



DESTINATION PANAMA CITY  
SCHEDULED MEETING

April 25, 2017

9:00 A.M. (approx. – immediately following the Community Redevelopment Association meeting which follows the Regular City Commission Meeting)  
City Hall Commission Chamber

- 1) Roll Call
- 2) Acceptance of Financial Report Period Ending 2/28/17
- 3) Selection of Chairman
- 4) Amended 2017 Program of Work
  - a) Marketing Narrative & Power Point
  - b) Media Plan Overview
- 5) Practices & Procedures Policy
- 6) Special Event Grant Sponsorship
- 7) Riverway South Membership
- 8) Administrative Update
- 9) Next Meeting – July 25, 2017
- 10) Public Participation
- 11) Adjournment



**Panama City Community Development Council  
dba Destination Panama City  
Agenda Item Summary**

**1. PRESENTER NAME:**

Jennifer M. Vigil  
President & CEO

**2. MEETING DATE:**

4/25/17

**3. REQUESTED MOTION/ACTION:**

Accept Financial Report for Period Ending 2/28/17 as prepared by CFO, Darlene Hachmeister.

**4. AGENDA**

PRESENTATION ☐  
PUBLIC HEARING ☐  
CONSENT ☐  
REGULAR ☒

**5. IS THIS ITEM BUDGETED (IF APPLICABLE)?:** YES ☐ NO ☐ IF NO, STATE ACTION REQUIRED ☐ N/A

BUDGET ACTION:

FINANCIAL IMPACT SUMMARY STATEMENT:

DETAILED ANALYSIS ATTACHED?: YES ☐ NO ☐

**6. BACKGROUND:** (WHY IS THE ACTION NECESSARY, WHAT ACTION WILL BE ACCOMPLISHED, (WHO, WHERE, WHEN & HOW))

At each quarterly meeting of Destination Panama City (PC-CDC) the Board reviews and accepts the most up to date financial report as prepared by the CFO. The report is attached.

PANAMA CITY  
COMMUNITY DEVELOPMENT COUNCIL, INC  
CDC

Financial Report

For the period ended February 28, 2017

Panama City Community Development Council, Inc.

Statement of Net Position, **UNAUDITED**

February 28, 2017

*Interim financial reporting: for internal management use only*

**Assets**

Cash and cash equivalents	\$ 81,718
Accounts Receivable	103,212
Equipment & furniture	2,663
Allowance for depr/amort	(133)
<b>Total assets</b>	<u>187,460</u>

**Liabilities and Net Position**

Liabilities:

Accounts payable	\$ 149,701
Accrued other liabilities	2,953
Deposits	100,000
Deferred revenues	79,860
<b>Total liabilities</b>	<u>332,514</u>

Net position:

<b>Unrestricted net position</b>	(145,054)
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<b>Total liabilities and net position</b>	<u>\$ 187,460</u>
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*Final audited balances may vary from interim financial reports.*

Panama City Community Development Council, Inc.  
Statement of Revenues, Expenses, and Changes in Net Position **UNAUDITED**  
For the period ended February 28, 2017  
*Interim financial reporting; for internal management use only*

	Adopted Budget	Budget Amendments	Amended Budget	Y-T-D Actual
<b>Revenues:</b>				
Intergovernmental:				
Bay County TDC Contract	\$ 1,100,000	\$ -	\$ 1,100,000	\$ 720,607
Advertising revenue PC CDC	-	-	-	500
Total intergovernmental	1,100,000	-	1,100,000	721,107
Miscellaneous:				
Investment/Interest earnings	-	-	-	154
Miscellaneous	-	-	-	662
Total miscellaneous	-	-	-	816
<b>Total Revenues</b>	<b>1,100,000</b>	<b>-</b>	<b>1,100,000</b>	<b>721,923</b>
<b>Expenses:</b>				
Personal services	232,910		232,910	77,642
Operating expenses:				
Professional Services	50,000		50,000	-
Professional Services-DIB	-		-	-
Accounting & Auditing	11,000		11,000	5,008
Other Contractual Svcs	26,250		26,250	11,847
Travel and Per Diem	17,500		17,500	4,087
Non-staff Travel Expenses	8,000		8,000	1,592
Communication Services	9,000		9,000	2,146
Freight & Postage Service	36,000		36,000	1,000
Utility Services	5,500		5,500	1,965
Rental & Leases	36,000		36,000	10,100
Insurance	5,000		5,000	6,724
Repairs & Maintenance Svc	5,000		5,000	4,405
Printing & Binding	50,000		50,000	1,268
Promotional Activities	1,321,840		1,321,840	724,580
Other Current Charges	25,000		25,000	1,938
Office Supplies	3,000		3,000	-
Operating Supplies	30,000		30,000	5,653
Books Publications Memberships	15,000		15,000	10,843
Training	10,000		10,000	-
Capital Outlay:				
Machinery & Equipment	3,000		3,000	-
Other uses:				
Other Uses	-		-	-
<b>Total Expenses</b>	<b>1,900,000</b>	<b>-</b>	<b>1,900,000</b>	<b>870,798</b>
<b>Net change in net position</b>	<b>\$ (800,000)</b>	<b>\$ -</b>	<b>\$ (800,000)</b>	<b>\$ (148,875)</b>
<b>Net position-beginning of year</b>				<b>3,821</b>
<b>Net position-end of year</b>				<b>\$ (145,054)</b>

*Final audited balances may vary from interim financial reports.*



## Tourist Development Tax, Bay County, Florida

Revenue Analysis  
Panama City  
Fiscal Years Ending September 30, 2017 and 2016

Month	2016-2017	2015-2016	\$ Variance	% Variance
October	\$ 112,754	\$ 94,571	\$ 18,183	19.23%
November	73,327	66,060	7,267	11.00%
December	65,657	62,080	3,577	5.76%
January	70,339	78,155	(7,816)	-10.00%
February	85,637	92,804	(7,168)	-7.72%
March			0	n/a
April			0	n/a
May			0	n/a
June			0	n/a
July			0	n/a
August			0	n/a
September			0	n/a
Total	\$ 407,714	\$ 393,671	\$ 14,043	3.57%

Bay County Tourist Development Tax, Post Office Box 1230, Panama City, Florida 32402  
Express Delivery: 228 E. Fourth Street, Panama City, Florida 32401  
Phone: (850) 747-5226 Fax: (850) 747-5212  
Visit us at: <https://TDC.BayCoClerk.com/TouristTax/> Email: [TDC@BayCoClerk.com](mailto:TDC@BayCoClerk.com)





**Panama City Community Development Council  
dba Destination Panama City  
Agenda Item Summary**

**1. PRESENTER NAME:**

Jennifer M. Vigil  
President & CEO

**2. MEETING DATE:**

4/25/17

**3. REQUESTED MOTION/ACTION:**

Identify organizational officer of Chairman for the PC-CDC Board.

**4. AGENDA**

PRESENTATION ☐  
PUBLIC HEARING ☐  
CONSENT ☐  
REGULAR ☒

**5. IS THIS ITEM BUDGETED (IF APPLICABLE)?:** YES ☐ NO ☐ IF NO, STATE ACTION REQUIRED ☐ N/A

BUDGET ACTION:  
FINANCIAL IMPACT SUMMARY STATEMENT:

DETAILED ANALYSIS ATTACHED?: YES ☐ NO ☐

**6. BACKGROUND:** (WHY IS THE ACTION NECESSARY, WHAT ACTION WILL BE ACCOMPLISHED, (WHO, WHERE, WHEN & HOW))

Since inception, Commissioner John Kady, has served as Chairman of the Panama City Community Development Council, Inc. With the upcoming departure of Chairman Kady, and our next quarterly meeting not being until July 25, 2017, we respectfully ask the Board to address the organizational roles of the Board of Directors. Currently, Mayor Greg Brudnicki serves as the Treasurer.



**Panama City Community Development Council  
dba Destination Panama City  
Agenda Item Summary**

**1. PRESENTER NAME:**

Jennifer M. Vigil  
President & CEO

**2. MEETING DATE:**

4/25/17

**3. REQUESTED MOTION/ACTION:**

Approve the Amended 2017 Program of Work

**4. AGENDA**

PRESENTATION ☐  
PUBLIC HEARING ☐  
CONSENT ☐  
REGULAR ☒

**5. IS THIS ITEM BUDGETED (IF APPLICABLE)?:** YES ☐ NO ☐ IF NO, STATE ACTION REQUIRED ☐ N/A

BUDGET ACTION:  
FINANCIAL IMPACT SUMMARY STATEMENT:

DETAILED ANALYSIS ATTACHED?: YES ☐ NO ☐

**6. BACKGROUND:** (WHY IS THE ACTION NECESSARY, WHAT ACTION WILL BE ACCOMPLISHED, (WHO, WHERE, WHEN & HOW))

Pursuant to the current marketing contract, unanticipated revenue and carryover funds from prior years are to become immediately available to the PC-CDC at the close of the annual financial audit. The PC-CDC audit was complete and accepted by the Board in February 2017.

The total of unanticipated revenue (which is revenue generated above budgeted projections) and carryover funds from prior years has been identified by the Clerk of Court Finance Department as \$1,261,911. During the 2017 budget preparation cycle, conservative estimates of carryforward are used in the formulation of the program of work. The originally approved budget included \$800,000 as the cash carryforward.

Now that the audits are complete and unanticipated revenue is recognized an amended program of work and budget must be completed and approved.

The following pages represent the 2017 Amended Program of Work. Upon approval by the PC-CDC Board, this amended program of work must also be presented and approved by the Bay County Board of County Commissioners.



**Panama City Community Development Council**  
**Destination Panama City**  
**FY2017 Program of Work**

**04/29/2017**

**Introduction**

Created in January 2015, the Panama City Community Development Council is the newest Destination Marketing Organization in the state of Florida. The organization was established under the name Panama City Community Development Council (PCCDC); however, with growing concerns over the Zika virus in the state of Florida, a strategic decision was made to publicly operate under the name of Destination Panama City. It highlights our region as a destination, provides name recognition, and departs from potentially negative connotations associated with the more nationally known CDC (Center for Disease Control).

FY2016 served as the first fully functional year of the organization with a great deal of the initial efforts directed at establishing a solid foundation for the destination brand. A brand logo and theme line were approved. A Visitors Information Center was opened. A comprehensive Visitors Guide was created & printed for distribution. An informative website was developed in conjunction with a full spectrum social media presence. This year's Program of Work will continue to focus on the strategy and planning that was skillfully executed during the destinations launch to further establish Panama City as a tourist destination. Following are a brief description of the Program of Work Components:

- **Marketing / Media Plan** – A comprehensive strategic marketing plan complete with proposed media buy to solidify a strong brand identity and increase year round tourism for Destination Panama City setting the stage for long-term growth.
- **Visitor Information Services** – Operate and maintain an attractive Visitors Information Center in each of the historic districts recognized in the tourism reports adopted by the Board in December 2015, aiding guests with inquiries and both current and historical information about the destination.

- **Special Events Grant Sponsorship Program** – Provide interagency liaison assistance, event management guidance, review and monitor event planning, scheduling, and advertising activities, ensuring proposed events meet the brand standards desired by the destination, and determining and recommending financial assistance for targeted market advertisement for the purposes of enhancing the guest experience and attracting new guests.

## **Marketing / Media Plan**

A comprehensive and complimentary marketing, public relations, event promotion, hospitality partner education, and visitor's information services program has been established to attract a targeted demographic of visitors to the City of Panama City. In FY2016, Destination Panama City entered into contract with our Marketing Agency of Record, Robin Malpass & Associates, and the Lou Hammond Group for Social Media and Public Relations services. The overall destination marketing goals of the marketing, social media and public relations campaigns are to:

- Establish Panama City as a leisure destination of regional and national importance.
- Establish Panama City as a water sports destination of national and international importance.
- Establish Panama City as a destination fueled by a creative economy with opportunities for creative engagement.
- Establish Panama City as a destination for small groups, meetings and events.

Based on the destination products, assets and the marketing goals, the target audiences for visitor recruitment are identified as:

- Cultural visitors, including culinary, arts, and entertainment enthusiasts
- Water sport recreationalists, including boating, fishing, kayaking, and paddle boarding
- Small groups for tour operators, family, and military reunions
- Weddings
- Small meetings, educational seminars, sessions, and conferences

To increase the probability of visitor response, the destination marketing campaigns are focused on reaching the identified target audience members in specific geographic regions within the United States that have ease of access. The regions represent cities with direct flight access from the Northwest Florida Beaches Airport or within driving distance to Panama City. The geo-targeted markets include:

- Baltimore, MD / Washington DC

- Birmingham, AL
- Chicago, IL
- Dallas, TX / Ft Worth, TX
- Detroit, IL
- Dothan, AL
- Houston, TX
- Nashville, TN / Knoxville, TN
- Tallahassee, FL

To fulfill the destination marketing goals, in FY2016 Destination Panama City launched a robust leisure advertising, public relations, and social media campaign around the concept “Uniquely PC.” The concept reflects the destination brand’s core assets as defined in the Brand Promise.

### **Brand Promise**

*Only in Panama City can one experience waterfront access to historic St. Andrews Bay, year round recreational activities and a diverse selection of unique and cultural amenities housed within a community that intelligently blends innovation and creativity.*

The direct response campaign included a call to action encouraging respondents to visit [www.DestinationPanamaCity.com](http://www.DestinationPanamaCity.com), the official website for Destination Panama City. The official website provides information, a comprehensive community events calendar, a downloadable digital Visitors Guide, the ability to order a printed Visitors Guide, a robust inventory of hospitality partners (lodging, retailers, restaurants, event venues, activities, and cultural amenities).

A trip contesting component was featured on the website to capture potential visitor information for future promotional contact. To maximize the campaign’s response, a variety of mediums were employed, including print, digital, outdoor, and national television advertising, specifically national public television networks in the identified target markets. Public television programming delivers cultural audiences with expendable income who support cultural activities, a highly desirable demographic for Panama City to recruit and retain.

Print media aesthetically showcased the destination as a water sport paradise as well as a unique creative community, and plenty of opportunities to enjoy our culinary masterpieces. A full listing of the print and digital media buys is attached as Exhibit 1.

Online marketing through social media channels will be utilized to develop and build a strong strategic program that facilitates a “social persona” based on Panama City’s brand identity while ensuring a consistent style and tone of voice. Actively following and engaging community influencers will aide in energizing engagement through meaningful, purpose

driven content. The creation of compelling digital campaigns will propel destination awareness through creative messaging and constant monitoring of post analytics.

The Destination Panama City staff, Robin Malpass & Associates, and the Lou Hammond Group will work collaboratively to pitch editorial stories, garner interest from travel writers, book press trips and actively participate in trade shows. Brand activations, a physical presence in a target market, during high profile, heavily attended events will also be utilized to allow our potential guests the ability to “get to know us”.

### **Visitor Information Services**

Destination Panama City had its official ribbon cutting and grand opening on June 10, 2016. It was an immensely successful event that made the front page (above the fold) of the local newspaper - <http://www.newsherald.com/news/20160610/welcome-to-panama-city-visitors-information-center-opens-in-st-andrews>. In compliance with Visit Florida’s Certified Tourism Information Center criteria, the Destination Panama City Visitors Center, located at 1000 Beck Avenue, is open Monday through Friday, 8:00 a.m. – 5:00 p.m., and Saturday from 10:00 a.m. – 2:00 p.m.

The Visitors Center is staffed with paid employees, community volunteers, and college interns (majoring in Marketing, Public Relations, Communications, or Journalism). Staff is trained to provide information and recommendations to visitors regarding local and regional attractions, shopping, and culinary experiences. Staff routinely ensures public areas are clean and accessible, that brochures, rack cards, menus, special event schedules, and area business information is available and current.

### **Administrative Overview**

Quarterly PCCDC Board meetings are scheduled with occasional special meetings called for time sensitive issues. The President & CEO provides a status report on current activities, collections, special events, and financial position. The Quarterly Board Meetings are generally scheduled for the fourth Tuesday of the quarter; special meetings are called when necessary. All meetings are compliant with Sunshine Law meeting notice requirements.

### **Corporation Objectives**

PCCDC manages the activities of the organization in compliance with local, state, and federal laws, ordinances and practices. The PCCDC retains the City of Panama City City Clerk for services of accounting, financial reconciliation, pre-audit and payroll. The PCCDC also retains a third party Certified Public Accountant to complete a post fiscal year audit of financial activity. The end of year audit report is delivered to the PCCDC Board of Directors, the Bay County Tourist Development Council, the Bay County Board of County Commissioners and the Bay County Clerk of Court. The PCCDC retains Attorney Mike Burke, of Burke & Blue, as the PCCDC Board Attorney as legal advisor.

## **Special Events Grant Sponsorship Program**

Area special events aide to increase guest interest and traffic to the destination. A Special Events Grant Sponsorship Program has been developed with the grant application available online at [www.DestinationPanamaCity.com](http://www.DestinationPanamaCity.com) for community partners and event management organizers to easily download and submit.

Consideration of grant applications is heavily weighted on the diversification of the calendar year to ensure that off-peak, or shoulder seasons, are more heavily promoted to ensure the greatest potential of increase in terms of occupancy rates, average daily rates, and year round exposure that promote overnight stays, awareness of the destination, and brand recognition for Panama City.

Destination Panama City reviews sponsorship applications throughout the calendar year that will enhance the visitor experience and generate overnight stays with our lodging partners. Sponsorship can include both financial support as well as in-kind services. Destination Panama City will devote resources in FY2017 to the development of signature events for Panama City in addition to aiding organizations that plan community events supporting the mission of Destination Panama City and reflect a positive community image for the destination in outside markets.

A tentative list of supported events includes, but is not limited to:

- ☐ Krewe of St. Andrews Mardi Gras Parade
- ☐ Panama City Boat Parade
- ☐ Sport Fishing Tournaments
- ☐ Sailing / Regatta Races
- ☐ Panama City POPS & Panama City Music Association
- ☐ Creative Con
- ☐ Oktoberfest
- ☐ July 4<sup>th</sup> – Salute to Freedom

## **FY2016 Results**

Although the FY2016 Destination Marketing Campaign has been in market less than a year, it has produced measurable results that provide insight into the Destination Panama City visitor



profile. Through the application of Google analytics to the [www.DestinationPanamaCity.com](http://www.DestinationPanamaCity.com) website, a total of 24,000 website user sessions have been confirmed with 83% being generated by first time users. Through the Google analytics a set of visitor profile data has emerged, including:

#### **Age Demographics**

#1 - 55-62  
#2 - 45-54  
#3 - 25-34

#### **Gender**

Female 55%  
Male 45%

#### **Top 10 Cities**

Panama City  
Atlanta  
Orlando  
Panama City Beach  
New York  
Nashville  
Chicago  
Frankfurt, Germany  
Tallahassee

#### **Devices Used**

52% - Desktop Users\*  
35% - Mobile Users  
13% - Tablet Users

\*Desktop users spent almost 2x the amount of time on [www.DestinationPanamaCity.com](http://www.DestinationPanamaCity.com) than other device users.

#### **Website Behavior**

The pages visited most often on DestinationPanamaCity.com were:

1. Events
2. Trip Contest
3. Visitors Guide
4. Lodging
5. Things to Do
6. Contact Us
7. Marinas
8. Dining

#### **Contest Analysis**

The contesting component incorporated into the direct response advertising campaign provides an opportunity to capture visitor information for future contact and an opportunity to analyze the visitor data. Since the launch in June 2016, 1732 individuals have registered for a trip contest. The states with the most entries are:

1. Florida
2. Georgia
3. Tennessee
4. Maryland
5. Alabama
6. Missouri
7. Texas
8. New York
9. Illinois
10. New Jersey

In 2016, a visitor communications program was launched that includes a monthly consumer electronic newsletter with information on Destination Panama City upcoming events, area attractions, people, and places of interest. Individuals who registered for a contest, requested a Visitor Guide or signed up to receive the newsletter on [www.DestinationPanamaCity.com](http://www.DestinationPanamaCity.com) receive the monthly mailing. The open and click-thru rates are above industry standards and demonstrate a successful connection with the target audience.

**Average Open Rate 24%**

**Average Click-Thru Rate 11%**

Additionally, in FY2016 a monthly electronic newsletter for Destination Panama City tourism partners was launched to engage local partners in the Destination Panama City program of work. The open and click through rates for the newsletter indicates a high level of engagement was achieved.

**Average Open Rate 38%**

**Average Click-Thru Rate 9%**

While FY2016 visitor response analysis indicates a positive campaign performance, it also identifies an ongoing challenge of how to carve out a unique identity as a tourism destination for Destination Panama City. This is a greater challenge for Destination Panama City than for most new tourism destinations, due to its proximity to Panama City Beach, a long-established tourism destination with nearly the same name and geographic location.

This challenge is exemplified on the [www.DestinationPanamaCity.com](http://www.DestinationPanamaCity.com) website, where user sessions from Germany, the United Kingdom and France register a bounce rate of nearly 97%. This

indicates that individuals coming to the site are leaving in less than one minute. It is probable that they are seeking the website of Panama City Beach.

The FY2016 results analysis were instrumental in streamlining strategies for FY2017, including the confirmation of target audience profiles and the expansion of geographic market opportunities.

#### 2017 Target Audience Profiles

- Cultural visitors, including arts, culinary and entertainment enthusiasts
- Water sport visitors, including sailing, motor-boating, charter, fishing, kayaking, and diving enthusiasts
- Group tour operators and planners for small meetings and events, including family and military reunions

The geographic market response in FY2016 indicates that there is additional opportunity for tourism recruitment in the states of Texas, Illinois, New York, and New Jersey. These markets provide exposure to large population segments, with many of the states' major cities offering direct flights to Panama City. The challenge is to cover more markets in FY2017 without losing footing in the FY2016 target markets.

#### **Quantitative & Qualitative Organizational Goals for FY2017**

While FY2016 provides indicators of performance and serves as a baseline for evaluating current and emerging trends, the organizational goals for FY2017 move the initiatives into the secondary phase of establishing a solid foundation and preparing for future tourism growth and development.

The goal of increasing bed tax revenue over prior year by 5%, through increased occupancy and average daily rates remains a top priority. Likewise, the evaluation of digital analytics for website, social media, visitor inquiries, subscriber database, and Visitor Guide lead fulfillment will be tracked and reported for use in decision making and future strategic and financial planning. A goal of a 10% increase over FY2016 will be applied to digital, social and subscriber analytics.

#### **Marketing / Media Plan**

It is vital that the messaging for FY2017 continues to be crafted to set Panama City apart from other destinations, particularly Panama City Beach. As a result, the marketing messages will continue to focus on people, attractions and places that are “*Uniquely PC.*”

For the leisure market, we will focus messaging and media strategies around two Uniquely PC opportunities in FY2017:

Oysters - Panama City has a rich culinary heritage of serving oysters, and this year a second Panama City resident will represent the United States in the International Oyster Shucking competition in Galway Ireland.

Ukuleles – Panama City’s affinity for entertainment is uniquely displayed in its 200-piece ukulele orchestra. This year the inaugural “Strummin Man” international ukulele festival will host ukulele players and enthusiasts from around the world.

Both opportunities provide a uniqueness that solely belongs to Panama City and are in alignment with the audiences’ interests as demonstrated by the FY2016 Google Analytics: arts, entertainment, and food.

The messaging strategies for FY2017 include 360 video, an exciting new format that engages audience members in expanded visuals, as well as contesting and editorial outreach to capitalize on the unique storytelling opportunities.

The FY2017 media plan strategies are closely aligned with outlets who have a demonstrated following of baby boomers and millennials, whose interests are art, entertainment, and food. Additionally, a continued effort will be made to establish Panama City as a water sports destination which speaks to the fresh seafood and Gulf Coast location.

In addition to media placements and editorial outreach, a series of itineraries will be launched in FY2017 that can be adapted for group tours and reunion planners. The itineraries will be housed on the [www.DestinationPanamaCity.com](http://www.DestinationPanamaCity.com) website and include half-day, one-day and two-day options by area of interests, including culinary, water, shopping/antiquing, art, family-friendly, romance, military, girlfriend getaway, and eco-tourism.

To better support Destination Panama City's tourism partners, an FY2017 cooperative advertising program has been created. It allows tourism partners to take advantage of Destination Panama City's media purchases at a discounted rate. To date, four co-op advertising programs have been introduced, including:

- Print Advertising – Emerald Coast Magazine, The Circuit Magazine
- Online Advertising- Trip Advisor
- Outdoor Advertising – Lamar Digital Billboard

The FY2017 media plan is in market with a spend of \$170,000. A reserve of \$330,000 will be placed in the identified target markets from June-September with the goal of retaining current visitor respondents while attracting new respondents in the opportunistic markets. With a limited budget, marketing, advertising and public relations strategies are being carefully crafted to minimize costs and maximize impacts in FY2017.

The geographic target markets for visitor recruitment will include the drivable Southeastern United States Market and the following metropolitan areas:

- ☐ Atlanta, GA
- ☐ Baltimore, MD / Washington DC
- ☐ Birmingham, AL
- ☐ Chicago, IL
- ☐ Dallas, TX / Ft Worth, TX
- ☐ Detroit, IL
- ☐ Dothan, AL
- ☐ Houston, TX
- ☐ Nashville, TN / Knoxville, TN
- ☐ New York
- ☐ New Jersey
- ☐ St. Louis, MO
- ☐ Tallahassee, FL

The target audiences for visitor recruitment are cultural visitors, arts & entertainment enthusiasts, water sport recreationalists (including boating, fishing, kayaking, and paddle boarding), small groups for tour operators & family / military reunions, weddings, and educational seminars / sessions / conferences.

Destination Panama City will continue to provide both digital PDF and printed options for the Visitors Guide. The guide serves as our primary piece of branded collateral that will be routinely distributed to guests staying at our lodging partners, direct mail fulfillment and small groups visiting the destination. The guide is also available at the Northwest Florida Beaches International Airport and the five Visit Florida Welcome Centers, and local community partner agencies.

**Visitor Information Services** – Continue to operate and maintain an attractive Visitors Information Center to aid guests with inquiries and both current and historical information about the destination.

**Special Events Grant Sponsorship Program** – Provide interagency liaison assistance, event management guidance, review and monitor event planning, scheduling, and advertising activities, and ensuring proposed events meet the brand standards desired by the destination. Determining and recommending financial assistance for targeted market advertisement for the purposes of enhancing the guest experience and attracting new guests.

In summary, in FY2017 Destination Panama City will strive to build off the success of the FY2016 tourism program launch while continuing to build a unique identity for tourists seeking an authentic Florida experience.

**FY 2017 Proposed Budget  
Destination Panama City  
Panama City Community Development Council**



## FY17 Budget Expenditures

ACCOUNT	Actual FY16	Proposed FY17	Amended FY17	Percent Change
51200 - Regular Salaries	124,390.04	180,000.00	193,620.00	8%
51400 - Overtime	0.00	0.00	2,000.00	0%
51500 - Special Pay	5,500.00	6,000.00	6,000.00	0%
52100 - FICA	10,125.58	13,410.00	14,574.00	9%
52200 - Retirement Contributions	8,615.53	15,000.00	9,450.00	-37%
52207 - Health Insurance	7,438.63	11,000.00	38,000.00	245%
52208 - Dental Insurance	260.26	1,000.00	2,000.00	100%
52300 - Life Insurance	377.50	2,000.00	1,000.00	-50%
52400 - Workers Comp	225.00	2,500.00	2,500.00	0%
52500 - Unemployment Insurance	587.09	2,000.00	2,000.00	0%
53100 - Professional Services	47,848.69	50,000.00	30,000.00	-40%
53200 - Accounting & Auditing	4,000.00	11,000.00	11,000.00	0%
53400 - Other Contractual	16,419.23	26,250.00	50,000.00	90%
54000 - Travel Per Diem Staff	13,699.16	17,500.00	17,500.00	0%
54001 - Travel Per Diem Non-Staff	4,277.58	8,000.00	8,000.00	0%
54100 - Communications	6,379.69	9,000.00	9,000.00	0%
54200 - Postage & Freight	0.00	36,000.00	15,000.00	-58%
54300 - Utility	4,211.18	5,500.00	5,500.00	0%
54400 - Rentals & Leases	21,913.17	36,000.00	36,000.00	0%
54500 - Insurance	7,659.00	5,000.00	15,000.00	200%
54600 - Repair & Maintenance	6,220.74	5,000.00	5,000.00	0%
54700 - Printing & Binding	33,988.88	50,000.00	50,000.00	0%
54800 - Promotional Activities	760,815.41	1,321,840.00	1,702,767.00	29%
54900 - Other Current Charges	20,254.65	25,000.00	25,000.00	0%
55100 - Office Supplies	343.02	3,000.00	3,000.00	0%
55200 - Operating Supplies	37,221.28	30,000.00	30,000.00	0%
55400 - Books, Pubs, Membership	11,850.50	15,000.00	20,000.00	33%
55500 - Training	1,199.00	3,000.00	10,000.00	233%
56400 - Machinery & Equipment	2,662.49	3,000.00	3,000.00	0%
Reserve for Contingency		162,000.00	200,000.00	23%
<b>Total Expenses</b>	<b>1,158,483.30</b>	<b>2,055,000.00</b>	<b>2,516,911.00</b>	<b>7.86</b>

## FY17 Budget Anticipated Revenue

Bay County Contract	1,255,000.00	1,255,000.00
FY16 Cash Carry Forward	800,000.00	1,261,911.00
<b>Total FY17 Anticipated Revenue</b>	<b>2,055,000.00</b>	<b>2,516,911.00</b>



## 54800 Promotional Activities

\$66,000 Annual Marketing Agency of Record Contract  
 \$45,000 Annual Public Relations Contract (9mos)  
 \$45,000 Annual Social Media Contract (9mos)  
 \$950,000 Print, TV, Radio, Digital Media Buys  
 \$240,000 Event Sponsorship  
 \$20,000 Social Media Boosts, Paid Advertisement  
 \$90,000 Brand Activations  
 \$50,000 Video / Photography  
 \$55,000 Promotional Items  
 \$25,000 360 Virtual Reality  
 \$16,767 Creative, Professional Proofreading, Graphics  
 \$50,000 Co-op Program  
 \$50,000 Opportunistic

### Event Sponsorship

\$40,000 Florida Pro Redfish Series Emerald Coast Division  
 \$40,000 KOSA Mardi Gras  
 \$25,000 Strummin' Man  
 \$29,600 Panama City POPS - Bowie Tribute  
 \$1,500 Second Chance - Blessing of the Fleet  
 \$50,000 Stars & Guitars  
 \$3,000 Grand Knights of Pythias  
 \$10,000 Creative Con  
 \$3,000 Public Eye Soar  
 \$5,000 PCMA Jazz Festival  
 \$32,900 OPEN

\$240,000

### Brand Activations

\$10,000 Gulf Coast Salute Air Show  
 \$350 Nivol Brewing - Registration Sponsor  
 \$3,500 Jeepin' Beach Jam  
 \$1,500 Women's Symposium  
 \$10,000 Salute to Freedom - 4th of July  
 \$15,000 Air Show After Party  
 \$40,000 One Harrison Music Festival  
 \$9,650 Misc Brand Activations

\$90,000



# Panama City Community Development Council

Destination Panama City  
FY2017 Program of Work



Presented by:  
Jennifer M. Vigil, President & CEO  
April 29, 2017

# BACKGROUND

Created in January 2015, the Panama City Community Development Council is the newest Destination Marketing Organization in the State of Florida. FY16 served as the first fully functional year of the organization.

A destination brand including a logo and themeline were created based on the following Brand Promise:

*Only in Panama City can one experience waterfront access to historic St. Andrews Bay, year round recreational activities and a diverse selection of unique and cultural amenities house within a community that intelligently blends innovation and creativity.*



# FY2016 PROGRAM OF WORK

Components of the “Program of Work” to establish Panama City as a tourist destination, include:

- Marketing / Media Plan
- Visitor Information
- Special Events Grant Sponsorship Program

# FY2016 PROGRAM OF WORK

## **Marketing / Media Plan**

A comprehensive and complimentary marketing, public relations, event promotion, hospitality partner education, and visitor's information services program was established to attract a targeted demographic of visitors to the City of Panama City.

In FY16, Destination Panama City entered into contract with our Marketing Agency of Record, Robin Malpass & Associates, and the Lou Hammond Group for Social Media and Public Relations services.

## FY2016 PROGRAM OF WORK

The overall goals of the marketing, social media and public relations campaigns are to:

- Establish Panama City as a leisure destination of regional and national importance.
- Establish Panama City as a water sports destination of national and international importance.
- Establish Panama City as a destination fueled by a creative economy with opportunities for creative engagement.
- Establish Panama City as a destination for small groups, meetings and events.



# FY2016 PROGRAM OF WORK

Target audiences for visitor recruitment were identified:

- Cultural visitors, including culinary, arts & entertainment enthusiasts
- Water sport recreationalists, including boating, fishing, kayaking, and paddle boarding
- Small groups for tour operators, family and military reunions
- Weddings
- Small meetings, educational seminars, sessions and conferences

## FY2016 PROGRAM OF WORK

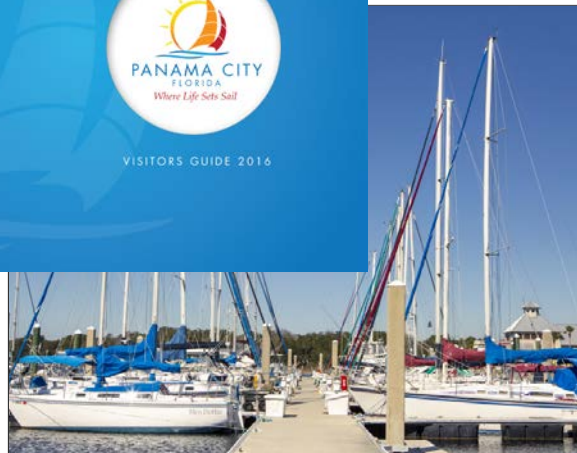
Geographic regions for visitor recruitment were based on direct flight and drivable markets, including:

- Baltimore, MD / Washington DC
- Birmingham, AL
- Chicago, IL
- Dallas / Ft Worth, TX
- Detroit, IL
- Dothan, AL
- Houston, TX
- Nashville / Knoxville, TN
- Tallahassee, FL

# FY2016 VISITOR RESPONSE PREPARATION

To prepare for visitor response, a series of initiatives reflecting the new branding were launched in early 2016, including:

## Development of a Comprehensive Visitor Guide



dolore magna aliquam erat volutpat.

y nibh euismod tincidunt ut laoreet

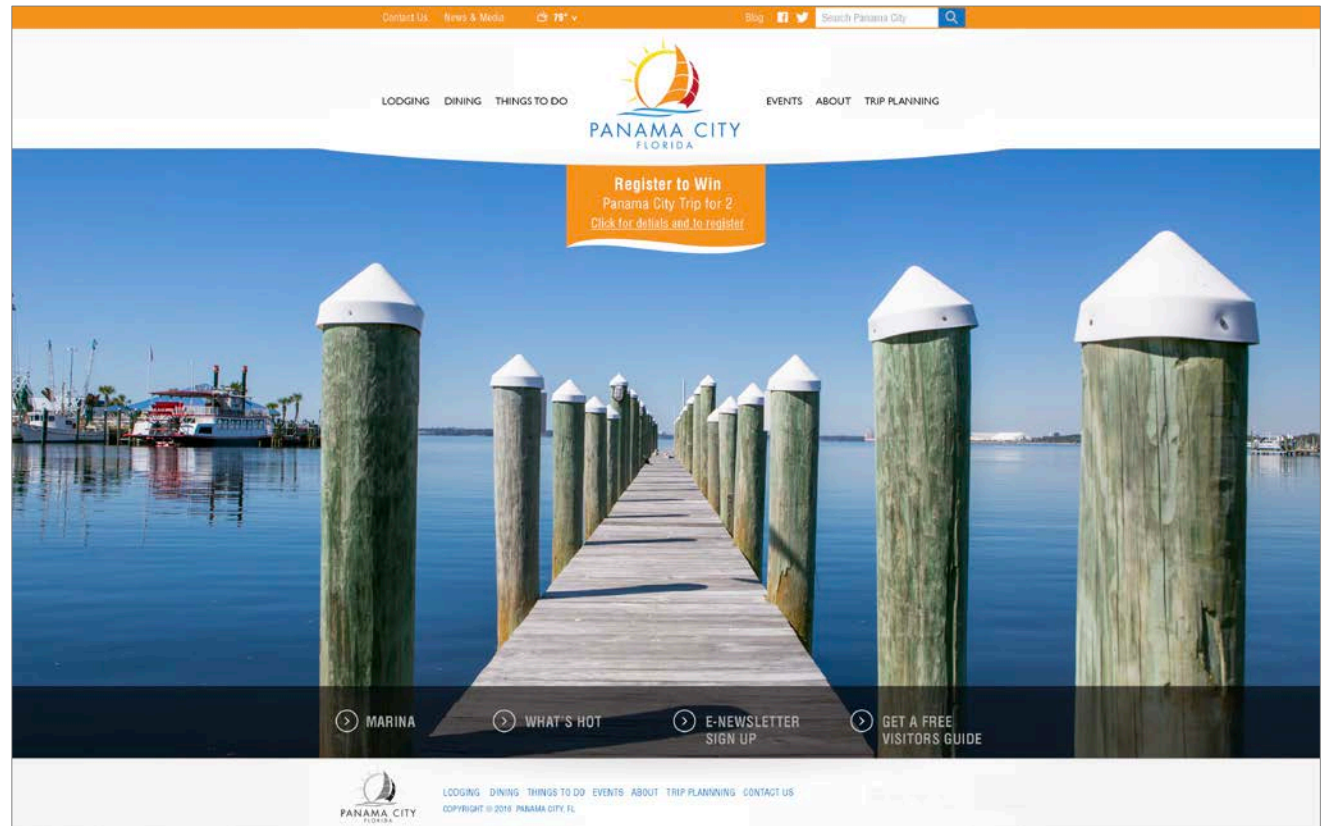
# FY2016 VISITOR RESPONSE PREPARATION

## Development of a Lure Brochure



# FY2016 VISITOR RESPONSE PREPARATION

## Development of a Comprehensive Website



# FY2016 VISITOR RESPONSE PREPARATION

## Opening of a full-service Visitors Center





## FY2016 PROGRAM OF WORK

A robust direct response advertising and PR campaign were launched beginning in May, 2016 that incorporated messaging to communicate the destination's core assets as identified in the brand promise and conveyed in the themeline and brand logo.

The campaigns included a call to action encouraging respondents to visit the official website, [DestinationPanamaCity.com](http://DestinationPanamaCity.com) to download a free visitors guide and register to win a trip to Panama City.

## FY2016 PROGRAM OF WORK

The campaign incorporated a targeted group of media outlets and destination marketing strategies, including:

- National & Regional Print Publications
- PBS Television Advertising
- NPR Radio Advertising
- Travel & Special Interest Websites
- Social Media
- Editorial



## FY2016 PROGRAM OF WORK

Visitor Information Services are a key component of a successful tourism destination program. In 2016, the Destination Panama City Visitor Center was opened and certified as an official Visit Florida Tourist Information Center.

The Visitors Center staff consists of paid employees, community volunteers, and college interns (majoring in Marketing, Public Relations, Communications, or Journalism).

Staff is trained to provide information and recommendations to visitors regarding local and regional attractions, shopping, and culinary experiences.

Staff routinely ensures public areas are clean and accessible, that brochures, rack cards, menus, special event schedules, and area business information is available and current.

## FY2016 PROGRAM OF WORK

Staff oversees a number of administrative responsibilities including, but not limited to:

- Quarterly PCCDC Board Meetings
- Management of PCCDC Corporation Objectives
- Monthly Tourism Partner Meetings

## FY2016 PROGRAM OF WORK

Area special events aide to increase tourism interest and traffic to a destination. A Special Events Grant Sponsorship Program was developed with a grant application that resides online at [www.DestinationPanamaCity.com](http://www.DestinationPanamaCity.com) for community partners and event management organizers to easily download and submit.

Grant application approvals are heavily weighted on the diversification of the calendar year to ensure that off-peak, or shoulder seasons, are more heavily promoted to ensure the greatest potential of increase in terms of Occupancy Rates, Average Daily Rates, and year round exposure that promote overnight stays, awareness of the destination, and brand recognition for Panama City.

## FY2016 PROGRAM OF WORK

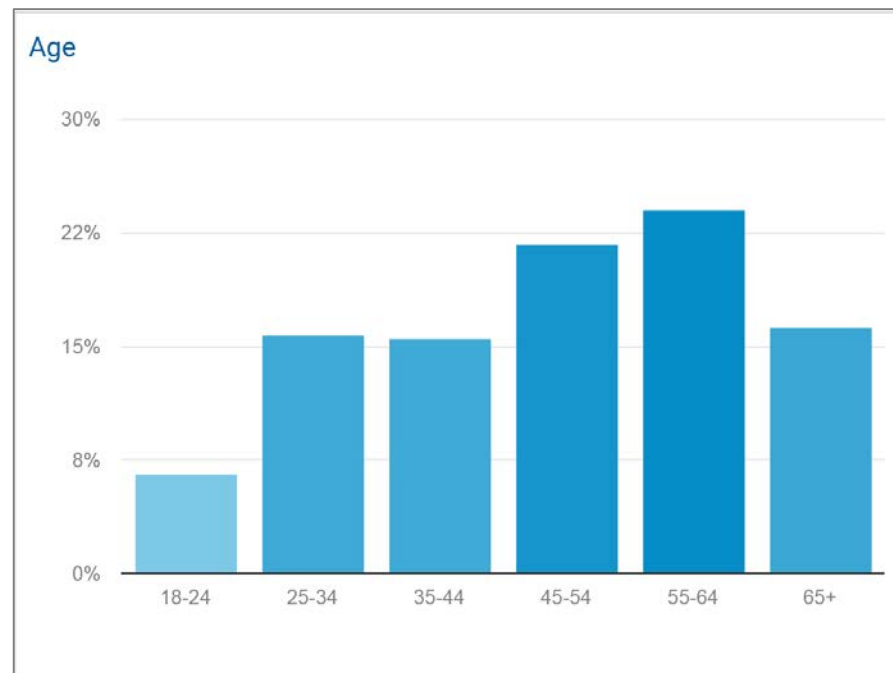
A list of supported events includes, but is not limited to:

- Krewe of St. Andrews Mardi Gras Parade
- Panama City Boat Parade
- Sport Fishing Tournaments
- Sailing / Regatta Races
- Panama City POPS & Panama City Music Association
- Creative Con
- Oktoberfest
- July 4th – Salute to Freedom

# FY2016 RESULTS

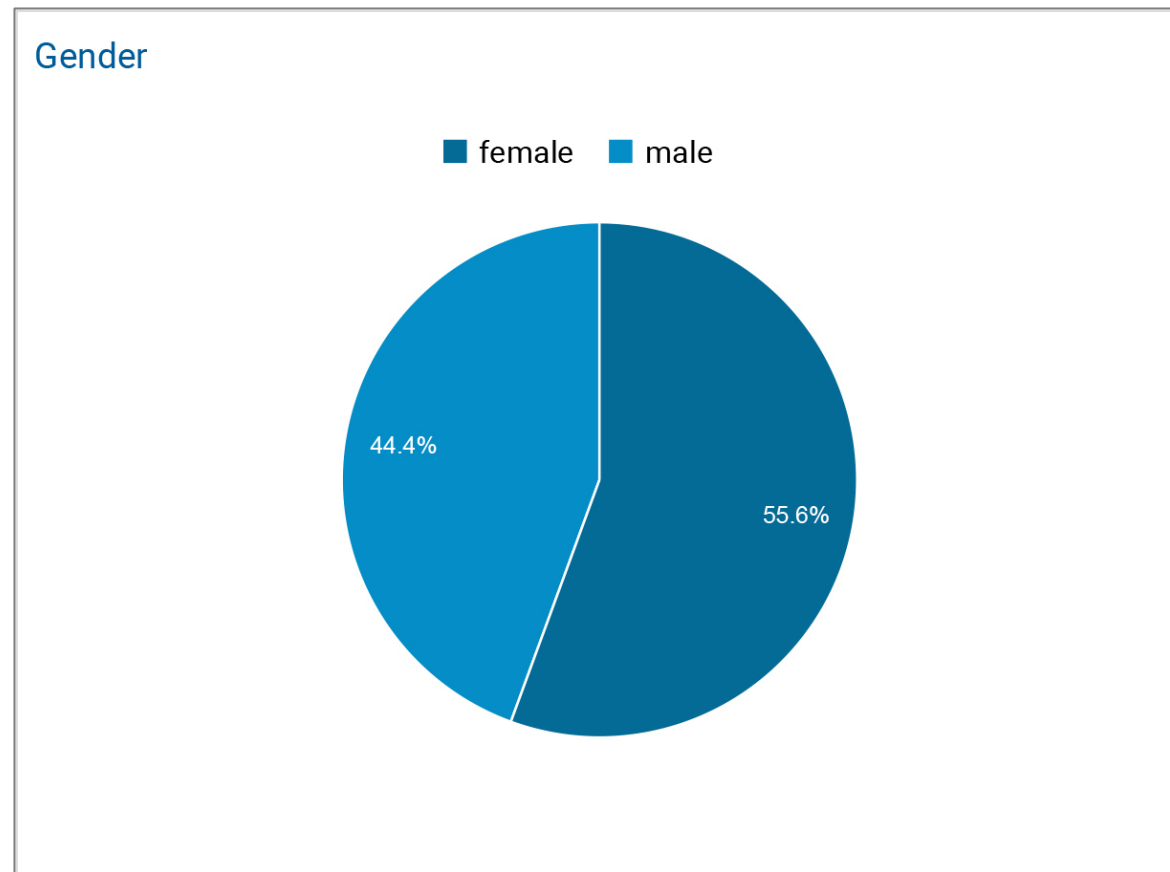
Although the destination marketing campaign has only been in market since June 2016, indicators of its performance can be used to guide the 2017 Program of Work.

## Website Analysis - Age



# FY2016 RESULTS

## Website Analysis – Gender



# FY2016 RESULTS

## Website Analysis – “Top 10 Cities”

- Panama City
- Atlanta
- Orlando
- Panama City Beach
- New York
- Nashville
- Chicago
- Frankfurt, Germany
- Tallahassee

# FY2016 RESULTS

## Website Analysis – Devices

52% - Desktop Users

35% - Mobile Users

13% - Tablet Users

Desktop Users spend almost 2x the amount of time on DestinationPanamaCity.com than other device users.



# FY2016 RESULTS

## Website Analysis – Behavior

The pages visited most often on DestinationPanamaCity.com were:

1. Events
2. Trip Contest
3. Visitors Guide
4. Lodging
5. Things to Do
6. Contact Us
7. Marinas
8. Dining

# FY2016 RESULTS

## Contest Analysis

The contesting component incorporated into the direct response advertising campaign provides an opportunity to capture visitor information for future contact and an opportunity to analyze the visitor data. Since the launch in June 2016, 1732 have registered for a trip contest. The states with the most entries are:

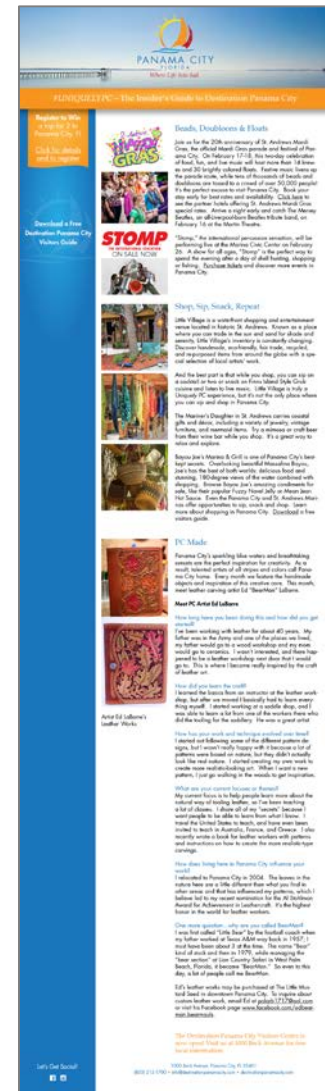
1. Florida
2. Georgia
3. Tennessee
4. Maryland
5. Alabama
6. Missouri
7. Texas
8. New York
9. Illinois
10. New Jersey

# FY2016 RESULTS

## Visitor Communications & Response Analysis

In 2016, a monthly consumer electronic newsletter was created with information on upcoming events, area attractions, people, and places of interest. The open and click-thru rates are above industry standards and demonstrate a successful connection with the target audience.

Average Open Rate 24%  
Average Click-Thru Rate 11%



## FY2016 RESULTS

## Tourism Partner Communications & Response Analysis

Over the course of 2016, a special effort was made to engage local tourism partners in the Destination Panama City program of work. An electronic newsletter was created with information upcoming programs, events and opportunities for tourism partners. The open and click through rates for the newsletter indicates a high level of engagement was achieved.

Average Open Rate 38%  
Average Click-thru Rate 9%



## FY2016 RESULTS

One of the challenges for Destination Panama City is to carve out a unique identity as a tourism destination. This is particularly challenging given that Panama City Beach is a long-established tourism destination with nearly the same name and geographic location.

The DestinationPanamaCity.com website continues to produce a bounce rate of just under 44%. This has progressively gotten lower as the year has unfolded. When the site was newly launched the bounce rate was near 70%. This indicates that individuals coming to the site are leaving in less than one minute. It is probable that they are seeking the Panama City Beach website.

## FY2017 PROGRAM OF WORK

The results from FY2016 were used to streamline strategies for FY2017, including the confirmation of target audience profiles.

### 2017 Target Audience Profiles

- Cultural visitors, including arts, culinary and entertainment enthusiasts
- Water sport visitors, including sailing, motorboating, charter, fishing, kayaking, and diving enthusiasts
- Group tour operators and planners for small meetings and events, including family and military reunions

## FY2017 PROGRAM OF WORK

The response from geographic markets in 2016 indicate that there is additional opportunity for tourism recruitment in the states of Texas, Illinois, New York, and New Jersey.

These markets provide exposure to large population segments, with many of the states' major cities offering direct flights to Panama City.

The challenge is to cover more markets in FY2017 without losing footing in the FY2016 target markets, including Florida, Georgia, Alabama, Tennessee, and Maryland. All of which produced positive response.

## FY2017 PROGRAM OF WORK

The FY2017 Strategies are designed to capture a greater market share of the demographics that performed the best in FY2016, including:

- \$75,000+ HHI, 2 or more trips per year
- Babyboomers / Empty Nesters /Snowbirds
- Millennial Couples /Young Families

Additionally, with Panama City's affordable lodging and abundant attractions, an effort to attract small meetings and groups will be launched in FY2017, targeting specifically:

- Family and Military Reunion Planners
- Group Tour Operators



## FY2017 PROGRAM OF WORK

Based on Google Analytics of FY2016 DestinationPanamaCity.com users, an audience profile indicates that the two highest areas of interests are:

- Arts & Entertainment
- Food & Drink/Cooking

This data was instrumental in formulating the media and messaging strategies for FY2017.

## FY2017 PROGRAM OF WORK

It is vital that the messaging for FY2017 continue to be crafted to set Panama City apart from other destinations, particularly Panama City Beach.

As a result, we will continue to focus on people, attractions and places that are “*Uniquely PC.*”

## FY2017 PROGRAM OF WORK

For the leisure market, we will focus messaging and media strategies around two Uniquely PC opportunities in FY2017:

**Oysters** - Panama City has a rich culinary heritage of serving oysters, and this year a second Panama City resident will represent the United States in the International Oyster Shucking competition in Galway Ireland.

**Ukuleles** – Panama City’s affinity for entertainment is uniquely displayed in its 200-piece ukulele orchestra. This year the inaugural “Strummin Man” international ukulele festival will host ukulele players and enthusiasts from around the world.

Both opportunities provide a unique factor that solely belongs to Panama City and are in alignment with the audiences’ interests: **Arts, Entertainment, and Food.**

## FY2017 PROGRAM OF WORK

Media Strategies for FY2017 are closely aligned with outlets who have a demonstrated following of baby boomers and millennials, whose interests are art, entertainment, and food.

Additionally, a continued effort will be made to establish Panama City as a water sports destination which speaks to the fresh seafood and Gulf Coast location.

## FY2017 PROGRAM OF WORK

Key messaging strategies for FY2017 include:

- **360 video** – exciting new format to engage audience members
- **Contesting** - captures visitor information for future contact
- **Editorial Outreach** – capitalizes on unique storytelling opportunities

## FY2017 PROGRAM OF WORK

In addition to media placements and editorial outreach, a series of itineraries will be launched in FY2017 that can be adapted for group tours and reunion planners. The itineraries will be housed on the [DestinationPanamaCity.com](http://DestinationPanamaCity.com) website and include half-day, one-day and two-day options by area of interests, including:

Culinary, Water, Shopping/Antiquing, Art, Family-friendly, Military and Eco-Tourism.

## FY2017 PROGRAM OF WORK

To better support Destination Panama City's tourism partners, a cooperative advertising program will be launched in FY2017. The program allows tourism partners to take advantage of Destination Panama City's media purchases at a discounted rate.

To date, four co-op advertising programs have been introduced, including:

- Print Advertising – Emerald Coast Magazine
- Online Advertising- Trip Advisor
- Outdoor Advertising – Lamar Digital Billboard

## FY2017 PROGRAM OF WORK

A number of media placements for FY2017 are in market with a spend of \$170,000. A reserve of \$330,000 will be placed in the identified target markets from June-September with the goal of retaining current visitor respondents while attracting new respondents in the opportunistic markets.

With a limited budget, marketing, advertising and public relations strategies are being carefully crafted to minimize costs and maximize impacts.



# FY2017 PROGRAM OF WORK

## Metrics of measurement goals:

- Website Traffic – 10%+ over FY2016
- Contest Registrants – 10%+ over FY2016
- Email Open and Click-thru Rates – 2%+ over FY2016
- Social Media Followers – 10%+ over FY2016
- Editorial Inches – 10%+ over FY2016
- Lodging Tax Collection – 5%+ over FY2016

In summary, Destination Panama City will build off the success of the FY2016 tourism program launch while continuing to build a unique identity for tourists seeking an authentic Florida experience.

**Panama City Community Development Council  
dba Destination Panama City  
Agenda Item Summary**

**1. PRESENTER NAME:**

Jennifer M. Vigil  
President & CEO

**2. MEETING DATE:**

4/25/17

**3. REQUESTED MOTION/ACTION:**

Authorize staff to expand the Practices & Procedures Policy

**4. AGENDA**

PRESENTATION ☐  
PUBLIC HEARING ☐  
CONSENT ☐  
REGULAR ☒

**5. IS THIS ITEM BUDGETED (IF APPLICABLE)?:** YES ☐ NO ☐ IF NO, STATE ACTION REQUIRED ☐ N/A

BUDGET ACTION:

FINANCIAL IMPACT SUMMARY STATEMENT:

DETAILED ANALYSIS ATTACHED?: YES ☐ NO ☐

**6. BACKGROUND:** (WHY IS THE ACTION NECESSARY, WHAT ACTION WILL BE ACCOMPLISHED, (WHO, WHERE, WHEN & HOW))

In 2015, the PC-CDC Board adopted the attached Practices & Procedures Policy. Throughout this first full year, some omissions in the policy have been identified, specifically as they pertain to Familiarization Tours (FAM Tours) with travel writers, influencers, prospective event / meeting planners and ambassadors.

Staff requests that the Practices & Procedures Policy be amended to include the following guideline for Promotional Travel And/Or Entertainment-Related Expenses:

**PROMOTIONAL TRAVEL AND/OR ENTERTAINMENT-RELATED EXPENSES**

Defined as travel undertaken and/or entertainment-related expenses incurred in the performance of promotional activities carried out pursuant to the Tourist Development Plan, Strategic Marketing Plan, and/or annual budget. It is hereby determined that the PC-CDC is authorized to approved to make expenditures of tourist development revenues in accordance with Section 125.0104(9), Florida Statutes. Reimbursement for promotional travel and entertainment-related expenses is governed by the provisions of Section 112.061, Florida Statutes as well as Section 125.0104(9), Florida Statutes and this policy.

“The Panama City Development Council recognizes that a glass of wine or other alcoholic beverage with dinner is customary within the tourism industry (e.g. meals for familiarization tours). As long as these expenses are in connection with the performance of promotional duties, they are authorized by Florida Statutes. Staff will remain cognizant of the public perception of public funds being used to purchase alcohol and limit alcoholic beverages to no more than two glasses per familiarization tour participant.”

“The Panama City Development Council recognizes tips and gratuities are customary within the tourism industry (e.g. tours, excursions). As long as these expenses are in connection with the performance of promotional duties, they are authorized by Florida Statutes. Staff will remain cognizant of the public perception of public funds being used for this purpose and will limit tips and gratuities to no more than 20% of the cost.”

## **PURCHASING AND BUDGET EXPENDITURE POLICY AND PROCEDURES**

The Panama City Community Development Corporation (“CDC”) CEO shall prepare an annual program of work and budget to execute the program of work, in such detail as the CDC Board of Directors (“Board”), and as provided in the Panama City Community Development Corporation Practices and Procedures Manual, and as the Bay County Board of County Commissioners shall request. This program of work and annual budget shall be approved by the Board during its routine budget process.

### **BUDGET EXPENDITURE AUTHORIZATION**

Upon approval of the annual budget, CDC management is authorized to expend budgeted CDC resources to support the CDC’s approved program of work, as outlined below.

### **AUTHORIZATION LEVELS**

The following provides a brief summary of purchasing requirements and authority levels.

<b>Authorizing Staff Member:</b>	<u>Budgeted</u>	<u>Unbudgeted</u>
CEO	\$50,000	\$ 25,000
Managers	\$ 10,000	N/A

No purchase or the quantity thereof shall be split for the purpose of avoiding the requirements of this section.

<b>Advance Purchase Documentation Required:</b>	<u>Documentation</u>
\$0 - \$1,000	None
\$1,000 - \$5,000	Purchase Order
\$5,000 - \$25,000	Purchase Order and 3 quotes
\$25,001 & up	RFP/Q, Board Approval and selection memo to file

### **AUTHORIZATION REQUIRED**

**Budgeted items:** Purchases of goods or services that are included in the approved CDC budget should be authorized as documented above. For items within the cumulative amount budgeted, the signature on a purchase order, vendor estimate, or invoice of the appropriate staff member and his/her certification that the item is within the cumulative budgeted amount and that they approve its purchase.

Authorization levels may be adjusted for specific positions from time to time by the Board.

**Unbudgeted items:** The Board recognizes the fluid nature of destination marketing activities and acknowledges there are opportunities that may arise to more effectively promote tourism after the annual budget is approved. In order to take advantage of opportunities to promote tourism that were not contemplated during the budget process, CDC staff is authorized to procure/purchase unbudgeted items if the conditions are met:

- Approval for Unbudgeted expenses is limited to the amounts listed above and the remaining funds available in the appropriate departmental budget.
- The CEO shall document to CDC Treasurer the specific line item in which to assign the expense, as well as identify which budgeted expenses will be reduced to accommodate the unbudgeted expense.
- The CEO is authorized to shift funds between departmental budgets to accommodate unbudgeted expenses provided that each unbudgeted expenses does not exceed CEO's spending authority set forth above and that the total budget amount for the CDC is not exceeded. CEO will report any budget amendments to the Board at the next regularly scheduled CDC Board meeting.
- Unbudgeted items that exceed the limits established above require approval of the Board.

## **PURCHASING AND PROCUREMENT PROCEDURES**

### **AGENCY AND VENDOR SELECTION REQUIREMENTS**

The CDC is committed to making sure that purchases of goods and services are at a competitive rate. Purchases of goods and services over the limit stated above, for which there are alternative sources, must include written documentation of at least three quotes or, where beneficial, competitive bids attached to the purchase order, or must include written documentation of why bids were not obtained and on what basis the vendor selection was made. In addition, if the lowest bid is not the one selected, the reason for the selection must be documented.

## **AGENCIES OF RECORD**

The Board retains the responsibility for selecting all AGENCIES OF RECORD for the CDC.

## **MEDIA VENDORS**

Upon the approval of the annual marketing plan by the Board, the CEO is authorized to direct the agencies of record to execute the approved plan. This authorization includes the selection of all media and marketing vendors needed to execute the approved plan.

## **VENDOR SELECTION PROCESS**

The process of selecting Vendors needed to implement the CDC's program or work is based on the amount of the expected expenditure as listed above.

There are situations where the CEO may decide a Sole Source Purchase is warranted due to specific business reasons or needs. In these cases, bids may not be obtained. Refer to the Sole Source Purchases section of this policy for further guidance.

## **PURCHASE ORDERS**

Purchase orders serve two key purposes. First, they communicate to our vendors the exact product, price, specifications, terms, etc. that we expect on a purchase of goods or services. Second, purchase orders provide the documentation of the appropriate level of advance authorization for purchases.

A purchase order should be completed in advance for any purchase of goods or services where required by the limit stated above. Items like event registration forms, media insertion orders, or other vendor-provided agreements or quotes can be used in lieu of a purchase order. Excluded from the purchase order requirement are ongoing services billed on a regular basis, such as phone service, power, and rent, and other normal recurring operating expenses, or items already covered by a separate agreement or contract. Approval of purchase orders falls under the authorization requirements described earlier, and must be obtained before a purchase or commitment is made.

At times, vendors may provide proposals, product specifications or other documentation of proposed goods and services. Rather than duplicating this information on a CDC purchase order, it is acceptable to only refer to attached detail.

Purchase order copies should be forwarded to the Treasurer as executed. As invoices are subsequently processed, a copy of the purchase order should be attached. Copies of other documentation in lieu of a purchase order should be attached to invoices or requests for payment.

## **REQUEST FOR PROPOSAL/QUALIFICATION REQUIREMENTS**

The CDC Board of Directors and staff recognize the importance of securing the highest quality at the best price for the products and services procured. Therefore, the CDC shall deploy both Requests for Proposals and Requests for Qualifications, as appropriate.

CDC staff, unless it is determined by the CEO that a Sole Source is necessary or directed by the Board to the contrary, will follow the following RFP/Q process to select firms when goods and services provided are estimated to exceed an annual expenditure of \$25,000 or an aggregate expenditure of over \$40,000 in a two-year period.

The RFP/Q should include the following information (sample template at end of this document):

- A brief description of Panama City Community Development Corporation, its purpose, and its mission statement
- A brief discussion of Panama City Community Development Corporation operations with respect to the goods and services being sought
- A complete and explicit description of the goods or services being sought. This should include as many specifics as possible, including expectations for level of quality, in order to help ensure that the goods or services proposed meet our needs and that proposals received are as comparable to each other as possible
- At times, a RFP/Q may be written where some or all of the specifics of the goods or services sought are not specified. While this may allow proposing vendors to provide ideas in their proposal which may enhance the goods or services sought, or may allow proposing vendors to demonstrate a particular expertise or skill, it does make the resulting proposals received more difficult to compare objectively and should only be used in select circumstances
- Prioritized selection criteria should be included so that potential vendors know specifically what is most important to the CDC. For instance, if price is the over-riding factor, state so. However, if the goods and services being sought are very specialized, and/or a specific level of quality or expertise is important, this should be included as a highly rated criterion
- When issuing RFQ's the CDC may include a budget range for the project, but may not use price as a determining factor in selecting the vendor

RFP/Q's should be provided to a minimum of three but preferably at least five vendors. A concerted effort is required to be made to ensure that potential vendors are diverse in their ownership. In addition, to provide broad distribution, RFP/Q should also be posted to the CDC Website.

Submissions received from vendors should be analyzed by staff with the final selection made or approved by the CEO. In many cases, the CEO will ask a selection team, with specific knowledge of the project to evaluate the submissions to provide a well-rounded analysis of the proposals. Members of the selection team must independently review the submissions and may not discuss the submissions with any other team member, until the process is completed. All individuals reviewing submissions must document their evaluation based on the measurement criteria included in RFP/Q.

For RFP's, the submission with the highest grade responses should be selected. A firm other than the highest ranked firm is selected; the CEO must approve the selection and inform the Board Chair of the decision.

For RFQ's, the CEO will attempt to negotiate a contract that includes the scope of work and price with the firm determined to be most qualified, as determined by receiving the highest ranking during the review process. If the CEO is unable to negotiate acceptable terms and price with the highest rank firm, the CEO will terminate negotiations and begin the process with the next highest ranked firm. If negotiations with a firm are terminated, that firm and its proposal may not be reconsidered. The CEO may abandon the negotiations at any time and restart the RFQ process from the beginning.

#### **DOCUMENTATION OF RFP/Q PROCESS**

The selection process (e.g. how the RFP/Q was distributed, how they were selected, who participated in the evaluation, etc.), and the resulting decision, should be documented in a selection memo. The official copy of the selection memo, a copy of the RFP/Q, responses received, and the respective grading or evaluation of the proposals shall be maintained by the CDC.

#### **SOLE SOURCE PURCHASES**

Goods and services may be sought from a single vendor or from a limited group of vendors, versus being competitively bid, for a number of reasons. A "Sole Source Purchase" is where goods or services are unique and that the vendor, to the best of the requester's knowledge, is the only vendor from whom the goods or services can be obtained. The vendor may be selling a unique or proprietary item not obtainable from any other source. A "unique" good or service is one of a kind in nature where comparable goods or services do not exist. A "Sole Source Brand" means that only a particular brand is acceptable for a particular reason, although the required brand may be obtainable from more than one source.

The CEO may deem that an item qualifies as a sole source purchase or brand for several reasons. Many of these reasons overlap:



- Uniqueness: a good or service being obtained can only be requested from one vendor and no other vendors make or provide comparable products or services that will meet your needs.
- Technical: a good that has technical aspects required and necessary for your work and no other vendor can provide those required specifications in a similar or comparable good.
- Standards: standards have been developed in an effort to streamline processes, meet departmental needs, provide a consistent look or reduce costs. Brands of furniture can also be a standard.
- Compatibility: a good that is only compatible with existing equipment. For example, computer operating software enhancements for an existing system.
- Planned Themes: when there are special facilities, program needs or market conditions that result in only one source. An example would be to host a client event at a restaurant that has particular name recognition or a theme that accentuates an event or program theme.
- Timeliness: in the event of emergencies or when there is only one source capable of supplying the item in a timely fashion when seeking competitive quotes would be impractical.

## **DOCUMENTATION OF SOLE SOURCE PURCHASES, CONTRACT RENEWALS, AND OTHER NON-RFP/Q SITUATIONS**

If the CEO deems that an RFP/Q is not appropriate (e.g., contract renewal, sole source, or other situation), the related facts and circumstances should be documented in a sole source memo. The official memo and all supporting documentation shall be maintained by the appropriate department. A copy of the sole source memo and supporting documentation will be provided to the Treasurer. The memo should include:

- General reasoning for not utilizing the standard procurement procedures.
- If renewal, summary evaluation of vendor performance supporting the renewal decision (skip next section)
- Summary memo, to include the following (not applicable for renewals):
  - Description of the service/product acquired.
  - Description of how the list of vendors considered was determined.
  - List participants in evaluation process.
  - List selection/evaluation criteria used.
  - State who was selected and indicate how vendor was selected.

## **AUTHORIZATION OF PAYMENT**

After goods or services have been received and invoices or other requests for payment are received, they may be approved by after verification that the

appropriate goods or services were acceptably provided if the original authorization documentation is attached. Media invoices require affidavits, tear sheets or other proof of performance as verification.

### **REQUEST FOR FUNDS**

For purchases of items that require cash in advance, have no other documentation, or require special handling of the payments, a “request for funds” form should be used. Request for funds forms require advance authorization under the same guidelines as purchase orders above.

### **BUDGET MANAGEMENT**

Each department head will be responsible for managing and maintaining their respective budgets to ensure all funds are handled in an appropriate manner to achieve the approved program of work.

**Panama City Community Development Council  
dba Destination Panama City  
Agenda Item Summary**

**1. PRESENTER NAME:**

Jennifer M. Vigil  
President & CEO

**2. MEETING DATE:**

4/25/17

**3. REQUESTED MOTION/ACTION:**

Approve additional criteria for establishing appropriate thresholds for event grant assistance.

**4. AGENDA**

PRESENTATION ☐  
PUBLIC HEARING ☐  
CONSENT ☐  
REGULAR ☒

**5. IS THIS ITEM BUDGETED (IF APPLICABLE)?:** YES ☐ NO ☐ IF NO, STATE ACTION REQUIRED ☐ N/A

BUDGET ACTION:  
FINANCIAL IMPACT SUMMARY STATEMENT:

DETAILED ANALYSIS ATTACHED?: YES ☐ NO ☐

**6. BACKGROUND:** (WHY IS THE ACTION NECESSARY, WHAT ACTION WILL BE ACCOMPLISHED, (WHO, WHERE, WHEN & HOW))

Staff is currently developing a revised Special Event Grant Sponsorship application. Over the course of the first year, Destination Panama City has received numerous requests for funding special events. The purpose of special event grant funding is to increase the awareness of the signature activities going on in the City but also to increase occupancy for our lodging partners, thereby creating an economic impact that produces the highest possible return on investment.

In lieu of a fully revised application, staff would like to implement the following funding level tier system on all submitted requests.

Funding Levels – An event's maximum funding level is a percentage of the event's economic impact as calculated on the application form based on seasonality, and capped by the room night tiers below:

Tier 1 – up to \$10,000 per event

- 100 documented room nights

Tier 2 – up to \$20,000 per event

- 250 documented room nights

Tier 3 – up to \$30,000 per event

- 500 documented room nights
- Ticketed sales / event registration must be tied to room nights

Tier 3 – up to \$50,000 per event

- 1500 document room nights
- Ticketed sales / event registration must be tied to room nights

## Panama City Community Development Council dba Destination Panama City Agenda Item Summary

**1. PRESENTER NAME:**

Jennifer M. Vigil  
President & CEO

**2. MEETING DATE:**

4/25/17

**3. REQUESTED MOTION/ACTION:**

Authorize staff to encourage County to establish membership in the RiverWay South program.

**4. AGENDA**

PRESENTATION ☐  
PUBLIC HEARING ☐  
CONSENT ☐  
REGULAR ☒

**5. IS THIS ITEM BUDGETED (IF APPLICABLE)?:** Yes ☐ No ☐ If No, STATE ACTION REQUIRED ☐ N/A

BUDGET ACTION:

FINANCIAL IMPACT SUMMARY STATEMENT:

DETAILED ANALYSIS ATTACHED?: Yes ☐ No ☐

**6. BACKGROUND:** (WHY IS THE ACTION NECESSARY, WHAT ACTION WILL BE ACCOMPLISHED, (WHO, WHERE, WHEN & HOW)

RiverWay South is a team of northwest Florida counties bordering the Apalachicola and Choctawhatchee Rivers. The counties have joined together to create a regional tourism destination. RiverWay South is dedicated to sustainable economic development through the preservation and promotion of the natural, cultural, recreational, scenic, and historical resources within the Apalachicola River and Choctawhatchee River Basins. The region offers important tourism amenities that can be marketed as a nature-based tourism destination, resulting in local economic stimulus and increased public awareness of our natural Northwest Florida. <http://www.rwsfl.org/>

Tourists, especially ecotourist, don't recognize our local political boundaries. Bay County is an obvious omission in the RiverWay South panhandle program area. They do an excellent job applying for and receiving grants to continue the work for promoting areas "off the beaten path". We've provided each of the Board members with some flyers and promotional material from RiverWay South. Traditionally, it is the County that engages in membership to ensure the entire Bay County footprint is included. Staff proposes splitting the cost of membership with the Panama City Beach CVB and asking the Bay County Commission to engage in membership. The map below shows all the points of interest, with none being in Bay County.

### Maps & Directions

