CITY OF FAIRFAX ECONOMIC DEVELOPMENT AUTHORITY
MEETING AGENDA
Wednesday November 6, 2024 6:00pm
In Person at Economic Development Offices

10306 Eaton Place, Training Room 115AB, 1st Floor, Fairfax, VA 22030

1. Call to Order — Chair Cho
2. Adoption of November Meeting Agenda **[VOTE]** — Commissioners
3. Convene for Closed Session **[VOTE]** — Commissioners
4. Reconvene Regular Meeting **[VOTE]** — Commissioners
5. Consideration of granting approval to authorize the Executive Director/CEO to enter into a business retention compliance agreement with Zeta Assoc., Inc. **[VOTE]**
6. Mason Enterprise Center- Fairfax (15 mins w/ Q&A) — Center Director Hill
7. Business Investment Update (15 mins w/ Q&A) — Senior AD Toulouse/ BI Specialist Spittell
    a. JCU Project
8. Finance & Operations Update (15 mins w/ Q&A) — Assistant Director Easley
    a. Treasurer's Report — Treasurer McGruder/ Account Support Specialist Mara
    b. Audit Update
    c. Local Spending Initiative RFP – Proposal Selection and Contract Execution
    d. WEGO Update
9. Programs Update (15 mins w/ Q&A) — Programs Manager Borwey
    a. Local Spending Initiative Update
    b. New OTFBA Employee Introduction
10. Tourism Updates — Tourism and Placemaking Specialist Gerson
    a. Tourism Strategic Workplan Update
11. New Business — Commissioners
12. Public Comment (5 mins) — Public
13. Adoption of October Meeting Minutes and October Special Meeting Minutes [**VOTE]** — Commissioners
14. Adjourn — Chair Cho

*****Next Meeting: December 4, 2024*****

6 pm, 10300 Eaton Pl. Fairfax, Virginia 22030

Subject to Change. Please Check gofairfaxcity.com for more information.

FAIRFAX CITY
Economic Development Authority

Fairfax City EDA
Economic Development Authority Staff Report

Date: November 6, 2024

TO: Economic Development Authority Commissioners

THROUGH: Christopher Bruno, Director/CEO

FROM: Nicole Toulouse, Senior Assistant Director, Business Investment

SUBJECT: Zeta Associates Inc. Staff Report

ISSUE(S): Consideration of granting approval to authorize the Executive Director/CEO to enter into a business retention compliance agreement with Zeta Assoc., Inc.

SUMMARY: Zeta Associates is Fairfax City's largest employer and has a lease expiring in 2026. In November 2023 Zeta released an RFP for their headquarters in order to build out new SCIF space for updated federal rule compliance. Zeta was considering multiple locations in Northern Virginia as location alternatives. Construction on existing space would take 3.5+ years versus being move in ready in another location. The retention support grant is intended to help ease the cost of unusable space during the build- out period that would not have been necessary if the tenant moved to another location.

The business retention support agreement terms are outlined below: Zeta

Associates will:

- Maintain a facility presence within the City of Fairfax, VA through May 31, 2033 with an option to extend such presence for an additional three years through May 31, 2036.
- Maintain a minimum 225,000 square feet of office space in Fairfax City, VA through May 31, 2033.
- Invest a minimum of $3,000,000 in the Properties at 10302 & 10304 Eaton Place Fairfax, VA 22030.
- Engage with in local business community conversations annually.
- Meet with Economic Development leadership annually.
- Allow reporting on tax payment to Fairfax City annually via the Commissioner of Revenue's Office for the duration of the agreement and 5 years prior.

FISCAL IMPACT: $1,000,000 as agreed upon by an agreement authorized by the Executive Director at the commencement of the retention partnership.

RECOMMENDATION: Allow the Executive Director/CEO to enter into a business retentions support agreement with Zeta Associates based on the summary above.

ALTERNATIVE
COURSE OF ACTION: Instruct the Executive Director to pause progress on a retention agreement

RESPONSIBLE STAFF/
POC: Director and Business Investment team

COORDINATION: FCED Legal Counsel

FAIRFAX CITY
Economic Development Authority

Fairfax City EDA
Economic Development Authority Staff Report

Date: November 6, 2024

TO: Economic Development Authority Commissioners

THROUGH: Christopher Bruno, Director/CEO CB

FROM: Marie Spittell, Business Investment Specialist

SUBJECT: John Cabot University – Fairfax City Economic Development Student Fellow

ISSUE(S): Fairfax City Economic Development Fellowship in Rome Program Summary and Proposal

SUMMARY: Northern Virginia resident and Executive in Residence Jonathan Aberman has helped to facilitate an opportunity for FCED to host 3 student fellows from John Cabot University. The students will be overseen by John Cabot faculty and Jonathan Aberman and will work on developing a marketing strategy for FCED in Italy. The goal would be to define a target audience, develop the FCED marketing message and identify appropriate media outlets for marketing. The student fellows will work on this project during spring semester 2025 and in May 2025 they will come to Fairfax City to present their work and engage in business and economic development events in the region. Student fellows in subsequent semesters will use the marketing plan that they develop to actively recruit businesses to Fairfax City.

FISCAL IMPACT: $23,200 including flights, Fairfax City hotel, and tickets to Select USA for 3 students and funds for any costs incurred in Italy in relation to work performed under the fellowship.

RECOMMENDATION: Endorse the Fairfax City Economic Development Fellowship in Rome Program

ALTERNATE
COURSE OF ACTION: Instruct Staff to pause program development

RESPONSIBLE STAFF/
POC: Executive Director and Business Investment Team

COORDINATION: Public Relations and Operations Staff

ATTACHMENT(S): Rome Proposal

Fairfax City Economic Development Fellowship
Opportunity with John Cabot University
PROPOSAL OUTLINE
Dates - May 10 – 17, 2025

Rome Program and Summary Proposal

Purpose:

Fairfax City Economic Development (FCED) and John Cabot University (JCU) seek to establish a partnership that advances the academic goals of JCU, while assisting FCED with the implementation of strategic work within the country of Italy. FCED's increased brand recognition and prioritization of business investment has created expanded opportunities for international business recruitment leveraging the FCED small business incubator as a landing pad for new businesses. Similarly, JCU's unique student population, its basis as an American university based in Rome, Italy, and its desire for international students to gain experience with American businesses and organizations, makes it advantageous for the university to partner with a local economic development organization based in one of the more desirable business markets within the United States. Working with Jonathan Aberman, JCU and FCED will build a program that advances the academic goals of the university while also establishing a foundation for quality economic development activity within Italy.

Program Goals:

I. Develop a program that provides students with substantive experience for professional development through document and material production, portfolio development, research, and client-engagement. Student-Fellows will be treated as a meaningful extension of FCED staff.
II. Establish a presence for Fairfax City Economic Development, through the Fairfax City Economic Development Fellows program, in Rome, Italy. Establishing a presence in Italy will help FCED to:
    a. Expand the FCED brand internationally
    b. Assist in the recruitment of Italian businesses to Fairfax City
    c. Market city resources such as the Mason Enterprise Center tech incubator and other business service providers based in Fairfax City (Virginia Small Business Development Center including the Innovation Commercialization Assistance Program (ICAP), and the APEX Accelerator)
    d. Facilitate a pipeline of Italian companies that are knowledgeable and interested in Fairfax City as a possible U.S. location for their business
III. Highlight FCED's unique strength of partnering with academic institutions. This partnership with John Cabot University would build on the success of other partnerships between FCED and other universities, leveraging student talent to enhance FCED's capacity, and connect FCED and the university with new businesses while contributing to the economic growth of Fairfax City, VA.

Fairfax City Economic Development Fellowship
Opportunity with John Cabot University
PROPOSAL OUTLINE
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Outcomes

- A written marketing strategy promoting FCED to Italian businesses looking to establish a U.S. office
- Introductions/ connections to key organizations in the Italian business community that can promote FCED and US market opportunities within Fairfax, VA
- Substantial on-the-job experience for students prior to entering the international/national job market

Tentative Timeline:

Action	Responsible Party	Deadline	Status
Work to continue outlining expectations and deliverables while finalizing project timeline.	FCED, JCU	October	Ongoing
Identify what approvals are necessary from principals	FCED, JCU	October	Ongoing
Develop program budget proposals and cost expectations	FCED	Oct. 9	Done
Identify specific deliverables	FCED, JCU	November	
Develop student application for Fellowship position	FCED, JCU	November	
Develop program marketing strategy and discuss press/ announcements	FCED – announcement to regional press; coordinate public signing of agreement with JCU JCU – market fellowship to students;	November	

Fairfax City Economic Development Fellowship
Opportunity with John Cabot University
PROPOSAL OUTLINE
Dates - May 10 – 17, 2025

	inform Italian companies of program; coordinate public signing of agreement with FCED		
Student interviews and selection	FCED, JCU	December	JCU lead w/ FCED

Spring Semester (January – April 2025):

- Students will meet virtually on a weekly basis with FCED business investment team and FCED leadership to set weekly goals, review research and work, establish expectations, advance project.
- Attend periodic staff meetings, to be coordinated with staff.
- Student-Fellows will work to:
    - Build a marketing strategy for FCED in Italy – (i.e. FCED is looking to connect with Italian companies looking for US market exposure).
    - Determine what FCED services are of value to Italian companies and include that information in the FCED marketing strategy.
    - Develop map of business ecosystem in Italy, including associations and their membership, private consulting companies that help businesses expand abroad, media that serves businesses in key sectors that Fairfax City is looking to recruit from
        - Draft outreach collateral on FCED behalf
        - Make initial contact with and develop relationships with prospect-organizations; introduce FCED and communicate goals; and explore avenues for collaboration and marketing of FCED
    - Research a list of potential companies for students to conduct business investment outreach to (in successive weeks or semesters).
    - Develop criteria for evaluating whether companies are interested and able to support office expansion into Northern Virginia.
        - Survey development, testing
        - Form focus group to test out marketing material and idea of international offices with Italian companies and use their feedback to hone FCED marketing material.
    - Coordinate with U.S. Commercial Service-Italy to learn about ongoing efforts to recruit Italian businesses and to build/supplement/coordinate work their agency is doing.

Fairfax City Economic Development Fellowship
Opportunity with John Cabot University
PROPOSAL OUTLINE
Dates - May 10 – 17, 2025

- Continuous student-fellow brainstorming (see above note regarding treating students as fellow-employees).

May 2025 (Confirmed dates May 10 - 17, 2025):

- FCED is proposing to bring students to Fairfax City in conjunction with SelectUSA conference – May 11 – 14, 2025. We will work to ensure that student-Fellows can attend SelectUSA with US Commercial Service Officers and FCED.
- JCU Students Travel to Fairfax, Virginia for 1 week at Fairfax City Residence Inn.
  - FCED will review transportation, workspace, and meeting coordination.
- Students will present work to FCED Commissioners at monthly / special meeting of the Economic Development Authority.
- Students will meet in teams with FCED staff to: observe portfolio functions; present Italy-based work; and provide and overview into international business investment activity.
- Attend a City Council meeting and meet with the Mayor.
- Participate in business investment meetings on-site or at FCED with city- and regional-companies.
- Attend facilitated lunch-and-learn meetings with regional partners or businesses.
- Attend facilitate tours of the DC metro region (local business improvement districts and historic/ cultural sites) (e.g. walking tour of Georgetown or National Landing BID; National's / DC United Game; Museums, etc.)

Budget

Dates - May 10 - 17, 2025				
Item	**Quantity**	**Amount**	**Total**	**Notes**
Hotel	3	1,099	$3,297	Residence Inn Fairfax City. 7 nights x 3 students
Flights	3	859	$2,577	RT Rome to Dulles
Airport transfer to/from Dulles	2	65	$130	2 trips to/from Fairfax City
Welcome dinner	8	50	$400	Assume 3 staff from Fairfax City and 3 students, 1 Cabot faculty member and 1 Cabot Executive in Residence
Goodbye dinner	8	50	$400	Assume 3 staff from Fairfax City and 3 students, 1 Cabot faculty member and 1 Cabot Executive in Residence
Transportation around DMV	1	2000	$2,000	Sprinter van
Transportation in Fairfax City	4	0	$- 0	Free via Cue Bus
SelectUSA tickets	4	$999	$3,996	3 students, 1 Cabot faculty member
Cultural activities in NOVA	4	100	$400	Misc. activities
In-country Italy program funds	1	10000	$10,000	Misc. including printing, travel costs, etc.
TOTAL			$23,200	
Student costs:				
Meals outside of program			$-	Expected to by minimal cost since we will work lunches and some dinners into program

FAIRFAX CITY
Economic Development Authority

Fairfax City EDA
Economic Development Authority Staff Report

Date: November 6, 2024

TO: Economic Development Authority Commissioners

THROUGH: Christopher Bruno, Director/CEO CMB

FROM: Matthew Easley, Assistant Director for Operations/ Finance

SUBJECT: Treasurer's Report

ISSUE(S):

The FCED Finance and Operations team is responsible for overseeing administration, procurement, budgeting, spending, hiring, and maintaining a hospitable and equitable work environment. This report will serve to update the current status of the FY2025 EDA budget.

TREASURER'S REPORT:

Finance staff, along with support and oversight from FCED Treasurer McGruder and support from Director Bruno, has compiled a Treasurer's report to update on the status of the FY2025 budget as of 9/30/2024.

Treasurer McGruder will now provide an update on current FY2025 spending.

FISCAL IMPACT:

There is no fiscal impact related to this update.

RESPONSIBLE STAFF/
POC: Assistant Director Easley, Account Support Associate Mara, Director Bruno, Treasurer McGruder

COORDINATION:

Assistant Director Easley, Account Support Associate Mara, Director Bruno

ATTACHMENT(S): Treasurer's Report

November 4, 2024 - Treasurer's Report FY25 EDA as of 9/30/24

	Class	Total	SUB	Breakdown	Allocated	Spent	Remaining	% Remaining
1	Programs	120,938.02						
			A	Restaurant Weeks	40,000.00	-14,845.02	25,154.98	62.89%
			B	Fairfax City Flex Card	20,000.00	0.00	20,000.00	100.00%
			C	Small Business Saturday	0.00	0.00	0.00	-
			D	Ribbon Cuttings	3,000.00	-174.35	2,825.65	94.19%
			E	Women's Entrepreneur Empowerment Lunceon	641.00	-641.00	0.00	0.00%
			F	Fall Festival Booth	500	-103.14	396.86	79.37%
			H	Shop Local Initiative	30,000.00	0.00	30,000.00	100.00%
			I	Culinary Careers Collaborative	30,000.00	-14,007.50	15,992.50	53.31%
			J	Miscellaneous	10,797.02	0.00	10,797.02	100.00%
2	MEC	150,000.00						
			A	MEC	150,000.00	-150,000.00	0.00	0.00%
3	Tourism Program Funding	138,413.50						
			A	LOVEwork Sign	20,000.00	0.00	20,000.00	100.00%
			B	Mural Installations	40,000.00	0.00	40,000.00	100.00%
			C	Strategic Tourism Programming	66,913.50	0.00	66,913.50	100.00%
			D	Governor's Tourism Summit	1,500.00	-695.51	804.49	53.63%
			E	Miscellaneous	10,000.00	-70.00	9,930.00	99.30%
4	Public Relations/ Marketing Programs/ In	217,413.50						
			A	Ad Support	91,913.50	-650.00	91,263.50	99.29%
			B	Subscription Services	15,500.00	-195.50	15,304.50	98.74%
			C	Website Support	20,000.00	0.00	20,000.00	100.00%
			D	Marketing Collateral	10,000.00	0.00	10,000.00	100.00%
			E	Programs Marketing	9,000.00	0.00	9,000.00	100.00%
			F	Tourism Marketing	15,000.00	-53.00	14,947.00	99.65%
			G	Business Investment Marketing	15,000.00	-2,034.09	12,965.91	86.44%
			H	MarComm Support	10,000.00	-1,625.00	8,375.00	83.75%
			I	GMU Engagement Initiatives	15,000.00	0.00	15,000.00	100.00%
			J	Miscellaneous	10,000.00	-157.00	9,843.00	98.43%
5	Business Investment Program	111,000.00						
			A	Accelerate Sponsorship & Attendance	6,000.00	-5,000.00	1,000.00	16.67%
			B	Quantum Sponsorship	2,500.00	-2,500.00	0.00	0.00%
			C	International Partnerships	39,000.00	-9,797.23	29,202.77	74.88%
			D	Events	20,000.00	-635.85	19,364.15	96.82%
			E	Conferences	23,500.00	-2,216.47	21,283.53	90.57%
			F	ICSC	10,000.00	0.00	10,000.00	100.00%
			G	Miscellaneous	10,000.00	0.00	10,000.00	100.00%
6	Admin	136,000.00						
			A	Account Support Associate	30,000.00	0.00	30,000.00	100.00%
			B	Quickbooks Online and Support	5,000.00	-787.50	4,212.50	84.25%
			C	Economic Development Associate	25,000.00	0.00	25,000.00	100.00%
			D	Transportation/Meals	10,000.00	-2,288.23	7,711.77	77.12%
			E	Operations/ Finance ProfDev & Conference Travel	6,000.00	-901.42	5,098.58	84.98%
			F	Miscellaneous	10,000.00	-757.51	9,242.49	92.42%
			G	Reimburse GF for FY25 PT Conversions	50,000.00	-50,000.00	0.00	0.00%
7	Strategic Initiatives	287,859.00						
			A	Partnerships (George Mason School of Business)	50,000.00	-20,000.00	30,000.00	60.00%
			B	OTSD (Once funding becomes available)	150,000.00	0.00	150,000.00	100.00%
			C	Women's Empowerment Grant	27,859.00	-27,859.00	0.00	0.00%
			D	CFCC Neighborhood Economic Dev Grant	30,000.00	-1,132.39	28,867.61	96.23%
			E	Economic Development Studies	30,000.00	-30,000.00	0.00	0.00%
8	Executive Director Budget	58,392.51						
			A	Misc. Funding	15,000.00	-54.79	14,945.21	99.63%
			B	Special Projects Manager	10,000.00	0.00	10,000.00	100.00%
			C	Legal	25,392.51	-6,085.00	19,307.51	76.04%
	Total	**1,220,016.53**		Total	**1,220,016.53**	**-345,266.50**	**874,750.03**	**71.70%**

FAIRFAX CITY
Economic Development Authority

Fairfax City EDA
Economic Development Authority Staff Report

Date: November 6, 2024

TO: Economic Development Authority Commissioners

THROUGH: Christopher Bruno, Director/CEO

FROM: Matthew Easley, Assistant Director for Operations/ Finance

SUBJECT: Finance & Operations Update

ISSUE(S):

The FCED Finance and Operations team is responsible for overseeing administration, procurement, budgeting, spending, hiring, and maintaining a hospitable and equitable work environment. This report will serve to update on the FY2024 Audit, the execution of the Local Spending Initiative Contract, and the Women's Entrepreneurship Grant Opportunity program.

AUDIT: FCED finance staff, with support and oversight from Treasurer McGruder, has been working diligently providing the requested documentation for FCED's first independent audit to Cherry Bekaert (accounting firm). The audit is comprehensive and a process that FCED has not undergone. Given that this is the inaugural audit for FCED, finance staff resources have been heavily utilized to complete this initiative responsibly and timely.

LOCAL SPENDING INITIATIVE FCED URFP 25.1:

The Fairfax City Local Spending Initiative Committee has selected Joy Riot, LLC, to furnish the services of the Local Spending Initiative Program for the upcoming fiscal year. Joy Riot, located in Northern Virginia, will partner with Bendure Communications, Inc. on this program.

The committee, comprising three economic development staff members and an economic development commissioner, conducted a comprehensive evaluation. They considered various factors, including scoring, oral presentations, and budget negotiations, before concluding that Joy Riot had the most fitting proposal for future programmatic needs.

WEGO: Finance staff, in collaboration with the Director and programs staff, executed six grants that allocated a total of $27,859 to women-owned businesses located in Fairfax City, allowing them to procure consulting services to enhance their business capabilities. The businesses include Smiley Skin, Mittal Accelerated Communications, Liberty Baking, Epiphany Pilates, and BE2 Pilates.

FISCAL IMPACT:

There is no fiscal impact related to these updates; all above initiatives have already been approved as part of the FY25 budget adoption process.

RESPONSIBLE STAFF/
POC: Assistant Director Easley, Account Support Associate Mara, Director Bruno, Treasurer McGruder

COORDINATION:

Assistant Director Easley, Account Support Associate Mara, Director Bruno

FAIRFAX CITY
Economic Development Authority

Fairfax City EDA
Economic Development Authority Staff Report

Date: November 6, 2024

TO: Economic Development Authority Commissioners

THROUGH: Christopher Bruno, Director/CEO

FROM: Tara Borwey, Programs Manager

SUBJECT: Local Spending Initiative and OTFBA Executive Director Update

ISSUE(S): Fairfax City Economic Development (FCED) is responsible for overseeing certain programs relying on EDA-allocated funds that advance the economic development goals of Fairfax City. This report serves as an update for the Local Spending Initiative (LSI) as well as the OTFBA Executive Director search.

LSI: Following a successful RFP process, Joy Riot has been selected as the contractor for the Local Spending Initiative. In preparation for Small Business Saturday, Joy Riot will assist in promoting the Flex Card holiday shopping promotion, showcasing all participating businesses. In line with past efforts, we plan to feature local shopping incentives through a pop-up location on Small Business Saturday, supported by an event brochure. Additionally, Joy Riot's services will extend into May, providing programming support for Small Business Month to enhance engagement with local retailers.

OTFBA: Following a successful Executive Director search, the Old Town Fairfax Business Association (OTFBA) has hired Tina Disch. With over ten years of experience in the tourism industry, much of it focused on collaboration with chambers, downtown business groups, and government leaders, Disch has a strong background in developing growth strategies. Her expertise spans marketing and promotions, event management, community development, and relationship management.

FISCAL IMPACT: There is no fiscal impact related to these updates; all above initiatives have already been approved as part of the FY25 budget adoption process.

RESPONSIBLE STAFF/
POC: Tara Borwey, Programs Manager

COORDINATION: Christopher Bruno, Executive Director, Finance Staff

FAIRFAX CITY
Economic Development Authority

Fairfax City EDA
Economic Development Authority Staff Report

Date: November 6, 2024

TO: Economic Development Authority Commissioners

THROUGH: Christopher Bruno, Director/CEO

FROM: Stephanie Gerson, Tourism Specialist

SUBJECT: Tourism Strategic Workplan Update

ISSUE(S):

Fairfax City has historically been lacking in building and developing a portfolio of Tourism programs and initiatives. The Tourism and Placemaking Specialist role will be responsible for overseeing the development of a tourism strategy designed to highlight Fairfax City as a regional and national destination for travel, events (both corporate and leisure) dinning and shopping.

SUMMARY:

The past month has been dedicated to researching tourism assets in the city, conducting meetings with internal and external stakeholders and starting the process on developing a strategic plan for tourism for Fairfax City. The below provides a high-level overview of work to date and upcoming planning.

Research:

- Assets/stakeholder engagement-
  - Exploring and developing a list of tourism assets (things to do, hotels, restaurants, museums and history walking tour, etc).
  - How tourism can partner with the many different departments, businesses and groups in the city.

Marketing:

- Marketing opportunities in various magazines-
  - Branding and website creation - Looking at localities with tourism websites and looking into recommended consultants – Falls Church, Fredericksburg, Manassas;
- Tourism Strategy Analysis-
  - Familiarization with Virginia Tourism Corporation and how they can be utilized to assist in gathering tourism data, research, market analysis and other aspects for tourism strategy development;
  - Conducting a comp analysis and looking at similar destinations (in size and structure) and what their tourism strategy looks like;
  - Researching best practices from other cities that are starting a tourism program or have tourism within econ dev (Arlington, Falls Church and Burlington, VT, Manassas, Fredericksburg)

Meetings:

- City Partners – Parks and Rec, Culture Arts, Office of Historic Resources, City Manager
- Business Partners/stakeholders - Residence Inn GM, GMU Marketing, Elyse (restaurant), Earps (business events)
- Outside Stakeholders - Visit Fairfax, Arlington, Falls Church
- Meetings scheduled for the next couple of weeks:
  - Lily Carter, Residence Inn/ Courtyard, Sales Manager
  - Kirstin Franko, Center for the Arts Marketing manager

- City Tourism Committee Meeting – Nov 7th at 1 pm (Parks and Rec, Cultural Arts, Transportation, OHR, IT/Marketing)
- VA1 Virginia Governors' Tourism Summit –Nov. 13-15.

Continuing Projects:

- Love Sign: Potentially found a location and a concept. Next step – work with Parks and Recreation to make sure the spot is ok and then work with Megan at Cultural Affairs to begin the process of finding artists.
- Murals: Potentially found a location. Next step is to contact owners and then contact artist. Working with Commission on the Arts and Cultural Affairs for this project.

RESPONSIBLE STAFF/ POC: Tourism and Placemaking Specialist Gerson

COORDINATION: Director/ Executive Director; Programs Management