

**Rick Scott**  
GOVERNOR



**Cissy Proctor**  
EXECUTIVE DIRECTOR

The Honorable Rick Scott, Governor  
State of Florida  
The Capitol  
400 South Monroe Street  
Tallahassee, FL 32399-0001

Dear Governor Scott:

Pursuant to section 20.058, Florida Statutes, the Department of Economic Opportunity is providing this report on its direct-support organization, The Florida Concrete Masonry Education Council, Inc. (Council). The Council was created by section 446.53, Florida Statutes, as a Florida nonprofit corporation.

Information provided in compliance with section 20.058(1), Florida Statutes, is as follows:

- a) Name, mailing address, telephone number, and website address:  
The Florida Concrete Masonry Education Council, Inc.  
6353 Lee Vista Boulevard, Orlando, FL, 32833  
(407) 988-6414  
[www.floridamasonrycouncil.org](http://www.floridamasonrycouncil.org).
- b) Statutory Authority: Section 446.53, Florida Statutes
- c) Mission description and results: Coordinate a statewide program to inform and educate the public about the sustainability and economic benefits of concrete masonry products and train individuals in the field of concrete masonry.
- d) Description of the Council's plans for the next three fiscal years: See attached.
- e) Copy of the Council's Code of Ethics: See attached.
- f) Copy of the Council's most recent federal Internal Revenue Service Return: See attached.

It is DEO's recommendation to continue the agency's association with the Council as a direct support organization. The Council plays a key role in educating and training concrete masonry professionals, which contributes to Florida's growing economy.

If you have any questions regarding this recommendation, please feel free to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Cissy Proctor', with a stylized flourish at the end.

Cissy Proctor  
Executive Director

cc: Jim Painter, Executive Director, Florida Concrete Masonry Education Council

Florida Department of Economic Opportunity | Caldwell Building | 107 E. Madison Street | Tallahassee, FL 32399  
850.245.7105 | [www.floridajobs.org](http://www.floridajobs.org)  
[www.twitter.com/FLDEO](https://twitter.com/FLDEO) | [www.facebook.com/FLDEO](https://www.facebook.com/FLDEO)



## Board of Directors

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*CEMEX*  
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Robert Carlton  
*Capital Concrete & Masonry Solutions*  
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*FL Concrete Masonry Education Council*  
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*FL Dept. of Economic Opportunity*  
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*Maschmeyer Concrete Company*

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*Formrite Construction*

Jay Snyder  
*MASONPRO, Inc.*

Preston Sparkman  
*Quality Precast*

Address:  
P.O. Box 12018  
Gainesville, FL 32604

Email:  
Jim@floridamasonrycouncil.org

August 1, 2018

Ms. Trina Travis, PMP®  
Senior Manager, Partnerships and Strategic Initiatives  
Florida Department of Economic Opportunity  
107 E. Madison Street  
Tallahassee, FL 32399-4135

Ms. Merideth Middleton, M.A.T.S.  
Florida Department of Economic Opportunity  
Contract Manager, Workforce Services, Contracts and Grants  
107 E. Madison Street  
Tallahassee, FL 32399-4135

Submitted via email to: Trina.Travis@deo.myflorida.com  
Merideth.Middleton@deo.myflorida.com

Re: August 1, 2018 Report - Florida Concrete Masonry Education Council, Inc.

Dear Ms. Travis and Ms. Middleton,

As required by section 6.3 of the Memorandum of Agreement ("MOA") between the Florida Department of Economic Opportunity ("DEO") and the Florida Concrete Masonry Education Council, Inc. (the "Council"), the following information is provided with reference to the pertinent subsections of the MOA:

6.3.1 – Florida Concrete Masonry Education Council, Inc.

P.O. Box 12018  
Gainesville, FL 32604

407.988.6414

[www.floridamasonrycouncil.org](http://www.floridamasonrycouncil.org)

6.3.2 – The Council was created by Florida Statute 446.53.

6.3.3 – The mission of the Council is to coordinate a statewide program to inform and educate the public about the sustainability and economic benefits of concrete masonry products and train individuals in the field of concrete masonry. To accomplish this mission the Council has:

- Contracted with the Florida Masonry Apprentice and Educational Foundation (MAEF) to maintain and add apprenticeship programs throughout Florida using the National Center for Construction Education and Research (NCCER) curriculum, retain and add apprentices, retain and add contractors for the apprenticeship program, implement a masonry 'Quick Start' program, maintain pre-apprenticeship programs in schools throughout Florida, and develop an educational campaign to increase awareness of masonry pre-apprenticeship and apprenticeship programs. The campaign is presented at middle school career

Ms. Trina Travis  
Ms. Merideth Middleton  
August 1, 2018  
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exploration classes, high school career fairs, parent nights, and other opportunities to promote the masonry profession.

- Continued its efforts to expand opportunities to work with the Florida Department of Corrections on its in-facility training programs that are located throughout the state. The continuing goals are to provide inmates with masonry pre-apprenticeship training and improve the referral process for ex-offenders to their local CareerSource offices for subsequent referral to masonry employers.
- Continued outreach efforts to Local Workforce Development Boards to encourage the use of Workforce Innovation and Opportunity Act (WIOA) training dollars to support the training of masons for the construction industry.
- Contracted with the Masonry Association of Florida (MAF). MAF has authored white papers for publication in the American Institute of Architects (AIA) magazine, created and distributed a quarterly Newsletter to over 2,600 industry professionals, presented webinars relating to industry relevant changes to the Florida Building Code, and provided Continuing Education to the industry.
- Through its contract with MAF, continued to provide a Help Desk for engineers, architects, contractors, and code inspectors.
- Through its Executive Director, the Council participated with the Construction Industry Workforce Consortium. Consortium members meet to address the workforce issues challenging the construction industry.
- Contracted with the Florida Concrete & Products Association (FC&PA) to continue informing and educating the public about the benefits of masonry construction. The website has been enhanced with additional vignettes, e.g., interviewing a homeowner, builder, and architect asking, “Why Block?”, and produced a 30-second television spot that pays homage to masons. Across social media platforms, the following has been achieved:
  - Facebook: 1,987 followers
  - Website visits from Facebook: 2,419
  - Impressions on Facebook: 110,310
  - YouTube: summer spot (masons) – 38,460 views
  - YouTube: We Rely on Block (architect, builder, homeowner interviews) – 1,084 views
- FC&PA has produced and distributed digital media campaigns. The “Here We Go Again” hurricane digital ad campaign has brought large numbers of visitors to the website.
- Contracted with the Rinker School of Construction Management at the University of Florida to provide a residential market analysis report. The report identified areas and types of opportunity within Florida for masonry construction and increased masonry construction market share.
- Applied for and received a grant from the National Concrete Masonry Association (NCMA) to partially fund the migration of the print version of NCCER masonry training to an online learning environment. Provided additional industry financial support can be obtained, the migration will be completed. If completed, this will significantly increase the ability to deliver certified masonry training to many more Florida citizens.

Ms. Trina Travis  
Ms. Merideth Middleton  
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6.3.4 – The Council’s plan for 2018 - 2021 is provided as an attachment to the email conveying this report.

6.3.5 - The Council’s current Code of Ethics is provided as an attachment to the email conveying this report.

6.3.6 - The Council’s 2017 federal Internal Revenue Service (IRS) Return of Organization Exempt from Income Tax (Form 990) is provided as an attachment to the email conveying this report. Also attached is the Council’s initial 2019 Budget, which was approved at the Council’s June 14, 2018 Annual Meeting.

6.3.7 – This report and its referenced attachments are in portable document format (PDF) to facilitate publication on the DEO website. The link to the Council’s website is: <http://www.floridamasonrycouncil.org>.

Together we are building a sustainable Florida with Florida resources and Florida manpower one block at a time. If you have any questions, please contact me at: [jim@floridamasonrycouncil.org](mailto:jim@floridamasonrycouncil.org) or 352.494.8960.

Sincerely,

**Jim Painter**

Jim Painter  
Executive Director  
Florida Concrete Masonry Education Council, Inc.

cc: Anita Richardson, DEO (via email: [Anita.Richardson@deo.myflorida.com](mailto:Anita.Richardson@deo.myflorida.com))

Attachments to the email conveying this report:

- Strategic Plan: 2018-2021
- Code of Ethics
- IRS Form 990 - 2017
- Initial 2019 Budget

## Draft Strategic Plan: July 2018 – June 2021

The Florida Concrete Masonry Education Council has identified the following as its Strategic Plan for the period specified above.

### Goals:

- Make masonry a top 10 preferred career option for Florida's technical and vocational students and others looking for high skill, high wage careers,
- Identify and leverage additional funding sources for industry training,
- Make masonry the top choice for building single and multi-family homes throughout Florida,
- Maintain the industry's 'materials of choice' standing for commercial and industrial buildings,
- Create living (and higher) wage jobs for Florida residents,
- Retain the masonry workforce through economic ebbs,
- Pursue masonry as a skilled trade that requires state licensing,
- Create masonry industry career paths, and
- Create safe and efficient homes for Floridians, thereby saving lives and reducing property loss.

### Challenges:

- Age and eminent retirement of many of its current employees; predominantly masons, laborers, and supervisory personnel,
- Difficulty attracting and training a sufficient number of the next generation of industry employees,
- Insufficient number of contractors. If our contractors don't participate, we won't have jobs for the apprentices,
- Inconsistent attendance in apprenticeship programs,
- Difficulty attracting and compensating qualified instructors,
- Lack of reliable transportation to/from home/office/work sites/education campus,
- Lack of documentation by those interested in masonry industry careers, and
- Lack of documentation, housing, transportation, and/or restricted or prohibited access by ex-offenders to certain job sites.

### Strategies for Overcoming Challenges and Achieving Goals:

- Develop a single Statewide Masonry Apprenticeship Program. Each chapter within this system would have a subcommittee to run the local apprenticeship program. One representative from each chapter would make up the State Executive Committee,
- Promote a masonry program to all high schools that offer a construction trades curriculum,
- Implement a platform ("hall") to connect masonry contractors and individual service providers,
- Explore the possibility of starting Trade Schools within public school districts/community colleges. Encourage these institutions to provide buildings and instructors with oversight by an all industry board,
- Develop a 'train-the-trainers' methodology for employer worksites and correctional institutions,
- Digitize training text books and implement a learning management system to enable and encourage flexible and independent learning and validation of acquired knowledge,

- Work with the State of Florida to develop and implement incentive programs for contractors that employ apprentices. The incentive programs would be integrated with the CareerSource Florida system,
- Encourage industry members to sit on/participate with Local Workforce Development Boards,
- Facilitate the hiring of fully certified and industry experienced professionals to deliver ‘hands-on’ learning to each contractor’s yard,
- Facilitate alternative means of and transportation services, e.g., an industry supported ‘UBER/Lyft-like’ programs, coordination with automotive services training programs to repair vehicles and make the vehicles available for students use,
- Promote and offer a plan reading course to third year students or any mason interested in becoming a foreman, and
- Develop and implement incentive programs to attract and retain masonry industry interest, employment, continuing education, and advancement. Incentives could include:
  - Student stipends (pay for attendance/performance),
  - Providing meals for weekend class/workshop attendance,
  - Awarding tools to recognize advancement throughout training programs,
  - Cash awards for completing training, graduation, class standing, etc., and
  - Providing on-going transportation assistance, low cost vehicle purchase/finance programs.
- Promote purpose, i.e. being an artisan, being responsible for the safety and security of homebuyers, opportunities to earn and learn, working outside, multiple career paths to attract individuals to masonry careers,
- Identify and publicize high technology and advanced manufacturing careers available within the masonry industry,
- Expand the supply chain of workers via social media,
- Continue to develop and maintain a strong and effective social media presence,
- Provide masonry construction life cycle costs and value engineering for builders,
- Provide value propositions to multiple industry constituencies and consumers,
- Develop alternative training programs and training delivery systems,
- Continue to inform the public about the benefits of masonry construction, and
- Acquire data and analysis to support and measure initiatives.

#### Measurements of Progress:

- Increase in number of training/apprenticeship programs throughout the State,
- Increase in the number of participating educational institutions,
- Increase in the number of participating contractors,
- Increase in the number of students,
- Increase in the number of program graduates,
- Increase in wages,
- Meeting the employment and training needs of contractors, and
- Increase in the construction of residential and commercial concrete structures as verified by third party market analysis reports.

**Florida Concrete Masonry Education Council, Inc.**  
**CODE OF ETHICS/CONFLICT OF INTEREST POLICY<sup>1</sup>**

**PREAMBLE**

- (1) It is essential to the proper conduct and operation of the Florida Masonry Education Council, Inc. (herein “Council”), a direct support organization (“DSO”), that its board members, officers, and employees remain independent and impartial and that their position is not used for private gain. Therefore, the Florida Legislature, pursuant to sections 112.3251, 112.313, and 112.3143(2), Florida Statutes (2014), requires the Council, operating as a DSO, to establish a Code of Ethics that protects against conflicts of interest and establishes standards of conduct for DSO board members, officers and employees in situations where conflicts may arise.
  
- (2) It is the policy of the state that no DSO board member, officer, or employee shall have any interest, financial or otherwise, direct or indirect, or shall incur any obligation of any nature which is in substantial conflict with the proper discharge of his or her duties for the DSO. To implement this policy and strengthen the faith and confidence of the people in DSOs, there is enacted a Code of Ethics/Conflict of Interest Policy setting forth standards of conduct required of Council board members, officers and employees in the performance of their official duties.

**STANDARDS**

The following standards of conduct are enumerated in Chapter 112, Florida Statutes (2014), and are required by section 112.3251, Florida Statutes, to be observed by DSO board members, officers and employees and shall apply to board members, officers, or employees of the Council:

**1. Prohibition of Solicitation or Acceptance of Gifts**

A DSO board member, officer, or employee shall not solicit or accept anything of value to the recipient, including a gift, loan, and reward, promise of future employment, favor, or service, based upon any understanding that the vote, official action, or judgment of the DSO board member, officer or employee would be influenced thereby.

**2. Prohibition of Accepting Compensation Given to Influence a Vote**

A DSO board member, officer, or employee shall not accept any compensation, payment, or thing of value when the person knows, or, with reasonable care, should know that it was given to influence a vote or other action in which the DSO board member, officer, or employee was expected to participate in his or her official capacity.

**3. Salary and Expenses**

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<sup>1</sup> Previously reviewed and approved by the Florida Department of Economic Opportunity and adopted by the Florida Concrete Masonry Education Council as the Code of Ethics to protect against conflicts of interest and establish standards of conduct for board members, officers and employees.

A DSO board member or officer shall not be prohibited from voting on a matter affecting one's salary, expenses, or other compensation as a DSO board member or officer, as provided by law.

**4. Misuse of Public Position**

A DSO board member, officer or employee shall not corruptly use or attempt to use one's official position or any property or resource of the Council which may be within one's trust, or perform one's official duties to secure a special privilege, benefit, or exemption.

**5. Prohibition of Misuse of Privileged Information**

A DSO board member, officer or employee shall not disclose or use information not available to members of the general public and gained by reason of one's official position for one's personal gain or benefit or for the personal gain or benefit of any other person or business entity.

**6. Post-Office/Employment Restrictions**

A person who has been elected to any DSO board or office or who is employed by a DSO may not personally represent another person or entity for compensation before the governing body of the DSO of which he or she was a board member, officer, or employee for a period of two years after he or she vacates that office or employment position.

**7. Prohibition of Employees Holding Office**

A person may not be both a DSO employee and a DSO board member at the same time.

**8. Requirements to Abstain From Voting**

A DSO board member or officer shall not vote in official capacity upon any measure which would affect his or her special private gain or loss, or which he or she knows would affect the special gain or any principal by whom the board member or officer is retained. When abstaining, the DSO board member or officer, prior to the vote being taken, shall make every reasonable effort to disclose the nature of his or her interest as a public record in a memorandum filed with the person responsible for recording the minutes of the meeting, who shall incorporate the memorandum in the minutes. If it is not possible for the DSO board member or officer to file a memorandum before the vote, the memorandum must be filed with the person responsible for recording the minutes of the meeting no later than 15 days after the vote.

**9. Failure to Observe DSO Code of Ethics/Conflict of Interest Policy**

Failure of a DSO board member, officer, or employee to comply with the Code of Ethics/Conflict of Interest Policy may result in the removal of that person from their position. Further, failure of the DSO to observe the Code of Ethics/Conflict of Interest Policy may result in the Florida Department of Economic Opportunity terminating its Agreement with the DSO.



Contribution: \$0.0125/CMU

		Jan - Dec 2019
		Approved by Board June 2018
<b>Income</b>		
	2019 Contributions	2,052,000.00
	Projected Carry Forward Cash	317,000.00 <sup>1</sup>
	5% Reserve	-150,000.00
	Carry Forward of 5% Reserve Cash	0.00
<b>Total Income</b>		<b>2,219,000.00</b>
		<b>2,219,000.00</b>
<b>Expense</b>		
	Marketing and Advertising	750.00
	Operating Expenses	
	Bank Service Charges	250.00 <sup>2</sup>
	Postage/Mailings	200.00 <sup>3</sup>
	Office Supplies	200.00
	Telephone/Computer Expense	1,500.00
	Board Meetings & Board Travel	1,500.00
	Insurance- Liability-D&O	2,500.00
	Meeting Expense (other)	2,000.00
	Exec Director Travel Expense	28,000.00
	<b>Total Operating Expenses</b>	<b>36,900.00</b>
	Employee Expenses	
	Payroll Admin Fees	2,050.00 <sup>4</sup>
	Payroll Taxes	10,000.00
	Workers Comp	1,000.00
	Benefits	15,000.00
	Salary	107,625.00
	Bonus if earned	0.00
	<b>Total Employee Expenses</b>	<b>135,675.00</b>
	Professional Fees	
	Filing Fees	1,600.00
	Auditing and Taxes	10,000.00
	Legal Fees	5,000.00
	Management Fee	150,000.00
	<b>Total Professional Fees</b>	<b>166,600.00</b>
	Contracted Services:	
	UF Market Study	51,612.00
	MAEF Training Contract	403,700.00
	Education of the Public Contracts	
	MAF (Education of Engineers and Architects/ Codes and Standards)	255,000.00
	FC & PA (Education - Public Information & Education)	1,004,000.00
	Masonry Codes and Standards	0.00
	<b>Total Other Expenses</b>	<b>1,714,312.00</b>
	Unobligated Surplus	165,513.00
<b>Total Expense</b>		<b>2,219,000.00</b>
		<b>0.00</b>

**Notes**

- 1 Based on 2018 current forecast with actuals
- 2 New budget item for ACH payments
- 3 Reduction in planned expenditures due to switching to ACH payments
- 4 Increases in prices since 2017; expected to increase in 2019

Verdeja, De Armas & Trujillo, LLP  
255 Alhambra Cir Ste 560  
Coral Gables, FL 33134-7417

**THE FLORIDA CONCRETE MASONRY  
EDUCATION COUNCIL INC  
POST OFFICE BOX 12018  
GAINESVILLE, FL 32604**



**Verdeja, De Armas & Trujillo, LLP**  
**255 Alhambra Cir Ste 560**  
**Coral Gables, FL 33134-7417**  
**305-446-3177**

July 24, 2018

**CONFIDENTIAL**

THE FLORIDA CONCRETE MASONRY  
EDUCATION COUNCIL INC  
POST OFFICE BOX 12018  
GAINESVILLE, FL 32604

Dear :

We have prepared the following returns from information provided by you without verification or audit.

Return of Organization Exempt From Income Tax (Form 990)

We suggest that you examine these returns carefully to fully acquaint yourself with all items contained therein to ensure that there are no omissions or misstatements. Attached are instructions for signing and filing each return. Please follow those instructions carefully.

Enclosed is any material you furnished for use in preparing the returns. If the returns are examined, requests may be made for supporting documentation. Therefore, we recommend that you retain all pertinent records for at least seven years.

In order that we may properly advise you of tax considerations, please keep us informed of any significant changes in your financial affairs or of any correspondence received from taxing authorities.

If you have any questions, or if we can be of assistance in any way, please call.

Sincerely,

Verdeja, De Armas & Trujillo, LLP

**Return of Organization Exempt From Income Tax**  
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.  
Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

**A For the 2017 calendar year, or tax year beginning** \_\_\_\_\_, **and ending** \_\_\_\_\_

**B** Check if applicable:  
 Address change  
 Name change  
 Initial return  
 Final return/terminated  
 Amended return  
 Application pending

**C** Name of organization: **THE FLORIDA CONCRETE MASONRY EDUCATION COUNCIL INC**  
 Doing business as: \_\_\_\_\_  
 Number and street (or P.O. box if mail is not delivered to street address): **POST OFFICE BOX 12018** Room/suite: \_\_\_\_\_  
 City or town, state or province, country, and ZIP or foreign postal code: **GAINESVILLE FL 32604**

**D** Employer identification number: **47-1255713**  
**E** Telephone number: **407-895-9333**  
**G** Gross receipts \$: **1,748,926**

**F** Name and address of principal officer: **JUSTIN LORD**

**H(a)** Is this a group return for subordinates?  Yes  No  
**H(b)** Are all subordinates included?  Yes  No  
 If "No," attach a list. (see instructions)

**I** Tax-exempt status:  501(c)(3)  501(c) ( ) (insert no.)  4947(a)(1) or  527

**J** Website: **WWW.FLORIDAMASONRYCOUNCIL.ORG** **H(c)** Group exemption number: \_\_\_\_\_

**K** Form of organization:  Corporation  Trust  Association  Other

**L** Year of formation: **2014** **M** State of legal domicile: **FL**

**Part I Summary**

<b>Activities &amp; Governance</b>	<b>1</b> Briefly describe the organization's mission or most significant activities: <b>SEE SCHEDULE O</b>		
	<b>2</b> Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	<b>3</b> Number of voting members of the governing body (Part VI, line 1a)	<b>3</b>	<b>14</b>
	<b>4</b> Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	<b>14</b>
	<b>5</b> Total number of individuals employed in calendar year 2017 (Part V, line 2a)	<b>5</b>	<b>1</b>
	<b>6</b> Total number of volunteers (estimate if necessary)	<b>6</b>	<b>0</b>
	<b>7a</b> Total unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b>	<b>0</b>
<b>b</b> Net unrelated business taxable income from Form 990-T, line 34	<b>7b</b>	<b>0</b>	
<b>Revenue</b>	<b>8</b> Contributions and grants (Part VIII, line 1h)	<b>Prior Year</b>	<b>Current Year</b>
	<b>9</b> Program service revenue (Part VIII, line 2g)	<b>1,705,542</b>	<b>1,748,926</b>
	<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)		<b>0</b>
	<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)		<b>0</b>
	<b>12</b> Total revenue – add lines 8 through 11 (must equal Part VIII, column (A), line 12)	<b>1,705,542</b>	<b>1,748,926</b>
<b>Expenses</b>	<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1–3)		<b>0</b>
	<b>14</b> Benefits paid to or for members (Part IX, column (A), line 4)		<b>0</b>
	<b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	<b>123,787</b>	<b>131,796</b>
	<b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e)		<b>0</b>
	<b>b</b> Total fundraising expenses (Part IX, column (D), line 25)	<b>0</b>	
	<b>17</b> Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	<b>1,402,993</b>	<b>2,025,021</b>
<b>18</b> Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	<b>1,526,780</b>	<b>2,156,817</b>	
<b>19</b> Revenue less expenses. Subtract line 18 from line 12	<b>178,762</b>	<b>-407,891</b>	
<b>Net Assets or Fund Balances</b>	<b>20</b> Total assets (Part X, line 16)	<b>Beginning of Current Year</b>	<b>End of Year</b>
	<b>21</b> Total liabilities (Part X, line 26)	<b>1,153,256</b>	<b>730,258</b>
	<b>22</b> Net assets or fund balances. Subtract line 21 from line 20	<b>15,107</b>	<b>0</b>
		<b>1,138,149</b>	<b>730,258</b>

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

**Sign Here**

Signature of officer: **JIM PAINTER** Date: \_\_\_\_\_  
 Type or print name and title: **EXECUTIVE DIRECTOR**

**Paid Preparer Use Only**

Print/Type preparer's name: **MANUEL ALVAREZ** Preparer's signature: \_\_\_\_\_ Date: **07/24/18** Check  if self-employed PTIN: **P01404480**

Firm's name: **VERDEJA, DE ARMAS & TRUJILLO, LLP** Firm's EIN: **20-4989621**  
 Firm's address: **255 ALHAMBRA CIR STE 560 CORAL GABLES, FL 33134-7417** Phone no.: **305-446-3177**

May the IRS discuss this return with the preparer shown above? (see instructions)  Yes  No

**Part III Statement of Program Service Accomplishments**

Check if Schedule O contains a response or note to any line in this Part III

**1** Briefly describe the organization's mission:

**SEE SCHEDULE O**

**2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?  Yes  No

If "Yes," describe these new services on Schedule O.

**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services?  Yes  No

If "Yes," describe these changes on Schedule O.

**4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

**4a** (Code: ) (Expenses \$ **2,156,817** including grants of \$ ) (Revenue \$ )

**IN ACCORDANCE WITH SECTION 446.531, F.S., THE FCMEC WILL COORDINATE A STATEWIDE PROGRAM TO INFORM AND EDUCATE THE PUBLIC ABOUT THE SUSTAINABILITY AND ECONOMIC BENEFITS OF CONCRETE MASONRY PRODUCTS AND TRAIN INDIVIDUALS IN THE FIELD OF CONCRETE MASONRY. FURTHER, AS DIRECTED IN SECTION 1011.80(4), F.S., THE FCMEC WILL ESTABLISH BASELINE DATA OF PRIORITY TARGETS FOR THE PURPOSE OF FORMULATING ANNUAL OUTCOME MEASUREMENTS.**

**4b** (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

**4c** (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

**4d** Other program services (Describe in Schedule O.)

(Expenses \$ including grants of \$ ) (Revenue \$ )

**4e** Total program service expenses **2,156,817**

**Part IV Checklist of Required Schedules**

		Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	X	
2	Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?	X	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I		X
4	<b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II		X
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III		X
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I		X
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II		X
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III		X
9	Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV		X
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V		X
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI		X
b	Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII		X
c	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII		X
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX		X
e	Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X		X
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	X	
12a	Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	X	
b	Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional		X
13	Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E		X
14a	Did the organization maintain an office, employees, or agents outside of the United States?		X
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV		X
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV		X
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV		X
17	Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions)		X
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II		X
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III		X

**Part IV Checklist of Required Schedules** *(continued)*

		Yes	No
<b>20a</b>	Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		<b>X</b>
<b>b</b>	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
<b>21</b>	Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>		<b>X</b>
<b>22</b>	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>		<b>X</b>
<b>23</b>	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>		<b>X</b>
<b>24a</b>	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		<b>X</b>
<b>b</b>	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
<b>c</b>	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
<b>d</b>	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
<b>25a</b>	<b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		<b>X</b>
<b>b</b>	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		<b>X</b>
<b>26</b>	Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i>		<b>X</b>
<b>27</b>	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		<b>X</b>
<b>28</b>	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
<b>a</b>	A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		<b>X</b>
<b>b</b>	A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		<b>X</b>
<b>c</b>	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>		<b>X</b>
<b>29</b>	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		<b>X</b>
<b>30</b>	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		<b>X</b>
<b>31</b>	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		<b>X</b>
<b>32</b>	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		<b>X</b>
<b>33</b>	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>		<b>X</b>
<b>34</b>	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>		<b>X</b>
<b>35a</b>	Did the organization have a controlled entity within the meaning of section 512(b)(13)?		<b>X</b>
<b>b</b>	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
<b>36</b>	<b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		<b>X</b>
<b>37</b>	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>		<b>X</b>
<b>38</b>	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O.	<b>X</b>	

**Part V Statements Regarding Other IRS Filings and Tax Compliance**

Check if Schedule O contains a response or note to any line in this Part V

		Yes	No
<b>1a</b>	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable		
<b>1b</b>	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable		
<b>1c</b>	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	<b>X</b>	
<b>2a</b>	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return		
<b>2b</b>	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to <i>e-file</i> (see instructions)	<b>X</b>	
<b>3a</b>	Did the organization have unrelated business gross income of \$1,000 or more during the year?		<b>X</b>
<b>3b</b>	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O		
<b>4a</b>	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		<b>X</b>
<b>4b</b>	If "Yes," enter the name of the foreign country: See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
<b>5a</b>	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		<b>X</b>
<b>5b</b>	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		<b>X</b>
<b>5c</b>	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		
<b>6a</b>	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		<b>X</b>
<b>6b</b>	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
<b>7</b>	<b>Organizations that may receive deductible contributions under section 170(c).</b>		
<b>7a</b>	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?		
<b>7b</b>	If "Yes," did the organization notify the donor of the value of the goods or services provided?		
<b>7c</b>	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		
<b>7d</b>	If "Yes," indicate the number of Forms 8282 filed during the year		
<b>7e</b>	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		
<b>7f</b>	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		
<b>7g</b>	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		
<b>7h</b>	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		
<b>8</b>	<b>Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		
<b>9</b>	<b>Sponsoring organizations maintaining donor advised funds.</b>		
<b>9a</b>	Did the sponsoring organization make any taxable distributions under section 4966?		
<b>9b</b>	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		
<b>10</b>	<b>Section 501(c)(7) organizations.</b> Enter:		
<b>10a</b>	Initiation fees and capital contributions included on Part VIII, line 12		
<b>10b</b>	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities		
<b>11</b>	<b>Section 501(c)(12) organizations.</b> Enter:		
<b>11a</b>	Gross income from members or shareholders		
<b>11b</b>	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)		
<b>12a</b>	<b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?		
<b>12b</b>	If "Yes," enter the amount of tax-exempt interest received or accrued during the year		
<b>13</b>	<b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b>		
<b>13a</b>	Is the organization licensed to issue qualified health plans in more than one state? <b>Note.</b> See the instructions for additional information the organization must report on Schedule O.		
<b>13b</b>	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans		
<b>13c</b>	Enter the amount of reserves on hand		
<b>14a</b>	Did the organization receive any payments for indoor tanning services during the tax year?		<b>X</b>
<b>14b</b>	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O		



**Part VI Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

**Section A. Governing Body and Management**

		Yes	No
<b>1a</b>	Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.		
	<b>1a</b> <b>14</b>		
<b>b</b>	Enter the number of voting members included in line 1a, above, who are independent		
	<b>1b</b> <b>14</b>		
<b>2</b>	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		<b>X</b>
<b>3</b>	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person?		<b>X</b>
<b>4</b>	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		<b>X</b>
<b>5</b>	Did the organization become aware during the year of a significant diversion of the organization's assets?		<b>X</b>
<b>6</b>	Did the organization have members or stockholders?		<b>X</b>
<b>7a</b>	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		<b>X</b>
<b>b</b>	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		<b>X</b>
<b>8</b>	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
<b>a</b>	The governing body?	<b>X</b>	
<b>b</b>	Each committee with authority to act on behalf of the governing body?	<b>X</b>	
<b>9</b>	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O		<b>X</b>

**Section B. Policies** (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
<b>10a</b>	Did the organization have local chapters, branches, or affiliates?		<b>X</b>
<b>b</b>	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		
<b>10b</b>			
<b>11a</b>	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	<b>X</b>	
<b>b</b>	Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
<b>12a</b>	Did the organization have a written conflict of interest policy? If "No," go to line 13	<b>X</b>	
<b>b</b>	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?		<b>X</b>
<b>c</b>	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	<b>X</b>	
<b>12c</b>			
<b>13</b>	Did the organization have a written whistleblower policy?		<b>X</b>
<b>14</b>	Did the organization have a written document retention and destruction policy?		<b>X</b>
<b>15</b>	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
<b>a</b>	The organization's CEO, Executive Director, or top management official		<b>X</b>
<b>b</b>	Other officers or key employees of the organization		<b>X</b>
<b>15b</b>	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).		
<b>16a</b>	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		<b>X</b>
<b>b</b>	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?		
<b>16b</b>			

**Section C. Disclosure**

- 17** List the states with which a copy of this Form 990 is required to be filed **FL**
- 18** Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
 Own website  Another's website  Upon request  Other (explain in Schedule O)
- 19** Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records:

**FOCUSED MANAGEMENT SOLUTIONS  
GAINESVILLE**

**2153 SE HAWTHORNE ROAD SUITE 201  
FL 32601**

**352-872-5901**

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response or note to any line in this Part VII

**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

**1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) <b>PRESTON SPARKMAN</b>	3.00									
<b>BOARD MEMBER</b>	0.00	X					0	0	0	
(2) <b>ANTONIO R. OBREGON</b>	3.00									
<b>BOARD MEMBER</b>	0.00	X					0	0	0	
(3) <b>JAMES FINCH</b>	3.00									
<b>BOARD MEMBER</b>	0.00	X					0	0	0	
(4) <b>ADAM FREEMAN</b>	3.00									
<b>BOARD MEMBER</b>	0.00	X					0	0	0	
(5) <b>BERNANDO DIAS</b>	3.00									
<b>BOARD MEMBER</b>	0.00	X					0	0	0	
(6) <b>KELLY CURTIS</b>	3.00									
<b>BOARD MEMBER</b>	0.00	X					0	0	0	
(7) <b>RANDY DUNLAP</b>	3.00									
<b>BOARD MEMBER</b>	0.00	X					0	0	0	
(8) <b>TROY MASCHMEYER</b>	3.00									
<b>CHAIRMAN</b>	0.00	X					0	0	0	
(9) <b>JUSTIN LORD</b>	3.00									
<b>VICE CHAIRMAN</b>	0.00	X					0	0	0	
(10) <b>MONICA MANOLAS</b>	3.00									
<b>SECRETARY</b>	0.00	X					0	0	0	
(11) <b>RICK EDWARDS</b>	3.00									
<b>TREASURER</b>	0.00	X					0	0	0	

**Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(12) <b>ROBERT CARLTON</b>	3.00									
<b>BOARD MEMBER</b>	0.00	X					0	0	0	
(13) <b>DARRYL FALES</b>	3.00									
<b>BOARD MEMBER</b>	0.00	X					0	0	0	
(14) <b>JAY SNYDER</b>	3.00									
<b>BOARD MEMBER</b>	0.00	X					0	0	0	
(15) <b>JIM PAINTER</b>	40.00									
<b>EXECUTIVE DIRECTOR</b>	0.00			X			107,500	0	0	
<b>1b Sub-total</b>							<b>107,500</b>			
<b>c Total from continuation sheets to Part VII, Section A</b>										
<b>d Total (add lines 1b and 1c)</b>							<b>107,500</b>			

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **1**

	Yes	No
<b>3</b> Did the organization list any <b>former</b> officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		X
<b>4</b> For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>		X
<b>5</b> Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		X

**Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **0**

**Part VIII Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1a</b> Federated campaigns	<b>1a</b>			
	<b>b</b> Membership dues	<b>1b</b>			
	<b>c</b> Fundraising events	<b>1c</b>			
	<b>d</b> Related organizations	<b>1d</b>			
	<b>e</b> Government grants (contributions)	<b>1e</b>			
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above	<b>1f</b> <b>1,748,926</b>			
	<b>g</b> Noncash contributions included in lines 1a-1f: \$				
	<b>h Total.</b> Add lines 1a-1f		<b>1,748,926</b>		
<b>Program Service Revenue</b>	<b>2a</b> .....	<b>Busn. Code</b>			
	<b>b</b> .....				
	<b>c</b> .....				
	<b>d</b> .....				
	<b>e</b> .....				
	<b>f</b> All other program service revenue				
	<b>g Total.</b> Add lines 2a-2f				
<b>Other Revenue</b>	<b>3</b> Investment income (including dividends, interest, and other similar amounts)				
	<b>4</b> Income from investment of tax-exempt bond proceeds				
	<b>5</b> Royalties				
		(i) Real	(ii) Personal		
	<b>6a</b> Gross rents				
	<b>b</b> Less: rental exps.				
	<b>c</b> Rental inc. or (loss)				
	<b>d</b> Net rental income or (loss)				
	<b>7a</b> Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other		
	<b>b</b> Less: cost or other basis & sales exps.				
	<b>c</b> Gain or (loss)				
	<b>d</b> Net gain or (loss)				
	<b>8a</b> Gross income from fundraising events (not including \$ ..... of contributions reported on line 1c). See Part IV, line 18	<b>a</b>			
	<b>b</b> Less: direct expenses	<b>b</b>			
	<b>c</b> Net income or (loss) from fundraising events				
	<b>9a</b> Gross income from gaming activities. See Part IV, line 19	<b>a</b>			
	<b>b</b> Less: direct expenses	<b>b</b>			
<b>c</b> Net income or (loss) from gaming activities					
<b>10a</b> Gross sales of inventory, less returns and allowances	<b>a</b>				
<b>b</b> Less: cost of goods sold	<b>b</b>				
<b>c</b> Net income or (loss) from sales of inventory					
Miscellaneous Revenue	<b>Busn. Code</b>				
<b>11a</b> .....					
<b>b</b> .....					
<b>c</b> .....					
<b>d</b> All other revenue					
<b>e Total.</b> Add lines 11a-11d					
<b>12 Total revenue.</b> See instructions.		<b>1,748,926</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	<b>107,500</b>	<b>107,500</b>		
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages				
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits	<b>15,842</b>	<b>15,842</b>		
10 Payroll taxes	<b>8,454</b>	<b>8,454</b>		
11 Fees for services (non-employees):				
a Management	<b>145,003</b>	<b>145,003</b>		
b Legal	<b>4,442</b>	<b>4,442</b>		
c Accounting	<b>8,000</b>	<b>8,000</b>		
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	<b>1,840,238</b>	<b>1,840,238</b>		
12 Advertising and promotion				
13 Office expenses	<b>665</b>	<b>665</b>		
14 Information technology	<b>1,146</b>	<b>1,146</b>		
15 Royalties				
16 Occupancy				
17 Travel	<b>22,283</b>	<b>22,283</b>		
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	<b>933</b>	<b>933</b>		
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization				
23 Insurance	<b>2,291</b>	<b>2,291</b>		
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a <b>BANK CHARGES</b>	<b>20</b>	<b>20</b>		
b				
c				
d				
e All other expenses				
<b>25 Total functional expenses.</b> Add lines 1 through 24e	<b>2,156,817</b>	<b>2,156,817</b>	<b>0</b>	<b>0</b>
<b>26 Joint costs.</b> Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

**Part X Balance Sheet**

Check if Schedule O contains a response or note to any line in this Part X

		(A) Beginning of year		(B) End of year
<b>Assets</b>	<b>1</b> Cash—non-interest bearing	<b>696,277</b>	<b>1</b>	<b>308,187</b>
	<b>2</b> Savings and temporary cash investments		<b>2</b>	
	<b>3</b> Pledges and grants receivable, net	<b>456,979</b>	<b>3</b>	<b>422,071</b>
	<b>4</b> Accounts receivable, net		<b>4</b>	
	<b>5</b> Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		<b>5</b>	
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L		<b>6</b>	
	<b>7</b> Notes and loans receivable, net		<b>7</b>	
	<b>8</b> Inventories for sale or use		<b>8</b>	
	<b>9</b> Prepaid expenses and deferred charges		<b>9</b>	
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	<b>10a</b>		
	<b>b</b> Less: accumulated depreciation	<b>10b</b>	<b>10c</b>	
	<b>11</b> Investments—publicly traded securities		<b>11</b>	
	<b>12</b> Investments—other securities. See Part IV, line 11		<b>12</b>	
	<b>13</b> Investments—program-related. See Part IV, line 11		<b>13</b>	
	<b>14</b> Intangible assets		<b>14</b>	
	<b>15</b> Other assets. See Part IV, line 11		<b>15</b>	
<b>16 Total assets.</b> Add lines 1 through 15 (must equal line 34)		<b>1,153,256</b>	<b>16</b>	<b>730,258</b>
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses	<b>15,107</b>	<b>17</b>	
	<b>18</b> Grants payable		<b>18</b>	
	<b>19</b> Deferred revenue		<b>19</b>	
	<b>20</b> Tax-exempt bond liabilities		<b>20</b>	
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D		<b>21</b>	
	<b>22</b> Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		<b>22</b>	
	<b>23</b> Secured mortgages and notes payable to unrelated third parties		<b>23</b>	
	<b>24</b> Unsecured notes and loans payable to unrelated third parties		<b>24</b>	
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		<b>25</b>	
	<b>26 Total liabilities.</b> Add lines 17 through 25		<b>15,107</b>	<b>26</b>
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.</b>			
	<b>27</b> Unrestricted net assets	<b>1,138,149</b>	<b>27</b>	<b>730,258</b>
	<b>28</b> Temporarily restricted net assets		<b>28</b>	
	<b>29</b> Permanently restricted net assets		<b>29</b>	
	<b>Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.</b>			
	<b>30</b> Capital stock or trust principal, or current funds		<b>30</b>	
	<b>31</b> Paid-in or capital surplus, or land, building, or equipment fund		<b>31</b>	
	<b>32</b> Retained earnings, endowment, accumulated income, or other funds		<b>32</b>	
<b>33</b> Total net assets or fund balances	<b>1,138,149</b>	<b>33</b>	<b>730,258</b>	
<b>34</b> Total liabilities and net assets/fund balances	<b>1,153,256</b>	<b>34</b>	<b>730,258</b>	

**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI

<b>1</b>	Total revenue (must equal Part VIII, column (A), line 12)	<b>1</b>	<b>1,748,926</b>
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25)	<b>2</b>	<b>2,156,817</b>
<b>3</b>	Revenue less expenses. Subtract line 2 from line 1	<b>3</b>	<b>-407,891</b>
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	<b>4</b>	<b>1,138,149</b>
<b>5</b>	Net unrealized gains (losses) on investments	<b>5</b>	
<b>6</b>	Donated services and use of facilities	<b>6</b>	
<b>7</b>	Investment expenses	<b>7</b>	
<b>8</b>	Prior period adjustments	<b>8</b>	
<b>9</b>	Other changes in net assets or fund balances (explain in Schedule O)	<b>9</b>	
<b>10</b>	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	<b>10</b>	<b>730,258</b>

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line in this Part XII

	Yes	No
<b>1</b> Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
<b>2a</b> Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		<b>X</b>
<b>b</b> Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	<b>X</b>	
<b>c</b> If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.	<b>X</b>	
<b>3a</b> As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		<b>X</b>
<b>b</b> If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.		

**SCHEDULE A**  
**(Form 990 or 990-EZ)**

**Public Charity Status and Public Support**

OMB No. 1545-0047

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

**2017**

Department of the Treasury  
Internal Revenue Service

**Attach to Form 990 or Form 990-EZ.**

**Open to Public  
Inspection**

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

Name of the organization <b>THE FLORIDA CONCRETE MASONRY EDUCATION COUNCIL INC</b>	Employer identification number <b>47-1255713</b>
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**Part I Reason for Public Charity Status** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1  A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2  A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990 or 990-EZ).)
- 3  A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4  A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state: .....
- 5  An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6  A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7  An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8  A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9  An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: .....
- 10  An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11  An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
  - a  **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
  - b  **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
  - c  **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
  - d  **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
  - e  Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
  - f Enter the number of supported organizations .....
  - g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1–10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
<b>Total</b>						



**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in)	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")		85,000	1,223,248	1,705,542	1,748,926	4,762,716
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>4 Total.</b> Add lines 1 through 3		85,000	1,223,248	1,705,542	1,748,926	4,762,716
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						1,022,412
<b>6 Public support.</b> Subtract line 5 from line 4.						3,740,304

**Section B. Total Support**

Calendar year (or fiscal year beginning in)	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
<b>7</b> Amounts from line 4		85,000	1,223,248	1,705,542	1,748,926	4,762,716
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on						
<b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
<b>11 Total support.</b> Add lines 7 through 10						4,762,716

**12** Gross receipts from related activities, etc. (see instructions) 12

**13 First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

**Section C. Computation of Public Support Percentage**

**14** Public support percentage for 2017 (line 6, column (f) divided by line 11, column (f)) 14 **78.53 %**

**15** Public support percentage from 2016 Schedule A, Part II, line 14 15 **%**

**16a 33 1/3% support test—2017.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here**. The organization qualifies as a publicly supported organization

**b 33 1/3% support test—2016.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here**. The organization qualifies as a publicly supported organization

**17a 10%-facts-and-circumstances test—2017.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here**. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization

**b 10%-facts-and-circumstances test—2016.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here**. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization

**18 Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions

**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in)	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>6 Total.</b> Add lines 1 through 5						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
<b>c</b> Add lines 7a and 7b						
<b>8 Public support.</b> (Subtract line 7c from line 6.)						

**Section B. Total Support**

Calendar year (or fiscal year beginning in)	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
<b>9</b> Amounts from line 6						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
<b>c</b> Add lines 10a and 10b						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
<b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.)						
<b>14 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

<b>15</b> Public support percentage for 2017 (line 8, column (f) divided by line 13, column (f))	<b>15</b>	%
<b>16</b> Public support percentage from 2016 Schedule A, Part III, line 15	<b>16</b>	%

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for 2017 (line 10c, column (f) divided by line 13, column (f))	<b>17</b>	%
<b>18</b> Investment income percentage from 2016 Schedule A, Part III, line 17	<b>18</b>	%

- 19a 33 1/3% support tests—2017.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization
- b 33 1/3% support tests—2016.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization
- 20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

**Part IV Supporting Organizations**

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

	Yes	No
<b>1</b> Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
<b>2</b> Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
<b>3a</b> Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>		
<b>b</b> Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
<b>c</b> Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
<b>4a</b> Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>		
<b>b</b> Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
<b>c</b> Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
<b>5a</b> Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
<b>b</b> <b>Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
<b>c</b> <b>Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?		
<b>6</b> Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
<b>7</b> Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
<b>8</b> Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
<b>9a</b> Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
<b>b</b> Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>c</b> Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>10a</b> Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer 10b below.</i>		
<b>b</b> Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

**Part IV Supporting Organizations** (continued)

	Yes	No
<b>11</b> Has the organization accepted a gift or contribution from any of the following persons?		
<b>a</b> A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?		
<b>11a</b>		
<b>b</b> A family member of a person described in (a) above?		
<b>11b</b>		
<b>c</b> A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in Part VI.		
<b>11c</b>		

**Section B. Type I Supporting Organizations**

	Yes	No
<b>1</b> Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
<b>1</b>		
<b>2</b> Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.		
<b>2</b>		

**Section C. Type II Supporting Organizations**

	Yes	No
<b>1</b> Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		
<b>1</b>		

**Section D. All Type III Supporting Organizations**

	Yes	No
<b>1</b> Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
<b>1</b>		
<b>2</b> Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).		
<b>2</b>		
<b>3</b> By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.		
<b>3</b>		

**Section E. Type III Functionally-Integrated Supporting Organizations**

- 1** Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).
- a**  The organization satisfied the Activities Test. Complete line 2 below.
- b**  The organization is the parent of each of its supported organizations. Complete line 3 below.
- c**  The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).

**2** Activities Test. Answer (a) and (b) below.

	Yes	No
<b>a</b> Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.		
<b>2a</b>		
<b>b</b> Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.		
<b>2b</b>		
<b>3</b> Parent of Supported Organizations. Answer (a) and (b) below.		
<b>a</b> Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in Part VI.		
<b>3a</b>		
<b>b</b> Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.		
<b>3b</b>		

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

- 1  Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	<b>Adjusted Net Income</b> (subtract lines 5, 6 and 7 from line 4).	8	
Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	<b>Total</b> (add lines 1a, 1b, and 1c)	1d	
e	<b>Discount</b> claimed for blockage or other factors (explain in detail in Part VI):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035.	6	
7	Recoveries of prior-year distributions	7	
8	<b>Minimum Asset Amount</b> (add line 7 to line 6)	8	
Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations** *(continued)*

Section D - Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in <b>Part VI</b> ). See instructions.	
7 <b>Total annual distributions.</b> Add lines 1 through 6.	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in <b>Part VI</b> ). See instructions.	
9 Distributable amount for 2017 from Section C, line 6	
10 Line 8 amount divided by line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2017	(iii) Distributable Amount for 2017
1 Distributable amount for 2017 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2017 (reasonable cause required-explain in <b>Part VI</b> ). See instructions.			
3 Excess distributions carryover, if any, to 2017:			
<b>a</b>			
<b>b</b> From 2013			
<b>c</b> From 2014 .....			
<b>d</b> From 2015 .....			
<b>e</b> From 2016 .....			
<b>f</b> <b>Total</b> of lines 3a through e			
<b>g</b> Applied to underdistributions of prior years			
<b>h</b> Applied to 2017 distributable amount			
<b>i</b> Carryover from 2012 not applied (see instructions)			
<b>j</b> Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2017 from Section D, line 7: \$			
<b>a</b> Applied to underdistributions of prior years			
<b>b</b> Applied to 2017 distributable amount			
<b>c</b> Remainder. Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2017, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in <b>Part VI</b> . See instructions.			
6 Remaining underdistributions for 2017. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in <b>Part VI</b> . See instructions.			
7 <b>Excess distributions carryover to 2018.</b> Add lines 3j and 4c.			
8 Breakdown of line 7:			
<b>a</b> Excess from 2013			
<b>b</b> Excess from 2014 .....			
<b>c</b> Excess from 2015 .....			
<b>d</b> Excess from 2016 .....			
<b>e</b> Excess from 2017 .....			



SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b. Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2017

Open to Public Inspection

Name of the organization

THE FLORIDA CONCRETE MASONRY EDUCATION COUNCIL INC

Employer identification number

47-1255713

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include total number at end of year, aggregate values, and yes/no questions about donor advisement.

Part II Conservation Easements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include purpose of easements, total number, acreage, and expenses.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include reporting requirements for art and historical treasures.



**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets** *(continued)*

**3** Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

- a** Public exhibition
- b** Scholarly research
- c** Preservation for future generations
- d** Loan or exchange programs
- e** Other .....

**4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

**5** During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?  Yes  No

**Part IV Escrow and Custodial Arrangements.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

**1a** Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?  Yes  No

**b** If "Yes," explain the arrangement in Part XIII and complete the following table:

- c** Beginning balance .....
- d** Additions during the year .....
- e** Distributions during the year .....
- f** Ending balance .....

	Amount
<b>1c</b>	
<b>1d</b>	
<b>1e</b>	
<b>1f</b>	

**2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?  Yes  No

**b** If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII  Yes  No

**Part V Endowment Funds.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
<b>1a</b> Beginning of year balance .....					
<b>b</b> Contributions .....					
<b>c</b> Net investment earnings, gains, and losses .....					
<b>d</b> Grants or scholarships .....					
<b>e</b> Other expenditures for facilities and programs .....					
<b>f</b> Administrative expenses .....					
<b>g</b> End of year balance .....					

**2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a** Board designated or quasi-endowment ..... %
- b** Permanent endowment ..... %
- c** Temporarily restricted endowment ..... %

The percentages on lines 2a, 2b, and 2c should equal 100%.

**3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i)** unrelated organizations .....
- (ii)** related organizations .....

	Yes	No
<b>3a(i)</b>		
<b>3a(ii)</b>		
<b>3b</b>		

**b** If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?  Yes  No

**4** Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
<b>1a</b> Land .....				
<b>b</b> Buildings .....				
<b>c</b> Leasehold improvements .....				
<b>d</b> Equipment .....				
<b>e</b> Other .....				

**Total.** Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)

**Part VII Investments—Other Securities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 12.)		

**Part VIII Investments—Program Related.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 13.)		

**Part IX Other Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 15.)	

**Part X Other Liabilities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value	
(1) Federal income taxes		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.)		

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII

**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements		1	1,748,926
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
a	Net unrealized gains (losses) on investments	2a		
b	Donated services and use of facilities	2b		
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d		2e	
3	Subtract line 2e from line 1		3	1,748,926
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b		4c	
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)		5	1,748,926

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements		1	2,156,817
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
a	Donated services and use of facilities	2a		
b	Prior year adjustments	2b		
c	Other losses	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d		2e	
3	Subtract line 2e from line 1		3	2,156,817
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b		4c	
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)		5	2,156,817

**Part XIII Supplemental Information.**

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

**PART X - FIN 48 FOOTNOTE**

THE ORGANIZATION IS EXEMPT FROM INCOME TAX UNDER SECTION 501(C) (3) OF THE INTERNAL REVENUE CODE AND THEREFORE, HAS MADE NO PROVISION FOR FEDERAL INCOME TAXES IN THE ACCOMPANYING FINANCIAL STATEMENTS. IN ADDITION, THE ORGANIZATION QUALIFIES FOR THE CHARITABLE CONTRIBUTION DEDUCTION UNDER SECTION 170 (B) (1) (A) AND HAS BEEN CLASSIFIED AS AN ORGANIZATION OTHER THAN A PRIVATE FOUNDATION UNDER SECTION 509 (A) (2).

THERE ARE NO RESERVES HELD FOR UNCERTAIN TAX POSITIONS AT 12/31/2017. THE ORGANIZATION IS NO LONGER SUBJECT TO U.S. FEDERAL, STATE AND LOCAL INCOME TAX EXAMINATIONS BY TAX AUTHORITIES FOR YEARS BEFORE 2014.

**Part XIII Supplemental Information** *(continued)*

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**SCHEDULE O**  
(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

Attach to Form 990 or 990-EZ.

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2017**

Open to Public  
Inspection

Name of the organization

**THE FLORIDA CONCRETE MASONRY  
EDUCATION COUNCIL INC**

Employer identification number

**47-1255713**

**FORM 990 - ORGANIZATION'S MISSION**

IN ACCORDANCE WITH SECTION 446.531, F.S., THE FCMEC WILL COORDINATE A STATEWIDE PROGRAM TO INFORM AND EDUCATE THE PUBLIC ABOUT THE SUSTAINABILITY AND ECONOMIC BENEFITS OF CONCRETE MASONRY PRODUCTS AND TRAIN INDIVIDUALS IN THE FIELD OF CONCRETE MASONRY. FURTHER, AS DIRECTED IN SECTION 1011.80(4), F.S., THE FCMEC WILL ESTABLISH BASELINE DATA OF PRIORITY TARGETS FOR THE PURPOSE OF FORMULATING ANNUAL OUTCOME MEASUREMENTS.

FORM 990, PART VI, LINE 11B - ORGANIZATION'S PROCESS TO REVIEW FORM 990  
FORM 990 IS CIRCULATED AMONG MEMBERS OF THE ORGANIZATION'S BOARD OF DIRECTORS FOR REVIEW, COMMENTS AND APPROVAL PRIOR TO SUBMISSION

FORM 990, PART VI, LINE 12C - ENFORCEMENT OF CONFLICTS POLICY  
EVERY MEETING AGENDA OF THE COUNCIL (BOARD OF DIRECTORS AND COMMITTEES) CONTAINS TEXT INFORMING COUNCIL MEMBERS OF THEIR RESPONSIBILITY TO DECLARE A CONFLICT OF INTEREST AS IT RELATES TO ITEMS BEFORE THE COUNCIL FOR ACTION. THE TEXT INCLUDES A LINK TO THE COUNCIL'S CONFLICT OF INTEREST MEMORANDUM THAT A MEMBER WOULD COMPLETE. ADDITIONALLY, EVERY MEETING AGENDA PROACTIVELY ASKS THE MEMBERS IN ATTENDANCE IF ANY HAVE A CONFLICT OF INTEREST. IF A CONFLICT OF INTEREST IS NOT DECLARED AT A MEETING BUT A MEMORANDUM INDICATING A CONFLICT OF INTEREST IS RECEIVED AFTER A MEETING, THE MEMORANDUM IS READ INTO THE MINUTES AT THE NEXT MEETING OF THE BOARD OF DIRECTORS.

FORM 990, PART VI, LINE 19 - GOVERNING DOCUMENTS DISCLOSURE EXPLANATION

Name of the organization

Employer identification number

**THE FLORIDA CONCRETE MASONRY**

**47-1255713**

**GOVERNING DOCUMENTS ARE MADE AVAILABE TO THE PUBLIC UPON REQUEST.**

**FORM 990, PART IX, LINE 11G - OTHER FEES FOR SERVICES**

**DESCRIPTION**

**PROGRAM SERVICE**

**MGT & GENERAL**

**FUNDRAISING**

**OTHER FEES EXPENSES**

**\$ 1,840,238**

**\$ 0**

**\$ 0**

**Rick Scott**  
GOVERNOR



**Cissy Proctor**  
EXECUTIVE DIRECTOR

August 15, 2018

The Honorable Rick Scott, Governor  
State of Florida  
The Capitol  
400 South Monroe Street  
Tallahassee, FL 32399-0001

Dear Governor Scott:

Pursuant to section 20.058, Florida Statutes, the Department of Economic Opportunity is providing this report on behalf of Enterprise Florida, Inc. for the Florida Tourism Industry Marketing Corporation, Inc. (d.b.a. VISIT FLORIDA). VISIT FLORIDA was created by section 288.1226, Florida Statutes as a Florida not-for-profit corporation.

Information provided in compliance with section 20.058(1), Florida Statutes, is as follows:

- (a) Name, mailing address, telephone number and website:  
Florida Tourism Industry Marketing Corporation D.B.A. VISIT FLORIDA  
2450 W. Executive Center Circle, Suite 200  
Tallahassee, FL 32301  
(850) 488-5607  
[VISITFLORIDA.com](http://VISITFLORIDA.com) – consumer website, [VISITFLORIDA.org](http://VISITFLORIDA.org) – business to business website
- (b) Statutory Authority: Section 288.1226, Florida Statutes
- (c) Mission description and results: See attachment VISIT FLORIDA MARKETING PLAN.
- (d) A description of plans of the organization for the next three fiscal years: See attachment VISIT FLORIDA 2018-2020 Strategic Plan.
- (e) A copy of VISIT FLORIDA's code of ethics: See attachment VISIT FLORIDA CODE OF ETHICS.
- (f) A copy of the most recent federal Internal Revenue Service Return: See attachment IRS Form 990.

It is DEO's recommendation on behalf of Enterprise Florida, Inc. to continue the agency's association with VISIT FLORIDA as a direct support organization. VISIT FLORIDA plays a key role in the marketing and tourism efforts for the state and has been an invaluable partner to DEO and Enterprise Florida, Inc.

If you have any questions please feel free to contact me at any time.

Sincerely,



Cissy Proctor  
Executive Director

Florida Department of Economic Opportunity | Caldwell Building | 107 E. Madison Street | Tallahassee, FL 32399  
850.245.7105 | [www.floridajobs.org](http://www.floridajobs.org)  
[www.twitter.com/FLDEO](http://www.twitter.com/FLDEO) | [www.facebook.com/FLDEO](http://www.facebook.com/FLDEO)

2018-19

# MARKETING PLAN



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VISITFLORIDA®



A scenic beach path with a wooden fence, seagulls in the sky, and a family walking away. The path is made of white sand and is bordered by a wooden fence on the left. Tall grasses grow along the path. In the background, a family of three is walking away from the camera towards the ocean. The sky is clear blue with three seagulls flying. The overall scene is bright and sunny.

2018-19 VISIT FLORIDA

# MARKETING PLAN



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# OVERVIEW



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# ABOUT VISIT FLORIDA

VISIT FLORIDA, the state's official tourism marketing corporation, serves as Florida's source for travel planning to visitors across the globe. VISIT FLORIDA is a not-for-profit corporation created as a public/private partnership by the Florida Legislature in 1996.

As the Sunshine State's No. 1 industry, tourism was responsible for welcoming a record 116.5 million visitors in 2017. Based on the latest economic impact study, Florida visitors spent \$112 billion and supported 1.4 million Florida jobs. According to the Florida Office of Economic and Demographic Research, for every \$1 the state invests in VISIT FLORIDA, \$2.15 in tax revenue is generated.

Each year, the Florida Legislature appropriates public funding to be allocated for tourism marketing. VISIT FLORIDA is required to match this public investment dollar for dollar, by partnering with the state's tourism industry through cooperative advertising campaigns, promotional programs and many other innovative ventures. Through this partnership, VISIT FLORIDA serves more than 12,000 tourism industry businesses, including Busch Gardens Tampa, Disney Destinations, The Hertz Corporation, LEGOLAND Florida Resort, SeaWorld Parks & Resorts Orlando, Simon Shopping Destinations and Universal Orlando Resort.

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

## 2020 STRATEGIC PLAN

In order to keep Florida ahead of the competition, VISIT FLORIDA and its Board of Directors have implemented a strategic plan that will carry the Florida tourism industry through 2020.

**PURPOSE**.....Brighten the lives of all.

**VISION**.....Establish Florida as the No. 1 travel destination in the world.

**MISSION**.....Strengthen Florida's share of the global travel market.

**GOAL**.....Maximize the economic impact of travel and tourism to Florida.

**OBJECTIVE** .....\$100 billion in tourism-related spend by 2020.

**VALUES** .....Make an impact. Work purposefully and live passionately. Innovate.

---

**STRATEGY 01:** DRIVE DEMAND

**STRATEGY 02:** INCREASE YIELD

**STRATEGY 03:** BRAND ENGAGEMENT

**STRATEGY 04:** INDUSTRY ALIGNMENT

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Learn more about VISIT FLORIDA: [VISITFLORIDA.org](http://VISITFLORIDA.org)  
Follow our corporate blog: [SunshineMatters.org](http://SunshineMatters.org)

# NO. 1 TRAVEL DESTINATION IN THE WORLD

VISIT FLORIDA's vision – to establish Florida as the No. 1 travel destination in the world – is ambitious but achievable. To succeed, VISIT FLORIDA must build a strategic marketing platform that aligns the collective interests of the Florida tourism industry and provides integrated marketing opportunities for the industry to leverage.

VISIT FLORIDA must prioritize its resources to focus only on programs that maximize impact and create and add value for travelers and industry Partners. That means following a set of principles that guide all marketing decisions.

## MARKETING PRINCIPLES



### CREATE VALUE & ADD VALUE

Every VISIT FLORIDA program or initiative must create and add value for travelers and for industry Partners. If the industry can produce a program at the same cost and with the same impact, there is no reason for VISIT FLORIDA to invest resources in the program. VISIT FLORIDA programs must provide the Florida tourism industry a strategic advantage and must inspire consumers with valuable information or a valuable service.



### SOMETHING FOR EVERYONE, BUT NOT EVERYTHING FOR EVERYONE

There is a tendency in membership organizations to stick to the “Fairness Doctrine” – build programs to the lowest common denominator and provide the same benefits to all members in all cases. The result is often a marketing structure that tends toward mediocrity.

VISIT FLORIDA represents an industry that is remarkable in its breadth and diversity and a “one-size-fits all” approach simply will not work. VISIT FLORIDA has made a strategic decision to prioritize efforts on valuable programs that are good for Florida. We strive to provide programs that work for all Partners, but we recognize that not all programs will be a good fit for every Partner.



### IF IT'S WORTH DOING, IT'S WORTH DOING RIGHT

While wise financial stewardship is critical in all that we do, VISIT FLORIDA will not sacrifice quality to save money; nor will we initiate a new program or continue with an existing program without dedicating the resources necessary to make the program a success. VISIT FLORIDA will protect our brand promise and will commit to do it right or not do it at all.



### QUALITY VS. QUANTITY

Scale matters, but impact matters more. The impact of a promotion on consumer behavior is more important than the number of people that the promotion reaches. VISIT FLORIDA is committed to delivering high-quality innovative programs that give Florida a competitive advantage. These programs will be thoroughly vetted, measured and optimized to ensure they maximize the impact of every dollar spent.



### DIGITAL FIRST

Constant technological advancement has left the world of marketing in a state of permanent transformation. In order to ensure that VISIT FLORIDA thrives in the future, it must be a marketing company that thinks digital first. We will invest in platforms, partners and people who understand how technology will evolve and can provide VISIT FLORIDA a competitive advantage as a destination marketer.



### TRAVELER-CENTRIC

The goal of all VISIT FLORIDA efforts is to deliver visitors to the state. Our ability to be successful requires a comprehensive understanding of Florida's visitors and potential travelers. Prioritizing the traveler helps VISIT FLORIDA deliver greater results for our Partners and ultimately the residents of Florida.



### DATA-DRIVEN

In order for VISIT FLORIDA to compete in a hyper-competitive landscape, every decision must be data-driven. Priority will be placed on programs that can be measured and optimized and can provide data that continuously improve our ability to attract potential visitors.

# MARKETING PLANNING PROCESS

The record success that Florida has experienced during the past seven years is a direct result of the collaborative effort by the entire tourism industry.

Working with critical Florida stakeholders and Industry Partners, VISIT FLORIDA kicked off the Marketing Planning process in December 2017 at the Florida Tourism Leadership Summit. This event was designed to open conversations with industry stakeholders and develop a list of priorities for the coming year.

As a result, VISIT FLORIDA developed short-term and long-term plans to make Florida the No. 1 travel destination in the world.

Many of the initiatives and strategies in this Marketing Plan and in VISIT FLORIDA's marketing approach are directly connected to the feedback and workshops from the Florida Tourism Leadership Summit.

## TRENDS WE ARE WATCHING

Marketing and travel are some of the fastest-changing industries. To stay current, we follow the compelling developments and story lines across those industries. Here are some with near-term importance.



### TIME OFF

The battle to persuade Americans to take their earned vacations continues. What feels like progress can look like we're running in place. Yes, vacation day usage is up two years running, but the fact remains that more than half of Americans are still leaving vacation time on the table. The reasons are familiar: an always-on work culture, the "work martyr" mentality, and anxiety around perceived commitment to career. What's worse, many of the largest generation of workers are showing these telltale behaviors. Millennial women, who according to the data say they appreciate vacation time, are taking less time off. They report feeling guilty, they worry about a workload that never stops growing, they fear of being replaced. Reinforcing the physical, spiritual and career benefits of a vacation with this trend-setting demographic will be more important than ever.



### PERMANXIETY OR STATE OF FEAR

Travelers today face an endless barrage of worries about personal security, terrorism, extreme weather events, racial tensions, and other geopolitical crises. In 2017, Skift coined the term permanxiety to describe a "near-constant state of anxiety that exists around the world" and pervades every part of our lives through continuous news updates and often inflammatory social media. Added to that, in some parts of the world there are growing fears of "the other" – different cultures, different religious beliefs, and different political views. One of the travel industry's greatest achievements over the past 100 years has been creating a shared experience that unites strangers. Will our industry be able to address this new anxiety of travelers? How do we as marketers rise above the noise and say, "Welcome to Florida"?



### PRIVACY PROTECTION

The gift of digital technology has been the ability to deliver personalized campaigns to individual consumers. But in the past two years we've come to realize that the 21st-century information highway was missing guardrails. The large tech companies have been outed for being careless with our personal information and for leaving the gates wide open to malicious agents. Consumers and Congress are asking hard questions and digital marketers suddenly have arrived at a crossroads. Citizens want their data and privacy protected and they negatively view brands that enter their personal space uninvited. Emerging technologies such as "blockchain" allow consumers to insulate themselves from advertising and protect and potentially monetize their online data. Questions remain around the role of regulation, self-monitoring, and what data is acceptable for businesses to monitor, collect, and share? As new privacy measures are sorted out, we will continue to protect data and partner with brands that do the same.



### HERE COMES GEN Z

This year, the oldest members of Generation Z will be graduating from college and entering the workforce. The research suggests that Gen Z is very different from Millennials and marketers should not assume that the same strategies will work across generations. When it comes to travel, Gen Z is incredibly influential. They are already buying their own trips and affecting family travel decisions. They want to experience the world like a local and change it for the better. They watch twice as many videos on mobile than any other generation and are won over by videos that tell a story. Building strategies to connect with this next generation of travelers will be a priority in the coming years.

# PERFORMANCE SNAPSHOT



## IN THIS SECTION

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HOTEL OCCUPANCY AND REVENUE	11
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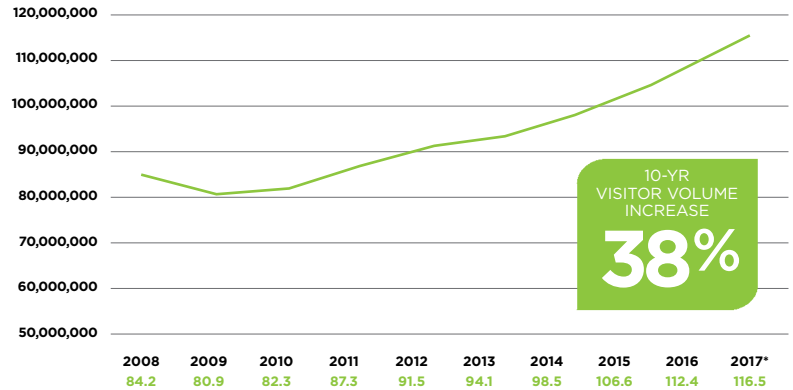
# SEVEN YEARS OF RECORD VOLUME

If there is one proof of the popularity of the Florida vacation brand, one confirmation that marketing matters, look at how far and fast we have come. From 2011 to 2017 – one record year after another – the number of visitors to Florida has increased by 33.4 percent, or 29.2 million additional vacationers. The newest benchmark is 2017's 116.5 million visitors. A critical part of maintaining this trend line is identifying opportunities for improvement. Here's one: International visitor volume is down from its 2013 apex by 8 percent. Canadian visitation rebounded in 2017, but we have work to do in Europe and South America. The potential is there for growth. These are good challenges to have.

## TOTAL VISITOR VOLUME

(in millions)

This chart shows the total visitor volume to the state over the past 10 years.



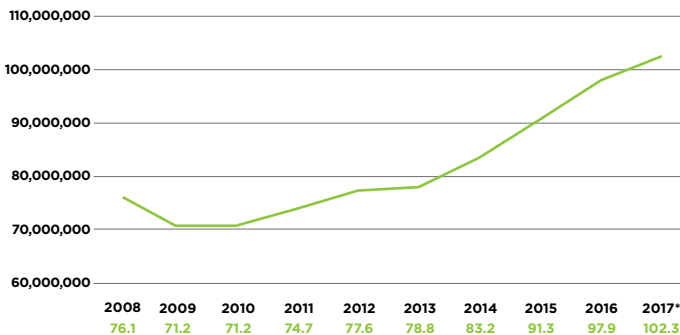
Source: VISIT FLORIDA



## DOMESTIC VISITOR VOLUME

(in millions)

This chart shows the volume of domestic visitors to Florida over the past 10 years.

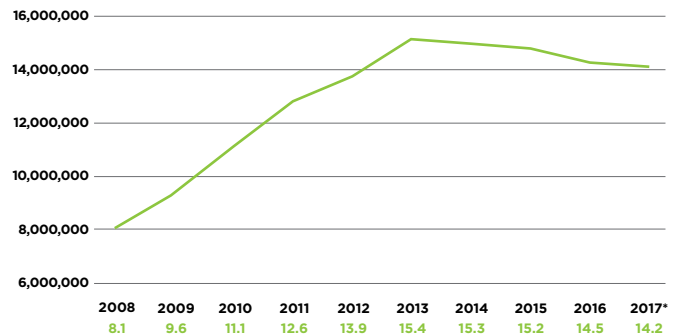


Source: VISIT FLORIDA

## INTERNATIONAL VISITOR VOLUME

(in millions)

This chart shows the volume of international visitors to Florida over the past 10 years.



Source: VISIT FLORIDA

\*estimate is preliminary and subject to change



# MARKET SHARE

## LARGEST SHARE OF VACATION TRAVELERS OF ALL U.S. STATES

For more than a decade now, the Sunshine State has been the uncontested leader among American vacation destinations.

Florida's share of U.S. tourists has hovered around 16 percent and remains at least four points better than the closest competitor.

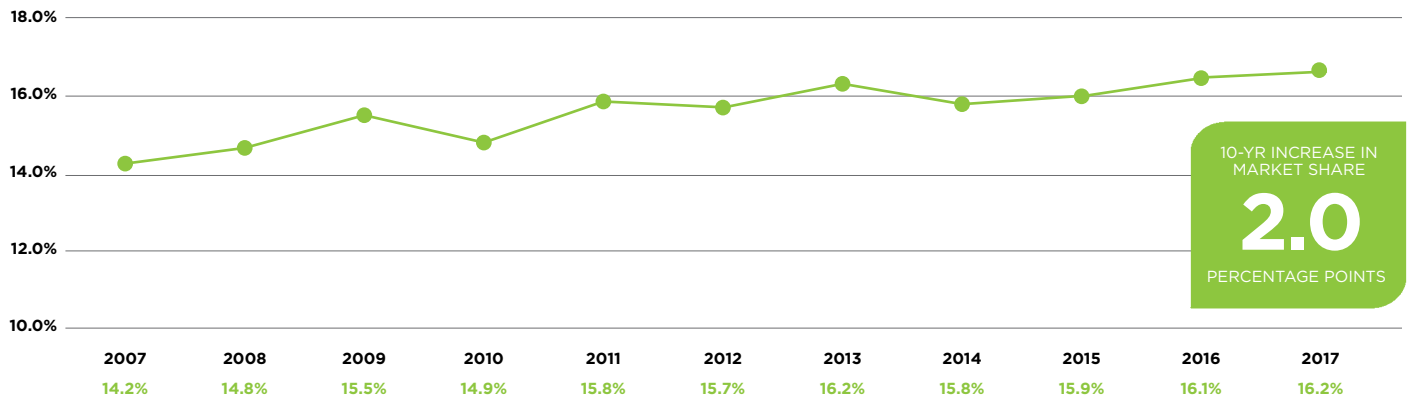
That good news is offset by cautionary research data: Interest in traveling to Florida within the next two years

experienced a 2-point year-over-year decrease and travel intent for some of Florida's top competitive destinations had a significant increase.

To maintain our market dominance, keeping Florida top of mind among likely travelers is more important than ever.

### FLORIDA'S MARKET SHARE

This chart tracks Florida's share of the domestic vacation travel market.

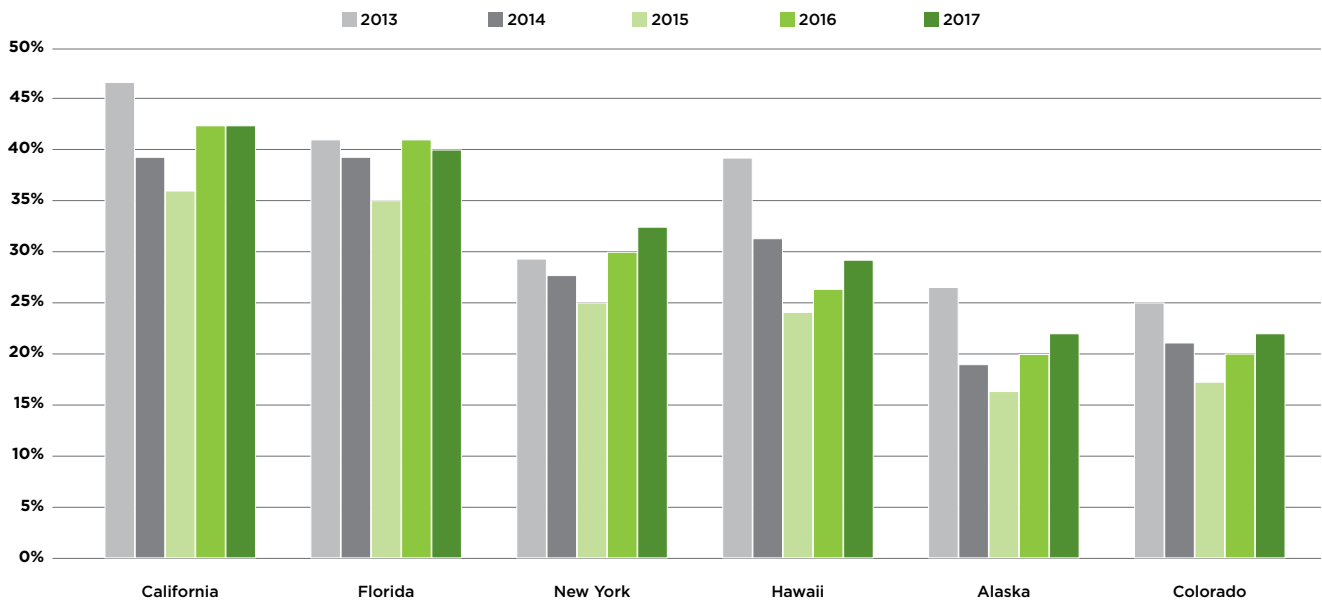


10-YR INCREASE IN MARKET SHARE  
**2.0**  
PERCENTAGE POINTS

Source: D.K. Shifflet & Associates

### INTERESTED IN VISITING OVER TIME

This chart shows the top states that travelers are interested in visiting over the next two years.



Source: MMGY Global. Portrait of American Travelers 2017-2018  
Respondents could select more than one state. The states shown generated the most responses.

# HOTEL OCCUPANCY AND REVENUE

## FLORIDA EXPERIENCED RECORDS FOR OCCUPANCY, ADR AND REVPAR

Top-line hotel numbers confirm that 2017 was another outstanding year for the Florida hotel industry. Occupancy, Average Daily Rate (ADR) and Revenue per Available Room (RevPar) all rose to historic benchmarks.

In 2017, nearly 9,000 additional rooms were added to Florida's hotel inventory, but demand was greater. Average monthly occupancy was 73.9 percent – a year-over-year increase of 3.2 percent. More growth is expected: 46,000 rooms will be added by 2020.

The ADR grew by 2.6 percent and remained above \$110 even during the slower months. Room rate peaked in March, with 11 million rooms sold at a daily average of \$168. September was lowest at \$115.

Florida also shines brightest in regional and national comparisons, outpacing the South Atlantic and greater United States for Occupancy, RevPAR and Rooms Sold.

In the past five years, Florida's hotel occupancy has averaged 3.6 percent annual growth; the ADR on average has risen 4 percent annually.

### HOTEL OCCUPANCY AND ADR

This chart compares Florida's hotel industry against the values from the South Atlantic region and the U.S. in 2017.

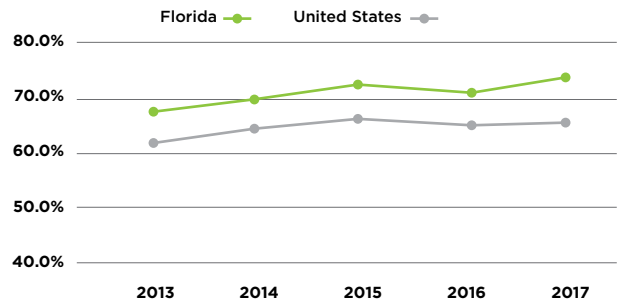
FLORIDA		
73.9% Occupancy	\$138.06 ADR	\$101.96 RevPar
3.2% ↑	2.6% ↑	5.9% ↑
<b>Rooms Sold Growth 4.6%</b>		

SOUTH ATLANTIC		
68.0% Occupancy	\$123.40 ADR	\$83.91 RevPar
1.4% ↑	2.9% ↑	4.3% ↑
<b>Rooms Sold Growth 2.9%</b>		

UNITED STATES		
65.9% Occupancy	\$126.72 ADR	\$83.57 RevPar
0.9% ↑	2.1% ↑	3.0% ↑
<b>Rooms Sold Growth 2.7%</b>		

### OCCUPANCY RATES

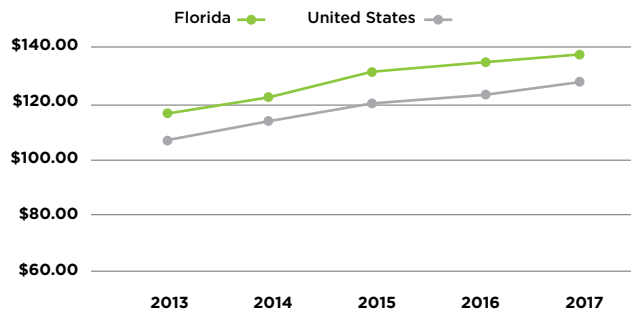
This chart shows the five-year trend of Florida occupancy rates compared to U.S. rates.



Source: STR, Inc.

### AVERAGE DAILY ROOM RATE

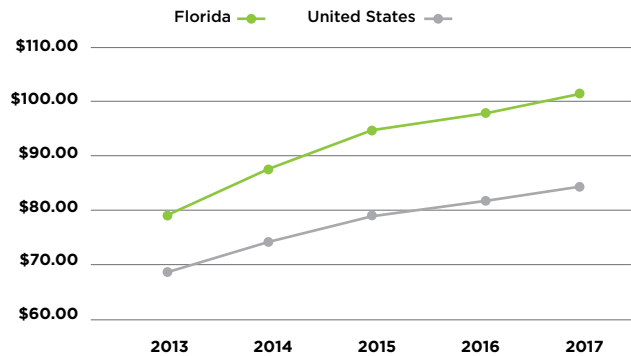
This chart shows the five-year trend of Florida average daily room rates compared to U.S. rates.



Source: STR, Inc.

### REVENUE PER AVAILABLE ROOM

This chart shows the five-year trend of Florida revenue per available room compared to U.S. rates.



Source: STR, Inc.



### QUICK FACTS

- 67 new hotels opened in 2017, adding nearly 9,000 additional rooms.
- 46,000 new hotel rooms are set to be completed by 2020.

# TOURISM'S POWERFUL ECONOMIC IMPACT

## OUT-OF-STATE VISITOR SPENDING CONTINUES TO HIT RECORD HIGHS

More than ever, out-of-state vacationers remain vital contributors to the Florida economy. One of six Florida jobs is supported by visitor spending. Tourism sales account for nearly 10 percent of the state economy. And since 2010, Florida tourism has been on a roll: six consecutive years of growth, with annual spending up 43 percent in that stretch to almost \$112 billion (see chart).

### Here are some other highlights:

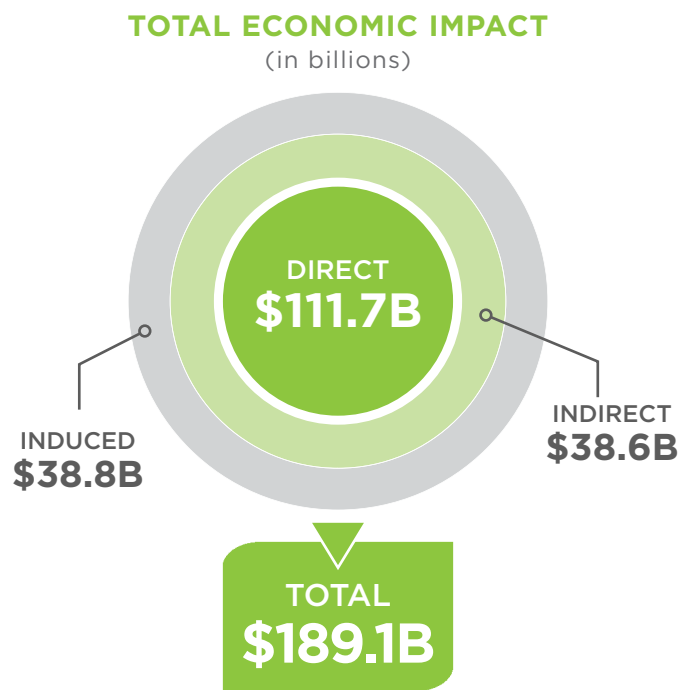
- 78 visitors support one Florida job.
- Nearly 80 percent of lodging employment, 53 percent of recreational employment, and 41 percent of jobs in the food and beverage industry are directly supported by out-of-state visitor spend.
- Spending on food and beverage in 2016 was up 4.2 percent.
- Visitor spending in Florida increased by 3.1 percent in 2016; in the United States, the increase was 1.9 percent. (source: U.S. Travel Association).

High consumer confidence, low gas prices, employment and wage growth, as well as the attractiveness of Florida as a destination for both domestic and international travelers, are contributing factors to visitor spending.

(source: U.S. Travel Association)

All sectors of the Florida economy benefit directly from tourism or through:

**Indirect impacts** such as increased sales for local businesses who supply the tourism industry (e.g. supplier to the hotel who delivers goods and services and employs workers to meet the demand); and **Induced impacts** such as increased sales for local businesses through resident spending of income earned in tourism and supporting sectors (e.g. employees of the hotel supplier purchase goods and services at a household level such as food, child care, and home insurance).



Source: Tourism Economics



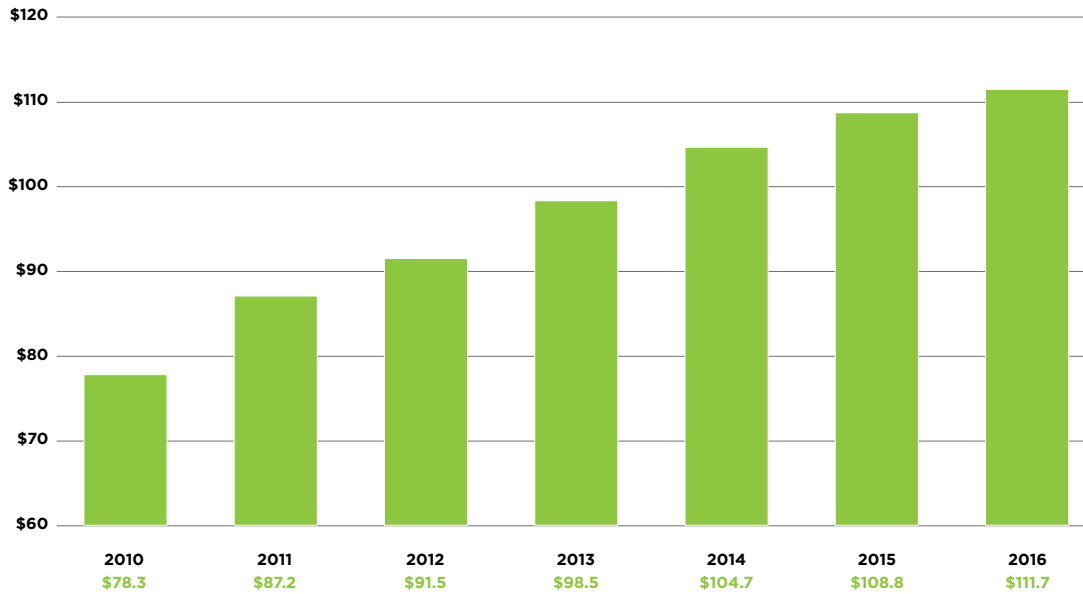
### QUICK FACTS

- Out-of-state visitor spending supported 1.4 million Florida jobs in 2016, with an associated income of \$53 billion.
- Out-of-state tourism generated \$11.6 billion in state and local taxes and \$13.6 billion in federal taxes in 2016.

## OUT-OF-STATE VISITOR SPENDING

(in billions)

This chart shows the total amount of out-of-state visitor spending per year.

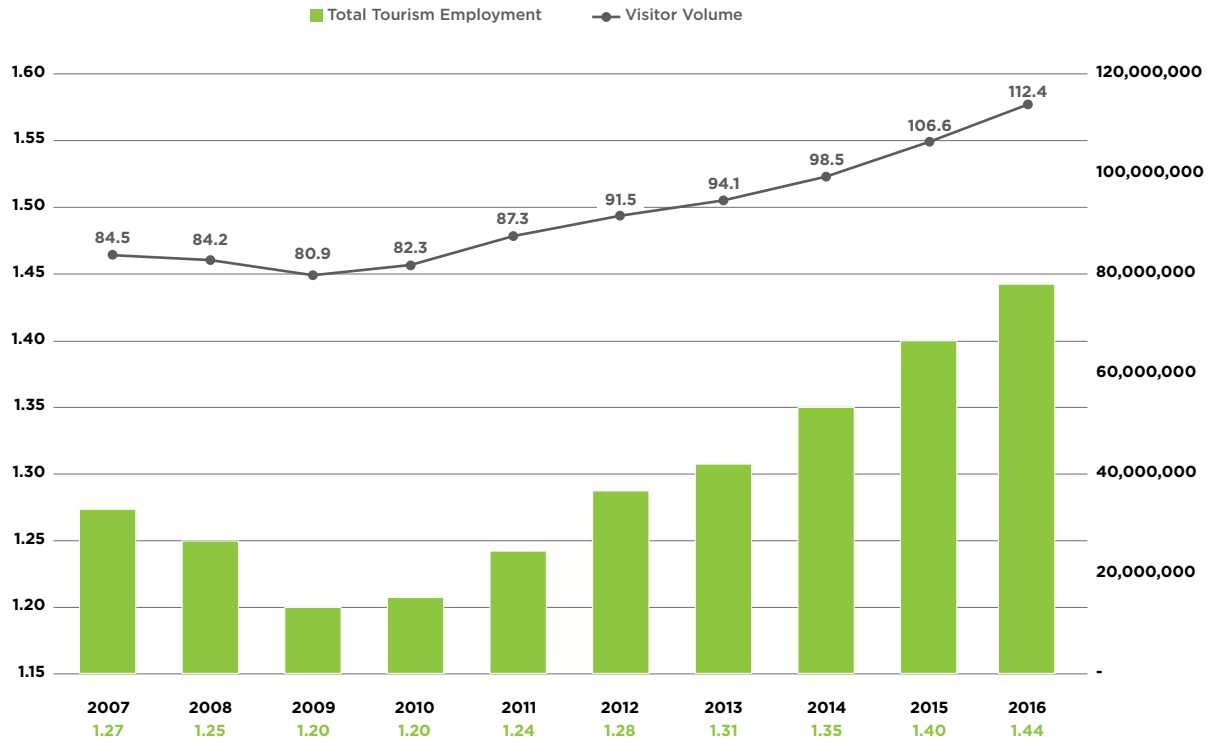


Source: Tourism Economics and VISIT FLORIDA

## TOTAL TOURISM EMPLOYMENT COMPARED TO VISITOR VOLUME

(in millions)

This chart shows the number of Floridians employed by the Tourism industry compared to total visitor volume. As visitors increased, so did Florida jobs.



Source: Tourism Economics and VISIT FLORIDA



# FLORIDA VISITORS



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# DOMESTIC MARKET

## THE GREAT MAJORITY OF FLORIDA'S VISITORS LIVE IN THE U.S.

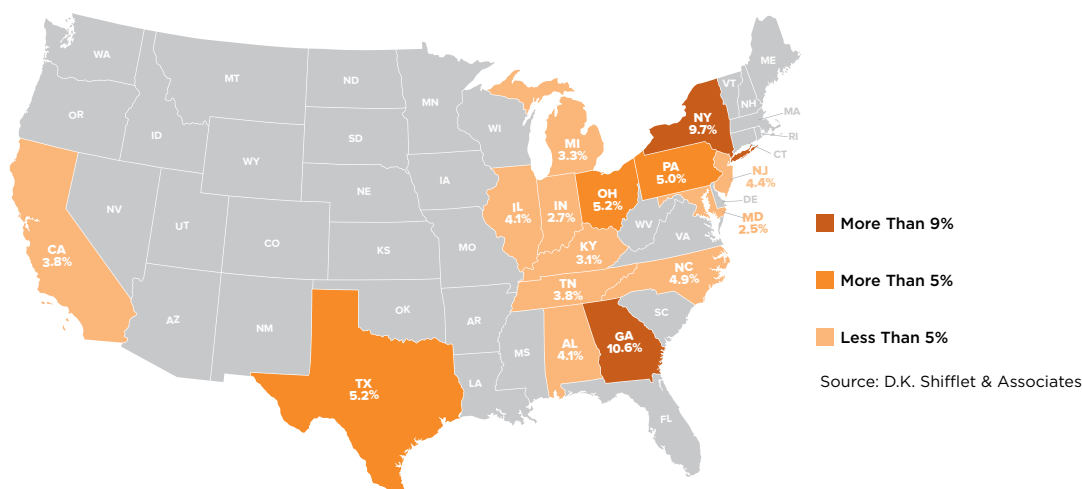
Where do Florida's vacationers originate? How are they getting here? What are their favorite Florida activities and destinations? Combine this attention to data with valuable input from tourism industry leadership and the result is a record 116.5 million visitors in 2017 — with 102.3 million, or 88 percent, of those visitors from the United States.

Florida attracts vacationers from all 50 states, but nearly three-quarters (73 percent) of those visitors come from 15 states, all but two of them east of the Mississippi River. In 2016, Florida experienced the largest increase in share from Georgia, Kentucky, North Carolina, and Tennessee.

Visitors west of the Mississippi also have played a significant role in Florida's record run. From 2012 to 2016, their share of domestic visitor volume has increased from 19.7 to 21.8 percent.

Examining mode of travel, the data shows more drive vacationers coming to Florida (an increase of 2.5 million from 2016 to 2017) and a willingness to cover greater distances to get here. The typical round-trip distance is more than 2,000 miles. There were 1.9 million more air visitors from 2016 to 2017, and it's gratifying to see the demand rising to the supply. Available flights from the United States into Florida have increased by 22 percent since 2013.

### FLORIDA'S VISITORS FROM TOP 15 STATES



## FLORIDA'S SUPER SIX MARKETS

Among metropolitan areas, New York City, Atlanta, Chicago, Philadelphia, Washington, D.C., and Boston are the greatest contributors to Florida's visitor numbers. These Super Six DMAs (Designated Market Areas) account for nearly one-third of Florida's domestic volume. Nine secondary markets, including three metros

west of the Mississippi River, contribute 15 percent of Florida's visitors. The year-over-year increase of nearly a point in share meant an additional 824,000 visitors. Together, these 15 DMAs account for almost half of Florida's 102.3 million domestic visitors.

SUPER SIX DMAs		Share of Florida's Domestic Visitors		pp* change '15/'16	Vol Shift
		2016	2015		
1.	New York, NY	11.1%	11.6%	-0.5%	▼
2.	Atlanta, GA	6.7%	6.1%	0.6%	▲
3.	Chicago, IL	3.8%	3.6%	0.1%	▲
4.	Philadelphia, PA	3.2%	3.2%	0.0%	—
5.	Washington, D.C.	2.9%	3.0%	-0.1%	▼
6.	Boston, MA	2.8%	2.9%	-0.1%	▼

SECONDARY DMAs		Share of Florida's Domestic Visitors		pp* change '15/'16	Vol Shift
		2016	2015		
7.	Detroit, MI	2.1%	2.0%	0.1%	▲
8.	Dallas-Fort Worth, TX	1.8%	2.0%	-0.2%	▼
9.	Los Angeles, CA	1.7%	1.7%	0.0%	▲
10.	Birmingham, AL	1.7%	1.4%	0.3%	▲
11.	Cleveland-Akron, OH	1.6%	1.7%	-0.1%	▼
12.	Nashville, TN	1.6%	1.0%	0.6%	▲
13.	Houston, TX	1.6%	1.5%	0.0%	—
14.	Raleigh-Durham, NC	1.5%	1.6%	-0.1%	▼
15.	Indianapolis, IN	1.4%	1.3%	0.2%	▲

Source: D.K. Shifflet & Associates  
\*percentage point

# SUPER SIX MARKET SNAPSHOT

## New York City

- New York City remained Florida's top DMA in 2016 despite experiencing a 4.1 percent decrease in volume and a share decrease of 0.5 percentage points to 11.1 percent.
- New York City ranks as the No. 1 DMA for VISIT FLORIDA's Family, Winter and Weekend Getaway audience segments.
- Nearly a third of Florida's visitors from New York City come in the spring and their top activity is visiting friends and relatives.
- Of the Super Six markets, the New York metropolitan area has the largest population at 13.4 million.

## Atlanta

- Atlanta is the second-most popular origin DMA and the top drive market.
- Visitors from Atlanta have the shortest average length of stay compared to the other Super Six DMAs.
- Atlanta has the largest share of family travel among the Super Six DMAs. Nearly 25 percent of all travel parties are traveling with children.

## Chicago

- Chicago is Florida's third-most popular origin market, accounting for nearly 4 percent of Florida's domestic visitors. Chicago is the second-most popular air market, representing nearly 6 percent of Florida's domestic air visitors.
- The majority of Florida's visitors from Chicago come in spring and summer.
- Nearly half of Chicago's visitors arrive to Florida by air and the seat capacity from Chicago to Florida has increased by 8 percent in the last year.

## Philadelphia

- Philadelphia is Florida's fourth-most popular origin market for Florida's domestic visitors.
- Almost half of the visitors from Philadelphia are Baby Boomers – the largest share of Boomers among the Super Six DMAs.
- The top activities for visitors from Philadelphia are going to the beach, visiting friends and relatives, and culinary experiences.

## Washington, D.C.

- Visitors to Florida from Washington, D.C., have the highest average household income (\$140,500) among the Super Six DMAs.
- One in three of Florida's visitors from Washington, D.C. are Millennials – the greatest share compared to the other top six markets.
- The majority of visitors from Washington, D.C. are traveling alone.

## Boston

- Boston is Florida's sixth-most popular origin market for domestic visitors and the third-most popular market for domestic air visitors.
- The majority of Florida's visitors from Boston come in the spring and winter.
- 60 percent of Boston's visitors fly to Florida.
- Among the top six markets, Boston has the longest average length of stay at 4.9 nights.

## Florida's Secondary Markets

- Detroit, Dallas, Los Angeles, Birmingham, Cleveland, Nashville, Houston, Raleigh and Indianapolis represent an additional 15 percent of Florida's domestic market.
- These secondary markets experienced an increase in share of nearly 1 percent from last year.
- Nashville had the largest share increase at 0.6 percentage points and a corresponding volume increase of more than 50 percent.
- Dallas-Fort Worth-Arlington had the largest population growth in the U.S. last year. The metropolitan area increased by 146,000.

# DEMOGRAPHICS

## LIFESTAGE SEGMENTS

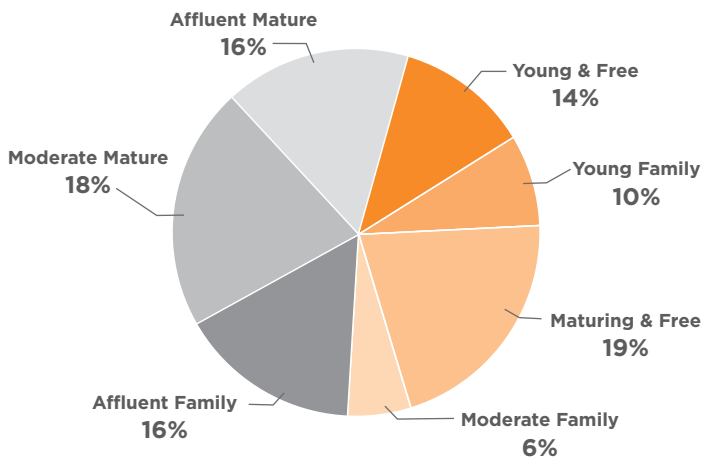
Florida's domestic visitors represent a diverse portfolio of generational cohorts, income levels, family composition, and ethnicities. Florida tracks visitor volume, spending, and other patterns by lifestage segmentation. Lifestage categories combine three variables (age, household income, and the presence of children in the household) to create seven segments that are most likely to differentiate visitors.

The most recent data around lifestage segments shows highlights and challenges.

More affluent travelers (household income of \$100,000 and higher) are coming to Florida. The Sunshine State also attracts a greater share of the mature audience (55 and older) than all other U.S. destinations combined. But while families still constitute nearly one-third of Florida's visitor volume, their number declined from 2015 to 2016. Young families (households with children led by parents 18-34 years old) represent an opportunity for growing this vital audience segment.

### LIFESTAGE SEGMENT COMPOSITION

This chart shows the share of domestic visitors to Florida by lifestage.



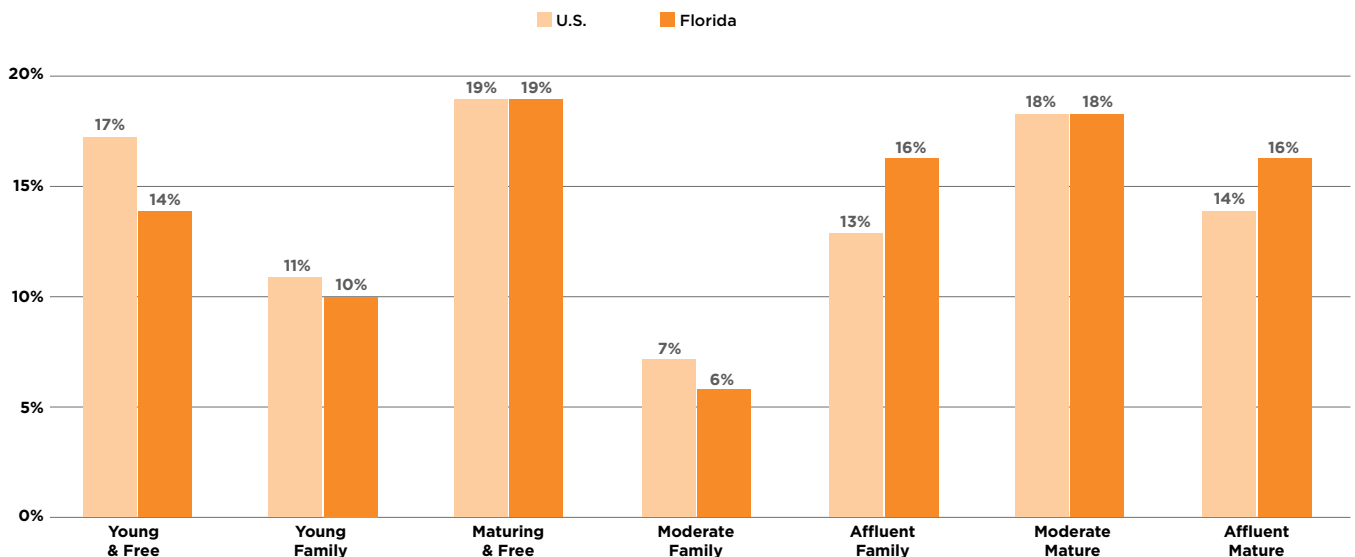
Source: D.K. Shifflet & Associates

### Lifestage Definitions

- Young & Free** (18-34; any income; no kids)
- Young Family** (18-34; any income; kids in HH)
- Maturing & Free** (35-54; any income; no kids)
- Moderate Family** (35-54; <\$75K; kids in HH)
- Affluent Family** (35-54; \$75K+; kids in HH)
- Moderate Mature** (55 or older; <\$100K; no kids)
- Affluent Mature** (55 or older; \$100K+; no kids)

### COMPARISON OF U.S. AND FLORIDA TRAVELERS

This chart shows the share of U.S. travelers by lifestage compared to the share of Florida's visitors by lifestage.



Source: D.K. Shifflet & Associates



# AGE AND FAMILY COMPOSITION

## FOCUS ON FAMILIES

Florida is recognized globally as a family vacation destination. Almost one-third of Florida's domestic visitors have children in the household – a share better than all other states. The U.S. Travel Association's 2017 Domestic Travel Market report confirms that family tourism is increasing, so competition for these travelers will remain fierce and marketing campaigns that target them will be critically important.

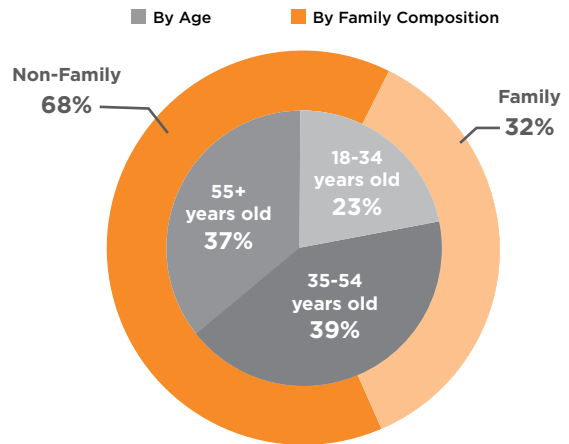
The United States received a greater share of Millennials, America's largest generation. But Florida, which closed some of that gap a year earlier, kept pace in 2016. Visitors 35-54 years old still represent the largest share (39 percent) of Florida's domestic audience. The 55+ segment is close behind at 37 percent and in 2016 showed the largest year-over-year growth.

While 2016 was a boom year overall for visitor volume, the number of family travelers declined by 8 percent.

There was no trend line to anticipate this performance and 2017 was another record year. But rather than wait for answers, VISIT FLORIDA saturated the marketplace in spring 2018 with a new family campaign and a fresh creative approach.

### DOMESTIC VISITORS BY AGE AND FAMILY COMPOSITION

This chart shows that in 2016, Non-Family Lifestages (those with no children in the household) made up 68 percent of Florida's domestic visitors. This chart also shows that in 2016, the Mature Lifestages (55 and older) accounted for more than a third of Florida's domestic visitors.



Source: D.K Shifflet & Associates



#### QUICK FACT

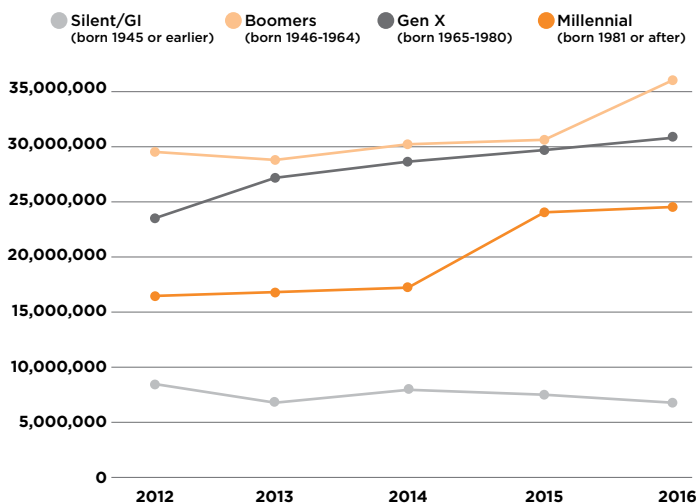
The average age of a Florida visitor is **48.5 years** – and that number increased in 2016.

## BABY BOOMERS ON THE RISE

Florida's visitors span the generations. Boomers and Generation X represent the largest share – nearly 70 percent. Given 2016's substantial rise in visitor volume, Florida gained visitors from each generation, except for Silent/G.I. The most notable increase came from Baby Boomers – up 3 percentage points and prompting share shifts elsewhere. For example, Millennial and Gen X generations declined in share, but they came to Florida in greater numbers year over year. Looking ahead, as Millennials age and start families, volume is expected to rise as more and more travel parties include children.

### DOMESTIC VISITOR VOLUME BY GENERATION

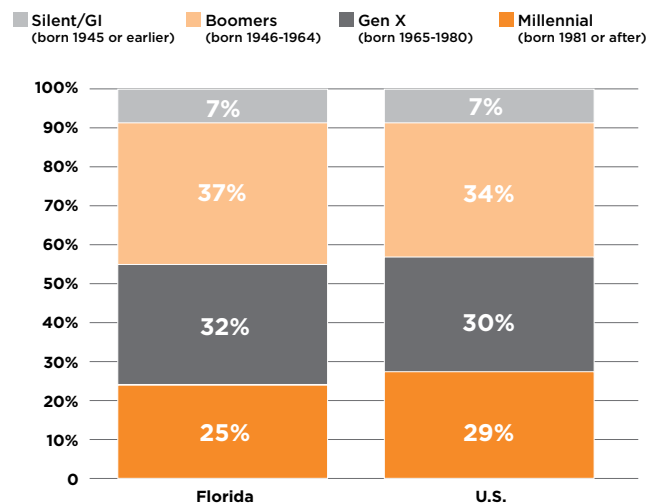
This chart tracks Florida's visitors by generational cohort over the past five years.



Source: D.K Shifflet & Associates

### GENERATION OF U.S. TRAVELERS VS. FLORIDA TRAVELERS

This chart shows the breakout by generation of U.S. travelers compared to Florida travelers.



Source: D.K Shifflet & Associates

# SEASONALITY - CLOSE THE GAP

## KEEPING FLORIDA TOURISM BUSINESSES OPEN ALL YEAR LONG

In 2017, occupancy in the busiest month (March) reached a record 84.1 percent. Florida's high season of spring is growing, but more importantly we have seen an increase in the fall, Florida's shoulder season.

During the past seven years, occupancy, average daily room rate, and the number of rooms sold have steadily risen, along with a growth in inventory. In 2013, the occupancy gap between the high and low seasons was 28 percentage points. Each year since, that gap has shrunk. Last year, the difference between the seasons was 18 points. From 2013 to 2017, March increased by two percentage points and the historically low month, September, increased by 12 points.

Growing the slow season is a critical strategy in sustaining Florida's record visitor volume. More importantly, reducing seasonality gaps would help maintain year-round employment and increase cost efficiencies for local businesses.

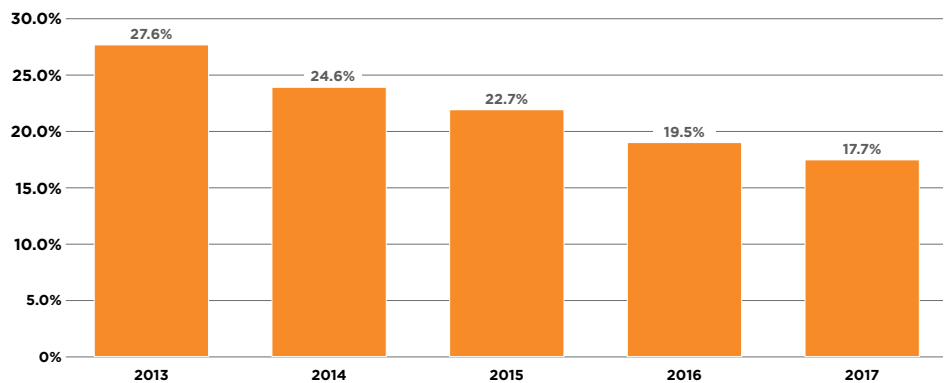
### QUICK FACT

HIGHEST OCCUPANCY  
**MARCH ..... 84.1%**

LOWEST OCCUPANCY  
**SEPTEMBER ..... 66.4%**

### STATE-WIDE OCCUPANCY GAP

This chart shows the seasonal gap between the peak month (March) and the lowest month (September).



Source: STR, Inc.

### QUICK FACT

OVER THE LAST 5 YEARS,  
THE OCCUPANCY GAP HAS  
DECREASED BY NEARLY

**10**

PERCENTAGE POINTS

## THE IMPACT OF HURRICANE IRMA

According to a Tourism Economics report on the impact of Hurricane Irma, 1.8 million fewer visitors came to Florida after Hurricane Irma than were expected based on pre-hurricane trends. Lost out-of-state visitor spending in the final months of 2017 was estimated at \$1.5 billion.

Since September is historically the lowest occupied month for Florida, Irma's impact on visitor statistics was less severe compared to a comparable event in March.

While visitor volume and spending were depressed, the hotel industry experienced an increase in room demand from displaced Florida residents and emergency responders.

## SEASONALITY OF FLORIDA'S EIGHT VACATION REGIONS

This map shows the seasonal highs and lows for occupancy in each of Florida's vacation regions.

	HIGH	LOW
Northwest	Summer	Winter
North Central	Fall	Winter
Northeast	Spring	Winter
Central	Spring	Fall
Central West	Spring	Fall
Central East	Spring	Fall
Southwest	Spring	Fall
Southeast	Spring	Fall

# INTERNATIONAL MARKET

## VISITORS WHO STAY LONGER AND SPEND MORE

International visitors are vital to Florida tourism revenue. On average, they stay longer and spend almost twice as much per person than domestic visitors.

In 2017, 14.2 million international visitors accounted for 12.2 percent of Florida tourism volume. The most recent data shows that international visitors spent \$24.7 billion in the state which accounts for 22.1 percent of total tourism revenue.

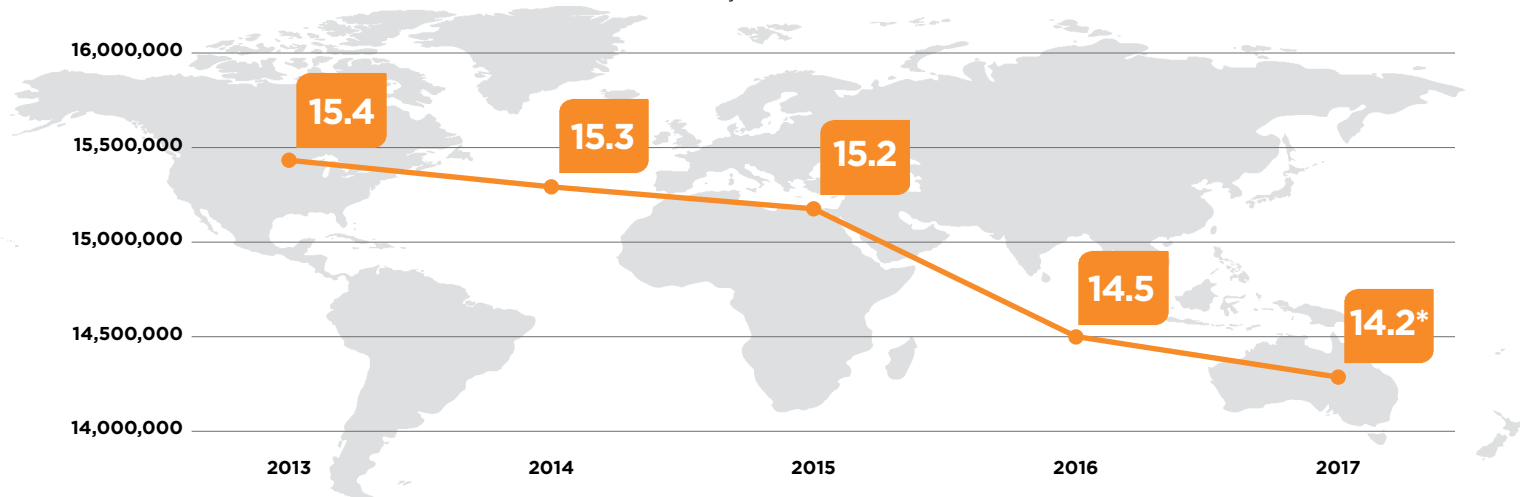
Since 2013, the strong dollar and volatile global politics have depressed international visitation and United States vacation destinations have struggled as a whole. In Florida, the numbers are off by 8 percent from their apex. But in 2017, one of the most important international markets – Canada – was up.

Perspective is valuable. During these past seven years of record volume, international and domestic visitors have taken turns leading the way.

### INTERNATIONAL VOLUME

(in millions)

This chart shows the five-year trend of international visitation.



\*estimate is preliminary and subject to change

## HERE IS THE CURRENT OUTLOOK FOR SEVERAL KEY INTERNATIONAL MARKETS:

Canada remains Florida's No. 1 international market, but competition from other vacation destinations has increased. While the exchange rate has stabilized, the lower value of the Canadian dollar will continue to affect auto trips. Marketing efforts must address the currency exchange reality and counter the possibility of Florida fatigue.

British outbound travel is more sensitive to economic and political circumstances than Florida's other European feeder markets. British visitation has weakened since Brexit and the subsequent decline in the value of the pound compared to the U.S. dollar. The higher cost of visiting Florida, such as rising hotel and attractions rates, will be a challenge. Competitors also are spending more in the U.K. travel market. If Florida is to maintain its market share, in-country efforts must combat the rising cost of travel here and maintain awareness of the Florida travel product.

Florida's top South American markets have great potential as long as they remain politically stable and economic growth continues as predicted. At their peak, the number of Brazilian outbound trips represented less than 5 percent of the population. For comparison, consider the U.K., where the number of trips and the population were virtually equal. As the conditions in Argentina, Brazil and Colombia continue to improve, the travel potential of these markets is too large to ignore and Florida visitation appears to be rebounding.

German outbound travel tends to be resilient to economic swings, making it a reliable source market. The Euro's value versus the dollar is expected to remain stable through 2019 and growth in wages is forecast to outpace prices, leaving Germans more disposable income for travel.

International travel to the U.S. is expected to be slow in the coming years, but Germans prioritize vacation travel and enjoy 25-30 paid vacation days a year. Florida still could realize growth.

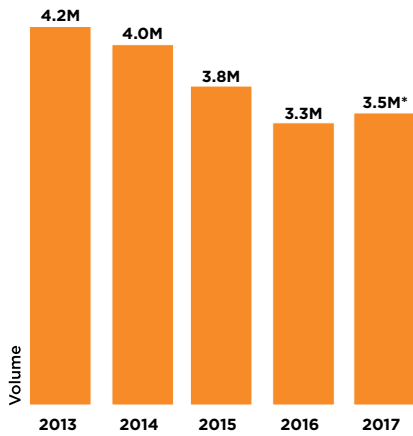
China is the world's largest outbound travel market and getting larger. Trips are more frequent and long-haul travel is no longer a once-in-a lifetime occasion. Independent travelers, who plan their own vacations without the help of a tour operator, accounted for almost all of the increases in Chinese travel overseas. That growing segment now represents 40 percent of China's outbound market.

China is forecast to be the fastest-growing overseas source market for U.S. tourism in the coming years.

Florida's opportunity lies with those independent travelers who are seeking new destinations and experiences beyond the traditional gateways in California and New York.

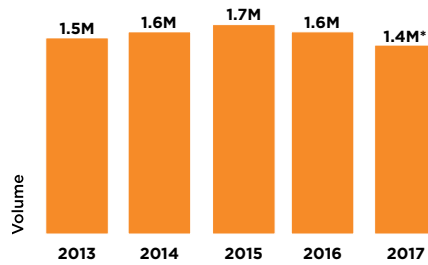
The forecast for Indian travel to the United States is good: 5 percent growth is expected over the next five years. Indian travelers are active visitors and often travel to multiple Florida destinations during their trip. Those visiting friends or relatives (VFR) are a rich opportunity for marketing efforts and destination exploration.

## INTERNATIONAL MARKET SNAPSHOT



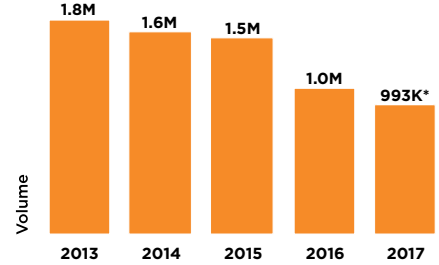
### Canada

- The average trip value of a Canadian travel party is \$2,298 while the average trip value among Canadian Families is \$2,579 and Matures \$2,621.
- Matures represent 43 percent of Canadian visitors to the state.



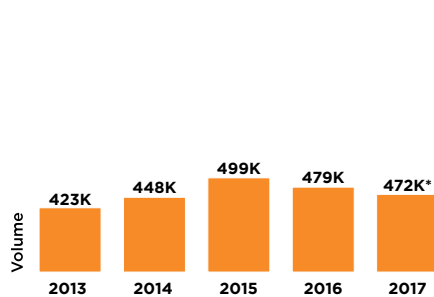
### United Kingdom

- The average trip value for a UK travel party is \$2,228.
- Florida's British visitors stay in Florida an average of 12.4 nights.



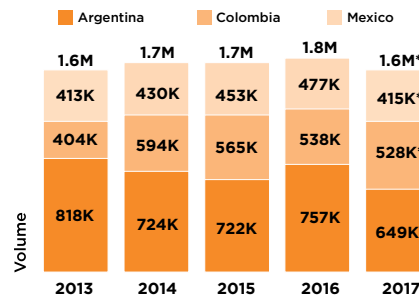
### Brazil

- Brazilian travel parties, on average, have a trip value of \$3,185.
- Brazilian travelers stay in Florida an average of 10.3 nights.



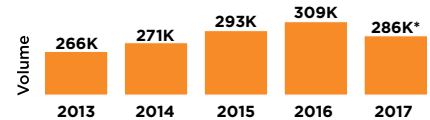
### Germany

- The average trip value for a German travel party is \$2,260.
- German travelers stay in Florida an average of 12.7 nights and travel widely throughout the state.



### Secondary Latin America

- The average trip value of an Argentinian travel party is \$3,585, while the average for a Colombian travel party is \$1,523, and Mexican air travel party is \$1,602.
- The average length of stay in Florida among Argentinians is 11.2 nights, Colombians 11.0 nights, and Mexican air visitors 7.6 nights.



### China

- The average trip value for a Chinese travel party is \$3,687.
- While visiting the U.S., Chinese travelers stay in Florida an average of 14.9 nights.

\*estimate is preliminary and subject to change

# FLORIDA'S CANADIAN CORE

Canada is Florida's most significant international market - 3.5 million visitors strong.

At the beginning of Florida's seven-year run in 2011, Canada, Brazil and the United Kingdom were leading the charge. When the United States economy and dollar rebounded, Canadian visitation suffered — almost three years of declines.

The tourism records kept coming for Florida, but Canadians had less money to spend here. They were looking elsewhere for a vacation.

VISIT FLORIDA doubled down with our northern neighbors and the investment paid off: Canadian visitation to Florida was up 4 percent for 2017.

Further good news: The Conference Board of Canada forecasts average annual growth of 3 percent for Canadian visits to Florida through 2020.

Let's take a closer look at this vital market and what Florida can do to strengthen this relationship.

## CANADIAN VISITOR PROFILE

Florida benefits from excellent air access to the Canadian market, with non-stop service scheduled between 39 origin and destination city pairs.

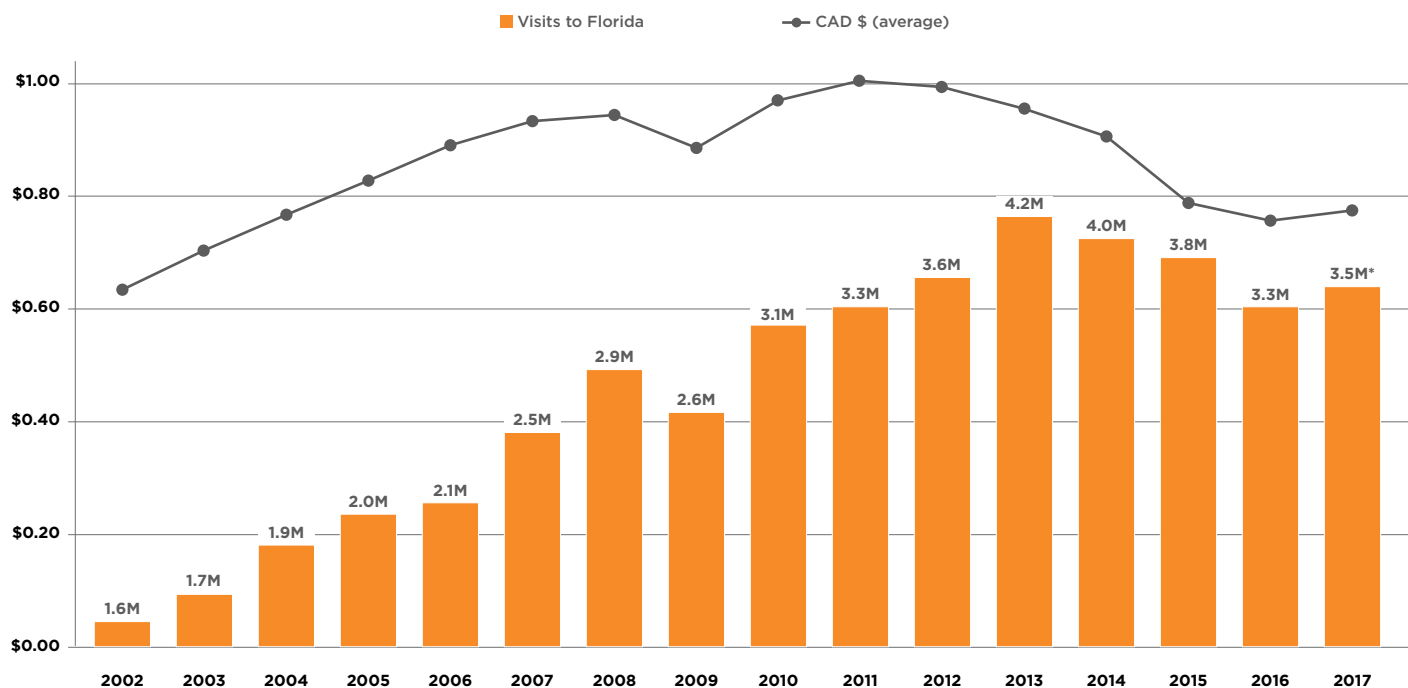
More than half of these Florida vacationers come from two major metros, Toronto and Montreal. They are older than the average domestic traveler; 43 percent qualify as Boomers.

Canadians stay in Florida for three weeks on average - longer than any other international visitors. Matures (55 and older) average 35.8 nights and spend \$2,621 per visit. Canadian families average only 8.8 nights, but they spend almost as much (\$2,579) during their stay.

Canadians are winter sun seekers. Mature visitation is strongest in the first and second quarter of the year; families in the first and third quarters.

## IMPACT OF THE EXCHANGE RATE ON CANADIAN VISITOR VOLUME

This chart shows the historical trend of Canadian visitation and the corresponding effect of the exchange rate.



Source: Conference Board of Canada, Statistics Canada  
\*estimate is preliminary and subject to change

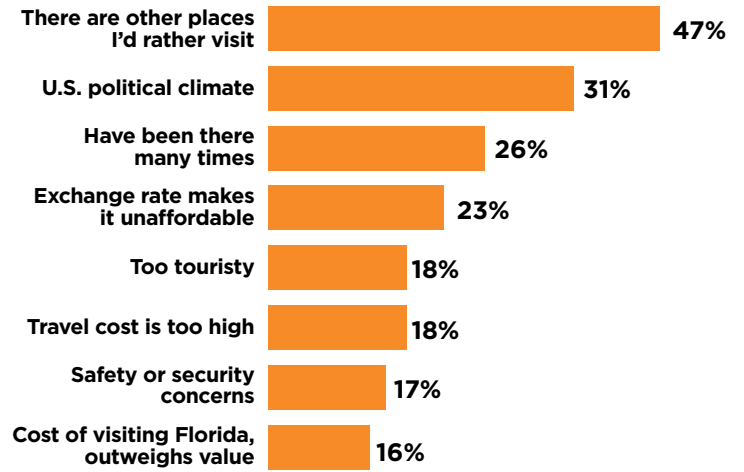
## COMPETITIVE CHANGES

After 11 consecutive quarters of losses in Canadian visitation, 2017 was a good year for Florida. But the concerns are still there. The exchange rate remains a hurdle to overcome and outbound travel from Canada to other countries has increased 34 percent in the past five years. Further, other U.S. destinations have intensified their pursuit of the Canadian traveler.

Several studies have noticed Canadians' gravitation toward new destinations. Almost half of Ontario and Quebec travelers who are not considering a Florida vacation say they are looking at more exotic places. A third of these potential visitors are turned off by U.S. politics (see chart).

## DECLINING INTEREST

This chart shows the top reasons Ontario and Quebec travelers are not considering a Florida leisure trip within the next year.



Source: VISIT FLORIDA Consumer Travel Insights Survey

## FLORIDA DESTINATIONS AND ENCOURAGING TRAVEL

Given the proximity and ease of access, Canada remains a strong market to deliver repeat travel. Top reasons cited for return visits are the warm climate, a perfect place for rest and relaxation, visiting friends/family, and the ease of accessibility.

But while this traditional core of Canadian visitors remain loyal ambassadors to Florida, as marketers we must regularly remind the disinclined what's new here and what they are missing.

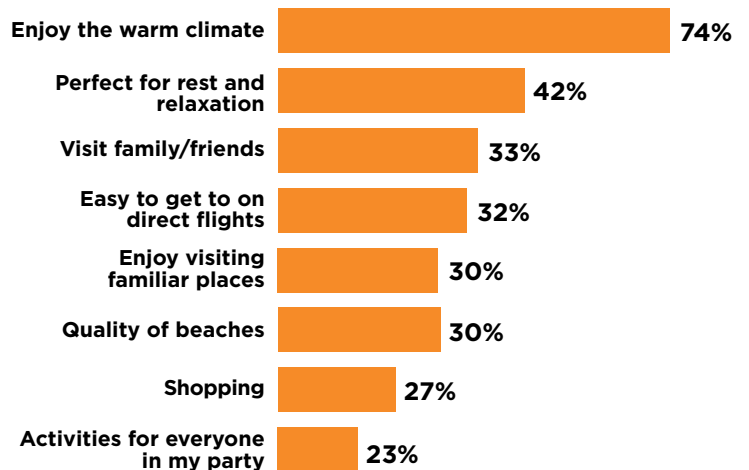
## DESTINATION INTEREST

This chart shows interest among Ontario and Quebec residents in visiting specific Florida destinations within the next year.

Orlando/Kissimmee	52%
Miami	47%
Florida Keys & Key West	39%
Fort Lauderdale	38%
Tampa/St. Petersburg/Clearwater	36%
Palm Beach	25%
Fort Myers/Naples/Marco Island	23%
Space Coast (Cape Canaveral, Titusville)	17%
Sarasota/Bradenton/Anna Maria Island	15%
Jacksonville/St. Augustine/Daytona	15%
Treasure Coast (Vero Beach, St. Lucie, Stuart)	12%
Destin/Fort Walton Beach/Panama City Beach	9%
Ocala	6%
Other Florida Destination(s)	7%

## REPEAT FLORIDA TRAVEL

This chart shows the top reasons Ontario and Quebec travelers return to Florida year after year.



Source: VISIT FLORIDA Consumer Travel Insights Survey

# INSIGHTS & CONSIDERATIONS



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# WHAT LIES AHEAD

Florida is one of the world's leading destinations, riding the crest of seven consecutive record years of tourism. But will seven become eight? Here are six narratives that will impact VISIT FLORIDA's ability to drive visitation.

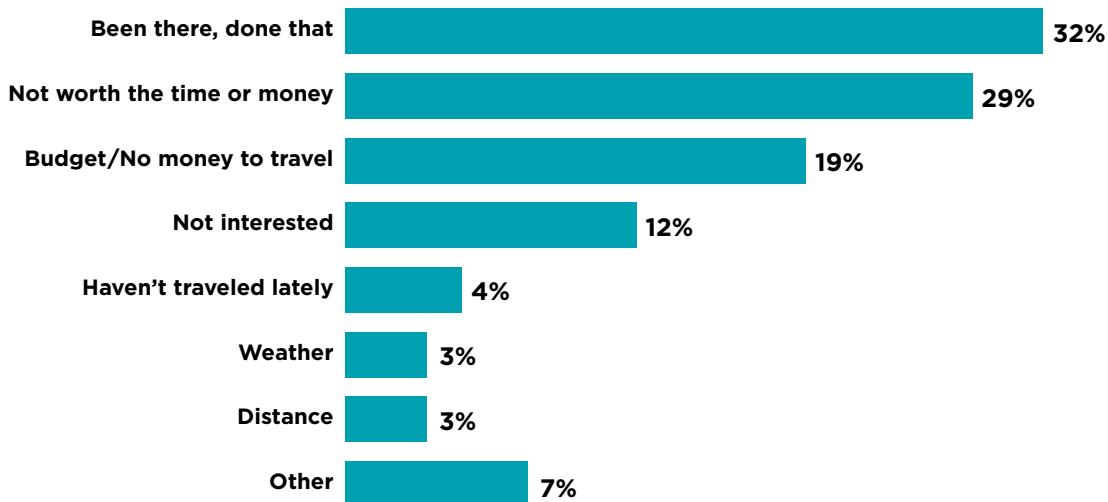
## REINSPIRING VISITORS

Florida has been a trusted destination for generations, with decades of visitation growth as proof. Vacationers can count on brilliant weather, constantly refreshed theme parks, gold-standard customer service ... the list goes on. But now, as younger generations of travelers insist on having new experiences, how does a mature destination like ours

avoid "Florida Fatigue"? These are two primary reasons for not revisiting Florida: Been there, done that; not worth my time or money. The emergence of experiential travel, where visitors want to be exposed to new cultures and expand their worldviews, poses an opportunity for Florida to grow its story as a destination.

### REASONS FOR NOT REVISITING FLORIDA

This chart shows reasons previous Florida travelers haven't visited in more than five years.



Source: VISIT FLORIDA

## GLOBAL CLIMATE FOR TRAVEL

International inbound travel to the United States continues to be unpredictable.

2017 is forecast to be the best year for global travel in this decade, but not to the United States, which received 1 percent\* fewer international visitors (Florida was down 2 percent\*). Currency exchange rates are a factor and politics can't be overlooked.

Among American vacationers, Florida is a distinctive destination and is the dominant leader among U.S. travel markets. What differentiates Florida domestically – sunshine, beaches, theme parks, wildlife, human space flight – should work internationally as well.

Florida marketers must become more nimble and opportunistic than ever before. Choosing between brand development and brand protection will be determined by market need. We have seen in 2016 and 2017 the positive numbers gained from brand takeovers in the United Kingdom and Canada.

International marketing strategies also should be able to shift at a moment's notice in an effort to prioritize countries – perhaps even new markets – with the potential to deliver the greatest impact.

\*estimate is preliminary and subject to change



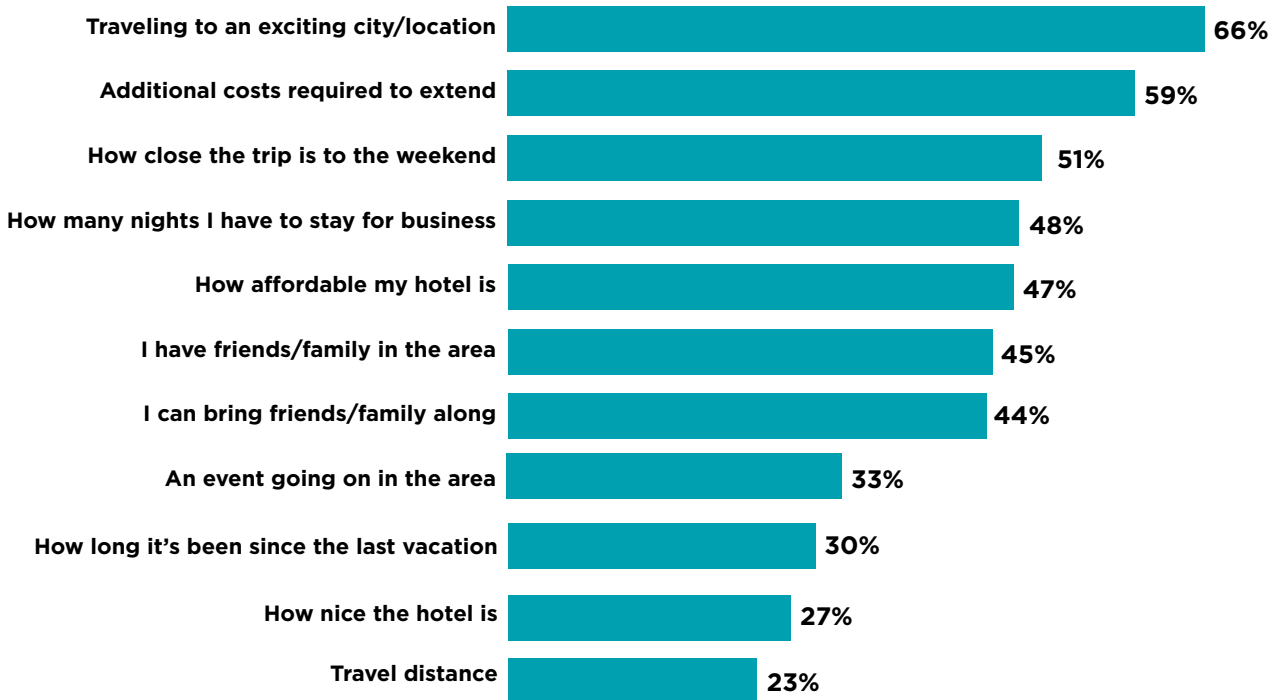
# BLEISURE

Travel combining business and leisure is on the rise, primarily because Millennials see the affordability and efficiency of “tacking on” to existing business trips. Top reasons include destination excitement, cost factors and proximity to the weekend. Nearly half of Millennial workers

complement their work travel with a little vacation time – presenting Florida with a rich opportunity to increase overnight visits and incremental spend.

## FACTORS FOR BOOKING BLEISURE TRIP

This chart shows the driving factors in deciding to turn a work trip into a bleisure trip.



Source: Expedia Media Solutions

# BUILDING BRAND TRUST

As destination marketers, we have little or no control over our visitors’ travel experience and, ultimately, how they judge our brand. Strategic messaging – immersive imagery, transformative stories – is no longer enough. Why? Trust in leaders, institutions, brands, celebrities, and advertising is at an all-time low. Selling Florida with the hope that data-driven audience targets become repeat consumers is the black-and-white goal, but those customers want more: They want a brand relationship that is more than transactional. Brands that act with purpose, embrace

transparency, and connect with their audiences are gaining a loyal following. And those relationships pay off when it matters. During Hurricane Irma, jetBlue capped its flights leaving Florida at \$99 and customers remembered the kindness and shared with their friends on social media. As one of the top destinations in the world, Florida has much to lose if visitors no longer feel connected to our brand. Now is the time to think beyond our usual campaign messaging and put our brand purpose of brightening the lives of all into meaningful action.

# OVERTOURISM

Prompted by a growing middle class and improved accessibility, destinations all over the globe have seen record increases in visitors. So much so that many tourism hotspots are experiencing a backlash from local residents angered by overcrowding and increased demands on infrastructure.

Growth managers must be mindful of these tipping points. In Florida, tourism marketers can help by promoting lesser known destinations, encouraging travel outside of peak seasons, and attracting a balanced traveler mix that delivers maximum benefit to local economies.

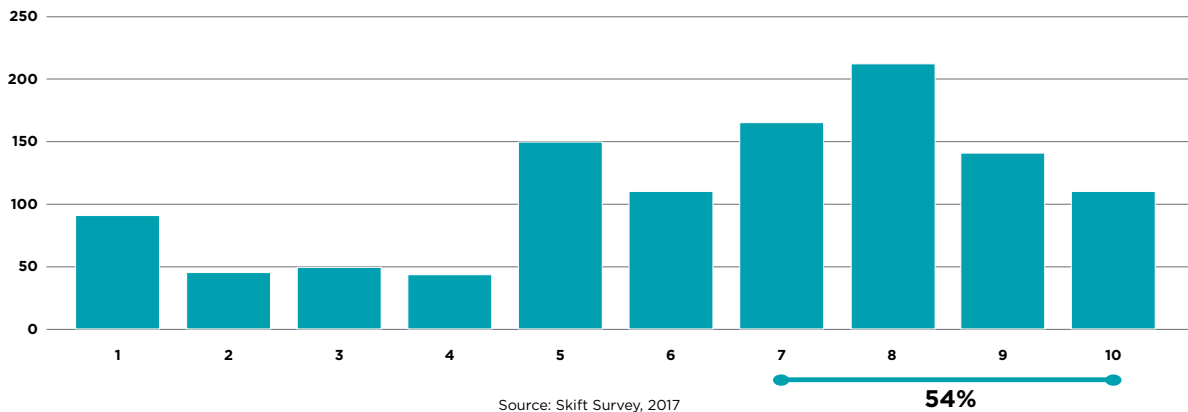
# TRANSFORMATIONAL TRAVEL

The travel writer Pico Iyer says: “We travel, initially, to lose ourselves; and we travel, next, to find ourselves.” Transformational travel is defined as experiences that enable visitors to make meaningful lasting changes in their lives and promote personal well-being. It is travel motivated and defined by a shift in perspective and a deeper communion with nature and culture. Engaging with endangered manatees. Yoga retreats.

Restoring a coral reef. Understanding the cultural and family traditions behind that perfect paella. 54 percent of travelers say they want a transformative experience and more are placing value on this type of travel. Florida has stories to tell and experiences to share that will help travelers change the way they see the world.

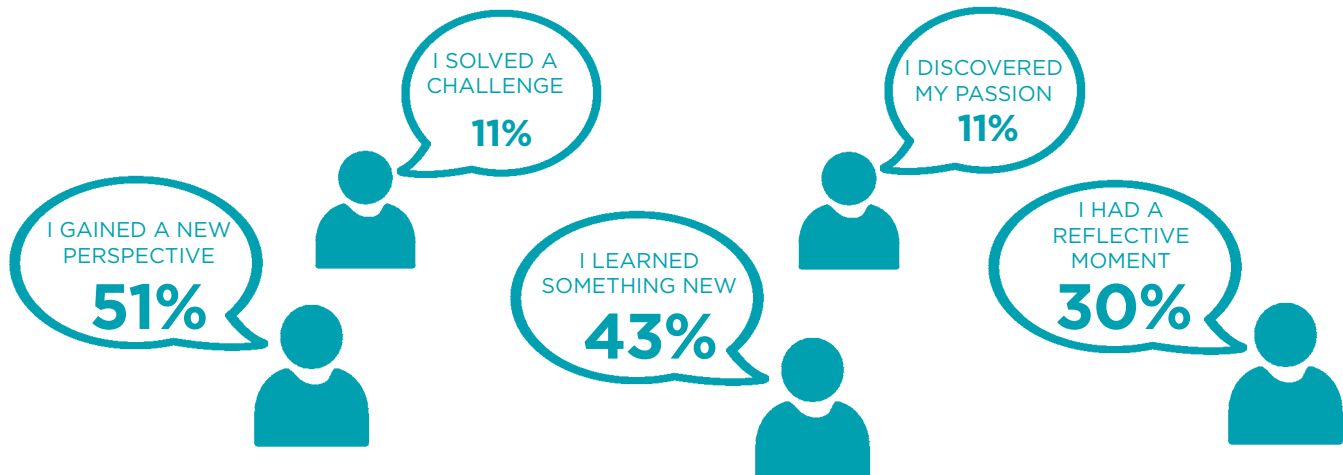
## THE IMPORTANCE OF TRANSFORMATIVE TRAVEL

This chart shows the importance of transformative travel experiences, on a scale of 1-10.



## FACTORS OF A TRANSFORMATIONAL EXPERIENCE

405 respondents answer the question: Why was the experience transformational?



Source: Skift Survey, 2017

# MARKETING APPROACH



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# HITTING THE MARK

As a mature destination hosting more than 116.5 million non-resident vacations a year, Florida attracts visitors from a wide variety of consumer segments and geographic origins. Understanding and effectively communicating with these consumers, based on their individual preferences, is critical to Florida’s success as a tourism destination.

Based on demographic information, historical travel data and psychographic insights, VISIT FLORIDA has identified three key domestic consumer segments that have the potential to drive the greatest visitation to Florida: Winter travelers, Families, and Weekend Getaway travelers. International efforts will focus on Florida’s Foundation markets: Canada, U.K., Brazil, Germany, secondary Latin America countries and China.

Insights about these different consumer groups inform and shape VISIT FLORIDA’s integrated marketing efforts, enabling VISIT FLORIDA to optimize messaging, distribution and timing so potential travelers experience Florida content when they are most receptive to it.

Achieving VISIT FLORIDA’s strategic goals will require maximizing resource efficiency, constant program and performance monitoring, and optimizing every initiative. The opportunities ahead are great, and our success is made more likely by aligning the goals and efforts of Florida’s tourism industry. The power of a united industry is undeniable and offers strategic advantages that other competitors will struggle to match.

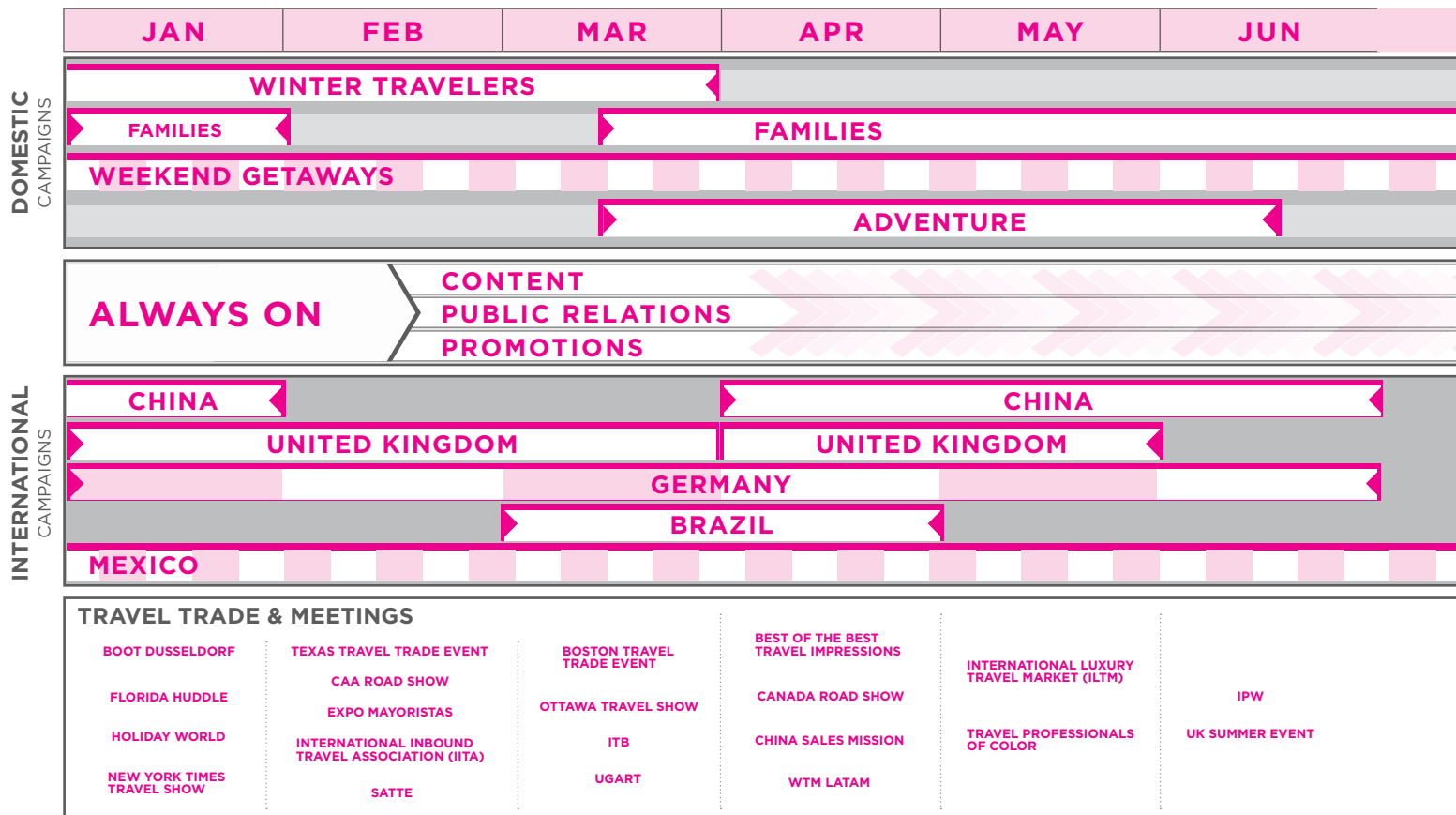
In fiscal year 2018-19, VISIT FLORIDA will harness our collaborative efforts around four key strategies:

MARKETING STRATEGIES		
01	<b>DRIVE DEMAND</b>	Keep Florida top of mind among target audiences
02	<b>INCREASE YIELD</b>	Stimulate balanced incremental growth that delivers the greatest economic impact to Florida through programs that focus on: <ul style="list-style-type: none"> <li>• Protecting and growing visitor volume</li> <li>• Increase spending</li> <li>• Extending length of stay</li> <li>• Increase visit frequency and visitor retention</li> <li>• Reducing the gap between seasonal highs and lows</li> <li>• Increasing travel to emerging Florida destinations</li> </ul>
03	<b>BRAND ENGAGEMENT</b>	Identify and engage advocates in promoting the Florida brand
04	<b>INDUSTRY ALIGNMENT</b>	Promote industry alignment and collective impact through Partner investment and thought leadership

# MARKETING APPROACH

For planning purposes, below is a high-level overview of VISIT FLORIDA's FY 18-19 market approach. This plan and the tactics that follow are based on VISIT FLORIDA's FY 18-19 level of funding.

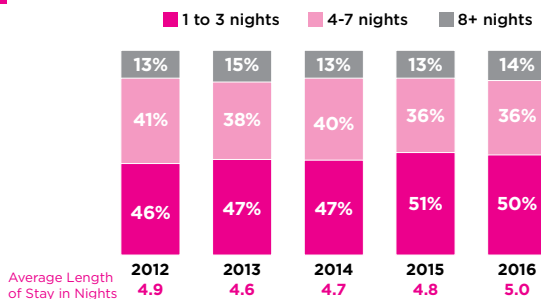
Note: VISIT FLORIDA's fiscal year begins in July and ends in June the following calendar year.



## WINTER VISITOR PROFILE

### LENGTH OF STAY

This chart shows the number of nights winter visitors stay.



### GENERATION

Silent/G.I.	10%
Baby Boomer	44%
GenX	27%
Millennial	19%

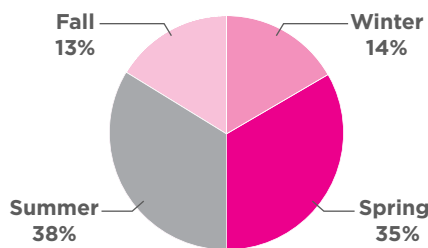
### LODGING TYPE

Paid Accommodation	59%
Hotel	37%
Non-Hotel	22%
Non-Paid Accommodation	41%

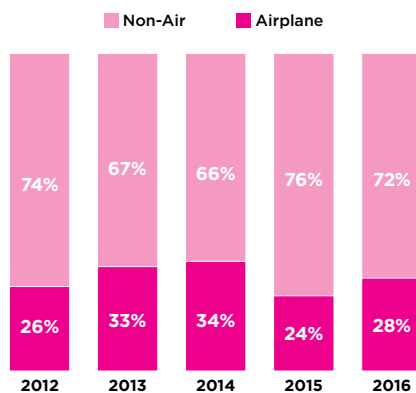
Source: D.K Shifflet & Associates

## FAMILY PROFILE

### SEASONALITY



### TRANSPORTATION MODE



### PERCENTAGE OF HOUSEHOLD WITH CHILDREN IN THE FOLLOWING AGE RANGES

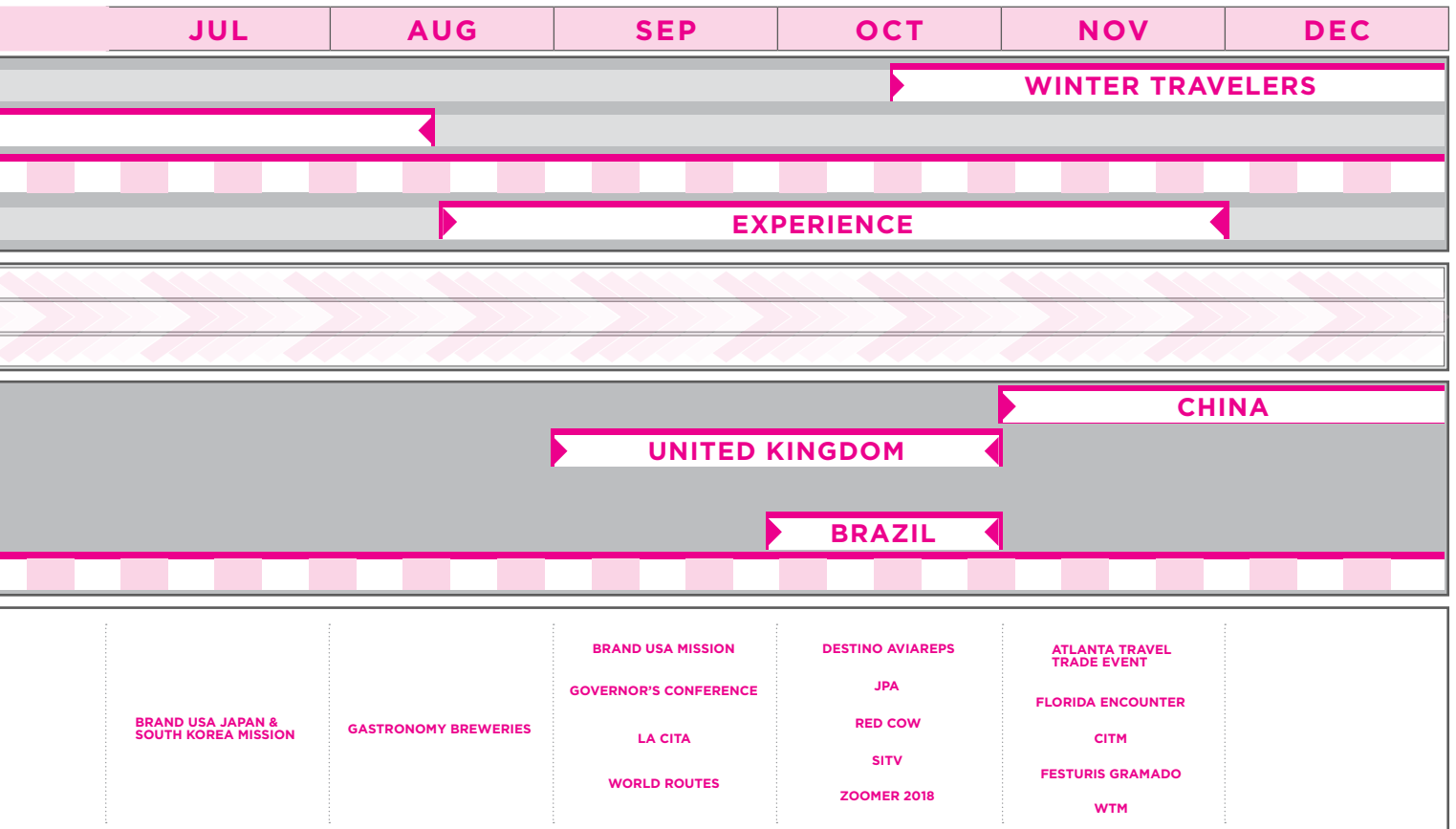
Less than 2 years	7%
2 - 5 years	29%
6 - 12 years	51%
13 - 17 years	32%

Source: D.K Shifflet & Associates

### TRIP PLANNING TIME FRAME

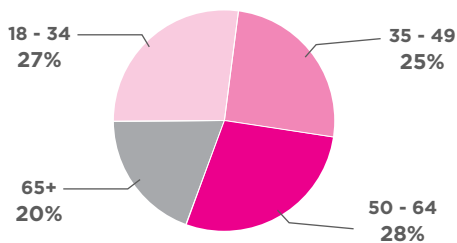
3 weeks or less	15%
1 month	14%
2-3 months	28%
4-5 months	12%
6 months	10%
More than 6 months	21%

Source: D.K Shifflet & Associates



## WEEKEND TRAVELER PROFILE

### AGE OF TRAVELER



### PARTY COMPOSITION

Two Adults	43%
One Adult	43%
Family	10%
Three or More Adults	4%

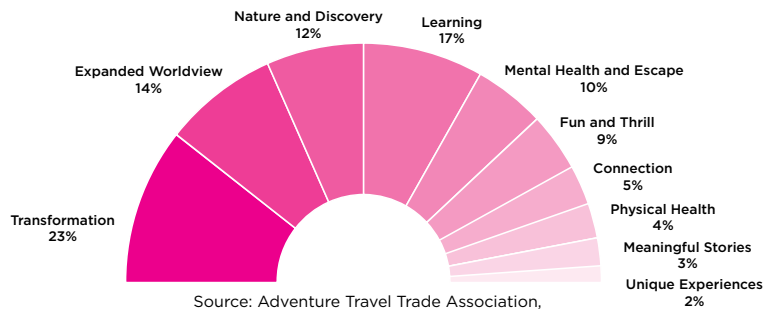
### PURPOSE OF TRIP

Visit Friend/Relative	32%
Getaway Weekend	28%
General Vacation	21%
Special Event	9%
Other	10%

Source: D.K Shifflet & Associates

## EXPERIENCE AND ADVENTURE PROFILE

### MOTIVATION FOR ADVENTURE TRAVEL



### ATTRACTIONS INTERESTED IN VISITING WHILE ON VACATION

Theme parks	62%
Aquariums	59%
Art/history museums	56%
Zoos	54%
Science museums	51%
Amusement parks	47%
Botanical gardens	47%
Space museums	43%
Water parks	42%

Source: MMGY Global, Portrait of American Travelers "Those Interested in Visiting Florida"

### TOP ACTIVITIES FOR THE ADVENTURE TRAVELER

Hiking	45%
Visiting friends or family	27%
Camping	25%
Road cycling	22%
Skiing/Snowboarding	22%
Visiting historical sites	18%
Mountain biking	16%
Backpacking	15%
Attending local festivals/fairs	14%

Source: Adventure Travel Trade Association, North American Adventure Travelers

# MARKETING TACTICS

## STRATEGY 1: DRIVE DEMAND

- Create integrated audience campaigns in top domestic markets
- Create co-op programs aligned with VISIT FLORIDA's overarching marketing objectives
- Develop and sustain marketing partnerships that increase reach and relevance
- Maintain year-round brand presence targeting domestic travelers
- Maintain ongoing search presence (SEO/SEM)
- Leverage VISIT FLORIDA content for year-round domestic marketing campaigns
- Align collaborative pitching with press visits and media relations
- Build and sustain relations with global media and social influencers
- Collaborate with DMO partners to pitch stories and host media visits that yield a larger awareness footprint to the state
- Create influencer campaigns to reach social communities in order to promote awareness, engagement and advocacy
- Expand relationships with Meetings media through sponsorships and targeted story pitching
- Develop and maintain relationships with tour operators and travel agents in key North American markets
- Leverage best-in-class partnerships to extend the Florida Meetings message through larger channels
- Coordinate promotions in key global markets to maintain high-level Florida brand awareness

## STRATEGY 2: INCREASE YIELD

- Create integrated campaigns in top international markets
- Execute trade media and consumer media relations at international events
- Develop and maintain relationships with tour operators and travel agents in key international markets
- Coordinate international trade FAMs throughout the year for key markets
- Develop educational programming for travel trade
- Build relationships with influential global product managers
- Increase relevance of VISIT FLORIDA-owned and -operated events such as Florida Huddle and Florida Encounter
- Develop and maintain relationships with airlines and airports to support route development
- Build relationships with top meeting planners to connect them to Florida Partners
- Coordinate promotions featuring unique experiences, less traveled destinations and multi-destination prize packages
- Develop and distribute content promoting lesser known destinations and experiences
- Leverage expertise of Welcome Center staff to educate and serve Florida visitors

## STRATEGY 3: BRAND ENGAGEMENT

- Promote engagement with #LoveFL across different audiences and passions
- Leverage social conversations to build brand engagement and advocacy
- Develop opportunities to connect with Florida visitors while they are traveling
- Foster social conversations related to Florida travel experiences

## STRATEGY 4: INDUSTRY ALIGNMENT

- Engage with and educate Partners through marketing consultations and sales calls
- Continually promote VISIT FLORIDA programs and partnership opportunities through social channels, direct mail campaigns and in-person events
- Enhance Partner benefits platform to provide more exclusive opportunities for VISIT FLORIDA Marketing Partners
- Develop programs and webinars that deliver education/thought leadership to the industry
- Invest in developing tools and resources that drive Partner retention and demonstrate value of participation
- Award advertising matching grants to promote Florida tourism
- Increase the value of co-op to Partners by developing year-round, non-traditional and bundled packages
- Create, manage and distribute corporate messaging to improve alignment with the Florida Tourism Industry
- Manage all crisis communication efforts and provide industry direction and support as needed.
- Facilitate international co-op opportunities for Partners, leveraging the Florida Brand
- Continue investment in the Air Team Florida program
- Create unique Partner opportunities at trade shows and signature events
- Build relationships with the Florida Tourism Industry through promotional Partner tours
- Promote a statewide customer service training and certification program for Welcome Center partners
- Produce Welcome Center takeover events throughout the year



# DEPARTMENT PROJECT PLANS

## BRAND

- Florida consumer brand evolution and re-launch
- Planning and execution of six different integrated consumer audience campaigns
- Ongoing focus and growth of Share a Little Sunshine, Florida's advocate community
- Develop an integrated campaign strategy to further strengthen Florida's market share of Canadian visitors

## CONTENT

- Publish 150 new stories on VISITFLORIDA.com
- Improve search ranking for Florida content
- Develop content to augment six different integrated consumer audience campaigns
- Execute a year-round content co-op plan
- Evolve our website functionality to better serve potential visitors and Partners

## CORPORATE MEETINGS

- Florida Encounter event refresh
- Florida Huddle event refresh
- Develop and manage core VISIT FLORIDA events: Florida Governor's Conference on Tourism, Florida Tourism Leadership Summit, Florida Encounter, Florida Huddle, Florida Tourism Day, and the VISIT FLORIDA Board of Director's Meetings
- Improve attendee recruitment process for all corporate trade show events
- Improve data collection process and ROI assessment

## INDUSTRY RELATIONS & SALES

- Build a better and more effective cooperative marketing model and program
- Build out a “full-service” VISIT FLORIDA regional team
- Partner benefits refresh
- Develop a Partner Participation Report
- Improve e-newsletters and the Partner subscription process
- Annual Partner enrollment campaign

## INTERNATIONAL

- UK Integrated Marketing Campaign
- Brazil Integrated Marketing Campaign
- Germany Integrated Marketing Campaign
- China Integrated Marketing Campaign
- AirTeam Florida Expansion
- Build and market a new Florida E-Learning program

## MEDIA

- Plan and purchase media for six different integrated consumer audience campaigns
- Develop ongoing co-op opportunities for Partners aligned with audience campaigns
- Plan and purchase media for nine international audience campaigns
- Optimize and expand Search presence
- Improve media performance tracking to enhance future media mix design

# DEPARTMENT PROJECT PLANS

## PROMOTIONS

- Coordinate promotions in 15 key global markets
- Conduct sales calls for relationship-building in six key global markets
- Execute promotions totaling \$85M in media value

## PUBLIC RELATIONS

- Conduct a minimum of 8 regionally-focused group familiarization tours and 55 individual media familiarization tours
- Develop public relations initiatives to enhance six domestic integrated consumer audience campaigns
- Develop public relations initiatives to enhance four international integrated marketing campaigns
- Improve VISIT FLORIDA's media relationship development process to deepen connections with trade and consumer journalists

## RESEARCH

- Launch qualitative and behavioral consumer research studies
- In-depth customized Florida research study for each international market
- Evolve the marketing effectiveness study
- Florida brand evolution and re-launch testing
- Develop interactive dashboards to monitor economic and travel trends
- Deepen VISIT FLORIDA's ability to track ROI for consumer audience campaigns

## SOCIAL

- Increase engagement with potential visitors across the globe
- Improved integration of social listening data to influence day-to-day social engagement and long-term audience planning
- Execute 25 social media influencer campaigns across the calendar year
- Develop an industry-wide editorial calendar to better align Florida's social conversations
- Launch and maintain a social media presence across key channels in China

## TRAVEL TRADE

- Re-establish relationships with travel agents in Atlanta, Boston and Dallas through sales roadshows
- IPW & IITA Travel Trade Shows
- European Travel Trade Shows: WTM London, ITB, UK Summer Event
- LATAM Travel Trade Shows: WTM Latin America, JPA, La Cita, Mice Event, ILTM-Travelweek, Festuris Gramado, UGART, Expo Mayoristas
- Asian Travel Trade Shows: World Routes, ILTM Asia Pacific, CITM, SATTE
- Develop and execute a campaign to promote Florida's new E-Learning initiative

## VISITOR SERVICES

- Complete I-95 Florida Welcome Center renovations
- Produce and market the Certified Visitor Information Seminar
- Plan and produce 12 Welcome Center Takeovers
- Execute four consumer on-site trade shows
- Install photo kiosks for visitors in the lobby during high visitation periods



**VISITFLORIDA**<sup>®</sup>

The Official Tourism Marketing Corporation for the State of Florida

2020

# STRATEGIC PLAN



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VISITFLORIDA.<sup>®</sup>



FLORIDA IS

**ONE OF THE TOP  
DESTINATIONS  
IN THE WORLD.**

**WE WANT TO MAKE SURE WE STAY ON TOP.**

# HOW?

**BY CHALLENGING OURSELVES**  
TO THINK BIGGER, TO BECOME  
MASTERS OF INNOVATION,  
AND TO ESTABLISH NEW  
INDUSTRY STANDARDS.

---

**BY CONNECTING FLORIDA  
STORIES WITH TRAVELERS**  
WHEREVER THEY ARE, WHENEVER  
THEY WANT IT, ON ANY DEVICE.

---

**BY LEADING BY EXAMPLE**  
WITH STRATEGIC ACTION  
AND ALIGNING THE INDUSTRY  
TO ACHIEVE THE GREATEST  
GOOD FOR FLORIDA.







One of the most powerful sentences in any language is, “I’m on vacation.” Everyday, millions of people experience that joy in Florida—the world’s greatest travel destination. Even more people dream about it. At VISIT FLORIDA, and through our Partners in the tourism industry, we appreciate the great responsibility and privilege of helping travelers realize a dream:

**“I’M ON  
VACATION.  
I’M IN  
FLORIDA.”**

This book will be our guide  
**INTO THE FUTURE**

**WE HAVE PURPOSE.**

**WE HAVE A VISION.**

**WE HAVE A CLEAR MISSION.**

**WE HAVE A SINGULAR GOAL.**

**WE HAVE A DEFINED OBJECTIVE.**

AND OUR **VALUES** ENSURE THAT WE REMAIN  
FOCUSED ON WHAT IS MOST IMPORTANT.



TOGETHER, IT'S OUR TIME TO

**SHINE.**



OUR PURPOSE IS TO

**BRIGHTEN**

THE LIVES OF ALL.

OUR **VISION** IS TO ESTABLISH FLORIDA AS  
**THE NO. 1**  
**TRAVEL DESTINATION**  
**IN THE WORLD.**



WE ARE ON A **MISSION** TO  
**STRENGTHEN FLORIDA'S**  
**SHARE OF THE GLOBAL**  
**TRAVEL MARKET.**

WE ARE FOCUSED ON A SINGULAR **GOAL** TO  
**MAXIMIZE THE  
ECONOMIC IMPACT  
OF TRAVEL AND  
TOURISM TO FLORIDA.**

OUR **OBJECTIVE** IS CLEAR;  
**GENERATE \$100 BILLION  
IN TOURISM-RELATED  
SPEND BY 2020.**



A photograph of a wooden canoe on a calm river, viewed from the front. The river is surrounded by a dense forest of trees with green and yellow foliage. The sky is a pale blue with soft clouds. The water reflects the surrounding trees and sky. The text is overlaid on the left side of the image.

OUR **VALUES** PROVIDE THE  
**DIRECTION FOR**  
**OUR FUTURE PLANS.**

They serve as the foundation for our team and how we do business. They guide our actions and inspire us to be better every day.



# WE WILL **MAKE AN IMPACT.**

Impact is not a derivative of luck but a product of informed decisions, deliberate actions and measurable outcomes. We are results-focused and believe that every single day is full of opportunities to achieve positive change. We ask ourselves: How can I add value to my team, the Industry and the world?





WE WILL  
**WORK PURPOSEFULLY  
AND LIVE PASSIONATELY.**

We will be excellent in our jobs. And we will have fun in the process. We will take initiative and act with integrity. To be our best selves requires dedicated time for work and play. Our “office” is the No. 1 destination in the world. We promote it. And explore it.



## WE WILL **INNOVATE.**

Innovation is born through challenging the status quo. We are committed to nurturing ideas, embracing change, and building a culture that encourages our team to be daring. If we stumble, we will learn from the experience and improve.

## STRATEGIC PLAN

### PURPOSE

Brighten the lives of all.

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### VISION

Establish Florida as the No. 1 travel destination in the world.

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### MISSION

Strengthen Florida's share of the global travel market.

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### GOAL

Maximize the economic impact of travel and tourism to Florida.

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### OBJECTIVE

\$100 billion in tourism-related spend by 2020.

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## VALUES

**MAKE AN  
IMPACT.**

---

**WORK PURPOSEFULLY  
AND LIVE PASSIONATELY.**

---

**INNOVATE.**

## MARKETING STRATEGIES

**KEEP FLORIDA TOP-OF-MIND  
AMONG TARGET AUDIENCES.**

---

**STIMULATE BALANCED INCREMENTAL  
GROWTH THAT DELIVERS THE  
GREATEST ECONOMIC IMPACT TO  
FLORIDA THROUGH PROGRAMS  
THAT FOCUS ON:**

- Protecting and growing visitor volume
  - Increasing visitor spending
  - Extending length of stay
  - Increasing visit frequency and visitor retention
  - Reducing the gap between seasonal highs and lows
  - Increasing travel to emerging Florida destinations
- 

**IDENTIFY AND ENGAGE ADVOCATES  
IN PROMOTING THE FLORIDA BRAND.**

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**PROMOTE INDUSTRY ALIGNMENT  
AND COLLECTIVE IMPACT THROUGH  
PARTNER INVESTMENT AND THOUGHT  
LEADERSHIP.**



# Florida Tourism Industry Marketing Corporation Code of Ethics Standards of Conduct Policy

## Part 1. General Provisions

1.0. **Statement of Policy.** In keeping with the purposes set forth in Florida statutory authorization and the Articles of Incorporation of the Florida Tourism Industry Marketing Corporation as a direct support organization of Enterprise Florida, Inc. to operate the activities, services, functions, and programs of the statewide, national and international promotion and marketing of tourism in the state of Florida, the officers and directors of the Corporation have a duty to foster public trust and confidence in the management and execution of those duties. The following Code of Ethics and Standards of Conduct Policy are established to define the requirements for performance of these official duties in an honest and open manner that avoids conflicts of interests.

1.1 **Incorporated Standards.** The following Standards of Conduct for officers and members of the board of directors are hereby incorporated into this Code and are in addition to any other ethical standards mandated by federal, state or local law, as applicable, including, without limitation, the following:

(a) The Code of Ethics for Public Officers and Employees - ss. 112.313 (1)-(8), (10), (12), and (15); 112.3135; and 112.3143 (2), Florida Statutes.

(b) The Amended and Restated Articles of Incorporation of the Florida Tourism Industry Marketing Corporation, dated May 24, 2012.

(c) The Amended and Restated Bylaws of the Florida Tourism Industry Marketing Corporation, Inc., dated, May 24, 2012.

In the event of a conflict between the standards of conduct prescribed by this policy and any other standards for conduct listed above, the more stringent standard of conduct shall be applicable.

1.2 **Definitions.** Unless otherwise defined herein, the operative words or terms within this policy shall be as defined in Chapter 112 or s. 288.92 (2) (b) 1. -3., Florida Statutes.

The following general definitions shall be used for the purposes of this policy:

(a) “**Agency**” means the Florida Tourism Industry Marketing Corporation.

(b) “**Business associate**” means any person or entity engaged in or carrying on a business enterprise with an officer or director as a partner, joint venturer, corporate shareholder where the shares of such corporation are not listed on any national or regional stock exchange, or coowner of property.

(c) “**Business entity**” means any corporation, partnership, limited partnership, company, limited liability company, proprietorship, firm, enterprise, franchise, association, self-employed individual,

or trust, whether fictitiously named or not, doing business in this state.

(d) “**Conflict**” or “conflict of interest” means a situation in which regard for a private interest tends to lead to disregard of a public duty interest.

(e) “**Gift**” means that which is accepted by a donee or by another on the donee’s behalf, or that which is paid or given to another for or on behalf of a donee, directly, indirectly, or in trust for the donee’s benefit or by any other means, for which equal or greater consideration is not given within 90 days, including:

1. Real property.
2. The use of real property.
3. Tangible or intangible personal property.
4. The use of tangible or intangible personal property.
5. A preferential rate or terms on a debt, loan, goods, or services, which rate is below the customary rate and is not either available to all other similarly situated officials or a rate which is available to similarly situated members of the public by virtue of occupation, affiliation, age, religion, sex, or national origin.
6. Forgiveness of an indebtedness.

7. Transportation, other than that provided to a public officer or employees by an agency in relation to officially approved business, lodging, or parking.
8. Food or beverage.
9. Membership dues.
10. Entrance fees, admission fees, or tickets to events, performances, or facilities.
11. Plants, flowers, or floral arrangements.
12. Services provided by persons pursuant to a professional license or certificate.
13. Other personal services for which a fee is normally charged by the person providing the services.
14. Any other similar service or thing having an attributable value not already provided for in this section.

(f) **“Gift”** does not include:

1. Salary, benefits, services, fees, commissions, gifts, or expenses, including donated, complimentary or discounted services, gifts or expenses provided by tourism industry members’ marketing programs promoting specific tourism industry product or products, associated primarily with the donee’s employment, business, or service as an officer or director of a corporation or organization.



2. Except as provided in s. 112. 31485, contributions or expenditures reported pursuant to Chapter 106, contributions or expenditures reported pursuant to federal election law, campaign-related personal services provided without compensation by individuals volunteering their time, or any other contribution or expenditure by a political party or affiliated party committee.
3. An honorarium or an expense related to an honorarium event paid to a person or the person's spouse.
4. An award, plaque, certificate, or similar personalized item given in recognition of the donee's public, civic, charitable, or professional service.
5. An honorary membership in a service or fraternal organization presented merely as a courtesy by such organization.
6. The use of a public facility or public property, made available by a governmental agency, for public purpose.
7. Transportation provided to an officer or director in relation to officially approved business.

(g) **"Material interest"** means direct or indirect ownership of more than 5 percent of the total assets or capital stock of any business entity. For the purposes of this act, indirect ownership does not include ownership by a spouse or minor child.

(h) **“Relative”**, unless otherwise specified in this part, means an individual who is related to a director or father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half brother, half sister, grandparent, great grandparent, grandchild, great grandchild, step grandchild, step great grandchild, person who is engaged to be married to the director or officer or who otherwise holds himself or herself out as or is generally known as the person whom the officer or director intends to marry or with whom the officer or director intends to form a household, or any other natural person having the same legal residence as the officer or director.

(i) **“Special private gain or loss”** means an economic benefit or harm that would inure to the officer, his or her relative, business associate or principal, in which case, at least the following factors must be considered when determining whether a special private gain or loss exists:

1. The size of the class affected by the vote.
2. The nature of the interests involved.
3. The degree to which the interests of all members of the class are affected by the vote.

4. The degree to which the officer, his or her relative, business associate, or principal receives a greater benefit or harm when compared to other members of the class.

**Part 2. Standards of Conduct.**

2.0 **Quid Pro Quo Gifts Prohibited:** A director or officer of the Corporation may not solicit or accept anything of value, including a gift, loan, reward, promise of future employment, favor or service, based upon any understanding that the vote, official action, or judgment of the individual would be influenced thereby.

2.1 **Doing Business with the Corporation:** A director or officer of the Corporation acting in his or her official capacity, may not purchase, rent, or lease any realty, goods, or services for the corporation from any business entity of which the director or officer or his or her spouse or child is an officer, partner, director, or proprietor, or has a material interest except as provided under s. 112.313 (12) or Section 288.92(2) (b) 3, Florida Statutes.

2.2 **Unauthorized Compensation:** A director or officer of the Corporation may not accept any compensation when he or she knows or should know with reasonable care that the compensation was given to influence a vote in the individual's official capacity.

2.3 **Salary and Expenses:** A director or officer of the Corporation may vote on a matter affecting his or her salary, expenses, or other compensation as a director or officer of the Corporation.

2.4 **Misuse of Public Position:** A director or officer of the Corporation may not corruptly use or attempt to use his or her official position or any property or resource that may be within his or her trust, or perform his or her official duties, to secure a special privilege, benefit, or exemption for himself, herself, or others.

2.5 **Conflicting Employment or Contractual Relationship:** A director or officer of the Corporation may not hold any employment or contractual relationship with any business entity that is doing business with the Corporation he or she is director or officer of the Corporation except as provided under s. 112.313(12) or s. 288.92(2)(b)3, Florida Statutes. An officer or director of the Corporation may not have or hold any employment or contractual relationship that will create a continuing or frequently recurring conflict between his or her private interests and the performance of his or her public duties that would impede the full and faithful discharge of his or her public duties.

2.6 **Disclosure or Use of Certain Information Prohibited:** A current or former director or officer of the Corporation is prohibited from disclosing or using information not available to members of the general public and gained by reason of his or her position, except for information relating exclusively to governmental practices, for his or her personal gain or benefit or for the personal gain or benefit of any other person or business entity.

2.7 **Nepotism Prohibited:** A director or officer of the Corporation may not appoint, employ, promote, or advance, or advocate for appointment, employment, promotion, or advancement, in or to a position in the Corporation in which the director or officer of the Corporation is serving or over which the official exercises jurisdiction or control any individual who is a relative of the director or officer of the Corporation. An individual may not be appointed, employed, promoted, or advanced in or to a position in the Corporation if such appointment, employment, promotion, or advancement has been advocated by the director or officer of the Corporation, serving or exercising jurisdiction or control over the Corporation, who is a relative of the individual or if such appointment, employment, promotion, or advancement is made by a collegial body of which a relative of the individual is a member.

### **Part 3. Conflicts of Interests.**

3.0 **Voting Conflicts.** A director or officer of the Corporation is prohibited from voting on any matter that the director knows would inure to his or her special private gain or loss. A director who abstains from voting in an official capacity upon a measure that the director knows would inure to the director's special private gain or loss, or who votes in an official capacity on a measure that he or she knows would inure to the special private gain or loss of any principal, parent organization, or subsidiary of a corporate principal by whom the director is retained, or which the officer knows would inure to the special private gain or loss of a relative or business associate of the director, must make every reasonable effort to disclose the nature of

his or her interest as a public record in a memorandum filed with the person responsible for recording the minutes of the meeting, who must incorporate the memorandum into the minutes. If the memorandum cannot be filed before the vote, the memorandum must be filed no later than 15 days after the vote.

(a) Notwithstanding the restrictions set forth within this section, a director may vote on the approval of the Corporation's 4 year marketing plan or any individual component of or amendment to the plan.

3.1 **Corporation Match Participation**: A director's participation on his or her own behalf or on the behalf of his or her principal in the provision of the private match requirements established for the Corporation pursuant to Florida Statute 288.904 (3) is not violative of this Code of Ethics as long as the director files the required annual disclosure.

(a) The director shall file by June 30 of each year of his or her service on the Board the nature of his or her principals, including corporate parents and subsidiaries of his or her interests or the interests of his or her principal, in the establishment of the private match component required of the Corporation. The annual disclosure will be filed with the General Counsel for posting on the Corporation's website or included in the minutes of any board of director's meeting of the Corporation at which private match was discussed or voted upon.

(b) The directors and officers of the Corporation will affirm in writing or on an annual basis their commitment to this Code of Ethics and Standards of Conduct Policy.

4.0 **Ethics Advisor**. The Ethics Advisor for Visit Florida is the General Counsel who may be contacted by officers or directors of the Corporation for information or opinion regarding the application of this Code of Ethics at 2540 Executive Center Circle, Tallahassee, Florida 32301, (850) 205-3845 office or (850)201-6900 facsimile.

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Adopted by the Board of Directors on *August 26, 2014*.

**Return of Organization Exempt From Income Tax**  
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.  
▶ Information about Form 990 and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

**A** For the 2016 calendar year, or tax year beginning **JUL 1, 2016** and ending **JUN 30, 2017**

<b>B</b> Check if applicable:  <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C</b> Name of organization <b>FLORIDA TOURISM INDUSTRY MARKETING CORP, INC.</b> Doing business as <b>VISIT FLORIDA</b> Number and street (or P.O. box if mail is not delivered to street address) Room/suite <b>2540 W. EXECUTIVE CENTER CIR 200</b> City or town, state or province, country, and ZIP or foreign postal code <b>TALLAHASSEE, FL 32301-5015</b> <b>F</b> Name and address of principal officer: <b>CYNTHIA HEFREN</b> <b>SAME AS C ABOVE</b>	<b>D</b> Employer identification number <b>59-3359293</b> <b>E</b> Telephone number <b>(850) 488-5607</b> <b>G</b> Gross receipts \$ <b>111,419,024.</b> <b>H(a)</b> Is this a group return for subordinates? ..... <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions) <b>H(c)</b> Group exemption number ▶
<b>I</b> Tax-exempt status: <input type="checkbox"/> 501(c)(3) <input checked="" type="checkbox"/> 501(c) ( <b>6</b> ) ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		
<b>J</b> Website: ▶ <b>WWW.VISITFLORIDA.ORG, WWW.VISITFLORIDA.COM</b>		
<b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶ <b>L</b> Year of formation: <b>1995</b> <b>M</b> State of legal domicile: <b>FL</b>		

**Part I Summary**

<b>Activities &amp; Governance</b>	<b>1</b> Briefly describe the organization's mission or most significant activities: <b>TO STRENGTHEN FLORIDA'S SHARE OF THE GLOBAL TRAVEL MARKET WITH THE GOAL OF MAXIMIZING ECONOMIC IMPACT</b> <b>2</b> Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets. <b>3</b> Number of voting members of the governing body (Part VI, line 1a) ..... <b>3</b> <b>29</b> <b>4</b> Number of independent voting members of the governing body (Part VI, line 1b) ..... <b>4</b> <b>29</b> <b>5</b> Total number of individuals employed in calendar year 2016 (Part V, line 2a) ..... <b>5</b> <b>148</b> <b>6</b> Total number of volunteers (estimate if necessary) ..... <b>6</b> <b>30</b> <b>7a</b> Total unrelated business revenue from Part VIII, column (C), line 12 ..... <b>7a</b> <b>390,498.</b> <b>7b</b> Net unrelated business taxable income from Form 990-T, line 34 ..... <b>7b</b> <b>0.</b>	
<b>Revenue</b>	<b>8</b> Contributions and grants (Part VIII, line 1h) ..... <b>76,000,000.</b> <b>Prior Year</b> <b>78,499,784.</b> <b>Current Year</b> <b>9</b> Program service revenue (Part VIII, line 2g) ..... <b>33,215,739.</b> <b>32,112,409.</b> <b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d) ..... <b>42,492.</b> <b>40,218.</b> <b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) ..... <b>248,868.</b> <b>740,113.</b> <b>12</b> Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) ..... <b>109,507,099.</b> <b>111,392,524.</b>	
<b>Expenses</b>	<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3) ..... <b>4,344,287.</b> <b>6,318,084.</b> <b>14</b> Benefits paid to or for members (Part IX, column (A), line 4) ..... <b>0.</b> <b>0.</b> <b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) ..... <b>12,680,771.</b> <b>12,419,217.</b> <b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e) ..... <b>0.</b> <b>0.</b> <b>b</b> Total fundraising expenses (Part IX, column (D), line 25) ▶ <b>0.</b> <b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) ..... <b>90,844,128.</b> <b>88,685,379.</b> <b>18</b> Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) ..... <b>107,869,186.</b> <b>107,422,680.</b> <b>19</b> Revenue less expenses. Subtract line 18 from line 12 ..... <b>1,637,913.</b> <b>3,969,844.</b>	
<b>Net Assets or Fund Balances</b>	<b>20</b> Total assets (Part X, line 16) ..... <b>38,017,210.</b> <b>Beginning of Current Year</b> <b>45,293,952.</b> <b>End of Year</b> <b>21</b> Total liabilities (Part X, line 26) ..... <b>18,982,908.</b> <b>22,289,806.</b> <b>22</b> Net assets or fund balances. Subtract line 21 from line 20 ..... <b>19,034,302.</b> <b>23,004,146.</b>	

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

<b>Sign Here</b>	Signature of officer <b>CYNTHIA HEFREN, CFO</b> Type or print name and title	Date
<b>Paid Preparer Use Only</b>	Print/Type preparer's name <b>MICHAEL C CARTER</b>	Preparer's signature Date Check <input type="checkbox"/> if self-employed PTIN <b>P00292302</b>
	Firm's name ▶ <b>CARR, RIGGS &amp; INGRAM, LLC</b> Firm's address ▶ <b>2633 CENTENNIAL BLVD., SUITE 200 TALLAHASSEE, FL 32308</b>	Firm's EIN ▶ <b>72-1396621</b> Phone no. (850) <b>878-8777</b>

May the IRS discuss this return with the preparer shown above? (see instructions)  Yes  No



**Part III Statement of Program Service Accomplishments**

Check if Schedule O contains a response or note to any line in this Part III

1 Briefly describe the organization's mission:  
**TO STRENGTHEN FLORIDA'S SHARE OF THE GLOBAL TRAVEL MARKET WITH THE GOAL OF MAXIMIZING ECONOMIC IMPACT OF TRAVEL AND TOURISM TO FLORIDA WITH THE GOAL OF \$100 BILLION IN TOURISM BY 2020.**

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?  Yes  No  
If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services?  Yes  No  
If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )  
**ADVERTISING - VISIT FLORIDA CONDUCTS MULTI-CHANNEL MARKETING INITIATIVES TO REACH POTENTIAL VISITORS AND DRIVE VISITATION FROM TRAVELERS ALL ACROSS THE UNITED STATES AND INTERNATIONALLY. THESE INITIATIVES ARE MAINLY INTEGRATED MARKETING CAMPAIGNS THAT CONSIST OF ADVERTISING, PUBLIC RELATIONS, CONTENT DEVELOPMENT AND DISTRIBUTION, SPONSORSHIP, DIGITAL MARKETING AND SOCIAL MEDIA.**

**ADVERTISING IMPACT: TOURISM WAS RESPONSIBLE FOR WELCOMING 116.5 MILLION VISITORS IN 2017, WHICH MAKES THE INDUSTRY ONE OF THE LEADING TAX REVENUE AND JOBS PRODUCERS IN FLORIDA. BASED ON THE LATEST ECONOMIC IMPACT STUDY, FLORIDA VISITORS SPENT \$112 BILLION IN 2016, GENERATING \$11.6 BILLION IN STATE AND LOCAL TAXES AND SUPPORTING 1.4 MILLION**

4b (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )  
**COOPERATIVE PROMOTIONAL PROGRAMS: VISIT FLORIDA ASSISTS INTERESTED PARTIES IN ORGANIZING FLORIDA PROMOTIONAL PACKAGES. IN RETURN FOR VISIT FLORIDA'S ASSISTANCE, VISIT FLORIDA AND OTHER PARTICIPANTS RECEIVE COMPLIMENTARY ADVERTISING IN VARIOUS PRINT, TELEVISION, DIGITAL AND RADIO MEDIA USED IN PROMOTING THE PACKAGE.**

4c (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )  
**TRADE SHOWS: VISIT FLORIDA HOSTS THE ANNUAL GOVERNOR'S CONFERENCE ON TOURISM. THE CONFERENCE OUTLINES THE MARKETING PLAN, PROVIDES EDUCATIONAL SPEAKERS, VENDORS AND NETWORKING OPPORTUNITIES. VISIT FLORIDA HOSTS FLORIDA ENCOUNTER, AN APPOINTMENT-BASED SHOW WHERE MEETING PROFESSIONALS MEET WITH FLORIDA SUPPLIERS. VISIT FLORIDA HOSTS FLORIDA HUDDLE, ANOTHER APPOINTMENT-BASED SHOW WHERE TOUR OPERATORS FROM ACROSS THE STATE MEET WITH DOMESTIC AND INTERNATIONAL BUYERS. IN ADDITION TO THESE VISIT FLORIDA-OWNED TRADE SHOWS, THE MARKETING AND EVENTS DEPARTMENT WORKS CLOSELY WITH KEY TRAVEL AGENTS, TOUR OPERATORS AND MEETING PROFESSIONALS TO KEEP FLORIDA IN THE DESTINATION FOREFRONT. THEY ALSO ORGANIZE EDUCATIONAL SEMINARS, RESERVATION TRAINING, FAMILIARIZATION TOURS, TRADE SHOWS AND CONSUMER SHOWS AND INVITE THE**

4d Other program services (Describe in Schedule O.)  
(Expenses \$ including grants of \$ ) (Revenue \$ )

4e Total program service expenses

**FLORIDA TOURISM INDUSTRY MARKETING  
CORP, INC.**

**Part IV Checklist of Required Schedules**

	Yes	No
<b>1</b> Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i> .....		<b>X</b>
<b>2</b> Is the organization required to complete <i>Schedule B, Schedule of Contributors?</i> .....	<b>X</b>	
<b>3</b> Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i> .....		<b>X</b>
<b>4 Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i> .....		
<b>5</b> Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i> .....	<b>X</b>	
<b>6</b> Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i> .....		<b>X</b>
<b>7</b> Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i> .....		<b>X</b>
<b>8</b> Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i> .....		<b>X</b>
<b>9</b> Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i> .....		<b>X</b>
<b>10</b> Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i> .....		<b>X</b>
<b>11</b> If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
<b>a</b> Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i> .....	<b>X</b>	
<b>b</b> Did the organization report an amount for investments - other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i> .....		<b>X</b>
<b>c</b> Did the organization report an amount for investments - program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i> .....		<b>X</b>
<b>d</b> Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i> .....		<b>X</b>
<b>e</b> Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i> .....		<b>X</b>
<b>f</b> Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i> .....	<b>X</b>	
<b>12a</b> Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i> .....	<b>X</b>	
<b>b</b> Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i> .....		<b>X</b>
<b>13</b> Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i> .....		<b>X</b>
<b>14a</b> Did the organization maintain an office, employees, or agents outside of the United States? .....	<b>X</b>	
<b>b</b> Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i> .....	<b>X</b>	
<b>15</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i> .....	<b>X</b>	
<b>16</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i> .....		<b>X</b>
<b>17</b> Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i> .....		<b>X</b>
<b>18</b> Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i> .....		<b>X</b>
<b>19</b> Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i> .....		<b>X</b>

**FLORIDA TOURISM INDUSTRY MARKETING  
CORP, INC.**

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**Part IV Checklist of Required Schedules** *(continued)*

	Yes	No
<b>20a</b> Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i> .....		<b>X</b>
<b>b</b> If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? .....		
<b>21</b> Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i> .....	<b>X</b>	
<b>22</b> Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> .....		<b>X</b>
<b>23</b> Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> .....	<b>X</b>	
<b>24a</b> Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i> .....		<b>X</b>
<b>b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? .....		
<b>c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? .....		
<b>d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? .....		
<b>25a</b> <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> .....		
<b>b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> .....		
<b>26</b> Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i> .....		<b>X</b>
<b>27</b> Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> .....		<b>X</b>
<b>28</b> Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
<b>a</b> A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> .....		<b>X</b>
<b>b</b> A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> .....		<b>X</b>
<b>c</b> An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i> .....	<b>X</b>	
<b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> .....		<b>X</b>
<b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> .....		<b>X</b>
<b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> .....		<b>X</b>
<b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> .....		<b>X</b>
<b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> .....		<b>X</b>
<b>34</b> Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i> .....		<b>X</b>
<b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)? .....		<b>X</b>
<b>b</b> If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> .....		
<b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> .....		
<b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> .....		<b>X</b>
<b>38</b> Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O .....	<b>X</b>	

Form 990 (2016)

**Part V Statements Regarding Other IRS Filings and Tax Compliance**

Check if Schedule O contains a response or note to any line in this Part V

		Yes	No
<b>1a</b>	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable		
<b>1b</b>	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable		
<b>1c</b>	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	X	
<b>2a</b>	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return		
<b>2b</b>	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)	X	
<b>3a</b>	Did the organization have unrelated business gross income of \$1,000 or more during the year?	X	
<b>3b</b>	If "Yes," has it filed a Form 990-T for this year? If "No," to line 3b, provide an explanation in Schedule O	X	
<b>4a</b>	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		X
<b>4b</b>	If "Yes," enter the name of the foreign country: See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
<b>5a</b>	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		X
<b>5b</b>	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		X
<b>5c</b>	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?		
<b>6a</b>	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		X
<b>6b</b>	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
<b>7</b>	<b>Organizations that may receive deductible contributions under section 170(c).</b>		
<b>7a</b>	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?		
<b>7b</b>	If "Yes," did the organization notify the donor of the value of the goods or services provided?		
<b>7c</b>	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		
<b>7d</b>	If "Yes," indicate the number of Forms 8282 filed during the year		
<b>7e</b>	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		
<b>7f</b>	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		
<b>7g</b>	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		
<b>7h</b>	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		
<b>8</b>	<b>Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		
<b>9</b>	<b>Sponsoring organizations maintaining donor advised funds.</b>		
<b>9a</b>	Did the sponsoring organization make any taxable distributions under section 4966?		
<b>9b</b>	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		
<b>10</b>	<b>Section 501(c)(7) organizations.</b> Enter:		
<b>10a</b>	Initiation fees and capital contributions included on Part VIII, line 12		
<b>10b</b>	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities		
<b>11</b>	<b>Section 501(c)(12) organizations.</b> Enter:		
<b>11a</b>	Gross income from members or shareholders		
<b>11b</b>	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)		
<b>12a</b>	<b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?		
<b>12b</b>	If "Yes," enter the amount of tax-exempt interest received or accrued during the year		
<b>13</b>	<b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b>		
<b>13a</b>	Is the organization licensed to issue qualified health plans in more than one state? <b>Note.</b> See the instructions for additional information the organization must report on Schedule O.		
<b>13b</b>	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans		
<b>13c</b>	Enter the amount of reserves on hand		
<b>14a</b>	Did the organization receive any payments for indoor tanning services during the tax year?		X
<b>14b</b>	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O		

**Part VI Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

**Section A. Governing Body and Management**

			Yes	No
<b>1a</b>	Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.	<b>1a</b>		29
<b>b</b>	Enter the number of voting members included in line 1a, above, who are independent	<b>1b</b>		29
<b>2</b>	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	<b>2</b>		<input checked="" type="checkbox"/>
<b>3</b>	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person?	<b>3</b>		<input checked="" type="checkbox"/>
<b>4</b>	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	<b>4</b>		<input checked="" type="checkbox"/>
<b>5</b>	Did the organization become aware during the year of a significant diversion of the organization's assets?	<b>5</b>		<input checked="" type="checkbox"/>
<b>6</b>	Did the organization have members or stockholders?	<b>6</b>		<input checked="" type="checkbox"/>
<b>7a</b>	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	<b>7a</b>	<input checked="" type="checkbox"/>	
<b>b</b>	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	<b>7b</b>	<input checked="" type="checkbox"/>	
<b>8</b>	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:			
<b>a</b>	The governing body?	<b>8a</b>	<input checked="" type="checkbox"/>	
<b>b</b>	Each committee with authority to act on behalf of the governing body?	<b>8b</b>	<input checked="" type="checkbox"/>	
<b>9</b>	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	<b>9</b>		<input checked="" type="checkbox"/>

**Section B. Policies** (This Section B requests information about policies not required by the Internal Revenue Code.)

			Yes	No
<b>10a</b>	Did the organization have local chapters, branches, or affiliates?	<b>10a</b>		<input checked="" type="checkbox"/>
<b>b</b>	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	<b>10b</b>		
<b>11a</b>	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	<b>11a</b>		<input checked="" type="checkbox"/>
<b>b</b>	Describe in Schedule O the process, if any, used by the organization to review this Form 990.			
<b>12a</b>	Did the organization have a written conflict of interest policy? If "No," go to line 13	<b>12a</b>	<input checked="" type="checkbox"/>	
<b>b</b>	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	<b>12b</b>	<input checked="" type="checkbox"/>	
<b>c</b>	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	<b>12c</b>	<input checked="" type="checkbox"/>	
<b>13</b>	Did the organization have a written whistleblower policy?	<b>13</b>	<input checked="" type="checkbox"/>	
<b>14</b>	Did the organization have a written document retention and destruction policy?	<b>14</b>	<input checked="" type="checkbox"/>	
<b>15</b>	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
<b>a</b>	The organization's CEO, Executive Director, or top management official	<b>15a</b>	<input checked="" type="checkbox"/>	
<b>b</b>	Other officers or key employees of the organization	<b>15b</b>	<input checked="" type="checkbox"/>	
If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).				
<b>16a</b>	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	<b>16a</b>		<input checked="" type="checkbox"/>
<b>b</b>	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	<b>16b</b>		

**Section C. Disclosure**

- 17** List the states with which a copy of this Form 990 is required to be filed **FL**
- 18** Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
 Own website     Another's website     Upon request     Other (explain in Schedule O)
- 19** Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records: **CYNTHIA B. HEFREN - (850)488-5607**  
**2540 W. EXECUTIVE CENTER CIR, NO. 200, TALLAHASSEE, FL 32301-5015**

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response or note to any line in this Part VII

**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

**1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) TALBERT, WILLIAM CHAIR	1.00	X		X				0.	0.	0.
(2) FERENC, MARYANN VICE CHAIR	1.00	X		X				0.	0.	0.
(3) TOMLIN, JOHN IMMEDIATE PAST CHAIR	1.00	X		X				0.	0.	0.
(4) CHAMPAGNIE, SIMONE SECRETARY	1.00	X		X				0.	0.	0.
(5) PRESCOTT, GENE TREASURER	1.00	X		X				0.	0.	0.
(6) GAEKWAD, DANNY CHAIR OF AUDIT COMMITTEE	1.00	X						0.	0.	0.
(7) HALEY, VIRGINIA CHAIR OF INDUSTRY RELATIONS COMMITTEE	1.00	X						0.	0.	0.
(8) MALDONADO, LINO CHAIR OF MARKETING COUNCIL STEERING	1.00	X						0.	0.	0.
(9) SKROB, ROBERT CHAIR OF PUBLIC AFFAIRS	1.00	X						0.	0.	0.
(10) BRAGG, BECKY DIRECTOR	1.00	X						0.	0.	0.
(11) CARTER, IAN DIRECTOR	1.00	X						0.	0.	0.
(12) CORNWELL, BOBBY DIRECTOR	1.00	X						0.	0.	0.
(13) DOVER, CAROL DIRECTOR	1.00	X						0.	0.	0.
(14) DUFFY, CHRISTINE DIRECTOR	1.00	X						0.	0.	0.
(15) GAZITUA, CARLOS DIRECTOR	1.00	X						0.	0.	0.
(16) HAYDEN, BILL DIRECTOR	1.00	X						0.	0.	0.
(17) HERTZ, ANDREW DIRECTOR	1.00	X						0.	0.	0.

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**Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) HORTON, MALINDA DIRECTOR	1.00	X					0.	0.	0.	
(19) LUPFER, BILL DIRECTOR	1.00	X					0.	0.	0.	
(20) MURPHY, PATRICK DIRECTOR	1.00	X					0.	0.	0.	
(21) PADGETT, SAMANTHA DIRECTOR	1.00	X					0.	0.	0.	
(22) PROTZE, THERRIN DIRECTOR	1.00	X					0.	0.	0.	
(23) REESE, DAVID DIRECTOR	1.00	X					0.	0.	0.	
(24) RITENOUR, ROY DIRECTOR	1.00	X					0.	0.	0.	
(25) ROSE, SCOTT DIRECTOR	1.00	X					0.	0.	0.	
(26) ROWE, DAN DIRECTOR	1.00	X					0.	0.	0.	
<b>1b Sub-total</b>							0.	0.	0.	
<b>c Total from continuation sheets to Part VII, Section A</b>							2,059,727.	0.	266,075.	
<b>d Total (add lines 1b and 1c)</b>							2,059,727.	0.	266,075.	

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization 20

	Yes	No
<b>3</b> Did the organization list any <b>former</b> officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	X	
<b>4</b> For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	X	
<b>5</b> Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		X

**Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
SAPIENTNITRO, 605 LINCOLN ROAD SUITE 700, MIAMI BEACH, FL 33139	ADVERTISING SERVICES	9,692,391.
FACEBOOK, INC. 1601 WILLOW ROAD, MENLO PARK, CA 94025	ADVERTISING SERVICES	3,607,468.
ADOBE SYSTEMS, INC. 345 PARK AVE, SAN JOSE, CA 94025	WEBSITE PLATFORM DEVELOPMENT	3,458,256.
HI-REV RACING, LLC, 825 BALLOUGH ROAD, SUITE 400, DAYTONA BEACH, FL 32114	ADVERTISING SERVICES	2,991,692.
MAT MEDIA, LLC, 201 S. MONROE STREET #201, TALLAHASSEE, FL 32301-1848	MARKETING SERVICES	2,644,500.

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization 5

**SEE PART VII, SECTION A CONTINUATION SHEETS**

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**Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(27) WAICHULIS, WILLIAM DIRECTOR	1.00	X					0.	0.	0.	
(28) BILBY, CLAIRE DIRECTOR (06/2017 - PRESENT)	1.00	X					0.	0.	0.	
(29) WILLIAMS, DANA DIRECTOR	1.00			X			0.	0.	0.	
(30) SISKIE, SHARON SECOND VICE CHAIR (2/16/14 - 5/31/17)	1.00			X			0.	0.	0.	
(31) LAWSON, KENNETH CEO/PRES (01/2017-PRESENT)	40.00			X			0.	0.	0.	
(32) OLSON, DANIEL M. COO (12/2016-PRESENT)	40.00			X			0.	0.	0.	
(33) THOMAS, CRAIG A. GENERAL COUNSEL (02/2017-PRESENT)	40.00			X			0.	0.	0.	
(34) HEFREN, CYNTHIA CFO (04/2017-PRESENT)	40.00			X			0.	0.	0.	
(35) DODD, DAVID L. VP, VISITOR SERVICES	40.00					X	145,952.	0.	31,591.	
(36) DECLAIRE, TIM INTERIM DIRECTOR, INT'L MARKETING	40.00					X	152,192.	0.	24,129.	
(37) GONZALEZ, ALFREDO VP, GLOBAL MTGS & TRAVEL TRADE	40.00					X	198,486.	0.	28,373.	
(38) SQUIRES-SWANSON, MARLENE DIRECTOR, PAID MEDIA	40.00					X	155,511.	0.	32,132.	
(39) FAULK, KIMBERLY D. VP, DOMESTIC SALES	40.00					X	141,711.	0.	31,131.	
(40) FIELDS, EVANGELINE R FORMER CFO/COO	40.00						339,040.	0.	20,195.	
(41) PHIPPS, PAUL FORMER CMO	40.00						286,910.	0.	33,290.	
(42) SECCOMBE, WILLIAM FORMER CEO	40.00						432,041.	0.	42,887.	
(43) COSTELLO, SUSANNAH FORMER VP, BRAND	40.00						207,884.	0.	22,347.	
Total to Part VII, Section A, line 1c .....							2,059,727.		266,075.	



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**Part VIII Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514	
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1 a</b> Federated campaigns .....	<b>1a</b>					
	<b>b</b> Membership dues .....	<b>1b</b>					
	<b>c</b> Fundraising events .....	<b>1c</b>					
	<b>d</b> Related organizations .....	<b>1d</b>					
	<b>e</b> Government grants (contributions) .....	<b>1e</b>	78,499,784.				
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above .....	<b>1f</b>					
	<b>g</b> Noncash contributions included in lines 1a-1f: \$ .....						
	<b>h Total.</b> Add lines 1a-1f .....		78,499,784.				
<b>Program Service Revenue</b>	<b>2 a</b> COOP. ADVERTISING .....	<b>Business Code</b> 900099	23,096,921.	23,096,921.			
	<b>b</b> TRADE SHOWS & EVENTS .....	900099	3,709,222.	3,709,222.			
	<b>c</b> MEMBERSHIP DUES & ASSESSMENTS .....	900099	2,175,861.	2,175,861.			
	<b>d</b> ADVERTISING REIMB. ....	900099	1,869,149.	1,869,149.			
	<b>e</b> WELCOME CENTER .....	900099	476,730.	476,730.			
	<b>f</b> All other program service revenue .....	541800	784,526.	394,028.	390,498.		
	<b>g Total.</b> Add lines 2a-2f .....		32,112,409.				
<b>Other Revenue</b>	<b>3</b> Investment income (including dividends, interest, and other similar amounts) .....		32,118.			32,118.	
	<b>4</b> Income from investment of tax-exempt bond proceeds .....						
	<b>5</b> Royalties .....						
	<b>6 a</b> Gross rents .....	(i) Real					
		(ii) Personal					
		<b>b</b> Less: rental expenses .....					
		<b>c</b> Rental income or (loss) .....					
	<b>d</b> Net rental income or (loss) .....						
	<b>7 a</b> Gross amount from sales of assets other than inventory .....	(i) Securities					
		(ii) Other	34,600.				
		<b>b</b> Less: cost or other basis and sales expenses .....		26,500.			
		<b>c</b> Gain or (loss) .....		8,100.			
	<b>d</b> Net gain or (loss) .....		8,100.	8,100.			
	<b>8 a</b> Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 .....	<b>a</b>					
		<b>b</b> Less: direct expenses .....	<b>b</b>				
<b>c</b> Net income or (loss) from fundraising events .....							
<b>9 a</b> Gross income from gaming activities. See Part IV, line 19 .....	<b>a</b>						
	<b>b</b> Less: direct expenses .....	<b>b</b>					
	<b>c</b> Net income or (loss) from gaming activities .....						
<b>10 a</b> Gross sales of inventory, less returns and allowances .....	<b>a</b>						
	<b>b</b> Less: cost of goods sold .....	<b>b</b>					
	<b>c</b> Net income or (loss) from sales of inventory .....						
Miscellaneous Revenue		<b>Business Code</b>					
<b>11 a</b> OTHER OPERATING INCOME .....	900099	541,621.	541,621.				
	<b>b</b> CITRUS JUICE REVENUE .....	900099	198,492.	198,492.			
	<b>c</b> .....						
	<b>d</b> All other revenue .....						
<b>e Total.</b> Add lines 11a-11d .....		740,113.					
<b>12 Total revenue.</b> See instructions. ....		111,392,524.	32,470,124.	390,498.	32,118.		

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**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
<b>1</b> Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	617,117.			
<b>2</b> Grants and other assistance to domestic individuals. See Part IV, line 22				
<b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16	5,700,967.			
<b>4</b> Benefits paid to or for members				
<b>5</b> Compensation of current officers, directors, trustees, and key employees	1,267,936.			
<b>6</b> Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
<b>7</b> Other salaries and wages	8,366,940.			
<b>8</b> Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	431,408.			
<b>9</b> Other employee benefits	1,674,612.			
<b>10</b> Payroll taxes	678,321.			
<b>11</b> Fees for services (non-employees):				
<b>a</b> Management				
<b>b</b> Legal	107,519.			
<b>c</b> Accounting	42,366.			
<b>d</b> Lobbying				
<b>e</b> Professional fundraising services. See Part IV, line 17				
<b>f</b> Investment management fees				
<b>g</b> Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)	3,136,550.			
<b>12</b> Advertising and promotion	69,618,687.			
<b>13</b> Office expenses	1,399,517.			
<b>14</b> Information technology	5,281,908.			
<b>15</b> Royalties				
<b>16</b> Occupancy	556,348.			
<b>17</b> Travel	2,893,996.			
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials				
<b>19</b> Conferences, conventions, and meetings	2,511,115.			
<b>20</b> Interest				
<b>21</b> Payments to affiliates				
<b>22</b> Depreciation, depletion, and amortization	815,679.			
<b>23</b> Insurance	113,475.			
<b>24</b> Other expenses. Itemize expenses not covered above. (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
<b>a</b> TOURISM RESEARCH	1,322,385.			
<b>b</b> FULFILLMENT	490,622.			
<b>c</b> CITRUS JUICE	198,492.			
<b>d</b> DUES & SUBSCRIPTIONS	196,720.			
<b>e</b> All other expenses				
<b>25</b> Total functional expenses. Add lines 1 through 24e	107,422,680.			
<b>26</b> Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

Check here  if following SOP 98-2 (ASC 958-720)

**FLORIDA TOURISM INDUSTRY MARKETING  
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**Part X Balance Sheet**

Check if Schedule O contains a response or note to any line in this Part X

		(A) Beginning of year		(B) End of year	
<b>Assets</b>	<b>1</b> Cash - non-interest-bearing .....	200.	<b>1</b>	200.	
	<b>2</b> Savings and temporary cash investments .....	24,207,340.	<b>2</b>	31,223,167.	
	<b>3</b> Pledges and grants receivable, net .....		<b>3</b>		
	<b>4</b> Accounts receivable, net .....	8,635,721.	<b>4</b>	8,542,655.	
	<b>5</b> Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L .....		<b>5</b>		
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instr). Complete Part II of Sch L .....		<b>6</b>		
	<b>7</b> Notes and loans receivable, net .....		<b>7</b>		
	<b>8</b> Inventories for sale or use .....		<b>8</b>		
	<b>9</b> Prepaid expenses and deferred charges .....	2,085,171.	<b>9</b>	610,168.	
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D .....	7,574,722.			
	<b>b</b> Less: accumulated depreciation .....	2,836,960.			
	<b>11</b> Investments - publicly traded securities .....		<b>11</b>		
	<b>12</b> Investments - other securities. See Part IV, line 11 .....		<b>12</b>		
	<b>13</b> Investments - program-related. See Part IV, line 11 .....		<b>13</b>		
	<b>14</b> Intangible assets .....	360,000.	<b>14</b>	180,000.	
	<b>15</b> Other assets. See Part IV, line 11 .....		<b>15</b>		
<b>16 Total assets.</b> Add lines 1 through 15 (must equal line 34) .....	38,017,210.	<b>16</b>	45,293,952.		
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses .....	17,743,192.	<b>17</b>	21,454,192.	
	<b>18</b> Grants payable .....		<b>18</b>		
	<b>19</b> Deferred revenue .....	1,239,716.	<b>19</b>	835,614.	
	<b>20</b> Tax-exempt bond liabilities .....		<b>20</b>		
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D .....		<b>21</b>		
	<b>22</b> Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L .....		<b>22</b>		
	<b>23</b> Secured mortgages and notes payable to unrelated third parties .....		<b>23</b>		
	<b>24</b> Unsecured notes and loans payable to unrelated third parties .....		<b>24</b>		
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D .....		<b>25</b>		
	<b>26 Total liabilities.</b> Add lines 17 through 25 .....	18,982,908.	<b>26</b>	22,289,806.	
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow SFAS 117 (ASC 958), check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27 through 29, and lines 33 and 34.</b>				
	<b>27</b> Unrestricted net assets .....	13,686,213.	<b>27</b>	15,528,783.	
	<b>28</b> Temporarily restricted net assets .....	5,348,089.	<b>28</b>	7,475,363.	
	<b>29</b> Permanently restricted net assets .....		<b>29</b>		
	<b>Organizations that do not follow SFAS 117 (ASC 958), check here</b> <input type="checkbox"/> <b>and complete lines 30 through 34.</b>				
	<b>30</b> Capital stock or trust principal, or current funds .....		<b>30</b>		
	<b>31</b> Paid-in or capital surplus, or land, building, or equipment fund .....		<b>31</b>		
	<b>32</b> Retained earnings, endowment, accumulated income, or other funds .....		<b>32</b>		
<b>33</b> Total net assets or fund balances .....	19,034,302.	<b>33</b>	23,004,146.		
<b>34</b> Total liabilities and net assets/fund balances .....	38,017,210.	<b>34</b>	45,293,952.		

Form **990** (2016)

**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	111,392,524.
2	Total expenses (must equal Part IX, column (A), line 25)	2	107,422,680.
3	Revenue less expenses. Subtract line 2 from line 1	3	3,969,844.
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	19,034,302.
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	23,004,146.

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line in this Part XII

	Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		X
b Were the organization's financial statements audited by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	X	
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? _____ If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.	X	
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? _____	X	
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits _____	X	

Form 990 (2016)

**Schedule B**

(Form 990, 990-EZ, or 990-PF)

Department of the Treasury  
Internal Revenue Service

**Schedule of Contributors**

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.  
▶ Information about Schedule B (Form 990, 990-EZ, or 990-PF) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2016**

Name of the organization

FLORIDA TOURISM INDUSTRY MARKETING  
CORP, INC.

Employer identification number

59-3359293

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)( 6 ) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

**General Rule**

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

**Special Rules**

For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000 or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h, or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ..... ▶ \$ \_\_\_\_\_

**Caution:** An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990, 990-EZ, or 990-PF. Schedule B (Form 990, 990-EZ, or 990-PF) (2016)

Name of organization <b>FLORIDA TOURISM INDUSTRY MARKETING                  CORP, INC.</b>	Employer identification number <b>59-3359293</b>
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**Part I Contributors** (See instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	STATE OF FLORIDA 107 EAST MADISON STREET, CALDWELL BLDG.  TALLAHASSEE, FL 32399	\$ 75,999,784.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	FLORIDA RESTAURANT AND LODGING ASSOCIATION (FRLA)  11940 NORTH MONROE STREET  TALLAHASSEE, FL 32399	\$ 2,500,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	_____ _____ _____ _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	_____ _____ _____ _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	_____ _____ _____ _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	_____ _____ _____ _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization <b>FLORIDA TOURISM INDUSTRY MARKETING                  CORP, INC.</b>	Employer identification number <b>59-3359293</b>
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**Part II Noncash Property** (See instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____

Name of organization <b>FLORIDA TOURISM INDUSTRY MARKETING CORP, INC.</b>	Employer identification number <b>59-3359293</b>
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**Part III** Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of \$1,000 or less for the year. (Enter this info. once.) ▶ \$ \_\_\_\_\_  
 Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
<b>(e) Transfer of gift</b>			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
<b>(e) Transfer of gift</b>			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
<b>(e) Transfer of gift</b>			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
<b>(e) Transfer of gift</b>			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
<b>(e) Transfer of gift</b>			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	



**SCHEDULE C**  
**(Form 990 or 990-EZ)**

**Political Campaign and Lobbying Activities**

OMB No. 1545-0047

**2016**

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

For Organizations Exempt From Income Tax Under section 501(c) and section 527

- ▶ **Complete if the organization is described below. ▶ Attach to Form 990 or Form 990-EZ.**
- ▶ **Information about Schedule C (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).**

**If the organization answered "Yes," on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then**

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

**If the organization answered "Yes," on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then**

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

**If the organization answered "Yes," on Form 990, Part IV, line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then**

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of organization	<b>FLORIDA TOURISM INDUSTRY MARKETING CORP, INC.</b>	Employer identification number	<b>59-3359293</b>
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**Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.**

- 1 Provide a description of the organization's direct and indirect political campaign activities in Part IV.
- 2 Political campaign activity expenditures ..... ▶ \$ \_\_\_\_\_
- 3 Volunteer hours for political campaign activities .....

**Part I-B Complete if the organization is exempt under section 501(c)(3).**

- 1 Enter the amount of any excise tax incurred by the organization under section 4955 ..... ▶ \$ \_\_\_\_\_
- 2 Enter the amount of any excise tax incurred by organization managers under section 4955 ..... ▶ \$ \_\_\_\_\_
- 3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? .....  Yes  No
- 4a Was a correction made? .....  Yes  No
- b If "Yes," describe in Part IV.

**Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).**

- 1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ..... ▶ \$ \_\_\_\_\_
- 2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ..... ▶ \$ \_\_\_\_\_
- 3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b ..... ▶ \$ \_\_\_\_\_
- 4 Did the filing organization file **Form 1120-POL** for this year? .....  Yes  No
- 5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds. If none, enter -0-.	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ. Schedule C (Form 990 or 990-EZ) 2016

**FLORIDA TOURISM INDUSTRY MARKETING**

**Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).**

- A** Check  if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).
- B** Check  if the filing organization checked box A and "limited control" provisions apply.

<b>Limits on Lobbying Expenditures</b> (The term "expenditures" means amounts paid or incurred.)	<b>(a) Filing organization's totals</b>	<b>(b) Affiliated group totals</b>												
<b>1a</b> Total lobbying expenditures to influence public opinion (grass roots lobbying) .....														
<b>b</b> Total lobbying expenditures to influence a legislative body (direct lobbying) .....														
<b>c</b> Total lobbying expenditures (add lines 1a and 1b) .....														
<b>d</b> Other exempt purpose expenditures .....														
<b>e</b> Total exempt purpose expenditures (add lines 1c and 1d) .....														
<b>f</b> Lobbying nontaxable amount. Enter the amount from the following table in both columns.														
<table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="width:35%;">If the amount on line 1e, column (a) or (b) is:</th> <th style="width:65%;">The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e.</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000.</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000.</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000.</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000.</td> </tr> </tbody> </table>	If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e.	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.	Over \$17,000,000	\$1,000,000.		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:													
Not over \$500,000	20% of the amount on line 1e.													
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.													
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.													
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.													
Over \$17,000,000	\$1,000,000.													
<b>g</b> Grassroots nontaxable amount (enter 25% of line 1f) .....														
<b>h</b> Subtract line 1g from line 1a. If zero or less, enter -0- .....														
<b>i</b> Subtract line 1f from line 1c. If zero or less, enter -0- .....														
<b>j</b> If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? .....	<input type="checkbox"/> Yes <input type="checkbox"/> No													

**4-Year Averaging Period Under section 501(h)**  
 (Some organizations that made a section 501(h) election do not have to complete all of the five columns below.  
 See the separate instructions for lines 2a through 2f.)

<b>Lobbying Expenditures During 4-Year Averaging Period</b>					
Calendar year (or fiscal year beginning in)	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) Total
<b>2a</b> Lobbying nontaxable amount					
<b>b</b> Lobbying ceiling amount (150% of line 2a, column(e))					
<b>c</b> Total lobbying expenditures					
<b>d</b> Grassroots nontaxable amount					
<b>e</b> Grassroots ceiling amount (150% of line 2d, column (e))					
<b>f</b> Grassroots lobbying expenditures					

FLORIDA TOURISM INDUSTRY MARKETING

**Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).**

For each "Yes," response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.	(a)		(b)
	Yes	No	Amount
<b>1</b> During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
<b>a</b> Volunteers? .....			
<b>b</b> Paid staff or management (include compensation in expenses reported on lines 1c through 1i)? ..			
<b>c</b> Media advertisements? .....			
<b>d</b> Mailings to members, legislators, or the public? .....			
<b>e</b> Publications, or published or broadcast statements? .....			
<b>f</b> Grants to other organizations for lobbying purposes? .....			
<b>g</b> Direct contact with legislators, their staffs, government officials, or a legislative body? .....			
<b>h</b> Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means? .....			
<b>i</b> Other activities? .....			
<b>j</b> Total. Add lines 1c through 1i .....			
<b>2a</b> Did the activities in line 1 cause the organization to be not described in section 501(c)(3)? .....			
<b>b</b> If "Yes," enter the amount of any tax incurred under section 4912 .....			
<b>c</b> If "Yes," enter the amount of any tax incurred by organization managers under section 4912 .....			
<b>d</b> If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year? .....			

**Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).**

	Yes	No
<b>1</b> Were substantially all (90% or more) dues received nondeductible by members? .....		X
<b>2</b> Did the organization make only in-house lobbying expenditures of \$2,000 or less? .....	X	
<b>3</b> Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year? .....		X

**Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No," OR (b) Part III-A, line 3, is answered "Yes."**

<b>1</b> Dues, assessments and similar amounts from members .....	<b>1</b>	
<b>2</b> Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
<b>a</b> Current year .....	<b>2a</b>	
<b>b</b> Carryover from last year .....	<b>2b</b>	
<b>c</b> Total .....	<b>2c</b>	
<b>3</b> Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues .....	<b>3</b>	
<b>4</b> If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year? .....	<b>4</b>	
<b>5</b> Taxable amount of lobbying and political expenditures (see instructions) .....	<b>5</b>	

**Part IV Supplemental Information**

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (see instructions); and Part II-B, line 1. Also, complete this part for any additional information.

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**SCHEDULE D**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Financial Statements**

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.**

▶ **Attach to Form 990.**

▶ **Information about Schedule D (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).**

OMB No. 1545-0047

**2016**

**Open to Public Inspection**

**Name of the organization** **FLORIDA TOURISM INDUSTRY MARKETING CORP, INC.** **Employer identification number** **59-3359293**

**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.** Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year .....		
2 Aggregate value of contributions to (during year) .....		
3 Aggregate value of grants from (during year) .....		
4 Aggregate value at end of year .....		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? .....		<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? .....		<input type="checkbox"/> Yes <input type="checkbox"/> No

**Part II Conservation Easements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

Preservation of land for public use (e.g., recreation or education)       Preservation of a historically important land area

Protection of natural habitat       Preservation of a certified historic structure

Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements .....	2a
b Total acreage restricted by conservation easements .....	2b
c Number of conservation easements on a certified historic structure included in (a) .....	2c
d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register .....	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ \_\_\_\_\_

4 Number of states where property subject to conservation easement is located ▶ \_\_\_\_\_

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? .....

Yes  No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \_\_\_\_\_

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ \_\_\_\_\_

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? .....

Yes  No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1 .....

▶ \$ \_\_\_\_\_

(ii) Assets included in Form 990, Part X .....

▶ \$ \_\_\_\_\_

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:

a Revenue included on Form 990, Part VIII, line 1 .....

▶ \$ \_\_\_\_\_

b Assets included in Form 990, Part X .....

▶ \$ \_\_\_\_\_

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990. Schedule D (Form 990) 2016

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets** (continued)

- 3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):
- a  Public exhibition
  - b  Scholarly research
  - c  Preservation for future generations
  - d  Loan or exchange programs
  - e  Other \_\_\_\_\_
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?  Yes  No

**Part IV Escrow and Custodial Arrangements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?  Yes  No
- b If "Yes," explain the arrangement in Part XIII and complete the following table:
- |                                       | Amount |
|---------------------------------------|--------|
| c Beginning balance .....             | 1c     |
| d Additions during the year .....     | 1d     |
| e Distributions during the year ..... | 1e     |
| f Ending balance .....                | 1f     |
- 2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?  Yes  No
- b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

**Part V Endowment Funds.** Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance .....					
b Contributions .....					
c Net investment earnings, gains, and losses .....					
d Grants or scholarships .....					
e Other expenditures for facilities and programs .....					
f Administrative expenses .....					
g End of year balance .....					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a Board designated or quasi-endowment ▶ \_\_\_\_\_ %
- b Permanent endowment ▶ \_\_\_\_\_ %
- c Temporarily restricted endowment ▶ \_\_\_\_\_ %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i) unrelated organizations .....
- (ii) related organizations .....

	Yes	No
3a(i)		
3a(ii)		
3b		

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? .....

4 Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land .....				
b Buildings .....				
c Leasehold improvements .....		405,433.	302,796.	102,637.
d Equipment .....		6,795,657.	2,198,133.	4,597,524.
e Other .....		373,632.	336,031.	37,601.
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) .....				4,737,762.

**Part VII Investments - Other Securities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives .....		
(2) Closely-held equity interests .....		
(3) Other .....		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
<b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 12.) ▶		

**Part VIII Investments - Program Related.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
<b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶		

**Part IX Other Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶	

**Part X Other Liabilities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII

**FLORIDA TOURISM INDUSTRY MARKETING  
CORP, INC.**

**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

<b>1</b>	Total revenue, gains, and other support per audited financial statements	<b>1</b>	111,392,524.
<b>2</b>	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
<b>a</b>	Net unrealized gains (losses) on investments	<b>2a</b>	
<b>b</b>	Donated services and use of facilities	<b>2b</b>	
<b>c</b>	Recoveries of prior year grants	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII.)	<b>2d</b>	
<b>e</b>	Add lines <b>2a</b> through <b>2d</b>	<b>2e</b>	0.
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b>	<b>3</b>	111,392,524.
<b>4</b>	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b	<b>4a</b>	
<b>b</b>	Other (Describe in Part XIII.)	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b>	<b>4c</b>	0.
<b>5</b>	Total revenue. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 12.)	<b>5</b>	111,392,524.

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

<b>1</b>	Total expenses and losses per audited financial statements	<b>1</b>	107,422,680.
<b>2</b>	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
<b>a</b>	Donated services and use of facilities	<b>2a</b>	
<b>b</b>	Prior year adjustments	<b>2b</b>	
<b>c</b>	Other losses	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII.)	<b>2d</b>	
<b>e</b>	Add lines <b>2a</b> through <b>2d</b>	<b>2e</b>	0.
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b>	<b>3</b>	107,422,680.
<b>4</b>	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b	<b>4a</b>	
<b>b</b>	Other (Describe in Part XIII.)	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b>	<b>4c</b>	0.
<b>5</b>	Total expenses. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 18.)	<b>5</b>	107,422,680.

**Part XIII Supplemental Information.**

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

**PART X, LINE 2:**

THE ORGANIZATION UTILIZES THE ACCOUNTING REQUIREMENTS ASSOCIATED WITH FINANCIAL ACCOUNTING STANDARDS BOARD (FASB) ASC 740, INCOME TAXES. USING THAT GUIDANCE, TAX POSITIONS INITIALLY NEED TO BE RECOGNIZED IN THE FINANCIAL STATEMENTS WHEN IT IS MORE-THAN-LIKELY-NOT THE POSITIONS WILL BE SUSTAINED UPON EXAMINATION BY THE TAX AUTHORITIES. IT ALSO PROVIDES GUIDANCE FOR DERECOGNITION, CLASSIFICATION, INTEREST AND PENALTIES, ACCOUNTING IN INTERIM PERIODS, DISCLOSURE AND TRANSITION. AS OF JUNE 30, 2017, THE ORGANIZATION HAS NO UNCERTAIN TAX PROVISIONS THAT QUALIFY FOR EITHER RECOGNITION OR DISCLOSURE IN THE FINANCIAL STATEMENTS.





**SCHEDULE F  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Statement of Activities Outside the United States**

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.

▶ Attach to Form 990.

▶ Information about Schedule F (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2016**

Open to Public Inspection

Name of the organization <b>FLORIDA TOURISM INDUSTRY MARKETING CORP, INC.</b>	Employer identification number <b>59-3359293</b>
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**Part I General Information on Activities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

- For grantmakers.** Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? .....  **Yes**  **No**
- For grantmakers.** Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.
- Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in the region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
EAST ASIA AND THE PACIFIC	0	1	PROGRAM SERVICES	REPRESENT VISIT FLORIDA	600,309.
EUROPE (INCLUDING ICELAND & GREENLAND)	0	4	PROGRAM SERVICES	REPRESENT VISIT FLORIDA	2,378,404.
NORTH AMERICA	0	1	PROGRAM SERVICES	REPRESENT VISIT FLORIDA	225,874.
SOUTH AMERICA	0	4	PROGRAM SERVICES	REPRESENT VISIT FLORIDA	767,783.
SOUTH ASIA	0	1	PROGRAM SERVICES	REPRESENT VISIT FLORIDA	173,118.
<b>3 a</b> Sub-total .....	0	11			4,145,488.
<b>b</b> Total from continuation sheets to Part I .....	0	0			0.
<b>c Totals</b> (add lines 3a and 3b) .....	0	11			4,145,488.

**FLORIDA TOURISM INDUSTRY MARKETING  
CORP, INC.**

**Part II** Grants and Other Assistance to Organizations or Entities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of noncash assistance	(h) Description of noncash assistance	(i) Method of valuation (book, FMV, appraisal, other)
		EAST ASIA AND THE PACIFIC	PUBLIC RELATIONS	19,998.	WIRE TRANSFER	0.		
		EAST ASIA AND THE PACIFIC	PR & MARKETING & EVENTS	501,129.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	MARKETING & EVENTS	6,469.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	ADVERTISING	10,000.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	MARKETING & EVENTS	16,773.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	ADVERTISING	31,975.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	ADVERTISING	42,245.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	PUBLIC RELATIONS	95,392.	WIRE TRANSFER	0.		

**2** Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter ▲▲

**3** Enter total number of other organizations or entities .....

**FLORIDA TOURISM INDUSTRY MARKETING  
CORP, INC.**

59-3359293

Page 2

Schedule F (Form 990)

**Part II Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States.** (Schedule F (Form 990), Part II, line 1)

<b>1</b> (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
		EUROPE (INCLUDING ICELAND & GREENLAND)	ADVERTISING	170,115.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	MARKETING & EVENTS	236,805.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	ADVERTISING	8,363.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	PUBLIC RELATIONS	5,000.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	MARKETING & EVENTS	5,092.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	MARKETING & EVENTS	5,478.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	MARKETING & EVENTS	10,000.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	MARKETING & EVENTS	10,000.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	PUBLIC RELATIONS	13,252.	WIRE TRANSFER	0.		

**FLORIDA TOURISM INDUSTRY MARKETING  
CORP, INC.**

59-3359293

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Schedule F (Form 990)

**Part II Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States.** (Schedule F (Form 990), Part II, line 1)

<b>1</b> (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
		EUROPE (INCLUDING ICELAND & GREENLAND)	PUBLIC RELATIONS	15,519.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	ADVERTISING	17,200.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	PUBLIC RELATIONS	24,624.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	PUBLIC RELATIONS	24,674.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	ADVERTISING	25,467.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	ADVERTISING	28,219.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	PUBLIC RELATIONS	32,405.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	PUBLIC RELATIONS	38,930.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	PUBLIC RELATIONS	49,332.	WIRE TRANSFER	0.		

**FLORIDA TOURISM INDUSTRY MARKETING  
CORP, INC.**

59-3359293

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Schedule F (Form 990)

**Part II Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States.** (Schedule F (Form 990), Part II, line 1)

<b>1</b> (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
		EUROPE (INCLUDING ICELAND & GREENLAND)	PUBLIC RELATIONS	59,576.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	MARKETING & EVENTS	84,423.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	MARKETING & EVENTS	89,760.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	ADVERTISING	94,358.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	ADVERTISING	100,000.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	MARKETING & EVENTS	142,763.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	MARKETING & EVENTS	180,000.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	MARKETING & EVENTS	197,812.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	PROMOTIONS	219,395.	WIRE TRANSFER	0.		

**FLORIDA TOURISM INDUSTRY MARKETING  
CORP, INC.**

59-3359293

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Schedule F (Form 990)

**Part II Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States.** (Schedule F (Form 990), Part II, line 1)

<b>1</b> (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
		EUROPE (INCLUDING ICELAND & GREENLAND)	PUBLIC RELATIONS	313,173.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	ADVERTISING	405,908.	WIRE TRANSFER	0.		
		EUROPE (INCLUDING ICELAND & GREENLAND)	MARKETING & EVENTS	492,389.	WIRE TRANSFER	0.		
		MIDDLE EAST AND NORTH AFRICA	MARKETING & EVENTS	18,081.	WIRE TRANSFER	0.		
		NORTH AMERICA	MARKETING & EVENTS	6,752.	CREDIT CARD	0.		
		NORTH AMERICA	PUBLIC RELATIONS	8,400.	CHECK	0.		
		NORTH AMERICA	ADVERTISING	10,000.	CHECK	0.		
		NORTH AMERICA	MARKETING & EVENTS	10,100.	CHECK, ACH	0.		
		NORTH AMERICA	ADVERTISING	14,067.	WIRE TRANSFER	0.		

**FLORIDA TOURISM INDUSTRY MARKETING  
CORP, INC.**

Schedule F (Form 990)

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**Part II Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States.** (Schedule F (Form 990), Part II, line 1)

<b>1</b> (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
		NORTH AMERICA	TOURISM RESEARCH	31,000.	CHECK	0.		
		NORTH AMERICA	TOURISM RESEARCH	42,600.	CHECK	0.		
		NORTH AMERICA	MARKETING & EVENTS	52,867.	WIRE TRANSFER	0.		
		NORTH AMERICA	TOURISM RESEARCH	79,756.	WIRE TRANSFER	0.		
		NORTH AMERICA	ADVERTISING	88,703.	WIRE TRANSFER	0.		
		NORTH AMERICA	PUBLIC RELATIONS	181,700.	WIRE TRANSFER	0.		
		NORTH AMERICA	MARKETING & EVENTS	89,655.	WIRE TRANSFER	0.		
		NORTH AMERICA	MARKETING & EVENTS	103,900.	WIRE TRANSFER	0.		
		SOUTH AMERICA	MARKETING & EVENTS	13,000.	WIRE TRANSFER	0.		

**FLORIDA TOURISM INDUSTRY MARKETING  
CORP, INC.**

Schedule F (Form 990)

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**Part II** Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States. (Schedule F (Form 990), Part II, line 1)

1 (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
		SOUTH AMERICA	MARKETING & EVENTS	16,630.	WIRE TRANSFER	0.		
		SOUTH AMERICA	MARKETING & EVENTS	70,601.	WIRE TRANSFER	0.		
		SOUTH AMERICA	MARKETING & EVENTS	885,228.	WIRE TRANSFER	0.		
		SOUTH ASIA	PR AND MARKETING & EVENTS	153,914.	WIRE TRANSFER	0.		





**Part IV Foreign Forms**

- 1** Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* .....  Yes  No
- 2** Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return To Report Transactions With Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; do not file with Form 990)* .....  Yes  No
- 3** Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect To Certain Foreign Corporations (see Instructions for Form 5471)* .....  Yes  No
- 4** Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621)* .....  Yes  No
- 5** Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* .....  Yes  No
- 6** Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; do not file with Form 990)* .....  Yes  No

**Part V Supplemental Information**

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

Multiple horizontal lines for supplemental information input.

**SCHEDULE I  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ Attach to Form 990.

▶ Information about Schedule I (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047  
**2016**

Open to Public  
Inspection

Name of the organization **FLORIDA TOURISM INDUSTRY MARKETING  
CORP, INC.** Employer identification number  
**59-3359293**

**Part I General Information on Grants and Assistance**

- 1** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?  Yes  No
- 2** Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

**Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments.** Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

<b>1 (a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section (if applicable)	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
BACH FESTIVAL SOCIETY OF WINTER PARK - 1000 HOLT AVE, #2763 - WINTER PARK, FL 32789	59-6015959	501(C)(3)	7,500.	0.			SUPPORT PROGRAMS TO PROMOTE TOURISM TO FLORIDA
COLUMBIA COUNTY TOURIST DEVELOPMENT COUNCIL - P.O. BOX 1529 - LAKE CITY, FL 32056	59-6000564	COUNTY GOV'T	6,096.	0.			SUPPORT PROGRAMS TO PROMOTE TOURISM TO FLORIDA
DESTIN AREA CHAMBER OF COMMERCE 4484 LEGENDARY DRIVE, SUITE A DESTIN, FL 32541	591145150	501(C)(6)	6,169.	0.			SUPPORT PROGRAMS TO PROMOTE TOURISM TO FLORIDA
DISCOVER THE PALM BEACHES 1555 PALM BEACH LAKES BLVD., STE. 8 WEST PALM BEACH, FL 33401	59-2321112	COUNTY GOV'T	27,250.	0.			SUPPORT PROGRAMS TO PROMOTE TOURISM TO FLORIDA
FLORIDA PADDLING TRAILS ASSOCIATION - PO BOX 142082 - GAINESVILLE, FL 32614	11-3827808	501(C)(3)	6,500.	0.			SUPPORT PROGRAMS TO PROMOTE TOURISM TO FLORIDA
FRANKLIN COUNTY TOURIST DEVELOPMENT COUNCIL - 731 US HIGHWAY 98 - EASTPOINT, FL 32328	59-6000612	501(C)(3)	7,500.	0.			SUPPORT PROGRAMS TO PROMOTE TOURISM TO FLORIDA

- 2** Enter total number of section 501(c)(3) and government organizations listed in the line 1 table **9.**
- 3** Enter total number of other organizations listed in the line 1 table **3.**

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) (2016)

**FLORIDA TOURISM INDUSTRY MARKETING  
CORP, INC.**

59-3359293

Page 1

Schedule I (Form 990)

**Part II Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II).**

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
FRIENDS OF A1A SCENIC & HISTORIC COASTAL BYWAY, INC. - 2175 MIZELL RD - ST. AUGUSTINE, FL 32080	01-0817026	501(C)(3)	6,728.	0.			SUPPORT PROGRAMS TO PROMOTE TOURISM TO FLORIDA
GREATER MIAMI CONVENTION AND VISITORS BUREAU - 701 BRICKWELL AVE, SUITE 2700 - MIAMI, FL 33131	59-2383735	501(C)(6)	31,000.	0.			SUPPORT/PROMOTE NEW FLORIDA DESTINATION AIRLINE SERVICES
JEFFERSON COUNTY TOURIST DEVELOPMENT COUNCIL - 450 WEST WALNUT STREET - MONTICELLO, FL 32344	59-6000690	COUNTY GOV'T	6,600.	0.			SUPPORT PROGRAMS TO PROMOTE TOURISM TO FLORIDA
PADDLE FLORIDA, INC. PO BOX 5953 GAINESVILLE, FL 32627	27-4628150	501(C)(3)	6,993.	0.			SUPPORT PROGRAMS TO PROMOTE TOURISM TO FLORIDA
ROMANZA ST AUGUSTINE 83 BRIDGE STREET ST. AUGUSTINE, FL 32084	27-0678840	501(C)(3)	7,500.	0.			SUPPORT PROGRAMS TO PROMOTE TOURISM TO FLORIDA
VISIT TAMPA BAY 401 EAST JACKSON STREET SUITE 2100 TAMPA, FL 33602	59-2529118	501(C)(6)	12,750.	0.			SUPPORT PROGRAMS TO PROMOTE TOURISM TO FLORIDA

Schedule I (Form 990)

**FLORIDA TOURISM INDUSTRY MARKETING  
CORP, INC.**

**Part III Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22.  
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance

**Part IV Supplemental Information.** Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

**SCHEDULE I: PART I, LINE 2**

ALL GRANTS REQUIRE AN APPLICATION FORM, ACCOMPANIED BY A DETAILED PROPOSAL. THE ORGANIZATION HAS DEVELOPED AND IMPLEMENTED COMPREHENSIVE SELECTION CRITERIA AND REQUIREMENTS FOR REIMBURSEMENT. GRANTS ARE NOT PAID UNTIL ALL REQUIREMENTS FOR REIMBURSEMENT ARE MET.

**SCHEDULE J  
(Form 990)**

**Compensation Information**

OMB No. 1545-0047

**2016**

Open to Public Inspection

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

▶ Attach to Form 990.

▶ Information about Schedule J (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

Department of the Treasury  
Internal Revenue Service

Name of the organization **FLORIDA TOURISM INDUSTRY MARKETING  
CORP, INC.**

Employer identification number  
**59-3359293**

**Part I Questions Regarding Compensation**

**1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> First-class or charter travel  | <input type="checkbox"/> Housing allowance or residence for personal use          |
| <input type="checkbox"/> Travel for companions                     | <input type="checkbox"/> Payments for business use of personal residence          |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input checked="" type="checkbox"/> Health or social club dues or initiation fees |
| <input type="checkbox"/> Discretionary spending account            | <input type="checkbox"/> Personal services (such as, maid, chauffeur, chef)       |

**b** If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain .....

**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a? .....

**3** Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Compensation committee   | <input checked="" type="checkbox"/> Written employment contract                     |
| <input type="checkbox"/> Independent compensation consultant | <input type="checkbox"/> Compensation survey or study                               |
| <input type="checkbox"/> Form 990 of other organizations     | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

**4** During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment? .....
- b** Participate in, or receive payment from, a supplemental nonqualified retirement plan? .....
- c** Participate in, or receive payment from, an equity-based compensation arrangement? .....
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

**Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.**

**5** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization? .....
- b** Any related organization? .....
- If "Yes" on line 5a or 5b, describe in Part III.

**6** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization? .....
- b** Any related organization? .....
- If "Yes" on line 6a or 6b, describe in Part III.

**7** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III .....

**8** Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III .....

**9** If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? .....

	Yes	No
<b>1b</b>	X	
<b>2</b>	X	
<b>4a</b>		X
<b>4b</b>	X	
<b>4c</b>		X
<b>5a</b>		
<b>5b</b>		
<b>6a</b>		
<b>6b</b>		
<b>7</b>		
<b>8</b>		
<b>9</b>		

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2016

**FLORIDA TOURISM INDUSTRY MARKETING  
CORP, INC.**

Schedule J (Form 990) 2016

59-3359293

Page 2

**Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

**Note:** The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title	(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
	(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) DODD, DAVID L. VP, VISITOR SERVICES	(i)	145,952.	0.	9,200.	22,391.	177,543.	0.
	(ii)	0.	0.	0.	0.	0.	0.
(2) DECLAIRE, TIM INTERIM DIRECTOR, INT'L MARKETING	(i)	152,192.	0.	1,567.	22,562.	176,321.	0.
	(ii)	0.	0.	0.	0.	0.	0.
(3) GONZALEZ, ALFREDO VP, GLOBAL MTGS & TRAVEL TRADE	(i)	198,486.	0.	12,077.	16,296.	226,859.	0.
	(ii)	0.	0.	0.	0.	0.	0.
(4) SQUIRES-SWANSON, MARLENE DIRECTOR, PAID MEDIA	(i)	155,511.	0.	9,570.	22,562.	187,643.	0.
	(ii)	0.	0.	0.	0.	0.	0.
(5) FAULK, KIMBERLY D. VP, DOMESTIC SALES	(i)	141,711.	0.	8,569.	22,562.	172,842.	0.
	(ii)	0.	0.	0.	0.	0.	0.
(6) FIELDS, EVANGELINE R FORMER CFO/COO	(i)	339,040.	0.	19,541.	654.	359,235.	0.
	(ii)	0.	0.	0.	0.	0.	0.
(7) PHIPPS, PAUL FORMER CMO	(i)	286,910.	0.	17,150.	16,140.	320,200.	0.
	(ii)	0.	0.	0.	0.	0.	0.
(8) SECCOMBE, WILLIAM FORMER CEO	(i)	432,041.	0.	20,325.	22,562.	474,928.	0.
	(ii)	0.	0.	0.	0.	0.	0.
(9) COSTELLO, SUSANNAH FORMER VP, BRAND	(i)	207,884.	0.	12,799.	9,548.	230,231.	0.
	(ii)	0.	0.	0.	0.	0.	0.
(i)							
(ii)							
(i)							
(ii)							
(i)							
(ii)							
(i)							
(ii)							
(i)							
(ii)							
(i)							
(ii)							



FLORIDA TOURISM INDUSTRY MARKETING  
CORP, INC.

**Part III** Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PART I, LINE 1A

FIRST CLASS TRAVEL: THE ORGANIZATION'S TRAVEL POLICY DOES NOT PERMIT EMPLOYEES TO TRAVEL FIRST CLASS VIA AIR; HOWEVER, EXCEPTIONS HAVE BEEN MADE DUE TO EXTENUATING CIRCUMSTANCES.

SOCIAL & HEALTH CLUB DUES:

WILLIAM SECCOMBE: \$1,898

PAUL PHIPPS: \$585

HEALTH CLUB DUES ARE INCLUDED IN THE INDIVIDUAL'S COMPENSATION. THE SOCIAL CLUB DUES ARE PAID TO HAVE ACCESS TO MEETING SPACE.



FLORIDA TOURISM INDUSTRY MARKETING

**Part IV Business Transactions Involving Interested Persons.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of transaction	(d) Description of transaction	(e) Sharing of organization's revenues?	
				Yes	No
CAROL DOVER	MEMBER, BOARD OF DI	2,500,000.	DURING THE		X

**Part V Supplemental Information**

Provide additional information for responses to questions on Schedule L (see instructions).

SCH L, PART IV, BUSINESS TRANSACTIONS INVOLVING INTERESTED PERSONS:

(A) NAME OF PERSON: CAROL DOVER

(B) RELATIONSHIP BETWEEN INTERESTED PERSON AND ORGANIZATION:

MEMBER, BOARD OF DIRECTORS

(D) DESCRIPTION OF TRANSACTION: DURING THE YEAR ENDED JUNE 30, 2017,

VISIT FLORIDA WAS RELATED TO FLORIDA RESTAURANT AND LODGING ASSOCIATION

(FRLA) BY VIRTUE OF FRLA'S PRESIDENT/CEO BEING A MEMBER OF VISIT

FLORIDA'S BOARD OF DIRECTORS. THERE ARE CONTRACTS BETWEEN VISIT FLORIDA

AND FRLA. THE PARTNERSHIP AGREEMENT FOR FY16-17 IS FUNDED BY A DIRECT

APPROPRIATION OF \$2,500,000 TO VISIT FLORIDA FROM FLORIDA'S HOTEL AND

RESTAURANT TRUST FUND AND REQUIRES A PRIVATE MATCH. THE PROGRAM IS

ADMINISTERED JOINTLY BY VISIT FLORIDA AND FRLA. THE REMAINING FUNDS FROM

THE PARTNERSHIP AGREEMENT FOR FY15-16 OF \$94,456 WAS CARRIED FORWARD FOR

A TOTAL OF \$2,594,456 RELATED TO THE PARTNERSHIP AGREEMENT. DURING

FY16-17, \$2,201,710 WAS EXPENSED RELATED TO THESE AGREEMENTS. THE

REMAINING \$392,746 WILL BE SPENT IN FY17-18. IN ADDITION, VISIT FLORIDA

HAS A SPONSORSHIP AGREEMENT TOTALING \$150,000 WITH FRLA FOR SEVERAL OF

THEIR PROGRAMS THROUGHOUT THE YEAR.

**SCHEDULE O**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2016**

Open to Public  
Inspection

Name of the organization <b>FLORIDA TOURISM INDUSTRY MARKETING CORP, INC.</b>	Employer identification number <b>59-3359293</b>
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FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

OF TRAVEL AND TOURISM TO FLORIDA WITH THE GOAL OF \$100 BILLION IN  
TOURISM BY 2020.

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS:

FLORIDA JOBS.

VISITORS SPEND AN AVERAGE OF \$307 MILLION PER DAY IN FLORIDA. EVERY 78  
VISITORS TO THE STATE SUPPORTS ONE TOURISM JOB. VISIT FLORIDA HAS  
SIGNIFICANTLY CONTRIBUTED TO THE CONTINUED INCREASE IN VISITOR  
SPENDING, TAX REVENUE AND JOB CREATION.

FROM 2010 TO 2016, VISITOR SPENDING INCREASED BY \$33 BILLION, A 43  
PERCENT INCREASE. FOR EVERY \$1 THE STATE INVESTS IN VISIT FLORIDA,  
\$2.15 IN TAX REVENUE IS RETURNED. IN 2016, 54.2 PERCENT OF VISITORS  
WERE SIGNIFICANTLY INFLUENCED BY VISIT FLORIDA MARKETING EFFORTS (UP  
17.3 PERCENTAGE POINTS SINCE 2010).

FORM 990, PART III, LINE 4C, PROGRAM SERVICE ACCOMPLISHMENTS:

FLORIDA INDUSTRY TO PARTICIPATE IN THESE EVENTS TO CREATE A LARGER  
FLORIDA PRESENCE.

FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES:

WEBLISTING AFFILIATE PLATFORM FOR TOURISM-RELATED BUSINESSES. AS OF  
JUNE 30, 2017, VISIT FLORIDA HAD 9,946 WEBLISTING AFFILIATES AND 2,535  
FULLY ENGAGED MEMBERS (PARTNERS) FOR A TOTAL OF 12,481 TOURISM

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990 or 990-EZ) (2016)

Name of the organization	FLORIDA TOURISM INDUSTRY MARKETING CORP, INC.	Employer identification number	59-3359293
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BUSINESSES SERVED BY VISIT FLORIDA.

FORM 990, PART VI, SECTION A, LINE 7A:

THE BOARD OF DIRECTORS IS COMPOSED OF 30 TOURISM-RELATED MEMBERS APPOINTED BY ENTERPRISE FLORIDA, INC. IN CONJUNCTION WITH THE STATE OF FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY.

FORM 990, PART VI, SECTION A, LINE 7B:

VISIT FLORIDA WAS CREATED BY, AND OPERATES IN ACCORDANCE WITH, FLORIDA STATUTE 288.1226. THE ORGANIZATION PROVIDES REPORTS TO ENTERPRISE FLORIDA, INC. (EFI). EFI IS RESPONSIBLE FOR ANNUALLY CERTIFYING THAT VISIT FLORIDA IS OPERATING IN A MANNER CONSISTENT WITH THE POLICIES.

FORM 990, PART VI, SECTION B, LINE 11B:

AFTER REVIEW BY VISIT FLORIDA'S ACCOUNTING MANAGEMENT, AS PREPARED BY AN INDEPENDENT CPA, A COPY OF THE 990 AND ACCOMPANYING SCHEDULES ARE GIVEN TO THE AUDIT COMMITTEE FOR REVIEW. AFTER THE AUDIT COMMITTEE'S REVIEW THE FORM 990 AND ACCOMPANYING SCHEDULES ARE FILED BY THE INDEPENDENT CPA WITH THE INTERNAL REVENUE SERVICE CENTER AND THE COMMITTEE REPORTS THEIR REVIEW TO VISIT FLORIDA'S BOARD OF DIRECTORS.

FORM 990, PART VI, SECTION B, LINE 12C:

VISIT FLORIDA, AS A PART OF ITS CORPORATE CODE OF ETHICS AND STANDARDS OF CONDUCT POLICY, HAS A CONFLICT OF INTEREST STATEMENT. EACH YEAR, THE BOARD MEMBERS REAFFIRM VIA ELECTRONIC SIGNATURE THEIR OBLIGATIONS UNDER THE ADOPTED POLICY. IN ADDITION, THE BOARD MEMBERS ANNUALLY DISCLOSE ANY TRANSACTIONS ON BEHALF OF THEMSELVES, THEIR PRINCIPAL, THEIR PRINCIPAL'S CORPORATE PARENT(S), OR THEIR PRINCIPAL'S SUBSIDIARIES RELATED TO VISIT

Name of the organization **FLORIDA TOURISM INDUSTRY MARKETING  
CORP, INC.**

Employer identification number  
**59-3359293**

FLORIDA'S PRIVATE MATCH REQUIREMENT.

ADDITIONALLY, VISIT FLORIDA'S POLICIES AND PROCEDURES RELATED TO SELECTING A GOODS OR SERVICE PROVIDERS OUTLINES THAT ALL TRANSACTIONS SHOULD BE CONDUCTED AT ARM'S LENGTH AND MANAGEMENT SHOULD REFRAIN FROM CONTRACTING OR ACQUIRING GOODS OR SERVICES FROM FAMILY MEMBERS THAT WILL REPORT OR SEE DIRECTION DIRECTLY FROM THEM OR A DEPARTMENT MANAGER THAT REPORTS TO THEM.

FORM 990, PART VI, SECTION B, LINE 15:

UNTIL JANUARY 10, 2017, COMPENSATION FOR THE CEO WAS RECOMMENDED BY THE EXECUTIVE COMMITTEE ("COMMITTEE") OF THE BOARD OF DIRECTORS AND FORWARDED TO THE BOARD FOR APPROVAL. THE COMMITTEE WOULD WRITE THE CONTRACT FOR THE CEO AND DETERMINE THE COMPENSATION PACKAGE. EVERY YEAR, THE PACKAGE WAS REVIEWED TO DETERMINE IF AN INCREASE WOULD BE GIVEN TO THE CEO AS WELL AS TO EVALUATE THE CEO'S PERFORMANCE FOR THE PAST YEAR TO DECIDE IF HE HAD EARNED ANY OR ALL OF HIS INCENTIVE PAY.

DURING DECEMBER 2016, THE COMMITTEE WAS AUTHORIZED TO NEGOTIATE A TRANSITION PLAN FOR THE CURRENT CEO AND BRING THE NEGOTIATED PLAN FORWARD TO THE BOARD OF DIRECTORS AT THE JANUARY 2017 MEETING. DURING THAT MEETING, THE EXIT STRATEGY AGREEMENT WITH THE OUTGOING CEO WAS UNANIMOUSLY APPROVED. THE BOARD OF DIRECTORS ALSO APPROVED THE INCOMING CEO'S SALARY, NOTING THAT HE WOULD SERVE WITHOUT A CONTRACT AND WOULD BEGIN HIS DUTIES EFFECTIVE JANUARY 11, 2017. EACH YEAR, THE NOMINATING COMMITTEE WILL PERFORM A REVIEW OF THE CEO'S PERFORMANCE AND REPORT TO THE BOARD OF DIRECTORS ANY RECOMMENDATIONS.

COMPENSATION FOR ALL OTHER EMPLOYEES, INCLUDING ALL SENIOR MANAGEMENT

Name of the organization FLORIDA TOURISM INDUSTRY MARKETING CORP, INC.	Employer identification number 59-3359293
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EMPLOYEES, IS DETERMINED BY A SALARY SURVEY THAT IS CONDUCTED BY AN INDEPENDENT CONTRACTOR EVERY THREE YEARS AND IS UPDATED BY THE INDEPENDENT CONTRACTOR ANNUALLY FOR FLORIDA INDUSTRY AVERAGE INCREASES WITHIN EACH POSITION'S SALARY RANGE. IN ADDITION, ALL EMPLOYEES RECEIVE AN ANNUAL PERFORMANCE REVIEW. SALARY INCREASES ARE DETERMINED BY THE PERFORMANCE REVIEW AND WHERE THE EMPLOYEE FALLS IN THEIR POSITION'S SALARY RANGE. MERIT INCREASES TO SALARIES WERE LAST GIVEN IN AUGUST 2016. THE LAST SALARY SURVEY WAS CONDUCTED IN 2014.

FORM 990, PART VI, SECTION C, LINE 19:

VISIT FLORIDA'S GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY AND FINANCIAL STATEMENTS FOR THE THREE MOST RECENT YEARS ARE MADE AVAILABLE TO THE PUBLIC UPON REQUEST. THE MOST RECENT AUDIT, AS WELL AS FORM 990 AND ITS ACCOMPANYING SCHEDULES ARE AVAILABLE ON THE ORGANIZATION'S WEBSITE. THE FINANCIAL STATEMENTS ARE PROVIDED TO THE FINANCE COMMITTEE AND BOARD MEMBERS AT THE BOARD MEETINGS. THE FINANCIALS ARE DISCUSSED IN DETAIL AT THE FINANCE COMMITTEE MEETING AND IN SUMMARY DURING THE BOARD MEETING, WHICH ARE BOTH OPEN TO THE PUBLIC.

FORM 990, PART XII, LINE 2C:

THE PROCESS HAS NOT CHANGED FROM THE PRIOR YEAR.