



OFFICE OF THE CITY COUNCIL

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A G E N D A

TOURIST DEVELOPMENT COUNCIL SPECIAL MEETING

Honorable Lori N. Boyer, TDC Chairman

Friday, January 27, 2017

1:00 P.M.

117 West Duval Street
City Hall, Fourth Floor
Conference Room A

I. CALL TO ORDER

Roll Call

City Council President Lori Boyer, Board Chairperson

City Council Vice President John Crescimbeni, Board Vice Chairperson-Excused

City Council Member Greg Anderson, Board Member

Barbara Goodman, Board Member

M. G. Orender, Board Member

Kirit Patidar, Board Member-Excused

Craig Smith, Board Member

Jeffrey Truhlar, Board Member

Dr. Cheryl L Brown, Director – Jacksonville City Council

Annette Hastings, TDC Executive Director

Jeff Clements, Chief of Research

Kirk Sherman, Council Auditor

Lawsikia Hodges, Deputy General Counsel

Meeting Convened

Meeting Adjourned:

II. Introduction

III. Approval of Minutes

- January 19, 2017

IV. Recommendations as to procurement track based on bid content-Greg Pease

- CPEC vs. PSEC

V. Conflict of interest and procurement isolation updates – Lawsilkia Hodges

VI. Public Comments

VII. Discussion Topics for Tourist Development Plan Request For Proposal

1. RFP content discussion:
 - Tourist Bureau Plan Component
 - TDC Council to discuss the following Competitive Solicitation Professional Evaluation Committee (CSPEC) RFP components:
 - Minimum Qualifications
 - Response to RFP to include
 - Scope of Services
 - Clear/concise contract deliverables
 - Basis of Contract Award
 - Evaluation Criteria
 - Scoring/allocation of points
 - Oral presentation/interviews
 - Marketing Plan Component
 - TDC Council to discuss the following CSPEC RFP components:
 - Minimum Qualifications
 - Response to RFP to include
 - Scope of Services
 - Clear/concise contract deliverables
 - Basis of Contract Award
 - Evaluation Criteria
 - Scoring/allocation of points
 - Oral presentation/interviews
2. Single or multiple contract awards for the preceding two (2) Contract Services TDC Plan Components

VIII. Closing Comments

- TDC Special RFP Meeting
 - Friday, February 3, 2017 at 1pm

IX. Adjourn

Hand-out
1-27-2017
CP Boyer

Tourist Bureau

Objectives: The objectives of this part are to operate and serve as the City's premier expert on tourist attractions, activities and events, accommodations, and restaurants available to tourists who visit the City, which includes Atlantic Beach, Neptune Beach, Jacksonville Beach (collectively, the "Beaches") and the town of Baldwin and perform the services contemplated in 666.108 (b)(1).

Narrative: The City has a vast array of existing tourist attractions, activities, events and opportunities for visitors to enjoy, but many of these opportunities are unknown to visitors, information is poorly coordinated and disseminated, and there is not a centralized, continuously updated, comprehensive source for this information.

Tourist Plan Component- Establishment of a tourist bureau

- (1) *Visitor Centers.* The establishment, operation and staffing of a visitor kiosk at the Jacksonville Airport, at least one (1) visitor center in Downtown Jacksonville, and one (1) visitor center in the Atlantic, Neptune and Jacksonville Beaches area (individually and collectively, the "Visitor Center" or "Visitor Centers"). Each Visitor Center shall be open a minimum of 50 hours per week, including both Saturday and Sunday for a minimum of 5 hours each day. The Visitor Centers shall be located so as to maximize visibility and accessibility by tourists and preference shall be given to use of City-owned property for such purpose. Supplemental unstaffed kiosks at strategic tourist attractions shall be pursued. Signage on the Interstate and main traffic arteries directing tourists to the Visitor Center(s) shall be pursued and installed. Also included shall be information and reservation services at the I-95 Welcome Station.
- (2) (ii) *Comprehensive listings.* The establishment of continually updated comprehensive and all-inclusive listings of all public and private museums including library special collections; guided tours; event listings at all City-owned facilities such as the arena, performing arts center, baseball grounds, stadium and other City-owned venues; other events and activities submitted to the website host which are open to the public; golf courses and other sports facilities open to the public; activity rentals (bicycle, kayak, power boats, etc.); charter fishing captains; manufacturing facility tours; links to Jacksonville Parks, Libraries and other public facilities offered within the

City of Jacksonville; tour guide or sightseeing services; hotels, motels, bed and breakfasts and other accommodations; restaurants, bars, clubs, and similar food and entertainment establishments; and other similar listings of tourist oriented facilities and activities. Such listings may not show preference to, or otherwise emphasize, any particular event or service provider. This service shall also include a pro-active development of such listings by reaching out to a wide spectrum of community organizations and resources to ascertain the activities, facilities, and events currently available, and such activity shall be an on-going and continuous effort to ascertain all that the City has to offer tourists. While some listings may be acquired by the purchase of prepared lists, others will require in-house research and creation; and

- (3) (iii) *Assembly of available information.* The assembly of available information on, or creation of new running routes/trails; bicycling tour routes; scenic walks; historic walking tours; tourist attraction and activity locations; public docks, boat ramps, non-motorized launches and waterfront facilities accessible to those on the water such as restaurants with docks, etc., and such other maps and guides that identify attributes of the City for which tourists commonly search. Also included shall be a hotel-motel directory including a map and food service information and information regarding package tours and information on travel agents and tour operators.

Minimum Qualifications of Bidders

- 1) Must be licensed to do business in Florida.
 - 1) Must have a minimum of three (3) years prior experience executing the required services described in the Scope of Work, Exhibit "A" for a comparable North American destination or hotel company, either as an entity or each of the individuals who comprise the leadership of the bidding entity. (Must be experienced in operating a tourist bureau, visitor center, or concierge service for visitors and in conducting research on available tourist attractions, tours and points of interest.)
- 2) Must provide a minimum of Three (3) references of clients who have utilized services as identified in this RFP that TDC can contact for a reference. For each reference, indicate the following:

Contact Name and
Title Contact
Company Name
Contact Phone Number and email
address Industry of Client
Service Description
Length of
Relationship

- 5) Must have a minimum of three (3) past work experiences that reflect the tracking of key performance indicators to targeted results, including the measurement methodology used.
 - 6) Must have an office in Jacksonville, or be willing to open an office in Jacksonville if awarded this contract.
 - 7) Incumbent contractors must also include a defense of their performance during their term with the TDC. Past performance will be weighed in the application.
 - 13) The financial statements must describe the Applicant's ability to utilize its own financial resources to fund at least two (2) months of the Services described in Tourist Bureau Operating Plan, including reliable proof of financial capacity to obtain immediate access to those resources (e.g., letter of credit; cash deposit). If an Applicant is a newly created entity or is being established solely for the purpose of performing the scope of work under this RFP, the Applicant shall provide the same financial statements previously described herein for each sole proprietor, general partner, member of a limited liability company or partnership, or the majority shareholder.
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RFP Proposal Content

Each Applicant shall provide an executive summary giving an introduction of the Applicant's organization.....

Each Applicant shall furnish a narrative supported by relevant data regarding past experience with similar responsibilities.

This should include:

1. Name and resume of the person who will be the account/project manager for the contract, as well as for principals, key staff, and other employees who will be directly and indirectly involved in performing the work, and identify projects of a similar nature in which the staff member has been involved. The Applicant should provide a description of the role each staff member who will be responsible for handling each aspect of the contract.
 2. Discussion demonstrating Applicant's knowledge of attractions, points of interest, cultural venues and special events, local history, recreation opportunities, restaurants and accommodations in Jacksonville and the Beaches. Basic knowledge of surrounding day trip destinations is highly recommended.
 3. Discussion regarding the methodology Applicant proposes to use in order to research and continuously update knowledge base of tourist facilities, attractions, points of interest, etc. in Jacksonville and the Beaches, even if such facilities or features are not currently promoted as tourist destinations. This discussion should include information on research experience of key personnel, Such experience may include backgrounds in local history, arts, culture, waterways and similar fields which may interest visitors.
 4. Delivery of a three year plan for operation of this Tourist Bureau component of the Tourist Development Plan which should include at a minimum, discussion of goals and objectives for staffing, training, physical facilities, and tracking of visitors served. Included in this section should be a discussion of how we can better serve the tourists who visit and pass through our area with a goal toward encouraging longer stays and return visits. How will Applicant become the premier expert on what our City has to offer, how will that expertise be used in our Visitor Centers, and in print and digital media to increase tourism? Discuss any "Big Ideas" applicant may have.
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5. Discussion of minimum qualifications and selection criteria Applicant will use for employees and volunteers who would interact with the public.
 6. Provide a recommended budget based on the Scope of Work described in Exhibit A. The actual contractual budget will be based on the agreed upon scope of work and budgetary limitations imposed on the TDC as part of its budget approval process with the City. Provide budget breakdown in the following format:
 - Monthly base fee (no travel or meal expenses are allowed as part of the base fee for this plan component)
 - Any reimbursable expenses not included in fee
 7. Conflicts of Interest. The Applicant shall provide in the Proposal the information described below.
 - i. A copy of the Applicant's ethics, business integrity, and conflicts of interest policies, procedures, and/or plans.
 - ii. A completed and signed Conflict of Interest Questionnaire, including any required information. The Applicant shall complete and sign the Conflicts of Interest Questionnaire attached to this RFP as EXHIBIT C and disclose any current or anticipated business or personal relationships that may create an actual or apparent conflict of interest, including but not limited to other contracts with the TDC or City of Jacksonville; contracts with competitors of the TDC described in APPENDIX 10 (Competitors); and, contracts with members of the travel and tourism industry within the City of Jacksonville and Northeast Florida.
 - iii. The Applicant's current client list.
 - iv. A full disclosure of any partnership, investment, affiliation, contract, and/or collaboration the Applicant has entered into with any entity or company which will provide services to the TDC under the Applicant's Proposal and that also does work for a client in a competitor market as outlined in APPENDIX 10 (Competitors) and/or with members of the travel and tourism industry within the City of Jacksonville.
 - v. A list of all professional and business affiliations (i.e. memberships or board seats on different business or non-profit organizations).
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Scope of Services and Deliverables:

1. Establish a tourist bureau, which shall operate and serve as the City's premier expert on tourist attractions, activities and events, accommodations, and restaurants available to tourists who visit the City, which includes Atlantic Beach, Neptune Beach, Jacksonville Beach (collectively, the "Beaches") and the town of Baldwin and perform the services contemplated in 666.108 (b)(1).
2. Prepare a detailed line item budget, acceptable in format to the City Council auditor, setting forth how monies provided by the Tourist Development Council will be spent. Each identified task within a component of the Tourist Development Plan shall have its own identified budget line or lines. Once the budget is submitted and approved by the Tourist Development Council, any deviation from the established line item amounts may not exceed ten percent (10%) of the amount of each respective line item. No deviation shall exceed ten percent (10%) unless authorized by the Chairman of the Tourist Development Council in writing. The Proposer shall provide at each regular meeting of the Tourist Development Council an accounting for all Tourist Development Council monies held or expended during the current year through the preceding month. The Proposer shall provide for an annual financial audit of the contract and Tourist Development Council funded accounts.
3. Provide or cause to be provided support services and follow-up services for the Tourist Development Council with respect to events, projects or activities approved by the Tourist Development Council when requested to do so by the Tourist Development Council and which are part of the plan element identified above.
4. *Visitor Centers.* Establish, operate and staff a visitor kiosk at the Jacksonville Airport, at least one (1) visitor center in Downtown Jacksonville, and one (1) visitor center in the Atlantic, Neptune and Jacksonville Beaches area (individually and collectively, the "Visitor Center" or "Visitor Centers"). Each Visitor Center shall be open a minimum of 50 hours per week, including both Saturday and Sunday for a minimum of 5 hours each day. The Visitor Centers shall be located so as to maximize visibility and accessibility by tourists and preference shall be given to use of City-owned property for such purpose.
 - If any Visitor Center or kiosk is shared with other jurisdictions, or

any specific tourist attractions or accommodations wishing to utilize space to advertise their events or facilities outside Duval County/the City, any such shared arrangements including shared costs and full operating budgets shall be pre-approved by the TDC. Any employee working in a facility shared with others shall possess comprehensive knowledge of all Jacksonville tourist attractions, events and facilities and the space within such facility shall be allocated equitable based on the shared cost arrangement.

5. Pursue the placement of supplemental unstaffed kiosks at strategic tourist attractions. Quarterly reports to the TDC shall include a report on what efforts were made in the preceding quarter to expand the number and quality of unstaffed kiosks and what results were achieved.
6. Pursue and cause to be installed signage on the Interstates and main traffic arteries directing tourists to the Visitor Center(s). Within three (3) months of the contract award, the contract recipient shall provide a timeline to the TDC regarding the necessary applications, meetings, and issues to be resolved in completion of this task. Regular progress updates shall be provided at each TDC meeting until such signage is installed.
7. Maintain tourist information and reservation services at the I-95 Welcome Station. Provide such staffing as may be allowed by Visit Florida at the Welcome center.
8. Establish a continually updated comprehensive and all-inclusive listing of all public and private museums including library special collections; guided tours; event listings at all City-owned facilities such as the arena, performing arts center, baseball grounds, stadium and other City-owned venues; other events and activities submitted to the official City tourism website host which are open to the public; golf courses and other sports facilities open to the public; activity rentals (bicycle, kayak, power boats, etc.); charter fishing captains; manufacturing facility tours; links to Jacksonville Parks, Libraries and other public facilities offered within the City of Jacksonville; tour guide or sightseeing services; hotels, motels, bed and breakfasts and other accommodations; restaurants, bars, clubs, and similar food and entertainment establishments; and other similar listings of tourist oriented facilities and activities. Such listings may not show preference to, or otherwise emphasize, any particular event or service provider. This service shall also include a pro-active development of such listings by reaching out to a wide spectrum of community organizations and

resources to ascertain the activities, facilities, and events currently available, and such activity shall be an on-going and continuous effort to ascertain all that the City has to offer tourists. While some listings may be acquired by the purchase of prepared lists, others will require in-house research and creation;

9. Assemble available information on, and create new information where needed, on running routes/trails; bicycling tour routes; scenic walks; historic walking tours; tourist attraction and activity locations; public docks, boat ramps, non-motorized launches and waterfront facilities accessible to those on the water such as restaurants with docks, etc., and such other maps and guides that identify attributes of the City for which tourists commonly search.

10. Assemble and continuously update and maintain a hotel-motel directory (may be digital) including a map

11. Assemble and continuously update and maintain a food service/restaurant directory (may be digital) including a map

12. Assemble and continuously update and maintain a directory (may be digital) of tours operators and travel agents.

13. Fulfill Visitor magazine and brochure requests submitted by mail or email to the Tourist Bureau, or through the official tourism website, social media, or app(s).

Tourist Bureau Evaluation Criteria

- **Experience and Qualifications of Professional Personnel (Max. 40 Points)**

The proposal will be evaluated based on the strength of the Proposer Firm (and any approved subcontractors); including the experience and qualifications of managerial and professional personnel assigned to the project (the duties of each individual will be stated by the Proposer). This evaluation will include, but not be limited to:

- Demonstrated record of ability to provide the specific services to the specifications set forth in the Scope of Services;
- Years of experience of firm and personnel and number and quality of previous and present tourism marketing clients;
- Recommendations from previous and present tourism marketing clients regarding the quality of work performed on their behalf;

- o Organization depth, facilities and support staff;
- o Financial stability and years of operation.
- **Understanding the Needs and Goals of CVB (Maximum 30 Points)**

The proposal will be evaluated based on the Proposer’s understanding of the needs and goals of CVB as demonstrated in the strategies, approaches and resources to be applied to CVB’s account as described in the proposal.

- **Total Contract Price (Maximum 30 points)**

The CVB is seeking a proposal that offers significant value and maximum user impact. While competitive pricing will be a factor in scoring these criteria, it may not be the determining component. The proposer with the lowest price is not assured of winning the contract.

The following criteria will be used as a guide when evaluating proposals:

<i>Evaluation Criteria</i>	<i>Total possible points</i>
Understood and provided all items requested in RFP	20
Demonstrated previous experience in similar environment (DMO, CVB, etc)	50
Prior experience of agency principals and the proposed project team	10
	15
Role in developing appropriate metrics and working with clients to regularly measure and optimize success	35
	15
	40
	20
Suitability for project – current work load, staff size, references, apparent strengths and weaknesses, demonstrated effectiveness with similar projects	80
Budget approach	25
	10
Provided examples of previous collaborative projects and defined articulated plan to maximize any partnerships OR Clearly showcased company’s ability to address all components of the RFP	25

Proposer qualifications, experience and demonstrated ability	25 Points
Research, information gathering and assimilation strategy including quality and responsiveness of proposal to the Goals and Objectives and Scope of Service detailed in Section A of this strategy for staffing and operation of visitor centers including quality and responsiveness of proposal to the Goals and Objectives and Scope of Service detailed in Section A of this RFP	35 Points
Cost reasonableness, appropriateness, and necessity as compared to all other proposals to provide the services proposed within the City's annual advertising budget	25 Points
Reporting of measurable outcomes that result from marketing and tourism promotion	10 Points
Work with local entities and professionals and use of local service providers for marketing efforts	10 Points

FIRST ROUND EVALUATION OF PROPOSAL	Scoring Range	Evaluator Score
Team (25%): Management; Quality and Depth of Team; Financial Stability and Corporate Management Support; Subcontractors, partners and other relationships; Reference checks	1-25	
Demonstrated Success and Expertise through Past Performance (25%): Similar scope of work	1-25	
Operating Plan (35%): Visitor Center Plans, research strategy, Consistency with Tourist Plan mission and goals, Key Performance Indicators Worksheet	1-35	
Price (5%): Reasonableness of price. Value	1-5	
TOTAL	4-90	
SECOND ROUND EVALUATION OF PRESENTATION, DISCUSSION, AND BAFO		
Presentation, Discussions, and BAFO (10%)	1-10	

TOTAL SCORE			
EVALUATION OF PROPOSAL		4-90	
EVALUATION OF PRESENTATION		1-10	
TOTAL SCORE		5-100	
Assessment Scoring Guidelines (First Round)			
Assessment	Scoring Guidelines (First Round)	Evaluator Score (Total)	
Poor	<ul style="list-style-type: none"> Proposal is inadequate in many basic aspects for the scored category (team, expertise, approach or price) Evaluator has very low confidence in the applicant's ability to perform as promised or as required 	1-18	
Marginal	<ul style="list-style-type: none"> Proposal minimally addresses the requirements, but one or more major considerations of the category are not addressed, or lacking in some essential aspects for the specific criteria Evaluator has low confidence in the applicant's ability to perform as promised or as required 	19-36	
Adequate	<ul style="list-style-type: none"> Proposal adequately meets the minimum requirements for the category and is generally capable of meeting the state's needs for specific criteria Evaluator has confidence in the applicant's ability to perform as promised or as required 	37-54	
Good	<ul style="list-style-type: none"> Proposal more than adequately meets the minimum requirements of the specific criteria, and exceeds those requirements in some aspects Evaluator has high confidence in the applicant's ability to perform as promised or as required 	55-72	
Excellent	<ul style="list-style-type: none"> Proposal fully meets all requirements and exceeds most requirements Evaluator has extremely high confidence in the applicant's ability to perform as promised or as required 	73-90	

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Tourist Marketing

Objectives: The objectives of this part are to aggressively and comprehensively advertise, market, and promote existing tourist-oriented facilities, attractions, activities or events located or occurring within the City so as to attract more tourists on a state, regional, national, and international scale, strengthen awareness of the City's attributes and offerings as a vacation destination, and perform the services contemplated in 666.108(b)(2).

Narrative: The City has a tremendous base of tourist attractions and potential tourism opportunities. These include: the Jaxport Cruise Terminal; Jacksonville Zoo and Gardens; the stadium, arena baseball grounds and amphitheater as well as the performing arts center and many quality museums; Jacksonville Equestrian Center; downtown landmarks; historical and architecturally significant neighborhoods and buildings; a national park; the state's largest park system; the St. Johns River, its tributaries, the Intracoastal and the beaches; eco-tourism; and, other natural and man-made attractions as well as first class shopping and dining and a robust microbrewery scene. The City is also a major point of entry into the State and many tourists pass through the City without stopping to visit or to start tour packages based in the City, both of which are important factors which can be immediately developed. The City also has an undeveloped potential as the hub for water recreation opportunities and as an international tourist destination. It is the City's intent to focus on key visitor markets with a well-coordinated marketing and public relations plan that will leverage all efforts and best maximize exposure across all media platforms. It is imperative to determine the most effective use of designated public dollars while achieving these goals, that the maximum content that can be produced and purchased with available funds reach potential visitors and that this effort be coordinated and consistent with marketing and branding efforts of JAXUSA, the contract service provider(s) to the TDC and for Tourist Bureau and Convention Sales and Service services.

Tourist Plan Component: 666.108 (b)(2)

This component shall require the marketing of existing tourist-oriented facilities, attractions, activities and events identified in Plan component (1) [by the official Tourist Bureau] above through advertising and marketing campaigns conducted outside the City, regionally, nationally and internationally involving printing and mailing of brochures and other informational material; radio, television, newspaper and magazine advertisements; video production; outdoor advertisements; tour guide or sightseeing services; a hotel-motel directory including a map and food service information; an exhibit to be a part of the State of Florida exhibit; directional signage on main traffic arteries; information and reservation services at the I-95 Welcome Station; package tours and information on travel agents and tour operators; and, a market analysis to determine the areas in which tourist-oriented advertising and promotion will be most effective, and through the maintenance of a website, publication of an annual visitor magazine, and publication or production of brochures, maps, videos and similar materials for distribution at Visitor Centers and tourist facilities. Within the overall funding allocation for this component (2), adequate funding shall be set aside annually for subparts (v), (vii), (ix) and (x) to perform the activities in each such subpart of this component. The marketing services to be

provided under this component shall include, without limitation, the following advertising, tourist engagement strategies and marketing services:

- (i) *Name branding.* Branding of Jacksonville as a unique destination focusing on our waterways, beaches, and parks and opportunities for outdoor adventure; the City's extraordinary cultural and historical resources; and the City's passion for sports by showcasing the City's numerous sporting events and teams at all levels (culinary destination, ale trail, and medical tourism may be included in the branding but shall not be a primary focus area of the branding plan);
- (ii) *Market targeting.* Target markets based on study data and past tourist tracking;
- (iii) *Audience targeting.* Target audiences of the destination branding attributes identified in (i) above, with advertising and promotions, also including (a) Jacksonville Jaguars and other professional sports teams' opponents around away game cities and grow out of town visitation for home games, and local leisure tourism by targeting opponent's cities, and (b) audiences based on activities unique to the area and that attract large numbers of tourists (i.e. golf, beaches and watersports, etc.); and
- (iv) *Targeting direct flight markets.* Coordination with Jacksonville Aviation Authority to advertise in direct flight markets.
- (v) *Website.* The establishment and maintenance of a continually updated website as the official tourist website for the City. Such website shall contain comprehensive and all-inclusive listings of all existing tourist oriented facilities, attractions, activities and events identified in (1) above. While accommodations and restaurants are recognized as essential to the tourist experience, equal emphasis shall be given to things to do and see in the City. Such listings shall be all-inclusive and may not show preference to, or otherwise emphasize, any particular event or service provider. Listings shall be sortable by business type/special interest category. Individual locations, venues and activities may be featured in specific content articles and itineraries but based on consumer interest ratings, or recognized tourist attraction rating entities and not on any request or payment by the entity advertised. If out of City day trips are promoted through such website, contributions from the jurisdictions in which such facilities are located shall be negotiated and used to offset the expense of publication. In no event shall the primary focus of any local webpage be devoted to out of City activities, venues, or services unless paid for by such jurisdiction;
- (vi) *Social media sites and digital advertising.* The maintenance of social media sites which shall include links to, excerpts from, and mirror the material contained in the website above. Individual locations, venues, and activities may be featured in specific content articles and itineraries but based on consumer interest ratings, or recognized tourist attraction rating entities and not on any request or payment by the entity advertised. This subpart shall also include online digital advertising to targeted markets of the destination branding attributes identified in (i) above;

- (vii) *Visitor magazine*. The publication of a Visitor Magazine no less often than annually which shall also include the comprehensive listings described above. Individual locations, venues, and activities may be featured in specific content articles and itineraries but based on consumer interest ratings, or recognized tourist attraction rating entities and not on any request or payment by the entity advertised. If out of City day trips are promoted through such Visitor magazine, contributions from the jurisdictions in which such facilities are located shall be negotiated and used to offset the expense of publication. In no event shall the primary focus of any publication be devoted to out of City activities, venues, or services unless paid for by such jurisdiction;
- (viii) *Media Relations*. Promotion of the City's tourist related facilities and programs on a state, national and international level to media writers of magazines, newspapers, blogs, websites and other public relations oriented outlets;
- (ix) *Maps*. The publication of maps on the website and in print identifying running routes/trails; bicycling tour routes; scenic walks; historic walking tours; tourist attraction and activity locations; public docks, boat ramps, non-motorized launches and waterfront facilities accessible to those on the water such as restaurants with docks, etc.;
- (x) *Topic specific brochures and videos*. The publication of other topic specific brochures and videos, such as brochures and videos focused on water related activities and parks and outdoor adventures, area history trails and brochures or other types of businesses if expressly requested by and deemed appropriate by the Tourist Council; and
- (xi) *Collection of brochures, videos, etc*. The collection and distribution of brochures, videos, and other advertising prepared by existing tourist oriented facilities, attractions, activities, and events at all visitor centers, kiosks, and such other opportunities as may arise.

Minimum Qualifications:

Minimum Qualification of Bidders

1. Must be licensed to do business in Florida.
2. Must have a minimum of three (3) years prior experience executing the required services described in the Scope of Work, Exhibit "A" for a comparable North American destination or hotel company, either as an entity or within its leadership team. At least three years of experience providing Advertising, Communications and Public Relations Services to a Tourism Destination Marketing Organization (DMO) with a proven track record of demonstrated results.
3. Shall be a full-service Advertising, Communications, and Public Relations AOR or if not conducting business as an AOR, shall provide a statement and evidence of contractor and

sub-contractor relationships that would operate in similar scope and nature to be considered for this solicitation;

4. Must provide a minimum of Three (3) references of clients who have utilized services as identified in this RFP that TDC can contact for a reference. For each reference, indicate the following:

Contact Name and Title
Contact Company Name
Contact Phone Number and email address
Industry of Client
Service Description
Length of Relationship

5. Must be experienced in operating a marketing organization particularly related to representation services for a U.S. destination or hotel company. Please list Past/Current US Destinations that you have represented.
 6. Shall have previous tourism marketing experience in Northeast Florida region and provide evidence of marketing efforts on behalf of Northeast Florida tourist attractions, events, or facilities; possess a reasonable knowledge of tourist attractions in the area, and be familiar with TDC funding with respect to Tourism Marketing, Public Relations and Communications. Firms not currently familiar with Jacksonville or the Northeast Florida region wishing to submit a proposal shall provide a statement and evidence of relevant experience similar in scope and nature with comparable travel regions to be considered for this solicitation;
 7. Shall have experience in design, execution, hosting and content management for Adaptive/Responsive Website Design. Must possess prior experience developing and managing websites and social media to promote tourism. Include a list of the sites and site sponsors.
 8. Must have an office in Jacksonville, or commit in writing that applicant is willing to open an office in Jacksonville if awarded this contract.
 9. Must possess experience writing copy and editorial content for printed and electronic media and provide examples.
 10. Must have been in business for minimum of ____ years See item 12
 11. Must have a minimum of three (3) past work experiences that reflect the tracking of key performance indicators to targeted results, including the measurement methodology used and provide examples.
 12. Incumbent contractors must also include a defense of their performance during their term with the TDC. Past performance will be weighed in the application.
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13. Conflicts of Interest. The Applicant shall provide in the Proposal the information described below.

- i. A copy of the Applicant's ethics, business integrity, and conflicts of interest policies, procedures, and/or plans.
- ii. A completed and signed Conflict of Interest Questionnaire, including any required information. The Applicant shall complete and sign the Conflicts of Interest Questionnaire attached to this RFP as EXHIBIT C and disclose any current or anticipated business or personal relationships that may create an actual or apparent conflict of interest, including but not limited to other contracts with the TDC or City of Jacksonville; contracts with competitors of the TDC described in APPENDIX 10 (Competitors); and, contracts with members of the travel and tourism industry within the City of Jacksonville and Northeast Florida.
- iii. The Applicant's current client list.
- iv. A full disclosure of any partnership, investment, affiliation, contract, and/or collaboration the Applicant has entered into with any entity or company which will provide services to the TDC under the Applicant's Proposal and that also does work for a client in a competitor market as outlined in APPENDIX 10 (Competitors) and/or with members of the travel and tourism industry within the City of Jacksonville.
- v. A list of all professional and business affiliations (i.e. memberships or board seats on different business or non-profit organizations).

12) The financial statements must describe the Applicant's ability to utilize its own financial resources to fund at least two (2) months of the Marketing Services described in its Marketing Plan and Budget, including reliable proof of financial capacity to obtain immediate access to those resources (e.g., letter of credit; cash deposit).

If an Applicant is a newly created entity or is being established solely for the purpose of performing the scope of work under this RFP, the Applicant shall provide the same financial statements previously described herein for each sole proprietor, general partner, member of a limited liability company or partnership, or the majority shareholder.

RFP Proposal Content

Each Applicant shall provide an executive summary giving an introduction of the Applicant's organization.....

Each Applicant shall furnish a narrative supported by relevant data regarding past experience with similar responsibilities.

This should include:

1. Delivery of a five year plan for operation of this Marketing component of the Tourist Development Plan which should include at a minimum, discussion of goals and objectives for significantly increasing leisure tourism and a detailed discussion of the allocation of resources between media and among markets, and how such allocation furthers the plan. Included in this section should be a discussion of how we can better brand Jacksonville as a tourist destination to bring new tourists to Jacksonville and serve the tourists who visit and pass through our area with a goal toward encouraging longer stays and return visits. How will Applicant use our brand identity, and aggressively and comprehensively advertise, market, and promote existing tourist-oriented facilities, attractions, activities or events located or occurring within the City so as to attract more tourists on a state, regional, national and international scale and strengthen awareness of the City's attributes and offerings as a vacation destination. This plan shall also describe the intended use of in-house vs. contract services and the specific function of direct employees as compared to subcontractors. Discuss whether writing, graphic design, video production and other content is to be produced in-house or describe the services or activities that will be contracted and how subcontractors will be selected. Discuss any "Big Ideas" applicant may have.
 2. Delivery of a detailed budget as part of the above described plan that shall not only identify the allocation of annual resources among media types and markets, but shall clearly identify the allocation of resources between overhead, in-house staff and facilities, subcontractors, and actual media placement purchases.
 3. Name and resume of the person who will be the account/project manager for the contract, as well as for principals, key staff, and other employees who will be directly and indirectly involved in performing the work, and identify projects of a similar nature in which the staff member has been involved. The Applicant should provide a description of the role each staff member who will be responsible for handling each aspect of the contract.
 4. Discussion demonstrating Applicant's knowledge of attractions, points of interests, cultural venues and special events, local history, recreation opportunities, restaurants and accommodations in Jacksonville and the Beaches. Basic knowledge of surrounding day trip destinations is highly recommended.
 5. Describe in narrative form extent of prior experience managing special events and provide examples including the name of the event, event sponsor, location, number of attendees, the consultant's role and event budget.
 6. Experience. The Applicant shall provide a complete disclosure of its relevant experience in tourism destination marketing described below.
 - a. Describe the Applicant's experience within both the Jacksonville MMA and Florida's tourism industry.
 - b. Include a description of the Applicant's experience and past performance history on destination marketing services engagements, including the experience and past performance history of the Project Manager ("key employee"), who will be exclusively assigned to perform the work described in the Proposal. The Applicant
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may provide information on problems encountered on the previous contract and subcontracts identified and corrective action taken. (Be specific in identifying a problem and describing its resolution.) The Applicant may submit evidence that verifies receipt of recognized quality awards or certifications, including a description of the award and documentation setting forth the rationale or criteria for the award. Applicants that do not have past performance on similar contracts shall so state and provide an explanation in the Proposal. Such Applicants shall submit references that can provide past performance information regarding predecessor companies, key personnel with relevant experience who will perform the services under this RFP, or subcontractors that will perform major or critical aspects of the requirement when such information is relevant to the RFP solicitation.

- c. Provide at least three (3) examples of creative content prepared for clients by the Applicant. Examples must be reduced to print form.
- d. An Applicant shall also provide no less than three (3) and no more than five (5) case studies, representing at least three in the following five (5) areas:
 - Demonstrating your familiarity with both the Jacksonville MMA and Florida's tourism industry;
 - Demonstrating your familiarity with the City of Jacksonville and its Beaches;
 - Demonstrating experience in finding and using market research conducted within the Jacksonville MMA;
 - Demonstrating experience in integrated target annual tourism marketing projects deployed within the Jacksonville MMA (include target market identification strategy, brand strategy, supporting online and offline activities); and,
 - Demonstrating the ability to adapt annual tourism marketing projects to changing market conditions.

Financial

Scope of Services and Deliverables:

- (1) Provide or cause to be provided advertising, marketing, and promotional services for existing tourist-oriented facilities, attractions, activities or events located or occurring within the City so as to attract tourists on a state, regional, national, and international scale and perform the services contemplated in 666.108(b)(2).
- (2) Develop a comprehensive marketing plan for the expenditure of funds in support of the tourism industry. The Contract recipients shall present a five year master plan for the attraction of leisure tourists.
- (3) The award and continuation of the contract shall be subject to the submission of an annual marketing plan to be approved by the Tourist Development Council. This annual update shall analyze the allocation of marketing funds within the plan component and suggest adjustments if appropriate. Such analysis shall be based on historical experience as well as information evidenced in nationwide industry trends, such as downturns in tourism in other parts of the state or country that could translate into tourism opportunities for Jacksonville. Part of this plan shall be a set of specific actions to be taken that will increase the number of room nights spent in Jacksonville

- by out-of-town leisure visitors. Using 2016-17 as a benchmark, the Tourist Development Council will evaluate the Contract recipient's success in increasing the overall number of room nights during each year of the Term, and such successes shall be related to specific, purposeful activities of the Contract recipient.
- (4) Prepare a detailed line item budget, acceptable in format to the City Council auditor, setting forth how monies provided by the Tourist Development Council will be spent. Each identified task within a component of the Tourist Development Plan shall have its own identified budget line or lines. Furthermore, the budget shall clearly identify as to each task the allocation between direct overhead for salaries, facilities, equipment, etc; payments to subcontractors for media production, and payments for media placements. All travel and dining, parking and similar expense payments or reimbursements shall be directly disclosed and reflected in the annual budget. Once the budget is submitted and approved by the Tourist Development Council, any deviation from the established line item amounts may not exceed ten percent (10%) of the amount of each respective line item. No deviation shall exceed ten percent (10%) unless authorized by the Chairman of the Tourist Development Council in writing. The Proposer shall provide at each regular meeting of the Tourist Development Council an accounting for all Tourist Development Council monies held or expended during the current year through the preceding month. The Proposer shall provide for an annual financial audit of the contract and Tourist Development Council funded accounts.
- (5) Provide or cause to be provided support services and follow-up services for the Tourist Development Council with respect to events, projects or activities approved by the Tourist Development Council when requested to do so by the Tourist Development Council and which are part of the plan element identified above.
- (6) The Contract recipient shall coordinate marketing efforts with the City's Office of Economic Development, the City's Office of Sports and Entertainment, The City's Department of Parks and Recreation, the local governments of each of the Beach communities, the Downtown Investment Authority, JAXUSA, and any parties performing services under other contracts with the TDC. On no less often than an annual basis, the Contract recipient shall provide the TDC with a written report on the status of coordination efforts with each of the above, any obstacles or challenges encountered, and offer suggestions for better coordination in the future.
- (7) Maintain a pro-active on-going relationship with appropriate consumer and trade media to develop business for the City's business and recreational offerings.
- (8) Coordinate promotional and public relations efforts for other marketing activities including signature special events that have a high ROI for bringing visitors to the City of Jacksonville
- (9) Direct the creative process for the development of a new tourism website for the City of Jacksonville.
- (10) Direct all maintenance and updating of content on the tourism website to include fulfillment of Visitor Guide requests.
- (11) Produce an annual print Visitor's Guide
- (12) Acquire, contract with or develop a tourism mobile app for the City
- (13) Maintain a close relationship with Visit Florida and other parties, if any, performing services for the TDC, in order to maximize all opportunities for joint promotion/press trips/individual writer visits/ social media, etc.
- (14) Maintain a close relationship with the Chamber of Commerce, JAXUSA, Jax Sports

Council, to include any assistance that may be required in those entities promotional efforts.

(15) Prepare a monthly report to be presented in writing to the TDC, and in person at each regularly scheduled TDC meeting. The report shall include clippings of all media placements with the ad value derived from the story including circulation.

Tourism Marketing Evaluation Criteria

- **Experience and Qualifications of Professional Personnel (Max. 40 Points)**

The proposal will be evaluated based on the strength of the Proposer Firm (and any approved subcontractors); including the experience and qualifications of managerial and professional personnel assigned to the project (the duties of each individual will be stated by the Proposer). This evaluation will include, but not be limited to:

- Demonstrated record of ability to provide the specific services to the specifications set forth in the Scope of Services;
- Years of experience of firm and personnel and number and quality of previous and present tourism marketing clients;
- Recommendations from previous and present tourism marketing clients regarding the quality of work performed on their behalf;
- Organization depth, facilities and support staff;
- Financial stability and years of operation.

- **Understanding the Needs and Goals of CVB (Maximum 30 Points)**

The proposal will be evaluated based on the Proposer's understanding of the needs and goals of CVB as demonstrated in the strategies, approaches and resources to be applied to CVB's account as described in the proposal.

- **Total Contract Price (Maximum 30 points)**

The CVB is seeking a proposal that offers significant value and maximum user impact. While competitive pricing will be a factor in scoring these criteria, it may not be the determining component. The proposer with the lowest price is not assured of winning the contract.

Proposer qualifications, experience and demonstrated ability	25 Points
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Marketing strategy including quality and responsiveness of proposal to the Goals and Objectives and Scope of Service detailed in Section A of this RFP	35 Points
Cost reasonableness, appropriateness, and necessity as compared to all other proposals to provide the services proposed within the City's annual advertising budget	25 Points
Reporting of measurable outcomes that result from marketing and tourism promotion	10 Points
Work with local entities and professionals and use of local service providers for marketing efforts	10 Points

The following criteria will be used as a guide when evaluating proposals:

<i>Evaluation Criteria</i>	<i>Total possible points</i>
Understood and provided all items requested in RFP	20
Demonstrated previous experience in similar environment (DMO, CVB, etc)	50
Prior experience of agency principals and the proposed project team	10
Experience developing and implementing strategic, integrated, multi-channel creative	15
Role in developing appropriate metrics and working with clients to regularly measure and optimize success	35
Proven track record for leveraging media buy added value	15
Demonstrated experience implementing an integrated and coordinated strategy for creative and media planning	40
Quality, creativity and relevance of samples provided. Tourism related examples are most relevant	20
Suitability for project – current work load, staff size, references, apparent strengths and weaknesses, demonstrated effectiveness with similar projects	80
Budget approach	25
Geographic location – distance from Williamsburg and/or accessibility plan.	10
Provided examples of previous collaborative projects and defined articulated plan to maximize any partnerships OR Clearly showcased company's ability to address all components of the RFP	25

**HAWAII TOURISM AUTHORITY - EXTERNAL DESTINATION MARKETING
MANAGEMENT SERVICES RFP excerpt:**

Evaluator Scoresheet

Applicant's Name: _____

Evaluator's Name: _____

FIRST ROUND EVALUATION OF	Scoring Range	Evaluator Score
Team (25%): Management; Quality and Depth of Team; Financial Stability and Corporate Management Support; Subcontractors, partners and other relationships; Reference checks	1-25	
Demonstrated Success and Expertise through Past Performance (25%): Similar scope of work, Hawai'i Destination Market, Oceania Source Market, Leisure and MCI	1-25	
Marketing Approach (35%): 2015 Brand Management Plans, 2016 Expenditure Plans, Consistency with HTA mission and goals, Key Performance Indicators Worksheet	1-35	
Price (5%): Reasonableness of price. Value	1-5	
TOTAL	4-90	
SECOND ROUND EVALUATION OF PRESENTATION,		
Presentation, Discussions, and BAFO (10%)	1-10	
TOTAL SCORE		
EVALUATION OF PROPOSAL	4-90	

EVALUATION OF PRESENTATION	1-10	
TOTAL SCORE	5-100	

Assessment	Scoring Guidelines (First Round)	Evaluator Score (Total)
Poor	<ul style="list-style-type: none"> Proposal is inadequate in many basic aspects for the scored category (team, expertise, approach or price) Evaluator has very low confidence in the applicant's ability to perform as promised or as required 	1-18
Marginal	<ul style="list-style-type: none"> Proposal minimally addresses the requirements, but one or more major considerations of the category are not addressed, or lacking in some essential aspects for the specific criteria Evaluator has low confidence in the applicant's ability to perform as promised or as required 	19-36
Adequate	<ul style="list-style-type: none"> Proposal adequately meets the minimum requirements for the category and is generally capable of meeting the state's needs for specific criteria Evaluator has confidence in the applicant's ability to perform as promised or as required 	37-54
Good	<ul style="list-style-type: none"> Proposal more than adequately meets the minimum requirements of the specific criteria, and exceeds those requirements in some aspects Evaluator has high confidence in the applicant's ability to perform as promised or as required 	55-72
Excellent	<ul style="list-style-type: none"> Proposal fully meets all requirements and exceeds most requirements Evaluator has extremely high confidence in the applicant's ability to perform as promised or as required 	73-90

SCORING NOTES

1. Preparation. Evaluators will read the RFP requirements and then review the applicant's Proposal response and assess how well it meets the needs of the HTA as defined by the RFP.

2. Worksheet Mandatory. The Evaluator Worksheet will be used by the evaluators. Evaluators will record their score on the Evaluator Worksheet.
 3. Independent and Individual Review. The evaluators will each review the proposals and independently score each proposal before discussing the proposals as a committee.
 4. Scoring Rating System. Scores will be based on the number of points for each evaluation component, which is provided in the Scoring Range column of the worksheet. Scores shall represent each evaluator's best subjective judgment of the level of confidence the evaluator has regarding the applicant's ability to meet HTA requirements as demonstrated in the proposal. Use whole numbers only. A zero score is not allowed.
 5. Convening Committee Meetings. The committee meeting(s) shall be convened by the HTA Procurement Officer on the date and time designated. Each member will bring his/her completed Proposal evaluation forms. The members will discuss the individual scores and, as a result of the discussion, each member may adjust the member's individual scoring up or down as appropriate. There is no requirement that members reach agreement on the score for a particular area. In the event the members do not reach agreement on a score for a particular question/requirement, the HTA Procurement Officer shall average the individual scores to determine the applicant's score for that particular area.
 6. Second Round Scoring. Evaluators will have their original score sheets returned to them for the second round presentation, discussion, and best and final offer (BAFO). Evaluators will be allowed to change their first round scores based on what they learned in the second round.
 7. Maintaining Agency Records. All evaluation/negotiation documents/forms completed by each evaluator and by the committee will be collected by the HTA Procurement Officer and become part of the official record and subject to the Hawai'i Open Records Act.
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Hastings, Annette

From: Pease, Gregory
Sent: Wednesday, January 25, 2017 4:25 PM
To: Boyer, Lori
Cc: Peterson, Phillip; Billy, Kyle; Hodges, Lawsikia; Hastings, Annette
Subject: TDC RFP Recommendations

Council President Boyer,

In the last TDC meeting you asked that I review the proposed RFPs and make a recommendation as to which procurement process they should follow with respect to our code. My recommendations are as follows:

- **Consultant Services – Planning and Evaluation of New Tourist Attractions**
 - o Should be handled through the PSEC as a professional service.
 - o 10 standard evaluation criteria.
 - o Two Subject Matter Experts (SMEs) who will serve as the two PSEC subcommittee members (voting members).
- **Tourist Bureau**
 - o Should be handled through CSPEC as a contractual service.
 - o More flexibility in evaluation criteria, must include price as at least one.
 - o One SME who will serve as a voting member of CSPEC, but may enlist the assistance of additional SMEs or technical experts for assistance with scoring.
- **Convention Sales and Service**
 - o Should be handled through CSPEC as a contractual service.
 - o More flexibility in evaluation criteria, must include price as at least one.
 - o One SME who will serve as a voting member of CSPEC, but may enlist the assistance of additional SMEs or technical experts for assistance with scoring.
 - *There is enough flexibility in the code that this could also be procured under the PSEC process if the TDC desires. As you massage the scope, requirements and think about your evaluation criteria you may prefer one process over another.*
- **Tourism Marketing and Communications**
 - o Should be handled through CSPEC as a contractual service
 - o More flexibility in evaluation criteria, must include price as at least one.
 - o One SME who will serve as a voting member of CSPEC, but may enlist the assistance of additional SMEs or technical experts for assistance with scoring.
 - *There is enough flexibility in the code that this could also be procured under the PSEC process if the TDC desires. As you massage the scope, requirements and think about your evaluation criteria you may prefer one process over another.*

I trust this information is helpful. I'll be happy to discuss in greater detail if necessary at the next meeting.

Thank you,

Gregory W. Pease
Chief of Procurement
Finance and Administration Department
Procurement Division
City of Jacksonville
214 N. Hogan St



Visit Jacksonville
Summary of Visitor Center Expenses

	FY 12/13	FY 13/14	FY 14/15	FY 15/16
Greenleaf (Laura St.)				
Salaries and wages	29,874	32,686	30,412	26,412
Payroll taxes	2,870	3,130	2,797	2,116
Operating expenses	126	117	573	4,356
Subtotal	\$ 32,870	\$ 35,933	\$ 33,782	\$ 32,884
Jacksonville Landing				
Salaries and wages	17,816	18,663	19,385	17,500
Payroll taxes	1,958	2,139	1,944	1,590
Operating expenses	6,776	3,606	3,178	4,478
Subtotal	\$ 26,550	\$ 24,408	\$ 24,507	\$ 23,568
Beaches Museum				
Operating expenses	19	43	531	73
Subtotal	\$ 19	\$ 43	\$ 531	\$ 73
Airport				
Salaries and wages	49,475	50,123	49,834	54,028
Payroll taxes	5,643	5,871	5,014	4,951
Operating expenses	732	563	2,615	868
Reimbursement from Partners	(42,661)	(42,540)	(43,500)	(43,360)
Subtotal	\$ 13,189	\$ 14,017	\$ 13,963	\$ 16,487
Florida Welcome Center/Other				
Salaries and wages	2,348	1,891	8,691	9,110
Payroll taxes	192	131	719	674
Operating expenses	5,840	171	1,470	381
Subtotal	\$ 8,380	\$ 2,193	\$ 10,880	\$ 10,165
Promotions at Visitor Centers	\$ -	\$ 9,283	\$ 9,401	\$ 8,783
Total Expense	\$ 81,008	\$ 85,877	\$ 93,064	\$ 91,960

2016 Visitor Centers	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Airport VC Phone	574	602	591	548	636	566	755	728	590	604	608	718	7,520
Airport VC Walk-in	9,426	10,778	11,743	12,067	12,847	12,423	13,120	12,558	11,136	11,555	12,805	12,491	142,949
Airport Monthly Total	10,000	11,380	12,334	12,615	13,483	12,989	13,875	13,286	11,726	12,159	13,413	13,209	150,469

Art Walk	842	962	964		1,075	958	963	684	1,082		965	998	9,493
E-Mail	8	7	1	2	104	2	3	6	3	5	7	1	149
Event/Festival						50		2					52
Greenleaf Phone	497	376	575	460	501	489	31	323	329	396	394	620	4,991
Greenleaf Walk-In	332	238	230	191	328	286	222	246	206	320	244	298	3,141
Jazz Fest					2,574								2,574
Spark Walk				4,640									4,640
Voicemail	15	2	2	3	2		1	1		3			29
Walking Tour	121	38	344	224	199	37	238	188	172	399	215	232	2,407
Website	208	447	424	425	514	328	340	280	212	210	133	214	3,735
Greenleaf VC Total	2,023	2,070	2,540	5,945	5,297	2,150	1,798	1,730	2,004	1,333	1,958	2,363	31,211

Jacksonville Landing Walk-in	529	455	524	515	569	551	777	493	424	811	1,134	785	7,567
Landing VC Phone	15	28	26	31		21	33	20	26	21	19	17	257
Landing VC Totals	544	483	550	546	569	572	810	513	450	832	1,153	802	7,824

Visit Florida	7,351	2,745	8,282	8,985	3,910	7,745	7,742	8,835	4,349	5,495	7,014	10,875	83,328
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Overall Totals	19,918	16,678	23,706	28,091	23,259	23,456	24,225	24,364	18,529	19,819	23,538	27,249	272,832
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