

MEMORANDUM

To: President Bowman, Chair of the Tourist Development Council  
Cc: Members of the Tourist Development Council  
From: Lori Boyer, TDC Member  
Date: January 7, 2019  
Re: Visit Jacksonville Annual Performance Evaluation- Tourist Bureau and CSS

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The Tourist Development Council (“TDC”) is tasked with evaluating Visit Jacksonville’s performance each year using the performance measures or metrics agreed upon in the Contracts as well as the specific contract responsibilities and deliverables. There are three (3) contracts between TDC and Visit Jacksonville, specifically:

1. Marketing Services, effective date October 1, 2017- September 30, 2022 (“Marketing Contract”)
2. Tourist Bureau (“Bureau Contract”) dated February 1, 2018- September 30, 2020
3. Convention Sales & Services, effective date October 1, 2017- September 30, 2022 (“CSS Contract”)

Ms. Fetner conducted a review and provided an evaluation summary of the Marketing Contract performance for year 1. In the interest of assisting the Council members in their review, I have reviewed the remaining two contract and the deliverables provided to us through November for performance during the contract year ending September 31, 2018.

This memorandum will provide a summary of Visit Jacksonville’s performance for Year 1 of The Tourist Bureau Contract, for the term of February 1, 2018-September 30, 2018, as well as any deliverables completed prior to October 31, 2018 as expressly permitted by the TDC; and Year 1 of The Convention Sales and Services Contract, for the term of October 1, 2017- September 30, 2018, as well as any deliverables completed prior to October 31, 2018 as expressly permitted by the TDC. This summary is based on the following information and data: Visit Jacksonville’s submittal to the TDC at the October 17, 2018 general meeting: the *Year 1 Results and Deliverables* for each contract<sup>1</sup>, the binders containing materials, collateral, etc. for the Marketing Services Contract, Tourist Bureau Contract and the Convention Sales & Services Contract, and my review of the Visit Jacksonville website, and the Visit Jacksonville annual review slide deck post on the TDC website the first week of January 2019. This summary will be organized by contract. Marketing Part 1: Tourist Bureau, Part 2: Convention Sales & Services.

**PART 1: TOURIST BUREAU CONTRACT**

As amended by the TDC, each year prior to January 31, the TDC must complete an evaluation of Visit Jacksonville’s performance for the prior fiscal year/contract year under the “Scope of Work,” found in Exhibit A of the Bureau Contract, utilizing the “Performance Measures” contained on Exhibit B and any other performance measures mutually agreed to between the Contractor and the TDC (collectively “Metrics”).” Page 7, Sec. 10, of the Bureau Contract. In

addition to the aforementioned exhibits, the Bureau Contract explicitly incorporates the Comprehensive Tourist Information Bureau Operation Plan and the Annual Tourist Information Bureau Operation Plan. While Visit Jacksonville compiled a binder for Year 1 deliverables for Marketing and CSS, no such binder was prepared for the Bureau Contract. The title of the Marketing binder implies the content is included in that binder however there are no separate tabs that specifically address Bureau Year 1 Results and Deliverables. As such, the following information was reviewed and included:

1. *Contractual Metrics* Section incorporates the “Performance Measures,” Ex. B, Marketing Contract. The Performance Measures document outlines the Overall Contract Performance Measures (e.g. Annual 5 % increase in traffic to visitor centers);
2. *“Year 1 of 3-Year Plan Deliverables”* Section identifies and incorporates the General deliverables included in the Three Year Comprehensive and Annual 2017-18 Tourist Information Bureau Plan, dated January 22, 2018 and approved as amended by the TDC in accordance with Sections 7 and 8 of the CSS Contract;
3. *“Year 1 of 3-Year Plan Deliverable- Visitor Centers”* Section incorporates the Visitor Center deliverables included in the Three Year Comprehensive and Annual 2017-18 Tourist Information Bureau Plan, dated January 22, 2018 and approved as amended by the TDC in accordance with Sections 7 and 8 of the CSS Contract;
4. *“Year 1 of 3-Year Plan Deliverable- Comprehensive listings* Section incorporates the Year 1 Comprehensive Listings deliverables included in the Three Year Comprehensive and Annual 2017-18 Tourist Information Bureau Plan, dated January 22, 2018 and approved as amended by the TDC in accordance with Sections 7 and 8 of the CSS Contract;
5. *“Year 1 of 3-Year Plan Deliverable- Assembly of Information ”* Section incorporates the Year 1 Assembly of Information deliverables included in the Three Year Comprehensive and Annual 2017-18 Tourist Information Bureau Plan, dated January 22, 2018 and approved as amended by the TDC in accordance with Sections 7 and 8 of the CSS Contract;
6. *“Other Contractual Year 1 Requirements”* Section includes Visit Jacksonville’s required performance from the “Scope of Work,” Ex. A, Bureau Contract, and other performance deadlines throughout the year contained in the Contract. The Scope of Work outlines the services Visit Jacksonville is to perform as described in the Tourist Development Plan (Sec. 666.108(b)(1), *Ordinance Code*).

The summary and review of Visit Jacksonville’s Year 1 Final Analysis is contained below:

Results:

**1. Contractual metrics**

Metric	2017-18 Result	Explanation
Annual 5% increase in visitors to each individual Visitor Center	Partially met at individual centers and met overall Airport: +9% Beaches: -85% Downtown: -13% Visit Florida: +8%	The Beaches Visitor Center opening was delayed resulting in the lower numbers there as well as a lack of signage and promotion. Is Visit Florida information Jacksonville specific or total visitors to Visit Florida location? VJ expects to meet the 5% goal for 2018-2019 fiscal year

	Overall 8% increase	(Year 2) with the exception of the Beaches center goal which was lowered to 5000 for Year 2. Is it cost justified to maintain the Beaches staffing level at this level of attendance?
<p>Compile and continuously update and maintain electronic comprehensive listing of attractions:</p> <ol style="list-style-type: none"> <li>1.Include tour guide or sightseeing services and links to state and national parks with the City</li> <li>2. Sortable by geographical area, subject matter areas of interest and “star” rating as to hotels, restaurants, etc.</li> <li>3.Hotel-motel directory (including map with way-finding capability)</li> <li>4.Food service/restaurant directory (including map with way-finding capability)</li> <li>5.Directory of tour operators and travel agents</li> <li>6. Other items listed in Exhibit B per 666.108(b)(1)(ii)</li> </ol>	Partially Complete; 249 listings added to database but does not appear to include all information required by code and contract by the end of FY 17-18	<p>VJ reports that all required info is available on website and more easily accessible today than it was at FY end when I could not locate or access each of the various categories required (see code reference for complete list). Star rating not included due to changing ratings- to be discussed</p> <p>Functionality and ease of locating info on website was unsatisfactory at year end in my personal opinion but if info is there, it may be an issue of site design improvements rather than compilation of the information</p>
Report Metrics quarterly on: referrals to tourism businesses, listings added to and removed from database	complete	

**2. Year 1 of 3 Plan Deliverables- General:**

Metric/Deliverable	2017-18 Result	Explanation
Signage on the Interstate directing tourists to the Visitor Centers shall be pursued and installed <u>Within three (3) months of the contract award, the</u>	Incomplete	No timeline provided, No evidence of meetings with FDOT and attempts to meet criteria; VJ provided correspondence that attendance does not meet standard FDOT criteria for signage but no follow-up effort

<u>Contractor shall provide a timeline to install signage on the Interstates and main traffic arteries</u>		
All three centers will have new wayfinding signage within 6 months of contract execution.	Incomplete	Lack of signage at Beach partially accounts for poor attendance; no wayfinding Downtown for Visitor Center. Was there new signage installed at Airport?
Conduct training per Plan	Complete	

### **3. Year 1 of 3 Plan Deliverables- Visitor Centers**

<b>Metric/Deliverable</b>	<b>2017-18 Result</b>	<b>Explanation</b>
Enhance the visitor experience at Visitor Centers and Visitor Kiosks through educational or cultural exhibits, films or media displays	Incomplete	Not clear that these enhancements were made at either airport or Downtown- facilities look relatively unchanged; no major exhibits at either Visitor Center; Beaches new Center has monitors for video content but not specific rotating content displays, etc.
Five new kiosks installed (est. within 6 months of signing contract)	Incomplete; in process	Capital budget approved in spring 2017 but procurement delayed and will not be able to meet contract commitment of 5 due to underestimating cost
New visitor Center location chosen	Completed in November	
Provide a staffed Tourist Bureau kiosk or booth at all Tourist Development Council designated signature events (Jacksonville Jazz Festival, Florida Georgia football game, TaxSlayer Bowl and the Tournament Players Championship)	Complete	VJ confirmed presence at each event.

Provide tourists with suggested day tours by geographic areas of the City and by subject areas of interest	unknown	No documentation provided of suggested geographic area itineraries- i.e. spend the day in Arlington; VJ indicates prepared on case by case basis but no copies retained and used for content for marketing opportunities
Recommend enhanced tourist experiences surrounding existing attractions to tourists	unknown	No documentation provided; perhaps done on case by case interaction with visitors but no standardized suggestions developed or presented
Package tourist attractions and events to increase tourist awareness and enhance the experience of tourists who visit such attractions and events.	unknown	No documentation provided. Were specific itineraries developed around Jazz Festival for jazz enthusiasts, around a sporting event regarding other activities geared to those visitors, etc.?
New technology, wall sized large scale maps and virtual reality added to three existing visitor centers- 360 virtual reality immediately, multiple videos by year end, large scale timeline displayed within each visitor center; new large scale wall sized maps; TV monitors in all visitor centers to display events;	Incomplete	

**4. Year 1 of 3 Plan Deliverables- Comprehensive Listings- see contract metric**

**5. Year 1 of 3 Plan Deliverable : Assembly of Information**

Metric/Deliverable	2017-18 Result	Explanation
Assembly of info included assembly of information into new content based on Contractor's research and database so that new tours, maps, groupings of attractions and activities by interest. Location, timing, etc. can be developed into digital and print content by the Marketing Contractor.	Unknown	Not clear that Bureau staff were conducting the research and assembling the information to be used by Marketing teams. No evidence of raw content or research provided, only finished products so unclear if that was handled by Dalton or VJ Marketing. I assembled information on Historic Buildings Downtown and Parks assembled information for new kayak guides.

**6. Other Year 1 Contractual Requirements**

Metric/Deliverable	2017-18 Result	Explanation
Operate and staff a visitor kiosk at the Jacksonville Airport, at least one visitor center in Downtown Jacksonville, and one visitor center in the Atlantic, Neptune and Jacksonville Beaches area for 50 hrs./week throughout term of contract	Partially complete; Downtown and Airport were met	Beaches not open until April; it was fully staffed and operated after opening
Submit an Annual Plan for the upcoming fiscal year by April	Complete-LATE	Plan submitted in August 2018- <u>after</u> proposed budget Change in VJ administrative leadership
Submit Annual budget by June	Complete, but submitted before Plan	Budget submitted in June but prior to Plan approval and initially failed to include all breakouts required by contract

Regular Budget updates	Completed on time	
Regular updates on numbers of visitors served and in what capacity	Completed on time	
At least annually, provide demonstrable evidence of the database functionality and a presentation by Visitor Center staff regarding recommended tours and visitor experiences, demonstrating the breadth, accuracy and scope of bureau's database and depth of knowledge possessed by the bureau regarding existing tourist facilities, programs, events and points of interest	Incomplete	Contract Scope of Services page 19, Section E of Exhibit A
Regular progress updates, at each TDC meeting, on the signage installation requirement until such signage is installed	Incomplete	Contract Scope of Services page 19, Section E of Exhibit A

## **PART 2: CONVENTION SALES AND SERVICES CONTRACT**

As amended by the TDC, each year prior to January 31, the TDC must complete an evaluation of Visit Jacksonville's performance for the prior fiscal year/contract year under the "Scope of Work," found in Exhibit A of the CSS Contract, utilizing the "Performance Measures" contained on Exhibit B and any other performance measures mutually agreed to between the Contractor and the TDC (collectively "Metrics")." Page 7, Sec. 10, of the CSS Contract. In addition to the aforementioned exhibits, the CSS Contract explicitly incorporates the Comprehensive [Five year] Sales, Service and [meeting] Marketing Plan and the Annual Sales, Service and [meeting] Marketing Plan. Visit Jacksonville compiled a binder for Year 1 CSS, 1 Results and Deliverables. As such, the following information was reviewed and included:

1. *Contractual Metrics* Section incorporates the "Performance Measures," Ex. B, CSS Contract. The Performance Measures document outlines the Overall Contract Performance Measures (e.g. 5 % annual increase in new room night production);
2. *"Year 1 of 5-Year Plan Deliverables"* Section identifies and incorporates the General deliverables included in the Five Year Comprehensive, and Annual 2017-18, Convention Sales and Services plans and the 17/18 Meetings Media Campaign incorporated therein, which were provided to and approved by the TDC in accordance with Sections 7 and 8 of the CSS Contract;
3. *"Year 1 of 5-Year Plan Deliverable-Promotion to Tourist Groups"* Section incorporates the CSS deliverables included in the Five Year Comprehensive and Annual 2017-18 CSS Plan including the Meetings Media Campaign, which were provided to and approved by the TDC in accordance with Sections 7 and 8 of the CSS Contract;
4. *"Year 1 of 5-Year Plan Deliverable-Market Targeting* Section incorporates the Year 1 Market Targeting deliverables included in the Five Year Comprehensive and Annual 2017-18 CSS Plan, including the Meetings Media Campaign which were provided to and approved by the TDC in accordance with Sections 7 and 8 of the CSS Contract;
5. *"Year 1 of 5-Year Plan Deliverable- Convention Sales "* Section incorporates the Year 1 Convention Sales deliverables included in the Five Year Comprehensive and Annual 2017-18 CSS Plan, including the Meetings Media Campaign which were provided to and approved by the TDC in accordance with Sections 7 and 8 of the CSS Contract;
6. *"Year 1 of 5-Year Plan Deliverable-Coordination with Convention Center Management"* Section incorporates the Coordination deliverables included in the Five Year Comprehensive and Annual 2017-18 CSS Plan including the Meetings Media Campaign, which were provided to and approved by the TDC in accordance with Sections 7 and 8 of the CSS Contract;
7. *"Year 1 of 5-Year Plan Deliverable-Convention Service Activities"* Section incorporates the Year 1 Convention Services deliverables included in the Five Year Comprehensive and Annual 2017-18 CSS Plan including the Meetings Media Campaign, which were provided to and approved by the TDC in accordance with Sections 7 and 8 of the CSS Contract;
8. *"Year 1 of 5-Year Plan Deliverable- Convention Grants "* Section incorporates the Year 1 Convention Grants deliverables included in the Five Year Comprehensive and Annual



2017-18 CSS Plan, including the Meetings Media Campaign which were provided to and approved by the TDC in accordance with Sections 7 and 8 of the CSS Contract;

9. "Other Contractual Year 1 Requirements" Section includes Visit Jacksonville's required performance from the "Scope of Work," Ex. A, CSS Contract, and other performance deadlines throughout the year contained in the Contract. The Scope of Work outlines the services Visit Jacksonville is to perform as described in the Tourist Development Plan (Sec. 666.108(b)(3), Ordinance Code).

The summary and review of Visit Jacksonville's Year 1 Final Analysis is contained below:  
Results:

**1. Contractual metrics**

Metric	2017-18 Result	Explanation
5% increase in new room night production (contracts obtained in a given year for current year and future year) over base year; First year goal fixed at 85,000	85,000 Goal 91,394 Actual Increase 8% above goal	Metric lowered because initial metric based on 12/31 year end with a 5% increase for following year. Re-defined to maintain 85,000 through 9/30 when year-end changed
5% increase for room night actualization over base year (current calendar year actual occupancy)	85,000 revised Goal per Contract amendment; 95,693 Actual 13% above goal	96,911 Goal in contract based on calendar year; TDC lowered goal on 9/13/18 to 85,000 at VJ request
.25% minimum increase in Group Segment Trend Report REVPAR	Goal 15.26 Actual 16.32	VJ slides indicate goal was 14.54 but Plan states that was 9/30/17 actual (page 1, Year 2 Plan)
2% increase in awareness of Jacksonville as a destination (as measured by Smith Travel Research as part of Destination MAP)	unknown	Has final Destination MAP been received by TDC? Correspondence from Destination MAP indicates that due to change in measurement methodology, this number will not be comparable in any event; Should we revise metric in future? Need to discuss with Destination MAP
Maintain a minimum base of 50% of production that is new business (booked and actualized)	76% new business in FY	139 new bookings, 34 repeat bookings between 10/1/17 and 9/30/18
Report Metrics quarterly on: referrals to tourism	Complete-	

businesses, listings added to and removed from database		
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**2. Year 1 of 5 CSS Plan Deliverables- General:**

Metric/Deliverable	2017-18 Result	Explanation
Eliminate expense for software license with Tempest for IDSS	?	Paying 1/3 of cost through CSS budget, reduced but not eliminated; 2/3 of cost charge to Tourist Bureau
Eliminate Conv. Sales marketing Mgr position	Complete	Position was part of RFP response and eliminated based on multi-contract award. Never hired
Group Tour Sales Effort to begin 17/18	Incomplete, but initiated	VJ indicates no current program focused solely on tour groups in place; should plan for Year 3 be modified or is this market we want to target
Medical meetings effort to begin 17/18	Incomplete, but initiated	Modest effort begun in FY, more robust plan in progress
Addition of 4-6 new tradeshow	Unknown	No baseline from which to measure, does not appear to have been included in approved travel budget
Launch of destination sales training for local industry	Complete	
Enhance Global Meetings industry day event	Complete	
Implement new National Tourism week activities	Complete	

**3. Year 1 of 5 CSS Plan Deliverables- Promotion to tourist groups**

Metric/Deliverable	2017-18 Result	Explanation
Develop an annual advertising campaign for digital and print ads, social media, websites and e-newsletters	Incomplete	VJ response is "in progress" but plan called for an "Annual" campaign, so it would appear that there was not a 2017/2018 unique campaign but rather an ongoing effort; in contrast to leisure marketing, these materials are targeting same planners and intent was to have fresh material each year
Design new tradeshow booths and banners	Complete	Copies of new banners provided but no evidence of new booths; VJ indicates complete; photos of booth example reflects updated displays

Develop new sales collateral including bid books, brochures, meeting planner guides, banners, postcards, FAM invitations, and Sales presentations	Complete	Samples provided
Create new services collateral, brochures, planning toolkits, pre/post event mailers, and Services PowerPoint presentations	Complete	Samples provided; VJ indicates ongoing effort
Establish annual promotions for meetings and group tour (lead generation) initiatives	Incomplete, in progress at year end	Drafts completed by FY end, now in final print form
Develop annual promotions for small and returning businesses	Complete	Cool Cash and Come Back to Jax promotions
Develop promotion for multi-year, city-wide and mid-size conventions	Incomplete	In Progress at year end "in beginning stages of development"
Expand Bring it Home Jax effort	Complete	Sample provided of hard copies; was new webpage created?
Develop Promotions for Convention Center Focused Meetings	Incomplete	VJ indicates in progress but no samples provided
Create collateral for Show us your Badge; Develop pre and post itineraries and team building itineraries	Partially Complete	Individualized promotions in typed format used throughout the year so program in effect however did not work well and changed to app approach; VJ provided documentation that proposed to be included in Bandwago app but not live by October30;
Design new welcome signage at Airport for	Complete	

groups		
Design offsite venue guide print and digital	Complete	Copies provided
Initiate annual updates to Group Tour itineraries and create new River Taxi and Dine Around Package brochure	Incomplete but in Progress at year end	Completed now
Develop and implement a quarterly pitch plan for meeting and group tour publications	Incomplete	Only sample provided was draft brochure- clearly not a quarterly unique pitch in Year 1; VJ reports this is done internally but even internally not unique pitch each quarter
Implement new strategy for social media monitoring and management of LinkedIn	Incomplete	Working on new strategy at year end
Design new e-newsletter and e-blast templates	Incomplete but in progress at year end	VJ indicates Dalton had designed before year end, went live in December
Launch new destination meetings video	Cannot find on website under meetings	VJ indicates 3 videos complete at year end- Welcome Video, Unique Meetings, 10 Things to Do but links not included in report; can locate a static page of 10 things to do and an influencer video of top 10 but no produced video. Only can find Its Easier Here video on website; VJ indicates these are intentionally omitted from website and provided to Planner inquiries; to be verified by drop box link
Plan for new SMG convention Center brochure and new medical meeting brochure	Planning Complete; in progress	

#### 4. Year 1 of 5 CSS Plan Deliverables- Market Targeting

Metric/Deliverable	2017-18 Result	Explanation
Expand efforts with new focus on Motor Coach Associations based in SE	Partially complete	Purchased membership in association but no attendance at tradeshow or outreach to association reported
Proactive sales efforts in Atlanta, Boston, Chicago, Dallas, New York City, Philadelphia, and Washington, D.C.	Partially Complete	Completed in Atlanta, DC, and Chicago. VJ indicates budget restrictions limited others however TDC approved plan included this list based on budget included; Dallas included in Year 2
Conduct a 3 year retroactive evaluation of which meetings and convention market segments have been productive and which size of group may generate most bookings and room nights	Complete	Corporate ranked highest, then religious, followed by Education, then Government
Conduct a 3 year evaluation of which group tour segments have been productive and which group tour segments generated the most bookings/room nights	Complete	VJ indicates limited pool and response, but Senior Bus tours ranked first
Identify which meeting and convention target markets will require additional market penetration activities	Complete	VJ indicates this information has been updated and distributed to Sales Team
Share industry best practices with local tourism industry	Complete	VJ indicates meetings with hotel sales teams have been conducted
Complete database appending/cleaning project	Complete	Ongoing
Conduct a local tourism survey to assess	Partially Complete	Survey sent out to hoteliers 9/6/18 but no report completed or analysis by year end; Complete now

interest in group tour sales efforts, specific group tour training for local industry, and group tour tracking for monthly reporting		
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**5. Year 1 of 5 CSS Plan Deliverable : Convention Sales**

Metric/Deliverable	2017-18 Result	Explanation
Schedule meeting with area colleges and universities to determine the types of meetings they would like to attract to their institutions	Incomplete, in Progress	VJ has met with UNF and FSCJ; effort ongoing
Host 2 client events in Chicago and D.C. coordinated with sales missions	Complete	June event in DC; two Chicago events in September
Host a market specific FAM targeting 3rd Party Planners	Complete	Hosted event with Helms Briscoe in March
Prepare a proactive group tour sales effort	Partially complete	Survey initiated; sales effort not commenced within FY; should discuss whether part of year 2 plan
Re-engage with Society of Government meeting Professionals to develop new business	Complete	Sales Manager attended 2018 Education Days in Gainesville (presumably with this organization?)
Establish partnerships/sponsorships with 3rd Party planners and Meeting Management companies	Complete	Conference Direct, C-Vent, Helms Briscoe, Meeting Planners International
Increase participation in regional meeting industry meetings to develop client contacts and sell Jacksonville	Complete	VJ reports increased participation- not measurable without number of events

**6. Year 1 of 5 CSS Plan Deliverable : Coordination with Convention Center management**

Metric/Deliverable	2017-18 Result	Explanation
Create a convention center transportation package including shuttle costs and transportation logistics coordination	Partially complete	No copies or links provided, VJ reports that they refer planners to East Coast Transportation and info readily available; intent was to have VJ created package with competitive pricing; VJ did provide individualized pricing packages to planners based on specific needs; difficult to obtain standard pricing from vendors that would allow creation of generic package and menu as contemplated
Track and report on a monthly basis Convention Center bookings, leads, inquiries, lost business and cancelled bookings	Partially complete	VJ indicates this is an ongoing practice however info on convention center specifically and convention opportunities lost because Prime Osborne is already booked have not been provided to TDC or summarized in report; <u>SMG not making info available</u>
Coordinate bi-monthly meetings with SMG facilities and hotel businesses to discuss business opportunities and strategies	Complete	VJ reports they comply with this requirement on an ongoing basis; ( did not confirm with SMG)
Review opportunities to book additional conventions, supplementing current consumer show bookings	In progress?	VJ does not indicate any actual bookings in FY, but states SMG has provided some open dates and they are working on- Year 2 activity
Collaborate and develop a new SMG and Convention Center brochure	Incomplete, in progress	Per VJ, in Dalton hands after SMG provided info in late September; request made to SMG in June; Not completed in Year 1
Finalize revisions to existing Alliance Agreement with hoteliers and Convention Center	Complete	VJ reports this was done

**7. Year 1 of 5 CSS Plan Deliverable : Convention Service Activities**

Metric/Deliverable	2017-18 Result	Explanation
Send prior year promotion materials to previous year conventions	Partially Complete	VJ reports ongoing effort to send such materials from prior year meeting events to boost attendance in current year; did TDC intend “convention groups” to include conventions at convention center? If so, this was not done
Distribute pre-event marketing to build event attendance	Complete	Ongoing
Provide Service referrals	Complete	Ongoing
Provide Activities and Entertainment referrals	Complete	Ongoing
Provide visitor info collateral to groups to share with attendees	Complete	Ongoing- 242 groups serviced in FY
Coordinate planning for new Convention Signage at JIA	Complete	Digital complete, ongoing individualized meeting signage
Compile content for offsite venue guide	Complete	
Develop Content for “Show us your Badge” program for attendees	Partially Complete	Individualized typed materials provided to meeting groups through the year, proved to be ineffective and switched to app; App not active within FY but content prepared and ready to implement. Is it functional now?
Create new pre and post itineraries to include in hotlinks and toolkits	Partially Complete	VJ indicates complete by linking meeting planners to VJ website for lists of various activities and places and to third party sites to plan experience- i.e. VJ not creating these itineraries but linking to those others have created; Social Media Toolkit provided is very good as are some of the linked videos but does not include any VJ generated itineraries that I could find
Implement training for team contract compliance and compliance with applicable laws	Complete	New process in place with COO and CEO to insure compliance
Plan and coordinate annual sales events	Complete	VJ reports as completed



**8. Year 1 of 5 CSS Plan Deliverable : Convention Grants**

Metric/Deliverable	2017-18 Result	Explanation
Accept applications for and pre-qualify groups for convention grants	Complete	
Review changes to TDC process and update Visit Jacksonville policies	Complete	
Research availability and requirements for Visit Florida grant programs	Unknown	No information provided
Conduct annual assessment of convention grants and incentive programs provided by key competitors	Complete	VJ indicates assessment was done and large file of info compiled

**9. Other Year 1 CSS Contractual Requirements**

Metric/Deliverable	2017-18 Result	Explanation
Administer CSS Grants Awarded	Complete	
Submit an Annual Plan for the upcoming fiscal year by April	Complete-LATE	Plan submitted in August 2018- <u>after</u> proposed budget; Change in VJ administrative leadership
Submit Annual budget by June	Complete	Budget submitted, but prior to plan approval and initially failed to include all breakouts required by contract
Regular Budget updates	Completed on time	
Regular updates on numbers of visitors served and in what capacity	Completed on time	