



**OFFICE OF THE CITY COUNCIL**

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JACKSONVILLE, FLORIDA 32202

**A G E N D A**

**TOURIST DEVELOPMENT COUNCIL SPECIAL MEETING**

**Honorable Lori N. Boyer, TDC Chairman**

**Wednesday, June 14, 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
- / City Council Member Greg Anderson, Board Member
- / Barbara Goodman, Board Member
- / M. G. Orender, Board Member
- / Kirit Patidar, Board Member
- / 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
- / Kyle Billy, Council Auditor
- / Phillip Peterson, Principal Council Auditor
- / Lawsikia Hodges, Deputy General Counsel

**Meeting Convened** 1:02

**Meeting Adjourned:**

**II. Introductions**

**III. Approval of Minutes**

- May 18, 2017

**IV. New Special Event Grant Request**

**1. USATF Regional 4 Junior Olympic Track & Field Championship 2017**

**Applicant:** USATF Florida Association  
**Presenter:** Angela D. Harris, Youth Chair/President, USATF  
**Date:** July 6-9, 2017  
**Attendance:** 4,500 (amended 18,000 totals for 4 day event)  
**Room Nights:** 2,500  
**Room Night Rebate:** \$5.00  
**Location:** University of North Florida/Hodges Stadium  
**Grant Amount:** \$25,000.00 @ \$10.00 per room night (tentative approval)  
**Funds Use:** Offset Cost of Rental Facility Fee of UNF Hodges Stadium

**Public Comments**

**Action Item:** \_\_\_\_\_

**V. Visit Jacksonville Audit -Report-Kyle, Council Auditors**

**VI. TDC Omnibus RFP ESC-0136-17 –Greg Pease, Chief of Procurement**

- Convention Sales Services Plan Component three

**Public Comments** (*Public comments must be heard, if any, prior to each vote*)

**Action Item:** \_\_\_\_\_

- **Marketing Services Plan Component two**

**Public Comments** (*Public comments must be heard, if any, prior to each vote*)

**Action Item:** \_\_\_\_\_

- **Tourist Bureau Services Plan Component one**

**Public Comments** (*Public comments must be heard, if any, prior to each vote*)

**Action Item:** \_\_\_\_\_

**VII. Approval Execution of Contracts-Lawsikia Hodges, Deputy General Counsel**

- **Authorization enter into Negotiations**

**Public Comments**

**Action Item:** \_\_\_\_\_

**VIII. Other Business**

- **TDC Quarterly Meeting Tentative Date- Wednesday, August 16, 2017 ( TBD)**

**IX. Old Business**

**X. Closing Comments**

**XI. Adjourn**

**\*\*\*Other Items may be added or deferred at discretion of the Chair. \*\*\***

**2017 USATF REGION 4 JUNIOR OLYMPIC TRACK FIELD CHAMPIONSHIPS**

<b>Revenue</b>		<b>BUDGET</b>
CVB Sponsorship		\$ 25,000.00
Housing Rebates		
JTC Running		\$ 5,000.00
USATF		\$ 10,000.00
Gate Admissions		\$ 40,000.00
	1000 @ \$5	\$ 5,000.00
	2500 @ \$5	\$ 12,500.00
	3000 @ \$5	\$ 15,000.00
	2000 @ \$5	\$ 7,500.00
Entry Fees (2700 @ \$12)		\$ 32,400.00
Lost Bib Number Fees		\$ 300.00
Merchandise Vendor		\$ 3,000.00
Other Vendors		\$ 1,000.00
		\$ <b>116,700.00</b>
<b>Expenses</b>		
Sanction		\$ 3,000.00
Facility Fee		\$ 40,000.00
Meet Management		\$ 10,000.00
Timing plus housing		\$ 8,000.00
Printing - Program, Credentials, Misc		\$ 1,000.00
Office Supplies operations/registration		\$ 700.00
Communications - Motorola Walkie-Talkies		\$ 2,000.00
Signage - Banners		\$ 2,000.00
Travel - USATF Comm/Staff		\$ 7,000.00
Meals - YMMS, Officials, and Volunteers		\$ 5,000.00
Housing - Youth Meet Officials(6 nights)		\$ 10,000.00
Officials & Volunteer Apparel		\$ 3,000.00
Officials Stipend		\$ 16,000.00
Uhaul Rental		\$ 1,000.00
Security		\$ 8,000.00
Wristbands		\$ 1,500.00
Water & Cups		\$ 1,000.00
Ice		\$ 700.00
Tents, Tables & Chairs		\$ 1,500.00
Portable Potties		\$ 1,600.00
Ambulance/EMT Service		\$ 6,000.00
Athletic Trainers & Supplies		\$ 2,000.00
Golf Carts		\$ 2,000.00
		\$ <b>133,000.00</b>
		\$ <b>(16,300.00)</b>



## Visit Jacksonville Audit - #796

### Executive Summary

#### ***Why CAO Did This Review***

Pursuant to Section 5.10 of the Charter of the City of Jacksonville, Chapter 102 of the Municipal Code, and the contract between the City and Visit Jacksonville, we conducted an audit of the Visit Jacksonville organization. Visit Jacksonville is the official tourism, sales and marketing organization for Duval County. Our audit focused on payments to employees in the form of payroll and reimbursements.

#### ***What CAO Recommends***

Our recommendations in the report include:

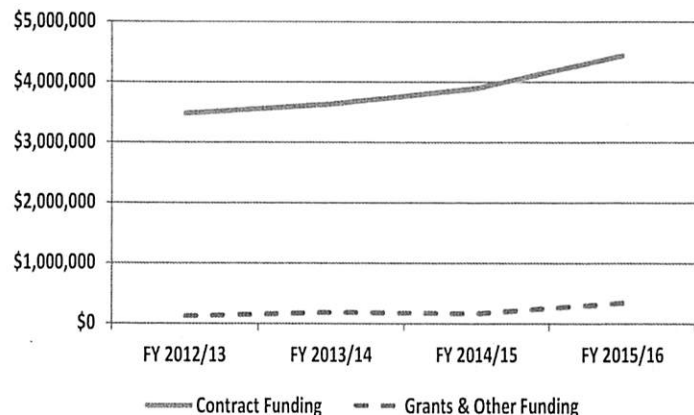
- Visit Jacksonville should implement guidelines for the approval of direct deposit payments that mirror the guidelines for checks.
- Visit Jacksonville should document the supervisory approval of hourly employee timesheets.
- Visit Jacksonville should immediately begin requiring prior written approval for all employee travel arrangements consistent with the requirements of the contract.
- Payments to employees should be completely supported and approved by the appropriate individuals prior to the processing of payment.
- Visit Jacksonville should keep complete and up-to-date payroll information on file for all employees.

#### ***What CAO Found***

Overall, we found that payroll and other employee payments were made to legitimate employees and were generally accurate in amount. However, we found issues related to payment supporting documentation and authorization. Specifically we found the following:

- We noted issues related to the approval of direct deposit payments for non-payroll employee payments.
- The timekeeping system used by hourly employees does not require a supervisor to approve an employee's time, and approval is not documented consistently.
- Visit Jacksonville is reimbursing employee travel costs without requiring prior written authorization for travel.
- We noted a number of issues related to the quality and completeness of supporting documentation for non-payroll employee payments.
- We discovered employee reimbursement payments which appeared to be duplicates.
- We found a number of issues related to payroll records that were incomplete and/or not up-to-date.

**Actual Visit Jacksonville Funding from TDC**





**Council Auditor's Office**

**Visit Jacksonville Audit**

**April 20, 2017**

**Report #796**

**Released on: June 5, 2017**

**EXECUTIVE SUMMARY**

**AUDIT REPORT #796**

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**OFFICE OF THE COUNCIL AUDITOR**  
Suite 200, St. James Building



April 20, 2017

Report #796

Honorable Members of the City Council  
City of Jacksonville

**INTRODUCTION**

Pursuant to Section 5.10 of the Charter of the City of Jacksonville, Chapter 102 of the Municipal Code, and the contract between the City and the Jacksonville and the Beaches Convention & Visitors Bureau (d/b/a Visit Jacksonville) for the performance of marketing, advertising, promotional, and support services, we performed an audit of Visit Jacksonville.

Visit Jacksonville is the official tourism sales and marketing organization for Duval County. They are a private, non-profit organization whose contract with the City is funded by a portion of the Tourist Development Council's (TDC) share of bed tax revenues. The primary objectives of the contract are to promote and expand convention activities in Jacksonville and market tourist oriented facilities and attractions.

The current contract between the City and Visit Jacksonville was entered into on October 1, 2012 and has a term of five years (set to expire on September 30, 2017). The contract has been amended five times, and the current maximum indebtedness is \$20,241,888. Per the contract, Visit Jacksonville is to be paid \$4,820,743.00 in fees in fiscal year 2016/17. The contract funds nearly all of Visit Jacksonville's operations.

As of the time of our audit, Visit Jacksonville had a full-time staff of twenty employees, as well as fifteen part-time employees. These part-time employees worked at a variety of Visitor Information Centers in the Jacksonville area, including the Jacksonville Landing, Jacksonville International Airport, and other locations.

**STATEMENT OF OBJECTIVE**

To determine if Visit Jacksonville payroll and other payments to employees were made to legitimate employees, and were properly supported, authorized, and accurate in amount.

**STATEMENT OF SCOPE AND METHODOLOGY**

The scope of our audit was October 1, 2014 through September 30, 2016. We obtained the population of all payments made from the Visit Jacksonville operational bank account for the audit scope period. For payments made to employees (including payroll, reimbursements, and



any allowances), we tested that payments were made to legitimate employees of Visit Jacksonville, and were properly supported, authorized, and accurate in amount. We conducted 100% detail testing for non-payroll employee payments. Specifically, we reviewed reimbursement request forms and all supporting documentation (i.e. receipts) that were on file for these payments. For payroll, we selected three pay periods that fell within our audit scope and tested all employees who were paid during these pay periods. We first verified that the employees paid were legitimate. We did this by either physically meeting the employee, or by reviewing supporting documentation in the employee's personnel file that verified their identity. The payroll testing focused only on earnings and did not include items such as taxes and other deductions. We confirmed work hours paid to employee timesheets, and also compared the employees' pay rates to support in their personnel file. We compared actual amounts paid to what the payment amount would have been based on the support we were able to locate. All other payments from the operational bank account were analytically reviewed on a mass scale and any questionable items identified were further tested at a detail level. This generally involved reviewing the number and total dollar value of payments made to vendors, as well as reviewing check images to ensure that checks were signed by the appropriate parties based on Visit Jacksonville's policies and procedures.

## **REPORT FORMAT**

Our report is structured to identify Internal Control Weaknesses, Audit Findings, and Opportunities for Improvement as they relate to our audit objective. Internal control is a process implemented by management to provide reasonable assurance that they achieve their objectives in relation to the effectiveness and efficiency of operations and compliance with applicable laws and regulations. An Internal Control Weakness is therefore defined as either a defect in the design or operation of the internal controls or is an area in which there are currently no internal controls in place to ensure that management objectives are met. An Audit Finding is an instance where management has established internal controls and procedures, but responsible parties are not operating in compliance with the established controls and procedures. An Opportunity for Improvement is a suggestion that we believe could enhance operations.

## **STATEMENT OF AUDITING STANDARDS**

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

## **AUDITEE RESPONSES**

Responses from the auditee have been inserted after the respective finding and recommendation. We received these responses from Paul Astleford, President & CEO of Visit Jacksonville, via Pam Clark, Executive Administrative Assistant, in a memorandum dated May 30, 2017.

**AUDIT CONCLUSIONS**

Overall, we found that payroll and other employee payments were made to legitimate employees and were generally accurate in amount. However, we found issues related to payment supporting documentation and authorization.

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**AUDIT OBJECTIVE**

**To determine if Visit Jacksonville payroll and other payments to employees were made to legitimate employees, and were properly supported, authorized, and accurate in amount.**

**Internal Control Weakness 1 \*Inconsistency in Authorization Levels for Direct Deposit Payments Compared to Checks\***

Although Visit Jacksonville has written procedures requiring signature approval of checks by the CEO and various board members based on the payment amount, there are not similar procedures in place for direct deposit payments (i.e. electronic payments). The Finance Director is charged with processing the payments. Most of those payments had request forms that were signed by the employee and their supervisor supporting the legitimacy of the expense. Any that were missing support are noted in Finding 4 below.

Our main concern is that there is inconsistency between the approval levels required for direct deposit transactions and normal checks. This issue is exaggerated in certain situations where the Finance Director is also the supervisor signing off on the approval forms.

**Recommendation to Internal Control Weakness 1**

We recommend that Visit Jacksonville implement guidelines for the approval of direct deposit payments that mirror the guidelines for checks. These guidelines should also be memorialized in Visit Jacksonville's written policies & procedures.

**Auditee Response to Internal Control Weakness 1**

Agree                       Disagree                       Partially Agree

*Visit Jacksonville's approval of direct deposit payments will mirror guidelines for checks.*

**Internal Control Weakness 2 \*No Supervisor Approval for Hourly Employees Time\***

The timekeeping system used by hourly employees is relatively simplistic, and does not require a supervisor to approve an employee's time. Although we were informed that it is the practice of Visit Jacksonville to have supervisors and the Finance Director review timesheet information prior to authorization of payment, this practice is not documented consistently. We learned that

the only way to document approval would be to print out the timesheet from the system and have the employee and supervisor physically sign the document.

### **Recommendation to Internal Control Weakness 2**

We recommend that Visit Jacksonville implement a system control that will require supervisory approval of hourly employee timesheets to be documented.

### **Auditee Response to Internal Control Weakness 2**

Agree                       Disagree                       Partially Agree

*After investigation of the time keeping software utilized for part time employees, there are summary report forms available that offer a Supervisor Signature line. This form will be printed and forwarded to the Director of Finance to use for payroll entry. To further eliminate weaknesses in this category we initiated a two-step review and approval process within the Tourist Bureau division. An employee with knowledge of the weekly schedule will review hours submitted for accuracy and the Supervisor will complete a secondary review and sign off.*

### **Internal Control Weakness 3 \*Lack of Segregation of Duties\***

We noted the following segregation of duties issues in Visit Jacksonville's finance area:

1. The same employee was responsible for processing checks (and direct deposit payments), entering the transactions into the accounting system, and conducting the monthly reconciliations of the bank account. It should be noted that this individual did not sign checks. The same individual also conducted various human resources functions including updating employee pay rates.
2. The employee did not have a designated backup for any of these functions in the event they were out of the office.

While we understand that a true segregation of duties may not be possible due to the size of Visit Jacksonville's administrative staff, there are compensating controls that can be implemented to reduce risks of fraud. Examples include designated backups, mandatory vacation time, as well as supervisory review sign off.

### **Recommendation to Internal Control Weakness 3**

We recommend that Visit Jacksonville attempt to segregate incompatible functions and/or implement compensating controls to mitigate risk.

**Auditee Response to Internal Control Weakness 3**

Agree                       Disagree                       Partially Agree

*Due to budget constraints Visit Jacksonville does not have a team of accountants. We have one professional in charge of all accounting activities and an office manager/administrator who is available to assist and be utilized as a back-up for payroll entry.*

*Although complete segregation of duties would be difficult to achieve in a small staff environment, Visit Jacksonville will minimize weaknesses by completing a two-step process in the reconciling of bank statements. The Director of Finance will reconcile all financial data and sign off. The next step will be to have one of the following officers review and agree to the reconciliations depending on availability: Vice President of Marketing, Vice President of Sales and/or President & CEO of Visit Jacksonville. Visit Jacksonville will continue to utilize a two-step process for payments of all expenses.*

*The Director of Finance will prepare checks but will not have the authority to sign checks. The checks will be signed by authorized parties (President, Chair, Chair Elect, Treasurer, as noted on Bank Signature Cards).*

*All employee rate changes will be documented using the "Employee Status" Form and approved by Supervisor's prior to the adjustments within the payroll system.*

**Internal Control Weakness 4 \*Blank Check Stock Not Locked Up\***

We learned that Visit Jacksonville's blank check stock was kept in an unlocked cabinet in an employee's office. Although the employee's office had the ability to be locked, there were some occasions where we observed the office was open with no one inside.

**Recommendation to Internal Control Weakness 4**

We recommend that Visit Jacksonville properly secure all checks at all times.

**Auditee Response to Internal Control Weakness 4**

Agree                       Disagree                       Partially Agree

*Blank checks have been moved to a locked cabinet within the Director of Finance office which is also locked during off hours.*

**Finding 1 \*Noncompliance with City Contract Regarding Prior Approval of Travel\***

The contract between the City and Visit Jacksonville requires Visit Jacksonville to adhere to the City's Travel Policy which is outlined in Part 7 of Chapter 106 of the Municipal Code. Section 106.703 of Municipal Code states:

*No traveler may be reimbursed for travel expenses pursuant to this part unless he has obtained, in advance of performing the travel, written approval to travel from the approving authority.*

In discussions with personnel, as well as through observation during our detail testing, we learned that no prior approval is being documented for an employee's business related travel. However, Visit Jacksonville is reimbursing employees for travel related costs.

**Recommendation to Finding 1**

We recommend that Visit Jacksonville immediately begin requiring prior written approval for all employee travel arrangements consistent with the requirements of the contract.

**Auditee Response to Finding 1**

Agree                   Disagree                   Partially Agree

*Travel for tradeshows, conferences and site visits has always been preplanned and approved either within structured monthly group meetings or by the Board of Director approval of monthly schedules. This prior approval, however, was not consistently documented for future reference. To minimize documentation weaknesses, pre-approval forms will be completed and signed by the employee and the supervisor prior to the date of travel.*

**Finding 2 \*Payroll Supporting Documentation Issues\***

We attempted to compare employee rates of pay and number of hours worked to supporting documentation, in order to confirm that the amount paid to the employee was appropriate. We were unable to tie most of the payments tested exactly due to Visit Jacksonville keeping incomplete and/or not up-to-date payroll records for their employees. The total gross pay of the payrolls tested was \$160,112.07. We were able to confirm to support a total of \$137,637.83, leaving a total of \$22,474.24 in gross pay that lacked adequate support. Specifically:

1. For 3 of 87 (3.45%) payments tested, we were unable to locate an employee time off form on file. Each of the missing time off forms were for salaried employees who worked a standard 40 hour work week and were paid for a 40 hour work week.
2. For 75 of 87 (86.21%) payments tested, we were unable to confirm the rate paid to supporting documentation. For 17 of these payments, we found no pay rate support at all. The remaining 58 payments had support, although it appeared to be outdated, as the documents found were usually several years old. The cause of the differences could be incorrect payment; however, it is more likely that up-to-date payroll records are simply not being retained consistently. This possibility is supported by the fact that sometimes we would find personnel action forms that would have different current pay rates than the previous personnel action form that was on file.
3. Of the payments tested, 39 included payments for cell phone allowances. However, we were unable to locate support confirming that the employee was entitled to a cell phone allowance for 27 of the 39 payments (69.23%).

**Recommendation to Finding 2**

We recommend that Visit Jacksonville keep complete and up-to-date payroll information on file for all employees.

**Auditee Response to Finding 2**

Agree                       Disagree                       Partially Agree

*In the present and for future years, employee folders will be the key holding areas for all information pertaining to pay rates and adjustments. New Employee Status Sheets have been created which outline current pay rates, titles, benefits such as cell phone allowance and any other pertinent information on one document. This document will be signed by the employee, Supervisor and President of Visit Jacksonville.*

**Finding 3 \*Incentive Program Documentation Issue\***

When looking at the payroll by period for the entire audit scope we noticed there were certain payrolls that were larger than others. After research we were able to determine that these were at least partially attributable to an incentive program offered to employees by Visit Jacksonville. The incentive program allows certain employees to earn a bonus equal to a percentage of their salary for meeting specific productivity goals.

Although incentive payments were made throughout the audit period via regular payroll, Visit Jacksonville was unable to locate support documenting the goals of the incentive program. Therefore, we were unable to confirm whether or not employees were correctly paid incentive pay.

**Recommendation to Finding 3**

We recommend that any incentive program operated by Visit Jacksonville be properly authorized by appropriate individuals on the front end, properly relayed to Visit Jacksonville staff and the results and payments be properly documented.

**Auditee Response to Finding 3**

Agree                       Disagree                       Partially Agree

*The 2016-2017 Sales Incentive Plan has been reviewed and signed by each individual employee prior to the start of the program. The "Incentive Calculation for Sales" document is used once the quarterly goal has been achieved. This provides all pertinent detail and is signed by the employee, Supervisor and President of Visit Jacksonville. The "Incentive Calculation for Sales" document is used as support for the employee bonus payments within the payroll software.*

*In prior years, cost of living raises and incentive bonuses were reviewed and processed using excel spreadsheets that were not filed in individual employee folders. By utilizing the sales incentive documents, Visit Jacksonville will show both acceptance and approval of the individual plans. New Employee Status forms will be completed upon approval of any raise including cost of living raises.*

**Finding 4 \*Lack of Supporting Documentation for Non-Payroll Employee Payments\***

During our detail testing of non-payroll employee payments (these were generally reimbursement payments), we noted the following issues related to the quality and completeness of supporting documentation:

1. 11 of 743 (1.48%) non-payroll payments reviewed included items for which we could not locate a reimbursement request form. For nine of these 11 payments, no supporting documentation was found at all. These payments totaled \$2,814.73.
2. 65 of 728 (8.93%) payments pertained to reimbursements that had missing cost support (i.e. receipts), although the request form was found. Missing support totaled \$14,966.01.
3. 30 of 728 (4.12%) payments pertained to reimbursements that had inadequate cost support (i.e. support that did not confirm payment – such as a hotel reservation confirmation). Inadequate support totaled \$6,274.47.
4. 104 of 722 (14.40%) payments were reimbursements that were lacking a signature from the reimbursed employee’s supervisor on the request form. It should be noted that some of these payments contained multiple request forms. In these cases, some request forms were signed, though we counted the entire payment as an exception if any of the request forms were unsigned.
5. 25 of 722 (3.46%) payments were reimbursements that were lacking a signature from the employee requesting reimbursement on the request form. It should be noted that some of these payments contained multiple request forms. In these cases, some request forms were signed, though we counted the entire payment as an exception if any of the request forms were unsigned.
6. Visit Jacksonville was unable to locate supporting documentation for a direct payment made on an employee’s company credit card. The payment totaled \$1,569.28.

**Recommendation to Finding 4**

We recommend that payments to employees be completely supported and approved by the appropriate individuals prior to the processing of payment.

**Auditee Response to Finding 4**

Agree                       Disagree                       Partially Agree

*Visit Jacksonville agrees that supporting documentation is extremely important and will enforce procedures and policies to ensure that when original documentation is removed from filing locations, they are returned in a timely manner.*

*These files were referenced multiple times in a short period of time and filing errors occurred.*

*Visit Jacksonville will enforce signature policies for all reimbursement forms. Employees will not be reimbursed until all appropriate signatures are on the forms.*

**Finding 5 \*Various Payroll Documents Not Signed by Appropriate Personnel\***

We noted the following issues related to certain payroll documentation that was not signed off on a consistent basis:

1. 5 of 54 (9.26%) salaried exempt employee time off forms located were not signed by the employee to whom the form applied.
2. 22 of 54 (40.74%) salaried exempt employee time off forms located were not signed by the employee's supervisor. Of the 22 time off forms not signed by a supervisor, 13 were signed by the Executive Administrative Assistant in lieu of the supervisor. Given the frequency in which these time off forms were found, this appears to have been an accepted practice for Visit Jacksonville.
3. 42 of 56 (75.00%) personnel action forms located were not signed by all required parties. This form is utilized whenever an employee's pay rate changes, and was used as our primary support when confirming an employee's pay rate.

The lack of these sign offs reduced our ability to place reliance on the accuracy of payroll payments to employees.

**Recommendation to Finding 5**

We recommend that Visit Jacksonville require all employee time off forms and personnel action forms to be signed by all applicable personnel.

**Auditee Response to Finding 5**

Agree                   Disagree                   Partially Agree

*Prior to the Audit Period, exempt employees would complete a "Leave Request" Form to receive supervisory approval prior to the selected time off dates. The executive office administrator would prepare a pay period summary form for every employee to reconcile requested time off vs. actual time off taken for that pay period. The summary form was signed by the executive office administrator to show that the amounts were reconciled so that an accurate balance was maintained based on policies.*

*Visit Jacksonville will maintain a two-step process to document time off. The initial request will be signed by the supervisor and the summary reconciliation form will also be signed by the supervisor.*

*Finding 5 line 3. Has been addressed as part of Finding 2 – Payroll Support documentation All employee files will be updated with a current Employee Status Form, which reflects all pertinent detail and appropriate signatures.*



**Finding 6 \*Duplicate Employee Reimbursements\***

We discovered three employee reimbursement payments that appeared to have been previously paid for by the employer, either directly or through reimbursement. The value of these three duplicate payments combined was \$2,080.77.

In one case, the support for the reimbursement furnished by the employee was a receipt from more than a year prior which indicated that the expense was paid for via check. There was also a handwritten note indicating that it was paid for with a credit card. We located a cleared check on Visit Jacksonville's bank statement that agreed to the receipt in both check number and amount. We are unsure as to why the handwritten note indicating payment via credit card was added to the receipt. The total value of this payment was \$1,350.00.

The other two duplicate payments involved expenses that the employees' requested reimbursement for on two separate occasions. The total overpayment for these combined was \$730.77.

**Recommendation to Finding 6**

We recommend that employee reimbursement requests be thoroughly reviewed prior to approving payment. This process would be assisted if there was prior approval for travel as mentioned in Finding 1 and each trip was properly tracked to avoid duplicate payment when reimbursements are requested. Visit Jacksonville should also seek repayment of the duplicate amounts from the applicable employees.

**Auditee Response to Finding 6**

Agree                       Disagree                       Partially Agree

*The duplicate reimbursements were directly related to tradeshow/conventions where registrations and hotel and/or transportation deposits are required months before the actual travel dates. Visit Jacksonville will initiate an additional step in the process. The administrative staff will maintain folders for each show and/or convention from the point of prepayments of registration and hotel/transportation deposits to the final travel charges. The documents within the folders will be reconciled prior to preparation of the expense reimbursement forms. Of the three employees involved in the overpayments, one employee is an active employee and has fully reimbursed Visit Jacksonville. The remaining two employees are no longer employed by Visit Jacksonville.*

**Finding 7 \*Checks Not Signed by Appropriate Personnel\***

We reviewed the images of 1,542 checks related to non-employee payments worth \$5,015,578.81 to see if the checks were signed by the appropriate parties. We noted the following issues:

1. Four checks totaling \$11,141.32 had no authorizing signatures on them, but were still cashed.
2. Two checks totaling \$47,756.20 were signed by individuals who were not authorized to sign checks at the time per Visit Jacksonville's policies and procedures.

**Recommendation to Finding 7**

We recommend that Visit Jacksonville follow their policies and procedures and ensure that all checks are signed by authorized individuals.

**Auditee Response to Finding 7**

Agree                       Disagree                       Partially Agree

*Line 1 – One of the payments, in the amount of \$9,500.00, was a debit draw using the routing and account information. The draw was approved, but was not properly documented.*

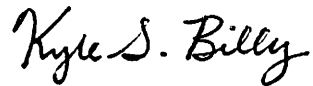
*Additionally there were two checks signed by our Immediate Past Chair, who has signing authority on our Bank Signature Cards but was not recognized as a signing authority on our "Check Signing Policy". This policy is being updated to include the Immediate Past Chair as a signing authority as long as they are still a member of the Board.*

*For future years Visit Jacksonville will request our Board of Directors to review, update and approve bank signers on an annual basis and will document this approving vote. This documentation will be filed with the bank signing papers.*

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We appreciate the assistance and cooperation we received from Visit Jacksonville through the course of this audit.

Respectfully submitted,



Kyle S. Billy, CPA  
Council Auditor

Audit Performed By:

Brian Parks, CPA, CIA, CGAP

Sean Costigan, CPA, CFE

Thomas Carter, CPA

**SUBJECT: DUVAL COUNTY TOURIST DEVELOPMENT PLAN COMPONENTS: (1) TOURIST BUREAU SERVICES, (2) MARKETING SERVICES AND (3) CONVENTION SALES SERVICES**

BID #: ESC-0136-17

OPEN DATE: 05/03/2017

**COMPETITIVE SEALED PROPOSAL EVALUATION COMMITTEE**

**KIND AND BASIS OF CONTRACT: Service Contract**

**AGENCY: Duval County Tourist Development Council**

**BASIS OF AWARD: Highest Scoring Bidder Based On Evaluation Criteria**

**NUMBER OF BIDS INVITED: (9) NUMBER RECEIVED: (3) OTHER: (1)**

**SUMMARY OF BIDS AND RECOMMENDED ACTIONS:**

On May 3, 2017, the City of Jacksonville, Procurement Division received two (2) responses to Component One, three (3) responses to Component Two, and one (1) response to Component Three to subject bid. On May 18, 2017 approval was granted to move forward with the interviews/demonstrations with Jacksonville and the Beaches Convention and Visitors Bureau, d/b/a Visit Jacksonville and The Dalton Agency. The Evaluation Committee has completed their bid response scoring and the vendor interviews scoring for each Component as listed below:

<u>Component</u>	<u>Vendor</u>	<u>RFP Evaluation Score</u>	<u>Interview Evaluation Score</u>	<u>Combined Scores</u>
Component 1 – Tourist Bureau Services	Jacksonville and The Beaches Convention and Visitors Bureau d/b/a Visit Jacksonville	72.63	5.71	78.34
Component 2 – Marketing Services	Jacksonville and The Beaches Convention and Visitors Bureau d/b/a Visit Jacksonville & The Dalton Agency	77.13	7.14	84.27
Component 3 – Convention Sales Services	Jacksonville and The Beaches Convention and Visitors Bureau d/b/a Visit Jacksonville	77.00	6.71	83.71

Recommend approval to forward the recommendation to the Tourist Development Council for final deliberations and award.

**ATTACHMENTS:** Recommendation Memo; Scoring Sheets; Evaluation Criteria's

**ANALYST:**   
 CHELSEY FLEMING


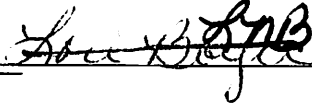

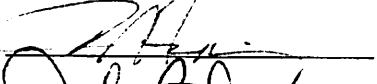
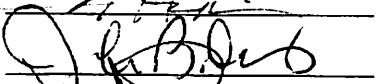
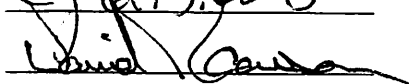
**RESPECTFULLY SUBMITTED**   
 GREGORY PEASE, CHIEF  
 PROCUREMENT DIVISION

**CONCURRENCE BY:** Lori N. Boyer, Chair, Duval County Tourist Development Council 

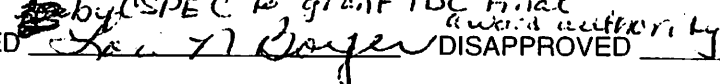
**(ALL AWARD ACTIONS SUBJECT TO LAWFULLY APPROPRIATED FUNDS)**

**ACTION OF CSPEC COMMITTEE ON RECOMMENDATIONS ABOVE**

MEMBERS APPROVING 5 MEMBERS DISAPPROVING 0 DATE: 6/5/17

  OTHER: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**ACTION OF AWARDING AUTHORITY** DATE \_\_\_\_\_

APPROVED  DISAPPROVED \_\_\_\_\_

OTHER \_\_\_\_\_

SIGNATURE OF AUTHENTICATION \_\_\_\_\_



**OFFICE OF THE CITY COUNCIL**

**Annette R. Hastings**  
TDC EXECUTIVE DIRECTOR  
OFFICE (904) 630-7625  
FAX (904) 630-2906  
E-MAIL: [ANNETTEH@coj.net](mailto:ANNETTEH@coj.net)

117 WEST DUVAL STREET, SUITE 425  
4<sup>TH</sup> FLOOR, CITY HALL  
JACKSONVILLE, FLORIDA 32202

**MEMORANDUM**

**TO:** Gregory Pease, Chief of Procurement  
Procurement Division

**FROM:** Annette R. Hastings, Executive Director *(AH)*  
Duval Tourist Development Council

Lori N. Boyer, Chair *(LNB)*  
Duval County Tourist Development Council  
President, Jacksonville City Council

**RFP:** ESC-0136-17

**SUBJECT:** Request For Interviews/for ESC-0136-17 TDC Plan Components

- Tourist Bureau Services
- Marketing Services
- Convention Sales Services

**DATE:** May 23, 2017

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On May 3, 2017 the City of Jacksonville's Procurement Division received six (6) valid bid responses for ESC -136-17 for the Duval County Tourist Development Council (TDC) Plan Components for Tourist Bureau Services – two (2), Marketing Services - three (3), and Convention and Sales-one (1). On May 22, 2107 Jacksonville and Beaches Convention and Visitors Bureau d/b/a Visit Jacksonville and the Dalton Agency interviews took place. The bid tabulations were submitted to the TDC Evaluation Committee.

The TDC Evaluation Committee has completed the bid response scoring and the vendor interviews scoring. Below are the final combined scores for each component.

The TDC Evaluation Committee now requests permission to forward the recommendation to the TDC for final deliberations and award.

<b>Component 1 – Tourist Bureau Services</b>			
<u>Vendor</u>	<u>RFP Evaluation Score</u>	<u>Interview Evaluation Score</u>	<u>Combined Scores</u>
Jacksonville and The Beaches Convention and Visitors Bureau d/b/a Visit Jacksonville	72.63	5.71	78.34

<b>Component 2 – Marketing Services</b>			
<u>Vendor</u>	<u>RFP Evaluation Score</u>	<u>Interview Evaluation Score</u>	<u>Combined Scores</u>
Jacksonville and The Beaches Convention and Visitors Bureau d/b/a Visit Jacksonville & The Dalton Agency	77.13	7.14	84.27

<b>Component 3 – Convention Sales Services</b>			
<u>Vendor</u>	<u>RFP Evaluation Score</u>	<u>Interview Evaluation Score</u>	<u>Combined Scores</u>
Jacksonville and The Beaches Convention and Visitors Bureau d/b/a Visit Jacksonville	77.00	6.71	83.71

**Attachments:**

- Interview Score Sheet-Plan Component 1-Tourist Bureau Services**
- Interview Score Sheet-Plan Component 2-Marketing Services**
- Interview Score Sheet-Plan Component 3-Convention Sales Services**
- Combined Score Sheet-Plan Component 1-Tourist Bureau Services**
- Combined Score Sheet-Plan Component 2-Marketing Services**
- Combined Score Sheet-Plan Component 3-Convention Sales Services**

# COMBINED SCORE SHEET

## PLAN COMPONENT 1 - TOURIST BUREAU SERVICES

<b>TITLE:</b> Duval County Tourist Development Plan Components: (1) Tourist Bureau Services  <b>BID NO:</b> ESC-0136-17 <b>OPEN DATE:</b> MAY 3, 2017 @ 2:00 PM <b>ANALYST:</b> Chelsey Fleming <b>NO. INVITED:</b> (9) No. Received: (2) No Bids: (0) <b>RECORDED BY:</b> Gail Sampson	<b>JACKSONVILLE &amp; THE                  BEACHES CONVENTION                  &amp; VISITORS BUREAU DBA                  VISIT JACKSONVILLE</b>	
<b>DESCRIPTION</b>	<b>POINTS</b>	
RFP RESPONSE EVALUATION SCORE	90	72.63
INTERVIEW AND/OR ORAL PRESENTATION SCORE	10	5.71
<b><u>COMBINED SCORE:</u></b>		<b>78.34</b>
<b>Minimum Requirements:</b>		✓
<b>Addendums (1):</b>		✓

# INTERVIEW SCORE SHEET

## PLAN COMPONENT 1 - TOURIST BUREAU SERVICES - EVALUATION SCORE SHEET - INTERVIEW

<b>TITLE:</b>	Duval County Tourist Development Plan Components: (1) Tourist Bureau Services	<b>JACKSONVILLE &amp; THE BEACHES CONVENTION &amp; VISITORS BUREAU DBA VISIT JACKSONVILLE</b>
<b>BID NO:</b>	ESC-0136-17	
<b>OPEN DATE:</b>	MAY 3, 2017 @ 2:00 PM	
<b>ANALYST:</b>	Chelsey Fleming	
<b>NO. INVITED:</b>	(9) No. Received: (2) No Bids: (0)	
<b>RECORDED BY:</b>	Gail Sampson	
<b>DESCRIPTION</b>		<b>POINTS</b>
INTERVIEW AND/OR ORAL PRESENTATION		10
		5.71
<b>Minimum Requirements:</b>		✓
<b>Addendums (1):</b>		✓



# COMBINED SCORE SHEET

## PLAN COMPONENT 2 - MARKETING SERVICES

<b>TITLE:</b> Duval County Tourist Development Plan Components: (2) Marketing Services  <b>BID NO:</b> ESC-0136-17 <b>OPEN DATE:</b> MAY 3, 2017 @ 2:00 PM <b>ANALYST:</b> Chelsey Fleming <b>NO. INVITED:</b> (9) No. Received: (3) No Bids: (0) <b>RECORDED BY:</b> Gail Sampson	<b>JACKSONVILLE &amp; THE                  BEACHES CONVENTION                  &amp; VISITORS BUREAU DBA                  VISIT JACKSONVILLE                  &amp;                  DALTON AGENCY</b>	
<b>DESCRIPTION</b>	<b>POINTS</b>	
RFP RESPONSE EVALUATION SCORE	90	77.13
INTERVIEW AND/OR ORAL PRESENTATION SCORE	10	7.14
<b><u>COMBINED SCORE:</u></b>		<b>84.27</b>
<b>Minimum Requirements:</b>		✓
<b>Addendums (1):</b>		✓

# INTERVIEW SCORE SHEET

## PLAN COMPONENT 2 - MARKETING SERVICES - EVALUATION SCORE SHEET - INTERVIEW

<p><b>TITLE:</b> Duval County Tourist Development Plan  <b>Components:</b> (2) Marketing Services</p> <p><b>BID NO:</b> ESC-0136-17</p> <p><b>OPEN DATE:</b> MAY 3, 2017 @ 2:00 PM</p> <p><b>ANALYST:</b> Chelsey Fleming</p> <p><b>NO. INVITED:</b> (9) No. Received: (3) No Bids: (0)</p> <p><b>RECORDED BY:</b> Gail Sampson</p>	<p style="text-align: center;"><b>JACKSONVILLE &amp; THE                  BEACHES CONVENTION                  &amp; VISITORS BUREAU DBA                  VISIT JACKSONVILLE                  &amp;                  DALTON AGENCY</b></p>
<b>DESCRIPTION</b>	<b>POINTS</b>
INTERVIEW AND/OR ORAL PRESENTATION	10
	7.14
<b>Minimum Requirements:</b>	✓
<b>Addendums (1):</b>	✓

# COMBINED SCORE SHEET

## PLAN COMPONENT 3 - CONVENTION SALES SERVICES

<b>TITLE:</b>	Duval County Tourist Development Plan Components: (3) Convention Sales Services	<b>JACKSONVILLE &amp; THE BEACHES CONVENTION &amp; VISITORS BUREAU DBA VISIT JACKSONVILLE</b>
<b>BID NO:</b>	ESC-0136-17	
<b>OPEN DATE:</b>	MAY 3, 2017 @ 2:00 PM	
<b>ANALYST:</b>	Chelsey Fleming	
<b>NO. INVITED:</b>	(9) No. Received: (1) No Bids: (1)	
<b>RECORDED BY:</b>	Gail Sampson	
<b>DESCRIPTION</b>	<b>POINTS</b>	
RFP RESPONSE EVALUATION SCORE	90	77.00
INTERVIEW AND/OR ORAL PRESENTATION SCORE	10	6.71
<b><u>COMBINED SCORE:</u></b>		<b>83.71</b>
<b>Minimum Requirements:</b>		✓
<b>Addendums (1):</b>		✓

## INTERVIEW SCORE SHEET

### PLAN COMPONENT 3 - CONVENTION SALES SERVICES - EVALUATION SCORE SHEET - INTERVIEW

<b>TITLE:</b>  <b>BID NO:</b> <b>OPEN DATE:</b> <b>ANALYST:</b> <b>NO. INVITED:</b> <b>RECORDED BY:</b>	<b>Duval County Tourist Development Plan                  Components: (3) Convention Sales Services</b>  <b>ESC-0136-17</b> <b>MAY 3, 2017 @ 2:00 PM</b> <b>Chelsey Fleming</b> <b>(9) No. Received: (1) No Bids: (1)</b> <b>Gail Sampson</b>	<b>JACKSONVILLE &amp; THE                  BEACHES                  CONVENTION &amp;                  VISITORS BUREAU                  DBA VISIT                  JACKSONVILLE</b>
<b>DESCRIPTION</b>	<b>POINTS</b>	
<b>INTERVIEW AND/OR ORAL PRESENTATION</b>	<b>10</b>	<b>6.71</b>
<b>Minimum Requirements:</b>		<b>✓</b>
<b>Addendums (1):</b>		<b>✓</b>

## ATTACHMENT B-1 EVALUATION CRITERIA MATRIX

### PLAN COMPONENT 1 ONLY - TOURIST BUREAU SERVICES

The evaluations for Plan Component 1 – Tourist Bureau Services will be based upon the following criteria, and Contractors are requested to provide, as a minimum, the information listed under each criterion. Failure to provide adequate information on any criterion will result in lower scores and could result in rejection of the proposal as non-responsive. The response to each of the criterion will be evaluated relative to the other responses received and will be awarded a score of 1 through the maximum points allowed for each criteria. Contractors are encouraged to arrange their responses in a format that will offer ready review and evaluation of each criterion.

#### 1. EXPERIENCE AND QUALIFICATIONS OF PROFESSIONAL PERSONNEL (20 POINTS MAXIMUM SCORE)

The proposal will be evaluated based on the strength of the Contractor (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 Contractor). In response to this criterion, the Contractor shall do the following:

- i. Describe Contractor'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;
- ii. Describe Contractor's years of experience of firm and personnel and number and quality of previous and present tourism marketing clients;
- iii. Provide recommendations from previous and present tourism marketing clients regarding the quality of work performed on their behalf;
- iv. Describe organization depth, facilities and support staff;
- v. Describe hiring policy, background checks, minimum qualifications, and selection criteria Contractor will use for selection and hiring of employees; proposed use of volunteers, if any, who would interact with the public;
- vi. Describe orientation program upon hiring and on-going training program, if any, that will be implemented;
- vii. Describe Contractor's previous experience in researching existing tourist attractions and facilities, establishing sortable databases for public use and packaging existing attractions into visitor experiences; and
- viii. Describe Contractor's previous experience operating forward facing leisure tourist service facilities such as visitor center, visitor kiosks, and concierge facilities including size and scope of services, numbers of visitors served, etc.

#### 2. TOURIST BUREAU OPERATION PLAN (40 POINTS MAXIMUM SCORE)

The proposal will be evaluated based on the Contractor's understanding of the needs and goals of the Tourist Development Council as demonstrated in the strategies, approaches and resources to be applied to the Tourist Development Council's account as described in the proposal and the three year plan for operation of the Tourist Bureau. In response to this criterion the Contractor shall describe the following:

- i. Provide 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 equipment, experiential exhibits 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 Contractor become the premier expert on what our City has to offer, how will that expertise be used in our Visitor Centers, to increase

tourism? Discuss any "Big Ideas" contractor may have. Such plan should identify how the requirements contained in the scope will be met, what additional services or facilities will be provided within the budget provided, and what additional services or facilities would be recommended if additional funding were available and the costs associated with each;

- ii. Operating Plan: Visitor Center Plans, research strategy, consistency with Tourist Development Plan and RFP;
- iii. Strategy for staffing and operation of visitor centers including quality and responsiveness of proposal to the Scope of Services;
- iv. Research, information gathering and assimilation strategy including quality and responsiveness of proposal to the Scope of Services; and
- v. Describe the methodology the Contractor 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.

### 3. FINANCIAL STABILITY (10 POINTS MAXIMUM SCORE)

Provide financial statements that describe the Contractors 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 a Contractor is a newly created entity or is being established solely for the purpose of performing the scope of work under this RFP, the Contractor 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.

### 4. BUDGET (20 POINTS MAXIMUM SCORE)

The Tourist Development Council is seeking a proposal that offers significant value and maximum tourist impact. The proposal will be evaluated on the allocation of resources within the budget allowed and the level of service, including enhanced services, and value included in the proposed budget.

Provide a recommended annual budget based on the Scope of Work. The actual contractual budget will be based on the agreed upon scope of work and budgetary limitations imposed on the Tourist Development Council as part of its annual budget approval process with Buyer. Provide annual budget breakdown in the following format:

- i. Amount of proposed budget allocated to subparts (i) and (iii) of the Tourist Bureau component of the Tourist Development Plan (Section 666.108(b)(1)).

In addition to the foregoing budget, the annual budget shall also contain a distinct breakout of the following items which are acknowledged to be contained within the three services above:

- ii. Amount of proposed annual budget allocated to travel, meal and entertainment expenses/reimbursement. Identify allocation between local travel and expenses versus out-of-county travel and expenses;
- iii. Amount of proposed annual budget allocated to buildings and equipment and general overhead not including staffing;
- iv. Amount of proposed annual budget allocated to staffing and number of employees by job category; and
- v. Amount of proposed annual budget allocated to purchase lists, databases and research.

### 5. INTERVIEW AND/OR ORAL PRESENTATION (10 POINTS MAXIMUM SCORE)

Interviews will only be offered to shortlisted Contractors. See Sections 2.5 and 2.6 of this RFP.

## ATTACHMENT B-2 EVALUATION CRITERIA MATRIX

### PLAN COMPONENT 2 ONLY – MARKETING SERVICES

#### 1. EXPERIENCE AND QUALIFICATIONS OF PROFESSIONAL PERSONNEL (20 POINTS MAXIMUM SCORE)

The proposal will be evaluated based on the strength of the Contractor (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 Contractor). In response to this criterion, the Contractor shall do the following:

- i. 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 Contractor should provide a description of the role each staff member who will be responsible for handling each aspect of the contract;
- ii. Describe experience 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;
- iii. Describe experience in design, execution, hosting and content management for Adaptive/Responsive Website Design;
- iv. List three (3) past work experiences that reflect the tracking of key performance indicators to targeted results, including the measurement methodology used and provide examples;
- v. Describe organization depth, facilities and support staff;
- vi. List Accreditations;
- vii. Describe experience implementing an integrated and coordinated strategy for creative and media planning;
- viii. Describe Contractor's proven track record for leveraging media buy added value;
- ix. Provide samples of leisure tourism marketing campaigns Contractor has conducted previously demonstrating quality, creativity and relevance;
- x. Describe Contractor's role in developing appropriate metrics and working with clients to regularly measure and optimize success including specifically how Contractor has used studies such as Longwood, DestinationMAP, and similar research to formulate and evaluate campaigns;
- xi. Describe Contractor'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;
- xii. Provide at least three (3) examples of creative content prepared for clients by the Contractor. Examples must be reduced to print form;
- xiii. A Contractor 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.

**2. COMPREHENSIVE MARKETING PLAN (40 POINTS MAXIMUM SCORE)**

The proposal will be evaluated based on the Contractor's understanding of the needs and goals of the Tourist Development Council as demonstrated in the strategies, approaches and resources to be applied to the Tourist Development Council's account as described in the proposal and the conceptual five (5) year plan for implementation of the Convention Sales, Service and Promotion component as submitted with the Contractors proposal.

- i. Prepare and submit of a five year plan for implementation 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 Contractor 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? How will Contractor optimize advertising campaigns? What role will earned media play in the plan and what resources will be devoted to development of earned media? Does Contractor plan to create or adopt an official mobile app or link to others in the market? 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 any "Big Ideas" Contractor may have.
- ii. Describe the Contractor's plan to work with local entities and professionals and use of local service providers for marketing efforts.
- iii. Describe the Contractor's current workload and capacity to perform the service described in this RFP.

**3. FINANCIAL STABILITY (5 POINTS MAXIMUM SCORE)**

Describe form of business, i.e., proprietorship, partnership, corporation; years in business; changes in ownership; bank reference(s); past, present, pending and/or threatened legal proceedings within any forum; and any other information the Contractor may wish to supply to demonstrate financial responsibility. Failure to provide all listed information and documentation will result in score less than maximum for this criterion

**4. BUDGET (20 POINTS MAXIMUM SCORE)**

The Tourist Development Council is seeking a proposal that offers significant value and maximum tourist impact. The proposal will be evaluated on the allocation of resources within the annual budget allowed and the level of service, including enhanced services, and value included in the proposed annual budget.

Prepare and submit a detailed proposed annual budget, corresponding to the above described plan, and based on the Scope of Work and available budget. Such proposed annual budget 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. The actual contractual budget will be based on the agreed upon scope of work and budgetary limitations imposed on the Tourist Development Council as part of its annual budget approval process with Buyer. Provide annual budget breakdown in the following format:

- i. Amount of proposed budget allocated to subparts (i) and (x) of the Marketing component of the Tourist Development Plan (Section 666.108(b)(2)).



In addition to the foregoing budget, the annual budget shall also contain a distinct breakout of the following items which are acknowledged to be contained within the services above:

- ii. Amount of proposed annual budget allocated to travel, meal and entertainment expenses/reimbursement. Identify allocation between local travel and expenses versus out-of-county travel and expenses;
- iii. Amount of proposed annual budget allocated to buildings and equipment and general overhead not including staffing;
- iv. Amount of proposed annual budget allocated to staffing and number of employees by job category; and
- v. Allocation of proposed annual budget between media types- i.e. print, television, radio, social media, etc.

The annual budget proposal will also be evaluated on cost reasonableness, appropriateness and necessity as compared to all other proposals to provide the services proposed within the marketing RFP.

**5. PROXIMITY TO PROJECT (5 POINTS MAXIMUM SCORE)**

Document the location of Contractor's corporate headquarters, which, if located in Jacksonville, Florida, no further information is required under this criterion and maximum points will be awarded. If Contractor's corporate headquarters are not located in Jacksonville, Florida, please document the location and the nature of business of Contractor's branch office(s), if any, that are located in and/or that are closest to Jacksonville, Florida, the number of employee assigned thereto and the period of continuous existence thereof. Additionally, Contractors are requested to demonstrate, define and provide examples of their ability to provide the services contemplated herein in a manner comparable to having a local office in Jacksonville, Florida or to show that a local office is not necessary to satisfactorily perform the services required for this project, in which event maximum points may be awarded.

**6. INTERVIEW AND/OR ORAL PRESENTATION (10 POINTS MAXIMUM SCORE)**

Interviews will only be offered to shortlisted Contractors. See Sections 2.5 and 2.6 of this RFP.

## ATTACHMENT B-3 EVALUATION CRITERIA MATRIX

### PLAN COMPONENT 3 ONLY – CONVENTION SALES SERVICES

#### 1. EXPERIENCE AND QUALIFICATIONS OF PROFESSIONAL PERSONNEL (20 POINTS MAXIMUM SCORE)

The proposal will be evaluated based on the strength of the Contractor (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 Contractor). In response to this criterion, the Contractor shall do the following:

- i. 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 Contractor should provide a description of the role each staff member who will be responsible for handling each aspect of the contract;
- ii. Describe Contractor's knowledge of meeting facilities, accommodations and tourist attractions in Jacksonville and the Beaches and surrounding day trip destinations;
- iii. Describe the Contractor's experience within both the Jacksonville MMA, Florida's tourism industry, and nationally as it relates to convention and meeting sales and the performance results achieved that can be directly attributable to Contractor's sales activities;
- iv. Years of experience of firm and personnel in the field of convention sales and promotion;
- v. Recommendations from previous and present convention sales clients regarding the quality of work performed on their behalf;
- vi. Describe organization depth, facilities and support staff;
- vii. Describe Contractor's proven track record for leveraging media buy added value;
- viii. Provide samples of proposals for meetings, conventions and events demonstrating the quality, creativity and relevance; and
- ix. Describe Contractor's role in developing appropriate metrics and working with clients to regularly measure and optimize success.

#### 2. COMPREHENSIVE CONVENTION SALES, MARKETING AND PROMOTION PLAN (40 POINTS MAXIMUM SCORE)

The proposal will be evaluated based on the Contractor's understanding of the needs and goals of the Tourist Development Council as demonstrated in the strategies, approaches and resources to be applied to the Tourist Development Council's account as described in the proposal and the conceptual five (5) year plan for implementation of the Convention Sales, Service and Promotion component as submitted with the Contractors proposal.

- i. Prepare and deliver a conceptual five year master plan regarding the allocation of resources to various aspects of this plan component in support of the convention and meeting tourism industry setting forth annual goals for increases tourist accommodation occupancy attributable to meetings and conventions, annual increases in REVPAR; % return bookings for meetings and conventions
- ii. Provide an example of demonstrated success in prior years utilizing key metrics and provide a projection of what success can be anticipated through the use of the same or similar metrics that focus strictly on Contractor's efforts.
- iii. Describe the Contractor's plan to work with local entities and professionals and use of local service providers for marketing efforts.
- iv. Describe the Contractor's current workload and capacity to perform the service described in this RFP.

**3. FINANCIAL STABILITY (10 POINTS MAXIMUM SCORE)**

Describe form of business, i.e., proprietorship, partnership, corporation; years in business; changes in ownership; bank reference(s); past, present, pending and/or threatened legal proceedings within any forum; and any other information the Contractor may wish to supply to demonstrate financial responsibility. Failure to provide all listed information and documentation will result in score less than maximum for this criterion

**4. BUDGET (20 POINTS MAXIMUM SCORE)**

The Tourist Development Council is seeking a proposal that offers significant value and maximum tourist impact. The proposal will be evaluated on the allocation of resources within the budget allowed and the level of service, including enhanced services, and value included in the proposed budget.

Provide a recommended annual budget based on the Scope of Work. The actual contractual budget will be based on the agreed upon scope of work and budgetary limitations imposed on the Tourist Development Council as part of its annual budget approval process with Buyer. Provide budget breakdown in the following format:

- i. Amount of proposed annual budget allocated to subparts (i) and (vi) of the Convention Sales component of the Tourist Development Plan (Section 666.108(b)(3)).

In addition to the foregoing budget, the annual budget shall also contain a distinct breakout of the following items which are acknowledged to be contained within the budget for the six subpart services above:

- ii. Amount of proposed annual budget allocated to travel, meal and entertainment expenses/reimbursement. Identify allocation between local travel and expenses versus out-of-county travel and expenses. Identify allocation to entertainment of industry professionals, FAM visits, etc.
- iii. Amount of proposed annual budget allocated to buildings and equipment and general overhead not including staffing
- iv. Amount of proposed annual budget allocated to staffing and number of employees by job category
- v. Allocation of proposed annual budget between marketing and promotions.

The budget proposal will also be evaluated on cost reasonableness, appropriateness and necessity as compared to all other proposals to provide the services proposed within the marketing RFP.

**5. INTERVIEW AND/OR ORAL PRESENTATION (10 POINTS MAXIMUM SCORE)**

Interviews will only be offered to shortlisted Contractors. See Section 2.5 and 2.6 of this RFP.

**REQUEST TO SPEAK CARD**

**TOURIST DEVELOPMENT COUNCIL**

Please print and complete:

NAME: Michael Munz DATE: 6-14-17  
ADDRESS: 140 W. Monroe St. PHONE: 398-5222  
REPRESENTING: DACTV Agency

1: PUBLIC HEARING BILL NUMBER: \_\_\_\_\_

I SUPPORT \_\_\_\_\_ (or) I OPPOSE \_\_\_\_\_ THIS LEGISLATION

2. COMMENTS FROM THE PUBLIC SUBJECT: TDC presentation -

**SPEAKING TIME IS LIMITED (SEE REVERSE FOR TIME LIMITATIONS)  
NO SPEAKER MAY GIVE OR TRANSFER HIS/HER TIME TO ANOTHER PERSON**

(Please read the reverse side for instructions on speaking)

**RULES OF THE JACKSONVILLE CITY COUNCIL – ADOPTED FOR THIS MEETING**

**RULE 4.301(b) COMMENTS FROM THE PUBLIC** Comments from the public given during the public comment times of the meeting, except scheduled public hearing comments, shall be limited to three minutes per person and no person shall be allowed to give or transfer his/her time to speak to another person.

**RULE 4.806 PRIVILEGE OF FLOOR**

(a) **General Exclusion:** No person, except Council Members and working employees of the Council, shall be admitted within the rail unless permitted by the presiding officer.

(b) **Addressing Council:** By permission of the presiding officer, the privilege of the floor shall be extended to a citizen or citizens to address the Council on any matter pending before it or which needs the attention of the Council.

**Rule 3.604 ADDRESSING THE COUNCIL.** At public hearings required by law or fixed by the Council, the presiding officer shall extend the floor to a reasonable number of proponents and opponents of the subject matter of the public hearing, and those filing written requests to be heard with the Chief of Legislative Services shall be heard prior to other persons who appear at the hearing. Each person addressing the Council shall proceed to the place assigned for speaking, give his/her name in an audible tone of voice for the records, (if the person has not filled out a speaker's request card and returned it to the Chief of Legislative Services before addressing the Council, the person shall also give his/her address in an audible tone of voice for the records), and limit his/her address to three minutes, unless a lesser time is fixed for all speakers by the presiding officer, or further time is granted by the Council. All remarks shall be addressed to the Council as a body and not to any member thereof. No person other than a Council Member or the person having the floor shall be permitted to enter into any discussion, either directly or through a member of the Council, without the permission of the presiding officer. All questions to the Council shall be directly through the presiding officer.

**RULE 4.505 DISRUPTION OF MEETING** Any person, not a Council Member, making personal, impertinent or slanderous remarks or who shall become boisterous while the Council is in session, shall forthwith be barred from further audience before the Council by the presiding officer in his/her discretion. No demonstrations of approval or disapproval from the audience shall be permitted, and if such demonstrations are made, the audience shall be cleared from the Council Chambers. The presiding officer shall call upon the Sergeant-at-Arms to enforce directions given by the presiding officer for any violation of this Rule.

**REQUEST TO SPEAK CARD**

**TOURIST DEVELOPMENT COUNCIL**

Please print and complete:

NAME: Reid Pearce DATE: 6/14/17

ADDRESS: 10 South Newman St 32202 PHONE: 353-2900

REPRESENTING: Sivecanos

1: PUBLIC HEARING BILL NUMBER: \_\_\_\_\_

I SUPPORT \_\_\_\_\_ (or) I OPPOSE \_\_\_\_\_ THIS LEGISLATION

2. COMMENTS FROM THE PUBLIC SUBJECT: \_\_\_\_\_

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**REQUEST TO SPEAK CARD**

**TOURIST DEVELOPMENT COUNCIL**

Please print and complete:

NAME: Paul Astleford DATE: 6/14/17  
ADDRESS: \_\_\_\_\_ PHONE: 904-421-9150  
REPRESENTING: Visit Jacksonville

1: PUBLIC HEARING BILL NUMBER: \_\_\_\_\_

I SUPPORT \_\_\_\_\_ (or) I OPPOSE \_\_\_\_\_ THIS LEGISLATION

2. COMMENTS FROM THE PUBLIC SUBJECT: \_\_\_\_\_

**SPEAKING TIME IS LIMITED (SEE REVERSE FOR TIME LIMITATIONS)  
NO SPEAKER MAY GIVE OR TRANSFER HIS/HER TIME TO ANOTHER PERSON**

**(Please read the reverse side for instructions on speaking)**



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**REQUEST TO SPEAK CARD**

**TOURIST DEVELOPMENT COUNCIL**

Please print and complete:

NAME: Maht Galoo- DATE: 6/14  
ADDRESS: 3 Independent Drive PHONE: 366-6614  
REPRESENTING: TAX Chamber

1: PUBLIC HEARING BILL NUMBER: \_\_\_\_\_  
I SUPPORT \_\_\_\_\_ (or) I OPPOSE \_\_\_\_\_ THIS LEGISLATION

2. COMMENTS FROM THE PUBLIC SUBJECT: \_\_\_\_\_

**SPEAKING TIME IS LIMITED (SEE REVERSE FOR TIME LIMITATIONS)  
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## Opening Remarks

- Board's Role
- Oversight & Evaluation Of Staff
- Greenleaf Building Lease
- Conflicts of Interest

BID NO: ESC-0136-17

Bid Presented by:  
Visit Jacksonville  
208 N. Laura St., Suite 102  
Jacksonville, FL 32202  
904-421-9150

@daltonagency

Visit Jacksonville  
and the Beaches



Omnibus Request For Proposal for  
Duval County Tourist Development Plan Components:

# Tourist Bureau Services

BID NO: ESC-0136-17

Bid Presented by:  
Visit Jacksonville

208 N. Laura St., Suite 102  
Jacksonville, FL 32202  
904-421-9150

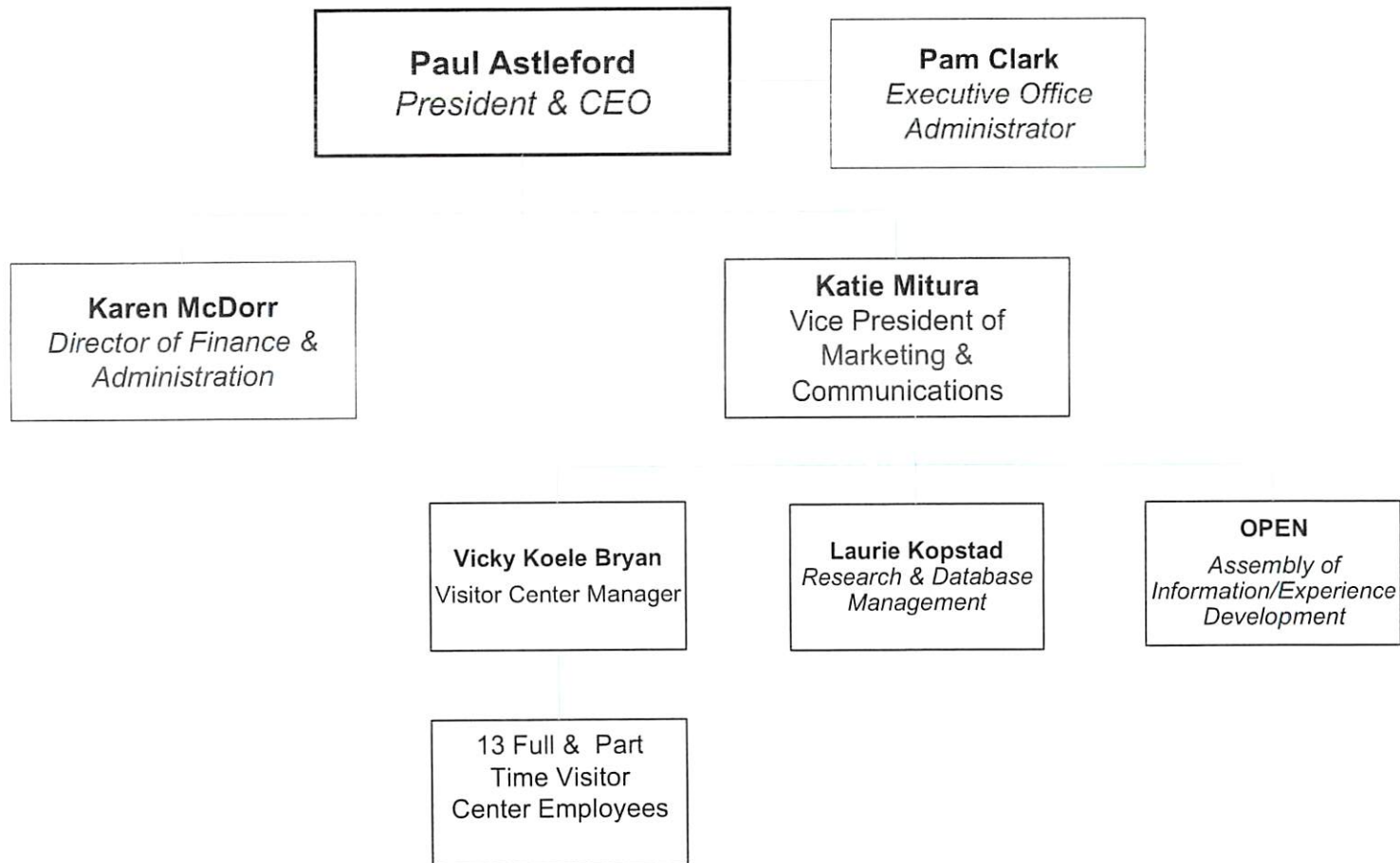
@daltonagency

Visit Jacksonville  
and the Beaches

## Proposed Changes In Plan

- Database/Research staff reallocated from marketing budgets
- New staff position for assembly of data
- Signage
- Research
- VISIT FLORIDA Welcome Center Display costs previously marketing expense
- Additional new kiosks
- Database system costs — previously admin expenses
- Costs of purchasing business listings (IntoGo)

# Organization Chart



## Visitor Center Staffing

Salaries/Wages/Benefits	\$133,239	Research/Database Manager & Assembly of Information Position
Visitor Center Salaries/Wages/Benefits	\$268,545	Visitor Center Manager, 3 full-time staff, 10 part-time staff
Airport dollars collected from JIA, other counties to offset costs	\$(48,417)	
Subtotal	\$353,367	



## Suggested Budget Reductions *(if needed)*

- Do not hire the Assembly of Information staff member proposed
- Decrease budget for upgrades to the centers
- Remove the purchase of data from IntoGo, or consider purchasing less often
- Decrease budget for kiosks
- Decreases Visit Florida Welcome Center Display
- Remove the advertising budget for visitor centers
- Decrease research budget

# Suggested Budget Reductions *(if needed)*

	Original Budget	Reduced Budget
<b>Administrative Costs</b>	\$101,325	\$101,325
Staffing Costs - Visit Jacksonville Tourist Bureau		
Salaries/Wages/Benefits	\$133,239	\$80,000
Visitor Center Salaries/Wages/Benefits	\$268,545	\$268,545
Airport dollars collected from JIA, other counties	\$(48,417)	\$-48,417
Subtotal	\$353,367	\$300,128
Visitor Centers		
Visitor Center Upgrades - décor, furniture, displays	\$50,000	\$25,000
Kiosks	\$40,000	\$20,000
Postage for consumer requests, brochures mailings	\$25,000	\$20,000
Brochure Distribution & Visitor Magazine Storage	\$6,000	\$6,000
VISIT FLORIDA Welcome Center Brochure Display costs/Other Membership	\$4,000	\$2,500
Advertising Visitor Centers	\$5,000	\$0
TRAVEL/MEALS/REGISTRATION FEES - OOC	\$4,200	\$4,200
TRAVEL/MEALS - LOCAL - VISITOR CENTER TRAINING	\$10,000	\$10,000
Billboards/Interstate Signage	\$20,000	\$10,000
Supplies	\$4,000	\$4,000
	\$168,200	\$101,700
Comprehensive Listings/Tourist Bureau/Assembly of Information		
Database system	\$15,000	\$15,000
intoGo Database Purchased List	\$65,000	\$0
Research - Visitor Centers survey, event impacts	\$20,000	\$12,000
TRAVEL/MEALS/REGISTRATION FEES - OOC	\$4,000	\$4,000
Supplies	\$1,000	\$1,000
Subtotal	\$105,000	\$32,000
<b>TOTAL Tourist Bureau Budget</b>	<b>\$727,892</b>	<b>\$535,153</b>

UF Survey

# Visit Jacksonville Report SMART Jacksonville Quarter 4, 2016



# Interstate & Downtown Signage Costs



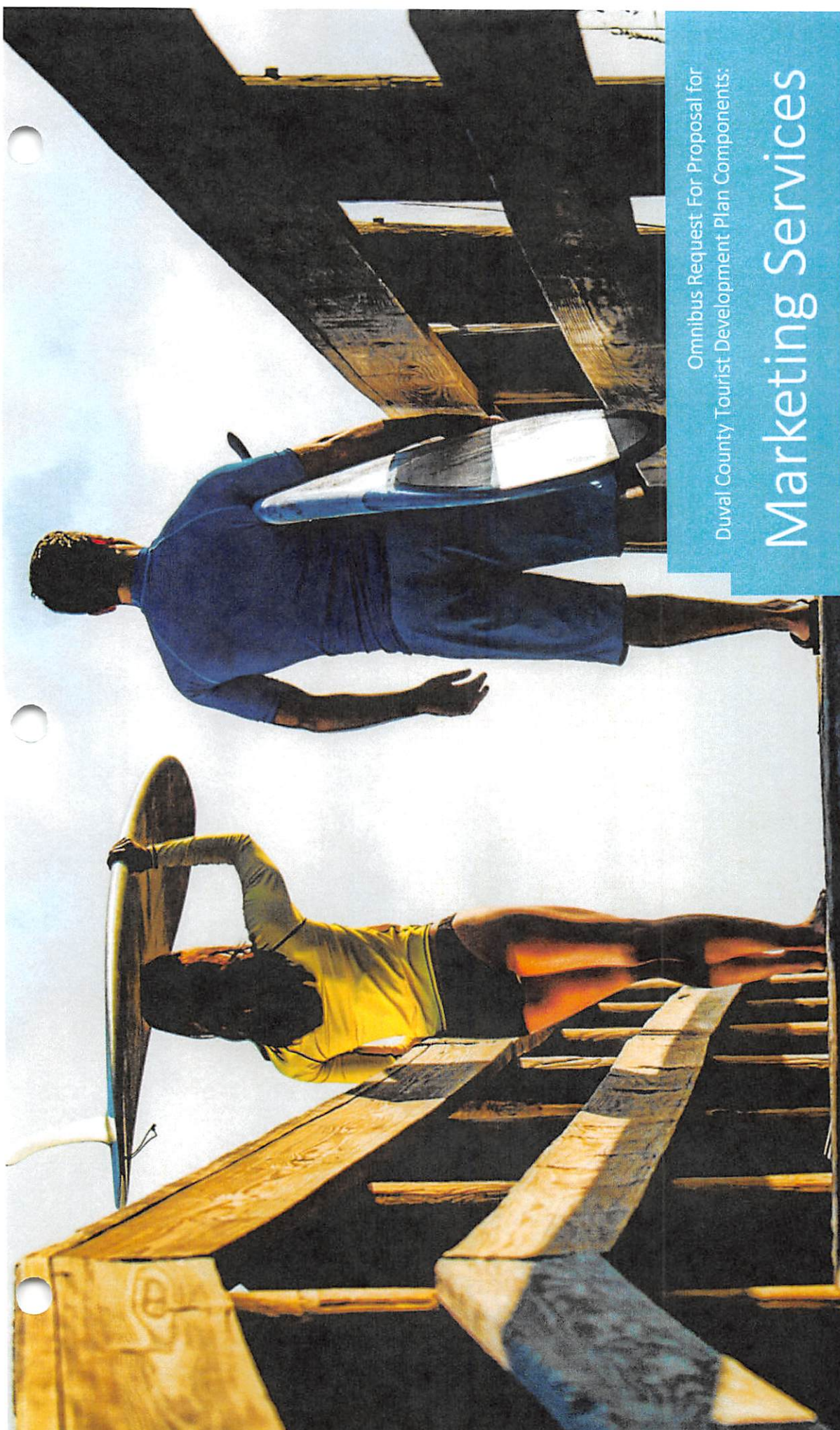
## Digital Kiosks

- \$40,000
- 4 total kiosks
- 3 years



## Measuring Results

- Increase of 5% at every individual center based on final FY 16-17 numbers
- Daily staff tracking happens in every center and outreach event – track number of visitors and geography of residence
- Expect increases due to:
  - Signage improvements
  - T.R.I.P. program
  - Staff and tracking at the Beaches Center
  - More outreach events – special events, festivals



Omnibus Request For Proposal for  
Duval County Tourist Development Plan Components:

# Marketing Services

BID NO: ESC-0136-17

Bid Presented by:  
Visit Jacksonville

208 N. Laura St., Suite 102  
Jacksonville, FL 32202  
904-421-9150



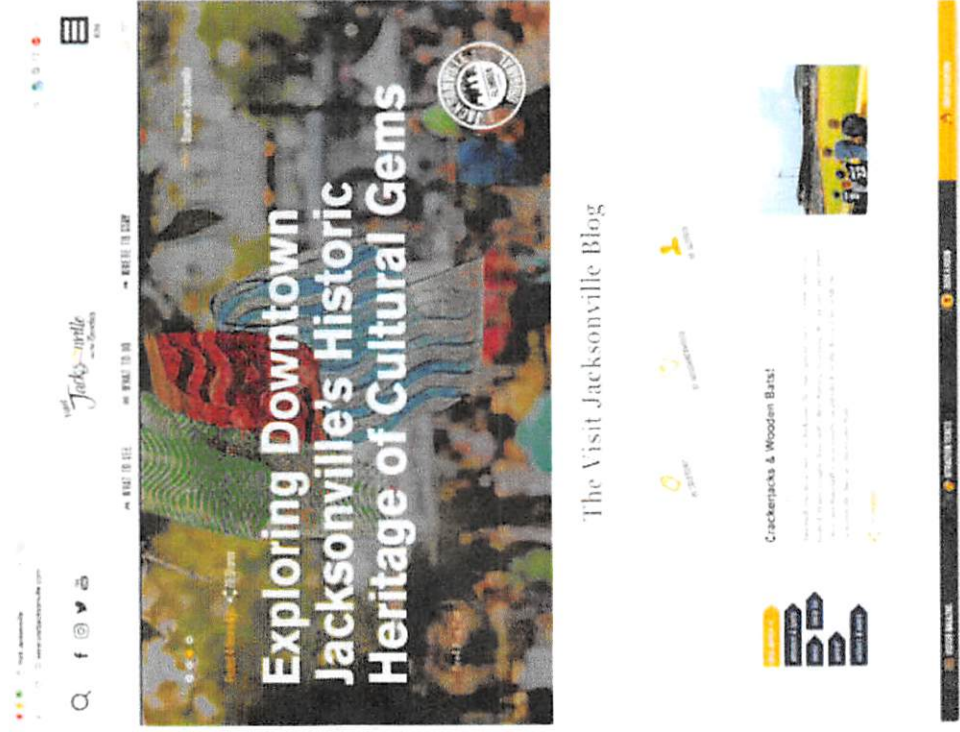
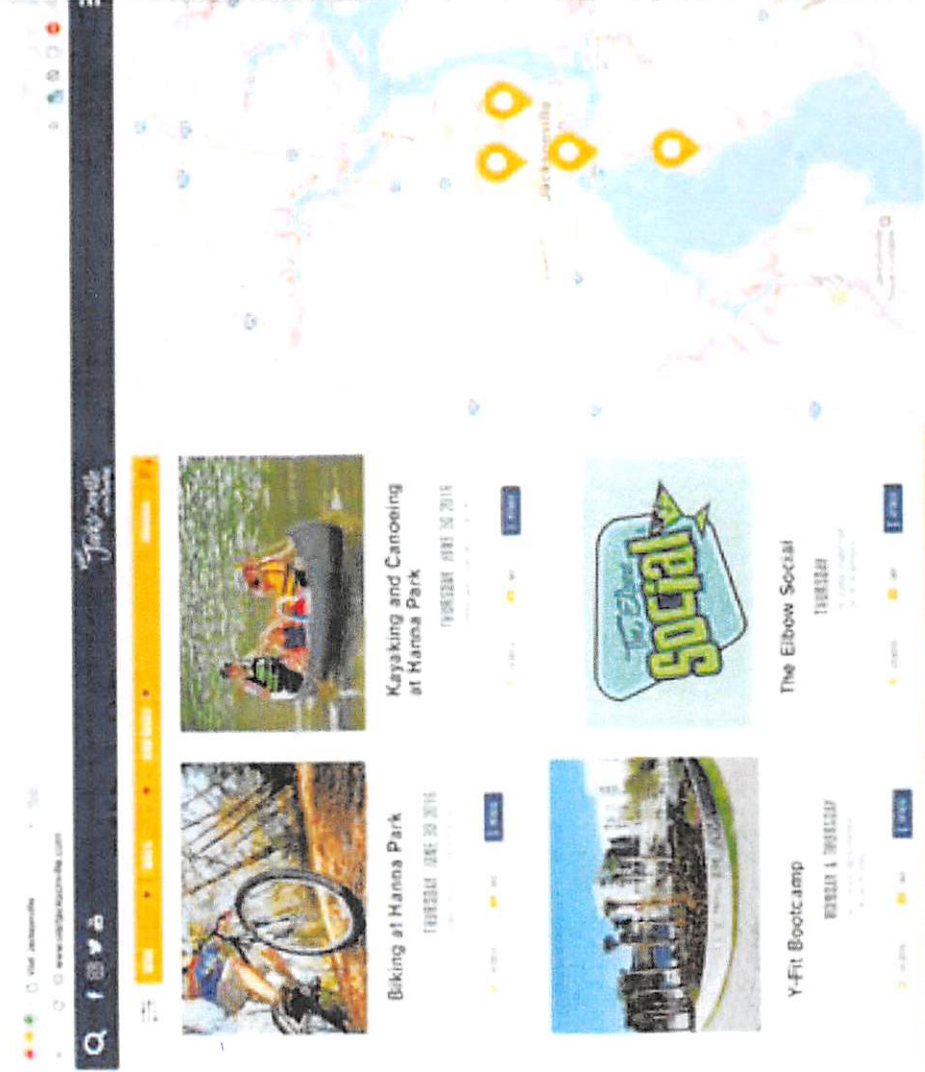
## Overhead/Salaries Costs

Salaries/Wages/Benefits	\$307,000	Visit Jacksonville Full Time Marketing Team Employees
Dalton Agency	\$174,000	All costs associated with agency services and staff members: Public Relations, Media Buying, Account Service & Creative Services

- 11 Dalton primary account team
- 23 Dalton employees on year average



# Tempest Interactive Efficiencies



## Event Advertising Differences



# Experience Development Rollout

<u>NATURE/OUTDOORS/WATERWAYS: Recreation &amp; Adventure</u>	<u>YEAR</u>
Nature tours highlighting top spots across the city and detailed daily itineraries for visitors camping, hiking, biking or boating our natural habitats for the day	Launch year 2, research and content development year 1
Parks maps and itineraries highlighting top city, state and national parks and the experiences that can be had in each one of them. List to include (but not limited to) Huguenot Park, Hanna Park, Talbot Islands State Park, Pumpkin Hill Creek Preserve State Park, Timucuan Ecological and Historic Preserve, and Urban parks (Memorial Park, Hemming Park, Stockton Park, Jacksonville/Baldwin Rail Trail, Walter Jones Park, Castaway Island Preserve, Riverside Park, Mandarin Park)	Launches year 1, new content added every year
Maps of boat and kayak launches easily accessible across the destination	Completed year 1
Rack cards with top fishing spots in Jacksonville and fishing charters and tours	Completed year 1
Maps and itineraries for Jacksonville's Beaches including Jacksonville Beach, Neptune Beach, Atlantic Beach, the historic Mayport Village, Black Rock beach, Boneyard beach, Huguenot Park, Hanna Park, and Little Talbot Island	Completed year 1
Watersports itineraries and blogs to include (but not limited to) kayaking, fishing (inshore and off-shore), surfing, paddle boarding, diving, boating, rowing	Launches year 1, new content added every year
Waterways activities and tours for the St. Johns River, the Intracoastal Waterway and the Beaches	Launch year 2, research and content development year 1

visit Jacksonville and the Beaches

JAXCHAMBER

@daltonagency

# Audio Tours & Colleges





# Convention Sales & Services

Omnibus Request For Proposal for  
Duval County Tourist Development Plan Components:

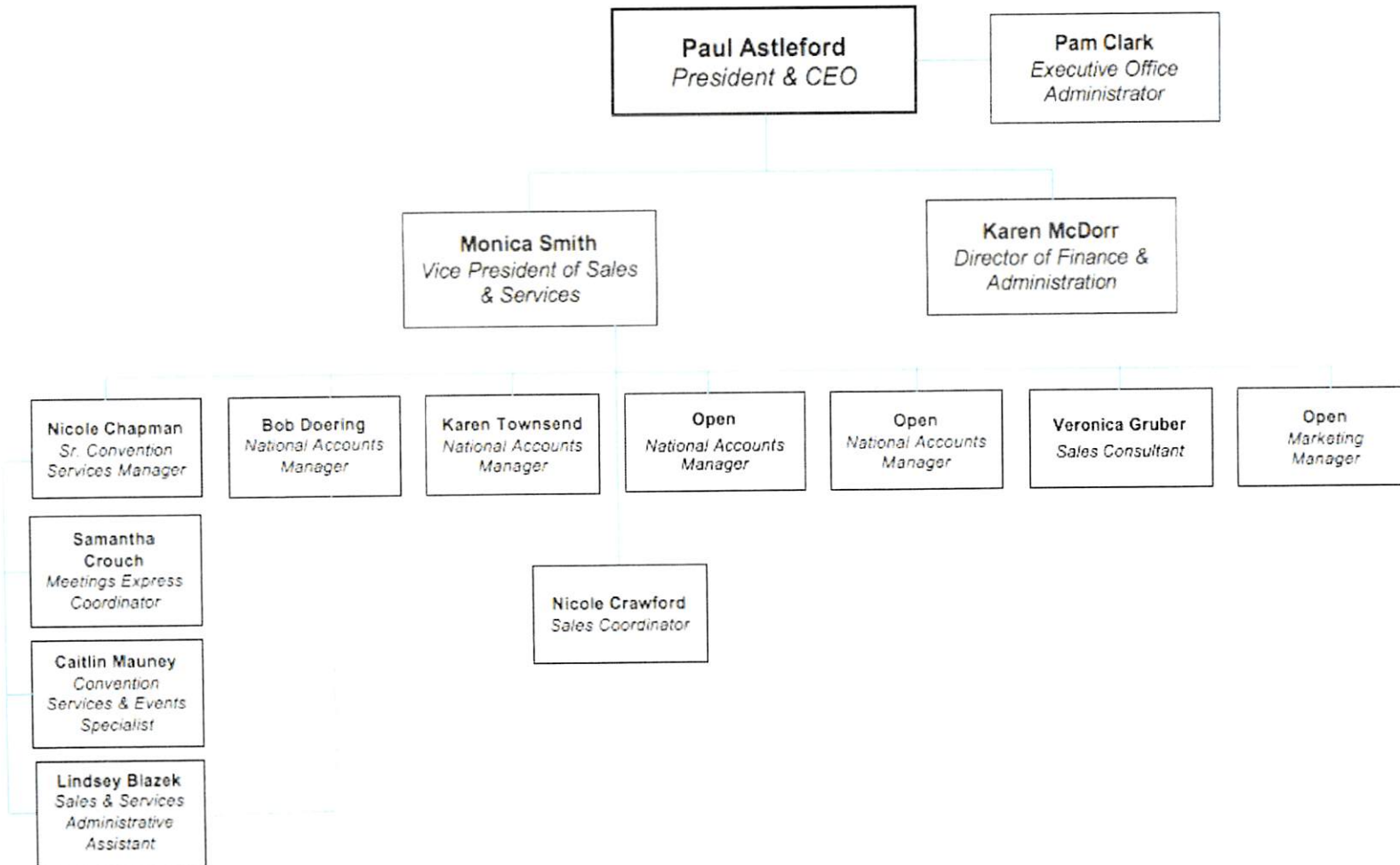
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Bid Presented by:  
Visit Jacksonville  
208 N. Laura St., Suite 102  
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@daltonagency

Visit Jacksonville  
and the Beaches

# Organization Chart



# Sales & Services Team Deployment

<u>Title</u>	<u>Market</u>	<u>Primary Focus</u>
Vice President Sales & Services	Sports (JAXSPORTS only)	
National Account Manager	Religious, Fraternal	Midwest and International
National Account Manager	Finance & Insurance, Education	South
National Account Manager (open position- currently handled by the Sales Consultant)	Medical & Pharma	Northeast and West Coast
National Account Manager (new position)	TBD	TBD
Meetings Express Coordinator	Family Reunions, Military Reunions, Equestrian Center Events	Small meetings (Less than 150 total RN)
Sales Coordinator	Assists Vice President Sales & Services and National Account Managers	
Senior Convention Services Manager	Convention Services	
Convention Services & Events Specialist	Convention Services & Events Management	
Sales and Services Administrative Assistant	Assists National Account Managers and Convention Services	
Marketing Manager	Convention Marketing Support	

## Sales/Services Quota & Goals

### Annual Room Night Production Quota

Fiscal Year 2017-2018

### Room Nights

99,100

### Goal By Year

2018

23,622

2019

40,249

2020

35,229

Total

99,100



## Sales/Services Quota & Goals

- Adherence to DMAI Industry standards for objective goal measurements & benchmarking
- Annual S.W.O.T. analysis for Convention Sales & Services



# Budget Reduction Options

## Potential Convention Sales & Services Budget Reductions (One Bid Component)

SALES & SERVICES - SALARIES/WAGES/BENEFITS	\$60,000
CONVENTION/GROUP ADS - PRINT	\$20,000
RESEARCH - CONVENTION	\$14,000
FAM TRIPS	\$46,000
JOINT TRADESHOW REGISTRATION	\$10,000
CONV SERVICES - TRAVEL/MEALS - OOC	\$20,000
CONVENTION GRANT PAYMENTS	\$30,000
<b>TOTAL</b>	<b>\$200,000</b>

## Potential Sales Convention Sales & Services Budget Reductions (Multiple Bid Components)

SALES & SERVICES - SALARIES/WAGES/BENEFITS	\$60,000
AD/PR AGENCY FEES - CONVENTION	\$16,000
WEBSITE - CONVENTION	\$45,000
IDSS SALES CRM MODULE	\$45,000
<b>TOTAL</b>	<b>\$166,000</b>

## Additional Questions

- Convention Center Advocacy
- Development of New Collateral
- Communication of STR Destination MAP Report



## Why Choose Visit Jacksonville?

- Industry Experience
- Accountability in Achieving Results
- Passion

