

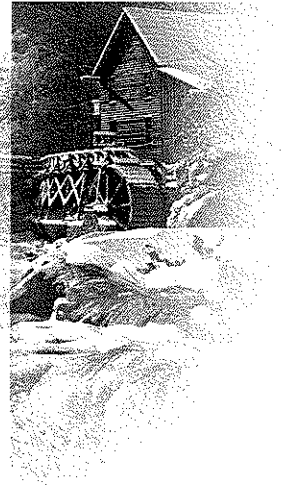
-- ORIGINAL --

(INCLUDING THE COST PROPOSAL)



**West Virginia**  
*Wild and Wonderful*

*Where is your West Virginia?*



*Proposal:*

# WEST VIRGINIA TOURISM: 10-YEAR STRATEGIC PLAN

RFP #TOR4089

*Submitted by:*

## **StrategicAdvisoryGroup**

3848 Saint Annes Court  
Duluth, Georgia 30096  
(678) 584-0705 Fax: (678) 584-0706  
Jeff@StrategicAdvisoryGroup.net

RECEIVED

2011 FEB -3 A 10: 37

PURCHASING DIVISION  
STATE OF WV

February 3, 2011

# Strategic Advisory Group

February 3, 2011

Mr. Frank Whitaker, Senior Buyer  
Purchasing Division  
2019 Washington Street, East  
P.O. Box 50130  
Charleston, WV 25305-0130

RE: PROPOSAL FOR 10-YEAR STRATEGIC PLAN FOR TOURISM (RFP #TOR489)

Dear Mr. Whitaker:


The Strategic Advisory Group is pleased to submit its proposal to create a 10-year Strategic Plan designed to sustain and grow tourism in West Virginia. For over 20 years, SAG has been working with clients on similar projects and prides itself on quality research and creative approaches that bring about success. SAG commits to bringing all of its experience in every aspect of research, finance, feasibility, funding, advocacy, and strategy to develop a plan that will move West Virginia tourism significantly forward over the next ten years and beyond.

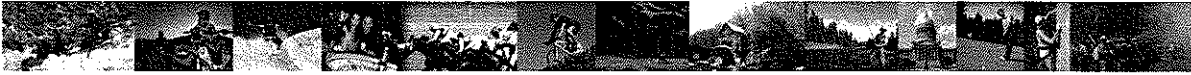
We are also pleased to propose the addition of several collaborative firms and individuals to assist us in this effort. Mr. John Poiriroo continues to be a pioneer in the tourism industry; his work as a state tourism director was transformative. The professionals of Majority Opinion Research, known for their work in the tourism segment, have worked with SAG in the past on similar engagements. We've also assembled a group of other notable industry experts who will serve a finite yet important role in the project. Finally, our proposed team will include graduate students from West Virginia University who bring not only their own background and energy, but also the breadth and reach of the graduate program itself. Our team, using SAG's proven collaborative approach, will generate the thinking, ideas, and implementation strategy that West Virginia tourism leaders will feel confident using as a basis for future decisions.

SAG's goal is to work with the committee that has been assembled and the key stakeholders to create a plan that is aggressive and visionary, but practical and achievable. We look forward to being your partner in shaping an exciting course for West Virginia tourism.

Sincerely,

  
Jeffrey W. Sachs  
Managing Partner

  
Tony Peterman  
Senior Partner



## Strategic Advisory Group

### TABLE OF CONTENTS

<b>FIRM BACKGROUND</b> .....	<b>1</b>
PROJECT TEAM - PERSONNEL AND RESUMES.....	2
PROPOSED ADVISORY TEAM.....	11
OTHER PROPOSED ADVISORY TEAM MEMBERS:.....	20
<b>QUALIFICATIONS &amp; EXPERIENCE</b> .....	<b>21</b>
CLIENT REFERENCES .....	26
<b>APPROACH AND METHODOLOGY</b> .....	<b>27</b>
MEET THE STAKEHOLDERS & CONFIRM THE GOALS .....	27
IMMERSION.....	27
TRAVELER RESEARCH .....	28
ECONOMIC, DEMOGRAPHIC, AND OTHER RESEARCH.....	29
ASSESS WV'S TOURISM PRODUCT.....	29
CASE STUDIES: STATE TOURISM EFFORTS .....	29
PREPARE FOR MINDMAPPING SESSION.....	30
CONDUCT AND FACILITATE THE MINDMAPPING SESSION .....	30
DRAFT ACTION PLAN.....	30
SPECIFIC INDUSTRY SECTOR ASSESSMENT .....	31
AGENCY ASSESSMENT AND OPPORTUNITIES.....	31
CREATE FUNDING STRATEGIES .....	32
PRELIMINARY REVIEW OF FINDINGS.....	32
DRAFT STRATEGIC PLAN .....	32
FINAL STRATEGIC PLAN PREPARATION & DRAFT PRESENTATION .....	32
CREATE COMMUNICATIONS AND ADVOCACY PLAN.....	33
FINAL CLIENT & STAKEHOLDER PRESENTATIONS .....	33
CONTINUED SUPPORT .....	33
<b>DEMONSTRATED CAPACITY TO DO THE WORK</b> .....	<b>34</b>
<b>PROJECT TIMELINE</b> .....	<b>35</b>
<b>WHY SAG?</b> .....	<b>36</b>
ATTACHMENT B: MANDATORY SPECIFICATION CHECKLIST.....	37
ATTACHMENT C: COST SHEET.....	38
APPENDIX I: PURCHASING AFFIDAVIT (SIGNED AND NOTARIZED) .....	39



## **Strategic Advisory Group**

### **FIRM BACKGROUND**

Strategic Advisory Group is a full-service research, strategy, and financial advisory firm founded in 1998 by the national director and senior management of Ernst & Young's Hospitality & Real Estate Consulting Group. Our firm provides a broad array of services on numerous tourism and economic development related initiatives. Our team consists of experienced industry veterans who have come together to help clients realize their potential while maximizing return on investment and enhancing competitive advantage.

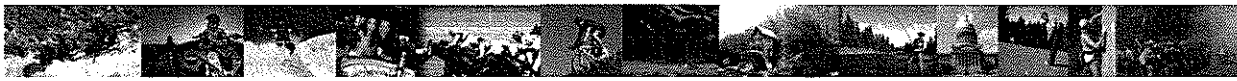
SAG has earned a distinguished track record of providing solutions to complex problems by assigning senior professionals to personally direct each assignment, approaching each challenge as unique, applying the most appropriate blend of resources to each challenge, and working collaboratively with clients, while establishing clear lines of communications. Staff experts include: market research specialists, marketing executives, strategists and planners, public and private finance professionals, asset managers, appraisers, and certified public accountants. SAG also specializes in assembling and managing interdisciplinary analytic teams, which will be needed to address the large and comprehensive project scope in West Virginia.

SAG continues to work with state and municipal tourism organizations as well as private organizations on product development, market research, strategic planning, infrastructure and major asset financing. SAG has done analysis in market potential and feasibility of different projects and events throughout the nation.

SAG is also proud of its success in raising critical dollars need to support tourism assets and create marketing dollars to further enhance economic generation, including traditional and non-traditional funding methods. We have created new legislation in partnership with the public sector that has raised millions of dollars and worked with private sector partners to drive funding for tourism assets. In addition to extensive strategic planning, the SAG team has done market research, feasibility, and financial analysis on over 250 projects worldwide in over 150 cities on projects totaling over \$ 25 billion.

SAG has advised on:

- 60 hotels totaling 35,000 rooms and representing nearly \$ 8 billion in value
- 80 event facilities representing over 15 million square feet of function space
- 25 ballparks, stadiums, arenas, and civic centers including those for MLB, NFL, NBA and MLS facilities
- 30 commercial projects representing nearly \$ 10 billion in value and 30 million square feet
- 15 project bond financings representing over \$ 1 billion in bond proceeds



## **Strategic Advisory Group**

### ***Project Team - Personnel and Resumes***

Our staffing approach to your project will be similar to our approach to every project: as SAG's Managing Partner, Mr. Jeff Sachs will serve as project executive and will ultimately be responsible for the completion and delivery of the project. Mr. Tony Peterman and Mr. Dan Fenton will serve as co-project executives and will be your primary points of contact and together shall be responsible for all day-to-day coordination and activities. Mr. Frank Pallini and Mr. Tom Reifert will provide support and assistance as required. Other SAG partners may assist as their specific expertise is required to complete the scope of services.

Your project will be completed by senior level professionals. The partners of SAG, and not their staff, will be the individuals responsible for analyzing and interpreting data, forming strategy, attending and facilitating all stakeholder and steering committee meetings, public presentations, as well as forming conclusions and making recommendations.

We are pleased to propose Mr. John Poiriroo as a member of our team for this project. Mr. Fenton and Mr. Poiriroo and have worked together in the tourism industry over the past 15 years. As a former California State Director of Tourism, Mr. Poiriroo brings a wealth of experience at the state tourism level. He has also worked on product development in many areas of tourism and hospitality. If approved, Mr. Poiriroo will be on the SAG team throughout the project and involved in the analysis, research, and recommendations.

As shown in the proposed project scope and methodology, a key component will be to understand very early on in the process some of the key drivers and attitudes of travelers. Therefore, SAG proposes to add Majority Opinion Research ("MOR") to the team to conduct this primary research. MOR is a specialized marketing research firm that is highly respected in the Travel and Tourism industry, having worked for the Alabama State Bureau of Tourism, the East Tennessee Cooperative, Georgia Department of Tourism, Louisiana Department of Tourism, and the South Carolina Department of Tourism to name a few. Subject to state approval, SAG will work jointly with MOR, using its sophisticated design, high level analytics, and a full arsenal of research tools and expertise to provide reliable insight. SAG has worked successfully with MOR in this manner on other similar projects. This will create an important check in point as we have outlined in our approach.

We are also pleased to present our proposed list of industry experts to this project. As shown on page 11, SAG reached out to over 15 thought leaders in most of the industry sectors or focus areas of the project. (Please note that the listing is by no way complete, as SAG will add at least one individual from each of the respective focus areas prior to beginning the engagement.) If approved, the assembled group of highly



## **Strategic Advisory Group**

respected individuals will bring invaluable insight as together we look at future opportunities for West Virginia tourism.

As a final component of our proposed team, SAG intends to collaborate with West Virginia University's Graduate Sport Management Program. As a 1993 graduate of the program, SAG senior partner Tony Peterman invited the current class to participate in the project. Subject to the state's approval, four distinguished members of the WVU graduate sport management program will serve multiple roles throughout the project, including utilizing the vast program alumni and industry connections to garner participation from the appropriate major and minor league sports industry professionals and others from related project focus areas. Moreover, the four individuals will help SAG coordinate and execute the all-hands MindMapping session to be held in West Virginia, will assist in other primary and secondary research for the project, and perform other duties as assigned.

From an internal perspective, the partners of SAG meet on a bi-weekly basis to monitor the progress of all engagements. This on-going practice allows for collaboration and input of all key personnel who may not have day-to-day responsibilities on a project. We have found this to be a critical element to our firm's successful track record of satisfied clients. In addition, before any deliverables (reports, presentations, etc.) are presented to a client, the partnership of SAG will discuss, debate, refine, and improve project deliverables long before a body of work becomes public.

The combination of SAG partners, Mr. Poimiroo, Majority Opinion Research, our proposed list of industry experts representing each sector of tourism and related fields, and the WVU graduate students together culminate in an advisory team that will generate the type of market-driven strategic plan that the State of West Virginia will feel confident using when making critical decisions about the future.

The resumes of key project personnel are presented on the following pages.



## Strategic Advisory Group

### Jeff Sachs

#### Managing Partner

Mr. Jeff Sachs is the Managing Partner of Strategic Advisory Group. Mr. Sachs has over 20 years experience in the industry. Prior to forming the Strategic Advisory Group, Mr. Sachs was the Practice Leader for the Southeast Hospitality Group and the National Leader of the Public Assembly Group for Ernst & Young. Prior to joining E&Y, Mr. Sachs was the Atlanta office manager of KPMG Peat Marwick's Real Estate and Hospitality Consulting Group.

Mr. Sachs participates in the International Association of Assembly Managers (IAAM), Destination Marketing Association International (DMAI), American Hotel & Motel Association (AHMA), and the Urban Land Institute (ULI). Mr. Sachs has spoken at various industry conferences including the IAAM trade show and conference, the International City Managers Association (ICMA) conference, the UCLA Hotel Investment Conference, NYU Hotel Investment Conferences, Southeast hotel Investment Conference, and the Conference on Urban Economic Development (CUED).

Mr. Sachs received his Masters and Bachelor's Degrees in Accounting from The University of Iowa and is a Certified Public Accountant. Mr. Sachs and his family reside in suburban Atlanta.

#### Representative Clients:

**Strategic Planning Experience** – International Association of Convention and Visitor Bureau Three-Year Strategic Plan; Pittsburgh Tourism & Convention Marketing Study; Orlando/Orange County Convention and Visitor Bureau Three-Year Strategic Plan; Myrtle Beach 30-year Visioning Plan; Orlando/Orange County exhibitor order internet solution; Massachusetts Convention Center Authority exhibitor order internet solution; Crowne Coliseum Complex facility management software installation; Georgia Department of Tourism Strategic Plan; Destination Charlotte Tourism Asset Investment Plan; Charlotte Tourism Task Force Organizational Structure Assessment; Charlotte Convention and Visitors Bureau Strategic Plan; Orlando/Orange County Convention Center District Strategic Plan; Centennial Olympic Park Area Strategic Plan; Rio 2004 Olympics Bid Plan; Miami Pan American Games Facility Plan for Bid; Fulton County, and GA Economic Development Strategy

**Hotel Feasibility & Advisory Experience** – hotel projects in Boston; Houston; Detroit; New Orleans; Myrtle Beach; Charlotte; Richardson; San Antonio; Tampa; Columbia; Virginia Beach; Schaumburg; Washington DC; Portland; Bellevue; Irving; Gary; Winston Salem; Raleigh; and Trenton.

**Pre-Development Project Management Experience** – 1,500-room Washington DC Convention Center Hotel; Schaumburg Convention Center and 500-room Renaissance Hotel development; San Jose McEnery Convention Center Expansion; Orlando/Orange County Convention Center Phase V Expansion; 700-room Charlotte Convention Center Hotel; Irving Convention Center and 450-room Hotel; 1,200 room Houston Convention Center hotel; 400-room Myrtle Beach Convention Center Hotel; Morehead City/Carteret County Convention Center; Wilmington Convention Center; Centennial Olympic Park; and Centennial Olympic Park Area.

**Convention Center Feasibility & Advisory Experience** – Akron Convention Center; Albert B. Sabin Convention Center; Aurora Convention Center (proposed); Baltimore Convention Center; Burlington Arena and Convention Center (proposed); Charlotte Convention Center; Cobb Galleria Centre; Crowne Coliseum Complex; Expoland; Jacob Javits Convention Center; John B. Hynes Veterans Memorial Convention Center; Irving Convention Center; Lowcountry Convention Center; MC. Benton, Jr. Convention and Civic Center; McCormick Place; Miami Beach Conference Center; Myrtle Beach Convention Center; Meydenbauer Convention Center; Navy Pier; Orlando/Orange County Convention Center; Overland Park Convention Center; Prime F. Osborn Convention Center Expansion; Raleigh Convention/Civic Center; Riyadh Trade Mart and Convention Center; San Jose McEnery Convention Center; San Juan Convention Center; Schaumburg Convention Center (proposed); Shreveport Convention Center (proposed); St. Louis Cervantes Convention Center/Domed Stadium; Toronto Exhibition Place Trademart and Exhibit Hall; Wildwood Convention Center; Williamsburg Convention Center; and Wilmington Convention Center.

**Public Finance Advisory & Transaction Due Diligence** – San Juan Convention Center Hotel Tax Bonds; New Orleans Phase IV Tax Revenue Bonds; Trenton Marriott Conference Center (\$30 million 63-20 bonds); Tampa Convention Center Hotel (\$125 million in revenue bonds); Myrtle Beach Convention Center (\$23 million in Certificates of Participation - COPs); the Charlotte Convention Center (\$180 million in COPs); the Cobb Galleria Center outside of Atlanta (\$48 million in revenue bonds); Baltimore Convention Center (\$63 million in revenue bonds); Crowne Coliseum Complex (\$52 million of COPs); and various facilities in Dade County, Florida (\$70 million in revenue bonds).

**Arena/Stadium Feasibility & Advisory Experience** – District of Columbia Ballpark Study and Finance Plan for Relocation of the Expos; District of Columbia Major League Soccer Stadium Study; Charlotte Minor League Baseball, Crowne Coliseum; Birmingham Domed Stadium; Burlington Arena; and New Jersey Professional Soccer Stadium, 2007 Pan-American Games, Shreveport Arena and Hirsch Coliseum, and the 2004 Summer Olympic Games.



## Strategic Advisory Group

### Tony Peterman

#### Senior Partner

Mr. Tony Peterman is a Senior Partner with the Strategic Advisory Group, and has 18 years experience in the industry. Prior to forming Strategic Advisory Group, Mr. Peterman was a Manager for Ernst & Young's hospitality and public assembly consulting group. Before working with Ernst & Young, Mr. Peterman was a member of KPMG Peat Marwick's Convention, Sports & Leisure Consulting Group. His previous experience also includes working as a senior analyst for The Hay Group in Philadelphia, where he specialized in financial projections and cost analysis.

Mr. Peterman is involved with various organizations within the industry, and was a speaker/moderator for a panel entitled "Understanding Public-Private Hotel Deals" for the DMAI Conference. His work has appeared in numerous periodicals and trade magazines including the *Wall Street Journal* and *Meeting News*. He is also the Treasurer and member of the Board of Directors for a non-profit entity in the Philadelphia area.

Mr. Peterman received his Masters of Science from West Virginia University and his Bachelors of Science degree in Quantitative Business Analysis from The Pennsylvania State University. Mr. Peterman and his family reside in suburban Philadelphia.

#### Representative Clients:

**Strategic Planning Experience** – State of Georgia's Department of Tourism Strategic Plan; Pittsburgh Tourism and Convention Marketing Improvement Study; Orlando/Orange County Convention Center Convention District Strategy; Destination Charlotte Tourism Asset Investment Plan; Charlotte Tourism Task Force Organizational Structure Assessment; Downtown Detroit Economic Development Strategy; International Association of Convention and Visitor Bureau Three-Year Strategic Plan; Orlando/Orange County exhibitor order internet solution; Massachusetts Convention Center Authority exhibitor order internet solution; Charlotte Convention and Visitors Bureau Strategic Plan; and the Old San Juan PR Waterfront Redevelopment initiative.

**Hotel Advisory Experience** – Convention and non-convention hotel projects in Atlanta GA; Bellevue WA; Birmingham AL; Boston MA; Columbus GA; Charlotte NC; Dalton GA; Detroit MI; Gainesville GA; Gulf Shores AL; Houston TX; La Vista NE; Lake Guntersville AL; Lakepoint AL; Myrtle Beach SC; Nashville TN; Natchez MS; Newark NJ; New Orleans LA; Portland OR; Raleigh NC; Sandusky OH; Tamarack – Beckley, WV; Trenton NJ; Vicksburg MS; Washington DC; Winston-Salem NC; and Mont-Pélerin, Switzerland.

**Public Finance Advisory & Transaction Due Diligence** – Trenton Marriott Conference Center (\$30 million 63-20 bonds); Myrtle Beach Convention Center (\$23 million in Certificates of Participation - COPs); the Charlotte Convention Center (\$180 million in COPs); Crowne Coliseum Complex (\$52 million of COPs); and various facilities in Dade County, Florida (\$70 million in revenue bonds).

**Pre-Development Project Management Experience** – Alabama Gulf Shores Conference Center and Hotel; Augusta GA Trade Center pre-development; 1,200-room Washington DC Convention Center Hotel; Orlando/Orange County Convention Center Phase V Expansion; 400-room Myrtle Beach Convention Center Hotel; and the Old San Juan Waterfront Redevelopment Project.

**Convention Center Advisory Experience** – Alabama Gulf Coast Convention Center; Augusta GA Trade, Exhibition & Exposition Center; Aurora Convention Center; Birmingham AL Conference Center; Burlington VT Convention Center; Camden ME Lodge & Events Center; Colorado Springs Convention Center; Columbus GA Ironworks Convention Center expansion; Detroit COBO Convention Center expansion; Kalahari Resort & Convention Center; Kansas Expoentre; Lake Guntersville AL State Park; Lakepoint AL State Park; Meydenbauer WA Convention Center expansion; Myrtle Beach SC Convention Center expansion; Newark NJ; Orange County FL Convention Center expansion; Prime F. Osborn Convention Center expansion; San Jose McEnery Convention Center expansion; and the Trenton NJ Marriott Conference Center.

**Arena/Stadium Advisory Experience** – Washington Nationals Ballpark Study and Finance Plan for Relocation of the Expos; Crowne Coliseum; Centennial Arena; National Association of Professional Baseball Leagues; New Jersey Professional Soccer Stadium; New Orleans Arena; Connecticut Domed Stadium; Providence Minor League Baseball Stadium; Savannah Minor League Baseball Stadium; Toledo Minor League Baseball Stadium; Reading Arena; Burlington Arena; and the University of New Orleans and Zephyrs Stadium.





## Strategic Advisory Group

### Daniel Fenton

#### Associate Partner

Mr. Dan Fenton is a 25-year veteran of the Hospitality and Tourism Industries. Prior to joining Strategic Advisory Group, Mr. Fenton held positions leading a Destination Marketing organization as well as managing large and small meeting facilities and entertainment venues. He has also held management positions with Radisson, Amfac and Hyatt Hotels.

Mr. Fenton was named one of the "Power 100" in Silicon Valley, as well as a "Top 25 Mind" in the meetings and convention industry.

He has also Chaired the Destination Marketing National Association (DMAI).

Mr. Fenton graduated with distinction from the Cornell University School of Hospitality Management.

#### Key Accomplishments

##### Marketing and Strategic Planning

- Oversaw over fifteen DMO Marketing Plans – increased output annually
- Board Chair during DMAI (national association) launch of current strategic plan, drove new governance practices
- Created Marketing and Feasibility for the Silicon Valley Conference Center

##### Branding

- Led several branding initiatives including "Innovation Starts Here" campaign in Silicon Valley

##### Financing/Stakeholder Involvement

- Created a Tourism Business Improvement district which raised millions of dollars for marketing through strong tourism stakeholder support
- Raised \$ 750,000 to campaign for a tourism ballot measure and oversaw political strategy
- Created a fund with strong support from the Arts and Culture community. Raised over \$ 1 million in first two years. Founded an Arts led non-profit to oversee the expenditures for Theatre preservation
- Received support from the Hotel community to self-tax and created ground breaking legislation for the formation of a Communities Facilities District. The District raised \$ 120 million for a major tourism facility

##### Entertainment/Arts

- Oversaw an independent successful ticketing company
- Co-promoted a theatre with a national entertainment company to launch a successful active downtown venue
- Created an agreement with a national Broadway touring company to bring first time shows to a destination
- Co-founded a National Arts Calendar Platform that is currently in 20 cities across the nation
- Founded a partnership and co-promoted exhibits that had over 1 million visitors

##### Capital Projects

- Oversaw a major renovation and re-positioning of a 3,000 seat theatre
- Co-managed the design of a 120 million dollar renovation and expansion of a convention center
- Oversaw the construction of an 80,000 square foot meetings facility

##### Organizational Initiatives

- Founded a company that was based on a new customer destination service approach with a 95% customer approval rating
- Reorganized a 10 million dollar Food and Beverage operation and achieved significant results
- Owned and operated a company with two food and beverage operations. Created highly successful new concept.
- Founded and currently oversees an Innovation Taxi delivery system at a major airport. Operated with very high customer service and industry satisfaction for over 7 years.



## Strategic Advisory Group

### Frank Pallini

#### Associate Partner

Mr. Frank Pallini is an Associate Partner with the Strategic Advisory Group, and has over 25 years experience specializing in market research for all aspects of real estate and economic development and economic impact analyses. Prior to joining the Strategic Advisory Group, Mr. Pallini was Senior Manager with the KPMG Real Estate Consulting Practice, where he was responsible for practice development and project management.

Mr. Pallini received his Bachelor's Degree from Eckerd College and completed post graduate courses for a Master of Science Degree in Community Development from Southern Illinois University. He also completed continuing education courses in Real Estate Finance from the Massachusetts Institute of Technology.

Mr. Pallini and his wife reside in the Tampa area.

#### Representative Clients:

**San Juan Waterfront** – Led all market research efforts for the Puerto Rico Department of Economic Development and Commerce, the Puerto Rico Tourism Company, and the Puerto Rico Convention Center District Authority for the public and private development of the San Juan Waterfront area in Old San Juan, Puerto Rico.

**Grand River Mixed-Use Development** - Assisted with creating and implementing the strategy for public/private partnership between City of Leeds, U.S. Steel and Daniels Corporation for developing master planned mixed used commercial and residential development including market assessment and funding/finance alternatives.

**University of Miami** – Assisted the University of Miami with formulating a strategic plan for developing land owned by the university for residential, retail, a life-long learning center and medical office complex.

**City of St. Petersburg** – Assisted the City of St. Petersburg Chamber of Commerce Housing Solutions Task Force with developing a strategy for facilitating housing development in the City's downtown urban core. The study provided a foundation for what has been a renaissance of new development in downtown, including urban housing alternatives, retail and entertainment.

**Supplemental List of Additional Clients** – USAA Real Estate, Disney Development, Huizenga Holdings, Lincoln Properties, GEIC (General Electric), Chase Bank, Citicorp (Citi), Del Webb, US Home/Lennar; State Teachers Retirement System of Ohio, All Children's Hospital, First Industrial Realty Trust (REIT), Tampa Electric Company, City of St. Petersburg, City of Tampa, City of Riviera Beach, U.S. Army.



## Strategic Advisory Group

### Tom Reifert

#### Partner

Mr. Tom Reifert is a Partner with the Strategic Advisory Group. Mr. Reifert has over 18 years of experience in the industry. Prior to joining Strategic Advisory Group, Mr. Reifert was with Marriott International for 10 years.

Mr. Reifert participates in the International Association of Assembly Managers (IAAM) and the Destination Management Association International (DMAI).

Mr. Reifert received his Bachelor of Science in Hotel and Restaurant Management from Iowa State University.

Mr. Reifert and his family reside in suburban Atlanta.

#### Representative Clients:

**Strategic Planning Experience** – Pittsburgh Tourism & Convention Marketing Study, Myrtle Beach 30-year Visioning Plan, International Association of Convention and Visitor Bureau Three-Year Strategic Plan, Orlando/Orange County Convention and Visitor Bureau Three-Year Strategic Plan, Orlando/Orange County exhibitor order internet solution, Massachusetts Convention Center Authority exhibitor order internet solution.

**Tourism Finance Experience** – City of Columbia 10-year Tourism Development Fee Projection, City of New Orleans 10-year Tax Projection for Convention Center-Related Taxes, San Juan 10-Year Hotel Tax Projection.

**Hotel Advisory Experience** – Convention center headquarter hotel projects in Myrtle Beach, Washington DC, Osceola County, Gary, Columbus, GA and Athens, GA.

**Pre-Development Project Management Experience** – 1,500-room Washington DC Convention Center Hotel, 800-room hotel at the Osceola County Convention Center.

**Convention Center Advisory Experience** – Albany Convention Center, Alton Conference Center, Asheville Civic Center, Banks County Conference Center, Buffington Harbor Convention Center (proposed), The Classic Center (Athens), Columbus Iron Works Convention Center, Garland Conference Center (proposed), Johnston County Conference Center, Liberty Conference Center, Mountain lakes Convention Center, Myrtle Beach Convention Center, Norfolk Conference Center, Osceola County Conference Center, Orlando Convention Center (downtown), Prime F. Osborn Convention Center, San Jose McEnery Convention Center, Schaumburg Convention Center (proposed), Tuscaloosa Convention Center, Williamsburg Convention Center, Wilmington Convention Center.

**Arena/Stadium Experience** – Washington D.C. Major League Baseball Stadium, Washington D.C. Major League Soccer Stadium, Asheville Civic Center Arena, Savannah Minor League Baseball Stadium.

**Asset Management Experience** – Sheraton Hotel Myrtle Beach, Myrtle Beach Convention Center.



## **POIMIROO & PARTNERS**

### **John Poimiroo**

#### *President*

John Poimiroo is a 35-year career professional in the tourism industry. Mr. Poimiroo was a Deputy Secretary for the California Trade and Commerce Agency and Director of Tourism for the State of California. John helped turn around many years of declining international tourism, reestablishing California as the most visited state in the nation by both national and international tourists. Highlights of his career include:

- Moving California Tourism away from promoting the state's geography, to promoting California's emotional appeal to visitors, introducing the highly effective "California, Find Yourself Here" campaign, an approach that continues today and has generated substantial gains in travel to California,
- Conceiving a new method of financing and operating Welcome Centers using private investment for their construction and operation. Nearly twenty Welcome Centers have opened and are operating today, without a cent of cost to taxpayers,
- Overseeing the establishment of the Tourism Marketing Act which nearly doubled the state's tourism budget – a hallmark of Mr. Poimiroo's leadership as State Tourism Director,
- Honored as "State Tourism Director of the Year" by the National Council of State Tourism Directors,
- Developed the group tour market for Marriott theme park division and opened their theme park in Santa Clara,
- Directed campaigns in private practice for the California Raisin Advisory Board, Paul Masson, the Prune Advisory Board, Yosemite Park, and many other tourism organizations,
- Served as Vice President of Marketing for Roaring Camp Railroads a historic railroad, he developed successful individual and group tourism programs, and
- Recipient of two National Tourism Association Odyssey Awards, the highest tourism marketing awards presented in the United States.

Mr. Poimiroo now consults with many tourism organizations including the National Parks Promotion Council. He has supported all of the major tourism industry segments over the years, and was the driving force behind Lego Land deciding to come to the United States and where to locate. He was very involved in the resurgence of the Ski industry during his tenure in state tourism.

Mr. Poimiroo received a Bachelor's degree in public relations from San Jose State University in 1969 and a Masters degree in journalism, with honors, from the University of Colorado at Boulder in 1973.



## MAJORITY OPINION RESEARCH

### **Jeff Shusterman**

#### *President*

Mr. Shusterman will lead the primary research portion of this engagement. With 21 years of marketing research experience, Mr. Shusterman works closely with clients to solve marketing problems and make sound marketing decisions. Considered an expert in branding research, Mr. Shusterman consults across a diverse set of industries on brand development, positioning and equity to help companies maximize their impact in the marketplace. Widely recognized in the travel, automotive, and polling arenas, he also directly heads these niche specialties of the firm. Mr. Shusterman began his career as a marketing research analyst working with consumer packaged goods companies to track market presence and successfully bring new products to market; with restaurants to build desirable images and increase business; as well as with energy and communications providers to measure customer satisfaction and increase loyalty. As Senior Vice President of a large southern research supplier prior to founding Majority Opinion Research, Shusterman built and managed automotive, travel & tourism, sports marketing, and political polling practices, while working across industries to strategize on branding and advertising effectiveness.

### **Kyrce Culbertson**

#### *Director of Quantitative Services*

Mr. Culbertson will bring strong day-to-day oversight to the research portion of this engagement, ensuring that sample procurement, data collection and processing, and statistical services are performed to the highest standards. Having begun his career 15 years ago as a marketing research questionnaire programmer and moving through the ranks to become a senior manager, Mr. Culbertson has critical hands-on experience with all aspects of the research process from design through analysis and reporting. His personal approach to these tasks keeps each step of a project on track to achieve the ultimate analytical and marketing objectives of each engagement. Under his quantitative division, Mr. Culbertson personally performs the firm's advanced statistical services for weighting polling data, market mapping, price and economic impact modeling.



## **StrategicAdvisoryGroup**

### ***Proposed Advisory Team***

SAG is proud of this proposed group of thought leaders that can utilize their vast experience to help our collaboration and visioning for the future of West Virginia tourism. As stated previously, the list should not be considered complete, as SAG will enlist (subject to state approval) the expertise of at least one expert from each of the industry sectors/project focus areas.

The primary purpose for the advisory team is participation in the two-day MindMapping session. As detailed in the Approach and Methodology section, this session will serve as a “charrette of ideas” which will serve to identify opportunities and challenges as well as provide refined direction for the project.

The biographies of many of the proposed Advisory Team members are presented on the pages that follow. SAG has extended an invitation and has begun dialogue with each of these individuals about the project, most of whom have confirmed their interest in participating. However, all are subject to state approval and individual confirmation.



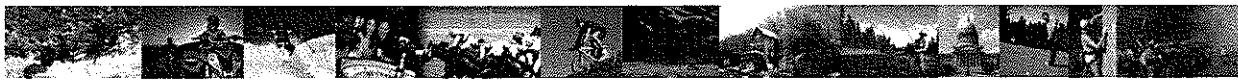
**Derrick Crandall, *President & CEO***  
AMERICAN RECREATION COALITION

**FOCUS: Parks & Outdoor Activities**

Derrick Crandall has been President and CEO of the American Recreation Coalition since 1981 and is also EVP of The Recreation Roundtable. As Counselor to the National Park Hospitality Association, he directs that organization's staff efforts. He also serves as Co-Chair of the Scenic Byways Coalition and the Coalition for Recreational Trails as well as Treasurer of the American League of Anglers and Boaters. He was a member of the President's Commission on Americans Outdoors (1985 to 1987). He received the Chevron Conservation Award and was named to the President's Commission on Environmental Quality in 1991. He was the initial Chairman of the Take Pride in America Advisory Board, appointed by the Secretary of the Interior, and served as Chair of the Take Pride in America Partners Council. He was a Founding Director of the National Forest Foundation, appointed by the Secretary of Agriculture. He has served on several national judging panels, including co-chairing the U.S. Department of the Interior's Take Pride in America award program. Among the dozens of public-policy programs in which he has played a central role are the National Scenic Byways Program, Recreation Fee Demonstration Program, Recreational Trails Program, Wallop-Breaux Program, and the National Recreation Lakes Study Commission.

Derrick's efforts have been recognized in many ways, including induction into the RV Hall of Fame and receipt of the Annual Award of the National Association of State Boating Law Administrators. *USA Today* has described him as "the outdoor guru." He received the Spirit of Take Pride Award in October 2004 and was recognized with a Centennial Award by the US Forest Service. He served as a member of the National Park System Advisory Board Health and Recreation Committee. He has served in leadership roles on numerous community and philanthropic organizations including the executive committee of WOW-Wonderful Outdoor World. He is an honors graduate of Dartmouth College.

Mr. Crandall served on the Board of the American Society of Association Executives for seven years, including two terms as Vice Chairman. He received ASAE's Professional Performance Award in 1980, his Certified Association Executive recognition in 1990 and was named an ASAE Fellow in 1992.



**Steve Richer**, *Public Affairs Advocate*  
NATIONAL TOUR ASSOCIATION

**Focus:** GROUP TOUR MARKET and STATE-LEVEL TOURISM and GOVERNMENT RELATIONS

For more than two decades, Stephen B. Richer has been involved in the travel and tourism industry. As the current public affairs advocate for the National Tour Association, Richer works with former Congressman and national Tour Association (NTA) Legislative Counsel Jim Santini to build on the association's government-relations priorities. Mr. Richer will bring a variety of expertise to the West Virginia project, including his skills in public relations, his extensive travel and tourism background, and his experience in the political arena.

Mr. Richer is recently retired from the Mississippi Gulf Coast Convention and Visitors Bureau, where he served as executive director and was deeply involved in both marketing and recovery from Hurricane Katrina. Most recently, Mr. Richer served on the NTA Board of Directors for four years and his term ended in 2007.

Previously, Mr. Richer served as New Jersey's first director of tourism, the first executive director of the Nevada Commission on Tourism, and president of the Atlantic City Convention and Visitors Bureau. Mr. Richer also was the mayor and councilman of Randolph Township in New Jersey, from 1974–1980.

Additionally, he served in the Nevada Governor's Cabinet and has testified in Congress before the House and Senate, the board of directors of the National Council of State Travel Directors, the staff advisory council to the National Governors Association Committee on International Trade and Foreign Relations and its Tourism Subcommittee.

He has been recognized for outstanding tourism marketing through various awards, including NTA Destination Marketing Organization of the Year in 1986, the Top 100 Marketing Award from Advertising Age in 1999, the New Jersey Pinnacle Award for top marketer for the state, and the top career marketing award in Mississippi. Additionally, Mr. Richer is a member of the Mississippi Tourism Hall of Fame and in 2006 he received the Mississippi Gulf Coast Committee Leader Award.

The National Tour Association was established in 1951 as a unified voice to fight legislation in the newly formed packaged travel industry. Today, NTA's government-relations activities include monitoring security issues, as well as state and federal legislation and regulatory issues affecting the travel and tourism industry. NTA maintains full-time representation in Washington, D.C., to serve as the association's voice on Capitol Hill. Additionally, NTA empowers its members to be advocates for the association on the local level, as well as to provide support for NTA's positions on national priority issues through its Grassroots Action Network.





**Randy Cohen**, *Vice President of Research and Policy*  
AMERICANS FOR THE ARTS

**Focus:** CULTURAL ARTS

Mr. Cohen is Vice President of Research and Policy at Americans for the Arts, the nation's advocacy organization for the arts. A member of the staff since 1991, Mr. Cohen is among the most noted experts in the field of arts funding, research, policy, and using the arts to address community development issues. He publishes *The National Arts Index*, the annual measure of the health and vitality of arts as well as the two premier economic studies of the arts industry—*Arts & Economic Prosperity*, the national impact study of nonprofit arts organizations and their audiences; and *Creative Industries*, an annual mapping study of the nation's 680,000 arts establishments and their employees.

Mr. Cohen led the development of the *National Arts Policy Roundtable*, an annual convening of leaders who focus on the advancement of American culture, launched in 2006 in partnership with Robert Redford and the Sundance Preserve. In the late 1990's, Mr. Cohen collaborated with the President's Committee on the Arts and the Humanities to create *Coming Up Taller*, the White House report on arts programs for youth-at-risk; and the U.S. Department of Justice to produce the *YouthARTS Project*, the first national study to statistically document the impact of arts programs on at-risk youth. Mr. Cohen is a sought after speaker who has given speeches in 48 states, and regularly appears in the news media—including the *Wall Street Journal*, *The New York Times*, and on CNN, CNBC, and NPR.

Mr. Cohen has been a policy specialist for the National Endowment for the Arts, founded the San Diego Theatre for Young Audiences and served as its managing director, as well as worked in medical research for Stanford University and Scripps Clinic and Research Foundation. He was Chairman of the Takoma Park Arts & Humanities Commission for three years, during which time the Commission completed a cultural plan, established the city's Poet Laureate and public art programs, and a million dollar conversion of the city council chambers into a performing arts space. Mr. Cohen lives with his wife and two children in Takoma Park, Maryland.



**R. Thomas Ballantine**, *President & CEO*  
BALLANTINE MANAGEMENT GROUP

**FOCUS:** Meetings, Special Events, Fairs and Festivals

Mr. Ballantine will bring over 20 years of event and facility operating experience to the project. Prior to founding BMG, he served as Vice President, Chief Operating Officer for Hub Expo Centers, Inc. While with Hub, Mr. Ballantine also served as Executive Director for the Bayside Expo Center, Boston and Capital Expo Center, Chantilly, Virginia. Prior to Hub Expo Centers, he held the position of General Manager, Director of Operations for the Valley Forge Convention Center, Valley Forge, Pennsylvania. Mr. Ballantine is considered one of the country's foremost experts in the area of profitability and operating efficiency for convention and exposition centers.

In March of 2000, Mr. Ballantine was named one of Boston's "Top 100 Business Leaders for the New Millennium". In 2003, Mr. Ballantine received the Lehigh Valley Convention and Visitors Bureau's Annual Tourism Award for his development of the Pennsylvania Expo Center. This facility serves as the convention center for the cities of Allentown, Bethlehem, and Easton. He is a member of the International Association of Exhibition Managers, the International Association of Assembly Managers, the International Association of Fairs and Expositions, and the National Association of Consumer Shows.

Most recently, Mr. Ballantine's company, BMG, has developed two large convention center projects: The Pennsylvania Expo Center at Lehigh Valley and The Fredericksburg Expo and Conference Center at Celebrate Virginia. Both projects were privately financed and cater to all aspects of the exhibition and tradeshow industries. In 2002, BMG was hired to develop and operate the Dulles Expo Center in Chantilly, Virginia. Currently, Mr. Ballantine is working with various real estate executives to develop expo centers in underserved markets around the country.



**Melody Johnson**  
INTERNATIONAL CULINARY TOURISM ASSOCIATION

**Focus:** CULINARY TOURISM

Ms. Johnson grew up in northeast Montana, where she was raised on a wheat farm. She attended the University of Montana until moving to the west coast and attending Clark College in Vancouver, WA. She has been involved in the tourism industry for over 22 years. She owned a very successful country inn for 20 of those years. Her inn held the award for "Best Evening Cuisine" for two consecutive years. She has been associated with Erik Wolf and the International Culinary Tourism Association (ICTA) since its inception. She also served on the board for the Oregon Culinary Tourism Association.



**Alex Hodges**, *Chief Executive Officer*

NEDERLANDER CONCERTS

**FOCUS:** SPECIAL EVENTS AND THEATRES

Mr. Hodges was recently named Chief Executive Officer of Nederlander Concerts. In his new role, Mr. Hodges will be responsible for the management and direction of the company, while overseeing the marketing, programming and operations of live events for all of Nederlander's award-winning venues across the West Coast and open promotion facilities.

Mr. Hodges has served as the Chief Operating Officer for Nederlander Concerts since 2007. He managed the Talent and Marketing departments, plus concert operations for Nederlander's many iconic venues. Under his direction, Nederlander Concerts lowered the average ticket price per show at several Nederlander venues while improving the bottom line. Mr. Hodges also implemented a multiple and flexible seating capacity program creating a sell-out experience for artists and tours of any size, which brought many new headline artists to the venues for the first time. In addition, Mr. Hodges and his team delivered high grosses for arena-level acts often resulting in multiple shows at Nederlander venues.

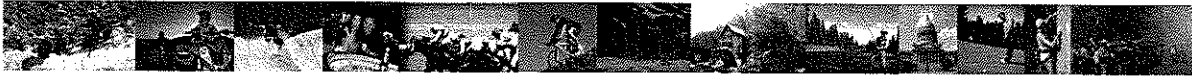
In a career spanning over 40 years in the industry, Mr. Hodges has had the rare distinction of serving the live entertainment world as not only a concert promoter and agent, but as a personal manager and corporate executive as well. Before Nederlander, he served as President and CEO of House of Blues Concerts after the company was sold to Live Nation making the transition run seamlessly. Previously, he was the Executive Vice President for House of Blues Concerts overseeing their Talent and Marketing departments, and its predecessors Universal Concerts and MCA Concerts since 1994. From 1988-1994, Mr. Hodges was Vice President of Nederlander Concerts, at which time he was named "Talent Buyer of the Year" by Pollstar Magazine. As an agent, Mr. Hodges represented many world famous recording and touring artists including Otis Redding, Sam and Dave and Percy Sledge, among others. He founded the Paragon and Empire Agencies, and represented several legendary artists including, The Allman Brothers Band, Atlanta Rhythm Section, Lynyrd Skynyrd, The Police and The Charlie Daniels Band. In 1984 after moving from Georgia, he became Senior Vice President in charge of the West Coast music and live performance departments of the ICM Agency and added more artists to his already long and prestigious client list. In the 1980s, Mr. Hodges was the personal manager for Gregg Allman and Stevie Ray Vaughan, who he represented until the guitar legend's untimely death in 1990.



**Jude Barry, Founder**  
CATAPULT STRATEGIES

**Focus:** STRATEGY and COMMUNICATION and ADVOCACY

Mr. Barry founded *Catapult Strategies* in 2001. He and his company have advised Fortune 500 companies, political candidates, non-profit organizations, and a NFL football team. Because of his expertise in politics, policy, technology, and social networking, Mr. Barry is a regular and respected source for local, state, and national news reporters. Prior to founding *Catapult Strategies, Inc.*, Mr. Barry served as a mayoral chief for a major west coast city. He led the effort to expand the community's international airport and extend its transit system. Mr. Barry previously served on the boards of the Hakone Society, KTEH public television, and the San Jose Cathedral Foundation. He is currently a member of the Board of Advisors for the University of San Francisco's Leo McCarthy Center for Public Service and Common Good.



**David Crosson**, B.S. Ed., M.A.  
History

**FOCUS:** HERITAGE TOURISM and HISTORY and MUSEUMS & OFFERINGS

Mr. David Crosson has directed museums and historical organizations in Pittsburgh, Indiana, Iowa, Illinois, and California. He received his B.S.Ed. from Drake University and M.A. in history from the University of Texas at Austin and was a tenured faculty member in the Western History Research Center at the University of Wyoming. He was director of the State Historical Society of Iowa from 1985-1995, and also served as the state's Historic Preservation Officer. Mr. Crosson has specialized in taking organizations through periods of rapid change and has served as first director of three organizations.

The State Historical Society of Iowa ran seven historic sites, located in every region (all rural) of the state, including an operating blacksmith shop, an archaeological site, a partnership with the National Parks Service, and Grant Wood's American Gothic House in Eldon. From 1997-2006, Crosson served as the first President & CEO of History San José, where he transformed an unrelated collection of moved and reconstructed buildings in a city park into a programmatically, marketing, and administratively integrated partnership of nine different historical and cultural organizations.

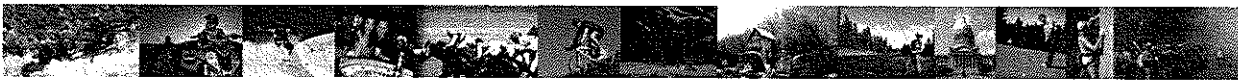
Mr. Crosson has served on the board of the National Association of State Historic Preservation Officers (NCSHPO) and as president of the American Association for State and Local History (AASLH). He has authored over a dozen articles on history, museums, professional ethics, and the administration of history organizations. In the past four years, his efforts have also focused on neighborhood-centric initiatives and activating real interaction in the community. As such, he has partnered with a wide variety of local and statewide institutions, including exhibition partnerships with the Chinese Historical Society of America and a variety of homeless service organizations.



**Bob Roberts**, *Past State Tourism Commissioner and Ski Industry Expert*

**FOCUS:** SKI INDUSTRY and STATE-LEVEL TOURISM

Bob Roberts has been a Tourism commissioner at the state level and is widely regarded as an expert in the Ski industry. As the current Executive Director of the California Ski Industry, he has led the thinking and innovation for state-level ski industry for over 20 years. He spearheaded the international tourism initiative that drove new international ski tourism through an innovative partnership with Virgin Airlines. A graduate of Stanford University, Mr. Roberts has been credited with enhancing the ski tourism activity from a moderate industry segment to a major economic driver.



## The West Virginia University – Graduate Sports Management Program

**FOCUS AREAS:** REPRESENTATIVES FROM THE FOLLOWING FOCUS AREAS WILL BE IDENTIFIED AND COORDINATED BY THE WVU – GRADUATE SPORT MANAGEMENT PROGRAM:

- MAJOR AND MINOR LEAGUE SPORTS
- MOTOR SPORTS INDUSTRY
- GOLF INDUSTRY
- RECREATIONAL & EXTREME SPORTS
- WHITEWATER RAFTING

The West Virginia University Sport Management Master's Degree Program, fully approved by the National Association for Sport and Physical Education (NASPE) and the North American Society for Sport Management (NASSM) Program Review in 2001, has prepared qualified graduate and undergraduate students since 1981. Graduates have made significant contributions in a variety of sport settings including intercollegiate athletics, professional sports, facilities and arenas, event marketing and promotions, as well as other sport businesses. The Program's unique curriculum features courses that provide real-world training, including a one-of-a-kind ESPN Sports Poll class. Recent Program students completed market research and data-mining consultant projects for the Charlotte Bobcats, Cleveland Cavaliers, Memphis Grizzlies, Pittsburgh Pirates, and the Washington Capitals.

The Graduate Program's Student Team Leaders for this project will be: Dusty Gwinn: works as an attorney for the West Virginia University Research Corporation (WVURC), and is the General Manager of the WVU Business Incubator. Dusty received his JD and his executive MBA degrees from West Virginia University in 2004 and his B.A. in 2000. Dusty will serve as the primary point-of-contact for the WVU Graduate Program team. Lindsay Peck: currently serves as a Graduate Assistant for the Mountaineer Athletic Club. She is a 2010, Summa Cum Laude graduate of The College of Saint Rose with a B.S. in Business Administration. Ralph Fisher: is a 2009 graduate of York College of Pennsylvania with a B.S. in Sport Management and Minors in Marketing and Retailing. He has served as a Premium Seating Game-day Assistant at WVU. Matt Kopchak: is currently working as a graduate employee in the WVU Sports Marketing Department. He graduated Cum Laude from the Indiana University of Pennsylvania in 2009 with a B.S., majoring in Sport Administration with a minor in Business Management.



***Other Proposed Advisory Team Members:***

The following represents a list of other proposed industry experts who could be part of the advisory team that would participate in the MindMapping session. As stated earlier, SAG has begun dialogue with all of these individuals about participation in the project. Their final participation is of course subject to the state as well as their own internal approval process.

Tom Archer, *Vice President*  
Forest City Enterprises  
FOCUS: PRIVATE-SECTOR DEVELOPMENT and SECOND HOME MARKET

Bill Brassford  
National Fishing Association  
FOCUS: FISHING

Tom Denniston, *President*  
Fort Thompson  
FOCUS: HUNTING and OUTDOOR SPORTING GOODS RETAIL

Gregory W. Rockett, *VP of Managed Development*  
Hilton Hotels Worldwide  
FOCUS: LODGING (HOTELS AND RESORTS) and PRIVATE-SECTOR DEVELOPMENT

Ruth Schnabel, *Executive Director*  
SNOWFEST  
FOCUS: FESTIVALS and SPECIAL EVENTS

Mary Bonte Spath, *Chief Financial Officer*  
Kalahari Resorts  
FOCUS: WATERPARK HOTELS & RESORTS

Ned Stanfield  
FOCUS: THEME PARKS

Freda Wang, *Vice President*  
Goldman Sachs Public and Infrastructure Banking  
FOCUS: ACCESS TO CAPITAL

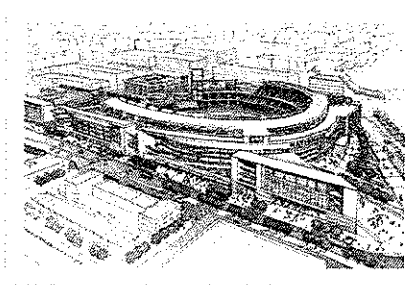
Others will be added to complete all of the project focus areas.



## Strategic Advisory Group

### QUALIFICATIONS & EXPERIENCE

The Strategic Advisory Group team has a 20-year history of successful planning that has led to major tourism advances on behalf of their clients. As requested in the Request for Proposals, brief samples of economic development clients and similar engagements are presented below.



*Washington Nationals Ballpark*

SAG was the lead advisor to the District of Columbia regarding the relocation of the Washington Nationals and development of a new ballpark. SAG led a multi-faceted team that addressed every issue associated with the project ranging from preparation of the relocation “pitch book” to MLB, evaluation of potential ballpark sites, ballpark cash flow projections, finance plan development, programming, conceptual design, development budget estimates, finance plan legislation, outside infrastructure costing, land acquisition costing, and ultimately negotiating the lease and ballpark

development agreement with MLB. The project budget increased over time as off-site infrastructure was added to the project and the finance plan evolved through a number of iterations. Ultimately, the ballpark was funded by team lease payments, taxes generated by ballpark activities, a business gross receipts tax (previously used for the MCI Center), and a business utilities tax.



*Orlando/Orange County Convention Center District*

The SAG professionals led Orange County Florida in a planning process that envisioned the world, the convention industry, the City of Orlando, and the Convention District itself for 30 years in the future. Together with architects Thompson Ventulett Stainback & Associates and four other consulting, architectural and transportation planning firms, the team addressed all aspects of planning in two phases. The Phase One Strategic Plan utilized SAG’s proven MindMapping strategic planning methodology and included interviews and focus groups with 150+ of the largest stakeholders. Phase Two addressed building programming and phasing, site options, cost estimates, organizational structure,

operating cash flows, funding, economic impact, and laid out an action plan for implementation. As a result of this study, Orange County allocated \$ 750 million to the District.





## Strategic Advisory Group



Mr. Poiriroo led a groundbreaking tourism funding initiative in California. He raised over \$20 million annually through the Tourism Marketing Act. He pioneered the thinking that the

tourism industry could create a private funding mechanism for state tourism. He advocated with the Governor and State legislature and today the overall State tourism budget is \$50 million (This is the type of creative funding that SAG will research as part of creating the 10-year plan). Mr. Poiriroo changed California's tourism marketing direction strategies and tactics. For years preceding, California had been promoting 12 different destinations within the state, called "The Californias." He moved California Tourism away from promoting the state's geography, to promoting California's emotional appeal to visitors, introducing the highly effective "California: Find Yourself Here" campaign that continues today. This approach generated substantial gains in travel to California. Call volume increased by over 100% and as much as 42% in a single year, despite a decline in the state's advertising budget. The advertising program he directed was measured as generating 785,000 "incremental" visitors, \$729 million in "new" travel spending, \$27.7 million in additional state taxes, \$13.3 million in additional local taxes and directly supported the establishment of 8,700 jobs. This was a return on investment of 327-to-1 in increased spending within California and 12-to-1 in increased tax revenues. California overtook Florida as the most visited state by international visitors and increased its lead over Florida in visitation by Americans. Today, travel spending in California is 150% larger than in Florida.



SAG prepared a tourism and convention marketing improvement study for a group of stakeholders in Pittsburgh. The study addressed the destination as a whole, the David L. Lawrence Convention Center and the Greater Pittsburgh Convention & Visitors Bureau ("Visit Pittsburgh"). The conclusions and recommendations were based on client surveys,

benchmarking against other destinations, convention and tourism infrastructure, marketing resources and processes. The analysis reached out to and surveyed city-wide convention meeting planners, hotel-based convention meeting planners, tour operators and recent convention center customers to understand their experiences and perceptions. Detailed benchmark data was also gathered from a number of comparable and competitive destinations related to infrastructure, funding, performance measures, and a variety of destination and marketing factors. Visit Pittsburgh recently engaged SAG to update the previous work; that initiative is currently underway.



## Strategic Advisory Group



SAG facilitated the development of a ten-year capital facility strategy to help the Destination Charlotte Committee and the City of Charlotte maximize its tourism, entertainment and quality of life opportunities. The six-month initiative included hosting various community forums to generate a list of potential projects that would help the Committee fulfill its mission. Best practices in other communities were studied to learn from other's successes. SAG then facilitated a

MindMapping exercise with the committee and community to develop a consensus on the top five projects. The outcome focused on creating a downtown destination that added a new professional basketball arena, minor league baseball stadium, an urban entertainment center, a motor sports museum and expanding and relocating the existing arts museum. Funding strategies and an implementation plan were prepared.



SAG assisted the International Association of Convention and Visitor Bureaus "IACVB" (now known as Destination Marketing Association International "DMAI") prepare their strategic plan for

the 21st century to address the needs of individual bureaus from a branding, performance measurement, and education perspective. Our process entailed facilitating several brainstorming sessions to derive potential strategic initiatives and facilitating several MindMapping sessions to gain consensus on those initiatives, establishing industry standard success measures, and continuing education standards.



The SAG team along with professionals from Majority Opinion Research developed a strategic plan to assist the State of Georgia with enhancing its position in the tourism industry. Areas addressed in the five-month initiative included an awareness survey, advertising plan, economic impact assessment, public-private linkages, regional boundaries and business recruitment initiatives.

One of the key issues of the initiative was the "fairness" of allocation of Georgia tourism resources to the designated tourism regions within the state. The strategic plan concluded that the equal distribution of resources between the regions would not yield the highest economic impact for the state and thus would adversely affect all regions. However, the strategic plan did entail initiatives to be taken by even the smallest, most remote parts of the state.

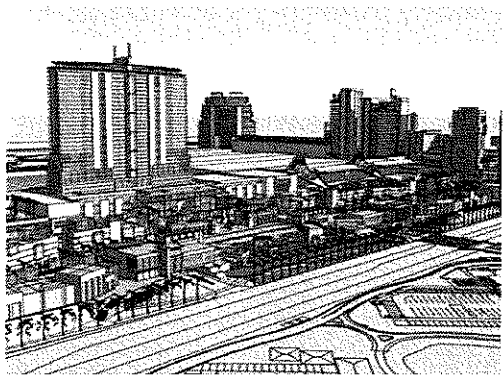


## Strategic Advisory Group



SAG created an economic development policy to foster the development and redevelopment of new hospitality offerings in the downtown area of Houston, Texas. Following the successful financing (led by the SAG team) of the publicly-owned 1,200-room Hilton Americas convention hotel, the City desired to realize the development of new and revitalization of existing hospitality assets in downtown that would support the convention center and local businesses.

SAG helped the City develop an economic development policy that provided hotels with a rebate of a portion of the hotel occupancy tax they generate for a period of ten years if the hotel was developed or redeveloped, and provided a room block to convention center events. A number of hotels took advantage of the economic stimulus package and several hotels were developed and redeveloped. The model has since been studied and considered by other communities struggling to enhance their own downtown hotel assets.



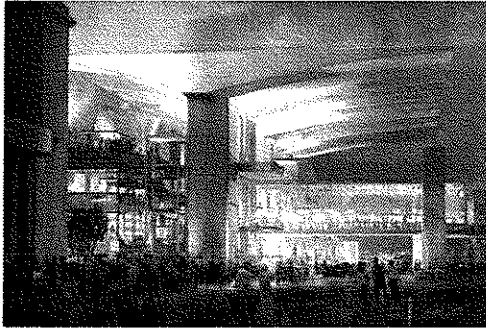
Universal Blvd. (Florida)  
Property Owners Association

SAG was an advisor to the Universal Boulevard Property Owners Association and Orange County regarding the public and private development of the area surrounding the 10 million square foot convention center, the second largest center in the U.S. Assets to be studied and potentially developed included 5,000 convention hotel rooms; 500,000 square feet of retail, restaurants and entertainment; 10,000 parking spaces; a 3-mile elevated transit system; and seven pedestrian bridges. SAG focused on both public and private investments. From

the public perspective, SAG worked with existing and potential new investors to create a Community Development District (CDD) that would be empowered to self assess to fund infrastructure and to implement an additional 1% sales tax to fund the transit system. From the private investment perspective, SAG worked with the client team to solicit private investment for the hotel and retail components. Investors were identified for Phase I of the retail (250,000 sf) and for the first 1,500-room hotel.



## Strategic Advisory Group



*Dr. P. Phillips  
Performing Arts Center*

SAG was the financial advisor to the Orlando Performing Arts Center Corporation related to the development of the Dr. P. Phillips Performing Arts Center in Orlando, FL. The project included a 2,800-seat amplified theater, 1,800-seat acoustic theater, and 300-seat theater. The site is also planned to include a 200-room hotel, two 400,000 sf office buildings, and 500 residential condominium units. SAG created a comprehensive finance plan that addressed both development and operating

costs. From a development perspective, SAG worked with the City of Orlando and Orange County to create a plan of finance that includes philanthropy, state grants, tax increment financing, tourist development tax, and the sale of the old performing arts center (PAC) site. The operating finance plan addressed the sustainability of the PAC, providing ongoing operating support generated by the development of the commercial real estate, capturing the taxes generated by the site's commercial real estate, ongoing philanthropy, and securing annual funding commitments for capital replacements from the City. SAG also led the effort to secure an \$80 million line of credit to provide for upfront project costs that will be repaid by pledged donation collections over the construction period.



## **Strategic Advisory Group**

### ***Client References***

**Tom Ackert, Executive Director**

ORANGE COUNTY FLORIDA CONVENTION CENTER  
9800 International Drive  
Orlando, FL 32819  
(407) 685-9843

**Tom Flynn, Economic Development Director**

CITY OF CHARLOTTE  
600 East Fourth Street  
Charlotte, NC 28202-2840  
(704) 432-1396

**Michael Gehrisch, President**

DESTINATION MARKETING ASSOCIATION INTERNATIONAL (formerly IACVB)  
2025 M Street NW, Suite 500  
Washington, DC 20036-3309  
(202) 296-7888

**Joseph McGrath, President and CEO**

GREATER PITTSBURGH CONVENTION AND VISITORS BUREAU  
425 Sixth Avenue, 30th Floor  
Pittsburgh, PA 15219  
(412) 325-0300

**Greg O'Dell, CEO and General Manager**

WASHINGTON CONVENTION AND SPORTS AUTHORITY  
801 Mount Vernon Place, NW  
Washington, DC 20001  
(202) 249-3307

**Katherine Ramsberger, Executive Director**

DR. PHILLIPS CENTER FOR THE PERFORMING ARTS  
455 South Orange Avenue, Suite 410  
Orlando, FL 32801  
(407) 839-0119



## **Strategic Advisory Group**

### **APPROACH AND METHODOLOGY**

Although continual change is a constant, the pace of that change has quickened over the past few decades. The impact has been beneficial in many ways, providing us with conveniences our forefathers would have never dreamt possible. However, change has also brought with it significant challenges. The employment paradigm has experienced a major shift, and many of the opportunities afforded as recently to our parents and grandparents to secure the type of gainful work that would support a family no longer exist. Older industries continue to diminish or even cease; new industries have been and continue to be created.

Our understanding is that West Virginia recognizes the opportunities that statewide tourism presents for not only dealing with change but also capitalizing on it. Our proposed approach and methodology for this project is specifically oriented to do just that. The scope will be very comprehensive, as it is estimated to take approximately six months to complete.

Our experience is that the most successful projects begin with scopes of work that are dynamic and flexible enough to follow the correct path as it presents itself during the engagement. Although we have presented discrete steps in some areas, we also propose thoughts on how to facilitate and elicit ideas (from all project stakeholders, industry leaders, and others) that will help in part to determine subsequent project direction. SAG has used this process successfully in almost all of its previous, similar engagements. Therefore, the following proposed scope of services is presented as a starting point for conversation between West Virginia and SAG.

#### ***Meet the Stakeholders & Confirm the Goals***

SAG and the appropriate proposed project team members (if approved) will meet with West Virginia officials and others who have a vested interest in the project. The SAG team will spend approximately one week in Charleston and other communities as needed to confirm project goals and to understand all the issues, concerns, and objectives of the project.

#### ***Immersion***

SAG will collect and analyze any existing data, previous studies or research, historical metrics, marketing materials and budgets, organizational charts, and other information that may be useful. We will also look at data that is being collected at the Welcome Centers as well as all industry studies within the various market segments.



## Strategic Advisory Group

### ***Traveler Research***

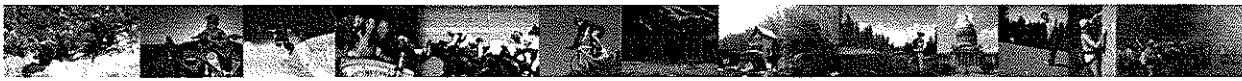
What motivates people to travel in general? What triggers them to actually go? What barriers prevent a trip? What are traveler's perceptions of West Virginia and its offerings? What is their overall interest level and intent to visit?

To develop an effective strategic plan for the future, we must first clearly understand where we are and what it will take to reach our goals. Therefore, we propose to conduct primary research via a traveler perception and attitude survey. To obtain this information, we will implement a national survey of travelers, with oversampling in West Virginia's top 5 feeder markets (Ohio, Pennsylvania, North Carolina, Virginia and Maryland), other US states, and within the West Virginia itself to account for in-state tourism. Using a nationally representative panel of U.S. households weighted for age, race, income, geography, etc., email invitations will be sent with the a link to an online screener to identify and qualify vacation decision makers who, at a minimum, take at least one vacation a year away from home. Those that qualify will be administered the online survey questionnaire. Data will be collected, cross-tabulated, analyzed and reported such that it can be linked to specific objectives within the strategic plan. The study will consist of interviews with 1,200 households (600 nationally, plus 100 in each of West Virginia's top feeder markets and 100 within the state of West Virginia).

The results of this research will provide: Vacationers' personal inspirations for travel; Spontaneous impressions of West Virginia as a vacation destination; Experience with West Virginia as a vacation destination (consideration to visitation); Interest in and Awareness of West Virginia's specific vacation offerings, including:

- Skiing (by segment)
- Tubing
- Whitewater Rafting
- Golf (by segment)
- Recreational Sports
- Extreme sports (overall and by segment)
- Outdoor activities (overall and by segment)
- Gaming (overall and by segment)
- Hunting
- Fishing
- Theme parks
- Spectator sports (overall and by segment)
- Motor sports (overall and by segment)
- Equine Activities (by segment)
- Health and wellness (spas)
- State Parks & Forest Systems
- Culinary Tourism
- History
- Fairs and Festivals
- Camping
- Scouting
- Others as appropriate

Finally, the survey will understand each individual's intent to visit West Virginia and, if applicable, the reasons why they would not visit. The results of this study will not only provide important direction for the strategic plan, it also provides solid baseline metrics from which to measure progress over the ten-year journey of the strategic plan.



## **Strategic Advisory Group**

### ***Economic, Demographic, and Other Research***

To be conducted concurrently with the Traveler Research, SAG will perform a comprehensive analysis of the factors that can directly or indirectly influence tourism in West Virginia. These factors include but are not limited to the following: population and growth trends; age; educational levels attained and other job-related training; employment by sector and size, housing; income and quality of life issues; health; spending habits by segments; crime statistics and other demo- and socio-economic data. These factors will be assessed on both a statewide and regional/local basis.

Moreover, SAG will assess and analyze primary and secondary information on the following: economic development initiatives within the state; tourism and marketing agencies and budgets including public and private entities; travel and tourism data and trends by segment; public policies as they relate to tourism and potential tourism development; the current and projected future state of private and public capital markets; and others.

### ***Assess WV's Tourism Product***

SAG and its proposed project team will gain a full understanding and compile a comprehensive list of the current "products" that comprise West Virginia tourism. The compilation will include all private and public assets including hotels/resorts, attractions and amusements, event facilities, parks, golf courses, ski lodges, and others. The work will be as extensive to include sites and attractions such as the New River Gorge Bridge, the Adena Burial Grounds, the Smoke Hole Caverns, Hatfield Family Cemetery, and Berdine's Five-and-Dime. Our objective will be to assess each and every tourism asset that West Virginia offers, including, where available, information on visitation history.

### ***Case Studies: State Tourism Efforts***

SAG and its proposed project team will collect and analyze information on how other States are marketing and developing their tourism segments. SAG will focus on key competitors in each segment and analyze where they have been successful, and how the lessons learned can help West Virginia increase its market share. SAG will research how other states are creating funding to develop new tourism opportunities, as well as other potential funding models that may not be currently applied to tourism projects. It will be important to look at marketing resources available as well as infrastructure resources and funding strategies. SAG will present its findings during the early phases of the project, as this will help guide how each tourism segment is assessed.





## **Strategic Advisory Group**

### ***Prepare for MindMapping Session***

Using all of the above work, SAG along with Poimiroo & Partners, Majority Opinion Research, and the WVU Graduate Program, will compile a complete presentation to be used as a basis for evoking thoughtful discussion and ideas on the current and future state of tourism, both within and outside of West Virginia. The idea charrette will be visual in nature, present a graphical overlay of any and all relevant discussion topics, which could include: residential base, tourism assets/product by type and segment, income, age, traveler preferences, and others as appropriate. It is estimated that it will take SAG and team approximately three- to four-weeks to compile and produce all materials needed for an effective MindMapping session.

### ***Conduct and Facilitate the MindMapping Session***

SAG proposes to convene all internal project stakeholders as well as thought leaders across all of the key segments or focus areas for West Virginia tourism for a two-day session at a location in West Virginia, with the exact location and dates to-be-determined. (Note that we have factored into our project budget all the costs to bring this group of experts together.) SAG and team will facilitate a session designed to look at the current state and the future possibilities, and to initiate and evoke thoughtful and strategic thinking among and between the participants. Experience demonstrates that there is great synergy in having a facilitated group session as well as specific individual or sub-group breakout sessions on key topics as required.

### ***Draft Action Plan***

SAG will take all of the input from the sessions and create a draft action plan to be presented to the Division of Tourism and other project stakeholders for discussion purposes. The plan will outline the specific scope for the remainder of the project, with the key being to conclude on priorities, goals, and metrics.

Collectively, we would conclude upon the most important areas of potential growth and validate the research methodology in assessing each opportunity. This would not be a final prioritization but a critical point to begin the in-depth work on each of the current and future tourism opportunities.



## **Strategic Advisory Group**

### ***Specific Industry Sector Assessment***

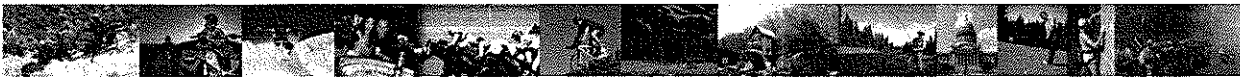
The markets that had been identified would be analyzed to create an individual plan of how to increase West Virginia's economic results. SAG would look at strengths and opportunities and make recommendations on product development, marketing resource allocation, competitiveness, infrastructure needs, opportunities to raise resources, and other aspects of creating a ten-year plan. SAG would also look at those areas where it might be prudent to reduce resources to deliver the maximum overall ROI. We would have essentially a product and marketing plan for each of the key segments that the research and input determined were a priority. We have planned for all of the segments to be fully analyzed and from the input of the West Virginia stakeholders, the SAG team, and the thought leaders we will produce a report that will include a ten-year economic projection for each segment. The areas that would be studied for each segment would include, but not be limited to:

- Current Position – Conclusions from overall research
- Past Trends
- Competitive Position
- Future Product Development
- Ten Year projections
- Economic Impact
- New Revenue opportunities – Funding Strategies
- Private investment opportunities
- Marketing planning and opportunities

### ***Agency Assessment and Opportunities***

In conjunction with the assessment of the individual industry sectors, SAG would collaborate with the key supporting agencies to determine how to maximize their participation in the success of the ten-year plan. SAG's experience with Destination Marketing organizations give us an opportunity to work on how to align their efforts in support of the overall tourism. We would recommend opportunities to leverage resources that would enhance the overall economic development results.

It would also be important to work with every association to determine if there were opportunities to create new marketing and infrastructure resources. Our experience in this area is that when industries are supportive of an overall plan and have had substantial input they can be very creative in how resources can be raised. In SAG's history, we have worked with public and private leaders and have raised well over \$200 million towards tourism assets.



## **Strategic Advisory Group**

### ***Create Funding Strategies***

SAG has extensive experience in many areas of funding. In every industry sector plan we would propose funding strategies. We would work with each industry association and potential private and public partners to determine possible opportunities. We would propose opportunities and evaluate current West Virginia legislation. We would work closely with state and federal government partners to maximize current opportunities. SAG has also worked extensively on proposing and supporting new legislation that might open up opportunities for future tourism. In conjunction with the committee, we would propose funding strategies for each major recommendation.

### ***Preliminary Review of Findings***

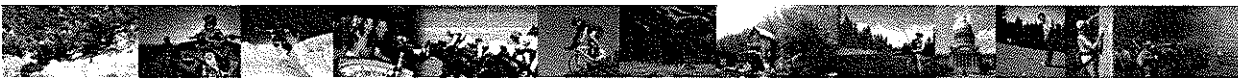
SAG would take the preliminary recommendations and findings for each market segment and review them with the Division of Tourism, the Committee, and key stakeholders. We envision meetings with the partners of SAG and Mr. Poimiroo to review the preliminary findings for each segment. These sessions would be vital for refining our analysis and begin final preparation of the ten year plan.

### ***Draft Strategic Plan***

A draft plan would be prepared and presented to the State Legislature, the Division of Tourism, the WV Hospitality & Travel Association, and other key project stakeholders. This plan would have the final analysis and recommendations for each of the current and new market segments that will be proposed. This will include all infrastructure, marketing and revenue generation recommendations. The critical step in these presentations will be to review preliminary goal setting. SAG has had great success ensuring that metrics are established and that there is a goal setting process within each segment. SAG will then assess how it will impact the overall tourism results. The economic goal setting would include validation with supporting industries. We would validate our current and future direct spending models with these key partners as part of securing their support for the final plan.

### ***Final Strategic Plan Preparation & Draft Presentation***

SAG would take all of the final input and goal setting collaboration and prepare the final report and executive summary. Our executive summary would focus on the key recommendations and the overall Return on Investment. We have had success with many clients when we are able to clearly demonstrate the economic and broader benefit of the recommendations in our reports. We would prepare that as a key part of the summary for the State of West Virginia.



## **Strategic Advisory Group**

We would also prepare an oral presentation for the Division of Tourism, the Committee, and key stakeholders. We would meet with the larger stakeholder groups, as requested, to make this presentation and to get additional input on how to maximize effectiveness.

### ***Create Communications and Advocacy Plan***

The creation of a communications plan will be important to secure a broad base of support for the Plan. SAG will collaborate with the internal client project team as well the communications and advocacy experts within the committee to maximize community, political, and stakeholder support. This step is critical to long term success and initial support, and is another distinction of our approach. SAG will work to ensure a plan is in place for how each major initiative would be supported.

### ***Final Client & Stakeholder Presentations***

In conjunction with the major stakeholders, SAG would deliver a series of presentations to the larger stakeholder community and all public sector and elected officials who would be important to future implementation. SAG will make itself available when and where as needed to present the Final Strategic Plan.

### ***Continued Support***

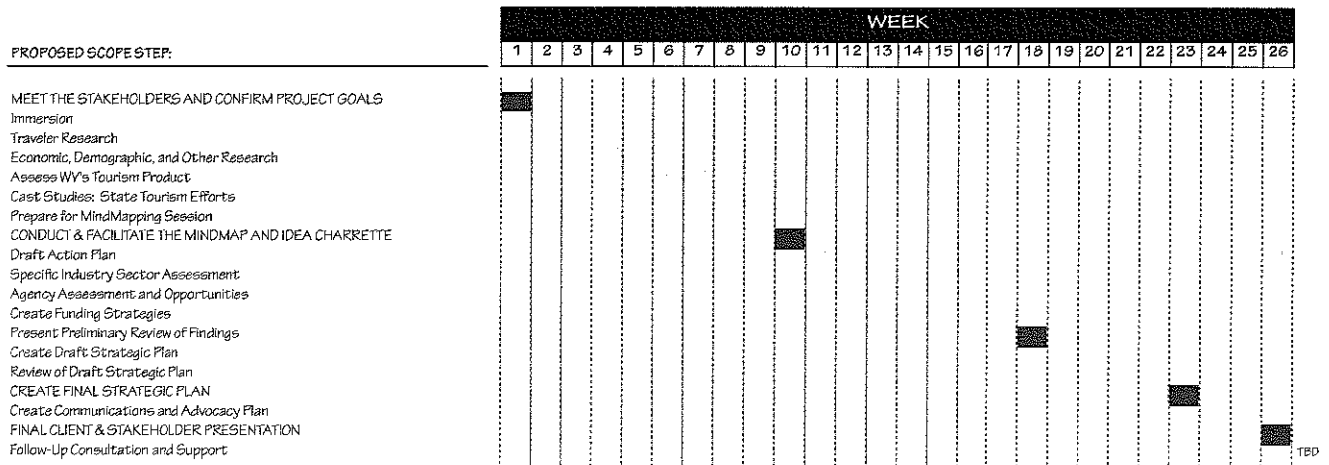
SAG has built into its proposal availability to re-convene with the key stakeholders and continue the advocacy and refinement of the ten-year plan. This is a critical part of long-term success and we are committed to stay engaged to help ensure long-term success and implementation.



## Strategic Advisory Group

### PROJECT TIMELINE

SAG estimates the project will take approximately six months to complete. Below is a projected timeline for the engagement.





## Strategic Advisory Group

### WHY SAG?

The partners of SAG and the experts assembled for the project will provide a knowledge base that is extensive. Coupled with the internal project team of the State Legislature, the West Virginia Division of Tourism, the Tourism Commission, the WV Hospitality & Travel Association, and other tourism industry stakeholders will together provide all of the intellectual resources required to produce an innovative plan to grow the tourism product of West Virginia.

SAG has a long track record of collaboration and honest recommendations that will help insure that the plan and the recommendations can be feasibly implemented. We are committed not to make any recommendation without a strategy for implementation.

It is this implementation that SAG has had success in over its 20-year history. If our recommendation is to move forward on a tourism asset or initiative, we will propose solutions for making this a reality. We have had great success with creative funding mechanisms and have advocated with the public and private sector to move our projects forward. This is an important distinction of SAG's approach to support West Virginia tourism.

We also pride ourselves in creating metrics and setting goals for any project we are supporting. This will give the tourism industry, elected officials, and other stakeholders an agreed upon method for measuring success. We have extensive experience along with our team in looking at all aspects of a successful project or campaign.

We look forward to the SAG team creating a 10-year plan that is aggressive and actionable. As we have stated, we are also committed to stay engaged and check back on a scheduled basis to see how we can continue to support the growth of West Virginia tourism.



***Attachment B: Mandatory Specification Checklist***

Not applicable.



## **StrategicAdvisoryGroup**

### ***Attachment C: Cost Sheet***

As requested, the Cost Proposal has been submitted in a separate, sealed envelope and can be found only in the proposal marked "ORIGINAL".





**Strategic**AdvisoryGroup

***Appendix I: Purchasing Affidavit (signed and notarized)***

RFQ No. TO2A089

STATE OF WEST VIRGINIA  
Purchasing Division

**PURCHASING AFFIDAVIT**

**West Virginia Code §5A-3-10a states:** No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owed is an amount greater than one thousand dollars in the aggregate.

**DEFINITIONS:**

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Debtor" means any individual, corporation, partnership, association, limited liability company or any other form or business association owing a debt to the state or any of its political subdivisions. "Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities. "Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

**EXCEPTION:** The prohibition of this section does not apply where a vendor has contested any tax administered pursuant to chapter eleven of this code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

Under penalty of law for false swearing (*West Virginia Code* §61-5-3), it is hereby certified that the vendor affirms and acknowledges the information in this affidavit and is in compliance with the requirements as stated.

**WITNESS THE FOLLOWING SIGNATURE**

Vendor's Name: STRATEGIC ADVISORY GROUP

Authorized Signature: [Signature] Date: 2-1-2011

State of PENNSYLVANIA

County of DELAWARE, to-wit:

Taken, subscribed, and sworn to before me this 1<sup>st</sup> day of FEBRUARY, 2011.

My Commission expires APRIL 15, 2012.

AFFIX SEAL HERE

NOTARY PUBLIC Peter E. Giambalvo

