

**FIRST AMENDMENT**

This Amendment made and entered into this 26 day of March 2021, by and between Pinellas County, a political subdivision of the State of Florida, hereinafter referred to as "County," and HCP Associates, Inc. hereinafter referred to as "Contractor,"

**WITNESSETH:**

WHEREAS, the County and the Contractor entered into an agreement on February 5, 2019, pursuant to Pinellas County Contract No. 178-0356-P (hereinafter "Agreement") pursuant to which the Contractor agreed to provide planning support services for County; and

WHEREAS, Section 21 of the Agreement permits modification by mutual written agreement of the parties; and

WHEREAS, the County and the Contractor now wish to modify the Agreement in order to provide for additional services and an increase in funds to the contract, at the same prices, terms, and conditions;

NOW THEREFORE, the Parties agree that the Agreement is amended as follows:

1. The Agreement is amended to include the additional services as described in Exhibit 1 to this Amendment, and the total not-to-exceed amount provided in the Agreement is increased by \$180,900.00 compensable as provided in Exhibit 1, according to the terms of the Agreement.
2. Except as changed or modified herein, all provisions and conditions of the original Agreement and any amendments thereto shall remain in full force and effect.

Each Party to this Amendment represents and warrants that: (i) it has the full right and authority and has obtained all necessary approvals to enter into this Amendment; (ii) each person executing this Amendment on behalf of the Party is authorized to do so; (iii) this Amendment constitutes a valid and legally binding obligation of the Party, enforceable in accordance with its terms.

IN WITNESS WHEREOF the Parties herein have executed this First Amendment to the Agreement as of the day and year first written above.

PINELLAS COUNTY, FLORIDA  
by and through its County Administrator

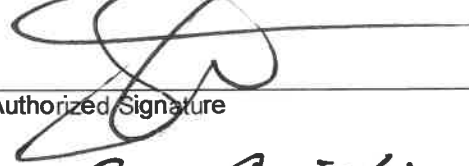


Barry S. Burton  
County Administrator

**APPROVED AS TO FORM**

By: /s/ Amanda S. Coffey  
Office of the County Attorney

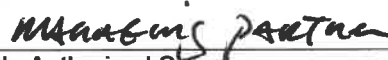
CONTRACTOR: HCP Associates, Inc.



Authorized Signature

Sean Coniglio

Printed Authorized Signature



Title Authorized Signature

**APPROVED TO FORM**

By: Jacina Haston  
OFFICE OF THE COUNTY ATTORNEY

# STRATEGIC PLANNING SCOPE

FOR VISIT ST. PETERSBURG/CLEARWATER

## OVERVIEW

Following a tumultuous 2020, Visit St. Petersburg/Clearwater (VSPC) seeks to revitalize and reignite Pinellas County's tourism industry. To do this, VSPC has endeavored to create a five-year strategic plan that harmonizes the area's many stakeholders and reestablishes a clear mission, vision, and approach to drive more significant tourism in the County.

This nine-month scope will guide VSPC leadership through a realignment of their organization through a 360-degree review of its goals, operations, and messaging. This process will also consider changes in the tourism industry and the Tampa Bay market's evolution in creating the new five-year plan.

This process will give particular emphasis to:

1. Increasing the economic impact of each visitor
2. Developing the assets of the region
3. Increasing the economic benefits of tourism to the local community
4. Deepening partnerships across Pinellas County

## PROCESS

This scope is broken into seven phases:

<b><i>Stakeholder Interviews</i></b>	Individual interviews with key figures in government, attractions, lodging, and other core tourism-related industries
<b><i>Secondary Stakeholder Survey</i></b>	Supplemental online survey provided to a broad swathe of players not included in stakeholder interviews
<b><i>Community Sentiment Survey</i></b>	A telephonic survey of Pinellas County residents about their perceptions of and desires for tourism and VSPC
<b><i>Industry and Visitor Analysis</i></b>	Secondary review of existing research and local, regional, and national trends affecting VSPC
<b><i>Strategic Planning Workshop</i></b>	An all-day workshop in which critical decisions are deliberated and made in advance of completing the plan
<b><i>Strategic Plan Creation</i></b>	The drafting, review, and finalizing of the formal strategic plan document
<b><i>Presentation</i></b>	The creation and delivery of presentation materials outlining the outcomes of the strategic workshop and details of the new strategic plan

## STAKEHOLDER INTERVIEWS

By its nature, a collaborative organization such as VSPC has several stakeholders with very diverse perspectives and insights. Stakeholder interviews take the form of individual, journalistic interviews designed to reveal stakeholder's views on essential themes and identify trends and new opportunities for the region. Through the individual format, each stakeholder is allowed to share their unvarnished perspectives on the organization, its future, and how to keep boosting Pinellas County's tourism industry.

Although the final stakeholder list will be decided upon in preliminary meetings with VPSC staff, stakeholders will include:

- Tourism Development Council members
- Representatives from lodging across the County
- Creative Pinellas
- Sporting representation
- Large and small attraction leadership
- Airport executives
- Environmental representation from Pinellas County
- Chambers of commerce from across the County
- Municipal governments

The stakeholder interview process comprises three components:

<i>Stakeholder Group Definition &amp; Questionnaire Design</i>	The assigning of stakeholders into different groups and the creation of a questionnaire for those audiences
<i>Stakeholder Interviews</i>	Individual 1:1 phone calls with each stakeholder and the subsequent analysis of responses
<i>Executive Summary</i>	A brief document summarizing the themes raised by the various stakeholder audiences

## SECONDARY STAKEHOLDER SURVEY

Tourism is the largest employment category in Pinellas County. As such, there are a dizzying array of firms and organizations interested in VSPC's mission success. Gaining these secondary stakeholders' insights is an essential component of understanding the industry; to do that, an electronic survey will be created and distributed to this much larger audience. This provides quantitative insights that supplement the qualitative insights gleaned during the stakeholder interviews and allows for smaller voices to be heard. Care will be taken to ensure that all types and all locations of businesses are allowed to participate.

The secondary stakeholder survey process is made up of:

<i>Stakeholder Group Definition, Questionnaire Design</i>	The assigning of stakeholders into different groups and the creation of a questionnaire for those audiences
<i>Recruitment and Distribution</i>	The sending of the survey to as many secondary stakeholders as possible; monitoring responses and adjusting as-needed
<i>Paid Distribution</i>	The use of paid distribution, including (but not limited to) paid mailers, purchasing of contact lists, and buying of digital ads to facilitate the recruitment and distribution of the secondary stakeholder survey

*Tabulation and Analysis*

The quantitative examining of data collected during the preceding phases, with an emphasis on identifying both common and conflicting opinions

*Executive Summary*

A brief document summarizing the themes raised by the various stakeholder audiences

**COMMUNITY SENTIMENT SURVEY**

As a government organization, VSPC is ultimately responsible to the citizens of Pinellas County. Therefore, understanding residents' perceptions of and desires for the tourism industry is fundamental to creating a new strategic plan for the organization.

We will deploy and distribute a telephonic survey to Pinellas County residents following stakeholder interviews to gather resident feedback. We will collect feedback from all county regions and achieve accurate representation along racial/ethnic, gender, and age lines.

The community sentiment survey process will comprise:

*Questionnaire Design*

The creation and approval of a survey instrument for Pinellas County residents

*Telephonic Completed Calls*

The completion of 1,000 telephonic calls to Pinellas County residents selected at random in proportion to the demographic distribution of the County

*Tabulation and Analysis*

The quantitative examination of data collected during the preceding phases, with an emphasis on identifying both common and conflicting opinions

*Executive Summary*

A brief document summarizing the responses obtained during the community sentiment survey

**INDUSTRY AND VISITOR ANALYSIS (SECONDARY RESEARCH)**

A strategic plan is blind without an understanding of the market forces facing Pinellas County. Therefore, we will review and synthesize trends in the region's demography and economy, emphasizing the tourism industry.

This phase will be made of:

*Review of Pinellas County Tourism Figures and Recent Consultants' Work*

The review of the previous years' tourism-related figures, including previous consultants' work on behalf of VSPC

*Review of Nationwide Trends in Tourism*

The review of larger market forces affecting tourism in the United States and how those forces may affect the market in Pinellas County

**STRATEGIC PLANNING WORKSHOP**

After completing the preceding phases, we will conduct an all-day strategic planning workshop to discuss the synthesized information and center on a new strategy for the following five years. The strategic planning session will consist of several exercises, including:

- Outlining the positioning statement and platform (Mission, Vision, and Position)
- Constructing a force field diagram and establishing driving and restraining forces
- Reviewing service structure to identify core, near core, and outfield targets
- Discussing customer triage fielding to classify A, B, and C targets
- Producing a situation analysis of competitive advantages/disadvantages, customer needs, and weaknesses/strengths
- Discussing stakeholders' mission and goals, integrated strategies (offensive/defensive), and projects/programs
- Assigning goals to timings of immediate (one year), mid-range (two to three years), and long-term (three to five years)

The strategic planning workshop is composed of two components:

<i>All-day Workshop (3 Consultants)</i>	The facilitating and moderating of the all-day strategic planning workshop
<i>All-day Workshop (1 Scribe)</i>	The notetaking and documenting the various conversations throughout the all-day strategic planning workshop

**PLAN CREATION**

Following the workshop and any final meetings with VSPC leadership, we will compile our findings' full report into a 5-year strategic plan. This plan will outline the next five years of VSPC, following the planning workshop(s) decisions, detail the findings of all research conducted under this project, and articulate the strategies to be used in its implementation.

The creation of the strategic plan is split into two steps:

<i>Plan Drafting and Edits</i>	The creation of a strategic plan which outlines the next five years of VSPC, following the decisions made in the planning workshop(s), details the findings of all research conducted under this project and articulates the strategies to be used during that time
<i>Internal Reviews with VSPC</i>	The deliberations and discussions with VSPC leadership during the finalizing of the strategic plan



## PRESENTATIONS

Completing the strategic plan for VSPC will require the production and delivery of presentations to government officials and other stakeholders. HCP will create presentation materials, such as one-sheeters and PowerPoint presentations, to be used in this effort. Additionally, HCP will deliver these presentations to audiences of VSPC's choosing.

**Please note:** HCP recommends that VSPC partner with their PR agency for any public and media events.

<i>Presentation Creation</i>	The production of graphics-heavy, easy-to-understand collateral that articulates the results of the strategic planning process
<i>Presentation Review and Delivery</i>	The presenting of findings of the strategic planning process using the aforementioned materials

## SCHEDULE

<b>January 2021</b>	<ul style="list-style-type: none"> <li>● Kickoff</li> <li>● Stakeholder interviews questionnaires designed, interviews begin</li> <li>● Secondary stakeholder survey instrument design finalized</li> <li>● Industry and visitor analysis begins</li> </ul>
<b>February 2021</b>	<ul style="list-style-type: none"> <li>● Stakeholder interviews continue</li> <li>● Secondary stakeholder survey instrument launched</li> <li>● Industry and visitor analysis continues</li> <li>● Community sentiment survey instrument designed</li> <li>● Community sentiment survey launched</li> </ul>
<b>March 2021</b>	<ul style="list-style-type: none"> <li>● Stakeholder interviews conclude</li> <li>● Secondary stakeholder survey collection continues</li> <li>● Industry and visitor analysis continues</li> <li>● Community sentiment survey collection continues</li> </ul>
<b>April 2021</b>	<ul style="list-style-type: none"> <li>● Secondary stakeholder survey concludes</li> <li>● Industry and visitor analysis concludes</li> <li>● Community sentiment survey collection concludes</li> <li>● Strategic planning workshop is scheduled</li> </ul>
<b>May 2021</b>	<ul style="list-style-type: none"> <li>● Community sentiment survey collection concludes</li> <li>● Strategic planning workshop is held</li> <li>● Plan creation begins</li> </ul>
<b>June 2021</b>	<ul style="list-style-type: none"> <li>● Plan creation continues</li> </ul>
<b>July 2021</b>	<ul style="list-style-type: none"> <li>● Plan creation concludes, new plan is delivered to VSPC for approval</li> <li>● Presentation creation begins</li> <li>● Presentation date is scheduled</li> </ul>
<b>August 2021</b>	<ul style="list-style-type: none"> <li>● Presentation materials completed, reviewed with VSPC</li> </ul>
<b>September 2021</b>	<ul style="list-style-type: none"> <li>● Presentation to elected officials, public</li> </ul>

HCP-VSPC Strategic Planning Scope

	Consultant Time (\$150/hour)	Staff Time (\$125/hour)	Total Hours	Cost
<b>Stakeholder Interviews</b>				
Stakeholder Group Definition, Questionnaire Design	32	0	32	\$ 4,800
60 Stakeholder Interviews	0	135	135	\$ 16,875
Executive Summary	10	38	48	\$ 6,250
<b>Secondary Stakeholder Survey</b>				
Stakeholder Group Definition, Questionnaire Design	18	0	18	\$ 2,700
Recruitment and Distribution	0	66	66	\$ 8,250
Paid Distribution	0	0	0	\$ 500
Tabulation and Analysis	0	55	55	\$ 6,875
Executive Summary	15	32	47	\$ 6,250
<b>Community Sentiment Survey</b>				
Questionnaire Design	15	0	15	\$ 2,250
Telephonic Completed Calls	0	0	0	\$ 26,000
Tabulation and Analysis	0	75	75	\$ 9,375
Executive Summary	15	32	47	\$ 6,250
<b>Industry and visitor market analysis</b>				
Review of Pinellas County Tourism figures and recent c	10	32	42	\$ 5,500
Review of Nationwide Trends in Tourism	10	32	42	\$ 5,500
<b>Stakeholder Workshops</b>				
Three Half-day workshops (3 consultants)	54	0	54	\$ 8,100
Three Half-day workshops (1 scribe)	0	18	18	\$ 2,250
<b>Strategic Planning Workshop</b>				
All-day workshop (3 consultants)	24	0	24	\$ 3,600
All-day workshop (1 scribe)	0	8	8	\$ 1,000
<b>Plan Creation</b>				
Plan drafting, styling and edits	15	132	147	\$ 18,750
Internal reviews with VSPC	15	0	15	\$ 2,250
<b>Presentations</b>				
Presentation Creation	10	63	73	\$ 9,375
Presentation Review and Delivery	30	12	42	\$ 6,000
Consulting with Agency on Public Media Event	40	0	40	\$ 6,000
<b>Consultant Assistance</b>				
Survey Design Consulting	24	0	24	\$ 3,600
Secondary Research and Like-market Analysis	60	0	60	\$ 9,000
Plan Consulting	24	0	24	\$ 3,600
<b>TOTAL SCOPE COST:</b>				<b>\$ 180,900</b>