

American Rescue Plan Act (ARPA) Funding Application

[Print](#)**Submitted by:****Status:** Open**Priority:** Normal**Assigned To:** Jonathan Storage**Due Date:** Open**Attachments**

- [CCVB Sports Facilities Strategic Planning proposal.pdf](#) - 2021-12-13 08:56:42 am
- [CVB Exec Comm Board Minutes 12-6-21.doc](#) - 2021-12-12 12:37:02 pm

**American Rescue Plan Act (ARPA)****Funding Application****Non-Profit, Community Groups, Neighborhood Associations, and Businesses****APPLICATION DEADLINE: December 15th 2021**

Application must be completed in full to be considered. Applications may be submitted online using this fillable form. But forms and attachments may also be submitted by email to ARPA@cityofcharleston.org or by U.S. Mail to City Manager's Office, 501 Virginia Street East Charleston, WV 25301.

All requests for funding **must be directly related to COVID-19 mitigation or recovery efforts** and must fall within the parameters of at least one of the goals set by the treasury department along with other requirements listed within this application.

GENERAL INFORMATION*** Name of Project/Program:**

Tourism Recruitment and Retention Program

*** Organization Name:**

Charleston Convention & Visitors Bureau (CVB)

*** Address:**

PO Box 11930, Charleston, WV 25339

*** Primary Contact Person:**

Tim Brady

Title:

President & CEO

*** Phone:**

304-553-4724

*** Email:**

Tim.Brady@charlestonwv.com

Federal Tax ID:

55-0598942

If applicable: DUNS Number:

To obtain a DUNS number please visit <https://fedgov.dnb.com/webform> After obtaining, please register your organization with the System for Award Management at <https://sam.gov/SAM/>

List the organization's owner(s), Board of Directors, senior staff members, and other key members:

Board of Directors: Chuck Hamsher, Jennifer Susman, Greg Bolles, Becky Ceperley, Mayor Amy Goodwin, Eric Althaus, Naomi Bays, Harry Bell, Kim Burton, Georgette George, Dale Jordan, Nick Kellar, Venu Menon, Al Najjar, Don Wilson, Patrick Leahy, Michelle Storage, David Hicks
Senior Staff: Tim Brady, President & CEO; Jama Jarrett, Vice President & COO Additional Staff: Lauren Hunt, Leslie Smithson, Todd Morris, Rekko Patton, Katie Thompson

Describe any partner organizations, their roles, and your relationship with them:

Not Applicable

BUDGETARY OVERVIEW - Must match Budget Worksheet*** Funds Requested**

880,500

*** Total Program/Project Cost**

880,500

Annual Organization Budget**Request Summary**

1. Provide a narrative overview/summary of the request.

Topics that may be included but not limited to:

- a. Purpose and anticipated outcomes
- b. Individuals, entities, or communities served
- c. How the pandemic has necessitated this request
- d. Amount of any estimates and bids received to date
- e. Timeline for project completion

The goals of the proposed project are to increase new visitation to the Charleston, WV, as well as retain existing business. The goals will be achieved through the following strategies: 1. As a direct result of the COVID pandemic American travelers are seeking out more outdoor recreation opportunities and wide open spaces. A portion of the project is directly related to marketing Charleston as a gateway to West Virginia's outdoor recreation. A research-based ad buy will target our existing drive markets, as well as origin markets in areas with direct air service into Yeager Airport. Using our digital agency of record we propose a \$100,000 ad buy specific to this objective. Budget breakdown to be emailed. 2. Through research we know that youth travel sports are our number one opportunity for post-pandemic travel. While meetings and conventions may exist in the virtual and hybrid formats in the near future, travel sports are predicated on the notion that participants must travel to compete. The CVB commissioned a study in 2014 to assess our sports facilities. This study led directly to the construction of Shawnee Sports Complex, which has generated significant economic impact to the region. A portion of the proposed project budget will be used to update this facilities assessment and development a new strategic sports sales plan, including new messaging specific to the market sector. We have sought the services of a nationally recognized firm to undertake this portion of the project at an estimated cost of \$30,500. Budget breakdown to be emailed. 3. Our number one tool in recruiting and retaining business is the use of incentive funds, budgeted money that is earmarked specifically to incentive groups to come to Charleston. Simply put, we buy business knowing that the amount we spend to offset a groups expenses is a small percentage compared to the economic impact that the group generates while in the city. We propose setting aside the largest portion of the requested budget for this purpose. We will use the money to recruit new business to the city including sports events, trade shows and conventions. This business is generally recruited through a competitive RFP process. We will also use funds to retain significant cornerstone groups that bring annual events to the City of Charleston, like the West Virginia Secondary Schools Activities Commission (WVSSAC). As competition to host these annual events increases, we must budget to protect and

retain these significant events. We propose using \$750,000 for these purposes. This money will be either committed or expended by the end of FY 2025 (June 30, 2025). The communities served are the citizens and businesses of the City of Charleston who benefit from the economic impact of tourism. The pandemic has necessitated this request because of the loss of occupancy tax and the shift in travel that the pandemic caused. The tax revenue lost during the pandemic is the money that would have been used to recruit future business. And as business travel has decreased, leisure and sports-related travel has increased. This project will position Charleston for future success in these areas.

Attach any additional information such as bids, concepts, designs, letters of support, etc. If submitting electronically the documents must be in PDF, Excel, or Word format and total file size must not exceed 10 megabytes.

Program/Project Details

* 1. The funding will be used to:

- Start a new program/project
 Maintain an existing program/project
 Expand an existing program/project

* 2. If funded, will the program/project be completed within FY 2022?

- Yes No

If no, when is expected completion year?

FY 2025

3. Which eligible ARPA Expenditure Category does this program/project represent (See <https://home.treasury.gov/system/files/136/SLFRF-Compliance-and-Reporting-Guidance.pdf> for further details)? Please check all that apply:

*

- Public Health
 Negative Economic Impacts
 Services to Disproportionately Impacted Communities
 Premium Pay
 Infrastructure
 Other

4. Briefly describe the program/project funds are being requested for:

Funds requested will go to update our sports facilities plan, market Charleston to travelers seeking outdoor recreation, and recruit and retain large group business.

5. Describe the need for this program/project:

The loss of occupancy tax during the pandemic necessitates this project.

6. List other Charleston organizations in Charleston that address this need:

None

7. Describe the level of collaboration with other organizations on this program/project:

While the Charleston CVB is alone in its core mission, the CVB has developed high level working relations with other organizations in the City of Charleston, including but not limited to: the hotel community, the small business community, local arts organizations, the Coliseum & Convention Center, Yeager Airport, the Clay Center for the Arts & Sciences, Charleston Main Streets, the Charleston Area Alliance, Shawnee Sports Complex, the University of Charleston, West Virginia State University, etc. All will benefit from this project and will have the opportunity to collaborate.

8. How will duplication of services be prevented?

The Charleston CVB is the only organization in Charleston whose mission is to market Charleston as a destination for leisure and group travel.

Program Requirements and Objectives

1. Identify the target recipients of proposed services. Specify the number of City residents the program will serve during the fiscal year and explain the basis upon which this number is calculated.

Recipients of the proposed services are the citizens and businesses of Charleston. The economic impact generated by tourism positively affects everyone.

2. List any eligibility requirements the program has with respect to age, gender, income, or residence.

There are no eligibility requirements, the CVB is a non-discriminatory agency.

3. If this is a continuing activity, describe a measurable outcome of the previous year's work regardless of funding source.

During the current fiscal year, despite limited resources, the CVB has booked several large travel sports events in the city. The organization has secured volleyball, basketball, archery and boxing events, among others. With increased resources our ability to attract and retain events like this will increase exponentially.

4. If this is a new program describe two anticipated measurable outcomes for the proposed program.

Outcomes will be measured through increases in hotel occupancy, tax collections and event attendance, among others.

Budget

*** 1. Has the organization received funding from the City of Charleston in the past for a similar program/project?**

Yes No

*** 2. Has the organization requested funding from other Federal, State, or Local government entities for any program/project support related to COVID-19?**

Yes No

3. If yes, explain from which entities and the amounts requested for each program/project.

4. List any other Federal, State, Local, or private funding or grant awards received in the last three years and the amount and status of each award.

The CVB utilized the US Small Business Administration's PPP and EIDL programs during the pandemic. Dates and amounts of funds received are below: April 2020 - SBA EIDL Advance - \$10,000 June 2020 - SBA EIDL - \$149,900 January 2021 - SBA PPP Round One - \$123,848 (forgiven) May 2021 - SBA PPP Round Two - \$106,002 (forgiven) September 2021 - SBA EIDL - \$5,000 Debt service on the EIDL begins in March of 2022 with low interest payments.

5. Briefly summarize project revenues and expenses related to this request. This should coincide with the budget worksheet.

\$100,000 will be used for leisure ad buys in targeted markets. \$30,500 will be used to update our sports facilities study and strategic plan. \$750,000 will be set aside to incentivize new and select existing business over the next three years.

6. If this request is not fully funded, what adjustments to the program/project is the organization prepared to make?

The budgeted amounts for marketing and incentives will be adjusted if this request is not fully funded.

7. Describe the plan for sustainability of the program/project or initiative after the requested award has been exhausted.

These efforts will be sustained through the occupancy tax revenues generated by the proposed programs. As new business is brought to the city, revenues increase. These future revenues will be reinvested in future recruitment and retention efforts.

8. Briefly describe the organization's fiscal oversight / internal controls to minimize opportunities for fraud, waste, and mismanagement.

The CVB does an annual financial audit that is filed with the City of Charleston and the State Auditor's office. The CVB also employs an outside accounting professional to oversee our day-to-day accounting and compliance.

9. How does your agency plan to separate ARPA funds from other agency funds for purposes of identification, tracking, reporting and auditing?

Funds will be segregated in our accounting software (Quickbooks), which will allow easy identification, tracking, reporting and auditing.

REQUESTED BUDGET WORKSHEET

Revenue Source Projections

List all Estimated Funding for this Program/Project

*** Proposed City ARPA Funding**

Internal/Self-Funding

880,500

Donations/Other Fundraising

Government Grants/Other

*** TOTAL REVENUE**

880,500

Expenses Projections

List all Estimated Expenses for this Program/Project

Salaries/Wages

Amount Requested from City

Amount from Other Sources

Total Estimated Expenses

0

Benefits & Matchings

Amount Requested from City

Amount from Other Sources

Total Estimated Expenses

0

Contracted Services

Amount Requested from City

Amount from Other Sources

Total Estimated Expenses

\$30,500

Program Materials

Amount Requested from City

Amount from Other Sources

Total Estimated Expenses

Marketing

Amount Requested from City

100,000

Amount from Other Sources

Total Estimated Expenses

Supplies

Amount Requested from City

Amount from Other Sources

Total Estimated Expenses

Other

Amount Requested from City

750,000

Amount from Other Sources

Total Estimated Expenses

Total Expenses

*** Amount Requested from City**

880,500

*** Amount from Other Sources**

0

*** Total Estimated Expenses**

0

NOTE: Revenues and Expenses must balance, and the use of requested funds must be directly related to COVID-19 recovery efforts.

Organizational Details

1. Describe the history of the organization and its current programs and activities.

The Charleston CVB was incorporated in October of 1979. The organization's purpose is to market and sell Charleston as a leisure and business destination, with a focus on attracting and retaining large groups to the city. The CVB does though a variety of marketing and sales activities. These activities include but are not limited to: advertising, trade show attendance, sales missions, production of visitors guides and maps, social media outreach and working to gain editorial content across media platforms.

2. Provide the organization's mission statement/purpose.

The Charleston Convention & Visitors Bureau is an accredited Destination Marketing Organization charged with marketing Charleston nationally as a premier destination, thus enriching our community's overall quality of life through economic and social prosperity.

3. List any third-party references that can verify the organizations qualification or prior grant experience.

West Virginia State Division of Tourism

COVID-19 Impact

1. Explain the impact of the COVID-19 pandemic and how it relates to your request. For example, reduction in services, closures, increased costs, community impact, etc.

The pandemic cause occupancy tax revenues to plummet, which necessitates this request. As a direct result of the pandemic the CVB closed its physical offices and all staff now work remotely. The CVB also re-imagined the visitor center a Capitol Market, utilizing a large touchscreen monitor instead of a manned desk. The greatest impact of the pandemic, however, has been the reduction in business travel.

The convention business will bounce back, but it will be a slow process. Organizations have learned that members and employees can receive training and education through digital platforms like Zoom and Google Meet. This change in the convention landscape necessitates the shift to increased focus on youth travel sports and leisure travel outlined in this request.

2. If funds are being requested to replace revenue lost due to COVID-19, provide details, and attach supportive documentation.

3. If awarded, how will ARPA funding aid in the recovery from the COVID-19 pandemic?

The business generated through the use of these ARPA funds will be the foundation for future efforts. Increased revenues will be reinvested into future programming.

THE APPLICANT UNDERSTANDS:

*

1. This application and other materials submitted to the City may constitute public records which may be subject to disclosure under the West Virginia Freedom of Information Act. Documents containing sensitive information may be marked as "confidential."

*

2. Submitting false or misleading information in connection with an application may result in the applicant being found ineligible for financial assistance under the funding program, and the applicant or its representative may be subject to civil and/or criminal prosecution.

THE APPLICANT CERTIFIES THAT:

*

1. I have reviewed the US Treasury guidelines regarding the eligible uses of American Rescue Plan State and Local recovery funds. <https://home.treasury.gov/policy-issues/coronavirus/assistance-for-state-local-and-tribal-governments/state-and-local-fiscal-recovery-fund/request-funding>

*

2. By submitting this request, I represent that I am an authorized officer, or member of the organization for which I am submitting, and the information contained in my submittal is true and correct to the best of my knowledge and belief.

*

3. The information submitted to the City of Charleston ("City") in this application, and substantially in connection with this application, is true and correct.

*

4. The applicant is in compliance with applicable laws, regulations, ordinances and orders applicable to it that could have an adverse material impact on the project. Adverse material impact includes lawsuits, criminal or civil actions, bankruptcy proceedings, regulatory action by a governmental entity or inadequate capital to complete the project.

*

5. The applicant is not in default under the terms and conditions of any grant or loan agreements, leases or financing arrangements with its other creditors that could have an adverse material impact on the project.

*

6. I understand and agree that I must disclose, and will continue to disclose, any occurrence or event that could have an adverse material impact on the project.

*

7. I certify that the requested funding is needed to ensure this program/project will occur within the City limits of Charleston West Virginia.

*

8. The Board of Directors or governing body of the organization has approved submission of this application. Please attach a copy of the authorizing resolution or meeting minutes using the file upload.

*** Signature**

Timothy Brady

Authorized representative of Applicant/Organization

*** Date**

12/12/2021

Format: MM/DD/YYYY

*** PRINTED NAME:**

Timothy Brady

*** TITLE OF APPLICANT:**

President & CEO

*** ORGANIZATION NAME:**

Charleston Convention & Visitors Bureau

Upload a File

No file chosen

**CHARLESTON WV
CONVENTION & VISITORS BUREAU**

**SPORTS TOURISM STRATEGIC
PLANNING PROPOSAL**



December 6, 2021

POWERED BY THE HUDDLEUP GROUP



Tim Brady
President and CEO
Charleston WV Convention & Visitors Bureau
800 Smith St.
Charleston, WV 25301

December 6, 2021

Dear Mr. Brady,

Thank you for taking the time to talk with us about this critical project for the Charleston Convention & Visitors Bureau. It is great to see that sports tourism is an important factor in shaping the future of your community. As someone who has personally led award winning non-profit sports organizations and helped our clients build and grow their community impact, I'm excited for the opportunity you have ahead of you. From our past efforts on similar projects, we are confident we can deliver a strategic game plan for the Kanawha Valley region that can help increase sports tourism in the area, particularly in the shoulder and off-peak tourism seasons. Our proven process will help grow the region's tourism impact through sports, while at the same time enhancing the level of community engagement in the process.

Enclosed is a proposal to forge a partnership between the Charleston Convention & Visitors Bureau ("CVB"), and the Huddle Up Group, LLC ("Consultant"). The scope of work includes a comprehensive effort in both planning and execution. While the enclosed timeline is tentative, we have used a December 2021 start date and a May 2022 completion date to illustrate a potential project schedule. Our method focuses on three key elements for success:

1. Community Engagement – We interview key stakeholder groups via phone and in person, to garner their input throughout the process. We believe collaboration and transparency are keys for long-term success. These interviews will include local leaders, event rights holders, and potential partners that may not be engaged in your sports tourism efforts today.
2. Sustainability – In every project, our goal is to build a plan that can leverage existing assets (funding, partnerships, and community-wide leadership) and to identify new resources to sustain your long-range sports tourism vision. We want to work with you to put in place a game plan that can, and will, work over time.
3. Execution – Our end deliverable will not only include a playbook for success but will also outline action items to move forward. The plan will offer next steps for the CVB team to execute tomorrow, and those that will be needed over time.

As the sole-proprietor of the Sports Tourism Index™, a first-of-its kind tool developed to help destinations evaluate their position in the sports tourism market, the Consultant will use the trademarked tool to determine the destination's strengths, competitive set, and areas of opportunity. In addition, the CVB will have access to the Consultant's industry resource library.

Very few people have our level of experience in building and growing sustainable sports tourism programs. We would love to work with you on this important project for Charleston, West Virginia. Thank you for your consideration of our proposal.

Yours in Sport,

Jon Schmieder, Founder + CEO
Huddle Up Group, LLC

About the Huddle Up Group, LLC

Founded in 2012 as a sports tourism industry consulting company, our team has a successful track record of leading sports organizations through strategic growth and increased community collaboration. We have extensive experience in building cohesive organizations and external relationships while working with volunteer boards, donors, elected officials, hospitality community leaders, and various corporate partners.

From starting as athletes and coaches to becoming leading sports industry professionals, a major differentiator for the Huddle Up Group is our team's experience in the sports tourism and events trenches.

We have personally led or worked on:

- Award winning sports commissions
- Multiple Olympic Games
- Youth tournaments
- Facility development
- National championship management
- Final Fours
- All-Star Games
- New event creation
- Capital campaigns/fundraising
- College Bowl Games

These well-rounded experiences lend themselves to a diverse view of sports organization development projects. This front-line experience is the primary reason we feel the Huddle Up Group is the best team to partner with you and your stakeholders on this strategic planning effort.



160+

PROJECTS

250+

DESTINATIONS
+ PARTNERS

100+

SPEAKING
ENGAGEMENTS



2017 NASC SUPERIOR SERVICE AWARD WINNER

The highest honor a consulting firm can earn from the National Association of Sports Commissions (now Sports Events & Tourism Association)

Partner Portfolio

The Huddle Up Group has worked with numerous communities and sports organizations across the United States. Our clients and partners include, but are not limited to, the following:

DMOs

Arlington CVB	Las Cruces CVB
Bermuda Run (NC)	Las Vegas Convention and Visitors Authority
Birmingham CVB	London (KY) Tourism Commission
Boulder CVB	Louisville Sports Commission
Branson CVB	Monroe-West Monroe CVB
Bryan-College Station CVB	Morgantown CVB
Butler County (OH)	North Platte CVB (NE)
Campbell County CVB (WY)	Oklahoma City CVB
City of Auburn (ME)	Peoria CVB (AZ)
City of Longview (TX)	Richmond Region Tourism (VA)
City of Lynchburg (VA)	Springfield Sports Commission (MO)
Columbia County (FL)	Travel Lane County (OR)
Columbus CVB (IN)	Travel Medford
Delaware Sports Commission	Treasure Coast Sports Commission
Des Moines CVB	Virginia Beach Sports Marketing
Discover Kalamazoo (MI)	Valley Forge Sports Commission
DuPage County CVB	Visit Brookings
Durham Sports Commission	Visit Detroit/Detroit Sports Commission
Eau Claire CVB	Visit Duluth
Elizabethtown Tourism and Convention Bureau	Visit Hershey Harrisburg
Evansville Sports Corp	Visit Mesa
Fort Worth CVB	Visit Mountaineer Country
Fox Cities CVB	Visit Norman
Greater Grand Junction Sports Commission	Visit Sacramento
Hamilton County Sports Authority	Visit Tucson
Harris County-Houston Sports Authority	Visit Tulsa/Tulsa Sports Commission
Jacksonville-Onslow Sports Commission	Visit Tuscaloosa



NGBs/Rights Holders

Arizona Football Coaches Association
 Association of Chief Executives of Sport (ACES)
 Ohio Basketball
 USA BMX
 Ripken Baseball



Additional Partnerships

Collinson Media & Events
 DMO Proz (formerly Zeitgeist Consulting)
 EventConnect
 Phoenix Sports Women's Association
 Resonance Consulting
 Safe Football
 Skyhawks Sports
 Sports Facilities Advisory
 Sports Facilities Management
 STEM Sports
 Strider Sports International
 Track Girlz
 Twin Cities Youth Soccer Association (Bermuda Run, NC)
 Veteran Tickets Foundation



Conferences/Media Outlets

ACES
 Cal Travel
 Connect Sports
 Destinations International
 DMA West
 Florida Sports Foundation
 Georgia Conference on Tourism
 Louisiana Lieutenant Governors Conference on Tourism
 Minnesota Tourism Conference
 NASC Symposium
 North Carolina Tourism 365
 Oklahoma Travel Industry Association Conference
 Southeast Tourism Society
 South Dakota Tourism Conference
 Sports Events Magazine
 Sports Events & Tourism Exchange (South Africa)
 Sports Illinois
 Sports Planners Guide
 S.P.O.R.T.S. Relationship Conference
 Texas Association of CVBs
 Treasure Coast (FL) Sports Tourism Summit
 Upper Midwest CVB Association
 US Sports Congress
 Virginia Conference on Tourism
 Western Association of CVBs
 Wisconsin Tourism Conference





Related Project Experience and References

The Huddle Up Group has worked with numerous DMOs and sports commissions on strategic planning projects. Below are several references that relate specifically to long-range visioning projects our team at the Huddle Up Group has led.

Visit Hershey Harrisburg (PA)

Total Number of Projects – 1

Key Outcomes:

- Development of a 5-year strategic plan for a newly rebranded sports marketing department within the CVB (“Hershey Harrisburg Sports & Events”).
- Planned and supported the launch of the new sports and events department.
- Helped craft the job titles and specs for each added staff position.

Reference: Gregg Cook, Executive Director
gregg@hhsportsandevents.com | 717.231.2990

Visit Fort Worth (Fort Worth, TX)

Total Number of Projects – 4

Key Outcomes:

- Development of a 5-year strategic plan for a newly rebranded sports marketing department within the CVB (“Fort Worth Sports Marketing”).
- Planned and supported the launch of the new sports marketing department.
- Led the talent search to hire a Director of Sports for the new department.
- Huddle Up Group was recently engaged for a fourth project in Fort Worth to evaluate the feasibility of new venues and their potential impact across all of Tarrant County, Texas.

Reference: John Cychol, Vice President of Meeting Sales
JohnCychol@FortWorth.com | (817) 698-7826

Durham Sports Commission (Durham, NC)

Total Number of Projects – 2

Key Outcomes:

- Huddle Up Group was secured to evaluate the structure of the newly formed Durham Sports Commission and to identify and secure its first Executive Director.
- The Durham Sports Commission retained the Huddle Up Group to conduct a venue audit and evaluation of the current facilities throughout the Durham region. The audit included an analysis of the Sports Commission’s board set-up and funding model in relation to its competitive set.

Reference: Susan Amey, President & CEO, Discover Durham
susan@discoverdurham.com | 919.680.8320

The Charleston West Virginia Convention & Visitors Bureau (“CVB”)
Sports Tourism Strategic Planning Project
Approach, Methodology, and Project Schedule

Approach

In all cases, our proven process is used to engage the community in a proactive and inclusive manner. The process outlined below has been especially successful with CVBs/DMOs, sports commissions, cities, counties, and places where multiple stakeholder groups exist. Community alignment with parks and recreation departments, regional sports clubs, local universities, and other sports related factions throughout the area will be crucial to sustain the historically positive work of the CVB. The more entities we can engage, the more support the project will generate through the process and any barriers will be minimized or eliminated entirely.

Preliminary Scope of Work, Methodology, and Project Schedule

Our proposed scope of work and timeline is outlined below. The ultimate goal of the project is for our team to lead in the creation of an achievable and sustainable strategic plan (or “playbook”) that would help identify, grow, develop and service the community’s sports tourism efforts in the Charleston region to ensure continued significant economic impact. Using our proven methodology, the project includes six (6) scheduled deliverables, due at the assigned date noted below each stage of the project:

1. Consultant will assist the CVB in completing the Sports Tourism Index™, a first-of-its kind tool developed to help destinations benchmark and evaluate their position in the sports tourism market. As the sole-proprietor and developer of the Sports Tourism Index™, the Consultant will use the trademarked tool to determine the destination’s strengths and areas of opportunity. The Sports Tourism Index™ is the only tool in the industry designed to benchmark an organization’s sports tourism presence against regional and national standards. Multiple reports will be produced by the Consultant to analyze and discuss with the CVB.

(2 hours, December 31, 2021)

2. Consultant will conduct a complete audit on the current sports tourism efforts of the CVB with the goal of determining organizational and community-wide gaps that may hinder growth. The audit will include a review of all previously conducted and relevant research/surveys and related projects. In addition, the audit will include phone interviews with the top 10 key stakeholders and online surveys with the remaining stakeholders including but not limited to, staff and key board members of the CVB, city/county/community leaders, parks and recreation, area high schools and universities, privately run facilities, program coordinators and venue managers, hospitality community leaders, event owners, local clubs, elected officials, corporate executives, and additional targets as defined by the CVB. As a point of reference, these interviews and surveys normally involve between 20-30 stakeholders in total.

(20 hours, delivered by January 15, 2022)

3. Over the course of two to three days, Consultant will conduct an in-person sports programming and venue evaluation in the Charleston region. A portion of this site visit will include venue tours to evaluate and determine the quality and enhancement/development opportunities at all venues that could be used for sports programming and special events, including vacant indoor spaces. This evaluation will include a gap analysis of what facilities are needed to make an impact on sports tourism and community user groups. This site visit will also include a review of the events currently held in the area, an evaluation of the CVB's existing programs and activities, and meetings with key stakeholders.

(30 hours, delivered by January 31, 2022)

4. Consultant will utilize the audit, the in-person evaluation, and national best practices to develop a comprehensive sports tourism development strategic plan for the CVB. This plan will include, but may not be limited to:

- (1) A SWOT analysis of the Charleston area's existing sports tourism & marketing efforts, facilities, and current community programming with a focus on developing the region as a leader in women's sports tourism.

- (2) Recommendations for enhancing the sports tourism work of the CVB through a newly branded Sports Commission. Fusing national best practices and benchmarks, recommendations will be made on the organizational structure, business model, board composition, staffing and funding models that would be the most effective over time.

- (3) Consultant will develop steps and timelines for public launch of the new Sports Commission. As a part of this timeline, Consultant will utilize national best practices and work with staff to develop a marketing and branding strategy for the newly created Sports Commission.

- (4) If required, Consultant will complete official work required to create a new non-profit organization. This work will include the completion of the required IRS application for a new 501(c)3 organization, development of organization bylaws, and filing of articles of incorporation.

- (5) An outline of facility needs (enhancements or new development) in the Charleston area, including a gap analysis to determine what facilities are needed to make an impact on sports tourism and community user groups. This will include venue funding and management models that are viable and sustainable for the Sports Commission and its partners long-term.

- (6) Identification of potential public/private partnerships, and corporate engagement opportunities for all new programs suggested within the strategic plan.

(32 hours, delivered March 15, 2022)

5. Consultant will make multiple presentations on the strategic plan, its recommendations, and the implementation of the formal launch of the new Sports Commission to the members of CVB and its stakeholders, including various city/county/area leadership groups, elected officials, the hospitality industry, as well as the CVB staff and board. The goal of these presentations is to formally solicit support and garner feedback on the proposed strategic plan for the CVB and the launch of the newly established Sports Commission. This presentation phase includes pre- and post-con meetings with key CVB leadership as well as delivery of up to five (5) bound copies of the final written report.

(20 hours, delivered by April 15, 2022)

6. Consultant will facilitate a follow-up call to discuss the implementation of the strategic plan and action items going forward. The Consultant Team will also be available to the CVB staff via phone, and/or at industry related events to act as a sounding board and to offer execution advice for all related questions pertaining to this scope of work for 30 days following the delivery of the strategic plan.

(2 hours, delivered by May 15, 2022)

Project Budget/Fees

Direct Costs

Consultant estimates that the project will require **up to** \$4,000 in direct reimbursable costs for Team members needed for site visits to the Charleston, WV area, including:

- Round trip airline travel to and from the Charleston area.
- Rental car and mileage.
- Incidental travel expenses outside of the Charleston area such as meals, airport parking, and airport transfers for the scope of work outlined in this proposal.

The CVB and Consultant Team will make every effort to combine the in-market visit with other trips the Consultant Team is making to cut down on travel cost and time (doing so will allow these costs to be “shared” by other destinations in the region). These direct costs will only be billed for the reimbursement of actual expenses incurred by the Consultant Team. (No daily per diem.)

Labor (hours) by Major Tasks

1. Sports Tourism Index™ (2 hour)
2. Stakeholder Interviews/Sports Tourism Marketing Audit (20 hours)
3. Market Visit (30 hours)
4. Strategic Plan Creation (32 hours)
5. Final Report and Presentations (20 hours)
6. 30-Day Follow-Up (2 hour)

Total Project Hours: 106 hours

Billable Rate: \$250/hour

Total Cost for Labor: \$26,500 (106 hours x \$250 per hour)

Potential Total Project Cost: \$30,500 (inclusive of the “up to” direct costs and absorbed material costs as outlined above).

Champions Circle (Optional): Beyond the 30-day execution window provided for in Stage 6, the Consultant Team also offers an ongoing Champions Circle consulting program in 12-month increments. Pricing and scope of service for this program can be presented to the CVB upon request.

Additional Terms

- This agreement is for the term December 31, 2021 – May 15, 2022.
- The CVB agrees to pay the Consultant’s fees as outlined in the enclosed budget. The fees are to be billed in two equal installments, the first upon the signing of this agreement, the second upon delivery of the final presentation and report. Invoices are to be paid within ten (10) business days of receipt by the CVB.
- Additional work beyond what is outlined above would require a separate agreement between the CVB and the Consultant.
- This is a NON-EXCLUSIVE consulting agreement.
- As communication is critical to success, the parties agree to a bi-weekly update either via phone or e-mail as requested by the CVB.
- This partnership can be extended by mutual agreement of the parties at any time.

Conclusion

Given this new reality we are all living in today, this is a watershed moment for the Charleston WV Convention & Visitors Bureau and the sports tourism stakeholders throughout the Kanawha Valley. While the arms race in the sports tourism industry is at an all-time high, we need to be strategic in how we set the community up for long-term success coming out of the current downturn. To be relevant in this highly competitive space, destinations need to be highly focused, skilled, and creatively funded – more so today than ever before.

Smart destinations sustain their efforts year over year through focused and aligned community-wide efforts. By working with the Huddle Up Group, the CVB will be able to leverage our hands-on expertise in building strong and sustainable sports organizations. We will provide the Charleston CVB team with a specific gameplan to improve the area’s sports tourism tool kit, which will positively impact the community for years to come.

Our team has the experience and knowledge you need to forge the future sports tourism vision for Charleston, WV. We have a great passion for what lies ahead of you, and we would love to help along the journey. Thank you for your consideration of our proposal.

Yours in Sport,



Jon Schmieder
Founder + CEO
Huddle Up Group, LLC
Jon@HuddleUpGroup.com
602-369-6955

Minutes
Charleston Convention & Visitors Bureau
Executive Committee Meeting

Dec. 6, 2021

Participating: Greg Bolles
Tim Brady
Becky Ceperley
Mayor Amy Shuler Goodwin
Chuck Hamsher
Nick Keller
Jen Susman

On Monday, December 6, 2021, the Executive Committee for the Charleston Convention & Visitors Bureau voted electronically on the approval of the CVB's submission of an American Rescue Plan Act funding application to the City of Charleston.

Mayor Goodwin abstained from the vote because she sits on the City's committee that will be vetting the applications.

The remaining five committee members, Bolles, Ceperley, Hamsher, Keller and Susman voted to approve the application.

Prepared by Leslie Smithson

Approved by: _____

Chuck Hamsher, Chair

CH/lfs