

Roshaunda Bradley - Fwd: Providing Tourist Development Tax for Performing Arts Center FY 2011 Operating Budget

From: Scott Ross
To: Bradley, Roshaunda
Date: 1/7/2011 3:57 PM
Subject: Fwd: Providing Tourist Development Tax for Performing Arts Center FY 2011 Operating Budget
Attachments: Agenda Item 4_Performing Arts Center.pdf

>>> "McCraw, Rick" <Richard.McCraw@talgov.com> 12/13/2010 4:04 PM >>>
 Scott,

On October 18, 2010, the CRA Board approved providing the Florida Center for Performing Arts and Education, Inc. (FCPAE, the proposed performing arts center), with \$215,000 in operational funds for FY 2011. These funds come from the fourth one cent of Tourist Development Tax, as outlined in the interlocal agreement between the City, County and CRA that governs the Downtown District Community Redevelopment Area.

Under the terms of the proposed agreement between the CRA and FCPAE, the CRA will provide the funds through two equal payments – the first payment upon execution of the agreement (expected in early January or sooner), the second payment by April 1, 2011, provided the FCPAE meets the conditions listed in the agreement.

Please let me know information you need to provide the CRA with the \$215,000. Attached is a copy of the agenda item from the October CRA Board meeting. We will provide you with a copy of the agreement once it is fully executed, but don't want to wait until the agreement is executed having access to the funds. We will not make any FY 2011 operational payments to the FCPAE until the agreement is fully executed.

Please call/email Sherri Baker (891-6464, sherri.baker@talgov.com) or me if you have any questions or need additional information.

Thanks,

Rick

Rick McCraw, AICP
 Community Redevelopment Coordinator
 Department of Economic and Community Development,
 Community Redevelopment Agency
 850-891-6459 (Office)
 850-879-0631 (Cell)
 850-891-6455 (Fax)

CITY OF TALLAHASSEE	
COMMUNITY REDEVELOPMENT AGENCY	
<u>COMMUNITY REDEVELOPMENT AGENCY AGENDA</u>	
<u>ITEM</u>	
ACTION REQUESTED ON:	October 18, 2010
SUBJECT/TITLE:	Funding Request From Florida Center for Performing Arts and Education Inc.
TARGET ISSUE:	Economic Development

STATEMENT OF ISSUE

On February 25, 2008, the Tallahassee Community Redevelopment Agency approved a request from the Florida Center for Performing Arts and Education Inc. (FCPAE) for \$562,500 in designated Tourist Development Tax revenue. FCPAE requested the funds to hire a professional staff to provide public information, marketing and fundraising services necessary to develop the proposed performing arts facility. The funding was provided to support FCPAE operating expenses for an 18-month period, March 1, 2008 through September 30, 2009.

The FCPAE has submitted a request for \$215,000 in funding to support their operational costs for the period of October 1, 2010 through September 30, 2011. If approved, this funding would be provided from the designated Tourist Development Tax revenue.

RECOMMENDED ACTION

Option 1: Authorize the City Manager or her designee to execute an agreement with the Florida Center for Performing Arts and Education Inc. in the amount of \$215,000 for the period of October 1, 2010 through September 30, 2011.

FISCAL IMPACT

The funding will be drawn from the Tourist Development Tax revenue collected to support the Performing Arts Center. The balance of funds available as of September 30, 2010 is approximately \$3.5 million.



Michael K. Parker, Executive Director
Tallahassee Community Redevelopment Agency



Anita Favors Thompson
City Manager

For information, please contact: Michael Parker, Economic Development, (891-8442).

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SUPPLEMENTAL MATERIAL/ISSUE ANALYSIS

HISTORY/FACTS & ISSUES

In 2003, the City and County adopted Capital Culture: A Cultural Plan for the Future of the City of Tallahassee and the Capital Area. This cultural plan outlined a series of actions and policies that should be pursued to further cultural development in the community. One element of that strategy recommended, "The City develop a plan for the construction of a performing arts venue." At that time, a number of the citizen volunteers that had participated in the development of the cultural plan, began to develop a strategy for creating a performing arts center.

In 2004, the City, County, and Community Redevelopment Agency entered into an interlocal agreement that governed the creation and operation of the Downtown Community Redevelopment District. One component of that agreement was the addition of one cent to the Tourist Development Tax for use in developing and operating a Performing Arts Center. The agreement stipulated that the Community Redevelopment Agency Board was responsible for the allocation of funds collected by the additional penny in Tourist Development Tax revenue.

In 2005, the Redevelopment Agency authorized an agreement with the Cultural Resources Commission to hire a consultant to develop the preliminary plans for a Tallahassee Performing Arts Center. Theatre Projects Consultants Inc., developed a preliminary plan that recommended the construction of a 242,000 square-foot facility that would include a 2,200-seat performance hall and 700-seat multipurpose theatre. The consultant study also recommended that the new facility be placed on the "John's Building block". This is a 2.65-acre downtown parcel that the City recently acquired from the State, and is the block bounded by Gaines Street, Duval Street, Madison Street and Bronough Street.

In 2006, the Florida Center for the Performing Arts and Education Inc. (FCPAE) was formed. This nonprofit organization was created to promote the development of the Tallahassee Performing Arts Center. In 2007, the City granted an option agreement to FCPAE to allow them to purchase the "Johns Building block" for the proposed performing arts center. The option agreement allows the FCPAE five years to demonstrate that they can accumulate the necessary resource to purchase the site and construct the facility. The agreement includes milestones at years 1, 3 and 5 to demonstrate that FCPAE is making sufficient progress in their fundraising to finance the construction of the proposed facility. On August 25, 2010, the City Commission approved a two-year extension to the Option Agreement, which extends the term to July of 2014.

On February 25, 2008, the Redevelopment Agency approved an agreement with FCPAE to provide \$562,500 allocated from the designated Tourist Development Tax revenues to allow them to hire a professional staff and launch a public marketing campaign. Prior to that date, all of the activities of the organization had been performed by volunteers. The agreement for that funding was for an 18-month period and expired on September 30, 2009.

FCPAE has submitted a request for \$215,000 to support their operational expenses for the 2010-2011 fiscal year (Attachment 1). The total proposed operating budget for that time period is

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\$318,239 and includes the use of \$103,239 in CRA funding, which FCPAE has retained from the prior funding agreement. A proposed itemized budget (Attachment 2) has been provided and FCPEA has identified \$96,000 in in-kind contributions over the proposed budget period.

FCPAE was granted a two-year extension on their option agreement because they had not been successful in reaching the fundraising goals prescribed in the agreement. FCPAE provided a detailed explanation for their failure to meet the fundraising goals (Attachment 3), which was primarily attributed to the economic downturn and its impact on charitable giving.

In response to the dramatic changes in the economic environment, FCPAE developed a comprehensive strategic plan in 2009 (Attachment 4) to guide the organization to its overall objective of building a performing arts facility. The strategic plan provides itemized tasks to be implemented by 2012 and focuses on: a public awareness campaign regarding the performing arts facility, a financing strategy which includes advocating for the performing arts facility to be included as part of an extension of the 1% local option sales tax, developing the programming that would be offered at the performing arts facility, implementing an aggressive capital campaign to secure the necessary private funding, and developing and strengthening the FCPAE Board of Directors.

A Performing Arts Center is a major element in both the adopted Cultural Plan and the Downtown Community Redevelopment Plan. The interlocal agreement for the Downtown Redevelopment District identifies the Community Redevelopment Agency as the entity responsible for distribution of the Tourist Development Tax funds that have been designated for the Center. FCPAE is an organization established by local residents that are committed to developing a Performing Arts Facility in Tallahassee. The Strategic Plan that has been established by this organization provides a viable method to secure the funding and support for the proposed facility. If approved, the proposed agreement will include performance requirements that will be developed from the elements in the strategic plan.

OPTIONS

1. Authorize the City Manager or her designee to execute an agreement with the Florida Center for Performing Arts and Education Inc., in the amount of \$215,000 for the period of October 1, 2010 through September 30, 2011.
2. Do not authorize the requested funding and provide further guidance to staff.

ATTACHMENTS/REFERENCES

1. Funding Request Letter
2. Proposed Itemized Budget
3. Report on Activities
4. Strategic Plan

The FLORIDA CENTER

for Performing Arts
and Education

Building the Stage for Our Future

October 11, 2010

612 South Copeland St.
Tallahassee, Florida
32304

Mail
Post Office Box 20012
Tallahassee, Florida
32316-0012

Phone
850.597.8020

Mr. Michael Parker
Executive Director
Tallahassee Community Redevelopment Agency
435 N. Macomb - Renaissance Office Complex
Tallahassee, FL 32301-1050

RE: FY 2011 CRA Funds Request and Report

Dear Michael:

The Florida Center for Performing Arts and Education, Inc. is pleased to submit this report summarizing our activities and operations since receipt of the first CRA funds in 2008, along with our FY 2011 funds request.

The report contains highlights of our accomplishments including public awareness and fundraising efforts that have resulted in over 1300 members and \$1.6 million raised in pledges, cash and in-kind gifts toward the \$20 million *Building the Stage for Our Future* private fundraising campaign goal.

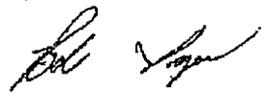
Complete financial reports, including a list of transactions from 2008 through September 2010 for all CRA funds expended, are contained in Section E of this report. There is a remaining balance of \$103,239, as of September 30, 2010, from the \$562,500 received per the 2008 agreement.

We are currently requesting an additional \$215,000, to be disbursed in equal installments in November 2010 and April 2011, to fund the attached operations and development budgets for FY 2011. Also attached are the proposed performance measures for FY 2011, on which our progress will be reported to you quarterly.

If you have any questions regarding the report or request, prior to consideration by the CRA Commissioners at the October 18 meeting, please contact Jean Frey.

We look forward to a successful year ahead as we advance our efforts to build the stage for our community's future.

Sincerely,



Bob Inzer
President

2009-2010
Board of Directors
Bob Inzer
President
David Rancourt
Vice President
Frederick Camell, III
Treasurer
Timothy D. Edmond
Secretary
Jon C. Moyle, Jr.
Immediate Past President

Kathryn Ballard
Donna Callaway
Henry Lewis, III
Valencia Matthews
Bill Montford
Gloria Pugh
Pamela Shields
Andie J. Thomas
Glenda Thomson
Kim Williams

Consulting Board
Frederick Bateman
Peggy Brady
Joseph Camps, M. D.
Lols Griffin
Paul Lewis
Steve Vance
J. Lee Vause, Sr.

Campaign Executive Director
Jean S. Frey

www.TheFLCenter.org

**THE FLORIDA CENTER FOR PERFORMING
 ARTS AND EDUCATION, INC.**

FY 2011 Budget
 October 1, 2010 – September 30, 2011

INCOME	Cash	In-Kind
CRA Funds Balance as of 09/30/10	\$103,239.00	
FY2011 CRA Funds Request	\$215,000.00	
Total Cash	\$318,239.00	
Total In-Kind/Non-Cash		\$96,000.00
TOTAL	\$318,239.00	\$96,000.00

EXPENSES	Cash	In-Kind
OPERATING		
Personnel	\$193,400.00	
Office	\$17,600.00	\$5,000.00
Professional Services	\$47,000.00	\$40,000.00
Auditing	\$9,000.00	\$6,000.00
DEVELOPMENT		
Events	\$36,400.00	\$10,000.00
Printing and Marketing	\$14,800.00	\$35,000.00
Total Cash	\$318,200.00	
Total In-Kind/Non-Cash		\$96,000.00
TOTAL	\$318,200.00	\$96,000.00

EXPENSES

Operating Budget

Personnel

Salaries		\$150,000
<i>Chief Executive Officer</i>	<i>\$115,000</i>	
<i>Executive Assistant</i>	<i>\$ 35,000</i>	
	<u>\$150,000</u>	

Taxes		\$ 11,400
Benefits		<u>\$32,000</u>

Total Personnel **\$193,400**

Office

Building Rental		\$7,000
Communications – Phone and Internet		\$1,600
Insurance – Property, Liability, D&O		\$3,000
Office Supplies		\$1,500
Postage		\$1,000
Projector		\$2,500
Repairs		<u>\$1,000</u>

Total Office **\$17,600**

Professional Services

Accounting		\$7,000
Consulting		\$10,000
Public Relations		<u>\$30,000</u>

Total Professional Services **\$47,000**

Auditing **\$9,000**

TOTAL Operating Budget **\$267,000**

Development Budget

Events

Audio Visual	\$ 4,200
Catering	\$15,000
Insurance	\$ 500
Invitations	\$ 2,500
Parking	\$ 1,000
Photography	\$ 1,000
Programs	\$ 3,000
Rental	\$ 8,000
Signage	<u>\$ 1,200</u>

Total Events **\$36,400**

Printing and Marketing

Campaign Materials	\$6,300
Holiday Cards	\$1,500
Website Hosting and Maintenance	\$1,000
Advertising	<u>\$6,000</u>

Total Printing and Marketing **\$14,800**

TOTAL Development Budget **\$ 51,200**

TOTAL BUDGET **\$ 318,200**

Executive Summary

Since the execution of the 2008 agreement with the Tallahassee Community Redevelopment Agency (CRA), which covered the period March 1, 2008 through September 30, 2009, The Florida Center for Performing Arts and Education, Inc. (The Florida Center) has met or exceeded all reporting and performance requirements, and has continued to make significant progress in the overall effort to develop a performing arts center in Tallahassee. With the economic downturn worsening in 2008 and the recession negatively affecting charitable giving and fundraising throughout the U.S. in 2009 and early 2010, The Florida Center strategically, and successfully, focused its efforts on campaign planning and preparation, potential donor identification and cultivation, Board recruitment, organizational development, strategic planning, education and public awareness.

Impact of the Recession on Fundraising

After hiring a Campaign Executive Director in September 2008, The Florida Center conducted a Campaign Planning Study consisting of fifty-eight individual interviews conducted between November 2008 and March 2009. Despite the November 2008 announcement, by the National Bureau of Economic Research that the US economy had been in recession since December 2007, the study showed overwhelming community support for the creation of the performing arts center, the proposed funding plan, and *Building the Stage for Our Future*, the \$20 million private fundraising campaign.

During the study, participants expressed concerns that the campaign would not be successful in the short-term due to the difficult economic environment with only fifty percent (50.7%) believing that the \$5 million private funding milestone, required in the Johns Site Option Agreement, could be achieved by July 2010. However, participants were more optimistic about long-term success with seventy-five percent (75.7%) believing the campaign goal of \$20 million could be achieved within the next seven years. Fifty-eight percent (58%) of participants indicated they would consider making a major gift (\$25,000+) to the campaign, but many indicated they were unable to do so at the time of the study, citing declines in personal wealth and concerns about the future. Study participants' concerns were consistent with the findings of Bridgespan Group's November 2008 survey of charitable leaders in which seventy-five percent (75%) of respondents reported they had already suffered from the recession and fifty-three percent (53%) reported a drop in charitable donations.

Upon completion of the study, the results and positive support for The Florida Center were viewed against the backdrop of a deepening recession that saw economic declines throughout the region, state and country. By March 2009, property values in Leon County had dropped over \$1 billion and sales tax revenues were on the decline, forcing city and county governments, and local school districts, to deal with severe budget deficits. The February 2009 Leon County unemployment rate of six percent (6.1%) would increase by forty-one percent (41%) to eight percent (8.6%) by February 2010, and the Florida unemployment rate would exceed twelve percent (12%), the highest county and state unemployment levels since records were first compiled in 1970. Investors experienced major losses in their portfolio values, and 401K and retirement plans plummeted after a forty percent (40%) drop in the stock market. Even the most conservative investors were impacted by declines in the bond market and the entire economy was affected by the credit crisis.

Individuals, corporations and foundations across the board were significantly affected with decreases in assets, profit losses and endowment declines. Since major gift donors typically make donations from accumulated wealth and discretionary income, non-profits throughout the country experienced a decline in charitable giving as a result. The Center on Wealth and Philanthropy at Boston College reported that household wealth declined by an average of twenty-four percent (24.5%) between 2007 and the first quarter of 2009. Unlike past recessions that had a minimal, if any, negative effect on charitable giving, this recession was proving to be different with almost everyone and every industry affected, leaving even the very wealthy with apprehension and uncertainty about their futures.

As a result, many individuals, corporations and grant-making foundations not only reduced their charitable giving, but also revised their giving programs so they could make smaller gifts/grants to a larger number of charitable organizations that were struggling to keep their doors open and continue operations. Many also revised their giving priorities and shifted their focus to non-profits that provided human and health services. According to *Giving USA*, charitable giving to the arts accounted for only four percent (4%) of total charitable giving in 2008 and 2009, with the arts, culture and humanities sector ranked seventh, second from the bottom, of the nine types of recipient organizations in donations received.

In response, many non-profits made decisions to delay starting capital campaigns, extend the length of campaigns, or lower fundraising goals. This trend was reported in a 2009 survey of over three hundred non-profits with campaign goals ranging from less than \$1 million to \$1 billion or more, with a median goal of \$13 million, conducted by fundraising consulting firm Campbell & Campbell and research company Slover Linett Strategies. The survey concluded that "with the recession making it harder to raise money, 51 percent of nonprofit organizations now in capital or endowment campaigns have extended the length of their drives, and another 11 percent have reduced the amount they are trying to raise."

The negative impact of the recession and decline in charitable giving were substantiated by the June 2009 *Giving USA* report that found charitable giving dropped by \$6.5 billion in 2008, the largest drop in the more than forty years that records have been kept and the first since 1987. *Giving USA* also reported that two-thirds of public charities saw donation decreases in 2008 with arts and cultural groups being one of the hardest hit, and forecast that 2009 would be just as dismal.

In June 2010, *Giving USA* released giving statistics for 2009 and results were as predicted. Charitable giving suffered another steep decline with a drop of \$7.5 billion from 2007 pre-recession levels. The Center of Philanthropy's Giving Index also found that ninety-four percent (94%) of charitable organizations surveyed felt the recession had a negative, or very negative, effect on fundraising in 2009. Additionally, The Foundation Center reported that "grant-making plummeted in 2009" with the nation's more than 75,000 grant-making foundations forced to cut their giving by \$4 billion with significant declines in charitable giving by family and independent foundations, corporate foundations and community foundations.

While the statistical evidence of the recession's effect on non-profit fundraising is convincing, the front page of the local newspaper has provided even more compelling evidence. News stories reporting the decrease in charitable contributions to local non-profit organizations, and

the unfortunate financial and operational repercussions, have been numerous over the past two years.

Decision to Delay Solicitations and Prepare for Economic Recovery

Within the context of the recession and its negative impact on charitable giving, and in order to maximize fundraising opportunities, The Florida Center Board of Directors felt it in the best interest of the organization and the fundraising campaign not to aggressively solicit major gifts and grants in 2009 and early 2010. This strategic decision was based on three main concerns.

First, that asking for donations during this difficult time, when many individuals, businesses, other arts groups, and charitable organizations providing much needed human services were struggling, would create more enemies than friends for The Florida Center by appearing to be insensitive to the hardships being experienced in the community.

Secondly, as suggested in the Campaign Planning Study and later substantiated by giving statistics, there was concern that many prospective donors who want and intend to support The Florida Center had suffered major declines in their wealth, assets and income, and would not make gifts if solicited in the difficult economic environment.

Thirdly, that even if these prospective donors made gifts, they would only give a small fraction of the amount they would have donated prior to 2008, or will donate as the economy recovers. Major gift fundraising is a lengthy process of donor cultivation and relationship building that culminates in a major gift solicitation or "ask." Timing of the solicitation is crucial and quite often there is only one opportunity to make an "ask." If a donor responds with a "no" or only agrees to make a smaller gift than requested, there may not be a second chance to go back and ask again or ask for more.

Positioned for Success and Moving Forward

Therefore, with the decision being made to delay solicitations until the economy improved, The Florida Center focused on identifying and cultivating, rather than soliciting, major donors. By seeking to inform, educate and engage, The Florida Center worked to build lasting relationships that will result in private financial support as the economy improves, in addition to focusing on public awareness, community outreach, and the organizational readiness and Board development needed to support the campaign and successful development of The Florida Center.

Just as other performing arts centers under development, including Orlando's Phillips Center and the Asheville, North Carolina Performing Arts Center, both who delayed project timelines due to the recession and are again moving forward, The Florida Center has begun to actively solicit major gifts as the economy has begun to improve.

Direct fundraising efforts and solicitations have already resumed with the creation of the Founding Partners giving program that targets major statewide, national, and international corporations that are not headquartered here, but that do business in Florida and want to have a positive presence in Florida's Capital City. Promising discussions are already underway with several corporations, who are each being asked to donate at least \$1 million to become Founding Partners of The Florida Center. While these discussions are proceeding favorably, a gift of this

amount requires a lengthy cultivation period and a formal proposal that often must be submitted to a corporate foundation, following its policies, procedures and timeline for review and approval. We look forward to announcing our first Founding Partner in the near future. A detailed brochure explaining the program and donor recognition benefits is included in the campaign materials contained in the plastic sleeve of this report. Highlights of this fundraising effort, as well as a summary of other major achievements, follow with detailed supporting documents in the indexed sections of this report.

Summary of Accomplishments

2008

- Hired Campaign Executive Director Jean Frey, now Chief Executive Officer, as first staff member in September after a national search by a volunteer Citizen Search Committee.
- Began Campaign Planning Study to interview community members, and identify and engage prospective donors and leadership, assess campaign feasibility and support, and determine potential issues and challenges.
- Established office in Wood & Partners building at 612 S. Copeland Street in Tallahassee.
- Executed agreement with the Leon County Clerk of the Courts office to manage the funds received from the Community Redevelopment Agency.
- Launched new website (theflcenter.org) as part of public awareness, community outreach and fundraising efforts.
- Created *The Spotlight* e-newsletter that is currently sent to almost nine hundred subscribers.
- Held Community Membership Drive Kick-Off Event with Tallahassee Network of Young Professionals.
- Expanded community outreach with presentations to local civic, community and arts groups, membership table at Downtown Getdowns, and Previews at events in Southwood and Wakulla County.
- Held community ceremony celebrating the start of demolition on the Johns and Clemons Buildings.
- Exceeded goal of 1000 Charter and PACTeam members by year end.

2009

- Secured designation of fifty percent (50%) of the 5th cent of the Tourist Tax for The Florida Center beginning in 2012 with unanimous approval by the County Commission.

- Completed Campaign Planning Study showing positive support for the creation of The Florida Center and the private fundraising campaign.
- Drafted comprehensive Campaign Plan and created Campaign Committee chaired by Kim Williams.
- Identified Top 50 Individual and Family Foundation Prospects and Top 100 Corporate and Foundation Prospects with continuing research and cultivation of these prospective donors.
- Expanded communication and outreach efforts to include social networking on Twitter and Face book with almost one thousand fans and followers.
- Promoted The Florida Center and supported other local arts groups such as Tallahassee Symphony Orchestra, Young Actors Theatre, Tallahassee Little Theatre, FSU's 7 Days of Opening Nights, Raa Middle School, and Lemoyne Chain of Parks Arts Festival with program ads.
- Drafted Pre-Design Phase to engage citizens in planning their performing arts center while creating interest and demand for The Florida Center, and positively impacting the sales tax extension referendum and fundraising efforts. The phase would lead to the architectural design phase and ensure that an affordable, sustainable performing arts center that meets the needs and desires of the community is built.
- Issued RFP and contracted with Law, Redd, Crona, and Munroe, PA, who completed the first annual audit with Audit of Fiscal Year 2008 Financial Statements, to perform 2008-2010 audits.
- Recruited seven new Board Members, selected from over sixty candidates for their diverse knowledge, experience, leadership skills and dedication to improving the community, to join the 2010 Board of Directors.
- Received a gift-in-kind of services from JRA Architects to create a computer model video marketing the Johns Site as the ideal location for The Florida Center, showing the proximity to the Cultural Corridor and other landmarks such as The Capitol, Imax Theatre, Kleman Plaza, Cascades Park and Gaines Street.

2010

- Created 2009-2012 Strategic Plan that further defined the vision and mission of The Florida Center, and outlined the necessary steps to successfully achieve them.
- Continued to follow best practices with adoption of Compensation Policy, Conflict of Interest Policy, Document Retention Policy and Whistleblower Policy by the Board of Directors.
- Established the Board Education Committee, chaired by Donna Callaway, and Public Outreach Committee, chaired by Glenda Thornton, to further define the educational component of The Florida Center and engage the educational community, and to

develop promotional and marketing strategies to grow membership and public support.

- Hired Amy Harlee, from over five hundred applicants, to join The Florida Center staff as Executive Assistant.
- Held a cultivation and recognition event on May 13 for two hundred prospective donors, members, and community leaders to update on The Florida Center progress and future plans with performances by Raa Middle School students.
- Secured services of A Voice Beyond LLC, winner of several industry and Emmy awards, to create a video, currently in production, providing an overview of The Florida Center and promoting the Johns Site as the ideal location. The video will include the computer model, flyover video of downtown, donated by JRA Architects, that highlights the advantages of the location including its proximity to other cultural and historic landmarks such as Gaines Street and Cascades Park. The video will be used on the website, in group presentations and sent to prospective donors throughout the state and nation, allowing them to envision The Florida Center as an integral part of the vibrant eighteen-hour downtown envisioned for Tallahassee's future.
- Achieved one hundred percent (100%) Board membership and financial support, and total giving of \$1.6 million, displaying financial commitment and support by The Florida Center Board of Directors and the private sector for the *Building the Stage for Our Future* campaign.
- Met with *Tallahassee Democrat* Editorial Board, which resulted in two editorials supporting the extension of the Johns Site Option Agreement and development of The Florida Center.
- Successfully obtained City Commission approval for a two-year extension of the fundraising milestones required in the Johns Site Option Agreement, so that \$5 million must be raised by July 1, 2012 and a total of \$10 million raised by July 1, 2014.
- Established future public awareness and fundraising strategies, including the Founding Partners giving program, and revised benchmarks to successfully maintain the revised Johns Site Option Agreement and achieve the \$20 million *Building the Stage for Our Future* campaign goal.

ATTACHMENT A

LOCAL VENDOR CERTIFICATION

The undersigned, as a duly authorized representative of the vendor listed herein, certifies to the best of his/her knowledge and belief, that the vendor meets the definition of a "Local Business." For purposes of this section, "local business" shall mean a business which:

- a) Has had a fixed office or distribution point located in and having a street address within the four county area of Leon, Wakulla, Gadsden and Jefferson for at least six (6) months immediately prior to the issuance of the request for qualification by the City; and
- b) Holds any business license required by the four county area of Leon, Wakulla, Gadsden, and Jefferson (please attach copies); and
- c) Employs at least one (1) full time employee, or two (2) part time employees whose primary residence is in the four county area of Leon, Wakulla, Gadsden, and Jefferson, or, if the business has no employees, the business shall be at least fifty percent (50%) owned by one or more persons whose primary residence is in the four county area of Leon, Wakulla, Gadsden, and Jefferson.

Please complete the following in support of the self-certification and submit copies of your County and/or City business licenses. Failure to provide the information requested will result in denial of certification as a local business.

Business Name:	Phone:
Current Local Address:	Fax:
If the above address has been for less than six months, please provide the prior address:	
Length of time at this address:	
Number of Employees and hours worked per week by each:	
Name and Address of Owner(s) who reside in the four county areas of Leon, Wakulla, Gadsden, and Jefferson and who in total own at least 50% or more of the business. Attach additional sheets as necessary.	Percentage of Ownership
1.	
2.	

 Signature of Authorized Representative Date

STATE OF _____ COUNTY OF _____

The foregoing instrument was acknowledged before me this _____ day of _____, 20__.

By _____, of _____
(Name of Officer or Agent, Title of Officer or Agent) (Name of Corporation Acknowledging)

a _____ corporation, on behalf of the corporation. He/she is personally
(State or Place of Incorporation)

known to me or has produced _____ as identification.
(Type of Identification)

 Signature of Notary

 Print, Type or Stamp Name of Notary

 Title or Rank

Serial Number, If Any _____

ATTACHMENT B

CITY OF TALLAHASSEE

MINORITY BUSINESS ENTERPRISE (MBE) UTILIZATION FORM

Proposer: _____

Address: _____

Phone: (____) _____ RFQ Number _____

RFQ Name: _____

MBE SUB PROPOSERS INTENDED TO BE UTILIZED ON THE PROJECT

Name of MBE Sub-Proposer/Supplier: _____

Address: _____

Phone: (____) _____ Is the sub-proposer a certified MBE? Yes No

If yes, please provide a copy of your certification letter or certificate.

Dollar amount of contract with sub-proposer/supplier: _____ %

Percentage amount of contract with sub-proposer/supplier: _____ %

Description of scope of work performed under agreement with the sub-proposer for amount indicated above:

PLEASE SUBMIT A SEPARATE FORM FOR EACH SUB-PROPOSER/SUPPLIER.

ATTACHMENT C

STATEMENT OF GOOD FAITH EFFORTS MBE Professional Service Projects
--

PROPOSER: _____

DATE: _____

This form is to be completed if proposer fails to achieve the MBE goals established for this project. The proposer is allowed to use an alternate method that demonstrates the good faith efforts made to meet the goals established as long as all of the requested information is included. Failure to include all requested information may result in the proposal being determined as non-responsive to the MBE goals.

The following list is not intended to be exclusive or exhaustive and the City will look not only at the different kinds of efforts the proposer has made, but also the quality, quantity, intensity and timeliness of those efforts; it is the responsibility of the proposer to exercise good faith efforts. Any act or omission by the City shall not relieve the proposer of this responsibility.

Criteria listed below are consistent with the intent of Section 16.5.9 of the City's Administrative Policies & Procedures Manual, as amended. A response is required to address each cited paragraph. Additional pages may be added as necessary.

1. Attendance at Pre-Proposal conference, if held:

Yes No Not Held

(10 POINTS)

2. Whether and when the proposer provided written notice to certified MBE's listed in the City of Tallahassee MBE and/or Leon County Government Program directories that perform the type of work to be subcontracted and advising the MBE's of the specific work the proposer intends to subcontract; that their interest in the contract is being solicited; and how to obtain information for the review and inspection of contract plans and specifications. **(20 POINTS)**

All letters from proposers to prospective MBE subcontractors should be post marked a minimum of 12 calendar days or faxed recorded 7 days prior to proposal opening.

A. Provide complete list of all MBE's solicited.

B. Provide DATE letters were mailed (MBE's will be canvassed as to who sent them letters and what date they were received.) Provide a copy of solicitation and all other letters sent to MBE's. Recommended information in your solicitation letter can include, but not limited to, the following:

- Project specific information.
- Your willingness to assist with supply purchases.
- Bonding requirements of your firm.
- Any assistance your firm will be giving regarding bonding requirements, lines of credit and insurance requirements.
- Availability of specifications and plans through your office.
- Best time to reach you by phone (MBE firms will be canvassed regarding your responsiveness to their calls and project information they received from your firm.)
- Proposal opening date and all addendum information.
- Your requirements/time frames/payment schedules.

3. Whether the proposer selected feasible portions of work to be performed by MBE's, including, where appropriate, breaking contracts or combining elements of work into feasible units. The ability of the proposer to perform the work with its own work force will not in itself excuse a contractor from making positive efforts to meet the established goals. **(10 POINTS)**

If appropriate, detail any subcontracting category that you have broken down to assist MBE firms and list firms that have been made aware of this reduced scope.

<u>Subcontracting Category</u>	<u>MBE Firm</u>
_____	_____
_____	_____
_____	_____
_____	_____

4. Whether the proposer considered all quotations received from MBE's and for those quotations not accepted, the proposer should provide an explanation of why the MBE will not be used during the course of the contract. Receipt of lower quotation from non-MBE will not in itself excuse a proposer's failure to meet project goals: **(15 POINTS)**

List all MBE firms who quoted this project; the amount quoted, and the successful subcontractor (if not the MBE firm) and their quote:

<u>Name of MBE</u>	<u>MBE's Quote</u>	<u>Name of non-MBE Subcontractor Chosen</u>	<u>Subcontractor's Quote</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

5. Whether the proposer provided interested MBE's assistance in reviewing the contract plans and specifications. **(5 POINTS)**

Name the MBE firms provided assistance and describe how your firm provided such assistance.

6. Whether the proposer assisted interested MBE firms in obtaining required bonding, lines of credit or

insurance if such assistance was necessary.

(5 POINTS)

If the project was above \$200,000 or exempt from the City of Tallahassee's Bond Waiver Program, name the MBE's assisted and describe the assistance provided.

7. Indicate whether the proposer has utilized MBE subcontractors on City, or other local, contracts within the past six months. **(10 POINTS)**

<u>Project Name</u>	<u>MBE Firms Used</u>	<u>Dollar Value</u>
<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>

8. Whether the proposer advertised in general circulation, trade association, and/or minority/women - focus media concerning the subcontracting opportunities. **(10 POINTS)**

List which papers carried your ad and attach a copy of the ad.

9. Written documentation that the proposer contacted the City of Tallahassee's MBE Office, other local M/WBE Offices or, if applicable, Federal MBE/DBE Offices, for guidance and assistance if having difficulty obtaining minority participation and unable to identify portions of work that can be feasibly broken down. **(10 POINTS)**

List minority/women organizations contacted.
(A minimum of three organizations must be contacted.)

<u>Organization</u>	<u>Person Contacted</u>	<u>Date Contacted</u>
<hr/>	<hr/>	<hr/>

10. Describe any additional efforts or circumstances, which may assist the City in determining your Good Faith Efforts. **(5 POINTS)**

A minimum score equal to 80% of the eligible points is required to achieve an acceptable good faith effort determination.

ATTACHMENT D

REPRESENTATIONS/CERTIFICATIONS

TAXPAYER IDENTIFICATION

Bidder must complete Federal Form W-9 and submit it with their bid. The form may be downloaded from the Internal Revenue web site at www.irs.gov.

OFFICIAL COMPANY INFORMATION AS REGISTERED (Type/Print)

COMPANY NAME: _____
MAIL ADDRESS: _____

(City) (State) (Zip Code+4)
TELEPHONE NO: VOICE: () _____, EXTENSION: _____
(Toll-Free Preferred) OTHER: () _____; FAX: () _____
EMAIL ADDRESS: _____
WEBSITE URL: _____

COMPANY CONTACT FOR CONTRACT MANAGEMENT (Type/Print)

PERSON NAME: _____
TELEPHONE NO: VOICE: () _____, EXTENSION: _____
(Toll-Free Preferred) OTHER: () _____; FAX: () _____
EMAIL ADDRESS: _____

PAYMENT REMITTANCE ADDRESS (Type/Print) (if same as 2.8, enter "SAME 2.8")

NAME: _____
MAIL ADDRESS: _____

(City) (State) (Zip Code+4)
TELEPHONE NO: VOICE: () _____, EXTENSION: _____
(Toll-Free Preferred) OTHER: () _____; FAX: () _____
EMAIL ADDRESS: _____

CONTACT FOR INVOICE INQUIRIES

NAME: _____
TELEPHONE NO: VOICE: () _____, EXTENSION: _____
(Toll-Free Preferred) OTHER: () _____; FAX: () _____
EMAIL ADDRESS: _____

WHERE TO SEND PURCHASE ORDER (IF APPLICABLE)

COMPANY NAME: _____
MAIL ADDRESS: _____

(City) (State) (Zip Code+4)

Appendix A – Scope of Services

HVS Convention Sports & Entertainment Facilities Consulting (“HVS”) will provide the scope of services in three phases:

- Phase 1 – Market and Feasibility Analysis
- Phase 2 – Preparation of a Request for Proposals
- Phase 3 – Evaluation of Responses to the Request for Proposals

HVS will use two sub-consultants to perform some of the required scope of services: The HVS Miami Office will provide hotel market and feasibility analysis and Oppenheim Research will provide research and survey services. No other sub-consultants will be utilized without the prior written consent of the Tallahassee Community Redevelopment Agency (“CRA”).

Phase 1 – Market and Feasibility Analysis

Task 1: Fieldwork and Data Gathering

HVS will meet with representatives of the CRA to discuss our study in more detail and to formulate a schedule for performing the fieldwork. At this time, we will gather any information from you that may assist us in performing this assignment. Any introductions to local hotel operators, governmental officials and business leaders would increase the effectiveness of our research and expedite the fieldwork process. HVS will also perform the following tasks:

1. On-site inspection of the market area and the proposed development site;
2. Review the physical orientation of proposed site with respect to site access and the supportive nature of surrounding land uses as they relate to a new facility;
3. Investigate the availability of lodging facilities to support a convention center;
4. Determine the role that the public sector intends the facility to play in the market;
5. Obtain previous studies and reports from CRA staff and other sources including but not limited to [REDACTED];
6. Conduct interviews with business and government officials in order to collect relevant statistical market data which will be used in locating and quantifying demand for a convention center. Primary types of data include quality of supply, seasonality, weekly demand fluctuations, vulnerability to economic trends and changes in travel patterns and other related factors;
7. The current and anticipated potential of the (1) corporate transient, (2) leisure transient, and (3) meeting/group demand will be evaluated during our fieldwork interviews. In conjunction with the identification of potential demand, an investigation will be made of the strengths of the

respective market segments. We will analyze seasonality, weekly demand fluctuations, vulnerability to economic trends, changes in travel patterns, and other related factors.

8. Potentially competitive lodging and meeting facilities need to be evaluated to determine their market position with respect to the subject facility. HVS will identify this "competitive set" and we will inspect these properties and interview management to estimate levels of occupancy, room rates, market penetrations, and other pertinent operational characteristics. The competitive factors that will be specifically reviewed include: location, market orientation, quality of facilities and amenities, physical condition, management expertise, operating performance, chain affiliation, and demand segmentation.
9. Use of market research to estimate the demand for food, beverage, banquet, and meeting facilities;
10. Gather data on the types of events currently occurring in the market area in existing venues and any plans for expansions, upgrades, or new facilities;
11. Interview local Chamber of Commerce representatives, CVB, economic development agencies, and other related organizations, along with an investigation of the market area to reveal patterns reflecting growth, stability, or decline.
12. Gather statistics relating to general economic and demographic trends that indicate future demand potential; and
13. Research expense factors relating to local conditions such as labor, energy rates, assessed values and taxes. In most instances, we will attempt to utilize actual expense experience from comparable properties in the feasibility portion of our study.

Task 2: Market Analysis

HVS will assess key market variables and economic data, culminating in an analysis of the following:

- Local area conditions
- Demographic and economic characteristics
- Work force characteristics
- Projected economic growth
- Business climate and major employers
- Corporate presence
- Colleges and universities
- Meetings and assembly facilities
- Arts, culture, and entertainment
- Retail destinations
- Hotel supply (including number of rooms by type and meeting space)

- Leisure and tourism and future expected trends
- Visitor industry-related taxes
- Proposed development initiatives
- Transportation/air access and costs

Task 3: Hotel Market Analysis

HVS will perform an analysis for the purpose of evaluating market demand and supply as it relates to the convention, meeting, and trade industries. HVS will compile data on the historical performance of the Tallahassee hotel market and estimate the occupancy and average daily room rate of a set of primary (and secondary) properties in the market that serve the convention and meeting industries. HVS will also analyze similar markets in Florida (and the Southeast) to obtain hotel operating benchmarks and conduct paired-analysis. This analysis provides the basis for estimating future underlying demand growth and unaccommodated room night demand in the market.

The supply and demand analysis will at a minimum encompass the following steps:

1. Using the occupancy levels and market segmentations of the market properties, the number of room nights actually accommodated in each segment is calculated by multiplying each property's room count by its occupancy by segment and 365 days. This yields the accommodated room night demand. The annual number of room nights occupied per room in each segment is also calculated (room nights occupied per year divided by the room count), and the resulting figure serves as a competitive index.
2. Latent demand (which consists of unaccommodated and induced demand) is estimated for each market segment.
3. In circumstances involving the development of a major new demand generator, we will also forecast induced demand and include this in our overall demand projections for the market.
4. Growth rates are projected for each of the market segments.
5. The total usable room night demand (which consists of usable latent demand and accommodated demand) is projected.
6. The area's guestroom supply and total room nights available are quantified for each projection year.
7. HVS will identify potential new supply that is planned, under construction, or rumored to be developed in the market area. This will guide our projections of near-term supply growth. We will also use long-term historical growth trends in room supply to guide our forecast of long-term future supply growth.

HVS will provide a 10-year forecast of hotel supply and demand and room rates. The forecast of convention center demand and financial operations will be coordinated with the forecast of hotel operations. This analysis will result in a quantification and documentation of probable future trends in the market's occupancy, average rate, and overall room revenues. We will also comment on how the hotel industry relates

to the convention and event industries and how future hotel trends may affect demand potential for a convention center in this market.

Task 4: Industry Trends

This analysis will describe the convention and meeting industry and analyze trends in the number of events, attendance, and supply of convention, exhibition, and meeting facilities. An understanding of trends in the demand for and supply of function space provides an important context for evaluating the market potential of new venues. Our analysis will conclude with an assessment of the particular implications of these trends for the proposed new convention center in Tallahassee.

This trends analysis will include information on national, regional, and state markets and cover relevant indices and topics including:

- *Industry definitions* – identification of industry event types and facility needs and characteristics
- *Industry growth* - analysis of demand trends is based partly on the *Meetings Market Report*, published every two years by Meetings & Conventions Magazine, which measures the demand in the meetings and convention industry, as measured by three key demand variables: (1) the number of events booked last year, (2) annual attendance at these events, and (3) total expenditures by delegates and planners involved in the events.
- *Trends* – several trends will be analyzed: the supply and demand of facilities nationwide, site selection criteria, and event characteristics. Our industry trends review will also include an analysis of statewide or regional demand and what share of this market could be served by existing and or planned meeting facilities in Tallahassee.

This trends analysis and subsequent analysis of the convention center and hotel will highlight the important interactions of the two facilities and assess the demand, operational and financial impacts they may have on each other.

Task 5: Surveys and Interviews

Surveys

HVS will identify an appropriate sample of event planners that reflects primary segments of current and potential demand. Our survey will seek information on the characteristics of the events that the respondents plan and their specific facility needs. The information obtained from these surveys will direct and support our facility recommendations. HVS will use a combination of different methods to collect accurate and comprehensive feedback from event planners:

Internet-Based Survey Form - An internet-based survey form HVS tailors specifically to this analysis will enable a large sample of event planners to express their views. The use of internet surveys can significantly increase the response rate versus telephone or fax surveys due to the ease of access.

Telephone Interviews - HVS will select a subset of the survey sample to contact directly to attain additional detail on their views of the market. These interviews supplement the information collected via survey forms by enabling

HVS to engage event planners in conversation regarding their impressions of the market and a convention facility.

Follow-up Fax and Phone Calls - HVS will follow-up with event planners that do not respond to the survey with phone calls and faxes. This follow-up enables HVS to increase the response rate and eliminate contacts that are no longer valid and replace them with other event planners.

The survey covers a variety of data points that assists HVS to measure the demand potential for convention events:

Event Characteristics

- Type of event
- Geographic scope of event (national, state, local)
- Types of spaces required
- Types of services required
- Attendance and room nights
- Anticipated changes in event size
- Past event locations

Interest / Impressions of the Market

Based on our extensive industry experience and our analysis of Tallahassee's market, HVS will determine which destination product issues are likely to have the greatest impact on meeting/event planner decisions about where to hold their events: The information obtained in these surveys will enable HVS to gauge the level of meeting planner interest in the market area and convention facilities. HVS will survey a selection of meeting planners to draw conclusions about:

- Overall level of interest in utilizing the facility
- Relative attractiveness of peer and competing markets
- Market attractiveness in respect to key site selection criteria

HVS will analyze the responses and present the data in easy to understand tables and charts.

Interviews with Key Informants

HVS will interview key informants in person or over the phone to better assess the level of interest in using the proposed facilities. The first interview group includes hospitality businesses and associations. HVS will also conduct interviews with:

- County officials
- Regional CVB and tourism officials
- Potential users
- Local hotel industry representatives

- Event and show promoters

Task 6: Existing Meeting Facilities & Lost Business

Using available data, HVS will make every reasonable effort to analyze historical operations of the existing facilities that offer meeting space, to gain insights about facility needs, customer concerns, lost business statistics, and trends in demand during the past several years. HVS will seek operations data including:

- Event schedules and demand
- History of room night generation
- Historical financial operating data
- Lost business reports

When available, the data obtained during this step will serve as a key input into our thinking about current trends and future demand potential for the meeting and convention industry in Tallahassee. Historical demand will provide a basis for understanding whether events are increasing or decreasing in size and number. Lost business data will help us determine what types of events are considering Tallahassee and why these events eventually ended up going to another community. HVS will evaluate whether a convention facility would address the concerns of a significant portion of meeting and event planners identified in the lost business reports. Room night estimates will provide a preliminary ranking of which facilities generate the highest volumes of economic impact. Financial operating data will provide an understanding of the level of investments required to operate major public facilities in this market.

Task 7: Comparable and Competitive Facilities

HVS will analyze competitive and comparable facilities for convention center facilities including the number, size, and quality of potentially competitive convention facilities in Tallahassee's competitive trade area. Facility attributes to be compared include:

- Facility size, flexibility and overall quality,
- Number of supporting hotel rooms,
- If available, levels of event demand by event type,
- Marketing budgets and resources,
- Expansion plans, and
- If available, the revenue and expenses of competitive facilities.

HVS will also compile and analyze data on convention facilities that may not be competitive but are comparable (located in other parts of the country). Data on the physical characteristics, event demand, and financial operations of the comparable facilities may provide models for the convention center market in Tallahassee. The comparable facilities will be selected in consultation with client representatives using the following criteria:

1. Properties that play similar roles in their communities to the stated objectives for a convention center in Tallahassee, and
2. Convention centers that are situated in markets of similar size and destination appeal characteristics.

Analysis of the data on comparable facilities will require HVS to consider each facility in the context of its local market and note the similarities and differences between these centers and Tallahassee.

Task 8: Facility Recommendations - Convention Center and Hotel

Convention Center

An important part of this analysis will be to provide recommendations that will allow the CRA to maximize the potential of any new development by achieving its demand potential and maximizing economic impacts to the community. HVS will provide facility recommendations based on our market research, user interviews, surveys, input from facility operators, and what we learn in our evaluation of comparable and competing facilities, which will culminate in facility recommendations.

If demand suggests a convention center development is warranted, the recommended facility program will include a description of the required floor area and adjacency for each of the following elements:

- Square feet of exhibit space,
- Configuration of pre-function/lobby space,
- Number and size of breakout/meeting rooms,
- Auditorium/theatre/fixed seating space,
- Kitchen/banquet facilities,
- Specific support spaces,
- Plans for future facility expansion,
- Configuration of ingress/egress areas and loading docks,
- Parking areas,
- Rental rates,
- Technology requirements and upgrades,
- Business services and amenities, and
- Others building characteristics that may be appropriate.

The facility program will provide information on the organization, divisibility, and technical capabilities of function spaces in sufficient detail to inform the development of a concept plan by a design firm. For the recommended facility development, HVS will provide a preliminary discussion of location options, pros and cons, and key factors in site selection.

Hotel Recommendations

HVS will analyze specific information that will allow it to determine what hotel product the market will be able to absorb, if any, and which would be most appropriate to support any proposed convention facility recommendations. HVS make recommendations regarding significant facets of any recommended hotels, including:

- Number and type of rooms,
- Amount, size and quality of meeting, ballroom and other function spaces,
- Number, size and quality of food and beverage outlets, and
- Services and amenities.

Task 9: Site Issues

Based on specific criteria, HVS will assess the site for the recommended facility development.

HVS employs a site evaluation matrix that involves 20-30 variables that help to determine Marketability, Transportation, Construct ability, Urban Impact, and Financial Considerations. The site evaluation matrix also assesses issues related to access, circulation, and parking. Service vehicle access for trucks, food service, trash and related staging and parking areas must avoid conflict with public circulation to facilitate simultaneous event service and attendance with minimal interference.

HVS will consider adjacencies to other sites, particularly those owned by the CRA. Site applicability and other possible site alternatives will be reviewed and analyzed.

Task 10: Convention Center Demand and Financial Projections

HVS will quantify the event demand in several different event categories that may be suitable for the recommended facility. Demand projections will include the number of events, number of event days, number of attendees, and the amount of exhibit and meeting space utilized for the first ten years of operation for the following types of events:

- | | |
|---------------|-----------------------------|
| ▪ Conventions | ▪ Concerts and Entertainmer |
| ▪ Tradeshows | ▪ Conferences |
| ▪ Consumer | ▪ Banquets |
| shows | ▪ Meetings |
| ▪ Expositions | ▪ Other |
| ▪ Assemblies | |

The demand projection will consider the likely levels of initial demand for the facility and the number of years it will take the project to reach a stabilized point of demand for any new facility that may be recommended as part of this analysis.

The demand profile and data from historical operations of existing venues and comparable facilities serve as the primary inputs into the HVS Venue Model. HVS

staff will conduct research of expense factors relating to local conditions such as labor and energy rates. The Venue Model separates the fixed and variable components of revenue and expenses. Variable components of expenses will be estimated based on the level of anticipated facility revenue. The fixed expenses are projected based on data from comparable facility operations. In most instances, we will attempt to use actual expense experience from comparable facilities. HVS will calibrate the model to accurately reflect the unique characteristics of the market.

HVS will incorporate demand, revenue, and expense assumptions into the Venue Model to reflect the recommended improvements and their demand and operating implications. HVS enters the estimated number of events and average attendance by type of event into the operating Venue Model, which produces estimates of revenue and expense annually over the projection period. The description of financial projections will include a detailed line-by-line account of all revenue sources and expenses. The forecast of financial operations covers the same 10-year period as the demand projections.

Task 11: Hotel Projections

Occupancy and Average Rate

Based on our market research, supply and demand analysis, and facility recommendations, HVS will provide a projection of occupancy and average daily rates at the proposed subject property. Hotels in many areas may require between 12 months and five years before they reach a stabilized level of demand. Our projections will show annual occupancy and average rate for the opening year all the way through stabilization. Thereafter, occupancy will stabilize and room rates are expected to grow with inflation.

As new competitive supply or additional demand generators open in the subject's market area, particular years may experience substantial positive or negative changes in occupancy or average daily rates. Our analysis will attempt to model these changes over the projection period, based on the most current available information and planning data.

HVS will provide a 10-year projection of occupancy and average daily rates (ADR) for the proposed subject property. Revenue per available room (RevPAR) is a third variable we analyze, which can be calculated by taking the product of the occupancy and ADR for a given year. The occupancy and average rate projections allow us to calculate annual room revenue at the proposed hotel conference center. The three key performance measures of occupancy, ADR, and RevPAR would become the starting point for our financial analysis.

Forecast of Income and Expense

Annual room revenue is the starting point of our forecast of income and expenses. But there are other potentially important revenue categories, such as food and beverage sales and telephone services that we will consider, if appropriate. HVS will identify each key revenue category for the proposed facility and forecast annual revenue levels in each category for a 10-year period.

HVS will also project fixed and variable expenses for the proposed hotel. The HVS proprietary SPIDER® database allows us to analyze real financial operating

statements of thousands of similar hotels around the country. From this vast financial data library, we will select a highly relevant set of "comparable facilities" as the basis of a detailed analysis of expense ratios appropriate for the proposed hotel. HVS will identify each expense category for the proposed facility and forecast annual expense levels in each category for a 10-year period.

The forecast of income and expense results in a 10-year proforma table that will allow you to analyze detailed revenue and expense line items and key ratios that help to verify the reasonableness of our projections. Our forecast of income and expenses will be consistent with guidance from the Uniform System of Accounts for the Lodging Industry.

Task 13: Financing Strategies

HVS will identify alternative sources of funding the new facility. Case studies from financing plans used in other markets (including facilities in Florida, as well as nationwide) will help to illustrate various options. HVS will explore various innovative approaches to project financing, including various forms of public/private partnerships. This analysis and discussions with client representatives will lead to a recommended financing plan that achieves the best practical match of project benefits and costs.

The market and financial analysis previously discussed in the proposal would provide the necessary information on capital costs and the availability of operating revenue to support the project. In consultation with the CRA, and CRA financial advisors, HVS will identify funding alternatives and estimate the future capacity of those resources to support the construction and operations of the project.

Task 14: Economic and Fiscal Impact Analysis

The key to an accurate impact analysis is to estimate the net new activity in Tallahassee caused by a new convention center. When a convention center generates room night demand, it may capture some of the existing room night demand or possibly displace demand that would otherwise be in Tallahassee.

Net New Demand

In order to estimate the net increase in visitation to Tallahassee, HVS will develop a detailed demand model and if the appropriate data is available, we will test the validity and reliability of this model using a regression analysis.

Spending Estimates

Once the net new demand impact is known, HVS will use these estimates to calculate the associated spending. HVS will measure four types of net new spending impacts:

1. Overnight visitor spending
2. Day visitor spending
3. Exhibitor spending
4. Event organizer spending

Spending estimates will be based in part on data from the latest version of the Destination Marketing Association International ("DMAI") delegate expenditure survey. We will adjust the DMAI survey numbers for inflation and to local market characteristics as necessary. We will adjust this DMAI data with information on local spending contained in the Corporate Travel Index.

HVS will estimate three types of spending impacts in the analysis:

- Direct impacts include the visitor expenditures, payroll, and employment resulting from the events and operations occurring at the convention center.
- Indirect impacts are the supply of goods and services resulting from the initial direct facility-related spending.
- Induced impacts represent the change in local consumption due to the personal spending by employees whose incomes are affected by direct and indirect spending.

Indirect and induced impacts are often referred to as the multiplier effects, which vary depending upon the types of spending and the characteristics of the local economy.

HVS will use the IMPLAN input-output model to estimate indirect and induced impacts. IMPLAN is a nationally recognized model commonly used to estimate economic impacts. An input-output model generally describes the commodities and income that normally flow through the various sectors of the economy. The indirect and induced expenditure, payroll, and employment effects result from the estimated changes in the flow of income and goods caused by the projected direct impacts. IMPLAN data are available by state, county, and zip code levels.

Fiscal Impact

Fiscal impacts represent the incremental tax revenue collected by the municipality associated with the net new spending related to the activity at the facility. For example, our analysis estimates the hotel tax revenue from an overnight stay by an event attendee and considers this a fiscal impact.

HVS will gather data from the CRA on tax rates. Combining this tax rate information with our spending projections, HVS will estimate the impact on a variety of state and local taxes, including sales, income, hotel, food & beverage, car rental, property, and others as applicable. The analysis will result in an estimate of new tax revenue associated with the project in inflated dollars for a stabilized year of demand.

The fiscal impact estimates will include consideration of potential Tax Increment Financing revenues.

Task 15: Operational Options

HVS will research and provide possible organizational structures that will best fit the needs and goals in Tallahassee for a new convention center and hotel. Options include, but are not limited to: a hotel/conference center, an integrated hotel and convention center, or stand-alone hotel and convention center.

Ownership and operating structures must consider the approach to financing and the Internal Revenue Service requirements for the management and ownership. A municipal corporation or authority, non-profit or private entities will all be considered in the context of the operating and financing plan.

Reporting

Upon completion of Phase 1 analysis, HVS will submit a summary draft report in PowerPoint format and hold a conference call with client representative to discuss our findings. We will discuss our findings with you and incorporate any agreed-upon changes to the document.

Subsequently, HVS will finalize the analysis and provide a discussion of our findings, *projections, estimates, and recommendations.*

HVS will conduct the following meetings:

- The initial kick off meeting and field work in Tallahassee.
- An interim presentation and update to be conducted via a telephone conference during or around the eighth week of the assignment.
- A final presentation of findings and our report in Tallahassee.
- A minimum of weekly phone calls and to update the primary client contact on the project status and to discuss ongoing issues related to the study.

HVS will be available to provide a fully documented written report upon request. This report can be completed for an additional fee that will be authorized separately and not exceed \$5,000; provided that it is requested within 90 days of the completion of the scope of services described above and an update of the analysis is not required.

Phase 2 – Preparation of a Request for Qualifications

Working with CRA representatives, HVS will identify a list of potentially qualified developers/operators from which CRA may wish to solicit responses. HVS has extensive databases of operators and developers which we would access for this project.

The solicitation process would occur in two phases: 1) the issuance of a Request for Qualifications ("RFQ") and the selection of a "short-list" of qualified companies, and 2) issuance of a Request of Proposals ("RFP") from the short-listed companies.

As a part of the Phase 2 scope, HVS would draft the RFQ document and work with CRA project and procurement staff to finalize the document. Depending on CRA's preference, this RFQ document may include information generated from our market and feasibility study.

The RFQ would be advertised through various media and emailed to a comprehensive list of potential developers/operators. HVS will also distribute the RFQ information through the HVS Global Hospitality Report, a weekly email that is received by over 40,000 industry professionals. With client assistance, HVS will also identify local developers that may have an interest in the project.

HVS will assist in the evaluation of RFQ responses and provide a written comparative analysis of the responses using a set of selection criteria specified in the RFQ. HVS will be available by phone conference to discuss the RFQ response evaluation.

Phase 3 – Evaluation of Responses and Negotiation

Following identification of the short listed development teams, HVS will assist the CRA in drafting an RFP, responding to questions from developers and participating in a pre-proposal conference.

HVS would then evaluate the RFP responses and meet with CRA representatives to discuss them.

After the short-listed firms are selected, representatives of HVS will participate in the interview sessions with the selection committee and the development teams. In preparation for that meeting HVS will perform the following tasks:

- Provide a preliminary comparison of each development proposal with respect to: 1) the qualifications of the development team, 2) the proposed building program, 3) projections of financial operations, 4) the approach to project financing, 5) and the level of public commitment requested by each team.
- Formulate a list of questions for each development team, which may seek clarification and/or additional information. These questions will form the agenda for an in person interview with each of the development teams to discuss their proposals.

We will deliver the preliminary analysis of the proposals and the discussion questions in advance of the meeting to help prepare members of the selection team for the interviews. Throughout the process we intend to work closely with representatives of the CRA to assure that our analysis is consistent with your goals and policy objectives.

Based on our review of the proposals, the interviews with each team, and on the feasibility study, HVS will draft a memorandum that summarizes our evaluation of the proposals. The memorandum will provide clearly articulated comparisons under each selection criteria, analyze the strengths and weaknesses of each proposal, and culminate in a recommendation for selection. In the event that none of the proposals adequately address the selection criteria, HVS will be available to assist the CRA in soliciting revised proposals from each development team or in issuing a new request for proposals, which would solicit the participation of additional development teams.

Upon the selection of the developer/operator, HVS will assist the CRA in the negotiations of the development, operating, and room block commitment agreements. HVS has a library of existing agreements and examples of operating agreements for other convention center and hotel that may serve as base documents.

Upon the selection of the development team, the CRA will need the services of a multidisciplinary team to move the development process forward. This team would include legal advisors, financial advisors, and underwriters. HVS staff will be available to continue to serve as a part of this team as a development advisor. Our roles would be to

- Provide ongoing financial analysis of various development options and agreements.
- Update our study at the time of permanent financing.
- Meet with members of the development group, investment bankers, rating agencies, credit analysts, potential investors, and any other appropriate parties, for the purposes of presenting the results of our study.

Florida Center for Performing Arts & Education

Strategic Plan 2009 - 2012

August 11, 2009

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Florida Center for Performing Arts & Education

Vision:

Creating something remarkable for Florida's Capital City

Mission:

To develop "*Florida's stage*" where people enjoy the

- performing arts
- culture
- history
- education *and*
- community events

Florida Center for Performing Arts & Education

Structure for Planning

- Goal 1:* Create a Public Campaign that stimulates community support and input, increases memberships and supports Capital Campaign goals.
- Goal 2:* Advocate for a public referendum in 2012 to extend the 1% local option sales tax which includes The Florida Center for Performing Arts and Education.
- Goal 3:* Define and further refine the program offerings of The Florida Center for Performing Arts and Education.
- Goal 4:* Implement a Capital Campaign that achieves fundraising goals, secures community support and supports Public Campaign goals.
- Goal 5:* Build a Board of Directors that achieves the goal of creating a Performing Arts and Education Center.

**Florida Center for
Performing Arts & Education**

**Florida Center for
Performing Arts & Education**

Goal 1:

Create a Public Campaign that stimulates community support and input, increases memberships and supports Capital Campaign goals.

Objectives:

- A. Build broad community support and visibility through public relations activities.
- B. Establish a process for public access to information while promoting the image of The Center.
- C. Promote opportunities for Membership/"public ownership" and define the benefits of membership, coordinated with the Capital Campaign messaging.

**Florida Center for
Performing Arts & Education**

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Florida Center for Performing Arts & Education

Goal 1.A:

Create a Public Campaign that stimulates community support and input, increases memberships and supports Capital Campaign goals.

Objectives:

A. Build broad community support and visibility through public relations activities.

Key Actions Checklist Goal 1.A:

1. Create a team of public relations professionals to implement a community-wide public education campaign that coordinates the messages of the Capital Campaign and the Public Campaign.
 - a. The Chair of the Board of Directors appoints a Board Liaison to be the Team Leader.
 - b. Develop a public education implementation plan.
2. Establish a consistent and frequent presence in all areas of the community.
 - a. Hire a part-time Community Coordinator to implement organized representation at most community meetings, formal and informal.
 - 1) Recruit 100 volunteers.
 - 2) Train the volunteers in networking skills and tactics, as well as the history and promise of The Center.
 - 3) Organize their participation.
 - 4) Track their activities, possibly using SweatMonkey.com

Florida Center for Performing Arts & Education

Goal 1.B:

Create a Public Campaign that stimulates community support and input, increases memberships and supports Capital Campaign goals.

Objectives:

B. Establish a process for public access to information while promoting the image of The Center.

Key Actions Checklist Goal 1.B:

1. Develop an array of vehicles for the public to remain informed about and participate in the development of the Center.
 - a. Develop web skills internally and create interactive capabilities on The Center's website.
 - b. Schedule formal and informal, online and offline "conversations" that involve the entire community in planning and designing The Center.

Florida Center for Performing Arts & Education

Goal 1.C:

Create a Public Campaign that stimulates community support and input, increases memberships and supports Capital Campaign goals.

Objectives:

C. Promote opportunities for Membership/"public ownership" and define the benefits of membership, coordinated with the Capital Campaign messaging.

Key Actions Checklist Goal 1.C:

1. Structure the membership with benefits and policies.
 - a. Define membership categories, benefits and policies for Board approval.
 - b. Establish and implement a regular membership renewal procedure.
 - c. Assign the Administrative Assistant to maintain a current membership database.
 - d. Provide the membership with communications (some of which are seeking input and involvement) at least 6 times per year.
 - e. Coordinate with all other messaging.

**Florida Center for
Performing Arts & Education**

Goal 2:

Advocate for a public referendum in 2012 to extend the 1% local option sales tax which includes The Florida Center for Performing Arts and Education.

Objectives:

- A. Generate support from stakeholders and organizations with similar interests.
- B. Identify the need for access to the programs offered by The Florida Center for Performing Arts and Education.
- C. Communicate economic development impact on the entire community.

**Florida Center for
Performing Arts & Education**

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August 11, 2009

Strategic Plan Draft 4

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**Florida Center for
Performing Arts & Education**

Goal 2.A:

Advocate for a public referendum in 2012 to extend the 1% local option sales tax which includes The Florida Center for Performing Arts and Education.

Objectives:

A. Generate support from stakeholders and organizations with similar interests.

Key Actions Checklist Goal 2.A:

1. Create a "Referendum Success in 2012" Task Force, with a Board Member as Chair to develop and implement these strategies.
2. Develop specific strategies that fully utilize and coordinate with the Capital Campaign, the community input and all messaging.
3. Assess the value of hiring a part-time coordinator or structuring the Community Coordinator position to staff this effort in mid-2010.
4. Implement unique strategies to generate support from stakeholders and organizations with similar interests.

**Florida Center for
Performing Arts & Education**

Goal 2.B:

Advocate for a public referendum in 2012 to extend the 1% local option sales tax which includes The Florida Center for Performing Arts and Education.

Objectives:

B. Identify the need for access to the programs offered by The Florida Center for Performing Arts and Education.

Key Actions Checklist Goal 2.B:

1. Through community input sessions conducted by staff, consultants and volunteers, build a community-wide inclusive case for a broad spectrum of programming at The Center.
 - a. Develop user-friendly mechanisms to capture and categorize this information.
2. Create ongoing two-way communications with and between citizens to exchange ideas for The Center's programming.
 - a. Expand the website's capability to accommodate these conversations.
 - b. Expand The Center's staff's ability to manage the website internally.

Florida Center for Performing Arts & Education

Goal 2.C:

Advocate for a public referendum in 2012 to extend the 1% local option sales tax which includes The Florida Center for Performing Arts and Education.

Objectives:

C. Communicate economic development impact on the entire community.

Key Actions Checklist Goal 2.C:

1. Create a motivational and inclusive message which addresses all sectors of the community and how their involvement with The Center will have a positive personal impact.
2. Demonstrate, with statistics and examples from other communities, the positive economic impact on the entire city of Tallahassee, in addition to the downtown area.
3. Share information with the public, through the website and in presentations, on potential new jobs that The Center will bring.

Florida Center for Performing Arts & Education

Goal 3:

Define and further refine the program offerings of The Florida Center for Performing Arts and Education.

Objectives:

- A. Create programs specifically for children and schools.
- B. Through a funded Pre-Design process, generate input for programming from the community at large providing for diverse stakeholders such as the arts community, young professional groups, civic organizations, economic development organizations and similar interests.
- C. Identify ways the public (community) will benefit from The Center.

**Florida Center for
Performing Arts & Education**

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**Florida Center for
Performing Arts & Education**

Goal 3.A:

Define and further refine the program offerings of The Florida Center for Performing Arts and Education.

Objectives:

- A. Create programs specifically for children and schools.

Key Actions Checklist Goal 3.A:

1. Establish membership categories for children and teachers.
2. Invite schools (elementary, secondary and post-secondary) to give input on The Center programming and to act as advocates for The Center as mutually beneficial for all.
3. Seek programmatic best practice models from other communities.

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Florida Center for Performing Arts & Education

Goal 3.B:

Define and further refine the program offerings of The Florida Center for Performing Arts and Education.

Objectives:

B. Through a funded Pre-Design process, generate input for programming from the community at large providing for diverse stakeholders such as the arts community, young professional groups, civic organizations, economic development organizations and similar interests.

Key Actions Checklist Goal 3.B:

1. Establish a range of communications channels to involve the arts community and young professionals' groups in the Pre-Design planning process.
2. Employ social networking media to engage stakeholders from the arts community and young professionals groups in conversations about programming for The Center.
3. Use volunteers to moderate the online discussions to assure The Center's message is consistently delivered and issues are flagged early.

Florida Center for Performing Arts & Education

Goal 3.C:

Define and further refine the program offerings of The Florida Center for Performing Arts and Education.

Objectives:

C. Identify ways the public (community) will benefit from The Center.

Key Actions Checklist Goal 3.C:

1. Ensure The Center is functionally designed to meet the needs of a diverse array of artists, performers and patrons.
2. Communicate the variety of uses of The Center to the arts community and to potential Center visitors on the website and in publicity pieces.
3. Identify community service and paid positions which The Center might need, once built.
4. Emphasize the vision for diverse patrons, staff and administration at The Center.

**Florida Center for
Performing Arts & Education**

Goal 4:

Implement a Capital Campaign that achieves fundraising goals, secures community support and supports Public Campaign goals.

Objectives:

- A. Establish Capital Campaign Leadership/Committee which fully supports Public Campaign activities.**
- B. Recruit staff to support Capital Campaign efforts.**
- C. Establish strategies for raising funds.**
- D. Develop activities focused on increasing membership in coordination with Public Campaign message.**
- E. Generate supporters and continuous gifts in concert with the Public Campaign.**

**Florida Center for
Performing Arts & Education**

Goal 4.A:

Implement a Capital Campaign that achieves fundraising goals, secures community support and supports Public Campaign goals.

Objectives:

- A. Establish Capital Campaign Leadership/Committee which fully supports Public Campaign activities.

Key Actions Checklist Goal 4.A:

1. Identify Board members or volunteers with community contacts, commitment and influence to provide leads and work with the Campaign Director to cultivate and solicit financial support.
2. Develop and implement a Capital Campaign Plan.

Florida Center for Performing Arts & Education

Goal 4.B:

Implement a Capital Campaign that achieves fundraising goals, secures community support and supports Public Campaign goals.

Objectives:

B. Recruit staff to support Capital Campaign efforts.

Key Actions Checklist Goal 4.B:

1. Identify staffing resources needed by the Campaign Executive Director.
2. Create descriptions of the work to be performed.
3. Determine which responsibilities can best be performed by staff, and which by contractors.
4. Secure the personnel to effectively implement the Capital Campaign.

**Florida Center for
Performing Arts & Education**

Goal 4.C:

Implement a Capital Campaign that achieves fundraising goals, secures community support and supports Public Campaign goals.

Objectives:

C. Establish strategies for raising funds.

Key Actions Checklist Goal 4.C:

1. Coordinate the message of Capital Campaign with that of the Public Campaign.
2. Refine the messages for seeking financial support of The Center for a variety of perspectives, including Board member, volunteer, staff person, and performer.
3. Conduct fundraising workshop with Board members.
4. Define financial goals for each phase of the Campaign Plan.
5. Emphasize expectations of financial commitments for Board members.

Florida Center for Performing Arts & Education

Goal 4.D:

Implement a Capital Campaign that achieves fundraising goals, secures community support and supports Public Campaign goals.

Objectives:

D. Develop activities focused on increasing membership in coordination with the Public Campaign message.

Key Actions Checklist Goal 4.D:

1. Invite engagement with the Pre-Design planning process by the public to establish a basic level of involvement with The Center from which they can be encouraged to become more active.
2. Provide a progression of alternative forms of involvement by which individuals from the community (locally, regionally and statewide) can become increasingly active in making The Center a reality.
3. Use social networking media to alert those who sign up for the service about upcoming meetings and events for The Center.

**Florida Center for
Performing Arts & Education**

Goal 4.E:

Implement a Capital Campaign that achieves fundraising goals, secures community support and supports Public Campaign goals.

Objectives:

E. Generate supporters and continuous gifts in concert with Public Campaign.

Key Actions Checklist Goal 4.E:

1. Implement the Capital Campaign Plan.
2. Cultivate and maintain relationships with members so they become donors.
3. Publicize naming opportunities and develop donor affinity packages.
4. Utilize Public Campaign work to personalize gift giving and emphasize that 'anyone can make a gift and everyone will be recognized'.
5. Craft a message which creates a sense of importance in decision making within the grassroots community as funders and owners of The Florida Center for Performing Arts and Education.

**Florida Center for
Performing Arts & Education**

Goal 5:

**Build a Board of Directors that achieves the goal of creating a
Performing Arts and Education Center.**

Objectives:

- A. Establish sustainable Board leadership which promotes excellence in Board members.
- B. Organize the human resources to focus their highest and best use to achieve the creation of The Center.
- C. Engage in continuous planning.
- D. Create an advisory, Consulting Board that assists the Board in creating The Center.
- E. Assess the benefits of hiring a part-time Executive Director.

Florida Center for Performing Arts & Education

**Florida Center for
Performing Arts & Education**

Goal 5.A:

Build a Board of Directors that achieves the Goal of creating a Performing Arts and Education Center.

Objectives:

- A. Establish sustainable Board leadership which promotes excellence in Board members.

Key Actions Checklist Goal 5.A:

1. Define Board structure and identify leadership positions, committees and their functions.
 - a. Create an organizational structure.
 - b. Create job descriptions.
 - c. Identify task delegation and develop timelines for completion.
 - d. Align tasks and committee descriptions with the goals of the strategic plan.
2. Create a succession plan for future Board leadership.



Florida Center for Performing Arts & Education

Goal 5.B:

Build a Board of Directors that achieves the Goal of creating a Performing Arts and Education Center.

Objectives:

B. Organize the human resources to focus their highest and best use to achieve the creation of The Center.

Key Actions Checklist Goal 5.B:

1. Define the roles and responsibilities and identify opportunities for coordination and linkages between and among:
 - a. Board of Directors
 - b. Consulting Board
 - c. Campaign Cabinet
 - d. Volunteers
2. Establish frequent and effective communications channels between and among each of the groups listed above.

**Florida Center for
Performing Arts & Education**

Goal 5.C:

Build a Board of Directors that achieves the Goal of creating a Performing Arts and Education Center.

Objectives:

C. Engage in continuous planning.

Key Actions Checklist Goal 5.C:

1. Review progress toward achieving the goals in this plan at least quarterly.
2. Create, monitor and update specific action plans for the Capital Campaign, the Public Information/Referendum Campaign and the public relations/messaging aspects of both.



Florida Center for Performing Arts & Education

Goal 5.D:

Build a Board of Directors that achieves the Goal of creating a Performing Arts and Education Center.

Objectives:

D. Create an advisory, Consulting Board that assists the Board in creating The Center.

Key Actions Checklist Goal 5.D:

1. Define roles and responsibilities for the Consulting Board.
2. Appoint a Chair and members with terms.
3. Schedule informative, interactive meetings at least twice per year.
4. Develop and maintain a current list of the contacts and skills of the members so they can contribute to The Center's success.

**Florida Center for
Performing Arts & Education**

Goal 5.E:

Build a Board of Directors that achieves the Goal of creating a Performing Arts and Education Center.

Objectives:

E. Assess the benefits of hiring a part-time Executive Director.

Key Actions Checklist Goal 5.E:

1. Seek funding to hire an Executive Director, at least part time, to handle the following responsibilities (among others):
 - a. Staff the Board of Directors.
 - b. Oversee the Pre-Design activities.
 - c. Serve as administrative head of the organization, assuring compliance with all legal, financial, contractual and other regulations.
 - d. With the Board and Campaign Executive Director, be the "public face" of, and the ambassador for The Center.