

Department
of Tourist
Development
Strategic Plan

2020-
2024

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Commissioner Message

The great news as we plan for the next four years is that tourism is thriving in Tennessee. As world-class investors in lodging, attractions and restaurants see the business opportunity in Tennessee – so do we at the Tennessee Department of Tourist Development (TDTD). Growing successful brands requires having terrific product lines and Tennessee is extremely blessed to have excellent tourism assets. The even better news for our department is that there is still significant room for growth in Tennessee tourism. In an increasingly competitive global market, Tennessee must stand boldly and build on the rich amenities that set our state apart.

The record-breaking numbers in visitation, tax revenue, job creation, and travel expenditures are all testimony to the collaborative efforts of this successful industry with its growing partners and the talented team at the Tennessee Department of Tourist Development (TDTD). In collaboration with the Tennessee Tourism Committee (TTC) and many other stakeholders we have helped the industry move from good to great.

It is now time to take the next step to continue Tennessee's tourism growth. With thoughtful and data-driven budget growth, we have the ability and talent to broaden our reach in new markets and grow the essential tax revenue base that benefits all Tennesseans.

In addition, we believe we can develop a best-in-class rural tourism program to fulfill Governor Lee's EO1 intentions and provide economic development for distressed and at-risk communities. Tourism development opportunities abound across our state. We have the vision and dedicated people to make those become community-helping, tax-generating success stories and provide economic prosperity to new areas across Tennessee.

As this strategic plan continues to develop in the coming months, we will work closely with the TTC and industry leaders to ensure goals are in line with the industry and the needs of our partners are being properly addressed. Tennessee Tourism is uniquely positioned to drive our economy to new heights and build a better Tennessee.

Mission, Vision, Values Overview

Mission: To increase the state's economic viability and support the growth of tourism in all 95 counties by inspiring travel, developing programs and enhancing industry partnerships which drive job creation, tax revenue and new investments, thereby enriching the quality of life for every Tennessean.

Vision: To be the global music destination of choice; a diverse American experience offering family fun, outdoor adventure, live entertainment, sporting events, festivals and a showcase of craftsmanship at the crossroads of rich history, local cuisine and renowned scenic beauty.

Values:

- Integrity
- Innovation
- Accountability
- Collaboration
- Creativity
- Excellence
- Knowledge Driven
- Service

Goal 1: Grow Tax Revenue with Increased Funding

Objective 1: By April 1, 2020, the Commissioner, Assistant Commissioners and TDTD team will establish an appropriate and sustainable funding model to increase visitation and thereby increase tax revenue generation annually by 3-5% or at a minimum exceeding the national average by 10%.

To meet this objective:

- Assess funding growth in tourism budgets for Tennessee cities and other states by January 1, 2020.
- Propose a \$13 million dollar increase in recurring Tourist Development budget to support a bolstering of current markets, an expansion into new markets, and the development of the Office of Rural Tourism¹ by January 1, 2020.
- Secure a positive budget recommendation from the Lee administration and Division of Budget by January 31, 2020
- Gather feedback to incorporate into proposal for dedicated funding to present to legislature by March 1, 2020.

Objective 2: By December 31, 2023, the Commissioner, Assistant Commissioners, and the TDTD team will establish a sustainable funding model that supports the department's goal of becoming the number one non-beach destination in the nation.

To meet this objective:

- Review percentage tax diversion strategies in other states for dedicated tourism funding by October 1, 2020.
- Engage with the Department of Revenue to more accurately measure tax impact of the Leisure and Hospitality industry by October 1, 2020.
- Continue to partner with the Tennessee Hospitality and Tourism Association to impart the importance of tourism to the legislature on an annual basis.
- Continue to engage the Lee administration in conversations about a dedicated funding model on an annual basis.

¹ \$13 million represents 1% of gross sales tax revenue of \$1.3 billion of new tax revenue generated in FY19 by the following tax categories: Eating Places, Drinking Places, Hotel and Lodging Places, Amusement Services.

Goal 2: Increase Domestic Visitation

Objective 1: By December 31, 2020, the Assistant Commissioner along with marketing, communications and sales personnel will work with the advertising agency of record, VMLY&R², and other contracted vendors to build upon campaigns that elevate the brand pillars of music, family, scenic beauty and experiences to drive consumer intent to travel engagements and generate earned media.

To meet this objective:

- Media plan for fall 2020 to be complete and approved by July 31, 2020.
- Design and install wayfinding signs on routes surrounding the 12 Colorblind View-finders by December 31, 2020.
- Create and distribute toolkits and offer frontline staff training as needed for partners to assist them in connecting visitors to programs like Colorblind View-Finders and Kid Reviewed locations by December 31, 2020.
- Update, produce and distribute marketing materials for TN Music Pathways, Colorblind View-Finders, Kid Reviewed and TN Songwriters Week by June 30, 2020.
- Through June 30, 2020 continue digital retargeting campaign designed to connect viewers of the Ken Burns PBS documentary on Country Music to promote TN Music Pathways and validate Soundtrack of America.
- Create itineraries for group travel market built around TN Music Pathways, Ken Burns Country Music documentary, culinary, history, family attractions and scenic beauty by January 10, 2020.
- Utilize paid and earned media tactics to promote Ken Burns Country Music passport program that may include but not be limited to social media advertising, search, email, media pitching and influencers through June 30, 2022.

Objective 2: By June 30, 2021, the Assistant Commissioner, Director of Marketing and TDTD team will increase presence in existing domestic markets (Atlanta, Birmingham, Chicago, Dallas, Louisville, Jackson, etc.) to promote increased visitation.

To meet this objective:

- Commission ROI study with leading third-party research vendor (such as SMARI or Longwoods) to measure success of added campaign investments to be completed by December 31, 2020.
- Work with advertising agency of record, VMLY&R, to develop media plan for existing markets to run from early spring through summer of 2021; to be finalized and approved by January 15, 2021.
 - Plan will include TV advertising and additional digital media advertising in maintenance markets of Birmingham, Jackson, Louisville, Little Rock, Greenville and St. Louis.

² VMLY&R is the registered business name of the advertising agency of record

- Plan will include additional TV and digital media advertising in priority markets of Atlanta, Chicago, Cincinnati, Dallas and Indianapolis.
- Cost per engagement not to exceed .07 cents for digital media investments.

Objective 3: By June 30, 2021, the Assistant Commissioner, Director of Marketing and TDTD team will develop new domestic markets.

To meet this objective:

- Work with advertising agency of record, VMLY&R, to develop media plan for expansion into new markets starting in spring of 2021; plan to be completed by January 15, 2021.
 - Conduct in depth market research analysis of all potential markets including but not limited to: Tampa, Charlotte, Philadelphia, Pittsburg and Washington DC.
 - Work with TN Tourism Committee (TTC) members to ensure market expansion plans align with Destination Marketing Organization (DMO) and major attraction strategies to maximize marketing opportunities.
 - Work with VMLY&R to develop creative one-time marketing blitzes for new market entry in an effort to generate earned media and extend reach of campaign.

Objective 4: On an annual basis, The Assistant Commissioner and TDTD Welcome Center team will continue to utilize TN Welcome Centers to promote Tennessee tourism assets.

To meet this objective:

- On a daily basis, provide great customer service to guests and be responsive to partner needs.
 - Offer front line employees on-going GREAT Customer Service training, enroll them in our nationally recognized Travel Ambassador Certification Program when eligible, offer a minimum of three annual overnight familiarization tours, and communicate departmental initiatives.
- On a daily basis, maintain exceptional Welcome Centers; which serve as vital traveler safety rest breaks.
 - Retain our outstanding relationship with the TN Department of Transportation (TDOT) and work on a renovation schedule for centers (dates contingent on TDOT funding), monitor feedback from guest comment cards, inspect centers twice per month and stay up to date on industry best practices, trends and studies.
- On a daily basis, provide tourism and travel information to visitors to motivate longer stays in the state.
 - Participate in National Travel and Tourism Week events and invite industry partners to set up at Welcome Centers year-round, communicate with industry partners to ensure needs are met, stay up to date on departmental marketing initiatives, offer front line employees day long familiarization tours, and continuously explore ways to enhance the guest experience.
- Validate Welcome Center Comment Card process by reviewing current procedures and addressing any concerns that arise by February 1, 2020.

- Increase technology use in Welcome Centers by December 1, 2021 to grow outreach by updating Welcome Center technology and strategic planning with Strategic Technology Solutions, visiting best-in-class states for technology and learning from their success, exploring augmented reality, and developing ways to incorporate TN Music Pathways into Welcome Centers.

Goal 3: Increase International Visitation

Objective 1: By June 30, 2020, the Assistant Commissioner, Director of Sales and key industry stakeholders will develop strategic plan and budget recommendation for increasing visitation and economic impact from international markets of Canada, UK, Germany, Australia and Japan.

To meet this objective:

- Review trends in visitation and spend from origin markets provided by Oxford Economics, US Travel, Brand USA, Travel South, Expedia and any other relevant data sources on annual basis.
- Meet with key travel trade representatives from each market annually when attending international tourism conferences such as: Travel South International Showcase, International Pow Wow, World Travel Market London, ITB Berlin, RTO Summits in Orlando and NYC.
- Review consumer facing co-op marketing programs offered by Brand USA annually
- Meet with leading TN international destinations and European co-op partners to understand their objectives: Memphis, Nashville, Knoxville, Chattanooga, Sevierville and Pigeon Forge by June 30, 2020.

Objective 2: By August 15, 2020, the Assistant Commissioner and Directors of Sales, Marketing and Communications will finalize consumer facing marketing plan and complete letter of action (LOA) with Brand USA for fiscal year 2021 followed by continued planning to build a long-term strategy.

To meet this objective:

- Work with in-market representatives to evaluate marketing opportunities within and outside of the travel trade by June 30, 2020.
- Conduct survey of leading TN destinations to determine which Brand USA co-op programs would have highest level of participation by July 31, 2020.
- Explore possibilities of strategic public-private partnerships with globally recognized TN brands such as Country Music Association, Jack Daniels, Graceland, Grand Ole Opry, Dollywood or others to include in Letter of Agreement for benefit of Brand USA matching funds for marketing activations in target markets by December 31, 2022.
- Determine which Tennessee based events, attractions, destinations and campaign activations have greatest earned media potential and provide all assets to in-market PR representatives on monthly ongoing basis.

Objective 3: By July 30, 2023, Assistant Commissioner and Director of Sales will present strategy and budget with supporting data for at least one new international flight into Tennessee.

To meet this objective:

- Work with Nashville and/or Memphis Destination Marketing Organizations (DMO)/Convention and Visitors Bureaus (CVB) and airport authorities to determine priorities for international routes by June 30, 2021.
- Collaborate with TN Economic and Community Development (ECD) to understand which companies would support international flights, who those representatives are and what routes are highest priority by June 30, 2021.
- Enlist support of Brand USA and their in-market representatives to connect with airlines with potential to add route to Tennessee airport by June 30, 2021.
- Meet with airline representatives at international tourism conferences such as World Travel Market London, International Travel Berlin and International Pow Wow.
- Form committee, or lobby for seat on existing committee, with companies likely to support new flight, airport authority, DMO, ECD and any other stakeholders by January 1, 2023.

Goal 4: Improve Rural Tourism Outreach to Increase Local Tax Revenue and Economic Development

Objective 1: By July 1, 2021, the Commissioner, Assistant Commissioner and TDTD team will extend the reach of existing rural programs and initiatives including the Discover Trails & Byways, the Civil War Trail, the TN Music Pathways, grant offerings, and other partnerships.

To meet this objective:

- Expand the promotion of rural initiatives such as Discover TN Trails & Byways, Civil War Trail
- Complete installation of Phase 1 TN Music Pathway markers by December 31, 2021 and Phase 2 by December 31, 2023.
- Explore marketing and promotion partnerships such as the Ken Burns Country Music Pathway Passport Program on an annual basis.
- Offer Waterways Accessibility for TN Recreation (WATR), Marketing, and Tourism Enhancement grants and increase the tier 3 and 4 county participation by 20% on an annual basis.
- Promote tourism initiatives at TN Welcome Centers on a daily basis.
- Support partner-driven trails across the state, such as distillery and winery trails, and seek opportunities to expand on an annual basis.

Objective 2: In keeping with Executive Order 1, by July 1, 2021, the Commissioner and Assistant Commissioner will increase capacity and resources available to the “Rural 44”, the 15 distressed and 29 at-risk counties.

To meet this objective:

- Create and fill a Rural Project Manager position to liaise directly with the “Rural 44” by January 1, 2020.
- Research successful models and visit other states with Rural Tourism programs such as Colorado and Oregon by April 1, 2020.
- Create and implement destination development program for Tennessee rural counties, both distressed and at-risk by July 1, 2021.
- Offer minimum of 20 educational opportunities through workshops, scholarships, trainings and mentorships by June 1, 2020.
- Create 15 advisory boards (Passionate People Pods) in the distressed counties with tourism experts from rural areas of the state as well as on the local level by June 2020.
- Provide branding/media assistance and resources for counties that lack dedicated funding for marketing or labor through rural-specific grant offerings on an annual basis.
- Assist in identifying and developing potential revenue-generating tourism assets in partnership with local leaders on an annual basis.
- Continue to research and develop potential new key themed branded experience and travel projects such as fitness and fishing, implementing by December 31, 2023.

Objective 3: By June 1, 2023, the Commissioner, Assistant Commissioner, and the TDTD team will develop a new economic and community development strategy.

To meet this objective:

- Develop alternative offerings/incentives to new Adventure Tourism businesses by working with legislators to rewrite Adventure Tourism Act to better serve the rural areas by July 1, 2021.
- Research potential tourism incentives for new tourism business and job creation on an annual basis.
- Explore, along with TN Dept. of Environment and Conversation, TN Wildlife Resource Agency, TN Dept. of Agriculture, and additional state agencies, the outdoor recreation field for tourism opportunities on an annual basis.

Goal 5: Strengthen Partner Engagement and Support to Grow Industry Revenue

Objective 1: By March 30, 2020 the Commissioner and Chief Customer Officer will create a customer service wiring model.

To meet this objective:

- Identify and connect with key stakeholders, partners and customers by March 1, 2020.
- Increase the size of TDTD to meet growing needs of industry partners by adding a researcher position by March 1, 2020.
- Implement a new Customer Relationship Management software, Simpleview, on April 1, 2020 to be used to improved customer alignment and tracking.

Objective 2: By July 1, 2020, the Commissioner and entire Executive Leadership Team will collaborate with TN Tourism Committee and industry partners (Destination Marketing Organizations, Tennessee Hospitality and Tourism Associations, and other tourism and hospitality organizations) to complete a 2025 TN tourism strategic plan.

To meet this objective:

- Begin development of 2025 Strategic Plan with TTC and industry partners by January 1, 2020.
- Consult industry partners on priorities for 2025 strategic plan.
- Gather initial data to guide strategic planning by February 1, 2020.
- Coordinate a meeting by February 1, 2020 with TTC and industry partners.

Objective 3: By July 1, 2020, the Commissioner and Chief Customer Officer will develop a new partnering process with other state agencies (TDA, ECD, TDEC, TWRA, etc.) and city and county tourism departments to increase communication and awareness of statewide marketing initiatives coordinate efforts.

To meet this objective:

- Establish point of contact for each relevant state department by March 1, 2020.
- Coordinate a stakeholder meeting with other state departments to gain alignment of marketing strategy and strategic planning to promote common interests in tourism by March 1, 2020.
- Select a communication method for inter-agency discussion, examples being regular meetings or a newsletter.
- Coordinate a stakeholder meeting with city and county tourism departments to gain alignment of marketing strategy and strategic planning to promote common interests in tourism by August 1, 2021.

Objective 4: The Commissioner and Chief Customer Officer will identify needs of tourism projects that are not within the scope of ECD's support model and create recommendations for support by August 1, 2020.

To meet this objective:

- Determine tourism project needs that are not within the scope of ECD's support model by July 1, 2020.
- Research alternative structures for economic support in other states.
- Review existing models by July 1, 2020 and continue to review any new initiatives as they arise; examples being fitness and fitness projects and expanding upon TN Music Pathways program.
- Work to address needs of tourism projects' growth not within the scope of ECD support model by aligning Chief Customer Officer with partners to steward projects to completion.
- Discuss possible legislation that would provide additional support for tourism development.

Goal 6: Improve Communication and Research Practices

Objective 1: By January 1, 2021, the Commissioner and Researcher along with the TDTD team will develop and implement a tourism advocacy communication plan.

To meet this objective:

- Schedule in market time with legislators to communicate tourism successes and upcoming plans on an annual basis.
- Hold a minimum of four (4) regional workshops with county tourism partners to communicate tourism successes and upcoming plans, so that by December 31, 2023 all counties will have participated in one of these regional workshops.
- Support county commissions and city councils for advocacy or issues (such as lodging tax) and other tourism related opportunities on an annual basis.
- Create a tool that will serve as a source of tourism research for our partners in cities, counties, etc. that will house tourism industry data by January 1, 2022.

Objective 2: By February 28, 2021, Commissioner, Assistant Commissioners and TDTD team, will develop new research methodology on financial impact of tourism in support of creating a sustainable funding model.

To meet this objective:

- Work with Department of Revenue to determine where tourism's impact can be recognized by February 1, 2020.
- Work with the Department of Labor and Workforce Development to understand the trends and needs of the Leisure and Hospitality workforce by April 1, 2020.
- Work with the U.S. Travel Association to update the economic impact model according to the findings of the Department of Revenue and the Department of Labor and Workforce Development by July 1, 2020.
- Partner with Tennessee Hospitality and Tourism Associations and other organizations to gain a deeper understanding of the financial impact of tourism through taxes derived from tourism related opportunities such as franchise and excise tax generation by December 31, 2023.
- Seek additional avenues to track impact of tourism on Tennessee's finances on an annual basis.

Objective 3: By December 31, 2023 the Commissioner, Researcher and the TDTD team will evaluate the current state of tourism research as used by the Department.

To meet this objective:

- Create and fill full time Researcher position by March 1, 2020.
- Review contracts with tourism research organizations by December 31, 2021.
- Review current application of data from all existing sources by December 31, 2022.
- Research best-practices in data collection and application by June 1, 2023.
- Evaluate potential new data sources by December 31, 2023.

Objective 4: By December 31, 2023 the Commissioner, Researcher and the TDTD team will work closely with vendors to apply 3rd party data and compare Tennessee's performance against other state's tourism data.

To meet this objective:

- Join the membership of Destinations International, an organization representing destination organizations and convention and visitor bureaus worldwide, to gain access to industry education, tools and best practices by January 1, 2021.
- Rebaseline economic impact model with US Travel Association by January 1, 2022.
- Incorporate more 3rd party data into our economic impact reports by June 1, 2022.
- Share more third-party data with our state, city, and county partners by June 1, 2022.

Objective 5: By December 31, 2023 the Commissioner, Researcher and the TDTD team will validate third party data with internal data.

To meet this objective:

- Work with TN Departments of Revenue, Labor, Economic Development, Agriculture, Environment and Conservations, etc. to gather and compare relevant data by January 1, 2022.
- Work with cities, counties, and the Tennessee Hospitality and Tourism Association on hotel motel data gathering by June 1, 2022.
- Cross reference third party visitor data with Welcome center data by January 1, 2023.
- Build our own internal economic impact model by working with other states by December 31, 2023.

Implementation Schedule

Implementation of the strategic plan will be managed by the Commissioner Mark Ezell's designee. On a yearly basis, the designee will review the objectives and actions steps outlined in this plan to ensure compliance of responsible staff.

A schedule of activities to be accomplished over the 2020-2024 period is defined below.

Objective(s)	Action Step(s)	Responsible Party	Start Date	End Date	Status	Notes
Goal 1: Grow Tax Revenue with Increased Funding						
Objective 1: Propose sustainable funding	Create and submit budget request	Commissioner Mark Ezell & Assistant Commissioner Kevin Mahoney	Current	April 1, 2020	In-progress	
Objective 2: Establish sustainable funding model	Determine most appropriate sustainable funding model for TN tourism using research from other states	Commissioner Mark Ezell & Assistant Commissioner Kevin Mahoney	Current	December 31, 2020	In-progress	
Goal 2: Increase Domestic Visitation						
Objective 1: Continue creative and innovative campaigns with VMLY&R	Follow-through with current plans related to Fall Beauty and Ken Burns Plan Spring 2020 campaign	Assistant Commissioner Brian Wagner & Director of Marketing Nekasha Pratt	Current	December 31, 2020	In-progress	Partnership with VMLY&R is ongoing – plan to be completed July 31, 2020
Objective 2: Increase presence in existing domestic markets	Increase budget allocation for media plan on broadcast and digital channels in priority markets to extend campaign and increase frequency	Assistant Commissioner Brian Wagner & Director of Marketing Nekasha Pratt	July 1, 2020	June 30, 2021	Research	

Objective(s)	Action Step(s)	Responsible Party	Start Date	End Date	Status	Notes
Objective 3: Develop new domestic markets	Analyze testing of Tampa and Charlotte markets and conduct testing in Philadelphia and DC Get input from TTC	Assistant Commissioner Brian Wagner & Director of Marketing Nekasha Pratt	March 15, 2020	June 30, 2021	Research	Plan due January 15, 2021
Objective 4: Utilize Tennessee Welcome Centers to promote Tennessee tourism assets	Maintain exceptional facilities and provide tourism and travel information with great customer service and upgrade technology	Assistant Commissioner Pete Rosenboro	Current	N/A	In-progress	
Goal 3: Increase International Visitation						
Objective 1: Develop new international markets	Strategic plan for increasing visitation and economic impact from international markets of Canada, UK, Germany, Australia and Japan	Assistant Commissioner Brian Wagner & Director of Sales Kimberly Leonard	March 15, 2020	June 30, 2020	Research	
Objective 2: Promote Tennessee through Brand USA co-ops	Finalize consumer facing marketing plan and complete LOA with Brand USA for FY2021	Assistant Commissioner Brian Wagner & Directors of Sales, Marketing & Communications	Current	August 15, 2020	In-progress	
Objective 3: Build demand for additional international direct flight	Strategy and budget with supporting data for at least one new international flight into Tennessee	Assistant Commissioner Brian Wagner & Director of Sales Kimberly Leonard	March 15, 2020	July 30, 2023	Research	

Objective(s)	Action Step(s)	Responsible Party	Start Date	End Date	Status	Notes
Goal 4: Improve Rural Tourism Outreach to Increase Local Tax Revenue and Economic Development						
Objective 1: Support infrastructure of existing programs	Support and develop existing programs	Commissioner Mark Ezell & Assistant Commissioner Melanie Beauchamp	Current	July 1, 2021	In-progress	
Objective 2: Develop more for "Rural 44"	Support rural tourism through research, relationship building, and providing other resources	Commissioner Mark Ezell & Assistant Commissioner Melanie Beauchamp	Current	July 1, 2021	In-progress	
Objective 3: Develop new ECD strategy	Research and potentially implement rural tourism incentives for businesses and job creation	Commissioner Mark Ezell & Assistant Commissioner Melanie Beauchamp	Current	June 1, 2023	Research	
Goal 5: Strengthen Partner Engagement and Support to Grow Industry Revenue						
Objective 1: Create customer service wiring model	Chief Customer Officer to strengthen existing partnerships	Commissioner Mark Ezell & Chief Customer Officer Dennis Tumlin	Current	March 30, 2020	In-Progress	
Objective 2: Collaboration process with TTC and industry partners for 2025 plan	Use CFG strategic planning information and research to consult with TTC on a detailed plan for Tourist Development until 2025	Commissioner Mark Ezell & entire executive leadership team	Current	July 1, 2020	In-Progress	
Objective 3: New partnering process	Strengthen partnerships with state agencies, cities and counties to promote mutual goals of economic development and tourism	Commissioner Mark Ezell & Chief Customer Officer Dennis Tumlin	Current	July 1, 2020	In-Progress	
Objective 4: Identify project needs	Identify tourism projects not supported by ECD model and propose support models	Commissioner Mark Ezell & Chief Customer Officer Dennis Tumlin	Current	August 1, 2020	In-Progress	

Objective(s)	Action Step(s)	Responsible Party	Start Date	End Date	Status	Notes
Goal 6: Modernize/Standardize Research Practices						
Objective 1: Communication plan	Create tourism communication plan to unite stakeholders	Research position and executive leadership team	March 1, 2020	January 1, 2021	Research	
Objective 2: Apply data to determine budget needs	Detail growth of industry and potential impact of sustainable funding on TN citizens from tax revenues	Commissioner Mark Ezell, Assistant Commissioner Kevin Mahoney, and Legislative Liaison	March 1, 2020	February 28, 2021	Research	Dependent upon Administrative approval
Objective 3: Evaluate research	Review available data for Tourist Development	Research position	March 1, 2020	December 31, 2023	Research	
Objective 4: Apply 3rd party data	Gather external data	Research position	March 1, 2020	December 31, 2023	Research	
Objective 5: Validate data	Compare existing and 3 rd party data for accuracy	Research position	March 1, 2020	December 31, 2023	Research	