

MEMORANDUM

To: President Bowman, Chair of the Tourist Development Council
Cc: Members of the Tourist Development Council
From: Sondra Fetner, TDC Staff
Date: January 8, 2019
Re: Visit Jacksonville Annual Performance Evaluation- Marketing Services Contract Year 1

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. 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”)
3. Convention Sales & Services (“Convention Contract”)

This memorandum will provide a summary of Visit Jacksonville’s performance for Year 1 of the Marketing Contract, for the term of October 1, 2017- September 30, 2018. Please note, that the TDC agreed to extend the annual performance review for Year 1 to end October 30, 2018. Any tasks identified by VJ as “in progress” were in progress as of November 1, 2018, although numerous tasks have been completed since November 1, 2018. Where possible, I have identified these situations. 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 contract¹, the binders containing materials, collateral, etc. for the Marketing Services Contract, my review of the Visit Jacksonville website, and discussions with staff of Visit Jacksonville.

MARKETING SERVICES CONTRACT

Each year during the first quarter of the calendar year, the TDC must complete an evaluation of Visit Jacksonville’s performance under the “Scope of Work,” found in Exhibit A of the Marketing 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 Marketing Contract. In addition to the aforementioned exhibits, the Marketing Contract explicitly incorporates the Comprehensive Marketing Plan and the yearly Marketing Plan Calendar. Page 5, Sec. 7 of the Marketing Contract states, “the approved Comprehensive Marketing Plan shall be incorporated herein by reference and become a binding part of this Contract.” Accordingly, Visit Jacksonville correctly compiled the following documents for its Year 1 Results and Deliverables (“Marketing Results” and attached hereto as Attachment 1) for the Performance Measures of the Marketing Contract:

1. *Contractual Metrics* Section (Pg. 1, Rows 1-7) incorporates the “Performance Measures,” Ex. B, Marketing Contract. The Performance Measures document outlines the Overall Contract Performance Measures (e.g. Annual 5 % increase in the leisure market);
2. “*Year 1 of 5-Year Plan Deliverable*” Section (Pg. 2, Rows 1-4) identifies and incorporates the Marketing Focuses from the Five Year Comprehensive Marketing Plan, dated September 26, 2017;

¹ Visit Jacksonville updated the Year 1 Results and Deliverable spreadsheet on November 30, 2018 upon my request for status updates on the “in progress” actions.

3. "Year 1 of 5-Year Plan Deliverable- Experience Development" Section (Pg. 2-4, Rows 5-15) incorporates the components of the Five Year Comprehensive Marketing Plan, dated September 26, 2017;
4. "Year 1 of 5-Year Plan Deliverable- Marketing Plan Calendar Components" (Pgs. 4-8, Rows 16-70), incorporates the Year 1 Marketing Plan Calendar;
5. "Year 1 of 5-Year Plan Deliverable- The Public Relations Plan with Dalton" Section (Pgs.9-13, Rows 71-94) incorporates the goals of the Public Relations Plan with Dalton Agency;
6. "Other Contractual Year 1 Deliverables" Section-Pg. 14) incorporates various sections of the Marketing Contract, specifically Pgs. 3-6 of same.
7. "Other Contractual Year 1 Deliverables" Section, (Pgs. 15-20) includes Visit Jacksonville's required performance from the "Scope of Work," Ex. A, Marketing Contract. The Scope of Work outlines the Marketing Component Services Visit Jacksonville is to perform as described in the Tourist Development Plan (Sec. 666.108(b)(2), Ordinance Code).

The summary and review of Visit Jacksonville's Year 1 Final Analysis is contained below, and tracks the order of the Marketing Results (Attachment 1):

1. Contractual metrics. The results are color coded as follows: RED= missed target, GREEN= met or exceeded target.

Metric	2017-18 Result	Explanation
Annual 5% increase in leisure market visitors/tourists	Increase of 3.73%	This metric is based off of the finding of the Longwood Travel USA Jacksonville Visitor's Report. According to VJ, the Longwood report is syndicated survey data and is collected annually from a group of incentivized travelers. Depending on who completes the survey, the figures change from year to year making it an unreliable estimate for total visitors to Jacksonville. When looking at the STR report, it shows an increase of 4.95% of visitors staying in paid accommodation from 2016 to 2017 (fiscal years). VJ expects to meet the 5% goal for 2018-2019 fiscal year (Year 2).
Annual 5% increase in total tourist development tax collection	10% increase	n/a
Annual 10% increase in website traffic to the City's official tourism website	6% decrease from year prior and missed the goal by 14%	Although paid media drove 175,000 more trackable clicks to the website in 2018 compared to 2017, the decrease in overall traffic was a result of Hurricane Irma and a change in Google's algorithms for search results for travel sites (caused industry-wide losses). This goal was reduced to 5% annual increase in web traffic (as in-site visits directly driven by paid media) for Year 2 (FY 2018-19) at the September 13, 2018 TDC meeting.

		VJ states it is projected to meet the amended 5% goal for 2018-19 and they have seen a 16% growth in traffic to website since 10/1/18 compared to last year.
Advertising Impressions - GOAL: 194,539,184	152,140,633; missed goal by 22%	This goal was missed because of the way it was evaluated based on an aggregated view of the entire media plan. The Year 2 Marketing Plan amended the way these metrics are evaluated by grouping similar tactics and setting performance goals based on the primary key performance indicator (KPI) display, video, native, paid search email, streaming radio, cable print/in-flight, out-of-home.
Clicks/Engagement- GOAL: 479,136	602,221; exceeded goal-126%	n/a
Email Opens- GOAL: 133,157	189,954; exceeded goal- 143%	n/a
Video Views- GOAL: 1,775,379	3,098,005; exceeded goal- 175%	n/a

2. **Year 1 of 5 Plan Deliverable:** due to the amount of performance benchmarks, only the deliverables that are incomplete (RED), in progress/partially complete (YELLOW), or complete with issues (LIGHT GREEN) are summarized below. To review the completed deliverables, which have been confirmed and incorporated into this memo, please refer to the green rows in Attachment 1:

Metric/ Row #	2017-18 Result	Explanation
Self-guided written and audio tours (Row 5)	Partially complete/ In progress	Two (2)self-guided written tours (on the website) for Downtown Architecture and Public Art Murals are complete ; Two audio tours of the same topics are in production and will be a part of the new app, which will be completed by March 2019; Additional neighborhood tours will be completed by Spring 2019
Maps segmented by types of things to do (i.e. museums) (Row 6)	Partially complete (VJ says "Completed.")	Although there is a map of museums and parks, there are no other maps for things to do (i.e. Sports, Shopping, etc.). It seems that the deliverable was not just for museums and parks.
App or map alerts to a visitor's cell phone when they approach tour stops/	In progress	A contract is in place with Visit Wigit- the deadline for the app component was extended to June 30, 2019 (per 8/9/18 TDC meeting)

designated sports (Row 9)		
Podcast or audio tour explaining what makes the stop special and points out the significant to Jax (Row 10)	In progress	The audio tours are in production and will be rolled out with the new app with the extended deadline for completion on June 30, 2019 (per 8/9/18 TDC meeting)
Blogs on the website to describe in more detail (Row 11)	Completed (issues)	The blog section is hard to find on the website and an amount and frequency of blog postings may be helpful for consistency. I did not see any links to new blogs on Instagram page- might be helpful to use that site in addition to facebook.
Regular media releases to make the media aware of new things (Row 12)	Completed (issues)	Needed to see how this deliverable was completed. VJ will provide examples of the regular media releases it provided in Year 1.
Park maps and itineraries highlighting top city, state, and national parks (Row 16)	In progress	Itineraries highlighting top city, state, and national parks is complete. Park Maps were incomplete on November 1, 2018- VJ: "Map is currently in print production." However, as of the date of this memo, Park Map and brochure is complete (printed and out for distribution http://s3.amazonaws.com/visitjax-2018/craft-embeds/CVB18-025605-JAX_Top-ParksBroch_m2.pdf). According to VJ, The new destination map will also include the major parks. Featured parks are to be updated bi-monthly. Website reference: https://www.visitjacksonville.com/blog/jacksonvilles-top-parks/ Please note, this deliverable was difficult to evaluate because there is a "Featured Parks" page with a prominent link on the Parks main page and it is supposedly updated "bi-monthly." However, the Featured Parks page does not have a map. The actual deliverable of a map and itineraries highlighting top parks is contained in the "Jacksonville's Top Parks" blog post which has a link that is not prominent on the Parks main page (all the way to the right on the top bar) and in the "More to explore" section at the bottom of the Parks main page. I would suggest that the featured parks deliverable should be more prominent on website.
Top City Parks and top unique experiences in each park: Dutton, Hanna, Memorial, Hemming, Walter Jones, Ed	In Progress (VJ says "Completed.")	Completed: Walter Jones, Tillie Fowler, Talbot Island, Hanna Park. In Production- Taye Brown, Memorial, Dutton; Not started: Hemming, Ed Austin. As of the date of this memo, VJ has completed Hemming Park (https://www.visitjacksonville.com/things-to-do/outdoors/parks/hemming-park/) and Ed Austin Park

Austin, Tillie K Fowler, Tye Brown (Row 19)		(https://www.visitjacksonville.com/things-to-do/outdoors/parks/ed-austin-regional-park/) .
Create self-guided nature tours highlighting top spots across the city (Row 22)	Incomplete (VJ says "Completed.")	VJ links to a VJ webpage that contains an "outdoors guide" that lists the top spots around the City for touring. The deliverable should be similar to the self-guided tours in Row 5 (architecture tour and public art tour) with maps and explanations, however, the "outdoors guide" only provides highlights or descriptions of the top spots and not self-guided nature tours.
Cultural Attractions Passport (Row 42)	In progress	As of November 1, 2018, VJ was reviewing software platforms to use. According to VJ, it will launch Q1 2019.
Jacksonville African-American Heritage Trail audio tour (Row 44)	Incomplete	"This was delayed by the now disbanded Civil Rights Task Force. While we cannot complete as a result, we have expanded content on our site..." Was this deliverable tied to the Task Force? If not, then there should be a way to complete it. For example, VJ could hire a narrator and/or historian to make the already completed AA Heritage Trail into an audio tour to complete this deliverable.
Relevant historical designation or historical markers across Jacksonville (self-guided tour) Consider themes for tours: civil war, historic film making tour, civil rights, etc. (Row 45)	Incomplete (VJ says "Completed.")	"After doing research, this was an overly ambitious goal for the actual level of interest by the visitor. As a result, we instead gathered the tours that others have already done and provided those on our website..." Was this deliverable relinquished by TDC? If not, it should be discussed because it seems like a significant deliverable not related to the website.
Historical self-guided tours by neighborhoods highlighting the significant attributes and attractions (Row 47)	In progress	"This is set for launch early 2019. Self-Guided Tours of the neighborhoods will be available on visitjacksonville.com in early 2019." According to VJ, work has begun on Riverside/Avondale, Springfield, San Marco, & Arlington.
Top Five Things to do in every sports venue in the city (Row 49)	In progress (VJ- "Completed.")	Completed: TIAA Bank Field, Veterans Memorial, Baseball Grounds; In progress: Equestrian Center, UNF Hodges Stadium
Local Sports Teams Coverage (Row 50)	Completed (issues)	"Ongoing Current completed coverage includes: Jacksonville Giants, Jacksonville Jumbo Shrimp, Jacksonville Armada, Jacksonville Icemen still coming: Jacksonville Jaguars, Jacksonville Sharks." Following a discussion with VJ, it was clarified that this deliverable was intended to be "ongoing" throughout the entire 5 year contract. In other words, the local sports team coverage is ongoing and will be provided every year of the 5 year term. A suggestion was

		made to avoid characterizing the deliverables that continue each year as complete/in progress/ incomplete and instead provide an update on what was done during the year.
Showcase the wide variety of fitness opportunities in Jacksonville... (Row 56)	Completed (issues)	“Completed: Gate River Run, Donna Marathon, golf, fishing tournaments. In progress: beach yoga, surfing competitions, kayak fishing; biking by the river and natural trails.” Following a discussion with VJ, it was clarified that this deliverable was intended to be “ongoing” throughout the entire 5 year contract. In other words, the showcasing of the wide variety of fitness opportunities in Jacksonville is ongoing and will be provided throughout every year of the 5 year term. A suggestion was made to avoid characterizing the deliverables that continue each year as complete/in progress/ incomplete and instead provide an update on what was done during the year.
Maps: Develop new city-wide and neighborhood maps (Row 62)	In progress (VJ- “Completed.”)	“We are awaiting the delivery of these.” According to VJ, these maps are now being distributed through the Visitor Centers.
Visitor Magazine (Row 65)	In progress (VJ- “Completed.”)	“New visitor magazine is in production.” The final proof of the magazine was uploaded to issue on 12/9/18 and has dates up to Nov. 2019. The magazine should be finalized 1/4/19 or 1/5/19 with delivery on 1/11 or 1/12/19. The extended time for production and release (the 2017-2018 magazine had events only up to July 2018) should be taken into account when the 2019-2020 is being created.
New Videos- Parks & new commercial in conjunction with new campaign (Row 66)	In progress (VJ- “Completed.”)	“Completed: New Commercial, Diving & Reefs, River Taxi; coming soon: Beaches Museum & History Park, Parks.” Following a discussion with VJ, it was clarified that this deliverable was intended to be “ongoing” throughout the entire 5 year contract. In other words, the New Videos- Parks & new commercial in conjunction with new campaign is ongoing and will be provided throughout every year of the 5 year term. A suggestion was made to avoid characterizing the deliverables that continue each year as complete/in progress/ incomplete and instead provide an update on what was done during the year.
Existing efforts- continue monthly fishing videos (Row 67)	Incomplete (VJ- “Completed.”)	“Fishing videos ran from March 18, 2017 to December 4, 2017 put on hold due to decreasing interest.” Was this deliverable relinquished by TDC? How was it determined that there was decreasing interest?
Charlotte (September 2018) (Row 81)	Incomplete	“Will not be done. This was scheduled for September, but due to hurricane Florence impacting the area it had to be cancelled and will be rescheduled for sometime in 2019.”

		Instead of rescheduling the trip to Charlotte, VJ will visit several cities not previously visited.
Visit Jacksonville to attend IPW Media Marketplace in Denver, May 2018 (Row 83)	Incomplete	"Because the sales team did not have the budget to attend this event and it was required to have an exhibitor in order for us to participate in the media portion, this could not be completed." At this time, VJ has decided this event is not the best investment for its sales efforts.
A weekly column in the Times-Union focused on attractions and things to do for residents (Row 92)	In progress (VJ- "Completed.")	Monthly columns in Times Union will begin in early 2019 addressing where residents can take visitors to explore Jacksonville. Not weekly columns as anticipated and not started in Year 1.
Continue and expand our weekly event segment on First Coast News to include attractions and experiences in Jacksonville (Row 93)	Completed (issues)	"This was completed; however the station canceled the segment due to going a different direction. We will look for new partnerships in the coming year." According to VJ, the Florida Times-Union, First Coast News, WJXT have all expressed interest in partnerships. VJ will be able to report on these at future TDC meetings.
Visitor Magazine: The publication of a Visitor Magazine no less often than annually which shall also include the comprehensive listings described above (Pg. 16, 7 th row)	Incomplete (VJ- "Completed.")	The anticipated release date for the 2018-19 magazine was September 2018 (it should have been done by July 2018 to be considered annually). However, it was not completed in Year 1 and is still not delivered, per VJ.
Maps: The publication of maps on website and in print identifying running routes/trails; bicycling tour routes; scenic walks; historic walking tours, tourist attraction and activity locations; public docks, boat ramps, non-motorized launches and waterfront facilities accessible to those on the water such as	In progress (VJ- "Completed.")	Maps added to website: Dock & Dine Restaurants, museums, Boat & Kayak Launches, Top Area Parks; Maps in production: overall destination map (set for March 2019 delivery with the app launch), running routes/trails, historic Downtown architecture; Not Completed: bicycling tour routes, walking tours, tourist attraction and activity locations.

<p>restaurants with docks, etc. (Pg. 17, 2nd Row)</p>		
<p>Website shall contain searchable databases of all existing tourist facilities, events and attractions, and listing shall be maintained electronically and sortable by geographic area, subject matter areas of interest and “star” rating as to hotels, restaurants, etc. (Pg. 18, 1st Row)</p>	<p>Completed. (issues)</p>	<p>However, website does not include “star” ratings “due to the fact that there are multiple scales and these change often.” The decision to remove this criteria was not approved by the TDC and should be discussed.</p>
<p>Contractor shall acquire or contract with or develop a tourism mobile app for the City. (Pg. 18, 12th Row)</p>	<p>In progress (VJ- “Completed.”)</p>	<p>Vendor was selected and contract has been executed. Per the 8/9/18 TDC meeting, the Visit Jax App is due in Year 2 by June 30, 2019. According to VJ the app will be launched in March 2019.</p>

YEAR 1 FINAL ANALYSIS
EXHIBIT B PERFORMANCE MEASURES



MARKETING

CONTRACTUAL METRIC	FY 2017-18 RESULT	EXPLANATION/ADDITIONAL INFORMATION
<p>An annual 5% increase in the leisure market visitors/tourists as determined by the Longwood Travel USA Jacksonville Visitor's Report</p> <p>1</p>	Increase of 3.73%	<p>2016 Total Leisure (Total Visitors-day visitors and overnights visitors- subtracting out conference and convention attendees plus other business trip) 19,512,000 visitors</p> <p>2017 Total Leisure (Total Visitors-day visitors and overnights visitors- subtracting out conference and convention attendees plus other business trip) 20,240,000 visitors</p>
<p>An annual 5% increase in total tourist development tax collections; total 2016-17 taxes \$7,789,636</p> <p>2</p>	10% Increase	Total 2016-17 taxes collected were \$7,789,636. Total collected for 2017-18 were \$8,568,533 for a total of \$778,897 increase (or 10%).
<p>A 10% annual increase in website traffic to the City's official tourism website; Goal: 1,337,315 (actual 2016-17 total was 1,215,741)</p> <p>3</p>	1,144,903 (6% decrease)	<p>86% of goal. As was explained during Quarterly Reports all year, this goal not being reached was due to both decreases from Hurricane Irma in October & November and then from overall changes in the way Google presented search rankings for travel companies. Since the new website launched in July with improved functionality to solve the Google changes, we have seen strong increases in traffic. This metric has been adjusted for next year to reflect a 5% increase in paid media metrics which is directly attributable to our efforts.</p>
<p>4 Advertising Impressions; Goal: 194,539,184</p>	152,140,633	<p>78% of goal. FY 2018 impressions fell below projections for the year. This is not due to under-delivery of placements purchased on CPM (cost per thousand impressions), but rather from extreme overperformance of placements purchased on guaranteed clicks/engagements (CPC/CPE, where impressions must be projected). Placements through our primary native partner, Pulsepoint, performed so well (.58% engagement rate, versus our benchmark-backed estimate of 0.15%), that they needed 50 million fewer impressions than projected to satisfy their contracted clicks/engagement target.</p>
<p>5 Clicks/Engagement; Goal: 479,136</p>	602,221	126% of goal.
<p>6 Email Opens; Goal: 133,157</p>	189,954	143% of goal.
<p>7 Video Views; Goal: 1,775,379</p>	3,098,005	175% of goal.

YEAR 1 FINAL ANALYSIS
5-YEAR PLAN DELIVERABLES; YEAR 1 METRICS



In Progress; to be complete by November/December.
 Will not be completed by review.

MARKETING

YEAR 1 OF 5-YEAR PLAN DELIVERABLE	FY 2017-18 RESULT	EXPLANATION/ADDITIONAL INFORMATION
<p>1 Name branding. Branding of Jacksonville as a unique destination focusing on our waterways, beaches, and parks and opportunities for outdoor adventure; the City's extraordinary cultural and historical resources; and the City's passion for sports by showcasing the City's numerous sporting events and teams at all levels (culinary destination, ale trail, and medical tourism may be included in the branding but shall not be a primary focus area of the branding plan);</p>	<p>Completed.</p>	<p>Advertising campaigns targeting these individual focuses have been running since October. The new campaign started running in January of 2018. Review of the media plan and the quarterly dashboard will show results of each specific advertising buy. See Quarterly Dashboard Reports.</p>
<p>2 Market targeting. Target markets based on study data and past tourist tracking;</p>	<p>Completed.</p>	<p>Research has been used to continue to evaluate if correct audiences are being targeted on a regular basis. Looking forward to reviewing the Longwood's research.</p>
<p>3 Audience targeting. Target audiences of the destination branding attributes identified in (i) above, with advertising and promotions, also including (a) Jacksonville Jaguars and other professional sports teams' opponents around away game cities and grow out of town visitation for home games, and local leisure tourism by targeting opponent's cities, and (b) audiences based on activities unique to the area and that attract large numbers of tourists (i.e. golf, beaches and watersports, etc.); and</p>	<p>Completed.</p>	<p>We have built partnerships with: The Jacksonville Jaguars, Sharks, Jumbo Shrimp through the Akron Rubberducks, the Armada and the Icemen. Advertising in the United Kingdom during Jaguars London games. Targeted Cincinnati and Indianapolis advertising around Jaguars home games. Ran campaign in New York market in conjunction with the Jaguars' home playoff game. Campaign has featured the beaches, watersports and other activities unique to Jacksonville. Reports available.</p>
<p>4 Targeting direct flight markets. Coordination with Jacksonville Aviation Authority to advertise in direct flight markets.</p>	<p>Completed.</p>	<p>Have advertised in Allegiant Sunseeker, Delta Sky Magazine, Southwest Inflight Magazine "Adventures in Jacksonville", American Airlines "Getaway Places TV", continue to consider options in new flight destination cities. Tearsheets and reports available.</p>
<p>Experience Development:</p>		
<p>5 A. Self-guided written and audio tours</p>	<p>In progress. Self-guided tours complete; audio tours are in production.</p>	<p>We are currently in the process of creating two audio tours to be completed in late 2018/early 2019, Downtown Architectural Tour and Public Art Mural Tour. Both of these are currently self-guided tours which can be found on the website here: https://www.visitjacksonville.com/things-to-do/culture/art/55-hot-stops-on-downtown-jacksonvilles-public-arts-self-guided-tour/ and https://www.visitjacksonville.com/things-to-do/culture/history/architecture/ Additional neighborhood tours will be completed by Spring 2019. We have also created several itineraries to help guide visitors as they explore the destination.</p>

**YEAR 1 FINAL ANALYSIS
5-YEAR PLAN DELIVERABLES; YEAR 1 METRICS**



In Progress; to be complete by November/December.
Will not be completed by review.

MARKETING

YEAR 1 OF 5-YEAR PLAN DELIVERABLE	FY 2017-18 RESULT	EXPLANATION/ADDITIONAL INFORMATION
6 B. Maps segmented by types of things to do (i.e. museums)	Completed.	We have created several new maps that will guide visitors to easily find things to do for their different interests they may be exploring. A few examples of maps we have created are: https://www.visitjacksonville.com/things-to-do/culture/museums/ this is also a rack card with map which was submitted in the collateral binder; https://www.visitjacksonville.com/blog/jacksonvilles-top-parks/ brochure is in collateral binder.
7 C. Topic specific brochures, maps & itineraries focused on interest like outdoors & parks, arts & culture, landmarks, etc.	Completed.	If you review the different website sections that correlate to outdoors & parks, arts & culture, landmarks, etc. you will notice that there are brochures, itineraries, maps and further resources available throughout each. With the new website build we were able to provide an easily accessible resource full of information for visitors. Here is an example: https://www.visitjacksonville.com/things-to-do/beaches-water/ as you click through the different sections within you will notice how a visitor can review the full experiences available and use them to plan their vacation. Additionally, if you review the collateral binder you will see the brochures with maps created during 2017-2018.
8 D. Dedicated mobile friendly webpages for each of the above tactics	Completed.	The new website allows us the opportunity to provide these easily. We have implemented new content throughout the site. Examples include all the "Things to Do" sections of the Website: https://www.visitjacksonville.com/things-to-do/outdoors/ , https://www.visitjacksonville.com/things-to-do/beaches-water/ you will see where we have loaded brochures, maps, itineraries, etc. throughout the site. This will be a continual and ongoing process.
9 E. App or map alerts to a visitor's cell phone when they approach tour stops/designated spots	In progress.	Work on the new app has begun and a contract is in place with Visit Widget. The deadline for the app component was extended.
10 F. Podcast or audio tour explaining what makes the stop special and points out the significance to Jacksonville	In progress.	The audio tours are in production and will be rolled out with the new app in January/February with the extended deadline. Number 5 above shows self-guided tours that are already live on the website.
11 G. Blogs on the website to describe in more detail	Completed.	Blogs throughout the website provide information on the experiences available to visitors, they link from the main content pages and give a more detailed account of different activities.
12 H. Regular media releases to make the media aware of new things	Completed.	We regularly make the media aware of new offerings to promote the experiences available in Jacksonville. This is an ongoing and continual effort.

YEAR 1 FINAL ANALYSIS
5-YEAR PLAN DELIVERABLES; YEAR 1 METRICS



Where Florida Begins

In Progress; to be complete by November/December.
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MARKETING

YEAR 1 OF 5-YEAR PLAN DELIVERABLE	FY 2017-18 RESULT	EXPLANATION/ADDITIONAL INFORMATION
13 I. Videos and rack cards for distribution through the visitor centers	Completed.	All of our new collateral created in 2017-2018 is available within our visitor centers. Our videos all play on the televisions within the centers. As new experiences are completed they are immediately available within our visitor centers. This is an ongoing and continual effort.
14 J. Accompanying each one of these experiences would be advertising to make targeted audiences aware of experiences that might appeal to them.	Completed.	Accomplished through social media advertising.
15 Social Media: continue to encourage the use of the hashtag #onlyinjax for visitors and encourage use of visitors & locals photos in marketing efforts.	Completed.	See our social media accounts for use of the hashtag. We continue to utilize #onlyinjax through all of our postings.
Marketing Plan Calendar Components:		
16 Parks maps and itineraries highlighting top city, state and national parks	Completed.	Map is currently in print production. Featured parks will be updated bi-monthly. Website reference: https://www.visitjacksonville.com/blog/jacksonvilles-top-parks/
17 History of Jacksonville's parks: How we came to have the largest urban park system in the nation	Completed.	Website reference: https://www.visitjacksonville.com/things-to-do/outdoors/parks/history-of-jacksonvilles-park-system/
18 Review all geographical areas of city to be sure we have each neighborhood has parks featured	Completed.	Website reference: https://www.visitjacksonville.com/things-to-do/outdoors/parks/ ; from this link we can download a full JaxParks Directory and Activities guide.
19 Top City Parks and top unique experiences in each park: Dutton Island Preserve, Hanna Park, Memorial Park, Hemming Park, Walter Jones Park, Ed Austin Regional Park, Tillie K Fowler Regional Park, Teye' Brown Park (Cecil Equestrian Center)	Completed.	This will continue to be updated on an ongoing basis. The following parks are complete with links on website: Walter Jones, Tillie Fowler, Talbot Island, Hanna Park. Parks currently in production include: Teye Brown, Memorial Park, Dutton Island. Website reference: https://www.visitjacksonville.com/things-to-do/outdoors/parks/featured-jacksonville-parks/
20 Top State Parks and top unique experiences in each park: Talbot Islands State Park, Pumpkin Hill Creek Preserve State Park	Completed.	Website references: https://www.visitjacksonville.com/things-to-do/outdoors/parks/talbot-islands/ ; https://www.visitjacksonville.com/blog/pumpkin-hill-creek-preserve-state-park/
21 Top National Parks and top unique experiences in each park: Timucuan Ecological and Historic Preserve & Fort Caroline	Completed.	This will continue to be updated on an ongoing basis. Website reference: https://www.visitjacksonville.com/blog/5-top-experiences-in-our-parks/
22 Create self-guided nature tours highlighting tops spots across the city	Completed.	We have developed a site listing the top spots around the City for touring. Website reference: https://www.visitjacksonville.com/things-to-do/outdoors/outdoors-guide/
23 Maps of boat and kayak easily accessible across the destination	Completed.	Website reference: https://www.visitjacksonville.com/things-to-do/beaches-water/boating/
24 Rack cards with types of fishing in Jacksonville and fishing charters	Completed.	On display at Visitor's Centers and provided in documents.

YEAR 1 FINAL ANALYSIS
5-YEAR PLAN DELIVERABLES; YEAR 1 METRICS



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MARKETING

YEAR 1 OF 5-YEAR PLAN DELIVERABLE	FY 2017-18 RESULT	EXPLANATION/ADDITIONAL INFORMATION
25 Waterways activities and tours for the St. Johns River, the Intracoastal Waterway and the Beaches	Completed.	Website reference: https://www.visitjacksonville.com/blog/water-tours/
26 Work closely with JaxParks, the National Parks and State Parks to promote any changes to the parks and unveiling of New venues and experiences	Completed.	This is an ongoing project. We continually remain in contact with parks to promote changes.
27 Unique camping spots in Jacksonville	Completed.	Website reference: https://www.visitjacksonville.com/things-to-do/outdoors/camping/
28 Itinerary for a camping weekend in Jacksonville	Completed.	Website reference: https://www.visitjacksonville.com/blog/your-camping-itinerary-for-jax/
29 Best hiking routes in Jacksonville	Completed.	Website reference: https://www.visitjacksonville.com/things-to-do/outdoors/hiking/hiking-trails/
30 Itinerary for hiking day in Jacksonville	Completed.	Website reference: https://www.visitjacksonville.com/blog/your-hiking-day-itinerary-in-jax/
31 Best biking trails in Jacksonville: Timucuan Biking Trail	Completed.	Website reference: https://www.visitjacksonville.com/blog/best-biking-trails-in-jax/
32 Itineraries for a biking day in Jacksonville	Completed.	Website reference: https://www.visitjacksonville.com/blog/your-biking-itinerary-for-jax/
33 Jacksonville's Top nature/outdoors attractions: Jacksonville Arboretum & Gardens, Treaty Oak, Jacksonville Zoo and Gardens, Catty Shack, Cummer Gardens, Kayak tours and segway tours, surf lessons, fishing charters	Completed.	Website reference: https://www.visitjacksonville.com/blog/top-outdoor-and-nature-attractions-in-jax/
34 Top boating spots in Jacksonville, top spots to dock on the river/tributaries	Completed.	Website reference: https://www.visitjacksonville.com/things-to-do/beaches-water/boating/boating-hot-spots-in-jax/
35 Itineraries for boating day in Jacksonville	Completed.	Website reference: https://www.visitjacksonville.com/blog/your-boating-day-itinerary-for-jax/
36 Public boat launches in Jacksonville	Completed.	This has been provided through a link in on our site from https://www.visitjacksonville.com/things-to-do/beaches-water/boating/ to http://ocean.floridamarine.org/boating_guides/duval/products/BAG_Nassau_Duval_Side_B.pdf
37 Kayak launch sites in Jacksonville	Completed.	Linked on our site from https://www.visitjacksonville.com/things-to-do/beaches-water/kayaking/ to http://ocean.floridamarine.org/boating_guides/duval/pages/canoe_kayak.html
38 Diving and Fishing Reefs	Completed.	References: • https://www.youtube.com/watch?v=C89bV4PhOA4 • https://www.visitjacksonville.com/blog/jacksonvilles-diving-and-fishing-reefs/
39 Exploring local marine life, Ocearch	Completed.	https://www.visitjacksonville.com/things-to-do/beaches-water/local-marine-life/

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Where Florida Begins

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MARKETING

YEAR 1 OF 5-YEAR PLAN DELIVERABLE	FY 2017-18 RESULT	EXPLANATION/ADDITIONAL INFORMATION
40 Promote water related events	Completed.	This is an ongoing effort. Events are promoted through Facebook and events calendar on website, listed as featured events. Some specific references: https://www.visitjacksonville.com/events/annual/kingfish-tournament/ https://www.visitjacksonville.com/blog/q-a-with-the-kingfish/ https://www.visitjacksonville.com/events/jacksonville-dragon-boat-festival/
41 Top fishing spots in Jacksonville: River, shoreline, Intracoastal and Beaches	Completed.	Website reference: https://www.visitjacksonville.com/blog/best-fishing-spots-in-jacksonville/
42 Cultural Attractions Passport	In progress.	In progress, set for late 2018, early 2019 launch; reviewing software platforms to use.
43 Museum Rack card	Completed.	Example included in materials presented. Available in our Visitor's Centers.
44 Jacksonville African-American Heritage Trail audio tour	N/A	This was delayed by the now disbanded Civil Rights Task Force. While we cannot complete as a result, we have expanded content on our site here: https://www.visitjacksonville.com/things-to-do/culture/history/african-american-heritage-trail/ .
45 Relevant historical designation or historical markers across Jacksonville (self-guided tour) Consider themes for tours: civil war, historic film making tour, civil rights, etc.	Completed.	After doing research, this was an overly ambitious goal for the actual level of interest by the visitor. As a result, we instead gathered the tours that others have already done and provided those on our website: https://www.visitjacksonville.com/travel-tools/tours/local-self-guided-tours/
46 Top public art installations in Jacksonville (self-guided tour)	Completed.	https://www.visitjacksonville.com/things-to-do/culture/art/55-hot-stops-on-downtown-jacksonvilles-public-arts-self-guided-tour/
47 Historical self-guided tours by neighborhoods highlighting the significant attributes and attractions	In progress.	This is set for launch early 2019. Self-Guided Tours of the neighborhoods will be available on visitjacksonville.com in early 2019.
48 Significant architectural buildings in Downtown Jacksonville	Completed.	https://www.visitjacksonville.com/things-to-do/culture/history/architecture/
49 Top Five Things to do in every sports venue in the city.	Completed.	Ongoing. Current completed locations include: TIAA Bank Field, Jacksonville Veterans Memorial Arena, Baseball Grounds of Jacksonville still In progress: Jacksonville Equestrian Center, UNF Hodges Stadium. Website references: • https://www.visitjacksonville.com/blog/5-must-do-experiences-at-tiaabank-field/ • https://www.visitjacksonville.com/blog/top-7-experiences-at-the-jacksonville-veterans-memorial-arena/ • https://www.visitjacksonville.com/blog/5-fun-facts-about-the-baseball-grounds-of-jacksonville/ • https://www.visitjacksonville.com/blog/jacksonville-equestrian-center/ • https://www.visitjacksonville.com/blog/unf-hodges-

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<p>Local Sports Teams Coverage</p>	<p>Completed.</p>	<p>Ongoing. Current completed coverage includes: Jacksonville Giants, Jacksonville Jumbo Shrimp, Jacksonville Armada, Jacksonville Icemen still coming: Jacksonville Jaguars, Jacksonville Sharks. Website references: •https://www.visitjacksonville.com/blog/its-shrimp-season-in-jacksonville/ •https://www.visitjacksonville.com/blog/jacksonville-giants-5-fast-facts/ •https://www.visitjacksonville.com/things-to-do/sports/pro/jacksonville-armada/ •https://www.visitjacksonville.com/blog/floridas-coolest-sport-6-fast-facts-about-the-jacksonville-icemen/ •https://www.visitjacksonville.com/things-to-do/sports/pro/jacksonville-sharks/ •https://www.visitjacksonville.com/things-to-do/sports/pro/jacksonville-jaguars/</p>
<p>50 Work with large scale sporting events to gain additional exposure for Jacksonville - TV? Programs? Promotions?</p>	<p>Completed.</p>	<p>Worked with: Taxslayer Bowl, Powerboat P1, Jaguars in London, ran video during the Indianapolis 500</p>
<p>51 Unique sports to experience in Jacksonville</p>	<p>Completed.</p>	<p>Website references: https://www.visitjacksonville.com/blog/skateboarding-a-jax-unique-sport/ •https://www.visitjacksonville.com/blog/i-went-deep-sea-fishing-and-i-won/ •https://www.visitjacksonville.com/things-to-do/beaches-water/fishing/kayak-fishing-in-jacksonville/ •https://www.visitjacksonville.com/things-to-do/beaches-water/surfing/</p>
<p>52 Skateboarding history in Jacksonville</p>	<p>Completed.</p>	<p>Website reference: https://www.visitjacksonville.com/blog/skateboarding-a-jax-unique-sport/</p>
<p>53 Top running routes (bridges, baldwin trail, beaches)</p>	<p>Completed.</p>	<p>Website reference: https://www.visitjacksonville.com/blog/i-run-this-city/</p>
<p>54 Top races in Jacksonville</p>	<p>Completed.</p>	<p>Website reference: https://www.visitjacksonville.com/things-to-do/outdoors/running/top-running-races/</p>
<p>55 Showcase the wide variety of fitness opportunities in Jacksonville including biking (by the river and natural trails), hiking trails, running trails and organized runs (like the 26.2 with Donna and the Gate River Run), surfing and local surfing competitions, golf, beach yoga, skateboarding, kayaking, kayak fishing, fishing tournaments, etc.</p>	<p>Completed.</p>	<p>Completed: Gate River Run, Donna Marathon, golf, fishing tournaments. In progress: beach yoga, surfing competition, kayak fishing, biking by the river and natural trails. Website references: https://www.visitjacksonville.com/blog/spring-running-in-jax-gate-river-run/, https://www.visitjacksonville.com/blog/everything-you-need-to-know-about-the-donna-marathon/, https://www.visitjacksonville.com/blog/beach-yoga-in-jacksonville/ https://www.visitjacksonville.com/things-to-do/beaches-water/fishing/kayak-fishing-in-jacksonville/</p>

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57 Where can you pull your boat up to and eat in Jax?	Completed.	Website reference: https://www.visitjacksonville.com/blog/dock-and-dine-the-best-dockside-eateries-in-jacksonville/
58 Rooftop bars in Jacksonville: what to see, eat and drink	Completed.	Website reference: https://www.visitjacksonville.com/blog/jacksonvilles-top-rooftop-bars/
59 Shopping in Jax	Completed.	Website reference: https://www.visitjacksonville.com/blog/unique-shopping/
60 Family	Completed.	Website reference: https://www.visitjacksonville.com/things-to-do/family-fun/family-adventures/
61 General Jax Stories	Completed.	Website reference: https://www.visitjacksonville.com/blog/the-top-22-attractions-in-jacksonville/
62 Maps: Develop new city-wide and neighborhood maps	Completed.	We are awaiting the delivery of these.
63 Jax Ale Trail: Develop collateral with new breweries	Completed.	This launched in July 2018. Website reference: https://www.visitjacksonville.com/jax-ale-trail/brewery-passport/
64 Website: new website developed.	Completed.	Launched our new website in July 2018. www.visitjacksonville.com
65 Visitor Magazine	Completed.	New visitor magazine is in production.
66 New Videos- Parks & new commercial in conjunction with new campaign	Completed.	Completed: New Commercial, Diving & Reefs, River Taxi, coming soon: Beaches Museum & History Park, Parks. Website reference: https://www.visitjacksonville.com/media/videos/
67 Existing efforts- continue monthly fishing videos	Completed.	Fishing videos ran from March 18, 2017 to December 4, 2017 put on hold due to decreasing interest. Website reference: https://www.visitjacksonville.com/media/videos/
68 Annual planning- review marketing performance	Completed.	
69 Holidays	Completed.	New web content & blogs created. Website reference: https://www.visitjacksonville.com/events/holidays/
70 Events	Completed.	New web content & blogs created. Website reference: https://www.visitjacksonville.com/events/annual/

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<p>Public Relations Plan with Dalton</p> <p>Nature/Outdoors: Top parks, self-guided parks tours, park system history, unique camping spots, unique hiking spots, top boating spots, boating in Jacksonville, diving in Jacksonville, fishing in Jacksonville.</p>	<p>Completed.</p>	<p>Ongoing pitching to media outlets and freelancers with strong results and a good pipeline for future stories. References:</p> <ul style="list-style-type: none"> • Jacksonville, Florida: Water World- Beach Life- City Buzz. SHORT WEEKS LONG WEEKENDS • Why You Should Book a Trip to Jacksonville, FL. SOUTHERN LIVING MAGAZINE • Dog (and Family)-Friendly Adventures in Jacksonville, FL. LIFE WITH MUTTS
<p>History/Culture/Arts: New cultural attractions passport, museums in Jacksonville, African-American Heritage audio tour, top public art, neighborhood self-guided tours, architectural marvels in Downtown Jacksonville.</p>	<p>Completed.</p>	<p>Ongoing pitching to media outlets and freelancers with strong results and a good pipeline for future stories. References:</p> <ul style="list-style-type: none"> • Immerse Yourself in Jacksonville Art. CREATORS.COM • Why You Should Book a Trip to Jacksonville, FL. SOUTHERN LIVING MAGAZINE • History Comes to Life in Jacksonville Florida. CREATORS.COM • This Secret Gem on the Coast Is Actually Getting Cool Again. THRILLIST • 17 Things To Do in Jacksonville, Florida. TRAVEL + LEISURE <p>For a full list of big destination stories go here: www.visitjacksonville.com/media/jacksonville-in-the-news</p>
<p>Sports: Unique sports venues and sports teams in Jacksonville, unique sports opportunities like running, surfing, hiking, beach yoga, skateboarding, kayaking and fishing.</p>	<p>Completed.</p>	<p>Ongoing pitching to media outlets and freelancers with strong results and a good pipeline for future stories. References:</p> <ul style="list-style-type: none"> • Stop in Jacksonville for the Greater Jacksonville Kingfish Tournament – DRIVE i-95 <p>For a full list of big destination stories go here: www.visitjacksonville.com/media/jacksonville-in-the-news</p>
<p>Food Culture: waterfront dining, rooftop bars in Jax.</p>	<p>Completed.</p>	<p>Ongoing pitching to media outlets and freelancers with strong results and a good pipeline for future stories. References:</p> <ul style="list-style-type: none"> • Where To Eat in Jacksonville, Florida: 10 Restaurants You Must Try. TRAVELLING FOODIE • EXQUISITE Fine Dining in JAX with Bone Marrow & Foie Gras + Craft Beers Jacksonville, Florida. DAVIDS BEEN HERE • Spicy CHICKEN & WAFFLES from HEAVEN at Metro Diner Jacksonville, Florida. DAVIDS BEEN HERE • A Day Trip in Jacksonville, Florida: 7 Things To Do and Eat. TRAVELLING FOODIE • We Can't Believe How Cool Jacksonville Is Being Right Now. FOOD & WINE <p>For a full list of big destination stories go here: www.visitjacksonville.com/media/jacksonville-in-the-news</p>

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YEAR 1 OF 5-YEAR PLAN DELIVERABLE	FY 2017-18 RESULT	EXPLANATION/ADDITIONAL INFORMATION
<p>75</p> <p>Holiday attractions and special music and sporting events.</p>	<p>Completed.</p>	<p>Ongoing pitching to media outlets and freelancers with strong results and a good pipeline for future stories. •Festivals and Other Events in the Sunshine State. NEWSDAY •Kids Free November: Jacksonville Celebrates Family Time. ALLEGIANT SUNSEEKER OCTOBER-NOVEMBER 2018 For a full list of big destination stories go here: www.visitjacksonville.com/media/jacksonville-in-the-news</p>
<p>76</p> <p>Leverage advertising buys to garner incremental earned media.</p>	<p>Completed.</p>	<p>Discussions have begun with several media outlets that we advertise with and will continue for future opportunities, this is a tactic that takes some time to develop. We received free coverage in Travel Weekly, full articles with our ads in Allegiant Magazine and a free ad in Southern Lady Magazine and will update the TDC as more results happen. This will be a continual and ongoing process.</p>
<p>77</p> <p>Plan, coordinate and execute four media events to top Jacksonville visitor markets. Group dinners/events where Visit Jacksonville will share Jacksonville story ideas and establish and maintain relationships with writers. (Based on 2017 top website visitation markets):</p>	<p>Completed.</p>	<p>Three events were completed, the fourth was planned in Charlotte for September, but due to the hurricane impacting the area we decided to reschedule to a date in 2019.</p>
<p>78</p> <p>New York City (January 2018)</p>	<p>Completed.</p>	<p>PR team had 30 individual media meetings during New York Times Travel Show plus one-on-one deskside appointments during trip. The New York Times Travel Show Deskside Meetings (January 24 and 29, 2018): •Alexandra Leshner, Associate Editor, Food Network Magazine, •Laura Motta, Editorial Director, ShermansTravel •Darcy Jacobs, Executive Editor, Family Circle •Monica Storch, Travel Editor, Macaroni Kid •Kayla Becker, Associate Editor, Fodor's Travel •Elyse Moody, Senior Editor, Martha Stewart Living</p>

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<p>Miami (April 2018)</p>	<p>Completed.</p>	<p>Event had to be moved to June due to media scheduling conflicts. Miami Media Event (June 21, 2018):</p> <ul style="list-style-type: none"> •Derrick Lang, Editor, American Way (AA inflight magazine) •Chris Wright, Senior Editor, Celebrated Living (AA premium class inflight magazine) •Jen Karetnick, Freelance Writer (contributes to Miamiandbeaches.com, Fort Lauderdale Magazine, SheKnows.com, The Atlantic) •Yined Ramirez-Hendrix, Freelance Writer (contributor to El Nuevo Herald, Volaris, Nexos – Hispanic inflight magazine for American Airlines) •Sarah Greaves-Gabbadon, Freelance Writer (contributor to Travel + Leisure, Brides, Martha Stewart Weddings, The Telegraph) •Clarissa Buch, Freelance Writer (contributor to Miami New Times, PureWow, Thrillist, The Miami Herald) •Alex Klumpp, Freelance Writer (contributor to Beyond South Beach, Influencer with a focus on culinary and travel. Instagram: 25.7k followers) •Laticia Dan, Editor, That’s Miami Style •Liana Lozasda, Freelance Writer (contributor to 10Best, Self, Time Out Miami, SoFla Luxury Guide) •Denise Castillon, Editor, Thirsty Magazine (food and beverage)
<p>Houston/Dallas (June 2018)</p>	<p>Completed.</p>	<p>Held individual media site visits in Dallas with traditional media, bloggers and influencers: •Southwest: The Magazine, Mark Shimabukuro- Executive Editor</p> <ul style="list-style-type: none"> •Insider Magazine, Rita Cook- Editor in Chief •www.travellatte.net, Rob Gerhard, Influencer •www.outsidesuburbia.com, Priya Vin- Blogger •Freelance Writer, Madelyn Miller- Blogger •Glitter and Spice, Amanda Kushner- Blogger & Influencer
<p>Charlotte (September 2018)</p>	<p></p>	<p>Will not be done. This was scheduled for September, but due hurricane Florence impacting the area it had to be canceled and will be rescheduled for sometime in 2019.</p>
<p>Visit Jacksonville to attend the International Media Marketplace (IMM) and The New York TimesTravel Show, January 2018.</p>	<p>Completed.</p>	<p>This is a consumer show with a heavy emphasis on travel media. Visit Jacksonville had a booth where we interacted with thousands of New Yorkers, and we also had individual one-on-one meetings with over 40 media representatives.</p>
<p>Visit Jacksonville to attend IPW Media Marketplace in Denver, May 2018.</p>	<p></p>	<p>Because the sales team did not have the budget to attend this event and it was required to have an exhibitor in order for us to participate in the media portion, this could not be completed.</p>

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84 Visit Jacksonville to attend the Public Relations Society of America Travel and Tourism Conference in New Orleans in June, 2018.	Completed.	This is an industry conference with high-profile travel media as panelists. There are also several media-centric events.
85 As part of a larger Visiting Journalist Program (VJP), secure individual press visits for national and key market regional outlets, including online, print, and broadcast:	Completed.	
86 On a case-by-case basis, arrange individual press visits for media, bloggers and influencers, with a level of support commensurate with the size of the publication's or influencer's audience.	Completed.	Visit Jacksonville has hosted 41 writers this year. List is provided.
87 Secure 4-8 writers from national and key market regional outlets to visit Jacksonville on two themed press visits:	Completed.	
88 Arts & Culture: Overall destination arts scene	Completed.	Hosted a FAM in partnership with ArtRepublic in November 2017. •Jason Michael Woodside Blogger / Vlogger / Social Media Influencer •Aurora Loyola Mendez Contributor writer for Vogue, Vogue Mexico, Elle & Vanity Fair •Danny Rivero Fusion Magazine •Camila Alvarez Complex Magazine (Due to lack of response and tracking of results from ArtRepublic's PR team we have decided not to partner with them for a FAM in 2018) •Additionally, Visit Jacksonville invited Robin Soslow Freelancer: Robin's story already ran this January https://www.newsday.com/travel/your-2018-florida-calendar-festivals-and-other-events-in-the-sunshine-state-1.16141385
89 Nature + Outdoors: Overall destination natural offerings (Spring 2018)	Completed.	Hosted a FAM in partnership with VISIT FLORIDA which focused on natural offerings. Visit Florida Adventure Influencers FAM: 8 of the nation's top adventure travel influencers came to Jacksonville to experience surfing, hiking, golfing, yoga, and our national parks. The results of this FAM were very impressive! Total Posts: 65 (11 Posts + 54 Stories) Total Impressions: 2,602,275 Total Engagements: 87,816 Total Social Media Value: \$29,038.45

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90 Draft and distribute media releases and targeted pitches to media promoting news, programs, partnerships and initiatives for Visit Jacksonville.	Completed.	We pitch daily to media in all topics of interest depending on travel trends and destinations assets. We also send out news releases to our media data base/wires service based on destination's main focuses and will continue to do so bi-monthly based on time of year focuses. •November 2017: Kids Free November •February 2018: Jax: It's Easier Here campaign press release •March 2018: Fitness meets adventure in Jacksonville •May: Best beaches in Jacksonville for every type of beachgoer •June: Learn to surf in Jacksonville with these five surf camps •July: Get up close and personal with nature in these kayaking spots
91 Expand relationship with local Jacksonville media to expose all events and current tourism affairs to local residents.	Completed.	Discussions have begun with the Florida Times-Union, WJCT and Channel 4. This will be an ongoing and continual effort during each year of the contract.
92 A weekly column in the Times-Union focused on attractions and things to do for residents	Completed.	Pitched and accepted. CEO met with Times Union in October. We will begin having monthly columns in the editorial section addressing when visitors come to stay with friends and relatives, what they can take them to explore.
93 Continue and expand our weekly event segment on First Coast News to include attractions and experiences in Jacksonville	Completed.	This was completed; however, the station canceled the segment dur to going a different direction. We will look for new partnerships in the coming year.
94 SPORTS River City Showdown: Sports Radio interviews in Atlanta ahead of the Florida vs. Georgia game (September/October) to talk about what is there to experience in Jacksonville beyond the game and the tailgate. o Craft Cocktails in the sports complex o Craft Breweries in the sports complex o Local food nearby o Where to stay	Completed.	Visit Jacksonville had articles written an dradio interviews with Atlanta and Gainesville publications ahead of the games.

YEAR 1 FINAL ANALYSIS

OTHER CONTRACTUAL DELIVERABLES

OBTAINED FROM CONTRACTS WITH CITY OF JACKSONVILLE



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OTHER CONTRACTUAL YEAR 1 DELIVERABLES	FY 2017-18 RESULT	EXPLANATION/ADDITIONAL INFORMATION
Each task in the plan: name branding; market targeting; audience targeting; targeting direct flight markets; website; social media sites and digital advertising; visitor magazine; media relations and topic specific brochures and videos; shall have its own identified budget line item or line items.	Completed.	See budgetary schedules.
Contractor shall provide as a separate attachment a Supplementary Schedule detailing the following:	Completed.	See supplementary budgetary schedules (approved at TDC meeting).
i. Amount of proposed annual budget allocated to travel, meal & entertainment expenses/reimbursement. Identify allocation between local travel and expenses versus out-of-county travel and expenses;	Completed.	See supplementary budgetary schedules (approved at TDC meeting).
ii. Amount of proposed annual budget allocated to buildings and equipment and general overhead not including staffing;	Completed.	See supplementary budgetary schedules (approved at TDC meeting).
iii. Amount of proposed annual budget allocated to staffing and total number of employees by job category and positions; and	Completed.	See supplementary budgetary schedules (approved at TDC meeting).
iv. Allocation of proposed annual budget between media types- i.e. print. Television, radio, social media, etc.	Completed.	See supplementary budgetary schedules (approved at TDC meeting).
Cocontractor shall also attach the Annual Marketing Plan to the proposed annual budget.	Completed.	Annual marketing plan included in submissions to TDC of plans and budgets.
Contractor shall not modify the Comprehensive Marketing Plan without first obtaining the approval of the TDC.	Completed.	No modifications to plan other than those that were discussed at TDC meetings.
The Annual Marketing Plan (provided in April) shall incorporate any suggested improvements or marketing concerns contained in the Contractor's Annual Performance Evaluation and shall be consistent with the Comprehensive Marketing Plan.	Completed.	Annual marketing plan was amended by the TDC at the August TDC meeting.
Marketing Plan shall contain sufficient detail that marketing campaigns designed to promote particular events or experiences shall include explicit goals for increases in the number of room nights attributable to such campaign and the methodology that will be used for measurement of the same.	Completed.	Marketing plan and contracts were amended by the TDC at the August meeting.
The Annual Marketing Plan shall analyze the allocation of marketing funds within the Tourist Development Plan component & suggest adjustments if appropriate. Such analysis shall be based on historical experience as well as information evidenced in nationwide industry trends, such as downturns in tourism in other parts of the state or country that may translate into tourism opportunities for Jacksonville.	Completed.	Adjustments were suggested as a part of the budgetary process. More funding this year to influencers, etc. See both budgets and plans as approved for FY 2018-19.
The Annual Marketing Plan shall include a set of specific marketing campaigns and actions to be taken that will increase the number of room nights spent in Jacksonville by out-of-town leisure tourists.	Completed.	At the August TDC meeting a plan for campaign analysis was determined and the timeframe discussed with Dalton.

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<p>Marketing of existing tourist-oriented facilities, attractions, activities and events, located or occurring within the City and identified in plan component through advertising and marketing campaigns conducted outside the City, regionally, nationally and internationally and through the maintenance of a website, publication of an annual visitor magazine and publication or production of brochures, maps, videos and similar materials for distribution at Visitor Centers and tourist facilities. Within the overall funding allocation for this component, adequate funding shall be set aside annually for subparts (v), (vii), (ix) and (x) to perform the activities in each such subpart of this component. The marketing services to be provided under this component shall include without limitation the following advertising, tourist engagement strategies and marketing services.</p>	<p>Completed.</p>	<p>This can be seen and evaluated through the budgetary schedules and annual plans.</p>
<p>Name branding: Branding of Jacksonville as a unique destination focusing on our waterways, beaches, and parks and opportunities for outdoor adventure; the City's extraordinary cultural and historical resources; and the City's passion for sports by showcasing the City's numerous sporting events and teams at all levels (culinary destination, ale trail, and medical tourism may be included in the branding but shall not be a primary focus area of the branding plan).</p>	<p>Completed.</p>	<p>Advertising campaigns targeting these individual focuses have been running since October. The new campaign started running in January of 2018. Review of the media plan and the quarterly dashboard will show results of each specific advertising buy. See Quarterly Dashboard Reports.</p>
<p>Market targeting: Target markets based on study data and past tourist tracking.</p>	<p>Completed.</p>	<p>Research has been used to continue to evaluate if correct audiences are being targeted on a regular basis. Looking forward to reviewing the Longwood's research.</p>
<p>Audience targeting: Target audiences of the destination branding attributes identified in (i) above, with advertising and promotions, also including (a) Jacksonville Jaguars and other professional sports teams' opponents around away game cities and group out of town visitation for home games and local leisure tourism by targeting opponent's cities and (b) audiences based on activities unique to the area and that attract large numbers of tourists (i.e. golf, beaches and watersports, etc.)</p>	<p>Completed.</p>	<p>We have built partnerships with: The Jacksonville Jaguars, Sharks, Jumbo Shrimp through the Akron Rubberducks, the Armada and the Icemen. Advertising in the United Kingdom during Jaguars London games. Targeted Cincinnati and Indianapolis advertising around Jaguars home games. Ran campaign in New York market in conjunction with the Jaguars' home playoff game. Campaign has featured the beaches, watersports and other activities unique to Jacksonville. Reports available.</p>
<p>Targeting direct flight markets: Coordination with JAA to advertise direct flight markets</p>	<p>Completed.</p>	<p>Have advertised in Allegiant Sunseeker, Delta Sky Magazine, Southwest Inflight Magazine "Adventures in Jacksonville", American Airlines "Getaway Places TV", continue to consider options in new flight destination cities. Tearsheets and reports available.</p>
<p>Website: The establishment and maintenance of a continually updated website as the official tourist website to the City. Such website shall contain comprehensive and all-inclusive listings of all existing tourist oriented facilities, attractions, activities and events identified in (1) above.</p>	<p>Completed.</p>	<p>Our old website was live all year and we launched our new website in July 2018. See www.visitjacksonville.com</p>

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MARKETING

OTHER CONTRACTUAL YEAR 1 DELIVERABLES	FY 2017-18 RESULT	EXPLANATION/ADDITIONAL INFORMATION
Listings on the website shall be all-inclusive and shall not show preference to or otherwise emphasize any particular event or service provider.	Completed.	Please see website, www.visitjacksonville.com
Listings on the website shall be sortable by business type/special interest category.	Completed.	Listings on the website are sortable by business type/special interest category. https://www.visitjacksonville.com/travel-tools/complete-tourism-business-listings/
Individual locations, venues and activities may be featured in specific content articles and itineraries but based on consumer interest ratings or recognized tourist attraction rating entities and not on any request or payment by the entity advertised.	Completed.	We do not accept any payments or have any specialized partnerships.
If out of City day trips are promoted through the website, contributions from the jurisdictions in which such facilities are located shall be negotiated and used to offset the expense of publication. In no event shall the primary focus of any local webpage be devoted to out of City activities, venues or services unless paid for by such jurisdiction.	Completed.	Our primary focus is on all Jacksonville activities.
Social media sites and digital advertising: The maintenance of social media sites which shall include links to, excerpts from and mirror the material contained in the website above.	Completed.	Social media platforms are continually monitored, perform well and are actively promoting our destinations, events, new things to do and all of the branding components. Refer to our Facebook, Instagram and LinkedIn sites. Continued use of #onlyinjax
Individual locations, venues and activities may be featured in specific content articles and itineraries but based on consumer interest ratings or recognized tourist attraction rating entities and not on any request or payment by the entity advertised. This shall also include online digital advertising to targeted markets of the destination branding attributes.	Completed.	No payments have been accepted for any of the venues listed or written about on our site.
Visitor Magazine: The publication of a Visitor Magazine no less often than annually which shall also include the comprehensive listings described above.	Completed.	The Visitor Magazine is a 12-month document and the 2018-19 publication will be released in September 2018.
Individual locations, venues and activities may be featured in specific content articles and itineraries but based on consumer interest ratings, or recognized tourist attraction rating entities and not on any request or payment by the entity advertised.	Completed.	We do not accept any payments or have any specialized partnerships.
If out of City day trips are promoted through such Visitor magazine, contributions from the jurisdictions in which such facilities are located shall be negotiated and used to offset the expense of publication.	Completed.	Please see a copy of our Visitor's Magazine.
In no event shall the primary focus of any publication be devoted to out of City activities, venues or services unless paid for by such jurisdiction.	Completed.	We do not have any publications in the works focused on out of City activities.

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Where Florida Begins

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MARKETING

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Media Relations: Promotion of the City's tourist related facilities and programs on a state, national and international level to media writers of magazines, newspapers, blogs, websites and other public relations oriented outlets.	Completed.	Please see specific deliverables listed in the plan components information.
Maps: The publication of maps on the website and in print identifying running routes/trails; bicycling tour routes; scenic walks; historic walking tours' tourist attraction and activity locations; public docks, boat ramps, non-motorized launches and waterfront facilities accessible to those on the water such as restaurants with docks, etc.	Completed.	Maps added to website: Dock & Dine Restaurants, Museums, Boat & Kayak Launches, Top Area Parks Maps in production: Overall destination map, set for August delivery; running routes/trails, historic Downtown architecture
Topic specific brochures and videos: The publication of other topic specific brochures & videos such as brochures and videos focused on water related activities and parks and outdoor adventures, area history trails and brochures or other types of businesses if expressly requested by and deemed appropriate by TDC.	Completed.	Have created several new topic specific brochures this year, several more are set to be completed by end of FY 2017-2018 VIDEOS: several new videos completed, 5 new social media videos. Examples and links will be provided.
Collection of brochures, videos, etc: the collection and distribution of brochures, videos, and other advertising prepared by existing tourist oriented facilities, attractions, activities and events at all visitor centers, kiosks and such other opportunities as may arise.	Completed.	This is a continual and ongoing effort between the Tourist Bureau and Marketing.
Contractor's advertising and marketing campaigns should involve printing of brochures and other informational material	Completed.	Please see annual advertising plan.
radio, television, newspaper and magazine advertisements	Completed.	Please see annual advertising plan.
video production	Completed.	Please see annual advertising plan.
outdoor advertisements	Completed.	Please see annual advertising plan.
promotional materials regarding tour guide or sightseeing services	Completed.	These are available in our Visitor's Center and on our website. Examples provided with deliverables.
a hotel-motel directory including a map and food service information	Completed.	This is provided within the Visitor's Magazine.
an exhibit to be a part of the State of Florida exhibit	N/A	We exhibit at the Visit Florida welcome center (there is no Florida exhibit).
package tours and information on travel agents and tour operators	Completed.	Sales department handles this information for visitors.
a market analysis to determine the areas in which tourist-oriented advertising and promotion will be more effective	Completed.	Longwoods report & research through Dalton. This is included as a component of our annual plan.
Contractor shall provide the TDC on an annual basis with a list of all new brochures, videos, maps, etc. planned for the coming year and an actual list of the brochures, videos, maps, etc. for the prior year.	Completed.	Provided quarterly to TDC, but this will also be included with final deliverables.
Contractor shall regularly and as needed identify marketing research needs and deficiencies in in tourist attractions and services to the TDC and recommend and prioritize research studies, projects or reports to be undertaken by TDC.	Completed.	This was provided in November 2017 and will be provided as needed.
Contractor's digital kiosk content and appearance must be approved by the TDC prior to implementation.	Completed.	This information was presented and approved by the TDC at the October meeting.

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Website shall contain searchable databases of all existing tourist facilities, events and attractions, and listing shall be maintained electronically and sortable by geographic area, subject matter areas of interest and "star" rating as to hotels, restaurants, etc.	Completed.	This is already active, but we did not include "star" ratings due to the fact that there are multiple scales and these change often. Website reference: https://www.visitjacksonville.com/travel-tools/complete-tourism-business-listings/
Website shall be regularly maintained and content continuously updated to insure that information is current and accurate reflecting any changed no less often than weekly.	Completed.	Ongoing effort. Content is checked and updated on an almost daily basis.
Website shall contain links to reservation services, ticket sales, tours, etc.	Completed.	We have provided links to individual business reservation locations. When we previously housed a reservation site it was not used; therefore, we now provide the links.
The website may promote and highlight events and attractions of special interest but no partnership arrangements or payments may be accepted in order to receive feature promotions or special recognition.	Completed.	No partnership or payment agreements are in place or accepted.
The site shall be designed to serve actual and prospective visitors and to showcase the widest possible array of tourism opportunities available to those who may visit the City.	Completed.	Please see our website for the array of tourism opportunities. We will continually update the site to add new venues and locations.
TDC shall own all IP addresses.	Completed.	Email providing Annette the link to be associated with IP addresses.
Contractor in creating and maintaining the website hereunder will use the comprehensive listings and assembled information provided by the TB agency and will coordinate with TB agency in obtaining such listings and assembled information.	Completed.	This is ongoing and daily.
Contractor shall provide TDC with mock-ups/alternatives for new website designs prior to implementation of such design.	Completed.	Website was presented to TDC in November 2017.
Contractor shall maintain a pro-active on-going relationship with appropriate consumer and trade media to develop business for the City's business and recreational offerings.	Completed.	This is an ongoing effort. All results provided to TDC.
This activity shall be separately identified in the Annual Approved Budget.	Completed.	Budgetary line items detailed.
Contractor shall acquire and maintain social media names and pages on websites such as Facebook & Twitter and any other now existing or later developed internet websites and applications as contractor considers reasonable to maintain an active, current social media presence.	Completed.	Visit Jacksonville has maintained these for many years and will continue to monitor and manage them daily.
Contractor shall acquire or contract with or develop a tourism mobile app for the City.	Completed.	Vendor was selected and contract has been executed.
Contractor shall produce at least annually a printed Visitor's Guide for distribution at the Visitor Centers & Kiosks, the Florida Welcome station and various tourist facilities unless an alternative visitor guide strategy has been approved in advance by the TDC as part of the Annual Marketing Plan required under this contract.	Completed.	The new one is in production and will be complete in October. The prior one is still in supply and we are distributing and using that one.

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Contractor shall coordinate marketing efforts with the City's Office of Economic Development, the City's Office of Sports and Entertainment, the City's Department of Parks & Recreation, the local governments of the beach communities, the Downtown Investment Authority, JAXUSA and any parties performing services under other contracts with the TDC.	Completed.	This is an ongoing effort. Visit Jacksonville has regular meetings with all of these entities and actively participates in various committees and groups to stay abreast of all the changes within the City.
The contractor shall maintain a close relationship with Visit Florida and other parties performing services for the TDC in order to maximize all opportunities for joint promotion/press trips/individual writer visits/social media, etc.	Completed.	This is an ongoing effort. Visit Jacksonville maintains a strong relationship with Visit Florida and collaborates on many initiatives.
The Contractor shall maintain a close relationship with the Chamber of Commerce, JAXUSA, Jax Sports Council to include any assistance that may be required in those entities promotional efforts.	Completed.	This is an ongoing effort. We work with representatives of these agencies on a regular basis on a wide variety of City projects.
Contractor shall coordinate promotional and public relations efforts for other marketing activities including signature special events that have a high return on investment (ROI) for bringing visitors to the City.	Completed.	This is an ongoing effort. We have coordinated with major events coming in to the City. We offer services and assist in promotion of these events.
Contractor must obtain prior approval from the TDC of each new marketing and advertising campaign and its associated budget, goals, and evaluation metrics prior to implementing such campaign.	Completed.	Visit Jacksonville will continue to present any advertising campaign information to the TDC prior to launching future campaigns.
Each marketing and advertising campaign proposed by the Contractor for TDC review and approval shall be consistent with the Comprehensive Marketing Plan and the Annual Marketing Plan.	Completed.	Each campaign will be consistent with the marketing plan.
Contractor shall prepare a quarterly report to be presented in writing to the TDC and in person at each regularly scheduled TDC meeting describing all marketing promotional and advertising activities conducted in the prior quarter by month.	Completed.	See Quarterly reports that have been presented to the TDC.
Report shall include copy and market targets for all digital advertising, including impressions, click throughs and evidence of impact.	Completed.	See Quarterly reports that have been presented to the TDC.
The report shall include clippings of all media placements with the ad value derived from the story including circulation as well as clippings of all earned media and samples of any other promotion, marketing or advertising material prepared in the preceding quarter, its distribution, value and should include the click through data and market characteristics.	Completed.	
Contractor shall prepare a quarterly report comparing the number of leisure visitors by month to the same month in the prior 3 years. If a particular event or factor was a significant contributing factor in the increase or decrease, explain and if necessary extend the time period covered to address such impact.	Completed.	Website reference: https://www.visitjacksonville.com/about/research-information/

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In report, identify the correlation and direct impact of any marketing campaign that promoted a particular event to the increase in leisure and tourism that resulted.	N/A	No particular events were included in advertising this year.
If a particular campaign does not achieve demonstrable results, explain the criteria that will be used to determine its continuance.	Completed.	This is presented quarterly to the TDC by the Dalton Agency.
On no less than an annual basis Contractor shall provide the TDC with a written report on the status of coordination efforts with each of the above, any obstacles or challenges encountered and offer suggestions for better coordination in the future.	Completed.	This is presented briefly in Quarterly reports from this prior year. More detail will be provided in our annual report.
For specific TDC approved marketing & advertising campaigns, Contractor's satisfactory performance under this Contract shall be directly tied to goals and metrics presented by the contractor and approved by the TDC at the time of Contractor's specific marketing and advertising campaign requests.	Completed.	Year-to-date numbers are reported in Visit Jacksonville's Quarterly and Annual Reports.
Contractor's performance for marketing and advertising campaigns will be based on quarterly reports provided by Contractor that will include data, number of people, geography and information source as well as certain key adult segments to be designated by the TDC.	Completed.	Year-to-date numbers are reported in Visit Jacksonville's Quarterly and Annual Reports.
Contractor shall provide a written monthly report summarizing Contractor's performance and any deliverables that Contractor is required to report or update the TDC on the services provided per the Marketing RFP.	Completed.	2017-2018 we were preparing this information on a Quarterly basis. Now that TDC is meeting 10 months out of the year, we will have a summary report provided monthly to the Executive Director of the TDC and it can then be determined if that should be presented at the TDC meeting.