



# AGENDA

---

## Visit San Luis Obispo County Board of Directors

### Visit San Luis Obispo County Board of Directors Agenda

Tuesday, October 20, 2015

8:30 am – 10:00 am

The Cliffs Resort, Pismo Beach

2757 Shell Beach Rd, Pismo Beach, CA 93449

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

#### ANNOUNCEMENTS

3. Introduction of New Board Members
4. Visit CA Television Ad

#### CONSENT AGENDA – Motion Required

C. Davison

5. Approval of September 16, 2015 Board Meeting Minutes (*yellow*)
6. Approval of September VSLOC Financials (*green*)
7. Approval of September SAVOR Financials (*green*)

#### BUSINESS ITEMS

C. Davison

8. Executive Committee Changes - *motion required* (10 min)
9. Crisis Communication Plan - *motion required* (15 min)
10. Conflict of Interest Policy - *motion required*
11. Capital Expenditure Policy - *motion required*
12. Simpleview SEO Analysis Review (10 min)
13. SAVOR the Central Coast Update (10 min)

#### PRESENTATION

J. Hamilton

14. Illegal Vacation Rental Update (10 min)

#### PRESENTATION

M. Astone

15. Catalyst Marketing
  - a. Fall Creative Campaign/Branding (20 min)
  - b. PRIZM Study (5 min)

#### CEO REPORT

C. Davison

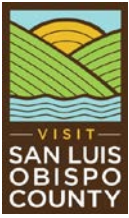
15. CEO Report (5 min)

ADJOURN.

**– Next Board Meeting –**  
**Wednesday, November 18, 2015**  
**Location: Allegretto Vineyard Resort, Paso Robles**

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 Board of Directors

### Visit San Luis Obispo County Board of Directors Meeting Minutes

Wednesday, September 16, 2015

8:30am

The Cliffs Resort

2757 Shell Beach Rd, Pismo Beach, CA 93449

#### 1. **CALL TO ORDER:** Kevin Phipps

**PRESENT:** John Arnold, Mark Eads, Rachel Patranella, Sam Miller, Val Seymour, Clint Pearce, Jay Jamison, Kevin Phipps, Noreen Martin, Jim Hamilton, James Davison, Kathy Bonelli, JP Patel

**STAFF PRESENT:** Chuck Davison, Brendan Pringle, Kylee Jepsen

---

**Call to Order at 8:30am.**

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

#### **ANNOUNCEMENTS**

#### 3. **SAVOR the Central Coast Tickets & Opening Ceremony**

C. Davison reminded the Board to reserve their complimentary tickets to Sunset SAVOR the Central Coast's Opening Night or Main Event. Also, the Board is invited to take advantage of 20% off these tickets for family and friends.

Board Discussion – None.

Public Comment – None.

#### **CONSENT AGENDA**

#### 4. **Approval of August 19, 2015 Board Meeting Minutes**

#### 5. **Approval of August VSLOC Financials**

#### 6. **Approval of August SAVOR Financials**

Board Discussion—None.

Public Comment – None.

C. Davison asked the Board to approve the Consent Agenda.

**ACTION:** Moved by Pearce/Seymour to approve the Consent Agenda as presented.

**Motion carried: 13:0**

C. Davison noted that Item 12 was reversed on the agenda to accommodate Catalyst Marketing's schedule.

## **12. Media Plan—Catalyst**

Catalyst CEO Mark Astone introduced Media Director Vikki Pass, who presented the Visit San Luis Obispo County Media Plan. Pass noted that the objectives of the plan were to: 1) build awareness, 2) drive demand, and 3) increase traffic. Catalyst is using Scarborough to define the target audience for the campaign.

The cost of the media plan is \$804,000. Davison requested a motion to approve the plan.

Board Discussion.

Public Comment—None.

**ACTION:** Moved by Martin/J. Davison to approve the Visit San Luis Obispo County 2015/2016 Media Plan.

**Motion carried: 13:0**

## **BUSINESS ITEMS**

### **7. FY2015-16 Annual Budget Reforecast**

C. Davison explained that the budget being presented is a re-forecast based on 10 months of revenue (July 2015-April 2015). Due to the 2.5 month lapse in receiving funds, there is a current \$101,700 shortfall, which is why a line of credit was necessary.

C. Davison noted that this is a reforecast of what the Board was presented during the May 2015 meeting, and that noted that VSLOC should be able to pay back its deficit by the end of Year One.

Board Discussion.

C. Davison noted that we want to be prepared in case of crisis, and that if El Niño hits, VSLOC will make up the funds through an increase in budget (or savings) or by extending its line of credit.

Public Comment—None.

Phipps requested a motion to approve the 2015/2016 Re-forecasted Budget as presented.

Moved by Pearce/Eads to approve the 2015/2016 Re-forecasted Budget as presented.

**Motion carried: 13:0**

### **8. Rabobank Account Update**

The Rabobank account closure was delayed while checks continued to clear. The account is clear now, and will be closed likely this week, but by September 30, 2015 at the latest.

Board Discussion—None.

Public Comment – None.

### **9. STR Report**

VSLOC is now subscribing to STR reports for 11 segments of the county.

These STR reports will simply serve as a baseline. Later this year, as VSLOC assembles its Advisory Committee, it will be proposing an alternative produced by the individual communities. C. Davison noted that Cambria is included under “North Coast” instead of its own community since no one company can represent more than 60% those reporting, and Pacifica Hotels represents 62% of those reporting in Cambria.

Board Discussion.

Public Comment – None.

## **10. Sponsorship—Events**

C. Davison played a short video about Cow Parade SLO that was introduced at Good Morning SLO. Cow Parade SLO is the first of its kind in California, and has previously been in places like New York, Chicago, and North Carolina. The cows are spread throughout the county and are auctioned to raise funds for charities. Parker Sanpei initially asked for \$200,000, which is not in our budget. They later sent a revised proposal for \$20,000. The cows cost \$7,000 (including artistic work). However, the \$20,000 sponsorship would not be used to buy cows, but rather to be placed on their website as a reference for tourism. It would give VSLOC an opportunity to help the consumer. The program lasts January 2015 to August 2015.

Board Discussion.

Travel Paso wanted to host a stage of the Amgen Tour of California race, but the City of Paso Robles rejected the proposal. Morro Bay is now in negotiations to secure a start in Morro Bay. VSLOC has been working on a four-year contract with Amgen to keep the Tour of California in San Luis Obispo County.

Public Comment – None.

## **11. Simpleview SEO Analysis Review**

The Board agreed to postpone Item 11 until the October 20, 2015 Board Meeting in the interest of time.

## **13. SAVOR the Central Coast Update**

Out of market ticket sales continue to outpace last year. As in previous years, local ticket sales will probably be increasing in the week before the event. SAVOR is estimating an \$85k to \$100k loss, as discussed last month. VSLOC assumes 70% of that loss. This variance is attributed to the decrease in overall sponsorship income. Several prospective 2016 sponsors will be scouting the event this year. Fast Forward Events will be providing an Economic Impact Study to the Board in November. VSLOC is going to recommend that SAVOR ends if Fast Forward does not continue with year two of their contract, however everything suggests they will continue with the relationship.

Board Discussion—None.

Public Comment – None.

## **14. CEO Report**

VSLOC’s contract with the County of San Luis Obispo was approved by the Board of Supervisors on September 15th. Other completed items include the VSLOC Travel & Expense Policy, VSLOC Brand Standards Manual, and the county’s Crisis Communication Plan (first draft).

VSLOC's new Director of Travel Trade starts Monday, September 21, 2015.

VSLOC decided to introduce a new award at SAVOR's Opening Ceremony this year: the Tourism Hero Award. This will be an opportunity to honor the firefighters who fought the Cuesta Fire.

We are in the process of implementing a Countywide Digital Asset Management system.

Morro Bay City Council is having a study session to evaluate the current TBID structure. It is the only TBID in the county that operates outside of the city government. The City published an early draft staff report with a notation that VSLOC supported this move. This was incorrect; VSLOC has taken a neutral stance on the issue. The draft was later revised.

SAVOR the Central Coast is happening September 24-27, 2015.

The next Board Meeting is Tuesday, October 20, 2015.

VSLOC will be participating in Visit California's Fall Board Meeting happening October 21-22, 2015.

C. Davison asked the Board if they wanted to have a December Board Meeting. No consensus was reached, but Martin requested a report in place of the meeting if the Board decided not to meet in December. C. Davison also noted that the bylaws do not require a monthly meeting. Board Discussion—None.

Public Comment – None.

## **ADJOURNMENT**

**Meeting adjourned at 10:16am.**



# Minutes

---

## Visit San Luis Obispo County Marketing Committee

### Visit San Luis Obispo County Marketing Committee

#### Meeting Minutes

Tuesday, September 8, 2015

8:30am

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

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

**PRESENT:** Brent Haugen, Judith Bean, Heather Muran, Amanda Diefenderfer, Ashlee Akers, Cheryl Cuming, John Sorgenfrei, Terrie Banish, Lori Keller, Jim Allen, Molly Cano, Christen Goldie, Gordon Jackson, Jennifer Porter

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

---

#### Call to Order at 8:35am.

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

None.

#### ANNOUNCEMENTS

#### 3. SAVOR the Central Coast Tickets

Marketing Committee members have access to discounted (20% off) SAVOR tickets for friends and family. The discount applies to the Opening Night Event and the Sunday Main Event, and is valid through September 18, 2015.

Also, VSLOC has selected a new Director of Travel Trade. Michael Wambolt of Springhill Suites in Atascadero will be joining the team on September 21, 2015. Committee Discussion – None.

Public Comment – None.

#### CONSENT AGENDA

#### 4. Approval of August 11, 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 Diefenderfer/Cano to approve the Consent Agenda as presented.

**Motion carried: 13:0:1**

Davison announced that Item 8c would be reversed on the agenda to accommodate Catalyst Marketing's schedule.

### **8c. Catalyst Marketing PR Presentation**

VSLOC is in the RFP process for its Public Relations outreach, and had engaged both Catalyst and Fleishman Hillard to provide a proposal. Fleishman Hillard dropped out of the RFP process.

Catalyst CEO Mark Astone introduced Marc Gendron, Director of PR at Catalyst, and noted that his primary focus has been tourist destinations. Gendron started out as a reporter for Fresno Bee. Astone noted that Catalyst opted against doing a full scale RFP response, as their goal would be to keep PR working with their broader marketing plan. PR objectives would be to promote San Luis Obispo County as the year-round destination for a variety of audiences, showcase the wide range of attractions and activities in and around the county in new and interesting ways, and establish/increase meaningful partnerships that complement visitation and media coverage. Catalyst has its own database of writers, and the firm is always looking for new story angles. They are set up well for FAM trips and are experienced at screening them. Catalyst's target for deliverables would include 6-8 stories, including 2-3 national stories and 1-2 regional stories. Measurement and tracking would focus on mentions, audiences, and impressions, and would tie back to conversions.

Catalyst would be managing VSLOC's crisis communication plan. Davison added that VSLOC consultant Stacie Jacob of Solterra was drafting this plan.

Committee Discussion. Keller asked how Catalyst will coordinate with DMOs to ensure equal representation of the county. Davison noted that VSLOC would be working with Catalyst on story ideas, and would collaborate with the DMOs to see how this would look. VSLOC subscribes to PR Newswire and is able to release 8 stories, which means that VSLOC has to be strategic about stories released.

Diefenderfer asked how Catalyst would manage FAM trips around the entire county. Davison noted that some may be themed (wine-focused, beach-focused, etc), some more localized, and some more countywide. Davison also noted that the VSLOC budget currently allocates 118 room nights for FAMs.

Sorgenfrei mentioned how a number of DMOs are burned out on "impressions". Mark noted that they do reporting on a monthly basis, and would report as stories appear, as well as actual engagement.

Public Comment—None.

### **BUSINESS ITEMS**

#### **5. STR Report**

VSLOC now subscribes to weekly and monthly Smith Travel Research (STR) reports, reflecting 11 segments of the county. This is the best individual and countywide view that is available at this time. These reports provide a benchmark from which to compare.

Committee Discussion. Cuming asked if VSLOC considered inclusion of Avila Beach and other unincorporated communities. Davison responded that Avila Beach doesn't have enough lodging partners reporting and Cayucos has no lodging partners reporting.

Public Comment – None.

#### **6. WebDAM**

VSLOC is looking at investing in a countywide digital asset management system. Year 1 would cost \$22,000 (which includes initial costs), while Year 2 would cost \$16,000 (regular maintenance).



This would put VSLOC in the position where content was freely available, and comes back to the question of DMO participation. The more content that is submitted, the more content that would be available to media. Davison asked if this was something DMOs would be willing to undertake.

Committee Discussion. Sorgenfrei voiced support and noted how beneficial participation is for DMOs. Cuming asked about the process, and Davison responded that the tedious part will be tagging the photos. This is something that can be refined over the next few months. Davison noted that each DMO would be responsible for tagging their own content, and providing information on crediting of photos. Porter asked if non-DMOs will have the ability to add photos. Davison responded that DMOs would be “power users,” along with Catalyst and VSLOC. Still in question is how many power users will have access. Non-DMOs will be able to submit digital assets to Kylee Jepsen. The more information VSLOC can collect and submit in the initial submittal, the better, as WebDAM would be doing more work. Muran asked about the timeline, and Davison responded that the goal would be sometime between November and December (8 week timeline). Jepsen added that VSLOC would be sending a template to DMOs for submittal. Cano asked if VSLOC would be able to track and report content usage. Davison responded that Catalyst would be able to track as media would need to request login access. Astone added that Catalyst can pick up on the PR end and follow up. Cuming noted that this would be a great opportunity to help Wine Coast Country determine what assets they have and what assets they still need to secure.

Public Comment – None.

## **7. Sponsorship – Events**

### **7a. Cow Parade**

Davison played a short video about Cow Parade SLO, and noted that the event extends from January to August. VSLOC has had several conversations with Linda Parker Sanpei, who is doing the marketing for Cow Parade SLO. Linda asked for \$200,000 initially, and followed up with a revised proposal for \$20,000. The Cow Parade concept fits well with the agricultural element of the market, and has the potential to bring the county together.

Committee Discussion. Porter asked about the closest market that hosted the Cow Parade. Davison responded that Chicago was the closest full city. Sorgenfrei asked how the event equated to overnight stays, and expressed concern about setting a precedent for other sponsorships, and Davison responded that this depended on how well communities promoted the event, but also noted that there would be opportunities to tie the event to media coverage. Haugen commented how St. Paul had tweaked the Cow Parade concept to fit the destination.

Public Comment—None.

### **7b. Amgen Tour of California –Multi-year Partnership**

VSLOC is involved in negotiations with Amgen for a four-year agreement to keep the Tour of California in San Luis Obispo County.

The City of Paso Robles rejected the concept of a Paso Robles start. Amgen is now considering Morro Bay. Amgen wanted to start in Pismo Beach, but the distance is too far. They need to start in Morro Bay or further north. VSLO’s goal is to help cities offset the dollar amounts for participation.

Committee Discussion. Sorgenfrei mentioned the drawbacks of hosting the starts and finishes: starts require less closures but are a lot of work; finishes offer great exposure, but Avila Beach saw limited returns this past year. Cuming noted that Cambria was launching an initiative called Cycle Central Coast, and might be willing to split sponsorship.

Public Comment – None.

## **PRESENTATION**

### **8. Catalyst Marketing**

#### **8b. Prizm Study Presentation**

Mark Astone and Vicki Pass (Media Director) of Catalyst provided a brief overview on the Prizm Study proposed as a way to gather research on the county's tourist demographics. The local lodging community would be asked to provide the data. The study blends lifestyle, demographics and geography together to produce a complete demographic snapshot, which would be incorporated into the VSLOC media plan. The hardest part will be getting the data. Once the data is retrieved (over 4-6 weeks), it is scrubbed for completeness. The cost is \$34,500 (including management and facilitation by Catalyst). Ideal start date would be September 25, 2015. Davison noted that VSLOC has \$136,000 budgeted for research this year. The other research campaigns that are budgeted will be approximately \$50,000 each. Further information would be sent to the DMOs.

Committee Discussion. Sorgenfrei asked if each community would be able to have their own separate data if they bought in. Astone said he would follow up on this. Keller noted that the target demographics of the communities are surprisingly similar.

Davison pointed out that VSLOC is looking for 1) a baseline for Year One, 2) to figure out the lifestyle of San Luis Obispo County consumers, and 3) figure out who to stay away from, in order to narrow down how to spend money through the right channels. Davison noted that VSLOC is open to alternatives to float with the Catalyst team, adding that this is a decision that VSLOC doesn't want to make in haste, but that they also don't want to lose time. Davison noted that some lower-end independent hotels would probably not participate, and neither would some of the lodging partners who don't take email addresses, but that he had no doubt VSLOC would have enough participation for the study. He clarified that the study would go back about 18 months, and break down the specialty and peak periods.

Public Comment – None.

#### **8a. Media Plan Presentation**

Vikki Pass of Catalyst presented the 2015/2016 VSLOC Media Plan. Pass noted the objectives of the media plan were: 1) building awareness, 2) driving demand, and 3) increasing traffic. She noted that the primary target audience was Los Angeles/San Francisco residents (HHI \$75k+) and Central Valley residents (HHI \$50k+), with an age range of 35-64.

For Overall Media Strategy, Pass said that Catalyst opted to move away from television, but is pursuing ads on top-rated radio stations to cast a broad net in Los Angeles and San Francisco. She asked if there was a better time to target Los Angeles than San Francisco. Porter and Muran noted that fall was a better time to target San Francisco, and spring was better for Los Angeles. Sorgenfrei noted that he hadn't seen much difference, but that San Jose and also the Ventura/Thousand Oaks area are also good regions to target. In terms of print, Catalyst is looking at larger circulation publications that could really elevate the county, and would be 100% co-op. Catalyst will be working on advertorial and pictorial co-op formats. Davison added that Catalyst is staying away from ad opportunities in publications that DMOs can buy on their own to ensure there is no duplication of efforts. Newspaper ads will run in Sunday travel sections.

With digital media, Catalyst recommended SEM and search engine retargeting in all markets, and geo-fencing the corridor from Los Angeles to San Francisco with display banners on mobile devices. VSLOC would be able to pinpoint the consumer based on behavior (leisure traveler, outdoor enthusiast, etc). VSLOC would be offering co-ops for digital/mobile as well, where VSLOC would take up one third of an ad, and the rest of the elements would be provided by the other partner. A pixel on VSLOC site pages will generate a custom profile for visitors to develop a custom "lookalike" audience. Digital ads will appear on a number of digital news sites in target markets, and will also run on topic targeted websites focusing on food and wine. Monster banner network ads and pre-roll network ads will also be used. Davison mentioned that a substantial portion of the marketing budget is digital, which allows VSLOC to be flexible in case of a crisis like El Niño.

Committee Discussion. Porter noted that she was happy to see television ads removed from the plan in order to boost our presence in other channels.

Davison noted that the Board will approve the budget next week, and that VSLOC is looking to launch October 12. VSLOC is about two and a half weeks away from initial drafts of co-op ad layouts from Catalyst, and that Catalyst is still working on a countywide emblem as well.

Public Comment – None.

## **ADJOURNMENT**

**Meeting adjourned at 10:35am.**

San Luis Obispo County  
 Visitor's & Conference Bureau  
 2015/2016 September Financial Summary

<b>Income</b>	<b>This Month</b>	<b>Budgeted for Month</b>	<b>MTD Variance</b>	<b>FISCAL YTD</b>	<b>Budgeted YTD</b>	<b>VTD Variance</b>
PY Carryover	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Year Dues Paid In Prior Year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Membership Dues	\$ 3,150	\$ 20,000	\$ (16,850)	\$ 23,262	\$ 46,000	\$ (22,738)
<b>TBID Income</b>						
SLO County Unincorporated	\$ -	\$ 100,259	\$ (100,259)	\$ -	\$ 774,378	\$ (774,378)
SLO City	\$ -	\$ 80,354	\$ (80,354)	\$ -	\$ 577,764	\$ (577,764)
Pismo Beach	\$ 115,324	\$ 122,912	\$ (7,588)	\$ 115,324	\$ 729,197	\$ (613,873)
Morro Bay	\$ -	\$ 42,731	\$ (42,731)	\$ -	\$ 245,307	\$ (245,307)
Paso Robles	\$ -	\$ 46,347	\$ (46,347)	\$ -	\$ 356,496	\$ (356,496)
Arroyo Grande	\$ -	\$ 11,439	\$ (11,439)	\$ -	\$ 76,751	\$ (76,751)
Atascadero	\$ -	\$ -	\$ -	\$ -	\$ 66,971	\$ (66,971)
Grover	\$ -	\$ 4,571	\$ (4,571)	\$ -	\$ 26,249	\$ (26,249)
<b>Total Income</b>	\$ 118,474	\$ 428,615	\$ (310,141)	\$ 138,586	\$ 2,899,113	\$ (2,760,527)
<b>Expenses</b>						
Unclassified(Reserve & Contingency)	\$ -	\$ -	\$ -	\$ -	\$ 142,656	\$ (142,656)
G&A	\$ 23,633	\$ 45,350	\$ (21,718)	\$ 74,095	\$ 361,030	\$ (286,935)
Industry Research and Resources	\$ 10,396	\$ 20,900	\$ (10,504)	\$ 15,646	\$ 220,850	\$ (205,204)
Travel Trade	\$ 4,231	\$ 15,515	\$ (11,284)	\$ 13,872	\$ 328,988	\$ (315,116)
PR	\$ 7,106	\$ 15,513	\$ (8,407)	\$ 17,555	\$ 211,798	\$ (194,243)
Advertising	\$ 23,982	\$ 17,544	\$ 6,438	\$ 34,736	\$ 739,224	\$ (704,487)
Promotions	\$ 908	\$ 2,269	\$ (1,361)	\$ 2,363	\$ 86,989	\$ (84,626)
Events	\$ 10,510	\$ 105,600	\$ (95,090)	\$ 16,956	\$ 243,046	\$ (226,090)
Digital Marketing	\$ 10,711	\$ 19,046	\$ (8,335)	\$ 26,574	\$ 578,782	\$ (552,208)
Film Commission	\$ 1,146	\$ 4,037	\$ (2,891)	\$ 2,748	\$ 87,457	\$ (84,709)
<b>Total Expenses</b>	\$ 92,623	\$ 245,774	\$ (153,151)	\$ 204,545	\$ 3,000,820	\$ (2,796,275)
<b>Cash Surplus(Deficit)</b>	\$ 25,851	\$ 182,841	\$ (156,990)	\$ (65,959)	\$ (101,707)	\$ 35,748
<b>Visit SLO Cash Balances</b>				Current Year Month End	Prior Year Month End	Increase (Decrease)
				\$ 153,370	\$ 105,271	\$ 48,099

# Visit San Luis Obispo County Balance Sheet Prev Year Comparison

As of September 30, 2015

Cash Basis

	Sep 30, 15	Sep 30, 14
<b>ASSETS</b>		
<b>Current Assets</b>		
<b>Checking/Savings</b>		
CNB - Membership	59,691.82	0.00
CNB - TBD	93,678.21	0.00
Rabobank Checking	0.00	105,270.84
Savor Checking Account	187,211.91	111,338.78
<b>Total Checking/Savings</b>	340,581.94	216,609.62
<b>Accounts Receivable</b>		
Accounts Receivable	0.00	-5.40
<b>Total Accounts Receivable</b>	0.00	-5.40
<b>Other Current Assets</b>		
Prepaid Rent	3,326.70	0.00
Savor Receivable	25,037.97	26,947.78
<b>Total Other Current Assets</b>	28,364.67	26,947.78
<b>Total Current Assets</b>	368,946.61	243,552.00
<b>Fixed Assets</b>		
Fixed Assets	32,782.67	32,782.67
Accumulated Depreciation	-20,832.17	-20,832.17
<b>Total Fixed Assets</b>	11,950.50	11,950.50
<b>TOTAL ASSETS</b>	<b>380,897.11</b>	<b>255,502.50</b>
<b>LIABILITIES &amp; EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Accounts Payable</b>		
Accounts Payable	-380.00	0.00
<b>Total Accounts Payable</b>	-380.00	0.00
<b>Credit Cards</b>		
Rabobank Credit Card	8,507.42	0.00
Chase 5458/Master	0.00	11,352.23
<b>Total Credit Cards</b>	8,507.42	11,352.23
<b>Other Current Liabilities</b>		
Coast National Line of Credit	235,418.00	0.00
Payroll Liabilities	-161.08	0.00
<b>Total Other Current Liabilities</b>	235,256.92	0.00
<b>Total Current Liabilities</b>	243,384.34	11,352.23
<b>Total Liabilities</b>	243,384.34	11,352.23
<b>Equity</b>		
Fund Balance	34,053.44	34,053.44
Retained Earnings	150,230.82	175,685.55
Net Income	-46,771.49	34,411.28
<b>Total Equity</b>	137,512.77	244,150.27
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>380,897.11</b>	<b>255,502.50</b>



# Visit San Luis Obispo County Crisis Communications Plan



Created October 2015

# TABLE OF CONTENTS

<b>INTRODUCTION</b>	<b>1</b>
CRISIS THAT MAY DICTATE RESPONSE	1
Incidental	1
Major Disasters and Emergencies	2
<b>STAFF, INDUSTRY, COUNTY AGENCY AND PUBLIC OFFICIALS</b>	<b>2</b>
VISIT SAN LUIS OBISPO COUNTY STAFF SUPPORT TEAM	2
Tourism Industry Team	2
San Luis Obispo County Agencies	2
Public Officials	3
Visit San Luis Obispo County Responsibilities	3
<b>COMMUNICATIONS ROLE – INCIDENTAL EMERGENCIES</b>	<b>4</b>
VISIT SAN LUIS OBISPO COUNTY ROLE	4
RESPONSE TO MEDIA	
Traditional Media (News)	4
Social Media (Consumer)	6
<b>COMMUNICATIONS ROLE – MAJOR DISASTERS AND EMERGENCIES</b>	<b>6</b>
PHASE ONE: ONSET OF A DISASTER (FIRST 24 HOURS)	6
PHASE TWO: ACTIVE PHASE OF DISASTER (48-72 HOURS)	8
PHASE THREE: ACTIVE PHASE OF DISASTER (BEYOND 72 HOURS)	9
PHASE FOUR: RECOVERY PHASE	11
<b>VISIT SAN LUIS OBISPO COUNTY INTERNAL PROCEDURES</b>	<b>12</b>
GENERAL BACKGROUND	12
PRE EVENT ACTION	12
POST EVENT ACTION	13
<b>ISSUES MANAGEMENT RECOMMENDATIONS</b>	<b>13</b>
MONITOR ISSUES	13
PROACTIVE COMMUNICATION TO KEY AUDIENCES	13
EDUCATION AND GRASSROOTS OUTREACH	14



<b>RECOMMENDATIONS</b>	<b>14</b>
<b>APPENDIX</b>	<b>15</b>
MEDIA INTERVIEW TIPS	15
How to Write a Media Statement	
EXAMPLE TALKING POINTS FOR KEY ISSUES	18
Beach/Water Closure	19
Drought	20
Earthquake	22
Economic Impact	23
Explosion	24
Fire	25
Flood/El Nino	26
Nuclear Power	28
Oil Spill	30
Road and Hwy Closure	31
Security Breach	32
Terrorist Threat	33
CRISIS COMMUNICATION DECISION MAKING PROCESS	34
LOG TEMPLATE	35
CONTACT INFORMATION	
Visit San Luis Obispo County Staff	36
Visit San Luis Obispo County Board of Directors	37
Visit San Luis Obispo County Marketing Committee	38
Visit San Luis Obispo County Advisory Committee	39
Visit San Luis Obispo County DMO Partners	40
Visit San Luis Obispo County Agencies	41
Visit San Luis Obispo County Strategic Partners	44
Visit San Luis Obispo County Lodging Constituents	45
San Luis Obispo County Agencies	46
Public Officials	47
Media Distribution List	50

## INTRODUCTION:

Visit San Luis Obispo County will mitigate crisis situations that may negatively impact tourism in San Luis Obispo County by communicating factually, genuinely and constructively. Working in collaboration with constituents, members of the tourism industry, community stakeholders, strategic partners, elected officials, the media (traditional and social) and the public **Visit San Luis Obispo County defines a crisis as an unusual and difficult happening that may impact the county's tourism industry or threatens the positive impressions of the Visit San Luis Obispo County brand.** Crisis situations that impact multiple cities, the county or a state highway that alters travel in or around the county warrants a reason to respond.

Visit San Luis Obispo County will lead the integration with assistance from Visit California and working with county agencies and supporting community Destination Marketing Organizations (DMOs) as needed in managing crises in the county.

The Visit San Luis Obispo County Crisis Communication Plan has the following objectives:

- Create a clear and concise roadmap on how to successfully navigate a crisis situation.
- Position Visit San Luis Obispo County as the voice for tourism in San Luis Obispo County and the umbrella tourism organization serving as the communications command center.
- Integrate Visit San Luis Obispo County into government agencies and local authorities as crisis situations affect tourism to instill effective two-way communication.
- Prepare Visit San Luis Obispo County staff and constituents to effectively manage crisis communications.
- Manage the distribution of information to key audiences. Determine when a public relations campaign versus paid media placement is needed to address any perception issues that may result from a crisis situation.
- Mitigate the crisis with timely activation and release of factual information communicating key tourism messages.
- Bring together decision makers in the public/private sectors to make decisions and communicate factually on a timely basis.

## CRISIS THAT MAY DICTATE RESPONSE:

### Incidental

- Road/Highway or beach closure
- Chemical spills or other environmental hazards (e.g., oil spill, extreme heat, etc.)
- Plane, train or bus crashes which may cause transit closures
- Crimes against tourists (e.g., scams, robbery, room invasion, carjacking, etc.)
- Actions or policies initiated by Visit San Luis Obispo County staff, Board of Directors, Marketing Committee, industry members or agency partners that draws negative attention to the organization/industry
- Other phenomena not anticipated
- Mass loss of life

### Major Disasters and Emergencies

- Natural disasters (e.g., drought, earthquake, tsunami, wildfire, flood/El Niño, nuclear power explosion, etc.)
- Acts of Terrorism (e.g., explosion, terrorist threat, security breach, bombings)
- Health and medical emergencies (e.g., mass contamination, epidemics)

<b>STAFF, INDUSTRY, COUNTY AGENCY AND PUBLIC OFFICIALS -- SUPPORT TEAMS: PLAYERS AND PLAN</b>
---

### **Visit San Luis Obispo County Staff Support Team:**

- Visit San Luis Obispo County Chairman and Executive Team
- Visit San Luis Obispo County Staff:
  - President & CEO
  - Marketing Director
  - Travel Trade Director
  - Digital/Web Manager
  - Office Manager
  - Sr. Communications Coordinator
  - Marketing Coordinator
  - Travel Trade Coordinator
- Visit San Luis Obispo County Agencies:
  - Marketing Agency – Catalyst
  - SAVOR Partner – Fast Forward Events
  - Contracting and Support Partners

### **Tourism Industry Team:**

- Visit San Luis Obispo County Board of Directors
- Visit San Luis Obispo County Marketing Committee
- Visit San Luis Obispo County Advisory Committee
- Visit San Luis Obispo County Community DMO partners
- Visit San Luis Obispo County Lodging Constituents and Tourism Partners
- Visit San Luis Obispo County Strategic partners
  - SLO County Airport, Economic Vitality Corporation (EVC), Cal Poly, Hearst Castle, Central Coast Tourism Council (CCTC), Visit California, Cal Travel

### **San Luis Obispo County Agencies:**

*Note: If a crisis elevates to a state or federal level the Marketing Director will need to identify which agencies and officials need to be included as key players in the plan.*

- Alcohol Beverage Control (ABC)
- CalFire
- California Highway Patrol
- California Department of Conservation
- California Department of Transportation
- County Sheriff Department
- Emergency Medical Services (EMS)
- Office of Emergency Services, San Luis Obispo County
- Public Health Services

Public Officials: (Note: This reference section will include City Manager/County Administrator, Chief of Police, Chief of Fire and Director of Public Works for each community)

- County of San Luis Obispo (includes all unincorporated communities)
- Arroyo Grande
- Atascadero
- Grover Beach
- Morro Bay
- Paso Robles
- Pismo Beach
- San Luis Obispo

Visit San Luis Obispo County Responsibilities:

**President & CEO:**

The President & CEO serves as the command center for all communications activities, initiates meetings with staff and tourism industry as needed. Liaises with **Tourism Industry Team, San Luis Obispo County Agencies** and **Public Officials** as needed. Determines necessary adjustments to the plan based on feedback from **Tourism Industry Team, San Luis Obispo County Agencies** and **Public Officials**.

Coordinates staff involvement. Provides employee information about when to return to work and oversees all human resources needs of employees.

**Marketing and Communications:**

Responsible for, with assistance from the agency as needed, developing talking points, communications plans and communications tools (e.g., press statements, news releases, press conferences, industry memos, etc.) to communicate with and connect all key audiences: constituents, members of the tourism industry, community stakeholders, strategic partners, elected officials, the media (traditional and social) and the public. The department is responsible for researching and drafting official statements; answering constituent and media inquiries, implementing the communications plan which includes disseminating information across all communication channels and updating the website's dedicated crisis page. Monitor feedback from key audiences and make necessary adjustments.

The Director of Marketing must also review and make recommendations to the President & CEO on whether adjustments to promotional campaigns are needed.

**Social Media:**

Responsible for tailoring key messages created by Marketing/Communications for distribution on social media platforms including Facebook, Twitter, Instagram, Google + and Pinterest.

Position Statements and Spokespersons:

Visit San Luis Obispo County's Marketing Director and Sr. Communications Coordinator with support from public relations partners will prepare position statements and communications tools (e.g., press statements, news releases, press conferences, industry memos, etc.) for release to all key audiences: constituents, members of the tourism

industry, community stakeholders, strategic partners, elected officials, the media (traditional and social) and the public. Visit San Luis Obispo County's Chairman of the Board, The President & CEO or Marketing Director can act as official spokespersons. The Marketing Director may designate other spokespersons such as Travel Trade Director, partners or Community DMO partners (if the media issue is in their community of responsibility).

Ideally, the President & CEO or Visit San Luis Obispo County Chairman if appropriate, then the Marketing Director will handle all media. If additional spokespersons are needed, the Marketing Director must approve spokespersons to ensure he/she are media trained and scripted according to key messages and position statements. Visit San Luis Obispo County, serving as the communications' command central, will send information to the **Tourism Industry Team**. This information should be used by the **Tourism Industry Team** to develop scripting for handling customer and community calls.

## COMMUNICATIONS ROLE – INCIDENTAL EMERGENCIES

In the event of a crisis affecting San Luis Obispo County, the county's tourism industry and Visit San Luis Obispo County must be able to communicate factually, efficiently, timely and with a unified voice to the media.

### Visit San Luis Obispo County Role in Crisis Communication

Visit San Luis Obispo County is to act as a facilitator to expedite communications among key audiences and to assist with communications between the media and proper authorities. In the case of an isolated event only hitting one community or area of the county, Visit San Luis Obispo County may assist that community DMO by directing media and facilitating communication with authorities. Visit San Luis Obispo County will NEVER provide intelligence on an incident, as information should ONLY come from the authorities.

In situations when there are multiple occurrences and the issue is tourism-related, Visit San Luis Obispo County may offer itself to the media or respond to requests for comments. **The decision will be made on a case-by-case basis.** The goal is to avoid the risk of creating a tourism-related story where there was none previously. For example a bus crash that closes Hwy 101 should be referred to law enforcement so tourism is not connected to the story. If the incident is specific to a bus full of tourists then Visit San Luis Obispo County will work with law enforcement on messaging and determine appropriate tourism spokespersons.

### Response to Media

#### Traditional Media (News)

- Determine if the **Visit San Luis Obispo County Staff Support Team** should meet to discuss the position. This is determined on a case-by-case basis and depends on the level of the crisis.
- Create a holding statement while plans are developed.
- Draft talking points and/or a position statement; Marketing Director to work with Public Relations partner to draft for approval by President & CEO.

- Determine if Visit San Luis Obispo County should take an active spokesperson role; if yes, who is available to serve in that role.
- Inform all team members of the spokesperson and to whom media calls should be directed. Instruct staff to say, “Allow me to transfer you to the appropriate spokesperson” or if an agency partner is handling “All inquiries on this matter are begin handled by (agency).”
  - Visit San Luis Obispo County Marketing Director to act as the primary contact/liaison on key issues, managing the process of securing messages and spokespersons.
- Determine if the position statement and key messages will be used in responding to press calls or proactively distributed. If the issue is ongoing impacting tourism then more proactive attention should be prompted.
  - Once a proactive approach is determined identify communication tools needed to communicate with the press (e.g., media briefing via conference call, press conference or via email, etc.).
- Define what, if any information should be placed on the Visit San Luis Obispo County website ([www.VisitSanLuisObispoCounty.com](http://www.VisitSanLuisObispoCounty.com)) and disseminated via email and other communication channels to lodging and tourism constituents. In most cases, Visit San Luis Obispo County should post statements and information that has been disseminated to the media as well as any relevant DMO partners’ statements. The Marketing Director is responsible for ensuring information is posted. **The goal for Visit San Luis Obispo County is to serve as the umbrella tourism organization serving as the communications command center, disseminating the most updated information possible to enable accurate media coverage and inform the traveling public.**
- Create and distribute communication tools (e.g., industry memo, instructions, etc.) to **Tourism Industry Team including DMOs, San Luis Obispo County Agencies** (*if appropriate*) and **Public Officials** (*if appropriate*) to ensure all are informed with factual and correct information.
  - Travel Trade Director with approval from President & CEO will determine if online travel agents, international wholesalers, receptive tour operators, retail travel agents and other industry associations (DMAI, US Travel, etc.) and other affiliate groups (American Red Cross, United Way, etc.) need to be informed. To be determined on a case-by-case basis.
  - President & CEO to determine involvement requested by statewide organization: Visit California.
- Provide a spokesperson for live television and radio interviews. The spokesperson should be trained and focused on the top three message points. Leverage the live format to disseminate information or data that balance the story and provide perspective to avoid speculation when no spokesperson is available. A live interview with a trained spokesperson is ideal for shaping a balanced story. As there is no editing or opportunity to take comments out of context. A non-trained spokesperson may get off track and comments may be edited creating a sensational rather than factual story to boost ratings.

- Refer non-tourism issues to the appropriate authorizes as it helps distance tourism from unnecessary media coverage.
- Monitor local, regional and national coverage to determine action steps and status of the situation.
- If the crisis continues for multiple days determine an appropriate schedule for the **Visit San Luis Obispo County Staff Support Team** to avoid fatigue.
  - If the crisis elevates into an extreme situation or one that is delayed or prolonged the President & CEO may consider the expertise of a crisis communications agency. This allows the Visit San Luis Obispo County Staff Support Team to resume day-to-day business while the agency handles the crisis situation.

### **Social Media (Consumer)**

*Facebook, Twitter, Instagram, Google +, Pinterest*

Social media channels are highly likely to be among the first digital platforms to receive queries from consumers or digital media. Using the guidelines outlined in traditional media treat social media channels in a similar way to control a unified message and comprehensive approach.

- Notify the Marketing Director when an inquiry comes in via social media channels. Any journalist or stakeholder question received shall be directed to the Marketing Director for response.
- The Marketing Director will determine if the **Visit San Luis Obispo County Staff Support Team** should meet to discuss the position – determined on a case-by-case basis and on the level of the crisis.
- Develop a holding statement to use on social media (use similar tools as shared with traditional media).
- Tailor two or three message points for distribution on social media platforms directing traffic to the website [www.VisitSanLuisObispoCounty.com](http://www.VisitSanLuisObispoCounty.com) for more information.

<b>COMMUNICATIONS ROLE – MAJOR DISASTERS AND EMERGENCIES</b>
--

Tourism in San Luis Obispo County will likely be affected by any natural or man-made disaster happening within the county. Even if the disaster is focused on one community – consumer knowledge of California and San Luis Obispo County geography is limited and they may perceive an issue in one part of the county or Central Coast to be the entire county or entire Central Coast.

#### Phase One: Onset of Disaster (First 24 Hours)

- **Staff Alert:** At the onset of a major disaster, the Marketing Director will bring together the **Visit San Luis Obispo County Staff Support Team** to determine the role of the organization. Visit San Luis Obispo County will work to communicate factual and timely information in an effort to avoid misperceptions

of the general public. Visit San Luis Obispo County will assist in communicating accurate information about county tourism to protect the regional brand.

- **Visit San Luis Obispo County Agency Support:** The Marketing Director will contact agencies and partners to request their support in monitoring in-market press coverage. Also the Travel Trade Director shall monitor any tour operator, groups or consumer perceptions and report coverage and recommended responses at designated morning and afternoon briefings. The Marketing Director will provide briefings to the **Visit San Luis Obispo County Staff Support Team** and agencies during a morning meeting (*10 am unless otherwise designated*) and an end of day recap (*4:30 pm unless otherwise designated*).
- **Accurate Updates from Authorities:** The Marketing Director will obtain accurate updates to assure factual information and correct any inaccurate coverage and perceptions. Visit San Luis Obispo County should establish an agreement with the County's Office of Emergency Services manager, Ron Alsop. This allows Visit San Luis Obispo County to obtain the latest emergency information and establish protocols for working together.
  - If alternate information gathering is needed resources include:
    - Secure weather updates: [SLO Weather: www.sloweather.com](http://www.sloweather.com)
    - Fire updates: [San Luis Obispo County Fire Department: www.calfireslo.org](http://www.calfireslo.org)
    - Road closures for District 5: [California Department of Transportation: www.dot.ca.gov/dist05](http://www.dot.ca.gov/dist05)
    - Air quality: [Air Pollution Control District San Luis Obispo County: http://www.slcleanair.org](http://www.slcleanair.org)
    - [Earthquake](http://earthquaketrack.com/us-ca-san-luis-obispo/recent) updates: Earthquake Track: <http://earthquaketrack.com/us-ca-san-luis-obispo/recent>

Visit San Luis Obispo County staff should also reach out to community DMO partners to communicate action taken by county tourism, communicate concern, offer assistance and request updates. Request ongoing updates that impact tourism (i.e., lodging, attractions, road closures, air quality, evacuations, etc.).

- **Initial Statement:** In most major disasters communicating the impacts of tourism is premature as the focus should be on emergency operations. Visit San Luis Obispo County and community DMOs should create an initial statement that puts the focus on emergency operations. This statement should ONLY be used as a reactive response to media.
  - *Authorities are busy assessing the situation and focusing on safety measures, discussing potential tourism impacts at this time is premature.*

If the disaster is in the City of San Luis Obispo and impacts Visit San Luis Obispo County's operations, the organization should assist in developing an initial statement. This statement should ONLY be used as a reactive response to media.

- *Visit San Luis Obispo County's offices are temporarily closed due to (insert crisis) while officials assess the situation and monitor safety. We are prepared for situations like this and hope to be back in our offices soon. In the meantime we are able to maintain critical operations from our remote location.*



## Phase Two: Active Phase of Disaster (48-72 Hours)

- **Distribute Updates: Visit San Luis Obispo County Staff Support Team** will monitor news coverage and distribute news articles as appropriate to selected members of the **Tourism Industry Team** and **Visit San Luis Obispo County Agencies** to keep them apprised of status. Media monitoring identifies misperceptions and any factual inaccuracies. Making all parties aware of inaccurate facts allows them to correct the facts when speaking to the media. Visit San Luis Obispo County operates in a reactive mode at this phase. The key is to avoid over reacting and bringing unnecessary attention to an issue when the impacts and the effects on tourism are relatively unknown.
  
- **Communicate with Key Audiences**
  - **Visit San Luis Obispo County Staff Support Team** will gather information regarding the condition of the tourism industry. Input will be solicited from the **Tourism Industry Team** and communicated on a special website page at [www.VisitSanLuisObispoCounty.com](http://www.VisitSanLuisObispoCounty.com). In addition, using an automated calling system to push out information to lodging properties helps further communicate with key audiences. Based on information collected, the staff will determine if additional forms of communication are needed. If yes, the following tools will be created and processes followed.
    - If warranted, a statement/release will be prepared for the President & CEO. The decision to disseminate and the method in which to do so will be handled on a case-by-case basis. The goal in this phase is to remain reactive, but depending on the situation and input from the **Tourism Industry Team**, statements should be updated regularly in preparation to distribute to key audiences via email, phone calls, press conferences, etc. until the situation is over.
    - **Key Audiences:**
      - Media – local, regional and national
      - Travel trade – groups traveling within the emergency timeframe or booking groups during the emergency for future dates
      - Industry partners – CCTC, Cal Travel, Visit California
      - Tourism Industry Team and DMOs
      - Public Officials
      - San Luis Obispo County Agencies
  - The statement should be factual and provide a positive position of the situation including only information confirmed through San Luis Obispo County Agencies or Public Officials by Visit San Luis Obispo County. Details of the statement should include: impact on tourism, how long the industry will be affected – break down by segment (group travel, leisure,

business), transportation effects, how tourism partners are reacting, etc. Non-tourism information requests should be referred to the authorities.

- Develop a Question & Answer (Q&A) sheet for spokespersons to use when addressing media inquiries. Post the Q&A to the special website page at [www.VisitSanLuisObispoCounty.com](http://www.VisitSanLuisObispoCounty.com).
- Create talking points for spokespersons to use, especially members of the **Tourism Industry Team** who may be traveling. Script a front desk response with referral information on who is addressing inquiries.
- In the case of extensive damage or a power outage, outside sources including agency and partner connections will be utilized.
- Visit San Luis Obispo County to provide tourism talking points to **Public Officials** for proper perspective on the impact of tourism to be communicated during media updates.
- Social Media: consumer inquiries received on Visit San Luis Obispo County social media platforms to be immediately addressed based on position statement and Q&A tools directing consumers back to [www.VisitSanLuisObispoCounty.com](http://www.VisitSanLuisObispoCounty.com) for the most up-to-date information.
- Provide toolkit of information to DMOs to distribute to their key audiences: city officials, Board of Directors, lodging/business constituents, visitors and residents through various vehicles to include: social media, e-mail, website, automated calling system, etc.

#### Phase Three: Active Phase of Disaster (Beyond 72 Hours)

- **Proactive Communication: Statement/Releases:** If the disaster moves beyond 72 hours (3 days) and depending on perceptions through media monitoring, Visit San Luis Obispo County may determine that a more robust communications approach is required. At this stage of the crisis the President & CEO should evaluate if the expertise of a crisis communications agency is necessary. Pending the decision to seek additional support, a more proactive communications role maybe necessary.

A press release may be drafted and all communication tools updated (e.g., key messages, Q&A, press statement, etc.) in collaboration with community DMOs to streamline media outreach and unify the tourism message. Visit San Luis Obispo County will add a disclaimer that the information is based on feedback from community DMOs and list those included. Visit San Luis Obispo County may call upon Cal Travel and Visit California to help disseminate information to the California travel industry as well as media in regional, national and international markets depending on the severity of the situation.

- Staff of the **Tourism Industry Team** will receive these updates and scripting will be developed for the front desk and call centers of lodging properties and for the front desk of Visit San Luis Obispo County.
  - Visit San Luis Obispo County will also be sure that the County's Office of Emergency Services, **San Luis Obispo County Agencies** and **Public Officials** are provided updated messaging for interviews noting the impact on tourism.
  - A log template (*see appendix*) of calls and actions for each stage of the emergency will be maintained by **Visit San Luis Obispo County Staff Support Team** to track needs for additional statements reflecting changes to the disaster situation.
- **Website:** Visit San Luis Obispo County will activate a special page on its website: [www.VisitSanLuisObispoCounty.com](http://www.VisitSanLuisObispoCounty.com) with information and links to press releases, statements, Q&As as well as information to appropriate **San Luis Obispo County Agencies**. The Marketing Director is responsible for executing this action and directing the DMOs to the toolkit of information on the website.
  - **Social Media:** Social media platforms will feature edited versions of key messages provided by the Marketing Director and partner agencies. Messaging will be crafted to defer consumer concern while continuing to showcase communities in San Luis Obispo County that are welcoming visitors. Consumer inquiries will be addressed or directed accordingly to the **Tourism Industry Team, San Luis Obispo County Agencies** and **Public Officials**.
  - **Conference Call:** If the disaster persists for more than 72 hours, regional and national coverage continues to accelerate, **Visit San Luis Obispo County Staff Support Team** will conduct a conference call with affected constituents (identify (3-5) who are impacted to participate), Board of Directors and Marketing Committee. The purpose is to devise an action plan, which may include a shift in promotions and advertising to address the disaster.
    - President & CEO to inform Executive Board and Board of Directors on topline initiatives. Additional funding may need to be addressed for "recovery phase".
    - Visit San Luis Obispo County to inform all members of the **Tourism Industry Team** about action plans and possible shifts in promotions and advertising.
  - **Advertising and Promotions:** The President & CEO, Marketing Director, Marketing Agency and Public Relations Agency, with input and feedback from the **Tourism Industry Team, Marketing Committee and Board of Directors**, will determine what advertising, promotional and public relations messages should be developed. A plan of paid media placements will be activated and/or if advertising is currently running whether it should be temporarily halted until the crisis situation returns to normal.

## Phase Four (Recovery Phase)

- **Assess the Damage of Consumer Perception:** As the crisis situation returns to normal, the **Visit San Luis Obispo County Staff Support Team** will continue to monitor media coverage and assess whether additional recovery initiatives are warranted based on perceptions by tour operators and consumers. If perceptions are that the situation is not back to normal and major damage has occurred, Visit San Luis Obispo County will work with selected members of the **Tourism Industry Team, Marketing Agency and Public Relations Agency** to assess how widespread the perception is and determine which markets are most impacted. An appropriate strategic plan of action will be created to include public relations, social media and advertising. Discussions about whether to involve an expertise of a crisis communications agency should be part of the Recovery Phase.
- **Develop Key Messages:** Based on consumer perception develop key messages to use during the recovery phase. In general, communicate:
  - San Luis Obispo County is open for business.
  - Many tourism partners and communities were not affected by the current disaster. These places are easy to access and open for business.
  - Guests will find the same place they have grown to enjoy, as businesses are open, accessible and ready to serve visitors.
- **Public Relations Action Plan:** Based on input from the assessment of the challenges impacting consumer perception determine the most effective approach to shifting opinions. Tactics may include:
  - Invite top-tier news media, wire service reporters and other high-impact journalists to visit the county to demonstrate the restoration of normalcy. Once journalists are in the market and are a captive audience, pitch other trends and story lines for possible coverage, which shows how the region is moving beyond the disaster.
  - Conduct in-market media visits and press briefings to tell the story.
  - Create a series of comprehensive news release to keep media informed of how the region is rebounding and discuss new story ideas to build upon general awareness created as a result of the disaster.
  - Target trade media with best practices in dealing with a crisis.
  - Target consumer media with specific trends and stories to communicate how the region is moving forward.
  - Video news release (VNR) to showcase visuals on recovery of the region.
  - Satellite media tour (SMT) to control the message and widely disseminate the message about the region's recovery.
- **Social Media:** Based on public relations action plans determine tactics on social media to engage consumers in helping during the recovery process. Tactics may include:
  - Disseminate photographs or video content showcasing current status of the region.

- Engage followers through a proactive, grassroots local campaign to generate imagery, which showcases the region’s status. This maybe in the form of a sweepstakes.
- Build upon third-party media or thought leader coverage of the recovery phase.
- **Advertising and Promotions:** The President & CEO, Marketing Director and Marketing Agency will evaluate options to include: develop a special recovery message and place advertising in key markets to amplify public relations, temporarily halt all advertising and promotions until the crisis situation returns to normal.

**VISIT SAN LUIS OBISPO COUNTY INTERNAL PROCEDURES IN CASE OF AN EMERGENCY**

**General Background:** If the City of San Luis Obispo sustains a direct hit in a natural or manmade disaster, Visit San Luis Obispo County’s response will be contingent on its ability to communicate with the **Visit San Luis Obispo County Staff Support Team** and get operations up and running in the least possible amount of time. Preparation is the key in any crisis situation.

**Pre-Event Action:** Visit San Luis Obispo County will take the following actions to ensure preparedness and flexibility in any crisis situation. **Visit San Luis Obispo County Staff Support Team** should review the crisis communication plan annually, discuss and make any necessary updates or changes. The plan must be shared with all key partners: **Tourism Industry Team, San Luis Obispo County Agencies** and **Public Officials** to ensure they understand their role as it relates to tourism communication in the case of emergency/crisis. Most disasters arrive with no warning and thus no pre-event “call for information”.

- **The President & CEO** will determine a secure place a crisis plan will be available along with the names, addresses and telephone numbers of each staff member.
- The President & CEO, Marketing Director or a designated member of the Visit San Luis Obispo County Staff Support Team must approve messages and content disseminated to key audiences.
- Back up all computer files and be sure copies are made for removal from Visit San Luis Obispo County’s offices at a remote location or in the cloud. The President & CEO, Marketing Director and Travel Trade Director should have emergency access to all necessary passwords to ensure timely posting of the latest updates on the website.

Actions and roles of Visit San Luis Obispo County Team to ensure steps have been taken to protect the staff, building and equipment.

- Protect equipment and supplies. The President & CEO, Marketing Director and Travel Trade Director should have an “emergency office kit” to take home and

- keep (i.e., backup laptop batteries, press information on flash drives, partners contact lists, staff contact lists, copy of crisis communication plan.
- Depending on the level of emergency the President & CEO to email or call staff about the next workday.
- Evacuate Visit San Luis Obispo County premises and dismiss staff if so ordered by public safety officials.
  - Prior to evacuating update universal voice mail system and if appropriate email explaining that Visit San Luis Obispo County has been evacuated and where staff can be reached (if appropriate).
- President & CEO to establish a time, date and location for the **Visit San Luis Obispo County Staff Support Team** to reconvene. The President & CEO to consult with appropriate public officials and key vendors (e.g., insurance, human resources to create a damage and recovery assessment. Assessments shall be updated frequently.
- If a pre-event warning is available, the President & CEO will direct each **Visit San Luis Obispo County Staff Support Team** member to alert his/her contacts that he/she is safe and will be available after the event.
- If there is a direct impact or loss of power the **Visit San Luis Obispo County Staff Support Team** may determine whether a remote location setup is needed.

**Post Event Action:**

- Follow Visit San Luis Obispo County’s crisis recovery plan to gain full operations.
- Communicate status of Visit San Luis Obispo County to key constituents and stakeholders.

<b>ISSUES MANAGEMENT RECOMMENDATIONS</b>
--

Many issues will not require execution of the full crisis plan, however, when considering any potential threats, the following steps should be considered: monitor issues, proactive communication to key audiences and education/grassroots outreach.

**Monitor Issues:**

- Monitor local political, business and media (traditional, digital and social) sentiments towards the industry and organization to identify possible issues.
- Follow regional and national trends that may affect San Luis Obispo County.
- Attend key industry functions locally, regionally and statewide to keep current on issues.
- Research the impact of the issue on the industry by evaluating both positive and negative effects.
- Bring key issues forward to the Board of Directors to determine initial reaction and if needed establish a position.
  - Re-convene the Board for updates and determine any direction changes.
- Identify if other industry organizations have taken a position on the issue and if yes, what is the key learning?
- Monitor acceptance by industry partners to determine the pulse of the community and make necessary shifts and directional changes.
- Monitor daily media coverage of the specific issue.

### **Proactive Communication to Key Audiences:**

- Coordinate any responses/statements with appropriate members of the **Tourism Industry Support Team**.
- Create well-crafted statements to communicate the organization's position and proposed actions.
- Identify the spokesperson for the issue.
- Disseminate information on the organization's position and official statement to all key audiences
  - Utilize all communication channels – email, website, press release, automated calling system, etc.
  - Consider establishing an automated calling system with a prerecorded message.
- Utilize key constituents to communicate one-on-one with officials.
- Contact key media outlets, if appropriate, to provide position on the issue, arrange interviews or respond as necessary with a prepared statement and/or industry interviews.
- Coordinate and submit Letters to the Editor as needed to support major issues.

### **Education and Grassroots Outreach:**

- Bring in outside speakers to share views and best practices with the Board of Directors, constituents and travel industry partners.
- Establish a mechanism to rally the industry around an issue or the organization as appropriate.
- Involve committees, community DMOs and others instrumental in advocating and mobilizing constituents to communicate the issue, the industry position and the desired behavior.

<b>RECOMMENDATIONS</b>
------------------------

- The President & CEO, Marketing Director, Travel Trade Director, Sr. Communication Coordinator and members of the Executive Team along with anyone else identified by the President & CEO should receive advanced media training with annual updates to prepare for crisis communication.
- Each year the team should assign a point person to contact all DMOs to make sure emergency contact information is up-to-date.
- As the development of such a comprehensive crisis communication plan is new for Visit San Luis Obispo County, a full review where possible with the **Visit San Luis Obispo County Staff Support Team, Tourism Industry Team, San Luis Obispo County Agencies and Public Officials** should be conducted to ensure everyone understands their role in the case of an emergency/crisis communications.
  - One-on-one outreach should be conducted with **San Luis Obispo County Agencies** to communicate that Visit San Luis Obispo County could be called upon when a crisis impacts tourism.
  - One-on-one outreach should be conducted with **Public Officials** to communicate how Visit San Luis Obispo County should interact with public officials when a crisis that impacts tourism occurs.

## APPENDIX

### MEDIA INTERVIEW TIPS

#### General Tips for Interviewing:

##### Prepare, Gather Information and Ask Key Questions:

- **Prepare in advance** – Watch or listen to the program your spokesperson will appear. Research the media outlet and interviewer. Understand the anchor or reporter’s interviewing style.
- **Read the news** – Gain an understanding of the reporter’s tone, approach and topics typically covered.
- **A reporter call** – Ask the reporter if the discussion is an interview or if he/she is gathering background information. If you are not a spokesperson clearly state that upfront but gather basic background information to prepare the spokesperson. In any case, be cautious, as rarely is anything “off the record”. If you are the spokesperson it’s okay to say you will call them back. If you call back, understand their deadline constraints and establish a call back time. This allows you to gather your thoughts, research and prepare key messages.
  - **Anticipate the reporter’s questions** – Understanding the general topics of the interview will help you prepare key messages to incorporate into your response.
  - **Is the interview live or taped?** – Will it be edited or unedited?
  - **Location** – Where will the interview be held? Determine if it will be at the studio or at a “remote” location. This allows you to understand the surroundings, and possibly suggest an alternate location better suited to your message.
    - **Posture** – Stand or sit-up straight yet be aware of appearing stiff rather than natural and confident.
    - **Sitting** – If the spokesperson will be sitting during the interview, lean forward slightly to appear to be a willing and eager participant in the process.
    - **Where to look?** – Ask the interviewer where to look during the interview (i.e., camera, reporter or another direction).
  - **Will other guests be on hand or interviewed?** – This will give you more background on the angle the reporter is taking and allows you to anticipate other points of view.
  - **Determine appropriate dress for the interview.** – Take into consideration the location where the interview will be conducted and the topic.
- **Know your audience** – News is widely distributed on multiple channels: news-based websites, social media, direct email campaigns, etc. Tailor your remarks to the specific audience and keep your remarks concise. Do not ramble!
- **Plan for the worst** – Imagine the most embarrassing and difficult question to answer. Rehearse how you want to respond incorporating key messages. Practice and work with an advanced media trainer who can provide realistic role-playing and advise on how to improve body and verbal language.



### Know Your Message and Stay On Message:

- **Be confident** – As the spokesperson you are the expert and in control of the responses. Understanding the situation either be positive and upbeat or demonstrate concern and compassion.
- **Communicate clearly** – Avoid industry jargon and do not use acronyms. Speak in clear, concise and simple conversational English. Do not ramble or give more than what the questions asks. Control your message.
- **Present your key messages in a calm, authoritative manner** – Even if the discussion becomes adversarial stay calm and on message.
- **Beware of Silence** – It is not the spokesperson's responsibility to fill dead air. Reporters may pause, but do not feel the need to fill this time as that's when spokespersons tend to get off message.
- **Do not let a reporter paraphrase for you** – If a reporter has a slant to a story he/she may be looking to attribute a quote to someone that fits the slant. One tactic is for the reporter to paraphrase and ask you to oblige. Stay on message!
- **Provide a call to action** – Refer the audience to [www.VisitSanLuisObispoCounty.com](http://www.VisitSanLuisObispoCounty.com) for more information.

### Know your Medium:

Understanding the media format of the interview will help you prepare and stay on message.

**Television Interviews** – Your appearance is important and body language can be the determining factor for a successful interview. Avoid wearing white or tight patterns as it can throw off the camera. Dark solid colors are typically best. Only wear clothing with logos if it's the brand you represent. Avoid wearing sleeveless dresses or tops as short sleeves give an informal look and bare arms may draw the viewer's eye away from your face. Be sure you're presentable and polished for the situation. Avoid swaying, distracting mannerisms or gesturing significantly. Your verbal message is important so think about your key message points, but consider how the audience views both your verbal and non-verbal communication.

- If your interview is an early morning segment get a good night's rest. Eat breakfast, even a quick protein bar can stabilize sugar levels and help control nerves.

**Radio Interviews** – Your voice is the only form of communication in the medium. Think about your tone, the speed in which you communicate and your key message. Be confident in delivering your message and avoid excessive ums, ands, buts or other space fillers. Audiences maybe more specialized and certain formats or programs attract very specific listeners (i.e., teenagers, baby boomers, sports enthusiasts, etc.). Some radio programs may encourage audience call-ins giving you direct interaction with the audience.

**Phone Interviews** – Print and radio reporters may request phone interviews. Print – saves times and allows the reporter to jot down notes while you're talking and radio – often occurs when the interview is live.

A few tips when interviewing with reporters on the phone:

- Prepare your key messages and write them down so they are in front of you during the conversation. Notes provide you a reference point and allow you to focus and speak naturally and succinctly about the subject. Bold any “call to action” items or key messages you want to be sure and emphasize in the interview.
- Write the name of the interviewer and media outlet on the top of your notes. This is especially important where there are multiple interviews scheduled back-to-back. A post-it note is the best option.
- If you are unsure of a fact or need to time process a question, let the reporter know you are unsure of that detail and will get back to them. Then be sure you do!

**Print Interviews** – Prepare for newspaper and magazine interviews as you would other mediums. The key is to **stay on message** and only answer the question asked as print interviews are heavily edited due to limited space in the newspaper or magazine. You may want to record your interview, but be sure you ask the journalist if it’s okay. Remember everything is on the record. Be aware of your tone of voice. You want to be genuine, factual and resourceful to the writer. If you are unsure about a fact or need additional information be honest with the writer and call back with more information.

**Online Interviews** – In the arena of digital communication, writers are more commonly e-mailing questions, chatting real-time or texting for interview information. The story may also appear immediately. Preparation is still the key in the digital platform. Stay on message and know that your comments maybe used verbatim so avoid jargon and any short hand or specific text language. Being helpful and responsive to writers is often a great way to build and strengthen your relationship and position yourself as a resource for the organization.

**How to Handle Difficult Interview Situations** – You maybe find yourself challenged by a reporter who is seeking and controversial angle. Some techniques to ensure you maintain control:

- Know your key messages and place them at the beginning of each response.
- Do not argue with a reporter’s point of view. State your response with confidence and do not repeat the opposing viewpoint. Bride your message. Key message + answering the question = response.
- Handle responses with honesty, even those you do not want to answer. Do not give out information that is viewed private.
- If a reporter asks the same question in many ways and multiple times stick to your original answer and key message. Eventually the reporter will know he/she is working with an experienced spokesperson.
- Don’t answer hypothetical questions or speculate. Use fact-based information only.
- Avoid addressing questions with a negative response. Instead of saying, “No, we don’t think,” say “We are evaluating options,”
- Do not let the reporter put words in your mouth. Rephrase comments as needed to control the tone and message of the interview.
- Use anecdotes to illustrate key points especially if the latest statistics are not available.
- Be relaxed and candid. Remember you are the expert and know more about the subject than the writer.
- Keep your responses concise, accurate and factual. Creating complicated lengthy responses increases your chase to be quoted out of context.

## HOW TO WRITE A MEDIA STATEMENT

### Preparing Media Statements:

A simple checklist outlines steps in preparing a statement to address questions regarding a crisis incident. Within the appendix of this plan sample key messages on a variety of crisis situations have been prepared to provide a starting point. Each sample key message should be modified and updated based on the needs of the situation.

1. Empathize - Never minimize the pain and suffering of even one traveler.
2. Know the Facts - Seek authorities for copies of reports on the situation to verify details and gain knowledge and facts. The authority's spokesperson should provide the details of the incident, not Visit San Luis Obispo County.
  - a. If a situation draws to a particular member or industry segment (e.g., hotels, airlines), formulate Visit San Luis Obispo County statements only after consulting with the appropriate member or industry segment representatives.
3. Context – Review the latest statistics on the situation to place the incident into context. This will keep the situation focused on facts and may provide a comparison to how San Luis Obispo County compares to other regions.
4. Impact on Tourism – Understand how the situation will impact local tourism and communication action steps the industry is taking to maintain business as usual.
5. Be Concise – Keeping the tips above in mind, prepare a statement based on facts that is concise, honest and clear in communicating any action steps that have been taken. If there is a positive angle carefully position it in the media statement.

### EXAMPLE TALKING POINTS FOR KEY ISSUES:

- Beach Closure
- Drought
- Earthquake
- Economic Impact
- Explosion
- Fire
- Flood/El Niño
- Nuclear Power
- Oil Spill
- Road and Hwy closure
- Security breach
- Terrorist Threat

*Note: Messages will need to be adapted quickly based on the severity of the beach and/or water closure and how broad of a geographic area is impacted. Messages may need to be tailored differently for key audiences. Visit San Luis Obispo County will want to immediately zero in on the specific geographic location within the county. This outline is a guide to what messages need to be quickly addressed.*

**The beaches in San Luis Obispo County near the community of (insert community location and specific place) are closed due to (outline the situation – water issues, shark attack, oil spill etc.). According to authorities (list authorities if there is a specific agency involved) the situation is described as (outline the situation including any instructions for travelers, recreation enthusiasts, etc.).**

- Communicate specific beach or water closures, business closures and any direct impacts on lodging and tourism businesses, etc.
- The closure only impacts the beaches at (insert location) all other beaches are open. Visitors and water enthusiasts are invited to check out San Luis Obispo County's beaches (note locations not impacted).

**The coastal communities and the extensive miles of usable coastline are a major attraction in San Luis Obispo County and one of the key assets of the region. As soon as authorities deem (insert community location and specific place) beach safe we welcome guests to resume activities.**

- San Luis Obispo County has more than 80 miles of usable coastline with several public beaches that remain open for visitor use.

**Visit San Luis Obispo County is in communication with tourism businesses to understand how everyone has been impacted.**

- We encourage travelers to contact specific businesses not listed in advance to confirm availability of operation.

**Visit San Luis Obispo County is in communication with tourism businesses and in the spirit of working together the tourism community of San Luis Obispo County is stronger than ever. Tourism partners have come together to embrace its core belief that together we are stronger.**

### **Lodging Constituent Communication**

Once the situation has been assessed a one-pager outlining key facts should be created to post to [www.VisitSanLuisObispoCounty.com](http://www.VisitSanLuisObispoCounty.com) and to disseminate to lodging constituents with facts including: location, overview of the situation, any immediate action steps and when updates can be expected.

*Note: Messages may need to be tailored differently for key audiences; messages below are focused on the media.*

**Tourism businesses in San Luis Obispo County remain open for business during one of the most severe droughts in history. Many tourism businesses are implementing best practices including guest education, routine maintenance checks and capital improvements in an effort to conserve water. Visitors are asking how they can help be part of the solution when traveling to San Luis Obispo County.**

- Due to record low rainfalls, San Luis Obispo County, like the state of California, is in a severe drought. All major industries and businesses are looking at ways to conserve water.

**Lodging constituents have made a number of low-cost capital improvements to reduce water usage and create sustainable business practices.**

- Landscaping is among the changes, thanks to rebate programs, with the majority of properties watering outdoor plants on drip emitters to control usage and prevent runoff.
  - There are several examples of lodging properties removing grass and replacing it with artificial turf and drought tolerant landscaping. (e.g., Paso Robles Inn, Spring Hill Suites, Blue Dolphin, Sands Pebbles Inn)
  - Some have stopped watering large lawn areas. (e.g., Cambria Pines Lodge, Cambria Inns Collection)
  - Some are specifically using non-potable water for landscape irrigation. (e.g., Cambria properties specifically: Castle Inn, Sands Pebbles Inn)
  - Another innovative technique towards conservation is using the back flow from the swimming pools, which is hooked up to a tank to be de chlorinated and used for irrigating landscaping. (e.g., Cambria Pines Lodge)
- Installing low flow showerheads, toilets and faucet aerators in guest rooms, vacation rentals and B&Bs is becoming the standard among many San Luis Obispo County lodging establishments.
  - Some properties have also implemented these in their public restrooms and installed metered faucets.
- Replacing laundry equipment with energy and water efficient models that use only the amount of water needed based on the weight of the load adds to the list of low-cost capital improvements.
  - Some vacation rental properties have removed laundry equipment completely to control guest usage.
  - Some properties are now taking laundry off-site to a central location in an effort to consolidate and reduce water usage. (e.g., Castle Inn, Cambria Inns Collection)

**Routine maintenance checks are another way lodging partners can uncover water leaks and address problems quickly.**

- Many properties have implemented a regular schedule of maintenance checks to evaluate all valves, faucets, toilets and sprinklers for leaks.

- Some have conducted an annual water audit or site survey to benchmark usage and identify additional ways to conserve.

**Tourism partners are training their staff on these new water-saving tactics, which encourages them to be part of the solution to conserve.**

- Staffs are trained on new water-saving cleaning methods in restaurants and in lodging establishments.
- Some properties have created incentive programs for the housekeeping teams which uses the billing cycles of water and energy bills to show measurable savings and encourage teams to work together towards solutions for sustainable business practices. (e.g., Martin Resorts)

**Guest education builds awareness about drought conditions and tells each individual how he/she can conserve water and be part of the solution. Best practices happening among San Luis Obispo County tourism partners include:**

- Many restaurants only offer water upon request to guests. Restaurants are also finding ways to reduce the amount of dishwashing water used by soaking dishes or using an air compressor first before washing and sanitizing in commercial dishwashers.
- Several lodging partners use shower hangers, clings, brochures or tent cards in guest rooms with tips on ways to save water. Examples include:
  - Take shorter showers.
  - Turn the water off in the sink when brushing your teeth.
  - Reuse linens and towels for multiple night stays using sheet changing cards and towel rack cards.
  - Glassware and plates have been replaced with eco friendly paper products.
- There are examples of lodging partners in the county offering financial incentives to guests choosing to reuse linens for multi-night stays or not having their rooms serviced/cleaned during their stay.
  - Some Morro Bay lodging properties offer \$5 Starbucks card.
  - Martin Resorts offers \$5 credit per day to guests foregoing housekeeping services.

**There are several new hotels in development across San Luis Obispo County. Each city has its own standards as it relates to development and water usage for new properties.**

- Many new properties practice sustainable water conservation from building design to day-to-day operations.
- New properties must follow state standards set by the Department of Water Resources (DWR), which regulate strict standards on runoff, capturing rainfall and other best practices for water conservation.
- Visit San Luis Obispo County encourages existing and new lodging properties to find best practices to conserve water during the drought making these practices the new normal.

*Note: Messages will need to be adapted quickly based on the severity of the situation and specific geographic location within the county. Messages may need to be tailored differently for key audiences. Visit San Luis Obispo County will want to immediately zero in on the specific geographic location within the county. This outline is a guide to what messages need to be quickly addressed.*

**A (note size) earthquake hit San Luis Obispo County near the community of (note community location and specific place) at approximately (insert date/time). According to authorities the situation is described as (outline the situation including any instructions for travelers to who need shelter, food, etc.). (note any impact on the status of PG&E's Diablo Canyon nuclear plant if impacted)**

- Communicate any road closures, business closers and any direct impacts on lodging and tourism businesses, etc.
- Communicate any road closures, business closers and any direct impacts on lodging and tourism businesses, etc.
  - Although the earthquake hit (community X) San Luis Obispo County, which spans 3,616 square miles in total, is open for business. We encourage visitors and business travelers to continue with their plans to visit those communities not impacted by the earthquake (*assuming significant damage*).
  - City officials in (community X) are doing everything they can to quickly address the situation and once we can ensure the safety of guests we welcome visitors to (community X).

**Visit San Luis Obispo County is maintaining a list of businesses currently open to the public on its website. We are in communication with tourism businesses to understand how everyone has been impacted.**

- This list represents the entities that have responded to queries and will be updated on a regular basis.
- We encourage travelers to contact specific businesses not listed in advance to confirm availability of operation.

**Visit San Luis Obispo County is in communication with tourism businesses and in the spirit of working together the tourism community of San Luis Obispo County is stronger than ever. Tourism partners have come together to embrace its core belief that together we are stronger.**

- The community is helping each other with removal of debris and to help its fellow businessman return to business as usual.

### **Lodging Constituent Communication**

Once the situation has been assessed a one-pager outlining key facts should be created to post to [www.VisitSanLuisObispoCounty.com](http://www.VisitSanLuisObispoCounty.com) and to disseminate to lodging constituents with facts including: location, overview of the situation, any immediate action steps and when updates can be expected.

**Tourism is a \$1.5 billion industry in San Luis Obispo County and growing at a 3.3% rate year over year. This makes tourism one of the largest industries in the county.**

- Industry earning generated by travel and tourism spending reached \$470 million in 2014, the highest yet for the region.
- Local tax receipts were up 8% and state tax receipts were up 2.9% over 2013. Together they totaled \$125 million in revenue generated by travel spending.
- San Luis Obispo County experienced a 15% increase in Travel and Occupancy Tax (TOT), one of the best years yet, from July 2014 – June 2015.

**Tourism employs 17,160 persons in San Luis Obispo County, a 2.7% increase over the previous year.**

- Tourism employment makes up 10.5% of total employment in San Luis Obispo County.
- Jobs range from entry level to middle management and executive level in a variety of divisions including accommodations, food service, arts, entertainment, recreation, hospitality, retail and transportation.

**Visit San Luis Obispo County is the destination marketing organization focused on 1) increasing demand for overnight stays and 2) creating greater awareness of the county and its assets.**

- A countywide Tourism Marketing District was put in place July 2015 collecting a 1% lodging assessment from all visitors staying in a hotel, motel, vacation rental, bed-and-breakfast and RV Park.
- The annual marketing budget for July 2015 – June 2016 is estimated to be \$3.4 million, the largest streamlined marketing budget for the county to date.

**Travel and tourism supports San Luis Obispo County's local communities and keeps them economically viable while creating jobs and supporting local businesses.**

**Travel is a \$117.5 billion industry in the state of California. Growing at a 3.6% rate from 2013 the industry directly supported 1,027,000 jobs with earnings of \$38.1 billion.**

- Travel spending generated \$4.2 billion in local taxes and \$5.1 billion in state taxes.

**Tourism impacts the national economy by \$2.1 trillion in economic output and is one of America's largest employers supporting more than 15 million jobs. Every 1 in 9 job depends directly on travel.**

- Direct spending by domestic and international travelers in the U.S. was \$927.9 billion in 2014, a \$2.5 billion per day average, \$105.8 million per hour, \$1.8 million per minute.
- Without the tax revenue generated by the travel industry, each U.S. household would pay \$1,147 more in taxes.



## Explosion

---

*Note: Messages will need to be adapted quickly based on the severity of the explosion and how broad of geographic area is impacted. Messages may need to be tailored differently for key audiences. Visit San Luis Obispo County will want to immediately zero in on the specific geographic location within the county. This outline is a guide to what messages need to be quickly addressed.*

**The explosion (explain type of explosion i.e., natural gas) in San Luis Obispo County near the community of (insert community location and specific place) occurred at (insert time/date). The impact of the explosion is described as (outline the situation – type of explosion, number of people impacted, etc.). According to authorities the situation is described as (outline the situation including any instructions for travelers, etc.). Authorities are monitoring the situation closely.**

- Communicate specific road closures, business closures and any direct impacts on lodging and tourism businesses, etc.

**The explosion has resulted in (i.e., road closures, poor air quality, etc.) and is contained to the surrounding area of (X community – describe geographic area).**

**Visit San Luis Obispo County is maintaining a list of businesses currently open to the public on its website. We are in communication with tourism businesses to understand how everyone has been impacted.**

- This list represents the entities that have responded to queries and will be updated on a regular basis.
- We encourage travelers to contact specific businesses not listed in advance to confirm availability of operation.

**Visit San Luis Obispo County is in communication with tourism businesses and in the spirit of working together the tourism community of San Luis Obispo County is stronger than ever. Tourism partners have come together to embrace its core belief that together we are stronger.**

### **Lodging Constituent Communication**

Once the situation has been assessed a one-pager outlining key facts should be created to post to [www.VisitSanLuisObispoCounty.com](http://www.VisitSanLuisObispoCounty.com) and to disseminate to lodging constituents with facts including: location, overview of the situation, any immediate action steps and when updates can be expected.

*Note: Messages will need to be adapted quickly based on the severity of the fire and how broad of geographic area is impacted. Messages may need to be tailored differently for key audiences. Visit San Luis Obispo County will want to immediately zero in on the specific geographic location within the county. This outline is a guide to what messages need to be quickly addressed.*

**The fire in San Luis Obispo County near the community of (insert community location and specific place) is impacting (X) acres. The fire began (insert date/time) and (outline the situation – where is the fire, how extensive is the geographic reach, are roads closed, are residents impacted, etc.). According to Cal Fire authorities the situation is described as (outline the situation including any instructions for travelers, recreation enthusiasts, etc.).**

- Communicate specific updates about the fire, business closures and any direct impacts on lodging and tourism businesses, etc.
- Communicate any road closures as a result of the fire.
- Visitors are encouraged to stay in touch as it relates to the containment of the fire so they can resume their activities.
- Use maps or other necessary visuals to point out directly where the fire is located to prevent the perception of the entire county being impacted.

**The rural nature of San Luis Obispo County is one of the reasons visitors choose the destination. The team at Cal Fire is working around the clock to contain the fire and ensure the safety of the communities' residents and visitors.**

- Until further notice all events and activities will proceed accordingly in the county. *(Also note any postponements/cancellations to events/activities).*
- The region's vineyards and agriculture grazing lands at this time are impacted by *(explain the situation of how agricultural tourism maybe impacted by the fire).*

**Visit San Luis Obispo County is maintaining a list on its website of businesses currently open to the public. We are in communication with tourism business to understand how everyone has been impacted.**

- This list represents the entities that have responded to queries and will be updated on a regular basis.
- We encourage travelers to contact specific businesses not listed in advance to confirm availability of operation.

**Visit San Luis Obispo County is in communication with tourism business and the spirit of the community in San Luis Obispo County is stronger than ever. The county has come together to embrace its core belief that together we are stronger.**

- The community is helping each other with the situation and to help its fellow businessman return to business as usual.

### **Lodging Constituent Communication**

Once the situation has been assessed a one-pager outlining key facts should be created to post to [www.VisitSanLuisObispoCounty.com](http://www.VisitSanLuisObispoCounty.com) and to disseminate to lodging constituents with facts including: location, overview of the situation, any immediate action steps and when updates can be expected.

*Note: Messages will need to be adapted quickly based on the severity of the situation and specific geographic location flooding is occurring within the county. Messages may need to be tailored differently for key audiences. Visit San Luis Obispo County will want to immediately zero in on the specific geographic location within the county. This outline is a guide to what messages need to be quickly addressed.*

**San Luis Obispo County is experiencing flooding near the community of (note community location and specific place). Rains began (insert date/time) and have continued. According to authorizes the most impacted areas of the county include (outline communities).**

- Communicate any road closures, business closures and any direct impacts on lodging and tourism businesses, etc.
- Visit San Luis Obispo County reminds visitors that there are several microclimates across the county and although flooding is happening (insert location) other parts of the county (insert specifics) are still open. Include rerouting information in this message if necessary. For example I-5 is closed take Highway 101 or if Highway 1 is closed take Highway 101, etc.
- We encourage visitors and business travelers to check your specific destination to determine how the flood has impacted your travels.

**The flooding comes after a four-year drought in San Luis Obispo County. Although the rainfall does not solve the drought immediately it helps to replenish and refill lakes and rivers, which will benefit recreation travelers in the spring and summer.**

- Lake Nacimiento near Paso Robles, Santa Margarita Lake in Santa Margarita and Lake Lopez near Arroyo Grande will all benefit from the current rainfall.
- Recreation travelers will again enjoy summer water activities including boating, fishing, camping, paddleboards, kayaking, etc.
- The Oceano Dunes located near Grover Beach and Pismo Beach may be impacted by high tides, heavy rains and blowing sand during storms. Access maybe restricted, please check before continuing with any scheduled plans.

**The current rainfall may be a result of El Niño, which is a global event that disrupts the world's ocean and air patterns causing droughts, floods, wildfires and blizzards. This winter (2015-16) is expected to be among the largest impacts the county has experienced.**

- Visit San Luis Obispo County encourages visitors to watch weather reports and check road closures before embarking on their journey.
- Lodging accommodations are open and working to assist visitors with any travel issues they may experience.

**Visit San Luis Obispo County will monitor the impact El Niño has on the region and quickly adapt marketing and advertising accordingly.**

- Although the rainy season is among the slowest times to visit the destination, there are a variety of activities for visitors who want to miss the crowds and still enjoy San Luis Obispo County as it rains.
  - The county's culinary assets may best be experienced during the rainy season as slower traffic gives guests more intimate experiences at wine

tasting rooms, farm-to-table restaurants and other artisan producers. Join us in January for Restaurant Month, where restaurants across the county provide special menus for a month-long dedicated promotion.

- Culturally guests can check out indoor tours at Hearst Castle, check the schedule at the Performing Arts Center or visit one of the several art galleries around the county.
- Coastal attractions are still a romantic getaway as you watch winter storm across the Pacific Ocean, sip wine by the fireplace and enjoy the charm of the region's coastal communities amongst the rains.

*Depending on the severity of the floods determine if this message is needed.*

**Visit San Luis Obispo County is maintaining a list of businesses currently open to the public on its website. We are in communication with tourism businesses to understand how everyone has been impacted.**

- This list represents the entities that have responded to queries and will be updated on a regular business.
- We encourage travelers to contact specific businesses not listed in advance to confirm availability of operation.

**Visit San Luis Obispo County is in communication with tourism businesses and the spirit of the local community is stronger than ever. The county has come together to embrace its core belief that together we are stronger.**

- The community is helping each other with removal of debris and to help its fellow businessman return to business as usual.

#### **Lodging Constituent Communication**

Once the situation has been assessed a one-pager outlining key facts should be created to post to [www.VisitSanLuisObispoCounty.com](http://www.VisitSanLuisObispoCounty.com) and to disseminate to lodging constituents with facts including: location, overview of the situation, any immediate action steps and when updates can be expected.

*Note: Messages will need to be adapted quickly based on the severity of the situation, assuming a great part of the coast is gone, outline the specific geographic reach Diablo has within the county. Messages may need to be tailored differently for key audiences. Visit San Luis Obispo County will want to immediately zero in on the specific geographic location within the county. This outline is a guide to what messages need to be quickly addressed.*

**A nuclear power plant explosion has occurred at Diablo Canyon located in Avila Beach on the Pacific Ocean, an approximate 15-minute drive south of San Luis Obispo. According to authorities the situation is described as (outline the situation and communicate any specific instructions for travelers in the Avila Beach community and its surroundings).**

- Communicate any road closures, business closures and any direct impacts on lodging and tourism businesses, etc.
- Communicate the overall impact on the community/county and its tourism partners. If appropriate, quickly announce the county is open for business in specific locations to help calm visitors who are either in Avila Beach or have upcoming travel plans to the destination.
  - Although the nuclear power plant impacted Avila Beach and (*community X*) San Luis Obispo County, which spans 3,298 square miles, is open for business.
  - County, regional and federal authorities are doing everything they can to address the situation and ensure the safety of employees, the community and visitors alike.

**Visit San Luis Obispo County is maintaining a list of businesses currently open to the public on its website. We are in communication with tourism businesses to understand how everyone has been impacted.**

- This list represents the entities that have responded to queries and will be updated on a regular basis.
- We encourage travelers to contact specific businesses not listed in advance to confirm availability of operation.

**Visit San Luis Obispo County is in communication with local businesses and in the spirit of working together the tourism community of San Luis Obispo County is stronger than ever. Tourism partners have come together to embrace its core beliefs that together we are stronger.**

- The community is helping each other with (*e.g., removal of debris, etc.*) to help its fellow businessmen return to normalcy as soon as possible.

*Use only if appropriate, but these messages showcase routine safety checks and ways Diablo Canyon contributes to the lifestyle of the community.*

**Diablo Canyon Power Plant provides hiking opportunities on specific coastal portions of its property. Through its Land Stewardship Program, PG&E has preserved these areas on specific coastal portions of its property showcasing San Luis Obispo County in its natural, open space context.**

- In order to maintain the natural setting, hiking is allowed by a combined reservation system and first come, first serve basis. It is highly recommended that hikers secure reservations and bring a signed waiver on the day of their hike.  
<http://pge.modwest.com/pgereservations/trailshome.php>
- Two unique trails: 1) Point Buchon Trail and 2) Pecho Coast Trail are available to hikers.

**In addition to PG&E's financial investments into upgrading the site's infrastructure, Diablo Canyon's operations and maintenance personnel regularly inspect equipment, analyze critical systems and review human performance - ensuring the health and welfare of site employees and communities PG&E serves throughout the region.**

- Although nuclear power plants are among the safest, most secure industrial operations in the world, safety is each employee's top priority at Diablo Canyon.
- Simply stated, nuclear plants, closely monitored by the Nuclear Regulatory Commission, are some of the most secure commercial facilities in the country.

#### **Lodging Constituent Communication**

Once the situation has been assessed a one-pager outlining key facts should be created to post to [www.VisitSanLuisObispoCounty.com](http://www.VisitSanLuisObispoCounty.com) and to disseminate to lodging constituents with facts including: location, overview of the situation, any immediate action steps and when updates can be expected.

DRAFT

*Note: Messages will need to be adapted quickly based on the impact the oil spill has on the county. Messages may need to be tailored differently for key audiences. Visit San Luis Obispo County will want to immediately zero in on the specific geographic location within the county. This outline is a guide to what messages need to be quickly addressed.*

**An oil spill has occurred in San Luis Obispo County near the community of (note community location and specific place) at approximately (insert date/time). Accordingly to authorities the spill is described as (outline the situation, determine if this is a spill from a tanker on the highway or ocean and its impact).**

- Communicate any road closures, business closers and any direct impacts on lodging and tourism businesses, etc.
- Communicate the overall impact on the community/county and its tourism partners. If appropriate quickly announce the county is open for business in specific locations to help calm visitors who are in the county or have upcoming travel plans.

**Visit San Luis Obispo County will provide travelers up to date information with regular destination updates regarding this oil spill. Please check out [www.VisitSanLuisObispoCounty.com](http://www.VisitSanLuisObispoCounty.com)**

- Determine if there is a response website to send guests to specific about the oil spill.
- Communicate updated facts about the situation to include:
  - Destination Update – communicate beaches, roads, etc. that are OPEN for business.
  - Cities impacted and/or open for business
  - Impacted tourism areas
  - More information
- Use maps or other necessary visuals to point out directly where the spill occurred to prevent the perception of the entire county being impacted.

**Visit San Luis Obispo County is maintaining a list of businesses currently open to the public on its website. We are in communication with tourism businesses to understand how everyone has been impacted.**

- This list represents the entities that have responded to queries and will be updated on a regular business.
- We encourage travelers to contact specific businesses not listed in advance to confirm availability of operation.

**Visit San Luis Obispo County is in communication with tourism business and the spirit of the community in San Luis Obispo County is stronger than ever. The county has come together to embrace its core belief that together we are stronger.**

- The community is helping each other with the situation and to help its fellow businessman return to business as usual.

### **Lodging Constituent Communication**

Once the situation has been assessed a one-pager outlining key facts should be created to post to [www.VisitSanLuisObispoCounty.com](http://www.VisitSanLuisObispoCounty.com) and to disseminate to lodging constituents with facts including: location, overview of the situation, any immediate action steps and when updates can be expected.

*Note: Messages will need to be adapted quickly based on closures and the impact they have on traffic across the county. Messages may need to be tailored differently for key audiences. Visit San Luis Obispo County should immediately reach out to lodging and tourism business to determine the potential impact on their business. Also being in touch with Cal Trans to anticipate length of time for the road closure. This outline is a guide of what messages need to be quickly addressed.*

**Due to road closures in (outline specific areas) Visit San Luis Obispo County wants to remind travelers of alternative routes to assist them in getting to their final destination.**

- Communicate any direct impacts on lodging and tourism businesses, etc.
- Communicate how lodging and tourism businesses are accommodating travelers who are stranded due to the road closure.
- Communicate the various roads and connectors to help guests navigate across the county. *Include rerouting information in this message if necessary. For example I-5 is closed take Highway 101 or if Highway 1 is closed take Highway 101, etc.*

**Although (X road) is closed, Visit San Luis Obispo County welcomes guests to the destination's unique communities.**

- Communicate communities not impacted by the road closure.
- Communicate the specifics of the road closure to quickly isolate the situation giving facts to media outlets in an effort to not over sensationalize the situation.

**Highway 1 is closed from (x location) to (x location). Cal Trans anticipates the closure lasting (anticipated time) due to (weather inclement/accident).**

- Communicate alternative routes if they exist for travelers.
- Communicate how lodging and tourism businesses are accommodating travelers who are stranded due to the road closure.
- Communicate if Hearst Castle is open.

**Visit San Luis Obispo County is maintaining a list of businesses currently open to the public on its website. We are in communication with tourism businesses to understand how everyone has been impacted.**

- This list represents the entities that have responded to queries and will be updated on a regular business.
- We encourage travelers to contact specific businesses not listed in advance to confirm availability of operation.

**Visit San Luis Obispo County is in communication with tourism business and the spirit of the local community is stronger than ever. The county has come together to embrace its core belief that together we are stronger.**

- The community is helping each other with removal of debris and to help its fellow businessman return to business as usual.

**Lodging Constituent Communication**

If appropriate create a one-pager outlining facts to post to the website and disseminate to lodging constituents with facts including: location, anticipated time the road will be closed and when updates can be expected.



*Note: Messages will need to be adapted quickly based on the severity of the security breach and how broad of geographic area is impacted. Messages may need to be tailored differently for key audiences. Visit San Luis Obispo County will want to immediately zero in on the impact the security breach and how it may impact constituents and tourism partners. This outline is a guide of what messages need to be quickly addressed.*

**Visit San Luis Obispo County was the victim of a security breach compromising more than (explain the severity of the breach – 40,000 consumer email addresses, 850 tourism partners, X SAVOR email addresses, etc.). The destination marketing organization immediately contacted authorities and has taken necessary precautions to identify the full extent of the situation.**

- No financial data was compromised as Visit San Luis Obispo County does not use its website for any financial exchanges and uses third-party ticketing systems like Event Brite for event tickets.
- At this time it appears only email addresses have been compromised.

**Visit San Luis Obispo County is in communication with visitors through communication channels that remain to outline the situation and warn them to not open anything that may look out of character coming from Visit San Luis Obispo County.**

**Visit San Luis Obispo County is in communication with constituents and tourism partners across the county asking them to not open anything that may look suspicious and report any unusual activities so authorities can continue to monitor the situation.**

### **Lodging Constituent Communication**

Once the situation has been assessed a one-pager outlining key facts should be created to post to [www.VisitSanLuisObispoCounty.com](http://www.VisitSanLuisObispoCounty.com) and to disseminate to lodging constituents with facts including: location, overview of the situation, any immediate action steps and when updates can be expected.

*Note: Messages will need to be adapted quickly based on the severity of the terrorist threat and how broad of geographic area is impacted. Messages may need to be tailored differently for key audiences. Visit San Luis Obispo County will want to immediately zero in on the specific geographic location within the county. This outline is a guide of what messages need to be quickly addressed.*

**The terrorist threat (explain type of threat as deemed by authorities) in San Luis Obispo County occurred near the community of (insert community location and specific place) at (insert time/date). Homeland Security is at the site and dealing with the situation. The impact of the threat is described as (outline the situation – type of threat, number of people impacted, etc.). According to authorities the situation is described as (outline the situation including any instructions for travelers, etc.). Authorities are monitoring the situation closely.**

- Communicate specific road closures, business closures and any direct impacts on lodging and tourism businesses, etc.

**San Luis Obispo County is a rural destination. Often we hear of terrorist threats occurring in higher density population centers, but this one has centered on our community.**

- Visit San Luis Obispo County is working with Homeland Security to ensure travelers are safe, getting the assistance they need to communicate with friends and family and when possible find alternative routes to return home or continue their travels to safer areas.
- Visit San Luis Obispo County, in working with the Red Cross, has set-up a shelter for travelers and is assisting them in making alternative travel plans, rebooking travel or finding alternative transportation to help them during this time.

**Visit San Luis Obispo County is maintaining a list of businesses currently open to the public on its website. We are in communication with tourism businesses to understand how everyone has been impacted.**

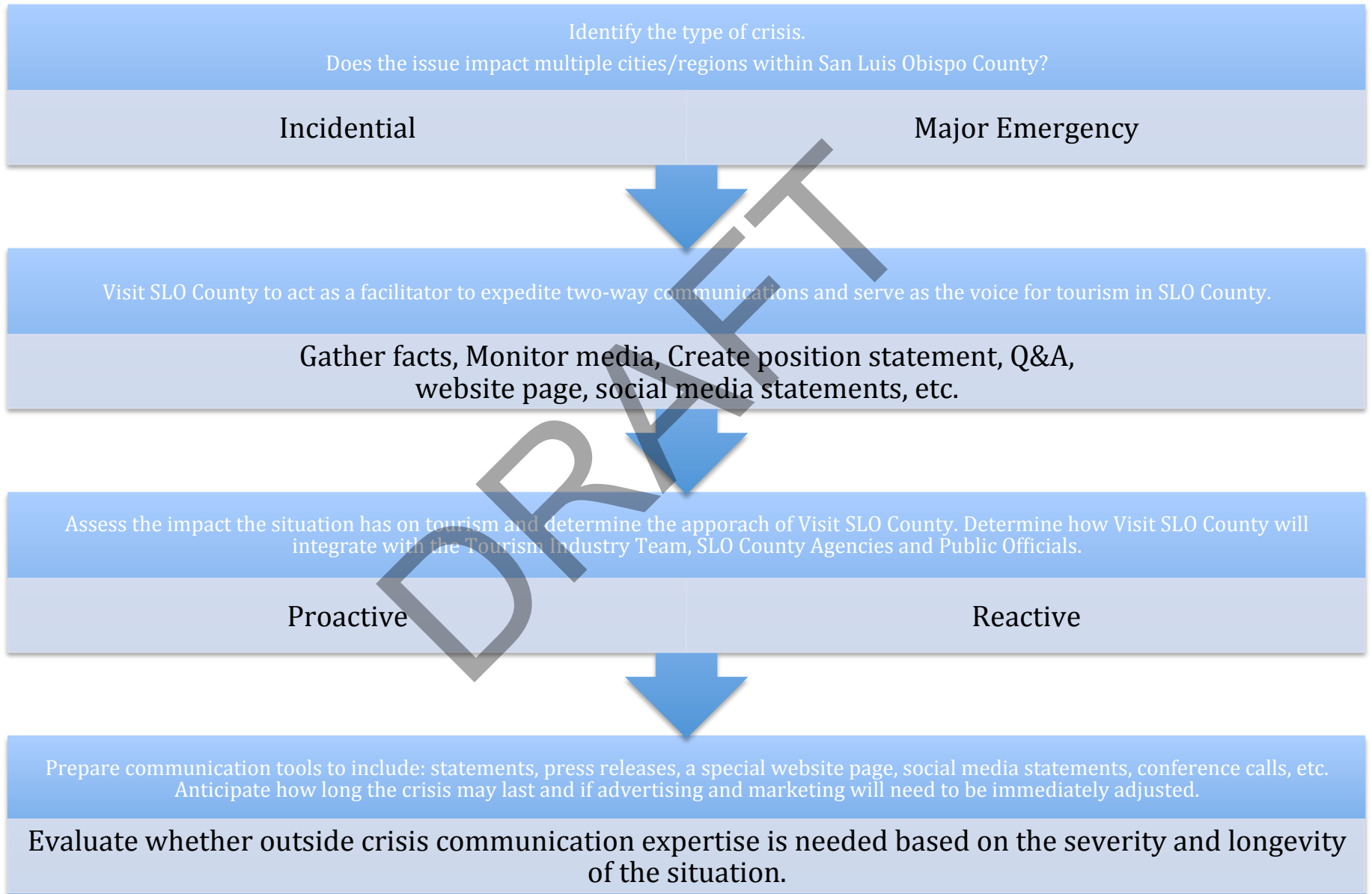
- This list represents the entities that have responded to queries and will be updated on a regular basis.
- We encourage travelers to contact specific businesses not listed in advance to confirm availability of operation.

**Visit San Luis Obispo County is in communication with tourism businesses and in the spirit of working together the tourism community of San Luis Obispo County is stronger than ever. Tourism partners have come together to embrace its core belief that together we are stronger.**

### **Lodging Constituent Communication**

Once the situation has been assessed a one-pager outlining key facts should be created to post to [www.VisitSanLuisObispoCounty.com](http://www.VisitSanLuisObispoCounty.com) and to disseminate to lodging constituents with facts including: location, overview of the situation, any immediate action steps and when updates can be expected.

# Visit San Luis Obispo County Crisis Communication Decision Making Process



	A	B	C	D	E	F	G
1	<b>Call Log</b>						
2	<b>Date</b>	<b>Time</b>	<b>First</b>	<b>Last</b>	<b>Subject</b>	<b>Key Information/Next Steps</b>	<b>Who to Disseminate Information</b>
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
26							
27							
28							
29							
30							
31							

DRAFT



## Visit San Luis Obispo County Staff Contact List

### Visit San Luis Obispo County Staff

Name	Title	Mailing Address	Phone	Email
Chuck Davison	President & CEO	1334 Marsh Street, San Luis Obispo, CA 93401	805-541-8000; Cell 805-270-5005	<a href="mailto:chuck@visitsanluisobispocounty.com">chuck@visitsanluisobispocounty.com</a>
Kylee Jepsen	Sr. Comm. Coordinator & Film Commission Liaison	1334 Marsh Street, San Luis Obispo, CA 93401	805-541-8000	<a href="mailto:kyleej@visitsanluisobispocounty.com">kyleej@visitsanluisobispocounty.com</a>
Brendan Pringle	Office Manager	1334 Marsh Street, San Luis Obispo, CA 93401	805-541-8000	<a href="mailto:brendan@visitsanluisobispocounty.com">brendan@visitsanluisobispocounty.com</a>
Michael Wambolt	Director of Travel Trade	1334 Marsh Street, San Luis Obispo, CA 93401	805-541-8000	<a href="mailto:michael@visitsanluisobispocounty.com">michael@visitsanluisobispocounty.com</a>
Jordan Carson		1334 Marsh Street, San Luis Obispo, CA 93401	805-541-8000	<a href="mailto:jordan@visitsanluisobispocounty.com">jordan@visitsanluisobispocounty.com</a>

DRAFT



## FY: 2015-2016 Board of Directors Contact List

### City/County Appointed Representatives

Name	City/Business	Mailing Address	Phone	Email
Sam Miller	City of Grover Beach, Holiday Inn Express (GB)	775 N Oak Park Blvd, Grover Beach, CA 93433	(805) 481-4448	<a href="mailto:gm@hiegroverbeach.com">gm@hiegroverbeach.com</a>
(open)	City of Pismo Beach			
JP Patel	City of Atascadero, Best Western Colony Inn, Owner	3600 El Camino Real, Atascadero 93422	(805) 391-0151	<a href="mailto:jp@lotusmgmtinc.com">jp@lotusmgmtinc.com</a>
Rachel Patranella	City of Arroyo Grande, Hampton Inn & Suites (AG)	1400 W Branch St, Arroyo Grande, CA 93420	(805) 202-2110	<a href="mailto:rachel.patranella@hilton.com">rachel.patranella@hilton.com</a>
John Arnold	City of Paso Robles, Holiday Inn Express (PR)	2455 Riverside Avenue, Paso Robles, CA 93446	(805) 238-6500	<a href="mailto:jarnold@hixpaso.com">jarnold@hixpaso.com</a>
Kevin Phipps	City of SLO, Embassy Suites (SLO)	333 Madonna Rd, San Luis Obispo, CA 93405	(805) 549-0800	<a href="mailto:Kevin.Phipps@Hilton.com">Kevin.Phipps@Hilton.com</a>
Val Seymour	City of Morro Bay, The Front Street Inn & Spa (MB)	1140 Front St, Morro Bay, CA 93442	Wk (805) 772-5038 Cell (805) 234-1955	<a href="mailto:val.rueseymour@gmail.com">val.rueseymour@gmail.com</a>
James Davison	SLO Unincorporated Area, Pelican Inn & Suites (CB)		(805) 234-4863	<a href="mailto:jdavison@pacificahotels.com">jdavison@pacificahotels.com</a>
Jim Hamilton	County At-Large Appointee	1055 Monterey Street, D220, San Luis Obispo, CA 93408	(805) 781-5831	<a href="mailto:jhamilton@co.slo.ca.us">jhamilton@co.slo.ca.us</a>

### Elected Representatives

Name	City/Business	Mailing Address	Phone	Email
Clint Pearce	Madonna Inn (SLO)	100 Madonna Road, San Luis Obispo, CA 93401	(805) 748-9097	<a href="mailto:clint@madonnainn.com">clint@madonnainn.com</a>
Noreen Martin	Martin Resorts (PB, PR, SLO Unincorporated)	P.O. Box 12060, San Luis Obispo, CA 93406	(805) 547-2702	<a href="mailto:noreenm@martinresorts.com">noreenm@martinresorts.com</a>
Mark Eads	Sea Venture (PB)	100 Ocean View Ave., Pismo Beach, CA 93449	(805) 773-4994	<a href="mailto:mark@seaventure.com">mark@seaventure.com</a>
Kathleen Bonelli	Paso Robles Vacation Rentals (PR)	505 Spring Street, Paso Robles, CA 93446	(805) 712-5530	<a href="mailto:kathybonelli@yahoo.com">kathybonelli@yahoo.com</a>
Lois Fox	Belvino Viaggio B&B (PR)	1985 Peachy Canyon Rd, Paso Robles, CA 93446	(805) 237-8895	<a href="mailto:lois@belvinoviaggio.com">lois@belvinoviaggio.com</a>
Jay Jamison	Pismo Coast Village (PB)	465 S. Dolliver, Pismo Beach, CA 93449	(805) 773-5649	<a href="mailto:javj@pismocoastvillage.com">javj@pismocoastvillage.com</a>

**FY: 2015-2016****Visit San Luis Obispo County  
Marketing Committee****Contact List**

	First Name	Last Name	Company	Community Represented	Phone	Email
1	Ashlee	Akers	Verdin	MB, Cayucos, Atascadero	805-541-9005	<a href="mailto:ashlee@verdinmarketing.com">ashlee@verdinmarketing.com</a>
2	Jim	Allen	Hearst Castle	San Simeon	805-927-2093	<a href="mailto:jim.allen@parks.ca.gov">jim.allen@parks.ca.gov</a>
3	Terrie	Banish	City of Atascadero	Atascadero	805-470-3490	<a href="mailto:tbanish@atascadero.org">tbanish@atascadero.org</a>
4	Judith	Bean	AG&GB Chamber	Arroyo Grande, Grover Beach	805-489-1488	<a href="mailto:judith@aggbchamber.com">judith@aggbchamber.com</a>
5	Molly	Cano	City of San Luis Obispo	San Luis Obispo	805-781-7165	<a href="mailto:mcano@slocity.org">mcano@slocity.org</a>
6	Cheryl	Cuming	Wine Coast Country	unincorporated SLO County	805-547-2243	<a href="mailto:admin@slocountybid.com">admin@slocountybid.com</a>
7	Amanda	Diefenderfer	Big Red Marketing	Paso Robles	805-610-6326	<a href="mailto:adief@bigredmktg.com">adief@bigredmktg.com</a>
8	Christen	Goldie	Apple Farm	San Luis Obispo	805-296-0447	<a href="mailto:christeng@applefarm.com">christeng@applefarm.com</a>
9	Brent	Haugen	Morro Bay Tourism Bureau	Morro Bay	805-225-1570	<a href="mailto:brent@morrobay.org">brent@morrobay.org</a>
10	Gordon	Jackson	Pismo Beach CVB	Pismo Beach	805-773-7091	<a href="mailto:GJackson@PismoBeach.org">GJackson@PismoBeach.org</a>
11	Lori	Keller	Martin Resorts	Pismo, Avila, Paso Robles	805-547-2711	<a href="mailto:lorik@martinresorts.com">lorik@martinresorts.com</a>
12	Heather	Muran	SLO Wine Country Association	SLO Wine Region	805-541-5868	<a href="mailto:heather@slowine.com">heather@slowine.com</a>
13	Jennifer	Porter	Paso Robles Wine Country Alliance	Paso Robles Wine Region	805-239-8463	<a href="mailto:jporter@pasowine.com">jporter@pasowine.com</a>
14	John	Sorgenfrei	TJA Advertising	Pismo Beach, county-wide	805-541-6020	<a href="mailto:john@tjaadvertising.com">john@tjaadvertising.com</a>

<b>Advisory Council Contact List</b>					
	<b>First</b>	<b>Last</b>	<b>Title</b>	<b>Email</b>	<b>Phone</b>
<b>Arroyo Grande</b>	Dianne	Thompson	City Manager	<a href="mailto:dthompson@arroyogrande.org">dthompson@arroyogrande.org</a>	473-5400
<b>Atascadero</b>	Rachelle	Rickard	City Manager	<a href="mailto:rrickard@atascadero.org">rrickard@atascadero.org</a>	470-3400
<b>Grover Beach</b>	Robert	Perrault	City Manager	<a href="mailto:rperrault@grover.org">rperrault@grover.org</a>	473-4567
<b>Morro Bay</b>	David	Buckingham	City Manager	<a href="mailto:dbuckingham@morro-bay.ca.us">dbuckingham@morro-bay.ca.us</a>	772-6205 772-6205
<b>Paso Robles</b>	Jim	App	City Manager	<a href="mailto:CityManager@prcity.com">CityManager@prcity.com</a>	227-3888
<b>Pismo Beach</b>	Jim	Lewis	City Manager	<a href="mailto:jlewis@pismobeach.org">jlewis@pismobeach.org</a>	773-7007
<b>San Luis Obispo</b>	Katie	Lichtig	City Manager	<a href="mailto:klichtig@slocity.org">klichtig@slocity.org</a>	781-7114
<b>County Board of Supervisors</b>	Dan	Buckshi	Assistant County Admin Officer	<a href="mailto:dbuckshi@co.slo.ca.us">dbuckshi@co.slo.ca.us</a>	

DRAFT





**TBID Partners  
San Luis Obispo  
County Community  
Representatives**

<b>Name</b>	<b>Business</b>	<b>Mailing Address</b>	<b>Phone</b>	<b>Email</b>
Terrie Banish	City of Atascadero	6550 EL Camino Real, Atascadero 93422	805-470-3490	<a href="mailto:tbanish@atascadero.org">tbanish@atascadero.org</a>
Mariam Shah	City of Grover Beach	154 South 8th St., Grover Beach 93433	805-459-4277	<a href="mailto:mshah@grover.org">mshah@grover.org</a>
Judith Bean	AGGB Chamber	800 A West Branch St., Arroyo Grande 93420	805-489-1488	<a href="mailto:judith@agchamber.com">judith@agchamber.com</a>
Brent Haugen	Morro Bay Tourism Bureau	850 Shasta Avenue, Morro Bay, CA 93442	805-225-1570	<a href="mailto:brent@morrobay.org">brent@morrobay.org</a>
Michele Jacquez	Morro Bay Tourism Bureau President		805-772-2248	<a href="mailto:michele@bartfieldgroup.com">michele@bartfieldgroup.com</a>
Molly Cano	City of San Luis Obispo	990 Palm St., San Luis Obispo 93401	805-781-7165	<a href="mailto:mcano@slocity.org">mcano@slocity.org</a>
Meg Williamson	City of Paso Robles	1000 Spring St., Paso Robles 93446	805-237-3888	<a href="mailto:mwilliamson@prcity.com">mwilliamson@prcity.com</a>
Gordon Jackson	City of Pismo Beach	760 Mattie Rd., Pismo Beach 93449	805-773-7034	<a href="mailto:gjackson@pismo-beach.org">gjackson@pismo-beach.org</a>
Cheryl Cuming	Wine Coast Country	PO Box 1875, San Luis Obispo 93406	805-547-2243	<a href="mailto:admin@slocountybid.com">admin@slocountybid.com</a>

\*NOTE: Determine the emergency contact for each bureau should the destination manager not be available. As some bureaus are within the city we anticipate this will be different for each community.

## CATALYST CONTACTS for Visit San Luis Obispo County

### ACCOUNT SERVICE

**MARK ASTONE**

Chief Executive Officer

O: 559-252-2500

C: 559-906-9960

[mastone@teamcatalyst.com](mailto:mastone@teamcatalyst.com)

**PAUL RIPPENS**

Director of Client Services

O: 559-252-2500

C: 702-267-7010

[prippens@teamcatalyst.com](mailto:prippens@teamcatalyst.com)

**BOB BATES**

Division President

O: 714-549-1757 x. 214

C: 949-933-3404

[bbates@teamcatalyst.com](mailto:bbates@teamcatalyst.com)

**WHITNEY BECHERT**

Account Executive

O: 714-549-1757 x. 220

C: 808-728-9199

[wbechert@teamcatalyst.com](mailto:wbechert@teamcatalyst.com)

**JEFF HENTZ**

Director of Tourism Strategy

O: 559-252-2500

C: 407-466-1320

[jhentz@teamcatalyst.com](mailto:jhentz@teamcatalyst.com)

### SOCIAL MEDIA

**JOSH WILLIAMS**

Director of Digital Media

O: 559-252-2500

C: 559-905-5905

[jwilliams@teamcatalyst.com](mailto:jwilliams@teamcatalyst.com)

**ASHELIN BEESON**

Social Media Coordinator

O: 559-252-2500

C: 559-960-1157

[abeeson@teamcatalyst.com](mailto:abeeson@teamcatalyst.com)

### MEDIA

**VIKKI PASS**

Senior Media Director

O: 559-252-2500

D: 559-777-8658

[vpass@teamcatalyst.com](mailto:vpass@teamcatalyst.com)

**LEN SILVERI**

Media Director

O: 714-549-1757 x. 212

[lsilveri@teamcatalyst.com](mailto:lsilveri@teamcatalyst.com)

**MICHELE RAFFANELLO**

Senior Media Planner/Buyer

O: 714-549-1757 x. 221

[mraffanello@teamcatalyst.com](mailto:mraffanello@teamcatalyst.com)

## CREATIVE

### **GREG GRANNIS**

Executive Creative Director (writer)

O: 559-252-2500

C: 559-905-4951

[ggrannis@teamcatalyst.com](mailto:ggrannis@teamcatalyst.com)

### **MARK REID**

Creative Director (art director)

O: 714-549-1757 x. 218

[mreid@teamcatalyst.com](mailto:mreid@teamcatalyst.com)

### **LARRY BAUGH**

Senior Design Director

O: 559-252-2500

C: 559-940-2179

[lbaugh@teamcatalyst.com](mailto:lbaugh@teamcatalyst.com)

### **KARTINA RIGGS**

Senior Copy Writer/Producer

O: 559-252-2500

[kriggs@teamcatalyst.com](mailto:kriggs@teamcatalyst.com)

DRAFT



**SUNSET SAVOR THE CENTRAL COAST**  
**FAST FORWARD EVENTS CONTACTS**

**Fast Forward Contacts** for Visit San Luis Obispo County

**MICHELLE METTER**

Partner

O: 619-312-1212

C: 619-602-9789

[metter@fastforwardevents.com](mailto:metter@fastforwardevents.com)

**KEN LOYST**

Partner

O: 619-312-1212

C: 619-857-3800

[loyst@fastforwardevents.com](mailto:loyst@fastforwardevents.com)

DRAFT



## Visit San Luis Obispo County Strategic Partners Contact List

First Name	Last Name	Company	Phone	Email
Jim	Allen	Hearst Castle	805-927-2093	<a href="mailto:jim.allen@parks.ca.gov">jim.allen@parks.ca.gov</a>
Kevin	Buman	SLO County Airport	805-781-5955	<a href="mailto:kbumen@co.slo.ca.us">kbumen@co.slo.ca.us</a>
Phil	D'Acri	SLO County Airport	805-781-5218	<a href="mailto:pdacri@co.slo.ca.us">pdacri@co.slo.ca.us</a>
Mike	Manchak	President & CEO, Economic Vitality Corporation	805-788-2013	<a href="mailto:mmanchak@sloevc.org">mmanchak@sloevc.org</a>
Dr. Brian	Tietje	Vice Provost for International, Graduate and Extended Education Cal Poly State University	805-756-1757	<a href="mailto:btietje@calpoly.edu">btietje@calpoly.edu</a>
Betsy	Kinsley	Chief of Staff, Office of the President, Cal Poly	805-756-7003	<a href="mailto:ekinsley@calpoly.edu">ekinsley@calpoly.edu</a>
Bill	Hendricks	Professor & Department Head Recreation, Parks & Tourism Administration Cal Poly	805-756-1246	<a href="mailto:whendric@calpoly.edu">whendric@calpoly.edu</a>
Christine	Thomas	Central Coast Tourism Council	310-963-5414	<a href="mailto:Admin@CentralCoast-Tourism.com">Admin@CentralCoast-Tourism.com</a>
Caroline	Beteta	President & CEO, Visit California	916-319-5430	<a href="mailto:Caroline@visitcalifornia.com">Caroline@visitcalifornia.com</a>
Lynn	Carpenter	Vice President Marketing, Visit California	916-444-4429	<a href="mailto:lynn@visitcalifornia.com">lynn@visitcalifornia.com</a>
Barb	Newton	President & CEO, Cal Travel	650-743-9936	<a href="mailto:bnewton@caltravel.org">bnewton@caltravel.org</a>

Visit San Luis Obispo County  
Lodging Constituents  
*(insert list)*

DRAFT

<b>San Luis Obispo County Agency Contact List</b>					
<b>Agency</b>	<b>First</b>	<b>Last</b>	<b>Title</b>	<b>Email</b>	<b>Phone</b>
Alcohol Beverage Control (ABC)	Leslie	Pond	Primary Contact	<a href="mailto:SLO.Direct@abc.ca.gov">SLO.Direct@abc.ca.gov</a>	(805) 543-7183
CalFire	Robert	Lewin	Unit Chief	<a href="mailto:slu.reception@fire.ca.gov">slu.reception@fire.ca.gov</a>	(805) 543-4244
California Highway Patrol				<a href="https://www.chp.ca.gov">https://www.chp.ca.gov</a>	(805) 593-3300
California Department of Conservation				<a href="http://www.conservation.ca.gov/">http://www.conservation.ca.gov/</a>	
California Department of Transportation				<a href="http://www.dot.ca.gov/dist05/">http://www.dot.ca.gov/dist05/</a>	
County Sherriff Department	Ian	Parkinson	Sherriff	<a href="http://www.slosheriff.org">http://www.slosheriff.org</a>	(805) 781-4540
Emergency Medical Services (EMS)	Kathy	Collins	Interim Director	<a href="mailto:kcollins@co.slo.ca.us">kcollins@co.slo.ca.us</a>	(805)788-2514
Office of Emergency Services, San Luis Obispo	Ron	Alsop	Emergency Services Manager	<a href="http://www.slocounty.ca.gov/OES.htm">http://www.slocounty.ca.gov/OES.htm</a>	(805) 781-5011 (805) 781-5500
Public Health Services	Jeff	Hamm	Director	<a href="http://www.slocounty.ca.gov/page8402.aspx">http://www.slocounty.ca.gov/page8402.aspx</a>	

**City Council Members Contact List**

	<b>First</b>	<b>Last</b>	<b>Title</b>	<b>Email</b>	<b>Phone</b>
<b>Arroyo Grande</b>	Jim	Hill	Mayor	<a href="mailto:jhill@arroyogrande.org">jhill@arroyogrande.org</a>	473-5400
	Kristen	Barneich	Mayor Pro Tem	<a href="mailto:kbarneich@arroyogrande.org">kbarneich@arroyogrande.org</a>	473-5400
	Tim	Brown	Council Member	<a href="mailto:tbrown@arroyogrande.org">tbrown@arroyogrande.org</a>	473-5400
	Jim	Guthrie	Council Member	<a href="mailto:jguthrie@arroyogrande.org">jguthrie@arroyogrande.org</a>	473-5400
	Barbara	Harmon	Council Member	<a href="mailto:bharmon@arroyogrande.org">bharmon@arroyogrande.org</a>	473-5400
	Dianne	Thompson	City Manager	<a href="mailto:dthompson@arroyogrande.org">dthompson@arroyogrande.org</a>	473-5400
	Kelly	Wetmore	City Clerk	<a href="mailto:kwetmore@arroyogrande.org">kwetmore@arroyogrande.org</a>	473-5414
<b>Atascadero</b>	Tom	O'Malley	Mayor	<a href="mailto:tomalley@atascadero.org">tomalley@atascadero.org</a>	470-3390
	Heather	Moreno	Mayor Pro Tem	<a href="mailto:hmoreno@atascadero.org">hmoreno@atascadero.org</a>	470-3400
	Roberta	Fonzi	Council Member	<a href="mailto:rfonzi@atascadero.org">rfonzi@atascadero.org</a>	610-1419
	Bob	Kelley	Council Member	<a href="mailto:bkelley@atascadero.org">bkelley@atascadero.org</a>	674-5585
	Brian	Sturtevant	Council Member	<a href="mailto:bsturtevant@atascadero.org">bsturtevant@atascadero.org</a>	461-1334
	Rickard	Rickard	City Manager	<a href="mailto:rrickard@atascadero.org">rrickard@atascadero.org</a>	470-3400
	Marcia McClure	Torgerson	City Clerk	<a href="mailto:mtorgerson@atascadero.org">mtorgerson@atascadero.org</a>	470-3400
	Terrie	Banish	Deputy City Manager	<a href="mailto:tbanish@atascadero.org">tbanish@atascadero.org</a>	470-3400
	Lisa	Cava	Deputy City Clerk	<a href="mailto:lcava@atascadero.org">lcava@atascadero.org</a>	470-3400
	Lori	Mlynczak	Deputy City Clerk	<a href="mailto:lmlynczak@atascadero.org">lmlynczak@atascadero.org</a>	470-3400
	Jennifer	Fanning	Rec. Supervisor	<a href="mailto:jfanning@atascadero.org">jfanning@atascadero.org</a>	470-3426
	Paula	Anton	Rec. Supervisor	<a href="mailto:panton@atascadero.org">panton@atascadero.org</a>	470-3472
	Alan	Baker	Zoo Director	<a href="mailto:abaker@atascadero.org">abaker@atascadero.org</a>	470-3170
<b>Grover Beach</b>	John	Shoals	Mayor	<a href="mailto:jshoals@grover.org">jshoals@grover.org</a>	473-4567
	Karen	Bright	Council Member	<a href="mailto:kbright@grover.org">kbright@grover.org</a>	473-4567
	Jeff	Lee	Mayor Pro Tem	<a href="mailto:jlee@grover.org">jlee@grover.org</a>	473-4567
	Mariam	Shah	Council Member	<a href="mailto:mshah@grover.org">mshah@grover.org</a>	473-4567
	Barbara	Nicolls	Council Member	<a href="mailto:bnicolls@grover.org">bnicolls@grover.org</a>	473-4567
	Robert	Perrault	City Manager	<a href="mailto:rperrault@grover.org">rperrault@grover.org</a>	473-4567
	Donna	McMahon	City Clerk	<a href="mailto:dcmahon@grover.org">dcmahon@grover.org</a>	473-4568
<b>Morro Bay</b>	Jamie L.	Irons	Mayor	<a href="mailto:jirons@morro-bay.ca.us">jirons@morro-bay.ca.us</a>	550-6595
	Noah	Smukler	Council Member	<a href="mailto:nsmukler@yahoo.com">nsmukler@yahoo.com</a>	772-7668
	John	Headding	Council Member	<a href="mailto:jheadding@morro-bay.ca.us">jheadding@morro-bay.ca.us</a>	909-9785
	Matt	Makowetski	Council Member	<a href="mailto:mmakowetski@morro-bay.ca.us">mmakowetski@morro-bay.ca.us</a>	471-7094
	Christine	Johnson	Council Member	<a href="mailto:cjohnson@morro-bay.ca.us">cjohnson@morro-bay.ca.us</a>	305-3759
	David	Buckingham	City Manager	<a href="mailto:dbuckingham@morro-bay.ca.us">dbuckingham@morro-bay.ca.us</a>	772-6205
	Dana	Swanson	City Clerk	<a href="mailto:dswanson@morro-bay.ca.us">dswanson@morro-bay.ca.us</a>	772-6205
<b>Paso Robles</b>	Steven	Martin	Mayor	<a href="mailto:smartin@prcity.com">smartin@prcity.com</a>	237-3888
	Fred	Strong	Mayor Pro Tem	<a href="mailto:fstrong@prcity.com">fstrong@prcity.com</a>	237-3888
	Steve	Gregory	Council Member	<a href="mailto:sgregory@prcity.com">sgregory@prcity.com</a>	237-3888
	John	Hamon	Council Member	<a href="mailto:jhamon@prcity.com">jhamon@prcity.com</a>	237-3888
	Jim	Reed	Council Member	<a href="mailto:jreed@prcity.com">jreed@prcity.com</a>	237-3888
	Jim	App	City Manager	<a href="mailto:CityManager@prcity.com">CityManager@prcity.com</a>	227-3888
	Dennis	Fansler	City Clerk	<a href="mailto:cityclerk@prcity.com">cityclerk@prcity.com</a>	227-3960
<b>Pismo Beach</b>	Shelly	Higginbotham	Mayor	<a href="mailto:shigginbotham@pismobeach.org">shigginbotham@pismobeach.org</a>	235-6604
	Edward	Waage	Mayor Pro Tem	<a href="mailto:ewaage@pismobeach.org">ewaage@pismobeach.org</a>	550-3345



	First	Last	Title	Email	Phone
	Sheila	Blake	Council Member	<a href="mailto:sblake@pismobeach.org">sblake@pismobeach.org</a>	773-4035
	Mary Ann	Reiss	Council Member	<a href="mailto:mreiss@pismobeach.org">mreiss@pismobeach.org</a>	709-6296
	Erik	Howell	Council Member	<a href="mailto:ehowell@pismobeach.org">ehowell@pismobeach.org</a>	556-4640
	Jim	Lewis	City Manager	<a href="mailto:jlewis@pismobeach.org">jlewis@pismobeach.org</a>	773-7007
	Elaina	Cano	City Clerk	<a href="mailto:ecano@pismobeach.org">ecano@pismobeach.org</a>	773-4657
<b>San Luis Obispo</b>	Jan	Howell Mark	Mayor	<a href="mailto:jmarx@slocity.org">jmarx@slocity.org</a>	781-7120
	John	Ashbaugh	Vice Mayor	<a href="mailto:jashbaug@slocity.org">jashbaug@slocity.org</a>	550-7713
	Dan	Carpenter	Council Member	<a href="mailto:dcarpenter@slocity.org">dcarpenter@slocity.org</a>	431-3174
	Carlyn	Christianson	Council Member	<a href="mailto:cchristianson@slocity.org">cchristianson@slocity.org</a>	550-9320
	Dan	Rivoire	Council Member	<a href="mailto:drivoire@slocity.org">drivoire@slocity.org</a>	540-8812
	Katie	Lichtig	City Manager	<a href="mailto:klichtig@slocity.org">klichtig@slocity.org</a>	781-7114
	Michael	Codron	Assistant City Manager	<a href="mailto:mcodron@slocity.org">mcodron@slocity.org</a>	781-7114
	Anthony	Mejia	City Clerk	<a href="mailto:amejia@slocity.org">amejia@slocity.org</a>	781-7102
<b>County Board of Supervisors</b>	Frank R.	Mecham	District 1	<a href="mailto:fmecham@co.slo.ca.us">fmecham@co.slo.ca.us</a>	781-5450
	Vicki	Shelby	District 1 Assistant	<a href="mailto:vsbelby@co.slo.ca.us">vsbelby@co.slo.ca.us</a>	781-4491
	Bruce S.	Gibson	District 2	<a href="mailto:bgibson@co.slo.ca.us">bgibson@co.slo.ca.us</a>	781-5450
	Cherie	Aispuro	District 2 Assistant	<a href="mailto:caispuro@co.slo.ca.us">caispuro@co.slo.ca.us</a>	781-4338
	Adam	Hill	District 3	<a href="mailto:ahill@co.slo.ca.us">ahill@co.slo.ca.us</a>	781-5450
	Hannah	Miller	District 3 Assistant	<a href="mailto:hmilller@co.slo.ca.us">hmilller@co.slo.ca.us</a>	781-4336
	Lynn	Compton	District 4	<a href="mailto:lcompton@co.slo.ca.us">lcompton@co.slo.ca.us</a>	781-5450
	Jocelyn	Brennan	District 4 Assistant	<a href="mailto:jbrennan@co.slo.ca.us">jbrennan@co.slo.ca.us</a>	781-4337
	Debbie	Arnold	District 5	<a href="mailto:darnold@co.slo.ca.us">darnold@co.slo.ca.us</a>	781-4339
	Jen	Caffee	District 5 Assistant	<a href="mailto:agilman@co.slo.ca.us">agilman@co.slo.ca.us</a>	781-4339
	Susan	Baker	Master Calendar Scheduler/Secretary	<a href="mailto:sbaker@co.slo.ca.us">sbaker@co.slo.ca.us</a>	781-4335
	Dan	Buckshi	Assistant County Admin Officer	<a href="mailto:dbuckshi@co.slo.ca.us">dbuckshi@co.slo.ca.us</a>	
<b>U.S. Congress</b>	Lois	Capps	Congresswoman	<a href="https://capps.house.gov/">https://capps.house.gov/</a>	(805) 546-8348
<b>U.S. Senators</b>	Dianne	Feinstein	Senator	<a href="http://www.feinstein.senate.gov">http://www.feinstein.senate.gov</a>	(559) 485-
	Barbara	Boxer	Senator	<a href="http://www.boxer.senate.gov">http://www.boxer.senate.gov</a>	(559) 497-5109
<b>EVC Board of Directors</b>					
	<b>Executive Committee</b>				
	Bruce	Ray	Chair		
	Ziyad	Naccasha	Vice Chair		
	Eric	Schwelfer	Past -Chair, CEO Caliber Accounting		
	Steven	Harding	Treasurer		
	Jolie	Ditmore	Secretary, CEO & Co-Owner		
	Kris	Vardas	Member-at-Large		
	<b>Board of Directors</b>				
	Michael	Cannon	President		
	Ken	Dalebout	CEO, Arroyo Grande Community		
	Joe	DeSchryver	CEO, Sierra Vista Regional Medical		
	Henry	Dubroff	Founder & Editor Pacific Coast		
	Carl	Dudley	VP/SR Relationship Manager, Pacific		
	Kevin	Harlan	CEO Huntington Broadcast		
	Linda	Hendy	SLO County Chamber Executives		
	Stacie	Jacob	CEO, Solterra Strategies		
	Tom	Jones	Director, Corporate Affairs, Pacific		

	First	Last	Title	Email	Phone
	John E.	King	Principal, Boutique Hotel Collection		
	Dawn	Legg	Assistant Project Manager, External		
	Tim	Mahoney	District Manager, Southern California		
	Noreen	Martin	CEO Martin Resorts		
	Kevin	Meyer	Managing Partner, Gemba Academy		
	Brendan	Morris	Principal, CEO, Risk Advisor, Morris &		
	Chris	Richardson	Managing Partner, Richardson		
	Ty	Safreno	CEO/CTO Trust Automation Inc.		
	Mike	Silacci	Regional VP AT&T External Affairs		
	Darren	Smith	CEO Compass Health		
	Gil	Stork	Superintendent & President Cuesta		
	Dr. Brian	Tietje	Vice Provost for International,		
	Tim	Williams	Founder/CEO Digital West Networks		
	David	Juhnke	Board Member Emeritus		
	Chaley	Senn	Board Member Emeritus		
	Tom	Sullivan	Board Member Emeritus		
	EVC Staff				788-2012
	Michael E.	Manchak	President & CEO	<a href="mailto:mmanchak@sloevc.org">mmanchak@sloevc.org</a>	788-2013
	Dave	Mooklar	Loan Administrator	<a href="mailto:mooklar@sloevc.org">mooklar@sloevc.org</a>	788-2015
	Christine	Rogers	Program Manager	<a href="mailto:crogers@sloevc.org">crogers@sloevc.org</a>	459-2040
	Kaila	Anderson	Program Coordinator	<a href="mailto:kanderson@sloevc.org">kanderson@sloevc.org</a>	788-2012
<b>Chamber of Commerce Executives Contact List</b>					
Chamber	First	Last	Title	Email	Phone
Arroyo Grande/Grover Beach	Judith	Bean	President/CEO	<a href="mailto:judith@agchamber.com">judith@agchamber.com</a>	489-1488
Atascadero	Linda	Hendy	President/CEO	<a href="mailto:linda@atascaderochamber.org">linda@atascaderochamber.org</a>	466-2044
Cambria	MaryAnn	Carson	Executive Director	<a href="mailto:info@cambriachamber.org">info@cambriachamber.org</a>	927-3624
Cayucos	Tiffany	Silva	President	<a href="mailto:cayucoschamber@gmail.com">cayucoschamber@gmail.com</a>	995-1200
Los Osos	Dawn	Rodden	President	<a href="mailto:info@lobpchamber.org">info@lobpchamber.org</a>	528-4884
Morro Bay	Liz	Gilson	Director	<a href="mailto:Liz@morrochamber.org">Liz@morrochamber.org</a>	772-4467
Morro Bay	Jennifer	Redman	President	<a href="mailto:jennifer.redman@edwardjones.com">jennifer.redman@edwardjones.com</a>	
Paso Robles	Gina	Fitzpatrick	President/CEO	<a href="mailto:gfitzpatrick@pasorobleschamber.com">gfitzpatrick@pasorobleschamber.com</a>	238-0506
Pismo Beach	Peter	Candela	CEO	<a href="mailto:peter@pismochamber.com">peter@pismochamber.com</a>	773-4382
San Luis Obispo	Ermina	Karim	President/CEO	<a href="mailto:ermina@slochamber.org">ermina@slochamber.org</a>	786-2761
San Simeon				<a href="mailto:sansimeonchamber@yahoo.com">sansimeonchamber@yahoo.com</a>	927-3500
Templeton	Sarah	Maggelet	Executive Director	<a href="mailto:Sarah@templetonchamber.com">Sarah@templetonchamber.com</a>	238-2181

Visit San Luis Obispo County  
Media Distribution List  
*(insert list)*

DRAFT



## **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

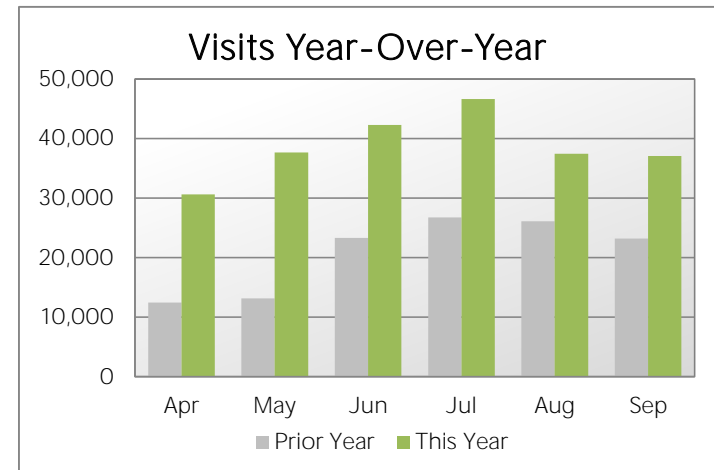
---

Date



### Total Traffic Overview:

	Apr	May	Jun	Jul	Aug	Sep
Visits:	30,648	37,667	42,305	46,651	37,447	37,075
Unique Visitors:	25,365	31,136	35,058	38,075	30,571	30,275
Bounce Rate:	48%	49%	52%	50%	49%	47%
Pageviews:	96,341	116,951	128,578	138,129	113,518	119,020
Avg Pageviews Per Visit:	3.14	3.10	3.04	2.96	3.03	3.21
Avg Time on Site:	0:02:23	0:02:21	0:02:19	0:02:17	0:02:19	0:02:25
Total Organic Search Traffic:	22,385	27,209	28,464	33,837	27,187	26,914
% of Traffic Organic Search:	73%	72%	67%	73%	73%	73%
Entry Pages From Search:	1,826	1,996	2,013	2,185	2,012	2,040



### Mobile/Tablet Snapshot:

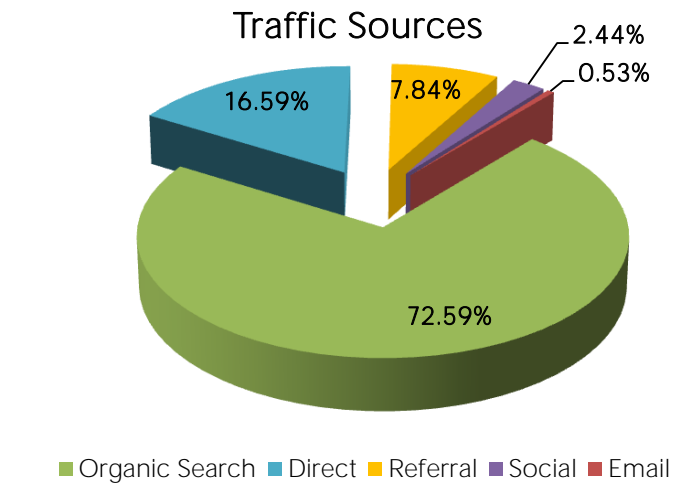
	Apr	May	Jun	Jul	Aug	Sep
Visits:	15,574	19,643	22,486	26,406	20,530	20,534
% of visits	51%	52%	53%	57%	55%	55%
Bounce Rate:	51%	51%	54%	53%	52%	50%
Pageviews:	42,501	54,217	59,681	69,141	55,887	59,683
Avg Time on Site:	0:02:01	0:02:03	0:01:59	0:01:57	0:02:08	0:02:12

### Industry Averages:

Pages / Visit	Avg. Visit Duration	Bounce Rate
2.60	0:02:19	55.21%

#### SEO Overview:

- \* Visits increased 60% compared to last year.
- \* Unique Visitors on the main site increased 57% year over year.
- \* Pageviews increased 57% compared over this time last year.
- \* Organic traffic increased 70% year over year.
- \* Organic entries to the Activities page increased by 24%, and by 203% on the Events page sorted by Fairs & Festivals.



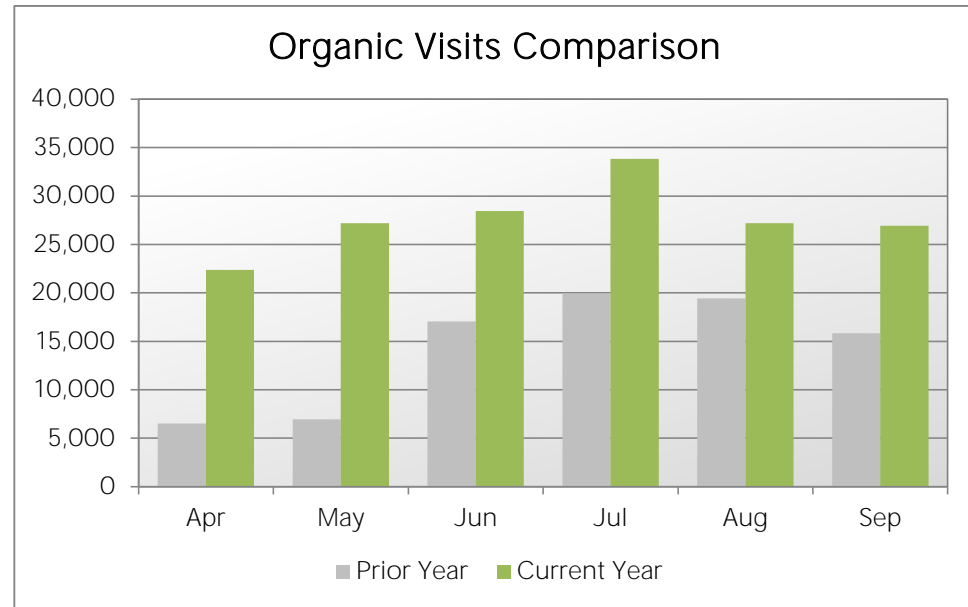
## Organic Search Traffic:

Organic Traffic		% of Total Site Traffic
Visits	26,914	72.59%

Organic Engagement Compared to Site Engagement		
Pageviews Per Visit	3.37	5.10%
Avg. Time on Site	0:02:33	5.27%
New Visits	73.82%	0.09%
Bounce Rate	44.13%	-6.95%

Search Engine	Visits	Percent
google	24,053	89.37%
yahoo	1,678	6.23%
bing	956	3.55%
aol	156	0.58%
ask	50	0.19%
baidu	9	0.03%

Exact Keyword	Visits	Percent
(not provided)	25,001	92.89%
san luis obispo	133	0.49%
san luis obispo county	27	0.10%
san luis obispo events	23	0.09%
san luis obispo ca	15	0.06%
slo events	15	0.06%
antique faires in san luis obispo county	14	0.05%
san luis obispo calendar	13	0.05%
slo county events	13	0.05%
san luis obispo farmers market	11	0.04%



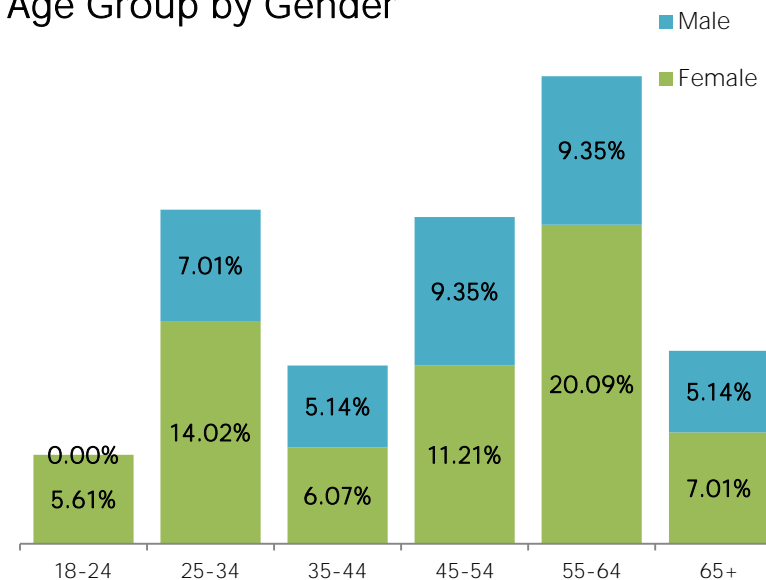
Landing Page	Visits	Percent
/events	6,237	23.17%
/	2,797	10.39%
/events/all/fairs_and_festivals	1,293	4.80%
/activities	688	2.56%
/our-area	549	2.04%
/lodging	494	1.84%
/events/461/thursday-farmers-market	443	1.65%
/events/570/i-madonnari-italian-street-chalkfestival	279	1.04%
/events/1346/avocado-margarita-festival	250	0.93%
/community/cambria	249	0.93%

## Demographics & Interests

### Affinity Categories:

Top 10 Affinity Categories	Visits
Movie Lovers	134
TV Lovers	127
Travel Buffs	104
Technophiles	96
Cooking Enthusiasts/Aspiring Chefs	92
Home Decor Enthusiasts	92
News Junkies & Avid Readers/Entertainment & Celebrity News Junkies	92
News Junkies & Avid Readers	91
Music Lovers	86
Shoppers/Shopaholics	77

### Age Group by Gender



### Other Categories:

Top 10 Categories	Visits
News/Weather	62
Arts & Entertainment/Celebrities & Entertainment News	61
Arts & Entertainment/TV & Video/Online Video	43
Internet & Telecom/Email & Messaging	41
Food & Drink/Cooking & Recipes	34
Shopping/Consumer Resources/Coupons & Discount Offers	31
Real Estate/Real Estate Listings	26
Travel/Hotels & Accommodations	26
Reference/General Reference/Dictionaries & Encyclopedias	24
Travel/Tourist Destinations/Beaches & Islands	20

**Affinity Categories** broaden the scope to identify users in terms of lifestyle; for example, Technophiles, Sports Fans, and Cooking Enthusiasts. These categories are defined in a similar way to TV audiences, and represent an opportunity to understand the behavior of your audience.

**Other Categories** are used to classify groups of users based on the specific content they consume, along with how recently and frequently they consume that content. This category data provides a more focused view of your users, and lets you analyze behavior more narrowly than Affinity Categories.

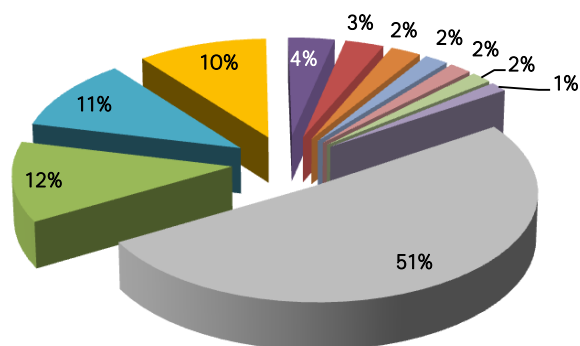
\* Per Google

### Top Content:

Top Landing Pages	Entrances	Top Content Pages	Pageviews
/events	7,386	/events	13,900
/	5,236	/	7,844
/events/all/fairs_and_festivals	1,470	/events/all/fairs_and_festivals	3,954
/poly-parents	1,032	/events/1346/avocado-margarita-festival	2,262
/activities	776	/events?page=1	2,056
/our-area	684	/our-area	1,898
/lodging	607	/events/2489/avila-apple-festival	1,605
/events/461/thursday-farmers-market	501	/poly-parents	1,260
/events/1346/avocado-margarita-festival	431	/events/all/childrens_activities	1,247
/blog/873/cayucos-in-thomas-cook-travel-magazine	319	/activities	1,162

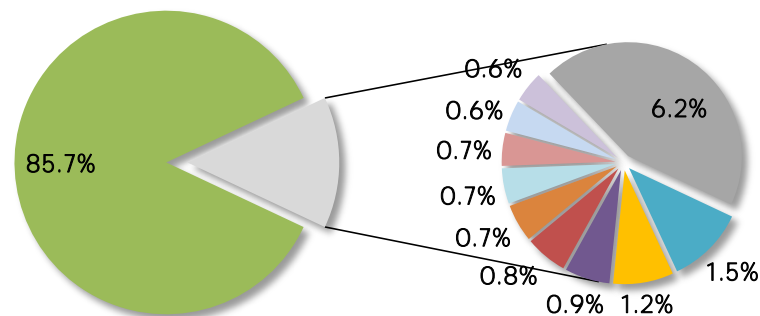
### Geographic:

#### Top Cities



- San Luis Obispo
- San Francisco
- Los Angeles
- Atascadero
- Paso Robles
- Arroyo Grande
- Santa Maria
- Morro Bay
- San Diego
- Fresno
- Other

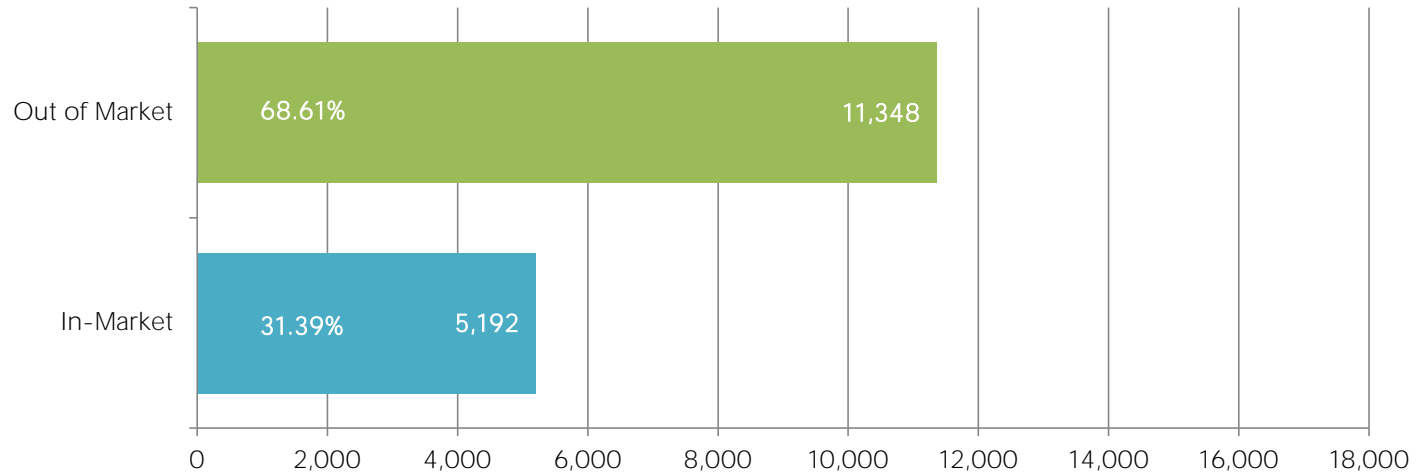
#### Top States



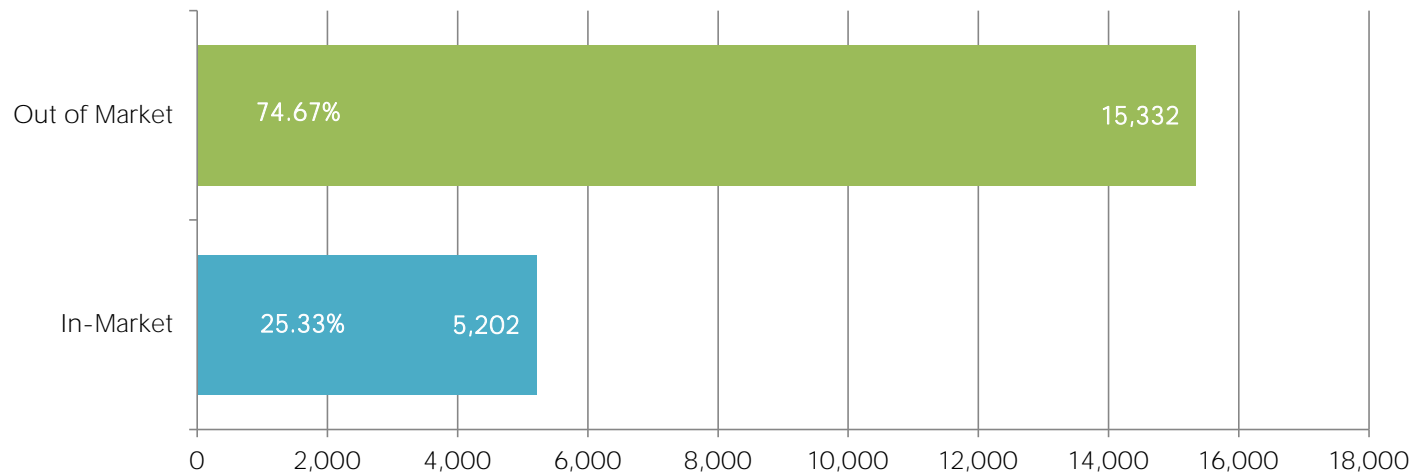
- California
- Texas
- Arizona
- Washington
- Nevada
- Colorado
- New York
- Illinois
- Oregon
- Michigan
- Other

## In-MarketVsVistor:

### Desktop Visits



### Mobile/Tablet Visits





Visit San Luis Obispo County

Search Engine Optimization Campaign Year End Summary

August 1, 2014 - July 31, 2015

## Year End Summary

2014/2015 was very successful for your website. Your website's stats are performing above industry standards: your pages per visit surpass the average of 2.77, your average visit duration is greater than 2 minutes 28 seconds and your bounce rate was lower than the average of 53.31%.

Organic search traffic is up by 92% on VisitSanLuisObispoCounty.com. Organic search traffic from Google increased by 95%, by 40% from Bing and by 113% from Yahoo. By device, organic traffic for mobile devices increased by 177%, by 93% for tablet devices and by 54% for desktop devices.

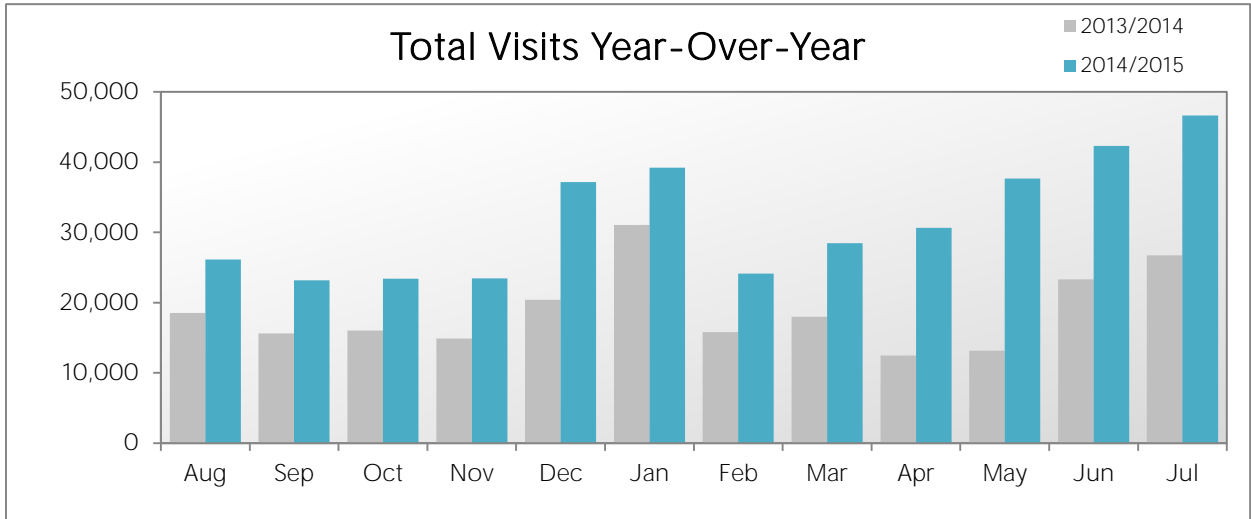
## 2014/2015 SnapShot

### Website Statistics

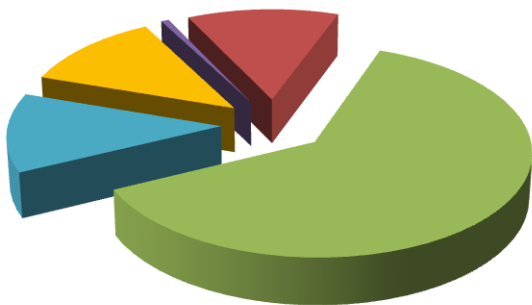
- \* There were **382,479** visits to your site and **286,573** were unique visitors.
- \* A total of **1,232,542** pageviews occurred on your website.
- \* Visitors saw an average **3.22** pages per visit.
- \* The average visit duration was **2 minutes 30 seconds**.
- \* The site's bounce rate averaged **48.67%** for the year.
- \* Organic search traffic brought **272,764** visits to your site, providing **71.31%** of the total traffic.
- \* Referring websites sent **54,139** visits to your website, providing **14.15%** of the total traffic.
- \* Direct traffic to your site provided **52,753** visits which made up **13.79%** of the total traffic.
- \* Facebook campaigns drove **12,324** visits to your site while Twitter campaigns sent **1,259** visits.
- \* There were **143,043** mobile visits and **52,424** tablet visits on your website.

## 2014/2015-2013/2014 Year Over Year SnapShot

- \* Visits on your site increased by **69%**.
- \* Unique Visitors increased by **71%**.
- \* Pageviews increased by **49%** on the site.
- \* Average visit duration decreased (**-13%**) on the site.
- \* Bounce rate increased (**10%**) on the site.
- \* Organic search traffic increased by **92%** on the site.
- \* Referring traffic increased by **46%** on the site.
- \* Desktop traffic increased by **38%** on the site.
- \* Mobile traffic increased by **146%** on the site.
- \* Tablet traffic increased by **62%** on the site.

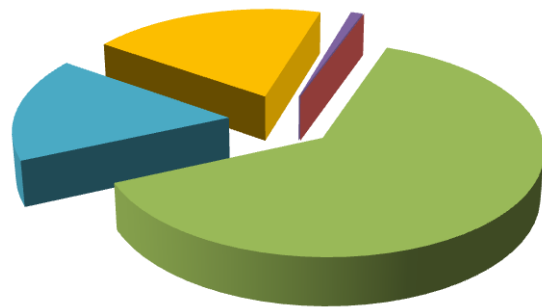


2014/2015 Traffic Sources



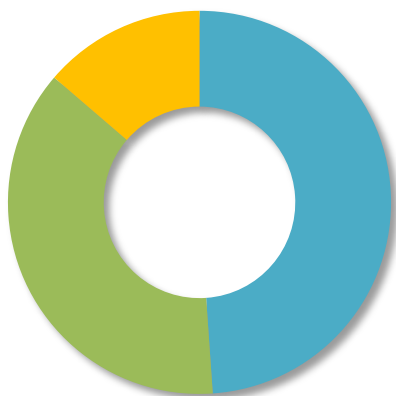
- Organic
- Direct
- Other/Campaigns

2013/2014 Traffic Sources



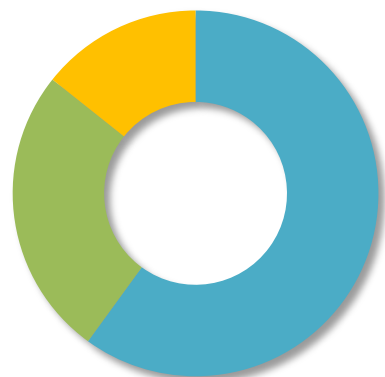
- Referral
- Email

2014/2015 Device Breakdown



- Desktop
- Mobile
- Tablet

2013/2014 Device Breakdown







# Visit San Luis Obispo County

## Activity Report, September 2015

### - What's New -

#### **Visit SLO County Honors Fire Services of San Luis Obispo County and Past President Noreen Martin at SAVOR Opening Ceremony**



Visit San Luis Obispo County honored the Fire Services of San Luis Obispo County with the first annual Tourism Hero Award on September 26<sup>th</sup> during the opening ceremony of Sunset SAVOR the Central Coast, which takes place each year before the Main Event at the historic Santa Margarita Ranch (*top photo*). Over 100 guests gathered together for the ceremony, which concluded with the traditional ribbon cutting, officially marking the opening of the Main Event.

The Tourism Hero Award was presented to the Fire Services of San Luis Obispo County in recognition of their exceptional valor and courage, as they worked tirelessly to extinguish threatening wildfires impeding Santa Margarita Ranch this summer. Visit San Luis Obispo County also presented their 2015 Tourism Champion Award to Noreen Martin, CEO of Martin Resorts (*bottom photo*). The Tourism Champion Award is given each year to individuals who go above and beyond in their dedication and commitment to tourism for San Luis Obispo County.

#### **Coming Soon: Visit San Luis Obispo County Co-op Opportunities**

Visit San Luis Obispo County is excited to provide co-op opportunities in print publications such as *Westways*, *Sunset*, *VIA Magazine*, *AARP*, the *OC Register*, the *LA Times*, and the *SF Chronicle*. Co-ops will range from pictorial to advertorial formats, and will be running from November to April, with a focus on the shoulder season. Digital opportunities will also be available in food & wine and travel sites throughout the Los Angeles, San Francisco, and Central Valley markets. Partners will be able to purchase two-thirds of banner space on these digital ads to feature their content. Information will soon be available on the Visit SLO County website. For more details, please contact Brendan Pringle at [brendan@visitsanluisobispocounty.com](mailto:brendan@visitsanluisobispocounty.com).



#### **Visit SLO County Welcomes New Director of Travel Trade: Michael Wambolt**



Visit San Luis Obispo County is pleased to announce its new Director of Travel Trade, Michael Wambolt. Born in Torrance, CA and raised in Santa Clarita, Michael attended CU Boulder on a full athletic scholarship for two years until his ball playing career was interrupted by a battle with cancer. After vanquishing the illness, he discovered a passion and knack for hospitality on an excursion across Europe with ConTiki Holidays. Michael spent the next few years in Amsterdam, Paris, and Hopfgarten, Austria working for ConTiki as a cook, site representative, bartender, and assistant manager. Missing the states, Michael returned to California. He started as a Front Desk Agent at the SeaCrest OceanFront Hotel in Pismo Beach, and climbed the ranks to Director of Sales. Most recently, Michael served as the Director of Sales at the SpringHill Suites in Atascadero, where he helped to open the hotel. As the Director of Travel Trade for Visit San Luis Obispo County, Michael is able to utilize the experience and relationships he has cultivated over his 15 years in the field of hospitality and tourism to best suit the needs of the county he calls home.

#### **Visit SLO County Board Chair Kevin Phipps Announces Resignation**

Visit San Luis Obispo County's Board Chair, Kevin Phipps, announced in September that he is leaving San Luis Obispo County to pursue a new opportunity as the new General Manager at the Embassy Suites by Hilton Convention Center Las Vegas, and resigned from the Board, effective October 2nd. Kevin has served on our Board and Executive Committee for the past several years, transitioning this past year to the Board Chair under the formation of the Tourism Marketing District and its new Board. He has given countless hours of his time and expertise to assist with the set-up and structure of the new organization. The Board will be tasked with addressing the vacancy in the Board Chair position at the October 20th meeting. This will also open a seat for the City of San Luis Obispo to appoint a new board member.



**Phipps (left) with Chuck Davison, Visit San Luis Obispo County President & CEO**



VISIT  
SAN LUIS  
OBISPO  
COUNTY

Visit San Luis Obispo County is a 501c6 tourism non-profit. For more information please call (805)541-8000.



Featured in *Thomas Cook Travel Magazine*: Cayucos' Brown Butter Cookie Company (left); and in *Peter Greenberg Worldwide*: San Luis Obispo County's local farmers markets (SLO Farmer's Market featured right).



## Trending

### Public Relations

- Sid Lipsey, Yahoo! Travel – San Luis Obispo, Cayucos: Oct. 8-10 (re-scheduled)

### Media

- Peter Greenberg Worldwide – San Luis Obispo County <http://bit.ly/1j8JBHO>
- AwesomenessTV – Beach Buggies with JennXPenn and ThatsSoJack <http://bit.ly/1NeEnXn>
- Thomas Cook Travel Magazine – Surf town Cayucos is a hit with local tourists after small town charm <http://bit.ly/1Lc5kZH>
- KSBY – Sunset SAVOR the Central Coast Kicks Off <http://bit.ly/1OdZIED>
- KEYT – Sunset SAVOR the Central Coast Set to Begin <http://bit.ly/1ORAYhd>
- Travel Channel – Top 10 Locals List with Shane Reynolds: Pacific Coast Highway: <http://bit.ly/1FOeICE>
- Orbitz Travel Blog – 5 Great Wine Destinations in the US <http://huff.to/1iOZMch>

### Travel Trade

- China FAM – Nov. 6
- Australian SuperFAM – Nov. 12

### UK SuperFAM Explores Paso Robles

From September 26-27, Visit SLO County hosted a UK SuperFAM in partnership with Visit California and Black Diamond. The SuperFAM was composed of 10 travel experts from companies throughout the UK. During their two-day whirlwind adventure of the Paso Robles area, the SuperFAM enjoyed a host of activities: lunch at Hunter Ranch Golf Course, wine tasting at Cass Winery, a farm tour at FARMstead Ed, wine and cheese pairing at Allegretto Resort, stagecoach rides at Harris Stage Lines, ziplining at Margarita Adventures, an afternoon at Sunset SAVOR the Central Coast and dinners at Firestone's Taproom and Enoteca Restaurant. The La Quinta Inn in Paso Robles hosted them during their stay. Visit SLO County's Kylee Jepsen and Michael Wambolt joined back up with the group in Sacramento for their Finale Event on September 29.



### Visit SLO County Attends Visit California SF Media Event

Visit San Luis Obispo County's Kylee Jepsen recently represented our region at the Visit California SF Media Reception at The Village in downtown San Francisco. Over 70 Bay Area media attended and had the opportunity to learn about San Luis Obispo County. Media included representatives from Weekend Sherpa, *Trekaroo*, *KGO*, *SF Chronicle*, *VIA Magazine*, *Bay Area Family Travel* and many other publications. Most media inquired about Family-Friendly activities and Cultural Events. Visit San Luis Obispo County will be following up with all leads to ensure our area continues to receive great media exposure in the Bay Area market.



### VISIT SLO COUNTY WEB ACTIVITY

VISITS: 37,075  
 UNIQUE VISITORS: 30,275  
 PAGE VIEWS: 119,020  
 AVG. PAGE VIEWS/VISIT: 3.21  
 AVG. TIME ON SITE: 2:25  
 TOTAL ORGANIC TRAFFIC: 26,914  
 % OF ORGANIC: 73%  
 MOBILE VISITS: 20,534

#### MOST VISITED EVENT:

FARMERS MARKET – SAN LUIS OBISPO (443 VIEWS)

TOTAL BLOG VISITS: 7,129

MOST SHARED BLOG: CAYUCOS IN THOMAS COOK TRAVEL MAGAZINE

[HTTP://BIT.LY/1Y04TE](http://bit.ly/1Y04TE)

### VISIT SLO COUNTY

#### FACEBOOK

LIKES: 12,716      NEW: 177  
 TOT. IMPRESSIONS: 95,315  
 HIGHEST ENGAGEMENT: CENTRAL COAST MAKES THE HUFFPOST'S LIST OF 5 GREAT WINE DESTINATIONS IN THE US (779 ENGAGEMENTS)  
 MOST LIKED: CENTRAL COAST MAKES THE HUFFPOST'S LIST OF 5 GREAT WINE DESTINATIONS IN THE US (392 LIKES)

	FOLLOWERS	NEW
TWITTER:	5,590	128
32K IMPRESSIONS		
TWEETS: 6,112		
PINTEREST:	617	9
PINS: 792		
INSTAGRAM:	1,356	105
POSTS: 393		

#### VISITOR GUIDE DIST.

WEB DOWNLOADS: 61  
 GUIDES DISTRIBUTED: 2332  
 TOTAL: 2393

#### MONTHLY E-SPECIAL

SUBSCRIBERS: 36,154  
 # OF OPENS: 6,860  
 # OF CLICK-THROUGHS: 855

#### THIS WEEK IN SLO COUNTY

CIRCULATION: 891  
 MOST CLICKED LINK:  
 2016 San Luis Obispo County Visitors Magazine Media Kit

## August 2015 vs August 2014 Lodging Statistics (STR, Inc.)

### Current Month - August 2015 vs August 2014

	Occ %		ADR		RevPAR		Percent Change from August 2014					
	2015	2014	2015	2014	2015	2014	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold
	Atascadero, CA+	76.4		129.15		98.61						
Morro Bay, CA+	81.3	82.8	143.09	141.77	116.26	117.33	-1.8	0.9	-0.9	-0.9	0.0	-1.8
Paso Robles, CA+	83.6	82.2	140.53	141.48	117.52	116.31	1.7	-0.7	1.0	4.2	3.1	4.9
Pismo Beach, CA+	86.1	85.6	192.32	186.14	165.58	159.38	0.6	3.3	3.9	4.0	0.1	0.6
San Luis Obispo, CA+	84.7	84.7	150.35	144.08	127.37	122.01	0.0	4.3	4.4	4.4	0.0	0.0
San Simeon, CA+	77.1	82.0	150.83	143.78	116.33	117.86	-5.9	4.9	-1.3	-1.3	0.0	-5.9
Five Cities+	84.1	84.4	184.05	178.10	154.86	150.28	-0.3	3.3	3.0	3.1	0.0	-0.2
North Coast+	81.9	83.3	176.47	170.62	144.56	142.21	-1.7	3.4	1.7	1.7	0.0	-1.7
North County+	81.5	80.5	137.39	137.98	111.95	111.09	1.2	-0.4	0.8	11.5	10.6	12.0
South County+	84.4	84.5	168.17	162.10	141.96	137.01	-0.1	3.7	3.6	3.6	0.0	-0.1
San Luis Obispo County	83.1	83.4	161.37	157.63	134.12	131.48	-0.4	2.4	2.0	4.0	2.0	1.6
<b>Santa Barbara/ Santa Maria</b>	85.9	85.1	221.68	217.42	190.41	185.05	0.9	2.0	2.9	1.6	-1.2	-0.3
<b>Monterey/Salinas</b>	85.3	86.0	250.76	237.98	213.86	204.78	-0.9	5.4	4.4	4.7	0.3	-0.6
<b>California</b>	80.8	81.3	163.72	155.23	132.27	126.20	-0.6	5.5	4.8	5.3	0.5	-0.1