

**Recommended Approach for  
TASK FORCE BASED  
Tourism Plan Development**

**Proposed approach:**

A Task Force will be used to direct development of Tourism Plan and its implementation. This approach leverages stakeholder expertise, encourages buy in from stakeholder community and provides for continuity in plan development through implementation.

**Tourism Task Force Membership:**

- 1 A Task Force Steering Committee shall include representation from key stakeholder groups that will be involved in the development and implementation of the Tourism Plan. Those groups include: Downtown Developers, Chamber of Commerce's Tourism Committee, Main Street, Hotel Lodging Association, Convention and Visitor Development Director and City Senior Staff.
- 2 The Task Force Advisory Group will be a group of representatives from stakeholder entities throughout Marshall and its surrounding region. The group will be fluid in nature and shall not be exclusive. Advisory Group membership may change during the course of the Tourism Planning process. Attached hereto as Attachment I is a proposed Task Force Membership List
- 3 City staff will provide on going support to Task Force as needed.
- 4 The technical aspects of the Task Force will be directed by a Project Manager; the financial management will be handled by city staff. The project manager will have strong project and consultant management skills and experience. The Project Manager will be assigned by the City Commission and will coordinate closely all activities with the City Manager, Steering Committee and contractor.

**Task Force Responsibilities**

**Stage 1: Scoping of Request for Proposal (RFP) and selection of successful proposal.**

- 1 Finalize the RFP.
- 2 Finalize list of qualified contractors that will receive the RFP.
- 3 Provide/identify one-person point of contact for all contractor RFP related questions. The Task Force will define the process for recording RFP related questions and responses.
- 4 Review/evaluate proposals.
- 5 Conduct telephone interview with firms selected by steering committee.
- 6 Provide selection recommendation to City Commission.

**Stage 2: Project Management**

- 1 All contractor activities will be coordinated through the Task Force via Project Manager
- 2 Task Force will brief City Commission monthly on project status.
- 3 Contractor will provide Task Force and City Commission briefing on Phase 1 interim report findings.

- 4 Task Force will work with the Contractor to adjust the scope for Phase 2.
- 5 Contractor will provide Task Force and City Commission briefing on final work product.

### **Stage 3: Implementation of Plan**

- 1 Task Force will take final deliverable from contractor and will construct a detailed implementation plan, consisting of what has to be done, who is responsible and by what date.
- 2 Task Force will work to obtain “buy in” from various entities required for plan implementation.
- 3 Task Force will deliver to City Commission a completed document with task specific direction for implementation of the plan. This will be the result of collaborative effort between various stakeholders who will be involved in the implementation of the plan. Task Force will also identify any outstanding issues that may remain and will provide recommendations on how to resolve these issues.
- 4 Task Force will provide recommendations how to manage the tourism effort beyond life of Task Force.
- 5 Task Force will complete its mission and dissolve.

**ATTACHMENT I**

**Marshall, Texas  
TOURISM TASK FORCE  
2006**

**STEERING COMMITTEE**

Representation by entities that will be considered integral in planning and implementation of Plan.

Project Manager	1
City of Marshall Sr. Staff	1
Chamber of Commerce's Tourism Committee	1
Hotel Lodging Association	1
Convention and Visitor Development	1
Marshall Main Street	1
Downtown Developers	2

**ADVISORY COMMITTEE – (not exclusive)**

Representation by entities/stakeholders affected by tourism. The dynamics of this group is anticipated to be fluid in nature and may change as the consultant requests information from entities. The intention in makeup of the original list was to envision regional attractions as well as local.

Marshall Chamber of Commerce

- FireAnt Festival

City of Marshall

- Visual Art Center
- City Arena
- Airport Park
- Civic Center
- Main Street
- MEDCO

Harrison County Commission

Retail Attractive to Visitors

- Marshall Pottery
- Under the Texas Sun
- Weisman's
- Design Center
- Brass Trunk
- Deborah's Boutique
- Marshall Mall
- Highway 59 Retail
- Others

Words and Voices

Restaurants/Caterers

Marshall Festivals, Inc.

- Wonderland of Lights
- Stagecoach Days

Marshall Downtown Association

Second Saturday

Marshall Regional Arts Council

Heritage Tourism (Historic Landmark Preservation Board

- African-American Tourism
- New Town Neighborhood

- Geneology
- All other heritage tourism

Harrison County Historical Museum

Texas & Pacific Depot Museum

Michelson Museum of Art

Starr Home

Josey's

City of Harleton

Jonesville Store

Caterers

Wildlife Refuge

Black-Eyed Pea Festival

Hallsville Western Days

Caddo Lake Area State Park

Caddo Lake State Park

Jefferson Convention and Visitor Bureau/Chamber of Commerce

Lake O' Pines Association

City of Elysian Fields

City of Waskom

**TOURISM TASK FORCE**  
**TIMELINE**

<b>Date</b>	<b>Time</b>	<b>Meeting Location</b>	<b>Purpose</b>
<b>March 21</b>	3pm	City Conference Room	“General Meeting” – Bo Ellis, Amanda Wynne, Brian Yarborough, Henry Bradbury, Jim Bates, Ed Smith, Steve Carlile, Jerry Cargill, Shawne Somerford, Frank Johnson, Connie Ware, Geraldine Mauthe
<b>March 27</b>	9am	City Conference Room	“Small Group Meeting” – Frank Johnson, Henry Bradbury, Shawne Somerford, Janet Cook, Geraldine Mauthe
<b>April 4</b>	3pm	City Conference Room	“General Meeting” to hear recommendation regarding Task Force Membership & Proposed Timeline.
<b>TBA</b>			“Small Group Meeting” to reconfirm Steering Committee Membership and timeline. Plan for City Commission presentation
<b>April 13</b>	6:30 pm	Commission Chambers	City Commission to consider and approve Task Force and Project Manager
<b>TBA</b>			Steering Committee Meeting to finalize RFP, Contractor List and advisory group membership. Multiple meetings may be held and recommendation completed for City Commission / by 4/21
<b>April 27</b>	6:30 Pm	Commission Chambers	City Commission to consider and approve RFP and Contractor List
<b>May 1</b>	tba	Tba	Steering Committee Meeting / mail out of RFP
<b>TBA</b>			Steering Committee to meet if necessary
<b>May 29</b>			Proposals Due
<b>TBA</b>			Steering Committee to meeting to review applications / Interviews commence
<b>June 22</b>	6:30 pm	Commission Chambers	City Commission to consider recommendation for contractor. A Draft Contract should be prepared by this time for consideration
<b>FUTURE KEY MILESTONES</b>			Contract with successful contractor
			Kick off Meeting – Briefing of Task Force
			Task Force works with contractor – meet as necessary
			Phase I Completion – Briefing of task Force and City Commission