

**DUVAL COUNTY TOURIST DEVELOPMENT COUNCIL
STRATEGIC PLAN SUBCOMMITTEE MEETING MINUTES**

**Thursday, March 16, 2023, 10:45 a.m.
City Hall - Lynwood Roberts Room**

TDC Members: Angela Phillips (Chair), Jitan Kuverji, Dennis Thompson, Dennis Chan

TDC Staff: Carol Brock (Executive Director), Brett Nolan (Administrator), Phillip Peterson (Auditor), and Reece Wilson (Office of General Counsel)

Additional Attendees: Michael Corrigan and Sarina Wiechens – Visit Jacksonville; Alex Baker and Dinah Coleman-Mason – City of Jacksonville, Procurement Division

I. Welcome and Call to Order

Chair Phillips

Chair Phillips called the meeting to order at 10:45 a.m. and the attendees introduced for the record.

II. Public Comments Including Action Items

Chair Phillips

Public Comment: None

III. Procurement Process & JSEB Requirements

Alex Baker & Dinah Coleman-Mason

Chair Phillips introduced Alex Baker and Dinah Coleman-Mason from the City of Jacksonville Procurement Division to explain the procurement process. Ms. Brock noted that Ms. Baker and Ms. Mason-Coleman were subject matter experts and would be assisting the committee throughout the process wherever needed. With the City's procurement process, Ms. Brock explained there are many procurement guidelines and procedures unique to the City, and the TDC must adhere to, including Jacksonville Small and Emerging Business (JSEB) requirements, an area Ms. Coleman-Mason specializes in.

Ms. Baker, Professional Services Specialist with Procurement, began with the RFP needing to be assembled with a scope of services and then determine how long it would be advertised, which is a minimum of 21 days. She explained that if the committee had a list of suppliers they wanted to ask to submit an RFP, Ms. Baker would send out an invitation letting them know an RFP was about to be advertised in the event they would like to submit one by a set date. Once submitted, if the applicants have any questions, they must be sent to Ms. Baker, as she is the liaison between the applicants and the TDC. Applicants and the TDC cannot contact anyone during this process as it is bound by ex-parte communication. No one is allowed to discuss with anyone trying to send in a proposal except for Ms. Baker. At the end of the minimum days, subcommittee members would receive the proposals, and, at that time, they select one to provide the service.

Ms. Brock asked Ms. Coleman-Mason to explain the JSEB component for the RFP process. Ms. Coleman-Mason informed the subcommittee that the JSEB component is a requirement to help the City's small businesses and reviewed the scope of the work her office does in this part of the procurement process. She explained they looked at this project and set a 10% goal to include JSEBs in the RFP for the TDC Strategic Plan as there are small businesses with this area of expertise within Jacksonville. Additionally, Ms. Coleman-Mason told the board about good faith efforts. This means that should the JSEBs not work out or fit the scope of work needed but the TDC tried to meet their JSEB goal, then that was a good faith effort by the TDC to meet those requirements.

Chair Phillips asked what the threshold of being considered a small business is to which Ms. Coleman-Mason answered that there are certain specifics to qualify as a small business within Duval County. Mr. Corrigan questioned if the JSEB development is instead of the procurement process or in addition to. Ms. Coleman-Dinah said it is part of the procurement process. Mr. Corrigan asked how frequently JSEBs ask to bid for RFPs or does the City have to convince them to bid. Ms. Coleman-Mason said when they review bids, the City does ask them if

they have any interest in applying. If the City does not get enough JSEBs to show interest, then they can't move forward with placing specific goals on the RFP. Mr. Corrigan shared concerns about how to attract enough bidders and what does the TDC need to do differently to gain more interest.

Ms. Coleman-Mason asked if the subcommittee has reached out to any other cities regarding making a strategic plan to which Mr. Kuverji answered that research has been done into what other cities have done. Mr. Kuverji asked who came up with the scope of services for the last RFP. Ms. Brock explained that the last RFP was done in 2019 and the scope was determined by the TDC and TDC Staff at that time, however, it was put on pause due to the COVID-19 pandemic. She continued that they essentially used the same scope when brought back in 2022.

IV. Strategic Plan Request for Proposal Discussion

Chair Phillips

Ms. Phillips moved into discussion on the scope for the new RFP. She explained the best thing to do is to look at the previous scope of services and determine what is still viable for the next one and build off that. She directed the committee to go task by task. The four tasks from the previous RFPs were: (1) Competitive Assessment, identifying the current market position, helping Duval County's TDC be equipped with the necessary data on which to base future investment decisions and prioritize projects; (2) Assessment & Definition of Duval's Tourism Market Perception, data that will help the TDC, Visit Jacksonville, and the industry at large understand how outside markets, tourists, and businesses view Duval County and the greater Jacksonville, FL area as a destination; (3) Value Assessment of Sub-Markets & Strategic Prioritization, how to determine the highest and best use of future investments and industry support, how the TDC needs to understand what sub-markets Duval is most primed to leverage; and (4) Strategic Investment Strategy For 1-5 year Period, understanding what level investment is required to meaningfully advance a sub-sector that is vital for the TDC to understand so that they can appropriately fund initiatives and save for future larger-scale development.

Ms. Brock shared that given our partnership with Visit Jacksonville, some of these tasks may no longer be needed. Mr. Corrigan explained that the first task seemed like a visitor survey, which was talked about briefly at the last TDC meeting. He continued that the four tasks are missing leisure meetings.

Ms. Phillips feels that both task one and two would fit in with a visitor survey and would like the subcommittee to recommend completing a visitor survey prior to a strategic plan being done. She explained that a visitor survey could greatly benefit this process and would not want to rush this process given the TDC is looking several years ahead. Mr. Corrigan advised that the visitor survey be a separate contract and would require additional funding.

Mr. Thompson agrees that the TDC needs to take its time and do this right and asked what is already in the RFP that Visit Jacksonville has answers to.

Chair Phillips followed up by asking about the visitor survey, should it get approved in the April meeting, how long would it take to get the survey. Sarina Wiechens, Chief Operating Officer of Visit Jacksonville, explained the timeline, given the various options that Visit Jacksonville were reviewing for the visitor survey, the results would be in by September or October of the next fiscal year.

The Chair asked about the idea of doing a Request for Qualifications (RFQ) as preliminary to an RFP, focusing on task three and four as its scope. Ms. Baker discussed those options with the subcommittee to determine which consultants would qualify for this project. Ms. Baker and Ms. Coleman-Mason were unsure of some of the answers but would research further and provide the subcommittee with an update at a later meeting.

Ms. Phillips suggested that the subcommittee first recommend to the TDC to conduct a visitor survey. Ms. Brock asked for an estimated cost of this survey to which Ms. Wiechens answered around \$100k-\$150k. Mr. Peterson suggested that the \$150k currently set aside for the strategic plan be used for the visitor survey as the strategic plan would not happen in the current fiscal year, then budget for the plan in the next year budget. Ms. Phillips followed up with Ms. Wiechens and it was decided Ms. Wiechens would provide the board with a scope of services based on the discussions during the meeting.

Ms. Brock explained the timing for this request would take place at the same TDC meeting that the FY23-23 budget would be presented. The next regular meeting will be held in April.

Mr. Thompson asked if they could task the entire project to Visit Jacksonville as they have ample experience in this realm. Mr. Corrigan shared his opinion that Visit Jacksonville would need a visitor survey prior to taking on a task such as a strategic plan. He also feels that if Visit Jacksonville took this on, they would most likely hire a consultant to conduct the strategic plan and manage the process for the TDC. Mr. Thompson continued by saying this process would certainly streamline the project and provide for more efficiency.

Motion: (Thompson / 2nd Kuverji) Recommend to the TDC to reallocate the funding that is currently in this fiscal year for conducting a strategic plan to be given to Visit Jacksonville to conduct a visitor survey not to exceed \$150,000 and payable on a reimbursement basis. – **approved unanimously.**

V. Closing Comments and Adjournment

Chair Phillips

In closing, the chair thanked the members of the subcommittee and those in the audience for attending.

The meeting was adjourned at 12:02 p.m.

Meeting minutes respectfully submitted by Brett Nolan, TDC Administrator.

These minutes were approved at the TDC Regular Board meeting on April 27, 2023.

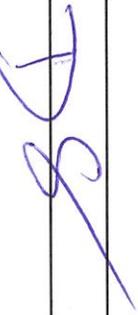
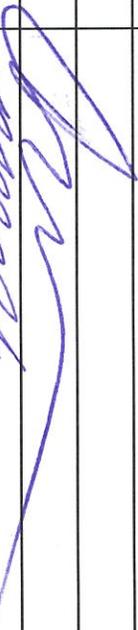


TOURIST DEVELOPMENT COUNCIL SUBCOMMITTEE MEETING

Thursday, March 16, 2023, 10:45 a.m.

Attendance Record Sign-In Sheet



PRINT NAME	SIGNATURE
Angela Phillips, Subcommittee Chair	
Jitan Kuverji, TDC Member	
Dennis Thompson, TDC Member	
CP Terrance Freeman, TDC Chair	
CVP Ron Salem, TDC Vice Chair	
CM Aaron Bowman, TDC Member	
Dennis Chan, TDC Member	
Joe Hindsley, TDC Member	
Mark VanLoh, TDC Member	
Carol Brock, TDC Executive Director	
Brett Nolan, TDC Administrator	
Phillip Peterson, Asst. Council Auditor	
Reece Wilson, OGC	