



AGENDA

CLALLAM COUNTY LODGING TAX ADVISORY COMMITTEE

**223 East 4th Street, Room 160
Port Angeles, Washington
October 13, 2022 – 2 p.m.**

Lodging Tax Advisory Committee meetings will be available virtually at:

If you would like to participate in the meeting via Zoom audio only, call 253-215-8782 and use meeting ID: 875 561 7844 and passcode: 12345

If you would like to participate in the meeting via Zoom video conference, visit <https://zoom.us/j/8755617844> and use meeting ID: 875 561 7844 and passcode: 12345

This meeting can be viewed on a live stream at this link: <http://www.clallam.net/features/meetings.html>

Public comment and questions can be directed to the Clerk of the Board at 360-417-2256 or agores@co.clallam.wa.us.

- I. **CALL TO ORDER, ROLL CALL**
- II. **REQUEST FOR MODIFICATIONS/APPROVAL OF AGENDA**
- III. **APPROVAL OF MINUTES FOR THE MEETING ON:**
 - **September 8, 2022**
- IV. **PUBLIC COMMENT**
- V. **BUSINESS**
 - a. **Peninsula Trails Coalition funding update – Jeff Bohman**
 - b. **Review of financial LTAC projections – Mark Lane**
 - c. **Strategic Tourism Plan request for proposal review and next steps**
- VI. **PUBLIC COMMENT**
- VII. **ADJOURNMENT**

LTAC 2022 meeting dates:

- **November 10, 2022**
- **December 8, 2022**

Lodging Tax Advisory Committee

Draft Minutes

September 8, 2022



CLALLAM COUNTY LODGING TAX ADVISORY COMMITTEE MINUTES of September 8, 2022

MEETING OF THE LODGING TAX ADVISORY BOARD (LTAC)

Chair Commissioner Johnson called the meeting to order at 2:03 p.m., Thursday, September 8, 2022. Also present were Marc Abshire, Lorrie Mittmann, Matthew Peloquin, Donya Alward, Vanessa Fuller and Pamela Dahl. Lissy Andros was excused.

REQUESTS FOR MODIFICATIONS/APPROVAL OF AGENDA

ACTION TAKEN: Abshire moved to adopt the agenda as presented, Dahl seconded, motion carried

APPROVAL OF MINUTES

- Minutes May 12, 2022

ACTION TAKEN: Mittmann to approve the minutes as presented, Alward seconded, motion carried

BUSINESS ITEMS

a. Review of financial LTAC projections

Commissioner Johnson provided a financial update. LTAC Members held discussion.

b. Notice and press release to call for 2023 Hotel Motel Funding applications (1st call)

Johnson briefed the LTAC Members on the press release and notice to call for applications.

ACTION TAKEN: Fuller moved to issue the notice, Dahl seconded, motion carried

c. Strategic Tourism Plan discussion

Commissioner Johnson briefed LTAC Members. He noted that Marsha Massey with Olympic Peninsula Visitor Bureau reviewed and provided feedback on the Draft Strategic Tourism Plan. LTAC Members held discussion regarding the plan and timeline. LTAC Members plan to move forward with a review of the request for proposal plan and request financial participation from other jurisdictions.

PUBLIC COMMENT

- Marsha Massey, commented on Ryan Malane's name was submitted for the State Tourism Conference Leadership Award, Washington State Department of Transportation Hood Canal Bridge closures 2023.

NEXT MEETING – October 13, 2022 at 2 p.m.

Due to scheduling conflicts the LTAC meeting start time will be changed to 2 p.m. moving forward.

ADJOURNMENT - Meeting concluded at 2:58 p.m.

Lodging Tax Advisory Committee

BUSINESS ITEMS

Item a

Peninsula Trails Coalition Funding Update

Gores, Loni

From: Jeff Bohman <jrbohman@icloud.com>
Sent: Thursday, September 22, 2022 2:05 PM
To: Johnson, Randy
Cc: Gores, Loni; Linda Hanlon
Subject: Extension Request - LTAC grant #19925.22.013

Dear Comm. Johnson and Clallam Co. LTAC Committee—

The Peninsula Trails Coalition (PTC) is very grateful for the award of this grant, which began on May 31, 2022 and is scheduled to terminate on December 31, 2022. The \$20,000 grant enables the piloting of a first-ever, comprehensive Trail Ambassador (our title) program to provide valuable contacts with users of the Olympic Discovery Trail (ODT) and very important data collection regarding ODT use and visitor experience, including trail conditions.

I am writing to you today to request the extension of this grant through October 2023, so that we are able to complete the primary task of trail contacts, data collection, data synthesis, and trail condition monitoring and reporting. While we have made significant progress on several of the key preparatory steps, as has been true for so many other hiring needs in our communities, our primary field work which was intended to be conducted over the 2022 summer was stymied by an inability to hire either the program manager or the 2-3 other part-time field assistants (ambassadors) as was intended.

To date, in spite of the inability to place the intended crew in the field, we have completed several necessary preliminaries that result in us being fully prepared to initiate field work as early next Spring/Summer 2023 as our updated surveying and contact strategy may call for. We have:

- acquired the canopy, banners, pennants, and related equipment to set up the ambassador survey stations at the various locations that will be included
- drafted and field tested the survey instrument
- prepared a QR code-based method for enabling the independent completion of surveys by trail users via an on-line survey option.

An extension will allow us to approach the work with greater deliberation and hiring lead time than was available with the original timeline. An extension will also enable us to gear up for the work while having the involvement of an outstanding individual who has recently come forward and who will be ready to take on the Program Manager position during the first part of next year. That individual, Dr. Catharine Copass (resume available upon request), is an extensively experienced scientist and researcher who has been in the community for many years and has worked in these fields for Olympic National Park for over fifteen years. In addition, she has held a variety of related positions across several regional scientific and community endeavors. And on top of all that, Catharine is an avid cyclist who has led several major community projects such as the achievement of the new pump track in Port Angeles.

It isn't going too far to feel that our difficulties in getting fully under way for the Summer of 2022 have actually been fortunate—that we now have the opportunity to follow through on the plans and achieve the outcomes in a much higher quality manner than we could have otherwise. With that opportunity in mind, we hope the committee will approve this extension request. Thank You.

Yours,
Jeff Bohman, Board President
Peninsula Trails Coalition

"Spearheading the Vision of the Olympic Discovery Trail Since 1988"

Lodging Tax Advisory Committee

BUSINESS ITEMS

Item b

LTAC Funding Report

CLALLAM COUNTY
HOTEL/MOTEL TAX--FUND 19925
STATEMENT OF SOURCES, USES AND RESERVES
YTD SEPTEMBER 2022 ACTUALS, REVISED 2022 PROJECTION & 2022 BUDGET WITH 5 YEAR LOOK BACK

	BUDGET 2022 ADJUSTED BUDGET (BASED ON CURRENT COMMITMENTS AND BUDGET REVISIONS APPROVED BY BOCC)	PROJECTIONS PROJECTED YEAR-END 2022 --UP 8.9% FOR YEAR--JAN-SEPT ACTUALS UP 12.2%, OCT-DEC UP 1.7%	ACTUALS--CURRENT YEAR WITH 5 YEAR LOOK BACK						ACTUALS--YTD PRIOR YEAR	
			YTD SEPTEMBER 2022	2021	2020	2019	2018	2017	YTD SEPTEMBER 2021	% CHANGE VS PRIOR YEAR
REVENUE (SOURCES OF FUNDING)										
291.31331.00.0030 HOTEL/MOTEL TRANSIENT LODGING TAX	740,000	805,912	571,738	742,715	392,878	499,196	481,653	394,239	510,458	12.0%
291.31331.00.0040 HOTEL/MOTEL LODGING ADDITIONAL TAX	740,000	810,629	574,388	742,114	395,680	492,412	436,419	394,191	510,590	12.5%
291.33121.01.9100 AMERICAN RESCUE PLAN (LOST REVENUE, "KEEP THE LIGHTS ON")	-	- **	-	-	-	-	-	-	-	--
291.33321.01.9100 CARES ACT-COVID-19 RELIEF ("KEEP THE LIGHTS ON")	-	-	-	-	252,761	-	-	-	-	--
291.36700.00.0000 CONTRIBUTIONS AND DONATIONS	-	-	-	-	-	940	-	-	-	--
291.39797.90.0240 TRANSFER FROM OPERATING TRANSFERS OUT	-	-	-	-	-				-	--
TOTAL REVENUE (SOURCES)	1,480,000	1,616,541	1,146,126	1,484,829	1,041,318	992,548	918,071	788,430	1,021,048	12.2%
% CHANGE VS PRIOR YEAR	42.1%	8.9%	12.2%	42.6%	4.9%	8.1%	16.4%	25.6%		
% CHANGE VS PRIOR YEAR--EXCLUDING CARES	87.7%	8.9%	12.2%	88.3%	-20.6%	8.1%	16.4%	25.6%		
EXPENDITURES (USES OF FUNDING)										
291.55730.41.0020 PROFESSIONAL SERVICES	-	-	-	-	-	-	-	-	-	--
291.55730.41.0116 CLALLAM BAY-SEKIU CHAMBER OF COMMERCE	12,000	12,000	12,000	12,000	20,000	10,086	21,363	22,971	12,000	0.0%
291.55730.41.0117 CHAMBERS OF COMMERCE	1,600	1,600	1,195	567	1,567	2,972	1,822	1,822	195	512.8%
291.55730.41.0121 OLYMPIC PENINSULA VISITOR BUREAU	665,000	665,000	489,999	558,333	591,667	514,167	527,500	391,667	383,333	27.8%
291.55730.41.5110 PARKS/FAIR/FACILITIES	60,000	60,000	-	32,377	25,947	24,025	28,596	30,000	-	--
291.55730.41.5120 PUBLIC WORKS	250,000	250,000	-	150,000	250,000	220,000	-	105,000	-	--
291.55730.41.5130 SHERIFF	-	-	-	-	-	-	-	-	-	--
291.55730.41.0118 FEIRO MARINE LIFE CENTER	-	-	-	-	-	-	50,000	54,000	-	--
291.55730.49.0036 SEQUIM PICKLERS	-	-	-	-	-	-	-	34,000	-	--
291.55730.49.0056 PENINSULA AREA PUBLIC ACCESS	-	-	-	-	-	-	-	33,000	-	--
291.55730.49.0151 DUNGENESS RIVER AUDUBON CENTER	-	-	-	-	-	-	-	69,710	-	--
291.55730.49.0155 NOR'WESTER ROTARY CLUB/FOUNDATION	-	-	-	-	-	5,000	-	-	-	--
291.55730.49.0160 PA CHAMBER OF COMMERCE	85,000	85,000	85,000	35,000	-	35,000	-	-	35,000	143%
291.55730.49.0161 NEAH BAY CHAMBER OF COMMERCE	-	-	-	-	-	25,700	-	-	-	--
291.55730.49.0162 FORKS CHAMBER OF COMMERCE	53,638	53,638	53,638	40,000	-	-	-	-	40,000	34%
291.55730.49.0170 PORT ANGELES MARATHON ASSOCIATION	-	-	-	12,500	-	-	-	-	12,500	-100%
291.55730.49.0171 PORT ANGELES BASEBALL	60,000	60,000	60,000	-	-	-	-	-	-	--
291.55730.49.0172 PENINSULA ADVENTURE SPORTS	9,000	9,000	9,000	-	-	-	-	-	-	--
291.55730.49.0173 DUNGENESS CRAB & SEAFOOD FESTIVAL	15,550	15,550	15,550	-	-	-	-	-	-	--
291.55730.49.0174 PENINSULA TRAILS COALITION	20,000	20,000	20,000	-	-	-	-	-	-	--
291.55730.49.0175 LINCOLN PARK BMX ASSOCIATION	119,570	119,570	119,570	100,000	-	-	-	-	100,000	20%
291.55730.49.0176 PORT ANGELES WATERFRONT CENTER	145,000	145,000	145,000	-	-	-	-	-	-	--
291.55730.49.0180 JUAN DE FUCA FESTIVAL	7,000	7,000	7,000	10,000	-	-	-	-	10,000	-30%
291.55730.49.0185 FORKS TIMBER MUSEUM	-	-	-	67,142	-	-	-	-	67,142	-100%
291.55730.49.0230 UNANTICIPATED PROJECTS (PRIOR YEARS INCLUDE "KEEP THE LIGHTS ON" FUNDING PROVIDED)	50,000	50,000	-	107,842	252,761	-	-	-	107,842	-100%
291.55730.51.0050 WASHINGTON STATE PATROL	-	-	-	-	-	-	5,290	4,831	-	--
TOTAL EXPENDITURES (USES)	1,553,358	1,553,358	1,017,952	1,125,761	1,141,942	836,950	634,571	747,001	768,012	32.5%
EXCESS OF REVENUE(SOURCES) OVER EXPENDITURES(USES)	(73,358)	63,183	128,175	359,068	(100,624)	155,598	283,501	41,430	253,036	-49.3%
ENDING FUND BALANCE/RESERVES	1,236,243	1,372,783	1,437,775	1,309,601	950,533	1,051,157	895,559	612,058	1,203,569	19.5%

CLALLAM COUNTY
HOTEL/MOTEL TAX--FUND 19925
2022 TAX REVENUE REFORECAST

	January 2022	February	March 2022	April 2022	May 2022	June 2022	July 2022	August 2022	September	October 2022	November	December	
	Actual	2022 Actual	Actual	Actual	Actual	Actual	Actual	Actual	2022 Actual	Projected	2022 Projected	2022 Projected	2022 Projected
Hotel/Motel Transient Lodging Tax	30,739	30,973	47,572	51,382	60,991	63,096	77,120	98,747	110,083	99,217	86,824	49,167	805,912
Hotel/Motel Transient Lodging Additional	30,916	30,970	47,126	50,936	60,991	63,746	76,646	100,055	114,036	99,217	86,824	49,167	810,629
TOTAL HOTEL/MOTEL TAX REVENUE	61,656	61,943	94,698	102,318	121,983	126,842	153,766	198,803	224,118	198,433	173,648	98,333	1,616,541
YOY % CHANGE--MONTH	49.5%	17.6%	28.4%	43.3%	6.5%	-2.4%	1.5%	2.6%	16.6%	0.0%	2.5%	2.5%	8.9%
YOY % CHANGE--CUMULATIVE	49.5%	31.6%	30.2%	34.1%	25.2%	17.8%	13.9%	11.2%	12.2%	10.3%	9.3%	8.9%	8.9%

ORIGINAL BUDGET SCENARIO 1--UP 5% FROM PROJECTED 2021 (DOWN -0.3% BASED ON FINAL 2021 ACTUALS) (%s BELOW REFLECT 60 DAY LAG BETWEEN ACTIVITY AND TAX COLLECTION)													
YOY % CHANGE	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	-8.9%	-7.5%	-19.3%
TAX REVENUE	43,296	55,298	77,419	74,954	120,267	136,528	159,133	203,376	201,829	180,821	156,633	77,382	1,480,000

SCENARIO 2--UP 8.9% FOR YEAR --JAN-SEPT ACTUALS UP 12.2%, OCT-DEC UP 1.7%													
YOY % CHANGE	49.5%	17.6%	28.4%	43.3%	6.5%	-2.4%	1.5%	2.6%	16.6%	0.0%	2.5%	2.5%	8.9%
TAX REVENUE	61,656	61,943	94,698	102,318	121,983	126,842	153,766	198,803	192,218	198,433	173,648	98,333	1,616,541

Lodging Tax Advisory Committee

BUSINESS ITEMS

Item C

Strategic Tourism Plan

Request for Proposal (RFP)

Olympic Peninsula Tourism Strategic Plan 2023-2028

Olympic Peninsula Tourism Strategic Planning Committee

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REQUEST FOR PROPOSAL

1. SUBMITTAL INSTRUCTIONS

Submit two (2) original and one (1) electronic (PDF) copy and attachments on USB Flash Drive. The original shall be marked **“ORIGINAL – Olympic Peninsula Tourism Strategic Plan 2023-2028”** and shall be unbound (no binder or comb binding) (binder clips and/or rubber bands may be used). The original, and all printed copies, must be submitted as single-sided – we don't accept double-sided copies.

Sealed proposals shall be **submitted to the Clallam County Board of Commissioners at 223 East 4th Street, Room 150, Port Angeles, Washington no later than 12 p.m., xxx.** Proposals will not be accepted at any other county location other than the Clallam County Board of Commissioners at 223 East 4th Street, Room 150, Port Angeles, Washington. Documents delivered to other offices and received late by the Commissioner's Office will not be considered nor will ones received by facsimile or email. Late proposals will not be accepted and will be returned to the proposing firms unopened. Submittals made in an incorrect format will not be considered.

Questions must be submitted in writing to Loni Gores - Clallam County Lodging Tax Advisory Committee Clerk at loni.gores@clallamcountywa.gov by **3 p.m., xxx** and all questions and answers will be shared with all responders to this RFP.

Proposing firms shall be fully responsible for any and all costs incurred in the preparation, submittal and travel expenses related to their proposals and awards.

2. PROJECT OVERVIEW

Clallam County, in partnership with Jefferson County and other communities on the Olympic Peninsula, invites interested, experienced, and qualified consultants to submit proposals to develop and create a 2023-2028 Olympic Peninsula Tourism Strategic Plan (“the Plan”). To manage this process and meet this objective, Clallam County has organized an Olympic Peninsula Tourism Strategic Planning Committee (“the Committee”), comprised of representatives from across several jurisdictions and municipalities on the Olympic Peninsula, with Clallam County acting as the lead agent, to create a 5-year strategic plan to address and optimize the regional tourism industry.

The resulting strategic plan will serve as a guiding document for counties, municipalities, businesses, and organizations on the Olympic Peninsula to develop processes, make strategic investments in services and infrastructure, and organize more efficiently and effectively to optimize a sustainable and thriving tourism economy. The Plan will be forward-looking, actionable, and adaptable to new opportunities and technologies that emerge as important growth areas for tourism.

The selected firm that will help meet this objective will, among other qualifications:

- Have a thorough knowledge of current tourism industry trends at the local (Olympic Peninsula), state, and regional levels;
- Have relevant experience with projects of a similar scope and complexity;
- Be conversant with Washington State tourism legislation, especially legislation and laws that cover lodging-related and tourism-based fees and taxes;
- Be familiar with the workings of local government;
- Demonstrate a solid skill for assessing issues, framing appropriate responses, and rendering those responses into written recommendations and procedures;
- Have excellent listening, presentation, and written communication skills;
- Be very conversant with Olympic Peninsula tourism;
- Demonstrate a successful track record in organizing and facilitating public meetings and workshops for purposes of garnering stakeholder input;
- Demonstrate ability to meet deadlines and pay attention to details;
- Be able to develop metrics, benchmarks and work plans with deliverable dates; and have the ability to synthesize and prioritize deliverables and identify the resources needed to complete elements of the updated plan.

The selected firm will be under the contractual direction of staff from Clallam County, and strategic priorities will be determined by the Committee, who the selected firm will meet with at least quarterly. The Committee includes representatives from Olympic Peninsula counties and municipalities, as well as other stakeholders, such as representatives from the Olympic National Park, Olympic National Forest, Washington State Parks, and coastal tribes. Additional outreach required of the selected firm will include coordination with economic development organizations, key tourism attractions and transportation operators, elected officials, and the Olympic Peninsula Visitor Bureau – as the Olympic Peninsula Tourism Strategic Plan may affect their scope and deliverables. The firm will be responsible for coordinating meetings. The selected firm will provide a preliminary report 9 months after contract execution, with a final deliverable due by the end of 12 months after contract execution, which will include 10 copies of the final strategic plan. The selected firm will also be required to make up to 5 presentations on the completed project and strategic plan at public meetings.

3. **BACKGROUND**

The Olympic Peninsula, as a regional tourist destination, is located west of the Seattle gateway, and is defined by the geographic area surrounding the Olympic National Park and Olympic National Forest, and bordered by the Pacific Ocean on the west, the Strait of Juan de Fuca on the north, the Hood Canal on the east, and the area between Olympia and Ocean Shores on the south. It includes Clallam, Jefferson, Mason and parts of Grays Harbor counties.

The Olympic National Park, the 6th largest national park in the continental United States, and the 9th most visited of all national parks (2018), is by far the most important tourism driver on the Olympic Peninsula. Encompassing nearly a million acres, and the only temperate rainforest in the United States, the park includes a vast wilderness, thousands of years of human history, and several distinctly different ecosystems, including glacier-capped mountains, old-growth forests, and over 70 miles of wild coastline. As one of the

few national parks that doesn't have a road traveling through its center, the park is further surrounded by the Olympic National Forest. Annual recreational visitation to Olympic National Park exceeds three million people.

Key towns around the Olympic Peninsula include Forks (population: 3,295), Port Angeles (population: 20,144), Sequim (population: 8,308) in Clallam County; Port Townsend (population: 10,356) in Jefferson County; Shelton (population: 10,479) in Mason County; and Ocean Shores, Aberdeen and Hoquiam in Grays Harbor County.

Additionally, eight Federally recognized tribes continue to recognize a relationship to the national park based on traditional land use, origin, beliefs and practices. These tribes are the Lower Elwha Klallam, Jamestown S'Klallam, Port Gamble S'Klallam, Skokomish, Quinault, Hoh, Quileute, and Makah. It was the ancestors of these tribes that lived throughout the Olympic Peninsula, but ceded their lands and waters to the federal government through treaties in 1855 and 1856 and now live on reservations along the shores of the peninsula.

On the north side of the park, in Port Angeles, is the 100+ years-old Black Ball ferry route to Victoria, Canada, that is the Western-most Canadian border crossing with the continental United States. The economic impact from this ferry route on the Olympic Peninsula is in excess of \$60M annually, with 472,000 passengers and 128,000 vehicles served in 2018.

According to research commissioned by the State of Washington Tourism office and delivered by Tourism Economics, visitor spending in 2021 on the Olympic Peninsula (as represented by Clallam, Jefferson, Mason and Grays Harbor Counties) exceeded \$975.886 million. State and local taxes generated by that visitor spending totaled \$68.371.8 million. There were a combined 13,140,642 jobs in the region supported by tourism, generating \$308.5195.4 million in employment earnings labor income.

2020 and the global pandemic dramatically impacted tourism to the Olympic Peninsula. Initially, the destination saw a sharp drop in visitation and visitor spending. International travel dropped to zero. National travel fell precipitously. However, as with many rural destinations across the country, and particularly those areas including national parks, the trend to "get outdoors", to seek wide open spaces and more drive market destinations quickly worked to create a strong rebound in travel to the Olympic Peninsula. Toward the 4th quarter of 2020 and throughout 2021, as travel opened up again, our markets shifted to primarily in-state and regional area travelers. With the bounty of outdoor enthusiasts came many new to outdoor recreation, which in turn brought new challenges. The Olympic National Park and surrounding lands began to experience compression points in peak times, and area businesses, still in recovery mode, were struggling to keep up with the demand. This trend continues into 2022.

The vast and specific geography of the Olympic Peninsula presents a challenge in determining the optimal approach toward developing an effective tourism strategic plan. Geographically, the destination is comprised of the very large Olympic National Park at its core, surrounded on the perimeter by small municipalities, rural areas and tribal lands,

each with their own tourism priorities and challenges. Whether it makes the most sense to first develop a tourism strategic plan for the entire Olympic Peninsula, or limit this initial effort to one part of that overall area, such as the North Olympic Peninsula, is a consideration the selected firm will be expected to analyze, advise, and help the Committee determine. The result of this part of the planning process, along with decisions by the Committee that come from it, will necessarily impact the scope and timeline of this project, as well as the final deliverables.

4. SCOPE OF SERVICES

The Tourism Strategic Plan must address all aspects of the area's tourism, including, but not limited to, outdoor recreation, maritime, indigenous, agricultural, arts and culture, culinary, national parks and other public lands, festivals, and events. The Plan will provide strategic goals and objectives, analyze supply chain infrastructure, and identify visitor experience strengths, gaps, and opportunities. The Plan will result in strategic actions that will grow the tourism industry in a sustainable manner, and identify new processes and methods to collaborate and manage resources to maximize opportunities that expand the regional, national, and international tourism markets for the Olympic Peninsula. The Plan must include defined actions and consider costs, as well as identify roles and responsibilities among local tourism industry stakeholders.

OVERALL OBJECTIVES

The following objectives must be addressed in the proposal:

- Review the status of the Olympic Peninsula tourism industry in terms of visitor trends, accommodation capacity, tourism-related infrastructure and tourism product offerings through the lens of destination competitiveness and sustainability.
- Engage residents and businesses, as well as tourism professionals and government and civic leadership in the overall vision of tourism for the Olympic Peninsula.
- Analyze current market conditions and identify current weaknesses and threats to the local economy, detail appropriate opportunities and targets for improvement.
- Identify any emerging/new opportunities as they relate to areas of marketing, advertising, product development and infrastructure development.
- Assess the current brand of the Olympic Peninsula, and the effectiveness of current brand collateral.
- Analyze existing funding models of the various county and municipal lodging tax funds and identify opportunities for optimal use and benefit.
- Assess service-level workforce, labor rate requirements, and housing required for service-level workforce individuals to develop a plan for optimal growth
- Analyze the unique travel and transportation constraints, strengths, and gaps of the Olympic Peninsula from a visitor/tourist perspective

- Consider the appropriateness of the scope of this project, specifically making recommendations regarding limiting the scope to the North Olympic Peninsula or expanding the scope to include the entire Olympic Peninsula
- Advise the Committee, on other items that should be considered or included in the scope of this project.

SCOPE OF WORK

- Analyze, understand, and define the region's natural, historic, and cultural heritage and related tourism activity.
- Analyze, understand and define the region's anticipated growth of visitation, the potential for increased numbers of visitors using area public lands, and associated impacts of this increased usage.
- Perform on-site familiarization and preliminary sustainable tourism asset/threat assessment, including interviews with stakeholders – with particular emphasis on protecting the Olympic Peninsula brand, identifying actionable measures to prevent over-tourism, and developing effective incentive programs for low season growth.
- Organize, administer, and facilitate workshops to develop a collaborative action plan appropriate for sustainable tourism on the Olympic Peninsula, including desired tourism volume and considering impact on local residents.
- Develop a Situational Analysis Report and a Comparative Competitive Analysis Report that educate the marketplace on at least five other, similar tourist destination regions, such as national park gateway communities. These reports must include consideration of new technologies in the tourism industry, local economic impacts, spending profiles of visitors, infrastructure, quality of attractions, transportation, and Internet/social media presence and activities.
- Produce on time materials according to the list of Deliverables listed in Section 7

5. CONTRACT TERMS

The contract terms will be effective upon the date of contract execution and complete the work required by the Agreement 12 months after contract execution.

The maximum budget to complete this contract is not to exceed \$170,000.

6. DELIVERABLES

- Situational Analysis Report
- Comparative Competitive Analysis
- Tourism Strategic Plan, to include
 - Executive Summary

- Situational Analysis
- Area Key Travel Trends
- Prioritized Strategic Objectives
- Actionable Tactics and Timelines
- Definition of Responsible Parties

- Up to 5 presentations to elected officials and/or stakeholders summarizing key findings and recommendations, which may include community workshops, presentations to local government and civic leadership, and tourism/hospitality industry professionals

All written deliverables will be provided in draft for review by the Committee. The Committee will provide one consolidated set of comments that shall be addressed in the final deliverable.

7. PROPOSAL (SUBMITTAL) REQUIREMENTS

Proposals should demonstrate the consultants' ability to produce readable, concise, and attractive written materials with appropriate use of graphics. Proposals (submittals) shall include, at a minimum, the following:

- A. Experience Expertise/Similar Projects: What is your experience with strategic planning? Provide three client references for successful similar projects in size and scope within the past three years. Briefly describe each project, measures of success and for each reference provide up-to-date individual contact name with e-mail and phone number. Provide the size, scope, and dates of each project along with samples of plans submitted.
- B. Qualification/Experience of Personnel Assigned: Qualifications and experience of key personnel who will be assigned to this project and the percentage of time committed to the contract. Identify each by their proposed role and the percentage of time they will be committed to this project. Include for each their name and up-to-date, pertinent resume. Identify and provide the same information for any proposed subcontractors.
- C. Development, Implementation: Describe your approach in developing and implementing a strategic plan and how priorities will be developed. Provide specific experience conducting research, including development of discussion points, recruitment of participants, facilitating focus group sessions, and reporting results.
- D. Community Framework and Infrastructure: General knowledge and local insight into the Olympic Peninsula area, the history, the nature of its citizens, and the existing, developing and potential tourism assets.

- E. Costs: A detailed budget should include fees for services, initial, and on-going costs to achieve strategic goals and objectives should be identified, as well as billing structure.
- F. Sustainability: The Firm shall include any sustainable related strategies, practices, services, or products that may reduce the environmental and/or economic impact of the services proposed.
- G. Agreement Terms & Conditions:
Personal Services Agreement
- H. Legal Action: Disclose any current or recent (within past five years) legal action in progress or taken against the firm or individuals.
- I. Disclosure: List all business transactions and relations within the past five years that may create or be perceived to create a conflict of interest.
- J. Transmittal Page: The first page of this RFP shall be included in the Proposal Submittal Package.

Proposals shall be limited to not more than 20 pages for items A – D above. Detailed project experience and resumes for key personnel (items A and B) may be included in attachments and not included in the page limit.

8. EVALUATION CRITERIA: Described in Submittal Requirements, Section 8.

A.	<u>Experience Expertise</u> in developing comprehensive strategic tourism plans for public and private organizations that integrate a broad spectrum of tourism businesses, industries, and assets for the purpose of growing the sustainable tourism industry in rural geographic areas.	25%
B.	Qualification and Experience of Personnel Assigned	15%
C.	Development Process and Implementation	10%
D.	Understanding of the Scope and Objectives	15%
E.	Cost: Evaluation of the competitiveness of the proposing firm's price.	25%

F.	Considerations for sustainability and community impact	10%
G.	Contract Acceptance/Exceptions: Ability to contract with the Firm	Y or N
H.	Legal Action	Y or N
I.	Disclosure:	Y or N
J.	Transmittal Page (front cover page of RFP)	Y or N
	Total	100%

9. PROPOSAL EVALUATION

- A. The Committee will evaluate proposals using the criteria set forth in Section 9 of this RFP, and will make selection recommendations to the Clallam County Board of Commissioners.
- B. The Committee may choose to interview one or more of the proposing firms and the Clallam County Board of Commissioners may choose to issue best and Final Offers to the highest rated firm.
- C. The Clallam County Board of Commissioners reserves the right to award a contract to the single highest rated firm without proceeding to interviews.

10. RFP QUESTIONS/CLARIFICATIONS

- A. Questions shall be submitted in writing to Loni Gores – Clallam County Lodging Tax Advisory Committee Clerk at loni.gores@clallamcountywa.gov by 3 p.m., xxx
- B. Verbal questions will not be answered. Questions must be in written form, by email. An addendum to this RFP will be issued by Loni Gores – Clallam County Lodging Tax Advisory Committee Clerk as a result of the questions generated under this competitive solicitation to all plan holders and sent to all RFP bid participants.
- C. A silent period is established between the time the RFP is issued by Clallam County and the time that Clallam County awards the RFP. All proposing firms, consultants, or individuals acting on their behalf are hereby prohibited from contacting or lobbying any Clallam County employee, official, or representative, or any member of the Committee regarding the RFP during the silent period.

11. ADDENDA

If at any time, Clallam County changes, revises, deletes, clarifies, increases, or otherwise modifies the RFP, Clallam County will issue a written addendum to the RFP. Proposing firms must register for this RFP to be notified of addendum and new documents on this RFP. It is the proposing firm's responsibility to check for addenda and other new documents on-line.

12. INSURANCE REQUIREMENTS AND INDEMNIFICATION

See Personal Services Agreement.

13. COUNTY NON-DISCRIMINATION

By signing and submitting a response to this RFP, the proposing firm or individual certifies that, in the event it is awarded a contract under this competitive solicitation (i.e., becomes the "successful vendor"), and as of the date of contract award, it shall comply with the "Non-Discrimination Clause" provided within the Personal Services Agreement.

14. FEDERAL SUSPENSION AND DEBARMENT CERTIFICATION

Federal Executive Order 12549 prohibits federal, state and local public agencies receiving grant funding from contracting with individuals, organizations, or companies who have been excluded from participating in federal contracts or grants.

The purpose of this certification is for the contractor/vendor to advise Clallam County, in writing, of any current Federal Suspension and Debarment.

Debarment Certification. By signing and submitting a response to this competitive solicitation, I certify that this firm and its principals are not currently suspended or debarred by any Federal Department or Agency from participating in Federal Funded Contracts.

15. PUBLIC DISCLOSURE

Submittals received by Clallam County in response to this solicitation become public records and are subject to Chapter 42.56 RCW, the Public Records Act. The proposing firm should clearly identify in its proposal any specific information that it claims to be confidential or proprietary. If Clallam County receives a Public Records Act request to view the information so marked in the proposing firm's proposal and the County determines that it must produce that information in response to the Public Records Act request, its sole obligations shall be to notify the proposing firm (1) of the request and (2) of the date that such information will be released to the requester unless the Proposing Firm obtains a court order to enjoin that disclosure pursuant to RCW 42.56.540. If the Proposing Firm fails to timely obtain a court order enjoining disclosure, Clallam County will release the requested information on the date specified.

16. OTHER PUBLIC AGENCY ORDERS

The Washington State Interlocal Cooperative Act, RCW 39.34, provides that other governmental agencies may purchase goods or services on this RFP or contract in accordance with the terms and prices indicated herein if all parties agree. The County does not accept any responsibility or involvement in the purchase orders or contracts issued by other public agencies.

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