

**Fayetteville Advertising and  
Promotion Commission**

**November 28, 2022**

Location: Fayetteville Town Center, 15 W. Mountain Street

Commissioners: Todd Martin, Chair, Tourism & Hospitality Representative  
Katherine Kinney, Tourism & Hospitality Representative  
Chrissy Sanderson, Tourism & Hospitality Representative  
Elvis Moya, Tourism & Hospitality Representative  
Andrew Prysby, Commissioner at-large  
Sarah Bunch, City Council Representative  
Mark Kinion, City Council Representative

Staff: Molly Rawn, CEO

**Agenda**

- I. Call to order at 2:00 p.m.
- II. Old Business
  - A. Review and approval of October 2022 minutes.
- III. New Business
  - A. CEO Report, Molly Rawn. An executive overview of the previous month's activity, issues and opportunities facing the organization.
  - B. Financial Report, Jennifer Walker, Vice President of Finance
  - C. Marketing Report:
    - i. Ashley Cane, Director of Brand Strategy
    - ii. Mike Sells, Sells Agency
  - D. Vote. IDEALS Institute Proposal. *CEO seeking authorization to sign agreement with University of Arkansas IDEALS Institute for DEI training and education for \$19,995.00.*
  - E. Vote. Fayetteville Town Center Window Tinting. *CEO seeking authorization to sign agreement with Architectural Glass Tinting for \$27,942.35.*
  - F. Vote. Fayetteville Town Center Utilization Consultant Services. *CEO seeking authorization to pursue an agreement with Jones Lang LaSalle Americas Inc. for \$65,000.00 for an optimization study.*
  - G. Presentation and Vote. 2023 Budget
  - H. 2023 A&P Commission Meeting schedule
  - I. Additions to the agenda may be added upon request from a majority of the commissioners
- IV. Adjourn

## **Fayetteville Advertising and Promotion Commission**

**Minutes October 17, 2022**

**Fayetteville Town Center**

Commissioners Present: Todd Martin, Chair, Tourism & Hospitality Representative  
Elvis Moya, Tourism & Hospitality Representative  
Andrew Prysby, Commissioner at-large  
Sarah Bunch, City Council Representative  
Mark Kinion, City Council Representative  
Chrissy Sanderson, Tourism & Hospitality Representative \* Virtual attendance  
Katherine Kinney, Tourism & Hospitality Representative

Staff: Molly Rawn, CEO; Jennifer Walker, VP of Finance

I. Chair Martin called the meeting to order at 2:02 pm.

II. Old Business

- A. Chair Martin asked commissioners to review the September minutes and asked if there were any additions or revisions. Hearing no additions or revisions, he stated that the minutes stood approved.

III. New Business

- A. CEO's Report. Molly Rawn, CEO

CEO Rawn presented a report starting with a look ahead to November when the full budget would be presented for possible approval. In November we may also consider a contract with a consulting firm to work with the town center on a business model.

The Experience Fayetteville Sales team played a great role in Touge Con 2022, a car show, which was a partnership with the town center, Experience Fayetteville and the Graduate. It was a very successful event. Additionally, through working with city of Fayetteville colleagues, we have secured a couple of conferences and meetings and have also been working on several leads with our city colleagues.

Our entire team did an outstanding job with the World Cup event this last weekend with preliminary data showing a great event. We plan to have more information for the commission at the November meeting about this event.

Rawn stated that sales and attendance are going well in the Visitors Center and this year is the first year we've participated in Welcoming Week and were pleased to do so. In Community Engagement, we just closed out our First Thursday season and are pleased to have had a full and successful season. Rawn also gave an update on Trick or Treat in the Ramble, which is a city led initiative with Experience Fayetteville assisting. Commissioner Moya asked how vendors could participate and Rawn said she was unclear how the city may involve vendors, but we could certainly pass that information along. Rawn continued with an update on the town center parking garage, stating that by the end of October, the parking garage equipment install would be complete.

Furthermore, she stated that fall events at the town center were being booked with not many open dates in October and November. The town center's office move is going well and should be completed next week. Also, we've presented the city with a new lease agreement for the town center, and we feel it outlines a more equitable arrangement for the town center and we look forward to hearing back from the city on this. The city's Sustainability Director is asking for an extension on the solar array project for the town center so that we can know the status of the proposed lease which would have a bearing on the solar array project. Rawn will keep the commission updated on this. In presenting HMR data, Lodging collections are up 24% from prior month and 34% from September 2021. This does not include data on the last month of September which is when we would have typically held Bikes Blues and BBQ as this report represents August activity. Rawn will have information on September for the next meeting. Overall, we see an 18% increase compared to the same period in 2021.

**B. Financial Report. Jennifer Walker, VP Finance**

VP of Finance Jennifer Walker stated that HMR tax collections are at \$3,347,781, year to date, which is above the seasonally adjusted budget expectations by 9%. Our projections for both revenue and expenditures are at 75% and we are over the revenue projection at 82% and under the expenditure projection at 66%. Our operating net income is \$790,738 and Fayetteville Town Center is slated to beat their budget goals by the end of the year when the town center's unearned revenue that is currently on the balance sheet is included.

Chair Martin asked if VP Walker could see any trends when looking at prior year patterns with revenue. Walker said she is seeing very steady growth and nothing out of the ordinary with the exception of the Cyclo-Cross World Championships and the Garth Brooks concert in April. Commissioner Moya asked if we received any listing of new restaurants, hotels so that we could determine what factors might be influencing HMR increases. Rawn said that we could share this information with the commission on a quarterly or monthly basis and she would talk with Devin Howland, the city of Fayetteville's Director of Economic Vitality about this data

**2023 Budget Preview**

VP Walker showed a budget preview which factored in items such as inflation and tax revenue growth and consumer spending habits. Regarding HMR taxes, we are estimating \$4.96 million with \$4.2 million from restaurants and \$744,000 from lodging. Short term rentals are included in the lodging numbers and currently short-term rentals are 20% of the lodging total.

CEO Rawn discussed the new initiatives portion of the budget preview which include two new positions, Director of Downtown Initiatives, and a Social Media Coordinator. We also plan to produce a Tourism Master Plan and a Town Center strategic plan. Our media buy strategy will include investing in research of visitor profiles. The budget preview also includes a focus on capital investments. Our capital reserve balance is \$1,600,000 and we are proposing \$755,000 investments in the town center and a rough estimate of \$155,000 for a back-office remodel project at Experience Fayetteville. Walker reminded the commission that we do contribute to the capital improvement line item each year.

Commissioner Moya asked if the commission could see a breakdown of the current personnel positions and the proposed positions. Rawn said we could distribute an

organizational chart with the budget.

#### C. Marketing Report.

CEO Rawn gave this update which included town center ads and also our consumer and leisure newsletter which shows outstanding open and click through rates. Rawn also showed our monthly sessions on the website by states and stated that Illinois continues to be a top state. She also spoke about the Visitors Guide in 2023 and that it would most likely be a digital version.

#### D. TheatreSquared Presentation. Martin Miller, Executive Director

Martin Miller, Executive Director, with TheatreSquared joined the commission meeting to give an update on TheatreSquared. Miller opened with a presentation showing reviews and information about the theatre which opened its new building in August of 2019. Miller noted that he was glad to be talking and giving the commission an update on the building fund as requested as almost all of commissioners were not on the commission when the building pledge was made in 2017. TheatreSquared is one of two producing professional theaters in Arkansas and is the largest one in the state. TheatreSquared creates each show from the ground up, hiring the director, casting the actors, building the set and more. It has almost 100 employees who do this in Fayetteville for shows only shown in Fayetteville with the exception of when a show traveled from Fayetteville to New York.

Miller said that TheatreSquared does bring people into town, even during the pandemic they had people from 50 states and 19 countries streaming their shows. Miller stated that half of the ticket holders come from out-of-town zip codes.

The \$200,000 yearly pledge received from the commission helped meet a challenge grant from the Walton Family Foundation of \$9 million dollars to build this \$31.5 million dollar theatre. Other funders were the city of Fayetteville at \$3.1 million and a grant from the state of Arkansas for \$2.9 million. The A&P's pledge is \$200,000 a year for 15 years, or \$3 million dollars. The pledge is used to pay back the construction loan made by Arvest Bank. Miller stated that this was somewhat similar to the Walton Arts Center bond issue in 2013 which resulted in a bond payment that the A&P is making for part of the Walton Arts Center renovation. Martin then showed the A&P Commission minutes from the A&P's April 2017 meeting where the commissioners unanimously approved the pledge to TheatreSquared which satisfied both their lender and the Walton Family Foundation and allowed construction to begin not long afterwards.

TheatreSquared opened in August 2019. The building is fulfilling a vision of bringing community theatre to Northwest Arkansas; it is winning architectural awards and is serving as a meeting place for the community even when there is not a show. Miller then stated that attendance at TheatreSquared is currently at 60% of pre-pandemic levels, which is similar for arts and music events across the nation. In response to this, TheatreSquared has an American Rescue Plan Act grant application in front of the city of Fayetteville now to assist in needs created by this current decline in ticket sales.

Chair Martin asked for a refresher on the 2014 bond which funded the Walton Arts Center at approximately \$440,000 a year which the A&P pays each year and VP of Finance Walker gave a brief refresher on that project.



Commissioner Kinney asked if the commission could get more insight into the financial status of TheatreSquared and what Miller's plans were to increase attendance. Miller stated that one of the things they did during the pandemic was to keep their staff employed to keep the specialized talent in the area and with the company. TheatreSquared has ended both of the last two years in the black and they are seeing a slight uptick in attendance at the fall shows compared to the spring shows.

Chair Martin stated that per a vote by the commission last year, all amounts given by the A&P over \$50,000 would require a vote by the commission and could involve more discussion and consideration by the commission. Chair Martin asked for additional financial information, specifically for the last two years. He also asked for financial information about the café operating in the TheatreSquared. It was stated that as TheatreSquared is a not for profit, it is exempt from the 2% HMR tax on food and beverage items prepared in its café.

Chair Martin stated he appreciated that TheatreSquared did not lay off team. Commissioner Moya asked if he would be able to share a zip code analysis with the team to see what sort of marketing opportunities could be present and Miller said he could. Chair Martin asked for additional financial information to be sent before the November A&P meeting when the commission will be voting to approve the \$200,000 payment. Additionally, Chair Martin asked Miller about the possibility of the A&P Commission having a seat on TheatreSquared board of directors, following the concept of the city of Fayetteville having a city appointment seat on the Walton Arts Center board.

CEO Rawn asked a clarifying question concerning the \$200,000 pledge in both this and next year's budget and Chair Martin said he intended to keep the pledge in both this year and next year's budget. Additionally, it was stated that Mr. Miller could attend virtually or in person or could send a designee to answer questions about financial statements.

Concerning the request to ask the TheatreSquared board of directors to allocate a seat for the A&P Commission, Commissioner Bunch said she would like us to discuss this with the city's attorney as we are comparing similarities between the city appointed seat on the Walton Arts Center. CEO Rawn stated that other A&P Commissions in the state had seats on similar organizations in their respective cities. Chair Martin clarified that Miller could certainly tell his board of directors that the seat on the board was a request from Chair Martin. After discussion, it was decided that the CEO would consult the city attorney about this request of a board seat and connect back with Mr. Miller to confirm if the commission wanted Mr. Miller to bring this request to his board of directors.

#### E. Executive Session

The commission thanked Mr. Miller for his time and moved on to the next item of business which was to vote to go into Executive Session to discuss the employment of the CEO for an annual performance review. Commissioner Kinney made a motion to go into executive session for this matter and it was seconded by both Commissioner Prysby and Commissioner Moya.

After the executive session, Commissioner Kinney made a motion to approve the CEO's employment for another year, noting that the commission was very pleased with

Rawn's performance, and to schedule another evaluation in a year. This was seconded by Commissioner Kinion and was approved unanimously.

F. Welcome Signage . Commissioner Moya and CEO Rawn.

The final agenda item was a discussion on welcome signage for the city of Fayetteville. This agenda item was led by Commissioner Moya. CEO Rawn showed examples of signs such as monuments and also examples of an SEC city's welcoming sign. CEO Rawn suggested that we form a working committee to discuss this project and the commissioners were interested in doing so. CEO Rawn asked Vince to clarify how a subcommittee could meet and Vince did state that subcommittees containing more than one commissioner did need to publish when it would be meeting.

Commissioner Kinion made a motion for a subcommittee of three to form to study signage options for city entry points and to bring those recommendations back to the commission. It was seconded by Commissioner Kinney and was approved unanimously. CEO Rawn asked that commissioners inform her if they wanted to serve on this subcommittee and stated that she assumed Commissioner Moya would serve on it and that she'd want both a member of Sells Agency and Experience Fayetteville's marketing staff to join the subcommittee's meetings.

G. Adjourn

Chair Martin requested a motion to adjourn the meeting and a motion was made by Commissioner Kinion and seconded by Commissioner Bunch and approved unanimously. Meeting adjourned at 4:38 pm.

Minutes submitted by Amy Stockton, Director of Operations, Experience Fayetteville

### **Commission**

What to expect in the coming months:

- December: No meeting in December if 2023 budget approved at November meeting
- January: Appointment of a commission chairperson. In accordance with our by-laws, a chairperson must be voted on by the active commissioners at the first meeting of every year. The chair serves a one-year term.
- March: One tourism industry appointment up for election

### **Experience Fayetteville Sales**

- Tina Archer Cope attended the Connect Faith Marketplace with Arkansas State Tourism as a guest appointment taker in Little Rock. Experience Fayetteville sponsored a portion of the opening reception where over 150 meeting planners came together for a night of fun and networking.
- The Sales team sponsored the music and stage at the 3<sup>rd</sup> annual Hill City Rumble moto event here in Fayetteville on October 8<sup>th</sup> which happened during the same time as Bikes, Blues and BBQ.
- Julie Pennington assisted the Seed Summit hosted at the Graduate Fayetteville during the week of October 10<sup>th</sup> with welcome bags and dine around maps in order to help the 150 attendees discover what Fayetteville has to offer.
- The Sales team hosted our second Hospitality in a Heartbeat partner meetup with our local hotels and engaged them in a conversation with Anthony Travel and the UA Events team so that both hoteliers and the UA could have open conversations about past needs and upcoming opportunities.
- Tina Archer Cope attended the 2023 TEAMS conference the week of October 24<sup>th</sup> with fellow sports sales professionals around the state taking 80+ appointments with governing bodies, event planners and sports vendors from around the globe.

### **Cycling**

- As part of an annual ranking, Fayetteville was recently recognized for its continued investment in the National Bicycle Friendly Business program by the League of American Bicyclists, with the 6<sup>th</sup> most recognized Bicycle-Friendly Businesses in the country – 38 local businesses made the list. Hotel, Restaurant, and hospitality partners account for over 35% of the recognized businesses in Fayetteville.
- In partnership with the Fayetteville Town Center and City staff, Experience Fayetteville will be hosting its 4<sup>th</sup> Annual Bicycle Friendly Business Bootcamp on Wednesday, February 1<sup>st</sup>, 2023. This complimentary one-day workshop is designed for Fayetteville area business owners and management teams to learn more about becoming “Bicycle Friendly” for both customers and employees.

## **Visitor Center Sales and Attendance for October**

- VC saw 1,436 visitors in October 2022
  - 22.5% decrease from September 2022 (1,855)

October – visitors from Brazil, Japan, Bangladesh, Poland, Mexico City, London, and British Columbia

### **Saturday Farmers Market visitors count: (9am – 1pm)**

October 1<sup>st</sup> – 155 (Razorback Home Football Game VS. Alabama 2:30pm)

October 8<sup>th</sup> – 109

October 15<sup>th</sup> – 145

October 22<sup>nd</sup> – 103

October 29<sup>th</sup> – 67

### **Items of Note**

October 5<sup>th</sup> – Fayetteville High School Homecoming Parade – Hung signs outside on the VC windows to cheer on FHS

October 6<sup>th</sup> – Last 1<sup>st</sup> Thursday of the Season “Larger Than Life”

October 14<sup>th</sup> – War Eagle Craft Fair

October 14-16<sup>th</sup> – Mobile Visitors Center and activation at OZCX World Cup at Centennial Mountain

## **Community Engagement**

- Community engagement has been heavily focused on preparing for Lights of the Ozarks Light Night, the parade, and the season vendors. This year’s festival will include three vendors during the week and six on weekends.

## **Fayetteville Town Center**

- Fayetteville Town center has held twenty-two events since our last meeting. All weekend dates in December are booked.
- Fayetteville Town Center will begin a marketing campaign called “Air on the Square.” This advertising is an effort to showcase our Bike Friendly Business status along with the new air pump and tool kit amenity added. The rack and tool kit is available to all riders who need to stop on the square for a tire repair or adjust their bike.
- The parking garage equipment installation is complete, and our parking zone is active. We are allowing the leaseholders for the garage time to register before the city parking department resumes regular patrol for enforcement. In addition, static signage is being installed. We will continue our work on upgrading this system by next adding a digital capacity limit and event-only parking signage

### **HMR and Lodging Info**

- Occupancy October 2022: 70%. This represents a 13% increase over October 2021
- Occupancy YTD 2022: 64%. This represents a 12% increase over prior year
- ADR (Average Daily Rate) October 2022 is up 8% over October 2021, and 19% higher than prior year to date
- October lodging collections are up 18% from the prior month and show a 41% increase over October 2021
- October restaurant collections were up 16% over the prior month and also show a 16% increase from October 2021
- Year to date, we've had an 18% increase in HMR tax collections over the same period in 2021 and this month's collection of \$471,436 represents the largest amount ever.

### **Personnel**

- We are pleased to introduce two new Experience Fayetteville team members today, Sarah King who joins us as our VP of Marketing and Communications and Kelly Rich who joins us as our Director of Downtown Initiatives.

### **2023 Commission Meeting Schedule**

January 23

February 27

March 27

April 24

May 22

June 26

July 24

August 28

September 25

October 23

November 27

\*December 11 if needed for budget approval

October Collection  
(September Activity)

**\$70,002 + \$362,876**

Lodging

Restaurant

**\$38,557**

Prior Dues Collected

**\$471,436**

Total HMR Collected

Previous YTD (Jan-Oct) HMR A&P Tax Collection Totals

2018	2019	2020	2021	2022
\$2,943,604	\$3,070,055	\$ 2,467,320	\$3,233,272	<b>\$3,819,217</b>

4.22%

4.30%

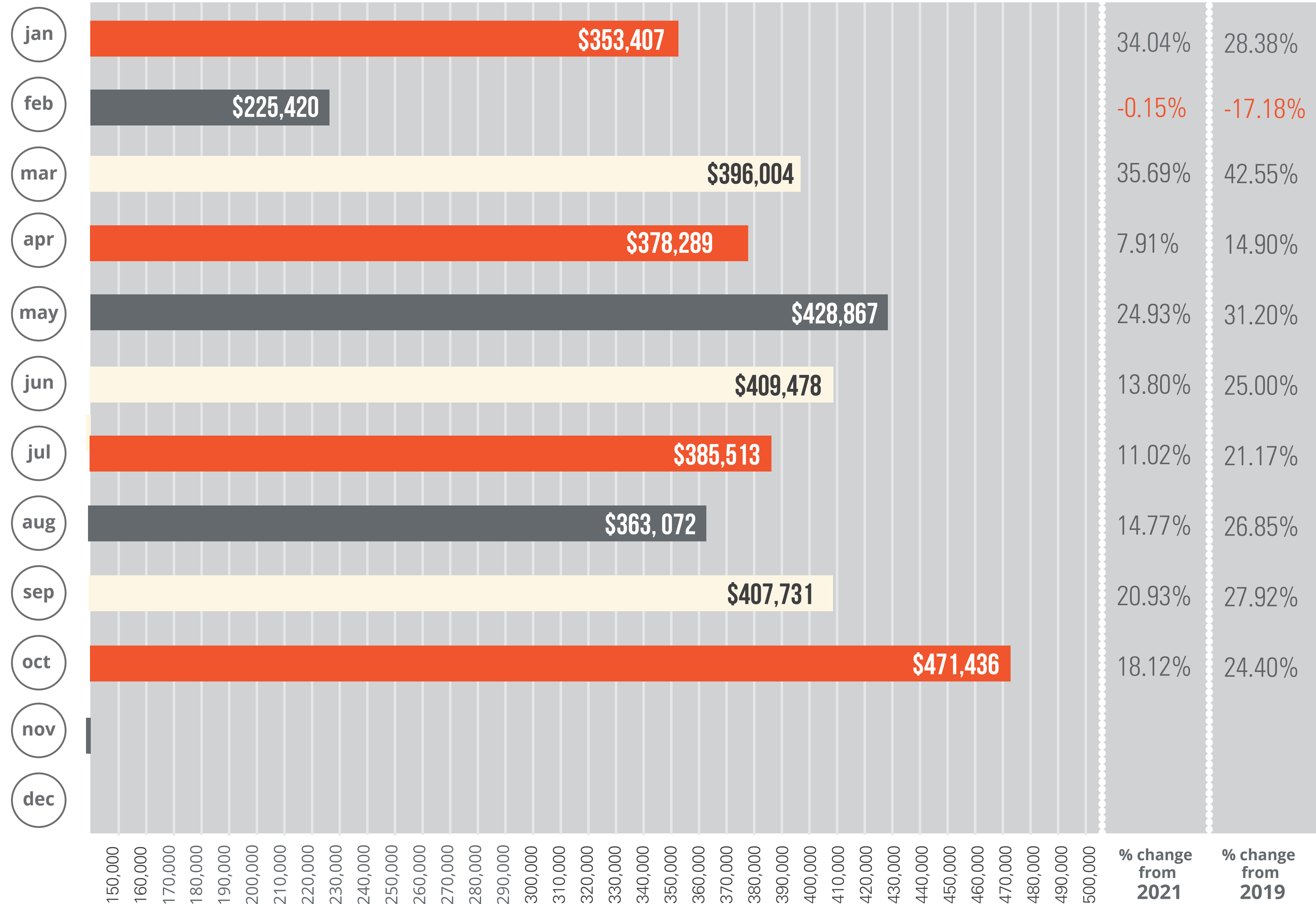
-19.63%

31.04%

**18.12%**

% change over previous year

## Monthly A&P Tax Collections 2022\*\*



\*\* This represents one half of the total HMR collections. The other half supports the Parks and Recreation department.

# Memo



**To:** Molly Rawn, CEO, Experience Fayetteville  
Fayetteville Advertising & Promotion Commissioners

**From:** Jennifer Walker, VP Finance, Experience Fayetteville

**Date:** November 10, 2022

**Re:** Financial Statements – October 2022

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This packet contains Experience Fayetteville Financial Statements for the month ended October 31, 2022. The following reports are included in the packet:

- Summary P&L Financials for month ended October 31, 2022
- Balance Sheet for month ended October 31, 2022

Target Budget October – 83%

- Revenue target 83% of budget or higher by the end of October 2022.  
Expenditures target 83% or lower at October 2022.

Total Revenue YTD: \$4,526,299 or 94%; We are 11% ahead of target.

Tax Receipts - \$3,819,217 (over budget by 9% ytd)

Town Center - \$356,299 (over budget by 10% ytd)

Other - \$350,783

Total Operating Expenditure YTD: \$3,523,436 or 73%; this is 10% under budget.

EF Main - \$2,856,618

Town Center - \$666,818

HMR tax – YTD October Collections (September activity) were above seasonally adjusted budget expectations by 10%.

Operating Net Income is \$1,002,862 year to date.

**Fayetteville A and P Commission**  
**Statement of Budget, Revenue and Expense**  
**Year-to-Date @ October 31, 2022**

	<b>CONSOLIDATED</b>			
	<b>Year-to-Date</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Over/(Under) Budget</b>	<b>% of Budget</b>
<b>Revenue</b>				
Hotel, Motel, Restaurant Taxes Revenue	3,819,217	4,154,500	(335,283)	91.9%
Rental Revenue	324,220	346,000	(21,780)	93.7%
Event Revenue	39,119	40,700	(1,581)	96.1%
Visitor Center Store Revenue	58,733	51,200	7,533	114.7%
Parking Revenue	24,510	33,000	(8,490)	74.3%
Advertising Revenue	3,175	3,000	175	105.8%
Grant/Other Revenue	247,925	182,255	65,670	136.0%
Interest and Investment Revenue	9,400	8,250	1,150	113.9%
<b>Total Revenue</b>	<b>4,526,299</b>	<b>4,818,905</b>	<b>(292,606)</b>	<b>93.9%</b>
<b>Expenses</b>				
<b>Operating Expenses</b>				
Rental Expenses	60,195	88,500	(28,305)	68.0%
Event Expenses	69,770	79,450	(9,680)	87.8%
Visitor Center & Museum Store	49,260	48,200	1,060	102.2%
Downtown Initiative	2,950	100,000	(97,050)	2.9%
Personnel	1,225,773	1,616,044	(390,271)	75.9%
Sales & Marketing	836,967	1,134,553	(297,586)	73.8%
Office and Administrative	562,395	707,773	(145,378)	79.5%
Bond Payments	584,650	707,000	(122,350)	82.7%
Contribution to Capital Reserves	100,000	100,000	-	100.0%
Other grants	31,476	39,815	(8,339)	79.1%
TheatreSquared Contribution	-	200,000	(200,000)	0.0%
<b>Total Operating Expenses</b>	<b>3,523,436</b>	<b>4,821,335</b>	<b>(1,297,899)</b>	<b>73.1%</b>
<b>Net Operating Income/(Loss)</b>	<b>1,002,862</b>	<b>(2,430)</b>	<b>1,005,292</b>	<b>0.0%</b>
<b>Other Income</b>				
Unrealized Gain/(Loss) on Investments	102,724			0.0%
<b>Other Expenses</b>				
FFE & Improvements	372,280	595,000	(222,720)	62.6%
Depreciation Expense	111,198			0.0%
Cost of Goods Sold	(6,085)			0.0%
<b>Net Income/(Loss) (without CX Grants)</b>	<b>628,193</b>	<b>(597,430)</b>	<b>1,122,900</b>	<b>-105.1%</b>



**Fayetteville A and P Commission**  
**Statement of Budget, Revenue and Expense**  
**Year-to-Date @ October 31, 2022**

	<b>Experience Fayetteville</b>			
	<b>Year-to-Date</b>			
	<b>Actual</b>	<b>Budget</b>	<b>Over/(Under) Budget</b>	<b>% of Budget</b>
<b>Revenue</b>				
Hotel, Motel, Restaurant Taxes Revenue	3,819,217	4,154,500	(335,283)	91.9%
Rental and Event Revenue	31,726	37,700	(5,974)	84.2%
Visitor Center Store Revenue	58,733	51,200	7,533	114.7%
Advertising Revenue	3,175	3,000	175	105.8%
Grant & Other Revenue	247,925	182,255	65,670	136.0%
Interest and Investment Revenue	9,224	8,000	1,224	115.3%
<b>Total Revenue</b>	<b>4,170,000</b>	<b>4,436,655</b>	<b>(266,655)</b>	<b>94.0%</b>
<b>Expenses</b>				
<b>Operating Expenses</b>				
Event Expenses	51,906	76,450	(24,544)	67.9%
Visitor Center & Museum Store	49,260	48,200	1,060	102.2%
Downtown Initiative	2,950	100,000	(97,050)	2.9%
Personnel	866,702	1,134,973	(268,271)	76.4%
Sales & Marketing	831,951	1,118,553	(286,602)	74.4%
Office and Administrative	337,723	402,523	(64,800)	83.9%
Bond Payments	584,650	707,000	(122,350)	82.7%
Contribution to Capital Reserve	100,000	100,000	-	100.0%
Other Grants	31,476	39,815	(8,339)	79.1%
TheatreSquared Contribution	-	200,000	(200,000)	0.0%
<b>Total Operating Expenses</b>	<b>2,856,618</b>	<b>3,927,514</b>	<b>(1,070,896)</b>	<b>72.7%</b>
<b>Net Income/(Loss) Before Other Revenue and Expenses</b>	<b>1,313,381</b>	<b>509,141</b>	<b>804,240</b>	<b>258.0%</b>
<b>Other Income</b>				
Unrealized Gain/(Loss) on Investments	102,724	-	102,724	0.0%
<b>Other Expenses</b>				
FFE & Improvements	122,860	90,000	32,860	136.5%
Depreciation Expense	62,747			
Cost of Goods Sold	(6,085)			
<b>Net Income/(Loss)</b>	<b>1,236,584</b>	<b>419,141</b>	<b>714,719</b>	<b>295.0%</b>

**Fayetteville A and P Commission**  
**Statement of Budget, Revenue and Expense**  
**Year-to-Date @**  
**October 31, 2022**

	Town Center			
	Year-to-Date			
	Actual	Budget	Over/(Under) Budget	% of Budget
<b>Revenue</b>				
Rental Revenue	324,220	346,000	(21,780)	93.7%
Event Revenue	7,393	3,000	4,393	246.4%
Parking Revenue	24,510	33,000	(8,490)	74.3%
Interest and Investment Revenue	176	250	(74)	70.3%
<b>Total Revenue</b>	<b>356,299</b>	<b>382,250</b>	<b>(25,951)</b>	<b>93.2%</b>
<b>Expenses</b>				
<b>Operating Expenses</b>				
Rental Expenses	60,195	88,500	(28,305)	68.0%
Event Expenses	17,864	3,000	14,864	595.5%
Personnel	359,071	481,071	(122,000)	74.6%
Sales & Marketing	5,016	16,000	(10,985)	31.3%
Office and Administrative	224,672	305,250	(80,578)	73.6%
<b>Total Operating Expenses</b>	<b>666,818</b>	<b>893,821</b>	<b>(227,003)</b>	<b>74.6%</b>
<b>Net Income/(Loss) Before Other Revenue and Expenses</b>	<b>(310,519)</b>	<b>(511,571)</b>	<b>201,052</b>	<b>60.7%</b>
<b>Other Expenses</b>				
FFE & Improvements	249,421	505,000	(255,579)	50.6%
Depreciation Expense	48,451			
<b>Net Income/(Loss)</b>	<b>(608,391)</b>	<b>(1,016,571)</b>	<b>408,180</b>	<b>59.8%</b>

# Fayetteville A&P Commission

## Balance Sheet

As of October 31, 2022

### ASSETS

#### Current Assets

Cash	3,495,893
Investments	1,308,381
Accounts Receivable	500,534
Prepaid Expenses	40,687
Deposits	28,617
Visitors Guide Trade	2,877
Inventory Asset	23,421

**Total Current Assets** **5,400,410**

#### Other Assets

##### Capital Assets

Furniture & Fixtures	96,641
Equipment	641,976
EF/CVB Building	940,410
EF/CVB Land	198,621
Building Additions	971,952
Walker-Stone House	1,167,218
Construction in Progress	27,109
Accumulated Depreciation	(1,477,631)

**Total Other Assets** **2,566,295**

**TOTAL ASSETS** **7,966,705**

### LIABILITIES AND EQUITY

#### Current Liabilities

Accounts Payable	149,064
Unearned Revenue	116,965

**Total Liabilities** **266,028**

#### Equity

Unreserved Fund Balance	4,236,564
Operating Reserve	1,000,000
Capital Reserve	2,100,000
Temporarily Restricted Funds	439,895
Net Revenue	
Gain/(Loss) on Investments	102,724
Net Revenue without Cyclocross	625,702
Net Revenue for Cyclocross	(804,207)

**Total Equity** **7,700,677**

**TOTAL LIABILITIES AND EQUITY** **7,966,705**

# NOVEMBER 2022 MARKETING REPORT





# 2023 ARKANSAS TRAVEL GUIDE AD

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- Publishes January 2023





# BIKE ARKANSAS WINTER EDITION

- Ad and Advertorial

A person's hand holds a glass of dark beer with a thick head of foam. The background is a dark map with blue contour lines. In the top right corner, there is an orange box with the text "West Mountain Brewing Co.".

OUR TRAILS LEAD TO ADVENTURE.

For an **Authentic** Experience in Northwest Arkansas, you gotta

EXPERIENCE **FAYETTEVILLE**.COM

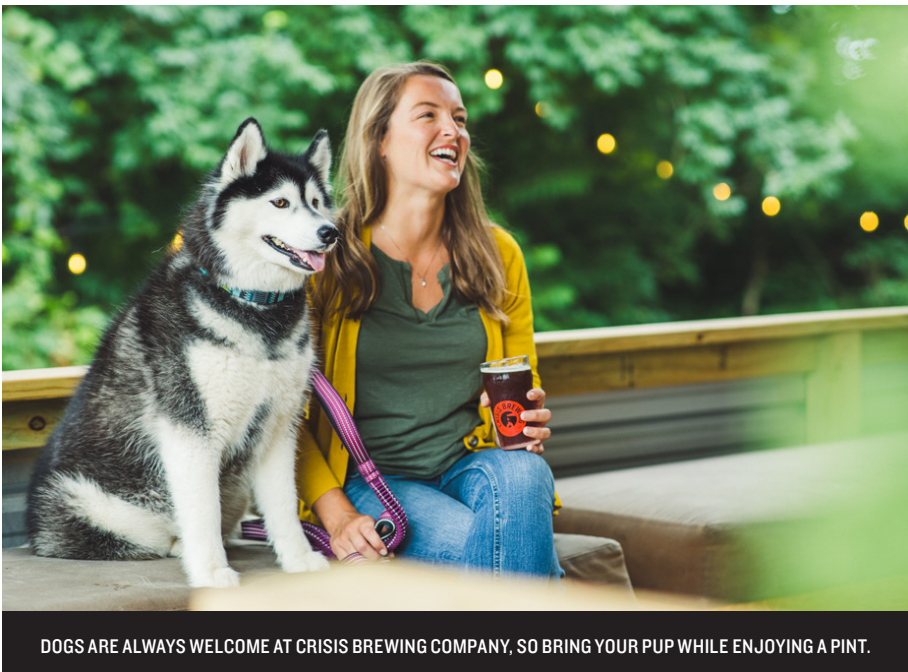
## A TRAIL PAVED WITH HOPS & BARLEY.

For more than a decade The Fayetteville Ale Trail has been Arkansas' Original Craft-Beer Tour. A self-guided showcase of creative fermentation and flavor, the Fayetteville Ale Trail currently features 20 stops. And these stops, located in Fayetteville and nearby Springdale, Rogers, Bentonville, Lowell, Eureka Springs and Siloam Springs are as diverse as the outstanding brews they offer.

Whether you're looking for a double IPA hop bomb, a creamy rich oatmeal stout, or even a light refreshing cider, you'll find a pint that hits the spot. Start your adventure by dropping by the Fayetteville Visitors Center to purchase your Ale Trail merch and pickup your passport. Then, collect your passport stamps with any purchase at each brewery location.

And don't forget, a passport is more than just a fun way to keep up with your progress on the Ale Trail, it's a way to show your love and support of the amazing craft these breweries are fostering in Northwest Arkansas!

Ever growing, the Ale Trail is currently comprised of these



DOGS ARE ALWAYS WELCOME AT CRISIS BREWING COMPANY, SO BRING YOUR PUP WHILE ENJOYING A PINT.

amazing breweries: Apple Blossom Brewing Co., Bentonville Brewing Co., Bike Rack Brewing Co., Black Apple Cidery, Boston Mountain Brewing, Columbus House Brewery, Core Brewing and Distilling Co., Crisis Brewing Company, Eureka Springs Brewery, Fossil Cove Brewing Co., Goat Lab Brewery, Hawk Moth Brewery, Ivory Bill Brewing, Natural State Beer Co., New Providence Brewing Co., Ozark Beer Company, Puritan Coffee & Beer, Rendezvous Junction Brewing Co., Saddlebock Brewery and West Mountain Brewing Co.

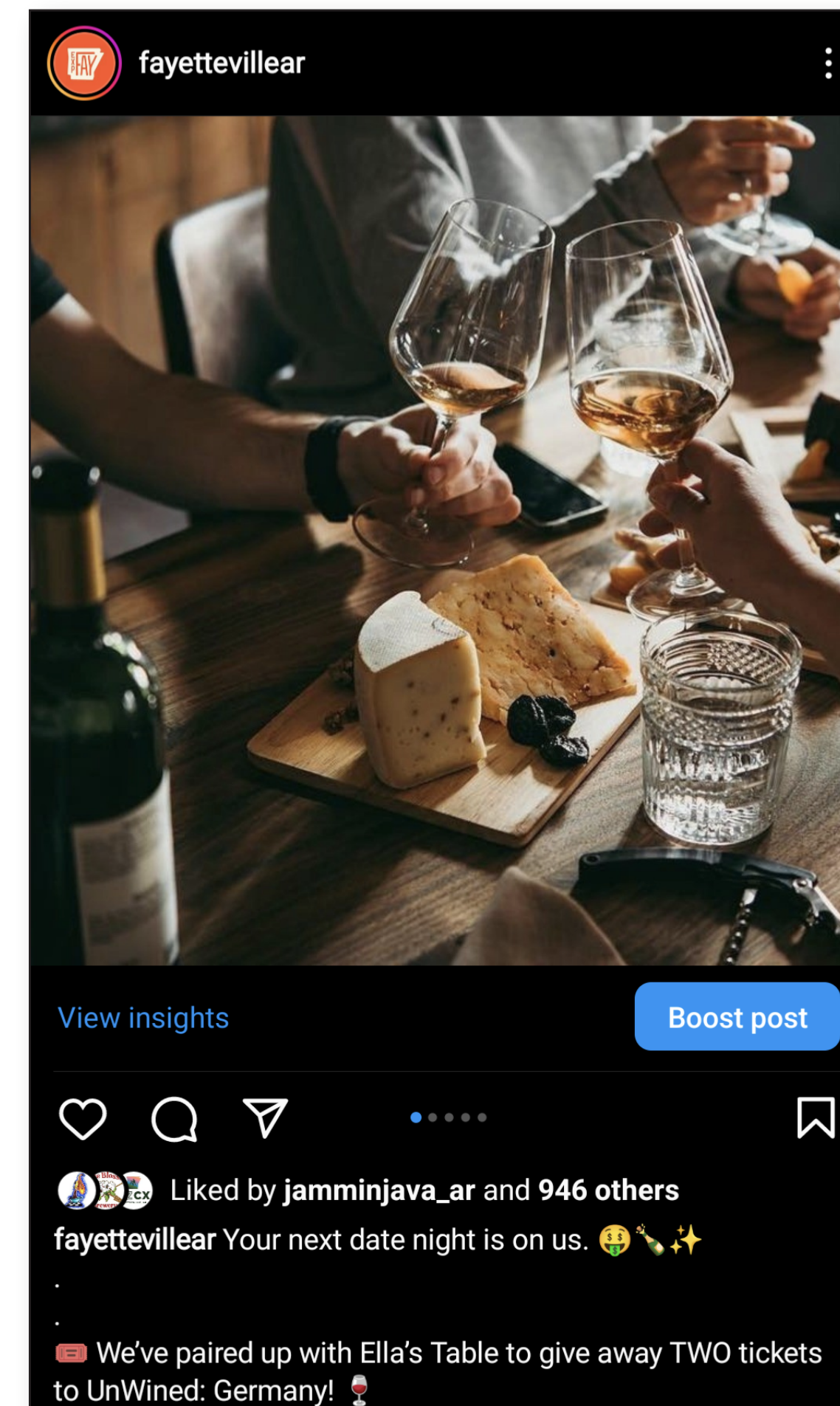
For the most up-to-date brewery listing and other information go to: [FayettevilleAleTrail.com](http://FayettevilleAleTrail.com) or [ExperienceFayetteville.com](http://ExperienceFayetteville.com)





# EF+ELLA'S TABLE UNWINED GIVEAWAY

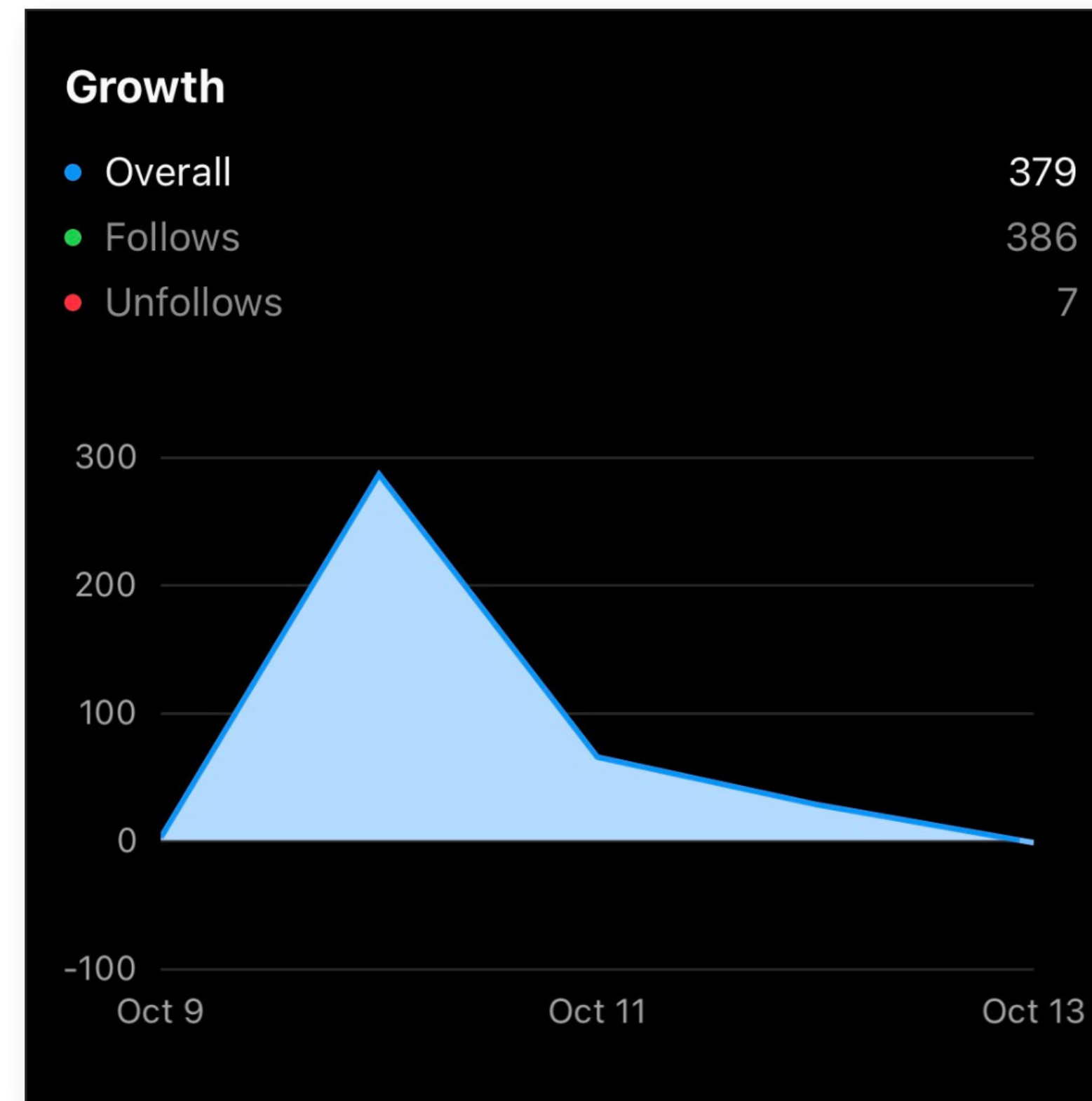
- Had an **engagement** rate of **2.48%**  
**7th** most **engaging** post of the year
- **538** comments, **+469** more than in the past year
- **28,259** impressions, **11th** highest of any EF IG post in the past year
- **19,950** unique users, **11th** highest of any EF IG post in the past year



## EF+ELLA'S TABLE UNWINED GIVEAWAY

From Oct. 10-13, the length of the giveaway:

- Experience Fayetteville gained **+54** followers
- Ella's Table gained **+379** followers  
A **+20.5%** increase in the size of audience





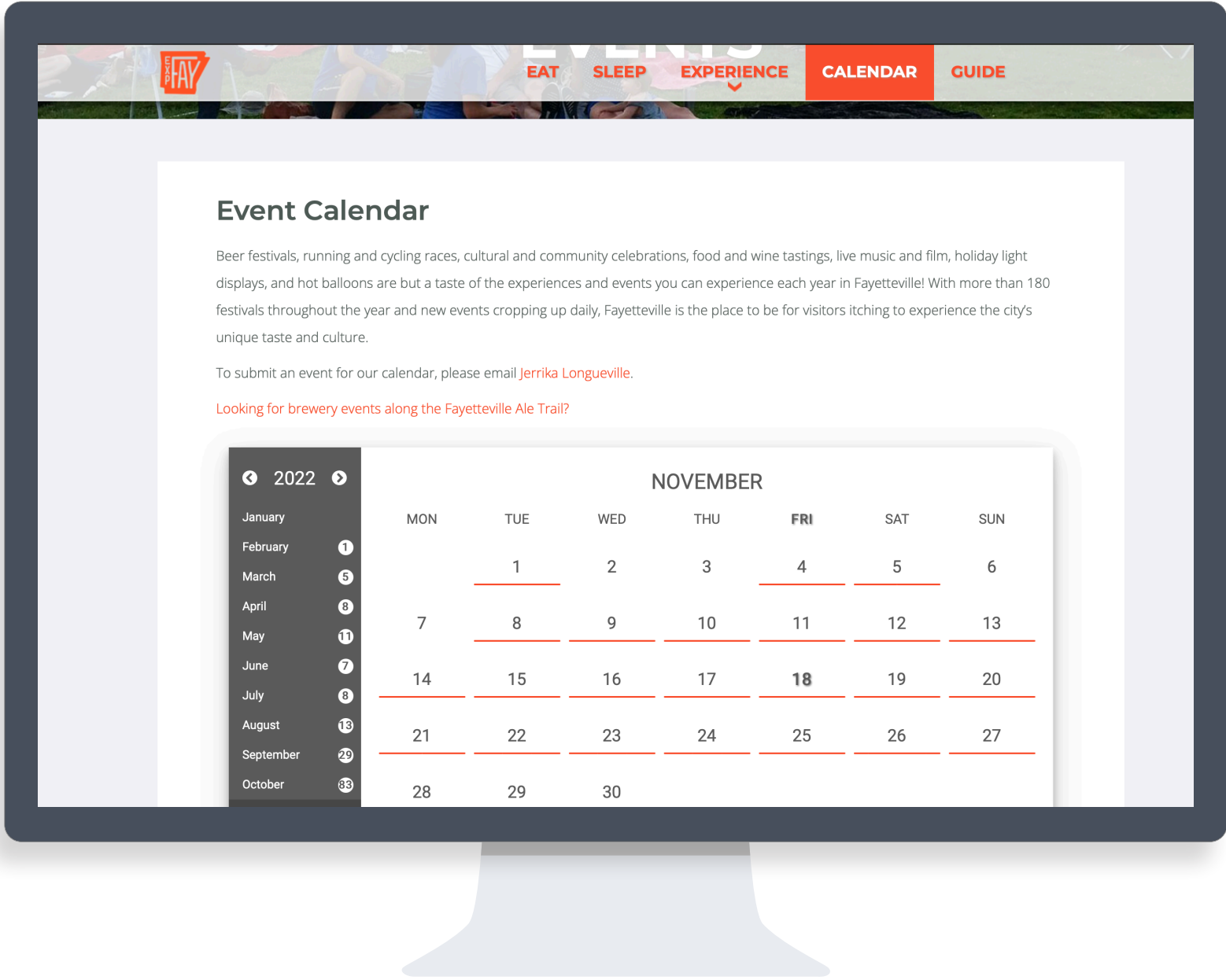
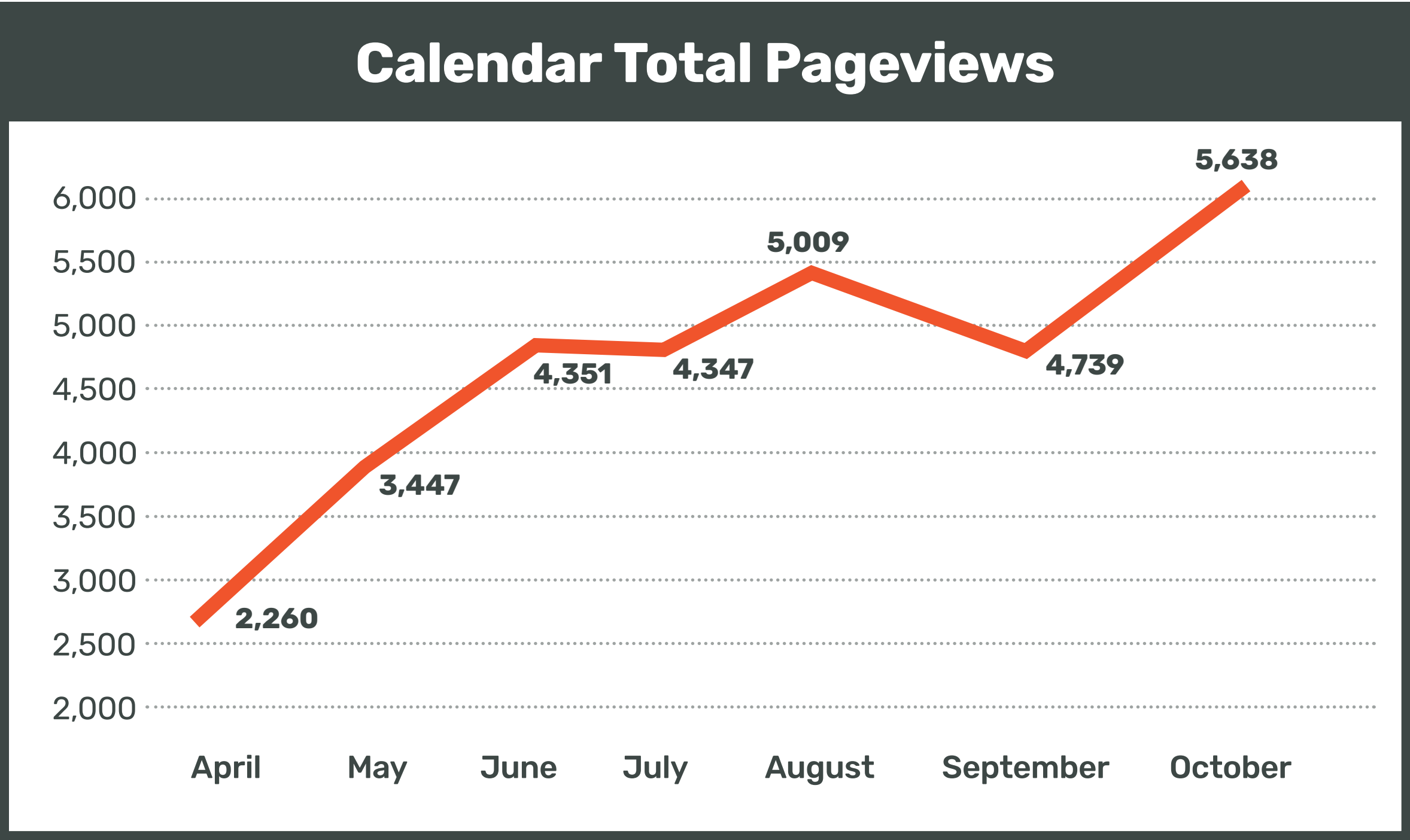
# CYCLOCROSS IMPACT ON EUROPEAN TRAFFIC TO WEBSITE

From Oct. 1, 2021 through Oct. 31, 2022 the Experience Fayetteville website experienced significant growth in website traffic from Europe as a result of international cyclocross events.

Time Period	Total Sessions	% of Total Sessions	Session/Month
10/1/21 - 10/31/22	6,170	1.32%	475
8/31/20 - 9/30/21	2,717	0.69%	209
% Increase	127%	92%	

# EVENTS CALENDAR PAGE

The Experience Fayetteville website re-structuring was implemented in mid-March. At that time, a new Events Calendar was implemented. Since then, web visitors have increasingly come to rely on the calendar.



## Fayetteville A&P Commission

# Memo

**To:** Molly Rawn, CEO, Fayetteville Advertising and Promotion Commission;  
Fayetteville Advertising and Promotion Commissioners

**From:** Amy Stockton, Director of Operations, Experience Fayetteville

**Date:** November 18, 2022

**Re:** University of Arkansas IDEALS Institute Agreement for DEI Education & Training

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### Background:

Fayetteville Advertising and Promotion wants to provide Diversity, Equity and Inclusion training and education for our staff and in evaluating different tools to do this, has determined that the IDEALS Institute at the University of Arkansas is a good fit for our goals.

The IDEALS Institute is a training, consultancy, and research institute dedicated to creating diverse, equitable and inclusive workplaces and communities.

The agreement attached is for an 18-month project beginning April 2023 and concluding September 2024 for \$19,995. It includes a strategic assessment and consultation and a DEI capacity building package with both learning and application sessions. It will include time for our leadership team to work with the IDEALS Institute team to help ensure our policies and practices support an inclusive environment.

### Recommendation:

The Experience Fayetteville Director of Operations and the CEO recommend the commission authorize the CEO to sign the agreement with the University of Arkansas IDEALS Institute.



#### Provider Name

University of Arkansas  
The IDEALS Institute  
640 N. Garland Avenue, Suite 117  
Fayetteville, AR 72701

#### Project Manager

Elecia Smith, Ed. D., PHR, SHRM-CP  
Executive Director  
ecs002@uark.edu  
479-575-3312

#### Client Name

Experience Fayetteville  
21 South Block Ave, Suite 100  
Fayetteville, AR 72701

#### Contact Person

Amy Stockton  
Director of Operations  
astockton@experiencefayetteville.com  
479-521-5776 x 306

#### Project Scope

In support of the Experience Fayetteville's commitment to embedding diversity, equity, and inclusion (DEI) into its awareness, policies, practices and strategic approach to hospitality and tourism, the IDEALS Institute offers a consultation, assessment and DEI capacity building professional development program as a solid foundation from which Experience Fayetteville (EF) may build upon its ability to help make Fayetteville an inclusive and welcoming experience for everyone, regardless of identity. Using our People. Processes. Power (P3) framework, there will be two pillars of engagement with EF leadership and entire organization over 18 months: (1) strategic assessment for the entire team and ongoing consultation with leadership and (2) DEI capacity building package for the entire EF team.

#### Deliverables

- Strategic Assessment (EF team) and Consultation (Leadership)
  - Consultation and Thought Partnership
  - Intercultural Competence Assessment
  - Intercultural Development Inventory Introduction and Debrief Sessions
- DEI Capacity Building Package for EF Team
  - Professional Development Package covering five core DEI topics divided into two interactive sessions per topic. Topics include: Principles of DEI, Race in the South, Facing Bias, Microaggressions, and Equity101.

See attached proposal, proposal overview, and project timeline for a detailed list of deliverables.

#### Period of Performance

April 2023 – September 2024

#### Training/Facilitation/Consultation Title

Experience Fayetteville Strategic Assessment and Consultation and DEI Capacity Building

#### Physical Location

Experience Fayetteville's meeting spaces or online via Zoom or other virtual platforms.

#### Setup Agreement

IDEALS will provide and host all online platforms for trainings. Experience Fayetteville will be responsible for assuring that all participants have the supplies and technology to fully participate in the trainings, as outlined in the attached proposal. Experience Fayetteville will also provide all necessary in-person rooms, supplies and refreshments throughout this project.

**Monthly Payment Due:** \$1,110.83

**24-Month Total Not to Exceed:** \$19,995

#### Payment Terms

Monthly payments will be due the last working day of each month, beginning when engagements start.

**Reference:** University of Arkansas Service Agreement dated 11/11/2022

—Thank You for Partnering with the IDEALS Institute for Your DEI Needs—

## **SERVICE AGREEMENT - TRAINING**

THIS SERVICE AGREEMENT ("Agreement") is made and entered into as of this 11th day of November, 2022 ("Effective Date"), by and between the Board of Trustees of the University of Arkansas, acting for and on behalf of the University of Arkansas, Fayetteville (the "University") and the undersigned Client (the "Client"). In consideration of the mutual covenants contained in this Agreement, the parties agree as follows:

1. **Services.** The University shall perform the services described in the Statement of Work ("SOW"), attached hereto and incorporated herein (the "Services").
2. **Change Orders.** All change orders to the SOW and acceptance or rejection of such change orders, must be in writing and accepted by both parties.
3. **Payment.** In consideration of the University's performance of the Services, the Client shall pay the University in accordance with the terms of the SOW. If no due date for payment is stated in the SOW, the stated payment is due upon execution of this Agreement. Late payment may be subject to late payment penalty and interest in accordance with applicable law, as well as collection and attorney fees. The University is under no obligation to provide to Client any financial reporting, supporting documentation, or justification of expenditures made in performance of the Services as a condition of payment.
4. **Intellectual Property Rights and Confidentiality.** As between the parties, all materials and other deliverables provided by the University in connection with its provision of the Services and all intellectual property rights therein and thereto (collectively the "Deliverables") shall be and remain the sole and exclusive property of University. Except as required by law or court order, Client shall not disclose the Deliverables, the terms of this Agreement, or any pricing information discussed in connection with this Agreement to any third party without the express written permission of University. Additionally, the parties agree that this Agreement does not transfer, license, or allow any use of University's logos or other marks. Unauthorized use of the logos or any other marks of University by the Client or its employees or contractors constitute infringement of University's rights and a material breach of this Agreement. Under no circumstances may the Client use University's name in such a manner as to imply or state an endorsement of the Client by the University.
5. **Termination.** This Agreement may be terminated by either party upon thirty (30) days' prior written notice to the other party. The University may terminate this Agreement immediately upon notice to Client if Client has failed to make payment in accordance with the terms of this Agreement. Upon termination by either party, Client shall reimburse University for all costs and non-cancellable commitments and expenses incurred by University in its preparation or performance of the Services prior to the date of termination.

6. **Warranties.** UNIVERSITY MAKES NO WARRANTIES, EXPRESSED OR IMPLIED, AS TO ANY MATTER WHATSOEVER, INCLUDING WITHOUT LIMITATION, THE OWNERSHIP, MERCHANTABILITY, NONINFRINGEMENT, OR FITNESS FOR A PARTICULAR PURPOSE OF ANY GOODS, MATERIALS, OR SERVICES PROVIDED. The University makes no representation or warranty that any data, information, results, materials, or other product of its Services do not or will not infringe third party intellectual property rights. Client acknowledges that the avoidance of such infringement in the use of any data, information, results, materials, or other product provided to Client by University under this Agreement shall remain the responsibility of Client.
7. **Limitation of Liabilities.** EXCEPT WHERE ONE PARTY INDEMNIFIES THE OTHER UNDER THIS AGREEMENT, NEITHER PARTY SHALL BE LIABLE TO THE OTHER FOR CONSEQUENTIAL, SPECIAL, OR PUNITIVE DAMAGES, INCLUDING LOST PROFITS OR OTHER ECONOMIC DAMAGES, EVEN IF ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. THIS LIMITATION WILL APPLY REGARDLESS OF THE FORM OF ACTION, WHETHER IN CONTRACT, STRICT LIABILITY, OR TORT, INCLUDING NEGLIGENCE.
8. **Miscellaneous.**
- 8.1 **Governing Law and Jurisdiction.** This Agreement and all claims arising out of or relating to this Agreement shall be governed by the laws of the State of Arkansas (without regard to its conflict of law provisions) and all matters relating to the validity, interpretation and enforcement of this Agreement shall be determined in the State of Arkansas. In accordance with Article 5, § 20 of the Arkansas Constitution and Arkansas Code Annotated § 19-10-204, the parties agree that the Arkansas State Claims Commission has exclusive jurisdiction over any claims for damages against the University. The United Nations Convention on Contracts for the International Sale of Goods shall not apply to this Agreement.
- 8.2 **Non-Assignability.** This Agreement is not assignable nor the duties hereunder delegable by either party without the written consent of the University.
- 8.3 **Notice.** Any notice or communication required or permitted to be given hereunder shall be in writing and delivered personally, by overnight courier, by facsimile with delivery confirmation received, by United States certified mail, postage prepaid with return receipt requested, or by e-mail with return receipt, addressed as follows:
- (a) If to the Client, to:  
Amy Stockton  
Director of Operations  
Experience Fayetteville  
21 South Block Ave, Suite 100  
Fayetteville, AR 72701

- (b) If to the University, to:  
Elecia Smith, Executive Director  
IDEALS Institute  
640 N. Garland Avenue, Suite 117  
Fayetteville, AR 72701  
and if concerning breach of this Agreement or early termination, a copy to:  
Office of the General Counsel  
421 Administration Building  
University of Arkansas  
Fayetteville, AR 72701

Notice shall be effective immediately if delivered personally or electronically; otherwise notice shall be effective three (3) business days after it has been sent.

- 8.4 Waiver.** Any waiver, either expressed or implied, by either party of any default by the other in the observance and performance of any of the conditions, covenants, or duties set forth in this Agreement shall not constitute or be construed as a waiver of any subsequent or other default.
- 8.5 Force Majeure.** If either party is prevented from performing its obligations under any provision of this Agreement by reason of any war, strike, fire, earthquake, icy roads, hurricane, tornado, or other event or condition beyond its control, such failure to perform shall be excused and shall not be deemed a breach of this Agreement.
- 8.6 Indemnification.** The Client shall defend, indemnify, and hold harmless the University, its agents, officers, board members, and employees from and against any and all claims, damages, losses, and expenses, including reasonable attorney's fees, for any claims arising out of or in any way relating to the performance of Client's obligations under this Agreement, including but not limited to any claims pertaining to or arising from the Client's negligence, intentional acts, or omissions, or Client's use of data, information, results, or materials provided by University under this Agreement.
- 8.7 Liability.** The University shall only be responsible for the acts or omissions of its employees acting in their official capacity. Any legal controversy or legal claim arising out of or relating to this Agreement which results in litigation shall result in each party being solely responsible for its respective attorneys' fees and costs throughout the entire process of any and all proceedings. Nothing in this Agreement shall be deemed or construed as a waiver of the sovereign immunity of the State of Arkansas, or any other immunities available to University or its officers, agents and employees.
- 8.8 University Policies and Laws; Campus Restrictions (applicable to services taking place on University owned or leased property).** The Client will fully comply with all applicable University policies, and federal, state and local laws,

ordinances, and regulations. Client shall not engage in the sale and/or distribution of food and/or beverages at any location on campus. Client shall not permit tobacco, electronic cigarettes, alcohol, or illegal drugs to be used by any of its officers, agents, representatives, employees, contractors, subcontractors, licensees, partner organizations, guests or invitees while on the campus of the University. Client further agrees that it will not permit any of its officers, directors, agents, employees, contractors, subcontractors, licensees, partner organizations, guests or invitees to bring any explosives, firearms or other weapons onto the campus of the University, except to the extent expressly permitted by University of Arkansas policies and the Arkansas enhanced concealed carry laws. Client shall not allow any of its officers, directors, agents, employees, contractors, subcontractors, licensees, partner organizations, guests or invitees that are registered sex offenders to enter the campus of the University.

- 8.9 Non-Discrimination.** The Client agrees to adhere to any and all applicable Federal and State laws, including laws pertaining to non-discrimination. In particular, consistent with the provisions of Act 954 of 1977, as amended and codified at Ark. Code Ann. § 25-17-101, the Client agrees as follows: (a) the Client will not discriminate against any employee or applicant for employment because of race, sex, color, age, religion, handicap or national origin; (b) in all solicitations or advertisements for employees, the Client will state that all qualified applicants will receive consideration without regard to race, color, sex, age, religion, handicap or national origin; (c) failure of the Client to comply with the statute, the rules and regulations promulgated thereunder and this non-discrimination clause shall be deemed a breach of contract and this Agreement may be canceled, terminated or suspended in whole or in part; (d) the Client will include the provisions of items (a) through (c) in every subcontract so that such provisions will be binding upon such subcontractor.
- 8.10 Third-Party Beneficiaries.** There are no third-party beneficiaries of this Agreement unless expressly agreed by the parties in writing. No person or entity, other than the University and the Client and their successors and permitted assigns shall have any rights, remedies, claims, benefits, or powers under this Agreement.
- 8.11 Section Headings.** The headings and subheadings of clauses contained in this Agreement are used for convenience and ease of reference and do not limit the scope or intent of the clause.
- 8.12 Independent Contractors.** The relationship of the parties to this Agreement is that of independent contractors, and nothing in this Agreement should be construed to create any agency, joint venture, or partnership relationship between the parties.
- 8.13 Anti-Boycott Israel Notice.** In accordance with Ark. Code Ann. § 25-1-503, Vendor hereby certifies to University that Vendor (a) is not currently engaged in a boycott of Israel and (b) agrees for the duration of this Agreement not to engage in a boycott of Israel.



**8.14 Entire Agreement.** This Agreement contains the entire understanding and agreement between the parties with respect to its subject matter and supersedes any prior or contemporaneous written or oral agreements, representations or warranties between them respecting this subject matter. This Agreement may be amended only by a writing signed by both parties.

IN WITNESS WHEREOF, the parties hereto have duly executed and have caused this Agreement duly to be executed and delivered as of the Effective Date.

**Agreed**

**Board of Trustees of the University  
of Arkansas, acting for and on behalf  
of the University of Arkansas,  
Fayetteville**

**Experience Fayetteville representative,  
acting for and on Behalf of  
Client**

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

**Fayetteville A&P  
Commission**

# Memo

**To:** Molly Rawn, CEO, Fayetteville Advertising and Promotion Commission;  
Fayetteville Advertising and Promotion Commissioners

**From:** Tyler Wilson, General Manager, Fayetteville Town Center  
Miletus Callahan-Barile, Facilities Manager, Fayetteville Town Center

**Date:** November 14, 2022

**Re:** Window Tint Replacement Fayetteville Town Center

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**Background:**

The Fayetteville Town Center window tinting has deteriorated beyond repair. The current tinting is no longer functional and is not aesthetically pleasing.

Three bids were solicited for this project. The staff recommends the quote from Architectural Glass Tinting due to the extended warranty and the vendor's knowledge of the window track system used in the building.

**Recommendation:**

The Facilities Manager, Fayetteville Town Center General Manager, and the CEO recommend the commission accept the quote from Architectural Glass Tinting for \$27,942.35.

The proposal includes removing the existing material and replacement with new Hyper Optik film that will increase the environmental efficiency of the event spaces and decrease visibility from the exterior. In addition, this contract includes a fifteen-year service and material warranty.

Architectural Glass Tinting  
1912 S. Walton Blvd Ste. G  
Bentonville, AR 72712  
(479) 319-4723  
archglasstinting@gmail.com  
www.bentonvilleglasstinting.com



## Estimate

### ADDRESS

Fayetteville Town Center  
15 W Mountain St  
Fayetteville, AR 72701  
Miletus: 479-587-9944

ESTIMATE # 1191

DATE 10/26/2022

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FILM TYPE	AMOUNT
LLumar Dual-Reflective 5 - 310 Panels	27,942.35
Removal of Film and Adhesive	0.00
<hr/>	
SUBTOTAL	27,942.35
TAX	0.00
TOTAL	<b>\$27,942.35</b>

Accepted By

Accepted Date

Thank You For Your Business and Have a Great Day!  
If you have Any Questions Please Call Us Right Away.

## Fayetteville A&P Commission

# Memo

**To:** Molly Rawn, CEO, Fayetteville Advertising and Promotion Commission;  
Fayetteville Advertising and Promotion Commissioners

**From:** Tyler Wilson, General Manager, Fayetteville Town Center

**Date:** November 18, 2022

**Re:** Fayetteville Town Center Utilization Consultant Services JLL

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### Background:

Jones Lang LaSalle Americas Inc. (JLL) is a consultancy firm specializing in utilization optimization for municipally owned properties and event centers. Fayetteville Town Center has requested a proposal to provide their service and consultation on the optimization and best use of our existing space.

The staff believes this service will provide market insight and guidance on the best course forward for several areas, including upgrades, clientele targeting, and space usage. Included here is the proposal for their services and an outline of their proposed process for the assessment of our facility. JLL has been utilized by many municipally owned event spaces across the country and is highly regarded as a leader in this space.

### Recommendation:

The Facilities Manager, Fayetteville Town Center General Manager, and the CEO recommend that the commission accept the quote from JLL for \$65,000

Their proposed service included in your packet has four assessment phases and costs \$65,000 plus applicable travel expenses.



# **FAYETTEVILLE TOWN CENTER**

## **CONVENTION CENTER**

## **OPTIMIZATION STUDY**

Experience Fayetteville  
Fayetteville Advertising and Promotion Commission  
September 27, 2022





# Contact

JLL

**Contact Information:**

Daniel Fenton, Executive Vice President

M +1 408 309-3450

[dan.fenton@am.jll.com](mailto:dan.fenton@am.jll.com)

Bethanie DeRose, Senior Vice President

M +1 609 457 5361

[bethanie.derose@am.jll.com](mailto:bethanie.derose@am.jll.com)

September 27, 2022

Tyler Wilson  
General Manager  
Fayetteville Advertising and Promotion Commission  
15 West Mountain  
Fayetteville, AR 72701

RE: Fayetteville Town Center

Dear Tyler,

Jones Lang LaSalle Americas, Inc. (JLL) is pleased to present our proposal for Convention Center Optimization Study for the Fayetteville Town Center. We have provided a comprehensive proposal, taking note of the scope of services and understanding the specific needs expressed.

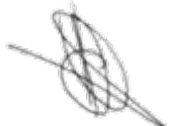
We have the right team for these assignments. JLL brings national expertise in destination development, convention center feasibility, expansion and our proprietary product in convention center optimization. Our combined expertise and experience in convention center planning and venue planning combined with our overarching tourism and destination development backgrounds will bring the right approach to Fayetteville for the convention center study needs.

JLL's system for leveraging stakeholder-driven and future-focused strategic plans has helped destination organizations transform their convention and music venue operations, grow tourism impacts and improve quality of life for residents. Using our convention center optimization analysis, a JLL proprietary tool, we will determine the current utilization of the existing convention center and set a path forward for optimizing square footage, delivering greater return on investment, sales strategy deployment and future goal setting. Our intimate knowledge of the convention center ecosystem allows our planning team to drill deeper into specific outcomes and deliver a long-term plan for success. Our joint outcome will deliver a plan with recommendations to make data-driven strategic decisions.

JLL has an unmatched commitment to gathering and molding important stakeholder input. The guidance and views of elected leaders, tourism industry stakeholders, and community thought leaders and will shape the direction and outcome of these respective plans as well as educate them about the potential by critically examining the recommended outcomes. JLL's process harnesses this stakeholder involvement to jumpstart implementation. Our plans have a higher rate of success in short and long-term recommendations because of this important effort.

Our goal is to create recommendations in these respective studies and planning efforts that is not "JLL's plan," but a plan that has been developed by, and in conjunction with, the Experience Fayetteville and the Fayetteville Town Center, destination partners, and other engaged members of the Fayetteville community.

If you have any questions do not hesitate to reach out to me or Bethanie DeRose, Senior Vice President.



**Daniel Fenton**  
Executive Vice President  
Director of Global Tourism Practice.  
T +1.408-309-3450 | dan.fenton@am.jll.com

**We would be honored  
to be your partner.**







# PROJECT TEAM EXPERIENCE

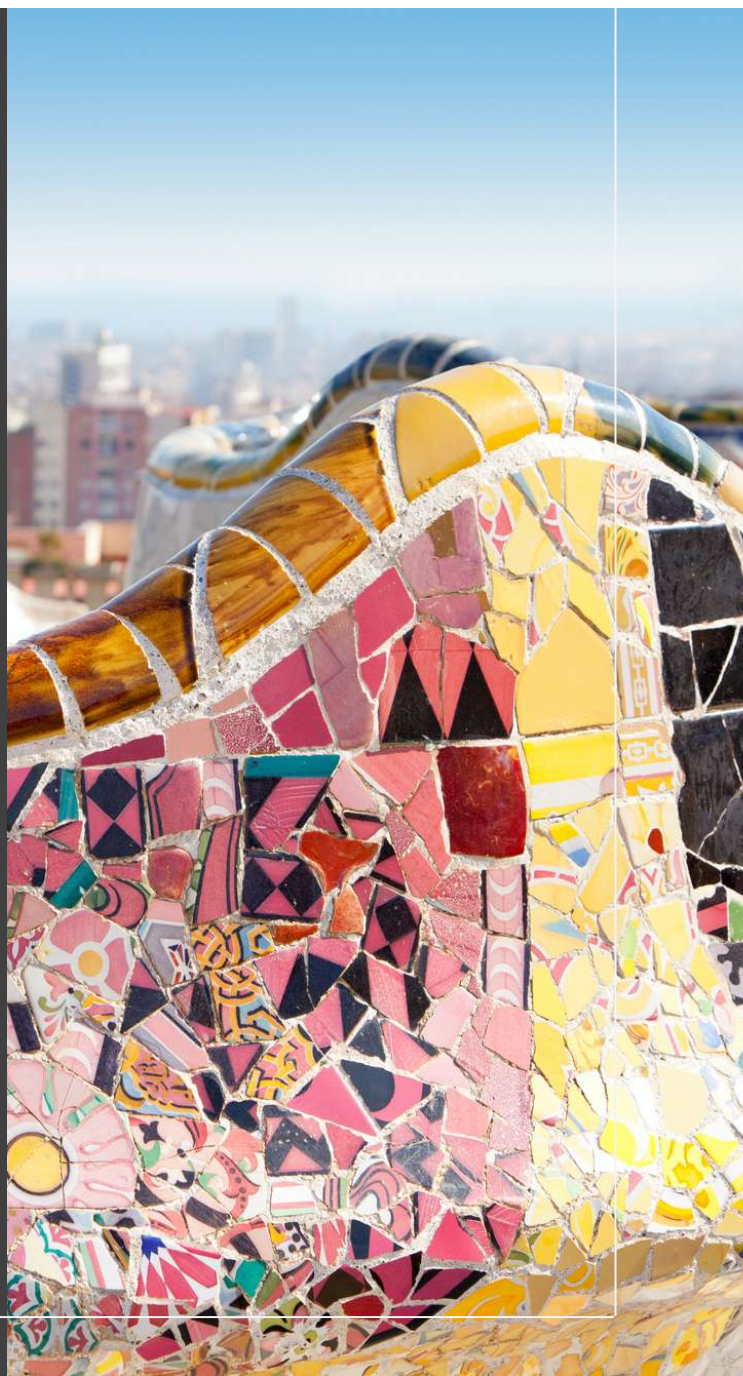


## ABOUT OUR FIRM.

Jones Lang LaSalle Incorporated, incorporated in 1997, is a Maryland corporation. Our common stock is listed on The New York Stock Exchange ("NYSE") under the symbol "JLL." JLL is a Fortune 500 company with annual revenue of \$18.0 billion, operations in over 80 countries and a global workforce of over 93,000 as of December 31, 2019.

JLL is a leading professional services firm with specialized experts in tourism strategy advisory. We shape the future of destinations for a better world by creating solutions, building relationships and most of all, using data to recommend tailored approaches for our clients. As a practice, the Hotels and Hospitality Group maintains 49 global offices. In the last five years, the group's 350-strong global team has helped solve nearly 5,300 unique client challenges by completing advisory, development, valuation and asset management assignments. We have worked cities, regions, states and international destinations – partnering to positively impact the tourism economies and make their destinations more sustainable for future growth.

JLL provides a full range of tourism strategy services for both public and private clients. Our team has extensive experience in providing global strategy and positioning services as well as destination development and a full range of advisory services at the tactical level that enhance the destinations in which we work. Our global platform and diverse service and product offerings position us to best support our clients in such a dynamic and localized industry and to successfully navigate the challenging markets in which we compete worldwide.





# FACILITIES + RESOURCES.

Cities, states and countries across the globe are leveraging the tourism industry to drive new growth, expansion of industry and long-term sustainability for their communities on the world stage. Our team provides the expertise to drive new destination thinking in a globally competitive landscape.

**47**

**Offices**

**350**

**Global specialists**

**150+**

**Global Destinations studied**



No. 1 in Forbes Best Employers for Diversity in America for 2021

**TOP FIRM**

Named to Bloomberg Gender-Equality Index for second year in a row

Score of 100 for Best Places to Work for Disability Inclusion



# We Know Destinations.

We serve as guides in the strategic management of tourism in a sustainable manner consistent with economic goals and cultural values shaped by preservation of natural resources, community desires and visitor industry needs.



## Proven methods

We are practitioners and are thought-leaders in the tourism industry and apply that expertise to build destination strategic plans.



## Leveraging expertise

To date, JLL has advised over 50 destinations on destination strategic plans, organizational assessments, asset optimization strategies, and visitor profiles worldwide.



## Outcome oriented

We pride ourselves on partnering with clients to produce implementation focused results. Why undergo a strategic planning effort, if you can't implement it?

## Awards + Accolades



Fortune  
Fortune 500 Company list  
(2015-2020)



Dow Jones Sustainability  
Index North America  
4th year in a row



World's Most Admired Companies  
Fortune Magazine  
5th year in a row



HUMAN  
RIGHTS  
CAMPAIGN

Perfect Score on the Human  
Rights Campaign Foundation's  
Corporate Equality Index  
6th year in a row



World's Most Ethical Companies  
Ethisphere Institute  
13th year in a row



Energy Star Sustained Excellence Award  
U.S. Environmental Protection Agency  
8th year in a row



# Convention Center Industry Experience

From providing long-range strategic planning, asset management, feasibility assessments, financial advisory services, pre- development and development services, or operational improvement, our firm is recognized as a convention industry leader. As shown in our client list below, we have provided advisory services for **over 100 convention, conference and civic centers.**

- Akron Convention Center
- Alabama Gulf Coast Conference Center
- Albany Convention Center
- Albert B. Sabin Convention Center
- Alpharetta Convention Center
- Alton Conference Center
- Amarillo Civic Center
- Asheville Civic Center
- Augusta Convention Center
- Aurora Conference Center
- Baltimore Convention Center
- Banks County Conference Center
- Birmingham Conference Center
- Burlington Convention Center
- Carteret County Convention Center
- Charlotte Convention Center
- Classic Center, The – Athens, GA
- Cobb Galleria Centre
- COBO Conference & Exhibition Center
- Colorado Convention Center – Denver
- Colorado Springs Convention Center
- Columbia Metropolitan Convention Center
- Columbus Iron Works
- Crown Coliseum Complex
- Ernest N. Morial Convention Center
- Expoland Malaysia
- Frank Mayborn Convention Center - Florida
- Garland Conference Center
- Gary Convention Center
- George R. Brown Convention Center
- Greater Columbus Convention Center
- Greenville/Pitt County Convention Center
- Greenwood Conference Center
- Indiana Convention Center
- Irving Convention Center at Las Colinas
- Jackson Township Conference Center
- Jacksonville Convention Center- Florida
- Jacob K. Javits Convention Center
- John B. Hynes Convention Center
- Johnston County Conference Center
- Kalahari Resort & Convention Center
- Kansas ExpoCentre
- Lancaster Convention Center - Pennsylvania
- Liberty Conference Center
- M.C. Benton, Jr. Convention and Civic Center
- Manhattan Conference Center
- Mayo Civic Center – Rochester, MN
- McCormick Place Chicago
- Meydenbauer Center – Bellevue, WA
- Miami Beach Conference Center
- Miami Beach Convention Center
- Monona Terrace Community & Convention Center
- Montgomery Conference Center
- Mountain Lakes Conference Center
- Myriad Convention Center
- Myrtle Beach Convention Center
- Navy Pier Chicago
- Norfolk Convention Center
- North Charleston Convention Center
- Northwest Georgia Trade & Convention Center
- Oconee County Conference Center
- Orlando Downtown Convention Center
- Orlando/Orange County Convention Center
- Osceola County Conference Center at Reunion Resort
- Overland Park Convention Center
- Pennsylvania Convention Center
- Portman Conference Center
- Prime F. Osborn Convention Center
- Queen Sirikit Convention Center (Bangkok)
- Raleigh Convention/Civic Center
- Richardson Galatyn Park Conference Center
- Richmond Center for Conventions and Exhibitions
- Riyadh Trade Mart and Convention Center
- Saint Paul RiverCentre
- San Jose McEnery Convention Center
- San Juan Convention Center
- Sarasota Convention Center
- Schaumburg Convention Center
- Schenectady Convention Center
- Seaside Convention Center
- Shreveport Convention Center
- St. Louis Cervantes Convention Center/ Stadium
- South San Francisco Conference Center
- Sugar Land Convention Center, TX
- Summerville Civic Center, SC
- TD Convention Center- SC
- Toronto Exhibition Place Trademart & Exhibit Hall
- Trenton Conference Center
- Tuscaloosa Convention Center
- Vancouver Convention & Exhibition Centre
- Washington Convention Center, DC
- Wausau Convention Center
- Wildwood Convention Center , NJ
- Williamsburg Convention Center
- Wilmington Convention Center
- Winchester Conference Center, VA

**JLL knows Convention Centers**

# Global Sustainability.

In collaboration with the World Green Building Council, JLL continues its commitment to taking bold climate action. In 2019, JLL became the first consultancy to sign up to the WorldGBC's Net Zero Carbon Buildings Commitment (NZCB), which helped establish a blueprint for our global NZCB Commitment. We are committed to achieving net zero carbon emissions across all JLL-occupied buildings by 2030. Our practice applies these same principles and initiatives to clients, advocating this approach to both clients and suppliers.

## Applied Sustainability Initiatives with Recent Clients



## Global Partnerships on Sustainability





# Tourism Readiness

## Thought Leadership.

JLL knows that cities are global hubs accelerating business, innovation and job creation all around the world. That is why our team is committed to global partnerships to further this industry's impact. JLL has worked with leading global think tanks to advise on policy and operationalize it into practice. This year, JLL & WTTC will be releasing the new 2022 Index.



In 2019, JLL released a joint research report with the World Travel & Tourism Council (WTTC) on global tourism readiness. The research indexed 50 global cities and their positioning for a successful tourism industry based on 75+ data points using JLL & WTTC's joint expertise in the field. Our methodology developed five-typologies of destinations.



Our team works closely with Destinations International to support destination marketing organizations in achieving their ambitions. Our practice lead, Dan Fenton, was a former chair of this international organization. Bethanie DeRose and Juliet Velazquez currently sit on the Global Leadership and Convention Sales and Services Committees for Destinations International to support JLL's global reach and are instrumental in providing strategic recommendations influencing policy change in the industry.



Through our work with the World Economic Forum (WEF), JLL is able to be a leading advisory voice on issues related to emerging markets, sustainability and competitiveness. JLL & WEF understand the importance of tourism to drive the health and success of adjacent industries i.e., retail, restaurants, transportation and overall quality of place.



# Similar Projects

## Renovation and Expansion of the Charlotte Convention Center

Based on recommendations from a market study commissioned by the Charlotte Regional Visitors Authority, JLL + TVS explored a series of potential improvements. Through the teams' collaboration and together with the staff, a master plan was developed for expanding and enhancing the center. The Charlotte Convention Center, designed by TVS, opened in 1995. Since then, the needs of meeting planners and convention attendees have evolved, requiring investment in the facility to deliver a competitive experience.

A major need identified by the study was for additional meeting space. Since there is no available land adjacent to the center, it is not currently possible to expand beyond the existing building's footprint to create this space. TVS therefore investigated and found ways to expand the building vertically by adding new floor space above the existing exhibit halls. This additional space will provide 15 new meeting divisions with 26,000 sf. This new area also creates a new public concourse façade along Stonewall Street, currently the neglected back side of the building, greatly improving the center's connectivity to the city.



Market Demand for Expansion  
Customer Feedback Study  
Recommendations for Design  
Dan Fenton – Project Oversight  
Bethanie De Rose – Project Manager



JLL has **completed optimization assessments** in Columbus, Miami, Philadelphia, Rochester, Minnesota, Santa Clara, California and Madison, Wisconsin.



# Similar Projects

## Market Analysis for the Expansion of the Colorado Convention Center

JLL helped the City of Denver move forward with a \$233 million expansion of the Colorado Convention Center. JLL's market analysis and customer research indicated that a large convention space was not necessarily conducive to further expansion efforts. The study concluded that Denver needs to provide the best facilities and service to be a class leader. The recommended direction focused on improving public spaces to enhance social interaction during conventions. Through JLL's research, tvsdesign was able to develop multiple design concepts that reflected the reimagined space.

State of the art technology, reengineering of food and beverage concepts and hotel infrastructure was also determined to be an important components in Denver's future. The recommendations illustrated the need for special outdoor rooftop events space that would help brand the Colorado experience for visitors.



**Feasibility Study for Expansion**  
**Market Demand for National Western & Colosseum**  
**Operational Recommendations for Denver Arts & Venues**  
**Financing Recommendations**  
**Dan Fenton – Project Oversight**  
**Bethanie De Rose – Project Manager**



Taking full advantage of the natural elements of Denver in a new design and game plan for the city's most important asset. Developing a path for continued improvement for a destination that has a proven track record of success.



# Similar Projects

## Raleigh Convention Center Optimization and Expansion Study

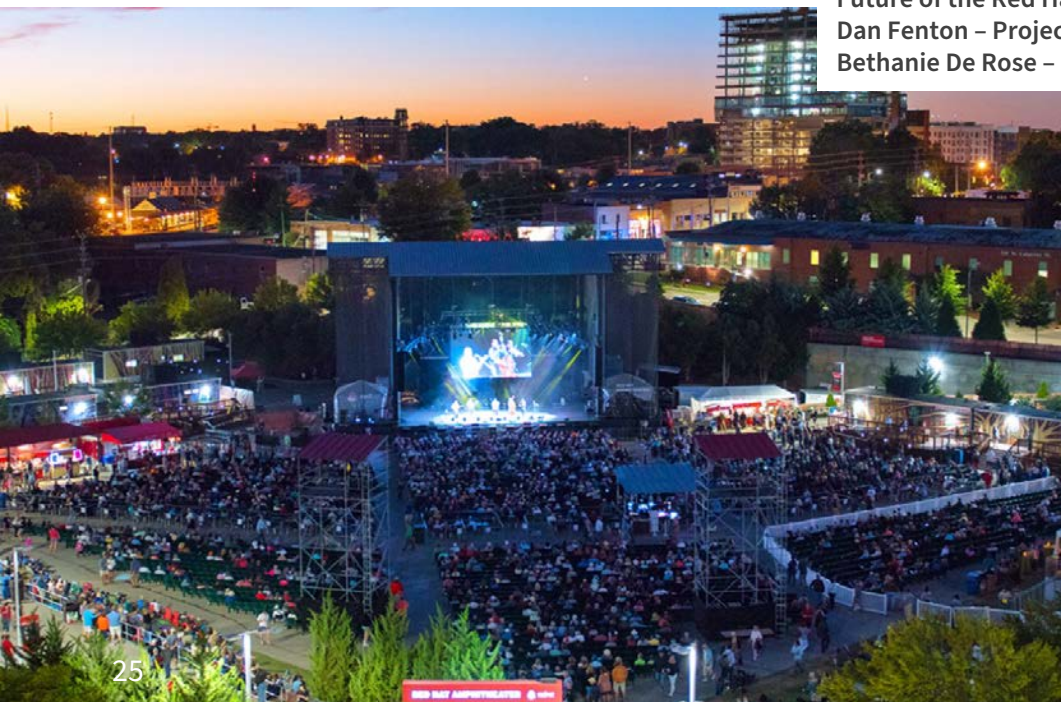
The Greater Raleigh Convention and Visitors Bureau selected JLL to orchestrate a 10-year Destination Strategic Plan. The planning initiative sought to provide a unified vision for the destination's future across the entire county. All 13 municipalities were engaged along with input from over 1,800 stakeholders to help construct the final plan.

The process included the comprehensive analysis of convention center utilization and optimization. JLL conducted the in-depth analysis to determine current use and develop a long-term plan to strategically optimize the RCC. This plan was delivered in 2018.

In 2021, the GRCVB asked JLL to come back and refresh the RCC study to ensure they were on the right path. JLL recently completed that refresh work and updated the long-term recommendations which now includes action on a new convention hotel to improve production from the RCC with support from the City and County.



**Convention Center Utilization & Optimization Study**  
**Feasibility Study for Expansion**  
**Market Demand for Hotel Product Needs**  
**Sales Deployment Planning**  
**Future of the Red Hat Amphitheater**  
**Dan Fenton – Project Oversight**  
**Bethanie De Rose – Project Manager**



This process enabled partners to understand the potential for the RCC and ultimately support recommendations for 5 and 10-year cycles to reinvest in the building to improve the impact it could have.

# Similar Projects

## Destination Madison Convention Center Study

JLL was hired by Destination Madison in conjunction with the City via the Monona Terrace Community & Convention Center to conduct the detailed analysis of current space utilization.

JLL worked closely with both CVB and City leadership teams to conduct the utilization and optimization study. The study included a review of 5-years of pre-covid history, space use analysis, revenue impact analysis, hotel room impact and mix of business by event type and market segment. Additionally, future pipeline business and lost business was studied to determine pace to goals.

JLL set a 5-year plan forward to optimize the MTCCC including a sales prospecting plan, booking policy with new priorities and team deployment plan.

The plan was delivered and presented to both boards in January of 2022 and both Destination Madison and MTCCC teams are actively working on implementation.



**Convention Center Utilization & Optimization Study**  
**Sales Deployment Planning**  
**Business Mix Analysis**  
**Dan Fenton – Project Oversight**  
**Bethanie De Rose – Project Manager**



This process included a joint booking policy, sales goals and prioritization schedule which enables both the CVB and building teams to work more seamlessly towards optimization.



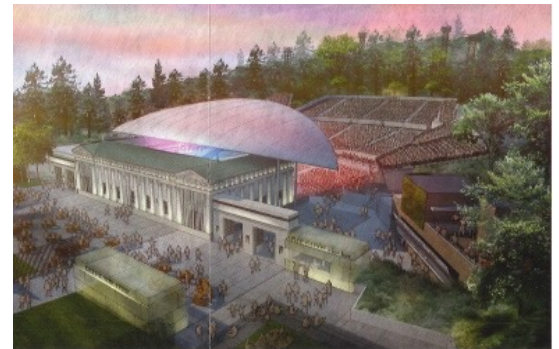
# Similar Projects

## City of Los Angeles' Greek Theatre in Griffith Park

JLL was selected by the City of Los Angeles, Department of Recreation and Parks to reposition the Greek Theater through the development of a new vision and facilitating a new agreement between the LA Greek Theatre and a new operator and promoter. The Greek Theatre is one of many venues managed by the Department, which has an annual budget of \$200 million dollars. The goal of this project was to determine how to best position the theatre to compete for top revenue shows among larger venues in the area.

Our firm led in the community and stakeholder engagement process including completing over 100 interviews and surveys and meeting with individuals in the surrounding neighborhoods and park area. We also worked with the finance department in the creation and administration of the RFP process to solicit a new operator/promoter. In addition, we managed the subcontractor responsible for budgeting and recommending the necessary capital improvements for the theater, estimated in the range of \$10 to \$20 million.

JLL led the process to bring new revenues through a comprehensive RFP process that required a significant financial commitment from the proposers. This process led to the City's decision to self-operate the facility. This change has resulted in increased revenues by over \$2 million annually since opening the venue to multiple promoters.



**Market Demand for Greek Theatre Futures Study**  
**Community & Neighborhood Engagement Plan**  
**RFP Development & Facilitation**  
**Contract Negotiation**  
**Dan Fenton – Project Oversight**  
**Bethanie De Rose – Project Manager**

# Similar Projects

## Red Rocks Park and Amphitheatre, Morrison Colorado

JLL engaged with the City and County of Denver's Arts and Venues Department for the development of a long-range strategic plan. The plan developed guiding principles for the continued operation of Red Rocks Amphitheatre that included the following:

- Current Market Conditions
- Situational analysis of Denver's current cultural landscape including trends, demographic shifts, policies & assets.
- Analysis of market trends in the concert entertainment industry.
- Land Use and Built Environment
- Developing 5-year capital improvement plan for the Amphitheatre and support areas of the venue.
- Developing land use and preservation guidelines for the surrounding park grounds (excluding property managed by Denver Parks and Recreation).
- Utilization and Operations
- Evaluation of Venue Operations related to efficiency and delivery of service to the 3 P's (patrons, performers, promoters) and other visitors.
- Evaluation of the capacity of venue activity in a calendar year, including a balanced model for utilization of the Amphitheatre for popular concerts as well as other activities.
- Evaluation the relationship with existing and future potential promoter agreements.
- Evaluation of ancillary operations and contract relationships (Ship Rock Grille, Trading Post, etc.)





# Similar Projects

## Biery Witt Performing Arts Center Mt Crested Butte, CO

JLL recently worked with the Mt. Crested Butte Performing Arts Center on an innovative new build project to bring conventions and meetings and the performing arts under one, flexible roof. The goal was to design a first-class facility that would enable world-renowned performances to be featured with the seamless ability to transform the space for meeting usage.

JLL conducted a market demand study for the usage of the proposed facility in phase one. In phase two, JLL participated in the design and development of the facility with the architectural partner. In addition, JLL projected usage, revenue and expenses related to the fully functional new building.



# References

JLL are proud of our work history and we encourage you to contact our past clients. We have included three contacts that we believe align most closely with the Experience Fayetteville project. We would be happy to provide more project contacts as needed.



**Mike Crum**  
Previously Chief Financial Officer  
Charlotte Regional Visitors Authority  
Currently Public Events Department  
Director City of Fort Worth  
817.392.2501  
[michael.crum@fortworthtexas.gov](mailto:michael.crum@fortworthtexas.gov)



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President & CEO  
Visit Raleigh  
919.270.8344  
[dedwards@visitraleigh.com](mailto:dedwards@visitraleigh.com)



# PROJECT TEAM PERSONNEL



# Project Staff

## Meet Our Team.



### **Dan Fenton**

Executive Vice President  
JLL  
Project Role: Project Oversight  
and Strategy



### **Bethanie DeRose**

Senior Vice President  
JLL  
Project Role: Project Manager,  
Convention Center Expert



### **Juliet Velázquez**

Associate  
JLL  
Project Role: Market Analysis



### **Mitchel Anzivino**

Associate  
JLL  
Project Role: Market Analysis



# Dan Fenton

Executive Vice President + Director of Global Tourism

Dan heads up the Global Tourism Team within JLL's Hotels & Hospitality Group specializing in research, tourism strategy and destination planning. He is the past Chairman of the Board of Destinations International where he launched several initiatives designed to drive more effective practices across Destination Marketing Organizations.



## KEY SECTOR EXPERIENCE

Destination Master Planning

Tourism Strategic Planning

Convention Center Futures Planning

Public Venue Assembly Planning & Feasibility

Placemaking

Market Segmentation & Identification

Stakeholder Alignment

Tourism Organization Visioning and Structure Advisory

## EDUCATION + AFFILIATIONS

Cornell University  
Bachelor's Degree in Hospitality  
Administration and Management  
York School Board of Trustees

## YEARS OF EXPERIENCE

20+

## KEY EXPERIENCE

Dan blends his knowledge of trends in the national and international tourism and hospitality sectors to bring a "big picture" view to what makes destinations more competitive and how communities can set themselves apart. This knowledge was thoroughly applied to help develop the Meet Hawai'i brand and direction. With this perspective, he understands what questions need to be asked and uses that context to evaluate and leverage the resulting data. Before joining JLL, Dan was a Principal for Strategic Advisory Group, which was acquired by JLL in early 2016, for five years. Prior to joining Strategic Advisory Group, he served as President and CEO of Team San Jose for 15 years.

## KEY PROJECTS

- Amelia Island Convention & Visitors Bureau
- Charlotte Regional Visitors Authority
- Costa Elena Development Advisory
- Destinations International
- Discover Coronado
- Discover Santa Clara
- Finger Lakes NY Regional Tourism Council
- Fort Worth Convention Center
- Greater Raleigh Convention & Visitors Bureau
- Hawai'i Tourism Authority
- Houston Convention & Visitors Bureau
- Little Rock Convention & Visitors Bureau
- Lynwood Public Facilities District
- Miami Beach Convention Center
- Philadelphia Convention & Visitors Bureau
- Pompano Beach Cultural Tourism Plan
- Raleigh Convention Center
- Rochester MN Convention & Visitors Bureau
- St. Mary's County, Maryland
- Visit Denver
- Visit Greenville SC
- Visit Sarasota County
- Walton County Florida
- World Travel & Tourism Council – Tourism Readiness Research



# Bethanie DeRose

Senior Vice President, Tourism + Destination Development

Based in New York, Bethanie DeRose is a Senior Vice President with JLL's Hotels & Hospitality Group specializing in tourism strategy, destination development and management. She assists clients with destination strategic planning, tourism readiness and sustainability, convention center asset management, public facility feasibility and overall destination positioning.

## KEY SECTOR EXPERIENCE

Destination Master Planning

Tourism Strategic Planning

Convention Center Futures Planning

Public Venue Assembly Planning & Feasibility

Placemaking

Market Segmentation & Identification

Stakeholder Alignment

Tourism Organization Visioning and Structure Advisory



## EDUCATION + AFFILIATIONS

Rutgers University  
Bachelor's Degree in Communications  
Certified Destination Management  
Executive, Destinations International

## YEARS OF EXPERIENCE

10+

## KEY EXPERIENCE

Bethanie has extensive experience in long-term destination and tourism planning efforts including public assembly venues, specifically convention centers, amphitheaters, arena and multi-use facilities. Bethanie is the convention center utilization and optimization expert on the JLL team having conducted assessments of over 25 convention centers in conjunction with the DMO in the last 5 years. Bethanie has also worked closely with industry associations including the World Travel and Tourism Council on a Global Tourism Readiness project as well as Destinations International on the conventions and meetings product audit. She also serves on various Destinations International committees.

## KEY PROJECTS

- Amelia Island Convention & Visitors Bureau
- Charlotte Regional Visitors Authority
- Costa Elena Development Advisory
- Destinations International
- Discover Coronado
- Discover Santa Clara
- Finger Lakes NY Regional Tourism Council
- Fort Worth Convention Center
- Greater Raleigh Convention & Visitors Bureau
- Hawai'i Tourism Authority
- Houston Convention & Visitors Bureau
- Little Rock Convention & Visitors Bureau
- Lynwood Public Facilities District
- Miami Beach Convention Center
- Philadelphia Convention & Visitors Bureau
- Pompano Beach Cultural Tourism Plan
- Raleigh Convention Center
- Rochester MN Convention & Visitors Bureau
- St. Mary's County, Maryland
- Visit Denver
- Visit Greenville SC
- Visit Sarasota County
- Walton County Florida
- World Travel & Tourism Council – Tourism Readiness Research

# Juliet Velázquez

Associate, Tourism and Destination Development

As part of the Strategic Advisory and Asset Management team with JLL's Hotels & Hospitality Group, Juliet Velazquez assists clients with developing strategic plans for destination growth, developing ways to optimize the effectiveness of tourism assets and overall destination positioning.

## KEY SECTOR EXPERIENCE



Destination Master Planning

Tourism Strategic Planning

Tourism Asset Planning

Destination Venue Planning & Feasibility

Placemaking

Market Segmentation & Identification

Stakeholder Alignment

Tourism Organization Visioning and Structure Advisory

## EDUCATION

Florida International University  
Bachelor's Degree in  
Communications and Public Relations

## YEARS OF EXPERIENCE

9+

## KEY PROJECTS

- Amelia Island Convention & Visitors Bureau
- Costa Elena Development Advisory
- Discover Coronado
- Discover Santa Clara
- Fort Worth Convention Center
- Little Rock Convention & Visitors Bureau
- Lynwood Public Facilities District
- Miami Beach Convention Center
- Pompano Beach Cultural Tourism Plan
- Raleigh Convention Center
- Visit Greenville SC
- WTTC Index

## KEY EXPERIENCE

As a marketing strategy professional, Juliet is proficient in identifying and organizing high-level strategies into actionable steps. She has worked closely with industry associations including the **World Travel and Tourism Council**, through the Global Tourism Readiness project as well as **Destinations International** on the Global Leadership Committee, Convention Sales and Services Committee, and Event Impact Calculator Product Development Committee. In addition, she was the recipient of the **Destinations International 30 Under 30 Award**.

In her previous role, Juliet served at the Greater Miami Convention and Visitors Bureau (GMCVB) providing business analytics expertise to the Convention Sales team. Prior to the GMCVB, she served as a Public Information Specialist for the City of Miami Beach focusing on Marketing and Communications as Editor of MB Magazine.

# Mitchel Anzivino

## Associate, Tourism and Destination Development

Based in New York, Mitchel Anzivino is an Associate with JLL's Hotels and Hospitality Group since June 2021, specializing in tourism strategy, destination development and management. His role includes collaborating with clients to organize data to build strategy and produce optimized recommendations. In addition, he assists clients with tourism readiness and sustainability, public facility feasibility, convention center asset management, overall destination strategic planning and destination positioning.



### KEY SECTOR EXPERIENCE

Destination Master Planning

Tourism Strategic Planning

Tourism Asset Planning

Destination Venue Planning & Feasibility

Placemaking

Market Segmentation & Identification

Stakeholder Alignment

Tourism Organization Visioning and Structure Advisory

### EDUCATION

New York University  
Bachelor's Degree in Hospitality  
and Tourism Management

### YEARS OF EXPERIENCE

4+

### KEY PROJECTS

- Amelia Island Convention & Visitors Bureau
- Costa Elena Development Advisory
- Discover Coronado
- Discover Santa Clara
- Fort Worth Convention Center
- Little Rock Convention & Visitors Bureau
- Lynwood Public Facilities District
- Miami Beach Convention Center
- Pompano Beach Cultural Tourism Plan
- Raleigh Convention Center
- Visit Greenville SC
- WTTC Index

### KEY EXPERIENCE

Joining the JLL team in June 2021, Mitchel brings multiple years of hospitality and tourism experience. He has comprehensive knowledge in asset utilization, capital planning and due diligence support having recently completed domestic projects for Las Vegas, Nevada; and Dallas, Texas. Internationally, Mitchel has improved financial and operational performance of luxury hotels throughout Riyadh, Saudi Arabia; Amman, Jordan; Kuwait City, Kuwait and London, England by enhancing management operating systems, forecasting strategies, and brand positioning.

Mitchel also continues to collaborate with the World Travel and Tourism Council on creating a standard for Global Tourism Readiness. He is skilled in interpreting and organizing data from several sources to deliver analytics that both build strategic insights and drive optimizations for clients.

Before joining JLL, Mitchel was a consultant at Carpedia Hospitality for 2 years, an implementation-based consultancy focused on improved





# PROJECT SCOPE

## APPROACH



# PROJECT SCOPE

## SUMMARY

### Your Priorities Are Ours

JLL is unmatched in our ability to deliver because our planning experts are backed by data and industry expertise on convention centers.

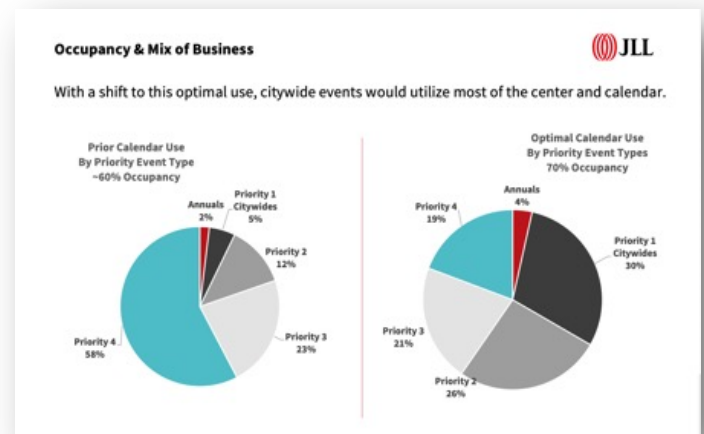
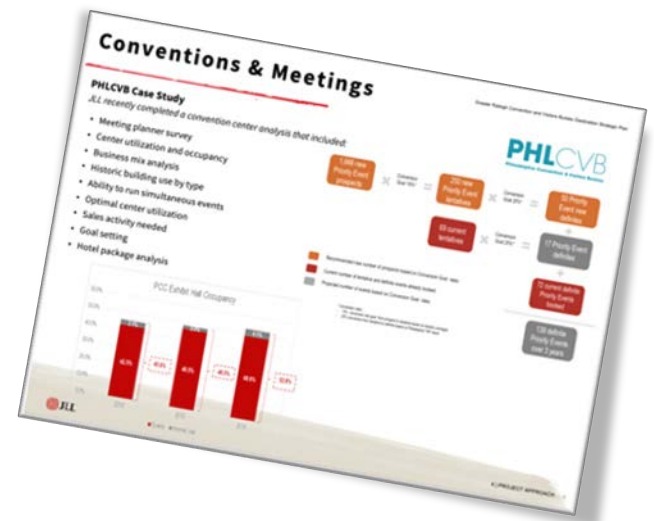
**We are not a theory firm** – JLL’s stakeholder-driven and data backed, strategic process produces plans that energize our clients through innovative direction, inspire their stakeholders to greater levels of support through their engagement and emboldens their communities to overcome destination deficiencies.

### Convention Center Optimization

Construct a comprehensive perspective on the event compression for the booking year and develop a plan for the future of the Fayetteville Town Center.

The optimization assessment is constructed based on expressed room night goals combined with revenue needs for the Center. **The outcome is not based on maximizing either perspective, but rather enhancing the mix of potential business.**

JLL has completed optimization assessments in Columbus, Miami, Philadelphia, Rochester, Minnesota, Santa Clara, California Madison, Wisconsin and many others. We have done this work in mature convention markets and small to medium size markets, as well as in-hotel only meetings markets.



# PROJECT SCOPE

## Convention Center Optimization

### Phase 1

#### Space analysis

JLL will create a custom template for the utilization data on past activity within the Fayetteville Town Center by day for every room and space used. This is a very detailed analysis of how the Town Center is actually utilized and JLL will work closely with the Town Center systems administrator to extract and analyze this data. JLL will display the results of the space analysis in a summary report for Experience Fayetteville.

#### Booking policy review

In parallel with completing the space analysis JLL will review the current booking policy used to guide decision making. JLL will report on the current “occupancy” and mix of business in alignment with the booking policy at the Town Center as an outcome of the process. JLL will make any recommendations as to modifications that are needed to the current booking policy to increase utilization or sales.

### Phase 2

#### Assessment of the city-wide convention universe – overall demand

JLL will analyze available information from the sales databases and MINT databases for an initial determination of the “universe” of the city-wide group market for Fayetteville. JLL will analyze the results in collaboration with the sales teams. This analysis is designed to determine the potential demand for city-wide conventions for the Fayetteville Town Center.

#### Hotel Room Block Confirmation

JLL will confirm the available room block with the impacted hotels to understand the current capacity related to city-wide conventions. This will inform the correct sizing for conventions to optimize use of the Fayetteville Town Center.

### Phase 3

#### Determine Optimal Convention Center Business Mix

Based on the data and insight collected from the above steps, JLL will determine the optimal number of “first priority” city-wide events, “second priority” room-night generating events, and the overall event mix by type of event by year. JLL will work collaboratively with the sales leadership to develop the targeted optimal business mix. JLL will also identify any challenges to achieving the optimal utilization and mix of business based on the research conducted.

#### Develop Multiple Year Projections & Sales Activity

JLL will develop a multi-year projection with the annual goals required to achieve the optimal number of city-wide conventions and room nights associated. This will include an outline of the amount of sales activity that will be required to achieve the event booking goals.

### Phase 4

#### Set Goals – Multi Year “Glide Path”

JLL’s process will include developing multiple year projections (goals) and will finalize those projections in conjunction with Experience Fayetteville leadership. This will set both booking and consumption goals annually for the sales team to achieve optimization.

#### Presentation to Stakeholders

JLL will present the overall findings and proposed goals to Experience Fayetteville executive and sales leadership. Additional presentations will be scheduled to include the Town Center, hotels and other stakeholders as appropriate. JLL will work collaboratively to gain support and buy-in from all respective stakeholders as an outcome of this process. JLL will prepare this final summary presentation to include any additional recommendations or considerations for future planning as it relates to Experience Fayetteville and the Fayetteville Town Center sales efforts.





# TIMELINE + BUDGET

*JLL proposes the following six month timeline and cost proposal for completing phases one through four and will include two (2) visits to Fayetteville. Additionally, JLL estimates a potential start date in March/April 2023.*

## Fayetteville Town Center | Cost Proposal

Scope Task	Fee by Task Completed	
Phase 1	\$	10,000
Phase 2	\$	20,000
Phase 3	\$	25,000
Phase 4	\$	10,000
<b>Total:</b>		<b>\$ 65,000</b>
<i>plus applicable travel expenses</i>		

## Fayetteville Town Center | Timeline Proposal

Scope Step / Month	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Phase 1						
Phase 2						
Phase 3						
Phase 4						

# Let's Talk

We would be honored to be your partner.

**Contact Information:**

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Bethanie DeRose, Senior Vice President

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# Memo



**To:** Molly Rawn, CEO, Experience Fayetteville  
Fayetteville Advertising & Promotion Commissioners

**From:** Jennifer Walker, VP Finance, Experience Fayetteville

**Date:** November 18, 2022

**Re:** 2023 Budget Presentation

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The attached budget packet is presented by Experience Fayetteville staff for consideration.

The following documents are included for review:

1. Summary of Consolidated Budgeted revenue and expenditures (1 page)
2. Appropriation Document (4 pages) *\*voting document*
3. Detailed Experience Fayetteville Budget (3 pages)
4. Detailed Fayetteville Town Center Budget (2 pages)
5. Detailed Cyclocross Legacy Funds Budget (1 page)

**Staff Recommendation: A vote to adopt the attached 2023 Consolidated Operating Budget as presented in the appropriation document.**





**Fayetteville A&P Commission**  
**Consolidated Budget**  
**2023 Proposed Budget Summary**

Account Number	Account Name	Consolidated Budget 2022	Consolidated Budget 2023	Experience Fayetteville Budget 2022	Experience Fayetteville Budget 2023	EF % Change vs 2022	Town Center Budget 2022	Town Center 2023	FTC % Change vs 2022
<b>REVENUE</b>									
40000	Revenue								
41000	Hotel, Motel, Restaurant Taxes	4,154,500	4,960,000	4,154,500	4,960,000	19%	-	-	0%
42000	Rental Income	351,000	492,000	5,000	6,500	30%	346,000	485,500	40%
43000	Event Income	35,700	44,972	32,700	37,472	15%	3,000	7,500	150%
44000	Sales	51,200	53,700	51,200	53,700	5%	-	-	0%
45000	Parking Revenue	33,000	26,000	-	-	0%	33,000	26,000	-21%
46000	Advertising Income	3,000	3,500	3,000	3,500	17%	-	-	0%
48000	Other Revenue	182,255	83,000	182,255	83,000	-54%	-	-	0%
49000	Interest Income	8,250	7,550	8,000	7,500	-6%	250	50	-80%
	<b>TOTAL REVENUE</b>	<b>4,818,905</b>	<b>5,670,722</b>	<b>4,436,655</b>	<b>5,151,672</b>	<b>16%</b>	<b>382,250</b>	<b>519,050</b>	<b>36%</b>
<b>EXPENSE</b>									
50000	Rental/and Event Expenses	216,150	384,450	124,650	146,450	17%	91,500	238,000	160%
55000	Downtown Initiative	100,000	-	100,000	-	0%	-	-	0%
60000	Payroll and Related Expenses	1,616,044	1,933,886	1,134,973	1,420,296	25%	481,071	513,590	7%
70000	Operating Expenses	1,829,776	2,149,386	1,521,076	1,730,906	14%	308,700	418,480	36%
71000	Marketing	928,555	1,003,015	916,455	917,594	0%	12,100	85,421	606%
72000	Sales and Development	205,098	360,550	202,098	355,450	76%	3,000	5,100	70%
73000	Office and Administrative	159,134	200,535	145,534	174,130	20%	13,600	26,405	94%
74000	Travel	53,190	72,860	51,490	61,960	20%	1,700	10,900	541%
75000	IT Expenses	110,401	133,381	100,601	122,171	21%	9,800	11,210	14%
76000	Insurance	26,750	27,050	22,250	22,200	0%	4,500	4,850	8%
77000	Facilities	346,648	351,995	82,648	77,401	-6%	264,000	274,594	4%
80000	Tourism Support	239,815	403,000	239,815	403,000	68%	-	-	0%
90000	Other Expenses	807,000	800,000	807,000	800,000	-1%	-	-	0%
	<b>TOTAL EXPENSE</b>	<b>4,808,785</b>	<b>5,670,722</b>	<b>3,927,514</b>	<b>4,500,652</b>	<b>15%</b>	<b>881,271</b>	<b>1,170,070</b>	<b>33%</b>
	<b>Net Revenue/(Loss)</b>	<b>10,120</b>	<b>0</b>	<b>509,141</b>	<b>651,020</b>	<b>28%</b>	<b>(499,021)</b>	<b>(651,020)</b>	<b>30%</b>
77800	Capital Expenditures	595,000	638,000	90,000	262,000	191%	505,000	376,000	-26%
	<b>Adjusted Net Revenue/(Loss)</b>	<b>(584,880)</b>	<b>(638,000)</b>	<b>419,141</b>	<b>389,020</b>	<b>-7%</b>	<b>(1,004,021)</b>	<b>(1,027,020)</b>	<b>2%</b>

# **2023 Proposed Budget Appropriation Document**



**Fayetteville A&P Commission**  
**Consolidated Budget**  
**2023 Proposed Budget for Adoption**

Account Number	Account Name	Consolidated Budget 2023	Experience Fayetteville Budget 2023	Town Center 2023
<b>REVENUE</b>				
<b>40000</b>	<b>Revenue</b>			
<b>41000</b>	<b>Hotel, Motel, Restaurant Taxes</b>	<b>4,960,000</b>	<b>4,960,000</b>	<b>-</b>
<b>42000</b>	<b>Rental Income</b>	<b>492,000</b>	<b>6,500</b>	<b>485,500</b>
42100	Facility Rental	250,000	-	250,000
42200	Rental Items	30,000	-	30,000
42300	Alcohol Sales	104,000	6,500	97,500
42400	Rental Services	108,000	-	108,000
<b>43000</b>	<b>Event Income</b>	<b>44,972</b>	<b>37,472</b>	<b>7,500</b>
43100	1st Thursday Income	25,472	25,472	-
43200	LOTO Income	12,000	12,000	-
43400	Other Event Income	7,500	-	7,500
<b>44000</b>	<b>Sales</b>	<b>53,700</b>	<b>53,700</b>	<b>-</b>
<b>44200</b>	<b>Visitor Store Sales</b>	<b>53,700</b>	<b>53,700</b>	<b>-</b>
44210	Regular Store Sales	51,000	51,000	-
44220	Consignment Sales	2,700	2,700	-
<b>45000</b>	<b>Parking Revenue</b>	<b>26,000</b>	<b>-</b>	<b>26,000</b>
45100	Parking Machine Revenue	11,000	-	11,000
45200	Parking Lease Revenue	15,000	-	15,000
<b>46000</b>	<b>Advertising Income</b>	<b>3,500</b>	<b>3,500</b>	<b>-</b>
<b>48000</b>	<b>Other Revenue</b>	<b>83,000</b>	<b>83,000</b>	<b>-</b>
48800	Other Grants / DSAC	83,000	83,000	-
<b>49000</b>	<b>Interest Income</b>	<b>7,550</b>	<b>7,500</b>	<b>50</b>
49001	Investment Account Interest	3,000	3,000	-
49002	Checking Account Interest	4,550	4,500	50
	<b>TOTAL REVENUE</b>	<b>5,670,722</b>	<b>5,151,672</b>	<b>519,050</b>
<b>EXPENSE</b>				
<b>50000</b>	<b>Rental/and Event Expenses</b>	<b>384,450</b>	<b>146,450</b>	<b>238,000</b>
<b>51000</b>	<b>Rental Expenses</b>	<b>212,000</b>	<b>4,000</b>	<b>208,000</b>
51200	Linens	18,000	-	18,000
<b>51300</b>	<b>Alcohol and Bar Supply</b>	<b>88,000</b>	<b>4,000</b>	<b>84,000</b>
51310	Alcohol	79,000	4,000	75,000
51320	Bar Supplies	9,000	-	9,000
51400	Rental Services	106,000	-	106,000
<b>52000</b>	<b>Event Expenses</b>	<b>131,250</b>	<b>101,250</b>	<b>30,000</b>
52100	1st Thursday Expenses	67,200	67,200	-
52200	LOTO Expenses	28,400	28,400	-
52400	Other Event Expenses	35,650	5,650	30,000

**Fayetteville A&P Commission**  
**Consolidated Budget**  
**2023 Proposed Budget for Adoption**

Account Number	Account Name	Consolidated Budget 2023	Experience Fayetteville Budget 2023	Town Center 2023
<b>53000</b>	<b>Visitors Center &amp; Museum Store</b>	<b>41,200</b>	<b>41,200</b>	-
<b>53200</b>	<b>Visitors Center</b>	<b>38,700</b>	<b>38,700</b>	-
53210	Goods for Sale	37,000	37,000	-
53220	Store Supplies	1,700	1,700	-
53300	Consignment Sales Expenses	2,500	2,500	-
<b>60000</b>	<b>Payroll and Related Expenses</b>	<b>1,933,886</b>	<b>1,420,296</b>	<b>513,590</b>
61000	Wages	1,424,122	1,054,929	369,193
<b>62000</b>	<b>Payroll Tax Expense</b>	<b>125,074</b>	<b>90,979</b>	<b>34,095</b>
62100	Federal (941) Payroll Taxes	104,074	77,494	26,580
62300	SUTA	21,000	13,485	7,515
<b>63000</b>	<b>Benefits</b>	<b>295,510</b>	<b>255,880</b>	<b>39,630</b>
63100	Health and Other Employee Insurance	166,477	136,894	29,583
63200	Company Retirement Contributions	124,033	113,986	10,048
63300	Car Allowance	5,000	5,000	-
64000	Contract Labor	81,500	13,500	68,000
65000	Payroll Processing Fees	7,680	5,008	2,672
<b>70000</b>	<b>Operating Expenses</b>	<b>2,149,386</b>	<b>1,730,906</b>	<b>418,480</b>
<b>71000</b>	<b>Marketing</b>	<b>1,003,015</b>	<b>917,594</b>	<b>85,421</b>
<b>71100</b>	<b>Advertising Expenses</b>	<b>464,200</b>	<b>462,100</b>	<b>2,100</b>
71110	Agency Advertising	400,000	400,000	-
71120	Non-Agency Advertising	64,200	62,100	2,100
71200	Agency Retainer and PR	174,000	174,000	-
71250	Mobile Marketing	21,350	21,350	-
<b>71300</b>	<b>Promotion</b>	<b>237,194</b>	<b>167,194</b>	<b>70,000</b>
71310	Marketing Programs	164,494	94,494	70,000
71315	Photo and Video	65,000	65,000	-
71350	Banners	7,700	7,700	-
<b>71400</b>	<b>Printing</b>	<b>91,000</b>	<b>78,000</b>	<b>13,000</b>
71410	Visitors Guide	20,500	20,500	-
71420	Other Brochures	70,500	57,500	13,000
71500	Website	9,771	9,450	321
71600	Mailings	5,500	5,500	-
<b>72000</b>	<b>Sales and Development</b>	<b>360,550</b>	<b>355,450</b>	<b>5,100</b>
72100	Promotional Items	23,544	20,544	3,000
72300	Groups	6,000	6,000	-
72400	Sports and Cycling	86,400	86,400	-
72500	Meetings	18,500	18,500	-
72600	Memberships	31,104	29,504	1,600
72700	Tourism & Client Devel.	195,002	194,502	500



**Fayetteville A&P Commission**  
**Consolidated Budget**  
**2023 Proposed Budget for Adoption**

Account Number	Account Name	Consolidated Budget 2023	Experience Fayetteville Budget 2023	Town Center 2023
<b>73000</b>	<b>Office and Administrative</b>	<b>200,535</b>	<b>174,130</b>	<b>26,405</b>
<b>73100</b>	<b>Office Expenses</b>	<b>55,835</b>	<b>40,230</b>	<b>15,605</b>
73110	Office Supplies	9,620	7,600	2,020
73120	Office Equipment Leases	7,448	4,948	2,500
73130	Office Equipment Purchases	5,590	590	5,000
73140	Subscriptions	1,627	1,542	85
73150	Employee Relations	14,500	11,000	3,500
73160	Training	15,525	13,525	2,000
73170	Postage & Shipping	1,525	1,025	500
<b>73200</b>	<b>Fees</b>	<b>6,800</b>	<b>4,300</b>	<b>2,500</b>
73210	Bank Service Charges	500	500	-
73220	Credit Card Fees	6,300	3,800	2,500
73400	Business Taxes & Licenses	10,900	2,600	8,300
<b>73500</b>	<b>Accounting, Audit &amp; Legal</b>	<b>28,500</b>	<b>28,500</b>	<b>-</b>
73510	Accounting Fees	500	500	-
73520	Audit Fees	25,000	25,000	-
73530	Legal Fees	3,000	3,000	-
73900	Collection Expenses	98,500	98,500	-
<b>74000</b>	<b>Travel</b>	<b>72,860</b>	<b>61,960</b>	<b>10,900</b>
74100	Lodging	28,500	23,800	4,700
74200	Mileage	9,635	7,135	2,500
74300	Transportation	26,825	25,525	1,300
74400	Meals Out of Town	7,900	5,500	2,400
<b>75000</b>	<b>IT Expenses</b>	<b>133,381</b>	<b>122,171</b>	<b>11,210</b>
75100	Computer Hardware	10,125	7,125	3,000
75200	Software	70,962	64,552	6,410
75300	IT Support and Consulting	52,294	50,494	1,800
<b>76000</b>	<b>Insurance</b>	<b>27,050</b>	<b>22,200</b>	<b>4,850</b>
76100	Insurance - Building	25,850	21,000	4,850
76200	Insurance - W/C	1,200	1,200	-
<b>77000</b>	<b>Facilities</b>	<b>351,995</b>	<b>77,401</b>	<b>274,594</b>
77100	Rent	22,600	-	22,600
77200	Internet & Telephone	33,900	15,400	18,500
<b>77300</b>	<b>Utilities</b>	<b>128,600</b>	<b>19,800</b>	<b>108,800</b>
77310	Electric	93,000	13,000	80,000
77320	Gas	26,700	4,700	22,000
77330	Water	8,900	2,100	6,800

**Fayetteville A&P Commission**  
**Consolidated Budget**  
**2023 Proposed Budget for Adoption**

Account Number	Account Name	Consolidated Budget 2023	Experience Fayetteville Budget 2023	Town Center 2023
77400	Repairs and Maintenance	92,530	32,530	60,000
77500	Janitorial Supplies	32,000	2,000	30,000
77600	Maintenance Contracts	42,365	7,671	34,694
<b>80000</b>	<b>Tourism Support</b>	<b>403,000</b>	<b>403,000</b>	-
80100	Current Year grants	120,000	120,000	-
80300	Theatre Squared Contribution	200,000	200,000	-
80400	Other Grants / DSAC	83,000	83,000	-
<b>90000</b>	<b>Other Expenses</b>	<b>800,000</b>	<b>800,000</b>	-
90100	Bond Payments	700,000	700,000	-
90200	Contribution to Capital Reserve	100,000	100,000	-
	<b>TOTAL EXPENSE</b>	<b>5,670,722</b>	<b>4,500,652</b>	<b>1,170,070</b>
	<b>Net Revenue/(Loss)</b>	<b>0</b>	<b>651,020</b>	<b>(651,020)</b>
<b>77800</b>	<b>Capital Expenditures</b>	<b>638,000</b>	<b>262,000</b>	<b>376,000</b>
	<b>Adjusted Net Revenue/(Loss)</b>	<b>(638,000)</b>	<b>389,020</b>	<b>(1,027,020)</b>

# **2023 Proposed Budget**

## **Experience Fayetteville Detail**



**Fayetteville A&P Commission**  
**Experience Fayetteville - Detail**  
**2023 Proposed Budget**

Account Number	Account Name	Experience Fayetteville 2022 Budget	Experience Fayetteville 2022 Projected	Experience Fayetteville 2023 Proposed Budget	EF % Change vs 2022 BUDGET	EF % Change vs 2022 PROJECTED
<b>REVENUE</b>						
<b>41000</b>	<b>Hotel, Motel, Restaurant Taxes</b>	<b>4,154,500</b>	<b>4,519,600</b>	<b>4,960,000</b>	<b>19%</b>	<b>10%</b>
41100	HMR Taxes	4,119,500	4,475,600	4,925,000	20%	10%
41200	PY HMR	35,000	44,000	35,000	0%	-20%
<b>42000</b>	<b>Rental Income</b>					
42300	Alcohol Sales	5,000	5,800	6,500	30%	12%
<b>43000</b>	<b>Event Income</b>	<b>32,700</b>	<b>33,200</b>	<b>37,472</b>	<b>15%</b>	<b>13%</b>
43100	1st Thursday Income	21,500	22,000	25,472	18%	16%
43200	LOTO Income	11,200	11,200	12,000	7%	7%
<b>44000</b>	<b>Sales</b>	<b>51,200</b>	<b>68,500</b>	<b>53,700</b>	<b>5%</b>	<b>-22%</b>
<b>44200</b>	<b>Visitor Store Sales</b>	<b>51,200</b>	<b>68,500</b>	<b>53,700</b>	<b>5%</b>	<b>-22%</b>
44210	Regular Store Sales	50,000	65,000	51,000	2%	-22%
44220	Consignment Sales	1,200	3,500	2,700	125%	-23%
<b>46000</b>	<b>Advertising Income</b>	<b>3,000</b>	<b>3,200</b>	<b>3,500</b>	<b>17%</b>	<b>9%</b>
46200	Banner Income	3,000	3,200	3,500	17%	9%
<b>48000</b>	<b>Other Revenue</b>	<b>182,255</b>	<b>258,423</b>	<b>83,000</b>	<b>-54%</b>	<b>-68%</b>
48200	Other Revenue	168,725	168,925	0	-100%	-100%
48300	Cycling Coordinator Grant	10,530	10,528	0	-100%	-100%
48800	Other Grants /DSAC	3,000	78,970	83,000	2667%	5%
<b>49000</b>	<b>Interest Income</b>	<b>8,000</b>	<b>7,800</b>	<b>7,500</b>	<b>-6%</b>	<b>-4%</b>
49001	Investment Account Interest	3,000	3,000	3,000	0%	0%
49002	Checking Account Interest	5,000	4,800	4,500	-10%	-6%
	<b>TOTAL REVENUE</b>	<b>4,436,655</b>	<b>4,896,523</b>	<b>5,151,672</b>	<b>16%</b>	<b>5%</b>
<b>EXPENSE</b>						
<b>50000</b>	<b>Rental/and Event Expenses</b>	<b>124,650</b>	<b>126,400</b>	<b>146,450</b>	<b>17%</b>	<b>16%</b>
<b>51000</b>	<b>Rental Expenses</b>	<b>0</b>	<b>2,800</b>	<b>4,000</b>	<b>0%</b>	<b>0%</b>
51310	Alcohol	0	2,800	4,000	0%	0%
<b>52000</b>	<b>Event Expenses</b>	<b>76,450</b>	<b>77,900</b>	<b>101,250</b>	<b>32%</b>	<b>30%</b>
52100	1st Thursday Expenses	41,000	44,000	67,200	64%	53%
52200	LOTO Expenses	32,100	32,100	28,400	-12%	-12%
52400	Other Event Expenses	3,350	1,800	5,650	69%	214%
<b>53000</b>	<b>Visitors Center &amp; Museum Store</b>	<b>36,200</b>	<b>38,200</b>	<b>41,200</b>	<b>14%</b>	<b>8%</b>
<b>53200</b>	<b>Visitors Center</b>	<b>36,200</b>	<b>38,200</b>	<b>41,200</b>	<b>14%</b>	<b>8%</b>
53210	Goods for Sale	32,500	35,000	37,000	14%	6%
53220	Store Supplies	1,700	1,700	1,700	0%	0%
53300	Consignment Sales Expenses	2,000	1,500	2,500	25%	67%
<b>54000</b>	<b>Museum Activities</b>	<b>12,000</b>	<b>7,500</b>	<b>0</b>	<b>-100%</b>	<b>0%</b>
<b>55000</b>	<b>Downtown Initiative</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>-100%</b>	<b>0%</b>
<b>60000</b>	<b>Payroll and Related Expenses</b>	<b>1,134,973</b>	<b>1,119,200</b>	<b>1,420,296</b>	<b>25%</b>	<b>27%</b>
61000	Wages	896,031	895,000	1,054,929	18%	18%
<b>62000</b>	<b>Payroll Tax Expense</b>	<b>79,686</b>	<b>70,000</b>	<b>90,979</b>	<b>14%</b>	<b>30%</b>
62100	Federal (941) Payroll Taxes	65,601	65,000	77,494	18%	19%
62300	SUTA	14,085	5,000	13,485	-4%	170%
<b>63000</b>	<b>Benefits</b>	<b>138,268</b>	<b>137,600</b>	<b>255,880</b>	<b>85%</b>	<b>86%</b>
63100	Health and Other Employee Insurance	107,467	107,000	136,894	27%	28%
63200	Company Retirement Contributions	25,801	25,600	113,986	342%	345%
63300	Car Allowance	5,000	5,000	5,000	0%	0%
64000	Contract Labor	16,300	12,000	13,500	-17%	13%
65000	Payroll Processing Fees	4,688	4,600	5,008	7%	9%
<b>70000</b>	<b>Operating Expenses</b>	<b>1,521,076</b>	<b>1,467,900</b>	<b>1,730,906</b>	<b>14%</b>	<b>18%</b>



**Fayetteville A&P Commission**  
**Experience Fayetteville - Detail**  
**2023 Proposed Budget**

Account Number	Account Name	Experience Fayetteville 2022 Budget	Experience Fayetteville 2022 Projected	Experience Fayetteville 2023 Proposed Budget	EF % Change vs 2022 BUDGET	EF % Change vs 2022 PROJECTED
<b>71000</b>	<b>Marketing</b>	<b>916,455</b>	<b>902,500</b>	<b>917,594</b>	<b>0%</b>	<b>2%</b>
<b>71100</b>	<b>Advertising Expenses</b>	<b>416,575</b>	<b>445,000</b>	<b>462,100</b>	<b>11%</b>	<b>4%</b>
71110	Agency Advertising	400,000	400,000	400,000	0%	0%
71120	Non-Agency Advertising	16,575	45,000	62,100	275%	38%
71200	Agency Retainer and PR	175,000	175,000	174,000	-1%	-1%
71250	Mobile Marketing	35,000	35,000	21,350	-39%	-39%
<b>71300</b>	<b>Promotion</b>	<b>205,280</b>	<b>200,000</b>	<b>167,194</b>	<b>-19%</b>	<b>-16%</b>
71310	Marketing Programs	195,280	190,000	94,494	-52%	-50%
71315	Photo and Video	0	0	65,000	0%	0%
71350	Banners	10,000	10,000	7,700	-23%	-23%
<b>71400</b>	<b>Printing</b>	<b>65,000</b>	<b>35,000</b>	<b>78,000</b>	<b>20%</b>	<b>123%</b>
71410	Visitors Guide	20,000	15,000	20,500	3%	37%
71420	Other Brochures	45,000	20,000	57,500	28%	188%
71500	Website	9,100	7,000	9,450	4%	35%
71600	Mailings	10,500	5,500	5,500	-48%	0%
<b>72000</b>	<b>Sales and Development</b>	<b>202,098</b>	<b>198,500</b>	<b>355,450</b>	<b>76%</b>	<b>79%</b>
72100	Promotional Items	20,000	12,000	20,544	3%	71%
72300	Groups	3,795	1,500	6,000	58%	300%
72400	Sports and Cycling	90,000	80,000	86,400	-4%	8%
72500	Meetings	20,845	35,000	18,500	-11%	-47%
72600	Memberships	25,538	25,000	29,504	16%	18%
72700	Tourism & Client Devel.	41,920	45,000	194,502	364%	332%
<b>73000</b>	<b>Office and Administrative</b>	<b>145,534</b>	<b>149,900</b>	<b>174,130</b>	<b>20%</b>	<b>16%</b>
<b>73100</b>	<b>Office Expenses</b>	<b>24,944</b>	<b>27,300</b>	<b>40,230</b>	<b>61%</b>	<b>47%</b>
73110	Office Supplies	5,000	6,500	7,600	52%	17%
73120	Office Equipment Leases	4,020	4,100	4,948	23%	21%
73130	Office Equipment Purchases	500	1,000	590	18%	-41%
73140	Subscriptions	1,330	3,200	1,542	16%	-52%
73150	Employee Relations	6,000	6,000	11,000	83%	83%
73160	Training	6,919	5,000	13,525	95%	171%
73170	Postage & Shipping	1,175	1,500	1,025	-13%	-32%
<b>73200</b>	<b>Fees</b>	<b>4,000</b>	<b>4,050</b>	<b>4,300</b>	<b>8%</b>	<b>6%</b>
73210	Bank Service Charges	500	550	500	0%	-9%
73220	Credit Card Fees	3,500	3,500	3,800	9%	9%
73400	Business Taxes & Licenses	2,700	2,600	2,600	-4%	0%
<b>73500</b>	<b>Accounting, Audit &amp; Legal</b>	<b>30,800</b>	<b>26,500</b>	<b>28,500</b>	<b>-7%</b>	<b>8%</b>
73510	Accounting Fees	0	0	500	0%	0%
73520	Audit Fees	27,800	25,000	25,000	-10%	0%
73530	Legal Fees	3,000	1,500	3,000	0%	100%
73900	Collection Expenses	83,090	89,450	98,500	19%	10%
<b>74000</b>	<b>Travel</b>	<b>51,490</b>	<b>31,000</b>	<b>61,960</b>	<b>20%</b>	<b>100%</b>
74100	Lodging	12,945	10,000	23,800	84%	138%
74200	Mileage	1,130	3,000	7,135	531%	138%
74300	Transportation	32,325	15,000	25,525	-21%	70%
74400	Meals Out of Town	5,090	3,000	5,500	8%	83%
<b>75000</b>	<b>IT Expenses</b>	<b>100,601</b>	<b>100,700</b>	<b>122,171</b>	<b>21%</b>	<b>21%</b>
75100	Computer Hardware	6,700	6,700	7,125	6%	6%
75200	Software	55,210	55,000	64,552	17%	17%
75300	IT Support and Consulting	38,691	39,000	50,494	31%	29%
<b>76000</b>	<b>Insurance</b>	<b>22,250</b>	<b>23,600</b>	<b>22,200</b>	<b>0%</b>	<b>-6%</b>

**Fayetteville A&P Commission**  
**Experience Fayetteville - Detail**  
**2023 Proposed Budget**

Account Number	Account Name	Experience Fayetteville 2022 Budget	Experience Fayetteville 2022 Projected	Experience Fayetteville 2023 Proposed Budget	EF % Change vs 2022 BUDGET	EF % Change vs 2022 PROJECTED
76100	Insurance - Building	20,850	22,200	21,000	1%	-5%
76200	Insurance - W/C	1,400	1,400	1,200	-14%	-14%
<b>77000</b>	<b>Facilities</b>	<b>82,648</b>	<b>61,700</b>	<b>77,401</b>	<b>-6%</b>	<b>25%</b>
77100	Rent - CHM	15,600	3,000	0	-100%	-100%
77200	Internet & Telephone	16,500	17,000	15,400	-7%	-9%
<b>77300</b>	<b>Utilities</b>	<b>22,480</b>	<b>16,500</b>	<b>19,800</b>	<b>-12%</b>	<b>20%</b>
77310	Electric	13,800	11,500	13,000	-6%	13%
77320	Gas	4,450	3,000	4,700	6%	57%
77330	Water	4,230	2,000	2,100	-50%	5%
77400	Repairs and Maintenance	21,000	21,000	32,530	55%	55%
77500	Janitorial Supplies	2,500	1,800	2,000	-20%	11%
77600	Maintenance Contracts	4,568	2,400	7,671	68%	220%
<b>80000</b>	<b>Tourism Support</b>	<b>239,815</b>	<b>237,000</b>	<b>403,000</b>	<b>68%</b>	<b>70%</b>
80100	Current Year grants	0	25,000	120,000	0%	0%
80300	Theatre Squared Contribution	200,000	200,000	200,000	0%	0%
80400	Dickson Street Art Court	39,815	12,000	83,000	0%	0%
<b>90000</b>		<b>807,000</b>	<b>807,000</b>	<b>800,000</b>	<b>-1%</b>	<b>-1%</b>
90100	Bond Payments	707,000	707,000	700,000	-1%	-1%
90200	Contribution to Capital Reserves	100,000	100,000	100,000	0%	0%
<b>TOTAL EXPENSE</b>		<b>3,927,514</b>	<b>3,857,500</b>	<b>4,500,652</b>	<b>15%</b>	<b>17%</b>
<b>Net Revenue/(Loss)</b>		<b>509,141</b>	<b>1,039,023</b>	<b>651,020</b>	<b>28%</b>	<b>-37%</b>
<b>Funded out of Capital Reserves:</b>						
77800	<b>Capital Expenditures</b>	90,000	130,000	262,000	191%	102%

# **2023 Proposed Budget**

## **Fayetteville Town Center Detail**



**Fayetteville A&P Commission**  
**Fayetteville Town Center - Detail**  
**2023 Proposed Budget**

Account Number	Account Name	Town Center 2022 Budget	Town Center 2022 Projected	Town Center 2023 Proposed Budget	FTC % Change vs 2022 BUDGET	FTC % Change vs 2022 PROJECTED
<b>REVENUE</b>						
<b>42000</b>	<b>Rental Income</b>	<b>346,000</b>	<b>356,550</b>	<b>485,500</b>	<b>40%</b>	<b>36%</b>
42100	Facility Rental	250,000	220,000	250,000	0%	14%
42200	Rental Items	21,000	22,950	30,000	43%	31%
42300	Alcohol Sales	50,000	60,000	97,500	95%	63%
42400	Rental Services	25,000	53,600	108,000	332%	101%
<b>43000</b>	<b>Event Income</b>	<b>3,000</b>	<b>7,000</b>	<b>7,500</b>	<b>150%</b>	<b>7%</b>
43400	Other Event Income	3,000	7,000	7,500	150%	7%
<b>45000</b>	<b>Parking Revenue</b>	<b>33,000</b>	<b>24,500</b>	<b>26,000</b>	<b>-21%</b>	<b>6%</b>
45100	Parking Machine Revenue	11,000	6,500	11,000	0%	69%
45200	Parking Lease Revenue	22,000	18,000	15,000	-32%	-17%
<b>49000</b>	<b>Interest Income</b>	<b>250</b>	<b>100</b>	<b>50</b>	<b>-80%</b>	<b>-50%</b>
49002	Checking Account Interest	250	100	50	-80%	-50%
	<b>TOTAL REVENUE</b>	<b>382,250</b>	<b>388,150</b>	<b>519,050</b>	<b>36%</b>	<b>34%</b>
<b>EXPENSE</b>						
<b>50000</b>	<b>Rental/and Event Expenses</b>	<b>91,500</b>	<b>83,600</b>	<b>238,000</b>	<b>160%</b>	<b>185%</b>
<b>51000</b>	<b>Rental Expenses</b>	<b>88,500</b>	<b>63,500</b>	<b>208,000</b>	<b>135%</b>	<b>228%</b>
51200	Linens	16,500	6,000	18,000	9%	200%
<b>51300</b>	<b>Alcohol and Bar Supply</b>	<b>29,000</b>	<b>27,500</b>	<b>84,000</b>	<b>190%</b>	<b>205%</b>
51310	Alcohol	24,000	24,000	75,000	213%	213%
51320	Bar Supplies	5,000	3,500	9,000	80%	157%
51400	Rental Services	43,000	30,000	106,000	147%	253%
<b>52000</b>	<b>Event Expenses</b>	<b>3,000</b>	<b>20,100</b>	<b>30,000</b>	<b>0%</b>	<b>0%</b>
52400	Other Event Expenses	3,000	20,100	30,000	900%	49%
<b>60000</b>	<b>Payroll and Related Expenses</b>	<b>481,071</b>	<b>446,800</b>	<b>513,590</b>	<b>7%</b>	<b>15%</b>
61000	Wages	344,751	320,000	369,193	7%	15%
<b>62000</b>	<b>Payroll Tax Expense</b>	<b>32,208</b>	<b>27,200</b>	<b>34,095</b>	<b>6%</b>	<b>25%</b>
62100	Federal (941) Payroll Taxes	26,043	24,000	26,580	2%	11%
62300	SUTA	6,165	3,200	7,515	22%	135%
<b>63000</b>	<b>Benefits</b>	<b>46,612</b>	<b>44,100</b>	<b>39,630</b>	<b>-15%</b>	<b>-10%</b>
63100	Health and Other Employee Insur	37,498	35,000	29,583	-21%	-15%
63200	Company Retirement Contributio	9,114	9,100	10,048	10%	10%
64000	Contract Labor	55,000	53,000	68,000	24%	28%
65000	Payroll Processing Fees	2,500	2,500	2,672	7%	7%
<b>70000</b>	<b>Operating Expenses</b>	<b>321,250</b>	<b>285,450</b>	<b>418,480</b>	<b>30%</b>	<b>47%</b>
<b>71000</b>	<b>Marketing</b>	<b>12,100</b>	<b>5,600</b>	<b>85,421</b>	<b>606%</b>	<b>1425%</b>
<b>71100</b>	<b>Advertising Expenses</b>	<b>5,000</b>	<b>4,000</b>	<b>2,100</b>	<b>-58%</b>	<b>-48%</b>
71120	Non-Agency Advertising	5,000	4,000	2,100	-58%	-48%
<b>71300</b>	<b>Promotion</b>	<b>5,000</b>	<b>600</b>	<b>70,000</b>	<b>1300%</b>	<b>11567%</b>
71310	Promotion Expenses	5,000	600	70,000	1300%	11567%
<b>71400</b>	<b>Printing</b>	<b>2,000</b>	<b>500</b>	<b>13,000</b>	<b>550%</b>	<b>0%</b>
71420	Other Brochures	2,000	500	13,000	550%	0%
71500	Website	100	500	321	221%	-36%



**Fayetteville A&P Commission**  
**Fayetteville Town Center - Detail**  
**2023 Proposed Budget**

Account Number	Account Name	Town Center 2022 Budget	Town Center 2022 Projected	Town Center 2023 Proposed Budget	FTC % Change vs 2022 BUDGET	FTC % Change vs 2022 PROJECTED
<b>72000</b>	<b>Sales and Development</b>	<b>3,900</b>	<b>3,100</b>	<b>5,100</b>	<b>31%</b>	<b>65%</b>
72100	Promotional Items	1,000	350	3,000	200%	757%
72600	Memberships	1,900	1,750	1,600	-16%	-9%
72700	Tourism & Client Devel.	1,000	1,000	500	-50%	-50%
<b>73000</b>	<b>Office and Administrative</b>	<b>25,250</b>	<b>20,850</b>	<b>26,405</b>	<b>5%</b>	<b>27%</b>
<b>73100</b>	<b>Office Expenses</b>	<b>16,750</b>	<b>11,850</b>	<b>15,605</b>	<b>-7%</b>	<b>32%</b>
73110	Office Supplies	5,800	5,000	2,020	-65%	-60%
73120	Office Equipment Leases	3,850	2,800	2,500	-35%	-11%
73130	Office Equipment Purchases	3,500	2,000	5,000	43%	150%
73140	Subscriptions	500	0	85	-83%	0%
73150	Employee Relations	1,400	1,000	3,500	150%	250%
73160	Training	1,500	1,000	2,000	33%	0%
73170	Postage & Shipping	200	50	500	150%	900%
<b>73200</b>	<b>Fees</b>	<b>2,000</b>	<b>2,500</b>	<b>2,500</b>	<b>25%</b>	<b>0%</b>
73220	Credit Card Fees	2,000	2,500	2,500	25%	0%
73400	Business Taxes & Licenses	6,500	6,500	8,300	28%	28%
<b>74000</b>	<b>Travel</b>	<b>1,700</b>	<b>700</b>	<b>10,900</b>	<b>541%</b>	<b>1457%</b>
74100	Lodging	500	0	4,700	840%	0%
74200	Mileage	300	500	2,500	733%	400%
74300	Transportation	800	150	1,300	63%	767%
74400	Meals Out of Town	100	50	2,400	2300%	0%
<b>75000</b>	<b>IT Expenses</b>	<b>9,800</b>	<b>11,200</b>	<b>11,210</b>	<b>14%</b>	<b>0%</b>
75100	Computer Hardware	2,000	1,500	3,000	50%	100%
75200	Software	5,600	7,500	6,410	14%	-15%
75300	IT Support and Consulting	2,200	2,200	1,800	-18%	-18%
<b>76000</b>	<b>Insurance</b>	<b>4,500</b>	<b>5,500</b>	<b>4,850</b>	<b>8%</b>	<b>-12%</b>
76100	Insurance - Building	4,500	5,500	4,850	8%	-12%
<b>77000</b>	<b>Facilities</b>	<b>264,000</b>	<b>238,500</b>	<b>274,594</b>	<b>4%</b>	<b>15%</b>
77100	Rent	24,000	24,000	22,600	-6%	-6%
77200	Internet & Telephone	23,000	22,000	18,500	-20%	-16%
<b>77300</b>	<b>Utilities</b>	<b>97,000</b>	<b>100,500</b>	<b>108,800</b>	<b>12%</b>	<b>8%</b>
77310	Electric	70,000	75,000	80,000	14%	7%
77320	Gas	20,000	19,000	22,000	10%	16%
77330	Water	7,000	6,500	6,800	-3%	5%
77400	Repairs and Maintenance	60,000	40,000	60,000	0%	50%
77500	Janitorial Supplies	25,000	22,000	30,000	20%	36%
77600	Maintenance Contracts	35,000	30,000	34,694	-1%	16%
<b>TOTAL EXPENSE</b>		<b>893,821</b>	<b>815,850</b>	<b>1,170,070</b>	<b>31%</b>	<b>43%</b>
<b>Net Revenue/(Loss)</b>		<b>(511,571)</b>	<b>(427,700)</b>	<b>(651,020)</b>	<b>27%</b>	<b>52%</b>

**Funded out of Reserves:**

77800	Capital Expenditures	505,000	250,000	376,000	-26%	50%
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# **2023 Proposed Budget Supplement**

## **Cyclocross Legacy Funds**



**Fayetteville A&P Commission**  
**Cyclocross Legacy Funds Program**  
**2023 Proposed Budget**

Account Number	Account Name	Cyclocross 2023 Budget
<b>LEGACY FUND BEGINNING BALANCE</b>		<b>695,000</b>
<b>EXPENSE</b>		
<b>80500</b>	<b>Cyclocross Events</b>	<b>40,500</b>
	Travel and Bike City Programming	12,500
	Sports and Cycling Sponsorships	15,000
	Community Investments	13,000
<b>TOTAL EXPENSE</b>		<b>40,500</b>
<b>Legacy Fund Ending Balance</b>		<b>654,500</b>