



DESTINATION PANAMA CITY
REGULARLY SCHEDULED QUARTERLY MEETING
October 12, 2021

9:00AM (immediately following the City of Panama City Commissioner Meetings)

- 1) Roll Call
- 2) Approval of Minutes – July 27, 2021
- 3) Acceptance of TDT Revenue Reports – Collections thru August 2021
- 4) Financial Status Reports period ending August 31, 2021
- 5) Presentation: Robin Malpass, St Andrews School
- 6) Huddle Group - Sports Tourism Proposal
- 7) CEO Annual Evaluation
- 8) CEO Update
 - a) Visitor's Center Update
 - b) Near Shore Artificial Reef
 - c) Marketing & Public Relations Update
 - d) Visitors Center Update
 - e) Honor's Best Documentary
 - f) Events Update
 - i) Oktoberfest
 - ii) Downtown After Dark
- 9) Adjournment

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

1. PRESENTER NAME:

Jennifer M. Vigil
President & CEO

2. MEETING DATE:

10/12/2021

3. REQUESTED MOTION/ACTION:

Motion to Accept Minutes for September 27, 2021 as presented.

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))

Minutes for September 27, 2021 are attached for consideration of approval.



DESTINATION PANAMA CITY
REGULARLY SCHEDULED QUARTERLY MEETING
July 27, 2021

9:00AM (immediately following the City of Panama City Commissioner Meetings)

- 1) Roll Call – CEO Vigil called the roll. Chairman Jennine Brown and Board Members Nirav Banker, Kenneth Brown, Billy Rader, Josh Street, and Greg Brudnicki were present. Board Member Jenna Haligas was absent.
- 2) Approval of Minutes – April 27, 2021
 - a) Board Member Greg Brudnicki motioned to Approve the Minutes of April 27, 2021 as presented, seconded by Board Member Billy Rader. The motion passed unanimously.
- 3) Acceptance of TDT Revenue Reports – Collections thru May 2021
 - a) Board Member Greg Brudnicki motioned to Accept the TDT Revenue Reports as presented, seconded by Board Member Nirav Banker. The motion passed unanimously.
- 4) Financial Status Reports period ending April 30, 2021
 - a) Board Member Greg Brudnicki motioned to accept the Financial Status Reports for period ending April 30, 2021 as presented, seconded by Board Member Nirav Banker. The motion passed unanimously.
- 5) Personnel Policy Manual
 - a) Juneteenth Paid Holiday – CEO Vigil requested the Board amend the Personnel Policy Manual to recognize Juneteenth as a paid holiday on June 19th of every year going forward. Board Member Greg Brudnicki motioned to approve the inclusion of the new federal holiday as requested, seconded by Board Member Kenneth Brown. The motion passed unanimously.
 - b) Employee Civic Memberships – CEO Vigil explained that upon her hiring a former she was directed to join the Rotary Club and the Lions Club. For the last six years the membership dues to the civic clubs were paid by DPC and she also required her staff to participate in civic organizations to build stronger community relationships.

Recently it was noted the Personnel Policy Manual did not address the payment of civic / community organizations dues on behalf of employees. CEO Vigil requested a paragraph authorizing the CEO to make the determination as to whether or not civic / community organizations were beneficial to the organization be added to the Personnel Policy Manual. Board Member Rader stated it was extremely important for community relations to include the language and motioned to adopt the language as presented. Board Member Greg Brudnicki stated he also endorsed active membership in civic / community organizations. Board Member Nirav Banker agreed as to the importance of relationship building and seconded the motion. The motion passed unanimously.

6) FY21 Budget Amendment

- a) CEO Vigil explained the Cash Carry Forward of unused prior year funds and unanticipated revenue that was recognized in the annual audit of the Bay County Board of Commissioners totaling \$1,653,931. The original FY21 budget only recognized \$986,400. Although the additional \$667,531 is immediately available, CEO Vigil requested that only \$301,812 be recognized in the FY21 Amended Budget and \$365,719 be recognized in the FY22 Budget. Board Member Greg Brudnicki motioned to approve the FY21 Amended Budget incorporating the \$301,812 into the current fiscal year, seconded by Board Member Billy Rader. The motion passed unanimously.

7) FY21 Employee Merit Reconsideration

- a) In the July 2020 budget meeting, CEO Vigil requested the Board hold off on awarding any merit increases or bonuses until after the May 2021 tourist development tax collections were realized to ensure the local economy withstood the Covid-19 pandemic. CEO Vigil acknowledged the current financial status of the organization after the recording of the May 2021 TDT revenue as excellent. DPC had met the FY21 Annual Anticipated Revenue and exceeded that by almost \$100,000 with a full quarter of the year remaining for revenue generation. CEO Vigil stated she felt comfortable asking the Board to consider a 10% bonus for full time staff members (Jennifer Vigil & Lacey Kennedy). Board Chairman Jennine Brown

concurred citing various accomplishments of the staff during FY20 and FY21.

Chairman Brown motioned to authorize a one-time bonus of 10% to Jennifer Vigil and Lacey Kennedy for the FY21 that was deferred last July. The motion was seconded by Board Josh Street and passed unanimously.

8) CEO Evaluation Committee

- a) Chairman Jennine Brown motioned that she, Board Member Billy Rader, and Board Member Nirav Banker serve as the CEO Evaluation Committee for performance review and consideration of merit increase for FY22 budget year. Board Member Nirav Banker seconded the motion and it passed unanimously.

9) FY22 Proposed Budget –

- a) CEO Vigil presented the FY22 Proposed Budget, acknowledging the \$365,719 cash carry forward that was split between FY21 and FY22, identified major changes to the budget, and offered to answer any questions. Board Member Billy Rader motioned to approve the FY22 Proposed Budget as presented. Board Member Kenneth Brown seconded the motion. The motion passed unanimously.

10) FY22 Program of Work

- a) CEO Vigil presented the FY22 Program of Work and offered to answer any questions related the efforts of the organization. Board Member Greg Brudnicki motioned to approve the FY22 Program of Work, seconded by Board Member Kenneth Brown. The motion passed unanimously.

11) Destination Panama City Visitor's Center Security Discussion

- a) CEO Vigil explained the current situation at the Visitor's Center and acknowledged the direction given by Chairman Jennine Brown to hire private security. CEO Vigil stated the current situation was a temporary solution and could not be sustained indefinitely due to costs. Board Member Brudnicki stated DPC should not have to be paying for security, that the issues needed to be handled. Board Member Josh Street echoed the opinion that an alternate solution needed to be sought. CEO Vigil stated at the moment she was only asking the Board to ratify the prior month's security expenditure and to authorize her 30 additional days to find a suitable solution.

Board Member Greg Brudnicki motioned to approve the request, seconded by Board Member Nirav Banker. The motion passed unanimously.

12) CEO Update

- a) Visitor's Center Update
- b) The documentary Honor's Best would be shown in a private cast and crew screening at the Visitor's Center on August 4, 2021 at 7:00PM
- c) Near Shore Artificial Reef
- d) Marketing & Public Relations Update
- e) Visitors Center Update
- f) Events Update
 - i) July 4, 2021
 - ii) Grand Opening & Ribbon Cutting, August 6, 2021
 - iii) Oktoberfest, September 25, 2021
 - iv) Downtown After Dark, October 16, 2021

13) The meeting was adjourned at 10:03 a.m.

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

1. PRESENTER NAME:

Jennifer M. Vigil
President & CEO

2. MEETING DATE:

10/12/2021

3. REQUESTED MOTION/ACTION:

Motion to Accept TDT Revenue Reports for as presented.

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))

Clerk of Court TDT division collects revenue and provides the attached reports.



TDT Monthly Analysis

	<u>% change</u>	<u>FY21</u>		<u>FY20</u>	<u>% change</u>	<u>FY19</u> 5.00%	<u>% change</u>	<u>FY18</u> 5.00%	<u>% change</u>	<u>FY17</u> 5.00%	<u>% change</u>	<u>FY16</u> 5.00%	<u>% change</u>	<u>FY15</u> 5.00%
OCT	3.96%	128,768.79	131.67%	123,861.73	-47.21%	53,465.19	-10.17%	101,281.73	19.23%	112,754.00		94,571.27		-
NOV	10.90%	101,630.73	123.84%	91,643.79	-41.31%	40,942.54	-4.86%	69,765.50	11.00%	73,327.00		66,059.88		-
DEC	-4.60%	78,649.26	118.73%	82,443.03	-45.66%	37,691.14	5.63%	69,355.65	5.76%	65,657.00		62,079.90		-
JAN	-1.34%	78,908.76	57.93%	79,980.05	-23.33%	50,642.49	-6.09%	66,053.88	-10.00%	70,339.00	23.92%	78,155.39		63,069.50
FEB	17.96%	87,288.10	23.55%	73,996.73	-27.20%	59,891.56	-3.94%	82,266.95	-7.72%	85,637.00	5.64%	92,804.00		87,845.52
MAR	119.91%	195,307.74	10.47%	88,811.23	-45.62%	80,393.83	-4.76%	147,842.53	-2.82%	155,229.00	-20.33%	159,731.00		200,483.24
APR	231.81%	219,349.92	-41.19%	66,107.75	-24.44%	112,406.97	-0.32%	148,755.72	-2.61%	149,230.00	17.10%	153,227.00		130,848.26
MAY	173.75%	280,541.00	-26.75%	102,481.39	-12.71%	139,913.92	0.48%	160,287.99	4.75%	159,517.00	4.15%	152,286.00		146,220.71
JUN	16.62%	326,761.40	49.20%	280,201.96	-21.88%	187,808.86	17.94%	240,405.16	-3.22%	203,829.00	4.32%	210,619.00		201,906.34
JUL	146.19%	434,980.46	-23.78%	176,685.02	-15.73%	231,805.34	4.60%	275,072.33	-1.10%	262,982.00	11.66%	265,911.00		238,143.02
AUG	57.29%	197,980.46	-20.35%	125,871.61	19.03%	158,028.14	7.51%	132,766.82	14.11%	123,488.00	-8.34%	108,223.00		118,070.60
SEP			6.24%	132,963.41	7.07%	125,158.45	2.78%	116,889.75	14.31%	113,733.00	3.74%	99,494.00		95,907.58
TOTAL	64.86%	2,130,166.62	11.49%	1,425,047.70	-20.65%	1,278,148.43	2.22%	1,610,744.01	2.11%	\$ 1,575,722	20.32%	\$ 1,543,161		\$ 1,282,495

2.96%

Anticipated FY21

1,071,040.00

1,059,126.62

Over Anticipated Revenue

98.89%

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

1. PRESENTER NAME:

Jennifer M. Vigil
President & CEO

10/12/2021

2. REQUESTED MOTION/ACTION:

Approve Financial Reports for period ending August 31, 2021

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))

Accounting staff has prepared the Financial reports. Staff request approval on financials as presented.

Panama City Community Development Council, Inc.
Statement of Net Position, **UNAUDITED**
August 31, 2021
Interim financial reporting; for internal management use only

Assets

Cash and cash equivalents	\$	317,385
Accounts receivable		198,052
Equipment & furniture		2,662
Allowance for depr/amort		(2,262)
Construction in progress - New Visitors Center		1,260,114
Total assets	\$	1,775,951

Liabilities and Net Position

Liabilities:

Accounts payable	\$	-
Notes payable		47,330
Other accrued liabilities		26,534
Deposits		100,000
Total liabilities		173,864

Net position:

Unrestricted net position	1,602,087
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Total liabilities and net position	\$	1,775,951
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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 August 31, 2021
Interim financial reporting; for internal management use only

	Adopted Budget	Budget Amendments	Amended Budget	Y-T-D Actual
Revenues:				
Intergovernmental:				
Bay County TDC Contract	\$ 1,071,040		\$ 1,071,040	\$ 2,094,374
Bay County Carry Forward Revenue	1,000,000	288,212	1,288,212	-
Revenue - Penalties	-	10,600	10,600	-
Advertising revenue PC CDC	-	-	-	-
Total intergovernmental	2,071,040	298,812	2,369,852	2,094,374
Miscellaneous:				
Investment/Interest earnings	-	3,000	3,000	401
Miscellaneous	-		-	8
Event booth rentals	-		-	1,623
Sponsorship revenue	-		-	76,551
Alcohol sales	-		-	3,235
Merchandise sales	-		-	-
Event ticket sales	-		-	-
Total miscellaneous	-	3,000	3,000	81,818
Total Revenues	2,071,040	301,812	2,372,852	2,176,192
Expenses:				
Personal services	275,292	(40,000)	235,292	218,116
Operating expenses:				
Professional Services	10,000	10,000	20,000	14,746
Professional Services-DIB	-		-	10,420
Accounting & Auditing	21,000	2,500	23,500	23,220
Other Contractual Svcs	1,000		1,000	1,989
Other Contractual Svcs Dues	128,850		128,850	94,257
Travel and Per Diem	10,000		10,000	2,773
Non-staff Travel Expenses	5,000	(5,000)	-	-
Communication Services	7,800		7,800	5,068
Freight & Postage Service	5,000		5,000	273
Utility Services	3,000	2,500	5,500	6,263
Rental & Leases	10,000	10,000	20,000	21,987
Insurance	10,000		10,000	13,516
Repairs & Maintenance Svc	5,000		5,000	3,662
Printing & Binding	10,000		10,000	6,311
Promotional Activities	240,349	340,000	580,349	391,499
Other Current Charges	10,000	10,000	20,000	26,283
Office Supplies	1,000		1,000	1,846
Operating Supplies	12,000		12,000	17,776
Books Publications Memberships	14,650	10,000	24,650	19,912
Training	2,500		2,500	2,328
Operational Reserve For Contingency	288,599	(280,000)	8,599	-
Capital Outlay:				
Buildings	1,000,000	241,812	1,241,812	73,682
Machinery & Equipment	-		-	-
Total Expenses	2,071,040	301,812	2,372,852	955,927
Net change in net position	\$ -	\$ -	\$ -	\$ 1,220,265
Net position-beginning of year				381,822
Net position-end of year				\$ 1,602,087

Final audited balances may vary from interim financial reports.

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

1. PRESENTER NAME:

Jennifer M. Vigil
President & CEO

2. MEETING DATE:

10/12/2021

3. REQUESTED MOTION/ACTION:

Board Ratify CEO Vigil's decision to engage Robin Malpass & Associates for proposal on recommended cultural tourism for St. Andrews School.

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))

The City of Panama City recently entered into a long-term lease with Bay County Commission for the St. Andrews School. The facility was previously a Bay District School property. The school is on the National Historic Landmark registry and was acquired by Bay County with tourism development tax dollars.

The long-term lease agreement between Bay County and the City of Panama City requires the facility be utilized within the limits of the tourist development tax with which it was acquired. (Florida Statute 125.0104).

Knowing the St. Andrews School needed to be utilized within the limits of Florida Statute 125.0104 and recognizing what an asset the facility can be as a cultural tourism amenity, CEO Vigil engaged Robin Malpass & Associates and tasked them with an expedited study regarding the highest and best use of the facility as a cultural tourism venue / attraction in Panama City.

Robin Malpass was selected because she is uniquely qualified both in her familiarity with Panama City and her work as a niche cultural tourism marketing professional.

Attached is the proposal from Robin Malpass; the Board should ratify CEO Vigil's execution of the contract and also allow Ms. Malpass to present her preliminary findings and offer her preliminary recommendations.

St Andrews Cultural Center
Public Meeting Sign-In
Thursday August 26 2021

Name	Company	Phone #	E-Mail
Kevin & Polly Silate	UOSA	850-319-4929	KSILATE@LIVE.COM
Lisa Barnes Tapscott	HSAWP	850-481-2381	
Jennifer V. S.	Destination Burn City	850-632-5262	
Beverly Walteson	Waltherson Citizen	813-479-5837	bwalteson@gmail.com
Bob Hurst	Hist. Soc.	850-252-3334	rhurstle@comcast.net
Jill Beaver	Dermatology Specialist	850-896-5455	jillbeaver@gmail.com
Rick Stuart	FL Health Connector	950-852-9282	rickstuart16@gmail.com
Cynthia Smith	CITIZEN	850 960 8447	smithcyn50@gmail.com
Gail O'Driscoll	Citizen	269 275 0084	gailo39dwyer@gmail.com
Cynthia Smith	CITIZEN	259 225 2407	smithcyn50@gmail.com
Lucas Leukow	CITIZEN / Alumni	850-481-2646	
Robbie Fehrenbach	Citizen of STA	850 624 5966	robiefehrenbach@gmail.com

Sara Caldwell / HSAWP (850) 325-6966 scaldwell @ Caldwellbroker.com

St Andrews Cultural Center
Public Meeting Sign-In
Thursday August 26 2021

Name	Company	Phone #	E-Mail
Kathleen Oberer	Parker	850 532 7059	KKOOBB@aol.com
Meghan McDougall	HSANJ	850-381-9135	Market@historicst Andrews.com
Tim McSini	City of PC		tim.gulf@pcgov.org
Lena Webb	City of PC Act	(850) 872-7233	lwebb@pcgov.org
Jason Hedder	GCSC	831-233-0493	jhedder@gulfcoast.edu
Lesley Fontaine	Bay Co. Historical Society	850-890-7087	SamFontaine@gmail.com
Robin Wilcox	HSANJ	480-375-1041	ROBINNEWILCOX@gmail.com
Tracy Smith	Citizen	281-682-8469	tracysmith@windstream.net
Teresa Sheffield	PC Growing Strong	850-276-8591	teresashield58@gmail.com
Nick Johnson	City of PC	850 872-7230	njohnson@pcgov.org
Lynne Schneider	PC Growing Strong	850 832-8597	lynneair@yahoo.com



Client: DESTINATION PANAMA CITY

Project: St. Andrews School Creative Tourism Recommendations

August 30, 2021

Prepared by:

Robin Malpass & Associates, Inc.

505 N. Lake Shore Drive, Suite 4708

Chicago, IL 60611

(312) 508-0228

Robin@robinmalpass.com

Project Overview

Develop recommendations for a Creative Tourism Hub for Destination Panama City and Bay County by reimagining the historic property and grounds of the former St. Andrews School.

Why Creative Tourism?

Creative Tourism is a sub-form of Cultural Tourism that was introduced in 2000 by Greg Richards and Crispin Raymond. They defined it as "Tourism which offers visitors the opportunity to develop their creative potential through active participation in experiences which are characteristic of the destination." In 2004, UNESCO recognized this new form of tourism by launching the Creative Cities Network. Today, this is a thriving cultural tourism segment that can be found around the world. The St. Andrews School property provides an opportunity for Destination Panama City to more fully engage in this new tourism market segment.

Proposal Recommendation Criteria

- Drive increased visitation to the destination - specifically by cultural tourists, as they represent a demographic that stays longer and spends more.
- Maximize cultural experiences that the local community and visitors can participate in equally.
- Include revenue opportunities for the Creative Tourism Hub to be self-supporting.
- Foster economic opportunities for local businesses, cultural tourists, and creative tourism.

Project Background

Several cultural tourism assets were identified in the 2015 Panama City Tourism Study which led to the formation of Destination Panama City. The Study concluded that of the Panama City neighborhoods, St. Andrews is well positioned for cultural tourism.

Destination Panama City now has the opportunity to create a new tourism attraction to support and enhance cultural tourism in St. Andrews. A Creative Tourism Hub will allow visitors and locals to participate in cultural activities and experiences in a new way that is aligned with Creative Tourism.

Methodology

Robin Malpass & Associates will assess the opportunities in a constructive process that encourages open and honest communication among stakeholders with the desired result of establishing a unified shared vision for success.

As co-author of the 2015 Panama City Tourism Study and as the first agency of record for Destination Panama City, Robin Malpass & Associates has a foundation of destination knowledge that will enable us to work within an accelerated timeline and to produce relevant, purposeful project recommendations.

The Process

- Evaluation of existing facilities
- Identify and Interview stakeholders
- Identify common shared vision components
- Research destinations with creative tourism attractions/facilities
- Present recommendations for feedback
- Revise recommendations as necessary
- Present final recommendations

Timeline for Completion

September 1 – October 15, 2021

- Onsite tour of facilities – September 1-2
- Identify and interview stakeholders to determine components of a shared vision – Sept 1-10
- Robin Malpass & Associates and Destination Panama City representatives review and visit (when possible) destinations with successful creative tourism programs – Sept 13-30
- Present draft recommendations - Oct 1 – 8
- Revise recommendations – Oct 9-14
- Present final recommendations – Oct 15

Project FeesFees

Based on similar scope projects, the estimated hours for completion are 125-135 hours @\$150 per hour plus travel and expenses. A 50% retainer is due at the project's inception with the remainder due upon completion. All materials, research and plans are the exclusive property of Destination Panama City.

Terms


This proposal requires a 50% retainer fee upon acceptance. Remaining fees will be billed as work is completed based on net 30-day terms.



Authorized Representative, Destination Panama City

8/30/2021

Date



Authorized Representative, Robin Malpass and Associates, Inc.

8/3/2021

Date

St Andrews Cultural Center
Public Meeting Sign-In
Thursday August 26 2021

Name	Company	Phone #	E-Mail
Christine Gledwin		850-624-8602	Gledwin2008@aol.com
Bred Stephens	Surjmanarts	850-819-3446	Bred@Surjmanarts.com
Heather Parker	Floriopolis	850 249 9295	floriopolisarts@gmail.com
Margaret Webster	The Public Eye / Public Eye San	850-890-6631	publiceyesoon@gmail.com thepubliceyepce@gmail.com
Doris Betright	Caldwell Banker	850 866-9918	pclovis@gmail.com
Tern Fontaine	Historical Society, Neighbor	850 819 3981	FontaineT@gmail.com
Louise Crawford	neighbor	850-532-2220	louecrawford@yahoo.com
Glenda Walters	Historical Society Bay Co	850-832-0840	waltgadr@knology.net

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

1. PRESENTER NAME:

Jennifer M. Vigil
President & CEO

2. MEETING DATE:

10/12/2021

3. REQUESTED MOTION/ACTION:

Board authorize CEO Vigil to engage Huddle Group for a sports tourism study.

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 ☐

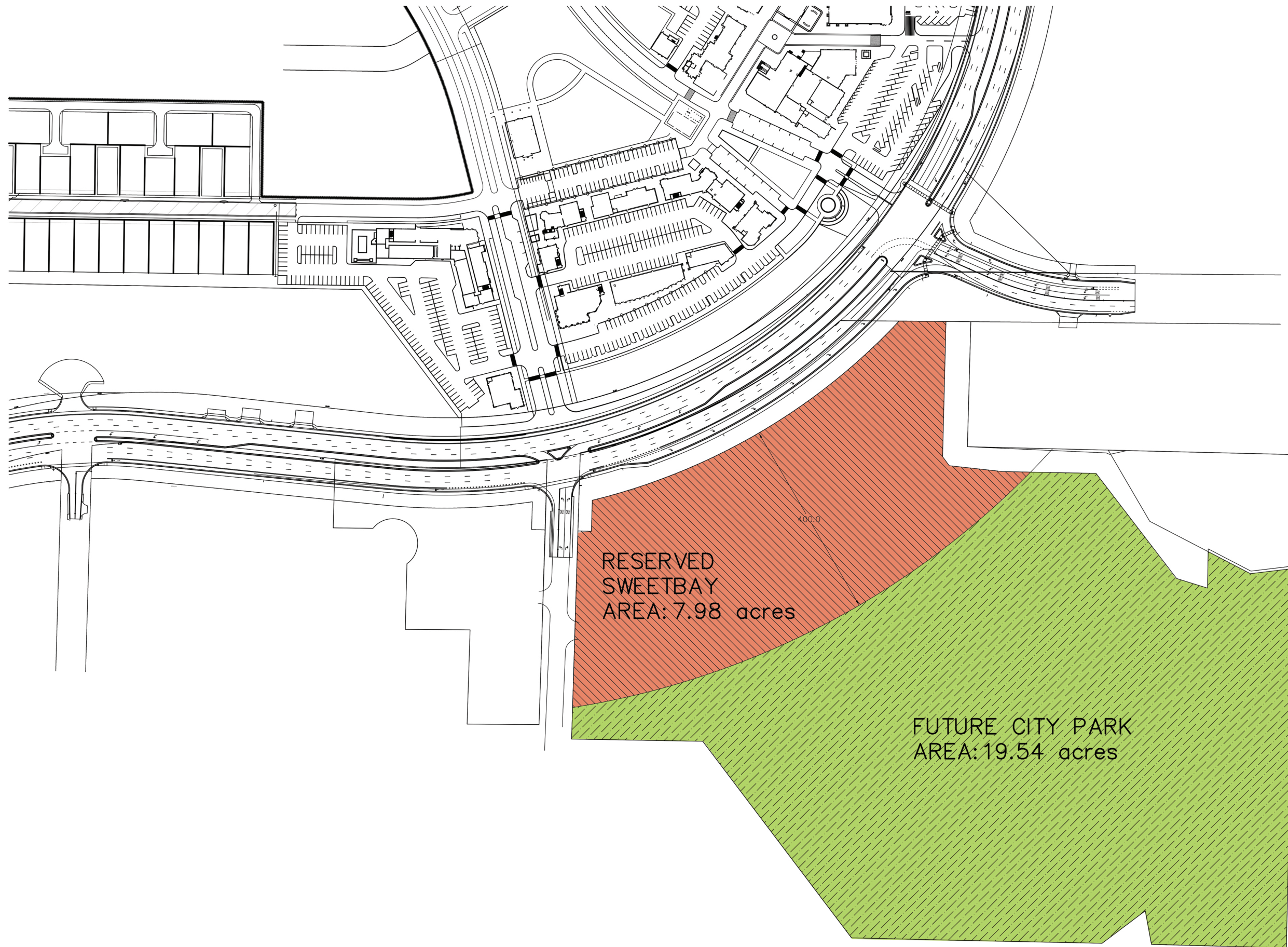
6. BACKGROUND: (WHY IS THE ACTION NECESSARY, WHAT ACTION WILL BE ACCOMPLISHED, (WHO, WHERE, WHEN & HOW))

The City of Panama City has acquired 19(+/-) acres of land for a future City Park on the south side of CR 390 across from the SweetBay residential development. (See attached map)

Recognizing the importance of outdoor recreation, sports tourism, and currently available federal grants, CEO Vigil reached out to Huddle Group and requested a proposal for Sports tourism specifically related to the feasibility of certain sports at the CR 390 location. The findings from this report will help CEO Vigil in preparing future marketing campaigns and better assist her in recruiting sporting events to the City. Likewise, the report will provide information needed by the City to complete federal grant applications.

The Huddle Group is a current vendor to Destination Panama City providing the Sports Index Application a recreation tourism recruitment tool.

The Huddle Group has submitted the attached proposal for consideration. Upon approval, work would commence immediately.



SWEETBAY :: 390 SOUTH RESERVE

October 1st, 2019



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o 407 494 1299
f 408 317 9527
741 front street, suite 320
celebration, FL 34747
www.placealliance.com

DESTINATION PANAMA CITY

SPORTS TOURISM STRATEGIC PLANNING PROPOSAL



SEPTEMBER 28, 2021

POWERED BY THE HUDDLEUP GROUP



Jennifer Vigil
Destination Panama City
101 West Palm Beach Drive
Panama City, FL 32401

September 28, 2021

Dear Jennifer,

Thank you for taking the time to talk with us about this critical project for Destination Panama City. It is great to see that sports tourism is an important factor in shaping the future of your community. As someone who has personally led award winning non-profit sports organizations and also helped our clients build and grow their community impact, I'm excited for the opportunity you have ahead of you. From our past efforts on similar projects, we are confident we can deliver a comprehensive analysis of the proposed sports project that will enable Destination Panama City ("DPC") to bring the project to fruition. Our proven process will help grow the region's tourism impact through sports, while at the same time enhancing the level of community engagement in the process.

Enclosed is a proposal to forge a partnership between DPC, and the Huddle Up Group, LLC ("Consultant"). The scope of work includes a comprehensive effort in both planning and execution. While the enclosed timeline is flexible, we have used an October start date and a November completion date to illustrate a potential project schedule. Our proven process focuses on three key elements for success:

1. Community Engagement – We interview key stakeholder groups via phone and in person, to garner their input throughout the process. We believe collaboration and transparency are keys for long-term success. These interviews will include local leaders, event rights holders, and potential partners that may not be engaged in your sports tourism efforts today.
2. Sustainability – In every project, our goal is to build a plan that can leverage existing assets (funding, partnerships, and community-wide leadership) and to identify new resources to sustain your long-range sports tourism vision. We want to work with DPC to put in place a game plan that can, and will, work over time.
3. Execution – Our end deliverable will not only include a playbook for success but will also outline action items to move forward. The plan will offer next steps for the DPC team to execute tomorrow, and also those that will be needed over time.

As the sole-proprietor of the Sports Tourism Index™, a first-of-its kind tool developed to help destinations evaluate their position in the sports tourism market, we will use the trademarked tool to determine the destination's strengths, competitive set, and areas of opportunity. In addition, DPC will have access to the Consultant's industry resource library.

Very few people have our level of experience in building and growing sustainable sports tourism programs. We would love to work with you on this important project for Destination Panama City. Thank you for your consideration of our proposal.

Yours in Sport,

A handwritten signature in blue ink, appearing to read 'Jon S'.

Jon Schmieder, Founder + CEO
Huddle Up Group, LLC

About the Huddle Up Group, LLC

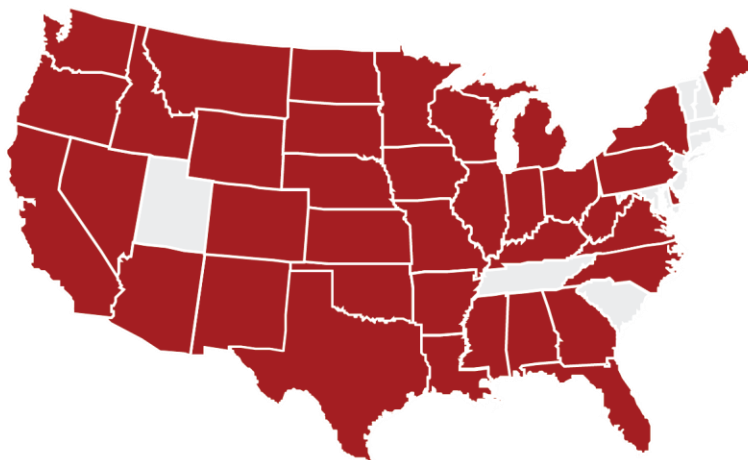
Founded in 2012 as a sports tourism industry consulting company, our team has a successful track record of leading sports organizations through strategic growth and increased community collaboration. We have extensive experience in building cohesive organizations and external relationships while working with volunteer boards, donors, elected officials, hospitality community leaders, and various corporate partners.

From starting as athletes and coaches to becoming leading sports industry professionals, a major differentiator for the Huddle Up Group is our team's experience in the sports tourism and events trenches.

We have personally led or worked on:

- Award winning sports commissions
- Multiple Olympic Games
- Youth tournaments
- Facility development
- National championship management
- Final Fours
- All-Star Games
- New event creation
- Capital campaigns/fundraising
- College Bowl Games

These well-rounded experiences lend themselves to a diverse view of sports organization development projects. This front-line experience is the primary reason we feel the Huddle Up Group is the best team to partner with you and your stakeholders on this strategic planning effort.



2017 NASC SUPERIOR SERVICE AWARD WINNER

The highest honor a consulting firm can earn from the National Association of Sports Commissions (now Sports Events & Tourism Association)

The Huddle Up Group employs six (6) full-time staff members and multiple contract employees. Below is a brief bio of each team member that will contribute to the project:



JON SCHMIEDER, FOUNDER + CEO

Huddle Up Group, LLC | Phoenix, Arizona

Jon has 25 years of direct experience in the sports tourism industry having held the top role with three different sports commissions: Phoenix, Tulsa, and Denver. Schmieder brings a wealth of experience in sports tourism and economic development having also served in lead staff positions for the Senior Olympic Games and Pop Warner Football and Cheerleading. Schmieder twice served as Chairman of the National Association of Sports Commissions (NASC) and was on the organization's Executive Committee for six years. While Schmieder served as the President of the Phoenix Regional Sports Commission, the NASC chose the organization as the 2012 Large Market Sports Commission of the Year.

Schmieder was named the 2012 CEO of the Year by the Phoenix Chapter of the Organization of Non-Profit Executives. In 2016, Connect Sports honored Schmieder as an industry "Game Changer".

He holds a bachelor's degree in marketing from the University of Arizona. He also holds a master's degree in higher education leadership from Northern Arizona University.

Unique Fact: Schmieder is one of only three, 2-time Chairmen of the NASC.



CAROLINE ALLMAN, PRINCIPAL

Huddle Up Group, LLC | Knoxville, TN

Caroline's career experience includes sports management roles across collegiate, professional, and the sports tourism industry. Caroline started her career working for the University of Tennessee in event management and athletic administration enabling events across 14 sports and exploring strategic initiatives. While at Tennessee, Caroline assisted in the development and execution of the Pilot Flying J Battle at Bristol, the world's largest football game in history.

Caroline also worked for the Seattle Sports Commission focused on acquiring and hosting major events. She most recently worked in marketing for the Seattle Seahawks focused on market research, data analytics, and the NFL Voice of the Fan.

Caroline holds a Bachelor of Education from the University of Tennessee and a Master of Business Administration from Seattle University.

Unique Facts: Caroline earned two-time Academic All-American honors as a Lady Volunteer soccer player at the University of Tennessee prior to playing professionally in the French Division 1 Feminine.



DEAN POLK
DIRECTOR | HARRISBURG, PENNSYLVANIA

Polk's experience in the sports industry began while serving in various game-day roles within the athletic department while a student at West Virginia University. It was during this time that he also interned for the Greater Morgantown CVB. Upon graduating, Polk continued his work within the sports tourism industry, working at ESPN Wide World of Sports and for USA Baseball.

Prior to joining HUG, Polk spent the last few years as a business development leader for the Hershey Harrisburg Sports and Events Authority. Polk has a strong background in event solicitation and execution and earned his CSEE certification from SportsETA.

Polk holds a bachelor's degree in Sport Management from West Virginia University. He also earned his MBA and a master's degree in Sport Management from West Virginia University.

Partner Portfolio

The Huddle Up Group has worked with numerous communities and sports organizations across the United States. Our clients and partners include, but are not limited to, the following:

DMOs

Arlington CVB	Las Cruces CVB
Bermuda Run (NC)	Las Vegas Convention and Visitors Authority
Birmingham CVB	London (KY) Tourism Commission
Boulder CVB	Louisville Sports Commission
Branson CVB	Monroe-West Monroe CVB
Bryan-College Station CVB	Morgantown CVB
Butler County (OH)	North Platte CVB (NE)
Campbell County CVB (WY)	Oklahoma City CVB
City of Auburn (ME)	Peoria CVB (AZ)
City of Longview (TX)	Richmond Region Tourism (VA)
City of Lynchburg (VA)	Springfield Sports Commission (MO)
Columbia County (FL)	Travel Lane County (OR)
Columbus CVB (IN)	Travel Medford
Delaware Sports Commission	Treasure Coast Sports Commission
Des Moines CVB	Virginia Beach Sports Marketing
Discover Kalamazoo (MI)	Visit Brookings
DuPage County CVB	Visit Detroit/Detroit Sports Commission
Durham Sports Commission	Visit Duluth
Eau Claire CVB	Visit Hershey Harrisburg
Elizabethtown Tourism and Convention Bureau	Visit Mesa
Evansville Sports Corp	Visit Mississippi Gulf Coast
Fort Worth CVB	Visit Norman
Fox Cities CVB	Visit Sacramento
Greater Grand Junction Sports Commission	Visit Tucson
Hamilton County Sports Authority	Visit Tulsa/Tulsa Sports Commission
Harris County-Houston Sports Authority	Visit Tuscaloosa
Jacksonville-Onslo Sports Commission	Visit Watertown



NGBs/Rights Holders

Arizona Football Coaches Association
 Association of Chief Executives of Sport (ACES)
 Ohio Basketball
 USA BMX

Additional Partnerships

Collinson Media & Events
 DMO Proz (formerly Zeitgeist Consulting)
 EventConnect
 Phoenix Sports Women's Association
 Resonance Consulting
 Safe Football
 Skyhawks Sports
 Sports Facilities Advisory
 Sports Facilities Management
 STEM Sports
 Strider Sports International
 Track Girlz
 Twin Cities Youth Soccer Association (Bermuda Run, NC)
 Veteran Tickets Foundation



Conferences/Media Outlets

ACES
 Cal Travel
 Connect Sports
 Destinations International
 DMA West
 Florida Sports Foundation
 Georgia Conference on Tourism
 Louisiana Lieutenant Governors Conference on Tourism
 Minnesota Tourism Conference
 NASC Symposium
 North Carolina Tourism 365
 Oklahoma Travel Industry Association Conference
 Southeast Tourism Society
 South Dakota Tourism Conference
 Sports Events Magazine
 Sports Events & Tourism Exchange (South Africa)
 Sports Illinois
 Sports Planners Guide
 S.P.O.R.T.S. Relationship Conference
 Texas Association of CVBs
 Treasure Coast (FL) Sports Tourism Summit
 Upper Midwest CVB Association
 US Sports Congress
 Virginia Conference on Tourism
 Western Association of CVBs
 Wisconsin Tourism Conference



Related Project Experience and References

The Huddle Up Group has worked with numerous destinations on venue feasibility studies. Below are several references that relate specifically to long-range visioning projects our team at the Huddle Up Group has led.

Fox Cities CVB and Sports Commission (Appleton, WI)

Total Number of Projects – 2

Key Outcomes:

- Conducted a full facility audit as part of the development of a long-range strategic plan for the Sports Commission.
- Made recommendations for the development of a new indoor venue as well as the expansion of an existing outdoor complex, including the identification of a funding source (a bed tax increase) for all projects.
- Helped identify venue development partners as well as potential third-party management companies to facilitate the building and management of these new/enhanced facilities.
- The new facility suggested in this study (the Champions Center) opened in 2019.

Reference: Matt Ten Haken
Director of Sports
Fox Cities CVB
mtenhaken@foxcities.org
(920) 734-3358, extension 132

Visit Tulsa/Tulsa Sports Commission (OK)

Total Number of Projects – 2

Key Outcomes:

- In partnership with USA BMX, negotiated the development of a new International BMX Training facility in Tulsa. The \$26 million venue will open in late 2021.
- Led the staffing search for a new Executive Director for the Tulsa Sports Commission.
- Conducted a feasibility study for a planned outdoor entertainment center which could accommodate a major soccer franchise in the future.
- The feasibility study included community and external use models, cost to build estimates, revenue structures, and a calendar of events for the initial year of operation (including an economic impact analysis).

Reference: Ray Hoyt, President
rayhoyt@visittulsa.com
(918) 560-0273

Additional Related Projects:

- Louisville (KY)
- Fort Worth (TX)
- Columbia County, Sebring, Treasure Coast (FL)

Destination Panama City (“DPC”)
Sports Tourism Facility Project
Approach, Methodology, and Project Schedule

Approach

In all cases, our proven process is used to engage the community in a proactive and inclusive manner. The process outlined below has been especially successful with Destination Marketing Organizations (DMOs), sports commissions, cities, counties, and places where multiple stakeholder groups exist. Community alignment with the Parks and Recreation Department, area sports clubs, and other sports related factions throughout the area will be crucial to sustain the historically positive work of DPC. The more entities we can engage, the more support the project will generate through the process and any barriers/silos will be minimized or eliminated entirely.

Preliminary Scope of Work, Methodology, and Project Schedule

Our proposed scope of work and timeline is outlined below. The ultimate goal of the project is for our team to lead a facility evaluation process to identify, grow, develop and service the community’s sports tourism efforts in the Destination Panama City region to ensure continued significant economic impact. Using our proven methodology, the project includes six (6) scheduled deliverables, due at the assigned date noted below each stage of the project:

1. Consultant will assist DPC in completing the Sports Tourism Index™, a first-of-its kind tool developed to help destinations benchmark and evaluate their position in the sports tourism market. As the sole-proprietor and developer of the Sports Tourism Index™, the Consultant will use the trademarked tool to determine the destination’s strengths and areas of opportunity. The Sports Tourism Index™ is the only tool in the industry designed to benchmark an organization’s sports tourism presence against regional and national standards. Multiple reports will be produced by the Consultant to analyze and discuss with DPC.

(5 hours, delivered by October 1, 2021)

2. Consultant will conduct a complete audit on the current facility concept of DPC with the goal of determining the optimal venue size and scope that would most directly benefit the community. The audit will include a review of all previously conducted and relevant research/surveys and related projects including the current and potentially new development of the parks and recreation strategic plan. In addition, the audit will include phone interviews with the top 10 key stakeholders and online surveys with the remaining stakeholders including but not limited to, the Staff and key board members of DPC, city/county/community leaders, parks and recreation, area high schools, privately run facilities, program coordinators and venue managers, hospitality community leaders, event owners, local clubs, elected officials, corporate executives, and additional targets as defined by DPC. As a point of reference, these interviews and surveys normally involve between 20-30 stakeholders in total.

(25 hours, delivered by October 30, 2021)

3. Consultant will utilize the audit, the virtual evaluation, and national best practices to develop a comprehensive venue development strategic plan for DPC. This plan will include, but may not be limited to:

- (1) An economic impact analysis of one (1) potential new venue development, including: A professional opinion on the financial/economic impact model for the proposed venue, an analysis and recommendations of the revenue model and opportunities for the facility, and a commentary on the proposed management model for the facility.

- (2) Creation of a “story telling” document that includes the economic impact analysis and can be used to generate community support for the project.

(25 hours, delivered by November 15, 2021)

4. Consultant will make a final two-hour virtual presentation on the findings and recommendations of the study to the members of DPC and its stakeholders, including various city/county/area leadership groups, elected officials, the hospitality industry, as well as DPC Staff and board. The goal of these presentations is to formally solicit support and garner feedback on the proposed strategic plan for DPC. This presentation phase includes pre- and post-con meetings with key DPC leadership as well as delivery of up to five (5) bound copies of the final written report.

(10 hours, delivered by November 30, 2021)

5. Consultant will facilitate a follow-up call to discuss the implementation of the strategic plan and action items going forward. The Consultant Team will also be available to DPC staff via phone, and/or at industry related events to act as a sounding board and to offer execution advice for all related questions pertaining to this scope of work for 30 days following the delivery of the strategic plan.

(5 hours, delivered by December 30, 2021)

Project Budget/Fees

Direct Costs

All parts of the project will be conducted virtually and not in person. If DPC would prefer a final in-person presentation in the DPC market, consultant estimates this will require **up to** \$2,500 in direct reimbursable costs, including:

- Round trip airline travel to and from the Destination Panama City area.
- Rental car and mileage.
- Incidental travel expenses outside of the Destination Panama City area such as meals, airport parking, and airport transfers for the scope of work outlined in this proposal.

The DPC and Consultant Team will make every effort to combine trips the Consultant Team is making to cut down on travel cost and time (doing so will allow these costs to be “shared” by other destinations in the region). These direct costs will only be billed for the reimbursement of actual expenses incurred by the Consultant Team (no daily per diem). Consultant fees are inclusive of the physical printing and binding of up to five (5) copies of the final report. Additional copies can be produced upon request at the cost of DPC.

Labor (hours) by Major Tasks

Sports Tourism Index™ (5 hours)

Stakeholder Interviews/Sports Tourism Marketing Audit (25 hours)

Strategic Plan Creation (25 hours)

Final Report and Virtual Presentations (10 hours)

30-Day Follow-Up (5 hours)

Total Project Hours: 70 hours

Billable Rate: \$250/hour

Total Cost for Labor: \$17,500 (70 hours x \$250 per hour)

Potential Total Project Cost: \$20,000 (inclusive of the “up to” direct costs and absorbed material costs as outlined above).

Champions Circle (Optional): Beyond the 30-day execution window provided for in Stage 6, the Consultant Team also offers an ongoing Champions Circle consulting program in 12-month increments. Pricing and scope of service for this program can be presented to DPC upon request. \$6,000

Additional Terms

- This agreement is for the term October 1, 2021 – November 30, 2021.
- DPC agrees to pay the Consultant's fees as outlined in the enclosed budget. The fees are to be billed in two equal installments, the first upon the signing of this agreement, the second upon delivery of the final presentation and report. Invoices are to be paid within ten (10) business days of receipt by DPC.
- Additional work beyond what is outlined above would require a separate agreement between DPC and the Consultant.
- This is a NON-EXCLUSIVE consulting agreement.
- As communication is critical to success, the parties agree to a bi-weekly update either via phone or e-mail as requested by DPC.
- This partnership can be extended by mutual agreement of the parties at any time.

Conclusion

Given this new reality we are all living in today, this is a watershed moment for DPC and the sports tourism stakeholders across the region. While the arms race in the sports tourism industry is at an all-time high, we need to be strategic in how we set the community up for long-term success coming out of the current downturn. In order to be relevant in this highly competitive space, destinations need to be highly focused, skilled, and creatively funded – more so today than ever before.

Smart destinations sustain their efforts year over year through focused and aligned community-wide efforts. By working with the Huddle Up Group, DPC will be able to leverage our hands-on expertise in building strong and sustainable sports organizations. We will provide the Destination Panama City team with a specific game plan to improve the area's sports tourism tool kit, which will positively impact the community in multiple ways for years to come.

Our team has the experience and knowledge you need to forge the future sports tourism vision for Destination Panama City. We have a great passion for what lies ahead of you and we would love to help along the journey. Thank you for your consideration of our proposal.

Yours in Sport,



Jon Schmieder
Founder + CEO
Huddle Up Group, LLC
Jon@HuddleUpGroup.com

602-369-6955

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

1. PRESENTER NAME:

Jennifer Vigil
President & CEO

2. MEETING DATE:

10/12/2021

3. REQUESTED MOTION/ACTION:

Board should make a motion regarding merit increase / bonus for CEO Vigil based on CEO Evaluation Committee recommendations.

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 CEO Vigil's employment contract signed October 27, 2015, each year the Board is to select an evaluation committee "to meet with Vigil to evaluate her performance, discuss her performance of this Contract and consider cost of living and merit increases in Vigil's salary".

Jennine Brown (Chairman), Nirav Banker (Vice Chairman), and Billy Rader (Board Member) completed CEO evaluations for CEO Vigil. Evaluations have been attached for review.

Also pursuant to the employment contract, "for each fiscal year Vigil is employed under this Contract she will be considered for a cost of living and merit increase not exceeding 10% of her then current salary based upon measurable performance criteria".

Attachment:

- Vigil Evaluation – Completed by Chairman Jennine Brown
- Vigil Evaluation – Completed by Vice Chairman Nirav Banker
- Vigil Evaluation – Completed by Board Member Billy Rader

DESTINATION PANAMA CITY (PCCDC) PRESIDENT & CEO PERFORMANCE EVALUATION

- Purpose:** The purpose of evaluating the President & CEO is to look at the performance of the President & CEO during the evaluation period. It is an opportunity for a better understanding of and greater appreciation for the expectations of the DPC BOARD.
- Format:** There are no perfect evaluation tools. However, the evaluation should be a thoughtful, effective, sensitive, and positive process. To some extent, evaluating the President & CEO also is an evaluation of the organization as a whole. Therefore, please make comments about specific segments the organization as a whole as you may deem appropriate.
- Rating:** This evaluation consists of several categories that the President & CEO is involved with or has responsibility. Specific job responsibilities are listed for each general area to be rated. Following each category you are asked to indicate your assessment on the following scale:

Exceptional (4)

This rating describes performance which consistently exceeds the expectations of the County Commission and is clearly superior in terms of quality and performance standards.

Exceeds Expectations (3)

This rating describes performance which routinely exceeds expectations of the County Commission and reflects a thorough and efficient effort.

Meets Expectations (2)

This rating indicates fulfillment of the job requirements and expectations of the County Commission.

Below Expectations (1)

This rating indicates marginal fulfillment of the County Commission's expectations and shows a need for significant improvement.

Each category also allows space for comments. You are encouraged to make comments on each item and provide as much feedback as desired. For ratings of "1", please provide a suggested corrective action plan for the President & CEO in each category as rated. The more feedback given, the greater the opportunity for meaningful discussion.

A place for your assessment of the President & CEO's overall rating is also provided, along with space for your comments and suggestions for improvement and commendations.

I. Organizational Management and Leadership

- Plans and organizes the work that goes into providing services established by the decisions of the DPC BOARD.
- Evaluates and keeps up with current technology and professional development.
- Selects, leads, directs and develops staff.
- Keeps the DPC BOARD appropriately informed about organizational status and changes.
- Delegates authority and responsibly to staff while retaining ultimate responsibility for staff performance.
- Is knowledgeable of City, County, State and Federal laws and ordinances affecting DPC operations and ensures compliance.
- Explores alternatives and presents well thought-out and properly documented recommendations.
- Provides appropriate support and assistance to the DPC BOARD.
- Strives to create an environment that promotes innovation, accomplishment and accountability.
- Takes responsibility for setting realistic objectives for the organization based on the goals of the DPC BOARD, the annual Program of Work and overall vision of the Tourism Study.
- Knows when to act and when to defer action.
- Has the capability and willingness to make hard decisions when required, and accepts responsibility for those decisions and those of subordinates.

COMMENTS:

Jennifer demonstrates exceptional leadership while guiding DPC in a positive direction that benefits the City of PC. Jennifer is always 100% engaging with BOARD, City, Community and is a proven leader as DPC CEO.

AREA RATING: Circle One

- 4 Exceptional
- 3 Exceeds Expectations
- 2 Meets Expectations
- 1 Below Expectations

II. Fiscal and Business Management

- Plans, organizes and administers the adopted budget. Ensures compliance with statutory requirements.
- Plans, organizes and presents the annual budget with overall Media and Marketing Plan.
- Prepares and provides periodic event & tourism economic impact reports.
- Makes informed, reasoned, and responsible budgetary and financial recommendations and decisions.
- Displays a clear understanding of the DPC's financial resources and the priorities of the DPC BOARD.
- Recommends a balanced budget consistent with established Bay County Commission goals and guidelines.
- Effectively oversees the maintenance, preservation and operation of DPC facilities, buildings and equipment.
- Plans, organizes and supervises most cost-effective and economic utilization of human and fiscal resources.
- Recommends priorities for human and fiscal resources.
- Recommends priorities for the allocation of funds.
- Works in conjunction with the Bay County TDC and the Clerk of Court to ensure ratification of DPC BOARD budget approval.
- Generates creative ideas, campaigns and solutions that will solidify the City's position as a tourist destination.

COMMENTS:

Jennifer not only plans, prepares, executes Budgets & Business plans. She goes above and beyond in educating City, Tourism Partners and many others on these processes and procedures which is beyond her scope of work.

AREA RATING: Circle One

- ④ 4 Exceptional
- 3 Exceeds Expectations
- 2 Meets Expectations
- 1 Below Expectations

IV. Community and Intergovernmental Relations

- Effectively communicates DPC practices, policies and decisions to the public and others.
- Appropriately participates in community and civic activities.
- Establishes and maintains an image of the DPC to the Community that represents quality services and professionalism.
- Willing to meet with citizens and community groups regarding their interests and concerns.
- Possesses and promotes an attitude and feeling of helpfulness, courtesy and sensitivity to the public.
- Communicates in a clear and unbiased manner on both special and routine events and issues.
- Promptly responds to and addresses citizen inquiries and public concerns.
- Maintains awareness of activities & initiatives in the City and other nearby areas that may relate to or affect the overall tourism draw to the County.
- Designs, organizes and staffs official tourism Visitor's Information Center(s).
- Maintains effective working relationships with groups and other destination marketing organizations with which the City is involved or interfaces.

COMMENTS:

Jennifer fosters a great relationship with officials, community and other CRB's and partners.

AREA RATING: Circle One

- ④ Exceptional
- 3 Exceeds Expectations
- 2 Meets Expectations
- 1 Below Expectations

V. Personal and Professional Traits

- Demonstrates composure, appearance and attitude consistent with an executive position.
- Able to separate professional and personal lives.
- Maintains personal integrity. Actions and decisions reflect moral and ethical standards.
- Viewed positively by others both inside and outside the organization.
- Energetic and willing to spend necessary time to do a good job.
- Unbiased in decision-making and presents rational and interpersonal viewpoints based on facts and qualified opinions.
- Understands the values, attitudes and goals of others.
- Innovative and self-motivated.
- Values personal and professional development and endeavors to increase ability to serve and perform.
- Builds cohesiveness in staff.
- Effectively motivates the organization.

COMMENTS:

AREA RATING: Circle One

- 4** Exceptional
- 3 Exceeds Expectations
- 2 Meets Expectations
- 1 Below Expectations

VI. Overall Performance Rating

- 4 Exceptional
- 3 Exceeds Expectations
- 2 Meets Expectations
- 1 Below Expectations

COMMENTS AND OBSERVATIONS:

Jennifer is an asset to our Community; the level of dedication to her position & success of DPC in PC is unparalleled.

SUGGESTIONS FOR IMPROVEMENT:

COMMENDATIONS:

10/8/21
Date

Jennifer Bron
Board Member

DESTINATION PANAMA CITY (PCCDC) PRESIDENT & CEO PERFORMANCE EVALUATION

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Rating: This evaluation consists of several categories that the President & CEO is involved with or has responsibility. Specific job responsibilities are listed for each general area to be rated. Following each category you are asked to indicate your assessment on the following scale:

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This rating indicates fulfillment of the job requirements and expectations of the County Commission.

Below Expectations (1)

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Each category also allows space for comments. You are encouraged to make comments on each item and provide as much feedback as desired. For ratings of "1", please provide a suggested corrective action plan for the President & CEO in each category as rated. The more feedback given, the greater the opportunity for meaningful discussion.

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I. Organizational Management and Leadership

- Plans and organizes the work that goes into providing services established by the decisions of the DPC BOARD.
- Evaluates and keeps up with current technology and professional development.
- Selects, leads, directs and develops staff.
- Keeps the DPC BOARD appropriately informed about organizational status and changes.
- Delegates authority and responsibly to staff while retaining ultimate responsibility for staff performance.
- Is knowledgeable of City, County, State and Federal laws and ordinances affecting DPC operations and ensures compliance.
- Explores alternatives and presents well thought-out and properly documented recommendations.
- Provides appropriate support and assistance to the DPC BOARD.
- Strives to create an environment that promotes innovation, accomplishment and accountability.
- Takes responsibility for setting realistic objectives for the organization based on the goals of the DPC BOARD, the annual Program of Work and overall vision of the Tourism Study.
- Knows when to act and when to defer action.
- Has the capability and willingness to make hard decisions when required, and accepts responsibility for those decisions and those of subordinates.

COMMENTS:

Hurricane Michael, Covid-19 pandemic, Jennifer continues to take on challenges and delivers positive results. Staff on board is amazing and shows that they love working with Jennifer.

AREA RATING: Circle One

- ☒ 4 Exceptional
- 3 Exceeds Expectations
- 2 Meets Expectations
- 1 Below Expectations

II. Fiscal and Business Management

- Plans, organizes and administers the adopted budget. Ensures compliance with statutory requirements.
- Plans, organizes and presents the annual budget with overall Media and Marketing Plan.
- Prepares and provides periodic event & tourism economic impact reports.
- Makes informed, reasoned, and responsible budgetary and financial recommendations and decisions.
- Displays a clear understanding of the DPC's financial resources and the priorities of the DPC BOARD.
- Recommends a balanced budget consistent with established Bay County Commission goals and guidelines.
- Effectively oversees the maintenance, preservation and operation of DPC facilities, buildings and equipment.
- Plans, organizes and supervises most cost-effective and economic utilization of human and fiscal resources.
- Recommends priorities for human and fiscal resources.
- Recommends priorities for the allocation of funds.
- Works in conjunction with the Bay County TDC and the Clerk of Court to ensure ratification of DPC BOARD budget approval.
- Generates creative ideas, campaigns and solutions that will solidify the City's position as a tourist destination.

COMMENTS:

Always clear on budget and financial documents provided at meetings. Uses budget to make smart decisions on how to promote Panama City.

AREA RATING: Circle One

- ☒ 4 Exceptional
- 3 Exceeds Expectations
- 2 Meets Expectations
- 1 Below Expectations

III. Communication and Relationships with DPC BOARD

- Maintains effective and timely communication, both verbal and written, with the DPC BOARD.
- Maintains availability to elected officials, both personally and through designated staff.
- Establishes and maintains a system of reporting of current DPC plans and activities.
- Plans, organizes and submits materials for presentation to the DPC BOARD in clear, concise and comprehensive manner.
- Avoids personality biases or partisanship issues.
- Is sensitive to DPC BOARD concerns and priorities.
- Responsive to inquiries and suggestions from DPC BOARD members, industry partners, and the general public.
- Provides adequate expertise and guidance, recommendations and alternatives in policy-making while respecting the integrity of the DPC BOARD as a body.
- Responds equally to each member of the DPC BOARD and implements directives of the BOARD as a whole rather than individually.

COMMENTS:

Provides clear communication at meetings, by email, or in person.

AREA RATING: Circle One

- ☒ 4 Exceptional
- 3 Exceeds Expectations
- 2 Meets Expectations
- 1 Below Expectations

IV. Community and Intergovernmental Relations

- Effectively communicates DPC practices, policies and decisions to the public and others.
- Appropriately participates in community and civic activities.
- Establishes and maintains an image of the DPC to the Community that represents quality services and professionalism.
- Willing to meet with citizens and community groups regarding their interests and concerns.
- Possesses and promotes an attitude and feeling of helpfulness, courtesy and sensitivity to the public.
- Communicates in a clear and unbiased manner on both special and routine events and issues.
- Promptly responds to and addresses citizen inquiries and public concerns.
- Maintains awareness of activities & initiatives in the City and other nearby areas that may relate to or affect the overall tourism draw to the County.
- Designs, organizes and staffs official tourism Visitor's Information Center(s).
- Maintains effective working relationships with groups and other destination marketing organizations with which the City is involved or interfaces.

COMMENTS:

Event after event, Jennifer is always making sure things are going smooth. Wonderful reputation in the community, connecting with the citizens.

AREA RATING: Circle One

- ☒ 4 Exceptional
- 3 Exceeds Expectations
- 2 Meets Expectations
- 1 Below Expectations

V. Personal and Professional Traits

- Demonstrates composure, appearance and attitude consistent with an executive position.
- Able to separate professional and personal lives.
- Maintains personal integrity. Actions and decisions reflect moral and ethical standards.
- Viewed positively by others both inside and outside the organization.
- Energetic and willing to spend necessary time to do a good job.
- Unbiased in decision-making and presents rational and interpersonal viewpoints based on facts and qualified opinions.
- Understands the values, attitudes and goals of others.
- Innovative and self-motivated.
- Values personal and professional development and endeavors to increase ability to serve and perform.
- Builds cohesiveness in staff.
- Effectively motivates the organization.

COMMENTS:

Always showing positive attitude, no matter how the day is going she continues to put on a smile. She is a very pleasant person to be around.

AREA RATING: Circle One

- ☒ 4 Exceptional
- 3 Exceeds Expectations
- 2 Meets Expectations
- 1 Below Expectations

VI. Overall Performance Rating

- ☒ 4 Exceptional
- 3 Exceeds Expectations
- 2 Meets Expectations
- 1 Below Expectations

COMMENTS AND OBSERVATIONS:

Great leader and mentor

SUGGESTIONS FOR IMPROVEMENT:

COMMENDATIONS:

I would distribute the 10% as, 5% bonus and 5% raise.

9/27/2021

Date

Nirav Banker

Board Member

DESTINATION PANAMA CITY (PCCDC) PRESIDENT & CEO PERFORMANCE EVALUATION

- Purpose:** The purpose of evaluating the President & CEO is to look at the performance of the President & CEO during the evaluation period. It is an opportunity for a better understanding of and greater appreciation for the expectations of the DPC BOARD.
- Format:** There are no perfect evaluation tools. However, the evaluation should be a thoughtful, effective, sensitive, and positive process. To some extent, evaluating the President & CEO also is an evaluation of the organization as a whole. Therefore, please make comments about specific segments the organization as a whole as you may deem appropriate.
- Rating:** This evaluation consists of several categories that the President & CEO is involved with or has responsibility. Specific job responsibilities are listed for each general area to be rated. Following each category you are asked to indicate your assessment on the following scale:

Exceptional (4)

This rating describes performance which consistently exceeds the expectations of the County Commission and is clearly superior in terms of quality and performance standards.

Exceeds Expectations (3)

This rating describes performance which routinely exceeds expectations of the County Commission and reflects a thorough and efficient effort.

Meets Expectations (2)

This rating indicates fulfillment of the job requirements and expectations of the County Commission.

Below Expectations (1)

This rating indicates marginal fulfillment of the County Commission's expectations and shows a need for significant improvement.

Each category also allows space for comments. You are encouraged to make comments on each item and provide as much feedback as desired. For ratings of "1", please provide a suggested corrective action plan for the President & CEO in each category as rated. The more feedback given, the greater the opportunity for meaningful discussion.

A place for your assessment of the President & CEO's overall rating is also provided, along with space for your comments and suggestions for improvement and commendations.

I. Organizational Management and Leadership

- Plans and organizes the work that goes into providing services established by the decisions of the DPC BOARD.
- Evaluates and keeps up with current technology and professional development.
- Selects, leads, directs and develops staff.
- Keeps the DPC BOARD appropriately informed about organizational status and changes.
- Delegates authority and responsibly to staff while retaining ultimate responsibility for staff performance.
- Is knowledgeable of City, County, State and Federal laws and ordinances affecting DPC operations and ensures compliance.
- Explores alternatives and presents well thought-out and properly documented recommendations.
- Provides appropriate support and assistance to the DPC BOARD.
- Strives to create an environment that promotes innovation, accomplishment and accountability.
- Takes responsibility for setting realistic objectives for the organization based on the goals of the DPC BOARD, the annual Program of Work and overall vision of the Tourism Study.
- Knows when to act and when to defer action.
- Has the capability and willingness to make hard decisions when required, and accepts responsibility for those decisions and those of subordinates.

COMMENTS:

If anything, Jennifer is usually over prepared. As a Board Member, I am very pleased with her organizational leadership and the manner in which she represents this Board and Destination Panama City.

AREA RATING: Circle One

- 4** Exceptional
- 3 Exceeds Expectations
- 2 Meets Expectations
- 1 Below Expectations

II. Fiscal and Business Management

- Plans, organizes and administers the adopted budget. Ensures compliance with statutory requirements.
- Plans, organizes and presents the annual budget with overall Media and Marketing Plan.
- Prepares and provides periodic event & tourism economic impact reports.
- Makes informed, reasoned, and responsible budgetary and financial recommendations and decisions.
- Displays a clear understanding of the DPC's financial resources and the priorities of the DPC BOARD.
- Recommends a balanced budget consistent with established Bay County Commission goals and guidelines.
- Effectively oversees the maintenance, preservation and operation of DPC facilities, buildings and equipment.
- Plans, organizes and supervises most cost-effective and economic utilization of human and fiscal resources.
- Recommends priorities for human and fiscal resources.
- Recommends priorities for the allocation of funds.
- Works in conjunction with the Bay County TDC and the Clerk of Court to ensure ratification of DPC BOARD budget approval.
- Generates creative ideas, campaigns and solutions that will solidify the City's position as a tourist destination.

COMMENTS:

In terms of fiscal management, it speaks volumes that through a catastrophic natural disaster and a world wide pandemic that Jennifer had a strategic financial plan that allowed Destination Panama City to construct a new Visitor's Center, without taking on any debt while still executing successful marketing and public relations campaigns.
--

AREA RATING: Circle One

- | | |
|---|----------------------|
| 4 | Exceptional |
| 3 | Exceeds Expectations |
| 2 | Meets Expectations |
| 1 | Below Expectations |

III. Communication and Relationships with DPC BOARD

- Maintains effective and timely communication, both verbal and written, with the DPC BOARD.
- Maintains availability to elected officials, both personally and through designated staff.
- Establishes and maintains a system of reporting of current DPC plans and activities.
- Plans, organizes and submits materials for presentation to the DPC BOARD in clear, concise and comprehensive manner.
- Avoids personality biases or partisanship issues.
- Is sensitive to DPC BOARD concerns and priorities.
- Responsive to inquiries and suggestions from DPC BOARD members, industry partners, and the general public.
- Provides adequate expertise and guidance, recommendations and alternatives in policy-making while respecting the integrity of the DPC BOARD as a body.
- Responds equally to each member of the DPC BOARD and implements directives of the BOARD as a whole rather than individually.

COMMENTS:

Jennifer continues to have excellent communication skills. Whether by email, text, or phone she keeps the Board members apprised of important information and up-to-date on issues. She routinely communicates with the public, tourism stakeholders, and visitors.

AREA RATING: Circle One

- | | |
|---|----------------------|
| 4 | Exceptional |
| 3 | Exceeds Expectations |
| 2 | Meets Expectations |
| 1 | Below Expectations |

IV. Community and Intergovernmental Relations

- Effectively communicates DPC practices, policies and decisions to the public and others.
- Appropriately participates in community and civic activities.
- Establishes and maintains an image of the DPC to the Community that represents quality services and professionalism.
- Willing to meet with citizens and community groups regarding their interests and concerns.
- Possesses and promotes an attitude and feeling of helpfulness, courtesy and sensitivity to the public.
- Communicates in a clear and unbiased manner on both special and routine events and issues.
- Promptly responds to and addresses citizen inquiries and public concerns.
- Maintains awareness of activities & initiatives in the City and other nearby areas that may relate to or affect the overall tourism draw to the County.
- Designs, organizes and staffs official tourism Visitor's Information Center(s).
- Maintains effective working relationships with groups and other destination marketing organizations with which the City is involved or interfaces.

COMMENTS:

Jennifer represents Destination Panama City very well with the City, Civic Organizations, tourism partners, and citizens. She provides factual unbiased information that both educates and allows board members to make informed, conscientious decisions.
She goes above and beyond making herself accessible to the board, partners, and citizens.

AREA RATING: Circle One

- | | |
|---|----------------------|
| <div style="border: 1px solid black; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center; margin-bottom: 5px;">4</div> | Exceptional |
| 3 | Exceeds Expectations |
| 2 | Meets Expectations |
| 1 | Below Expectations |

V. Personal and Professional Traits

- Demonstrates composure, appearance and attitude consistent with an executive position.
- Able to separate professional and personal lives.
- Maintains personal integrity. Actions and decisions reflect moral and ethical standards.
- Viewed positively by others both inside and outside the organization.
- Energetic and willing to spend necessary time to do a good job.
- Unbiased in decision-making and presents rational and interpersonal viewpoints based on facts and qualified opinions.
- Understands the values, attitudes and goals of others.
- Innovative and self-motivated.
- Values personal and professional development and endeavors to increase ability to serve and perform.
- Builds cohesiveness in staff.
- Effectively motivates the organization.

COMMENTS:

Jennifer effectively maintains a healthy separation of her personal and professional life. She has a stellar reputation within the community and the tourism industry. She also works endless hours to make sure Destination Panama City is successful.

AREA RATING: Circle One

- | | |
|---|----------------------|
| 4 | Exceptional |
| 3 | Exceeds Expectations |
| 2 | Meets Expectations |
| 1 | Below Expectations |

VI. Overall Performance Rating

- | | |
|---|----------------------|
| 4 | Exceptional |
| 3 | Exceeds Expectations |
| 2 | Meets Expectations |
| 1 | Below Expectations |

COMMENTS AND OBSERVATIONS:

SUGGESTIONS FOR IMPROVEMENT:

COMMENDATIONS:

Recommend 5% raise and 5% bonus.

10/7/2021

Date

Billy Rader (via telephone meetign with JV)

Board Member

DESTINATION PANAMA CITY

paid and earned media reporting

SEPTEMBER 2021

PAID MEDIA REPORTING

INTRODUCTION reporting background

- FY21 paid media campaign launched in January with the following marketing objectives:
 - Raise awareness of Panama City as a destination for travelers with an interest in outdoor activities
 - Drive consideration of Panama City for future vacations
- Data in this report is through 8/31/2021

FY21 PAID MEDIA campaign summary

- Through August, the FY21 Paid Campaign continued to accomplish its primary objective of generating awareness.
- Ads have already delivered **13.4 million impressions** to our target audiences in key markets and generated **31,027 clicks to the website**.
- Destination Panama City's new video creative has been **viewed over 157K times**.
- Paid Search has over a **16.68% overall CTR**, well above the benchmark of 4-6%, led by the "activities" ad group ("Things/Stuff/Activities to do").

FY21 PAID MEDIA
Madden media data

Tactic	Impressions	Clicks	CTR	Video Views	View Rate
Prospecting Display	3,760,875	5,570	0.15%	n/a	n/a
Remarketing Display	2,059,952	4,499	0.22%	n/a	n/a
YouTube Video	114,922	n/a	n/a	47,613	41%
Facebook Video	247,400	n/a	n/a	92,374	37%
TOTAL	3,962,001	9,258	.26%	134,231	39%

Performing above display benchmark CTR of 0.08%

Performing above industry YouTube video view rate benchmark of 27%

- The Madden package ran January - June

FY21 PAID MEDIA

Madden creative assets: display

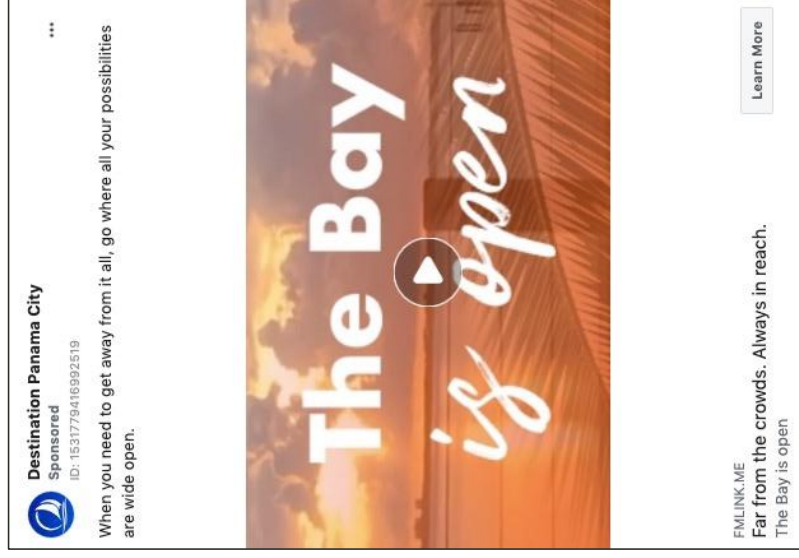


Sample prospecting banners



Sample remarketing banners

FY21 PAID MEDIA
Madden creative assets: Facebook




FY21 PAID MEDIA
paid social data

Audience	Reach	Impressions	Clicks	CTR	Video Plays	Video Views	View Rate	Shares	Reactions
Young Professions	1,534,371	5,456,037	1,925	0.04%	1,657,389	9,948	0.60%	4	419
Retirees	973,428	3,944,742	5,644	0.14%	1,584,098	13,490	0.85%	41	761
TOTAL	2,506,008	9,400,779	7,569	0.08%	3,241,487	23,438	0.72%	45	1,180

- We continue to see positive momentum in website traffic and video completion rate following campaign optimizations in May.
- The retirees audience, though smaller in reach, is more engaged with our social content.
- Paid social efforts have generated 3,766 Visitor Guide Pageviews January - August, accounting for 46% of Total Pageviews in the same period.
- Paid Social campaigns run January - September.

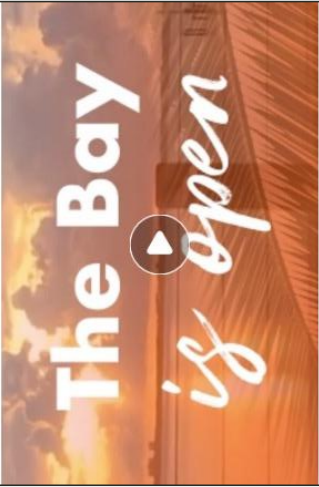
FY21 PAID MEDIA
paid social creative assets



Destination Panama City
Sponsored
ID: 153779416992519


When you need to get away from it all, go where all your possibilities are wide open.

...





FALINK.ME
Far from the crowds. Always in reach.
The Bay is open

Learn More



Destination Panama City
Sponsored

Meet the people who know everything there is to see, do, taste and discover. View our brand-new Visitor's Guide online now.

Let our locals be your guide


Download

Create art with Jayson

Download

For whatever you're into


Let locals guide you




Destination Panama City
Sponsored
ID: 390999055532263

Local chef James Pigneri dishes out where to find the best oysters, why black grouper tastes better and what keeps St. Andrews salty.


...






Destination Panama City
Sponsored
ID: 3696944333733017


Local entrepreneur and master storyteller Allan Branch explains why Historic Downtown is better now than ever.





Destination Panama City
Sponsored
ID: 3696944333733017

Local entrepreneur and master storyteller Allan Branch explains why Historic Downtown is better now than ever.



DESTINATIONPANAMACITY.COM
Let locals be your guide
 See our new Visitor's Guide

Download

paid search data

Year-to-Date Performance

Media Partner	Impressions	Clicks	CTR	Avg. CPC
Google	85,147	14,200	16.68%	\$1.21
TOTAL	85,147	14,200	16.68%	\$1.21

CTR above 4 - 6% benchmark

CPC below \$1.53 benchmark

- In August, the CTR reached over 16% and the Avg. CPC was \$1.79, which increased year-to-date performance and outperforming Google Paid Search benchmarks.
- Click activity and Avg. CPC remained consistent from March – July but deviated in August to match performance similar to January.
 - Possibly attributed to a decrease in seasonal travel, increased COVID concerns, or a combination of both; supporting data is provided on the next slide.
- Despite this change, 43% of clicks resulted in quality site visits as searchers continue to complete Google Analytics (GA) conversions:
 - 1,203 searchers spent 2 – 3+ minutes on site, and 4,783 visited 2 or 3+ pages.
 - Though our ads have seen less demand, traffic from ads remains engaged.

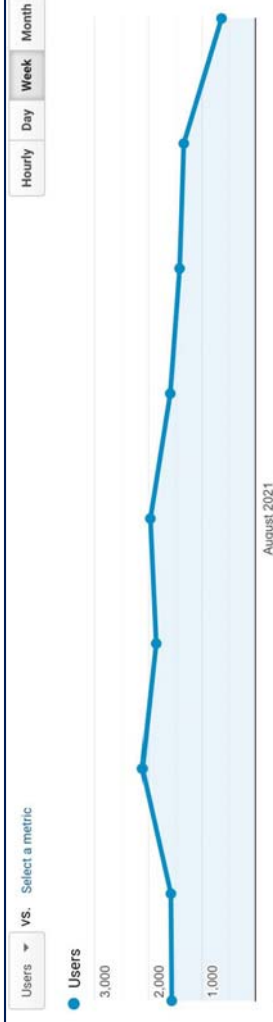
FY21 PAID MEDIA paid search activity

We have seen a gradual decrease in interest since mid-July, likely impacted by seasonality & COVID concerns.

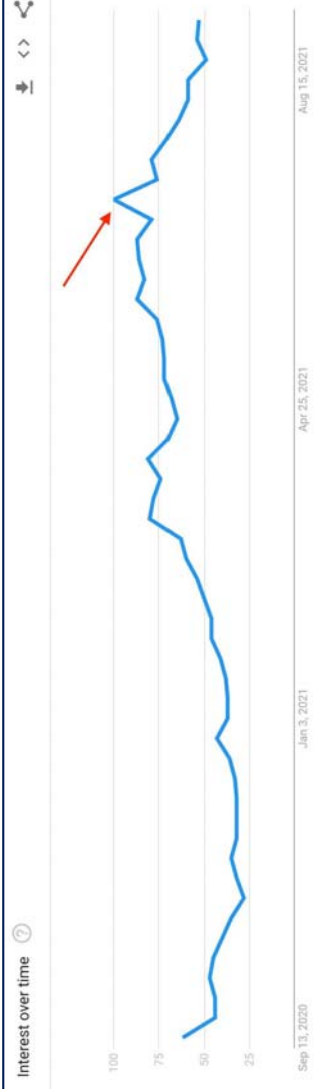
paid search clicks and conversions from 7/5 – 8/31



overall website traffic from 7/5 – 8/31



search interest for Panama City began shifting after July 4th peak



FY21 PAID MEDIA
sample paid search ads

desktop

Ad • www.destinationpanamacity.com/visit ▾

Vacation In Panama City, FL | Back & Better Than Ever | Plan A Visit

Looking For A Place To Get Away For A Weekend? See What Panama City, Florida Has In Store. Arts & Culture. Now Open. Water Adventures. St. Andrew Bay. Amenities: Historic Tours, Beautiful Scenery, Art Events, Live Music

Free Visitors Guide

Let our locals be your guide

View our brand-new guide online now

Events

Panama City, FL Events Calendar.

See What's Happening This Week!

About Panama City, FL

Learn More About Panama City, FL.

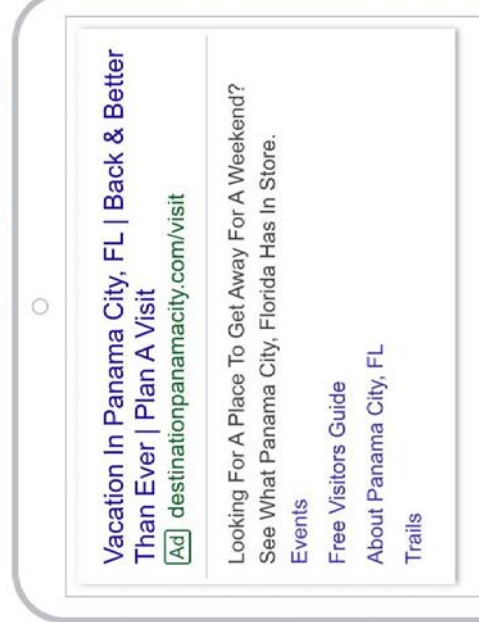
See What The City Has To Offer!

Trails

Historic Walking Trails

Oyster Trail

mobile



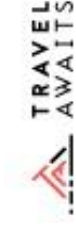
EARNED MEDIA REPORTING

goals and progress to date

- Goal 1: Secure at least 15 placements total from:
 - National consumer/travel media (8)
 - *Progress: 10 published*; 1 pending*
 - Major dailies/regional media (5)
 - *Progress: 5 published, 1 pending*
 - Niche outdoor media (2)
 - *Progress: 2 published*
- Goal 2: Maintain an average media relations quality score of 35 points (out of 50) on the "Connect Effect" scale, which measures target audience, key message inclusion, tone, prominence, and assets.
 - *Progress: Average quality score of 42.65 / 50*

*One of the published pieces was a mention of St. Andrews in the May print issue of Southern Living in a piece about historic neighborhoods; we do not have a copy of it to share.

FY21 EARNED MEDIA secured media placements to date



6 Incredible Places For U.S. Snowbirds This Winter

2. Panama City, Florida

The entire state of Florida is known as a snowbird destination. The season starts in October and runs through April and is the perfect getaway for sun, the beach, and loads of outdoor activities. Panama City, in particular, has a pleasant climate, a thriving arts scene, access to one of the largest and deepest freshwater bays on the Gulf Coast, and is located in Northwest Florida, making it an easier drive to access. Many visitors, snowbirds included, return each year for the climate and locale but also for the town's hospitality.



Water lovers will find plenty of activities to pass the winter months -- sailing, boating, fishing. If you don't own a boat, charter one with an experienced professional to take you out for a day of fishing or exploring.

There's a vibrant arts scene, so you can spend the winter taking an art class, viewing exhibits, making pottery, catching lectures, or watching performances by the [Panama City Symphony](#). There's also a [Mural Trail](#) coming in Spring 2021.

You'll want to spend plenty of time discovering the two historic districts, Downtown and St. Andrews. Take a [self-guided walking tour](#) to view buildings that are on the National Register of Historic Places. While you're downtown, stop for a history lesson and a craft beer at [History Class Brewing Company](#).

Panama City is known for its oysters, so if you love these crustaceans, spend the winter sampling oysters in every carnation -- baked, raw, fried, char-grilled, sauteed -- at the 12 restaurants on the [Oyster Trail](#).

Whether you spend the winter in a hotel or decide to go with a vacation rental on the beach, it will be a relaxing winter in Panama City.

FY21 EARNED MEDIA
secured media placements to date



PANAMA CITY MURAL TRAIL
PANAMA CITY, FL
BayArts.org

When Hurricane Michael roared through Panama City in 2018, the city's arts community saw a chance to show the city's resilience and vibrancy. "With our town becoming a somewhat blank canvas, it allowed us to unite, repaint, and rebuild ourselves into the type of city we've always wanted to be," Jayson Kretzer, executive director of the Bay Arts Alliance, explained. As a result, art has been at the forefront of discussions as the city's parks and buildings are repaired, and the Bay Arts Mural Project emerged. The Bay Arts Mural Project raises funds for (mostly) local artists to paint murals citywide, which will result in a Panama City Mural Trail in Spring 2021. The trail will include 7-9 murals, with more to come. The murals will be located in the walkable historic districts of Downtown and St. Andrews, as well as the Millville and Glenwood neighborhoods.

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secured media placements to date



CR Rae
Florida Current News
USA TODAY NETWORK

B idling, boating, bicycling — oh my! St. Andrews State Park near Panama City Beach, Florida, offers visitors plenty of outdoor activities and scenic views. The park is a peacefulness, stunning views and five distinct ecological landscapes.

The beautiful park takes visitors to the Gulf Coast and St. Andrew Bay, one of the largest deep-water bays on the coast.

History buffs will find two World War II gun emplacements and a historic lighthouse. The overlook and one is on the Gulf side of the jetty beach area.

Panama City is a boater's paradise. St. Andrew Bay offers first-class boating conditions and easy access to the Gulf of Mexico. In turn, there is a huge variety of fishing to be done. Charters are easy to come by, or bring your own boat.

Boat tours are offered for visitors wanting to shuttle from the mainland to Shell Island throughout the spring and summer. Boat charters leave from Panama City, offering a chance for fishing then a stop at the island to go ashore for lunch, shopping, dolphin spotting and get their own catch.

The opportunities are endless when it comes

to fishing near these beautiful shores, whether it be deep-sea or surf fishing. The park has flounder, bluefish, snout, bonito, dolphin and more will be found in this scenic park. None: A Florida saltwater fishing license is required.

At Grand Lagoon, fishers will find bait. It is also a place with some grocery items, snacks and rentals for chairs, umbrellas, canoes, kayaks and other gear.

One of the longstanding Panama City things to do is kayak fishing. It is something that native Brad Stephens loves to do, and he offers guided kayak fishing charters for people of all skill levels. Sunjammers is a fifth-generation family-owned kayak company offering guided kayak fishing charters. A three-hour trip is also offered, a nighttime charter searching for those redfish. Visit sunjammers.com.

With this great access to beautiful waters, paddling around Grand Lagoon or crossing the boat channel to Shell Island is a classic Florida experience. Shell Island is primitive, with sand dunes dotted with sea oaks. Visitors find good fishing and beaches with a variety of shells along the shoreline. Sea turtles lay their eggs here in the summer.

St. Andrews Park offers visitors a beautiful place to watch the eggs with two to four mile paths. Whether it be Heron Pond, Gator Lake or try out both trails, it will be an adventure. Heron Pond is a walk through the flatwood

pine forest, leading out toward Sandy Point. The Gator Lake Trail and overlook provide

opportunities for scuba divers, a perfect place to study marine life along the rock jetties and through the clear waters. The same goes for those wanting to snorkel. Bring your own equipment or rent it at a variety of locations.

St. Andrews Park offers a variety of places for surfers. There are about a dozen and a half miles of pristine white beaches for swimming. The beaches stretch across the shores of the mainland and Shell Island.

The Gator Lake Trail and overlook provide visitors with a beautiful place for spotting wildlife. The overlook provides a view of waterfowl and other animals. Button Bush Marsh Overlook offers wildlife sightings of a variety of birds. Herons are seen along the marsh edge. Throughout the interior of the park visitors will see deer and raccoons.

Park amenities include two fishing piers, the overlook, picnic grounds, playground, elevated boardwalks and more. There stores are in the park, open March to Labor Day. Check floridastateparks.org/parks-and-trails/st-andrews-state-park for updates of openings, COVID-19 information and fees.

Visit destinationpanamacity.com for information on places to stay and more.

Contact CR at ernstrae@panamacity.com.

Southbound

[SPRING + SUMMER 2021]

Socks at the Docks

Come spring in Panama City, Florida, winter-weary locals are ready to jump feet-first into one of their town's most jovial traditions. Not to be confused with nearby vacation destination Panama City Beach, this historic locale welcomes spring with its annual **Blessing of the Fleet and Sock Burning**. On the waters of St. Andrews Bay, nearly fifty boats sail by the marina while the community gathers to honor those lost at sea and ask blessings for the safe travels of those who make a living on the water. Afterward, revelers pull off their winter socks to "free the feet," tossing the socks into a big tub to be burned and officially usher in flip-flop season. Later, folks head to Alice's on Bayview at the marina or the patio at FINNS Island Style Grub to enjoy Gulf shrimp or fish tacos washed down with a cold beer. May 15, facebook.com/panama-city-blessing-of-the-feet —MG



Illustration by **STEPHEN COLLINS**

SPRING + SUMMER 2021 • SOUTHBOUND 25

16 Best Weekend Getaways in Florida

Panama City

Leave the spring break mayhem to Panama City Beach. Neighboring Panama City proper is a Panhandle revelation home to an [Oyster Trail](#) with a dozen restaurants proffering the fruits of the local Gulf and a burgeoning [Mural Trail](#), too. Less than a five-hour drive from cities like [Atlanta](#), Birmingham, [New Orleans](#), and Jacksonville, Panama City—with its historic downtown and easy access to the nearby sugar sand beaches of Panama City Beach—might surprise you. Right downtown, the [History Class Brewing Company](#) is a brand new gastropub that nods to the city's history with old time artifacts in its design, and mango and guava infused wheat beer on tap. Don't miss a visit to nearby [Historic St. Andrews](#), ten minutes away, a funky fishing village with streets lined with oyster shells, a few decent waterfront restaurants for a seafood meal, and pretty Oaks by the Bay Park, with its highly Instagrammable and ancient oak tree, "Old Sentry," estimated to be more than 250 years old.

secured media placements to date

FishingBooker

Panama City, Florida



You can't have a list of Memorial Day fishing locales without Florida. Sitting on the legendary Panhandle is the famed fishery of [Panama City](#). Deeply woven in angling heritage, this is a can't-miss destination no matter when you're wetting your line. Those who plan an outing for this holiday weekend will have an extra special time to look forward to.

The sheltered waters of Saint Andrew Bay boast an ample offering. And with the holiday weekend marking the unofficial start of summer, the inshore bite is nothing short of spectacular. Expect good battles with Redfish and Speckled Trout, as well as a variety of Groupers and Snappers on the line.

If you'd prefer something more brawny, hop on an offshore charter to battle Wahoo, Kingfish, or Mahi Mahi. To round off the day like a pro, bring your catch to one of the local restaurants and have it cooked for dinner. There's nothing like a fresh seafood meal in the sunset!

FY21 EARNED MEDIA
secured media placements to date



Florida city to celebrate the arrival of flip-flop weather with annual sock burning festival



Amber Sutton

May 10 / 2021



SEPTEMBER 2021 DESTINATION PANAMA CITY FAHLGREN MORTINE



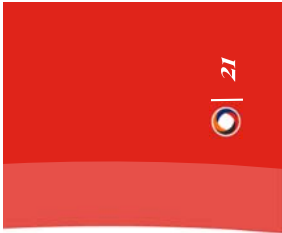
Folks in Panama City will celebrate the warm weather of summer's upcoming arrival in an unexpected way soon -- they going to burn their socks.

The Blessing of the Fleet and Burning of the Socks is an annual festival that has taken place in Panama City, Fla., for the past 24 years.

During the festival, attendees will be able to watch a processional of boats parade by as a blessing for local fishermen i read. Afterward, they'll get to toss their socks into a porcelain bathtub and, well, burn them. The festival also includes a fry benefiting a local nonprofit, and live entertainment at the marina.

This year's Blessing of the Fleet and Burning of the Socks will take place at 11 a.m. on Saturday at St. Andrews Marina.

For more information, visit the [Destination Panama City website](#).





This Florida City Welcomes Beach Season With Annual Sock Burning Festival

We're adding Panama City's "Blessing of the Fleet and Burning of the Socks" celebration to our bucket lists.

Residents of Panama City, Florida, have a uniquely appropriate way of ushering in warmer weather.

For 24 years running, this maritime community located on one of the largest deep-water bays on the Gulf Coast officially welcomes beach season with a festival called "Blessing of the Fleet and Burning of the Socks." Yes, you read that right.



For this quirky event, residents gather at a local marina and join in a prayer for local fishermen and their families while a processional of boats passes. Then, for the main event, they ring in the start of flip-flop season by tossing their socks into a porcelain bathtub and watching them go up in flames!



It's a festive atmosphere, with socks lining the windows of local businesses, a fish fry benefiting a local nonprofit, and live entertainment at the marina.

This year's Blessing of the Fleet and Burning of the Socks will be held at the St. Andrews Marina on Saturday, May 15 beginning at 10 a.m. CST.

As they say in Panama City, "bless the fleet and free the feet!"

For more information, visit DestinationPanamaCity.com.

FY21 EARNED MEDIA

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7 Affordable Weekend Getaways for Parents

SEPTEMBER 2021 DESTINATION PANAMA CITY | FAHLGREN MORTINE

Panama City, FL



Panama City, FL is less than five hours away by car from major Southern cities (Atlanta, Jacksonville, Birmingham, and New Orleans), and has its own airport (Northwest Florida International Airport) that offers direct flights throughout the year from other parts of the country. This budget-friendly city located on St. Andrew Bay has a ton of affordable options for stays, plus activities such as public art, strolling through historic neighborhoods, and of course sailing in St. Andrew Bay. Check out the Panama City Mural Trail, and the free Center for the Arts, which is open daily and has different exhibits every month. Then, hop over the bridge to Panama City Beach and enjoy its famous blue waters and white sands—and be sure to catch a beautiful Panama City sunset while you're there.

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TRAILS IN AMERICA: HIKING, BIKING, DRIVING AND DOWNING OYSTERS

THE WORLD'S AN OYSTER IN PANAMA CITY, FLORIDA

Consider Panama City, a community of about 37,000 residents perched along Florida's northwestern coast. For a smallish municipality, that town provides a surprising choice of routes that both locals and visitors may explore.

The Oyster Trail alone has enough appeal to bring some travelers to town. A dozen restaurants, ranging from a 10-stool oyster bar to a casual grill to a fine-dining establishment, serve the fresh-from-the-sea food raw, baked, fried and prepared in other ways. Whether visiting [Panama City](#) for the bivalves or birds, hiking or history you might find a trail with appeal.

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Travelers United Plus

The magic of US tourist trails from sea to shining sea

The world's an oyster in Panama City and Orange Beach along the Gulf of Mexico



Hunt's Oyster Bar and Seafood Restaurant, Panama City, Florida

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FAHLGREN MURKINE

SEPTEMBER 2021 DESTINATION PANAMA CITY

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THE EPOCH TIMES

Trails Across the Country Lead to Places You Might Like

Consider Panama City, a community of about 37,000 residents perched along Florida's northwestern coast. For a smallish municipality, that town provides a surprising choice of routes that both locals and visitors can explore.

The Oyster Trail alone has enough appeal to bring some travelers to town. A dozen restaurants, ranging from a 10-stool oyster bar to a casual grill to a fine dining establishment, serve the fresh-from-the-sea food raw, baked, fried, and prepared in other ways. Whether visiting Panama City for the bivalves or birds, hiking or history, you might find a trail with appeal.

When You Go

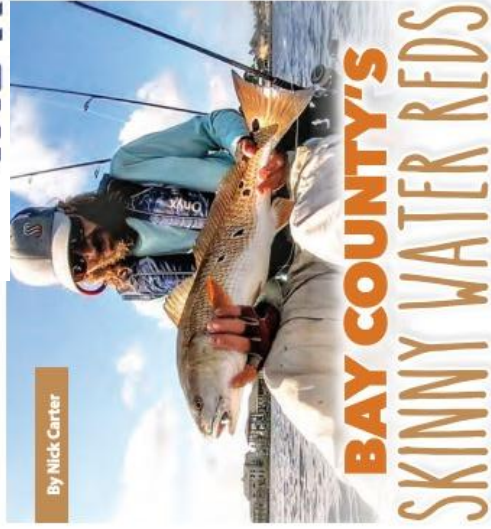
Panama City, Florida: [DestinationPanamaCity.com](https://www.destinationpanamacity.com)



An egret in Panama City, Fla. (Paul Weissman/Outernet)

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COASTAL ANGLER *Magazine* THE ANGLER



from party pontoons and jet skis. When you're in less than 2 feet of water, the only other boats you'll see are kayaks, paddleboards and flats skiffs.

"I fell in love with inshore fishing and kayaking here because of the ease and lower expense," said Josh Damon, who hails from Fountain, Fla., about 25 miles north of Panama City. "I enjoy the tranquility and access to areas big boats can't reach."

The fishing is good, too. Damon is a passionate angler who enjoys inshore tournaments, so he specializes in redfish on artificials. He said a good day might result in five or six reds from 18 to 24 inches, with a few trout or flounder thrown into a mixed bag.

He fishes from a paddle-powered kayak, which is perfectly at home in the one-and-a-half-foot depths he prefers. Redfish are comfortable and free from predatory threats in extreme shallows, and it's also where the food is. St. Andrew reds grow fat on mullet, mud minnows, pinfish and a variety of other little baitfish.

With good visibility, sight fishing is a good tactic. This time of year, there's usually a good topwater bite in the mornings and evenings, and walking baits are a favorite of many anglers.

Damon, however, fishes soft plastics almost exclusively. With tackle modifications, they can be worked across the top, bounced on the bottom or fished anywhere in between. They're delicate enough for sight casting and also make great chunk-and-wind search baits.

"Aside from the versatility of a soft-plastic bait, I don't want a fish flopping around in the kayak with six hooks," Damon said.

At St. Andrew, Damon's go-to lure is a 4-inch D.O.A. C.A.L. Shad Tail rigged on a 1/8-ounce 4/0 Screw Lock jig head. He likes the Houdini color and dresses it with Kings Stank Stick, a scent product he said increases hook-ups. He fishes variations of this set-up, but this basic rig gets the job done.

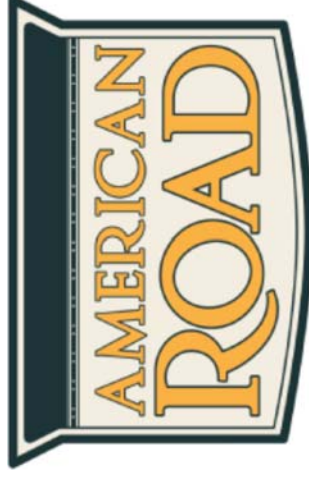
For safety reasons as well effective fishing, planning is key. Damon studies wind and tide before selecting a put-in on a given day. With the whole bay to choose from, he's looking for a location that will provide long drifts over productive water.

Follow Josh Damon's adventures on his Facebook page Josh Damon's Inshore Fishing. For information on kayaking the Panama City area, check out Sunjammers at www.sunjammers.com.

FY21 EARNED MEDIA
pending media placements

THE LOCAL
palate
FOOD CULTURE OF THE SOUTH

Panama City to Pensacola
road trip



Blessing of the Fleet and
Burning of the Socks

SEPTEMBER 2021 DESTINATION PANAMA CITY | FAHLGREN MORTINE

THANK YOU

