLE I: NAME

The name of this bureau shall be the Tallahassee Area Convention and Visitors Bureau, hereafter referred to as the TACVB.

ARTICLE II: ORGANIZATION AND GOVERNANCE

Section 1. The TACVB is organized and shall be operated as a 501(c) (6) TACVB and shall operate under such laws as set forth by the State of Florida.

Section 2. The TACVB will be governed by a board of directors as set forth in this document and shall be operated by the President/CEO of the organization and staff.

ARTICLE III: PURPOSE AND OBJECTIVES

Section 1. The TACVB shall support the existing mission statement. The mission statement is: The Tallahassee Area Convention and Visitors Bureau manages the marketing of tourism of the Tallahassee area, in a manner that strengthens the local economy, promotes hotel night stays, enriches the quality of life, and preserves and promotes the Tallahassee area's cultural, historical, recreational and ecological uniqueness.

Section 2. As a membership driven organization, the TACVB will solicit and collect monies from membership dues, visitor center retail sales and other means as seen fit by the TACVB.

Section 3. The TACVB will act and engage in programs and services that are in alignment with the TACVBs mission statement, including but not limited to trade shows, advertising, press tours, promotions, membership programs, etc.

Section 4. The TACVB will assist the Tourist Development Council (TDC) to organize local tourism and related government entities to promote discussion and education related to the TACVBs efforts in the promotion of tourism and bed-tax allocations.

Section 5. The TACVB will establish systems and procedures for the efficient and effective operation of the TACVB in compliance with the laws of the State of Florida.

Section 6. The TACVB will maintain offices and facilities as required for the purposes of carrying out the mission statement of the TACVB.

Section 7. The TACVB shall have the status of a TACVB that is exempt from federal income taxation under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(6) of the Internal Revenue Code. These bylaws shall be construed in a manner consistent with these statutes, and all powers and activities of the TACVB shall be limited accordingly. Consistent with this purpose, the TACVB is empowered to exercise all rights and powers

conferred by the laws of the State of Florida upon nonprofit convention and visitor bureaus.

Section 8. In accordance with anti-trust legislation, neither the TACVB, nor its members shall discuss, engage in, facilitate or condone activities that restrain competition in violation of state or federal laws or otherwise. The TACVB shall adopt and adhere to formal antitrust compliance guidelines. The sharing of this guideline shall be in writing and communicated regularly to the TACVB board of directors.

Section 9. The TACVB will cooperate with local and regional hoteliers, attractions and members and will establish and maintain a liaison with other professional, governmental and business groups.

ARTICLE IV: OFFICES

The principle office for the transaction of the business of the TACVB will be located at 106 East Jefferson Street, Tallahassee, FL or in another location within Tallahassee, FL as the board of directors shall determine.

ARTICLE V: MEMBERSHIP & MEETINGS

Section 1. **Classification.** There shall be three classes of membership. The first class of members shall be known as Acting Members, the second class of members shall be known as Ex-Officio Members, the third class shall be known as Honorary Members.

A. ***Acting Members***: All Acting Members shall have a principle place of business located within the Tallahassee Area, unless they have been granted Ex-Officio Membership by the board of directors. Acting Members are those who have paid the dues set forth in the dues structure as determined by the board of directors. A designated representative of these membership businesses are eligible to vote and hold office, as provided in these bylaws. The board may terminate the membership of any member that is 60 days delinquent in payment of dues.

B. ***Ex-Officio Members***: An Ex-Officio Membership is available to interested Tallahassee area citizens, organizations and businesses that want to positively contribute to the convention and visitors industry throughout the Tallahassee area. Membership can be granted to an individual who agrees to be an active participant of the TACVB, or who has been an active member of a committee or a member of the board of directors and agrees to adhere to the bylaws of the organization. Ex-Officio Members will have voting rights and can be appointed to the board of directors. Only the board of directors can grant an Ex-Officio Membership based on the stated qualifications to an individual who has become ineligible for voting membership due to resignation or termination of employment with a voting member.

C. ***Honorary Members***: Honorary Membership shall be determined and elected by the board of directors for those individuals, businesses or organizations that have rendered notable service to the TACVB. Honorary Members are not entitled to vote or hold office.

Section 2. **Eligibility.** All persons, firms, businesses, organizations or other entities interested in furthering the aims, goals, and programs of the TACVB shall be eligible for membership. All businesses, firms, and TACVB shall be licensed by the County of Leon or State of Florida shall be in good standing with the Better Business Bureau and shall be willing to uphold the principles of the general membership, board of directors and stakeholders of the TACVB. The class of membership will be determined by principle place of business and the board of directors. The President/CEO of the organization shall approve all applications for Acting Members and will inform the board of directors at their next meeting of any new active members. The board of directors will recommend and approve all applications for Ex-Officio and Honorary Members.

Section 3. **Applications for Membership.** Applications for membership shall include a binding affirmation by the applicant to abide by these bylaws and all other rules duly promulgated by the TACVB or its agents and must be signed by the applicant and accompanied by one years dues in advance.

Section 4. **Membership Dues & Fees.** Each year the Membership Services & Value Committee will review the TACVB dues structure and make appropriate recommendations to the Executive Committee and board of directors for action. In addition, the Membership Services & Value Committee shall be charged to review and recommend other member fees and assessments, including the method of computation and payment. All changes to the TACVB dues structure, member fees and assessments shall be approved by the board of directors.

Section 5. **Member Meetings.** There shall be an annual meeting of the members of the TACVB at a date and time designated by the board of directors. At least thirty (30) days notice by any means of communication necessary shall be given for the annual meeting. Business conducted at the annual meeting shall include recognition of past officers and induction of new officers and directors. Special meetings of the membership may be called by the Chair or by a majority of the board of directors or in writing from twenty-five percent (25%) of the active membership. At least ten (10) days notice by any means of communication necessary shall be given when calling said meetings.

Section 6. **Election of Board of Directors and Officers.** The annual election of officers and directors shall be conducted annually. Voting can be carried out by any means of communication deemed necessary; the board of directors shall determine the voting method. The majority of the members that respond shall constitute a quorum. Each voting member of the TACVB shall be entitled to one (1) vote on all issues submitted to the general membership at a meeting. Any member who shall be in arrears in the payment of dues shall not be in good standing and shall not be entitled to vote. Any action by the membership shall be decided by a majority vote of the voting population. Honorary Members of the TACVB may attend and speak at all meetings, but shall not be entitled to vote.

Section 7. **Transfer of Membership.** A voting membership may not be transferred, sold or assigned in any way whatsoever.

Section 8. **Resignation, Expulsion or Suspension of Membership.** Resignations of members must be presented to the TACVB in writing. The resignation or expulsion of a member shall terminate that member's relationship with the

TACVB, unless determined otherwise by the board of directors. On termination of a member's relationship with the TACVB, all member's rights, interests and privileges in or to the TACVB shall cease and terminate and the member thereafter shall have no claim or right thereto or any part thereof. Any member who becomes delinquent in its dues will be automatically suspended and will no longer be entitled to the benefits and privileges of the TACVB, unless determined otherwise by the board of directors. Dues will not be refunded to members that resign, are terminated or expelled.

Section 9. **Procedures for Expulsion.** The expulsion of a member, or the member's designated representative, based upon the good faith determination by the Executive Committee will be based on the determination that the member has failed in a material and serious degree to observe the goals and objectives of the TACVB, or has engaged in conduct materially and seriously prejudicial to the purposes and interests of the TACVB. If grounds appear to exist for expulsion or suspension of a member under Section 8, the procedure set forth below shall be as follows:

A. The member shall be given fifteen (15) days' prior notice by any means of written communication necessary of the proposed expulsion or suspension and the reasons for the proposed expulsion or suspension by the President/CEO.

B. The member shall be given an opportunity to be heard, either orally or in writing, at least five (5) days before the effective date of the proposed expulsion. The hearing shall be held, or the written statement considered, by the Executive Committee whether the expulsion or suspension should take place.

C. The Executive Committee shall decide whether or not the member should be expelled, suspended or sanctioned in some other way. The decision of the Executive Committee shall be final. The President/CEO of the TACVB shall inform the member by any means of written communication necessary of the TACVB final decision.

ARTICLE VI: DIRECTORS

Section 1. **Powers of the Board.** The board of directors shall have the power to select and remove any director of the TACVB; prescribe their powers and duties and require security for faithful service; to select and remove the President/CEO; prescribe his/her powers, duties, and require security for faithful service; focus on the broad policy making functions of the TACVB, that they may deem in the best interest of said TACVB; change the name of the TACVB; borrow money and incur indebtedness for the purposes of the TACVB and to cause to be executed and delivered therefore in the corporate name any promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, financing statements, hypothecations, or any other evidences of debt and security therefore; to accept and/or to terminate, suspend or expel members as provided herein.

Section 2. **Board Membership and Terms.** The board of directors shall consist of individuals committed to executing the duties assigned and fulfilling the mission of the TACVB. The board of directors of the TACVB shall consist of a minimum of nine (9) and a maximum of eleven (11) acting members. The composition of

acting members will include a minimum of three (3) representatives from the lodging industry and two (2) representatives from the attractions industry. The board of directors shall also include three (3) to eight (8) appointed positions from the City of Tallahassee, the County of Leon and from specialized areas of need, i.e. legal, finance, human resources, etc. Directors are elected for two-year terms. A Director may not serve more than three (3) consecutive terms. A director can be reelected to the board of directors after a one-year hiatus after serving three (3) consecutive terms.

Section 3. **Nomination and Election of Board Members.** The Nominating Committee will present a slate of candidates that represents all areas of need and specialization. A vacancy in any office because of death, resignation, removal or other cause shall be filled by appointment, by recommendation of the Nominating Committee and a majority vote of the board of directors for the remainder of the existing term. A director may remain in the office if they apply for Ex-Officio Membership and are accepted by the board of directors within 45 days of their resignation or termination of employment from the voting member. The Nominating Committee shall nominate candidates for each directorship vacant or soon to become vacant and notify the membership of its choices, thirty (30) to forty-five (45) days before the Annual Meeting. Any member nominated by petition of two (2) percent of the voting membership submitted to the TACVB not less than fifteen (15) days before the Annual Meeting shall also be placed on the ballot. The ballot shall indicate those candidates nominated by the Nominating Committee and those nominated by petition. All persons nominated shall have given their prior consent to nomination and election. If the ballot does not contain any candidates nominated by petition, the Nominating Committee shall present the list of candidates to the membership for vote in order to ratify the slate of candidates. If the slate of candidates includes candidates by petition, the Nominating Committee shall conduct an election by ballot in which each member in good standing on the date the ballots are mailed will have one vote to cast for each directorship position to be elected. Multiple votes of each member must not be accumulated for a single nominee but must be cast, if at all, for different nominees. The candidates receiving the highest number of votes, up to the number of directors to be elected, shall be declared elected. Specific voting procedures are outlined in the Board of Directors' Policies and Procedures Manual. Results of the election shall be announced at the next Annual Meeting. Those persons elected to fill an unexpired directorship term shall only serve for the balance of the unexpired term.

Section 5. **Termination of Board Membership.** The expulsion of a board member based upon the good faith determination by the board of directors will be based on the determination that the member has failed in a material and serious degree to observe the goals and objectives of the TACVB, or has engaged in conduct materially and seriously prejudicial to the purposes and interests of the TACVB. Absence of more than 50% of board meetings, not including special meetings, over one fiscal year, beginning October 1, is grounds for termination. Board members that are terminated will be informed of their dismissal in writing by the Chair of the Board of Directors.

Section 6. **Regular Meetings.** Meetings of the board of directors shall be held at any place that has been designated by the board of directors. In the absence of this designation, regular meetings shall be held at the principle office of the TACVB. Notice by any means of communication necessary of the regular meetings will be mailed (or emailed) to the board of directors ten (10) working days prior to the date of the meetings. Meeting materials will be provided to the board of directors five (5) working days prior to the date of the meeting. All meetings shall be conducted pursuant to Roberts Rules of Order.

Section 7. **Special Meetings.** Special meetings of the board of directors shall be called at anytime on the order of the Chair or 25 percent (25%) of current board membership of the Board of directors. Notice by any means of communication necessary of the time and place of each special meeting shall be delivered to each board member at least twenty-four (24) hours prior to the meeting.

Section 8. **Quorum.** A majority of the members of the board of directors shall constitute a quorum for the transaction of all business at regular or special meetings.

Section 9. **Adjournment.** A majority of the Directors present, whether or not constituting a quorum, may adjourn any meeting to another time and place. Notice by any means of communication necessary of the time and place of holding an adjourned meeting need not be given unless the meeting is adjourned for more than twenty four (24) hours, in which case, notice by any means of communication necessary of the time and place shall be given before the time of the adjourned meeting to the directors who are not present at the time of adjournment.

ARTICLE VII
OFFICERS AND DIRECTORS

Section 1. **Officers.** The officers of the TACVB shall be a Chair of the board of directors, Chair-elect, Secretary, Treasurer and immediate past-Chair of the board. The Chair of the board of directors, Chair-elect, Secretary and Treasurer shall be elected by the membership of the TACVB. The immediate past-Chair of the board of directors shall serve as an Ex-Officio Officer. Each term shall be for one year or until their successors have been duly elected and assumed office. There will be no presumption of automatic ascension through the office slate, other than the Chair-elect shall automatically assume the office of Chair on October 1.

Section 2. **Election of Officers.** The board of directors shall elect all officers of the TACVB for a term of one (1) year, beginning on October 1. With the exception of the Treasurer, candidates elected as an officer must have served for at least one year on the board of directors. The immediate past-Chair shall reside over the meeting that elects officers for the upcoming year.

Section 3. **Resignation of Officers.** Any officer who no longer qualifies for membership in the TACVB by reason of terminating or changing employment shall be required to resign as an officer of the TACVB unless they are granted Ex-Officio Membership.

Section 4. **Vacancies.** If any Officer position becomes vacant, by reason of death, resignation, removal or otherwise, the board of directors shall, based upon the

recommendation of the Nominating Committee, elect or appoint a successor who shall hold office for the unexpired term and until a successor is elected.

Section 5. **Responsibilities.**

A. ***Chair.*** The Chair shall, subject to the control of the board of directors, generally supervise, direct and control the business and the Officers of the TACVB. The Chair shall preside at all meetings of the board of directors. With the approval of the board of directors, the Chair shall appoint all Committee Chairs. The Chair shall conduct the President/CEO's annual review based upon the recommendations of the Executive Committee. The Chair shall have such other powers and duties as may be prescribed by the board. The Chair will select Chairs of the board of directors committees, unless the chair of said committee is already outlined in these bylaws.

B. ***Chair-elect.*** The Chair-elect shall succeed to the office of Chair for the following year and/or should it become vacant based upon recommendation by the Nominating Committee for the board's confirmation. The Chair-elect shall automatically assume office on October 1 of the year following his/her year of service as Chair-elect. The Chair-elect shall, subject to the control of the board of directors, generally supervise, direct and control the business and the officers of the TACVB in the absence of the Chair. The Chair-elect shall also serve as the Chair of the Strategic Planning Committee.

C. ***Secretary.*** The Secretary shall keep and maintain a record of minutes of the Executive Committee, board of directors and Annual Meetings, shall be the custodian of the corporate records and shall have such other duties as from time to be assigned by the Chair, the board of directors or the Executive Committee. The Secretary shall perform the duties of the Chair in the absence of the Chair and the Chair-elect.

D. ***Treasurer.*** The Treasurer shall act as the financial oversight of the TACVB and the chair of the Budget & Finance Committee. The Treasurer shall see to the financial reports of the organization in coordination with the Chief Operating Officer and the President/CEO. The Treasurer will also serve as the Board liaison to the contracted firm for the annual audit. The Treasurer must be a current or retired Certified Public Accountant, Chartered Financial Analyst or Certified Cash Manager.

E. ***Immediate Past Chair.*** The Immediate past-Chair shall serve in an advisory capacity as an Ex- Officio member of the Executive Committee. The Immediate past-Chair shall also serve as a member of the Strategic Planning Committee. The Immediate past-Chair shall have voting privileges.

ARTICLE VIII
COMMITTEES

Section 1. **Executive Committee.** The Executive Committee will be responsible for making recommendations for action to the board of directors on TACVB matters. The Committee shall consist of the Immediate past-Chair, Chair, Chair-elect, Chair of Sports Council, Secretary and Treasurer. The Executive Committee's responsibility will be (but not limited to) the following:

A. Conduct annual evaluation on the performance of the President/CEO before the start of the fiscal year (October 1), reviewing the annual work plan, performance, and goals and objectives of the President/CEO. Oversee the hiring, compensation, and, if necessary, discipline and/or termination of the President/CEO. A summary of the annual evaluation will be presented to the board by the Executive Committee. Based upon the performance of the President/CEO in achieving stated goals and objectives, annual merit increases may be considered as the budget permits.

B. Evaluate and prepare an agenda for each regularly scheduled board of directors' meeting incorporating routine business, old business, and new business items.

C. The Executive Committee shall have all the authority of the board of directors, except with respect to: the approval of any action for which Florida law or IRS regulations requires approval of the members or approval of a majority of all members; the filling of vacancies on the board ; the amendment or repeal of bylaws or the adoption of new bylaws; the amendment or repeal of any resolution of the board of directors which by its expressed terms is not so readily amended or repealed; the expenditure of funds to support a nominee for director after there are more people nominated for director than can be elected; or with respect to any assets held in trust or savings, the approval of any self dealing transaction.

D. Quorum. A majority of the voting members of the Executive Committee shall constitute a quorum for the transaction of all business at regular or special meetings.

Section 2. **Finance & Audit Committee.** The Finance & Audit Committee is chaired by the Treasurer. Members of the Finance & Audit Committee are selected by the Treasurer. The Finance & Audit Committee staff liaison is the Chief Operating Officer. The Finance Committee assists the board in the oversight and management of the organization's financial assets; reviews and recommends approval of an annual operating budget; regularly reviews financial reports; and ensures the maintenance of an appropriate capital structure and reserve. Committee assists the TACVB in maintaining the integrity of the financial statements, ensuring compliance with legal and regulatory requirements and ethical standards, selecting the independent auditors, and overseeing the annual independent audit.

Section 3. **Nominating Committee.** The Nominating Committee Chair shall be appointed by the Chair. Members of the Nominating Committee must consist of at least two board members and two Active Members. The Nominating Committee shall recommend to the board persons for election as directors and officers. New Directors and Officers will be elected at the last meeting of the previous fiscal year. The Nominating Committee shall provide recommendations to the board in writing at least one (1) month prior to the nominations being sent to the general membership for vote. The general membership will receive the nominations from the board at least one month prior to the meeting when the elections are

announced. The staff liaison for this committee is the President/CEO. No members of the Nominating Committee shall be eligible to run for a position on the board of directors.

Section 4. **Member Services & Value Committee.** This committee will assist staff in creating exemplary member services and programs including the development of recruitment and retention programs. This committee will assist staff in producing high-quality, value added educational programs for the TACVB members and the community at large. Additionally, this committee will review the membership program and recommend any adjustments in structure, fees and services for members. The Chair shall select the Chair of this committee. The Vice President of Marketing, or appointee, shall serve as the staff liaison.

Section 5. **Strategic Planning Committee.** This committee will assist the President/CEO in monitoring, reporting and analyzing activities associated with the Strategic Plan, as well as identifying future goals of the TACVB. This committee will produce, update, and maintain a current strategic plan and provide a copy of said plan to the Board of directors on a basis to be determined by the committee. The Vice-Chair shall serve as the Chair of this committee. The President/CEO of the TACVB shall serve as the staff liaison and past-Chairs shall also serve on this committee.

Section 6. **Communications Committee.** This committee will assist staff in creating and implementing marketing and sales strategies to promote the Tallahassee area resulting in positive economic impact. This committee will convene to address issues impacting hotel sales, marketing, sponsorships, leads, promotions, trade shows and other pertinent topics. This committee will also assist staff in implementing and reviewing internal and external communications and marketing programs, including but not limited to: an annual review of publications, sponsorships and advertising, design and maintenance of a quality email marketing program, and assist in maintaining a dynamic website. The Chair shall select a Chair for this committee. The Vice President of Marketing for the TACVB shall serve as the staff liaison.

Section 7. **Special Committees.** The Chair of the board may appoint special committees to analyze and solve particular problems. The Chair shall determine the size and scope of work for each special committee. The members of each special committee shall serve until dismissed by the Chair of the board. Special committees shall meet at the call of the Chair of the board or Committee Chair appointed by the Chair of the board. The delegation of authority from the board of directors, except in the instance of the Executive Committee, shall be advisory only. No special committee shall be delegated any power or authority to take action on behalf of the board of directors. The Chairs of these special committees shall be appointed on an annual basis.

Section 8. **Minutes.** Minutes of all committee meetings shall be recorded and delivered to the Secretary and on file in the Bureau office.

ARTICLE IX
PRESIDENT/CEO

Section 1. **Authority.** The President/CEO, operating under the control of the board of directors, shall have full executive and administrative authority to conduct the operations of the TACVB provided that his/her exercise of such authority shall at all times be subject to and consistent with these bylaws and the policies, procedures, programs, and directives adopted and prescribed by the board of directors.

Section 2. **Qualifications and Term.** Qualifications for the President/CEO shall be determined by the board of directors. Qualifications and job description shall be incorporated into and made a part of his/her employment agreement, and shall be included in a policy and procedures manual. The President/CEO shall not be an officer or director, but shall be an employee of the TACVB. The President/CEO serves at the will of the board. If the President/CEO position becomes vacated for any reason, the Executive Committee will be responsible for the recruitment and hiring of a new President/CEO.

Section 3. In case of absence or disability of the President/CEO or the President/CEO's refusal or neglect to act, notice by any means of communication necessary may be given and served by the Chair, Chair Elect, or by any person authorized by the Chair, or by the board of directors.

Section 4. The President/CEO shall be solely responsible for the hiring, termination, supervision, promotion and compensation of the employees of the TACVB (except the President/CEO) within budgetary constraints determined by the Executive Committee. The President/CEO may delegate such authority, in whole or in part, to one or more other TACVB employees.

Section 5. The President/CEO shall present to the Executive Committee for discussion a proposed budget at the May meeting of each year. The Executive Committee will present a proposed budget for acceptance at the July meeting of the board of directors. The Vice President of Marketing will also prepare an annual marketing plan and present it to the board of directors at the July meeting.

ARTICLE X
FISCAL MATTERS

Section 1. **Fiscal Year.** The fiscal year of the TACVB shall commence October 1 and end September 30 of each year.

Section 2. **Records.** The TACVB shall keep adequate and correct records of account and minutes of the proceedings of its members, board and committees of the board. The TACVB shall also keep a record of its members giving their names and addresses and the class of membership held by each. The Articles of Incorporation and bylaws, with amendments to current dates, shall also be maintained at the principle office of the TACVB.

Section 3. **Reports.** The board shall cause an Annual Report to be available to the members after the close of the TACVBs fiscal year. The Annual Report shall be furnished to all Directors and stakeholders of the TACVB.The TACVB accounts shall be audited at least annually by a Certified Public Accountant who shall be selected

by the Finance & Audit Committee and who shall provide a written financial report and commentary to the board.

Section 4. **Budget**. The board of directors, on or before September 30 of each year, shall adopt a budget for the fiscal year. A majority vote of the Executive Committee can amend the budget.

ARTICLE XI
LOGO

A. The TACVB shall have a logo approved by the board of directors.
B. Members may utilize the TACVB logo to reflect membership in the TACVB with written approval of the board of directors.

ARTICLE XII
IDEMNIFICATION & LIABILITY

Section 1. **Indemnification.** TACVB shall indemnify its directors, officers, committee members, and employees for reasonable attorney fees and justifiable expenses, including any appeal, stemming directly from liabilities which are deemed by the board to have been incurred as a result of legal proceedings to which an indemnified person is made a party by reason of the individual's service as a TACVB officer, committee member or employee at the time of an actionable cause arose if he or she acted in good faith and in a manner he or she reasonably believed to be in, or not oppose to, the best interests of TACVB and, with respect to any criminal action or proceeding, had no reasonable cause to believe his or her conduct was unlawful. The termination of any proceeding or judgment, order, settlement, or conviction or upon a plea of nolo contendere or its equivalent shall not, of itself, create a presumption that the person did not act in good faith and in a manner which he or she reasonably believed to be in, or not opposed to, the best interests of TACVB or, with respect to any criminal action or proceeding, had reasonable cause to believe that his or her conduct was unlawful.

Section 2. **Liability.** No member, officer, director, agent or employee of the TACVB shall be personally liable for monetary damages to TACVB or any other person for any statement, vote, decision, or failure to act, regarding corporate management or policy, by a director, unless: the acts or failure to act on the part of any officer, director, member, agent or employeeof the TACVB; nor shall any members, officers, directors, agents or employees (person) be liable for their acts or failure to act under these bylaws, except for actions or failures to act arising out of 1) their willful misfeasance, 2) was a violation of the criminal law, unless the person had reasonable cause to believe his or her conduct was lawful or had no reasonable cause to believe his or her conduct was unlawful. A judgment or other final adjudication against a director in any criminal proceeding for a violation of the criminal law estops that person from contesting the fact that his or her breach, or failure to perform, constitutes a violation of criminal law; but does not estop the person from establishing that he or she had reasonable cause to believe that his or her conduct was unlawful; 3) A transaction from which the person derived

an improper personal benefit, either directly or indirectly; 4) was involved in a proceeding by or in the right of someone other than TACVB, 5) was recklessness or an act or omission which was committed in bad faith or with malicious purpose or in a manner exhibiting wanton and willful disregard of human rights, safety, or property. Appropriate general and professional liability insurance shall be maintained for the board and TACVB staff.

ARTICLE XIII
DEDICATION OF ASSETS

The properties and assets of the TACVB are irrevocably dedicated to the promotion of conventions, visitors and tourism purposes. No part of the net earnings, properties, or assets of the TACVB, on dissolution or otherwise, shall inure to the benefit of any private person or individual, or any member or director of this TACVB. On liquidation or dissolution, all properties and assets and obligations shall be distributed and paid over to a nonprofit fund, foundation or TACVB that is organized and operated for promotion of convention, visitors and tourism in the Tallahassee area and has established its tax exempt status under Section 501(c)(6) of the Internal Revenue Code of 1954, as amended.

ARTICLE XIV
AMENDMENTS

Section 1. Amendments may be proposed by the board or upon petition to the board by any ten (10) voting members. The board shall present to the membership all such proposed amendments with or without recommendations.

Section 2. The bylaws may be amended by a majority of votes cast at a membership meeting, or by two thirds of the board of directors.

TACVB Management Review
CVB Responses

County	Tax Rate FY08	Tax Revenue FY08	Population	Relation to County	CVB Staff Allocation for Key Services	CVB Staff Allocation: Administration	Support	Marketing/Sales	Sports Marketing	Visitor Services (A)	Other	Total	TDC Staff	CVB Key Services and Activities, Including Major Contracts	Membership?
Leon	4%	$ 3.80	260,945	Contracted	**17 FTEs:** 1 FTE - President/CEO, 2 FTEs - Meetings and Leisure Marketing/Sales, 1 FTE - Chief Operations Officer, 1 FTE - Director of PR, Marketing, and Sales, 1 FTE - Sr. Marketing Manager, 1 FTE - Runner/Group Services Representative, 1 FTE - Marketing/Communications Manager, 1 FTE - Administrative Assistant, 2 FTEs - Sports Marketing, 5 FTEs - Visitor Services , 1 FTE - Membership Manager	2	2	5	2	5	1	17	**3 FTEs:** 1 FTE - ED, 1 FTE - Assistant to ED, 1 FTE - Administrative Assistant	Marketing, PR, Group Sales, Sports Marketing, Visitor Services	Yes
Nassau	3%	$ 2.50	68,450	Contracted by BOCC	**4 FTEs:** 1 FTE - Executive Director, 1 FTE - VP of Events, 1 FTE - Admin Assistant, 1 FTE - Visitor Services	1	1	1	0	1	0	4	**2 FTEs:** 1 FTE - ED, 1 FTE - Assistant to ED	Marketing, Sports Marketing **CONTRACTS:** Advertising - $500,000/year, Internet Marketing - $140,000/year, PR Firm - $72,000/year	No
St. John's	3%	$ 5.80	175,446	Contracted	**11 FTEs:** 1 FTE - VP/Marketing; 1 FTE - Marketing Research Manager, 1 FTE - Advertising Manager, 1 FTE - Communications Director, 1 FTE - Communications Manager, 1 FTE - Director of Sales, 1 FTE - Sales Manager, 1 FTE - Sales Assistant, 1 FTE - New Product Development Manager, 1 FTE - Receptionist/Office Assistant, 1 FTE - Visitor Services	0	1	7	0	1	2	11	**3 FTEs:** 1 FTE - ED (also President of CVB), 1 FTE - Finance Coordinator, 1 FTE - Office Manager	Marketing, Advertising, PR, Group Sales, Sports Marketing, Grants Program (Arts, Cultural, and Special Events)	Yes

County	Tax Rate FY08	Tax Revenue FY08	Population	Relation to County	CVB Staff Allocation for Key Services	Administration	Support	Marketing/Sales	Sports Marketing	Visitor Services (A)	Other	Total	TDC Staff	CVB Key Services and Activities, Including Major Contracts	Membership?
Escambia *	4%	$ 5.60	306,407	Contracted; Chamber Department	7 FTEs; 1 FTE - Bureau Manager, 1 FTE - PR/Media, 1 FTE - E-Commerce Mgr, 2 FTEs - Group Sales, 1 FTE - Visitor Center Mgr., 1 FTE - Film Commission	1	0	5	0	1	0	7	None	Marketing, Visitor Services, Film Commission, Group Sales, Sports Marketing, E-Commerce CONTRACTS: Advertising - $1 million/year	Yes, 2 levels: $350 Level - All Bed Tax Paying Vendors are automatically in this level $650 Level - Larger venues mostly
Alachua *	3%	$ 2.30	240,082	County Department	6 FTEs: 1 FTE - Executive Director, 1 FTE - Progam Manager, 3 FTE - Tourist Program Coord., 1FTE Sr. Staff Assistant	2	1	2	1	0	0	6	None	Marketing, Advertising, Group Sales, Sports Marketing, Grants Program (Sports, Cultural)	No
Lake *	4%	$ 2.21	301,059	County Department	4 FTEs: 1 FTE - Executive Director, 1 FTE - Radio and TV, 1 FTE - Liaison to TDC, print ads, 1 FTE - Fiscal Analyst	2	1	1	0	0	0	4	None	Marketing, Advertising, Business Liaison, Group Sales Capacity Building, Art and Cultural Outreach CONTRACTS: Central Florida Sports Commission - $50,000/year	No
Marion*	2%	$ 1.04	324,857	County Department	3 FTEs: 1 FTE - Executive Director, 1 FTE - Administrative Assistant, 1 FTE - Sports Marketing	1	1	0	1	0	0	3	None	Marketing, Sports Marketing, Group Sales (mostly leisure), Grants Program (Sports, Cultural, Events) CONTRACTS: Advertising - $440,000/year	No

County	Tax Rate FY08	Tax Revenue FY08	Population	Relation to County	CVB Staff Allocation for Key Services	Administration	Support	Marketing/Sales	Sports Marketing	Visitor Services (A)	Other	Total	TDC Staff	CVB Key Services and Activities, Including Major Contracts	Membership?
Manatee *	4%	$ 3.05	315,108	County Department	**11 FTEs:** 1 FTE - Executive Director, 1 FTE - Deputy Administrator (facilities), 2 FTEs - Marketing, 2 FTEs - Sales, 1 FTE - CFO, 1 FTE - CFO Assistant, 1 FTE - Floater, 2 FTEs - Sports Marketing	3	2	4	2	0	0	11	None	Marketing, Advertising, PR, International Marketing, Research, Convention Sales/Operations, Grants Program (Sports) **CONTRACTS:** Research - $100,000/year, International PR - $200,000/year, Domestic PR - $60,000/year, Advertising Agency (including internet marketing) - $120,000/year	No
Brevard	5%	$8.60	536,161	County Department	**10 FTEs:** 1 FTE - Executive Director, 1 FTE - Assistant Director, 1 FTE - Marketing Manager, 1 FTE - Sales Manager, 1 FTE - Web, 1 FTE - Management Secretary, 2 FTE - Administrative Assistant, 1 FTE - Receptionist, 1 FTE - Visitor Services	2	4	2	0	1	1	10	None	**CONTRACTS:** Sports Marketing $310,000/year	No
Charlotte	5%	$ 2.10	152,814	County Department	**5 FTEs:** 1 FTE - Marketing/Executive Director, 1 FTE - PR Director, 1 FTE - Film Commission, 1 FTE - Administrative Services Coordinator, 1 FTE - Sports Marketing	0	1	3	1	0	0	5	None	Marketing, Group Sales, Sports Marketing **CONTRACTS:** Advertising - $328,000/year	No
Collier	4%	$ 14.50	315,839	County Department	**7 FTEs;** 1 FTE - Executive Director, 1 FTE - Sales/Marketing Manager, 1 FTE - PR Manager, 1 FTE - Assistant PR Manager, 1 FTE - Office Manager, 1 FTE - Fulfillment Coordinator, 1 FTE - Sports Marketing	1	2	2	1	1	0	7	None	Marketing, Fulfillment Entertainment, Group Sales, Sports Marketing, Grants (Museum, Events) **CONTRACTS:** Research - $110,000/year, Advertising - $2.3 Million/year, Fullfillment - $120,000/year	No
Okaloosa (Emerald Coast)	4%	$ 8.60	181,499	County Department	**3 FTEs:** 1 FTE - Group Sales, 1 FTE - Mgmt Assistant, 1 FTE - Film Commission	0	1	2	0	0	0	3	8 FTEs: 3 FTEs - Research and Development, 1 FTE - Tourist Information Analyst, 1 FTE - PR, 3 FTEs - Administaration	Marketing, Group Sales, **CONTRACTS:** Advertising - $2.0 Million/year; Beach Maintenance/Renourishment - $1.2 Million/year	No

County	Tax Rate FY08	Tax Revenue FY08	Population	Relation to County	CVB Staff Allocation for Key Services	Administration	Support	Marketing/Sales	Sports Marketing	Visitor Services (A)	Other	Total	TDC Staff	CVB Key Services and Activities, Including Major Contracts	Membership?
Polk	5%	$ 7.50	574,746	County Department	17 FTEs: 5 FTEs - Visitor Services, 6 FTEs - Marketing Department, 6 FTEs - Sports and Special Events	0	0	6	6	5	0	17	None	Marketing, Leisure Tourism, Sports Marketing, Meetings and Conventions CONTRACTS: Advertising - $170,000/year, Internet Marketing - $100,000/year	No
Seminole	5%	$ 2.50	409,509	Division of Economic Development Department of County	6 FTEs: 1 FTE - Executive Director, 2 FTEs - Group Sales, 1 FTE - Sales Assistant, 1 FTE - Reception, 1 FTE - Accounting	2	2	2	0	0	0	6	None	Marketing, Group Sales, Business Liaison, work closely with VisitFlorida, Work closely with Airport, Sports Marketing CONTRACTS: Advertising - $532,000/year; Central Florida Sports Commission - $50,000/year	No
					Average	1.21	1.36	3	1	1.07	0.29	7.93			

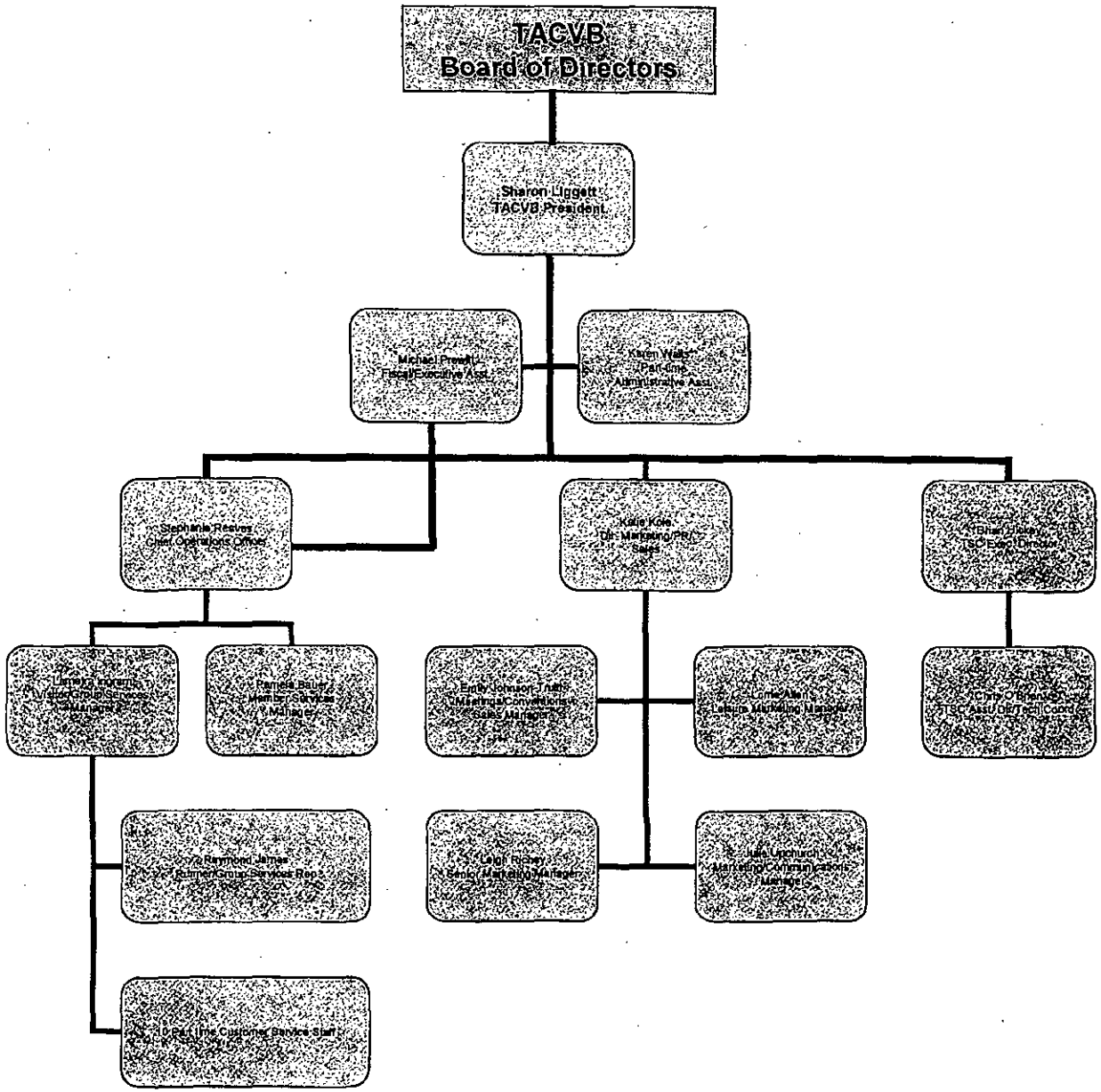
The shaded rows indicate Contracted CVBs

* Like-sized counties

A. Visitor Services often includes multiple part-time employees aggregated to calculate an FTE number

B. This number excludes money budgeted for advertising and beach maintenence/renourishment so as to provide more accurate comparison with Leon County CVB

TACVB Organizational Chart



STAFF SURVEY SUMMARY OF IN-HOUSE CVBs AND TOURISM DEVELOPMENT PROGRAMS

Staff reviewed the 2008 Destination Marketing Compensation Survey for the state of Florida. The participants were mainly destination marketing organizations (DMO) in south and central Florida. Results were obtained from the following counties from which Leon County Board of County Commissioners obtains salary information:

- Alachua
- Brevard
- Charlotte
- Collier
- Lake
- Lee
- Manatee
- Okaloosa
- Saint Lucie
- Seminole

Forty-six job classifications were benchmarked. Number of employees, budget size, and the type of DMO were mentioned in the survey as other criteria that may be taken into account when comparing results. In the survey, jobs were assigned to one of the following six major categories: executive, sales and marketing, communications, membership, finance/operations/administration, and technology. The following provides a summary of findings and recommendations for each position if the CVB is brought in-house.

President/CEO

Findings: The functions of this position were typically performed by a Tourist Development or CVB Director. The salary is within the average market range of those counties benchmarked.

- ***Recommendation: If the CVB is brought in-house, there would not be a need to have this position. This position is recommended for elimination.***

Chief Operations Officer

Findings: In county CVBs or Tourist Development Programs, this classification is not typical. Only two counties (Brevard and Manatee) had positions that were somewhat similar. These two positions were very similar to the County's Assistant to the Public Works Director and other similar positions. Payroll, Finance/Accounting, Benefits Administration, Training, Position Classification, and Recruitment functions of the Chief Operations Officer were handled by other areas within those counties.

STAFF SURVEY SUMMARY OF
IN-HOUSE CVBs AND TOURISM DEVELOPMENT PROGRAMS

• ***Recommendation: (1) If the CVB is brought in-house, most of the duties could be handled by existing County divisions, and the remaining duties could be assigned to the TDC staff. This position is recommended for elimination.***

Director - Marketing, Public Relations and Sales

Findings: In county CVBs or Tourist Development Programs, this classification is typical. The typical job title was Sales/Marketing Manager. Eight counties reported similar positions. These positions were not classified as directors. This position is in line with the CVB contract services. Sales and Marketing are core services performed by CVB's or Tourist Development Programs. The employee pay rate is within the market average salary range of county CVB's or Tourist Development Programs.

•***Recommendation: If the CVB is moved in-house, it is recommended that the County establish a Sales and Marketing position.***

Executive Director - Tallahassee Sports Council

Findings: This job title was not found in other counties that were benchmarked. They typically had Marketing Managers performing this function in addition to other sales and marketing duties. Collier County used the Sports Coordinator as a working title; Alachua County reported a position that performed sports marketing functions and other duties; and Brevard County and Saint Lucie contracted out the sports marketing function.

•***Recommendation: If the CVB is moved in-house, it is recommended that the county bring this position in as non-supervisory Sports marketing position.***

Assistant Director - Tallahassee Sports Council

Findings: This job title was not found in other counties that were benchmarked. The position overlaps with the TSC Executive Director. The job description revealed that the position reports to the TACVB President and the Executive Director-Sports Council.

•***Recommendation: If the CVB is moved in-house, this position is recommended for elimination.***

Leisure Tourism Marketing Manager

Findings: In county CVBs or Tourist Development Programs, leisure tourism was not separated out from marketing and sales. Additionally, this position is not listed in the 2008 DMO Compensation and Benefits Survey. Staff benchmarked this position with other Marketing Managers with a similar reporting structure and learned that these positions typically reported to a position that reported to the CVB or Tourist

STAFF SURVEY SUMMARY OF
IN-HOUSE CVBs AND TOURISM DEVELOPMENT PROGRAMS

Development Director. The employee pay rate for this position is within the market salary range.

•Recommendation: If the CVB is moved in-house, it is recommended that the County bring this position in as a general marketing position.

Senior Marketing and Technology Manager (Internet Marketing)

Findings: In county CVBs or Tourist Development Programs, this position and the below Marketing and Communications Manager are combined. In the 2008 DMO Compensation Survey, these functions were also combined and titles were categorized in communications, and public (media) relations. Activities handled were in internet marketing, desktop publishing, graphic designs, and publications.

Recommendation: If the CVB is moved in-house, it is recommended that this position and the Marketing and Communications Manager position are consolidated into one position. This position is recommended for elimination.

Marketing and Communications Manager (Writing/Publications Marketing)

Findings: In county CVBs or Tourist Development Programs, this position and the above Senior Marketing and Technology Manager (Internet Marketing) are combined. In the 2008 DMO Compensation Survey, these functions were also combined and titles were categorized in communications, and public (media) relations. Activities handled were in internet marketing, desktop publishing, graphic designs, and publications.

•Recommendation: If the CVB is moved in-house, it is recommended that this position and the Senior Marketing and Technology Manager position are consolidated into one position.

Meeting and Conventions Sales Manager

Findings: In county CVBs or Tourist Development Programs, this job is typically assigned generic classifications as coordinators of sales and marketing. Employee's pay rate is within the market average range of similar positions in other counties. In the 2008 DMO Compensation Survey, meetings and conventions are assigned to the sales and marketing area.

Recommendation: If the CVB is moved in-house, it is recommended that this position is brought in as sales and marketing position.

STAFF SURVEY SUMMARY OF
IN-HOUSE CVBs AND TOURISM DEVELOPMENT PROGRAMS

Member Services Manager

Findings: This position manages programs related to the bureau's membership, in which members are required to pay a fee. In County CVBs or Tourist Development programs, this classification was not found. Membership fees were not assessed at county operated CVBs. Tourist tax is imposed countywide and membership dues are not required for revenue.

Recommendation: If the CVB is moved in-house, there is no need for a member services manager. This position is recommended for elimination.

Visitor and Group Services Manager

Findings: This classification involves the supervision of visitor service centers, distributing materials, supervising employees, and visitor services activities. In county CVBs or Tourist Development programs, this position is not restricted to visitor services. Staff in other areas may handle this function and perform other marketing and sales activities. Employee pay rate is within market range.

Recommendation: If the CVB is moved in-house, this classification is recommended for elimination.

Visitor Services Representative

Findings: This classification performs first level customer support work at visitor centers, answering the phone, greeting visitors, handling sells, and keeping visitor logs. In county CVBs or Tourist Development programs, this classification is typical. The CVB employs part-time staff while counties tend to employee full-time staff and compensate them at a higher salary rate. These positions report to various job classifications.

Recommendation: If the marketing and visitors function is moved in-house, this classification is recommended.

Runner/Group Services Manager

Findings: This classification is primarily responsible for delivering print information and merchandise, and maintaining CVB inventory at a warehouse. This classification was not found among those counties that were benchmarked.

Recommendation: If the direct marketing and visitor services function is moved in-house, consolidating these duties with the Visitor Services Representative is recommended.

STAFF SURVEY SUMMARY OF
IN-HOUSE CVBs AND TOURISM DEVELOPMENT PROGRAMS

Executive/Fiscal Assistant

Findings: In county CVBs or Tourist Development Programs, this position had more duties and responsibilities. In Leon County this position would be more similar to an Administrative Associate V. Currently, the TDC has a support position that is classified as an Administrative Associate V. The CVB's pay rate for this position is within the salary range of an Administrative Associate V.

•Recommendation: If the CVB is moved in-house, it is recommended that the county assign these duties to the current TDC staff. This position is recommended for elimination.

Administrative Assistant (part-time)

Findings: Previously assigned to a higher position in the CVB, the employee in this position works 26 hours per week and receives full employee benefits. In county CVBs or Tourist Development Programs, there was no similar position. The salary for this position is within the average market range of the County's Administrative Associate III.

•Recommendation: If the CVB is brought in-house, there is no need to have this position.

The following table lists the positions recommended for an in-house CVB under the Leon County Board of County Commissioners.

Recommended LCBCC Job Title	*Number of Positions*	*Proposed Pay Grade*	*Current and Proposed Salary Range*
Senior Sales and Marketing Coordinator	1	57	$48,496.27-$98,210.74
Sales and Marketing Coordinator	1	55	$39,347.41-$79,686.49
Sales and Marketing Coordinator	1	55	$39,347.41-$79,686.49
Sales and Marketing Coordinator	1	55	$39,347.41-$79,686.49
Sales and Marketing Communications Specialist	1	55	$39,347.41-$79,686.49
Visitor and Services Representative	1	78	$20,516.50-$38,887.68

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MANAGEMENT LETTER

To the Board of Directors
Tallahassee Area Convention and
Visitors Bureau, Inc.
Tallahassee, Florida

In planning and performing our audit of the financial statements of Tallahassee Area Convention and Visitors Bureau, Inc. (TACVB) as of and for the year ended September 30, 2007, in accordance with auditing standards generally accepted in the United States of America, we considered Tallahassee Area Convention and Visitors Bureau, Inc.'s internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the TACVB's internal control. Accordingly, we do not express an opinion on the effectiveness of the TACVB's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and would not necessarily identify all deficiencies in internal control that might be significant deficiencies or material weaknesses. However, as discussed below, we identified a certain deficiency in internal control that we consider to be a significant deficiency.

A control deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A significant deficiency is a control deficiency, or combination of control deficiencies, that adversely affects the entity's ability to initiate, authorize, record, process, or report financial data reliably in accordance with generally accepted accounting principles such that there is more than a remote likelihood that a misstatement of the entity's financial statements that is more than inconsequential will not be prevented or detected by the entity's internal control. We consider the following deficiency to be a significant deficiency in internal control.

Internal Control Over Financial Reporting

Statement on Auditing Standards No. 112, *Communicating Internal Control Related Matters Identified in an Audit*, effective for audits of financial statements for periods ending on or after December 15, 2006, defines financial reporting as "the preparation of reliable financial statements that are fairly presented in conformity with generally accepted accounting principles." Accordingly, a key aspect of effective internal control over financial reporting is the entity's ability to prepare financial statements in accordance with accounting principles generally accepted in the United States of America, which includes the selection and application of accounting policies affecting the financial statements. Currently, the TACVB does not have a certified public accountant on staff who possesses the professional qualifications and training to fulfill this function.

To the Board of Directors
Tallahassee Area Convention and
Visitors Bureau, Inc.
Page Two

Management's Response

Given the small size of our staff and limited budget, it is not possible to hire a full-time certified public accountant at this time. In the event we feel it is beneficial to the TACVB to obtain the necessary qualifications in order to prevent possible material misstatements of our financial statements, management will engage the services of an external certified public accountant, either on a volunteer or limited contractual basis.

OTHER OBSERVATIONS AND RECOMMENDATIONS

Accounts Receivable

Observation/Recommendation

During our testing of accounts receivable, we noted that total accounts receivable per the aged receivable report had not been reconciled to the general ledger balance. Management should establish procedures to ensure that the accounts receivable aging report is reviewed for accuracy and completeness and reconciled to the general ledger on a monthly basis. In addition, any balances that are deemed uncollectible should be written off in a timely manner, and the general ledger adjusted accordingly.

Management's Response

In response to the fiscal year 2005-2006 management letter received August 16, 2007, the Board's Executive Committee directed staff revise procedures to review accounts receivable aging reports and reconcile to the general ledger on a monthly basis and write off any balances deemed uncollectible. This new process started at the beginning of fiscal year 2007-2008. Staff will continue to review the accounts receivable aging report and reconcile to the general ledger on a monthly basis.

Inventory

Observation/Recommendation

During our testing of inventory, we noted that numerous individual unit costs reflected on the inventory listing were calculated incorrectly. In addition, the original inventory listing provided included various items that were not received until after the end of the fiscal year. Management should establish procedures to ensure that an accurate inventory count be performed at least annually (on the last business day of the fiscal year). Staff should conduct detailed counts of all items on hand as of the date of the count, and management should perform spot checks to ensure accuracy. The results of the physical count should be used to prepare the inventory listing, which should reflect accurate per unit cost for each inventory item. Per unit costs should be calculated as total costs (to include setup, freight, tax, etc.) divided by total number of items purchased.

Management's Response

During the audit process, staff noted the inaccuracy of the count and per unit cost for inventory items. The inventory listing and process has been revised to incorporate recommendations from the auditor. Currently, inventory counts are done twice yearly, but heretofore will be conducted quarterly.

Membership Dues

Observation/Recommendation

During our testing of membership dues, we noted that the Goldmine membership report and the cash receipts summaries did not reconcile to the general ledger balance. These reports should be reconciled to the general ledger on a monthly basis to ensure that all dues are properly reflected in the general ledger.

Management's Response

When preparing the necessary membership reports for the audit, staff encountered a problem with Goldmine, the current database system. Management found that certain staff did not possess the necessary skills to maintain the database, and that the database itself was not sufficient for the intended use by the TACVB. Therefore, reports from the Goldmine system did not accurately reflect cash receipts from dues and other member revenue sources that were posted to the general ledger. Currently, this data entry responsibility has been removed from the staff's duties, and an RFP is in process for the purchase of a new database system. Meanwhile, cash receipts for membership dues are logged and maintained in a separate database from the accounting system and we will perform the necessary reconciliation of the two systems monthly.

In-Kind Donations

Observation/Recommendation

The organization receives in-kind donations in the form of goods and volunteer services. During our testing of in-kind donations, management was not able to provide documentation from donors to substantiate the value of various goods received. Management should request that donors provide written donation forms that reflect the value of the goods.

Management's Response

Management has revised the in-kind donation form to better document and substantiate the value of goods and/or services from donors. Each donor will be requested to complete the form and submit to TACVB.

To the Board of Directors
Tallahassee Area Convention and
Visitors Bureau, Inc.
Page Four

We wish to thank the President and her staff for their support and assistance during our audit.

This report is intended solely for the information and use of the Board of Directors, management, and others within the organization and is not intended to be and should not be used by anyone other than these specified parties.

Carroll and Company

March 14, 2008

TALLAHASSEE AREA CONVENTION AND VISITORS BUREAU, INC.

FINANCIAL STATEMENTS AND SUPPLEMENTARY INFORMATION

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For the Years Ended September 30, 2007 and 2006

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Tallahassee Area Convention and
Visitors Bureau, Inc.
Tallahassee, Florida

We have audited the accompanying statements of financial position of Tallahassee Area Convention and Visitors Bureau, Inc. (a Florida non-profit corporation) as of September 30, 2007 and 2006, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of Tallahassee Area Convention and Visitors Bureau, Inc.'s management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the basic financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the basic financial statements. An audit also includes assessing the accounting principles used and the significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the basic financial statements referred to above present fairly, in all material respects, the financial position of Tallahassee Area Convention and Visitors Bureau, Inc. as of September 30, 2007 and 2006, and the results of its activities and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Our audits were conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The schedules of functional expenses are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audits of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

Carroll and Company

March 14, 2008

TALLAHASSEE AREA CONVENTION AND VISITORS BUREAU, INC.
STATEMENTS OF FINANCIAL POSITION
September 30, 2007 and 2006

ASSETS

	2007	2006
Cash	$ 136,579	$ 51,250
Accounts receivable	35,851	24,027
Inventory and other assets	45,175	8,707
Property and equipment, net	-0-	597
TOTAL ASSETS	$ 217,605	$ 84,581

LIABILITIES AND NET ASSETS

LIABILITIES		
Accounts payable	$ 19,756	$ 14,334
Accrued expenses	16,851	13,635
TOTAL LIABILITIES	36,607	27,969
NET ASSETS		
Unrestricted		
Board designated	30,000	-0-
Undesignated	150,998	56,612
TOTAL NET ASSETS	180,998	56,612
TOTAL LIABILITIES AND NET ASSETS	$ 217,605	$ 84,581

See accompanying notes.

TALLAHASSEE AREA CONVENTION AND VISITORS BUREAU, INC.
STATEMENTS OF ACTIVITIES
For the Years Ended September 30, 2007 and 2006

	2007	2006
UNRESTRICTED SUPPORT AND REVENUE		
Tourist Development Council contract	$ 1,000,000	$ 770,800
Sponsorships and festival marketing	49,084	34,381
Sporting events	48,600	77,880
Membership dues	47,685	48,935
Publications, internet, and other	33,438	18,026
Promotional items	19,934	16,139
In-kind donations	13,767	-0-
Merchandise sales	8,767	9,298
Interest	4,285	2,569
Sports revenue	1,248	2,117
TOTAL UNRESTRICTED SUPPORT AND REVENUE	1,226,808	980,145
EXPENSES		
Programs:		
Member services, promotion, and general	348,340	278,254
Sales, tours, and conventions	218,649	97,866
Sports Council	140,568	150,907
Sporting events	52,545	76,768
General and administrative	342,320	313,934
TOTAL EXPENSES	1,102,422	917,729
CHANGE IN UNRESTRICTED NET ASSETS	124,386	62,416
NET ASSETS (DEFICIT), BEGINNING OF YEAR	56,612	(5,804)
NET ASSETS, END OF YEAR	$ 180,998	$ 56,612

See accompanying notes.

TALLAHASSEE AREA CONVENTION AND VISITORS BUREAU, INC.
STATEMENTS OF CASH FLOWS
For the Years Ended September 30, 2007 and 2006

	2007	2006
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in unrestricted net assets	$ 124,386	$ 62,416
Adjustments to reconcile change in unrestricted net assets to net cash provided by operating activities:		
Depreciation	597	1,225
Increase in:		
Accounts receivable	(11,824)	(6,785)
Inventory and other assets	(36,468)	(1,396)
Increase (decrease) in:		
Accounts payable	5,422	6,237
Accrued expenses	3,216	(2,297)
Revenue received in advance	-0-	(1,599)
NET CASH PROVIDED BY OPERATING ACTIVITIES	85,329	57,801
NET INCREASE IN CASH	85,329	57,801
CASH (BANK OVERDRAFT), BEGINNING OF YEAR	51,250	(6,551)
CASH, END OF YEAR	$ 136,579	$ 51,250

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See accompanying notes.

TALLAHASSEE AREA CONVENTION AND VISITORS BUREAU, INC.
NOTES TO FINANCIAL STATEMENTS
September 30, 2007

NOTE A – *SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES*

A summary of the significant accounting policies consistently applied in the preparation of the accompanying financial statements follows.

Nature of Activities

The Tallahassee Area Convention and Visitors Bureau, Inc. (TACVB) provides information services to various organizations and individuals in the Tallahassee and Leon County area. A substantial amount of TACVB's support is received under contract from the Tourist Development Council. Should the contract terminate or the underlying tax base of the Tourist Development Council be removed, TACVB would cease to exist.

Basis of Accounting

TACVB's financial statements have been prepared on the accrual basis of accounting.

Basis of Presentation

In accordance with accounting standards generally accepted in the United States of America, TACVB is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. TACVB had no temporarily or permanently restricted net assets as of September 30, 2007 and 2006.

Revenue Recognition

Revenues are recognized when the earnings process is substantially complete and services have been performed. Event revenues are recognized when the events are held. Membership dues and other types of revenues are recognized in the period to which they relate.

Income Taxes

TACVB is a not-for-profit corporation, organized under the laws of the State of Florida, and is exempt from federal and state income taxes under the provisions of Section 501(c)(6) of the Internal Revenue Code. Accordingly, no provision for income tax is reflected in the financial statements.

Accounts Receivable

Accounts receivable are stated at their estimated net realizable value, and accounts deemed uncollectible by management are expensed as bad debts. There is no material difference between the direct write-off method used by TACVB and the allowance method required by accounting principles generally accepted in the United States of America.

TALLAHASSEE AREA CONVENTION AND VISITORS BUREAU, INC.
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
September 30, 2007

NOTE A – *SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES* *(Continued)*

Property and Equipment

Office equipment has been recorded at cost. Additions, improvements, or other capital expenditures that exceed a threshold established by management and significantly extend the useful life of an asset are capitalized. Depreciation is computed on the straight-line method over the estimated useful lives of the assets.

Inventories

Inventories are stated at the lower of cost (first in, first out method) or market. Inventories consist of store merchandise and promotional items.

Cash Equivalents

For purposes of the statements of cash flows, TACVB considers all unrestricted, highly liquid investments with an original maturity of three months or less to be cash equivalents.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Actual results may differ from those estimates.

Advertising

Advertising costs are expensed as incurred. Total advertising expense for the years ended September 30, 2007 and 2006 was $24,946 and $118, respectively.

Functional Allocation of Expenses

The costs of providing the various programs and supporting services have been summarized on a functional basis in the statements of activities. Certain costs have been allocated among the programs and supporting services benefited based on management's assessment of staff time.

TALLAHASSEE AREA CONVENTION AND VISITORS BUREAU, INC.
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
September 30, 2007

NOTE B – *LEASE AGREEMENTS*

TACVB leases its office space from the Leon County Tourist Development Council (TDC) for a term of one year with two one-year automatic renewals. TACVB pays $3,600 per month under this lease, which includes the cost of utilities. Future minimum lease payments required under this lease are as follows:

Year Ending September 30	
2008	$ 43,200
2009	43,200
	$ 86,400

Rent expense for the years ended September 30, 2007 and 2006 totaled $45,646 and $44,877, respectively.

NOTE C – *PROPERTY AND EQUIPMENT*

Property and equipment included the following as of September 30:

	Estimated Useful Lives	2007	2006
Office equipment	5 years	$ 6,722	$ 6,722
Less: Accumulated depreciation		(6,722)	(6,125)
PROPERTY AND EQUIPMENT, net		**$ -0-**	**$ 597**

Depreciation expense for the years ended September 30, 2007 and 2006 totaled $597 and $1,225, respectively.

NOTE D – *CONCENTRATION OF CREDIT RISK*

TACVB maintains its cash balances at a financial institution located in Florida. Accounts at this institution are insured by the Federal Deposit Insurance Corporation up to $100,000. As of September 30, 2007 and 2006, TACVB had an uninsured cash balance of $83,627 and $-0-, respectively.

TALLAHASSEE AREA CONVENTION AND VISITORS BUREAU, INC.
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
September 30, 2007

NOTE D – *CONCENTRATION OF CREDIT RISK (Continued)*

During the years ended September 30, 2007 and 2006, TACVB received approximately ninety-two percent (92%) and eighty-three percent (83%), respectively, of its revenue from the Leon County Tourist Development Council (TDC). TDC is an agency of Leon County that has contracted with TACVB to provide services to market Leon County as a convention and visitor destination. TDC provides TACVB with revenue from a local "bed tax", leased office space, and most of its office equipment. TDC and TACVB have entered into a contract for 2008 in the amount of $1,055,000.

TACVB's ability to continue its operations is substantially dependent on the annual renewal of the TDC contract and on management's continued ability to achieve its cost control objectives and obtain revenues from other sources.

NOTE E – *COMPENSATED ABSENCES*

As of September 30, 2007 and 2006, TACVB was directly liable to employees for accrued but unpaid vacation leave in the amount of $16,851 and $13,635, respectively. This amount is included in accrued expenses in the accompanying statements of financial position.

NOTE F – *RETIREMENT PLAN*

TACVB has implemented a SIMPLE IRA plan for the benefit of qualifying employees. A SIMPLE IRA permits employees to reduce their salary up to annual maximum amounts established by the Internal Revenue Service. TACVB is required to match up to 3% of an eligible employee's salary not to exceed the employee's contribution. The total match for TACVB was $7,619 and $8,713 for the years ended September 30, 2007 and 2006, respectively.

NOTE G – *DONATED SERVICES*

Numerous volunteers have donated significant amounts of time to TACVB's program services. Management estimated the fair value of those services to be approximately $4,156 and $-0- for the years ended September 30, 2007 and 2006, respectively. No amounts have been reflected in the financial statements because they did not meet the criteria for recognition under SFAS No. 116.

NOTE H – *RELATED PARTY TRANSACTIONS*

During the years ended September 30, 2007 and 2006, TACVB received $13,767 and $-0-, respectively, as in-kind donations of promotional materials from TDC.

SUPPLEMENTARY INFORMATION

TALLAHASSEE AREA CONVENTION AND VISITORS BUREAU, INC.
SCHEDULES OF FUNCTIONAL EXPENSES
For the Years Ended September 30, 2007 and 2006

2007

	Member Services, Promotion, and General	Sales, Tours, and Conventions	Sports Council	Sporting Events	General and Administrative	Totals
Salaries & wages	$ 179,499	$ 140,169	$ 98,401	$ -0-	$ 167,755	$ 585,824
Payroll taxes	10,689	6,772	4,199	-0-	22,569	44,229
Employee benefits	25,771	17,451	14,191	-0-	10,423	67,836
	215,959	164,392	116,791	-0-	200,747	697,889
Advertising	21,736	3,210	-0-	-0-	-0-	24,946
Annual meeting	602	-0-	-0-	-0-	-0-	602
Community relations	693	-0-	5,083	-0-	2,864	8,640
Computer/internet	200	-0-	-0-	-0-	3,497	3,697
Depreciation	-0-	-0-	-0-	-0-	597	597
Dues and subscriptions	554	1,750	1,811	-0-	4,614	8,729
Employee/Board relations	-0-	-0-	1,442	-0-	2,790	4,232
FAM trips	-0-	1,970	119	-0-	-0-	2,089
General supplies	3,748	-0-	-0-	-0-	1,493	5,241
Insurance	-0-	-0-	-0-	-0-	4,729	4,729
Legal and accounting	-0-	-0-	-0-	-0-	7,900	7,900
Membership services	9,375	-0-	715	-0-	-0-	10,090
Miscellaneous	24,166	814	-0-	-0-	6,160	31,140
Office supplies	-0-	-0-	-0-	-0-	3,546	3,546
Parking	3,465	1,080	770	-0-	1,510	6,825
Postage	10,165	121	134	-0-	865	11,285
Printing	22,379	3,007	317	-0-	2,674	28,377
Professional development	-0-	-0-	125	-0-	4,407	4,532
Rent and utilities	-0-	-0-	-0-	-0-	45,646	45,646
Sponsorships, marketing, and promotional items	20,216	11,187	3,830	-0-	37,289	72,522
Telephone	530	659	1,198	-0-	1,669	4,056
Travel and entertainment	14,552	30,459	7,296	-0-	9,323	61,630
Venue/events	-0-	-0-	937	52,545	-0-	53,482
TOTAL EXPENSES	$ 348,340	$ 218,649	$ 140,568	$ 52,545	$ 342,320	$ 1,102,422

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TALLAHASSEE AREA CONVENTION AND VISITORS BUREAU, INC.
SCHEDULES OF FUNCTIONAL EXPENSES (CONTINUED)
For the Years Ended September 30, 2007 and 2006

2006

	Member Services, Promotion, and General	Sales, Tours, and Conventions	Sports Council	Sporting Events	General and Administrative	Totals
Salaries & wages	$ 171,654	$ 46,343	$ 103,055	$ -0-	$ 136,585	$ 457,637
Payroll taxes	13,807	3,728	8,289	-0-	10,987	36,811
Employee benefits	22,488	6,847	13,123	-0-	15,522	57,980
	207,949	56,918	124,467	-0-	163,094	552,428
Advertising	118	-0-	-0-	-0-	-0-	118
Annual meeting	6,739	-0-	-0-	-0-	-0-	6,739
Community relations	-0-	-0-	1,138	-0-	665	1,803
Computer/internet	-0-	-0-	-0-	-0-	1,294	1,294
Depreciation	-0-	-0-	-0-	-0-	1,225	1,225
Dues and subscriptions	520	2,521	2,986	-0-	3,941	9,968
Duplicating/copying	-0-	-0-	-0-	-0-	1,527	1,527
Employee/Board relations	-0-	-0-	532	-0-	539	1,071
FAM trips	-0-	3,210	-0-	-0-	-0-	3,210
General supplies	2,332	-0-	-0-	-0-	1,748	4,080
Insurance	-0-	-0-	-0-	-0-	8,120	8,120
Legal and accounting	-0-	-0-	-0-	-0-	6,865	6,865
Membership services	2,875	-0-	2,104	-0-	-0-	4,979
Miscellaneous	11,598	65	502	-0-	10,571	22,736
Office supplies	-0-	-0-	-0-	-0-	4,502	4,502
Parking	2,300	450	630	-0-	1,020	4,400
Postage	14,151	169	83	-0-	794	15,197
Printing	9,481	478	527	-0-	2,728	13,214
Professional development	-0-	-0-	-0-	-0-	2,576	2,576
Rent and utilities	-0-	-0-	-0-	-0-	44,877	44,877
Sponsorships, marketing, and promotional items	17,731	9,159	3,050	-0-	43,685	73,625
Telephone	1,397	681	1,559	-0-	4,997	8,634
Travel and entertainment	1,063	24,215	10,122	-0-	9,166	44,566
Venue/events	-0-	-0-	3,207	76,768	-0-	79,975
TOTAL EXPENSES	$ 278,254	$ 97,866	$ 150,907	$ 76,768	$ 313,934	$ 917,729

FY 2010 In-house CVB Proposed Budget

Personnel	**352,000**
Salary	235,520
Benefits	116,480
Operating	**33,000**
Copy/Printing	4,500
Equipment/Rental	2,000
Office Supplies	1,000
Operating Supplies	4,000
Postage	5,000
Communications	2,500
Membership & Subscriptions	10,000
Training (4 @ $1000)	4,000
Marketing	**200,000**
Sports	130,000
Leisure	15,000
Meetings & Conventions	15,000
Leisure	15,000
Film	25,000
Visitor Services	**25,000**
Promotional	25,000
Total Budget	**610,000**

FY 2010 Personal Services Budget Impact

PROPOSED POSITION TITLE	ANNUAL PAY RATE	FICA & MEDICARE	RETIREMENT	HEALTH	LIFE	WORKERS COMP	TOTAL SALARY & BENEFITS	FINANCIAL IMPACT OF PROPOSED POSITIONS
Sr. Sales and Marketing Coordinator	$50,000	$3,100	$4,925	$12,466	$516	$307	$71,314	$71,314
Sales and Marketing Coordinator	$40,000	$2,480	$3,940	$12,466	$413	$246	$59,545	$59,545
Sales and Marketing Coordinator	$40,000	$2,480	$3,940	$12,466	$413	$246	$59,545	$59,545
Sales and Marketing Coordinator	$40,000	$2,480	$3,940	$12,466	$413	$246	$59,545	$59,545
Sales and Marketing Communications Specialist	$40,000	$2,480	$3,940	$12,466	$413	$246	$59,545	$59,545
Visitor and Services Representaive	$25,542	$1,584	$2,516	$12,466	$268	$157	$42,533	$42,533
Total	$235,542	$14,604	$23,201	$74,798	$2,436	$1,446	$352,026	$352,026