



Visit
Tallahassee

LEON COUNTY **Tourist Development Council**

Thursday, May 6, 2021 at 9:00 A.M.
County Commission Chambers - Leon County Courthouse, Fifth Floor
301 South Monroe Street, Tallahassee FL 32301

MEETING AGENDA

- I. Call to Order – **Bo Schmitz, Chairman**
- II. Request for Additional Agenda Items – **Bo Schmitz**
- III. Public Comment
- IV. Items for Consent Approval – **Bo Schmitz**
 - March 11, 2021 Meeting Minutes (T1)
 - Financial Reports: Division Budget 2021 Year-to-Date, Tourism Development Tax Collections and Smith Travel Report (T2)
 - Advertising/PR Activity Report/Digital Activity (T3)
 - Marketing Communications, Visitor Services, Sales & Sports Staff Reports (T3)
- V. General Business – **Bo Schmitz**
 - DSG Research Presentation – Q2 Visitor Tracking Presentation (T4)
 - Soul of the Southside Event Funding Request & Presentation (T5)
 - FY22 Draft Budget & Sales Plans Highlights Presentation (T6)
 - Proposed FY22 Tourism Grant Program Timeline
 - Tourism Strategic Plan Consultant Recommendation (T7)
 - Tallahassee Sports Council Update
 - COCA Update
- VI. Executive Director's Report – **Kerri Post**
 - Amanda Heidecker Special Recognition
 - Visitor Guide & Meeting Planner Guide RFP Update
 - BOCC Updates: ARP Phase 2, Family Day Designation (T8)
 - Legislative Session Tourism Recap
 - National Travel & Tourism Week, Summer Backyard Bucket List (T8)
- VII. Additional Business: "For the Good of the Cause" – **Bo Schmitz**

Next TDC Meeting:
July 15, 2021 at 9:00 a.m.
County Commission Chambers



**LEON COUNTY TOURIST DEVELOPMENT COUNCIL
REGULAR MEETING
Thursday, March 11, 2021**

The Leon County Tourist Development Council met for a regular meeting with Chairman Bo Schmitz presiding. Council members present were Mike Collins, Sam Patel, Michelle Personette, Sharon Priester, City Commissioner Curtis Richardson, Kathleen Spehar, County Commissioner Brian Welch, and City Commissioner Dianne Williams-Cox, with Dr. Amanda Stringer attending the meeting virtually. Council members absent were Matt Thompson.

Tourism Staff present: Kerri Post, Dionte Gavin, Amanda Heidecker, Renee Jones, Katie Kole, Scott Lindeman, Terri Messler, Aundra Bryant, Katie Gardocki and Janet Roach. Joe Piotrowski joined virtually.

Guests present: Dr. Joseph St. Germain and Mr. Isiah Lewis representing Downs & St. Germain Research, and Andy Jorishie representing the Zimmerman Agency.

- I. **CALL TO ORDER:** Chairman Schmitz called the meeting to order at 9:05 a.m.
- II. **REQUEST FOR ADDITIONAL AGENDA ITEMS:** Chairman Schmitz confirmed there were no requests for additional agenda items.
- III. **PUBLIC COMMENT:** Chairman Schmitz confirmed there were no public comments submitted online and none in chambers.

ITEMS FOR CONSENT APPROVAL:

- January 28, 2021, Meeting Minutes
- Financial Reports: Division Budget January 2021 Year-to-Date, Tourism Development Tax Collections and Smith Travel Report
- Advertising/PR Activity Report/Digital Activity
- Marketing Communications, Visitor Services, Sales & Sports Staff Reports

Commissioner Williams-Cox moved, duly seconded by Commissioner Richardson, approval of the Items for Consent with a revision to the January 28, 2020 meeting minutes to note Ms. Spehar attended the meeting in person. The motion passed unanimously.

IV. GENERAL BUSINESS

Research Presentation 2020 Q1 Visitor Tracking Report

Dr. Joseph St. Germain and Isiah Lewis, representing Downs & St. Germain Research presented the 1st

Quarter (October – December 2020) Visitor Tracking Report for fiscal year 2020/2021 and current trends in the tourism industry. Dr. St. Germain and Mr. Lewis shared the Visitor Journey as well as a year-to-year comparison noting the differential due to the COVID-19 pandemic and its impact on the tourism industry.

Proposed FY22-24 Tourism Strategic Plan Development Timeline & Draft Request for Quotes (RFQ)

Kerri Post shared the proposed FY22-24 Strategic Plan Development Timeline and Draft Request for Quotes (RFQ) overview and highlights. Michelle Personette confirmed with staff that holding sector focused public meetings (i.e., hotels, arts and culture and museums and attractions) to obtain input in developing the Strategic Plan would be included in the RFQ.

Commissioner Richardson moved, duly seconded by Michelle Personette, approval of the proposed FY22-24 Tourism Strategic Plan Development timeline and Draft Request for Quotes. The motion passed unanimously.

IMBA Ride Center ® Designation Update Presentation

Amanda Heidecker shared an update regarding the Division of Tourism-Visit/Tallahassee's application for International Ride Center Designation currently under consideration with the International Mountain Biking Association (IMBA). She shared a brief background on the program, history of the application to date and the projected timeline for completion. Ms. Heidecker stated that the destination fell short of achieving the designation in the draft report received from the on-site visit last fall. A brief discussion ensued regarding the timeline over the next 12 months and the action steps needed to obtain the designation as an IMBA Ride destination.

Tallahassee Sports Council Update

Mike Collins, Tallahassee Sports Council Chairman shared updates and a summary of various cross-country events, softball, soccer and other upcoming events as travel restrictions are being lifted for most outdoor sports.

COCA Update & Cultural Tourism Marketing Grant Recommendations

Kathleen Spehar relayed COCA highlights noting that the Arts, Culture, History and Heritage partners continue to be innovative and create both online and live combination experiences with an increase of in-person events, along with additional venues reopening.

Ms. Spehar then presented the FY21 COCA Cultural Tourism Marketing Grant recommendations noting that two of the recommendations/projects: CTMG2021-17-Millstone Institute and CTMG2021-19-The Sharing Tree were flagged for further review of eligibility criteria requiring additional evaluation by Tourism staff and the Deputy County Attorney. Ms. Post offered clarification noting the request is for the TDC to approve the 32 grant recommendations deemed eligible and allow the two projects that currently do not qualify for TDT use to be approved contingent upon adaption of these two applications to meet eligibility criteria for tourism funding per F.S. 125.0104 and being reviewed again at the next COCA Board Meeting for approval. Further discussion ensued among the TDC members to clarify the process of the applications of the FY21 Cultural Tourism Marketing Grant process. Ms. Spehar provided additional clarification and shared she is hopeful that the two applicants will modify their applications to meet the grant eligibility criteria. Kerri Post noted that the County's new contract with COCA expands the eligibility review process for all COCA grant applications as it includes a Tourism review prior to the grants being evaluated and scored by COCA.

Commissioner Richardson moved, duly seconded by Commissioner Williams-Cox, approval of the 32 eligible FY21 Cultural Tourism Marketing Grant recommendations and contingency approval on the CTMG2021-17-Millstone Institute and CTMG2021-19-The Sharing Tree projects upon obtaining eligibility. The motion passed 6/0 with both Mandy Stringer and Michelle Personette abstaining from the vote due to conflict of interest.

EXECUTIVE DIRECTOR'S REPORT-KERRI POST

- Ms. Post provided a status update on the North American Properties- Amphitheater Support Space/Visitor Center and noted the upcoming JJ Gray concert in September that will utilize the support space.
- Legacy Event Grant Contracts for FY21 with the three-year agreements starting in 2022.
- FY21 Tourism Grants and COVID-19 Safety Plan Review process.
- Blueprint Intergovernmental Agency Projects.
- Legislative updates including VISIT FLORIDA and several bills currently under consideration this session.

V. ADDITIONAL BUSINESS: "FOR THE GOOD OF THE CAUSE" – Bo Schmitz

- Michelle Personette commented that in the January-February Zimmerman Board Report, of the top searches on the Visit Tallahassee website most were related to new content about Black-owned business, itineraries, etc. Kerri Post recognized ESP Media and partners for their efforts in creating new content for the website.
- Ms. Post also shared that the November 2020 group familiarization (FAM) tour held in partnership with VISIT FLORIDA had resulted in multiple national stories about Tallahassee. She stated that it was clear that Tallahassee was a standout destination among the tri-city North Florida Outdoor Adventure FAM that included St. Augustine and Panama City. She shared that one article that appeared in the Daily Beast went into syndication as a feature story highlighting Tallahassee as Florida's Best Secret Getaway.
- Chairman Schultz shared that the Hyatt House would have its grand opening March 28, 2021.

ADJOURN:

There being no further business to come before the Council, the meeting was adjourned at 10:25 a.m.

Attest: Bo Schmitz,
Chairman

Attest: Renee Jones,
Public Relations & Marketing Specialist

Leon County Tourist Development Council
Statement of Cash Flow
Period Ending March 31, 2021

4-Cents Collections

Acct # REVENUES	YTD	March	FY 2020/21	% Revenue	
	Actuals	Actuals	Budget	Received	Variance
312100 Local Option Tax (4-cents)	\$ 1,448,866.56	\$ 280,813.08	\$ 3,509,387	41%	(2,060,520)
361320 Tax Collector FS 219.075	\$ 81.40	81.40	-		81
361111 Pooled Interest Allocation	\$ -	-	84,962		
365000 Merchandise Sales	\$ 288.69	-	5,730		
366500 Special Event Grant Reimbursements	\$ -	-	12,500		
366930 Other Contributions/Partnerships	\$ -	-	-		
361300 Interest Inc/FMV Adjustment	\$ -	-	-		
369900 Miscellaneous Revenue	\$ 181,075.62	17,990.62	30,481		
399900 Appropriated Fund Balance	\$ -	-	-		
Total Estimated Receipts			3,643,060		
			-		
			\$ 1,630,312.27	\$ 298,885.10	

Acct # EXPENDITURES	YTD	March	FY 2020/21	FY 2020/21	% Budget	Under/
<i>Administration (301)</i>						
51200 Salaries & Wages	\$ 120,436.24	\$ 17,715.34	\$ 231,157	\$ 231,157	52%	\$ 110,721
51250 Regular OPS Salaries & Wages	\$ 8,511.18	1,358.12	16,878	16,878	50%	8,367
51500 Special Pay	\$ -	-	1,100	1,100	0%	1,100
52100 FICA	\$ 9,532.59	1,402.09	19,255	19,255	50%	9,722
52200 Retirement Contributions	\$ 25,430.05	3,711.67	49,284	49,284	52%	23,854
52210 Deferred Compensation	\$ 241.72	37.78	766	766	32%	524
52300 Life & Health Insurance	\$ 16,722.25	2,865.24	35,533	35,533	47%	18,811
52400 Workers Compensation	\$ 218.72	30.50	535	535	41%	316
53400 Other Contractual Services	\$ 35,000.00	7,000.00	136,000	166,000	21%	131,000
54000 Travel & Per Diem	\$ -	-	5,000	5,000	0%	5,000
54100 Communications Services	\$ 490.43	-	480	480	102%	(10)
54101 Communications - Phone System	\$ -	-	1,450	1,450	0%	1,450
54400 Rental & Leases	\$ 1,831.98	-	8,275	8,275	22%	6,443
54505 Vehicle Coverage	\$ 416.00	416.00	416	416	100%	-
54600 Repair & Maintenance	\$ -	-	5,000	5,000	0%	5,000
54601 Vehicle Repair	\$ 200.18	-	840	840	24%	640
54900 Other Current Charges	\$ 5,308.27	-	1,971	1,971	269%	(3,337)
55100 Office Supplies	\$ 560.28	-	1,000	1,000	56%	440
55200 Operating Supplies	\$ 529.90	305.00	3,000	3,000	18%	2,470
55210 Fuel & Oil	\$ -	-	345	345	0%	345
55400 Publications, Memberships	\$ -	-	2,000	2,000	0%	2,000
55401 Training	\$ -	-	2,000	2,000	0%	2,000
<i>Advertising/Public Relations (302)</i>						
53400 Other Contractual Services	\$ 118,239.65	\$ 5,446.93	\$ 840,710	\$ 840,710	14%	\$ 722,470
<i>Marketing (303)</i>						
51200 Salaries & Wages	\$ 244,679.81	\$ 35,580.96	\$ 483,941	\$ 483,941	51%	\$ 239,261
51210 Regular OPS Salaries & Wages	\$ 8,511.29	1,358.13	16,878	16,878	50%	8,367
51500 Special Pay	\$ -	-	2,000	2,000	0%	2,000
52100 FICA	\$ 19,093.89	2,945.55	39,970	39,970	48%	20,876
52200 Retirement Contributions	\$ 24,754.98	3,878.97	50,394	50,394	49%	25,639
52210 Deferred Compensation	\$ 304.70	55.40	-	-		(305)
52300 Life & Health Insurance	\$ 21,048.89	4,829.63	56,832	56,832	37%	35,783
52400 Workers Compensation	\$ 792.29	115.92	1,933	1,933	41%	1,141
53400 Other Contractual Services	\$ 34,345.00	12,500.00	65,200	65,200	53%	30,855
54000 Travel & Per Diem	\$ -	-	31,558	31,558	0%	31,558
54100 Communications Services	\$ 1,796.60	-	6,623	6,623	27%	4,826
54101 Communications - Phone system	\$ -	-	1,090	1,090	0%	1,090
54200 Postage	\$ -	-	6,700	6,700	0%	6,700
54400 Rental & Leases	\$ 462.57	-	8,420	8,420	5%	7,957
54700 Printing	\$ 218.60	-	5,000	5,000	4%	4,781
54800 Promotional Activities	\$ 1,449.40	-	26,557	26,557	5%	25,108
54860 TDC Direct Sales Promotions	\$ -	-	30,000	30,000	0%	30,000
54861 TDC Community Relations	\$ -	-	15,000	15,000	0%	15,000

54862	TDC Merchandise	\$	-	-	6,000	6,000	0%	6,000
54900	Other Current Charges	\$	559,380.22	80,931.00	413,029	413,029	135%	(146,351)
54948	Other Current Chrg - Amphitheater	\$	56,470.49	22,455.94	215,000	411,000	14%	354,530
55100	Office Supplies	\$	-	-	3,000	3,000	0%	3,000
55200	Operating Supplies	\$	-	-	4,000	4,000	0%	4,000
52250	Uniforms	\$	-	-	3,500	3,500	0%	3,500

Acct #	EXPENDITURES		YTD	March	FY 2020/21	FY 2020/21	% Budget	Under/
	<i>Administration (303)(Continued)</i>		Actuals	Actuals	Adopt. Budget	Adj. Budget	Spent	(Over)
55400	Publications, Memberships	\$	3,340.87	\$ 2,810.90	\$ 13,000	\$ 13,000	26%	9,659
55401	Training	\$	-	-	3,000	3,000	0%	3,000
56400	Machinery & Equipment	\$	-	-	-	-	-	-
58160	TDC Local T&E	\$	580.08	-	1,500	1,500	39%	920
58320	Sponsorship & Contributions	\$	10,000.00	10,000.00	30,000	30,000	33%	20,000
	<i>Special Events/Grants (304)</i>							
58300	Grants & Aids	\$	-	-	450,000	450,000	0%	450,000
	<i>Welcome Center CIP (086065)</i>							
56200	Building	\$	-	-	-	-	-	-
	<i>Countywide Automation (470)</i>							
54110	Com-net Communications	\$	-	-	5,368	5,368	0%	5,368
54600	Repairs and Maintenance	\$	-	-	3,087	3,087	0%	3,087
	<i>Risk Allocations (495)</i>							
54500	Insurance	\$	-	-	5,485	5,485	0%	5,485
	<i>Indirect Cost (499)</i>							
54900	Indirect Cost Charges	\$	-	-	276,000	276,000	0%	276,000
	<i>Line Item Funding - (888)</i>							
58214	Cultural Facilities Grant Program	\$	-	-	-	-	-	-
58215	Local Arts Agency Program	\$	179,603.49	-	877,347	877,347	20%	697,744
	<i>Transfers (950)</i>							
591220	Transfer to Fund 220	\$	-	-	-	-	0%	-
591220	Transfer to Fund 305	\$	-	-	-	-	0%	-
	<i>Salary Contingency (990)</i>							
59900	Other Non-operating Uses	\$	-	-	-	-	-	-
	Reserve for Fund Balance	\$	-	-	-	-	-	-
	Total Expenditures	\$	1,510,502.61	\$ 217,751.07	\$ 4,520,407	\$ 4,746,407		

1-Cent Collections

Acct #	REVENUES		YTD	March	FY 2020/21	FY 2020/21	% Revenue	Variance
			Actuals	Actuals	Adopt. Budget	Adj. Budget	Received	
312110	Local Option Resort (1 -cent)	\$	362,216.64	\$ 70,203.27	\$ 877,347	\$ 877,347	41%	515,130
361111	Pooled Interest	\$	-	-	-	-	-	-
361320	Tax Collector FS 219.075	\$	-	-	-	-	-	-
366930	Refund from Prior Years	\$	-	-	-	-	-	-
	Total Revenues		362,216.64	70,203.27	\$ 877,347	\$ 877,347		

Acct #	EXPENDITURES		YTD	March	FY 2020/21	FY 2020/21	% Budget	Under/
			Actuals	Actuals	Adopt. Budget	Adj. Budget	Spent	(Over)
58100	Aids to Government Agencies	\$	2,250,000.00	\$ 2,250,000.00	\$ 5,232,298	\$ 5,232,298	43%	2,982,298
	Total Expenditures	\$	2,250,000.00	\$ 2,250,000.00	\$ 5,232,298	\$ 5,232,298	43%	2,982,298

NOTES TO THE FINANCIAL STATEMENT As of March 31, 2021

REVENUES

- Revenue for the 4-cent collections \$ 280,813.08
- Revenue for the 1-cent collections \$ 70,203.27
- Revenue received from FHSAA Football Championship; Florida Sports Foundation Grant

EXPENSES

Expenses related to FSU Invite, AAU, FHSAA XC Championships, FHSAA Football Championships, and purchase of the Amphitheater Support Space

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

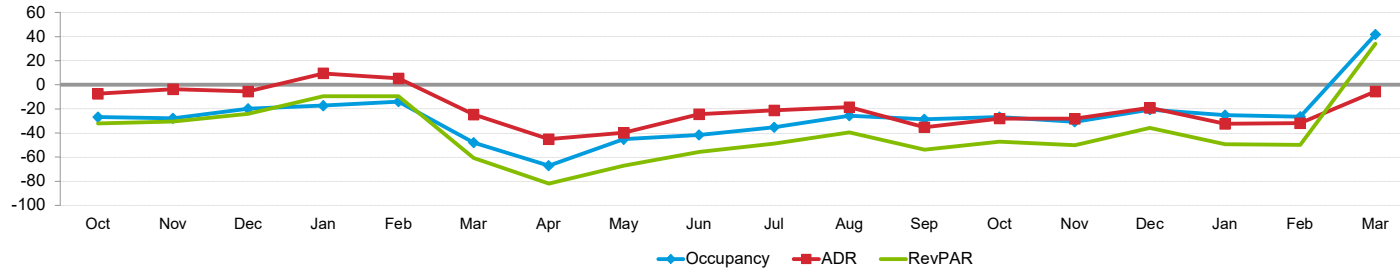
	October	November	December	January	February	March	April	May	June	July	August	September	Totals
FY2015/2016 (3-cents)	228,332.36	362,035.48	250,128.83	201,511.55	258,206.32	298,807.96	257,975.77	292,428.16	227,755.66	246,658.44	234,636.94	283,649.73	3,142,127.20
(1-cent - 4th Penny)	76,110.79	120,678.49	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
(1-cent - 5th Penny)	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	
FY2016/2017 (3-cents)	279,350.57	402,675.76	286,875.89	220,992.43	229,301.07	268,643.22	352,496.71	312,977.43	305,523.32	266,100.52	247,835.77	297,206.39	3,469,979.07
(1-cent - 4th Penny)	93,116.86	134,225.25	95,625.30	73,664.14	76,433.69	89,547.74	117,498.90	104,325.81	101,841.11	88,700.17	82,611.92	99,068.80	1,156,659.69
(1-cent - 5th Penny)	93,116.86	134,225.25	95,625.30	73,664.14	76,433.69	89,547.74	117,498.90	104,325.81	101,841.11	88,700.17	82,611.92	99,068.80	1,156,659.69
Total	465,584.28	671,126.26	478,126.49	368,320.71	382,168.45	447,738.70	587,494.51	521,629.05	509,205.53	443,500.87	413,059.61	495,343.99	5,783,298.45
Gain/Loss - Month: 3 cent	22%	11%	15%	10%	(11%)	(10%)	37%	7%	34%	8%	6%	5%	
Gain/Loss - YTD: 3 cent	22%	16%	15%	14%	9%	6%	10%	9%	12%	11%	11%	10%	
Year to date: 3-cent	279,350.57	682,026.32	968,902.22	1,189,894.64	1,419,195.71	1,687,838.93	2,040,335.64	2,353,313.07	2,658,836.39	2,924,936.91	3,172,772.68	3,469,979.07	
Year to date: 1-cent (4th)	93,116.86	227,342.11	322,967.41	396,631.55	473,065.24	562,612.98	680,111.88	784,437.69	886,278.80	974,978.97	1,057,590.89	1,156,659.69	
Year to date: 1-cent (5th)	93,116.86	227,342.11	322,967.41	396,631.55	473,065.24	562,612.98	680,111.88	784,437.69	886,278.80	974,978.97	1,057,590.89	1,156,659.69	
FY2017/2018 (3-cents)	306,604.91	346,998.29	309,354.70	239,200.84	304,608.86	307,873.28	296,026.60	286,577.45	311,458.36	294,109.70	264,301.21	332,629.80	3,599,743.99
(1-cent - 4th Penny)	102,201.64	115,666.10	103,118.23	79,733.61	79,733.61	101,536.29	102,624.43	98,675.53	95,525.82	98,036.57	88,100.40	110,876.60	1,199,914.66
(1-cent - 5th Penny)	102,201.64	115,666.10	103,118.23	79,733.61	101,536.29	102,624.43	98,675.53	95,525.82	103,819.45	98,036.57	88,100.40	110,876.60	1,199,914.66
Total	511,008.18	578,330.49	515,591.16	398,668.06	507,681.43	513,122.13	493,377.66	477,629.09	519,097.27	490,182.83	440,502.02	554,383.00	5,999,573.32
Gain/Loss - Month: 3 cent	10%	(14%)	8%	8%	33%	15%	(16%)	-8%	2%	11%	7%	12%	
Gain/Loss - YTD: 3 cent	10%	(4%)	(1%)	1%	6%	8%	3%	2%	2%	3%	3%	4%	
Year to date: 3-cent	306,604.91	653,603.20	962,957.90	1,202,158.73	1,506,767.59	1,814,640.87	2,110,667.47	2,397,244.92	2,708,703.28	3,002,812.98	3,267,114.19	3,599,743.99	
Year to date: 1-cent (4th)	102,201.64	217,867.73	320,985.97	400,719.58	502,255.86	604,880.29	703,555.82	799,081.64	902,901.09	1,000,937.66	1,089,038.06	1,199,914.66	
Year to date: 1-cent (5th)	102,201.64	217,867.73	320,985.97	400,719.58	502,255.86	604,880.29	703,555.82	799,081.64	902,901.09	1,000,937.66	1,089,038.06	1,199,914.66	
FY2018/2019 (3-cents)	331,953.51	495,074.97	387,162.79	307,879.78	327,779.10	365,775.19	445,899.80	369,126.76	352,707.77	312,656.20	291,044.54	365,660.11	4,352,720.53
(1-cent - 4th Penny)	110,651.17	165,024.99	129,054.26	102,626.59	109,259.70	121,925.06	148,633.27	123,042.25	117,569.26	104,218.73	97,014.85	121,886.70	1,450,906.84
(1-cent - 5th Penny)	110,651.17	165,024.99	129,054.26	102,626.59	109,259.70	121,925.06	148,633.27	123,042.25	117,569.26	104,218.73	97,014.85	121,886.70	1,450,906.84
Total	553,255.85	825,124.95	645,271.32	513,132.96	546,298.50	609,625.32	743,166.34	615,211.26	587,846.29	521,093.67	485,074.23	609,433.52	7,254,534.21
Gain/Loss - Month: 3 cent	8%	43%	25%	29%	8%	19%	51%	29%	13%	6%	10%	10%	
Gain/Loss - YTD: 3 cent	8%	27%	26%	27%	23%	22%	26%	26%	25%	23%	22%	21%	
Year to date: 3-cent	331,953.51	827,028.48	1,214,191.27	1,522,071.05	1,849,850.15	2,215,625.34	2,661,525.14	3,030,651.90	3,383,359.67	3,696,015.88	3,987,060.41	4,352,720.53	
Year to date: 1-cent (4th)	110,651.17	275,676.16	404,730.42	507,357.02	616,616.72	738,541.78	887,175.05	1,010,217.30	1,127,786.56	1,232,005.29	1,329,020.14	1,450,906.84	
Year to date: 1-cent (5th)	110,651.17	275,676.16	404,730.42	507,357.02	616,616.72	738,541.78	887,175.05	1,010,217.30	1,127,786.56	1,232,005.29	1,329,020.14	1,450,906.84	
FY2019/2020 (3-cents)	363,217.88	348,125.77	323,679.36	255,150.76	331,287.48	331,867.65	198,333.52	90,098.91	117,764.12	156,843.67	168,940.46	236,674.52	2,921,984.08
(1-cent - 4th Penny)	121,072.63	116,041.92	107,893.12	85,050.25	110,429.16	110,622.55	66,111.17	30,032.97	39,254.71	52,281.22	56,313.49	78,891.51	973,994.69
(1-cent - 5th Penny)	121,072.63	116,041.92	107,893.12	85,050.25	110,429.16	110,622.55	66,111.17	30,032.97	39,254.71	52,281.22	56,313.49	78,891.51	973,994.69
Total	605,363.13	580,209.61	539,465.60	425,251.26	552,145.80	553,112.75	330,555.87	150,164.85	196,273.53	261,406.11	281,567.43	394,457.53	4,869,973.47
Gain/Loss - Month: 3 cent	9%	(30%)	(16%)	(17%)	1%	(9%)	(56%)	(76%)	(67%)	(50%)	(42%)	(35%)	
Gain/Loss - YTD: 3 cent	9%	(14%)	(15%)	(15%)	(12%)	(12%)	(19%)	(26%)	(30%)	(32%)	(33%)	(33%)	
Year to date: 3-cent	363,217.88	711,343.64	1,035,023.00	1,290,173.76	1,621,461.24	1,953,328.89	2,151,662.41	2,241,761.32	2,359,525.44	2,516,369.11	2,685,309.56	2,921,984.08	
Year to date: 1-cent (4th)	121,072.63	237,114.55	345,007.67	430,057.92	540,487.08	651,109.63	717,220.80	747,253.77	786,508.48	838,789.70	895,103.19	973,994.69	
Year to date: 1-cent (5th)	121,072.63	237,114.55	345,007.67	430,057.92	540,487.08	651,109.63	717,220.80	747,253.77	786,508.48	838,789.70	895,103.19	973,994.69	
FY2020/2021 (3-cents)	184,026.11	207,635.60	175,507.21	172,333.69	182,644.87	221,694.54	-	-	-	-	-	-	1,143,842.03
(1-cent - 4th Penny)	61,342.04	69,211.87	58,502.40	57,444.56	60,881.62	73,898.18	-	-	-	-	-	-	381,280.68
(1-cent - 5th Penny)	61,342.04	69,211.87	58,502.40	57,444.56	60,881.62	73,898.18	-	-	-	-	-	-	381,280.68
Total	306,710.19	346,059.34	292,512.02	287,222.82	304,408.11	369,490.90	-	-	-	-	-	-	1,906,403.38
Gain/Loss - Month: 3 cent	(49%)	(40%)	(46%)	(32%)	(45%)	(33%)	(100%)	(100%)	(100%)	(100%)	(100%)	(100%)	
Gain/Loss - YTD: 3 cent	(49%)	(45%)	(45%)	(43%)	(43%)	(41%)	(47%)	(49%)	(52%)	(55%)	(57%)	(61%)	
Year to date: 3-cent	184,026.11	391,661.72	567,168.93	739,502.62	922,147.49	1,143,842.03	1,143,842.03	1,143,842.03	1,143,842.03	1,143,842.03	1,143,842.03	1,143,842.03	
Year to date: 1-cent (4th)	61,342.04	130,553.91	189,056.31	246,500.87	307,382.50	381,280.68	381,280.68	381,280.68	381,280.68	381,280.68	381,280.68	381,280.68	
Year to date: 1-cent (5th)	61,342.04	130,553.91	189,056.31	246,500.87	307,382.50	381,280.68	381,280.68	381,280.68	381,280.68	381,280.68	381,280.68	381,280.68	

Notes:

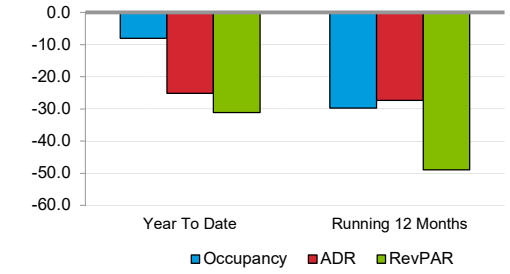
- (1) Gain/Loss for month and year-to-date are percentage change comparisons to the previous year.
- (2) The collection of the 3rd Penny Bed Tax began January 1, 1994.
- (3) These figures represent the total bed taxes collected. Of the total collections, 97% is actually deposited in the Tourist Development 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.

Visit Tallahassee
For the Month of March 2021

Monthly Percent Change



Overall Percent Change



Occupancy (%)	2019			2020												2021		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
This Year	63.2	60.7	53.3	60.4	69.9	43.3	23.7	35.8	41.2	43.1	51.7	45.7	46.3	42.1	42.4	45.3	51.4	61.4
Last Year	86.3	84.1	66.5	73.1	81.2	83.1	72.2	65.3	70.4	66.4	69.5	64.0	63.2	60.7	53.3	60.4	69.9	43.3
Percent Change	-26.7	-27.8	-19.8	-17.3	-14.0	-47.9	-67.1	-45.1	-41.5	-35.1	-25.6	-28.6	-26.8	-30.6	-20.6	-25.1	-26.4	41.8

ADR	2019			2020												2021		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
This Year	119.06	116.45	95.61	116.00	120.42	94.17	66.47	69.44	72.14	72.52	86.92	79.99	85.85	83.78	77.48	78.39	82.21	89.04
Last Year	128.54	120.86	101.07	105.93	114.32	124.94	120.95	115.22	95.25	91.96	106.78	123.30	119.06	116.45	95.61	116.00	120.42	94.17
Percent Change	-7.4	-3.7	-5.4	9.5	5.3	-24.6	-45.0	-39.7	-24.3	-21.1	-18.6	-35.1	-27.9	-28.1	-19.0	-32.4	-31.7	-5.4

RevPAR	2019			2020												2021		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
This Year	75.27	70.70	51.00	70.09	84.15	40.77	15.77	24.89	29.71	31.23	44.92	36.56	39.74	35.27	32.82	35.50	42.27	54.68
Last Year	110.90	101.61	67.25	77.41	92.86	103.89	87.29	75.23	67.09	61.02	74.21	78.96	75.27	70.70	51.00	70.09	84.15	40.77
Percent Change	-32.1	-30.4	-24.2	-9.5	-9.4	-60.8	-81.9	-66.9	-55.7	-48.8	-39.5	-53.7	-47.2	-50.1	-35.7	-49.4	-49.8	34.1

Supply	2019			2020												2021		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
This Year	180,172	177,000	182,900	182,900	164,724	184,388	178,440	184,388	178,440	184,388	188,821	182,730	188,821	182,730	192,789	192,789	177,492	196,416
Last Year	175,677	171,330	180,234	180,234	162,764	180,203	174,360	180,172	174,360	180,172	180,172	174,360	180,172	177,000	182,900	182,900	164,724	184,388
Percent Change	2.6	3.3	1.5	1.5	1.2	2.3	2.3	2.3	2.3	2.3	4.8	4.8	4.8	3.2	5.4	5.4	7.8	6.5

Demand	2019			2020												2021		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
This Year	113,901	107,455	97,570	110,513	115,108	79,839	42,331	66,079	73,490	79,414	97,579	83,521	87,410	76,935	81,655	87,294	91,256	120,619
Last Year	151,569	144,038	119,932	131,709	132,206	149,836	125,826	117,642	122,809	119,560	125,216	111,650	113,901	107,455	97,570	110,513	115,108	79,839
Percent Change	-24.9	-25.4	-18.6	-16.1	-12.9	-46.7	-66.4	-43.8	-40.2	-33.6	-22.1	-25.2	-23.3	-28.4	-16.3	-21.0	-20.7	51.1

Revenue	2019			2020												2021		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
This Year	13,561,014	12,513,145	9,328,406	12,819,750	13,861,762	7,518,039	2,813,614	4,588,754	5,301,809	5,758,883	8,481,807	6,680,444	7,504,312	6,445,721	6,326,751	6,843,322	7,502,460	10,740,133
Last Year	19,482,278	17,409,000	12,121,149	13,951,435	15,113,842	18,720,619	15,219,015	13,555,042	11,697,406	10,994,223	13,370,096	13,766,617	13,561,014	12,513,145	9,328,406	12,819,750	13,861,762	7,518,039
Percent Change	-30.4	-28.1	-23.0	-8.1	-8.3	-59.8	-81.5	-66.1	-54.7	-47.6	-36.6	-51.5	-44.7	-48.5	-32.2	-46.6	-45.9	42.9

Census %	2019			2020												2021		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Census Props	62	62	62	62	61	62	62	62	62	62	63	63	63	63	64	64	65	65
Census Rooms	5812	5900	5900	5900	5883	5948	5948	5948	5948	5948	6091	6091	6091	6091	6219	6219	6339	6336
% Rooms Participants	89.3	90.7	90.7	90.7	90.9	91.0	91.0	87.0	91.0	91.0	91.2	91.2	91.2	91.2	89.4	91.4	91.6	91.6

Year To Date	2019			2020			2021		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
Occupancy	79.1	57.4	52.8	72.4	63.1	44.3	68.0	72.4	63.1
ADR	70.8	79.1	57.4	68.0	72.4	63.1	70.8	79.1	57.4
RevPAR	11.7	-27.4	-8.1	6.5	-12.9	-29.7	11.7	-27.4	-8.1

Running 12 Months	2019			2020			2021		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
Occupancy	115.49	111.96	83.85	109.16	110.02	79.98	104.09	115.49	111.96
ADR	104.09	115.49	111.96	101.33	109.16	110.02	104.09	115.49	111.96
RevPAR	11.0	-3.1	-25.1	7.7	0.8	-27.3	11.0	-3.1	-25.1

Year To Date	2019			2020			2021		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
Occupancy	91.33	64.28	44.27	79.09	69.39	35.45	73.71	91.33	64.28
ADR	73.71	91.33	64.28	68.92	79.09	69.39	73.71	91.33	64.28
RevPAR	23.9	-29.6	-31.1	14.7	-12.3	-48.9	23.9	-29.6	-31.1

Year To Date	2019			2020			2021		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
Supply	523,201	532,012	566,697	2,087,503	2,135,680	2,228,244	490,130	523,201	532,012
Demand	490,130	523,201	532,012	1,981,915	2,087,503	2,135,680	490,130	523,201	532,012
Revenue	6.7	1.7	6.5	5.3	2.3	4.3	6.7	1.7	6.5

Year To Date	2019			2020			2021		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
Demand	413,751	305,460	299,169	1,512,373	1,347,089	987,583	347,069	413,751	305,460
Revenue	347,069	413,751	305,460	1,348,020	1,512,373	1,347,089	347,069	413,751	305,460
Census %	19.2	-26.2	-2.1	12.2	-10.9	-26.7	19.2	-26.2	-2.1

Year To Date	2019			2020			2021		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
Revenue	47,785,895	34,199,551	25,085,915	165,095,501	148,204,515	78,988,009	36,125,503	47,785,895	34,199,551
Census %	32.3	-28.4	-26.6	20.9	-10.2	-46.7	32.3	-28.4	-26.6

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FEBRUARY 21 - APRIL 18, 2021 **Highlights**

- Visit Tallahassee marketing efforts continue to see strong results in Q2 of the 2021 FY. With local live events starting back up in April, social and email marketing shifted to focus heavily on upcoming events such as Word of South & The Chain of Parks Art Festival.
- During this period, Visit Tallahassee secured national coverage of Tallahassee's newest hotel, AC Marriott, in Forbes Magazine. This placement will impact **16.1 million+** potential visitors.
- In boosting our Spring Break and Graduation Weekend itineraries on Facebook, we saw a drastic increase in engagements allowing us to achieve our Facebook engagement goal for the year.
- This period saw almost double the Visit Tallahassee app users as we increased by **1k users**. Time on app has also increased by over 30 seconds on average.
- Below is a breakdown of the FY 2021 KPI's and specific growth for Q2, note these began in October 2020 and go through September 2021.

FY2021 KPIs	% REACHED	Q2 GROWTH	YTD TOTAL
Increase traffic to VisitTallahassee.com by 7% (241,497)	21% of goal	-4,171*	51,607 Visitors
Increase page views on VisitTallahassee.com by 7% (506,966)	24% of goal	-6,573*	125,343 Page Views
Increase traffic to Trailahassee.com by 5% (40,908)	55% of goal	-6,629*	22,281 Visitors
Increase page views on Trailahassee.com by 5% (77,125)	52% of goal	+20,464*	40,254 Page Views
Increase open rate for emails to 17%	68% of goal	+0.01 %	11.57%% Open Rate
Improve click rate to 2%	166% of goal	+0.6%	3.33% Click Rate
Increase total app users to 6,500	42% of goal	1,001	2,748 Users
Increase avg. app session duration time to 4 min	51.6% of goal	+39 Sec	2m 4s avg.
Increase total app sessions to 5,000	103% of goal	1,099	5,157 Sessions
Increase app page views to 30,000	64.6% of goal	7,247	19,389 Page Views
Increase IOS app downloads to 1000	33% of goal	155	333 Downloads
Increase Android app downloads to 300	27.6% of goal	30	83 Downloads
Increase Instagram engagements by 15% (209,000)	124% of goal	59,219	259,758 Engagements
Increase Instagram followers by 15% (19,900)	78.8% of goal	503	19,342 Followers
Increase Facebook engagements by 50% (257,600)	105.6% of goal	90,633	272,018 Engagements
Increase Facebook impressions by 100% (8.7M)	110% of goal	1,652,997	9,601,243 Impressions
Increase Twitter engagements by 15% (45,200)	52.5% of goal	5,814	23,730 Engagements
Increase Twitter followers by 5% (14,850)	10% of goal	106	14,212 Followers
Increase #iHeartTally impressions by 15% (57,958,700)	41.2% of goal	9,944,188	23,881,403 Impressions
Increase PR earned media placements to 375	17% of goal	14	64 Media Placements
Increase PR impressions to 505MM	40% of goal	174.4 M	206.1M Impressions
Increase PR publicity value to \$2MM	91% of goal	\$509,485	\$1,837,378
Increase PR media experiences to 18	61% of goal	4	11 Experiences
Increase PR radio + tv promotions to 8	88% of goal	1	7 Promotions
Increase PR in-book promotions to 1	100% of goal	0	1 Promotions

*January and February saw an influx in bot traffic which was not accounted for in the March report.



FEB - APRIL 2021 PUBLIC RELATIONS **Highlights**

Forbes

97.9
KISSFM
JACKSONVILLE

**THE DAILY
BEAST**

yahoo!
news

 **msn**



- Locked in national coverage with Forbes highlighting Tallahassee's newest hotel, AC Marriott, impacting **16.1 million+** potential visitors.
- Secured timely national placements with The Daily Beast, MSN and Yahoo News promoting the destination's open-air offerings.
- Received inclusion for Visit Tallahassee within Triangle Gardener's "Where the Flowers Bloom," aligning with the area's spring messaging strategy.
- Secured ballot placement for partners Hotel Duval and Aloft within Conde Nast Traveler's 2021 'Readers' Choice Awards'.
- Delivered travel-guide coverage with My Boys and Their Toys - a family lifestyle blog reaching a combined 50K+ readers in a key drive market.
- Locked in a national stay opportunity with The Local Palate - the preeminent culinary magazine of the South, impacting **200,000+** readers with an average HHI of **\$188,000+**.
- Garnered a radio promotion driving key feeder-market visibility to our annual Spring events with WKSL-FM - Jacksonville's No. 1 contemporary hit station.
- Spotlitged Tallahassee's newest rooftop bar - Charlie Park - in Millennium Magazine - the premier lifestyle publication with interests in New York, Los Angeles, Las Vegas and Miami.





FEB- APRIL 2021 VT WEBSITE **Highlights**

- Paid Search is doing extremely well with great engagement - users spend almost 3 minutes on site and have a 28% bounce rate. Overall, the time on site has increased by 1 minute between Q1 & Q2. This is also the first time in FY 2021 that we have seen the "Events" page perform among one of our top pages.

Top Pages

Things to Do
Events
Outdoors

Top Markets:

Tallahassee · Orlando · Miami · Jacksonville

SESSIONS: **17,977**

AVERAGE PAGES VISITED: **2.47**

AVERAGE SESSION DURATION: **2:51**

FEB - APRIL 2021 VT MOBILE APP **Highlights**

Visit Widget & Mobile App Performance

Total users: **1,001**

Avg. Session: **2:46s**

Total Sessions: **1,099**

Page views: **7,247**

iOS Downloads: **155**

Android Downloads: **30**

Top 10 Most Popular Items

1. Black Culture Experience Itinerary
2. Black-Owned Restaurants & Dining
3. Lofty Pursuits
4. St. Marks National Wildlife Refuge & Lighthouse
5. African American Heritage
6. Bellevue Plantation at Tallahassee Museum
7. Fun Station
8. Island OMG Seafood
9. Tours of Tallahassee
10. Mahogany Dance Theatre

FEB - APRIL 2021 TRAILAHASSEE **Highlights**

- Organic Search accounted for 60% of traffic and referral from VisitTallahassee.com accounted for 12% of traffic. The users that came from referral were the most engaged with longer time spent on site and low bounce rates.

Top Viewed Trails:

JR Alford Greenway Trails
Miccosukee Greenway Trail
Lafayette Heritage Trail

Top Markets:

Tallahassee · Orlando · Miami · Jacksonville

SESSIONS: **6,507**

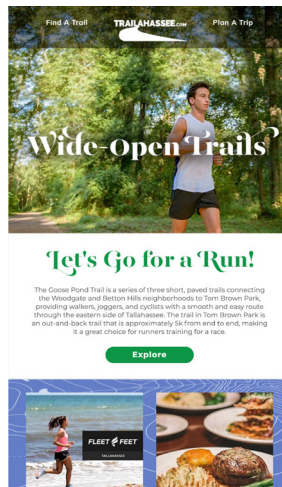
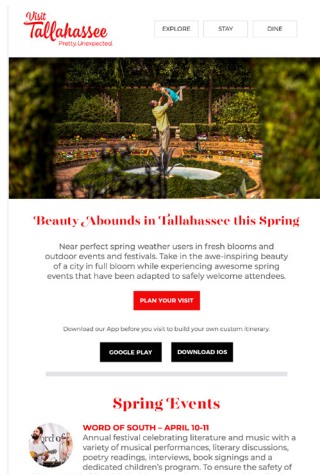
AVERAGE PAGES VISITED: **1.76**

AVERAGE SESSION DURATION: **1:09**



FEB - APRIL 2021 EMAIL *Highlights*

- Open rate growth is flat during this period, but the Click Rate is up nearly 20%. This shows our content is of interest to our audience and the layout change and CTA positioning are improving the Click Rate.
- Implemented a new pop-up on VisitTallahassee.com to gather additional user emails. After implementing this in February we've earned 263 new email recipients.



- **Average Open Rate:**
11.57%
- **Average Click Rate:**
3.3%

FEB - APRIL 2021 SOCIAL MEDIA *Highlights*

- Organic content throughout the quarter had a heavy focus on promoting signature and legacy live events around Tallahassee, such as Red Hills Horse Trials, Word of South, and Chain of Parks Art Festival.

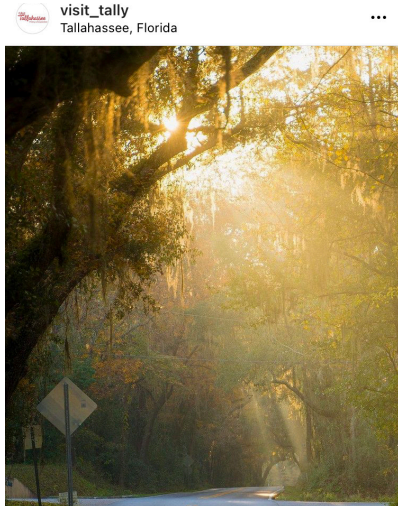
FEB - APRIL 2021 SOCIAL MEDIA *Snapshot*

Total Followers	Total Reached	Total Engagements	Total Impressions	Total #iHeartTally
100,261	7,318,159	555,506	16,354,911	23,881,403



JAN-FEB 2021 *Instagram* HIGHLIGHTS

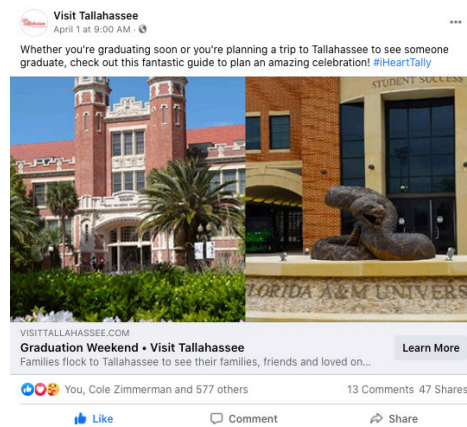
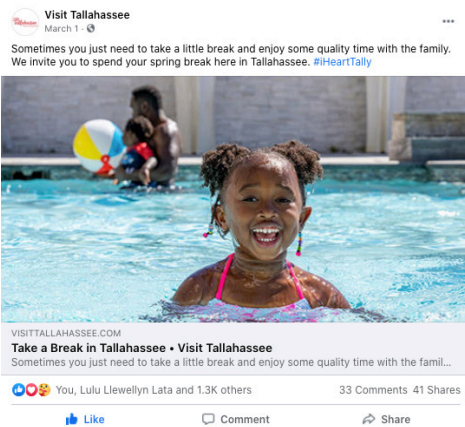
- Aesthetically pleasing high-quality imagery continues to excite and engage audiences on Instagram.



- NEW FOLLOWERS:
503
- TOTAL FOLLOWERS:
19,342
- ENGAGEMENTS:
59,219

FEB-APRIL 2021 *Facebook* HIGHLIGHTS

- Repurposing and sharing out partner blog posts/visiting influencer blog posts are a fantastic way to highlight several partners at once while supplementing engagement for said influencers.
- Utilizing and boosting timely messages has proven successful, with both the Spring Break itinerary and Graduation Weekend itinerary performing very well.



- NEW FOLLOWERS:
-121*
- TOTAL PAGE LIKES:
66,707
- ENGAGEMENTS:
90,633

• *77.92% of the users who unliked our page came from Deactivated or Memorialized Account Removals.



FEB-APRIL 2021 *Twitter* HIGHLIGHTS



- One giveaway was hosted on Visit Tallahassee's Twitter in March, giving one winner two tickets to the last FSU Basketball Game of the season. Giveaways like these that engage our existing followers and excite new audiences can be attributed to growth on Twitter—the Visit Tallahassee Twitter account gained 76 new followers during the month of March.



- **NEW FOLLOWERS:**
106
- **TOTAL FOLLOWERS:**
14,212
- **ENGAGEMENTS:**
5,814

FEB-APRIL 2021 DIGITAL MEDIA *Highlights*

- **2,027,000+** total digital media impressions delivered.
 - *Digital media accounted for 19% of website click-through traffic.*
- Paid Search continued to be the strongest performing medium in terms of click-through traffic generating almost **15%** of VisitTallahassee.com's web traffic alone (2% Native, 2% Display).
- The digital display ads operated at an average of **0.49% CTR**, well above the industry average.
 - *The display campaign also garnered an additional 988 view-through sessions, almost double point of purchase, mostly attributed to programmatic native and display banners.*
 - *Canopy Roads, Springs and Dining were top performing Native creative.*
- Paid search campaigns garnered a **13.30% CTR**, a 1% increase point of purchase and well above the industry average of 9.87%.
 - *Paid Search also garnered a total of 1,286 conversions (clicks to secondary pages on the site i.e. Stay, Events, Seasonal, and Email sign-up pages), operating at a 30% improved conversion rate.*
 - *The Things to Do continued to be the top performing campaign in terms of non-brand campaigns.*



MARKETING COMMUNICATIONS

MARCH / APRIL 2021

Katie Kole, Senior Marketing Director
Scott Lindeman, Marketing Communications Director
Renee Jones, PR/Marketing Specialist

AT A GLANCE



FY2021 Media Stories

Goal: 375

FY2021 Media Stories: 113

Media Stories

March & April = **23**



FY2021 Media Value

Goal: \$2 Million

YTD Media Value

\$1,844,792

Media Value for

March & April = **\$475,534**



YTD Social Media

Engagements: 555,w506



PR Success!

Recent public relations efforts yielded multiple national media hits including Forbes.com mentioning the new AC Hotel at Cascades Park and The Daily Beast running a feature about Tallahassee that was then picked up by MSN and Yahoo News resulting in nearly 200 million potential impressions!

MISSION STATEMENT

Position Tallahassee/Leon County as a desirable destination to targeted geographic, demographic and psychographic markets through public relations, owned & earned media, marketing, promotional campaigns, advertising and local industry relations.

HIGHLIGHTS

- Hosted an industry Zoom Meeting for partners with virtual breakout rooms for small-group input sessions regarding the FY22 Marketing Sales Plan.
- Developed the FY22 Marketing Sales Plan incorporating input from industry partners.
- Supported the Tallahassee Symphony Orchestra with the production of a promotional video for the virtual performance of pianist Jon Parker.
- Generated 6 new website articles featuring dedicated content promoting Spring Events, Disc Golf, Generational Travel, Must-See Gardens, Beer Gardens, Fantasy/Sci-Fi, and a Timeline of Civil Rights in Tallahassee.
- Released the RFP for production of the Visitor's and Meeting & Event Planner's Guides with an estimated completion date of late Fall 2021.
- Executed co-op advertising placements with numerous partners including Tallahassee Museum, Southern Shakespeare and Lofty Pursuits.
- Reconvened meetings with the Heritage Trail committee to promote sites of historical significance throughout the destination.
- Participated in tours of the new AC Hotel, Amphitheater Support Space, residences and satellite Visitor Information Center at the North American Properties Cascades Project.

ON THE HORIZON

May is poised to be another busy month as we welcome three individual media visits along with a group fam tour to Tallahassee. Up to 10 different writers and social media influencers from as far away as Germany will visit the destination to experience a variety of attractions, restaurants and outdoor activities during their respective stays.

OUT & ABOUT

Word of South and the Chain of Parks Art Festival ushered in the return of spring events in April. While things looked very different this year, we are so thankful we were able to weather the storms and experience LIVE events together again.





AT A GLANCE

Grant Program

Updated Health & Safety
Plans Reviewed and
Approved – 14

Outdoor or Virtual Events
Held – 9

Post-Event Reports
Processed – 2



Visitor Information Center
Closed to Public

Services are being provided
by Visitor Center staff via
phone, email, and through
our website.

Visitor Guide Requests: 488

Relocation Information
Requests: 16

Group Services and
Welcome Bags: 850

Calls Received: 126

HIGHLIGHTS

- Contacted event organizers requesting updated health and safety plans for outdoor events.
- Distributed and processed revised grant agreements for grantees whose updated health and safety plans were reviewed and approved.
- Met via Zoom with software developer WizeHive to discuss modifications to the 1-year old Zengine online grant system.
- Participated in two Industry meetings via Zoom, hosting a breakout room for each meeting.
- Developed job announcement for Visitor Services Representative position for the Satellite Visitor Center. Coordinated with Leon County Human Resources to have position advertised.
- Coordinated weekly logistics/operations planning meetings for the new Satellite Visitor Information Center at Cascades Park.
- Toured new AC by Marriott property at Cascades Park.

ON THE HORIZON

- Revising FY22 grant guidelines and prepping for FY22 grant application submission cycle projected to open late June/early July 2021.
- Opening of the new satellite Visitor Information Center at Cascades Park. Currently finalizing layout, design, and furniture needs.





GOAL AT A GLANCE

FY2020

**Room Nights Goal:
6,280**

(Due to the COVID-19 pandemic, meeting and group travel sharply declined and is only now slowly starting to resume bookings.)

ON THE HORIZON



Visit Tallahassee performed a staff site visit to our newest hotel property, the AC Hotel Tallahassee Universities at the Capitol. The 154-room property features picturesque views and 5,000 sq. ft. of meeting space!

In addition to the new AC Hotel, construction is complete on the new amphitheater support space for the Capital City Amphitheater. The Parkview at Cascades offers a 12,995+/- square-foot multipurpose event facility with an event ballroom, board room, warming kitchen, green room, dressing rooms and production offices. The space will serve as a public rental venue when not being used during concerts at the adjacent Capital City Amphitheater and will be a valuable asset to the downtown district.

MISSION STATEMENT

Promote meetings, conferences and conventions for Leon County through direct contact with meeting planners, decision makers and coordinating efforts with the local industry to positively impact the local economy.

HIGHLIGHTS

- Conducted a site visit for the Florida Free Will Baptist Association Senior's Summit for October 2021 and coordinated room blocks at Staybridge Suites, Wyndham Garden Tallahassee-Capitol and Holiday Inn – East Capitol Univ.
- Partnering with the Southern Off-Road Bicycle Association (SORBA) to rebook and identify a March 2022 date for the canceled summit from March 2020 due to the pandemic.
- Coordinated tours for the Visit Tallahassee staff of the AC Hotel and Charlie Park rooftop restaurant and bar.
- Sent the first lead that would potentially utilize meeting space at both the AC Hotel and The Parkview at Cascades for an association group in October 2021 that otherwise could not be hosted in Tallahassee.
- Developed the FY22 Meetings & Conventions Sales Plan and budget and presented highlights to industry partners.
- Collaborating with sales team to continue extensive and detailed planning for the high-profile cross country meets at Apalachee Regional Park in the fall.
- Working with FAMU National Alumni Association to establish support needed as the National Convention is rebooked in Tallahassee for June 2022.
- Continuing to rebook additional canceled or stalled events due to the pandemic including the US Trail Running Conference and Magnetic Conference.
- Supporting the FY 2021 Sports Grant process by reviewing and approving safety plans for outdoor events.

LEADS DISTRIBUTED (ANTICIPATED NUMBERS)

- Sent two leads for future business accounting for approximately 275 visitors and 640 room nights.



GOAL AT A GLANCE

FY2021
Room Nights Goal:
6,733

(Due to the COVID-19 pandemic, meeting and group travel sharply declined and is only now slowly starting to resume bookings.)

ON THE HORIZON

Continue to build relationships with regional tour operators and get updates on when tours will resume.

OUT & ABOUT



Participated in a site visit to Trout Pond on the south side of Leon County to discuss the potential to build more Mountain Bike Trails and create more connectivity.

MISSION STATEMENT

Increase visibility to specific audience segments, i.e., reunions or bike riders, to generate visitation from leisure groups and assist industry partners with experiences for group customers.

HIGHLIGHTS

- Compiled and distributed the monthly “What’s Happening” to partners.
- Assisted the Sports Department with approving COVID-19 safety plans for the 2021 remaining sports grants.
- Worked with Production Managers from A&E on filming permits and locations for TV show.
- Assisted Infinity Con with securing a host hotel for staff and setting up room blocks for attendees. Provided a list of marketing opportunities that are available.
- Met with National Forest Services to discuss the potential for adding more Mountain Bike Trails in the Apalachicola National Forest.
- Assisted NC State Volleyball with securing rooms for their game against FSU Sept. 29 – Oct. 2, 2021.
- Finalized host hotels and participant hotels for the 2021 USATF Club Cross Country National Championships.
- Developed a Social Media schedule for the USATF Club Cross Country National Championship.
- Assisted a tour group traveling from Houston to St. Augustine with itinerary suggestions.
- Met with two mountain bike influencers to discuss mountain biking in Tallahassee.
- Set up registration and meet information on FLRunners for the Pre-State meet in October 2021.
- Met with Proof to discuss creating a custom label for the 2021 NCAA Cross Country Championships and 2021 USATF Club Cross Country Championships.
- Assisted a wedding for November 2021 with securing a room block with 50 room nights for out-of-town guests.
- Continuing to approve the calendar of events listings and manage the events category on VisitTallahassee.com.
- Update partner contact information in iDSS.



GOAL AT A GLANCE

FY 2021

**Room Nights Goal:
39,520**

YTD Room Nights: 16,725

ON THE HORIZON

Numerous sporting events are scheduled to take place in May and June, including Goldstar Elite Softball Showcase, AAU Track & Field District Qualifier and the Regional Championships, the American Junior Golf Association (AJGA) Visit Tallahassee All-Star Championships, and more.

OUT & ABOUT



Team Strykers from Dothan Alabama pose with the #IHeartTally letters at the 2021 Florida State Invitational soccer tournament hosted by Florida Elite Soccer of Tallahassee. Over 100 out of town teams participated in the multi day tournament at the FSU Recreation Complex.

MISSION STATEMENT

Maximize sporting events and business that have a positive impact on Leon County by supporting and strengthening existing events and expanding our capacity to host additional events.

HIGHLIGHTS

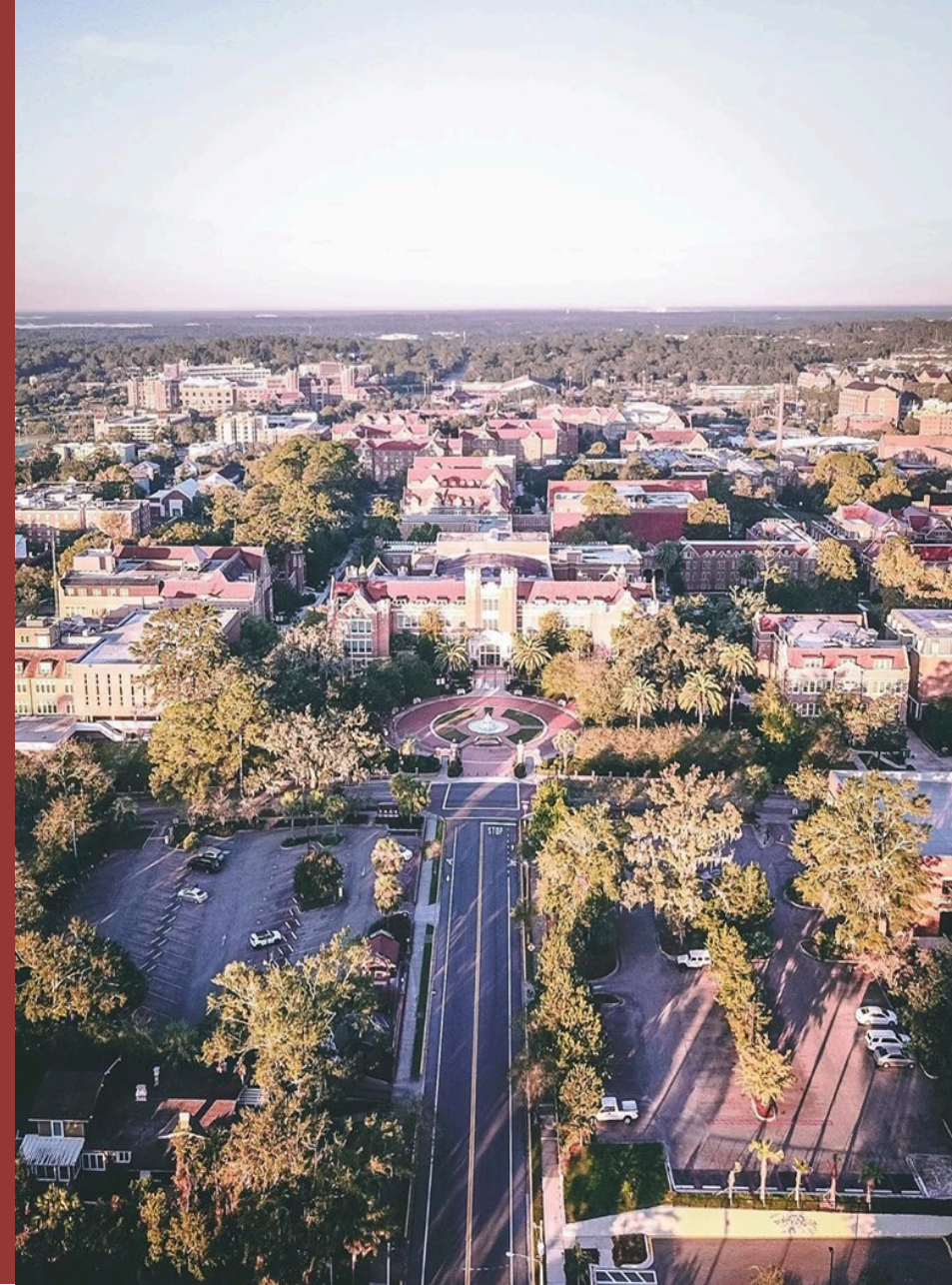
- Worked with the Marketing Department and the Zimmerman Agency to create the initial concepts of a Tallahassee specific mountain biking brand.
- Created the FY22 Sports Sales plan and budget.
- Virtually hosted the International Mountain Bicycling Association staff for the final Ride Center designation review recap.
- Planned and coordinated the 2021 Florida State University Last Chance Winter Cross-Country Meet on March 5th.
- Continued to serve on the Sports ETA Awards Committee by participating in monthly Awards Committee Zoom meetings.
- Attended the Sports ETA Small to Mid-Market bi-monthly Zoom meeting.
- Met with FSU Athletics at Apalachee Regional Park for a NCAA National Championship walk through and planning session.
- Virtually attended the World Athletics 2026 World Cross Country Championships bid process interest meeting.
- Attended a site visit at the new AC Marriott Hotel at Cascades Park
- Assisted the event managers of the upcoming AAU Regional Track and Field Championships with their COVID-19 safety protocol planning.

EVENTS HOSTED

- FSU Relays – March 23rd
- Capital City Classic Flag Football – March 27th
- Florida State Invitational – March 27th-28th
- Sportsability – Various Days in April

LEON COUNTY DIVISION OF TOURISM – VISIT TALLAHASSEE

January – March 2021 Visitor Tracking Study



Visit
Tallahassee
Pretty. Unexpected.

DS downs & st. germain
RESEARCH

STUDY OBJECTIVES: VISITOR JOURNEY



- Planning cycle
- Planning sources
- Reasons for visiting
- Exposure to Visitor Guide
- Mode of transportation

- Visitor origin
- Party size
- Party composition
- Demographics

- Accommodations
- Length of stay
- Number of times in destination
- Exposure to Visitor Center
- Activities in destination
- Visitor spending
- Mobile phone usage

- Rating Leon County
- Likelihood of returning
- Evaluation of destination attributes
- Painting a picture for others

- Number of visitors
- Expenditures
- Economic impact
- Room nights generated
- Occupancy, ADR, RevPAR



METHODOLOGY



Visitor Tracking Study

- » Interviews were completed in person and online with **625 visitors** at local hotels, the airport, parks, attractions, and events between **January 1st 2021 and March 31st 2021**



WHAT HAPPENED IN TALLAHASSEE: JAN-MAR

- » COVID-19 Pandemic
- » Legislative Session
 - » Beginning on March 2
- » FSU Soccer Invitational
- » Red Hills Horse Trials



TOURISM SNAPSHOT: QUARTERLY NARRATIVE

- » Tourism is recovering, but metrics still lag behind pre-pandemic figures
- » Word of mouth planning increased this quarter
- » Tallahassee continues to grow as a destination to watch and/or participate in sports
- » Visitors coming for business and government continue to be high during a quarter that includes legislative session



EXECUTIVE SUMMARY



STUDY OBJECTIVES: VISITOR JOURNEY



TOURISM SNAPSHOT: KEY METRICS

	Jan-Mar 2020	Jan-Mar 2021	Percent Change
Visitors	490,600	391,596	-20.2%
Direct Expenditures*	\$142,622,200	\$127,710,800	-10.5%
Total Economic Impact	\$225,343,100	\$201,783,100	-10.5%

	Jan-Mar 2020	Jan-Mar 2021	Percent Change
Occupancy**	58.0%	52.7%	-9.1%
Room Rates**	\$110.09	\$83.22	-24.4%
RevPAR**	\$65.07	\$43.86	-32.6%
Room Nights**	305,751	299,169	-2.2%
TDT Collections***	\$1,530,510	\$961,121	-37.2%

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

** From STR Report

*** From Leon County Division of Tourism/Visit Tallahassee



STUDY OBJECTIVES: VISITOR JOURNEY



TRIP PLANNING CYCLE

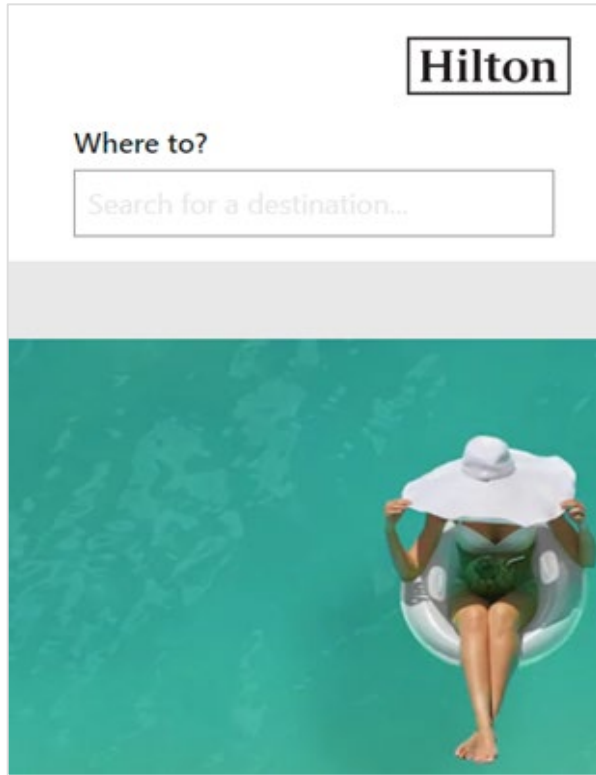
- » **68%** of visitors planned their trip to Leon County a month or less in advance
- » Tallahassee was **87%** of visitors' primary destination



TRIP PLANNING SOURCES



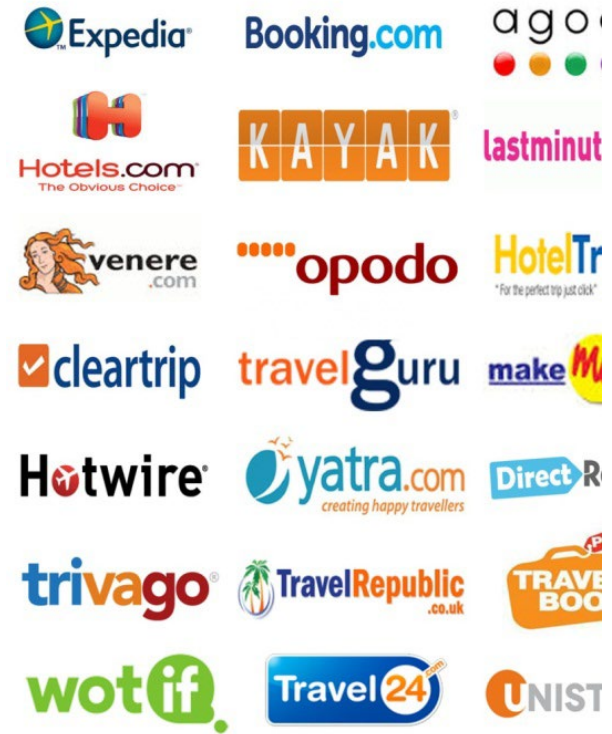
35% Search on Google



28% Hotel/Resort Website



24% Talk to Friends/Family



18% Online Travel Agency



TOP REASONS FOR VISITING



30% Business Conference/Meeting



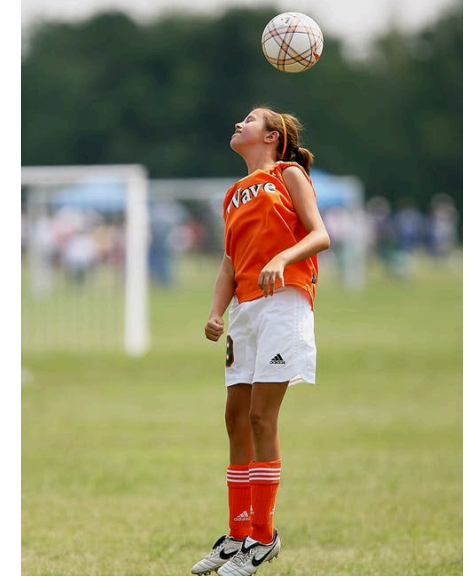
28% Visit Friends/Family



22% Watch a Sporting Event



18% Special Event



17% Participate in a Sport

TRANSPORTATION

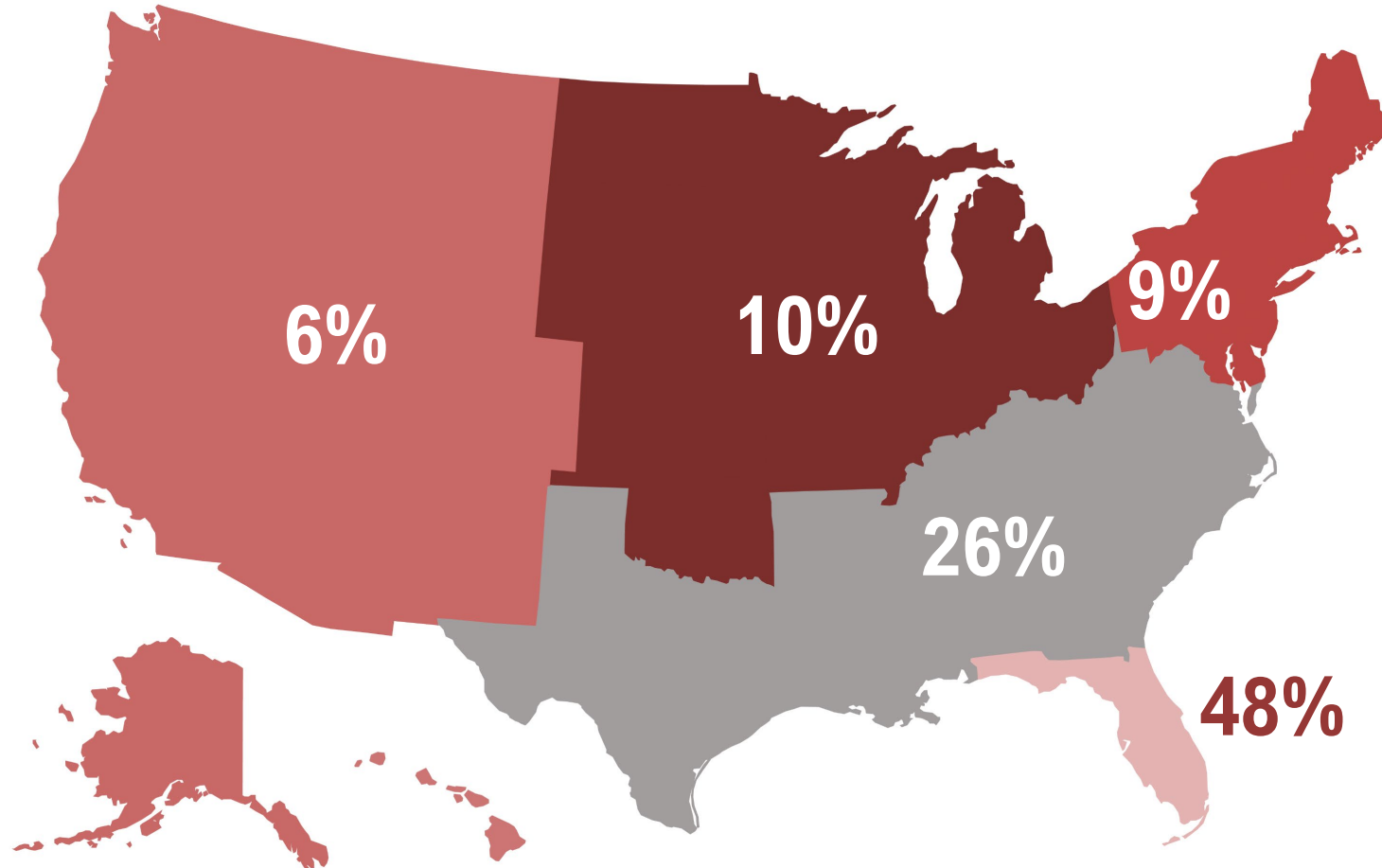
- » **80%** of visitors drove to Leon County



STUDY OBJECTIVES: VISITOR JOURNEY



REGION OF ORIGIN



1% of visitors were from areas outside the U.S.



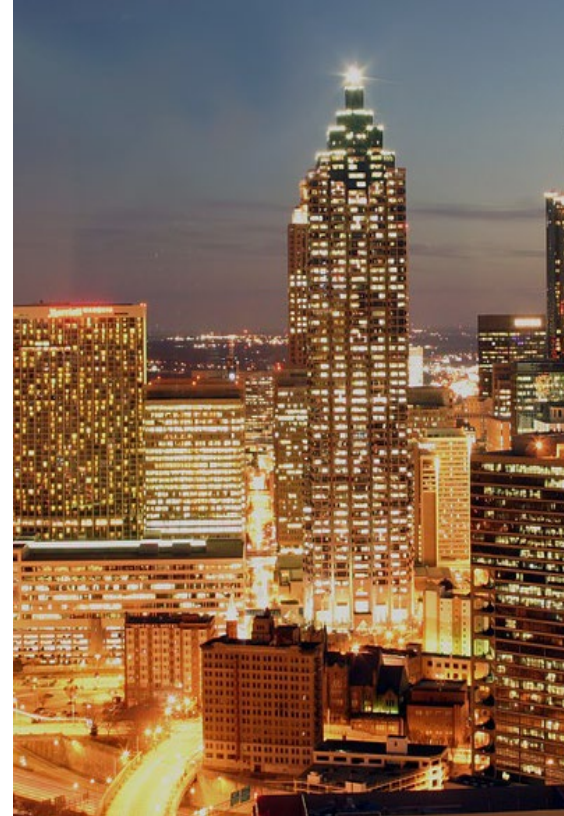
TOP MARKETS OF ORIGIN



11% Miami – Ft. Lauderdale



8% Jacksonville



7% Atlanta



6% Pensacola - Mobile



TRAVEL PARTIES

The typical visitor traveled in a party composed of **2.8** people



24% traveled with at least one person under the age of 20, while **6%** traveled with children age 12 or younger



VISITOR PROFILE

- » The typical Leon County Visitor:
 - » Is **45** years old
 - » Has a household income of **\$106,500** per year
 - » Is female **(51%)**
 - » Has a college degree **(73%)**
 - » Is married **(65%)**
 - » Is Caucasian **(75%)**



STUDY OBJECTIVES: VISITOR JOURNEY



TOP ACCOMMODATIONS



54% Hotel/Motel



22% Friends'/Family home



14% Day Tripper

OVERNIGHT VISITORS

» Typical visitors spent **3.7** nights in Leon County



VISITS TO TALLAHASSEE – LEON COUNTY

- » **23%** were first time-visitors to Leon County
- » **31%** had previously visited more than 10 times



ACTIVITIES DURING VISIT



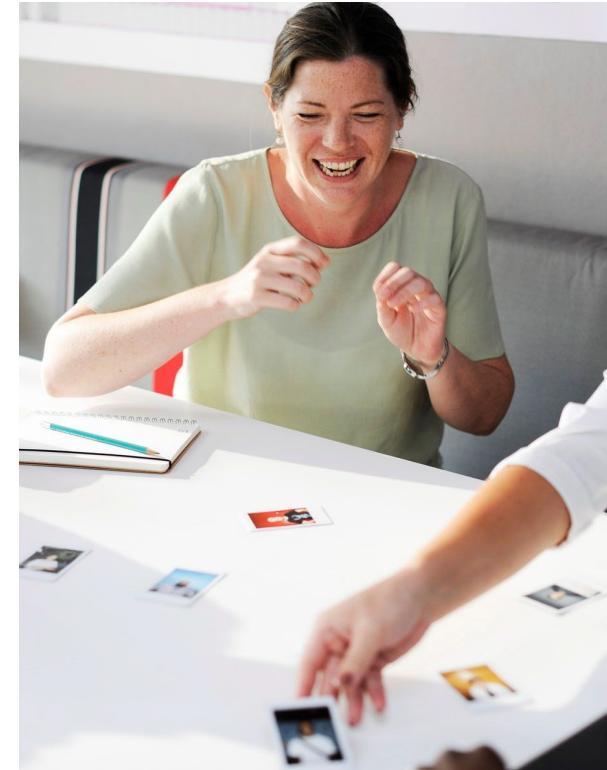
72% Restaurants



50% Relax and Unwind



41% Visit Friends/Family



37% Business
Conference/Meeting



TRAVEL PARTY SPENDING

- » Travel parties spent **\$328** per day in Leon County on lodging, dining, groceries, entertainment, transportation, and other expenditures
- » Typical travel parties spent **\$1,214** over the course of their trip



FINDING THEIR WAY AROUND

- » **97%** of visitors to Leon County owned a smartphone/tablet
- » **4 in 5** visitors used their smartphone/tablet to get around Leon County and find things to do



STUDY OBJECTIVES: VISITOR JOURNEY



VISITOR SATISFACTION

- » Visitors gave Leon County a rating of **7.9** out of 10* as a place to visit
- » **91%** of visitors will return to Leon County



*Rated on a scale of 1 to 10, where 1 is the worst and 10 is the best.



PERCEPTIONS OF TALLAHASSEE – LEON COUNTY

NICE PLACE TO VISIT

“Tallahassee is one of the best cities in the panhandle! It’s nice and relaxing here.”

COLLEGE TOWN

“It is a college town with enough to do so that you can always have a fun long weekend!”

FRIENDLY PEOPLE

“Tallahassee is very welcoming and friendly. It’s such a lively and artistic town.”



DETAILED FINDINGS



STUDY OBJECTIVES: VISITOR JOURNEY



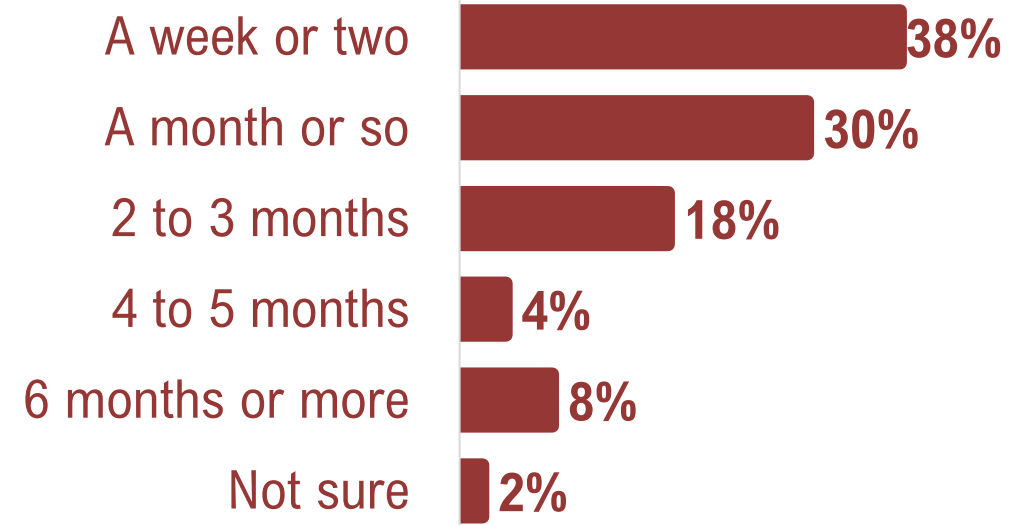
TRIP PLANNING CYCLE



Tallahassee is an impulse destination for **2 in 3** visitors whose planning windows are a **month or so or less**.



Fewer than **1 in 10** visitors take **longer than 6 months** to plan their trips to Tallahassee



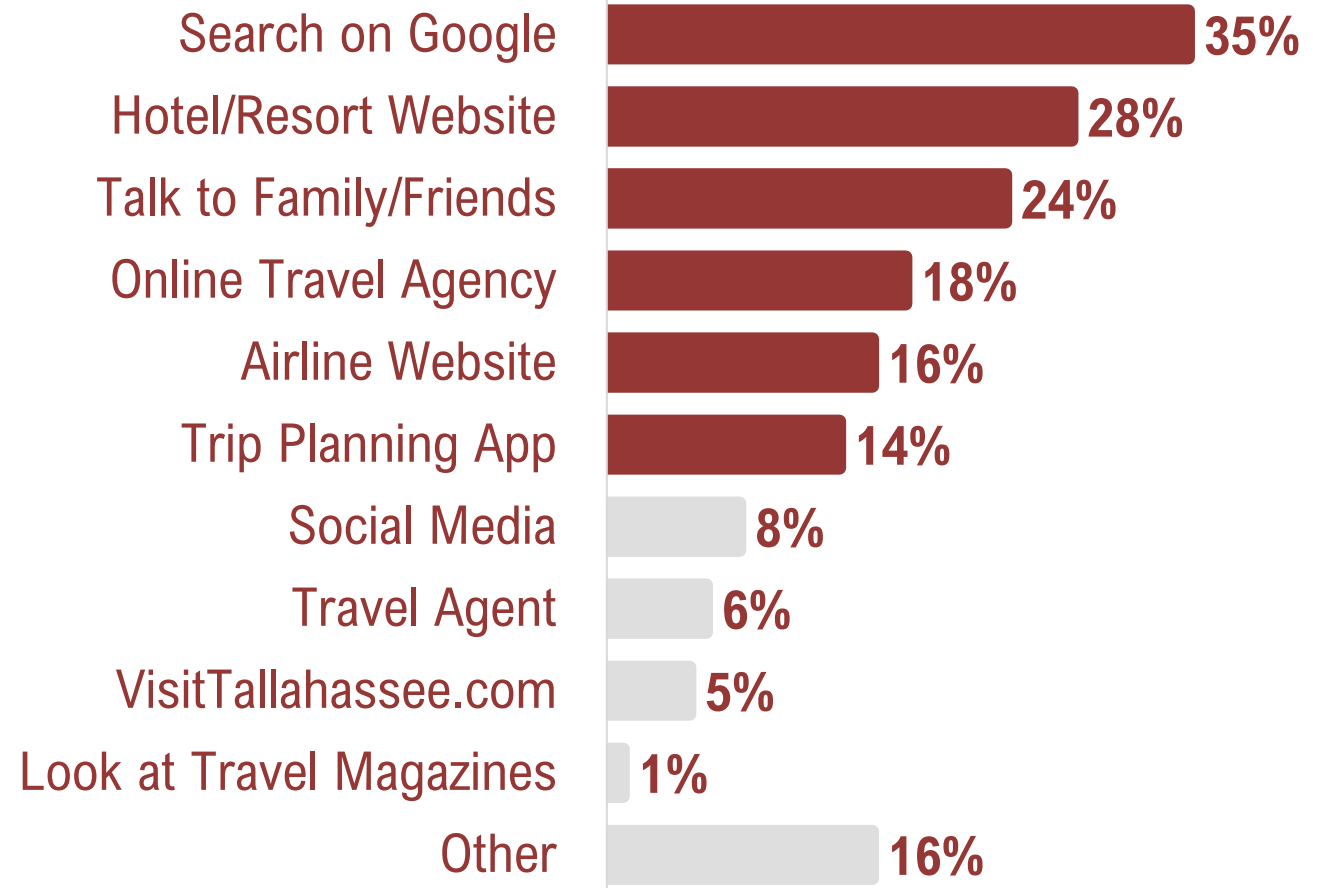
TRIP PLANNING SOURCES*



More than 1 in 3 visitors planned their trip to Leon County by searching on Google



More visitors talked to family and friends to plan their trips in 2021



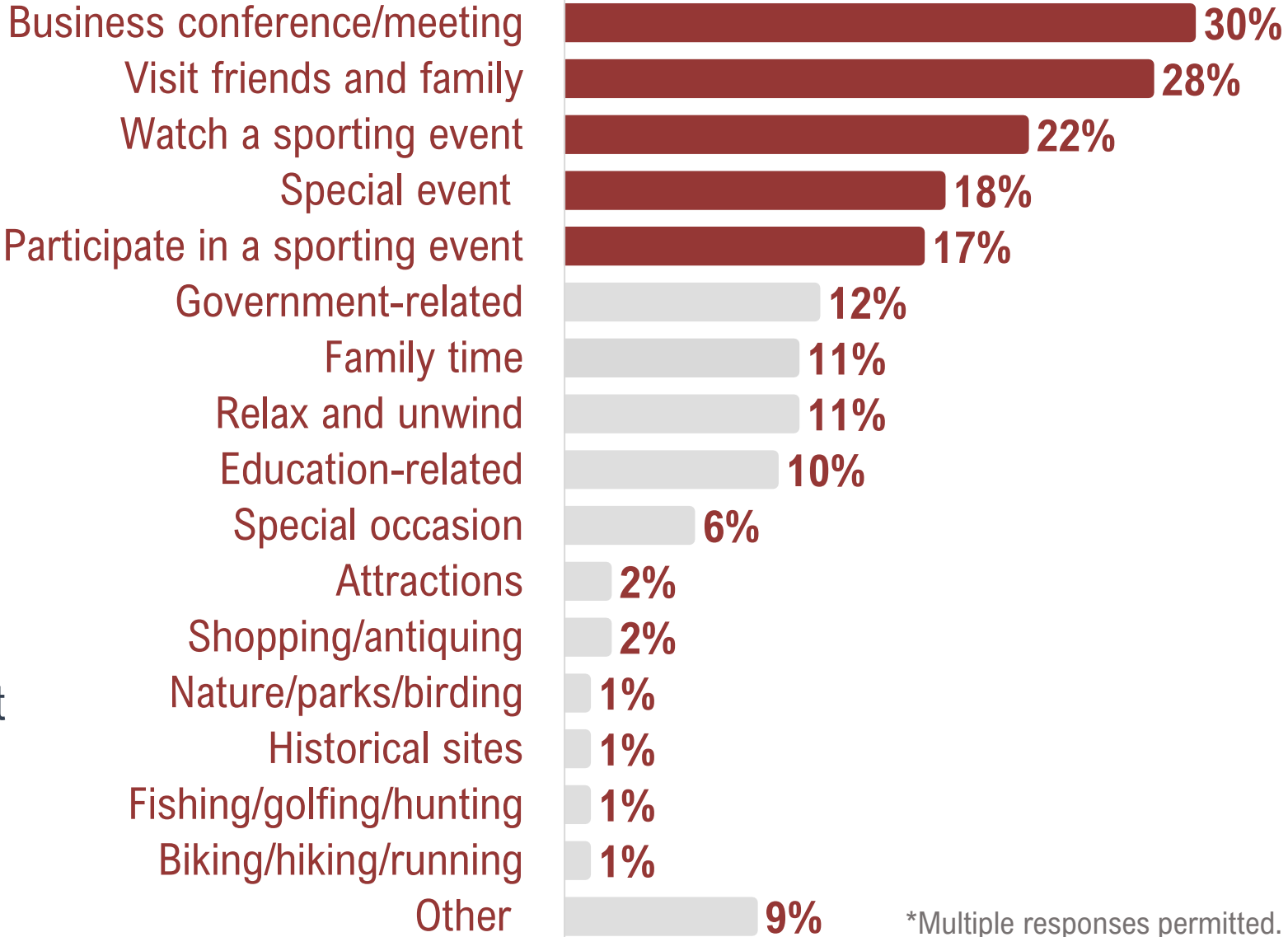
REASONS FOR VISITING*



30% of visitors came to Leon County for business, much of which is with government or universities



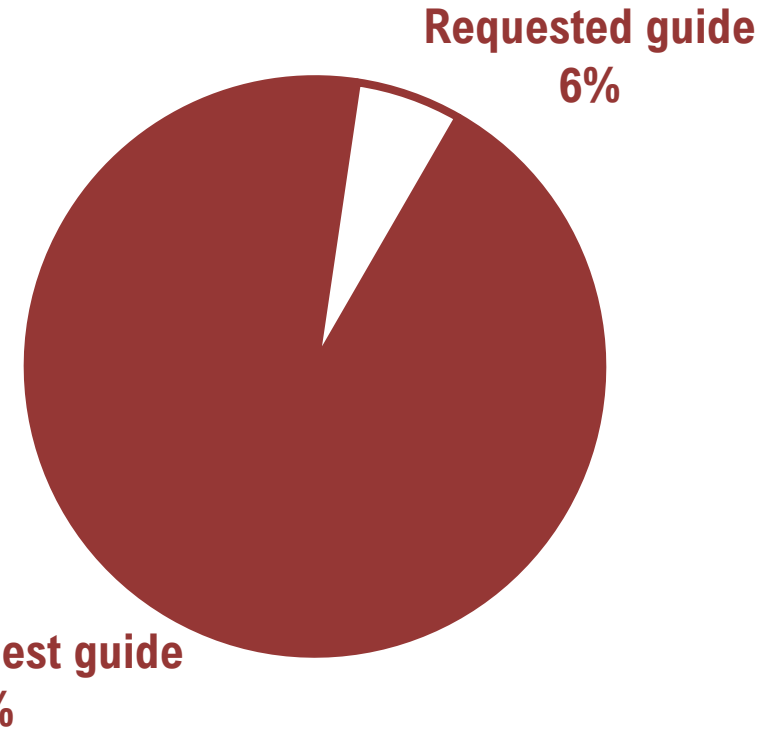
Tallahassee continues to grow as a sporting destination as **22%** watched and **17%** participated in a sporting event



VISITORS GUIDE



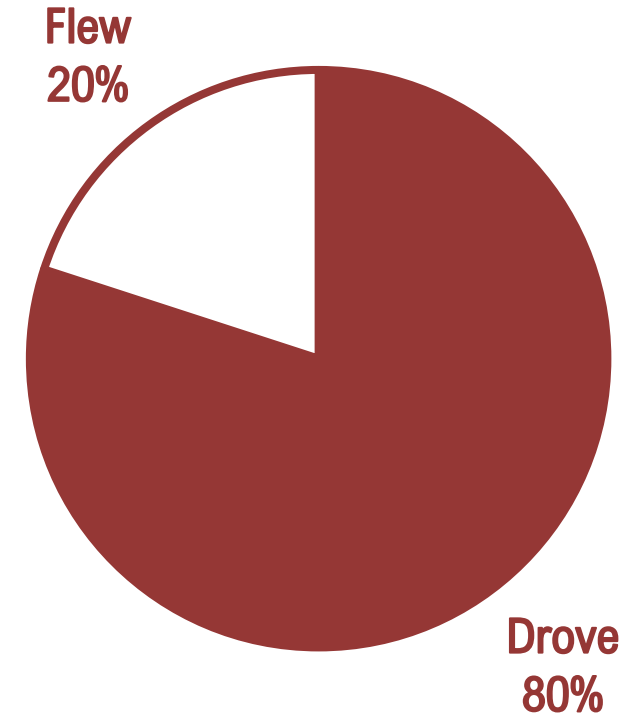
6% of visitors requested a Visitors Guide prior to their trip to Leon County



TRANSPORTATION

➤➤➤ **Almost 9 in 10** visitors indicated that Leon County was the primary destination for their trip

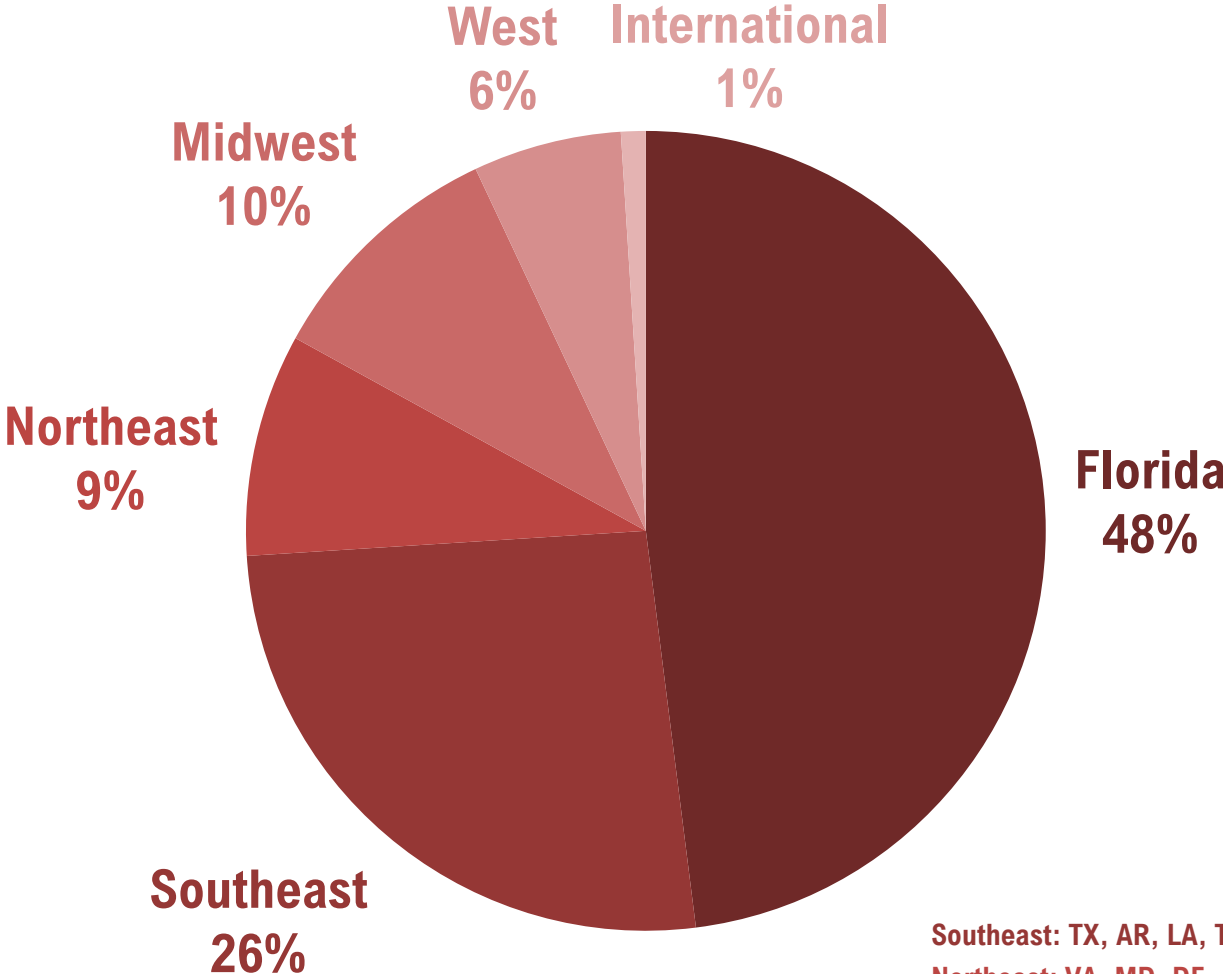
➤➤➤ **80%** of visitors drove to Leon County for their trip



STUDY OBJECTIVES: VISITOR JOURNEY



REGION OF ORIGIN



Southeast: TX, AR, LA, TN, MS, AL, NC, SC, GA
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 MARKETS OF ORIGIN



56% of Leon County visitors lived in **13** markets

Market	Jan–Mar 2020	Jan–Mar 2021
Miami - Ft. Lauderdale	10%	11%
Jacksonville	7%	8%
Atlanta	11%	7%
Pensacola - Mobile	5%	6%
Orlando	5%	5%
Tampa Bay area	5%	4%
Panama City - Destin	5%	3%
New York City	4%	2%
Washington DC - Baltimore	3%	2%
Ocala	2%	2%
Lakeland	2%	2%
Dallas – Ft. Worth	1%	2%
Houston	1%	2%



TRAVEL PARTIES

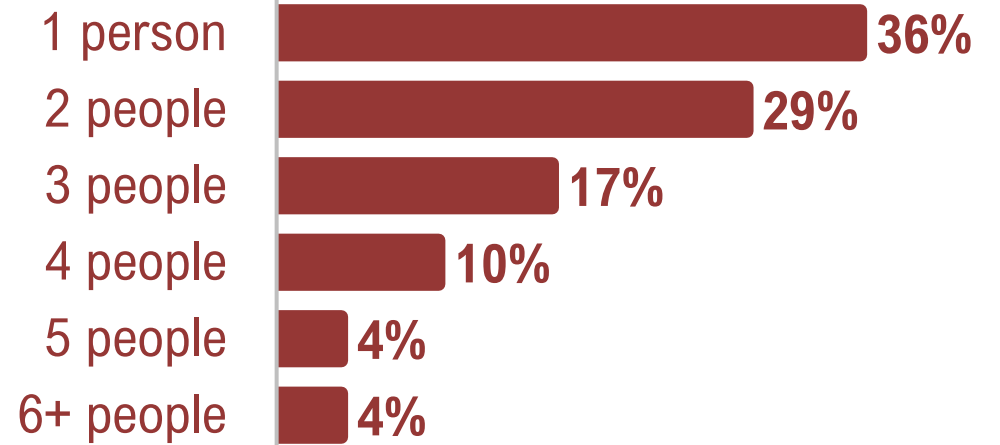


Typical visitors traveled in a party of **2.8** people



24% of visitors traveled with children age 20 or younger, while **6%** traveled with children age 12 or younger

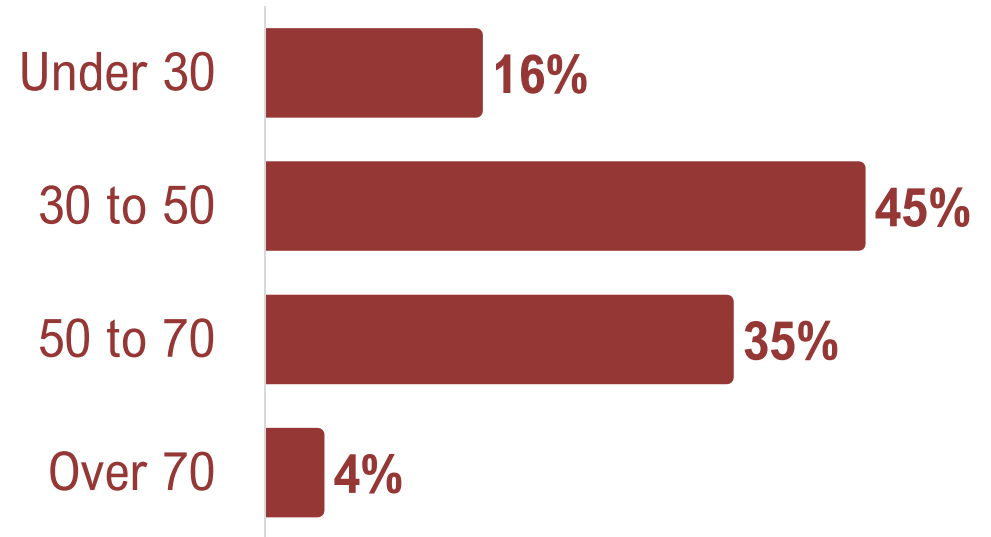
Travel Party Size



AGE OF VISITORS



Typical visitors to Leon County were **45** years old



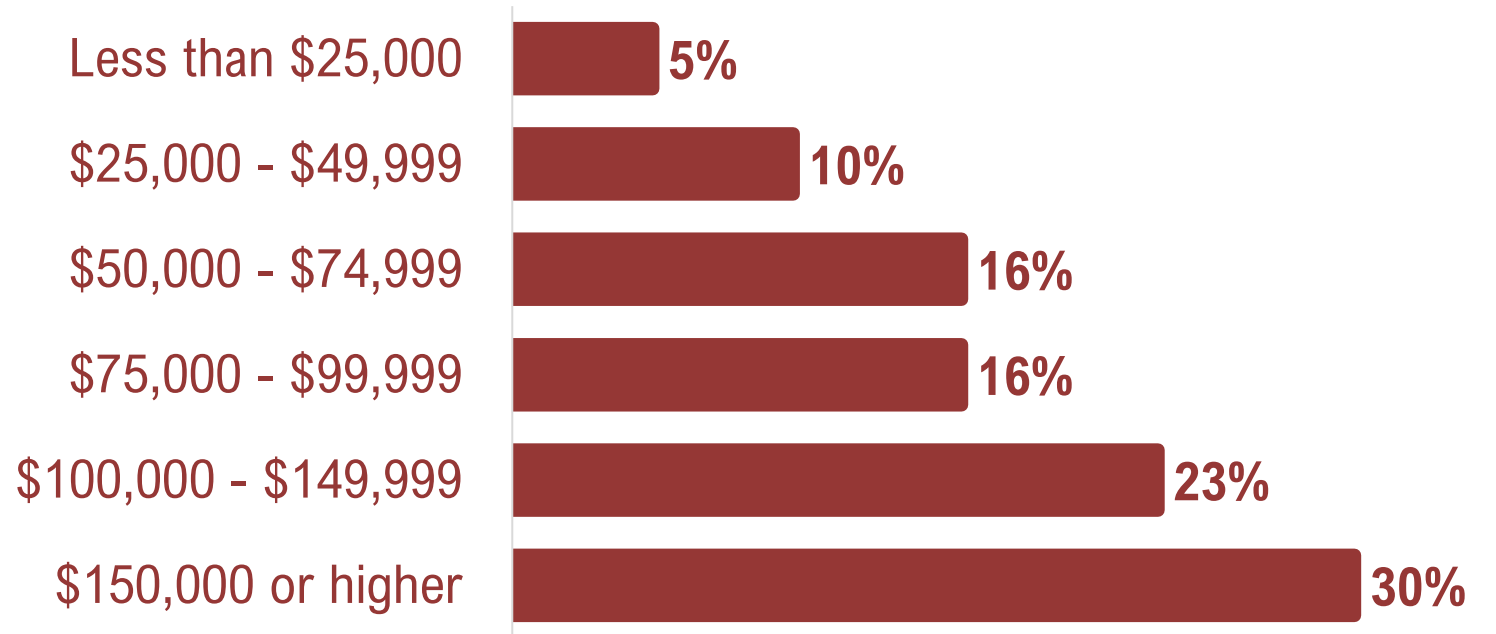
HOUSEHOLD INCOME OF VISITORS



Typical visitors to Leon County had a household income of **\$106,500** per year



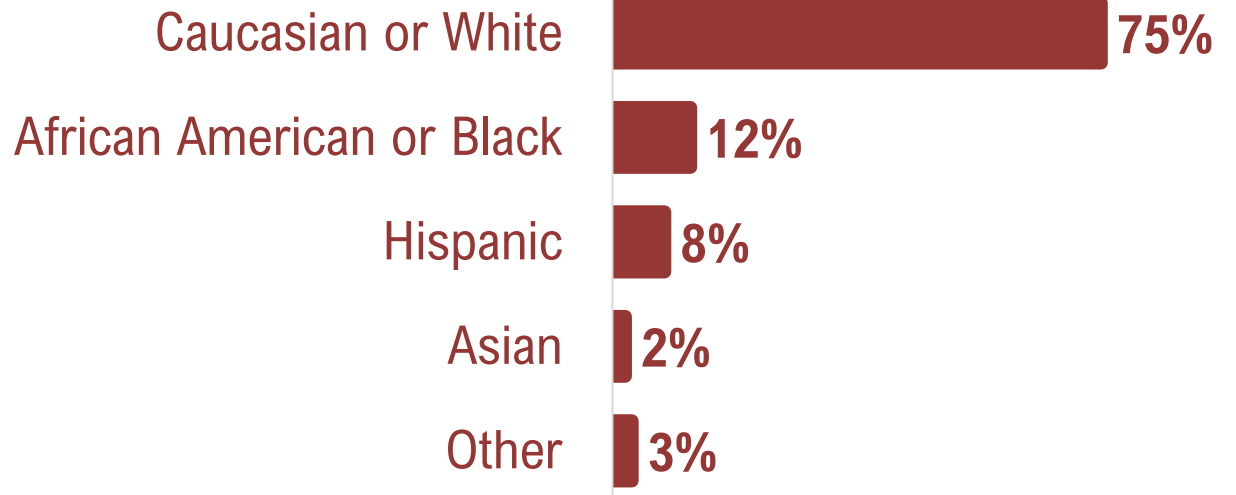
3 in 10 visitors earn over \$150,000, reflecting the percentage who come to do business with governments, universities, and local businesses



RACE/ETHNICITY OF VISITORS



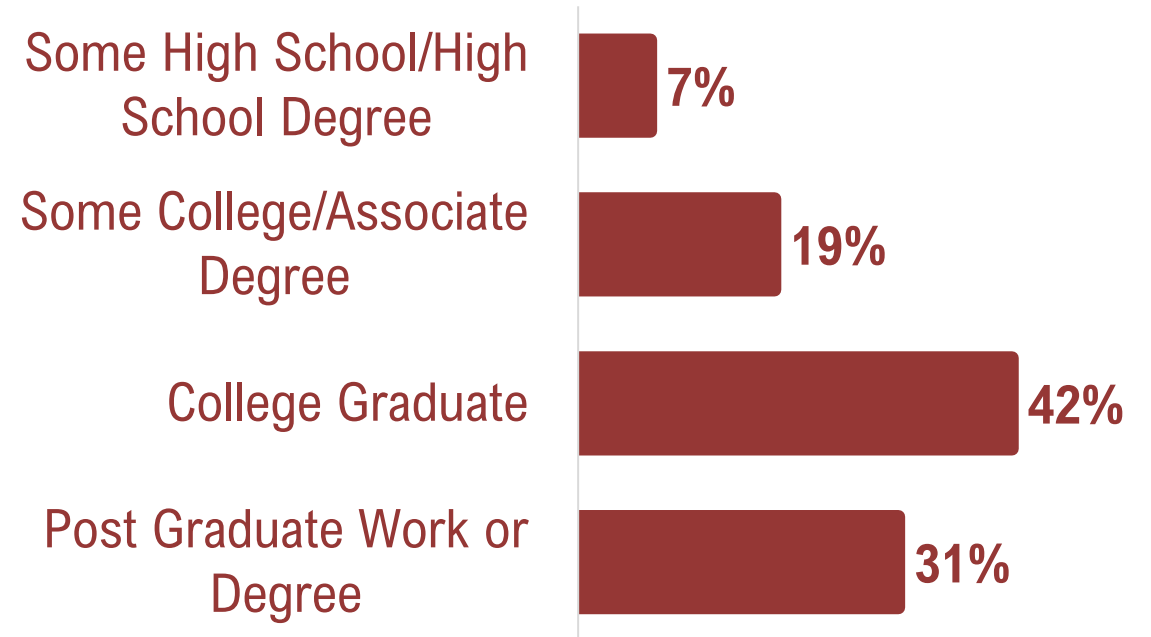
3 in 4 visitors to Leon County were Caucasian or white



EDUCATIONAL ATTAINMENT OF VISITORS



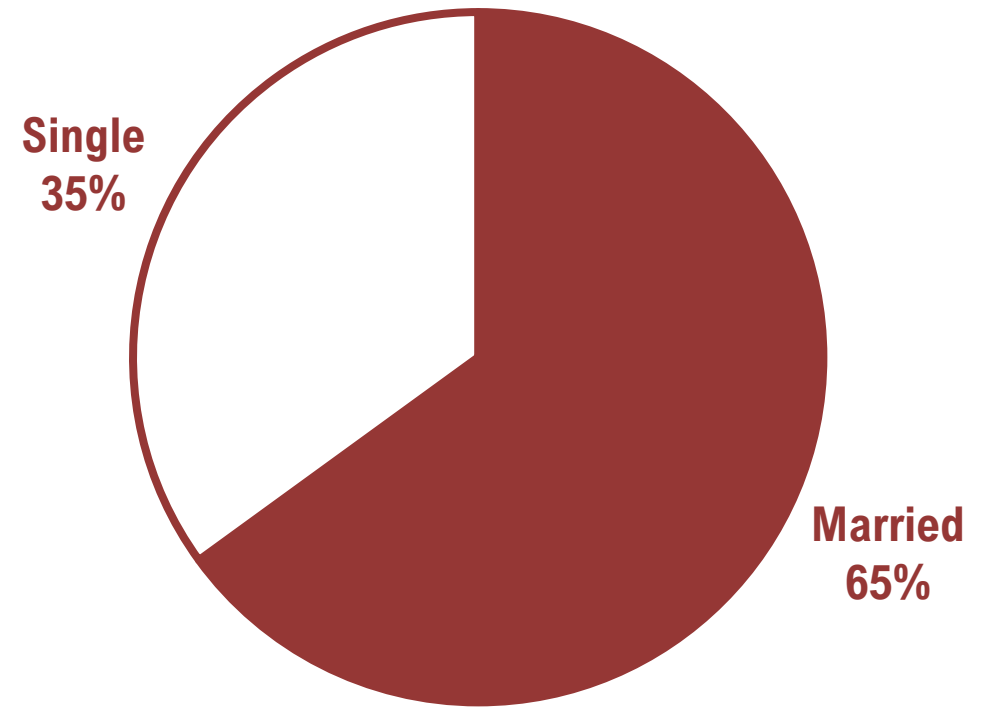
3 in 4 visitors to Leon County had a college degree



MARITAL STATUS OF VISITORS



2 in 3 visitors to Leon County were married

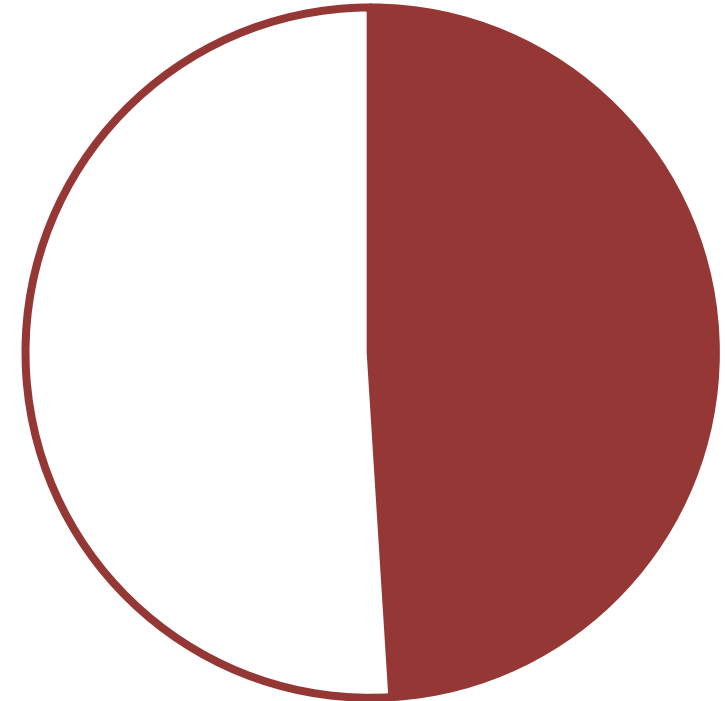


GENDER OF VISITORS



51% of visitors to Leon County were female

**Female
51%**



**Male
49%**

STUDY OBJECTIVES: VISITOR JOURNEY



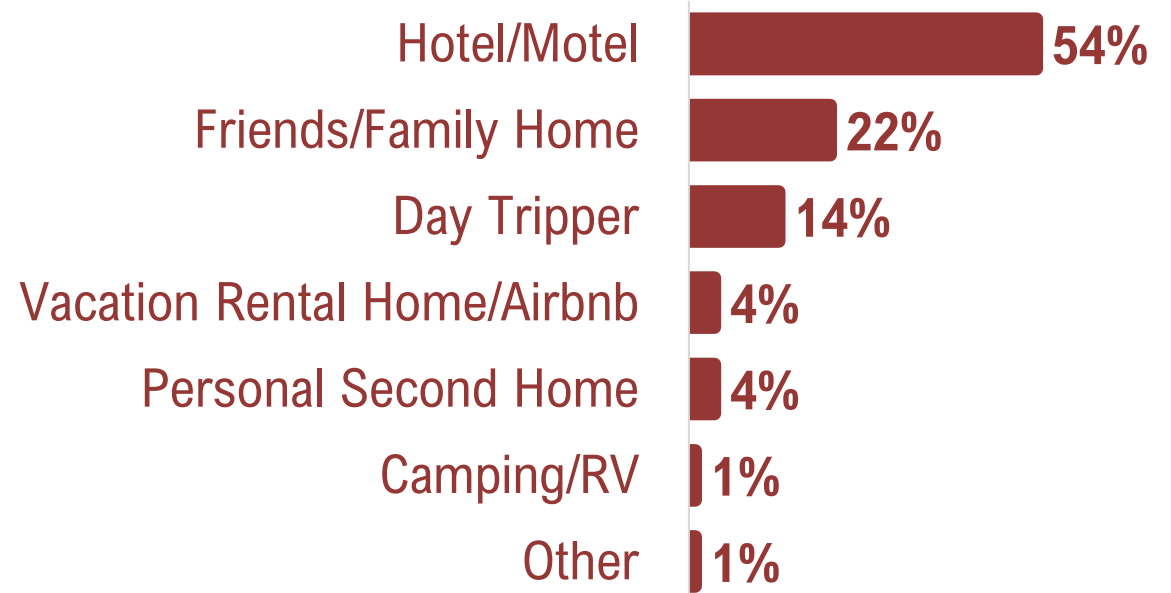
ACCOMMODATIONS



Over 1 in 2 visitors stayed in a hotel/motel



Airbnb, HomeAway, VRBO, etc., which have significant presence in other Florida destinations, have a smaller presence in Tallahassee



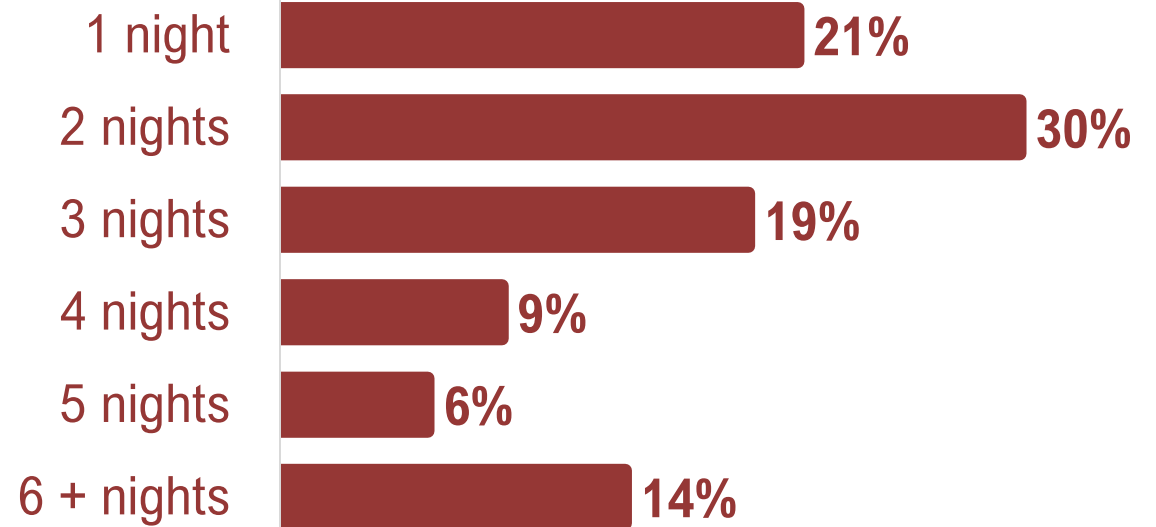
OVERNIGHT VISITORS



Typical visitors stayed **3.7** nights in Leon County



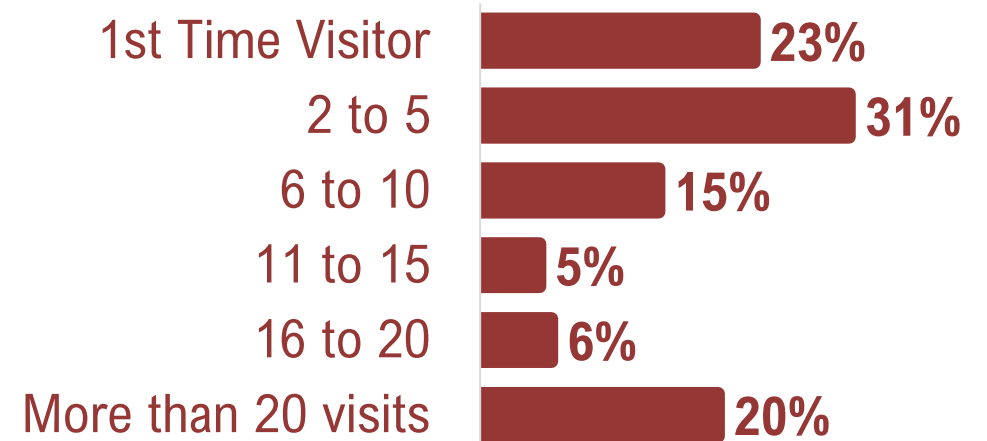
51% of visitors stayed 1 or 2 nights in Leon County



VISITS TO TALLAHASSEE – LEON COUNTY

 **Nearly 1 in 4** visitors were visiting Leon County for the first time

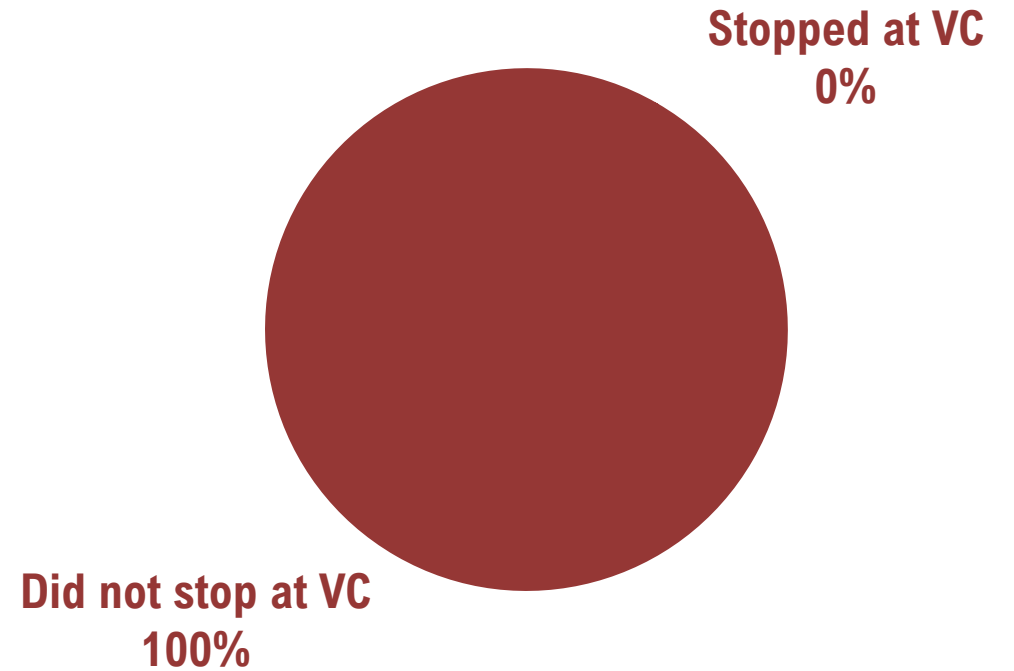
 **31%** of visitors had previously visited Leon County more than ten times



VISITORS CENTER



No one stopped at the Visitors Center as it was closed this quarter due to COVID-19



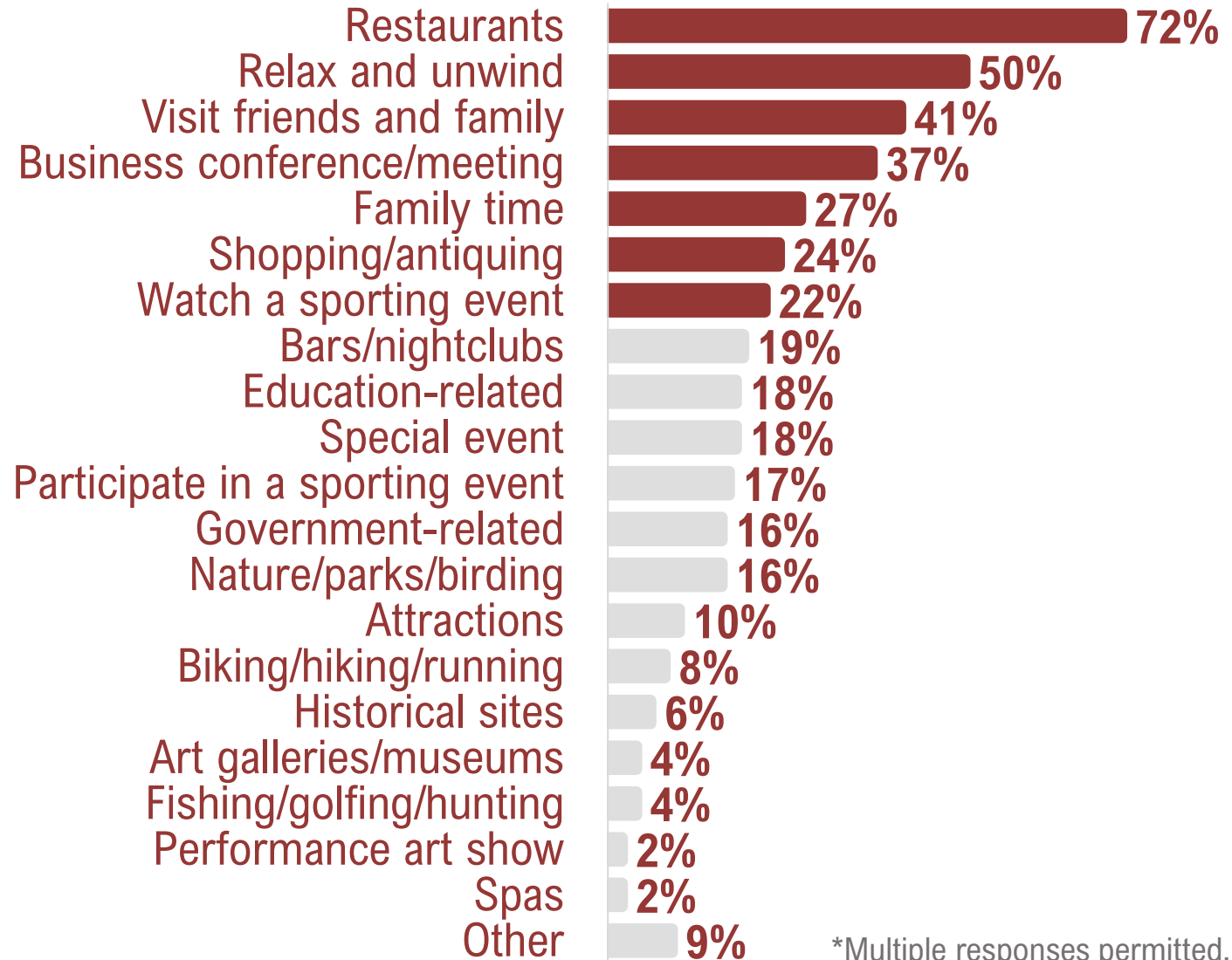
ACTIVITIES DURING VISIT*



7 in 10 visitors dined out at restaurants during their trip



Nearly 2 in 5 visitors were here on businesses, reflecting the value of governments, universities and local businesses to the economy



*Multiple responses permitted.



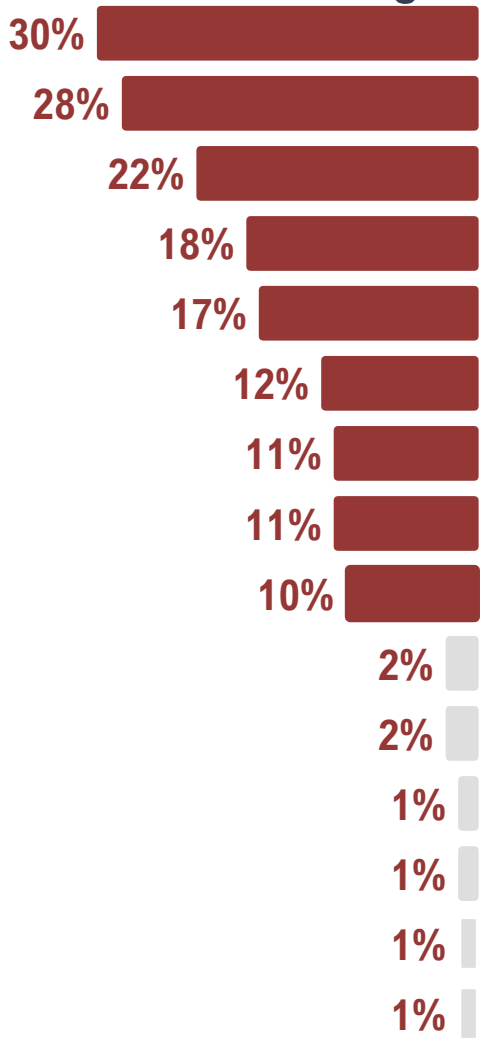
Visit
Tallahassee

Pretty. Unexpected.

REASONS FOR VISITING VS. VISITOR ACTIVITIES

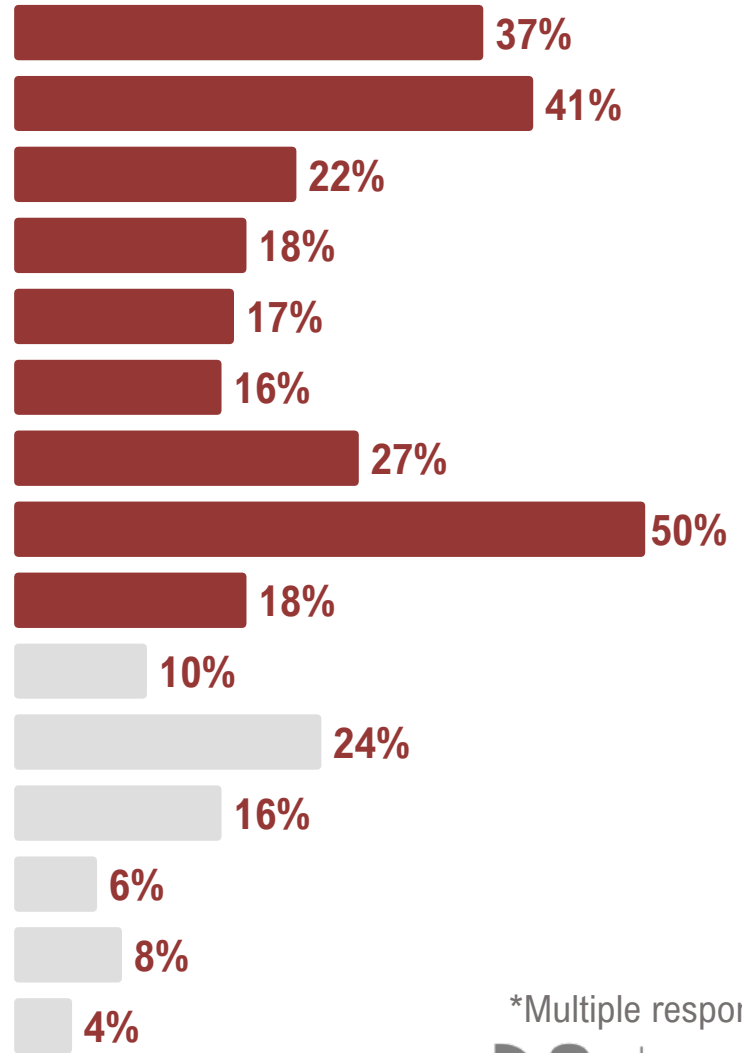


Reasons for Visiting*



- Business Conference/Meeting
- Visit Friends and Family
- Watch a Sporting Event
- Special Event
- Participate in a Sporting Event
- Government-Related
- Family Time
- Relax and Unwind
- Education-Related
- Attractions
- Shopping & Antiquing
- Nature/Parks/Birding
- Historical Sites
- Biking/Hiking/Running
- Fishing/Golfing/Hunting

Visitor Activities*



VISITOR SPENDING

	Spending per Day	Spending per Trip
Lodging	\$125	\$462
Restaurants	\$61	\$226
Groceries	\$23	\$85
Shopping	\$43	\$159
Entertainment	\$24	\$89
Transportation	\$34	\$126
Other	\$18	\$67
Total	\$328	\$1,214



FINDING THEIR WAY AROUND



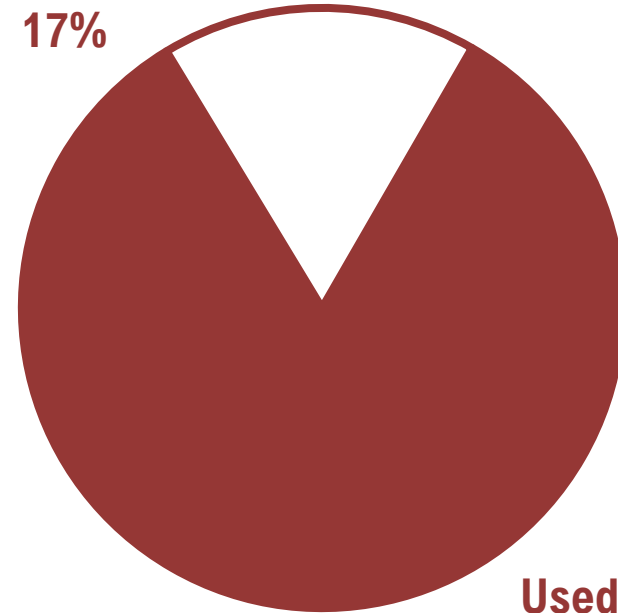
97% of visitors have a smartphone or tablet



4 in 5 visitors used their smartphone or tablet to get around Leon County

Did not use smartphone

17%



Used smartphone
83%

STUDY OBJECTIVES: VISITOR JOURNEY



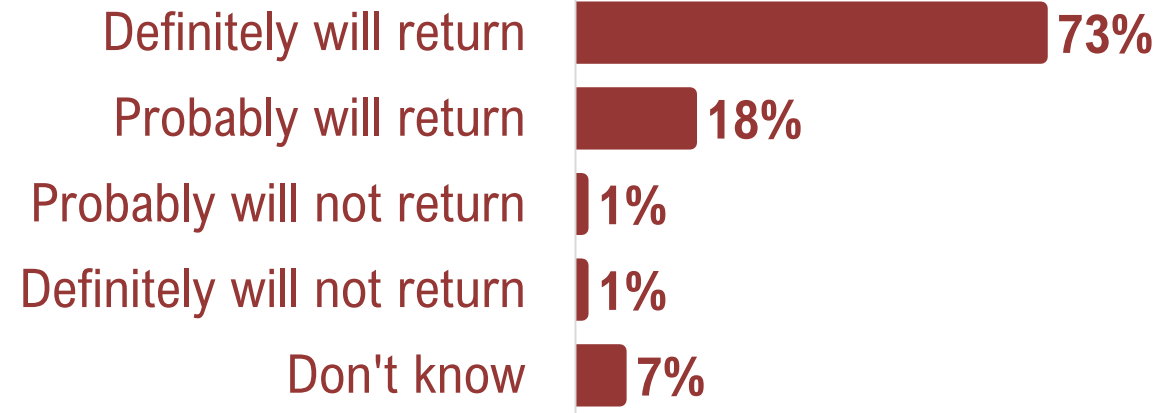
VISITOR SATISFACTION



Visitors gave Leon County an average rating of **7.9**¹ as a place to visit



91% of visitors will return to Leon County for a future visit or vacation*



*2% of visitors will not return for the following reasons:

- 1) Event/occasion for visit is over
- 2) Prefer a variety in vacation locations



RATING EXPERIENCES IN TALLAHASSEE



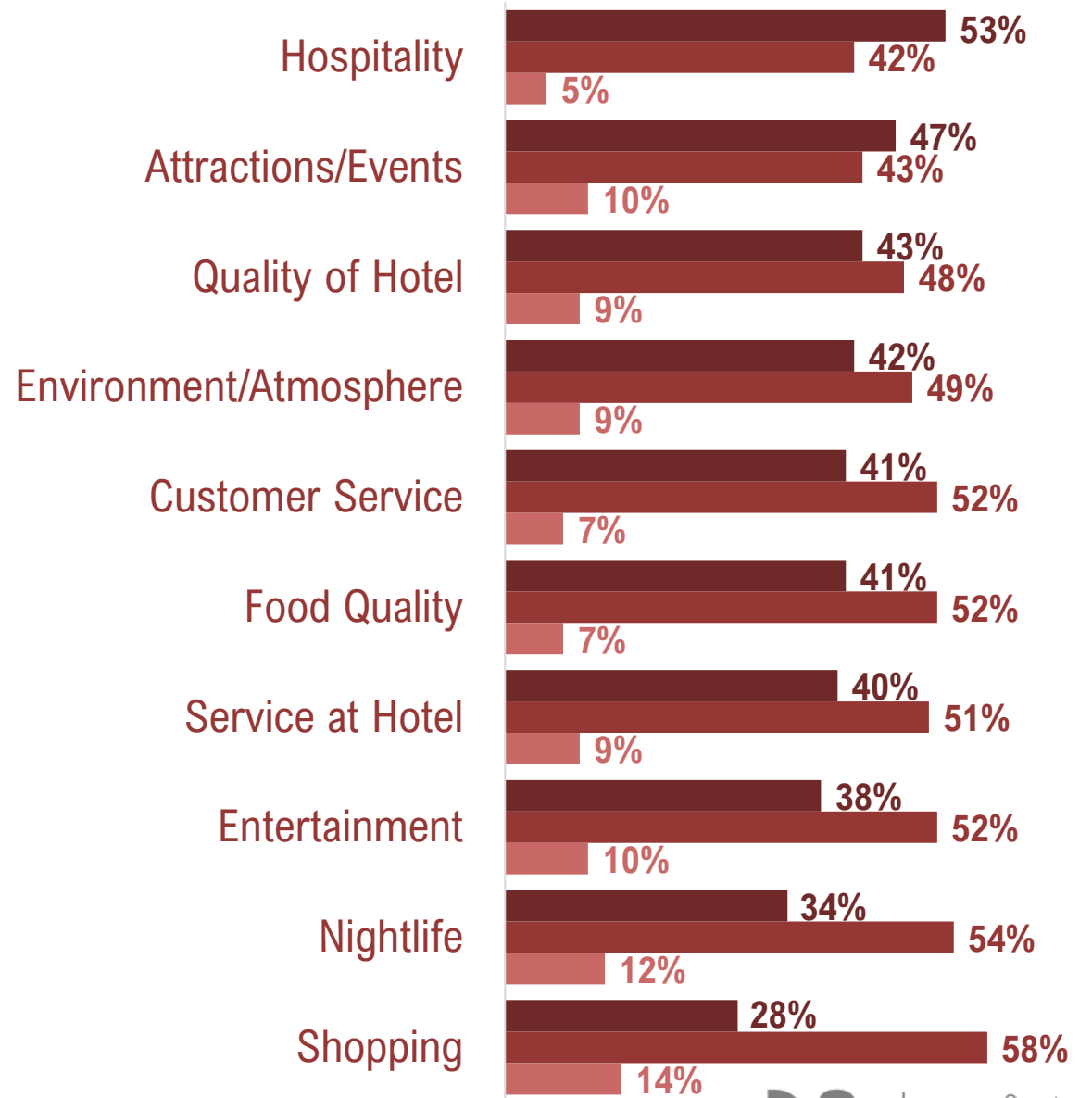
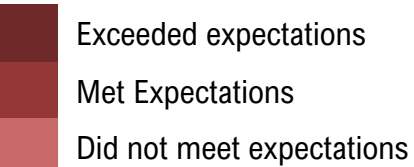
Leon County's hospitality exceeded the expectations of **53%** of visitors



Hospitality and Attractions/Events in Leon County were more likely than other experiences to exceed expectations



Shopping was rated low by visitors, in general



PERCEPTIONS OF TALLAHASSEE – LEON COUNTY*



A plurality of visitors describe Leon County as a **“Nice Place to visit”** and a **“College Town”**



Almost all **descriptors** of Tallahassee as a destination were **positive**



*Coded open-ended responses.
Multiple responses permitted.



PERCEPTIONS: “NICE PLACE TO VISIT”



“It’s a nice change of pace from South Florida. I love coming up here for weekend trips.”



“Tallahassee is one of the best cities in the panhandle! It’s nice and relaxing here.”



“A good getaway if you want something different, an hour south is a beach that you can’t beat!”



“It’s a quaint town with beautiful hills! The best time to go is in the spring for sure.”



PERCEPTIONS: “COLLEGE TOWN”



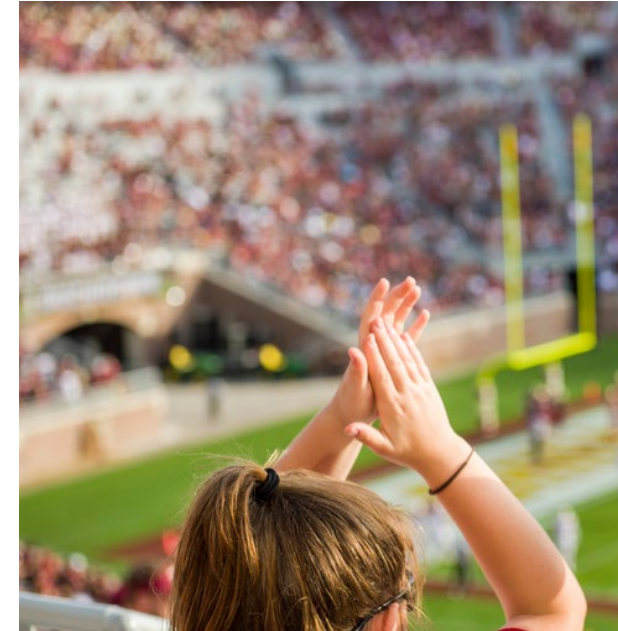
“I would describe it as a city centered around the local universities with a lively spirit.”



“A college town with a state Capitol, you get the best of both!”



“If you’re coming for a college event or nightlife it’s great no matter what. No matter how old you are you can still have fun.”



“It is a college town with enough to do so that you can always have a fun long weekend!”



PERCEPTIONS: “FRIENDLY PEOPLE”



“Tallahassee is very welcoming and friendly. It’s such a lively and artistic town.”

“Everyone is polite and friendly! The city is nice, clean and quiet. I love it here.”

“It is a quiet, friendly little town with a lot of really nice outdoor things to do.”

“Tranquil scenery, friendly people, and great parks. I don’t want to leave!”



YEAR-TO-YEAR COMPARISONS



YEAR-TO-YEAR COMPARISONS

Trip Planning Cycle	Jan – Mar 2020	Jan – Mar 2021
Tallahassee was Primary Destination	85%	87%
A week or two in advance	30%	38%
A month or so in advance	34%	30%
2 to 3 months in advance	21%	18%
4 to 5 months in advance	6%	4%
6 months of more in advance	8%	8%

Top Trip Planning Sources	Jan – Mar 2020	Jan – Mar 2021
Search on Google	39%	35%
Hotel/Resort Website	23%	28%
Talk to Family/Friends	18%	24%
Online Travel Agency	21%	18%



YEAR-TO-YEAR COMPARISONS

Top Reasons for Visiting	Jan – Mar 2020	Jan – Mar 2021
Business conference/meeting	27%	30%
Visit friends and family	20%	28%
Watch a sporting event	18%	22%
Special event	10%	18%
Participate in a sporting event	13%	17%
Government related	13%	12%

Pre-Visit	Jan – Mar 2020	Jan – Mar 2021
Requested a Visitors Guide	7%	6%
Drove to Leon County	76%	80%
Flew to Leon County	24%	20%



YEAR-TO-YEAR COMPARISONS

Market of Origin	Jan – Mar 2020	Jan – Mar 2021
Miami – Ft. Lauderdale	10%	11%
Jacksonville	7%	8%
Atlanta	11%	7%
Pensacola – Mobile	5%	6%
Orlando	5%	5%

Region of Origin	Jan – Mar 2020	Jan – Mar 2021
Southeast	76%	74%
Northeast	11%	9%
Midwest	7%	10%
West	4%	6%
International	3%	1%



YEAR-TO-YEAR COMPARISONS

Travel Parties	Jan – Mar 2020	Jan – Mar 2021
Travel Party Size	3.1	2.8
Traveled with Other Visitors	68%	64%
Traveled with Children	30%	24%
Traveled with Children under 12	14%	6%

Visitor Profile	Jan – Mar 2020	Jan – Mar 2021
Median Age	47	45
Gender (Female)	52%	51%
Median Household Income	\$97,200	\$106,800
College Degree or Higher	73%	73%
White/Caucasian	74%	75%
African American	12%	12%
Married	66%	65%



YEAR-TO-YEAR COMPARISONS

Accommodations	Jan – Mar 2020	Jan – Mar 2021
Hotel/Motel	59%	54%
Friends/Family Home	15%	22%
Day Tripper	19%	14%
Vacation Rental Home/Airbnb	1%	4%
Personal Second Home	3%	4%
Camping/RV	2%	1%

Trips Experience	Jan – Mar 2020	Jan – Mar 2021
Average nights stayed	3.4	3.7
1 st Time Visitor	21%	23%
10+ Prior Visits to Leon County	32%	31%
Stopped at Visitor Center*	2%	0%
Used a smartphone to get around	74%	83%

*The Visitor Center was closed due to COVID-19 in 2021.



YEAR-TO-YEAR COMPARISONS

Top Activities	Jan – Mar 2020	Jan – Mar 2021
Restaurants	68%	72%
Relax and unwind	26%	50%
Visit friends and family	32%	41%
Business conference/meeting	37%	37%
Family time	19%	27%
Shopping/antiquing	21%	24%
Watch a sporting event	18%	22%
Bars/nightclubs	18%	19%
Education-related	17%	18%
Government-related	20%	16%



YEAR-TO-YEAR COMPARISONS

Average Daily Spending	Jan – Mar 2020	Jan – Mar 2021
Accommodations	\$135	\$125*
Restaurants	\$62	\$61
Groceries	\$18	\$23
Shopping	\$44	\$43
Entertainment	\$26	\$24
Transportation	\$33	\$34
Other	\$19	\$18
Total	\$337	\$328

Average Total Trip Spending	Jan – Mar 2020	Jan – Mar 2021
Accommodations	\$459	\$462
Restaurants	\$211	\$226
Groceries	\$61	\$85
Shopping	\$150	\$159
Entertainment	\$88	\$89
Transportation	\$112	\$126
Other	\$65	\$67
Total	\$1,146	\$1,214

*Includes room rate, taxes, parking, and other services for which accommodations charge.



YEAR-TO-YEAR COMPARISONS

Post Trip Evaluation	Jan – Mar 2020	Jan – Mar 2021
Overall Rating	7.9	7.9
Will return to Leon County	91%	91%
Perceptions: Nice Place to Visit	27%	21%
Perceptions: College town	14%	19%
Perceptions: Friendly People	13%	15%
Perceptions: Small, Southern Town	13%	13%
Perceptions: Good Atmosphere	4%	10%
Perceptions: Quiet/Relaxing	7%	10%
Perceptions: Beautiful City	11%	10%



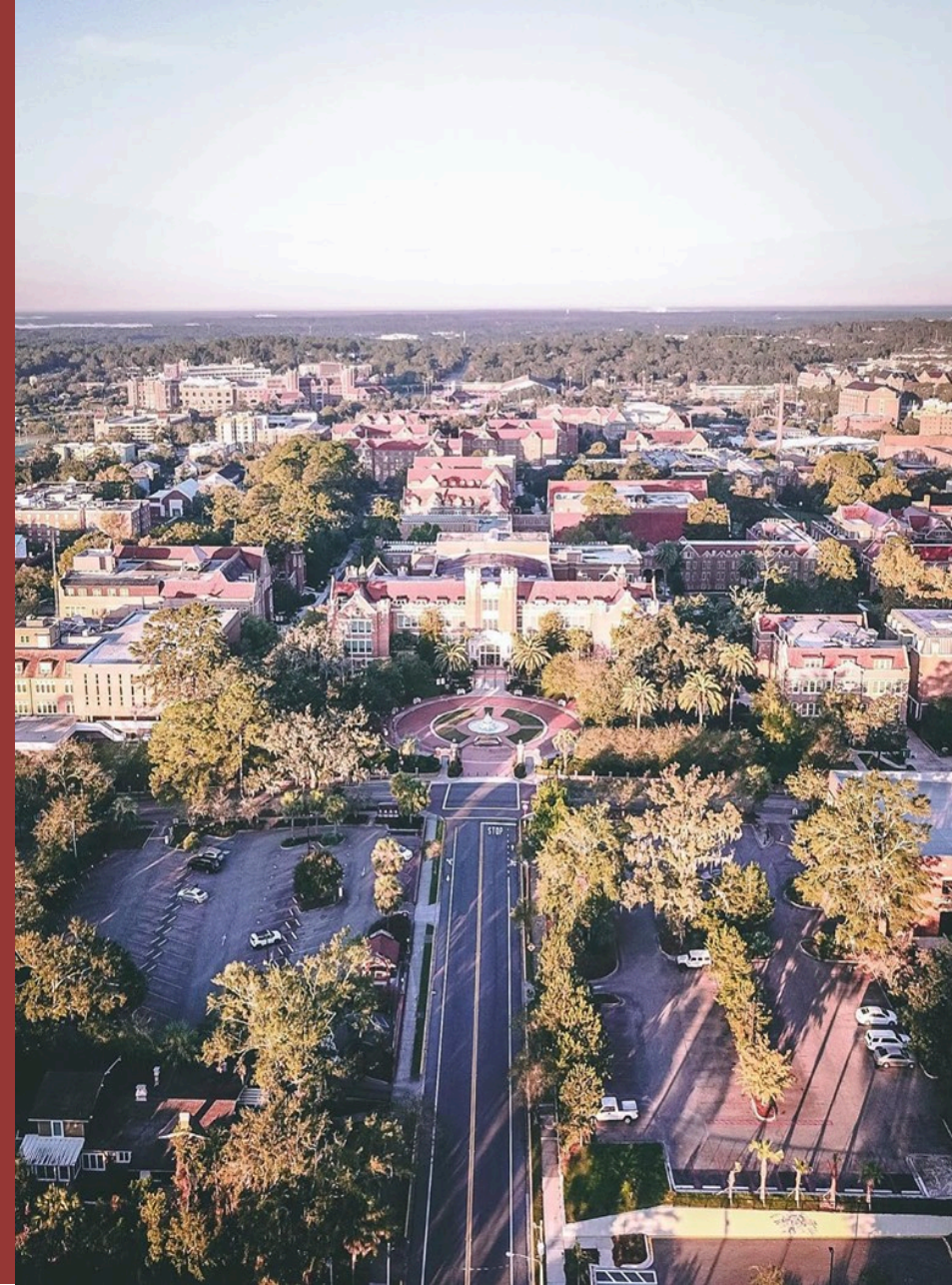
LEON COUNTY DIVISION OF TOURISM – VISIT TALLAHASSEE

Jan – Mar 2021 Visitor Tracking Study

Kerri Post

Executive Director, Leon County Division of Tourism/ Visit Tallahassee
850-606-2313, PostK@leoncountyfl.gov

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Rachael Anglin, Director of Research
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Glencora Haskins, Project Director
Downs & St. Germain Research
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Visit
Tallahassee
Pretty. Unexpected.

DS downs & st. germain
RESEARCH



MEMORANDUM

DATE: 05/06/2021

TO: Leon County Tourist Development Council Members

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

SUBJECT: Funding Request for Soul of Southside Arts & Humanities Festival May 20-23


This request seeks your consideration to provide \$5,000 in funding support for the inaugural Soul of Southside Arts & Humanities Festival being held on May 20-23, 2021 at Lake Anita Plaza at FAMU Way.

This festival focuses on recognition of Emancipation Day in Florida on May 20. Festival activities include a drive-by fish fry, hybrid events (both virtual and limited in-person attendance) including a history symposium, "living history" bus and video tours of southside neighborhoods, all day live concerts from local and regional performers, mural artists, specialty artists, food trucks and local vendors, etc. The festival's COVID-19 Safety Plan has been reviewed and approved by Tourism staff and the City of Tallahassee.

The Soul of Southside Festival seeks to enhance the community experience of recognition of Emancipation Day to offer greater access to the community to participate in the very important day. This year the annual Emancipation Celebration traditionally hosted at the Knott House with Riley House Museum will not occur as both museums are currently not open to the public due to COVID-19.

While this newly created festival funding request is outside of the regular Tourism Event Grant cycle, there is adequate funding available for this request. We will encourage the Soul of Southside Festival to apply for grant funding during the FY22 grant cycle.

Thank you for your consideration. Soul of the Southside Founder/Organizer Ms. Christic Henry will be in attendance at the TDC meeting to provide a brief presentation on the Festival and answer any questions you may have.



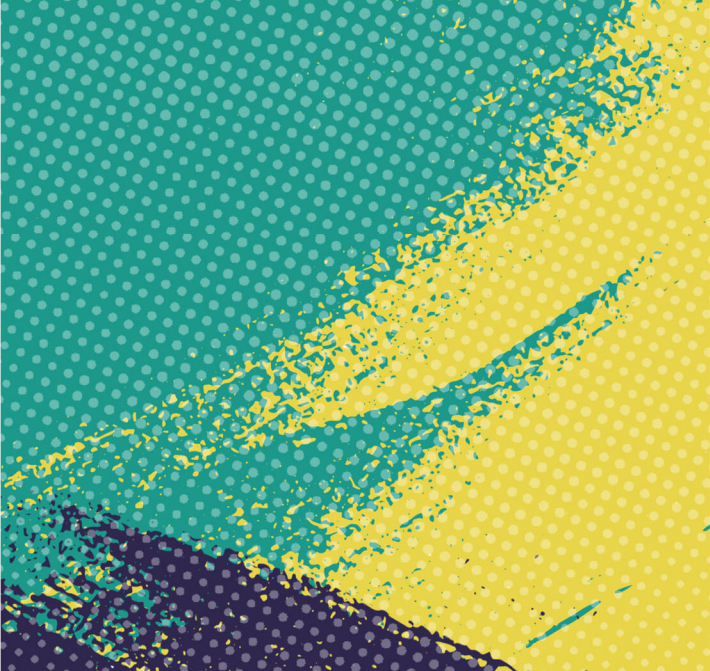
S **TLH** **U**
of **SOUTHSIDE**

ARTS *and*
HUMANITIES
FESTIVAL

TALLAHASSEE, FLORIDA
MAY 20-MAY 23, 2021

SPONSORSHIP PACKAGE

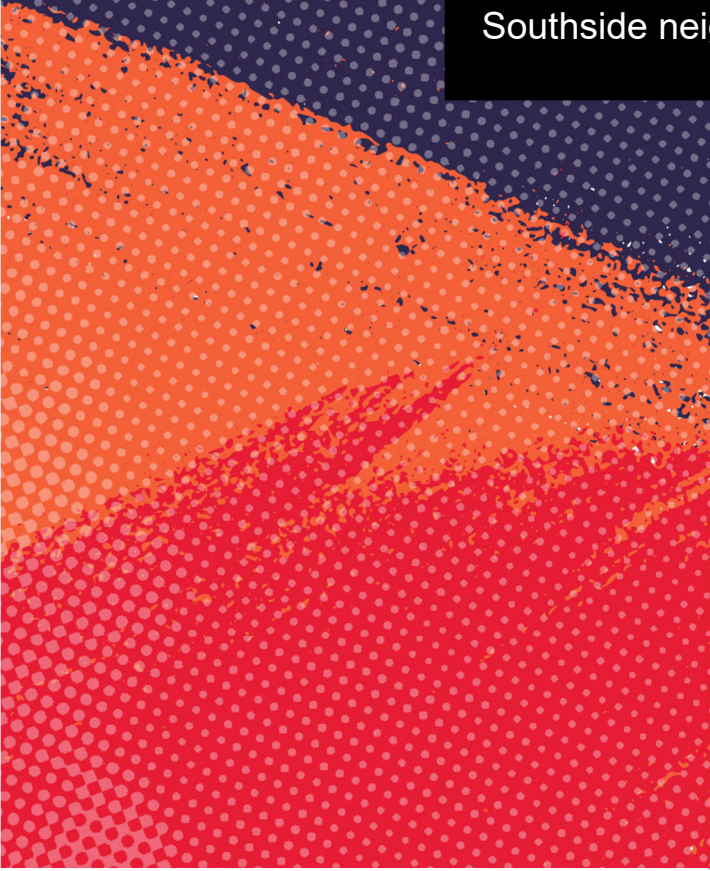




The **Soul of Southside Arts+Humanities Festival** is an intergenerational festival that celebrates the rich and diverse neighborhood history that exists in Tallahassee's Southside.

This hybrid event will offer in-person and virtual participation experiences that blend education and entertainment and explores the historic influence of Southside and its residents on Tallahassee's social history and community development.

The Festival features neighborhood history tours, a Youth Entrepreneurship EXPO + Pitch Competition, food truck + festival vendor expo opportunities and a 2-day street festival of diverse entertainment that culminates with a musical celebration with local artists and light show that honors Southside neighborhood trailblazers and community icons.



Florida A & M University

To our Esteemed Community Investors:

The Soul of Southside Festival Planning Committee and South City Foundation are delighted to announce the launch of our inaugural “Soul of Southside Arts & Humanities Festival”. This inaugural community festival will celebrate the neighborhood history, economic vitality, educational legacy and cultural heritage that is unique to Southside Tallahassee. Through this groundbreaking effort, we will honor the rich contributions of those- past, present, and future- who have dedicated their lives to advocating for the improvement– both socially and economically– of our community.

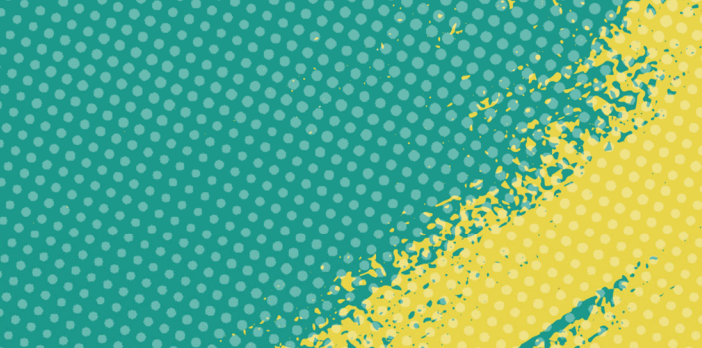
This is a multi-day event that will kick off on May 20th, 2021 (Emancipation Day) and will extend through the evening of Saturday, May 22nd, 2021 at Lake Anita Plaza @ FAMU Way. Through both virtual and in-person attendance options, it is estimated that we will attract 10,000+ intergenerational attendees and viewers daily through national media partnerships, social media campaigns and live virtual casting through our dynamic web-based platform. This event will follow all CDC guidelines regarding COVID-19 precautions for in-person attendees.

Festival experiences for this inaugural event include the following:

- Emancipation Day Drive-by Fish Fry and Kickoff Event experiences to host up to 300 senior citizens and 600 event attendees;
- Scheduled neighborhood history symposiums to be virtual cast to accommodate up to 1000 in-person and virtual attendees;
- Scheduled in-person bus tours and pre-recorded “Living History” video tours of Southside neighborhoods complete with select neighbors to provide commentary and history tour guides;
- Youth Entrepreneurship Expo and Pitch Competition in partnership with Leon County Schools to host up to 30 youth-owned businesses and contribute up to \$2500 pitch competition prizes;
- All day LIVE concerts with local and regional performers + artistic mural rendering by local artists celebrating ICONS of Southside Tallahassee history;
- Advertising to reach of 100,000 to generate regional attendee traffic that creates economic impact for microentrepreneurs– food trucks, vendors, specialty artists- throughout festival weekend.

We invite you, as a community partner, to **#betonUS**... your investment supports not just an event but an entire movement to build economic power through the local artistry, entrepreneurship and innovation already active within Southside Tallahassee and it’s neighborhoods. Your investment will ensure the success of this festival serves as an integrative framework for building greater equity, citizen connectivity and cultural empowerment for our entire community.

Your tax-deductible contribution and any donation of items, giveaways or in-kind services will be acknowledged on our streaming website, various social media platforms and posters displayed throughout the event. **We look forward to receiving contributions by April 20th, 2021.** If you have any questions or preference of payment, please contact Karen Gillispie, SOS Budget & Administration Chair at 850-556-7740 or Christic Henry at 850-509-5559 or email christic@southcityfoundation.org.

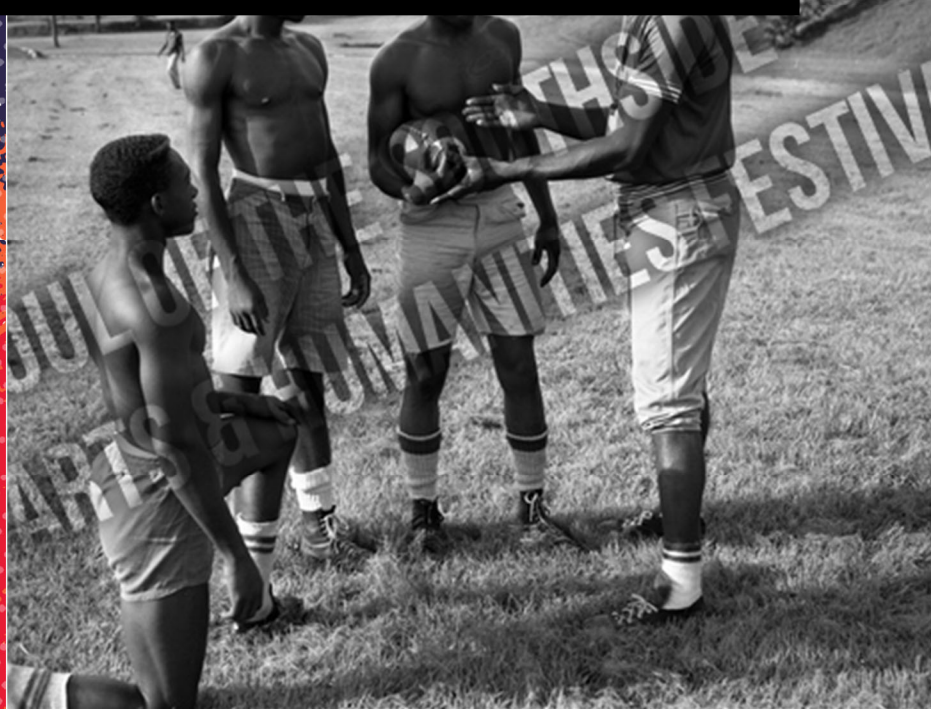
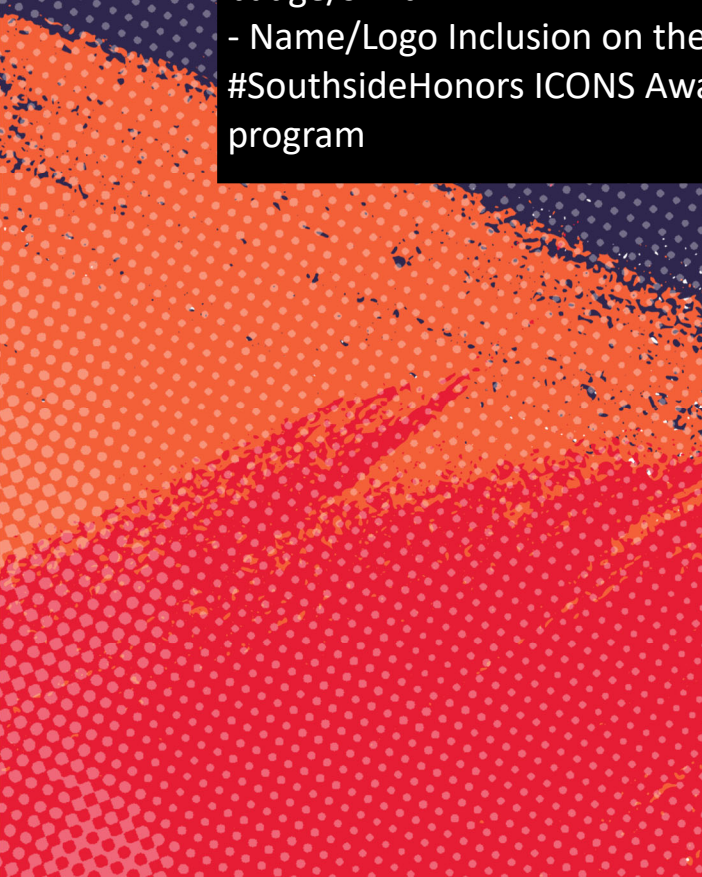


\$10,000 Presenter

\$5,000 Co-Host

- Company/Organizational official logo included as "Title Sponsor" on all event collateral, digital marketing platforms and event information marketed to 100000 starting April 15th
- Company mini video ad spotlight included on social media + website portals
- 3 VIP Experience Tickets
- Option to host a table/booth at event
- Named as a title sponsor of a select festival experience and be a presenting host at events
- Specialty Festival swag bags w/ commemorative merchandise and VIP badge/shirt
- Name/Logo Inclusion on the #SouthsideHonors ICONS Award and program

- Company/Organizational official logo included on all event collateral, digital marketing platforms and event information
- Company photo ad spotlight included on social media + website portals
- 2 VIP Experience Tickets
- Option to host a table/booth at event
- Named as co-host of select festival event experience
- Specialty Festival swag bags w/ commemorative merchandise and VIP badge/shirt
- Logo Inclusion on #SouthsideHonors ICONS printed and digital programs and opportunity to provide gift bags to award recipients





TALLAHASSEE, FLORIDA
MAY 20 - MAY 23, 2021

Celebrating History, Cultivating Equity...

Community Ownership. The work, contributions and collective impact of Southside neighbors and neighborhoods is rooted in a strong sense of ownership of its culture, educational determination and economic destiny. Tallahassee's Southside has a legacy rooted in social activism, entrepreneurial legacy, and neighborhood history that has survived decades of racism, disinvestment, redevelopment, growth and urban renewal. The spirit of this Southside is that of resilience and survival, and the commitment of educational leaders, business owners, and resident activists has kept that spirit alive.

This Soul of Southside Festival is a celebration of love for a community that has been a source of hope, care, and love for many generations of students, teachers, movers and shakers. Shrouded in the legacy of the hollowed contributions of the Florida A&M University, the neighborhoods that rest within the shadow of one of Florida's most elite land grant and historically black institutions of higher learning have a synergistic relationship and common goal—preservation of the spirit and cultivation of equity and ownership of future opportunity within Tallahassee's Southside.

#UnapologeticallyLocal

2021 GENERAL FESTIVAL SCHEDULE

Thursday
May 20th, 2021
EMANCIPATION DAY

12 Noon– 2:30 pm
Emancipation Day “Drive-by Fish Fry” in honor of Tallahassee Seniors!
Lake Anita Plaza @ FAMU Way

3 pm– 5:30 pm
Afternoon of Remembrance: Southside Tallahassee History Narratives
Hyatt House Hotel

6 pm– 8 pm
Soul of Southside Festival Kickoff Ceremony
Lake Anita Plaza @ FAMU Way

Friday
May 21st, 2021

11 am– 4 pm
Youth Entrepreneurship EXPO & Pitch Competition
Lake Anita Plaza @ FAMU Way

5 pm– 10 pm
Sundown Music Showcase and Opening of SOS Vendor Mall
Lake Anita Plaza @ FAMU Way

Saturday
May 22nd, 2021

*****NEIGHBORHOOD TOURS BEGIN@ 10:15 am and ends at 3:15 pm; loading at Happy Motoring*****

7:30 am– 10 am
Sunrise Community Brunch

10:30 am– 6pm
ALL DAY LIVE + LOCAL MUSIC & ARTISTIC EXPERIENCES

6 pm-10 pm
#SouthsideHonors Community ICONS and Grand Finale Concert

Soul of Southside Arts & Humanities Festival

Tallahassee, Florida

May 20-May 22, 2021

Addendum: Soul of Southside Festival COVID Safety Plan

The Soul of Southside Arts & Humanities Festival is a three-day community festival held May 20-22, 2021 that takes place at Lake Anita Plaza @ FAMU Way. Our goal, as outlined in this Safety Plan, is to keep our attendees safe while facilitating a high-level festival experience. This safety plan observes current local ordinance and Center for Disease Control (CDC) guidance/protocols regarding safe gathering, required personal protective equipment, and processes to ensure that appropriate social distancing is accommodated and encouraged.

Scheduling/Times for Activities to accommodate public parking

Soul of Southside Event Kickoff Ceremony (Thursday @ 5/20) and the **Sundown Showcase of Vendors & Businesses Networking Event (Friday @ 5/21)** will begin after 6:00 pm on both days to coordinate access to public garages for attendee parking.

Drive By Fish Fry Activity

Please see the attached layout for the fish fry activity. This activity will include a DJ, Master of Ceremony, cook station, tables to stack boxed fish dinners, and volunteers to distribute boxes to elders as they drive by. Limited traffic mitigation and guidance from TPD is requested to ensure a steady flow of traffic and efficient, effective service. Volunteer distribution tables will be set up at the opening into the Plaza across from Melvin street. All volunteers will wear masks and gloves to distribute meals to individuals in passing vehicles and adhere to social distancing requirements.

Community Inspirational Brunch- Saturday, April 22, 2021, 7:30 am-10 am

Saturday's inspirational breakfast will be comprised of the following implements:

- Event attendance capacity will be 250 registered attendees on site and up to 100 volunteers, exhibitors, catering and staff at any time; Note: SOS general festival event vendors will not arrive on Plaza to set up until 10:15 am (after the brunch).
- Floor plan for the event is detailed on the attached site plan for this event.
- Displays from event gov't/agency/community partners will be limited to 15 display tables that will be spaced appropriately according to accepted CDC guidelines within the vacant Plaza area. Flow of attendees will be limited to 20 attendees per display table presentation at any given time. Time of display table presentations should be limited to 20 minutes per gathering.
- Mainstage will be used to enhance crowd control, direct movement, introduce notable attendees/representatives and provide necessary announcements to attendees. There will be not be a succession of standing presentations and all information sharing will be limited to a duration of less than 10 minutes at any given time to promote "movement" of attendees from one tabled presentation to the next;
- There will be a designated "dining" space for attendees that will accommodate a recommended number of persons to "stop and eat" at any time. Within this space attendees are not required to wear masks as long as they are eating and when they are done they will be gently reminded to transition back to the display area with their masks on. NOTE: The Florida Department of Health-Leon County will partner with the festival to manage COVID protocols during this event and sanitizer and other PPE will be made available on all tables and gathering areas.
- "Brunch" food items will be distributed in a "pick-up and go" fashion- covered "to-go" plates (for any hot items), pre-packaged foods and juices, individually wrapped utensils, and dedicated disposal area and managed by a licensed caterer.

- Attendees will pre-register for this event at capacities that will allow for safe social distancing within the designated space. Attendees will be required to wear masks as they move through the space, only removing masks to eat and drink. Hand sanitizer will be available at all tables.

**All other events associated with the Soul of Southside Festival will align with the following plan.

Entry Points

In an effort to responsibly control ingress and egress of attendees between festival experiences, we will maintain an entry point just off the sidewalk near the intersection of FAMU Way/Bronough St. and off FAMU Way at the marked section west of the Plaza and Amphitheater (see festival site plan). There will also be an entry point where the sidewalk splits into the Plaza on the east side of the Plaza and Amphitheater (see festival site plan). These entry and exit points will be primary for attendees to the festival; an additional secure entry/exit point for staff and volunteers will be located at the entry to the Plaza on Van Buren.

Proper social distancing throughout the event

The Soul of Southside Festival will ensure that proper spacing guides (via cones, chalk drawn lines, etc) are present at all 30 vending booths, 10 food trucks and all registration/information tables where there will be lines or gathering. Seating around staging for live entertainment/presentations will be spaced according to appropriate distances for personal safety.

Mask requirements for all staff/volunteers/attendees

Masks will be required of all attendees, vendors, volunteers, sponsors, etc. Personal protective equipment and sanitizer stations will be provided at all vendor booths, food trucks, registration tables and VIP gathering areas where denoted via the event site plan. Staff and volunteers will be trained on COVID safety enforcement at events and will be provided personal protective equipment during their service at Festival events. Festival "swag" bags will be given out to ALL attendees, complete with event face mask(s), personal hand sanitizer, and COVID safety guideline pamphlets.

of Vendors & Exhibitors

The Soul of Southside Festival will host up to 30 vendor booths and up to 10 food truck vendors, which is around 30% of site capacity. In partnership with the Leon County Health Department, we will station volunteers at each food truck site to serve as safety concierge(s) for food truck vendors and aid attendees in observance of proper safety protocols. There will be a Stationary Eating Station, equipped with tables and chairs for attendees to eat in one place to avoid walking and eating without masks. There will be signage throughout the event indicating that food and drink must be consumed while stationary and directing individuals to the designated Stationary Eating Station. Service vendors will be placed in the surrounding areas of the site; food trucks will be lined up off FAMU Way and commercial Vendors will be in the amphitheater area arranged in a "Vendor Mall" format. Spacing between food truck and vendors will be at least 6 ft apart.

We will have scheduled exhibitions/performances that will occur every 45 minutes. The facilitators of our performance "experiences" will relegate themselves to our main stage area, which will be limited at all times to no more than 15 persons manning the site at any time. PPE and safety protocols will be enforced to ensure safety of those in close proximity to performing acts.

VIP Area Protocol

There will be a small "Green Room" or VIP area that will be a roped off, open air site that will host packaged refreshments, assist with needs of performers and VIP guests, and serve as a base of information and

guidance for our performance schedule. The area should not exceed a 20x20 space on site and may be partially covered and ventilated based on weather conditions.

- The VIP area is available for performers, sponsors and sustaining members.
- Snacks and drinks are available throughout the weekend.
- Tables for attendees in the VIP area will be spread apart to ensure physical distancing
- SOS will ensure that not more than 11 patrons are permitted at any one time in the VIP areas
- Any tables and chairs provided in the space will be cleaned throughout the day by staff or volunteers
- Prepackaged snacks and drinks will be distributed by staff or volunteers
- Non-prepackaged food will be served directly by caterers; no buffet style distribution of food
- Visitors will be encouraged to “grab and go” to discourage gathering and/or lingering in the VIP area.

Layout of the Vendors/Exhibitors

Please see the attached layout for food trucks and vendors, and the plan for the staging of exhibitions and performances. We have a single mainstage format and all performance experiences will occur on our primary site at Lake Anita Plaza.

Overall capacity of attendees

The total capacity for onsite attendees on site is 600 persons; 100 slots will be appropriated for vendor/volunteers/staff/VIPs/performers with 500 remaining for in-person festival attendees.

How will you control #of attendees in event space

The Soul of Southside Festival will host a pre-event registration portal for attendees to register for each of the separate festival experiences including the following events held at Lake Anita Plaza: Afternoon of Remembrance, Festival Kickoff, Youth Entrepreneurship Expo, Vendor Mall & Sundown Music Showcase, Inspirational Breakfast, and the Soul & Spirit Music Showcase; up to 400 online registrants, with 100 VIP registration slots for sponsors and partners available. Language will be included within the registration process for all attendees, volunteers, and vendors that states “By accepting a ticket you agree to abide by all rules and safety protocols including wearing a mask”.

Festival will maintain a count monitor at our registration/entrance areas and exit areas to provide real time monitoring of attendee #'s throughout scheduled festival events/experiences. We will also document at hourly intervals the number of attendees on-site for our own recordkeeping and internal reporting.

The SOS Festival will ensure that online registrants receive notification during their registration process and understand and agree that by receipt of tickets for events that they will comply with festival social-distancing guidelines, including mask wearing, or will be asked to leave.

- Attendees MUST pre-register to be admitted to the festival for scheduled events.
- Registration table will be advised which scheduled performance/experience has not SOLD OUT, online registration will be made available for non-registered attendees.
- Online festival event registration is free to the public on a first come, first serve basis prior to the event.
- We will notify the community via our website and social media platforms on the availability of tickets in real time and notify if performance/experience is SOLD OUT to prevent non-ticketed gathering at the site.

Festival facilitators will be trained to ensure that proper ingress and egress of attendees happens per scheduled performance/experience. Volunteers will be trained on how to courteously guide attendees in

their post-performance transition from the site to permit room for registered attendees. Additionally, performances/experiences are scheduled in 45 min increments within 2 hour blocks to provide 15 mins of “dead time” for attendees of a previous performance/experience to transition from site if they are not registered for the next scheduled experience and for volunteers to ensure that capacity counts are maintained in accordance with our safety plan.

Handwashing/sanitizing

Via our partnership with the Leon County Health Department, we intend to provide a first aid/medical service station at the SOS Festival.

Multiple handwashing stations will be available in the proximity of the portable restrooms, vendor, and food areas. Hand sanitizer will be available at all registration and vendor tables, the VIP area, and volunteer check-in/information station.

Tables in use by SOS festival committee and vendors will be wiped down daily and sanitized according to proper prescribed protocols. The Soul of Southside Festival may contract a vendor to specialize in ensuring that safe, sanitary cleaning has been conducted at all stations/event tables.

Handwashing stations will be provided equally with the number of port-o-let stalls contracted to be on site and will be stationed adjacent or in close proximity to port-o-lets. They will be monitored, cleaned/sanitized and continually stocked by the contracted company.

How will you identify who should be in the event space

Each space identified on the festival site plan will be color coded and volunteers/staff assigned to those sites will have a color coded identifier on their event tags and/or shirt. All levels of event attendees will be assigned this color coding based upon the following categories:

- Festival Planning Team/Staff (Red polo)
- Festival Volunteers (light blue t-shirt)
- Festival Vendors (Food Trucks and Vendor Mall) (light green t-shirt)
- Performance Logistics Team (lavender/purple t-shirt)
- VIP's (yellow polo)
- Colored armbands for all attendees

White/heather grey event t-shirts with festival logo will be made available for purchase to the general public to assist with identification of event space attendees.

Minimize gathering in large groups & preventing lines from being formed

The Soul of Southside Festival is a single-site event hosting a menu of experiences on a linear schedule. We will prevent lines from being formed by the following methods:

- Ensuring that registration and exit tables are sufficiently supplied with volunteers to assist with attendee check in;
- Encourage vendors to expedite and package food or product service in a way that ensures safety of attendees and prevents gathering at particular tables or areas;
- Make announcements over the mainstage encouraging and reminding attendees to observe social distancing guidelines and precautions;
- Ensure that chalked line spacing is provided as point of reference and reminder to attendees to practice adequate distancing while waiting;
- Position volunteers throughout the site to monitor and de-escalate unsafe gathering in a friendly, humane manner;

- Appropriate event management to encourage attendees to exit at appropriate times in between performances/experiences to ensure that capacity limits are maintained to prevent overcrowding that can lead to unsafe gathering.

FY22 Division of Tourism-Visit Tallahassee Proposed Budget

FY22 TDT Collection Projection @100%	\$	1,101,428
FY22 TDT Collection Projection @97%	\$	1,068,385
FY22 TDT Collection Projection @95%	\$	1,014,966
FY22 TDT Collection 4-Cent	\$	4,059,864
Other Revenue (merchandise sales, misc revenue, Sports Foundation Grants)	\$	94,328

Total Actual Budget (5 cent @ 95% + other revenue)	\$	5,169,158
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Acct #	EXPENDITURES	FY21 Adopted Budget	FY22 Proposed	Year-Over- Year % Difference
	<u>Administration(301)/Marketing(303)</u>			
51200	Salaries & Wages	715,098	732,677	2%
51250	Regular OPS Salaries & Wages	33,756	34,694	3%
51500	Special Pay	3,100	3,100	0%
52100	FICA	59,225	60,643	2%
52200	Retirement Contributions	99,678	106,146	6%
52210	Deferred Compensation	766	766	0%
52300	Life & Health Insurance	92,365	96,582	4%
52400	Workers Compensation	2,468	3,395	27%
53400	Other Contractual Services	201,200	276,500	27%
54000	Travel & Per Diem	36,558	52,500	30%
54100	Communications Services	7,103	9,600	26%
54101	Communications - Phone System	2,540	1,455	-75%
54200	Postage	6,700	5,000	-34%
54300	Utilities-160-950-591001-552	-	-	0%
54400	Rental & Leases	16,695	20,950	20%
54505	Vehicle Coverage	416	492	15%
54600	Repair & Maintenance	5,000	12,000	58%
54601	Vehicle Repair	840	805	-4%
54700	Printing	5,000	5,000	0%
54800	Promotional Activities	26,557	20,000	-33%
54860	TDC Direct Sales Promotions	30,000	31,000	3%
54861	TDC Community Relations	15,000	15,000	0%
54862	TDC Merchandise	6,000	8,500	29%
54900	Other Current Charges	415,000	537,000	23%
54948	Other Current Chrg-Amphitheater	215,000	250,000	14%
55100	Office Supplies	4,000	5,200	23%
55200	Operating Supplies	7,000	8,000	13%
55210	Fuel & Oil	345	345	0%
55250	Uniforms	3,500	3,500	0%
55400	Publications, Memberships	15,000	27,000	44%
55401	Training	5,000	13,000	62%
56400	Machinery & Equipment	-	-	0%
58160	TDC Local T&E	1,500	2,000	25%
58320	Sponsorship & Contributions	30,000	32,155	7%
	<u>Advertising/Public Relations (302)</u>			
53400	Other Contractual Services	840,710	966,195	13%
	<u>Special Events/Grants (304)</u>			
58300	Grants & Aids	450,000	560,000	20%
Total		3,353,120	3,901,200	14%

	<u>Welcome Center CIP (086065)</u>			
56200	Building	-		
	<u>Countywide Automation (470)</u>			
54110	Com-net Communications	5,368	5,940	10%
54600	Repairs and Maintenance	3,087	2,620	-18%
	<u>Risk Allocations (495)</u>			
54500	Insurance	5,485	6,432	15%
	<u>Indirect Cost (499)</u>			
54900	Indirect Cost Charges	276,000	238,000	-16%
	<u>Line Item Funding - (888)</u>			
58214	Cultural Facilities Grant Program	-	-	
58215	Local Arts Agency Program	877,347	1,014,966	14%
	<u>Transfers (950)</u>			
591220	Transfer to Fund 220			
591220	Transfer to Fund 305	-	-	
	<u>Salary Contingency (990)</u>			
59900	Other Non-operating Uses			
	Reserve for Fund Balance	-	-	
Total		4,520,407	5,169,158	13%

Marketing & Communications

FY 2021-2022 Sales Plan

Social Media

Goal: Increase social media engagements by 15% and increase awareness of Tallahassee through images, video and user-generated content.

Strategy: Leverage social media followers on Facebook, Instagram and Twitter with targeted content and grow followers to maximize engagements.

Tactics:

- Follow consumer sentiment, highlighting safe and healthy travel as a core message across all social media.
- Focus messaging in selected geographic drive markets including Orlando and Tampa before expanding to a broader target across the Southeast.
- Work with The Zimmerman Agency to produce new photography and engaging video content to continually refresh our photography library.
- Increase engagement across Facebook, Instagram and Twitter. Engage in online conversation designed to transform visitors into ambassadors.
- Share partner-produced and user-generated content tagged with #iHeartTally on social media, VisitTallahassee.com and the Visit Tallahassee Mobile App.
- Develop niche-targeted content to reach new audiences and to re-introduce existing assets to residents and repeat visitors.
- Leverage partnerships with FSU-IMG and FAMU Athletics to host ticket giveaways to high-profile athletic events.

Website Content

Goal: Increase traffic and pageviews to VisitTallahassee.com by 7%.

Strategy: Enhance digital editorial content and content in the annual Visitor Guide by updating and adding new articles and blog posts that are highly visual, engaging, relevant and compelling.

Tactics:

- Create content on VisitTallahassee.com that is contextually relevant to our niche audiences including outdoor (mountain biking trails, bird watching, paddling and hiking), African American interest, arts & culture and market activations in Atlanta and Tampa.

- Enhance the Trailhassee.com digital experience by incorporating the content into the VisitTallahassee.com platform, providing easily searchable and relevant content related to outdoors activities/trails in the Tallahassee area including paddling, biking, hiking, running, birding and equestrian.
- Work with publishing agency to enhance the Visitor Guide, providing more opportunities for fresh and engaging content.
- Generate engaging content and GPS routed itineraries for the Mobile App.
- Integrate partner promotional offers onto the website to incentivize potential visitors.

Paid Media

Goal: Maximize exposure and awareness of the destination through precise audience targeting and innovative creative and messaging.

Strategy: Execute a paid media plan utilizing tactics and timing developed to drive destination awareness and visitation to Tallahassee/Leon County.

Tactics

- Working with The Zimmerman Agency, utilize data driven and targeted digital channels including display and video ads, streaming media services, paid search and social media to drive engagement through hyper-targeted lead-nurturing campaigns.
- Incorporate email campaigns to inspire, engage and nurture relationships with visitors by optimizing messaging based on user interests.
- Leverage the Visit Tallahassee website to build user engagement and position Tallahassee/Leon County as a naturally vibrant and desirable destination.
- Explore and develop features of the new mobile app to enhance the travel experience and increase the engagement with our visitors and industry partners.
- Use paid social media to encourage visitors and locals to share their stories and images and stimulate future visitation to Tallahassee.
- Explore in-market visitor targeting using the mobile app to push timely information to visitors while in Tallahassee.
- Keep Tallahassee/Leon County relevant by maintaining comprehensive, engaging content across our website, mobile app, social media, blogs and digital media outlets.
- Increase year-round visibility to key targeted audiences and expand reach to niche audiences, including outdoor (mountain biking, trails, bird watching, paddling and hiking), African American, arts & culture and targeted market activations.
- Launch and promote new bike branding campaign highlighting Tallahassee's mountain bike experience.
- Expand the "Pretty. Unexpected" campaign to build brand awareness through strategic media placements.

- Monitor the ever-changing media landscape and shifts in media consumption. Optimize as necessary to ensure maximum effectiveness and impact of the advertising budget.

Public Relations (Earned Media)

Goal: Earn 375 media placements in regional or national publications, 505 million media impressions and an overall media value of \$2,000,000.

Strategy: Position Tallahassee/Leon County as a desirable destination to targeted geographic, demographic and psychographic audiences.

Tactics

- Showcase Tallahassee to leisure travelers, along with spotlighting the ever-growing number of new meeting spaces, restaurants, attractions and hotel properties in the destination in 2021.
- Recruit and host individual media visits, creating customized itineraries and experiences to fit visiting journalists' and influencers specific editorial needs resulting in coverage for the destination.
- Execute "virtual deskside" and in-person media appointments with top media writers, publishers and editors to keep Tallahassee top of mind.
- Differentiate the destination through niche-outreach in the target categories of outdoor/trails adventure, arts and culture, African American, etc.
- Increase quantity and quality of articles in regional and national magazines, newspapers, websites and influencer blog posts.
- Distribute press releases and story ideas to regional and national media outlets, supporting seasonal promotions, destination updates, festivals and events.
- Stay abreast of trends, best practices and foster relationships with media contacts by attending appropriate trade conferences.
- Develop robust public relations plan to pitch new bike branding campaign to regional and national media outlets.

Industry/Local

Goal: Engage with tourism partners to facilitate promotion of area hotels, attractions and events through site visits and industry meetings.

Strategy: Promote the Division's efforts, opportunities and the importance of tourism to the local economy to partners and residents.

Tactics:

- Host quarterly industry meetings both virtually and in-person with safe social distancing for partners to network and share best practices and information.
- Provide specialty trainings for partners (i.e. social media strategies, media pitching, etc.).

- Integrate partner promotional offers onto the website to incentivize potential visitors.
- Support the development of Tourism's new three-year strategic plan.
- Utilize the industry e-newsletter and Facebook/LinkedIn partner page for communicating timely information regarding upcoming events, partnership opportunities, sales and marketing efforts, statistics and other pertinent information.
- Develop programming/events for local industry and media during National Travel & Tourism Week in May.
- Engage and educate residents on Tallahassee/Leon County's Tourism offerings and attractions with the annual Backyard Bucket List Challenge.
- Continue to collaborate and support Choose Tallahassee and COCA in marketing efforts, participating in regular meetings to ensure that communication is open and key partners are informed of Visit Tallahassee efforts.
- Work with The Zimmerman Agency to develop targeted cooperative advertising opportunities for industry partners.
- Review and modify the crisis communication/emergency plan throughout the year and its role with other County departments and the local industry.
- Coordinate regular media interview and appearances that communicate Visit Tallahassee's role in tourism promotion, its marketing and promotional activities, campaigns and the importance of tourism.
- Create press releases highlighting destination updates and coordination distribution with Leon County Community & Media Relations (CMR) department.

Team Goal: In collaboration with the Sales and Marketing departments continue to grow new community event awareness program.

Strategy: This program will allow us to better communicate and educate industry and community partners on events and groups happening within our community. We developed the program in FY 2020/2021 and will continue to refine the program over the coming year.

Tactics

- Identify local businesses with marquee and message boards that could be utilized to welcome groups including the digital display board at TLH Airport.
- Utilize social media and the industry monthly email to communicate to area businesses when high profile events or peak dates are forthcoming.
- Develop and maintain a database of key contacts to communicate to when high profile events or peak dates are forthcoming.

- Work with local partners (COCA, Downtown Improvement Authority, Capital City Chamber, Tallahassee Foodies, etc.) to help communicate when high profile events or peak dates are forthcoming.

PARTNER OPPORTUNITIES

- Share and utilize Visit Tallahassee/Leon County Division of Tourism content on social media.
- Tag socially and use #iHeartTally to make your content more discoverable on all social media platforms.
- Promote your business in the Tallahassee Visitor Guide, serving as the comprehensive piece for consumer information for the destination.
- Share special offers/promotions from your place of business to be featured on VisitTallahassee.com.
- Provide images, video assets and editorial blog content for to the Division to share on our website to help promote your business.
- Encourage participation in the Visit Tallahassee/Leon County Division of Tourism Partner Cooperative Advertising Programs to leverage the destination's brand and purchasing power.
- Utilize Visit Tallahassee/Leon County Division of Tourism's research and marketing strategies to augment your own advertising plans.
- Help showcase the destination by hosting journalists, editors, influencers and bloggers for individual or group media tours that allow them to experience first-hand what makes the region unique.
- Share your positive news for consideration in targeted media pitches to national, regional and nice media outlets.

Budget Summary:

DATE	SHOW/EVENT	LOCATION	TARGET	SHOW COST	TRAVEL COST	INDUSTRY PARTICIPATION	FY22 NET COST	FY21 COST
December	Visit Florida Marketing Retreat	TBD	Industry Event	\$0	\$900		\$900	\$900
Sept.	Visit Florida Governors Conference	TBD	Industry Event	\$400	\$800		\$1,200	\$1,200
May	Destinations Florida Marketing Conference	TBD	Industry Event	\$300	\$700		\$1000	\$1,000
TBD	Two In-Market Activations – 3 ppl	Tampa & Atlanta	Media	\$0	\$5,000	Yes	\$5,000	\$5,000
TBD	Visit Florida Domestic Media Missions (two cities)	TBD	Media	\$1,500	\$1,000		\$2,500	\$2,500
Year-Round	Individual Media Visits	Tallahassee	Media	\$0	\$9,000	Yes	\$9,000	\$9,000
				\$2,200	\$17,400		\$19,600	\$19,600

Visitor Services

FY 2021-2022 Department Plan

Goal: Manage Tourism Grants Program

Manage the administrative process of awarding \$560,000 of grant funds to Legacy, Signature, Special, and Sports Event grantees.

Strategy

Ensure timely and accurate information is provided to potential grantees before, during and after funding is awarded.

Tactics:

- Make improvements/adjustments to online grant management system to streamline the application tracking process and increase overall efficiency and accuracy of grant funding.
- Conduct group workshops and one-on-one meetings to facilitate grant applications and increase understanding of the grant process, requirements, and available resources.
- Continue inclusion of health and safety plans in grant application process. Review and approve updated plans and protocols as event dates approach.
- Work with grantees to explain and expedite the accurate completion of grant funding agreements and post event reports in accordance with approved policies.
- Track performance of grant recipients for evaluation by grant review committees.
- Facilitate consistent communication with all parties involved in the grants process.
- Coordinate with Tourism Sports and Sales Departments to ensure the success of the Grants Program.
- Monitor contract deliverables, payment requests and timely payments for completed post event reports.

Goal: Visitor Guide/Print Material Distribution

Manage, track and coordinate the distribution of 70,000 Visit Tallahassee visitor guides through local and regional distribution vendors, as well as direct distribution to partners and groups.

Strategy

Disseminate destination information to visitors, local, and regional partners in a timely manner and easy-to-access format.

Tactics

- Distribution of Visitor Guides through semi-annual distributions to local industry partners at the beginning and middle of the calendar year. Monitor storage of remaining visitor guides and coordinate regular deliveries both in and out of market. New Visitor Guide delivery date anticipated Fall (Oct/Nov) 2021.

- Annual Regional distribution of Visitor Guides and Visit Tallahassee rack cards to Florida AAA Offices, chambers of commerce, attractions and lodging establishments along I-75, I-10 and I-4.
- Supply visitor guides, tear off map pads and rack cards to VISIT FLORIDA® Welcome Centers, destination marketing organizations and military bases upon request.
- Regional distribution of Visit Tallahassee Rack Cards to seven service plazas along the Florida Turnpike.
- Distribution of Visitor Guides locally at Leon County Visitor Information Center, Special and Sporting Events, and through requests from various groups for welcome packets.

Goal: Visitor Information Center & Gift Shop

Serve as ambassadors for Tallahassee/Leon County by providing a welcoming environment for visitors. Provide information and upsell the destination to result in extended or repeat visits. Generate \$5,000 in direct annual sales of Gift Shop merchandise.

Strategy

Increase visitor considerations with easy access to information regarding local events and attractions, expanding visitors' view of what the destination offers and encouraging them to extend their stay.

Tactics

- Ensure adequate staffing of the Visitor Information Center during operational hours by scheduling and supervising part time employees and keeping them informed about upcoming events, new restaurants/attractions, marketing campaigns and promotions.
- Promote satellite Visitor Information Center at the North American Properties site at Cascades Park. Coordinate staffing and days/hours of operation.
- Develop and launch an outreach/awareness campaign on the newly opened Visitor Information Center in Cascades Park to inform Downtown businesses/partners, as well as hotels and attractions, of the services we provide to visitors and residents.
- Develop a plan for late 2022 to open new primary Visitor Information Center located at the renovated Amtrak Station site on Railroad Avenue.
- Support division staff by supplying targeted promotional items and branded merchandise for sales initiatives and group services.
- Provide customized visitor packets with visitor guides, marketing materials, and promotional items for visiting groups, journalists, VIPs and promotional contest winners.
- Coordinate production and delivery of requested branded materials for staff use at trade shows and conferences and ship/deliver for sales staff.
- Display and share current collateral materials from partners.
- Expand Gift Shop merchandise online sales through the VisitTallahassee.com website.
- Decorate the Visitor Information Center and Gift Shop seasonally in a manner that provides a positive first impression and stimulates merchandise sales.
- Provide unique products from local vendors that appeal to visitors and the local community. Effectively showcase a variety of offerings from the area.

TRAVEL BUDGET

FY 2021/22 Sales Plan Detail				
Date	Show/Event	Location	Show Cost	Travel Cost
August 2022	FRPA Annual Conference	Orlando	\$ 300.00	\$ 1,100.00
September 2022	DI Visitor Services Summit	TBD	\$ 500.00	\$ 3,000.00

DRAFT

FY 2021-2022 Sales Plan

Room Night Goal: Generate 40,705 room nights, a 3% increase from FY 2020-2021 and a 6% increase from FY 2019-2020

Strategy: Continue to increase exposure of the Tallahassee / Leon County sports tourism's visibility in national and regional markets.

Tactics:

- Re-connect and evaluate all past events from 2018-2021 in order to strengthen our annual event base and assist them with new process post pandemic. Involve the Tallahassee Sports Council in evaluating past granted events.
- Continue to explore hosting high profile cross-country events that will enhance the positioning of Apalachee Regional park as the premier cross-country facility in the country.
- With the completion of the permanent event infrastructure at Apalachee Regional park, we will explore the possibility of attracting new and unique events that fit the facility. Due to the physical space available and the new infrastructure, there are many non-traditional outdoor sporting events to pursue. Some examples are mountain bike races, Professional Disc Golf Events, RC Airplane Racing events, and many others.
- Pursue biking events that raise the profile of our biking community in order to capitalize on the increased interest of outdoor travel and tourism.
- Work with our collegiate partners to gain added access to campus facilities in order to attract unique or niche events.
- Collaborate with Meetings and Convention department to identify and solicit national and regional sports meetings.

Strategy: Collaborate with the marketing department to assess and implement programming that elevates our community within the sports tourism industry post pandemic.

Tactics:

- Create marketing strategies that capitalize on the upcoming high-profile cross-country season, with events such as the NCAA Pre-Nationals, NCAA National Championships, FHSAA State Championship's, as well as the USATF Club Cross Country National Championships.
- Identify sponsorship opportunities that include editorial and advertising elements that provide exposure for Tallahassee/Leon County as a premiere location for hosting sports tournaments and events.
- Continue to expand content for Tallahassee and the new mountain bike specific branding.
- Collaborate with the Marketing team to establish an annual content creation schedule in order to capitalize on in market sporting events and the content possibilities they create.
- Take a leading role in the production of the new strategic plan in order to establish a road map that promotes and highlights Tallahassee's Sports Tourism community.

Strategy: Raise the profile of the Tallahassee sports community through increased involvement with sports organizations nationally, regionally, and locally.

Tactics

- Seek additional board or committee involvement with governing bodies that would increase our hands-on industry knowledge and the opportunities to network at the highest industry levels.
- Work with community sports facility owners to understand their post pandemic framework and rules to be able to match appropriate events with their facilities.
- Engage with granted sporting events to assist with stabilizing their participation base and enhance event processes and procedures that will advance them past the pandemic.
- Participate in national trade shows and symposiums and pursue unique in event marketing opportunities that promote the destination directly to event rights holders.

Team Goal: Continue collaboration with the Sales and Marketing departments to expand upon community event awareness programs.

Strategy: This program allows for better communication to educate industry and community partners on events and group happenings within our community. We will amplify and refine the program over the coming year.

Tactics

- Identify local businesses with marquee and message boards that could be utilized to welcome groups.
- Continue to work with the highly engaged Tallahassee Foodies through their various social media platforms in order to promote local restaurants to incoming sporting event participants.
- Utilize social media, the industry eblast and industry insider to communicate to area businesses when high profile events or peak dates are forthcoming.

PARTNER OPPORTUNITIES

- Event volunteerism. We have the opportunity to connect community partners with an established pool of volunteers.
- Direct promotion from partners to event participants through welcome bags or event presence.
- Sponsorship opportunities between community partners and events can be coordinated.
- Develop and promote opportunities for partners to attend shows with staff or send collateral for distribution.

FY 2020/2021 SPORTS TRAVEL AND TRADESHOW SUMMARY

Date	Date	Location	Target	Show Cost	Travel Cost	Net Cost
TEAMS & USOC	Oct 10-13, 2022	Oklahoma City, OK	Multiple Governing Bodies	\$ 2,500	\$1,600	\$ 4,100
**Sports ETA	April	Kansas City, MO	Multiple Governing Bodies	\$ 2,790	\$ 2,250	\$ 5,040
**Sports ETA	April	TBA	Multiple Governing Bodies	\$ 1,500	\$ 1,500	\$ 3,000
**Florida Sports Foundation Summit	May	TBA	Multiple Governing Bodies	\$ 0	\$1500	\$ 1,500
**Denotes both sports sales members traveling			Totals	\$ 6,790	\$ 6,850	\$ 13,640
Memberships				Membership Cost		
Florida Sports Foundation Membership			Membership	\$ 2,000		
USATF Membership			Membership	\$ 120		
AAU Membership			Membership	\$ 90		
Sunshine Sports Council			Membership	\$ 500		
Sports ETA Membership			Membership	\$ 1,590		
YBOA Membership			Membership	\$ 500		
			Total Memberships	\$ 4,800		

Meetings & Conventions

FY 2021-2022 Sales Plan

Direct Sales

Room Night Goal: Generate 6,470 room nights. This is 3% increase over anticipated FY 2021 goal during COVID-19.

Strategy: Build upon the strong foundation of meetings within the destination to overcome the challenges posed during the COVID-19 pandemic.

Tactics:

- Focus on regional and drive market opportunities to increase direct connections with key decision makers promoting area event facilities as safe and ready for meetings.
- Serve as a resource to meeting planners identify solutions to the face to face meeting challenges within the destination.
- Coordinate a Global Meetings Industry Day (GMID) event with industry partners showcasing and promoting the economic impact of meetings in Tallahassee.
- Reengage meeting planners in key markets focusing on partner involvement at tradeshow, events and targeted email marketing.
- Collaborate with hotels and meeting venues to reestablish and rebook groups lost during COVID-19.
- Expand relationships with the partners to explore opportunities to host events in the development at Cascades Park incorporating the Amphitheater Support Space.
- Take a leading role in the production of the new strategic plan prioritizing a meeting specific viewpoint as this continues to be the number one reason for visitors to the destination.

Strategy: Raise awareness of Tallahassee as a meeting destination through support of Visit Tallahassee sporting events and increase focus on relationships with sports rights holders by identifying and soliciting national and regional sports meetings.

Tactics:

- Prospect meetings and conventions groups that have an interest in outdoor and nature promoting venues that provide opportunities for attendees to the explore area trails and the destinations extensive outdoor community assets.
- Play a key role in executing Cross Country and Florida High School Athletic Association Championships events.
- Work directly with sport department to build upon the strong relationships with key

decision makers to attract sports meetings to the community.

- Collaborate with event right holders to plan and execute banquet and meeting space components, transportation logistics and assist in championship level experiences for spectators and VIPs at Visit Tallahassee hosted sporting events.
- Explore the possibility of attracting new, unique meetings at the Apalachee Regional Park multipurpose event space.

Strategy: Continuing to use marketing strategies to expanded brand awareness for meetings within the destination.

Tactics:

- Collaborate with marketing department to develop additional editorial content for the VisitTallahassee.com meeting and group webpages that includes video and highlights experience-based activities and the latest offerings for meeting planners.
- Create marketing strategies that Increase value and recognition of the meetings and conventions component on key message and capitalizing on new developments and the number one reason visitors come to the destination.
- Work closely with marketing team to provide co-op email marketing opportunities to partners.
- Serve as the in-house meeting planner for Visit Tallahassee hosted industry meetings.

Team Goal: Continue collaboration with the Sales and Marketing departments to expand upon community event awareness program.

Strategy: This program allows for better communication to educate industry and community partners on events and group happenings within our community.

Tactics

- Develop plan and criteria for community event awareness program.
- Identify local businesses with marquee and message boards that could be utilized to welcome groups.
- Incorporate the Tallahassee International Airport as a key location for program.
- Continue to work with the highly engaged Tallahassee Foodies through their various social media platforms in order to promote local restaurants to incoming meeting event participants.
- Utilize social media, industry email blasts and industry insiders to communicate to area businesses when high profile events or peak dates are forthcoming.

Partnership Opportunities

- Participate in Tallahassee hosted Global Meetings Industry Day (GMID) event in April.
- Partner involvement at tradeshows and events.
- Participate in co-op email marketing opportunities to partners.
- Provide videos, photos and editorial content added to the meeting and group webpages.

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FY 2021/2022 MEETINGS AND CONVENTIONS TRAVEL AND TRADESHOW SUMMARY						
Date	Show/Event	Location	Target	Show Cost	Travel Cost	Net Cost
October 6, 2021	FSAE Meeting Planner Symposium & Expo	Tallahassee, FL	Association	\$700	\$0	\$ 700
October 21-24, 2021	US Trail Running Conference*	Fayetteville, AR	Association, Sports	\$1,000	\$1,000	\$2,000
December 2021	Florida Encounter	TBA	Corporate & Association	\$2,500	\$1,100	\$3,600
July 20-22, 2022	FSAE Annual Meeting	Tampa, FL	Association	\$1,000	\$1,000	\$2,000
August 2022	MPI SEC	TBA	Corporate & Association	\$1,100	\$1,000	\$2,100
Year Round	SGMP Capital Chapter Meeting	Tallahassee, FL	Government	\$80	\$0	\$80
Year Round	MPI NF Tallahassee Meetings	Jacksonville & Tallahassee, FL	Corporate & Association	\$70	\$1,000	\$170
Year Round	FSAE Power Luncheons	Tallahassee, FL	Association	\$150	\$0	\$150
TOTAL				\$6,600	\$5,100	\$11,700

*Denotes Meetings & Sports staff attending tradeshow

Leisure Sales

TARGET: Affinity groups, tour operators, military, reunions, weddings, and other specialty markets.

GOAL: Generate 7,000 room nights, representing a 3% increase over FY 2020-2021 .

STRATEGY: Direct Sales

Focus efforts on increasing awareness of the destination's products and services, with emphasis on key attributes attractive to the target markets.

TACTICS

- Identify new sponsorship opportunities with organizations having a regional and national-level impact in the Leisure markets.
- Work with community partner attractions and venues to promote them as safe and ready for leisure groups.
- **Affinity Groups**
 - Communicate regularly, highlighting events, targeted sweepstakes promotions and destination developments of interest to a comprehensive group contact list for key audience segments including:
 - Biking, running, and hiking clubs, paddle sports, bird hunting/watching, and fishing
 - Continue researching new conference/trade show opportunities that align with the destination's strengths.
- **Specialty Markets**
 - Support wedding/special events, fraternal, multi-cultural, and family/social reunions by assisting with itineraries, hotel leads, dining and entertainment options.
 - Research opportunities within the Athletic Alumni Associations at FSU and FAMU.
- **Tour Operators**
 - Continue to build awareness of Tallahassee as a group travel destination and sustain partnerships with top industry associations to leverage awareness into leads.
 - National Tour Association (NTA)
 - Student Youth Travel Association (SYTA)
 - Produce customized itineraries and promotional materials for tour operators.
 - Research an incentive program to allow groups to be rewarded for their overnight stays in Tallahassee.
- **Military**
 - Maintain quarterly email communication with Information, Ticket, and Travel offices at military bases in Florida, Georgia, and Alabama that reach Active Duty, Retired Military, Reservists, Civilian Employees and their family members.
 - Continue membership with the Military Reunion Network.

STRATEGY: Events

Attend trade shows and other client-facing opportunities to generate new business, strengthen current client relationships, and network with decision-makers.

TACTICS

- Attend the 2022 Information, Tickets, and Travel (ITT) Recreation Trade Shows at Robins Air Force Base, Maxwell Air Force Base, Moody Air Force Base, and Marine Corp Logistics Base.
- Promote Tallahassee as a key destination for nature activities such as mountain biking, hiking, kayaking, birding, and fishing at the 2021 Travel and Adventure Show in Atlanta.
 - 2020 Travel and Adventure Show (had just under 12,000 attendees as a first-year event).
- Continue exploring new opportunities to expand on bike tourism by attending the 2021 National Bicycle Tourism Conference.

STRATEGY: Industry Partners/ Marketing

Convert day-trippers into overnight leisure visitors and entice event/meeting visitors to extend their stay or book future visits to Tallahassee.

TACTICS

- Assist the Sports Department with distributing leads to hotels for major sporting events such as: USATF Cross Country Club Championships, FHSAA Cross Country State Championships, and NCAA Cross Country Championships.
- Continue assisting local festivals, events, and organizations by identifying key audiences' demographics and coordinate efforts in generating group travel.
- Compile and distribute a monthly Happenings ALL Around Town with local events and activities to hotels and attractions.
- Manage the VisitTallahassee.com online calendar of events and approve, edit and update calendar of events submissions.
- Manage other digital marketing programs as assigned.

Team Goal: Continue collaboration with the Sales and Marketing departments to expand upon community event awareness program.

Strategy: This program allows for better communication to educate industry and community partners on events and group happenings within our community. We will amplify and refine the program over the coming year.

Tactics

- Identify local businesses with marquee and message boards that could be utilized to welcome groups.
- Continue to work with the highly engaged Tallahassee Foodies through their various social media platforms to promote local restaurants to incoming event participants.
- Utilize social media, the industry eblast and industry insider to communicate to area businesses when high profile events or peak dates are forthcoming.

- Take a leading role in the production of the new strategic plan allowing for a Leisure specific viewpoint to be included.

SALES PARTNERSHIP OPPORTUNITIES

- Collaborate with partners on items for the 2021 Travel and Adventure Show that include giveaways, special promotions, and brochures.
- Send quarterly emails to the Information, Ticketing, and Travel (ITT) agencies at Military Bases in the Southeast that include any military discount opportunities and attend four Recreation Trade Shows.

Date	Show/Event	Location	Target	Show Cost	Travel Cost	Net Cost
October 2-3, 2021	Travel and Adventure Show	Atlanta, GA	Affinity	\$4,000	\$1,250	\$5,250
November 10-13, 2021	National Bicycle Tourism Conference	Tempe, AZ	Tour	\$425	\$1,250	\$1,675
March 2022	Information, Tickets, and Travel (ITT) Trade Show	Montgomery, AL	Military	\$125	\$250	\$375
March 2022	Information, Tickets, and Travel (ITT) Trade Show	Albany, GA	Military	\$125	\$250	\$375
March 2022	Information, Tickets, and Travel (ITT) Trade Show	Warner Robins, GA	Military	\$125	\$250	\$375
March 2022	Information, Tickets, and Travel (ITT) Trade Show	Valdosta, GA	Military	\$125	\$100	\$225
				\$4,925	\$3,350	\$8,275



MEMORANDUM

DATE: 05/06/2021

TO: Leon County Tourist Development Council Members

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

SUBJECT: FY 22-24 Tourism Strategic Plan RFQ Consultant Recommendation

Based on direction from the TDC at its March 11, 2021 meeting, a Request for Quotes (RFQ) for a professional services contractor to facilitate the development of the FY22-24 Tourism Strategic Plan consultant was sent to six (6) vendors seeking quotes for conducting a Tourism Assessment, facilitating Strategic Planning Meetings, and the development/presentations of a three-year Tourism Strategic Plan.

The RFQ resulted in three proposals being received on April 23, 2021. The three (3) responses were submitted by the following organizations and staff has reviewed and assessed the quotes based on information requested in the RFQ as follows:

The Current Agency and EW Bryant Associates is a locally-based joint partnership with extensive professional qualifications, limited experience with city, state, or national Tourism board/agencies and extensive business qualifications and experience. The principles of both firms are engaged and respected leaders in the community and are MWSBE & MBE Certified. Quoted price: **\$25,000**.

DMOproz is a firm based in Madison, WI with extensive professional capabilities, business qualifications and extensive experience with city, state, or national Tourism board/agencies. This firm produced the current Division of Tourism/Visit Tallahassee Tourism Strategic Plan. Quote price: Option 1: **\$26,000** which includes all travel expenses or Option 2: **\$20,000** which eliminates two trips for in-person TDC and BOCC presentations. Option #2 is the lowest bid received.

OnStrategy is a firm based in Reno, Nevada with extensive professional extensive professional experience, moderate experience with city, state, or national Tourism board/agencies, and extensive business qualifications and experience. Quote price: Option 1: **\$44,300** including travel expenses or Option 2: With a 10% contingency included – project not to exceed **\$48,300**.

Please see the next page for an at-a-glance comparison. Staff would recommend not considering OnStrategy due to the quoted price. Staff considers both The Current Agency/EW Bryant Associates and DMOproz options for consideration with different strengths and weaknesses. While I recommend The Current Agency/EW Bryant Associates, I am seeking discussion/direction at the TDC meeting to determine the preferred vendor for guiding our future work to increase visitor spending in the destination consistent with County priorities, economic goals, tourism industry needs and community desires.



Assessment Sheet

Division of Tourism-Visit Tallahassee FY22-24 Strategic Plan RFQ

RFQ Respondents	A. Professional Capabilities	B. Experience with city, state, or national tourism board/agencies	C. Business Qualifications & Experience	D. Quoted Price	E. Locally Based
The Current Agency & EW Bryant Associates¹	Extensive	Limited	Extensive	\$25,000.00	X
DMOproz	Extensive	Extensive	Extensive	Option 1: \$26,000 (all travel expenses included) Option 2: \$20,000 (TDC & BOCC presentation done virtually eliminating two trips)	
OnStrategy²	Extensive	Moderate	Extensive	Option 1: \$44,300 (includes travel, pre-planning, teleconferences, facilitation, consultation, and deliverables) Option 2: \$48,300 (10% contingency included; project not to exceed)	

Legend:

Extensive: 10+ years

Moderate: 5-10 years

Limited: 0-5 years

¹ MWSBE & MBE Certified

² Woman Owned Business



Proposal

Strategic Planning Services

For: Leon County Tourism–Visit Tallahassee RFQ – Tourism Strategic Plan
FY22-24

Friday, April 23, 2021

The Current Agency

Main Contact: Chirag Shah

Phone: (877) 439-9288

Email: chirag@current.agency

Website: www.current.agency

Address: 3707 Apalachee Parkway Tallahassee, Florida 32311

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Transmittal Letter

Friday, April 23, 2021

Dionte Gavin

Leon County Division of Tourism

Dear Mr. Gavin,

We hope you enjoy our recommendations and find them to be comprehensive, concise, timely and strategically impactful for your current and future needs.

We are based in Tallahassee, FL and Savannah, GA and our company has advertising, public relations, digital marketing, graphic design, web and creative services – all under one roof. Having these teams housed together means velocity and seamless integration of your message across all media. No time is lost waiting on outside contractors, and no meaning is lost in translation. Our team is all-in, together with from day one.

We believe our proposal provides a complete strategic planning strategy which will culminate in highly successful results for your business. You will see on the following pages what sets the collaboration of The Current Agency & EW Bryant Associates apart from other agencies.

If you have any questions, please don't hesitate to get in touch. My contact information is below.

Sincerely,

Chirag Shah

Chirag Shah

Founder + CEO

The Current Agency

chirag@current.agency

Cell: (850) 272-3611

www.current.agency

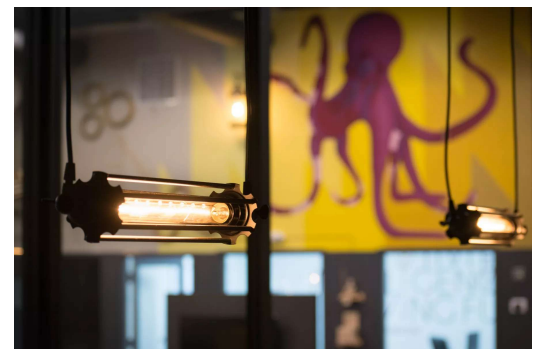
About Us - The Current Agency



The Current Agency is a full-service digital and creative marketing agency with offices in Tallahassee, Florida and Savannah, Georgia comprised of innovators, collaborators and creative minds driven to energize our clients through digital and creative solutions to build their businesses and communities. At Current, we believe in "turning on" our clients with our out-of-the-box approach to each project and by staying up-to-date on the latest industry trends and creating new ones.



In today's digital business world, you need a partner who can help you take advantage of marketing opportunities across a variety of channels in real-time. The Current Agency combines a data-driven approach with knowledge gained from years in digital marketing to deliver outstanding results to our clients.



Certifications:

Minority, Women & Small Business Enterprise
Minority Business Enterprise

Awards/Recognitions:

2019 Tally Awards Best Website/App Developer
2018 Tallahassee Family Friendly Workplace
2018 ADDYs (Graphic Design)
2018 Muse Awards (Website)
2017 W3 Awards (Website)
2016 ADDYs (Social Media)
2015 Tally Awards Best Graphic Design Firm



About Us – EW Bryant Associates



EW BRYANT ASSOCIATES, LLC (EWBA) provides creative consulting and training services designed specifically for customers to meet or exceed their unique requirements. EW Bryant Associates offers creative solutions to management issues.

AFFILIATIONS AND MEMBERSHIPS (Past and Present)

- Member and Trustee-Bethel Baptist Church
- Goodwill Industry Board of Directors
- Capital City Youth Service Board of Directors
- Tallahassee Area Chamber of Commerce Board of Directors
- Tax Watch Council for Educational Performance and Accountability
- Bethel Empowerment Foundation Board of Directors
- Leadership Tallahassee Class 29 Curriculum Chair
- Leadership Tallahassee Board of Governors
- Sunshine State Credit Union Board of Directors
- Adjunct Staff Instructor-FAMU and Tallahassee Community College
- 211 Big Bend Board of Directors
- Habitat for Humanity Board of Directors
- Rattler Boosters
- Urban League Board of Directors

Professional Capabilities

The Current Agency is an end-to-end provider of digital and creative marketing services. Whether you're looking for a turnkey managed strategy, an independent audit, or services specific to a short-term campaign, our experience and approach are sure to prove to be a valuable asset.

- **Branding**
- **Graphic Design**
- **Media Planning & Buying**
- **Pay-Per-Click**
- **Photography**
- **Public Relations**
- **Recruitment Marketing/Talent Acquisition**
- **Search Engine Optimization**
- **Social Media**
- **Videography**
- **Web Design & Development & Maintenance**

As your management consultant, **EW Bryant Associates** partners with you to identify, establish and deploy strategies and tactics designed specifically to meet your organization's goals. Be it at the 100,000-foot level known as Executive Management, or "in the weeds" of day-to-day management, our team has the knowledge, skills and experience to guide your organization to the next level.

- **Customized Training**
- **Curriculum Design**
- **Human Resource Management Consultation**
- **Project Management**
- **Information Technology**
- **Conference Planning**
- **Motivational Speaker**
- **Community Development**

Case Studies

Executive Summary: The National Baptist Congress of Christian Education is an auxiliary of the National Baptist Convention, USA who has as its mission to fulfill the Great Commission of Jesus Christ through teaching. I was hired to plan, organize and negotiate the details of moving the Congress to five sites across the United States in an effort to provide over 150 classes to attendees with attendance averaging at times over 35,000 in some venues. This experience of working with hoteliers, convention centers, churches and other operational staff afforded me the greatest experiences to plan and execute a strategic plan in the industry of tourism.

Executive Summary: Elaine Bryant, as the principal of EWBA, has participated in the strategic planning process for many organizations and state agencies such as the Department of Juvenile Justice, Division of Rehabilitation and Liquidation, Florida A&M University's School of Nursing and College of Education and The Florida Lottery to name a few. I most recently worked with staff at the City of Tallahassee in the development of their Strategic Plan.

Current and former list of government entities, particularly county, city, state, regional or national tourism boards/agencies

- Big Bend Minority Chamber of Commerce
- Capital City Chamber of Commerce
- Casey and Casey Consulting
- Florida Education Foundation
- Florida Technology Council
- Florida Transportation Builders' Association
- Future Business Leaders of America
- Holmes County Tourism Development Council
- Jackson County Tourism Development Council
- Main Street Blountstown
- City of Tallahassee
- Coca Cola Enterprise
- Convergys Corporation
- Florida A&M University
- Tallahassee Community College
- Fringe Benefits Management Company
- Florida Chamber of Commerce
- Florida Credit Union League
- Brandt Information Services, Inc.
- The State Departments of: Education, Health, Corrections, Juvenile Justice, Law Enforcement, Management Services, Children & Families, Highway Safety & Motor Vehicles and Business & Professional Regulation

Your Project Management Team



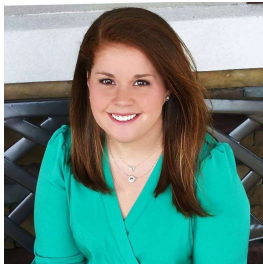
CHIRAG SHAH - FOUNDER + CEO of The Current Agency [Primary Contact]

As Founder and CEO of Current Agency, Chirag helps clients in the areas of community relations, social media, target advertising, public relations, and SEO/SEM. Chirag's diverse work background experience of over 15 years in hospitality and tourism marketing, and social media management allows him to provide his clients with a variety of services that will help their organizations grow. Chirag is a graduate of Chipola College (Associate in Arts), Florida State University (Bachelors in Science in Marketing) and Savannah College of Art & Design (Masters in Arts in Creative Business Leadership).



Dr. Elaine Bryant, CEO & PRESIDENT of EW Bryant Associates [Secondary Contact]

Elaine Bryant is a 20+ year senior executive with expertise in both the public and private sectors. Having held assignments as a Division Director, Deputy Director, Bureau Chief and Training Specialist at the Florida Department of Law Enforcement and a School Psychologist in the Leon County School System, Elaine capped off her public service career as the Assistant Secretary for Management & Budget, Florida Department of Juvenile Justice. Elaine holds a Doctorate of Philosophy in Educational Leadership and M.S. in Psychology from Florida A & M University.



SAVANNAH SWINDLE - CREATIVE DIRECTOR

As Creative Director of Current Agency, Savannah is responsible for conceptualizing and creating all visual communications that are unique to each every one of our clients. Savannah has 10 years of arts and graphic design experience. Savannah is a graduate of the Savannah College of Art and Design in Savannah, Georgia where she received a Bachelor of Fine Arts degree in Graphic Design with a minor in Advertising.



HANNAH SHEESLEY - GRAPHIC DESIGNER

As Graphic Designer of Current Agency, Hannah is responsible for conceptualizing and creating visual communications that are unique to each every one of our clients. Hannah attended SCAD, where she studied Graphic Design and has 10+ years of design experience.



KERRI WHITFIELD - SOCIAL MEDIA SPECIALIST

As Social Media Specialist of Current Agency, Kerri is responsible for managing the day-to-day growth and engagement of company and their clients' social media channels and the corporate blog. Kerri is a Tallahassee native who is back home after living in Atlanta and St. Pete, where she began a nearly 20 years and growing career in marketing and communications. Kerri continued her love for learning in more recent years while expanding her social media portfolio, adding extensive work with hospitality and consumer package goods clients.

Your Investment

In this section, you'll find a cost breakdown that includes our services:

Strategic Planning Services:

1. Tourism Assessment

- a. Strategic areas of focus will be defined through a review of the accomplishments of the FY19-21 Tourism Strategic Plan and an analysis of information gathered through a multi-faceted approach including:
 - Interviews and surveys with key opinion leaders
 - Research of model destinations
 - Review of Leon County tourism data
 - Insights from local tourism leaders
 - Online industry/community survey
 - Up to six (6) public meetings (likely conducted both virtually and/or in-person with safety protocols), both general public meetings as well as meetings focused by industry sector such as hotels, sports, restaurants/breweries, attractions/museums and arts and culture, not all attended by the Contractor.

2. Pre-Workshop Discussions & Discovery

- a. To maximize the effectiveness of the Tourism Strategic Planning Workshop, the Contractor will conduct one-on-one, advance conference call(s) with TDC members to identify key issues and expectations for the workshop.
- b. Additionally, a meeting with Tourism staff the day before the workshop will refine the agenda and identify any new developments or concerns. The Contractor will participate in at least three (3) of the community meetings. An online community survey will also be utilized for additional tourism industry and public input.

3. Tourism Strategic Planning Workshop

- a. The Contractor will lead an interactive workshop with TDC members and Tourism staff and review the Division of Tourism's vision, mission and values while focusing on identifying the organization's strategic goals and major action items within a three-year plan. The remaining half of the day will focus on priorities, goals and brainstorming.

4. Follow-up

- a. Upon completing the Strategic Planning Workshop, the Contractor will develop a three-year Tourism Strategic Plan document to include mission, vision, values, goals, objectives, strategies and measurable outcomes; and present a draft of the FY22-24 Tourism Strategic Plan document with recommendations for implementation by the Division of Tourism/Visit Tallahassee.
- b. The contractor will work with Tourism staff to finalize the draft document. The initial draft is expected within three weeks following the Tourism Strategic Planning Workshop. The draft strategic plan document will be presented to the TDC and ultimately Board of County Commissioners after their retreat in January of 2022.

Total:.....\$25,000.00

Thank you for the opportunity to submit this proposal and for your consideration of The Current Agency! We look forward to the opportunity to work together. If you have any questions or would like additional information, please contact Chirag Shah at (850)272-3611, or email chirag@current.agency.



LEON COUNTY DIVISION OF TOURISM STRATEGIC PLANNING PROPOSAL

APRIL 2021

ZEITGEIST CONSULTING

**DMO
PRÖZ**

PO Box 14493
Madison, WI 53708

608.999.0325

info@DMOproz.com

You can also find us on:



22 April, 2021

Dionte Gaven
Senior Operations Manager
Leon County Division of Tourism
315 S Calhoun St, Suite 540
Tallahassee FL 32301

ZEITGEIST CONSULTING

**DMO
PRÖZ**

Dionte,

Thank you for considering DMOpöz to assist the Leon County Division of Tourism in creating a new Strategic Plan as you envision the future of Organization and the Destination in a post-COVID world. We're honored and excited at the opportunity to work with you once again.

Over the past 25+ years, we have worked with over 200 Destinations around the country and helped more than two-thirds develop their Strategic Plans (including yours in 2018). This experience puts us in a unique position from which to assist your DMO and the TDC. We've seen best practices in action and helped create organizational culture shifts in this ever-evolving Industry. And, our past work with your Organization provides us with an experienced platform of knowledge.

Our philosophy regarding the Strategic Planning process is that engaging not only a DMO Board but also key Community Stakeholders enables the DMO to more effectively envision a future for its Destination and the Organization...one that focuses on both residents and visitors. And, we help you develop a Strategic Plan that is focused on how the Organization will advance the community as we all emerge from the ravages of the pandemic.

Our response to your RFQ follows and we look forward to the opportunity to be of service in the months ahead.

Sincerely,



Bill Geist, President & Chief Instigator
DMOpöz

SCOPE OF SERVICES

Here's how we would approach the Strategic Planning process as you have referenced in the RFQ:

LEADERSHIP DISCUSSIONS

WEEK ONE

To start things off, we will schedule a conference call to further discuss the current state of the hospitality industry in and around the County along with the dynamics of elected government leaders with Stakeholders, Board and Community Leadership. These discussions will also form the basis for identifying participants and dates for the six Community Meetings. We'll also request any background documentation that may exist and be relevant to the Planning Process (Tourism data, past Strategic Plans and/or Vision Plans for the County).

PRELIMINARY SURVEY

WEEK THREE-FIVE

Those scoping conversations will act as the basis for us to craft an online questionnaire for you to distribute to elected leaders, stakeholders, community agencies and hospitality partners in and around the County. The questions in this survey will focus on their feelings about the future of the destination as a whole. This questionnaire will be designed to be completed in the weeks leading up to our planning session.

As requested, during this period we will also schedule one-on-one advance conference calls with the TDC members in order to identify key issues and expectations for the workshop.

IN DESTINATION

WEEK SIX

Once we have arrived in Leon County, **DAY ONE** will be spent re-experiencing the destination in order to provide our consultants a cursory assessment of strengths, weaknesses, opportunities and challenges. This overview, along with the input received via the survey and phone coupled with our vast experience with 200 destinations over the past 20 + years, will give us the basis for our conversations the rest of the week.

STAKEHOLDER INTERVIEWS

DAY TWO-FOUR

In our experience, community outreach is one of the most important (and most overlooked) facets of a successful Destination Marketing Organization. Indeed, great community partnerships and relationships are the backbone of today's successful DMO.

While we are gauging Stakeholder perceptions thru the Survey Tool, we believe that face-to-face interaction gets a deeper understanding of the destination as well as engenders support for the process, the Organization and the final Strategic Plan recommendations. Identifying needs, desires and visions of stakeholders and residents is a prerequisite to getting the support and engagement of your community. This can be achieved by utilizing a mix of individuals and affinity-based Focus Groups with the six community meetings referenced in the RFP.

While you have indicated that we would only need to attend three of the six required community/public focus groups, we strongly believe that our physical presence is preferable for all six. In order to stay within the budget, we suggest scheduling these six sessions back-to-back over two or three days the same week as the Strategic Planning Session. We would also expect to meet with Staff prior to the Planning Session.

Should this schedule prove to be impossible to facilitate, we respectfully reserve the right to negotiate a different approach to this project.

PLANNING SESSION

DAY FIVE

We'll then facilitate a series of discussions with the TDC Board and key Stakeholders to examine the concepts unearthed in the surveys and focus groups on what the next steps are for the future of the Organization and the Destination. This Session is rooted in our knowledge and expertise of the hospitality industry and how the DMO can affect and potentially lead those efforts as identified by your Community, Stakeholders, Leaders and Board Members.

Our typical format is to spend the morning ideating as many issues as possible, getting everything out on the table for analysis. Just prior to Noon, we'll walk the Board through an exercise adapted from one designed by Stanford professor BJ Fogg to prioritize opportunities based upon importance and difficulty that will power the Goals, Objectives and Tactics for the next 3 years.

As outlined in the RFQ, we will design an agenda that:

- Encourages open and honest discussion of the participants' vision for the future of the destination;
- Provides a SWOT overview and analysis based on our destination assessment, online surveys and Focus Groups;
- Will develop consensus on the purpose, vision and mission of the organization;
- Will develop consensus on areas most important for TDC members/Division of Tourism and tourism industry to either address or advocate for improvement;
- Identifies goals and objectives for the sustainable growth of the destination and the organization growth;
- Identify suggested strategies for implantation by the Leon County Division of Tourism;
- Identify opportunities to expand and/or enhance the county's tourism industry and community partnerships;
- Identify key components in promoting and managing the destination; and
- Identify destination developments that would positively impact the community's magnetism and Quality of Life or provide a significant competitive advantage in attracting target audience segments.

FOLLOW-UP DOCUMENTATION AND DISCUSSION

Following the Planning Session, we'll prepare a Draft Three Year Strategic Plan that identifies the mission, vision, values, goals, objectives, strategies and tactics to achieve the desired outcomes. These documents tend to run in the 25± page range and include a synopsis of discussions and concepts aired during the Workshop as well as the pre-session listening sessions and survey. We will also provide an abbreviated Executive Summary identifying key items and estimated time line for implementation. The draft report is usually available in about three weeks for review and edit. We'll schedule a conference call to discuss and review after delivery.

WEEK NINE-TEN

FINAL PRESENTATIONS

Having involved additional Stakeholders and Community Leaders in the process, we have found that adding a return visit to present the Plan to the TDC and Board of County Commissioners helps to convey that their voices were heard and incorporated into the DMO's Strategic Plan. We include this as a way to engage as many people as possible for support and engagement at every level. It also allows both bodies to offer suggestions for enhancement of the final plan.

WEEK TEN-TWELVE

We appreciate the more drawn-out timeline suggested in the RFQ...and are willing to adapt our schedule to meet that guidance. However, we believe that we can complete the work within 3 months. In the end, it's your call...but we wanted you to know that we can move this along at a faster pace than you've outlined, if you desire.



QUALIFICATIONS

DMOproz (aka Zeitgeist Consulting, Inc.) is dedicated to increasing the effectiveness and impact of Destination Marketing Organizations (DMOs) across North America. For over 25 years, our experience in political advocacy, destination development, community leadership and marketing has allowed us to provide our clients with a reality-based view of the world...and gives us the ability to suggest actionable steps to enhance DMO governance, management and marketing initiatives through Strategic Planning and Destination Development. From these assignments, destinations have moved successfully to pursue destination-defining projects as well as connect the dots on infrastructure upgrades, making their communities more attractive for residents and visitors alike.

Founded on the simple premise that Destination Marketing Organizations looking for a consultative hand should be able to turn to someone that has actually done time in the DMO trenches and understands the challenges of the political will at play in our communities, Bill Geist established Zeitgeist Consulting in 1995 and has worked with over 200 DMOs. But through the years, our offerings have expanded and, as we are working with more virtual partners, we have evolved beyond just Zeitgeist.

We are still (legally) Zeitgeist Consulting, Inc., only now doing business as DMOproz. As noted in our footer, we are based just outside of Madison WI and can be reached via phone at 608-999-0325 or email at info@DMOproz.com. We work exclusively with CVBs, DMOs and TDCs on a daily basis and have for over 25 years.

PAST CLIENTS

While you know us well, we invite you to call upon any of our past clients as a testament to our commitment and professionalism. You can find a list on our website at: DMOproz.com > About Us > Our Clients. However, in the interest of time we can provide the following sample list of government clients since 2006 (those in **BOLD** are Strategic Planning clients):

Columbia SC Metropolitan CVB
Elizabethtown KY CVB
Flagler County FL TDC
City of Fredericksburg VA
Visit Frisco TX
City of Grants Pass OR
Hampton VA CVB
Irving TX CVB
Leon County TDC

Martin County FL
Omaha CVB
Palm Beach TDC
City of Prescott AZ
Town of Paradise Valley AZ
Santa Rosa County FL TDC
Visit South Walton FL
Visit Stillwater OK
City of Woodbury MN

As requested, two examples of past DMO Strategic Plans facilitated by our firm are attached as the last few pages of this document.

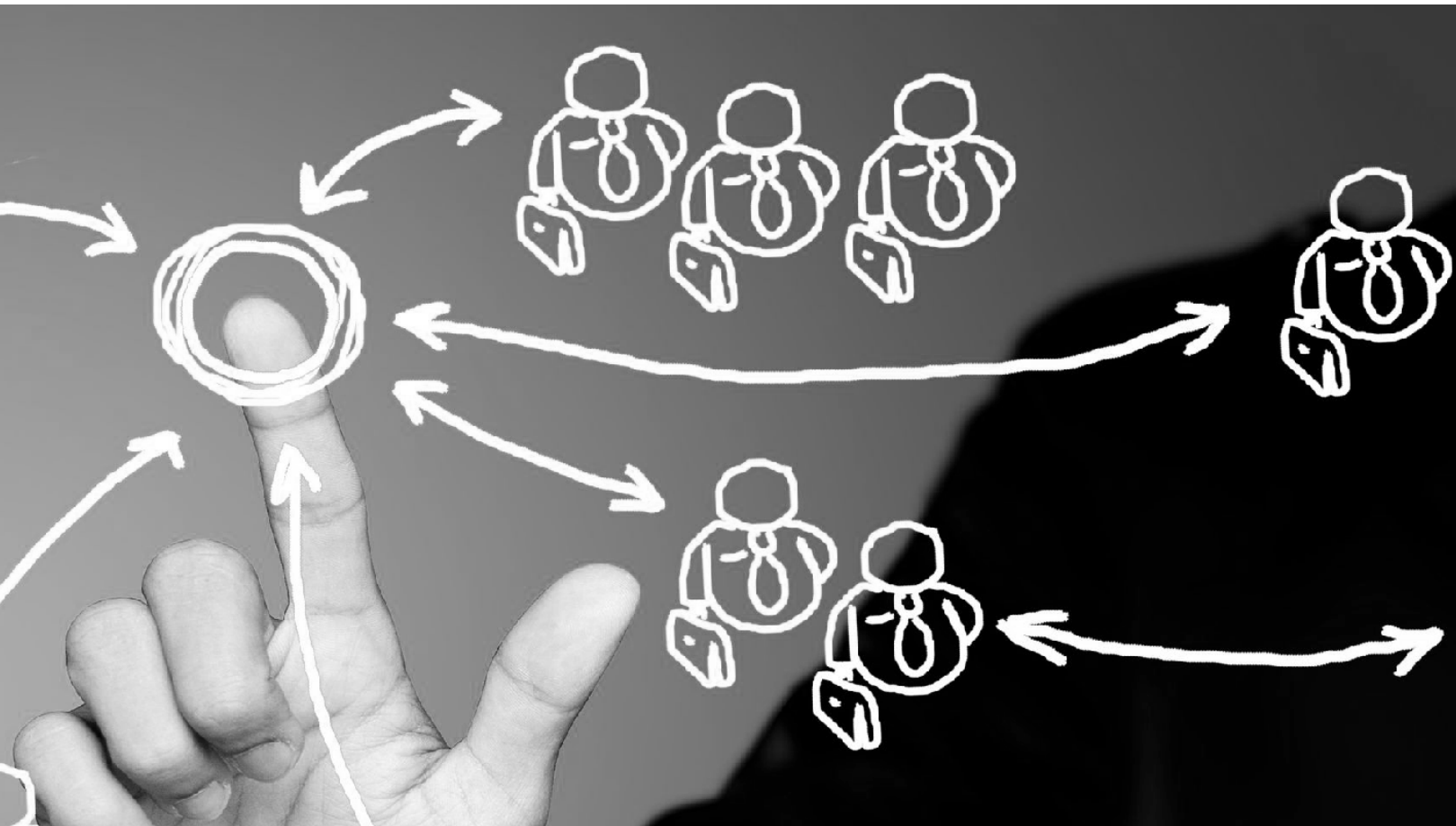
INVESTMENT

DMOproz offers the preceding services in conjunction with Strategic Planning for the all-inclusive fee of **\$26,000.*** This includes the following:

- ☑ Discussions with Leadership and review of Background Documentation
- ☑ Creation and Analysis of an Electronic Survey for Community, Elected Leaders, Stakeholders & TDC
- ☑ Pre-arrival one-on-one conference calls with TDC members
- ☑ Abbreviated Tourism Assessment of Leon County by the Consultant(s)
- ☑ Facilitate up to 6 Community Stakeholders Focus Groups
- ☑ A meeting with Tourism Staff the day before the TDC Board's Planning Session
- ☑ A day-long facilitation of the TDC Board's Planning Session
- ☑ Three Year Strategic Plan document to include Vision, Mission, Values, Goals, Objectives and Tactics along with a compilation of the Survey/s, Interviews & Focus Groups and Session Notes in pdf format plus an Executive Summary
- ☑ and...a return trip to present and discuss the Plan to TDC and BCC

The all inclusive fee also includes travel expenses to Tallahassee (air, ground and lodging) estimated at 7 days (5 + 1 + 1). Terms are negotiable and we look forward to discussing these initial thoughts in the days ahead.

** Should we agree that the presentations of the Draft Strategic Plan to the TDC and Board of County Commissioners can be done virtually via Zoom or some other online platform (eliminating 2 trips), we would be able to reduce our bid to \$20,000 all-inclusive.*





**2019-2021
STRATEGIC PLAN OF
THE IRVING CVB
BOARD OF DIRECTORS**

Facilitated by

ZEITGEIST CONSULTING

**DMO
PRÖZ**

DMOproz.com

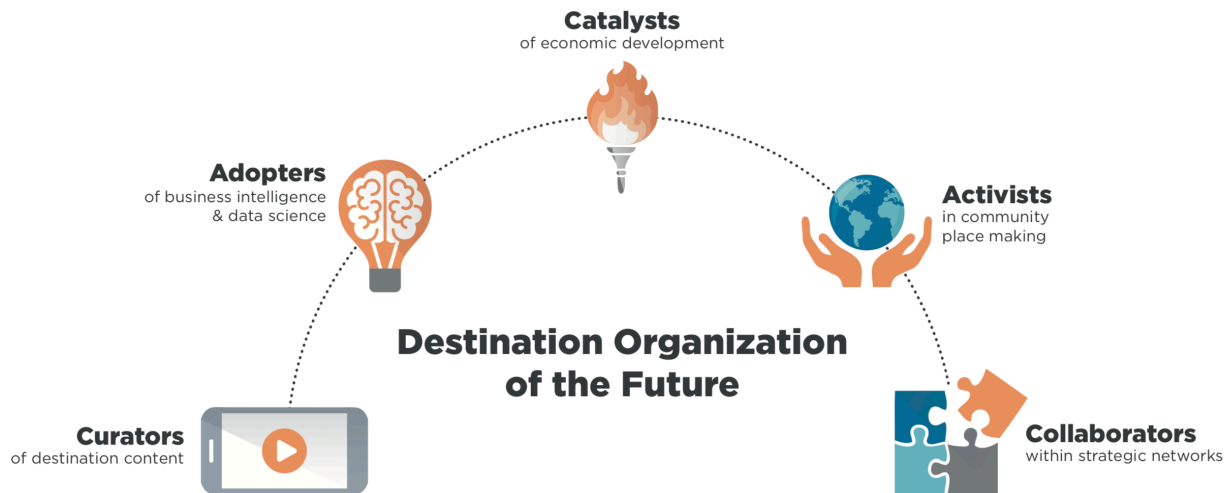
SITUATIONAL ANALYSIS

After twenty years of blood, sweat and tears, 2018 finds the city of Irving finally realizing its destination birthright. Not that visitors haven't been coming to Irving for decades. Indeed, the ICVB has been marketing the community as a destination for business meetings since 1978. But, the destination experience was not yet complete.

Today, however, with a state-of-the-art Convention Center, the sensationally unique Toyota Music Factory and a growing culinary and arts scene, Irving can host larger conventions and bigger-name music acts and keep attendees within the city limits for the dining and shopping experiences. And, the destination isn't finished...as the former Cowboys Stadium site is moving closer to redevelopment.

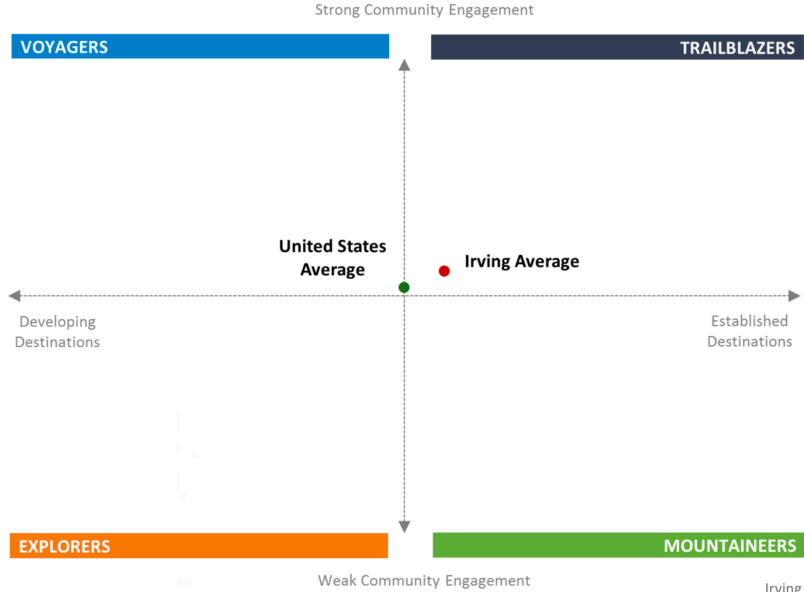
As the destination has been evolving, so has the art and science of Destination Marketing around the world. DMOs, like the ICVB, are evolving into much more than just sales and marketing agencies. As identified in the most recent *DestinationsNext* study, commissioned by the Destinations International Foundation, DMOs are now catalysts of economic development, activists in community place making and curators of destination content.

Figure 3:
Re-engineering Destination Organizations



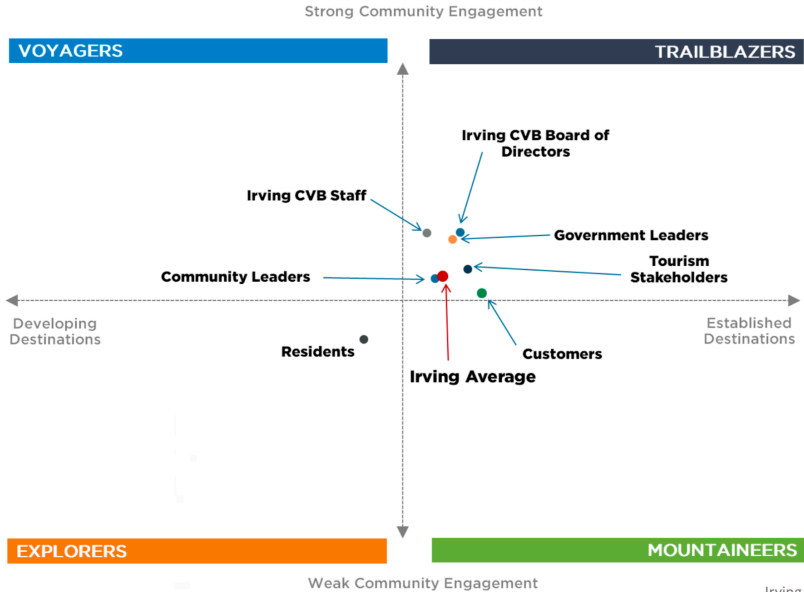
As part of *DestinationNext*, the ICVB recently engaged over 550 community and corporate leaders, residents and clients in a wide-ranging assessment of the strength of the destinations assets and community engagement. The results were generally positive (Irving ranks among the top destinations in the world in both assets and engagement)...with some opportunities identified for improvement.

Irving Overall Assessment - United States



In the chart above, Irving ranks in the “Trailblazer” category, better than the U.S. average.

Irving Overall Assessment - Stakeholder Group



Indeed, the only group for whom Irving wasn’t more asset rich and community engaged than the national average was local residents. The opportunity to engage residents at a more effective level is both an imperative to build brand ambassadors as well as generate public support for future policy decisions by the City. The need for community outreach is reflected in this Strategic Plan... along with tactics to continue to improve destination assets, engagement and competitiveness.

SAY HELLO TO A NEW BOARD MANDATE

As our understanding of the role of Destination Marketing has evolved, so too have the responsibilities of DMO governing Boards. To successfully drive the future growth of Irving's Visitor Economy, the Board is faced with a new imperative.

As accomplished as the ICVB's staff is, it will take more than the paid professionals to move the ball across an ever shifting goal line. It will require the influence of its Board, both individually and collectively, to open doors and socialize innovative concepts for those that don't yet fully comprehend the power of the Visitors Economy on the vitality of the city of Irving.

Gone are the days that a Strategic Plan can be adopted and handed off to the CEO for implementation. Today, these goals and objectives are developed as the work plan for the Board...outlining the steps its members will undertake to advance the destination and the organization while professional staff work the Marketing Plan.

Shall we begin?

THE BOARD'S MISSION

The Irving CVB Board will take ownership of the opportunities on its horizon, doing everything in its power to move the visitor vision of the destination forward by proactively putting the ideas, desires and priorities on every table we can.

THE ICVB VISION

Irving will be a uniquely vibrant destination, attracting visitors of all kinds for unforgettable experiences.

THE ICVB MISSION

The Irving Convention and Visitors Bureau develops and markets Irving as a premier destination, enhancing the community's economy and quality of life.



2019-2021 STRATEGIC PLAN OF THE IRVING CVB BOARD OF DIRECTORS

GOAL

Advocate for Destination Enhancing Development

Objective A

Encourage the Development of Iconic Attractions

Suggested Tactics:

- Urge property owners and developers of the Texas Stadium site to create an iconic experience for residents and visitors alike
- Assist policymakers to think with a greater sense of vision and possibility
 - Encourage the creation of one-of-a-kind attractions and facilities
 - Consider taking policymakers and corporate leaders on “field-trips” to experience other iconic attractions

Objective B

Encourage the Activation of the Lake and Canal with new Experiences

Suggested Developments:

- Support the creation of an attraction to draw people to the Canal (e.g., Providence’s WaterFire)
- Support opportunities for visitors to get on the water

Objective C

Encourage the Development of Tournament-Grade Sports Complexes

Suggested Tactics:

- Work within the Park District's Master Plan process to engender support for more tournament-grade opportunities
- Work with local clubs and leagues to become engaged in the process
- Attempt to lure select teams to make Irving their home base
- Analyze opportunities to repurpose vacant big box stores or warehouses into indoor competition spaces

Objective D

Support the development of other destination magnets

Potential projects:

- Irving's Heritage District
- Luxury Report
- Public Art installations
- Repurposing the Texas Music Museum building into a Cultural Attraction
 - Meet with Arts Board to gauge their interest in transforming the building into an Arts Annex

GOAL

Endeavor to Enhance the Visitor Experience

Objective A

Support the Development of Existing and New Festivals and Events

Suggested Tactics:

- Enter into discussions with SMG to develop locally-owned events at the Convention Center campus
- Consider whether the ICVB should subsidize start-up events as a strategy to draw first-time visitors to the city
- Participate in the Parks Department's Master Plan process to determine whether the Department has a role in special event development
- Consider the creation of a Festivals & Events Association to assist existing events and launch new festivals, as appropriate

Objective B

Support the Expansion of Unique Retail Options throughout the city

Suggested Tactics:

- Encourage the Chamber of Commerce to include the voice of the visitor in their planned Retail Study
- Encourage pop-up retail experimentation in empty storefronts in the Music Factory campus and the Historic District
- Support the conversion of vacant big box spaces to include destination retail

Objective C

Support less restrictive alcohol laws to encourage more Destination Attractions & Dining

Suggested Tactics:

- Affirm the progress that has been made since the 50-50 legislation was enacted
- Communicate the difficulty that high-end restaurants and wine-tasting rooms have in trying to locate their business in Irving
- Support a 30-70 threshold with safeguards to discourage unlawful behavior

Objective D

Advocate for enhanced Transportation and Parking amenities

Suggested Tactics:

- Support the development of additional visitor and employee parking options
- Analyze options to develop destination-wide trolley systems
 - Continue to work with DART on potential solutions
 - Work with hotels and attractions on investing in a solution
 - Continue discussions with the Las Colinas Urban Center on developing innovative solutions
- Advocate for increased and enhanced wayfinding signage
- Support the City's efforts to increase walkability and bike-ability in future developments
- Support the quantity and quality of streetscape lighting

GOAL

Enhance the Community's Awareness and Appreciation of Irving's Evolving Brand Identity

Objective A

Continue to Develop the Irving Rocks Brand

Suggested Tactics:

- Encourage other community development agencies and associations to adopt the brand
- Engage local Arts Departments to nurture local talent
- Consider developing a grants program to encourage venues to add music
- Analyze opportunities to incubate local talent while maximizing open weekends at area venues by staging Music Festivals
 - Songwriters festival
 - Genre festivals
 - Others, as identified
- Encourage the next tenant in the Texas Music Museum space to continue to program music on the outdoor stage

Objective B

Develop a Strategy to Encourage Residents to be Brand Ambassadors

Suggested Tactics:

- Consider a Community Development Committee to enhance resident perception of Irving as a destination
- Consider developing a campaign to encourage business leaders and residents to connect the ICVB with the companies and associations to which they belong to bring their events to Irving
- Analyze opportunities to introduce residents to their city
 - Be A Tourist in Your Backyard Weekend
 - Test Drive Your Convention Center
 - A Taste Event in the Music Factory
 - Continue to host neighborhood association leaders
 - Develop "Live Like a Local" itineraries for Visitors and residents alike
 - Schedule tours of area assets
 - Host Boards & Commission meetings in different parts of the city
- Continue to work the Board Members' circles of influence
 - Intentionally push back on untrue and negative stories
 - Stress the emerging Quality of Life that new residents have discovered
 - Continue to support the City's initiatives on safety, security and lighting

GOAL

Increase the ICVB's Competitiveness in the Marketplace

Objective A

Pursue Legislation to Enable Destination Hotels to Develop a Tourism Improvement District

Suggested Tactics:

- Educate area Hoteliers regarding this innovative revenue stream that has proven so successful in California
 - Hoteliers must vote to enact the assessment
 - A Board of Hoteliers will direct how revenues are invested
 - At a minimum of \$1 per occupied room, the TID would generate \$3 million/year
- Work with local legislators to prepare a bill for the 2019 session
 - State legislation is required to form a TID
 - Several Texas competitors already have enacted TIDs, putting Irving at a competitive disadvantage

Objective B

Analyze other Innovative Revenue Streams

Suggested Tactics:

- Consider whether refinancing Convention Center debt presents advantages to the ICVB in addition to the City
- Analyze potential opportunities when the Art Center reverts to 15% of the Room Tax in 2026
- Analyze corporate sponsorship or investments into community image campaigns

2020-2022 STRATEGIC PLAN OF THE FLAGLER COUNTY TOURIST OFFICE



DRAFT
NOT FOR DISTRIBUTION

FORWARD

The marketing of destinations has been occurring for centuries...but the stakes have never been higher nor the opportunity greater than right now. In American cities and counties, the latest iteration of Destination Marketing began sweeping the nation in the 1980s and 1990s as revenues from hotel occupancy taxes became available to virtually every community.

Today, however, the mandate has grown significantly larger as it is increasingly obvious that communities need effective marketing for more than just attracting visitors; destinations need to be marketed to attract investment, workforce, entrepreneurs and future residents. Every community is in a competition to attract the best and brightest as a way to enhance quality of life and long-range sustainability.

The realization that a Destination Marketing Organization's (DMO) role has grown stems, in part, from a 2015 study by Longwoods International that proves that tourism advertising has a marked effect on consumer interest in communities as a place to live, go to college and start a business. That means DMOs are far more than just "Heads in Beds." DMOs help plow the road for Economic Development agencies.

It is with these concepts in mind that the Flagler County Tourism Development Council (TDC) met on September 18th, 2019, to map out a strategy for the evolution of the organization over the next three years. No longer content to continue with traditional destination marketing strategies, the TDC looks to re-imagine the role of the DMO within the greater community development imperatives throughout the county.

The Strategic Plan for the Flagler County TDC follows on the next pages.



STAKEHOLDER ENGAGEMENT

In preparation for the Strategic Planning Workshop with the Flagler County TDC, DMOproz fielded an online survey and personally interfaced with a broad range of community and industry stakeholders. Among the key takeaways gleaned from this intel:

Dreams for the Future

- A strong desire to maintain the destination's Culture, Ambiance and Environment while Sustainably Growing the Economy
- An interest in the Tourism Office increasing its Focus on and Promotion of our Environmental Strengths
- A desire that the Tourism Office more aggressively celebrate the destination's Arts and Culture Scene
- Support for more hotels and resorts that do not veer from the destination's current vibe (e.g., the return of the Flagler Hotel)
- An interest in a greater appreciation of the destination's Heritage Assets and Stories
- Support for a more intentional attraction of Young Professionals to the county
- Support for the restoration of The Pier
- A desire for a Signature Event & more Festivals
- Interest in the development of one or more Arts Districts
- A desire for more evening Entertainment options
- The need for a more supportive citizenry
- A desire for an enhanced relationship with the Office of Economic Opportunity
- A desire for the Tourism Office to target a more Up-Scale Consumer
- The need for a centralized (daily) Calendar of Events

Infrastructure Enhancements

- The need for enhanced Public Transportation
- The need for enhanced Wayfinding Signage
- Support for the development of a Cultural Arts Center / Performing Arts Center
- A desire for more Sports Complexes and Entertainment Venues
- Interest in the development of a Visitor Center

Issues to be Addressed

- Need to enhance the Image of the TDC in the Community (e.g., more Community Outreach)
- Need to re-design the Grant Program
- Ascertain the TDC's Role in Destination Sustainability
- Ascertain the Tourism Office's role in Events & Festivals
- Ascertain the Tourism Office's role in Convention & Sports Group Sales



2020-2022 STRATEGIC PLAN OF THE FLAGLER COUNTY TOURIST OFFICE

DESTINATION DEVELOPMENT

The TDC and TDO must become more active and collaborative in advocating for vital destination improvements and enhancements in order to remain competitive and improve quality of place.

Objective A

Increase the Exposure of Eco-Tourism Magnets

Key Targets:

- Trails
- Beach (i.e. Sea Turtle Nesting)
- Estuaries
- Marineland
- Conservation areas (i.e., Princess Place Preserve)
- The Agriculture Museum

Recommended Tactics:

- A1. Advocate future expansions, improvements, events and programs of the key targets
- A2. Explore the creation of visitor experiences and packages for promotional and advertising opportunities

Objective B

Improve Destination Signage and Environmental Messaging

Recommended Tactics:

- B1. Partner with the City of Flagler Beach to address aesthetic improvements (facade, curb appeal)
- B2. Partner with the City of Flagler Beach for possible environmental messaging opportunities
- B3. Enhance wayfinding signage throughout the county to create strong quality of place

Objective C
Strengthen the County's Arts & Culture Offerings

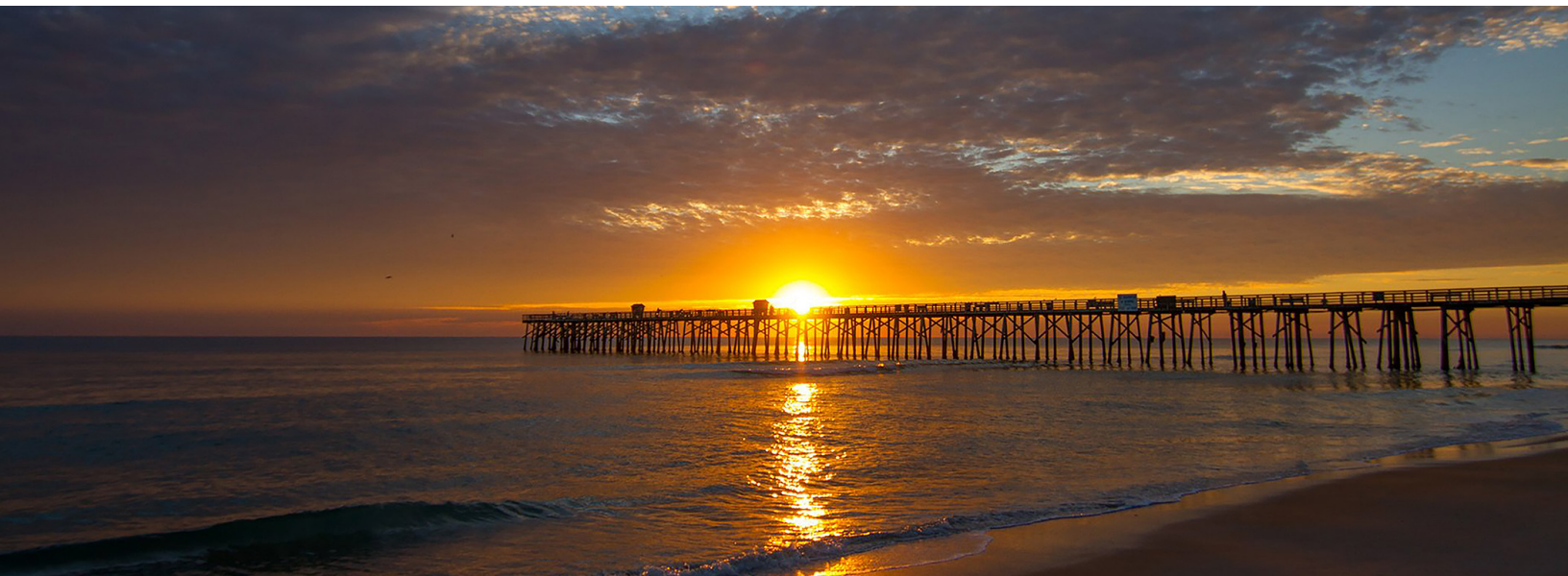
Recommended Tactics:

- C1. Support the Arts Alliance in its ongoing efforts to build an Arts culture in Flagler County
- C2. Encourage the development of an Arts Festival during the Shoulder Season thru the Arts Alliance
- C3. Explore the creation of an Arts, History & Culture Governing Board

Objective D
Enhance Event Facilities

Recommended Tactics:

- D1. Utilize recent facility audit to identify destination deficiencies and opportunities
- D2. Based on results through research and feasibility studies determine which project(s) would have the greatest potential for increased visitation and economic impact to Flagler County
- D3. Strategically guide efforts to enhance or develop facilities as to their viability, costs/ROI, and means of implementation
- D4. Work with community leaders to identify resident needs vs. group event opportunities



VISITOR EXPERIENCE

Cultivate an authentic, positive experience that highlights our values and environmental practices.

Objective A

Advance Flagler County's Festival Culture

Recommended Tactics:

A1. Determine organizations and agencies that possess an interest in staging destination-defining events. Events would be a point of differentiation from other regional events and somewhat unique in concept, such as:

- Arts Alliance
- Local Service Clubs
- Others, as identified

A2. Build upon the region's culture as an arts and music destination

A3. Consider working with nationally known artists to design festivals around their mediums

A4. Partner to develop and grow a signature event every quarter once identified

Objective B

Support the Sustainability of Flagler County's Beaches & Environment

Recommended Tactics:

B1. Continue to appropriately guide TDT revenues towards beach renourishment efforts

B2. Work to extend the "Dodge the Dunes" program to future beach conservation/ educational campaigns

B3. Consider future TDO participation in the Blue Community Consortium, or similar initiatives for environmental sustainability

Objective C

Target Efforts to Lure Meetings and Sports Events from Sectors and Affinities that mirror the County's Strengths

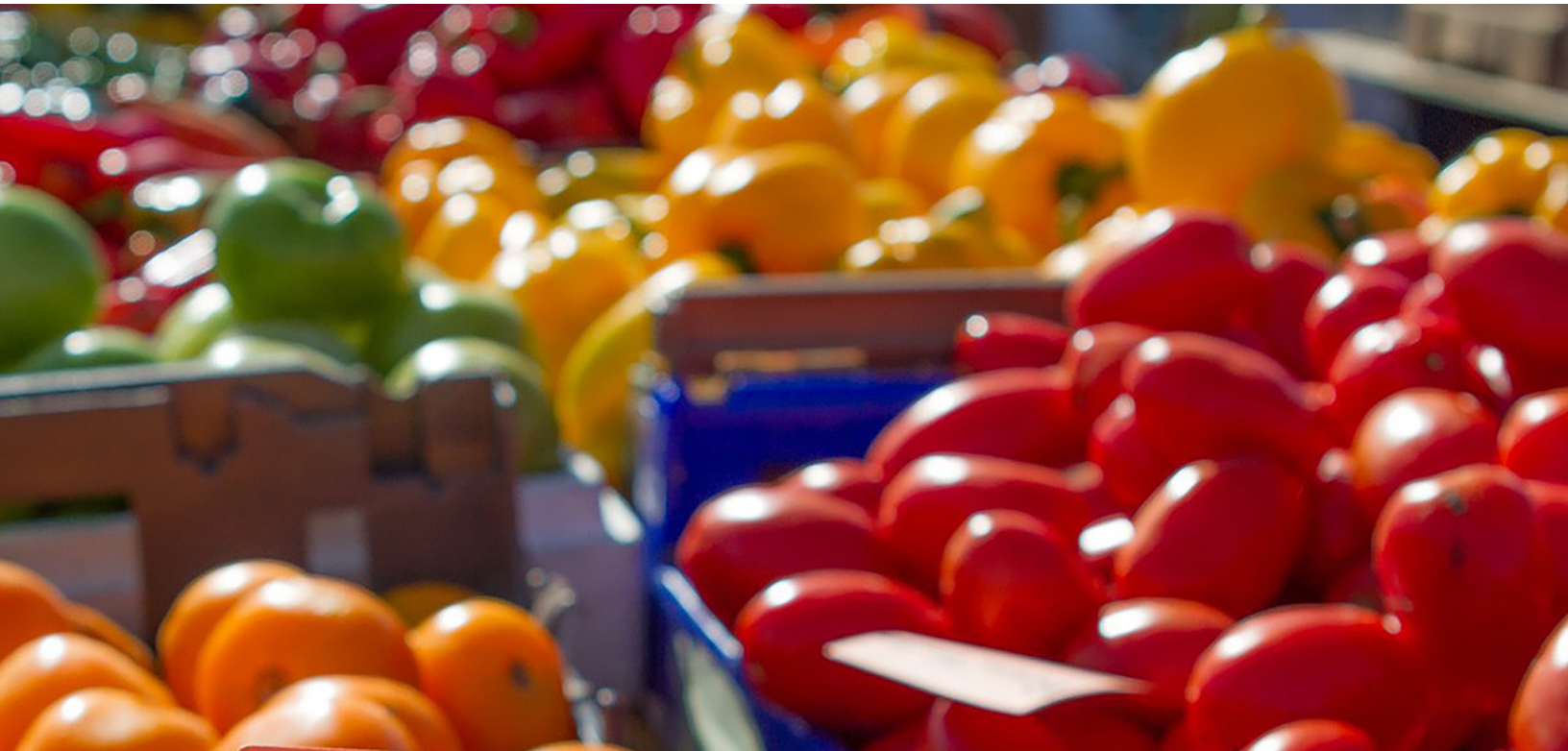
Recommended Tactics:

C1. Target Meeting Planners that represent industries being pursued by the Department of Economic Opportunity

- Manufacturing
- Agricultural
- Aviation/Aerospace
- Life Sciences
- Environmental

C2. Increase target markets for sports tournaments and competitions that do not require dedicated fields or courts

- Running Events
- Non-Field and Court events (such as Quiddich, Disc Golf, Tough Mudder, etc.)
- Dance, Cheer, Forensics, etc.



ORGANIZATIONAL EXCELLENCE

The TDC and TDO are dedicated to community, excellence and fiscal responsibility.

Objective A

Redefine TDC Grant Programs and Capital Projects Fund to Achieve a Higher ROI

Recommended Tactics:

- A1. Develop new Policies and Procedures for awarding grant funds
- A2. Create a numeric “scorecard” to award funds based upon merit
- A3. Consider a time limitation on funding (e.g., 3-years)
- A4. Consider a policy in which eligibility ends upon an event’s profitability

Objective B

Develop a State-of-the-Art Visitor/Destination Center to Increase Awareness and In-Market Experience

Recommended Tactics:

- B1. Establish a Task Force of Community Leaders to research best practices in today’s Visitor Center mission and design
- B2. Identify opportunities to expand Center utilization to business, resident and student acquisition
- B3. Consider opportunities to expand beyond information distribution (performance space, tasting station, etc.)
- B4. Work with other organizations that may have an interest in developing their own Visitor Centers to collaborate on one exceptional facility
- B5. Explore expansion/partnership with Flagler beach Historical Museum

Objective C

Expand Community Outreach to Communicate the Value of a Visitor Economy

Recommended Tactics:

C1. Utilize the completion of A1A reconstruction to reintroduce the TDC to the community:

- The TDC is dedicated to community sustainability and beach re-nourishment
- The TDC helps keep resident taxes low through attracting visitors to the county
- The TDC should be a shared community value

C2. Develop a personal contact strategy to communicate with the top 100± thought leaders in the community:

- TDC Board to divide the list for personal conversations about the future of Flagler County
- Consider opportunities to present the TDC message to area service and social clubs

C3. Develop a video on the TDC and its ROI for distribution online and on FCTV

Objective D

Optimize Staff and Operational Responsibilities

Recommended Tactics:

D1. Align staff job responsibilities and adequately assign roles with the strategic plan

D2. Determine the need for and related responsibilities for any outsourcing, in-house staff, and fixed assets

D3. Establish organization core values including a mission and vision statement

D4. Establish departmental policies that ensure consistency and budgetary transparency

D5. Continue to build collaborative and cooperative efforts with community partners and stakeholders

2020-2022 Flagler County Tourist Office Strategic Plan Executive Summary

DESTINATION VISION			
ORGANIZATION VISION			
ORGANIZATION MISSION			
GOAL	<i>DESTINATION DEVELOPMENT</i>	<i>VISITOR EXPERIENCE</i>	<i>ORGANIZATIONAL EXCELLENCE</i>
OBJECTIVE A:	Increase the Exposure of Eco-Tourism Magnets	Advance Flagler County's Festival Culture	Redefine TDC Grant Programs and Capital Projects Fund to Achieve a Higher ROI
OBJECTIVE B:	Improve Destination Signage and Environmental Messaging	Support the Sustainability of Flagler County's Beaches and Environment	Develop a State-of-the-Art Visitor/ Destination Center to Increase Awareness and In-Market Experience
OBJECTIVE C:	Strengthen the County's Arts and Culture Offerings	Target Efforts to Lure Meetings and Sports Events from Sectors and Affinities that mirror the County's Strengths	Expand Community Outreach to Communicate the Value of a Visitor Economy
OBJECTIVE D:	Enhance Event Facilities		Optimize Staff and Operational Responsibilities

2020-2022 Flagler County Tourist Office Strategic Plan

GOAL: DESTINATION DEVELOPMENT

The TDC and TDO must become more active and collaborative in advocating for vital destination improvements and enhancements in order to remain competitive and improve quality of place.

OBJECTIVE A: *Increase the Exposure of Eco-Tourism Magnets*

ASSIGNED TO:

TACTIC A1	Advocate future expansions, improvements, events and programs of the key targets	2020	2021	2022
TACTIC A2	Explore the creation of visitor experiences and packages for promotional and advertising opportunities	2020	2021	2022

OBJECTIVE B: *Improve Destination Signage and Environmental Messaging*

ASSIGNED TO:

TACTIC B1	Partner with the City of Flagler Beach to address aesthetic improvements (facade, curb appeal)	2020	2021	2022
TACTIC B2	Partner with the City of Flagler Beach for possible environmental messaging opportunities	2020	2021	2022
TACTIC B3	Enhance wayfinding signage throughout the county to create strong quality of place	2020	2021	2022

OBJECTIVE C: *Strengthen the County's Arts & Culture Offerings*

ASSIGNED TO:

TACTIC C1	Support the Arts Alliance in its ongoing efforts to build an Arts culture in Flagler County	2020	2021	2022
TACTIC C2	Encourage the development of an Arts Festival during the Shoulder Season thru the Arts Alliance	2020	2021	2022
TACTIC C3	Explore the creation of an Arts, History & Culture Governing Board	2020	2021	2022

OBJECTIVE D: *Enhance Event Facilities*

ASSIGNED TO:

TACTIC D1	Utilize recent facility audit to identify destination deficiencies and opportunities	2020	2021	2022
TACTIC D2	Based on results through research and feasibility studies determine which project(s) would have the greatest potential for increased visitation and economic impact to Flagler County	2020	2021	2022
TACTIC D3	Strategically guide efforts to enhance or develop facilities as to their viability, costs/ROI, and means of implementation	2020	2021	2022
TACTIC D4	Work with community leaders to identify resident needs vs. group event opportunities	2020	2021	2022

2020-2022 Flagler County Tourist Office Strategic Plan

GOAL: VISITOR EXPERIENCE

Cultivate an authentic, positive experience that highlights our values and environmental practices.

OBJECTIVE A: Advance Flagler County's Festival Culture

ASSIGNED TO:

TACTIC A1	Determine organizations and agencies that possess an interest in staging destination-defining events. Events would be a point of differentiation from other regional events and somewhat unique in concept, such as: Arts Alliance, Local Service Clubs, and Others	2020	2021	2022
TACTIC A2	Build upon the region's culture as an arts and music destination	2020	2021	2022
TACTIC A3	Consider working with nationally known artists to design festivals around their mediums	2020	2021	2022
TACTIC A4	Partner to develop and grow a signature event every quarter once identified	2020	2021	2022

OBJECTIVE B: Support the Sustainability of Flagler County's Beaches & Environment

ASSIGNED TO:

TACTIC B1	Continue to appropriately guide TDT revenues towards beach renourishment efforts	2020	2021	2022
TACTIC B2	Work to extend the "Dodge the Dunes" program to future beach conservation/ educational campaigns	2020	2021	2022
TACTIC B3	Consider future TDO participation in the Blue Community Consortium, or similar initiatives for environmental sustainability	2020	2021	2022

OBJECTIVE C: Target Efforts to Lure Meetings and Sports Events from Sectors and Affinities that mirror the County's Strengths

ASSIGNED TO:

TACTIC C1	Target Meeting Planners that represent industries being pursued by the Department of Economic Opportunity	2020	2021	2022
	Manufacturing	2020	2021	2022
	Agricultural	2020	2021	2022
	Aviation/Aerospace	2020	2021	2022
	Life Sciences	2020	2021	2022
	Environmental	2020	2021	2022
TACTIC C2	Increase target markets for sports tournaments and competitions that do not require dedicated fields or courts	2020	2021	2022
	Running Events	2020	2021	2022
	Non-Field and Court events (such as Quiddich, Disc Golf, Tough Mudder, etc)	2020	2021	2022
	Dance, Cheer, Forensics, etc	2020	2021	2022

2020-2022 Flagler County Tourist Office Strategic Plan

GOAL: ORGANIZATIONAL EXCELLENCE

The TDC and TDO are dedicated to community, excellence and fiscal responsibility.

OBJECTIVE A: *Redefine TDC Grant Programs and Capital Projects Fund to Achieve a Higher ROI*

ASSIGNED TO:

TACTIC A1	Develop new Policies and Procedures for awarding grant funds	2020	2021	2022
TACTIC A2	Create a numeric "scorecard" to award funds based upon merit	2020	2021	2022
TACTIC A3	Consider a time limitation on funding (e.g., 3-years)	2020	2021	2022
TACTIC A4	Consider a policy in which eligibility ends upon an event's profitability	2020	2021	2022

OBJECTIVE B: *Develop a State-of-the-Art Visitor/Destination Center to Increase Awareness and In-Market Experience*

ASSIGNED TO:

TACTIC B1	Establish a Task Force of Community Leaders to research best practices in today's Visitor Center mission and design	2020	2021	2022
TACTIC B2	Identify opportunities to expand Center utilization to business, resident and student acquisition	2020	2021	2022
TACTIC B3	Consider opportunities to expand beyond information distribution (performance space, tasting station, etc.)	2020	2021	2022
TACTIC B4	Work with other organizations that may have an interest in developing their own Visitor Centers to collaborate on one exceptional facility	2020	2021	2022
TACTIC B5	Explore expansion/partnership with Flagler beach Historical Museum	2020	2021	2022

OBJECTIVE C: *Expand Community Outreach to Communicate the Value of a Visitor Economy*

ASSIGNED TO:

TACTIC C1	Utilize the completion of A1A reconstruction to reintroduce the TDC to the community	2020	2021	2022
	The TDC is dedicated to community sustainability and beach re-nourishment	2020	2021	2022
	The TDC helps keep resident taxes low through attracting visitors to the county	2020	2021	2022
	The TDC should be a shared community value	2020	2021	2022
TACTIC C2	Develop a personal contact strategy to communicate with the top 100± thought leaders in the community	2020	2021	2022
	TDC Board to divide the list for personal conversations about the future of Flagler County	2020	2021	2022
	Consider opportunities to present the TDC message to area service and social clubs	2020	2021	2022
TACTIC C3	Develop a video on the TDC and its ROI for distribution online and on FCTV	2020	2021	2022

OBJECTIVE D: *Optimize Staff and Operational Responsibilities*

ASSIGNED TO:

TACTIC D1	Align staff job responsibilities and adequately assign roles with the strategic plan	2020	2021	2022
TACTIC D2	Determine the need for and related responsibilities for any outsourcing, in-house staff, and fixed assets	2020	2021	2022
TACTIC D3	Establish organization core values including a mission and vision statement	2020	2021	2022
TACTIC D4	Establish departmental policies that ensure consistency and budgetary transparency	2020	2021	2022
TACTIC D5	Continue to build collaborative and cooperative efforts with community partners and stakeholders	2020	2021	2022



STRATEGIC PLANNING SERVICES

RFQ Response

April 23, 2021

OnStrategy is pleased to submit this proposal to provide services to conduct a Tourism Assessment, facilitate Visit Tallahassee’s tourism strategic planning meetings/workshop, and develop and present a comprehensive three-year FY22-FY24 tourism strategic plan for the Leon County Division of Tourism.

EXPECTATIONS AND DESIRED OUTCOMES

- **Stakeholder Engagement:** Engage with the TDC members, tourism industry stakeholders and community leadership to identify and generate support for destination recommendations and gain insights about the destination and vision for its tourism future.
- **Develop a three-year FY22-FY24 Tourism Strategic Plan** through identifying opportunities and providing recommendations on initiatives or processes that ultimately make the destination more desirable for all audience segments.

PROPOSED ENGAGEMENT

Phase One GAIN INSIGHTS/ASSESSMENT	Phase Two DESIGN STRATEGY	Phase Three BUILD THE PLAN	Post-Planning Phase PRESENT THE PLAN
Market, Industry Trends Tourism Assessment TDC Member Insights Community Leader Input Public Input	Strategic Priorities Growth Opportunities Competitive Advantages	3+ Year Milestones Org.-wide Goals & KPIs Annual Initiatives	
ACTIVITIES			
Collect & analyze all tourism data Conduct TDC Member Interviews Tourism Assessment & Lead Public & Industry Public Meetings - 6 meetings (1 Trip) Conduct Tourism Leader Interviews Implement Online Community/Industry Survey Pre-work: SWOT Assessment, Competitive Advantages & Strategic Issues	Planning Session ½ Day (Trip #2): Review Mission, Vision & Values Identify Growth Objectives and Strategic Priorities Build the Strategic Framework	Planning Session ½ Day (Trip #2): Road mapping Develop Org-level Goals Establish KPIs & Annual Initiatives/Actions Define Implementation Process	Final Strategic Plan Presentation to TDC members Board of County Commissioners Presentation
DELIVERABLES			
Interviews & Survey Reports Public Meeting Report Community Survey Report SWOT Analysis	Strategic Direction Strategic Framework	Draft three-year Strategic Plan Implementation Recommendations Report	Final three-year FY22-FY24 Tourism Strategic Plan
June/July	September	September	Oct/Nov & February



PROPOSED FEES

Three-Year FY22-FY24 Tourism Strategic Plan Facilitation & Design	Cost
All Phases: Gain Insights, Design Strategy, Build the Plan and Present the Plan <i>Includes pre-planning, teleconferences, facilitation, consultation and deliverables as stated above.</i>	\$40,000
Travel (billed at actual), estimated (see details in Engagement Assumptions, below)	\$4,300
10% Contingency Fund (only if needed) OnStrategy has included a 10% contingency fund; it is for client-approved work that exceeds original scope.	\$4,000
Total Project Not to Exceed	\$48,300

ENGAGEMENT ASSUMPTIONS

Proposal pricing for the above referenced services is based on these assumptions:

- **Project Timeframe:** Estimated from approx. June 2021 through February 2022.
- **OnStrategy Responsibilities:** The OnStrategy Team is responsible for architecting the process, building, and managing the project plan, preparing the workshop approach and materials, conducting interviews, developing the surveys and reports, and facilitating the planning sessions, public meetings and strategic plan presentations.
- **Client Responsibilities:** The TDC Committee is responsible for coordinating session participants, scheduling, assembling all existing data, and completing any pre-work.
- **Data Collection:**
 - **TDC member interviews**, up to eleven (11) 1:1 interviews,
 - **County/Community Leader Interviews**, up to 15 interviews,
 - **Online community survey** of primarily closed-ended, quantitative questions to be TDC members, tourism industry stakeholders, county/community leadership and citizens, up to 200 responses,
 - **Public Meetings:** These public meetings will represent community input during the assessment phase. Facilitation of no more than six (6) community meetings, hosted either virtually or in-person, where OnStrategy will lead at least 3 meetings and attend any remaining meetings. Up to 60 minutes per group, to run consecutively over 2-3 days in-person or over a 1-week period if held virtually,
 - **All other data/stakeholder perspectives** to be sourced from existing data sources provided by Leon County Division of Tourism (e.g., visitor profile data, air service data, historic performance measures such as ADR).
- **TDC member and Staff Strategic Planning Session:** Facilitated in a one-day session in September (date TBD) with approximately 11 participants.
- **Travel:** Due to COVID-19 precautions and based on CDC guidelines, if travel and gathering in groups is safe for all parties, in-person planning sessions and public meetings will be possible.
- **Number of Trips:** Travel is estimated for 2 trips: 1) in-person county assessment and in-person facilitation of at least 3 of the 6 public meetings (1 senior strategist, 3-4 days), and 2) facilitation of Planning Session (1 senior strategist & 1 support staffer, 2 days). Travel will be billed based on costs incurred; an estimate of expenses is included in the proposed fees.
- **TDC and Board Presentations:** The Strategic Plan Presentations will be presented virtually.
- **Planning Elements:** OnStrategy will deliver a strategic plan from Mission, Vision & Values through Annual Initiatives with measurable outcomes.
- **Deliverables:** The OnStrategy Team is responsible for production of all deliverables as stated in the proposal.



ONSTRATEGY/TEAM EXPERIENCE

DESCRIPTION OF THE FIRM

OnStrategy employs a team of 18 professionals. Our passion is empowering leaders to create and execute better strategy in their organizations. We believe strategy is more than simply achieving organizational goals. Strategy unifies people. It aligns perspectives of an organization with its customers, environment and competition. Strategy creates focus and clarity. It inspires people to work hard, incite action and make good things happen. Simply architected, thoughtfully executed, strategy moves mountains.

For the past decade we've helped hundreds of organizations that share this belief. And together we've learned successful strategy is more than having a set of shared values. It includes disciplines, behaviors and actions, which separate those who achieve success from those who don't.

There are hundreds of facilitation and planning companies out there. Why work with us? Here is what makes us different:

- **OnStrategy has a team of certified facilitators who focus on strategic planning** – helping organizations develop, implement and track their plans. We facilitate a planning session with the end of implementing the plan in mind.
- OnStrategy has facilitated the **development of strategic plans for over 700 public and private entities**. Our team has over 20 years of experience running strategic planning processes and we are able to share best practices across industries to improve performance.
- OnStrategy has the experience and skills **to drive participation** and involvement necessary to develop a comprehensive strategic plan. We know how to **build consensus and commitment**.
- OnStrategy has developed **the OnStrategy platform**, a web-based Strategic Planning System, for **practical, easy strategy development and implementation**. OnStrategy has over **1,000 online consulting clients**. The award-winning system includes a **Visual Performance Dashboard and Performance Reports** that provide dynamic, interactive and customizable reporting for crystal-clear clarity on organizational, department and included, and individual performance.
- We are the authors of *Strategic Planning for Dummies* (2007) and *Strategic Planning Kit for Dummies* (2012) – Wiley Publications, as well as other books.
- **Our Ph.D.-level market research helps companies gather relevant information** from key stakeholders for making strategic decisions and a long-term direction. Our work has longitudinal value for renewal of strategic direction over time.
- **We focus solely on strategic planning and implementation** – facilitation, consulting, and training. We share best practices of the strategic management process across industries to improve performance.

Sample of Our Work – A Facilitated Session: City of Reno Strategic Planning Session:

<https://www.youtube.com/watch?v=eZcPdR1azDA>

Words From Our Clients – Why Having an Outside Facilitator is Helpful: <https://onstrategyhq.wistia.com/medias/qt1c8breop>



RESUMES

The following are bios of some of the OnStrategy team members that may work on this engagement:

Lorna Shepard, Senior Strategist

Brings extensive experience in structuring planning processes that advance new opportunities, creativity and innovation.

Expertise:

- Research Design and Analysis
- Facilitation
- Brand Strategy
- Customer Insights
- Client Relationship Management
- Project Development, Oversight, and Compliance
- Team Leadership
- Culture Shift

Professional Experience:

Lorna applies her background in market research and brand strategy to devise data-driven plans to best leverage an organization's strengths. Past clients include:

- **Packaged Goods:** Clorox, Oscar Mayer
- **Financial Services:** Wells Fargo, Vantage West Credit Union
- **Retail:** Eyemasters, Sears
- **Technology and Software:** Cisco, Autodesk, Microsoft
- **Tourism:** Santa Monica CVB, Disneyland, Experience Kissimmee
- **Non-Profit:** Boys & Girls Club, Lyon County School District, the University of Nevada, and the Economic Development Authority of Western Nevada.

Recent Client Work:

- **Experience Kissimmee Tourism Board:** Drove the process to develop a 5-year strategic plan to meet the county's funding requirements and set the already-successful organization up for achieving further success.
- **Ohio University Credit Union:** Guided the senior management team through the planning process to create the credit union's first strategic plan and set their focus on growth.
- **Phelps Memorial Health Center:** Though a successful healthcare provider in Nebraska, Phelps needed a planning process to identify which of the several hundred metrics would take the organization to the next level of success. Using the OKR approach during a 2-day planning session, the team created a framework setting each department's focus on improving measures that matter to patients and to the organization's long-term success.

Education: B.A. in Journalism from the University of Wisconsin, Madison

About Lorna: Lorna listens well and deeply for key insights foundational to high-impact strategic plans. She balances the diverse needs of her clients while focusing on the implementation solid strategic plans, ensuring that teams reach their goals. A Lake Tahoe resident, Lorna takes advantage of everything the mountains and the Nevada desert have to offer from hiking, running, and skiing to riding dirt bikes when the snow melts.



Erica Olsen, CEO & Co-Founder/Senior Strategist

Leads OnStrategy through a dedication to the creation and execution of great—mission driven—strategy for organizations around the globe.

Expertise:

- Internal and External Assessments
- Facilitation
- Brand Strategy
- Executive Team and Board Retreats
- Culture Shift
- Team Leadership
- Business Development and Performance Management

Professional Experience:

Erica is the CEO and co-founder of OnStrategy. She's dedicated the past 15 years to growing OnStrategy with one goal in mind—helping organizations from around the globe create and execute their strategic vision. Her team works with leadership teams around the globe – businesses, nonprofits, governments, tribes and school districts that share one thing in common – the desire to have a bigger impact within their sphere of influence and therefore, the world.

- **Government:** City and County of San Francisco, Washoe County, Nevada, Charlotte-Mecklenburg Police Department
- **Healthcare:** St. Mary's Health Plans
- **Financial Services:** Fairwinds Credit Union
- **Education:** Alaska's North Slope Borough School District
- **Sustainability:** Patagonia, Outdoor Industry Association
- **Technology and Software:** SEO Monitor
- **Tourism:** Reno-Sparks Convention & Visitors Authority
- **Non-Profit:** The Make-A-Wish-Foundation, Tahoe Fund

Education: Master of International Business Management (MBA) from the Thunderbird School of Global Management; Bachelor of Arts in Communication, University of Nevada, Reno

Publications: *Strategic Planning for Dummies* and *Strategic Planning Kit for Dummies*

About Erica: Through consulting services, software, books and YouTube, Erica reaches one-million people annually, all through OnStrategy's mission to simplify and pedestrianize the critical practice of leading and managing strategically. OnStrategy's philosophy is built on believing in the power of focus, alignment and engagement to transform organizations and communities.

An engaging and experienced speaker and facilitator, Erica expanded her training and speaking to include locations around the world. She facilitated strategic planning workshops with GASCO Energy in Abu Dhabi and has trained teams in Singapore, Dubai, Bahrain, Kuala Lumpur and Jakarta. Erica guest lectures at the University of Nevada Business School and served as Business School department chair at the University of Phoenix where she taught for five years.

Erica is an avid outdoor adventurer, spending much of her time running around the mountains hiking, skiing, biking, and any other sport as an excuse to get outside and breathe the fresh air.



Jeff Brunings, Senior Strategist

Drives customer experience with the capacity to assess, analyze and advance the goals of clients through the development and implementation of solid strategic direction.

Expertise:

- Growth Strategy
- Sales and Sales Methodology
- Marketing
- Brand Strategy
- Consensus Building
- Facilitation
- Team Leadership and Mentorship
- Communications

Professional Experience:

Jeff is a veteran at helping organizations succeed. He brings over 25 years of experience driving sustainable growth for start-ups to publicly traded companies. At OnStrategy, Jeff works with leadership teams in strategy design, organizational roll-out, adoption, and performance management.

- **Packaged Goods:** Chloe Foods
- **Communications:** Nortel Networks
- **Financial Services:** Amerivon, South Carolina Student Loan Services
- **Retail:** Harley Davidson, Volcolm, OceanSpray, Williams-Sonoma
- **Technology:** Gutenberg, Intuit, Wireless Advocates, Retail Inkjet Partners, Microblend, IBM
- **Tourism:** Nevada Commission on Tourism
- **Non-Profit:** Boy Scouts of America, Make-A-Wish Foundation, Together4Health, Reno Rodeo Association
- **Sustainability:** Outdoor Industry Association, Recology: Waste Zero
- **Recovery:** Foundry Treatment Center
- **Construction:** Lee Company, JF Brennan

Recent Client Work:

- **Foundry Treatment Center:** As an extension of Foundry's leadership team, Jeff helped leadership define and implement a three-year strategic plan supported by growth strategies based on Foundry's competitive advantages and unique differentiation, including implementing processes and systems to ensure performance reporting and organization-wide accountability.
- **Alaska Epidemiology Center:** Working with leadership, Jeff helped facilitate the design of a three-year strategic plan, including organizational priorities, goals, and measures in the areas of sustainable growth, operational excellence, and human equity.
- **Outdoor Industry Association:** At the core of great strategic direction-setting is collaborative ideation. Jeff worked with leadership and OIA's Board of Directors to explore the realm of possibilities and how they might be implemented to drive transformational impact supporting the organization's mission of sustainability, policy, and outdoor participation.

Education: Bachelor of Arts in Journalism from California State Polytechnic University

About Jeff: A resident of Truckee, California, Jeff is our resident mountaineer. He loves being outdoors and spends his free time enjoying the Sierra Nevada Mountains—rock climbing, mountain biking, and skiing.



PLAN EXAMPLES

Reno-Sparks Convention and Visitors Authority, [Executive Summary](#)

Experience Kissimmee, [Executive Summary](#)

ONSTRATEGY'S EXPERIENCE WITH SIMILAR PROJECTS

OnStrategy has been fortunate to assist the following government/public entity agencies with the development and implementation of their strategic plans (links to their strategic plans are provided):

City and County of San Francisco – Department of Technology:

<https://tech.sfgov.org/services/strategyandperformance/>

Washoe County, Nevada – Board of County Commissioners:

https://www.washoecounty.us/mgrsoff/about/strategic_plan/index.php

Reno-Sparks Convention & Visitors Authority:

<https://www.rscva.com/wp-content/uploads/2017/12/RSCVAstrategicPlan112217.pdf>

Douglas County, Nevada – Board of County Commissioners:

https://www.douglascountynv.gov/government/board_of_county_commissioners/strategic_plan

While best practices in Strategy and the Strategic Process apply to organizations of all sizes and virtually every industry, OnStrategy understood that each entity is unique. For the above projects, our team followed a pragmatic, yet customized, approach to each planning process that included:

- **Creating an engagement process** that worked for their organization and culture;
- **Examining current information** and vision to establish a strategic direction;
- **Determining strategic priorities** and specific next actions through an open, collaborative process;
- **Bringing critical internal and external information into the process** to facilitate strategic decision-making;
- **Ensuring continuity and alignment** throughout the organization with a collaborative process;
- **Establishing SMART goals** to ensure goals are accomplished by engaging every member of the team;
- **Developing a holistic strategy** that incorporates all aspects of the entity in a big picture view instead of individual silos; build consensus so the outcomes are owned by everyone involved;
- **Establishing performance measures/targets** for reporting, monitoring and benchmarking;
- **Using our online tool** to help them modify and update their strategic plan, as well as an online implementation process to track the progress and performance of their goals;
- **Effectively executing** the strategic plan through an efficient accountability process;
- **Helping make strategic planning a habit** – helping them rise above “business as usual” to embrace strategic and proactive activities.

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**Leon County
Board of County Commissioners
Agenda Item#26**

April 13, 2021

To:	Honorable Chairman and Members of the Board
From:	Vincent S. Long, County Administrator
Title:	Bid Award for Apalachee Regional Park Phase II Improvements

Review and Approval:	Vincent S. Long, County Administrator
Department/Division Review and Approval:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Brent Pell, P.E., Director of Public Works Scott Ross, Director, Office of Financial Stewardship Charles Wu, P.E., Director of Engineering Services
Lead Staff/ Project Team:	Chris Muehlemann, P.E., Chief of Building Engineering Felton Ard, P.E., Customer Support Engineer Shelly Kelley, Purchasing Director

Statement of Issue:

This item seeks Board approval to award the bid for construction of the Apalachee Regional Park Entrance and Other Miscellaneous Improvements Project to the lowest responsive bidder, Shaffield Building Specialties, in the amount of \$1,349,448.

Fiscal Impact:

This item has a fiscal impact. Due to the amount of the construction bid, the budget requires an additional \$440,000, which is available in the Tourism Development fund balance. Appropriating \$440,000 in Tourism Development fund balance will leave an estimated balance of \$1.1 million, which is above the minimum 15% operating reserve requirement of \$680,000.

Staff Recommendation:

Option #1: Approve the bid award to Shaffield Building Specialties in the amount of \$1,349,448 for construction of the Apalachee Regional Park Entrance and Other Miscellaneous Improvements Project (Attachment #1) and authorize the County Administrator to execute the Agreement, subject to legal review by the County Attorney.

Option #2: Approve the Resolution and associated Budget Amendment Request using \$440,000 of Tourism Development fund balance (Attachment #2).

Report and Discussion**Background:**

This item seeks Board approval to award the bid for construction of the Apalachee Regional Park Entrance and Other Miscellaneous Improvements Project to the lowest responsive bidder, Shaffield Building Specialties, in the amount of \$1,349,448. Awarding the bid to construct the Apalachee Regional Park Cross Country Facility Improvements advances the following FY2017-FY2021 Strategic Initiatives and 5-Year Target:

- *Continue to expand recreational amenities to include: Develop a master plan for the Apalachee regional Park. (2016-24A)*
- *Continue to work with FSU to bid and host NCAA cross country national and regional running championships at Apalachee Regional Park. (2016-5)*
- *Further enhance our competitiveness in attracting national and regional running championships by making additional strategic investments at the Apalachee Regional Park. (2016-12)*
- *Attract 80 state, regional, or national championships across all sports. (T1)*

These particular Strategic Initiatives and 5-Year Target align with the Board's Quality of Life and Economy Strategic Priorities:

- *(Q1) Maintain and enhance our parks and recreational offerings and green spaces.*
- *(Q6) Promote livability, health and sense of community by enhancing mobility, encouraging human scale development and creating public spaces for people.*
- *(EC4) Grow our tourism economy, its diversity, competitiveness and economic impact.*

The scope of work for this project will include construction of a signature entry road with a roundabout, two new entrance signs with associated landscape and irrigation, and the milling and resurfacing of approximately 2,200 linear feet of existing asphalt entry roadway. The project also includes construction of a Kayak Launch and Boardwalk adjacent to an existing water feature on the western side of the Regional Park parcel. Parking infrastructure will also be provided at the launch.

The keystone of the regional park is the cross-country running course which was first conceived in 2008 and has since garnered national recognition as a preeminent trail. Construction of these improvements are in preparation for hosting the 2021 NCAA National Cross-Country Championship.

According to the Apalachee Regional Park Implementation Master Plan, the improvements to the park are completed in phases. The first phase including a multipurpose building/restroom facility, stage, finish line structure, sidewalk, landscaping, signage, and three wildlife viewing platforms was completed in March 2021. The Phase 2 improvements design started in May 2020.

Analysis:

The Invitation to Bid for construction of the Apalachee Regional Park Entrance and Other Improvements Project was advertised locally on February 26, 2021. A total of 1,240 vendors were notified through the automated procurement system. A total of 48 bid packages were requested. The County received one bid on March 25, 2021. This responsive bid is from Shaffield Building Specialties Inc. in the amount of \$1,349,448 (Attachment #2).

The Office of Economic Vitality's Minority, Women and Small Business Enterprise (MWSBE) Division reviewed the MWSBE Participation Plan submitted by the single bidder to determine if the 14% MBE and 9% WBE Aspirational Goal for Construction Subcontracting was achieved. Shaffield Building Specialties, Inc. met the WBE Aspirational Goal for Construction Subcontracting as a certified WBE by self-performing 94% of the work; however, they did not meet the MBE Aspirational Goal for Construction Subcontracting. Shaffield Building Specialties met 6% toward the 14% MBE Aspirational Goal and submitted a Good Faith Effort Form and documentation.

Construction funding has been budgeted; however, the construction bid requires supplemental funding. Funding has been identified in the Tourism Development fund balance. The available Tourism Development fund balance for FY 2021 is approximately \$1.5 million. Appropriating \$440,000 in Tourism fund balance will leave an estimated balance of \$1.1 million, which is above the minimum 15% operating reserve requirement of \$680,000. Adequate funds are available in the Tourism Development fund balance due to the quick actions taken by the County at the start of the COVID-19 global pandemic to reduce expenses by \$1.65 million and balance the Tourism Development operating budget without relying on fund balance.

If the bid award is approved, the project is expected to commence within a month and is scheduled to last approximately three months. The landfill Operation Facilities will remain in-service throughout the construction process. The first cross country race for the fall season is scheduled for August 26th. The NCAA Cross Country National Championships begin November 18th.

Options:

1. Approve the bid award to Shaffield Building Specialties Inc. in the amount of \$1,349,448 for construction of the Apalachee Regional Park Entrance and Other Miscellaneous Improvements Project (Attachment #1). and authorize the County Administrator to execute the Agreement, subject to legal review by the County Attorney.
2. Approve the Resolution and associated Budget Request appropriating \$440,000 of Tourism Development fund balance (Attachment #2).
3. Do not approve the bid award to Shaffield Building Specialties Inc. in the amount of \$1,349,448 for construction of the Apalachee Regional Park Entrance and Other Miscellaneous Improvements Project.
4. Board direction.

Recommendation:

Options #1 and #2

Attachments:

1. [Draft Agreement for the construction of the Apalachee Regional Park Entrance and other miscellaneous improvements project](#)
2. [Resolution and associated Budget Amendment Request](#)
3. [Bid Tabulation Sheet](#)
4. [MWSBE analysis memo](#)

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**Leon County
Board of County Commissioners
Agenda Item#24**

April 13, 2021

To:	Honorable Chairman and Members of the Board
From:	Vincent S. Long, County Administrator
Title:	Adoption of a Resolution Designating the Friday After Thanksgiving as Family Day in Leon County

Review and Approval:	Vincent S. Long, County Administrator
Department/Division Review and Approval:	Alan Rosenzweig, Deputy County Administrator
Lead Staff/ Project Team:	Mathieu Cavell, Assistant to the County Administrator

Statement of Issue:

At the February 16, 2021 meeting, the Board directed staff to provide an agenda item exploring adopting a Resolution that designates the Friday after the Thanksgiving holiday as Family Day in Leon County.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #1: Adopt the Resolution designating the Friday after the Thanksgiving holiday as Family Day in Leon County (Attachment #1).

Report and Discussion**Background:**

At the February 16, 2021 meeting, the Board directed staff to provide an agenda item exploring adopting a resolution that designates the Friday after the Thanksgiving holiday as Family Day in Leon County. Established in 1979 as an Arizona state-recognized holiday, the purpose of Family Day is to bring families together to share love and appreciation for one another. If adopted, Leon County would be the first jurisdiction in Florida to formally observe Family Day. Because the Friday after Thanksgiving is already a County holiday, no change to the County's holiday schedule would be required.

While not formally recognized as a U.S. holiday, other states and nations observe Family Day on various dates. Nevada celebrates Family Day the day after Thanksgiving while other states recognize the holiday in early August. The following states recognize Family Day: Arizona, Georgia, Nevada and North Carolina. Additionally, the following countries recognize some version of Family Day: Angola, Canada, South Africa, Thailand, Vanuatu and Vietnam.

Analysis:

As discussed at the February Board meeting, Leon County could recognize the Friday after Thanksgiving—historically known as Black Friday—as Family Day. As Florida's first Family Day observance, the designation would emphasize Leon County's role as one of the most family-friendly communities anywhere.

Specific to Family Day itself, the County would adopt a Resolution recognizing Friday, November 26 as Leon County Family Day, a day to share love and appreciate one another. Following immediately after Thanksgiving when many families have visiting members from other locations, the County will promote local destinations and attractions to spend time

together. More broadly, the County could leverage local, statewide and national media outlets to promote and market the community as a destination to raise a family and then retire and recharge.

As part of Family Day, County Tourism would launch a targeted campaign with area partners open on that Friday to drive interest in family-friendly activities. Additionally, the Office of Economic Vitality (OEV) could invite area businesses to host family-friendly activities in stores so families can share time together while also supporting local businesses. These efforts are consistent with OEV's Love Your Local, Black Friday, and Small Business Saturday initiatives.

Recognizing Family Day throughout Leon County builds on the County's ongoing, year-round efforts to support and promote family-oriented messaging and campaigns. The recognition is in alignment with the County's focus on being a welcoming, diverse, healthy and vibrant community known nationwide as a great place to live, work and raise a family.

If approved, the attached Resolution formerly establishes Family Day in Leon County as the Friday after Thanksgiving.

Options:

1. Adopt the Resolution designating the Friday after the Thanksgiving holiday as Family Day in Leon County (Attachment #1).
2. Do not adopt the Resolution designating the Friday after the Thanksgiving holiday as Family Day in Leon County.
3. Board direction.

Recommendation:

Option #1

Attachment:

1. [Proposed Resolution](#)

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Print

FIND

LEON COUNTY RESOLUTION NO. 21-

**A RESOLUTION OF THE BOARD OF COUNTY
COMMISSIONERS OF LEON COUNTY, FLORIDA,
DECLARING THE FRIDAY AFTER THE THANKSGIVING
HOLIDAY FAMILY DAY IN SUPPORT AND RECOGNITION
OF THE IMPORTANCE OF FAMILY LOVE AND
APPRECIATION**

RECITALS

WHEREAS, the holidays are a time for family togetherness, support, and love; and

WHEREAS, the Friday following Thanksgiving has historically been a time dedicated to families; and

WHEREAS, Family Day was established in 1979 in Arizona with the purpose of bringing families together to appreciate one another; and

WHEREAS, many other states and nations observe Family Day on various dates; and

WHEREAS, families are critical to the health, well-being, and vibrance of all communities; and

WHEREAS, Leon County would be the first jurisdiction in Florida to formally observe Family Day; and

WHEREAS, Family Day builds upon the County's ongoing, year-round efforts to support and promote family-oriented events and experiences; and

WHEREAS, the recognition is in alignment with the County's focus on being a welcoming, diverse, healthy and vibrant community known nationwide as a great place to live, work and raise a family; and

BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, that:

Section 1. Declare Family Day in Leon County

The Board of County Commissioners hereby declares the Friday after the Thanksgiving holiday as Family Day in support and recognition of the importance of family love and appreciation, becoming the first jurisdiction in Florida to do so.

Section 2. Effective Date.



Visit Tallahassee
Pretty Unexpected.

NTTW
NATIONAL TRAVEL & TOURISM WEEK
MAY 2-8, 2021

National Travel & Tourism Week Resources

Industry Email Blast Announcement



Join Visit Tallahassee / Leon County Division of Tourism this **National Travel and Tourism Week** to celebrate the **POWER OF TRAVEL**, May 2-8, 2021. Despite the hardships of the last year, Tallahassee is ready and eager to welcome back visitors! National Travel and Tourism Week is an opportunity to remind visitors and residents of the incredible contributions of the travel industry not just to our local economy and workforce, but to our community's identity and culture.

How To Get Involved!

We ask all tourism industry partners to highlight the **POWER OF TRAVEL** this week by taking these 3 simple actions:

- 1 - Share posts across social media and use a NTTW Zoom background to show everyone the **POWER OF TRAVEL** will ignite a speedy economic recovery for us all.
- 2 - Showcase someone on your staff that embodies the **POWER OF TRAVEL**. Let's show our appreciation for everyone in the industry that makes Tallahassee a great place to visit!
- 3 - Support a fellow tourism partner by visiting their business next week and sharing your experiences on social media.

[CLICK HERE TO GET STARTED](#)



TOOLS & RESOURCES

We've made it easier than ever to support National Travel & Tourism Week by creating graphics and social media posts that are ready to use. Share these messages on social media or create your own custom message using the tools linked below. Tag [@VisitTallahassee](#) on Facebook and [@visit_tally](#) on Instagram - together we can amplify our unified voice of the **POWER OF TRAVEL!**



[SOCIAL MEDIA TOOLKIT](#)



A SOUTHERN LIVING
**TOP 10 CITY
IN THE SOUTH**
2020



#PowerOfTravel #iHeartTally

Visitor Information Center
315 S. Calhoun Street, Suite 540
Tallahassee, FL 32301
Phone: (850) 606-2305
[VisitTallahassee.com](#)



Visit Tallahassee
Pretty Unexpected.

All Resources Available at
[VisitTallahassee.com/TourismWeek](#)

TOGETHER, WE CELEBRATE THE POWER OF TRAVEL! #iHEARTTALLY

Join Visit Tallahassee this National Travel and Tourism Week to celebrate the **POWER OF TRAVEL**, May 2-8, 2021. Despite the hardships of the last year, Tallahassee is ready and eager to welcome back visitors! National Travel and Tourism Week is an opportunity to remind visitors and residents of the incredible contributions of the travel industry not just to our local economy and workforce, but to our community's identity and culture.

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- 1 - Share posts across social media and use a NTTW Zoom background to show everyone the **POWER OF TRAVEL** will ignite a speedy economic recovery for us all.
- 2 - Showcase someone on your staff that embodies the **POWER OF TRAVEL**. Let's show our appreciation for everyone in the industry that makes Tallahassee a great place to visit!
- 3 - Support a fellow tourism partner by visiting their business this week and sharing your experiences on social media.

Social Media Toolkit

Click image to download high resolution version suitable for Facebook, Instagram and Twitter:

Sample Social Media Posts:

INDUSTRY:
This week, we recognize the millions of Americans who make up the #PowerOfTravel, including #OFFER EMPLOYEE WAGE AND SIBER ACCOLADE AND #RECOGNIZE STATEWIDE #iHeartTally #iHeartTally

This week, we recognize the millions of Americans who make up the #PowerOfTravel, including over 10,000 hospitality workers right here in Tallahassee. #iHeartTally #iHeartTally

The #PowerOfTravel will help revive America's workforce. #iHeartTally #iHeartTally

GENERAL:
Happy National Travel and Tourism Week! The #PowerOfTravel is a key economic driver and job creator. Both are recognizing the important industry for #iHeartTally #iHeartTally

The #PowerOfTravel will help rebuild our economy and revive America's workforce. Join us in recognizing the tourism industry during #iHeartTally #iHeartTally

This National Travel and Tourism Week, we join thousands across the country to recognize the #PowerOfTravel and its role in rebuilding our country. #iHeartTally #iHeartTally

We are proud to be a part of the #PowerOfTravel and play an essential role in rebuilding the tourism industry and the U.S. economy. #iHeartTally #iHeartTally

ECONOMY:
The #PowerOfTravel generates millions of dollars of economic impact in Tallahassee and millions of dollars nationally, rebuilding the travel industry with #iHeartTally #iHeartTally #iHeartTally

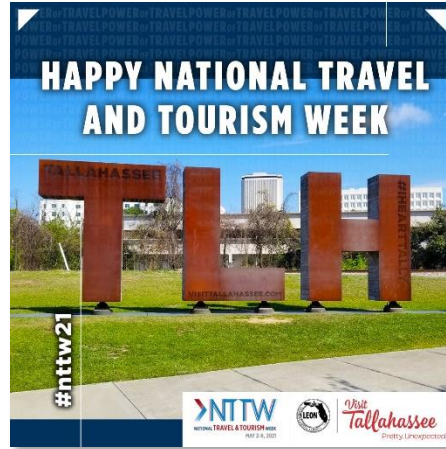
The decline in travel last year resulted in nearly \$500 million in lost travel spending nationally. The #PowerOfTravel will help rebuild. #iHeartTally #iHeartTally #iHeartTally



Visit Tallahassee
Pretty. Unexpected.

NTTW
NATIONAL TRAVEL & TOURISM WEEK
MAY 2-8, 2021

National Travel & Tourism Week Resources



Sample Social Media Post



Branded Zoom Background



Visit
Tallahassee

Pretty. Unexpected.

Backyard Bucket List

04.26.2021

THE **Z!MMERMAN** AGENCY



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REQUEST FROM CLIENT

Backyard Bucket List campaign

Timeframe: June-August

Allocated Budget (for advertising and implementation): \$8,000

- Idea: Develop a three month program (during a time when business is typically slow) called the Backyard Bucket List. We will encourage locals to visit local tourism spots, take a picture and post on social using the hashtag #TallyBucketList for chances to win monthly prizes and the ultimate grand prize.
- Winners for the monthly prizes will be chosen at random from all entries in that specific month. The grand prize winner will be chosen at random by combining all entries through the 3 months of the entire contest run.
- Additional thoughts for promotion:
 - Create displays for participating partner locations, providing exposure for the program and providing a new way for us to engage with partners and visitors.
 - Partner with Tallahassee Foodies for additional exposure and connections with local restaurants.
 - Partner with Capital City Chamber of Commerce to help get local black-owned restaurants and businesses involved.
 - Establish targeted goals from the start for the campaign.



OUR PURPOSE

Backyard Bucket List campaign

- We want to educate locals to explore all the wonders in their own backyard of Tallahassee.
- Help locals become Ambassadors of Tallahassee to strengthen and grow tourism locally and beyond.
- This campaign will aid in ramping up foot traffic to all local tourism destinations not only during the typically slower summer months but also coming out of a post-pandemic world.
- Desire to reignite the local economy.



CONTEST OVERVIEW

■ Backyard Bucket List 2021

- From June through August we will partner with an array of local businesses each month to create the ultimate local monthly itinerary which will be posted on the Visit Tallahassee website.
- To enter the competition...
 - Instagram - Locals will go to one of the local businesses on the monthly itinerary, snap a picture and post it on Instagram using #TallyBucketList. Each location visited and post made by a user counts as an entry (1 entry per location.)
 - ▶ Locals that follow Visit Tallahassee on Instagram will get an extra entry into the giveaway.
 - QR code - For those who do not have social media, they will be able to enter by finding the unique QR code posted at the majority of the businesses on the monthly itinerary (dependent on partner display.) Users can enter by scanning the code and proving their name and email address. Each location visited and QR code scanned by a user counts as an entry (1 entry per location.)
 - Landing Page - If the above 2 options are unable to be utilized due to entrant issues or displays not being used at locations, we will have an entry option on the Backyard Bucket List Landing Page.
- Ideally each partner venue featured during their month will have a display (dependent on the space available) which will include the steps on how to enter, #TallyBucketList, QR code and Landing Page.
- At the end of each month there will be 2 winners chosen at random to receive a prize and at the end of the challenge on September 1, there will be one grand prize winner who will be chosen at random from the pool of entries from all three months.



EXAMPLE PARTNER MONTHLY BREAKDOWN

■ June

- Tallahassee Museum
- JR Alford Greenway
- DEEP Brewing
- Redeye Coffee
- Earley's Kitchen
- Hearth and Soul
- Lofty Pursuits
- Meek-Eaton Black Archives
- Backwoods Crossing
- Bar 1903
- Tallahassee Automobile Museum
- Goodwood Museum
- Charlie Park (Cascades)
- Dao or Blue Halo
- District 850
- Golf courses

■ July

- Mission San Luis
- Cascades Park
- Ology
- Lucky Goat
- Grove Market Cafe
- The Other Side Vintage
- Voodoo Dog
- John G. Riley House
- The Edison
- Eve on Adams
- Challenger Learning Center
- Historic Capitol Museum
- Madison Social
- Gurlies Lemonade
- Il Lusso
- La Florida Cafe

■ August

- Museum of FL History
- Maclay Gardens
- Proof
- All Saints Cafe
- SoDOUGH Baking co.
- Midtown Reader
- Olean's Cafe
- The Grove Museum
- Andrew's Downtown
- Waterworks
- Soul Voices
- LeMoyne Art Gallery
- Level 8
- Bradfordville Blues Club
- Hangar 38
- Railroad Square



PRIZES

■ MONTHLY PRIZES

- At the end of each month 2 winners will be chosen at random from the monthly entry pool to receive a gift card to one of the local establishment listed below.

■ June

- Lofty Pursuits
- Challenge Learning Center

■ July

- Lucky Goat
- Madison Social

■ August

- Hangar 38
- Midtown Reader

■ GRAND PRIZE

- At the end of the contest 1 winner will be chosen at random by combining all entries over the 3 month contest to receive an all-inclusive staycation weekend in Tallahassee.
- 2-night-stay at The Hyatt House in Railroad Square, zip lining at Tallahassee Museum, gift cards to Andrew's Downtown & Proof, paddling experience with Harry Smith Outdoors and a shopping experience at Hearth and Soul.



SOCIAL, MEDIA & PUBLIC RELATIONS SUPPORT

- Announce opportunity for partner support via industry email.
- Launch the competition through Press Release, Press Conference, Email and Social Media in late May 2021.
 - Additional launch collateral will include landing page, paid social posts on IG & FB, Local Digital Billboard and Radio Spot.
- Incorporate Backyard Bucket List messaging and locations into PR media experience agendas during June – August, promoting these select businesses as insider favorites.



KPI'S

Backyard Bucketlist KPIs	June	July	August	Total
Reach 500 Instagram post entries using #TallyBucketlist				500
Reach 500 QR code entries				500
Reach 250 unique participant entries through Instagram and QR code				250
Reach 1,000 link clicks via paid social ads (driving traffic to the Landing Page)				1,000
Earn 3 Local Media Features				3
Earn 1 Local Media Interview				1
Partner with 1 Local Influencer				1



LOGO

- Client confirmed Backyard Bucket List logo Choice (below)
 - Client confirmed font is same as Visit Tallahassee logo.
- Agency to incorporate 'Tallahassee' to logo design.
- Agency to develop collateral featuring logo.
-

✓ Backyard
Bucket List



INITIAL BUDGET BREAKDOWN

■ Production costs are still being confirmed and developed but tentatively we see the budget being broken down as follows...

■ Production	\$3,075.00
■ Prizes	\$1,000.00
■ Paid social ads and promoting social posts	\$825.00
■ Landing page development & QR codes	\$1,100.00
■ Tallahassee Foodies partnership	\$2,000.00
■ Total	\$8,000.00



NEXT STEPS

■ w/c 12th April

- Client & Agency to finalize Backyard Bucket List campaign structure, rough costs and timings.
- Agency to develop initial email to send to all partners for awareness and participation.
- Client to connect with Tallahassee Foodies and Capital City Chamber to confirm their participation and support of the program.

■ w/c 19th April

- Commence contacting partners to begin participation conversation.
 - Secure partners and confirm prizes.
 - Confirm space availability for partner campaign displays.
- Development of partner toolkit & one-sheeter.
- Determine KPI's for campaign.
- Development of all remaining supporting materials - QR codes, landing page, partner displays, announcement email, social posts, radio script for NPR, digital billboard design, etc.

■ w/c 2nd May

- Announce participation opportunity to partners via industry email.



TIMELINE

■ w/c 24th May

- Landing page launch on Visit Tallahassee website.
- Delivery of partner materials to June partners.

■ w/c 1st June

- Launch of competition, paid social and media.
- Delivery of partner materials to July partners (to happen later in month.)

■ w/c 1st July

- June winner chosen, relaunch of July contest, Social & Media.
- Delivery of partner materials to August partners (to happen later in month.)

■ w/c 1st August

- July winner chosen, relaunch of August contest, Social & Media

■ w/c 1st September

- Contest end
- August winner chosen
- Grand prize winner chosen

