

**AGENDA
SPECIAL CALLED MEETING
HISTORICAL PRESERVATION AND RESTORATION BOARD
TUESDAY, JULY 12, 2016
FARMERS BRANCH HISTORICAL PARK
2540 FARMERS BRANCH LANE, FARMERS BRANCH, TEXAS
9:00 A.M.**

- I. CALL TO ORDER**
- II. DISCUSS NOMINATING COMMITTEE'S SLATE OF OFFICERS AND TAKE APPROPRIATE ACTION**
- III. TOUR OF HISTORICAL PARK**
- IV. APPROVAL OF MINUTES FOR MAY 24, 2016 MEETING**
- V. CONSIDER EXCUSING THE ABSENCES OF SCOTT AMES AND KELLIE GALLOP FROM THE MAY 24, 2016 BOARD MEETING AND TAKE APPROPRIATE ACTION**
- VI. DISCUSS DMOPROZ REPORT AND TAKE APPROPRIATE ACTION**
- VII. ADJOURNMENT**

AMERICANS WITH DISABILITIES ACT, TITLE II

The Farmers Branch Historical Park is wheelchair accessible. Specially marked parking spaces are located in the parking area off Farmers Branch Lane. The Dodson House is accessible on the north side of the house. Persons with disabilities planning to attend this meeting who are deaf, hearing impaired or may need auxiliary aids such as sign interpreters or large print, are required to contact the City Secretary at 972-919-2503 at least 72 hours prior to the meeting.

I certify that the above notice of this meeting was posted at least 72 hours prior to the scheduled meeting time, in accordance with the Open Meetings Act, on the bulletin board at City Hall.

Approved to Post: *Amy Putkane* Stamp:
City Secretary

Posted by: *City Secretary*
Date Posted: 7/17/16





**FARMERS
BRANCH**

MEMORANDUM

PARKS & RECREATION

TO: Members of Historical Preservation &
Restoration Board

FROM: Derrick Birdsall, Historical Park Supt.

DATE: July 8, 2016

SUBJECT: Nominating Committee

The nominating committee consisting of committee chair Gretchen Cash and Kellie Gallop is recommending the following slate for consideration as officers for the Historical Preservation and Restoration Board.

Chair – Clare Connally

Vice Chair – Beth Wood

Secretary – Gretchen Cash

**MINUTES
HISTORICAL PRESERVATION AND RESTORATION BOARD
REGULAR MEETING
TUESDAY, MAY 24, 2016**

PRESENT: Gretchen Cash
Ron Doerler
Bitsy Laney
Kay Lynn Lyon
Roger McKemie
Patsy Mayo
Barbara Sisseron – Honnoll
Beth Wood

STAFF: Derrick Birdsall

ABSENT: Scott Ames
Jan Blair
Kellie Gallop

The meeting was called to order at 7:05 P.M. with Roger McKemie presiding.

APPROVED MINUTES: Gretchen Cash moved to approve the minutes of the March 22 and April 26, 2016 Board meeting. Patsy Mayo seconded. Motion carried unanimously.

CONSIDER EXCUSING THE ABSENCES OF JAN BLAIR AND BARBARA SISSERON-HONNOLL: Following the lead of City Council, Board absences will need to be excused at the following meeting by the members of the Board present. The Board voted unanimously to excuse the absences of both ladies.

PRESERVATION DALLAS AWARD: Board chair Roger McKemie made a presentation of his experience at the annual Preservation Dallas Awards. The Historical Park was given a preservation award for the Old Church bell installation project.

UPCOMING EVENTS: The schedule of upcoming events was included in the Board's packet and discussed.

COMMITTEE REPORTS:

A. COLLECTIONS: The Curator's Report was discussed as presented in the Board packet.

B. FINANCIAL: Copies included in Board packet. The balances are as follows:

Board (Travel, dues, etc.)	\$ 930.80
Wardrobe	\$1,496.20
Museum Store	\$1,909.27

- C. PLANNING/EDUCATION CENTER:** In light of the upcoming report due from DMOPROZ Consulting in June, we are in a holding pattern right now.
- D. FRIENDS:** Bitsy Laney reported that the Friends earned approximately \$10,000 at their semi-annual dinner at the StarCenter. Over 90 people were in attendance and the silent auction went well. Barbara Sisserson – Honnoll asked if the fund raiser can be done on a more annual basis? Bitsy said she would bring that up with the Friends' Board. Kay Lynn Lyon said that it was a good time of year to hold the fund raiser and a good mix of people.
- E. ORAL HISTORY:** No Report.
- F. MUSEUM EDUCATION:** The Educator's report was discussed as presented in the Board packet.
- G. MUSEUM STORE:** The Museum Store report was discussed as presented in the Board packet.

DIRECTORS REPORT: A copy of the Director's Report was included in the Board packet. Each of the Board members who were stepping off the Board this summer expressed their thanks and appreciation to the Historical Preservation and Restoration Board for their service and hard work.

ADJOURNMENT: The meeting was adjourned at 8:24 P.M.

RESPECTFULLY SUBMITTED:

Derrick Birdsall,

Roger McKemie, Board Chair



MEMORANDUM

PARKS & RECREATION

TO: Members of Historical Preservation & Restoration Board

THRU: Derrick Birdsall, Historical Park Supt.

FROM: Kim Jolly Chapman, Historical Park Administration

DATE: July 8, 2016

SUBJECT: Board Attendance

Consider excusing the absences of Board members Scott Ames and Kellie Gallop from the May 24, 2016 Board meeting and take appropriate action.

Adhering to the new Attendance Policy under the Ethics Policy City Council has adopted, the Historical Preservation and Restoration Board shall decide by vote at this meeting whether Scott's and/or Kellie's absence were for good cause or not.

As a matter of practice, the Board has excused the absence of a Board member when a member has a pre-notified excusable absence. By excusing the absence, the Board member is not penalized with using one of three unexcused absences allowed in the Charter.

Actions:

- 1) Motion to approve the excused absences of Board members Scott Ames and/or Kellie Gallop from the May 24, 2016 Board meeting.
- 2) Motion to deny approval of the excused absences of Board members Scott Ames and/or Kellie Gallop.
- 3) Motion to modify to meet the needs of the Board.
- 4) Motion to table the issue for further study or take no action.



**FARMERS
BRANCH**

MEMORANDUM

PARKS & RECREATION

TO: Members of Historical Preservation &
Restoration Board

FROM: Derrick Birdsall, Historical Park Supt.

DATE: July 8, 2016

SUBJECT: DMOPROZ Report

Please find attached the DMOPROZ report as presented to City Council last month. Staff will be on hand to answer any questions.

AN ANALYSIS OF THE HIGHEST AND BEST USES OF FARMERS BRANCH HOTEL-MOTEL TAX REVENUES

EXECUTIVE SUMMARY

FORWARD

The City of Farmers Branch is empowered to levy a 7% tax upon lodging properties within the city limits by the State of Texas through Chapter 351 of the Municipal Tax Code with a number of restrictions regarding its utilization.

City Management recently issued a Request for Proposals to firms experienced in Destination Marketing and Texas Hotel Occupancy Tax law to perform an analysis of the City's past deployment of the revenues from this tax, given the restrictions the State has placed upon its use. The question that powered the RFP was "what is the highest and best use of these revenues?"

In April of 2016, DMOpz (a firm with over two decades of experience in the Destination Marketing field) began its analysis of background documentation detailing past utilization of the Hotel Occupancy Tax and the resulting impacts to the City and its businesses.

During the week of April 11, DMOpz CEO Bill Geist was in Farmers Branch to learn, first-hand from key community leaders and tourism industry stakeholders, the opinions on the City as a destination and how effectively the Tourism Fund had been invested. All told, over 40 individuals (including the Historical Park Advisory Board and the Parks Department Board) were interviewed for this assignment. The complete list of participants can be found on the last page of this document.

In the following pages, we offer our analysis, findings and recommendations for the highest and best use of the Hotel Occupancy Tax in Farmers Branch.

We offer our sincere appreciation to Shawna Eikenberry and John Land, who helped arrange our interviews and provided significant background material for use in our analysis. We thank the City for engaging us in this endeavor and look forward to the opportunity to be of further service in the months and years ahead.

DESTINATION: FARMERS BRANCH

The City:

- An inner-ring suburb of Dallas; part of the Dallas–Fort Worth metroplex
- 2014 estimated census population of 32,560
- Home to more than 4,000 companies and more than 250 corporate headquarters,
- 28 parks and state-of-the-art recreational facilities
- Home to several events such as Libertyfest, Bloomin' Bluegrass, Christmas Tour of Lights and Halloween in the Park

The Visitor Economy:

- Visitor economy is primarily driven by meetings, conventions and transient corporate business
- Sports Tournaments are a growing market, providing weekend business for hotels
- 2,000 transient sleeping rooms in 11 hotels (5 with meeting space)
- Occupancy rates for the city's hotels in 2015 was 64.2%, up from 57.6% in 2012
- Room Tax receipts have increased from \$2,008,688 in 2012 to \$2,760,094 in 2015

Destination Advantages:

- High level of public safety
- Public parks and community aesthetics are exceptional
- Quality of soccer fields considered by many to be the best in the DFW Metroplex
- Historical Park provides both a showcase of the region's heritage as well as a location for large festivals and events
- Hotels with meeting space are running an occupancy rate of 71.3% percent
- The Brookhaven Country Club and the Dr. Pepper StarCenter offer interesting alternatives for offsite receptions and break-outs
- The 158-seat Firehouse Theatre presents opportunities to both attract leisure visitors as well as provide off-site evening entertainment for convention groups

Destination Challenges:

- Farmers Branch doesn't own a destination defining attraction
- There is a dearth of independent, destination restaurants resulting in a significant portion of the city's visitor spending occurring outside the city limits
- The lack of a critical mass of tournament-grade fields, courts, ice and facilities often forces the destination to secure venues in other communities to host tournaments
- Historical Park is understaffed in its present operational configuration to serve as both a heritage site and a special event venue

TEXAS STATE STATUTES GOVERNING HOTEL TAX UTILIZATION

The City of Farmers Branch is empowered to levy a 7% tax upon lodging properties within the city limits by the State of Texas through Chapter 351 of the Municipal Tax Code with a number of restrictions regarding its utilization.

Revenue from the municipal hotel occupancy tax may be used only to promote tourism and the convention and hotel industry, and that use is limited to the following:

- The acquisition of sites for (and the construction, improvement, enlarging, equipping, repairing, operation and maintenance of) convention center facilities or visitor information centers, or both;
- The furnishing of facilities, personnel and materials for the registration of convention delegates or registrants;
- Advertising and promotional programs to attract tourists and convention delegates or registrants to the municipality or its vicinity;
- The encouragement, promotion, improvement and application of the arts;
- Historical restoration and preservation projects or activities or advertising and conducting solicitations and promotional programs to encourage tourists and convention delegates to visit preserved historic sites or museums;
- For expenses related to a sporting event in which the majority of participants are tourists who substantially increase economic activity at hotels and motels within the municipality or its vicinity;
- The enhancement and upgrading of existing sports facilities or fields, if the municipality owns the facilities or fields and the sports facilities and fields have been used, in the preceding calendar year, a combined total of more than 10 times for district, state, regional, or national sports tournaments;
- Signage directing the public to sights and attractions that are visited frequently by hotel guests in the municipality;

FINDINGS

The present allocation of Hotel Occupancy Tax (HOT) by the City of Farmers Branch meets the requirements of State Statutes. However, the deployment of The Hotel Motel Fund does not achieve the highest and best use of these revenues when viewed through an economic development lens.

The Hotel Motel Fund

- Hotel Occupancy Tax generates roughly \$2.7 million per year
- Uses for HOT are governed by State Statute Chapter 351
 - At least half of the revenue must be invested in sales and marketing to attract visitors
 - No more than half of the revenues collected can be used for Historical restoration and preservation designed to attract visitors

The Destination Marketing Effort

- 51.2% of the Tourism Fund is invested in Destination Marketing (\$1,175,500)
- Farmers Branch addresses the challenge of drawing visitors to the city in two primary ways:
 - Engaging contract professionals to solicit and service meeting and tournament groups
 - Investing resources into Historical Park to attract leisure visitors
- Hoteliers are very pleased with the job the contractors are performing on their behalf
- An Incentive Fund is utilized to encourage large groups that otherwise wouldn't consider the destination to stage their events in Farmers Branch
- This Group Sales effort facilitated the booking of over 15,000 Room Nights in 2015
- Up until 2016, roughly \$400,000 of this fund has gone to pay off debt of the meeting space portion of the Dr. Pepper StarCenter

Historical Park & Events

- 48.8% of the Tourism Fund goes to Historical Park and Events (\$1,119,600)
- \$500,000 goes to salaries and benefits
- A net \$242,000 goes to stage special events
- \$195,000 goes to repairs and maintenance
- Historical Park operates with a full-time staff of 5 and benefits from over 3000 hours of assistance from 150 volunteers
- The Park hosts over 4,000 school children for tours each year
- Roughly 750 Hotel Room Nights can be attributed to the annual *Bloomin' Bluegrass* event
- Less than 150 Rooms are estimated to flow from rental events at the Park
- The Historical Park Board is advocating for a building to put more of the region's heritage on display and serve as a Visitor Center for the community

In most destinations, Hotel Room Night production is just one of several indicators of the ROI of HOT revenues invested back into tourism promotion. However, that Farmers Branch lacks a competitive culinary, retail and nightlife asset base from which other benefits could be derived, the performance of its hotels is the only objective measure of ROI available.

TOURISM FUND: RETURN ON INVESTMENT



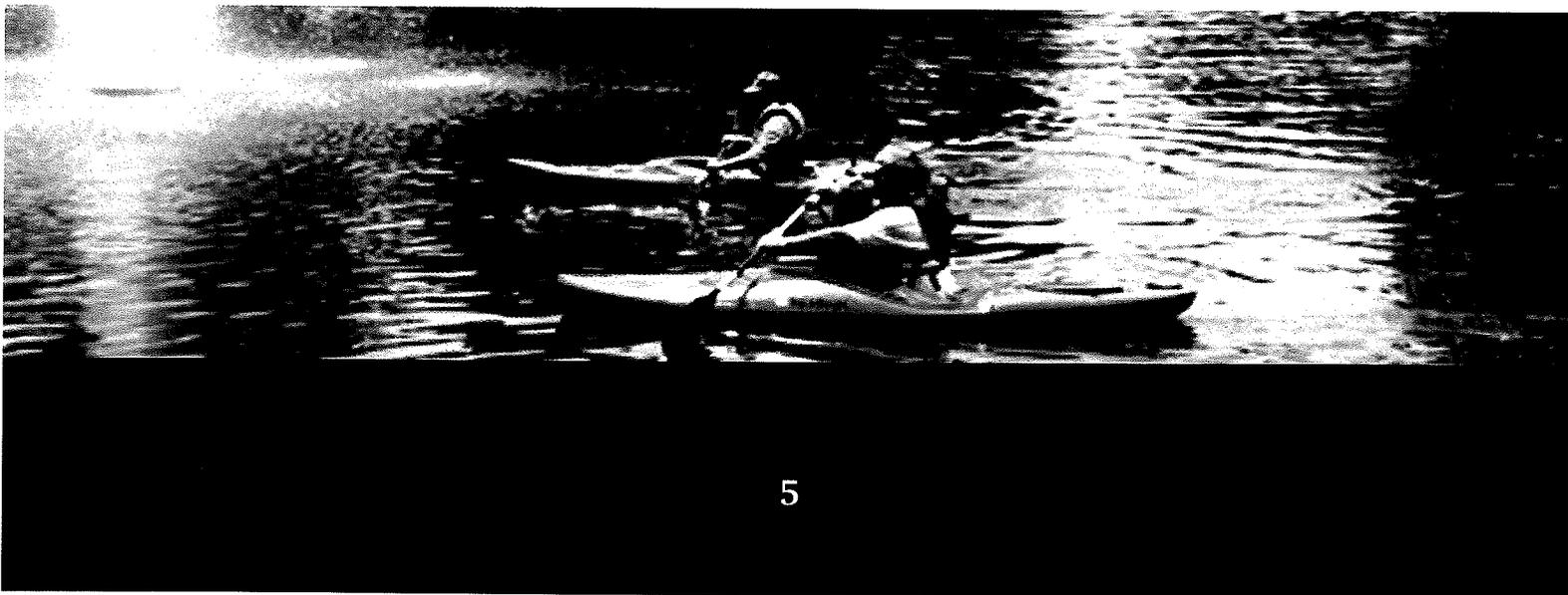
Amount Invested in Destination Marketing: \$1,150,000
Hotel Revenue from Groups Facilitated*: \$1,755,000
Hotel Occupancy Revenue Generated: \$122,850



Amount Invested in Historic Preservation: \$1,119,600
Hotel Revenue from Events & Rentals*: \$103,311
Hotel Occupancy Revenue Generated: \$7,232

To be sure, there are “soft” measures such as the recent “Halo Effect” research conducted by Longwoods International in which it is shown that visitation to a community increases a person’s appreciation of that locale as a good place to live and invest. However, no amount of halo can overcome the significant difference in ROI seen by the above comparison, given the intent of the State Statute governing HOT revenue as a driver of visitation to a community.

* Revenues based upon at the Average Daily Rate of \$117 for Group business facilitated by Tourism Contractors.



RECOMMENDATIONS

There is a big difference between being statutorily able to utilize Hotel Occupancy Tax revenues and investing those revenues in ways that produce the highest and best results. Historically, Farmers Branch has deployed HOT revenues in a manner that generally mirrors what Texas State Statutes permit; roughly half of the revenues collected have been invested in tourism-related sales, marketing and activities with the other half supporting historic preservation.

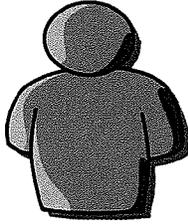
The intent of the Hotel Occupancy Tax is to attract visitors to a destination. Texas statutes allow municipalities to do that through (1) advertising and (2) development. To assess the highest and best use of Hotel Tax, one must first analyze the product to be promoted and/or enhanced.

In order to generate a higher Return on Investment on a revenue stream with limited legal uses, we believe Farmers Branch needs to redeploy some funds from the Hotel Occupancy Tax to the following areas:

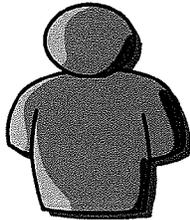
- **Marketing.** The Sales and Services contractors are generating significant group business for Farmers Branch hotels, but the brand marketing of the city is rather haphazard in its approach. The destination needs someone to connect the dots and design a marketing program that utilizes both traditional and digital media to attract consumers to Farmers Branch.
- **Special Events.** We also believe that the limitations in the asset base of Farmers Branch (restaurants, retail, nightlife) requires a greater focus on special events to mitigate the destination's lack of magnetism. As the Parks Department is already programming 39 weekends a year (and cannot not realistically be expected to develop additional events on the size and scope of *Bloomin' Bluegrass*), we believe another contractor that can generate sufficient sponsorship revenue to support additional destination defining events and assist Parks Department events professionals would be an appropriate next step for the City. While the City's recent history with large events has been checkered, we encourage further analysis of the resources that would be required to add new festivals to the city's event calendar.

DESTINATION SALES & MARKETING (Promotion of Tourism)

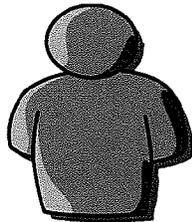
To generate an even higher ROI with the Tourism Fund, we offer the following recommendations:



- **Add a full-time contractor as a Destination Marketing Specialist, with responsibilities to include (but not necessarily be limited to):**
 - Develop and curate content for the Destination website and Social Media
 - Develop weekend packages with hotels and industry partners
 - Serve as a liaison between heritage, arts and hospitality interests
 - Develop and post relevant imagery and video on the web and Social Media
 - Place advertising messages, as appropriate
 - Work hand in hand with the current contractors to provide ideas to pitch to event planners to make Farmers Branch an easier sell, further increasing their ROI

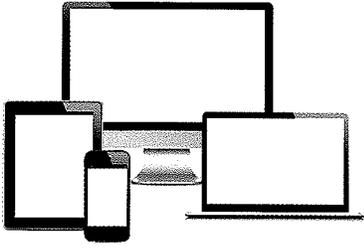


- **Add a full-time contractor as a Content and Events Specialist whose split role it will be to help develop new festivals and events that will result in the kind of Room Night production that *Bloomin' Bluegrass* creates and support the Destination Marketing Specialist in developing weekly online content**
 - Assist the Events Director at the Parks Department in the creation of two to three new destination defining events over the next five years
 - Develop event sponsorship revenues to help fund festivals
 - Assist in the development of online content



- **Add a second Group Sales contractor**
 - Focus on Sports Groups that do not require fields and courts (e.g., Cheer, Glee, Dance, Chess and Forensic can be staged at schools while Runs, Bicycling Criteriums and Extreme Frisbee competitions can be staged in and around City Parks)
 - Additional focus on Corporate meetings
 - Work to maximize the Dr. Pepper StarCenter and Country Club facilities
 - Consider focusing one contractor Sports and the other on meetings

Estimated Impact: Assigning a hard number to the Destination Marketing Specialist is impossible, as their role supports that of all other contractors and the Parks Department. Should the Content and Events Specialist succeed in creating three new events to the scale of Bloomin' Bluegrass, an estimated 2,000 additional Room Nights would accrue to the city, resulting in at least \$23,400 in new visitor spending. And, if the second Group Sales contractor was only half as successful as the existing contractor, they would facilitate \$888,000 of new business into Farmers Branch hotels, generating an additional \$61,000 in Room Tax, almost covering their contract.



•**Invest in an updated, responsively designed website as soon as possible.** We understand that the City is at work with a firm to develop a new web presence for Farmers Branch...and that the tourism component is a part of the contract. What must happen, however, is that the Visit Farmers Branch content be separate from that designed for residents. While residents can utilize visitor information, visitors will not engage with a site that is designed for residents. The Visit Farmers Branch site must:

- Be fully responsive in design
- Be easy for contractors to update on a daily basis
- Include a fully searchable calendar of events
- Include copious options for compelling imagery and video
- Feature every possible reason for a person to want to visit
- Include maps showing proximity to DART and location within the DFW Metroplex
- Include a section on Meeting facilities with full room layouts
- Include a section on Sports facilities (including ease of access to facilities in surrounding municipalities) with complete site layouts
- Easily located contact information for potential clients

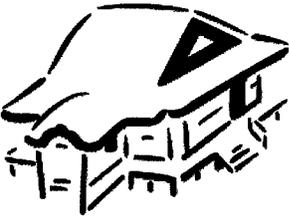


HISTORIC PRESERVATION

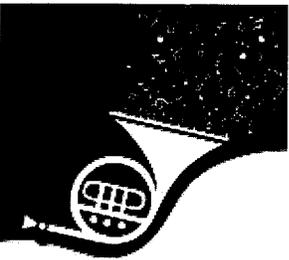
Investing roughly half the City's HOT revenue has often been done with a wink and a nod, as evidenced by comments we heard from a few community leaders. The rationales used for some past projects, while *technically* following State statute, were tenuous, at best, in their expectation to increase tourism to Farmers Branch.

This is not in any way meant to diminish the importance of Historical Park to the City. Rather, it suggests that, if a use doesn't truly increase visitation in a meaningful manner, it should be funded through the General Fund (or other means)...or not at all. HOT revenues must be invested in activities that are demonstrable in moving the needle in consumer opinion, intent and action to visit Farmers Branch. And, while not required by State Statute, the focus should be on overnight visitors due to the lack of other ways for the City to benefit from visitor spending (e.g., lack of dining, retail and nightlife options).

Thus, looking at appropriate HOT utilization for Historical Preservation, the City, its Parks Department and the Historical Park Advisory Board should:



- **Examine ways to expand programming in ways that would truly attract more than school groups.** Instead of having one building open for interpretation each weekend, they all should be...and with period costumed re-enactors. While the cost to do something like this is not insignificant, it is one of a handful of ways that the Park can become a more effective visitor magnet.



- As noted previously, **additional festivals should also be launched to attract visitors that would not normally be attracted to a heritage site** (sadly, this is the majority of the Millennial and Gen X consumers that Farmers Branch should be targeting). And, a more concerted effort should be made in the destination weddings market to maximize the chapel. As roughly a quarter of all weddings are held in destinations other than the bride or groom's hometowns (and involve an average \$25,000 spend), these events, like sports tournaments, help hoteliers when they need the business most.

- While these activities can be effectively (and legally) funded to an extent through HOT revenues, **day to day operations should be moved to the General Fund or other revenue streams wherever possible.** While we applaud the Historical Park Board's culture of wanting to keep the Park and its activities as cost-free as possible, we strongly believe this tradition needs to be significantly re-examined.

We believe the following steps should be taken to increase must-needed revenues to Historical Park:

- Ensure that passive use of the Park by residents is always free
- Charge admission for events and docent-led tours
- Secure sponsors for events and festivals
- Charge non-local school district groups for tours
- Increase rental fees for weddings and third-party uses
- Explore options that would allow the City to retain more revenues from the sale of beer and wine at festivals and events
- Work to build the Park's reputation as a sensational weddings destination, possibly warranting a full-time professional as business grows

As to the Historical Park Advisory Board's interest in building a new structure (variously described as a Visitors Center, Educational Center and Museum), we applaud its passion but question how deeply the programming of this potential structure has been considered. As noted earlier, we heard a myriad of needs searching for a one-size fits all solution, topped with the concept of attaching a Visitor Information Center to this multi-faceted house in an attempt to qualify for Tourism Fund revenue.

At this stage of the destination development game, Farmers Branch does not need a Visitors Center. Indeed, fewer and fewer destinations do, in this world of GPS and online DMO and third-party review sites. Add to this new reality that, outside of the Park, there is precious little else to which Visitor Center staff could currently direct visitors to see. Thus, a Visitor Information Center in the Park makes little sense.

With that off the table, the Board should re-examine its true needs against mission. In our eyes, the most important interest, given a location in the Park, is further interpretation of the heritage of Farmers Branch...and that sounds like a Museum (with the ability to rotate traveling exhibits) that contains some function space. The need for space to store and curate artifacts is important, but not at the expense of space to serve the visitors to the Park.

We still question whether there is space within the Park for such a facility without compromising the aesthetics of existing structures and space needed for future events. Indeed, we can't help but think a location between the DART platform and the entrance to the Park makes more sense... but, we defer to professional staff for a more informed opinion.

However, if such a facility only incrementally makes the Park more attractive to visitors and isn't a bold statement, we believe the Advisory Board and Professional Staff should double down on making the existing Park the best it can be.

CONCLUDING THOUGHTS

Change is never easy, especially when it impacts revenue streams. With this study, the City of Farmers Branch set out to identify what the highest and best use of the Hotel Occupancy Tax could be. And, that is a question that has several answers, depending upon one's definition of "best use."

For those who view the "best use" of HOT revenue as paying for city services in order to keep residential taxes as low as possible, the highest and best use in this case is exactly what the City of Farmers Branch has been doing, utilizing roughly half of the proceeds from the Hotel Tax on Historical Park.

However, if one views highest and best use as investing the revenue in such a manner that the City increases visitation to its hotels, attractions and businesses in order to stimulate the economy, generate jobs and increase brand awareness of the community as a potential place to live or invest, changes in the allocation of the Tourism Fund must be effected.

While we have suggested additional revenues from the Tourism Fund be directed to Destination Marketing, we are just as adamant that funding for Historical Park not be reduced (indeed, it needs to increase). We're simply saying that the Park should be increasingly (but, by no means exclusively) funded through new revenue streams. Whether that comes from the General Fund or user fees and sponsors is up to the Park Board and the City.

But, as new hotel product comes on line (requiring additional assistance from City Tourism Contractors and the Incentive Fund) and restaurants, nightspots and attractions begin to emerge (allowing the City to benefit even more from the Visitor Economy), additional funds will be required for increased tourism promotion and development. From the more traditional print and radio-based marketing to becoming more aggressive in the digital marketing space, competitive communities are increasingly turning to marketing to attract future investment and residents.

Thus, we would encourage the City to establish a goal (after these recommendations are implemented) to annually transfer an additional \$70,000 to 100,000 of the Tourism Fund to the Promotion line, allowing the City and Historical Park ample time to identify a new way to fund this exceptional attraction.

To the extent that Historical Park is able to attract overnight visitors, it should share in HOT revenues. The rest of the Fund should be invested in telling the Farmers Branch story and increasing visitation and investment in the city.

Bill Geist
DMOproz
31 May, 2016

STAKEHOLDERS

When DMOproz was engaged to perform this analysis, the City of Farmers Branch provided the firm with a comprehensive list of community stakeholders with whom it could interface and gain valuable intel about the culture, past and future vision of the City. Among those with whom DMOproz met:

Bill Binford	Tourism Hospitality Team
Jeff Binford	Former City Council
Margie Binford	Tourism Hospitality Team
Derek Birdsall	Historical Park
Mike Borngardner	City Council
Connie Brown	Tourism Hospitality Team
Richard Brown	Tourism Hospitality Team
Tom Chesney	Brookhaven College
Jason Claunch	Catalyst Commercial
Clare Connally	Former Historical Park Board
Kirk Connally	City Council
Ron Corker	Dr. Pepper StarsCenter
Charles Cox	City Manager
Diane Dobis	Brookhaven Country Club
Shawna Eikenberry	City Staff
Mark Footlick	Western Securities
Harold Froehlich	City Council
Bill Glancy	Former Mayor
James Goode	Tourism Hospitality Team
Vickie Goode	Tourism Hospitality Team
Robert Griffin	Family Advisory Board
Gayla Guyse	Omni Hotel
Eddy Ketchersid	Tourism Hospitality Team
Verlen Ketchersid	Tourism Hospitality Team
David Moore	Firehouse Theatre
Nicole Newkham	Metrocrest Services
John Norwood	City Council
Ruth Ann Parish	Tourism Hospitality Team
Bob Phelps	Mayor
Ana Reyes	City Council
Katie Roberts	Tourism Hospitality Team
Gordon Roytvold	Double Tree Galleria
Barbara Sisserson-Honnoll	Historical Park Board
Paul Stewart	Dallas Texans Soccer Club
Bill Stolp	Tourism Hospitality Team
JoAnn Stolp	Tourism Hospitality Team
Angela Zarate	Groves Electrical
plus...	Historical Park Staff
	Historical Park Board
	Parks & Rec Board