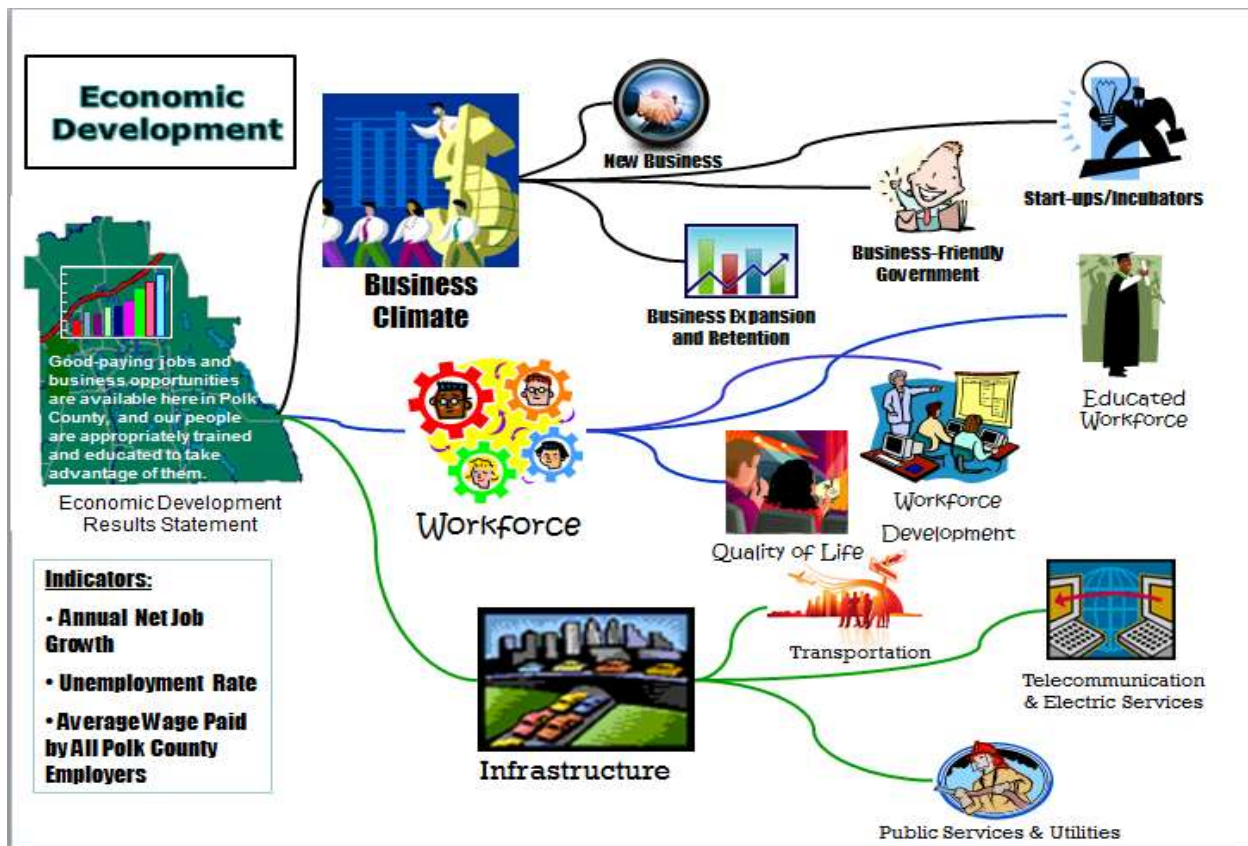


Economic Development

“Good paying jobs and business opportunities are available here in Polk County, and our people are appropriately trained and educated to take advantage of them.”

Primary Factors for Achieving the Result

As shown below on the Economic Development causal map, the primary factors affecting the Polk County Board of County Commissioners' (BoCC) ability to meet the citizens' expectations are (1) healthy business climate, (2) educated workforce, and (3) adequate infrastructure.



Strategies for Achieving the Result

All of the programs included in the Economic Development Result Area provide services that enhance the Economic Climate of Polk County through one or more of the following strategies:

1. Attract higher wage industries, continue to diversify our economic base, and grow our existing businesses.
2. Ensure a skilled and educated workforce exists in Polk County to support business needs today and in the future.
3. Provide a responsive and fast government.

**ECONOMIC DEVELOPMENT
DIVISION PROGRAM SUMMARY**

Program (number listed is the program number)	FTE	Adopted FY 20/21			Plan FY 21/22		
		General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
Community and Small Business Assistance							
Community and Small Business Assistance - 1705	0.00	-	-	-	-	-	-
Subtotal	0.00	-	-	-	-	-	-
Economic Development							
Economic Development Reserves/Transfers - 1081	0.00	1,278,915	-	1,278,915	1,358,872	-	1,358,872
Economic Development Contributions - 1665	0.00	225,000	-	225,000	225,000	-	225,000
Economic Development - 7	0.00	-	-	-	-	-	-
Economic Development and Business Incentives - 1714	0.00	4,955,339	-	4,955,339	4,888,580	-	4,888,580
Polk County Bonus Incentive Program - 444	0.00	-	-	-	-	-	-
Subtotal	0.00	6,459,254	-	6,459,254	6,472,452	-	6,472,452
Equity Office							
Small, Women, and Minority Business Assistance - 1713	0.00	50,000	-	50,000	50,000	-	50,000
Subtotal	0.00	50,000	-	50,000	50,000	-	50,000
Tourism/Sports Marketing							
Tourism 5th Penny Activities/Commitments - 405	0.00	-	3,536,598	3,536,598	-	2,091,713	2,091,713
Tourism CIP Projects - 312	0.00	-	-	-	-	-	-
Tourism Professional Sports Facilities - 310	0.00	-	2,282,485	2,282,485	-	2,284,291	2,284,291
Tourism Reserves/Transfers - 311	0.00	-	4,113,206	4,113,206	-	3,131,800	3,131,800
Tourism Development - 399	20.00	-	8,775,209	8,775,209	-	8,550,103	8,550,103
Visitor Services/Outpost 27 - 406	5.63	-	1,046,750	1,046,750	-	1,061,650	1,061,650
Subtotal	25.63	-	19,754,248	19,754,248	-	17,119,557	17,119,557
TOTAL BoCC	25.63	6,509,254	19,754,248	26,263,502	6,522,452	17,119,557	23,642,009

Programs highlighted in gray are not printed

Economic Development

Appropriations	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses	1,604,228	1,970,585	2,016,061	2,091,474
Operating Expenses	7,401,965	9,416,903	8,144,290	7,861,875
Capital Expenses	16,439	264,000	50,000	50,000
Debt Service	3,528,609	3,526,130	3,519,083	3,526,004
Grants And Aids	1,890,588	5,476,547	5,234,360	4,964,397
Interfund Transfers	50,624	1,297,000	1,297,000	47,000
Indirect Expense	520,647	508,016	610,587	610,587
Reserves	0	9,899,190	5,392,121	4,490,672
Total Result Area	15,013,100	32,358,371	26,263,502	23,642,009

Revenue by Fund	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
00100 General Fund	2,048,060	6,518,920	6,509,254	6,522,452
10150 Special Revenue Grants	80,269	50,000	50,000	50,000
12160 Tourism Tax Funds	14,784,861	25,764,512	19,704,248	17,069,557
15250 Eloise CRA Trust-Agency Funds	23,742	24,939	0	0
Total Result Area	16,936,932	32,358,371	26,263,502	23,642,009

Personnel

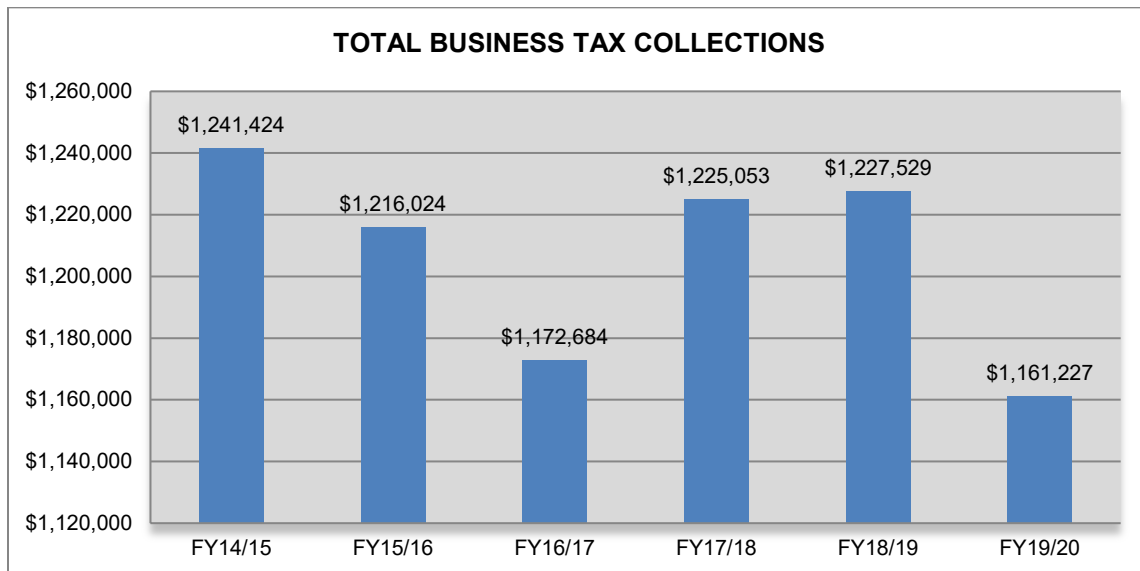
Full Time Equivalents	23.63	26.28	25.63	25.63
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TRENDS AND ISSUES

The programs in this Result Area are dedicated to improving the overall economic climate in Polk County. Residents have informed us that they expect Polk County to have good paying jobs and business opportunities available and that our people are appropriately trained and educated to take advantage of them. In order to address this expectation, these programs focus on (1) attracting higher wage industries, (2) continuing to diversify our economic base, (3) growing our existing businesses, (4) ensuring a skilled and educated workforce exists in Polk County to support business needs today and in the future, and (5) providing expedited permitting for projects.

Significant issues this year and next year include:

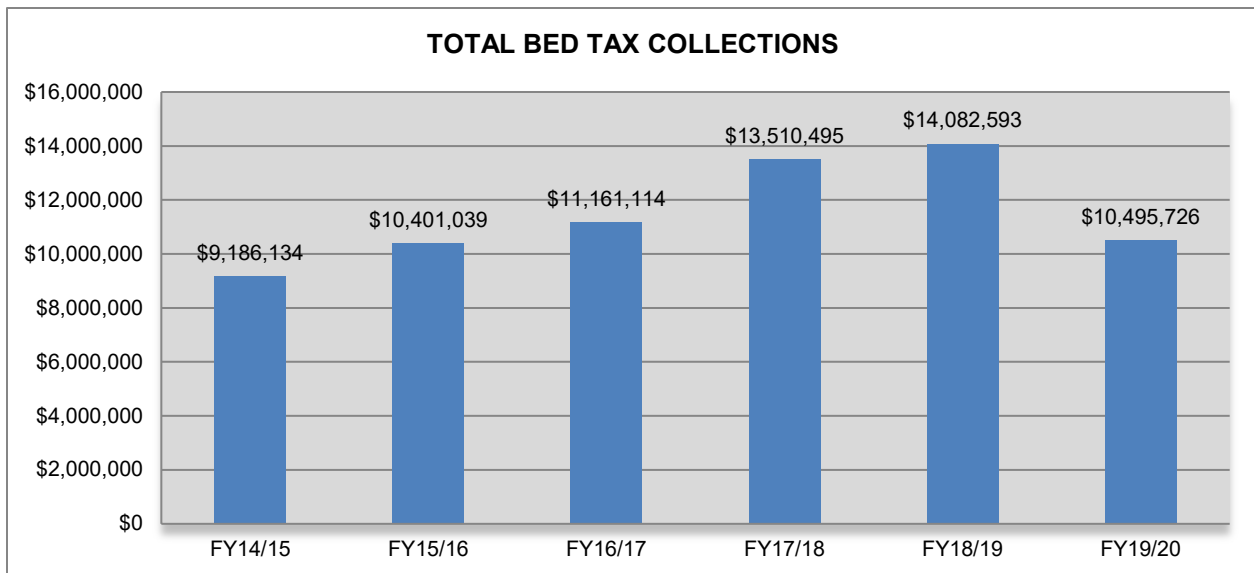
- This budget reflects the Board's direction to continue providing the same level of public funding to support the economic development program, including allocating the occupational license fee (business tax receipts) revenue and the general revenue allocation for incentives and other economic development initiatives. Due to the COVID-19 Pandemic, Business Tax Collections are projected to decrease for FY 20/21 by 13.42%. However, for year ending FY 19/20 the collections were down by only 5.4%.



- The allocation for the Polk County Incentive Program in FY 20/21 is \$500,000. These funds are used to incentivize companies to locate in Polk County and to provide matching funds in conjunction with the State Qualified Target Industry Tax Refund Program (QTI). All unused funds are held in reserve for use in future years for the Incentive Program.
- During FY 12/13, Polk County adopted an ordinance authorizing an Economic Development Ad Valorem Tax Exemption (AVTE) for companies locating or expanding in Polk County. The program was reauthorized in County Referendum No. 1 in November 2020 for an additional ten years. The exemptions have collectively resulted in an estimated 1,900 incentivized jobs while investing \$798 million. Additionally, the program has created over 2,200 additional jobs beyond what was incentivized. Approved exemptions are for County Ad Valorem Taxes only and are weighed to job creation and capital investment by qualifying companies. The AVTE program is continuously monitored by a third party ensuring each company meets the agreed upon job and capital investment. The program is expected to continue its growth adding at least 2-5 companies in FY 20/21.
- Tourism and sports combined are one of Polk County's top three economic engines, employing more than 20,000 residents and generating more than \$2.4 billion in economic impact for Polk County. Polk County Tourism & Sports Marketing (PCTSM) focuses on two primary strategies: Driving Demand and developing Supply. In FY 18/19 PCTSM set yet another record, generating the most Tourism Bed Tax Collections in

the County's history. FY 2019-20 PCTSM was on pace to setting another record, at least until COVID-19's devastating impact on the tourism industry. For year ending FY 2019-20 collections were down by 25.47%.

- Four major supply-side capital improvement projects are in various stages of development: The AdventHealth Fieldhouse and Conference Center is open. At Lake Myrtle, the multi-purpose stadium is in the design and engineering phase. The new baseball quad at NERP is under construction and scheduled to open in March 2021. The inter-local agreement for the new baseball fields at the Chain of Lakes Complex is in the design phase. The projects will utilize both fourth and fifth penny funds.
- PCTSM's economic development initiative has been effective in helping reduce the accommodations deficit in the last few years. There has been significant progress recently, with new hotels opening. PCTSM staff is continuing to actively and aggressively address this issue and seeking to improve and increase accommodation offerings in key target areas of Polk County. However, with the tourism industry still struggling, accommodations development is currently in a wait and see mode.
- Total revenue is a function of multiple and sometimes very complex factors. However, based on the most recent demand data from June 1 to the beginning of this fiscal year, PCTSM has narrowed the hotel accommodation's Demand gap (the difference in Accommodations Demand between 2019 and 2020) by more than 21%. Total hotel demand for the month of September, compared to 2019, is approximately -7%; a very positive trend.



Economic Development and Business Incentives

Program Number:	1714
Result Area:	Economic Development
Division:	Economic Development
Section:	N/A

I. Program Offer Description:

Effective October 1, 2015 the Economic Development (ED) strategies for the County transitioned to the Central Florida Development Council, Inc. (CFDC) and are funded via the Business License Tax, therefore businesses fund economic development not ad valorem. Funds are a pass through in the General Revenue fund per Ordinance 09-070 section 4, passed Dec. 1, 2009 and pursuant to Florida Statute 205.033(7). Economic Development's ultimate goal is to attract businesses that provide quality jobs to a skilled and educated workforce. In 2005 The Polk County Board of County Commissioners established the Polk County County Business Incentive Program (PCBI) to help create higher paying jobs, diversify the economy, and assist in the generation of capital investment by new and expanding companies.

II. Contribution to Result:

Economic Development serves as a business concierge for Polk County, assisting new and existing companies in order to create new job opportunities and capital investment. For the years 2010 to 2020 Economic Development announced the creation of 9,484 total jobs including Polk County Business Incentives (PCBI) participants and \$1.46 billion in capital investment. The CFDC team has continued its announcement schedule of significant projects with a wide variety of new businesses including manufacturing, aviation, and logistics companies. In addition to ED's efforts having a positive impact on the County's ad valorem revenue collection, ED also positively impacts the Polk County School Board by providing additional ad valorem revenue to the School Board's annual budget, thus providing opportunities for Polk County children to obtain a higher quality education, better compete in the global economy, and be more productive citizens.

Full funding through the Business Tax collections will allow economic development to continue its aggressive outreach to consultants and decision makers, expand the opportunities for local companies, reach out to existing industry, further our branding efforts, and create jobs. Your support of economic development will directly affect long-term economic development prospects and the County's future general revenue fund inflow by increasing ad valorem collections. Polk County citizens will gain by way of more opportunities to grow their wages and experience greater financial freedom.

This Program is: **Not Mandated ()** **Mandated: Federal () State () Local (X)**

III. Performance Objectives:

- 1 Facilitate the location of new companies or expansion of existing companies in Polk County. These are called company announcements, which are made when CFDC staff assists locating or expanding businesses with finding a site, permitting, financing, with labor and training considerations, and other such services. To be credited as an announcement, the company must have at least one of the above assistance criteria performed by staff.
- 2 Facilitate the retention or expansion of existing companies.
- 3 Facilitate the creation of quality jobs for Polk County citizens.
- 4 Help generate increased capital investment for Polk County through company locations and expansions.

IV. Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of announcements	1-4	6	11	10	10
# of jobs created	1-4	1,581	1,200	1,300	1,500
\$ of capital investment	1-4	\$158.8M	\$115M	\$120M	\$140M
Effectiveness Indicators:					
% of announcements	1-4	54.55%	100%	100%	100%
% of jobs created	1-4	143.73%	100%	100%	100%
% of capital investment	1-4	144.36%	100%	100%	100%

Significant Changes

Due to the lingering effects of COVID-19 the FY 20/21 budget reflects an anticipated reduction in Business Tax Revenue for Polk County.

This budget reflects the Board's direction to continue providing the same level of public funding to support the economic development program, including allocating the business tax license fee (formerly Occupational tax) revenues as the funding source for this program. Along with a commitment of \$500,000 annually towards Business Incentives

The CFDC's organizational pillars are:

- * Promote Polk County as Florida's Best Place for Business
- * Advocate for Key Business Issues
- * Facilitate Collaborative Partnerships
- * Advance Strategic Initiatives

Economic Development and Business Incentives

Personnel:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents	0.00	0.00	0.00	0.00
Funding Sources:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy	593,317	500,000	500,000	500,000
Cash/Fund Balance Forward	0	3,320,597	3,588,729	3,489,397
Interest	2,276	950	950	950
Taxes	1,108,049	960,000	865,660	898,233
Total Program	1,703,642	4,781,547	4,955,339	4,888,580
Revenue by Fund:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund	1,703,642	4,781,547	4,955,339	4,888,580
Total Program	1,703,642	4,781,547	4,955,339	4,888,580
Appropriations:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Operating Expenses	1,038,054	1,030,000	895,979	899,183
Grants And Aids	665,588	3,751,547	4,059,360	3,989,397
Total Program	1,703,642	4,781,547	4,955,339	4,888,580

Small, Women, and Minority Business Assistance

Program Number:	1713
Result Area:	Economic Development
Division:	Equity and Human Resources
Section:	Small, Women, and Minority Business Assistance

I. Program Offer Description:

The Small, Women, and Minority Business Assistance (SWMB) program provides technical support to existing and start up businesses in Polk County. The SWMB services include consultation services with business owners and potential business owners to make an overall assessment of the functional capabilities of the business, its current structure, and existing workflows. More specifically, this program provides entrepreneurial, business development, technical and management support services to help businesses be better prepared to compete for procurement opportunities with Polk County and other agencies.

II. Contribution to Result:

The Small, Women, and Minority Business Assistance program provides assistance to businesses in order to improve the Economic stability of Polk County and create jobs for citizens. Through this program, healthy Local businesses build a healthier Polk tax base, and are a core component of strong, sustainable communities.

This Program is:	Not Mandated ()	Mandated: Federal ()	State ()	Local (X)
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III. Performance Objectives:

- | | |
|---|---|
| 1 | Provide business development and technical support to SWMBs in building their capacity to be able to competitively compete for procurement opportunities in Polk County and beyond. |
| 2 | Assist and advise SWMBs to startup, expand, maintain and/or improve operations. |
| 3 | Provide one-on-one technical and management counseling and assistance to SWMBs regarding back office operations. |
| 4 | Publicize and promote SWMB development support services and resources. |

IV. Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of Businesses provided technical support	1	N/A	N/A	80	100
# of Businesses provided startup assistance	2	N/A	N/A	40	50
# Conduct educational business workshops, classes	2,4	N/A	N/A	6	10
# of One-on-one sessions conducted	3	N/A	N/A	50	70

Significant Changes

This funding for this program was previously included within the Community and Small Business Development program. The program is now included within the Equity and Human Resources Division. These contracted services were separated out and are monitored by the Supplier Diversity section of the Equity and Human Resources Division.

Small, Women, and Minority Business Assistance

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		0.00	0.00	0.00	0.00
Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Taxes		0	0	50,000	50,000
Total Program		0	0	50,000	50,000
Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund		0	0	50,000	50,000
Total Program		0	0	50,000	50,000
Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22

Tourism Development

Program Number:	399
Result Area:	Economic Development
Division:	Tourism and Sports Marketing
Section:	N/A

I. Program Offer Description:

Market Polk County as a tourist, sports, and business destination, which generates overnight stays, increases direct expenditures, economic impact, jobs, sales, and tourism tax revenue for Polk County. Enhance the economic climate and quality of life for the businesses and people of Polk County through tourist and sports development.

II. Contribution to Result:

This program contributes to Economic Development, as Tourism and Sports (combined) is Polk County's top economic engine, employing more than 21,000 citizens and generating more than \$2.39 billion in economic impact for Polk County. Moreover, tourism and sports are fundamentally exports, which increase the volume and velocity of money in the local economy. Several of Polk County Tourism & Sports Marketing's (PCTSM) projects, including LEGOLAND Florida, the Lake Myrtle Business Cluster, the Big Four Community Investment Projects, softball, lacrosse and baseball spring training, aviation expansion, and hotel recruitment and more than a dozen economic development initiatives continue to generate millions in capital investment, thousands of jobs, and prosperity throughout Polk County. National and statewide statistics verify that tourism and sports development continue to be the State's leading economic engines.

This Program is:	Not Mandated ()	Mandated:	Federal ()	State ()	Local (X)
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III. Performance Objectives:

1	Develop and implement a comprehensive marketing and sales program that promotes Polk County as a destination for leisure, sports, and business travelers.
2	Increase the quantity of overnight stays in Polk County accommodations; direct expenditures from travelers; sales and tourism tax revenue.
3	Recruit, assist, and develop special events. Maintain cooperative partnerships with local, state, national, and international organizations.
4	Develop and manage corporate partnership programs that generate revenue, in-kind services, visibility, and community involvement in the tourism industry.
5	Increase customer/client recruitment, retention, and satisfaction through customer centric initiatives.
6	Expand and increase the quantity and quality of tourism-related economic development in Polk County.

IV. Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of sports and special events recruited, assisted and managed	1,2,3,5	276	270	240	260
Representation at convention, sales mission and industry shows	1,2,3	70	55	45	55
# of volunteer intern hours	1,2,3,4	2,000	2,000	2,000	2,000
# of media releases, articles, feature stories produced	1,2	200	225	225	225
# of collateral and of in-house creative projects produced	1,2	45	100	100	100
# of familiarization tour (FAM) participants	1,2,5	90	60	40	60
# of Economic Development Projects	6	10	10	10	12
Effectiveness Indicators:					
\$ amount (gross revenue) of accommodations revenue	1-6	\$291,681,028	\$306,003,759	\$238,597,938	\$262,245,732
\$ amount of tourism tax collection (total new revenue)	1,5	\$14,119,052	\$14,214,475	\$11,919,160	\$13,122,887
\$ of overall economic benefits generated	1,2,3	\$2.55B	\$2.47B	\$1.85B	\$2.04B
\$ of economic benefits generated from sports and special events	1,2,3	\$158.4M	\$155M	\$130M	\$140M
Total Visitors to Polk County	1,2,3,4	5,070,400	5,388,821	4,900,000	5,100,000
Revenue and in-kind services generated	1,2,3,4	\$312,000	\$450,000	\$375,000	\$400,000
Quantity of guides and collateral distributed	1,2,3,5	288,432	360,000	250,000	275,000
Hours of television/radio/streaming visibility produced	1,2,3,4	725	800	1,000	1,200
# of website unique visitors per year	1,2,5	734,470	700,000	700,000	850,000
# of Advertising impressions per years	1,2,5	99M	175M	150M	180M
\$ value of intern hours	1,2,3,5	\$49,380	\$49,380	\$49,380	\$49,380
\$ amount of non-paid media visibility generated	1,2	\$10M	\$8M	\$7M	\$8M
# of jobs created by tourism/sports	6	21,400	22,642	20,000	22,000
\$ of capital investment from development projects	6	\$76M	\$95M	\$50M	\$55M
Efficiency Indicators:					
Sports & Special events return on investment (ROI)	1,2,3,5	\$200	\$200	\$200	\$200

Tourism Development

Significant Changes

Polk County Tourism and Sports Marketing was on track to set its seventh consecutive revenue record in FY 19/20, until the impact of COVID-19 derailed the tourism and sports industries, globally. The impact of COVID-19 necessitated a reduction in our revenue forecast for the current fiscal year by -26%, or - \$3,728,558. For FY 20/21, our revenue forecast is "currently" -21% below FY 18/19; our new baseline. However, to put this budget reduction into perspective, PCTSM's revenue forecast and budget is approximately on par with FY 16/17, which at the time was a record setting year. Healthy reserves, significant recruiting and marketing successes, coupled with positive indicators of travel, may very well drive revenue higher. PCTSM's investment in the recession resistant sports industry, supply side improvements, and our most important asset...an aggressive professional staff, will collectively position PCTSM to capture additional market share. Historically, PCTSM has had a track record of recruiting successes during severe economic downturns, including the Cleveland Indians, LEGOLAND, RussMatt Baseball Florida Youth Soccer Association, etc. Capitalizing on our competitive advantages and aggressive strategies should favorably position Polk's tourism industry in FY 20/21. PCTSM's mission of "Putting heads in beds and making cash registers ring", coupled with a primary focus of achieving the highest return on investment (ROI), remain our two top priorities. Growing Polk's tourism economy (supply and demand) is part of a successful foundation for a stable economic future and a higher quality of life for all Polk County citizens.

Personnel:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents	18.00	20.00	20.00	20.00
Funding Sources:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Tourism Tax Funds	7,159,536	9,169,865	8,565,209	8,305,387
Cash/Fund Balance Forward	0	273,594	0	34,716
Interfund Transfer	10,829	0	0	0
Intergovernmental	76,645	50,000	50,000	50,000
Miscellaneous	155,908	160,000	160,000	160,000
Total Program	7,402,918	9,653,459	8,775,209	8,550,103
Revenue by Fund:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Special Revenue Grants	80,269	50,000	50,000	50,000
Tourism Tax Funds	7,322,649	9,603,459	8,725,209	8,500,103
Total Program	7,402,918	9,653,459	8,775,209	8,550,103
Appropriations:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses	1,250,598	1,562,357	1,634,311	1,694,824
Operating Expenses	5,564,610	7,446,086	6,438,311	6,152,692
Capital Expenses	16,439	90,000	45,000	45,000
Interfund Transfers	50,624	47,000	47,000	47,000
Indirect Expense	520,647	508,016	610,587	610,587
Total Program	7,402,918	9,653,459	8,775,209	8,550,103

Visitor Services/Outpost 27

Program Number:	406
Result Area:	Economic Development
Division:	Tourism and Sports Marketing
Section:	N/A

I. Program Offer Description:

The primary goal of Visitor Services is to put heads in beds and make cash registers ring. Staff provides concierge services, visitor information (collateral), way finding services, discount attraction tickets, and educational programs in an effort to convert visitors to the area, create local brand ambassadors and achieve our organizational mission. Staff conducts customer and market research, analysis, and subsequent reporting which are used to formulate strategic marketing plans and budgetary projections.

II. Contribution to Result:

The program's contribution directly and indirectly accomplishes Polk County Tourism & Sports Marketing's (PCTSM) mission of "putting heads in beds and making cash registers ring" as a result of converting visitors into Polk County customers. Tourism is Polk's largest economic engine and drives the creation of jobs, diversifies the economy, creates new revenue, and generates sales tax revenue throughout the County.

This Program is:	Not Mandated ()	Mandated: Federal ()	State ()	Local (X)
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III. Performance Objectives:

- 1 Utilize the visitor centers, kiosks, brochure racks, events, research, and related resources to effectively execute the conversion process, which in turn increases overnight stays and direct spending, while improving the overall economic climate for internal and external industry stakeholders.
- 2 Provide a wide variety of visitor services to industry stakeholders such as; wayfinding signage, collateral distribution, marketing partnerships, and education/training programs.
- 3 Provide fulfillment services for all divisions of PCTSM and additional external customers.
- 4 Continually collect and analyze visitor research in an effort to assist PCTSM and its stakeholders with better understanding the visitor's interests, demographics, and psychographics.

IV. Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of visitors assisted at the Outpost	1,2,4	34,873	36,000	26,000	30,000
# of visitors assisted at the LEGOLAND Visitor Center	1,2,4	11,629	15,500	10,000	15,000
# of visitors assisted at community events/presentations	1,2,4	16,517	16,000	12,000	17,500
# of hours of operation (open to the public)	1,2,3	3,222	3,222	3,222	3,222
# of meetings, functions and events	1,2	52	60	55	60
Effectiveness Indicators:					
# of visitors converted (additional spend)	1,2	27,201	32,000	20,000	23,000
Amount of PCTSM collateral distributed	1,2	288,432	355,000	250,000	275,000
Amount of fulfillment pieces distributed	1,2,3	37,374	85,000	40,000	41,000
Attraction ticket sales generated at Outpost 27	1,2	\$667,954	\$900,000	\$200,000	\$250,000
Efficiency Indicators:					
Visitor impressions generated through billboards, advertising and promotions	2	146,000,000	151,000,000	152,000,000	152,500,000
# of volunteers hours worked	2	2,999	3,350	2,000	2,250

Visitor Services/Outpost 27

Significant Changes

The Visitor Services' primary objective is to fulfill PCTSM's mission of "putting heads in beds and making cash registers ring" which is accomplished by informing, inspiring, and influencing visitors ultimately leading to increased conversions and increased yield (spending) for Polk County. The leisure traveler is the primary target market, specifically the 33% of Florida visitors that are unsure of their plans for the next day. COVID-19 has significantly impacted Florida's largest industry which in turn has required Visitor Services to alter its strategic and tactical marketing game plan. 78% of visitors to the Central Florida Visitor Information Center (CFVIC) spend additional money in the county as a direct result of their visit, which increases overnight stays and the much needed velocity of money circulating in Polk's economy. Staff also focuses heavily on engaging with visitors at all PCTSM Visitor Centers, multi-media platforms, including online chat services, social media, and during sports/special events will generate increased economic impact. More traditional media is also an important marketing tool, including billboards, collateral distribution, signage, posters, radio, TV and a plethora of other methods. By focusing on these undecided travelers and other targeted market segments, visitor services accomplishes their primary objectives of increasing conversions and yield.

According to research conducted by Downs & St. Germain, 43% of visitors to the county indicated visiting friends and family as a top activity. Creating local brand ambassadors is crucial to extending the reach and effectiveness of the Visitor Services staff. The Certified Ambassador of Tourism and Sports (CATS) training initiative directly increases our brand ambassador base through a certification process, which requires training and first-hand experience at many attractions, restaurants, and/or events. Maintaining partnerships with industry stakeholders will prove vital moving into next year, as we strive to increase visitation, broaden the reach of our education efforts, and continue the distribution of all PCTSM collateral materials through more than 100 local businesses. 88% of visitors to Polk County arrive by car and the expectation is for that number to maintain, if not increase, PCTSM collateral continuing to be available at the State of Florida Welcome Centers will be a priority. The Visitor Services team also conducts extensive research, gathering and analyzing data for the entire PCTSM staff. Assistance is also provided to, and in cooperation with, Downs & St Germain, which is critically important as the industry emerges from the COVID-19 pandemic. Staff will use in-person surveys, e-mails, and phone calls, which provides critical information, including the demographics, psychographics and attitudinal dynamics of visitors, as well as the status of our industry stakeholders. The information obtained is utilized to determine core target markets and consumer wants and needs ultimately generating a higher volume and spending by our visitors.

Personnel:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents	4.63	5.63	5.63	5.63
Funding Sources:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Tourism Tax Funds	850,935	969,106	966,000	980,900
Miscellaneous	58,836	80,000	80,750	80,750
Total Program	909,771	1,049,106	1,046,750	1,061,650
Revenue by Fund:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Tourism Tax Funds	909,771	1,049,106	1,046,750	1,061,650
Total Program	909,771	1,049,106	1,046,750	1,061,650
Appropriations:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses	281,617	359,106	381,750	396,650
Operating Expenses	628,154	685,000	660,000	660,000
Capital Expenses	0	5,000	5,000	5,000
Total Program	909,771	1,049,106	1,046,750	1,061,650