

**Lee County Board Of County Commissioners
Agenda Item Summary**

Blue Sheet No. 20020703

1. REQUESTED MOTION:

ACTION REQUESTED: Approve the creation of the Lee County Sports Development Council

WHY ACTION IS NECESSARY: Recommendations of the Tourist Development Council require B.O.C.C. approval.

WHAT ACTION ACCOMPLISHES: Implements a dedicated sports marketing department enabling the County to maintain and improve a competitive advantage in the lucrative sports market. Currently amateur sports provide a \$40 million impact on the Lee County economy.

2. DEPARTMENTAL CATEGORY: 1
COMMISSION DISTRICT #
Countywide

CIA

3. MEETING DATE:

07-09-2002

4. AGENDA:

CONSENT
 ADMINISTRATIVE
 APPEALS
 PUBLIC
 WALK ON
TIME REQUIRED:

5. REQUIREMENT/PURPOSE:
(Specify)

STATUTE
 ORDINANCE
 ADMIN. CODE
 OTHER

6. REQUESTOR OF INFORMATION:

A. COMMISSIONER _____
 B. DEPARTMENT _____
 C. DIVISION Visitor & Convention Bureau
 BY: D. T. Minich, Executive Director

[Signature]

7. BACKGROUND:

The Lee County Sports Development Council Business Plan was approved by the Tourist Development Council at its June 7, 2002 meeting.

The sports market is a highly competitive business that is becoming increasingly lucrative to the local economy. The Sports Development Council will take our sports marketing and hosting capabilities to the next level, much like what happened with the development of the Horizon Council and the Economic Development Office.

Funding for the Sports Development Council's operational budget will be provided from two sources - \$300,000 from the stadium debt services portion of the tourist tax and \$200,000 from the advertising and promotions side (VCB operations). If approved, the Sports Development Council will begin operation on October 1, 2002.

Attachment: Lee County Sports Development Council Business Plan

8. MANAGEMENT RECOMMENDATIONS:

9. RECOMMENDED APPROVAL:

A Department Director	B Purchasing or Contracts	C Human Resources	D Other	E County Attorney	F Budget Services			G County Manager
<i>[Signature]</i> 6-13-02				<i>[Signature]</i> 6/14/02	<i>[Signature]</i> 6/19/02	<i>[Signature]</i> 6/19/02	<i>[Signature]</i> 6/19/02	<i>[Signature]</i> 6-20-02

10. COMMISSION ACTION:

_____ APPROVED
 _____ DENIED
 _____ DEFERRED
 _____ OTHER

REC'D.
by CO. ATTY.
6/13/02
11:00 am
CO. ATTY.
FORWARDED TO:
[Signature]
6/13/02 2:30 pm

RECEIVED BY
COUNTY ADMIN.
6-13-02
2:15 pm DD
COUNTY ADMIN.
FORWARDED TO: 05
6/20/02
10:56 am

**Lee County Sports Development
Council / Lee County Sports Authority**

Business Plan

Prepared by

Lee Island Coast Visitor and Convention Bureau

Approved by the Tourist Development Council on June 7, 2002

Lee County Sports Development Council
Table of Contents

	Page
<i>Executive Summary</i>	3
History and Principals	4-5
<i>Mission and Vision Statements</i>	6
Organizational Goals and Objectives	6
<i>Marketing Plan</i>	7-10
Proposed Marketing Shows	11
<i>Financial Plan</i>	12
<i>Staff Job Descriptions</i>	13-18
Potential Board of Directors	19
<i>Role of the Sports Organizing Committee/ Foundation, Summary and Conclusion</i>	20-21
<i>2001 Sports Events List</i>	22-23

Executive Summary

Over the last 10 years, Lee County has developed a sports program that commands a high level of public recognition. In addition, Lee County has positioned itself as an area that can host many single or multi-sport events on all levels of competition that require multiple venue use.

Lee County has benefited from the economic impact of sports by targeting “family driven” events that need to secure host sites, particularly during the “value season” of Lee County’s tourism driven economy. Lee County’s consistent positive economic development has also attracted sport related business endeavors in the form of professional sports franchises in both the major and minor leagues.

During the history of the Lee Island Coast Visitor and Convention Bureau (VCB), sports has been one of the target markets that has shown a tremendous growth pattern. Having consistent staff scheduled to attend annual sports oriented shows and conventions has provided an excellent return on investment. In the past few years, the VCB has spent approximately \$200,000 per year in sports related expenses for a return of an estimated 40 million dollars in economic impact annually.

As mentioned in this reports summary and overview, there is a need for the sports component of the county’s marketing arsenal to move to the next level. It’s imperative that all sport related entities, both public and private, be drawn closer together to develop one lead agency to champion the business of sports in Lee County. This plan encompasses those resources in the eventual development of a public-private partnership to reach this goal.

This proposals initial approach is to set up the Lee County Sports Development Council (LCSDC) through a direct funding source provided by the TDC. As mentioned earlier, the initial funding for the LCSDC will be derived from a combination of funds from the TDC/VCB and a portion of the allocated 13.4 % of the stadium debt service.

In these uncertain times, it would be in the County’s best interest to fund and set up this endeavor in this fashion so that the VCB sales and marketing efforts would remain intact. Future plans indicate that an emphasis on private and corporate sponsorship support will be targeted. Using this approach a 3-5 year plan will be created as a basis for the eventual set up of a public/private not-for-profit agency that will continue to develop the sports market for Lee County.

History and Principals

The Lee Island Coast Visitor and Convention Bureau has had an active role in sports marketing since 1992. Through the collective vision of the Visitor and Convention Bureau, (VCB) the Lee County Hotel Motel Association and the Lee County Parks and Recreation Department, (LCPR) steps were taken to focus on adding value to the services offered by Lee County for the solicitation, organization, and implementation of sporting events.

The Lee County Sports Organizing Committee (LCSOC) was formed, based on the needs of the aforementioned entities. Since that time, great progress has been made in the acquisition of sporting events. Initially, the role of the LCSOC was to allow flexibility in targeted areas of event management. Currently the roles of the aforementioned agencies have been more clearly defined; however, there has been sporadic duplication of services, even though the VCB has long requested that a more streamline approach be considered. The LCSOC is a member driven, not-for-profit organization, which has its own full time staff of two with a volunteer board of directors. Their primary role has been to add value to the efforts of the VCB and for Lee County as a whole. However, requests of the VCB to encourage their efforts to be focused on developing a volunteer base, sponsorship network, and event management have not been addressed. On the other hand, the LCSOC has offered a housing bureau service that has added value to the current sports marketing effort however, on the local level this has been met with mixed reviews. Since the LCSOC is membership driven, it only assists with the booking of rooms with properties that are members of their organization. It is our position that the hotel base can be broadened, offering sports related business to the entire hotel industry. The LCSOC will look into expanding the focus of travel related needs to include setting up contracts with ground transportation as well as air travel. Further, the VCB had granted an exception to the rule of the special event-marketing program when it allowed the LCSOC to submit an application that would cover a number of events, not the traditional event-by-event application process. To date, the LCSOC has benefited by receiving funding from the Tourist Development Council (TDC) to assist with the promotion of events that are annual in nature or have been recently awarded.

In 1995, the VCB hired a sports marketing representative, who spends 85% of the time on developing this market segment. Ideally, the VCB has acted as the conduit to the sports market. It generates leads by marketing Lee County to a myriad of potential event owners, national governing bodies, sports meeting planners and rights holders. This is accomplished by an aggressive travel schedule that places staff at sports related meetings and conventions, trade shows, and even scouting events being held in other areas that may be a good fit for Lee County. Prior to attending events, the VCB meets with the local

sports community to seek their input regarding the marketing strategy that they will use to target events, as well as discussing specific programs to ensure that Lee County will have a return on its investment.

Lee County has established an excellent communication network amongst all sports related agencies, both public and private. This allows consistent two-way communication that focuses on meeting the needs of all parties involved. In short, the VCB markets the community as a sports destination based on local input, prepares detailed multi media proposals, secures the events, then turns them over to our local organizing committee made up of public and/or private agencies that will make the events successful. This "team" approach has assisted Lee County in providing vital economic impact for our area. Through the course of seven years the VCB has become recognized as the sports marketing agency for the County. Lee County Parks and Recreation has been a major resource for our facility needs. As a County partner, they have gone above and beyond to meet the event coordinators demands and needs. It makes sense for the LCSDC to be a County organization since we are expending so much time and effort through our various departments.

Lee County will develop a system that will cull our resources to establish an authority that will further streamline the standard operating procedures, as well as maximize the effectiveness of the individual groups and the services they offer so that the sports market has a clear defined method for attracting, and implementing events.

The proposal will fold the existing agencies into a board of directors that will allow clear focus of the facilities, resources, and services that are needed in order to implement events. Presently, there have been incidents that warranted clarification that both agencies, the VCB and the LCSOC acted in the same capacity, creating an inconsistent message in the sports market as to who is the lead agency representing the Lee County area. One of the goals of establishing the authority is to further define the roles of all sports agencies in Lee County.

In closing, "amateur sports" has provided Lee County with 30,000 to 40,000 rooms nights in 2001 with an estimated economic impact of 40 million dollars. Professional sports provide an estimated additional 30 million dollars per year in economic impact to the Lee County Community. It's our hope that the establishment of this office would not only continue to lure amateur events, but also to assist with professional franchises as well.

Mission Statement

The mission of the LCSDC is to attract sporting events and activities that will provide economic impact to the Lee County Community. Further, the LCSDC will position itself as a clearinghouse to both local, national, and international sport entities to assist with the marketing and promotion of events that target the Lee County area as a potential host site.

Vision Statement

The LCSDC will enhance the quality of life for the citizenry of Lee County, as well as visitors to our community, through sports to achieve economic development as well as to enhance the image of Lee County through this market niche.

Organizational Goals and Objectives

- Concentrate on providing quality use of leisure time for our visitors and citizens through sports events.
- Cultivate the inclusion of individuals and organizations, which will further educate our citizens regarding the value of sports to our community.
- Establish a Board of Directors that will assist with the attraction of events to the Lee County area through a series of appointments from both the public and private sector.
- Increase the awareness of visitors and citizens as to the events that are currently being held in our area.
- Consistently create new methods to market our area as a potential host site for events on all levels of service.
- Continuously attract new events to Southwest Florida.
- Create alliances with surrounding counties to bundle the attractiveness of our area for sporting events,
- Increase the visibility of Lee County as a potentially new territory for the location of professional sports franchises.
- Continue to assist municipal governments in the development of sport venues so that they can be used to attract events.
- Work with local sports groups to create a synergy and network to target events that are currently available in our own back yard, as well as to create our own events that will attract visitors to our community.
- Create constant clear communications with venue owners, both public and private, that will allow Lee County to have a team approach to maximizing the direct economic impact of sports in Lee County.
- Strive to attract organizations that will select Lee County as a sports convention and meeting site as well as a possible training center.
- Establish signature events that will associate the LCSDC with our business community.

Marketing Plan

Lee County Sports Development Council (LCSDC) Sports Marketing Strategy

Marketing Plan-Initial Approach

- To increase room nights associated with sports (group/team) activity by 10% during 2003. In addition, the sports market will continue as a cooperative effort between local sports related organizations and individuals.
- The LCSDC will act as the official sports agency for the LIC. The definition of “roles” will continue to be established.
- Bid development, as well as the ability to make multi or single sport presentations, will continue to be a major priority of the LCSDC with the ultimate goal of attracting event owners, promoters, and national governing bodies to place their specific sports events or meetings in the Lee Island Coast.
- Past and current relationships on the local, state, national and international sports market will continue to be nurtured and expanded with a major emphasis on a standard procedure for follow up with the goal of extending the stays of prospective sports related groups as well as keeping the impression of the Lee Island Coast as a psychological reminder in sports visitors minds as an option for a vacation or getaway destination.
- Additional focus will be placed on broadening the relationship with the Florida Sports Foundation. (FSF)
- Sponsorships and partnership development will also be a focus to assist in underwriting events on a local, state, national, or international level.
- Standard operating procedures with local sports groups, as well as municipal parks & recreation departments, will continue to be developed and sharpened. A focus on the recruitment of a volunteer force will be a priority.
- Business alliances will be targeted for development as they relate to building relationships with “private groups” and privately owned and operated venues to solicit and secure “non traditional” sporting events.
- The sports meetings market will be targeted as a potential source for business year round.
- Continue open lines of communications with private facilities such as TECO/Skatium//FGCU.

Promotional Marketing Strategy

- Continue to market the “Lee Island Coast” as a sports destination outlining past event history, access, climate and event experience, as well as other sporting, leisure and recreational opportunities.
- Further nurture the relationships that the VCB has developed in the group sports market, the LCSDC will focus on re-visiting its relationship with current partners, as well as create a positive approach to develop open lines of communication and network with similar agencies such as sports governing bodies on local, state, national, and international levels. In addition, proper positioning of the Lee Island Coast product will target not only the sport event participants for their event but their families in hopes of parlaying the sport event into a family vacation.
- Emphasis will be placed on an equitable distribution of events at major publicly owned sports venues, keeping sound business decisions as the criteria for event implementation.

Services to be Marketed/Directly and Indirectly

- Benefits of choosing the LIC as a host site and how they could be used to the advantage of governing bodies or promoters.
- Current availability of certain value added services, such as potential travel services,
- Attractiveness of Lee County as a well-rounded destination as a “host” site.
- Attractions
- Environment (beaches, etc.)
- Current Infrastructure
- Past Sporting “Events” History
- Affordable quality sports friendly accommodations/High inventory
- Close Proximity to local and/or Florida attractions
- Local event support from both public and private entities.
- Access
- Climate
- Growth and establishment of long term relationships with private promoters and national governing bodies will pay high dividends.
- Statewide team player, referring events to other Florida Sports Commissions if the LCSDC is unable to host event.

Beneficiaries of the Sports Market

- Business, hotels, restaurants & attractions.
- Year round residents benefit from the ability to participate in or to attend as a spectator, adds to quality of life.
- Allow public and private venue owners to use the LIC as an amenity to attract events.
- Local governments by increased tax collections.

Distribution Issues

- Distribute sports and destination related information to incoming sports participants.
- Position events to enjoy community amenities through participating sponsors.
- Sports specific outlets.
- Newsletter.
- Governing body promotional pieces
 - Sport related trade shows would be included in the LCSDC sports marketing program. Shows will be evaluated each year for return on investment and new markets explored.

Marketing “Positioning” of Service

- Dedicated funding source.
- How the LCSDC will position our area against other potential “host” sites. Stressing strengths but knowing our weaknesses as well as our competitors and exploiting them.
- Point out unique aspects of LIC’s sporting history.
- Emphasis quality of sporting venues
- Availability of other events and attractions while in the area
- Relaxation
- Value
- Safe Family Destination

Features of establishment of the Lee County and the LCSDC that should be Stressed

- One lead agency will emerge.
- Strengths of all aspects of the sports industry will be pulled together for a common goal.
- Hospitality industry and the sports industry will be one.
- Funding source will not adversely affect existing programs.
- Staffing issue will addressed to take sports to the next level.
- Government support of sports will become a high profile subject.
- Years of requests for funds by special interest groups will finally be achieved, with an entity and staff with a 100% focus on sports coming to fruition.

Pricing Issues – Economics of the Sports Market - Seasonality

- Outline costs of providing a positive sporting experience to event participants, their families, local businesses and groups.
- Must determine if monetary outlay will bring profitable return or open other doors of opportunity.
- Choosing the LIC as a host site will offer an easy process to implement your event

Potential Marketing Strategies

- To create a standard “pitch” slogan to be used at all sporting events choosing Lee, i.e. “Sports Score in Lee County” “Lee County Sports its Major League”. Create a logo and possible mascot.
- Develop a database of all sporting activity participants for follow up offer of extended stay, “tweak” past visitors with related sports events, or hotel and attraction specials. In addition, this program will be used to keep Lee as a constant reminder in the event that a past visitor will keep the Lee Island Coast as a viable vacation/leisure destination.
- Identify links between the LCSDC and other sports entities, and pursue similarities on how they could be used to each other’s mutual benefit.

Long Range Marketing Goals/Community Awareness

- Work to broaden the scope of the LCSDC as far as getting sponsors involved as members who will be added to the board, which will strengthen the financial position of the LCSDC, and expand the scope of community and corporate involvement, while broadening the vision of “Big Picture.”
- Be pro-active as being involved in the development of new sports facilities, so that a minimum standard is met in order to allow proposed facilities to host national and international events.
- Expand the focus of developing sports alliances with local groups, both public and private; to help promote and develop leads on available sports related events.
- Increase awareness of the LIC as a tried and true sporting destination.
- Target a diverse number of sport events so that we are not wearing out our welcome with our sports market (baseball) of opportunity.
- Act as LCSDC representative, educate other agencies as to methods of operation of the LCSDC and encourage their utilization of our services. Create a positive public image on how everyone benefits from incoming sporting events.
- Develop a display for trade shows and events/Sport specific collateral
- Hone standard operational procedures of event implementation.
- Develop sports related itineraries to be packaged and offered to past and current sports related visitors.
- Produce a sports brochure that focuses on available venues to be used as a marketing tool to entice sporting events to our area. This piece will be developed to be used as a general information piece or to target specific sports.
- Create a calendar of events, which takes into account variables that will have an impact on an incoming sporting event.
- Identify more non-traditional sports and focus on their benefit to the LIC.
- Major strengths, weaknesses, will be monitored and adjusted to increase market share.
- Develop methods to sustain interest, vehicles to produce successful events and the *marketing skills to get there*.
- Continue to expand presence on the web, constantly updating current information.

Proposed Marketing Shows

- Amateur Athletic Union National Convention
- Amateur Athletic Union State Meeting
- Amateur Athletic Union Youth Excel Program
- Amateur Softball Association National Convention
- Amateur Softball Association State Meeting
- National Softball Association National Convention
- Independent Softball Association National Convention
- Sales call to Independent Softball Association
- Sales call to the United States Olympic Training Facility
- Teams
- National Association of Sports Commissions Annual Convention
- International Sports Summit
- Florida Sports Foundation Annual Meetings
- Florida Recreation and Parks Association State Meeting
- Twinsfest
- National Police Athletic League National Convention
- National Police Athletic League Board of Directors Meeting
- World Congress of Sports
- American Baseball Coaches Association
- Sales call to Perfect Game
- Sales Call to Roy Hobbs
- Sales call to Senior Profession Baseball League
- Sales call to Senior Softball World Series
- National Collegiate Athletic Directors Convention

Financial Plan

Preliminary thoughts indicate that a budget of \$500,000 is set-aside for the LSCDC. It is to be noted that the funding will be a combination of \$200,000 from the TDC/VCB and \$300,000 from the stadium debt service portion of tourist tax revenues. Concluding that an initial examination indicates an initial budget of \$500,000.

The following is an estimated first year budget based on a proposed increase level of service.

- Office Space/Utilities
- Staff Salaries & Benefits (Executive Director, Administrative Assistant, and Sales & Marketing Director)
- Office Equipment, Computers/Office Equipment & Supplies Cell Phones
- Travel
- Event Operations
- Marketing and Promotions

Staff Job Descriptions

Executive Director

Director of Sales, Marketing and Bid Development

Administrative Assistant/Fiscal officer

Job Descriptions

Executive Director

General (Job Hierarchy) Director, Lee County Sports Development Council

Department: **VCB**

Reports to: **TDC/VCB Executive Director**

Description: The LCSDC Director directs the activities associated with the marketing of Lee County as a sports event and meetings destination. This will be accomplished by targeting programs that will have a direct economic impact on Lee County accommodations and attractions, as well as through the utilization of taxable goods and service by participants of sports programs.

The incumbent oversees the marketing, research, public relations, hospitality and sales of the sports market both domestically and abroad. Particular attention is focused on the ability of the director to build relationships and position Lee County as a potential host site for sports related functions.

Education Experience: Minimum qualifications: Any combination of training and experience equivalent to: Graduation from a four year accredited college or university, with major course work in marketing, public relations, economics, business administration or any related community services curriculum. Seven years of responsible sports marketing, travel, or related field, including four years in the event management, bid development, or sports marketing leadership role. Certification from (or enrollment in the program) the National Association of Sports Commissions strongly preferred.

Specific (Job Family) Working Title Director, Lee County Sports Development Council

Number of employees supervised 2

Scope of Job: The Director of the LCSDC directs all activities of the Sports Development office, to increase the economic impact of sports on Lee County. The incumbent oversees the marketing, research, public relations hospitality and sales of the sports market, both domestically and abroad. Particular attention is focused on the ability of the director to build relationships and position Lee County as a potential host site for sports related functions. The incumbent will supervise and oversee, the sales and marketing efforts, coordinate the show calendar, bid development, event management, housing bureau, meetings, purchasing, sponsorship development, volunteer recruitment and will oversee the employees in the unit. The director will also provide administrative leadership both with in the department but also for the local organizing committees per event as well as creating county interdepartmental relationships. This will also be applied to other sports or service related municipal government offices and privately owned venues and services. The employee will also need to exercise independent judgment and initiative.

Essential Duties and Responsibilities: To perform this position successfully, an individual must be able to perform each of the following duties satisfactorily. Other duties maybe assigned.

- Serves as the liaison to the VCB and TDC as to determining policy for sport related issues in the best interest of Lee County.
- Oversees and directs the operations of various aspects of the sports market through staff under the direct authority of the director as well as local sport related entities both public and private.
- Supervises staff, assigns projects and tasks, implements staff training programs, evaluates work performance and addresses disciplinary issues when necessary.
- Reports on all sports related projects and programs to the VCB/TDC, County Manager liaison and BOCC.
- Works with staff to prepare budgets, and in the maintenance of monetary controls.
- Evaluates and interprets statistical data and operating reports to evaluate the effectiveness and the overall economic impact of sports related programs and projects on Lee County.
- If the department contracts with outside service firms such as telemarketing, advertising, research, travel services and marketing, the director will oversee these programs.
- Represents Lee County on the local, state, national and international levels for sports related issues and programs.
- Exercises a high degree of decision making ability relating to the operations of the Sports department, determines compliance and interprets existing policy and procedures on a myriad of issues.
- Recommends hiring and firing decisions to the VCB director.
- Decisions requiring legal advice or approval of new policy or procedure are referred to the County Attorney or the County Manager liaison after receiving input from the VCB/TDC.
- Works with National Governing Bodies, event owners, promoters and meeting planners to attract events to Lee County.

Preferred Knowledge, Skills & Abilities.

- Certification from (or enrollment in the program) the National Association of Sports Commissions strongly preferred.
- Considerable knowledge of basic principles of tourism, the group leisure market, as well as the technology associated with each category.
- In depth knowledge of the Lee County sports and tourism industries, as well as their products and a working knowledge of the hospitality industry.
- Possesses networking contacts on the local, state, national and international levels.
- Demonstrated ability to lead and manage major sporting events, their sales and marketing logistics and operations.
- Experience of the Florida sports market and its challenges.
- Knowledge of available grant and marketing awards programs on the local, state, and national levels.
- Possesses a demonstrated ability to lead highly motivated individuals and groups. The attitude of being a team player must be strongly evident.
- Highly developed ability to establish and maintain effective working relationships with local sports contacts, state identified sport commissions, and authorities and the municipal and private sport entities, and the general public.

Director Sales, Marketing & Bid Development

General (Job Hierarchy) LCSDC Sales Marketing and Bid Development

Department: **Sports Development**

Reports to: **Executive Director**

Description: Work involves the responsibility for marketing, coordinating and implementation of sporting events that have selected Lee County as a host site. Works to create local organizing committees to oversee the logistic and operations of events on state, national and international levels. Assists with the development of bid documents. *Researches the background demographics and economic impact of potential events and their ability to be held in Lee County.* Coordinates events with the local municipal parks and recreation offices as well as our service-related entities such as the housing bureau. Assists with the development of sales and marketing programs and the development of sales collateral such as brochures and other promotional information, Coordinates volunteer recruitment efforts and also develops sponsorship packages. Oversees the development of partnerships by promoting the LCSDC to local businesses that have an interest in sponsoring events in the community.

Education Experience: Graduated from a four year accredited university with major course work in a sports or event management major. Two years documented of event management experience on the national level.

Specify (Job Family) Title: Sales, Marketing and Bid Development

Number of employees supervised is 0 but will be required to manage events working with individuals not under the direct employ of the LCSDC.

Scope of Job: The incumbent must possess a team player attitude. Employee will market, coordinate and implement events and programs that have been solicited by the LCSDC. Staff will need to possess experience in sponsorship package development sales skills and an ability to communicate effectively both orally and in writing.

Essential duties and responsibilities:

- Certification from (or enrollment in the program) the National Association of Sports Commissions strongly preferred.
- Considerable knowledge of basic principles of tourism, the group leisure market, as well as the technology associated with each category.
- In depth knowledge of the Lee County Sports and tourism industries, as well as their products and a working knowledge of the hospitality industry.
- Possesses networking contacts on the local, state national and international levels.
- Demonstrated ability to lead and manage major sporting events, their sales and marketing logistics and operations.
- Experience of the Florida sports market and its challenges.
- Knowledge of available grant and marketing awards programs on local, state and national levels.
- Possesses a demonstrated ability to lead highly motivated individuals and groups. The attitude of being a team player must be strongly evident.
- Highly developed ability to establish and maintain effective working relationships with local sports contacts, state identified sport commissions and authorities and the municipal and private sport entities, and the general public.
- Assists the director in creating effective bid presentation and sales tools.
- A strong background in marketing and promotion.
- Possess the ability to coordinate all aspects of event management.
- Knowledge of the sports market as to the hierarchy of event owners, promoters, and national governing bodies.
- Working knowledge of municipal parks and recreation.
- Basic understanding of all major traditional sports.
- Keen sense of judgment.
- Ability to travel.
- Knowledge of creating sales and sponsorship presentations.
- Knowledge of the sports trade shows circuit.
- Ability to work with local sports groups to attract and implement available events.
- Basic knowledge of event management and implementation.

Administrative Assistant/Fiscal Manager

General (Job Hierarchy) Title: Administrative Assistant

Department: Sports Development
Marketing Director

Reports To: **Executive Director or Sales &**

Description: Highly responsible professional work providing management level direction and planning for a department within County Government. Employee to provide executive level administrative, technical and fiscal support to the director of the LCSDC. The LCSA operates as a subsection of the VCB with an additional board known as the Tourist Development Council (TDC).

Work includes, but is not limited to assistance with the supervision of staff of professional, technical and clerical staff.

Education and experience: Any combination of education and experience equivalent to a four-year degree from an accredited institution with a focus on sports administration or sports management. Public administration, finance, accounting or related field. A four-year degree is preferred.

Two years of experience in a progressive sports commission or authority, including at least one year of supervisory experience. The incumbent will be required to demonstrate knowledge and skills necessary for specific job duties. Competency with Microsoft Office software a must.

Specific (Job Family) Working Title: Office Manger.

Number of employees supervises: 0

Scope of job: Employee in this position provides executive level administrative technical and fiscal support to the department of Sports Development, and its director and staff.

Essential Duties and responsibilities.

- Assists Director and staff in daily administrative duties.
- Prepares newsletters and local promotional flyers for events coming to Lee County
- Coordinates the schedule of the director and prepares needed information and technical data for appointments & meetings.
- Plans, assigns and supervises the duties of professional and supports staff after approval of the director.
- Prepares the agenda for the Board of Directors and reports to the VCB Director and TDC. Drafts and records the minutes of all meetings associated with departmental matters.

- Researches and reports to the director about available monetary award opportunities and grants on all levels. Prepares reviews and submits applications for funding after review by the director.
- Facilitates workshops, sponsorship opportunities and volunteer recruitment.
- Coordinates RFP's and contract change orders with the appropriate county office.
- Prepares and processes items for the TDC and BOCC agenda (Blue Sheets)
- Knowledge of Government mechanics.
- Represents the director at community functions and executes public presentations as needed.
- Responds to public requests for information.
- Works with professional sports team's liaisons as to the events that may affect their franchises and programs.
- Resolves industry and citizen concerns.
- Participates in the development of departmental goals and objectives.
- Manages the administrative budget and monitors the departments expenditures. Provide bi monthly financial and budget status report to the director.
- Tracks economic impact figures of events and room nights through the identified methods.
- Manages purchasing for the department, and acts as the liaison to contractors as needed.
- Acts as liaison to ITG.
- Makes recommendations to the director as to all aspects of office management.

Preferred Knowledge Skills and Abilities. Listed items are representative of the duties skills and abilities that may be required but not limited to the essential job functions of the position.

- Working knowledge of Microsoft office such as excel, word, access, PowerPoint.
- Posses experience in community relation's skills.
- Strong communications skills such as public speaking, writing and presentation ability.
- Strong but fair supervisory skills.
- Ability to occasionally travel work weekends and long hours
- Possess valid driver's license.
- Ability to lift forty pounds

Potential Board of Directors *(representatives to be selected by each organization)*

County Managers Office

TDC/VCB Representative

TECO Arena Representative

Fort Myers Miracle, liaison to the Minnesota Twins

Boston Red Sox

Florida Gulf Coast University

*** Municipal Parks & Recreation Departments (2)**

**** Hotel Representatives (4)**

***** Ex-officio board members added as needed, e.g. Sheriff's Office**

Meetings Plan

There will be an annual meeting established.

Regular Meetings (s)

Meetings will be on a designated day once a month. *A once a month venue manager meeting is being recommended.*

Special Meeting

Shall be called at the discretion of the Executive Director.

** Lee County has five municipal Parks & Recreation agencies, Lee County, Ft. Myers, Cape Coral, Sanibel Island and Bonita Springs. It is suggested that Lee County have a permanent presence on the board with one representative from each of the other offices to rotate on the board on an annual basis.*

*** It is suggested that four individuals from different hotels that have provided service to sports teams on a regular basis, serve on the board on an annual basis.*

Role of the Lee County Sports Organizing Committee

The current Lee County Sports Organizing Committee (LCSOC) shall be included in the overall business plan in the capacity of an independent contractor for Lee County. Some of the duties are to include;

- Act as the official housing bureau providing accommodation assistance.
- Support with local fundraising efforts.
- Provide support with the selling of partnership opportunities.
- Assists with event management as needed

A contract will be developed and implemented between Lee County and the LCSOC. The LCSOC will act in a contractor capacity. The scope of services will be provided based on standard county operating policies and procedures.

Lee County Sports Development Council Foundation

It is the intention of Lee County to develop a stand-alone foundation that will provide support services to the LCSDC. A 501-C3 organization shall be set up and given the task of raising awareness and funding to assist with providing financial support to the LCSDC. This foundation will be comprised primarily of private business owners and corporate leaders with the primary responsibility of generating support for the LCSDC.

Summary and Conclusions

Sports marketing agencies are vitally important to the areas they serve. Direct and indirect economic impact to their respective communities seems to be the common denominator as to their reason for being.

The state of Florida recognizes thirteen Regional Sports Commissions (RSC) all serving the same purpose. Of the RSC that responded, they are set up similarly, but all are uniquely different. The basic categories are:

- Under the umbrella of at TDC/VCB and derives their funding from this source
- A public/private partnership with the sport commission and or foundation being a 501-c separate entity
- Totally private

In order to be successful, a guaranteed funding source will need to be identified for the first three to five years and then allow for the diversification of allowing additional funding to be solicited from the private sector. Terms which appear in entity title such as "Authority" and "Commission" seem to be a case of semantics, whereas true authorities have had to either have a sales tax or a dedicated funding source that has been established that would be funneled directly to that agency which would begin as a state or local

legislative issue. Along with this comes a political appointment from the approving governmental agency, which seems to have created issues, which have detrimentally affected each agency that has chosen that route.

It is recommended the current structure of Lee County's sports marketing efforts be re-evaluated and re-organized under the auspices of the Visitor and Convention Bureau, and a series of meetings be set up to unveil this program to the hospitality industry. This will allow local governmental mechanics to be responsible, not only for the funding, but will provide stability in the marketing efforts of the LCSDC.

Sports Event List 2001

- US Sailing Junior Olympic *
- Roy Hobbs World Series *
- Gene Cusic Collegiate Classic
- National Police Athletic League Baseball Championship *
- Amateur Athletic Union (AAU) Girls Basketball NIC *
- AAU Year Old and Under National Baseball Tournament *
- AAU Junior Olympic Inline Tournament *
- AAU Inline national Championships *
- AAU Crusader Gulf Coast Invitational Baseball Tournament *
- Triple Crown Softball *
- Independent Softball Association (ISA) Girls Softball World Series
- ISA Easton Challenge *
- ISA Masters Division *
- ISA Half Century
- ISA Octoberslam
- Senior Softball World Series Winter Nationals *
- Youth Basketball of America (YBOA) Youth Tournament
- North American Roller Hockey Championships (NARCH) *
- Florida Firefighter Physical Fitness Games *
- Union Printers International Baseball League *
- Lee County Archers 3-D Shoot *
- Perfect Game World Showcase *
- Perfect Game Sunshine Classic *
- Perfect Game Women's World Showcase *
- Perfect Game Underclass Showcase *
- Sunshine State Games Inline *
- USA Hockey (Several Events)
- USA Baseball/Team Canada
- Amateur Softball Association (ASA) Qualifier *
- ASA Co-ed State Championships

- SW Florida Eagles
- Florida Open Bowling *
- BMX State Championships
- Gathering of the Giants
- Easter Cup Soccer
- Bud Roth Memorial baseball Tournament
- Ice Skating International Figure Skating Championships *
- State Cup Soccer

*** Indicate events that the VCB is directly responsible for booking. All others are either events that have been established or have been brought to Lee County by a partnership between the VCB and a local contact. Please note that the VCB assists with marketing or other services for all events listed.**