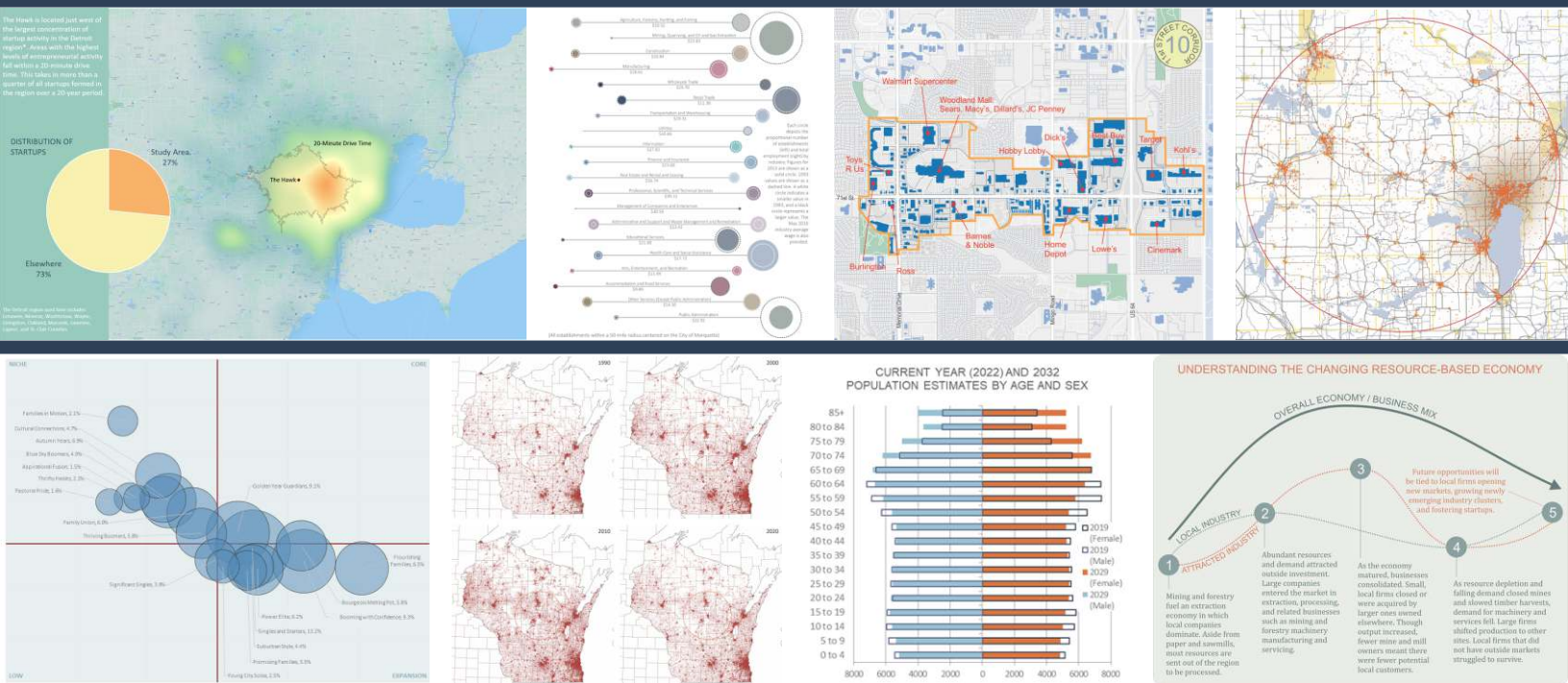


PROPOSAL

PROFESSIONAL CONSULTING SERVICES FOR COUNTY WIDE TRAVEL AND TOURISM MARKETING STRATEGY Request for Proposals No. EDD-2025-01 Humboldt County, California



22 January 2025

County Administrative Office – Economic Development Division
Dianna Rios, Economic Development Coordinator
825 Fifth Street Suite #112
Eureka, California 95501
Sent by mail and email: drios@humboldt.ca.us

RE: Proposal for County Wide Travel and Tourism Marketing Strategy

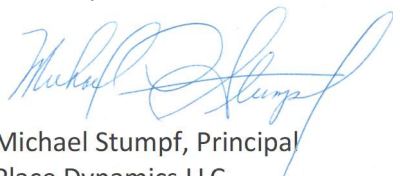
Thank you for the opportunity to submit this proposal to assist Humboldt County in creating a Travel and Tourism Marketing Strategy. As we look at this project, we see two critical goals. These first is to determine how best to position and market the county, and the second is to build consensus and promote coordination between local tourism organizations and stakeholders. This effort will benefit from our recent work in the area, including economic development planning for Eureka and an Agricultural Tourism Plan for Del Norte County. We have been providing these services to communities across North America for 20 years. Several examples of our work can be viewed online at:

<https://www.dropbox.com/sh/i9xwxbz15m58415/AAA5Qa2uqqgQxIbOYEtiVVgSa?dl=0>

Given the importance of stakeholder engagement to the success of the project, we have allocated a considerable amount of time to meeting with various stakeholders. This will include three extended visits to Humboldt County for face-to-face interviews, workshops, and presentations. Additional engagement will occur remotely.

This proposal outlines our qualifications along with our recommended approach. We are able to start the project upon execution of a contract. I (Michael Stumpf) will act as project manager and be the primary point of contact if we are selected for this project. I can answer any questions you may have about our proposal. I may be reached directly at (262) 510-2131, ext. 100, on my cell at (720) 413-5801, or via email at michael.stumpf@placedynamics.com. I will look forward to your decision.

Sincerely,



Michael Stumpf, Principal
Place Dynamics LLC

Request for Proposals No. EDD-2025-01
Professional Consulting Services for County Wide
Travel and Tourism Marketing Strategy & Tourism Assets Study

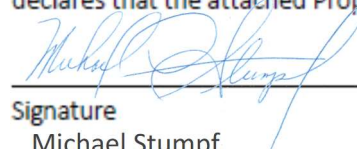
ATTACHMENT A – SIGNATURE AFFIDAVIT
(Submit with Proposal)

Request for Proposals No. EDD-2025-01 SIGNATURE AFFIDAVIT	
NAME OF ORGANIZATION/AGENCY:	Place Dynamics LLC
STREET ADDRESS:	3090 S Country Lane
CITY, STATE, ZIP	New Berlin, WI 53146
CONTACT PERSON:	Michael Stumpf
PHONE #:	720-413-5801
FAX #:	
EMAIL:	michael.stumpf@placedynamics.com

Government Code Sections 6250, *et seq.*, the "Public Records Act," define a public record as any writing containing information relating to the conduct of public business. The Public Records Act provides that public records shall be disclosed upon written request, and that any citizen has a right to inspect any public record, unless the document is exempted from disclosure.

In signing this Proposal, I certify that this firm has not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or agency to submit or not to submit a Proposal; that this Proposal has been independently arrived at without collusion with any other Proposer, competitor or potential competitor; that this Proposal has not been knowingly disclosed prior to the opening of Proposals to any other Proposer or competitor; that the above statement is accurate under penalty of perjury.

The undersigned is an authorized representative of the above-named agency and hereby agrees to all the terms, conditions and specifications required by the County in Request for Proposals No. 001-2021-0365 and declares that the attached Proposal and pricing are in conformity therewith.



Signature
Michael Stumpf

Name

22 January 2025

Date

Date

This agency hereby acknowledges receipt / review of the following Addendum(s), if any
Addendum # [Q&A] Addendum # [] Addendum # [] Addendum # []

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PROFESSIONAL PROFILE

COMPANY PROFILE

Mission	Place Dynamics has a mission to provide insight and strategy to government and nonprofit clients in economic development, market and economic research, tourism, business district vitality, and city planning.
History	Place Dynamics had its start in Colorado in 2005 before relocating to Wisconsin in 2009, when we incorporated as a limited liability company (LLC). We are recognized as a Service-Disabled Veteran-Owned Business (SD-VOB) and are registered in U.S. General Services Administration System for Award Management (SAM). We maintain general and professional liability, worker compensation, and business auto insurance meeting the requirements of most clients. We practice coast to coast, having worked in 35 states and provinces.
Capabilities	<p>Our core team of consultants bring at least 30 years of professional experience in fields such as economic development, commercial real estate, real estate development, city planning, and tourism. Each member of the team spent decades "in the trenches" prior to beginning a consulting career. We are pioneering the use of new sources and techniques to support data-driven and market-supported planning. We utilize advanced methods in our work, such</p> <p>as geographic information systems, economic and demographic modeling (IMPLAN as well as our own proprietary models), and mobile device tracking. Our analysis leads to informed decision-making and innovative strategies producing measurable results for clients.</p>
Services	<p>Our core services are market and economic research, and strategic planning across a range of fields. Examples of the kind of work we do include:</p> <ul style="list-style-type: none">▪ Economic development planning▪ Entrepreneurial development▪ Business incubator, coworking, and makerspace feasibility and planning▪ Business or industrial park feasibility▪ Industry research or target studies▪ Technical support for city planning▪ Tourism research and planning▪ Market research (commercial, office, industrial, residential, and others)▪ Lodging and hospitality feasibility studies▪ Housing studies and strategies▪ Downtown revitalization or business district planning▪ Commercial development strategies

PRIOR EXPERIENCE

Place Dynamics has been providing tourism and related services for 20 years. We have been an innovator in the field. Among the first to adopt mobile device tracking for market research, today's platforms incorporate technical approaches we pioneered. Our market research draws upon our own proprietary software applications and unique methodologies. A sampling of our prior work includes:

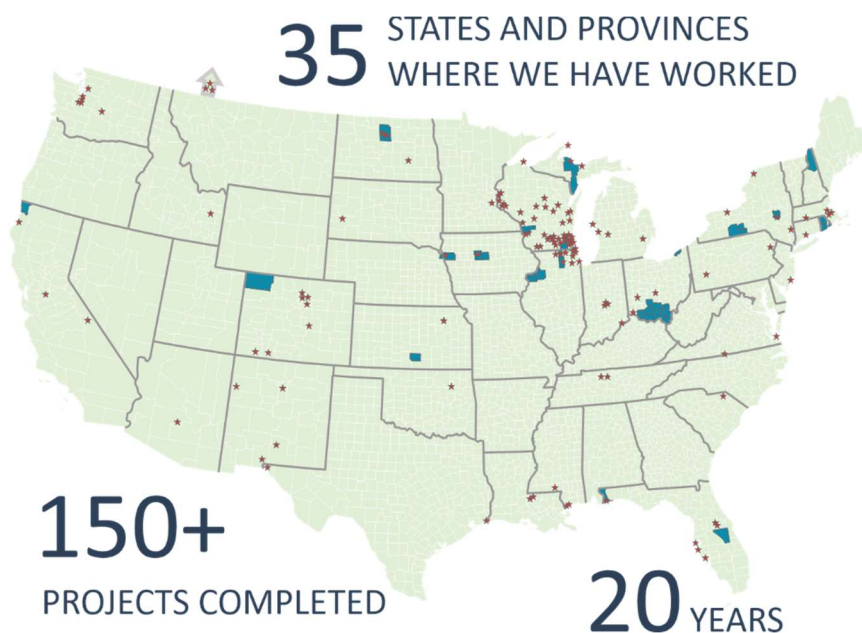
Tourism planning

Our recent work in tourism includes the following:

- Ohio's Wilderness Tourism Strategy, Southern Ohio
- Agricultural Tourism Strategy, Del Norte County, California
- Visitor Market Profile, Okeechobee County, Florida
- Regional Tourism Strategy, Sioux City Metropolitan Area, Iowa-Nebraska
- Trail User Profile and Visitation Patterns, Ice Age National Scenic Trail, Wisconsin
- Tourism Strategy, Pagosa Springs, Colorado
- Rural Tourism Asset Map, Quad-Cities Region, Illinois.
- Wine, Beer, and Craft Beverages Feasibility Study, Woodinville, Washington
- Performing Arts Center Feasibility Study, Ellensburg, Washington.

Economic development and market research projects

Many of our economic development plans address tourism, while our commercial market research generally includes an analysis of the visitor market.



Lodging market/feasibility studies

Place Dynamics has completed more than 20 market or feasibility studies for lodging properties including hotels, golf or wilderness resorts, boutique hotels, extended-stay hotels, and short-term rentals.

Conference center feasibility studies

Place Dynamics has completed market and feasibility studies for several conference centers with attached hotels or as stand-alone spaces.

ADDITIONAL COMPANY INFORMATION

Place Dynamics is not a party to any litigation concerning its work, or for other reasons. Neither the company nor its owner have been charged or convicted of fraud. Place Dynamics has never been debarred, suspended, or otherwise declared ineligible to participate in government contracts. We have not violated any local, state, or federal regulations.

Place Dynamics is wholly owned by Michael Stumpf, who also owns Coffee Road LLC, an agricultural operation with farms in Wisconsin and Washington.

OVERVIEW OF QUALIFICATIONS AND EXPERIENCE

Management team and personnel

Michael Stumpf, Project Manager. Michael was the economic director for Whitewater, Wisconsin and Boulder, Colorado prior to starting Place Dynamics in 2005. He has been accredited in both planning and economic development, and has a strong background in market and economic research that is the core of most of our work. He managed tourism programs as an economic developer, and has since consulted on a wide variety of tourism plans, development projects, and hotel and conference center feasibility studies. His work is data-driven, using detailed insight into visitors to craft targeted asset development and marketing strategies. Michael will serve as project manager as well as conducting visitor market research for Humboldt County.

Marilyn Haroldson, Tourism Consultant. Marilyn was both a commercial realtor and economic development director for Jefferson County, Wisconsin prior to becoming a consultant. She provides ongoing advisory services to communities and business districts in addition to supporting planning projects. She was part of the team for our prior work in Eureka and Del Norte County, bringing a familiarity with the region. Marilyn is an accredited planner and economic developer, and will coordinate and co-lead stakeholder engagement.

JD Milburn, Marketing Consultant. JD's background includes several years in commercial banking prior to spending 16 years as a business development consultant for the State of Wisconsin and its Main Street Program. He developed and advised marketing strategies for more than 2,000 communities, commercial districts, and individual businesses. As a consultant, he has continued to build a portfolio of communities for which he is developing and implementing marketing programs with an emphasis on digital marketing. His role in this project will be to review existing marketing for the area, identify needs, and help to craft a unified strategy.

Significant experience

Along with our direct work in tourism research, planning, and marketing, many of our economic development and commercial market research projects include significant tourism elements. Some examples include:

- **Ohio's Wilderness Tourism Strategy.** This project researched visitation at over 100 attractions drawing visitors to twelve counties in southern

Ohio, and engaged stakeholders in developing an asset development and marketing strategy for nature-based, historic and cultural, event, and agricultural tourism. It created the *Ohio's Wilderness* brand that embraces the region's vast forests and the significant role it played in opening the Northwest Territories to settlement. Several of the plan's recommendations are being acted upon locally, while the state has incorporated them into its own planning, marketing, and grants.

- **Wine, Beer, and Craft Beverages Feasibility Study.** This study began by looking at the support structure for small beverage businesses in Woodinville, Washington, which is home to more than 200 tasting rooms. The study identified the need for a central location in which multiple tasting rooms and visitor support services could be located. A market and financial feasibility study supported this plan. The City did not implement the plan. Instead, a private developer drew heavily on the analysis to propose a redevelopment project incorporating many of its central ideas, building a hub for tasting rooms and restaurants within a mixed-use district.
- **Tulsa Commercial Development Strategy.** Place Dynamics conducted a commercial market analysis and prepared a development strategy for the City of Tulsa, Oklahoma. This included three districts with potential for strong visitor traffic: the downtown, a proposed international district, and the Historic Route 66 corridor. The plan identified actions to transition to more destination-oriented uses at key locations along Route 66, and to invest in establishing an identity for the district. The City awarded a streetscape design contract in 2024.
- **Keweenaw Mountain Lodge.** This WPA-Era lodge in Michigan's Upper Peninsula was owned by the County. Mismanagement led to it defaulting on EDA and USDA loans that had been taken out to build a conference center and remodel parts of the lodge. We saw that the root of the problem lay in the County failing to understand its visitor base. We recommended marketing the meeting space as a business retreat center, remodeling the lodge to better meet visitor expectations, and emphasizing mountain biking, skiing, and snowmobiling instead of the 9-hole golf course. The County was unable to execute the strategy and sold the property. The new owner has implemented many of the recommended changes.
- **Visitor Market Profile.** Okeechobee County, on Florida's Lake Okeechobee, is an inland Florida destination. While the County had an established tourism program, it had not conducted any market research. While they believed the coastal Northeast to be their market, our analysis found that they were drawing heavily from a belt running through Alabama, Tennessee, Kentucky, Indiana, and Michigan. Their visitor was a low to moderate income retiree who could not afford the coast, or a sports enthusiast attracted by boating, fishing, hunting, and similar activities. The County has followed the marketing plan we laid

out, reorienting its media and travel show attendance to these new markets and visitor segments.

Legal Issues

We do not anticipate the need for any special legal knowledge aside from a general knowledge of the transient occupancy tax and limitations on its use.

Methods and Techniques

Data collection and analysis, stakeholder engagement and consensus-building, strategic planning, and marketing are the four practice areas most critical to the success of this project. These are skills we have honed and practiced over the last 20 years.

- **Data collection and analysis.** Place Dynamics has pioneered many of the sources and approaches used in market research. We maintain licenses to several data sources common to the tourism industry, and have even played a role in their development. We have capabilities in analytical software such as geographic information systems (GIS), IMPLAN, survey platforms, and our own proprietary tools. We have used these resources across hundreds of projects to build a deep understanding of the “who, what, where, how, and why” that describes visitors to a place.
- **Stakeholder engagement and consensus-building.** Our team is familiar with a wide variety of engagement techniques, having planned and hosted events from single interviews to workshops with over 800 participants. We are also adept at using online participatory and survey tools. Our plans for this project include interviews and small focus groups, a stakeholder survey, and a workshop to help align priorities and initiatives funded through transient lodging taxes.
- **Strategic planning.** Our approach to planning is centered on market insight. We like to say that “the data drives the strategy”. It reveals our opportunities, needs, and challenges, and engagement with stakeholders establishes the priorities. We draw upon multiple tools to bring perspective to these elements and to develop an effective and coordinated strategy. Michael Stumpf has been an instructor of the IEDC Basic Course module on strategic planning on several occasions.
- **Marketing.** All three members of our team have practical experience planning and executing tourism marketing campaigns for local communities using print, broadcast, online, and other media formats. The effort for Humboldt County will be led by JD Milburn, who has designed more than 2,000 marketing campaigns for state and local government, organizations, events, and businesses.

QUALITY ASSURANCE CAPABILITIES

Description of services

Excluded services

This proposal includes all elements of the scope of work identified in the request for proposals.

Additional services

This proposal includes elements of visitor market research not specifically identified in the request for proposals, but which will be crucial in developing an effective marketing strategy. These include documenting visitor patterns, establishing visitor market segmentation, and survey research to understand market perceptions and motivations.

Project approach

Our approach to this project breaks it up into two phases. The first will gather background data and gather insight from stakeholders. The second will again reach out to stakeholders to engage with them in developing the marketing strategy framework. Our goals are to create a strategy that is well-grounded in market data, and to build consensus among various partners in marketing the county.

Phase One – Research and data analysis

1. Coordination with County project staff. We will schedule a teleconference to review the project scope and schedule, identify existing documents and resources to support the project, and discuss logistics for an initial site visit.
2. Background review. Place Dynamics will review prior planning and research, budgets, and other information offering insight into existing tourism strategies, market insights, initiatives, and outcomes. We will review tourism marketing including its digital footprint (paid, owned, and earned). We will assess performance metrics and review online sentiment.
3. Stakeholder engagement. Place Dynamics will schedule a visit to Humboldt County to meet with stakeholders individually or in small focus groups. These will include local, regional, and state tourism officials, elected officials, tourism asset managers, lodging representatives, and others identified with input from the County. Interviews will be used to gather insight into the market, current and planned initiatives, and desires and attitudes toward the use of transient lodging taxes.
4. Travel and tourism asset inventory. We will use the site visit to conduct a tour of the County's tourism assets, and gather relevant data such as the number of visitors, marketing, planning, etc. We will use mobile device tracking to document visitation patterns over

the course of several years, along with cross-visitation to other attractions, lodging, and other tourist-serving businesses. We will provide an evaluation of the attractions using a tool we have developed, which examines five dimensions of each asset: their ability to draw visitors; the average length of a visit; the potential that a visitor will return; conditions at the attraction such as visitor services and interpretive infrastructure, and the uniqueness or competitive position of the attraction.

TOURISM ASSET ASSESSMENT

DRAW

Total visits and distance traveled

DURATION

How long visitors are staying

DUPLICATION

The likelihood of a return trip

DEVELOPMENT

Condition of the attraction

DIFFERENTIATION

The uniqueness of the asset

Based on the data collected for each attraction, we will define a market geography from which Humboldt County is drawing visitors. We will define those visitors by demographics and market segment, using third-party data to describe their interests and behavior, and helping to define messaging as well as marketing channels.

Place Dynamics will design an online survey to gather additional insight from both past visitors and non-visitors. We will ask for the assistance of the CVB and other local tourism agencies to distribute the survey through their social media and email databases, as well as reaching out to other sources to distribute the link.

5. Marketing efforts and regional tourism trends. Place Dynamics will review past and planned tourism marketing efforts, assessing campaign performance and alignment to targeted markets. We will assess trends in the North Coast region and within the broader tourism industry.
6. Brand identity and market positioning. Visitor market research and feedback from interviews and surveys will be used to assess the County's brand and contrast it with market perceptions. We will evaluate competition and the role of brand identity in defining a unique market position for Humboldt County.

Phase Two – Implementation goals, strategies, and activities

7. Place Dynamics will schedule a teleconference with County officials to present the findings and discuss approaches to a stakeholder workshop.
8. We will schedule a second visit to Humboldt County. In addition to any follow-up interviews, we will conduct a workshop with key stakeholders in the marketing strategy. This will begin with a

presentation of the research. We will use an interactive approach to guide a discussion about priorities, goals, and strategies in the second part of the workshop.

9. Following the workshop, we will meet with County project staff to discuss the results and begin developing the Travel and Tourism Marketing Strategy. This will be a collaborative process in which we anticipate feedback from the County to ensure that the implementation schedule, budget, assigned responsibilities, and measures of success are consistent with County capabilities.
10. Place Dynamics will prepare a report – the Travel and Tourism Marketing Strategy – documenting the market research and laying out a detailed implementation plan with priorities, goals, objectives; and the implementation framework, actions, timelines, and budget necessary to accomplish it. The plan will identify partners and the parameters for collaboration, as well as coordination of County and other tourism marketing initiatives. It will also include measures for continued monitoring of the outcomes of future marketing campaigns.
11. Place Dynamics will schedule a third visit to Humboldt County to present the Travel and Tourism Marketing Strategy. We will schedule three presentations over the course of two days, at different times and to different audiences, to maximize potential participation.
12. Following the presentations, we will confer with County officials to consider any revisions to the Travel and Tourism Marketing Strategy, and provide a final document.

Added value

While not specifically called for in the request for proposals, we believe the level of market research we have proposed to conduct will result in a data-driven and effective marketing strategy. Our approach also collects the data and enables a focus on conversion; transforming visits to area attractions into spending at area businesses. This is a critical piece missing from most tourism planning.

Quality assurance capabilities Understanding of requirements and potential challenges

The scope of work requires data collection and analysis, engagement with stakeholders, and preparation of an implementation plan. Place Dynamics already maintains subscriptions to several of the data sources that will be used, and additional information is publicly available. Much of the planned stakeholder engagement will be conducted in-person, however, we have the ability to meet using videoconferencing if schedule do not align. While events may cause difficulties with travel, we have the ability to adjust the schedule if needed.

Management strategies

Management strategies to ensure that the required services are provided include the following.

- Assignment of a project manager responsible for internal quality control, client coordination, and maintaining timelines.
- Collaboration with the County to establish a project schedule, identify key dates for activities and deliverables, obtain information from the County, and make logistical arrangements for events.
- Bi-weekly teleconference calls with the County to provide updates and discuss emerging issues.
- Draft reports and presentations for County review prior to finalizing materials for public distribution.

Ability to implement management techniques

The project manager and members of the consulting team each have more than 30 years of experience delivering projects of a similar or larger scale. The methods proposed for project management are routine and have been consistently effective.

Subject matter expertise

Our subject matter expertise lies within each team members 30+ years of experience working in tourism and complimentary fields, conducting research and planning, and executing market strategies. Each member of the team has a strength that contributes to the project; in in market research, stakeholder engagement and consensus-building, and marketing. This enables a division of the work so that the project can move ahead on multiple fronts simultaneously.

Availability of personnel and communication techniques

The proposal envisions bi-weekly teleconferences to exchange information between the County and Place Dynamics, and additional communication is expected throughout the project. These measures ensure that potential challenges can be addressed quickly, so as not to disrupt the planning process or fail to adequately address elements of the scope of work. Conflicts are not common and most often revolve around scheduling, such as when the client requests a date to change to coincide with another meeting or weather (or Covid) causes an event to be cancelled. We have also encountered situations in which a client's staff leaves during the project or an expected property acquisition does not occur. In these cases, we have always been successful in revising the project schedule or scope of work to accommodate the changes.

COST PROPOSAL

Place Dynamics will complete the Travel and Tourism Marketing Strategy, as described in this proposal, for a fixed fee of \$88,200. This fee is inclusive of travel, data, and materials to complete the project as described in the proposal. The costs may be broken out as follows:

PERSONNEL COSTS		
TITLE: SALARY CALCULATION: DUTIES DESCRIPTION:	Project Manager (Stumpf) 400 hours x \$125 Project management, market research, stakeholder engagement, project report	\$55,000
TITLE: SALARY CALCULATION: DUTIES DESCRIPTION:	Project consultant (Haroldson) 212 hours \$100 Stakeholder engagement, market research	\$25,200
TITLE: SALARY CALCULATION: DUTIES DESCRIPTION:	Project consultant (Milburn) 80 hours x \$100 Marketing	\$8,000
TOTAL PERSONNEL COSTS		\$79,200

OPERATIONAL COSTS

TITLE: DESCRIPTION:		
TOTAL OPERATIONAL COSTS:		NONE

TRANSPORTATION/TRAVEL

TITLE: DESCRIPTION:	Travel costs Airfare, car rental, lodging, gas	\$9,000
TOTAL TRANSPORTATION/TRAVEL:		\$9,000

OTHER COSTS

TITLE: DESCRIPTION:		
TOTAL OTHER COSTS:		NONE

TOTAL:	\$88,200
--------	----------

Place Dynamics bills not more often than once monthly, typically on the completion of project elements. Payment is due in 30 days.

Place Dynamics maintains general and professional liability, worker compensation, and auto insurance policies and can provide documentation upon request.

Place Dynamics is certified by the US Small Business Administration as a Service-Disabled Veteran-Owned Business (SDVOB).

SUPPLEMENTAL DOCUMENTATION

No licenses, certifications, or accreditation is required to complete the scope of work contained in the request for proposals.

Place Dynamics will adhere to the best practices identified in the proposed project approach and management sections of this proposal.

Request for Proposals No. EDD-2025-01
Professional Consulting Services for County Wide
Travel and Tourism Marketing Strategy & Tourism Assets Study

ATTACHMENT C – REFERENCE DATA SHEET
(Submit with Proposal)

REFERENCE DATA SHEET		
Provide a minimum of three (3) references with name, address, contact person and telephone number whose scope of business or services is similar to those of Humboldt County (preferably in California). Previous business with the County does not qualify.		
NAME OF AGENCY:	City of Menasha, Wisconsin	
STREET ADDRESS:	100 Main Street, Suite 200	
CITY, STATE, ZIP:	Menasha, WI 54952	
CONTACT PERSON:	Andrew Dane	EMAIL: daneandrew@gmail.com
PHONE #:	920-967-3651	FAX #:
Department Name:	Community Development	
Approximate County (Agency) Population:	18,069	
Number of Departments:		
General Description of Scope of Work:	Downtown plan, Water Street Plan, Hotel/conference center study	
NAME OF AGENCY:	Del Norte County, California	
STREET ADDRESS:	981 H Street	
CITY, STATE, ZIP:	Crescent City, CA 95531	
CONTACT PERSON:	Antoinette Self	EMAIL: aself@co.del-norte.ca.us
PHONE #:	707-464-7214	FAX #:
Department Name:	Administration	
Approximate County (Agency) Population:	26,589	
Number of Departments:		

General Description of Scope of Work:	Agricultural Tourism Strategy	
Applicant Tracking System Implementation Date:		
NAME OF AGENCY:	Ohio Valley Regional Planning Commission (Contact now with Ironton-Lawrence Community Action)	
STREET ADDRESS:	120 N Third Street	
CITY, STATE, ZIP:	Irontown, OH 45638	
CONTACT PERSON:	Jessica Keaton	EMAIL: jkeeton@ilcao.org
PHONE #:	740-532-3140	FAX #:
Department Name:		
Approximate County (Agency) Population:	671,302	
Number of Departments:	12-county region	
General Description of Scope of Work:	Ohio's Wilderness Tourism Strategy	

DOM
180 181 183

United States of America
State of Wisconsin



DEPARTMENT OF FINANCIAL INSTITUTIONS

To All to Whom These Presents Shall Come, Greeting:

I, Craig Heilman, Administrator, Division of Corporate and Consumer Services, Department of Financial Institutions, do hereby certify that

PLACE DYNAMICS LLC

is a domestic corporation or limited liability company organized under the laws of this state and that its date of incorporation or organization is October 26, 2009.

I further certify that said corporation or limited liability company has, within its most recently completed report year, filed an annual report required under ss. 180.1622, 180.1921, 181.0214 or 183.0212, Wis. Stats., and that it has not filed a Statement or Articles of Dissolution.



IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the official seal of the Department on April 23, 2024.

A handwritten signature in black ink, appearing to read "Craig Heilman".

CRAIG HEILMAN, Administrator
Division of Corporate and Consumer Services
Department of Financial Institutions

A handwritten signature in blue ink, appearing to read "Hailey Ziegler".

By: Hailey Ziegler



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
11/30/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.


IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Hiscox Inc. 5 Concourse Parkway Suite 2150 Atlanta GA, 30328	CONTACT NAME	
	PHONE (A/C, No, Ext): (888) 202-3007 FAX (A/C, No):	
INSURED Place Dynamics LLC 3090 S. Country Lane NEW BERLIN, WI 53146	E-MAIL ADDRESS: contact@hiscox.com	
	INSURER(S) AFFORDING COVERAGE	
	INSURER A: Hiscox Insurance Company Inc	
	INSURER B:	
	INSURER C:	
	INSURER D:	
INSURER E:		
INSURER F:		

COVERAGES	CERTIFICATE NUMBER:	REVISION NUMBER:
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.		

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY			P100.039.465.8	01/10/2025	01/10/2026	EACH OCCURRENCE \$ 2,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR		DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 0				
	<input checked="" type="checkbox"/> CGL is on BOP Form		MED EXP (Any one person) \$ 5,000				
	GEN'L AGGREGATE LIMIT APPLIES PER:		PERSONAL & ADV INJURY \$ 2,000,000				
	<input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC						GENERAL AGGREGATE \$ 2,000,000
	OTHER:						PRODUCTS - COM/OP AGG \$ 2,000,000
A	AUTOMOBILE LIABILITY			P100.039.465.8	01/10/2025	01/10/2026	COMBINED SINGLE LIMIT (Ea accident) \$
	<input type="checkbox"/> ANY AUTO		BODILY INJURY (Per person) \$				
	<input type="checkbox"/> ALL OWNED AUTOS	<input type="checkbox"/> SCHEDULED AUTOS	BODILY INJURY (Per accident) \$				
	<input checked="" type="checkbox"/> HIRED AUTOS	<input checked="" type="checkbox"/> NON-OWNED AUTOS	PROPERTY DAMAGE (Per accident) \$				
							CGL HNOA Limit (per occurrence) \$ 2,000,000
	UMBRELLA LIAB						EACH OCCURRENCE \$
	EXCESS LIAB						AGGREGATE \$
	DED						\$
	RETENTION \$						\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						PER STATUTE <input type="checkbox"/> OTHER <input type="checkbox"/>
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	<input type="checkbox"/> Y/N	N/A				E.L. EACH ACCIDENT \$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
--

CERTIFICATE HOLDER	CANCELLATION
	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
01/19/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER AUTOMATIC DATA PROCESSING INS AGCY 76250875 1 ADP BLVD M/S 625 ROSELAND NJ 07068		CONTACT NAME: PHONE (800) 524-7024 (A/C, No, Ext): FAX (A/C, No): E-MAIL ADDRESS:	
		INSURER(S) AFFORDING COVERAGE INSURER A: Hartford Fire and Its P&C Affiliates INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	
INSURED PLACE DYNAMICS, LLC 3090 S COUNTRY LN NEW BERLIN WI 53146-2512		NAIC# 00914	

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMPOF AGG
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
	UMBRELLA LIAB EXCESS LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE AGGREGATE
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			76 WEG ZH7042	02/17/2025	02/17/2028	X PER STATUTE E.L. EACH ACCIDENT \$100,000 E.L. DISEASE -EA EMPLOYEE \$100,000 E.L. DISEASE - POLICY LIMIT \$500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Those usual to the Insured's Operations.

CERTIFICATE HOLDER

City of Sun Prairie
 300 E MAIN ST
 SUN PRAIRIE WI 53590-2227

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Susan L. Castaneda

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ACORD 25 (2016/03)

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EXCEPTIONS, OBJECTIONS, AND REQUESTED CHANGES

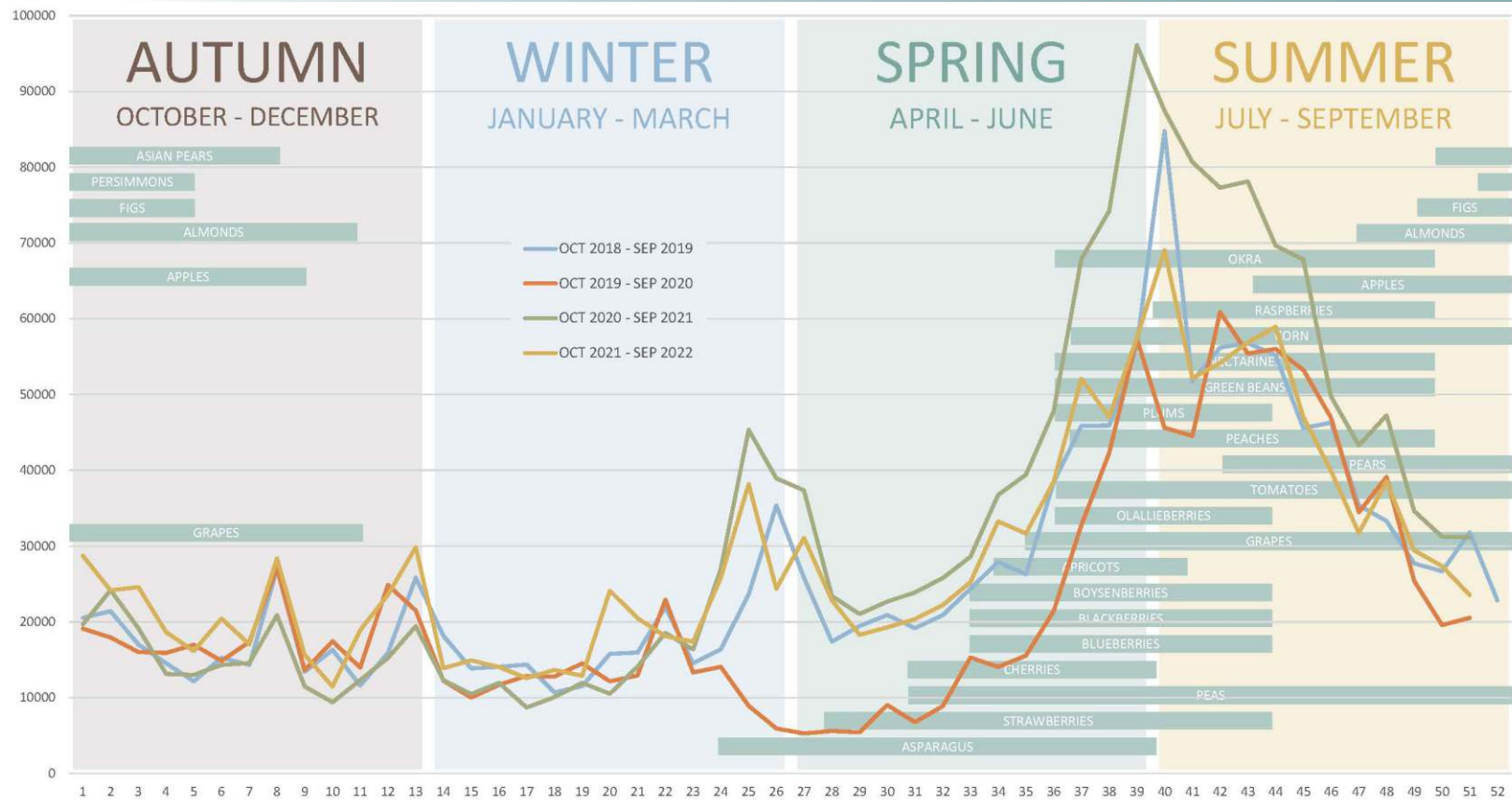
There are no exceptions, objections, or requested changes

REQUIRED ATTACHMENTS

All required documentation has been provided.

AGRITOURISM STRATEGY

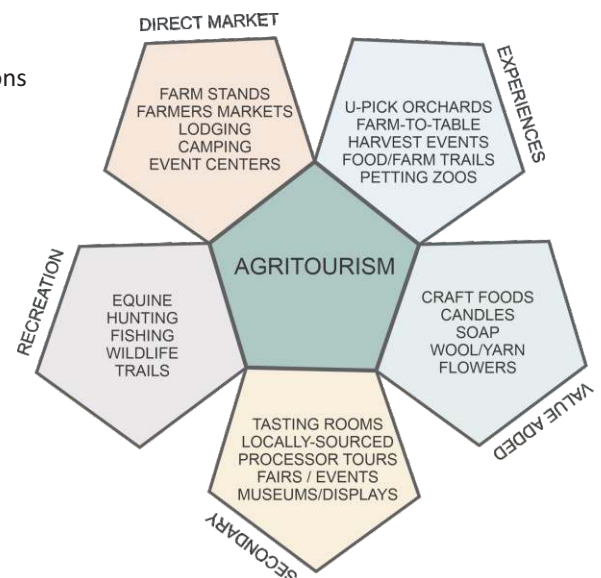
DEL NORTE COUNTY, CALIFORNIA



DESCRIPTION: Del Norte County is the northernmost county on California's coast. Redwoods National Park and the Pacific coast are the primary drivers of tourism. This strategy seeks to tap visitor potential to diversify farming, ranching, and related activities, including craft food manufacturing, farm-to-table, and related culinary experiences, through agritourism.

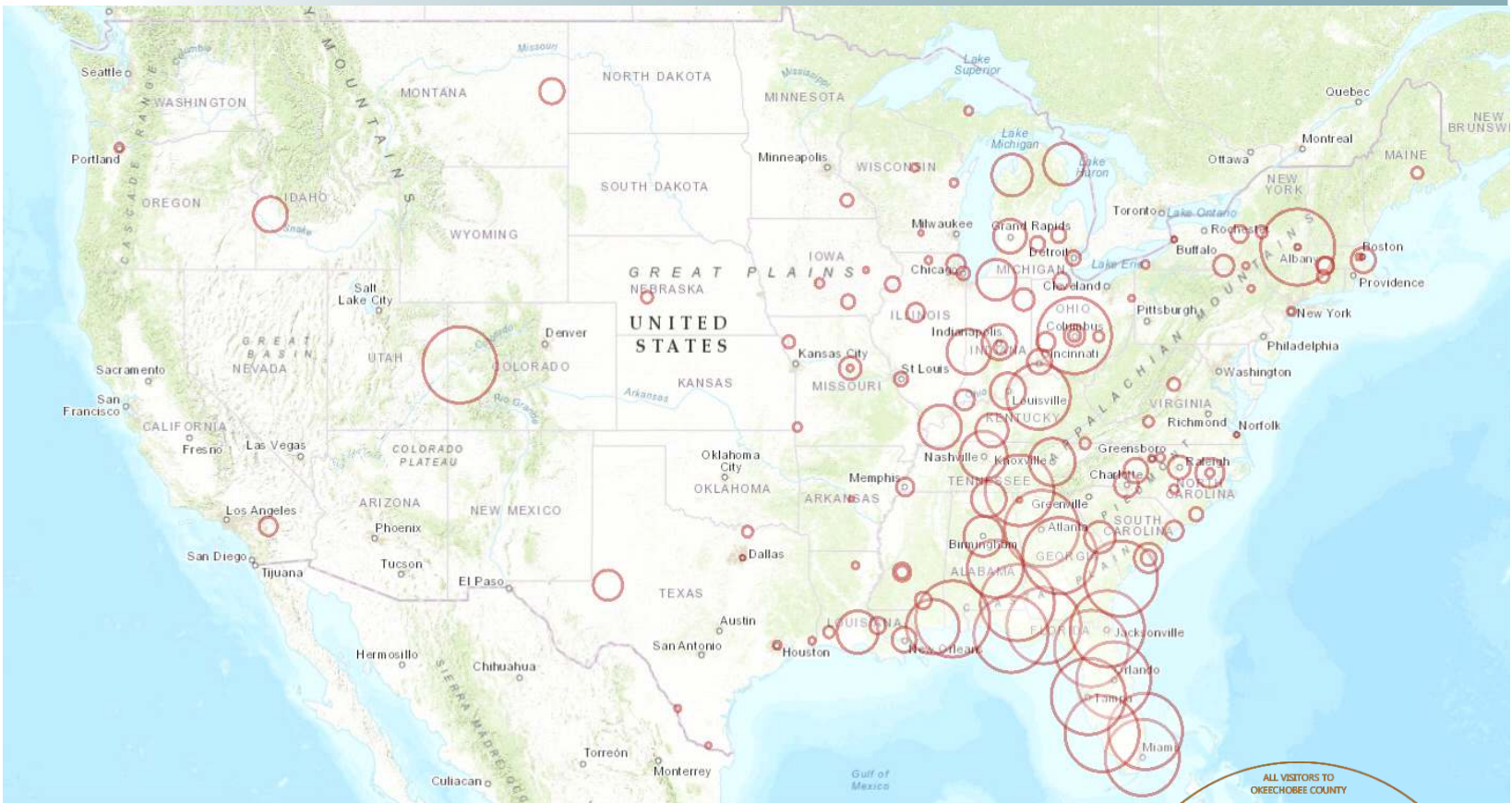
APPROACH: Place Dynamics conducted an assessment of visitor attractions, inventoried agricultural and related businesses, interviewed stakeholders, and compiled data to understand the existing tourism market, including patterns of visitation and demographics of visitors. Recommendations were tested through interviews and focus group sessions held with stakeholders.

OUTCOME: The visitor market is seasonal, but overlaps with harvest seasons for locally-grown crops. While there are few agritourism businesses in the county, there are many in adjacent counties north and south, and both of these counties have an interest in a regional initiative. Establishing a food trail with these established counties will help Del Norte County grow its agricultural capacity, craft food manufacturing, and food distribution hub to get local products into restaurants and other outlets. On a broader level, tourism will benefit from efforts to build out the harbor district and revitalize the downtown waterfront as locations in which tourism businesses can congregate to build the critical mass needed to be a visitor destination.



VISITOR MARKET RESEARCH

OKEECHOBEE COUNTY, FLORIDA

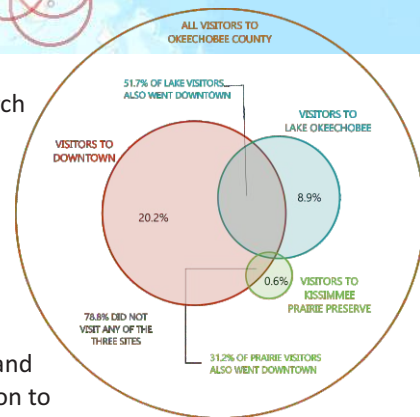


DESCRIPTION: Although the County had a tourism department, they had never conducted research to understand their visitors. Our role was to determine the markets from which tourists were drawn, define their demographics, and build an understanding of their motivations.

APPROACH: An initial visit was used to observe regional attractions and conduct interviews with industry stakeholders, providing insight for an electronic survey. Since the organization did not maintain a contact database, the survey was sent to a panel of respondents who had either vacationed in Florida, or were planning a Florida vacation. This approach helped to assess awareness of the county as a destination. Mobile device tracking provided the means to understand the seasonal and other patterns of visits, as well as to map visitor origins. We used this information to create a market penetration index by postal code and designated market area (DMA), and to create a demographic profile of visitors.

OUTCOME: Okeechobee County is a different kind of Florida. It doesn't have ocean beaches or amusement parks. It does have one of the biggest freshwater lakes in America, offering plentiful opportunities for outdoor recreation both on the water and on land. It is also a more affordable destination for budget-conscious winter visitors from northern states. Hunting and fishing were draws for people in southern states bordering Florida. These were key factors revealed in survey questions exploring their reasons for visiting, spending patterns, and perceptions drawn from their visits. Overall, though, there was poor market awareness for the county, though most people knew of Lake Okeechobee.

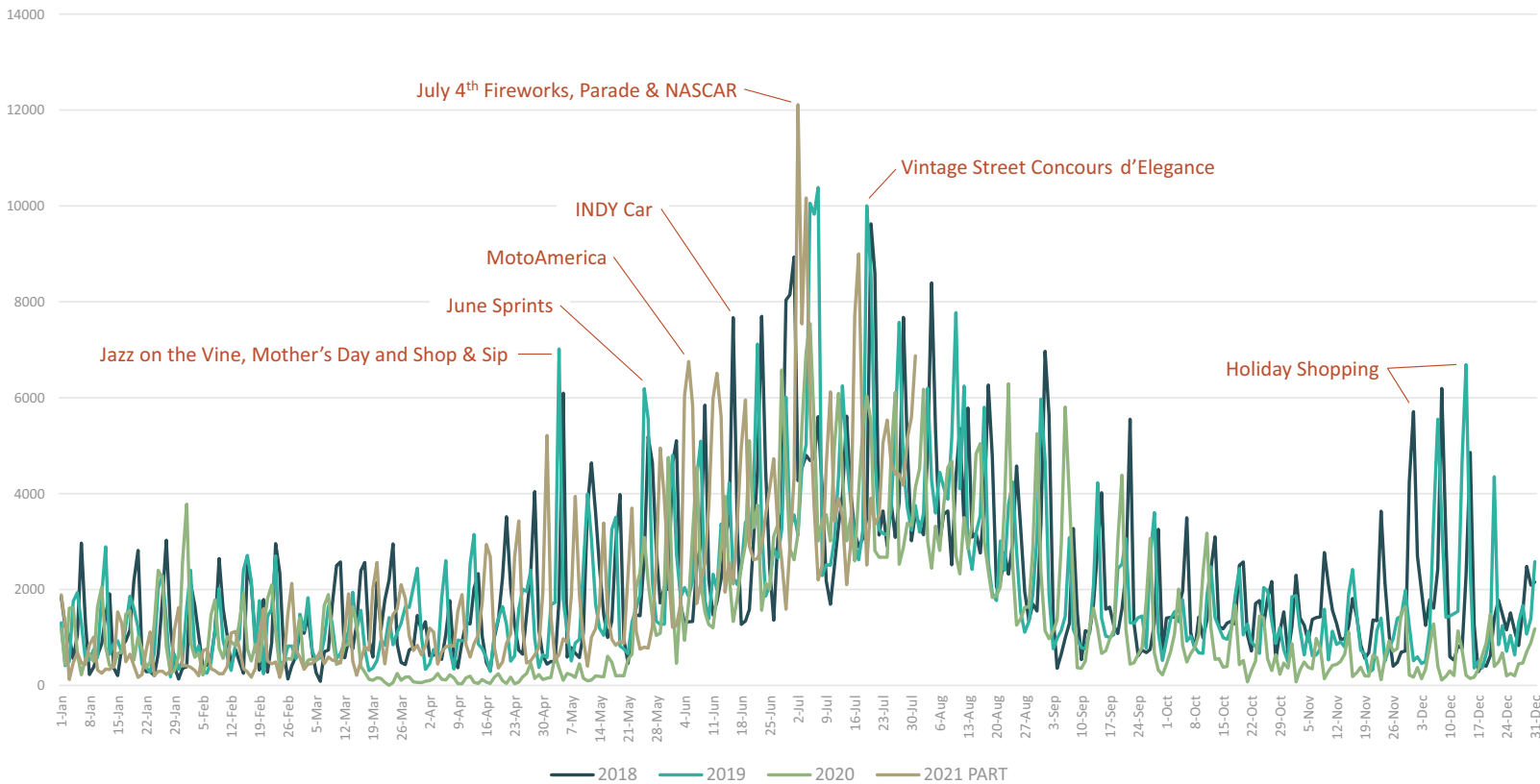
The market penetration index proved to be very useful. The County's tourism board had thought that the Northern Atlantic states were its best market, but our research instead showed the county drawing from a belt of market extending from Florida north to Michigan.



DOWNTOWN VISITOR ANALYSIS

ELKHART LAKE, WISCONSIN

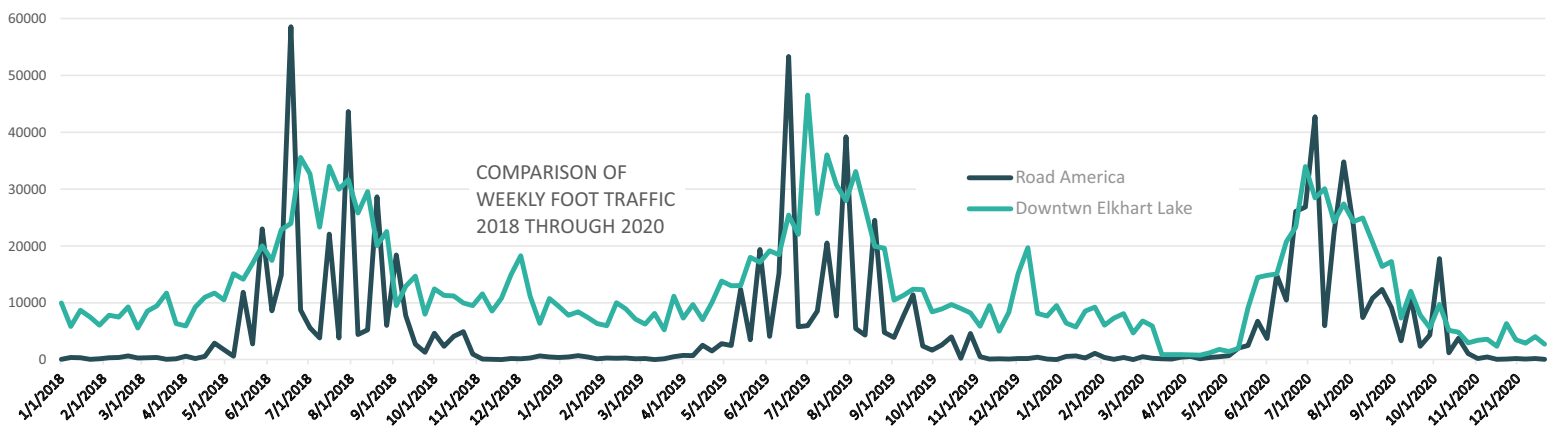
DAILY FOOT TRAFFIC



DESCRIPTION: Place Dynamics was hired by the Wisconsin Main Street Program to assess visitation to four districts. Elkhart Lake has a strong tourist market which was the focus of the analysis.

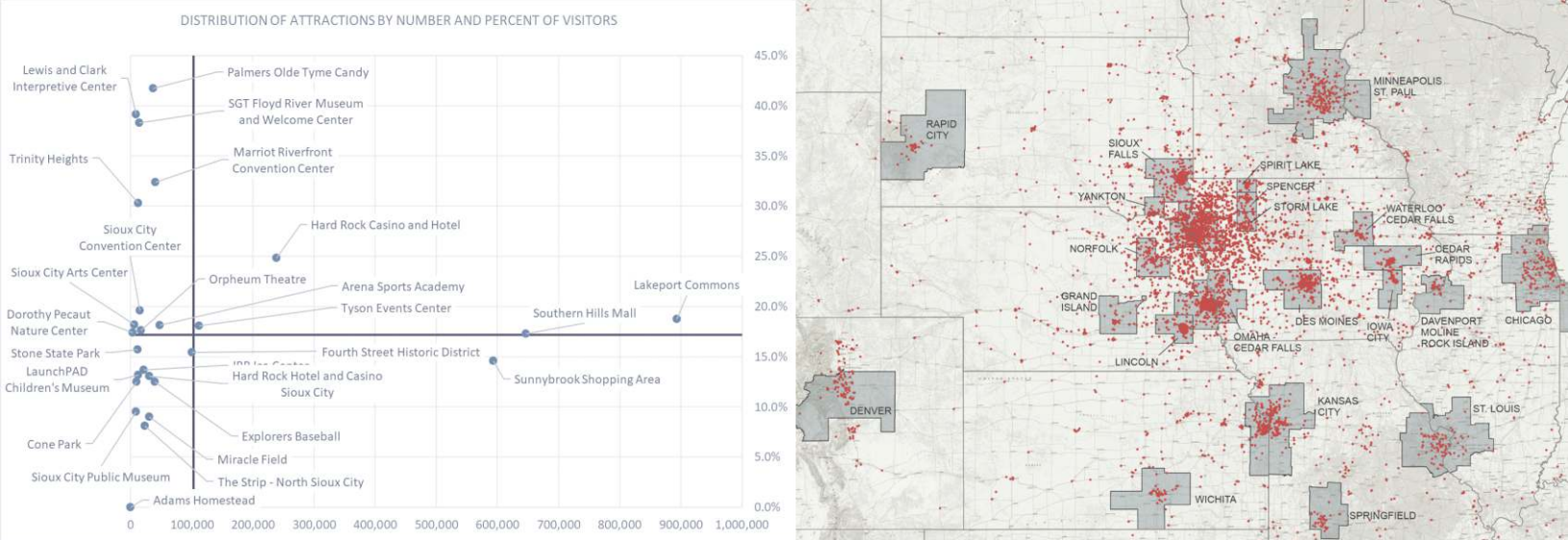
APPROACH: Place Dynamics prepared separate evaluations of the resident and visitor markets to downtown Elkhart Lake, combining foot traffic with other data sources to map overall patterns and assess the impact of events on travel to the district. In particular, we sought to understand cross-traffic patterns between the downtown and Road America, a sports car racing facility hosting over 500 annual events.

OUTCOME: The City's tourist market is largely centered around the Milwaukee and Chicago metropolitan areas, with a minor pull as far as Indianapolis and Minneapolis. Travel to the downtown is strong, independently of Road America, for its lakefront resorts and specialty shops and restaurants. Higher volumes of downtown foot traffic are seen during large events at Road America, with the resort hotels capturing the largest share of racetrack visitors. Restaurants are also benefitting from these visitors. Importantly, there are demographic and market segment differences between the two audiences.



LOCAL TOURISM MARKETING STUDY

SIOUX CITY METROPOLITAN AREA, IOWA



DESCRIPTION: The Sioux City area draws most of its visitors regionally. This project sought to determine the area's primary markets, visitor segments, major attractions and opportunities, and strategies for tourism development.

APPROACH: Place Dynamics conducted an extensive physical and data-based assessment of over 60 area attractions. Mobile device tracking was used to quantify visits, and determine the split between local and tourist visitors. The analysis also assessed connectivity between shopping trips and visits to attractions. Marketing and branding were reviewed in the context of visitor demographics and segmentation data, to recommend approaches and messaging.

Overall, many area attractions were found to be under-developed, falling short of their potential to attract visitors. The lack of organizational capacity - funding, staffing, and technical ability - was a consistent theme. At a local level, there was little coordination between tourism marketing organizations, and little effort to support the development of tourist attractions.

OUTCOME: The detailed plan is organized around several key objectives:

- 1) increase collaboration and sharing of resources among communities and attractions
- 2) collect visitor and contact information for use in future marketing campaigns
- 3) enhance the marketing capabilities of individual attractions
- 4) invest in brand research and brand identity tools
- 5) focus tourism marketing within high-potential geographic areas
- 6) tailor messaging to specific audiences
- 7) create a multi-year marketing plan and budget
- 8) capitalize on attractions outside of the metropolitan area
- 9) inform visitors and sell an "experience"
- 10) invite exploration and online sharing through treasure hunts, passports, selfie stations, and other technique
- 11) identify planned or needed capital projects at individual attractions, and assist in securing needed funding

The plan also includes an implementation strategy with a timeline, identifying the lead organization, resources, and actions steps associated with each of 17 tasks.

TRAIL VISITOR IMPACT ANALYSIS

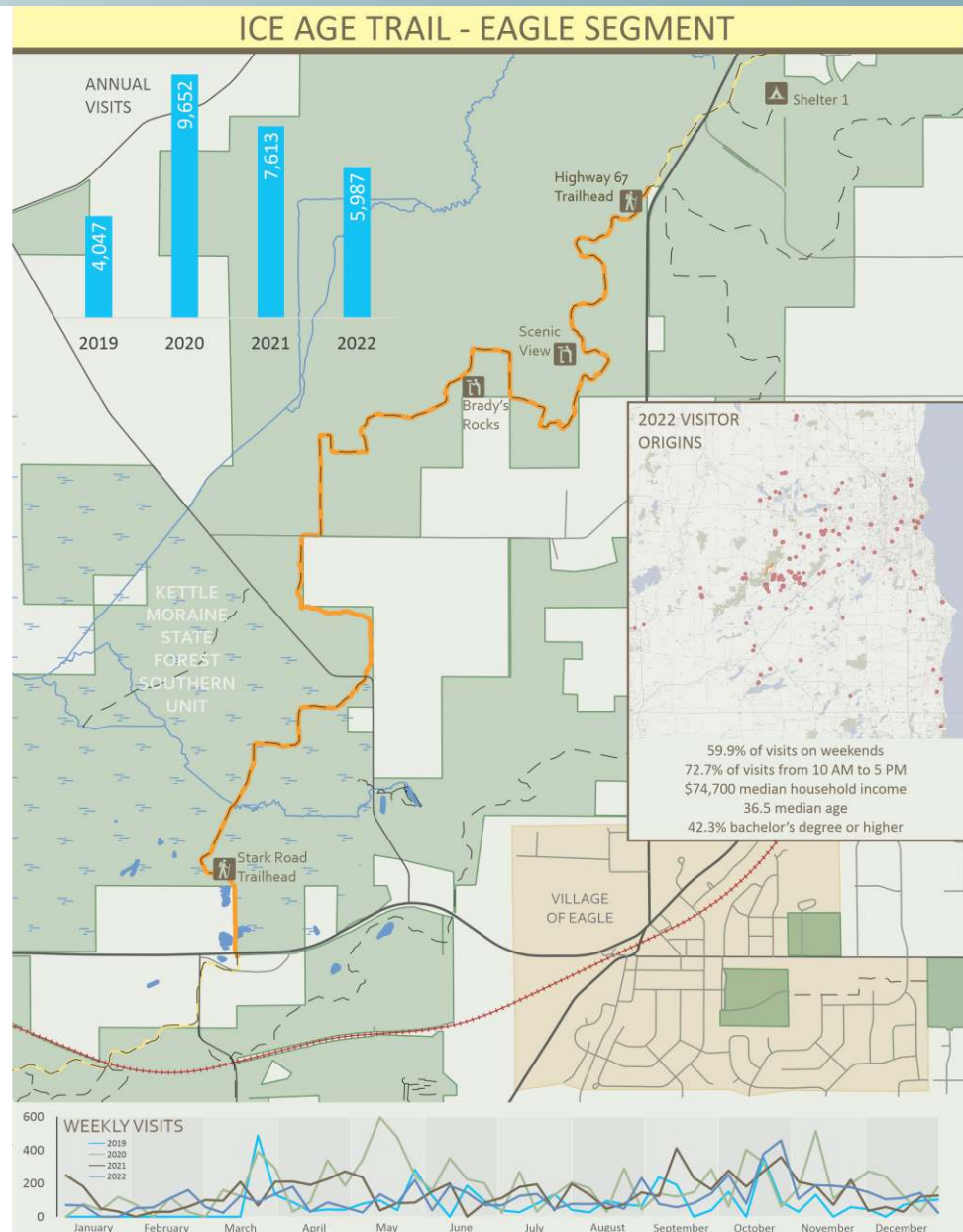
ICE AGE NATIONAL SCENIC TRAIL, WISCONSIN

DESCRIPTION: The Ice Age National Scenic Trail traces the furthest advance of glaciers during the last ice age. As part of its activities to develop and market the trail, the Ice Age Trail Foundation collaborates with 19 designated Trail Communities to promote visits and create community ties. The Foundation has struggled to quantify the benefits of being a Trail Community, and as avid users of the trail we jumped at the chance to volunteer our resources to help paint this picture.

APPROACH: Our approach has two main elements. Firstly, we will use mobile device tracking to quantify visits (supplementing trail counters) and describing the pattern of visits, origins, and user market demographics. The data will also help us to assess cross-visitation between trail segments and the nearby communities, as well as to identify specific area businesses visited by trail users. The analysis will break out local and tourist visits.

The second part of the analysis will apply spending data to visitor patterns to estimate annual trail user spending within the community. This will be accompanied by suggestions for actions local businesses and downtown organizations can take to better reach trail users.

OUTCOME: Currently in progress, the study will produce an assessment of the trail's contributions for all 19 Trail Communities as well as recommendations for marketing, events, and other actions to boost visitor spending in the community.



OPERATIONAL ANALYSIS AND FEASIBILITY STUDY

KEWEENAW MOUNTAIN LODGE, COPPER HARBOR, MICHIGAN



DESCRIPTION: The Keweenaw Mountain Lodge is an historic lodge constructed by the WPA from 1933 to 1935. In addition to the lodge, there is a restaurant, banquet hall, general store, golf course, and mountain biking trails. Despite its potential, the lodge suffered from poor management and an ill-conceived expansion, and was in default on loans through the US Economic Development Administration and US Department of Agriculture - Rural Development. Place Dynamics was hired to examine the operations and market opportunity, prepare a financial analysis, and recommend strategies for the property.

APPROACH: The area has a very strong, three-season tourism market, with hotel occupancy approaching 100 percent in peak summer, fall, and winter months. While the golf course draws a local market, travelers from across the Midwest come for mountain biking and other recreational activities on the Keweenaw Peninsula. Both facilities and management contributed to the property's failing performance. The historic character and rustic charm of many cabins and other facilities was masked by poorly-constructed alterations made a decade earlier, and were frequently cited by guests. Guest rooms and cabins were not designed and positioned to match the market. Lodge, restaurant, and golf course operations were inadequately supervised and dated with regard to standards and technology. Marketing for both the lodge and banquet hall was negligible and failed to reach the right audiences.

OUTCOME: Our analysis confirmed that there was a tremendous opportunity, and the unique qualities of the property would appeal to guests. We recommended facility improvements, remodeling (restoration), and operational changes for all facets of the property, repositioning it to match market expectations. We demonstrated that with some additional investment, the property could generate profit that would allow it to repay its debt. The County ultimately chose to sell the property and the new owner has adopted many of the recommendations in our report.