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4 – BUDGET  

*Each section above includes specific: Objectives, strategic goals and quantifiable performance measures that will be reported regularly by SJCC
OVERALL PROGRAM OBJECTIVES, STRATEGIES

The St. Johns Cultural Council’s (SJCC) 2018 Marketing Plan includes four components in addition to background information. The four components are:

1. Cultural Tourism Marketing Program
2. Annual ACH Grant Funding Program
3. Services to the Cultural Industry
4. Development of New Products and Promotion

These four components were part of the 2013 thru 2017 Plans and have been updated and revised to reflect changes in the Arts, Culture and Heritage (ACH) industry. The fourth component has been enhanced in Cultural Tourism programming and promotion in view of significant opportunities in 2018.

All four components reflect the findings from the TDC Visitor Profile Research and the 2017 TDC Strategic Plan, which recommended opportunities offer new “experiences,” and program opportunities that would have greater impact through enhancing the cultural tourism offerings and the overall tourist experience.

In addition, with the completion of the City of St. Augustine “Vision 2014 and Beyond” project and the recent initiative requested by the City of St. Augustine to provide enhanced visitor experiences through History On The Streets (HOTS) or “sauntes,” this Plan emphasizes the need to balance (cultural) tourism impact, with Livability, Authenticity, Character and Vitality, throughout St. Johns County including the communities of Ponte Vedra Beach, Hastings, and the northwest area of the County.

The 2018 Plan includes programs and services that address those components while still focusing on the core goals noted below. Therefore there is a need to:

1. Enhance Visitor Experience
2. Respond to tourist demand for high-quality events
3. Design programs on research based on what visitors want

New or substantially enhanced programs and services in addition to continued development of current efforts are summarized as follows:

CULTURAL TOURISM MARKETING PROGRAM

- **Align efforts with Lightner Museum** to boost exposure on public broadcasting during the Dressing Downton Exhibition, October 2017-January 2018

- **Utilize the Artsopolis web platform and network** for increased national awareness by continually optimizing content that includes “itineraries” with
multifaceted stops to showcase experiences of art, history, and culinary opportunities

- **Continue to expand and enhance digital and social media marketing** through the Visit Florida Digital Marketing Partnership Initiative (contingent on funding)

- **Expand the regional and national advertising reach** with specific targeting to Washington DC and Atlanta markets where we have modest but surprising engagement

- **Continue the Flagler Era (Gilded Age) initiative** initially launched in August 2016 to attract (cultural) tourists during low occupancy periods. This is in partnership with the VCB, the Lightner Museum, Flagler College and other agencies seeking to capitalize on the branding of the Gilded Age.

**ACH ANNUAL GRANT PROGRAM**

The ACH Grant Program Guidelines approved by the BOCC in March 2017 were revised to address the recommendations of the TDC Strategic Plan and include changes that better reflect the goals of the TDC Plan. These include combining what has been termed Enhancements and Reenactments into Visitor Experiences and are for free events and programs for tourists already in the market. Product Development and Annual Events have been combined into Annual and Special Events and are focused on supporting high-impact, high-quality events that attract visitors. The Physical Facilities Category has been renamed Marketing Support and is for organizations open year-round that have a minimum budget size. A new Category termed Resource Development has been added as a “pilot project,” with the goal of funding upgraded presentation capability of County arts culture and heritage institutions. The 2018 ACH Grant Pool has been increased by 5% to $618,000 to reflect the TDC-projected increase in collections. Note: the 2012 Grant Pool prior to the Cultural Council contract with the County amounted to $450,000.

**SERVICES TO THE CULTURAL INDUSTRY**

- **2018 continued support of the Castillo de San Marcos and Ft. Matanzas** through a partnership project with WJCT and the NPS Accessibility Project

- **Complement Division of Cultural Affairs and Visit Florida Grants** with enhanced Organizational Development Workshops

- **Co-op support for constituents for the National Arts Marketing Conference** and an expanded “Co-op Consulting and Guidance Program” with the Shepherd Agency providing one-on-one guidance to constituent groups, both ACH Grantees and non-grantees
DEVELOPMENT OF NEW PRODUCTS AND SERVICES

- **Complement and enhance the Lightner Museum’s “Dressing Downton” Exhibition**, running October 1, 2017 through January 2018, by promoting the other unique Gilded Age experiences available on Florida’s Historic Coast along with a Gilded Age itinerary. Showcasing other things to do while cultural travelers are here for Dressing Downton encourages them to stay longer and spend more.

- **Enhance the Arts, Culture and Heritage Guide** by revising and distributing the Tapestry Passport electronically and in print.

- **Strengthen the Arts, Culture and Heritage “Encounters”** through support of the HOTS (History on the Streets) program with the Historic Florida Militia and other reenactment events such as Florida’s Living History organization event on the Founding of the Castillo.

OTHER CONSIDERATIONS THAT IMPACT THE PLAN’S CONTENT

### WHAT ART, CULTURE AND HERITAGE MEANS TO ST. JOHNS COUNTY

**Art.** “An area of tourism that is often overlooked is the question of the arts and tourism. One of the reasons for this consistent overlooking may be the fact that it is hard to define the term "the arts." In popular parlance the term usually means what is technically called the “plastic arts.” That is, those forms of the arts that are restricted to paintings, sculpture and other visual concepts. Of course, the term can mean much more, from musical and dance performances to theater, from architecture to poetry readings all are art forms. In fact, anywhere that we find that the embodiment of the soul in a communication with other souls we find art. As such we may also think of both athletics and religious expression as a form of art.

“To simplify matters, this ... essay will restrict itself to an expanded version of what the public generally calls art. Even with this restricted definition there are still at least two forms of art in tourism: (1) the cultural side, such as the placing of statues, monuments, and/or murals or art exhibits for reasons of community beautification and (2) the commercial side in which the public views/hears some form of artistic expression in exchange for payment. Many cities have not taken advantage of either the cultural side of the arts or the commercial side.”

- Dr. Peter Tarlow

The following definitions are from a report from the Tourism office of Western Australia and other recent sites on the characteristics of a cultural tourism destination.
Cultural tourism gives visitors the opportunity to understand and appreciate the essential character of a place and its culture as a whole, including its:

- History and archaeology
- People and their lifestyle (including the ways in which they earn a living and enjoy their leisure)
- Cultural diversity

WHAT IS CULTURAL TOURISM?

- Arts and architecture
- Food, wine and other local produce
- Social, economic and political structures
- Landscape

It gives access to information, experiences and activities that can help the visitor feel involved with a place, its people and their heritage. Creating a relationship between the visitor and the host community is an important feature of cultural tourism. Concepts of sustainability, authenticity, integrity and education are as central to cultural tourism as they are to ecotourism.

Cultural tourism puts emphasis on the content of what people do when they're travelling, rather than how they actually get there and where they stay while they are there.

DISTINGUISHING CHARACTERISTICS OF CULTURAL TOURISM

The following list of some distinguishing features of cultural tourism has been adapted from Cultural Tourism - the Rewarding Experience.

- Builds on and markets cultural strengths
- Emphasizes the quality and authenticity of the visitor’s experience
- Aims not simply to describe, but to convey meaning and understanding of broad contexts
- Needs personal contact and specialist knowledge so that it:
  - Meets the visitor’s demand for knowledge
  - Conveys the richness and diversity of a place or culture
  - Is active and involving for both visitors and host communities
- Creates new tourism product from people - it does not depend on high levels of new capital investment
- Recognizes the dynamic and changing nature of culture
- Develops visitor and site management programs
- Develops interpretation programs designed to inform, educate and interest visitors
- **Minimizes** the environmental degradation and cultural exploitation which accompany some forms of tourism
- **Targeted** to meet the interests of particular market segments

**CULTURAL HERITAGE TOURISM**

The National Trust’s (NT of Historic Preservation) definition of cultural heritage tourism is “traveling to experience the places and activities that authentically represent the stories and people of the past and present. It includes historic, cultural and natural resources.”

The following information is from the National Trust:

*Developing cultural heritage tourism is an incremental process, and communities will repeat the four steps described in this section at each stage of development. Keep in mind that developing a strong cultural heritage program will require an investment and a commitment—an investment of financial resources and a commitment of human resources including strong leadership.*

Not every community can have a successful cultural heritage tourism program. Communities that have lost too much of their heritage, or not nurtured their cultural potential may not have the historic, cultural and natural resources it takes to develop a program that will attract cultural heritage visitors.

Tourism is a powerful economic development tool. Tourism creates jobs, provides new business opportunities and strengthens local economies. When cultural heritage tourism development is done right, it also helps to protect our nation’s natural and cultural treasures and improve the quality of life for residents and visitors alike.

Linking tourism with heritage and culture can do more for local economies than promoting them separately. That’s the core idea in cultural heritage tourism: save your heritage and your culture, share it with visitors, and reap the economic benefits of tourism.

**THE BENEFITS OF CULTURAL HERITAGE TOURISM**

Cultural heritage tourism can have a tremendous economic impact on local economies. Besides the economic benefits like new businesses, jobs and higher property values, tourism adds less tangible—but equally important—payoffs. A well-managed tourism program improves the quality of life as residents take advantage of the services and attractions tourism adds. It promotes community pride, which grows as people work together to develop a thriving tourist industry. An area that develops its potential for cultural heritage tourism creates new opportunities for tourists to gain an understanding of an unfamiliar place, people or time. With the arrival of visitors in turn come new opportunities for preservation. Well-interpreted sites teach visitors their importance, and
by extension, the importance of preserving other such sites elsewhere. Perhaps the biggest benefit of cultural heritage tourism is that opportunities increase for diversified economies, ways to prosper economically while holding on to the characteristics that make communities special.

For example, in 2016 the National Park Service (NPS) celebrated its 100th Anniversary Find Your Park across the country’s 410 park units. Capitalizing on this event, the St. Johns Cultural Council presented America’s Parks, a national exhibition featuring 50 original paintings about the breadth and depth of our country’s large and small parks, running from June and through August at the Lightner Museum. In addition the Cultural Council presented a complementary Find Your Park Plein Air Paint Out during National Parks Week in April, 72 artists from four states visited St Augustine to paint and 18 works from the Plein Air Paint Out were juried and exhibited as part of the America’s Parks exhibition. Continued promotion of the iconic Castillo and Ft. Matanzas represent significant opportunities for cultural tourism attraction as the NPS, VCB, and the Cultural Council understand that attracting cultural tourists that have a greater “spend” is now a higher priority than simply more people. The success of this project was realized in April and May of this year with the St. Augustine Art Association taking on the Paint Out as an annual event.

THE CHALLENGES OF CULTURAL HERITAGE TOURISM

When a community’s heritage is the substance of what it offers visitors, protecting that heritage is essential. So a major challenge in cultural heritage tourism programs is ensuring that increased tourism does not destroy the very qualities that attract visitors in the first place.

Because tourism is a highly sophisticated, fast-changing industry, it presents its own challenges. Tourism is generally a “clean” industry; no smokestacks or dangerous chemicals. But it does put demands on the infrastructure—on roads, airports, water supplies, and public services like police and fire protection.

These problems—travelers increasing in numbers and adding stress and strain to infrastructure and heritage sites—are, as Safer says, only beginning, and the travel industry is already addressing them. But a challenge results not only from visitor impact, but also from visitor expectations of quality products and services. Tourism is essentially a service industry, which means it depends on the competence of people in many different jobs and locations. Tourism, while not a panacea, is an attractive form of economic development.
SPECIFIC ACTIONS TO SUPPORT THE ACH TOURISM INDUSTRY
TO GENERATE ROOM NIGHTS AND INCREMENTAL ECONOMIC ACTIVITY IN THE COUNTY

The Value of Promoting and Advertising of ACH Tourism

The 2015 Mandala Research Report “Tapping Into the Cultural and Heritage Traveler” findings:

- 129.6 Million Adult Leisure Travelers take advantage of Cultural and Heritage activities when they travel
- 76% of U.S. Adults participate in Cultural and Heritage Tourism
- C&H Travelers spend more - $1198 for general, leisure, $1319 for C&H
- The report asked “What do C&H Travelers want”
  - Interested in and preference for destinations and experiences that have retained their historical character
  - Explorers of different culture and learning about history
  - Like to stimulate their minds and be intellectually challenged
  - Want an educational experience when traveling for leisure
  - Prefer trips with a variety of activities
  - Like to bring back local/regional memorabilia

* Full report available upon request

The SJCC Plan, therefore, reinforces a partnership strategy through close, non-duplicated, cultural tourism advertising and promotion with the VCB, the City of St. Augustine, Visit Florida, and the lodging and hospitality industry through these examples:

- 2013 COSA Picasso and 2014 Journey, Tapestry, 2015 450th and 2016 NPS Advertising Campaigns
- El Galeon advertising and promotion as part of the Great Lakes and Northeast US Port Tours
- Visit Florida Advertising Matching Grants
- Shepherd Agency Media and Public Relations hands-on consultancies
- Inclusion of specific ACH Grant criteria for constituent lodging and hospitality partnerships as a requirement for funding support

As noted in the 2017 SJCC Marketing Plan and the continued emphasis on partnership with the VCB, active engagement with local, regional and statewide tourism-related organizations such as Visit Florida and Brand USA, has and will continue to keep St. Johns County tourism connected to the latest trends and in a position to influence them. SJCC will have active engagement with state and regional arts, culture and heritage organizations to learn and share best practices in cultural tourism development. With the contracting of the St. Johns County Cultural Council to manage the Arts, Culture & Heritage category of tourism development by the TDC/BOCC, the VCB will have a reliable partner with which to collaborate on event-oriented destination marketing.
Strategies:

- Continue to develop and implement a broad-based cultural tourism advertising and marketing plan to “brand” St. Johns County as a national and international cultural tourism destination.

- *Culture Around Every Corner - St Augustine/ Ponte Vedra/ Florida’s Historic Coast*

- Promote and support current events, festivals, and programs that already have ACH “brand Identity.”

- Develop and support targeted cultural tourism marketing of events, festivals and programs to culturally specific demographics that have an integral place in the history of St. Johns County but are relatively unknown outside of St Johns County.

As noted in the FY 2012-2017 SJCC strategic plans, this Annual Marketing Plan for Cultural Tourism includes the following tactics:

- **Paid advertising** (print, radio, digital media and social media)

- **Public relations** – locally, regionally, nationally and internationally

- **Marketing & Promotion**

- **Cooperative Marketing** with the VCB, ST. JOHNS COUNTY Cultural Events Division, Visit Florida, and tourism associations and cultural organizations

- **Encourage and incubate visitor-related research** intended to optimize media opportunities, tourism marketing techniques, and event management best practices

- **Technical Assistance to stakeholders** to enhance content, production and presentation delivery, and create cultural collaborations and partnerships

- **Specific funds designated for “Opportunities and Special Events”** outside the ACH Grant Program that “move the needle”
THE 2018 FISCAL YEAR ACH STRATEGIC MARKETING PLAN:
MARKETING CAMPAIGN OVERVIEW: “CULTURE AROUND EVERY CORNER”

Our Arts, Culture and Heritage (ACH) focus is attracting cultural heritage travelers outside St. Johns County to this unique cultural destination. Cultural Travelers are a valuable audience. Research shows they have a greater economic impact on the places they visit. They look for places that offer deeper, richer experiences. As a result, they stay longer and spend more.

Our cultural destination website, HistoricCoastCulture.com, provides these travelers with a wealth of information about the unique cultural happenings and experiences available to them in St. Johns County: visual arts, performing arts, festivals, many cultures, living history and culinary. In St. Augustine, Ponte Vedra and the Beaches there is no shortage of “Culture Around Every Corner.”

This year’s cultural destination marketing campaign will focus our marketing and advertising on four main ACH themes:

<table>
<thead>
<tr>
<th>The Gilded Age</th>
<th>October 2017-January 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will leverage the “Dressing Downton Exhibit” opening October 2017 and our Gilded Age itinerary to showcase the depth and variety of the 19th century cultural experiences available in St. Augustine, Ponte Vedra and the Beaches.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Many Cultures</th>
<th>February-May 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Showcase the African-American Journey with Black History month, Celtic Festival, Romanza and others.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performing Arts/Music</th>
<th>June-August 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote the St. Augustine Music Festival, Sing Out Loud and others events.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Culinary</th>
<th>September-October 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on a new category asset showcasing the area’s many cultures through its cuisine with the Spanish Wine Festival, the Greek Festival, Farm-to-Table restaurants and unique venues like The Distillery, Sebastian Winery, etc.</td>
<td></td>
</tr>
</tbody>
</table>

In addition, our cultural destination marketing will continue to promote the region’s ACH events during the year via our Historic Coast Culture (HCC) social media properties.
OVERALL MARKETING CAMPAIGN OBJECTIVES:

- Develop and implement the FY 2018 ACH strategic marketing plan, in accordance with the 2017 TDC Strategic Plan, to continue building awareness of ACH activities in St. Johns County thus attracting overnight visitors and extended stays via:
  - Paid and earned media plan execution
  - Social media engagement
  - Cultural destination website – HistoricCoastCulture.com

- Generate statewide and national awareness as a unique cultural destination during low-demand periods

TARGET AUDIENCES (RESIDING OUTSIDE ST. JOHNS COUNTY)

*Key decision makers:* affluent women from key segments who are interested in culture and experiential travel

- **Couples** | $75K HHI+ (spend more and stay longer)
- **Multi-generational families** | $75K HHI+
  Who want their children, grandchildren to experience culture

Our advertising will reach across generations (Baby Boomers and Millennials) and ethnicities (African-American & Hispanic populations)

GEOGRAPHY

Markets have been tiered based on visitation data, proximity to St. Augustine/St. Johns County and media market cost. Key markets include: Jacksonville DMA, Orlando DMA, Gainesville, Daytona Beach, Tallahassee DMA, Savannah, Tampa, Miami DMA, Atlanta, and Charleston.

<table>
<thead>
<tr>
<th>TIER I MARKETS:</th>
<th>TIER II MARKETS:</th>
<th>TIER III MARKETS:</th>
<th>NEW MARKET TESTING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jacksonville including Southeastern GA (Brunswick) and Fernandina Beach/Amelia Island</td>
<td>Gainesville; Daytona Beach including Palm Coast; Orlando including suburban areas, e.g., Winter Park, The Villages, etc.; Tallahassee, Savannah including St. Simons Island; and Augusta</td>
<td>Tampa; South Florida including Miami, West Palm Beach, Boca Raton; Atlanta, Charleston, SC</td>
<td>Based on the performance of FY 2017 Visit Florida Co-op Marketing in: Washington D.C., Chicago, Charleston</td>
</tr>
</tbody>
</table>
CAMPAIGN PERFORMANCE MEASUREMENT:
FY 2014-2016, Projected FY 2017 & FY 2018 GOALS

<table>
<thead>
<tr>
<th></th>
<th>FY 2014 AA Journey</th>
<th>FY2015 450th</th>
<th>FY2016 NPS Centennial</th>
<th>FY 2017 Projected</th>
<th>Goal FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earned Media Impressions</td>
<td>317,406,954*</td>
<td>365,966,038</td>
<td>242,777,066</td>
<td>200,000,000**</td>
<td>250,000,000</td>
</tr>
<tr>
<td>Media Placements</td>
<td>187</td>
<td>261</td>
<td>157</td>
<td>200</td>
<td>225</td>
</tr>
<tr>
<td>Paid Media Impressions</td>
<td>43,473,224</td>
<td>52,085,877</td>
<td>54,070,330</td>
<td>48,026,279***</td>
<td>55,000,000</td>
</tr>
<tr>
<td>Website Visits</td>
<td>28,972</td>
<td>61,063</td>
<td>82,425</td>
<td>150,000</td>
<td>160,000</td>
</tr>
</tbody>
</table>

Notes: *Brand destination kickoff year  Included FAM tour

* Revised due to impact of Hurricane Matthew
** Earned media impressions contain social media impressions
*** Paid Media impressions include Public Radio, Print and Paid Digital performance impressions

Website Traffic Sources: The term “traffic” refers to visits to HistoricCoastCulture.com. Traffic Sources indicate what channel these visitors came from. For example, “Banner” indicates visits to the website from Banner advertising.

Notes:
- October – No media was placed due to Hurricane Matthew
- February – A full month of media was placed
- April – Since April is considered a peak season, no media was placed
PAID MEDIA ADVERTISING REVIEW

- Maintained and performance-optimized the precisely targeted digital components of the media plan to enhance awareness of the St. Johns County cultural destination brand within the primary target audience in the high-interest, high-visitation geographic market areas.

- Narrowed geo-targeting to Tier I and Tier II for the bulk of traditional media campaigns, and incorporated Pandora, to extend reach of Public Radio message to affluent women and families.

- Significant boost to Paid Social and Native advertising to target travelers as they are beginning their search for destination options.

- Added Pre-roll Video targeted to specific sites and pages based on contextual relevancy to the target audience, to increase awareness of Historic Coast Culture brand and events in St. Johns County.

FY 2018 PAID MEDIA OBJECTIVES

Grow awareness of St. Johns County as a cultural travel destination outside of the area. Continue to encourage repeat visits to the destination and motivate increased number of overnight stays from the core target audience group.

PAID MEDIA STRATEGY

Media partners will be selected based on their ability to reach the identified target audience in the most cost-effective manner, while driving increased visits to historiccoastculture.com, where users can find more information about cultural events happening throughout the year.

Build a prioritized level of media schedule continuity for each tiered market group:

- Traditional media at key periods throughout year in Tier I and II

- Predominantly digital due to efficiency, effectiveness and measurability. Nearly half of all time spent with Media is now on desktops/laptops, mobile devices or tablets (Mary Meeker KPCB, USA 2016)
  - Use a combination of Behavioral, contextual and search re-targeting campaigns to target people, rather than content
  - Paid Social Sponsored Ads/Videos to promote quarterly themes, Cultural Pennants, and specific high-profile events
- Media vehicle testing based on performance metrics
- Paid ads on Pinterest
- Visit Florida Co-op opportunities that align with New Market Testing

2017-18 HCC Projected Media Mix

PAID MEDIA STRATEGY

<table>
<thead>
<tr>
<th>PUBLIC RADIO</th>
<th>PANDORA</th>
<th>PRINT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on key time frames to drive awareness for high profile events</td>
<td>Align with Public Radio campaigns to extend overall reach</td>
<td>Focus on Tier I and Tier II Markets</td>
</tr>
<tr>
<td>Run same number of weeks in Tier I and II as last year</td>
<td>Run in Tier I and Tier II Markets only</td>
<td>Select publications</td>
</tr>
<tr>
<td></td>
<td>▪ Represents 12% of all Radio listening regionally</td>
<td>Ad placement will align with editorial content when it is relevant and complements SJCC quarterly themes</td>
</tr>
<tr>
<td></td>
<td>▪ Pandora has higher listenership than iHeart, Spotify, and iTunes combined</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ 50% of all Pandora mobile listening is done in car</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Can target by geography, age, gender, genre</td>
<td></td>
</tr>
</tbody>
</table>
According to a recent comScore study of the traveler’s path to purchase, more than 60% of all US adults consume travel content online. Most research information on an average of 140 sites, nearly 45 days prior to booking. Advertising is most effective at the beginning of that search, to provide inspiration and recommendations on where to stay, what to do at a destination.*

*comScore Path to Book analysis, weekly visits per user (Dec ’15-Feb ’16). Average number of travel site visits per week.

PAID DIGITAL MEDIA

- **Distribute impressions** across Tier I, II and III
- **Target users across relevant local sites** like: Jacksonville.com, WJXT.com, WESH.com, OrlandoSentinel.com, AJC.com, MiamiHerald.com
- **Add in local placements** on national sites like: NYTimes.com, WashingtonPost.com, FoxNews.com, CNN.com, etc.
- Run **Display and Native Ads** with messaging across relevant categories, to drive visits to HistoricCoastCulture.com:
  - Arts and Entertainment, Travel Destinations: Florida, Family Travel
  - Interest: Culture, History, Events, etc.
  - Layer in page level targeting by keywords related to specific events
- **Pre-roll Video** targeted to specific sites and pages based on contextual relevancy to the target audience, to increase overall awareness of the brand
  - 14% of all time spent with media is now with Digital Video (eMarketer April 2017, Adults 18+)

PAID SOCIAL MEDIA

- Paid Social will amplify the reach of organic content (see Section “O” for more information)
- Run in Tiers I and II. Begin testing in Tier III to highlight specific high-profile events during the year
Promote posts, photos and video with call-to-action text and links, aimed at generating likes, comments and shares that convert to online engagement.

VISIT FLORIDA CO-OP

The St. Johns Cultural Council Executive Director attended the Visit Florida Digital Forum in March 2017. Daily sessions were led by executives from the Travel and Destinations teams at Facebook, Google, Adara, Airbnb, Expedia, and Uber to educate Visit Florida partners on current travel insights and future co-op opportunities in the digital sphere.

This provides ample opportunity to test for response in new markets and provides access to new advertising products from key stakeholders in the digital space, for a fraction of the cost. Co-op opportunities are shared by Visit Florida monthly, so dollars are earmarked out of the Paid Digital Media budget to incorporate as needed.

KPI
Increase delivery of Paid Media Advertising impressions to 55,000,000 to drive an increased delivery of 160,000 visits to historiccoastculture.com

Measurement
(Data sourced by Google Analytics, Site direct data, Nielsen Audio, Advertising Audit Alliance, Facebook Ads Manager, and Visit Florida Co-Op post performance reports.)

Campaigns will be evaluated based on their ability to deliver the agreed-upon number of impressions, increased efficiency in driving qualified traffic to the website, which convert to actionable engagement (content downloads and visits to organization sites Historic Coast Culture represents).

Reporting
- **Frequency:** Monthly to the TDC.
- **Purpose:** Provide an overview of content performance, screenshots and online engagement metrics, as they relate to our goals and KPI.

NOTE: Proof of Performance – Affidavits and coded invoices are submitted per TDC payment requirements.
These are the assets we have to work with in establishing a regional, national and international cultural tourism destination.

The various pennants represent the cultural assets of the region:

<table>
<thead>
<tr>
<th>VISUAL ARTS</th>
<th>PERFORMING ARTS</th>
<th>CULINARY</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1" alt="Visual Arts Pennant" /></td>
<td><img src="image2" alt="Performing Arts Pennant" /></td>
<td><img src="image3" alt="Culinary Pennant" /></td>
</tr>
<tr>
<td>FESTIVALS</td>
<td>LIVING HISTORY</td>
<td>MANY CULTURES</td>
</tr>
<tr>
<td><img src="image4" alt="Festival Pennant" /></td>
<td><img src="image5" alt="Living History Pennant" /></td>
<td><img src="image6" alt="Many Cultures Pennant" /></td>
</tr>
</tbody>
</table>

Research shows that Cultural and Culinary Travelers are one in the same. Therefore, for FY 2018, a new “Culinary” tab has been created on the home page of HistoricCoastCulture.com. The purpose of this tab is to generate awareness and interest for culinary travel experiences and itineraries.

In addition, a “Gilded Age” tab has replaced the “Many Cultures” tab on the home page of HistoricCoastCulture.com in order to highlight the Dressing Downton™ events and Gilded Age itineraries and experiences coming in October 2017.

*Tapping into the Cultural and Heritage Traveler, Mandala Research, March 2016

BRAND CREATIVE RECOMMENDATIONS 2018 FISCAL YEAR

Shepherd will continue to drive visitors to the St. Johns County cultural destination website, the HistoricCoastCulture.com, where they can find ACH information, download itineraries to help plan their trip and link to ACH organization sites. In addition, Shepherd will leverage our 15-sec, 30-sec and 2-minute videos.
In FY2018, we will continue to develop and implement the following:

- Digital banners, native ads, video pre-roll ads
- Radio spots for NPR, Pandora
- Additional videos, content and creative as needed
- Print ads for media advertising

It is essential to build a strong brand image for St. Johns County as a unique arts and cultural and heritage destination to attract cultural travelers to Florida’s Historic Coast. During the 450th Celebration and the America’s Parks/National Parks Centennial, there were multiple opportunities to promote the arts and culture in tandem with the celebration and its activities. We anticipate similar opportunities from October 2017-January 2018 to leverage the Lightner Museum’s “Dressing Downton” exhibit by promoting other rich Gilded Age experiences cultural travelers can visit while they are here.

BACKGROUND OF THE ACH DESTINATION BRAND

The Shepherd Agency launched its work in FY 2014 with the goal of “Branding” Historic Coast Culture as the partner site to the VCB’s Florida’s Historic Coast. The tagline “Culture Around Every Corner” emphasized the breadth and depth of St. Johns County ACH offerings.

The focus of the 2015 Plan was to emphasize more individual ACH programs and events, particularly those in conjunction with the COSA 450th Celebration using the campaign line: “There is so much Cultural Heritage to tell, we’re taking a whole year to do it.”

For 2018, the Plan will further refine its focus to highlight more individual organization programs and events of the ACH Grantees where incentives were included in the grant guidelines for midweek and lower occupancy periods programming. There will also be specific emphasis as noted on Dressing Downton at the Lightner Museum beginning October of 2017. This extraordinary exhibition opportunity that sold out in Chicago is the last stop on the exhibition tour. Therefore, Downton Abbey fans from all over the country will only have the St. Augustine time period to view the show and the ancillary museum experiences if they failed to attend in other cities. This “last chance” represents both a challenge and an opportunity for the Cultural Council to expand beyond its normal “drive distance” and tap a broader geographical market of upscale, higher educated enthusiasts. Already in partnership with the Lightner and Florida Public Broadcasting, specific tours and marketing plans are underway that will not only highlight the exhibition itself but provide for longer term “gilded age” experiences and promotion.

Part of this is addressed in the Technical Assistance section. It is important that any agency engaged in this effort has experience in marketing non-profit arts, culture and heritage programs and events, and experience working with boards and volunteers of non-profit organizations. Building these relationships is essential in moving the field forward in a mutually advantageous manner.
Note on the Shepherd Report from 2014 and borne out through 2017: The findings of the workshops and focus groups reveal (no surprise) that St. Augustine is the “hub” for arts culture and heritage events and programs in St. Johns County.

This, then, highlights the dilemma of developing a County-wide Cultural Tourism Industry in that there are few presenting and producing organizations outside the City of St. Augustine. The Cultural Council’s Strategic Plan recognized this aspect of ACH development with sections on both “product development” and “organizational capacity building.” Further the ACH Funding Panel recommendations for 2018 support an emphasis on “delivering a quality experience.” This recommendation was included in the ACH Grant Guidelines but also informs our proposed efforts in professional development and technical assistance.

Additional physical, programmatic, and organization inventories are on-going. The SJCC maintains a web-based event calendar, organization and artist directory, and has an active information resource program through its weekly e-newsletters, Facebook and other social media, email notifications as needed and telephone referrals and information sources. These activities are further enhanced through links to regional and national industry websites and newsletters such as Visit Florida, Americans for the Arts, Florida Division of Cultural Affairs, National Trust for Historic Preservation and many more.

**KPI**

- Two workshops with regional and national speakers on “Content Development”. These will be partially supported through funding from the Florida Department of State Division of Cultural Affairs.

- Seven “hands-on consultancies” with a Shepherd representative in residence

- Two “How-to” workshops for organizations and independent artists on how to access and make use of the historiccoastculture.com website features

- Four ACH Grant workshops once the 2019 ACH Guidelines are approved

- Unlimited individual grant preparation sessions for applicants to have proposals critiqued prior to the submission deadline. These sessions will be available up to one week prior to the application deadline.
**D  Customer Relations Management (CRM)**

Other than direct interactions with newsletter, social media, advertising targets, the Cultural Council does not have a specific CRM program. However, we do handle communications with artists, travelers and ACH organizations on a daily basis. Our focus in this area is to provide the tools to the ACH constituency that have a direct sales/membership or other contact with customers and patrons through the workshops and consultancies noted in other sections of this Plan.

**E  Direct Marketing**

**OBJECTIVE**

Not only are travelers turning to the Web for booking, they are also using the Web for ideas and inspiration when planning a trip. Online travel planning has increased through recent years, and this behavior is not expected to decrease. According to one study, online travel planning is expected to grow to $762 billion.

As this activity increases, Marketers also need to shift to an online approach. The objective of Direct Marketing for the 2017-2018 FY will be to deliver travelers with relevant and personalized content across different channels and devices.


**STRATEGY**

Nearly half of all time spent with Media is now on desktops/laptops, mobile devices or tablets. (Mary Meeker KPCB, USA 2016) According to the latest *comScore Path to Booking Visitation Analysis*, conducted from Dec 2015 – Feb 2016, US adults visit an average of 140 travel websites leading up to purchase.

The primary method for Direct Marketing is currently Email communication. The St. Johns Cultural Council utilizes *Constant Contact* to manage and distribute weekly emails. These messages communicate information about upcoming events and highlight arts, cultural and historic destinations within St. Johns County.

The Digital Marketing plan for the 2017-2018 FY will continue to leverage Email but also expand the audience reach with Social Media. These Digital tactics will allow for a broader reach at a lower cost per acquisition.
The following Digital tactics will be included:

- Social Media (see section “O” for details)

- Email Marketing
  - Continue to promote Cultural events through the weekly newsletter
  - Leverage the existing newsletter to promote Social content
  - Promote Cultural travel itineraries and guides

### KPI
(Data sourced by Google Analytics and Constant Contact.)

#### Referring Traffic from Email
Current .................................................................................................................. 6.17% of total traffic
Goal ...................................................................................................................... Increase to 7% of total traffic

#### Newsletter Sign-ups
Current .................................................................................................................. 3,268 Active
Goal ...................................................................................................................... Increase by 480

#### Email Open Rates
Current .................................................................................................................. Avg. 18%
Goal ...................................................................................................................... Increase to 20%

#### Email Click-through Rates
Current .................................................................................................................. Avg. 10%
Goal ...................................................................................................................... Increase to 12%

**Measurement**
Increases in the following metrics will be used to measure the performance of all Direct Marketing efforts:

- Increase in referring traffic from email to HistoricCoastCulture.com
- Increase in newsletter signups
- Open rates and click-through rates of each email

*See section “O” for specific measurements related to Social Media.

NOTE: Proof of Performance – Affidavits and coded invoices are submitted per TDC payment requirements
In order to reduce potential conflicts of interest with the ACH constituency, the Cultural Council has been very careful to make sure any specific events produced or presented with TDC funds are viewed as “non-compete” with ACH Grantees and other county-based ACH groups. Examples include the America’s Parks Exhibit and the Find Your Park Plein Air events, and support for the St Augustine Amphitheatre’s Sing Out Loud series. These events were of high quality, high impact, and attracted out-of-county visitors and were not events that would have normally been produced by other groups. As noted in the FY 2012-17 Strategic Plans, the Cultural Council reserved the option to take advantage of “Special Opportunities” that were not included in grant programs or within the production and administrative capacity of smaller ACH organizations.

Indeed, this option was identified in creating the Product Development Category within the Grant Guidelines, and the Special Event Budget line.

While no comparable projects to America’s Parks have been identified at this date, SJCC reserves the option to take those on as appropriate. Funds have been allocated in the Special Events line item for this.

**PERFORMANCE REVIEW**

Thus far, FY 2017 has seen an increase in Website visits. This performance was possible in part by the transition of the Historic Coast Culture website platform to WordPress, in November 2016. This update included better Mobile compatibility, which allowed for greater emphasis on Social Media at the beginning of 2017.

**Website Performance from October 1, 2016 through April 30, 2017**

*Source: Google Analytics*
For comparison, here are key metrics for the previous Fiscal Year, Oct 2015-April 2016:

- **25,818 USERS**
- **32,122 SESSIONS**

**DIGITAL MARKETING OBJECTIVE/STRATEGY FY 2018**

This year the purpose of all Digital Marketing efforts will be to continue to drive awareness and grow engagement within HistoricCoastCulture.com. There will be a greater emphasis on content development specifically for Social Media and Search Engine Marketing (refer to sections “L” and “O” for details). The objective of the new content will be to increase intent-driven actions such as travel itinerary downloads.

**KPI**

Using the performance numbers detailed on page 14 as a benchmark, the metrics listed below will be used to determine effectiveness.

**Measurement**

The success of all Digital Marketing efforts will be measured as follows:

- **Growing Engagement** .......................................................... Page Views
  - Frequency of Website Visits
  - Return Visits
  - Time Spent on Site
  - Content Sharing

- **Conversion** ................................................................. Website Click-through
  - Downloads
  - Outbound Link Clicks

**NOTE:** Proof of Performance – Affidavits and coded invoices are submitted per TDC payment requirements.
The Cultural Council uses limited loyalty programs as part of its social media engagement, but like other components SJCC assists the ACH constituency in developing and implementing appropriate Loyalty Marketing for their own organizations and customer bases.

### Loyalty Marketing

The Cultural Council uses limited loyalty programs as part of its social media engagement, but The TDC’s 2013 Visitor Profile research and the subsequent 2016 Analytics Report demonstrates a need to enhance the visitor experience. This research that serves as the “voice of the visitor” recommends a series of programming and promotions by focusing on priorities such as:

- Authentic and educational “cultural and historic experiences”
- Improved “way finding” including parking, signage and directional assistance for ACH events and activities
- Accessibility including but beyond the minimal ADA requirements
- Providing “added value” to existing price points

This research also reveals a need for continued evaluation and enhancement of the full range of ACH offerings in St. Johns County. To that end, the SJCC, in partnership with the VCB and TDC, as appropriate, will develop and implement a series of ACH-related programs and promotions not currently available or of sufficient quality standards necessary to meet the visitor profile demand.

Further, the 2017 TDC Strategic Plan report recommends new or enhanced visitor experiences that include agritourism, sports and recreation opportunities, and upgraded or enhanced visitor experience opportunities in the heritage area.

The good news is survey respondents have 85% brand awareness of both “Florida’s Historic Coast” and “Culture Around Every Corner.” However, the report also revealed a “been there, done that” attitude. This provides opportunities for development of content, presentation, and messaging that inspires repeat visits to the destination.

Coincidently, Google Statistics reveals that 85% of travelers have not determined their complete itinerary after “booking” their trip. Therefore there are opportunities to “divert” travelers from the mega attractions to the South, extend visitation stays, and encourage repeat visitation.

COMPETITIVE RESEARCH 2017

As we develop our FY 2018 Strategic Marketing Plan, it is important to track how our regional cohort markets their destinations and what they say about themselves to attract cultural travelers. They represent the largest competitive segment for the “passives.”

The majority of destinations in our regional cohort have made significant changes to the content on their websites since 2013. These changes can be summarized into four key insights:

“A picture is worth a thousand words”

“Less is more”

“Planning is everything”

“When in doubt, listen to a peer”

Here’s why. Some members of the cohort have:

- Added more engaging visual ACH content on each page – graphics, photos, videos
- Significantly reduced the amount of “text” per page, used hyperlinks in remaining text
- Added planning tools to their sites: Maps, Itineraries, Plan Your Trip recommendations and Trips ideas
- Added reviews and ratings such as TripAdvisor and Yelp ratings to events/venue pages hyperlinked to reviews

The following is a snapshot of each of our regional cultural tourism competitors pulled from their respective websites with more detail.

DESTINATION SUMMARIES

Orlando, FL – “Visit Orlando, The Official Source for Orlando Travel Planning”

Arts, Culture and History:
“From the best of independent film at the Florida Film Festival to thought-provoking collections at the Orlando Museum of Art and the Cornell Fine Arts Museum, cultural options in Orlando offer a mix of traditional and modern entertainment for visitors. The state-of-the-art Dr. Philips Center for the Performing Arts brings in renowned national and international performers for
Broadway, pop, rock, jazz, dance and more. The Orlando Ballet showcases a combination of classical ballets and contemporary pieces, and the Orlando Science Center engages visitors with interactive and informative exhibits. With some of the world’s most creative theme park settings, it’s no surprise Orlando has such a vibrant local arts scene.”

**Tampa, FL - “Visit Tampa Bay. Treasure Awaits.”**
https://www.visittampabay.com/things-to-do/tampa-arts-culture/
http://www.artstampabay.com/

**Arts & Culture**
“Find the treasures you seek, and get a view to match. In Tampa Bay, cultural gems mingle with authentic history to create an atmosphere that inspires awe and adventure. Whether your quest is for art spanning antiquity to the modern era, sensational live entertainment or other untold delights, imaginative and inspiring thrills await around every corner.”

Note: Arts Tampa Bay, a project of the Arts Council of Hillsborough County, is an Artsopolis site. Cultural “assets” listed on the site include Art, Film, Festivals, Music, Theatre, and Literary. Site also features an Arts Calendar for locals and visitors alike.

**The Florida Keys and Key West, FL - “Come as you are”**
http://www.fl-keys.com/arts-culture/

**Arts & Culture in The Florida Keys:**
Florida Keys & Key West attract people interested in heritage and cultural tourism and who want to experience the arts, with events ranging from an annual literary seminar to a professional symphony orchestra series.

*Art in Public Places • Film • Galleries & Visual Arts • Literary • Museums, History & Nature • Performing Arts*

**Sarasota, FL - “Florida’s Cultural Coast”**
http://www.visitsarasota.com/things-to-do/arts-culture

Get more culture with your beach vacation from world-class visual and performing arts, events, and venues. Sarasota County is enriched by its Arts & Culture offerings. Known as Florida’s Cultural Coast, it’s where you can enjoy museums, art galleries and performing art venues all around town. No matter when you visit, there’s always an art attraction with something new to see! Sarasota is known as Florida’s Culture Coast for its abundance of arts and artists packed into a relatively small geographic area.

**Sarasota Arts & Culture Trip Ideas: Starters’ guide to the Ringling**
http://www.visitsarasota.com/article/starters-guide-ringling

- Discovering Plein Air Painting in Sarasota
  http://www.visitsarasota.com/article/discovering-plein-air-painting-sarasota
- The Local’s guide to the Sarasota County art scene
  http://www.visitsarasota.com/article/locals-guide-sarasota-county-art-scene
- **Four attractions for art lovers in Venice**
  [http://www.visitsarasota.com/blog/four-attractions-art-lovers-venice](http://www.visitsarasota.com/blog/four-attractions-art-lovers-venice)
- **36 hours of Arts in Sarasota**
  [http://www.visitsarasota.com/article/36-hours-arts-sarasota](http://www.visitsarasota.com/article/36-hours-arts-sarasota)

**Savannah – Visit Savannah, Est. 1773**

- **You call them expert tour guides {We call them locals}**
  - Watch My Savannah video series: [http://www.thisismysavannah.com](http://www.thisismysavannah.com)
- **You call them legendary musicians {We call them regulars}**
  - 2017 Savannah Music Festival: [http://www.savannahmusicfestival.org](http://www.savannahmusicfestival.org)
- **Your call it a sightseeing tour {We call a joy ride}**
  - Come aboard the NEW Georgia Queen

**Savannah Arts and Culture**

Arts & Culture category links:
- Architectural Landmarks
- Art Galleries, Historic Sites
- Theatre/Symphony and All

Each individual event listing includes TripAdvisor and Yelp rating links to reviews. Visitors can sort each arts & culture category by these ratings.

**Charleston, SC - “Everything you heard is true.” Discover**
[http://www.charlestoncvb.com/plan-your-trip/arts-entertainment-culture~206](http://www.charlestoncvb.com/plan-your-trip/arts-entertainment-culture~206)

**Arts, Culture & Entertainment**
Cobblestone, sand and water provide endless opportunities. Famous golf courses, top-rated tennis courts, pristine beaches, monumental battleships and beautifully preserved architecture barely scratch the surface of attractions in Charleston. You can be as adventurous or as tame as you like. Multiple pages showcase two “Featured Offers” that click through to ACH sites for adventures, tours, beach, shops and events. Site has searchable Arts and Culture categories and searchable locations/venues.

**Charleston Arts, Culture & Entertainment categories:**
- **African-American/Multicultural**
  - Celebrate a diverse culture.
  - The history of African-American contributions to the vibrant arts and culture scene of Charleston, SC is rich.
- **Arts Galleries**
  - Experiencing art is a way of life here.
  - There’s no shortage of art in Charleston. See for yourself by stepping inside a few of our
many galleries. You will not be sorry you did.

- **Festivals & Events**
  - *Celebrate with us.*
  - Charleston is buzzing with events and festivals year-round. Join us.

- **Music**
  - *Charleston has many different sounds and tempos.*
  - We invite you to take a listen. Charleston’s music scene is more alive-and diverse-than ever. It’s jazzy, funky, soulful, classical and contemporary.

- **Theater & Theater Venues**
  - *We have magic waiting for you behind our curtains.*
  - Even after the arrival of movies and television, there is still a sort of magic that comes from watching live acting and seeing a story come alive right before your very eyes.

Charleston VCB Blog
http://www.charlestoncvb.com/blog/
Newsletter “Insider Updates” sign up screen

**Discover itineraries:** http://www.charlestoncvb.com/itineraries/
- Artsy Adventure: a hip three-day Charleston getaway
- Two Fork Safari: three days to dine your way through
- Girlfriend Getaway: 3 days to sip, shop, & selfie
- Guide to Romantic Charleston
- Pet-friendly Getaway
- Luxurious Getaway
- Tranquil Retreat
- Modernist Getaway
- Family Playcation

The cities mentioned above are our regional cultural tourism competitors. If we broaden the vision to include national and international cultural tourism destinations as noted in the SJCC Strategic Plan, we then add Santa Fe, Austin, Monterrey, Stratford (Ontario) to name just a few.
OBJECTIVE 2018 FISCAL YEAR

Shepherd and the St. Johns Cultural Council will continue to publicize Historic Coast Culture in 2017-2018. The Shepherd public relations department will elevate awareness of the arts, culture and heritage tourism activities and events in the county to audiences outside the St. Johns County market through targeted media relations’ efforts.

Specific to public relations, the challenge is to develop media relationships that result in key media placements, driving visitors to St. Johns County to experience arts, culture and heritage activities and events.

Target Audience

Travel and tourism domestic media with specific interest placed on travel media in the state of Florida and Southeast, as well as national travel-focused publications. Niche publications reaching the following audience segments: Hispanic, African-Americans, nature, family, women, culinary, history, arts and culture and music/entertainment. Other niche audiences as assigned by the St. Johns Cultural Council and/or for targeted pitches.

Strategy

- Gain positive media coverage of the arts, culture and heritage events and activities that fall under Historic Coast Culture
- Partner with VISIT FLORIDA to leverage media receptions and networking opportunities and/or attend influential travel writer conferences and/or niche travel marketplaces with travel media networking opportunities
- Publicize the cultural significance of the destination through four primary themes, outlined in the marketing plan overview (see section 3, page 12)
- Generate publicity for major special events and partners, as designated by the SJCC
- Continue to increase awareness and use of the Historic Coast Culture media page
- Create and distribute Historic Coast Culture media kits

Tactics

- Generate regular news releases and/or media pitches about Historic Coast Culture. Become the definitive Florida cultural tourism destination
• Communicate regular messages and/or press releases about this year’s four quarterly themes
• Seek out networking opportunities with travel media
• Generate regular special event announcements to media contact list
• Respond to media leads as appropriate
• Develop targeted media contact lists; maintain and update regularly
• Maintain and update Historic Coast Culture media page frequently
• Build print media kits, as well as kits on flash drives for regular distribution
• Generate ACH familiarization (FAM) trip opportunities to showcase Historic Coast Culture and partner with the St. Augustine VCB in planning and executing media to gain placements from regional and national high-profile travel writers
• Partner with VISIT FLORIDA and St. Augustine VCB to include arts, culture and heritage offerings to media visiting/researching the destination

In order to build stronger relationships with travel media and influencers, it is recommended that a SJCC media relations representative attend/execute one or more of the opportunities described below.

• Attend influential travel writer conferences and/or niche travel marketplaces with travel media networking opportunities
• Partner with VISIT FLORIDA to attend media receptions and networking opportunities
• Plan and execute visits with multiple media contacts in a target market. Over the course of two days, two SJCC public relations representatives would meet with journalists and deliver media kit information

**KPI**
To reach 250,000,000 earned impressions through 225 media placements, pending the impact of the Dressing Downton: Changing Fashions for Changing Times exhibit.

**Measurement**
Public Relations efforts will be evaluated based on their ability to generate impressions through key media placements. *DataSource: Cison PR Reporting*
Reporting

- **Frequency:** Monthly to the TDC.
- **Purpose:** To provide an overview of the content and types of media placements earned, and key metrics such as circulation and YTD impressions.

NOTE: Proof of Performance – Affidavits and coded invoices are submitted per TDC payment requirements.

**K** Promotion Sales Management and Support

Currently the only direct Sales Promotion is a project under discussion to present a revised Cultural and Heritage Tourism Marketing Conference (originally presented in 2013 with 72 delegates) under the NAMP Regional Conference of Americans for the Arts. The National Arts Marketing Project (NAMP) is looking to create diverse geographic distribution of its major professional development workshops. NAMP staff and the Cultural Council have identified the last week of January as a target window – after all, who from the frozen North would not want to come to Florida in January. Last year NAMP did a conference in the Brevard area and attracted more than 200 delegates. See other sections for similar projects.

**L** Search Engine Optimization (SEO)

*Online travel is projected to increase annually over the next 10 years at a rate of 3.8% per year.*


As travelers progress in their planning, they will seek information related to their destination, such as things to do or places to eat. They will read reviews and research suggested itineraries. The objective of all Search Engine Optimization (SEO) strategies will be to attract the online travelers at different stages of their planning journey.

**STRATEGY**

Using Organic Search tactics, the SEO strategy will be to develop new content that is relevant to the traveler. Content will be created to speak to specific topics for a more personalized
experience. Content may include travel articles or more interactive content such as location maps and guides.

**KPI**
The SEO strategy will be to increase referring Search traffic from 4% to 6%.

**Measurement**
Metrics that will be used to determine success include:
- Referring traffic from Search
- Travel Itinerary Page Bounce rates
- Time spent on page
- Downloads
- Outbound Links Clicks

**NOTE:** Proof of Performance – Affidavits and coded invoices are submitted per TDC payment requirements

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**M Strategic Planning**

**TDC STRATEGIC PLANNING PROCESS**

The TDC Strategic Planning process launched in Fall 2016 further informed the development of the ACH Grant Program. While no decisions for revisions beyond 2018 can be determined at this time, the Cultural Council, in response to input from the field did revise the Grant Guidelines and subsequent awards include:

- Grant funding indexed to increases in tourist development tax collections
- That the funding cap on multiple applications with a category be addressed;
- That the current percentage allowed reenactor stipends be eliminated as there is not a restriction on guest artists or performer stipends or fees in other categories.
- Two Categories (Product Development and Annual) were combined into one category, “Annual and Special Events”
- A new Resource Development Category created a pilot project to assist in the presentation/production of events and programs.

A major concern, expressed by the field, in the TDC Strategic Plan workshops, was how TDT dollars can be allocated to better support “content” versus the emphasis on advertising and
promotion. This is an issue for the TDC, the County, and ultimately the Legislature to address as the current Statute maintains the main purpose of the TDT is attracting tourists.

SJCC while sympathizing with the field, recommends analysis and evaluation of how to provide “foundational support” for content and quality development while still complying with FS.125.0104. This should occur during the 2018 period as the TDC also addresses other developmental concerns identified in the Plan such as sports, agritourism, and pier replacement.

**Travel Trade/Consumer Direct**

The Cultural Council does not have programs in this area. We leave that to the VCB.

**Social Media Marketing and Promotion**

Social Media and Video Viewing activities now account for more than one-third of all time spent with digital media. *comScore 2017 US Cross Platform Future in Focus Study*

**SOCIAL MEDIA REVIEW**

- During the first seven months of FY 2017, social media was used to promote the Historic Coast Culture/“Culture Around Every Corner” destination brand, along with key cultural events.

- Measurement moved beyond ancillary metrics tied to likes, shares and comments to generating intent-driven actions like website visits, content downloads on-site, and traffic to cultural event sites.

- Paid ads were incorporated into overall Social Media strategy to amplify the reach and exposure of Historic Coast Culture’s content.

- Facebook Live testing produced events in December 2016, to share a behind-the-scenes look at some of the events happening in St. Johns County, to inspire travelers from our target markets.

- Fan Sentiment: we encourage the reader to visit the Historic Coast Culture Facebook page and view the many positive comments about the events posted and the destination overall.
SOCIAL MEDIA OBJECTIVES FY 2018

Continue to grow awareness of and engagement with Historic Coast Culture across its various social media properties, using a mix of “organic” and “paid” tactics. “Organic” is defined as content created for traditional posts used to create engagement and interest. “Paid” content refers to boosted posts or sponsored content.

SOCIAL MEDIA STRATEGY

The Historic Coast Culture strategy plans for the production, management and maintenance of strategic editorial calendars that effectively showcase “Culture Around Every Corner” with exciting, compelling content. A combination of photography, video, and storytelling will be used that wraps around the usual tasks of promoting individual events to our “Cultural Tourist” target market, in areas surrounding St. Johns County.

Overarching themes that will guide our work and resonate throughout the strategy include:

- Promote the Cultural Heritage of the Destination with Itineraries and Guides
- Monthly “People of Culture” series to highlight an individual artist, musician, or cultural icon relevant to each monthly theme
- Showcase each of the pennants through unique, behind-the-scenes, first glimpse experiences captured on Facebook Live Video

PAID SOCIAL MEDIA

Paid content is based on a “bidding” system, which determines the cost-per-click by target demographics. Each Social Media platform has its own proprietary algorithm for this calculation. Therefore, costs will vary per channel as well as per audience.

- Paid Social will amplify the reach of organic content
- Run in Tiers I and II. Begin testing in Tier III to highlight specific high-profile events during the year
- Promote posts, photos and video with call-to-action text and links, aimed at generating likes, comments and shares that convert to online engagement
SOCIAL MEDIA PROPERTIES

These are the main social media properties that Historic Coast Culture maintains and how we use them to accomplish our goals for social media.

**Facebook**

*Post frequency:* 4-5xs per week.

*Outline:* Facebook is our primary platform for reach and engagement.

*Goals:* Connect with new and repeat visitors to St. Johns County, and convert social engagement into web traffic and downloads.

*Content Engagement:* Post a combination of photos and videos with call-to-action text and links, aimed at generating likes, comments and shares that convert to online engagement. Live video content will be produced once a month.

**Instagram**

*Post frequency:* 4-5xs per week.

*Outline:* Instagram is our primary platform for telling the Historic Coast Culture story through locations, or people, of cultural and historic significance to the area.

*Goals:* Tell the story through photos and guide follower participation to share photos of their experiences that support our narrative.

*Content Engagement:* Post a combination of photos and videos with relevant hashtags (#HistoricCoastCulture, #LoveFL, #StAugustine, #VisitFL) that generate likes and comments. URLs do not become links on Instagram so should not be included in text, rather using/updating the “Link in bio” as the primary call-to-action.
Pinterest

**Post frequency:** 1-2xs per week.

**Outline:** Leverage the different “boards” reflecting the six pennants/categories of culture. Scenic pictures will attract more pinning activity and are more likely to be “re-pinned” or shared within the social circles of Pinterest users.

**Goals:** Build community and influence around sharing food, events and location itineraries or guides.

**Content Engagement:** Pin and re-pin pictures of venues or even recent events that foster Pinterest community engagement around a specific pennant/category. Each photo on the boards could link to either a short video about the area, the website itself, or other source of information to excite potential guests to learn more.

According to a 2016 study by Pew Research Center, approximately 21% of all US Adults use Twitter compared to 79% who access Facebook. Twitter users are predominately male and younger, falling outside of our primary target audience.

Twitter

**Post frequency:** as needed.

**Outline:** Twitter is used on a limited basis, primarily for real-time engagement during Visit Florida Twitter Chats and customer service.

**Goals:** Reach as many people as possible through followers and travel writer/influencer engagement.

**Content Engagement:** Post photos and text with calls-to-action in response to questions posed during Visit Florida Twitter Chats, aimed at generating clicks and retweets.
YouTube

Post frequency: 1-2xs monthly.

Outline: YouTube is our primary platform for sharing longer-form video.

Goals: Generate video views and web traffic through hotspot links in video clips.

Content Engagement: Leverage videos posted to Historic Coast Culture’s YouTube on other social media and marketing/ advertising platforms. Post video clips with call-to-action hotspot links, encouraging viewers to visit the website and download an itinerary to plan their trip.

Community Management

- Daily Monitoring: All social media properties are monitored by SJCC Monday-Friday 8:30am-5:30pm Eastern Time.

- Customer Service & Response: When an issue arises, response is evaluated by SJCC and the Shepherd Team as needed.

- Escalation: Depending on the issue, we may need to further escalate questions or comments through the corresponding organization/business groups as needed.

KPI

The top priority strategic goals we strive for across our social media work are outlined in the measurement section below. Each goal connects to one or more specific KPI that measure success for that goal. In FY 2018, we estimate an increase in overall engagement with intent-driven social interaction and referring traffic to historiccoastculture.com from 2.42% in FY 2017 to 5% in FY 2018.
Measurement
The following metrics are used to gauge success of our social media efforts:

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reach KPI</td>
<td>Total volume of connections across social media channels.</td>
</tr>
<tr>
<td>Growth KPI</td>
<td>Percentage of new connections compared to previous periods.</td>
</tr>
<tr>
<td>Engagement KPI</td>
<td>Actions taken, including: clicks, shares, comments, likes, video views, influencer and organization participation, and email subscribes via social</td>
</tr>
<tr>
<td>Intent KPI</td>
<td>PDF Downloads and Outbound Links converted from traffic directed to historiccoastculture.com. Visitors download an itinerary, or click on an event link to get more information about an event, or buy ticket.</td>
</tr>
<tr>
<td>Sentiment KPI</td>
<td>Ratio of positive to negative comments and mentions.</td>
</tr>
</tbody>
</table>

Data Sources: APIs for Facebook, Instagram, Twitter, Pinterest, and YouTube; Sprout Social Listening API, and Google Analytics

Reporting
- **Frequency**: Monthly to the TDC.
- **Purpose**: Provide an overview of content performance, best and worst examples, and trends in social media engagement as they relate to our goals and KPI.

NOTE: Proof of Performance – Affidavits and coded invoices are submitted per TDC payment requirements

OBJECTIVE FY 2018

HistoricCoastCulture.com will continue to support the ACH organizations of St. Johns County by creating more engaging content. The intent of the content will be to attract potential travelers as well as engage current visitors to the area. Website content will be updated on a regular basis to emphasize specific themes or highlight significant events.

One area of focus will include the Culinary Traveler. New content will be created around this category including itineraries, online maps, landing pages, social posts and articles. Local
Businesses will also be encouraged to populate the Business/Eats and Drinks Directory section of the Website.

In a recent study, about 62% of respondents said they would recommend a destination based only on its food.


As always, there will be a constant effort to optimize the user experience by continually optimizing site performance. These efforts include decreasing bounce rates and Page Load times.

KPI
As noted on page 15, the goal for HistoricCoastCulture.com will be to increase annual Website visits to 160,000. The quality of this traffic will be evaluated using the metrics listed below.

Measurement
The following metrics will be used to gauge performance:

**Content Generation**
- Total Visits
- New vs Returning Visitors
- Frequency of Website Visits
- Return Visits
- Time Spent on Site
- Content Sharing
- User Comments
- Downloads
- Outbound Link Clicks
- Website Click-through

**Site Performance**
- Bounce rates by device
- Page Load Times
- Average time on site

NOTE: Proof of Performance – Affidavits and coded invoices are submitted per TDC payment requirements

“[The Artsopolis Network supports a growing number of licensees dedicated to promoting Arts, Culture, and Entertainment in their communities. Network members benefit from our years of experience in culture marketing and Web development, as well as the collective wisdom and best practices of other Network members.”](http://www.artsopolisnetwork.com/)
# SHEPHERD HISTORIC COAST CULTURE FY2018 ADVERTISING AND MARKETING BUDGET

## Media Advertising

Recommended total media budget for FY 2018 fiscal .............................................. $376,200

Includes Visit Florida Digital Partnership/COOP $30,000

*Note: See FY2018 Media Advertising Flowchart draft on the next page*

### Creative
- Advertising banners, native ads, carousel ads, etc. .............................................. $22,000
- Video/PreRoll for social, digital marketing/advertising .............................................. $16,000
  (i.e. Culinary, etc.)

**Total Creative** .............................................................................................................. $38,000

### Digital
- Miscellaneous requests/maintenance
- Changes to site to coincide with FY2018 four ACH themes promotion
- Monthly Analytics - 12 mos.

**Total Digital** .............................................................................................................. $20,000

### Social Media
- Planning and execution of campaign (33 hrs./mo.) .............................................. $ 50,000
- Properties: Facebook, Instagram, Pinterest, YouTube (Twitter as needed)
  - Develop, execute and oversee Editorial Calendar
  - Management/measurement, reporting for 12 months

**Total Social Media** ....................................................................................................... $50,000

### Public Relations/ Media Relations
- 30 hrs. less 16 budgeted retainer hrs. = 14 add'l hrs./mo. or $1,750/mo. ....... $ 21,000
- Travel Journalist Media Show ................................................................................. $ 2,800
- Visit Florida Media Reception ................................................................................. $ 1,500
- Media Visits - Atlanta ............................................................................................. $ 2,000
- Printing 20-30 Media Kits and 60 digital media kits............................................. $ 6,500

**Total Public Relations/ Media Relations** .................................................................. $27,800

### Coop Consultancy and Guidance Total ................................................................. $13,000

### Contingency .............................................................................................................. $15,000

**Budget Total FY2018** .............................................................................................. $540,000

### Optional, if desired:
- “Spotlight” blog on HCC website to showcase POC (Pending testing in 2017) ........... $18,000
- Full time social monitoring & response ................................................................. $18,000
  (Facebook, Instagram and minimal Twitter @ $1500/mo)
For the past several years, the TDC and now the Cultural Council have budgeted advertising and promotional commitments that will be continued in 2018 and are included in this section.

**PRINTED CALENDARS OF EVENTS**

Printed Calendars of Events are a partnership program between the VCB and the Cultural Council. The VCB pays for collection, writing, layout and the Cultural Council pays for printing and distribution. Each year the demand for the three issues – Winter Nights of Lights, Spring/Summer and Fall has increased. In 2017 costs were over $27,000 and the calendars were reprinted multiple times. Budget $30,000.

**KPI**

Partnership with VCB continues with over three issues and 20,000 calendars printed. Reprints as demand warrants.

**EL GALEON PROMOTION AND PORT TOUR**

**NO FUNDS ARE BUDGETED FOR FY 2018**

The El Galeon replica ship has a St. Augustine exhibit on the Menendez San Palayo colonization. Through a promotional contract with the Cultural Council, this exhibit will be kept intact and featured both in St. Augustine and on the vessel’s port tours. Accompanying the exhibit is a visitor brochure that highlights St. Augustine and St. Johns County ACH events. For the past year the 450th was the featured event. For 2017 and beyond, the brochure has been revised and reprinted to highlight, The Journey Continues. This summer the Galeon is on a port tour of the Great Lakes and will continue with other port calls on the Gulf and Atlantic coasts in the coming year. A $25,000 promotional fee was paid to the Nao Victoria Foundation and $5,000 for the brochure. The Galeon is scheduled to return to Spain following the 2017 Summer/Fall Great Lakes tour, therefore no funds are budgeted for FY 2018.

**KPI**

Provided 20,000 visitor brochures from the 2017 budget for a minimum of six Northeast and Midwest U.S. city port tours plus additional Florida and Gulf Coast tours when announced by the Nao Victoria Foundation.

**A1A SCENIC HIGHWAY MAP**
For the past three years the TDC and now the Cultural Council has sponsored the A1A Scenic Highway Map. Budget $5,000.

**KPI**

Provide promotional advertising fee to the A1A Scenic Highway organization to print and distribute 50,000 maps. This is the same print run plus website listing as the FY 2017 budget level.

**PRODUCT DEVELOPMENT**

**CASTILLO DE SAN MARCOS ACCESSIBILITY AND MARKETING**

As a result of the partnership with the National Park Service and the Find Your Park Centennial campaign, we will continue to support the enhanced advertising and promotion of the visitor enhancement program noted in other sections. This targeted promotion will sync with the NPS Find Your Park national campaign that targets “35 and younger next generation of Park users.”

The current Cultural Council and Historic Coast Culture (Culture Around Every Corner) campaign target market is primarily affluent women, couples and families. As stated in the VCB State of the Tourism Conference in May 2017, MMGY that the “millennials” were a larger group than the “boomers” at 84 million to 78 million population. The promotion campaign with the NPS Find Your Park national effort offers a terrific opportunity to support our local historic icon – the Castillo, at a very cost-effective level.

Included in this project is a “carry forward partnership project” among the NPS, WJCT and the Cultural Council to enhance the visitor guides, orientation materials, through video, digital apps, and traditional print. The NPS on an agency level has required that NPS units update their “Accessibility” components. That is for physically disabled, blind, and deaf individuals and has awarded funds to the Castillo/Ft. Matanzas for this project. Recognizing an opportunity to assist both the NPS Accessibility project and the need for upgraded visitor materials, The St. Johns Cultural Council has agreed to fund the video production through WJCT that will then be utilized by the NPS for their needs while creating advertising, digital apps and other promotions that highlight the importance of the Castillo and Ft. Matanzas. Total Project Budget was $125,000. The Balance Due for implementation during FY 2018 is $25,000.

**KPI**

NPS, WJCT, and Cultural Council campaign with local guidance by Shepherd was initially launched in December 1, 2015 and began shooting in the Fall (cooler weather) of 2016, final edit and production completed by March 2018.
## TAPESTRY PASSPORT PROMOTION

This program was undertaken for 2015 by the City of St Augustine 450th Commemoration for the Tapestry Exhibition. Even with the closing of the Tapestry Exhibition the passport “has legs,” and offers a continuing opportunity to use the existing graphics and text (with minor post-450th editing).

The Cultural Council will continue to print and distribute the passport with post-450th revisions as needed. Budget of $18,000

<table>
<thead>
<tr>
<th>KPI</th>
</tr>
</thead>
<tbody>
<tr>
<td>- ACH participating organizations and galleries</td>
</tr>
<tr>
<td>- 20,000 initial Passport print run</td>
</tr>
<tr>
<td>- Smart Phone app development</td>
</tr>
<tr>
<td>- e-version for websites</td>
</tr>
</tbody>
</table>

## CULTURAL ENCOUNTERS

Cultural Encounters were initially planned as a Cultural Tourism “Road Show” and would include high-quality, authentic performances, appearances, exhibitions, reenactments and “mini-concerts” at appropriate venues in and out of county. These will be coordinated with the City’s ordinances on placement restrictions for these types of activities. The out-of-county component was determined to not meet appropriate TDC and Statutory requirements.

Examples include:
- Gilded Age Tours of the Flagler/Alcazar and related properties including Hastings.
- Living History Experience with authentic costumed, historically accurate, trained reenactors, musicians, and other qualified artists engaged to interact with visitors on streets.
- During FY 2017, the St. Johns Cultural Council and the City of St. Augustine developed the History On The Streets (HOTS) with the Historic Florida Militia contracted for monthly “visitor encounters.” While the City will no longer fund the program, the value has been demonstrated. Therefore, continuation of the $18,000 reimbursement pool is included.
**KPI**

Contract with Historic Florida Militia requires:

- Provide historical interpretation on at least one (1) weekend day per month (i.e., Friday, Saturday or Sunday) during peak visitor hours.
- Each historical interpretive activity must include at least three (3) hours of interpretation during the course of the day (do not have to be consecutive hours).
- During each historical interpretive activity, all participating interpreters must be present and actively engaging folks in the downtown areas for a minimum of two (2) hours per person.
- Provide a minimum of four (4) interpreters engaging the public for the entire duration of each interpretive activity (do not have to be the same four interpreters for the four-hour duration).
- Contractor must notify the St. Johns Cultural Council of a scheduled historical interpretive activity and submit the activity information into the Cultural Council event calendar, HistoricCoastCulture.com, at least five (5) business days prior to the activity. Historical Interpretive activities will begin at a time and place within the Historic District selected by the contractor and approved by the Cultural Council that will best serve the purpose of the program.
- The scheduled interpretive activity may not interfere with City events or other historical reenactments and must be in compliance with the City Ordinance related to public creative expression.
- Participants must willingly engage the public for the purpose of providing information and visual images of the lifestyle of the inhabitants of St. Augustine. This provides a means for interpreters to explain the difference between fact and fiction. Photographs with the public are encouraged.

The HOTS Program has been proven successful with submissions of photographs, social media posts of visitors and comments from the re-enactors themselves.

As a follow-up to this program, the Cultural Council has discussed with and encouraged the Historic Florida Militia to submit an ACH Grant Proposal that would expand and formalize the School of the 16th Century program to provide immersive, authentic, experiences that would attract visitors for a 2-3 day stay. At the time of this submission to the TDC, the Cultural Council has not received confirmation of intent to submit an application. The St. Johns Cultural Council will continue discussions with the Militia about establishing this program for FY 2019.

**R Familiarization**

The Cultural Council does not have programs in this area. We leave that to the VCB.
During 2016-17, the Council and the Shepherd Agency, in partnership with the VCB hosted three FAM tours for writers from Canada (2) Atlanta, Washington DC, and several cities in Florida.

While a focus on ACH-related FAM tours is beneficial, the inability to reimburse food and beverages and other expenses of travel writers with TDT dollars, makes future FAMs impractical. Therefore, the Cultural Council will continue to support the VCB programs in this area whenever and wherever possible.

**S  Tour Programs**

SJCC does not develop tours but supports the Lightner Museum, Flagler College and other organizations such as the ACCORD Civil Rights Trail, the Slow Food Farm Tour, Farm to Table Tour, Art and Architecture Tour, the Compassionate St. Augustine Obelisk public art tour, Uptown Saturday Night and the AGOSA First Friday Art Walks.

**T  Festival/Event Promotion**

Promotion of St. Johns County festivals and cultural events is ongoing on HistoricCoastCulture.com. The ACH Marketing Communications Campaign promotes the “Culture Around Every Corner” destination brand and its six key assets – Visual arts, Performing arts, Festivals, Living history, Culinary and Many cultures – driving visitors to the website for more information. In addition, the Marketing Campaign also promotes key events unique to St. Johns County, with paid advertising, earned media (publicity) and social media. (See A. Marketing communications, B. Paid Media Advertising, G. Internet marketing, J. Earned Media/Media relations/Publicity)

**U  Product Development**

(including Grant Programs & Motion Picture & TV Promotion)

**ANNUAL ACH GRANT FUNDING PROGRAM - $618,000**

The projected Grant Pool for FY 2018 is $618,000 and represents a 5% increase over the current grant level consistent with the projected increase in TDT collections. Suggestions have been made that unpaid grant funds from prior years be added to the pool, however, the BOCC has not adopted the policy therefore the projected pool has been outlined on the basis of current TDT collection projections.
Strategies:

- Focus funding on programs, festivals, and events occurring during non-peak periods
- Use events to build experiential cultural opportunities for visitors that will encourage repeat visitations
- Provide source for professional advertising and promotional assistance to cultural organizations
- Develop cooperative advertising programs for Programs/Festivals/Events occurring during non-peak periods
- Promote visitor participation through implementation of program(s) for dissemination of Program/Festival/Event information to visitor population staying in ST. JOHNS COUNTY lodging properties
- Encourage overnight stays through advertising and promoting Programs/Festivals/Events geographically outside of a 1-½ hour driving time to the event
- Establish benchmarks for program/festival/event visitor participation and spending in the grant application and reports
- Include incentives for Reenactments and Enhancement improvements by allowing in-kind match to value volunteer time along with goods and services

KPI

Performance measures below rely on the ACH grant recipients to meet the criteria outlined in the 2018 Grant Guidelines. 50 of the 100 points of the scoring relate to promotion, low and moderate peak programming, development of lodging partnerships along with 40 points related to quality of programs and management ability.

ACH GRANT ONLINE SOFTWARE - $9,000

In addition to the actual grant award fund, the completion and full implementation of the online grants management system is essential. Early in calendar 2015, St. Johns County Purchasing Department issued an RFP for an online grants management software package that would include: online grant application; online scoring by the funding panel; post-award contract module; and interim and final report modules. A contract was awarded to a vendor whose platform was a specific format for very large grants such as those issued by state and federal agencies. For over a year, TDC and Cultural Council staff, along with input from the field, attempted to develop a user-friendly application appropriate for arts, culture, and heritage events and programs. In February 2016, a determination was made that in spite of the best efforts, the software was not usable.
The St. Johns Cultural Council and TDC are proud to state that the FY2018 ACH Grant Program is now an Online Application based platform developed by Fluid Review, a subsidiary of Survey Monkey. The renewal fee for the online software is $9,000.

**Special Note on the Special Event ACH Funding Program**

For implementation no earlier than FY 2019, the SJCC and the TDC staff will continue to evaluate and revise changes in Grant Categories to reinforce the philosophy that this program of support is non-renewable except under contract conditions, requires specific scope of work to be accomplished, and removes any sense of entitlement or operational funding. This revision is a direct result of TDC-declared funding priorities to support programs and events that have significant measurable ROI and that “move the needle” in generating tourism dollars.

This plan takes a further step above and beyond 2016 and 2017 ACH Grant category of Product Development to offer a funding mechanism for event and program production and presentation if current ACH applicants are unable to meet the standards noted below for these “move the needle” events. Pilot projects for 2016 included a *Find Your Park Plein Air* painting event during National Parks Week in celebration of the National Park Centennial. In addition another NPS program was launched with WJCT Public Broadcasting to produce expanded visitor guides for the NPS Castillo and Ft Matanzas sites that will provide visitor orientation materials including a smartphone app.

The Approved 2018 ACH Guidelines and Criteria are attached, and referenced elsewhere.

**SPECIAL EVENTS/PRODUCT DEVELOPMENT - $150,000**

**OPPORTUNITIES NOT CURRENTLY IDENTIFIED**

**Strategies:** Identify and evaluate unique and extraordinary cultural programming opportunities with a high potential of serving as a tourism demand generator.

A prime example of this component was the development of the *Sing Out Loud* three-week music festival in partnership with the St. Augustine Amphitheatre. This program that occurs in the mid-August – end-September period will be continued contingent on funding and availability of Amphitheatre production staff and facilities. Understanding that major national and international concert artists provide substantial revenue to the Amphitheatre and therefore receive booking priority.

**Recommended Guidelines:**
The SJCC, TDC, VCB in partnership may identify ACH program and event “gaps” and opportunities that would further meet the overall goals (generate overnight stays, incremental income, greater awareness) and subsequently solicit significant Arts Culture and Heritage proposals that:

- Offer high-quality events and programs
- Generate state, regional, national and international awareness of St. Johns County as an arts culture and heritage destination
- Encourage multiple-night lodging occupancy
- Occur outside of peak lodging demand periods
- Offer the maximum opportunity to generate additional revenues through ticket sales, corporate sponsorship, and incremental expenditures for area businesses
- Must wholly occur within St. Johns County
- Have a specific, limited time of presentation, exhibition, or production not to exceed 18 months

Events and programs of this scope and scale have been identified by the Shepherd Agency as having significant cultural tourism potential when offered in partnership and collaboration with culinary (foodies), culturally specific (ethnicity), cross genre (music, art, theatre) organizations and presented in a major festival setting. Such events produced 3-5 times annually would parallel the Mumford, Picasso and El Galeon success and furthermore, raise the bar in quality and value for the cultural tourist demographic. Such events would also follow suggestions by TDC and hospitality industry representatives to fund fewer, but more impactful programs that have a greater ROI on ACH funds.

For 2018, the St. Johns Cultural Council, the VCB and the TDC staff will encourage “demonstration” projects that meet the guidelines and goals outlined in this section. Through these Opportunity Programs and Events, ACH funds will provide incentives to develop quality programming in those areas outside of and in addition to the main St. Augustine “hub” of ACH activity.

**Eligibility:**

- St. Johns County creative industry arts culture and heritage organizations and producers/presenters with the capability of managing the scale of events projected
- Other St. Johns County non-profit organizations serving as fiscal sponsors for event/program producers as long as the event/program has a significant arts culture and heritage priority focus, e.g., a major music festival that also offers distinct food and beverage options versus a food or other festival that simply includes a local music or art component
- Units of government or higher education as long as the event/program has an arts culture and heritage focus
- Contracts for services and specific program implementation by or within the existing SJCC, TDC, VCB umbrella may be considered including industry business partners

**KPI**

The quality of the proposed program and the ability to meet the same criteria and data collection requirements as in the annual categories:

- Projected Event/Program Cost and Income Generation, i.e., budget
- Projected attendance – Out-of-County attendance
- Projected Room Nights
- Reputation and Experience of the event/program producers
- Marketing and Advertising Plan to attract tourists
**Review Process:**

Proposals will be reviewed by a panel consisting of the Executive Directors of the St. Johns Cultural Council, the Visitor and Convention Bureau, and the Tourist Development Council. The current chair or vice chair of the Tourist Development Council (or appointee) will serve ex-officio advisory but not necessarily be required to participate in the review and subsequent decision on the contract award.

**FISCAL SPONSORSHIP MATCHING FUNDS – $5,000**

As long as local organizations keep passing the same dollars back and forth among them, there is no real economic growth - new money from outside is the key. Fiscal Sponsorship leverages TDC funds by providing incentives for ACH Constituents to apply for and receive matching grants and sponsorships from out-of-market funders to support advertising, marketing, and product development.

Local arts councils, community foundations and other non-profits are increasingly involved in Fiscal Sponsorship or designated/restricted grants and funding. In 2013 and again in 2014 the SJCC served as the fiscal sponsor for two Visit Florida Cultural Tourism Marketing Grants for a marketing program targeting African-Americans in preparation for the 2014 Civil Rights Anniversary.

The St. Johns Cultural Council will continue to provide this service as it generates new money coming to St Johns County and is critical in developing new cultural tourism opportunities in growing culturally specific demographics such as African-American and Latino markets.

At submission the actual grant budget (if any) of Visit Florida is not known. However a modest $5,000 in matching funds is included contingent on Visit Florida maintaining some version of the Tourist Marketing Grant Program that has assisted County ACH organizations.

**KPI**

- Hold at least one workshop on the Visit Florida (VF) Grant Program
- Encourage and provide matching fund commitments for at least three St. Johns County organizations
- Announce at least two VF Grants to St. Johns County organizations

**HYBRIDIZATION OF NON-PROFIT MODELS**

NO FUNDS DIRECTLY ALLOCATED FOR FY 18

ACH-defined events and programs are often produced and presented by non-501c3 corporations (i.e., private businesses) and associations (i.e., affiliations or groups of individuals united in a common ACH cause) that neither need nor desire to formally incorporate under IRS-exempt statutes. These programs and events are often of high quality, attract diverse audiences
appropriate for cultural tourism support, and are or can be an important cultural asset to St Johns County.

This component has both tourism attraction benefits as well as meeting the goals for new product/content development.

Throughout the U.S., this specific cultural and economic issue is currently being evaluated by arts councils, foundation and government funders and private sector and corporate funders and sponsors.

In 2013, the St. Johns Cultural Council identified specific programming opportunities for the appropriate role ACH TDC funding and promotional assistance can play in supporting these events and programs. How best to respond to the question, “what are the differences between a grant application and an RFP like that for advertising or other private sector services?”

Opportunities under this program were evaluated during 2017 and as part of the TDC Strategic Plan. The result was to revise the FY 2018 ACH Guidelines to allow eligibility for “for-profit” businesses to apply in the Visitor Experiences and Annual/Special Events Categories. Therefore no funds are budgeted for this component for FY 2018. However, the component will be re-evaluated during the year to determine if the Grant process created the desired outcomes of new or upgraded events and programs that have met the significant tourist attraction goal of the TDC Strategic Plan.

SERVICES TO THE CULTURAL COMMUNITY

“INNOVATION IS CREATIVITY MONETIZED” AMERICANS FOR THE ARTS ANNUAL CONFERENCE

Through funding from the Florida Department of State, Division of Cultural Affairs Grant Program, the St. Johns Cultural Council has been awarded a $39,000 (approx. as of June 1) grant to support technical assistance, professional development and in-county organizational support, not permitted under FS. 125.0104 or current TDC Policies.

In order to develop and implement the TDC Strategic Plan for FY 2012-2017 and to meet the goals noted in the SJCC Mission Statement, it was first necessary to assess the current capacity of those organizations that applied for FY 2016 and 2017 ACH grants and then determine the most effective short- and long-term support options.

The TDC Strategic Plan reveals both a need for continued organizational development of content, external marketing and administrative capacity as it relates to tourist attraction to be funded from TDC dollars, plus basic internal capacity building, volunteer and board development, and administrative growth funded through the DCA grant. One cautionary note is that the DCA Grant is a one-year commitment from legislative budgeting and this budget support may not be continued.

The first component in Services to the Cultural Industry is developing a comprehensive Technical Assistance and Professional Development program to increase and enhance both the artistic
and administrative capacity of the ACH Constituency in St Johns County through non-grant programs.

“Give a man a fish he’ll eat for a day. Teach a man to fish and he’ll eat for a lifetime” — Chinese Proverb

Costs for the following Services to the Cultural Industry are budgeted in various line items in the 2018 Budget Submission.

**Strategies:**

- Support programming content development and administrative skills that create understanding and the ability to compete in the regional, national and international cultural tourism marketplace

- Identify, evaluate and develop programming content not currently available through existing providers of ACH events, festival, and programs

**KPI**

Workshops and seminars/webinars noted earlier in this plan offer specific marketing, business development, and content awareness.

The St. Johns Cultural Council will review all projected offerings and with input from the field, may develop specific learning sessions not currently identified. An example of this was an expressed need for “back office collaborations” that would include shared office space and equipment, accounting and finance assistance, and other overhead functions. This need was expressed in the Cultural Council’s Survey Findings and as a result a special workshop was held on May 23 “Creating a Sustainable Fundraising Plan through Back Office Collaborations.”

**CO-OP CONSULTANCY AND GUIDANCE PROGRAM**

In FY2018, Shepherd will be available as a “consultant in residence” one day per month at the St. Johns Cultural Council office to work individually with local ACH groups on their grant project marketing. The meetings will focus on out-of-county marketing topics chosen by each local group (advertising, public relations, social media, etc.).

This program was developed at the direct request of the TDC staff and is designed to help educate and teach local groups how to execute their own marketing communications campaigns effectively. Establishing an “institutionalization” of internal advertising and marketing skills for both paid and volunteer staff of area organizations will further assist them in non-TDC grant advertising, such as corporate sponsorships, membership development, organization branding, and evaluation. This TDC-supported effort speaks to the need for more foundational support.
among the St. Johns County arts culture and heritage constituency. The program will, of course, be open and available to any arts, culture, and heritage organization whether or not they have received a TDC grant.

The consultancy and guidance program will begin with a series of 2-3 hour “Boot Camps” on selected marketing topics desired by the local groups, such as a “Social Media Boot Camp”, a “Media Advertising Boot Camp”, a “Public Relations Boot Camp”, a “Graphic Design Boot Camp”, a “Marketing Your Organization on HistoricCoastCulture.com Boot Camp”, etc. All local ACH groups will be invited to attend.

Once the boot camps are completed, the monthly consultant-in-residence meeting days will commence. Appointments will be scheduled through the St. Johns Cultural Council and Shepherd will meet individually with local ACH groups on the appointed day each month.

**ACH MARKETING WORKSHOPS**

As mentioned above, the Consultancy and Guidance program will begin with a series of workshop “Boot Camps.” In addition, SJCC will host other workshops on the following topics:

- Attracting and Implementing Marketing Sponsorships
- Enhancing Quality of Product
- Developing Appropriate Evaluation Tools

Workshops may be repeated to ensure broad participation in the case of stakeholder conflicts.

These workshops will, through contracts for services, engage experienced professionals in the tourism industry, ACH-related leaders of comparable organizations to share best practices, and have a regional and national understanding of cultural tourism marketing as keynote speakers, workshop breakout session leaders and also serve as individual hands-on consultants to the field as needed.

- Workshop Consultant/Speaker Services $7,500
- Workshop Materials and Research Development @ $1,600 (example: Out-of-Market Media Kits developed for ACH Grant Applications)

**NAMP CULTURAL AND HERITAGE REGIONAL TOURISM MARKETING CONFERENCE – FEBRUARY 2018 - $24,000**

During 2013, in partnership with the United States Cultural and Heritage Tourism Marketing Advisory Council and Shop America, the Cultural Council sponsored a three-day conference in October 2013. The proposed 2018 Conference will be in partnership with the NAMP Program of
Americans for the Arts. This conference will focus on developing program content in conjunction with significant events – Case Study on the 100th Anniversary of the National Park Service (NPS) and the 50th Anniversary of Flagler College and the Flagler Era. Keynote Speakers may include NPS and Flagler leadership along with speakers from the 2013 conference such as the President and CEO of Visit Florida, Randy Cohen, Vice President Research Americans for the Arts, along with cultural tourism industry leaders from across the country. This conference is intended to become a biannual event in St. Johns County. SJCC will allocate $24,000 to support meeting room commitments and marketing support, and speaker fees.

SJCC will also offer additional marketing support to the St. Augustine Film Festival that is planning a “How to Produce a Film Festival in Your Community” (working title) as part of the January 2018 film festival in St Augustine. The Film Festival has applied for an ACH Product Development Grant and this component will support additional national advertising through Americans for the Arts, the Cultural Council’s national association.

**KPI**
- 100 conference registrations for the 2.5-day (three overnight stays) Cultural Tourism conference
- National advertising through Americans for the Arts to 5,000 local arts councils

**FILM INDUSTRY TECHNICAL/PRODUCTION DEVELOPMENT – $10,000 (ADVERTISING)**

Several research reports on the impact of the film/television/fashion industry local “shoots” have demonstrated a significant impact on tourism. First, production companies bring large crews of talent and technicians and stay in local lodging and support restaurants. Second, and longer reaching, tourists come to visit locations they have seen on television and in films. Savannah (*Midnight in the Garden of Good and Evil*) and Estes Park (*The Shining*) are just two examples. Indeed, recently New Zealand announced a countrywide tourism strategy based on *The Hobbit* and *The Lord of the Rings*, recognizing the increased visitation due to those films. St. Johns County has a long history, recently forgotten, with the film industry. Henry Flagler actively recruited the nascent film industry in the early 1900s with fine weather, multiple locations and easy access – St. Augustine was Hollywood before Hollywood was Hollywood.

Recently, individuals involved in the industry noted that the Jacksonville Film Commission took credit for hosting many films and television shows when they were actually shot in St. Johns County. Research and Development Funding is needed to support creative industry growth by developing an industry database of labor, facilities, equipment, labor and other information to create an industry development plan.

To support increased Film, Television, Fashion Industry Development this Plan proposes to formalize a St. Johns County Film Commission with the assistance of the SJCC 501c3 umbrella (see fiscal sponsorship above) to assist in the recruitment of industry shoots. The budget funds a
Locations and Production Guide, joins Film/TV industry Associations as appropriate, and supports attendance at meetings and conferences with the goal of increased recruitment.

Several reports from the State of Florida and other communities are available through the SJCC on the impact of the Film/TV Industry on both economic development and cultural tourism.

The St. Augustine Film Office was established under the SJCC in 2013 and will continue to be supported through this plan and budget.

As evidence of success, the Film Florida Association held their semi-annual meeting in St. Augustine on June 28-30, 2015. The Film Office through its members in Film Florida has undertaken a priority to gain legislative support for film production incentives for production companies. This has raised both the profile and the financial need for advocacy engagement and activism on the part of the Film Office. Membership dues, inclusion in national industry production guides, attendance at industry conventions and recruitment events is now an economic development program. This is also an opportunity for St. Johns County and the St. Augustine Film Office to broadly promote the area as part of the Flagler era promotional program. Henry Flagler was a key leader in bringing the early film industry to St. Augustine. Perhaps we can rightfully say, "St. Augustine was Hollywood before Hollywood was Hollywood." The Film office, the St. Augustine Film Festival and the Cultural Council will create targeted tourist development programs during the 2018 fiscal year.

KPI

- Website developed – updated by December
- 1,000 web keys (flash drive) reproduced as needed and distributed directing traffic to website – completed
- Henry Flagler’s Film Star Friends reenactment/social program
- Renew the ad in the Hollywood Reporter
- 50 personal contacts made with production companies
- Two or more Film and Media association memberships
- Two Conference attendance at film/media industry associations
- At least three Site visits by industry contacts or potential producer

ARTS CULTURE HERITAGE INVENTORY AND DATABASE DEVELOPMENT – STAFF/CONSTITUENCY

Revise and enhance the countywide inventory of appropriate arts culture and heritage physical facilities appropriate for presentations, performances, exhibitions, and other related uses. Facilities may include those spaces available from non-profits, civic associations and governments, faith-based, and commercial owners. The inventory should include seating capacity, square footage if appropriate, costs, available equipment, contact information and other information as needed. The inventory may be made available in print form as a brochure.
with locations noted and in an electronic or web-based version with Google map locations for easy revision as needed.

Through the HistoricCoastCulture.com website, we have established this directory of ACH organizations. This self-entry directory is available at no charge to both for- and non-profit ACH organizations and businesses.

Revise and distribute a St. Johns Gallery Guide in partnership with AGOSA (Art Galleries of St. Augustine). This Gallery Guide has been partially funded through a private donation but the demand for the guide has increased and new galleries added necessitating additional print runs during the year. Similar to the ACH Grant support of the year-round non-profit organizations that operate physical facilities, it is appropriate that the 2018 Plan allocate funds.

**CREATIVE INDUSTRY ACH MEETINGS AND CONFERENCE PARTICIPATION - $15,000 (TRADE SHOWS/TRAVEL/PER DIEM)**

In addition to attracting conferences and meetings, regular staff attendance at travel and industry conferences is appropriate to continue to develop networks, learn best practices and better understand local, regional, and national trends. Examples include but not necessarily limited to:

- Visit Florida/Governor’s Conference on Tourism - $1,000
- AFTA National Arts Marketing Conference - 2 @ $1,500
- Southeast Festivals and Events – 2 @ $1,000 depending on location
- USCHT Conference – 1 @ $2,000
- ACH Industry Co-op Participation- $2,200

**CO-OP PROJECT: NATIONAL ARTS MARKETING CONFERENCE (NAMP), NOVEMBER 2017**

The Cultural Council will again offer this “co-op” funding for up to 5 representatives of the ACH field to attend the NAMP Conference. Funds will support conference registration fees with each representative responsible for travel and lodging. Following the conference, the representatives will be required to share the learning with the field through one or more workshops and distribution of conference materials. Attendees will be selected through a questionnaire that asks: Why is this conference important to your position in your organization; what are your learning objectives; how will this improve your organization’s cultural tourism marketing program?
This program is separate from the regional NAMP conference scheduled for February 2018 and will offer local ACH leaders to attend, meet, network and learn from other ACH leaders from around the country.

This co-op project proved beneficial in 2014, ’15 and ’16 as representatives from the Limelight Theatre, St. Augustine Lighthouse and Museum, the Lightner Museum, the Ponte Vedra Cultural Center and the St. Augustine Ballet were part of the team. Team members voiced how important this was in their administrative and artistic training. Budget $5,000 (advertising)

As part of cultural industry recruitment and marketing, the SJCC will maintain memberships in appropriate industry associations. These include Americans for the Arts, Visit Florida, SE Festivals and Events, the Florida Cultural Alliance and others. It will be difficult to attract conferences and meetings if SJCC does not hold memberships in the prospective organizations and associations. $5,000 is budgeted for memberships in addition to the recruitment costs above.

KPI

- Six ST. JOHNS COUNTY ACH Leaders registered for the NAMP Conference
- One “what we learned” workshop for the field following the conference
- Mentoring sessions as needed for participants to advise other ACH organizations
In response to the TDC Strategic Plan, St. Johns Tourism and Visitor Profile Report findings and the major anniversaries of the City of St. Augustine 450th, the National Park Service 100th and the National Trust for Historic preservation 50th, the Cultural Council in consultation with TDC staff believes it is appropriate to expand marketing and product development.

The budget below understands that the level of expenditures cannot be sustained in future years unless a dramatic increase in overnight stays occurs. However, given the nation’s economic recovery and the cultural tourist profile of higher income, more available time, and greater interest in authentic experiences, a determination was made that the time was right for this substantially enhanced marketing and promotion campaign. Moving “passives” to “promoters” will require increased awareness of the ACH offerings, additional value-added options both in and out of market, and the anticipated collaboration with the NPS and NTHP campaigns. The “conservative projection of a 5% increase in collections coupled with new lodging coming online, and a bright future for travel (MMGY Presentation to the VCB Industry Showcase in May), offer an optimistic view of future collections.

See detailed budget on the following page.
## SJCC ARTS/CULTURE & HERITAGE FY2018 PROPOSED BUDGET

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**NOTE:** Proof of Performance: Affidavits and coded invoices are submitted per TDC payment requirements.

Details of the Shepherd Advertising and Marketing budget are included on page 41.
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*All costs are for planning purposes only and are subject to change at time of placement.*