

VISIT FLORIDA
Compliance & Operational Review

Bureau of Financial Monitoring & Accountability
Department of Economic Opportunity
June 3, 2016

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Executive Summary:

The Florida Department of Economic Opportunity (DEO) conducted a compliance and operational review of VISIT FLORIDA to: 1) ensure public funds are being expended in compliance with applicable statutes, rules, and regulations, 2) identify possible methods to better leverage private funds, and 3) promote policy consistency among all public/private partnerships.

In addition to VISIT FLORIDA's required annual A-133 single audit, this review follows several studies conducted over the past three years. During 2014 and 2015, the Office of Program Policy Analysis and Government Accountability (OPPAGA) conducted a series of three Florida Economic Development Program Evaluations, and in January 2015 the Office of Economic & Demographic Research (EDR) published a study entitled *Return on Investment for VISIT FLORIDA*. These previous reviews detailed the importance of the tourism industry for Florida's economy and showed a positive Return On Investment (ROI) for the public funds invested in promoting tourism.

Overall, our review of VISIT FLORIDA found an extremely sound operation with a robust accounting system and mature internal control structure. There are no material findings related to the samples we tested in the expenditure, procurement, or internal control categories.

We do, however, recommend some policy updates in the areas of public funds accountability and the DEO contract monitoring process that may help VISIT FLORIDA address the inherent tension between operating in the sunshine and requiring sensitivity in recruiting new business opportunities for Florida.

These recommendations include VISIT FLORIDA:

- Changing its external audit firm during the next contract cycle. DEO also recommends VISIT FLORIDA consider updating its external audit policy to include auditor rotation similar to other DEO-funded partnerships.
- Developing a standardized process to identify which records are confidential and publish additional external reports detailing public spending.
- Developing a public version of independent business evaluation reports which highlight project-specific performance.
- Adopting state standards on the reimbursements for staff travel.
- Working with DEO to develop a standard executive pay schedule that leverages private resources to supplement public funds.
- Working with DEO to continue annual monitoring for programmatic and financial compliance.

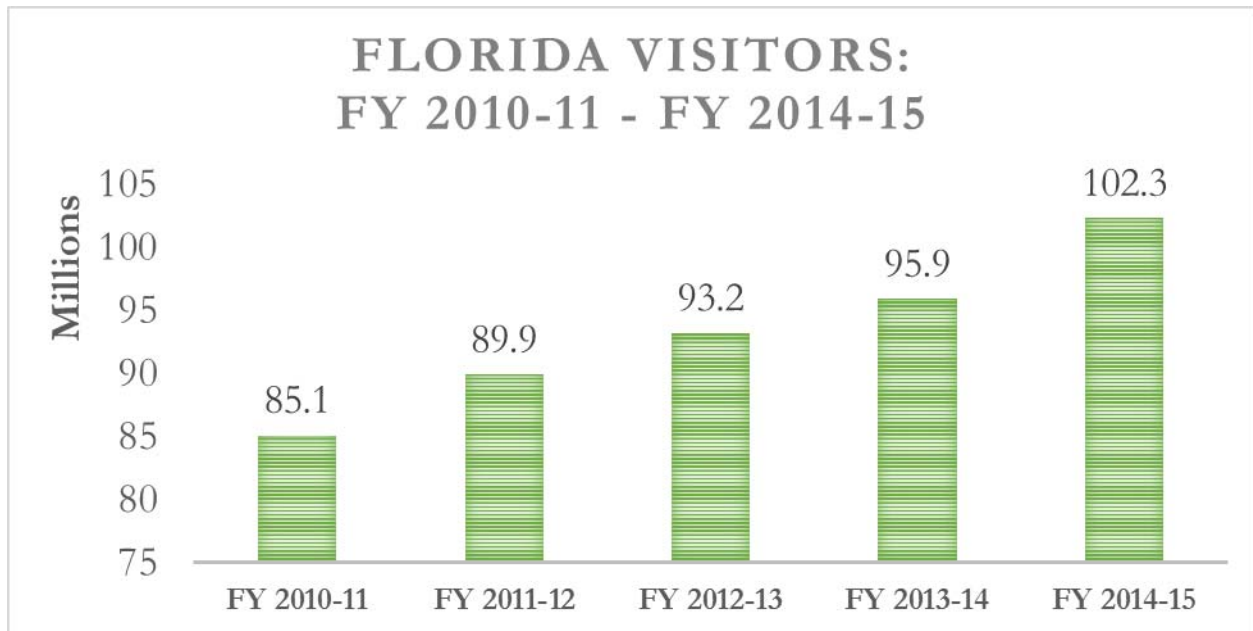
VISIT FLORIDA

Purpose:

The Florida Department of Economic Opportunity (DEO) conducted a compliance and operational review of VISIT FLORIDA to: 1) ensure public funds are being expended in compliance with applicable statutes, rules, and regulations, 2) identify possible methods to better leverage private funds, and 3) promote policy consistency among all public/private partnerships.

Background:

Tourism is one of Florida's largest industries, with the state hosting 105 million visitors in calendar year 2015, a 6.6 percent increase from 2014. In 2015, tourism generated \$89.1 billion in direct economic impact, an increase of \$7.1 billion from 2014. Tourism-related businesses also employ a significant number of Floridians; 1.19 million citizens were directly employed in travel-related jobs in 2015¹.



The Florida Tourism Industry Marketing Corporation, d.b.a. VISIT FLORIDA, is a statutorily created direct-service organization (DSO) of Enterprise Florida, Inc. (EFI). As summarized in a 2015 Office of Economic & Demographic Research (EDR) report²:

“VISIT FLORIDA has been the state’s official marketing corporation since 1996. Prior to that, the Legislature created the Florida Commission on Tourism in 1992 to oversee the promotion of the tourism industry for the state.”

¹ VISIT FLORIDA; Florida Tourism Fast Facts (current as of April 1, 2016)

² Office of Economic & Demographic Research, Return on Investment for VISIT FLORIDA, January 2015

“After VISIT FLORIDA’s creation, the commission contracted with it to carry out the programs and activities identified in the commission’s four-year marketing plan.”

“In 2011, the Florida Legislature consolidated the existing public-private economic development partnerships. Among the changes made by the Legislature, it abolished the Florida Commission on Tourism and created the Division of Tourism Marketing (division) within EFI. The law also directed EFI to contract with VISIT FLORIDA to execute tourism promotion and marketing services for the state. EFI is directed to appoint thirty-one tourism-industry-related members representing all geographic areas of the state to the DSO’s Board of Directors. Functioning as division staff, VISIT FLORIDA must develop a four-year marketing plan, which is annually reviewed and approved by the EFI board of directors.”

Through this marketing plan, VISIT FLORIDA facilitates tourism industry participation in domestic and international travel trade and consumer shows, as well as media missions to the top global visitor markets. VISIT FLORIDA also works closely with travel agents, tour operators, meeting and event planners, and it is responsible for operating Florida’s five Official Welcome Centers³.

Budget History:

VISIT FLORIDA’s activities are funded by the state and by private sector contributions. In Fiscal Year 2015-16, the Legislature appropriated \$74 million for these activities. This is funded by the Tourism Promotional Trust Fund (rental car surcharge) in the amount of \$24 million and the State Economic Enhancement and Development Trust Fund in the amount of \$50 million⁴.

The legislative appropriation is leveraged with additional funding from private sector businesses participating in VISIT FLORIDA cooperative advertising, trade shows and events, and partner and strategic alliances.

Below is a summary of the past four years of state and private funds.

- For FY 2012-13, \$54.0m (state) and \$108.6m (private);
- For FY 2013-14, \$63.5m (state) and \$120.1m (private);
- For FY 2014-15, \$73.0m (state) and \$141.8m (private); and
- For FY 2015-16, \$74.0m (state) and \$133.2m (private).

VISIT FLORIDA’s budget history clearly shows that they have exceeded the statutory requirements of a one-to-one match between public and private funds.

Scope:

DEO performed a limited scope review of VISIT FLORIDA’s policies and procedures, internal controls, contract and accounting systems, organizational structure, and various financial and programmatic control processes to ensure compliance with applicable statutes, rules, and regulations

³ VISIT FLORIDA 2015-16 Marketing Plan

⁴ *Thomas Howell Ferguson P.A. VISIT FLORIDA 2015 A-133 Audit*

and to evaluate operational efficiencies. Discussions and interviews were held with management to obtain an understanding of the organization, its methods for accounting for public and private funds, its contract management process, and its processes for tracking and evaluating the performance of its deliverables.

Review Procedures:

As a part of this review, we examined, on a test basis, detailed evidence supporting multiple transaction categories and actions taken by various members of management, and performed analytical procedures in the following areas: internal controls, policies and procedures, financial management processes, contract management, and procurement.

Internal Controls

Our examination included a review of VISIT FLORIDA's internal control policy, organizational chart, and a discussion with management regarding the assignment of work. We held discussions with management regarding board and committee structure and their roles and responsibilities in the overall direction of the organization. As part of our testing, we reviewed several transactions to determine whether or not there were processes in place to ensure appropriate levels of review and that clear levels of transactional authority exist. DEO also reviewed samples of board annual conflict of interest statements and the process for ensuring compliance with these requirements.

Policies & Procedures

DEO reviewed policies and procedures in the following areas:

- Travel
- Contracts
- Purchasing
- Signature Authority
- Request for Proposals

Financial Management Processes

DEO held discussions with management to obtain an understanding of the account structure. We reviewed the application of separate accounting codes (department number, project number, and account number) within its reporting systems to determine whether or not there is a process in place to separately account for the expenditure of public and private funds. DEO reviewed an invoice and supporting documentation and traced to the general ledger and applicable expense report to ensure items were correctly classified as private funds. We reviewed the FY 2014-15 report provided by VISIT FLORIDA management detailing public versus private expenses by category. DEO held discussions with management regarding the structure of the accounting department and position duties and responsibilities.

Contract Management

DEO held discussions with management regarding its contract management process and reviewed a sample selection of agreements and supporting documentation. DEO reviewed several contract-related invoices and supporting documentation and traced this detail back to the general ledger and applicable expense reports to ensure items were posted to correct categories. Supporting documentation was reviewed for sufficiency.

Procurement

DEO held discussions with management regarding levels of approval authority within the accounting system. DEO reviewed several invoices, insertion orders, and supporting documentation in the VISIT FLORIDA accounting system.

Observational Summary:

- **VISIT FLORIDA has a sound operation with a robust enterprise accounting system and mature internal control structure.**

There are no material findings related to the samples we tested in the expenditure, procurement, or internal control categories. In addition, our review of previous examinations and audits found no outstanding issues or need for corrective action plans.

We do, however, recommend some policy changes in the areas of public funds accountability and the DEO contract oversight/monitoring that may help bring VISIT FLORIDA's operations into alignment with other publically funded organizations.

Recommendations:

- **VISIT FLORIDA should consider changing their external audit firm during the next contract cycle.**

VISIT FLORIDA has used the same external auditor for more than 15 years. While it is not uncommon for private entities to change partners and audit teams in the same accounting firm instead of having a new firm conduct the external audit function, recipients of public funds are generally encouraged to use a different external audit firm on a set time period of three to five years. DEO recommends VISIT FLORIDA consider changing their external audit firm during the next contract cycle. DEO also recommends VISIT FLORIDA consider updating its external audit policy to include auditor rotation similar to other DEO funded partnerships such as CareerSource Florida and Local Development Workforce Boards (LWDBs).

- **VISIT FLORIDA should develop a standardized process to identify which records are confidential and publish additional external reports detailing public spending.**

Our review of several high profile contracts (e.g. Pit Bull, Fulham Football Club, and foreign journalists Familiarization (FAM) Tours) revealed no contract compliance/procurement issues or any concerns related to the benefits of expending public funds on these projects.

However, we recommend VISIT FLORIDA develop a standardized process to identify which records/documents are available for review or external public record requests and which records/documents are to be held confidential. To help address the tension between operating in the sunshine and needing to restrict select information, DEO also recommends VISIT FLORIDA create and publish additional⁵ external reports and metrics providing assurances that all public funds are expended appropriately.

⁵ http://www.visitflorida.org/media/5166/power_of_florida_tourism.pdf;
<http://www.visitflorida.org/media/13076/5-years-of-tourism-industry-growth.pdf>

- **VISIT FLORIDA should consider developing a public version of independent evaluation reports.**

Repucom is an independent evaluator that utilizes leading technology and facilities for market research, media evaluation and commercial auditing⁶. Our review found a very effective use of this service and believe it may assist in demonstrating VISIT FLORIDA's stewardship of public funds. DEO recommends VISIT FLORIDA develop a public version of the current Repucom report that does not disclose confidential information but gives assurances of generating a positive Return on Investment (ROI) on a project-by-project basis.

- **VISIT FLORIDA should adopt state standards for staff travel.**

Currently, there is no upper threshold on hotel expenses and meals more than \$75 require only a short narrative justification. DEO recommends VISIT FLORIDA adopt state standards on staff travel reimbursements.

- **VISIT FLORIDA should work with DEO to develop a standard executive pay schedule that leverages private resources to supplement public funds.**

DEO recommends public funding of executive salaries be capped at a standardized level similar to other DEO-funded partnerships like CareerSource Florida and Local Development Workforce Boards (LWDBs). Any salary amount above the specified rate should be covered by private funds. DEO's Strategic Business Development (SBD) and Financial Monitoring & Accountability (FMA) units should work in partnership with VISIT FLORIDA to develop this standardized executive pay schedule.

- **DEO should continue to annually monitor VISIT FLORIDA for programmatic and financial compliance.**

DEO's Strategic Business Development (SBD) and Financial Monitoring & Accountability (FMA) units should continue to annually administer the risk assessment and monitoring tool set to all DEO funded public/private partnerships.

⁶ <http://repucom.net/about-us>

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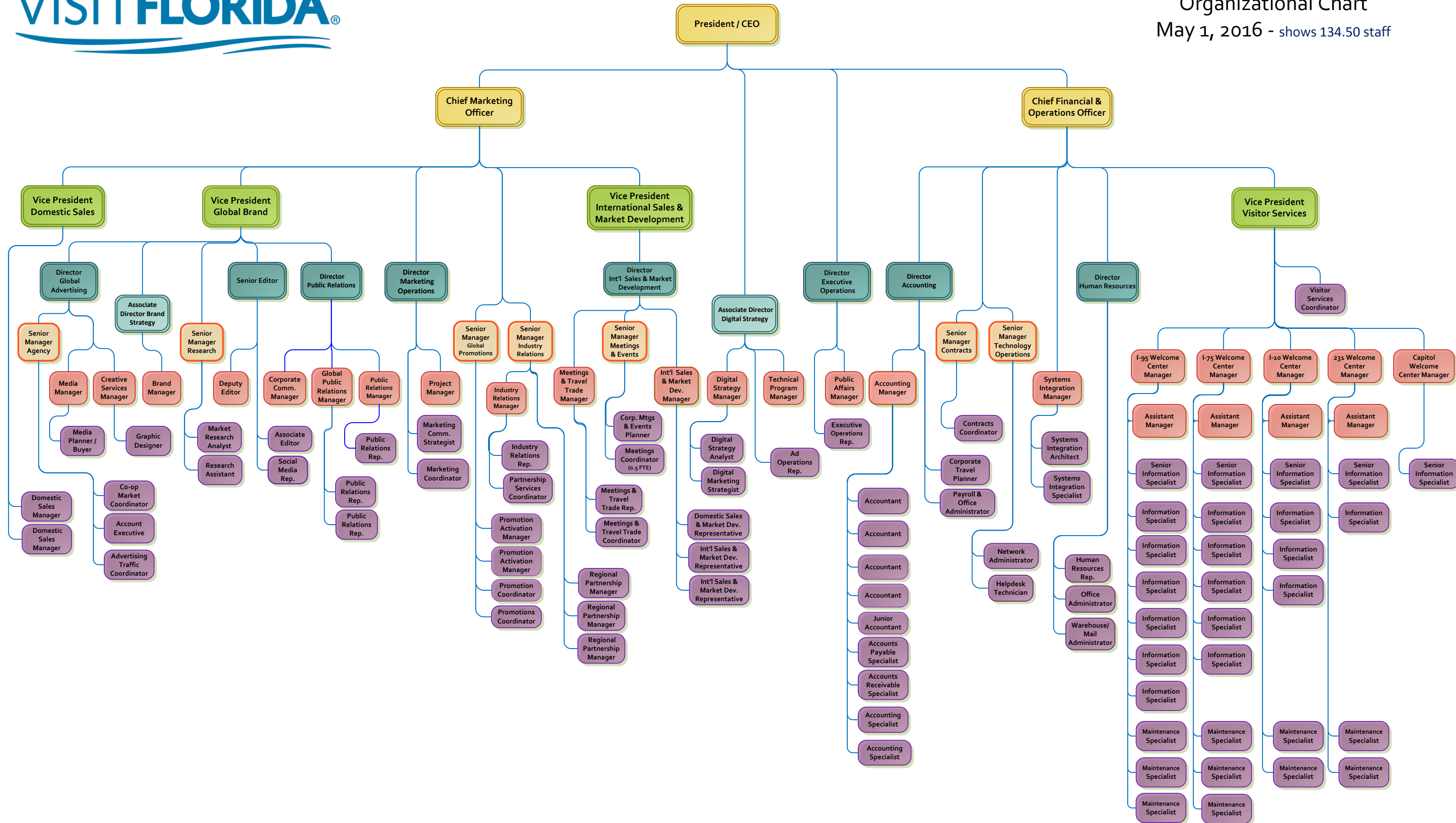
Thomas Howell Ferguson P.A. VISIT FLORIDA 2013 A-133 Audit

Thomas Howell Ferguson P.A. VISIT FLORIDA 2014 A-133 Audit

Thomas Howell Ferguson P.A. VISIT FLORIDA 2015 A-133 Audit

Appendix

1. Organizational Chart
2. FY 2012-13 Public Appropriation and Private Funding
3. FY 2013-14 Public Appropriation and Private Funding
4. FY 2014-15 Public Appropriation and Private Funding
5. FY 2015-16 Public Appropriation and Private Funding
6. VISIT FLORIDA Match Statute



**VISIT FLORIDA
PUBLIC APPROPRIATION AND PRIVATE FUNDING
FY2012-2013**

	FTE's	FY12-13 Actual	Public \$'s	Covered by Private \$'s
MARKETING				
General		372,014	366,180	5,834
Salaries/Benefits	38.5	3,009,168	2,736,256	272,912
Creative Services		13,487	13,431	56
ADVERTISING/INTERNET/DIRECT MARKETING/BRAND				
Brand VP		2,567,877	2,562,944	4,933
Advertising		26,560,189	26,556,466	3,723
International Advertising		4,014,121	4,014,121	0
Internet/Website		1,711,058	1,711,058	0
Content		1,276,586	1,273,380	3,207
Promotional Value Marketing/Advertising		6,338,205	0	6,338,205
Co-op Marketing/Advertising		18,365,038	0	18,365,038
RESEARCH				
Research		896,243	840,551	55,692
PROMOTIONS				
Domestic (Total minus promo value)		1,598,883	1,595,377	3,506
Co-op Promotions		76,231,741	0	76,231,741
PUBLIC RELATIONS				
Domestic		211,771	209,906	1,865
International		423,709	423,709	0
MEETINGS & EVENTS				
Domestic		1,803,013	1,797,325	5,688
Co-op Sales Guides		317,848	0	317,848
International		3,164,809	3,163,835	974
Total Marketing Expenses	38.5	148,875,760	47,264,538	101,611,222
VISITOR SERVICES (Welcome Centers)				
Visitor Services		929,954	912,886	17,069
Salaries/Benefits	41	2,202,502	2,131,111	71,391
Total Visitor Services Expenses	41	3,132,457	3,043,997	88,460
INDUSTRY RELATIONS & SALES - ALL PRIVATE				
Program expenses		376,715	0	376,715
Salaries/Benefits	10	661,107	0	661,107
Total Industry Relations & Sales Expenses	10	1,037,823	0	1,037,823
G&A				
General & Administrative		2,115,905	1,906,775	209,130
Salaries/Benefits	26	2,240,224	1,885,924	354,300
Total G&A Expenses	26	4,356,129	3,792,698	563,430
TOTAL EXPENSES	115.5	157,402,168	54,101,234	103,300,934
STATE FUNDING		54,000,000	54,000,000	0
PRIVATE FUNDING		108,643,632	0	108,643,632
TOTAL FUNDING		162,643,632	54,000,000	108,643,632
FUNDING OVER EXPENSES		5,241,465	(101,233)	5,342,698
CAPITAL OUTLAY		(3,600,625)	(2,700,625)	(900,000)
OVER/SHORT (FUNDING)		1,640,840	(2,801,858)	4,442,698

**VISIT FLORIDA
PUBLIC APPROPRIATION AND PRIVATE FUNDING
FY2013-2014**

	FTE's	FY13-14 Actual	Public \$'s	Covered by Private \$'s
MARKETING				
General		437,632	430,497	7,134
Salaries/Benefits	42.5	3,570,215	3,257,731	312,484
Creative Services		13,009	12,981	28
ADVERTISING/INTERNET/DIRECT MARKETING/BRAND				
Brand VP		3,307,516	3,300,265	7,251
Advertising		34,664,660	34,660,347	4,313
International Advertising		7,146,170	7,146,170	0
Internet/Website		3,032,669	3,031,952	718
Content		1,216,067	1,212,659	3,408
Promotional Value Marketing/Advertising		7,814,159	0	7,814,159
Co-op Marketing/Advertising		19,665,735	0	19,665,735
RESEARCH				
Research		1,025,862	919,560	106,303
PROMOTIONS				
Domestic		1,769,799	1,765,111	4,688
Co-op Promotions		81,325,097	0	81,325,097
PUBLIC RELATIONS				
Domestic		188,899	185,610	3,289
International		498,715	498,715	0
MEETINGS & EVENTS				
Domestic		2,262,577	2,259,931	2,646
Co-op Sales Guides		1,528,328	0	1,528,328
International		3,896,446	3,893,590	2,857
Total Marketing Expenses	42.5	173,363,555	62,575,117	110,788,437
VISITOR SERVICES (Welcome Centers)				
Visitor Services		1,015,134	996,305	18,830
Salaries/Benefits	41	2,344,362	2,269,891	74,470
Total Visitor Services Expenses	41	3,359,496	3,266,196	93,300
INDUSTRY RELATIONS & SALES - ALL PRIVATE				
Program expenses		435,795	0	435,795
Salaries/Benefits	10	702,250	0	702,250
Total Industry Relations & Sales Expenses	10	1,138,045	0	1,138,045
G&A				
General & Administrative		2,306,274	2,051,441	254,832
Salaries/Benefits	29	2,670,404	2,233,540	436,865
Total G&A Expenses	29	4,976,678	4,284,981	691,697
TOTAL EXPENSES				
	122.5	182,837,774	70,126,294	112,711,479
STATE FUNDING		63,500,000	63,500,000	0
PRIVATE FUNDING		120,059,937	0	120,059,937
TOTAL FUNDING		183,559,937	63,500,000	120,059,937
FUNDING OVER EXPENSES		722,163	(6,626,294)	7,348,458
CAPITAL OUTLAY		(341,584)	(215,541)	(126,043)
OVER/SHORT (FUNDING)		380,579	(6,841,835)	7,222,415

**VISIT FLORIDA
PUBLIC APPROPRIATION AND PRIVATE FUNDING
FY2014-2015**

	FTE's	FY14-15 Actual	Public \$'s	Covered by Private \$'s
MARKETING				
General		523,899	514,722	9,177
Salaries/Benefits	53.5	4,448,800	3,984,699	464,101
Creative Services		9,219	9,219	0
ADVERTISING/INTERNET/DIRECT MARKETING/BRAND				
Brand VP		13,189,196	13,178,115	11,081
Advertising		26,790,480	26,756,127	34,353
International Advertising		7,436,043	7,436,043	0
Internet/Website		2,814,020	2,811,605	2,415
Content		1,459,180	1,454,572	4,608
Promotional Value Marketing/Advertising		4,781,670	0	4,781,670
Co-op Marketing/Advertising		27,995,136	0	27,995,136
RESEARCH				
Research		927,535	904,199	23,336
PROMOTIONS				
Domestic		1,918,595	1,911,724	6,871
Co-op Promotions		92,241,480	0	92,241,480
PUBLIC RELATIONS				
Domestic		183,270	175,155	8,115
International		340,066	340,066	0
MEETINGS & EVENTS				
Domestic		2,241,290	2,234,392	6,898
Co-op Programs		2,297,270	0	2,297,270
International		4,682,953	4,679,087	3,866
Total Marketing Expenses	53.5	194,280,100	66,389,727	127,890,374
VISITOR SERVICES (Welcome Centers)				
Visitor Services		1,141,237	1,120,161	21,076
Salaries/Benefits	41.0	2,529,512	2,415,382	114,130
Total Visitor Services Expenses	41.0	3,670,749	3,535,543	135,206
INDUSTRY RELATIONS & SALES - ALL PRIVATE				
Program expenses		782,903	0	782,903
Salaries/Benefits	7.0	880,655	0	880,655
Total Industry Relations & Sales Expenses	7.0	1,663,558	0	1,663,558
G&A				
General & Administrative		2,595,943	2,205,982	389,961
Salaries/Benefits	30.0	3,182,107	2,643,845	538,262
Total G&A Expenses	30.0	5,778,050	4,849,827	928,223
MEDICAL TOURISM				
Total Medical Tourism Expenses		8,053,179	5,000,000	3,053,179
FLORIDA IS FOR VETERANS, INC.				
Total Florida Is For Veterans, Inc. Expenses		300,000	300,000	0
TOTAL EXPENSES				
	131.5	213,745,636	80,075,097	133,670,539
STATE FUNDING				
		73,000,000	73,000,000	0
PRIVATE FUNDING				
		141,826,336	0	141,826,336
TOTAL FUNDING				
		214,826,336	73,000,000	141,826,336
FUNDING OVER EXPENSES				
		1,080,700	(7,075,097)	8,155,797
CAPITAL OUTLAY				
		(249,081)	(249,081)	0
OVER/SHORT (FUNDING)				
		831,619	(7,324,178)	8,155,797

**VISIT FLORIDA
PUBLIC APPROPRIATION AND PRIVATE FUNDING
FY2015-2016**

	FTE's	FY15-16 Budget	Public \$'s	Covered by Private \$'s
MARKETING				
General		670,784	662,376	8,408
Salaries/Benefits	55.5	5,533,227	4,967,972	565,255
Creative Services		23,517	23,197	320
ADVERTISING/INTERNET/DIRECT MARKETING/BRAND				
Brand & Marketing Operations		16,327,387	16,310,515	16,872
Advertising		25,790,946	25,724,532	66,414
International Advertising		8,977,962	8,977,962	0
Internet/Website		2,770,267	2,768,234	2,033
Content		1,733,323	1,729,513	3,810
Promotional Value Marketing/Advertising		4,038,084	0	4,038,084
Co-op Marketing/Advertising		25,090,022	0	25,090,022
RESEARCH				
Research		1,058,454	1,047,177	11,277
PROMOTIONS				
Domestic		2,080,156	2,073,715	6,441
Co-op Promotions		86,100,000	0	86,100,000
PUBLIC RELATIONS				
Domestic		525,780	518,798	6,982
International		709,801	709,801	0
MEETINGS & EVENTS				
Domestic		2,370,911	2,357,481	13,430
Co-op Programs		4,457,500	0	4,457,500
International		5,317,239	5,311,961	5,278
Total Marketing Expenses	55.5	193,575,360	73,183,234	120,392,126
VISITOR SERVICES (Welcome Centers)				
Visitor Services		1,219,400	1,191,542	27,858
Salaries/Benefits	41	2,675,323	2,592,493	82,830
Total Visitor Services Expenses	41.0	3,894,723	3,784,035	110,688
INDUSTRY RELATIONS & SALES - ALL PRIVATE				
Program expenses		737,540	0	737,540
Salaries/Benefits	7	951,233	0	951,233
Total Industry Relations & Sales Expenses	7.0	1,688,773	0	1,688,773
G&A				
General & Administrative		3,312,352	2,858,308	454,044
Salaries/Benefits	30.0	3,422,812	2,861,954	560,858
Total G&A Expenses	30.0	6,735,164	5,720,262	1,014,902
FLORIDA IS FOR VETERANS, INC.				
Florida Is For Veterans, Inc.		1,000,000	1,000,000	0
TOTAL EXPENSES				
	133.5	206,894,020	83,687,531	123,206,489
STATE FUNDING				
		74,000,000	74,000,000	0
PRIVATE FUNDING				
		133,213,362	0	133,213,362
TOTAL FUNDING		207,213,362	74,000,000	133,213,362
FUNDING OVER EXPENSES				
		319,342	(9,687,531)	10,006,873
CAPITAL OUTLAY				
		(3,300,000)	(3,300,000)	0
OVER/SHORT (FUNDING)				
		(2,980,658)	(12,987,531)	10,006,873

2015 Florida Statutes

288.904 Funding for Enterprise Florida, Inc.; performance and return on the public's investment.—

(1)(a) The Legislature may annually appropriate to Enterprise Florida, Inc., a sum of money for its operations, and separate line-item appropriations for each of the divisions listed in s. 288.92.

(b) The state's operating investment in Enterprise Florida, Inc., and its divisions is the budget contracted by the department to Enterprise Florida, Inc., less any funding that is directed by the Legislature to be subcontracted to a specific recipient entity.

(c) The board of directors of Enterprise Florida, Inc., shall adopt for each upcoming fiscal year an operating budget for the organization, including its divisions, which specifies the intended uses of the state's operating investment and a plan for securing private sector support.

(2)(a) The Legislature finds that it is a priority to maximize private sector support in operating Enterprise Florida, Inc., and its divisions, as an endorsement of its value and as an enhancement of its efforts. Thus, the state appropriations must be matched with private sector support equal to at least 100 percent of the state operational funding.

(b) Private sector support in operating Enterprise Florida, Inc., and its divisions includes:

1. Cash given directly to Enterprise Florida, Inc., for its operations, including contributions from at-large members of the board of directors;
2. Cash donations from organizations assisted by the divisions;
3. Cash jointly raised by Enterprise Florida, Inc., and a private local economic development organization, a group of such organizations, or a statewide private business organization that supports collaborative projects;
4. Cash generated by fees charged for products or services of Enterprise Florida, Inc., and its divisions by sponsorship of events, missions, programs, and publications; and
5. Copayments, stock, warrants, royalties, or other private resources dedicated to Enterprise Florida, Inc., or its divisions.

(3)(a) Specifically for the marketing and advertising activities of the Division of Tourism Marketing or as contracted through the Florida Tourism Industry Corporation, a one-to-one match is required of private to public contributions within 4 calendar years after the implementation date of the marketing plan pursuant to s. 288.923.

(b) For purposes of calculating the required one-to-one match, matching private funds shall be divided into four categories. Documentation for the components of the four private match categories shall be kept on file for inspection as determined necessary. The four private match categories are:

1. Direct cash contributions, which include, but are not limited to, cash derived from strategic alliances, contributions of stocks and bonds, and partnership contributions.
2. Fees for services, which include, but are not limited to, event participation, research, and brochure placement and transparencies.
3. Cooperative advertising, which is the value based on cost of contributed productions, air time, and print space.
4. In-kind contributions, which include, but are not limited to, the value of strategic alliance services contributed, the value of loaned employees, discounted service fees, items contributed for use in promotions, and radio or television air time or print space for promotions. The value of air time or print space shall be calculated by taking the actual time or space and multiplying by the nonnegotiated unit price for that specific time or space which is known as the media equivalency value. In order to avoid duplication in determining media equivalency value, only the value of the promotion itself shall be included; the value of the items contributed for the promotion may not be included.

(4) Enterprise Florida, Inc., shall fully comply with the performance measures, standards, and sanctions in its contract with the department, under s. 20.60. The department shall ensure, to the maximum extent possible, that the contract performance measures are consistent with performance measures that it is required to develop and track under performance-based program budgeting. The contract shall also include performance measures for the divisions.

(5) The Legislature intends to review the performance of Enterprise Florida, Inc., in achieving the performance goals stated in its annual contract with the department to determine whether the public is receiving a positive return on its investment in Enterprise Florida, Inc., and its divisions. It also is the intent of the Legislature that Enterprise Florida, Inc., coordinate its operations with local economic development organizations to maximize the state and local return on investment to create jobs for Floridians.

History.—s. 5, ch. 92-277; s. 84, ch. 96-320; s. 31, ch. 97-278; s. 31, ch. 99-251; s. 81, ch. 2000-165; s. 7, ch. 2005-66; s. 71, ch. 2010-102; s. 25, ch. 2011-142; s. 29, ch. 2013-39; s. 31, ch. 2013-42.