

# **LEON COUNTY**

## *Tourist Development Council*

**Thursday, November 3, 2016, 9 a.m.  
Board of County Commissioners Chambers  
301 South Monroe Street**

### **MEETING AGENDA**

- I. Call to Order – **Bo Schmitz, Chairman**
- II. Introductory Remarks by Executive Director of Tourism – **Kerri Post**
  - Paresh Masters Award Presentation
- III. Request for Additional Agenda Items – **Bo Schmitz**
- IV. Items for Consent Approval – **Bo Schmitz**
  - August 31, 2016 Meeting Minutes
  - Direct Sales, Communications, Visitor Services, Sports & Film Reports
  - Financial Reports: 2016; Year-to-Date Tax Collections
  - Advertising/PR Activity Report/Digital Activity and Research Reports
  - 2017 TDC Meeting Dates
- V. General Business – **Bo Schmitz**
  - Signature Events Grant Recommendations
  - Grant Process Update – February Workshop
  - Research Presentation- 4<sup>th</sup> Quarter Visitors Tracking Report, 2016 Year End-Downs & St. Germain- Event Economic Impact Studies – Alabama Shakes Concert & Florida Jazz & Blues Festival
  - Florida Jazz & Blues Festival Recap
  - Out of Cycle Funding Requests: Southern Shakespeare and Goodwood Jams Update
  - COCA FY 15-16 Year-End Report
- VI. Director's Report – **Kerri Post**
  - Choose Tallahassee
  - STAGE Committee
  - Coffee & Conversations w/Hotel GM's/Industry Update Meetings
  - Office of Economic Vitality Strategic Plan
  - KCCI #iHeartTally
  - Florida Trend January 2017 Feature
  - Room Rate Discussion
  - Accessibility Workshop BBSB
  - Hotel Development Update
- VII. Additional Business: "For the Good of the Cause" – **Bo Schmitz**

#### **Next Meeting:**

**January 5, 2017  
Board of County Commissioners  
Commission Chambers**

## **Tourist Development Council**

### **Minutes of the August 31, 2016 Meeting**

**Members Present:** Bo Schmitz, Chairman  
John Kelly  
Michelle Personette  
Paresh Master  
Russell Daws  
Matt Thompson  
Leigh Davis  
Dr. Audra Pittman  
Commissioner Nancy Miller  
Commissioner Bryan Desloge

**Members Absent:** Commissioner Scott Maddox

**Staff Present:** Kerri Post, Tourism Development  
Aundra Bryant, Tourism Development  
Chris Holley, Tourism Development  
Gary Stogner, Tourism Development  
Lauren Pace, Tourism Development  
Janet Roach, Tourism Development  
Amanda Heidecker, Tourism Development  
Laura Cassels, Tourism Development  
Joe Piotrowski, Tourism Development  
Andi Ratliff, Tourism Development  
Brian Hickey, Tourism Development

**Guests Present:** Jason Dennard, Florida State University  
Will Butler, Florida State University  
Drew Longenecker, Florida State University  
Jason Zaborske, United Way of Florida – Children’s Week Event  
Dr. Phillip Downs, Downs & St. Germain Research  
Dr. Joseph St. Germain, Downs & St. Germain Research  
Curtis Zimmerman, Zimmerman Agency  
Alex Swanson, Zimmerman Agency  
Lisa Matthews, Zimmerman Agency  
Mallory Hartline, Zimmerman Agency  
Julianna Smith, Zimmerman Agency  
Kate Bonnevier, Zimmerman Agency  
Cristina Llewellyn, Zimmerman Agency  
Jon Brown, Florida Jazz & Blues Festival  
Scotty Barnhart, Florida Jazz & Blues Festival  
Paul Phipps, Visit Florida  
Bryon Burroughs-Florida Tap Festival  
Eric Pounds, Florida Tap Festival



The meeting was called to order at 9:04 AM. Chairman Schmitz welcomed Kerri Post, the new Executive Director of Visit Tallahassee to the TDC. Kerri provided opening remarks and thanked the Visit Tallahassee staff for the great job that they do. She concluded by introducing Joe Piotrowski as the newest member of the Visit Tallahassee team.

**Consent Agenda** – Paresh Master moved approval, seconded by Russell Daws. Unanimously approved.

**Special Event Grant Recommendations** – Paresh Master, who served as chairperson on the Special Event Grant Review Committee, provided a report from the grant review process. Michelle Personette and Matt Thompson served on the Committee as well. There were 18 grant applications submitted and 17 received funding at a total award amount of \$80,000. Jason Zaborske asked permission to inquire as to why Children’s Week was not funded for FY 2016-2017. Paresh Master reported the decision of the review committee included that the event falls within peak times, specifically during the legislative session. Russell Daws moved approval, seconded by Commissioner Desloge to approve the recommendations. The recommended funding from the Special Event Grant Review Committee was unanimously approved.

**Tallahassee Sports Council Grant First Cycle Recommendations** – Amanda Heidecker stated that there were 55 grant applicants with \$108,950 being rewarded. These events are estimated to bring in 30,000 visitors, 1,500 room nights and \$12 Million in direct spending to Leon County. Commissioner Desloge moved approval, seconded by John Kelly to approve the recommend funding from the Sports Council first cycle. It was unanimously approved.

**Out of Cycle Grant Request** – The Sports Council recommends a funding to the Big Bend Cross Country Invitational for \$1,000 out of remaining sporting events grant funds from FY16. Russell Daws moved approval, seconded by Commissioner Miller. It was unanimously approved.

**FSU In Stadium Concert request of \$50,000**– Kerri Post provided an introduction with historical background to the TDC and explained that the present proposal’s scope is different from the one presented initially to the TDC in May. Staff provided justification for a recommended funding amount of \$25,000 due to historical funding of events with similar room night projections and the proposed level of concert talent was very different than originally proposed. The initial concert funding request of \$50,000 was not brought before the BOCC nor presented at the June 16<sup>th</sup> TDC meeting because the artists had not yet been finalized. Jason Dennard gave a brief update on the details of the concert which would feature Old Dominion, Tyler Farr, and Bobby Bones. Paul Phipps of Visit Florida and Will Butler from the FSU Boosters explained the significance of this event to the Tallahassee community. They encouraged the TDC to consider the benefit of large events that could take place within Doak Campbell Stadium in the future other than sporting events to boost tourism in Tallahassee. Chairman Schmitz, Commissioner Miller, Matt Thompson and Commissioner Desloge made statements in support of the request at the \$50,000 level. Commissioner Miller moved approval, seconded by John Kelly to fund event at \$50,000.

**Florida Jazz & Blues Festival** – Jon Brown stated that the Florida Jazz and Blues festival will showcase 20 acts in three days. He detailed numerous media partners and sponsors that are helping to market the event. Jon stated that 139 tickets have been sold to date. Russell Daws stated that he did not see any support from FSU. Jon stated that he has been in contact with FSU to promote and possibly provide additional support. Commissioner Miller requested clarity on how this festival relates to the ten ticketed events outlined in the interlocal agreement. Kerri Post

explained Visit Tallahassee had agreed to allow Florida Jazz and Blues to use the “touring sound” designation for Saturday and Sunday nights and that those two would count for events eight and nine of the ten allowed for the year.

**COCA Cultural Plan** – Dr. Audra Pittman gave updates on the cultural plan. She stated that \$992,139.00 had been awarded to local cultural organizations. She thanked Leigh Davis for serving on the COCA Grant Committee. Dr. Pittman also presented COCA’s new video that will be used in a campaign to elevate the arts in the Tallahassee community.

**Signature Event Grant Changes** – Kerri Post provided an update on the status of the Signature Event Grant Program and clarified that the item was held due to the fact that language needed to be added to the guidelines consistent with the direction given by the TDC. Language was added to allow for grant awards over the \$60,000 program limit in special circumstances and that, if approved by the TDC, would then trigger additional review and approval by the BOCC. It is anticipated new guidelines with this corrected language would come before the BOCC at its September meeting.

**Zimmerman Agency** – Curtis Zimmerman presented highlights of the 2016-2017 Integrated Marketing Plan and thanked Visit Tallahassee staff for their work and partnership in preparing the plan.

## **Staff Reports**

**Marketing Communications** – Lauren Pace provided updates on marketing activities. She stated that the 2017 Visitor’s Guide has gone to print. During June and July she hosted six media visits, launched the year round tour guides, and is currently working on the final plans for the Marketing Roll Out in September.

**Visitor Services** – Andi Ratliff gave a brief update on the visitor services activities and was very pleased with the consistent volume of visitors to the Welcome Center.

**Meetings & Conventions** – Gary Stogner gave the report on behalf of Janet Roach who was conducting a NACO site visit. The National Association of Counties (NACO) will hold their annual meeting in Tallahassee in December.

**Sports** – Brian Hickey gave updates on the sports events coming up. He stated Tallahassee will host three collegiate cross country events, three cross country national championships, and four youth cross country events. Brian estimated that 10,000 athletes will be participating, 21,000 visitors will travel here, 11,600 room nights will be generated and a direct spending of \$8.4 million will be produced. Commissioner Desloge gave special recognition to the Apalachee Regional Park as a great success and a worthwhile investment. Commissioner Miller stated that we need to request the Tallahassee Democrat feature more articles on the activities of Visit Tallahassee and especially cross country.

## **Director’s Report**

**Airbnb** – Kerri Post explained that there is still no agreement on this issue between the Leon County Tax Collector & Airbnb because there are unresolved legal concerns with the contract. County Legal Department & VT Staff are continuing to conduct industry research on options moving forward.

**RFP Concessionaire Apalachee Regional Park – Social Catering** – Kerri Post announced that Social Catering has won the bid to feed the athletes and guests at the ten cross country events at Apalachee Regional Park this fall.

**Jet Blue Update** – Kerri Post discussed the Jet Blue meetings that were held in Fort Lauderdale recently. She explained that Commissioner Maddox and Ron Sachs did a great job in rallying the troops to present a strong business case to bring Jet Blue flights from Fort Lauderdale to Tallahassee. A decision is expected over the next 90-120 days.

**Marketing Roll Out** – Kerri Post announced the Marketing Roll Out will be held Thursday, September 22<sup>nd</sup> at the new Champions Club in Doak Campbell Stadium from 5:30 – 8:30.

**Rick Buhla Presentation** – Kerri Post recognized Rick Buhla who is the General Manager at Quality Inn in Tallahassee, Florida. Rick Buhla was very instrumental in assisting with the bus crash victims from Wakulla County on July 4<sup>th</sup>. He was not present to receive the award.

**Alabama Shakes Concert** – Kerri Post stated that the concert is sold out and the community seems to be elated about the level of entertainment brought to Capital City Amphitheater.

**Tropical Storm Hermine** – Kerri Post stressed the importance of monitoring the storm and being proactive in preparation as it heads our way. VT will communicate & coordinate with the industry & Emergency Operations Center as appropriate.

**Phillip Downs & Joseph St. Germain** – Kerri Post was enthusiastic about the research work that Downs & St. Germain is doing. She stated that there will be an economic study conducted on the Alabama Shakes Concert, Florida Jazz & Blues Festival and other large events going forward.

**Florida Tap Festival Update** - Bryon Burroughs and Eric Pounds gave an update on the Fourth Annual Florida Tap Festival to be held December 16-17, 2016.

**Adjournment** – 10:57 AM

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Chairman Bo Schmitz

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Attest: Aundra Bryant

Visit Tallahassee  
PROGRAM HIGHLIGHTS  
*August/September 2016*

**I. Marketing Communications**

Development Activities:

- Attended Destination Marketing Association International annual Conference in Minneapolis and began work CDME accreditation
- Attended Travel Media Showcase in Grapevine, TX and conducted appointments with 30 journalist
- Approved final files for the 2017 visitor guide
- Coordinated individual media visit for Samantha Mellone, a contributing writer with *KIWI Magazine*
- Finalized arrangements for the 2016 Marketing Rollout and media preview preceding the event
- Coordinated and/or wrote new releases for the Marketing Rollout/Tourism including year-end wrap-up, Tommy Award winners, Leon County grant funding and Leon County Tourism/Visit Tallahassee winning a Flagler Award
- Coordinated planning/strategy meetings with Zimmerman
- Attended Experience Tallahassee organizational meetings with Brian Hickey and Heather Peeples and helped staff the booth during the event on Aug. 27.
- Supported Choose Tallahassee at its Executive Committee and Action Committee meetings
- Conducted WTXL-TV interview promoting the T.O.U.R. Guide Program
- Discussed marketing collaboration opportunities with Street Art Tallahassee owners.
- Attended KCCI Board Meeting and KCCI Celebration showcasing 2016 projects and unveiling the 2017 project
- Assisted with activating the Leon County Tourism emergency response plan in preparation for Hurricane Hermine and post-storm discussions and evaluation
- Discussed marketing opportunities for the Doak After Dark concert on Nov. 12 with Jason Dennard from FSU Athletics
- Coordinated and/or wrote feature stories for VisitTallahassee.com for Opening Nights 2016-17 Season, T.O.U.R. Guide at Challenger Learning Center, Tallahassee Museum, Goodwood Museum & Gardens and Tallahassee Automobile Museum, home football weekend festivities, Ales and Trails and releases to Florida radio stations for all home football games.
- Tracked progress of marketing activities in weekly status calls with Zimmerman
- Edited social media content ensuring relevant and engaging posts

Performance Measures:

- Reviewed, edited and approved social media posts (Facebook, Twitter and Instagram)
- Updated content on VisitTallahassee.com and CapitalCityAmphitheater.com
- Developed and distributed industry newsletter showcasing upcoming events, partnership opportunities, division activities, sales and sports news
- Reviewed and scheduled blog posts and integrated with social media channels

## **II. Meetings & Conventions/Customer Service**

Development Activities:

- Conducted sales calls with Michele Thomas from the Doubletree Hotel by Hilton to area Florida Society of Association Executives (FSAE) meeting planners as follow up to the FSAE Annual Conference.
- Exhibited and conducted 35 roundtable appointments at Florida Meeting Showcase, August 18.
- Attended the Society of Government Planners Annual Silent Auction held at the Hotel Duval, August 16 that was attended by 60 meeting professionals.
- Networked and attended the Florida Society of Association Executives (FSAE) Power Luncheon, August 18 at Hotel Duval attended by 135 meeting professionals.
- Networked at the Asian American Hotel Owners Association (AAHOA) Annual Meeting hosted by the Quality Inn & Suites.
- Attended Connect Specialty in Dallas, TX, August 25-27 and conducted 28 appointments as well as networked at education sessions and luncheons during the conference.
- Coordinated and facilitated a site visit for the American Physical Society for a June 2017 board meeting that included three hotels, two group dining restaurants and two local attractions.
- Assisted with hotel availability tracking before and after Hurricane Hermine.
- Conducted 21 appointments at Destination Florida, September 6-8 with association, specialty and corporate meeting planners.
- Assisted the sports department and county administration with motor coach quotes for the upcoming cross country events and the National Association of Counties Board Meeting.
- Assisted in the execution of the Visit Tallahassee Marketing Roll Out on September 22.
- Reviewed Special Event Grant post event reports and provided assistance in gathering required documentation to ensure reimbursements would be requested before the end of the fiscal year.

Performance Measures:

- Sent five leads with 848 visitors, 971 room nights and an estimated \$600,797 in direct spending.
- Currently working 16 tentative groups with 2,220 visitors 2,665 room nights and an estimated \$1,521,751 in direct spending.
- Booked four groups with 3,906 visitors, 740 room nights and an estimated \$1,251,495 in direct spending.

Events Hosted (Anticipated numbers):

- Florida Tap Invitational (September 16-18) with 436 visitors, 100 room nights and an estimated 151,728 in direct spending.
- Daughters of the Nile (September 22-24) with 300 visitors, 210 room nights and an estimated \$180,086 in direct spending.

### **III. Leisure**

#### Development Activities:

- Conducted site visits and met with key staff at Florida Historic Capitol Museum, Railroad Square Art Park, Tallahassee Museum, Tallahassee Automobile and Collectibles Museum, Meeks-Eaton Black Archives, Museum of Florida History, Challenger Learning Center, Apalachee Regional Park, Grasslands Brewery, Mission San Luis
- Contacted the Information Tickets and Tours (ITT) agency offices at regional military bases for introduction, updated contact information for each and provided promotional information on the Florida State University-Boston College Military appreciation football game.
- Initiated relationships with local organizations: Florida Big Bend Fly Fishing Incorporated, Tallahassee Mountain Biking Association, Harley Owners Group (HOG) – Tallahassee Chapter, Florida State University Police motorcycle unit (Annual Motorcycle rodeo), Tallahassee Radio Controlled Car Club, Tallahassee Regional Antique Car Club, Springtime Tallahassee, Tallahassee Downtown Improvement Authority
- Aided with Hurricane Hermine emergency response
- Supported Leon County with Red Cross damage assessment program
- Updated contact information with industry partners and renewed memberships with key national associations
- Represented Visit Tallahassee at the Big Bend Scenic Byways quarterly meeting.
- Connected Master Sargent Craig Hutchinson of Tyndall Air Force Base with Florida State University Athletics in regards to Color Guard opportunities at Florida State University Football Games.
- Developing a comprehensive sales/resource guide featuring all attractions for use with motor coach operators and affinity groups.
- Assisted with the Florida State Cross Country Invitational and the Division's Marketing Rollout
- Initiated contact and sales opportunities with several organizations in key markets, including Southwest Association of Mountain Bike Peddlers Incorporated (SWAMP), First Coast Car Council, Amelia Island Concours D'Elegance, Daytona Turkey Run Car Show and Swing Thought Golf Tour

#### Performance Measures:

- Sent nine leads with 2,395 visitors, 2,056 room nights and an estimated \$663,152 in direct spending.
- Currently working six tentative groups with 252 visitors 126 room nights and an estimated \$29,232 in direct spending.
- Booked eight groups with 20,443 visitors, 1,930 room nights and an estimated \$721,484 in direct spending.

#### **IV. Visitor Services**

##### Development Activities August & September

- Updated industry partner accounts in IDSS ensuring correct information appears on VisitTallahassee.com.
- Assisted Division efforts in response to Hurricane Hermine
- Maintained VisitTallahassee.com calendar of events
- Submitted quarterly sales figures for Gift Shop and requested commission checks for vendors.
- Assisted in planning and execution of the 2016 Marketing Rollout.
- Assisted sales departments with promotional needs for fall groups and events.
- Coordinated delivery of 2017 visitor guides to area hotels and attractions.
- Assembled and delivered welcome baskets for visiting journalists.
- Coordinated and oversaw efforts for the fall semester marketing intern.
- Update Visitor Center Window Display – FL Jazz and Blues Festival, fall frenzy, Tour Guide.
- Distribute collateral promoting the Tour Guide Program.
- Update Fall Frenzy Events page on VisitTallahassee.com
- Set up and complete new Historic Homes section of website.

##### Performance Measures:

##### Downtown Visitor Center Walk-In Traffic

- August: Provided services to 262 walk-in visitors (208 domestic and 54 international)
- September : Provided services to 188 walk-in visitors (128 domestic and 60 international)

##### Telephone Visitor Services

- August: Fulfilled 150 telephone inquiries
- September : Fulfilled 129 telephone inquiries

##### Visitor Gift Store Sales

- August: \$112.46 in total sales
- September: \$29.56 in total sales

#### **V. Group Services (Visitor Inquiries/Fulfillment)**

##### Performance Measures:

##### Visitor Guide Fulfillment

- Phone and mail requests: August - 10 | September - 18
- Inquiries from advertisements: August - 236 | September - 102

- Website requests for visitor guides: August - 97 | September - 101
- Provided to Visitor Center guests: August - 130 | September – 93
- Distributed to area partners: August - 1,082 | September – 310
- Distributed to out of area welcome centers: August - 280 | September – 0
- Choose Tallahassee inquiries: August - 0 | September - 3

#### Group Services Requests:

- Distributed 1,275 visitor guides and other material to the following:
  - Friendship Force Event - Florida State University
  - 50th Reunion FAMU High Class of 1966
  - Allen Family Reunion
  - Tallahassee Community College New Student Orientation
  - FSU College of Art Event
  - International Students Orientation FAMU Office of Intl Education & Development
  - Bowman Rackley Family Reunion
  - DCWIN Council Summit
  - Smith Family Reunion
  - US Amateur Pool Event
  - 2016 Hills Family Reunion
  - Volunteer Florida Program Director Meeting
  - Capitol Medical Society Alliance Newcomers Luncheon
  - Enright Shirley Wedding
  - Anesthesiology Associates Meeting
  - Leon County/City of Tallahassee Girls Summit
  - Allen Powell Wedding
  - Cascades Goes Gold - Pediatric Cancer Awareness
  - Opening Nights Performing Guests

## **VI. Sports Marketing**

#### Development Activities:

- Compiled the 2015-16 FY the sports department hosted and assisted 99 sporting events providing 73,257 actual visitors generating 39,542 room nights and producing a direct visitor's spending impact of \$31,565,038.
- Hosted the Tallahassee Sports Council Advisory Committee meeting and presented 55 sporting events for the Leon County Special Event Grant Program. These events are anticipated to bring 30,576 visitors producing 15,123 room nights generating an estimated \$19 million in direct visitors spending.
- Took part in Florida State University Cross Country Invitational and Florida Cross Country Pre-State planning with FSU Staff and County Parks to discuss the operations and logistics of hosting the meet.
- Followed up with all Sports Special Event Program Grantees and processed remaining post event for 2015-16.



- Took part in the Tourism Development Council meeting at the County Commission chambers.
- Took part in a logistics meeting with Florida High School Athletic Association (Alex Ozuna & J.A. Colasanti) for the upcoming FHSAA Cross Country State Championship on November 5.
- Participated in the Visit Tallahassee Annual Marketing Rollout at the FSU Champions Club.
- Hosted numerous local organizing committee planning meetings with the various organizations for a cohesive plan between FHSAA Cross Country State Meet and NCAA Cross County South Championship. The meetings consisted of the flow of traffic, parking, volunteers and other logistical and event marketing.
- Worked with numerous baseball and softball tournament organizers to secure their 2017 dates and confirmed that conflicting dates did not exist.
- Continued planning and marketing of all 10 cross country events at Apalachee Regional Park for 2016. These events are anticipated to bring more than 10,000 competitors, 20,000 visitors and 11,000 room nights generating more than \$8 million in direct visitor spending.
- Surveyed local hotels and compiled hotel room availability report for the Visit Tallahassee web site for home football game weekends.
- Amanda Heidecker attended the Connect Sports Marketplace meeting with more than 25 event rights holders and national governing bodies in the Marketplace appointment sessions.
- Brian Hickey assisted event organizers in the planning and marketing of the Florida Jazz & Blues Festival.
- Continue to serve on the National Association of Sports Commissions Board of Directors monthly meetings.
- Brian Hickey is serving on the National Association of Sports Commission Branding Taskforce committee.
- Brian Hickey is serving on the Suwannee River basin Outdoor Recreation Summit planning committee.

#### Performance Measures:

##### **Leads Distributed (Anticipated numbers)**

- Capital City Classic Wrestling Tournament, (December 9-10, 2016) with 300 room 1,400 visitors and estimated direct spending \$414,455.
- Trojan Invitational Wrestling Tournament, (January 14, 2017) with 90 room nights, 380 visitors and estimated direct spending \$75,535.
- Canopy Roads Classic, (October 8-9, 2016) with 60 room nights, 170 visitors and estimated direct spending \$70,973.
- Capital City Cup, (February 4 – 5 2017) with 150 room nights, 150 visitors and estimated direct spending \$50,357.

##### **Events Booked (Anticipated numbers)**

- YBOA Super-Regionals, (April 28-30, 2017) with 475 room nights, 1,000 visitors and estimated direct spending \$382,712.

##### **Events Canceled (Anticipated numbers):**

- ASA 12U-A Southern Nationals, (August 4-7, 2016) with 750 room nights, 350 visitors and estimated direct spending \$357,482.

**Tourist Development Council**  
Statement of Cash Flow  
Period Ending August 31, 2016

<b>3 3/4-Cents Collections</b>		YTD	August	FY 2015/16	% Revenue		
Acct #	REVENUES	Actuals	Actuals	Budget	Received	Variance	
312100	Local Option Resort Tax (3 3/4-cents) <sup>1</sup>	\$ 3,474,703.04	\$ 293,296.18	\$ 3,455,625	101%	19,078	
361320	Tax Collector FS 125.315	\$ -	-	-		-	
361111	Pooled Interest Allocation	\$ 70,407.44	-	56,715			
362000	Rents & Royalties	\$ 10,200.00	-	10,200		-	
365000	Merchandise Sales	\$ 1,572.25	126.25	4,000			
366500	Special Event Grant Reimbursements	\$ 3,900.00	900.00				
366930	Other Contributions/Partnerships	\$ 1,500.00	-	3,000			
361300	Interest Inc/FMV Adjustment	\$ -	-				
369900	Miscellaneous Revenue	\$ -	-				
399900	Appropriated Fund Balance	\$ -	-	177,815			
Total Estimated Receipts				3,707,355			
		\$ 3,562,282.73	\$ 294,322.43				
Acct #	EXPENDITURES	YTD	August	FY 2015/16	FY 2015/16	% Budget	Under/
	<i>Administration (301)</i>	Actuals	Actuals	Adopt. Budget	Adj. Budget	Spent	(Over)
51200	Salaries & Wages	\$ 205,205.39	\$ 10,823.63	\$ 237,113	\$ 217,691	94%	\$ 12,486
51250	Regular OPS Salaries & Wages	\$ 13,034.28	1,174.93	10,606	21,749	60%	8,715
52100	FICA	\$ 15,413.99	876.32	18,670	16,999	91%	1,585
52200	Retirement Contributions	\$ 30,955.22	1,514.18	35,077	34,778	89%	3,823
52210	Deferred Compensation	\$ 98.16	8.50	755	766	13%	668
52300	Life & Health Insurance	\$ 30,562.20	2,124.66	36,819	43,742	70%	13,180
52400	Workers Compensation	\$ 567.34	31.18	443	497	114%	(70)
53400	Other Contractual Services	\$ 98,713.30	8,333.33	115,500	115,500	85%	16,787
54000	Travel & Per Diem	\$ 965.37	-	7,500	7,500	13%	6,535
54101	Communications - Phone System	\$ 786.72	98.34	3,150	3,150	25%	2,363
54300	Utilities	\$ 7,192.06	-	14,500	14,500	50%	7,308
54400	Rental & Leases	\$ 5,208.43	948.12	5,000	9,500	55%	4,292
54505	Vehicle Coverage	\$ 779.00	-	779	779	100%	-
54600	Repair & Maintenance	\$ 6,211.63	301.76	34,000	34,000	18%	27,788
54601	Vehicle Repair	\$ 325.93	-	1,210	522	62%	196
54900	Other Current Charges	\$ 1,240.00	93.75	1,971	1,971	63%	731
55100	Office Supplies	\$ 444.66	24.90	1,000	1,000	44%	555
55200	Operating Supplies	\$ 2,545.32	253.75	7,500	3,000	85%	455
55210	Fuel & Oil	\$ 245.26	-	1,000	1,000	25%	755
55400	Publications, Memberships	\$ 1,885.78	24.18	2,300	2,300	82%	414
55401	Training	\$ 400.00	-	3,000	3,000	13%	2,600
<i>Advertising/Public Relations (302)</i>							
53400	Other Contractual Services	\$ 822,127.22	\$ 149,226.90	\$ 1,083,786	\$ 1,168,786	70%	\$ 346,659
<i>Marketing (303)</i>							
51200	Salaries & Wages	\$ 359,275.77	\$ 32,368.81	453,676	453,676	79%	94,400
51210	Regular OPS Salaries & Wages	\$ 13,034.48	1,174.96	21,749	21,749	60%	8,715
52100	FICA	\$ 27,882.40	2,508.02	37,321	37,321	75%	9,439
52200	Retirement Contributions	\$ 26,306.67	2,439.22	34,279	34,279	77%	7,972
52210	Deferred Compensation	\$ 674.62	60.42	60	60		(614)
52300	Life & Health Insurance	\$ 25,786.66	2,719.26	63,499	63,499	41%	37,712
52400	Workers Compensation	\$ 1,501.43	135.28	1,757	1,757	85%	256
53400	Other Contractual Services	\$ 70,750.00	11,575.00	87,700	87,700	81%	16,950
54000	Travel & Per Diem	\$ 26,456.91	4,221.57	81,070	81,070	33%	54,613
54100	Communications Services	\$ 3,927.74	416.00	7,823	7,823	50%	3,895
54101	Communications - Phone system	\$ -	-	1,550	1,550	0%	1,550
54200	Postage	\$ 6,229.01	863.63	48,000	48,000	13%	41,771
54400	Rental & Leases	\$ 1,484.30	-	3,347	3,347	44%	1,863
54700	Printing	\$ 437.99	437.99	5,400	5,400	8%	4,962
54800	Promotional Activities	\$ 18,746.56	5,653.90	29,500	79,500	24%	60,753
54860	TDC Direct Sales Promotions	\$ 19,340.02	2,170.00	69,835	99,835	19%	80,495
54861	TDC Community Relations	\$ 5,639.65	-	13,300	18,300	31%	12,660
54862	TDC Merchandise	\$ 1,010.45	-	4,000	4,000	25%	2,990
54900	Other Current Charges	\$ 176,469.25	27,564.21	221,000	221,000	80%	44,531
54948	Other Current Chrg - Amphitheater	\$ 92,939.00	59,636.00	100,000	150,000	62%	57,061
55100	Office Supplies	\$ 3,540.60	-	3,700	3,700	96%	159
55200	Operating Supplies	\$ 2,170.26	289.97	5,000	5,000	43%	2,830
52250	Uniforms	\$ -	-	2,000	2,000	0%	2,000
Acct #	EXPENDITURES	YTD	August	FY 2015/16	FY 2015/16	% Budget	Under/
	<i>Administration (303)(Continued)</i>	Actuals	Actuals	Adopt. Budget	Adj. Budget	Spent	(Over)
55400	Publications, Memberships	\$ 20,316.02	\$ 1,524.00	\$ 17,363	\$ 17,363	117%	(2,953)
55401	Training	\$ 2,247.99	-	8,000	8,000	28%	5,752

**Tourist Development Council**  
Statement of Cash Flow  
Period Ending August 31, 2016

56400	Machinery & Equipment	\$	-	-	-	-	-
58160	TDC Local T&E	\$	1,056.49	-	1,500	1,500	70% 444
58320	Sponsorship & Contributions	\$	6,148.23	43.23	16,100	16,100	38% 9,952
	<i>Special Events/Grants (304)</i>						
58300	Grants & Aids	\$	364,305.47	22,406.47	340,000	467,500	78% 103,195
	<i>Countywide Automation (470)</i>						
54110	Com-net Communications	\$	-	-	8,820	8,820	0% 8,820
	<i>Risk Allocations (495)</i>						
54500	Insurance	\$	6,760.00	-	6,760	6,760	100% -
	<i>Indirect Cost (499)</i>						
54900	Indirect Cost Charges	\$	189,000.00	-	189,000	189,000	100% -
	<i>Line Item Funding - (888)</i>						
58214	Cultural Resource Grant Program	\$	249,359.00	249,359	230,375	230,375	108% (18,984)
58215	Local Arts Agency Program	\$	861,556.46	251,604.93	921,500	921,500	93% 59,944
58260	Red Hills Horse Trials	\$	90,000.00	-	-	90,000	100% -
	<i>Transfers (950)</i>						
591220	Transfer to Fund 220	\$	-	-	156,576	156,576	0% 156,576
591220	Transfer to Fund 305	\$	10,960.06	-	-	11,000	100% 40
	<i>Salary Contingency (990)</i>						
59900	Other Non-operating Uses	\$	-	-	50,000	50,000	0% 50,000
	Total Expenditures	\$	3,930,220.75	855,030.30	4,863,239	5,307,790	

**1 1/4-Cent Collections**

Acct #	REVENUES	YTD Actuals	August Actuals	FY 2015/16 Adopt. Budget	FY 2015/16 Adj. Budget	% Revenue Received	Variance
312110	Local Option Resort Taxes (1 1/4-cent) <sup>2</sup>	\$ 1,158,234.02	\$ 97,765.39	\$ 1,151,875	\$ 1,151,875	101%	(6,359)
361111	Pooled Interest	-	-	-	-		
361320	Tax Collector FS 125.315	-	-	-	-		
366930	Refund from Prior Years	-	-	-	-		
	Total Revenues	\$ 1,158,234.02	97,765.39	\$ 1,151,875	\$ 1,151,875		

Acct #	EXPENDITURES	YTD Actuals	August Actuals	FY 2015/16 Adopt. Budget	FY 2015/16 Adj. Budget	% Budget Spent	Under/(Over)
58100	Aids to Government Agencies		\$ -	\$ 5,042,522	\$ 5,042,522	0%	5,042,522
	Total Expenditures	\$ -	\$ -	\$ 5,042,522	\$ 5,042,522	0%	5,042,522

**NOTES TO THE FINANCIAL STATEMENT**  
As of August 31, 2016

**REVENUES**

- 1- Revenue for the 3 3/4-cent collections \$293,296.  
2 - Revenue for the 1 1/4 -cent collections \$97,765.

No Transfers.

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**Tourist Development Council**  
Statement of Cash Flow  
Period Ending September 30, 2016

<b>3 3/4-Cents Collections</b>		YTD	September	FY 2015/16	% Revenue	
Acct #	REVENUES	Actuals	Actuals	Budget	Received	Variance
312100	Local Option Resort Tax (3 3/4-cents) <sup>1</sup>	\$ 3,818,628.34	\$ 343,925.30	\$ 3,455,625	111%	363,003
361320	Tax Collector FS 125.315	\$ -	-	-		-
361111	Pooled Interest Allocation	\$ 100,955.01	30,547.57	56,715		
362000	Rents & Royalties	\$ 10,200.00	-	10,200		-
365000	Merchandise Sales	\$ 1,623.70	51.45	4,000		
366500	Special Event Grant Reimbursements	\$ 5,500.00	1,600.00			
366930	Other Contributions/Partnerships	\$ 1,500.00	-	3,000		
361300	Interest Inc/FMV Adjustment	\$ (9,828.00)	(9,828.00)			
369900	Miscellaneous Revenue	\$ -	-			
399900	Appropriated Fund Balance	\$ -	-	383,815		
Total Estimated Receipts				3,913,355		
		\$ 3,928,579.05	\$ 366,296.32			

Acct #	EXPENDITURES	YTD	September	FY 2015/16	FY 2015/16	% Budget	Under/
	<i>Administration (301)</i>	Actuals	Actuals	Adopt. Budget	Adj. Budget	Spent	(Over)
51200	Salaries & Wages	\$ 236,445.42	\$ 22,822.58	\$ 237,113	\$ 217,691	109%	\$ (18,754)
51250	Regular OPS Salaries & Wages	\$ 15,478.32	1,954.13	10,606	21,749	71%	6,271
52100	FICA	\$ 17,862.85	1,793.83	18,670	16,999	105%	(864)
52200	Retirement Contributions	\$ 35,981.57	3,694.06	35,077	34,778	103%	(1,204)
52210	Deferred Compensation	\$ 115.11	12.15	755	766	15%	651
52300	Life & Health Insurance	\$ 36,826.22	4,451.66	36,819	43,742	84%	6,916
52400	Workers Compensation	\$ 654.98	64.49	443	497	132%	(158)
53400	Other Contractual Services	\$ 115,379.96	16,666.66	115,500	115,500	100%	120
54000	Travel & Per Diem	\$ 3,200.82	2,235.45	7,500	7,500	43%	4,299
54101	Communications - Phone System	\$ 1,081.74	98.34	3,150	3,150	34%	2,068
54300	Utilities	\$ 7,192.06	-	14,500	14,500	50%	7,308
54400	Rental & Leases	\$ 10,187.41	4,978.98	5,000	9,500	107%	(687)
54505	Vehicle Coverage	\$ 779.00	-	779	779	100%	-
54600	Repair & Maintenance	\$ 8,186.63	1,975.00	34,000	34,000	24%	25,813
54601	Vehicle Repair	\$ 325.90	-	1,210	522	62%	196
54900	Other Current Charges	\$ 1,282.50	42.50	1,971	1,971	65%	689
55100	Office Supplies	\$ 453.84	9.18	1,000	1,000	45%	546
55200	Operating Supplies	\$ 3,835.91	1,290.59	7,500	3,000	128%	(836)
55210	Fuel & Oil	\$ 307.27	62.01	1,000	1,000	31%	693
55400	Publications, Memberships	\$ 1,934.14	48.36	2,300	2,300	84%	366
55401	Training	\$ 400.00	-	3,000	3,000	13%	2,600
<i>Advertising/Public Relations (302)</i>							
53400	Other Contractual Services	\$ 979,289.47	\$ 157,162.25	\$ 1,083,786	\$ 1,168,786	84%	\$ 189,497
<i>Marketing (303)</i>							
51200	Salaries & Wages	\$ 428,080.75	\$ 68,804.98	453,676	453,676	94%	25,595
51210	Regular OPS Salaries & Wages	\$ 15,478.54	\$ 2,444.06	21,749	21,749	71%	6,270
52100	FICA	\$ 33,208.91	\$ 5,326.51	37,321	37,321	89%	4,112
52200	Retirement Contributions	\$ 31,432.18	\$ 5,125.51	34,279	34,279	92%	2,847
52210	Deferred Compensation	\$ 795.42	\$ 120.80	121	121		(675)
52300	Life & Health Insurance	\$ 31,722.30	\$ 5,935.64	63,499	63,499	50%	31,777
52400	Workers Compensation	\$ 1,790.98	\$ 289.55	1,757	1,757	102%	(34)
53400	Other Contractual Services	\$ 77,250.00	\$ 6,500.00	87,700	87,700	88%	10,450
54000	Travel & Per Diem	\$ 43,373.82	\$ 16,916.91	81,070	81,070	54%	37,696
54100	Communications Services	\$ 4,840.23	\$ 912.49	7,823	7,823	62%	2,983
54101	Communications - Phone system	\$ -	\$ -	1,550	1,550	0%	1,550
54200	Postage	\$ 32,202.94	\$ 25,973.93	48,000	48,000	67%	15,797
54400	Rental & Leases	\$ 2,647.02	\$ 1,162.72	3,347	3,347	79%	700
54700	Printing	\$ 4,701.49	\$ 4,263.50	5,400	5,400	87%	699
54800	Promotional Activities	\$ 48,695.54	\$ 29,948.98	29,500	79,500	61%	30,804
54860	TDC Direct Sales Promotions	\$ 27,300.02	\$ 7,960.00	69,835	99,835	27%	72,535
54861	TDC Community Relations	\$ 19,005.13	\$ 13,365.48	13,300	18,300	104%	(705)
54862	TDC Merchandise	\$ 1,294.48	\$ 284.03	4,000	4,000	32%	2,706
54900	Other Current Charges	\$ 205,540.42	\$ 29,071.17	221,000	221,000	93%	15,460
54948	Other Current Chrg - Amphitheater	\$ 92,939.00	-	100,000	150,000	62%	57,061
55100	Office Supplies	\$ 3,626.49	\$ 85.89	3,700	3,700	98%	74
55200	Operating Supplies	\$ 2,643.66	\$ 473.40	5,000	5,000	53%	2,356
52250	Uniforms	\$ 861.50	\$ 861.50	2,000	2,000	43%	1,139

Acct #	EXPENDITURES	YTD	September	FY 2015/16	FY 2015/16	% Budget	Under/
	<i>Administration (303)(Continued)</i>	Actuals	Actuals	Adopt. Budget	Adj. Budget	Spent	(Over)
55400	Publications, Memberships	\$ 20,741.02	\$ 425.00	\$ 17,363	\$ 17,363	119%	(3,378)
55401	Training	\$ 4,437.99	2,190.00	8,000	8,000	55%	3,562

**Tourist Development Council**

Statement of Cash Flow

Period Ending September 30, 2016

56400	Machinery & Equipment	\$	-	-	-	-	-	
58160	TDC Local T&E	\$	1,056.49	-	1,500	1,500	70%	444
58320	Sponsorship & Contributions	\$	6,148.23	-	16,100	16,100	38%	9,952
	<i>Special Events/Grants (304)</i>							
58300	Grants & Aids	\$	464,223.72	99,918.25	340,000	467,500	99%	3,276
	<i>Countywide Automation (470)</i>							
54110	Com-net Communications	\$	-	-	8,820	8,820	0%	8,820
	<i>Risk Allocations (495)</i>							
54500	Insurance	\$	6,760.00	6,760.00	6,760	6,760	100%	-
	<i>Indirect Cost (499)</i>							
54900	Indirect Cost Charges	\$	189,000.00	189,000	189,000	189,000	100%	-
	<i>Line Item Funding - (888)</i>							
58214	Cultural Resource Grant Program	\$	249,359.00	249,359	230,375	230,375	108%	(18,984)
58215	Local Arts Agency Program	\$	861,556.46	251,604.93	921,500	921,500	93%	59,944
58260	Red Hills Horse Trials	\$	90,000.00	-	-	90,000	100%	-
	<i>Transfers (950)</i>							
591220	Transfer to Fund 220	\$	156,576.00	156,576.00	156,576	156,576	100%	-
591220	Transfer to Fund 305	\$	10,960.06	-	-	11,000	100%	40
	<i>Salary Contingency (990)</i>							
59900	Other Non-operating Uses	\$	-	-	50,000	50,000	0%	50,000
	Total Expenditures	\$	4,647,450.91	\$ 1,401,022.45	\$ 4,863,300	\$ 5,307,851		

**1 1/4-Cent Collections**

Acct # REVENUES	YTD Actuals	September Actuals	FY 2015/16 Adopt. Budget	FY 2015/16 Adj. Budget	% Revenue Received	Variance
312110 Local Option Resort Taxes (1 1/4-cent) <sup>2</sup>	\$ 1,272,875.79	\$ 114,641.77	\$ 1,151,875	\$ 1,151,875	111%	(121,001)
361111 Pooled Interest	-	-	-	-		
361320 Tax Collector FS 125.315	-	-	-	-		
366930 Refund from Prior Years	-	-	-	-		
Total Revenues	\$ 1,272,875.79	114,641.77	\$ 1,151,875	\$ 1,151,875		

Acct # EXPENDITURES	YTD Actuals	September Actuals	FY 2015/16 Adopt. Budget	FY 2015/16 Adj. Budget	% Budget Spent	Under/(Over)
58100 Aids to Government Agencies		\$ -	\$ 5,042,522	\$ 5,042,522	0%	5,042,522
Total Expenditures	\$ -	\$ -	\$ 5,042,522	\$ 5,042,522	0%	5,042,522

**NOTES TO THE FINANCIAL STATEMENT**  
As of September 30, 2016

**REVENUES**

- 1- Revenue estimated for the 3 3/4-cent collections \$343,925.
- 2 - Revenue estimated for the 1 1/4 -cent collections \$114,642.

No Transfers.

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**Tourist Development Council**  
Statement of Cash Flow  
Period Ending October 31, 2016

<b>3 3/4-Cents Collections</b>		YTD	October	FY 2016/17	% Revenue	
Acct #	REVENUES	Actuals	Actuals	Budget	Received	Variance
312100	Local Option Resort Tax (3 3/4-cents) <sup>1</sup>	\$ 338,712.56	\$ 338,712.56	\$ 3,680,700	9%	(3,341,987)
361320	Tax Collector FS 125.315	-	-	-		-
361111	Pooled Interest Allocation	-	-	18,620		
362000	Rents & Royalties	-	-	10,200		(10,200)
365000	Merchandise Sales	23.92	23.92	3,000		
366930	Other Contributions/Partnerships	-	-	2,400		
361300	Interest Inc/FMV Adjustment	-	-			
369900	Miscellaneous Revenue	6,305.00	6,305.00	20,945		
399900	Appropriated Fund Balance			491,300		
	Total Estimated Receipts			4,227,165		
		<u>\$ 345,041.48</u>	<u>\$ 345,041.48</u>			

Acct #	EXPENDITURES	YTD	October	FY 2016/17	FY 2016/17	% Budget	Under/
	<i>Administration (301)</i>	Actuals	Actuals	Adopt. Budget	Adj. Budget	Spent	(Over)
51200	Salaries & Wages	\$ 7,791.43	\$ 7,791.43	\$ 243,542	\$ 217,691	4%	\$ 209,900
51210	Regular OPS Salaries & Wages	647.38	647.38	-	21,749	3%	21,102
52100	FICA	614.10	614.10	18,406	16,999	4%	16,385
52200	Retirement Contributions	1,238.59	1,238.59	35,403	34,778	4%	33,539
52210	Deferred Compensation	3.42	3.42	766	766	0%	763
52300	Life & Health Insurance	1,010.36	1,010.36	46,155	43,742	2%	42,732
52400	Workers Compensation	21.95	21.95	397	497	4%	475
53400	Other Contractual Services	-	-	115,500	115,500	0%	115,500
54000	Travel & Per Diem	231.56	231.56	7,500	7,500	3%	7,268
54101	Communications - Phone System	-	-	1,380	3,150	0%	3,150
54300	Utilities	-	-	14,500	14,500	0%	14,500
54400	Rental & Leases	180.00	180.00	9,500	9,500	2%	9,320
54505	Vehicle Coverage	-	-	730	730	0%	730
54600	Repair & Maintenance	-	-	34,000	34,000	0%	34,000
54601	Vehicle Repair	-	-	520	522	0%	522
54900	Other Current Charges	624.22	624.22	1,971	1,971	32%	1,347
55100	Office Supplies	-	-	1,000	1,000	0%	1,000
55200	Operating Supplies	-	-	3,000	3,000	0%	3,000
55210	Fuel & Oil	-	-	460	460	0%	460
55400	Publications, Memberships	22.10	22.10	2,300	2,300	1%	2,278
55401	Training	-	-	3,000	3,000	0%	3,000
	<i>Advertising/Public Relations (302)</i>						
53400	Other Contractual Services	\$ -	\$ -	\$ 1,141,473	\$ 1,141,473	0%	\$ 1,141,473
	<i>Marketing (303)</i>						
51200	Salaries & Wages	\$ 18,436.94	\$ 18,436.94	\$ 488,689	\$ 488,689	4%	\$ 470,252
51210	Regular OPS Salaries & Wages	647.39	647.39	-	-	0%	(647)
52100	FICA	1,420.57	1,420.57	38,765	38,765	4%	37,344
52200	Retirement Contributions	1,383.64	1,383.64	35,252	35,252	4%	33,868
52210	Deferred Compensation	29.38	29.38	-	-		(29)
52300	Life & Health Insurance	1,145.39	1,145.39	64,766	64,766	2%	63,621
52400	Workers Compensation	77.96	77.96	1,367	1,367	6%	1,289
53400	Other Contractual Services	9,133.50	9,133.50	87,700	87,700	10%	78,567
54000	Travel & Per Diem	1,227.50	1,227.50	70,890	70,890	2%	69,663
54100	Communications Services	30.18	30.18	7,823	7,823	0%	7,793
54101	Communications - Phone system	-	-	1,015	1,015	0%	1,015
54200	Postage	-	-	48,000	48,000	0%	48,000
54400	Rental & Leases	146.85	146.85	3,347	3,347	4%	3,200
54700	Printing	-	-	5,400	5,400	0%	5,400
54800	Promotional Activities	-	930.86	29,500	29,500	0%	29,500
54860	TDC Direct Sales Promotions	-	25.00	59,667	59,667	0%	59,667
54861	TDC Community Relations	-	5,499.65	13,300	13,300	0%	13,300
54862	TDC Merchandise	-	112.00	4,000	4,000	0%	4,000
54900	Other Current Charges	28,419.62	31,316.87	285,000	285,000	10%	256,580
54948	Other Current Chrg - Amphitheater	-	-	100,000	100,000	0%	100,000
55100	Office Supplies	-	-	3,700	3,700	0%	3,700
55200	Operating Supplies	-	-	5,000	5,000	0%	5,000
52250	Uniforms	-	-	2,000	2,000	0%	2,000

**Tourist Development Council**  
Statement of Cash Flow  
Period Ending October 31, 2016

Acct # EXPENDITURES	YTD	October	FY 2016/17	FY 2016/17	% Budget	Under/
<i>Administration (303)(Continued)</i>	Actuals	Actuals	Adopt. Budget	Adj. Budget	Spent	(Over)
55400 Publications, Memberships	\$ 4,842.00	\$ 4,842.00	\$ 17,363	\$ 17,363	28%	12,521
55401 Training	-	-	8,000	8,000	0%	8,000
58160 TDC Local T&E	203.46	203.46	1,500	1,500	14%	1,297
58320 Sponsorship & Contributions	-	-	16,100	16,100	0%	16,100
<b>Special Events/Grants (304)</b>						
58300 Grants & Aids	18,290.00	18,290.00	515,000	515,000	4%	496,710
<b>Countywide Automation (470)</b>						
54110 Com-net Communications	-	-	8,590	8,590	0%	8,590
<b>Risk Allocations (495)</b>						
54500 Insurance	-	-	6,760	6,760	0%	6,760
<b>Indirect Cost (499)</b>						
54900 Indirect Cost Charges	-	-	236,000	236,000	0%	236,000
<b>Line Item Funding - (888)</b>						
58214 Cultural Facilities Grant Program	-	-	245,380	245,380	0%	245,380
58215 Local Arts Agency Program	-	-	981,520	981,520	0%	981,520
<b>Transfers (950)</b>						
591220 Transfer to Fund 220	-	-	136,895	136,895	0%	136,895
591220 Transfer to Fund 305	-	-	150,000	150,000	0%	150,000
<b>Salary Contingency (990)</b>						
59900 Other Non-operating Uses	-	-	50,000	50,000	0%	50,000
Reserve for Fund Balance	-	-	-	-	-	-
Total Expenditures	\$ 97,819.49	\$ 107,284.25	\$ 5,409,792	\$ 5,403,117		

**1 1/4-Cent Collections**

Acct # REVENUES	YTD	October	FY 2016/17	FY 2016/17	% Revenue	Variance
	Actuals	Actuals	Adopt. Budget	Adj. Budget	Received	
312110 Local Option Resort Taxes (1-cent) <sup>2</sup>	\$ 112,904.19	\$ 112,904.19	\$ 1,226,900	\$ 1,226,900	9%	1,113,996
361111 Pooled Interest	-	-	-	-		
361320 Tax Collector FS 125.315	-	-	-	-		
366930 Refund from Prior Years	-	-	-	-		
Total Revenues	\$ 112,904.19	112,904.19	\$ 1,226,900	\$ 1,226,900		

Acct # EXPENDITURES	YTD	October	FY 2016/17	FY 2016/17	% Budget	Under/
	Actuals	Actuals	Adopt. Budget	Adj. Budget	Spent	(Over)
58100 Aids to Government Agencies	\$ -	\$ -	\$ 5,042,522	\$ 5,042,522	0%	5,042,522
Total Expenditures	\$ -	\$ -	\$ 5,042,522	\$ 5,042,522	0%	5,042,522

**NOTES TO THE FINANCIAL STATEMENT**  
**As of October 31, 2016**

**REVENUES**

- 1- Revenue estimated for the 3 3/4-cent collections to be \$338,713.
- 2 - Revenue estimated for the 1 1/4 -cent collections to be \$112,904.

**EXPENSES**

FY17 Budget adjusted to include Carry Forwards from the FY16 Budget in the November report after the appropriate year end processing takes place in Finance.

They include:

- \$180,000 for Marketing and Advertising Contract: 160-302-53400-552
- \$30,000 for Promotional Activities: 160-303-54800-552
- \$65,500 for Other Current Charges & Obligations: 160-303-54900-552
- \$105,000 for Special Event Grants: 160-304-58300-552

No Transfers.

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**Leon County Tourist Development Council**  
**Local Option Tourist Development Tax Collections**  
**(Bed Tax Revenues)**

	October	November	December	January	February	March	April	May	June	July	August	September	Totals
<b>FY2012/2013 (3-cents)</b>	<b>223,165.00</b>	<b>242,102.27</b>	<b>228,817.94</b>	<b>168,858.73</b>	<b>181,755.81</b>	<b>203,535.02</b>	<b>254,217.13</b>	<b>229,551.36</b>	<b>238,558.94</b>	<b>226,915.85</b>	<b>191,671.88</b>	<b>232,633.20</b>	<b>2,621,783.14</b>
<b>(1-cent - 4th Penny)</b>	74,388.33	80,700.76	76,272.65	56,286.24	60,585.27	67,845.01	84,739.04	76,517.12	79,519.65	75,638.62	63,890.63	77,544.40	873,927.71
<b>(1-cent - 5th Penny)</b>	74,388.33	80,700.76	76,272.65	56,286.24	60,585.27	67,845.01	84,739.04	76,517.12	79,519.65	75,638.62	63,890.63	77,544.40	873,927.71
Total	371,941.67	403,503.79	381,363.24	281,431.22	302,926.35	339,225.04	423,695.21	382,585.60	397,598.24	378,193.08	319,453.13	387,722.00	4,369,638.57
Gain/Loss - Month: 3 cent	10%	0.4%	(24%)	(2%)	(7%)	(10%)	18%	8%	35%	14%	10%	5%	
Gain/Loss - YTD: 3 cent	10%	5%	(7%)	(6%)	(6%)	(7%)	(3%)	(2%)	1%	3%	3%	3%	
Year to date: 3-cent	223,165.00	465,267.28	694,085.22	862,943.95	1,044,699.76	1,248,234.79	1,502,451.91	1,732,003.27	1,970,562.22	2,197,478.06	2,389,149.94	2,621,783.14	
Year to date: 1-cent (4th)	74,388.33	155,089.09	231,361.74	287,647.98	348,233.25	416,078.26	500,817.30	577,334.42	656,854.07	732,492.69	796,383.31	873,927.71	
Year to date: 1-cent (5th)	74,388.33	155,089.09	231,361.74	287,647.98	348,233.25	416,078.26	500,817.30	577,334.42	656,854.07	732,492.69	796,383.31	873,927.71	
<b>FY2013/2014 (3-cents)</b>	<b>196,254.46</b>	<b>287,207.31</b>	<b>265,286.16</b>	<b>167,686.13</b>	<b>183,137.77</b>	<b>227,704.36</b>	<b>264,192.29</b>	<b>259,057.28</b>	<b>224,205.35</b>	<b>224,941.50</b>	<b>208,286.19</b>	<b>226,966.81</b>	<b>2,734,925.62</b>
<b>(1-cent - 4th Penny)</b>	65,418.15	95,735.77	88,428.72	55,895.38	61,045.92	75,901.45	88,064.10	86,352.43	74,735.12	74,980.50	69,428.73	75,655.60	911,641.87
<b>(1-cent - 5th Penny)</b>	65,418.15	95,735.77	88,428.72	55,895.38	61,045.92	75,901.45	88,064.10	86,352.43	74,735.12	74,980.50	69,428.73	75,655.60	911,641.87
Total	327,090.76	478,678.85	442,143.60	279,476.88	305,229.62	379,507.27	440,320.49	431,762.14	373,675.59	374,902.50	347,143.65	378,278.02	4,558,209.37
Gain/Loss - Month: 3 cent	(12%)	19%	16%	(1%)	1%	12%	4%	13%	(6%)	(1%)	9%	(2%)	
Gain/Loss - YTD: 3 cent	(12%)	4%	8%	6%	5%	6%	6%	7%	5%	5%	5%	4.3%	
Year to date: 3-cent	196,254.46	483,461.77	748,747.93	916,434.05	1,099,571.83	1,327,276.19	1,591,468.48	1,850,525.77	2,074,731.12	2,299,672.62	2,507,958.81	2,734,925.62	
Year to date: 1-cent (4th)	65,418.15	161,153.92	249,582.64	305,478.02	366,523.94	442,425.40	530,489.49	616,841.92	691,577.04	766,557.54	835,986.27	911,641.87	
Year to date: 1-cent (5th)	65,418.15	161,153.92	249,582.64	305,478.02	366,523.94	442,425.40	530,489.49	616,841.92	691,577.04	766,557.54	835,986.27	911,641.87	
<b>FY2014/2015 (3-cents)</b>	<b>235,483.93</b>	<b>311,616.83</b>	<b>288,190.11</b>	<b>173,577.30</b>	<b>198,900.49</b>	<b>254,369.92</b>	<b>320,647.85</b>	<b>266,966.41</b>	<b>274,611.29</b>	<b>261,235.88</b>	<b>226,314.73</b>	<b>272,939.44</b>	<b>3,084,854.17</b>
<b>(1-cent - 4th Penny)</b>	78,494.64	103,872.28	96,063.37	57,859.10	66,300.16	84,789.97	106,882.62	88,988.80	91,537.10	87,078.63	75,438.24	90,979.81	1,028,284.72
<b>(1-cent - 5th Penny)</b>	78,494.64	103,872.28	96,063.37	57,859.10	66,300.16	84,789.97	106,882.62	88,988.80	91,537.10	87,078.63	75,438.24	90,979.81	1,028,284.72
Total	392,473.21	519,361.38	480,316.85	289,295.50	331,500.81	423,949.86	534,413.09	444,944.02	457,685.48	435,393.14	377,191.21	454,899.06	5,141,423.61
Gain/Loss - Month: 3 cent	20%	8%	9%	4%	9%	12%	21%	3%	22%	16%	9%	20%	
Gain/Loss - YTD: 3 cent	20%	13%	12%	10%	10%	10%	12%	11%	12%	12%	12%	13%	
Year to date: 3-cent	235,483.93	547,100.75	835,290.86	1,008,868.16	1,207,768.65	1,462,138.57	1,782,786.42	2,049,752.83	2,324,364.12	2,585,600.00	2,811,914.73	3,084,854.17	
Year to date: 1-cent (4th)	78,494.64	182,366.92	278,430.29	336,289.39	402,589.55	487,379.52	594,262.14	683,250.94	774,788.04	861,866.67	937,304.91	1,028,284.72	
Year to date: 1-cent (5th)	78,494.64	182,366.92	278,430.29	336,289.39	402,589.55	487,379.52	594,262.14	683,250.94	774,788.04	861,866.67	937,304.91	1,028,284.72	
<b>FY2015/2016 (3-cents)</b>	<b>228,332.36</b>	<b>362,035.48</b>	<b>250,128.83</b>	<b>201,511.55</b>	<b>258,206.32</b>	<b>298,807.96</b>	<b>257,975.77</b>	<b>292,428.16</b>	<b>227,755.66</b>	<b>246,658.44</b>	<b>234,636.94</b>	<b>283,649.73</b>	<b>3,142,127.20</b>
<b>(1-cent - 4th Penny)</b>	76,110.79	120,678.49	83,376.28	67,170.52	86,068.77	99,602.65	85,991.92	97,476.05	75,918.55	82,219.48	78,212.31	94,549.91	1,047,375.73
<b>(1-cent - 5th Penny)</b>	76,110.79	120,678.49	83,376.28	67,170.52	86,068.77	99,602.65	85,991.92	97,476.05	75,918.55	82,219.48	78,212.31	94,549.91	1,047,375.73
Total	380,553.93	603,392.46	416,881.39	335,852.59	430,343.87	498,013.26	429,959.61	487,380.27	379,592.76	411,097.40	391,061.57	472,749.55	5,236,878.66
Gain/Loss - Month: 3 cent	(3%)	16%	(13%)	16%	30%	17%	(20%)	10%	(17%)	(6%)	4%	4%	
Gain/Loss - YTD: 3 cent	(3%)	8%	1%	3%	8%	9%	4%	5%	2%	1%	2%	2%	
Year to date: 3-cent	228,332.36	590,367.83	840,496.67	1,042,008.22	1,300,214.54	1,599,022.50	1,856,998.27	2,149,426.43	2,377,182.08	2,623,840.52	2,858,477.47	3,142,127.20	
Year to date: 1-cent (4th)	76,110.79	196,789.28	280,165.56	347,336.07	433,404.85	533,007.50	618,999.42	716,475.48	792,394.03	874,613.51	952,825.82	1,047,375.73	
Year to date: 1-cent (5th)	76,110.79	196,789.28	280,165.56	347,336.07	433,404.85	533,007.50	618,999.42	716,475.48	792,394.03	874,613.51	952,825.82	1,047,375.73	
<b>FY2016/2017 (3-cents)</b>	<b>279,350.57</b>	-	-	-	-	-	-	-	-	-	-	-	<b>279,350.57</b>
<b>(1-cent - 4th Penny)</b>	93,116.86	-	-	-	-	-	-	-	-	-	-	-	93,116.86
<b>(1-cent - 5th Penny)</b>	93,116.86	-	-	-	-	-	-	-	-	-	-	-	93,116.86
Total	465,584.28												465,584.28
Gain/Loss - Month: 3 cent	22%	(100%)	(100%)	(100%)	(100%)	(100%)	(100%)	(100%)	(100%)	(100%)	(100%)	(100%)	
Gain/Loss - YTD: 3 cent	22%	(53%)	(67%)	(73%)	(79%)	(83%)	(85%)	(87%)	(88%)	(89%)	(90%)	(91%)	
Year to date: 3-cent	279,350.57	279,350.57	279,350.57	279,350.57	279,350.57	279,350.57	279,350.57	279,350.57	279,350.57	279,350.57	279,350.57	279,350.57	
Year to date: 1-cent (4th)	93,116.86	93,116.86	93,116.86	93,116.86	93,116.86	93,116.86	93,116.86	93,116.86	93,116.86	93,116.86	93,116.86	93,116.86	
Year to date: 1-cent (5th)	93,116.86	93,116.86	93,116.86	93,116.86	93,116.86	93,116.86	93,116.86	93,116.86	93,116.86	93,116.86	93,116.86	93,116.86	

**Notes:**

- (1) Gain/Loss for month and year-to-date are percentage change comparisons to the previous year.
- (2) The collection of the 3rd Penny Bed Tax began January 1, 1994.
- (3) These figures represent the total bed taxes collected. Of the total collections, 97% is actually deposited in the Tourist Development Trust Fund.
- (4) The collection of the 4th Penny Bed Tax began November, 2004 (Revenues reported for December, 2004) and are designated for the proposed Performing Arts Center.
- (5) The Tourist Tax collection percentages may fluctuate greatly for the 1st quarter of the fiscal year. The fluctuations usually "true-up" after the end of the 2nd quarter of the fiscal year.  
Example: FY2006/2007: 1st quarter, Gain/Loss - YTD: 3-cent is 17%. 2nd quarter, Gain/Loss -YTD: 3-cent is 6%.
- (6) Due to holiday schedule, \$105,864.94 of December 2007 total collections were not included in the December 2007 Tax Collectors Report. The \$105,864.94 will be included in the January 2008 Tax Collectors Report.
- (7) Collection of 5th Penny began May, 2009. Collection reflected in June Tax Collection report.



## Executive Summary

In August 2016, the website had 56,745 sessions. That is 30.5 higher than last year.

The Majority of traffic, 49.28% was from organic search. The increases in social and direct traffic helped drive the 30.5 year over year increase in website traffic.

A lot of the sessions were for visitors going to the Southern Extreme Ram Rodeo and Doak After Dark event pages.

Mobile sessions are up 13 percentage points year over year. This shows the increasing importance of optimizing for mobile traffic.

Website Metric	August 2015	August 2016
<b>Sessions</b>	43,482	56,745
<b>Users</b>	35,636	44,677
<b>Page Views</b>	106,723	119,998
<b>Avg Pages Viewed per Session</b>	2.45	2.11
<b>Avg Session Duration</b>	02:34	02:24
<b>New Sessions</b>	74.59%	73.18%
<b>Bounce Rate</b>	51.73%	58.52%
<b>Adjusted Bounce Rate</b>	33.02%	34.84%
<b>Mobile Sessions</b>	47.4%	60.4%
<b>Mobile + Tablet Sessions</b>	57.4%	67.0%





## Top Content

The chart below shows the top pages viewed on the site.

Page	August 2016	% of Total Page Views
/fall-frenzy-sweeps/	16,652	15.52%
/	13,596	12.67%
/events/	8,732	8.14%
/explore/	7,331	6.83%
/fall-frenzy-sweeps/thank_you/	5,038	4.69%
/explore/nightlife/	3,810	3.55%
/explore/self-guided-tours/budget-friendly-tallahassee/	3,493	3.25%
/explore/outdoors-nature/	2,620	2.44%
/dine/	2,387	2.22%
/events/277524/southern-extreme-ram-rodeo/	2,356	2.20%

## Keywords

Listed below are the top ten organic keywords used to find the website.

Keywords	Sessions
tallahassee fl	220
tallahassee	181
tallahassee florida	103
tallahassee, fl	85
things to do in tallahassee	66
tallahassee events	56
things to do in tallahassee florida	44
visit tallahassee	24
things to do in tallahassee fl	18
bill's bookstore	17



## Top Event Pages

The chart below shows the top event pages viewed on the site.

Event Page	August 2016	% of Total Event Page Views
Southern Extreme Ram Rodeo	2,356	2.20%
Doak After Dark	1,075	1.00%
Florida Jazz and Blues	628	0.59%
2016 USATF National Club Cross Country Championship	571	0.53%
Tour Guide Tallahassee Musuem	517	0.48%
Experience Tallahassee Festival	366	0.34%
First Friday	353	0.33%
Alabama Shakes at Capital City Amphitheater	278	0.26%
The Brown's 5 live on five pianos	236	0.22%
Rascal Flatts Rhythm and Roots Tour	233	0.22%

## Top Pages by "View in Map" clicks

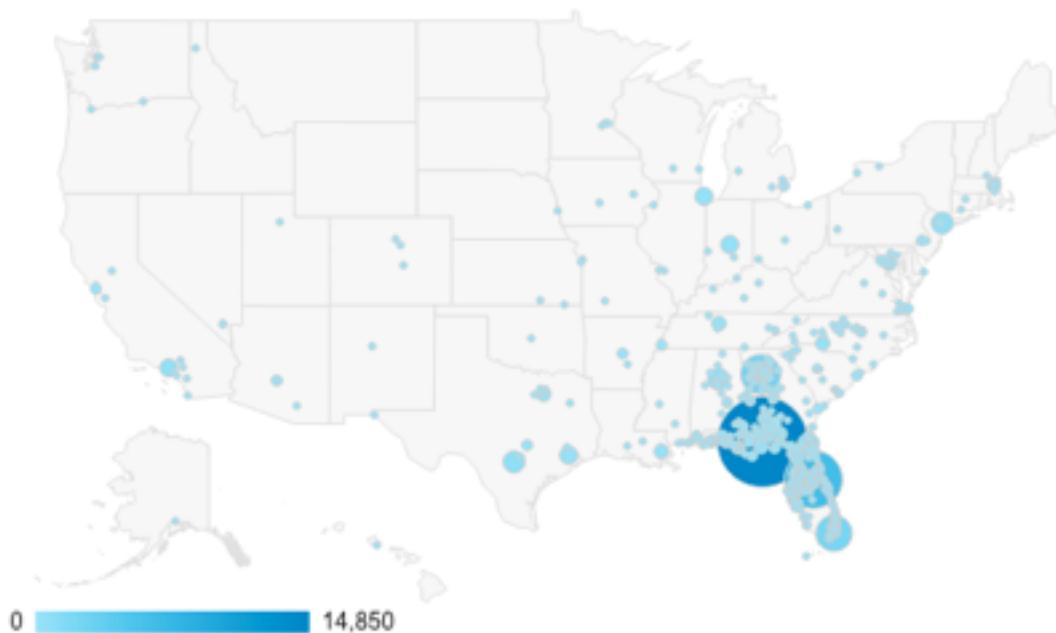
Listed below are the event pages with the most "view in map" clicks

View in Map Clicks	Clicks
/southern-extreme-ram-rodeo/	86
florida-caverns-state-park/143981/	74
megabus/188923/	46
/optimist-park/184779/	35
/jr-alford-greenway/148488/	33
/myers-park/188359/	24
/apalachee-regional-park/148539/	21
/canopy-roads/142005/	18
/first-friday-at-railroad-square-art-park/	17
lafayette-park/184777/	16



## Geography

The map below shows a concentration of visits by city and state.



State	Visits
Florida	33,501
Georgia	6,349
Alabama	1,942
Texas	1,846
North Carolina	1,127
California	1,112
New York	909
Illinois	688
Tennessee	667
South Carolina	612

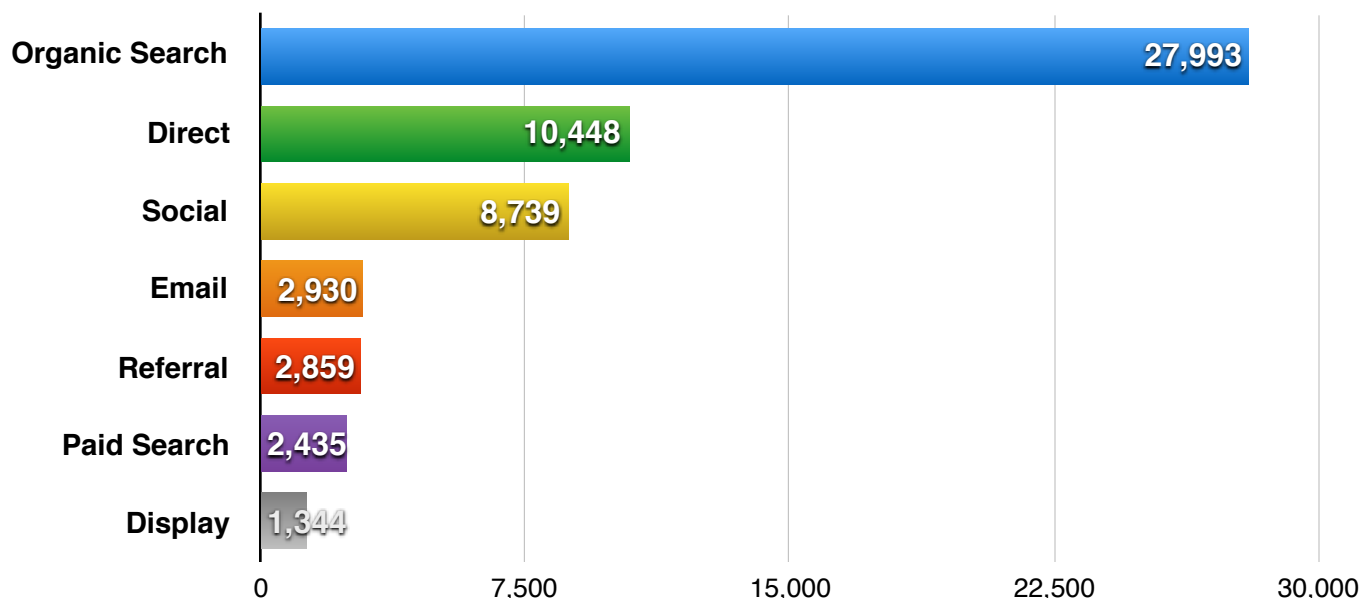
City	Visits
Tallahassee	14,850
Orlando	6,389
Atlanta	2,669
Miami	2,354
(not set)	775
Birmingham	753
Jacksonville	743
San Antonio	721
New York	638
Los Angeles	564



## Traffic Sources

This chart shows how many sessions originated from a specific source.

August 2016: Traffic Sources



## Top Referring URLs

The chart below shows the top websites that referred traffic to VisitTallahassee.com.

Referring Site	August 2016
lm.facebook.com	5,607
m.facebook.com	2,251
visit.fsu.edu	423
usatf.org	409
facebook.com	373
l.facebook.com	213
seminoles.com	173
t.co	140
pinterest.com	104
fl.milesplit.com	88



## Advanced Analytics

The charts below contain information about advanced event tracking that was setup on the website.

Top Outbound Links	August 2016
/events/277524/southern-extreme-ram-rodeo/	424
/events/278277/doak-after-dark-stadium-concert-weekend-of-veterans-day-and-fsu-boston-college/	321
/partners/trousdell-gymnastics-aquatics-center/184320/	199
/events/278066/florida-jazz-and-blues-festival/	127
/partners/challenger-learning-center-imax-theatre-and-planetarium/148168/	103
/partners/florida-caverns-state-park/143981/	88
/partners/recess-day-and-nightclub/188301/	88
/events/274953/2016-usatf-national-club-cross-country-championship/	71
/events/278179/the-5-browns-live-on-five-pianos/	54
/partners/the-comedy-zone/195037/	54

Social Media Icon Clicks	July 2016	August 2016
Facebook	76	105
Twitter	27	36
Instagram	44	34
Pinterest	15	14
Youtube	14	28



**VISIT TALLAHASSEE  
ADVERTISING ACTIVITY REPORT  
AUGUST 2016**

**PROJECTS COMPLETED**

FSU/FAMU Partnership Assets  
Business Cards  
Fall Frenzy  
Limelight Ad August  
Cross Country Emails  
Hermine/Zika Emails

**PROJECTS UNDERWAY**

Monthly Consumer Newsletter  
Ongoing

TOUR Guide Landing Page  
Webpage Live

Fall Frenzy  
Winners awarded

Visit Tallahassee County Admin Rack Cards  
On hold

#IHeartTally Downtown Pole Signs  
On hold

2016 Unexpected Experiences Videos  
Finalizing cuts

2016-2017 Marketing Roll Out  
Creative development



Trailhassee 2.0  
Following up meeting scheduled

Limelight Ad  
Finalizing creative  
Scheduled to run 9/16

**UPCOMING MEDIA PLACEMENTS**

Goodway Group Digital- November 2015- September 2016  
FSU Partnership- Fall 2016  
FAMU Partnership- Fall 2016  
FAMU Rattler Football Preview 2016- August 2016  
Tallahassee Democrat Limelight- September 2016  
Trailhassee Fall Digital Campaign- August – September 2016



## Executive Summary

In September 2016, the website had 40,636 sessions. That is slightly lower than last September

The Majority of traffic, 68.05% was from organic search.

The top event pages for the month of September were Doak After Dark and Florida Jazz and Blues Festival.

Mobile sessions are up 5.6 percentage points year over year. This shows the increasing importance of optimizing for mobile traffic.

Website Metric	September 2015	September 2016
Sessions	42,994	40,636
Users	34,129	33,079
Page Views	107,490	92,345
Avg Pages Viewed per Session	2.50	2.27
Avg Session Duration	02:33	02:33
New Sessions	71.60%	73.91%
Bounce Rate		
Adjusted Bounce Rate	37.56%	36.46%
Mobile Sessions	45.3%	50.9%
Mobile + Tablet Sessions	54.7%	58.3%



## Top Content

The chart below shows the top pages viewed on the site.

Page	September 2016	% of Total Page Views
/	11,283	10.51%
/events/	9,577	8.92%
/explore/	5,520	5.14%
/explore/nightlife/	3,503	3.26%
/explore/self-guided-tours/budget-friendly-tallahassee/	3,103	2.89%
/explore/outdoors-nature/	2,395	2.23%
/dine/	2,340	2.18%
/events/278277/doak-after-dark-stadium-concert-weekend-of-veterans-day-and-fsu-boston-college/	2,112	1.97%
/stay/	1,864	1.74%
/seasons/TOUR-guide/	1,651	1.54%

## Keywords

Listed below are the top ten organic keywords used to find the website.

Keywords	Sessions
tallahassee fl	78
tallahassee	72
tallahassee florida	69
visit tallahassee	46
things to do in tallahassee	35
tallahassee events	21
things to do in tallahassee this weekend	11
tallahassee restaurants	9
events in tallahassee	8
local festivals and fairs in.tallahassee	8



## Top Event Pages

The chart below shows the top event pages viewed on the site.

Event Page	September 2016	% of Total Event Page Views
/events/278277/doak-after-dark-stadium-concert-weekend-of-veterans-day-and-fsu-boston-college/	2,112	11.52%
/events/278066/florida-jazz-and-blues-festival/	1,207	6.58%
/events/274953/2016-usatf-national-club-cross-country-championship/	666	3.63%
/events/?utm=	593	3.23%
/events/278442/4th-annual-florida-tap-invitational/	449	2.45%
/events/269767/downtown-getdown-seminole-block-party/	425	2.32%
/events/276040/fsu-cross-country-invite-pre-state-meet/	405	2.21%
/events/278467/salt-n-pepa/	291	1.59%
/events/278151/tour-guide-challenger-learning-center/	280	1.53%
/events/278269/hola-tallahassee-festival/	231	1.26%

## Top Pages by “View in Map” clicks

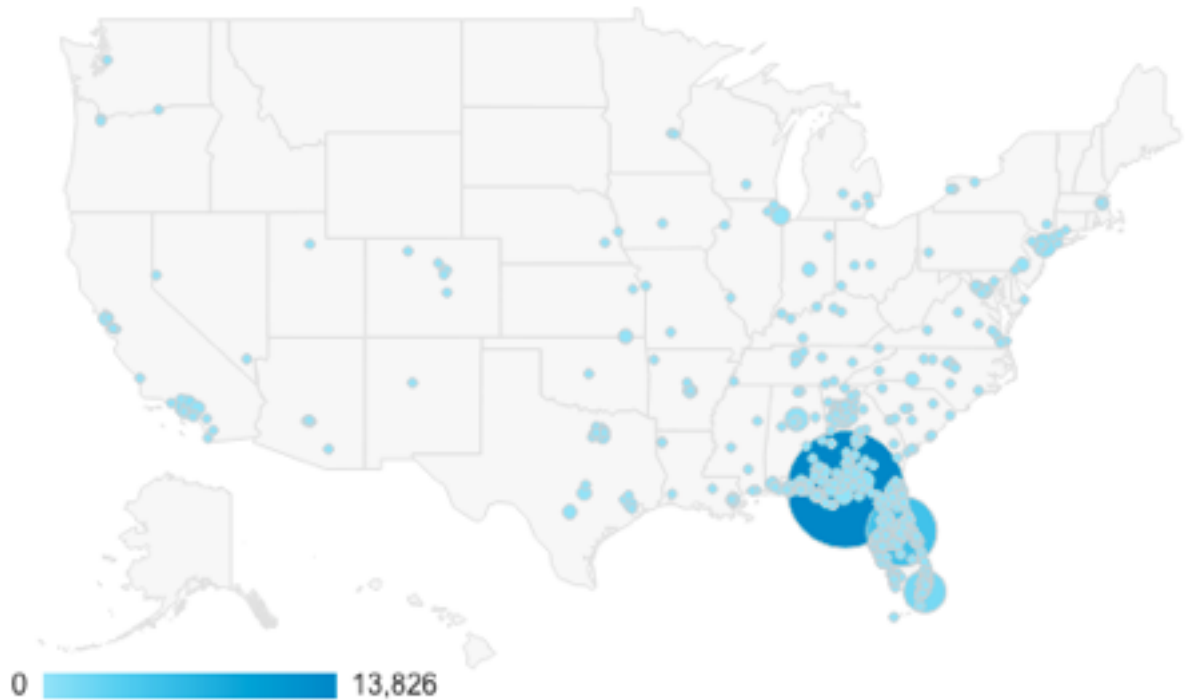
Listed below are the event pages with the most “view in map” clicks

View in Map Clicks	Clicks
Meadows Soccer Complex	53
Megabus	50
James Messer Sports Complex	48
Florida Caverns State Park	39
DEEP Brewing Co.	37
J.R. Alford Greenway	31
Florida State Tully Gymnasium	26
Miccosukee Canopy Road Greenway	25
Gene Cox Stadium	24
Apalachee Regional Park	20



## Geography

The map below shows a concentration of visits by city and state.



State	Visits
Florida	27,492
Georgia	2,661
California	1,022
Alabama	897
Texas	816
New York	680
North Carolina	446
Illinois	377
Tennessee	362
Virginia	334

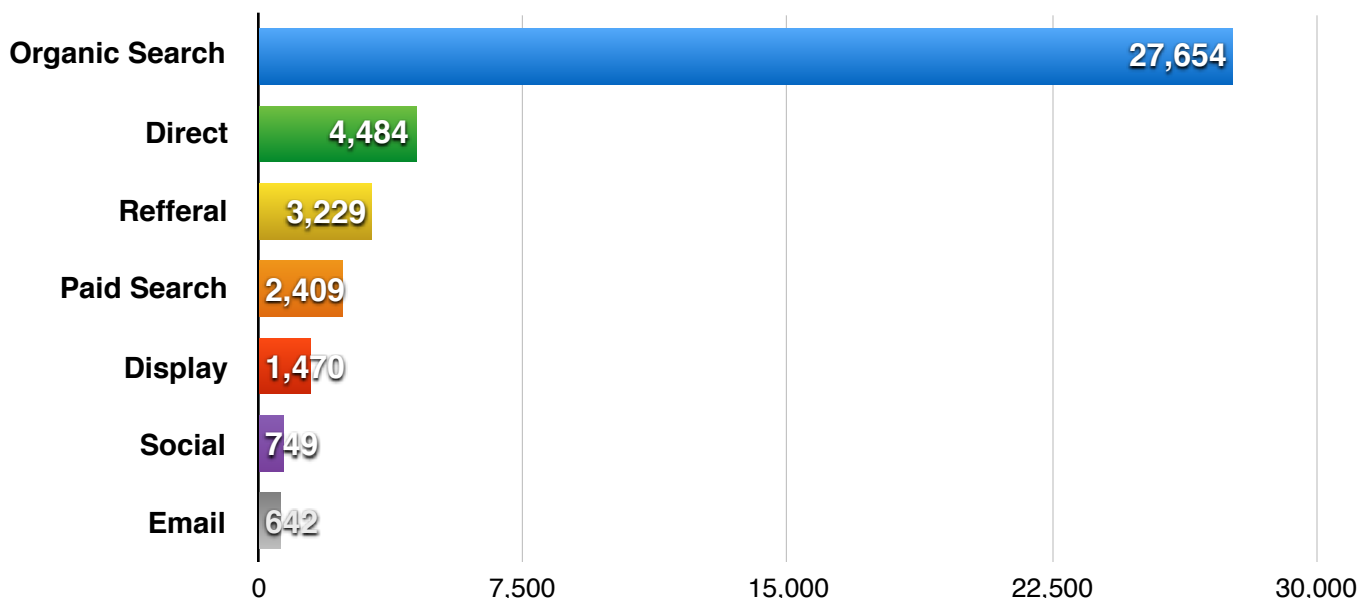
City	Visits
Tallahassee	13,826
Orlando	5,185
Miami	1,711
Atlanta	662
Los Angeles	511
Jacksonville	476
(not set)	450
New York	415
Birmingham	368
Tampa	351



## Traffic Sources

This chart shows how many sessions originated from a specific source.

September 2016: Traffic Sources



## Top Referring URLs

The chart below shows the top websites that referred traffic to VisitTallahassee.com.

Referring Site	September 2016
visit.fsu.edu	499
usatf.org	490
m.facebook.com	354
seminoles.com	295
fl.milesplit.com	253
gulfwinds.org	120
milesplit.com	110
lm.facebook.com	99
capitalcityamphitheater.com	83
l.facebook.com	80



## Advanced Analytics

The charts below contain information about advanced event tracking that was setup on the website.

Top Outbound Links	September 2016
<a href="http://ev6.evenue.net/cgi-bin/ncommerce3/SEGetGroupList?DB_OEM_ID=32900&amp;groupCode=FSU&amp;linkID=fsuse&amp;shopperContext=&amp;caller=&amp;appCode=">http://ev6.evenue.net/cgi-bin/ncommerce3/SEGetGroupList?DB_OEM_ID=32900&amp;groupCode=FSU&amp;linkID=fsuse&amp;shopperContext=&amp;caller=&amp;appCode=</a>	642
<a href="http://fljazzandblues.com/">http://fljazzandblues.com/</a>	497
<a href="http://www.recesscollegetown.com/">http://www.recesscollegetown.com/</a>	126
<a href="http://www.challengertlh.com/">http://www.challengertlh.com/</a>	115
<a href="http://tlcgis.maps.arcgis.com/apps/MapJournal/index.html?appid=d5890cd69b6b4166a551a02835941808">http://tlcgis.maps.arcgis.com/apps/MapJournal/index.html?appid=d5890cd69b6b4166a551a02835941808</a>	82
<a href="http://www.talgov.com/parks/parks-gymnastics.aspx">http://www.talgov.com/parks/parks-gymnastics.aspx</a>	82
<a href="http://www.talgov.com/airport/airport-airlines.aspx">http://www.talgov.com/airport/airport-airlines.aspx</a>	79
<a href="http://uwbb.org/downtowngetdown/">http://uwbb.org/downtowngetdown/</a>	72
<a href="http://www.floridastateparks.org/floridacaverns">http://www.floridastateparks.org/floridacaverns</a>	60

Social Media Icon Clicks	August 2016	September 2016
Facebook	105	90
Twitter	36	30
Instagram	34	47
Pinterest	14	16
Youtube	28	17



**VISIT TALLAHASSEE  
ADVERTISING ACTIVITY REPORT  
SEPTEMBER 2016**

**PROJECTS COMPLETED**

Marketing Newsletter  
Executed on 9/9

Limelight Ad September  
Executed on 9/16

Cross Country Emails  
Executed on 9/13 & 9/23

Marketing Rollout- iHeartTally Video  
Delivered 9/19

Marketing Rollout- Hall of Fame Signs  
Delivered 9/19

Marketing Rollout- Tourism Scoreboard  
Delivered 9/19

Marketing Rollout- Jumbotron Image  
Delivered 9/19

Marketing Rollout- Program  
Delivered 9/19

Marketing Rollout- Directional Signage  
Delivered 9/19



Unexpected Experiences Videos: Dining (:15,:30,longform)  
Completed 9/26

Unexpected Experiences Videos: Arts and Culture (:15,:30,longform)  
Completed 9/26

Unexpected Experiences Videos: Outdoors (:15,:30,longform)  
Completed 9/26

Business Cards  
Delivered 9/26

## **PROJECTS UNDERWAY**

Monthly Consumer Newsletter  
Ongoing

TOUR Guide Landing Page  
Webpage Live

Co-op Menu  
Anticipated delivery 10/5

Visit Florida Print Ad  
Creative in development due 10/10

Limelight Ad  
Finalizing creative  
Scheduled to run 10/14

iHeartTally 2.0- Pre-Roll Video  
Continue moving forward with creative development  
Anticipated delivery TBD

iHeartTally 2.0- Digital Banners  
Continue moving forward with creative development  
Anticipated delivery TBD

Digitize Visitor Guide  
Estimate approved the team is moving forward  
Anticipated delivery TBD

Florida Trend Print Ad  
Creative in development due 10/31

Trailhassee 2.0  
Approved to kickoff website development  
Anticipated delivery TBD

**UPCOMING MEDIA PLACEMENTS**

FSU Partnership- Fall 2016  
FAMU Partnership- Fall 2016  
Digital Display- October/November 2016  
Pre-roll Video- October/November 2016  
Native Advertising- October/November 2016  
Tallahassee Democrat Limelight- October 2016  
Paid Search- Ongoing

## FACEBOOK SOCIAL REPORT

2015-2016	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTALS
Likes	45,496	46,779	46,727	46,735	46,803	47,205	47,660	47,851	47,957	48,029	50,625	50,680	50,680
Reach	53,277	344,051	46,051	94,429	240,576	363,989	504,805	247,929	115,863	104,946	794,099	114,377	3,024,392
Post Engagements	3,547	11,055	2,759	3,742	3,024	9,136	15,162	13,721	3,914	5,502	10,335	5,121	87,018
Engagement Rate	6.66%	3.21%	5.99%	3.96%	1.26%	2.51%	3.00%	5.53%	3.38%	5.24%	1.30%	4.48%	2.88%
#IHeartTally Mentions	-	-	-	-	-	-	-	-	-	-	-	-	-

2014-2015	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTALS
Likes	40,314	42,193	42,230	42,296	42,408	42,045	43,576	44,774	44,778	44,831	45,348	45,424	45,424
Reach	488,940	370,300	36,194	30,214	138,381	76,664	201,849	70,528	43,063	33,810	266,383	72,766	1,829,092
Post Engagements	11,339	6,066	1,328	1,037	5,064	2,607	2,665	4,244	3,014	2,192	13,974	3,411	56,941
Engagement Rate	2.32%	1.64%	3.67%	3.43%	3.66%	3.40%	1.32%	6.02%	7.00%	6.48%	5.25%	4.69%	3.11%
#IHeartTally Mentions	211	202	91	187	182	143	148	-	-	-	-	-	1,164

**TWITTER SOCIAL REPORT**

2015-2016	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTALS
Followers	7,560	7,680	7,792	7,953	8,119	8,272	8,396	8,541	8,690	8,803	9,112	<b>9,437</b>	<b>9,437</b>
Impressions	92,104	68,465	49,448	60,374	104,680	58,594	158,654	169,111	72,741	65,752	528,797	<b>88,235</b>	<b>1,516,955</b>
Post Engagements	2,332	1,537	1,026	1,232	2,210	1,723	3,924	2,477	1,603	2,170	5,070	<b>1,853</b>	<b>27,157</b>
Engagement Rate	2.53%	2.24%	2.07%	2.04%	2.11%	2.94%	2.47%	1.46%	2.20%	3.30%	0.96%	<b>2.10%</b>	<b>1.79%</b>
#IHeartTally Mentions	1,711	1,306	1,052	1,095	1,456	1,702	1,752	7,658	1,810	1,450	899	<b>1,030</b>	<b>22,921</b>
#IHeartTally Impressions	4,300,000	3,200,000	2,900,000	3,200,000	5,600,000	5,100,000	9,500,000	70,100,000	19,200,000	15,068,292	4,700,000	<b>3,552,570</b>	<b>127,220,862</b>

2014-2015	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTALS
Followers	5,339	5,675	5,773	5,892	6,021	6,249	6,522	6,681	6,844	7,066	7,224	7,411	<b>7,411</b>
Impressions	97,859	66,377	34,425	53,908	65,382	107,119	143,931	150,455	111,074	63,934	61,000	58,949	<b>1,014,413</b>
Post Engagements	2,378	1,707	820	1,344	1,364	2,645	3,904	2,967	3,265	1,593	1,125	1,255	<b>24,367</b>
Engagement Rate	2.43%	2.57%	2.38%	2.49%	2.09%	2.47%	2.71%	1.97%	2.94%	2.49%	1.84%	2.13%	<b>2.40%</b>
#IHeartTally Mentions	2,042	1,004	676	731	930	1,445	1,949	1,609	1,421	1,135	1,115	1,272	<b>15,329</b>
#IHeartTally Impressions				2,100,000	3,000,000	4,200,000	6,100,000	7,500,000	6,900,000	2,900,000	3,400,000	3,300,000	<b>39,400,000</b>

INSTAGRAM SOCIAL REPORT

2015-2016	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTALS
Followers	4,403	4,770	4,992	5,417	5,824	6,219	6,548	6,939	7,307	7,696	7,929	<b>8,213</b>	<b>8,213</b>
Post Engagements	4,732	3,677	3,293	3,524	3,962	5,092	4,202	3,498	5,472	5,044	4,995	<b>4,843</b>	<b>52,334</b>
Post Reach	-	-	-	-	-	-	-	-	-	-	33,720	<b>58,808</b>	<b>92,528</b>
Engagement Rate	-	-	-	-	-	-	-	-	-	-	8.38%	<b>8.24%</b>	<b>8.31%</b>
Post Impressions	-	-	-	-	-	-	-	-	-	-	46,440	<b>79,257</b>	<b>125,697</b>
#IHeartTally Mentions	1,746	1,926	1,315	1,838	1,829	1,332	1,729	2,264	1,582	1,481	1,607	<b>1,467</b>	<b>20,116</b>

2014-2015	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTALS
Followers	926	1,072	1,151	1,318	1,560	1,821	2,035	2,277	2,691	3,092	3,600	4,030	4,030
Post Engagements	1,040	1,150	1,013	807	1,455	1,934	1,834	1,105	2,784	2,935	2,908	3,293	22,258
#IHeartTally Mentions	774	505	348	291	440	1,023	1,016	1,141	1,279	1,311	1,156	1,525	10,809

PINTEREST SOCIAL REPORT

2015-2016	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTALS
Followers	288	280	280	288	293	303	304	283	291	297	307	311	311
Likes	1	0	3	0	0	0	0	0	164	2	3	3	176
Repins	18	6	7	9	11	16	8	2	16	8	12	4	117

2014-2015	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTALS
Followers	53	143	149	154	174	200	217	224	241	248	264	274	274
Likes	1	0	0	0	2	1	0	0	0	0	1	0	5
Repins	0	0	1	0	2	2	1	5	1	3	28	4	47

# VISIT TALLAHASSEE PUBLIC RELATIONS PUBLICITY REPORT



Aug. 1 - Sept. 30, 2016  
 IMPRESSIONS: 5,022,489  
 TOTAL CIRCULATION: 54,165  
 TOTAL LISTENERSHIP: 1,889,113  
 TOTAL UNIQUE VISITORS: 2,932,619  
 TOTAL VIEWERSHIP: 146,400  
 TOTAL MEDIA VALUE: 85,750

## Print

Outlet	Article Name	Date	Circulation	Media Value
Southern Distinction	"The Traveler: Small Towns, Big Charm"	August	12,000	5,380.00
Tallahassee Democrat	"New Visit Tallahassee director rolls out city's tourism plan"	Sept. 23, 2016	42,165	4,995
<b>TOTAL</b>			<b>54,165</b>	<b>\$10,375</b>

## Radio

Outlet	Segment Name	Date	Listenership	Media Value
WTVY-FM Dothan, Ala.	Fall Frenzy Radio Promotion	Aug. 19 - Sept.2, 2016	87,600	\$6,000.00
WSOL-FM, Jacksonville, Fla.	Florida Jazz & Blues Festival Promotion	Sept. 9-19, 2016	144,428	\$13,250.00
WDLT-FM, Mobile, Ala.	Fall Frenzy Radio Promotion	Sept. 12-20, 2016	99,000	\$6,000.00
WMEZ-FM, Pensacola, Fla.	Fall Frenzy Radio Promotion	Sept. 19-30, 2016	245,771	\$10,000.00
WRRX-FM, Pensacola, Fla.	Fall Frenzy Radio Promotion	Sept. 19-30, 2016	232,314	\$12,000.00
WJGL-FM, Jacksonville, Fla.	Fall Frenzy Radio Promotion	Sept. 12-Oct.2, 2016	1,080,000	\$10,000.00
<b>TOTAL</b>			<b>1,889,113</b>	<b>\$57,250</b>

## Interactive

Site	Title	Date	Unique Visitors	Media Value
Authentic Florida	"Ten Authentic Things to do in Tallahassee, the "Other" Florida"	Aug. 6,2016	21,019	\$2,500.00
Sarasota Magazine	"10 Great Things to do in Tallahassee, the "Other" Florida"	Aug. 18, 2016	35,100	\$3,600.00
Walking on Travels	"Hunting for manatess in Wakulla Springs State Park Florida"	Aug. 22, 2016	26,000	\$2,500.00
WCTV-TV	"Tourism on the rise in Leon County"	Sept. 22, 2016	2,000,000	\$600.00
WTXL-TV	"Leon County's Tourism on Seventh Consecutive Year of Growth"	Sept. 22, 2016	1,500	\$100.00
Tallahassee Democrat	"New director rolls out Tallahassee's tourism plan"	Sept. 23, 2016	838,000	\$4,000.00
WFSU	"Visit Tallhassee Rolls Out New Tourism Marketing Campaign"	Sept. 23, 2016	11,000	\$1,185.00

**TOTAL                    2,932,619                    \$14,485.00**

**Broadcast**

Station	Segment Name	Date	Viewership	Media Value
WCTV-TV	Marketing Roll-Out featured on 5 p.m. news	Sept. 22, 2016	40,000	\$800.00
WCTV-TV	Marketing Roll-Out featured on 6 p.m. news	Sept. 22, 2016	60,000	\$1,800.00
WCTV-TV	Marketing Roll-Out featured on 6 a.m. news	Sept. 23, 2016	35,000	\$900.00
WTVL-TV	Marketing Roll-Out featured on 11 p.m. news	Sept. 22, 2016	7,400	\$100.00
WTVL-TV	Marketing Roll-Out featured on 5 a.m. news	Sept. 23, 2016	4,000	\$40.00

**TOTAL                    146,400                    \$3,640**

**Social Media Exposure**

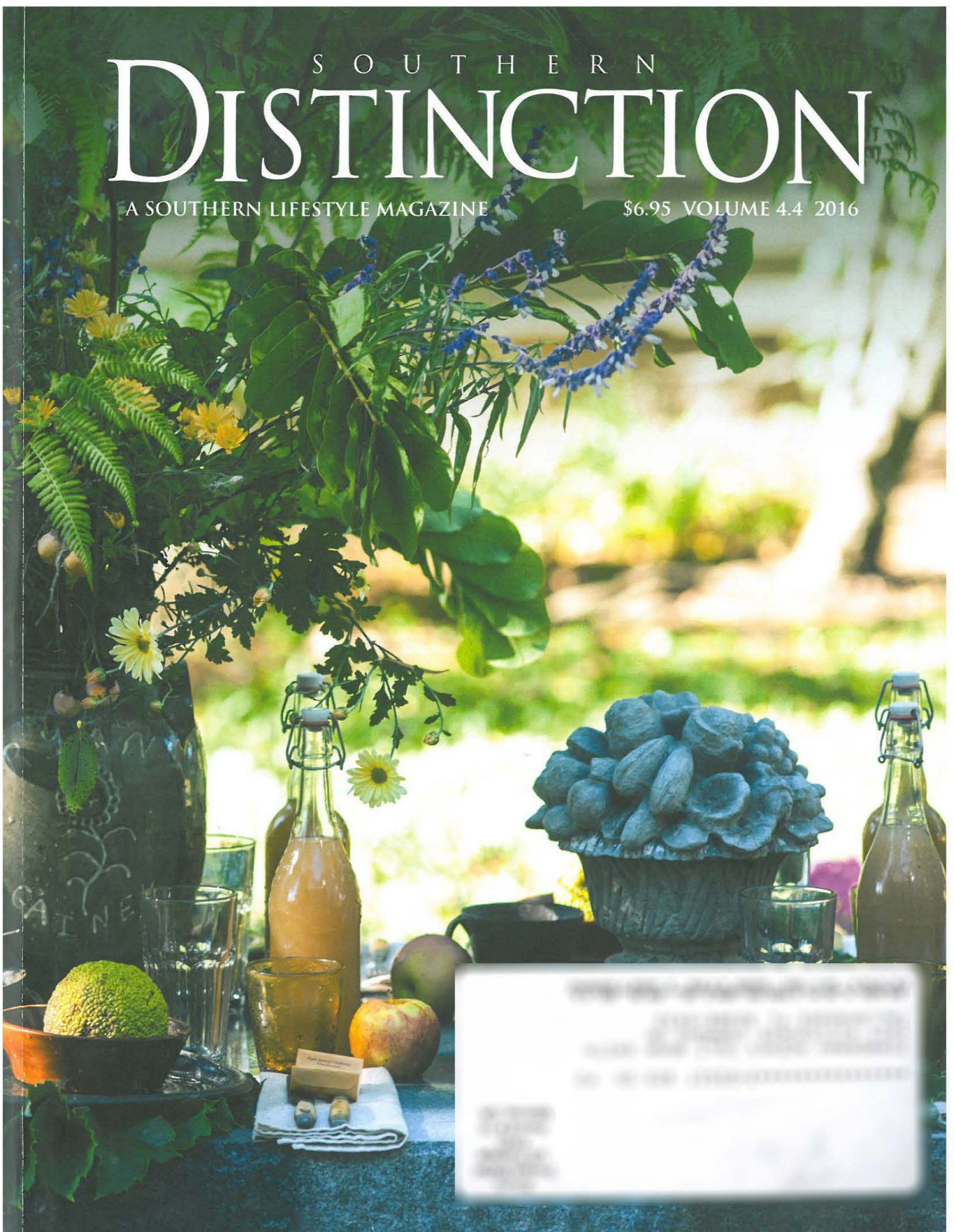
Publication	Date	# of Posts	Total # of Likes	Total # of Comments	Total Estimated Reach
KIWI Magazine (Samantha Mellone)	Sept. 23-25, 2016	4	155	10	192



# S O U T H E R N DISTINCTION

A SOUTHERN LIFESTYLE MAGAZINE

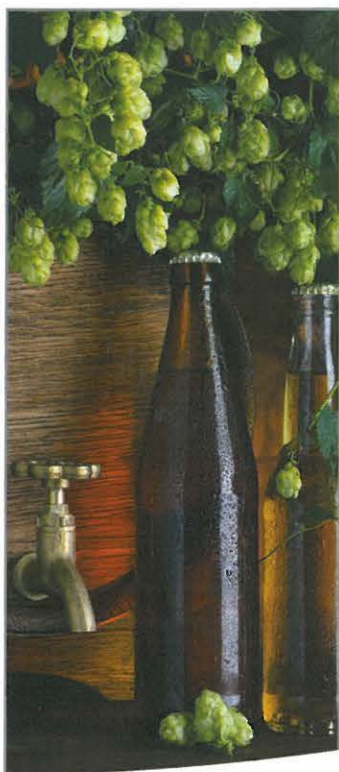
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# FEATURES



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## THE A&P SOCIAL

Something incredible happens when passionate people come together. Take it from Taylor Hardy, manager at the Montgomery, Alabama restaurant, A&P Social. Taylor watched and helped these hard working farmers, chefs, and managers form unity and a sense of community to further grow their city's economy by relying on each other.

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## EAST COAST HOLLYWOOD

Have you noticed random street closings? Perhaps it's a result of filming taking place! The South is becoming the new hot spot for on site filming in these camera ready towns. Your town just might be one of them! Find out which films have been shot and produced just a few miles from your front door.

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## THE THIRSTY TRAVELER

Craft breweries are on the rise, and more and more are opening all across the state of Georgia. They all have something unique to offer to us; whether you're a casual sipper or a beer connoisseur, you'll find something amazing within one of their specialty blends. Pour yourself a frosty glass and discover a new favorite.

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## THE TRAVELER

Summer may be nearing its peak before giving way to fall, but you'll be swept off to sand and sun, and you'll never want to return. Discover the hidden gems within the Crystal Coast, Beaufort, and Tallahassee, from sighting the wild horses roaming the dunes, to exquisite evening dining, there's something for everyone.

126

## THE ANGLER

Fly fishing is a sport on the rise in the state of Georgia. From the Southern coast to the North Georgia mountains, there are endless opportunities for people to explore The Peach State and its growing reputation as a place of natural beauty and pristine waters. Join us as we journey across the state and meet the people that have helped build the industry into what it is today.





## Tallahassee, FL

The Capital City of Florida is not a typical tourist destination. Rather, its unique blend of lush, subtropical landscape, fascinating historic landmarks, and growing contemporary young adult scene make Tallahassee one-of-a-kind for travelers and residents alike.

At first glance, Tallahassee's history and old-world charm is obvious. Elegant live oaks draped with Spanish moss shade neighborhood streets lined with stately antebellum homes. One such home, an elegant white mansion with the words Chittenden House above its entrance, is a bed-and-breakfast called the Park Avenue Inn.

Nearly 175 years old, Innkeeper Kate Bruner said, the Inn's history and hospitality are a big draw for guests. Original furnishings, antiques and heirlooms tastefully adorn each room in the house, with modern conveniences like TV and Wi-Fi in each of the five guest bedrooms. Its drawing and dining rooms downstairs make lovely rental spaces for wedding receptions, anniversaries, and other special occasions.

The Park Avenue Inn sits just minutes from some of Tallahassee's popular attractions, like Cascades Park. The Prime Meridian of Florida rests there, marking the center of the state for surveyors since 1824. Surrounding the Prime Meridian are 24 acres of green space, trails, an amphitheater, and several memorials to Tallahassee and Florida's past.

On a hill overlooking Cascades Park is a power plant-turned restaurant appropriately called The Edison. Known for its incredible menu, its freshly ground Catalina coffee, and its famous Rosemary Pink Lemonade, the Edison has an idyllic view of the park and the community events that frequently take place there.

A short yet scenic drive from the park, Tallahassee's revered "canopy roads" of romantic live oaks, hickories, sweet gums, and pines

stretch a combined 78 miles to nature trails, bike paths and family-owned pieces of history such as Bradley's Country Store Complex.

There, fresh farm-raised sausage is processed by hand on the property's antique machinery, and grits are ground in an authentic stone mill. The family sells these goods and more in its old-fashioned country store, where visitors can also buy a hot sausage dog and a glass bottle of Coca-Cola for lunch, and enjoy the canopy trees from a rocking chair on the front porch.

Back towards town, it's not all historic. Tallahassee's several

educational institutes have attracted a more contemporary scene with a variety of restaurant and bar concepts. The "Brew District" near Florida State University's campus is home to Madison Social, a concept restaurant and cocktail bar, and Brass Tap, a beer bar with many taps local to Florida. Nearby are GrassLands Brew-

ing and Proof Brewing, up-and-coming craft breweries that offer tours of their facility and flights of fresh beer.

Outside of the Brew District, the Capital City has even more food and beverage options. Canopy Road Café has traditional breakfast fare and possibly the best cinnamon rolls in the state. Lunch at the Paisley Café is equally mouth-watering; its grits and lobster bisque oddly pair with its signature sangria. Another local favorite, Kool Beanz, pairs its cuisine with local art available for purchase right off the wall.

At sunset, Tallahassee weather is perfect for an outdoor dinner on the Edison's terrace at Cascades Park, or on the porch of the newly opened Table 23 just across from a trendy wine bar. Indoors, an intimate candlelit meal at Sage Restaurant offers a blend of culinary styles and fabulous cocktails.

"AT SUNSET,  
TALLAHASSEE WEATHER  
IS PERFECT FOR AN  
OUTDOOR DINNER ON  
THE TERRACE."





With so many delicious fares available, it is no coincidence that Tallahassee also offers an array of outdoor adventures to work up an appetite. The aforementioned trails and bike paths are a great way to experience local geography and wildlife from the ground. For a different experience, Harry Smith Outdoors takes kayakers on a tour through the swampy waters of the cypress-filled Lake Lafayette, while owner Harry Smith explains the area's history and local wildlife, such as nesting ospreys and sunbathing alligators. Tree-to-Tree Adventures takes adventure enthusiasts for a view of Tallahassee from above; zip lines stretch across a wooded expanse that is part of an outdoor museum, one of the most popular museums in Florida.

Spanning 52 acres of water and land, Tallahassee Museum is home to historic old structures and a regional wildlife zoo, exhibiting red wolves, Florida panthers, and other animals native to Northern Florida.

The museum is also a gallery for sculpture artist Jim Gary, who created a series of colorful dinosaur sculptures using discarded car parts and placed them throughout the Tallahassee Museum property. The sculptures not only represent a very ancient part of history, but also make a fun scavenger hunt for children visiting the museum.

If the outdoors get too hot, Tallahassee has a special treat indoors: a traditional soda fountain, toy shop, and candy store all in one called Lofty Pursuits. Run by Greg Cohen, the shop specializes in handmade Victorian hard candy using authentic machinery from the late 1800s. While enjoying candy or a soda fountain drink, visitors to Lofty Pursuits can explore toys, games, and puzzles on the shelves and make calls on a vintage rotary phone rigged to call famous numbers for an automated response.

Tallahassee, like Lofty Pursuits, the Tallahassee Museum, and its many other attractions, is a truly remarkable place. Most vacation destinations are a historic gem of museums, landmarks, and stories, or a series of activities and adventures; not many places can offer all of that and more. For a vacation outside of the norm, this special place in Florida is absolutely a destination for the books.

Visit Tallahassee  
106 E. Jefferson Street  
Tallahassee, FL 32301  
www.VisitTallahassee.com  
850-606-2305

The Park Avenue Inn  
323 E. Park Avenue  
Tallahassee, FL 32301  
www.theparkavenueinnreservations.com  
855-236-0262



REPAIRS • LOCAL  
MAINTENANCE

At Tallahassee Museum, you  
can enjoy a variety of  
activities, including  
kayaking, zip lining, and  
more.



At Tallahassee Museum, you  
can enjoy a variety of  
activities, including

- Kayaking
- Zip lining
- More



At Tallahassee Museum, you  
can enjoy a variety of  
activities, including



## At a crossroads

Inside: How will Florida State react to one of the worst losses in the program's history? **See Gameplan**



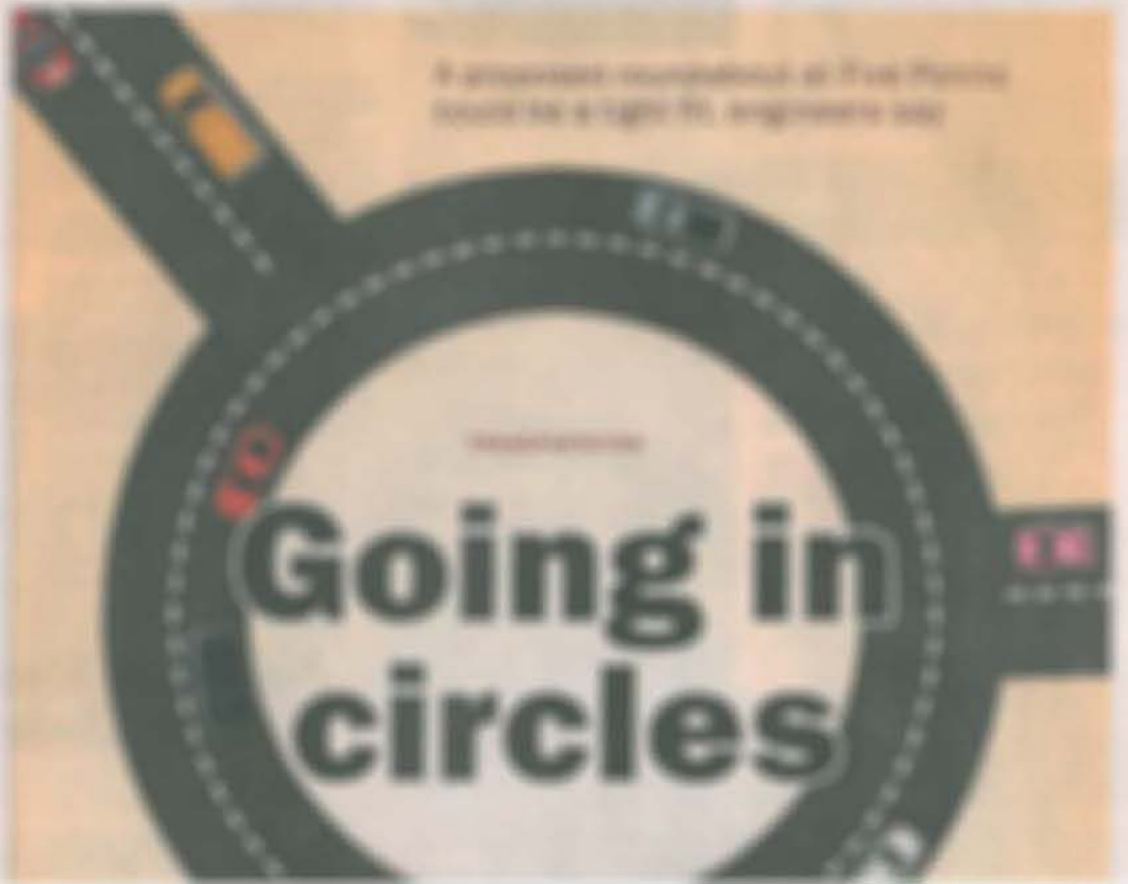
SATURDAY, SEPTEMBER 24, 2016

# TALLAHASSEE DEMOCRAT

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PART OF THE USA TODAY NETWORK

**FSU requesting \$70M in legislative funding**





# New Visit director rolls out city's tourism plan

TAMARYN WATERS  
DEMOCRAT STAFF WRITER

Kerri Post, the new director of Visit Tallahassee, rolled out this week a new 2016-2017 plan to build on Tallahassee's record tourism numbers.

Post was previously the state's Deputy Secretary of State, where she oversaw Florida's cultural, heritage, library and marketing programs and a \$50 million budget. She was praised for securing \$500,000 in tourism marketing grants for assisting Northwest Florida as part of the BP oil spill recovery efforts. She also led the state's 2013 VIVA Florida 500 campaign that highlighted the 500-year anniversary of Ponce de Leon's landing in Florida.

Post participated in a Q&A with the Tallahassee Democrat regarding local tourism. Here's what she had to say:

## What direction is Tallahassee tourism headed and what is your plan to build on the record tourism year?

Tourism in Tallahassee-Leon County is on the upswing, with seven years of consecutive growth in revenue generated by the 5 percent Tourist Development Tax. Positive awareness of our destination is growing in travel media, return visits (92 percent of visitors say they will return) are becoming commonplace, and our good reputation increasingly appeals to the very visitors we wish to attract.

## What local assets do you plan to highlight in the rollout plan for this upcoming year?

Our plan to build on success involves even more strategic engagement with our tourism partners, who are on the front line of visitor experiences, direct visitor spending and tourism-related jobs.

We will focus our efforts and messages more strategically to our best prospects — giving past visitors even more reasons for coming back and always seeking new customers. In some respects, segmentation is critically important — speaking to visitors about things (topics, experiences) that interest them but understanding that those topics alone do not define the total visitor experience. For example, someone very interested in history and heritage might visit Tallahassee because of the many ways we promote those assets here. But that visitor's total destination experience will far exceed just history and heritage and more likely will include dining, entertainment and more.

We must communicate with visitors through the entire travel process — the decision making, the actual visit and



DEMOCRAT FILES

Kerri Post, director of Visit Tallahassee

post visit. Digital marketing and certainly social media make that much easier now. We must continue to enrich content, expand our digital presence, and seek out innovative ways to inform our target audiences that the travel experiences they desire are here.

## What are the highlights of the rollout plan?

- » Strengthen partner relations
- » Tell our stories about outdoor recreation, dining, arts and culture, history and heritage, and entertainment to audiences that matter — our best prospects
- » Fuel high-yield sports marketing efforts that have put Tallahassee-Leon County on the national map for Cross Country and other sporting events
- » Promote the tremendous outdoor recreation assets here and the use of trails by incorporating
- » New mapping technology and personalized features into TrailTallahassee.com
- » Build on our growing reputation as a destination for entertainment, concerts and creativity
- » Continue showcasing special events and festivals
- » Increase online advertising programs with video components

## Why the record tourism numbers?

Thankfully there are many factors contributing to the growth of tourism. We are not defined by singular magnets such as the legislative session or college football season. We have nearly achieved parity throughout the year — every quarter is important and every quarter is successful. We are speaking to more people and promoting more aspects of the destination to many more audiences — those interested in outdoor recreation, those interested in history

## Leon County tourism stats last year

Local tourism increased 40 percent last year. The area welcomed 2.4 million annual visitors from 47 states and 36 countries. Big boosts came from two special sessions and Florida State's football mania, along with a wrap-around campaign to drive up overall awareness of the state capital.

## Leon County offering tourism grants

The application window is Sept. 23 through Oct. 24. To qualify, events must take place between Oct. 1 through Sept. 30, 2017, and events must attract overnight visitors who will use hotel and motel rooms in the county.

Funding preferences will be given toward events planned during traditionally low hotel occupancy periods, the expected number of out-of-town visitors and scope and duration of the event.

According to Leon County reports, more than \$500,000 in grant funding is available through Leon County Tourism for signature, special and sporting events. Leon County also allocates \$1.25 million from the Tourism Development Tax to the Council on Culture and Arts for cultural tourism marketing, arts and culture events, and facilities.

For more details or to apply, go to <http://bit.ly/2dq4QWI>.

and heritage, arts and culture, dining, nightlife and entertainment, etc. Strategic messaging and focused sales to very specific audiences helped tremendously. We need to do even more of that.

## Beyond being the state's capital, what should be a part of Tallahassee's tourism brand?

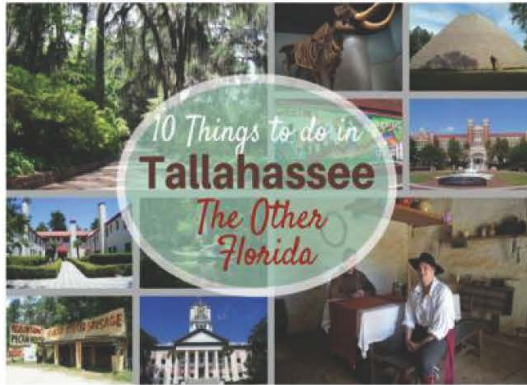
New developments helped too in areas such as Cascades Park, Gaines Street, College Town and the Centre of Tallahassee. Apalachee Regional Park is also a great example — taking a wonderful natural asset and focusing efforts on attracting state, regional and national cross country events there.

Contact TaMaryn Waters at [twaters@tallahassee.com](mailto:twaters@tallahassee.com) or follow @TaMaryn Waters on Twitter.



# Authentic Florida: *Simple and delightful pleasures for Florida living.*

## Ten Authentic Things to do in Tallahassee, the "Other Florida"



### 10 Authentic Things to do in Tallahassee, the "Other Florida"

*Enjoy 10 Authentic Things to do in Tallahassee, the state's capital city with canopy roads, plantations, floral gardens, springs, rivers and a younger vibe that will help you get to know the "other Florida."*



### Kayaking the Wakulla River

For many, Florida represents a tropical oasis with sandy beaches, swaying palm trees, amusement parks and golf courses. But Tallahassee, Florida's Capital City provides an experience into "the other" Florida.

Author Gloria Jahoda, who lived in Tallahassee during the 1960's wrote a book entitled *The Other Florida*, chronicling her discoveries of the people, history, flora and fauna of the Florida Panhandle's back roads.



## **Jungle Cruise, Wakulla Springs State Park**

Much has changed in Tallahassee since then, but even today, the area is more than the hub of Florida's state government. Tallahassee is home to moss covered canopy roads, gentle rolling hills, old plantations, floral gardens, deep history, scenic outdoors with springs, sinkholes, rivers and lakes, locally inspired cuisine, and a younger vibe – all with delightful southern charm. Tallahassee is also home to one of the youngest and most educated populations per capita in the state with two major universities, Florida State and Florida A & M.



## **Robinson's Pecan House, Lamont, Florida (southeast of Tallahassee)**

Tallahassee is a hospitable southern town where you're likely to be addressed with a "Yes Ma'am" or a "No Sir." And chances are that if you ask question of a local on the street you have invited a conversation reflecting a deep-rooted love of the area.



## **Tallahassee's Historic Capital Building**

Call it Tallahassee pride.

Moss draped live oaks, sweet gums, hickory and pine trees pride. Shrimp and grits pride. Blues music pride. Seminole pride. Outdoor pride. Historic pride. And local pride.

So, for your next visit, soak in some of the things that make locals love their town. Here are some things to do and see in and around Tallahassee that provide a journey through "the other" Florida.

the/**zimmerman**/agency

(continued)



## Strolling through Serenity: Maclay Gardens State Park



### **Maclay Gardens State Park, Tallahassee**

New Yorkers Alfred and Louise Maclay purchased the Tallahassee property in 1923 as a Florida winter retreat. Alfred Maclay created floral gardens where the family enjoyed their sanctuary overlooking Lake Hall.

Now a state park, Maclay Gardens is a collection of floral gardens that include brick walkways, walled gardens, fountains, ponds, pine needle pathways and peaceful sitting areas. Overhanging shady live oaks, holly, magnolias, dogwood and palms line a brick trail leading to the Maclay home (open from January through April).

More than 200 floral varieties of native and exotic plants thrive in the Maclay Gardens. Between January and April the property bursts with color from camellias, azaleas and rhododendrons and wisteria.



### **Maclay Gardens is an ideal place for quiet meditation**

Maclay Gardens is an ideal place for quiet mediation or a stroll amongst the intimate green spaces. A nearby recreation area on Lake Hall provides opportunities for swimming and a lakeside lunch.

### **Peaceful Coexistence: Mission San Luis**



### **Costumed interpreters give insight into living at the Mission San Luis**

Overlooking the capital city, the 63-acre Mission San Luis is both remarkable and memorable. Easily one of Tallahassee's best things to do, this living history museum gives visitors a close-up experience of two cultures coexisting - the Spanish colonialists and Apalachee natives.

Walk into the life and times of these peoples as interpreted by costumed re-enactors while strolling through reconstructed period buildings, exhibits and demonstrations.

Well before the arrival of the Spanish colonialists, the Apalachee Indians lived in the region, existing as farmers and hunters growing corn, beans and squash while hunting game and fish. Over time, the Apalachee tribe became increasingly vulnerable to foreign attacks and epidemics requiring a protective alliance with the Spanish.



### **Mission San Luis Apalachee thatched Council House is 125 feet in diameter**

During the mid-1500s and the late 1600s, Florida was home to more than 100 Spanish colonial missions. Invited by the Apalachee tribe, Spanish friars, soldiers and civilians established the mission that became the western capital of Spanish Florida. The stunning Mission San Luis complex has been recreated to portray the fascinating life when more than 1500 Apalachee Indians and Spanish colonists resided at the mission.





### **Mission San Luis Franciscan Church**

The spacious grounds contain a large open plaza surrounded by a council house, chief's house, a Spanish home, a fort, a Franciscan church and complex where both cultures attended mass.



### **The Mission San Luis Council House is five stories high**

The Apalachee Council House is the most impressive structure at the mission. The pyramid-shaped thatched building, which served as a community meeting place, is 125 feet in diameter and five stories high with a hearth in the center where ceremonial rituals and dances were performed

Tallahassee's Mission San Luis is the only historic Florida mission that has been reconstructed and is open to the public.

### **Country Flavor: Bradley's Country Store**



## **Bradley's County Store is a rare Florida find**

Just 12 miles from Tallahassee, take a country drive along a canopy road to discover Bradley's County Store. Since 1927, this family owned business, on the National Register of Historic Places is a rare Florida find.

Bradley's is a folksy country store where locals stop and sit on the front porch to enjoy a cold beverage while enjoying the famous Bradley smoked sausage sandwich. The homemade sausage is made from Grandma Mary Bradley's recipe, mixed with special seasoning, smoked and served in a simple bun.

The legendary store is where farmers and senators meet and greet as the smoke rises from "the old smokehouse" behind the store.



## **Bradley's mills its own cornmeal and grits**

And as you prepare to leave, you may even hear the sound of grain being milled in the nearby wooden millhouse reminding you to grab a bag of Bradley's signature grits to take home.

## **Meet a Mastadon: [Museum of Florida History](#)**



## **Museum of Florida History Mastadon**

To learn about the people of Florida from the earliest native Floridians through present time, enjoy a walk through the Museum of Florida History.

Exhibits and artifacts of Florida's past begin with the towering ice age prehistoric Mastodon skeleton found at the bottom of Wakulla Springs, just 30 miles south of Tallahassee.





### **Exhibit of native dugout canoes**

This visually engaging, interactive museum display features a diorama of a native Indian village including a collection of dugout canoes and ancient tools and artifacts. More layers of history are on display by observing a sample shell Indian mound, known as a midden revealing archeological insight into this past culture.

Visitors learn how Europeans interacted with natives creating cultural dynamics through arts, trade, weapons and religion exhibits. Discover more chapters of Florida's European history through exhibits of cannons, weapons, ships, uniforms and a Spanish home. Board a Spanish ship, experience the maritime life while carrying precious cargo including treasures of gold and silver.

Other themes include Florida during the Civil War and World War II. Or experience a real citrus packinghouse while admiring old Florida farm machinery. Walk through the earliest Florida tourism campaigns detailing arrivals by steamboat, tin can campers and a Model T Ford.

But don't miss the complete exhibition of Florida Highwaymen paintings, a collection of black artists who traveled Florida's roads selling their artwork during mid-twentieth century.

### **Glide Like a Boss: Tallahassee on a Segway**



### **Tallahassee's Segway tours provide an easy, fun way to see the area**

Tallahassee Segway Tours provides a guided tour and simple way to get an overview of the town and its interesting highlights while enjoying the out-of-doors. Glide past historical buildings and monuments, around fountains, through alleyways, past plazas and parks that offer a special

view unavailable by car. Tallahassee's Segway Tours will put you at ease with simple handling instructions while zipping through Florida's Historic Capital, the current Capital complex, downtown historic district, around the FSU campus and into the popular Cascades Park.



### **Glide past the Florida State University Westcott Fountain**

Take "selfies" along the way and choose from several unique tours, most lasting less than two hours. More highlights include FSU's Westcott Fountain, Gaines Street Corridor, past FSU Doak Campbell Stadium and through the Railroad Square arts district, Burnett Park, and past Tallahassee's trendy brew pubs.

### **Florida Jungle Cruising: Wakulla Springs State Park**



### **Wakulla Springs State Park has a swim area and jumping tower**

Just 30 minutes south of Tallahassee, visit one of Florida's most prized springs and rivers at the Wakulla Springs State Park.

Millions of gallons of water per day pour out of the Wakulla Spring, home to the one of the largest and deepest freshwater springs in the world with an extensive underwater cave system.

While at the park and springs, there are a number of things to do and see. Enjoy the popular beach and swimming hole or even test your bravery by leaping off the wooden tower into the refreshing bubbly spring.





### **Wakulla Springs State Park Jungle Cruise**

But don't miss the Jungle Cruise, a three-mile loop through the wildlife sanctuary as huge alligators sun on the riverbank, unique birds fly overhead or perch in Cypress trees, as river cooters (turtles) and even manatees swim by.



### **1937 Wakulla Springs Lodge**

Walk through the 1937 Mediterranean Revival era Wakulla Springs Lodge and look up at the wood beam ceiling painted with Florida wildlife and art. But don't miss "Old Joe," a stuffed 11 ft. alligator that once lived in the park. For dining try the restaurant with an outstanding menu of fresh local seafood including oysters and fish - and the famous navy bean soup.

### **Paddling the Wakulla River**



### **The Wakulla River provides a scenic tour of Florida's flora and fauna**

Wakulla Springs is the origin of the Wakulla River that flows nine miles south joining the St. Marks River, then on to the Gulf of Mexico.

Enjoy a relaxing kayak trip downstream with Tallahassee's [Harry Smith Outdoors](#). Harry will meet you at the bridge just south of the park (CR 365 bridge), transport the kayaks, paddles and equipment then guide you downstream for a two-hour leisurely paddle. Enjoy the scenic lush green landscape along the slow moving Wakulla River as you listen to the morning bird calls. Take in the river wildlife including turtles and an occasional alligator lying on submerged logs as Bald Cypress trees border the waterway, paddlers and boaters cruise by. Watch for Ospreys and Bald Eagles but be on the look out for manatees as they swim by in stealth mode.

If you have time, head to St Marks National Wildlife Refuge on the Gulf Coast. Enjoy the beauty of the Refuge, an historic lighthouse and more than 300 different species of birds. Enjoy a trail walk to observe hawks, Swallowtail kites, Bald eagles, owls and ospreys.

### **Once a Plantation: [Goodwood Museum & Gardens](#)**



### **Tallahassee's Goodwood Museum & Gardens**

The North Florida and Tallahassee region is home to more than 70 antebellum plantations that serve as reminders of the state's past.

Tallahassee's Goodwood Museum & Gardens, once an 1838 cotton and corn plantation, is a treasured heirloom providing a glimpse into the privileged life of five families who occupied the restored main home and grounds.



### **The Goodwood Museum provides a glimpse into the families who lived there**

Now a 16-acre landmark surrounded by gardens of live oaks cloaked in Spanish moss and resurrection ferns, its 170-year old main home is furnished with a parlor, dining room, kitchen, bedrooms and living areas with authentic furniture, porcelain, textiles and glassware. More than 20 outlying historic buildings complement the property including cottages and a reflecting pond.



Florida history from the early 19<sup>th</sup> century to the present comes alive through its home tours, charm and seasonal gardens of camellias, magnolias, flowering cherries, freesias, azaleas, roses and lilies.

The Goodwood Museum & Gardens is also a gathering place for community events and weddings with a reconstructed carriage house for receptions.

### **Serving up Southern: KitchenAble Dining & Eating Out in Tallahassee**



#### **Jessica Bright McMullen, of KitchenAble**

Sometimes eating out can be more than a trip to a restaurant. Meet Jessica Bright McMullen, self-described “food enthusiast and kitchen enabler.”

Jessica runs KitchenAble, a cooking school situated in a stone cottage on Tallahassee’s popular Lake Ella. Jessica, a chef, author and cooking teacher invites the public to her kitchen school for a lesson and a meal. She teaches and entertains through classes, events and monthly supper clubs as guests sit around her kitchen and learn how to prepare tantalizing meals.

A gifted entertainer, Jessica creates a meal from appetizers to desserts in front of guests as they sip wine and enjoy her priceless stories while having fun.



#### **Jessica and her husband teaches a class while serving a complete meal**

As the daughter of a farmer, Jessica extols the virtues of cooking with local produce and seafood by “growing your own” or sourcing the best possible ingredients at farmers markets. She prepares a meal of sautéed greens, roasted fresh vegetables, local shrimp and grits, sausage and apples, plus sweet potato biscuits, and then tops off the meal with a Tallahassee

local recipe of Sea Salt Carmel Cake and a Pavlova with kumquat puree. Family and friends help her create this masterpiece of a meal, while guests enjoy every bite.

For dining out in Tallahassee, try [Avenue Eat & Drink Restaurant](#), a Tallahassee eatery with a southern inspired menu using local ingredients and home made desserts. Or try the ever-popular [Kool Beanz Café](#), a Tallahassee institution with mouth-watering starters (smoky corn crab cakes), eclectic salads and greens, and tantalizing main courses (lime mojo snapper, green mango salsa, sweet plantains, black bean-coconut sauce). Other favorites are the Paisley Café for any meal but the brunch features creamy smoked Gouda grits with collards, white acre peas, topped with candied smoked sausage (from the family farm) and blueberry corn muffins.

For casual try Voodoo Dog for the Hari Kari Dog, a bacon-wrapped dog with homemade mac & cheese on top, or Dog Et Al that specializes in making dogs “a work of art.”

Craft breweries are making a statement here including Proof, Grassland, Lake Tribe, and DEEP.

### **Rocking Good Fun: [Bradfordville Blues Club](#)**



### **Tallahassee's Bradfordville Blues Club, *photo Visit Tallahassee***

Florida's only stop on the National Blues Trail is Tallahassee's Bradfordville Blues Club (BBC). This rustic old juke joint on a rural dirt road has hosted performers such as Muddy Waters and Stevie Ray Vaughn.

Portraits of musical legends hang on the wall as guests move to the music and dance to the blues. Weekends draw foot stomping crowds to this iconic blues hangout. But outside, enjoy the campfire where musicians break and soul food is served for a one-of-a-kind “Tally” experience.

### **Where to Stay**

Consider Tallahassee's [Hotel Duval](#), located on Monroe Street downtown. This sleek and comfy boutique property is in the process of a facelift and renovation to reflect its past while updating for greater comfort. The hotel rooftop lounge provides one of the best glimpses of the downtown.

Historically, the hotel was the place to be seen and where big political deals were made, and also was home to the legendary Golden Key Lounge, where townies secretly drank in the 1950-60's when Leon County was dry. The Golden Key will soon be resurrected with the new renovation.





### **Discover Tallahassee (Wakulla River)**

#### **Discover It**

After a visit to Tallahassee you may experience a new view Florida as a place with more history than expected, more natural and cultural diversity than realized, and more to enjoy than you had imagined. So, Tallahassee may be a perfect place to find the "other Florida" with a balance of the tried and true with the hip and new. Enjoy the discovery!

# SARASOTA

## 10 Great Things To Do in Tallahassee, the "Other" Florida



Maclay Gardens, Tallahassee

For many, Florida represents a tropical oasis with sandy beaches, swaying palm trees, amusement parks and golf courses. But Tallahassee, Florida's capital city, provides an experience into "the other" Florida.

More than the hub of Florida's state government, Tallahassee is home to moss-covered canopy roads, gentle rolling hills, old plantations, floral gardens, deep history, scenic outdoors with springs, sinkholes, rivers and lakes, locally inspired cuisine, and a younger vibe--all with delightful Southern charm. Tallahassee is also home to one of the youngest and most educated populations per capita in the state thanks to its two major universities, Florida State and Florida A & M.

So, for your next visit, enjoy 10 things that inspire locals to love their town, a journey through "the other" Florida.





### **Stroll Through Serenity**

**Maclay Gardens** is a collection of floral gardens that include brick walkways, walled gardens, fountains, ponds, pine needle pathways and peaceful sitting areas. Overhanging shady live oaks, holly, magnolias, dogwood and palms line a brick trail leading to the Maclay home.

More than 200 floral varieties of native and exotic plants thrive in the Maclay Gardens. Between January and April, the property bursts with color from camellias, azaleas and rhododendrons and wisteria.



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Overlooking the capital city, the 63-acre [Mission San Luis](#) is both remarkable and memorable. During the mid-1500s and the late 1600s, Florida was home to more than 100 Spanish colonial missions. But well before the arrival of the Spanish colonialists, the Apalachee Indians lived in the region, existing as farmers and hunters growing corn, beans and squash while hunting game and fish.

Invited by the Apalachee tribe, Spanish friars, soldiers and civilians established the mission that became the western capital of Spanish Florida. The stunning Mission San Luis complex has been recreated to portray the fascinating life when more than 1,500 Apalachee Indians and Spanish colonists who resided at the mission.

Easily one of Tallahassee's best things to do, this living history museum gives visitors a close-up experience of two cultures coexisting--the Spanish colonialists and Apalachee natives.





## Country Flavor

Just 12 miles from Tallahassee, take a country drive along a canopy road to discover [Bradley's Country Store](#). Since 1927, this family-owned business on the National Register of Historic Places is a rare Florida find.

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Exhibits and artifacts of Florida's past begin with the towering ice age prehistoric Mastodon skeleton found at the bottom of Wakulla Springs, just 30 miles south of Tallahassee.

This visually engaging, interactive museum display features a diorama of a native Indian village, including a collection of dugout canoes and ancient tools and artifacts. Visitors also learn how Europeans interacted with natives, creating cultural dynamics through arts, trade, weapons and religion exhibits

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But don't miss the **Jungle Cruise**, a three-mile loop through the wildlife sanctuary as huge alligators sun on the riverbank, unique birds fly overhead or perch in Cypress trees, as "river cooters" (turtles) and even manatees swim by.





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Enjoy a relaxing kayak trip downstream with Tallahassee's [Harry Smith Outdoors](#). Harry will meet you at the bridge just south of the park, transport the kayaks, paddles and equipment then guide you downstream for a two-hour leisurely paddle. Enjoy the scenic lush green landscape along the slow moving Wakulla River as you listen to the morning bird calls. Watch for ospreys and bald eagles, but also be on the look out for manatees as they swim by in stealth mode.





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Jessica runs [KitchenAble](#), a cooking school situated in a stone cottage on Tallahassee’s popular Lake Ella. Jessica, a chef, author and cooking teacher invites the public to her kitchen school for a lesson and a meal. A gifted entertainer, she creates a meal from appetizers to desserts in front of guests as they sip wine and enjoy her priceless stories while having fun.

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For more information: [www.VisitTallahassee.com](http://www.VisitTallahassee.com)

*To receive [Authentic Florida's](#) newsletter, featuring travel and living updates, delivered weekly, sign up on the home page [Authentic Florida](#), voted *Blog of the Year* and *Best Travel Blog* at the Orlando Sunshine Awards.*



## HUNTING FOR MANATEES IN WAKULLA SPRINGS STATE PARK FLORIDA



Manatees. Those great big blubbering sea cows that we can't get enough of on TV, but can be elusive in the wild and often swim in murky waters. Tallahassee, Florida is one of the few places in the United States that you can get up close with manatees and actually see them in the water. Where do you need to go? Wakulla Springs State Park.

Having been to several state parks in my life, I have to say this is one of my favorites. The park lodge is massive with rooms available if you want to stay the night, and a killer restaurant with some of the best fried chicken and [fried green tomatoes](#) in the south. There is a small beach for swimming near the lodge, as well as a boat dock. Be careful though—there are gators in those waters and they don't really care if there is a swimming line up or not. They will pop right under that rope to come say hello.





In order to see the manatees of Tallahassee, Florida, you need to book a river tour. This three-mile boat ride will take about 45 minutes, just enough time to see alligators, native birds, turtles, and if you are very lucky, manatees. Glass bottom boats are available when water conditions permit so you can drift over Wakulla Spring, one of the world's largest and deepest freshwater springs, and what makes this river so pristine.

On a spectacular, sunny Florida morning, I headed to Wakulla Springs State Park with a few friends to see if I could catch a glimpse of these wild animals in their native habitat. One man laughed when a member of my group said we were on the hunt for manatees. He claimed there were no manatees left this time of year. They had all gone down river as the weather warmed up. We would not be discouraged. We had hope, and one gal with us who had a good eye for spotting the creatures in the most unlikely conditions.





Cruising down the river, with my head hanging out of the side of the boat, I let my shutter finger take over. Spanish moss draped over trees growing in the water. Birds sunned themselves after diving for a meal of fresh fish. Gators snoozed on shore as the sun continued to climb and warm up the earth. The cool breeze and shade of the boat protected us, making it a comfortable ride, but still no manatees.

As the boat turned around to head back to the dock, I was beginning to lose hope. Would we see any, or was it really too late in the season? We were headed to the exact spot where "The Creature from the Black Lagoon" was filmed, when my friend spotted something. I thought she was pointing at the massive alligator that was swimming towards us. We all lurched to the side of the boat. There they were, two gorgeous manatees swimming together, probably looking for a little lunch. My shutter finger went crazy. I tried to capture a little video. The water was just murky enough not to get the best photos, but after a while I put down my cameras. This was a moment to sit back and enjoy, not stay behind the lens.

I gazed down at those grey brown beasts and smiled. I couldn't wait to tell my kids what I had found while in Florida. They would be jealous. I would bring them back for their own manatee hunt, but for now this was my moment to be a kid again and marvel at the creatures of Tallahassee.





## Know Before You Go

- **Edward Ball Wakulla Springs State Park**, 465 Wakulla Park Drive, Wakulla Springs, FL 32327 (about a 30 minute drive from Tallahassee, FL)
- **Hours:** 8am until sunset, 365 days a year
- **Fees:** entrance fee into the park is required + river boat ride fee
- **River boat ride:** there is a fee to ride the river boat. Tours leave from the boat house where you can also buy tickets. Check the website for times.
- **Hiking trails.** A nature trail is clearly marked for avid hikers. Bikers and horses do have access to portions of this trail, so stay alert, especially if you have young children hiking with you.
- **Wakulla Springs Lodge.** Built in 1937, this elegant lodge features a gift shop, snack bar and full-service restaurant on the ground floor. Twenty-seven guests rooms are available and include private baths.
- **Photo Opp.** Don't miss taking a photo with "Old Joe," an 11-foot 2-inch stuffed alligator.
- **Gift shop.** Take some time to browse the gift shop for movie paraphernalia featuring films shot in Wakulla Springs State Park, including "The Creature from the Black Lagoon."



Want to travel smarter & less stressed?

Grab our EXCLUSIVE Packing List that will help you get out the door and give you the confidence you need to travel with your kids.

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## Tourism on the rise in Leon County



TALLAHASSEE, Fla. (WCTV)-- Tourism is on the upswing for the seventh consecutive year in Leon County.

On Thursday, the county held its 2016 tourism marketing rollout, where Tourism Director Kerri Post highlighted some of the impacts of tourism over the past year.

In fiscal year 2015-2016, Leon County saw 2.35 million visitors from 47 different states and 36 countries. These visitors brought in \$863 million dollars in economic impact. The tourism department accounts for more than 14,100 jobs in Leon County.

Post said she hopes to keep the trend going in the upcoming year, all while making our area a national destination. One way to do that, focusing on what makes Leon County different.

"We are the capital of Florida. We're the capital of the third largest state in the country," said Post. "So that differentiates us, but that doesn't define us. We're not simply, totally defined narrowly like that. Or, even for the legislature, or for football. We're a year round destination."

Post cited the region's ability to house large cross country meets, the county's growing music scene, as well as it's thriving brewery industry.

In the upcoming year, the tourism department will focus more on digital advertising, including multimedia video and social media. It will also continue to push the "I Heart Tally" hashtag.



## Leon County's Tourism on Seventh Consecutive Year of Growth



**TALLAHASSEE, FL (WTXL)** - According to the City, more than 2.35 million visitors from 47 different states and 36 countries generated \$863 million, leading Leon County to its seventh consecutive year of tourism growth.

The city said that Leon County tourism continued a pattern of success in Florida's Capital County as it reaches new heights in 2016. They said that tourism accounts for more than 14,100 jobs in the county.

"In Leon County, our tourism industry is committed to excellence--and its proven by the seven years of growth in a row," said Leon County Commission Chairman Bill Proctor. "Atop that track record, we anticipate more success in the coming year as we embrace new opportunities in the tourism industry."

Kerri Post, Director of the Leon County Division of Tourism Development, announced the year-end results and unveiled future plans to local tourism industry members during the annual Marketing Rollout on September 22 at the newly opened Champions Club at Florida State University's Doak Campbell Stadium.

Highlights of the 2015/2016 fiscal year include:

- Tourist Development Tax (TDT or bed tax) collections through the first 11 months of the fiscal year (at \$4.76 million) currently track ahead of last year's 12-month record of \$5.14 million
- Hotel occupancy for the previous 12 months through August is 61.8%, ahead of the previous record year



- Leon County hosted 99 youth and adult sporting events, attracting more than 73,000 visitors and resulting in an economic benefit of \$31.6 million in direct spending
- \$17.5 million in visitor spending was generated by meetings and leisure groups
- 92% of area visitors are likely to return to Leon County, according to an independent research study

“These numbers are proof that Leon County’s investments in tourism strengthens our economy and enriches the quality of life for our citizens and visitors alike,” said County Administrator Vincent S. Long. “We are proud of the record year and sustained growth as Leon County Tourism continues to reach new heights.

The county collects a 5% bed tax from hotels and short-term lodging establishments which fund all tourism promotions and other tourism-related activities.

The Leon County Division of Tourism is focused on “new heights” and used that theme for its presentation to industry members. Tourism officials introduced the 2017 Visitor Guide and future advertising plans that include expanded online programs with video components. The county’s tourism division also will revamp its award-winning [Trailahassee.com](http://Trailahassee.com) website, incorporating new GPS mapping technology and other personalized features for trail users.



## New director rolls out Tallahassee's tourism plan

Kerri Post, the new director of Visit Tallahassee, rolled out this week a new 2016-2017 plan to build on Tallahassee's record tourism numbers.

Post was previously the state's Deputy Secretary of State, where she oversaw Florida's cultural, heritage, library and marketing programs and a \$50 million budget. She was praised for securing \$500,000 in tourism marketing grants for assisting Northwest Florida as part of the BP oil spill recovery efforts. She also led the state's 2013 VIVA Florida 500 campaign that highlighted the 500-year anniversary of Ponce de Leon's landing in Florida.



Post participated in a Q&A with the Tallahassee Democrat regarding local tourism. Here's what she had to say:

**What direction is Tallahassee tourism headed and what is your plan to build on the record tourism year?**

Tourism in Tallahassee-Leon County is on the upswing, with seven years of consecutive growth in revenue generated by the 5 percent Tourist Development Tax. Positive awareness of our destination is growing in travel media, return visits (92 percent of visitors say they will return) are becoming commonplace, and our good reputation increasingly appeals to the very visitors we wish to attract.

**What local assets do you plan to highlight in the rollout plan for this upcoming year?**

Our plan to build on success involves even more strategic engagement with our tourism partners, who are on the front line of visitor experiences, direct visitor spending and tourism-related jobs. We will focus our efforts and messages more strategically to our best prospects — giving past visitors even more reasons for coming back and always seeking new customers. In some respects, segmentation is critically important — speaking to visitors about things (topics, experiences) that interest them but understanding that those topics alone do not define the total visitor experience. For example, someone very interested in history and heritage might visit Tallahassee because of the many ways we promote those assets here. But that visitor's total destination experience will far exceed just history and heritage and more likely will include dining, entertainment and more. We must communicate with visitors through the entire travel process — the decision making, the actual visit and post visit. Digital marketing and certainly social media make that much easier now. We must continue to enrich content, expand our digital presence, and seek out innovative ways to inform our target audiences that the travel experiences they desire are here.

## **What are the highlights of the rollout plan?**

- Strengthen partner relations
- Tell our stories about outdoor recreation, dining, arts and culture, history and heritage, and entertainment to audiences that matter – our best prospects
- Fuel high-yield sports marketing efforts that have put Tallahassee-Leon County on the national map for Cross Country and other sporting events
- Promote the tremendous outdoor recreation assets here and the use of trails by incorporating
- New mapping technology and personalized features into Trailahassee.com
- Build on our growing reputation as a destination for entertainment, concerts and creativity
- Continue showcasing special events and festivals
- Increase online advertising programs with video components

## **Why the record tourism numbers?**

Thankfully there are many factors contributing to the growth of tourism. We are not defined by singular magnets such as the legislative session or college football season. We have nearly achieved parity throughout the year – every quarter is important and every quarter is successful. We are speaking to more people and promoting more aspects of the destination to many more audiences – those interested in outdoor recreation, those interested in history and heritage, arts and culture, dining, nightlife and entertainment, etc. Strategic messaging and focused sales to very specific audiences helped tremendously. We need to do even more of that.



Beyond being the state's capital, what should be a part of Tallahassee's tourism brand?

New developments helped too in areas such as Cascades Park, Gaines Street, College Town and the Centre of Tallahassee. Apalachee Regional Park is also a great example — taking a wonderful natural asset and focusing efforts on attracting state, regional and national cross country events there.

Leon County tourism stats last year:

Local tourism increased 40 percent last year. The area welcomed 2.4 million annual visitors from 47 states and 36 countries. Big boosts came from two special sessions and Florida State's football mania, along with a wrap-around campaign to drive up overall awareness of the state capital.

Leon County offering tourism grants:

The application window is Sept. 23 through Oct. 24. To qualify, events must take place between Oct. 1 through Sept. 30, 2017, and events must attract overnight visitors who will use hotel and motel rooms in the county.

Funding preferences will be given toward events planned during traditionally low hotel occupancy periods, the expected number of out-of-town visitors and scope and duration of the event.

According to Leon County reports, more than \$500,000 in grant funding is available through Leon County Tourism for signature, special and sporting events. Leon County also allocates \$1.25 million from the Tourism Development Tax to the Council on Culture and Arts for cultural tourism marketing, arts and culture events, and facilities.



# Visit Tallahassee Rolls Out New Tourism Marketing Campaign

The drive is ramping up to make the Tallahassee area more attractive to visitors than ever. On Sept. 22 the local tourism marketing arm rolled out its new visitor promotion strategy at Doak Campbell Stadium's new Champions Club.



Visit Tallahassee's new Director Kerri Post said Leon County's tourism numbers continue their 7-year upswing.

"\$863 million from tourism in Leon County last year and 14,000 jobs," Post said, ticking off a list of figures. "We have a lot of impact. Leon County annually allocates \$1.25 million for arts and cultural programming. We implement a \$500,000 grant program for sporting and special events, so we put a lot of money back into the community as well."

Post was confident the upward trend will continue, mainly because the Capital City is no longer the sleepy, old-South backwater it used to be.

"Add on top of the incredible nature and sports and history and culture and the arts and then you add music now with all the different venues that we have, we are kind of an emerging destination for music and culinary (experiences) and it's a very exciting time to be in the destination."

But Post also acknowledged many of the old ways of promoting the destination are about as dated as the city's old image. Mass media and slick new paper vacation guides don't get the traction they once did. So Post said the new marketing campaign depends greatly on the town's biggest fans - its own residents - to spread the word.

"People love it and you can hear the excitement in our voices and we want to help everyone that's here harness and channel the love for all the cool, hip things that are going on in the destination and share it with the world and let the world know how cool this place is."

And to focus the love, pushing the use of the community's signature "I Heart Tally" hash tag.

"Take it, tag it and share it," Post urged. "On the #ihearttally so when they're at sporting events or they're at a concert in the Capital City Amphitheatre that they'll be using the new social platform to share our love of this destination with the world."

An effort which Post noted dovetails nicely with the new Knight Creative Communities Institute campaign announced earlier this week to turn that same hash tag into a physical promotional object. Also at the campaign rollout, Visit Tallahassee honored Opening Nights' Executive Director Chris Heacox and the Proof Brewing Company for their unique contributions to making the Capital City an even more attractive destination.





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## Visit Tallahassee

For the Month of September 2016

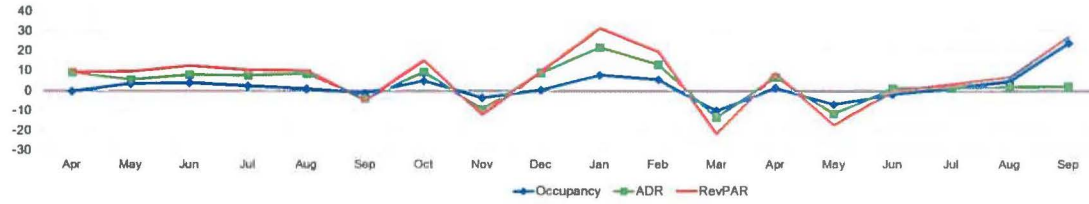
Date Created: Oct 17, 2016

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Trend Leon County, FL	2
Response Leon County, FL	3
Help	4

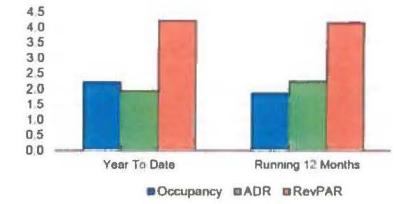


Visit Tallahassee  
For the Month of September 2016

Monthly Percent Change



Overall Percent Change



	2015												2016					
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Occupancy (%)</b>	63.5	64.2	66.9	63.9	63.7	53.3	64.0	56.6	50.2	58.8	72.0	65.4	64.5	50.9	65.9	64.9	66.6	60.1
Last Year	63.5	61.9	64.4	62.4	63.0	53.9	60.9	58.5	49.9	54.5	68.2	72.6	63.5	64.2	60.9	63.9	63.7	53.3
Percent Change	0.0	3.7	4.8	2.5	1.1	-1.1	5.1	-3.2	0.6	7.8	5.6	-9.9	1.6	-7.7	-1.6	1.4	4.6	24.0
<b>ADR</b>	88.54	92.88	78.40	74.55	82.49	86.96	118.31	110.32	78.37	83.47	92.29	102.66	96.64	88.01	84.73	80.24	80.81	93.39
Last Year	88.54	92.88	78.40	74.55	82.49	86.96	118.31	110.32	78.37	83.47	92.29	102.66	96.64	88.01	84.73	80.24	80.81	93.39
Percent Change	9.1	5.5	8.1	7.8	8.6	-3.7	9.5	-9.0	9.0	21.9	13.1	-13.2	6.9	-11.4	1.4	1.6	2.1	2.3
<b>RevPAR</b>	61.36	62.89	56.71	51.31	57.10	49.76	81.45	56.84	42.84	50.81	75.21	58.27	66.64	52.00	56.50	52.87	60.96	83.13
Last Year	50.23	57.48	50.47	46.52	51.96	52.21	70.81	64.50	39.00	45.52	46.93	74.50	61.50	62.88	56.71	51.31	57.10	49.76
Percent Change	0.1	9.4	12.4	10.3	9.9	-4.7	15.0	-12.0	9.6	31.4	10.5	-21.8	8.6	-17.3	-0.2	3.0	6.8	20.9
<b>Supply</b>	167,280	172,887	167,310	172,887	172,887	167,310	176,979	171,270	176,979	173,383	156,576	173,352	167,760	173,352	167,760	173,352	173,352	167,760
Last Year	171,180	172,856	167,260	172,856	172,856	167,260	172,856	167,260	172,856	172,856	156,128	172,856	167,260	172,856	167,310	172,856	172,856	167,310
Percent Change	-2.3	0.0	0.0	0.0	0.0	0.0	2.4	2.4	2.4	0.3	15.2	0.3	0.3	0.3	0.3	0.3	0.3	0.3
<b>Demand</b>	106,213	110,939	111,987	110,561	110,153	89,142	113,231	97,023	88,791	101,929	112,786	113,292	108,249	103,817	110,523	112,455	115,501	110,873
Last Year	106,707	106,983	107,886	107,854	106,889	90,084	105,235	97,939	86,231	94,265	106,466	125,418	106,213	110,939	111,987	110,561	110,153	89,142
Percent Change	-2.3	3.7	4.0	2.5	1.7	-1.0	7.8	-9.9	3.0	8.1	5.9	-9.7	1.9	-6.4	-1.3	1.7	4.9	24.4
<b>Revenue</b>	10,264,029	10,873,298	9,488,262	8,871,450	8,871,030	8,324,799	14,414,729	9,735,510	7,581,686	10,309,383	11,775,455	10,101,172	11,170,140	9,015,112	9,493,800	9,105,484	10,566,814	10,560,842
Last Year	9,624,973	9,936,511	8,443,029	8,040,951	8,061,931	8,734,301	12,230,447	10,804,378	6,757,833	7,868,727	9,825,508	12,878,211	10,264,029	10,873,298	9,488,262	8,871,450	9,871,030	8,324,799
Percent Change	6.6	9.4	12.4	10.3	9.9	-4.7	17.8	-9.9	12.2	31.8	19.8	-21.8	8.9	-17.1	0.1	3.3	7.0	27.2
<b>Census %</b>	60	60	60	60	60	60	61	61	61	60	60	60	60	60	60	60	60	60
Census Rooms	5578	5577	5577	5577	5577	5577	5709	5709	5709	5593	5592	5592	5592	5592	5592	5592	5592	5592
% Rooms Participants	92.4	92.4	92.4	92.4	92.4	92.4	87.6	89.9	90.8	90.6	90.6	90.6	90.6	90.6	90.6	90.6	90.6	90.6

Year To Date			Running 12 Months		
2014	2015	2016	2014	2015	2016
82.1	83.4	64.8	60.8	61.6	62.8
60.6	62.1	63.4	50.7	60.8	61.6
2.4	2.0	2.2	3.6	1.4	1.9
85.05	91.45	93.24	87.70	94.11	96.23
79.12	85.65	91.45	86.17	87.70	94.11
8.3	6.8	2.0	9.4	7.3	2.3
53.21	57.98	60.43	53.31	58.01	60.43
47.08	53.21	57.08	47.04	53.31	58.01
10.9	9.0	4.2	13.3	8.8	4.2
1,532,364	1,522,401	1,526,847	2,048,068	2,035,393	2,051,875
1,586,244	1,532,364	1,522,401	2,131,872	2,048,068	2,035,393
-3.5	-0.7	0.3	-3.9	-0.6	0.8
951,972	965,144	989,427	1,245,197	1,254,549	1,288,472
963,126	951,972	965,144	1,250,783	1,245,197	1,254,549
-1.2	1.4	2.5	-0.4	0.8	2.7
81,533,630	88,265,302	92,257,011	100,200,519	118,066,758	123,988,945
76,190,002	81,533,630	86,265,302	100,277,533	108,209,519	118,066,758
7.0	6.3	4.5	8.9	8.1	5.6

A blank row indicates insufficient data.

Source 2016 STR, Inc.

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## **PROPOSED TDC MEETING SCHEDULE 2017**

**Thursday, January 5, 2017**

**Thursday, March 2, 2017**

**Thursday, May 4, 2017**

**Thursday, July 6, 2017**

**Thursday, September 7, 2017**

**Thursday, November 2, 2017**



*Visit  
Tallahassee*  
A Division of Leon County

MEMORANDUM

DATE: 11/3/2016

TO: Leon County Tourist Development Council

FROM: Kerri L. Post, Director, Leon County Tourism Development

SUBJECT: FY2017 Signature Event Grant Requests

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The Leon County Division of Tourism Development has received five signature event applications requesting \$270,000 for your review. The signature event line item for FY2017 has \$300,000 available in budget.

Attached you will find all applications and the most recent economic impact study conducted by Downs & St. Germain. These five applications are projecting an estimated 40,571 visitors and generating 20,650 room nights. Thank you for your consideration.



**Leon County Signature Event Grant Program FY2016-17**

Event Information from the Signature Event Application											Downs & St. Germain Economic Impact Study Results					
Organization	Event Name	First Name	Last Name	Venue	Start Date	End Date	Days	Estimated Visitors	Estimated Room Nights	Previously Funded (FY2016)	Year of Study	Direct Visitor Spending	Out of County Visitors	Room Nights Generated	Requested	Recommen
1	Florida Jazz and Blues Festival, Inc.	Jon	Brown	Cascade Park	9/22/2017	9/24/2017	2	2,000	1,500	\$42,500	2016	\$124,100	930	342	\$50,000	
2	Tallahassee Museum	Amber	O'Connell	North Florida Fairgrounds	12/3/2016	12/4/2016	2	4,071	3,650	\$25,000	2014	\$2,371,600	4,578	2,610	\$50,000	
3	Springtime Tallahassee Festival, Inc.	Jennifer	Naff	Downtown Tallahassee	3/31/2017	4/1/2017	2	27,500	8,500	\$60,000	2015	\$5,883,800	27,200	8,500	\$60,000	
4	Red Hills Horse Trials Inc.	Jane	Barron	Elinor Klapp Phipps Park	3/9/2017	3/12/2017	4	1,000	4,000	\$50,000	2015	\$2,047,800	4,760	4,035	\$60,000	
5	Florida Litfest, Inc.	Mark	Mustian	Cascades Park	4/7/2017	4/9/2017	3	6,000	3,000	\$50,000	2015	\$264,900	700	250	\$50,000	
															\$270,000	

Form Status: **submitted**

Page 1 - Contact Information

<b>First Name</b>	Jon
<b>Last Name</b>	Brown
<b>Email</b>	jon@FLJazzAndBlues.com
<b>Contact Phone</b>	(850) 694-1405
<b>Grant Type</b>	Signature
<b>Agreed to Terms</b>	Yes

Page 2 - Organization Information

<b>Organization Name</b>	Florida Jazz and Blues Festival, Inc.
<b>Organization Contact</b>	Jon D. Brown
<b>Contact Title</b>	Community Servant
<b>Address</b>	2623 Centennial Blvd., Suite 204
<b>City</b>	Tallahassee
<b>State</b>	FL
<b>Zip</b>	32308
<b>Non-Profit</b>	Yes
<b>Tax ID</b>	812735756
<b>Insurance Provider</b>	BB&T - Landrum Yaeger
<b>Insurance Document</b>	<a href="#">(/media/)</a>

Page 3 - Event Information

<b>Event Name</b>	Florida Jazz and Blues Festival
-------------------	---------------------------------

<b>Event Director</b>	Jon D. Brown (tentative)
<b>Event Email</b>	info@FLJazzAndBlues.com
<b>Event Phone</b>	(850) 694-1405
<b>Event Start Date</b>	09/22/2017
<b>Event End Date</b>	09/24/2017
<b>First Hotel Date</b>	09/21/2017
<b>Last Hotel Date</b>	09/24/2017
<b>Number of Rooms Per Night</b>	500
<b>Event Website</b>	www.FLJazzAndBlues.com
<b>Event Organization Facebook</b>	www.facebook.com/FLJazzAndBlues
<b>Event Organization Twitter</b>	@FLJazzAndBlues
<b>Event Spectator Admission Cost</b>	Varies



**Schedule of Events**

The schedule of events for the 2017 festival is still being developed. Using the guide of our inaugural festival, we will tentatively schedule the following: Ignite!, a Thursday evening VIP reception (5:30 p.m. to 8:30 p.m.) at The Edison, where we invite our valued community partners to join us as we IGNITE festival weekend with a kickoff reception in appreciation of them; A Friday evening ticketed show at the Capital City Amphitheater at Cascades Park; A Saturday morning music and history educational open rehearsal and student clinic in partnership with Leon County Schools, Florida A&M University, and Florida State University; Saturday afternoon community show and a Saturday evening ticketed show at the Capital City Amphitheater at Cascades Park; Sunday late morning jazz brunch; Sunday afternoon community show and a Sunday evening ticketed show at the Capital City Amphitheater at Cascades Park; and, many elements sprinkled throughout the city and county, including official festival Previews + official festival Afters.

**Event Description**

20 acts over 3 days. The 2016 Florida Jazz and Blues Festival served as a successful inaugural event hosted at the Capital City Amphitheater in Cascades Park, September 23-25, 2016. By leveraging creative marketing, targeted outreach, global contacts, and local legendary historical context, a small, but powerful planning team, which includes two-time Grammy winner, jazz trumpeter, and current director of The Legendary Count Basie Orchestra Scotty Barnhart, began a journey, as Barnhart noted, to "make this one of the premiere festivals in the world." What started as a vision of Celebrating and Elevating a Culture of Live Music, resulted in a presentation of world-class talent. The Florida Jazz and Blues Festival is what the state of Florida and, specifically, the community of Tallahassee and Leon County have been waiting for since Cascades Park was rebirthed. Using Tallahassee and Leon County as a central point and capital to the great state of Florida, the festival team will continue to reach far and wide inviting individuals and families to come visit our community, stay with us a couple of days, and witness some experiences through jazz and blues what some might never witness again. As Barnhart, who serves as artistic director for the festival, reminds us in his words, actions, and travels, the success of this festival has little to do with geography and everything to do with the talent that collides during this special time that we have plan. The 2017 Florida Jazz and Blues Festival will again implement a strategic communications and integrated marketing plan that leverages paid media and unpaid media, including traditional media of print, radio, newspaper, magazine, television; physical and digital outdoor; word-of-mouth; social networking including Facebook, Twitter, Instagram, and e-blasts; the distribution of brochures, flyers, posters, and other promotional materials; student street teams; dj contests and promotional give-a-ways; and in-kind partnerships to

spread the word not only throughout the southeast of the United States, but worldwide. Because of our artistic director's reach, who has traveled countless times across the globe and played at every major jazz festival and concert hall in the world, we are also leveraging his contacts and existing global and state-side promotional engines to spread the word about our growing festival. Additionally, collaborative partnerships with Leon County Government, the City of Tallahassee, the Community Redevelopment Agency, the Council on Cultural & Arts, the Tallahassee Democrat / Gannett, Capital Outlook / Live Communications, Rowland Publishing, Cumulus Broadcasting, Lamar Advertising, InSite MediaCom, Tri-Eagle Sales, DoubleTree by Hilton, Four Points by Sheraton, Aloft Tallahassee Downtown, Ajax Building Corporation, 3XB, The Edison, the Bradfordville Blues Club, B Sharps, The Junction at Monroe, FMB, Centennial Bank, and potential partnerships with Leon County Schools, Florida A&M University, Florida State University, Tallahassee Community College, the local chapter of the Florida Public Relations Association, the local chapter of the American Advertising Federation, and the local Chambers will allow our marketing and outreach message to saturate the community and region. We will continue cultivating our collaborative relationship with marketing and communications firm BowStern, who is very familiar with what is needed to hit our marks locally, regionally, and nationally. Additionally, as noted in our inaugural efforts, our team plans to continue leveraging the experience and expertise of the Leon County Tourism staff and Visit Tallahassee's agency of record, the Zimmerman Agency, to help us successfully promote and execute a well-planned and strategic marketing approach for this innovative and historic signature event for Leon County and Tallahassee, Florida.



## Page 4 - Facility Information

<b>Venue Facility Secured?</b>	No
<b>Within Leon County?</b>	Yes
<b>Venue Name</b>	Capital City Amphitheater at Cascades Park
<b>Venue Address</b>	1001 S. Gadsden Street
<b>Venue City</b>	Tallahassee
<b>Venue State</b>	FL
<b>Venue Zip Code</b>	32301
<b>Venue Contact</b>	Jessica Brown
<b>Venue Contact Email</b>	JessicaE.Brown@talgov.com
<b>Venue Phone</b>	(850) 891-3816

## Page 5 - Hotel Information

<b>Hotel Secured?</b>	No
<b>Can Hotels Contact?</b>	Yes
<b>Hotel Name #1</b>	DoubleTree by Hilton Tallahassee
<b>Hotel Contact Name #1</b>	Pam Bauer
<b>Hotel Contact Phone #1</b>	(850) 224-5000
<b>Hotel Name #2</b>	Four Points by Sheraton Tallahassee Downtown
<b>Hotel Contact Name #2</b>	Cheryl Horne
<b>Hotel Contact Phone #2</b>	(850) 422-0071
<b>Hotel Name #3</b>	Aloft Tallahassee Downtown
<b>Hotel Contact Name #3</b>	Brien Schmauch
<b>Hotel Contact Phone #3</b>	(850) 513-0313

## Page 6 - Event Details

<b>Estimated Total Participants</b>	150
<b>Estimated Total Number of Teams (Sports Only)</b>	
<b>Estimated Total Overnight Visitors</b>	2000
<b>Estimated Total Room Nights</b>	1500

## Page 7 - Event Details

<b>Amount Requested</b>	\$50,000
<b>Budget Documentation</b>	<a href="#">uploads/FLJazzAndBlues TentativeBudget 2017.xlsx - TDC 10.24.16.pdf (/media/uploads/FLJazzAndBlues TentativeBudget 2017.xlsx - TDC 10.24.16.pdf)</a>
<b>Grant Purpose</b>	Funding focus on Talent, Event Production, Accommodations, and Hospitality.
<b>Receiving Funding</b>	Yes
<b>Funding Provider(s)</b>	Tentatively: Leon County, the City of Tallahassee, and the State of Florida

**Marketing Plan**

The 2017 Florida Jazz and Blues Festival will again implement a strategic communications and integrated marketing plan that leverages paid media and unpaid media, including traditional media of print, radio, newspaper, magazine, television; physical and digital outdoor; word-of-mouth; social networking including Facebook, Twitter, Instagram, and e-blasts; the distribution of brochures, flyers, posters, and other promotional materials; student street teams; dj contests and promotional give-a-ways; and in-kind partnerships to spread the word not only throughout the southeast of the United States, but worldwide. Because of our artistic director's reach, who has traveled countless times across the globe and played at every major jazz festival and concert hall in the world, we are also leveraging his contacts and existing global and state-side promotional engines to spread the word about our growing festival. Additionally, collaborative partnerships with Leon County Government, the City of Tallahassee, the Community Redevelopment Agency, the Council on Cultural & Arts, the Tallahassee Democrat / Gannett, Capital Outlook / Live Communications, Rowland Publishing, Cumulus Broadcasting, Lamar Advertising, InSite MediaCom, Tri-Eagle Sales, DoubleTree by Hilton, Four Points by Sheraton, Aloft Tallahassee Downtown, Ajax Building Corporation, 3XB, The Edison, the Bradfordville Blues Club, B Sharps, The Junction at Monroe, FMB, Centennial Bank, and potential partnerships with Leon County Schools, Florida A&M University, Florida State University, Tallahassee Community College, the local chapter of the Florida Public Relations Association, the local chapter of the American Advertising Federation, and the local Chambers will allow our marketing and outreach message to saturate the community and region. We will continue cultivating our collaborative relationship with marketing and communications firm BowStern, who is very familiar with what is needed to hit our marks locally, regionally, and nationally. Additionally, as noted in our inaugural efforts, our team plans to continue leveraging the experience and expertise of the Leon County Tourism staff and Visit Tallahassee's agency of record, the Zimmerman Agency, to help us successfully promote and execute a well-planned and strategic marketing approach for this innovative and historic signature event for Leon County and Tallahassee, Florida. Website: [www.FLJazzAndBlues.com](http://www.FLJazzAndBlues.com) Facebook Presence / Page: [www.facebook.com/FLJazzAndBlues](http://www.facebook.com/FLJazzAndBlues) Twitter Handle: @FLJazzAndBlues Instagram Handle: @FLJazzAndBlues Pinterest Presence / Page: [www.pinterest.com/FLJazzAndBlues](http://www.pinterest.com/FLJazzAndBlues) Some examples of our marketing approach from the 2016 festival is attached; we will continue in this direction, enhancing our efforts along the way from what we learned in our inaugural year.

**Marketing Plan**

[uploads/TDC\\_Marketing2017\\_102416.pdf](#)  
[\(/media/uploads/TDC\\_Marketing2017\\_102416.pdf\)](#)



**Marketing  
Expenses  
Outside of  
Leon County**      15,000

**Certified True**      True



Budget:	Florida Jazz and Blues Festival 2017; September 22-24, 2017
Status:	Tentative Budget
Date:	24-Oct-16

**Revenues**

TDC Signature Event Funding	50,000
STAGE Committee / Marquee Concerts Funding	40,000
CRA Funding	37,500
COT In-Kind	23,475
Private Contributions / Patrons	12,500
Sponsorship / Corporate	37,500
Anticipated Ticket Revenue (Conservative)	40,000
@ \$85 weekend pass avg.	
@ \$40 ticket avg.	
Anticipated Concessions Revenue	3,500
Food Vendors	
Beer + Wine	
Anticipated Vendor Revenue	1,000
Merchants	
Anticipated Merchandise Revenue	1,000
@ \$15 t-shirt	
@ \$5 poster	
<b>Revenues Total</b>	<b>\$244,475</b>

**Expenses**

Talent / Artists and Groups	85,000
Travel, Accomodations & Hospitality	28,500
Air Travel	1000.00
Accomodations	15,000
Hospitality	10,000
Ground Transportation	2,500
Contract Labor and Consultants	11,500
Production Support	30,000
Marketing / Publicity - Media	20,000
Marketing / Publicity - Services	10,000
Print Production	7,500
Tables, Tents, and Chairs	5,000
Portalets	1,500
Cascades Rental	15,250
Waste Mangement	1,600
Permits	1,000
Law Enforcement	6,625
Park Security - Overnight	600
SCP Support Services	5,500



General Liability		1,550
Weather Insurance		5,000
Concessions - Pepsi		0
Ice		1,500
Golf Cart		
2-Way Radios		500
On-Site Services - Photography		2,000
On-Site Services - Videography		1,000
Office Expenses / Misc.		500
Contingency (1% of expenses)		2,416
<b>Expenses Total</b>		<b>\$244,041</b>
<b>Profit Total</b>		<b>\$434</b>

# Media & Promotional Partners


- WCTV Calendar, online and TV Spots
- Cumulus Broadcasting, all stations
- Facebook, Twitter, Instagram
  - Destin/FWB, Panama City, Pensacola, Jacksonville, South Georgia
- Tallahassee Democrat, Lighthouse & Digital
- Capital Outlook & WTAL Radio
- Emerald Coast Magazine\* – Tallahassee Magazine – 850 – Blogs, Newsletters, Social Posts, Ads
- Jazz & Blues Florida\* publication/newsletter/website
- FAMU Communications Partnership
- E-Blast to Ticket Purchasers via SCP
- COCA Newsletter/Website/Articles
- VISIT FLORIDA\* online calendar, Social Media
- Lamar Advertising Outdoor @ Cap Circle/WCTV
- InSite MediaCom Digital Outdoor
- Ziffer Stansberry Digital Placement
  - Magnolia & Park
  - Cap Circle & Centerville
- FMB Digital Signage - TLH, Thomasville, Jefferson
- Aligned with CCYS, Big Brothers Big Sisters, Junior League, Big Bend 211
- Yelp.com Promotion
  - 33,000 Eblast
  - Ticket Giveaways
  - Social Media



# Community Partners

- Leon County/Visit Tallahassee
- Community Redevelopment Agency
- City of Tallahassee
- MillCreek Financial Consultants
- The Pod Advertising / CoLab
- Rowland Publishing
- Tallahassee Democrat
- Capital Outlook
- Cumulus Radio
- WCTV
- DoubleTree by Hilton Tallahassee
- Four Points by Sheraton Tallahassee
- Aloft Tallahassee
- The Edison Restaurant
- Ajax Building Corporation
- Tri-Eagle Sales
- Mainline/Summit Group
- FMB
- Target Print & Mail
- Voxy Media Group
- Giavona Design
- BowStern Marketing Communications
- 3XB
- InSite MediaCom
- Network Tallahassee
- Haggai Construction & Development
- The Zachary Group
- Florida Restaurant & Lodging Association






**FLORIDA**  
**JAZZ & BLUES**  
FESTIVAL

**SEPT 23-25, 2016**  
**TALLAHASSEE, FL**  
fljazzandblues.com

**FLORIDA**  
**JAZZ & BLUES**  
FESTIVAL

SEPT 23-25, 2016 | CASCADES PARK

**GET TICKETS**




**FLORIDA**  
**JAZZ & BLUES**  
FESTIVAL

**SEPT 23-25, 2016**  
20 ACTS • 3 DAYS  
CASCADES PARK

**GET TICKETS**

DIGITAL/SOCIAL/PRINT

**TICKETS ON SALE!**



**FLORIDA**  
**JAZZ & BLUES**  
FESTIVAL

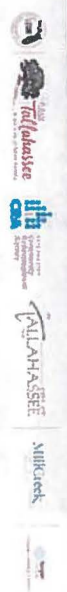
**SEPT 23-25, 2016**  
CASCADES PARK  
TALLAHASSEE  
LEON COUNTY, FL

**A CULTURE OF LIVE MUSIC**

The County Board of Leon County, Florida, in partnership with the Florida Department of Cultural Heritage, is proud to present the Florida Jazz & Blues Festival. This event is a celebration of the rich musical heritage of Florida and the South. The festival will feature a variety of live music performances, including jazz, blues, and soul. The festival is a must-see event for anyone who loves live music.


fljazzandblues.com

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# Posters

**TICKETS ON SALE!**




**FLORIDA**  
**JAZZ & BLUES**  
**FESTIVAL**

**SEPT 23-25, 2016**  
**CASCADES PARK**  
**TALLAHASSEE**  
**FLORIDA**

**A CULTURE OF LIVE MUSIC**  
The Count Basie Orchestra | Marc Arnold | Rebirth Brass Band  
Suzanne Cyprien | Freddy Cole Quartet | Selwyn Birchwood  
The Florida Jazz Orchestra | The Florida State University Jazz Ensemble  
The Florida State University Jazz Ensemble | The Florida State University Jazz Ensemble  
The Florida State University Jazz Ensemble | The Florida State University Jazz Ensemble


[FLJazzAndBlues.com](http://FLJazzAndBlues.com)

f i t





# Flyers




**FLORIDA**  
**JAZZ & BLUES**  
FESTIVAL

A CULTURE OF LIVE MUSIC  
**SEPT 23-25, 2016**

**CASCADES PARK**  
TALLAHASSEE  
LEON COUNTY, FL

[FLJazzAndBlues.com](http://FLJazzAndBlues.com)

f @ 



# Flyers

**GET YOUR TICKETS TODAY!**



featuring  
**The Count Basie Orchestra**  
 Directed By Scotty Barnhart



**Shemekia Copeland**  
 2016 Best Contemporary Blues Female, Blues Music Awards



**Freddy Cole Quartet**  
 Three-time GRAMMY Performer



featuring  
**Rebirth Brass Band**  
 GRAMMY Winning Artists



**Mac Arnold & Plate Full O' Blues**  
 Blues Legend

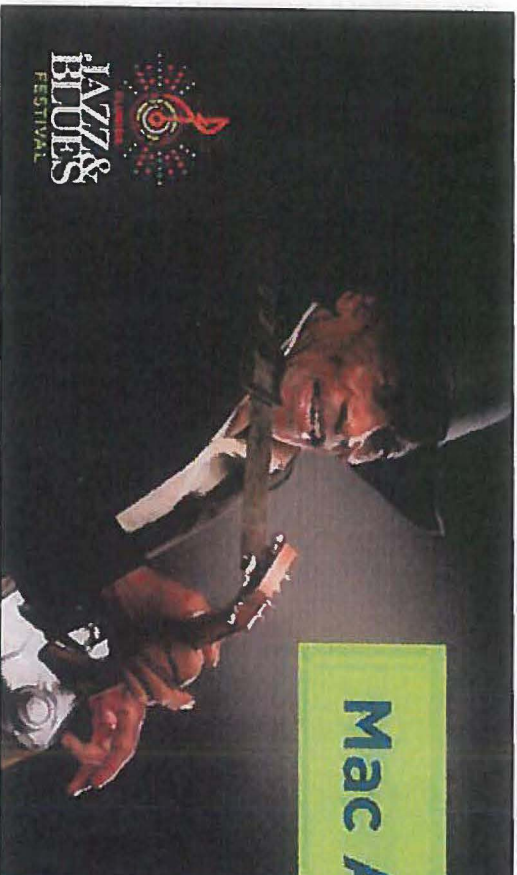


**Mr. Sipp**  
 "The Mississippi Blues Child"  
 2016 Best New Artist, Album, Blues Music Awards

For a full list of artists and to purchase tickets visit: [FLJazzAndBlues.com](http://FLJazzAndBlues.com)



**Outdoor**



**Mac Arnold & Plate Full O' Blues**

**SEPT 24, 2016 • CASCADES PARK**

**Purchase Tickets:**

**[FLJazzAndBlues.com](http://FLJazzAndBlues.com)**





# Rebirth Brass Band

SEPT 25, 2016 • CASCADES PARK

Purchase Tickets:  
[FLJazzAndBlues.com](http://FLJazzAndBlues.com)



# Mr. Sipp "The Mississippi Blues Child"

SEPT 23, 2016 • CASCADES PARK

Purchase Tickets:  
[FLJazzAndBlues.com](http://FLJazzAndBlues.com)

Outdoor

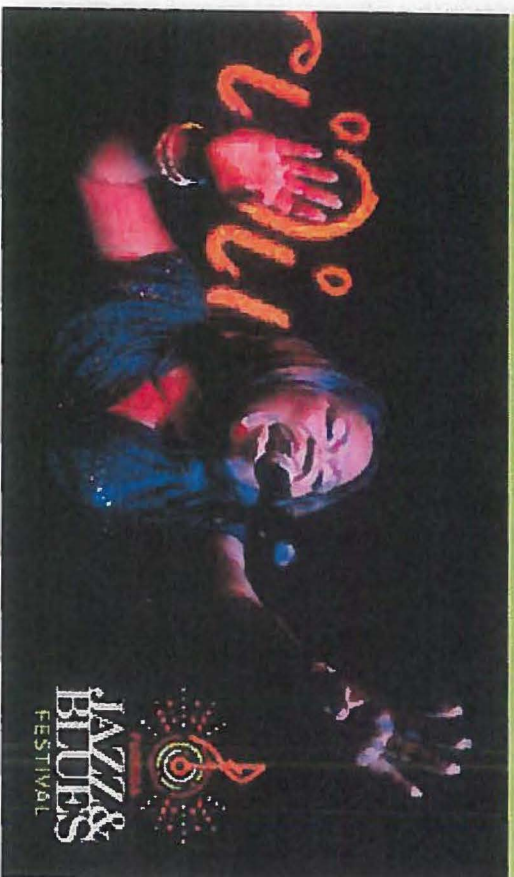


## Outdoor

### Shemekia Copeland

SEPT 24, 2016 • CASCADES PARK

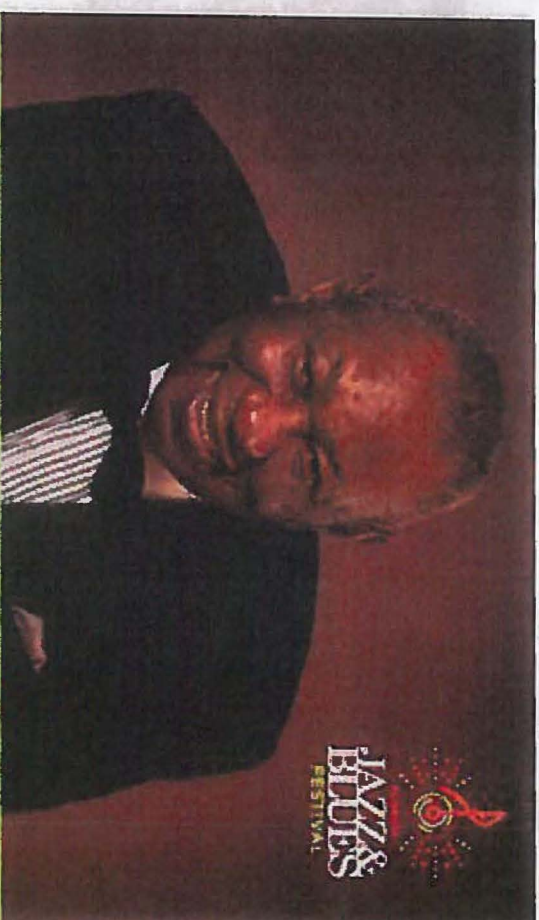
[FLJazzAndBlues.com](http://FLJazzAndBlues.com)




### Freddy Cole Quartet

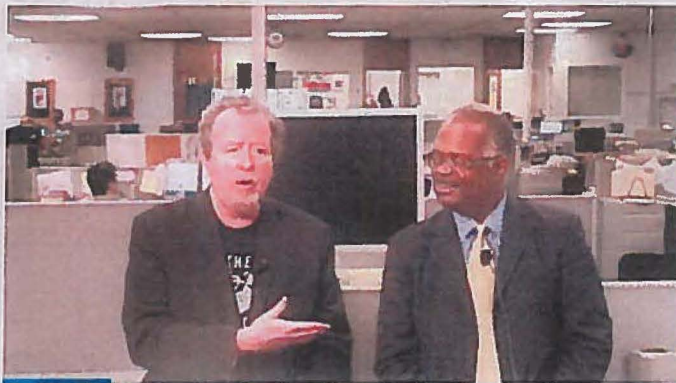
SEPT 24, 2016 • CASCADES PARK

[FLJazzAndBlues.com](http://FLJazzAndBlues.com)



# Make it Count: Talking Basie with Barnhart

 **Mark Hinson**, Democrat senior writer 2:06 p.m. EDT September 22, 2014



Scotty Barnhart talks Florida Jazz & Blues Festival

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Florida State jazz professor and trumpet player



We have Rubio, Murphy interviews live

Oct. 17, 2014, 8:52 p.m.

insight

little as \$10/month





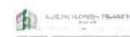




# THANK YOU

to Our Community Partners for Making the 2016 Florida Jazz & Blues Festival a Success!

# Print Ads: Capital Outlook





#VJ9:5F



unity-music.net  
f JOIN US

# Investing in our Community

## \$11,000 in Student Scholarships

- FAMU \$4,000
- FSU \$3,000
- Leon County Schools \$3,000
- Gadsden County Schools \$1,000





## MUSIC LIFE

FROM STEEL PANS TO ORCHESTRA, LEON 12TH GRADER FINDS MUSIC IS THE FORCE THAT KEEPS ME INVOLVED

AMANDA KAMRATH THOMPSON

It may seem like Leon High School 12th grader Hannah Prosser is just the any other teenager. She is bubbly, enjoys spending time with friends, and is contemplating her future. According to Tabitha Peck, Hannah differs from the typical teenager in one significant way

specifically: "She likes to be, vast talent in so many different disciplines. She plays bass in the steel pan small ensemble, she's in the orchestra, she's in two choirs, an after-school ensemble, she's been able to secure job offers from various business and private music lessons," said Peck.

The Blues, Page 10

## Music

Continued from Page 10

Hannah's innate talent and interest in music can be linked to her upbringing. Both of her parents are musicians and music plays a major part in daily life for her and her two younger brothers. "For a little while, I was thinking, am I choosing music for me or am I choosing music because my family is involved? I feel like part of deciding what you want to do, going into college, going into a career, is figuring out what you enjoy, what you're good at and what makes sense. It's just what I was supposed to do. I can't not have this in my life."

With her sights set on higher education, Hannah is currently preparing her application for the FSU College of Music, which requires an audition. Though she'll likely seek a music education undergraduate degree, her ultimate goal is a master's in music therapy. "That's something that has always interested me. There are studies that show babies nurse better when they're listening to music. Babies don't even have a concept of what music is but, for some reason, it affects them in a physical way. Why, why does that happen? I want to know. There are answers that I've got to find."

Hannah is already exploring the field and completed a summer internship with Tallahassee Memorial Hospital, where she performed for patients. It is because of her initiative and tenacity that Peck considered Hannah an ideal candidate for a special recognition, the Florida Jazz and Blues Festival scholarship.

Last month, the inaugural Florida Jazz and Blues Festival brought internationally renowned performers to town for a weekend-long celebration of music. Every world-class artist started somewhere and supporting the next generation of musicians is an important part of the festival's mission. To honor America's jazz legacy and encourage the sustainability of the art form, scholarships were awarded to local emerging musicians.

Through the support of The Unity Music Foundation, on behalf of The Florida Jazz and Blues Festival, both Hannah and PSUS high school 12th-grader Cameron Hill, received \$1,000 to help with tuition costs. Hannah said, "I was surprised. I was being supported for doing what I love. It kind of set me on fire. I'm like what else can I do and what's been looking into some other scholarships."

Peck is proud of all her nearly 400 choral students but she is especially impressed by Hannah's "determination, her relentless nature. If she finds herself with an obsta-



Hannah Prosser sings with her choral teacher Tabitha Peck

AMANDA THOMPSON

COCA

© 2018 COCA

to be intentional."

Though Hannah credits the study of music for elevating her level of concentration, she also recognizes Peck's role in how far she has come. "I would not be the musician or the person that I am if she hadn't been so involved in my life. She's not just a teacher. I don't just come and clock in for an hour a day. She's invested in me, and her other students, as musicians and as people. She just cares a lot."

Amanda Kamrath Thompson is the Education and Exhibitions Director for the Council on Culture & Arts (COCA), the capital area's nonprofit agency for arts and culture ([www.tallahasseearts.org](http://www.tallahasseearts.org)).

cle, she is going to overcome that obstacle, whatever it is." Hannah can easily pinpoint the source of her determination. "I feel like music is the force that really keeps me involved and keeps me focused. I have to be a more regimented person, overall. Every day, I practice what I need to work on. I think that translates to the rest of my life. I have to study, I have to keep up with things. I have





# Visit Tallahassee

## Economic Impact Estimate for Florida Jazz & Blues Festival

September 23-25, 2016

Joseph St. Germain, Ph.D.

Phillip Downs, Ph.D.

Rachael Anglin

Downs & St. Germain Research



# Out-of-County Visitors

## 930

Including overnight visitors and day trippers, there were 930 individuals from outside Leon County who attended the Florida Jazz & Blues Festival.<sup>1</sup>

Leon County residents	69%
Stayed in paid accommodations	14%
Stayed with friends & relatives	11%
Day trippers	6%

<sup>1</sup>An attendance figure of 3,000 was provided by the Florida Jazz & Blues Festival and used by Downs & St. Germain Research. The attendance figure directly impacts economic data contained in this report.



# Direct Spending

# \$124,100<sup>1</sup>

People who **live outside** of Leon County spent \$124,100<sup>1</sup> during the Florida Jazz & Blues Festival.

---

<sup>1</sup>For accommodations, restaurants, groceries, transportation, attractions, entertainment, shopping, and “other” expenses.





# Total Economic Impact

# \$196,100

When including indirect and induced effects<sup>1</sup> of direct spending, the total economic impact of people attending the Florida Jazz & Blues Festival who **live outside** of Leon County was \$196,100.<sup>2</sup>

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<sup>1</sup>Indirect effects are increased business spending resulting from tourism dollars. Induced effects are increased household spending resulting from tourism dollars.

<sup>2</sup>For accommodations, restaurants, groceries, transportation, attractions, entertainment, shopping, and “other” expenses.



# Paid Room Nights Generated

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## 342 room nights

People who **live outside** of Leon County spent 342 nights in our hotels, motels, etc., while attending the Florida Jazz & Blues Festival.



# Florida Jazz & Blues Festival

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- **2.7** people per travel party
- **1.8** nights stayed in Tallahassee
- **43** years old – median age
- **\$78,100** – median household income





# Direct Spending: Local + Out-of-County

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## \$162,900

Direct spending by **local and out-of-county attendees**, including tickets, accommodations, restaurants, groceries, shopping, entertainment, transportation, other expenditures.



# Methodology

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- The economic impact was based on data from the following sources:
  - Interviews conducted by Downs & St. Germain Research of 212 attendees of the Florida Jazz & Blues Festival
  - Visit Tallahassee Visitor Tracking Study
  - Tourism database at Downs & St. Germain Research



# Florida Jazz & Blues Festival Economic Impact Study

---

Kerri Post – Director, Visit Tallahassee  
850-606-2310, [PostK@leoncountyfl.gov](mailto:PostK@leoncountyfl.gov)

Joseph St. Germain, Ph.D., President, [joseph@dsg-research.com](mailto:joseph@dsg-research.com)

Phillip Downs, Ph.D., Senior Partner, [pd@dsg-research.com](mailto:pd@dsg-research.com)

Rachael Anglin, Project Director, [rachael@dsg-research.com](mailto:rachael@dsg-research.com)

Downs & St. Germain Research

1-800-564-3182: [www.dsg-research.com](http://www.dsg-research.com)





Form Status: **submitted**

Page 1 - Contact Information

<b>First Name</b>	Amber
<b>Last Name</b>	O'Connell
<b>Email</b>	aoconnell@tallahasseeemuseum.org
<b>Contact Phone</b>	(850) 575-8684
<b>Grant Type</b>	Signature
<b>Agreed to Terms</b>	Yes

Page 2 - Organization Information

<b>Organization Name</b>	Tallahassee Museum
<b>Organization Contact</b>	Amber O'Connell
<b>Contact Title</b>	Director of Marketing
<b>Address</b>	3945 Museum Drive
<b>City</b>	Tallahassee
<b>State</b>	FL
<b>Zip</b>	32310
<b>Non-Profit</b>	Yes
<b>Tax ID</b>	590838924
<b>Insurance Provider</b>	Capital Health Plan
<b>Insurance Document</b>	<u>(/media/)</u>

Page 3 - Event Information

<b>Event Name</b>	Market Days 2016
-------------------	------------------

<b>Event Director</b>	Russell Daws
<b>Event Email</b>	rdaws@tallahasseeemuseum.org
<b>Event Phone</b>	(850) 575-8684
<b>Event Start Date</b>	12/03/2016
<b>Event End Date</b>	12/04/2016
<b>First Hotel Date</b>	12/01/2016
<b>Last Hotel Date</b>	12/04/2016
<b>Number of Rooms Per Night</b>	3650
<b>Event Website</b>	www.marketdays.org
<b>Event Organization Facebook</b>	<a href="https://www.facebook.com/events/1860689767486347/">https://www.facebook.com/events/1860689767486347/</a>
<b>Event Organization Twitter</b>	/tallymus
<b>Event Spectator Admission Cost</b>	\$4 to \$25

**Schedule of Events**

The 51st Annual Market Days event will be held on the first weekend of December--Saturday (10am - 5pm) and Sunday (10am - 4pm), December 3 and 4 - at the North Florida Fairgrounds, 441 Paul Russell Road in Tallahassee. The Market Days Early Bird Shopping Event will be held Saturday, December 3 from 8am to 10am. Limited to just 1,000 tickets, Market Days Early Bird shoppers peruse stress-free and get first choice on top gifts, and 2 hours head start on holiday shopping before the rush of the crowds arrive. Plus you get premium parking and to participate in this treasured holiday shopping tradition

**Event Description**

Market Days is recognized as one of the largest and finest arts and crafts shows in the Southeastern U.S. In 2010, Market Days was named a "Top 20 Event In the Southeast" by the Southeastern Tourism Society. Applications for admittance to the juried show are sought by artists and crafts persons from all over the country. The primary audience of the show is drawn from a large regional market covering the Panhandle and North and Central Florida, Southern Alabama and Southern Georgia. However, Market Days participants also regularly originate from a diversity of locations including Atlanta, South and Central Florida, the Midwest, and other locations from throughout the United States. Based upon last year's visitor tracking survey commissioned by the Leon County Tourist Development Council and conducted by Kerr & Downs, approximately 39% of visitors originated from outside the Tallahassee/Leon County area. More than 275 artists and craftspeople are selected to display and sell their original work over the two-day period. A wide variety of unique art works and hand-made crafts are represented, including jewelry, ceramics, furniture, pen and ink drawings, art clothing, woodwork, stained glass, watercolors, acrylics, metal work, basketry, oils and a mixture of the humorous and unusual. Six large North Florida Fairgrounds buildings, as well as outdoor plazas and medians, are filled with artists of all descriptions. In addition to the fine selection of arts and crafts, Market Days offers a wide selection of food and refreshments. While annual attendance at this event consistently averages between 14,000 - 15,000 people, last year's attendance was a record at 15,660. Of this audience, more than 1,000 eager customers paid a \$25 fee for "Early Bird" admittance to the event on Saturday from 8:00 - 10:00 a.m. prior to the admittance of the general public at 10:00 a.m. We expect attendance to grow this year as we increase our marketing efforts for the 51st year annual Market Days event.

## Page 4 - Facility Information

<b>Venue Facility Secured?</b>	Yes
<b>Within Leon County?</b>	Yes
<b>Venue Name</b>	North Florida Fair Grounds



<b>Venue Address</b>	441 Paul Russell Road
<b>Venue City</b>	Tallahassee
<b>Venue State</b>	FL
<b>Venue Zip Code</b>	32310
<b>Venue Contact</b>	
<b>Venue Contact Email</b>	
<b>Venue Phone</b>	(850) 878-3247

## Page 5 - Hotel Information

<b>Hotel Secured?</b>	No
<b>Can Hotels Contact?</b>	No
<b>Hotel Name #1</b>	
<b>Hotel Contact Name #1</b>	
<b>Hotel Contact Phone #1</b>	
<b>Hotel Name #2</b>	
<b>Hotel Contact Name #2</b>	
<b>Hotel Contact Phone #2</b>	
<b>Hotel Name #3</b>	
<b>Hotel Contact Name #3</b>	
<b>Hotel Contact Phone #3</b>	

## Page 6 - Event Details

<b>Estimated Total Participants</b>	15660
<b>Estimated Total Number of Teams (Sports Only)</b>	
<b>Estimated Total Overnight Visitors</b>	4071

**Estimated Total Room Nights**

3650

## Page 7 - Event Details

**Amount Requested**

50,000

**Budget Documentation**

[uploads/Market\\_Days\\_2016\\_Budget.docx](#)  
[\(/media/uploads/Market\\_Days\\_2016\\_Budget.docx\)](#)

**Grant Purpose**

Describe how the funds will be used: The requested TDC grant funds will be used for out-of-market paid advertising to drive room night sales and tourist expenditures in Leon County. The following chart provides an overview of how a \$50,000 TDC grant award may be allocated: Out of Area Print Advertising \$8,000 Sample list of publications: Albany Herald (Ga.) Camilla Enterprise (Ga.) Gadsden County Times (Fla.) Madison County (Fla.) Carrier Monticello (Fla.) News Moultrie (Ga.) Observer Panama City (Fla.) News Herald Pelham Journal (Ga.) Southwest Georgia Living (Ga.) Sunday North – Americus and Cordele (Ga.) Thomasville (Ga.) magazine Thomasville (Ga.) Times Enterprise Valdosta (Ga.) Daily Times Wakulla (Fla.) News Wiregrass Living magazine (Ga.) Out of Area Radio and Television \$5,000 Dothan, AL Valdosta, GA Panama City, FL Tampa, FL Orlando, FL Out of Area Billboards \$10,000 Possible locations of boards: Crawfordville, FL Panama City, FL Pensacola, FL Jacksonville, FL Gainesville, FL Monticello, FL Quincy, FL Mobile, AL Valdosta, GA Thomasville, GA Out of Area Social Media, Email, and Online Advertising \$6,000 Crawfordville, FL Panama City, FL Pensacola, FL Tampa, FL Orlando, FL Jacksonville, FL Gainesville, FL Monticello, FL Quincy, FL Dothan, AL Mobile, AL Macon, GA Albany, GA Camilla, GA Americus, GA Valdosta, GA Thomasville, GA Moultrie, GA Cordele, GA Out of Area Direct Mail Advertising \$6,000 Crawfordville, FL Panama City, FL Pensacola, FL Tampa, FL Orlando, FL Jacksonville, FL Gainesville, FL Monticello, FL Quincy, FL Dothan, AL Macon, GA Albany, GA Americus, GA Valdosta, GA Thomasville, GA Out of Area Pandora Internet Radio Advertising \$5000 Fairgrounds Facility Rental \$10,000 Total \$50,000 \*\*Depending upon the Museum's success in negotiating media buys and in-kind donations, final placements may vary from what is presented above.

**Receiving Funding**

Yes

**Funding Provider(s)**

Florida Lottery and Visit Florida

<b>Marketing Plan</b>	See attached.
<b>Marketing Plan</b>	<a href="#"><u>uploads/Marketing Plan Market Days 2016.docx</u></a> <a href="#"><u>(/media/uploads/Marketing Plan Market Days 2016.docx)</u></a>
<b>Marketing Expenses Outside of Leon County</b>	30,000
<b>Certified True</b>	True



## Market Days 2016 Budget

<b>Income:</b>	<b>Amount</b>
Gate Admission	\$124,000
Booth Fees	\$115,000
Misc. Museum Sales	\$15,000
Sponsorship	\$10,000
Proposed TDC Special Event Grant	\$50,000
<b>Total Income</b>	<b>\$310,000</b>
<b>Expenses:</b>	
Fairgrounds Rent/Services	\$23,000
Grounds/Tents	\$2,000
Hospitality/Misc.	\$2,000
Security/Traffic Control	\$10,000
Ticket/Sign Printing	\$1,200
Publicity	\$77,000
Cost of Misc. Sales	\$2,100
Salaries	\$7,500
<b>Total Expenses</b>	<b>\$124,800</b>
<b>Net Profit/(Loss)</b>	<b>\$185,200</b>



**Market Days: The Region's Most Treasured Holiday Shopping Tradition**  
Dec. 3-4, 2016. Juried Arts & Crafts Show, for the Tallahassee Museum

**Marketing Plan**

Target Markets	<ol style="list-style-type: none"><li>1) Holiday and home-décor shoppers of lower-middle and upper incomes in and near Tallahassee</li><li>2) Driving shoppers from neighboring regions that include cities such as Dothan, Ala., Pensacola, Fla., Macon, Ga., Valdosta, Ga., Tampa, FL, Orlando, Fla., Jacksonville, Fla., Gainesville, Fla. Crawfordville, Fla., and Panama City, Fla.</li><li>3) Shoppers from other areas of Florida and the Southeast visiting the Tallahassee area during the holidays</li></ol>
Positioning Statement	For over 50 years, Market Days has been Tallahassee's most treasured holiday shopping tradition, offering high-value, handmade pieces for all budgets, from fine arts to charming stocking stuffers. This is the only juried holiday show of this size in the area.
Offering to Customers	Approximately 300 juried artists and crafts makers, including many new vendors not seen at previous shows. Proceeds benefit the area's well-loved Tallahassee Museum.
Price Strategy	Choice of low general admission (\$6 adults) or Early Bird premium pass (\$25) for two hours of pre-show shopping and other benefits.
Sales Strategy	Entice return shoppers with new vendors and old favorites. Earn new shoppers with focus on quality, holiday gift values, diversity of artists, fun shopping experience, fun group outing, one-stop gift shopping, and added value of benefitting a well-loved museum. Encourage tour groups.
Promotion Strategy	Coordinate print, direct mail, social media, internet, email, broadcast, online and outdoor advertising in Tallahassee area, and other regional/state target markets listed above.  Partner with TDC, Visit Tallahassee and Visit Florida on advertising and PR that targets drive markets in Florida, Georgia and Alabama.



Earned media in local and regional magazines (fall issues) focused on arts and holiday activities.

Awareness campaigns in Tallahassee Museum *E-News*, on Market Days website and Museum website, in Museum e-mail announcements (90,000 subscribers), on Market Days Facebook event page, on Museum Facebook page (27,000+ fans), Museum Twitter Page(4,000+ followers), Museum Pinterest Page, on area marquees, and with printed fliers and posters distributed mainly in north Florida and south Georgia. Eight-page shopping guide (tabloid) distributed in *Tallahassee Democrat* newspaper circulation area a week before the event. Online event listings on major sites based in Florida, Georgia and Alabama.

Spread awareness through e-news and online postings made available by organizations friendly to the Museum, such as Network of Young Professionals, Live in Tallahassee, COCA, Southwood *Front Porch News*, and others.

Other

Stretch marketing budget by gaining complimentary advertising through media partnerships with print, TV, radio, outdoor, and online advertisers.

## **Market Days 2016: Advertising Schedule & PR Plan**

The Market Days 2016 marketing plan includes no-cost public relations and paid advertising, along with no-cost social media, no-cost ad exchanges, and media partnerships that extend the value of our advertising budget by securing complimentary advertising in conjunction with media buys.

### **Public relations**

The public relations plan includes news and feature articles in local and regional newspapers, magazines, TV, radio (including internet radio) and online publications.

Topics for free PR include holiday shopping, handmade arts and crafts, profiles of the artists and craftsmakers, profiles of Market Days veterans and volunteers, economic impact on the area, and the event's benefit to the Tallahassee Museum.

Social media being employed are the Tallahassee Museum's website, Twitter account and its Facebook page, the Market Days website and its Facebook page, digital media including targeted websites and friends' Facebook pages, the Museum's E-Newsletter, press releases to the Museum media list and e-mail blasts. Again this year Market Days will have its own Facebook page and an updated website. These two entities will again expand the event's online presence and appeal, including its value as a place for finding frequently refreshed marketing information, product photos, and sponsor logos posted in exchange for cash sponsorships and in-kind support.

## **Paid advertising**

Anticipated placement of paid advertising for Market Days 2016 features the following:

- *Tallahassee Democrat* display ads September-Dec. 3 to promote Early Bird tickets and main event. Color ads, featuring a highlighted piece of art, plus information about event and sponsors.
- Billboards (November), six in Leon County, six regional, such as Crawfordville, Monticello, Thomasville, Valdosta, Macon, Gainesville, Jacksonville, Dothan and Panama City.
- Eight-page shopping-guide tabloid, distributed in *Tallahassee Democrat* circulation area, to area lodgings, and to culture-and-arts outlets in the region. Features images of selected arts and craft, index of vendors, site map and related information.
- Televisions ads, regional (November).
- WFSU-FM radio ads, regional (November).
- Tallahassee.com online ads (late November through event date).
- Commercial radio ads, (mid-November until event).
- Live radio remote on morning of opening day.
- Regional magazines (fall): *Thomasville* magazine. *Dothan Wiregrass*. *Wakulla Area Times*. Possibly Gainesville and Jacksonville.
- Local magazines (fall): *Tallahassee*. *Tallahassee Woman*.
- Posters, banners, signs (September until event).
- Newspaper ads (late November) in: *Albany Herald*, *Bainbridge Post-Searchlight*, *Cairo Messenger*, *Camilla Enterprise*, *Macon Telegraph*, *Madison County Carrier*, *Monticello News*, *Moultrie Observer*, *Northeast/Eastside Chronicles*, *Panama City News Herald*, *Thomasville Times-Enterprise*, *Tifton Gazette*, *Valdosta Daily Times*, *Wakulla News*.
- Plantation Wildlife Arts Festival program ad, free/exchange (October).
- The media plan also calls for out-of-market radio advertising to be purchased in drive markets within a 300-mile radius of Tallahassee, to include radio spots within two weeks of the event. Media buys likely will target Panama City, Fla., Valdosta, Ga., and Dothan, Ala. Other targets being considered include Gainesville, Fla., Jacksonville, Fla., Valdosta, Ga., Columbus, Ga. Final radio buys will be determined by best values available among the target markets.
- Facebook sponsored posts and ads (early November until event).
- Pandora internet radio advertising

Total: \$77,000.

## **Market Days 2016: Media Plan Detail**

### **Print/Local**

*Tallahassee Democrat* features – Limelight, Best Bets, Hot Tickets, Living & Arts, *TLH*, *Eastside Chronicles* and *Northeast Chronicles*

*Tallahassee Democrat* display ads – early ads in spring to recruit vendors. Fall ads begin in September in Limelight, Main, and Chronicles. Ad sizes typically will be 16 column inches, in color, promoting Early Bird tickets, products, and main event

*Tallahassee Democrat* tabloid insertion (45,000) – eight-page tabloid to be inserted Wednesday, Nov. 28, throughout circulation area. Over-run of 5,000 to be distributed to local hotels and visitor centers.  
*Tallahassee Democrat* one-page insert (50,000) -- color, two sides, distribute on Friday after Thanksgiving and another date

*Tallahassee* magazine

*Home & Design* magazine

*SouthWood Front Porch News*

*Tallahassee Woman* magazine

#### **Print/Regional**

*Albany Herald (Ga.)*

*Bainbridge (Ga.) Post-Searchlight*

*Cairo (Ga.) Messenger*

*Camilla Enterprise (Ga.)*

*Florida Monthly* magazine

*Gadsden County Times (Fla.)*

*Macon (Ga.) Telegraph*

*Madison County (Fla.) Carrier*

*Marketplace, Florida Motorcoach* magazine

*Monticello (Fla.) News*

*Moultrie (Ga.) Observer*

*Panama City (Fla.) News Herald*

*Pelham Journal (Ga.)*

*Southwest Georgia Living (Ga.)*

*Sunday North – Americus and Cordele (Ga.)*

*Thomasville (Ga.)* magazine

*Thomasville (Ga.) Times Enterprise*

*Valdosta (Ga.) Daily Times*

*Wakulla (Fla.) News*

*Wiregrass Living* magazine (Ga.)

#### **Electronic**

[www.tallahassee.com](http://www.tallahassee.com), online ads, including home-page sliding billboard

[www.marketdays.org](http://www.marketdays.org)

[www.tallahasseeemuseum.org](http://www.tallahasseeemuseum.org)

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

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

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

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

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

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

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

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

*Museum E-News*

Facebook: Market Days

Facebook: Tallahassee Museum

Twitter

Pinterest

E-flyers distributed by Market Days committee members and staff

Museum e-blast to nearly 100,000 members and friends

COCA e-news

Out & About e-news



Network of Young Professionals e-news  
Various other online community calendars throughout the state/region

**Television (Local/Regional)**

WCTV— Paid schedule and free schedule under terms of partnership  
WTHL —Paid schedule  
WCTV — In The Spotlight -- Free  
WFSU Dimensions — Free  
WTXL mid-day show — Free

**Radio (Local/Regional)**

Cumulus Broadcasting — Paid schedule, free interview and PSAs, live remote opening day.  
Clear Channel Broadcasting — Paid schedule and free PSAs  
Opus Broadcasting — Paid schedule and free PSAs  
WFSU-FM 88.9 (PBS) — Paid schedule and free PSAs

**Radio (Out of Market)**

Dothan, Ala. -- WOOF  
Panama City, Fla. — WKGC, WFSY  
Valdosta, Ga. — WQPW, WKAA

**Internet Radio (Out of Market)**

Targeted Pandora Stations within 10 to 300 mile radius of Tallahassee

**Billboards, outdoor advertising**

Regional — Six billboards, in Monticello, Fla., Quincy, Fla., Panama City, Fla., St. George Island, Fla., Thomasville, Ga., Valdosta, Ga.  
Local — Six or more boards in Tallahassee/Leon County, including two digital

**Posters**

200 11x17 posters distributed in north Florida, Florida Panhandle, west Florida, and south Georgia

**Flyers and Direct Mail Pieces**

Thousands of printed flyers distributed in north Florida and south Georgia

**Press Releases**

Press releases sent to 80+ media outlets and organizations throughout the state and region

**Marquees**

Free publicity from area businesses and organizations, including Tallahassee Community College and North Florida Fairgrounds





# Market Days

## 2015 Visitor Tracking & Economic Impact Report



# Market Days: Estimated Economic Impact

- Number of Attendees: **15,660<sup>1</sup>**
- Number of Visitors by Visitor Type:
  - Staying in paid accommodations: **19%**
  - Staying with friend and relatives: **7%**
  - Day Visitors : **13%**
  - Locals: **61%**
- Total Estimated Room Nights: **3,650**
- Total Estimated Visitor Direct Spending: **\$2,966,800**
- Total Estimated Economic Impact: **\$4,657,800<sup>2</sup>**

<sup>1</sup>Attendance estimate supplied by the Tallahassee Museum.

<sup>2</sup>Including induced and indirect impacts of direct spending.



# Typical Market Days Visitor

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- Traveled in a party composed of **2.5** people.
- Was **51** years old.
- Was female (**65%**).

# Origin of Market Days Visitors

## Top Markets

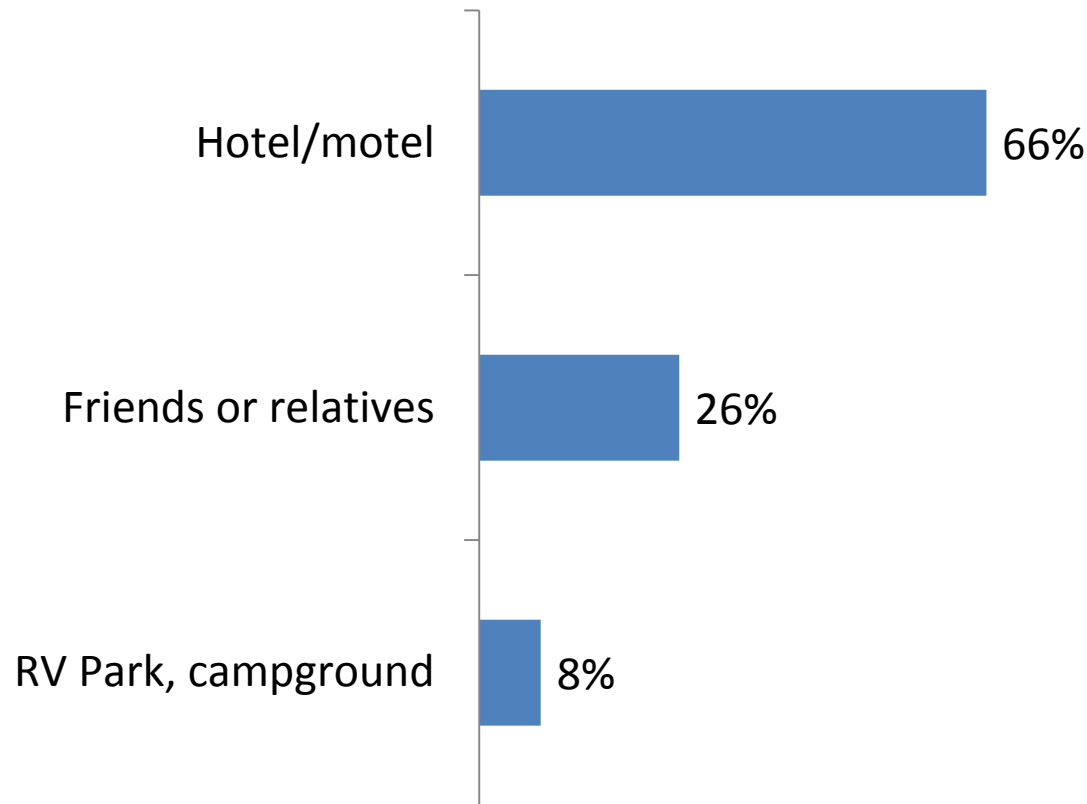
Tallahassee	<b>61%</b>
Surrounding areas*	<b>8%</b>
Panama City	<b>4%</b>
Pensacola-Mobile	<b>3%</b>
Orlando	<b>3%</b>
Tampa-Clearwater	<b>3%</b>
Atlanta	<b>3%</b>
Thomasville	<b>1%</b>
Gainesville	<b>1%</b>

\*Gadsden, Liberty, Wakulla, & Jefferson Counties



# Market Days Overnight Visitor Accommodations

- Overnight visitors spent **2.8** nights in Leon County.
- **66%** of overnight visitors stayed in a hotel/motel.



# Market Days Visitors' Experience Ratings

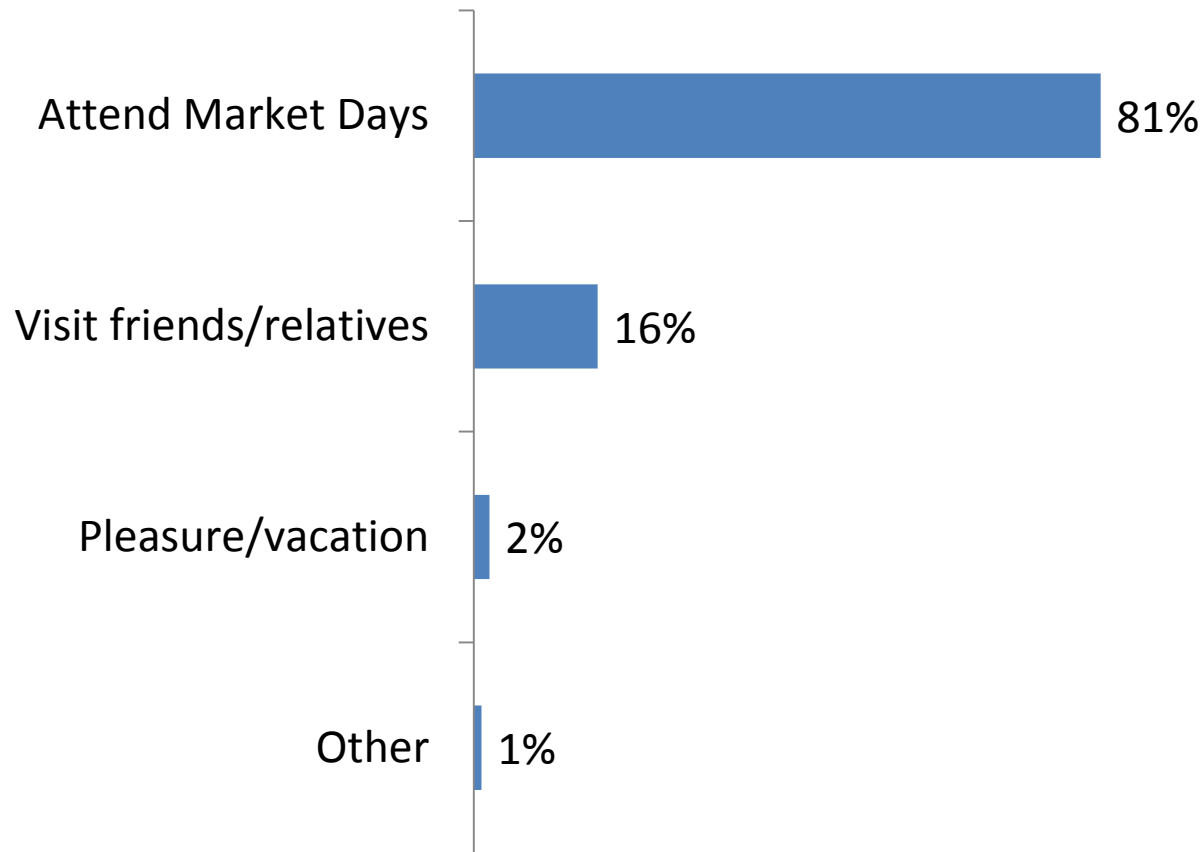
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- Visitors gave their overall experience at Market Days a rating of **9.1 out of 10\***.
- Visitors gave their overall experience of staying in Tallahassee a rating of **9.1 out of 10\***.

\*Rated on a scale of 1 to 5 where 1 means poor and 5 means excellent

# Market Days Visitors' Trip Purpose

• **81%** of visitors' main purpose for visiting this area was to attend Market Days.



# Market Days Visitor Spending

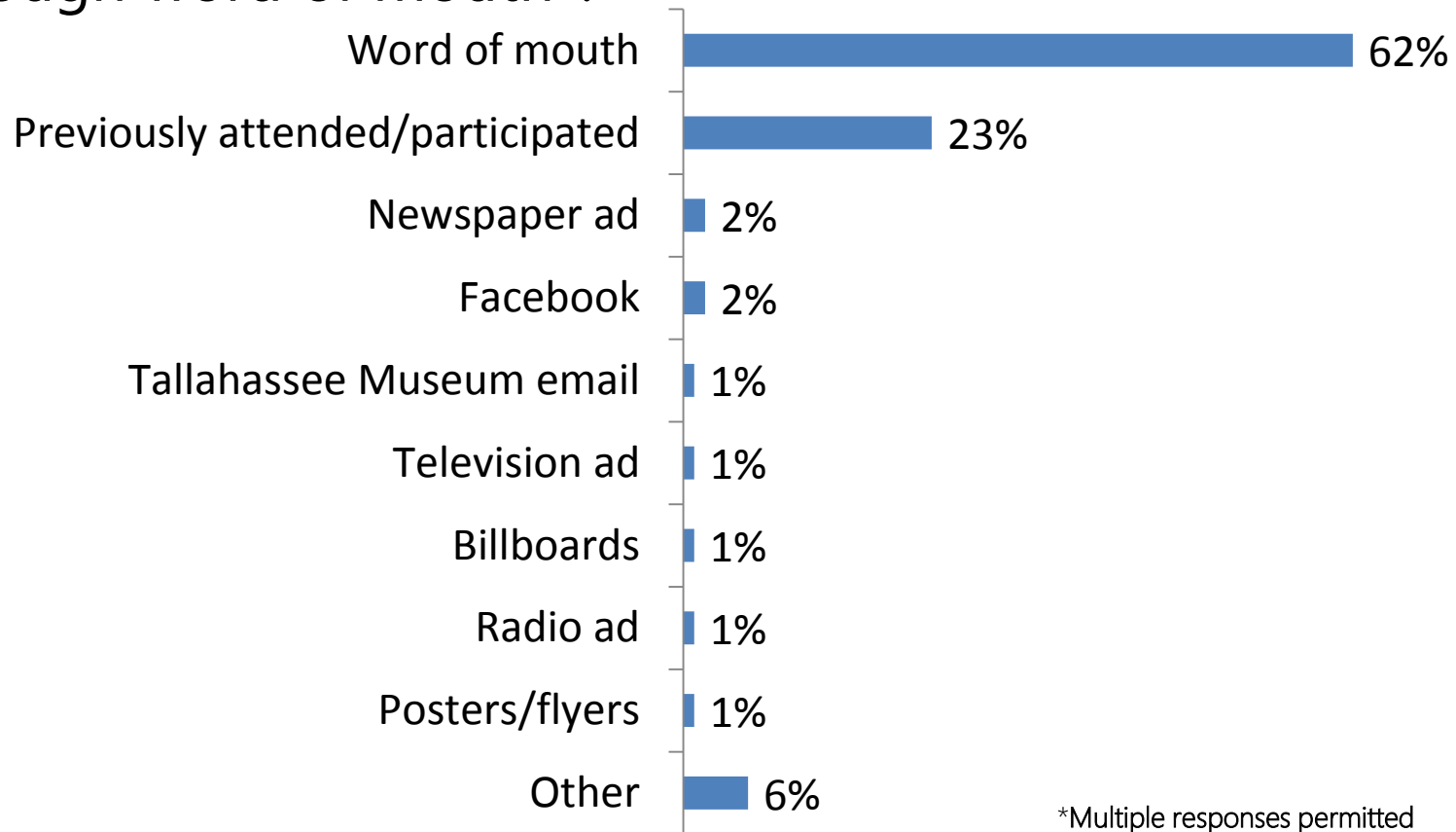
- Visitors from out of town spent **\$317** a day and **\$889** on their trip.

	Average Daily Expenditure	Total Trip Expenditure
Accommodations	\$77	\$216
Restaurants	\$45	\$126
Groceries	\$11	\$31
Shopping	\$134	\$375
Entertainment	\$22	\$62
Transportation	\$17	\$48
Other	\$11	\$31
<b>Total</b>	<b>\$317</b>	<b>\$889</b>



# Information sources for Market Days

• **62%** of Market Days visitors heard about Market Days through word of mouth\*.



\*Multiple responses permitted

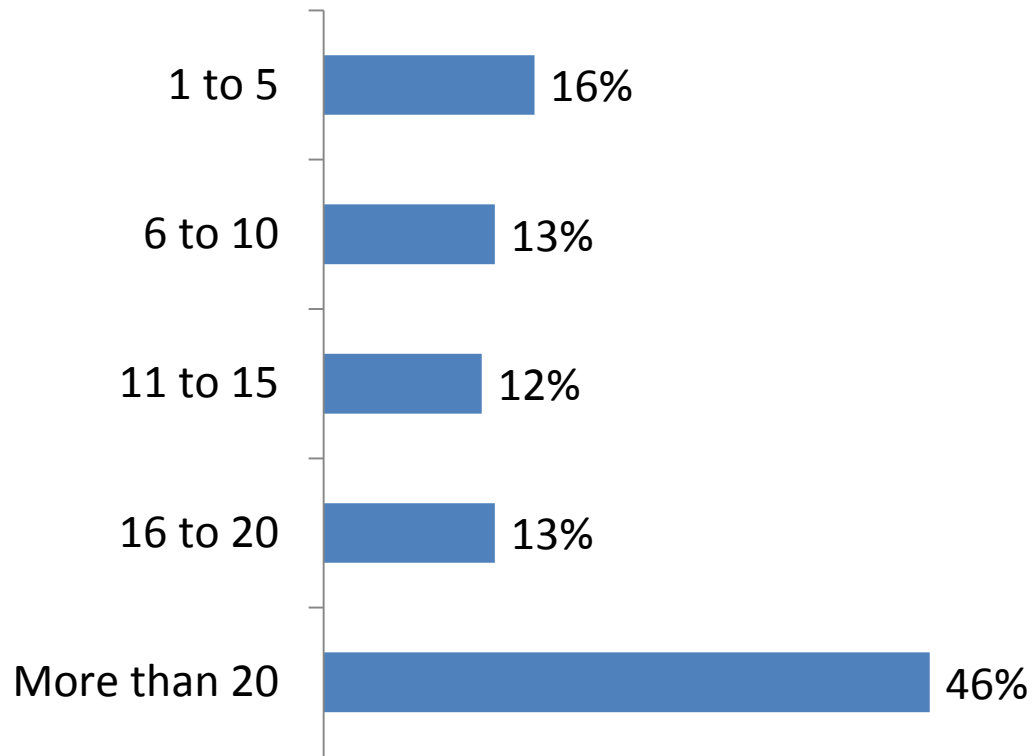
# Market Days Visitors Returning to Tallahassee

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- **47%** of 2014 Market Days visitors also attended Market Days in 2014.
- **74%** of visitors will come back to this region in the near future.
- **61%** of visitors will come back to this region within the next six months.
- **97%** of visitors will come back to this region within the next year.

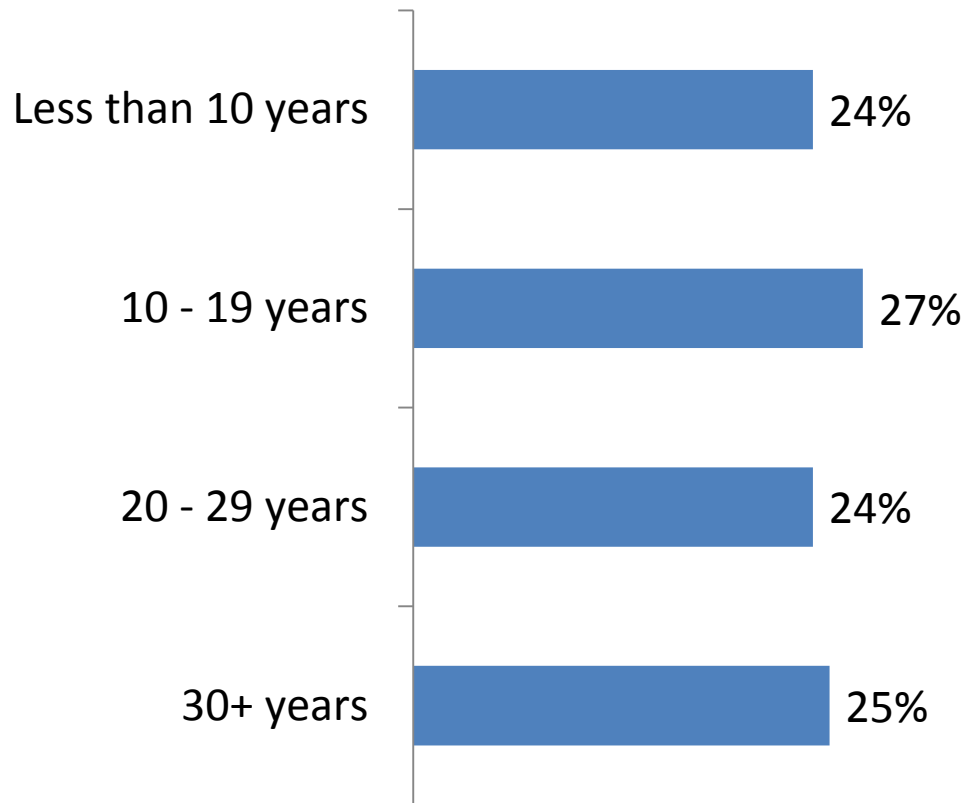
# Market Days Exhibitors Arts & Craft Show Attendance

• **Nearly half** of 2015 Market Days exhibitors attend more than 20 arts & crafts shows per year:



# Market Days Exhibitors Experience

• **Half (49%)** of 2015 Market Days exhibitors have been arts & crafts exhibitors for at least 20 years:

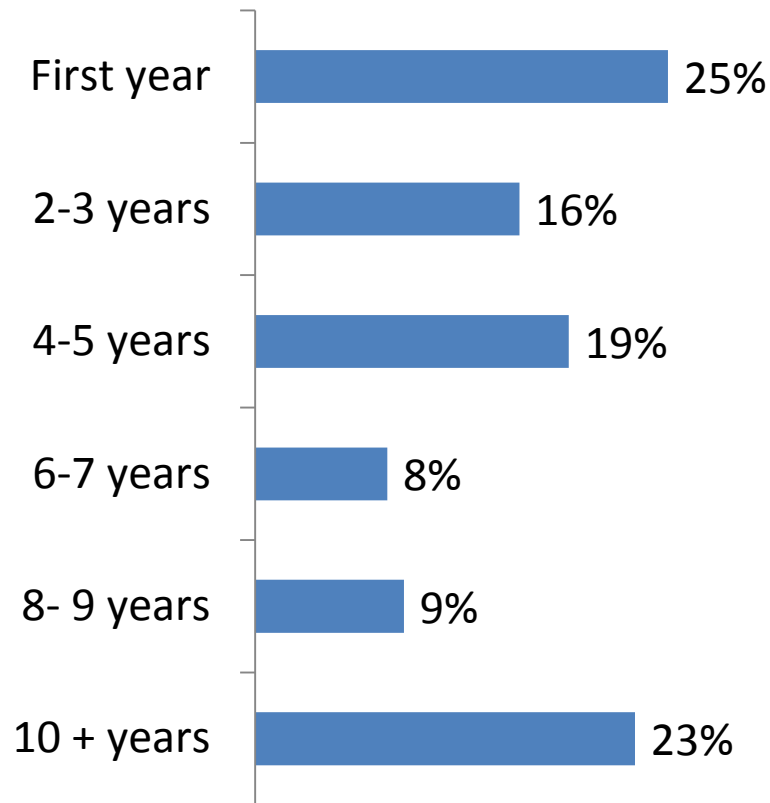




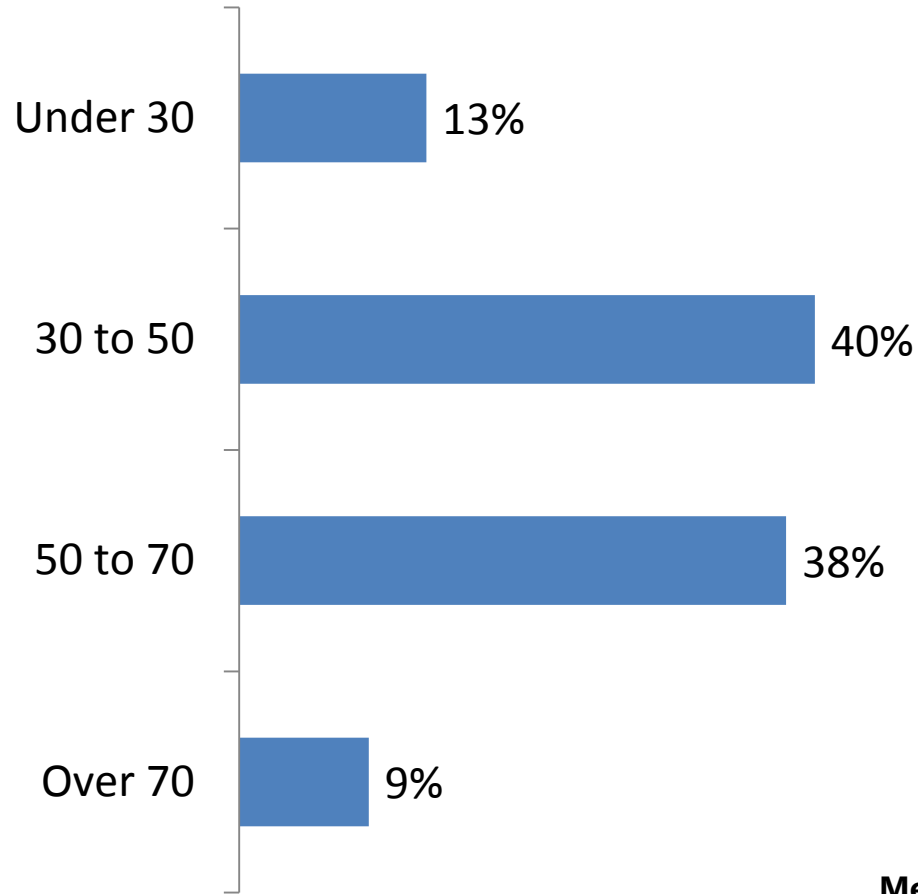
# Market Days Exhibitors

## Experience at Market Days

• **One in four** 2015 Market Days exhibitors were new exhibitors to Market Days:

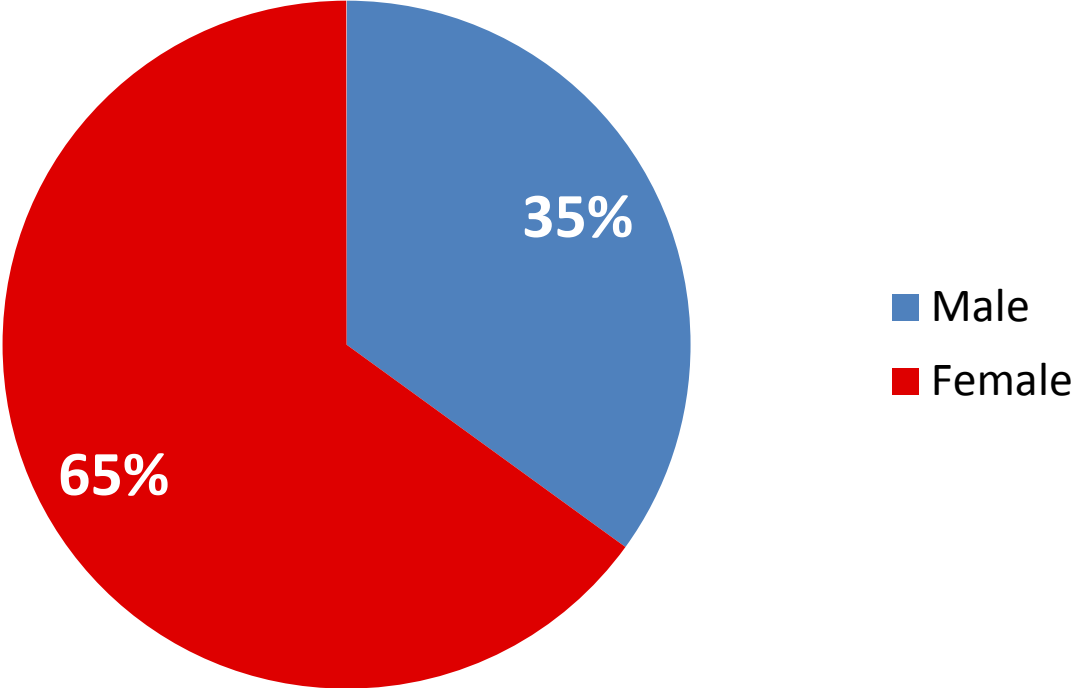


# Age



**Median age = 66**

# Gender



# Visit Tallahassee

## Market Days Visitor Tracking & Economic Impact Report

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Phillip Downs, Ph.D., Senior Partner, [pd@dsg-research.com](mailto:pd@dsg-research.com)  
Joseph St. Germain, Ph.D., President, [joseph@dsg-research.com](mailto:joseph@dsg-research.com)  
Rachael Powell, Project Director, [rachael@dsg-research.com](mailto:rachael@dsg-research.com)  
Downs & St. Germain Research  
850-906-3111: [www.dsg-research.com](http://www.dsg-research.com)





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Form Status: **submitted**

Page 1 - Contact Information

<b>First Name</b>	Jennifer
<b>Last Name</b>	Naff
<b>Email</b>	director@springtimetallahassee.com
<b>Contact Phone</b>	(850) 224-5012
<b>Grant Type</b>	Signature
<b>Agreed to Terms</b>	Yes

Page 2 - Organization Information

<b>Organization Name</b>	Springtime Tallahassee Festival, Inc.
<b>Organization Contact</b>	Jennifer Naff
<b>Contact Title</b>	Executive Director
<b>Address</b>	209 E. Park Avenue
<b>City</b>	Tallahassee
<b>State</b>	FL
<b>Zip</b>	32301
<b>Non-Profit</b>	Yes
<b>Tax ID</b>	475306581
<b>Insurance Provider</b>	American Speciality
<b>Insurance Document</b>	<a href="#">(/media/)</a>

Page 3 - Event Information

<b>Event Name</b>	Springtime Tallahassee
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<b>Event Director</b>	Jennifer Naff
<b>Event Email</b>	director@springtimetallahassee.com
<b>Event Phone</b>	(850) 224-5012
<b>Event Start Date</b>	03/31/2017
<b>Event End Date</b>	04/01/2017
<b>First Hotel Date</b>	03/29/2017
<b>Last Hotel Date</b>	04/02/2017
<b>Number of Rooms Per Night</b>	8200
<b>Event Website</b>	www.springtimetallahassee.com
<b>Event Organization Facebook</b>	Springtime Tallahassee
<b>Event Organization Twitter</b>	@SprintimeTally
<b>Event Spectator Admission Cost</b>	Free

**Schedule of Events**

Each year, the Springtime Tallahassee festivities begin with the Breakfast in the Park. This opening affair is an old-fashioned country breakfast served in Downtown Tallahassee, Chain of Parks from 6:30 a.m. to 10:00 a.m. The event is open to the entire community. Average Attendance: 2,000 The Springtime Tallahassee Music Festival will take place Friday evening, March 31st on Kleman Plaza. This free music festival brings in over 10,000 attendees and features National Entertainment. Past performers have included one of country music's hottest tours, the Eli Young Band, Old Dominion and country music icon Josh Turner. Local bands have been tapped to open concerts to showcase the amazing talent we have right here in our hometown. A beer garden and food vending is available for purchase. April 1st-Everybody loves a parade and the Springtime Tallahassee Grand Parade definitely brings a jovial atmosphere to our capital city. The parade begins at the intersection of Monroe Street and Brevard Street and travels south on Monroe Street past the Florida Capitol ending at Gaines Street. There are approximately 115 parade entries including: colorful floats, marching bands, local business, non-profit organizations, community groups and Springtime Krewe floats. Entries from Florida, Alabama and Georgia participate in the parade each year. A few long time participants include: DeSoto Festival from Bradenton; Krewe of Bowlegs from Ft. Walton Beach; Saint Paul Winter Carnival from Minnesota; Rough Riders, Krewe of Sant' Yago, Krewe of Grace O'Malley and the Latin American Festival from Tampa and Fiesta of Five Flags from Pensacola. Average Attendance: 70,000 Our Jubilee in the Park winds its way through downtown Tallahassee offering a variety of sights, sounds and activities. There is music, food, arts and crafts, a children's park, and community entertainment. Arts and Crafts booths showcase over 200 local, regional and national vendors. The Kids

<b>Event Description</b>	<p>Park offers games, activities and educational displays. Two entertainment stages provide a variety of music and performing arts throughout the afternoon. The Food Court has over 30 different booths offering delicious food, highlighting a "Flavor of Tallahassee." Springtime Tallahassee has something for everyone, from the young to the young at heart. Events have been strategically designed to appeal to children, families, young professional and empty nesters. Average Attendance: 150,000+ Springtime Tallahassee is one of the top festivals in the southeastern United States. Springtime Tallahassee has been voted a Top 20 Event in the southeast (Southeast Tourism Society); Top 100 Event in Florida (BizBash Florida); Top Event in the USA; Top 10 Event in Florida (Top Events USA) and Best Community Event (Tallahassee Magazine Readers).</p> <p>Please join Springtime Tallahassee on March 31-April 1, 2017 to experience true Southern hospitality with one of the largest and most celebrated festivals in the southeast. The two day event kicks off with a Music Festival on Kleman Plaza featuring national entertainment acts on Friday night. Saturday begins with the Grand Parade featuring over 100 entries followed by the famous Jubilee in the Park featuring hand crafted items, Children's Park, and local entertainment stages in Downtown Tallahassee.</p>
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Page 4 - Facility Information

<b>Venue Facility Secured?</b>	Yes
<b>Within Leon County?</b>	Yes
<b>Venue Name</b>	Downtown Tallahassee, Monroe Street, Kleman Plaza
<b>Venue Address</b>	Downtown Tallahassee
<b>Venue City</b>	Tallahassee



<b>Venue State</b>	FL
<b>Venue Zip Code</b>	32301
<b>Venue Contact</b>	Allison Behrman-Hoff
<b>Venue Contact Email</b>	Allison.Behrman@talgov.com
<b>Venue Phone</b>	(850) 891-3885

## Page 5 - Hotel Information

<b>Hotel Secured?</b>	Yes
<b>Can Hotels Contact?</b>	Yes
<b>Hotel Name #1</b>	Doubletree Hotel
<b>Hotel Contact Name #1</b>	Michele Thomas
<b>Hotel Contact Phone #1</b>	(850) 521-6006
<b>Hotel Name #2</b>	Aloft Tallahassee Downtown
<b>Hotel Contact Name #2</b>	Brien Schmauch
<b>Hotel Contact Phone #2</b>	(850) 577-5904
<b>Hotel Name #3</b>	The Governors Inn
<b>Hotel Contact Name #3</b>	Scott Taranto
<b>Hotel Contact Phone #3</b>	(850) 681-6855

## Page 6 - Event Details

<b>Estimated Total Participants</b>	500
<b>Estimated Total Number of Teams (Sports Only)</b>	
<b>Estimated Total Overnight Visitors</b>	27500
<b>Estimated Total Room Nights</b>	8500

## Page 7 - Event Details

<b>Amount Requested</b>	60,000
<b>Budget Documentation</b>	<a href="#">uploads/Springtime Tallahassee Music Festival Budget.pdf</a> <a href="#">(/media/uploads/Springtime Tallahassee Music Festival Budget.pdf)</a>
<b>Grant Purpose</b>	<p>Springtime Tallahassee was extremely successful in achieving our first &amp; second year goals of producing a new event, The Springtime Tallahassee Music Festival on Friday evening leading into the Festival weekend. The additional event turned Springtime into a multi-day festival and broadened the economic impact. Entering our third year, we have an aggressive sponsorship plan to expand support from businesses in the area to sustain the Music Festival for future years and to be able to continue to increase the budget for talent, making this free music festival one of the largest in the Southeast. Funding from the Signature Event Grant will allow Springtime to bring in a larger national entertainment act , increase attendance which will produce a draw for larger corporate support. Funding will be utilized on national entertainment talent and production costs.</p>
<b>Receiving Funding</b>	Yes
<b>Funding Provider(s)</b>	Downtown Improvement Authority/CRA Special Event Grant program.
<b>Marketing Plan</b>	<a href="#">uploads/Springtime Tallahassee Marketing Plan. doc.pdf</a> <a href="#">(/media/uploads/Springtime Tallahassee Marketing Plan. doc.pdf)</a>
<b>Marketing Expenses Outside of Leon County</b>	10,000
<b>Certified True</b>	True

## 2017 Proposed Budget for Springtime Tallahassee Music Festival

Kleman Plaza	Income	Expenses
Sponsorship/Grants	\$125,000.00	
Entertainment		\$65,000.00
Sound/Stage/Production		\$40,000.00
Insurance		\$9,250.00
Tables, Tents, and Chairs		\$2,500.00
Portolets		\$2,500.00
Permits		\$25.00
<b>Totals</b>	<b>\$125,000.00</b>	<b>\$119,275.00</b>

|

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities.

### 2. The second part of the document discusses the importance of maintaining accurate records of all transactions and activities.

Item	Description	Amount
1	Item 1	100
2	Item 2	200
3	Item 3	300
4	Item 4	400
5	Item 5	500





## **SPRINGTIME TALLAHASSEE MARKETING PLAN**

### **Mission & Goals**

Springtime Tallahassee is a civic organization dedicated to the promotion and preservation of our capital's history through the production of an annual community festival.

Springtime Tallahassee would like to increase our national recognition, making Leon County/City of Tallahassee a destination place for visitors from throughout the United States. Our marketing plan has the following objectives:

- Increase overnight visitation for the festival thus positively impacting tax revenues on an annual basis.
- Increase the length of time festival visitors stay in hotels, positively impacting bed tax revenues; increase length of stay from two nights to three/four nights.
- Increase participation from national touring exhibits (past participants have included: Maybelline, General Mills, US Tennis Association, and Nathan's Famous)
- Promote our community and what it has to offer to make it a destination in the off-season.
- Enlist the assistance of a local marketing firm to further promote tourism and the festival throughout the United States.

The goals and objectives related to Springtime Tallahassee also promote the goals and objective of the Downtown District Community Redevelopment Plan in the following ways:

- The longevity, community support and attendance record for the Springtime Festival continues to bring a "sense of identity" in the community to the downtown district.
- Vibrant use of Kleman Plaza to showcase the Music Festival with national entertainment act and beer garden which in turn serves as a major economic stimulus for the entire downtown area.
- The Grand Parade route travels South on Monroe Street starting at Brevard. The Parade enters the gateway and focal point of downtown Tallahassee at the Monroe and Tennessee St. intersection. The parade ends south of the Historic State Capitol, showcasing one of downtown Tallahassee's greatest assets.
- The festival promotes pedestrian traffic downtown; no vehicles are allowed within the venue.
- The festival provides an attraction for tourists in the heart of Tallahassee's historic downtown.

- The festival provides an attraction for downtown multi-family residential and dwelling units, enhancing the marketing of downtown living with hospitality and entertainment offered during the festival weekend.
- History, culture and arts are promoted through festival activities (The five Springtime krewes build parade floats annually which tie to a time period in history; original hand made craft vendors are secured for event; stages showcase a variety of musical genre).
- Preservation of historic landmark in Tallahassee with the restoration and preservation of The Walker Library building located downtown; headquarters for Springtime Tallahassee, Inc.

### **Target Market**

The Springtime Festival is a community event that attracts families. The Music Festival broadens our audience to include empty nesters and young professionals. Our plan is to target in-state markets with an emphasis on North and Central Florida and the Tampa/St. Pete area. We will also target the Southeast U.S. since we are so close to Georgia and Alabama. Additionally, since we have two major universities and a large community college in our city we plan to target the college students to get them involved as volunteers and attend the festival.

### **Marketing Strategy**

Springtime Tallahassee, Inc has a proven product to offer visitors and vendors from around the country. Annual attendance is estimated to be over 150,000. The 2017 festival and grand parade will be our 49<sup>th</sup> annual event. There is no attendance fee charged for the festival. This is to encourage local and out of town guest to attend and enjoy what our community has to offer. The festival is held in downtown Tallahassee in the Chain of Parks and Kleman Plaza to showcase the beauty of our city and help promote local merchants, restaurants and hotels. The event has proved its economic impact to Leon County through an Economic Impact Study conducted in 2015 by Kerr Downs Research. The study analyzed visitor spending as a direct result of the Springtime Tallahassee weekend event and found that the total economic impact of Springtime visitors is calculated to be over **\$9 million dollars**. Interesting to note is the concept of visitor's dollars. This is referred to as new dollars to our community. In other words, it only calculates non-Leon county resident's spending.

### **Vendor Participation**

The Springtime Tallahassee Festival features the Jubilee in the Park where the downtown area is transformed into an arts and crafts jubilee with over 200 local and regional craftsmen displaying their works of art. Crafts must be handmade, vendors apply for participation through an application and vendor space fees range from \$125-\$150. The Jubilee also features a Non-Profit Park where local non-profit organizations are on hand to provide information about services available in the community.

### **Advertising:**

- **Tallahassee Magazine** produces a 13-24 page festival guide which reaches approximately 20,000 homes and businesses in the Tallahassee area. The guide is placed inside the Magazine and will run in the February 2017 issue of Tallahassee

Magazine. Tallahassee Magazine is direct-mailed to selected upper income (\$100,000+) homes, professional offices, government officials, civic leaders, local businesses and frequently visited reception and waiting areas. The magazine is sold on newsstands, including Borders, Barnes & Noble and Books-a-Million, and reaches thousands of tourists and visitors through an extensive network organized by Visit Tallahassee. *Tallahassee Magazine* is also distributed to high-end and executive hotels that host business and state personnel who visit the Capitol district. (Value \$10,000+)

- **The 5 iHeart Media** (formerly Clear Channel Media + Entertainment) radio stations supporting Springtime Tallahassee boast a combined weekly, “tuned in,” audience of 200,000+ listeners. The Springtime Tallahassee message will be unmistakable and pervasive across all available platforms. By combining traditional on-air announcements with website reach, streaming audio, targeted email, social media and “once in a lifetime” type promotional contest campaigns our message will reach farther and wider than in any year before. Over 140 PSA’s will run between February and March. (Value \$10,000+)
- **WTLX** is an exclusive media sponsor of Springtime Tallahassee producing on-air and online promotions of the festival events. Promotions begin in January and continue through March. A combination of television Public Services Announcements on WTLX, Billboards, interviews, Web Ads, and Banner Ads will reach audiences further than any year before. Over 400 Billboards/PSA’s will run between January and March. For the first time in 7 years, WTLX hosted a live broadcast and stream the entire Grand Parade. We plan to continue the live broadcast. (Value \$10,000+)
- **Websites Event Listings and Publications** – Springtime Tallahassee will be submitting information about our festival to over 25 local, regional and national publications.
- **Where The Shows Are website** – This website is a comprehensive guide to shows in the Southeast US and one of the most respected sources of art and crafts information for exhibitors and show sponsors alike. Our goal has always been to provide you with the most up-to-date event information. Springtime is listed and will be placing an ad to help recruit vendors and promote the festival. (<http://www.artandcrafts.com/>)
- **Facebook and Twitter** – Springtime uses both Facebook and Twitter to update information about our organization and the upcoming festival. Using these social media tools is part of our plan to reach out to the students and Gen X Market.

#### Promotion:

- **Memberships** - Springtime Tallahassee, Inc is a member of several associations and organizations to help promote our festival through networking, events and their websites including: the Florida Festival & Events Association, Visit Florida, Tallahassee Chamber of Commerce and Southeast Tourism Society.
- **Out of Town Festivals** – A large group of Springtime members travel to several out of town festivals and participate in parades to promote Springtime Tallahassee to outside communities and to invite visiting krewes to attend our festival. These festivals include: Rough Riders in **Tampa**, Dominique Youx in **Panama City**, Krewe of Lafitte in

**Pensacola**, Fiesta Five Flags in **Pensacola**, Hernando DeSoto Heritage Festival in **Bradenton**, Bowlegs Festival in **Ft. Walton Beach**, Winter Carnival Vulcan Week in **St. Paul, Minnesota**, King Tree Parade in **Perry**, and the Seafood Festival in **Apalachicola**. These festivals take place September through June annually.

### Evaluation

Springtime will be able to measure the success of each festival by comparing the data that has been collected for the last 10+ years against the current year data which includes: out of town registration, hotel nights, number of participating vendors, sponsorships and attendance.





# Visit Tallahassee

Economic Impact Estimate for  
Springtime Tallahassee Festival  
March 27-28, 2015

Joseph St. Germain, Ph.D.

Phillip Downs, Ph.D.

Kerr & Downs Research



# Direct Spending

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**\$5,883,800\***

People who **live outside** of Leon County spent \$5,883,800\* in Leon County during Springtime Tallahassee.

\*For accommodations, restaurants, groceries, transportation, attractions, entertainment, shopping, and “other” expenses.

# Total Economic Impact

# \$9,119,900

When including indirect and induced effects<sup>1</sup> of out-of-county visitors' spending, the total economic impact of people attending Springtime Tallahassee who **live outside** of Leon County was \$9,119,900<sup>2</sup>.

<sup>1</sup> Indirect effects are increased business spending resulting from tourism dollars. Induced effects are increased household spending resulting from tourism dollars.

<sup>2</sup>For accommodations, restaurants, groceries, transportation, attractions, entertainment, shopping, and "other" expenses.

# Out-of-County Visitors

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# 27,200

Including visitors who stayed in paid accommodations, visitors who stayed with friends and family, and day trippers, there were 27,200 individuals from outside Leon County who attended Springtime Tallahassee.



# Paid Room Nights Generated

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## 8,500 room nights

People who **live outside** of Leon County spent 8,500 nights in our hotels, motels, etc., while attending Springtime Tallahassee.

# Direct Spending

**Out-of-county** individuals who attended Springtime Tallahassee.

Category	Direct expenditures
Accommodations	\$1,407,000
Restaurants	\$1,749,600
Groceries	\$196,400
Shopping	\$955,400
Entertainment	\$648,500
Transportation	\$570,200
Other <sup>1</sup>	\$356,700
<b>Total direct spending</b>	<b>\$5,883,800</b>

<sup>1</sup>Includes "other" expenditures by attendees.

# Methodology

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- The economic impact of Springtime Tallahassee was based on data from the following sources:
  - Interviews conducted by Kerr & Downs Research of 283 attendees of the Springtime Tallahassee Festival
  - Visit Tallahassee Visitor Tracking Study
  - Tourism database at Kerr & Downs Research

# Springtime Tallahassee Festival Economic Impact Study

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Lee Daniel, CDME – Director, Visit Tallahassee  
850-606-2300, DanielLee@leoncountyfl.gov

Phillip Downs, Ph.D., Senior Partner, pd@kerr-downs.com  
Joseph St. Germain, Ph.D., Vice President, joseph@kerr-downs.com  
Rachael Powell, Project Director, rachael@kerr-downs.com  
Kerr & Downs Research  
1-800-564-3182: www.kerr-downs.com



Form Status: **submitted**

Page 1 - Contact Information

<b>First Name</b>	Jane
<b>Last Name</b>	Barron
<b>Email</b>	jane@rhht.org
<b>Contact Phone</b>	(850) 545-3311
<b>Grant Type</b>	Signature
<b>Agreed to Terms</b>	Yes

Page 2 - Organization Information

<b>Organization Name</b>	Red Hills Horse Trials, Inc.
<b>Organization Contact</b>	Jane H. Barron
<b>Contact Title</b>	President
<b>Address</b>	P.O. Box 14869
<b>City</b>	Tallahassee
<b>State</b>	FL
<b>Zip</b>	32317
<b>Non-Profit</b>	Yes
<b>Tax ID</b>	593459779
<b>Insurance Provider</b>	Event: Equisure/Lloyds through the US Equestrian Federation
<b>Insurance Document</b>	<a href="#">uploads/2017 RHHT LCTDG Application Insurance Statement.doc</a> <a href="#">(/media/uploads/2017 RHHT LCTDG Application Insurance Statement.doc)</a>

## Page 3 - Event Information

<b>Event Name</b>	Red Hills International Horse Trials and Trade Fair
<b>Event Director</b>	Jane H. Barron
<b>Event Email</b>	info@rhht.org
<b>Event Phone</b>	(850) 580-4020
<b>Event Start Date</b>	03/09/2017
<b>Event End Date</b>	03/12/2017
<b>First Hotel Date</b>	03/08/2017
<b>Last Hotel Date</b>	03/12/2017
<b>Number of Rooms Per Night</b>	230
<b>Event Website</b>	www.rhht.org
<b>Event Organization Facebook</b>	www.facebook.com/pages/Red-Hills-Horse-Trials
<b>Event Organization Twitter</b>	redhillsintl
<b>Event Spectator Admission Cost</b>	\$15 requested
<b>Schedule of Events</b>	<p>March 9: FEI Veterinary Inspection of FEI Horses Possible start of Dressage Thursday afternoon March 10: Dressage: 8:00 AM - 5:00 PM March 11: Show Jumping: CIC3* Division, schedule TBA Cross Country Jumping: All Divisions, beginning at 8:30 AM March 12: FEI Veterinary Inspections for CIC2* and CIC1* Horses: 8:00 AM Show Jumping, Preliminary, CIC 1*, Intermediate, Advanced, CIC 2* beginning at 9:00 AM Please visit <a href="http://www.rhht.org">www.rhht.org</a> for current information.</p>

**Event Description**

Red Hills International Horse Trials and Trade Fair is an international equestrian competition that attracts the top horse and rider combination in the sport of Eventing. Competitors hail from across the United States and numerous foreign countries. Spectators and sponsors are warmly welcomed. This community event is held in the beautiful Elinor Klapp Phipps Park and offers a relaxed family atmosphere. The Avenue of Shops, a trade fair with food vendors, and a play area for children add to the interest. Picnic and tailgate opportunities are available. Please see the website, [www.rhht.org](http://www.rhht.org), for complete information.

## Page 4 - Facility Information

<b>Venue Facility Secured?</b>	Yes
<b>Within Leon County?</b>	Yes
<b>Venue Name</b>	Elinor Klapp Phipps Park
<b>Venue Address</b>	1775 Miller Landing Road
<b>Venue City</b>	Tallahassee
<b>Venue State</b>	FL
<b>Venue Zip Code</b>	32312
<b>Venue Contact</b>	Tyler Macmillan
<b>Venue Contact Email</b>	Tyler.Macmillan@nfwwater.com
<b>Venue Phone</b>	(850) 539-5999

## Page 5 - Hotel Information

<b>Hotel Secured?</b>	Yes
<b>Can Hotels Contact?</b>	No
<b>Hotel Name #1</b>	Holiday Inn Express Tallahassee East

<b>Hotel Contact Name #1</b>	Michelle Wilson
<b>Hotel Contact Phone #1</b>	(850) 566-6549
<b>Hotel Name #2</b>	Hilton Garden Inn
<b>Hotel Contact Name #2</b>	Lucy Mann
<b>Hotel Contact Phone #2</b>	(850) 385-3553
<b>Hotel Name #3</b>	Courtyard by Marriott/Residence Inn
<b>Hotel Contact Name #3</b>	Debi Paschal
<b>Hotel Contact Phone #3</b>	(850) 422-0600

## Page 6 - Event Details

<b>Estimated Total Participants</b>	1137
<b>Estimated Total Number of Teams (Sports Only)</b>	215
<b>Estimated Total Overnight Visitors</b>	1000
<b>Estimated Total Room Nights</b>	4000

## Page 7 - Event Details

<b>Amount Requested</b>	\$60,000
<b>Budget Documentation</b>	<a href="#">uploads/2016-2017 RHHT Income Statement Budget for Signature Grant Application.xlsx</a> <a href="#">(/media/uploads/2016-2017 RHHT Income Statement Budget for Signature Grant Application.xlsx)</a>
<b>Grant Purpose</b>	Artwork for Lamar Outdoor Advertising \$2,800 Tallahassee Democrat Tabloid \$2,000 Program \$10,000 Officials \$45,200
<b>Receiving Funding</b>	Yes
<b>Funding Provider(s)</b>	City of Tallahassee Department of Parks, Recreation & Neighborhood Affairs - All In-Kind













## 2017 MARKETING AND COMMUNICATIONS PLAN

### **Mission:**

To conduct a nationally recognized Combined Training Event to:

- Increase awareness and educate the public to Eventing;
- Promote cooperation among horse enthusiasts;
- Educate the public and promote the concept of resource protection, land and green space preservation, and land management; and
- Raise funds to benefit non-profit organizations with compatible educational and environmental purposes.

### **Objectives**

- To increase attendance from markets within a 250-mile drive, specifically from Georgia, Alabama and Central Florida.
- To continue to increase attendance from the local community.
- To ensure participation by internationally acclaimed riders and Olympians from around the world.
- To promote awareness for horse sports, eventing and natural resource preservation and protection.
- To encourage owners and sponsors for riders and horses to attend this community-based event.

### **Strategies & Tactics**

#### **Drive Traffic to the Red Hills Website**

- Ensure website has current and updated information, including offering regular blog postings
- Create an editorial calendar that lists out blog posts and when they will be published so keyword data can be researched and analyzed ahead of time
- Create a "Where to Stay," "Places to Eat" and "Things To Do" section on the website with links and information to encourage overnight stays
- Provide a 3-day experience to encourage weekend attendance
- Refine our search engine optimization to increase web traffic, visibility in search engines by ranking for targeted and relevant search queries and to increase brand awareness
- Provide online purchase opportunities for promotional items to further brand the event

#### **Implement an Email/Social Media Marketing Campaign**

- Send regular e-blasts to past attendees and prospects to encourage advanced ticket sales and advance hotel bookings
- Through regular email updates and social media posts increase awareness for event, 3-day experience, national and international riders, course designers and builders
- Use the Red Hills APP as an additional cross-marketing opportunity
- Provide educational emails about the event's and local partners' natural-resource protection

## **Implement Local and Regional Media Plans**

- Broadcast including:
  - radio: iheart radio, Red Hills Broadcasting
  - tv: WCTV, Live Tallahassee
- Billboards: Lamar, Tallahassee International Airport
- Social Media: Organic and Paid through Facebook and Twitter
- Print: explore the Tallahassee Democrat's tabloid
- Video: YouTube, live streaming

## **Host/Sponsor Promotional Events**

- Host a community day for local schools, offering educational and hands-on learning experiences
- Offer a tailgate giveaway package to increase exposure with prospective attendees and encourage family fun day
- Develop additional promotional opportunities to further the mission of natural resource education, protection and management

## **Create Collateral to Provide Educational and Promotional Opportunities**

- Event Program
- Sponsor Brochure

## **Nurture Strategic Partnerships that Advance Exposure and Assist with Marketing efforts for Red Hills Horse Trials and Tallahassee**

- Create lodging/dining experiences
- National and International vendors (cross country app, Brinkman Photography)
- National and International Sponsors (Maui Jim, RNS Video Media)
- United States Equestrian Federation
- United States Eventing Association
- Federation Equestre Internationale

## **Implement a Public Relations Campaign in Local, Regional, National and International Markets**

- Distribute press releases in local and regional markets to newspapers, travel publications, trade journals
- Pitch stories to national and international Equestrian/Eventing Publications as well as to Southeast regional news, sports and entertainment media
- Facilitate interviews with event organizers, internationally respected course designers and builders and national and international riders, including Olympians

## 2016 EXPOSURE

### BY THE NUMBERS

- 20 Years nationally recognized eventing competition
- 12,000 spectators annually
- 500+ volunteers
- 700 high-level sponsors
- 200 national & international riders representing 28 states and 11 countries

### MEDIA EXPOSURE

The Red Hills Horse Trials boasts local, national and international media coverage. While most of the coverage is concentrated during the 30 days leading up to the event, many of the articles remain online providing year-round exposure for this nationally acclaimed event competition.

#### Broadcast

**Total Viewers: 2 million**  
**Total Listeners: More than 48,000**

#### WCTV (Tallahassee Region, South Georgia)

- Promos during two weeks prior to and through event
- Multiple news stories including Cooking Show, live remote for morning, noon and evening news
- Online contest to win Red Hills Tail Gait package

#### LIVE! In Tallahassee (Tallahassee Region, South Georgia—19 county area)

- promos prior to and through event
- continuous exposure on website

#### WTXL

- news coverage of event

#### iHeart Media

- 481 promos for three weeks leading up to and during event on stations WTNT (94.9), WGMY (107.1), WXSX (101.5), WFLA (100.7)
- Online contest to win Red Hills Tail Gait package

#### WTAL 1450 AM

- 20 radio ads
- Live remote for *Round One* radio show

#### The Eventing Radio Show (54,000 podcast downloads monthly, reaches 87 countries)

- Interview with Jane Barron, Red Hills Horse Trials co-organizer

#### Newspaper

**Total Readers: Over 500,000**

*Tallahassee Democrat* (Readership: 104,000 daily. Combined print and digital formats reach 8 of 10 readers in Tallahassee and surrounding area)

- Front page cover on March 9
- Sports news coverage during event

#### Capital Outlook (weekly African-American newspaper, readership: 4,500)

- Full-page ad for three weeks prior to event
- Multiple news stories

## **Outdoor**

**Total Impressions: Over 1.3 million**

### *Lamar*

- Four prime billboards around Tallahassee for a month prior to event

### *Tallahassee Airport*

- Promo on airport jumbotron during event

## **Digital Equine Magazines/Online/Blog**

**Total Impressions: More than 50,000**

### *Eventing Nation* (1.2 million readers)

- Daily coverage during event (posted 20 online stories)

### *The Chronicle of the Horse* (16,000 subscribers, published 40 times annually)

- Daily coverage during event

### *Equine Journal* (monthly printed and digital publication)

- Post event article

## **RED HILLS DIRECTED MEDIA**

### *Red Hills Website (RHHT.org)*

- From Feb through April, site had 9,900 visitors who spent 2:40 seconds on site
- 93 percent of visitors were from the United States
- Viewers from other countries included Canada, United Kingdom, Brazil, France, Australia, Ireland, Israel, Germany and Spain.
- 75 percent of viewers are female
- Age of greatest number of viewers is 45-54, followed by 25-34
- Live streaming was available on website

### *Social Media*

#### Facebook

- Total fans: More than 3,300
- 85 percent of fans are female
- Fans concentrated in Tallahassee with other concentrated markets in Thomasville, Atlanta, Marietta and Dothan. Several countries are also represented.

#### Twitter

- 84 percent of followers are female
- Audience concentrated in Florida

#### Red Hills APP

- 1,600 users
- Significant increase in downloads during event

#### Cross Country APP

- 2,000 views per month
- 74 percent of visitors from the United States
- Visitors represented 28 countries





# Visit Tallahassee

## Economic Impact Study for

## Red Hills International Horse Trials

March 5-8, 2015

Joseph St. Germain, Ph.D.

Phillip Downs, Ph.D.

Rachael Powell

Kerr & Downs Research

# Out-of-County Visitors

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# 4,760

Including spectators, riders, riders' entourages, officials, sponsors, vendors, exhibitors, etc., there were 4,760 individuals from outside Leon County who attended the Red Hills International Horse Trials.

# Direct Spending

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# \$2,047,800

People who **live outside** of Leon County spent \$2,047,800\* during the Red Hills International Horse Trials.

\*For accommodations, restaurants, groceries, transportation, attractions, entertainment, shopping, and "other" expenses including entry, exhibit, and sponsorship fees.

# Total Economic Impact

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# \$3,296,900

When including indirect and induced effects of direct spending, the total economic impact of people attending Red Hills International Horse Trials who **live outside** of Leon County was \$3,296,900\*.

\*For accommodations, restaurants, groceries, transportation, attractions, entertainment, shopping, and "other" expenses including entry, exhibit, and sponsorship fees.



# Paid Room Nights Generated

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**4,035**

People who **live outside** of Leon County spent 4,035 nights in our hotels, motels, etc., while attending Red Hills International Horse Trials.

# Direct Spending

Direct spending by category by all **out-of-county** attendees, including spectators, riders, riders' entourages, officials, sponsors, vendors, exhibitors, etc., who attended the Red Hills International Horse Trials.

Accommodations	\$	414,800
Restaurants	\$	453,400
Groceries	\$	75,900
Shopping	\$	548,600
Entertainment	\$	178,800
Transportation	\$	123,700
Other <sup>1</sup>	\$	252,600
<b>Total</b>		<b>\$2,047,800</b>

<sup>1</sup>Includes "other" expenditures by attendees, plus sponsor, exhibit, and entry fees.

# All Attendees: Local + Out-of-County

---

# 12,064

Including all spectators, sponsors, riders, riders' entourages, officials, vendors, exhibitors from outside of Leon County, plus all local attendees, total attendance for The Red Hills International Horse Trials was 12,064.

# Direct Spending: Local + Out-of-County

Direct spending by category for **local and out-of-county attendees**, including spectators, riders, riders' entourages, officials, sponsors, vendors, exhibitors, etc., who attended the Red Hills International Horse Trials.

Accommodations	\$	414,800
Restaurants	\$	709,500
Groceries	\$	75,900
Shopping	\$	766,700
Entertainment	\$	433,400
Transportation	\$	220,200
Other <sup>1</sup>	\$	356,400
<b>Total</b>		<b>\$2,976,900</b>

<sup>1</sup>Includes "other" expenditures by attendees, plus sponsor, exhibit, and entry fees.



# Methodology

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- The economic impact of Red Hills International Horse Trials was based on data from the following sources:
  - Interviews conducted by Kerr & Downs Research with 231 attendees, riders, members of riders' entourages, sponsors, exhibitors, and vendors of the Red Hills International Horse Trials,
  - Estimates provided by Red Hills International Horse Trials,
  - Visit Tallahassee Visitor Tracking Studies, and
  - Tourism database at Kerr & Downs Research.

# Red Hills International Horse Trials Economic Impact Study

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Lee Daniel, CDME – Director, Visit Tallahassee  
850-606-2300, DanielLee@leoncountyfl.gov

Phillip Downs, Ph.D., Senior Partner, pd@kerr-downs.com  
Joseph St. Germain, Ph.D., Vice President, joseph@kerr-downs.com  
Rachael Powell, Project Director, rachael@kerr-downs.com  
Kerr & Downs Research  
1-800-564-3182: www.kerr-downs.com

---

Form Status: **submitted**

Page 1 - Contact Information

<b>First Name</b>	Mark
<b>Last Name</b>	Mustian
<b>Email</b>	mmustian@ngnlaw.com
<b>Contact Phone</b>	(850) 224-4070
<b>Grant Type</b>	Signature
<b>Agreed to Terms</b>	Yes

Page 2 - Organization Information

<b>Organization Name</b>	Florida Litfest, Inc.
<b>Organization Contact</b>	Mark Mustian
<b>Contact Title</b>	President
<b>Address</b>	1500 Mahan Drive, Suite 200
<b>City</b>	Tallahassee
<b>State</b>	FL
<b>Zip</b>	32308
<b>Non-Profit</b>	Yes
<b>Tax ID</b>	463527772
<b>Insurance Provider</b>	Earl Bacon Agency
<b>Insurance Document</b>	<a href="#">(/media/)</a>

Page 3 - Event Information

<b>Event Name</b>	Word of South Festival of Literature and Music
<b>Event Director</b>	Dr. Amanda Stringer
<b>Event Email</b>	wordofsouthfestival@gmail.com
<b>Event Phone</b>	(850) 224-0461
<b>Event Start Date</b>	04/07/2017
<b>Event End Date</b>	04/09/2017
<b>First Hotel Date</b>	04/06/2017
<b>Last Hotel Date</b>	04/09/2017
<b>Number of Rooms Per Night</b>	400
<b>Event Website</b>	<a href="http://www.wordofsouthfestival.com">http://www.wordofsouthfestival.com</a>
<b>Event Organization Facebook</b>	Word of South
<b>Event Organization Twitter</b>	@WordofSouthFes
<b>Event Spectator Admission Cost</b>	Free*
<b>Schedule of Events</b>	The anticipated schedule is the same as in 2016; ticketed shows Friday and Saturday night, with a free festival during the day Saturday and Sunday.
<b>Event Description</b>	Word of South is a unique blend of nationally-recognized writers and musicians, some appearing together, with over 40 different events on seven stages featuring readings, music, kids programming and more.

Page 4 - Facility Information

<b>Venue Facility Secured?</b>	Yes
<b>Within Leon County?</b>	Yes
<b>Venue Name</b>	Cascades Park
<b>Venue Address</b>	Cascades Park



<b>Venue City</b>	Tallahassee
<b>Venue State</b>	FL
<b>Venue Zip Code</b>	32301
<b>Venue Contact</b>	Ashley Edwards
<b>Venue Contact Email</b>	ashley.edwards@talgov.com
<b>Venue Phone</b>	(850) 891-3866

### Page 5 - Hotel Information

<b>Hotel Secured?</b>	No
<b>Can Hotels Contact?</b>	No
<b>Hotel Name #1</b>	
<b>Hotel Contact Name #1</b>	
<b>Hotel Contact Phone #1</b>	
<b>Hotel Name #2</b>	
<b>Hotel Contact Name #2</b>	
<b>Hotel Contact Phone #2</b>	
<b>Hotel Name #3</b>	
<b>Hotel Contact Name #3</b>	
<b>Hotel Contact Phone #3</b>	

### Page 6 - Event Details

<b>Estimated Total Participants</b>	20000
<b>Estimated Total Number of Teams (Sports Only)</b>	
<b>Estimated Total Overnight Visitors</b>	6000
<b>Estimated Total Room Nights</b>	3000

Page 7 - Event Details

<b>Amount Requested</b>	\$50,000
<b>Budget Documentation</b>	<u><a href="#">uploads/2017 Word of South Budget - July 2016.docx (/media/uploads/2017 Word of South Budget - July 2016.docx)</a></u>
<b>Grant Purpose</b>	We expect to use grant funds for the following purposes: (1) payment of artist fees and deposits and (2) advertising.
<b>Receiving Funding</b>	Yes
<b>Funding Provider(s)</b>	State of Florida, City of Tallahassee
<b>Marketing Plan</b>	We intend to continue to promote Word of South with robust marketing, including use of social media (facebook, google ads, website, eblasts), paid and earned media with newspaper, other print and online, radio, TV and billboards, and posters and flyers. We intend to continue our efforts to let people beyond Tallahassee know about Word of South, both by means of sponsorships with other media organizations and advertising.
<b>Marketing Expenses Outside of Leon County</b>	\$5,000 to \$10,000
<b>Certified True</b>	True

**Word of South Festival  
Tentative Budget – April, 2016**

**Revenues**

Private Contributions	\$130,000
TDC	50,000
CRA	37,500
Concessions	2,000
In-kind (City of TLH)	55,000
State grant	85,000
Vendors	2,000
	\$361,500

**Expenses**

Payment for artists	\$117,000
Contingency/2017	20,000
Advertising	37,500
Contract labor/consultants	35,000
Travel, Accom and Hosp	
Travel	20,000
Accom	10,000
Hosp	7,500
Production support	
Tents	13,500
Production	20,000
Production support	8,000
Other	3,000
Office Exp, Misc	15,000
In Kind Expenses	55,000
	\$361,500







# Visit Tallahassee

## Economic Impact Estimate for Word of South Festival

April 8-10, 2016

Joseph St. Germain, Ph.D.

Phillip Downs, Ph.D.

Rachael Powell

Downs & St. Germain Research



# Out-of-County Visitors

# 2,020

Including overnight visitors and day trippers, there were 2,020 individuals from outside Leon County who attended the Word of South Festival.<sup>1</sup>

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<sup>1</sup>An attendance figure of 12,000 was reported by Word of South organizers. This attendance figure directly impacts economic data contained in this report.



# Direct Spending

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**\$562,400<sup>1</sup>**

People who **live outside** of Leon County spent \$562,400<sup>1</sup> during the Word of South Festival.

Another \$315,000 in sponsorships including in-kind and governmental contributions were generated.

---

<sup>1</sup>For accommodations, restaurants, groceries, transportation, attractions, entertainment, shopping, and “other” expenses.



# Total Economic Impact

# \$871,700

When including indirect and induced effects<sup>1</sup> of direct spending, the total economic impact of people attending the Word of South Festival who **live outside** of Leon County was \$871,700.<sup>2</sup>

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<sup>1</sup>Indirect effects are increased business spending resulting from tourism dollars. Induced effects are increased household spending resulting from tourism dollars.

<sup>2</sup>For accommodations, restaurants, groceries, transportation, attractions, entertainment, shopping, and “other” expenses.

Another \$315,000 in sponsorships including in-kind and governmental contributions were generated.





# Paid Room Nights Generated

---

## 650 room nights

People who **live outside** of Leon County spent 650 nights in our hotels, motels, etc., while attending the Word of South Festival.



# Direct Spending

**Out-of-county** individuals who attended the Word of South Festival.

Category	Direct expenditures
Accommodations	\$ 71,200
Restaurants	\$135,200
Groceries	\$ 24,900
Shopping	\$ 78,200
Entertainment	\$142,200
Transportation	\$ 68,100
Other <sup>1</sup>	\$ 42,600
Total direct spending	\$562,400

<sup>1</sup>Includes "other" expenditures by attendees. Another \$315,000 in sponsorships including in-kind and governmental contributions were generated.



# Direct Spending: Local + Out-of-County

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**\$911,400**

Direct spending by **local and out-of-county attendees**, including tickets, accommodations, restaurants, groceries, shopping, entertainment, transportation, other expenditures.

Another \$315,000 in sponsorships including in-kind and governmental contributions were generated.



# Methodology

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- The economic impact was based on data from the following sources:
  - Interviews conducted by Downs & St. Germain Research of 245 attendees of the Word of South Festival
  - Visit Tallahassee Visitor Tracking Study
  - Tourism database at Downs & St. Germain Research



# Word of South Festival Economic Impact Study

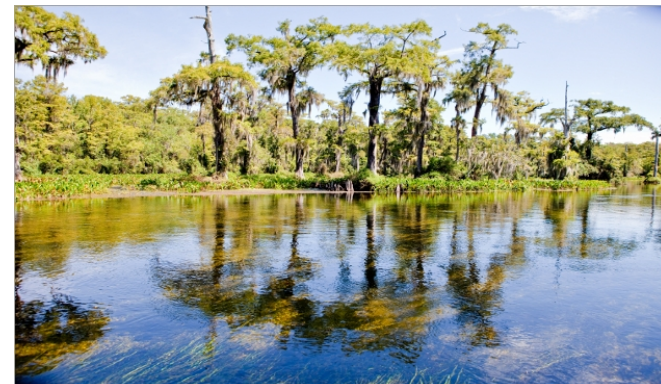
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Downs & St. Germain Research  
1-800-564-3182: www.dsg-research.com







# Visit Tallahassee

4th Quarter Visitor Tracking Report  
July – September 2016



# Study Objectives

- Estimate direct spending and total economic impact of visitors
- Estimate room nights generated by visitors
- Develop a profile of travel parties to Tallahassee
  - Size, length of stay, number of times visited
- Assess motivation for visiting Tallahassee
- Determine likelihood of returning
- Define mode of transportation
- Assess importance and evaluation of vacation attributes
- Investigate trip planning information
- Assess use of Tallahassee Visitors Guide & Visitors Center
- Create a demographic profile of visitors



# Methodology

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- Internet survey and in-person interviews
- Sample size – 904 completed surveys
- Fourth quarter\* 2016 visitors to Tallahassee
- Data collection: July 2016 – September 2016

\*July, August, and September 2016



# Tourism Snapshot: July – September 2016

Visitor Statistics	FY 2015	FY 2016	% Change
Visitors	509,705	515,801	+1.2%
Direct Expenditures*	\$107,748,300	\$109,837,200	+1.9%
Total Economic Impact	\$170,242,300	\$173,542,800	+1.9%
Lodging Statistics	FY 2015	FY 2016	% Change
Occupancy**	60.3%	65.9%	+9.3%
Room Rates**	\$87.75	\$89.50	+2.0%
RevPAR**	\$52.91	\$58.98	+11.5%
Room Nights	312,441	339,032	+8.5%
TDT Collections***	\$1,267,483	\$1,274,908	+0.5%

\* Includes spending for: accommodations, restaurants, entertainment, shopping, transportation, groceries, and “other” expenses.

\*\* From STR Report. Typically STR data are highly correlated with TDT collections. In 4<sup>th</sup> quarter FY2016, this was not the case as STR reported a significant increase in occupancy, which in turn, drove room nights higher. STR’s increases in occupancy and room nights were not consistent with the modest increase in TDT collections.

\*\*\* From Leon County TDC



# Visitors' Expenditures

- Visiting parties spent **\$288** a day and **\$720** on their trip.

	Average Daily Expenditure Q4 2015	Total Trip Expenditure Q4 2015	Average Daily Expenditure Q4 2016	Total Trip Expenditure Q4 2016
Accommodations	\$98	\$265	\$102	\$255
Restaurants	\$57	\$154	\$54	\$135
Groceries	\$14	\$38	\$19	\$48
Shopping	\$35	\$94	\$41	\$102
Entertainment	\$30	\$81	\$34	\$85
Transportation	\$24	\$65	\$29	\$73
Other	\$15	\$40	\$9	\$22
<b>Total</b>	<b>\$273</b>	<b>\$737</b>	<b>\$288</b>	<b>\$720</b>





# 2015 – 2016 Comparisons

	July – Sept 2015	July – Sept 2016
Age	42	44
Gender (Male)	54%	51%
Household income	\$74,100	\$82,500
From Florida	71%	62%
From the Southeast	87%	89%
Travel party	2.8 people	2.4 people
Drove to Tallahassee	84%	82%
Nights spent	2.7	2.5
Stayed hotel/motel	70%	71%



# 2015 – 2016 Comparisons

	July – Sept 2015	July – Sept 2016
Traveled with at least 1 other person	76%	68%
Traveled with people under the age of 20	42%	52%
Tallahassee was primary destination	79%	89%
Definitely/probably will return	90%	96%
Rating of their experience	7.9	8.1 <sup>1</sup>
Spending per trip	\$737	\$720
1st time visitors	21%	28%
Visited Tallahassee more than 10 times	30%	16%

<sup>1</sup>On a 10-point scale.



# Typical Tallahassee Visitor

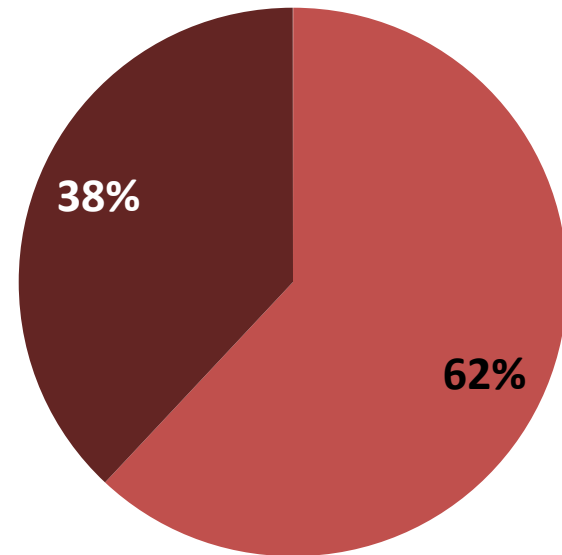
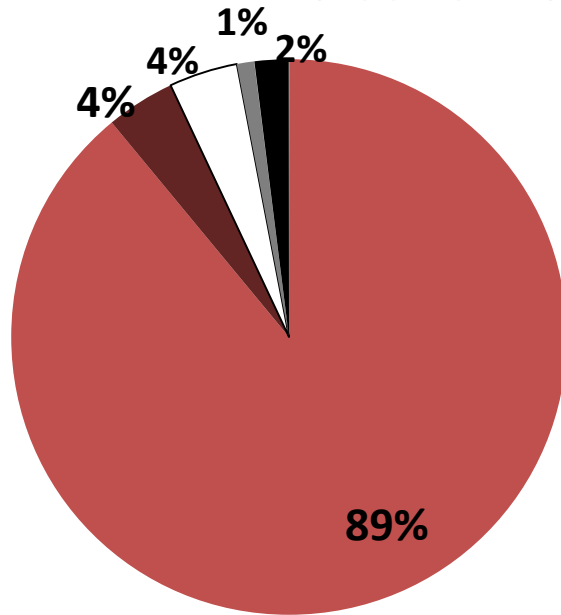
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- Was **44** years old.
- Was male (**51%**).
- Had a median household income of **\$82,500**.
- Was from the Southeast (**89%**).
  
- **Drove** to Leon County (**82%**).
- Indicated that Leon County was the primary destination for their trip (**89%**).



# Origin of Tallahassee Visitors

6 out of 10 visitors were from Florida.



- Southeast
- Northeast
- Midwest
- West
- Outside of U.S.

- Florida
- Other

Southeast: TX, AR, LA, TN, MS, AL, NC, SC, GA, FL

Northeast: VA, MD, DE, PA, NJ, NY, CT, RI, MA, VT, NH, ME

Midwest: WV, KY, OH, IN, MI, WI, IL, MN, IA, MO, ND, SD, NE, KS, OK

West: WA, OR, CA, NV, ID, MT, WY, CO, UT, AZ, NM, AK, HI



# Top Visitor Origin Markets

	July – Sept 2015	July – Sept 2016
Miami-Ft. Lauderdale	21%	20%
Tampa-Clearwater-St. Petersburg	20%	12%
Atlanta	9%	11%
Orlando	10%	9%
Jacksonville	9%	5%
Pensacola-Mobile	3%	4%
Ocala	1%	4%
Charlotte	1%	3%
Panama City-Destin	2%	3%
Dallas-Ft. Worth	1%	2%
Surrounding areas*	7%	2%
Gainesville	3%	2%
Sarasota-Bradenton	2%	2%

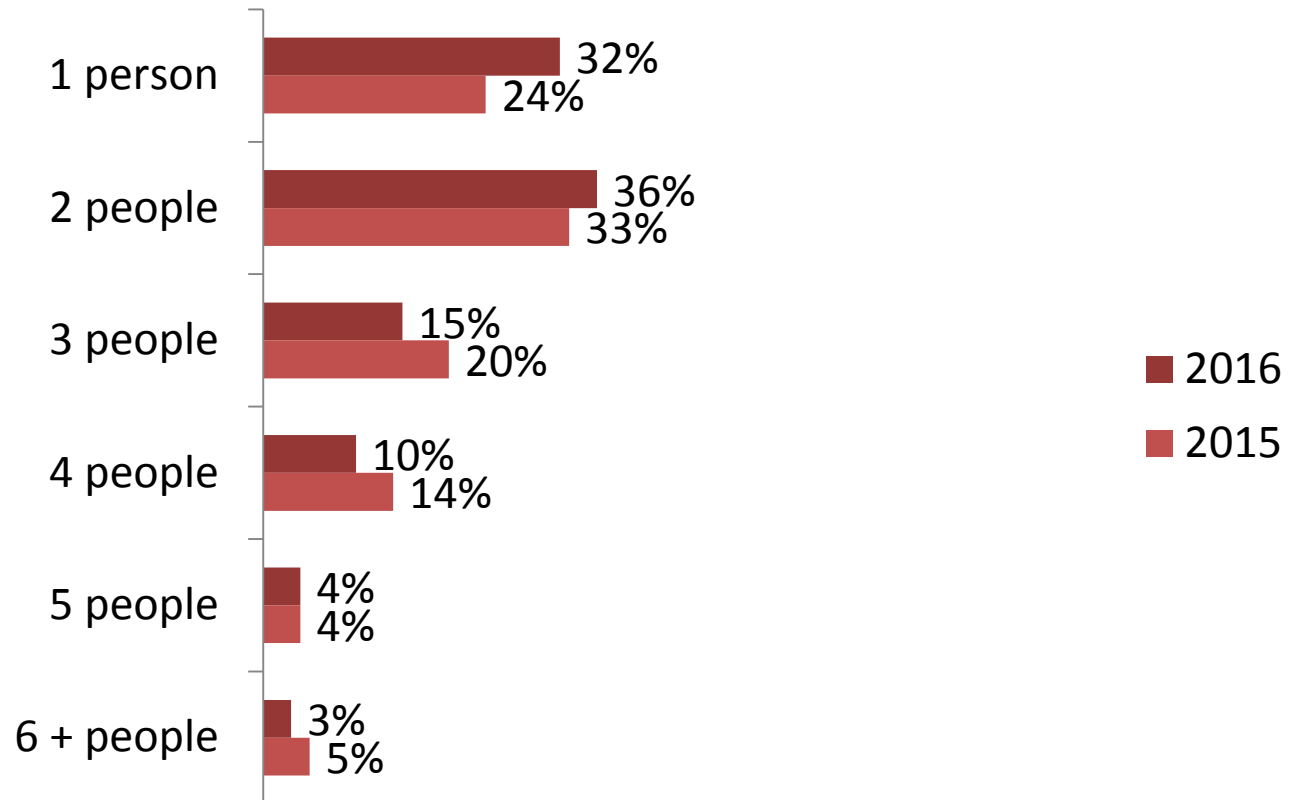
\*Gadsden, Liberty, Wakulla, & Jefferson Counties





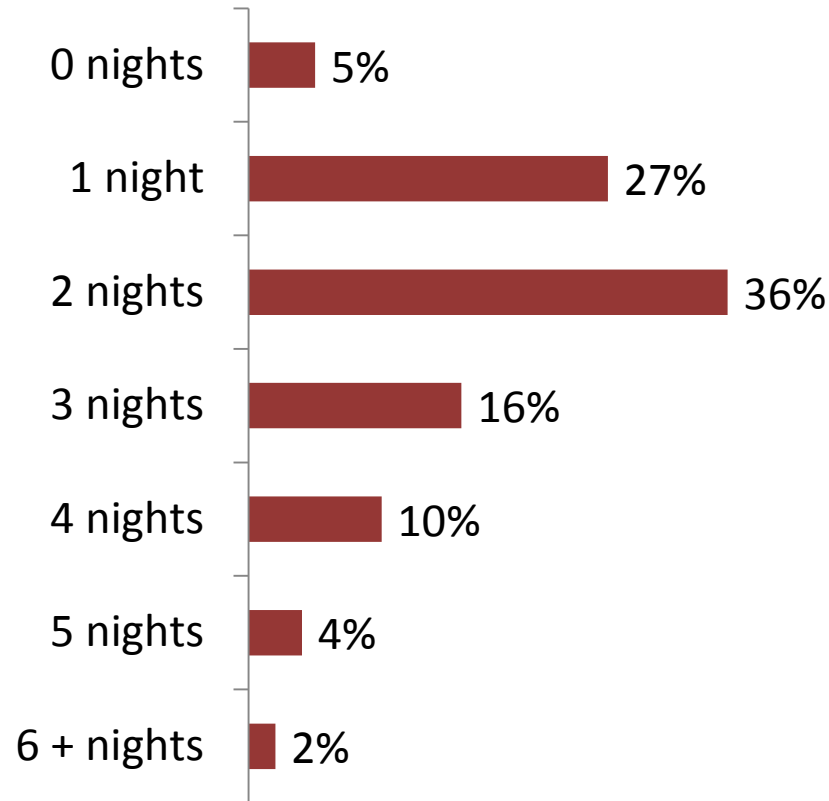
# Typical Tallahassee Visitor

- Traveled in a party composed of **2.4** people.
- **68%** traveled with at least one other person.
- **52%** traveled with people under the age of 20.



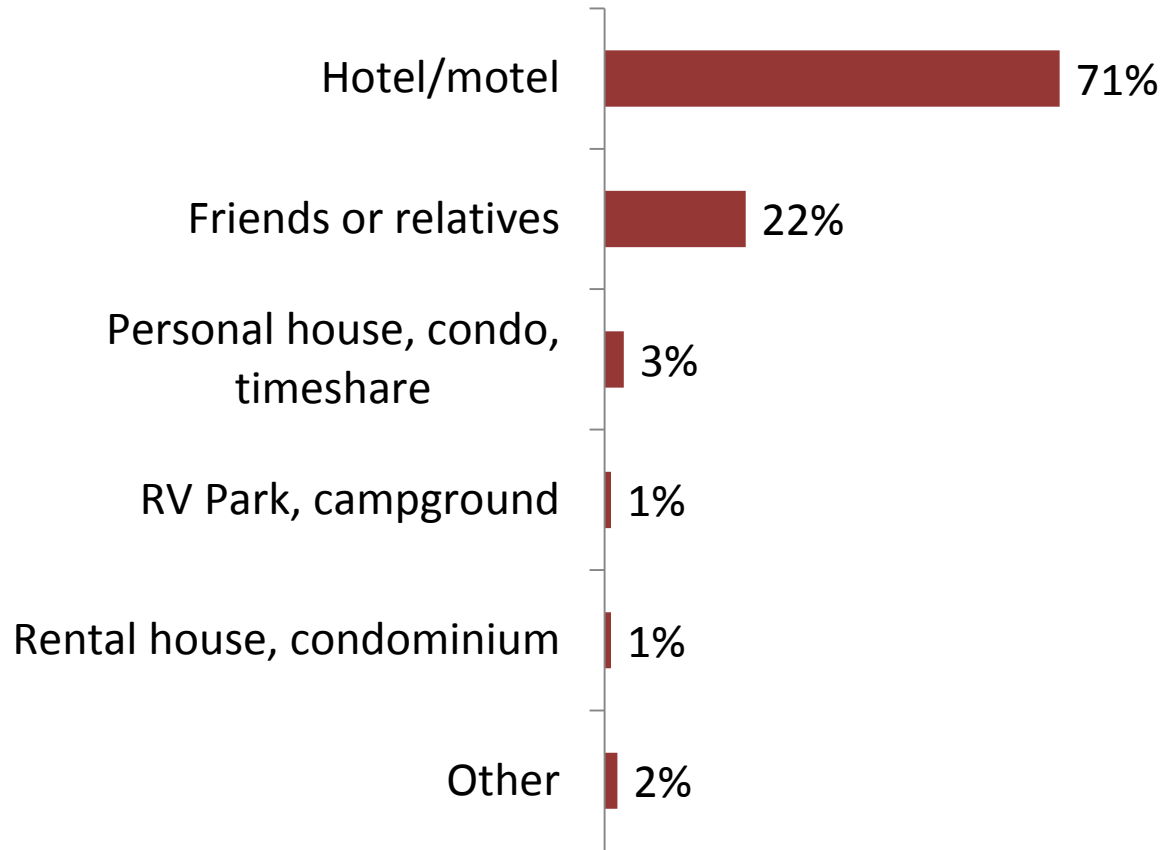
# Typical Overnight Tallahassee Visitor

- Spent **2.5** nights in Leon County.
- **68%** stayed 2 nights or more:



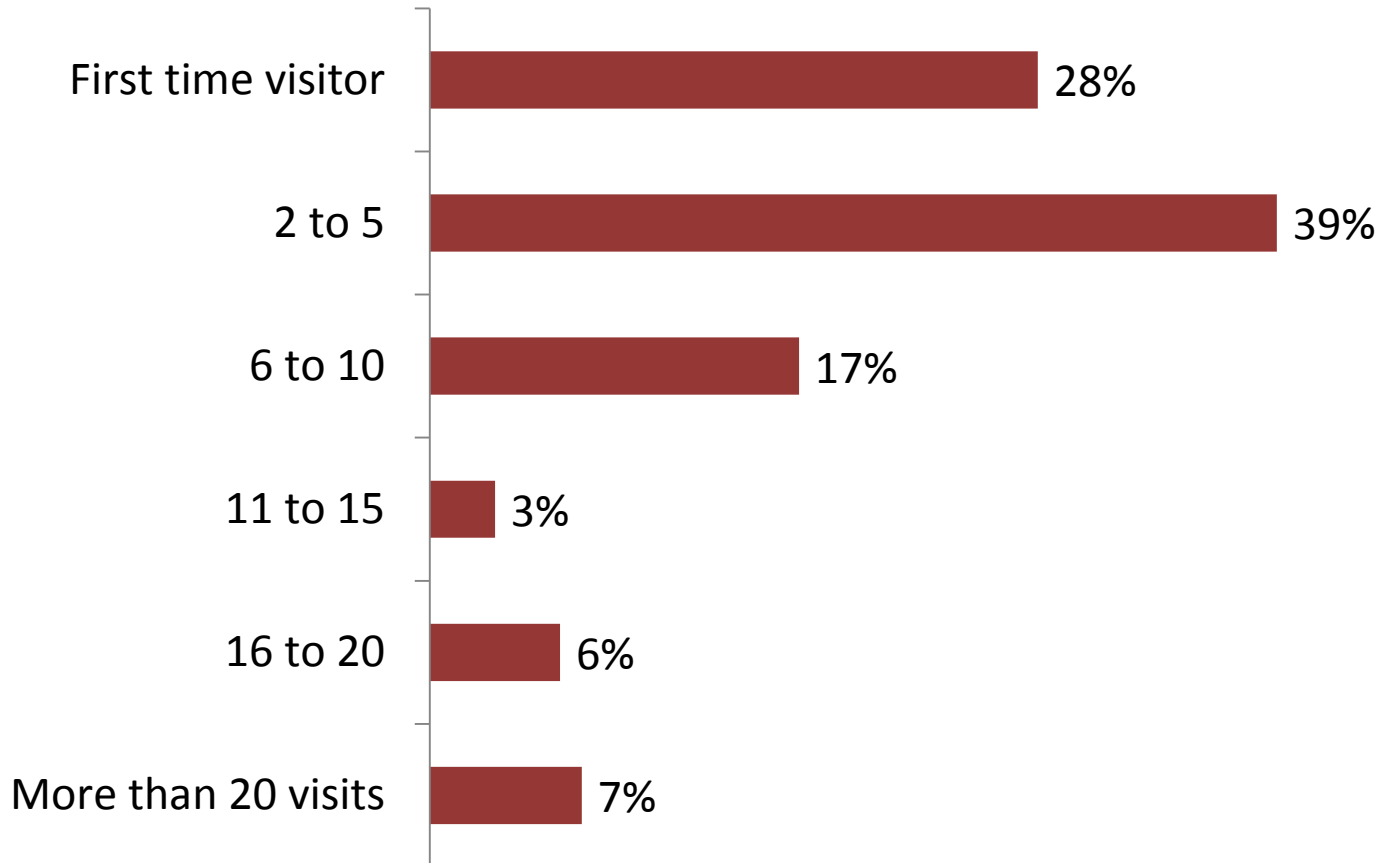
# Accommodations for Overnight Visitors

- 7 out of 10 visitors (**71%**) who stayed overnight booked a hotel.



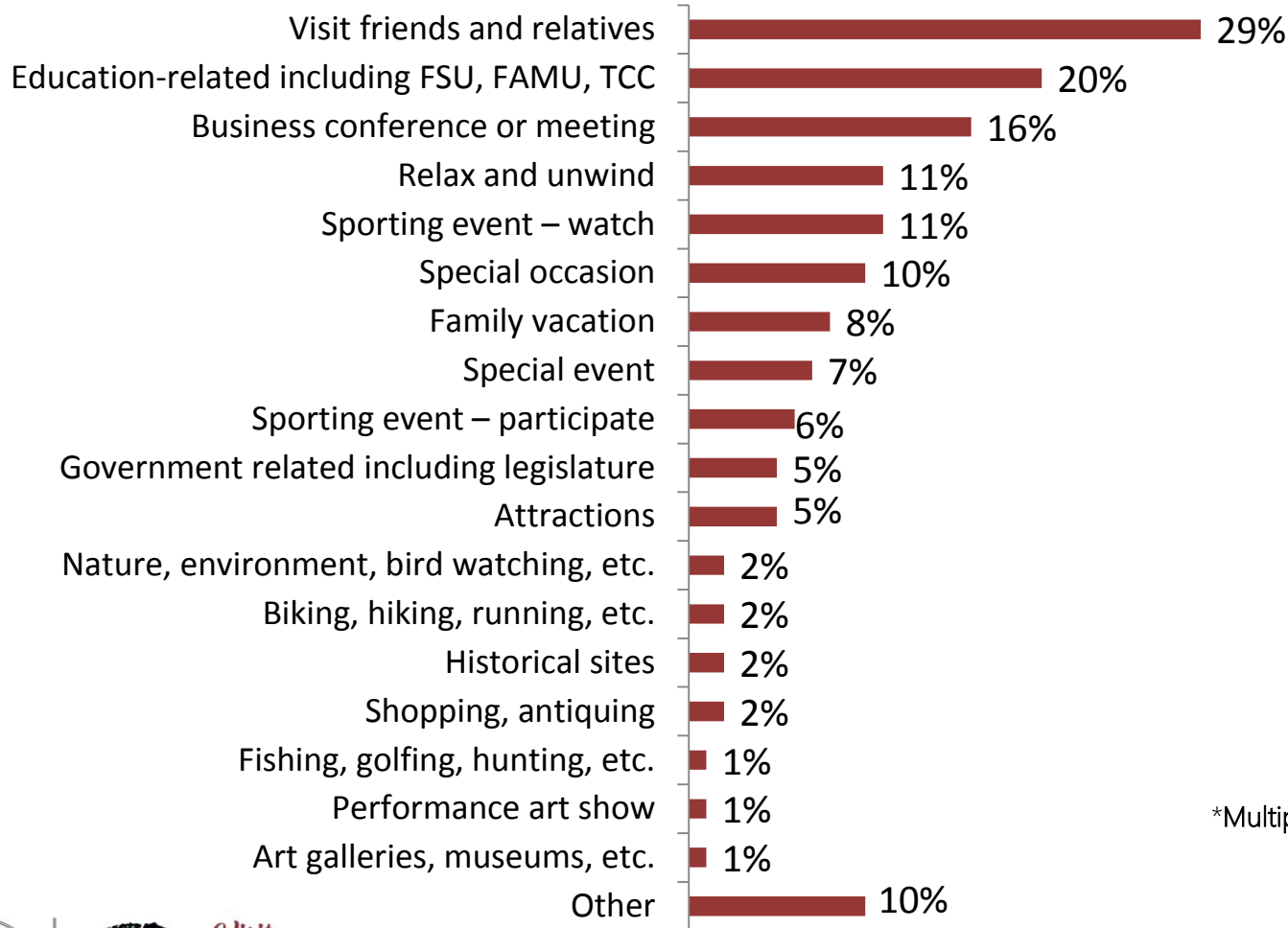
# Experience with Tallahassee

- **28%** were first time visitors.
- **16%** have visited Tallahassee more than 10 times.



# Reasons for Visiting

- 3 in 10 visitors (**29%**) came to visit friends and relatives.\*



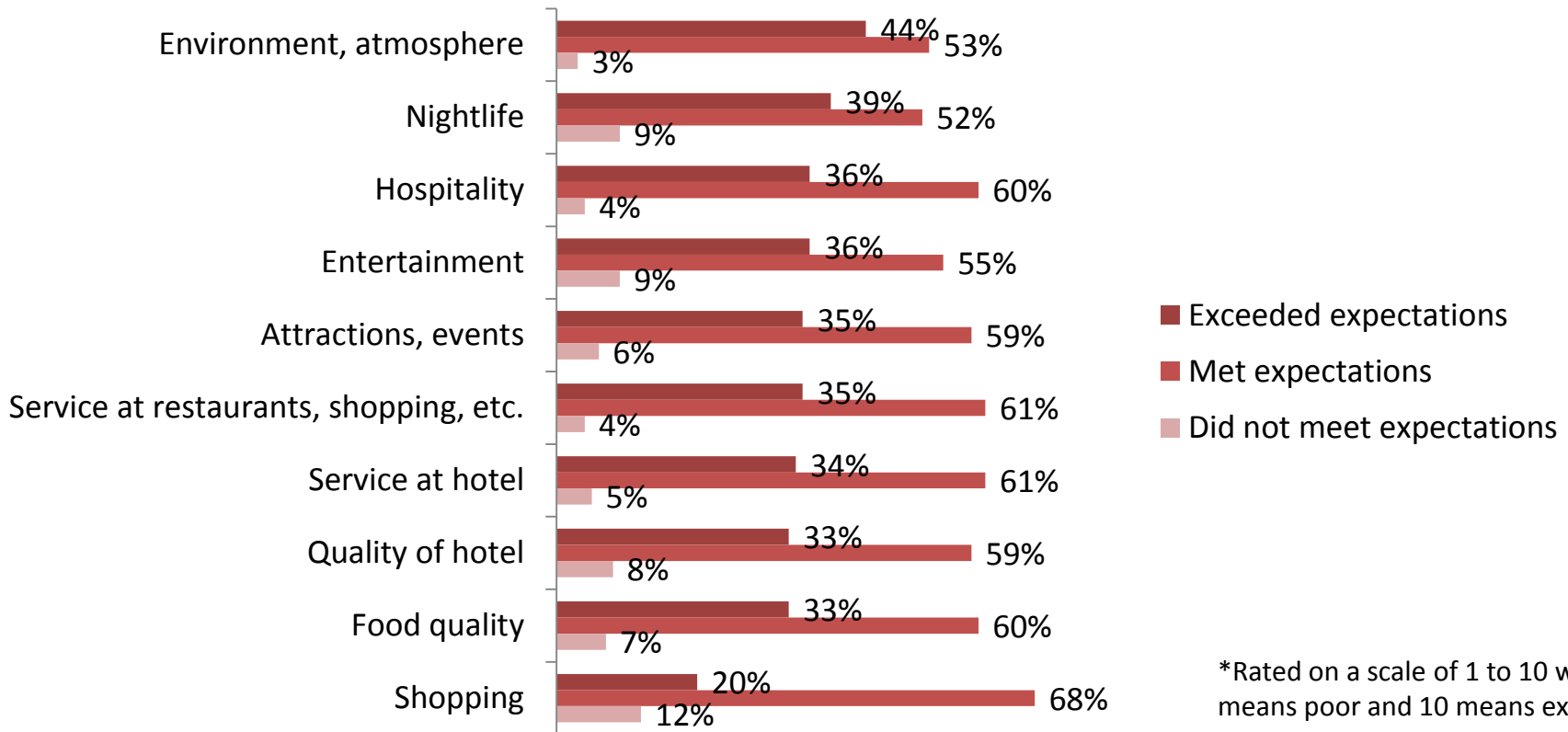
\*Multiple responses permitted





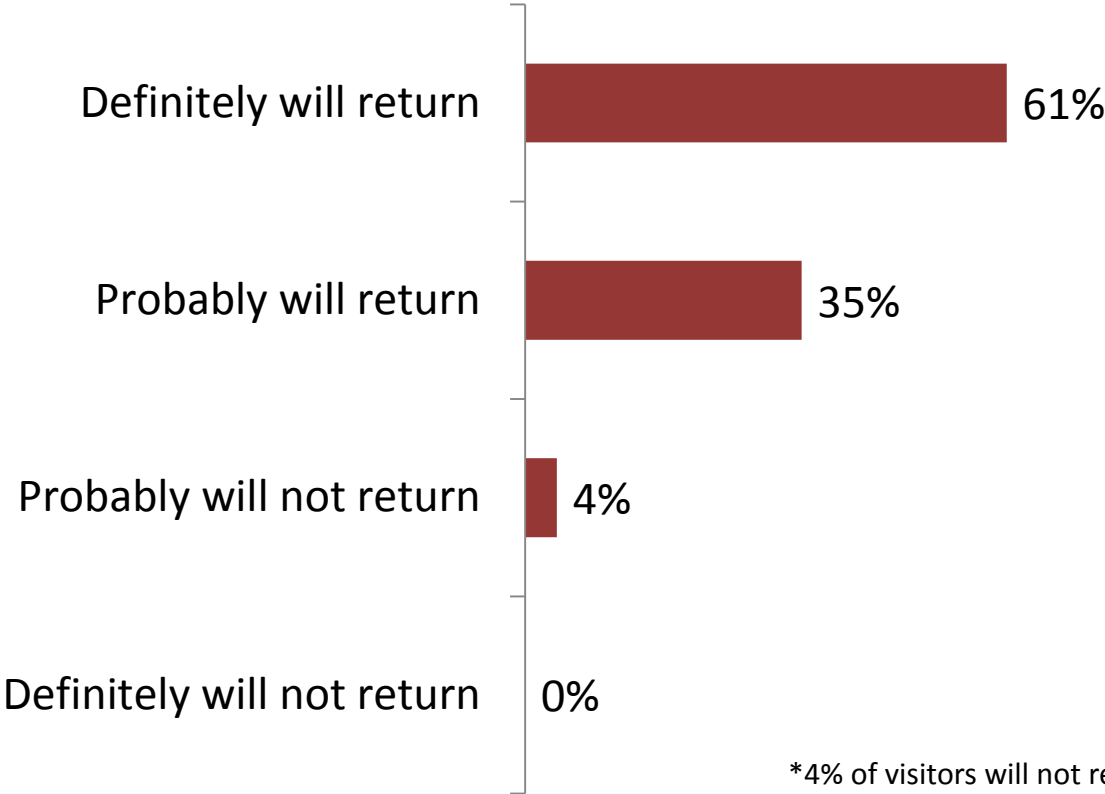
# Rating Experiences in Tallahassee

- Visitors gave Leon County a rating of **8.1 out of 10** as a place to visit.\*
- Visitors' ratings of their stay along various attributes:



# Likelihood of Returning

•96% of visitors will return to Leon County.\*

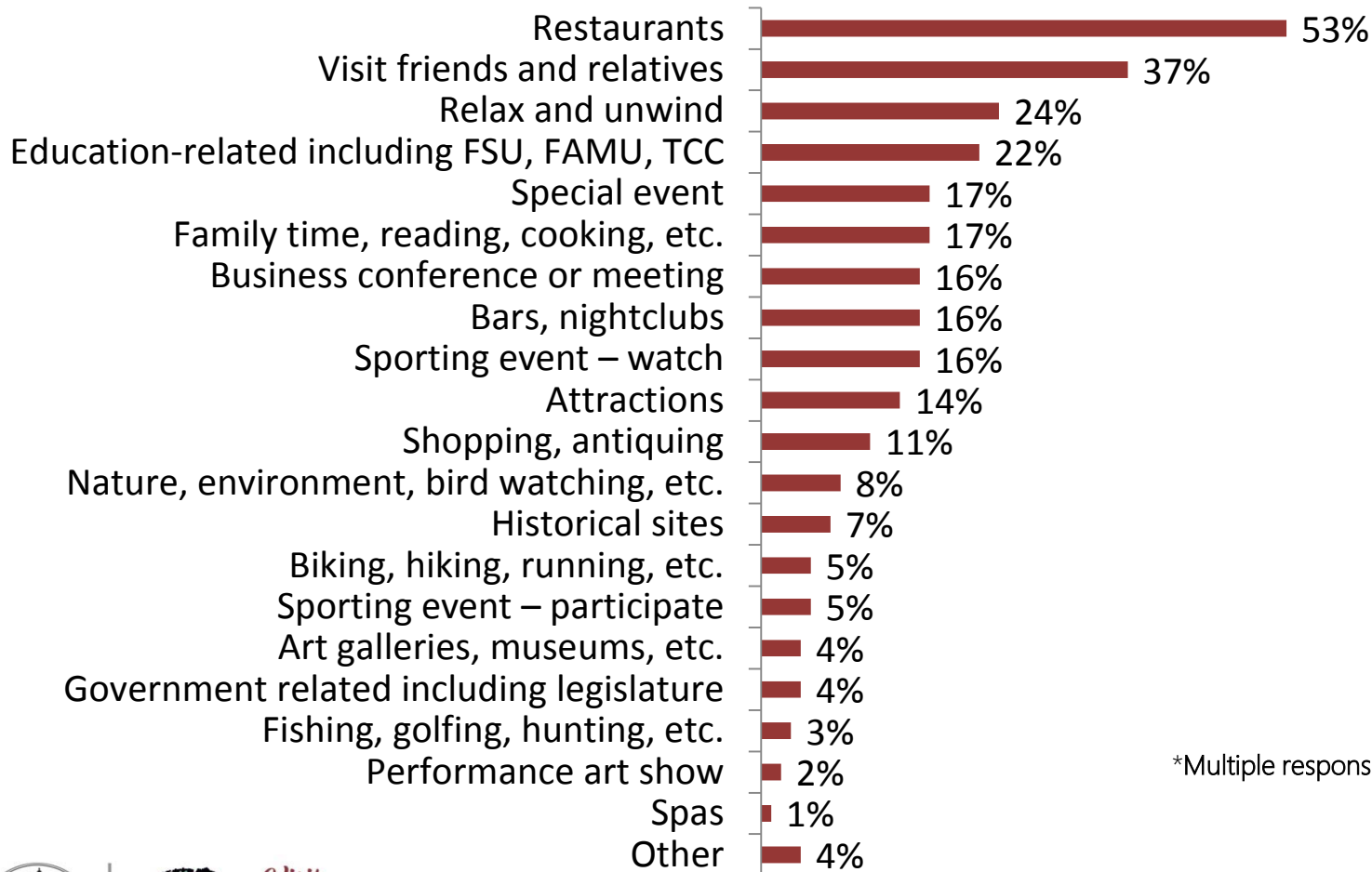


\*4% of visitors will not return for the following reasons:  
1. Event/occasion for visit is over (2%)  
2. Prefer other areas (2%)



# Visitors' Activities

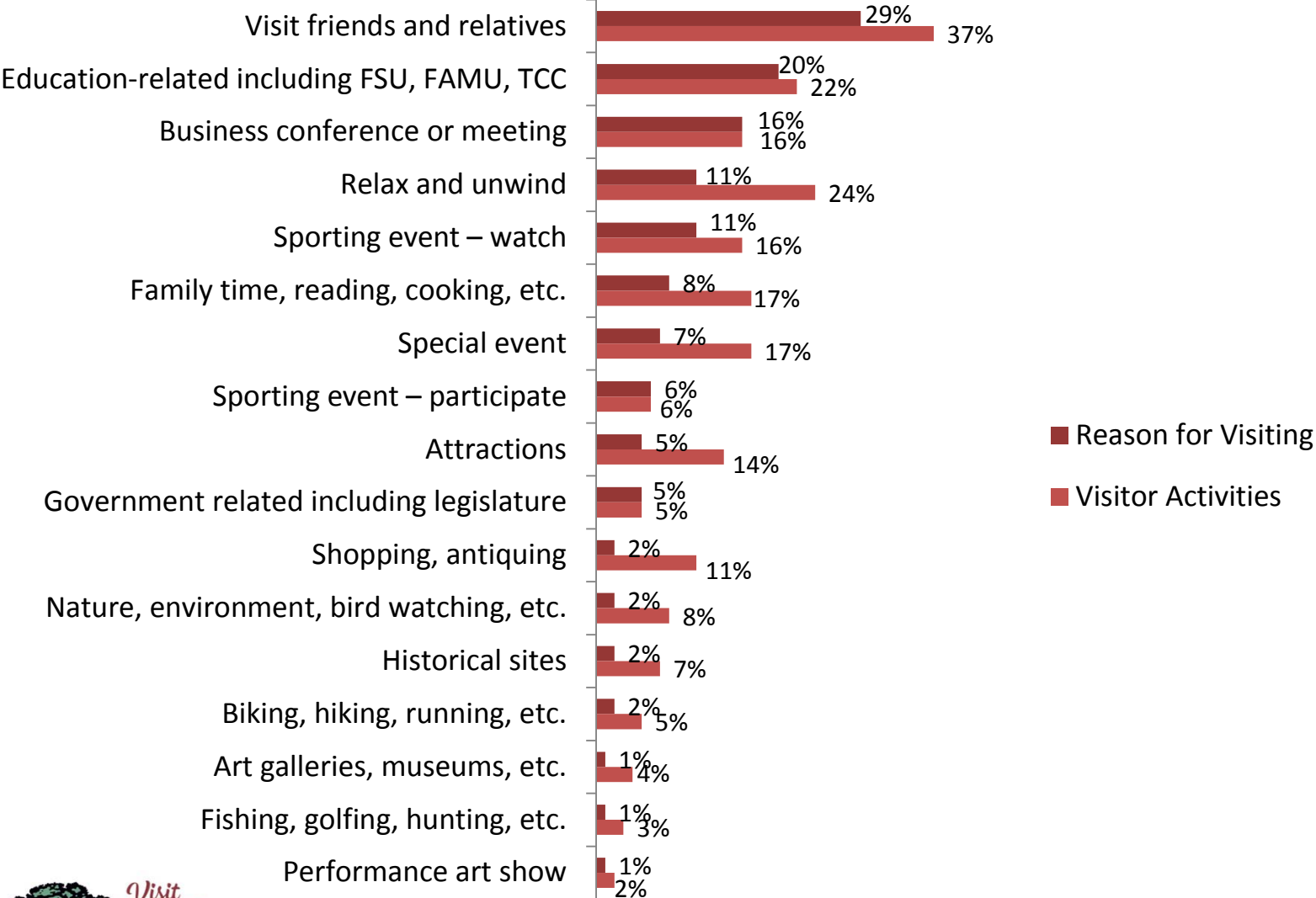
- Over half of visitors (**53%**) ate in area restaurants:\*



\*Multiple responses permitted

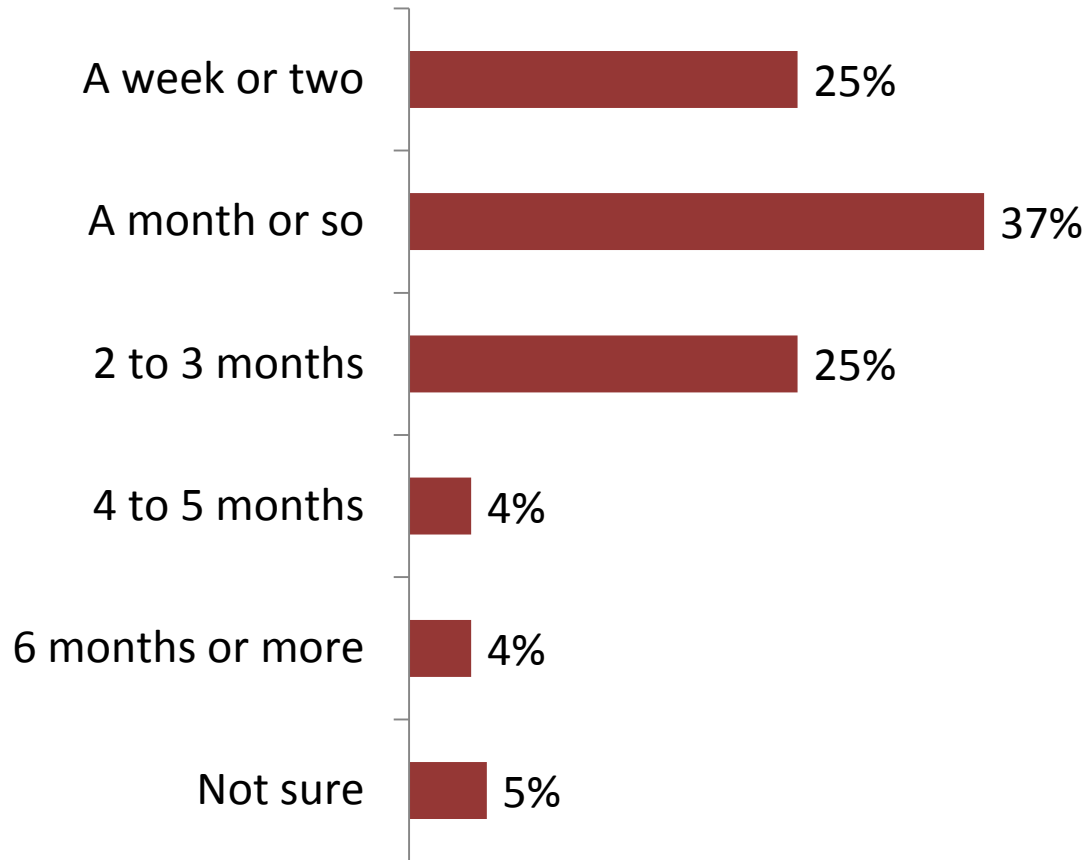


# Reasons for Visiting vs. Visitor Activities



# Trip Planning

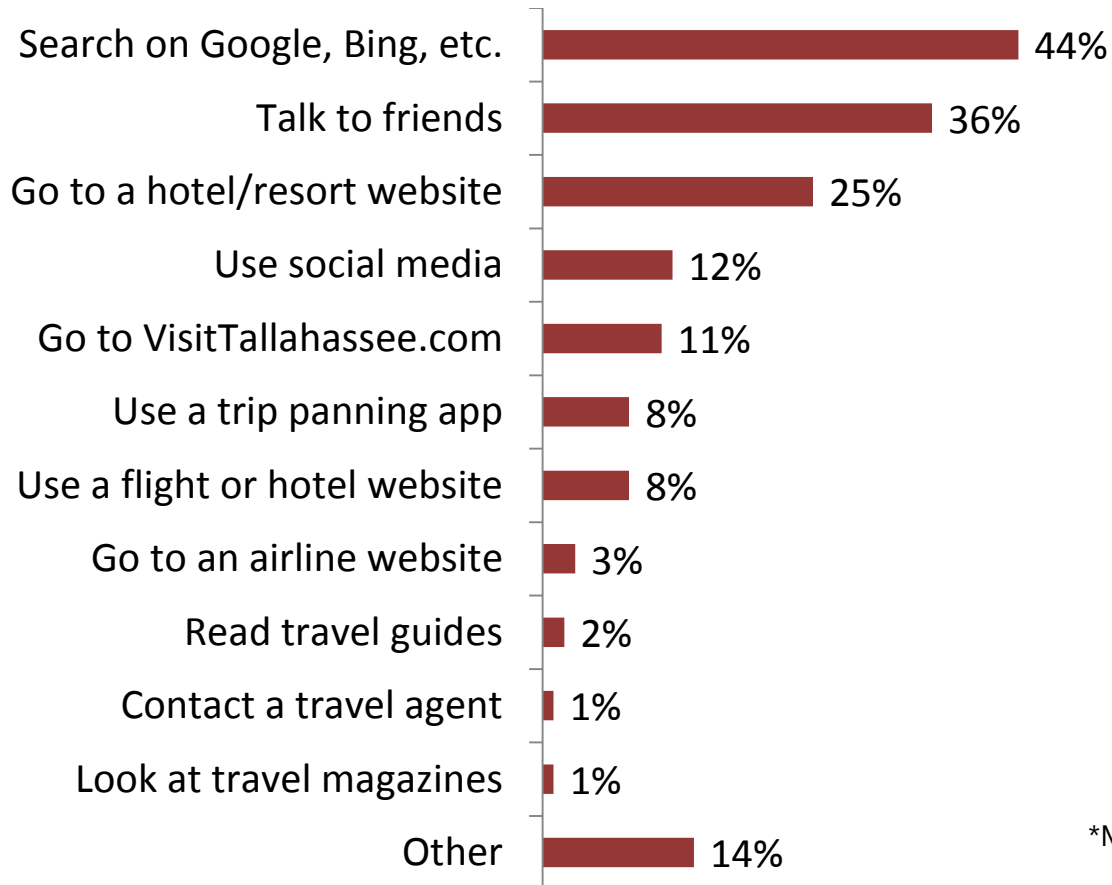
- 6 in 10 visitors (**62%**) planned their trip within **a month** of travel.





# Sources of Information

- Internet searches were used most frequently to plan trips to Tallahassee.\*



\*Multiple responses permitted



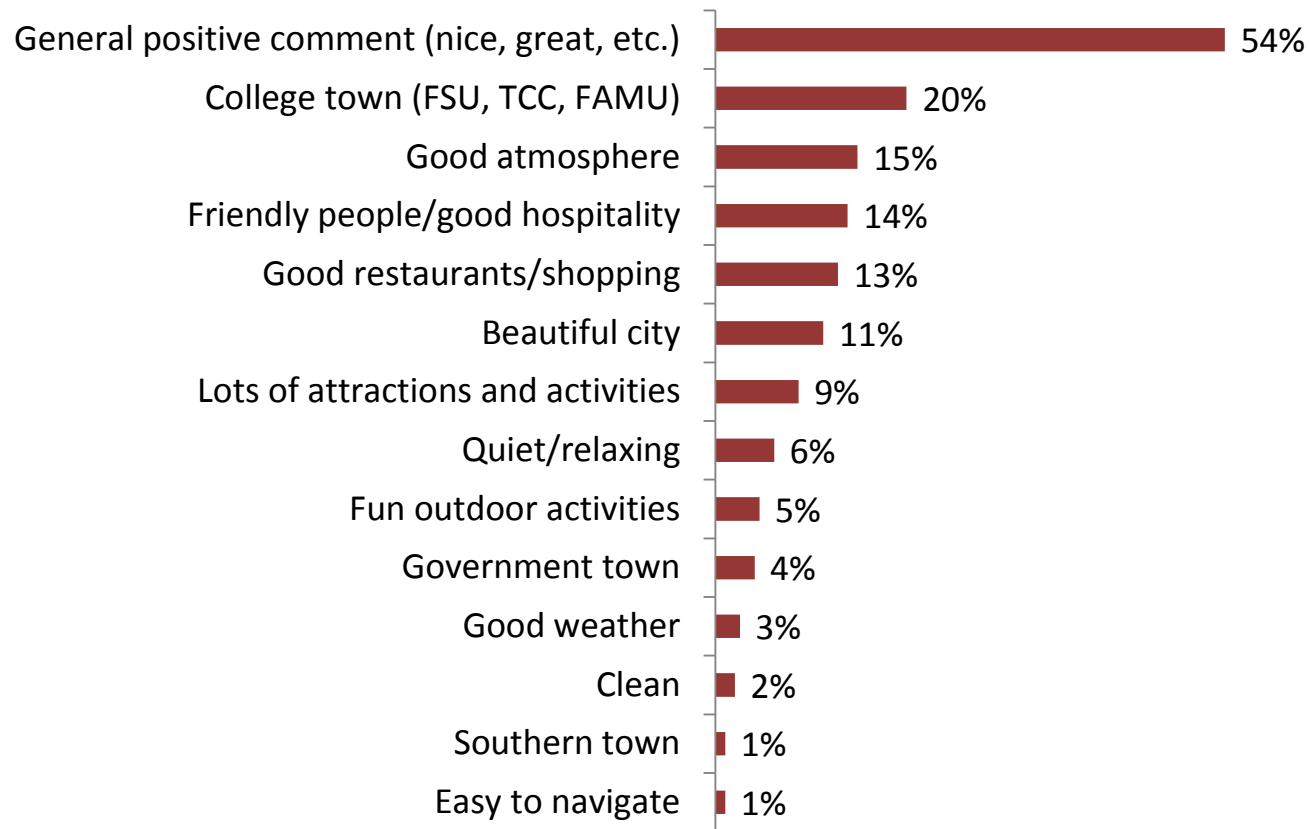
# Finding Their Way Around

- Nearly all visitors have smartphones/tablets (**91%**).
- Use their smartphone to plan their trip or to learn how to get around while they are in Leon County (**64%**).
- **1%** of visitors requested a Visitors Guide prior to their visit to Leon County.
- **1%** of visitors stopped at the Visitors Center during their visit to Leon County.



# Perceptions of Leon County\*

- Visitors describe Leon County as a college town with a good atmosphere and hospitality.



\*Open-ended responses, multiple responses permitted



# Comments from Visitors

- From visitors who describe Leon County as **generally positive**:

"If God lived on Earth, it would be in Tallahassee. Seriously, I tell everyone (who listens) that. Tallahassee has everything. As loyal FSU grads, my wife and I LOVE Tallahassee and its people."

"I enjoyed my stay, I wish I could have extended it."

"First impressions are great for this town."

"A "different" kind of Florida, cultural, a foodies haven."

"This city is great! It's small, caters to the local colleges, and has so much history."



# Comments from Visitors

- From visitors who describe Leon County as a **college town**:

“Reasonably nice, semi-rural, friendly, great college town.”

“100% would recommend any college student to check this city out. Safe and entertaining but not too many options for the older audience.”

“Love this place, incredible weather and the best college city in the United States.”

“It is a nice, small college town.”

“Love the FSU Campus! The nice people and great restaurants made FSU my number one choice for college.”





# Comments from Visitors

- From visitors who describe Leon County as having a **good atmosphere**:

“The ambience is fierce and good spirited.”

“Love the atmosphere, everyone is so nice here.”

“Beautiful city, campus, and people.”

“We had a great time in Tally last week. There is so much to do while there. The State Capitol buildings, old and new, are a great place to start. There are many museums, parks, restaurants and of course college sports. You should visit. Go Noles!”



# Comments from Visitors

- From visitors who describe Leon County as having **friendly people and good hospitality**:

“Everyone in this town is so nice, they really make you feel at home.”

“A wonderful place full of friendly people, a vibrant city situated in rolling hills that look like no other town in Florida.”

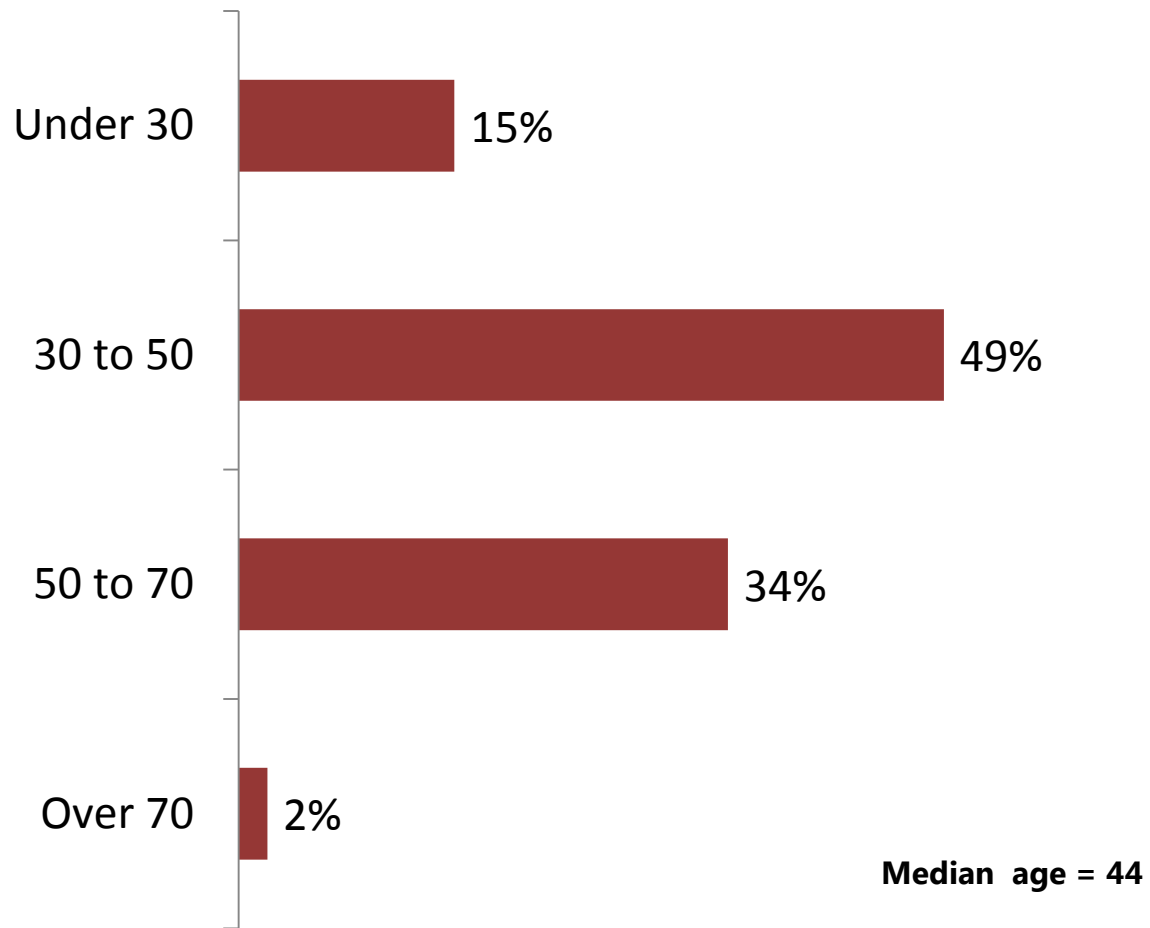
“Very good hospitality. I come here often for family.”

“Tallahassee is a small little town with good food and nice people; it's always a pleasure to come for work.”

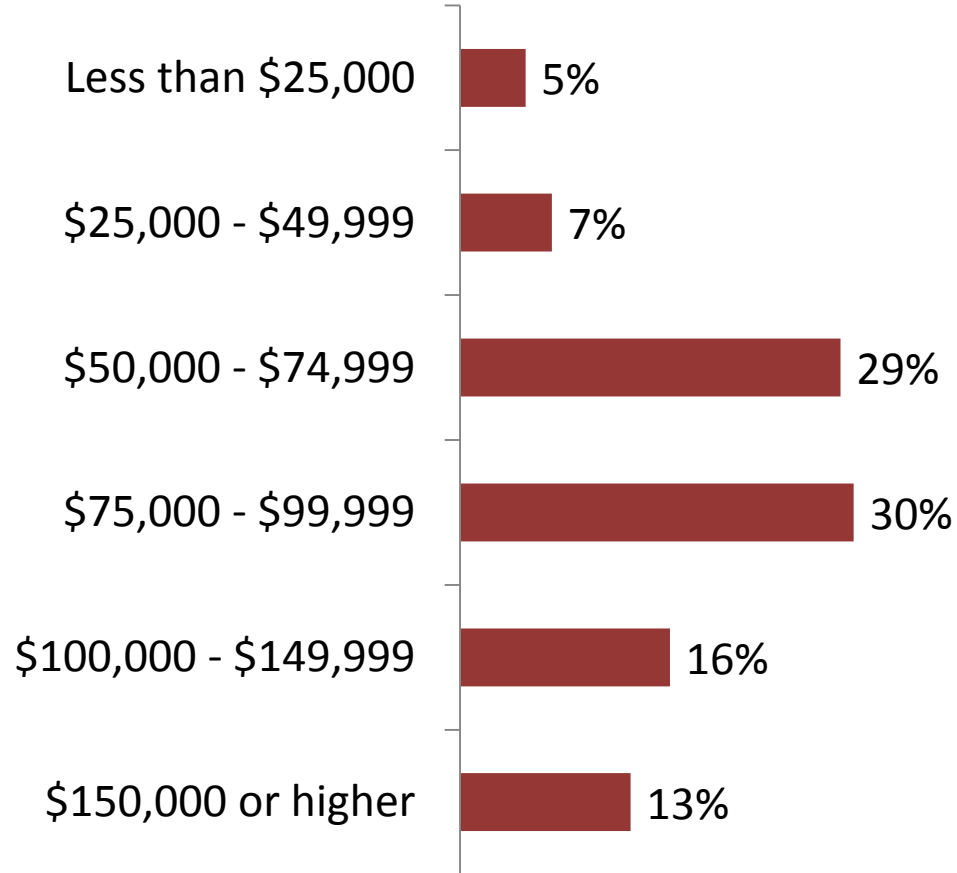
“Tallahassee is very nice and welcoming.”



# Age of Visitors



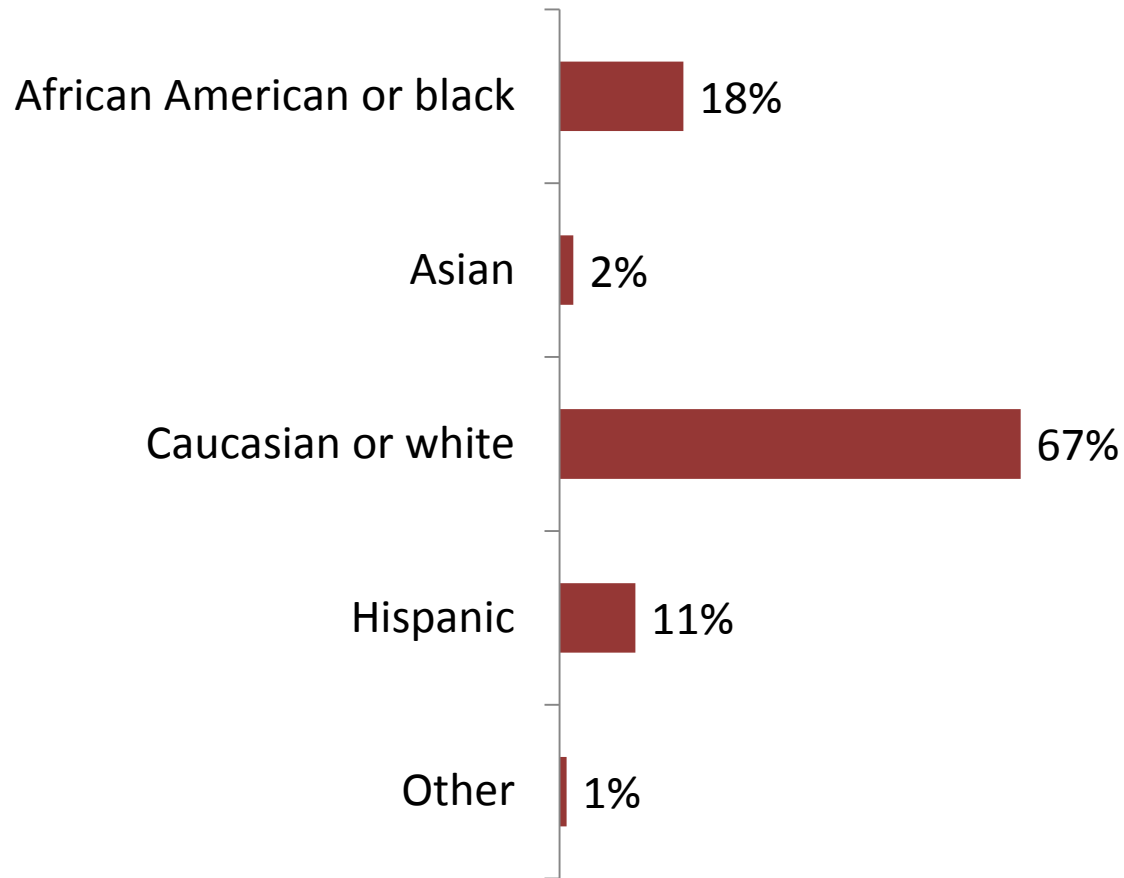
# Visitors' Total Household Income



**Median HHI = \$82,500**

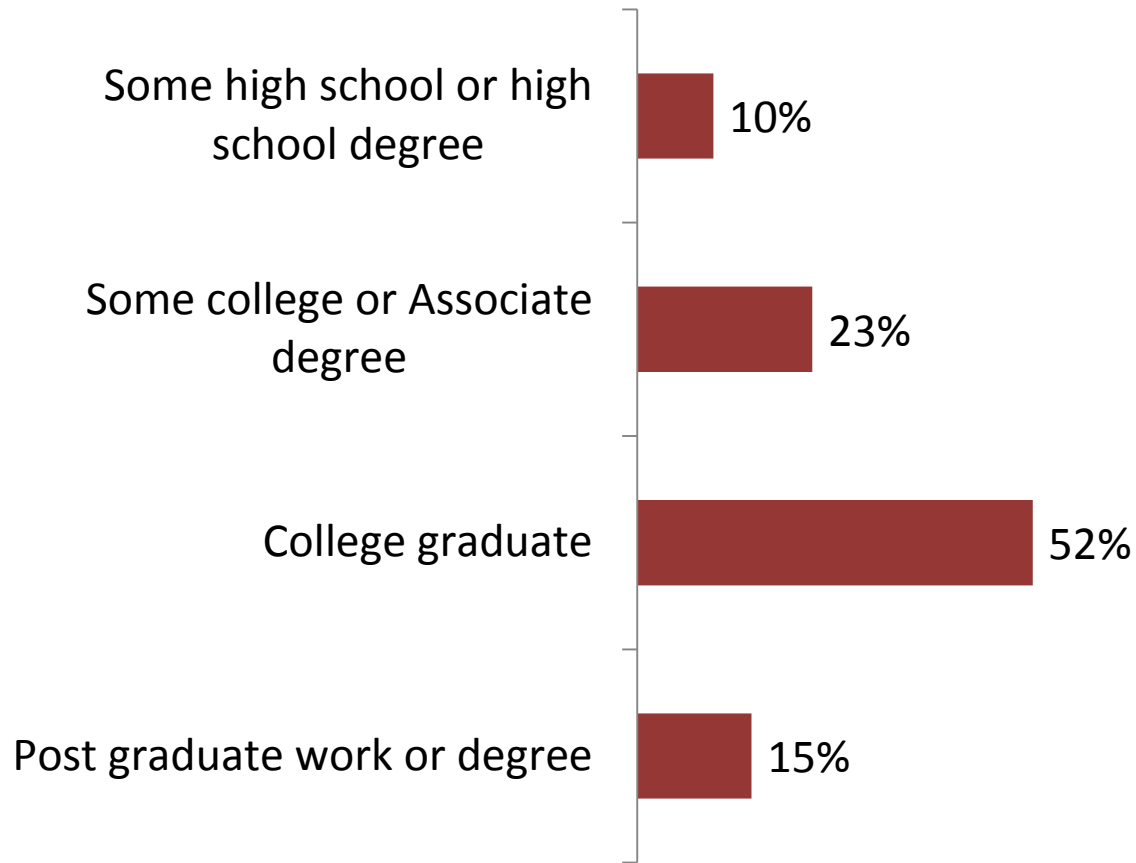


# Race/Ethnicity of Visitors



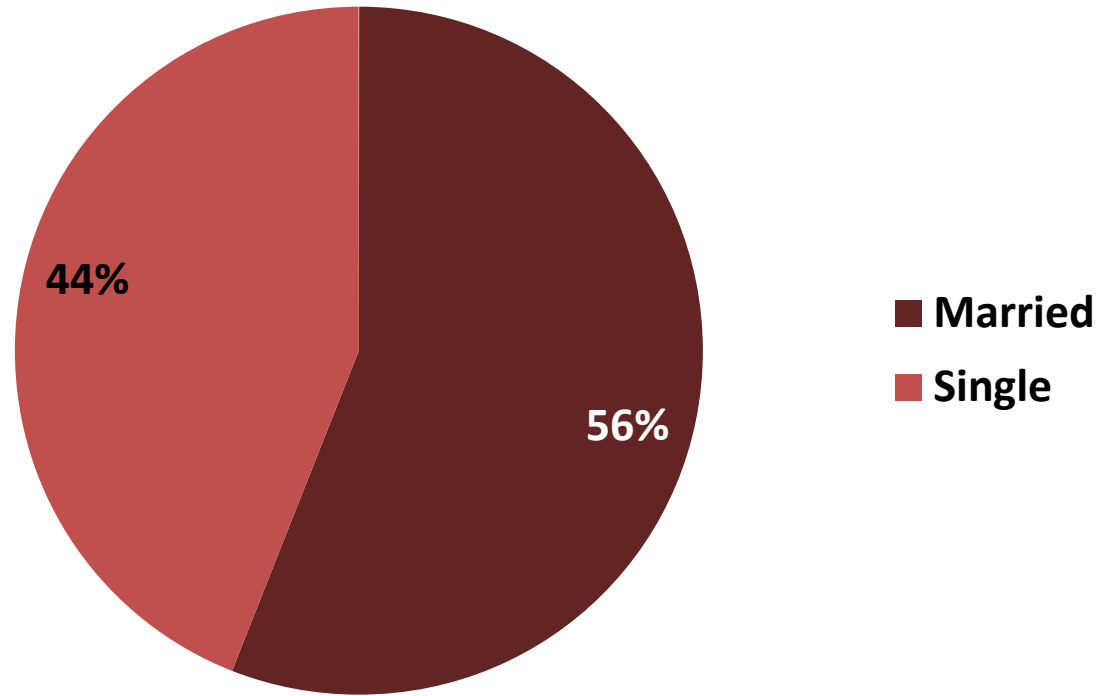


# Education

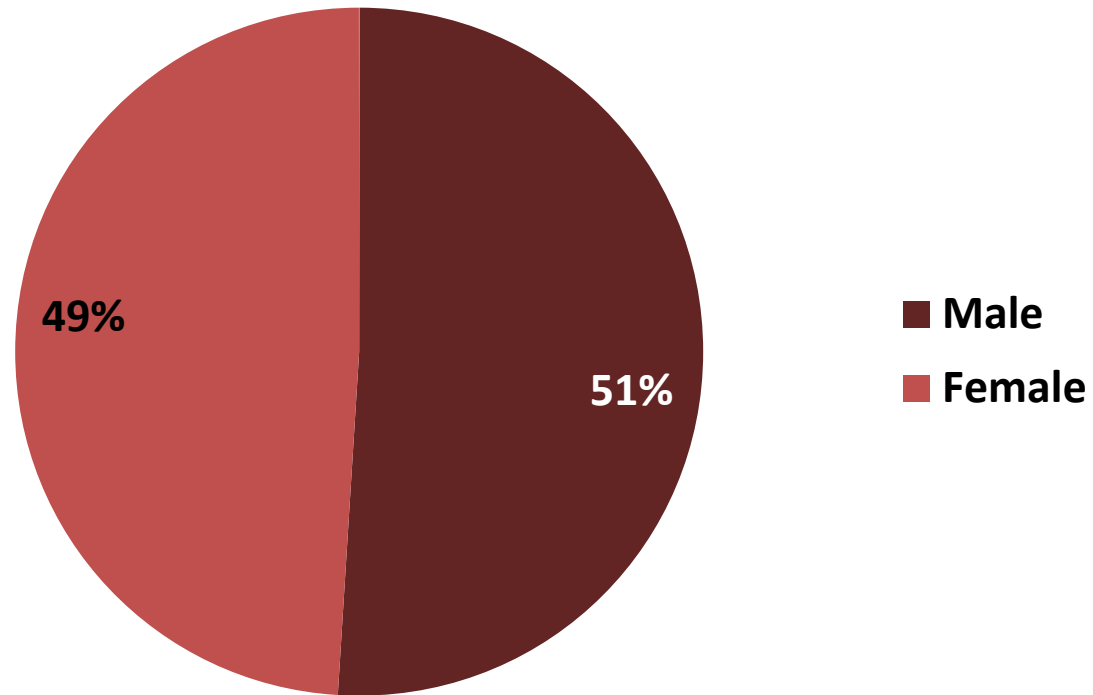


# Marital Status

Over half of visitors were married.



# Gender



# Quarter Comparisons:

	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Visitors*	503,580	692,211	600,528	515,801
Occupancy	57.0%	65.5%	63.5%	65.9%
Median age	49	45	43	44
Median household income	\$78,900	\$80,900	\$90,000	\$82,500
From Southeast	93%	87%	89%	89%
From Florida	69%	63%	61%	62%
Travel party size	2.6	3.1	2.4	2.4
Drove	80%	87%	81%	82%
Length of stay	2.7	2.9	2.4	2.5
1 <sup>st</sup> time visitor	25%	22%	28%	28%

\* Includes day trippers and visitors staying with friends and relatives (VFRs)



# Quarter Comparisons

	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Rating of Leon County*	8.2	8.0	8.1	8.1
Likelihood of returning	80%	96%	95%	96%
Spending per travel party	\$917	\$1,044	\$559	\$720
Planned trip	A month or so in advance	A month or so in advance	A month or so in advance	A month or so in advance
Used VisitTallahassee.com	8%	11%	10%	11%
Used hotel website	22%	35%	28%	25%
Used smartphone on trip	62%	71%	70%	64%
Married	61%	60%	58%	56%
Has college degree	76%	68%	63%	67%

\* 10 point scale





# Visit Tallahassee

## 4th Quarter Visitor Tracking Report

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Kerri Post – Executive Director  
Visit Tallahassee

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Downs & St. Germain Research

850-906-3111: [www.dsg-research.com](http://www.dsg-research.com)





# Visit Tallahassee

Economic Impact of Tourism Report

Fiscal Year 2016

# Study Methods

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- Economic impact of tourism for Visit Tallahassee was based on data from the following sources:
  - 3,984 interviews conducted by Downs & St. Germain Research with visitors to Leon County
  - Twelve (12) monthly STR Reports
  - Downs & St. Germain Research's tourism database
  - Various government agencies and data sources
  - IMPLAN Online Economic Impact Modeling software
  - TDT Collections provided by Leon County

# Key Performance Indicators

<b>Economic Indicators</b>	<b>FY2016</b>
Visitors	2,312,120
Direct expenditures	\$532,484,631
Total economic impact	\$841,325,717
Room nights generated	1,304,257
Jobs created	13,702
Wages paid	\$332,958,600
Taxes paid <sup>1</sup>	\$56,828,669
Tourist Development Tax	\$5,236,879

<sup>1</sup>Sales, use, and property taxes.

# Key Performance Indicators

Visitor Profile	FY2016
Visitors	2,312,120
Occupancy	62.8%
Room rates	\$96.23
RevPAR	\$60.43
Travel party size	2.6
Nights spent	2.6
Will return	95%
Rating of experience	8.1 <sup>1</sup>

<sup>1</sup>On a 10-point scale.



# Total Economic Impact

# \$841,325,717

■ Induced ■ Indirect ■ Direct



Indirect effects are increased business spending resulting from tourism dollars.  
Induced effects are increased household spending resulting from tourism dollars.

# Inside Story

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- Each visitor spends \$230 in Leon County
- 168 visitors = 1 job in Leon County
- Visitors save each Leon County household \$445 in taxes

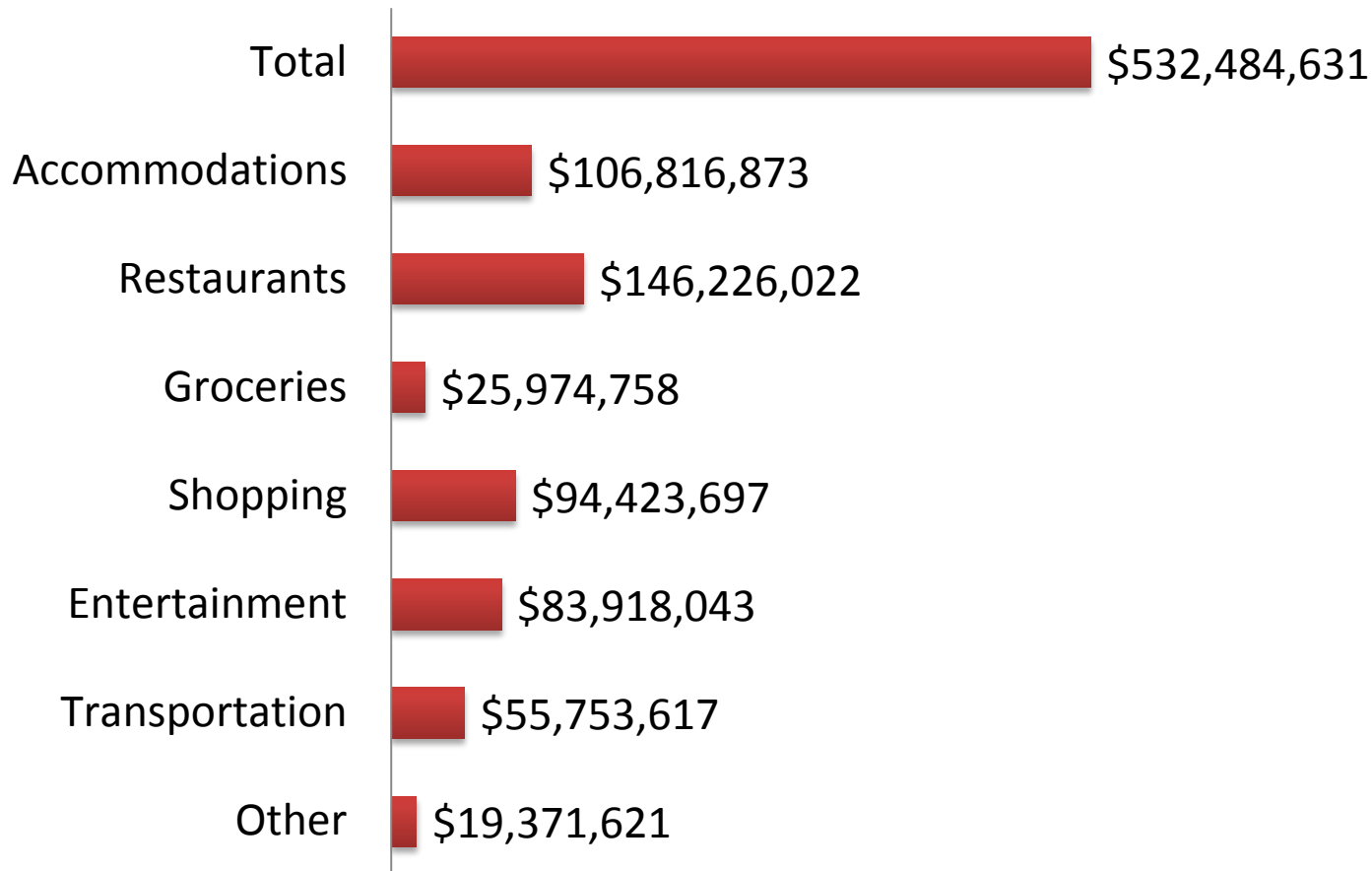
# Visitors to Leon County

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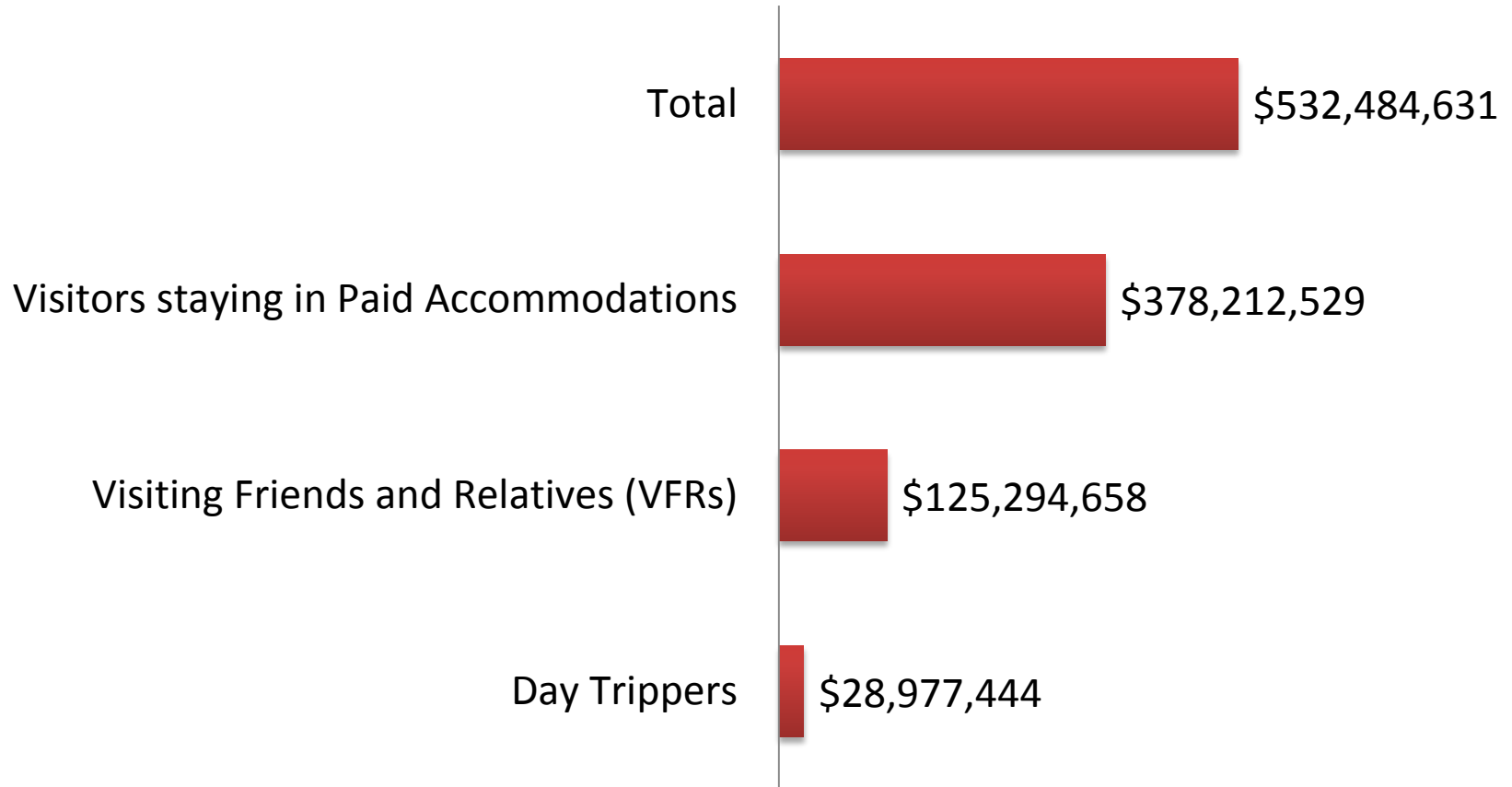
**2,312,120** – Total Visitors to Leon County

- **1,323,219** – Stayed in paid accommodations
- **558,261** – Visited friends and relatives (VFRs)
- **430,640** – Day visitors

# Visitors' Direct Spending



# Direct Spending by Visitor Type





# KPIs– Oct-Dec 2015 (Q1)

Visitor Profile	Oct-Dec 2015 (Q1)
Visitors	503,580
Direct Expenditures	\$139,580,743
Economic Impact	\$220,537,574
Occupancy	57.0%
Room Rates	\$104.56
RevPAR	\$59.60
Travel party size	2.6
Nights spent	2.7
Will return	92%
Rating of experience	8.2 <sup>1</sup>

# KPIs – Jan-Mar 2016 (Q2)

Visitor Profile	Jan-Mar 2016 (Q2)
Visitors	692,211
Direct Expenditures	\$162,379,704
Economic Impact	\$256,559,932
Occupancy	65.5%
Room Rates	\$98.70
RevPAR	\$64.64
Travel party size	3.1
Nights spent	2.9
Will return	99%
Rating of experience	8.0 <sup>1</sup>

# KPIs – Apr-Jun 2016 (Q3)

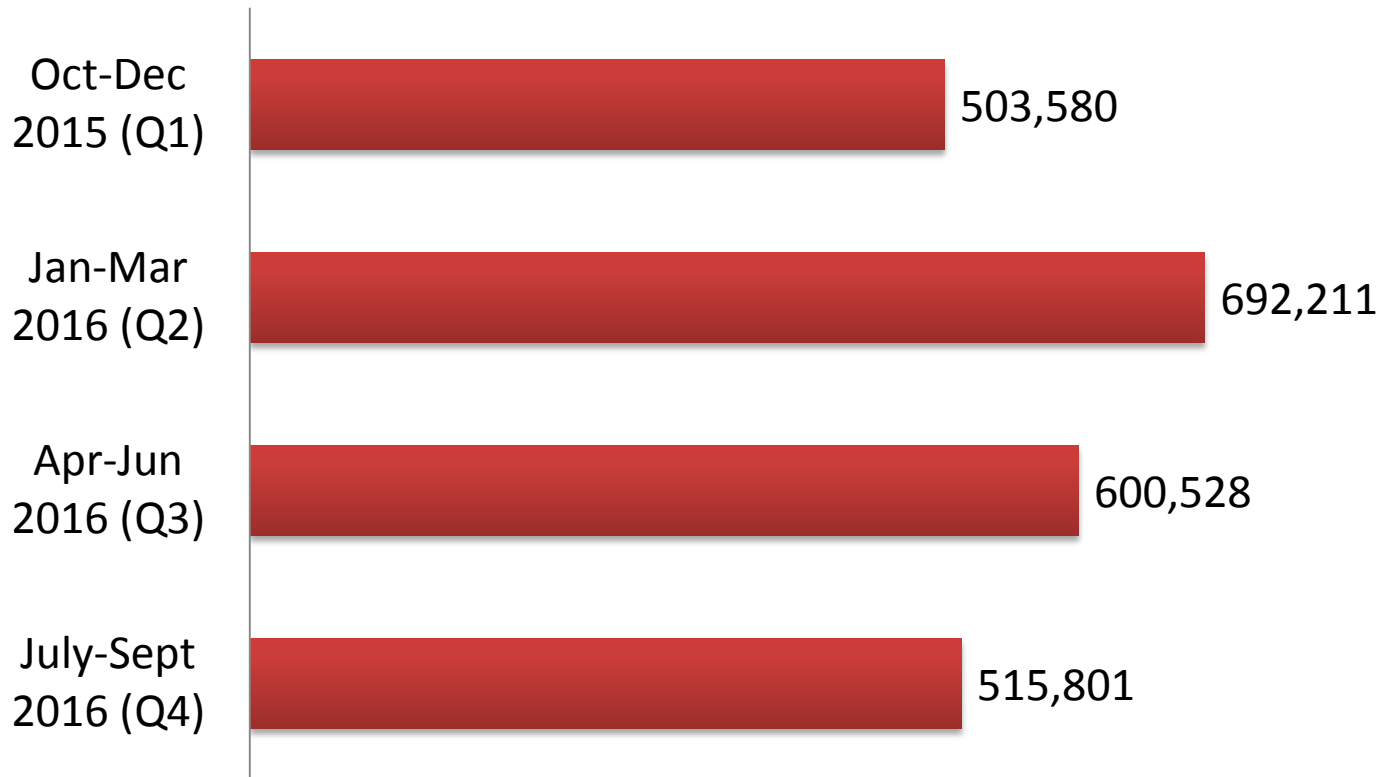
Visitor Profile	Apr-Jun 2016 (Q3)
Visitors	600,528
Direct Expenditures	\$120,686,969
Economic Impact	\$190,685,411
Occupancy	63.5%
Room Rates	\$92.17
RevPAR	\$58.53
Travel party size	2.4
Nights spent	2.4
Will return	95%
Rating of experience	8.1 <sup>1</sup>

# KPIs – July-Sept 2016 (Q4)

Visitor Profile	July-Sept 2016 (Q4)
Visitors	515,801
Direct Expenditures	\$109,837,215
Economic Impact	\$173,542,800
Occupancy	65.9%
Room Rates	\$89.50
RevPAR	\$58.98
Travel party size	2.4
Nights spent	2.5
Will return	99%
Rating of experience	8.1 <sup>1</sup>

# Visitors by Quarter

Total: 2,312,120





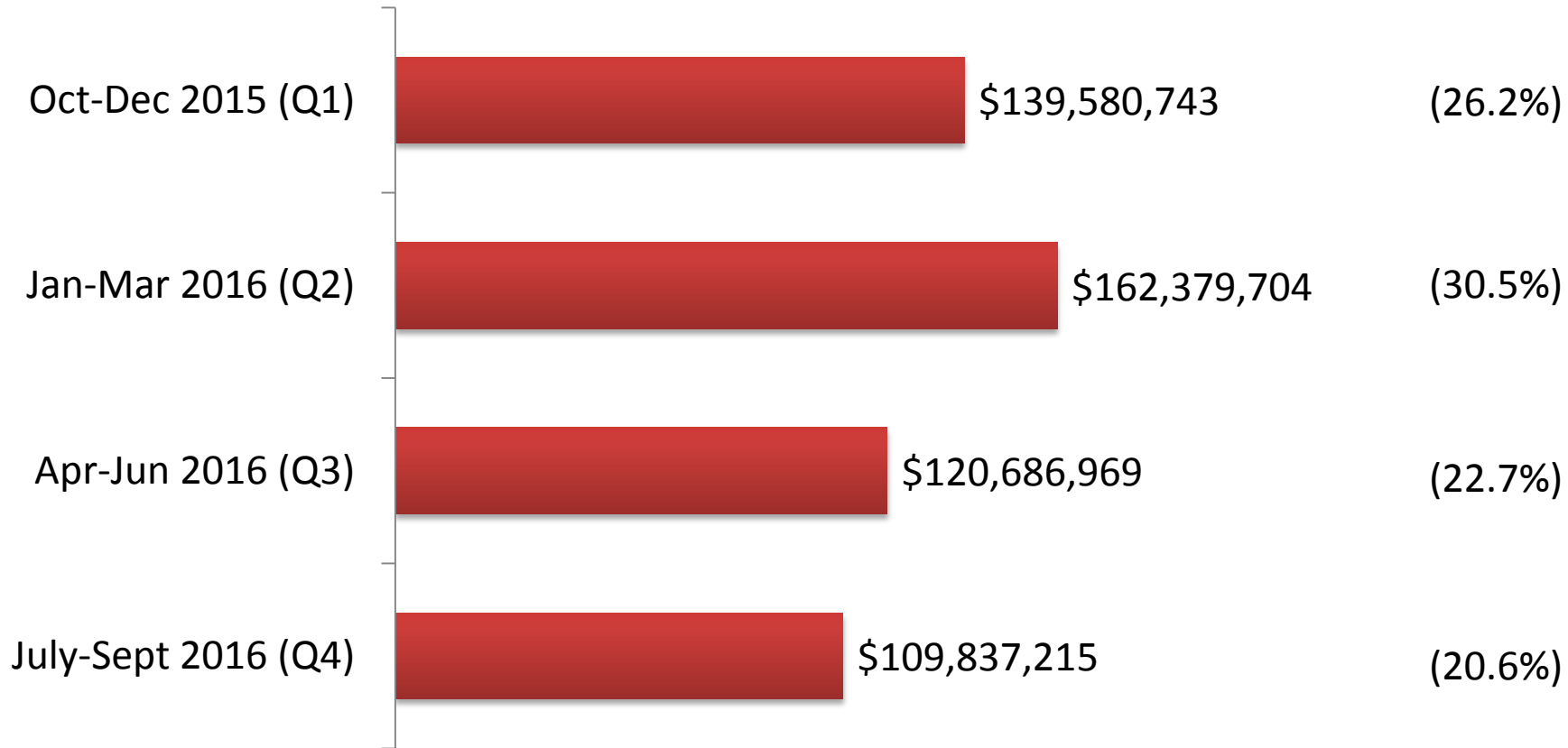
# Room Nights by Quarter

Total: 1,304,257



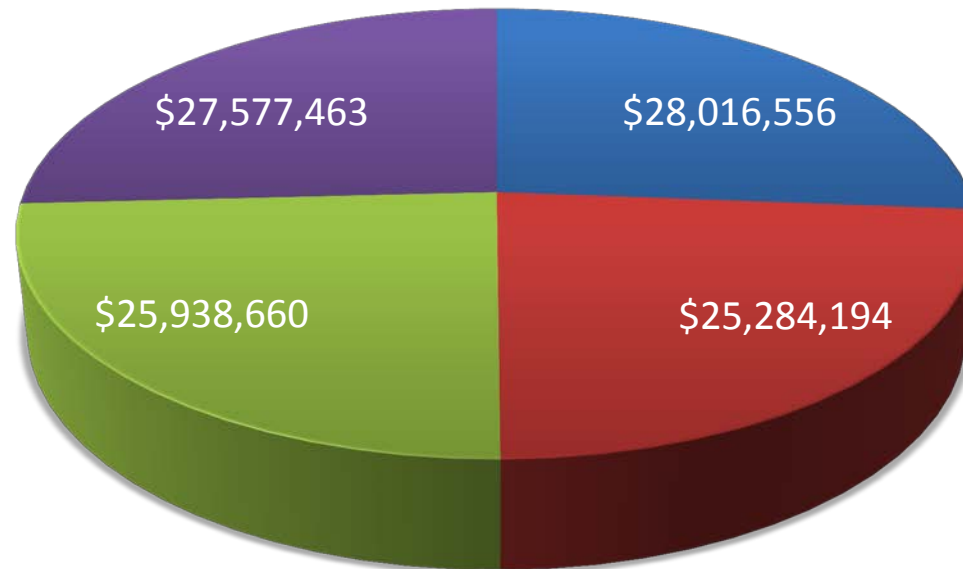
# Visitors' Direct Spending by Quarter

Total: \$532,484,631



# Accommodation Spending by Quarter

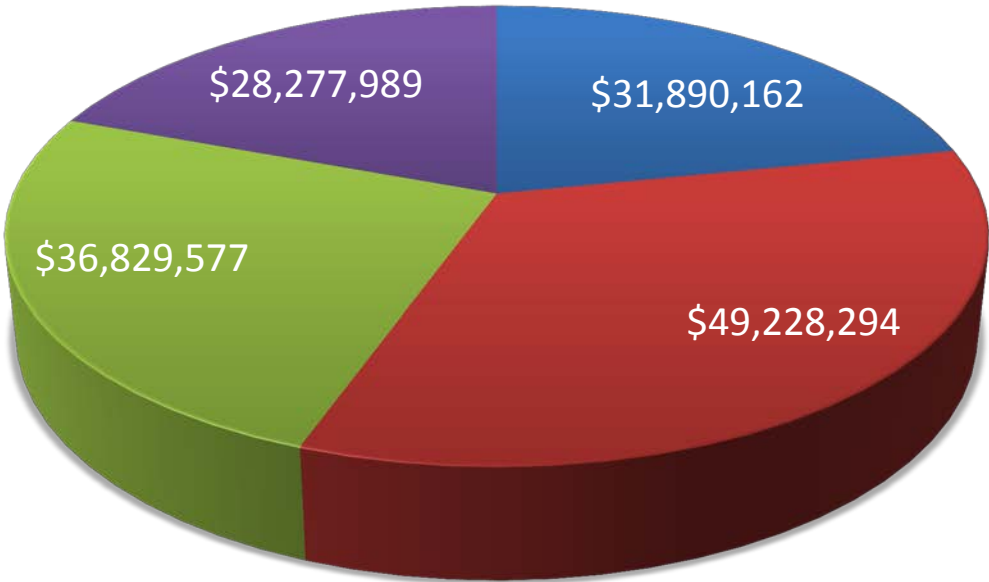
Total: \$106,816,873



■ Oct-Dec 2015 (Q1) ■ Jan-Mar 2016 (Q2) ■ Apr-Jun 2016 (Q3) ■ July-Sept 2016 (Q4)

# Restaurant Spending by Quarter

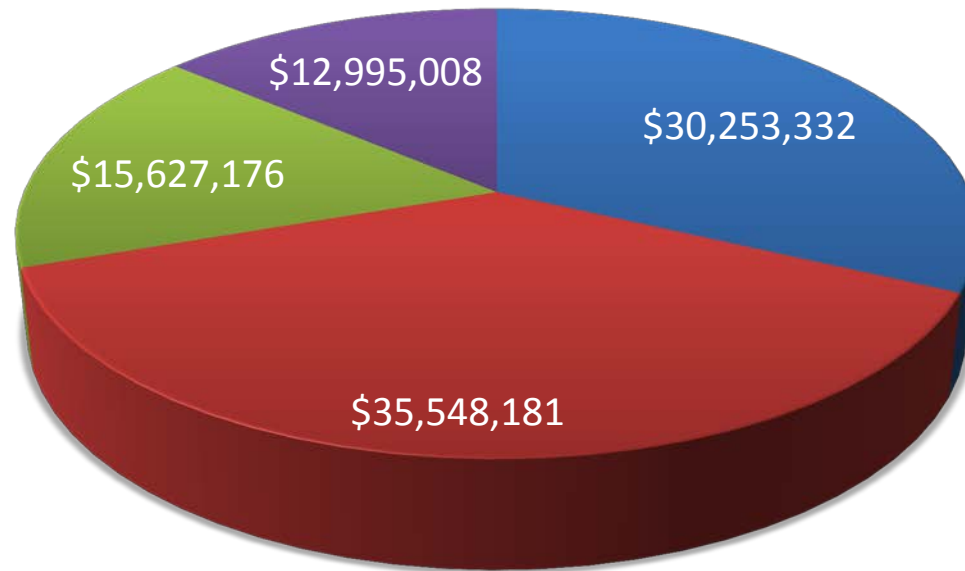
Total: \$146,226,022



■ Oct-Dec 2015 (Q1) ■ Jan-Mar 2016 (Q2) ■ Apr-Jun 2016 (Q3) ■ July-Sept 2016 (Q4)

# Shopping Spending by Quarter

Total: \$94,423,697

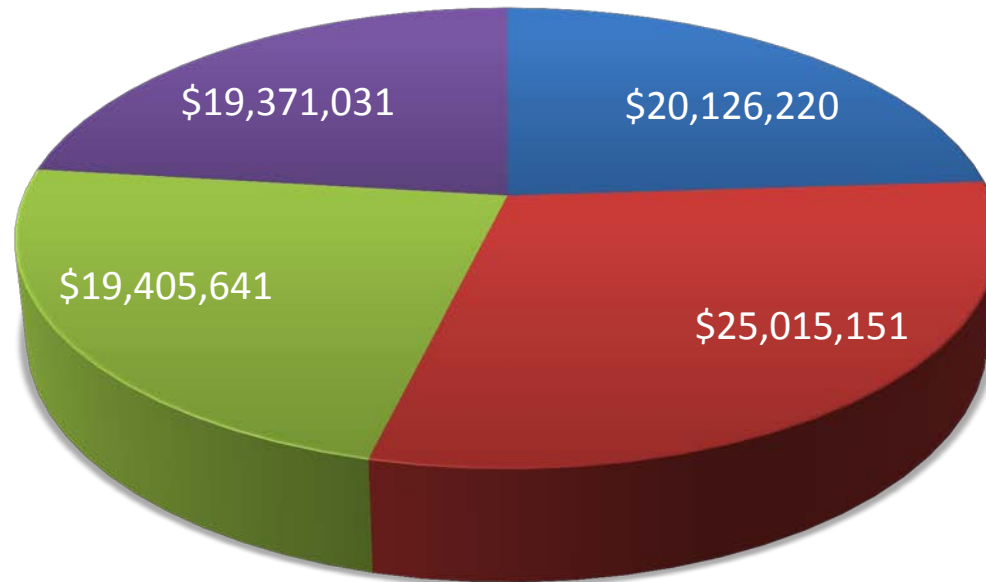


■ Oct-Dec 2015 (Q1) ■ Jan-Mar 2016 (Q2) ■ Apr-Jun 2016 (Q3) ■ July-Sept 2016 (Q4)



# Entertainment Spending by Quarter

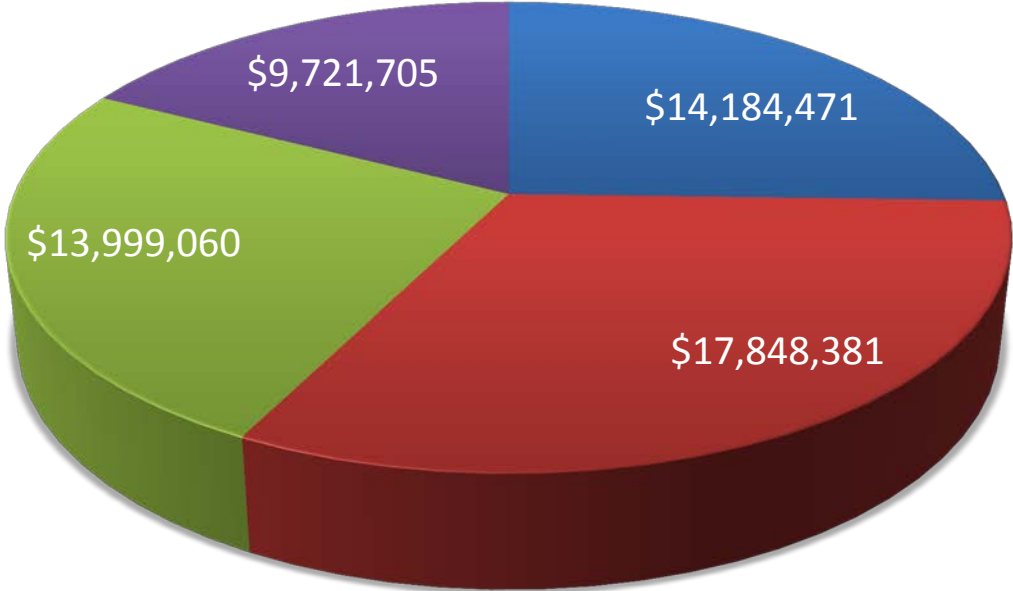
Total: \$83,918,043



■ Oct-Dec 2015 (Q1) ■ Jan-Mar 2016 (Q2) ■ Apr-Jun 2016 (Q3) ■ July-Sept 2016 (Q4)

# Transportation Spending by Quarter

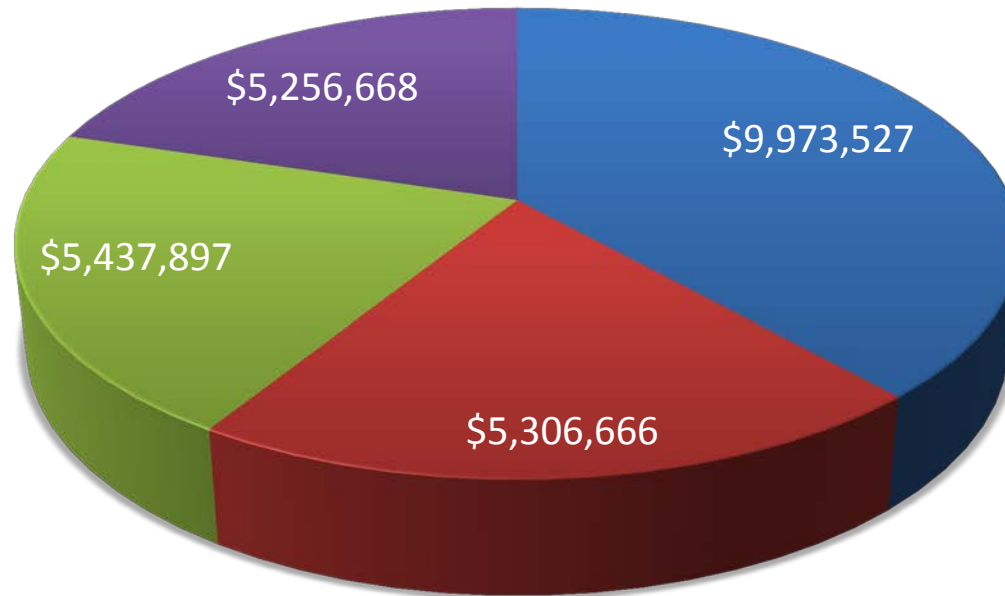
Total: \$55,753,617



■ Oct-Dec 2015 (Q1) ■ Jan-Mar 2016 (Q2) ■ Apr-Jun 2016 (Q3) ■ July-Sept 2016 (Q4)

# Grocery Spending by Quarter

Total: \$25,974,758



■ Oct-Dec 2015 (Q1) ■ Jan-Mar 2016 (Q2) ■ Apr-Jun 2016 (Q3) ■ July-Sept 2016 (Q4)

# Quarterly Comparisons

# Quarterly Comparisons:

	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Visitors*	503,580	692,211	600,528	515,801
Occupancy	57.0%	65.5%	63.5%	65.9%
Median age	49	45	43	44
Median household income	\$78,900	\$80,900	\$90,000	\$82,500
From Southeast	93%	87%	89%	89%
From Florida	69%	63%	61%	62%
Travel party size	2.6	3.1	2.4	2.4
Drove	80%	87%	81%	82%
Length of stay	2.7	2.9	2.4	2.5
1 <sup>st</sup> time visitor	25%	22%	28%	28%

\* Includes day trippers and visitors staying with friends and relatives (VFRs)



# Quarterly Comparisons

	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Rating of Leon County*	8.2	8.0	8.1	8.1
Likelihood of returning	80%	96%	95%	96%
Spending per travel party	\$917	\$1,044	\$559	\$720
Planned trip	A month or so in advance	A month or so in advance	A month or so in advance	A month or so in advance
Used VisitTallahassee.com	8%	11%	10%	11%
Used hotel website	22%	35%	28%	25%
Used smartphone on trip	62%	71%	70%	64%
Married	61%	60%	58%	56%
Has college degree	76%	68%	63%	67%

\* 10 point scale

# Yearly Comparisons

# Yearly Comparisons

Economic Indicators	FY2015	FY2016	% Change
Visitors	2,326,769	2,312,120	-0.6%
Direct expenditures	\$531,668,275	\$532,484,631	+0.2%
Total economic impact	\$840,035,875	\$841,325,717	+0.2%
Room nights generated	1,276,784	1,304,257	+2.2%
Jobs created	13,659	13,702	+0.3%
Tourist Development Tax	\$5,141,424	\$5,236,879	+1.9%

<sup>1</sup>Sales, use, and property taxes.

# Yearly Comparisons

Visitor Profile	FY2015	FY2016	% Change
Occupancy	61.7%	62.8%	+1.8%
Room Rates	\$94.40	\$96.23	+1.9%
RevPAR	\$58.24	\$60.43	+3.8%
Travel Party Size	2.7	2.6	-
Nights spent	2.6	2.6	-
Will Return	92%	95%	-
Rating of experience	7.6 <sup>1</sup>	8.1 <sup>1</sup>	-

<sup>1</sup>On a 10-point scale.

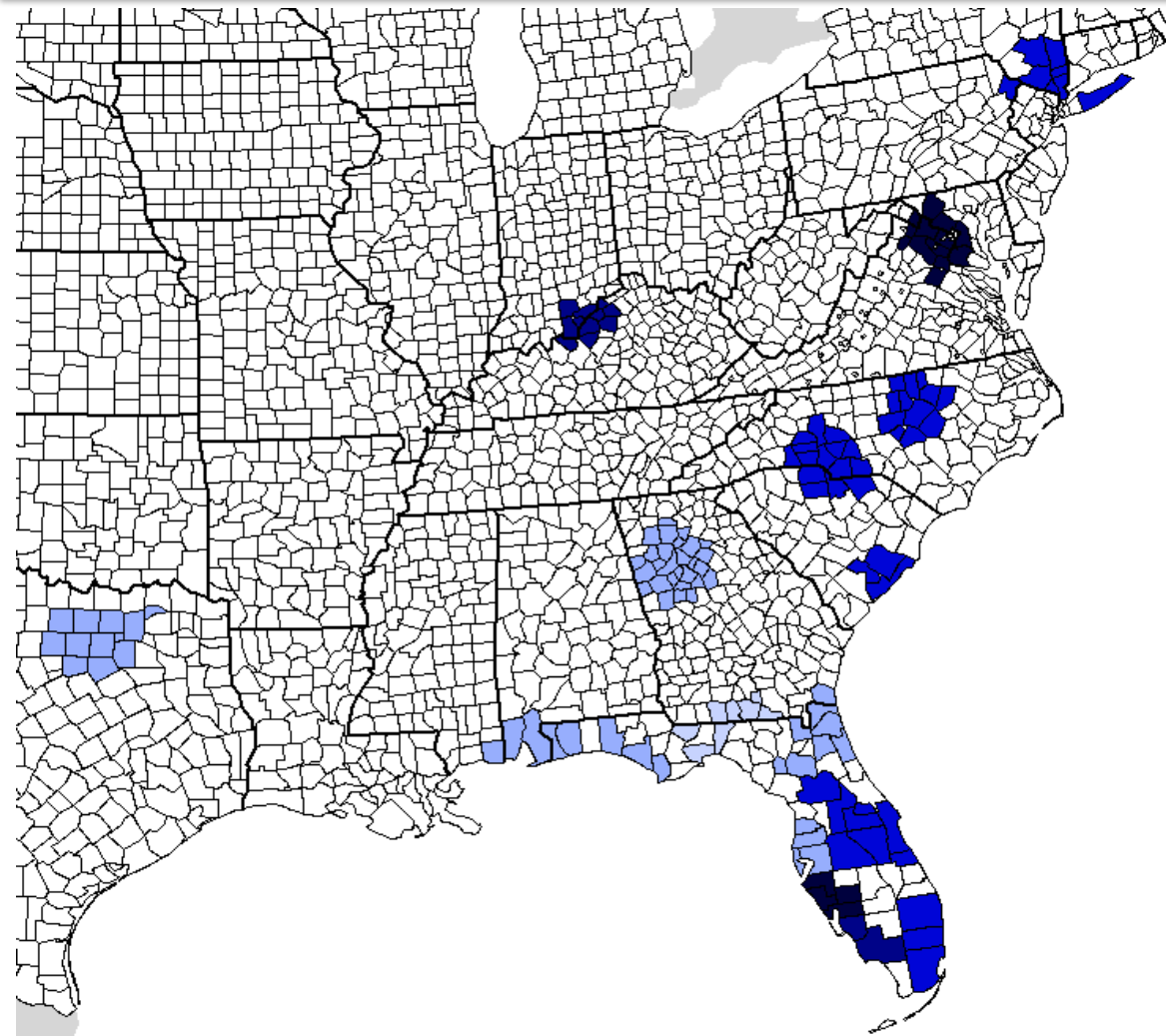
# GIS Maps



# GIS Maps

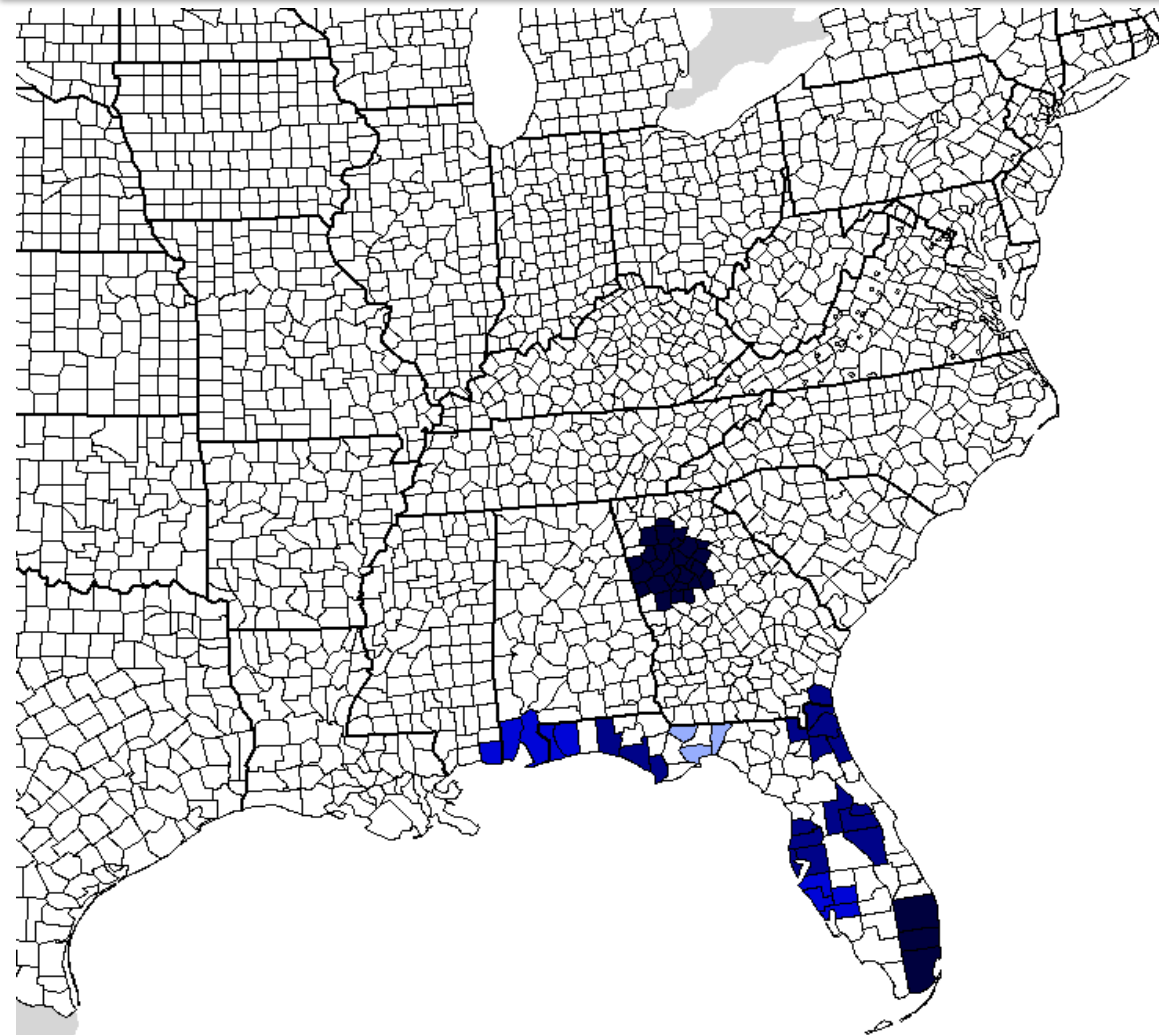
- Utilizing self-report data from 3,984 visitors to Leon County from October 2015 through September 2016, Downs & St. Germain Research created GIS Maps displaying the following data by market:
  - Spending per party
  - First time visitation
  - Traveled with children
  - Income
  - Flew to destination
- The number of markets displayed for each map vary due to sample size. All markets displayed in each map have a sufficient sample size for comparison of data.

# Spending per Party by Market



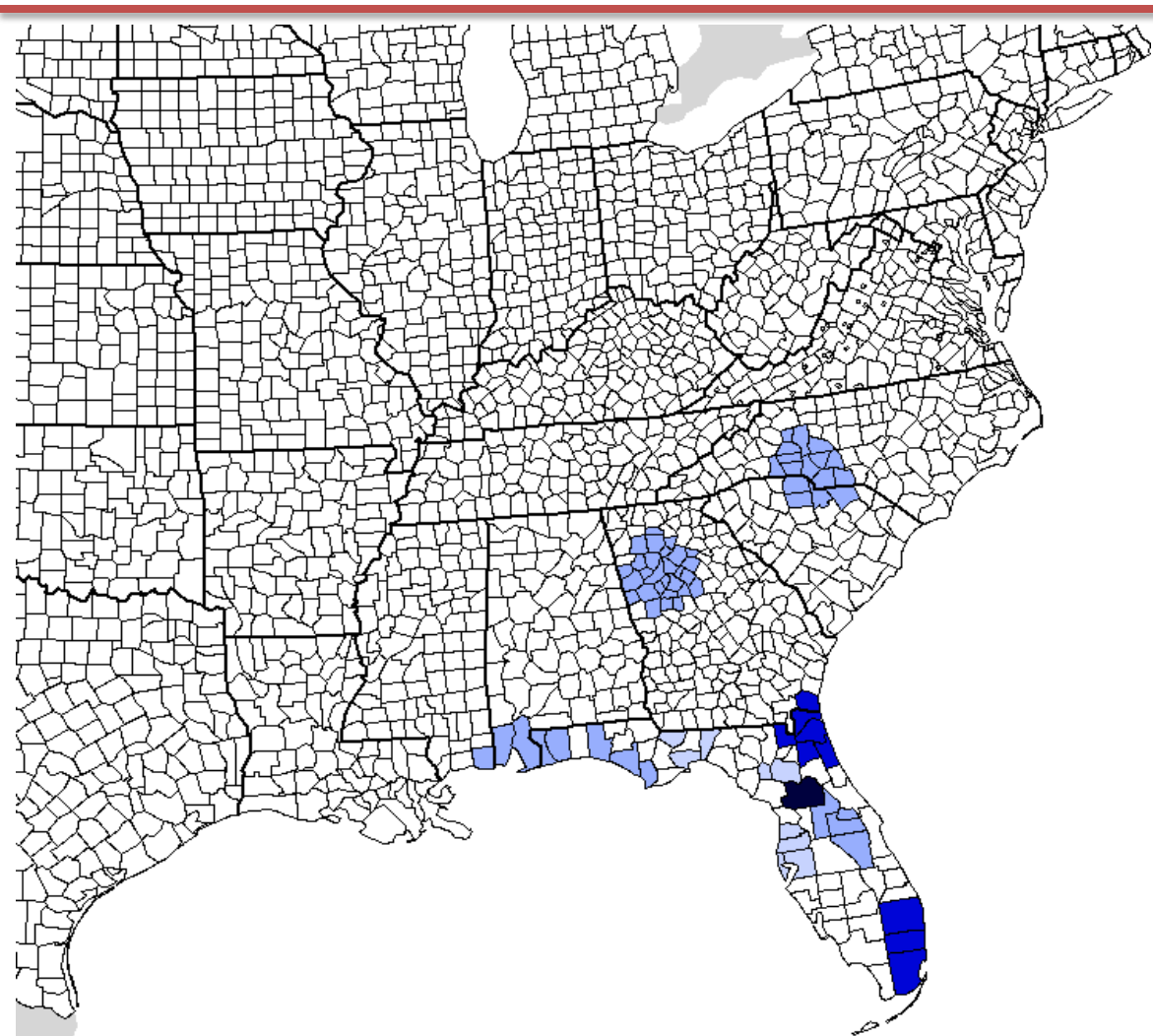
Market	Mean
Sarasota-Bradenton	\$ 1,258
Washington DC-Baltimore	\$ 1,066
Louisville	\$ 853
Naples-Ft. Myers	\$ 753
Raleigh-Durham NC	\$ 703
Melbourne-Vero Beach	\$ 697
Lakeland FL	\$ 689
Miami-Ft. Lauderdale	\$ 686
Charlotte	\$ 624
Charleston SC	\$ 593
New York City	\$ 587
Orlando	\$ 509
Ocala	\$ 505
Tampa-Clearwater-St. Petersburg	\$ 499
Gainesville	\$ 490
Atlanta	\$ 459
Dallas-Ft. Worth	\$ 443
Jacksonville	\$ 442
Pensacola-Mobile	\$ 438
Panama City-Destin	\$ 343
Surrounding Counties	\$ 132
Thomasville-Valdosta	\$ 121

# First Time Visitors by Market



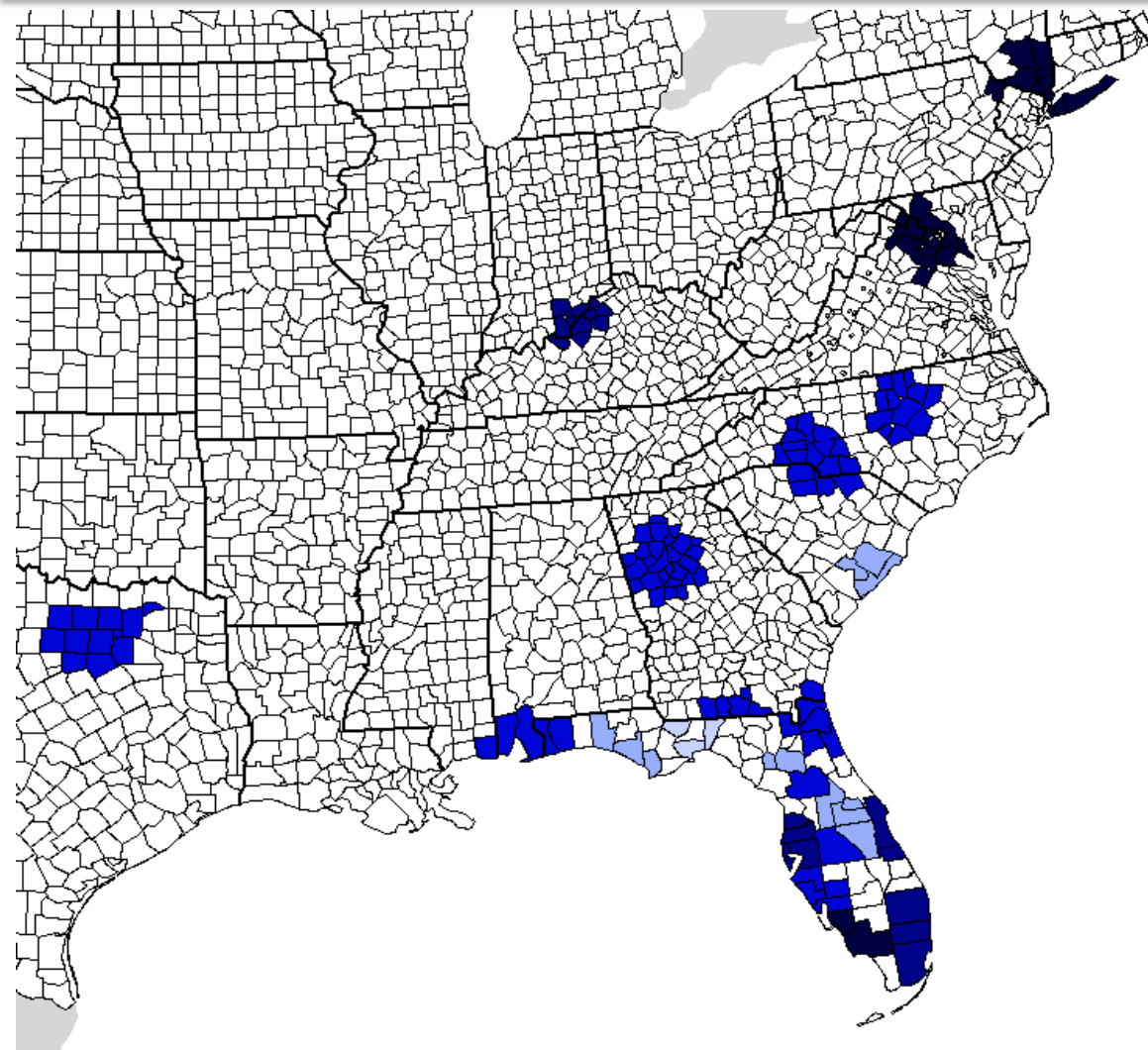
Market	1st Time Visitors
Atlanta	22%
Miami-Ft. Lauderdale	22%
Panama City-Destin	20%
Orlando	19%
Jacksonville	19%
Tampa-Clearwater-St. Petersburg	18%
Pensacola-Mobile	14%
Sarasota-Bradenton	13%
Surrounding Counties	0%

# Traveled with Children by Market



Market	% with Children
Ocala	60%
Miami-Ft. Lauderdale	52%
Jacksonville	50%
Pensacola-Mobile	49%
Orlando	48%
Charlotte	44%
Panama City-Destin	44%
Atlanta	41%
Gainesville	39%
Tampa-Clearwater-St. Petersburg	37%
Surrounding Counties	31%

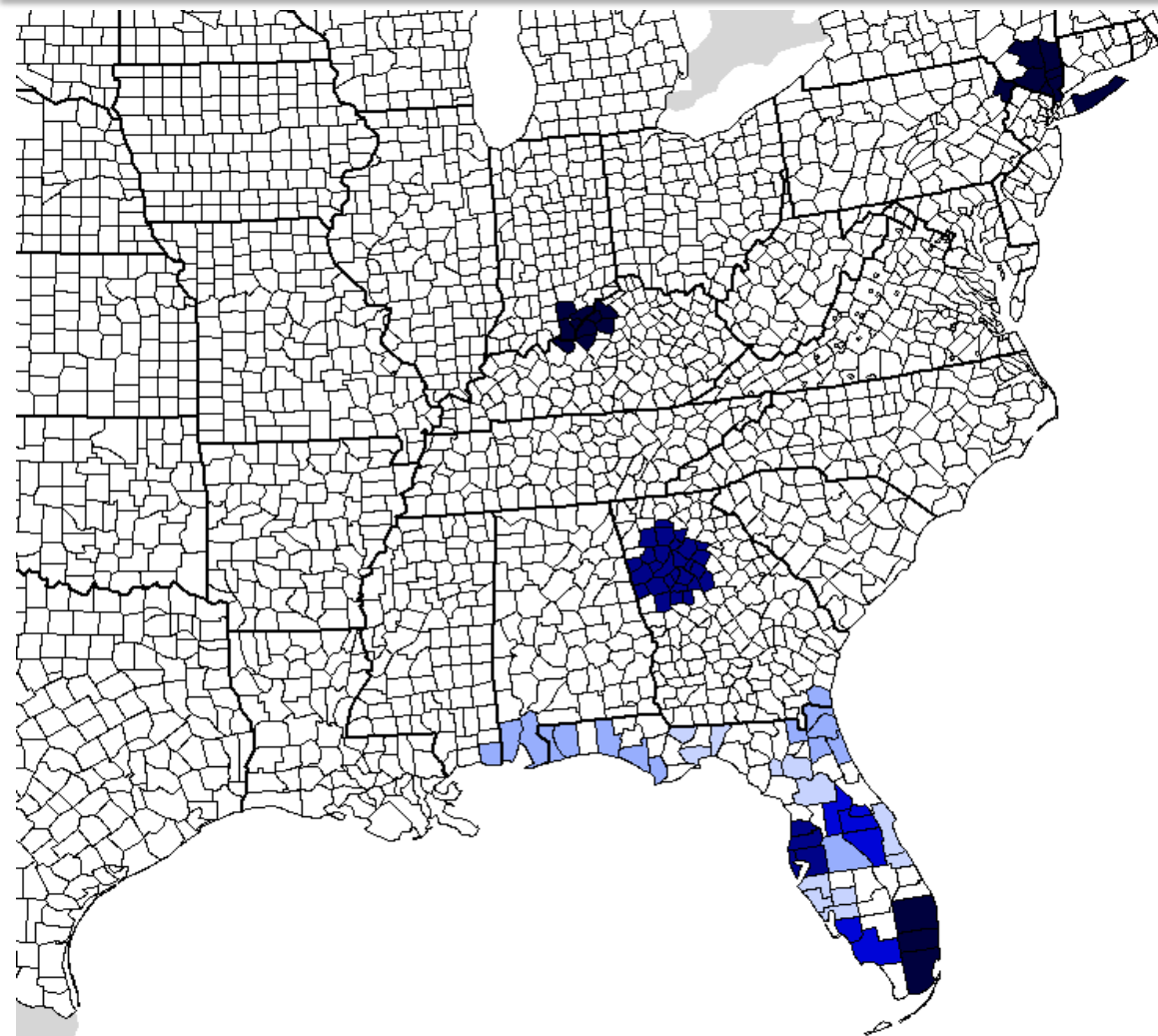
# Average Income by Market



Market	Mean
Naples-Ft. Myers	\$ 137,500
Washington DC-Baltimore	\$ 110,625
New York City	\$ 103,523
Melbourne-Vero Beach	\$ 98,500
Miami-Ft. Lauderdale	\$ 98,008
Tampa-Clearwater-St. Petersburg	\$ 94,202
Louisville	\$ 93,088
Jacksonville	\$ 87,869
Charlotte	\$ 87,727
Sarasota-Bradenton	\$ 85,786
Atlanta	\$ 84,593
Lakeland FL	\$ 81,964
Pensacola-Mobile	\$ 81,782
Thomasville-Valdosta	\$ 81,346
Raleigh-Durham NC	\$ 81,300
Dallas-Ft. Worth	\$ 81,071
Ocala	\$ 80,924
Orlando	\$ 79,922
Charleston SC	\$ 76,842
Gainesville	\$ 75,242
Panama City-Destin	\$ 72,696
Surrounding Counties	\$ 68,737



# Percent who Flew by Market



Market	Fly %
New York City	73%
Louisville	33%
Miami-Ft. Lauderdale	32%
Atlanta	29%
Tampa-Clearwater-St. Petersburg	28%
Naples-Ft. Myers	20%
Orlando	13%
Pensacola-Mobile	1%
Lakeland FL	1%
Jacksonville	1%
Panama City-Destin	1%
Surrounding Counties	0%
Melbourne-Vero Beach	0%
Ocala	0%
Sarasota-Bradenton	0%
Gainesville	0%

# Visit Tallahassee Economic Impact of Tourism Study Fiscal Year 2016

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Kerri Post – Executive Director  
Visit Tallahassee

850-606-2313, [PostK@leoncountyfl.gov](mailto:PostK@leoncountyfl.gov)

Joseph St. Germain, Ph.D., President, [joseph@dsg-research.com](mailto:joseph@dsg-research.com)

Phillip Downs, Ph.D., Senior Partner, [pd@dsg-research.com](mailto:pd@dsg-research.com)

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Downs & St. Germain Research

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# Visit Tallahassee

## Economic Impact Estimate for

Alabama Shakes

September 20, 2016

Joseph St. Germain, Ph.D.

Phillip Downs, Ph.D.

Rachael Anglin

Downs & St. Germain Research



# Out-of-County Visitors

## 362

Including overnight visitors and day trippers, there were 362 individuals from outside Leon County who attended the Alabama Shakes Concert.<sup>1</sup>

Leon County residents	89%
Stayed in paid accommodations	3%
Stayed with friends & relatives	6%
Day trippers	2%

<sup>1</sup>An attendance figure of 3,290 was used by Downs & St. Germain Research. The attendance figure directly impacts economic data contained in this report.



# Direct Spending

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**\$42,800<sup>1</sup>**

People who **live outside** of Leon County spent \$42,800<sup>1</sup> during the Alabama Shakes Concert.

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<sup>1</sup>For accommodations, restaurants, groceries, transportation, attractions, entertainment, shopping, and “other” expenses.





# Total Economic Impact

# \$67,600

When including indirect and induced effects<sup>1</sup> of direct spending, the total economic impact of people attending the Alabama Shakes Concert who **live outside** of Leon County was \$67,600.<sup>2</sup>

---

<sup>1</sup>Indirect effects are increased business spending resulting from tourism dollars. Induced effects are increased household spending resulting from tourism dollars.

<sup>2</sup>For accommodations, restaurants, groceries, transportation, attractions, entertainment, shopping, and “other” expenses.



# Paid Room Nights Generated

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## 128 room nights

People who **live outside** of Leon County spent 128 nights in our hotels, motels, etc., while attending the Alabama Shakes Concert.



# Alabama Shakes

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- **2.5** people per travel party
- **1.3** nights stayed in Tallahassee
- **34** years old – median age
- **\$68,800** – median household income



# Direct Spending: Local + Out-of-County

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**\$124,300**

Direct spending by **local and out-of-county attendees**, including tickets, accommodations, restaurants, groceries, shopping, entertainment, transportation, other expenditures.



# Methodology

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- The economic impact was based on data from the following sources:
  - Interviews conducted by Downs & St. Germain Research of 101 attendees of the Alabama Shakes Concert
  - Visit Tallahassee Visitor Tracking Study
  - Tourism database at Downs & St. Germain Research





# Alabama Shakes Concert Economic Impact Study

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Kerri Post – Director, Visit Tallahassee  
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Phillip Downs, Ph.D., Senior Partner, [pd@dsg-research.com](mailto:pd@dsg-research.com)

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Downs & St. Germain Research

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# Visit Tallahassee

## Economic Impact Estimate for Florida Jazz & Blues Festival

September 23-25, 2016

Joseph St. Germain, Ph.D.

Phillip Downs, Ph.D.

Rachael Anglin

Downs & St. Germain Research



# Out-of-County Visitors

## 930

Including overnight visitors and day trippers, there were 930 individuals from outside Leon County who attended the Florida Jazz & Blues Festival.<sup>1</sup>

Leon County residents	69%
Stayed in paid accommodations	14%
Stayed with friends & relatives	11%
Day trippers	6%

<sup>1</sup>An attendance figure of 3,000 was provided by the Florida Jazz & Blues Festival and used by Downs & St. Germain Research. The attendance figure directly impacts economic data contained in this report.



# Direct Spending

# \$124,100<sup>1</sup>

People who **live outside** of Leon County spent \$124,100<sup>1</sup> during the Florida Jazz & Blues Festival.

---

<sup>1</sup>For accommodations, restaurants, groceries, transportation, attractions, entertainment, shopping, and “other” expenses.



# Total Economic Impact

# \$196,100

When including indirect and induced effects<sup>1</sup> of direct spending, the total economic impact of people attending the Florida Jazz & Blues Festival who **live outside** of Leon County was \$196,100.<sup>2</sup>

---

<sup>1</sup>Indirect effects are increased business spending resulting from tourism dollars. Induced effects are increased household spending resulting from tourism dollars.

<sup>2</sup>For accommodations, restaurants, groceries, transportation, attractions, entertainment, shopping, and “other” expenses.



# Paid Room Nights Generated

---

## 342 room nights

People who **live outside** of Leon County spent 342 nights in our hotels, motels, etc., while attending the Florida Jazz & Blues Festival.





# Florida Jazz & Blues Festival

---

- **2.7** people per travel party
- **1.8** nights stayed in Tallahassee
- **43** years old – median age
- **\$78,100** – median household income



# Direct Spending: Local + Out-of-County

---

## \$162,900

Direct spending by **local and out-of-county attendees**, including tickets, accommodations, restaurants, groceries, shopping, entertainment, transportation, other expenditures.



# Methodology

---

- The economic impact was based on data from the following sources:
  - Interviews conducted by Downs & St. Germain Research of 212 attendees of the Florida Jazz & Blues Festival
  - Visit Tallahassee Visitor Tracking Study
  - Tourism database at Downs & St. Germain Research



# Florida Jazz & Blues Festival Economic Impact Study

---

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Joseph St. Germain, Ph.D., President, [joseph@dsg-research.com](mailto:joseph@dsg-research.com)

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Rachael Anglin, Project Director, [rachael@dsg-research.com](mailto:rachael@dsg-research.com)

Downs & St. Germain Research

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## MEMORANDUM

TO: Leon County Tourist Development Council

FROM: Kerri L. Post, Executive Director, Division of Tourism Development 

SUBJECT: Southern Shakespeare Company – Keith Hamilton Cobb's *American Moor* Production Grant Funding

DATE: November 3, 2016

### **Background:**

The Tourist Development Council has received a request from Southern Shakespeare Company (SSC) to provide \$15,000 in funding to support a performance of Keith Hamilton Cobb's *American Moor* January 12 and 13, 2017 at FAMU's Lee Hall Auditorium. This event precedes Martin Luther King, Jr. Day on January 16 and represents the Southeastern premier of the production. This "85-minute one-person play uses Shakespeare's Othello to examine the experience of black men in American... and stimulates vigorous discussions with audiences about race, privilege, and the American Theatre." The schedule of activities, target audience and marketing, etc. is described in the attached proposal.

### **Analysis:**

Keith Hamilton Cobb is a renowned actor, best known for his work on *Young and the Restless*, *All My Children*, *Andromeda* and *CSI Miami*. He will have rehearsals open to FAMU theatre students Tuesday, January, 10 and Wednesday, January, 11, 2017 and SSC is also exploring other opportunities to provide availability for Keith to participate in other community events while he is in town. The two (2) public performances of *American Moor* are scheduled for Thursday and Friday, January 12-13, 2017 and Village Square staff will facilitate the post-production dialogue to engage the audiences. FAMU's Lee Hall seats 1,200, and SSC expects both public events to sell out, hosting 2,400 total attendees.

SSC has also reached out to partner with the Florida African American Heritage Preservation Network to leverage their relationships statewide to promote the events

and they are currently developing tour packages that will include a Friday pre-show reception, tours of the Riley House and Meek-Eaton Black Archives Museums.

For FY 2017, the TDC did not award all of the funds available in the Special events Grants line item. The account was budgeted at \$100,000 but only \$80,000 was awarded leaving a contingency balance of \$20,000. The TDC Special Events Grants Review Committee envisioned that by not awarding the full \$100,000 budgeted in this line item, contingency funds would be available for possible out-of-cycle funding for another worthwhile event or festival.

Tourism Development would assist in promoting the two public events through our website, public relations efforts in target markets (in-state and GA, AL), and social media.

The Southern Shakespeare Company (SSC) has also been awarded a Special Event Grant to support the 2017 Shakespeare Festival in the amount of \$13,500.

**Recommendation:**

Staff recommends funding the 2017 event at a level of \$10,000 from the remaining Special Event Grant funds, leaving \$10,000 available for other potential projects this fiscal year.



I appreciate the opportunity to share more information about Keith Hamilton Cobb's and his extraordinary production, the opportunity it presents for civic engagement, and the anticipated impact on tourism.

To make Shakespeare's works accessible and relevant, Southern Shakespeare Company uses motifs and themes that are modern and thought-provoking. For example, our festivals for the previous two years have featured internationally known Devon Glover, aka Sonnet Man, who delivers the Bard's sonnets to a hip-hop beat. The event proposed here could not be more timely or in tune. SSC, in partnership with Florida A&M University's Artists in Bloom Festival, has invited actor and playwright Keith Hamilton Cobb to Tallahassee to give two performances of his play, *American Moor*. His visit, January 9–13, 2017, precedes Martin Luther King, Jr. Day on January 16 and represents the Southeastern premier of the production.

*American Moor* is an 85-minute, one-person play that uses the metaphor of Shakespeare's *Othello* to examine the experience of black men in America. Since its premier in 2013, this play has won several awards and has been added to the Folger Shakespeare Library's permanent collection. It also has stimulated vigorous discussion about race, privilege, and the American Theatre, encouraged by Mr. Cobb's belief in the value of post-production dialogue. His presentations will include "talk back" sessions to engage the community in immediate and ongoing discussions about current issues and events. Although Tallahassee hosts an annual conference on race relations and strives to confront and disarm disharmony, the city is still not without segregation, poverty, and simmering attitudes. SSC believes that themes explored in *American Moor*, while perennially timely, will have a powerful and resounding impact most poignantly during this time of year.

The Village Square, a local organization that sponsors free, non-partisan programs which examine all sides of serious social issues such as gun control, climate change, race, and racial inequality, will be a critical program partner. Most recently, The Village Square, in partnership with Leon County, brought "Created Equal: Conversation about race, founding ideals, our hometown" to the Moon as part of the Club of Honest Citizens series.

The Village Square directors and its members are tremendously skilled in conducting penetrating conversations about difficult subjects. In addition to helping us promote the event, The Village Square will staff and facilitate panel discussions to engage audiences in post-production dialogue, thus encouraging meaningful conversations about potentially difficult subjects.

Mr. Cobb similarly will affect students involved in the Essential Theatre when he shares techniques and insights during a master class. The Theatre provides pre-professional training through class and production activities and also exposes the campus and community to experiences in the arts. "After-the-Play Talk Back" to prompt discussion about issues raised in a play is an essential part of the students' training and will be a technique that Mr. Cobb explores.

As the academic discipline that studies human culture, the Humanities will find wide application in the proposed project. At the least, it will reinforce public awareness of theatre, literature, language arts, history, and philosophy through Mr. Cobb's *Othello*-inspired play. On an applied level, it will highlight social and political sciences, community interaction, racial equality, ethics, and current events during the post-production panels and through subsequent press coverage and social media. SSC will create a printed set of "talking/thinking points" to enable people to continue the dialogue within their folk groups, classrooms, and conversations prompted by the ensuing focus on Martin Luther King, Jr. Because the play contains academic and explicit language, it may not appeal to elementary and secondary audiences, so the discussion sheet will be useful to parents and teachers who want to broach sensitive issues with youths. This free resource will be available through several media.

### **Target Audience and Marketing**

Many members of our community will profit from exposure to the play's themes and the concomitant dialogue, although it is not recommended for children of less than high school age.

By promoting thoughtful communication and practiced interaction about sensitive topics, our project will offer a model of "preparedness." In addition, because Tallahassee is home to people and agencies with statewide reach, the lessons of such dialogue are expected to extend beyond the local area.

To market the program, SSC will work with PR outlets that routinely promote its events—Visit Tallahassee, WTXL-TV, WFSU-TV and radio, and the *Tallahassee Democrat*. FAMU and The Village Square networks also will assist. Strategies will include printed brochures, push cards, and flyers; newspaper editorials and ads; on-air talks and PSAs (WFSU, Tallahassee Talks, iHeartRadio); TV specials and PSAs; a social media campaign that employs Facebook, Twitter, Instagram, and Pinterest; and the SSC website.

Because the play addresses the condition of black men in America, concerted marketing will be directed toward African American audiences. SSC staff already have contacted and confirmed promotional support from the following individuals/institutions associated with black history and culture: Dr. Will Guzman, FAMU Meek-Eaton Black Archives; Mrs. Emily Lisska, Jacksonville Historical Society; Dr. Anthony Dixon, Bethune Cookman University; Mrs. N. Y. Nathiri, Association for the Preservation of Eatonville; and Mrs. Sandra Parks, Stetson Kennedy Foundation. We also hope to involve the Florida African American Heritage Preservation Network (FAAHPN). These supporters will receive promotional and educational materials to help advertise the event and create their own related programming. All events and resources associated with Mr. Cobb's Tallahassee visit will be free of charge.

## Project Personnel

Incorporated in 2013, SSC is governed by a twelve-person board of directors and managed by six staff who coordinate administrative, artistic, and educational operations. It has a ten-person creative team that handles all production-related activities. In 2016, it was supported by twenty-six local partners and funded, in addition to grants, by twenty-six corporate and individual sponsors and its membership.

SSC Executive Director Laura Johnson and Charla Lucas will serve as Event/Program Coordinators. Mrs. Johnson has a broad background in theatrical arts. She has served on executive and advisory committees of local theatre companies; starred in stage productions ranging from *As You Like It* to *Cat on a Hot Tin Roof*; co-wrote and directed a play for the Holocaust Education Resource Council; appeared in episodic TV and commercial programs; and works as the on-air host of the multistate Powerball. She will oversee administrative aspects of the project.

Event Coordinator Charla Lucas has been in the event world for close to ten years. As previous even coordinator for the City of Largo and Cascades Park in Tallahassee, Charla has experience working with large project management logistics, and outreach. Her current and recent projects include marketing and strategic visioning for Florida Recreation and Park Association and other community based event consulting.

A scholar of Renaissance drama and culture, Phillip Croton will provide the bridge between Othello and current events, theater and real life, and will coordinate the educational elements of the program. Born and raised in London, he made a West End debut in *Peter Pan* at age seven. He appeared in numerous TV and film roles, but found his true form in live theatre. He worked with companies in the UK, including Theatre in Education, and headed the education department of The Theatre Royal in Bury. His stage and directorial experience ranges from Shakespeare to *One Flew Over the Cuckoo's Nest*. He directs SSC's extensive public programming and will help to perpetuate dialogue initiated by *American Moor* within the local community. Mr. Croton will join Mr. Cobb as the project's Humanities Scholars.

Keith Hamilton Cobb is popularly known for his work on *Young and the Restless*, *All My Children*, *Andromeda*, and *CSI Miami*, although most of his working life has been spent on stage. A graduate of NYU's Tisch School of the Arts, he has regional theatre credits across the US and has performed in classical and contemporary plays. He was a teacher and director at Winchester Community College and Youth Theatre Interactions (N.Y.) and worked with incarcerated juveniles in New Jersey before creating *American Moor* in 2012.

Project partners include the FAMU Essential Theatre, represented by Dr. Luther Wells, and The Village Square, represented by Ms. Liz Joyner. Dr. Wells is associate director of Theatre/Performance/Directing and Chair of the Department of Visual Arts, Humanities, and Theatre. He also is a board member of the Black Theatre Network. Mrs. Joyner is executive director of The Village Square and was named in 2015 among “25 Women You Need to Know.” For nine years, her organization has brought together people with diverse views in a mutually respectful setting to discuss, debate, and understand each other’s beliefs, and even become friends.

## **Budget**

The budget for Keith Hamilton Cobb’s appearance fee and other financials to support his visit, is estimated at \$41.2K (please see attachment A). Early conversations with Mr. Cobb’s representatives in the midsummer of 2016 focused on one performance and a rather abbreviated visit. As Keith became more engaged in the program development, both he and our staff realized this is an opportunity for a more meaningful and impactful experience. Final discussions between all parties culminated in the currently proposed extended schedule. Thus, a program with an estimated budget of \$15-18K, more than doubled, and its scope and reach increased both beneficially and exponentially.

As of this writing, we have received \$23.1K in pledged support for Mr. Cobb’s *American Moor*. We are seeking \$15K in Special Event Grant support through the Tourist Development Council for Keith Hamilton Cobb’s visit.

## **Impact and Evaluation**

*American Moor* will be a new experience for SSC and Tallahassee, so one can only speculate about its impact. Reviewers gave *American Moor* five stars and called it “one of the most talked about plays of the season,” “a very moving experience,” and “an intelligent and thought-provoking piece of art.” One writer said watching “a black man talk about the systemic racism of theatre and society as a whole was genuinely uncomfortable...but it was a delicious discomfort.” Another said the play’s humor made its meaning accessible to everyone, regardless of race. Tallahassee viewers will have varied responses because the play addresses contemporary issues—limited theatrical access for black actors, limited access for black people in general, current black/white relations. Initial sentiments will be revealed during talk-back sessions, and conversation in the theater class could be quite different. However, once the buzz is created, it will be sustained by public interest, media coverage, and social media.

The Shakespeare Festival’s popularity suggests that *American Moor* attendance will be high. Two performances will be staged at FAMU’s Lee Hall, which seats 1,200, so SSC expects to host 2,400 people. The master classes and group visits, encouraged by Mr. Cobb, has the potential to add hundreds more. SSC marketing outreach to Jacksonville, St. Augustine, Daytona, Eatonville, and possibly statewide members of FAAHPN may bring individuals or organized bus tours from out-of-town. Current volunteer efforts are focused on creating a visitor’s package to include a Friday performance of *American Moor*, museum tours (including The Riley House and

the Meek-Eaton Black Archives), and the Martin Luther King Festival on Sunday. We hope to include restaurant and hotel discounts, as well.

SSC has created a one-page survey that will be distributed to all performance and class participants. It requests basic demographic data so SSC can identify and better serve its patrons, and seeks feedback about essential concepts that *American Moor* will strive to convey. In essence, the concepts are the program's educational, civic, and cultural objectives and will be starting points for ongoing dialogue.

### **Mission and History of the Organization**

The Southern Shakespeare Company mission is to make the works of William Shakespeare fun and accessible and to cultivate an appreciation of the arts through educational programs, training, and a free, annual festival. In a mere two years, SSC has given North Florida/South Georgia rich and rewarding experiences that exceed this humble goal. A three-day festival embellishes the main event with performances and activities that draw on local cultural and commercial resources, involve presenters and audiences of all ages, and introduce arts and humanities to the demographic spectrum of local and visiting guests. Throughout the year, SSC presents a robust set of educational programs that includes summer camps; a junior company for middle and high schoolers; afterschool programs at the Thomasville (Ga.) Center for the Arts and a community center that engages underserved youths; classes at a senior residence; teacher and student workshops enabled by a partnership with Leon County Schools; an annual sonnet contest; a touring company that visits cultural sites and community centers; an adult course offered through Florida State University; and TV productions. The proposed grant project will offer yet another unique Shakespeare moment.

Thank you all for your consideration and continued support for Southern Shakespeare Company's mission and vision for our community.





## Keith Hamilton Cobb Itinerary

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### Sunday, 1/8

Travel from NYC to Tallahassee, get situated in housing.

### Monday, 1/9

Rehearse in the space at Lee Hall, **11:00-8:00** with an hour for lunch. This first rehearsal day would be closed to the public. We would use the time to familiarize ourselves with the space, the technical director, and the stage manager. We would block out the show and do a rough tech with an aim to run-through the entire show for TD, stage manager, and any lighting and/or sound operators before end of day.

### Tuesday, 1/10

Rehearse in the space at Lee Hall, **11:00-8:00**, with an hour lunch. We continue our rehearsal process with stage manager.

The tech director would not need be present throughout, but it would be extremely helpful if he were close enough by to assist at any time should we run into any technical issues that only he could address. The rehearsal would be open to the theatre students all day on this day as well as students from any other university program that you would like to notify, e.g., diversity, Africana studies, English students, etc. I strongly recommend that you put the word out that this is a cross-disciplinary, trans-racial, trans-gender event. **At 3:30**, we would work a piece of the show for our Essential Theatre students, and then conduct an "Essential Conversation" with the group until **5:15**, at which time we would continue on with our rehearsal.

### Wednesday, 1/11

Rehearse in the space at Lee Hall, **11:00-8:00**, with an hour for lunch. We continue or rehearsal process with the stage manager. We might not utilize the entirety of this, or any of the other rehearsal days, but should plan as if we will. By Wednesday, the stage manager and any light or sound operators should be fairly comfortable with the run of the show, and we can use the day for refining. We would be open to students in the rehearsal room on this day as well.

### Thursday, 1/12

We rehearse, perform, and conduct post-performance discussion for the public beginning at **3:00**.

We will rehearse as needed with stage manager from **3:00**. We will break at **5:00**, and return to the theatre for a **7:00** half hour.

Curtain at **7:30**.

Post-performance discussion with audience from **9:00-10:30**. We can go later depending on the energy of the participants, the skills and direction of the facilitators of your choosing, etc., but would prefer not to go longer than two hours.

### Friday, 1/13

Curtain at **7:30**.

The earlier part of this day is free if there are other interactions that you would like us to be involved in. Please advise.

### Saturday, 1/14

Travel from Tallahassee to NYC.

9/30/16

To whom it may concern,

I am thrilled to be exploring the opportunity to bring my solo play, *American Moor*, to North Florida in partnership with Southern Shakespeare Company.

Since first bringing this play to the stage in the winter of 2013, it has been my intention to expose this vital work to an ever widening audience in parts of the country where the issues upon which it treats are most keenly experienced. As a theatrical work that dwells at the intersection of Shakespeare, American racial bias, and the tethered power of the Black American thespian, there could be no better ground for a profound and cathartic exploration than with the artists of Southern Shakespeare Company and the eager young theatre students of FAMU.

It is the further intention of my director, Kim Weild and I, to provide Tallahassee with a unique and powerful theatrical and educational happening that will stir many essential discussions, and leave the community with a sense of having played host to, and participated in something that speaks directly to how relevant we **all** are in addressing, and healing these troubled times.

Sincerely,

Keith Hamilton Cobb

Playwright/Performer

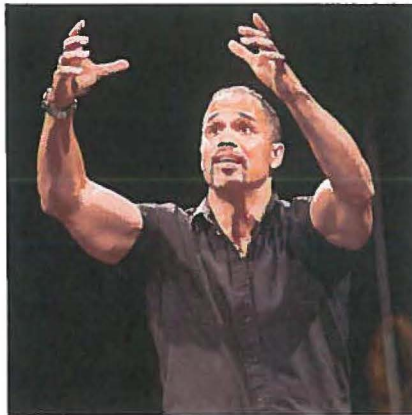
Keith Hamilton Cobb's  
**AMERICAN MOOR**

Directed by Kim Weild

An intelligent, intuitive, indomitable, large, black American male actor explores Shakespeare's *Othello*, Race, and America . . .  
*not necessarily in that order.*

Performances at Florida A&M University's Lee Hall Auditorium  
January 12th – 13th at 7:30 pm

As part of our Visiting Artist Series, and in partnership with FAMU's Artists in Bloom Festival, Southern Shakespeare Company brings actor and playwright Keith Hamilton Cobb to Tallahassee for the Southeastern premiere of his play, *American Moor*, January 12th and 13th at Florida A&M University's Lee Hall Auditorium.



Encouraged by Mr. Cobb's belief in the value of post-production dialogue, this production stimulates vigorous discussions about race, privilege, and the American Theatre with the audiences.

These talk-back sessions reinforce public awareness of theatre, literature, language arts, history, and philosophy. On an

*American Moor* is an 85-minute, one-person play that uses Shakespeare's *Othello* to examine the experience of black men in America. Since its premiere in 2013, *American Moor* has won several awards and has been added to the Folger Shakespeare Library's permanent collection.

applied level, it highlights social and political sciences, community interaction, racial equality, ethics, and current events.

This is a cross-disciplinary, trans-racial, trans-gender event.

“Keith Hamilton Cobb's *American Moor* is essential and necessary, pure and simple.”

– Gregg Henry, Artistic Director,  
John F. Kennedy Center for the Performing Arts

“*American Moor* is a brave and timely play that strikes at the heart of current race relations by forthrightly opening a channel for dialogue.”

– Lindsey R. Swindall, Ph.D.  
Stevens Institute of Technology

#### About SOUTHERN SHAKESPEARE COMPANY

Southern Shakespeare Company (SSC) makes the works of William Shakespeare fun and accessible and cultivates an appreciation of the arts through educational programs, training, and a free Shakespeare festival at Cascades Park every Spring.

Our year-round educational classes and after-school programs with Leon County schools and Thomasville Center for the Arts, our teacher training workshops, junior acting company “The Bardlings”, and SSC touring troupe all provide a full season of entertainment, education, and training. To learn more, visit [SouthernShakes.org](http://SouthernShakes.org)

[AmericanMoor.com](http://AmericanMoor.com)

@KeithHamCobb | @mmedirector | @AmericanMoor | #MoorToThisStory

[Southern Shakes.org](http://SouthernShakes.org)

@SouthernShakes



SOUTHERN SHAKESPEARE COMPANY VISITING ARTIST SERIES  
in partnership with Florida A&M University's Artists in Bloom Festival present

**Keith Hamilton Cobb**  
in  
**AMERICAN MOOR**  
Directed by Kim Weild

**2017 VISITING ARTIST SERIES SPONSORSHIPS**

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**ASSOCIATE PRODUCER – \$1,000**

Five (5) tickets in the VIP section to one (1) performance of *AMERICAN MOOR* • January 12 or 13, 2017  
Recognition as “Associate Producer” in the *AMERICAN MOOR* Program  
1/8 page ad in *AMERICAN MOOR* Program

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**CO-PRODUCER – \$2,500**

Five (5) tickets in the VIP section for BOTH performances of *AMERICAN MOOR* • January 12 & 13, 2017  
Recognition as “Co-Producer” in the *AMERICAN MOOR* Program  
1/4 page ad in *AMERICAN MOOR* Program

**PLUS**

VIP access at SOUTHERN SHAKESPEARE COMPANY'S Free Shakespeare Festival at Cascades Park • May 12-14, 2017  
*presenting* William Shakespeare's *As You Like It*  
1/8 page ad in *As You Like It* Playbill

---

**PRODUCER – \$5,000**

Ten(10) tickets in the VIP section for BOTH performances of *AMERICAN MOOR* • January 12 & 13, 2017  
Speaking Opportunity at *AMERICAN MOOR*  
Recognition as “Producer” in the *AMERICAN MOOR* Program  
1/2 page ad in *AMERICAN MOOR* Program

**PLUS**

VIP access at SOUTHERN SHAKESPEARE COMPANY'S Free Shakespeare Festival at Cascades Park • May 12-14, 2017  
*presenting* William Shakespeare's *As You Like It*  
1/4 page ad in *As You Like It* Playbill

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**EXECUTIVE PRODUCER – \$7,500**

Fifteen (15) tickets in the VIP section for BOTH performances of *AMERICAN MOOR* • January 12 & 13, 2017  
Speaking Opportunity at *AMERICAN MOOR*  
Recognition as “Executive Producer” in the *AMERICAN MOOR* Program  
Full-page ad in *AMERICAN MOOR* Program

**PLUS**

VIP access at SOUTHERN SHAKESPEARE COMPANY'S Free Shakespeare Festival at Cascades Park • May 12-14, 2017  
*presenting* William Shakespeare's *As You Like It*  
1/2 page ad in *As You Like It* Playbill

**AND**

Twenty (20) Reserved Seats at the May Festival • Ten (10) VIP Parking Passes  
Logo Recognition in Playbill • Option for Booth or Banner at May Festival

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**TITLE SPONSORSHIP – \$10,000**

All benefits of Executive Producer level

**PLUS**

Speaking opportunity at BOTH performances of *AMERICAN MOOR*  
Speaking opportunity at Friday evening's reception  
Five tickets for *An Evening Out with Keith Hamilton Cobb*





SOUTHERN SHAKESPEARE COMPANY

VISITING ARTIST SERIES

*in partnership with*

Florida A&M University's Artists in Bloom Festival

*Present*

nationally-acclaimed actor and playwright known for his roles in  
*Andromeda, All My Children, The Young and the Restless and Noah's Arc*

**Keith Hamilton Cobb**

*in*

**AMERICAN MOOR**

Directed by Kim Weild

The 85-Minute,  
One-Man Show  
Exploring  
Shakespeare's *Othello*,  
Race, and America.

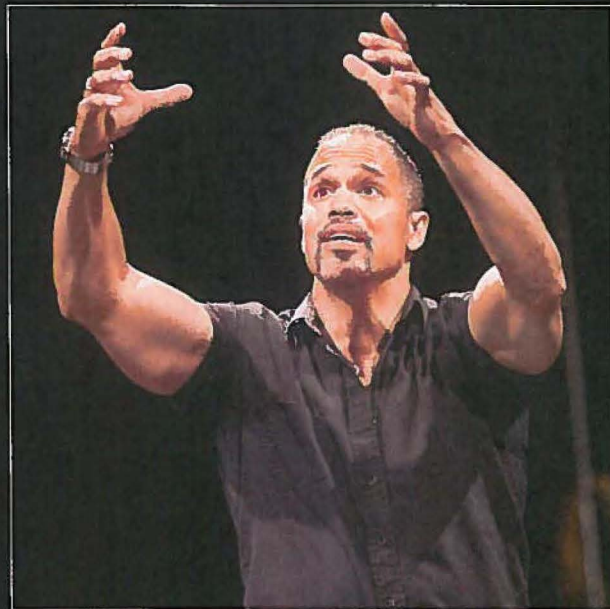
*at*

LEE HALL AUDITORIUM

Jan. 12, 2017 – 7:30 pm

Jan. 13, 2017 – 7:30 pm

*Community talk-back to follow*



[AmericanMoor.com](http://AmericanMoor.com)

@KeithHamCobb | @mmedirector | @AmericanMoor | #MoorToThisStory

*To reserve your tickets visit –* [SouthernShakes.org](http://SouthernShakes.org)

FLORIDA **A&M** UNIVERSITY









# SOUTHERN SHAKESPEARE COMPANY

I am providing some information and links to introduce you to Keith Hamilton Cobb and his prolific work as an actor and playwright and, more specifically, to the recognition, press, and critical acclaim that *American Moor* has received in other communities around the nation. I hope that this will assist in your effort to introduce others to Mr. Cobb and his extraordinary work and make a compelling case to do what we can to bring his production and his message to FAMU January 9-13<sup>th</sup>.

Keith Hamilton Cobb is an American actor and playwright best known for his work on *Young and the Restless*, *All My Children*, *Andromeda*, and *CSI Miami*. Conceived and written by Mr. Cobb in 2012, *American Moor* is an 85-minute one-person play that examines the experience of black men in America through the metaphor of William Shakespeare's *Othello*, stimulating discussion on race, privilege, and the American Theater.

<http://keithhamiltoncobb.com/site/playbackground/>

<http://dctheatrescene.com/2015/07/21/american-moor/>

Since its premiere in 2013, this thought-provoking work has won numerous awards, including the Audelco award. Following its production in the Anacostia Playhouse in D.C., it was recognized by the Folger Shakespeare Library. More exceptionally, in 2016, *American Moor* was accepted into the Library's permanent collection.

Here in this video, Keith Hamilton Cobb discusses his play, *American Moor*:

<https://www.youtube.com/watch?v=HQszR1EXj1U>

As compelling a showpiece as is Mr. Cobb's *American Moor*, Keith believes equally in the importance of the post-production dialogue. He believes his production, and the conversations it inspires, is about community engagement. The play stirs hearts and minds in very real and often intense ways, and Keith believes that our Tallahassee community liaisons as moderators, who are adept at keeping discussions proactive, balanced, and on-point, has the potential to create some truly enlightening and satisfying post-performance dialogue. The Village Square has committed their time and resources to assembling and coordinating the panelists and moderator for these talk-backs.

This original production, written and performed by Keith Hamilton Cobb, makes Shakespeare relevant to diverse, modern-day audiences and falls directly in line with Southern Shakespeare's own educational and theatrical outreach efforts.

Southern Shakespeare Company's Executive Director Laura Johnson, Education Director Phillip Croton, and Essential Theatre Director, Luther Wells, Associate Director of Theatre at FAMU, have sought to bring Mr. Cobb to Tallahassee January 9-13<sup>th</sup> (in the week leading up to Martin Luther King Day on January 16<sup>th</sup>). Our belief is that the themes explored in *American Moor*, while timely on any given day, would be most poignant and powerful during this time of the year and would have the most resounding impact.

On behalf of Southern Shakespeare Company, thank you for interest and support, and I look forward to the opportunity to work together to bring Mr. Cobb to our city.

Warmest regards always,

Laura


[Laura W. Johnson](#)  
Executive Director  
[Southern Shakespeare Company](#)  
[laura@southernshakes.org](mailto:laura@southernshakes.org)  
850.321.0437

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #4

October 18, 2016

**To:** Honorable Chairman and Members of the Board

**From:** Vincent S. Long, County Administrator 

**Title:** Ratification of Funding Approval for the Goodwood Museum in the Amount of \$15,000

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<b>County Administrator Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Scott Ross, Director, Office of Financial Stewardship
<b>Lead Staff/ Project Team:</b>	Timothy Barden, Budget Manager, Office of Management & Budget

**Fiscal Impact:**

This item has a fiscal impact. Goodwood Museum has requested \$15,000 for the Goodwood Jams Musical Event. Funding is available in the Tourist Development unappropriated fund balance.

**Staff Recommendation:**

Option # 1: Ratify the funding approved at the September 20, 2016 Board Meeting, to support the Goodwood Museum in the amount of \$15,000, and approve the Resolution and associated Budget Amendment Request (Attachment #1).

## **Report and Discussion**

### **Background:**

This agenda item ratifies the actions of the Board taken at the September 20, 2016 meeting, allocating \$15,000 from the Tourist Development fund balance for the Goodwood Museum's Goodwood Jams event. During the September 20, 2016 meeting, the Board waived the rules and approved the funding for the event without a regularly scheduled agenda item; as part of the motion, the Board directed that a ratification agenda item be prepared to support this funding request. The funding will support the 5<sup>th</sup> Annual Goodwood Jams event to be held on Saturday, November 5, 2016. Goodwood Museum had been recently notified by COCA of a reduction in their funding request from the FY17 COCA Cultural Grant Program. They had applied for \$25,000 in funding support but were awarded \$8,450, impacting their ability to host this event without additional funding support.

### **Analysis:**

Goodwood Museum and Gardens is a 501(c)3 organization dedicated to preserving the Goodwood Estate as a museum and learning center for the public. The Goodwood Jams event is a one day food and music festival that celebrates the rich tradition of great entertaining in North Florida. Proceeds from the event will benefit the Goodwood Museum & Gardens and its educational and historic preservation programs.

Consistent with Board direction, the \$15,000 approved by the Commission was appropriated from the Tourist Development fund balance. The Tourist Development fund balance will still remain above the required 15% policy reserve minimum with this additional appropriation.

### **Options:**

1. Ratify the funding approved at the September 20, 2016 Board Meeting, to support the Goodwood Museum in the amount of \$15,000, and approve the Resolution and associated Budget Amendment Request (Attachment #1).
2. Do not ratify the funding approved at the September 20, 2016 Board Meeting, to support the Goodwood Museum in the amount of \$15,000.
3. Board direction.

### **Recommendation:**

Option #1.

### **Attachment:**

1. Resolution and Budget Amendment Request

RESOLUTION NO.

WHEREAS, the Board of County Commissioners of Leon County, Florida, approved a budget for fiscal year 2016/2017; and,

WHEREAS, the Board of County Commissioners, pursuant to Chapter 129, Florida Statutes, desires to amend the budget.

NOW, THEREFORE, BE IT RESOLVED, that the Board of County Commissioners of Leon County, Florida, hereby amends the budget as reflected on the Departmental Budget Amendment Request Form attached hereto and incorporated herein by reference.

Adopted this 18th day of October, 2016.

LEON COUNTY, FLORIDA

BY: \_\_\_\_\_  
Bill Proctor, Chairman  
Board of County Commissioners

ATTEST:  
Bob Inzer, Clerk of the Court and Comptroller  
Leon County, Florida

BY: \_\_\_\_\_

Approved as to Form:  
Leon County Attorney's Office

BY: \_\_\_\_\_  
Herbert W. A. Thiele, Esq.  
County Attorney

## FISCAL YEAR 2016/2017 BUDGET AMENDMENT REQUEST

No: BAB17001  
Date: 9/28/2016

Agenda Item No: \_\_\_\_\_  
Agenda Item Date: 10/18/16

County Administrator

Deputy County Administrator

\_\_\_\_\_  
Vincent S. Long

\_\_\_\_\_  
Alan Rosenzweig

### Request Detail:

#### Revenues

Account Information					Current Budget	Change	Adjusted Budget
Fund	Org	Acct	Prog	Title			
160	000	399900	000	Appropriated Fund Balance	2,459,276	15,000	2,474,276

Subtotal: 15,000

#### Expenditures

Account Information					Current Budget	Change	Adjusted Budget
Fund	Org	Acct	Prog	Title			
160	304	58300	552	Other Grants & Aids	515,000	15,000	530,000

Subtotal: 15,000

### Purpose of Request:

This budget amendment appropriates \$15,000 from the Tourist Development fund balance for the November 5, 2016 Goodwood Jams Event at the Goodwood Estate and Museum. Goodwood requested this funding due to a decrease in grant funding. The Board approved the request at the September 20, 2016 meeting.

Group/Program Director

\_\_\_\_\_  
Senior Analyst

\_\_\_\_\_  
Scott Ross, Director, Office of Financial Stewardship

Approved By: Resolution  Motion  Administrator



Commissioner Dozier asked if the Festival is in a place to be self-sustaining in the next year. Jon Brown stated Festival organizers are beginning to reach out to sponsors for 2017.

### CONSENT

**ACTION TAKEN: Commissioner Dailey moved, seconded by Commissioner Sauls to approve the Consent Agenda.**

**The motion passed 7-0**

1. Approval of Minutes: April 26, 2016 FY 2017 Budget Workshop; September 13, 2016 Regular Meeting, and September 20, 2016 Regular Meeting  
(Clerk of the Court/ Finance/ Board Secretary)  
**The Board approved Option #1: Approve the minutes of the April 26, 2016 FY 2017 Budget Workshop; September 13, 2016 Regular Meeting, and September 20, 2016 Regular Meeting.**
2. Approval of Payment of Bills and Vouchers Submitted for October 18, 2016 and Pre-Approval of Payment of Bills and Vouchers for the Period of October 19 through October 24, 2016  
(County Administrator/ Office of Financial Stewardship/ Office of Management & Budget)  
**The Board approved Option #1: Approve the payment of bills and vouchers submitted for October 18, 2016, and pre-approve the payment of bills and vouchers for the period of October 19 through October 24, 2016.**
3. Approval of the Aquifer/Wellhead Protection Program Interlocal Agreement between Leon County and the City of Tallahassee  
(County Administrator/ County Attorney/ Development Support & Environmental Management)  
**The Board approved Option #1: Approve the Aquifer/Wellhead Protection Program Interlocal Agreement between Leon County and the City of Tallahassee, and authorize the Chairman to execute the Agreement.**
4. Ratification of Funding Approval for the Goodwood Museum in the Amount of \$15,000  
(County Administrator/ Office of Financial Stewardship/Office of Management & Budget)  
**The Board approved Option # 1: Ratify the funding approved at the September 20, 2016 Board Meeting, to support the Goodwood Museum in the amount of \$15,000, and approve the Resolution and associated Budget Amendment Request.**
5. Approval of the Proposed Staffing Enhancements at the Department of Development Support and Environmental Management  
(County Administrator/ Development Support & Environmental Management)  
**The Board approved Option #1: Approve the proposed staffing enhancements at the Department of Development Support and Environmental Management, and approve the Resolution and associated Budget Amendment Request.**
6. Approval of the First Amendment to the Department of Environmental Protection Project Agreement #T1401 for the Miccosukee Greenway Trail Improvements – Phase III  
(County Administrator/ Office of Resource Stewardship/ Parks & Recreation)



## MEMORANDUM

DATE: October 17, 2016

TO: Kerri L. Post, Chris Holley

FROM: COCA Staff

RE: Summary of COCA's FY16 End of Year Report

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In alignment with the Capital Area Cultural Plan, below is a summary of COCA's FY16 End of Year Report.

### **1. Economic Development and Marketing Deliverables (ED&M)**

- COCA has seen an increase in subscribers to our weekly "Opportunities" email, which includes prospects for job opportunities, calls for musicians, call to visual artists, grants, and more.
- COCA has compiled the economic impact data from Cultural Grant applicants, giving a snapshot of the health of the cultural community.
- COCA staff conducted 12 workshops on a variety of topics including grant writing, social media, entrepreneurship and the arts, intellectual property, and accessibility.
- More than 800 total artists are currently listed in COCA's Artist Directory on the Tallahassee Arts Guide. New artists are regularly added and they now have the ability to add and manage their own artist's profile.
- The subscription base for COCA's weekly "Tallahassee Arts Guide" increased as did the number of cultural events it contains.

### **2. Education Deliverables (ED)**

- The number of subscribers to COCA's "Arts in Education Newsletter" increased and now total more than 2,975 educators.
- The "COCA for the Classroom" resource guide is currently being migrated to COCA's new TallahasseeArts.org web site.
- The "COCA for Kids" resource guide is currently being migrated to COCA's new TallahasseeArts.org web site.
- COCA hosted 10 student interns/volunteers from FSU, FAMU, and area high schools.

Additionally, COCA has hosted more than 15 other volunteers to assist with community events.

- Nine (9) public art exhibits were produced by COCA staff who also oversaw and managed all of the coordination, curation, design, and installations these exhibits require. These exhibits featured the artwork of more than 300 artists, an increase over last year.

### **3. Funding and Facilities Deliverables (FF)**

- COCA implemented the new Cultural Facilities Matching Grant Program which will provide funding to assist in the construction, renovation, and equipping of cultural facilities. A total of \$249,359 was awarded to 3 local arts organizations.
- COCA staff revised and publicized the Cultural Grant Guidelines for the FY17 grant cycle. Volunteer grant panelists were trained and the grant panel meeting was conducted. Scores were audited and funding levels determined.
- COCA collected FY16 interim grant reports and disseminated the balance of FY16 County funds directly to grantees upon approval of those reports.

### **4. Plan Implementation Deliverables (PI)**

- COCA Board meetings were held in November, January, March, May, July, and Sept. Executive Committee meetings were held in October, December, February, April, June, August, and Sept.
- In FY16, the Cultural Plan Advisory committee and its sub-committees met 6 times. The committee has officially sunset.

### **5. Additional Accomplishments**

COCA staff continues to partner and meet regularly with local, state and national organizations, businesses, individuals and leaders of various initiatives.

COCA designed, initiated, and promoted a new COCA Arts Education Grant Program for local arts teachers. This grant was made possible by a generous donation from a private individual. The total funding amount is \$5,000 and each applicant can ask for up to \$500.

COCA implemented the Cultural Tourism Marketing Grant program which provides funding of up to \$3,000 to assist in the promotion of local arts and cultural events, programs, and venues to those outside of Leon County. A total of \$62,550 was distributed to 22 local organizations.

COCA facilitated a new outdoor public art project called Tall Art. In partnership with the Planning Department, original artwork was reproduced and installed on 13 wayfinding poles in the downtown area.

Fifty-two (52) COCA produced articles featuring representatives of the cultural community have been published in the Sunday TLH section of the Tallahassee Democrat. COCA is now also producing weekly articles featuring arts in education topics. In FY16, forty-four (44) COCA produced articles have been published in the Wednesday TLH School and Family section of the Tallahassee Democrat. These articles have been picked up by dozens of national news outlets including USA Today.

COCA and Raa Middle School continue the Mentoring in the Arts Program, now in its second year. COCA recruits local visual artists, musicians, dancers, and theater professionals to provide mentoring to middle school arts students in Raa's Fine Art Magnet Program. COCA is also assisting with the training process and the ongoing support for arts mentors. Two COCA staff members serve as arts mentors through this program.

Analytics for COCA's new TallahasseeArts.org web site show over 26,000 users and almost 50,000 sessions since the site was launched in early 2016. There have been 150,000 page views, and almost half of our visitors are new users. COCA estimates that there are an average of 500 event listings each month. COCA recently launched its new web site and analytics are being collected.

COCA has seen an increase of engagement and activity on our Facebook page which now has more than 5,000 likes. Similarly, COCA has increased our Twitter following with more than 2,600 followers.

COCA's Outdoor Public Art Directory can now be viewed from the new TallahasseeArts.org website. The directory includes more than 200 outdoor public artworks cataloged and listed along with information, images, links, and a Google map.

COCA staff annually provides more than 350 instances of one-on-one technical assistance to cultural organizations, artists, and educators in marketing, grant writing, program development, and strategic planning and has "incubated" many new and emerging cultural businesses in the region. In partnership with the Americans for the Arts, COCA has commenced data collection for a community-wide Arts & Economic Prosperity® 5 economic impact survey of local nonprofit arts and culture organizations and their audiences. Final results will be analyzed and made publically available in the summer of 2017.

In FY16, COCA received 1 ¼-cent tourism development taxes (TDT) from Leon County, which totaled to \$1,265,321 as well as \$150,000 of general revenue for the operating expenses as directed by the Board. The TDT funds was used to support the cultural plan and grant programs; \$850,542 was used for re-granting to local arts organizations and ¼ cent of the one-cent or \$249,359 was used for the capital facilities matching grant. The remaining balance out of the one-cent or \$165,420 was carried forward to FY17 and shall be used as specified in the budget submitted in May 2016.

In FY15, COCA received an additional \$400,000 from the TDT to implement several new projects related to tourism. COCA started the work on several projects and spent \$169,121 in FY15 and \$207,440 in FY16 respectively, with the remaining balance in amount of \$23,439 being carried forward to

FY17, which will enable the completion of these projects. Some of these projects included the redesign of a community cultural events guide, the production of a community wide video marketing campaign and promotional piece to be distributed regionally and nationally, the redesign and rebranding of the current COCA web site, and additional marketing initiatives and operational costs related to the projects listed above.

In FY16, COCA received level funding from Leon County of \$150,000 in general revenue. It also had \$39,407 surplus from FY15, which made the total funding \$189,407 for FY16; \$47,509 was spent on operating expenses related to the cultural grant program and ongoing marketing initiatives and \$141,898 on cultural grant awards made to local arts organizations. The increase in grant funding was due to the cultural community's expanded needs.



	Actual FY14-15 <b>LCGR</b>	Actual FY15-16 <b>LCGR</b>	<b>TOTAL</b>
<b>Revenue</b>			
County Contract			
County Contract with COCA	150,000	150,000	300,000
<b>Total Revenue</b>	<u>150,000</u>	<u>150,000</u>	<u>300,000</u>
<b>Cost of Revenue</b>			
County Grant Payments	0	141,898	141,898
<b>Total Cost of Revenue</b>	<u>0</u>	<u>141,898</u>	<u>141,898</u>
<b>Gross Profit</b>	150,000	8,102	158,102
<b>Operating Expense</b>			
Equipment - Purchase/Lease	4,322	1,608	5,930
Finance/Bank Charges	691	523	1,214
Insurance	3,005	8,332	11,337
Marketing/Advertising	1,017	0	1,017
Office Space	27,465	10,162	37,626
General Office Expenses	0	5,914	5,914
Payroll	59,397	11,490	70,887
Postage/Delivery	199	0	199
Professional Services	8,026	9,145	17,170
Public Meetings/Events	1,540	16	1,556
Recognitions	1,377	0	1,377
Supplies	1,471	319	1,790
Travel/Hospitality	2,084	0	2,084
<b>Total Operating Expense</b>	<u>110,594</u>	<u>47,509</u>	<u>158,102</u>
<b>Net Ordinary Income</b>	<u>39,407</u>	<u>-39,407</u>	<u>0</u>
<b>Net Income</b>	<u><b>\$39,407</b></u>	<u><b>-\$39,407</b></u>	<u><b>\$0</b></u>
	<b>LCGR</b>	<b>LCGR</b>	FY15 & FY16 <b>Total LCGR</b>
<b>1 Economic Develop.and Market. Deliverables (ED&amp;M)</b>	\$8,244	\$6,925	\$15,169
<b>2 Education Deliverables (ED)</b>			\$0
<b>3 Funding and Facilities Deliverables (FF)</b>	\$23,435	\$141,898	\$165,333
<b>4 Plan Implementation Deliverables (PI)</b>	\$6,330	\$4,565	\$10,895
<b>5 Additional Accomplishments</b>	\$72,585	\$36,019	\$108,604
<b>Total</b>	<u>\$110,594</u>	<u>\$189,407</u>	<u>\$300,000</u>

**Council on Culture & Arts**  
Actual vs. Budget

Additional TDC Funding Breakdown by FY

Total: \$400,000

	FY14-15	FY15-16	FY16-17	
	Actual	Actual	Budget	Total
<b>Revenues</b>				
Add. TDC Funding	169,121	207,440	23,439	400,000
Total County Contract	169,121	207,440	23,439	400,000
<b>Cost of Revenues</b>				
Research Study Cost	10,100	0	0	10,100
Website Development Cost	33,970	18,750	0	52,720
Video Production Cost	0	75,000	0	75,000
Website Redesign Cost	27,806	9,785	0	37,591
Cultural Tourism Marketing Grant	65,121	0	0	65,121
Total Cost of Revenues	136,997	103,535	0	240,532
<b>Gross Profit</b>	32,124	103,905	23,439	159,468
<b>Operating Expenses</b>				
Marketing/Advertising	5,622	34,745	23,439	63,806
Payroll	26,502	63,520	0	90,022
Freelance Writing	0	3,800	0	3,800
Public Meetings/Events	0	1,839	0	1,839
Total Operating Expenses	32,124	103,904	23,439	159,467
<b>Net Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

	I-cent	Annual Collections	Payment-97%	Actual Spent	FY16-17 Carry Forward
FY15-16		\$1,047,384	\$1,015,962	\$850,542	\$165,420.49
FY14-15		\$1,028,284	\$997,435	\$904,500	\$92,935.22
Unused Add. TDC Funding			\$400,000	\$376,561	\$23,438.78
				Total	\$281,794.49

**COCA Contract for Services - FY16 End-of-Year Report**

Objectives and Strategies Alignment	Recommendations: Objectives and Strategies	Outcomes/Actions	Status	<b>Funding Source:</b> City General Revenue: CGR County General Revenue: LCGR Tourist Development Tax: TDT Other Grants: OG Private Funding: PRV	<b>Total Expenditure for this section</b>
<b>1. Economic Development and Marketing Deliverables (ED&amp;M)</b>				CGR, LCGR, TDT, OG, PRV	<b>CGR: \$30,093</b> <b>LCRG: \$6,925</b> <b>TDT: \$7,887</b> <b>OG:</b> <b>\$8,359</b> <b>PRV:</b> <b>\$9,893</b>
<i>Goal: Position and market the arts, culture and heritage as a strategic partner of Tallahassee/Leon County economic development efforts. This shall be achieved through public and private funding for arts organizations and cultural assets.</i>					
ED&M 10.0, 10.1	Weekly research that provides at least five-hundred annual (500) prospects for: job opportunities, travel opportunities, volunteer opportunities, calls for musicians, call to visual artists, grant opportunities, and job openings.	Weekly research has been provided for more than 1,700 opportunities to date.	Ongoing	OG, PRV	
ED&M 10.0, 10.1	Weekly creation of enews that includes the research findings from above to a subscription base of five-thousand (5,000).	Email blasts have been sent weekly from October 1-April 15. To date, subscription base is more than 6,000 for this particular email which gets hundreds of additional weekly views through Facebook and Twitter. This is a record number of subscribers which continues to grow by 25-35 new subscriptions every week. <i>(See example attached)</i>	Ongoing	CGR, OG	
ED&M 7.0, 7.1	Documentation of the local economic impact of cultural organizations participating in the Cultural Grant program through surveys are included as a part of the grant process.	Based on a self-reported Economic Impact Survey required of all applicants as part of the Cultural Grant application process, COCA has compiled the following data from the applicants' last completed fiscal year (FY15). This data below was collected from 26 local arts and cultural organizations that applied to the Cultural Grant Program, and should not be interpreted as a complete picture of the economic impact of the arts and cultural sector in Leon County, but, rather, this data reflects the economic impact of the Cultural Grant Program specifically.  Cash expenditures of applicants: \$10,233,255 Total value in-kind support: \$1,192,763 Total number of people employed and under contract by the applicants: 156 FTE Jobs Total number of volunteers: 4,099 Total number of volunteer hours: 178,306 Visitors from outside Leon County: 141,334	Completed	CGR, LCGR, OG	

**COCA Contract for Services - FY16 End-of-Year Report**

<b>Objectives and Strategies Alignment</b>	<b>Recommendations: Objectives and Strategies</b>	<b>Outcomes/Actions</b>	<b>Status</b>	<b>Funding Source:</b> City General Revenue: CGR County General Revenue: LCGR Tourist Development Tax: TDT Other Grants: OG Private Funding: PRV	<b>Total Expenditure for this section</b>
ED&M 4.0, 4.1	Presentation of at least two (2) public workshops on topics supporting the capacity building of local cultural organizations and individual artists.	COCA hosted 12 workshops throughout FY16 on a variety of topics including grant writing, social media, entrepreneurship and the arts, intellectual property, and accessibility.	Completed	OG	
ED&M 4.0, 4.1	At least thirty five (35) individual consultations with local artists, arts administrators and entrepreneurs to provide guidance and information on starting a business, available resources, starting a 501C3 vs. private business, etc.	COCA staff have logged more than 350 individual consultations in FY16.	Ongoing	CGR, LCGR	
ED&M 1.0, 10.0; EDUC 8.0	COCA maintains an Artist Directory, listing local practicing artists in a wide variety of disciplines.	More than 800 total artists are currently listed in COCA's Artist Directory. New artists are regularly added and they now have the ability to add and manage their own artist's profile on COCA's new TallahasseeArts.org guide. The breakdown of artistic disciplines is approximately 60% visual/40% non-visual artists.	Ongoing	OG, PRV	
ED&M 1.0, 5.0, 5.1,5.2; EDUC 2.0	Weekly creation of email blast "Tallahassee Arts Guide" that lists upcoming cultural events.	This weekly publication is sent to more than 10,250 total subscribers with 60-70 new subscribers each week. It includes an average of 100 listings per issue with 6-8 featured events per issue, balanced across disciplines. Typically, COCA sees 400-500 click-thrus to events (see example attached).	Ongoing	CGR, TDT, PRV	

**COCA Contract for Services - FY16 End-of-Year Report**

Objectives and Strategies Alignment	Recommendations: Objectives and Strategies	Outcomes/Actions	Status	Funding Source: City General Revenue: CGR County General Revenue: LCGR Tourist Development Tax: TDT Other Grants: OG Private Funding: PRV	Total Expenditure for this section
<b>2. Education Deliverables (ED)</b>				<b>CGR, OG, PRV</b>	<b>CGR: \$53,499 OG: \$17,378 PRV: \$5,962</b>
<i>Goal: Captialize on the area's art, cultural and heritage attributes in order to strengthen art, culture and heritage opportunities in schools and the community.</i>					
EDUC 1.0	Continue the employment of an arts and heritage education coordinator.	Amanda Thompson continues to be employed as COCA's Education Director and provides daily assistance to educators.	Ongoing	CGR, OG	
ED&M 10.0, 10.1; EDUC 2.0	Locate funding sources and job and lesson plans that will be provided in individual consultations monthly group meetings and through twelve (12) enews distributed to at least 1,000 subscribers including regional teachers, principals and individuals.	Subscribers now total more than 2,975 for monthly email newsletters which have been sent each month from October-Sept. This newsletter has also drawn the attention of not only local K-12 educators, but higher education leaders as well, within and outside our area. Professors at such prestigious institutions as Harvard University, Cornell, Savannah College of Art and Design, and others also subscribe. (See example attached) Monthly arts education meetings are attended and individual consultations occur on a regular basis.	Ongoing	CGR	
EDUC 1.0, 2.0, 9.0	Create and update an annual publication of COCA for the Classroom, listing over 70 opportunities in arts, culture and heritage for grades K-12; connecting arts, culture and heritage organizations with schools and educational outlets.	This resource is currently being migrated to COCA's new TallahasseeArts.org website.	Ongoing	CGR	
ED&M 10.0, 10.1; EDUC 1.0, 2.0	Continue to update COCA for Kids, an introduction to the variety of kid- and teen-friendly arts and cultural offerings throughout the Capital Area, adding new activities as they are created, and updating those that are continuing. Maintain a listing for at least 130 providers and 150 individual programs.	This resource is currently being migrated to COCA's new TallahasseeArts.org website.	Ongoing	CGR	
EDUC 10.0	COCA regularly hosts interns and volunteers from local high schools, colleges, and universities.	Since Oct. 1, COCA has hosted 10 student interns/volunteers from FSU, FAMU, and area high schools. Additionally, COCA has hosted more than 15 other volunteers to assist with community events.	Ongoing	CGR	
EDUC 8.0	Continue to staff the Art in Public Places program.	Amanda Thompson continues to serve in both the Education and Art in Public Places position.	Ongoing	CGR	
EDUC 8.0	Oversee the City's permanent collection of artwork and relocate pieces of art as requested by City staff for temporary or permanent placement.	Several pieces were relocated during this period and the master inventory catalog has been updated to reflect the new locations.	Ongoing	CGR, OG, PRV	

**COCA Contract for Services - FY16 End-of-Year Report**

Objectives and Strategies Alignment	Recommendations: Objectives and Strategies	Outcomes/Actions	Status	<b>Funding Source:</b> City General Revenue: CGR County General Revenue: LCGR Tourist Development Tax: TDT Other Grants: OG Private Funding: PRV	<b>Total Expenditure for this section</b>
EDUC 4.0, 8.0	Sustain the Art in Public Places Program by producing ten (10) art exhibits in City Galleries each year.	COCA manages all tasks related to art exhibits in City Galleries. Due to the temporary closure of the Artport Gallery, a total of ten (10) exhibits were produced for City Hall during FY16 (See list attached). Two (2) additional exhibits were produced. One showcased student artists who won City art contests. The other was a pop-up exhibition in the old Brogan museum featuring 90 students artists.	Ongoing	CGR, OG, PRV	
EDUC 8.0	Manage all tasks required to implement the Art in Public Places Program	<ul style="list-style-type: none"> <li>• Schedule the installation and de-installation of each exhibit with COT Facilities and Security offices and the artists</li> <li>• Provide required paperwork to COT for insurance purposes</li> <li>• Curate (select artwork) for each individual show with artist or group of artists in advance of show and schedule the dates for their exhibits</li> <li>• Secure a signed agreement with each artist at the beginning of the season</li> <li>• Install each individual exhibit with all artwork securely in place</li> <li>• Gather information from artist on title, medium, date of creation and title of pieces with their prices for sale to provide the public inquiring about purchasing artwork</li> <li>• Create and photocopy a simple catalog for each exhibit for the public to inform them of the artist's and artwork's information</li> <li>• Create, print and place labels for each work with information for public</li> <li>• Create signage for galleries providing public information on how to contact artists for sales</li> <li>• Reserve the facility, tables, chairs and other needs with COT Facilities and Security for each of at least two (2) public receptions; host each event</li> <li>• De-install each exhibit and complete final reports for COT Risk Management</li> <li>• File claim for any artwork that is damaged or stolen during an exhibit and follow up with artist</li> </ul>	Ongoing	CGR, OG, PRV	
EDUC 8.0	By June of each year, solicit applications for annual exhibit season from local artists interested in exhibiting in two (2) public galleries for the upcoming season.	Due to the temporary closure of the Artport Gallery, COCA did not accept proposals from local artists for exhibitions. All annual and group exhibitions have been installed in the City Hall Gallery space. There are several exhibits are planned for the Artport Gallery starting in FY17.	Completed	CGR, OG	
EDUC 8.0	Exhibit the work of more than one hundred fifty (150) individual local, artists during the fiscal year	More than 375 artists submitted more than 825 pieces of artwork for jury review. In FY16, the work of more than 300 artists have been exhibited.	Ongoing	CGR, OG	



**COCA Contract for Services - FY16 End-of-Year Report**

Objectives and Strategies Alignment	Recommendations: Objectives and Strategies	Outcomes/Actions	Status	<b>Funding Source:</b> City General Revenue: CGR County General Revenue: LCGR Tourist Development Tax: TDT Other Grants: OG Private Funding: PRV	<b>Total Expenditure for this section</b>
EDUC 8.0	Receive at least 750 comments or signatures in the guest books located in the galleries.	To date, more than 200 comments/signatures have been received for the City Hall Gallery. Because of the temporary closure of the Artport Gallery, there have been no exhibits displayed for which comments would have been recorded.	Ongoing	CGR, OG	
EDUC 8.0	Create and print (# as needed) interactive guides for the ten (10) art exhibits held in City Galleries, specific to the exhibit, for children and families to use while visiting the galleries. Each guide will have an average of nine (9) interactive challenges for a child and parent to participate with together.	To date interactive guides have been printed for each of the nine (9) Art in Public Places exhibits, each with at least nine (9) interactive challenges. Each gallery goer can participate in these interactive challenges and complete them at their own pace. <a href="#">(See example)</a>	Completed	CGR, OG, PRV	
EDUC 8.0	Solicit at least three (3) citizen panelists to serve as jurors for the two (2) juried exhibits that are a part of the annual exhibit season. These citizens may be the same as those who asked to review and rank artwork for the upcoming season.	To date, twelve (12) people including Zoe Golloway, Tyler Cintron, Leslie Puckett, Viki Thompson Wylde, Tom Jacoby, Stewart Nelson, Roger Raeppe, Eluster Richardson, Mary Fernandez, Dickie Hosford, Linda Pelc, and Sandra Varry have served as volunteer jurors and/or judges for the COCA season of exhibits and the 3 juried art competitions.	Ongoing	CGR, OG, PRV	
EDUC 4.0, 8.0	Coordinate an annual Youth Art Exhibit with schools and teachers, with the goal of exhibiting at least fifty (50) pieces of student and teacher artwork.	80 pieces of student work was exhibited in the Annual Youth Art Exhibit.	Completed	CGR, OG	
EDUC 8.0	Create two (2) prospectuses for two City-Wide (2) juried competitions: Creative Tallahassee and Photofest.	Both prospectus were created and disseminated. One additional special, juried exhibition was designed for FY16 and the prospectus was disseminated.	Completed	CGR, OG	
EDUC 8.0	Exhibit at least 40 pieces of artwork from individual local artists in Creative Tallahassee.	More than 210 individual pieces of art were submitted for consideration and from those submissions, 59 artists were represented through 65 individual pieces of artwork in the Creative Tallahassee exhibit.	Completed	CGR, OG	
EDUC 8.0	Exhibit at least 30 pieces of artwork from individual local artists in Photofest.	More than 50 individual pieces of artwork were submitted for consideration and from those submissions, 16 artists were represented through 30 individual pieces of artwork in the Photofest exhibit.	Completed	CGR, OG	
EDUC 4.0	Hold at least three (3) major public receptions - one (1) for Youth Art Exhibit, one (1) for the Creative Tallahassee and one (1) for Photofest Juried Exhibits.	Receptions have been held for the Youth Art and Creative Tallahassee exhibits. Receptions for other exhibits have also been held. Due to the closure of the Artport Gallery, the Photofest exhibit was displayed digitally this year so no reception was held.	Completed	CGR, OG	

**COCA Contract for Services - FY16 End-of-Year Report**

Objectives and Strategies Alignment	Recommendations: Objectives and Strategies	Outcomes/Actions	Status	<b>Funding Source:</b> City General Revenue: CGR County General Revenue: LCGR Tourist Development Tax: TDT Other Grants: OG Private Funding: PRV	<b>Total Expenditure for this section</b>
<b>3. Funding and Facilities Deliverables (FF)</b>				CGR, LCGR, TDT, OG, PRV	CGR: \$28,645 LCRG: \$141,898 TDT: \$1,099,901 OG: \$6,564 PRV: \$8,884
<i>Goal: Provide sustainable public and private funding to preserve and improve arts, cultural and heritage organizations and experiences. This effort acknowledges the importance of growing new and emerging projects and facilities but will give priority to existing organizations.</i>					
<b>F&amp;F 3.0, 3.1; PI 1.0, 1.1, 1.2</b>	Continue the employment of a Grants Specialist to provide direct contact with applicants throughout the process and to maintain accountability through the analysis of reports and applications.	Kevin Carr continues to be employed as COCA's Grant Program Director and provides assistance to prospective grantees and those who inquire about the COCA's grant programming.	Ongoing	CGR, OG, PRV	
<b>F&amp;F 5.0, 5.1, 5.2; PI 1.0, 1.1, 1.2</b>	Establish a new matching grant program for capital improvements for arts, cultural and heritage organizations.	As part of a 4 year agreement with Leon County, COCA implemented the new Cultural Facilities Matching Grant Program which will provide funding up to \$100,000 to assist in the construction, renovation, and equipping of cultural facilities. The grant funds are allocated for this purpose from 1/4 penny of the TDT. The grant contracts and payment schedules for the FY16 Cultural Facilities Grant Program are currently under negotiation with each of the grantees. The payment schedule for each grant will differ depending upon the construction schedule and specific needs for each project. COCA received applications from 5 organizations with a total requested funding of \$398,574 as part of the FY16 Cultural Facilities Grant Program. A total of \$249,359 was awarded to 3 local arts organizations as part of the program. <i>(See attached)</i>	Ongoing	TDT, CGR, OG, PRV	

**COCA Contract for Services - FY16 End-of-Year Report**

Objectives and Strategies Alignment	Recommendations: Objectives and Strategies	Outcomes/Actions	Status	Funding Source: City General Revenue: CGR County General Revenue: LCGR Tourist Development Tax: TDT Other Grants: OG Private Funding: PRV	Total Expenditure for this section
ED&M 4.0, 4.1; F&F 3.0, 3.1; PI 1.0, PI 1.1, 1.2	Manage the Cultural Grant Program, including providing instructions on how to apply for grants, noticing grant application timelines, providing applicant with at least a apply for grants, noticing grant application timelines, providing applicant with at least a four (4) week period in which to prepare a grant application, and recommending the award of grants to successful applicants.	The guidelines for the Cultural Grant Program were released on May 2, 2016 and included detailed instructions on how to apply for grants and grant application timelines (all grant meetings were publically noticed). The process allowed applicants an eight (8) week period in which to prepare a grant application. Based on panelist evaluations and scoring, COCA has recommended the award of County grant funds to successful applicants to the Leon County Tourist Development Council. As part of the Cultural Grant process, COCA also offers complimentary courtesy reviews and consultations for organizations to bring their grant application to COCA for review. As part of this process, COCA provided 27 individualized courtesy reviews related to the Cultural Grant Program. As part of the FY17 Cultural Grant Program application process, COCA staff also completed the technical scoring process for the 24 applications which were submitted. After technical scores were calculated, staff prepared the applications for the online, panel review process. (See attached FY17 Grant Guidelines with grant timeline included)	Completed	TDT, CGR, OG, LCGR	
F&F 3.0, 3.1; PI 1.0, 1.1, 1.2	Design, reproduce and make available electronically all application materials and guidelines for the grant program.	Each year, COCA has an extensive process of reviewing the grant program at the end of each grant cycle. Staff collects surveys from grant applicants and panelists and also holds a publicly-noticed task force meeting for the community to review the grant program and to provide comments and recommendations concerning the program. The review meeting for the FY16 Cultural Grant Program was held on October 22, 2015. No major changes to the grant program or guidelines were implemented as a result of the FY16 review process. COCA staff designed, reproduced and made available electronically (on the COCA website and by email), the FY17 Cultural Grant Guidelines. (See attached FY17 Grant Guidelines and awards).	Completed	TDT, CGR, OG, LCGR	

**COCA Contract for Services - FY16 End-of-Year Report**

Objectives and Strategies Alignment	Recommendations: Objectives and Strategies	Outcomes/Actions	Status	<b>Funding Source:</b> City General Revenue: CGR County General Revenue: LCGR Tourist Development Tax: TDT Other Grants: OG Private Funding: PRV	<b>Total Expenditure for this section</b>
ED&M 4.0,4.1	Use the grant program as an educational tool in business development by providing consultations to any grant applicant who indicates a desire for that service with an average of twenty (20) individual cultural business applicants on presentation of technically superior applications that will also provide them with tools to write other successful applications to other funding organizations, and bringing in more cultural grant funds to Tallahassee.	COCA staff conducted 7 grant-related workshops (including workshops related to the new Cultural Facilities Matching Grant Program and the Cultural Tourism Marketing Grant Program). In total, COCA hosted 12 workshops throughout FY16 on a variety of topics including grant writing, entrepreneurship and the arts, intellectual property, and accessibility. COCA staff have logged more than 700 individual consultations between October and September including 80 individual consultations with grant applicants as part of the FY17 Cultural Grant Program.	Completed	CGR, OG	
F&F 1.0	Solicit the participation of seven (7) panelists with at least five (5) ultimately serving on the panel.	COCA staff solicited nominations for volunteer grant panelists from the community and a total of 15 volunteers served on the COCA grant panels in FY16. In appointing panelists, COCA gives consideration to geographic representation, minority representation, professional acumen, objectivity, and diverse aesthetic, institutional and cultural viewpoints. COCA held training and orientation meetings for all of the panelists in each of the grant programs. Seven volunteers served on the Cultural Grant Program panel. Five panelists served on the Cultural Facilities Grant Program panel, and 3 panelists served on the Cultural Tourism Marketing Grant Program panel. (See list attached).	Completed	CGR, OG	
F&F 3.0, 3.1; PI 1.0, 1.1; 1.2, 6.0	Analyze use of funds by each grantee two (2) times per year in mid-term and final reports.	In April 2016, COCA collected FY16 Interim Reports for the Cultural Grant Program and disseminated the balance of FY16 County funds directly to grantees upon approval of those reports. In early November 2016, COCA will collect FY16 final grant reports for City and County cultural funding. 100% of applicants submitted reports that were reviewed and accepted by COCA, assuring compliance with granting guidelines. The Final FY16 reports are due on Nov. 2, 2016 and will be reviewed by COCA staff in November.	Ongoing	CGR, LCGR, TDT, OG, PRV	

**COCA Contract for Services - FY16 End-of-Year Report**

Objectives and Strategies Alignment	Recommendations: Objectives and Strategies	Outcomes/Actions	Status	<b>Funding Source:</b> City General Revenue: CGR County General Revenue: LCGR Tourist Development Tax: TDT Other Grants: OG Private Funding: PRV	<b>Total Expenditure for this section</b>
<b>4. Plan Implementation Deliverables (PI)</b>				CGR, LCGR, TDT, OG, PRV	CGR: \$20,415 LCRG: \$4,565 OG: \$4,826 PRV: \$7,545
<p align="center"><i>Goal: The Council on Culture and Arts for Tallahassee/Leon County (COCA) will realize its mission as the local arts agency representing culture, arts, and heritage for ALL in Tallahassee and Leon County through grant-making, advocacy, marketing, and education.</i></p>					
PI 4.0	COCA will serve as the designated local arts agency for the City of Tallahassee and Leon County and will adhere to the standards of such an agency (See Section 265.32, Florida Statutes). As a local arts agency COCA will, as stated in FL Statute 265.32:		Service continues		
PI 4.0	Meet at least quarterly (4 times a year) pursuant to notice and at such times and places as the Council shall determine	Board meetings were held at COCA in November, January, March, May, July, and Sept. Executive Committee meetings were held in October, December, February, April, June, August, and Sept.	Ongoing	CGR, LCGR, OG, PRV	
ED&M 8.1; PI 8.0	Maintain the Board membership of fifteen (15) members in positions as described in the cultural plan and as directed through the appointment process.	Board members appointed in FY16 as per statute and serving in designated positions. (See attached list)	Ongoing	CGR, LCGR	
PI 10.0, 11.0	Adopt a new Cultural Plan Advisory Committee stakeholders that will sunset after two years.	In FY16, the Cultural Plan Advisory committee and its sub-committees met 6 times. As recommended in the Cultural Plan, the committee officially sunset in August of 2016.	Completed	CGR, TDT, OG	
PI 1.0, 8.0	Provide programs and services within the stated purposes outlined in the originating Statute.	COCA provides programs as per statutory purpose (See <a href="http://coca.tallahasseearts.org">coca.tallahasseearts.org</a> )	Ongoing	CGR, LCGR, PRV	
F&F 1.0; PI 1.0, 1.1, 1.2	Within the funding earned in this annual contract, COCA will deliver a portion of the services and programming as introduced as a part of the Tallahassee Cultural Plan (Cultural Plan) accepted by the City and the County Commissions in 2014. It is understood that it is not possible to provide all services and programming contained in the Cultural Plan within the budgeted funds through this contract alone.	Based on resources allocated for FY16, the top priorities from the Cultural Plan include the Economic Impact Survey, the Capital Facilities Matching Grant, a community-wide marketing and advertising campaign, and the exploration of a downtown arts district through public discussion.	Ongoing	CGR, TDT, OG, PRV	

**COCA Contract for Services - FY16 End-of-Year Report**

Objectives and Strategies Alignment	Recommendations: Objectives and Strategies	Outcomes/Actions	Status	Funding Source: City General Revenue: CGR County General Revenue: LCGR Tourist Development Tax: TDT Other Grants: OG Private Funding: PRV	Total Expenditure for this section
<b>5. Additional Accomplishments</b>				<b>CGR, LCGR, TDT, OG, PRV</b>	<b>CGR: \$89,942 LCRG: \$36,019 TDT: \$199,553 OG: \$13,672 PRV: \$19,472</b>
EDUC 1.0, 2.0, 10.0	COCA designed, initiated, and promoted a new COCA Arts Education Grant Program for local arts teachers. This grant was made possible by a generous donation from a private individual. The total funding amount is \$5,000 and each applicant can ask for up to \$500. The goal of COCA's Arts Education Grant is to remove financial barriers for arts educators to access resources and arts experiences for their students, materials and equipment for their classrooms, and arts specific professional development opportunities for their own continuing education.		Ongoing	OG, PRV	
ED&M 5.0, 11.0; FF 1.0; PI 1.0	In FY16, COCA implemented the Cultural Tourism Marketing Grant program which provides funding of up to \$3,000 to assist in the promotion and advertising of local arts and cultural events, programs, and venues to tourists and residents outside of Leon County. A total of \$62,550 was distributed to 22 local organizations for the FY17 Cultural Tourism Marketing Grant program. (See attached).		Ongoing	TDT	
ED&M 1.0, 2.0, 2.1; EDUC 10.0; F&F 6.0, 6.1, 6.2; PI 3.0, 4.0, 4.1	COCA staff continue to partner and meet regularly with local, state and national organizations, businesses, individuals and leaders of various initiatives including the Non-Profit Sector group, FSU, FAMU, Leon County Schools, OLLI, KCCI, EDC, CRA, Visit Tallahassee, INIE, Tallahassee Music Week, Downtown Business Association, Choose Tallahassee, Lively Technical Institute, Leadership Tallahassee, Youth Leadership Tallahassee, Tallahassee Democrat, the Downtown Improvement Authority, TDC, Tallahassee Active Lifelong Learners, Tallahassee Chamber, Big Bend Minority Chamber, Jim Moran Institute, and many more.		Ongoing	TDT, CGR	
EDUC 8.0; F&F 8.0, 8.2	COCA facilitated a new outdoor public art project called Tall Art. In partnership with the Planning Department, COCA designed and implemented a prospectus and call to artists, collected submissions, prepared artwork for review, assisted with selections, made notifications to artists, and worked closely with the Planning Department on the fabrication and installation of that reproduced artwork on 13 wayfinding poles in the downtown area. COCA continues to promote the project to residents and visitors.		Ongoing	CGR, LCGR	
EDUC 8.0	COCA changed out the exhibition in the auxiliary public gallery space within City Hall on the fourth floor in the City Commissioner's main conference room. Artwork in this space is rotated annually.		Completed	CGR, OG	
ED&M 12.0	In FY16, fifty-two (52) COCA produced articles have been published in the Sunday TLH section of the Tallahassee Democrat. A balance and diversity of artists, artistic disciplines and businesses and organizations have been represented. These articles have been picked up by dozens of national news outlets including USA Today. (See example attached)		Ongoing	CGR, LCGR, TDT, OG	
EDUC 2.0	COCA has expanded our relationship with the Tallahassee Democrat and COCA is now also producing weekly articles featuring arts in education topics. In FY16, forty-four (44) COCA produced articles have been published in the Wednesday TLH School and Family section of the Tallahassee Democrat. A balance and diversity of artistic disciplines, schools, teachers, and students have been represented. These articles have been picked up by dozens of national news outlets including USA Today. (See example attached)		Ongoing	TDT, CDR, PRV	
EDUC 1.0, 9.0, 10.0	COCA and Raa Middle School continue the Mentoring in the Arts Program, now in its second year. COCA recruits local visual artists, musicians, dancers, and theater professionals to provide mentoring to middle school arts students in Raa's Fine Art Magnet Program. COCA is also assisting with the training process and the ongoing support for arts mentors. Two COCA staff members serve as arts mentors through this program.		Ongoing	OG	



## COCA Contract for Services - FY16 End-of-Year Report

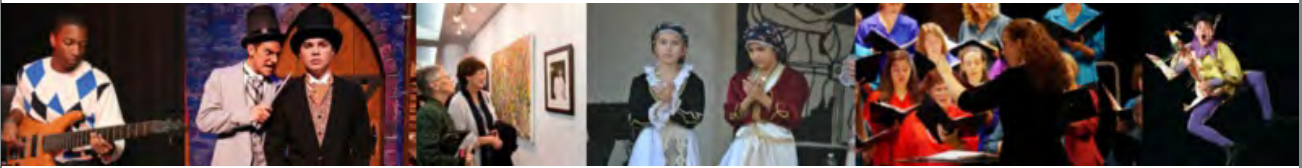
Objectives and Strategies Alignment	Recommendations: Objectives and Strategies	Outcomes/Actions	Status	Funding Source: City General Revenue: CGR County General Revenue: LCGR Tourist Development Tax: TDT Other Grants: OG Private Funding: PRV	Total Expenditure for this section
ED&M 10.0, 10.1, 11.0, 11.1, 11.2, 12.0, 12.1	COCA recently launched its new website and analytics are being collected. During FY16, COCA contracted with Moore Consulting to undertake a website redesign as well as an organizational rebranding initiative which included a new logo. This project will ensure the COCA site stays user-friendly and functional. COCA is contracting with FRAME to work on a commercial campaign and a branded video series focusing on our cultural community. COCA is also working with App Innovators to develop a new COCA app that compliments the new Tallahassee Arts Guide and other COCA programming.		Ongoing	CGR, TDT, OG	
ED&M 10.0, 10.1	COCA's Facebook page has more than 5,000 likes and the breakdown of demographics of users: 70% female/30% male & predominately Tallahassee and Leon County. More than 120 fans are from 44 foreign countries. For individual posts, there are 50 average likes, 6 average comments and 6 average shares. COCA follows approximately 500 organizations and local artists on our newsfeed. Some of COCA's Facebook posts are "boosted" for greater reach and visibility. COCA has more than 2,600 followers on Twitter (grouped by cultural orgs and artists, news media, other for marketing/re-tweeting) and has an average of 20 weekly comments, re-tweets, and direct messages. COCA follows and re-tweets more than 500 organizations and local artists.		Ongoing	TDT, OG	
ED&M 12.0; EDUC 8.0; F&F 8.0, 8.1	COCA's Outdoor Public Art Directory can now be viewed from the new TallahasseeArts.org website. The directory includes more than 200 outdoor public artworks cataloged and listed along with information, images, links, and a Google map. COCA also maintains the Downtown Public Art Walk on this website.		Ongoing	TDT, OG	
ED&M 1.0, 5.0, 5.1,5.2	COCA's MoreThanYouThought.com calendar has been replaced by our new Tallahassee Arts Guide at TallahasseeArts.org. This is a searchable calendar of cultural events and classes held in a 100-mile radius. Along with events, users can also access a variety of resources guides including COCA's Artist Directory, Outdoor Public Art Directory, and much more. Users can also search for jobs, calls to artists, funding sources, and professional development opportunities using the new COCA Classifieds system contained within TallahasseeArts.org. COCA exports a digital feed of events to Visit Tallahassee for use in their calendar which creates more awareness for local events and artists. This also enables users to submit their data to one location, COCA's central site. TallahasseeArts.org was created in collaboration with Artsopolis, a national non-profit designer of events calendars and the Tallahassee Arts Guide is part of a national network of arts calendars and tourism bureaus. Analytics for the new TallahasseeArts.org website show over 26,000 users and almost 50,000 sessions since the site was launched in early 2016. There have been 150,000 page views, and almost half of our visitors are new users. 43% of users are referred from www.tallahasseearts.org, 16% from Google and 8% are referred from social media. COCA estimates that there are an average of 500 event listings each month.		Ongoing	TDT, OG, PRV	
ED&M 4.0	COCA staff annually provides more than 350 instances of one-on-one technical assistance to cultural organizations, artists, and educators in marketing, grant writing, program development, and strategic planning and has "incubated" many new and emerging cultural businesses in the region.		Ongoing	CGR, LCGR, TDT, OG	
EDUC 6.0	COCA has developed new arts related content and materials to be published on the Leon County School district's website. COCA posts art in education content weekly on the LCS web page.		Ongoing	OG	
F&F 1.0, 2.0	Nick Pavlovik serves as the Finance Manager for COCA. His role is to provide financial information to the COCA ED and BOD and for various reports, maintain contractual agreements, track receivables, and pay invoices, process payroll, staff the annual financial audit, maintain financial records history, and other responsibilities related to the financial health of the organization.		Ongoing	CGR, LCGR	
F&F 2.0, 2.1	COCA is a membership based organization and, annually, staff solicits new members and encourages the retention of current members through renewal notices. Staff maintains a membership database and corresponds with members in regard to various COCA services and programs that might be of particular interest to them based on their membership category. COCA staff also researches new and enhanced membership benefits.		Ongoing	PRV	

**COCA Contract for Services - FY16 End-of-Year Report**

<b>Objectives and Strategies Alignment</b>	<b>Recommendations: Objectives and Strategies</b>	<b>Outcomes/Actions</b>	<b>Status</b>	<b>Funding Source:</b> City General Revenue: CGR County General Revenue: LCGR Tourist Development Tax: TDT Other Grants: OG Private Funding: PRV	<b>Total Expenditure for this section</b>
<b>ED&amp;M 7.0, 7.1; PI 6.0, 9.0</b>	In partnership with the Americans for the Arts, COCA has commenced data collection for a community-wide Arts & Economic Prosperity® 5 economic impact survey of local nonprofit arts and culture organizations and their audiences. This research will benefit area Chambers, businesses, and members of arts organizations. To date, over 700 audience surveys have been collected at 30 arts and cultural events as part of the study. Additionally, COCA has invited 275 arts or culture-related non-profit organizations in Leon County to participate in the study.	Final results will be analyzed and made publically available in the summer of 2017.		TDT	
<b>EDUC 10.0; F&amp;F 2.0, 2.1</b>	COCA continues to offer its upstairs conference space at extremely low rental rates for local cultural organizations to use for meetings, rehearsals, and other activities.		Ongoing	PRV	
<b>PI 3.0; F&amp;F 2.0</b>	Annually, COCA applies for local arts agency program support funding through the State of Florida's Division of Cultural Affairs. COCA consistently earns high grant scores in comparison with our colleagues around the state. Additionally, COCA regularly partners with local community groups in making grant requests to both public and private granting sources at local, state, and national levels. COCA's recent partnership with KCCI for a funding request to implement a wayfinding initiative focusing on community districts is ongoing.		Ongoing	OG, PRV	
<b>PI 4.0</b>	In FY16, COCA has accrued operating expenses related to general overhead for programming, which included, equipment purchase, lease, and maintenance, office supplies, bank charges, marketing, auditor fees, postage, recognitions, events, and travel expenses.		Ongoing	CGR, LCGR, PRV	
<b>PI 4.0</b>	In FY16, COCA has accrued office space rental fees related to maintaining daily operations.		Ongoing	CGR, LCGR	

It is understood that the Cultural Plan has a number of strategies that are able to be addressed in the short term and some that involve long-term and ongoing planning. Given that this plan also has many stakeholders and partners, COCA ensures that it will work diligently to see that these ideas are consistently addressed. Funding for these initiatives is also part of the process and will be assessed at the end of each fiscal year to make sure the needs of the cultural community are being addressed. We recognize that this is a dynamic document and that needs and priorities will change as both the City of Tallahassee and Leon County continue to grow and change.

# COCA Classifieds Email



## Connect with COCA

email [info@tallahasseearts.org](mailto:info@tallahasseearts.org)

phone 850-224-2500

website [www.tallahasseearts.org](http://www.tallahasseearts.org)

like us on [Facebook](#)

follow us on [Twitter](#) @COCAbuzz

follow us on [Instagram](#) @cocatally

read our [blog](#)

*The weekly COCA Classified email is your source for arts-related opportunities, and listings are pulled from our website. This new calendar and "arts guide" is more than an events calendar - now you can search all kinds of listings and add your own auditions, calls to artist, volunteer opportunities and more!*

*Have an arts related listing to share? Visit [TallahasseeArts.org](http://TallahasseeArts.org) and submit a **"classified"** on our new Tallahassee Arts Guide.*

**April 22, 2016**

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## COCA Announcements



**New!** COCA welcomes two new board members



**Will Guzmán** is currently an Assistant Professor in the History & African American Studies Department at Florida A&M University; appointed member of the "Dorie" Miller Medal of Honor National Committee; Florida Education Commissioner's Task Force on African American History, and Book Review

editor of THE GRIOT: The Journal of African American Studies.

He has served as a consultant for the Museum of Florida History's "Civil Rights in the Sunshine State" exhibit; Associate Director of the Meek-Eaton Black Archives Research Center and Museum; Director of FAMU's Office of Black Diasporan Culture; and International Programs Manager for the Florida Association for Volunteer Action in the Caribbean and the Americas.

Will has degrees in African American Studies (FAMU); Social Science Education (FSU); and History (UTEP). He is a graduate of Leadership Tallahassee, NEA's Emerging Leaders Academy, and Jekyll Island Management Institute. He holds a Florida Professional Educator's Social Science Education Certificate and was nominated FAMU "2015 Teacher of The Year." His book, *Civil Rights in the Texas Borderlands* was awarded the C. Calvin Smith Book Prize.

He and his wife, Monica Foushee, have two children.

**Jay Revell** is Vice President at The Greater Tallahassee Chamber of Commerce. Before taking on his role at The Chamber, Jay served as Executive Director of the Tallahassee Downtown Improvement Authority. Jay has also formerly served as the Aide to Leon County Commissioner John E. Dailey.

Jay is also President of Community Catalyst, LLC, a small consulting firm specializing in community relations, strategic planning, and moving big ideas forward.

Jay is a graduate of Class IV of the Connect Florida Statewide Leadership Institute. He is a member of Class 32 of Leadership Tallahassee. He is also a graduate of Class 10 of the Tallahassee Entrepreneurial Excellence Program. Jay is the former Chairman of Access Tallahassee, the capital city's largest organization for young professionals. He is a current Board member at Capital City Country Club and the Council on Culture & Arts. Jay has formally served on the Board of Directors for the Tallahassee Symphony



Orchestra and the Knight Creative Communities Institute.

In 2012 Jay earned a Master's degree in Applied American Politics & Policy from the Florida State University. In 2009 he received a Bachelor's degree in Political Science with a minor in Business from Florida State University. While at Florida State Jay was a member and chapter President of the Sigma Chi Fraternity.

Jay is originally from Havana, Florida. He is an eighth generation North Floridian with deep family ties to the greater Tallahassee area. Jay is an avid golfer, outdoorsmen, and enjoys cooking, writing, and traveling. He lives in Downtown Tallahassee with his wife

Sarah and their two dogs, Leon and Bodie.

advertisement



*The Tallahassee*  
**BALLET**

# In Performance



May 7-8, 2016  
Ruby Diamond Concert Hall

*featuring*

Antonio Douthit-Boyd & Kirven Douthit-Boyd  
formerly of Alvin Ailey American Dance Theater

Plus, The Special Children's Performance

**FIREBIRD**

May 7, 2016 (10:30am)

850-224-6917 // Get your tickets now: [tallahasseeballet.org](http://tallahasseeballet.org)



**Congratulations**



## The Tallahassee Ballet Receives NEA Grant to support new works featured in Spring Performances

For its first funding round of the fiscal year 2016, its 50th Anniversary year, the NEA announced awards totaling more than \$27.6 million. Among these awards is a Challenge America award to The Tallahassee Ballet (TTB) to support an Artist Residency by world-renowned choreographer and dancer Christopher Huggins.

More info [here](#).

*Have a story to share? Send your info to [erica@tallahasseearts.org](mailto:erica@tallahasseearts.org).*

## For Rent or Sale



### **New!** Midtown Studios - Venue for Rent

Rent Midtown Studios! Midtown Studios is available for rehearsals, meetings, intimate events, plays, birthday parties, baby showers and more.

More info [here](#).

## Funding

### **COCA's Cultural Facilities Matching Grant Program (Deadline: April 29)**

**The deadline for applications is Friday, April 29, 2016 at 5PM. The Grant Panel Review Meeting will be held on June 10, 2016 from 9:30 AM-2:30 PM.**

To offer support and funding for renovation, new construction, or acquisition or

### Cultural Facilities Grant



equipping of cultural facilities located in Leon County or the City of Tallahassee. A Cultural Facility is a building that shall be used primarily for the programming, production, presentation, exhibition, or any combination of the above functions of any of the arts and cultural disciplines including, but perhaps not limited to: music, dance, theater, creative writing, literature, architecture, painting, sculpture, folk arts,

photography, crafts, media arts, visual arts, programs of museums, historical sites, and historical/heritage facilities. More info [here](#).



## Visit Florida Grant Programs

VISIT FLORIDA administers four grants to assist industry businesses with their marketing efforts to showcase the state's tremendous tourism assets. Those grants include the Advertising Matching Grants, Minority Convention Grants, Small Business Grants and Cultural, Heritage, Rural and Nature Tourism Grants.. More info [here](#).



## Florida Division of Cultural Affairs (Deadline: June 1)

Division grants support Florida's cultural organizations and individual artists. All funding for the Division's grant programs are pending appropriation from the Florida Legislature. More info [here](#).



**SAVE THE DATE!**

**Leon Schools**  
**ARTS & MUSIC**  
**FEST**

**SATURDAY** | **9AM - 4PM**  
**MAY 7, 2016** | **KLEMAN PLAZA**

ELEMENTARY HONORS CHORUS ★ LINCOLN STRING QUARTET  
DEERLAKE CHORUS ★ COBB ORCHESTRA ★ RAA BAND  
ELEMENTARY, MIDDLE & HIGH SCHOOL ART  
HARTSFIELD, BOND & APALACHEE CHEERLEADERS  
OAK RIDGE & RUEDIGER DANCE ★ SAIL & CHILES DRAMA  
AND MANY MORE

## Internships



### Fall 2016 Administrative/Events Internship

The purpose of this internship is to provide hands-on training as an arts administrator/event planner. The intern will gain experience in the following categories: administration, finance, development, event planning, and marketing. Experience will be gained by completing projects as assigned to the intern, under the supervision of the Administrative Assistant and Executive Director. More info [here](#).

See internship opportunities [here](#). Have an arts related listing to share? Visit [TallahasseeArts.org](http://TallahasseeArts.org) and submit a **"classified"** on our new Tallahassee Arts Guide.



## **New! Art Instructor Wanted: Madison Academy in Madison, FL**

Madison Academy in Madison, FL, is looking for a for a full time, certified, art instructor to bring creative ideas and create individual projects that satisfy the curriculum. Madison Academy in Madison, FL, is in the midst of

transitioning into a charter school but it will be an institution that focuses on the arts. More info [here](#).



## **Call for Directors (Deadline: May 6)**

Theatre TCC! is now accepting director applications for *The Curate Shakespeare: As You Like It*, Arthur Miller's *The Crucible*, and Schwartz & Hirson's *Pippin*.

Please email Eva Nielsen-Parks [atnielsene@tcc.fl.edu](mailto:atnielsene@tcc.fl.edu) for an application. The application deadline is May 6, 2016. More info [here](#).

See more job opportunities [here](#). Have an arts related listing to share? Visit [TallahasseeArts.org](http://TallahasseeArts.org) and submit a **"classified"** on our new Tallahassee Arts Guide.



# Two Sacred Works

Poulenc: *Gloria* | Schubert: *Mass in Eb Major*



The Tallahassee  
Community Chorus

André J. Thomas,  
Artistic Director

Sean Linfors and  
Alex T. Favazza, Jr.,  
Assistant Directors

in partnership with



#### TICKETS

\$22 (General)  
\$18 (Senior, 62+)  
\$6 (Student)

Online at  
[www.tcchorus.org](http://www.tcchorus.org)

Or call  
850-597-0603

**Sunday, April 24, 2016 at 4:00 P.M.**

Ruby Diamond Concert Hall, Florida State University

Sponsored  
in part by



## Professional Development

Creative Capital | Warhol Foundation

ARTS WRITERS  
GRANT PROGRAM

### **New! Arts Writers Grant Program** **(Deadline: May 18)**

The Creative Capital | Andy Warhol Foundation Arts Writers Grant Program supports writers whose work addresses contemporary visual art through project-based grants, ranging from \$15,000 to \$50,000, issued directly to twenty individual authors a year. The program was founded in recognition of both the financially precarious situation of arts writers and their indispensable



contribution to a vital artistic culture. The Arts Writers Grant Program aims to support the broad spectrum of writing on contemporary visual art, from general-audience criticism to academic scholarship. More info [here](#).



### **New! Art Writing Workshop (Deadline: May 18)**

Art Writing Workshop-a partnership between the Arts Writers Grant Program and the International Art Critics Association/USA Section (AICA/USA)-gives practicing writers the opportunity to strengthen their work through

one-on-one email and phone consultations with leading art critics. Focusing on the craft of writing, the workshop will use participants' writing samples as a springboard for an in-depth consideration of such issues as voice, prose style, organizational structure, and argumentation. Ten applicants are chosen each year to participate. More info [here](#).



### **New! ER for PR by the Florida Public Relations Association's Capital Chapter (Deadline: April 29)**

The Florida Public Relations Association's Capital Chapter is gearing up for this year's ER for PR. It's an opportunity for nonprofits without full-time public relations staff to receive 90 minutes of counseling free of charge and benefit from additional breakout sessions. This year's event will be on Thursday, May 19 at the Capital City Country Club. Nonprofit organizations selected for this event will receive one-on-one pro bono counseling from FPRA Capital Chapter practitioners. In addition, attendees will choose from two concurrent breakout sessions: Grant Writing and Working with the Media. The sessions are free for nonprofits selected to attend. ER for PR applications are due April 29 by 5 p.m. More info [here](#).



### **17th Annual UPHS Conference - Internal Change, External Impact (May 11)**

Join United Partners for Human Services on Wednesday, May 11, 2016 for the 17th Annual UPHS Conference -Internal Change,

External Impact! A listing of the workshops is available on the UPHS website Annual Conference, [uphsfl.org](http://uphsfl.org). More info [here](#).



## Nonprofit Enterprise & Social Innovation Summit (June 8)

Register today for NESI 2016, the region's first-ever summit on nonprofit enterprise and social innovation! This one-day summit will bring leaders from the public, private and nonprofit sectors together to share ideas and strategies for advancing social innovations through entrepreneurship. More info [here](#).

*See more professional development opportunities [here](#). Have listing to share that relates to the arts community? Visit [TallahasseeArts.org](http://TallahasseeArts.org) and submit a **"classified"** on our new Tallahassee Arts Guide.*

## Promotions



### Promote your organization with COCA!

COCA loves to help give our community a glimpse of the process of making art. Send us 8-12 photos of your "Behind the Scenes" art or culture activity, **with a description of what is**

**happening in each photo.** COCA can share it in a "Behind the Scenes" album on our Facebook page. If you have questions, contact [erica@tallahasseearts.org](mailto:erica@tallahasseearts.org), and be prepared to tag and share the album too!



## Musicians Wanted for Live Television Performance

WTXL ABC27 is bringing local talent into the spotlight with Sunrise Rocks, our weekly in-studio concert series featuring performers and bands from southern Georgia and northern Florida. Musicians get to perform 4 to 5 original pieces live, promote future performances, and talk about their music. They are looking for musicians in all genres. If interested please

email [abc27news@wtxl.tv](mailto:abc27news@wtxl.tv) with a description of your group and a sample of your music. More info [here](#).

advertisement



www.CivicChorale.org

Dr. Leslie Heffner  
Artistic Director

presents

# English Traditions

featuring

“Five Mystical Songs” by Ralph Vaughan Williams  
and the world premiere of  
“The Greatest Ship” by Dr. Tucker Biddlecombe

**Tuesday, April 26, 2016**

**Turner Auditorium**

on the Campus of TCC

**7:30pm**

**Admission \$9/\$7**

**Free w/ TCC ID**



sponsored by

## Vendors



### You Make It, You Grow It Market

Calling vendors for You Make It, You Grow It Market, located in Railroad Square Art Park. They have limited space available on the 2nd & 4th Saturday of the month of April from 10am - 3pm (weather permitting). If you create it, grow it, produce it, or repurpose it you may sell it here. More info [here](#).



# Volunteers



JOHN G. RILEY  
CENTER / MUSEUM

## New! Call for Volunteers

The John G. Riley Museum invites you to donate your time and assistance by volunteering in-house during upcoming events in April and May. More info [here](#).



## Volunteers needed for the LCS Arts and Music Fest (May 7)

Volunteers needed for the Leon County Schools Arts and Music Fest on Saturday, May 7th in Kleman Plaza. There will be two volunteer shifts: 8:30am-11:30am and 11:00am-4:00pm. Volunteers will be asked to

distribute event schedules, greet attendees, and assist in the event set up and break down. This event will showcase our school district's talented arts educators and students and include dance, drama, music, and visual art programs around the district. More info [here](#).



JOHN G. RILEY  
CENTER / MUSEUM

## New! Volunteers Needed: 2016 Season of Emancipation (May 20-21)

Volunteers needed at the John. G Riley Museum for the Season of Emancipation happening May 20-21st. More info [here](#).

## Be A COCA Ambassador



The Council on Culture & Arts (COCA) maintains a presence at various arts and cultural events in our area. COCA sets up a display to promote our programs as well as those of the cultural community. Volunteers will be asked to attend a short training session near the date of the event where they will receive information about the event, a

COCA t-shirt, and a COCA goodie bag for their service. More info [here](#).

## Auditions



### **Call for performance proposals in all disciplines**

The All Saints Arts District - Tallahassee's local small business, artist and maker, festival, and outdoor art district - is launching a new monthly festival in May. The district is seeking original, out-of-the-mold, conceptual performance ideas in the areas of music, theatre, dance, film, cuisine, literature, comedy, art, open mic, and more. All ideas are welcome, but inventive ideas will receive higher rating. The district will match curated proposals with well-fitted venue within the district. More info [here](#).

advertisement





#IHeartTally

# Spring on Stage

CONCERT SERIES



Friday, April 8<sup>th</sup>

**DAWES**

Saturday, April 9<sup>th</sup>

**JASON ISBELL**

Friday, April 22<sup>nd</sup>

**BOZ SCAGGS**

Friday, April 29<sup>th</sup>

**TANK** FEATURING  
BOB DYLAN, BRUCE SPRINGSTEEN  
AND THE ALLMAN BROTHERS BAND

Saturday, May 28<sup>th</sup>

**PETER FRAMPTON**



CAPITAL CITY  
AMPHITHEATER  
AT CASCADES PARK

For more information and to purchase tickets, visit:

**CapitalCityAmphitheater.com**

**Calls to Musicians**



## New! The Artists Lounge

The Artists' Lounge is an open mic event for all artists. The event showcases any musicians, actors, singers, poets, etc. who have something to share. Come out and join them on the last Thursday of every month. More info [here](#).



## General Interest Meeting (April 23)

Bring your flutes, music stands, and any music you would like to perform or sight read with the group! We will be discussing the current plans for the Tallahassee Flute Club and taking any suggestions for our organization. More info [here](#).



## Auditions for the Tallahassee Youth Orchestras (May 15)

The Tallahassee Youth Orchestras is looking for talented music students interested in joining their Symphony and Chamber Orchestras. More info [here](#).

## Calls to Visual Artists



Join COCA's Artist Directory



**TALLAHASSEE  
ARTS GUIDE**  
Division of the COUNCIL ON CULTURE & ARTS

*Acrylic Painting by Joe Roache*

Visit [TallahasseeArts.org](http://TallahasseeArts.org) to view or join the Artist Directory

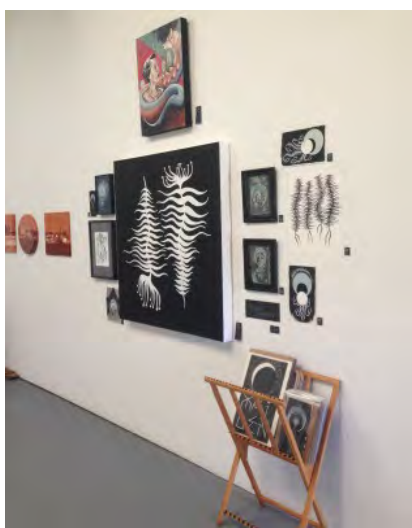
Have you seen COCA's online Artist Directory?

Visit [tallahasseearts.org/artist](http://tallahasseearts.org/artist) and see hundreds of local artists of all disciplines!

ARTISTS - to access YOUR profile, register at [www.tallahasseearts.org](http://www.tallahasseearts.org). Send your user name to [erica@tallahasseearts.org](mailto:erica@tallahasseearts.org) and let us know what profile is yours, so we can associate you with that profile. You can update your listing and add all kinds of media. Or if you are a new user, create a new artist profile!

Q? [erica@tallahasseearts.org](mailto:erica@tallahasseearts.org) or call 850-224-2500





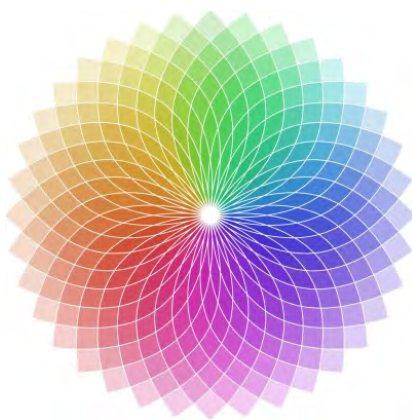
## **New! South Of Soho Co-op Gallery Artist Submissions *Tallahassee***

South of Soho Cooperative Gallery is seeking ONE more artist to join them. Their gallery is run as a cooperative. Each member shares the gallery and its responsibilities equally. Their gallery is located in Railroad Square art park in Tallahassee. The current artists create various 2D and 3D work using paint, photography, drawing, and ceramics. More info [here](#).



## **New! Brooklyn Waterfront Artist Coalition presents: COLOR - Call for Submissions (Deadline: June 2) *Brooklyn, NY***

This is an open Call for Submissions from artists all over the USA for an exhibit in the gallery - 8000 sf of a Civil War-era warehouse on the Red Hook waterfront. With its trendy restaurants, bars, boutiques and billion dollar view of the Statue of Liberty and New York Harbor. More info [here](#).



## **New! Chromotherapy Art Exhibit (Deadline: August 19) *Tallahassee***

CHROMOTHERAPY is the exhibition about color and color theory. The science of using colors to adjust body vibrations to frequencies that result in health and harmony is the definition of CHROMOTHERAPY. Each color possesses frequencies of a specific vibration, and each vibration is related to different physical symptoms. It is open to all mediums and subject matter. More info [here](#).



## **Pinnacle National Juried Art Exhibition and Competition (Deadline: July 29) *Tallahassee***

The Florida A&M University(FAMU) Foster-Tanner Fine Arts Gallery is accepting submissions for The 6th Annual PINNACLE National Juried Art Competition and Exhibition. \$1,000 is awarded to Best in Show winner and cash awards for 1st, 2nd and 3rd place winners. Selected artists will be featured in PINNACLE's exhibition and catalog. All 2D and 3D mediums are eligible for submission. The PINNACLE exhibition will be on view in the FAMU Foster-Tanner Fine Arts Gallery from September 6 - October 28, 2016. More info [here](#).

## COCA's Online Calendar

If you're planning any type of event--a benefit, fundraiser, concert, annual festival--be sure to post it on COCA's official interactive web calendar for arts and culture:

[Tallahassee Arts Guide](#).



## TALLAHASSEE ARTS GUIDE

If you need any assistance navigating or posting events, please email [erica@tallahasseearts.org](mailto:erica@tallahasseearts.org).

## Submit to the COCA Classifieds Email



To submit information for consideration in the weekly COCA Classifieds email, click [here](#).

COCA reserves the right to include or exclude any listing at its discretion and to determine the content and placement of all listings. Items will be listed for a maximum of two editions.

**Deadline for submission is 5:00 pm on the Wednesday of each week.**

**Events are not listed in the COCA Classifieds Email.** You can post all your art or cultural events on COCA's [Tallahassee Arts Guide](#). It's free! Use it!

*COCA does not endorse any artists, organizations, or programs listed herein, nor imply stature through their inclusion in this newsletter. While we have made every effort to insure that this information is correct, we cannot guarantee the accuracy, completeness, or timeliness of the information.*



*COCA's programs are sponsored in part by the City of Tallahassee, Leon County, the State of Florida, Department of State, Division of Cultural Affairs, and the Florida Council on Arts and Culture.*





This Week!



# TALLAHASSEE ARTS GUIDE

An Initiative of the **COUNCIL ON CULTURE & ARTS**

**April 18-24, 2016**

Want to get this email weekly? Sign up [here](#)  
Find more events or add your own at [www.tallahasseearts.org](http://www.tallahasseearts.org)

## Movie Night at The Museum

Presented by Florida Historic Capitol Museum at Florida  
Historic Capitol Museum

Friday, Apr 22, 2016



## Boz Scaggs in Concert

Presented by Visit Tallahassee at the Capital City  
Amphitheater

Friday, Apr 22, 2016



Enjoy the 1963 Florida classic, *Flipper*. Bring your chair or blanket and enjoy the movie under the stars on the big screen. The movie will begin at approximately 8 p.m., but come early to secure a seat and check out the temporary exhibit *The Best That Nature Has to Offer: The History of Florida State Parks*. Explore the touch tanks from FSU's Sea-to-See program available before the film, filled with a variety of sea critters for visitors to examine.

[More Info](#)

## Roaming the Red Hills, A Short Film and Panel Presentation

Presented by WFSU-TV at Thomas University

Tuesday, Apr 19, 2016



Boz Scaggs, in concert on the Capital City Amphitheater in beautiful Cascades Park, downtown Tallahassee. Boz Scaggs' remarkable career dates to the late '60s with the Steve Miller Band. His solo triumphs include classic albums *Silk Degrees* (1976) and *Middle Man* (1980), and his late-period high points include *Some Change* (1994) and *Dig* (2001). Scaggs' latest album, *A Fool to Care*, was named one of the best albums of 2015 by Rolling Stone magazine. It delivers a concise history of Southern soul. Scaggs said he's having more fun with music now than ever before.

[More Info](#)



Explore the natural soul of the Red Hills of north Florida and southwest Georgia, from the pine uplands down to its rivers, lakes, and farms. Meet a local artist using childhood adventure as his backdrops. See a 7-day-old endangered red cockaded woodpecker, featherless and reptilian, get banded. Roam through the Red Hills during this short film series produced by Rob Diaz de Villegas of WFSU. A panelist discussion with biologists from Tall Timbers and Thomas University will follow the film presentation.

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Elvster Richardson:  
May I Have This Dance?

GADSDEN  
ARTS  
CENTER  
- EST. 1994 -

April 15-June 25, 2016  
www.gadsdenarts.org  
Tuesday-Saturday 10am-5pm



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## Pioneer Breakfast & Tallahassee Jazz and Blues Festival

Presented by Tallahassee Museum at Tallahassee Museum

Apr 23, 2016 - Pioneer Breakfast

Apr 23, 2016 - Apr 24, 2016 Jazz and Blues Festival



Come out to the Tallahassee Museum for one of the region's best two-day jazz, swing, and rhythm and blues music festivals! Get up and dance, sit back and enjoy the music, or take part in fun family activities on the pioneer farm. Guests are welcome to bring camp chairs and blankets, and drinks available at the cash bar.

Before the festival kicks off between 7 a.m. and 11 a.m. enjoy a hearty, outdoor meal at the Pioneer Breakfast on the 1880's farmstead. This down-home fundraiser features freshly grilled sausage, scrambled eggs, pancakes and real Bradley's grits.

Saturday, April 23

- 11 AM Yellow Dog Jazz Band
- 12 Noon TCC Jazz Band
- 1 PM Thursday Night Music Club
- 2 PM Big Daddy & Red Hot Java
- 3 PM Warren Sutton
- 4 PM Tallahassee Swing

Sunday, April 24

- 11 AM Brett Wellman and The Stone Cold Blues Band

## Pops in the Park

Presented by Tallahassee Symphony Orchestra at Capital City Amphitheater/Cascades Park

Saturday, Apr 23, 2016





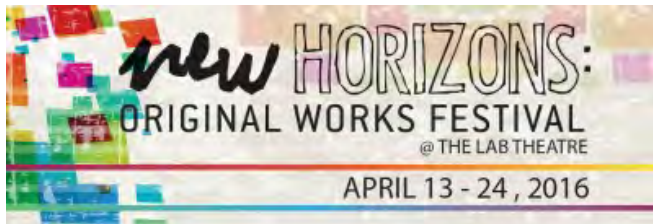
The Tallahassee Symphony's 6th annual Pops in the Park will feature the TSO's fantastic new big band and the fabulous singer Carmen Bradford in a night of "Ella and Gershwin." This will be an evening under the stars you won't forget in Tallahassee's gorgeous new downtown amphitheater.

[More Info](#)

## New Horizons: Original Works Festival

Presented by School of Theatre at Florida State at The Lab Theatre at FSU

Apr 13, 2016 - Apr 24, 2016



A must-see event each season, New Horizons connects the directors, actors, and audience in a unique experience of creation and discovery. New Horizons will include four original works.

This week:

April 20, 2016 at 8:00 pm - Honors Theses

April 21, 2016 at 8:00 pm - Honors Theses

April 22, 2016 at 8:00 pm - William Inge One Acts

April 23, 2016 at 8:00 pm - William Inge One Acts

April 24, 2016 at 2:00 pm - William Inge One Acts

[More Info](#)

- 12 Noon Rhythm Abuse
- 1 PM The Jamie Eubanks Band
- 2 PM Bogazedi
- 3 PM Jerry Thigpen Trio
- 4 PM ACME Rhythm & Blues

[More Info](#)

advertisement



## 26th Annual Carrabelle Riverfront Festival

Presented by Carrabelle Riverfront Festival at Carrabelle Riverfront @ Marine Street

Apr 22, 2016 - Apr 23, 2016



This year's celebration will incorporate new features exploring the Legend of Tate's Hell as well as bringing back many popular

traditions. Some of the activities planned so far include the 10th Anniversary Fishy Fashion Show; an expanded Pirates of the

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Discover our  
2016-2017







Carrabellean Kids' Zone including carnival-style amusement rides; the ever popular Pirate Training Camp; a colorful, costume parade; unusual and colorful arts and crafts vendors; an array of maritime and landlubber history and educational exhibitors; and festive knee slapping - boot stomping music.

[More Info](#)

## Two Sacred Works: Poulenc's Gloria & Schubert's Mass in E Flat Major

Presented by the The Tallahassee Community Chorus at Ruby Diamond Concert Hall

Sunday, Apr 24, 2016



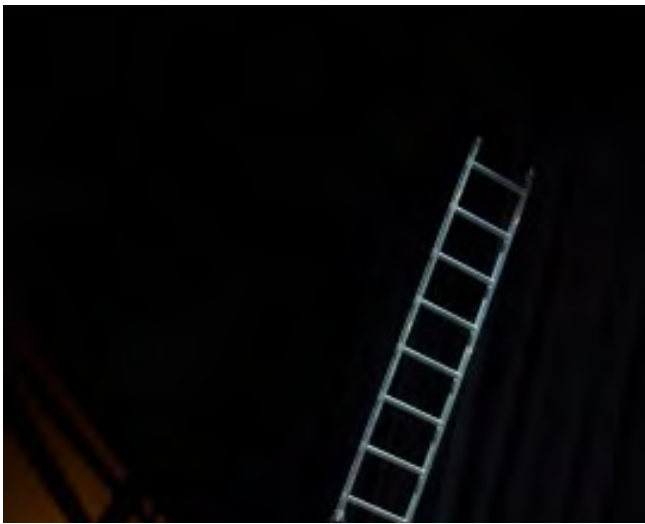
The Tallahassee Community Chorus closes Season 28: Poulenc's *Gloria* and Schubert's *Mass in E Flat Major*. The Chorus will partner with Pyramid Studios, which serves adults with developmental disabilities in Tallahassee and four other Florida cities. Pyramid's unique arts program offers a full range of visual and performing arts, catering to each student's level of ability and interest. Help support this great organization by bringing donations of arts supplies (painting/drawing supplies & utensils, sculpting, jewelry/beading, yarn, etc.) to the concert. Donation bins will be in the lobby of the concert hall.

[More Info](#)

## Days of Dance

Presented by School of Dance at FSU at Nancy Smith Fichter Dance Theatre

Apr 15, 2016 - Apr 23, 2016



## FAMU Graduating Senior Art Exhibition

Presented by Foster-Tanner Fine Arts Gallery at Foster-Tanner Fine Arts Gallery- FAMU

Apr 18, 2016 - May 06, 2016

(Opening Reception April 22)





The Florida State University School of Dance culminates this year's concert season with two weekends of exceptional performances featuring work by faculty and student choreographers.

[More Info](#)



Celebrate the completed, curated art works of spring FAMU Fine Arts graduates, Eneicia Benitez and Allika Williams. Both Benitez and Williams will have a gallery devoted to their recent series of paintings. Each student artist will give a gallery talk about their paintings during the opening reception on April 22.

[More info](#)

[Opening reception](#)

## 420twelve

Presented by Plain Jane Productions at Railroad Square Art Park

Wednesday, Apr 20, 2016



420twelve is a local grassroots movement dedicated to supporting Tallahassee's music scene and local businesses. The event takes features 12 hours of free live music performances, most of which are from local bands. All shows take place at Proof Brewing Company and 101 Cantina with no cover charge. Bands include: Yamadeo, Dank, Capital 6, Sway Jah Vu, The Brown Goose, Tyler Denning, South Paw, The Dusty Gravelers, The Bean Burritos and The G R S.

[More info](#)

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Northside Stage Presents:

# FAMU JAZZ FACULTY

FRIDAY 7:30PM  
 FOODTRUCKS AT 6:30PM  
 100 OX BOTTOM RD  
 4-22-16

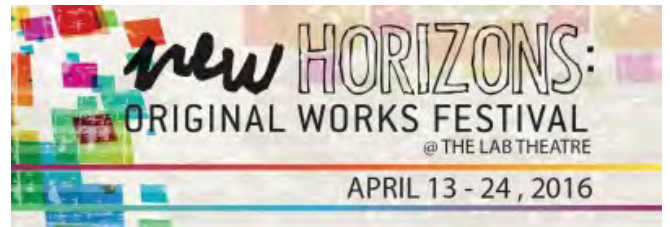
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## New Horizons: Original Works Festival

Presented by School of Theatre at Florida State at The Lab Theatre at FSU

Through Apr 24, 2016





A must-see event each season, New Horizons connects the directors, actors, and audience in a unique experience of creation and discovery.

April 20, 2016 at 8:00 pm - Honors Theses

April 21, 2016 at 8:00 pm - Honors Theses

April 22, 2016 at 8:00 pm - William Inge One Acts

April 23, 2016 at 8:00 pm - William Inge One Acts

April 24, 2016 at 2:00 pm - William Inge One Acts

[More info](#)



# COCA Profile: Brian Hall

## Jazz musician Brian Hall lives by 'America's music'

AMANDA SIERRA DZKO  
CONTRIBUTOR

For a jazz musician and FAMU professor Brian Hall, scores of brain-bleeding school students wearing a dollar store, he bought a CD compilation that included Don Webster's "Tears of Wine and Honey" and Duke Ellington's "Black & Tan Fantasy," and was immediately struck by jazz. "I was like, 'This is the music I've been trying to get into for a while, but he would put on the radio and constantly be playing it. It didn't make sense and he didn't understand the appeal.'"

It wasn't until Webster and Ellington's compositions that it all began to fall into place. John Coltrane became an influence, and Hall was taken with several saxophone players like Dexter Gordon, Freddie Redd Chambers, Ray Brown, and Charles Mingus impressed with their finesse and beautiful ability, but the final push came after listening to Miles Davis' "Four later, Hall can now succinctly answer, "Why jazz?"

"Because it's America's music," says Hall. "It could have only been born here and the way it operates is extremely democratic. It's often said that it's the one place where not only is everyone heard, but when someone is soloing or speaking their mind, everybody is supporting what they're saying."

Prior to his personal realization, Hall was partial to garage and punk rock. After establishing a musical ear with jazz at age 15, he played the bass guitar in his father's band for his high school and listened to a lot of Punk, Nirvana, Sound Garden and Pearl Jam. He even started his middle school rock band, Calachy.

His funk love story began humming now, as his musical taste never fully went away. Hall still sees his love of playing jazz on the stage, but in a completely different way. While a socially accepted though somewhat subversive, musical form, it isn't necessarily what's played on top 40 charts. Regardless, Hall is entranced with its infectious freedom, its democratic structure.

"The very particular part of a big band rhythm section, I'm trying to give an anchor to everybody else's voice," explains Hall of his bass role. "I try to keep them grounded and put a bounce in everybody's step."

Hall got credit in college professor Neal Sharkey, colleague Langston Parsons, and his first teacher, Daniel Manning for his exceptional learning skills. From Memphis to learned functional music theory, exploring scales, chords, and keys, which supplemented his training in reading chord charts and improvising bass lines. Hall played in the jazz band, and admitted while reading music presented a struggle, he could work from chord charts with relative ease.

Though he received a full ride to West Georgia College for chemistry, Hall quickly realized that music was his most sincere aspiration and pursued a B.F.A. in music. His father was an early mentor and supporter, a self-taught guitarist in general bands, who taught Hall to play by ear.

"He'd put the radio on and say, 'Try to figure out the song before it's over,'" says Hall. "You just keep trying at it



Brian Hall, musician, teacher, performs with the Park with Tallahassee Symphony Orchestra's Big Band jazz ensemble at Pops in the Park on April 21.



Brian Hall performs with his band during a rehearsal at Tallahassee Music Week.

and eventually it starts making sense. The more complex it is, the more interesting it takes."

He loves the release that comes with performing, and explains on the line that artists love what they do first and foremost, with an additional benefit being that others will enjoy the music as well. A creative writer, Hall earned his bachelor's and master's degrees from Georgia State University and Florida State University respectively.

A professor at Florida A&M University since 2004, Hall's first teaching gig came in the form of high school private lessons for friends. Now a long-time instructor, he practices the notion of "whatever works" in classroom settings, stating that if it's not working on the head for students to learn the material that is exactly what he is willing to do.

"I play because I have to," says Hall. "I had all my students do really want to do this or do you have to do this? If you have to, then let's figure out how to help you because if you're really serious about making a career out of it then you have to do it."

As well as a teacher, Hall has composed a few works. Whereas teaching is the way of giving back and facilitating in moments of understanding to his students, he describes composition as a very deliberate and thought-out process, and he finds the creative explosion to come from a variety of places.

Intimate settings appeal to Hall most as a performer, the bass being a unique instrument that thrives in close ambience environments. The electric range isn't an ideal as a trumpet or a trombone, and in small spaces allows for the bass to be more expressive and retain its softness without additional amplification. Improvisation is another element to contend with, and while it



COCA  
(www.cocafest.com)

### IF YOU GO

**What:** 100th Anniversary Pops in the Park  
**When:** 6:30 p.m. to 10 p.m. on Sunday, 7th of June, 2016  
**Where:** Tallahassee, Florida

**Cost:** \$10 general admission, \$15 reserved  
**Contact:** For more information please call the Tallahassee Symphony Orchestra at (904) 944-1041, the Tallahassee Amphitheater box office at (904) 492-0100, or visit [www.tallahasseeamphitheater.org/tickets.aspx](http://www.tallahasseeamphitheater.org/tickets.aspx)

can feel a little more highland than competition, Hall agrees that it keeps one in the moment.

"If you're playing and all of a sudden the lights go by you try and incorporate that in," says Hall. "It's all pieces going off or a beautiful woman walks into the room, you've got to play that. Composition isn't necessarily incorporated into improvisation as much as improv is incorporated into the fourth dimension."

Playing with a variety of groups over the years in Miami and Tallahassee, Hall will be performing as part of the Tallahassee Symphony Orchestra's Big Band jazz ensemble again this spring. He'll be joined by high-caliber musicians comprised of faculty members from FAMU, FSU, graduate students and excellent undergraduate students as they rehearse for their upcoming POPS in the Park performance.

Jumping at the rare opportunity to be part of a professional level big band alongside the orchestra, Hall says he's most looking forward to performing with middle schooler Cameron Bradford. The show will take Cameron Park attendees into "A Night of Ella and Gerry" for the 50th annual event on Saturday, April 23.

"We all do it because we love it," says Hall. "It's not just the kind of music that you can put on in the background and not pay attention to. That's what jazz is all about, being a participant and actively listening."

Being a contributing community member is important to Hall, not just through teaching, but exposing people to the power of music. He has accomplished this through groups like the Artists Assembly for seniors, and as an active part of FAMU's Jazz Arts series.

Hall and his students have performed for 10 years at Leon County's elementary schools to give children access to dance, run, and play, as well as inspire their parents. For one student to be exposed to jazz.

"One of my young friends is his 6-year-old daughter, who loves to sing and dance and even an occasional saxophone for her dad. Appreciating such a young moment shared with the support of his family, and all audiences, he's constantly renewed by living inside his passion for music."

You always have to be humble and thankful that you are able to play," says Hall. "That's for life, too. If you can come to a place of humility and be grateful, then what you say is always honest."

Amanda Sierra Dzeko is the feature writer for the Central in Culture & Arts. COCA is the capital area's umbrella agency for arts and culture. [www.tallahasseearts.org](http://www.tallahasseearts.org)

[Read the article here](#)

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FORGOTTEN COAST  
APRIL 20-22, 2016

...three days of paddling fun, music and food

FORGOTTEN COAST  
PADDLE JAM  
MAY 20-22, 2016

Apalachicola  
St. George Island  
Florida

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## *Also This Week!*



# TALLAHASSEE ARTS GUIDE

An Initiative of the COUNCIL ON CULTURE & ARTS

## ART EXHIBITS

### [Creative Tallahassee 2016](#)

Presented by Council on Culture & Arts (COCA) at City Hall Galleries  
Mar 09, 2016 - Apr 18, 2016

### [TCC's Annual Juried Student Art Exhibit](#)

Presented by Tallahassee Community College Arts Events  
Apr 07, 2016 - Apr 21, 2016

### [FAMU Graduating Senior Art Exhibition Opening Reception](#)

Presented by Foster-Tanner Fine Arts Gallery at Foster-Tanner Fine Arts Gallery- FAMU  
Apr 22, 2016

### [Subtropical](#)

Presented by SOUP experimental  
Apr 01, 2016 - Apr 23, 2016

### [Gallery Talk - Fiber Four Ways](#)

Presented by LeMoyne Center for the Visual Arts at LeMoyne Center for the Visual Arts  
Apr 23, 2016

### [Spring Graduating Artists Exhibition](#)

Presented by Museum of Fine Arts at FSU at Museum of Fine Arts, Florida State University  
Apr 08, 2016 - Apr 28, 2016

### [Exhibition: EXTRASTATECRAFT](#)

Presented by Department of Art at FSU  
Mar 17, 2016 - Apr 29, 2016

### [Saturdays at Southern Exposure Art Gallery](#)

Presented by Southern Exposure Art Gallery at Southern Exposure Art Gallery  
Feb 27, 2016 - Apr 30, 2016

### [East Meets West](#)

Presented by Venvi Art Gallery at Venvi Art Gallery  
Mar 01, 2016 - Apr 30, 2016

### [Calligraphy Exhibit at the Capitol Gallery](#)

Presented by Florida Division of Cultural Affairs at Capitol Gallery

Feb 05, 2016 - Apr 30, 2016

### [Jefferson Arts Gallery Presents "Celebration of Light and Life"](#)

Presented by Jefferson Arts Gallery at Jefferson Arts Gallery

Apr 02, 2016 - Apr 30, 2016

### [Fiber Four Ways and Florida Images and the Top Three Winners of the High School Show](#)

Presented by LeMoyné Center for the Visual Arts at LeMoyné Center for the Visual Arts

Apr 01, 2016 - Apr 30, 2016

### [621 Gallery April Exhibitions: "Observations of the Natural World" and "Frontier Horizon"](#)

Presented by 621 Gallery at 621 Gallery

Apr 01, 2016 - Apr 30, 2016

### [Les Annees Folles Art Exhibit to Celebrate the 95th Annual Rose Show and Festival](#)

Presented by Thomasville, GA Visitors Center and Main Street Office

Apr 02, 2016 - May 02, 2016

### [FAMU Graduating Senior Art Exhibition](#)

Presented by Foster-Tanner Fine Arts Gallery at Foster-Tanner Fine Arts Gallery- FAMU

Apr 18, 2016 - May 06, 2016

### [Eluster Richardson: May I Have This Dance? - Opening Friday, April 15](#)

Presented by Gadsden Arts Center at Gadsden Arts Center

Apr 15, 2016 - Jun 25, 2016

### [Cassie Tucker: On the Other Side](#)

Presented by Gadsden Arts Center at Gadsden Arts Center

Apr 15, 2016 - Jun 25, 2016

### [Artistic Resistance](#)

Presented by John G. Riley Center & Museum of African-American History and Culture at Sean Pittman Conference Center

Apr 06, 2016 - Jul 01, 2016

### [Sun, Sand, and Speed - Florida Auto Racing](#)

Presented by Museum of Florida History at Museum of Florida History

Jan 22, 2016 - Jul 04, 2016

### [Sketchcrawlin' at the Museum Exhibit](#)

Presented by Tallahassee Museum at Tallahassee Museum

Feb 13, 2016 - Jul 31, 2016

## **CLASSES & WORKSHOPS**

### [General Interest Meeting](#)

Presented by Tallahassee Flute Club at COCA

Apr 23, 2016

### [Tallahassee Genealogical Society Meeting](#)

Presented by Tallahassee Genealogical Society at LeRoy Collins Leon County Public Library



Apr 24, 2016

### [Intro to Acting](#)

Presented by Midtown Entertainment Group at The Midtown Studio

Feb 06, 2016 - Apr 30, 2016

## DANCE

### [Days of Dance](#)

Presented by School of Dance at FSU at Nancy Smith Fichter Dance Theatre

Apr 15, 2016 - Apr 23, 2016

### [Beginner Clogging Classes](#)

Presented by Mountain Dew Cloggers at Jackson Lodge

Jan 06, 2016 - Jun 30, 2016

### [Mid-Eastern Dance Class Beginner-Intermediate](#)

Presented by In Step Studio

Mar 01, 2016 - Jul 25, 2016

## FESTIVALS

### [Food Truck Thursday Featuring Two Foot Level](#)

Presented by The Tallahassee Food Truck Association at Lake Ella

Apr 21, 2016

### [26th Annual Carrabelle Riverfront Festival](#)

Presented by Carrabelle Riverfront Festival at Carrabelle Riverfront @ Marine Street

Apr 22, 2016 - Apr 23, 2016

### [Pioneer Breakfast](#)

Presented by Tallahassee Museum at Tallahassee Museum

Apr 23, 2016

### [Lake Ella Sunday Brunch Featuring The Adventures of Anabelle Lyn](#)

Presented by The Tallahassee Food Truck Association at Lake Ella

Apr 24, 2016

### [Tallahassee Jazz and Blues Festival](#)

Presented by Tallahassee Museum at Tallahassee Museum

Apr 23, 2016 - Apr 24, 2016

## FILM

### [Roaming the Red Hills, A Short Film and Panel Presentation](#)

Presented by WFSU-TV

Apr 19, 2016

### [Mexic Night at The Museum](#)



### [Movie Night at The Museum](#)

Presented by Florida Historic Capitol Museum at Florida Historic Capitol Museum

Apr 22, 2016

### [Cape Fear \(1991\)](#)

Presented by Tallahassee Film Society at All Saints Cinema

Apr 23, 2016

### [The Story of Florida's State Parks: Three-Part Documentary](#)

Presented by Florida Historic Capitol Museum at Florida Historic Capitol Museum

Apr 06, 2016 - Apr 23, 2016

### [Men Go to Battle](#)

Presented by Tallahassee Film Society at All Saints Cinema

Apr 22, 2016 - Apr 24, 2016

### [Embrace of the Serpent](#)

Presented by Tallahassee Film Society at All Saints Cinema

Apr 24, 2016

### [National Parks Adventure 3D](#)

Presented by Challenger Learning Center of Tallahassee at Challenger Learning Center of Tallahassee

Feb 19, 2016 - May 19, 2016

## FREE

### [Earth Day 2016](#)

Presented by Four Points by Sheraton Tallahassee Downtown

Apr 22, 2016

### [Trivia With Hank @ Burrito Boarder](#)

Presented by Trivia With Hank

Apr 11, 2016 - May 02, 2016

### [Trivia With Hank @ Northside Pies](#)

Presented by Trivia With Hank

Apr 12, 2016 - May 10, 2016

### [Trivia With Hank @ Proof Brewery](#)

Presented by Trivia With Hank

Apr 20, 2016 - May 11, 2016

### [Trivia With Hank @ Gaines Street Pies](#)

Presented by Trivia With Hank

Apr 14, 2016 - May 12, 2016

## GALA

### [Equality Florida Tallahassee Gala](#)

Presented by Equality Florida Tallahassee Gala at Mission San Luis

Apr 23, 2016

### [31st Annual Chefs' Sampler](#)

Presented by Children's Home Society

Apr 24, 2016

## HISTORY & HERITAGE

### [Architects, Culture and Our Favorite Buildings](#)

Presented by Jefferson County Historical Association

Apr 23, 2016

### [Tom Lehrer Memorabilia Collection](#)

Presented by Lofty Pursuits

Apr 09, 2016 - Apr 30, 2016

### [Trivia Game Show Night](#)

Presented by Fire Betty's Arcade Bar at Fire Betty's Arcade Bar

Nov 18, 2015 - Aug 31, 2016

### [GrassLands Trivia Night](#)

Presented by GrassLands Brewing Company at GrassLands Brewing Company

Dec 22, 2015 - Aug 31, 2016

### [Frenchtown Farmer's Market](#)

Presented by Frenchtown Farmers Market at Frenchtown Market

Mar 05, 2016 - Dec 17, 2016

### [Forever Changed: LaFlorida 1513 - 1821](#)

Presented by Museum of Florida History at Museum of Florida History

Jan 01, 2016 - Dec 31, 2016

## KIDS & CAMPS

### [Elephant and Piggie Story Time](#)

Presented by Leon County Public Library at LeRoy Collins Leon County Public Library

Apr 24, 2016

### [Youth Hip Hop Dance](#)

Presented by Cheer Tech Dance & Fitness Studio at Cheer Tech Dance & Fitness Studio

Dec 21, 2015 - Aug 29, 2016

## MUSIC

### [The FSU University Wind Orchestra](#)

Presented by Florida State University College of Music at Ruby Diamond Concert Hall - Florida State University

Apr 18, 2016

Apr 18, 2016

### [FSU Choral Union Concert](#)

Presented by Florida State University College of Music at Opperman Music Hall - Florida State University

Apr 19, 2016

### [Jim Crozier with Don Austin](#)

Presented by Jim Crozier at Bird's Aphrodisiac Oyster Shack

Apr 20, 2016

### [420twelve](#)

Presented by Plain Jane Productions at Railroad Square Art Park

Apr 20, 2016

### [FSU Symphonic Band Concert](#)

Presented by Florida State University College of Music at Ruby Diamond Concert Hall - Florida State University

Apr 20, 2016

### [FSU World Music Recital](#)

Presented by Florida State University College of Music at Opperman Music Hall - Florida State University

Apr 21, 2016

### [Tallahassee Dulcimer Players Monthly Meeting](#)

Presented by Tallahassee Dulcimer Players

Apr 21, 2016

### [FAMU Jazz Faculty](#)

Presented by Northside Stage at Northside Stage at Wildwood Church

Apr 22, 2016

### [Boz Scaggs in concert](#)

Presented by Visit Tallahassee

Apr 22, 2016

### [Tallahassee Songwriters Showcase](#)

Presented by Songwriters and Friends

Apr 22, 2016

### [FSU Seminole Swing](#)

Presented by Florida State University College of Music at Opperman Music Hall - Florida State University

Apr 22, 2016

### [First Commerce Credit Union Presents: Pops in the Park](#)

Presented by Tallahassee Symphony Orchestra at Capital City Amphitheater/Cascades Park

Apr 23, 2016

### [Capital City Concert Band Golden Jubilee Concert](#)

Presented by Capital City Bands of TCC at Turner Auditorium at TCC

Apr 23, 2016

### [Grand J@M Opening](#)

Presented by J@M at J@M - The Junction At Monroe

Apr 23, 2016

### [Compline](#)

Presented by St. John's Episcopal Church at St. John's Episcopal Church

Feb 07, 2016 - Apr 24, 2016

### [Merle Jam](#)

Presented by Singer/Songwriter Saturday at Fifth and Thomas

Apr 24, 2016

### [Two Sacred Works: Poulenc's Gloria & Schubert's Mass in E Flat Major](#)

Presented by The Tallahassee Community Chorus at Ruby Diamond Concert Hall - Florida State University

Apr 24, 2016

### [Tower Bell Tuesdays](#)

Presented by Music at St. John's at St. John's Episcopal Church

Apr 05, 2016 - Apr 26, 2016

### [Karaoke Night](#)

Presented by What? Cafe at What? Cafe

Dec 18, 2015 - Aug 31, 2016

### [Karaoke at J@M](#)

Presented by J@M at J@M - The Junction At Monroe

Mar 23, 2016 - Nov 30, 2016

## **THEATRE & LITERATURE**

### [Tallahassee Writers Assoc. Speaker: April](#)

Presented by Tallahassee Writers Association

Apr 21, 2016

### [Literary Night featuring Poetry Potluck](#)

Presented by Black Dog Literary Nights

Apr 21, 2016

### [April My Favorite Books Signing for Local Authors](#)

Presented by My Favorite Books

Apr 23, 2016

### [West Side Story](#)

Presented by Theatre Tallahassee at Theatre Tallahassee

Apr 07, 2016 - Apr 24, 2016

### [New Horizons: Original Works Festival](#)

Presented by School of Theatre at Florida State at The Lab Theatre at FSU

Apr 13, 2016 - Apr 24, 2016

### [1916-2016: An Easter Rising Centenary](#)

Presented by Irish Repertory Theater at The Warehouse

Apr 24, 2016

[Friends of the Library Trivia](#)

Presented by Friends of the LeRoy Collins Leon County Library at Bird's Aphrodisiac Oyster Shack  
Apr 24, 2016

[Crazy for You](#)

Presented by Quincy Music Theatre at Quincy Music Theatre  
Apr 15, 2016 - Apr 24, 2016

[Neil Simon's Plaza Suite on Stage in Thomasville GA](#)

Presented by Thomasville On Stage And Company (TOSAC) at Storefront Theater  
Apr 15, 2016 - May 01, 2016

For consideration in the weekly **Tallahassee Arts Guide** email events must be listed on [www.tallahasseearts.org](http://www.tallahasseearts.org) by **FRIDAY** of the previous week.

For more information about getting your event listed, click [here](#).

Questions? Comments? Contact us!  
erica@tallahasseearts.org ~ 850.224.2500  
[www.tallahasseearts.org](http://www.tallahasseearts.org)



COCA / Council on Culture & Arts  
816 S. MLK Jr. Blvd. / Tallahassee / FL / 32301



COCA, the Council on Culture & Arts for Tallahassee/Leon County, is the local arts agency designated by the city, the county, and the state to ensure that arts and culture are available to everyone. For over 30 years, COCA has championed local arts and culture, working to find innovative and enduring ways to make the arts and culture a part of our community, bringing inspiration to our citizens and visitors.





*COCA's programs are sponsored in part by the City of Tallahassee, Leon County ,  
the State of Florida, Department of State, Division of Cultural Affairs, and the Florida Council on Arts and Culture.*

COCA does not endorse any artists, organizations, or programs listed herein, nor imply stature through their inclusion in this newsletter.  
While we have made every effort to insure that this information is correct, we cannot guarantee the accuracy, completeness, or timeliness of the information.

# COCA's Monthly Arts in Education Newsletter for April 2016

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## COCA Announcements



## TALLAHASSEE ARTS GUIDE

COUNCIL ON CULTURE & ARTS | TALLAHASSEE/LEON COUNTY

### COCA's Tallahassee Arts Guide is now live!

The Tallahassee Arts Guide, at [www.tallahasseearts.org](http://www.tallahasseearts.org), is COCA's comprehensive calendar and guide to the arts, and will include events, "opportunity" listings, plenty of directories and more. We are adding the final touches to the site, along with a soon-to-be-revealed new COCA website.

**We strongly encourage you to post all school arts events that are open to the public on the [Tallahassee Arts Guide](#) as well as any arts related summer camps for kids and students.**

We'll promote your programming for FREE!

We are here to walk you through it so if you have any questions, please feel free to contact Amanda Karioth Thompson at [amanda@cocanet.org](mailto:amanda@cocanet.org) or

(850) 224-2500.

## COCA's Arts in Ed Articles



### **Annual exhibition at LeRoy Collins Public Library celebrates Youth Art Month**

For the last 55 years, March has been officially recognized as Youth Art Month in an effort to advocate for and

expand art programs in schools. As part of that initiative, communities across our nation have coordinated special activities to celebrate visual art education for grades K-12. Since 1961, local and state governments, arts organizations, teachers and students have demonstrated their commitment to art education in myriad ways, including public exhibitions of student artwork.

Read the rest of the story [here](#).



### **SAIL celebrates history & heritage at Black History Showcase**

During the last 40 years, SAIL High School has built a reputation for respecting the individuality of students and celebrating their

contributions and diversity. This philosophy spills over into everything they do, including course work, extracurricular clubs and special school events. As an extension of the school's closely held tenets, for the last nine years, the SAIL Human Relations Club has coordinated an annual Black History Showcase.

Read the rest of the story [here](#).



### **Montford Middle School Mixes It up with Arts Experiences**

Montford Middle School is carrying on a time-honored tradition that began long before the school even existed. Art Day is

an annual event that provides students the opportunity to learn directly from local artists. The brainchild of retired art teacher Al Williams, the first Art Day took place in 1984 in Gadsden County, where Williams began his teaching career. Over the years, he nurtured young artists at a variety of Leon County schools including Gilchrist, Wesson, Nims and finally Montford. No matter where he taught, Art Day was part of the curriculum.

Read the rest of the story [here](#).



### **FSUS students go full STEAM ahead**

During the last decade, America's education systems have placed heavy emphasis on STEM subjects. Focusing on the interconnection among the disciplines of science, technology, engineering and math is thought to better prepare 21st-century workers. However, many education experts have realized that STEM is missing a critical component - the arts. STEAM programs add art to STEM

curriculum by incorporating elements and principles of design and encouraging innovation and creative problem solving.

Read the rest of the story [here](#).



### Families get creative working with clay at Canopy Oaks

For the last six years, Canopy Oaks Elementary art teacher Leslie Anderson has been inviting families into her school to learn something new, except she's not the one teaching them, her kindergartners are.

These tiny artists get the opportunity to share their knowledge of pinch pots with their moms and dads, siblings and grandparents. A pinch pot begins by making a center hole in a ball

of clay and then, using thumbs and forefingers, the walls are thinned.

Read the rest of the story [here](#).

## Opportunities

# Lincoln Center Education



**Apply for the Lincoln Center Education's 2016 Summer Development Program for Teaching Artists**

**(Deadline: April 8)**

Invest part of your summer at Lincoln Center where the term Teaching Artist (TA) was born more than 40 years ago! This development program provides TAs with opportunities to hone their skills and deepen their experiences in such fundamental areas as lesson/workshop design, facilitation and environment, student engagement, inquiry-based instruction, reflection, collaborations/partnerships, leadership and advocacy. Participants will also explore different settings in which TAs work. [Learn more here](#).



**Kennedy Center Call For Art**

**(Deadline**

**June: 1)**

**(Re)Invention:**

**Art +**

**Innovation +**

**Disability + Design** is a juried exhibition of emerging young artists with disabilities, ages 16-25, showcasing artwork created at the intersection of technology, innovation, and disability. Fifteen winners share a total of \$60,000 in cash prizes, with a 1st prize of \$20,000. Winners are flown to Washington, D.C. to attend the exhibit opening on Capitol Hill, and take part in a 3-day intensive professional development workshop.



(Re)Invention will be exhibited at the Kennedy Center as part of a year-long national tour. To learn more, click [here](#).



### **Call to artists for the Young Marine Artist Search (Deadline: July 1)**

The American Society of Marine Artists to invites young artists interested in maritime subjects to submit their work for consideration. Selected artwork will be exhibited and artists receive scholarship prizes and awards. For more details and to submit artwork, click [here](#).



### **VSA Florida International Young Soloist Program**

VSA Florida is proud to announce the annual statewide program featuring the talent of Florida's young musicians and vocalists. Prior to the application process for the International Young Soloist Program each year, VSA Florida facilitates an adjudicated statewide program to recognize the talent of our young musicians. Finalists selected by a panel of judges are given a chance to perform at a professional venue to be determined each year. These finalists, as well as all other applicants, will represent Florida by having their musical entries sent to Washington, DC to compete in the VSA International Young Soloist Program. For more information on eligibility and the selection process, [click here](#).



### **VSA Student of the Month Recognition Program**

Students who participate in the arts develop creativity, have increased self-confidence, understand teamwork, have increased language and math skills and are generally more engaged. It's time to endorse this understanding, recognizing students monthly through this statewide program. VSA Florida invites you to take this easy opportunity to recognize a student who exemplifies outstanding work in and through the arts. To learn more, [click here](#).

## **Workshops/Conferences**



### **2016 FAAE Annual Summit**

June 23-25

Location: The Shores Resort and Spa

Daytona Beach Daytona Beach, FL

3 General Sessions · 24 Breakout Sessions · Thursday Evening



President's Reception Friday Evening Leadership Awards Reception · 11 Student Performances · A Gallery Tour and Talk with Cici Brown in the Cici and Hyatt Brown Museum at the Daytona Museum of Arts and Sciences · Transportation to/from the Daytona Museum of Arts and Sciences · Friday Breakfast Buffet · Friday Lunch Buffet · Saturday Breakfast Buffet · Saturday FAMS Luncheon

Click [here](#) to learn more and to register.

## Around Town



**Tallahassee Music Week student performers (now through April 10)** Tallahassee Music Week is a nine-day celebration of music

diversity and the Capital City's rich musical talent. From a young guitarist in a cafe to a middle school jazz band at the historic old capitol, TMW will feature dozens of performances by local student musicians. Most events are free and open to the public. [Check the schedule](#) to plan which young artists you want to see.



**LeMoyne's Summer Camp T-shirt Design (Deadline: April 8)**

All past summer camp students have a chance to enter a new design for our camp shirts. The winner will get a FREE session of camp for 2016 and their design on all of the camp shirts. The winner will be announced at the annual Chain of Parks event April 16th & 17th in the LeMoyne tent. All submissions should be either emailed to [education@lemoyne.org](mailto:education@lemoyne.org) or dropped off at 417 East Call St (Education Building) Applicants must be between the age of 6-17. For more details, call 222-7622.



**The Museum of Florida History presents Friday Night Turbo (April 8 from 5:30-10:00pm)**

It will be an evening of free family fun, including games and an outdoor showing of the hit DreamWorks movie Turbo on a giant 20' screen. Games include an oversized checkers board, giant tumble tower game, bean bag toss, and two remote controlled race tracks. Events Sponsor Dale Earnhardt Jr. Chevrolet will display special cars. For details, click [here](#).

# word of [south]

a festival of  
LITERATURE & MUSIC



Presented by  
Tallahassee Community College

Word of South: The  
Story Pirates (April  
9th @ Cascades  
Park)

The Story Pirates  
will perform 4 original  
stories written by

Tallahassee kids. This nationally respected education and media organization was founded in 2003 to celebrate the words and ideas of young people. To learn more about this offering and the rest of the Word of South kids programming going on throughout the festival, click [here](#).

## LEON COUNTY SCHOOLS



**FREE presenter tables during LCS  
Arts Festival (Saturday, May 7 from**

**9-2)** There will be 24 FREE table  
spaces available for organizations  
that offer arts related programming  
for kids. This is a great opportunity to

promote your arts summer camps, classes, lessons, and programming directly to parents during the Arts Festival. If you're interested, please contact [Amanda Karioth Thompson](#) at 850-224-2500. Tables will be reserved on a first come first served basis.



TALLAHASSEE  
SYMPHONY ORCHESTRA

Your Capital City Orchestra.

**The Tallahassee Symphony  
Orchestra presents the Young  
People's Concert 2016 (Deadline  
for Registration: April 15)**

May 16, 2016 at 10:15am, Ruby  
Diamond Concert Hall, Tickets \$7  
Symphony Music Director Darko  
Butorac plays the role of musical  
superhero Fortissimo, whose

superhero power is to rid the world of bad music. Unfortunately for him, dastardly Dr. Dissonance has defeated him, the treble maker that he is, and Fortissimo needs the help of the audience. Due to past years' response, early registration is encouraged. Seating is limited. To register, or [for more information, contact Kate Kile](#).

THE HERMITAGE  
artist retreat



**STAR: State  
Teacher/Artist Residency  
(Submission deadline:  
April 25)**

The STAR program is a cooperative program of the Florida Alliance for Arts Education and the Hermitage Artist Retreat. It is designed to honor and nourish the artist in the educator by providing five public school educators from Florida with the opportunity to pursue their artistic work in the inspiring environment of the prestigious Hermitage Artist Retreat. Four-week residencies will be offered to two visual artists; two writers; and one composer. To learn more about this opportunity, [click here](#).



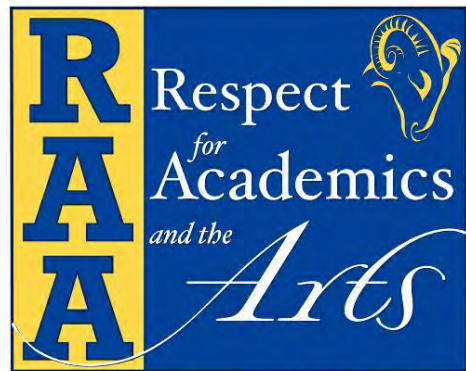
## TALLAHASSEE ARTS GUIDE

An Initiative of the COUNCIL ON CULTURE & ARTS

COCA promotes arts summer camps for FREE! (Deadline: April 30)

COCA is changing it's

format for summer camp submission and you'll now be able to add them directly to our new Tallahassee Arts Guide. It only takes a few minutes to register and send us information about your arts related summer camps. These camps will be listed on the [Tallahassee Arts Guide](#) as events and we'll help you promote them to parents, grandparents, and caregivers for free! Questions? Contact Amanda Karioth Thompson at 850-224-2500.



**Augusta Raa Middle School**  
Featuring the Magnet Program of Fine and Performing Arts

### Call for Arts Mentors at Raa Middle School

Local visual artists, musicians, dancers, and theater professionals are sought to provide mentoring to middle school arts students in Raa's Magnet Program. These students know they want a life filled with arts experiences and you can show them how. If the arts have been an important

part of your life and you want to pass that on, this is the perfect opportunity for you. The commitment is very low, just one hour per week, and Leon County Schools takes care of all the rest at no cost to you. Support these students by helping them develop communication and social skills, positive relationships with adults, as well as a life-long love of the arts. If you are interested or want more details, click [here](#) or contact Raa's Magnet Coordinator, [Sam Thompson](#) at 488-7495.

## Job and Volunteer Opportunities



### Call for Chain of Parks Volunteers

Spring is in the air and Chain of Parks is around the corner! Volunteers are sought to help prepare in the week leading up to the event, and an army of

volunteers to help during the event Saturday and Sunday. Click [here](#) to being the process.

The logo for The Tallahassee Ballet. It features the words "The Tallahassee" in a white, elegant cursive font, with a thin white line underneath. Below this, the word "BALLET" is written in a large, white, all-caps serif font. The entire logo is set against a solid black rectangular background.

### **Instructor Needed for Tallahassee Ballet (Deadline: May 1)**

The Tallahassee Ballet invites applicants for a part-time position as a classical ballet instructor for the Children's Division, Student Division and Pre-Professional Division to begin Summer 2016 and run through 2016-2017 school year. They seek a highly motivated individual with exceptional communication and inter-

personal skills coupled with extensive experience in classical ballet performance and pedagogy. For more info contact [melanie@tallahasseeballet.org](mailto:melanie@tallahasseeballet.org).



### **Challenger Learning Center Seeking Summer Camp Teachers**

The Challenger Learning Center is seeking exciting and engaging teachers that have a passion for STEAM subjects to facilitate their 2016 summer camps. Counselors must enjoy working with K-8th grade students; possess strong classroom management skills and be comfortable utilizing technology. Preference will be given to applicants with experience in K-8 or STEAM formal or informal (camp) education. Applicants must be able to pass a Level 2 Federal background check. To apply, email

your resume to Education Manager, Susan Borland [sborland@challengertlh.com](mailto:sborland@challengertlh.com).



### **LeMoyne Education Department Seeking Summer Instructors**

The LeMoyne Education Department is looking for art instructors for the following: Spring Session, Summer Camp, and Summer Session. All mediums are welcome. The summer camp has 7 sessions, each is 2 weeks long. Camp runs from 8:30-5:30 Monday-Friday. The theme this year is Festivals around the World. Anyone interested in teaching during summer camp must first be able to pass a background screening. They are also looking for teachers during our regular sessions. These last 8 weeks but can also include shorter work shops. For more information please email [education@lemoyne.org](mailto:education@lemoyne.org).



### **Middle School Theatre Arts/ Music Theatre Teacher**

Maclay School is seeking a full-time middle school music theatre/ theatre arts teacher. Ideal candidates should have a music education degree with experience in directing, music theatre, teaching acting and vocal coaching. The position requires a high level of enthusiasm for working with

middle school aged children. This dynamic and energetic individual should have an infectious personality, strong communication, organizational and collaborative skills as well as the ability to ignite curiosity, engage and inspire students with an appreciation and love for the possibilities the arts offers to learning.

Candidates need to have at a minimum, an undergraduate degree in music education preferred, theatre, musical theatre or theatre education and with experience teaching at the middle and high school levels. The Fine Arts Department is eager to be joined by an enthusiastic educator with a proven track record for successfully collaborating with students and faculty to further advance performing arts education.

All interested in this position should contact: Cindy Thomas at [cthomas@maclay.org](mailto:cthomas@maclay.org) or Kim Daniel at [kdaniel@maclay.org](mailto:kdaniel@maclay.org).



### **OPS Museum Educator**

The Museum of Florida History is seeking to hire a part-time OPS museum educator to work up to sixteen hours per week. The

educator will give tours and programs to student and adult groups, staff the welcome desk, and help create and implement Museum programming. This position will also help maintain daily visitor statistics, prepare weekend reports, and answer public inquiries. Qualifications include a bachelor's degree in education, museum studies, social studies, history, anthropology, or related field and a flexible work schedule with availability to work weekends on a regular basis. For a complete position description and information on how to apply, contact Trampas Alderman at [trampas.alderman@dos.myflorida.com](mailto:trampas.alderman@dos.myflorida.com).

**Kudos**





Congratulations to the following Chiles Band Members on their outstanding performances at FBA State Solo and Ensemble MPA.

Alesha Benjamin  
Alexi Saliba  
Ashley Dickey  
Austin Coates  
Avery Osgood  
Bonner Buckner  
Cathryn Pendleton  
Chloe Warner  
Chris Stauffer  
Emily Fish  
Emily Tretter  
Emily Walker  
Gabby Sanchez  
Gabby Thabes  
Gabriella Sanchez  
Grace Martin  
Hailey Richardson  
Hanson Ozbun  
Heather Fish  
James Spearing  
Jamie Ha  
Kassidy Barrett  
Kate Convery  
Kevin Kim  
Mackenzie Goddard  
Maggie Amato  
Mary-Morgan Winsett  
Michelle Waldman  
Nate Green  
Paul Butler  
Spencer Oyster  
Therese Gochnauer  
Zachary Spencer

## Did You Know?



"Le Bateau" 1953  
by Henri Matisse

In 1961, Matisse's *Le Bateau* (The Boat) hung upside-down for 47 days in the Museum of Modern Art, New York - neither the staff or the 116,000 visitors noticed.

"It was an understandable mistake - one look at the artwork, and you can see why - but Monroe Wheeler, the museum's director of exhibitions, was upset. He barely refrained from pounding his forehead as he cried, "Oh, no!" After he recovered his aplomb he manfully attributed the error to "just carelessness," and correction was

made."

To learn more about this blunder, [click here](#).

Amanda Karioth Thompson  
Education and Exhibitions Director  
Council on Culture & Arts  
phone: 850-224-2500  
fax: 850-224-2515  
[amanda@cocanet.org](mailto:amanda@cocanet.org)

To submit listings for COCA's Arts in Education Monthly Newsletter, send a description of 50 words or less to Amanda Karioth Thompson at [amanda@cocanet.org](mailto:amanda@cocanet.org). COCA reserves the right to include or exclude any listing at its discretion and to determine the content and placement of all listings. Deadline for submission is 5:00pm on the fourth Monday of the month.

COCA does not endorse any artists, organizations, or programs listed herein, nor imply stature through their inclusion in this newsletter. While we have made every effort to insure that this information is correct, we cannot guarantee the accuracy, completeness, or timeliness of the information.



*COCA's programs are sponsored in part by the City of Tallahassee, Leon County the State of Florida, Department of State, Division of Cultural Affairs, and the Florida Council*



## FY16 Art in Public Places Exhibition Schedule

### **Artport Gallery (temporarily closed for renovation):**

Nov. 24, 2015 - Jan. 26, 2016: *2015 iPhotofest*, Annual Fine Art Photography Exhibition (Digital exhibition open to public and accessible on COCA's web site. There will not be a physical display of artwork or an opening reception for the 2015 iPhotofest exhibition.)

### **City Hall Gallery:**

Nov. 18, 2015-Jan. 11, 2016: *Annual Winter Festival Youth Art Exhibition*  
(installed Nov. 17, 2015; de-installed Jan. 12, 2016; opening reception Dec. 4, 2015)

Jan. 13 – March 7: *The Great Outdoors*, multi-media artworks by four local artists  
(installed Jan. 12; de-installed March 8; opening reception Jan. 29)

March 9 - April 18: *2016 Creative Tallahassee*, annual multi-media juried exhibition  
(installed March 8; de-installed April 19; opening reception March 25)

April 20-April/May, 2017 (TBA): *Commissioner's Main Conference Room*, multi-media  
(installed April 19; de-installed April/May, 2017 (TBA))

April 27-June 20: *Quilter's Unlimited Exhibition*, fiber artworks  
(installed April 26; de-installed June 21)

July 22 – Aug. 8: *Annual TOWN show*, artwork of city employees  
(installed July 21; de-installed August 9; opening reception June 30)

Aug. 10 – Sept. 26: *2016 Brush Strokes*, Tallahassee Watercolor Society juried exhibition  
(installed Aug. 9; de-installed Sept. 27; opening reception August 18)

Sept. 28-Nov. 16: *Music as Muse Exhibition*, multi-media juried exhibition  
(installed Sept. 27; de-installed Nov. 15; opening reception October 14)



Art is for everyone  
& that includes kids!

COCA's *Art Exhibit Treasure Hunt* is entertaining and educational for little ones and parents alike. There are so many fun things to discover and talk about, together. Each question gives children a purpose for looking more closely at the artwork and lets kids use their curiosity and imaginations. Go ahead, get lost in an artistic adventure. Just remember, art explorers use their eyes not their hands. Good luck and happy hunting!

Can you find...

- A jammin' animal band?
- A guitar monster?
- A painting with a stamped envelope?
- A tuba? Can you find another brass instrument?
- Shells? What kind of sound would they make?
- An artwork containing a microphone? How many microphones can you find in the whole exhibit?
- A dinosaur playing the drums?

- What's your favorite artwork in the whole exhibit?
- What do you like about it?
- What kind of sounds would it make?



# CULTURAL FACILITIES MATCHING GRANT PROPOSAL

FY16



COUNCIL ON CULTURE & ARTS | TALLAHASSEE/LEON COUNTY

**Administered on behalf of Leon County**



# FY16 Cultural Facilities Matching Grant Program Guidelines

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# CULTURAL FACILITIES MATCHING GRANT

## PROGRAM GUIDELINES

### **PURPOSE OF THE PROGRAM**

To offer support and funding for renovation, new construction, or acquisition or equipping of cultural facilities located in Leon County or the City of Tallahassee.

A **Cultural Facility** is a building that shall be used primarily for the programming, production, presentation, exhibition, or any combination of the above functions of any of the arts and cultural disciplines including, but perhaps not limited to: music, dance, theater, creative writing, literature, architecture, painting, sculpture, folk arts, photography, crafts, media arts, visual arts, programs of museums, historical sites, and historical/heritage facilities.

The intent of this grant program is capital improvement that, for the purpose of this application, is defined as an addition or renovation of a permanent structural improvement or the restoration of some aspect of a property that will either enhance the property's overall value or increases its useful life.

### **BASIC ELIGIBILITY**

All applicants must meet the following basic legal and program eligibility requirements at the time of the application.

All applicant organizations must:

- 1) Be physically located in the City of Tallahassee or Leon County, Florida.
- 2) Be a non-profit, tax exempt Florida corporation according to these definitions:  
Incorporated as an active nonprofit Florida corporation, pursuant to Chapter 617, Florida Statutes;  
Designated as a tax-exempt organization as defined in Section 501(c)(3) or 501(c)(4), of the Internal Revenue Code of 1954; and  
Allowed to receive contributions pursuant to the provisions of s. 170 of the Internal Revenue Code of 1954.
- 3) have provided at least 3 years of year-round arts or cultural programming in Leon County.

Applicant organizations who are awarded funding through the Cultural Facilities Matching Grant Program will not be eligible for Facilities Grant funding in the fiscal year immediately following their grant award.

### **FACILITY ELIGIBILITY**

The applicant's venue for the proposed project must be located in Leon County, and *by the application deadline*, must be one of the following:

- An auditorium that is owned and operated by a government entity;
- An auditorium that is owned by a government entity that is leased to a not-for-profit organization for operation as an auditorium open to the public;
- An auditorium that is subleased from a government entity to a not-for-profit organization for operation as an auditorium open to the public;
- A museum that is owned and operated by a government entity;
- A museum that is owned and operated by a not-for-profit organization and open to the public.
- A museum that is owned by a government entity that is leased to a not-for-profit organization for operation as a museum open to the public.

## **GRANT REQUIREMENTS**

All applicant organizations must:

1. Own or have an executed lease for the undisturbed use of the land or buildings for a period of no less than 10 years (or both). Exception: Unless land or buildings or both are publically owned and leased to an eligible applicant.
2. Retain ownership of all improvements made under the grant. Exception: Unless land or buildings or both are publically owned and leased to an eligible applicant.
3. Provide an organization operating budget showing total revenue and support for the last 2 completed fiscal years. Organizations must also provide a 5 year budget projection.
4. Provide a digital file reduction of current architectural plans (This is required for new building projects. Encouraged for all other applicants.)
5. Provide support letters indicating project impact and worthiness (5 letters or fewer)  
Any applicant requesting and receiving grant funds from this program for the purpose of construction, rehabilitation, remodeling, or preservation of a historic property, must do so in conformance with the Secretary of the Interior's Standards for Historic Preservation. Please see these standards and additional information at [www.nps.gov/history/hps/tps/tax/rhb/](http://www.nps.gov/history/hps/tps/tax/rhb/).
6. Have at least 25% of the total matching funds confirmed by the application deadline. The applicant must have 100% of the matching funds confirmed before grant funding will be disbursed.

Applicants can only have one "open" cultural facilities grant at a time.

## **UNALLOWABLE EXPENDITURES FOR GRANT PROGRAM FUNDING**

No Facilities project expenditures will be allowed for the following, from COUNTY funds or from matching funds:

1. General Operating Expenses (GOE). Administrative costs for running the organization (including but not limited to salaries, travel, personnel, office supplies, mortgage or rent, operating overhead or indirect costs, etc.).
2. Costs associated with representation, proposal, or grant application preparation.
3. Costs incurred or obligated before project timeline approved in the grant process. (See exceptions on p. 5 under "Allowable Matching Funds")
4. Costs for lobbying or attempting to influence federal, state or local legislation, the judicial branch, or any County agency.
5. Costs for planning, including those for preliminary and schematic drawings, and design development documents necessary to carry out the project.
6. Costs for bad debts, contingencies, fines and penalties, interest, and other financial costs.
7. Costs for travel, private entertainment, food, beverages, plaques, awards, or scholarships.

8. Projects restricted to private or exclusive participation, including restriction of access to programs on the basis of sex, race, creed, national origin, disability, age, or marital status.
9. Re-granting, contributions, and donations or endowment contributions.
10. Feasibility studies, architectural drawings or operational support.
11. Expenditures for space rental, improvement, or maintenance not specifically identified with the project.

### **ALLOWABLE MATCHING FUNDS**

There are five types of allowable matches.

- Irrevocable pledges
- Documented in-kind contributions
- Prior eligible expenditures directly related to the project and made within 2 years prior to the application date
- A portion of the value of the land or building directly used for the grant project
- Cash on hand (Liquid Assets)

At least 25% of match must be cash-on-hand. No more than 50% of the match may be irrevocable pledges or in-kind contributions.

Volunteer hours may not be used as in-kind unless they are providing professional services. For example, a plumber or carpenter may provide in-kind as a skilled trade professional, but not as a general volunteer for the organization.

In-Kind contributions by the applicant are **not eligible** for match.

For further details, see “Match Requirements” and “Restrictions on Matching Funds” below.

### **MATCH REQUIREMENTS**

- Match must be at least 1:1, or one applicant dollar for every one County dollar requested.
- Matching funds **must be specifically related to the project for which grant funds are being requested.**
- Required documentation for the match is listed below and on the application.
- **Match must be 100% complete and confirmed at the time of grant award.** Applicant must have at least 25% of total match confirmed by the application deadline.

1. **Cash-on-Hand.** At least 25% of the match must be cash-on-hand (not merely pledged) and dedicated to the project before grant funding may be released. (Example: if match is \$1,000, at least \$250 must be cash-on-hand). Cash-on-hand may exceed 25% of the total match, but may never be less than 25% of the total match. Cash-on-hand may be documented by submitting a grant award confirmation, or an account statement that shows the availability of the cash, accompanied by board minutes or an executive director’s statement attesting to the approved use of those funds—free from restrictions, liens—are dedicated to the proposed project, or an award letter for a government appropriation.

2. **Irrevocable Pledges.** Irrevocable pledges of cash payment must be received and obligated by the end of the grant encumbrance period of 21 months). Pledges must be documented in the following manner:

- a) Name of person or organization making the pledge;

- b) Date and Amount of the pledge;
- c) When the pledge will be paid (must be paid by end of the grant encumbrance period); and
- d) Intent of the donor for use of the funds must be confirmed to be specifically for the proposed project.

Only pledges that are auditable are acceptable.

No more than 50% of the total match may be irrevocable pledges and/or in-kind contributions.

**3. In-Kind Contributions.** Sources of in-kind contributions must be itemized at the time of application, and the goods and services received and utilized by the end of the grant encumbrance period. In-kind contributions must be dedicated to the project and will be accepted toward match if received and utilized within the proposed project period dates and/ or by the end of the grant encumbrance period. Itemized in-kind contributions must include the following information:

- a) Name of person or organization making the in-kind contribution;
- b) Date and Description of goods and services donated; and
- c) Fair market value of the in-kind contribution, including total value of the goods and services, amount to be donated, and the basis for the determination.

**4. Prior Expenditures.** Prior expenditures directly related to the project may be accepted toward match if made within two (2) years prior to the application date. Itemized prior expenditures must include the following information:

- 1) date and description of expense
- 2) brief explanation of purpose of expense and how it relates to grant project

**5. Land or building.** Up to 10% of the value of the land or building specifically used for the grant project can be counted toward match. The land or building may be appraised for the purposes of the match. However, the cost of the appraisal may not be counted towards the match. Applicants may use an appraisal or the organizational audit or 990 to demonstrate the value of the land or building applied towards the match.

## **RESTRICTIONS ON MATCHING FUNDS**

- Revenue from bond issues that have not been passed at the time of application will not be acceptable as match. Cash proceeds must be received and expended by the end of the grant period.
- Revenue from grants that have not yet been awarded will not be acceptable as match.
- Fundraising costs will not be acceptable as match.
- Legal fees or taxes will not be acceptable as match.
- Matching funds will be designated only to the project phase presented in this application and may not be used in previous or succeeding applications.
- Matching funds may have been expended prior to the execution date of the Grant Award Agreement; as long as they are clearly a part of the project described and can be documented and as long as they are made within two years prior to the application date. However, at least 25% of the matching funds must be confirmed by the application deadline.
- Interest paid on mortgage. The interest paid on the mortgage is considered to be the "cost of doing business," and may not be used as match.
- Building or Land as match:



- The value of buildings or land not owned by the applicant may not be used as match.
- The building or land must have been intended for the grant purpose at the time of purchase or acquisition.
  
- A building or land used for the grant project may be appraised for purposes of the match. The cost of the appraisal cannot be counted toward the match. Only 10% of the portion of the land or building directly used for this project may be counted towards the match.
- Owner must live in Leon County
- Must have unrestricted use of the building or land for at least 10 years
- Loans may not be used as match. Only unencumbered equity may be counted as match.
- In-Kind Contributions by the applicant are **not eligible** for match.

### **MATCHING FUNDS DOCUMENTATION**

- Prepare all Matching Fund documentation within a single PDF, if possible.
- If there are multiple Matching Fund documents, attach them in the order in which they are listed on the Match Form, or include a cover listing of all the documents included.
- Identify any Matching Fund documentation clearly, especially if it is not immediately clear who or what they are funding.
- Matching documentation must be included if you indicate it as “confirmed” on the Match Form.
- Matching Funds Confirmation requires audit-ready documentation, such as:
  - Grant award letters, written or emailed pledge to support the project, sponsorship agreements, etc., which includes:
    - Donor/Company,
    - Contact information,
    - Amount of the contribution/award,
    - Date by which the contribution, award, or pledge will be paid, and
    - **Use or purpose for the funding--must be intended specifically for the project.** If the document indicates general support for the organization and does not specify the project, you must submit accompanying letter from the executive director as in “Applicant Cash” item, below.
    - Must include any restrictions on the funding, such as: approval process, acknowledgement requirements, specific materials of value such as tickets, advertising space, etc.)
- A notice of intent to consider support for the project does not qualify as confirmed, but may be included to show potential or pending matching funds. Indicate these in the “unconfirmed” column on the Match Form.
- Applicant Cash – If using applicant cash to support a project, the documentation must include: the amount, the availability of that amount to be used specifically for this project, that the amount is free and clear from liens or other use restrictions, and that it has been dedicated specifically to this project, as approved by the applicant organization’s executive director, or an officer of the Board of Directors. The applicant’s recent financial statements (as submitted with the application) should support this availability of funds from Applicant Cash.
- Documentation of In-Kind support must be included in the project plan narrative, budget, budget detail and match forms in order to reflect the total cost of the project. It is recommended to document all forms of In-Kind support for the proposed project, whether or not used as Matching Funds.
- Matching Funds Confirmation of In-Kind Support requires documentation, such as: pro-bono value statements (from the providing source); statement of contributed item and value, volunteer hours (statement includes name, contact, service to be provided, number of hours, rate and total value of

service(s), etc. As with all matching funds, the contribution or donation must be specifically for the project.

### **FUNDING REQUESTS AND LIMITATIONS**

- Applicants may apply for a maximum funding request of \$100,000. The minimum allowable funding request is \$5,000.
- Funding Request must be no greater than 50% of the total eligible budget costs for the project.
- Organizations may only submit a single application per year.
- Applicants who are awarded funding through the Cultural Facilities Matching Grant Program will not be eligible for Facilities Grant funding in the fiscal year immediately following their grant award.

### **PROJECT TYPES ALLOWED**

- **Acquisition** – land/building purchase
- **Construction** –
  - a. New building (ground up building construction), or
  - b. building addition resulting in air conditioned square footage by 25% or more
- **Renovation** –repair, addition, or alteration of a building/property
- **Equipping** – outfit or return a property to a state of utility through replacement of capital fixtures and equipment; including fixtures, furnishings and equipment that will replace, increase or alter to enhance technology, make possible a greater capacity, or make more efficient use of the space.

**No “bundling” of items.** Proposal must be for one proposed project only. Trying to include more than one stand-alone project to make a bigger project for the proposal is discouraged. All elements of the project shall be integrated into the proposed project scope.

**No multi-year requests.** All new requests will be single-phase projects. Single Phase Projects are defined as those which will be completed within 21 months after grant funds are available.

### **CHANGES IN PROJECT SCOPE OR VENUE**

Anything that substantially reduces the scope or character of the funded project is not allowed.

Organizations wishing to change the scope or venue of their project must submit a new application, in accordance with application guidelines and calendar, for a subsequent application cycle.

Any material changes in project scope or of a variance of 20% or more of total budget **or any one line item**, must receive approval by COCA *in advance* in order to receive further funding.

### **PROJECT EXTENSIONS**

Grant period extensions may be requested by the applicant. An extension of the completion date must be requested at least 30 days prior to the end of the grant period. COCA may approve extensions not to exceed 120 days for any project unless the Grantee can clearly demonstrate extenuating circumstances.

An extenuating circumstance is one that is beyond the control of the Grantee, and one that prevents timely completion of the project, such as a natural disaster, death or serious illness of the individual responsible for the completion of the project, litigation related to the project, or failure of the contractor or architect to provide the services for which they were hired. An extenuating circumstance does not include failure to read or understand the administrative requirements of a grant, or failure to raise sufficient matching funds.

To request an extension, grantee must submit written request to COCA at the earliest possible date, or at least two (2) months in advance of the project end date. Request must include: project title and brief description, award amount, requested amount of time for extension (number of days/months) and

explanation for extension request. The request must include any project scope changes and budget impact related to the extension.

The extension request will come before COCA for consideration. If approved, the grant is considered in “current” standing. The length of time awarded by the approved request extends the project grant period accordingly, and a contract amendment will be issued. If any follow-up information is requested, this becomes part of the grant requirements and must be completed to maintain current status.

## **LEASE AND LAND REQUIREMENTS**

Applicant organizations must document ownership or undisturbed use as follows:

1. **Legal proof of unrestricted ownership of land and building.** Unrestricted shall mean unqualified ownership and power of disposition. Property that does not meet the unrestricted ownership criterion will not be eligible for match. Documentation may include a deed, title, or copy of a recent tax statement. Provisional sales contracts, binders, or letters of intent are not acceptable documentation of ownership.

**OR**

2. **Undisturbed use of property for a specific period of time.** This specific period of time must begin no later than the deadline date for the application in which funding is requested, and must continue for the minimum period of time required according to the Project Scope. For building renovation or construction, the remaining lease term must allow for a minimum of ten (10) years’ public access to the facility, under normal operating hours, beyond the completion date of the proposed project.

Documentation must include:

- an executed copy of a lease with applicant, and
- a written explanation of any easements, covenants, or other conditions affecting the use of the site or facility, or both.

**\*Important:** The length of the lease is measured from the remaining term as of the date of application. Provisional extensions to meet the minimum lease requirement are not acceptable. All original and executed lease extensions must be submitted with the application.

## **LEASE CHECKLIST** **CHECKLIST FOR LEASE**

THE FOLLOWING CHECKLIST WILL INDICATE THAT THE AUDITORIUM OR MUSEUM IS ELIGIBLE TO APPLY FOR THESE FUNDS IF ALL THE ITEMS BELOW ARE TRUE.

- The underlying fee simple ownership will be by a government entity, who will be the Landlord under the Lease.
- The Lease may provide a right to the Tenant to construct improvements, but for said constructed improvements and other improvements on the property, they cannot be materially modified without the approval of the Landlord. The Lease may authorize the Tenant to apply for TDT Dollars to be used for improvements and other authorized project-specific expenditures under the TDT guidelines.
- The Tenant must maintain in all respects the improvements and deliver them to the Landlord at the end of the Lease in the same condition as when constructed, reasonable wear and tear accepted.
- If the Tenant is dissolved, that will constitute a default under the Lease and terminate the Lease with any improvements reverting back to the Landlord.
- During the term of the Lease, the Tenant may show the value of the improvements on its books, with a note that upon termination, those improvements revert to the Landlord.

The use by the Tenant for the property and improvements must be agreed upon and will be restricted to a cultural facility use (see “Definitions and Terms”). Tenant may not assign its rights under the Lease without Landlord's approval and the use may not change without Landlord's approval.

### **CHECKLIST FOR SUBLEASE FROM GOVERNMENT ENTITY**

#### **THAT IN TURN IS LEASING FROM A PRIVATE SOURCE**

When a museum or auditorium building is owned by a not-for-profit organization but situated on land owned by a private source that is leasing to a government entity that is subleasing to the applicant not-for-profit ...

The term of all Leases and subleases must be for a required number of years, at least equal to the useful life of any improvements to be constructed by the Tenant.

Language in the Lease Agreement that assures us that auditorium or museum usage will remain for the length of the lease.

Language in the lease that states that the government entity will become responsible for maintaining the auditorium or museum should the nonprofit default on the lease.

#### **For Acquisitions only**

Acquisition applicants will be considered exempt from this ownership eligibility requirement. If the application is for an acquisition, the applicant must provide a description of the facility, purchase price, and a letter of intent to sell signed by the seller. Remember, the County will not reimburse the grantee for an expense that was incurred prior to the execution of the Grant Award Agreement. Therefore, the purchase of (closing on) the property or facility (an expense) may not take place prior to the execution of the Grant Award Agreement.

### **ADMINISTRATIVE AND REPORTING REQUIREMENTS**

If a grant is awarded, recipients shall enter into a contractual grant award agreement with Leon County through its fiscal agent, COCA, that specifies the applicant's responsibilities. The applicant shall comply with the administrative and accounting requirements set forth in the grant award agreement, which include but are not limited to:

1. Submission of interim reports at six-month intervals (at a minimum) and a final grant report.
2. The Grantee shall maintain an accounting system that provides for a complete record of the use of all grant and matching funds, including:
  - (a) Establish an accounting system that records project expenditures by using the same expense categories as those in the original application.
  - (b) All project documentation must be kept current, and accessible to COCA or Leon County, upon request, and retained for a period of five (5) years after the project and grant reporting requirements have been completed.

### **ENCUMBRANCES AND EXPENDITURES**

Grant recipients must encumber (commit or contract for) all County dollars for the length of the grant period. County funds may not be encumbered or expended prior to the signing of the Grant Award Agreement by all parties.

### **FUNDING ACKNOWLEDGEMENT**

For projects funded wholly or in part by this grant, Applicant organizations must acknowledge COCA and Leon County in signage and media, including digital communications and websites and programs, publications and other printed materials.

Acknowledgment will include the County's, and COCA's logo **and** use of the following statement, as best suited to the collateral design, and at a size that is legible.

Verbiage for acknowledgment is as follows: "This project is funded in part by Leon County Government through the Council on Culture & Arts."

Requests for exceptions to the verbiage or logo compliance may be approved if noticed to COCA in advance of publication deadline.

Acknowledgement to COCA and Leon County must be commensurate with the recognition provided to other contributors and sponsors of the project in any of the following applications:

- a. On a permanent sign constructed on the project site;
- b. On a temporary signage displayed at the construction site; and
- c. In all major publications, printed and digital media

## **INDEMNITY, SAFETY AND INSURANCE REQUIREMENTS**

**Indemnity.** To the fullest extent permitted by law, applicant will defend, indemnify and hold harmless COCA and Leon County from and against all claims, damages, losses and expenditures, including reasonable attorneys' fees and costs, arising out of or resulting from its activities under the Agreement.

**Safety.** Applicant will comply, and will require its contractors (if any) to comply, with all applicable laws, ordinances, rules, regulations, standards and lawful orders from authorities bearing on the safety of persons or property or their protection from damage, injury or loss.

**Insurance.** Applicant shall provide and maintain insurance coverage throughout the term of the contract, or until the completion of the proposed project, whichever is sooner, of such types and in such amounts as may be necessary to protect against misappropriation of the Program funding and damage to or destruction of the improvements purchased or constructed with said funding. Applicant or insuring agent will provide certificates of insurance evidencing said coverage, according to the following requirements:

a. Applicant will have in force the following insurance coverage and will provide Certificates of Insurance to COCA prior to commencing project under the Agreement to verify such coverage. It shall be the responsibility of the Applicant to ensure that all its contractors and subcontractors procure and maintain the insurance coverage outlined below for the duration of the project, unless noted otherwise.

i. **Commercial General Liability** - Applicant will provide coverage for all operations including, but not limited to, Contractual, Products and Completed Operations, and Personal Injury. The limits will not be less than \$1,000,000 Combined Single Limit (CSL) bodily injury and property damage, or its equivalent. The insurance policy will list COCA and Leon County as an additional insured, with respect to the Commercial General Liability insurance.

ii. **Commercial Automobile Liability** – Applicant will provide coverage for all owned, non-owned and hired vehicles directly related to the grant project for limits of not less than \$500,000 Combined Single Limit (CSL) bodily injury and property damage, or its equivalent.

iii. **Workers' Compensation**, if applicable – Applicant will provide coverage for all employees at the site location and, in case any work is subcontracted, will require the subcontractor to provide Workers' Compensation for all its employees. Coverage is required in accordance with State of Florida statutory requirements.

iv. **Employee Dishonesty/Crime Insurance** – Applicant will provide coverage greater than or equal to sixty-five percent (65%) of the amount of the Cultural Facilities Program funding.

v. **Payment and Performance Bonds** – The contractor shall execute payment and performance bonds in amounts at least equal to the *current project phase amount* (total amount of the proposed project, not including prior expenditures toward the project, nor is it mandated to cover soft costs, which typically include design, engineering, permitting (DE&P) and project administration) in such form and with such sureties as may be acceptable to the Applicant and COCA. If the surety on any bond furnished by the contractor is declared bankrupt or becomes insolvent or its rights to do business in the State of Florida are terminated, or it ceases to meet the requirements imposed by this agreement, the contractor shall within five (5) business days thereafter substitute another bond and surety, both of which shall be acceptable to the Applicant and COCA. The bonds must remain active throughout all current work related to the proposed project.

NOTE: If an applicant/grantee's project is limited to new equipment installations, a builders' risk or installation floater (inland marine coverage) is acceptable, with the caveat that the policy must include coverage for any damage done to the existing structure caused by the new installation.

vi. **Builders' Risk/Installation Floater** – The contractor shall provide "all risk" property insurance on any construction, additions, and machinery and equipment. The amount of the insurance shall be no less than the estimated replacement value at the time of applicant's final acceptance of said improvements. In the event that the grantee does not work with a contractor on the funded project, the organization must purchase or add Builders' Risk to their current property program (Commercial General Liability). This is a cost that would have to be incorporated into the grant request. The Builders Risk policy must remain active throughout all current work related to the proposed project and must not terminate until the final acceptance of a contractor's work, all vendors' installations, final release of occupancy, and final acceptance at completion of the project has been made by the applicant.

vii. The insurance coverage shall contain a provision that forbids any cancellation, changes or material alterations in the coverage without providing 30 days written notice to COCA, or 10 days for nonpayment. (These terms are no longer provided on the ACORD standard industry Certificates of Insurance Cancellation, but shall be included in the policy provisions.)

b. Any exceptions to the insurance requirements in this section must be requested in writing by the applicant and approved by COCA. Such a request should include reasons why the applicant is unable or unduly burdened by the requirement it desires reduced or waived.

c. Compliance with these insurance requirements shall not relieve or limit the applicant's liabilities and obligations under this Agreement. Failure of COCA to demand such certificate or other evidence of full compliance with these insurance requirements or failure of COCA to identify a deficiency from evidence provided will not be construed as a waiver of the applicant's obligation to maintain such insurance.

**Project Team and Management** - Cultural Facilities Funding projects require very specific usage and project management oversight, and frequently necessitate a contractor, or project manager. In the event that a contractor will not be engaged for the project management, it becomes even more critical to provide roles and responsibilities for the project team, organization staff, and Board of Directors, with regard to the project management.



## **FINANCIAL REPORTING**

Financial Statements will be required as part of the application. The following chart shows the financial statements required based on the applicants operating budget (unrestricted operating revenue) for most recently completed fiscal year. Please note: No compilation reports will be accepted for audited or reviewed financial statements.

If your organization's unrestricted, operating revenue for the most recent fiscal year was:

### **\$1.5 million or greater**

You must submit

- a) Form 990,
- b) Independent, certified audit for most recent fiscal year,
- c) AND current year, board-approved financial statements

### **Between \$500,001-\$1.5 million**

You must submit

- a) Form 990 AND
- b) Independent, certified audit, OR
- c) reviewed, financial statements AND current year, Board-approved financial statements

### **Less than \$500,000**

You must submit

- a) Form 990 AND
- b) Independent, certified audit OR
- c) reviewed financial statements, compiled financial statements OR
- d) Self-reported year-end financial statements signed by the organization's treasurer or accountant AND current year- to- date financial statements

## **PANEL MEETING**

An independent panel will meet to discuss the applications and ask questions of applicants, if requested. The grant review panel will be assigned and supported by COCA. Applicants will be invited to attend the meeting to answer questions from the panel. No presentations or updates from applicants will be allowed at the panel meeting. After panel discussion at the public panel meeting, each panelist will finalize their scores and submit them for final data entry and ranking. Panel will hold consensus discussion on final scores, ranking, and funding recommendations.

## **SCORING, RANKING, AND FUNDING**

**Scoring.** The total possible number of points for a grant application is 105. The grant panel's evaluation will be based on the information contained in the application and required attachments. The panel members' individual ratings will be averaged to determine a final score for each application. Applications receiving a score of 75 or higher will be considered for funding.

Bonus Points will be added to the applicant's average score based on the length of the applicant's length of operation. Such length and points shall be determined from the date of incorporation to the date of the application deadline, according to the following rubric:

10 to 15 years – 2 points

15 to 20 years – 3 points

More than 20 years – 5 points

Scoring will be Olympic-style, meaning that the high and low score will be dropped and the remaining scores will be averaged together. Scores will be calculated to the thousandths of a point (example: 85.437). For funding consideration, a final score of 75 or greater is required.

**Ranking.** A priority list is determined by the rank order of all proposed projects based on the Olympic average score of each application. The number of applicants funded will depend on the amount of the funding pool available, awarding funding to the highest scoring applications, until the pool is depleted. Any remaining partial request amount will be taken into consideration by the panel as they decide the funding recommendation by consensus.

**Final approval of ranking and funding recommendations.** COCA's Board of Directors and Leon County's Tourist Development Council (TDC) reviews and approves the funding recommendations of the grant panel.

The grant panel will have the flexibility to offer partial funding but not less than 80% of the applicant's request. However, the goal of the program is to fully fund organizations' requests.

## **GRANT PANELIST EVALUATION RUBRIC**

### **A. Concept (40 Points Total)**

Q1: Need – 20 Points

Q2: Vision – 15 Points

Q3: Inspire Excellence – 5 Points

### **B. Facility (30 Points Total)**

Q4: Process/Design/& Planning – 15 Points

Q5: Quality – 15 Points

### **C. Management & Budget (30 Points Total)**

Q6: Operational Readiness – 10 Points

Q7: Financial Readiness – 15 Points

Forms & Financial Position

Q8: Care & Stewardship – 5 Points

## **PAYMENT SCHEDULE**

Reporting and Disbursements Schedule to be determined according to project timeline and draw-down needs, on a project-by-project basis.

- **Report/Disbursement #1 – 25% of award** upon Execution of Award Agreement with required updates
- **Report/Disbursement #2 – up to 65% of award** for 2<sup>nd</sup> Disbursement (may be more than one Interim report/disbursement, depending on project timeline and project draw-down needs)
- **Report/Disbursement #3 – 10% of award** after close of project, final report, including release of liens and documentation of all project expenditures. **(This is on a reimbursement basis.)**

## DEFINITIONS & TERMS

**APPLICANT:** a public entity, or a not-for-profit corporation that owns or has the unconditional use of the building to be renovated, expanded, constructed, or equipped, and the site on which it is located.

Legal name of the organization directly responsible for the project and having undisturbed use of the facility at the time of application. Make sure that the street address is included if using a post office box for mailing.

**APPLICANT CASH (MATCH):** This line item is often used to "balance the budget" when expenditures exceed all other revenues listed. For the proposal budget, these are general funds the applicant will dedicate to the project.

**APPLICANT'S FEDERAL EMPLOYER IDENTIFICATION NUMBER:** Must be provided before funds will be released. This is not a State of Florida sales tax exemption number.

**ARCHITECTURAL/DESIGN SERVICES:** Amount paid (or documented in-kind) for total services involved with project. These may include design work, schematics, design development, bidding and negotiation, consultant services, and contract administration by the architect.

**ASSETS: (see CAPITAL FIXTURES AND EQUIPMENT),** items that become affixed to the facility, that add to the value of the facility, and are depreciated over the useful life of the item(s). "Bricks and mortar" refers to purchase of (acquisition), building of (construction) or improvements (renovation or equipping) to the facility. Design and architectural services, feasibility studies, permitting fees, and expenditures of staff for coordination with contractors, preparing bids or rebidding, are often expenses of a facility improvement—considered "soft costs"—but are not assets.

**AUDITORIUM:** a facility open to the public constructed for the purpose of serving public gatherings, including but not limited to performances and concerts.

**BUILDING ACQUISITION:** Amount paid by the applicant for purchasing an *existing building* involved in the project, or documented in-kind value. Use the acquisition date value.

The following restrictions apply:

- 1) Must be applicant-owned, or to be acquired as part of the grant.
- 2) Lease value not eligible for match.
- 3) Must be considered "secure and dried-in" to be valid for building acquisition through Cultural Facilities.

**CAPITAL FIXTURES AND EQUIPMENT:** fixtures and equipment that add to the value or useful life of property with a useful life of at least five years. Generally, capital equipment must be deducted by means of depreciation, amortization or depletion. Capital equipment includes machinery or betterments of a long-term nature. Expenditures that keep property in an ordinarily efficient operating condition and do not add to its value or appreciably prolong its useful life are not capital expenditures. Non-capital expenditure repairs include services such as repainting, tuck-pointing, mending leaks, plastering and conditioning gutters on buildings.

**CAPITAL IMPROVEMENT:** for the purpose of this application, is defined as an addition or renovation of a permanent structural improvement or the restoration of some aspect of a property that will either enhance the property's overall value or increases its useful life.

**CONFIRMED MATCHING FUNDS:** resources presently available to designate to the project for which funding is requested (including cash the applicant has on hand, irrevocable pledges, in-kind services, donated services, materials, and other donated assets). Required match amount is one applicant dollar for every one grant dollar. Match is considered confirmed through the completion of the required Match Summary form.

**CULTURAL FACILITY:** for purposes of this application, an auditorium or museum.

**CONCRETE:** May include cast-in-place concrete, architectural cast-in-place concrete formwork, structural precast concrete, and special concrete toppings and finishes.

**CONSTRUCTION OR NEW CONSTRUCTION:** a new building (ground-up building construction) or building addition resulting in increase of air-conditioned square footage by 25% or more.

**CONVEYING SYSTEMS:** May include elevators, moving walkways, wheelchair lifts, and vertical conveyors.

**CONTINGENCY:** An amount budgeted for unanticipated expenditures (i.e., materials, equipment, labor, cost overruns, etc.) based on a percentage of the total expenditures; recommended to budget five (5) percent.

**CORPORATE SUPPORT:** Cash support derived from contributions given for this project by businesses, corporations, and corporate foundations, or a proportionate share of such contributions allocated to this project.

**CULTURAL FACILITIES FUNDING (this grant request):** Enter amount requested from the County on this line.

**DOORS AND WINDOWS:** May include steel, wood, glass, and aluminum doors; frames; automatic or revolving doors; steel, wood, glass, and aluminum windows; decorative or mirrored glass, and door and window hardware.

**ELECTRICAL:** May include wires and cables, transformers and switchgear, panelboards, fuses, disconnect switches and circuit breakers, interior and exterior lighting (including theatrical lighting), fire alarm systems, public address systems, and lighting control equipment.

**ENCUMBRANCE PERIOD:** the 21 month period between June 15, 2016 and February 15, 2018, during which TDT dollars and match dollars must be obligated to pay for project expenditures.

**EQUIPMENT:** May include such items as theatre and stage equipment (i.e., fly systems, lighting instruments, stage drapes, and projector screens). Note: Do not include expenditures for office equipment.

**EQUIPPING:** the project will outfit a property to a state of increased utility or returning a property to a state of utility through replacement of capital fixtures and equipment; includes fixtures, furnishings, and equipment (FF&E) that will replace, increase or alter to enhance technology, make possible a greater capacity, or make more efficient use of the space. May include theatre and stage equipment (fly systems, lighting instrumentation, drapery, projector screens), and specialties such as built-in storage units, signs, etc., (see Capital Fixtures and Equipment, Equipment).

Furniture & Office equipment are not allowable expenses with grant funds; and may be matching fund expenditures **only if directly related to the project.**

**EXISTING BUILDING (see PROJECT):** a building that is considered *secure and dried-in* is eligible for acquisition, renovation or equipping grant requests.

**EXPENSES:** Costs related to purchases of services, furnishings or equipment; or staff time for project coordination, items paid in current fiscal year; versus expenditures which may be capitalized, and are recorded as an asset and depreciated over time.

**FACILITY OWNERSHIP OR LEASE; WHO OWNS THE LAND AND BUILDING?** The question of ownership of the facility to be constructed or renovated must be addressed here. If the facility is being leased, the lessor must be named and the length of the lease must be disclosed. If the application is for the acquisition of a building, clearly indicate such and explain who presently owns the property. Documentation of the intent to sell and the purchase price must be provided in the original application.

**FEASIBILITY STUDY:** research and report conducted and prepared by an independent, professional consultant qualified to measure:

- A) Community need for the project;
- B) The applicant's ability to raise the needed funds and complete the project; and
- C) The applicant's ability to successfully operate the completed facility for at least five years.

**FINISHES:** May include plaster, sheathing, ceramic tile, wood or brick flooring, carpet, painting, and wall coverings, and acoustical treatments such as panel or tile ceilings.

**FISCAL STABILITY:** encompasses the annual financial results of operations, available resources, and the applicant's plan to resolve any deficit problems. A concern for fiscal stability would be indicated by multi-year operating deficits and declining fund balances. (Note: The fiscal impact this proposed facility project would have on projected operations will be considered.)

**FIXTURES, FURNISHINGS, AND EQUIPMENT (FF&E):** accounting term used in valuing a building. FF&E are movable furniture, fixtures or other equipment that have no permanent connection to the structure of a building or utilities. These items renovation enhancements that will replace, increase or alter, to enhance technology, that makes possible a greater capacity, more efficient use of the space. These items must be directly related to the project.

**FURNISHINGS:** May include casework, window treatment hardware, louver blinds, and theatre seating. These items must be directly related to the project.

**FURNITURE:** items that are not affixed to the building despite being required for the operation of the building. (Examples: tables, chairs, computers which are used for administrative purposes, equipment that is leased, desks and other office equipment which are used for administrative purposes, rugs, planters, books, etc.) These items must be directly related to the project.

**GENERAL REQUIREMENTS:** Cost may include the following contractor services and expenditures: payment and performance bond(s), field engineering, shop drawings, allowances, construction photographs, quality control, and contract close-out.

**GOVERNMENT ENTITY:** a federal, state, county, municipality, or political subdivision thereof.

**GRANT PERIOD:** the time for the use of the grant award as set forth in the grant award agreement, within 21-month project period of June 15, 2016 to February 15, 2018.



**IN-KIND CONTRIBUTION:** the documented fair market value of non-cash contributions provided by the grantee or third parties which consist of real property or the value of goods and services directly benefiting and specifically identifiable to the project.

**LAND ACQUISITION:** Amount paid by the applicant for purchasing land involved in the project, or documented in-kind value of land donated for the project according to a certified property appraiser. Use the acquisition date value. Lease value is not eligible for match.

**LEASE:** a contract by which a rightful possessor of real property conveys the right to use and occupy the property for a period of time in exchange for consideration. With respect to this application, the minimum lease term shall be equal to or greater than the useful life of what is being funded. Only leases in which the lessee is a qualified Applicant, as defined herein, will be considered (except where noted under “Eligibility”).

**MASONRY:** May include unit masonry; stone masonry veneer, restoration, and cleaning; and glass masonry assemblies.

**MAINTENANCE RESERVE:** required to designate amount or percentage in operating budget to afford routine and incidental maintenance and repairs. Intent, to refrain from applying for on-going maintenance of current equipment.

**MATCHING FUNDS:** dollars provided by the applicant designated solely for the project. For every one dollar the County provides for the project, the applicant will provide at least one matching dollar. Of these matching funds, at least 50% must be in cash, which may include official award letters for grant commitments and appropriations indicating grant funding. No more than 50% of matching funds may be in-kind contributions and/or irrevocable pledges.

A minimum of one-to-one-dollar match is required, but all funding –outside of the County’s Cultural Facilities Funding requested (or granted) – will be considered matching funds.

**MECHANICAL:** May include pumps, motors, sprinkler systems, plumbing fixtures, water heaters, HVAC pumps and controls, boilers, furnaces, liquid coolers and evaporators, air-conditioning units, humidifiers, fans, metal ductwork, and air filters.

**METALS:** May include structural steel, metal fabrication, metal stairs, pipe and tube railings, gratings, and ornamental metalwork.

**MINORITY:** a lawful, permanent resident of Florida who is: An African American, A Hispanic American, An Asian American, A Native American, or An American Woman [288.703(3), Florida Statutes]. At least 51 percent of the organization shall be owned or governed and operated by the identified minority person(s) or persons with disabilities.

**MULTI-PHASE PROJECT:** a project that consists of several stages or segments. Only single-phase projects may be requested for grant funding.

**MUSEUM:** For the purposes of this grant application, a museum is defined according to the State of Florida, Division of Cultural Affairs, definitions below:

**Art Museum:** A department or Agency of the local state or local government or a public or private not-for-profit organization operating in Florida on a permanent basis for the primary purpose of collecting, exhibiting and caring for visual artwork as well as sponsoring and producing visual art programs.

**Historical Museum:** a department or agency of the state or local government or a public or private not-for-profit organization operating in Florida on a permanent basis for the primary purpose of collecting, exhibiting, and caring for artifacts and other objects of intrinsic historical value as well as sponsoring and producing programs that are related to the historical resources of Florida.

**Science Museum:** A department or agency of the state or local government or a public or private not-for-profit organization operating in Florida on a permanent basis for the primary purpose of sponsoring, producing and exhibiting programs for the observation and study of various types of natural science and science technology. This definition includes, but is not limited to: arboretums, botanical gardens and nature centers, museums of science, science-technology centers and planetariums.

**NEW APPLICATION:** an application that has not previously been recommended for funding, or an application for which funding has been recommended, but requires a change in project scope or venue.

**NEW CONSTRUCTION:** a new building (ground-up building construction) or building addition resulting in increase of air-conditioned square footage by 25% or more.

**NON-MATCHING COUNTY FUNDS:** What other non-matching Leon County funds will go into the project? This means are there other monies (in-kind contributions, pledges, or cash) which will be used for the project but which you are not counting as matching funds. Identify the source and amount of these funds.

**OPERATING FORECAST:** fundraising and operating plans for project completion and sustainability (projecting at least five (5) years out.)

**OTHER LEON COUNTY GRANTS:** Are the matching funds in the grant application being used to match any other Leon County grants? While it may be permissible to use your match dollars to match grants from other County agencies), it is not permissible for you to use the cultural facilities match dollars to match any other Leon County grant.

**PLANNING:** the preliminary development of architectural, engineering, and other technical services necessary to carry out the project.

**PRIMARY POINT-OF-CONTACT PERSON:** Indicate the name and title of the person who will be responsible for supervision of the project and administration of the grant. All correspondence concerning this application will be addressed to this Person. It shall be the responsibility of the applicant to notify COCA of any change.

**PROJECT:** the acquisition or renovation of existing buildings, or the construction of new buildings, or the acquisition of equipment for a building to be used for cultural activities.

**PROJECT LOCATION:** Physical address of project.

**PROJECT TITLE:** Include the type of project proposed (for example: Education Wing: Renovation). If the applicant name is different than the facility name, the facility name should be added to the title. Do not repeat the applicant name in the project title.

**PUBLICLY OWNED:** owned by a government entity, as defined herein, either through fee simple or lease, such that the government entity has control and undisturbed use of the property for a period to begin before the date the application is submitted and continuing uninterrupted to a date that encompasses

the end of the useful life of the capital fixture, equipment, renovation, expansion or construction for which the application is submitted.

**RENOVATION:** the act or process of giving a building/property a state of increased utility or returning a building/ property to a state of utility through repair, addition, or alteration that makes possible a more efficient use.

**RESIDENT COUNTY OF PROJECT:** The project must be located in Leon County.

**SITE CONSTRUCTION:** May include: building demolition, site clearing, sewerage and drainage, underground ducts and utility structures, termite control, irrigation systems, earthwork, and landscaping.

**SPECIAL CONSTRUCTION:** May include X-ray protection, and metal building systems.

**SPECIALTIES:** May include louvers and vents, signs, lockers, metal storage shelving, partitions, and mobile storage units.

**THERMAL AND MOISTURE PROTECTION:** May include waterproofing, fireproofing, shingles and roofing, siding, and sealants.

**TOTAL AMOUNT REQUESTED FROM LEON COUNTY:** This means the total amount of money being requested for Cultural Facilities Grant Funding.

**TOTAL IN-KIND CORPORATE SUPPORT (MATCH):** All documented non-cash contributions provided to the applicant by corporate parties. These contributions may be in the form of the fair market value of goods and services directly benefiting and specifically identifiable to the proposed project or program.

**TOTAL IN-KIND FEDERAL GOVERNMENT SUPPORT (MATCH):** All documented non-cash contributions provided to the applicant by units of the federal government. These contributions may be in the form of the fair market value of goods and services directly benefiting and specifically identifiable to the project or program. *NOTE: The fair market value of any in-kind contribution must be documented to be eligible as matching funds. The applicant should keep receipts or other signed statements.*

**TOTAL IN-KIND LOCAL GOVERNMENT SUPPORT (MATCH):** All documented non-cash contributions provided to the applicant by other units of government. These contributions may be in the form of the fair market value of goods and services directly benefiting and specifically identifiable to the project or program.

**TOTAL IN-KIND PRIVATE SUPPORT (MATCH):** All documented non-cash contributions provided to the applicant by individuals and non-corporate, non-government parties. These contributions may be in the form of the fair market value of goods and services directly benefiting and specifically identifiable to the project or program.

**TOTAL IN-KIND STATE GOVERNMENT SUPPORT (MATCH):** All documented non-cash contributions provided to the applicant by other units of state government. These contributions may be in the form of the fair market value of goods and services directly benefiting and specifically identifiable to the project or program.

**TOTAL LOCAL GOVERNMENT SUPPORT (MATCH):** Cash support derived from grants or appropriations given for this project by city or other local government agencies, or a proportionate share of such grants or appropriations allocated to this project. **Note: If the applicant is a city or other local**

**government agency, their cash support should be shown under Applicant Cash and explained in the Budget Detail.**

**TOTAL FEDERAL GOVERNMENT SUPPORT (MATCH):** Cash support derived from grants or appropriations given for this project by agencies of the federal government, or a proportionate share of such grants or appropriations allocated to this project. The inclusion of an official “Award Letter” may allow the award amount to be counted as “cash-on-hand” even if the award check has not yet been received.

**TOTAL PRIVATE SUPPORT (MATCH).** Private donations, including foundation grants, given for this project, or a proportionate share of such grants allocated to this project, and cash donations.

**TOTAL STATE GOVERNMENT SUPPORT (MATCH):** Cash support derived from grants or appropriations given for this project by the Florida Department of State Division of Cultural Affairs or other Florida State government agencies, or a proportionate share of such grants or appropriations allocated to this project. The inclusion of an official “Award Letter” may allow the award amount to be counted as “cash-on-hand” even if the state check has not yet been received.

**TYPE OF ORGANIZATION:** Indicate the legal status of the applicant entity.

**TYPE OF PROJECT:** Indicate appropriate project category: Renovation, Construction, Acquisition or Equipping of Cultural Facilities.

**UNDISTURBED USE:** that the building to be renovated, expanded, or constructed, and the site of such building, will be owned by, or will be under lease to, the applicant ***by the date of the application submission***, and that the use of the site and building will be unencumbered by covenants, easements, or other conditions contrary to the purpose of the project.

**WOOD AND PLASTIC:** May include rough carpentry, finish carpentry, interior and exterior architectural woodwork, panelwork, and plastic fabrications.

Expenditures may include the actual amount to be paid or the value of the in-kind contribution.

## Appendix

### SAMPLE APPLICATION

#### BASIC PROJECT INFORMATION

1. Project Title
2. Description of Project
3. Project Contacts (name and Email Address)
4. Request Amount
5. Project Start Date
6. Project End Date
7. Location of Project (must be in Leon County)
8. Project Purpose  
\_\_\_\_ Acquisitions \_\_\_\_ New Constructions \_\_\_\_ Renovation \_\_\_\_ Equipping
9. Organization Name
10. Incorporation date/years of continuous operational service to the community
11. Federal ID #
12. Website url for organization or proposed project
13. Total Project Amount (Indicate if this is part of a larger, multi-phase project, please give total of entire project)
14. Facilities Historical Significance
  - a. Age of the building
  - b. Is the building subject to historical preservation requirements
15. Ownership/Lease
  - a. Who owns the building?
  - b. Who owns the land?
  - c. If building is leased to applicant, what is the remaining length of the lease (from the time of application due date)?

#### NARRATIVE QUESTIONS

##### Section A: Concept (40 points)

**Q1) Need (20 points)** (8,000 maximum characters) - Why is the project important *to your community*, and what are the consequence of not doing it, or the opportunities for advancement by completing it. A. Project-specific B. Needs have been shown C. Photos, tables, studies, statistics, and documents permitted (*Upload allowed 2MB*)

**Q2) Vision (15 points)** (8K characters) -What is the Vision?- Why is the project important *to your mission*, and what are the consequences of not doing it, or the opportunities for advancement by completing it.

**Q3) Inspire Excellence (5 points)** (7,000 maximum characters)

A. Not just about bricks and mortar, but rather what happens there

B. Testimonials of patrons, critics

C. How will project enable further or enhance the artistic excellence of your program?

##### Section B: Facility (30 points)

**Q4a) Process/Design/ & Planning (15 points)** (9,000 maximum characters)

Include:

- Design Planning – project scope
- How have you addressed environmental features and sustainability?
- Necessary components from consultants
- Estimates
- Programmatic square footage
- Demonstrate that you have the proper qualified project team and have taken all the necessary steps for project preparation.
- Provide a timeline of project milestones; include start and end date and key points in between.

**Q4b)** Five (5)-year Operating Forecast (1,000 characters + 1MB upload)

**Q5) Quality (15 points)** (3,000 maximum characters)

Describe how the design, materials, longevity and installation of your proposed project will contribute to your organization's goals and impact."

**Section C: Management & Budget (30 points)**

**Q6) Operational Readiness (10 points)** (4,500 maximum characters)

A. Address the project plans & preparation that is complete/confirmed, give specifics on the items below, or add what is relevant to your project , to demonstrate the project readiness.

**PROJECT READINESS**

- Architectural Drawings completed? Yes \_\_\_ No \_\_\_ Explain Details \_\_\_\_\_
- Design Drawings completed? Yes \_\_\_ No \_\_\_ Explain Details \_\_\_\_\_
- Project Team status? Explain Details \_\_\_\_\_
- Contracted with General Contractor? Explain Status \_\_\_\_\_
- Historic Preservation Board release issued (if applicable)? Yes \_\_\_ No \_\_\_ Not Applicable Explain Details \_\_\_\_\_
- Are the land use approvals completed? Yes \_\_\_ No \_\_\_ Explain Details \_\_\_\_\_
- Permitting issued? Pre-permit meeting? (or status) Yes \_\_\_ No \_\_\_ Explain Details \_\_\_\_\_
- Certificate of Occupancy issued? Yes \_\_\_ No \_\_\_ Explain Details \_\_\_\_\_
- Three bids solicited/received OR explain Yes \_\_\_ No \_\_\_ Explain Status/Details \_\_\_\_\_
- Site preparations Yes \_\_\_ No \_\_\_ Details/Explain \_\_\_\_\_
- Is a (real estate) lawyer consulting on the project? Yes \_\_\_ No \_\_\_ Explain Details \_\_\_\_\_
- Are there any third-party restrictions or contingencies? Yes \_\_\_ No \_\_\_ Explain Details \_\_\_\_\_
- Does the applicant have a maintenance fund established to support future maintenance and repairs for this facility/equipment? Yes \_\_\_ No \_\_\_ Explain Details \_\_\_\_\_

**Requirements, Attachments/Uploads** –Upload each of the required attachments.

**Q6a) Minutes from the organization's board meeting** authorizing the project for which applicant is applying. (500 char. Response +1MB upload)

**Q6b) Board of Directors, including officers** (+1MB upload)



**Q6c) Project Team, including key staff involved with project (+1MB upload)**

**Q7) Financial Readiness (15 points) -- Forms & Financial Position**

**Form A: Certification from Professionals** – Architect, Engineer and Contractor – IF no architect, engineer or contractor, provide 3 bids from vendors, OR explain) (500 char. Response +1MB upload)

**Form B: Project Budget – Summary** (for proposed project/phase) – Indicate how grant funds and match will be spent. Include both revenue and expenses for the project, and in-kind (1MB upload)

**Form C: Matching Funds & Matching Funds documentation** \$1:\$1 of funds contributed specifically for the proposed project (group documentation, 1 upload each for: cash, pledges, in-kind) ( 3 times, at +1MB each upload)

1) 100% match of request amount required at application.

- \_\_\_% of cash match (cash in the bank/applicant cash, government appropriations/resolution, State of Florida or other major funders’ award notice); ED statement & bank statement required for applicant cash.
- \_\_\_% of pledges match (signed donor pledge, signed sponsorship or naming agreement)
- \_\_\_% of in-kind match (statement of value and service to be provided)
- *NOTE: A report will be provided to panel that confirms match & backup documentation.*

**Requirements:**

**Financial Statements** – a) **audit and Form 990** and **Upload** most recent b) **current year-to-date**

**Financial Statements** (if audit is more than 1 year old)-- both **Balance Sheet and Statement of Income & Expenses** from same reporting date. (See p. 13 of Guidelines for exceptions to this requirement).

**Q8) Care & Stewardship (5 points) (1,500 maximum characters)**

A. Care, Maintenance plan

B. Ability to last into the future

C. Your resources dedicated to maximizing the useful life of the project or facility.

**Requirements, Attachments/Uploads** –Upload the required attachments, if not included within applicant’s Nonprofit Search portrait.

**Q8) Long-range or strategic plan** (if for renovation, construction or acquisition, the plan should include facilities planning &/or implementation of proposed project). (1,500 char. +1MB upload)

**Support Materials: (Optional)** – (1,500 maximum characters +3MB upload)

**Proof of Ownership, Lease and/or sublease** with remaining term from date of application, include all addendums. (1,000 maximum characters +3MB upload)

**Attached Application Forms:**

1. Certificate of Professionals or Bids
2. Budget Summary
3. Match Summary
4. Five Year Operating Forecast
5. Project Readiness Questionnaire
6. Panelist Grant Scoring Rubric

All applications and inquiries concerning the Cultural Facilities Matching Grant Program should be directed to:

**Dr. Kevin Carr**  
**Grants Program Manager**  
**Council on Culture & Arts**  
**816 South Martin Luther King Jr. Blvd.**  
**Tallahassee FL 32301**  
**Ph: 850-224-2500**  
**Email: [kevin@cocanet.org](mailto:kevin@cocanet.org)**

# **GRANT PROGRAM TIMELINE**

## **Approvals of guidelines**

January 9 – Guidelines go before TDC for approval

January 14 – Guidelines go before the COCA Executive Committee for approval

January 21 – Guidelines go before the COCA Board of Directors for approval

March 8 – Guidelines go before the County Commissioners for approval

## **Release guidelines to public**

March 11, 2016

## **Grant Review/Application window**

March 11- April 15, 2016

## **Grant Application deadline**

April 15, 2016

## **COCA reviews and prepares applications for panelists**

April 18-April 25, 2016

## **Panelists review applications**

April 25 – May 27, 2016

## **Grant panel meeting**

May 27, 2016

## **TDC review and approve grants**

July 7, 2016

## **Funding released to grantees**

Approximately August 1, 2016

## FY16 COCA Cultural Facilities Matching Grant Program

### Funding Recommendations

<u>Organization</u>	<u>Project</u>	<u>Recommended Funding</u>
Challenger Learning Center	STEAM Laboratories	\$ 56,875.00
<i>to construct two additional classroom spaces to conduct STEAM (science, technology, engineering, arts and mathamatics) programming</i>		
Goodwood Museum and Gardens	Rough House restoration and renovation	\$ 100,000.00
<i>to restore the exterior and rehabilitate the interior of the historic Rough House Cottage</i>		
LeMoyne Center for the Visual Arts	repairs to Meginnis-Munroe House	\$ 92,484.00
<i>to repair the exterior of the historic Meginnis-Monroe House</i>		
<b>Total Recommended Funding</b>		<b>\$ 249,359.00</b>



Phone: (850) 224-2500  
Fax: (850) 224-2515  
E-Mail: [kevin@tallahasseearts.org](mailto:kevin@tallahasseearts.org)  
Website: <http://www.cocanet.org/grant-program>

# Cultural Grant Program FY17

Administered under contract with  
the City of Tallahassee & Leon County



## Guidelines & Application



## The Council on Culture & Arts

COCA, the Council on Culture & Arts, is a non-profit organization that serves as the facilitator and voice for the arts and cultural industry in Florida's capital area. We play a dual role: providing information and promoting the arts and culture to citizens and visitors.

Designated to serve as the local arts agency for Tallahassee and Leon County, COCA is the capital **area's only umbrella** agency for arts and culture, and works with and for those who produce, invest in, and enjoy the arts and culture in the area.

COCA is not a government entity, but works hand-in-hand with city, county, state, and local school districts as their cultural industry partner.

COCA designs and administers a grant program under contract with the County and in annual collaboration with a community task force and citizen review panel.

COCA staff is available to assist you at any stage of the application process. Please call 850-224-2500 or email Kevin Carr at [kevin@tallahasseearts.org](mailto:kevin@tallahasseearts.org) to discuss eligibility requirements, schedule a courtesy technical review, or ask questions about completing your application.

### **We're here to help!**

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**Want to know more about COCA's many other programs that support our local cultural partners?** Visit COCA online at <http://www.tallahasseearts.org>, and click on the COCA logo.

While you are exploring the COCA site, make sure you sign up for the COCA Classifieds email, which goes out on Thursdays to over 8,000 subscribers. Learn about funding sources, professional development, calls to artists of all disciplines, job opportunities, and more.

**Grantees will also want to check out COCA's Marketing Resources and Media** guide at <http://www.cocanet.org/media-guide>.

**Don't forget to post your events on** <http://www.tallahasseearts.org> for inclusion in our Tallahassee Arts Guide "This Week" email of arts, culture, and heritage events that go to over 10,000 weekly recipients. Sign up for all of COCA's emails on our site.



## **TALLAHASSEE ARTS GUIDE**

An Initiative of the **COUNCIL ON CULTURE & ARTS**



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# FY17 COCA Grant Program Calendar

- Applications Available: May 2, 2016  
Available online at [www.cocanet.org/grant-program](http://www.cocanet.org/grant-program) or at COCA offices.
- Grant Workshops: May 10 (5:30-7:30) – Special Grantwriting workshop featuring staff from COCA and **the State of Florida’s Division of Cultural Affairs**  
  
May 24 (9:30-11pm) and May 25, 2016 (12-2pm)  
COCA Offices (816 South ML King Jr Blvd)  
Organizations interested in applying for a grant are encouraged to attend one of these two free overview sessions to learn more about writing and meeting the requirements of this specific grant program. Both workshops are identical.
- Courtesy Consultations: May 16, 2016 through July 1, 2016  
Make an appointment to meet with COCA staff for individual assistance. Even if this is not your first time applying for a grant, we urge you to take advantage of these consultations. If this is your first time, please contact us immediately so we can help orient you to the process.
- Panelist Nomination Deadline: June 3, 2016  
We need your help to recruit qualified and objective reviewers. Nominations are accepted year-round for future grant cycles. A nomination form can be found at the end of this booklet (p. 42) and online at [www.cocanet.org/grant-program](http://www.cocanet.org/grant-program).
- Courtesy Review Deadline: July 1, 2016
- |                       |   |
|-----------------------|---|
| Application Deadline: | Friday, July 8, 2016<br>COCA Offices (816 S ML King Jr Blvd), 5 PM<br>Late applications will not be accepted under any circumstances. If mailed, applications must be postmarked by 11:59 PM on 7/5/16. |
|-----------------------|---|
- Panelist Orientation: July 18, 2016
- Panel Review Meeting: August 26, 2016  
**COCA’s Offices (816 S ML King Jr Blvd), 9 AM – 2 PM**  
Applicants are encouraged to send at least one representative who is familiar with your organization and its grant application. Grant awards should not be considered final until local government budgets are finalized.
- City & County Budgets Finalized: September 30, 2016  
No grants should be considered awarded until the County has finalized its budget for FY17.
- Disbursement of Grant Funds: November 2016, February 2017 and May 2017  
Distribution of grants will be made in three payments. February payments will not be disbursed until the **organization’s interim grant report has** been received and accepted by COCA. There will be no early distribution of funds.
- Interim Report Due: February 14, 2017\*
- Final Report Due: November 1, 2017\*

*\*Reports must be physically received in COCA’s offices by 5:00 PM on the date indicated in order to avoid penalties on future applications. If you mail reports, we urge you to confirm receipt with COCA well in advance of the deadline.*

# About **COCA's** Cultural Grant Program

Please review all of the following information carefully. Each year, COCA offers free grant workshops. We also offer one-on-one consultations as questions arise, and we provide courtesy technical reviews to help you check your final draft for any errors up until one week prior to the final deadline.

If any questions pop up at any point in the process, you can always contact us for help. You can email the Grants Program Manager, Kevin Carr, at [kevin@tallahasseearts.org](mailto:kevin@tallahasseearts.org) or call 850-224-2500. Our staff is always happy to help you through the process. Also, these guidelines and the grant application forms are always available online at [www.cocanet.org/grant-program](http://www.cocanet.org/grant-program).

This year, a grant workshop specifically geared to answering questions about the program will be held on May 21 from 5:30-7:30pm and May 22 from 12PM-2PM. These sessions will be identical. You are encouraged to attend one of these identical sessions. The workshops will take place at the COCA offices, 816 South Martin Luther King, Jr. Blvd. If you have never participated in this grant program, we urge you to contact us immediately so that we can orient you to the process.

## Where Do the Funds Come From?

Successful applicants will receive awards that will be funded by either the City of Tallahassee, Leon County, or a combination of both.

Recipients of County funds--from tourist development tax revenue--will have demonstrated efforts to **enhance Leon County's tourism impact.**

Recipients of City funds- from general revenue funds—will have demonstrated efforts to dedication to broader public access, benefit, and participation in arts and cultural activities in our community, enhancing both the quality of life and our local economy.

## Who Decides Who Gets Funded?

COCA staff members do not make recommendations for who gets funded.

Volunteer citizen panelists are recruited every year to review and score grants and make recommendations for funding. The panel meeting where those recommendations are announced is open to the public and you are encouraged to attend. The meeting is chaired by a COCA Board Member who does not score the grant proposals or make any recommendations for funding. Before the recommendations are submitted to the County, the COCA Board of Directors votes to adopt them and to ensure that all of the rules were followed.

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# Am I Eligible to Apply?

In order to be eligible for the COCA Cultural Grant, you must **be able to answer “yes” to questions 1-11.** (You must answer “yes” to either Question 1 or 1A below). If you are unsure, just call us at 850-224-2500.

1. Is your organization a not-for-profit Florida corporation with at least 60% of your operating cash budget originating from earned income and classified by the IRS as a 501(c) 3, sub-class **“public charity”**?

Yes  No

**“Operating cash”** refers to expenses related to day-to-day operations. It includes programs, overhead and administration, but not capital campaigns, endowment funds, cash reserves or contingency funds.

**“Earned income”** shall include admissions, contract services, corporate contributions, sponsorships, foundation grants, competitive government grants from federal, state, city or county governments, including TDC and CHSP grants. Earned income does not include operating cash from government sources such as government-paid staff and expenses, and government contracts.

If more than 40% of your operating cash comes from non-competitive government sources, you may still be eligible to apply under the special designation of State Partner (See 1A).

An organization whose primary purpose is to channel resources (financial, human, or other) to an affiliated organization is not eligible to apply if the affiliated organization submits its own application. This prohibition applies even if each organization has its own 501(c) 3 status. **For example, the “Angels for The Theatre” may not apply if the “The Theatre” applies.**

## OR

1A. Is your organization a department, museum, or other organization working under the FEID number of a part of the State of Florida, Florida State University, Florida A&M University, or Tallahassee Community College?

Yes  No

If you qualify under this provision, you must apply as a State Partner. Please see page 9 for more details.

Fundraising organizations affiliated with state supported cultural organizations, such as Friends of, Foundations, and Citizens Support Organizations, and K-12 schools themselves are not eligible to apply for this grant. Instead, the state supported cultural organization itself, including college or university schools, departments, or other officially recognized entities, may be eligible to apply for a grant under the special designation of State Partner (see above).

*\*COCA will confirm not-for-profit status with the IRS and/or the Florida Division of Corporations. If we cannot confirm your status, you will be asked to provide proof of current not-for-profit status.*

2. Does your organization have arts and/or history activity as its primary purpose?

Yes  No

The broad range of activities funded by this grant includes: visual, performing & literary arts, arts education, historic destinations, media arts, and museums.\*

\*State of Florida, Division of Cultural Affairs  
Eligibility statement re: Museums To be an eligible museum, the organization must be open to the public for at least 180 days each year, own or utilize works of art, historical artifacts, or other tangible objects, whether animate or inanimate; care for these works of art, historical artifacts, or other tangible objects; exhibit these works of art, historical artifacts, or other tangible objects to the public on a regular schedule.

Even if an organization presents occasional arts or history programming, if its mission is not primarily arts and/or history, then funding should be sought elsewhere. This includes organizations with civic, educational, social service, environmental, health related, religious, political, journalistic, athletic, or multifaceted missions.

3. Has your organization been providing programming in your discipline for at least 3 complete fiscal years?

Yes  No

**“Programming”** refers to public events and activities, not simply fundraising activities.

4. Do the majority of your activities take place in Tallahassee/Leon County?

Yes  No

5. Do you have a professional staff?

Yes  No

May be paid or volunteer, as long as staff members are qualified, competent and regularly available during normal business hours to administer a grant.

6. Do you have a governing Board of Directors that meets regularly and operates under a set of by-laws?

Yes  No

7. Can you demonstrate the receipt of community support through subscriptions, memberships, earned income, foundation grants and/or other private fundraising (including in-kind support)?

Yes  No

8. Can you show evidence of institutional/organizational planning (long range plans, visioning, etc.)

Yes  No

9. Does your organization have multiple-event cultural programming that is regularly available to the public and is produced throughout the year?

Yes  No

Note: An organization whose mission is to produce seasonal events or festivals does not qualify to apply for this grant.

10. Do you have documented statistics on attendance and participation for your programs and/or facility (paid or free) that represent a broad community impact?

Yes  No

11. Is your organization committed to and does it have a plan in place to provide for accessibility for people with disabilities, including compliance with the ADA?

Yes  No

If you answered YES to all of the questions above, your organization is eligible to submit an application for a grant. Still unsure? Call us at 850-224-2500.

# How Much Funding Can I Apply For?

There is a maximum allowable request for every applicant. Organizations are encouraged to request an award amount appropriate for the scope of your proposal. In some cases, this may be less than your maximum allowable request. Use your best judgment to ensure that your request is competitive.

For the purpose of calculating your allowable funding request, “allowable operating income” is operating cash earned during your most recently completed fiscal year for which you have submitted a 990/990-N and can include a maximum of 15% in-kind income.

For the purpose of determining how much you can request, it may help to first complete the budget page (pg. 27) of your application and check to be sure that your “**allowable operating income**” is equal to column B, line 10 on the budget form in Section 4 of your application; it does not include cash received for capital or endowment campaigns, or debt incurred to resolve operating deficits. See Section 4 instructions (pgs. 27-28) for full details.

If your annual income is \$1.5 million or more	If your annual income is less than \$1.5 million
<b>GROUP 1</b>	<b>GROUP 2 or GROUP 3</b>
<p><i>To qualify in GROUP 1, you must <b>be able to answer “yes”</b> to the questions below.</i></p> <ol style="list-style-type: none"> <li>Are you eligible to apply? (see pgs. 6-7 above) Yes <input type="checkbox"/> No <input type="checkbox"/></li> <li>Is the allowable operating income for your most recently completed fiscal year for which you have submitted a 990/990-N \$1.5 million or more (per the instructions for Section 4, column B, line 10 on pg. 29)? Yes <input type="checkbox"/> No <input type="checkbox"/></li> <li>Can you provide a copy of a full audit of your <b>organization’s finances (for FY13)</b> prepared by an independent accountant? Yes No</li> </ol> <p>GROUP 1 applicants may request up to 18% of your cash operating budget with a cap of \$325,000 in grant funds.</p>	<p><i>To qualify in GROUP 2, you must <b>be able to answer “yes”</b> to the questions below.</i></p> <ol style="list-style-type: none"> <li>Are you eligible to apply? (see pgs. 6-7 above) Yes <input type="checkbox"/> No <input type="checkbox"/></li> <li>Is the allowable operating income for the most recently completed fiscal year for which you have submitted a 990/990-N less than \$1.5 million (per the instructions for Section 4, column B, line 10 on pg. 29)? Yes <input type="checkbox"/> No <input type="checkbox"/></li> <li>Do you have a cash operating budget of \$500,000 or more? Yes <input type="checkbox"/> No <input type="checkbox"/></li> </ol> <p>GROUP 2 applicants may request up to 10% of that budget for the most recently completed fiscal year for which they have submitted a 990/990N. There is no cap for this group.</p> <p><i>To qualify in GROUP 3, you must <b>be able to answer “yes”</b> to the questions below.</i></p> <ol style="list-style-type: none"> <li>Are you eligible to apply? (see pgs. 6-7 above) Yes <input type="checkbox"/> No <input type="checkbox"/></li> <li>Is the allowable operating income for the most recent completed fiscal year for which you have submitted a 990/990-N less than 1.5 million (per the instructions for Section 4, column B, line 10 on pg. 29)? Yes <input type="checkbox"/> No <input type="checkbox"/></li> <li>Do you have a cash operating budget of less than \$500,000? Yes <input type="checkbox"/> No <input type="checkbox"/></li> </ol> <p>GROUP 3 applicants may request up to 20% of the budget for the most recently completed fiscal year for which they have submitted a 990/990N with a cap of \$50,000.</p>



# State Partners

If you answered “yes” to question 1A on page 6, you may be eligible to apply as a State Partner. There are two categories of State Partners: “General/ Educational” and “Destination.”

## State Partner – General or Educational

General or Educational Partners can apply for projects which demonstrate efforts to enhance Leon County tourism or which create broader public access, benefit, and participation in arts and cultural events in our community. Educational projects will be designed for and presented to general public, K-12, or lifelong learning but not be primarily for university-enrolled students. Applicants may request up to a maximum of \$15,000 in grant funding.

## State Partner -- Destination

A Destination is a permanent facility and/or site that is open to the public at least 180 days per year that has regular programming directed to the general public and tourists and has a documented impact on tourist visitation. If the applicant is eligible to apply as a State Partner Destination as defined above, and has less than 60% of its annual operating cash budget originating from earned income, applicants may request up to \$15,000. An eligible State Partner Destination that has more than 60% of its operating cash budget originating from earned income may qualify for the appropriate GROUP category level of funding at the total level of that private cash funding, not the total operating budget. For a definition of “**earned income**” and “**operating cash**”, see p. 6 (1).

*For university affiliated applicants, the figures provided in Section 4: Operating Budget are related to the specific department, division, or program applying for the grant—not the entire school’s or foundation’s budget.*

To qualify as a State Partner, you must be able to answer “yes” to the questions below.

If you answer “no” to any of these questions, your organization does not qualify as a State Partner. You may be qualified in another category (see pg. 8).

1. Are you eligible to apply? (See pgs. 6-7) Yes  No

2. If applying as a State Partner -- Destination, can you provide evidence of outside review of your organization’s finances either through an accountant’s statement or independent audit that will verify the level of private funding? Yes  No

Note: No more than 15% of the total funds for COCA’s Cultural Grant Program in a given year will be awarded to State Partner applicants. See page 15 for details on funding order.

# How Do I Apply?

1. Determine if you are eligible.

If you can answer YES to all of the questions (1-11) on pages 6-7 (**You must be able to answer “YES” to either** question 1 or 1A), then you are eligible to apply. If you do not meet these requirements, please do not apply for a grant.

2. Determine which group you qualify for and how much funding you can apply for.

Refer to the specific guidelines on page 8 to determine which group you will apply in, and find out your allowable request amount.

3. Read instructions and tips for each section.

Before you begin your application, it is important to know:

- how much funding you can apply for
- how you can and **can't spend grant funds**
- when you can spend the grant funds
- what rules you are going to have to agree to
- how your application is going to be scored

4. Complete your grant application.

Each section has its own instructions; please read and follow these instructions carefully. There are tips in each section to assist you as well. Application forms can be found at [www.cocanet.org/grant-program](http://www.cocanet.org/grant-program).

5. Check your application against the checklist on page 38.

Go down the list and be sure you have everything and that it is in the order indicated. Technical points are deducted from your score for missing, incorrect or incomplete information. Please see pages 14-15 for an explanation of technical points.

6. Bring a complete draft of your application to COCA for a courtesy technical review (*optional*). COCA offers optional, individual technical reviews to all applicants by appointment. These reviews help you identify and correct technical errors in the final draft of your application so you can earn a perfect technical score. If there are errors to correct after the first technical review, feel free to resubmit another complete draft(s) for additional review(s). The most effective technical review occurs when an organization submits a complete draft of the

application in hard copy. When only some of the items are submitted, there may be other errors that are impossible to identify. You must bring a hard copy of your application to your technical review. We strongly recommend that you take advantage of this opportunity.

Appointments may be scheduled through July 1, 2016 (one week prior to application deadline).

7. Make 1 collated copy of your entire application including copies of support materials.

You must submit the original application (must contain the original signature, and must be clearly labeled ORIGINAL on the front cover). Please bind your application securely and be sure to include copies of all print or multimedia support material. We strongly recommend and prefer that you submit your application in a binder with no larger than a one inch thickness. Also, we prefer that you write the name of your organization on the front and the spine of your binder.

8. Make 1 electronic copy of your entire application including support materials. Please follow the instructions for creating and submitting the electronic copy of the application on p. 39.

9. Submit both your bound, paper copy of the application along with your electronic copy of the application to the Council on Culture & Arts (COCA) by 5pm on July 8, 2016.

Our address is 816 South ML King Jr Blvd, Tallahassee, FL 32301. Applications must be received in **COCA's offices by Friday, July 8, 2016** by 5:00pm. Late applications will not be accepted. Applications submitted by mail must be postmarked no later than 11:59 pm on Tuesday, July 5, 2016. COCA does not accept grant applications by fax or e-mail.

Electronic copies may be submitted to COCA via a USB **flash drive (or “thumb” drive) or emailed (via “Dropbox”)** to [kevin@tallahasseearts.org](mailto:kevin@tallahasseearts.org).

10. Submit the Economic Impact Survey using the online form at [www.cocanet.org/economic-impact-survey](http://www.cocanet.org/economic-impact-survey).

This year, you will be required to submit an Economic Impact Survey online. The online survey can be found at [www.cocanet.org/economic-impact-survey](http://www.cocanet.org/economic-impact-survey). The survey must be submitted by the grant application deadline, July 8, 2016 at 5pm

# How Can Grant Funds Be Spent?

## Grant Program Goals

- There may only be one request per year for funds to benefit any single organization.
- All funds must be spent within the grant activity period of October 1, 2016 through September 30, 2017. Funds that are not spent within this timeframe (or for the specific programs and expenses described in your application) are subject to repayment.
- Applicants will detail how grant funds, if awarded, will be used to support and/or promote up to two of the organization's programs, publications, events, or other public activities.
- Each program request will receive a unique score in the panel review process.
- All events and activities funded by this grant must be for the public and not be intended for an exclusive target group only. Any fees charged to participate should be reasonable and not so high as to effectively exclude a large group of people.

Please refer to the Sample Panelist Score Sheet on page 17 for more details on the criteria used to evaluate your grant proposal.

Please be certain that panelists have enough information in your application to evaluate your programs based on each of the scoring criteria.

Programs selected for funding should share at least one of the goals of this grant program:

- *Produce arts, history and/or cultural programming with exemplary standards:* Programs that enrich the community with attention to the highest standards within a cultural discipline.
- *Provide educational opportunities in arts, culture, and history for young people or adults:* Programs that feature learning opportunities for young and/or life-long learners.
- *Provide a special population, meet a unique need, or fill a unique niche.* Programs that offer a unique service in arts, culture and history not otherwise provided in the community; Programs that provide distinctive arts, history and cultural offerings; Programs that highlight cultural diversity and/or access for persons with disabilities; Programs that bring arts, cultural and historic exhibits or events to underserved areas
- *Contribute to the tourism development of our area:* Programs will be funded that have the potential to attract and retain tourists in Leon County. For the purpose of this grant program **TOURIST means "a person who participates in trade or recreation activities outside the county of his or her permanent residence or rents or leases transient accommodations."** (See page 40 for helpful resources in developing cultural tourism strategies; refer to Florida Statutes 125.0104 for more details about the use of tourist development tax).

# Allowable Expenses & Non-Allowable Expenses

Examples of allowable expenses include:

- marketing and promotion
- royalties
- exhibit rentals
- guest artists, technicians or teachers
- a percentage of salaries as they directly relate to programs
- printing and graphic design
- exhibit costs
- sets and costumes
- lumber, supplies and equipment
- postage and freight
- a percentage of facility costs as they directly relate to programs
- any other expenses directly attributable to programs (except for non-allowables that follow)

Grant funds may not be used for capital expenses. For the purposes of this grant, capital expenses include building projects, acquisitions, renovations, land acquisition, and other permanent improvements to physical plant (i.e. new roof, air conditioning systems, security fence, lighting grid). Capital expenses also include the purchase of equipment that is not directly related to the production of events or exhibits.

For example, a projector for closed captioning, stage lights, film projector, artwork for a permanent collection, or interpretive items for an exhibit are allowable. A copy machine or a delivery van is not.

Grant funds may not be used for general overhead that is unrelated to programming and/or promotion (i.e. financial audit, board retreats, decorating the facility, etc.) Keep in mind that some grant funds may be used on a portion of administrative costs that directly relate to programming and/or promotion (payroll, insurance, rent, office supplies, postage, etc.).

Grant funds may also not be used for:

- private or exclusive entertainment (i.e. parties, receptions or benefits that are not open and accessible to the general public)
- bad debts, contingencies, fines and penalties, interest, and other financial costs
- re-granting
- contributions and donations
- religious projects
- operation of privately owned facilities (i.e. studios, homes)
- third-party grant administration (indirect costs)
- lobbying or attempting to influence federal, state or local legislation
- or any other expenditure not authorized by Chapter 112 of the Florida Statutes.

Leon County discourages line item requests if you are eligible to apply to this grant fund or others.

If your project is receiving a Special Events Grant from Visit Tallahassee, CHSP (Community Human Services Partnership), or the CRA (Community Redevelopment Agency), that project WILL NOT be eligible to receive County support through COCA's Cultural Grant Program during the same grant year.

# How Are Applications Reviewed?

## Technical Review Process:

Your applications will first be reviewed by COCA staff to confirm eligibility. If eligible, the application must also meet certain technical standards. (See **“scoring”** section on pgs. 14-15).

## **To avoid technical errors, applicants are urged to take advantage of COCA’s Courtesy Review Process.**

Make an appointment to bring a hard copy draft of your application to COCA for a complimentary technical review on or before July 1, 2016. **If you request a second or third review, we don’t mind a bit. Our goal is to help you to write the most competitive grant possible.**

## Panel Review Process:

COCA uses a citizen review panel process, similar to both the State and NEA grant programs, to make recommendations for funding. Panels are composed of non-profit business people, tourism professionals, community leaders, artists, educators, experts in cultural disciplines and others as deemed appropriate for review criteria. Nominations for panelists are welcomed year-round by COCA. A panelist nomination form is included on page 42.

In appointing panel members, COCA gives consideration to geographic representation, minority representation, professional acumen, objectivity, and diverse aesthetic, institutional, and cultural viewpoints. All panelists must comply with the Standards of Conduct for Public Officers and Employees of Agencies as set forth in F.S. Section 286.012. Panelists are instructed to recuse themselves from the discussion and scoring of any application from an organization in which they:

- serve as a board or staff member
- serve as a key volunteer
- serve as a paid consultant
- have any other formal association or other experience which will give the appearance of a conflict

Applicants attending panel meetings will be available to answer questions asked by panel members but not be allowed to elaborate on their grant beyond those questions. All panel proceedings are open to the public.

A member of the COCA Board of Directors will chair each panel meeting **but doesn’t review or score the applications. Members of COCA’s staff will be present to provide technical assistance.**

The panel’s recommendations will be reported to the COCA Board of Directors which approves all recommendations before forwarding to the County.

The COCA Board is authorized to amend such recommendations based on new information not made available to the panel. Examples of **new information are: a panelist’s conflict of interest not disclosed at the panel meeting; misinformation presented at the panel meeting by someone other than a designated applicant representative; COCA staff error discovered after the panel meeting; bankruptcy or other fiscal concerns; or changes in the applicant’s staff** or operations that would impair implementation of the proposed grant activity.

Applicants will be notified of the final outcome of the grants review. No award is final, however, until the County Commission approves their annual budget.

# Scoring: Technical and Quality Points

Your entire application will receive a single technical score. Each of your separate program requests will receive its own quality score.

Technical and quality scores will be combined for a final total score for each program request (maximum of 100 points).

## Technical Scoring

Applicants can earn a maximum of 50 technical points. Technical points will count towards 40% of your final scores. These points are objective and unrelated to the quality of the information presented.

*For example, if you do not submit a required attachment, the technical reviewer will automatically deduct 5 technical points.*

*If you do submit the required attachment, no points will be deducted. The technical reviewer does not judge or evaluate your attachment in any way. The merits of materials will be evaluated by the panelists and reflected in your quality score.*

Technical deductions and their point values are as follows:

- Reports were late during the cycle in which funding was last awarded (5 points).
- Organization failed to acknowledge COCA funding in grant-funded programming and promotional materials. (**See page 18 “Funding Recognition”** for requirements). Grantees will be required to provide proof of acknowledgement in FY15 final report (5 points).
- Items on forms are left blank (1 point each)

- Responses to narrative questions are omitted (5 points each).
- Required items, forms, or attachments are omitted (5 points each).
- Technical points (1 point each) will be deducted for line item category totals which do not add up correctly and for mathematical, typographical, or other errors.
- Your budgets must balance. If not, ten technical points will automatically be deducted from your technical score.
- Make sure the full grant amount you are requesting in this application appears on pg. 29, line 7f, Column D. If not, one technical point will be deducted.
- **Don't forget to include the starting and ending dates of your fiscal year.** Two technical points will automatically be deducted if either is left blank.
- Make sure all of your numbers are rounded to the nearest dollar. One technical point will be deducted if you fail to round.
- Be sure your total in-kind is no more than 15% of your total operating expenses for any single fiscal year. One technical point will be deducted for each instance of in-kind exceeding 15%.

Applications earning fewer than 20 technical points will not be considered for funding.

Technical tips are provided throughout the application to help you earn a maximum technical score. We will gladly help you identify and resolve any technical errors before you submit your final draft.



## Quality Scoring

Each program for which you are seeking funding will receive an individual quality score. Panelists will review your application and award up to 50 quality points per program request.

*See the Sample Panelist Score Sheet on page 17 for information on specific evaluation criteria.*

The high and low quality scores for each program request will be dropped, and the remaining scores averaged.

Those averages (out of 50 points) will count towards 60% of the final grant scores for each program request.

### Calculation of Final Score(s):

Quality points count more towards your final score (60%) than technical points (40%).

This means that a program request with a technical score of 44 and a quality score of 49 will earn a higher total score than a program request with a technical score of 49 and a quality score of 44.

#### Example #1: Higher Quality Score

*Technical Score: The technical reviewer deducts a total of 6 points for a technical score of 44.*

*Quality Score: The panelists award your program request an average score of 49.*

*Total Score:*

*44/50 (technical) x 40%= 35.20*

*Plus*

*49/50 (avg. quality) x 60%=58.80*

*Equals*

*94.00 (total score)*

#### Example #2: Higher Technical Score

*Technical Score: The technical reviewer deducts a total of 1 point for a technical score of 49.*

*Quality Score: The panelists award your program request an average score of 44.*

*Total Score:*

*49/50 (technical) x 40%= 39.20*

*Plus*

*44/50 (avg. quality) x 60%=52.80*

*Equals*

*92.00 (total score)*

## Funding Formula

Below are examples of the funding formulas used to determine the recommended maximum funding for requests. Keep in mind, these formulas are guidelines, not guarantees. They may require adjustment at the discretion of **COCA's Board of Directors in response to** changes such as local government funding of the grant program.

<i>Total Score</i>	<i>Maximum Funding</i>
95 – 100	100% of request
90 – 94.9	90% of request
85 – 89.9	80% of request
80 – 84.9	70% of request

For one exception to this formula, please see #1 under “**Funding Order**” below.

Applications scoring less than 80 will not be funded.

When determining the final scores for funding purposes, numbers will be rounded to one decimal place only and not to the whole number. For example, 91.9 will not be rounded to 92.

## Funding Order

Once all program requests have been scored, funding will be recommended as follows:

1. Program requests from organizations requesting a total grant award of \$7,000 or less that score 92 or higher will be recommended first for funding.
2. Next, funding will begin with the highest scoring program request, and continue down until it is no longer possible to fund the next highest-scoring program request at the formula level due to exhaustion of funds.

3. The remaining funds will be allocated to the next highest scoring program request. (If this amount is insufficient to carry out the proposal, the applicant may decline the funding, and the remaining funds will be given to the next applicant).

In case of a tied score, the organization with the higher quality score will be ranked higher. In the case of a continuing tie, the remaining funds will be pro-rated between all tied applicants based on their amount requested.

No more than **15% of the grant program's total** funds in a given year will be awarded to State Partner applicants. Their programs will be ranked with all applicants in the process described above, but only the top scoring State Partner programs will receive funding if the 15% threshold is reached before the total grant funds are exhausted.

Because each program request is scored and ranked individually, it is possible that a single organization may have some of their requests recommended for funding while others may fall below the funding threshold.

### Appeals

Any applicant wishing to appeal the outcome of a funding recommendation (technical score, panel review, or final funding allocation) must contact the COCA Board in writing within 72 hours of the grant panel meeting.

In addition, suggestions regarding the grant **program's policies and guidelines are welcomed** year-round. The grant program is reviewed annually with the collaboration of a public task force and all applicants are encouraged to participate in the process.

# Sample Panelist Score Sheet

After reviewing your application, panelists will use the following tool to assign a quality score of 1-50 for each of your program requests. Written comments will also be provided.

<b>Organization Name:</b>		
<b>Program Goals Section</b>		
<b>This grant, if awarded, will fulfill one or more of the following goals (check all that apply for each project):</b>		
<b>(Check all that apply for each project, no numbers entered here)</b>	<b>Project A</b>	<b>Project B</b>
This project contributes to the appeal of Leon County as a visitor destination by offering popular, ongoing, and/or unique activities or events as described in the Statutes.		
This project provides educational opportunities to young people or adults.		
This project produces arts and/or history programming.		
This project serves a special population or meets a unique need.		

**Note: If any project has no check marks, cease scoring for that project and enter a zero for its total score.**

<b>Scoring Section</b>		
<b>A. Organizational Capacity as expressed in Application</b>	Please circle your score	
<b>Scoring Criteria: 5=excellent 4=very good 3=good 2=fair 1=poor</b>		
The applicant has demonstrated support for the organization through other sources of funding, volunteer efforts, program partnerships and documented participation data.	<b>1 2 3 4 5</b>	
The organization's planning shows realistic and appropriate future programming plans.	<b>1 2 3 4 5</b>	
This organization's artistic, education, and/or administrative personnel (paid or volunteer) have the ability to carry out its programs effectively.	<b>1 2 3 4 5</b>	
The applicant exhibits sound fiscal management and administration as evidenced by the grant's narrative and the organization's past and current operating budgets.	<b>1 2 3 4 5</b>	
	<b>Project A</b>	<b>Project B</b>
<b>B. Project scores -please enter the appropriate score for EACH project</b>		
This project reflects the mission of the organization.		
This project serves an appropriate number of people for the amount requested ( <i>taking into account any special needs of the population it targets or distinctive niche the organization fills</i> ).		
The scope of this project is feasible to implement in timeline provided and resources allocated ( <i>facilities, staff/volunteers, funding, etc.</i> ).		
There is a clearly articulated and useful method of evaluating and documenting the success of this project ( <i>that extends beyond attendance figures</i> ).		
The marketing plan described for this project is sound and feasible. For the project to be eligible for Tourism funding as an activity or event it's promotional plan should demonstrate tourism marketing. See definition of Tourism Marketing in the Tourism Resources (pg. 39).		
Whether serving a large constituency or a unique niche, this project's impact on and/or service to the community is a good use of public funding.		
<b>Total score for each project (out of 50):</b> (will be the sum of Section A total added to the Section B individual Project total)		
<b>Panelists will also provide comments on separate page</b>		

# Important Information for All Applicants

**Grant Period:** All grant funds must be spent between 10/1/16 and 9/30/17. There can be only one application per grant period for funds to benefit any single organization.

**Non-Discrimination:** By submitting this application, applicants agree they do not discriminate:

- On the grounds of race, color, or national origin (including limited English proficiency), in accordance with Title VI of the Civil Rights Act of 1964, as amended (42 U.S.C. 2000d et seq.).
- On the grounds of disability, in accordance with Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794) and the Americans with Disabilities Act of 1990 (“ADA”) (42 U.S.C. 12101-12213).
- On the basis of age, in accordance with the Age Discrimination Act of 1975 (42 U.S.C. 6101 et seq.).
- On the basis of sex, in any education program or activity, in accordance with Title IX of the Education Amendments of 1972 (20 U.S.C. 1681 et seq.).
- On the basis of sexual orientation or gender identity in accordance with the **City of Tallahassee’s Anti-Discrimination and Anti-Harassment Policies and Procedures.**

Should there be a discrimination concern **regarding a grantee, a copy of COCA’s Civil Rights Complaint Policy** is available upon request.

*For further information and copies of the nondiscrimination regulations identified above, contact the National Endowment for the Arts’ Office of Civil Rights at 202/682-5454 or 202/682-5695 Voice/T.T., or link to them through their web site at [www.arts.gov](http://www.arts.gov). COCA will also gladly provide assistance with accessibility*

*planning. Call us at 850-224-2500 to arrange a consultation.*

**Intellectual Property Rights:** It is the responsibility of applicants to hold the rights for any intellectual property (scripts, images, music, etc.) used in programs funded by this grant.

## Funding Recognition:

Grant recipients are required to include the COCA logo, the City of Tallahassee logo, and the Leon County seal on all printed, online, and broadcast promotional materials (including programs, posters, signs, banners, brochures, flyers, t-shirts, ads, and website, etc.) developed for the event. Online recognition of sponsors must also include a link to the VisitTallahassee.com website.

Before these materials are produced, grantees must submit all promotional materials for **approval via email to COCA’s Grants Program Manager, Kevin Carr, at [kevin@tallahasseearts.org](mailto:kevin@tallahasseearts.org)** and allow at least 2 business days for approval.

Grantees which fail to properly acknowledge COCA, the City of Tallahassee, and Leon County in their marketing materials during the FY17 grant cycle will have 5 technical points deducted on the following year’s grant application. Leon County continues to be dedicated to supporting worthwhile local events through grant programs and other promotional opportunities, but reserves the right to reduce or eliminate grant funding for organizations that did not receive prior approval for correct logo use.

Grantees will be required to submit copies of proof of grant acknowledgement at the time of the final report.

All logos are available online at <http://www.cocanet.org/logos> or by calling COCA at 850-224-2500.

Changes to Projects: Grant funds may be used only for those programs or purposes specified in the application and approved by the grant review panel. Any significant changes in the organization or its programs (i.e. budget, schedule, scope, personnel, etc.) must be submitted as an amendment at the time the changes take place, and approved in advance in writing by COCA.

Grant Reports: Each grantee will submit an interim report (in April) and final report (in October) of all funds disbursed to their organization using forms provided by COCA. See *page 4 for specific deadlines. Forms are available for download at <http://www.cocanet.org/grant-program>.*

An applicant must demonstrate that they:

- implemented the program(s) for which they received funding
- spent the grant funds on allowable expenses and as indicated in their application
- spent all grant funds within the grant activity period

Failure to do so, or failure to do so in a timely manner, will require the applicant to fully repay any funds received and become ineligible for future funding.

Late, incomplete or inaccurate reports will result in a loss of technical points on the **organization's** next funding application.

Penalties will be assessed at the rate of five points in the first week following a deadline, and one point for every additional week the report is late or incomplete. In extreme/unusual circumstances, an organization may request an extension from the COCA Board of Directors.

# The Application

## A. Basic Information Form

### Instructions and Technical Tips:

- Please use the form provided on page 21. Current, electronic copies of all forms are also **available on COCA's website at** <http://www.cocanet.org/grant-program>.
- Each item on this form is required - do not leave any blanks. Technical points will be automatically deducted from your technical score for each unanswered question or for incorrect information. See pg. 14 for Technical scoring guidelines. If a **field doesn't apply to you, mark it "not applicable" or use the checkbox provided.**
- Double check your grant request figure. Applicants sometimes revise budget forms but forget to update the number on the final draft of the basic information form.
- Be sure you correctly calculate, and are eligible for, the total grant amount requested. Two technical points will be deducted for errors.

### Definitions:

**Applicant Name:** Use your organization's legal name and address (*the ones that match your IRS determination letter of tax-exempt status*). If you use a popular name that is different, you may note it in parenthesis after the legal name. *Example: A.B.Coleman Resources, Inc. (ABC Gallery)*

**Contact Information:** Enter a name, title, and contact information for the person with full authority and responsibility for providing information and documentation on all activities, services and expenditures associated with this grant request. *If this information changes during the grant period, please update COCA immediately.*

**Federal ID#:** Also known as "Employer Identification Number." Enter the 9-digit number that was assigned by the IRS.

**Proposal Summary:** Briefly describe each of the programs for which you are requesting funding. Remember, applicants may have up to two programs. State Partners and applicants requesting a total of \$7,000 or less may describe a single program. Examples:

- *Tallahassee Puppet Theatre will engage residents and tourists in the art of puppetry through its Marionette Series (5 full-length plays), Geppetto's Workshops (year-round educational opportunities), and by hosting the 5<sup>th</sup> Annual Puppetpalooza Regional Conference in Tallahassee.*
- *Haiku-By-You will publish, promote and distribute its 18<sup>th</sup> annual international juried compilation of Haiku poetry. In addition, Haiku-By-You will coordinate with local K-12 teachers to create a series of lesson plans featuring Haiku and culminating with a downloadable chapbook of student work.*

- *Crescendo! will bring a music education consultant to Tallahassee for a faculty intensive and a master class for our area's professional string musicians. Crescendo! will also contract with a webmaster to complete a long overdue update of its online promotional presence and electronic resource kits.*
- *Thompson Valley Museum will design and distribute promotional materials to tour operators within a 200-mile radius; fabricate and debut a new exhibit featuring the role of Native Americans in the evolution of Thompson Valley; and implement interpretive tools to enhance the experiences of its hearing and visually impaired visitors.*

**Grant Category:** Use pages 8-9 to determine your grant category and be certain you qualify in that category. COCA staff will not re-categorize your grant. If you are not qualified in the category you select, your application will not be accepted. *Please contact COCA if you need help determining the correct category for your organization.*

### Amount of Grant Request:

This amount must be within the maximum grant request amount for a grant category. This number (in almost all cases) will match the grant request shown on pg. 29, Column D, line 7(f) of your operating budget (Section 4) and must match the sum of grant requests shown in section 6 of your application. *If a grant request exceeds the maximum allowable amount for a grant category, COCA will modify your request amount.*

**Facility:** The facility or facilities where the majority of events/activities funded by a grant will take place. If more than one, **write "Multiple" and** include them in your proposal narrative.



# Basic Information Form - continued

*Read the instructions before filling out this form. Do not leave any blanks.*

Applicant Name (official IRS name):	
Mailing Address: <i>(Applicant must be based in Tallahassee/Leon County)</i>	Street Address: <i>(Applicant must be based in Tallahassee/Leon County)</i>
<input type="checkbox"/> <i>If checks or correspondence must be routed through a foundation or other support organization, please check and attach instructions.</i>	
Organization website: <span style="float: right;">no website <input type="checkbox"/></span>	
Contact (check one): Mr. <input type="checkbox"/> Ms. <input type="checkbox"/> Dr. <input type="checkbox"/> Name: Title:	Daytime phone: Fax: <span style="float: right;">no fax <input type="checkbox"/></span> E-Mail: <span style="float: right;">no e-mail <input type="checkbox"/></span>
Incorporation/Founding Date:	Federal ID#:
Proposal Summary (50 words or less):	
Grant Category (check one): GROUP 1 <input type="checkbox"/> GROUP 2 <input type="checkbox"/> GROUP 3 <input type="checkbox"/>  STATE PARTNER GENERAL/EDUCATION <input type="checkbox"/> STATE PARTNER DESTINATION <input type="checkbox"/>	
Number of years doing business in Tallahassee as a cultural organization:	Amount of Total Grant Request:
Facility where grant-funded events/activities will take place (if request is approved):	

## A. Statement of Certification & Compliance

### Instructions and Technical Tips:

- This page must be completed, signed and dated, or your grant application will not be accepted.
- Include this form with an original signature (in ink) in the copy of your application marked ORIGINAL. You may use a photocopy of the signed page in the other seven copies of the application.
- **Current, electronic copies of all forms are available on COCA's website at <http://www.cocanet.org/grant-program>.**

I, \_\_\_\_\_, the presiding officer of \_\_\_\_\_,

hereby attest to all the information in this application being factual, including all attachments and supporting materials. I also attest that my organization meets the eligibility criteria and will abide by all legal, financial, and reporting requirements, such as interim and final reports, for all grants received from COCA on behalf of the City of Tallahassee and/or Leon County. *(See pages ... for details on non-discrimination, intellectual property rights, funding recognition, changes to programs, and grant reporting.)*

By applying for a COCA Cultural Grant, my organization consents to the examination and audit of our financial records by the City of Tallahassee, Leon County and/or COCA. My organization understands and agrees to the payment schedule for grant awards. *(See the calendar on page ... of the application guidelines for details.)*

To the best of my knowledge, **I certify that my organization's facilities and programs are accessible to persons with disabilities** as required by all applicable sections of the ADA. *(See page ... of the application guidelines for details.)*

False statements shall be punishable in accordance with the applicable provisions of Florida Statute 837.

Signature of Presiding Officer:

*(or Agency Head, Division Director, Dean, Department Chair or University Supervising Official)*

\_\_\_\_\_  
*(please sign original in blue ink)*

Printed Name:

Title:

Date:

Grant application prepared by:

Title:

## B. Narrative Questions

### Instructions and Technical Tips:

- Do not skip any of the required items. Each skipped narrative item will result in an automatic deduction of five (5) technical points from your score. If an item doesn't **apply to your organization, write "not applicable"** or briefly explain why.
- Do not reduce font size below 10 points. For the greatest impact, use an easy to read font and plenty of white space on the page (e.g. one-inch margins, bulleted information, spaces between paragraphs).
- **NOT ALL QUESTIONS REQUIRE LENGTHY ANSWERS.** You may use a maximum of twelve pages to answer all narrative items (a-j). Panelists welcome succinct answers. Do not feel obligated to fill all twelve pages. Panelists often prefer bulleted information to long, flowery prose. If you exceed the page limit, panelists will not be given the additional pages. Keep your language fun and engaging. You want to make readers as excited about your programs as you are.
- Your institutional/organizational planning document (long range plans, visioning, etc. is required, but is not included in the page limit identified above. A missing document will result in an automatic deduction of five (5) technical points.
- Contingent items (see page 25) only apply to certain applicants. If they do not apply, you may disregard. If they do apply, any missing items will reduce your technical score by five (5) points for each item.
- COCA recommends that you include optional materials to document the quality of your organization to the panelists, but there will be no automatic point deductions if material is not included. Please focus on quality and not quantity of materials.
- Make sure all material is positive and easy to **read. Don't include negative reviews, muddy photocopies, or tiny print.** If materials are in a language other than English, include a translation.

a) State the mission and/or purpose of your organization. Briefly state the guiding purpose for your **organization's existence**. (*Example: The mission of Puppetry Tallahassee is to produce high-quality puppet theatre*).

b) Provide a brief overview of all your organization's **current and upcoming programs, activities and services**. Include core programming, workshops and classes, internship programs, outreach initiatives, special events and fundraisers, etc. Include attendance and participation figures for each program. Think of this like an **overview/introduction "brochure"** to your organization. The projects you are requesting funds for will be described in more detail in section (J).

c) **List your organization's board of directors and summarize their relationship to your organization.** Is your Board a policy Board or a day to day management Board? How often does the board meet (i.e. weekly, monthly, etc.)? What types of responsibilities do Board members have (i.e. fundraising, policy, etc.)? Include professional affiliations of each board member and any requirements your By-Laws may stipulate for those affiliations.

d) Identify and provide brief **bios for your organization's key personnel** (paid or volunteer). Include titles and briefly describe the responsibilities for each position. (*Examples: Artistic Director, Marketing*

*Director, Visitor Services Director, Education Director, Executive Director, artists (staff or guest), directors, designers, conductor, curator, actors, writers, workshop presenters. If you want to include select resumes, you may do so as a part of your optional supplementary materials.)*

The purpose here is to give the panelists an idea of the caliber of your personnel, not to document your entire staff. *(If you have many participating artists, please provide a sampling of bios rather than all of them.)*

e) Describe the sources, types and levels of community support received by your organization. Describe efforts to sustain or increase this support.

*(Examples: membership drives, annual fund drives, capital or endowment campaigns, corporate sponsors, partnerships, season ticket packages, volunteerism, donations, etc.)*

f) Explain any special fiscal circumstances that may exist for your organization at this time. Explain any significant change in annual operations (more than 25% growth or decline from year to year), reasons for any deficits, and plans to resolve them. **If there are no special circumstances at this time, write “not applicable.”**

**g) Explain your organization’s efforts to serve culturally diverse or** special constituencies, and explain how your facilities, programs and events are accessible to persons with disabilities.

Suggested information to include in your answer:

- the current demographic composition of your board, staff, volunteer pool, and audience;
- any past and planned efforts to broaden outreach and increase involvement across ethnicity, ability, age, economic status and gender;
- explain how these efforts relate to your particular artistic/cultural discipline.

Involvement includes audience members, program participants (artists, performers, educators, etc.), and program planners (board or advisory board members, staff, etc.).

Access for people with disabilities includes (but is not limited to) physical access such as ramps, elevators, wheelchair seating, and accessible restroom and parking facilities, as well as communications access such as sign language interpreters, audio description, and Braille labels or programs.

h) Provide any additional information about your organization that you feel is relevant to panelist review. *(Examples: Status of accreditation, plans to acquire a new location, recent achievements, significant awards, community partnerships, exciting near-future initiatives, branding campaigns or recent awareness/perception surveys, etc.)* **If there is no additional information to share, write “not applicable.”**

i) Further describe the projects for which you are requesting funding from this grant. *These are the projects you will be completing budget pages for in section 6. Remember to identify up to two projects included in your overview more briefly (narrative question B). (State Partners and applicants requesting a total of \$7,000 or less may identify a single program.)*

For each project, include:

- Activities and timelines
- Goals and anticipated outcomes *(what do you hope to accomplish not just do)*
- **Relevance to the organization’s mission**
- Number of events and expected participation and/or attendance
- Fees charged to participants

- Marketing plans (*if certain elements apply to all of your programs, feel free to describe them once and make it clear they are applied globally. Don't forget if this project is related to tourism please focus your description on tourism marketing*)
- How you will measure success (*i.e. specific milestones for attendance/participation, enrollment or sales figures; independent third party review; audience/member surveys or focus groups; pre and post tests; etc.*). **(For advice on measurement tools, see "Program Evaluation Resources" under "Advice for Grantwriters" at [www.cocanet.org/grant-program](http://www.cocanet.org/grant-program)).**
- Other information you believe is important for the panelists to use in evaluating your programs.

*Note: Panelists will depend heavily on this information when evaluating your application and determining your quality score.*

j) If your project has a tourism focus, how does your organization attract tourists and/or lengthen tourist stays in Leon County? Some organizations are more relevant to tourism than others.

- Include cooperative relationships with other organizations (*cultural, travel, hospitality, retail, media, convention services, tour booking, visitor bureaus, etc.*). Describe promotional efforts designed specifically to impact tourism. ***Do you piggyback on other events in order to lengthen the stay of visitors? Do you plan events in a traditionally "off season"?***
- How do you measure and document tourist participation and attendance including but not limited to the number of tourists served, tour groups hosted, the number of hotel/motel nights generated as a result of your programs, etc. Provide data for your most recently completed year, if available. (*See page 37 for a definition of hotel/motel bed nights*).
- Impact on tourism (*for those programs with tourism impact, include strategies, outcomes, and data on the program's past and projected impact on tourism*)

## C. Organizational Plan, Contingent Items and Support Letters

### ORGANIZATIONAL PLAN:

**a) Provide your organization's institutional planning or "visioning".** This plan should cover at least 3-5 years into the future, and include program as well as financial considerations. This should indicate sustainability not necessarily growth.

### CONTINGENT ITEMS

a) Partnership acknowledgement (if applicable). Required only if your funding proposal is contingent on the participation of a key partner(s). Commitment can be documented through letters, emails, or signed contracts. (For example, Puppetry Tallahassee will team with ABC Gallery to host nationally-known artist Julie Taymor for a local exhibit and performance. Without a commitment from ABC Gallery and confirmed **interest from Julie Taymor's agent, the proposal is not viable.**)

b) Letter of support from the Agency Head, Division Director, Dean, Department Chair or University Supervising Official of the applicant. Required of State Partner applicants only.

c) Current support letters. Correspondence from people who benefit directly from programs related to your proposal (participants, students, audience members, tourists, tourism partners, etc.) and/or letters of support from collaborating organizations or individuals show evidence of support. *Limited to four pages.* Please note: Letters from public officials are not generally useful unless the officials are personally familiar with your organization.

In order to avoid the appearance of a conflict of interest, no support correspondence should be included that is written by COCA staff or board members (see <http://www.cocanet.org/coca-people> for a current list). If so, those letters will be removed from your application prior to panel review.

d) List of productions, exhibitions, concerts and/or publications your organization has recently produced / presented. Consider including the total attendance/participation figures for each event (audience, artists, and volunteers). *To calculate these numbers, you may use "instances of participation" – each visit to your facility by a single person (i.e. multiple visits count as multiple instances of participation.)*



## D. Operating Budget

### Instructions:

Budgets provided on this form are based on your organization's fiscal year.

Figures in the “completed” columns A & B are subject to verification by COCA and/or Leon County.

Lines 1-23 of this budget are intended to show your organization's fiscal activities as they relate to day-to-day operations.

Include information relating to programs, overhead, and administration.

Do not include activity related to capital campaigns or capital expenses (such as purchasing, building or renovating a facility), endowment funds, or any other funds restricted from general operating use. Report these fund balances on p. 30, lines 26-28 instead and, if you think it would be helpful for the panelists, attach a brief description of each fund.

Do not include activity related to depreciation of fixed assets.

### Technical Tips:

- Use the forms provided in this application. **Current, electronic copies of all forms are available on COCA's website at <http://www.cocanet.org/grant-program>.** These forms have built-in formulas and have been locked for your protection. If you choose to unlock and alter the form please be very careful.
- Double check your work. One technical point will be deducted for line item category totals that do not add up correctly and for mathematical, typographical, or other errors.
- Your budgets must balance. If not, ten technical points will automatically be deducted from your technical score.
- Make sure the full grant amount you are requesting in this application appears in line 7f. If not, one technical point will be deducted.
- **Don't forget** to include the starting and ending dates of your fiscal year. Two technical points will automatically be deducted if either is left blank.
- Make sure all of your numbers are rounded to the nearest dollar. One technical point will be deducted if you fail to round.
- Be sure your total in-kind is no more than 15% of your total operating expenses for any single fiscal year. One technical point will be deducted for each instance of in-kind exceeding 15%.
- **It's a good idea to anticipate any questions panelists** may have about your budgets. You can provide answers in section 3, question (f) of your application, and/or attach additional information in section 5.
- Do not enter cents into the form. While the spreadsheet will automatically round to the nearest dollar, the cents will still be recognized in the background and may cause your budget to be out of balance.

## Operating Budget – continued

### Definitions:

**Completed Years – Your organization's** two most recently completed fiscal years. Column A and B will include actual numbers as documented in your accounting records for the full 12-month periods. Round to the nearest dollar, but do not estimate. *Figures in these columns are subject to verification by audit.*

**Current Year –** The budget your organization is using to guide its current fiscal year. *Column C will include budgeted estimates for the full 12-month period.*

**Next Year –** The budget your organization will use to guide its next fiscal year. *Column D will include budget estimates for the full 12-month period. In most cases, this is the fiscal year in which you would receive this grant.*

**Contracted Services Revenue –** Revenue earned through sale of services. *Include workshops, tuition, government contracts for specific services, performance or residency fees, booking fees for tours, etc.*

**Government Support –** Include grants (requested or received) from **COCA's** City or County Cultural Grant programs on line 7(f) only. Include the full amount of this grant request in column D, line 7(f) as projected income.\* Include past awards received from the City of Tallahassee or **Leon County's** cultural grant programs through COCA in columns A-C. *\*If grant disbursements fall across dual fiscal years, report them accordingly. Note: Since this budget should not include capital expenses, any grants for capital projects will not be included here.*

**Cash From Savings –** If your total operating expenses are greater than your total operating income, you will have a deficit for the year. Enter the portion of that deficit that was covered from your savings account, restricted funds, advances on grants or contracts, and/or other internal sources of cash.

**Cash Borrowed –** If your total operating expenses are greater than your total operating income, you will have a deficit for the year. Enter the portion of that deficit that was covered by a bank loan, second mortgage, and/or other sources of cash borrowed from a third-party.

**In-Kind –** Materials, services, discounts, pro bono consulting and volunteer time donated by individuals or organizations. The value of non-cash donations, including volunteer time, should be calculated at verifiable fair-market value. In-kind may not exceed 15% of the total operating budget. Please note: In-kind totals must be listed in both the income and expense sections of the budget.

*Donations given to other entities by your organization are not generally included in your operating budget (scholarships, materials, ticket giveaways, etc.). Only the donations your organization RECEIVES are to be included here.*

**Personnel –** Payment for salaries, wages, fees, and benefits to people considered permanent employees of your organization (full or part-time). Include payroll taxes, benefits and other related expenses here. *You may prorate an individual's personnel expenses over multiple line items if he/she performs multiple roles. Personnel responsible for history programming should be included under "Personnel-Artistic/Curatorial."* (Note: These are generally individuals who receive a W-2 at year-end.)

**Outside Fees & Services –** Payment to firms or individuals that are not normally considered permanent employees of your organization (i.e. per show staff, freelance artists, accountant, lawyer, consultants, etc.). (Note: These are generally firms you contract with or individuals who receive a 1099 at year-end.)

**Exhibit/Production/Event Expenses & Educational Programs & Materials –** Report all personnel, outside fees & services, facilities, travel, and promotion/marketing under those corresponding line items. Report any remaining expenses directly related to your programs here.

**Remaining Expenses –** Report expenses here **that don't** correspond to other line items and are not directly related to your exhibits, productions, events or educational programs.

**Remaining Cash/Transfer to Other Fund –** If your total operating income is greater than your total operating expenses, you will have a surplus for the year. Enter that difference here to show remaining cash, or to indicate deposit of cash to a savings account, capital or endowment account, additional (unscheduled) debt repayment, etc.

**Working Cash Reserves –** Savings accounts, cash reserves or investments available to spend on general operations or programs. Report the ending balance for each year. *Do not include reserves that are restricted from general use such as endowment, capital or other restricted funds. Report those on lines 26-28 instead.*

**Accumulated Organization Debt –** Amount due at the end of year on lines of credit including bank loans, mortgages, etc.

Please read instructions thoroughly before completing this form. Operating budget attachments are required – see Section 5 for details.

Our fiscal year is (month/day) to (month/day)

	A. Completed Year (FY14 Actual)	B. Completed Year (FY15 Actual)	C. Current Year (FY16 Budget)	D. Next Year (FY17 Budget)
<b>1. Admissions</b>				
a. Paid Individual Admissions (walk-in)	0	0	0	0
b. Paid Memberships	0	0	0	0
<i>Total Paid Admissions</i>	0	0	0	0
<b>2. Contracted Services</b>				
a. Workshops/Classes/Summer Camp	0	0	0	0
b. Government/School Board Contracts	0	0	0	0
c. Other Contracted Services	0	0	0	0
<i>Total Contracted Services</i>	0	0	0	0
<b>3. Other Revenue</b>				
a. Gift Shop Sales/Concessions	0	0	0	0
b. Fundraising/Special Events	0	0	0	0
c. Interest Earned	0	0	0	0
d. Interest from Endowment	0	0	0	0
e. Space Rental	0	0	0	0
f. Miscellaneous Earned Revenue	0	0	0	0
<i>Total Other Revenue</i>	0	0	0	0
<b>4. Corporate Contributions/Sponsorships</b>	0	0	0	0
<b>5. Foundation Grants</b>	0	0	0	0
<b>6. Other Private Contributions (Cash)</b>				
a. Individuals	0	0	0	0
b. Affiliated Organizations (guild, angels, etc.)	0	0	0	0
<i>Total Other Private Contributions</i>	0	0	0	0
<b>7. Government Support</b>				
a. Federal/Regional	0	0	0	0
b. State of Florida				
i. Division of Cultural Affairs	0	0	0	0
ii. Division of Historical Resources	0	0	0	0
iii. Department of Education	0	0	0	0
iv. Legislative Appropriation	0	0	0	0
v. Other State Sources	0	0	0	0
c. Leon County				
i. County Commission (excluding this grant)	0	0	0	0
ii. Tourist Development Council	0	0	0	0
iii. Leon County School Board	0	0	0	0
iv. Other County Sources	0	0	0	0
d. City of Tallahassee				
i. City Commission (excluding this grant)	0	0	0	0
ii. Other City Sources	0	0	0	0
e. CHSP/CDBG	0	0	0	0
f. COCA Grant (this grant; City/County combined)	0	0	0	0
<i>Total Government Support</i>	0	0	0	0
<b>8. In-Kind (max. 15% of line 12)</b>	0	0	0	0
<b>9. Cash from Savings</b>	0	0	0	0
<b>10. Subtotal</b> (Allowable Operating Income)	0	0	0	0
<b>11. Cash Borrowed</b>	0	0	0	0
<b>12. Total Operating Income</b> (must match line 23)	0	0	0	0

Please read instructions thoroughly before completing this form. Operating budget attachments are required – see p. 31 for details.

<b>Expenses</b>	<b>A. Completed Year (FY14 Actual)</b>	<b>B. Completed Year (FY15 Actual)</b>	<b>C. Current Year (FY16 Budget)</b>	<b>D. Next Year (FY17 Budget)</b>
<b>13. Personnel</b> (include salary, taxes & benefits)				
a. Administrative	0	0	0	0
b. Artistic/Curatorial	0	0	0	0
c. Education	0	0	0	0
d. Technical	0	0	0	0
<i>Total Personnel</i>	0	0	0	0
<b>14. Outside Fees &amp; Services</b>				
a. Artistic	0	0	0	0
b. Other	0	0	0	0
<i>Total Outside Fees &amp; Services</i>	0	0	0	0
<b>15. Exhibit/Production/Event Expenses</b>				
a. Exhibit Rental/Royalties	0	0	0	0
b. Printing and Graphic Design	0	0	0	0
c. Other Exhibit/Production Expenses (acquisitions, supplies/materials, freight, etc.)	0	0	0	0
<i>Total Exhibit/Production Expenses</i>	0	0	0	0
<b>16. Educational Programs &amp; Materials</b> (classes, workshops, camp, etc.- excluding staff)	0	0	0	0
<b>17. Facilities</b>				
a. Rent or Mortgage	0	0	0	0
b. Repair and Maintenance	0	0	0	0
c. Utilities	0	0	0	0
d. Other Facility Costs	0	0	0	0
<i>Total Facility Expenses</i>	0	0	0	0
<b>18. Travel</b>	0	0	0	0
<b>19. Promotion/Marketing</b> (excluding staff)	0	0	0	0
<b>20. Remaining Expenses</b>				
a. Fundraising (excluding staff)	0	0	0	0
b. Postage	0	0	0	0
c. Equipment Rentals/Purchase	0	0	0	0
d. Supplies/Materials	0	0	0	0
e. Insurance	0	0	0	0
f. Gift Shop/Concessions (excluding staff)	0	0	0	0
g. Scheduled debt repayment	0	0	0	0
h. Other	0	0	0	0
<i>Total Remaining Expenses</i>	0	0	0	0
<b>21. Remaining Cash/Transfer to Other Fund</b>	0	0	0	0
<b>22. In-Kind</b> (must match line 8)	0	0	0	0
<b>23. Total Operating Expenses</b> (must match line 12)	0	0	0	0
<b>24. Working Cash Reserves</b> (list accumulated year-end balance of all organization funds excluding endowment, capital or other restricted funds; if none, write 0)	0	0	0	0
<b>25. Accumulated Organization Debt</b> (list accumulated year-end balance; if none, write 0)	0	0	0	0
<b>26. Endowment Balance</b> (list accumulated year-end balance; if none, write 0)	0	0	0	0
<b>27. Capital Fund Balance</b> (list accumulated year-end balance; if none, write 0)	0	0	0	0
<b>28. Other Restricted Funds Balance</b> (list accumulated year-end balance of any remaining restricted funds; if none, write 0)	0	0	0	0

# D. Operating Budget Attachments

- Instructions and Technical Tips:
- Up to five technical points will be deducted for each missing or incomplete required attachment.
  - Make sure all of your numbers are rounded to the nearest dollar. One technical point will be deducted if you fail to round.
  - Double check that all your columns and totals add up correctly. Errors are subject to technical point deductions (1-2 points).
  - Discrepancies between budget forms and attachments will be considered errors subject to technical point deductions (1 point each). Please double check your figures.
  - Any change in line items between fiscal years that are 25% or more and greater than \$2,500 must be explained on the attachment. Further explanation can be addressed in Section 3(f) (see p. 24). One technical point (maximum of five points) will be deducted for each change that is not explained.
  - Some applicants find it helpful to attach optional information such as a detail of in-kind donations (especially those in excess of the 15% allowed on the operating budget form).

Required attachments:

a) FY15 Revenue and Expense Detail – List income sources and include amounts that total the number for each of the following line items in **your operating budget's column B** only (FY15):

- Line 2.b – Government/School Board Contracts
- Line 2.c – Other Contracted Services
- Line 3.f – Miscellaneous Earned Revenue
- Line 4 – Corporate Contributions/Sponsorships
- Line 5 – Foundation Grants
- Line 7.a – Federal/Regional
- Line 7.b.v – Other State Sources
- Line 7.c.iv – Other County Sources
- Line 7.d.ii – Other City Sources

*Example:*

<i>Government Support – Federal/Regional South Arts</i>	10,000
<u><i>Institute of Museums and Library Services</i></u>	
<u>15,000</u>	
TOTAL	25,000

items in **your operating budget's column B** only (FY15):

- Line 14.a – Outside Artistic Fees & Services
- Line 14.b – Outside Other Fees & Services
- Line 15.c – Other Exhibit/Production Expenses
- Line 17.d – Other Facility Costs
- Line 20.h – Remaining Expenses (Other)

*Example:*

<i>Outside Other Fees and Services</i>	
<i>Accounting Fees</i>	10,000
<i>Legal Fees</i>	6,000
<u><i>Strategic Planning Consultant</i></u>	<u>3,000</u>
<u>TOTAL</u>	<u>19,000</u>

For your convenience, a starter spreadsheet is included in the forms available for download at <http://www.cocanet.org/grant-program/>. Feel free to use it and simply delete any line items that do not require explanation. You may also build your own document, if you prefer.

Also, list expense types and include amounts that total the number for each of the following line

c) Financial Verification –

If your operating budget is under \$500,000 (Group 3): Attach a copy of your most recent 990 or a 990 NE postcard. There is no need for it to be prepared by a CPA or for these applicants to provide a certification letter from a CPA.

If your operating budget is between \$500,000 and \$1.5 million (Group 2): attach a copy of your most recent 990 (prepared by a CPA, submitted with a certification letter). The intent of this requirement is to show the panelists that an independent agency reviews your finances.

If your operating budget is \$1.5 million or more (Group 1): attach a copy of your most recent independent audit. It may not be necessary to include all the pages of your audit; the intent of this requirement is to show the panelists that an independent agency reviews your finances. Please use your judgment.

State Partners may be required to provide evidence of outside review of your organizations finances.



## E. Grant Request Detail

### Technical Tips:

- Use the forms provided in this application. Current, electronic copies of all forms are available on **COCA's website** at <http://www.cocanet.org/grant-program>.
- Remember, you may request funding for up to two projects. Applications not following this guideline will not be accepted. (State Partners and applicants requesting a total of \$7,000 or less may request funding for a single program).
- Make sure all of your numbers are rounded to the nearest dollar. One technical point will be deducted if you fail to round.
- Be sure to describe each line item that has grant dollars attributed to it. One technical point will be deducted for each missing description.
- Double check that all your totals add up correctly. Two technical points will be deducted for errors.
- **It's a good idea to anticipate any questions panelists may have about your budgets. You can provide answers here as an attachment rather than wait for inevitable questions at the panel meeting.**

### Instructions:

- Applicants must show how grant funds, if awarded, will be applied to the (up to two) projects identified in section 3, question (j). *Exception: State Partners and applicants requesting a total of \$7,000 or less may apply grant funds to a single program.*
- Complete a separate form for each project to be funded with this grant and identify the project at the top of each form.
- Budget figures for your Grant Request Detail **are based on the grant program's fiscal year** (October 1, 2016 through September 30, 2017).
- Identify the total estimated cost of the program (grant funds plus applicant cash). Optionally, you may include the total estimated program budget. Do not include in-kind. *If your expected in-kind contributions significantly change the percentage of the program to be funded with grant funds, feel free to add a footnote and explain.*
- Identify the amount of grant funds being requested to apply to the total cost of this program.
- Detail the expected use of grant funds by line item and include brief descriptions of specific expenditures.
- All figures should be limited to costs and staffing directly associated with your proposal. *You may include percentages of your staff time and overhead only to the extent that they apply specifically to your proposal.*
- Except in rare circumstances, no line items on these Grant Report Details should total higher than the corresponding line item in the FY17 column (D) of your operating budget (see p. 29).
- See the operating budget instructions (pg. 28) for definitions of specific line items.

# Grant Request Detail -continued

Please read instructions thoroughly before completing this form. No more than two forms may be submitted per application.  
 (Note: State Partners and applicants requesting a total of \$7,000 or less may submit a single form.)

## Section 6: Grant Request Detail

**Program Name:**

--

	Total Program Budget (Optional)	Allocation of Grant Funds	Description of Expense(s) (for grant requested funds only)
--	---------------------------------	---------------------------	--

**Personnel** (include salary, taxes & benefits)

- a. Administrative
- b. Artistic/Curatorial
- c. Education
- d. Technical


**Outside Fees & Services**

- a. Artistic
- b. Other


**Exhibit/Production/Event Expenses**

- a. Exhibit Rental/Royalties
- b. Printing and Graphic Design
- c. Other Exhibit/Production Expenses  
(acquisitions, supplies/materials, freight, etc.)


**Educational Programs & Materials**

(classes, workshops, camp, etc.- excluding staff)


**Facilities**

- a. Rent or Mortgage
- b. Repair and Maintenance
- c. Utilities
- d. Other Facility Costs


**Travel**


**Promotion/Marketing**


**Remaining Expenses**

- a. Fundraising (excluding staff)
- b. Postage
- c. Equipment Rentals/Purchase
- d. Supplies/Materials
- e. Insurance
- f. Gift Shop/Concessions (excluding staff)
- g. Other


**Grant Funds Requested for this Program:**

\$ -
------

**Total Program Cost** (including grant funds):

\$ -
------

## F. Supplemental Materials (Optional)

You may include any supplemental material that you feel will be helpful to panelists in evaluating the overall quality and impact of your organization. Please focus on quality and material that helps to tell your story particularly as related to the projects for which you are requesting funding. You may submit up to 6 items of supplemental materials. The intent of limiting the number of support materials is to help the grant panelist review an appropriate amount of materials, with a consistent number provided from each applicant.

Supplemental material might include programs, catalogues, publicity material, press coverage, photographs, audio-visual material, organizational chart, brief history of the organization, etc. Panelists will not be able to review audio-visual materials at the panel meeting.

Applicants must submit a hard copy and an electronic copy of all supplemental materials. For instructions on submitting an electronic copy of supplemental materials, please see page 41.

## Local Economic Impact Survey

Required of all applicants this year.

The Local Economic Impact Survey is designed to capture information on the local economic impact of arts and cultural organizations. This survey is required as part of your application for FY17 funding and you will be reporting on your FY15 data. All numbers indicated in the survey reflect dollars spent in Tallahassee/ Leon County only. The survey captures attendance, volunteerism, and tourism figures. Please visit <http://www.cocanet.org/economic-impact-survey> to complete the survey. The online survey must be completed prior to the grant application deadline of July 8, 2016 at 5pm.

The information in these surveys is combined with that of other applicants and used for research purposes only. It is not shared with grant review panelists and **does not impact an applicant's quality score**. Our goal is to help promote the arts within and outside of our community with this information. Feel free to **incorporate local economic impact figures into your narrative as you state your organization's case for funding**.

### Definition of Hotel/Motel Bed Nights

If reporting hotel/motel bed nights generated from your activities, keep in mind that one person spending three nights in a hotel is equal to three bed-nights. Two people spending three nights each in a hotel is equal to six bed-nights.

# Helpful Hints

## When Preparing Your Application...

- Give yourself plenty of time to study the instructions and prepare and proofread your application.
- Make absolutely certain your budgets balance. Check and double-check all arithmetic. Use asterisks and footnotes to clarify anything the panelists might find confusing or questionable.
- Have someone else read your grant application for content and clarity, as well as for proofreading purposes.
- Pretend you are panelist and complete the sample panelist score sheet (pg. 18). Are you able to justify a high score for your application?
- Avoid unnecessary verbiage. A short, clear paragraph is better than a full page of flowery description.
- Be sure to discuss and document your previous successes. Remember, the grant panelists may not be familiar with your organization.
- Submit your grant application in the order specified in the checklist at the end of this document. Panelists may miss vital information and you may lose technical points if pages or answers are out of order.
- Schedule a courtesy technical review.
- Submit your grant application securely bound or in 3-ring, one-inch binders. Pages are easily lost from applications in folders or fastened with binder clips, envelopes, or staples. Include copies of all support materials (print or multimedia) in each copy of the application. Make sure to include the name of your organization on the front cover and the spine of your application binders.

## Common Mistakes to Avoid...

- Leaving items blank. If a question does not pertain to you, write “not applicable.”
- In-kind amount too high. (*Limited to 15% of operating budgets.*)
- Incorrect grant request total on Basic Information Form. (*Remember, if you revise your budget forms, you must also revise your Basic Information Form.*)

- Mathematical errors in budgets AND in budget details. (*Points will be deducted for errors in budget details as well as in budget forms.*)

## At the Panel Meeting...

- The public panel meeting for this grant will be held at 9:00 a.m. on August 26, 2016 at COCA's offices (816 S ML King Jr Blvd). All applicants are encouraged to send representatives to this meeting. Representative(s) should be able to answer questions about any portion of the grant application.
- Applications are addressed in numerical order, but there is no way to predict the pace of the discussions or determine what time your application will be reviewed. If your representative arrives after your application has been reviewed, the panelists will not be able to re-address it.
- When your application number is called, come to the podium and introduce yourself. Bring a copy of your grant application in case you need to refer to it.
- You may only speak to answer questions asked by the panelists. You may not give a presentation, update, or otherwise comment during the discussion of your application. Time is set aside for general public comment at the end of the day.
- Try to answer questions as briefly and directly as possible. The panelists will ask you to elaborate if they need more information.
- While a panel meeting can feel intimidating to newcomers, try not to be defensive when answering questions. Panelists may ask about your programs or application, but those questions do not necessarily indicate that they dislike your programs – they are merely asking for clarification. Remember, everyone in the room has the same goal – to distribute the limited funding as fairly as possible.
- If possible, stay for all the reviews, not just your own. **Listening to the panelists' comments** (positive and negative) about other applications is often the most valuable way to improve your own grant writing.
- Panelist score sheets are public record. You may request copies of your score sheets from COCA beginning the day after the panel meeting.

Please take advantage of the COCA courtesy review process, which will check your application for technical errors before you submit it. Technical errors can cost valuable points that translate into grant dollars lost. E-mail [kevin@tallahasseeartst.org](mailto:kevin@tallahasseeartst.org) or call 850-224-2500 to make an appointment before July 1, 2016.

# Cultural Tourism Resources

Definition of Tourism Marketing as provided by Visit Tallahassee:

Efforts in advertising, research, public relations, direct sales, digital and social media to promote an attraction, venue, event or activity designed to attract tourists as they are defined in Chapter 125.0104, (2), (b), (2), Florida Statutes.

The following resources may be helpful in your cultural tourism development efforts. If you know of other resources, please pass them along for COCA to share with your colleagues. Email us at [kevin@tallahasseearts.org](mailto:kevin@tallahasseearts.org).

Visit Tallahassee (**Leon County's Tourist Development Department**) **enhances the local economy** and quality of life through benefits associated with a strong visitor industry: maximizing the number, length of stay, and economic impact of visitors to Leon County.

Visit Tallahassee provides a variety of services for visitors including a full service visitor center, free brochures from attractions, detailed maps and suggested itineraries and walking tours of Tallahassee, plus a souvenir/gift shop. Visit Tallahassee also offers complimentary planning assistance to groups such as conventions, reunions, weddings, motor coach and cultural and sporting events. For more information, call 850-606-2300 or go to [www.visittallahassee.com](http://www.visittallahassee.com).

COCA can help your efforts in promoting your destination and events via radio, television, newspapers, information bureaus, magazines, or on-line with our media guide and other resources. Our Media Guide is regularly updated and expanded to reflect the ever-changing media climate, expose new publicity trends, identify regional resources, and assist you with your marketing efforts. Included in this section are marketing handouts from COCA and Visit Tallahassee that can be used to help promote your events. Visit [www.cocanet.org/media-guide](http://www.cocanet.org/media-guide) to view the media guide and other COCA marketing resources.

Suggested ideas to promote tourism include:

- **Use COCA's Media Guide (linked above) to include regional media when submitted press releases**
- Use event calendars in Tallahassee and Leon County, as well as those in surrounding counties
- Use social media platforms that can extend your reach outside of our local area
- Include **logos and links to COCA's Tallahassee Arts Guide ([www.tallahasseearts.org](http://www.tallahasseearts.org))** on your website(s).
- Include the Visit Tallahassee website ([www.visittallahassee.com](http://www.visittallahassee.com)) **in your organization's website, so** visitors can look for hotel and dining ideas
- Use trade publications where appropriate to promote and market your local activities
- **Update your listings in local visitor's guides**
- Provide promotional materials to Visit Tallahassee (**Visitor's Bureau**) and COCA.

COCA will provide individual consultations on marketing, organizational, programming and tourism strategies. Call COCA anytime at 850-224-2500 to set up an appointment.

# Grant Checklist

You must include the following items in your application packet as appropriate to your grant category. Please see instructions for individual sections (or contact COCA) if you are unclear about any item on this checklist. Please consult the Instructions for Electronic Submission (p. 39) **for instructions regarding this year's electronic submission process.** We recommend that you number all pages for the narrative section.

## Basic Information

- Basic Information Form
- Statement of Certification & Compliance

## Narrative:

- Narrative Items a – j (*not to exceed twelve (12) pages*)

## Organizational Plan and Support

- Institutional Planning documents
- Partnership Acknowledgement (*only if relevant*)
- Correspondence examples of Support (*limited to four pages*)
- Letter of support from the Agency Head, Division Director, Dean, Department Chair or University Supervising Official (State Partners ONLY)
- List of recent activity/production/exhibit History

## Operating Budget and Attachments

- Revenues
- Expenses
- FY14 Revenue and Expense Detail
- Financial Verification GROUP 1- copy of independent audit.  
GROUP 2 and GROUP 3- a copy of 990 or 990 NE postcard.

## Grant Request Detail

- Project 1
- Project 2

## Supplementary

- Supplementary Materials (*optional – not to exceed six (6) items*)

## Also required this year

Local Economic Impact Survey (online) Please complete survey at [www.cocanet.org/economic-impact-survey](http://www.cocanet.org/economic-impact-survey).



# Instructions for Electronic Submission

This year, COCA will again require applicants to submit one (1) complete copy of their grant application electronically (along with a complete, bound hard copy as well). The following guidelines will be helpful in preparing to submit your application electronically. If you have any questions about the electronic submission process, **please don't hesitate to contact Kevin at 850-224-2500** or via email at [kevin@tallahasseearts.org](mailto:kevin@tallahasseearts.org).

1. Download and complete the required application forms from the COCA website ([www.cocanet.org/grant\\_program](http://www.cocanet.org/grant_program)).
2. Save your other application materials as .pdf documents (narrative, organizational plan, etc.)
3. Once your application forms and materials are completed, you should save the following six sections as separate PDF documents. (Please see the checklist on page 38 for a complete list of all items that should be submitted in each section.)
  - A. Basic Information:  
Basic Information Form and Statement of Certification and Compliance  
(previously Section 1 and 2)
  - B. Narrative:  
Narrative (items a-j)  
(previously Section 3)
  - C. Org Plan and Support:  
Organizational Planning/Contingent Items/Support Letters  
(previously Section 3)
  - D. Budget:  
Operating Budget and Attachments  
(previously Section 4 and 5)
  - E. Grant Details:  
Grant Request Detail(s)  
(previously Section 6)
  - F. Supplementary:  
Supplementary Materials (Optional)  
(previously Section 3)

Do not exceed a maximum of 6 supplemental items.

Please include a complete list (and brief description, if applicable) of your six items.

Please save and attach each supplemental item separately. (You may save all six supplemental items in a folder **marked "Supplementary."**) Please label each item separately as Supplementary1, Supplementary 2, Supplementary 3.etc.. **You may also include pdf's**, sound, or video files as supplemental materials. Please try to limit your supplemental materials to 250MB.

Please label and submit each of the above sections according to the following file format:

SectionTitle\_GrantYear\_NameofOrganization  
i.e. BasicInformation\_2016\_TallahasseeMuseum

Please do not abbreviate the name of the section, or the name of your organization in any file name.

4. Once you have completed and saved the documents, please submit the following files to COCA via a USB drive (**"thumb" drive**), or you can email your files to [Kevin@tallahasseearts.org](mailto:Kevin@tallahasseearts.org) via "Dropbox." The electronic copy of your application (along with a single bound copy of your application) must be received by COCA no later than 5pm on Friday, July 8<sup>th</sup>, 2016.

# Grant Panelist Nomination Form

Please use the form provided here. **Current, electronic copies of all forms are available on COCA's website at <http://www.cocanet.org/grant-program>.**

**COCA's** ability to recruit qualified and objective reviewers depends on your recommendations. Nominations are accepted year-round for consideration during the appointment process. Send them to:

Council on Culture & Arts  
816 S ML King Jr Blvd  
Tallahassee, FL 32301  
Fax: (850) 224-2515  
[kevin@tallahasseearts.org](mailto:kevin@tallahasseearts.org)

Your Name:

Your Organization:

Phone:            E-Mail:

Please provide the following information and a brief resume or bio (if available) for each individual nominated to serve. Please try to nominate individuals who will not have to recuse themselves from reviewing more than one grant due to close affiliation with applicant organizations.

## ABOUT THE PERSON YOU WISH TO NOMINATE:

Name:  Mr.  Ms.  Dr.

Address:

Phone:            E-Mail:

Occupation/Professional Affiliation:

Please describe what qualifies this nominee to serve as a grant panelist:

Is this nominee:     Asian             Black or African American             Hispanic or Latino  
                           White             Native American                         Other

I  have  have not already discussed panel service with this nominee.

Prepared by



*816 SML King Jr Blvd · Tallahassee, FL 32301 · (850) 224-2500 ·  
www.tallahasseearts.org*

*This publication is available in alternate formats upon request.  
Please call the number listed above for more information.*

COCA is sponsored in part by the City of Tallahassee; Leon County; State of Florida, Department of State, Division of Cultural Affairs; Florida Council on Arts and Culture; and the National Endowment for the Arts.



## FY17 COCA Cultural Grant Awards

### Administered on behalf of the City of Tallahassee and Leon County

#### 621 Gallery

Grant #CG2017-0701, Grant #CG2017-0702  
\$10,387.80 Total Award

The 621 Gallery, the oldest and largest contemporary art gallery in the region, requests support for the wide variety of high quality and thought-provoking, free contemporary art exhibitions and educational programs offered to the public that enhance the quality of life in Tallahassee and the surrounding region.

<i>Project 1- Exhibitions</i>	<i>\$6,750.00 (TDT)</i>
<i>Project 2 – Programs</i>	<i>\$3,637.80 (General Revenue)</i>

#### African Caribbean Dance Theater

Grant #CG2017-1401, Grant #CG2017-1402  
\$41,775.00 Total Award

ACDT seeks funding support for the 20th Annual Florida African Dance Festival, June 8-10, 2017 and its Year-round Educational Programming.

<i>Project 1- African Dance Festival</i>	<i>\$23,959.00 (TDT)</i>
<i>Project 2 – Year Round Programs</i>	<i>\$17,816.00 (General Revenue)</i>

#### Artist Series of Tallahassee

Grant #CG2017-1301, Grant #CG2017-1302  
\$28,790.00 Total Award

Proposed funding will support two programs:

- A popular public concert series featuring world renowned classical music ensembles and soloists.
- A four-day Artist-in-Residence program combining high quality music outreach for underserved youth and seniors, and a regionally marketed public concert.

<i>Project 1- Public Concert Series</i>	<i>\$20,300.00 (TDT)</i>
<i>Project 2 – Artist in Residence Program</i>	<i>\$8,490.00 (General Revenue)</i>

#### Challenger Learning Center

Grant #CG2017-2201, Grant #CG2017-2202  
\$101,593.00 Total Award

Project 1-Theatre Programming (IMAX & Planetarium): providing culturally relevant, diverse documentary and educational theatre programming for residents and tourists of Leon County. Project 2 -STEAMming: development and execution of interactive activities for visiting school groups and K-12 students that use art and creativity to strengthen STEM skills.

<i>Project 1- STEAMming</i>	<i>\$27,439.00 (TDT)</i>
<i>Project 2 – Imax and Planetarium Programming</i>	<i>\$74,154.00 (TDT)</i>

## **FSU Museum of Fine Arts**

Grant #CG2017-0901

\$15,000.00 Total Award

In accordance with the MoFA mission to advance art research and provide interpretation of works of art through exhibitions, events and educational services and programs, the Museum is open to the public throughout the year with changing exhibitions at no charge to visitors.

*Project 1- Public Programming*

*\$15,000.00 (TDT)*

## **FSU Opera Outreach Program**

Grant #CG2017-1001

\$14,000.00 Total Award

The Florida State Opera Outreach Schools Project will serve children and adults in Leon County by providing live performances of opera and supporting educational materials to create engaging and impactful stage experiences.

*Project 1- Opera Outreach Schools Project*

*\$14,000.00 (General Revenue)*

## **Goodwood Museum and Gardens**

Grant #CG2017-1801, Grant #CG2017-1802

\$51,650.20 Total Award

Goodwood requests funding for Historic Collections and Goodwood Jams. Care and exhibition of museum collections, a folk art exhibit complementing permanent collections, and quality programming draw new and return visitation. Jams features live music on Goodwood's historic landscape. Both programs expand Goodwood's audiences and enhance Leon County's cultural offerings.

*Project 1- Historic Collections*

*\$43,200.00 (TDT)*

*Project 2 – Goodwood Jams*

*\$8,450.20 (TDT)*

## **John G. Riley Center and Museum**

Grant #CG2017-1601, Grant #CG2017-1602

\$50,000.00 Total Award

To continue the mission and purpose of the organization by presenting and sponsoring cultural programs and events that document, preserve and promote the rich heritage of the Capital City and County through education, outreach and tourism. John G. Riley Center seeks support for the 2017 FAAHPN Conference, which is being held in Tallahassee, the founding city. Additionally, John. G Riley Center seeks support for Smokey Hollow History Project, which will document the history of black barbering in Tallahassee/Leon County.

*Project 1- FAAHPN Conference*

*\$31,900.00 (TDT)*

*Project 2 – Smokey Hollow Barbering History Project*

*\$18,100.00 (TDT)*

## **Mickee Faust**

Grant #CG2017-0601, Grant #CG2017-0602

\$10,452.00 Total Award

Supports community-based live theater project, *30 Years with the Big Cheese*, as well as the Queer as Faust 10h Festival

*Project 1- Spring Cabaret*

*\$5,032.00 (TDT)*

*Project 2 – Queer as Faust Festival*

*\$5,420.00 (TDT)*

## **Tallahassee Bach Parley**

Grant #CG2017-0501, Grant #CG2017-0502

\$9,684.00 Total Award

- Present four concerts of Baroque music performed by professional musicians on period instruments.
- Organize and host “Kids Go for B’roque,” a competition and honors concert that features young musicians playing pieces of the Baroque Era.

*Project 1- Concert Series*

*\$8,684.00 (TDT)*

*Project 2 – Kids Go for B’roque*

*\$1,000.00 (General Revenue)*

## **Tallahassee Ballet**

Grant #CG2017-2101, Grant #CG2017-2102

\$82,423.00 Total Award

The Tallahassee Ballet requests funds to support The Tallahassee Ballet's 2016-2017 Season and Professional Workshops and Cultural Opportunities for Youth program through community outreach and education.

*Project 1- Season Programming and Professional Workshops*

*\$58,423.00 (TDT)*

*Project 2 – Community Outreach and Education*

*\$24,000.00 (General Revenue)*

## **Tallahassee Civic Chorale**

Grant #CG2017-0301, Grant #CG2017-0302

\$5,400.00 Total Award

The two projects (fall and spring semester concerts) are designed to be family-friendly and diverse, in order to reflect the Tallahassee/Leon County community, and thereby attract the greatest number of residents and visitors to our concerts.

*Project 1- Snow Angel*

*\$2,700.00 (TDT)*

*Project 2 – Global Music*

*\$2,700.00 (TDT)*

## **Tallahassee Community Chorus**

Grant #CG2017-1101, Grant #CG2017-1102

\$20,000.00 Total Award

The Tallahassee Community Chorus seeks grant funding in support of its 29th concert season (2016-17). The Chorus offers singing opportunities to community members and students and provides FSU graduate students with conducting and internship opportunities. The Chorus engages diverse populations of the community through our Unity Concerts.

*Project 1- Masterworks Series*

*\$16,000.00 (TDT)*

*Project 2 – Unity Concert*

*\$4,000.00 (TDT)*



## **Tallahassee Film Society**

Grant #CG2017-0401, Grant #CG2017-0402

\$6,800.00 Total Award

The Tallahassee Film Society (TFS) requests support for two programs which bring new perspectives to people living in the Big Bend.

- World Lens - a yearlong series featuring the best new and classic foreign films.
- Florida Animation Festival - a four-day celebration of the world's most outstanding animated films.

*Project 1- World Lens*

*\$3,550.00 (TDT)*

*Project 2 – Florida Animation Festival*

*\$3,250.00 (TDT)*

## **Tallahassee Museum**

Grant #CG2017-2301, Grant #CG2017-2302

\$325,000.00 Total Award

The Museum seeks funding to collect, conserve and interpret the region's natural and cultural history; Offer educational programs to audiences of all ages; Market its activities and contribute to our area's economic and tourism development efforts; Remain accessible to audiences through special programs, free admission and scholarships

*Project 1- Collections, Research and Exhibitions*

*\$199,938.00 (TDT)*

*Project 2 – Education and Cultural Events*

*\$125,062.00 (TDT)*

## **Tallahassee Symphony Orchestra**

Grant #CG2017-2001, Grant #CG2017-2002

\$70,810.00 Total Award

Funding will be used to support the TSO's subscription series, jazz orchestra, and family concerts.

*Project 1- Subscription Series*

*\$45,000.00 (TDT)*

*Project 2 – Outreach and Engagement Concerts*

*\$19,760.00 (TDT) + \$6,050.00 (General Revenue)*

## **Tallahassee Youth Orchestra**

Grant #CG2017-1201, Grant #CG2017-1202

\$28,500.00 Total Award

The Tallahassee Youth Orchestra is the Big Bend's only comprehensive orchestral training program serving children of all levels and ages with four orchestras and several chamber ensembles. Through music instruction, performances, and partnerships, the TYO seeks to provide quality music programs and community performances that strengthen the Tallahassee Community.

*Project 1- Youth Ensemble Rehearsals and Performances*

*\$20,500.00 (General Revenue)*

*Project 2 – Zwilich Youth Ballet Commission and Premiere*

*\$8,000.00 (TDT)*

## **Theater with a Mission**

Grant #CG2017-2301  
\$5,175.00 Total Award

Theater with a Mission creates and tours an expanded performance of *Loco for Love*, a thriller that lets audiences wrestle with a cliffhanger love story from Shakespeare and Cervantes. This unique audience-participation experience attracts people to Leon County, as it builds bridges between Spanish and English speaking audiences.

*Project 1- Loco for Love 2.0*

*\$5,175.00 (TDT)*

## **Theatre Tallahassee**

Grant #CG2017-1501, Grant #CG2017-1502  
\$50,000.00 Total Award

Theatre Tallahassee is seeking programming support for its upcoming season and education programs. The theater is a volunteer-driven community theater that will be producing nine shows for the 2016-2017 season, hosting educational workshops and classes, and growing our senior acting group

*Project 1- Production Season*

*\$43,500.00 (TDT)*

*Project 2 – Education Program*

*\$6,500.00 (General Revenue)*

## **Young Actors Theatre**

Grant #CG2017-1701, Grant #CG2017-1702  
\$65,000.00 Total Award

To introduce more youth and families to live musical theatre by implementing and expanding YAT's annual community outreach programs and to assist with cost associated with producing and promoting a professional-quality theatrical season of performances. Both programs will contribute positively to community's local, regional, and tourism appeal.

*Project 1- Community Outreach*

*\$39,500.00 (General Revenue)*

*Project 2 – Mainstage Season*

*\$25,500.00 (TDT)*

### ***FY17 Cultural Grant Program Funding Summary:***

*TOTAL General Revenue funding: \$141, 493.80*

*TOTAL TDT Funding: \$850,946*

*TOTAL FY17 Funding (Combined): \$992, 439.80*

### ***FY17 Cultural Grant Panelists:***

Will Guzman, COCA Board of Directors (chair, non-voting)

Phillip Croton, Director of Education, Southern Shakespeare Festival

Jeff Beekman, Assistant Professor, Department of Art, FSU

Leigh Davis, Director of Parks and Recreation, Leon County

Tracy Horenbein, Musician/Music Producer

Nashid Madyun, Executive Director, Meek-Eaton Black Archives (FAMU)

Anita Favors Thompson, former City Manager, City of Tallahassee

LaToya Davis-Craig, Specialized Faculty in Dance, FSU

**FY17 Cultural Grant Program Panelists:**

Will Guzman, COCA Board of Directors (chair, non-voting)  
Phillip Croton, Director of Education, Southern Shakespeare Festival  
Jeff Beekman, Assistant Professor, Department of Art, FSU  
Leigh Davis, Director of Parks and Recreation, Leon County  
Tracy Horenbein, Musician/Music Producer  
Nashid Madyun, Executive Director, Meek-Eaton Black Archives (FAMU)  
Anita Favors Thompson, former City Manager, City of Tallahassee  
LaToya Davis-Craig, Specialized Faculty in Dance, FSU

**FY17 Cultural Tourism Marketing Grant Program Panelists:**

Kati Schardl, COCA Board of Directors (chair, non-voting)  
Jimmy Cooper, Director of Sales, Aloft Hotel Tallahassee  
Tom Derzypolski, President, BowStern  
Katie Kole, Account Executive, Mayfield Group

**FY16 Cultural Facilities Matching Grant Program Panelists:**

Lucia Fishburne, COCA Board of Directors (chair, non-voting)  
Aaron Boyette, President, PSBI  
Antoine Wright, Executive Director, Big Bend Habitat for Humanity  
Brian Zettle, Sr. Vice President, PSBI  
Burt Davy, Founder/President, Gorilla Builders  
Vanessa Anderson, Project Manager, LLT Building Corp.

# COCA Board of Directors as of 9/30/2016

Suffix	First Name	Last Name	Position/Seat	Professional Affiliation
<b>Officers of the Board</b>				
Ms.	Rosanne	Wood	Chair (At Large, County)	President and Education Consultant at Reform Works, Inc.; retired as Principal of SAIL High School
Ms.	Beth	LaCivita	Vice-Chair (Tourism, County)	Owner of Historic Florida Consulting, LLC. that provides of Guided Tours in Florida's Capital, the Forgotten Coast and Capital City Loop Tours
Mr.	Spencer	Ingram	Treasurer (Finance, City)	Owner of Ingram Accounting & Consulting LLC
Ms.	Veronique	George	Secretary (At Large, City)	Digital Strategist, The Zimmerman Agency
Ms.	Lucia	Fishburne	Marketing (County)	Communications Consultant and Program Administrator at FSU
<b>Board Members</b>				
Mr.	Ramon	Alexander	At Large (City)	State Director of the Florida African-American and Caribbean Empowerment Alliance
Ms.	Faith	Clark	Business (City)	Director, Agricultural and Environmental Development Institute
Ms.	Claudia	Davant	At-Large (County)	Founding Partner, Adams Street Advocates
Dr.	Will	Guzman	History/Heritage (City)	Assistant Professor, Department of History & African-American Studies, Florida A&M University
Mr.	John	Lawrence	History/Heritage (County)	CEO of consulting firm JVL Education, Inc.
Dr.	Louise	Reid Ritchie	Practicing Artist (County)	Director of Prevention, Florida Alcohol and Drug Abuse Association
Mr.	Jay	Revell	Business/Finance (County)	Vice President, Greater Tallahassee Chamber of Commerce
Mr.	David	Self	At-Large (City)	Associate General Counsel at Florida A&M University
Mr.	Del	Suggs	Practicing Artist (City)	Singer/songwriter and guitarist. He has released five solo albums and been a featured artist on seven compilation albums.
Dr.	Adriene	Wright	Volunteer (County)	Managing Principal/President, Abelita LLC
<b>Ex Officio Members</b>				
			TCC (non-voting)	
Comm.	Mary Ann	Lindley	County	County Commissioner
Dr.	Valencia	Matthews	FAMU (non-voting)	Director of Theatre and Assistant Dean for the College of Arts and Sciences at Florida Agricultural and Mechanical University
Mr.	Calla	McNamara	FSU (non-voting)	Director of FSU's Opening Nights Performing Arts
Ms.	Alva	Striplin	LCSB (non-voting)	Leon County School Board member; Interim CEO of Big Brother/Big Sisters of the Big Bend
Comm.	Nancy	Miller	City	City Commissioner
<b>Staff Contact</b>				
Dr.	Audra	Pittman	Executive Director	COCA
Ms.	Amanda	Karioth Thompson	Exhibitions and Education Director	COCA
Ms.	Erica	Thaler	Marketing Director	COCA
Dr.	Kevin	Carr	Grant Programs Manager	COCA
Mr.	Nick	Pavlovik	Finance Director	COCA
Ms.	Megan	O'Neill	Program Services Coordinator	COCA



COUNCIL ON CULTURE & ARTS | TALLAHASSEE/LEON COUNTY

## **FY17 Cultural Tourism Marketing Grant Program**

**Administered on behalf of Leon County**



### **Questions?**

Contact Dr. Kevin Carr,  
Grants Program Manager  
850-224-2500

[kevin@tallahasseearts.org](mailto:kevin@tallahasseearts.org)

## **Purpose:**

The COCA Cultural Tourism Marketing Grant will help to showcase our area's arts, cultural, and heritage programming and will highlight our vibrant and diverse cultural community. COCA is committed to the concept of *#theARTSlivehere*, promoting the spectrum of programming offered to our local arts community, for residents and tourists alike.

The goal of the Cultural Tourism Marketing Grant Program is to increase the visibility and awareness of arts and cultural organizations in Leon County and to positively impact tourism revenues. Applicants should develop, implement, and evaluate marketing and promotional initiatives to effectively attract travel and tourism to Leon County so visitors, as well as residents, can engage in arts and cultural presentations and activities.

Applicants must establish quantifiable objectives and conduct a program evaluation to assess the effectiveness of the program. Marketing initiatives should raise the overall awareness of Leon County as a branded destination.

## **Grant Program Timeline:**

Release of Grant Guidelines	July 19, 2016
Grant Application Deadline	August 15, 2016, 5 PM
Grant Panel Review Meeting	September 15, 2016
Contracts Issued	approximately October 1, 2016
Grant Payments Issued	approximately October 15, 2016
All grant funds must be spent by	August 31, 2017
Final Report Deadline	August 31, 2017, 5 PM



## **Eligibility Requirements**

1. Grant funds must be used for marketing of arts and/or cultural organizations, programs, and/or venues to residents outside of Leon County. Eligible events, programs or venues must be open and accessible to the general public.
2. Organization must have arts and/or history as its primary purpose.
3. Organization must either be classified by the IRS as a 501(c)3 with a governing Board of Directors that meets regularly and operates under a set of by-laws, or as an organization working under the FEID number of a part of the State of Florida, Florida State University, Florida A&M University, or Tallahassee Community College.
4. Organization must have been providing programming for at least two fiscal years.
5. The promoted program(s) must take place in Leon County.
6. Organization must demonstrate commitment to and plan for accessibility for people with disabilities and compliance with ADA.
7. Use of funding for the Cultural Tourism Marketing Grant must be in accordance with all Florida state statutes concerning the use of bed-tax funding as stated below:

*To promote and advertise tourism in the State of Florida and nationally and internationally; however, if tax revenues are expended for an activity, service, venue, or event, the activity, service, venue, or event shall have as one of its main purposes the attraction of tourists as evidenced by the promotion of the activity, service, venue, or event to tourists; (Florida Statutes 125.5(a)(3)).*

8. Grantees must spend all grant funds by August 31, 2017 at 5pm. Any undocumented or unused expenses must be repaid to COCA by August 31, 2017. Organizations who fail to repay unused or undocumented grant funds will be ineligible to receive future COCA grant awards.
9. Each organization may request no more than \$3,000.
10. Grantees must provide receipts for all marketing-related expenses in their final report.
11. Grantees must provide proof of implementation/final report to COCA no later than August 31, 2017.
12. Grantees who fail to properly document expenses or to submit reports at the appropriate deadline will have 5 technical points deducted from the next grant application submitted to COCA. Organizations who fail to repay unused or undocumented expenses will be ineligible for all COCA grant programs until they are in compliance with these grant guidelines.

13. Organization must include logos for COCA, Visit Tallahassee, and the City of Tallahassee, along with the Leon County seal in all grant-related visual marketing materials (online, print and media). All grant-related marketing materials must be submitted to [Kevin@tallahasseearts.org](mailto:Kevin@tallahasseearts.org) for approval by Leon County administration prior to publication, dissemination, or release to the public.
14. Organization must include logos and hyperlinks to COCA and Visit Tallahassee on their websites.
15. Applicants are encouraged to attend a Cultural Tourism Marketing workshop or attend a personal consultation with COCA's Marketing Director.
16. Applicant may not request funding for the same expense item in both the COCA Cultural Tourism Marketing Grant and the COCA Cultural Grant Program applications.

### **How much funding can my organization receive?**

Each eligible organization can apply for and receive up to \$3,000.

### **How can the grant funding be spent?**

Funding must be spent to promote and advertise tourism-related arts or cultural events in Leon County.

Examples of eligible opportunities may include, but are not limited to: • Media Placement and Production (Print, Online, Broadcast, and Radio) • Printed Materials • Tradeshow Registration Fees and Booth Rentals • Video/CD-Rom/DVD production • Public Relations/Media Communications • Promotional Items • Website Development • Graphic Design

#### **Some examples of eligible advertising and promotional mediums include:**

Radio, newspaper, or magazine advertisements that will reach outside of Leon County market (*Southern Living, USA Today, etc.*)

Outdoor billboard placement (outside of Leon County)

Online advertisement and/or promoted posts (YouTube, Facebook, etc.)

Advertisement with local media outlets with reach outside of Leon County (*Tallahassee Democrat, WFSU, Tallahassee Magazine, etc.*)

Advertisement in trade publications or journals

Website

Flyers and/or brochures (for distribution outside of county or visitors to Leon County).

### **When can grant funding be spent?**

All grant funding must be spent during the grant period: October 1, 2016 - August 31, 2017.

### **What expenses are not eligible for funding?**

1. Project activities that do not meet the eligible uses of the Florida Statutes 125.5(a)(3).
2. Existing deficits
3. Lobbying

4. Educational conferences, advocacy program and membership dues
5. Travel expenses, including accommodations and non-public relations or marketing related transportation (Travel to and from meetings will not be reimbursed)
6. Employee salaries
7. Food or alcoholic beverages
8. Expenses associated with programs outside of Leon County
9. Projects or events that are extensions of training or academic programs
10. Scholarships, awards or cash prizes
11. Benefits, galas and projects planned primarily for fundraising
12. Loans, interest on loans, fines, penalties, costs of litigation or items for resale
13. Problems that result from inadequate planning or budgeting or unsuccessful fundraising
14. Projects or activities which have a primary purpose that is religious. Religious organizations or groups closely affiliated with religious organizations may receive funding if all the following conditions are met:
  - a. The funded program has a secular purpose
  - b. The primary effect of the funded program does not advance or inhibit any religion or religious activity
  - c. The activity is open and advertised to the general public
15. Office supplies or administrative costs not directly affiliated with grant program
16. Equipment (except rental costs directly affiliated with the funded project or program)
17. Capital building expenses
18. Meals, refreshments and/or catering expenses

### **How to apply:**

1. Applicants are encouraged to attend a Cultural Tourism Marketing workshop, or, if unable to attend, to schedule a marketing meeting with COCA's Marketing Director, Erica Thaler.
2. Applicants must submit the application form to COCA by 5 PM August 15, 2016. Applicants must submit one electronic copy and one paper copy of the complete application.
3. Grantees must submit a final report which will include an itemized media invoice (and receipt) reflecting date, description, and dollar amount of all marketing-related expenses by August 31, 2017. Applicants must also return any unused or unreported funds to COCA by August 31, 2017. At the time of their final report, applicants must submit proof that the project was implemented. Documentation can include any of the following:
  - Original ad placement tear sheets for print advertisements
  - Broadcast log reports indicating actual broadcast times and dates
  - Screenshots for online banner advertisements
  - Billboard photographs showing content

### **How will applications be scored? How will funding be awarded?**

A panel of 3 volunteer panelists will independently review and score each application.

Applications will be evaluated on a series of criteria (see rubric below).

Applications will be ranked according to the total average of panelist scores. Funding will be disbursed according to ranked score.

## **What is the scoring rubric?**

The following criteria will be used to evaluate grant applications.

1. Completeness, and excellence of marketing grant proposal 20%
2. Proposal will enhance the organization's marketing efforts and mission 20%
3. Event, venue or program represents and helps to promote Leon County as a desirable tourist destination 20%
4. Organization has an effective plan to track results of marketing efforts through audience surveys and/or other methods 20%
5. Organization has a strong and effective marketing plan 20%

Applicants will receive a score of 1 (poor) – 5 (excellent) in each of the categories described above. Each of the panelist's scores will be averaged together to produce the final, ranked score which an applicant receives. The highest possible score an applicant can receive is 25.

## **How will funding be allocated?**

Applicants will be recommended for funding based on their score.

Applicants can receive a maximum score of 25.

Below is the funding formula used to determine the recommended maximum funding for requests. Keep in mind, these formulas are guidelines, not guarantees. They may require adjustment at the discretion of COCA's Board of Directors in response to changes such as local government funding of the grant program.

Applicants who receive an average score of 20-25 will be recommended for 100% funding.

An average score of 15-20 will be recommended for 90% funding.

An average score of 10-15 will be recommended for 85% funding.

Applications which receive an average score below 10 will not be recommended for funding.

Available funding will awarded beginning with the highest average score and continue, from highest to lowest average score, until it is no longer possible to fund the next highest-scoring proposal at the formula level due to exhaustion of funds. The remaining funds will be allocated to the next highest scoring proposal. (If this amount is insufficient to carry out the proposal, the applicant may decline the funding, and the remaining funds will be given to the next applicant on the ranked list of funding proposals).

In the case of a tied score, the organizations with identical scores will be awarded the full amount of their recommended funding until all available funding runs out. In the case of a tie when available funding runs out, then the organizations with an identical score will share the remaining funds evenly.

## **What happens after your grant request is approved?**

Once COCA has received the signed agreement from the applicant, processing of the grant award begins. The award is paid out in one, single installment after receipt of the signed grant

agreement. The tentative date for release of marketing grant funds is approximately October 15, 2016.

**Final Report:** The grantee is required to submit a Final Report summarizing the completed project and detailing the use of the grant funds. For each expense, copies of invoices or receipts and cancelled checks are required as documentation for the grant amount spent.

## **Appeals**

Any applicant wishing to appeal the outcome of panelist funding recommendations may file a letter of appeal within 72 hours of final notification of the grant awards. Please limit the appeal request to a two-page letter and must include documented evidence that your request was denied based on gross misconduct, error, or misinterpretation. Appeals will be reviewed by COCA's Board of Directors. In addition, suggestions regarding the grant program's policies and guidelines are welcomed year round. The grant program is reviewed annually with collaboration of a public task force and all applicants are encouraged to participate in the process.

## **Questions**

If you have any questions about these guidelines, the application process, or anything related to the Cultural Tourism Marketing Grant Program, please don't hesitate to contact COCA's Grants Program Manager, Kevin Carr, at 850-224-2500 or via email at [kevin@tallahasseearts.org](mailto:kevin@tallahasseearts.org).

# FY17 Cultural Tourism Marketing Grant: Certification Page

Name of Organization \_\_\_\_\_

Amount Requested \_\_\_\_\_

Name of Organizational Contact \_\_\_\_\_

Contact email \_\_\_\_\_

Contact phone number \_\_\_\_\_

**Is your program and/or venue accessible and ADA compliant?**

Yes \_\_\_\_\_ No \_\_\_\_\_

**Eligibility Checklist:**

- My organization is a 501c3, not-for-profit, or operates under the FEID number of a part of the State of Florida, Florida State University, Florida A&M University or Tallahassee Community College.
- My organization has arts and/or history as its primary purpose.
- My programs take place in Leon County.
- My organization has been producing programming for at least two complete fiscal years.
- My event/program/venue is open and fully accessible to the public and is compliant with ADA regulations.
- My organization has not applied for, and is not currently receiving, funding from Leon County or the City of Tallahassee in FY17 for the marketing expenses items described in this application.

**Certification**

By submitting this application, I certify that I am the authorized official or a delegated representative of the applicant and that the information contained in form is true and accurate to the best of my knowledge. Further, I certify that my organization meets all of the stated requirements in the eligibility checklist listed above.

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**Signature:**

**Date:**

---

**Print name:**

**Title:**



# **FY17 Cultural Tourism Marketing Grant: Application**

Please answer each of the following 6 questions. All questions below must be answered in order for your application to be considered for grant funding. Your completed answers may not exceed 6 total pages, and may not include any images, media, or other graphic design.

Applications may be submitted as a PDF or Word document. Applicants must submit one electronic copy and one paper copy of both their application and their signed certification page by 5PM on Monday, August 15.

1. Briefly describe your organization.
2. How will you use the Cultural Tourism Marketing Grant funds?
3. How will your proposal enhance your current marketing efforts and organizational mission?
4. How does your organization's event, venue or program(s) help to promote Tallahassee/Leon County as a tourist destination?
5. How will you measure the success of this marketing proposal? Please include an evaluation plan for your marketing campaign.
6. Please provide a detailed description of your organization's marketing plan (beyond just this proposal).

## FY17 Cultural Tourism Marketing Grant Panel Meeting

Application #	Organization	total average score	requested funding amount	recommended percentage of funding	recommended grant funding amount
MG2017-12	Opening Nights	24.33333	\$ 3,000.00	100	\$ 3,000.00
MG2017-06	FSU Challenger Center	23.66667	\$ 3,000.00	100	\$ 3,000.00
MG2017-03	Artist Series of Tallahassee	23.33333	\$ 3,000.00	100	\$ 3,000.00
MG2017-10	LeMoyne Center for the Visual Ar	23	\$ 3,000.00	100	\$ 3,000.00
MG2017-08	Goodwood Museum and Gardens	22.66667	\$ 3,000.00	100	\$ 3,000.00
MG2017-18	Tallahassee Museum	22.5	\$ 3,000.00	100	\$ 3,000.00
MG2017-19	Tallahassee Symphony Orchestra	22.5	\$ 3,000.00	100	\$ 3,000.00
MG2017-04	Asian Coalition	22.33333	\$ 3,000.00	100	\$ 3,000.00
MG2017-14	Tallahassee Bach Parley	22.33333	\$ 3,000.00	100	\$ 3,000.00
MG2017-07	FSU Museum of Fine Arts	21.66667	\$ 3,000.00	100	\$ 3,000.00
MG2017-11	Mickee Faust	21.66667	\$ 3,000.00	100	\$ 3,000.00
MG2017-13	Southern Shakespeare Company	21.33333	\$ 3,000.00	100	\$ 3,000.00
MG2017-16	Tallahassee Civic Chorale	21	\$ 3,000.00	100	\$ 3,000.00
MG2017-22	Word of South	20.5	\$ 3,000.00	100	\$ 3,000.00
MG2017-21	Theatre Tallahassee	20	\$ 3,000.00	100	\$ 3,000.00
MG2017-01	621 Gallery	19.66667	\$ 3,000.00	90	\$ 2,700.00
MG2017-02	African Caribbean Dance Theate	19.33333	\$ 3,000.00	90	\$ 2,700.00
MG2017-05	Capital Chordsmen	19.33333	\$ 1,500.00	90	\$ 1,350.00
MG2017-09	John G. Riley Center and Museu	18.5	\$ 3,000.00	90	\$ 2,700.00
MG2017-15	Tallahassee Ballet	18.33333	\$ 3,000.00	90	\$ 2,700.00
MG2017-17	Tallahassee Community Chorus	18.33333	\$ 3,000.00	90	\$ 2,700.00
MG2017-20	Theatre with a Mission	16.66667	\$ 3,000.00	90	\$ 2,700.00
			\$ 64,500.00		\$ 62,550.00



# CARVING OUT A NEW LIFE

CHAINSAW ARTIST  
JOHN BIRCH  
MAKES THE ORDINARY  
EXTRAORDINARY

AMANDA SIERADZKI  
COUNCIL ON CULTURE & ARTS

**T**ree Fort King. That was the title artist John Birch once laid claim to in his early years growing up in Miami. Neighborhood children would stop by once a month to see the newest additions to his two-story tree forts. One boasted running water and electricity thanks to a nearby garden hose and extension cord while the other's wall-to-wall carpeting provided a cozy hollow for wintertime.

A rope bridge connected them by foot, or Birch could slide down a home-made zip line on a pair of bicycle handlebars. He thought of everything, reclaiming wood, nails, windows and more from the materials his father brought home. Being the son of a contractor taught him the ins and outs of a toolbox, and his imagination never tired.

"I was always crafty," admits Birch. "At 12 years old I enjoyed inventing things, so I could use almost any tool though I don't think I ever used a new nail. I'd pull them out, straighten them, and then re-use them."

Recycling materials remains at the core of Birch's artistic interests. Since moving to Tallahassee at 18 years old, he's worked as a computer technician for the Florida legislature and as a specialist for Hanger Prosthetics and Orthotics, as well as having completed a number of jobs as a local craftsman and carpenter. His most notable title now, however, is chainsaw artist, repurposing the every day into the extraordinary.

Wowed by a fellow carver, Birch quickly found a new niche, and picked up his own electric chainsaw. His first piece came to him after seeing a branch sticking up from the firewood. Citing the tenet of subtractive art, Birch removed everything that wasn't part of the sculpture in order to reveal the image inside. Many hours later, he came into the house to show his wife the wooden hand that had emerged.

See Artist, Page 4D

## IF YOU GO

**What:** Chainsaw Art by John Birch  
**Where:** Times vary  
**Where:** 200 W Park Ave, LeRoy Collins Leon County Public Library  
**Cost:** Free  
**Contact:** For more information visit <https://www.facebook.com/sculpturesbyjohnbirch>.

AMANDA SIERADZKI  
**ABOVE:** Chainsaw artist John Birch perches atop his sculpture at the LeRoy Collins Public Library.





# Artist

Continued from Page 1D

"There was a Representative who actually took it into the chambers," smiles Birch, who was working for the legislature at the time. "When he had something to say, he'd raise the hand."

Self-taught with a great appreciation for art, Birch's carpentry skills inform his approach to woodcraft. He delights in three-dimensional work versus drawing on a page and uses mathematics to calculate proportions. Defining his art as practical, the outside world is his studio. He often carves in his yard, putting up a tarp overhead so he can work rain or shine.

Committing to his craft full-time for the past few decades, Birch's work is regularly commissioned by schools and churches around town. He's carved a dragon that traveled to Cincinnati, Ohio, while smaller works, like intertwined engagement rings, find their way as gifts to newly wedded family members.

Abstract works are done in his leisure time, and Birch doesn't feel constrained to any one category as far as subject matter goes. He reads each tree, evaluating cracks or other foreseeable issues, and sometimes draws with his chainsaw.

"Most people when they hear chainsaw carver, they're thinking of bears," jests Birch. "On my waiting list, I've got a manatee, a bulldog, something Seminole-related like a hand throwing a spear. You have to keep an open mind in regards to what you're going to carve or what you're going to do."

Birch gets a notion for what a particular branch may become, and for Trinity Catholic School, he knew a trunk with two extending branches would serve as a fine guardian angel. Another favorite piece is the good shepherd at Good Shepherd Catholic. Birch sees carving as a way of using his talents to pay goodwill forward and give back to the community.

One work, now 19 years old, can be found covered with giggling children at Creative Pre-school on Sharpe Street. The large piece shows a train coming out of a tunnel and leaving the tracks. Overhead is a rainbow with a smiling sun, the preschool's logo. Birch has a story behind this work, with the tunnel representing Creative Pre-school, and the children riding a train outwards and up into the future.

"It gets played on every day and that's what I love about it," says Birch. "When it's not raining you'll have parents sitting down on benches and the kids climbing all over it. One of my sons was a year and

half old when I carved it, and he played on it."

Wood integrates these sculptures in their environment, and Birch says one of the main advantages to working with lumber is that it's always readily available. Most of his work is commissioned, garnering his reputation in the community for making long-lasting sculptures. Live oak is Birch's preferred medium and has proven to last, though he also uses cypress, pine and red cedar.

In addition to his trusty chainsaw, Birch uses King Arthur's tools and is one of 12 published artists in the local shop's book collection. Specifically, he uses angle grinders, die-grinders, and a tool they call "Merlin." Mostly he has learned by trial and error, but apprenticed for a time with the late Ralph Hurst who taught him how to sculpt stone. When it comes to safety, Birch stresses wearing earplugs, gloves, eye protection and long pants. Within his artistic process, he's just as meticulous and even describes himself as cautious.

"At least 70 percent of my time at the beginning of a project is spent making a few cuts and then walking around the tree," says Birch. "I've learned to start at the top and go down. Often I'm carving and thinking about what I'm going to do next or solving a problem that I'm going to have."

When the city announced that the ailing antebellum live oak at LeRoy Collins Public Library needed to be cut down, Birch was asked to commemorate the tree with a sculpture. The venture prompted him to take on his largest challenge yet, as he's been working on the 160-year-old oak since early February. At first, a large spot filled with rot posed a problem until a late-night brainstorm gave Birch the idea to make the tree hollow.

So far, sculpted bark exaggerates wavy movement, while the beginnings of a bookshelf and a peeking face are starting to appear. As work progresses, the public is welcome to come watch Birch in his last stages of the project. Next, he'll be carving an eighth-grade boy reading and leaning against the tree, and a fifth-grade girl who will stand in none other than a tree fort.

"She's going to be proud as can be in a construction hat with nail apron and hammer, standing in the tree fort that she built," describes Birch. He considers the transformation of the oak, and its newest incarnation. "This live oak was a beautiful tree. Everything has its lifetime, and its was over."

Though he points out it's all a matter of perspective as this oak finds its storied end. Enconced in scaffolding, Birch beams, the Tree Fort King once more.

Amanda Sieradzki is the feature writer for the Council on Culture & Arts. COCA is the capital area's umbrella agency for arts and culture ([www.tallahasseearts.org](http://www.tallahasseearts.org))



A carved hand at John Birch's job site at the library.

AMANDA SIERADZKI



## Sight-distance restrictions are spring hazards



**Philip Stuart**  
GUEST COLUMNIST

Some meteorologists are reporting spring has arrived early in Tallahassee this year. My guess is, given the incredible dynamics of our weather, spring has arrived exactly as it should. But we shouldn't let our spring beauty become somebody else's demise by creating a sight distance restriction for an unsuspecting motorist's view of approaching traffic.

Beautiful spring flowers, shrubs, tall grass and lush foliage are making a fantastic presentation on the east side, west side, "all around town," but some of this beauty is capable of creating overnight sight distance restriction intersections; where there was a clear unobstructed line-of-site yesterday, today we can see the traffic coming from our left.

We wouldn't want to change a thing, except we must keep our exploding florals trimmed necessary for the safety of all. That way, all able to enjoy the absolute beauty springtime Tallahassee has to offer. The many travelers appreciate the character and charm of Florida capital city without being killed at a blind intersection one night.

Even worse are man-made sight distance restrictions that can cause motorists to become traffic crash statistics. One thing that creates a situation for drivers unable to see approaching vehicles at intersections is a vehicle parked close to the intersecting street.

Florida Statute 316.1945 is the governing law in place to keep a clear line of sight to all traffic wishing to enter an intersection. Yes, the statute covers that too. It's against the law to park on the railroad tracks. Good grief, we need a law?

There is another man-made sight distance restriction that should never happen. I refer to the placement of grade message signs so close to the intersection to present a hazard to motorists. Whether the sign is for advertising, potholes or road work, we all have a duty to keep our streets safe to navigate.

If you put a sign on your property or plant big beautiful flowering azaleas, or install a modern day neighborhood mailbox designed as big as my first apartment, get in your car and drive through the streets that might be affected by your recent handy work and satisfy yourself you haven't created a sight distance restriction for motorists using those streets.

There is a large commercial real estate sign on the southwest corner of Marriott Drive and Park Avenue which, by calling the telephone number on the sign, I have asked to be relocated further south so not to restrict the west line of sight of a driver on Marriott approaching Park Avenue from the south. But the sign hasn't moved yet. I ask again: please relocate your sign.

Very occasionally, a state trooper may be called to investigate a traffic crash in a town or neighborhood. If I received instructions to do so I would always survey the area for any environmental contributing factors, specifically sight distance restrictions. If any existed, I made that part of my written crash report so that courts and insurance companies would understand any mitigating circumstances that should be considered in a civil case.

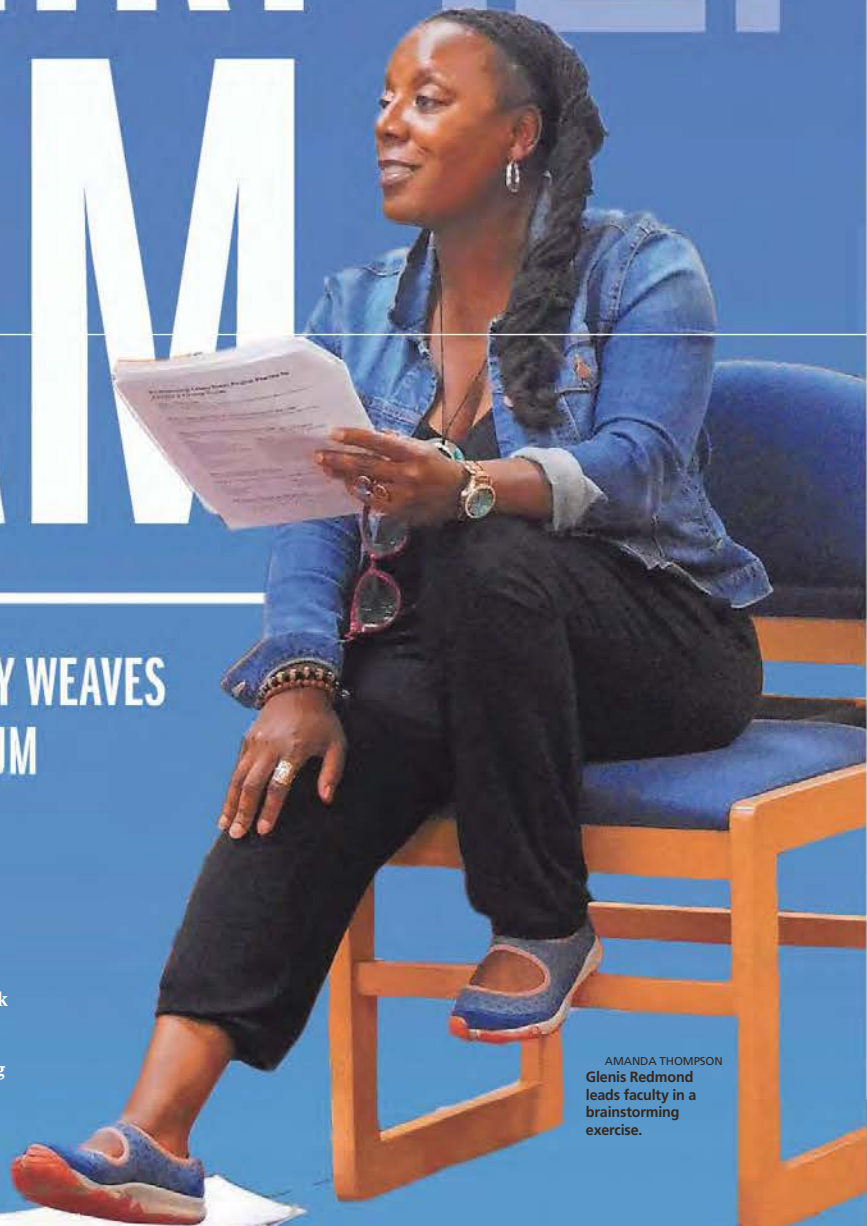
While driving in and around Tallahassee, you should encounter any of these obstructed views. Please write to me and let me know where a hazard exists.

Philip Stuart is a retired Florida State Trooper. Send questions and comments about Tallahassee roads and traffic to him at [crashsites@embarqmail.com](mailto:crashsites@embarqmail.com).

SCHOOL & FAMILY

# POETRY JAM

LOCAL



## APALACHEE TAPESTRY WEAVES ART INTO CURRICULUM

AMANDA KARIOTH THOMPSON  
COUNCIL ON CULTURE & ARTS

**S**tudents are settling into the new school year, but getting there requires a lot of preparation. Parents and kids gather supplies and pick out new clothes. Families rehearse the morning routine to make sure everything runs smoothly. Students fret over their class schedule and if they'll make new friends. For many, it's an exciting time, even if it comes with a dash of nerves.

See POETRY, Page 2C

AMANDA THOMPSON  
Glenis Redmond leads faculty in a brainstorming exercise.



**Brickyard Farmers Market:** A new Farmers Market has formed at The Centre of Tallahassee's Brickyard next to Dreamland BBQ. Local farmers offer seasonal, local fruits

authors and poets read from their latest books, and regional artists show their arts and fine crafts. 9 a.m.-2 p.m. Ponce de Leon Park, Monroe St. (U.S. 27 south of I-10) and Park Avenue. Page : C02

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Difficulty Level \*\*

# Poetry

Continued from Page 1C

It's no different for teachers and in the week before school, there's a flurry of activity for local educators. Aside from setting up their classrooms and gathering their own materials, teachers attend countless faculty meetings and training sessions, including those focused on integrating the arts across the curriculum.

For more than 15 years, teachers at Apalachee Tapestry Magnet School of the Arts (ATMSA) have committed to a campus-wide model of arts integration and the school has been recognized for their innovative practices. One such recognition comes from none other than the John F. Kennedy Center for the Performing Arts in Washington, D.C.

Tapestry and Opening Nights Performing Arts at Florida State University have been designated as Partners in Education by the Kennedy Center which provides free professional development in arts integration. To kick off the school year, Opening Nights brought nationally celebrated poet and teaching artist Glenis Redmond to ATMSA and she showed teachers how to take poetry off the page.

During a two-day session, faculty members learned how brainstorming can lead to poems layered with imagery and metaphor, then they practiced strategies for performing those poems.

"When you work with teachers, you expand your reach exponentially," Redmond said. "I have activities and exercises but it's not about that. It's about the journey and what happens on the journey. I want teachers to find out how this works for them and their students and where can they take it."

For more than two decades, Redmond has been a proponent of arts integration. "The arts saved my life and that's why I walk in the world as I do, as a champion of the arts." At a very young age, Redmond recognized the power of storytelling and, over the years, her conviction has deepened.

"When we tell our stories, personally and collectively, it brings the walls down. It allows you to walk in someone else's shoes. Art creates space that we need to move around in. Our world can get so tight in places and we need those margins so we can see others."

Expansion for empathy is an idea that first-year teacher Tiffany McClary Lockwood can get behind. "I love Glenis. To hear her poetry and to understand that you have to know yourself and honor these students for who they are and understand that they have a lineage is impactful."

A recent graduate of FAMU, Lockwood could barely contain her excitement to be teaching 4th grade at ATMSA. She said that though she is an extrovert and has theater experience, as a kid "I was one of those students who really dreaded poetry, literature, and writing, I was intimidated and I didn't raise my hand. My home had no books, no print rich environment, nothing. Experiencing how to integrate that into my classroom is an eye opener."

First-grade teacher Meghan Howell already has five years of classroom experience under her belt. She loves her students because "they're blossoming as readers but at the same time, they're blossoming as writers." In that regard, Redmond's workshop was especially helpful for Howell. "We are an arts magnet school, and I, myself am not an artist," acknowledged Howell. "Going to workshops like these gives me tools to be able to integrate the arts into my classroom."

Along with high-quality professional development, the support of strong administrators is critical to successful arts integration. Tapestry Principal Iris Wilson is a tireless champion for the creative development of her faculty and students. "The teachers understand that this is important. They've seen the impact first hand of how much better our children are doing, especially when seventy percent of our children made learning gains, the highest in the district. That's attributed to the fact that we integrate the arts."

Though the arts are infused from kindergarten to fifth-grade



AMANDA THOMPSON

**Glenis Redmond offers writing suggestions to faculty members.**



classrooms, ATMSA also has an expert team of arts educators who teach a wide variety of arts specific courses including band, guitar, orchestra, dance, visual art, and theater. Wilson explained that the Tapestry model "brings together our art specialists and the classroom teachers and puts them on the same accord. It's art for art's sake as well as art for our children's sake."

It is for the world's sake that Redmond had committed herself to arts education. "I say everyone has poetry in them, you don't have to be a poet. Everyone has a story and let's tell our stories, whatever art form it is. Visual arts, dance, music, all of this tells us who we are collectively," Redmond said. "We cannot ignore that part of us and think that we can go forward. Listening to our students, listening to our children, is really powerful because they have a lot to say. They gain their voice through art. We must empower them to speak because that's where they gain their momentum."

*Amanda Karioth Thompson is the Education and Exhibitions Director for the Council on Culture & Arts. COCA is the capital area's umbrella agency for arts and culture (www.tallahasseearts.org).*

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# Limelight

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Continued from Page 1C

It's rated PG-13. Visit

Fine Arts, corner of Copeland and Call streets. It's free and open to the public.

**THE 'TIDE' IS COMING IN:** Go coastal when "Catch the Tide: Watercolors by Harold Griner" opens with a reception starting at 6 p.m. Friday at The LeMoine

streamed live at <http://wfsu.org/5browns>.

**GET BACHMANN:** Singer-songwriter Eric Bachmann, of Archers of Loaf and Crooked Fingers fame, will select tunes from the span of his career and from his now self-titled album when he cranks up



Tallahassee-Leon County Office of  
**ECONOMIC VITALITY**

Grow. Innovate. Experience.



# ECONOMIC DEVELOPMENT STRATEGIC PLAN

October 12, 2016

**Prepared by:**



**VISIONFIRST ADVISORS**

STRATEGY | ACTION | RESULTS

A SUBSIDIARY OF BUTLER SNOW LLP

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## Preface

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Recognizing the need to invest in and cultivate the evolving economic development landscape, Tallahassee – Leon County, the County and City Commissions approved a voter referendum which made it the second community in Florida to include economic development as part of a sales tax initiative. Along with the funding comes a new framework for economic development that will shape the community’s future business environment and sustain long term economic vitality.

Tallahassee-Leon County is asset rich with a myriad of supporting organizations, partners, community stakeholders and planning bodies each with its own set of approaches that often directly and indirectly influence economic development. The strategic plan on the following pages focuses on aligning those resources to better optimize what the area affords and providing opportunity for all.

Notably, this plan would not be as robust without the more than 1,100 citizens and leaders who have provided input to VisionFirst Advisors about the future of economic development. The feedback, combined with research and our team’s combined 90 plus years of economic development experience has all been integrated into the goals, objectives, strategies and tactics on the following pages. To that end, the plan serves as the guidepost for the community and carried out by the newly created Office of Economic Vitality (OEV). It will enable the OEV staff to initiate a new and comprehensive strategic direction to truly transform the face of economic development in the community. It is not just a plan to fund programs.

As the plan is rolled out, it is imperative that all understand it is a “crawl, walk, run” approach that is designed to parallel the ramp up of the OEV. The challenge will be moving quickly to implement immediate strategies and tactics while at the same time developing a system and process that supports a holistic approach to economic development – something that has never been done in the community. The plan provides a structure for continued feedback from stakeholders to support economic development competitiveness providing greater alignment of resources and maximizing efficiencies.

It is important to note that the strategies delivered in this report are designed to accommodate ever-changing market conditions and political cycles. It is a plan that should be implemented with a laser-like focus and without hesitation to bring together all partners, stakeholders and organizations under a common purpose for the betterment of the community.

We understand the task ahead of you and know it will not be easy, as few meaningful undertakings are. But we are optimistic about this new focus on economic development in Tallahassee-Leon County – our hometown. The community is fortunate to have leadership engaged, wanting to build a vibrant economy for generations to come. We look forward to being involved in the implementation and appreciate your selection of VisionFirst Advisors to assist you in this endeavor.



Gray Swoope  
President & CEO, VisionFirst Advisors

## Executive Summary

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Tallahassee-Leon County is ready.

Like few communities we have encountered in more than 30 years of economic development experience, the community has aligned its resources to create the infrastructure necessary to support economic growth. Needed assets and partner organizations exist, and the challenges identified are surmountable. Now is the time for considered action and leadership.

Using this plan as a springboard, it is imperative for the community to position itself for economic opportunity bringing together all of its assets, resources and stakeholder organizations to overcome existing challenges, working collaboratively towards a common objective.

Tallahassee-Leon County is noted for its strong infrastructure, culture, natural resources, diversity and the presence of a vibrant creative class. Among its many assets, it has an international airport, two world-class universities and college, a significant public–sector presence along with an involved private-sector business base. Despite unique advantages, the area holds the perception of being unfriendly to business, isolated, economically segregated and with high crime rates. Maybe even more daunting to those challenges is a lack of a unified vision about what a successful economic development strategy looks like for Tallahassee-Leon County.

Engaged in the process there exists a very vocal set of stakeholders with their own definition of economic development that is seen through the lens of their organization’s objectives. As a result, the community’s past economic development efforts appeared disjointed and with little indication of success. Tallahassee-Leon County has become a community that has seen tactical success with little strategic progress.

### Citizen Engagement

To provide support for future economic growth, in 2014 Tallahassee-Leon County residents voted overwhelmingly to approve a one cent sales tax which devotes 12 percent to economic development, estimated to produce \$90.7 million over the next 20 years. Understanding the enormity of the opportunity for transformational change to occur in economic development, created by the dedication of 12 percent of sales tax revenue, and to support, sustain and propel collective economic development efforts, a new model and approach to economic development was required. In addition to citizens’ vote, City and County Commissioners pledged that they would provide opportunities for citizen input in setting up the economic development administrative structure, strategies, programing, projects, initiatives, et.al.

### Leadership Guidance

On February 29, 2016 the Intergovernmental Agency (IA) directed the County Administrator and City Manager to establish the Tallahassee-Leon County Office of Economic Vitality through a consolidation of the City and County economic development offices within the IA structure and under the Department of Planning, Land Management, and Community Enhancement (PLACE). The Office of Economic Vitality brings together all the programs and divisions that support the long-term economic health of the community under one manager. These programs and divisions include: Minority/Women and Small business Enterprise, Research, and Business Analytics. Both the City and County Commissions are committed to working collaboratively with the community’s economic

development partners to achieve mutual goals. A point each emphasized be addressed in this Strategic Plan.

## Research & The Voice of the Community

A key step in the development of this Strategic Plan was the process of listening to the voice of the community. In all, over 1,100 individuals participated in some way to provide feedback, input and ideas for the Plan. Fifty in-person interviews and seven facilitated discussions – personally reaching more than 400 people – were held to gather key stakeholder input from local leaders, community advocates and business executives. In addition, a community survey was developed with the OEV staff to gather input from residents on where they would like to see the city/county focus its economic development efforts over the next five years, types of industries that should be recruited as well as suggestions on retaining talent and developing entrepreneurs. More than 700 residents provided input using the survey. The same survey was provided at a breakout session at the Tallahassee Chamber of Commerce Conference and garnered an additional 150 responses.

Some of the key takeaways from these interviews, groups meetings and the survey were:

- Overall, residents are supportive of expanded growth in industry but believe in strong support for local entrepreneurs and maintaining the quality of life.
- Over half of the survey respondents feel either positive or extremely positive about the recruitment and growth of new industry and businesses to the community with the majority supporting the growth of home-grown/local entrepreneurial businesses and almost two-thirds wanting to see the growth of advanced manufacturing in the area.
- In addition to a preference to support entrepreneurialism, most want economic development to maintain the balance between quality of life and the types of businesses that it chooses to grow, expand and recruit with just over half wanting to see Tallahassee-Leon County home to new, larger companies beyond universities, non-profits and state government.
- In addition to the many positive assets identified through the conversations, a number of challenges and opportunities were identified that need to be addressed:
  - a. Presence of institutionalized silos.
  - b. Lack of a common definition and lack of shared vision for economic development in Tallahassee-Leon County.
  - c. Limited access to capital for business formation.
  - d. Reliance on public sector (government and universities); opportunity for diversification of the economy.
  - e. Need to integrate business leadership into the economic development process.
  - f. Opportunity to better leverage technology and research assets as a draw for private-sector businesses.
  - g. As the Airport progresses with its master plan improvements, the opportunity exists to better leverage it as an economic development tool.

Finally, VisionFirst Advisors also conducted high-level research comparing Leon County to five other counties with certain similarities making comparisons across population, the talent pipeline, employment and industry and living and travel trends. All of this information was assimilated, reviewed and considered giving context as VisionFirst outlined a strategic course of action.



## Defining Economic Development in Tallahassee-Leon County

It is important to establish a common understanding of what economic development means in Tallahassee-Leon County. Only by uniting all of the stakeholders under one common understanding will the community be able to marshal the strength of the area's assets focused toward a single objective. A more specific and unifying definition of economic development for the community that should be carried forward is:

***A coordinated course of action across all local assets and resources to facilitate the development, attraction and cultivation of innovative businesses and associated job creation to position the economy for sustained, directed growth raising the quality of living for the citizens of Tallahassee-Leon County.***

In addition to those activities associated with traditional economic development, this definition is broad enough to take into consideration opportunities for economic expansion by better leveraging cultural, natural and arts assets to foster an ecosystem that initiates and nurtures new home-grown, innovative and inclusive businesses.

## Coming Together to Achieve a Common Purpose

In the past, the lack of a consistent definition of economic development led stakeholder organizations to define the community's efforts in a way intended to advance each organization's mission. All the organizations and stakeholders interviewed have well-intended purposes but without an agreed-upon strategic direction. Efforts are diffused and fragmented, and the city and county have become ineffective in delivering an economic development program with desired outcomes.

The need exists for an overarching imperative that will inspire others to partner with the OEV for the community's success and economic growth. With a plan of this scope, and OEV's small staff, the ability to implement all strategies and to sustain recommended programs is impossible. The organization must collaborate across the economic development ecosystem to leverage the strengths and assets others bring to the table. Most importantly, the OEV must build mechanisms that will assist these ecosystem assets and resources to work with one another to arrive at a common destination.

A single core purpose – which resonates with OEV staff, with city, county and state leadership, and with stakeholders who have a role in the economic picture of Tallahassee-Leon County, as well as with the broader community – is needed to focus the collective efforts and to provide a clear course of action, milestones and a means of knowing when the community has arrived at its destination. It must define actions that will be transformational to the community, and it must be authentic to Tallahassee-Leon County. VisionFirst suggests the following aspirational core purpose:

***We grow innovation! Tallahassee-Leon County is the model to which other communities look in orchestrating new and existing programs into an optimal infrastructure and collaborative ecosystem for fostering idea generation, business formation and sustainable growth.***

All those involved whether staff, elected officials or volunteers should be clear as to the core purpose for economic development in the community and use it as the “north star” to remain on course in all efforts to grow the economy.



### Overarching Strategic Plan Goals & Recommended Strategies

Communities aspiring to grow businesses and increase their employer base across a number of strategies and sectors must look to build a foundation of resources that supports new and growing businesses, expansion of established business and attracting businesses looking to locate. Seldom will a business locate based on quality of life features alone.

Implementation of an economic development strategy needs to be focused to be effective. Therefore, the primary emphasis of this plan and its overarching goals seeks to build upon the community’s resources and infrastructure to strategically focus the community to grow jobs, create businesses and build a collaborative network to expand economic opportunity.

The effectiveness of any economic development entity is predicated upon its ability to identify clear goals, decide on priorities within the goals and develop measurable strategies for achieving them. Simultaneously, the entity must identify any challenges that may impede the ability to achieve its goals and fulfill its mission. The most successful economic development entities are always adapting to ever-changing market conditions and place a premium on responsiveness to the customer.

The Strategic Plan identifies four overarching goals and within each are suggested strategies with corresponding immediate, mid-term and long-term tactics and metrics.



I. Goal One envisions a new collaborative economic development program of work that stimulates economic expansion in the city/county across all unique opportunities for growth, specifically across six key economic development Initiatives. Each initiative carries a full array of strategies and tactics designed to make incremental progress towards fulfilling each initiative.

- Business Formation
  - Entrepreneurialism
  - Economic Inclusion
- Technology Transfer & Commercialization
- Business Retention & Expansion

- Business Recruitment
  - The Creative Economy
  - Talent Development
- II. Goal Two recognizes the need to better position and promote Tallahassee-Leon County as a business generator, an ideal location to start and grow a business. Associated strategies are recommended to develop a business brand for the community and to communicate its benefits to key audiences.
- III. Goal Three looks both to better identify, understand and marshal all available assets, organizations and resources towards common economic growth objectives and to outline a model that encourages collaboration among the many entities impacting the economic development.
- IV. Goal Four looks at long-term, fiscally responsible allocation of resources to achieve today's goals as well as to provide a foundation for future growth. This goal considers the need for transparent and accountable allocation of resources, setting aside funds for shifting market needs and unanticipated opportunities for growth as well as prudent investments that expand and sustain the ecosystem.

Each of the goals, along with associated strategies, tactics and measures are represented as action plans with space indicated for assignment of OEV staff and/or other organizations that might play a role in the execution of each strategy.

Tallahassee-Leon County is ready - but without purposeful, measured action and intentional collaboration, desired economic growth and diversification will continue to elude the community. The proposed strategies that follow provide a starting point for such purposeful action.

## I. Overview & Approach

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Tallahassee-Leon County stands at the threshold of unbridled opportunity. Understanding the importance of the economic development funding entrusted to them by the taxpayers, leaders of both the City of Tallahassee and Leon County recognized the need for a long-term, measurable and achievable plan to drive the community's economic development efforts. As a first step, the City of Tallahassee and Leon County have come together to align economic development efforts in business development, minority business programs and entrepreneurial support under the new Office of Economic Vitality (OEV). Today, the OEV is moving forward to provide this broad range of services under a common umbrella with the goals of boosting innovation and entrepreneurship as well as attracting, expanding, retaining new and existing companies.

With this new structure, it is imperative for Tallahassee-Leon County to position itself for the next wave of economic opportunity – to seize the potential of all the strengths the community enjoys. The strategies undertaken must be specific and targeted, forward thinking yet realistic. It cannot be accomplished within the existing silos that have been pervasive in the community's past efforts.

Using this plan as a springboard, business and community leaders must come together, with one voice, to build on the area's many assets, leverage its resources and overcome the existing challenges while at the same time maintaining the quality of life residents hold so dearly.

### **OEV's Overarching Goals for Developing a New Strategic Plan:**

- Develop a strategic plan that will define economic development success in Tallahassee-Leon County and for the Office of Economic Vitality.
- Prescribe clear objectives and goals with corresponding metrics to measure progress.
- Provide assistance with marketing and attraction initiatives based on best practices.
- Validate previously identified target sectors for engagement in accordance with data and analytics on high-growth or major industries.
- Develop a community asset audit and provide recommendations to fully align and leverage all resources, across the ecosystem, for maximum benefit.
- Gather input from stakeholders, community leaders, businesses and the community as a whole.

### **The project approach included:**

- Review of previous initiatives; assess progress to date.
- Gather input from numerous sources and stakeholders.
- Conduct research to understand trends, issues, opportunities.
- Assimilate and review, analyze trends and findings, research.
- Present initial findings and themes; gather feedback.
- Review and incorporate digital survey findings.
- Develop metrics for recommendations.
- Develop marketing recommendations.
- Present strategic plan to OEV leadership and staff, community and business leaders.
- Present final plan to the Intergovernmental Agency (IA).

## VISIONFIRST APPROACH TO COMMUNITY STRATEGY

VisionFirst uses a collaborative approach to developing a community economic development strategy. It is a process that gathers feedback from the client team on expected outcomes, critical needs for the community, obstacles to success and current efforts. That information is then vetted through an audience representative of the entire community via one-on-one meetings, digital surveys and facilitated discussions. VisionFirst then evaluates the findings by verifying critical needs, spotlighting emerging trends and discovering possibly overlooked issues critical to success. The feedback is then used to build the case for the current situation in the community and to drive the development of recommendations to move forward.

While time consuming, this process leads to a much higher probability of success in implementing the final recommendations and achieving the desired results.



VisionFirst Advisors, LLC ©

To that end, the strategic plan on the following pages focuses on the goals of enhancing the quality of the local economic base, improving community "infrastructure" for economic development and developing leadership and cooperation for the implementation of a new, local economic development strategy.

## II. Investing in Tomorrow

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Tallahassee-Leon County is fortunate to have a citizenry passionate about their community. More than 25 years ago, citizens approved a local option one cent sales tax to provide funding for specific transportation and law enforcement facility projects with measurable benefits. The belief in the positive impact of the sales tax was again reaffirmed on November 4, 2014, when 65 percent of the voters overwhelmingly approved a 20-year extension of the sales tax, which included 12 percent (estimated at \$90.7 million) set aside to support economic development projects, programs, and initiatives – becoming only the second community in the state of Florida to include economic development as part of their sales tax initiative.

But what exactly is the definition of economic development for Tallahassee-Leon County? What type of economic development projects can provide the type of positive impact the taxpayers envisioned? How can a process be created for approval of initiatives that is objective, transparent and accountable and is part of a larger, long-term strategy?

Before answering those questions, it is important to consider the community as it exists today – what are its assets, resources and what are its weaknesses, both perceived and real? Tallahassee is a community known for its location as the state capital and home to two major universities, as well as for its quality of life and small town feel with a highly educated population. Over the years, Tallahassee-Leon County invested in its economic development ecosystem through such efforts as developing unique incentives such as the targeted business program, supporting the opening of Domi Station and E-Month, launching the Entrepreneurial Excellence Program, raising awareness on the importance of skilled jobs through Leon Works and TechHire, reinvesting in Innovation Park, launching the Big Bend Minority Chamber of Commerce and the opening of the Jim Moran School of Entrepreneurship.

However, despite these unique investments and advantages the area has the reputation for not being business friendly, being isolated, having high crime rates and being economically segregated. More harsh critiques note its persistent lack of investment, slow and siloed decision-making, absence of coordination, little or no discernible strategic planning and even an overall complacency related to local economic development efforts.

Maybe even more daunting to those challenges is a lack of a unified vision about what a successful economic development strategy looks like for Tallahassee-Leon County. There exists a very vocal set of stakeholders engaged in the process but with their own definition of economic development that is seen through the lens of their organization's objectives. As a result, the community's past economic development efforts appeared disjointed and with little indication of success. In many ways, this challenge is not unique to Tallahassee-Leon County. As one stakeholder said, ***"We don't know what we don't know."***

To clearly outline the community's strengths and weaknesses, opportunities and threats (SWOT), VisionFirst advisors compiled a high-level strengths, weaknesses, opportunities and challenges (SWOT) analysis depicted on the following page.





# Community Economic Development SWOT

## Strengths

Diversity  
Quality of Life  
Culture & Natural Resources  
Economic Development Funding  
Strong Creative Class  
Educational Attainment  
Infrastructure  
Social Services

## Weaknesses

Reliance on the Public Sector  
Lack of Coordination & Collaboration  
Inconsistency in Regulatory Enforcement  
Permitting/Regulatory Environment  
Tax Climate

## Opportunities

Retention of Talent  
K-12 Improvements  
Entrepreneurial Development  
Private Sector Engagement  
Leveraging TLH as Economic Tool  
Small Biz Assistance  
Advanced Tech Research

## Threats

Public Safety/Crime Rate  
Affordable Workforce Housing  
Airport Costs  
Inability to Act Quickly

*Drawn from interviews and public engagement*

### III. The Voice of the Community

The approach to this project has been multi-phased, with the first phase focus on obtaining the voice of the community. VisionFirst, along with the staff of the OEV, outlined its plan of work to include more than 50 in-person interviews and 7 facilitated discussions – personally reaching more than 400 people – to gather key stakeholder input from local leaders, community advocates and business executives. (A complete list of interviews can be found in the addendum.)

However, to ensure all of the community had the opportunity to be heard, a community survey was developed with the OEV staff to gather input from residents on where they would like to see the county focus their economic development efforts over the next five years, types of industries that should be recruited as well as suggestions on retaining talent and developing entrepreneurs. More than 700 residents provided input using the online survey with an additional 150 business leaders offering survey feedback at the Tallahassee Chamber’s annual conference.

This open dialogue with various private and public sector leaders and stakeholders provided context as VisionFirst developed a suite of recommendations and strategies that is

reflective of the priorities of the community, with an awareness of the existing challenges and a focus on measurable as well as achievable goals and objectives. Although the interviews provided important baseline information, the strategies recommended are not merely a compilation of the feedback provided. Instead they are built around the firm’s insight, experience and industry best practices.



## IV. Key Takeaways from Public Engagement

The interviews covered a wide range of subjects, including the mission and purpose of economic development efforts, the community's strengths and weaknesses, education and workforce, potential opportunities and barriers, desired types of industry as well as the balance between economic development and quality of life. The findings outlined below are summary of the viewpoints expressed during the interviews and are not necessarily the expression of a single individual.

### V. 1 Institutionalized silos.

- a. While most desirable economic development assets exist, there has been an inability to connect them for a collaborative approach.

### V. 2 Lack of a shared vision.

- a. No shared overarching vision that gives direction and purpose for economic development efforts in the community.

### V. 3 No common definition of economic development.

- a. In the more than 50 interviews and conversations, there were almost as many definitions of economic development.
- b. All organizations defined economic development through the lens of their mission.

### V. 4 Limited access to capital.

- a. While banks and some access to capital exist, small businesses, start-ups and expansions do not have a variety of defined sources of funding.

### V. 5 Reliance on public sector (government and universities).

- a. Dependence on a single sector (public) creates a lack of diversity in the local economy.
- b. Dependence on the public sector can lead to economic complacency.
- c. Concern was voiced over state building leases expiring in 2019.

### V. 6 Need to integrate business leadership into the economic development process.

- a. There is imperative to utilize the existing intellectual business capital in the community to further initiatives and efforts.
- b. The community needs to talk like a business to business and at the speed of business.

### V. 7 Technology and research assets are not being optimized.

- a. FSU's research centers such as the MagLab, High Performance Materials Institute, Center for Advanced Power Systems, etc. are not being fully marketed as an economic development asset for the industries they serve.
- b. The community has not sold the value proposition of these assets.

### V. 8 Airport challenges and opportunities.

- a. There is consistent, vocal and valid concern over costs and flight availability at the airport.
- b. While progress is being made towards the development of an aggressive master plan and other upgrades, the airport is not currently being fully positioned or utilized as an economic development tool.

### Tallahassee-Leon County's Top Assets

- Entrepreneurial Development
- Resources for Personal Sustainability
- Talent Pipeline
- Quality Education
- Advanced Technology Resources
- Small Business Development
- Quality Infrastructure
- Social Infrastructure (non-profits)
- Business Resources
- Cultural Amenities & Natural Resources

## V. Community Interest Survey

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Beyond key stakeholders in the economic development process, it was important to provide a mechanism for interested members of the community to give input. Resident input is essential for not only the development of the strategic plan but to build a base of understanding and support to accomplish the goals that are laid out later in the plan. Community feedback provides what perceptions around the economic development process exist, what type of growth and industry is wanted and how residents feel about the quality of life that they currently enjoy.

To that end, VisionFirst Advisors along with staff of the OEV sought public input through an online survey. The survey was open for 45 days and was promoted via traditional and social media, garnering 715 total responses. The response while not large enough to be considered a representative sample, provides a broad perspective from the community as a whole to add to other sources, input and feedback as previously noted. Demographics of the respondents include:

- 56 percent were between 30 and 59 years old;
- 72 percent were White/Caucasian, 18 percent were Black or African American; 3 percent were Hispanic, 1 percent were Asian and 7 percent chose not to identify,
- 77 percent earned a bachelor's or graduate degree.

***Overall, the results show that residents are supportive of expanded growth in industry but believe in strong support for local entrepreneurs and maintaining the quality of life.*** A synopsis of the results is below with a full breakdown of the responses in Addendum II.

**1. Looking at the future of Tallahassee-Leon County in the next 5 years (check all that apply):**

- 65 percent want economic development to maintain the balance between quality of life and the types of businesses that it chooses to grow, expand and recruit.
- 53 percent want economic development efforts to be supportive of entrepreneurialism and entrepreneurs.
- 38 percent want to see Tallahassee-Leon County home to new, larger companies beyond universities, non-profits and state government.

**2. When looking at the community's strengths and weaknesses, respondents felt that:**

- Strengths include: Access to state government - 41 percent; Quality of Life – 36 percent; Workforce Talents – 22 percent;
- Weaknesses are considered: Connection – location, traffic and roadways – 7.65 percent; Tax Environment – 7.2 percent; Ease of Doing Business - 6.6 percent; Technology Infrastructure – 5.5 percent.

**3. *56 percent feel either positive or extremely positive about the recruitment and growth of new industry and businesses to the community.***

**4. When asked about what type of businesses they would like to see in Tallahassee/Leon County, respondents chose (all that apply):**

Home-grown/local entrepreneurial businesses	81%
Advanced Manufacturing/Light industry (magnetic technologies, distribution/warehousing operations, advance manufacturing, research & development, etc.)	62%
Service providers (medical, financial, higher education, etc.)	58%
Tourism-related industries	43%
Agriculture	39%
Back-office type operations (call centers, accounting, financial services, etc.)	34%

**5. When looking at what barriers exist in the community, respondents felt that:**

- The greatest barriers are: Ability to easily and affordably get in and out of Tallahassee – 37 percent; Crime and personal safety – 18 percent; Lack of desire by residents to see the community grow – 15 percent; while Education/quality of our schools – 8 percent; Lack of workforce – 8 percent; and High cost of living – 9 percent are not barriers.

**6. When asked for their thoughts on ways for the city/county to grow and who should be involved (open-ended), a sample of responses is below:**

- “There appears to be some reluctance on the part of leaders to be decision makers for action. It is good to be sensitive to public input, but sometimes the study of issues has to be over.”
- “Many younger folks who come here for higher education opportunities have identified entrepreneurial ways to support themselves and develop longer-lasting connections in Tallahassee. We should be supporting and incentivizing these opportunities, not replacing them with cheap, cookie-cutter models of development which often overlook the culture and needs of local neighborhoods and locally owned businesses. We also have a very vivacious local agriculture scene in Tallahassee, which should be acknowledged as an economic driver and supported through city/county zoning laws that promote urban agriculture and urban homesteading initiatives.”
- “We must improve our policing and safety throughout the area. Perhaps a push toward more cutting edge training facilities for law enforcement, fire, and medical personnel would help. Obviously we must also find a way to provide jobs for the less educated among us. We should recruit industry that takes care of all its workers, much like I think the city of Tallahassee does.”
- “Tallahassee needs to figure out its "Brand". What are we? A State Capitol? A Foodie Destination? A college town? We suffer from people not knowing what Tallahassee to offer. We need to grow our brand within the community first.”
- “I think everyone should be involved in the process in some way, everyone has to be invested in a part that appeals to them in order to get it to work. If the growth plan has something in it for everyone, the motivation to make this work will be there. (i.e. Small businesses, nonprofits, those that benefit from services, etc.)”
- “I definitely think the citizens themselves should be key players in any discussion about ways to grow the city, especially since they will be affected the most by it. I would love to see grassroots entrepreneurship and businesses that help address social needs in

Tallahassee, especially the city's low-income communities like South City, Providence, and Frenchtown. It is so important to empower those residents, and what better way than to encourage entrepreneurship among them? With the city's full support, bridging the gap between these communities and the government is possible, as well as encouraging self-sufficiency and pride within the community itself.”

- “I would like to see more effort made to attract more tech, manufacturing businesses, and environmental tourism. There is no reason companies and workers that specialize in things like solar energy should be moving to Colorado. We need business that not only will pay a decent wage, but will provide opportunities for people to advance.”
- “I would love to see voices from housing professionals, small business and minority-owned businesses and to allow them a seat at the table along with the FSU, Hospitals and Law groups already there.”
- “I see more educational opportunities being opened for those who struggle to get accepted into colleges. I believe that everyone should get involved in helping the community to continue on with their educational opportunities.”
- I believe too many individuals are involved in the economic development process. This process should be reserved for those who are knowledgeable about it. The community has been driven for far too long by strong-willed (or wealthy, or politically popular...) individuals who lack a proper education about what it takes to promote true economic development, and I'd like to see what we can accomplish by letting go and letting the experts do what they do best.”
- “The universities, school district, small businesses, state, county and city officials and residents. Include residents in the process. IF you involve them as stakeholders you will have a more established form of participatory government. This survey is a start but do not be afraid to ask residents to the table. Residents representing multiple demographics and social economic communities.”
- “Tallahassee is different than other cities because it has retained its small town feel despite its population size. Businesses would be nice but that means cutting down all the trees and making this place another urban jungle just like Jacksonville. Attracting businesses should be balanced by making sure that there be as little trees that are cut down, for that is the beauty of Tallahassee. The environmental aspect should not be ignored for it tips the balance of quality of life.”
- “Currently it seems to me that "gentrification" of certain areas is going to create isolated pockets of low income/racial division and could possibly create tension. I think there is an issue with equity of promoted opportunities/the targeted focus of vocations on the south side and that all of our counties population needs to be targeted for every opportunity. There should be no racial/economic divide when promoting development projections.”

**7. In addressing the issue of talent retention – specifically college graduates – respondents felt the biggest challenges the community faces are:**

- Lack of jobs with upward mobility – 82 percent
- Lack of awareness of what the community has to offer – 59 percent
- Lack of entertainment options that appeal to a younger demographic – 44 percent



## Survey Results: 2016 Annual Tallahassee Chamber of Commerce Retreat

In addition to the collection of responses online, the survey was given via paper copy to participants of the OEV's breakout session at the Tallahassee Chamber of Commerce's annual meeting. Below is a synopsis of those results with the complete data included in the addendum. Nearly 150 additional responses were collected.

Demographics of the respondents include:

- 74 percent were between 30 and 59 years old; and
- 79 percent were White/Caucasian and 10 percent were Black or African American; 2 percent were Hispanic, 2 percent were Asian and 1 percent chose not to identify,
- 87 percent earned a bachelor's or graduate degree.

**1. Looking at the future of Tallahassee-Leon County in the next 5 years (check all that apply):**

- **68 percent want economic development to maintain the balance between quality of life and the types of businesses that it chooses to grow, expand and recruit.**
- 64 percent want economic development efforts to be supportive of entrepreneurialism and entrepreneurs.
- 52 percent want to see Tallahassee-Leon County home to new, larger companies beyond universities, non-profits and state government.

**2. When looking at the community's strengths and weaknesses, respondents felt that:**

- Top strengths, in order and by total responses, include: Quality of Life – 75 responses; Access to state government – 57 responses; Workforce Talents, Affordability and Supportive of Entrepreneurs and Small Businesses each tied with 30 responses; and
- Weaknesses are considered: Connection (location, traffic and roadways) and Tax Environment each tied with 29 responses; Ease of Doing Business – 27 responses.

**3. 67 percent feel either positive or extremely positive about the recruitment and growth of new industry and businesses to the community.**

**4. When asked about what type of businesses they would like to see in Tallahassee/Leon County, respondents chose (all that apply):**

Tourism-related industries	78%
Advanced Manufacturing/Light industry (magnetic technologies, distribution/warehousing operations, advance manufacturing, research & development, etc.)	69%
Back-office type operations (call centers, accounting, financial services, etc.)	45%
Service providers (medical, financial, higher education, etc.)	32%
Home-grown/local entrepreneurial businesses	24%
Agriculture	23%

**5. In addressing the issue of talent retention – specifically college graduates – respondents felt the biggest challenges the community faces are:**

- Lack of awareness of what the community has to offer – 71 percent
- Lack of jobs with upward mobility – 60 percent
- Lack of entertainment options that appeal to a younger demographic – 37 percent

**6. When looking at what barriers exist in the community, respondents felt that:**

- Substantial barriers included: Ability to easily and affordably get in and out of Tallahassee – 58 responses; Crime and personal safety – 24 responses; Restrictive regulatory environment – 18 responses; and
- Items not considered barriers are Education/quality of our schools – 52 responses; Lack of workforce – 36 responses and Lack of desire by residents to see the community grow and High cost of living – each at 23 responses.

## VI. How Does the Community Compare?

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In seeking to identify the best and most achievable economic development strategies for Tallahassee-Leon County, VisionFirst Advisors conducted high-level research comparing Leon County to five other counties with certain similarities:

- Alachua County, Florida (Gainesville)
  - Similar in population size and educational attainment, college community.
- Dane County, Wisconsin (Madison)
  - By staff request due to capital city and college community.
- Escambia County, Florida (Pensacola)
  - Only community in the panhandle of similar population size.
- Greenville County, South Carolina (Greenville)
  - Southern capital city that has undergone a sizable transformation due to economic development efforts.
- Pulaski County, Arkansas (Little Rock)
  - Capital city and college community with similar population demographics.

In addition to basic demographic and geographic information, data on the airports in those communities as well as the number of residential permits, migration and inflow/outflow were included for comparison purposes.

The following infographics represent a compilation of data drawn centered on four specific groupings:

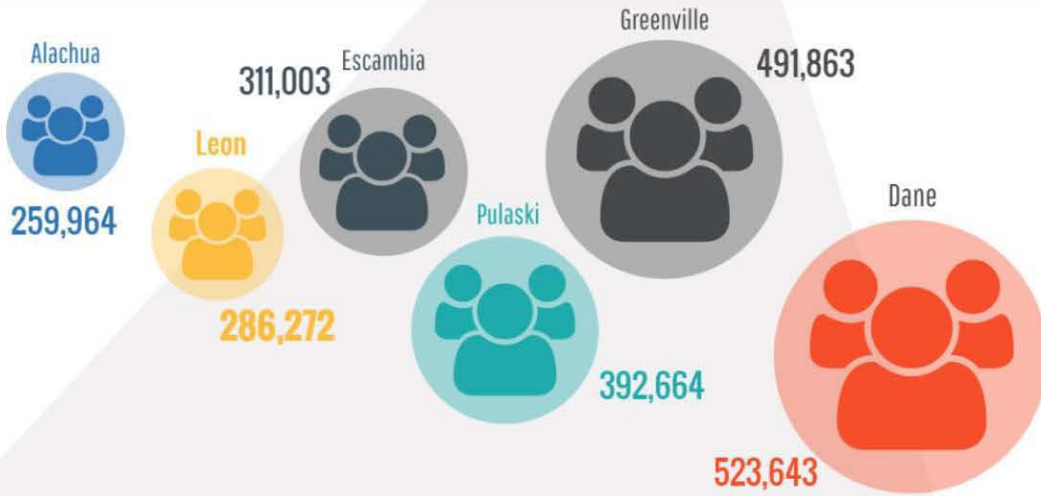
1. Population: By the Numbers
  - Leon County has the lowest average age of the five communities.
  - The County's poverty rate is the highest and although that rate includes the college students, the same can be said for Dane County and Alachua County. The remaining counties have smaller student populations but they are still impactful.
2. The Talent Pipeline: Education
  - As noted by the recent ranking, Leon County has high educational attainment with 36 percent of the population having a bachelor's, graduate, professional or doctoral degree.
3. Employment & Industry
  - Leon County's average annual wages for its four top industries are lower than nearly all of the other communities – with the exception of retail trade being approximately \$400 more than Alachua County.
  - While many of the other communities are heavily reliant on government and/or universities, Escambia, Greenville and Dane have sizeable private employers.
4. Living & Travel Trends
  - The Tallahassee International Airport is nearly \$200 more than the national average for the average domestic airline fare.
  - Residential building permits in 2015 were the lowest of all the communities by nearly 500.

*All information was gathered from the U.S. Census Bureau, U.S. Census American Community Survey 5 Year Estimates, StatsAmerica as well as county and airport websites.*

# Population: By the Numbers

Comparing the Counties: Leon, Alachua, Dane, Escambia, Greenville & Pulaski

2015 TOTAL POPULATION



## POVERTY RATE 2014

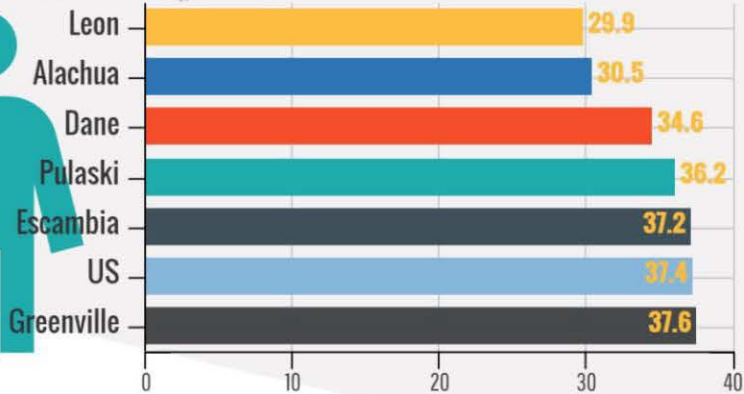
23.3% Leon  
 21.6% Alachua  
 16.1% Pulaski  
 15.3% Escambia  
 14.8% US  
 14.7% Greenville  
 13.4% Dane

## 2014 MEDIAN HOUSEHOLD INCOME

- Alachua: \$44,325
- Leon: \$45,463
- Pulaski: \$45,698
- Escambia: \$46,139
- Greenville: \$49,659
- Dane: \$61,937



## Average Age 2014



Sources: US Census American Community Survey 5 Year Estimates, US Census Bureau & StatsAmerica



# The Talent Pipeline: Education

Comparing the Counties: Leon, Alachua, Dane, Escambia, Greenville & Pulaski

## Total Population 25 & Older

Alachua County: 148,913  
 Dane County: 328,316  
 Escambia County: 199,781  
 Greenville County: 311,759  
 Pulaski County: 260,090



**Leon County: 162,052**

## High School Graduate

Alachua County: 21.7%  
 Dane County: 19.4%  
 Escambia County: 28.9%  
 Greenville County: 26.2%  
 Pulaski County: 27.6%



**Leon County: 19.6%**

**US: 28%**

## Some College, No Degree

Alachua County: 19%  
 Dane County: 18.4%  
 Escambia County: 23.1%  
 Greenville County: 20%  
 Pulaski County: 23.8%



**US: 21.2%**

**Leon County: 19.5%**

## Associate Degree

Alachua County: 10.3%  
 Dane County: 9.6%  
 Escambia County: 12.6%  
 Greenville County: 8.5%  
 Pulaski County: 6.3%



**Leon County: 8.8%**

**US: 7.9%**

## Bachelor's Degree

Alachua County: 20.8%  
 Dane County: 28.1%  
 Escambia County: 15.7%  
 Greenville County: 20.4%  
 Pulaski County: 20.5%



**US: 18.3%**

**Leon County: 25.3%**

## Graduate, Professional or Doctorate

Alachua County: 19.9%  
 Dane County: 19.4%  
 Escambia County: 8.2%  
 Greenville County: 11.1%  
 Pulaski County: 11.6%



**Leon County: 19%**

**US: 11%**

Based on 2014 Data  
 Sources: US Census American Community Survey 5 Year Estimates & StatsAmerica



# Employment & Industry

Comparing the Counties: Leon, Alachua, Dane, Escambia, Greenville, & Pulaski

## 2015 Average Annual Wage for Top Industries in Leon County



**Public Administration - 21.1%**  
**Leon County: \$47,248**

Alachua County: \$50,101  
 Dane County: 55,965  
 Escambia County: \$51,077  
 Greenville County: \$47,542  
 Pulaski County: \$50,064



**Health Care & Social Services - 12.7%**  
**Leon County: \$48,865**

Alachua County: \$52,564  
 Dane County: \$50,306  
 Escambia County: \$51,282  
 Greenville County: \$53,710  
 Pulaski County: \$53,721



**Retail Trade - 11.4%**  
**Leon County: \$24,517**

Alachua County: \$24,147  
 Dane County: \$28,538  
 Escambia County: \$27,144  
 Greenville County: \$28,267  
 Pulaski County: \$28,121



**Accommodation & Food Services - 11.1%**  
**Leon County: \$14,172**

Alachua County: \$15,698  
 Dane County: \$15,680  
 Escambia County: \$17,275  
 Greenville County: \$15,949  
 Pulaski County: \$16,562

## Leading Employers



### Leon County

State of Florida (Government): 22,612  
 Florida State University (Education): 12,512  
 Leon County Schools (Education): 4,550  
 Publix (Retail): 3,439  
 Tallahassee Memorial (Health Care): 3,190



### Alachua County

University of Florida (Education): 28,870  
 UFHealth (Health Care): 12,000  
 Alachua County School Board (Education): 4,200  
 Veterans Affairs Medical Center (Health Care): 3,500  
 City of Gainesville (Government): 2,270



### Dane County

State of Wisconsin (Government): 36,043  
 University of Wisconsin (Education): 14,464  
 Epic Systems (IT): 7,400  
 UW Hospitals & Clinics (Health Care): 5,000  
 Oscar Meyer (Food Processing): 5,000



### Escambia County

Baptist Health Care (Health Care): 5,571  
 Navy Federal Credit Union (Financial Service Center): 5,240  
 Sacred Heart Health Systems (Health Care): 4,820  
 Gulf Power Company (Electric Provider): 1,774  
 West Florida Health Care (Health Care): 1,200



### Greenville County

Greenville Health System (Health Care): 12,770  
 School District of Greenville County (Education): 9,580  
 Bon Secours St. Francis Health System (Health Care): 5,047  
 Michelin North America Inc. (HQ, R&D, Mfg.): 4,000  
 GE Power & Water (Mfg.): 3,400



### Pulaski County

State Government (w/in MSA): 34,900  
 Local Government (w/in MSA): 27,200  
 Federal Government (w/in MSA): 9,900  
 University of Arkansas Medical Sciences (Ed/Health Care): 9,100  
 Baptist Health (Health Care): 5,360

Sources: US Bureau Labor Statistics & StatsAmerica; individual County EDC Websites



# Living & Travel Trends

Comparing the Counties: Leon, Alachua, Dane, Escambia, Greenville & Pulaski

## Average Domestic Airline Fare

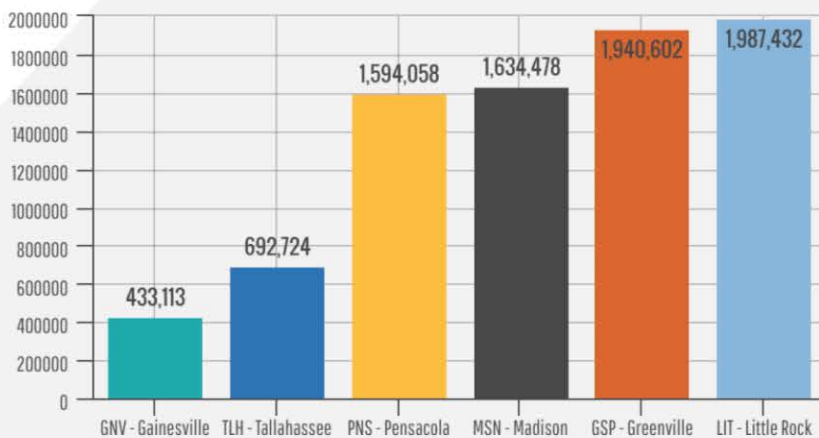
**TLH: Tallahassee International - \$554.38**

**National Average  
\$362.31**

- LIT: Bill & Hilary Clinton National Airport - \$421.00
- GSP: Greenville-Spartanburg International - \$395.86
- PNS: Pensacola International - \$452.17
- GNV: Gainesville Regional - \$448.66
- MSN: Dane County Regional - \$522.24

Sources: US Bureau of Transportation Statistics, Airline Origin & Destination Survey (04 - 2015); Individual Airport Websites

## 2015 AIRPORT TOTAL PASSENGER STATISTICS

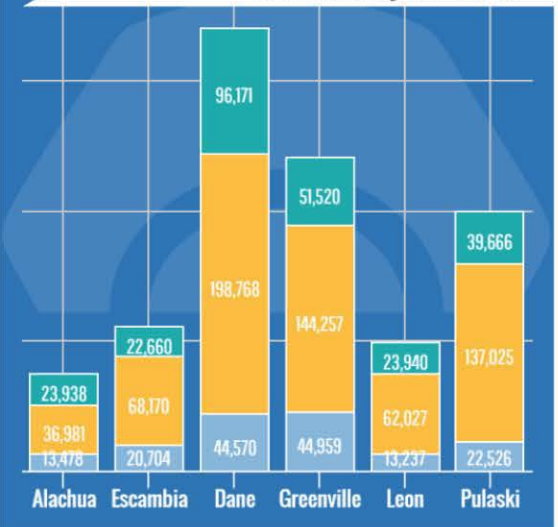


## Inflow/Outflow of Primary Jobs

(Workers Ages 30-54)

Inflow Remain Outflow

**6 in 10 residents stay in Leon County for work.**



## Net Domestic Migration (1-Year Change Ending in 2015)

- Pulaski: -2,631
- Leon: 21
- Escambia: 48
- Alachua: 775
- Dane: 1,291
- Greenville: 5,440

## Residential Building Permits in 2015



- Alachua: 1,171
- Pulaski: 1,234
- Escambia: 1,392
- Dane: 3,197
- Greenville: 4,338

**Leon: 695**

Sources: US Census Bureau & StatsAmerica

## VII. What is Economic Development?

Given the array of definitions of economic development in the community it is important to establish a common understanding of what economic development means in Tallahassee-Leon County. Only by uniting all of the stakeholders under one common understanding will the community be able to marshal the strength of the area’s assets focused toward a single objective. To better understand how a state, region or community can build its economy, it is important to examine primary economic development job-growth strategies. For the sake of this plan, the focus will be on the three categories that embody job growth as a holistic system.



The first set of strategies is centered on **market driven growth**. Often referred to as “organic growth,” these are jobs created by businesses who seek to serve an existing market or a created market, i.e., people or businesses to which they can sell products or services. In Tallahassee-Leon County this may include retail outlets, certain healthcare facilities or professionals as well as non-profit organizations and associations that serve government or the community’s population.

The second set of strategies examines all ways a state or community can **facilitate job growth** through specific, targeted investment in programs that encourage and support job growth. Examples of facilitated growth in the community include the investments made into Domi Station to support entrepreneurial development, funding focused on increasing visitors through Visit Tallahassee or investments made to targeted assets to increase commercialization opportunities.

Finally, while the smallest subset of the holistic economic development approach, **competitive projects** ultimately prove to be the most impactful in creating high-wage jobs and becoming cornerstones to continued job growth through targeted industry clusters. Area Development Magazine, an industry standard, notes that domestically only approximately 6,000 such projects are in process of looking to locate or expand annually, making the universe of such projects limited and highly competitive.

Understandably, these projects are extremely desirable by states and communities and are competed for aggressively. Traditionally, these projects are influenced by favorable business and tax environments; environmentally-conscious but business-friendly regulatory environments; and both financial and non-financial economic development incentives.

All three strategies, along with other non-traditional economic development strategies such as creative economy programs, innovative partnerships with universities for specific job growth and other initiatives are necessary to build and create an ever-expanding, balanced, diversified economy. The total job growth over all of these strategies is difficult to track accurately, however in Florida, the best overall, independent job growth metric chosen to follow monthly and annually has been the federal government’s *Net New Non-Farm Job Growth* numbers. While far from perfect, this data set does provide an overall comparative set of industry-provided job growth/loss numbers from which a state or county can draw conclusions as to overall job growth success.

### *Community Development vs. Economic Development*

#### **Economic Development:**

- *Generally competitive in nature.*
- *Focused on targeted industry.*
- *Benefits general citizenry’s standard of living.*

#### **Community Development:**

- *Creates and/or retains jobs that build community capacity.*
- *Depends upon local market forces.*
- *Focused on improving a specific area for a specific population.*
- *Serves as the foundation to economic development.*

## Defining Economic Development for Tallahassee-Leon County

By reviewing the community's resources and capabilities and through a deep understanding of how Tallahassee-Leon County fits into a broader economic picture of the state, a more specific and unifying definition of economic development for the community that should be adopted internally and communicated to all stakeholders is as follows:

***A coordinated course of action across all local assets and resources to facilitate the development, attraction and cultivation of innovative businesses and associated job creation to position the economy for sustained, directed growth raising the quality of living for the citizens of Tallahassee-Leon County.***

In addition to those activities associated with traditional economic development, this definition is broad enough to take into consideration opportunities for economic expansion by better leveraging cultural, natural, and arts assets to foster an ecosystem that initiates and nurtures new home-grown, innovative and inclusive businesses.

## VIII. Developing the Core Purpose

As mentioned previously, the lack of a consistent definition of economic development as evidenced during the interview process led organizations to define the community's efforts in a way intended to advance each organization's mission. All of the organizations and stakeholders interviewed have well-intended purposes but without an agreed-upon strategic direction, efforts are diffused and fragmented, and the city and county have become ineffective in delivering an economic development program with desired outcomes. Tallahassee-Leon County has become a community that has seen tactical success with little strategic progress.

A report by the Brookings Institute this year highlighted ways for local government to lead in reshaping economic development by getting "both the market and civics" right. "*The potential of economic development is to do what markets alone cannot do: influence growth through action and investments.*"<sup>1</sup> The Blueprint initiative has provided great strategic investments in infrastructure that can lead to new growth opportunities. But the market alone and the competitive assets developed in the community will not generate job and investments without focus, strategy and implementation.

**OEV Formation Statement:**  
*To guide the Tallahassee-Leon County's economic development efforts in coordination with the private sector and community stakeholders by fostering fair and open competition, conducting extensive outreach to assist businesses in navigating and competing in today's marketplace, and leveraging existing resources to maximize the infusion of financial capital to the local economy.*

### Coming Together to Achieve a Common Purpose

While the OEV has a well-defined mission that outlines its reason for existence and guides its priorities, it is not necessarily the organization's mission that expresses the overarching imperative that will inspire others to partner with the OEV for the community's success and economic growth. With a plan of this scope, and given OEV's small staff, the ability to implement all strategies and to sustain recommended programs is impossible. The organization must collaborate across the economic development ecosystem to leverage the strengths and assets others bring to the table, as illustrated by the graph on page 30. This form of collaboration can be described as a process in which all the parties with a stake in an outcome constructively:

- assess the value of their programs and efforts;
- identify gaps that impact the community's ability to be competitive; and
- explore differences in approach and commit to a joint strategy for action.

Most importantly, the OEV must build mechanisms that will assist these ecosystem assets and resources to work with one another to arrive at a common destination.

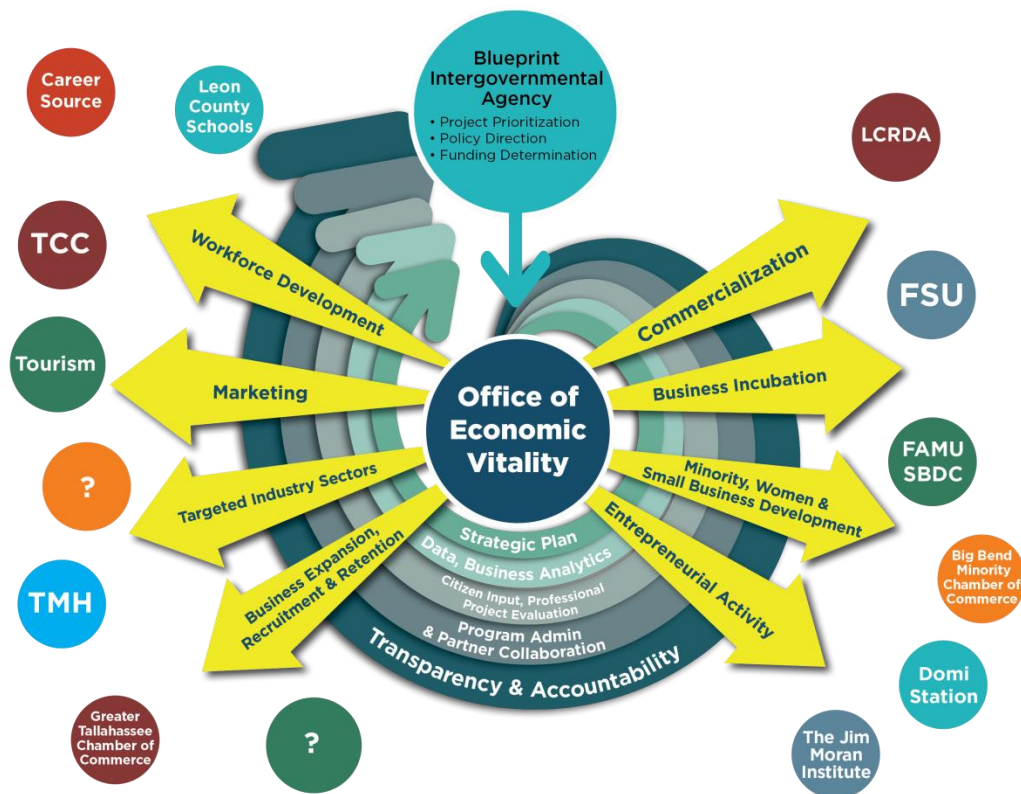
<sup>1</sup> Amy Liu, Remaking Economic Development, Brookings Institution, Metropolitan Policy Program, 2016.

A single core purpose – which resonates with OEV staff, city, county and state leadership, stakeholders and strategic partners who have a role in the economic picture of Tallahassee-Leon County as well as the region – is needed to focus the collective efforts and to provide a clear course of action, milestones and a means of knowing when the community has arrived at its destination. This core purpose must define actions that are transformational to the community, must be authentic to Tallahassee-Leon County and must be simple and concise enough for all who are involved to articulate it in terms of how they fit into the process. While much can be learned at looking at the best practices of other communities – **Tallahassee-Leon County’s core purpose must be unique to this community.**

VisionFirst suggests the following aspirational core purpose:

***We grow innovation! Tallahassee-Leon County is the model to which other communities look in orchestrating new and existing programs into an optimal infrastructure and collaborative ecosystem for fostering idea generation, business formation and sustainable growth.***

Those inside the government entities overseeing Tallahassee-Leon County’s economic development efforts such as OEV, Planning Land Management and Community Enhancement (PLACE), the Intergovernmental Agency as well as those involved as volunteers should be clear as to the core purpose for economic development in the community and use it as the “north star” to remain on course in its efforts to grow the economy.





## IX. Overarching Strategic Plan Goals

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When looking at successful economic development efforts around the nation one cannot discount that strong neighborhoods, clean water, high-performing schools, affordable housing options, a quality transportation system, a robust community and social sector and a healthy natural environment contribute to long-term growth and the economic well-being of the community. Each of these features is attractive to businesses looking to locate or expand. Tallahassee-Leon County has done a remarkable job to address these issues and lead efforts that are not only effective but well supported by residents.

Communities aspiring to grow businesses and increase their employer base across a number of strategies and sectors must look to build a foundation of resources that supports new and growing businesses, expansion of established business and is attractive to businesses looking to locate. **Seldom will a business locate based on quality of life features alone.** Communities need to understand the project drivers that exist and better connect those with what their location has to offer.

In addition to a location's quality of life, companies make such decisions based on growth factors such as:

- access to key resources;
- a specific workforce;
- market availability;
- proximity to suppliers;
- alignment with organizational partners; and
- tax and financial incentive advantages that positively impact their bottom line.

Implementation of an economic development strategy needs to be focused to be effective. As such, the primary emphasis of this plan and its overarching goals outlined below seeks to build upon the community's resources and infrastructure to strategically focus the Tallahassee-Leon County to grow jobs, create businesses and build a collaborative network to expand economic opportunity.

1. **Implement a new collaborative economic development program of work that stimulates economic expansion in the city and county across all unique opportunities for growth.**
2. **Better promote the area as a business generator, an ideal location to start and grow a business. Brand and market the community's strengths in this capacity.**
3. **Better identify, understand and align all available assets, organizations and resources towards shared economic growth objectives. Encourage collaboration among the many entities impacting the economic development environment to work together for maximum competitiveness.**
4. **Leverage and maximize the existing framework toward the responsible allocation of resources to achieve today's goals as well as to refine the foundation for future growth and opportunities.**

## X. Recommended Strategic Plan Strategies & Tactics

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The effectiveness of any economic development entity is predicated upon its ability to identify clear goals, decide on priorities within the goals and develop measurable strategies for achieving them. Simultaneously, the entity must identify any challenges that may impede the ability to achieve its goals and fulfill its mission. Often times this process is just as important as setting job creation and capital investment metrics. Without identifying and addressing organizational challenges and leveraging opportunities for collaborative efforts, ongoing success is less likely to be achieved. The most successful economic development entities are always adapting to ever-changing market conditions and place a premium on responsiveness to the customer. **The below four serve as the overarching strategic plan goals** and within each contain strategies with corresponding immediate, mid-term and long-term tactics and metrics.

**A. Implement a new collaborative economic development program of work that stimulates economic expansion in the city/county across all unique opportunities for growth.**

1. Six Economic Development Initiatives
  - a. Business Formation
  - b. Technology Transfer and Commercialization
  - c. Business Retention & Expansion
  - d. Business Recruitment
  - e. The Creative Economy
  - f. Talent Development

**B. Better promote the area as a business generator, an ideal location to start and grow a business. Brand and market the community's strengths in this capacity.**

- a. Marketing and Communications – A Cross Cutting Strategy

**C. Better identify, understand and align all available assets, organizations and resources towards shared economic growth objectives. Encourage collaboration among the many entities impacting the economic development environment to work together for maximum competitiveness.**

- a. Working Together Towards Common Objectives
- b. Engaging the Community through a New Structure

**D. Responsible allocation of resources to achieve today's goals as well as to refine the foundation for future growth and opportunities.**

- a. Transparent and Accountable Allocation of Resources

b. Set aside funds for shifting market needs and unanticipated opportunities for growth.



In addition to the six cornerstone initiatives, marketing and communications, engagement, collaboration and alignment as well as allocation of resources are represented as cross-cutting strategies. This section will focus on the six key initiatives listed above.

## A. Economic Development Plan of Work

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*GOAL: Implement a new economic development program of work that stimulates economic expansion in the city/county across all unique opportunities for growth.*

### 1. Six Economic Development Initiatives

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As mentioned earlier, a holistic approach to economic development involves developing strategies that support growth and prosperity in competitive projects, facilitated investments and support of the market. The recommended direction for the Office of Economic Vitality is centered on facilitated and competitive strategies across six strategic initiatives.

- a. Business Formation
- b. Technology Transfer & Commercialization
- c. Business Retention & Expansion
- d. Business Recruitment
- e. The Creative Economy
- f. Talent Pipeline

*The Coming Jobs War by Jim Clifton*

*“Have your whole city wage a war for jobs. Everybody in charge of anything needs to focus on job creation. If they divert their attention, vote them out. If the bike path doesn’t have anything to do with job creation, there is no bike path. If rezoning improves the jobs outlook, rezone. But not just any job will do – you want good jobs. The jobs war is won by knowledge jobs. Aim everything at those. You can build a slaughterhouse in your city, but that can’t be the leading jobs strategy. Good jobs are created by entrepreneurs working with innovators creating a business model. The jobs war is what should get city leaders up in the morning, what they should work on all day, and what should keep them from getting sleep at night.”*

Business Formation Action Plan

Allocation of Resources: \$ = up to \$100,000; \$\$ = \$100,000+ to \$250,000; \$\$\$ = \$250,000+ to \$500,000; \$\$\$\$ = \$500,000+

Strategy	Tactics	Metrics	Timeframe	OEV <sup>2</sup> & Partners	Allocation of Resources
<b>Formalize and give continuity to the way entrepreneurialism is defined in Tallahassee-Leon County and how entrepreneurs are trained and prepared to enter existing programs for greater success.</b>	Partner with community and national leaders in the entrepreneurial space to develop the foundation blocks needed for a successful entrepreneurship program. The OEV will lead the development of the cornerstones for success to provide the foundational basics of starting a business with an opportunity to receive grant funding upon completion. The development of the cornerstones should utilize existing assets such as Domi Station, the Leon County Research and Development Authority's Entrepreneurial Excellence Program and FSU's Jim Moran Institute for Global Entrepreneurship (JMI). While the OEV should spearhead this effort, the programmatic development and implementation would utilize the existing knowledge in the community.	<ul style="list-style-type: none"> <li>• Within the first year, benchmark existing entrepreneurial programs while still in development against other successful initiatives in Madison, Wisconsin, Birmingham, Alabama and Chattanooga, Tennessee against local efforts.</li> <li>• Successful launch of the cornerstones initiative within one year and seek to graduate 50-100 entrepreneurs with the new program requirements and matching fund grants over the next two years.</li> </ul>	<ul style="list-style-type: none"> <li>• Immediate (Year 1)</li> <li>• Immediate (Year 2)</li> </ul>	<ul style="list-style-type: none"> <li>• OEV Staff</li> <li>• FSU's JMI for Global Entrepreneurship</li> <li>• LCRDA Entrepreneurial Excellence Program</li> <li>• FAMU</li> <li>• SBDC at FAMU</li> <li>• TCC</li> <li>• CareerSource Capital Region</li> <li>• Greater Tallahassee Chamber</li> <li>• Big Bend Minority Chamber</li> <li>• Domi Station</li> <li>• KtichenShare</li> <li>• Making Awesome</li> <li>• The Centre of Tallahassee</li> </ul>	\$\$\$
	Develop spin-off segments to the cornerstones program—based on interest level - of the course that would focus on niche markets such as the solopreneur, social entrepreneurship, creative economy, as well as additional opportunities for the minority and women-owned business community. Partner with existing resources in the community such as JMI and INIE and the trainings they already provide.	<ul style="list-style-type: none"> <li>• Within three years, expand the program to offer separate tracks for niche markets.</li> </ul>	<ul style="list-style-type: none"> <li>• Mid-Term (Year 3)</li> </ul>	<ul style="list-style-type: none"> <li>• OEV Staff</li> <li>• INIE</li> <li>• JMI</li> <li>• COCA</li> </ul>	\$
	Develop a spin-off entrepreneurial program that would target high school students similar to Chattanooga, Tennessee. Work with Leon County Public Schools, local charter schools and Junior Achievement (who has already begun a similar program).	<ul style="list-style-type: none"> <li>• Within five years, build out a high school entrepreneurial pilot program in one school or expand the existing Shark Bowl program with Junior Achievement.</li> </ul>	<ul style="list-style-type: none"> <li>• Long-Term (Year 5)</li> </ul>	<ul style="list-style-type: none"> <li>• OEV Staff</li> <li>• Leon County Public Schools</li> <li>• Junior Achievement</li> </ul>	\$\$
<b>Partner with local financial institutions to develop a secured funding program for entrepreneurs seeking capital.</b>	Create a Community Investment Corporation which would manage a loan guarantee program partnering with financial institutions that can tolerate the increased risk associated with a portfolio of small business loans. The businesses eligible for this program would be second-stage businesses that are considered more stable and secure.	<ul style="list-style-type: none"> <li>• Within two years, benchmark three capital investment corporation programs such as Hattiesburg and Charlottesville.</li> <li>• Within three years, develop the plan for Tallahassee-Leon County's capital investment program.</li> <li>• Within four years, pilot the capital investment corporation program with three local financial institutions and seek to provide capital to 10 businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Immediate (Year 2)</li> <li>• Mid-Term (Year 3)</li> <li>• Long-Term (Year 4)</li> </ul>	<ul style="list-style-type: none"> <li>• OEV Staff</li> <li>• Financial Institutions</li> </ul>	\$\$\$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2; V. 4; V. 5; V. 6; V. 7

<sup>2</sup> OEV Staff will coordinate with all appropriate local government partners.

Business Formation Action Plan (continued)

Allocation of Resources: \$ = up to \$100,000; \$\$ = \$100,000+ to \$250,000; \$\$\$ = \$250,000+ to \$500,000; \$\$\$\$ = \$500,000+

Strategy	Tactics	Metrics	Timeframe	OEV <sup>3</sup> & Partners	Allocation of Resources
<b>Enhance the existing minority and women-owned program and develop a microsite to provide ease of access to competitive solicitations or bid opportunities for MWSBEs.</b>	Build a robust microsite that offers a one-stop-shop for minority and women owned small businesses to find competitive bid opportunities and solicitations, such as: State Office of Supplier Diversity Solicitations; FSU's Competitive Solicitations; FAMU's Competitive Solicitations; TCC Bid Opportunities; Federal Bid Opportunities and Leon County Public Schools and others as identified.	<ul style="list-style-type: none"> <li>Develop the microsite to include links to local, state, national as well as FSU and FAMU solicitations within the first year. Benchmark against other websites.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 1)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>State</li> <li>Federal Partners</li> <li>FSU</li> <li>FAMU</li> <li>TCC</li> <li>Leon County Public Schools</li> </ul>	\$
	Encourage local businesses to post/link to bid opportunities and solicitations on the website.	<ul style="list-style-type: none"> <li>By year two, set a target of at least six private sector bid opportunities posted annually.</li> <li>Over three years, seek to increase the traffic at the levels of the disparity study to the site utilizing online advertising, email promotions and earned media.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 2)</li> <li>Mid-Term (Year 3)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>Existing Businesses</li> </ul>	\$
<b>Develop a suite of workshops and trainings, leveraging existing resources, to help sustain the competitive and economic viability of small business owned by minorities, women and other underrepresented business owners.</b>	Build out existing suite of trainings and workshops (both in the day and evenings) that provide step-by-step instructions on how to access government bid opportunities at the local, state and national level	<ul style="list-style-type: none"> <li>By year two, host at least one workshop quarterly and Vendor Days at least twice a year.</li> <li>By year two, host purchasing agent trainings twice a year.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 2)</li> <li>Immediate (Year 2)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>State</li> <li>Federal Partners</li> <li>FSU</li> <li>FAMU</li> <li>TCC</li> <li>Leon County Public Schools</li> </ul>	\$
	<ul style="list-style-type: none"> <li>Host Vendor Days on a reoccurring basis to make procurement and MWSBE staff available to potential vendors and answer questions about bidding opportunities and requirements.</li> <li>Host trainings for purchasing agents on the benefits and importance of using MWSBE vendors when appropriate and available.</li> <li>Conduct post workshop surveys to assess helpfulness to businesses and seek to expand/change offerings based on feedback.</li> <li>Connect those in the creative economy to the resources listed above.</li> </ul>	<ul style="list-style-type: none"> <li>By year four, develop at least three online courses.</li> </ul>	<ul style="list-style-type: none"> <li>Long-Term (Year 4)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>State</li> <li>Federal Partners</li> <li>FSU</li> <li>FAMU</li> <li>TCC</li> <li>Leon County Public Schools</li> </ul>	\$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2; V. 3; V. 4; V. 6

<sup>3</sup> OEV Staff will coordinate with all appropriate local government partners.



Business Formation Action Plan (continued)

Allocation of Resources: \$ = up to \$100,000; \$\$ = \$100,000+ to \$250,000; \$\$\$ = \$250,000+ to \$500,000; \$\$\$\$ = \$500,000+

Strategy	Tactics	Metrics	Timeframe	OEV <sup>4</sup> & Partners	Allocation of Resources
<b>Minimize the differences in certification programs at the local, university and state level.</b>	<ul style="list-style-type: none"> <li>Utilizing the results of the new disparity study, streamline the application process of the existing Minority, Women &amp; Small Business program according to align certification with existing programs.</li> </ul>	<ul style="list-style-type: none"> <li>By year three, align certification programs across city, county and state lines.</li> </ul>	<ul style="list-style-type: none"> <li>Mid-Term (Year 3)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>State</li> <li>Leon County Public Schools</li> </ul>	\$\$

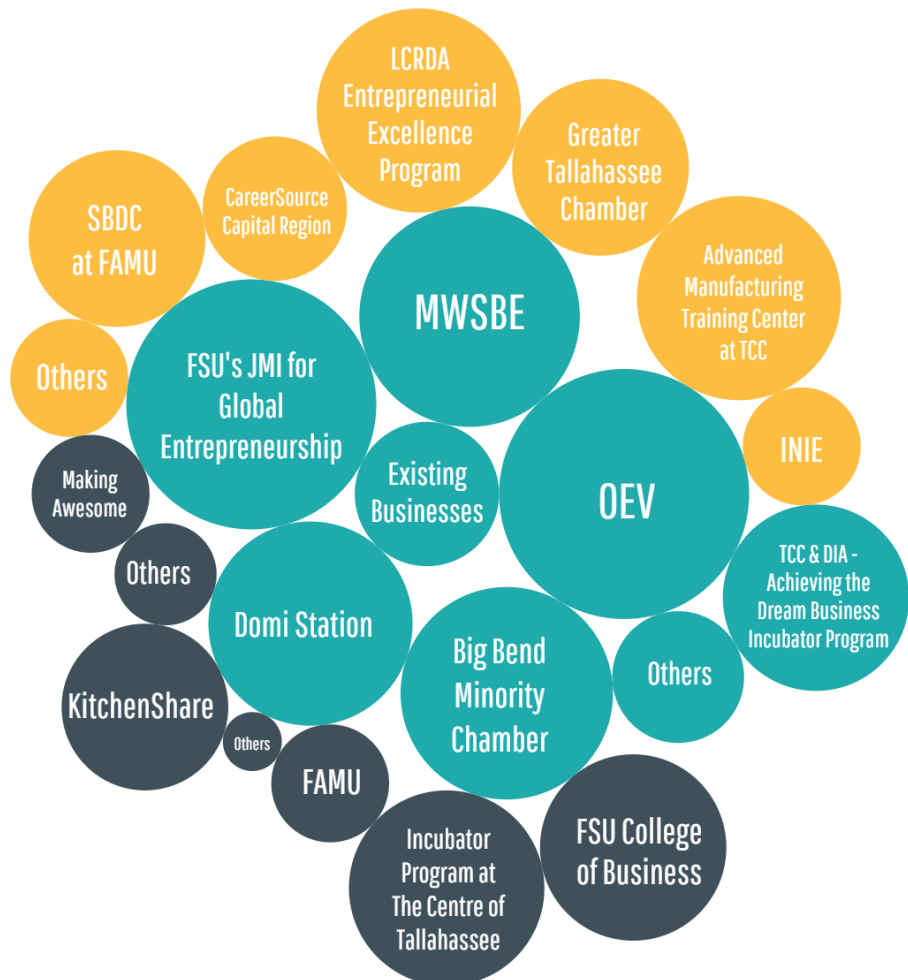
<sup>4</sup> OEV Staff will coordinate with all appropriate local government partners.

## a. Business Formation

Entrepreneurs and small businesses are critical to the economic vitality of any community, providing contributions in additional employment opportunities for residents and industry diversification. Even beyond the typical benefits, these businesses can help foster community development by embodying the live, work and play mantra – engaging in local activities, supporting other entrepreneurs and small businesses and often giving time and money back to the community.

But even in the most supportive local economies, only one to two percent of the workforce starts a business in a given year.<sup>5</sup> To attract and keep innovative entrepreneurs a community must be receptive to their innovation by reducing over-regulation and providing support systems that limit bureaucracy and foster innovation and increased productivity.

Tallahassee is fortunate to have a number of existing resources to support business formation (see diagram) through its current entrepreneurs; small and minority business; and tech transfer and commercialization entities and locations. While many of these entities are considered successful, there is greater potential for more substantial results under the leadership of the OEV to coordinate the organizations into a systematic approach. The process should focus on not just efficiencies of the resources but on easing the process and minimizing risk for the formation of businesses.



<sup>5</sup> Entrepreneurs and their impact on jobs and economic growth, Alexander S. Kritikos

## Building the Entrepreneurial Ecosystem

Understanding entrepreneurs are generated at the local level and are strengthened when they connect with one another, OEV's efforts to support entrepreneurs should focus on the creation of successful networks and leveraging of existing resources.

According to the Global Entrepreneurship Institute<sup>6</sup>, there are seven stages of the entrepreneurial life cycle.

1. Opportunity Recognition: The pre-start analysis
2. Opportunity Focusing: Fleshing out of ideas and exposing pitfalls
3. Commitment of Resources: Development of the business plan.
4. Market Entry: A very simple organization, the resources are correctly allocated according to the business plan and the first sales are made.
5. Full Launch and Growth: Consideration of a high-growth strategy or to remain a small venture.
6. Maturity and Expansion: Implementing a growth strategy through professional management practices.
7. Liquidity Event: IPO or being acquired by a larger company.

Although there are inherent similarities within all entrepreneurial endeavors such as the life cycle, one program alone will not reach all entrepreneurs. Therefore, the community must focus its efforts where it can make the most difference.

When developing the recommendations, it was important to consider four important assertions from Brad Feld's book, *Startup Communities*, often used resource for people seeking to nurture entrepreneurial ecosystems<sup>7</sup>:

1. Entrepreneurs must lead the entrepreneurial community, not professors, policymakers, or agency administrators.
2. The community must have a porous boundary by including the entire stack of entrepreneurs, from experienced serial entrepreneurs, to nascent entrepreneurs, to individuals thinking about startup companies.
3. The community must have organized activities that engage people in the entrepreneurial context. Cocktail parties and networking receptions will not build a vibrant entrepreneurial community.
4. Community leaders must commit for the long-term, at least 20 years.

### Highlights of Existing Incubators and Makerspaces

Access to affordable space and availability of capital are the two main stumbling blocks cited by budding entrepreneurs. As evidenced by the high-level listing of existing incubator space in Tallahassee (on the following page), the community has demonstrated a commitment to providing co-working and flexible space to entrepreneurs – with many of these spaces being created over the last five years. However, in order to successfully support and retain entrepreneurial talent the community's initiatives must move beyond building low cost co-working space, **the focus must be on coordinated programmatic development.**

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<sup>6</sup> Global Community for Advancing Studies on Entrepreneurship - <https://news.gcase.org/entrepreneurial-life-cycle/>

<sup>7</sup> Think Locally, Act Locally: Building a Robust Entrepreneurial Ecosystem, The Kauffman Foundation

Established		Tallahassee-Leon County Incubators & Makerspaces as of August 2016
1995	FSU College of Business/Jim Moran Jim Moran School of Entrepreneurship	<ul style="list-style-type: none"> <li>The InNOLEvation® Center (2015) is a resource to develop and support Florida State students interested in starting or growing a business.</li> <li>Students are given access to professional co-working space, connected with mentors from faculty and the business community and provided guidance in solving the problems every newly launched venture faces.</li> </ul>
2005	Tallahassee Community College in collaboration with Tallahassee Downtown Improvement Authority, Achieving the Dream Business Incubator Program	<ul style="list-style-type: none"> <li>Participate in workshops on topics such as access to capital, customer discovery and fiscal legal taxes.</li> <li>The entrepreneurs will market their start-up businesses to the general public while learning from other successful businesses at the Tallahassee Downtown Marketplace.</li> <li>The participating businesses offer a variety of goods and services including manufacturing, distribution, technology, culinary and service activities</li> <li>After three months in the Marketplace, one business will be chosen to operate out of the TCC Capitol Center for an additional six months free of charge.</li> <li>This successful entrepreneur will also be provided a membership in the Entrepreneurial Excellence Program and the Florida Retail Federation.</li> </ul>
2010	Kim B. Williams Advanced Manufacturing Training Center at TCC	<ul style="list-style-type: none"> <li>Provides two incubator spaces geared toward supporting the growth of upstart manufacturing companies.</li> </ul>
2011	Making Awesome	<ul style="list-style-type: none"> <li>Arts and technology makerspace</li> </ul>
2014	Domi Station <i>(Public/Private Partnership)</i>	<ul style="list-style-type: none"> <li>Support technology-driven startups engaged in developing and validating repeatable, scalable business models.</li> <li>Programs aim to accelerate startup growth by providing a network of mentors, investors, and collaborators.</li> </ul>
Late 2016	KitchenShare	<ul style="list-style-type: none"> <li>Food-based incubator for cooking entrepreneurs can craft a business and spur economic development in one of Tallahassee's poorest neighborhoods and food deserts.</li> </ul>
Opening in 2017	Incubator Program at The Centre of Tallahassee	<ul style="list-style-type: none"> <li>Established to identify and promote innovation and entrepreneurship in the fields of "brick &amp; mortar" retail and culinary concepts.</li> <li>Invited qualified candidates will compete in a juried competition from which the best concepts may be granted membership in the Incubator Program.</li> <li>Incubator Tenants will enjoy access to Incubator Facilities at negotiated lease rates and terms that provide them with the opportunity to nurture and grow their concepts in a real world environment.</li> </ul>
TBA	FAMU	<ul style="list-style-type: none"> <li>In development</li> </ul>
TBA	Innovation Park	<ul style="list-style-type: none"> <li>In development</li> </ul>

With ample space available the community should look to address lack of access to capital for business formation. Although it appears that there are resources at both the national, state and local levels, there is not a comprehensive local initiative that pulls together the trainings, spaces and funding into one unique program aimed at the early stage entrepreneur. In order to provide a successful pipeline for entrepreneurs, the tactics below seek to not create new initiatives but rather better leverage existing resources and intellectual capital. Ultimately the goal is not only to have entrepreneurs be successful but also have them want to stay in the community.

## a. 1. STRATEGY:

*Give continuity to the way entrepreneurialism is defined in Tallahassee-Leon County and how entrepreneurs are trained and prepared to enter existing programs for greater success.*

## TACTICS

### IMMEDIATE OPPORTUNITY: ENTREPRENEURSHIP CORNERSTONES FOR SUCCESS

Partner with community and national leaders in the entrepreneurial space **to develop the foundation blocks needed for a successful entrepreneurship entry program**. The program guidelines are not intended to replace existing intentions but rather build a common set of objectives and principles to ensure continuity of the way budding entrepreneurs are trained in the basics prior to entering existing programs.

The OEV will lead the development of the cornerstones for success to provide the foundational basics of starting a business with an opportunity to receive grant funding upon completion. The development of the cornerstones should utilize existing assets such as Domi Station, the Leon County Research and Development Authority's Entrepreneurial Excellence Program and FSU's Jim Moran Institute for Global Entrepreneurship (JMI). While the OEV should spearhead this effort, the programmatic development and implementation would utilize the existing knowledge in the community. Programs should contain the following basic requirements:

- Nine-week course to be offered during the day and evenings to encourage those who work to participate. The program should be open to all industries; once entrepreneurs graduate they can be referred to programs or initiatives that focus on their specific market.
- Topics should include validation of ideas, business plan development, customer identification, legal and tax implications, securing capital/fundraising as well as marketing. Guest speakers and other successful entrepreneurs and/or small and new businesses should be highlighted. Given the size of both the public sector and non-profit community in the Tallahassee-Leon County area, a special section should focus on working with the non-profit and public sectors.
- Space should be limited and programs should be conducted at least twice a year.
- A small fee of approximately \$100 to \$250 may be charged to encourage continued participation. Grants to attend may be considered on a case-by-case basis.
- To demonstrate another key entrepreneurial skill and to demonstrate local commitment, each attendee must raise at least \$1,000 to start their business. If they do so they will be eligible for a matching grant ranging from \$1,000 up to \$5,000.

- Entrepreneurs must commit to the entire program. If he/she misses more than one class, the attendee will not be eligible for the grant at the completion of the course.
- In addition, programs should end with a graduation ceremony and provide additional opportunities to earn additional prizes of \$5,000, \$7,500 and \$10,000 based on the merit of the business.
- A public relations and marketing component to showcase the graduates must be included.

#### MID-TERM OPPORTUNITY: BUILDING UP SOLOPRENEURS & SOCIAL ENTREPRENEURISM

- Consider **developing spin-off segments to the cornerstones program** (based on interest level) of the course that would focus on niche markets such as the solopreneur (a professional who chooses to start a business with no intention of ever adding staff), social entrepreneurship, and additional opportunities for the minority and women-owned business community. Partner with existing resources in the community such as JMI and INIE and the trainings they already provide.

#### LONG-TERM OPPORTUNITY: A PIPELINE FOR THE ENTREPRENEURS OF TOMORROW

- Working with Leon County Public Schools as well as local charter schools **develop a spin-off entrepreneurial program that would target high school students** similar to Chattanooga, Tennessee. It is understood that this effort has begun with the local Junior Achievement chapter but OEV should look to support and enhance this program in the future.

In Chattanooga, over the course of a semester, the program immerses students in business fundamentals like market opportunities, innovation, viability, feasibility and business plan development. Working in teams, and mentored by business leaders, the students pitch their business plans at the end of each semester as part of a regional competition. The winning team receives financing and business support services to help turn their idea into reality. At the end of the semester, all students have had the opportunity to experience entrepreneurship in a way that prepares them for the future.

#### METRICS

1. Within the first year, benchmark existing entrepreneurial programs while still in development against other successful initiatives in Madison, Wisconsin, Birmingham, Alabama and Chattanooga, Tennessee against local efforts.
2. Successful launch of the cornerstones initiative within one year and seek to graduate 50-100 entrepreneurs with the new program requirements and matching fund grants over the next two years.
3. Within three years, expand the program to offer separate tracks for niche markets.
4. Within five years, build out a high school entrepreneurial pilot program in one school or expand the existing Shark Bowl program with Junior Achievement.



## a. 2. STRATEGY:

*Partner with local financial institutions to develop a secured funding program for entrepreneurs seeking capital.*

### LONG-TERM OPPORTUNITY: SECURELY ADDRESSING THE NEED FOR CAPITAL

- Serving as a catalyst for stimulating growth for both entrepreneurs and small businesses the OEV should **look to create a community investment corporation**. The program would not be a direct loan program but rather a loan guarantee program partnering with financial institutions that can tolerate the increased risk associated with a portfolio of small business loans. The businesses eligible for this program would be second-stage businesses that are considered more stable and secure.

The Southeast Mississippi Community Investment Corporation managed by the Hattiesburg-based Area Development Partnership provides a good example of a successful program. The overseeing board of directors is made up of both participating banking officials and community representatives looking at the capital needs of businesses. The program utilizes a loan guaranty transaction that reduces risk for lending institutions. For example, a business might borrow \$20,000 through a participating bank, and the Community Investment Corporation, secures up to 50 percent through the purchase of a Certificate of Deposit to secure the loan and collateralized by the assets of the borrower.

As a first step, it is recommended that the OEV, in conjunction with existing entrepreneurial partners and financial institutions in the community, benchmark three successful community investment corporation practices around the country beginning with Hattiesburg. Once the benchmarking report is completed, develop a strategy that would begin the formation of a community investment corporation.

### METRICS

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1. Within two years, benchmark three capital investment corporation programs such as Hattiesburg and Charlottesville.
2. Within three years, develop the plan for Tallahassee-Leon County's capital investment program.
3. Within four years, pilot the capital investment corporation program with three local financial institutions and seek to provide capital to 10 businesses.

## Making Strides for Economic Inclusion

Minority and women-owned small businesses provide important financial and leadership contributions to the creation and preservation of a healthy local economy. With the formation of the OEV, the City of Tallahassee and Leon County took an important first step to better support and encourage the growth of small, minority and women-owned businesses. Placing certification programs and services in one central location it not only eliminates layers of unnecessary bureaucracy but also demonstrates a public commitment to the long-term success of these firms.

Understanding that supporting these enterprising businesses requires the same level of planning, strategy and ongoing refinement of services as business retention or recruitment, Leon County commissioned a committee to evaluate the current Minority, Women and Small Business Enterprise (MWSBE) programs over a six-month period. At the end of the evaluation, the committee provided a suite of recommendations for improving services. Currently, Tallahassee-Leon County is conducting a new disparity study to address program goals, measurements and thresholds, and as such the strategies and tactics below seek to expand those recommendations rather than reaffirm or duplicate.

According to the U.S. Census<sup>8</sup> in 2012, Leon County had a total of 5,796 firms with paid employees, of those businesses:

- 690 firms were minority-owned; and
- 1,128 firms were women-owned.

Recognizing the impact that these businesses can have on the Tallahassee-Leon County economy it is imperative to implement a suite of strategies and tactics that go beyond setting aspirational goals and targets. Instead the focus should be on providing these firms the ability to broaden their business expertise and access opportunities in the private sector allowing them to reach their full business potential.

### **a. 3. STRATEGY:**

*Enhance the existing minority and women-owned program and develop a procurement microsite to provide ease of access to competitive solicitations or bid opportunities for MWSBEs.*

#### **IMMEDIATE BECOME A HUB OF BID OPPORTUNITIES**

- Build a **robust microsite on OEV's website that offers a one-stop-shop for minority and women owned small businesses** to find competitive bid opportunities and solicitations. In addition to county and city bid opportunities serve as a portal to:
  1. State Office of Supplier Diversity Solicitations
  2. FSU's Competitive Solicitations
  3. FAMU's Competitive Solicitations
  4. TCC Bid Opportunities
  5. Federal Bid Opportunities

<sup>8</sup> U.S. Census American Fact Finder, 2012 Survey of Business Owners

6. Leon County Public Schools
  7. Others as identified
- If possible, under existing restrictions, for county and city opportunities **provide registered and certified MWSBE businesses an email alert of contract opportunities being added to the website.**

#### MID-TERM OPPORTUNITY: ENCOURAGE PRIVATE BUSINESSES TO CONTRACT WITH MWSBES

- **Encourage local businesses to post/link to bid opportunities and solicitations on the website.** Include major employers such as Capital Regional Medical Center which spent \$17 million with local vendors in 2015 of which \$1.4 million was with minority and women owned businesses.

#### METRICS

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1. Develop the microsite to include links to local, state, national as well as FSU and FAMU solicitations within the first year. Benchmark against other websites.
2. By year two, set a target of at least six private sector bid opportunities posted annually.
3. Over three years, seek to increase the traffic at the levels of the disparity study to the site utilizing online advertising, email promotions and earned media.

#### a. 4. STRATEGY:

*Develop a suite of workshops and trainings, leveraging existing resources, to help sustain the competitive and economic viability of small businesses owned by minorities, women and other underrepresented business owners.*

#### MID-TERM OPPORTUNITY: TRAINING OPPORTUNITIES & EVENTS FOR BUSINESSES AND PURCHASERS

- **Build out existing suite of trainings and workshops** (both in the day and evenings) that provide step-by-step instructions on how to access government bid opportunities at the local, state and national level. Workshops could include:
  - Intro to Government Contracts
  - Successful bidding tips from all entities that have postings
  - Compliance and reporting after the award
  - How to move past government contracts
  - Business 101 Series (in conjunction with entrepreneurship program)
  - Trade Opportunities (Enterprise Florida)
  - Leverage local intellectual capital such as business leaders and university assets such as professors at FSU, FAMU or TCC.
- Host Vendor Days on a reoccurring basis to make procurement and MWSBE staff available to potential vendors and answer questions about bidding opportunities and requirements. The event provides the ability to network with other MWSBEs.
- Host trainings for purchasing agents on the benefits and importance of using MWSBE vendors when appropriate and available.
- Conduct post workshop surveys to assess helpfulness to businesses and seek to expand/change offerings based on feedback.
- Connect those in the creative economy to the resources listed above.

#### LONG-TERM OPPORTUNITY: DIGITAL WORKSHOPS & OPEN HOUSES

- Utilizing the information developed in the workshops, **develop online trainings** for MWSBEs to maximize participation.

#### METRICS

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1. By year two, host at least one workshop quarterly and Vendor Days at least twice a year.
2. By year two, host purchasing agent trainings twice a year.
3. By year four, develop at least three online courses.

#### a. 5. STRATEGY:

*Minimize the differences in certification programs at the local, university and state level.*

#### LONG-TERM OPPORTUNITY: STREAMLINE CERTIFICATIONS AT ALL LEVELS OF GOVERNMENT

- Utilizing the results of the new disparity study, streamline the application process of the existing Minority, Women & Small Business program to **align certification with existing programs.**

#### METRICS

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1. By year three, align certification programs across city, county and state lines.

Technology Transfer & Commercialization Action Plan

Allocation of Resources: \$ = up to \$100,000; \$\$ = \$100,000+ to \$250,000; \$\$\$ = \$250,000+ to \$500,000; \$\$\$\$ = \$500,000+

Strategy	Tactics	Metrics	Timeframe	OEV <sup>9</sup> & Partners	Allocation of Resources
<b>Establish a collaborative partnership with the Leon County Research and Development Authority, Florida State University and Florida Agricultural and Mechanical University to leverage resources and assets for developing a technology cluster centered on the National High Magnetic Field Laboratory to recruit industry and talent.</b>	Form an advisory group called the Magnetic Technologies Task Force to be chaired by a private business leader (who will also serve on the Economic Vitality Leadership Council) with knowledge in the industry. This taskforce should be small and work with OEV and FSU to provide guidance and input on growing the cluster of research and businesses in the magnetic technologies industries.	<ul style="list-style-type: none"> <li>In the first 90 days, form an advisory group called the Magnetic Technologies Task Force to provide guidance and input on growing the cluster of research and businesses in the magnetic technologies industries.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 1)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>FSU</li> <li>FSU Research Foundation</li> <li>MagLab Leadership</li> <li>Leon County Research &amp; Development Authority</li> <li>Innovation Park Businesses</li> <li>FAMU</li> <li>TCC</li> </ul>	\$
	Working with all the stakeholders, conduct business intelligence to identify potential customers for magnetic technologies which may benefit from a location close to the MagLab.	<ul style="list-style-type: none"> <li>In the first six months, reach out to at least 10 private firms or companies to generate a prospective pool of private users at the MagLab who would benefit from a Tallahassee location.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 1)</li> </ul>		\$
	LRCDA should work with OEV to develop a menu of financial and non-financial incentives to support private sector investment at Innovation Park.	<ul style="list-style-type: none"> <li>In the first year, LRCDA should work with OEV to develop a menu of incentives to support private sector investment at Innovation Park.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 1)</li> </ul>		\$
	OEV should work with FSU and MagLab users to define/refine selling points of the resources and research.	<ul style="list-style-type: none"> <li>In the first year, define and refine selling points of the resources and research in Tallahassee-Leon County.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 1)</li> </ul>		\$
	OEV to should consider adding a business development position to support the growth of the cluster.	<ul style="list-style-type: none"> <li>By year three, have identified cumulative resources among all partners to hire a business development position to support the growth of the cluster.</li> <li>By year three, increase lead generation of competitive projects associated to research and advanced manufacturing at Innovation Park and other institutes by 25 percent.</li> <li>By year three, seek to facilitate the creation of 200 new private sector jobs related to the cluster development.</li> </ul>	<ul style="list-style-type: none"> <li>Mid-Term (Year 3)</li> </ul>		\$\$\$
	The task force should explore opportunities for the FSU Research Foundation and other stakeholders to dedicate a least one grant award per year for research in the magnetic technology field.	<ul style="list-style-type: none"> <li>By year three, work with FSU to dedicate a least one grant award per year for research in the magnetic technology field.</li> </ul>	<ul style="list-style-type: none"> <li>Mid-Term (Year 3)</li> </ul>		\$\$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2; V. 3; V. 4; V. 5; V. 6; V. 7; V. 8

<sup>9</sup> OEV Staff will coordinate with all appropriate local government partners.

Technology Transfer & Commercialization Action Plan (continued)

Allocation of Resources: \$ = up to \$100,000; \$\$ = \$100,000+ to \$250,000; \$\$\$ = \$250,000+ to \$500,000; \$\$\$\$ = \$500,000+

Strategy	Tactics	Metrics	Timeframe	OEV <sup>10</sup> & Partners	Allocation of Resources
<p><b>Building on successful partnerships with FAMU, FSU and TCC seek additional opportunities that align university research with business recruitment and cluster development.</b></p>	<p>The magnetic technology cluster strategy is recommended for the OEV to launch initially because it not only provides opportunities in technology transfer and commercialization but also for business recruitment. OEV should build on its outreach efforts to support the growth of this technology cluster to eventually grow advanced manufacturing in the region.</p>	<ul style="list-style-type: none"> <li>By year four, develop an advanced manufacturing strategic plan for competitive project recruitment based on resources available at the institutes.</li> </ul>	<ul style="list-style-type: none"> <li>Long-Term (Year 4)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>FSU</li> <li>FSU Research Foundation</li> <li>MagLab Leadership</li> <li>Leon County Research &amp; Development Authority</li> <li>Innovation Park Businesses</li> <li>FAMU</li> <li>TCC</li> <li>Existing Businesses</li> </ul>	\$
	<p>Building on the success and best practices surrounding the MagLab, the OEV should seek out future tactics for cluster development in biotechnology, energy, engineering, environmental studies, materials, medical, research tools and software. This segmentation of the timeline should not mean that the OEV is not aware of the opportunities, but focusing on each of the clusters that has significant forward momentum provides a real opportunity for global leadership.</p>	<ul style="list-style-type: none"> <li>By year five, develop a plan for a new cluster development building on the success and best practices surrounding MagLab cluster development.</li> </ul>	<ul style="list-style-type: none"> <li>Long-Term (Year 5)</li> </ul>		\$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2; V. 3; V. 4; V. 5; V. 6; V. 7; V. 8

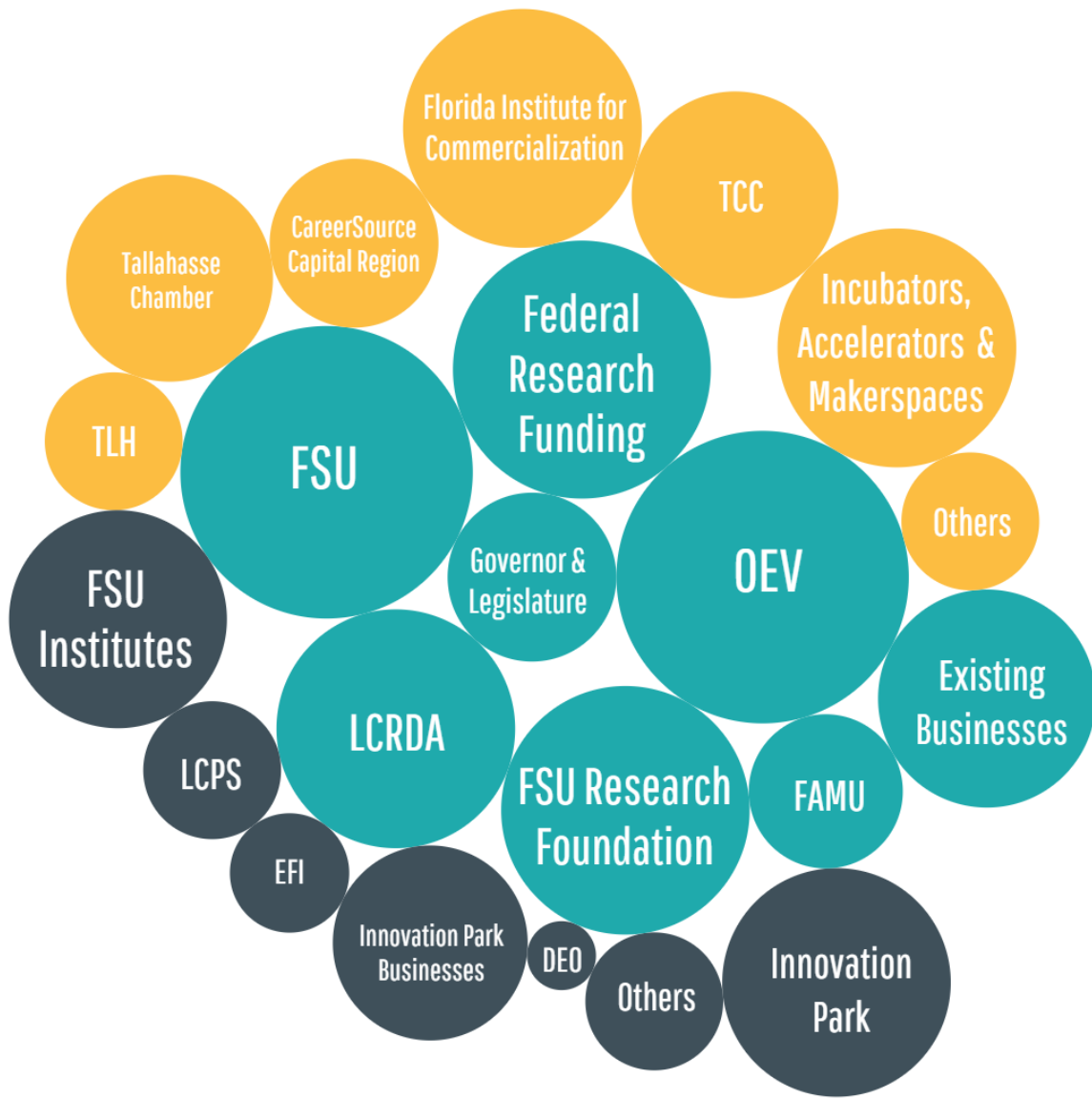
<sup>10 10</sup> OEV Staff will coordinate with all appropriate local government partners.



## b. Technology Transfer and Commercialization

While some may consider technology transfer and commercialization a subset of the business formation initiative, due to the community's unique research attributes, it was important to call special attention to the significant technological assets that go largely unnoticed and underutilized by the community in recruiting industry and talent. Tallahassee-Leon County's universities offer unique research assets and advantages providing a nexus where entrepreneurship and innovation collide to generate business opportunities.

Below is a high-level inventory of assets categorized by the role each entity has in the ecosystem to support technology transfer and commercialization. OEV should continue to supplement this inventory and understand the role of the assets in the supporting structure.



## The Financial Impact of Research and Development

In 2015, Florida State University (FSU), a top 100 university based on total research and development expenditures, spent nearly \$200 million supporting research and development initiatives.<sup>11</sup> Gary K. Ostrander, FSU Vice-President for Research and President of the FSU Research Foundation wrote a My View column published August 12, 2016 about the economic benefit of research and development funding to the community noting, “The primary grant expense is the salaries of researchers, technicians, graduate students and postdoctoral students who work on projects.” Combined with Florida Agricultural and Mechanical University (FAMU) the two universities have a combined total of nearly \$300 million in research expenditures flowing through the community.

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### 2014 Total R&D Expenditures according to the National Science Foundation<sup>12</sup>

Florida State University	\$252,548,000
Florida A&M University	\$46,367,000
Combined Annual R&D Expenditures	\$298,915,000

In addition, earlier this year, FAMU's designation within the Carnegie Classification improved to Research University/Higher (R-II University), from a Research University with “moderate” activity or R-III. The designation places FAMU in the same classification as Auburn and Old Dominion.

Given the magnitude of research investments and expenditures, it is imperative for the Tallahassee-Leon County community, through the OEV, to establish a collaborative partnership with both FSU and FAMU to leverage each other’s assets, resources and opportunities to support a successful technology transfer and commercialization strategy.

## Building Success around World Class Facilities

The strategy for the OEV should nurture and facilitate the growth of technology clusters that offer the best chance to generate opportunities for transfer of technology, commercialization and creation and recruitment of new private businesses based on the existing university assets. This is a focused approach that requires understanding how each identified asset can accelerate the growth and sustainability of the cluster. It requires developing a strong relationship with FSU Office of Research, Leon County Research and Development Authority (LCRDA) as well as FAMU Division of Research and a commitment by all involved to collaborate. Becoming a successful commercialization ecosystem requires the development of cooperative strategies to optimize the universities’ resources with public-sector participation.

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<sup>11</sup> [FSU Office of Research Annual Statistics](#)

<sup>12</sup> Source: National Science Foundation 2014 Rankings by total R&D expenditures

***“We must build on our field of expertise and stay focused on attracting businesses that are related to Magnetic Technologies. With a ‘rifle focus strategy’ we have a better chance at winning when we are competing with other high technology hubs like Palo Alto, Boston, Austin, etc.” – Ricardo Schneider, President of Danfoss Turbocor***

Although there are many areas for the OEV to immediately support in developing clusters around technology transfer and commercialization such as FAMU’s pharmaceutical program and FSU’s physical sciences, it is recommended that the OEV focus in the short-term on positioning the region as a world capital of magnetic technologies. The research around the National High Magnetic Field Laboratory, commonly referred to as the MagLab is world renowned and provides an immediate competitive advantage in the marketplace.

*National MagLab Highlights*  
The MagLab is the largest and highest-powered magnet laboratory in the world. In 2015, 1,615 researchers from academia and the corporate world conducted cutting-edge research at the MagLab. The users represented 175 universities, government labs and private companies in the US and total of 314 worldwide.

During a community interview the VisionFirst team had the opportunity to meet with Ricardo Schneider, President of Danfoss Turbocor, an end user of FSU technology whose company located to Tallahassee in 2007. Danfoss has continued to expand in Tallahassee and be a vocal advocate for utilizing the resources to make this community a global leader in magnetic technologies. Schneider shared his plan (found in the addendum) for making Tallahassee the “World Capital of Magnetic Technologies.” In addition to Mr. Schneider, this concept has been supported by:

- John Thrasher, President of Florida State University
- Gary K. Ostrander, Vice President for Research at Florida State University
- Steve Evans, IBM Executive (retired)
- Kim Williams, President of Marpan
- David Loveless, Consultant and Chair of the Tallahassee Vistage Group
- Rob Atkisson, Franchise owner of Moe's Southwest Grill in Tallahassee
- Laura Johnson, Founder & President of Coton Colors
- Eric Sharkey, President of Residential Elevators
- Ned Bowman, Executive Director of Florida Petroleum Market and Convenience Store Association

## b. 1. STRATEGY:

*Establish a collaborative partnership with the Leon County Research and Development Authority, Florida State University and Florida Agricultural and Mechanical University to leverage resources and assets for developing a technology cluster centered on the National High Magnetic Field Laboratory to recruit industry and talent.*

### TACTICS

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#### IMMEDIATE OPPORTUNITY: GROWING THE CLUSTER

- **Form an advisory group called the Magnetic Technologies Task Force** to be chaired by a private business leader (who will also serve on the Economic Vitality Leadership Council) with knowledge in the industry. This taskforce should be small and work with OEV and FSU to provide guidance and input on growing the cluster of research and businesses in the magnetic technologies industries. Private sector members serving on the task force are essential. The OEV task force will refine strategies to attract additional research dollars to the universities and recruitment of businesses that benefit from being adjacent to MagLab. Collaboration on this matter is the key to success.
  - **Business recruitment efforts should initially focus on the magnetic research strengths used in the fields of energy, life and materials.** Targets should be developed by the Task Force, companies identified by OEV and included in the ongoing business recruitment strategy.
  - The **Task Force should seek input from the MagLab in-house research groups** for opportunities to recruit additional private and public research opportunities that further deepen the magnetic cluster. The challenge for effective tech transfer is to develop a pipeline that nurtures innovation through private sector participation earlier in the process versus later. The task force should investigate what is missing to support the health and growth of the cluster.
- Working with all the stakeholders, **conduct business intelligence to identify potential customers** for magnetic technologies that may benefit from a location close to the MagLab. The business intelligence should identify needs and potential project drivers. All involved must be knowledgeable of the opportunities that exist in magnetic technology and be able to communicate the advantages and opportunities that exist for having a business near the supporting cluster.
- **LRCDA should work with OEV to develop a menu of incentives to support private sector investment at Innovation Park.** This could include providing space or land at reduced rates, access to investors, housing discounts, etc.
  - Work with **FAMU and Tallahassee Community College to develop an incentive package to utilize existing wet lab space or incubation space for manufacturing.**
- **OEV should work with FSU and MagLab users to define/refine selling points of the resources and research.** This cannot be a high-level brochure but rather a deep dive into the reasons that support investment in Tallahassee-Leon County and how a company may use the assets to its advantage.

### MID-TERM OPPORTUNITY: USING GRANTS TO LEVERAGE RESEARCH PROJECTS

- **OEV should consider adding a business development position to support the growth of the magnetic technologies cluster.** The candidate should have an in-depth knowledge of the sector and an ability to articulate the value proposition to potential users. In addition, the position will focus on developing relationships and seeking opportunities for private investment in research and development as well as manufacturing opportunities. The timeframe for this recommendation is 3-5 years based on current funding.
- Startups fail for a variety of reasons but may have had a greater chance for success if private sector involvement was brought in earlier to help evaluate markets as the research is being refined. FSU's research foundation has developed a new grant program and allocated \$250,000 per year for a minimum of four years to provide grants that improve odds of current research resulting in a new product or service. **The task force should explore opportunities for the FSU Research Foundation and other stakeholders to dedicate a least one grant award per year for research in the magnetic technology field.**

### METRICS

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1. In the first 90 days, form an advisory group called the Magnetic Technologies Task Force to provide guidance and input on growing the cluster of research and businesses in the magnetic technologies industries.
2. In the first six months, reach out to at least 10 private firms or companies to generate a prospective pool of private users at the MagLab who would benefit from a Tallahassee location.
3. In the first year, LRCDA should work with OEV to develop a menu of financial and non-financial incentives to support private sector investment at Innovation Park.
4. In the first year, define and refine selling points of the resources and research in Tallahassee-Leon County.
5. By year three, hire a business development position to support the growth of the cluster.
6. By year three, increase lead generation of competitive projects associated to research and advanced manufacturing at Innovation Park and other institutes by 25 percent.
7. By year three, seek to facilitate the creation of 200 new private sector jobs related to the cluster development.
8. By year three, work with FSU to dedicate at least one grant award per year for research in the magnetic technology field.

### b. 2. STRATEGY:

*Building on successful partnerships with both FAMU, FSU and TCC seek additional opportunities that align university research with business recruitment and cluster development.*

### TACTICS

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### MID-TERM OPPORTUNITY: EXPAND THE CLUSTER TO ADVANCED MANUFACTURING

- The magnetic technology cluster strategy is recommended for the OEV to launch initially because it not only provides opportunities in technology transfer and commercialization but also for business recruitment. OEV should **build on its outreach efforts to support the growth**

**of this technology cluster to eventually grow advanced manufacturing** in the region. Look to Kansas State University (KSU) as a case study and best practice. KSU's effort known as Knowledge Based Economic Development partnership is a collection civic, academic and private entities working together to support new and growing companies in Manhattan. This integrated community economic development program seeks to recruit companies by leveraging the capabilities and expertise available at KSU. The effort not only includes university assets but the City of Manhattan as well as the Chamber of Commerce.

#### **LONG-TERM OPPORTUNITY: DEVELOP ADDITIONAL CLUSTER STRATEGIES**

- Building on the success and best practices surrounding the MagLab, the OEV should **seek out future tactics for cluster development in biotechnology, energy, engineering, environmental studies, materials, medical, research tools and software**. This segmentation of the timeline should not mean that the OEV is not aware of the opportunities, but is focusing on each of the clusters that has significant forward momentum and provides a real opportunity for global leadership.

#### **METRICS**

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1. By year four, develop an advanced manufacturing strategic plan for competitive project recruitment based on resources available at the institutes.
2. By year five, develop a plan for a new cluster development building on the success and best practices surrounding MagLab cluster development.



Business Retention & Expansion Action Plan

Allocation of Resources: \$ = up to \$100,000; \$\$ = \$100,000+ to \$250,000; \$\$\$ = \$250,000+ to \$500,000; \$\$\$\$ = \$500,000+

Strategy	Tactics	Metrics	Timeframe	OEV <sup>13</sup> & Partners	Allocation of Resources
<p><b>Develop and implement a comprehensive business retention and expansion outreach program that demonstrates interest and concern for the challenges existing industry is facing and mobilize resources to address those challenges resulting in an improved business climate.</b></p>	<p>Develop and implement a comprehensive existing industry outreach program.</p> <ul style="list-style-type: none"> <li>This initiative should be utilized in conjunction with a customer relationship management (CRM) system.</li> <li>The primary tool of a business retention and expansion program is a face-to-face business interview based on a survey/questionnaire. The survey must be concise and adaptable to different industries. It must be designed to elicit honest feedback that can be used to help both the company and the community.</li> <li>The results of the survey will be confidential and analyzed only by the OEV. All results should be recorded in the CRM system leading to a database of business intelligence.</li> </ul>	<ul style="list-style-type: none"> <li>In the first year, perform 50 one-on-one consultations annually with some combination of the following:                             <ul style="list-style-type: none"> <li>Existing major private sector employers;</li> <li>State Agency Heads (via the Executive Office of the Governor and the Secretary of the Department of Management Services to facilitate one small group discussion per year); and</li> <li>Non-Profit Organizations (Utilizing the Institute for Nonprofit Innovation and Excellence host one small group discussion per year).</li> </ul> </li> <li>In the first year, utilize the Economic Vitality Competitiveness Committee to establish task forces to address the challenges and impediments to competitiveness. Draft an action plan to address at least three issues uncovered in the business consultations.</li> <li>In the first year, engage and recruit private business leadership to serve on the Economic Vitality Leadership Council and Competitiveness Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 1)</li> <li>Immediate (Year 1)</li> <li>Immediate (Year 1)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>Existing Businesses</li> <li>Economic Vitality Leadership Council</li> <li>Economic Vitality Competitiveness Council</li> </ul>	<p>\$\$</p>

Strategies on this page address the following key takeaways from public engagement: V. 6

<sup>13</sup> OEV Staff will coordinate with all appropriate local government partners.

## c. Business Retention & Expansion

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Most economic development organizations understand the importance of the employers currently in their community. They understand the value of a strong outreach program and the return on their engagement with local business. Yet the focus of many of these organizations centers on new business recruitment. The allure of a new company and the splash it will garner are coveted not only by the economic development organization but by elected leadership as well. However, without an emphasis on engaging existing industry a recruitment effort is doomed to fail.

The health of a community's existing industry has long been a leading indicator of the overall state of that local economy. If local businesses are growing, the economy will soon follow suit. Conversely the opposite is true. There are many different reasons for this but generally, existing industry growth is an indication of a strong workforce, favorable business climate and a strong market. These factors not only promote existing growth but will soon lead to new opportunities as well, leading to competition that stimulates innovation and further growth.

While this is certainly the most obvious reason to develop a comprehensive business retention and expansion outreach strategy, there are others. It has long been maintained that the majority of job creation comes from existing companies and while that remains true today there are some significant subtleties within the data that must be considered. The Kaufman Foundation notes, *"Policymakers often think of small business as the employment engine of the economy. But when it comes to job-creating power, it is not the size of the business that matters as much as it is the age. New and young companies are the primary source of job creation in the American economy."*<sup>14</sup>

This places an even more emphasis on the need for outreach. If it truly is those companies in year one to year five that have the greatest opportunity to create jobs, engagement must be immediate.

Another reason existing industry is so important to the continual growth of the Tallahassee-Leon County is somewhat less obvious. As a prospective business considers an area for location typically they will reach out to local businesses to get their perspective of the area. They will ask:

- Is the hiring process cumbersome?
- Is talent readily available?
- Will the area's local leadership be a partner as the company attempts to grow?

These are just a few of the questions that will be asked of the community's existing industry by prospective business and, most importantly, this is done without Tallahassee-Leon County leadership or the OEV. Regardless of sales ability of the OEV team, Tallahassee-Leon County is helpless to mitigate any negative information from being expressed. Companies can learn more in an hour conversation with a local manager than they can in months of due diligence. For this

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<sup>14</sup> The Importance of Young Firms for Economic Growth. The Kauffman Foundation

reason, it is imperative that the OEV staff has a strong relationship with the leadership in existing local businesses and industry. Ultimately, the OEV wants to ensure that both new and existing businesses see the community's tangible and intangible benefits such as navigating regulatory hurdles and workforce challenges.

The existing businesses should tout the OEV as an accessible and helpful partner not just for the initial location but also in the future, when they are considering expansion. If that relationship exists, local existing businesses will sell Tallahassee-Leon County for the OEV; and that is much more effective than any pitch from an economic developer. To encourage such testimonials and to monitor the health of local businesses, OEV must develop and implement an existing industry outreach program that is realistic and measurable.

While not a typical industry, what cannot be ignored is the state government and non-profit presence in Tallahassee-Leon County. These industries are important to the local economy and should be engaged from both a pure financial input and the intellectual capital they offer. It is recommended that each be treated as an existing industry and be a part of any implemented approach.

### Expanding the Dialogue with Businesses

At its core, the recommended existing industry outreach plan is designed to assist the OEV in building relationships with company leadership. This relationship will invariably lead to three main benefits:

1. **Business Intelligence.** The OEV will become aware of issues and obstacles early in its relationship with the company allowing time to address any challenges. The same can be said of opportunities for growth.
2. **Community Evaluation.** Valuable information related to business climate will be provided. For example, a company's struggles can help provide a roadmap for Tallahassee-Leon County to remain competitive in the market.
3. **Location Marketing.** The OEV will establish positive relationships with local company officials and will create community business ambassadors to a host of potential prospects.

The benefits to existing Tallahassee-Leon County businesses are significant. Companies that participate in comprehensive outreach programs with economic development organizations are statistically more likely to grow and expand. They not only benefit from a partnership with the



The screenshot shows a news article from the Tallahassee Democrat, dated April 27, 2016. The article is titled "'Project Presidential' gets match money" and is written by TaMaryn Waters. It reports that Leon County and Tallahassee commissioners have approved resolutions to provide up to \$54,000 each in incentives for a job-creation effort called "Project Presidential." The article also mentions a 20-percent local match between the governments and the hope of a major move by a Tallahassee-based company.

**TALLAHASSEE DEMOCRAT**  
PART OF THE USA TODAY NETWORK

## "Project Presidential" gets match money

TaMaryn Waters, Democrat staff writer 6:48 p.m. EDT April 27, 2016

Leon County and Tallahassee commissioners this week approved resolutions to pitch in up to \$54,000 each in incentives toward a job-creation effort called "Project Presidential."

Both governments are splitting a 20-percent local match that will stretch over a three- to five-year period. The hope is to sweeten a deal for a Tallahassee-based company that's discussing a major move. It's considered a qualified targeted industry eligible for the state's QT1 tax refund, which includes refunds on corporate income, sales property taxes and other taxes for pre-approved applicants.

With an average annual salary of \$43,000 per year, the company plans to relocate, expand and create 180 jobs within three years if it stays in Tallahassee.

OEV but they know whom to call to support their need. This provides quicker access to needed resources, reduction in cost of doing business and improved community services.

At the end of a successful business retention and expansion strategy is an improved business climate for the existing industry. Their challenges become the community's challenges; but so do their opportunities. Not every company they are competing with in the market has that kind of support structure in the local community. Having local leadership engaged will ultimately help to make the company become more competitive in its own industry.

### **c. 1. STRATEGY:**

*Develop and implement a comprehensive business retention and expansion outreach program that demonstrates interest and concern for the challenges existing industry is facing and mobilize resources to address those challenges resulting in an improved business climate.*

### **TACTICS**

#### **IMMEDIATE OPPORTUNITY: BUILDING MEANINGFUL RELATIONSHIPS WITH EXISTING INDUSTRY**

- Existing industry programs come in many different variations but one constant remains, peer-to-peer engagement at a personal level. Written communication is vital in business today but for any program to succeed engagement must take place at the business location. It allows the company to see the OEV's commitment and allows the economic developer to gain a better understanding for how the company operates. One-on-one visits are a key component to any outreach program. There are no shortcuts.

It is recommended that OEV **develop and implement a comprehensive existing industry outreach program**. This initiative should be utilized in conjunction with a customer relationship management (CRM) system. This will allow the discovery process to be recorded and utilized in an efficient manner. There are a multitude of CRM platforms available for purchase. While a business retention and expansion program can be developed internally there are also several commercial options such as Synchronist Business Information System and Executive Pulse that offer comprehensive solutions.

Whether the OEV decides to develop a program internally or explores an existing platform, the primary tool is a face-to-face business interview facilitated with a survey/questionnaire. The survey must be concise and adaptable to different industries. It must be designed to elicit honest feedback that can be used to help both the company and the community. The results of the survey will be confidential and analyzed only by the OEV. All results should be recorded in the CRM system leading to a database of business intelligence.

There are several key components that are instrumental to the success of the program:

- Select company candidates based on diversity of industry and diversity of impact. The largest private sector employers must be part of the program due to their impact but small businesses must be a factor here as well. A good cross-section to represent the community is imperative.

- Conduct one-on-one visits with each account utilizing the survey tool to focus on the needs of the company and its employees. Identify and address companies at risk and potential expansion opportunities.
- Analyze all data and develop action plans to define the priorities for the community as it relates to existing business. Allocate resources to address concerns.
- Follow up. Each meeting must be of consequence. Companies need to trust that the information they are sharing has a chance to make a lasting impact or they will stop sharing it.

## METRICS

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1. In the first year, perform 50 one-on-one consultations, to be conducted, annually with some combination of the following:
  - Existing major private sector employers;
  - State Agency Heads (via the Executive Office of the Governor and the Secretary of the Department of Management Services to facilitate one small group discussion per year); and
  - Non-Profit Organizations (Utilizing the Institute for Nonprofit Innovation and Excellence; to host one small group discussion per year).
2. In the first year, utilize the Economic Vitality Competitiveness Committee\* to establish task forces to address the challenges and impediments to competitiveness. Draft an action plan to address at least three issues uncovered in the business consultations.
3. In the first year, engage and recruit private business leadership to serve on the Economic Vitality Leadership Council\* and Competitiveness Committee\*.

*\*See page 95 for information on updated advisory committee structure.*

Business Recruitment Action Plan

Allocation of Resources: \$ = up to \$100,000; \$\$ = \$100,000+ to \$250,000; \$\$\$ = \$250,000+ to \$500,000; \$\$\$\$ = \$500,000+

Strategy	Tactics	Metrics	Timeframe	OEV <sup>15</sup> & Partners	Allocation of Resources
<p><b>Identify and develop a full inventory of all available products (sites and buildings) along with the workforce, resources and other factors that create the total picture a company may consider in choosing to relocate or expand to Tallahassee-Leon County.</b></p>	<p>OEV should perform an in-depth product review. Whether performed internally or with a third party it is paramount that OEV have an updated, comprehensive understanding of capacity concerning available sites, workforce, infrastructure and programs. The product review will allow the OEV to draft accurate messaging to promote all that the county has to offer prospective clients.</p>	<ul style="list-style-type: none"> <li>• Within the first 30 days, the OEV should, with Tallahassee International Airport, better identify, assemble, articulate and market the total opportunity available on or near the airport property keeping in mind anticipated further development and infrastructure improvements already planned.</li> <li>• Within the first 60 days, OEV should identify and catalogue – at a high level - all potential product in the following categories:                             <ul style="list-style-type: none"> <li>○ sites and buildings (as well as potential sites);</li> <li>○ workforce attributes; and</li> <li>○ programs – any initiatives or incentives used to promote the community.</li> </ul> </li> <li>• Within the first 90 days, OEV should work internally or with outside expertise to complete an in-depth review of all assets identified.</li> <li>• Within 120 days, OEV should begin to create promotional marketing materials highlighting the assets.</li> </ul>	<ul style="list-style-type: none"> <li>• Immediate (Year 1)</li> <li>• Immediate (Year 1)</li> <li>• Immediate (Year 1)</li> <li>• Immediate (Year 1)</li> </ul>	<ul style="list-style-type: none"> <li>• OEV Staff</li> <li>• Tallahassee International Airport</li> <li>• CareerSource Capital Region</li> <li>• Local Land Holders</li> </ul>	\$
	<p>Commission a new Target Industry Analysis to replace the study undertaken in 2004.</p>	<ul style="list-style-type: none"> <li>• Within 60 days solicit proposals for a Target Industry Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Immediate (Year 1)</li> </ul>	<ul style="list-style-type: none"> <li>• OE Staff</li> </ul>	\$\$
<p><b>Develop concise, sector-specific materials and the tools to showcase Tallahassee-Leon County to prospective clients using personal outreach to maximize effectiveness and efficiency.</b></p>	<p>Develop concise, sector-specific sales materials and the tools to showcase the community. The sales team must have the tools (tablet, smart phone, and laptop) to present a site, building or asset under the strictest of timelines while mobile.</p>	<ul style="list-style-type: none"> <li>• Within 30 days develop a master list containing at least 50 global out-of-market decision-makers/decision-influencers consisting of site selection consultants and company officials.</li> <li>• Within 90 days develop coordinated response containing promotional material to target list followed by hand written correspondence introduction.</li> </ul>	<ul style="list-style-type: none"> <li>• Immediate (Year 1)</li> <li>• Immediate (Year 1)</li> </ul>	<ul style="list-style-type: none"> <li>• OEV Staff</li> </ul>	\$\$
	<p>OEV should develop a plan to attend professional association conferences targeting site selection consultants such as Industrial Asset Management Council (IAMC) or Site Selectors Guild in order to develop relationships with decision influencers. If possible, join EFI's outreach efforts around in-market events.</p>	<ul style="list-style-type: none"> <li>• In the first year, develop a personal relationship with 10 site selectors or company representatives in each of the targeted sectors.</li> <li>• For year two, set specific lead generation goals; consider an increase of 20 percent over previous year's lead generation.</li> <li>• Annually, attend at least two site selection professional association conferences along with two EFI sponsored events (if available).</li> </ul>	<ul style="list-style-type: none"> <li>• Immediate (Year 1)</li> <li>• Immediate (Year 2)</li> <li>• Annually</li> </ul>	<ul style="list-style-type: none"> <li>• OEV Staff</li> <li>• Enterprise Florida</li> </ul>	\$
	<p>Work with existing industry in targeted clusters to identify other similar businesses that may be targets for cluster development such as suppliers, clients, other ancillary services.</p>	<ul style="list-style-type: none"> <li>• Create and maintain at least two touch-points annually with the decision-makers on the master list via calls, visits, correspondence, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>	<ul style="list-style-type: none"> <li>• OEV Staff</li> <li>• Existing Industry</li> </ul>	\$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2; V. 4; V. 5; V. 6; V. 7; V. 8

<sup>15</sup> OEV Staff will coordinate with all appropriate local government partners.



Business Recruitment Action Plan (continued)

Allocation of Resources: \$ = up to \$100,000; \$\$ = \$100,000+ to \$250,000; \$\$\$ = \$250,000+ to \$500,000; \$\$\$\$ = \$500,000+

Strategy	Tactics	Metrics	Timeframe	OEV <sup>16</sup> & Partners	Allocation of Resources
<b>Develop customer-centric approach to selling Tallahassee-Leon County that includes not only the OEV staff but the extended public and private sector representatives that are vital to the community's recruitment strategy.</b>	Offer extensive consultative sales training to not only the OEV staff but select members of the Economic Vitality Leadership Council and local elected officials. Develop a comprehensive sales process for community members and staff interacting with clients including both pre-and-post operations reviews.	<ul style="list-style-type: none"> <li>In year one, contract with a consultant to provide sales training on an annual basis. Set 100 percent attendance and completion goal for the staff and leaders selected to participate.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 1)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>Economic Vitality Leadership Council</li> </ul>	\$
	Cultivate a prospect "Delta Team." This team is made up of those individuals within the extended project staff that will be called upon to participate in site visits and prospect opportunities, similar to the prior Quick Action Response Team. This team should be comprised of a small group of individuals that are instrumental in ensuring the prospects leave with the best impression of the community. Leaders could include the mayor and select elected officials; Director of Aviation at Tallahassee International Airport; CEOs of major private sector for profit employers; presidents of higher education institutions; CEO of CareerSource Capital Region and OEV staff. These individuals must be able to sign a non-disclosure agreement and maintain the confidentiality of the project.	<ul style="list-style-type: none"> <li>In the first 90 days, develop the "Delta Team" that will help sell the community.</li> <li>In the first year, upon formation of the Delta Team, contract with a consultant to develop a site tour plan that would highlight the community's resources and amenities to position the community in the best possible light during a company's visit.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 1)</li> <li>Immediate (Year 1)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>Elected officials</li> <li>Director of Aviation at Tallahassee International Airport</li> <li>CEOs of major private sector for profit employers</li> <li>Presidents of higher education institutions</li> <li>CEO of CareerSource Capital Region</li> </ul>	\$
	Continually benchmark successful communities and their approaches to business recruitment.	<ul style="list-style-type: none"> <li>In year two, organize a fact-finding mission to one highly successful community along with selected community leaders and incorporate one practice into the OEV's business recruitment process.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 2)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> </ul>	\$
<b>Develop an economic development incentives toolkit to leverage state incentive resources and address the location, expansion or retention needs for a competitive project.</b>	Recommend Tallahassee-Leon County set aside funding specifically to provide the local match for projects that qualify for a QTI award.	<ul style="list-style-type: none"> <li>Continue existing incentive programs.</li> <li>Metrics would be defined through contractual obligations outlined in each project that qualified for an award. The metrics should be based on job creation, wage and capital investment.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> </ul>	\$\$\$
	Create a Tallahassee-Leon County Closing Fund which would serve as "deal-closing" fund awards cash grants to major relocation projects. Closing fund awards would be paid out after the business has made a substantial capital investment to the project. Sanctions and penalties would be included in each contract to protect taxpayer investments. Supporting metrics would include minimum number of jobs and private capital investment. This should not be a speculative program but one that is only used to win a competitive project that has a significant return on investment.	<ul style="list-style-type: none"> <li>By year two, create a Tallahassee Leon County Closing Fund.</li> <li>Metrics would be defined through contractual obligations outlined in each project that qualified for an award. The metrics should be based on job creation, wage and capital investment.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 2)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> </ul>	\$\$\$\$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2; V. 4; V. 5; V. 6; V. 7; V. 8

<sup>16</sup> OEV Staff will coordinate with all appropriate local government partners.

## d. Business Recruitment

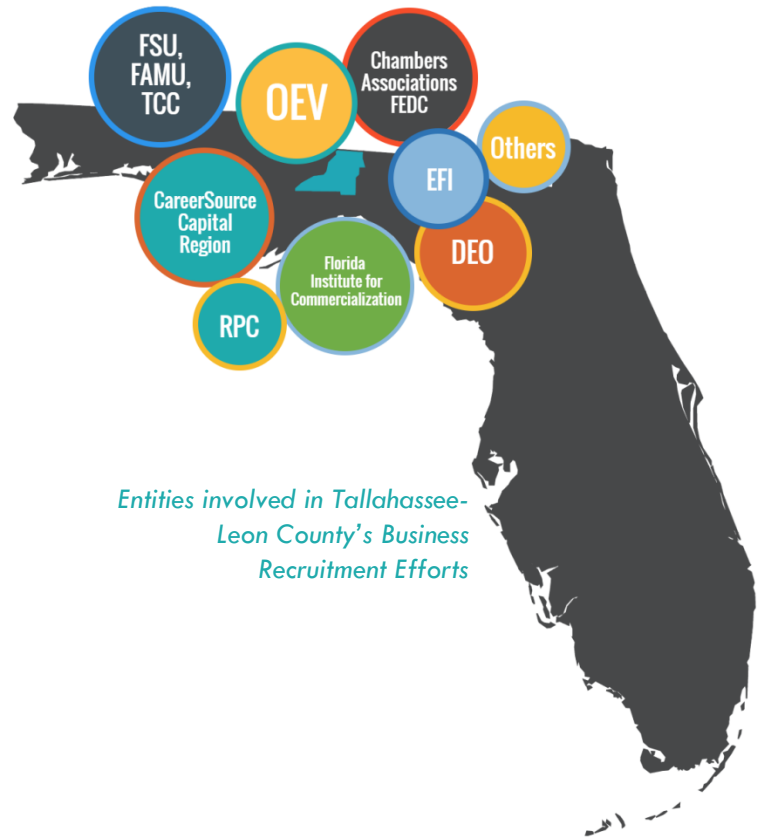
A holistic strategy for economic development and diversification of the economy has to include proactive business recruitment. As previously noted, there are three main components to growth in economic development, however business recruitment is focused solely on the competitive projects component rather than facilitated or market driven components. Balancing a solid existing industry program with the introduction of new business is crucial for the economic vitality of a region. The infusion of new industry into an area has a wide ranging impact. It goes far beyond immediate financial impact. New industry introduces a diversity of ideas and approaches to an area, not to mention new job opportunities for its citizens, clients and for its small businesses.

While business recruitment strategies and the partners involved may vary widely from one location to the next, the main tenants of any recruitment approach remains the same. A community must know its product, and that product must be relentlessly marketed and the community must deliver a sales-focused, customer-centric approach. If any one of these tenants is neglected the approach will fail.

### Developing a Directed Business Recruitment Strategy

In looking at previous recruitment strategies, in the past the approach was overly general. Although in 2004 a target industry study was conducted that provided niche industries for the community to target, it appears that the information was never utilized to its full potential. Instead, the community focused on back-office operations and call centers that, since being recruited, have struggled to find consistency in the workforce. **The community is in need of a new Target Industry Analysis to identify feasible short and long-term opportunities.** As one stakeholder mentioned in an interview, *“The community has not been strategic. We go after everything and we have won nothing.”*

With a limited appetite for business and industry recruitment in the community, coupled with multiple entities in the state operating in competitive project efforts, and the current recalibrating of EFI, the state’s lead economic development entity, the OEV must establish itself as the lead in



Entities involved in Tallahassee-Leon County’s Business Recruitment Efforts

all business recruitment efforts by the establishment and consistent execution of a focused strategy.

The OEV should focus on three primary components:

1. Product Knowledge and Targeting
2. Marketing and Business Development Outreach
3. A Sales-Focused, Customer-Centric Approach

#### **d. 1. STRATEGY:**

*Identify and develop a full inventory of all available products (sites and buildings) along with the workforce, resources and other factors that create the total picture a company may consider in choosing to relocate or expand to Tallahassee-Leon County.*

For example, transportation logistics is one of the primary assets a business will evaluate when considering a location. An asset such as the Tallahassee International Airport is an important factor for two main reasons, product distribution and access. Tallahassee International Airport provides a company the opportunity to ship their products to clients with ease and the airport also offers capacity. With 35 existing aviation tenants, 900 acres available for further development and a runway of 8,000 feet, the airport could be leveraged for potential aerospace and aviation projects. This asset will only strengthen given the initiatives to increase its competitiveness already underway such as:

- The development of new master plan;
- A rebranding process to highlight the new international designation;
- Designing and developing an international arrivals facility to accommodate international traffic;
- Entering in an agreement with Customs and Border Protection to become a “user fee” airport; and
- Pursuing and developing a future Foreign Trade Zone on airport property.

Building on the airport’s existing features, coupled with the ongoing marketing efforts, OEV should work with the director of aviation to leverage the airport as primary economic development asset.

#### **TACTICS**

##### **IMMEDIATE OPPORTUNITY: IN-DEPTH PRODUCT REVIEW**

Better understanding what Tallahassee-Leon County has to offer is the first step to defining the community’s optimal targets.

Product development and asset mapping are central building blocks to proactive business recruitment. When done well it fosters a laser focus on markets with realistic growth opportunities and expansion potential in a particular area.

To put forward a successful business recruitment strategy it is recommended that the OEV **perform an in-depth product review**. Whether performed internally or with a third party it is paramount that OEV have an updated, comprehensive understanding of capacity concerning available sites,

workforce, infrastructure and programs. It is not simply enough to know that you have the hard assets like land, buildings and infrastructure; the community must determine if it has the necessary talent – and that the talent is consistently available. In addition to the product review the community must have a better understanding of what industries are viable for recruitment. **It is recommended that a new Target Industry Analysis is commissioned to replace the study undertaken in 2004.** The product review and the industry analysis will allow the OEV to draft accurate messaging to promote all that the county has to offer prospective clients.

## METRICS

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- Within the first 30 days, the OEV should, with Tallahassee International Airport, better identify, assemble, articulate and market the total opportunity available on or near the airport property keeping in mind anticipated further development and infrastructure improvements already planned.
- Within 60 days solicit proposals for a Target Industry Analysis.
- Within the first 60 days, OEV should identify and catalogue – at a high level - all potential products in the following categories:
  - Sites and buildings (as well as potential sites);
  - Workforce attributes; and
  - Programs – any initiatives or incentives used to promote the community.
- Within the first 90 days, OEV should work internally or with outside expertise to complete an in-depth review of all assets identified.
- Within 120 days, OEV should begin to create promotional marketing materials highlighting the assets.

### d. 2. STRATEGY:

*Develop concise, sector-specific materials and the tools to showcase Tallahassee-Leon County to prospective clients using personal outreach to maximize effectiveness and efficiency.*

Proactive business outreach can make or break an economic development strategy. Today's economic development market is more competitive than ever. Every competitive project, regardless of industry, will elicit a response from many states and multiple countries. Decision-makers have at their fingertips concise information pertaining to product, demographics and other data to determine a location search. Without proactive outreach, Tallahassee-Leon County will not be considered for opportunities. Primary audiences include site selection consultants as well as business decision-makers in target industries.

As part of its outreach efforts, it is imperative that Tallahassee-Leon County's message is consistent. It is not enough to simply flood the market with platitudes about benefits and quality of life. The key is to make sure the message is consistently getting to decision-makers that can actually influence an opportunity. What do those decision-makers want to hear? More importantly what do they need to hear to make them consider Tallahassee-Leon County? The following tactics are the main components to ensure the community's products, assets and benefits are presented to decision-makers (a more comprehensive marketing strategy is provided later in the plan).

## TACTICS

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### IMMEDIATE OPPORTUNITY: PROACTIVE BUSINESS OUTREACH

- **Develop concise, sector-specific sales materials and the tools to showcase the community.** The first step in the process is to make sure the sales team not only has materials that highlight the assets of the community but also the technological tools to deliver them. The ability to showcase assets visually at a moment's notice is no longer cutting edge technology, but it is now expected. The sales team must have the tools (tablet, smart phone, and laptop) to present a site, building or asset under the strictest of timelines while mobile.
- **Conduct personal outreach.** There are many industry conferences and shows that offer opportunity to promote the community to decision-makers. In addition to outreach during events and trade shows, OEV must personally target specific decision-makers focused on target industry in order to highlight local assets and attributes. The OEV should develop a plan to attend professional association conferences targeting site selection consultants such as Industrial Asset Management Council (IAMC) or Site Selectors Guild in order to develop relationships with decision influencers. If possible, join EFI's outreach efforts around in-market events.
- **Work with existing industry in targeted clusters to identify other similar businesses** that may be targets for cluster development such as suppliers, clients, other ancillary services.

It is this focused strategy that drives lead generation. Each component is designed to create a buzz about Tallahassee-Leon County in the market. The more decision-makers that are familiar with the community's sites, buildings and existing assets the greater the chance they will explore opportunity.

## METRICS

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1. Within 30 days develop a master list containing at least 50 global out-of-market decision-makers/decision-influencers consisting of site selection consultants and company officials.
2. Within 90 days develop coordinated response containing promotional material to target list followed by hand written correspondence introduction.
3. In the first year, develop a personal relationship with 10 site selectors or company representatives in each of the targeted sectors.
4. For year two, set specific lead generation goals; consider an increase of 20 percent over previous year's lead generation.
5. Annually, attend at least two site selection professional association conferences along with two EFI sponsored events (if available).
6. Create and maintain at least two touch-points annually with the decision-makers on the master list via calls, visits, correspondence, etc.

### d. 3. STRATEGY:

*Develop customer-centric approach to selling Tallahassee-Leon County that includes not only the OEV staff but also the extended public and private sector representatives that are vital to the community's recruitment strategy.*

Understanding the ultra-competitive nature of economic development today, how can Tallahassee-Leon County separate itself from other communities? From other countries? Developing product and marketing that product is essential to generating opportunities. But what Tallahassee-Leon County, and the OEV specifically, does with that opportunity dictates much more than whether a project is won or lost. It determines whether the community will ever get another chance.

With numerous plausible locations available, site selectors and decision-makers are looking for any opportunity to eliminate a location. Their entire focus is to boil a competitive opportunity down to a handful of sites that could all work given a set of parameters. The question is not just what does it take to make the final list but how will each location separate itself from its competitors. Every location has unique assets, and the finalists for a location project will meet all of the minimum criteria. The intangibles are what wins or loses projects. How can Tallahassee-Leon County address its perceived short comings? How can the OEV accentuate the community's advantages?

Projects are chosen based on a myriad of factors and occasionally these factors are beyond control. If a location is chosen due to an asset such as proximity to a port, airport or interstate, there is little that finalists without this asset could have done to overcome that obstacle. But if the sales team made a positive impression on that project location team, the community will get other opportunities to compete on future projects.

To ensure OEV's sales team is making a positive and long-standing impression the team must accomplish four main things:

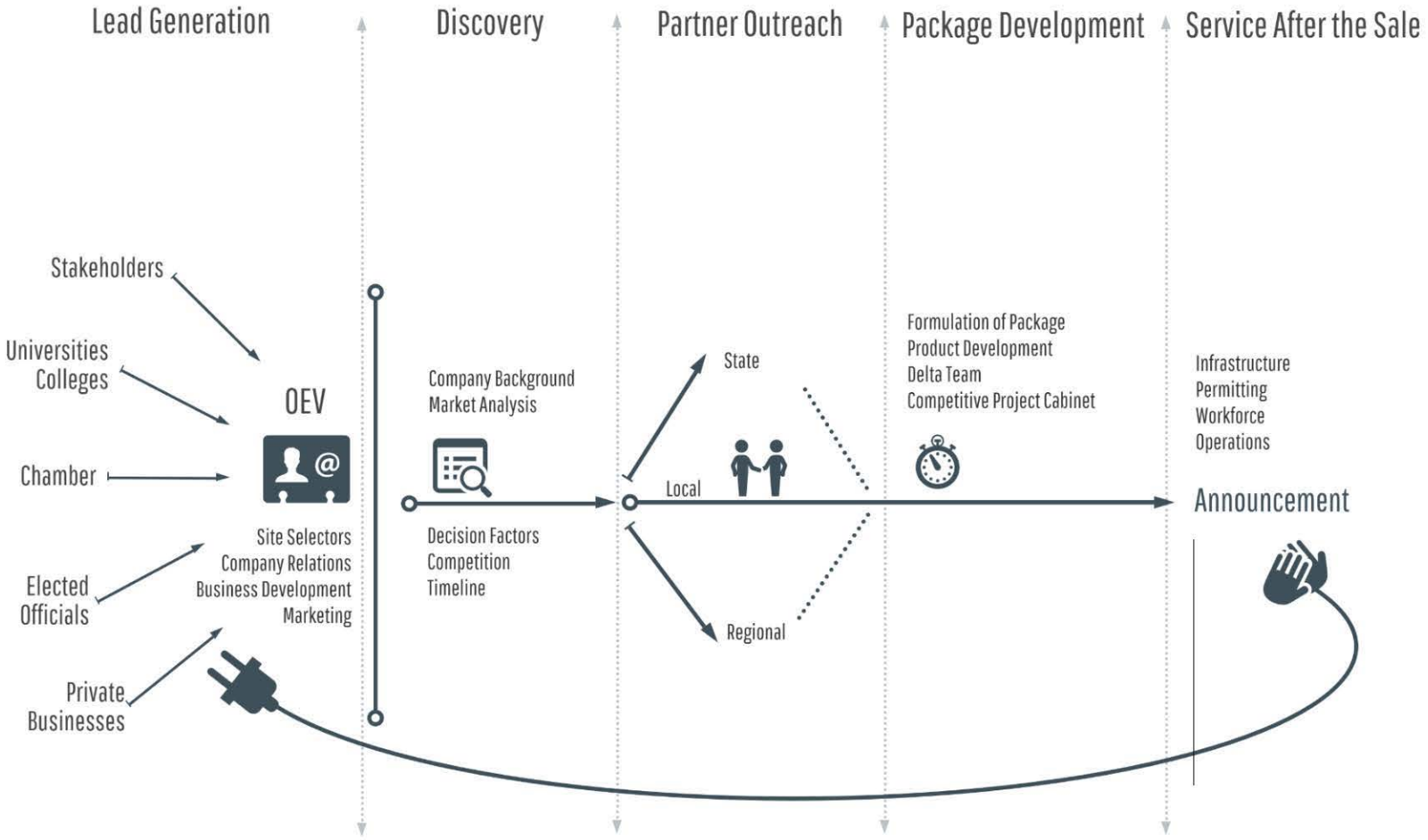
1. **Make the company and its representatives feel as if they are the top priority.** Any company choosing a new location is making an incredible leap of faith. From the leadership team to their talent base they are entering an uncertain market. Leadership understands the risks and they want to be able to trust that the OEV staff will be their partner to overcome whatever obstacle is in their way. This partnership is not a short-term proposition because most companies are making 30 to 40-year decisions. They are in it for the long run. They must feel that local staff and leaders are doing everything within their power to identify potential hurdles and address them before they become an issue.

One example shared by a company that chose not to locate to Tallahassee described the approach of the community they ultimately chose. Concerned about crime statistics and impact on their business the competing community picked up the prospect from the airport with a police escort and spent the rest of the weekend highlighting the many positive assets of the community. This resonated with the company representatives because it made them feel as if the local community placed a priority on their business and would not let them to be adversely impacted in any way.



2. **Become a one-stop-shop.** Companies are considering multiple locations and need the process to be as easy as possible. Tallahassee-Leon County has a perceived reputation of not being business-friendly with companies being passed from one level of government to the next. With the formation of the OEV, it is imperative that prospects are able to develop a relationship with one member of the staff and that this individual is handling all of their requests. This initial relationship allows them to feel that they will find this level of attention even after they locate in the community.
3. **Eliminate risk.** To move at the speed of the private sector, the OEV must understand the prospective company's priorities. What is keeping them up at night? What is their competition doing? What is the market telling them? All of this information is crucial. While the OEV has little control over many of these factors it is important for staff to help the company understand how the local community can assist with and its impact. Speed to market can determine whether a company is profitable. As an extension on the company's team what can the OEV do to help eliminate risk? Marshaling resources to provide certainty to permitting requests, talent acquisitions or financial incentive execution are just a few of the considerations within the OEV's purview that can help to mitigate the company's risk.
4. **Develop a Clear Project Opportunity Process.** To ensure the OEV sales team is able to takes advantage of each competitive project opportunity given, there must be a clear, concise process in place to make sure execution is flawless. Projects may be won and lost on a myriad of factors, but the process of the team should never be one of them. Once the lead is generated and OEV begins to work the project there are four subsequent stages of the project process:
  - **Discovery:** Understanding the company, its place in the market and the critical factors surrounding a company's decision. This is the due diligence phase.
  - **Partner Outreach:** Once it is determined that this is an opportunity the community wants to pursue the OEV team must reach out to partners that can provide real value to the effort. The state team of DEO, EFI and CareerSource, at the very least should be included in the process as well as any other local assets that make the community more competitive such as a regional organization or entity.
  - **Package Development:** This is when the Competitive Projects Cabinet (see structure section) comes together to explore the incentive package that will be offered. This includes financial incentives, workforce incentives and infrastructure incentives. Matching assets to critical needs is paramount to success.
  - **Service after the Sale:** An economic development success does not end once the project is announced. It is what the community offers the company after the announcement that can sometimes be more important than the actions taken in the sales phase. The company is not part of the fabric of the community and the OEV sales team needs to ensure they are constantly engaging the business.

If this path is followed and the team properly executes it, the process will become circular, except this time, it will be the company generating the lead for the OEV.



# COMPETITIVE PROJECT PROCESS

## TACTICS

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### IMMEDIATE OPPORTUNITY: DEVELOPING A SALES-FOCUSED APPROACH

A successful, customer centric approach must not just be embraced by the OEV team but the extended public and private sector leaders in the community.

- **Offer extensive consultative sales training to not only the OEV staff but select members of the Economic Vitality Leadership Council and local elected officials.** Develop a comprehensive sales process for community members and staff interacting with clients including both pre-and-post operations reviews.
- **Cultivate a prospect “Delta Team.”** This team is made up of those individuals within the extended project staff that will be called upon to participate in site visits and prospect opportunities, similar to the prior Quick Action Response Team. This team should be comprised of a small group of individuals that are instrumental in ensuring the prospects leave with the best impression of the community. Leaders could include the mayor and select elected officials; Director of Aviation at Tallahassee International Airport; CEOs of major private sector for profit employers; presidents of higher education institutions; CEO of CareerSource Capital Region and OEV staff. These individuals must be able to sign a non-disclosure agreement and maintain the confidentiality of the project.
- **Continually benchmark successful communities and their approaches to business recruitment.** If a community isn’t moving forward, it is moving backward. It is critical to have an ongoing approach to study of the habits of high-performing organizations to both compare and contrast the OEV’s approach.

## METRICS

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1. In year one, contract with a consultant to provide sales training on an annual basis. Set 100 percent attendance and completion goal for the staff and leaders selected to participate.
2. In the first 90 days, develop the “Delta Team” that will help sell the community.
3. In the first year, upon formation of the Delta Team, contract with a consultant to develop a site tour plan that would highlight the community’s resources and amenities to position the community in the best possible light during a company’s visit.
4. In year two, organize a fact-finding mission to one highly successful community along with selected community leaders and incorporate one practice into the OEV’s business recruitment process.

### d. 4. STRATEGY:

*Develop an economic development incentives toolkit to leverage state incentive resources and address the location, expansion or retention needs for a competitive project.*

Understanding that competitive economic development projects are won based on a variety of factors including bottom-line advantages, Tallahassee-Leon County established the Targeted Business Program (TBP) in 2001. TBP assistance is provided in the form of reimbursements up to 100 percent of the associated City development fees. Additionally, TBP incentives include ad

valorem taxes reimbursements from both the County and the City; the policy has the County matching the City's millage rate.

In addition, the FY 2017 OEV budget includes \$1 million to support a Business Recruitment and Incentive fund that is designed to leverage and maximize job creation opportunities through economic incentives until the Intergovernmental Agency finalizes the allocation of the economic development portion of the sales tax revenues that begins in 2020. This will further empower OEV's responsiveness for future job creation opportunities through a dedicated and readily available incentive fund. This funding is not intended for programmatic, administrative functions or for the implementation of the strategic plan. The establishment of this fund will allow the joint OEV to manage existing commitments made by the County and City to include a central fund for the issuance of payments. The County allocated \$500,000 during their Fiscal Year 2017 Budget Workshop to support this incentive fund and it is anticipated that the City will match this amount in the Fiscal Year 2017 budget.

The tactics outlined below are in compliment to the efforts already undertaken by the community.

## TACTICS

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### IMMEDIATE OPPORTUNITY: DEVELOPING AN INCENTIVES TOOLKIT

- The Qualified Target Industry (QTI) Tax Refund incentive is available for companies that create high wage jobs in targeted high value-added industries. This incentive includes refunds on corporate income, sales, ad valorem, intangible personal property, insurance premium, and certain other taxes. The program requires a local match of up to 20 percent. **Recommend Tallahassee-Leon County continue to set aside funding specifically to provide the local match for projects that qualify for a QTI award.**
- **Create a Tallahassee-Leon County Closing Fund** that would serve as "deal-closing" fund awards cash grants to major relocation projects. Closing fund awards would be paid out after the business has made a substantial capital investment to the project. Sanctions and penalties would be included in each contract to protect taxpayer investments. Supporting metrics would include minimum number of jobs and private capital investment. This should not be a speculative program but one that is only used to win a competitive project that has a significant return on investment.

## METRICS

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1. Continue existing incentive programs.
2. Metrics would be defined through contractual obligations outlined in each project that qualified for an award. The metrics should be based on job creation, wage and capital investment.

Creative Economy Action Plan

Allocation of Resources: \$ = up to \$100,000; \$\$ = \$100,000+ to \$250,000; \$\$\$ = \$250,000+ to \$500,000; \$\$\$\$ = \$500,000+

Strategy	Tactics	Metrics	Timeframe	OEV <sup>17</sup> & Partners	Allocation of Resources
<p><b>Commission a formal Creative Economy Study to better identify the area's creative assets, resources and people. Actively pursue growth of the sector as one the six key economy development initiatives.</b></p>	Commission a study of the region's creative economy to better understand the scope, economic impact and opportunities associated with further development of the cluster.	<ul style="list-style-type: none"> <li>• Within year one, complete the creative economy study.</li> <li>• Host an initial roll-out event bringing together those in the sector to develop a collaborative plan to grow its presence. A completed plan is the baseline.</li> <li>• In years two-to-three, set milestones for plan implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Immediate (Year 1)</li> <li>• Immediate (Year 2)</li> </ul>	<ul style="list-style-type: none"> <li>• OEV Staff</li> <li>• COCA</li> <li>• KCCI</li> <li>• FSU</li> <li>• FAMU</li> <li>• TCC</li> <li>• Visit Tallahassee</li> <li>• Existing Businesses</li> <li>• Arts Complexes &amp; Organizations</li> <li>• Museums &amp; Theaters</li> <li>• Marketing, Advertising and Design Firms</li> <li>• Architecture Firms</li> <li>• Other Design Firms</li> <li>• Florida Restaurant Association</li> </ul> <p><i>(A Partial Listing of the Creative Economy as Identified Today)</i></p>	\$\$
	As Tallahassee-Leon County is home to a large number of firms that would not normally self-identify as being part of the creative class, create awareness around all of the businesses, occupations and entities that make up this sector.				\$\$
	Plan a formal, public roll-out of the creative economy initiative. Share results of the study and action plan to further evolve the cluster.				\$
	Working with the Council on Culture and Arts (COCA), clearly identify the area's existing arts community as a part of the creative economy and better understand its impact on the local and regional economy.				\$
	Develop strategies to align and leverage all creative assets and talent to grow the sector and to support other economic development initiatives. Establish a baseline and measure results.				\$
	Understand how to use the area's creative economy assets as a differentiating factor behind some company location decisions.				\$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2; V. 3; V. 5

<sup>17</sup> OEV Staff will coordinate with all appropriate local government partners.

Creative Economy Action Plan (continued)

Allocation of Resources: \$ = up to \$100,000; \$\$ = \$100,000+ to \$250,000; \$\$\$ = \$250,000+ to \$500,000; \$\$\$\$ = \$500,000+

Strategy	Tactics	Metrics	Timeframe	OEV <sup>18</sup> & Partners	Allocation of Resources		
<b>Create and communicate an identity representing Tallahassee-Leon County's full creative community offering. Utilize the unique identity points to enhance the business and tourism brands of Tallahassee-Leon County.</b>	Collaborate with all creative sectors to articulate the scope, value and impact of Tallahassee-Leon County's creative class.	<ul style="list-style-type: none"> <li>By year one, put into a place a communications plan to provide ongoing information to internal/external audiences regarding the creative economy. Completed plan will be the baseline.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 1)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>The Creative Economy as Identified Today</li> </ul>	\$		
	As part of the overall Marketing & Communications plan, outline a marketing and communications strategy to promote the whole of the creative economy community.			<ul style="list-style-type: none"> <li>OEV</li> <li>Marketing &amp; Communications Agency of Record</li> </ul>	\$		
	Describe the benefits of this sector to various targeted audiences and make these selling points available for others' use. In particular, use unique attributes identified through this process to help differentiate Tallahassee-Leon County for its business and tourism prospects.			<ul style="list-style-type: none"> <li>OEV</li> <li>Marketing &amp; Communications Agency of Record</li> <li>Visit Tallahassee</li> </ul>	\$		
	Work with those already promoting the community's arts, cultural and performance opportunities to broaden the scope of creative programming.			<ul style="list-style-type: none"> <li>OEV</li> <li>COCA</li> <li>KCCI</li> </ul>	\$		
	Develop a creative economy microsite attached to the OEV economic development site.			<ul style="list-style-type: none"> <li>In year one, develop microsite as part of the economic development website.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 1)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>Marketing &amp; Communications Agency of Record</li> </ul>	\$
	Host events to bring creative people/groups together to collaborate to build and promote their sector.			<ul style="list-style-type: none"> <li>In years one to two, host two events to encourage collaboration across the sector.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 1-2)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>Creative Community</li> </ul>	\$
	Host events and provide online resources to brief educators and guidance counselors on creative economy occupations to help them better promote these as viable professions.			<ul style="list-style-type: none"> <li>By year two, provide online materials to familiarize educators, guidance/occupational counselors with creative occupations.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 2)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>Marketing &amp; Communications Agency of Record</li> </ul>	\$
<b>Coordinate the support structure for the creative class and consequently, the area's creative economy.</b>	Identify and collaborate with organizations currently in this space to inventory and communicate creative economy resources and support programs.	<ul style="list-style-type: none"> <li>In year one, integrate the creative economy entrepreneurs into other planned entrepreneur programs. By year two, identify and achieve five cornerstone graduates.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 1)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>Creative Community</li> </ul>	\$		
	When looking at the entrepreneurial support for Tallahassee's mainstream entrepreneurs, also consider how programs can be tweaked to help creative-focused entrepreneurs.			<ul style="list-style-type: none"> <li>OEV</li> <li>Entrepreneurial Assets &amp; Resources</li> </ul>	\$		
	Find ways to increase capacity-building through programs that teach business skills to entrepreneurs/creative businesses.			<ul style="list-style-type: none"> <li>OEV</li> <li>Entrepreneurial Assets</li> </ul>	\$		
	Integrate entrepreneur programs to assist in leveraging their creative talent into a marketable, job-creating enterprise, or as part of the "Gig" economy or 1099'ers – solopreneurs.			<ul style="list-style-type: none"> <li>OEV</li> <li>Entrepreneurial Assets</li> </ul>	\$		

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2; V. 3; V. 5

<sup>18</sup> OEV Staff will coordinate with all appropriate local government partners.



Creative Economy Action Plan (continued)

Allocation of Resources: \$ = up to \$100,000; \$\$ = \$100,000+ to \$250,000; \$\$\$ = \$250,000+ to \$500,000; \$\$\$\$ = \$500,000+

Strategy	Tactics	Metrics	Timeframe	OEV <sup>19</sup> & Partners	Allocation of Resources
	Foster an online community via social media as part of the planned outreach and support.	<ul style="list-style-type: none"> <li>In year one, develop and expand the creative economy across social networks to create an actively communicating community.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 1)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>Marketing &amp; Communications Agency of Record</li> </ul>	\$
	Consider the development of a designers' network.			<ul style="list-style-type: none"> <li>OEV Staff</li> <li>Design Community</li> </ul>	\$
	Creative Space - Utilize unused existing inventory as a temporary creative space with specific criteria for use. Consider providing incentives (\$2,500 architectural grants) for artists/creative workers to purchase and renovate old buildings or structures.	<ul style="list-style-type: none"> <li>In year three and beyond, identify unused space that might be used for temporary creative space and provide a mechanism for creative entrepreneurs to access that space to sell their goods.</li> </ul>	<ul style="list-style-type: none"> <li>Long-Term (Year 3+)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>Local Developers</li> </ul>	\$
<b>Further enhance Tallahassee-Leon County's tourism marketing in conjunction with its creative assets. Collaborate with Visit Tallahassee to share information and leverage assets.</b>	Coordinate creative and tourism events to create more "bang for the buck" and to better direct resources for ROI on such events. Market regionally to attract weekend visitors – go beyond being the "best kept secret."	<ul style="list-style-type: none"> <li>In year one, provide talking points, data, information from the study along with a commitment to collaborate with Visit Tallahassee to enhance tourism efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 1)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>Visit Tallahassee</li> </ul>	\$
	Look at all creative industries to discover opportunities around which visitor attraction strategies can be built, for example, hosting a "Creative Strategy Conference" targeting marketing, advertising and design firms.	<ul style="list-style-type: none"> <li>Year one and beyond, coordinate creative economy assets with Visit Tallahassee for possible visitor attraction synergies.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 1+)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>Visit Tallahassee</li> </ul>	\$
	Utilizing the success of Apalachee Regional Park and cross country events, seek to develop the more than 150 trails identified, into job producing assets in addition to the community amenities they already are.	<ul style="list-style-type: none"> <li>Year three and beyond, establish at least one creative economy/tourism job-creation opportunity.</li> </ul>	<ul style="list-style-type: none"> <li>Long-Term (Year 3+)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>Visit Tallahassee</li> <li>Sports Commission</li> <li>Local Sports Events Coordinators</li> </ul>	\$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2; V. 3; V. 5

<sup>19</sup> OEV Staff will coordinate with all appropriate local government partners.

## e. The Creative Economy

A community’s creative economy can be a direct source of economic growth, jobs and prosperity for its citizens. The creative economy helps to define those who are a part of this economic sector through use of their talent, imagination and abilities and provides a means to harness the talent represented across many creative endeavors more than an arts and culture initiative.

The best programs build an environment that supports creative enterprises and creates a culture that attracts and develops talent, and then is branded and marketed as an asset.

Communities who embrace the creative economy as a part of their overall economic development efforts find that the sector grows and measurably improves through focus and directed effort. The county has funded culture and the arts through the Tourist Development Tax.



It positively impacts all other sectors including business recruitment helping to mold positive impressions of a community’s workforce and its ability to innovate and creatively solve problems. Tallahassee-Leon County has a good foundation in place on which to begin to further define and grow this cluster. The County Tourist Development Tax passed in 1988 collects and remits a portion of taxes to fund comprehensive destination marketing programs. The Council on Culture and Arts promotes the arts and culture in the region and through its Capital Area Cultural Plan recognized the creative class in terms of arts and culture. However, a comprehensive creative economy approach as a viable economic development strategy is much broader than arts and tourism and will be defined further in this section.

The chart on the following page illustrates Tallahassee-Leon County’s creative employment has changed over the last five years compared to other selected markets.

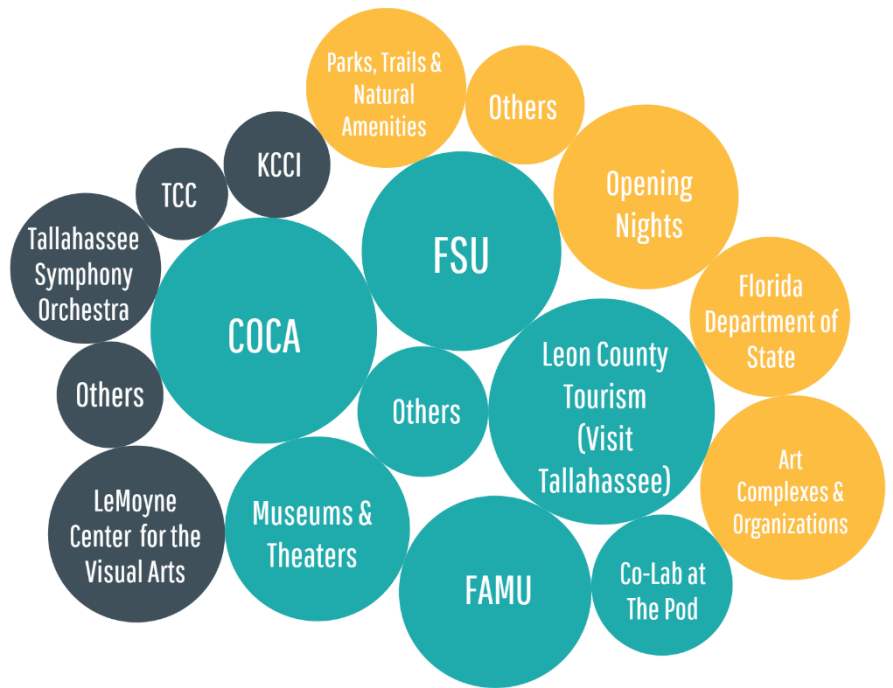
Location quotient (LQ) is a valuable way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region “unique” in comparison to the national average.<sup>20</sup>

Creative Economy in Six U.S. Metros – Measured in Growth across Four Primary NAICS Codes							
Metro Area	Employment in Creative Sectors			Location Quotient by NAICS			
	2011	2016	% Change	5121	5414	7111	7115
Tallahassee, FL	765	763	-0.4%	0.39	0.77	.049	0.71
Gainesville, FL	612	623	1.8%	0.23	0.93	0.75	0.72
Greenville, SC	1506	1361	-9.6%	0.28	0.53	0.62	0.48
Little Rock, AR	1447	1570	8.5%	0.55	0.62	0.75	0.45
Madison, WI	1873	2240	19.6%	0.34	0.79	1.60	0.89
Pensacola, FL	816	823	0.9%	0.51	0.57	0.40	0.74

Source: EMSI Q2 2016 Dataset, Garner Economics LLC

### The Economic Benefits of a Community Creative Economy

As a direct source of economic growth, the creative economy should be focused on, studied, and strategically approached for action and measured much as one might with other economic strategies such as business formation or recruitment. By understanding the creative economy as it exists in Tallahassee-Leon County and the Capital Region today, the community will be better able to further develop the sector as a key part of its overall economic strategy.



#### Benefits to a Community Creative Economy Strategy:

- The creative economy stimulates innovation. Creative thinking is a key factor in a well-rounded education and ultimately produces better workers, creative thinkers and more adept problem solvers. It has been demonstrated that a creative environment stimulates innovation, particularly in science and technology.

<sup>20</sup> EMSI

- The creative economy adds value to other sectors. Whether used in manufacturing of goods or in the presentation of concepts, the use of art and design is a competitive factor and enhances value. One of the defining premises of a creative economy is that the demand for goods and services is one of the drivers of jobs in an economy and that through art, design and performance better, more desirable products and services are created.
- In an economy that values knowledge workers, the creative economy attracts and helps to retain talented people. Businesses and organizations who look for talented, creative people are increasingly drawn to and settle in communities who are able to foster creative capacity in a manner similar in which one might encourage technical talent or research capability.
- The creative economy positively impacts tourism. Visitors are drawn to locations with a creative environment offering interesting attractions, entertainment and culture. Communities that seek to better define their quality of place understand that creativity occurs best where inspiration and an open exchange of ideas is encouraged and supported. Communities who distinguish themselves and provide unique, authentic experiences will always hold a special attraction for visitors.

## Creative Enterprises & Occupations

**By definition, the creative economy includes creative enterprises, those companies involved in creative pursuits, as well as the creative workforce.** Creative workers may be found in creative enterprises or may be found working in companies that would not normally fit the definition of a creative company. For example, an automobile designer is a creative occupation, but may be working within the realm of an automotive manufacturing company.

**To grasp the implications of this economic development strategy, one must have a better understanding of all that is involved in the umbrella term “creative economy” as it does not simply refer to artists, musicians and craftsmen/women. Also included in this designation are the media, visual and performing arts, literary and publishing, design, museums, heritage, the culinary arts, and those who teach in any of these fields.** The following chart gives an overview of both creative enterprises and creative occupations normally associated with the creative economy. The NAICS codes in the chart below highlights industries involved in the production and marketing of artistic goods and services. These codes and occupations reflected are not exhaustive - not all businesses that fall within any one of these NAICS codes will meet the definition of the creative economy company no more than the owner of a hot dog stand might narrowly be defined as a culinary artist in the creative occupations.

Note: The NAICS codes and occupations reflected in the chart below should be considered a starting point.

Creative Enterprises by NAICS Code		Creative Occupations	
<b>Culinary Arts</b>		<b>Artists</b>	
445291	Baked goods stores	27-1011	Art directors
445292	Confectionery and nut stores	27-1012	Craft artists
445299	All other specialty food stores	27-1013	Fine artists, including painters, sculptors and illustrators
722320	Caterers	27-1014	Multi-media artists and animators
<b>Design</b>		27-1019	Artists and related workers, all other
332323	Ornamental and architectural metal work manufacturing	27-2011	Actors
337212	Custom architectural woodwork and millwork	27-2012	Producers and directors
541310	Architectural services	27-2031	Dancers
541320	Landscape architectural services	27-2032	Choreographers
541340	Drafting services	27-2041	Music directors and composers
541410	Interior design services	27-2042	Musicians and singers
541420	Industrial design services	27-2099	Entertainers and performers, sports and related workers, all others
541430	Graphic design services	27-3043	Writers and authors
541490	Other specialized design services	51-9071	Jewelers and precious stone and metal workers
541810	Advertising agencies	<b>Culinary Artists</b>	
541820	Public relations agencies	35-1011	Chefs and head cooks
541830	Media buying agencies	51-3011	Bakers
541840	Media representatives	<b>Cultural</b>	
541850	Display advertising	25-4011	Archivists
541860	Direct mail advertising	25-4012	Curators
541890	Other services related to advertising	25-4013	Museum technicians and conservators
541922	Commercial photography	25-4021	Librarians
<b>Film &amp; Media</b>		25-4031	Library technicians
512110	Motion picture and video production	25-9011	Audio-visual collections specialists
512120	Motion picture and video distribution	<b>Designers</b>	
512131	Motion picture theaters, except drive-ins	17-1011	Architects, except landscape and naval
512132	Drive-in motion picture theaters	17-1012	Landscape architects
512191	Teleproduction and postproduction services	17-3011	Architectural and civil drafters
512199	Other motion picture and video industries	27-1021	Commercial and industrial designers
512210	Record production	27-1022	Fashion designers
512220	Integrated record production and distribution	27-1023	Floral designers
512230	Music publishers	27-1024	Graphic designers
512240	Sound recording studios	27-1025	Interior designers
512290	Other sound recording industries	27-1027	Set and exhibit designers





611610	Fine arts schools Theater companies and dinner theaters
711120	Dance companies
711130	Musical groups and artists
711190	Other performing arts companies
711310	Promoters with facilities
711320	Promoters without facilities
711510	Independent artists, writers, and performers*

\*Distributed throughout.

Source: NAICS RTS

## e. 1. STRATEGY

*Commission a formal Creative Economy Study to better identify the area's creative assets, resources and people. Actively pursue growth of the sector as one the six key economy development initiatives.*

### TACTICS

#### IMMEDIATE OPPORTUNITIES: ANALYZING THE EXISTING TALENT

- Commission a comprehensive **study of the region's creative economy** to better understand the scope, economic impact and opportunities associated with further development of the cluster.
- As Tallahassee-Leon County is home to a large number of firms that would not normally self-identify as being part of the creative class, **create awareness around all of the businesses, occupations and entities that make up this sector.**
- Plan a **formal, public roll-out of the creative economy initiative.** Share results of the study and action plan to further evolve the cluster.
- Continue working with the Council on Culture and Arts (COCA), to **clearly identify the area's existing arts community** and better leverage its impact on the local and regional economy.
- **Develop strategies to align and leverage all creative assets and talent to grow the sector** and to support other economic development initiatives. Establish a baseline and measure results.
- **Understand how to use the area's creative economy assets as a differentiating factor behind some company location decisions.**

### METRICS

1. Within year one, complete the creative economy study.
2. Host an initial roll-out event bringing together those in the sector to develop a collaborative plan to grow its presence. A completed plan is the baseline.
3. In years two-to-three, set milestones for plan implementation.

## e. 2. STRATEGY

*Create and communicate an identity representing Tallahassee-Leon County's full creative community offering. Utilize the unique identity points to enhance the business and tourism brands of Tallahassee-Leon County.*

### TACTICS

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#### IMMEDIATE OPPORTUNITIES: ARTICULATING THE CREATIVE ECONOMY

- **Collaborate with all creative sectors to articulate the scope, value and impact of Tallahassee-Leon County's creative class.**
- As part of the overall Marketing & Communications plan, **outline a marketing and communications strategy to promote the whole of the creative economy community.**
- **Describe the benefits** of this sector to various targeted audiences and **make these selling points available for others' use.** In particular, use unique attributes identified through this process to help differentiate Tallahassee-Leon County for its business and tourism prospects.
- **Continue to work with those already promoting the community's arts,** cultural and performance opportunities to broaden the scope of creative programming.
- Develop a **creative economy microsite** attached to the OEV economic development site.
- **Host events to bring creative people/groups together** to collaborate to build and promote their sector from a business and economic growth perspective. The purpose is to connect those creative business enterprises and occupations (architects, designers, culinary, educators, agencies, public relations agencies, media, etc.) to those traditionally recognized as the creative class (artists, musicians, performers) to work together to build an economic cluster around **all** of their combined talents.
- **Host events and provide online resources to brief educators and guidance counselors on creative economy occupations** to help them better promote these as viable professions.

### METRICS

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1. By year one, put into a place a communications plan to provide ongoing information to internal/external audiences regarding the creative economy. Completed plan will be the baseline.
2. In year one, develop microsite as part of the economic development website.
3. In year one, develop talking points and provide to stakeholder and strategic partners.
4. In years one to two, host two events to encourage collaboration across the sector.
5. By year two, provide online materials to familiarize educators, guidance/occupational counselors with creative occupations.

### e. 3. STRATEGY

*Coordinate the support structure for the creative class and consequently, the area's creative economy.*

#### TACTICS

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##### IMMEDIATE OPPORTUNITIES: BUILDING A STRUCTURE AROUND THE CREATIVE ECONOMY

- **Identify and collaborate with organizations currently in this space to inventory and communicate creative economy resources and support programs.**
- **When looking at the entrepreneurial support for Tallahassee's mainstream entrepreneurs, also consider how programs can be tweaked to help creative-focused entrepreneurs.**
- Find ways to increase capacity-building through programs that **teach business skills to entrepreneurs/creative businesses.**
- **Integrate into existing or planned entrepreneur programs to assist in leveraging their creative talent into a marketable, job-creating enterprise, or as part of the "Gig" economy or 1099'ers – solopreneurs.**
- **Foster an online community via social media** as part of the planned outreach and support.

##### MID-TERM OPPORTUNITY: CONNECTING CREATIVE PEOPLE

- **Consider the development of a designers' network** – A good example is the graphic artist network hosted by The Pod.
- **Creative Space - Utilize unused existing inventory as a temporary creative space with specific criteria for use.** Consider providing incentives (\$2,500 architectural grants) for artists/creative workers to purchase and renovate old buildings or structures.

#### METRICS

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1. In year one, integrate the creative economy entrepreneurs into other planned entrepreneur programs. By year two, identify and achieve five cornerstone graduates.
2. In year one, develop and expand the creative economy across social networks to create an actively communicating community.
3. In year three and beyond, identify unused space that might be used for temporary creative space and provide a mechanism for creative entrepreneurs to access that space to sell their goods.

### e. 4. STRATEGY

*Further enhance the product available for Tallahassee-Leon County's tourism marketing in conjunction with its creative assets. Collaborate with Leon County Tourism to share information and leverage assets.*

##### IMMEDIATE OPPORTUNITIES: COLLABORATION BETWEEN THE CREATIVE ECONOMY AND TOURISM EFFORTS

- **Coordinate creative and tourism events** to create more "bang for the buck" and to better direct resources for ROI on such events. Market regionally to attract weekend visitors – go beyond being the "best kept secret."

### MID-TERM OPPORTUNITY: LEVERAGING THE CREATIVE ECONOMY TO INCREASE TOURISM

- **Look at all creative industries to discover opportunities around which visitor attraction strategies can be built**, For example, consider hosting a Creative Strategy Conference" targeting marketing, advertising and design firms, or a small city urban design competition with judging, award ceremonies and associated activities being held in Tallahassee. These type events can help position the city-county to targeted visitors as a the creative hub of their industry
- Collaborate with FSU's College of Motion Picture Arts along with others in the film and video production fields to **host a statewide Film Festival**. Provide a You Tube channel promote winning submissions as well as those that positively promote the area.
- Utilizing the success of Apalachee Regional Park and cross country events, **seek to develop the more than 150 trails identified, into job producing assets** in addition to the community amenities they already are.

### METRICS

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1. In year one, provide talking points, data and information from the study along with a commitment to collaborate with Visit Tallahassee to enhance tourism efforts.
2. Year one and beyond, coordinate creative economy assets with Visit Tallahassee for possible visitor attraction synergies.
3. Year three and beyond, establish at least one creative economy/tourism job-creation opportunity.

Talent Pipeline Action Plan

Allocation of Resources: \$ = up to \$100,000; \$\$ = \$100,000+ to \$250,000; \$\$\$ = \$250,000+ to \$500,000; \$\$\$\$ = \$500,000+

Strategy	Tactics	Metrics	Timeframe	OEV <sup>21</sup> & Partners	Allocation of Resources
<b>Align ongoing workforce development programs and efforts with current and emerging industry clusters in Tallahassee-Leon County and the region to provide a robust and appropriate talent development and retention pipeline for employers and employees.</b>	In partnership with CareerSource Capital Region and existing employers commission a workforce assessment and talent profile to provide an examination of labor supply, including pipeline of graduates, and demand, job candidate strengths and weaknesses, current workforce development efforts and untapped labor resources. The assessment should focus on labor needs in demand industries; developing strategies to track employment and recommendations to develop a workforce to satisfy business demand. It should also profile the industries and occupations for which members of the talent pool are an appropriate fit.	<ul style="list-style-type: none"> <li>Within 90 days, commission the assessment and talent profile either using existing resources or by hiring an outside consultant.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 1)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>CareerSource Capital Region</li> <li>Existing Businesses</li> </ul>	\$\$
	To address workforce issues that are uncovered as part of the assessment, the OEV should create a task force within the Economic Vitality Competitiveness Committee. The task force should coordinate current programs and, where necessary create programs to fill gaps and needs.	<ul style="list-style-type: none"> <li>Upon completion of the assessment, create a task force as part of the Economic Vitality Competitiveness Committee to address the findings and develop potential solutions within six months.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 1)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>Economic Vitality Competitiveness Committee</li> </ul>	\$
<b>Develop a suite of initiatives focused on retaining students attending Tallahassee-Leon County's institutes of higher education.</b>	In partnership with FSU, FAMU and TCC conduct a representative survey of attending students asking questions about their perceptions of Tallahassee-Leon County. Specifically in the survey pose the question of, "If they could find suitable employment in Tallahassee-Leon County would you stay?" This question seeks to identify gaps in showcasing what the community has to offer and conversely could be used as a selling point to potential employers looking to tap into the talent at the college and universities.	<ul style="list-style-type: none"> <li>Within six months, working with each institution, execute a simple survey using existing resources. Compile response and use in planning for further student engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 1)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>FSU</li> <li>FAMU</li> <li>TCC</li> </ul>	\$
	Building on the current Job Hop, hosted by FSU's College of Communication and Information, expand the Job Hop to a wide variety of potential employers and invite students from FSU, FAMU, TCC and interested high school students. The job hop would showcase existing employers and entrepreneurial programs to identify careers, internships and work-study programs in the community.	<ul style="list-style-type: none"> <li>By the end of year one, working with the Tallahassee Chamber of Commerce, develop Job Hops twice a year.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (Year 1)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>Tallahassee Chamber of Commerce</li> <li>FSU</li> <li>FAMU</li> <li>TCC</li> </ul>	\$
	Working with the Tallahassee Chamber of Commerce, FSU, FAMU and TCC, seek to expand internship opportunities in existing businesses.	<ul style="list-style-type: none"> <li>In year three, seek to develop a formal internship program working in partnership with the Tallahassee Chamber.</li> </ul>	<ul style="list-style-type: none"> <li>Mid-Term (Year 3)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>Tallahassee Chamber of Commerce</li> <li>FSU</li> <li>FAMU</li> <li>TCC</li> </ul>	\$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2; V. 6

<sup>21</sup> OEV Staff will coordinate with all appropriate local government partners.

Talent Pipeline Action Plan (continued)

Allocation of Resources: \$ = up to \$100,000; \$\$ = \$100,000+ to \$250,000; \$\$\$ = \$250,000+ to \$500,000; \$\$\$\$ = \$500,000+

Strategy	Tactics	Metrics	Timeframe	OEV <sup>22</sup> & Partners	Allocation of Resources
<b>Address the need for jobs at all levels through partnerships to increase skills trainings and career pathways opportunities.</b>	Engage the K-12 system (Leon County Public Schools as well as charter and private schools) for science and technology programs linked to the cluster development. The programs should not only focus on students, but also educators by providing continuing education opportunities to learn how to bring magnetic technology education into their classroom.	<ul style="list-style-type: none"> <li>By year three, work with K-12 education partners, to begin offering magnetic technologies programs in the classroom using best practices from communities such as Hattiesburg, Mississippi.</li> </ul>	<ul style="list-style-type: none"> <li>Mid-Term (Year 3)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>Leon County Public Schools</li> <li>Private and Charter Schools</li> <li>FSU</li> <li>MagLab</li> </ul>	\$\$
	Support initiatives that seek to bring education, skill assessment and job training into the communities that need it the most such as the community school model.	<ul style="list-style-type: none"> <li>By year three, support initiatives that seek to bring education, skill assessment and job training into the communities that need it the most.</li> </ul>	<ul style="list-style-type: none"> <li>Mid-Term (Year 3)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>Leon County Public Schools</li> <li>CareerSource Capital Region</li> <li>Non-Profit Organizations</li> <li>Higher Education Partner</li> </ul>	\$\$
	Work in partnership with CareerSource Capital Region, existing businesses and the Economic Vitality Competitiveness Committee to benchmark other county and/or regional initiatives that seek to take low-skilled workers into the middle-skill jobs available in the community.	<ul style="list-style-type: none"> <li>By year three, benchmark other county and/or regional initiatives that seek to take low-skilled workers into the middle-skill jobs available in the community.</li> </ul>	<ul style="list-style-type: none"> <li>Mid-Term (Year 3)</li> </ul>	<ul style="list-style-type: none"> <li>OEV Staff</li> <li>CareerSource Capital Region</li> <li>Economic Vitality Competitiveness Committee</li> </ul>	\$

Strategies on this page address the following key takeaways from public engagement: V. 1; V. 2

<sup>22</sup> OEV Staff will coordinate with all appropriate local government partners.



## f. Talent Pipeline

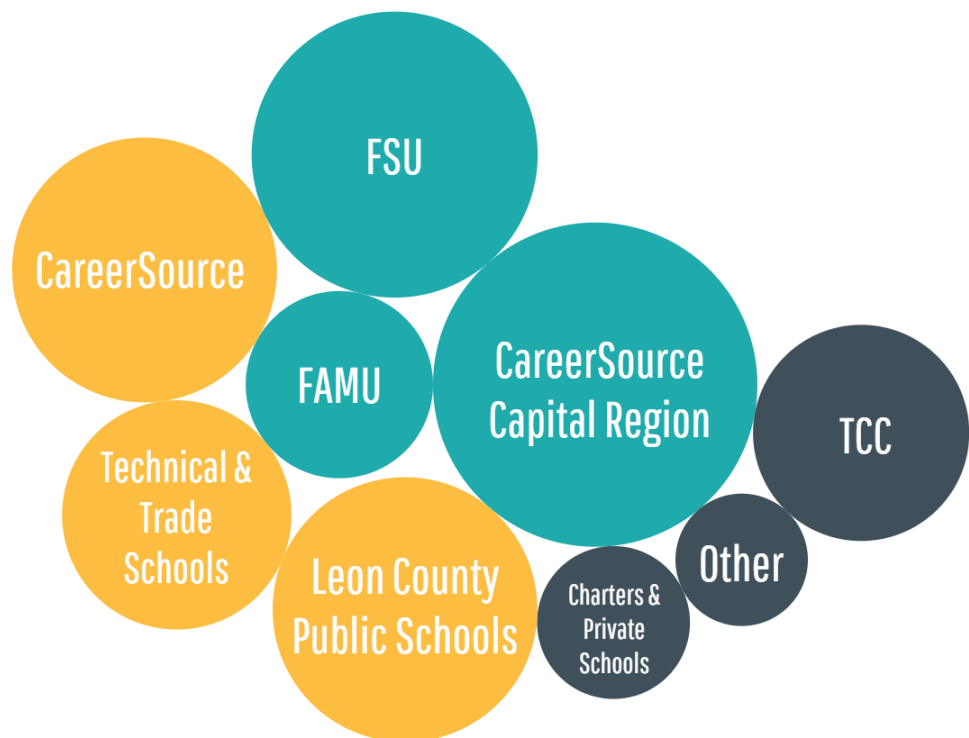
Tallahassee-Leon County is well known for having a highly educated workforce. However, the community’s long-term economic outlook is dependent on its ability to not only develop that talent but find solutions to retain it. As one stakeholder mentioned in an interview, *“Tallahassee is in the import/export business. We import students and we export talent.”*

With two universities and a community college, Tallahassee-Leon County graduates some of the smartest and most capable students in the state. However, it has not effectively demonstrated to the more than 60,000 students what their town has to offer after college.

In addition, in a county with 17 “A” rated schools, there are still areas where the Leon County Public School system lacks. Although a strategic plan was developed in 2010, a concern remains about the quality of schools in low income neighborhoods and how well prepared those students are for college and career.

The current workforce and education system consists of a number of resources and organizations (see graphic below), each working to provide additional attainment and skills to citizens and students. Yet, those individual entities – much like those referenced in other portions of this plan – are not currently coming together to develop a common initiative specifically related to talent development and retention. Although universities and the public school system have very specific missions that drive their work, there must be a more intentional effort as it pertains to providing work-based experiences that showcase the possibilities available to graduates in the community. But the opportunities cannot be limited to college graduates alone. Community and education

leaders have to support strategies that seek to provide jobs for all levels and skills. Together, the community, alongside education and workforce partners, has to identify the training needs of its low-skilled workers and the talent needs of employers and businesses in targeted industries.



**Projected Employment by Industry, Leon County (2014-2022)<sup>23</sup>**

Industry	2014 Employment	2022 Employment	Total Employment Change	Percentage Change
Total All Industries	160,512	173,536	13,024	8.1%
Construction	4,924	5,968	1,044	21.2%
Education and Health Services	18,467	21,926	3,459	18.7%
Professional and Business Services	17,233	19,689	2,456	14.3%
Financial Activities	6,986	7,775	789	11.3%
Leisure and Hospitality	16,406	18,180	1,774	10.8%
Other Services (Except Government)	7,100	7,758	658	9.3%
Local Government	11,879	12,602	723	6.1%
Retail Trade	15,560	16,382	822	5.3%
Wholesale Trade	2,537	2,670	133	5.2%
Self-Employed & Unpaid Family Workers	12,416	12,884	468	3.8%
Transportation and Warehousing	1,084	1,125	41	3.8%
State Government	39,237	40,162	925	2.4%
Manufacturing	1,487	1,517	30	2.0%
Information	3,134	3,057	-77	-2.5%
Agriculture, Forestry, Fishing and Hunting	224	217	-7	-3.1%
Federal Government	1,745	1,531	-214	-12.3%

**f. 1. STRATEGY:**

*Align ongoing workforce development programs and efforts with current and emerging industry clusters in Tallahassee-Leon County and the region to provide a robust and appropriate talent development and retention pipeline for employers and employees.*

**TACTICS**

**IMMEDIATE OPPORTUNITY: ANALYZING THE TALENT RESOURCES & PIPELINE**

- In partnership with CareerSource Capital Region, CareerSource Florida and existing employers **commission a workforce assessment and talent profile** to provide an examination of labor supply, including pipeline of graduates, and demand, job candidate strengths and weaknesses, current workforce development efforts and untapped labor resources. The assessment should focus on labor needs in demand industries; developing strategies to track employment and recommendations to develop a workforce to satisfy business demand. It should also profile the industries and occupations for which members of the talent pool are an appropriate fit.

<sup>23</sup> 2015 Leon County Statistical Digest

- To address workforce issues that are uncovered as part of the assessment, the OEV should create a **task force within the Economic Vitality Competitiveness Committee**. The task force should make recommendations to coordinate current programs and, where necessary recommend programs to fill gaps and needs.

## METRICS

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1. Within 90 days, commission an assessment either using existing resources or by hiring an outside consultant.
2. Upon completion of the assessment, create a task force as part of the Economic Vitality Competitiveness Committee to address the findings and develop potential solutions within six months.

## f. 2. STRATEGY:

*Develop a suite of initiatives focused on retaining students attending Tallahassee-Leon County's institutes of higher education.*

## TACTICS

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### IMMEDIATE OPPORTUNITY: ASSESSING STUDENT INTEREST IN THE COMMUNITY

- In partnership with FSU, FAMU and TCC **conduct a representative survey of attending students** asking questions about their perceptions of Tallahassee-Leon County. Specifically in the survey pose the question of, "If they could find suitable employment in Tallahassee-Leon County would you stay?" This question seeks to identify gaps in showcasing what the community has to offer and conversely could be used as a selling point to potential employers looking to tap into the talent at the college and universities.
- Building on the current Job Hop, hosted by FSU's College of Communication and Information, **expand the Job Hop to a wide variety of potential employers and invite students from FSU, FAMU, TCC and interested high school students**. The job hop would showcase existing employers and entrepreneurial programs to identify careers, internships and work-study programs in the community.

### MID-TERM OPPORTUNITY: MATCHING STUDENTS TO EMPLOYERS TODAY

- Working with the Tallahassee Chamber of Commerce, FSU, FAMU and TCC, seek to **expand internship opportunities in existing businesses**.

## METRICS

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1. Within six months, working with each institution, execute a simple survey using existing resources. Compile response and use in planning for further student engagement.
2. By the end of year one, working with the Tallahassee Chamber of Commerce, develop Job Hops twice a year.
3. In year three, seek to develop a formal internship program working in partnership with the Tallahassee Chamber.

### **f. 3. STRATEGY:**

*Address the need for jobs at all levels through partnerships to increase skills trainings and career pathways opportunities.*

According to a report by the International Economic Development Council, “While wages and benefits are important criteria for defining quality jobs, opportunities for advancement and improvement remain the core components for that definition because ultimately, a quality job must be defined at the point of implementation. In other words, a quality job for someone who lacks a high school degree is not a quality job for someone with advanced vocational training or for a recent college graduate. Thus, the goal for economic developers is to provide opportunities across a spectrum of skill levels and industries to build advancement into a community’s economic structure.”<sup>24</sup>

As we have discussed many times throughout this document, creating premium quality, high paying jobs is the fundamental goal of any economic development program. Specific targeting of high impact sectors that offer these types of opportunities is crucial to any region much less one with such a high educational attainment. It just makes sense that Tallahassee and Leon County place emphasis on this type of effort.

But even if successful, there is a significant portion of the residents in the region that will not immediately benefit from this type of approach. While acknowledging the impact of college students on the statistic, Leon County has a poverty level almost 10 percentage points above the national average and should not ignore the need for solid baseline jobs. There must be a coordinated effort to offer an opportunity to those today that would not qualify for premium jobs. Advanced Manufacturing, Distribution Centers and Information Technology are just a few of the sectors that will offer entry into the jobs market. These jobs offer a path to learn new skill sets and to pursue further education in an effort to become eligible for any job opportunity in Leon County and the surrounding area. If these industries are ignored then the community will continue to struggle to have the greatest impact on unemployment, crime and poverty in the region.

All of the programs or initiatives should rightly be focused on high paying jobs. But there must also be consideration given to making sure all of the community’s citizens have ample opportunity for entry into our job market.

A successful example of a community working to provide career pathways for all of its citizens is the Greater Memphis Alliance for a Competitive Workforce (GMACW). GMACW’s work focuses on equipping individuals with skills needed to land good paying jobs. The organization seeks to identify company needs and work with local technical schools in preparation to succeed in the workplace. They facilitate access to agencies that address barriers so employees can focus on work and become more productive. In addition, they assist employers with customized training programs so that incumbent and new hires possess the skills needed for near term success.<sup>25</sup>

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<sup>24</sup> Creating Quality Jobs: Transforming the Economic Development Landscape

<sup>25</sup> Greater Memphis Alliance for a Competitive Workforce

Ultimately, the partnership is working to effectively link low- and middle-skill workers to solid opportunities by reaching across traditional boundaries to build a streamlined system aligned with employer demand.<sup>26</sup>

## TACTICS

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### MID-TERM OPPORTUNITY: ENGAGE THE K-12 SYSTEM

- As a complimentary strategy to pursuing a magnetic technologies cluster, **engage the K-12 system (Leon County Public Schools as well as charter and private schools) for science and technology programs linked to the cluster development.** The programs should not only focus on students, but also educators by providing continuing education opportunities to learn how to bring magnetic technology education into their classroom. A similar program is being conducted in Mississippi in relation to polymer science. The program is a partnership between the Mississippi Polymer Institute, The University of Southern Mississippi's School of Polymers and High Performance Materials and 11 polymer science high school programs throughout the state.
- Support initiatives that seek to bring education, skill assessment and job training into the communities that need it the most such as the **community school model.** The community school models partner with universities and colleges to prepare middle and high school students for college and career with “cradle-to-career” initiatives. Beyond looking at the workforce of tomorrow, the community school can serve as a workforce training hub for those seeking to improve their skills and job outlook today.<sup>27</sup>
- Economic development begins with a better educated and more skilled workforce for all levels of the community. **The OEV should work with CareerSource Capital Region, existing businesses and the Economic Vitality Competitiveness Committee to benchmark other county and/or regional initiatives that seek to take low-skilled workers into the middle-skill jobs available in the community.** Middle-skill jobs require more than a high school diploma but less than a four-year degree and often times are the jobs businesses have the hardest time filling.

## METRICS

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1. By year three, work with K-12 education partners, to begin offering magnetic technologies programs in the classroom using best practices from communities such as Hattiesburg, Mississippi.
2. By year three, support initiatives that seek to bring education, skill assessment and job training into the communities that need it the most.
3. By year three, benchmark other county and/or regional initiatives that seek to take low-skilled workers into the middle-skill jobs available in the community.

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<sup>26</sup> Brookings Metropolitan Policy Program, Remaking Economic Development

<sup>27</sup> NPR – Why “Community Schools” are Taking Root in Florida

## B. Marketing & Communications – A Cross Cutting Strategy

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*GOAL: Better promote the area as a business generator, an ideal location to start and grow a business. Brand and market the community.*

### 2. Marketing and Communications

Each of the six economic development initiatives outline in this plan provide opportunities to reach specific audiences to encourage business start-ups, growth, retention, location or the development of new sectors. While each initiative appeals to the business audience, the drivers for each differ and consequently the approach, positioning and messaging for each must be focused towards the unique value proposition for each discrete sector. To truly be effective in its marketing efforts, the OEV, using this strategic plan as a basis, should further develop a full marketing and communications program that looks both broadly at an overall unifying business brand for the community and then specifically, at the marketing and communications activities necessary to effectively promote each of the six economic development initiatives as well as the OEV as being the organization to turn to for local economic development leadership. A marketing strategy overview follows which serves as a starting point gathering all of the marketing and communications strategies and tactics identified throughout the development of the strategic plan. This overview provides both direction for the OEV staff to begin implementing tactics as well as the foundation to further build a comprehensive marketing and communications approach.

In addition to initiative-specific strategies, Tallahassee-Leon County has an opportunity to redefine its image in the minds of those who currently know the community best – its internal audiences – and to create a fresh perspective among prospects on what the area currently has to offer and what it wants to become. The community must positively position itself in the minds of those it wishes to reach from an economic development perspective, (i.e., business, c-level decision makers and site selectors) to earn the opportunity to compete for competitive projects.

For this reason, VisionFirst recommends that Tallahassee-Leon County, as a part of its marketing plan development proceed with a branding process to identify and articulate what the community’s authentic business image is, as well as its brand promise, and then work to have this expressed graphically. It is important to note, this is not the OEV’s brand but an overall brand for economic development (including the creative economy) for the Tallahassee-Leon County area. The business brand is not intended to supersede the tourism brand, but rather to align with it, focused on a different audience - business decision makers and influencers - as opposed to visitors, with the exception being those unique creative aspects identified around the creative economy which add depth and nuance to both brands.

Finally, to better focus its business development attraction efforts, Tallahassee-Leon County must narrow its approach to define subsectors within each target industry it has identified and then focus its recruitment efforts on appropriate “micro-sectors” that exist. Marketing efforts to reach these micro-sectors may then be achieved through strategic communications and outreach activities as opposed to advertising or broad marketing campaigns.



1. Produce and communicate a unique brand that expresses the community's overall business image.
2. Institute a plan for ongoing economic development communication to internal and business development communication to external audiences.
3. For business development marketing efforts, refine Tallahassee-Leon County's targeted industry markets to the subsector level to maximizing competitive project opportunities.

## 1. a. STRATEGY:

*Develop a Marketing and Communications plan. Focus outreach efforts to specific key audiences for each of the six initiative areas as well as a plan to promote the business development efforts overall.*

### TACTICS

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#### IMMEDIATE OPPORTUNITY: CREATE & IMPLEMENT A MARKETING AND COMMUNICATIONS PLAN

- Work with Agency to **develop a formal marketing plan**; determine means of implementation with limited staff.
- **Develop ongoing proactive communication** to internal and external audiences.
- **Create specific communications strategies/campaigns** to reach key external audiences such as business decision makers and decision influencers

**- See attached Marketing Strategy Overview on the following page -**

Marketing Strategy Overview

Marketing Goals Strategy / Tactics	Overall	Business Formation Entrepreneurs / MWSBE	Technology & Commercialization	Business Retention & Expansion	Business Recruitment	The Creative Economy	Talent
<b>Target Audiences (external &amp; internal)</b>	Internal Audiences: . . External Audiences: . .	Entrepreneurs; Students; early-stage businesses; solopreneurs; MWSBE's; Incubators & those in this space	Technology /R&D based or spawned businesses; Mag-Lab related businesses; universities; target industries;	Tallahassee / Leon County existing business & industry. Treat Government and non-profits each as a business group.	Business decision makers (CEO, CFO, etc.) among identified targets; Business decision influencers: Site Selection Consultants	Businesses identified within the Creative NAICS codes; the creative class; Associated organizations, etc. entrepreneurs	K-12 Educators; higher education / colleges & universities; technical schools; CareerSource Capitol Region, etc. Existing workforce, Students,
<b>Branding / Positioning / Image-related strategies</b>	Outline plan for Tallahassee / Leon county Business Brand	Message the brand as it pertains to Business Formation/Inclusive bus.	Message the brand as it pertains to R&D / technology businesses + Research com.	Leverage the strength of existing businesses to validate the brand; testimonials	Focus the brand identity towards each target industry for recruitment purposes	Message the brand as it pertains to & benefits from the creative economy	Tall/Leon Co's talent is a core component of the brand promise
<b>Advertising outreach to specific audiences</b>	Ad plan to support and communicate the brand and to position for business	Identify specific outreach opportunities	Identify specific outreach opportunities	--	Trade publications /websites in target industry verticals	Promote Community's creative assets for visitor attraction	--
<b>Targeting &amp; Business Intelligence</b>	Work with OEV to outline intelligence tools for each key initiative to sharpen ability to reach targets and for	Better define and reach the entrepreneur pipeline to communicate programs	Micro-targeting for business development outreach / CRM & Database marketing	BR&E Program feedback captured and used to improve business environment	Micro-targeting for business development outreach / CRM & Database marketing	Commission a Creative Economy study of Tallahassee / Leon County & the Big Bend Region.	Develop comprehensive profile of the region's workforce for each target – include creative class / entrepreneur profiles
<b>Sales Tools / Promotional materials</b>	Outline an inventory of digital, app & print ( <i>only where necessary</i> ) sales tools and promotional materials	Entrepreneur Tool Kit to accompany the Entrepreneur Boot Camp – either design or adopt an existing program & materials	R&D & Industry profiles for highest Innovation targets of opportunity. iPad App with designed sales presentation	Annual "State of Business" Report in Tallahassee / Leon County (region?)	Target industry profiles for each identified target iPad App with designed sales presentations & data	Provide COCA, Visit Tallahassee & other multipliers data & messaging on the region's Creative Economy	Design Profile outlined (above) to be able to pull down customized workforce profiles on app for specific industries / needs.
<b>Expand the online presence with the new brand to create discrete portals for each of the six key ED initiatives</b>	The new website serves as the outward-facing sales and communications mechanism for target audiences	Promote Tallahassee as an entrepreneurial launch-pad. Minority Procurement Website & Tech assistance	Portal for tech & commercialization that connects all key players – collaboration space	Leverage strengths of existing industries through business profiles / video testimonials	Digital outreach campaign routed back through website Sites & buildings database(?)	Develop a creative economy portal/collaboration space connecting all players to participate in building sector	Make a limited version of the dynamic workforce profile available on the website – Promote SMART people!
<b>Local Communications strategy to reach &amp; engage stakeholders / spread narrative</b>	Ongoing communications to the EVLC, the EVCC, & each of the broader audiences of stakeholders for 6 key initiatives; elected; etc.	Showcase the leadership and impact that entrepreneurs & MWSBEs have on the community, position as a hub for future growth. Ongoing comms to broader audience of service providers, participants, stakeholders, business leaders	Ongoing communications to broader audience of R&D entities, businesses, partners, stakeholders, and suppliers, etc.	Ongoing communications to as well as two-way conversations with existing business and industry and stakeholders	Ongoing communications to broader audience community leaders to focus on competitiveness issues	Ongoing communications to identified internal audiences and stakeholders to start building a sense of community working towards objective	Communications activities and outreach to Tall/Leon Co's various talent groups (students, etc.) to expose them to opportunities to stay

Marketing Strategy Overview (continued)

Marketing Goals Strategy / Tactics	Overall	Business Formation Entrepreneurs / MWSBE	Technology & Commercialization	Business Retention & Expansion	Business Recruitment	The Creative Economy	Talent
<b>External Communications Plan and strategic outreach</b>	Communications/Media plans to promote Tallahassee / Leon County as a business-forward, Innovative community	External Comms plan to announce new initiatives and promote Entrepreneurial successes / programs. Comms plan to roll out the Minority Procurement Program. Continue to promote workshops and events to MWSBE members via social media and earned media. Write guest columns and provide background information to relevant organizations. Highlight success by spotlighting businesses. Seek to identify champions to serve as spokespeople for the program's efforts and how it can assist businesses to succeed.	External comms campaign to position Community as a leader to relevant R&D /mag-lab related businesses. Produce and pitch articles.	External comms to promote unique / newsworthy businesses & businesses innovations. Partner w/Chambers to promote.	Develop ongoing industry specific messaging and outreach. Produce and pitch articles for industry pubs.	External Communications Plan to promote findings from Creative Economy Study. Provide Vignettes to Visit Tally for visitor attraction	External Comms – Promote the message Tallahassee = Innovative Thinkers
<b>Direct Marketing Outreach</b>			Campaign to target businesses		Campaign to target businesses		
<b>Events / Conferences</b>	Annual Competitiveness Event for EVLC & EVCC • Mid-year Follow Up	Entrepreneur Boot Camp • Small Business Forum • Fam tours for investors and local, state and national media to see Tallahassee's most promising entrepreneurs and the pipeline the community is building.	Business Leader Tours of Mag Lab / Innovation Park	Partner with Chambers for business appreciation day	Site Selector event s (partner w/Team Florida?) In-Market and local.	Creative Economy Summit (Roll out plan & bring together participants and stakeholders)	Job-Hop Tours of Tallahassee / Leon County Businesses

## 1. B. STRATEGY:

*Create and communicate a unique brand that expresses the community's overall business image.*

### TACTICS

#### IMMEDIATE OPPORTUNITY: COMMUNICATING THE BRAND

- Work with agency to define **Tallahassee-Leon County's business brand; develop messaging and graphic imaging.**
- **Articulate the brand** as it presents the community's business image overall as well as specifically for each of the six economic development initiatives
- **Outline recommendations for ongoing marketing and communications** efforts to promote Tallahassee-Leon County to business audiences.

## 1. e. STRATEGY:

*Once the target industry study is complete, Tallahassee-Leon County's targeted industry should be refined to the subsector level to match the community's current products, assets, resources and workforce maximize to possible competitive project business development opportunities.*

#### MID-TERM OPPORTUNITY: MICRO-TARGETING

Every community has defined the markets in which it wishes to compete but far too often these targets are painted with a broad brush. A common mistake that is made by many communities is to try and be all things to all people. While Tallahassee-Leon County has many assets that offer capacity to many different industry markets, to most effectively market and to focus business development efforts it is important that community further refines its targeted markets to maximize opportunity. This approach will allow resources and effort to be expended only in areas that have the potential to yield the greatest return. **While the mantra should be that Leon County will welcome a wide variety of industries, proactive outreach should be conducted in a more focused manner.**

This approach requires that the current targeted markets be refined to a micro level. For instance, it is not enough to simply target advanced manufacturing. Tallahassee-Leon County must focus on the specific type of advanced manufacturing that it is uniquely qualified to support. To do this it is critical to understand the major factors that will affect the community's ability to attract business.

It is our recommendation, for more effective targeting and thus better success in marketing efforts, to look at subsectors and specific industry sets or "micro-sectors" within identified industry sectors.

- **Update Existing 2004 Target Market Study.** The new study should focus on proposed asset mapping exercise to drill down into micro targets for growth.

## C. Engaging the Community through a New Advisory Structure

*GOAL: Better identify, understand and marshal all available assets, organizations and resources towards economic growth objectives. Encourage collaboration among the many entities impacting the economic development environment to work together for maximum competitiveness.*

### 1. A New Advisory Structure

Looking at successful economic development entities, certain key elements are present in organizations that are factors in determining success. In today's competitive economic development landscape, change happens often and comes from a variety of internal and external sources. Ensuring a consistent and strong voice, aligning leaders, staff and stakeholders and working toward a shared vision separates those organizations that sustain success versus those who struggle during leadership and administration changes. Below are the five key elements for Tallahassee-Leon County.

#### 1. PROFESSIONAL ECONOMIC DEVELOPMENT & BUSINESS LEADERSHIP EXPERIENCE

While there are many examples of professional backgrounds for the CEO/Director role of both public and public private states models of economic development, in the most successful models, it is the combination of business experience and economic development experience that make for the most effective leadership teams.

#### 2. STRONG WORKING RELATIONSHIPS WITH PARTNERS IS CRITICAL

Economic development is a team sport. For any community to be successful in economic development, it must view and actively engage its many stakeholders as partners in the process.

#### 3. BUSINESS LEADERSHIP & OPERATING STRUCTURE

Successful economic development organizations invariably find ways to meaningfully include business leadership in the organizational structure and in setting strategy. These models include input from the business community that aids in the direction for the organization.

#### 4. ECONOMIC DEVELOPMENT ENTITY/GOVERNMENT ALIGNMENT & COORDINATION OF COMPETITIVE PROJECTS

It is important to provide due diligence and appropriate transparency on competitive projects to protect the taxpayer; however, the process should not become more difficult or time-consuming for incentive approvals. The community should consider an approach aligned to the customer, eliminate duplication of efforts and unnecessary layers of bureaucratic requirements.

#### 5. ELIMINATING SILOS/WORKING TOWARD A COMMON GOAL

Finally, all successful organizations are able to focus their team members towards a common mission and set of objectives and then work to eliminate barriers internally and externally that may hinder progress. These entities endeavored to erase divisional lines while encouraging and rewarding collaboration/problem solving at the leadership, staff and partner level.

“COMING TOGETHER IS A BEGINNING; KEEPING IT TOGETHER IS PROGRESS;  
WORKING TOGETHER IS SUCCESS.” – HENRY FORD

Part of developing a successful economic development strategy involves identifying challenges and opportunities in the community. These factors are frequently viewed as tangible items such as the talent pipeline, available building and sites, tax and regulatory climate. But often times it is an intangible item that can ultimately “make or break” the success of an effort. **In the case of the Tallahassee-Leon County, that intangible is collaboration.**

The City and County took the first step in building a collaborative process for economic development by creating the Office of Economic Vitality – merging responsibilities into a streamlined entity. To mirror the structure and build on the success of Blueprint, the executed interlocal agreement between the City and the County outlines the formation of the Economic Development Coordinating Committee (EDCC) as a mechanism designed for public input in the community’s economic development efforts.

*The role of the Economic Development Coordinating Committee (EDCC) is to advise the Intergovernmental Agency and ensure coordination between economic development projects by Blueprint, County and City governments, universities and community college, and other community entities. The EDCC also provides professional expertise, technical oversight and recommendations on economic development programs to the Intergovernmental Agency.*

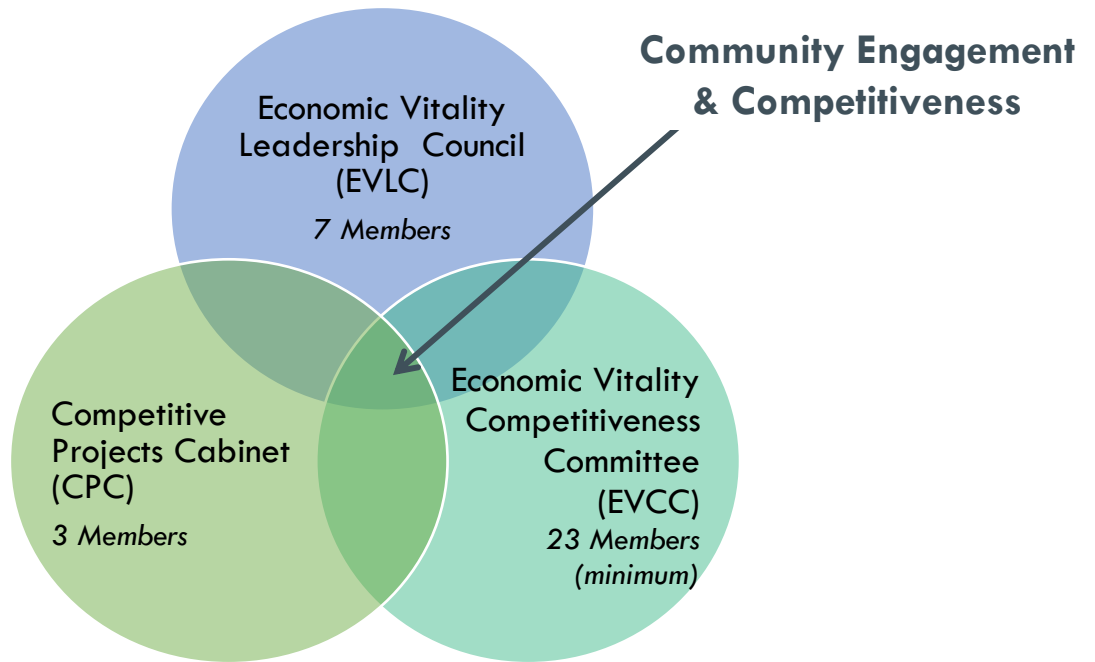
This stakeholder committee was intended to provide a foundation to leverage the intellectual capital of the 14 EDCC members as it related to evaluating projects for funding. However, as noted during VisionFirst’s June 20, 2016 Intergovernmental Agency presentation, there are some unintentional flaws within the adopted EDCC structure that must be addressed going forward to create a meaningful citizen group that adds value to the economic development process. Currently challenges include:

- Without a clear definition of economic development and no established metrics for the community’s economic development efforts, there is a possibility of committing and subsequently spending all of the anticipated funding without achieving desired results.
- The possibility for a serious conflict of interest exists should a committee member propose his/her own project for funding.

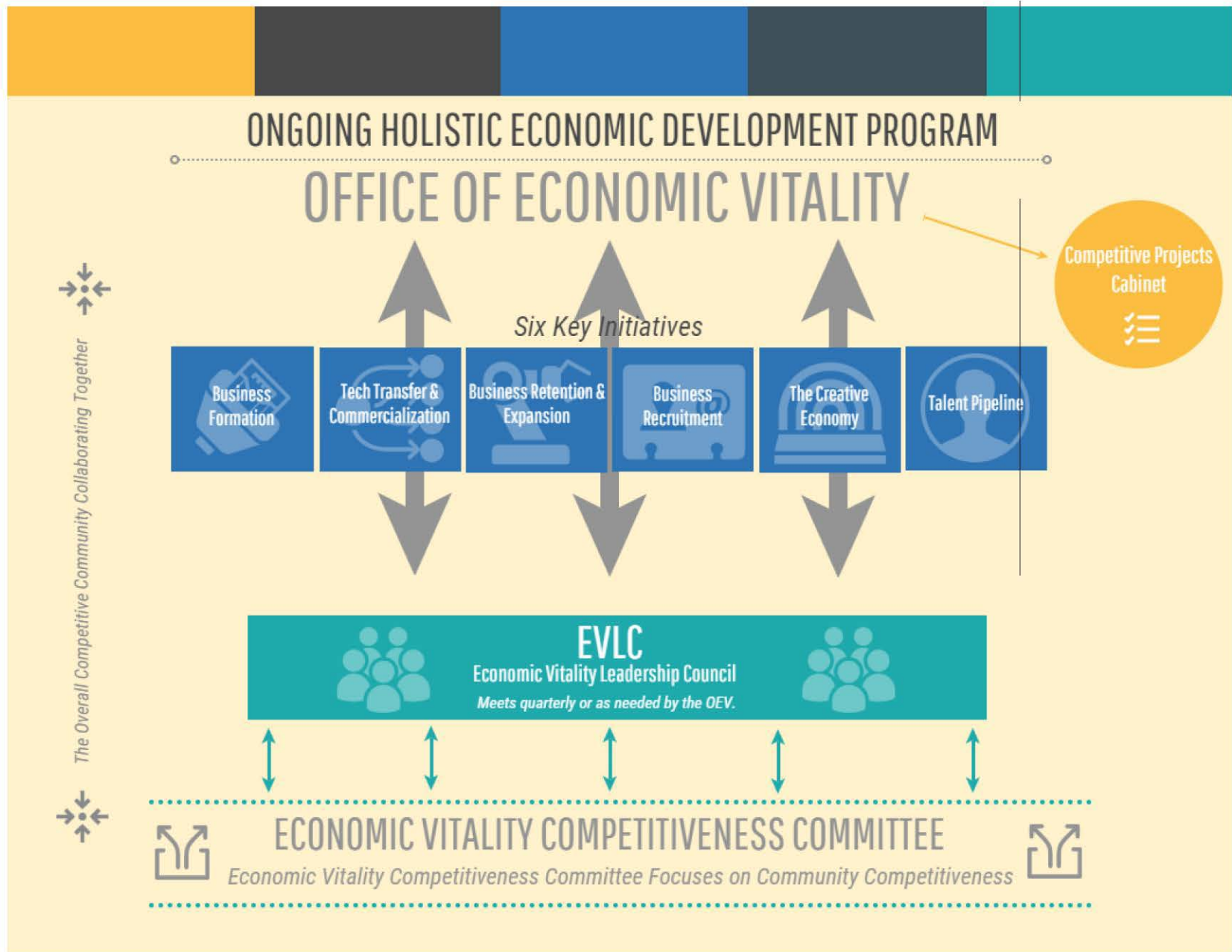
Without a clear mission and objectives for the committee, its efforts are of limited value. In order to leverage important public input and foster collaboration, **a new advisory structure is recommended that provides a comprehensive and cohesive approach that cuts across any and all organizational boundaries.**



## New Structure Offers Ribbons of Accountability & Community Engagement



To maximize the effectiveness of community engagement and eliminate potential conflicts, it is recommended that a three-prong approach be implemented that evolves as the community undertakes new initiatives and strategies. VisionFirst recommends for the formation of three committees under OEV's leadership focusing on specific objectives with which the OEV can partner to address issues such as community competitiveness as well as others as identified.



## ECONOMIC VITALITY LEADERSHIP COUNCIL (EVLC)

**Economic Vitality Leadership Council:** The seven-member Economic Vitality Leadership Council will serve a vital, ongoing function of continually looking at Tallahassee-Leon County's ability to compete for entrepreneurial and small business growth, new business investment, existing industry growth and economic expansion through non-traditional activities as well as the delivery of a competitive workforce.

Members of the Economic Vitality Leadership Council will serve as an executive committee of the Economic Vitality Competitiveness Committee.

- Members of the EVLC will also will work closely with OEV leadership to continually look at Tallahassee-Leon County's ability to be competitive in each of the six identified economic development areas of focus as well as the community overall. As the Council identifies needs or areas of opportunity for increased competitiveness, it can recommend that a task force, under the leadership of staff, be formed from members of the Economic Vitality Competitiveness Committee (EVLC) to assess such needs. The EVLC provides the committee structure for such efforts.
- The Council will provide input and work with staff to track competitiveness efforts in Tallahassee-Leon county.
- EVLC members will work with OEV staff to focus on maximizing the Economic Development Strategic Plan.
- **Role:**
  - Encourage knowledge of all local programs and collaboration across each; recommend improvements for competitiveness.
  - Outline a plan to increase the community's ability to compete across six identified economic development initiatives and overall as a community. Monitor with quarterly updates.
  - Engage members of the Economic Vitality Competitiveness Committee (EVCC) to pursue specific competitiveness objectives and strategies in conjunction with staff through committee or task force models.
  - Members of the Economic Vitality Leadership Council will not consider or approve funding for projects or programs.
- **Members:** Made up of representatives from Tallahassee-Leon County's businesses, public entities and non-profit organizations who will represent each of the six initiative areas – business formation; technology and commercialization; business retention and expansion; business recruitment; talent development; tourism and the creative economy as well as marketing.

- **Appointment to the Council:** OEV shall put forth a slate of candidates every two years for approval by the Intergovernmental Agency. Candidates for the seven committee slots should include the following cross section of representatives:

Sector / Organization	Number of Representatives
Major Employers	1
Institutes/Universities	1
Entrepreneurial Business or someone from that community	1
Financial Sector	1
Economic Development	1
Talent Development	1
Not defined as to allow for flexibility to select the best leader	1

- **Term:** Staggered two year terms; may serve no more than two consecutive terms.
- **Meetings:** The Council will meet in-person twice a year for a moderated planning session and update coordinated by the staff of the OEV. OEV staff will also host two conference calls during the year to provide updates on strategic items.
- **Staff Involvement:** The director of PLACE and the director of the OEV will serve as ex officio members.
- **Task Force Formation:** Task Force(s) may be recommended by the EVLC and initiated by the Director of the OEV as needed to address specific competitiveness issues and will disband upon achievement of the Task Force objective. Task Forces would be populated from the Economic Vitality Competitiveness Committee (EVCC).

**ECONOMIC VITALITY COMPETITIVENESS COMMITTEE (EVCC)**

**Economic Vitality Competitiveness Committee:** The Economic Vitality Competitiveness Committee (EVCC), made up from a cross section of leaders from businesses and organizations impacting the community’s economic development ecosystem, serves as the committee structure through which community competitiveness issues may be addressed. The Committee will be chaired by and work closely with the Economic Vitality Leadership Council to advise programs, plans and initiatives recommended by the OEV and EVLC that will increase community competitiveness. Each business/organization leader brings a perspective which together will help to inform and frame competitiveness initiatives and activities.

**Economic Vitality Competitiveness Committee**

- *Minimum 23 members.*
- *Meets two times annually (and as needed).*
- *Serves as committee/task force structure to address competitiveness issues.*
- *Does not consider/approve funding.*
- *Serves two years.*
- *OEV submits slate of candidates for IA approval.*
- *Chaired by EVLC member; OEV staff will monitor activities/progress.*

- **Role:**
  - Increase the community’s ability to compete across six identified economic development initiatives and overall as a community. Quarterly engagement.
  - Encourage knowledge of all local programs and collaboration across each.
  - Serve as the committee/task force structure to address issues or opportunities that will continually improve the area’s ability to compete and to build its economy.
  - Members of the Economic Vitality Competitiveness Committee will not consider or approve funding for projects or programs.
- **Members:** Made up of representatives from Tallahassee/Leon County’s businesses and organizations. The EVCC will be chaired by a member of the EVLC.
- **Appointment to the Council:** OEV shall put forth a slate of candidates every two years for approval by the Intergovernmental Agency. The slate should at a minimum include the following cross section of representatives:

Sector / Organization	Number of Representatives
FSU	1
FAMU	1
TCC	1
CareerSource Capital Region	1
Leon County Research & Development Authority	1
Chambers: Greater Tallahassee Chamber; Big Bend Minority Chamber; Capital City Chamber (One designee each)	3
Businesses (Representative of the full business community; large, small, minority owned, service providers, manufacturers, etc.)	6
Non-Profits	1
Tourism/Visitor Attraction	1
Tallahassee International Airport	1
Creative Economy	1
K-12 Education	1
Entrepreneurial/Business Formation Entity	2
At Large	2

- **Term:** Two-year terms
- **Meetings:** The Economic Vitality Competitiveness Committee will meet in-person twice a year for a moderated planning session and as determined by each initiative committee to implement strategic competitiveness items. The committee will provide reports and feedback to OEV staff and the EVLC.
- **Staff Involvement:** OEV staff will monitor committee activities and progress.
- **Task Forces** Task Force(s) populated from the Economic Vitality Competitiveness Committee (EVCC) may be recommended by the OEV as needed to address specific competitiveness issues and will disband upon achievement of the Task Force objective.

## COMPETITIVE PROJECTS CABINET

**Competitive Projects Cabinet:** While the smallest subsection of the holistic economic development strategy; economic development competitive projects often generate the most interest due to the potential for incentive investment and due to the temporary exemption from public records laws. Such projects require strict confidentiality during the competition phase (as prescribed by law), a factor that does not lend itself to broad outside involvement.

The Competitive Projects Cabinet will serve solely for the purpose of considering competitive economic development projects generated by OEV or brought to the organization via other economic development channels (State – Enterprise Florida, Region, etc.) The committee may review such projects to consider return on investment for the community, fit, and a review of due diligence performed prior to considering recommended financial or non-financial incentives. **The CPC is designed to allow flexibility and speed to decision-making throughout the competitive project process.**

- **Role:**
  - The three members of the Competitive Projects Cabinet, along with the Directors of PLACE and the OEV, will review competitive economic development projects along with staff recommendations for financial or non-financial incentives prior to each project being submitted to the IA for approval.
  - Cabinet members cannot submit or vote on projects that would impact them, their business or their organization. Each must sign a non-disclosure agreement (NDA) protecting the confidentiality of economic development projects during the negotiation period and up to 180 days beyond the final incentive contract as prescribed by law. Members may be dismissed from the Cabinet for breach of such agreements and may be subject to legal action.

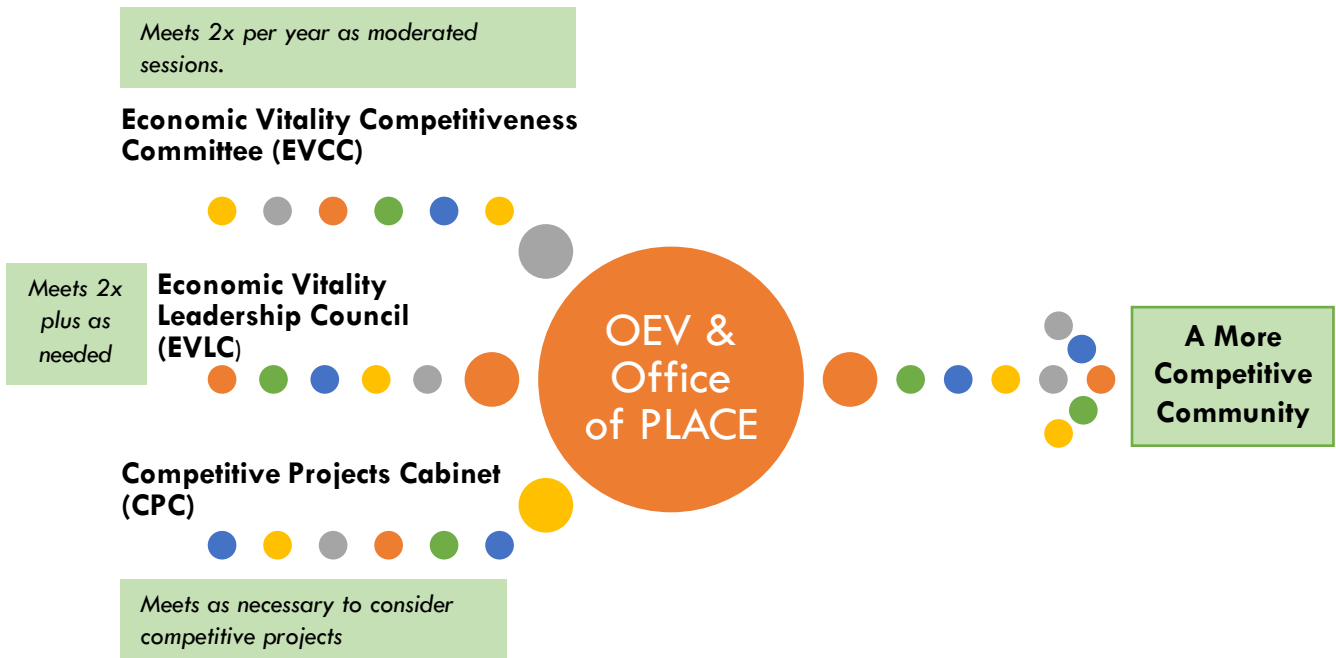
### *Competitive Projects Cabinet (CPC)*

- *Three members – City Manager, County Administrator and one business professional.*
- *Director of PLACE & Director of OEV staff the Cabinet.*
- *Meets as necessary to consider projects.*
- *Serves solely for the purpose of considering competitive economic development projects.*
- *Cannot submit or vote on projects that would impact them, their business or their organization.*
- *Must sign NDA.*
- *At-Large serves one year, with option for second term.*
- *OEV submits slate of candidates for IA approval.*



- If the potential for a conflict of interest arises pertaining to a competitive project, the potentially conflicted Cabinet member must recuse him or herself from any discussion of such project and will be replaced by a member drawn from the Economic Vitality Leadership Council. The replacement member must meet the same standards as outlined regarding confidentiality and freedom from conflict and will be chosen the City and County manager.
- **Members:** A limited group of the County Administrator, the City Manager and one business professional with the director of the OEV and the director of PLACE serving as staff to the committee. The total five professionals should be knowledgeable in economic development programs, public records laws and being willing to sign non-disclosure agreements and conflict of interest forms for each project considered.
- **Appointment to the Cabinet:** Cabinet members will include the City Manager, the County Administrator as well as one at-large business member familiar with economic development principles recommended by OEV for approval by the IA.
- **At-Large Member Term:** One year with option to serve a second term.
- **Meetings:** The Cabinet will meet as necessary to consider projects in contention and as needed to recommend and vote on incentive packages.

**COMMUNITY ENGAGEMENT COMPETITIVENESS COMMITTEE**



Implementing a new structure that not only provides for public input into the local government’s economic development efforts but also offers an opportunity to tear down institutional silos must be the first step in executing this plan. Working together the new Economic Vitality Leadership Council must come together with the recognition of the obstacles that could impede their success and open a dialogue that will allow for successful collaboration over the long-term.

<b>Obstacles to Success</b>	<b>Successful Collaboration</b>
Skepticism among key stakeholders.	Partners are committed to improving relationships and conditions for the greater mission.
Stakeholders are passionate about their individual organization but are not looking at the overarching vision.	Partners are accepting of change and are willing to share in the celebration of success and the results of risk.
Lack of desire to prioritize funding for greater impact.	Partners do not come to the collaboration with preconceived notions of results.
Perception that the same people and the same organizations are driving effort and no progress will be made.	Partners are willing to take on new roles as part of the collaboration that is beyond their personal organizational roles.
Partners are unwilling to share risk.	Partners have clear and defined benchmarks for the success of the collaboration.
Inability to see the community as a one community. Instead seen as college town, government town, small town, etc.	Partners create a sense of shared ownership that encourages participation of all members.

An effective economic development strategy for the community must not only bring these thought-leaders together but also find a meaningful way to harness the group’s critical thinking to address competitive issues and to positively policy decisions.

## D. Transparent & Accountable Allocation of Resources

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*GOAL: Responsible allocation of resources to achieve today's goals as well as to refine the foundation for future growth.*

### 1. Allocation of Resources

As noted earlier in the plan, Tallahassee-Leon County stands at a point of transformational opportunity thanks in part to the more than \$90 million allocated to economic development funding from the one-cent sales tax initiative. This funding is directly supported, and from, the hardworking taxpayers of the community. The taxpayers have entrusted that funding to the leaders of the community and that trust cannot be taken lightly.

While it was not within the scope of this plan to recommend allocations at the program level, we feel that it is important to note several guiding principles regarding the transparent and accountable allocation of resources in support of the strategies and tactics outlined in the plan as well as to provide for marketing the community, building and growing the ecosystem, funding a competitive project toolkit and anticipating opportunities that might arise in the future.

#### GUIDING PRINCIPLES REGARDING THE TRANSPARENT AND ACCOUNTABLE ALLOCATION OF RESOURCES:

- Economic development tax funding should be focused towards the implementation of a holistic economic development program across all of the initiatives outlined as opposed to being considered a dedicated stream of funding for any one organization or initiative.
- The strategic plan outlines a number of strategies and programs that would benefit from the participation of other organizations, or in some cases, programs may exist that specifically deliver the objective of the strategy outlined. It is not our intent to create duplication in efforts; if programs align exactly and a collaborative arrangement can be reached, then it is wise to partner when appropriate.
- Allocation of funding must look to immediate needs; mid-term strategies and the more long-term aspirational objectives.
- Particularly in light of the current absence of a state competitive projects incentive toolkit, and with the recalibration of Enterprise Florida, it is critical that Tallahassee-Leon County dedicate a portion of funding annually for business recruitment competitive projects.
- With each initiative undertaken, it is recommended that the OEV and leaders of the community put into place performance metrics and accountability to measures to ensure that the taxpayers see a clear return on their investment. That performance should be reported publicly to the community on a regular basis, providing statutory requirements to confidentiality will not be compromised. Information provided to the public should be easily located on the OEV's website and promoted via earned and social media.

## **XI. Final Comments & Recommendations**

Tallahassee-Leon County is ready. Over the next two-to-three years, the OEV along with City and County leadership, business leadership, stakeholders and strategic partners must expand their collective vision beyond anything previously conceived and chart a new path together. This Plan provides an outline; a starting point that can provide direction and lead to a course of action. And the time for action is now.

We envision the next steps in the upcoming year to be as follow:

<b>October 27, 2016</b>	<ul style="list-style-type: none"> <li>The Tallahassee-Leon County Intergovernmental Agency accepts the Economic Development Strategic Plan</li> </ul>
<b>October</b>	<ul style="list-style-type: none"> <li>The IA Approves recommended economic development structure</li> <li>OEV staff to outline annual Plan of Work based on Economic Development Strategic Plan action plans</li> <li>EVLC, EVCC and CPC Committees appointed</li> <li>Meetings with key stakeholder organization leaders in the six economic development initiative sectors</li> </ul>
<b>November – January</b>	<ul style="list-style-type: none"> <li>Annual Meeting with EVLC &amp; EVCC to outline competitiveness objectives and committee activities</li> <li>RFP for Target Industries Study; execute contract award and conduct study</li> <li>RFP for Creative Economy Study; execute contract award and conduct study</li> <li>Meetings with Marketing Firm; business brand development, marketing communications plan implementation across all channels for each initiative. Ongoing mar-comms throughout year.</li> </ul>
<b>February 2017</b>	<ul style="list-style-type: none"> <li>Present 2017 Plan of Work to IA – Update on progress to date</li> </ul>
<b>February - June</b>	<ul style="list-style-type: none"> <li>Strategic Plan implementation</li> <li>Collaboration with stakeholders and strategic partners</li> <li>Integrate findings from Target industries study into Business Recruitment initiative</li> </ul>
<b>July</b>	<ul style="list-style-type: none"> <li>Mid-year combined meeting EVLC &amp; EVCC - Update</li> </ul>
<b>July - December</b>	<ul style="list-style-type: none"> <li>Creative Economy event to present study and plan for action</li> <li>Ongoing action plan implementation</li> <li>IA update</li> </ul>

Pursuing this aggressive schedule to address each of the six economic development initiatives, working collaboratively within the new structure outlined while executing a consistent, persistent ongoing marketing and communications program both internally and externally, will yield a totally different economic development platform a year from now. Working with the committees as envisioned will yield a core group of ecosystem partners who are focused on community competitiveness and who are align to work together towards a common objective or purpose. And finally, the community will be able to more effectively look at allocation of resources projecting into the next few years based on real needs and opportunities.

**Year two and beyond next steps:**

<b>January – June 2018</b>	<ul style="list-style-type: none"> <li>• Annual Meeting with EVLC &amp; EVCC to outline competitiveness objectives and committee activities</li> </ul>
	<ul style="list-style-type: none"> <li>• OEV rolls out 2018 Annual Plan of Work</li> <li>• Updates and sub-plans of work from each of the six economic development intuitive areas as well as marketing/communications</li> </ul>
	<ul style="list-style-type: none"> <li>• Ongoing programmatic work</li> </ul>
<b>July – December 2018</b>	<ul style="list-style-type: none"> <li>• Mid-year combined meeting EVLC &amp; EVCC - Update</li> </ul>
	<ul style="list-style-type: none"> <li>• Ongoing programmatic work</li> </ul>
<b>January – June 2019</b>	<ul style="list-style-type: none"> <li>• Annual Meeting with EVLC &amp; EVCC to outline competitiveness objectives and committee activities</li> </ul>
	<ul style="list-style-type: none"> <li>• OEV rolls out 2019 Annual Plan of Work</li> <li>• Updates and sub-plans of work from each of the six economic development intuitive areas as well as marketing/communications</li> </ul>
	<ul style="list-style-type: none"> <li>• Ongoing programmatic work</li> </ul>
<b>July – December 2019</b>	<ul style="list-style-type: none"> <li>• Mid-year combined meeting EVLC &amp; EVCC - Update</li> </ul>
	<ul style="list-style-type: none"> <li>• Ongoing programmatic work</li> <li>• Allocation of first year tax funds for economic development</li> </ul>

The timelines outlines are simply a starting point; some activities will be task-specific, performed once and accomplished, others will be ongoing. Through each step of the process, opportunities to work across organizations and even county lines must be pursued and become part of the OEV culture.

Tallahassee-Leon County is ready – and with purposeful, measured action and intentional collaboration, desired economic growth and diversification will be within reach for the community.

## **XII. Thank You**

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It has been a pleasure to work with Tallahassee-Leon County leadership and the Office of Economic Vitality staff, business and community leaders as well as the myriad of interested individuals and groups dedicated to improving our community and creating opportunities for the area's citizens. Tallahassee-Leon County has demonstrated through the collective and unified action of these leaders a great desire to work together towards a common vision of economic development.

Our team has collectively produced and implemented numerous strategic plans over our combined 90 years of economic development experience. This plan is different. We are a Tallahassee based firm with direct ties to the community.

While we put our heart and soul into each and every plan we produce we have never had the opportunity to work on a document that will affect us as much professionally as it will personally. We have a great desire to see the recommended initiatives implemented and have a positive impact on this community. We live, work and raise our children in this very community therefore our ownership in the plan's success goes well beyond just being its authors.

We plan to be your partner long after this plan is delivered and we cannot thank you enough for entrusting us to work on something so important to the future of our community.



## **XIII. Addendums**

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1. Key Stakeholders
2. Community Survey Results
3. Magnetic Technologies Targeted Plan by Ricardo Schneider

## Addendum 1. Key Stakeholders

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### City of Tallahassee Commissioners

- Mayor Andrew Gillum, City of Tallahassee
- Commissioner Scott Maddox, City of Tallahassee
- Commissioner Nancy Miller, City of Tallahassee
- Commissioner Curtis Richardson, City of Tallahassee
- Commissioner Gil Ziffer City of Tallahassee

### City of Tallahassee Administration

- Ricardo Fernandez, City Manager
- Reese Goad, Deputy City Manager, Tallahassee
- Wayne Tedder, Assistant City Manager for Development Services and Economic Vitality
- Chris Curry, Director of Aviation, Tallahassee International Airport

### Leon County Board of County Commissioners

- Commissioner John E. Dailey, Leon County
- Commissioner Bryan Desloge, Leon County
- Commissioner Kristin Dozier, Leon County
- Commissioner Mary Lindley, Leon County
- Commissioner Nick Maddox, Leon County
- Commissioner Bill Proctor, Leon County
- Commissioner Jane Sauls, Leon County (*staff conversations*)

### Leon County Administration

- Vince Long, Leon County Administrator
- Alan Rosenzweig, Leon County Deputy Administrator
- Ken Morris, Assistant County Administrator for Community Development

### Community Leaders

- Jessica Lowe-Minor, Director, Institute for Nonprofit Innovation and Excellence
- Institute for Nonprofit Innovation and Excellence Board of Directors
- Jim McShane, CEO of CareerSource Capital Region
- Allen Stucks, NAACP (by phone)

### Education Partners

- Keith Bowers, Regional Director of Florida Small Business Development Center at FAMU
- Michael Campbell, Director, North Florida Outreach, FSU's Jim Moran Institute for Global Entrepreneurship
- David Coburn, Chief of Staff, Florida State University
- Dr. Jim Murdaugh, President, Tallahassee Community College
- Wendy Plant, director of student engagement and alumni relations and entrepreneur-in-residence, FSU's Jim Moran Institute for Global Entrepreneurship
- Gary Ostrander, Vice President of Research, Florida State University

- John Thrasher, President, Florida State University
- Mr. Reis Alsberry; Director, Technology Transfer & Export Control
- Mr. David Teek, Coordinator, Export Control, Florida Agricultural and Mechanical University's Division of Research

**Business Leaders**

- Kurt Artecona, CEO, One Loan Place
- Sue Dick, President and CEO of the Tallahassee Chamber of Commerce
- Steve Evans, IBM executive (retired)
- Skip Foster, Editor, Tallahassee Democrat
- Eric Grant, President, Municipal Code Corporation
- Rick Grant, Executive Vice President/COO, Municipal Code Corporation
- Gina Kinchlow, President & CEO - Kinchlow & Company (small business consulting services), representing the Big Bend Minority Chamber
- Harold Knowles, managing shareholder in Knowles & Randolph, representing the Big Bend Minority Chamber
- Leon County Research and Development Authority Board of Directors
- Lucas Lindsey, Community Manager; DOMI Station
- Ron Miller, Executive Director of the Leon County Research and Development Authority
- Sean Pittman, Senior Partner of Pittman Law Group, P.L., representing the Big Bend Minority Chamber
- Mark O'Bryant, CEO and Warren Jones, Vice President, Chief Communications Officer; Tallahassee Memorial Hospital
- Shalene Parker, Human Resources, One Loan Place
- Crissy Phillips; One Loan Place
- Mark Robinson, CEO of Capital Regional Medical Center
- Christina Rook, Vice President of Operations, One Loan Place
- Ricardo Schneider, President & CEO, Danfoss Turbocor
- Sabrina Torres, Marketing Coordinator; DOMI Station
- Micah Widen, Co-Founder & CEO, DOMI Station

**Facilitated Discussions**

- Blueprint 2020 Citizen Advisory Committee
- FAMU Small Business Development Center Businesses (approximately 50 people)
- DOMI Station Working Group Session with Entrepreneur Community (approximately 40 people)
- Innovation Park Businesses, Researchers and Leaders Listening Session (approximately 40 people)
- Non Profit Organizations Listening Session (approximately 40 people)
- Homebuilder, Commercial Real Estate Development and Realtor Listening Session (approximately 30 people in attendance)

- Breakout session at the Tallahassee Chamber of Commerce Annual Meeting (approximately 150 people)

## Addendum 2. Community Survey Results

### Question 1:

**From an economic development standpoint, where do you see Tallahassee/Leon County in five years? (Check all that apply.)**

Answer Options	Response Percent	Response Count
Maintaining the balance between quality of life and the types of businesses that it chooses to grow, expand and recruit.	64.9%	464
Home to new, larger companies beyond universities, non-profits and state government.	37.6%	269
Supportive of entrepreneurialism and entrepreneurs.	53.0%	379
A community that has the ability to build, spin off and sustain tech businesses throughout the county.	31.6%	226
A robust region that embraces collaborating with the counties surrounding it.	33.4%	239
Other (please specify)	19.4%	139
<b>answered question</b>		<b>715</b>
<b>skipped question</b>		<b>0</b>

### Question 2:

**On a scale from 1 (not a strength) to 5 (substantial strength), please rate what you see as the community's greatest strengths in attracting new businesses.**

Answer Options	1-Not a strength	2	3	4	5-Substantial strength	Response Count
Affordability	54	92	234	221	101	702
Ease of doing business	70	142	273	164	46	695
Workforce talents	30	78	199	247	153	707
Quality of Life	12	45	142	252	256	707
Tax Environment	88	139	275	140	50	692
Connectivity – location, traffic and roadways	115	146	229	162	54	706
Access to state government	33	50	152	182	286	703
Supportive of entrepreneurs and small business	61	120	240	206	72	699
Technology Infrastructure	62	148	301	142	38	691
Other (please specify)						61
<b>answered question</b>						<b>715</b>
<b>skipped question</b>						<b>0</b>

**Question 3:**

**How comfortable are you with the recruitment and growth of new industry and businesses to the community? Industries and businesses such as magnetic technologies, IT, life sciences, financial and professional services, logistics and distribution (along the I-10 corridor) and advanced manufacturing.**

<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Extremely positive	21.7%	155
Positive	34.5%	247
Neither positive nor negative	22.0%	157
Negative	9.8%	70
Extremely negative	2.5%	18
Other (please specify)	9.5%	68
<b>answered question</b>		<b>715</b>
<b>skipped question</b>		<b>0</b>

**Question 4:**

**What type of businesses do you want to see in Tallahassee/Leon County? (Check all that apply.)**

<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Advanced Manufacturing/Light industry (magnetic technologies, distribution/warehousing operations, advance manufacturing, research & development, etc.)	62.0%	443
Service providers (medical, financial, higher education, etc.)	57.8%	413
Back-office type operations (call centers, accounting, financial services, etc.)	34.0%	243
Tourism-related industries	43.1%	308
Home-grown/local entrepreneurial businesses	80.8%	578
Agriculture	39.4%	282
Other (please specify)	14.0%	100
<b>answered question</b>		<b>715</b>
<b>skipped question</b>		<b>0</b>

**Question 5:**

**On a scale from 1 (not a barrier) to 5 (substantial barrier), please rate what barriers you believe are currently impeding growth for the city/county.**

Answer Options	1-Not a barrier	2	3	4	5-Substantial barrier	Response Count
Lack of workforce	135	184	182	107	53	661
Quality of workforce/Inability to retain qualified workers	83	145	184	160	91	663
Restrictive regulatory environment	91	153	197	120	92	653
Crime and personal safety	66	130	181	167	122	666
Ability to easily and affordably get in and out of Tallahassee	54	67	125	168	251	665
Lack of desire by residents to see the community grow	95	137	185	150	100	667
High cost of living	101	179	213	108	61	662
Concerns about progress impacting the current quality of life	73	117	232	147	98	667
Education/Quality of Schools	187	165	157	103	53	665
				Other (please specify)		91
<b>answered question</b>						<b>677</b>
<b>skipped question</b>						<b>38</b>

**Question 6:**

**What are your thoughts on ways you see the city/county growing and who should be involved in this process?**

Answer Options	Response Count
	410
<b>answered question</b>	<b>410</b>
<b>skipped question</b>	<b>305</b>

*OEV has complete responses*

**Question 7:**

**In a number of interviews with community leaders and organizations, the issue of retaining talent – specifically college graduates – in the area needs to be addressed. What do you believe are the biggest challenges to retaining that talent? (Check all that apply.)**

Answer Options	Response Percent	Response Count
Lack of affordable housing	33.1%	224
Lack of entertainment options that appeal to a younger demographic	44.5%	301
Lack of jobs with upward mobility	81.7%	553
Lack of support for recent graduates to start their own business	41.9%	284
Lack of awareness of what the community has to offer	59.2%	401
Other (please specify)	23.3%	158
<b>answered question</b>		<b>677</b>
<b>skipped question</b>		<b>38</b>



**Question 8:**

**What is the highest level of school you have completed or the highest degree you have received?**

<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Less than high school degree	0.1%	1
High school degree or equivalent (e.g., GED)	3.7%	25
Some college but no degree	11.2%	75
Associate degree	7.9%	53
Bachelor degree	35.0%	235
Graduate degree	42.0%	282
<b>answered question</b>		<b>671</b>
<b>skipped question</b>		<b>44</b>

**Question 9:**

**What is your age?**

<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Under 18	1.3%	9
18 - 29	16.8%	113
30 - 44	29.8%	200
45 - 59	26.2%	176
60+	25.8%	173
<b>answered question</b>		<b>671</b>
<b>skipped question</b>		<b>44</b>

**Question 10:**

**Which race/ethnicity best describes you? (Please choose only one.)**

<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
White / Caucasian	72.0%	482
Black or African American	17.6%	118
Hispanic	3.1%	21
Asian	1.0%	7
Prefer not to answer	7.3%	49
<b>answered question</b>		<b>669</b>
<b>skipped question</b>		<b>46</b>

## Tallahassee Chamber Survey Results

### Question 1:

**From an economic development standpoint, where do you see Tallahassee/Leon County in five years? (Check all that apply.)**

Answer Options	Response Percent	Response Count
Maintaining the balance between quality of life and the types of businesses that it chooses to grow, expand and recruit.	68.2%	103
Home to new, larger companies beyond universities, non-profits and state government.	51.7%	78
Supportive of entrepreneurialism and entrepreneurs.	64.2%	97
A community that has the ability to build, spin off and sustain tech businesses throughout the county.	41.7%	63
A robust region that embraces collaborating with the counties surrounding it.	36.4%	55
<b>answered question</b>		<b>148</b>
<b>skipped question</b>		<b>3</b>

### Question 2:

**On a scale from 1 (not a strength) to 5 (substantial strength), please rate what you see as the community's greatest strengths in attracting new businesses.**

Answer Options	1-Not a strength	2	3	4	5-Substantial strength	Response Count
Affordability	5	17	47	38	30	137
Ease of doing business	8	19	55	31	15	128
Workforce talents	0	15	43	45	30	133
Quality of Life	5	2	16	42	75	140
Tax Environment	9	20	62	25	9	125
Connectivity – location, traffic and roadways	10	19	45	42	16	132
Access to state government	2	11	28	34	57	132
Supportive of entrepreneurs and small business	4	5	44	50	30	133
Technology Infrastructure	8	12	55	31	14	120
<b>answered question</b>						<b>147</b>
<b>skipped question</b>						<b>4</b>

**Question 3:**

**How comfortable are you with the recruitment and growth of new industry and businesses to the community? Industries and businesses such as magnetic technologies, IT, life sciences, financial and professional services, logistics and distribution (along the I-10 corridor) and advanced manufacturing.**

Answer Options	Response Percent	Response Count
Extremely positive	15.9%	24
Positive	51.0%	77
either positive nor negative	23.2%	35
Negative	7.9%	12
Extremely negative	0.0%	0
<b>answered question</b>		<b>148</b>
<b>skipped question</b>		<b>3</b>

**Question 4:**

**What type of businesses do you want to see in Tallahassee/Leon County? (Check all that apply.)**

Answer Options	Response Percent	Response Count
Advanced Manufacturing/Light industry (magnetic technologies, distribution/warehousing operations, advance manufacturing, research & development, etc.)	69.5%	105
Service providers (medical, financial, higher education, etc.)	31.8%	48
Back-office type operations (call centers, accounting, financial services, etc.)	45.0%	68
Tourism-related industries	78.1%	118
Home-grown/local entrepreneurial businesses	23.8%	36
Agriculture	23.2%	35
<b>answered question</b>		<b>147</b>
<b>skipped question</b>		<b>4</b>

**Question 5:**

**In a number of interviews with community leaders and organizations, the issue of retaining talent – specifically college graduates – in the area needs to be addressed. What do you believe are the biggest challenges to retaining that talent? (Check all that apply.)**

Answer Options	Response Percent	Response Count
Lack of affordable housing	23.2%	35
Lack of entertainment options that appeal to a younger demographic	37.1%	56
Lack of jobs with upward mobility	60.3%	91
Lack of support for recent graduates to start their own business	12.6%	19
Lack of awareness of what the community has to offer	70.9%	107
<b>answered question</b>		<b>145</b>
<b>skipped question</b>		<b>6</b>

**Question 6:**

**On a scale from 1 (not a barrier) to 5 (substantial barrier), please rate what barriers you believe are currently impeding growth for the city/county.**

Answer Options	1-Not a barrier	2	3	4	5-Substantial barrier	Response Count
Lack of workforce	36	32	35	13	8	
Quality of workforce/Inability to retain qualified workers	15	26	49	21	16	
Restrictive regulatory environment	13	24	34	31	18	
Crime and personal safety	14	30	31	27	24	
Ability to easily and affordably get in and out of Tallahassee	9	14	25	27	58	
Lack of desire by residents to see the community grow	23	27	34	25	16	
High cost of living	23	40	39	16	3	
Concerns about progress impacting the current quality of life	20	45	36	17	4	
Education/Quality of Schools	52	39	16	12	5	
<b>answered question</b>						<b>144</b>
<b>skipped question</b>						<b>6</b>

**Question 7:**

**What is the highest level of school you have completed or the highest degree you have received?**

Answer Options	Response Percent	Response Count
Less than high school degree	0.0%	0
High school degree or equivalent (e.g., GED)	0.7%	1
Some college but no degree	4.0%	6
Associate degree	4.0%	6
Bachelor degree	46.4%	70
Graduate degree	40.4%	61
<b>answered question</b>		<b>143</b>
<b>skipped question</b>		<b>7</b>

**Question 8:**

**What is your age?**

Answer Options	Response Percent	Response Count
Under 18	0.7%	1
18 - 29	7.9%	12
30 - 44	34.4%	52
45 - 59	39.1%	59
60+	12.6%	19
<b>answered question</b>		<b>142</b>
<b>skipped question</b>		<b>8</b>

**Question 9:**

<b>Which race/ethnicity best describes you? (Please choose only one.)</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
White / Caucasian	78.8%	119
Black or African American	9.9%	15
Hispanic	2.0%	3
Asian	2.0%	3
Prefer not to answer	1.3%	2
	<b>answered question</b>	<b>141</b>
	<b>skipped question</b>	<b>9</b>

## **Addendum 3. Magnetic Technologies Targeted Plan**

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# Tallahassee, Florida USA

## “World Capital of Magnetic Technologies”



# Tallahassee Economic Development & “World Capital of Magnetic Technologies”

## Ambition

- Have a clear and ambitious **Vision** to expand an **Ecosystem** with a **Unique Value Proposition** to successfully create high paying **Jobs** and attract **High Tech Companies** for research, development, and manufacturing. A strong Ecosystem will accelerate related services and support businesses.
- We can expand the existing ecosystem around our unique differentiation:
  - The leading **Magnetic Laboratory** in the world with incomparable **infrastructure** and the highest **intellectual competences** in magnetic technologies and super conductors (**MagLab**)
  - **FSU’s** state-of-art **laboratories** such as Material Science, Power Electronics, and Aerodynamics
  - The pioneer and global leader in **Oil Free Magnetic** HVAC compressors, Danfoss Turbocor
- We must build on our field of expertise and stay focused on attracting businesses that are related to **Magnetic Technologies**.
- With a “**Rifle Focus Strategy**” we have a better chance at winning when we are competing with other high technology hubs like Palo Alto, Boston, Austin, etc.

## Critical Success Factors

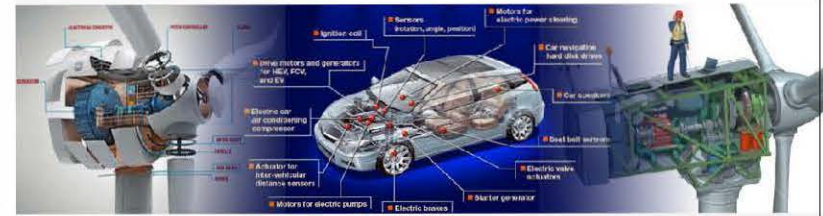
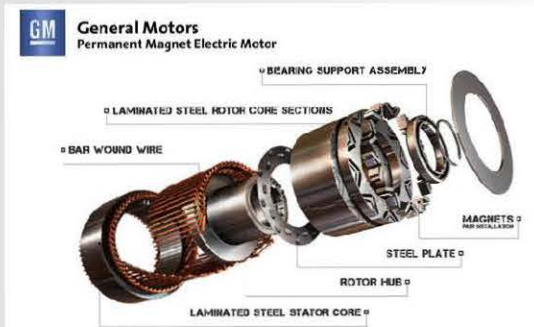
- **Align** the community (FSU, Business Community and Public Sector) around a clear and ambitious **Vision**.
- Define a focused **Strategy** to successfully attract companies related with magnetic technologies.
- A detailed **Road Map & Process** with clear, short term and long term milestones.
- Build an **Organization** with the **skills and capability** to execute this strategy with clear **accountability**.
- Fully **transparent** and **uncomplicated** structure, including a small advisory board from the Business Community and FSU.

# Local Leaders that support the proposal:

- John Thrasher – President Florida State University
- Gary K. Ostrander - Vice President for Research at Florida State University
- Steve Evans - IBM Executive (retired)
- Kim Williams – Business Owner Marpan
- David Loveless – Consultant and Chair of the Tallahassee Vistage Group
- Rob Atkisson – Business Owner Tribe Investments - Moe's Southwest Grill
- Laura Johnson – Business Owner & President of Coton Colors
- Eric Sharkey – President of Residential Elevators
- Ned Bowman – Director at FL Petroleum Market and Convenience Store Association
- Ricardo Schneider – Danfoss Turbocor – President

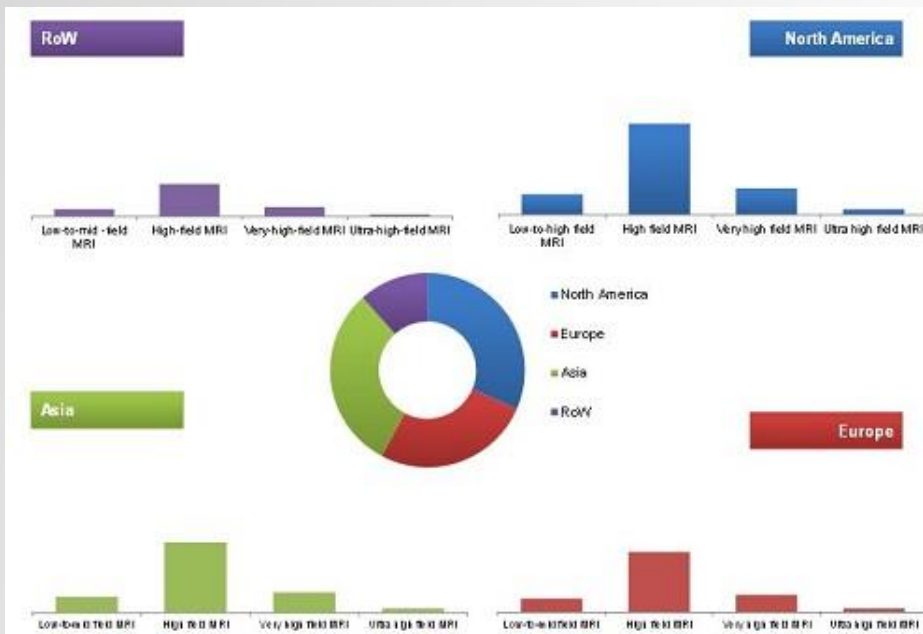


# Applied Magnetic Technologies:

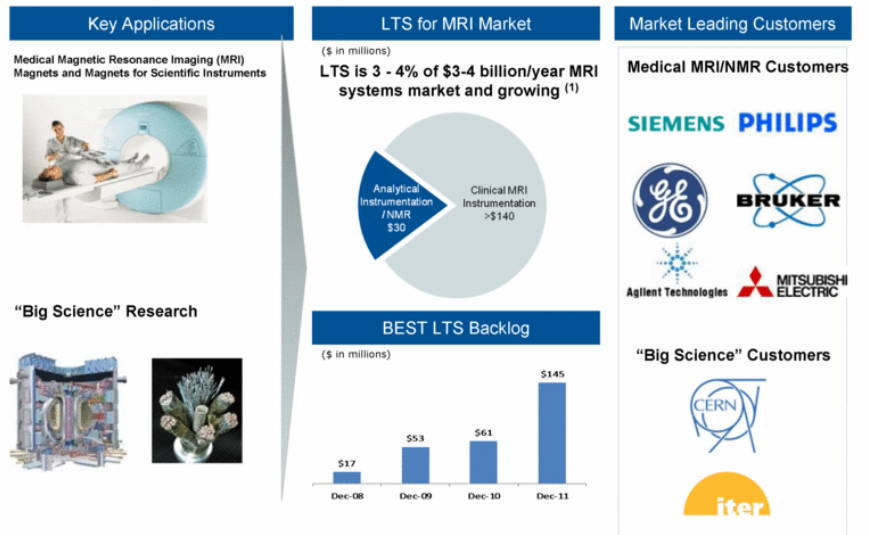


# Example Target Companies - Medical MRI:

- GE Healthcare (U.K.), Hitachi Medical Corporation (Japan), Philips Healthcare (Netherlands), Siemens Healthcare (Germany), and Toshiba Medical Systems (Japan).



## Major Market Applications for LTS



(1) Research and Markets. "Magnetic Resonance Imaging (MRI) - Advanced Technologies and Global Market (2010 - 2015)"



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