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JACKSONVILLE, FLORIDA 32202

AGENDA

TOURIST DEVELOPMENT COUNCIL SPECIAL MEETING

Honorable Anna Lopez Brosche, TDC Chairman

Thursday, July 27, 2017

1:30 P.M.

117 West Duval Street

City Hall, Fourth Floor

Conference Room A

I. Call to Order

Roll Call

City Council President Anna Lopez Brosche, Board Chairperson
City Council Vice President Aaron Bowan, Board Vice Chairperson
City Council Member Lori N. Boyer, Board Member
Barbara Goodman, Board Member –Excused
M. G. Orender, Board Member-Excused
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;
Kyle Billy, Council Auditor
Kim Taylor, Assistant Council Auditor
Phillip Peterson, Principle Council Auditor;
Lawsikia Hodges, Deputy General Counsel

Meeting Convened

Meeting Adjourned:

II. Introductions

III. Approval of Minutes

- June 28, 2017-TDC Special Meeting

IV. Transition Contract for Tourist Bureau Services

- Proposed Tourist Bureau RFP Timeline/Existing Contract – L. Hodges
- **Action Item** (*Public comments must be heard, if any, prior to vote*)
 - Approve request to Competitive Sealed Proposal Evaluation Committee (CSPEC) to grant a single-source procurement award to Visit Jacksonville for a three-month term (October 1, 2017 – December 31, 2017) in an amount not to exceed \$78,570 on a reimbursable basis to perform the existing Tourist Bureau Services

V. New Marketing Services Contract

- Presentation of Performance Measures – Visit Jacksonville/Dalton Agency, Inc.
- Review/discuss open contract items – L. Hodges
- **Action Items** (*Public comments must be heard, if any, prior to vote*)
 - Approve agreed upon performance measures and any other contract terms based on discussion

VI. New Convention Sales Services Contract

- Review/discuss open contract items – L. Hodges
- **Action Items** (*Public comments must be heard, if any, prior to vote*)
 - Approve any other contract terms based on discussion

VII. Tourist Bureau Services RFP

- Review/Discuss Draft Tourist Bureau Services RFP – A. Hastings/L. Hodges
- **Action Items** (*Public comments must be heard, if any, prior to vote*)
 - Approve any amendments to Tourist Bureau Services RFP Draft

VIII. TDC Meeting Schedule for August and September

- TDC Proposed Meeting Schedule Handout

IX. Closing Comments

X. Adjourn

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

P 35

Annual Tourist Information Bureau Operation Plan

[Keep your first sentence] The annual plan shall include at a minimum

- a. A description of new kiosks and or visitor center facilities to be provided in the coming year, their locations, content, and anticipated number of visitor interactions at such locations;
- b. Any new media content or exhibits or the like to be provided at existing locations in the coming year to enhance the experience of visitors stopping by such locations
- c. Any new research tools to be implemented in the coming year and any new research work products to be produced in the year;
- d. The number of new or enhanced attractions identified in the preceding year and strategy for locating and identifying additional attractions in the coming year
- e. A target for increased traffic at each visitor center and kiosk over the prior year and the strategy for directing/driving visitors to those facilities
- f.. A strategy for correction of any deficiencies identified in visitor surveys collected during the preceding year

Attachment B Evaluation Criteria

...

P 56

2. Tourist Bureau Conceptual Operation Plan

Describe Contractor's concept for transition from the current Visitor Center locations and kiosks to both a more robust network of facilities; and, a fully functional, highly visible, and easily accessible Downtown Visitor Center that not only connects and informs visitors about all there is to do in Jacksonville but also provides an entertaining visitor experience in itself. Discuss the process by which a new Downtown location or facility should be chosen, the essential characteristics and size you envision, the timeline for transition from the current Laura Street location, and the content that would be incorporated. As to the current Airport and Beaches facilities, discuss any changes you envision in location, size and content to enhance the visitor experience.

Annual Tourist Information Bureau Operation Plan

(Keep your first sentence! The annual plan should include at minimum

- a. A description of new kiosks and/or visitor center facilities to be provided in the coming year; their locations, content, and anticipated number of visitor interactions at such locations;
- b. Any new media content or exhibits or the like to be provided at existing locations in the coming year to enhance the experience of visitors stopping by such locations;
- c. Any new research tools to be implemented in the coming year and any new research work products to be produced in the year;
- d. The number of new or enhanced attractions identified in the preceding year and strategy for locating and identifying additional attractions in the coming year;
- e. A target for increased traffic at each visitor center and kiosk over the prior year and the strategy for directing/drawing visitors to those facilities;
- f. A strategy for collection of any additional data identified in visitor surveys collected during the preceding year.

Attachment & Evaluation Criteria

2. Tourist Bureau Conceptual Operation Plan

Describe Conceptor's concept for transition from the current Visitor Center locations and kiosks to both a more robust network of facilities and a fully functional, highly visible, and easily accessible Downtown Visitor Center that not only connects and informs visitors about all there is to do in Jacksonville but also provides an entertaining visitor experience in itself. Discuss the process by which a new Downtown location or facility should be chosen, the essential characteristics and size you envision, the timeline for transition from the current Evans Street location and the content that would be incorporated. As to the current Airport and Beach facilities, discuss any changes you envision in location, size and content to enhance the visitor experience.

Notes on Contracts for marketing and convention sales

Marketing

I like the format and the attached scope. I agree with the bullets you put into the contract itself but some of the negotiated terms may need to go there too.

In Section 9, 5th line after events add "or experiences"

Somewhere, perhaps Section 5, provide exception that no grants may be awarded by Contractor to third parties or third party events financially sponsored by Contractor- but they can advertise and promote such events if part of approved campaign or budget component

I had the following list of negotiated terms that I don't see in the draft contract;

1. Each new campaign and its associated budget, as well as its goals and eval. metrics must be approved by TDC prior to implementation (this is not just part of Comp. Plan or annual budget but here we are looking at specific campaigns- these would come throughout the year)

2. Annually provide TDC with a list of all new brochures, videos, maps, etc. planned for coming year and an actual list of prior year's with copies of each

3. Provide TDC with mock-ups/alternatives for new website designs prior to implementation

4. Digital kiosk content and appearance to be approved by TDC prior to implementation

5. Identify marketing research needs for the TDC; identify deficiencies in attractions and services for the TDC

6. In budget, need an employee count – position transferred to Tourist Bureau but \$ stayed the same, response identifies staff positions

7. Reduce contract amount by cost of Longwood Study- VJ to provide evidence of cost of last survey

8 Add metrics for eval by campaign and overall annual performance

9. TDC/City to own all work product and be provided high quality digital copies capable of reproduction

Convention Sales and Service

I don't see the performance metrics we agreed upon- will they be Exhibit B-1? I think maybe they should be in the body because they are new and agreed upon

This one definitely needs an employee count in sales and we need to reduce contract pro-rata for every sales rep short if they fall short of goal (first the component is all overhead driven and second results are directly tied to personnel)

When we met I think we discussed eval to occur in 1st quarter and by April TDC to set component overall budget for submission to Mayor for Budget prep; then specific allocation of budget proposal from Contractor submitted by July, considered in August/September to be effective for following year

Reduce contract amount by cost of STR report that TDC will acquire directly, get cost from Visit Jacksonville for recent year

TDC Proposed Meeting Schedule for August and September

(7/27/17 TDC Meeting)

TDC approval items for new Marketing Services Contract and Convention Sales Contract (to occur on or before **October 1, 2017**):

- Convention Sales Contract
- Marketing Services Contract
- Comprehensive Plan for Marketing Services Contract
- FY18 Annual Plan for Marketing Services Contract
- FY18 Marketing Sales Budget
- Comprehensive Plan for Convention Sales
- FY18 Annual Plan for Convention Sales
- FY 18 Convention Sales Budget
- Ordinance Code Changes to Travel Policy

Proposed Action Items for Regular TDC August Meeting

- Regular TDC business (special events/convention grants)
- Approve Marketing Services Contract
- Approve Convention Sales Contract

Proposed Action Items for Special TDC August Meeting (August 28th week)

- Approve Comprehensive Plan for Marketing Services Contract
- Approve FY18 Annual Plan for Marketing Services Contract
- Approve FY18 Marketing Sales Budget
- Review and approve draft legislation to City's Travel Policy (Chapter 106, Part 7)

Proposed Action Items for Special TDC September Meeting (Sept. 11th week)

- Presentation on Comprehensive Plan for Convention Sales
- Approve FY18 Annual Plan for Convention Sales
- Approve FY 18 Convention Sales Budget
- Designation of TDC Liaison for FY18

Proposed Action Items for Special TDC September Meeting (Sept. 25th week)

- Any overflow Items not approved at prior meetings

Tourist Bureau Services RFP Procurement Timeline

(Proposed by Greg Pease, Chief of Procurement)

The proposed timeline for the Tourist Bureau Services RFP is as follows:

7/27 – TDC Approves RFP

8/3 – CSPEC Approves RFP

8/9 – RFP advertises for 21 days

8/30 – RFP is opened and responses sent to members for scoring

9/4 – Scores received, averaged, ranked and recommendation for interviews sent to CSPEC

9/7 – CSPEC approves ranking and interviews

9/14 – Interviews conducted at CSPEC

9/18 – Interview scores received, averaged and sent to CSPEC for TDC approval

9/21 – CSPEC approval of final scores, ranking and submit to TDC for final award

TBD – TDC meeting(s) to negotiate and approve final contract award

Per Greg Pease, this is a very tight timeline. This timeline can be shortened by:

- Reducing the advertising from 21 days to 14 days
- Removing Interviews (may save a couple of weeks)

If timeline is exceeded due to protests or other factors, we can issue a single source award to Visit Jax for a 30-90 day transition contract until the new contract is complete.

Summary of Tourist Bureau RFP Changes

- 1.) Deconstructed Omnibus RFP and rebranded as single component Tourist Bureau RFP throughout entire document.
- 2.) Deleted section 5 minimum requirements and moved Tourist Bureau minimum requirements to section 1.4.
- 3.) Revised section 1.14 Schedule of Events to reflect proposed new timeline. (Some dates still may need to be decided, i.e. Pre-bid)
- 4.) 2.4 Submission of Responses, changed number of copies respondent should submit from five (5) to ten (10) at the request of A. Hastings.
- 5.) 2.6 Award of Contract, modified language to remove multiple component award methodology.
- 6.) Section 4, removed references to Service Enhancements related to award of multiple components.
- 7.) Added section D Comprehensive Tourist Bureau Operational Plan and section E Annual Tourist Bureau Operational Plan to be consistent with Marketing and Convention Sales and Service components in previous Omnibus RFP. May need some additional language for these sections if TDC desires.
- 8.) Attachment B Evaluation Criteria, moved "v" and "vi" from 1. Experience and Qualifications... to 2. Tourist Bureau Operational Plan.
- 9.) Attachment B, 2 Tourist Bureau Operational Plan, clarified items in criteria are related to the Operational Plan as requested.
- 10.) Attachment B, 4 Budget added not to exceed amount of \$350,000 for proposed budget as requested.
 - a. Also added following changes per the audio of last TDC meeting:
 - vi. "If there are services or items that cannot be provided due to the not to exceed amount of \$350,000, please provide details."
 - vii. "Any capital line items for the construction or purchase of a kiosk should not be a part of this budget."

CITY OF JACKSONVILLE

M.G. ORENDER COMMENTS TO BE
READ INTO THE RECORD

*** Please note that under Florida's very broad public records law, email communications to and from city officials are subject to public disclosure. ***

From: Hastings, Annette
Sent: Tuesday, July 25, 2017 11:19 AM
To: Pease, Gregory
Cc: Hodges, Lawsikia
Subject: FW: RFP Comments MG Orender

Greg, Please see e-mail chain below from MG Orender regarding his comments on the "draft" RPF for Tourist Bureau. Mr. Orender will be out of the state and is excused from the TDC meeting on Thursday, July 27, 2017.

*Thank you,
Annette*

Annette R. Hastings
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Jacksonville, FL 32202
Phone: 904-630-7625
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E-mail: ANNETTEH@COJ.NET



Please note that under Florida's broad public records law, e-mail communication to and from city officials are subject to public disclosure.

From: morender54 [<mailto:morender54@gmail.com>]
Sent: Tuesday, July 25, 2017 9:32 AM
To: Hastings, Annette
Subject: RFP

Annette...as you may recall I left priiirto the discussion about this final section of the RFP...so after reading the minutes and applying those to the document I think a nice job was done of the edits.

I hope we can add some language on page 33 after (ii) describing Electronic Kiosk....

On page 31...#1 includes Baldwin ...(i) does not....still don't understand what we are doing for Baldwin....

Under insurance requirements...if an entity has 1 or all 3 parts is one policy for liability...workers comp etc. enough or do they have to have insurance for each contract seperately....

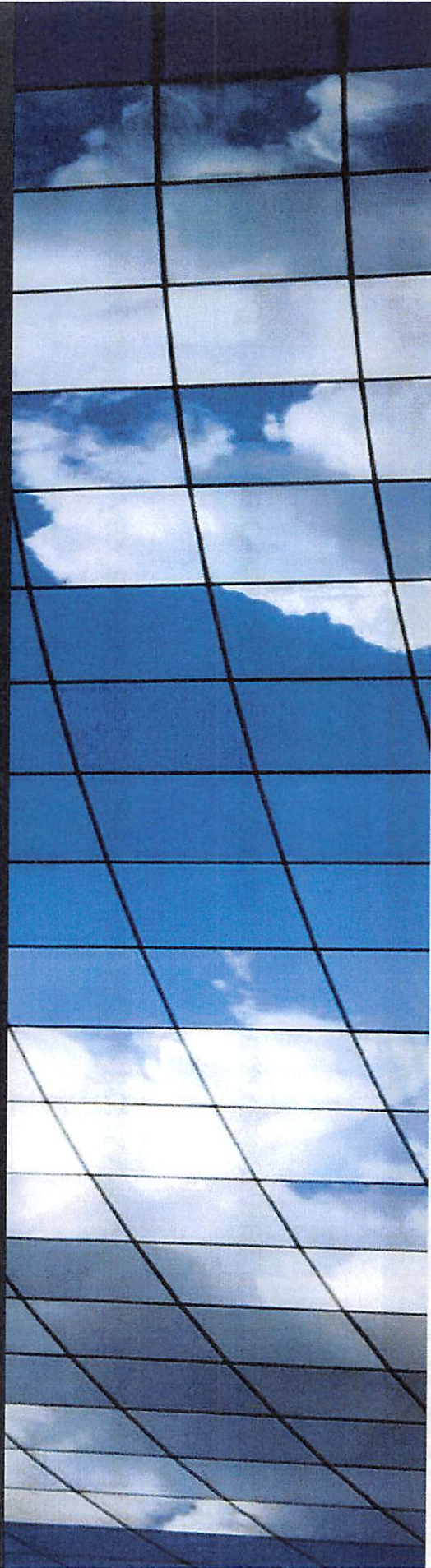
Those are my only comments at this time.... MG



Visit Jacksonville

FY2018 Measurement Approach

July 27, 2017



 daltonagency

@ Measurement Plan Approach

TODAY

Determine appropriate performance metrics based on delivering against our pre-determined media objectives

Align on what we consider to be primary vs. secondary media key performance indicators (KPIs)

MONTHLY

Agency to proactively steward campaign and make optimizations as needed

QUARTERLY

Seek a deeper understanding of what is driving performance

Uncover and share insights to inform optimizations and future planning strategies

@ Reporting Cadence

Initial meeting to present media plan will include summary of performance goals based on campaign

Data to be tracked and reported on quarterly; presented a month after the previous quarter ends

First report to be presented in February quarterly meeting for October through December 2017 data

@ Types of measurement

Attitudinal (awareness tracker, brand lift studies, etc.)

Behavioral (site traffic, # of new users, etc.)

Outcome (total visitors, occupancies, sign ups)



Measurement Approach

Consumer Journey

Awareness/Consideration

Conversion/Action

Media Objectives

Continue to increase awareness of Jacksonville among potential visitors

Encourage potential visitors to plan a trip to Jacksonville

Create a "visitor experience" through the media

Primary Media KPIs

Total site traffic (overall, by market and by source)
Cost per visit
New users (overall, by market and by source)

Secondary Media KPIs

Total visitors to Jax
% occupancy
Room nights
Meeting/conference leads



Quarterly metrics we'll report on

BY THE NUMBERS

Spend by medium
Total spend vs. total site visits
Total spend vs. total new users
Cost per site visit
Page views to meetings page
Visitors to Jacksonville
Occupancy
Room nights
Meeting/conf. leads

BY GEOGRAPHY

Total site visits
Total new users

(additional metrics to be determined once media plan is complete)

BY SOURCE

Total site visits
Total new users

(additional metrics to be determined once media plan is complete)

@ Media Targeting Approach

We will report on performance based on the delivery of our three key segments:

ACTIVE/OUTDOOR

Adults 25-54

Interested in nature, outdoors, recreation, adventure, boating, hiking, biking, kayaking, parks, diving, rowing, waterway activities/tours, etc.

HISTORY/CULTURE/ARTS

Adults 35-54

Interested in public art installations, significant architectural structures, galleries, theaters, symphony, zoo, museums, historical self-guided tours, etc.

SPORTS

Primary: Adults 21-54
Secondary: Men 21-54

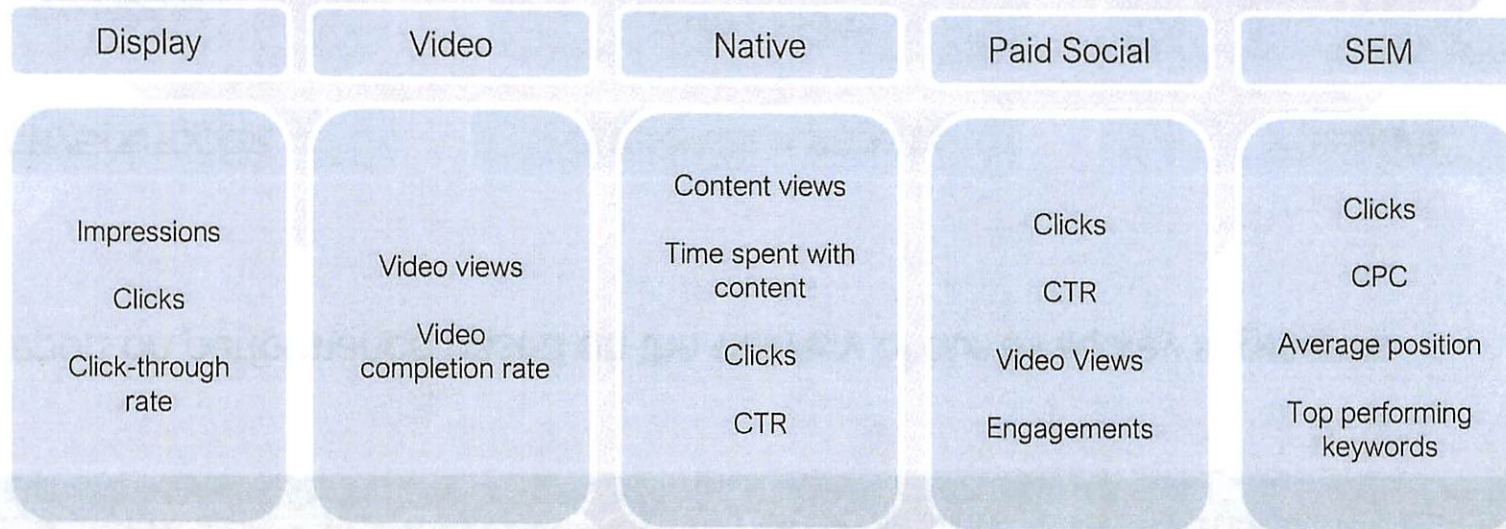
Large scale sporting events and targeted to markets where the local NFL team is playing the Jags away (Cincinnati, Indianapolis, Houston)

**Culinary remains a secondary target*



Additional metrics

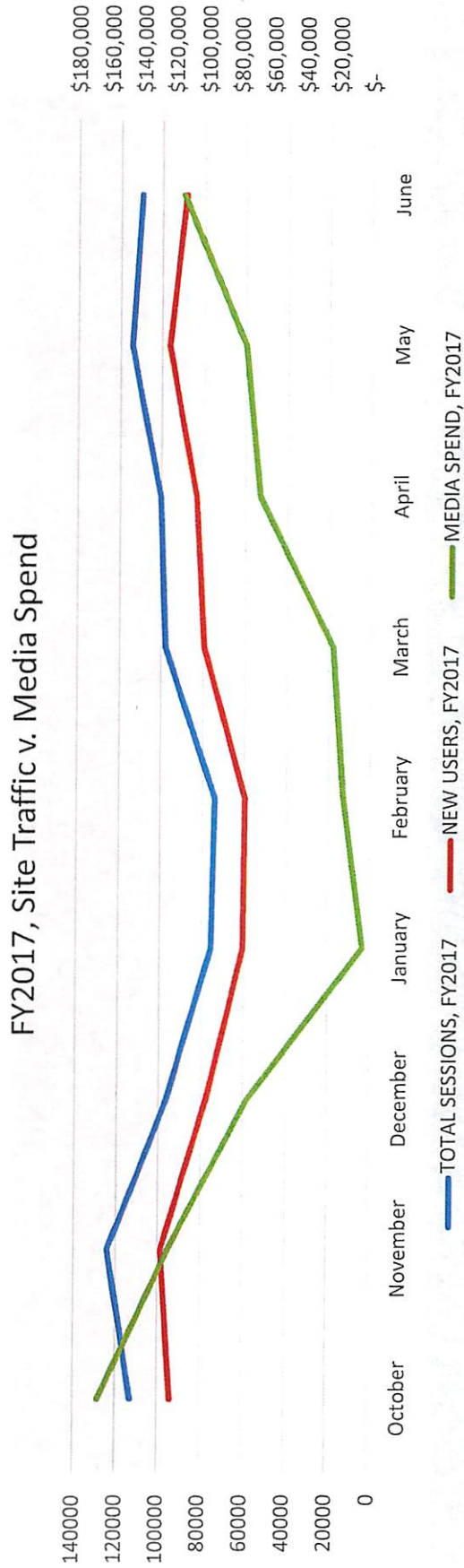
Based on the media plan, additional metrics may be included and will be dependent on the recommended tactics. Below is a sample*:



**For demonstrative purposes only. Actual metrics will be presented with the media plan recommendation.*

@ Setting benchmark goals

Site traffic, while influenced by other factors, is correlated to media spend



@ Setting benchmark goals

Projected FY2017 site visits

	EXISTING MEDIA BUDGET, JULY - SEPT	PROJECTED FY2017 TOTAL VISITS, JUL 17-SEPT 17	PROJECTED FY2017 TOTAL VISITS, OCT 16-SEPT 17	TOTAL MEDIA BUDGET, FY2017
FY 2017	\$291,440	434,985	1,340,653	\$900,000

@ Setting benchmark goals

A more complete picture of FY2017 results and the 2018FY media plan will allow us to make a more sound benchmark recommendation relative to total site visits

Fiscal Year	Total FY Media Spend	Total FY Site Visits	Total Site Visits Increase YOY
FY2016 - Actual	\$743,591	1,281,469	---
FY2017 - Projected	\$900,000	1,340,643	5%
FY2018 - Projected	\$1,275,000	1,474,404	10%



Example Dashboard

VISIT JACKSONVILLE CAMPAIGN UPDATE: FY2017 Q3



BY THE NUMBERS

spend vs. site visits

FY2016 Q3	FY2017 Q3
\$TOTAL SPEND TOTAL SESSIONS	\$TOTAL SPEND TOTAL SESSIONS

COST PER VISIT = \$X COST PER VISIT = \$X

FY2016 YTD	FY2017 YTD
\$TOTAL SPEND TOTAL SESSIONS	\$TOTAL SPEND TOTAL SESSIONS

COST PER VISIT = \$X COST PER VISIT = \$X

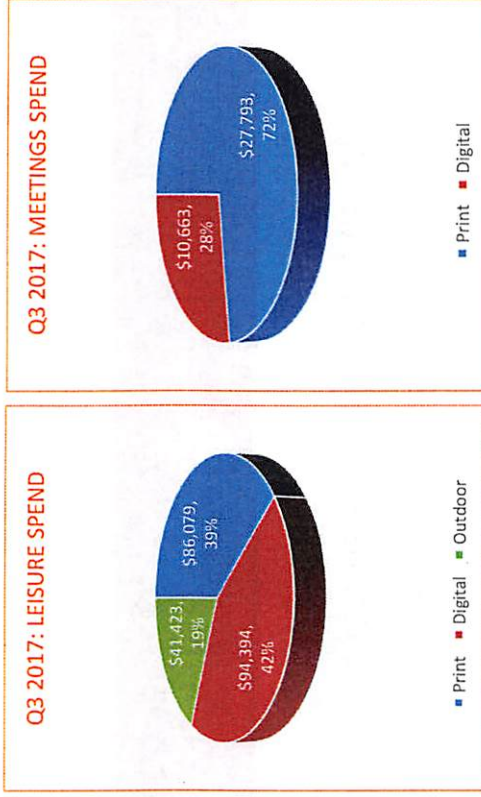
spend vs. new users

FY2016 Q3	FY2017 Q3
\$TOTAL SPEND NEW USERS	\$TOTAL SPEND NEW USERS

COST PER VISIT = \$X COST PER VISIT = \$X

FY2016 YTD	FY2017 YTD
\$TOTAL SPEND NEW USERS	\$TOTAL SPEND NEW USERS

Summary of insights go here



# of visitors	4,000	+2% QOQ
occupancy	3,000	+2% QOQ
room nights	2,000	+2% QOQ
meetings/conf. leads	1,000	+2% QOQ



Example Dashboard

BY MARKET

City	Q3 2017 Site Visits	% Change v. YA	% Change v. QA
Jacksonville	172,931	-15%	252%
Orlando	108,409	115%	279%
Atlanta	32,632	14%	293%
Miami	26,946	-39%	369%
New York	18,892	23%	277%
Houston	17,465	67%	1483%
Charlotte	12,466	47%	402%
Washington	10,884	44%	517%
Jacksonville Beach	10,769	-2%	274%
Tampa	9,802	---	94%
Fruit Cove	9,101	-20%	269%
Chicago	8,075	18%	355%
Alexandria	7,354	---	---
Lakeside	6,222	-53%	329%
Palm Valley	5,627	-7%	287%
Tallahassee	5,486	-21%	212%
Gainesville	5,167	1%	253%
Ashburn	5,003	---	299%
Savannah	4,882	-20%	209%
Pittsburgh	4,501	---	1120%

City	Q3 2017 New Users	% Change v. YA	% Change v. QA
Jacksonville	172,931	-14%	251%
Orlando	108,409	119%	279%
Atlanta	32,632	18%	299%
Miami	26,946	-37%	363%
New York	18,892	99%	1367%
Houston	17,465	28%	220%
Charlotte	12,466	51%	314%
Washington	10,884	55%	440%
Jacksonville Beach	10,769	0%	180%
Tampa	9,802	---	55%
Fruit Cove	9,101	---	---
Chicago	8,075	-16%	179%
Alexandria	7,354	23%	278%
Lakeside	6,222	30%	290%
Palm Valley	5,627	-53%	231%
Tallahassee	5,486	-20%	308%
Gainesville	5,167	---	---
Ashburn	5,003	-5%	252%
Savannah	4,882	-24%	248%
Pittsburgh	4,501	-21%	214%

Summary of insights go here

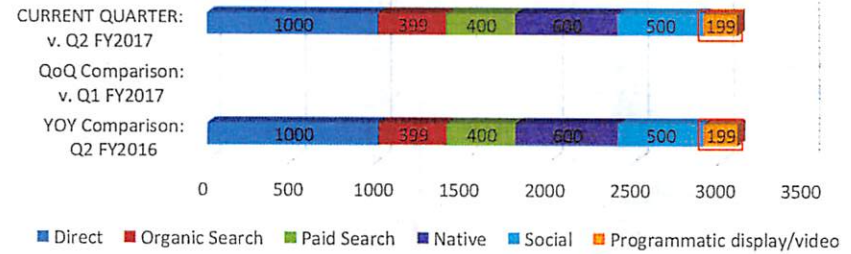


Example Dashboard

BY SOURCE

Summary of insights go here

Site Visits by Source



@ What's to come

FY2018 Media Plan

Inclusion of additional secondary KPIs that are noteworthy once the media plan is complete

Continuation of benchmark discussion followed by recommendation

Individual meetings with each of you to review plan and metrics

Further discussion/exploration around an awareness tracker/brand lift study

Potential to segment Leisure and Meetings reporting once a separate landing page has been established