

From: Craig Quigley <cquigley@hrmffa.org>
Sent: Friday, January 11, 2019 11:02 AM
To: Craig Quigley
Subject: EXECUTIVE INSIGHT BRIEF | JANUARY 11, 2019

Ladies & Gentlemen, below please find t his week's edition of *Executive Insight Brief* from The Roosevelt Group.

Craig R. Quigley
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EXECUTIVE INSIGHT BRIEF | JANUARY 11, 2019
TOP STORIES

Situation in Washington

Shutdown Update: There seems to be no near end in sight, as both sides have inexorably dug in deep and remain staunch in their positions. President Trump remains steadfast in his request for \$5+ Billion for his border wall/security, while Democrats continue to hold that he will not get a cent. Meetings between the two sides have largely resulted in a whole lot of nothing.

As the [government shutdown](#) nears the end of its third week, the president left Washington to head to McAllen, TX, to talk to the men and women in the

Border Patrol. In brief remarks to reporters on Thursday, Mr. Trump left open the possibility of declaring a [state of emergency](#), which could allow him to bypass Congress to fund the wall.

Rosenstein: Deputy Attorney General [Rod Rosenstein](#), the most visible Justice Department protector of special counsel Robert Mueller's Russia investigation and a frequent target of President Trump's wrath, is expected to leave his position soon after Trump's nominee for attorney general is confirmed.

The [departure](#) creates uncertainty about the oversight of Mueller's team as it enters what may be its final months of work. But the attorney general nominee, William Barr, moved quickly Wednesday to quell concerns that his arrival could endanger the probe, telling lawmakers during Capitol Hill visits ahead of his confirmation hearing that he has a high opinion of Mueller. [Full story here.](#)

Situation in Syria

In an apparent re-reversal of policy, Trump has affirmed that the U.S. military's withdrawal from Syria will [not be as rapid](#) as he originally announced, to the chagrin of our Turkish allies.

Joint Chiefs Chairman Gen. Joseph Dunford met in Ankara Monday and Tuesday with his Turkish counterpart, Gen. Yasar Guler, and Defense Minister Hulusi Akar on the planned U.S. ground troop withdrawal from Syria, according to a readout of the meeting from the Joint Chiefs of Staff. [Full story.](#)

U.S. National Security Adviser John Bolton was set to depart Turkey on Tuesday without meeting [President Recep Tayyip Erdogan](#), in an apparent

snub over disagreements about Kurdish fighters in Syria. Bolton's meeting with [Erdogan](#) was canceled moments before it was to begin, reflecting Turkish anger at Bolton's insistence that those Kurdish forces be protected after more than 2,000 American troops exit northeastern Syria. [Read more](#).

Erdogan has been accused of attacking democracy in his country, and now the Turkish government has [announced](#) Turkey will launch an offensive against Syrian Kurdish fighters in Syria if the United States delays the withdrawal of its troops from the war-torn country.

The roughly [2,000 U.S. forces](#) in Syria are caught in the middle of mounting diplomatic tension between Turkey and the United States.

In related news, three Americans have been captured fighting for ISIS in the past week or two. [Identified](#) as Warren Christopher Clark of Houston, Texas and Zaid Abed al-Hamid—also originally from the U.S. The pair were seized alongside other foreign fighters from Pakistan and Ireland. Additionally, an [American teen](#) was among eight Islamic State militants captured in Syria by U.S.-backed Kurds during a military operation this week, the Kurdish People's Defense Units (YPG) said.

Is China Still Taking Loans from World Bank Okay?

As tensions in the trade war between Beijing and Washington fluctuate every week, it has come to light that China is still borrowing billions of dollars each year from the World Bank, despite its position as the world's second-largest economy, according to a study released Thursday.

The Center for Global Development found that the World Bank's International Bank for Reconstruction and Development loaned China more than \$7.8 billion since the country surpassed the bank's income threshold for lending in 2016.

The Trump Administration has been critical of lending to China that squeezes out loans to other countries. But cutting off China from World Bank funding could remove a useful tool to influence policy. [Read full story here.](#)

After decades of breakneck growth, the world's second-largest economy was already facing domestic headwinds even before the escalation in trade tensions with the U.S. But the tariff war has piled additional pressure on [China's economy](#).

That's a Bold Statement there, Chief.

As China and the U.S. continue to spar over trade and the South China Sea, a Chinese admiral made a [bold threat](#) to eliminate two of its aircraft carriers, one of the U.S.'s primary military advantages.

"What the United States fears the most is taking casualties," Rear Adm. Lou Yuan reportedly said in a speech at the 2018 Military Industry List summit on December 20, adding that sinking one carrier could kill 5,000 U.S. service members.

"We'll see how frightened America is," he said.

Lou, the deputy head of the Chinese Academy of Military Sciences, has academic military rank and does not command troops, but he has gained

attention for his hawkish views on the U.S., as have other officials who've called on Beijing to take a more confrontational approach. [Full story here.](#)

Despite comments like these, the United States has showed its commitment to maintaining freedom of navigation missions, in what is lawfully international waters. The U.S. Navy's [USS McCampbell](#) (DDG 85) has sailed near the Paracel Islands, a disputed territory claimed by China in the South China Sea. McCampbell performed a ['freedom of navigation' operation](#) (FONOP), sailing within 12nm of the Paracel Island chain, [Reuters](#) reported.

As China and the U.S. continue to spar in what is becoming a cold war, China seeks to beat Americans to the best [5g network](#), and the DPRK Dictator [visits](#) with Chinese President Xi seeking support.

Quick Hits

Two Marines and a Navy corpsman are under investigation in the [death of a Lockheed Martin contractor](#) in northern Iraq. The [New York Times](#) reported the American contractor, a former Green Beret, was severely wounded in a scuffle on New Year's Eve in Erbil, Iraq, and was transported to Landstuhl, Germany, where he was pronounced dead Friday. [Read more.](#)

World War II fighter pilot [John Lyle](#), a Tuskegee Airman, has died at the age of 98. Lyle died Saturday at his home on Chicago's South Side, his wife, Eunice, said Monday. She added that Lyle had been battling prostate cancer. The members of the nation's first black fighter squadron won acclaim for their aerial prowess and bravery, despite a military that imposed segregation on its African-American recruits while respecting the rights of German prisoners. Lyle, who

named his plane "Natalie" after his first wife, was credited with shooting down a German Messerschmitt. [Click here for full story.](#)

Last month, the Army committed to buy an initial brigade's-worth of the Iron Fist Active Protection System for the M2 Bradley. Meanwhile, with Tuesday morning's announcement, the U.S. is spending over \$200 million to install the rival Trophy APS on not only Army but Marine Corps M1 Abrams tanks. [Full story here.](#)

As analysts attempt to sort through the facts of what happened, it seems more and more apparent with each passing day that the [Russian seizure](#) of American citizen [Paul Whelan](#) on the basis of espionage was little more than a move to gain leverage for a possible [swap](#) for their own convicted spy, Maria Butina.

Speaking of Russia, the dock-landing vessel [USS Fort McHenry](#) transited the Dardanelles Strait en route to the Black Sea on Sunday, making it the first U.S. Navy ship to enter the tense region since Russia seized three Ukrainian vessels in November, in the Kerch Strait.

Navy officials say the Fort McHenry is conducting a regularly scheduled Black Sea operation. This is the first Navy ship to enter the Black Sea since August, when the USS Carney, a guided missile destroyer, and the fast-transport vessel USNS Carson City worked separate missions there.

This Day in History

49 BC: [Julius Caesar](#) leads his army across the Rubicon River, plunging Rome into [civil war](#).

1843: [Francis Scott Key](#), author of “[The Star-Spangled Banner](#),” dies in Baltimore.

1861: Alabama [secedes](#) from the Union.

1941: Adolf Hitler orders forces to be prepared to enter [North Africa](#) to assist the Italian effort, marking the establishment of the [Afrika Korps](#).

1942: Japan invades the [Dutch East Indies](#) at Borneo.

1943: The Soviet Red Army encircles [Stalingrad](#).

1980: Honda announces it will build the first Japanese-owned passenger-car assembly plant in the United States—in Ohio.

See more at [History.net](#)

Look Ahead

Sunday, January 13

8:00 AM EST

Meeting: [The National Academy of Sciences Transportation Research Board](#)

Topic: Transportation

Lisa Berardi Marflak: imarflak@nas.edu | 202-334-3134

Washington Convention Center, 801 Mt. Vernon Place NW

Monday, January 14

10:00 AM EST

Discussion: [The Brookings Institution](#)

Topic: Foreign Affairs

events@brookings.edu | 202-797-6105

Brookings Institution, 1775 Massachusetts Avenue NW, Saul/Zilkha Room

12:30 PM EST

Book Discussion: [New America](#)

Topic: Defense

Maria Elkin: elkin@newamerica.org | 202-847-4769

New America, 740 15th St. NW, Suite 900

2:30 PM EST

Discussion: [The SETA Foundation at Washington D.C.](#)

Topic: Foreign Affairs

info@setadc.org | 202-223-9885

SETA Foundation, 1025 Connecticut Avenue NW, Suite 410

3:00 PM EST

Discussion: [The Woodrow Wilson Center Kennan Institute for Advanced
Russian Studies](#)

Topic: Foreign Affairs

Ryan McKenna: ryan.mckenna@wilsoncenter.org | 202-691-4217

WWC, One Woodrow Wilson Plaza, Ronald Reagan Building, 1300

Pennsylvania Avenue NW, Fifth Floor, Auditorium

Tuesday, January 15

7:00 AM EST

Symposium: Surface Navy Association, Day 1
Hyatt Regency Crystal City at Reagan National Airport, 2799 Richmond Hwy,
Arlington, VA 22202

9:00 AM EST

Discussion: [The Center for Strategic and International Studies](#)

Topic: Foreign Affairs

Andrew Schwartz: 202-775-3242

CSIS, 1616 Rhode Island Avenue NW

12:00 PM EST

Discussion: [The Cato Institute](#)

Topic: Foreign Affairs

events@cato.org | 202-789-5200

Cato Institute, 1000 Massachusetts Avenue NW, F.A. Hayek Auditorium

12:00 PM EST

Discussion: [Center for a New American Security](#)

1152 15th Street NW, Suite 950

12:15 PM EST

Book Discussion: New America

Topic: Foreign Affairs

Maria Elkin: elkin@newamerica.org | 202-847-4769

New America, 740 15th St. NW, Suite 900

3:30 PM EST

Discussion: [The George Washington University Elliott School of International Affairs](#)

Topic: Technology

Jason Shevrin: gwmedia@gwu.edu | 202-994-5631

GWU Elliott School, 1957 E St. NW

5:30 PM EST

Discussion: [The Center for Strategic and International Studies](#)

Topic: Technology

Andrew Schwartz: 202-775-3242

CSIS, 1616 Rhode Island Avenue NW

Wednesday, January 16

6:30 AM EST

Event: [Association of the United States Army](#)

Vanessa Cartagena: vcartagena@ausa.org | 703-907-2678

Crystal Gateway Marriott, 1700 Jefferson Davis Hwy, Arlington, Va.

7:00 AM EST

Discussion: The U.S. Navy Memorial

Topic: Defense

Lisa Barker: Barker@navymemorial.org | 202-380-0782

TBA

7:00 AM EST

Forum: [The Association of the U.S. Army Institute of Land Warfare's Education Program](#)

Topic: Defense

Alexis Williams: awilliams@ausa.org | 703-907-2417

Crystal Gateway Marriott, 1700 Jefferson Davis Highway, Arlington, Va.

7:00 AM EST

Symposium: Surface Navy Association, Day 2

Hyatt Regency Crystal City at Reagan National Airport, 2799 Richmond Hwy,
Arlington, VA 22202

7:00 AM EST

Forum: Association of the United States Army

Alexis Williams: awilliams@ausa.org | 703-907-2417

The Crystal Gateway Marriott 1700 Jefferson Davis Hwy, Arlington, VA 22202

10:00 AM EST

Discussion: [The Bipartisan Policy Center](#)

Topic: Education

202-204-2400

BPC, 1225 I St. NW, Suite 1000

10:00 AM EST

Event: Open Doors U.S.A.

Topic: Foreign Affairs

Katie Rouse: krouse@demoss.com | 678-410-9575

Heritage Foundation, 227 Pennsylvania Avenue SE

2:30 PM EST

Briefing: [The National Committee on North Korea](#)

Topic: Foreign Affairs

Esther Im: eim@ncnk.org

902 Hart Senate Office Building

3:30 PM EST

Book Discussion: [The Woodrow Wilson Center](#)

Topic: Foreign Affairs

Ryan McKenna: ryan.mckenna@wilsoncenter.org | 202-691-4217

WWC, One Woodrow Wilson Plaza, Ronald Reagan Building, 1300

Pennsylvania Avenue NW, Sixth Floor

6:00 PM EST

Book Discussion: [The Association of the U.S. Army Institute of Land Warfare](#)

Topic: Social Issues

Alexis Williams: awilliams@ausa.org | 703-907-2417

AUSA Headquarters, 2425 Wilson Boulevard, Arlington, Va.

Thursday, January 17

7:00 AM EST

Symposium: Surface Navy Association, Day 3

Hyatt Regency Crystal City at Reagan National Airport, 2799 Richmond Hwy,

Arlington, VA 22202

8:00 AM EST

Meeting: Veterans Affairs Department

Topic: Veteran Rehabilitation Research and Development

Tiffany Asqueri: Tiffany.Asqueri@va.gov | 202-443-5757
[Conference call dial-in: 800-767-1750, participant code 35847]
Crystal City Marriott, 1999 Jefferson Davis Highway, Arlington, Va.

9:30 AM EST

Book Discussion: The Henry L. Stimson Center

Topic: Foreign Affairs

Jim Baird: jbaird@stimson.org | 202-478-3413

Stimson Center, 1211 Connecticut Avenue NW, Eighth Floor

10:30 AM EST

Discussion: [The International Institute for Strategic Studies](#)

Topic: Foreign Affairs

202-659-1490

IISS, 2121 K St. NW, Suite 801

11:30 AM EST

Event: [The Friends of the National World War II Memorial](#)

Topic: Foreign Affairs

Thalia Ertman: tertman@wwiimemorialfriends.org | 202-543-0787

World War II Memorial, 1750 Independence Avenue SW

3:00 PM EST

Discussion: [The Woodrow Wilson Center and the Daniel Morgan Graduate School of National Security](#)

Topic: Foreign Affairs

Ryan McKenna: ryan.mckenna@wilsoncenter.org | 202-691-4217

WWC, One Woodrow Wilson Plaza, Ronald Reagan Building, 1300
Pennsylvania Avenue NW, Fifth Floor

Friday, January 18

8:00 AM EST

Meeting: Veterans Affairs Department

Topic: VA's Biomedical Laboratory/Clinical Science Research

Holly Krull: holly.krull@va.gov | 202-632-8522

20 F Conference Center, 20 F St. NW

9:30 AM EST

Discussion: [The Air Force Association's Mitchell Institute for Aerospace Studies](#)

Topic: Defense

Nikki Kirsch: nkirsch@afa.org | 703-247-5800 (ext. 4824)

FAA, 1501 Lee Highway, Fourth Floor Boardroom, Arlington, Va.

Have a fantastic weekend!

WILLIAMSBURG TOURISM COUNCIL

January 15, 2019 Agenda

AGENDA ITEMS	ACTION ITEM	ATTACHMENT
I CALL TO ORDER		
II PUBLIC COMMENT		
III MINUTES A. December 17, 2018 meeting minutes	X	A
IV TREASURER’S REPORT A. Budget update & 2019 Spending Plan B. Alliance reimbursement C. Financial processes for 2019		B
V COMMITTEE REPORTS A. Bylaws Update B. Search Committee Update		
VI MARKETING DIRECTOR UPDATE A. 2019 Campaign- Progress to date B. Marketing and PR advisory groups		
VII ADMINISTRATOR UPDATE A. Visitor Research RFP B. Staff resources C. FY19 HT revenue and room night data D. Staff presentation: Lisa Pacheco, Director of Sports Development		
VI CHAIR REPORT A. Financial Reserves B. Alliance and WTC updates C. Future Tourism Community Forum D. Community Outreach	X	
VII OLD BUSINESS A. Next Meeting Date: February 19, 2019 Stryker Building meeting room		
VIII ADJOURNMENT		

ATTACHMENT A

MINUTES

**December 18, 2018
Williamsburg Tourism Council**

**WILLIAMSBURG TOURISM COUNCIL
MEETING
STRYKER CENTER, WILLIAMSBURG VIRGINIA
December 18, 2018
Meeting Notes**

A meeting of the Williamsburg Tourism Council was convened at 1:00 p.m. on December 18, 2018 at the Stryker Center, City of Williamsburg. A quorum was present with the following attendees:

Tourism Council Members Present:

Honorable Jeffrey D. Wassmer,
Honorable Ruth Larson,
Honorable Douglas Pons,
Philip G. Emerson,

Neal Chalkley,
Kevin Crossett,
Kevin Lembke
Mickey Chohany,
Rita McClenny,
Jeanne Zeidler

York County Board of Supervisors
James City County Board of Supervisors
Williamsburg City Council
Executive Director, Jamestown-Yorktown
Foundation
President Williamsburg Hotel/Motel Association
Exec. Dir. of Strategic Communications
President, Busch Gardens/Water Country USA
President Williamsburg Restaurant Association
President & CEO Virginia Tourism Corporation
Chair, Greater Williamsburg Chamber &
Tourism Alliance

Staff Members Present:

Jody Puckett,
Dave Potter

Administrator, Tourism Council
Director, Marketing Communications, Greater
Williamsburg Chamber & Tourism Alliance

I. Call to Order

Mr. Wassmer called the meeting to order at 1:01 pm

II. Public Comment

No one wished to speak

III. Minutes

Mr. Wassmer asked for a motion to approve the [October 16 minutes](#). The council members unanimously approved and roll call was made by Dave Potter.

IV. Chair Report

Mr. Wassmer reported that they are working on finalizing bylaws. Ms. Zeidler reported that the Tourism Council bylaws will not be implemented until thirty (30) days after Alliance bylaws approved. Mr. Wassmer also reported that the council has reached out to Greg Davis with Kaufman and Canoles to provide legal council. Mr. Wassmer also met with a few community partners regarding the Tourism Council

V. Treasurer's Report

Ruth Larson reported that the first disbursement of sales tax money was in the amount of approximately \$4.3M. Financial processes and procedures for internal use are being developed. Regarding the 2018 budget, Ms. Larson mentioned that the latest WADMC budget was now down to negative \$6,360.99 and thanks to staff. There were no objections to add Mr. Potter & Ms. Puckett as signees on the checking account in addition to the designated officers of Tourism Council.

Updated [MOU](#)

Mr. Pons asked for a motion for approval of the additional signees. Members approved unanimously.

VI. Committee Reports

a. Search Committee

Doug Pons reported the search committee was in the process of qualifying candidates and that the timeline needed to be pushed back a week or two because of the New Year; they may have additional candidates apply after the New Year. They are on schedule to have a few candidates to interview by late January.

VII. Administrator and Marketing Director Update

a. Agency 2019 Campaign Presentations

- a. Luckie & Co- Mary Winslow,
- b. Percepture- Thor Harris, Rene Mack and Kaitie Ries
- c. Miles-Nancy Wiles

Mr. Potter shared that this will be the largest expenditure for the Greater Williamsburg area has seen and an advisory council as well as the tourism staff has been involved in the marketing process. He then introduced the marketing agencies (Luckie & Co, Percepture & Miles) and included a list of some of the DMO clients these agencies work with.

Luckie & Co presented the messaging evolution from 2014 -2018 and discussed a brand health study they completed this year and then rolled out some new and interesting Fun & Unexpected experiences. Luckie & Co also presented the proven and planned geographic markets & how they would reach these markets thru a variety of media including TV, digital and print.

Percepture presented new plans for expansion of both media relations and reach in 2019. There is also a plan to have 3-4 media fam trips in 2019, increasing social media by 67% and continuing the influencer relationship building they had started. There will also be an addition of exposure on Pinterest and more stories on Instagram. Mr. Thor Harris also

mentioned that SEO drove over 41% to partner sites from the Visit Williamsburg website and how this number would only get better.

Nancy Wiles with Miles presented her portion on the website and mentioned how Bound (website personalization) was added to the website in 2018 and there had been a 4% increase. The goal conversion rate had also increased and the bounce rate had decreased by 8%. In 2019 they will continue to use Bound, expand the ad campaign landing page, and complete the itinerary trip builder integration the group saw from Luckie & Co earlier. They also mentioned that they will be updating the look and feel of the website. Regarding paid search they work with the core markets Luckie has shared and put more dollars in those markets. They have a national approach but more dollars are spent in markets where PR is running.

There was concern that there was not enough dollars set aside for media/marketing as well as concern on the actual concept of “FunExpected” creative. Mr. Emerson, Executive Director, Jamestown-Yorktown Foundation, was also concerned that he did not see specific mention of the 2019 Commemoration, American Evolution. The group also discussed retail on the website and opportunities for competitive conquering in other destinations.

VIII. 2019 Proposed Budget

Mr. Potter reiterated that the plan the group saw will leverage reach, frequency and overnight visitation to the destination but the staff will need a better idea on what the metrics will be to measure those results. Mr. Wassmer added that once the economic study has been completed, that they will have a better idea on moving forward with measurements.

Ms. Jeanne Zeidler presented the Alliance Budget explained there were 3 separate budgets: Business Council, Tourism Council and Alliance Board budget. There will be an estimated 1.5 million left over that will be coming to the Tourism Council in addition to the existing budget.

Ms. Jody Puckett presented the tourism budget (PR, Creative, Production, Online & Web, Paid Media, Research, Digital Strategy as well as the 2019 Sales Budget) and mentioned 2019 would be a transitional year.

Mr. Lembke suggested that there needed to be more line items under media so they could see where the dollars were going to. Mr. Potter confirmed that this was the first process. Once the numbers are approved, they will have a better idea of exactly where it is going. In reference to the sales budget, Mr. Pons asked why the numbers for conference sales and sports had not gone up as well as a need to add dollars to the budget for the STR Report.

Mr. Crossett challenged the agencies to ask the community what “fun” means to them which would lead to the research line and asked how does the destination campaign parallel with partners.

IX. Contract Approval and Visitor Research RFP Update

Ms. Puckett presented the agencies contracts, which would be voted on during the meeting, and mentioned they had four (4) proposals for the Economic Impact/Visitor Research RFP and that the council was welcome to sit in during these presentations.

At 4:08 p.m., Chair Wassmer recapped the Council accomplishments from the meeting: approval of three (3) motions: Approval of the Budget as noted with the potential to amend/increase, approval of the plan & extension of the agency contracts. Dave Potter gave roll call and the members approved unanimously.

The next Tourism Council meeting is scheduled for January 15,2019 at the Stryker Center meeting room, Williamsburg, Virginia.

**MEMORANDUM OF UNDERSTANDING
BETWEEN THE COMMONWEALTH OF VIRGINIA
SECRETARY OF FINANCE
AND
THE TOURISM COUNCIL OF THE GREATER WILLIAMSBURG CHAMBER AND
TOURISM ALLIANCE**

- I. PARTIES TO THE MEMORANDUM OF UNDERSTANDING:** This Memorandum of Agreement (hereinafter referred to as "MOU") is entered into this 18th day of October 2018, by the Secretary of Finance (hereinafter referred to as "SOF") and the Tourism Council of the Greater Williamsburg Chamber and Tourism Alliance (hereinafter referred to as "the Council").
- II. PURPOSE:** This MOU sets forth the understanding between the Council and the SOF to address the financial management of the Historic Triangle Marketing Fund (hereinafter referred to as the "Fund").
- III. Background:** The Greater Williamsburg Chamber and Tourism Alliance (Alliance) is a 501(c)(6) tax exempt organization. Representing nearly 800 small, medium and large businesses, non-profit organizations, and educational institutions, the Greater Williamsburg Chamber and Tourism Alliance aims to advance the best interests of the business community. The Alliance advocates on behalf of the business community, provides educational seminars and creates business networking opportunities so new businesses can emerge and existing businesses can grow. As the destination marketing organization (DMO), the Alliance promotes the region as a premier year-round travel destination.

The Tourism Council is a committee of the Alliance. The Virginia Acts of Assembly, 2018 Reconvened Session, Chapter 850 requires the Council to establish the Historic Triangle Office of Marketing and Promotion (the Office) to administer a program of marketing, advertising, and promotion to attract visitors to the Historic Triangle area. The Council shall use moneys in the Historic Triangle Marketing Fund to pay for necessary expenses of the Office and to fund the activities of the Office. The Office shall be overseen by a professional with extensive experience in marketing or advertising and in the tourism industry. The Office shall be responsible for (i) developing and implementing, in consultation with the Council, long-term and short-term strategic plans for advertising and promoting the numerous facilities, venues, and attractions devoted to education, historic preservation, amusement, entertainment, and dining in the Historic Triangle as a cohesive and unified travel destination for local, national, and international travelers; (ii) assisting, upon request, with the coordination of cross-advertising and cross-marketing efforts between various tourism venues and destinations in the Historic Triangle region; (iii) identifying strategies for both increasing the number of overnight visitors to the region and increasing the average length of stay of tourists in the region; and (iv) performing any other function related to the promotion of the Historic Triangle region as may be identified by the Council.

The Historic Triangle Marketing Fund is funded through regional sales and use tax collections and additional transient occupancy taxes. Beginning July 1, 2018, there is an additional 1% regional sales and use tax in the City of Williamsburg, and the Counties of James City and York, increasing the total sales tax rate in the region to 7%. The additional tax does not apply to food sold for home consumption (groceries), but does apply to the rental of lodgings and transient accommodations (hotel rooms, etc.). In addition, the Counties of James City and York may impose an additional transient occupancy tax not to exceed \$2 per room per night for the occupancy of any overnight guest room.

Half of the revenue from these additional taxes will be dedicated to market and promote the Historic Triangle as an overnight tourism destination. The other half will be distributed to the localities involved.

IV. SCOPE OF SERVICES: This MOU establishes the general understanding of each party.

V. The Council agrees to:

- Comply with all provisions applicable to the Council in the Virginia Acts of Assembly, 2018 Reconvened Session, Chapter 850;
- Submit annual reports to the Secretary of Finance on the use of the funds received from the Historic Marketing Fund to include sufficient detail including date, payee, amount, and description. Reports shall be prepared in formats as approved by the Secretary of Finance. Reports shall be submitted to the SOF within 60 days of the end of the fiscal year ending June 30.

Reports shall be submitted to the following address:

Secretary of Finance
P.O. Box 1475
Richmond, Virginia 23218

- Maintain documentation to support expenditures for a period of five years, subject to audit by the Commonwealth of Virginia.
- Ensure that all funds are used solely for the purposes of marketing, advertising and promoting the Historic Triangle area as an oversight tourism destination with the intent to attract visitors from a sufficient distance so as to require an overnight stay of at least one night.

The SOF agrees to:

- Authorize the Department and Planning and Budget to establish an appropriation for the collection and distribution of taxes in the Historic Marketing Fund;
- Authorize the Department of Taxation to distribute to the Council via EDI disbursement monthly collections of taxes deposited to the fund within 20 days of the following month.

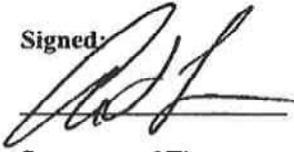
VI. Funding

The Council will receive a monthly EDI disbursement based on prior months collections in accordance with this agreement. At no time, will disbursements be authorized in excess of the balance of the Fund.

VII. Duration

This MOU may be modified by mutual written consent of authorized officials from the Council or the SOF.

Signed:



Secretary of Finance

10-25-2018

Date

Signed:



Jeff Wassmer
Tourism Council of the Greater
Williamsburg Chamber and Tourism
Alliance

10-25-18

Date

Greater Williamsburg Chamber and Tourism Alliance - TOURISM
2019
Proposed Budget
Tourism overview

	2018	2018	2019
	Budget	Projected	Proposed
REVENUES	\$5,160,469	\$5,138,688	
2019 Tax revenue			\$8,500,000
Other			6,200
Total revenue			\$8,506,200
EXPENSES:			
Destination Marketing	\$3,498,672	\$3,498,672	\$6,630,695
Sales	\$1,036,375	\$828,658	\$533,710
Org Support/Admin - Shared	\$59,215	\$67,826	\$205,420
Total Salaries & Benefits	\$746,700	\$739,806	\$1,136,375
Total Expenses	\$5,340,962	\$5,134,962	\$8,506,200
Excess of revenues over expenditures	(\$180,493)	\$3,726	\$0
Operating Surplus / (Deficit)	(\$180,493)	\$3,726	\$0

**WILLIAMSBURG TOURISM COUNCIL
MEETING
STRYKER CENTER, WILLIAMSBURG VIRGINIA
October 16, 2018 @ 1:00 PM
Meeting Notes**

A meeting of the Williamsburg Tourism Council was convened at 1:00 p.m. on October 16, 2018 at the Stryker Center, City of Williamsburg. A quorum was present with the following attendees:

Tourism Council Members Present:

Honorable Jeffrey D. Wassmer	York County Board of Supervisors
Honorable Ruth Larson	James City County Board of Supervisors
Honorable Douglas Pons	Williamsburg City Council
Philip G. Emerson	Executive Director, Jamestown-Yorktown Foundation
Neal Chalkley	President Williamsburg Hotel/Motel Association
Alternate Kevin Crossett for Dr. Mitchell Reiss	President and CEO of the Colonial Williamsburg Foundation
Kevin Lembke	President, Busch Gardens/Water Country USA
Kym Hall	Superintendent of Colonial National Historical Park
Mickey Chohany	President Williamsburg Restaurant Association
Rita McClenny	President & CEO Virginia Tourism Corporation
Jeanne Zeidler	Chair, Greater Williamsburg Chamber & Tourism Alliance

Staff Members Present:

Bob Harris	Interim Executive Director, Williamsburg Tourism Council
Corina Ferguson	Director of Marketing, Greater Williamsburg Chamber & Tourism Alliance
Dave Potter	Account Manager, Greater Williamsburg Chamber & Tourism Alliance

I. Call to Order

The Honorable Wassmer called the meeting to order at 1:00 pm, asking Mr. Potter to do a roll call of Tourism Council members.

II. Public Comment Period (limited to 3 minutes per person).

No wished to speak.

III. Approval of Meeting Notes

The Honorable Wassmer asked for approval of the Meeting Notes from September 18, 2018, The Honorable Larson moved for approval and carried by roll call vote of 9 – 0.

IV. Strategy/Statement of Purpose Discussion

The Honorable Wassmer shared a presentation that entailed the Vision forward as well as strategies, specifics, objectives and metrics for the Williamsburg Tourism Council.

- A. Vision Forward- The vision forward is not set in stone but is a living document that can be changed and molded as needed. It's a way to communicate to stakeholders.
- B. Metrics- Every time the group meets they can check the progress by three (3) things:
 - 1. Overnight Stays (length of stay, RevPAR, daily rate, etc.)
 - 2. Admissions
 - 3. Revenue- Spend/Rev & jobs created
- C. Sub-metrics

It was recommended to use directional trends of the website to help track visitation as another metric on how the campaign is doing.

- D. Strategies presented by Mr. Wassmer
 - 1. Accessibility (airport service, improved interstate access, etc.)
 - 2. Attractability
 - 3. Affordability
 - 4. Awareness (awareness of the destination)
- E. The Honorable Wassmer asked for the group to start thinking about the tactics for the strategies and what are some ways to increase strategies and improve these four (4) things by measuring metrics.

Comments

The group discussed the importance of having a timeframe as well as metrics to access the progress & concluded that once an economic study is completed and a permanent executive director is in place there will be more to follow. They also discussed the original purpose of SB942. The destination was not seeing the results they needed because they did not have the investment needed. To see the results needed there needs to be more investment.

V. [Treasurers Report](#)

The Honorable Larson introduced Corrina Ferguson to speak first regarding the gap in the budget. Corrina mentioned that the gap was shrinking. Last month the budget gap was 30 K and this month it is 23K and that these decreases came from small tactical things they are not doing. They are working on a budget that was formed in December 2018, however the revenue has stopped and the plan is still being followed. Revenues from the state should be coming in very soon. The Honorable Larson noted that there was nothing currently to

report on regarding the money coming in from the state, however she thinks they will receive the revenue without doing reimbursements. They have accounting issues to work on & will be working on the budget for 2019.

The group discussed funding levels for the 2019 budget. Bob Harris confirmed the Sales component was planned to be flat so any increase in funds could be directed towards Public Relations, media and production.

The Honorable Wassmer asked for a motion at 1:36 PM to increase the funding to \$8.5 million for calendar year 2019. Mr. Chohany moved for approval and carried by roll call vote of 9 – 0.

VI. Committee Reports

A. Bylaws Update

Mr. Chohany, committee chair suggested they probably need to wait for another meeting until the Chamber's (Business Council) By-laws have been solidified. These should be presented in November. Ms. Jeanne Zeidler commented that they will be presented this Thursday and could potentially ask for approval at board meeting in November.

B. Search Committee Update

Mr. Pons reported that the preferred firm will be Search Wide Global. All the references have come back positive & they are a leader in the industry. SearchWide Global will come to the destination to meet with key stake holders to understand the needs. The process should take twelve (12) weeks, however the time of year with the holidays is not ideal. He has an agreement for the chair to sign. The cost will be \$45,000 and does not include travel, hotel & additional incidentals. SearchWide Global will find 10-15 candidates, send them to the Council. The Council can then drill down to four (4) to five (5) candidates and bring them in for interviews. Mr. Emerson asked Mr. Pons how this worked with salary for the Executive Director. Mr. Pons replied that SearchWide Global will help the group with salary & benchmarks but comparing other similar positions in destinations. Mr. Emerson also mentioned confidentiality of candidates is very important.

The Honorable Wassmer asked for a motion to approve the search firm, SearchWide Global at 1:46 PM. The Honorable Pons moved for approval and carried by roll call vote of 9 – 0.

VII. Interim Executive Director and Marketing Update

A. Competitive Destination Comparison Chart: [DMO Research Budget & Staff 2018](#)

Bob Harris shared a competitive destination comparison chat. Staffing is something that needs to be considered in the future as Greater Williamsburg is lagging behind other destinations. Mr. Harris also added that the number of lodging rooms on the document

includes timeshares for each destination.

B. WILLIAMSBURG TOURISM COUNCIL 2019/20 MARKETING STRATEGY

1. Luckie: branding, creative, strategic thinking
2. Percepture: public relations, social media and content writing
3. Miles: web agency, website hosting and maintenance of VisitWilliamsburg.com, SEM (Search engine marketing)
4. Wautaga: Luckie's partner for media buy

Ms. Larson asked, about ways we can be proactive in letting citizens know that tourism results from the increased spend won't happen overnight? She requested that staff think about what steps the Council might be able to take, including perhaps a local PR campaign or talking points for WTC members.

Corrina Ferguson reviewed the marketing process and mentioned that the agencies will present some high level thought, who the consumer is, target market and once approved will come back and present a more detailed plan in December. Ms Ferguson then introduced two of the agencies, Luckie (Brad White) & Percepture (Thor Harris and Kristin Layman) to present the strategy and vision of the 2019 plan to the Williamsburg Tourism Council.

2019 Marketing Strategy and Update

After the presentation was made Mr. Harris asked for input and then for motion to approve the agencies' strategy. Next step is the development of the 2019 Marketing Tactical Plan to be presented in December.

After discussion, The Honorable Wassmer asked for motion to approve the 2019 Marketing Strategy. Mr. Chalkley moved for approval and carried by roll call vote of 9 – 0.

Request for Proposal Visitor Research

Mr. Harris asked for feedback on the documents and approval for the RFP process. The Honorable Wassmer asked for the motion to approve the RFP process for the Visitor/Economic Impact Research. The Honorable Larson moved for approval and carried by roll call vote of 9 – 0.

The Council wanted to take a moment to thank Corrina Ferguson and Bob Harris for their years of dedicated service and professionalism in representing the Greater Williamsburg Area. Best of luck in their new endeavors.

In closing, The Honorable Wassmer recapped the Council accomplishments from the meeting: approval of the 2019 Marketing Strategy and budget, approval of SearchWide Global search firm, approval the RFP process for the Visitor/Economic Impact Research.

At 2:51 PM The Honorable Douglas Pons moved the Tourism Council go into Closed Session pursuant to Section § 2.2-3711 – A1 of the Code of Virginia for the purpose of discussing personnel matters regarding appointments. The motion carried by roll call vote of 9 – 0.

At 3:30 the Council came out of the closed session and the meeting was adjourned at 3:31 PM.

The next Visitor Council Meeting is scheduled for November 20, 2018, 1:00 pm, Stryker Center, Williamsburg, Virginia.

Williamsburg Area Destination Marketing Committee
Profit Loss Budget vs. Actual
January through December 2018

	ACTUAL			ACTUAL			ACTUAL			ACTUAL			ACTUAL					
	Jan 18	Budget	Variance	Feb 18	Budget	Variance	Mar 18	Budget	Variance	Apr 18	Budget	Variance	May 18	Budget	Variance	Jun 18	Budget	Variance
Income	1,262,348.58																	
Revenue																		
Interest	158.93	140.00	18.93	165.36	140.00	25.36	196.64	170.00	26.64	127.17	120.00	7.17	94.42	120.00	-25.58	83.84	130.00	-46.16
Private Investors	0.00	2,600.00	-2,600.00	26,000.00	0.00	26,000.00	25,000.00	50,000.00	-25,000.00	76,500.00	25,000.00	51,500.00	0.00	76,000.00	-76,000.00	0.00	0.00	0.00
TOT																		
James City County	48,363.85	60,000.00	-11,636.15	56,287.50	47,000.00	9,287.50	33,440.82	31,000.00	2,440.82	31,934.25	39,000.00	-7,065.75	68,734.99	48,000.00	20,734.99	78,678.99	94,000.00	-15,321.01
Williamsburg	81,186.00	80,000.00	1,186.00	82,104.00	85,000.00	-2,896.00	44,056.00	50,000.00	-5,944.00	49,388.00	45,000.00	4,388.00	82,394.00	85,000.00	-2,606.00	109,550.00	95,000.00	14,550.00
York County	80,009.48	80,000.00	9.48	88,314.72	87,000.00	1,314.72	51,731.28	53,000.00	-1,268.72	0.00	62,000.00	-62,000.00	163,110.60	92,000.00	71,110.60	109,472.03	130,000.00	-20,527.97
Total TOT	209,559.33	220,000.00	-10,440.67	226,706.22	219,000.00	7,706.22	129,228.10	134,000.00	-4,771.90	81,322.25	146,000.00	-64,677.75	314,239.59	225,000.00	89,239.59			
VTC Co-op	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,500.00	-2,500.00	0.00	0.00	0.00	10,696.58	0.00	10,696.58	0.00	2,500.00	-2,500.00
Total Income	209,718.26	222,740.00	-13,021.74	252,871.58	219,140.00	33,731.58	154,424.74	186,670.00	-32,245.26	157,949.42	171,120.00	-13,170.58	325,030.59	301,120.00	23,910.59	297,784.86	321,630.00	-23,845.14
Expense																		
Administrative																		
Sub-total Admin	2,755.91	4,105.00	-1,349.09	3,088.13	3,588.00	-499.87	749.77	1,885.00	-1,135.23	1,037.03	1,877.00	-839.97	1,315.00	320.00	995.00	357.62	1,670.00	-1,312.38
Staff	12,760.26	14,500.00	-1,739.74	12,822.69	14,500.00	-1,677.31	12,766.05	23,250.00	-10,483.95	25,395.72	14,500.00	10,895.72	12,882.17	14,500.00	-1,617.83	12,882.18	23,250.00	-10,367.82
Total Administrative	15,516.17	18,605.00	-3,088.83	15,910.82	18,088.00	-2,177.18	13,515.82	25,135.00	-11,619.18	26,432.75	16,377.00	10,055.75	14,197.17	14,820.00	-622.83	13,239.80	24,920.00	-11,680.20
Support Expenses																		
Total Ad Agency	48,478.81	48,012.99	465.82	48,013.00	48,012.99	0.01	48,013.00	48,012.99	0.01	48,013.00	48,012.99	0.01	48,013.00	48,012.99	0.01	48,013.00	48,012.99	0.01
Total Production	1,167.00	0.00	1,167.00	8,922.84	0.00	8,922.84	64,409.35	79,600.00	-15,190.65	5,856.76	28,022.00	-22,165.24	5,362.04	0.00	5,362.04	37,170.00	0.00	37,170.00
Total Research	0.00	0.00	0.00	15,960.00	0.00	15,960.00	0.00	20,000.00	-20,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Support Expenses	49,645.81	48,012.99	1,632.82	72,895.84	48,012.99	24,882.85	112,422.35	147,612.99	-35,190.64	53,869.76	76,034.99	-22,165.23	53,375.04	48,012.99	5,362.05	85,183.00	48,012.99	37,170.01
Working Expenses																		
Total Fulfillment	251.36	750.00	-498.64	1,820.89	1,200.00	620.89	1,392.07	1,350.00	42.07	2,633.74	3,650.00	-1,016.26	3,440.94	28,000.00	-24,559.06	25,507.05	2,500.00	23,007.05
Total Paid Media / Advertising	14,570.47	26,945.50	-12,375.03	261,337.13	263,947.47	-2,610.34	284,522.21	288,567.93	-4,045.72	499,620.37	509,467.50	-9,847.13	275,829.66	278,119.10	-2,289.44	118,042.74	147,745.50	-29,702.76
Total Public Relations	13,937.54	12,750.00	1,187.54	18,110.60	15,500.00	2,610.60	14,019.08	21,000.00	-6,980.92	19,752.77	48,500.00	-28,747.23	19,360.23	21,000.00	-1,639.77	17,011.37	13,125.00	3,886.37
Total Social Media	7,512.00	7,510.00	2.00	7,500.00	7,510.00	-10.00	7,500.00	7,510.00	-10.00	7,575.00	17,850.00	-10,275.00	8,337.12	9,510.00	-1,172.88	14,506.00	7,510.00	6,996.00
Total Website	12,015.17	16,671.67	-4,656.50	22,121.67	21,871.67	250.00	4,621.67	14,621.67	-10,000.00	4,621.67	14,671.67	-10,050.00	4,652.01	5,621.67	-969.66	8,001.67	12,621.67	-4,620.00
Total Working Expenses	48,286.54	64,627.17	-16,340.63	310,890.29	310,029.14	861.15	312,055.03	333,049.60	-20,994.57	534,203.55	594,139.17	-59,935.62	311,619.96	342,250.77	-30,630.81	183,068.83	183,502.17	-433.34
Total Expense	113,448.52	131,245.16	-17,796.64	399,696.95	376,130.13	23,566.82	437,993.20	505,797.59	-67,804.39	614,506.06	686,551.16	-72,045.10	379,192.17	405,083.76	-25,891.59	281,491.63	256,435.16	25,056.47
Cash on hand	\$1,358,618			\$1,211,793			\$928,224			\$471,668			\$417,506			\$433,800		

Williamsburg Area Destination Marketing Committee
Profit Loss Budget vs. Actual
January through December 2018

ACTUAL			ACTUAL															TOTAL
Jul 18	Projection	Variance	Aug 18	Projection	Variance	Sep 18	Projection	Variance	Oct 18	Projection	Variance	Nov 18	Projection	Variance	Dec 18	Projection	Variance	Jan - Dec 18
111.12	70.00	41.12	96.43	100.00	-3.57	102.28	102.28	0.00	60.00	60.00	0.00	40.00	40.00	0.00	20.00	20.00	0.00	1,256.19
18,919.98	0.00	18,919.98	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	146,419.98
76,725.95	63,000.00	13,725.95	86,317.49	100,000.00	-13,682.51	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	480,483.84
99,362.00	110,000.00	-10,638.00	122,208.00	115,000.00	7,208.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	670,248.00
0.00	95,000.00	-95,000.00	107,389.82	140,000.00	-32,610.18	130,848.21	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	730,876.14
0.00	0.00	0.00	11,538.57	2,500.00	9,038.57	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,000.00	2,000.00	0.00	24,235.15
195,119.05	268,070.00	-72,950.95	327,550.31	357,600.00	-30,049.69	130,950.49	102.28	0.00	60.00	60.00	0.00	40.00	40.00	0.00	2,020.00	2,020.00	0.00	2,053,519.30
681.06	681.06	0.00	1,016.09	875.75	140.34	10,359.60	10,359.60	0.00	4,052.00	4,052.00	0.00	1,762.00	1,762.00	0.00	3,656.19	3,656.19	0.00	30,830.40
19,133.15	19,133.15	0.00	12,883.14	12,883.14	0.00	19,002.55	19,002.55	0.00	16,500.00	16,500.00	0.00	19,250.00	19,250.00	0.00	21,000.00	21,000.00	0.00	197,277.91
19,814.21	19,814.21	0.00	13,899.23	13,758.89	140.34	29,362.15	29,362.15	0.00	20,552.00	20,552.00	0.00	21,012.00	21,012.00	0.00	24,656.19	24,656.19	0.00	228,108.31
48,013.00	48,012.99	0.01	48,013.00	48,012.99	0.01	48,013.00	48,013.00	0.00	48,012.99	48,012.99	0.00	48,013.05	48,013.05	0.00	48,763.05	48,763.05	0.00	577,371.90
85,622.00	85,622.00	0.00	7,493.88	7,493.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	216,003.87
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15,960.00
133,635.00	133,634.99	0.01	55,506.88	55,506.87	0.01	48,013.00	48,013.00	0.00	48,012.99	48,012.99	0.00	48,013.05	48,013.05	0.00	48,763.05	48,763.05	0.00	809,335.77
983.41	983.41	0.00	2,548.57	2,548.57	0.00	1,507.00	1,507.00	0.00	1,200.00	1,200.00	0.00	1,000.00	1,000.00	0.00	1,818.02	1,818.02	0.00	44,103.05
139,774.65	141,135.81	-1,361.16	33,947.40	34,401.09	-453.69	13,540.92	13,540.92	0.00	52,682.01	52,682.01	0.00	52,630.19	52,630.19	0.00	59,498.27	59,498.27	0.00	1,805,996.02
25,625.00	25,625.00	0.00	10,705.52	10,705.52	0.00	17,115.48	17,115.48	0.00	19,150.00	19,150.00	0.00	17,500.00	17,500.00	0.00	12,475.00	12,475.00	0.00	204,762.59
7,500.00	7,500.00	0.00	7,506.00	7,506.00	0.00	7,506.00	7,506.00	0.00	19,672.88	19,672.88	0.00	7,510.00	7,510.00	0.00	7,710.00	7,710.00	0.00	110,335.00
14,761.67	14,761.67	0.00	4,621.67	4,621.67	0.00	6,372.76	6,372.76	0.00	24,715.58	24,715.58	0.00	11,421.67	11,421.67	0.00	19,048.13	19,048.13	0.00	136,975.34
188,644.73	190,005.89	-1,361.16	59,329.16	59,782.85	-453.69	46,042.16	46,042.16	0.00	117,420.47	117,420.47	0.00	90,061.86	90,061.86	0.00	100,549.42	100,549.42	0.00	2,302,172.00
342,093.94	343,455.09	-1,361.15	128,735.27	129,048.61	-313.34	123,417.31	123,417.31	0.00	185,985.46	185,985.46	0.00	159,086.91	159,086.91	0.00	173,968.66	173,968.66	0.00	3,339,616.08
\$286,825			\$485,640			\$493,173			\$307,247			\$148,200			-\$23,748			

Destination	Lodging Rooms	CVB Budget	# Staff	Estimated Tourism Expenditures	DMO Investment Per Room	Notes
Orlando	120,000	82,542,000	101	\$35 billion	\$687.85	Convention Center Staff - 32, Charge fees for publication enhanced listings, membership, ticket commissions, co-op advertising, Tourism Development Tax
Richmond	22,493	6,400,000	28	\$1.7 billion	\$284.53	Plus 24 part time employees, Funded by 1.75% of the lodging taxes collected, chamber of commerce and a Corporate Sponsor program.
Pigeon Forge	14,592	14,655,293	27	\$1.3 billion	\$1,004.34	Department of the City of PF, found 4 claiming to be the DMO
Branson	20,000	8,200,000	36	\$1.7 billion	\$410.00	Room source City website,
Williamsburg Chamber & Tourism Alliance	15,096	1,780,000	7	\$1.3 billion	\$117.91	
Williamsburg Area Destination Marketing Comm.	15,096	3,346,000	2	see above	\$225.23	
Savannah	15,431	10,000,000	28	\$3 billion	\$648.05	Plus \$1.2m Chamber
Virginia Beach	12,438	28,912,000	94	\$1.6 billion	\$2,324.49	2019 Adopted \$6.4 million Convention Center, Convention Center Staff = 62
Hampton/Nnews	7,224	3,850,000	26	\$558 million	\$532.95	17 staff/\$2.29 million Hampton (does not include Conv. Ctr. Staff); 9 staff & \$1.56 million N. News
Asheville	7,229	17,000,000	20		\$829.99	Budget is 2016 media only
Norfolk/Portsmouth	5,443	7,890,000	28	\$925 million	\$1,449.57	28 staff for Norfolk; Budget is for Norfolk only; does not include Portsmouth staff or budget as is a function of the City staff
Charleston		13,300,000				
Myrtle Beach	175,000	41,466,785	47	\$7 billion	\$236.95	Budget 12/31/2017; 19.2 million visitors per year



**WILLIAMSBURG TOURISM COUNCIL 2019/20
MARKETING STRATEGY AND UPDATE**

OCTOBER 16, 2018

Visit
WILLIAMSBURG
VIRGINIA

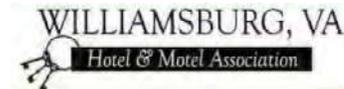
AGENCY PARTNERS



OUR ROLE

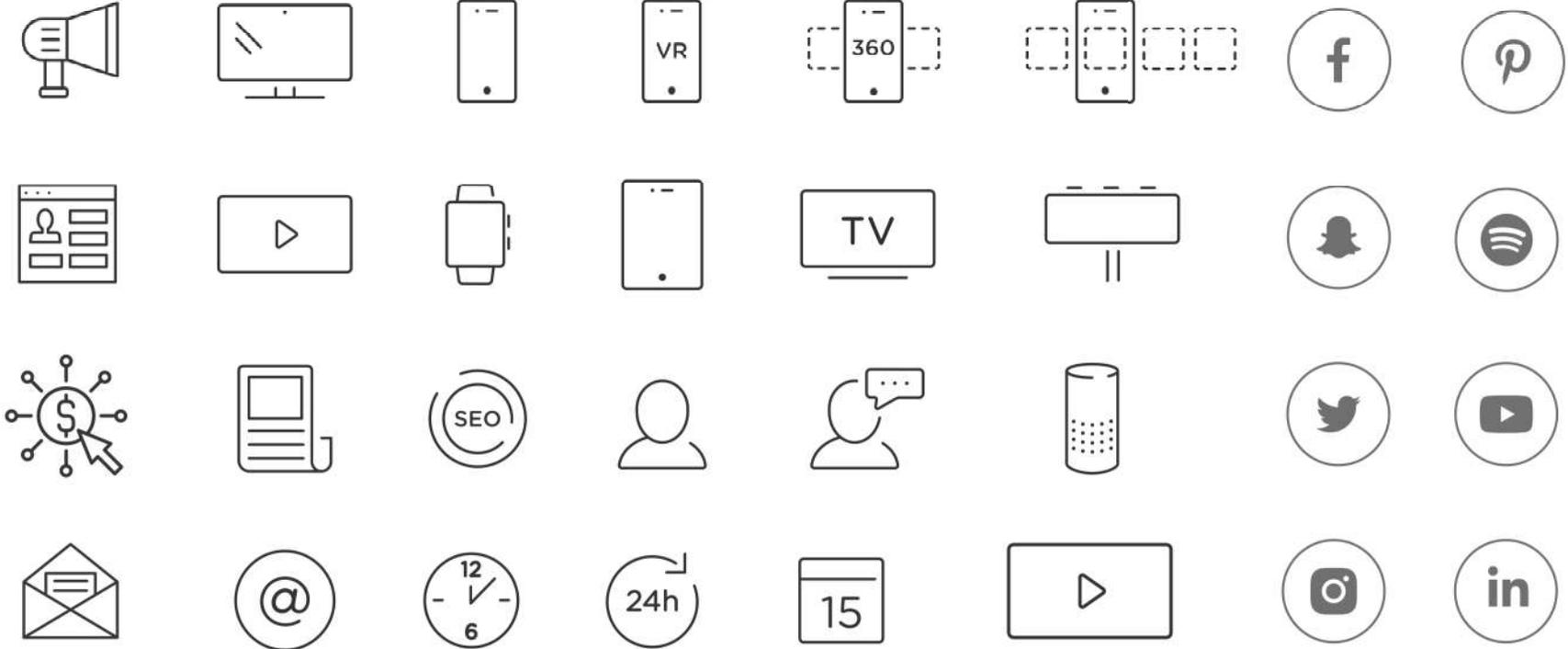
COLLABORATORS

While history is the bedrock of the destination, we are in fact partners with all of the attractions and destinations within Greater Williamsburg. You all help us tell the whole story of what our destination has to offer.



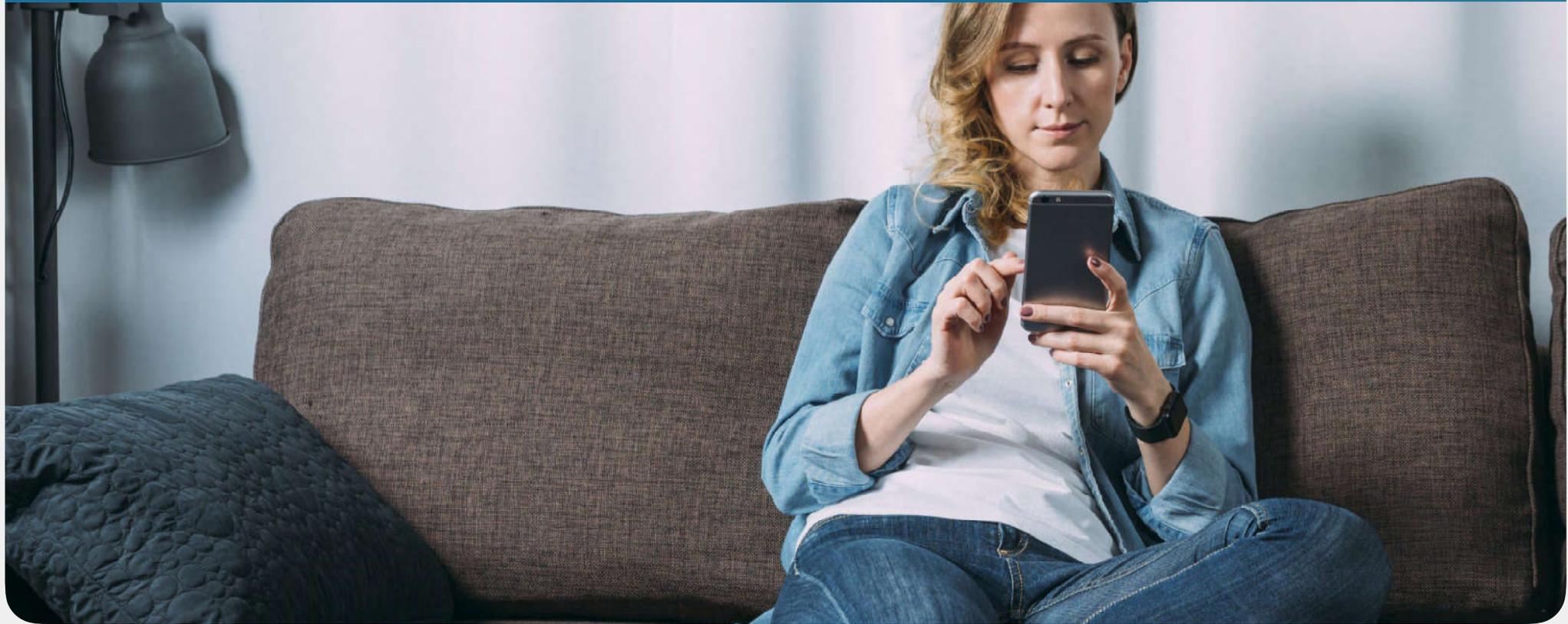
ENGINEERS

Understanding the entire communications landscape is critical to make sure we are delivering the right message at the right time in the right place. Our arsenal of tools is extensive.



CATALYSTS

To get someone to visit, we must create an action. Whether clicking on an ad, reading a PR story, responding to a social post or just dreaming about what vacation in Greater Williamsburg would be like, we make things happen.



MATCHMAKERS

Every audience is different. Each is looking for the destination experience that matches their needs and wants. Our goal is to use data and creativity to provide them with a vision that is the perfect match to their interests.



THE DESTINATION

OUR 2019-2020 VISION

Increase overnight visitation by positioning Greater Williamsburg as the most preferred leisure and business destination in the mid-Atlantic region.



OVERALL DESTINATION STRATEGY

Expand the perception and understanding of Greater Williamsburg across all audience segments to increase relevancy, preference and economic impact year-round.



A LITTLE HISTORY

**OUR JOURNEY STARTED
WITH HISTORY**



**HISTORY IS A CHALLENGING
TRAVEL DRIVER – ESPECIALLY
FOR FAMILIES**



SO, WHY WILLIAMSBURG?



**WE BRING HISTORY
TO LIFE IN WAYS THAT OTHER
DESTINATIONS CAN'T.**



AND WE SAW HISTORY NOT AS
A BOX WE'RE LIMITED TO, BUT A
FOUNDATION WE COULD BUILD ON.

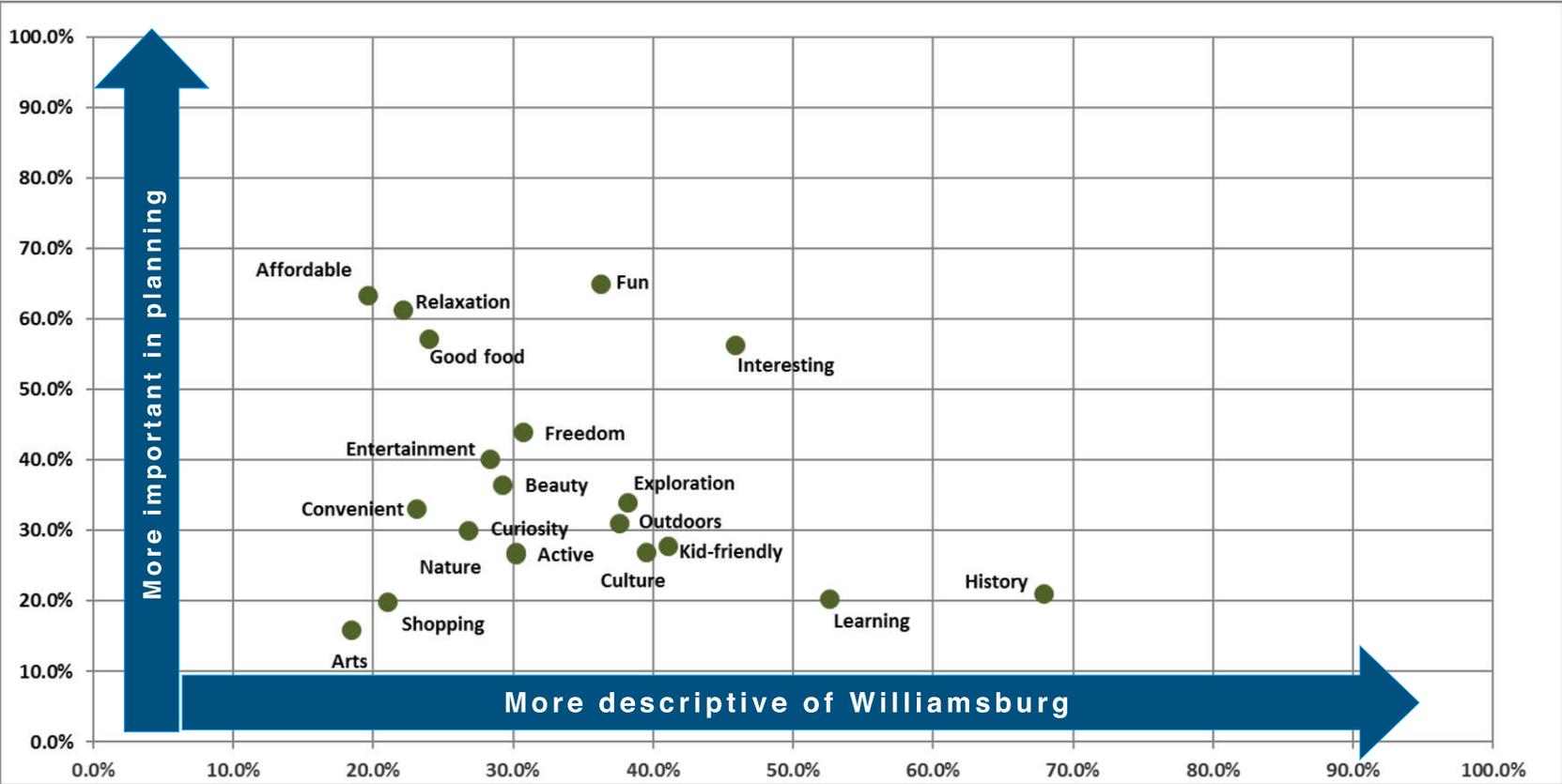


**BECAUSE WE BRING MORE
THAN JUST HISTORY TO LIFE.**

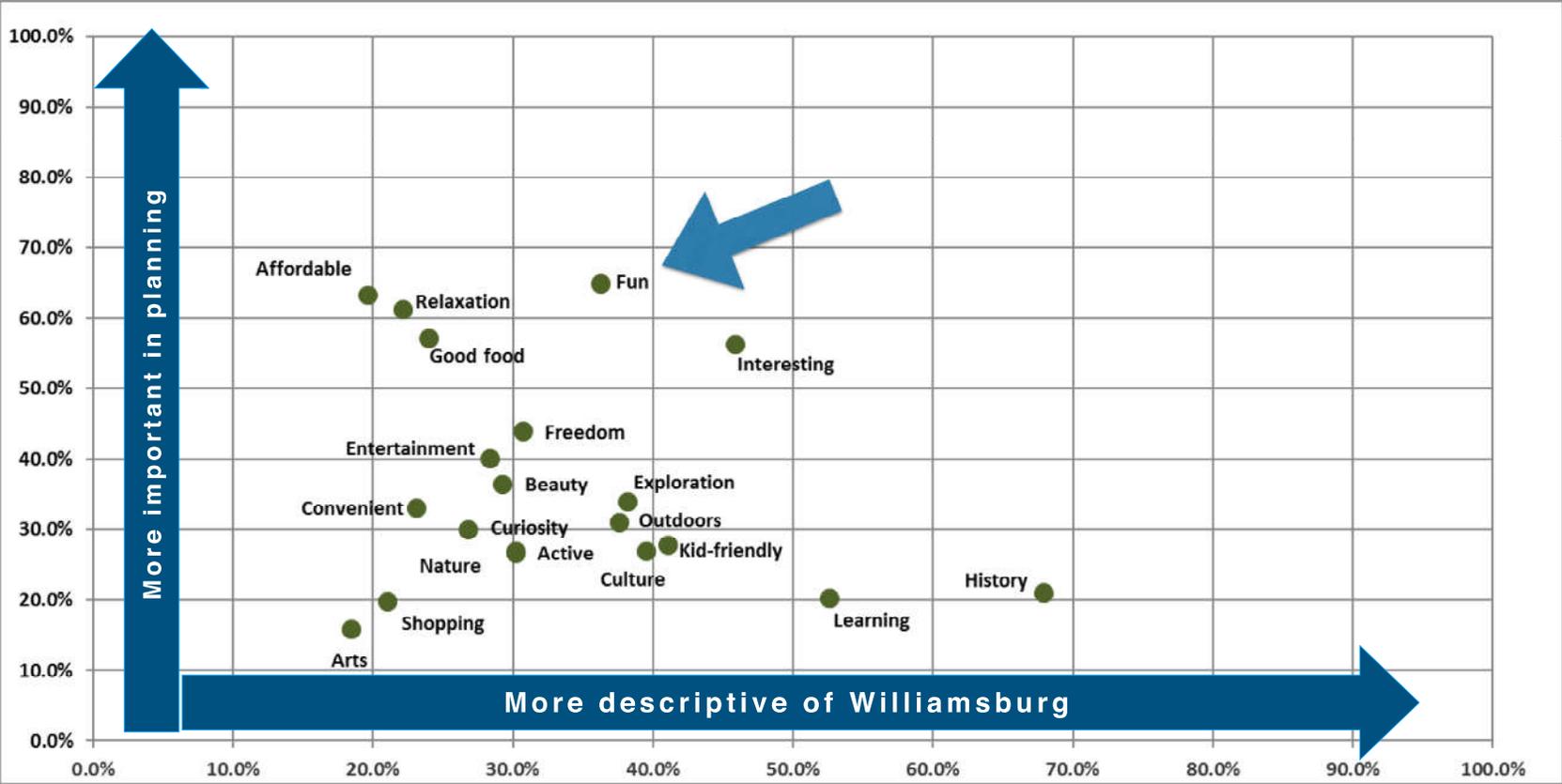


INITIAL LEARNING

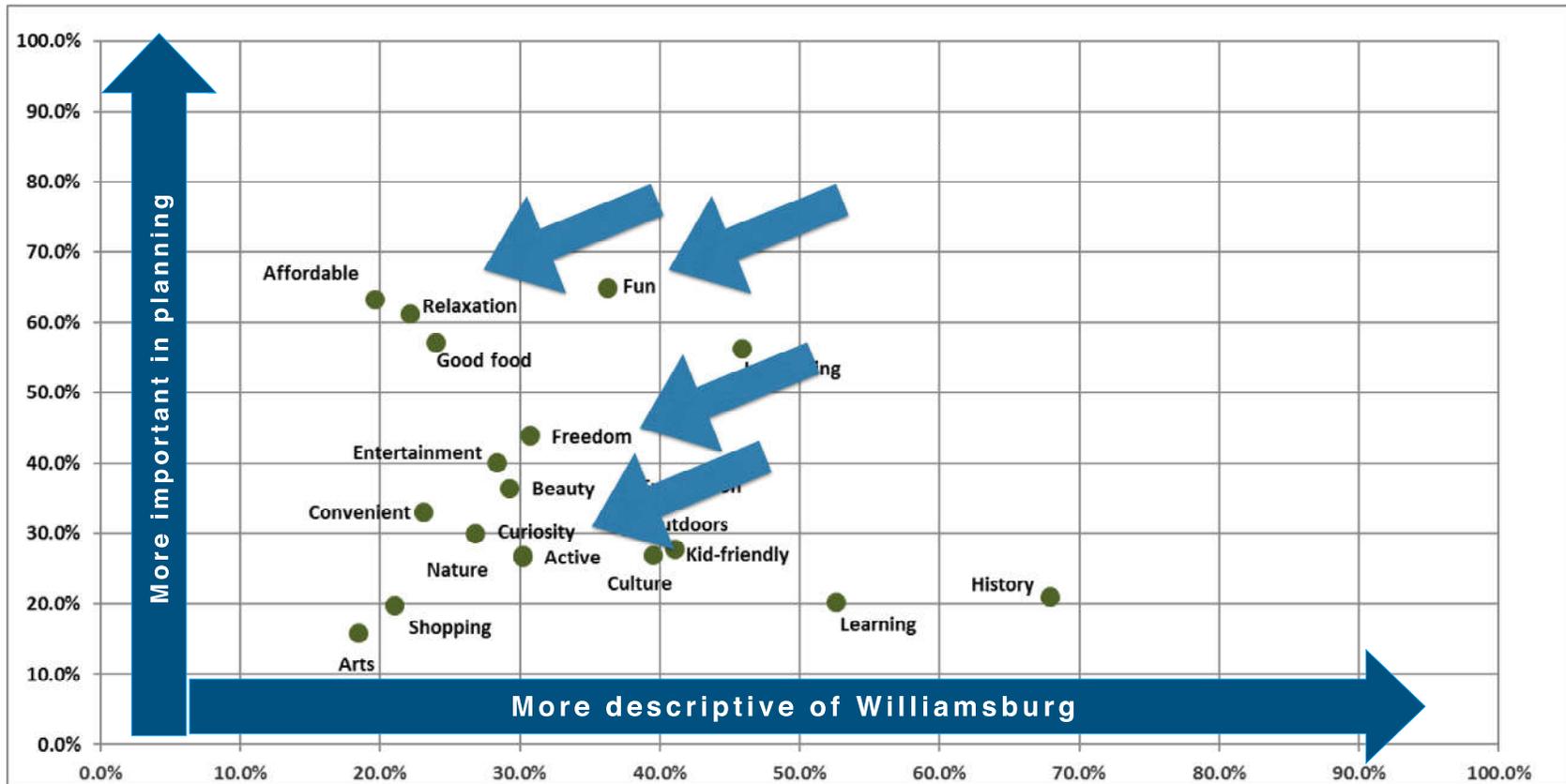
THROUGH BRAND HEALTH RESEARCH AND ADDITIONAL DATA, WE LEARNED WHAT FAMILIES WERE MOST INTERESTED IN WHILE VACATIONING.



THROUGH BRAND HEALTH RESEARCH AND ADDITIONAL DATA, WE LEARNED THAT “FUN” IS THE NO.1 DRIVER FOR FAMILIES.



IN ADDITION TO FUN, SEVERAL OTHER DESCRIPTORS WERE IDENTIFIED AS APPLICABLE TO WILLIAMSBURG



WE HAD SOME WORK TO DO TO CLOSE THE “FUN” GAP.

Group						
	Overall	Ad Aware	Visitors	HH w/kids	HH w/o kids	Fun Firsts
Very Important	77.5%	78.9%	81.4%	83.6%	78.3%	100.0%
Very Williamsburg	31.7%	36.8%	44.9%	34.9%	28.2%	31.4%

THE ORIGINAL PLATFORM

IT ALL STARTED WITH **FREEDOM**

FREEDOM TO HAVE **FUN**

FREEDOM TO BE **CURIOUS**

FREEDOM TO **RELAX**

OUR AUDIENCE AND MESSAGING EVOLUTION



2014 – 2016

Audience:
Families

Messaging strategy:
Unique creative for each
pillar – fun, relax, curiosity



2017

Audience:
Families

Messaging strategy:
Unique creative for
FUN + Relax
FUN + Curiosity



2018

Audience:
Families, segmented by
interests

Messaging strategy:
Unique creative with
unexpected FUN for each
of 5 personas

Messaging Platform:
Summer of Freedom

Messaging Platform:
Feel Free to have
FUN + Funologist

Messaging Platform:
Real Families + Funologist

2018 PERSONALIZATION EXAMPLES



ALL-AROUND FAMILY



THRILL-SEEKING FAMILY



HISTORY-LOVING FAMILY

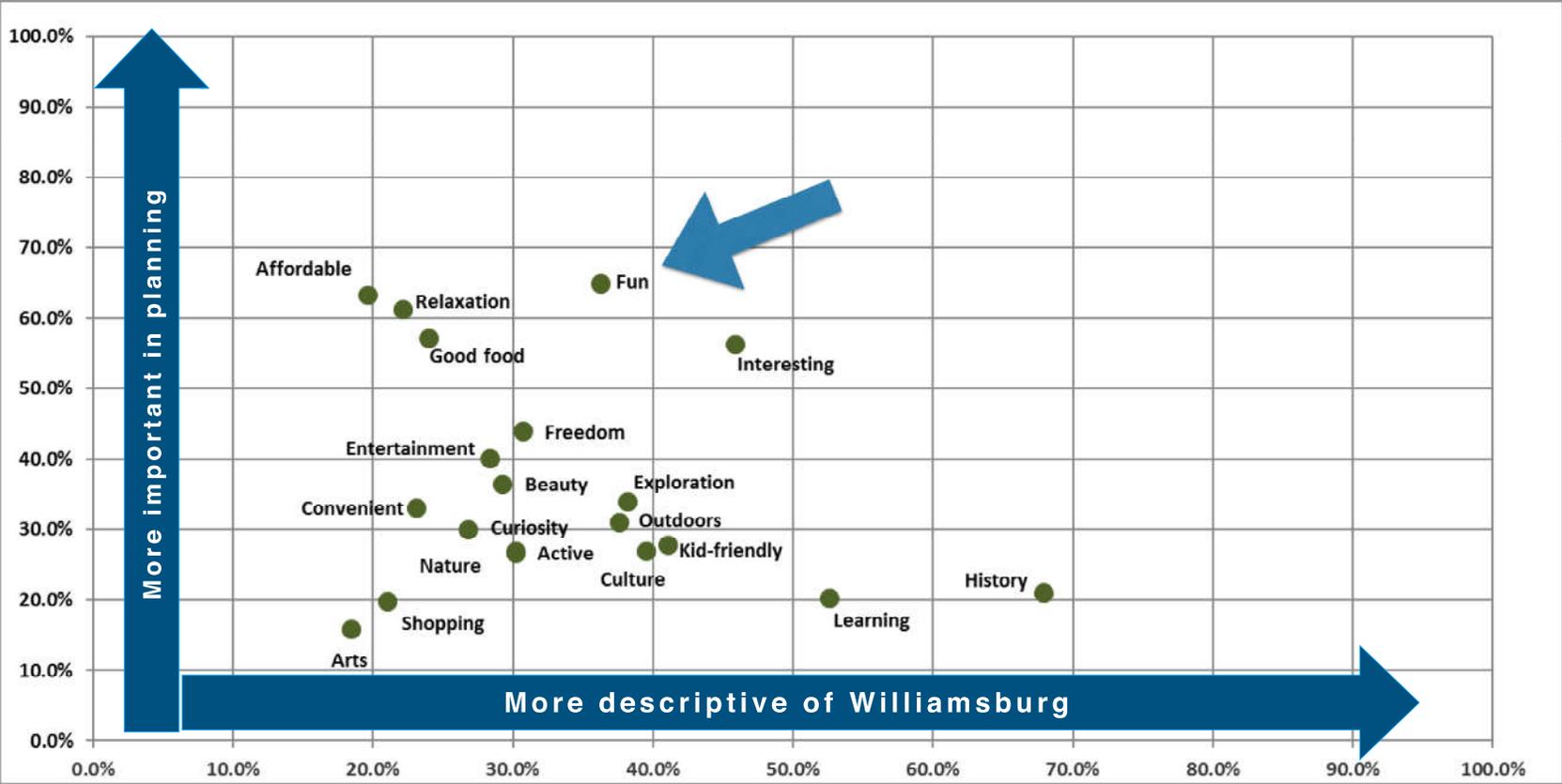


OUTDOOR LOVING FAMILY

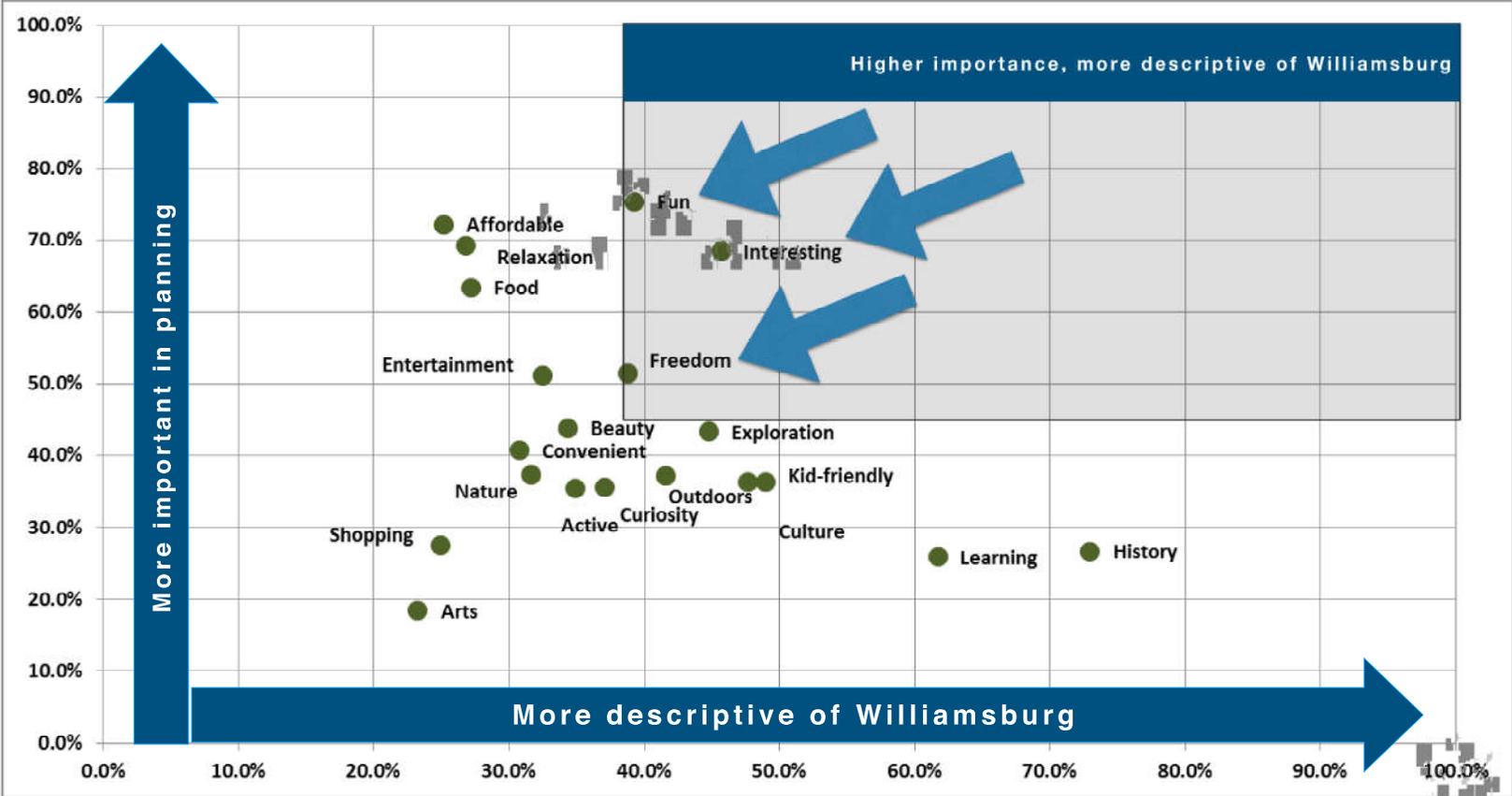


ROMANCE COUPLE

THROUGH BRAND HEALTH RESEARCH AND ADDITIONAL DATA, WE LEARNED THAT “FUN” IS THE NO.1 DRIVER FOR FAMILIES.



BRAND HEALTH RESEARCH SHOW THAT WE MADE SIGNIFICANT PROGRESS BY POSITIVELY AFFECTING THE DRIVER WE DETERMINED MOST IMPORTANT.



**AMPLIFYING AND EXPANDING OUR MESSAGE WITH
PR, CONTENT, SOCIAL, INFLUENCER AND SEO**

HINT: IT'S WORKING

When you celebrate this accolade in *U.S. News & World Report*, it's not an accident.

RANKINGS / USA / BEST PLACES TO VISIT IN VIRGINIA

f t r e MORE

Best Places to Visit in Virginia

"Virginia is for Lovers" is the state's tourism slogan. Mountain lovers, animal lovers, history lovers, wine lovers – you name it, you'll find something to love in Virginia. To help you decide where you should plan a trip, *U.S. News* weighed factors like attractions, accessibility, accommodations and the input of everyday travelers to select the Best Places to Visit in Virginia. Vote for your favorite Virginia vacation below to help us create next year's ranking.

[Best Vacations Methodology](#)

Explore More Rankings

USA

You may be interested in:

Williamsburg

#1 in Best Places to Visit in Virginia

Williamsburg is an engaging historical and family-friendly destination. Colonial Williamsburg transports travelers back in time to experience the 18th century's historic homes, peruse antique wares and soak up the culture. Meanwhile, the city's two amusement parks – Busch Gardens and Water Country USA – attract families with kids looking for some outdoor fun.

[Read More >](#)

[Best Hotels](#) | [Flights](#) | [Things to Do](#)

View 29 photos

Belongs on List? Yes No

When you read this in Gannett (93 newspapers plus *USA Today*), it's not a coincidence.

The image shows a screenshot of a USA Today article. At the top is the USA Today logo, consisting of a blue circle and the text "USA TODAY". Below the logo is the article title "Spring's standout food and wine festivals". Underneath the title is the author "Ashley Day, USA TODAY" and publication information: "Published 8:36 a.m. ET March 8, 2018 | Updated 1:07 p.m. ET March 26, 2018". The article content is presented in a grid of three images. The top-left image shows a tray of oysters with a lemon wedge. The top-right image shows a person pouring beer from a tap. The bottom image is a collage featuring a sign that reads "OUR GROCERY STORE IS THE CREAM OF THE CROP IN KIRK COUNTRY" and various fresh produce like tomatoes and apples. The Kirk logo is visible in the bottom-left corner of the collage. Social media sharing icons for Facebook, Twitter, Google+, and LinkedIn are located above each image. A "Fullscreen" button is also present.

When you see this, it's not *"bonne chance."*

Budget Travel

GET INSPIRED

Confessions of a Theme Park Designer

2/6/2018 — By Robert Firpo-Cappiello



When you turn on the TV and watch these segments, it's not a lucky happenstance...it's all Public Relations.

13 NEWS NEWS SPORTS DAYTIME BLUE RIDGE LIFESTYLE TOP 30 ONLY ON 13

Daytime Destinations: History & Adventure in Williamsburg, pt. 1

Our hosts are back on the road for another Daytime Destinations Adventure

By Natalie Fawcett - Daytime Blue Ridge host, Brittany Flowers - Daytime Blue Ridge host

Posted: 12:47 PM, June 20, 2018
Updated: 1:28 PM, June 20, 2018



Facebook Twitter YouTube

13 NEWS NEWS SPORTS DAYTIME BLUE RIDGE LIFESTYLE TOP 30 ONLY ON 13

NOW BRINGING YOU THE BEST OF THE WEEK

**** jet set

Visit Living History in Williamsburg, VA

Fancy a quick day trip in Virginia or want to go somewhere to learn more about history? Listen in here Williamsburg, VA.

Published: 8 months ago on February 11, 2018
By Teri Wilkins



Facebook Twitter YouTube

13 NEWS NEWS SPORTS DAYTIME BLUE RIDGE LIFESTYLE TOP 30 ONLY ON 13



WILLIAMSBURG

Attention Foodies: Williamsburg Taste Festival is coming soon!

Buttery Smooth & Decadent Avocado Chocolate Mousse

POSTED 11:43 AM, FEBRUARY 8, 2018, BY VIRGINIA THIS MORNING, UPDATED AT 12:25 PM

FACEBOOK TWITTER EMAIL GOOGLE



Publix

RECALL ALERT: VA CORRECTIONAL CTR FOR WOMEN OPENING AT 10:00 AM TODAY; CODE YELLOW

8:00 AM 3P 5P 6P

13 NEWS NEWS SPORTS DAYTIME BLUE RIDGE LIFESTYLE TOP 30 ONLY ON 13



WILLIAMSBURG

Funhouse Fest returns June 22-23 with headliners Bruce Hornsby, Alison Krauss

We get a taste of the Williamsburg Taste Festival on Coast Live



3

Williamsburg is for foodies!

POSTED 11:38 AM, APRIL 12, 2018, BY VIRGINIA THIS MORNING

FACEBOOK TWITTER EMAIL GOOGLE



Publix

June Coastal Connections 2018



Storytelling Fuels Social Media: Conversation and personal endorsement

Strategy: increased social media posting frequency to 5 per week (versus 3; +67%), allowing us to reach a larger audience with more diverse messaging plus user-generated imagery via Chute. Reach and audience size has grown, especially on Instagram. All content is supported with ad dollars to ensure content is seen despite frequently-changing algorithms that limit organic reach.

600% increase
in website visitors from social YoY



8.4%
increase in
followers
since Jan. 2018

55%
increase in
followers
since Jan. 2018



4.22MM social reach
since Jan. 2018

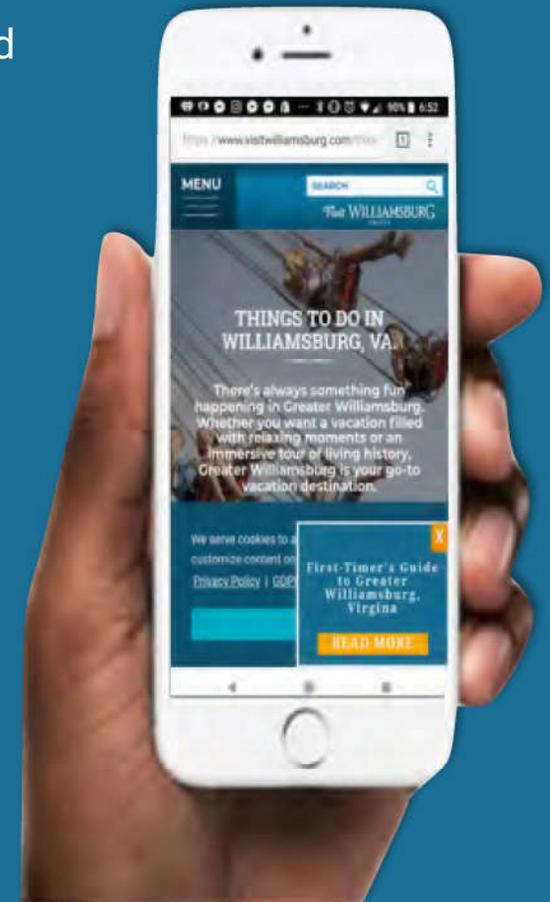


PR and social conversations are amplified by “professional influencers” who also create and proliferate their own content.



Search (SEO). If you don't show up, you don't exist

- Our strong SEO program ensures Greater Williamsburg is above-the-fold visible when curiosity is peaked by content, PR, media, social media, advertising and influencers to drive people to our partners.
- Example organic search results:
 - Williamsburg VA Accommodations: **#2 & #3 (Rich snippet result)**
 - Things To Do in Williamsburg, VA: **#1**
 - Where to eat in Williamsburg: **#2**
 - Events tonight in Williamsburg: **#1**
- State Level Optimization: While we own above-the-fold rankings for almost all “Williamsburg” related search terms, we have been implementing a GEO SEO strategy incorporating state-related terms to expand reach and visibility.



OVERALL 2018 ACCOMPLISHMENTS

1. Achieved personalization through media, creative and messaging and content.
2. Repositioned destination association to include romance couples/getaways.
3. Helped position Greater Williamsburg to culinary travel enthusiasts.
4. Increased qualified traffic to the visitwilliamsburg.com.
5. Significantly improved the perception of main decision drivers in brand health.



BACK TO THE VISION

BACK TO THE VISION: WHERE WE'RE HEADED

- More brand awareness/understanding
- Higher destination momentum
- More new overnight visitors
- More repeat overnight visitors
- More brand advocates

HOW WE GET THERE: A ROADMAP TO SUCCESS

- Data-driven strategy
- Expanded audiences
- Year-round approach
- More personalization
- Breakthrough creative
- Compelling content
- Leveraging accessibility
- More collaboration

Higher reach and frequency can be achieved with additional funds.

DATA-DRIVEN STRATEGY

**IT'S TIME FOR THE MONEYBALL
OF DESTINATION MARKETING**



DATA-DRIVEN STRATEGY

“My theory it is that I’d rather spend 20% of my budget on data and feel good about targeting the other 80% than spend 100% blindly, not knowing if my media buys are doing anything – that would keep me up at night.”

Matt Clement

2016 – Marketing and Partnership Manager:
Convention and Visitor Bureau of Fort Worth, Texas.

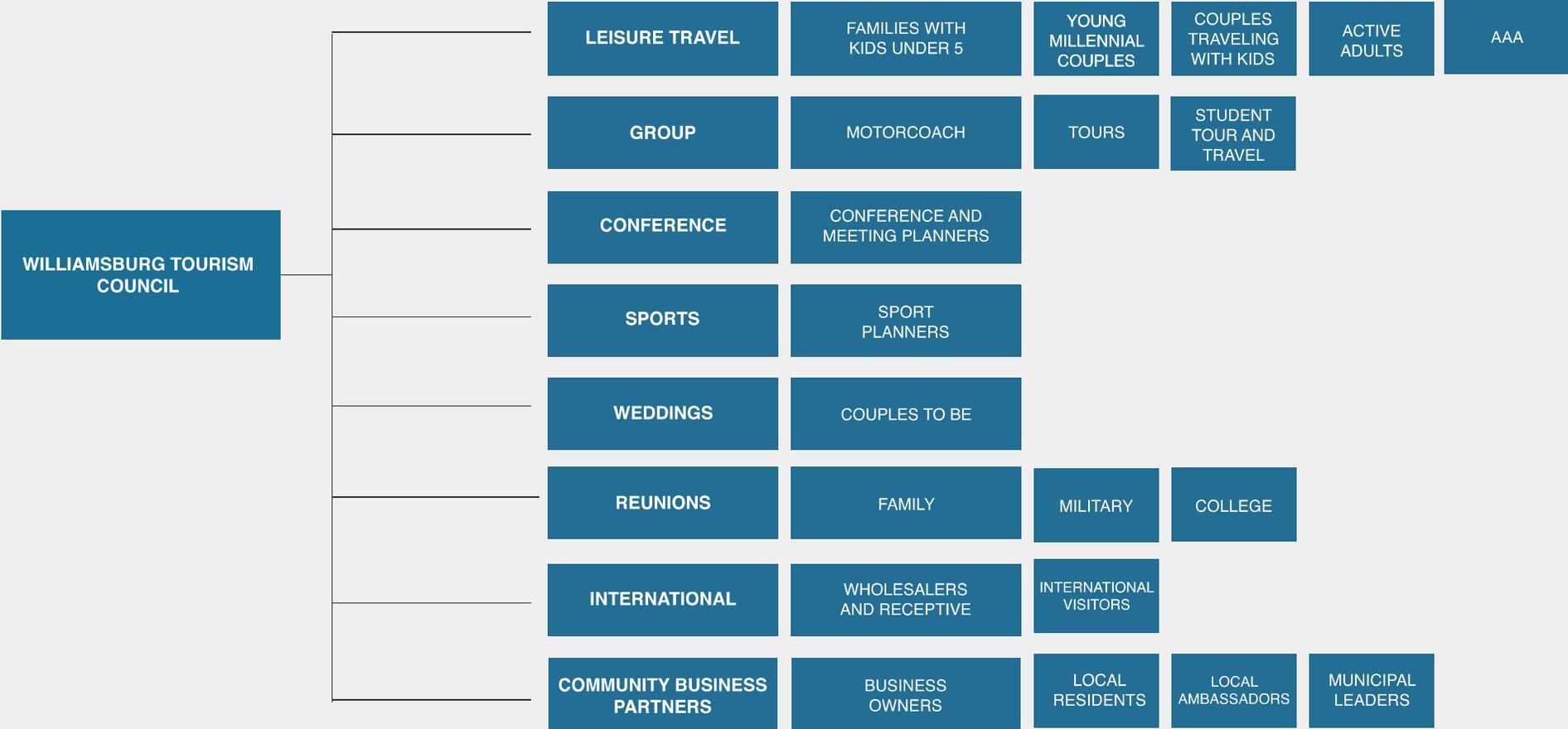
DATA-DRIVEN STRATEGY

- ARRIVALIST
- WEBSITE ANALYTICS
- SOCIAL ANALYTICS
- BRAND HEALTH
- MEDIA DATA
- THIRD-PARTY DATA
- BEHAVIORAL DATA
- SEARCH DATA
- SURVEY DATA
- GEOGRAPHIC DATA
- ADR
- STAR REPORTS
- DESTIMETRICS

EXPANDED AUDIENCES



We need to adopt a holistic approach that speaks to our various segments in a relevant, purposeful and efficient way.



Align messaging tone to the audiences we are addressing, but still ladder up to our key strategic thought: **immersed in fun in unexpected ways.**



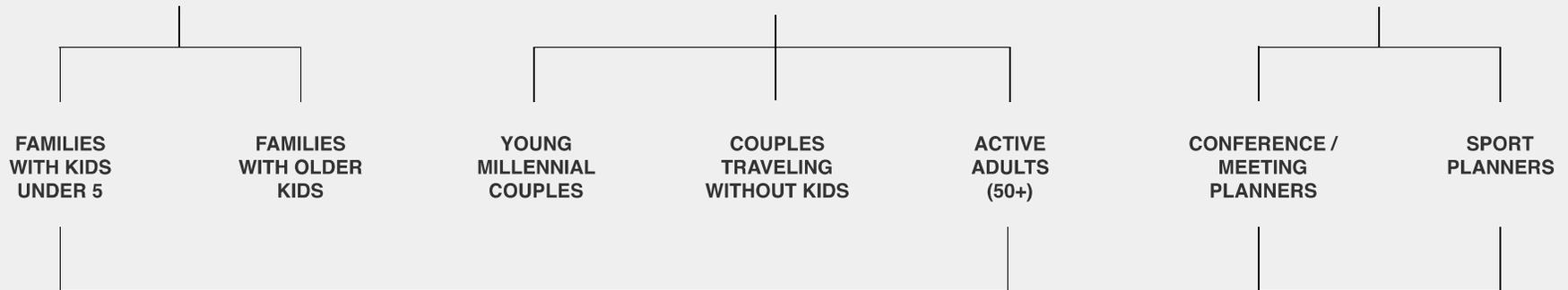
FAMILIES



COUPLES



GROUP



Brand Tone

Energetic, inspiring, fresh expression of fun, where people immerse in fun in unexpected ways

Brand Tone

Sophisticated and professional expression of fun, in which we highlight diversity of experiences, food scene and variety of meeting venues

**TALKING TO PEOPLE AT THE RIGHT
TIME, WITH THE RIGHT MESSAGE**



EVALUATE HABITS OF EACH SEGMENT

Audience Courtship	Media Objective	Medium	Measurement
Inspiration	Awareness	TV Radio Print OOH Digital PR SOCIAL	Impressions Reach Views
Planning	Consideration	Digital	Clicks
Booking	Activation	Digital Search	Clicks
Experiencing	Advocate	Content Influencer Social	Engagement

LOOK FOR OPPORTUNITIES TO GROW THE CONSUMER BASE

Revisit market prioritization with additional data.

Tier markets and establish budget parameters for each.

Proven – immediate markets historically successful

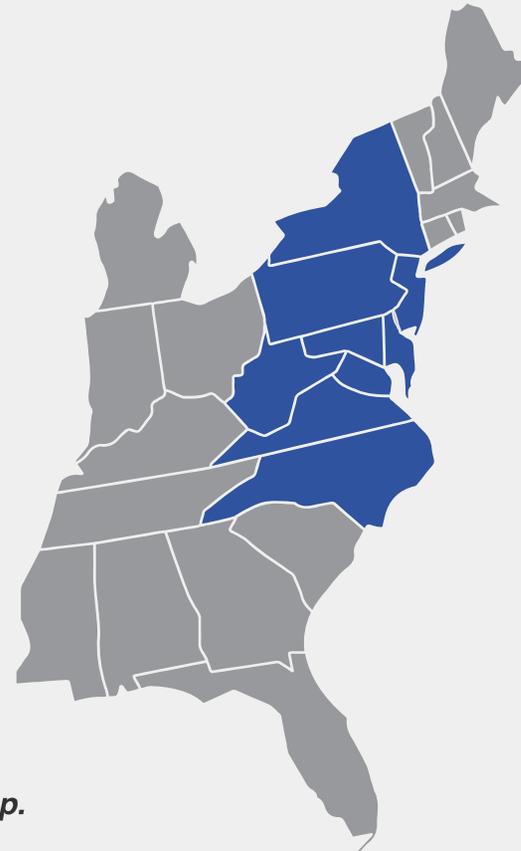
Planned – within top markets of origination, further drive and longer planning cycle

New – markets that have shown interest but not top priority with more limited budgets

National Enthusiasts – special interests, limited audience, heavy travel

After markets are tiered, develop a test and measure approach for each group.

After markets are tiered, develop a test and measure approach for each group.



YEAR-ROUND APPROACH



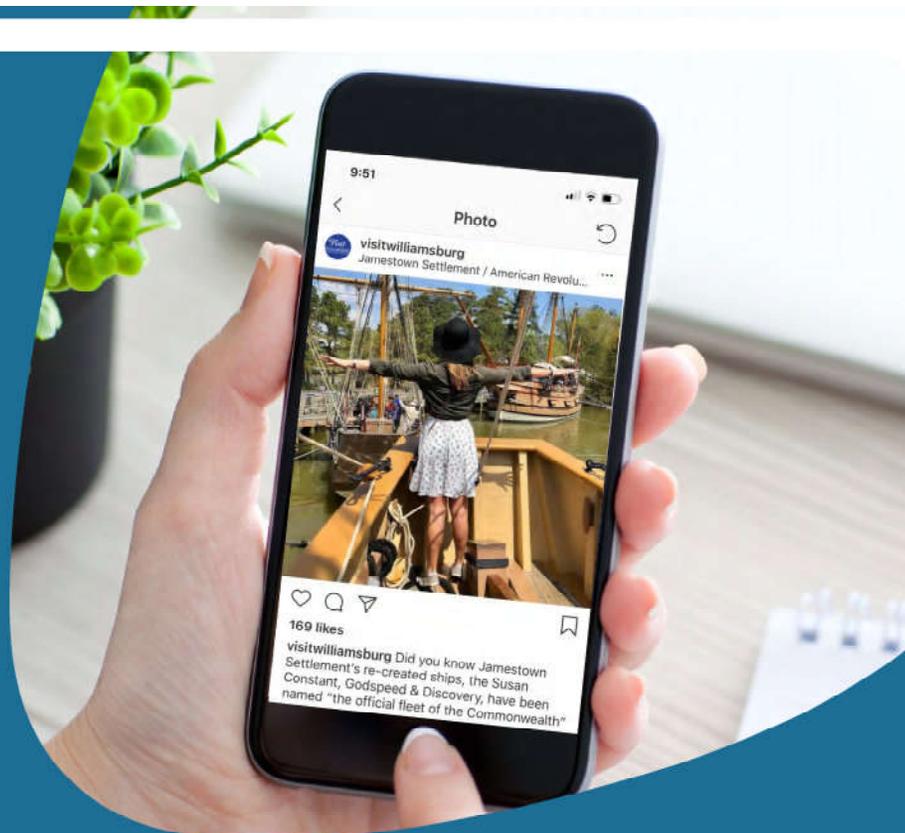
USING A 360 DEGREE MEDIA APPROACH, OUR NEW FRAMEWORK ALLOWS US TO MARKET AGAINST A 12-MONTH STRATEGY, HIGHLIGHTING KEY AUDIENCE SEGMENTS AT RELEVANT TIMES DURING THE YEAR.

	Q1	Q2	Q3	Q4
FAMILIES WITH KIDS UNDER 5				
FAMILIES WITH OLDER KIDS				
YOUNG MILLENNIAL COUPLES				
COUPLES TRAVELING WITHOUT KIDS				
ACTIVE ADULTS (50+)				
CONFERENCE / MEETING PLANNERS				
SPORT PLANNERS				

HOWEVER, THROUGH THE USE OF **PR, SOCIAL, INFLUENCER, SEO AND SELECTIVE DIGITAL TARGETING**, ALL SEGMENTS CAN BE ENGAGED IN MULTIPLE WAYS THROUGHOUT THE YEAR.

	Q1	Q2	Q3	Q4
FAMILIES WITH KIDS UNDER 5	Light Blue	Dark Blue	Dark Blue	Light Blue
FAMILIES WITH OLDER KIDS	Light Blue	Light Blue	Light Blue	Light Blue
YOUNG MILLENNIAL COUPLES	Light Blue	Dark Blue	Dark Blue	Light Blue
COUPLES TRAVELING WITHOUT KIDS	Light Blue	Dark Blue	Dark Blue	Light Blue
ACTIVE ADULTS (50+)	Light Blue	Light Blue	Light Blue	Light Blue
CONFERENCE / MEETING PLANNERS	Light Blue	Dark Blue	Dark Blue	Light Blue
SPORT PLANNERS	Light Blue	Light Blue	Light Blue	Light Blue

MORE PERSONALIZATION

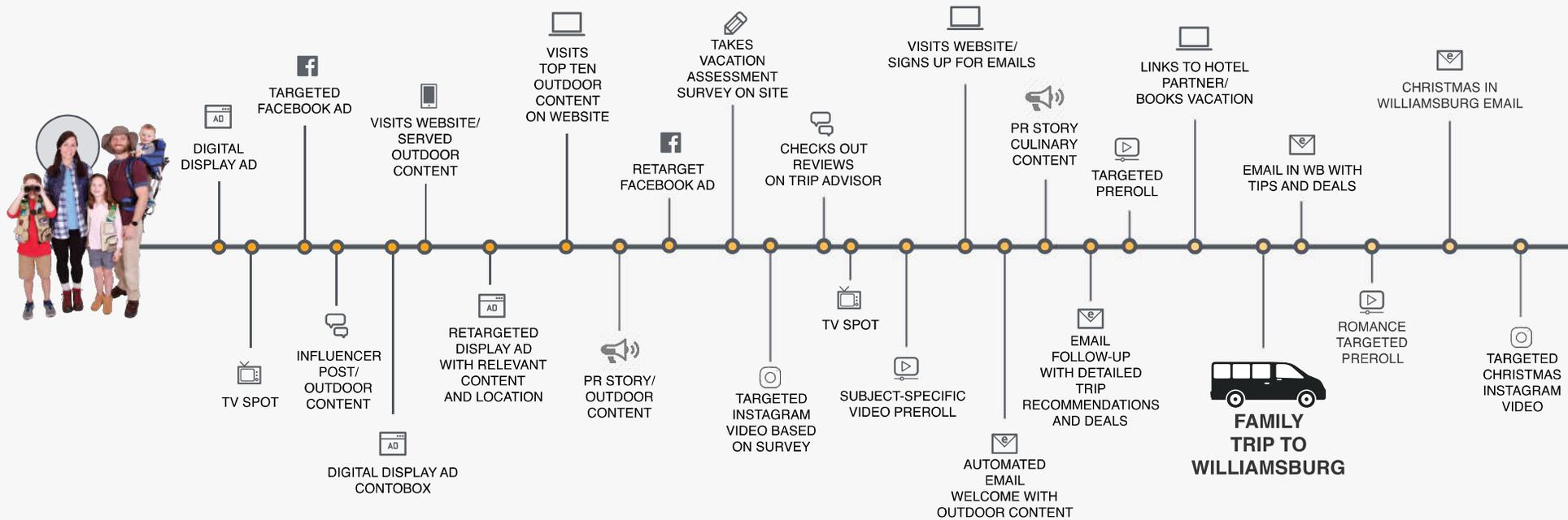


USING DATA TO TAKE PERSONALIZATION TO A NEW LEVEL

- Geographic
- Demographic
- Behavioral
- Interest-based
- Search-history
- Social history
- On-site behavior
- Job roles (hello, meeting planners!)

USING DATA TO TAKE PERSONALIZATION TO A NEW LEVEL

Awareness> Discovery> Engagement>



"I need help."

BREAKTHROUGH CREATIVE



SAYING GOODBYE TO OUR SPOKESKID

**Mira has outgrown the role, and we've outgrown the Funologist.
She's not relevant for our Romance persona or for our Group
audience.**



A background image of red theater curtains with gold tassels, partially drawn to reveal the text.

**EVOLVING OUR MESSAGING
WITH NEW CREATIVE:**

COMING SOON

Building on Existing Assets

Augmenting with new assets that support year-round strategy

COMPELLING CONTENT



USA TODAY

Spring's standout food and wine festivals

By Amy E. USA TODAY | Published 1:00 pm ET March 10, 2019 | Updated 1:02 pm ET March 10, 2019

Spring food festivals

Daytime Destinations: History & Adventure in Williamsburg, pt. 1

Our hosts are back on the road for another Daytime Destinations Adventure

By Natalie Francis - Daytime Blue Ridge Lives, Military Times - Daytime Blue Ridge Lives | Posted: 12:44 PM, Apr 28, 2019 | Updated: 1:28 PM, July 10, 2019

THE ULTIMATE WILLIAMSBURG TRAVEL GUIDE

9:51

Photo

visitwilliamsburg
Jamestown Settlement / American Revolu...

169 likes

visitwilliamsburg Did you know Jamestown Settlement's re-created ships, the Susan Constant, Godspeed & Discovery, have been named "the official fleet of the Commonwealth" by the Virginia General Assembly? Step aboard to learn about the first permanent English settlers' voyage. #FindYourFunWMBG 🚢



10 NEWS NEWS SPORTS DAYTIME BLUE RIDGE LIFESTYLE TOP 50 ONLY ON 10

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By Natalie Francis - Daytime Blue Ridge Lives, Military Times - Daytime Blue Ridge Lives | Posted: 12:44 PM, Apr 28, 2019 | Updated: 1:28 PM, July 10, 2019



We get a taste of the Williamsburg Taste Festival on Coast Live

Buttery Smooth & Decadent Avocado Chocolate Mousse

POSTED 11:43 AM, FEBRUARY 5, 2018, BY VIRGINIA THIS MORNING. UPDATED AT 02:25 PM.

FACEBOOK TWITTER EMAIL GOOGLE

Buttery Smooth & Decadent Avocado Chocolate Mousse

Publix

VA CORRECTIONAL CTR FOR WOMEN
OPENING AT 10:00 AM TODAY, CODE YELLOW

8:02 AM
WTVB.COM

10:04

Visit Williamsburg

Home Reviews Photos Videos Posts

Visit Williamsburg
September 27 at 10:02 AM

Whether you want paella to-go, or a go-to spot for freshly made tapas and sangria, La Tienda is the place to be for deliciously authentic Spanish cuisine.

Paul V.

Visit Williamsburg Learn More



STAYING FOCUSED

OUR 2019-2020 VISION

Increase overnight visitation by positioning Greater Williamsburg as the most preferred leisure and business destination in the mid-Atlantic region.



OVERALL DESTINATION STRATEGY

Expand the perception and understanding of Greater Williamsburg across all audience segments to increase relevancy, preference and economic impact **year-round**.





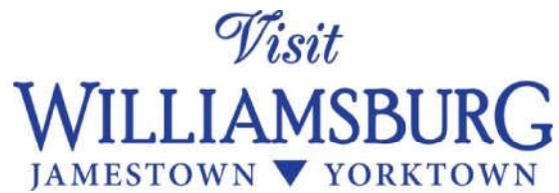
Visit
WILLIAMSBURG
VIRGINIA

THANK YOU: HERE'S TO A GREAT FUTURE

ATTACHMENT D

REQUEST FOR PROPOSAL
VISITOR RESEARCH

October 16, 2018
Williamsburg Tourism Council



WILLIAMSBURG TOURISM COUNCIL

DRAFT

Request for Proposal Visitor Research

Proposals are due by the 12pm EST on November 16, 2018

Contact Information

Bob Harris

Interim Executive Director
Williamsburg Tourism Council
Greater Williamsburg Chamber & Tourism Alliance
421 North Boundary Street
Williamsburg, VA 23185
757.253.2262
harris@visitwilliamsburg.com

PLEASE DIRECT ANY AND ALL CORRESPONDANCE AND QUESTIONS TO BOB HARRIS ONLY.

Timeline

Task*	Completion Date
RFP published	10/17/18
Questions due to Williamsburg Tourism Council	10/24/18
Responses to questions posted	10/31/18
Proposals Due	11/16/18
Notification of finalists	11/30/18
Finalists presentations	TBD
Agency selection completed	12/21/18

** Timeline subject to change.*

Background

One of America's favorite family destinations, the Greater Williamsburg region includes Jamestown, Williamsburg and Yorktown, offering a unique juxtaposition of contemporary and historical experiences for all ages. Visitors can choose from hands-on interactive attractions, scenic outdoor adventures and sophisticated arts and culture experiences, making Greater Williamsburg a top choice among travelers.

Major Attractions:

- *Busch Gardens®*: is an action-packed, European-themed adventure park with 17th-century charm and 21st-century technology, boasting more than 100 acres of fun-filled exploration.
- *College of William & Mary*: The second oldest university in the United States, and a cutting edge research university, the College of William & Mary are situated on 1,200 acres in historic downtown Williamsburg.
- *Colonial Williamsburg*: Colonial Williamsburg interprets Virginia's 18th-century capital of Williamsburg, Va., as a 21st-century center for history and citizenship with more than 400 restored or reconstructed original buildings, museums and educational programs.
- *Historic Jamestowne*: Site of America's first permanent English settlement, Historic Jamestowne continues to make history as an active archeological dig site, offering a tour with the archaeologist or behind-the-scenes tours in the lab with the curator.
- *Jamestown Settlement*: Traces America's colonial beginnings through expansive gallery exhibits and film, and historical interpretation at outdoor re-creations of the three ships that sailed to Virginia in 1607, the colonial fort and a Powhatan Indian village.
- *Water Country USA®*: Virginia's largest water park offering live entertainment, water rides and attractions all with a retro surf theme.
- *Yorktown Battlefield*: The National Park Service welcomes visitors to explore interpreted trails and sites from the last major battle of the American Revolution.
- *American Revolution Museum at Yorktown*: The American Revolution is chronicled through exhibits, films and re-created military encampment and Revolution-era farm. The site was completely rebuilt in 2016 and offers new exhibition galleries and expanded outdoor living-history areas.

In addition to the area's major attractions, the Greater Williamsburg area has a wealth of additional offerings including arts and culture, culinary experiences, more than a dozen golf courses, fantastic shopping, incredible scenic beauty and outdoor adventure that collectively come together to create one of the top vacation destinations in the country.

For additional information about the region, please go to www.VisitWilliamsburg.com

RFP Overview

The Williamsburg Tourism Council (WTC) is seeking quantitative visitor research and econometric data that will guide future marketing efforts as well as provide a tool for marketing the success of the WTC marketing efforts. Proposals are requested from a Research firm(s) with significant experience in travel and tourism.

The WTC Interim Executive Director will oversee the RFP process; make a decision on the firm selected and present to the Williamsburg Tourism Council (WTC) for formal approval. A select group of area marketing professionals and tourism stakeholders will be consulted for input throughout the process. The WTC shall be the Client on all services rendered under this agreement.

Response Guidelines

- Written proposals must be submitted on or before November 16, 2018 before 12:00pm for consideration. **Late proposals cannot be accepted.** Supporting materials including USBs (10 of each) are welcome and should be referenced within the written presentation.
- Response must be dated and signed by principal of firm.
- Team must be available to present in-person, if required.

Please submit 10 printed copies of your proposal (including CDs or USBs) to:

Bob Harris, Interim Executive Director
Williamsburg Tourism Council
c/o Greater Williamsburg Chamber & Tourism Alliance
421 North Boundary Street
Williamsburg, VA 23185
757-253-2262

Please also submit one electronic version of your proposal sent via Dropbox or other file sharing means to:

harris@VisitWilliamsburg.com

Geography

There are no geographic restrictions upon the location of service providers allowed to submit responses. All service providers however, must demonstrate their ability, recommended plan and commitment to serve the account, regardless of location. Any costs associated with travel to complete the project should be included in the cost proposal.

Proposal Services & Project Details

Our primary goal is to promote the Greater Williamsburg area as an overnight destination. The annual destination marketing campaign directs all communication to VisitWilliamsburg.com for further information.

The purpose of this RFP is to have the successful proponent complete visitor econometric research to provide the Williamsburg Tourism Council and our partners further insight regarding visitation to our region. The research conducted may be repeated on an annual or semi-annual basis.

Your proposal will form an integral part of the contract.

Objective:

The WTC strives to use the most innovative and cost-effective advertising and marketing programs to raise awareness on a state, national and international level of Greater Williamsburg as a premier travel destination. In support of this mission, the WTC requires the most current market research to inform its tourism marketing effort. The successful Respondent will be required to provide Advertising Effectiveness and Econometric research services for the WTC consistent with the following objectives:

- Provides a measurement tool for our primary goal of increasing overnight visitation and the impact of tourism for our region on an annual or bi-annual basis.
- All data should be cross tabulated by type of lodging and other visitor demographics and activities while visiting the region.
- Visitor insights should include the following at a minimum:
 - Lodging Industry Analytics including:
 - Length of stay
 - Average daily rate
 - Revenue per available room
 - Occupancy rate
 - Lodging Room Demand
 - Type of accommodations used
 - Please share additional recommendations based on your experience with other destinations
 - Attractions and activities utilized during visit
 - Visitor Demographics

- Visitor Spending profile impact by municipality with breakdown of expenditures to include:
 - Lodging
 - Dining
 - Beverage
 - Transportation
 - Retail
 - Recreation
- Taxes sustained by tourism in region and direct, indirect and induced impacts of tourism
- Tourism employment and wages generated by segment
- Growth in Tourism economy vs. that of general economy in municipalities
- Trends that our destination should monitor
- What additional data and insights will your proposed research offer?
- Research services must include and accomplish the following:
 - Collect primary data related to WTC travel advertising campaigns and website
 - Evaluate the effectiveness of WTC travel advertising campaigns and website in generating non-local travel to Greater Williamsburg, estimate regional tax dollars generated from influences non-local visitation to Greater Williamsburg and estimate the return on investment to the region
 - Inform overall marketing strategies and key messages, advertising content and placements, the development and evaluation of advertising and marketing programs that effectively meet consumer demands and emerging travel trends as established by the latest market research
- Research should have well-formulated procedures, be well-designed and well-executed
- Research and data and assumptions should be methodologically sound
- Research finds should be useful to advance knowledge of the Greater Williamsburg tourism industry
- Research implications and recommendations should logically follow from the findings and be explained thoroughly
- Research documentation should be accurate, cogent and understandable to non-technical readers
- Research should be relevant to the Williamsburg Tourism Council and other stakeholders
- Research survey and data collection methods should meet the marketing research standards and codes from the Council of American Survey Research Organization

(CASRO), Marketing Research Association (MRA), or other similar professional organizations

- Research should be objective, independent and balanced
- Research should be verifiable and defensible to peer review or audit

At a minimum, this proposal must include the following:

Company Information

- Name and address of main office and any branch offices, year established.
- The proposed office that will handle this account.
- Number of and locations of employees.
- Brief summary of company background/history.
- Primary proposed team to manage account with responsibilities and contact information including senior members.
- Management or key personnel bios.
- Any current or outstanding cases brought against the company by clients within the past five years.
- Key resources applicable to the project described in this RFP; i.e. work completed in-house versus out-sourced. Information on any partnerships utilized to complete the project.
- List of all current clients for the previous three years.
- References from three current and three former clients.
- Awards/accolades and special certifications.

Competitive Advantage

- What will your proposed research offer that others do not?
- How can your proposed research help us accomplish our objectives?
- Please provide up to two examples of completed similar projects with a destination.

Additional Questions

Implementation Plan and Timeline

- Describe the implementation process and provide a proposed implementation schedule, including all tasks and responsibilities, and deliverables.

Pricing

- Outline the structure of your pricing model or models, including any and all costs associated with implementation and/or annual fees.

Miscellaneous Items

-

Decision Making Criteria

The following criteria will be used as a guide when evaluating proposals:

- supports our primary goal
- is insightful and easy to understand
- proposed research approach and procedures are well designed
- proposed research is objective, independent and balanced as well as verifiable and defensible to peer review or audit

Understood and provided all items requested in RFP - with appropriate level of detail.	50
Company Experience - current clients include other tourism industry destination marketing businesses; demonstrated effectiveness with similar projects; references; apparent strengths and weaknesses; capacity to perform	100
Staff experience - Demonstrated experience of key personnel in projects of similar scope and nature; DMO or other tourism business experience	100
Cost competitiveness- is best alternative for the Williamsburg area; all pricing and commission structure will be reviewed.	50
Proposed methodology	100
Implementation approach and methodology, including project timing, staff training, partner business training and transition from the existing application	100
Total	500

Bidder Certification

(Bidder must sign and return with proposal.)

I certify that this information is complete and correct to the best of my understanding and that I am authorized to submit this information on behalf of the company.

Authorized Signature

Date

Title

Print/Type Name

Print/Type Company Name

Method of Selection

Following receipt of written proposals, the Williamsburg Tourism Council (WTC) may thereafter select those service providers that qualify as finalists. Finalists will be asked to travel to Williamsburg, Virginia at their own expense to share a presentation in-person. Specifics about the presentation will be shared with finalists at the time of their notification. Final section of the winning agency(s) shall be based on a combination of both the written and in-person proposals.

Award of Contract

Selection shall be made of one or more offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of evaluation factors included in the Request for Proposals, including price if so stated in the Request for Proposal. Negotiations shall be conducted with the Offerors so selected. Price structure shall be considered, but will not be the sole

determining factor. After negotiations have been conducted with each Offeror so selected, WTC, upon formal approval by the Williamsburg Tourism Council shall select the Offeror which, in its opinion, has made the best proposal, and award the contract to that Offeror. Should the WTC determine in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified and suitable than the others under consideration, a contract shall be negotiated and awarded to that offeror. Greater Williamsburg Chamber and Tourism Alliance (GWCTA) nor the Williamsburg Tourism Council (WTC) will not furnish a statement of the reason why a particular proposal or presentation was not deemed to be the most advantageous. At any time during the negotiations the WTC may terminate all negotiations and re-advertise the requirement. The reason for such termination shall be made part of the file. The award document shall be a signed contract incorporating by reference all the requirements, terms and conditions of the RFP and the Contractor's proposal as negotiated.

Rejection of Proposals

The Williamsburg Tourism Council (WTC) reserves the right to reject any or all proposals received and the right to choose parts of the RFP to execute. Non-acceptance of a proposal means that one or more others were deemed more advantageous to the WTC / GWCTA or that all proposals were rejected.

Ownership of Materials

All proposals become the property of the WTC upon receipt. Selection or rejection of the proposal will not affect this right. WTC and GWCTA shall have the right to use all ideas or adaptations of the ideas contained in any proposal received in response to this RFP. Disqualification of a proposal does not eliminate this right.

General Terms and Conditions

- 1. RECEIPT AND OPENING OF PROPOSALS** - It is the responsibility of the offeror to assure that the proposals are delivered to the place designated for receipt of proposals prior to the time set for receipt of proposals. No proposals received after the time designated for receipt of proposals will be considered.
- 2. IDENTIFICATION OF A PROPOSAL ENVELOPE/PACKAGE** - A special envelope is NOT furnished, therefore, the signed proposals should be returned in an envelope or package sealed and identified as a sealed proposal and addressed as directed on page 13 of this solicitation.
- 3. APPLICABLE LAWS AND COURTS** – This solicitation and any resulting contract shall be governed in all respects by the laws of the Commonwealth of Virginia and any litigation with respect thereto shall be brought in the courts of the Commonwealth. The Contractor shall comply with applicable

federal, state and local laws and regulations.

4. ANTI-DISCRIMINATION/VIRGINIA FAIR EMPLOYMENT ACTS – By submitting their proposals, all offerors certify that they will conform to the provisions of the Federal Civil Rights Act of 1964, as amended, as well as the Virginia Fair Employment Act of 1975, as amended, where applicable.

A.) During the performance of this contract, the Contractor agrees as follows:

i.) The Contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex or national origin, except where religion, sex, or national origin is a bona fide occupational qualification reasonably necessary to the normal operation of the Contractor. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

ii.) The Contractor, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, will state that such contractor is an equal opportunity employer.

iii.) Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting the requirements of this section.

B.) The Contractor will include the provisions of A above in every subcontract or purchase order over \$10,000 so that the provisions will be binding upon each subcontractor or vendor.

Ethics in Public Contractation

By submitting their proposals, all offerors certify that their proposals are made without collusion or fraud and that they have not offered or received any kickbacks or inducements from any other offeror, supplier, manufacturer or subcontractor in connection with their proposal, and that they have not conferred on any GWCTA or WTC employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged.

Immigration Reform and Control Act of 1986

By submitting their proposals, offerors certify that they do not and will not, during the performance of this contract employ illegal alien workers or otherwise violate the provisions of the federal Immigration Reform and Control Act of 1986.

Antitrust

By entering into a contract, the Contractor conveys, sells, assigns, and transfers to the WTC All rights, title and interest in and to all causes of action it may now have or hereafter acquire under the antitrust laws of the United States and the WTC, relating to the particular goods or services purchased or acquired by the GWCTA or WTC members under said contract.

Cancellation of Contract

The Williamsburg Tourism Council (WTC) reserves the right to cancel and terminate any resulting contracts, in part or in whole, without penalty, upon 60 days written notice to the Vendor. The Vendor may cancel the resulting contract period upon 60 days written notice to the WTC. Any contract cancellation notice shall not relieve the Vendor of the obligation to provide services in progress prior to the effective date of cancellation.

Obligation of Offeror

By submitting a proposal, the offeror covenants and agrees that he has satisfied himself, from his own investigation of the conditions to be met, that he fully understands his obligation and that he will not make claim for, or have right to, cancellation or relief from the contract because of any misunderstanding or lack of information.

Changes to the Contract

The Williamsburg Tourism Council (WTC) may order changes within the general scope of the contract at any time by written notice to the Vendor.

Changes within the contract may include, but are not limited to things such as the limitation or expansion of the scope of the contract. The contractor shall comply with the notice upon receipt. Contractor shall be compensated for any additional costs incurred as the result of such order and shall give the WTC a credit for any savings

If the parties fail to agree on an amount of adjustment, the question of an increase or decrease in the contract price or time for performance shall be resolved in accordance with the procedures for resolving disputes provided by the Disputes Clause of this contract or, if there is none, in accordance with the disputes provisions of the Commonwealth of Virginia's Vendor's Manual. (Even though this is not a purchase made by state government.) Neither the existence of a claim or a dispute resolution process, litigation or any other provision of this contract shall excuse the Vendor from promptly complying with the changes ordered by the WTC or with the performance of the contract generally.

The parties may agree in writing to modify the scope of the contract. An increase or decrease in price or terms of the contract resulting from such modification shall be agreed to by the parties as a part of their written agreement to modify the scope of the contract.

Assignment of Contract/Use of Subcontractors

A contract shall not be assignable by the Contractor in whole or in part without the written consent of the Williamsburg Tourism Council (WTC). The Contractor shall, however, remain fully liable and responsible for the work to be done by his subcontractor(s) and shall assure compliance with all requirements of the contract.

Invoices/Commission Checks - Invoices for items or services ordered, delivered and accepted and commission checks shall be submitted by the Contractor to:

Williamsburg Tourism Council
C/O Greater Williamsburg Chamber & Tourism Alliance
421 N. Boundary St.
Williamsburg, Virginia, 23185

Payments will be processed within 30 days of receipt of invoice.

Clarification of Terms

If any prospective offeror has questions about the specifications or other solicitation documents, the prospective offeror should contact the contact the person named on the face of the solicitation, no later than five days before the opening date. Any revisions to the solicitation will be made only by addendum issued by this contact.

Term

This Agreement shall commence upon a date to be finalized and shall continue until project is satisfactory completed unless earlier terminated as provided herein.

Confidentiality

This Agreement or any documentation produced as a result of said agreement may be subject to the provisions of the Freedom of Information Act (FOIA). To the extent permitted by law, and subject to the provisions of FOIA, the following shall apply:

Contractor and Williamsburg Tourism Council (WTC) acknowledge that during terms of this Agreement either party may have access to each other's proprietary or confidential information, as necessary to complete the respective obligations of Contractor and WADMC as contained in this agreement. Contractor and the WTC specifically agree to maintain a strict policy of confidentiality and nondisclosure for all business and trade secrets of the other party. Neither party will misuse or appropriate such proprietary or confidential business information and will not disclose any details of the Agreement, unless both parties agree.

The Agreement does not apply to information which (a) is in the public domain at the time such information is disclosed or which after the time of the disclosure has become part of the public domain through no violation of this agreement, (b) is required to be disclosed by judicial order, (c) is learned through a third party, under no confidentiality obligation to the party who owns the information or (d) is known to the receiving party prior to disclosure by the disclosing party, as evidenced by written record.

These provisions shall survive the expiration or termination of this Agreement.

Independent Contractor

The Williamsburg Tourism Council (WTC) hereby employs Contractor as an independent contractor and the parties agree that the WTC shall not be obligated or liable hereunder to any party other than Contractor. Contractor shall employ and direct all personnel required in performing this agreement. Such personnel shall not be employees of or have any contractual relationship with GWCTA/WTC. All of the services hereunder will be performed under Contractor's supervision and all personnel engaged in the Work shall be fully qualified to perform such services.

Contractor shall be fully responsible for all acts and omissions of its subcontractors and of persons and organizations directly or indirectly employed by them and of persons and organizations for whose acts any of them may be liable to the same extent that Contractor is responsible for the acts and omissions of persons directly employed by Contractor. Except as hereinabove provided, nothing in this agreement shall create any contractual relationship between the WTC and any subcontractor or other person or organization having a direct contract with Contractor, nor shall it create any obligation on the part of the WTC to pay or to see to the payment of any monies due any subcontractor or other person or organization, except as may otherwise be required by law. The WTC may furnish to any subcontractor or other person or organization, to the extent practicable, evidence of amounts paid to Contractor on account of specific work done.

Warranties

Contractor represents and warrants that it has full power and authority to enter into and fully perform this Agreement, and that no services or material furnished hereunder will in any way infringe upon or violate the rights of any third party, including without limitation rights of patent, trade secret, trademark, copyright, or privacy.

The WTC represents and warrants that it has full power and authority to enter into and fully perform this Agreement, that any information about its products and services furnished to Contractor will be accurate and complete, and that no services or material furnished to Contractor hereunder will in any way infringe upon or violate the rights of any third party, including without limitation rights of patent, trade secret, trademark, copyright, or privacy.

Indemnity and Limitation of Liability

Contractor agrees to indemnify, defend and hold harmless GWCTA/WTC, its divisions, members and subsidiaries from and against any and all losses, liabilities, damages, judgments, awards and costs (including reasonable legal fees and expenses) arising out of or related to any claim, proceeding or suit instituted by a third party (i) that arises out of a breach by Contractor of its representations and warranties under this Agreement or (ii) that alleges that WTC's use, possession, or ownership of Contractor's work product, or any license granted there under, infringes or violates the copyright, trade secret, patent, or other proprietary right of any third party; **provided, however**, that the foregoing shall not apply to any use of the work product by

GWCTA/WTC that is inconsistent with the terms of any third party license of which GWCTA/WTC has been advised by Contractor.

Contractor shall defend and settle at its sole expense all suits or proceedings arising out of the foregoing, provided that GWCTA/WTC gives Contractor prompt notice of any such claim after learning of same. Contractor shall not settle any third party claim in any way that prevents GWCTA/WTC from continuing the use of Contractor's work product as provided herein without WTC's prior written consent. In all events, GWCTA/WTC shall have the right to participate in the defense of any suit or proceeding through counsel of its own choosing at its own cost.

NOTWITHSTANDING ANYTHING TO THE CONTRARY CONTAINED HEREIN, NEITHER PARTY SHALL BE LIABLE TO THE OTHER FOR ANY CONSEQUENTIAL, INCIDENTAL, SPECIAL OR EXEMPLARY DAMAGES (INCLUDING, WITHOUT LIMITATION, LOST PROFITS) EVEN IF ADVISED OF THE POSSIBILITY THEREOF.