

Simmons, Ellen

From: Morgan, Neil
To: BOS
Subject: Greater Williamsburg Ad Hoc Tourism Task Force

FYI.

Subject: Greater Williamsburg Ad Hoc Tourism Task Force

Good Morning,

As you know our Task Force will be meeting this Monday, July 3 at 9 am in the East Room of York Hall in Yorktown (301 Main St, Yorktown, VA 23690). You will find our agenda attached. Also attached are several documents that we will discuss in more detail. The main focus of our meeting is to gain agreement on these in preparation for our first Tourism Council meeting. With your endorsement, our first meeting will be a joint meeting between the Task Force and Tourism Council in August.

Please find attached:

- Task Force Agenda
- Proposed MOU/Example Org Chart
- Proposed Tourism Council By-laws
- Proposed Executive Director Position Description
- Draft Agenda for the prospective joint meeting of the Task Force and Tourism Council.

Thanks to the members of the working group for their diligence and hard work in documenting the vision we've agreed on. I think we're at the point we can begin to pass the torch to the Tourism Council and take full advantage of the opportunity we have to strengthen the Greater Williamsburg tourism economy, which is vital to our communities and region as a whole.

Please take time to review the documents for Monday. I will also forward these with a separate message to the identified members of the Tourism Council so they can begin to become familiar with them. I look forward to seeing each of you then.

Best,

Jeff

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AD HOC TOURISM TASK FORCE

JULY 30, 2018 – 9:00 A.M.

YORK HALL EAST ROOM

AGENDA

1. Call to Order – Jeff Wassmer
2. Roll Call – Neil Morgan
3. Public Comments (3 Minute Limit)
4. Receive Updates from the Continuance of Operations Committee
 - a. Draft MOU with organization chart (Neil Morgan)
 - b. Draft by-laws (Bill Porter)
 - c. Draft Tourism Council Executive Director Job Description (Kristi Olsen)
 - d. Update on Transition Cash Flow and Funding Access Analysis (Bob Harris)
 - e. Alliance Follow-up Steps (Jeanne Zeidler)
 - f. Task Force Endorsement of Documents (Jeff Wassmer)
 - g. Task Force Endorsement of Tourism Council Organizational Meeting Agenda (Jeff Wassmer)
5. Next Steps
 - a. Communication with Tourism Council Regarding Status of Task Force Work
 - b. Schedule August Joint Task Force Tourism Council Meeting
 - c. Other Follow-up
6. Adjourn

Memorandum of Understanding for Tourism Promotion Transition Plan

Ad Hoc Taskforce Goals

The localities (James City County, York County, the City of Williamsburg) and the Greater Williamsburg Chamber and Tourism Alliance (the “Alliance”) hereby agree to work in good faith during the period of transition inherent in the implementation of SB 942 (2018) and the establishment of the Tourism Council of the Greater Williamsburg Chamber and Tourism Alliance (the “Alliance”).

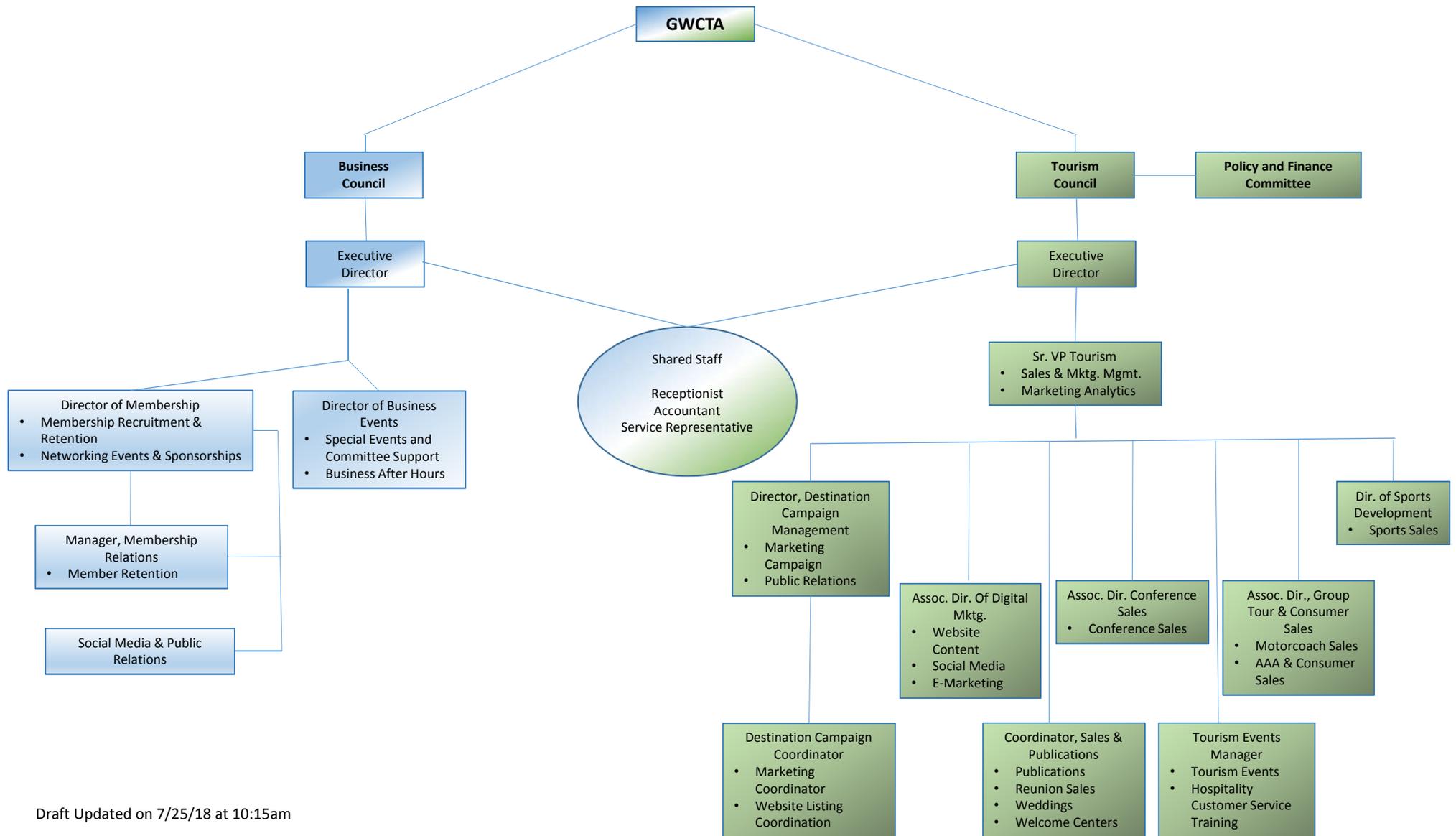
The parties acknowledge and agree to the following general principles and goals as the Tourism Council is made fully operational:

- The importance of continuity and the value of the Williamsburg Area Marketing and Destination Committee (the “WADMC”) and the Alliance professional tourism staff is acknowledged.
- The calendar year WADMC and Alliance marketing plans will be implemented through 2018. The three localities will work in good faith to provide for any revenue shortfall required to implement the 2018 plan as a result of altered cash flow to the Alliance.
- Recognizing the complexities of the transition in terms of contracts and cash flow, the three localities will make their attorneys, finance directors and other staff available to assist the Alliance as well as the newly appointed Tourism Council, Policy and Finance Committee, and Executive Director.
- Calendar year 2019 will be a transition year requiring marketing strategy continuity with the WADMC and Alliance 2018 plans while pivoting to the required long term strategic plans reflecting more resources. Recognizing the role of state and local government in revenue collection, the Tourism Council should shift to a July 1 to June 30 fiscal year beginning with FY 2020. A two year marketing plan paid for over two budget cycles should be the goal of the Tourism Council.

- Acknowledging the need to preserve continuity between WADMC and the Tourism Council and recognizing the time required for the installation of an Executive Director, as well as the impact of such transitions on the existing marketing professionals of the Alliance, the Task Force concludes that staffing must be addressed. The existing marketing and tourism staff, consistent with the attached organizational chart, shall continue to be employees of the Alliance. Wages and benefits shall remain consistent with those previously budgeted by the Alliance. This staff shall report to an Interim Executive Director for the Historic Triangle Office of Marketing and Promotion until a permanent Executive Director is selected by the Tourism Council. The Task Force calls upon the Tourism Council to appoint such an Interim Executive Director at its organizational meeting. The Executive Director shall have full organizational control for future employment decisions.
- Existing WADMC contracts related to marketing, public relations, and social media have been determined to be assignable and should be assigned to the Tourism Council for programmatic continuity.
- It is recognized that the Alliance and Tourism Council will share costs for the jointly occupied facility owned by the Alliance and that the appropriate proportional cost allocations will likely change over time based on experience and operational scale. For initial budget planning purposes, building occupancy costs will be split with 65% contributed by the Tourism Council and 35% by other Alliance activity (the Business Council). The formula will be reviewed and adjusted as part of the annual budget process by agreement of the parties.
- It is also necessary to allocate Alliance staff costs. The Task Force finds that the positions should be categorized in three categories for initial budget planning purposes including 1.) tourism staff (Tourism Council) 2.) other Alliance (Business Council) staff and 3.) shared support staff. The shared support staff cost allocation will initially be 65% related to the Tourism Council's work and 35% to the Business Council. The parties will review and revise shared staff cost allocations annually based on experience and by agreement of the parties.
- The bylaws of the Historic Triangle Office of Marketing and Promotion (the "Office") and the Chamber will reflect an organization structure in which all tourism promotion

activities are under the auspices of the Council and the Office, consistent with a comprehensive destination marketing organization (DMO) approach.

- For purposes of tourism promotion strategy funded by the requirements of SB 942, both enhanced marketing and tourism product development should be considered within the definition of tourism promotion.
- Any dollars set aside for capital product development will require a regional community decision-making structure. The Chamber could serve as the fiduciary agent for such funds pending future decisions.
- Recognizing the role of locally generated tax dollars in the future work of the Council and the Office, the bylaws of the Council, Office, and the Chamber will reference a Public Policy and Finance Committee, whose members shall be elected officials from the three localities. Further, the Council officer of Treasurer should be elected from among one of the local elected officials serving on the Council.
- The existing SB 942 Ad Hoc Task Force should continue to function until such time as the Council, its Executive Director, and the Public Policy and Finance Committee are in place.
- Those funds SB 942 require the localities to provide the Chamber would be a good source of seed money for a Regional Tourism Product Development Fund in future years.
- In order to develop stronger tourism promotion metrics for use by the Office in its public reporting, a baseline econometric study of overnight tourism's financial and budgetary impact within James City County, the City of Williamsburg, and York County will be undertaken no later than during the Fiscal Year 2020 Work Plan.
- The Task Force concludes that it will be appropriate to request one or more technical adjustments in SB 942 during next year's General Assembly session. An initial recommendation is the Tourism Council board appointment designated for the "Virginia Tourism Alliance" is redesignated for the Greater Williamsburg Chamber and Tourism Alliance as we believe that was the intent of the legislation and we are not aware of an organization known as the "Virginia Tourism Alliance".



Draft Updated on 7/25/18 at 10:15am

TOURISM COUNCIL OF THE GREATER WILLIAMSBURG
CHAMBER AND TOURISM ALLIANCE

BYLAWS
July 25, 2018

Approved:

ARTICLE I
POWERS AND DUTIES

The Council shall have and may exercise the powers authorized in Section 58.1-603.2 of the *Code of Virginia*, 1950, as amended (the “Virginia Code”), effective July 1, 2018, as such may be amended from time to time.

ARTICLE II
MEMBERSHIP

The membership of the Council shall be constituted as follows, or as otherwise set forth in Virginia Code section 58.1-603.2(E)(2), as amended (individually, a “Member”):

A. One representative from each of the following:

1. James City County Board of Supervisors
2. Williamsburg City Council
3. York County Board of Supervisors

B. One representative from each of the following:

1. Colonial Williamsburg Foundation
2. Jamestown-Yorktown Foundation
3. Busch Gardens Williamsburg
4. Historic Jamestowne
5. Williamsburg Hotel and Motel Association
6. Williamsburg Area Restaurant Association

C. Ex Officio, Non-Voting Members. The Chief Executive Officer of the Virginia Tourism Alliance and the Chief Executive Officer of the Virginia Tourism Corporation shall serve as ex officio, non-voting members of the Council.

D. Designees. If any Member of the Council identified in Article II (A) is unable to attend a meeting of the Council, the Member may designate another current elected official of such governing body to attend the meeting of the Council. If any Member of the Council identified in Article II (B) or (C) is unable to attend a meeting of the Council, the Member may designate another person affiliated with the Member's organization to attend the meeting of the Council. In either case, such designation shall be for the purposes of the one meeting that the Member will be unable to attend and shall be submitted in writing or electronically to the Chair of the Council at any time prior to the meeting.

ARTICLE III **OFFICERS AND DUTIES**

A. Officers. The Council shall annually elect from its voting Members a Chair, a Vice-Chair, and a Treasurer. The Council may further elect such other subordinate officers from among its Members as it may from time to time deem appropriate. The election of officers shall be conducted in accordance with the voting procedures set forth in Article IV, Section J.

B. Terms of Office. Officers of the Council shall be elected at the annual organizational meeting of the Council, to serve for a term of four (4) years or until a successor is elected, unless sooner removed by the Council or the person ceases to be a Member of the Council. All officers shall be eligible for reelection; provided, however, no officer may serve more than two (2) consecutive four (4) year terms in succession. Any officer who serves a partial term shall not be considered as serving a full term for purposes of this limitation; provided, however, that no officer shall serve for more than ten (10) years on the Council. Any vacancy occurring in an office will be filled for the unexpired term by the Council at the next regular meeting (or at an earlier special meeting called for that purpose) following the occurrence of such vacancy.

C. Appointment. At a regular meeting held preceding the annual organizational meeting at which the election of officers will be held, the Chair shall appoint a

nominating committee. At the annual organizational meeting, the nominating committee shall submit the name or names of one or more persons for each office to be filled. Further nominations may be made by any Member at the annual meeting.

D. Chair. The Chair shall preside over all meetings of the Council at which he or she is present, and shall vote as any other Member. The Chair shall be responsible for the implementation of the actions taken and policies established by the Council, shall have all of the powers and duties customarily pertaining to the office of Chair, and shall perform such other duties as may from time to time be established by the Council.

E. Vice Chair. In the event of the absence of the Chair, or the inability of the Chair to perform any of the duties of the office or to exercise any of the powers thereof, the Vice Chair shall perform such duties and possess such powers as are conferred on the Chair, and shall perform such other duties as may from time to time be assigned to the Vice Chair by the Chair or be established by the Council.

F. Treasurer. The Treasurer, or its designee, shall have the care and custody of and be responsible for all funds of the Tourism Council, and shall deposit such funds in the name of the Council in such financial institutions as the Council may designate. The Treasurer, or its designee, shall sign or countersign in the name of the Council all checks, drafts and request the State Treasurer for funds to be disbursed from the Historic Triangle Marketing Fund. The Treasurer shall render a report on the condition of the finances of the Council at each regular meeting of the Council and at such times as may be required, and the Treasurer shall make a full financial report at the annual meeting of the Council. The Treasurer shall be an elected official serving on the Council.

ARTICLE IV **MEETINGS**

A. Annual Organizational Meeting. The annual organizational meeting of the Council shall be held by the Council in the month of _____ for the purpose of electing officers and transacting such other business as may come before the meeting.

B. Regular Meetings. Regular meetings of the Council shall be held on a periodic basis as determined by resolution of the Council, but not less frequently than once per quarter, on the _____ of the scheduled month at a place to be determined by the Chair, or at such time and place as the Council may determine.

C. Special Meetings. Special meetings may be called by the Chair, in his or her discretion, or by request in writing of a majority of the voting Members. Any request in writing by a majority of the voting Members shall be addressed to the Chair and shall specify the time and place of meeting and the matters to be considered at the meeting, which time shall not be earlier than the third business day after the day that the Chair receives the request. If the Chair elects to call a special meeting or receives a request in writing from the requisite number of Members, the Chair shall take appropriate action to coordinate the meeting site and time and shall cause notice to be provided to each Member of the Council to attend the special meeting at the applicable time and place. Such notice shall specify the matters to be considered at the meeting, and shall be sent by electronic (e.g. email) or telephonic means at least forty-eight [48] hours (twenty-four [24] hours if the meeting is called by the Chair in exigent circumstances) in advance of the date of the meeting. Formal notice to any person is not required provided all Members are present or those not present have waived notice in writing, filed with the records of the meeting, either before or after the meeting.

D. Adjourned Meetings. Any regular or special meeting may be adjourned to a date and time certain.

E. Public Notice. All meetings of the Council shall be preceded by public notice given in accordance with the provisions of Section 2.2-3707 of the Virginia Code. Notice of all meetings shall be published on the Council's website (if the Council has one) and available in the offices of the Council.

F. Open Meetings. All Council meetings shall be open to the public in accordance with the Virginia Freedom of Information Act, section 2.2-3700 et seq. of the Virginia Code (the "FOIA"), provided that the Council may meet in closed session for those purposes authorized by, and held in accordance with the requirements of the FOIA, to include requirements for public notice.

G. Quorum. A majority of the Council (both voting and nonvoting), which shall include at least a majority of the voting Members, or their designees pursuant to Article II, Section D, shall constitute a quorum.

H. Temporary Absence. No action shall be voted upon by the Council unless a quorum is present; provided, however, that the temporary absence from the meeting room of Members (or designees attending pursuant to Article II, Section D) required to constitute a quorum shall not be deemed to prevent presentations or deliberations regarding any matter that may be submitted to a vote. The Chair or any other Member may note the absence of a quorum during presentations or deliberations, but a failure to note the absence of a quorum during that period shall not affect the requirement that a quorum exist when any vote is taken.

I. Decisions of the Council. The Council shall act in one of the following ways:

1. *Resolution* – The Council may act upon adoption of a resolution. Resolutions shall be in writing and a copy of any proposed resolution shall be provided to all Members of the Council before the resolution is proposed for adoption. To the extent possible, such copy shall be provided twenty-four (24) hours in advance.

2. *Motion* – The Council may act on oral motion made by a voting Member of the Commission (or a designee attending pursuant to Article II, section D) who are present and voting.

J. Voting.

1. *Votes* – Votes shall be taken only upon motions made. Each voting Member of the Council (or if a Member has a designee attending pursuant to Article II, Section D, then that Member's designee) shall be entitled to one (1) vote in all matters requiring action by the Council; provided, however, that: (a) any proposal to fund a capital improvement in whole or part; or (b) any proposal to revise these bylaws, shall require the affirmative vote of all the Members identified in Article II, Section A.

2. *Methods of Voting* – All voting shall be taken by roll call.

3. *Restating the Question* – The Chair shall restate the question prior to the taking of a vote, provided, however, that at the request of the Chair, a Member (or a designee attending pursuant to Article II, Section D) may restate the question if it is the opinion of the Chair that such procedure will expedite the decision of the question.

4. *Reconsideration* – Action on a resolution or motion that has been approved may be reconsidered only upon motion of a Member (or a designee attending pursuant to Article II, Section D) voting with the prevailing side on the original vote, which motion must be made at the same regular meeting. A motion to reconsider may be seconded by any Member (or a designee attending pursuant to Article II, Section D). Any resolution or motion that failed as a result of a tie vote may be reconsidered upon motion by any Member (or a designee attending pursuant to Article II, Section D) who voted against it, which motion must be made at the same meeting or the next regularly scheduled meeting.

K. Commencement of Meetings. At the times specified for the commencement of regular meetings, and at the hour specified for adjourned or special meetings, the Chair shall call the meeting to order, and shall ensure that the presence of Members (or their designees) or absence is noted. A quorum shall be required for the commencement of any meeting.

L. Agenda. The Chair shall prepare an agenda for each meeting. Any Member having matters to be considered by the Council shall submit them to the Chair for inclusion on an appropriate agenda. The agenda for an upcoming meeting shall be sent to the Members prior to the meeting date (for regular meetings, the Chair should endeavor to provide the agenda at least seven (7) days in advance).

M. Minutes. Minutes of the meetings of the Council, except closed sessions, shall be kept and be a public record. Copies of the minutes shall be provided to each Member prior to the meeting at which the minutes are to be presented for approval by the Council.

N. Closed Sessions. If a closed session is required at a meeting, consistent with purposes permitted by Virginia law, the agenda shall specify a time or position on the agenda, generally after all public business has concluded, for such a closed session properly called and conducted in accordance with Virginia law. When so

requested, the Chair may permit a closed session at any other time prior to consideration of any agenda item provided that the purpose of the closed session and the procedure used to go into closed session are in accordance with Virginia law.

O. Order in Conduct of Business.

1. *Persons Addressing the Council* – Prior to public comment and public hearings, the Council will provide guidelines for length of presentation by individuals and group representatives. Persons speaking at a meeting or public hearing shall confine their remarks to the subject of the meeting or public hearing. At the discretion of the Chair, the conduct of business by the Council may be reordered to allow earlier consideration of matters about which a substantial number of persons desire to address the Council. Persons addressing the Council may furnish the Chair and Members with a written copy of their remarks, at or before the meeting.

2. *Recognition* – Recognition shall be given only by the Chair. No person shall address the Council without first having been recognized.

3. *Questions* – Questions by Members (or their designees) shall be reserved insofar as possible for the end of a presentation to avoid interrupting the speaker, disrupting the time-keeping process, and duplicating ground the speaker may cover.

4. *Council Discussion* – Discussion and debate by the Council shall be conducted following the presentation of the item of business pending. No Member (or designee) shall speak to the item until recognized by the Chair.

P. Decorum.

1. *Council Members* – Decorum of Members (and designees) shall be maintained in order to expedite disposition of the business before the Council. Questions and remarks shall be limited to those relevant to the pending business. Members (and designees) shall address all remarks to the Chair.

2. *Others* – Decorum of persons other than Members shall be maintained by the Chair, who may request such assistance as may appear necessary. Persons addressing the Council shall first be recognized by the Chair and shall audibly state their name and address, and, if applicable, who they represent. Speakers shall limit their remarks to those relevant to the pending items and to answering questions. They shall address the Council as a whole unless answering a question of an individual Member (or designee). Persons whose allotted time to speak has expired shall be warned by the Chair to conclude after which such person shall leave, unless he or she is asked to remain to answer questions from the Council. The Chair shall call the speaker to order if out-of-order remarks are made or other indecorous conduct occurs. If such persists, the Chair shall rule the speaker out-of-order and direct the speaker to leave. Groups or a person in the audience creating an atmosphere detrimental or disturbing to the conduct of the meeting will be asked to leave by the Chair.

ARTICLE V **COMMITTEES**

A. Open Meeting Requirement. Council-appointed committees and subcommittees shall comply with the open meeting requirements of the FOIA.

B. Public Policy and Finance Committee.

1. *Charge.* This committee shall be responsible for advising the Council on all public policy and financial matters and overseeing financial activities undertaken by the Council, including:

- a. Reviewing, commenting on, and recommending the annual budget and adjustments to the budget,
- b. Recommending the financial and public policies of the Council (e.g., investment, procurement, risk management, debit and credit card, direct debit, and small purchases) and making recommendations,
- c. Monitoring the Council's compliance with policies and procedures,
- d. Reviewing financial statements, and
- e. Working with the Auditor of Public Accounts in performing the annual audit.

f. Matters related to the interaction of the Council with the public, communications with news media, and policies relating generally to public communication and information

2. *Membership.* The Committee shall consist of seven (7) voting Members and two ex officio members.

- a. Standing Members: James City County, York County, and the City of Williamsburg shall each name two members of their governing bodies to the Committee.
- b. Ex Officio, non-voting Members:
 - a. The Executive Director of the Historic Triangle Office of Marketing and Promotion; and
 - b. A member of the Virginia General Assembly who represents any portion of the Greater Williamsburg area

3. *Chair.* The chair and the vice chair of the Committee shall be appointed by the Chair of the Council.

4. *Quorum and Voting.* A quorum shall consist of a majority (5) of the committee Members, at least three (3) of whom shall be Standing Members. Approval of recommendations shall require an affirmative vote of a majority of the Members present.

C. Additional Committees. The Council may, in its discretion, form such additional advisory committees as it may deem appropriate.

D. Ad Hoc Committees. As needed, the Chair of the Council may appoint *ad hoc* committees to pursue specific tasks (e.g., nominating committee; personnel committee). In the absence of an appointed personnel committee, the Finance and Public Policy Committee shall be responsible for conducting the Executive Director's annual review, reviewing employee compensation and recommending adjustments thereto.

ARTICLE VI **ADMINISTRATION**

A. Historic Triangle Office of Marketing and Promotion. The Council shall establish the Historic Triangle Office of Marketing and Promotion ("the Office") as

required by Code of Virginia, § 58.1-603.2.E.3. All tourism promotion activities undertaken by the Council shall fall within the auspices of the Office, subject to policies adopted and approved by the Council.

B. Executive Director. The Council shall employ or contract with an Executive Director who shall be a professional with extensive experience in marketing or advertising and in the tourism industry and who shall have direct authority for the employment, retention, and supervision of all of the other employees of the Office. The Executive Director shall have direct control, subject to the oversight and authority of the Council, of the management of the day-to-day administrative affairs of the Office. The Executive Director shall propose activities to the Council and shall carry out policies, programs and projects approved by the Council, and shall be responsible for preparing and presenting the annual budget to the Council and as required by section 58.1-603.2.D(4) of the Virginia Code. The Executive Director may not contemporaneously serve as a member of the Council.

C. Staff. The Executive Director may employ or contract for such staff of qualified professional and other persons as the Council determines to be necessary to carry out its duties and responsibilities and those of the Office. Staff of the Council may not contemporaneously serve as a member of the Council.

D. Execution of Instruments. The Executive Director, on specific authorization by the Council, shall have the power to sign or countersign in its behalf any agreement or other instrument to be executed by the Council including checks and vouchers in payment of obligations of the Council or the Office.

ARTICLE VII **FINANCES**

A. Finances and Payments. The monies of the Council shall be deposited in a separate bank account or accounts in such banks or trust companies as the Council designates, and all payments (with the exception of those from petty cash) shall be made in the most practicable manner as determined by the Council. Checks and drafts shall be signed and countersigned by the Chair (or, in the Chair's absence, the Vice Chair), and the Executive Director (or, in the Executive Director's absence, those authorized from time to time by vote of the Council or, where the Vice Chair is acting solely as a countersigning party, the Vice Chair).

B. Audits. At least once each year, the Council shall work with the Auditor of Public Accounts (APA) to have an audit to be made by an independent certified public accountant or by APA of all funds of the Council.

C. Budget and Fiscal Year. The Council shall adopt an annual budget for each fiscal year which budget shall provide for all of the revenues and the operating, capital, and administrative expenses of the Council and Office for the fiscal year. The fiscal year of the Council will commence on July 1st each year and will terminate on the following June 30th. The annual budget for a fiscal year shall, except in the case of the Council's first fiscal year, be adopted before such fiscal year begins. The Executive Director is authorized to administer the administrative budget approved by the Council and may in the exercise of that authority, but subject to the advice and consent of the chair of the Public Policy and Finance Committee, implement adjustments to the amounts allocated to line items within the administrative budget, provided that, after giving effect to those adjustments, the aggregate amount of the administrative budget is equal to or less than the then applicable Council-approved administrative budget.

D. Bond of Officers and Others. The officers of the Council and such employees as the Council so designates, may, prior to taking office or starting contract or employment, respectively, be required by the Council to give bond payable to the Council conditioned upon the faithful discharge of that officer, contract employee or employee's duties, in such amount as the Council may require. The premium for each such bond shall be paid by the Council and the bond(s) shall be filed with the Council.

ARTICLE VIII **AMENDMENTS**

Any proposed amendment, repeal or alteration, in whole or in part, of these Bylaws shall be presented in writing and read for a first time at a regular meeting of the Council. Such proposal may be considered and amended at such meeting, but shall not be acted on by the Council until a subsequent regular meeting or a special meeting called for the purpose. At such subsequent meeting, such proposal shall be read a second time, shall be subject to further consideration and amendment germane to the section or sections affected by such proposal, and

shall thereafter be acted on in accordance with the voting requirements of these Bylaws.

ARTICLE IX
PROCEDURES

Parliamentary Procedure. In all matters of parliamentary procedure not specifically governed by these Bylaws or otherwise required by law, the current edition of *Robert's Rules of Order, newly revised*, as applicable to small boards or committees, shall apply.

**Executive Director, Historic Triangle Office of Marketing and Promotion
Visit Williamsburg**

Purpose:

Create and manage all tourism marketing and sales programs that result in increased visitation to the Greater Williamsburg area.

Position Summary:

The Tourism Council of the Greater Williamsburg Chamber and Tourism Alliance (the Council) is seeking an Executive Director to lead the Historic Triangle Office of Marketing and Promotion. The Executive Director will provide expertise, leadership and vision in all marketing efforts for the destination and overall management of operations for the Destination Marketing Organization (DMO). The position will oversee the development, delivery and performance of a fully integrated marketing campaign to promote Greater Williamsburg area tourism and increase overnight visitation.

The Executive Director reports to the Tourism Council of the Greater Williamsburg Chamber & Tourism Alliance (the Council) and is responsible for recruiting and motivating private and public partners to support a regional Tourism Marketing Program, analyzing and interpreting the needs of partners, defining and reporting performance benchmarks, and recommending revisions in the program of work to insure value in the program.

Essential Duties and Responsibilities:

- Administer oversight of all tourism efforts for the destination. Establish overall goals and strategies for marketing and sales. Develop programs for year-round destination. Oversee consumer leisure, group, conference, sports and international market segments that align with the objectives and goals of the organization.
- Prepare and maintain annual tourism marketing plan and budget; enforce responsible spending; and ensure financial transparency through regular reporting to the Tourism Council and Finance Committee.
- Lead, train, supervise and evaluate tourism staff participating in tourism marketing, sales and promotion; public relations, events and activities; participation in familiarization (FAM) tours, sales missions, trade shows, conventions and bid presentations.
- Oversee staff for all major tourism meetings, committees and events as well as the creation and production of major tourism publications.
- Lead and partner with local, regional and state tourism organizations and private sector allies engaging them in developing and implementing marketing strategies on programming that promotes the destination.

- Develop Performance and Accountability Measures/Metrics that articulate the goals of the Tourism Council including but not limited to growth in visitation levels, increase in tax collections for rooms, meals and sales tax and increase in total tourism expenditures as measured by USTA. Specific marketing metrics such as web visits, SEO, engagement and others to be determined.
- Oversee a research study to establish baseline measures and conduct annually to monitor growth and success.
- Oversee and conduct destination research. Analyze research results, drawing conclusions that serve as the basis for proposed marketing strategy.
- Maintain relationships with all outside contractors/agencies to oversee efforts by providing strategic direction and approving their work in brand strategy, advertising, digital marketing, web development, email marketing, public relations and social media marketing.
- With the support of outside agencies and staff; as well as community stakeholders, develop strategic long-term marketing strategies for the destination.
- Maintain relationships and collaborate with industry partners, inside and outside of Greater Williamsburg. Encourage and foster the spirit of regional marketing.
- Act as liaison for cooperative sales and marketing programs undertaken with the Virginia Tourism Corporation, Capital Region USA efforts and other regional travel industry partners, such as Virginia Restaurant, Lodging and Travel Association and the Coastal Virginia Tourism Alliance.
- Hold memberships in key industry organizations such as US Travel, Destination Marketing Association International and others as they would benefit the region. Participate in targeted trade shows and missions.
- Develop and maintain a brand that reflects the community as a tourism destination.

Education, Experience and Skills Required:

- Bachelor Degree or higher is preferable in tourism marketing, strategic communications, DMO/CVB leadership role or a closely related field.
- Significant experience with minimum of 10-15 years in management and leadership roles with a demonstrated track record of success.

- Comprehensive knowledge of travel, tourism and hospitality industry; marketing principles, practices, advertising mediums, and techniques.
- Demonstrated ability to effectively lead and manage teams, and foster a positive, success-oriented environment within the organizations.
- Experience collaborating with government agencies, boards, external stakeholders and industry partners including attractions, lodging providers, restaurants.
- Proven track record of carrying out marketing plans from strategy development to successful implementation.
- Outstanding interpersonal and presentation skills and a proficiency at public speaking.
- Demonstrate community leadership and participation.
- Demonstrate an ability to communicate effectively in writing and verbally and have the ability to motivate people.
- Knowledge of strategic planning principles and how to measure their success with established key performance indicators (KPI).
- Proficiency in market research and data analysis processes.
- Experience in tracking, reporting and analyzing web analytics.

ORGANIZATIONAL MEETING OF TOURISM COUNCIL

MEETING JOINTLY WITH THE GREATER WILLIAMSBURG TOURISM AD HOC TASK FORCE

AUGUST 2018

1. Call to Order and Introduction
2. Roll Call of Ad Hoc Task Force and Roll Call of Tourism Council
3. Recommendations of the Task Force to the Tourism Council
 - a. MOU
 - b. By-laws
 - c. Executive Director Job Description
 - d. Alliance Issues and Relationship
 - e. Legal and Financial Matters Requiring Tourism Council Attention
4. Election of Tourism Council Chair
5. Election of Vice Chair
6. Election of Treasurer
7. Tourism Council MOU Endorsement
8. Appointment of Interim Executive Director
9. Appointment of Committee to Review By-laws
10. Appointment of Committee to Review Tourism Council Executive Director Job Description
11. Establishment of Preliminary Meeting Schedule
12. Other Business
13. Adjournment

From: [Craig Quigley](#)
To: [Craig Quigley](#)
Subject: EXECUTIVE INSIGHT BRIEF | JULY 27, 2018
Date: Friday, July 27, 2018 2:48:32 PM
Attachments: [image001.png](#)

Ladies & Gentlemen, below please find this week's edition of *Executive Insight Brief* from The Roosevelt Group.

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EXECUTIVE INSIGHT BRIEF | JULY 27, 2018

TOP STORIES

The Latest Tariff Talk:

President Donald Trump's two high-profile, trade-related actions this week suggest he has started to understand how his trade strategy poses political risks for him and the Republican Party. He has floated plans to pay \$12 billion in additional farm-support payments to offset declines in crop prices, driven by the tariffs he has imposed on China as well as the retaliatory tariffs they have imposed on us. Click [here](#) for more information.

Additionally, Trump met with the head of the European commission and announced that there would be no new tariffs, for now, while the U.S. and Europe hold talks. Trump said the United States will pause its plans to impose new tariffs against the European Union and work to resolve existing differences over trade, in an attempt to avoid a full-blown trade war. Read more, [here](#).

Pompeo Grilled in Hearing on North Korea and Russia:

North Korea is still making fuel for nuclear-missiles, despite what U.S. officials have claimed is a pledge to denuclearize. U.S. Secretary of State, Mike Pompeo, was asked about it at a Wednesday Senate committee hearing. "Yes, that's correct," he responded. "Yes, they continue to produce fissile material."

The Guardian reports: "Pompeo declined to respond when asked whether North Korea was continuing to pursue submarine-launched ballistic missiles, or whether North Korea's nuclear program was advancing generally." More, [here](#).

The secretary of state told skeptical senators on [Wednesday](#) that the Trump administration has taken a substantial amount of punitive actions against Moscow as "proof" that it is tough on Russia, as the White House walked back an invitation for President Vladimir V. Putin to visit Washington this fall.

Martian Water:

Researchers have found evidence of an existing body of liquid water on Mars. What they believe to be a lake sits under the planet's south polar ice cap, and is about 20km (12 miles) across. The result is exciting because scientists have long searched for signs of present-day liquid water on Mars, but these have come up empty or yielded ambiguous findings.

It will also interest those studying the possibilities for life beyond Earth - though it does not yet raise the stakes in the search for the existence of life. The discovery was made using Marsis, a radar instrument on board the European Space Agency's Mars Express orbiter. [For more, click here.](#)

NDAA Conference Update:

The House and Senate Armed Services Committees [released details](#) of the conference report authorizing funding for the Department of Defense and the national security programs of the Department of Energy. [Lawmakers said](#) the John S. McCain National Defense Authorization Act (NDAA) for Fiscal Year 2019 would help provide service men and women the resources needed to face today's increasingly complex world.

The House passed the Conference Report to accompany H.R. 5515, the John

S. McCain National Defense Authorization Act (NDAA) for Fiscal Year 2019, on July 26. The White House was happy about its passage in the House and pushed for the Senate to pass the bill soon. [Read more here.](#)

Farnborough Air Show:

As the curtains fell on the 2018 Farnborough International Airshow in England, exhibitors and attendees took stock of what was the most important aviation trade show of the year. It certainly didn't [disappoint](#)! The theme of the week: business is good. Halfway through the year, companies are largely expecting to make more money in 2018 than originally projected. Why?

For Lockheed Martin: "First, higher than planned win rates on new programs. Second, earlier than planned awards. And third, several unplanned awards associated with the Omnibus budget increases announced last quarter - some of which are expected to convert into increased sales quicker under the new revenue recognition methodology," CFO Bruce Tanner said. Read more, [here](#).

Look Ahead:

Monday, there are two think tank events:

- The Brookings Institution holds a discussion on "Space Force: The pros and cons of creating a new military branch." Register [here](#).
- The Hudson Institute holds a discussion on "Requirements for a Successful Military Cloud: Best Practices, Innovation and Security." Register [here](#).

Thursday, The Senate Foreign Relations Committee holds a [hearing](#) on "Assessing the Value of the NATO Alliance."

Finally, the House left for its summer recess yesterday, however the Senate will be in session until further notice.

Have a great weekend!

From: [Craig Quigley](#)
To: [Craig Quigley](#)
Subject: EXECUTIVE INSIGHT BRIEF | JULY 20, 2018
Date: Saturday, July 21, 2018 8:15:16 AM
Attachments: [image001.png](#)

Ladies & Gentlemen, below please find this week's edition of *Executive Insight Brief* from The Roosevelt Group. Board members, please don't forget to RSVP to Joy Mautz (jmautz@hampton.gov) for the 31 July welcome reception honoring the new NASA Administrator, Jim Bridenstine! 4:00 p.m. at the Virginia Air and Space Center in downtown Hampton.

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EXECUTIVE INSIGHT BRIEF | JULY 20, 2018

TOP STORIES

Helsinki Fallout:

President Donald Trump struggled Wednesday to contain the furor over his summit with Vladimir Putin, as he gave conflicting signals about whether he believes there are ongoing Russian threats to American elections. For a third day, Trump and his aides were in damage control mode in the face of criticism from both Republican and Democratic lawmakers dismayed by the president's friendly demeanor toward Putin and his failure to confront the Russian leader about Moscow's meddling in the 2016 presidential election.

[Read more here.](#)

After President Trump appeared to side with Russia over his own intelligence community, Republican leaders in Congress did something remarkable, for this political moment at least: They openly considered ways to rein in Trump's pro-Russian tendencies. Options that Republican leaders floated the day after the Helsinki summit included forcing Trump to impose more sanctions on Russia, or passing a bill to punish Russia if it tries to interfere in the November midterm elections, or having the State Department consider

declaring Russia a state sponsor of terrorism. [More here.](#)

News on the Future of Aerial Warfare: The F-35 and F-15:

The Pentagon and Lockheed Martin have reached a handshake deal for the eleventh batch of F-35 joint strike fighters, the Pentagon's top acquisition official confirmed July 15. The

Lot 11 order will be the largest so far at 141 jets for U.S. and international orders. The price of the most widely used variant the F-35A could be reduced to [\\$80 million by 2020.](#)

Boeing is quietly pitching the U.S. Air Force a new F-15 fighter jet using the same business strategy that convinced the Trump administration to buy more Super Hornet warplanes for the Navy. Dubbed the F-15X, the new variant of the venerable jet offers more modern flight controls, cockpit displays and radar, according to military and industry sources with knowledge of the plan. The plane would also pack a lot of firepower, carrying more than two dozen air-to-air missiles, the most of any U.S. Air Force aircraft. Click [here](#) for more.

Cyber Security & Advancements:

The Defense Department wants to move some of its defensive cyber operations to the cloud, according to a contracting document posted Monday.

The [proposed contract](#) would create a cloud-based expansion of the Pentagon's Acropolis program, which collects terabytes of cybersecurity data from the Defense Department's own computers and external systems, processes and analyzes that data, and delivers the result to subscribers inside and outside the Pentagon. Read more [here.](#)

On cybersecurity, [The U.S.](#) is ceding ground in the race to shape global standards and laws around cybersecurity, according to a new story for Pros. While Congress and multiple presidents have spent years supporting the tech industry's aversion to new regulations, the EU and China have forged ahead with laws that are setting the tone for digital security and privacy regulations. The EU's General Data Protection Regulation has set privacy standards that companies like Facebook and Google must follow. And China has been even more aggressive, enacting a cyber-law with strict security controls on tech companies and spreading its heavy-handed model throughout the developing world.

Israeli Controversies:

Nationalistic legislation declaring Israel a national homeland for the Jewish people and prioritizing Jewish-only communities was voted into law Thursday, one of a series of controversial bills approved this week by Israeli lawmakers that have alarmed opposition leaders and been described by critics as anti-democratic or even draconian.

The laws, dealing with a wide range of topics relating to the Jewish character of the state to the curtailing of left-wing groups critical of the government's policies vis-à-vis the Palestinians, are largely seen as an attempt by Prime Minister Benjamin Netanyahu to placate his right-wing government and supporters. But, they could have far reaching implications for Israel's non-Jewish minority, weakening the rights of Palestinians in the occupied West Bank and delegitimizing those in Israel who defend them. Read more [here.](#)

Brexit Round 2?

Tony Blair has said there must be a second referendum on the terms of the UK's future relationship with the European Union, once those terms are known. In an interview with The National, Mr. Blair said that vote could take the form of either a referendum or a national election. "What's important is that we don't have a vote on the divorce until we see the terms of the new relationship," he said. "It could be an election, it could be a referendum ... you have to have a final say." [Read More.](#)

A growing number of British government officials are echoing the former prime ministers call for a second referendum. Justine Greening, the former education secretary, argued the final Brexit decision should be given back to the people and out of the hands of "deadlocked politicians." She called for three options to be on the ballot paper: the prime minister's Chequers deal, staying in the EU or a clean break from Europe with no deal. The UK is due to leave in March 2019. [Read More.](#)

Look Ahead.

The House Armed Services Committee as yet has [no hearings](#) scheduled for this coming week as they continue to work on the conference NDAA.

Tuesday, The Amphibious Warship Industrial Base Coalition holds a congressional breakfast with Rep. Rob Wittman (R-Va.) and Major Gen. David Coffman. RSVP [here](#). Later that [day](#), Border and Maritime Security Subcommittee hearing on "Boots at the Border: Examining the National Guard Deployment to the Southwest Border."

Thursday, as part of its Breakfast Series, the Air Force Association hosts a [seminar](#) with Lt. Gen. VeraLinn "Dash" Jamieson, Deputy Chief of Staff for Intelligence, Surveillance and Reconnaissance. Lt Gen Jamieson will discuss the Next Generation ISR Flight Plan and the current status of ISR initiatives within the Air Force. Additionally, The Regulatory Affairs and Federal Management Subcommittee holds a [hearing](#) on reorganization of the Office of Personnel Management and the General Services Administration.