



AGENDA

Visit San Luis Obispo County Marketing Committee

Visit San Luis Obispo County Marketing Committee Agenda

Tuesday, November 10, 2015

10:00am

Embassy Suites

333 Madonna Rd, San Luis Obispo, CA 93405

1. CALL TO ORDER
2. PUBLIC COMMENT (On Non-Agenda Items)

ANNOUNCEMENTS	C. Davison
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3. Brown Act Training

CONSENT AGENDA – <i>motion required</i>	C. Davison
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4. Approval of October 13, 2015 Marketing Committee Meeting Minutes

BUSINESS ITEMS	C. Davison
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5. Update on Previous Month Board Action (5 min)
6. Conflict of Interest Policy (5 min)
7. WebDAM Update (10 min)
8. Booking Engine Update (15 min)
9. Sunset SAVOR the Central Coast (15 min)

PRESENTATION	B. Bates
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10. DMO Spotlight: Wine Coast Country (15 min)
11. Catalyst Marketing (45 min)
 - a. Countywide Icon
 - b. Marketing Plan
 - c. Landing Page Review
 - d. Campaign Update

CEO Report	C. Davison
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12. CEO Report (10 min)

ADJOURN.

– Next Board Meeting –
Tuesday, December 8, 2015
Location: Embassy Suites, San Luis Obispo

Brown Act Notice: Each speaker is limited to two minutes of public comment for items not on the agenda. Public comment for each agenda item will be called for separately and is also limited to 2 minutes per speaker. State law does not allow the board to discuss or take action on issues not on the agenda, except that members of the board may briefly respond to statements made or questions posed by the person giving public comment. Staff may be directed by the board to follow-up on such items and/or place them on the next board agenda. The order of agenda items is listed for reference and items may be taken in any order deemed appropriate by the Board of Directors.

ADA Notice: Meeting facilities are accessible to persons with disabilities. If you require special assistance to participate in the meeting, notify Brendan Pringle at (805)541-8000 at least 48 hours prior to the meeting.



Minutes

Visit San Luis Obispo County Marketing Committee

Visit San Luis Obispo County Marketing Committee

Meeting Minutes

Tuesday, October 13, 2015

8:30am

Courtyard by Marriott, San Luis Obispo
1605 Calle Joaquin, San Luis Obispo, CA 93405

1. **CALL TO ORDER:** Chuck Davison

PRESENT: Ashlee Akers, Terrie Banish, Judith Bean, Cheryl Cuming, Amanda Diefenderfer, Christen Goldie, Brent Haugen, Gordon Jackson, Lori Keller, Heather Muran, Jennifer Porter

STAFF PRESENT: Chuck Davison, Brendan Pringle, Kylee Jepsen, Jordan Carson, Michael Wambolt

Call to Order at 8:34am.

2. **PUBLIC COMMENT (On Non-Agenda Items)**

None.

ANNOUNCEMENTS

3. **Visit California TV Ad**

Visit California recently featured San Luis Obispo County in their newest “Average Joes” advertisement, which will reach an international audience, giving the county great exposure. The ad shows a “bubblesmith” with Morro Rock in the background. This image has become the screenshot for the video. C. Davison played the YouTube video of the ad, and noted that this component of the ad has received a great deal of buzz, according to Visit California.

Committee Discussion – Porter announced that the California Department of Agriculture awarded the Paso Robles Wine Country Alliance a \$312,000 grant to spend over the next two years in order to reach the Texas wine market.

Public Comment – None.

CONSENT AGENDA

4. **Approval of September 8, 2015 Marketing Committee Meeting Minutes**

Davison requested a motion to approve the Consent Agenda as presented.

Committee Discussion – None.

Public Comment – None.

ACTION: Moved by Haugen/Porter to approve the Consent Agenda as presented.

BUSINESS ITEMS

5. Crisis Communication Plan Draft Review

Visit San Luis Obispo County has been working with Stacie Jacob of Solterra Strategies on a Crisis Communication Plan as a framework for direction during a crisis. This is an evolving and fluid document. Jacob described the objectives of the plan and distinguished the two types of crises that may dictate a response (incidental and major disaster/emergencies), as well as the next steps to ensure the effectiveness of the plan.

Davison noted that the plan looks at multiple communication paths: first, local governments, then constituents, then media, which leads to communication with visitors and those who want to come here. Fire Services is excited to come to the table to help provide direction with this plan. Davison also mentioned that there may be times when VSLOC will have to decide if it needs to even get involved, and what role they will play.

Committee Discussion. Haugen and Jackson noted that their communities (Morro Bay and Pismo Beach, respectively) are drafting a tourism component to their crisis communication plans. Porter asked about training opportunities and said that Paso Robles does not have a crisis communication plan. Davison responded that VSLOC may open up media training to DMOs. Jackson mentioned that one potential crisis is flooding due to beaches shifting.

Public Comment—None.

Item 7 on the agenda was reversed with Item 6.

PRESENTATION

7. PACE Communications—SLO County Visitors Guide Digital Marketing Kit

Jepsen introduced Heather Buchman of Pace Communications to discuss the direction of the 2016 San Luis Obispo County Visitor Guide. Buchman noted that last year, VSLOC made the decision to reformat the magazine to include custom content as the tide has been turning in this direction. This year, it will be entirely custom content. The goal is to have paid space blend seamlessly with the rest of the native content (font choices, colors, etc). Pace will be working with VSLOC and Catalyst Marketing this year to create a design that incorporates elements that will appear in other VSLOC branding initiatives. Pace has hired a photographer whose style is consistent with the visitor guide, and has pre-negotiated a low rate. For \$200, they will come out to your business to take photos, and the business will be able to retain ownership of four of those images. This year, the distribution of the magazine will be 55,000 (increased from last year), and the prices will remain the same.

Committee Discussion. Haugen asked how the new format has been received by customers. Davison responded that it has been overwhelmingly positive. He also noted that all listings will be removed from the visitors guide going forward, as VSLOC would need to list 1,300 listings if it included all lodging constituents. Haugen mentioned that in Minneapolis, listings were provided by the DMOs, who were allotted “x” number of listings. Banish asked about data on online downloads, and Davison noted that these figures are available on the VSLOC monthly and annual reports. Muran asked where the visitor guide will be distributed this year. Jepsen responded that the locations are listed in the media kit handed out at today’s meeting, but that this will be increased the coming year. Davison also noted that specific content on vacation rentals, B&Bs and RV parks will be included to make sure the unique lodging mix is represented.

Public Comment—None.

6. Catalyst Marketing

6a. Countywide Icon

Davison noted that the goal of the countywide icon is to create a geo-locator of SLO County. VSLOC is trying to find a way to show where SLO County is on the map. Mark Astone and Paul Rippens of Catalyst Marketing presented different iterations based on stakeholder interviews and built around solid themes. These themes were “Authentic CA” and “The Casual Coast.”

Committee Discussion. Porter asked how familiar Californians are with where Los Angeles and San Francisco are on the map. Davison responded that the people who are going to see this are located in those regions so they know where they are on the map. Porter noted that she preferred “The Casual Coast.” Akers noted that she liked the emblem with the Google Map style locator icon since it is universally known. Diefenderfer asked if the “Coast” component was something that should be emphasized as SLO County is more than just Coast. Akers asked if it was possible to change the word “Coast” to “CA.” Diefenderfer noted that 50% of stakeholders will be happy and 50% will be unhappy if the word “Coast” is used. Porter mentioned that there would be no wine country if there was no coast. Davison asked the Marketing Committee if they would include in their advertising. Haugen said that the word “Casual” seems too laid back for the people looking for an adrenaline rush. Haugen and Akers both pointed out that the challenge will be fitting the icon on digital ads.

After a majority vote, the Marketing Committee decided to have Catalyst create other iterations of the map.

Public Comment – None.

6c. Co-op Advertising Plan

The Catalyst team distributed the co-op media plans to the Marketing Committee. Astone noted that this would be distributed to all members via email in the afternoon. Rippens noted that Catalyst is making it easy for DMOs and constituents to advertise by offering to build ads for them as long as they provide photos. Davison pointed out that co-op ads will happen based on how much interest there is, and VSLOC can shift funds to another publication or a digital alternative in future months if necessary if co-op interest is soft. Davison also noted that some communities had previously expressed that they knew co-op opportunities would become available and set funds aside for this purpose.

Committee Discussion.

Public Comment – None.

6b. Fall Creative Campaign.

Davison noted that the photos on print and digital ads will all be iconic photos that are recognizable as SLO County, and that VSLOC is working with Pace to produce a shot list. Astone and Rippens presented some sample creative. Astone noted that the print ads would have large imagery with short copy that drives visitors to the website. The ads attempt to show how Visit San Luis Obispo County is a place where one can be as extreme or relaxed as they want to be. Rippens said that the overall effect of the ad could be more subdued in a publication like *Westways*, but more extreme in *Sunset*. Davison noted that the goal was to differentiate SLO County from other counties. He also explained that examples of creative will not come back to the committee for a second look due to deadlines, but will instead go to the board next week for approval.

Committee Discussion.

Public Comment—None.

CEO REPORT

8. CEO Report

VSLOC is hoping to launch the PRIZM research study next week, and is finalizing the RFP for the two research campaigns that are set to launch in the spring.

VSLOC's first Industry Educational Symposium is happening on Wednesday, November 4, 2015 from 8-11:30am. TripAdvisor will be among the presenters. The two goals of the Symposium will be: 1. perfecting operational effectiveness; and 2) increasing revenue. VSLOC is also looking to do a segment on the drought to help educate some of the mid-level properties on efforts they can make to limit water use during the drought, as well as a segment on the illegal vacation rental issue, and info relating to crisis communication. The event will be recorded and viewable on our website after the event. The point of the Symposium is to leave attendees with information they can apply.

Collection of TMD Assessment funds has been more challenging than anticipated. VSLOC may call on DMOs to ask for assistance in getting these funds disbursed in a timely manner if challenges continue. When funds aren't received on time, VSLOC has to withdraw money from its line of credit, which means it is spending constituent money on interest when that should not be the case.

Brown Act Training is happening Wednesday, December 9, 2015 at 8:00am. All VSLOC Marketing Committee members and Board members must have training.

Davison asked the committee for items to be included on future agendas.

Committee Discussion. Keller asked about progress on the VSLOC website. Davison responded that the VSLOC team met with Simpleview on October 12, 2015. The issue is that Kraftwerk will only permit their own creative on the VSLOC site. The cost of Simpleview to develop the site will probably be \$25,000 in Year One, and VSLOC is looking at the option of having a new site by April or May. This issue will go before the Board in the coming months.

Marc Gendron from Catalyst Marketing gave an update on PR to the Marketing Committee and told members that he wanted to identify ways to partner earlier and asked them to send content as soon as possible.

Porter mentioned that there has been a group in the Adelaida district of Paso Robles that is trying to stop olive oil and wine producers from expanding. She also noted that the County is looking to bring coastal policy inland on vacation rentals, which could be detrimental to tourism.

Public Comment – None.

ADJOURNMENT

Meeting adjourned at 10:39am.



Visit San Luis Obispo County Conflict of Interest Policy

Article I – Purpose

The purpose of the conflict of interest policy is to protect Visit San Luis Obispo County's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Article II – Definitions

1. Interested Person

Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

2. Financial Interest

A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- a. An ownership or investment interest in any entity with which the Organization has a transaction or arrangement,
- b. A compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement, or
- c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

Article III – Procedures

1. Duty to Disclose

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

2. Determining Whether a Conflict of Interest Exists

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

3. Procedures for Addressing the Conflict of Interest

- a. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
- b. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

4. Violations of the Conflicts of Interest Policy

- a. If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

Article IV – Records of Proceedings

The minutes of the governing board and all committees with board delegated powers shall contain:

- a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.
- b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Article V – Compensation

- a. A voting member of the governing board who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.
- b. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.
- c. No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization, either individually or collectively, is prohibited from providing information to any committee regarding compensation.
- d. Physicians who receive compensation from the Organization, whether directly or indirectly or as employees or independent contractors, are precluded from membership on any committee whose jurisdiction includes compensation matters. No physician, either individually or collectively, is prohibited from providing information to any committee regarding physician compensation.]

Article VI – Annual Statements

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of the conflicts of interest policy, b. Has read and understands the policy,
- c. Has agreed to comply with the policy, and
- d. Understands the Organization is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Article VII – Periodic Reviews

To ensure the Organization operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.
- b. Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

Article VIII – Use of Outside Experts

When conducting the periodic reviews as provided for in Article VII, the Organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.



VISIT SAN LUIS OBISPO COUNTY
Conflict of Interest Policy - Annual Disclosure

I have read Visit San Luis Obispo County's statement of Conflict of Interest Policy. I hold the position of board member, officer, or key employee with the following organizations which potentially could cause a conflict of interest with my position and responsibilities with Visit San Luis Obispo County:

To the best of my knowledge and belief, except as disclosed herewith, neither I nor any person with whom I have or had a personal, family or business relationship, is engaged in any transaction or activity or has any relationship that may represent a potential competing or conflicting interest, as defined in Visit San Luis Obispo County's Conflict of Interest Policy.

Disclosure of potential conflict of interest transactions:

Further, to the best of my knowledge and belief, except as disclosed herewith, neither I, nor any person with whom I have had a personal, family or business relationship, or compensated professional relationship, intend to engage in any transaction, acquire any interest in any organization or entity, or become the recipient of any substantial gifts or favors that might be covered by Visit San Luis Obispo County's Conflict of Interest Policy.

Name	Position
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Date



San Luis Obispo County Tourism Business Improvement District (CBID)

Highway 1 Discovery Route: Coastal Discovery and Stewardship (Jan 15 – Feb 29, 2016) STAY. PLAY. CONNECT. CARE

The unincorporated County Tourism BID (CBID) will again host Coastal Discovery and Stewardship from January 15 - February 29, 2016. Our goal is to provide additional marketing support to bring visitors to our area during our slower Shoulder Season months (January – March).

A selection of more than 35 Coastal Discovery events and Stewardship activities will be enjoyed by visitors - including our 2nd annual BlendFest on the Coast, Marine Protected Area Underwater Park Day, elephant seal docent-led educational walks, hands-on citizen science programs at San Simeon Cove and many others (see events detail on page 2).

The CBID will encourage our lodging constituents to create a Jan/Feb package that they can promote to past and potential visitors, with the Coastal Discovery and Stewardship out-of-area messaging launching on January 8, 2016.

As in the past two years, the CBID hopes to partner with various stakeholders, including Hearst Castle Theater, Oceano Dunes State Parks, Coastal Discovery Center, Montana de Oro State Park, the Central Coast Aquarium and the California Marine Protected Areas.

The highlight of our 7-week promotion has been the ocean-focused film that the CBID has sponsored for FREE showings on Saturdays at 7pm (from mid-January through the end of February) at the Hearst Castle Theater. This year we have confirmed agreement from the film maker, Judy Irving, for showing the film *Pelican Dreams*. PELICAN DREAMS, from the director of *The Wild Parrots of Telegraph Hill*, follows a wayward California brown pelican rescued from the Golden Gate Bridge into care at a wildlife rehabilitation facility, and from there explores pelicans' nesting grounds, Pacific Coast migration, and survival challenges. The film is about wildness: how close can we get to a wild animal without taming or harming the animal? Why do we need wildness in our lives and how can we protect it?

As we continue the pursuit of our core value of Sustainability and Stewardship, the CBID is creating a Wildlife Viewing Guide, and additionally, we are working with the Whale Trail (www.TheWhaleTrail.org) to create the largest number of whale trail sign locations in a single county along the Pacific Coast, with six being proposed along San Luis Obispo County's Highway 1.

"Stewardship travel helps visitors make a different on vacation," says San Luis Obispo County BID's Stewardship Travel Director and seasoned adventurer, Diane Strachan, a leader in outdoor adventure travel and environmental education for the past 35 years. "It's about having many opportunities to care, learn and connect more deeply while on vacation. This is tourism for the 21st century."

Proposed Events and Activities

Pelican Dreams movie at Hearst Castle Theater (weekly on Saturdays)

Dates: 1/16, 1/23, 1/30, 2/6, 2/13, 2/20, 2/27

Pelican Talk and Stolo Tasting at Stolo Winery (TBD; dates available Jan 16, 23/24, Feb 6/7)

BlendFest on the Coast - 2/21

Pacific Coast Wine Trail and SLO Wine unique tasting room pairing for entire 8 weeks of promotion

MPA Underwater Park Day – 1/16

Elephant Seal Exploratory Tours (weekly on Saturdays)

Dates: 1/16, 1/23, 1/30, 2/6, 2/13, 2/20, 2/27

Cayucos Cleanup Kit and Appreciation Tote Bag - Daily

Coastal Discovery Center at San Simeon Cove (Friday through Sunday)

Dates: 1/15, 1/16, 1/17, 1/22, 1/23, 1/24, 1/29, 1/30, 1/31, 2/5, 2/6, 2/7, 2/12, 2/13, 2/14, 2/19, 2/20, 2/21, 2/26, 2/27, 2/28

Elephant Seal Docent-Lead Educational Walks - Daily

Piedras Blancas Light Station Historical Tours (Tues, Thurs and Sat)

Dates: 1/16, 1/19, 1/21, 1/23, 1/26, 1/28, 1/30, 2/2, 2/4, 2/6, 2/9, 2/11, 2/13, 2/16, 2/18, 2/20, 2/23, 2/25, 2/27

Hands-on Citizen Science Programs at San Simeon Cove (weekly on Saturdays)

Dates: 1/16, 1/23, 1/30, 2/6, 2/13, 2/20, 2/27

Fiscalini Ranch Preserve Monthly Work Day (third Saturday) – 2/20

Cambria Cleanup Kit and Appreciation Tote Bag - Daily

Walk Back in Time: Cambria Museum Self-Guided Tour (Friday through Monday)

Dates: 1/15, 1/16, 1/17, 1/18, 1/22, 1/23, 1/24, 1/25, 1/29, 1/30, 1/31, 2/1, 2/5, 2/6, 2/7, 2/8, 2/12, 2/13, 2/14, 2/15, 2/19, 2/20, 2/21, 2/22, 2/26, 2/27, 2/28, 2/29

Cayucos Bluff Nature Walk – Saturday or Sunday in February

Cayucos Save the Pier Educational Walk and Talk – Daily

Estero Bluffs State Park – Daily

Cayucos Land Conservancy Bluffs & Nature Walks – Monthly on Sat or Sun

Montana de Oro & Trail Restoration Days – 2/7

El Moro Elfin Forest Docent-Led Nature Walks – 2/20

El Moro Elfin Forest Volunteer Days – 2/6

Old Edna Townsite Self-Guided Tour & Wine Tasting Option (monthly on last Wed & Thurs)

Dates: 1/27, 1/28, 2/24, 2/25

Point San Luis Lighthouse Volunteer Days (Tuesdays)

Dates: 1/25, 2/2, 2/9, 2/16, 2/23

Point San Luis Lighthouse Docent-Lead Hikes Pecho Coast Trail (Wednesdays & Saturdays)

Dates: 1/23, 1/27, 1/30, 2/3, 2/6, 2/10, 2/13, 2/17, 2/20, 2/24, 2/27

Point San Luis Lighthouse History Tours (Wednesdays & Saturdays)

Dates: 1/23, 1/27, 1/30, 2/3, 2/6, 2/10, 2/13, 2/17, 2/20, 2/24, 2/27

Bird Sanctuary Day in Avila Beach (2/20)

Avila Beach Cleanup Kit and Appreciation Tote Bag – daily

Central Coast Aquarium Hours – (Friday through Sunday)

Central Coast Aquarium Shark Feeding and Tour (Friday through Sunday)

Central Coast Aquarium Jelly Fish Feeding and Tour (Friday through Sunday)

Central Coast Aquarium Beach Clean-up kit (Friday through Sunday)

Dates: 1/15, 1/16, 1/17, 1/22, 1/23, 1/24, 1/29, 1/30, 1/31, 2/5, 2/6, 2/7, 2/12, 2/13, 2/14, 2/19, 2/20, 2/21, 2/26, 2/27, 2/28

Central Coast Aquarium Sharks After Dark Wine and Science and Mixer - 2/27

Oceano Model Railroad & Historic Depot Restoration Days (last weekend of Jan.) – 1/30, 1/31

Monarch Butterfly migration – daily in both Los Osos and Pismo Beach

Huell Howser Memorial Nature Walk at Oso Flaco - 2/13

Oceano Dunes campfire program with talk Chumash and the Pismo Clam – 2/20

Oceano Dunes Junior Ranger Program – 2/20

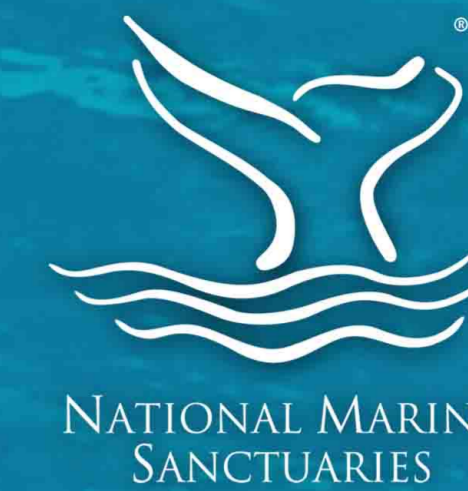
Volunteer at Guadalupe-Nipomo Dunes Natural History Center – as needed throughout Feb

Nipomo Native Garden Volunteer Days – 2/6

Rancho Nipomo Historical Dana Adobe Visit (Saturdays & Sundays)

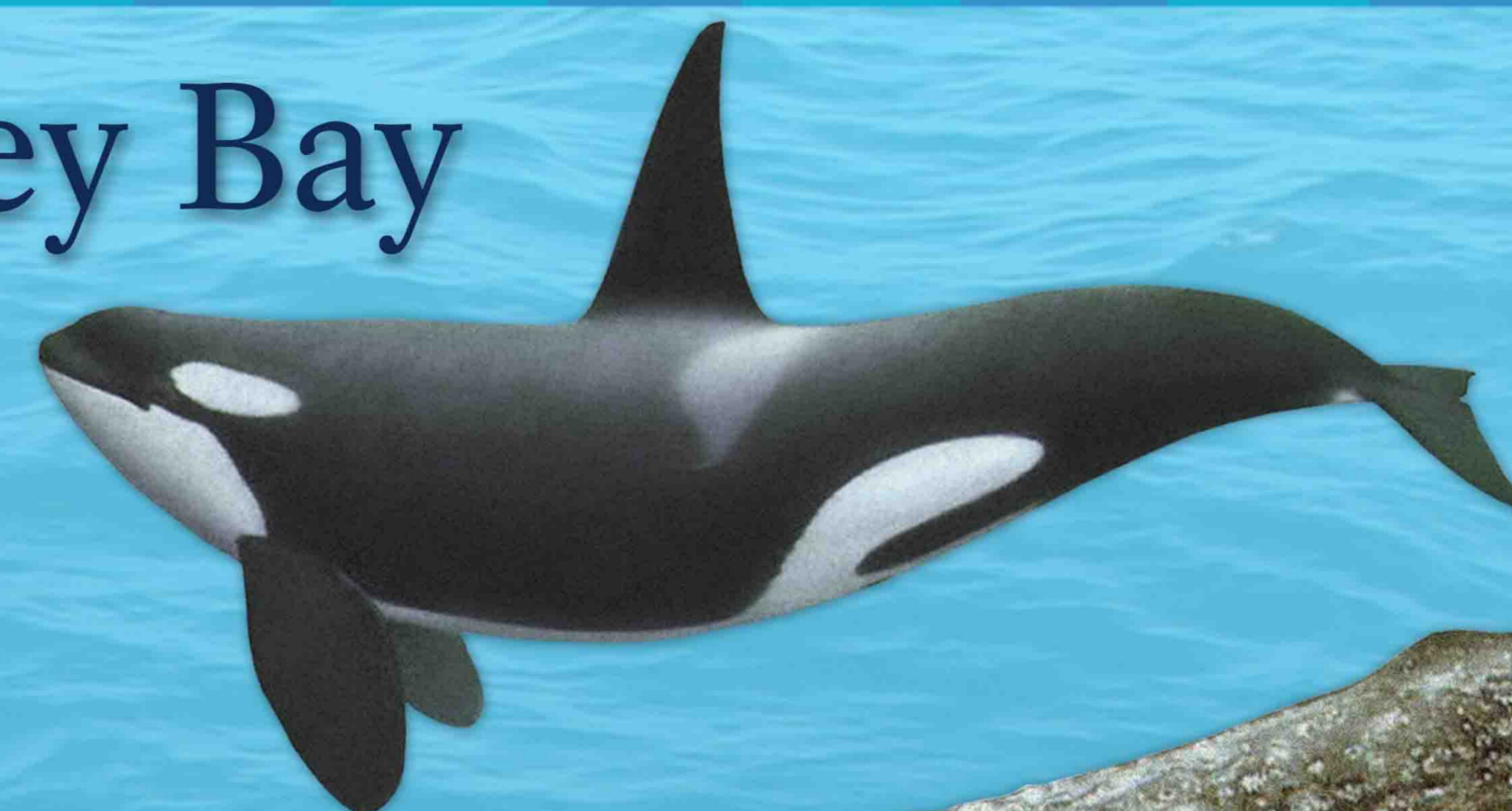
Dates: 1/16, 1/17, 1/23, 1/24, 1/30, 1/31, 2/6, 2/7, 2/13, 2/14, 2/20, 2/21, 2/27, 2/28

Welcome to the Whale Trail Point Lobos State Natural Reserve



Watching Whales in Monterey Bay National Marine Sanctuary

You are looking over the waters of one of our nation's most spectacular marine protected areas, offering some of the best wildlife viewing in the world—including 34 species of marine mammals! Search for heart-shaped blows of gray whales, tall dorsal fins of orcas, or feeding humpback and blue whales. Look for seals and sea lions on offshore rocks and sea otters wrapped up in kelp. You can see amazing marine life at the Whale Trail's shore-based sites at any time of year. What will you discover here at Point Lobos?



Orca (Killer Whale)

Orcas move through the sanctuary year-round as they roam the Pacific Coast in search of prey such as gray whales, sea lions or salmon.



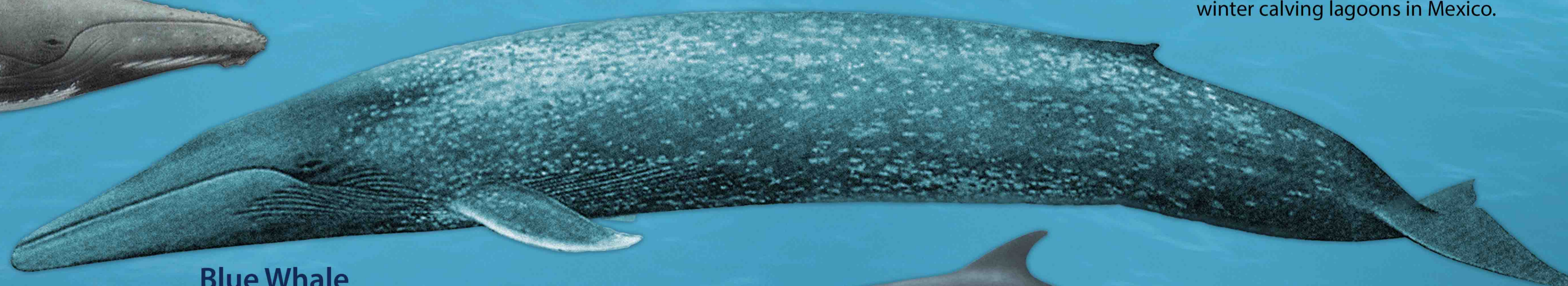
Gray Whale

Look for gray whales close to shore during winter and spring, as they travel between summer feeding grounds in the Arctic to winter calving lagoons in Mexico.



Humpback Whale

Commonly seen from spring through fall, humpbacks feast on schools of anchovies, sardines or krill. They often leap clear of the water, landing with a thunderous splash.



Blue Whale

Blue whales can move along the entire California coastline during summer and fall searching for their prey—great swarms of krill.



Risso's Dolphin

Risso's may be seen any time of year in pods ranging from ten to 1,000 animals. These active dolphins are deep divers and mainly hunt at night for squid.



Southern Sea Otter

Sea otters use small rocks to crack open crabs, abalone and sea urchins. They rest wrapped in kelp to keep from drifting away and spend hours grooming to keep their fur waterproof.



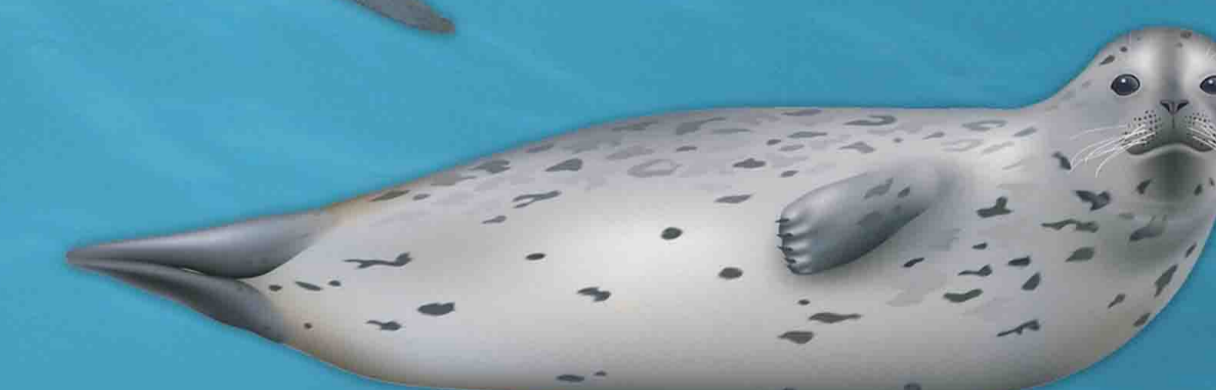
Bottlenose Dolphin

Bottlenose dolphins are year-round residents and usually stay close to shore along sandy beaches, traveling just outside the breakers.



California Sea Lion

Noisy sea lions pack onto rocks or rest together in the water in "rafts." Sleek and fast, they hunt offshore for fishes and squid.



Harbor Seal

Shy and curious, harbor seals rest on offshore rocks and often watch people on the shore. In spring they congregate on protected beaches to give birth and nurse their young.

ILLUSTRATIONS: COURTESY OF LARRY FOSTER, NOT TO SCALE.



Learn more at www.thewhaletrail.org





Visit San Luis Obispo County Strategic Marketing Plan

Table of Contents

Marketing Plan

- Goals
- Strategy
- Tactics

Media Approach

- Strategy
- Target Audience
- Tactics
- Radio
- Print
- Digital
- Co-op
- Social Media
- Cross Pollination
- Public Relations
- Travel Trade
- Partnerships and Promotions
- Other

Monitoring and Reporting

Research

Budget

Marketing Plan

Overall Goals

The purpose of the 2015-2016 Visit San Luis Obispo County (VSLOC) Marketing Plan is to provide strategic and tactical direction for the County to achieve the following stated goals:

- Increase awareness and demand for overnight stays within the county, either through increased visitation or increased length-of-stay
- Increase Transient Occupancy Tax revenues by 7% or more
- Increase occupancy across all lodging categories by an aggregate of 3% as measured by STR reporting
- Increase traffic to the VisitSanLuisObispoCounty.com web site by 20% annually
 - Direct visits, as a % of total visits, will increase significantly
 - Organic search visits, as a % of total visits, will see an offsetting decline
- Increase unique visitors to the VisitSanLuisObispoCounty.com web site by 10%
- Increase engagement/average time on site by 5%
- Conduct in-depth consumer demographic and share-of-wallet research in addition to feeder market awareness research to gain a more descriptive understanding of the San Luis Obispo County visitor and the perception of those yet to travel to the destination
- Increase general awareness of San Luis Obispo County as a brand of prime consideration among key targeted audiences
 - Connect-the-dots for the consumer on the breadth of offerings in San Luis Obispo County
- Enhance the County's brand image to foster destination loyalty, increase repeat visits, encourage social endorsement and extend exposure by attracting media attention and partnership opportunities
- Explore, expand and develop new or underperforming sales and distribution channels
 - Develop travel trade initiatives, included enhanced fulfillment tools
 - Enhance web site engagement, functionality and clicks to booking
 - Support new air carrier relationships to open vacations product exposure

Overall Strategy

In order to achieve our stated goals for County stakeholders, including community DMOs and lodging constituents, we will employ a multi-channel strategy to achieve inclusion in the decision set of considered destinations for persons ready to enjoy vacation opportunities like those available in San Luis Obispo County. Guided by available and to-be-commissioned research along with stakeholder-provided insights, we will concentrate marketing funds on those most likely and most able to visit. We will do so during the times of year when increased visitation is most needed and will yield the most significant increases.

Media exposure will feature new brand/image words, pictures and video, and will be delivered across a palette of traditional and non-traditional media. Sophisticated placements will be highly targeted geographically, behaviorally and contextually. Complementing the brand/image campaign messaging will be coincident and familial tactical co-op campaigns, featuring opportunities for County stakeholders to participate – with affordable positions available across a spectrum of key traditional and digital placements, framed by compelling County images and descriptive content.

At the same time, a focused public relations plan will further extend the voice of VSLOC through feature stories, event publicity and content generation by vetted and target appropriate bloggers and media outlets. The public relations team will also supplement agency initiatives to engage external media and other partners to deliver County-inclusive promotions and marketing partnerships.

The powerful strategic combination of brand/image media, tactical co-op media, public relations and non-traditional exposure will dynamically expand the reach and frequency of the VSLOC story, and place the County firmly on the path to delivering its goals.

Overall Tactics and Elements

On the pages to follow is a detailed breakdown of the individual elements that make up the synergistic body-of-work that comprises the VSLOC marketing plan. Every included element is broken down and is a strong contributor on its own. When all elements are taken together under the carefully-conceived overarching plan, they become even stronger than the sum of their individual parts, reinforcing, enhancing and strengthening each other to drive results.

Create Unity Among Stakeholders

Unification among stakeholders is anchored by the creation of an advisory marketing committee comprised of seasoned destination experts and marketing professionals from selected County DMOs, lodging establishments and marketing agencies. Through monthly meetings attended by partner Catalyst Marketing Company, this committee will help advise VSLOC and the agency on:

- Creating and adopt a Countywide icon to represent the county for the purpose of:
 - a) Reinforcing the County's location
 - b) Connecting the dots for the consumer on the breadth of offerings in the County
 - c) Unifying the personality of the County
 - d) Unifying the County's diverse stakeholders under a common theme
 - e) Extending the County's brand reach via proud inclusion of the icon in all stakeholder advertising/collateral/signage
- Encouraging marketing between partners and VSLOC to maximize effectiveness
- Providing cooperative advertising opportunities for partners participating in VSLOC anchored marketing initiatives

- Tackling key strategic marketing initiatives in the areas of sponsorship, promotions, partnership programs, research and other processes focused on growing destination marketing for San Luis Obispo County
- Doing for our constituents what they cannot do for themselves

Develop and Launch An Overarching Brand

Research shows there is a lack of collective awareness in key feeder markets for the diverse destinations that make up San Luis Obispo County. A clear solution for mitigating that serious issue will be the development and deployment of an all-encompassing brand strategy and message. This creative execution will allow each destination and attraction within the County to shine as metaphoric facets on the “diamond” that is San Luis Obispo County. It will allow the County to stand tall and visible among its more recognized neighbors, and also anchor cooperative ads in which DMOs and other County partners may participate. Goals include:

- Bring together all destinations and attractions within the county under a true and defensible theme, connecting the dots for the consumer who, to date, may have had no clear idea of the County’s makeup.
- Provide seasonally-integrated tactical marketing initiatives that will drive target audiences to VisitSanLuisObispoCounty.com, and sub URLs, for the purposes of booking overnight stays, generating longer stays, encouraging business/meetings bookings and considering impulse or spontaneous travel to the county for vacations and getaways.

To create differentiation in the mind of potential visitors, we will use a refined “branding process” that identifies the key drivers or motivations in the purchase-decision sequence to help identify and clarify what’s important to the potential travelers and what will/would make a difference in their decision-making process.

According to the 2012 SMG Visitor Survey and Catalyst initial stakeholder interviews, key points of differentiation that resonate with its target audiences are that the County is authentic, unpretentious, real California with culinary, cultural and coastal assets that make it unique and unforgettable when compared to any other California destination. San Luis Obispo County offers unique and indelible experiences from the iconic castle on the hill and scenic grandeur of the Pacific Ocean with its expansive beaches to the County’s world-class wineries, inventive and diverse cuisine, cultural activities and adventures and relaxation that will intrigue and appeal to any age bracket.

Quite simply, San Luis Obispo County is everything people love about California, in its purest form. These distinguishing characteristics will be used to create a brand message that will attract more visitors while clearly defining the destination to target audiences. Once implemented, audiences will understand why San Luis Obispo County is so worthy of their consideration.

The Initial Campaign

The initial brand-with-co-op campaign will be crafted to feature action-directed iconic photography that highlights the diversity of activities in San Luis Obispo County. Using clever attention grabbing headlines, each ad will focus on two extremes that are easily available to visitors and can be experienced in the same day. The ads will invite the viewer to fill in all the various levels in between the two extremes as they plan their adventure. Whether a visitor is in the mood for a quiet, relaxed overnight getaway or something more extended and extreme, San Luis Obispo County will be shown to have it all. Each part of the marketing campaign is presented in a way that brings out the County's casual, authentic and unpretentious character.

Media Approach

The Core Media Strategies

In order to deliver on the marketing plan's overall goals and stated deliverables, the agency will employ the following key media-buying strategies:

- Utilize radio reach and frequency to build broad level awareness in larger markets and keep San Luis Obispo County top of mind
- Focus on a combination of :30 spots and radio traffic
- Establish a solid presence in larger-reach publications including consumer travel magazines and targeted print market publications to broaden awareness and support using co-op advertising
- Leverage multiple forms of digital media to reach and engage travel enthusiasts most likely to enjoy travel to San Luis Obispo County when they are a) actively investigating travel opportunities; b) browsing the internet; or c) using an app
 - Direct link to VSLOC site to nudge them through to the booking process
- Investigate high-level impression opportunities to build reach and support co-op
- Establish a flexible media plan in the event El Nino hits San Luis Obispo County harder than expected

Building Audience Profiles – The Science Behind Targeted Marketing

Profiling target audiences will provide clear strategic direction and allow for more efficient media buying and planning. By understanding who the target consumer(s) are, what their media habits entail and what motivates them, we will be more effective attracting them for additional overnight stays and generating new visitors into the County.

There are a number of factors that can be used to profile the target audiences for San Luis Obispo County including:




- Demographic
- Geographic
- Psychographic

Demographic Targeting

Results of the 2012 SMG Visitor Survey noted that the target audience of those who have visited San Luis Obispo County in the last two years can be identified with these characteristics that are contrasted to all of the survey respondents who were travelers:

- Skews slightly male
- Higher household income (44% HHI \$100k+)
- Over 40 years of age (75% 40 and older)
- 40% have children at home

Using the latest Scarborough data, visitors who have stayed overnight or longer in San Luis Obispo County within the past 12 months were identified. This was done in both the larger DMA markets of San Francisco and Los Angeles as well as the Central Valley DMA markets (Fresno and Bakersfield). According to Scarborough, the demographics of the San Luis Obispo County overnight visitor are depicted in the chart.

			
Demographics	San Francisco	Los Angeles	Central Valley
Scarborough Parameters	Traveler who has stayed overnight in the last 12 months in:		
	San Luis Obispo	Central Coast	San Luis Obispo
Age	56.4% 35-64 (106)	59.5% 35-64 (116)	59.4% (123)
Gender	54.6% Female (107)	60.2% Male (123)	54% Female (108)
Married	58% (113)	62.8% (122)	59.4% (118)
College Grad+	54.8% (143)	49.1% (193)	25.7% (185)
HHI \$75k+	70.3% (140)	67.5% (193)	32.8% (147)
HHI \$100k+	52.4% (146)	45.3% (201)	21.8% (199)

(parenthesis indicates index) Index = average - Quantity higher than 100 indicates the percent that audience is more likely to behave in that manner than the target audience. 116 index means SLO County target is 16% more likely to perform in that manner

For the most part, the demographics are similar to traditional travel audiences. However, there are distinct differences between the unique DMAs. Those living within the larger DMAs are older, have a higher household income and are more educated.

When applying demographic and behavioral targeting to each medium, the DMAs will be treated independently to ensure these unique differences are leveraged.

Geographic Targeting

The top three target markets for San Luis Obispo County are San Francisco-Bay Area, Los Angeles and the Central Valley. All were identified in the 2012 SMG Visitor Survey as well as in the Catalyst



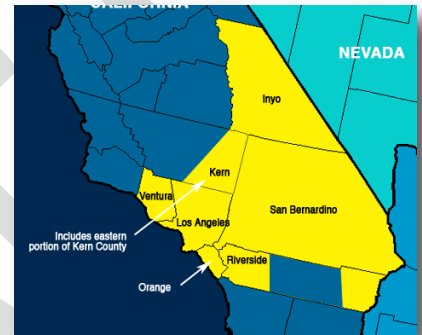
initial stakeholder interviews. Each of these markets has similarities and nuances that will be taken into consideration when focusing on the appropriate media to reach overnight travelers. All markets primarily visit the area for pleasure and vacation. Some distinctions per market include the below according to the 2012 SMG Visitor Survey

San Francisco

- More likely to visit San Luis Obispo County than the Central Valley and Los Angeles
- More likely to visit during the fall
- More likely to visit a major city, primarily San Luis Obispo
- More likely to visit Hearst Castle
- Prefers to sightsee and experience fine dining as top two activities
- Also enjoys shopping and wine tasting

Los Angeles/Orange County DMA

- More likely to visit San Luis Obispo for a specific event
- More likely to visit during the summer months
- Least likely to have visited the San Luis Obispo County area
- Lowest awareness of San Luis Obispo County
 - Knows where it is located
 - Not strong consideration when selecting destination
- Prefers to sightsee and shop as top two activities
- Also enjoys fine dining and wine tasting



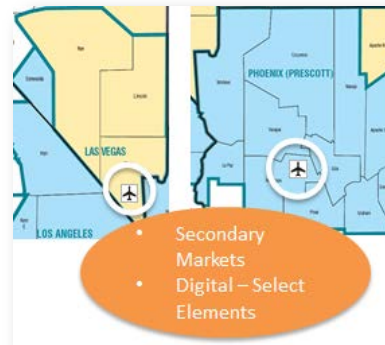
Central Valley

- More likely to visit beaches, primarily Pismo Beach and Morro Bay
- More likely to have already traveled to San Luis Obispo County
- Highest awareness of San Luis Obispo County and its offerings
- Most likely to make multiple trips to the area
- Most likely to visit during the summer months
- Prefer sightseeing and shopping as top two activities
- Also enjoys fine dining, wine tasting and hiking

Secondary Markets

- Las Vegas and Phoenix both index favorably as secondary feeder markets
- Both enjoy convenient air lift into the region

- Fly market visitors tend to have extended length-of-stay
 - These DMAs will be included in digital campaign targeting



Psychographic Targeting

Psychographic segmentation uses peoples’ lifestyle, social standing, activities, interests and opinions to target a market segment. Using segmentation science allow us to predict consumers’ potential interest in travel to San Luis Obispo County based on a contextual look at their buying behavior. This not only allows us to target persons most likely to visit, but it provides potential visitors with information they are likely to welcome based on their demonstrated preferences.

Media Habits of San Luis Obispo County Visitors

The chart below illustrates the key differences in the media habits of the audiences that will be targeted in the County's media plan. Data is derived from Scarborough research.

Media	SF DMA	LA DMA	Central Valley DMA
Television	23% are heavy TV users	26% heavy users	30% are heavy users
	54% are light users	54% light users	41% are light users
	2.5 hours/day spent viewing	3.1 hours/day spent viewing	4.0 hours/day spent viewing
	65% cable users	45% cable users	38% cable users
Radio	50% are heavy users	44% are heavy users	42% are heavy users
	1.7 hours/day listening	1.9 hours/day listening	2.1 hours/day listening
Newspaper	52% are heavy users	42% are heavy users	54% are heavy users
	43% read 0 issues/week	61% read 0 issues/week	49% read 0 issues/week
Internet Search	94% used search in last month	98% used search in last month	89% used search in last month
	75% used to find hotel	75% used to find hotel	75% used to find hotel
Mobile	87% own smartphone	79% own smartphone	89% own smartphone
	82% use phone for Internet	83% use phone for Internet	65% use phone for Internet
	46% use app for reservations	61% use app for reservations	51% use app for reservations

Media Tactics

Radio in Primary Markets

- Run on two of the top stations within each market with a full :30 message
 - Run 2-4 week flights per month to maximize budget
 - Negotiate bonus billboards and added value promotions
- Supplement schedule utilizing radio traffic to complement the top rated station buys
 - Establish stronger overall presence in these primary markets
 - Run 7 weeks of radio traffic in each market to enhance the :30 primary market radio buys
 - Leverage value added promotional opportunities to extend campaign presence and increase radio efficiency

Co-op Print Media in Primary Markets

- Large-circulation regional editions of national publications to elevate the VSLOC message and create stronger value for co-op advertising
- Consumer publications to reach the broadest audience
 - Allows DMOs and constituents to partner in reaching leisure travelers they cannot afford on their own
 - Ensure chosen publications contain travel editorial as a main focus
- Leverage local market newspaper to extend reach and focus message to concentrated leisure travel
 - Take advantage of shorter lead times to build awareness and extend immediate co-op offers
 - Run in Sunday travel section to blend message and editorial

Digital Media & Retargeting Across All Markets

- Utilize SEM in all markets to reach and engage travel enthusiasts most likely to enjoy travel to San Luis Obispo County when they are a) actively searching travel opportunities; b) using search the internet; or c) searching using an app
- Follow print strategy in focusing on sites and elements that delivered a broader audience versus niche
 - Broader audience allows for higher awareness of VSLOC message
 - Niche can be added at a future date or behaviorally if needed
- Focus on targeted elements that ensure reach to a leisure traveler within our key markets and demographics

- Focus on sites that reach frequent traveler and contain a high level of travel content
- Leverage higher click-through rate of mobile to reach audience that frequently books travel via cellphones and tablets
- Breakthrough clutter by leveraging television creative via pre-roll
- Create a high level of overall impressions to provide quality digital opportunities for Co-op partners
- Utilize retargeting to nurture engagement and push site visitors to take action and entice conversion

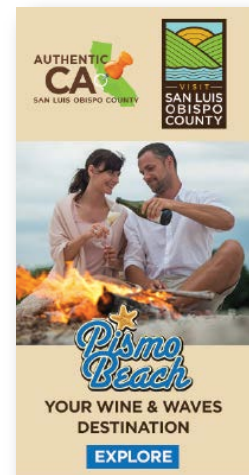
Cooperative Media Plan Lifts Stakeholders

A broad-reaching co-op media plan will allow County stakeholders to present tactical, shoulder season messages to targeted consumers, framed by complementary brand messaging about the beauty and other core attributes of the County. This will not only help stakeholder messages demand page or screen attention, but will provide DMOs and other County stakeholders with substantial economies compared to non-co-op placements. Opportunities are varied and include:

- Major magazine co-op as part of full page, 4-color ads in Sunset SoCal, Sunset NorCal, Westways, Via and AARP
- Key Market Newspaper ½ page 4-color ads in Los Angeles Times, Orange County Register, Bay Area News Group, San Francisco Chronicle, Fresno Bee, and Bakersfield Californian

-
- Network digital banner advertising across both mobile and desktop platforms
 - Monthly impression packages offered to co-op partners:
 - 500,000 \$2,394 \$4.80 CPM
 - 250,000 \$1,247 \$5.00 CPM
 - 100,000 \$559 \$5.60 CPM

- Purchased packages will increase overall digital impressions and augment overall digital media spend
- Number of partners is unlimited
- Package offering:
 - Development of banner ad (1/3 VSLOC, 2/3 co-op partner)
 - Impressions to run across larger network buy
 - Behavioral targeted to leisure traveler
 - Demographic and geographic targeted



All partner ad placements will be placed through Catalyst Marketing Company to provide tracking on overall campaign results.

Weekend Sherpa

- Establish strong presence with outdoor enthusiasts in SF and LA areas
- Weekend Sherpa speaks to enthusiasts who love to take trips and plan outdoor adventures
- Leverage custom advertorial opportunities
 - Content focus established by VSLOC
 - Written by Weekend Sherpa writers to provide continuity
 - Page links can send readers to various pages of VisitSanLuisObispoCounty.com
- Weekend Sherpa to offer “The Ultimate San Luis Obispo County Getaway”
 - Weekend Sherpa writers to visit SLO County and experience getaway first hand
 - Writers will cover experience in special editorial issue of Weekend Sherpa
 - Special photo album created which will be shared via social media
 - Experience to be discussed on KFOG radio
 - Weekend Sherpa to pay all travel expenses

Niche Market Contingency

- A small contingency budget has been held for niche market support
- Niche market would need to follow overall strategy of elevating the county as a whole
- Potential niche markets considered:
 - Pet-Friendly
 - Mountain Biking
 - Hiking
 - Wine
 - Beach
 - Dining

Crisis Management Contingency

In order to establish flexibility with the media plan in the event El Nino hits San Luis Obispo County harder than expected:

- Media is looking to book Q4 only at this time
- Avoid sell-out period around holidays
- Q1 media to be planned by month to provide necessary flexibility
- TV and radio dollars can be shifted to online
- Avoid two week cancellation requirements
- Print has longer lead-times, can move local newspaper placements

Social Media

Social media will play a key role in the advancement of the VSLOC brand and tactical goals of increasing awareness of San Luis Obispo County, driving traffic to VisitSanLuisObispoCounty.com, driving demand and bookings for overnight stays, and cultivating relationships and loyalties with visitors to increase share of wallet.

Social Media Goals

- Grow Social Media followers and engagement:
 - Facebook 20%
 - Instagram 10%
 - Twitter 10%
 - Pinterest 15%
 - YouTube 100%
- Showcase a specific area in San Luis Obispo County each week that followers may not have known about highlighting the unique destinations throughout the county and giving each DMO additional visibility.
- Utilize weekly promotions to increase engagement and grow consumer database
- Place paid Facebook ads and boost Facebook posts to support the existing VSLOC social media content increasing the effectiveness of the social media efforts and creating preference for VSLOC.
- Showcase the diverse landscape of San Luis Obispo County while adopting a tone of “explore the undiscovered” and encouraging fans to “discover” and “explore” all there is to do within the region.

Social Media Strategies

In order to create awareness of each VSLOC active social media channel, a cross-pollination strategy will be utilized ultimately resulting in multi-channel followers for increased engagement through the following key strategies:

- All paid social media will target San Francisco, Los Angeles and Fresno DMAs.
 - San Francisco market will target Santa Clara County, San Mateo County, Alameda County and Solano County.
 - Los Angeles market will target Los Angeles County, Orange County and Ventura County.
 - Fresno DMA ads will target Fresno, Madera, Merced, Mariposa, Kings, Tulare and Kern Counties.
 - (According to Scarborough data these counties are the strongest for drawing San Luis Obispo County visitation.)
- Target audience will be 30+ years of age and have a yearly HHI of 75K+ (50K+ for the Central Valley market).

- Multiple Facebook ads will be created, testing the effectiveness of the creative and messaging along the way.
- Utilize cross-pollination across all channels to increase the VSLOC social footprint to ensure reach of the full spectrum of demographics utilizing social media.
- Facebook Ads will target the following behaviors:

Targeted Behaviors
All Frequent Travelers
Personal Travelers (US)
Family Vacations
Leisure Travelers
Intender- Any Destination
Intender- Beach

Social Media Measurements

VSLOC will utilize a comprehensive social media reporting approach to determine its effectiveness. Measurements will include:

- Social media metrics that will be provided each month across all social media channels
- Detailed reporting of Facebook ad creative or CTA and how it is performing with target audiences will be provided monthly to determine future creative and messaging
- After three months, an evaluation of the VSLOC paid campaigns will be conducted to ensure they are performing at optimum levels. This level will be used to create a benchmark for future social marketing campaigns. Should paid campaigns perform beyond expectation dollars can be reallocated into new markets to expand social media reach (i.e. Las Vegas and Phoenix).

Social Media Tactics

In order to effectively execute the social media plan the following tactics will be put in place:

- Paid Facebook ads and boosted posts will support the existing VSLOC social media content to increase the effectiveness of the social media efforts and create preference for VSLOC. The ideal traveler will be targeted utilizing Facebook’s advanced advertising features. All campaigns will be monitored to ensure they are performing as expected.
- Utilizing weekly promotions, each social media channel will be leveraged as a portal to enter the promotions. i.e. “Like and provide your information” to enter on Facebook, “Mention a friend” to enter on Instagram, “Retweet this post” to enter on Twitter. Weekly promotions will be rotated so each channel receives the same amount of

exposure. Announcements of where to enter the monthly promotions will be conveyed on each social channel. For example, if the monthly promotion is executed on Twitter, then we would promote the contest on Facebook, Pinterest and Instagram.

The following are the potential reach in each market on social media:

- San Francisco- 430,000 people
 - Los Angeles- 630,000 people
 - Central Valley- 93,000 people
 - Las Vegas – 195,000 people*
 - Phoenix – 260,000 people*
 - Total Potential Reach- 1,608,000 people
- Incremental expanded reach in Las Vegas & Phoenix predicated on adding redirected budget dollars to social media budget.

Public Relations

San Luis Obispo County boasts a wide variety of year-round activities, attractions and things to do. It is a destination like no other, providing access to gorgeous beaches, scenic wine country and stunning geography, not to mention fantastic dining options, terrific sight-seeing, fun events and shopping. Put simply, San Luis Obispo County offers something for everyone.

It is this impressive breadth of attributes that a public relations program should be built upon. The ideal PR campaign will increase awareness for VSLOC at regional, state and national levels with emphasis on the area's vast activities and appeal. Utilizing a comprehensive media relations program designed to inform and educate a consistent flow of press releases towards targeted media will generate far-reaching coverage across a variety of media outlets.

PR Media Goals

The goals of the PR plan include:

- Research, develop and maintain a master media editorial calendar list from which Catalyst will monitor editorial calendars in an attempt to ensure that San Luis Obispo County is not left out of any relevant planned stories
- Catalyst will develop, and keep updated, a press kit for VSLOC. The press kit will be a soft copy from which hard copies can be printed as needed (i.e. - for events, meetings, etc.). Otherwise, the media typically prefer electronic copies
- Develop a news pipeline of press releases to be distributed throughout the year focused on telling the San Luis Obispo County story leading to increased awareness and additional demand

- Host 2-4 individual media visits per quarter; or 6-8 media per organized group visit
- Conduct 1-2 per regional market desk-side briefings per quarter
- Create a Tourism Forum allowing media that does not have the budget to travel to destinations, but whose editorial guidelines prohibit them from accepting paid travel, and exception to travel as an event speaker

PR Media Strategies

Catalyst will utilize a comprehensive approach to get stories placed and raise awareness for San Luis Obispo County. In order to deliver on the PR plan's goals, the agency will employ the following key PR strategies:

- Promote San Luis Obispo County as the ideal year-round destination for a variety of audiences including, but not limited to:
 - Families
 - Sports/outdoor enthusiasts
 - Food/wine enthusiasts
 - Couples/empty-nesters
- Showcase the wide range of attractions and activities in and around San Luis Obispo County in new and interesting ways:
 - Highlight unique local personalities and businesses through media interviews and social media (craft/microbreweries, restaurants, hotels/motels, vacation rentals, B&Bs, RV Parks, etc.)
 - Spotlight focus on the area's main attractions as well as some of the area's lesser-known activities to drive interest among targeted media (i.e. wine, hiking, running, cycling, etc.)
- Develop specialized travel itineraries that appeal to specific audiences designed to drive interest among identified media segments
- Establish/increase meaningful partnerships that complement visitation to San Luis Obispo County and media coverage of the destination
- Develop creative story ideas that can either be crafted into compelling releases, or pitched by phone/e-mail to targeted media to entice them to visit the destination and/or write a story.
- Target national tier-one travel media to visit San Luis Obispo County for speaking engagements through the sponsorship of a travel forum allowing them to stay in the destination and experience the county.

PR Media Monitoring/Measurement

Catalyst will monitor the editorial content of media sources on a continuing basis as a tool to identify mentions of specific references related to San Luis Obispo County (i.e. – names/brands

associated in promoting the destination such as cities, specific businesses, key individuals/spokespeople, targeted events, attractions, etc.), track the success of news releases, benchmark performance, manage brand reputation, gather industry intelligence, and identify new opportunities.

Catalyst will track all activity and results, which will be delivered at the end of every month. Reporting will include details on specific media outreach efforts accompanied by a status and next steps. Media results will include publication name, article details along with a web link if available and a hard copy. Sources used include: NUVI, Meltwater News, as well as Google News Alerts.

Catalyst measures and reports media results in three ways:

- **Mentions** – a number that showcases how many times VSLOC has been mentioned in a given time period, and useful for figuring out that your PR is working
- **Audiences** – one of the most reliable audience measures is website traffic, which provides a sense for how many people are finding VSLOC by any means online
- **Impressions** – also known as circulation, or the total number of readers/listeners/viewers from any given coverage resulting from PR

Press Release Deliverables: One per month average

- 6-8 “stories” that could be developed into press releases, pitches, etc. - stories would cover a variety of angles appealing to different interests
- 2-3 national stories (*Conde Nast Traveler*, *USA Today*, etc.) per quarter
- 1-2 regional stories (*Los Angeles Magazine*, *Los Angeles Times*, *San Francisco Chronicle*, *7X7*, etc.) per quarter

Media Familiarization Trips Deliverables: 2-4 individual media visits per quarter; or 6-8 media per organized group visit.

Desk-Side Briefings Deliverables: 1-2 per market per quarter

Tactics:

Catalyst will develop a news pipeline of press releases to be distributed throughout the year – always distributed directly to media by Catalyst, and in some cases where the news value of the press is greater, through a newswire service such as PR Newswire, as already contracted directly by VSLOC. The list may consist of seasonal occurrences and other news and information of interest to visitors and media alike. Planned press release themes throughout the year could include:

- Development of 6-8 key “stories” that can be transformed into press releases, pitches, etc.

- Pitch 2-3 national stories (*Conde Nast Traveler, USA Today, etc.*) per quarter
- Pitch 1-2 regional stories (*Los Angeles Magazine, Los Angeles Times, San Francisco Chronicle, 7X7, etc.*) per quarter
- **January/February** – Restaurant Month/Winter Getaways, Valentine’s/Romantic Getaway (featured hotel/activity packages)
- **March/April** – Easter Events/Spring Getaway (featured events, activities and hotel packages)
- **May/June** – Planning the Perfect Family Vacation (beaches, biking, hiking and other family activities); What’s New in San Luis Obispo County (wineries, breweries, other businesses, etc.)
- **July/August** – Sunset SAVOR The Central Coast
- **September/October** – Hidden Secrets of the Central Coast Wine Country (highlight seasonal events/wineries surrounding harvest/crush)
- **November/December** – Holiday Magic in San Luis Obispo County

Media Familiarization Trips – One of the best ways to influence coverage for SLOC is to have media come out and experience the area firsthand to experience a range of activities, accommodations and attractions relevant to their readership. Catalyst would identify and qualify media to visit the destination, either individually or as a group, and develop an itinerary designed to expose them to local attractions and accommodations consistent with their stated interests.

Desk-Side Briefings – Another way of exposing San Luis Obispo County to travel writers is to take the show to them – especially if they’re not willing or able to travel to the area. Whether leveraging planned travel or as a stand-alone event, we would book meetings with targeted travel writers in specific markets, allowing the opportunity for some quality time with those in a position to write about San Luis Obispo County.

Tourism Forum – Today’s travel media face a dilemma: they do not have budgets to travel to destinations, and their editorial guidelines prohibit them from accepting paid travel. One exception allows travel writers to participate in events as speakers and/or panelists, in which they can accept paid travel as part of the event. To attract national tier-one travel writers to San Luis Obispo County, most of whom reside in New York (*Travel + Leisure, Conde Nast, etc.*), we propose sponsoring a travel forum. The event would be open to a broad range of people in the travel/tourism industry, and could generate revenue in the form of registration fees and sponsorships. Most importantly, we would have a captive audience of travel writers staying in and experiencing the destination.

Reporting – Catalyst will track all activity and results, which will be delivered at the end of every month. The report will include details on specific media outreach efforts accompanied by a

status and next steps. Media results will include publication name and article details, along with a web link

Travel Trade

An aggressive new Travel Trade program is currently under development. The program will focus on increasing awareness and general demand for San Luis Obispo County across all travel provider channels including tour operators, receptive operators, meeting and conference planners, retail agents, travel networks, OTAs and wholesaler companies. Included are the planned development of compelling vertical market electronic and printed collateral.

Meeting and Conference

The San Luis Obispo County Meeting and Conference segment has been seen an upward trend in recent years. It is home to wide variety of meeting facilities, that remain highly unknown to the Meeting & Conference planning community outside the county. In order to effectively access this business segment, Visit San Luis Obispo County (VSLOC) needs to educate and inform the meeting planners of the reasons to hold meetings in San Luis Obispo County. VSLOC will participate in tradeshows, utilize association memberships to their fullest and conduct sales missions into regional markets expanding to areas not yet touched.

Meeting and Conference Goals

- Conduct meeting space audit to determine countywide inventory and assets
- Develop meeting space materials, hard and soft copy, for use by meeting planners
- Participate in regional tradeshows and sales missions to gain exposure and grow segment
- Develop and cultivate relationships through regional association memberships
- Produce 100+ new leads annually
- Procure 10+ familiarization tips annually
- Prospect 25+ new meeting and conference planners a week

Meeting and Conference Strategy

By developing and cultivating VSLOC's regional association memberships VSLOC will prospect and market to their databases. Using California Society of Association Executives (CalSae) as an example we will participate in their tradeshow, follow up post tradeshow, prospect membership directory, utilize educational sessions and sponsor events to grow the meeting and conference segment. VSLOC will secure and maintain memberships with CalSae, MPI International (Northern California and Southern California) and HSMAI (Bay Area, Los Angeles, Orange County.)

Regional market presence is a top priority and has the greatest effect on reaching and developing relationships with key meeting planners. VSLOC will conduct multiple sales missions into feeder markets; Bay Area, Sacramento, Central Valley, Los Angeles and Orange County. During the sales missions, VSLOC will utilize association memberships (CalSae & MPI) to host lunches, sponsor events and showcase the destination. VSLOC will begin by targeting meeting and conferences business in the areas of; Incentive, Agricultural, Religious, Tech Industry and Association.

With the passing of the TMD and access to funding that has not previously been available, VSLOC will deepen regional Tradeshow participation in order to penetrate the market.

Meeting and Conference Tactics

Tradeshow attendance including an independent and co-op partner presence, combined with constant follow-up will assist VSLOC in growing this segment. In 2015/2016 Visit San Luis Obispo County will attend:

- CalSae, December 3, 2015
- MPI Northern California Expo, February 10, 2016
- Smart Meetings North California, January 6, 2016.

In future years VSLOC will also consider the following shows:

- IMEX America
- World Ag Expo
- Cvent Connect
- Going on Faith
- BGTA

VSLOC will develop a spreadsheet that includes the county's meeting space inventory and assets. With these assets known VSLOC will produce meeting space collateral to be utilized on the website, at tradeshow and on sales missions.

Meeting and Conference Measurements

VSLOC will initially manually track all efforts for trade shows, sales missions, association memberships, leads, FAM trips and prospecting through a spreadsheet reporting form with monthly, quarterly and annual roll-up.

In the future, a more robust reporting system tied to a new established CRM will be developed.

Tour and Travel

Visit San Luis Obispo County's mission for the tour and travel market is to raise domestic and international awareness of the county as a destination, noting that it is not just a stopover between Los Angeles and San Francisco. The county holds a wide variety of destinations, activities and lodging partners to fill multiple days itinerates. Selling our Coastal, Cultural, Culinary pillars, mixed with the path less traveled ideologies, will give San Luis Obispo County an identity that it has not previously held.

Tour and Travel Goals

- Produce 150+ leads annually
- Procure 10+ familiarization trips annually
- Participate in Tour and Travel tradeshows
- Strengthen relationship with Visit California, participating in international co-op sales missions
- Produce 500-1000 new room nights in the county. The main focus of these new room nights will be off peak season November – March and week-days, out of summer.

Tour and Travel Strategy

Sales missions will be a top priority for this segment. Utilizing our partnership with Visit California to capitalize on international sales missions, which we have not had the ability to attend in the past, we will begin to grow this market segment. We will co-op on sales missions into China, Mexico and Canada. Sales missions will facilitate face-to-face meetings with international product managers that often do not have the opportunity to visit the county directly. We will utilize our membership with National Tour Association to prospect and devise sales missions to domestic operators (Los Angeles, Bay Area, Sacramento, Phoenix and Las Vegas) and international receptive operators (through Visit California).

Tradeshow participation has long been the staple sales effort. These efforts will continue with the new ability to couple the tradeshow with a marketing presence during shows and pre and post trips. VSLOC will review sponsorships/marketing ideas; tradeshow directory ads, banners located on tradeshow floors, sponsor lunches and educational sessions for the shows they attend. Pre- and post-tradeshow, VSLOC will look to have marketing presence in tradeshow email blasts and collateral. Each show will follow a strict sales cycle strategy: Attendance, Qualify, Follow up, and generate leads.

Tour and Travel Tactics

In 2016 VSLOC will attend:

- NTA, February 1st, 2016
- Go West Summit, February 22, 2016
- IPW in June 20th 2016

VSLOC will continue to build its relationship with Visit California by participating in two international co-op sales missions and hosting FAM trips into the county.

Tour and Travel Measurements

VSLOC will initially manually track all efforts for trade shows, sales missions, association memberships, leads, FAM trips and room nights through a spreadsheet reporting form with monthly, quarterly and annual roll-up.

In the future, a more robust reporting system tied to a new established CRM will be developed.

SMERFE

Being and affordable and relatively easy to travel to destination San Luis Obispo County has long been known as a great location for the SMERFE market. Traditionally, the top feeder market for these segments has been Central Valley, California. In recent years the county has seen growth of interest from other areas in California and neighboring states. VSLOC will focus its attention on the feeder markets of San Francisco/Bay area, Los Angeles, Orange County and San Diego. Out of state focus will be on Arizona and Nevada.

SMERFE Goals:

- Produce 100+ leads annually
- Participate in SMERFE & Consumer based tradeshow
- Add 300+ new emails to direct marketing list
- Run 4+ email campaigns annually

SMERFE Strategy:

VSLOC will participate in consumer shows that fit the county's assets and pillars. The strategy in attending these tradeshow is to maintain and raise consumer awareness that San Luis Obispo County is a top destination while obtaining customer emails.

SMERFE Tactics

In 2016 VSLOC will participate in:

- San Francisco Adventure Travel Show • March 3, 2016
- Wedding shows located in Los Angeles and Bay Area (TBA)

- Pomona Car Show June 2015

There will be a call to action during these tradeshows to drive traffic to the VSLOC Website. Customer emails will also be collected during shows.

SMERFE Measurements

VSLOC will participate in four consumer trade shows that fit our destination. Attendance at these tradeshows will produce 300+ new emails to be included into the 4+ email marketing campaigns that VSLOC will run during need periods. These efforts will ultimately generate 100+ leads for our partners. VSLOC will track these efforts by follow-up of partners and leads. VSLOC will create a lead capture spreadsheet that will be reported monthly, quarterly and annually.

Travel Trade Tactical Calendar

Trade Shows										
NTA - 31st- 5th Atlanta	*SF Adventure 3/5-6				IPW 18-22 * New Orleans		Going on Faith 8/9-11 CA		IMEX * 10/18-20	CalSae * TBA
Smart Meetings - SF - 6th -	MPINCC* 10th- SF		San Jose - CC		Cvent - TBA	GBT* 16-20	Collaborate Market 8/25-27		Smart Meeting- TBA	
	World AG 9-11 CA Tulare									
	GoWest 22-25 AK									
Sales Missions & Training										
Visit CA Mexico 18-21			Visit CA China 10-15				Visit CA Aus/NZ			
MPI North Sac		Sacramento	MPI Bay Area*			MPI LA	Sacramento			
	Quarterly Education			Quarterly Education				Quarterly Education		Quarterly Education
Prospecting/Follow up										
CalSae Follow		NTA Follow				IPW Follow				
Knowland Group	CalSae	Go West Follow up								

Partnerships & Promotions

The agency will seek to identify and engage external partners to feature San Luis Obispo County in their marketing or promotional messages in order to extend the VSLOC brand message through partners' media channels, and also elevate the County brand by association.

Marketing partnerships are developed to unlock a market's full potential by bundling specific competencies or resources from two or more companies. We will achieve true success through our marketing partnerships by creating "win-win-win" situations, where the County and our partners along with customers/visitors receive something of value, with both companies recognizing the following objectives:

- Building up brand, image, and traffic by implementing joint or exchange communication
- Gaining access to new markets and customers by addressing the partner's customers
- Increasing customer loyalty by addressing customers with value-added offerings
- Reducing market costs by bundling or exchanging marketing measures

In collaboration with VSLOC leadership, Catalyst has developed a number of potential partnerships. These include:

- Clif Bar
- Enterprise
- Chevron
- REI
- Savemart
- Albertson's
- Ralph's
- Vons
- Subaru
- Jeep
- Chevy
- Ford
- Hidden Valley Ranch
- Levi's
- San Francisco Giants
- Coke
- New Balance
- CamelBac

DRAFT

Other potential partnership ideas are being explored.

BevMo (Beverages & More liquor retailer)

- There is potential to do a promo on San Luis Obispo County wines
- Consumers who make a qualifying purchase of wines from San Luis Obispo County would be entered to win a vacation in the county

Meritage Wine

- Get wineries from all over the county to contribute wines to create a unique blend that was truly the "taste and toast of San Luis Obispo County."
- Potential to drive discovery through wine retailers and rating orgs like Wine Spectator
- Include hang-tags on bottles with offers from stakeholders from the region

San Luis Obispo County Photo Shoots

- Patagonia
- Raiderettes calendar
- 49ers Gold Rush calendar

Monitoring & Reporting

VSLOC's destination marketing efforts will be monitored continuously.

Key measurement points include:

1. **(TOT) Transient Occupancy Tax** - Monthly tracking and fiscal year-to-year charting
2. **Lodging Statistics** (via STR Reports) - Access VSLOC hotel booking metrics as reported/collected by STR showing week over week, month over month and year over year by percentage growth. Tracking metrics from STR include:
 - a. Occupancy
 - b. ADR – Average daily rate
 - c. RevPAR – Revenue per available room
3. **Website Analytics** - Reporting of critical monthly and annual website metrics with year over year comparison
 - a. Unique visitation
 - b. Bounce rates
 - c. Length of time on site
 - d. Page visits
 - e. Traffic source overview – lists all organic and paid sources of web traffic

- f. Visits by state and DMA
- g. Mobile traffic and device source/type
- h. Top keyword search ADwords. Include CPC cost with conversion (if applicable)
- i. Booking engine report

4. (CRM) Contact Relationship Management

- a. Monthly unique visitors that click thru to booking engine
- b. Monthly email address sign-ups (by month) for database growth tracking
- c. Mailing address for database growth tracking
- d. E-newsletter sign-ups

5. **Social Media** - analytics tracking followers, sharing, conversations, influencers, etc. for Facebook, Twitter, Instagram, Google+, YouTube and Pinterest

6. **Monthly Reports** – Digital advertising tracking

7. **Guides** – Charts visitor guide request and growth by source (month by month and year over year)

8. **Events Calendar** - VSLOC events used for comparison against media buys, weather and traffic reports

9. **Public Relations** – Gallery of posted stories and articles about VSLOC, published as result of submissions and earned media. Organized and searchable by publisher; Outdoor, VIA, TripAdvisor, Travel+Leisure, etc.

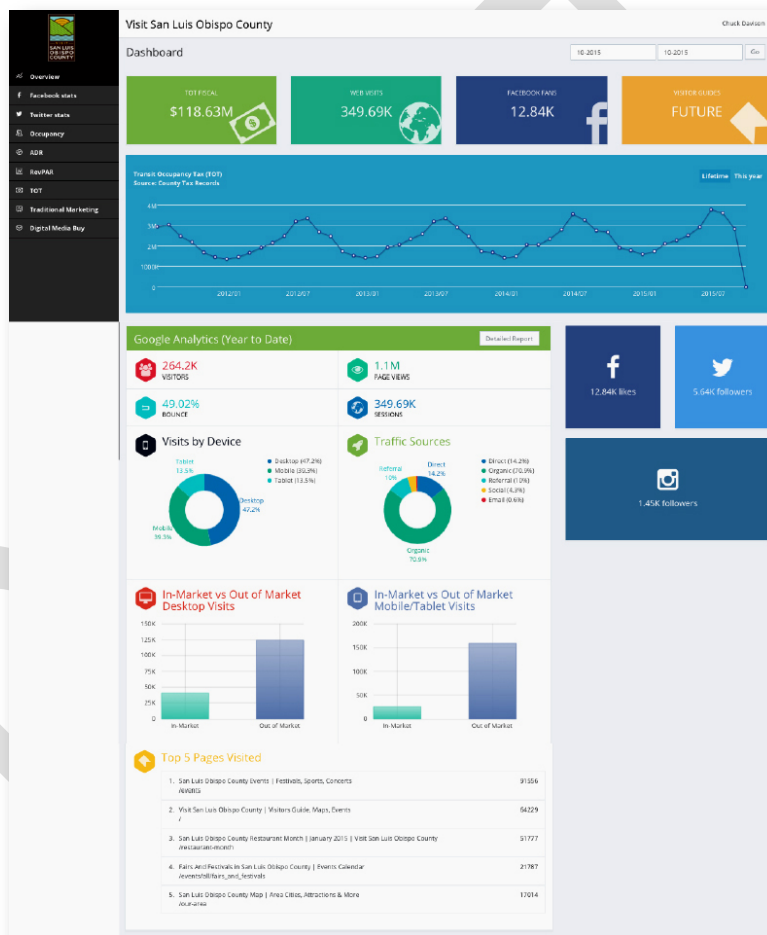
10. **Airline Arrivals** – From San Luis Obispo County Regional Airport – tracking fly-in visitors

The “Dashboard”

Catalyst will be building a cloud-based monitoring dashboard for Visit San Luis Obispo County that will track these measurement points as well as others that will be identified by the VSLOC management.

This will allow VSLOC to track all the key metrics for evaluating progress and growth in both digital and traditional media. Latest “at a glance” stats will be available securely 24/7 to VSLOC leadership.

A snapshot of the VSLOC Dashboard reporting tool is shown below.



Research

In the spring VSLOC will be conducting multiple research projects to serve as a foundation for future branding and marketing efforts.

Research Goals

- Complete a statistically reliable demographic and psychographic profile of current visitors and their share-of-wallet spend in San Luis Obispo County
- Complete a Brand/Destination Awareness Study in feeder markets of San Francisco (DMA) and Los Angeles (DMA) to understand why potential visitors choose or don't choose San Luis Obispo County as a destination

Research Strategy

- Select and hire an experienced tourism research company to conduct demographic, share-of-wallet and awareness research studies for San Luis Obispo County to deliver key findings for future branding and marketing efforts

Research Tactics

- Issue Research RFP
- Select and hire an experienced tourism research company
- Conduct demographic, share-of-wallet and awareness research projects during Q2 2016

Research Measurements

- Successfully completed studies will reveal key findings that will assist VSLOC in the development of a long-term branding strategy

