



Memorandum

To: Mayor and City Council
Date: 12/29/2021
Subject: **Tourism Executive Summary Recommendations**

The following are recommendations from the Tourism Committee Report to City Council. Recommendations are for consideration of a new contract for event management and have not been reviewed by legal to ensure recommendations are enforceable through a contractor relationship and may be adapted differently based on the business model chosen by Council.

- 1. The city should be made whole to recoup the negative budgets from previous years out of the Community Development Fund. This would require the Community Development Fund to repay the Tourism Fund \$27,000.**
- 2. The Committee recommends creating a reserve fund policy in the tourism budget to stabilize the fund balance. The City's financial policy for the General Fund and Enterprise Funds (Water/Sewer/Storm Funds) to maintain a minimum fund reserve of 20 percent. Following this 20% reserve policy would add stability to the tourism fund.**
- 3. If the City continues to use a contractor, the new contract should address the contractor's expenditure limits. An expense budget should be set each year in advance of the events and any expenses over that amount should not be reimbursed without documented offsetting revenues and written approval by the City.**
- 4. If the City continues to use a contractor, all revenue and expenditures with the exception of talent acquisition, should provide sufficient detail to track inventory and report the information.**
- 5. If the City continues to use a contractor, the contractor should be required to submit revenue from all sources directly to the City. This includes electronic ticketing, cash, online payments and other event revenues. The City should additionally have administrator access to all ticketing accounts to track and confirm reports to the City.**
- 6. Contractors and employees working events should be easily identified through branded "EVENT STAFF" apparel for clear identification. If the City continues to use contracted production, the City logo should NOT be used on event staff clothing to ensure clear communication and perception with visitors that staff is event staff and**

not City staff to the extent possible.

7. Cash handling and tracking practices have significant room for improvement. One solution for consideration would be to not allow cash at events. A City-owned "Square" card reader has been supplied to the contractor on past events which directly connects to the City bank account for easy reconciliation.
8. The Committee has heard complaints about misinformation and unclear guidance related to event management/logistics. The Committee recommends that master event and logistical plans as required in the current contract be shared with City management well in advance. The Committee further recommends that for large events, such as Halloweentown, a dedicated information center/booth continue to be staffed for guests to receive event related information.
9. Contractor shall provide remaining website and social media account information along with administrative log-in credentials and that the sites be moved to the City's servers where appropriate.
10. The committee recommends that if determined appropriate by the City Attorney that contractor provide all vendor and sponsorship information to the City.
11. Contractors should embrace the mission of the City and commit to working collaboratively with staff and volunteers.
12. Contractor shall commit to improving communication and the event logistical planning. The Committee recommends that well in advance (2-3 months) of large events such as Spirit of Halloweentown, contractor organizes logistical planning meetings with staff that include Administration, Parks/Rec, Public Works, Police, and others as designated to attend and discuss planning procedures/duties/layouts so that staff are familiar with the events and can support accordingly.

Further, additional meetings prior to the events with vendors, local businesses, and residents to share and communicate event information, and listen and respond to community concerns are recommended by the committee.