



AGENDA

Visit SLO CAL Board of Directors

Visit SLO CAL Board of Directors Agenda

Thursday, May 17, 2018

8:30 am

Avila Lighthouse Suites

550 Front St, Avila Beach, CA 93424

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

ANNOUNCEMENTS	C. Davison
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CONSENT AGENDA - <i>motion required</i>	C. Davison
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3. Approval of March 21, 2018 Board Meeting Minutes (*yellow*)
4. Approval of March & April Financials (*green*)
5. Approval of Lindsey Hartig's Marketing Committee Application
Staff will ask for Board approval of the March 21, 2018 Board Meeting Minutes, the March and April Financials, and Lindsey Hartig's Marketing Committee application.

CEO REPORT	C. Davison
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6. CEO Report (15 min)
Staff will provide an update on current projects and areas of focus for the months ahead.

BUSINESS ITEMS	C. Davison
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7. Tourism Exchange Recap (10 min)
Staff will provide an update on the annual Tourism Exchange event and request Board feedback.
8. Approval of Proofreading Agreement – Kristin Davison (5 min) – *motion required*
Staff will ask for Board approval to contract with Kristin Davison for future proofreading projects.
9. Board Member Selection Process (10 min) – *motion required*
The Board will review applications for the elected B&B BOD seat up for renewal and make a selection.
10. Executive Committee Seats (10 min) – *motion required*
The Board will discuss and appoint the Executive Committee seats for FY2018/19.
11. FY2018/19 Budget (25 min) – *motion required*
Staff will request Board approval of VSC's FY2018-19 annual budget, as recommended by the Executive Committee.
12. FY2018/19 Marketing Plan (15 min) – *motion required*
Staff will request Board approval of VSC's FY2018/19 Marketing Plan, as recommended by the Marketing Committee.
13. Media Agency Selection (10 min) – *motion required*
Staff will request Board approval on the selection of a new media agency, as recommended by the Marketing Committee.

14. CEO Annual Review (20 min) – motion required

The Committee will discuss the VSC President & CEO's annual review/bonus and will make a recommendation for BOD approval.

ADJOURN.

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 SLO CAL Board of Directors

Visit SLO CAL Board of Directors Meeting Minutes

Wednesday, March 21, 2018

8:30am

Inn at the Pier

601 Cypress St, Pismo Beach, CA 93449

1. CALL TO ORDER: Clint Pearce

PRESENT: John Arnold, Kathy Bonelli, Mark Eads, Aaron Graves, Jim Hamilton, Jay Jamison, Sarah Maggelet, Sam Miller, Nipool Patel, Clint Pearce, Val Seymour, Amar Sohi, Roger Wightman

ABSENT: Lori Keller

STAFF PRESENT: Chuck Davison, Brooke Burnham, Michael Wambolt, Brendan Pringle

Call to Order at 8:32 am.

2. PUBLIC COMMENT (On Non-Agenda Items)

None.

ANNOUNCEMENTS

None.

Consent Agenda and CEO Report items were reversed due to the initial lack of quorum.

CEO REPORT

5. CEO Report

Davison reviewed the January TOT Report, as well as the January Travel Trends Index from U.S. Travel.

On February 21, 2018, VSC hosted a Brown Act Training for Board & Committee members, inviting other TBID Board members and government officials. VSC had this professionally recorded by a videographer, and the training is available via private link on YouTube to Board and Marketing Committee members.

Davison reported out on the CalTravel Winter Board Meeting in Sacramento (February 27, 2018), as well as CalTravel's Rally at the Capitol on February 28. During this event, Davison participated in five legislative meetings, including one with Assemblyman Jordan Cunningham and one with Senator Bill Monning's staffer to discuss the Highway One closure.

On March 1, VSC VP of Marketing Brooke Burnham presented an update on VSC's destination marketing and management efforts at the Morro Bay Hoteliers meeting. VSC encouraged Morro Bay to pursue a Strategic Planning process and received positive feedback from the hoteliers and the city on its own progress.

Davison reported out on local meetings with Board Member Val Seymour; AGGB Chamber President & CEO Jocelyn Brennan; Kevin Bumen (SLO Airport) and Mike Manchak (EVC); SLO Chamber leadership; Cal Poly; and the Mid-State Fair.

On March 6, VSC presented its FY2016-17 Annual Report to the County Board of Supervisors, receiving positive feedback from the Board on VSC's work and priorities.

Davison noted that the Life's Too Beautiful to Rush Service Mark was approved on February 21, 2018, and the tagline logo with the service mark has been updated accordingly. VSC is also exploring a service mark for the phrase.

VSC Board Member Jim Hamilton recently announced his candidacy for the office of Auditor-Controller-Treasurer-Tax Collector-Public Administrator. Davison noted that VSC thought it was appropriate to note this before the June 2018 election to avoid any conflict of interest since this is an elected office.

Davison provided an update on staffing.

The May Board of Directors meeting is currently set for May 16, 2018, which conflicts with Visit California's DMO CEO Summit in Los Angeles. Based on the Executive Committee's recommendation, this meeting has been rescheduled for Thursday, May 17, 2018. The meeting will be extended to two hours due to the number of key items on the agenda.

Davison outlined his travel schedule.

Public Comment – None.

Board Discussion.

CONSENT AGENDA

3. Approval of January 17, 2018 Board Meeting Minutes

4. Approval of January & February Financials

Public Comment – None.

Board Discussion.

ACTION: Moved by Patel/Arnold to approve the Consent Agenda as presented.

Motion carried: 12:0
Seymour arrived after the vote.

BUSINESS ITEMS

6. Destination Development Strategy

VSC finalized its agreement with Resonance and is providing background research documents to Resonance to begin this process, which will kick-off with a call on Wednesday, March 28. VSC is working through a communications announcement that will occur in April or May and will work toward interviews with local media.

VSC finalized its agreement with Tourism Economics for the Economic Impact Study and Visitor Volume Study components of the Destination Development Plan proposal. Local DMOs were sent information on research co-op opportunities with a participation deadline of March 30, 2018.

Davison provided an update on staffing and discussed the proposed composition of the Destination Development Steering Committee.

Public Comment – None.

Board Discussion.

7. Strategic Direction 2020 Update

On 2/26, Coraggio conducted a quarterly check-in with the VSC leadership team to gauge progress on Strategic Direction 2020 initiatives. Davison provided an update on recent progress, current challenges and next steps. The next check-in will be scheduled in May.

Public Comment – None.

Board Discussion.

8. Marketing Update

Wambolt provided an update on recent travel trade efforts and upcoming programs. Burnham discussed VSC's upcoming SAVOR installation at Taste Washington and reported out on ad sales (non-lodging ads and paid listings) for the website. She also reported out on the Marketing Committee Strategic Planning Retreat on March 13, 2018 and provided the details and strategy for VSC's upcoming ad campaign.

Burnham introduced Visit SLO CAL's new Director of Communications, Keba Baird, and discussed February media results, upcoming opportunities, and owned media metrics. Burnham also gave an update on VSC's Brand Ambassador Program.

In February, VSC was awarded Visit California's Poppy Award for Best Digital Campaign, competing against four other finalists with budgets that far exceeded that of VSC. Burnham also gave an update on the current media campaign.

Public Comment – Keba Baird introduced herself and noted that she is excited to join the team.

Board Discussion.

ANNOUNCEMENT OF CLOSED SESSION ITEM(S)

Pearce announced the closed session item listed below.

9. Employee Dismissal

CLOSED SESSION REPORT

During open session, Pearce announced that no action was taken during the closed session.

ADJOURNMENT

Meeting adjourned at 10:31am.

Visit SLO CAL

2017/2018 Financial Summary - March 2018

	This Month	Budgeted for Month	MTD Variance	MTD Actual v. MTD Budget %	MTD % of Total Income/Expenses	FISCAL YTD	YTD Budget	YTD Variance	YTD Actual v. YTD Budget %	YTD % of Total Income/Expenses
Income										
PY TMD Collected in CY	\$ -	\$ -	\$ -	#DIV/0!	0.00%	\$ 127,555	\$ 127,555	\$ -	100.00%	4.18%
Membership Dues	\$ -	\$ -	\$ -	#DIV/0!	0.00%	\$ 44,042	\$ 44,198	\$ (156)	99.65%	1.44%
TMD Income										
SLO County Unincorporated	\$ 64,405	\$ 64,405	\$ -	100.00%	24.62%	\$ 714,990	\$ 714,990	\$ -	100.00%	23.43%
SLO City	\$ 50,557	\$ 50,557	\$ -	100.00%	19.33%	\$ 540,955	\$ 540,955	\$ -	100.00%	17.73%
Pismo Beach	\$ 55,526	\$ 55,526	\$ -	100.00%	21.23%	\$ 686,638	\$ 686,638	\$ -	100.00%	22.50%
Morro Bay	\$ 22,086	\$ 22,086	\$ -	100.00%	8.44%	\$ 233,858	\$ 233,858	\$ -	100.00%	7.66%
Paso Robles	\$ 39,727	\$ 39,727	\$ -	100.00%	15.19%	\$ 352,963	\$ 352,963	\$ -	100.00%	11.57%
Arroyo Grande	\$ 8,887	\$ 8,887	\$ -	100.00%	3.40%	\$ 69,630	\$ 69,630	\$ -	100.00%	2.28%
Atascadero *	\$ 23,981	\$ 23,981	\$ -	0.00%	9.17%	\$ 91,026	\$ 91,026	\$ -	100.00%	2.98%
Grover	\$ 9,700	\$ 9,700	\$ -	100.00%	3.71%	\$ 34,694	\$ 34,694	\$ -	100.00%	1.14%
Adjustment for Actual TMD Collected	\$ (13,293)	\$ -	\$ (13,293)		-5.08%	\$ 154,840	\$ 144,707	\$ 10,133		5.07%
Total Income	\$ 261,576	\$ 274,869	\$ (13,293)	95.16%	100.00%	\$ 3,051,191	\$ 3,041,214	\$ 9,977	100.33%	100.00%
* District pays quarterly										
Expenses										
Restricted Reserve	\$ 13,079	\$ 13,743	\$ (665)	95.16%	2.16%	\$ 152,560	\$ 152,061	\$ 499	100.33%	6.04%
G&A	\$ 27,724	\$ 20,236	\$ 7,487	137.00%	4.59%	\$ 196,728	\$ 203,350	\$ (6,622)	96.74%	7.79%
Industry Research and Resources	\$ 15,843	\$ 27,856	\$ (12,013)	56.87%	2.62%	\$ 138,906	\$ 160,596	\$ (21,690)	86.49%	5.50%
Travel Trade	\$ 20,516	\$ 24,926	\$ (4,410)	82.31%	3.39%	\$ 210,772	\$ 221,814	\$ (11,042)	95.02%	8.35%
Communications	\$ 32,979	\$ 46,833	\$ (13,854)	70.42%	5.46%	\$ 190,380	\$ 205,021	\$ (14,640)	92.86%	7.54%
Advertising	\$ 424,949	\$ 383,637	\$ 41,312	110.77%	70.31%	\$ 1,280,217	\$ 1,177,014	\$ 103,203	108.77%	50.71%
Promotions	\$ 4,111	\$ 5,813	\$ (1,702)	70.71%	0.68%	\$ 34,262	\$ 46,878	\$ (12,616)	73.09%	1.36%
Events	\$ 31,138	\$ 30,402	\$ 736	102.42%	5.15%	\$ 101,264	\$ 104,739	\$ (3,475)	96.68%	4.01%
Digital Marketing	\$ 26,853	\$ 46,824	\$ (19,971)	57.35%	4.44%	\$ 185,108	\$ 240,570	\$ (55,462)	76.95%	7.33%
Film Commission	\$ 7,198	\$ 8,105	\$ (907)	88.80%	1.19%	\$ 34,363	\$ 46,022	\$ (11,659)	74.67%	1.36%
Total Expenses	\$ 604,389	\$ 608,376	\$ (3,987)	99.34%	100.00%	\$ 2,524,560	\$ 2,558,065	\$ (33,505)	98.69%	100.00%
Surplus(Deficit)	\$ (342,813)	\$ (333,507)	\$ (9,306)	102.79%		\$ 526,631	\$ 483,149	\$ 43,482	109.00%	
Cash Flow										
Surplus (Deficit)	\$ (342,813)					\$ 526,631				
Beginning Cash Balance	\$ 2,232,350					\$ 733,261				
Change in Accounts Receivable	\$ (106,398)					\$ 222,795				
Change in Accrued Expenses	\$ (275,017)					\$ (52,225)				
Change in Reserve Contingency	\$ 13,079					\$ 152,560				
Change in Accounts Payable	\$ 596,260					\$ 534,439				
Visit SLO CAL Cash Balances	\$ 2,117,460					\$ 2,117,460				
Restricted Reserves - 5% of Cumulative Revenues	\$ (517,279)					\$ (516,781)				
Equity on Balance Sheet										
Net Available Cash	\$ 1,600,181					\$ 1,600,680				
Comments to the Board:										
<ul style="list-style-type: none"> - \$343k deficit for March (within 3% of budget); we are running at a \$527k surplus YTD (9% larger surplus than budgeted). - All TMD amounts accrued through January have been collected. - Outstanding TMD balance of \$4,662.01 from the City of Morro Bay (Oct.) has been resolved/ adjusted in March. 										

12:00 PM

04/26/18

Accrual Basis

Visit SLO CAL
Balance Sheet Prev Year Comparison
As of March 31, 2018

	Mar 31, 18	Mar 31, 17	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
1010 · Bank of the Sierra - TMD	1,464,203.52	1,033,376.19	430,827.33	41.7%
1020 · Bank of the Sierra - Membership	128,346.80	152,146.33	-23,799.53	-15.6%
1030 · Morgan Stanley - TMD	404,580.88	0.00	404,580.88	100.0%
1040 · Morgan Stanley - Membership	100,329.14	0.00	100,329.14	100.0%
Total Checking/Savings	2,097,460.34	1,185,522.52	911,937.82	76.9%
Accounts Receivable				
1200 · Accounts Receivable	591,940.40	502,533.17	89,407.23	17.8%
Total Accounts Receivable	591,940.40	502,533.17	89,407.23	17.8%
Other Current Assets				
1320 · Prepaid Rent	3,326.70	3,326.70	0.00	0.0%
1340 · Workman's Comp Deposit	387.00	569.00	-182.00	-32.0%
1350 · Accrued Expenses	72,217.45	251,680.21	-179,462.76	-71.3%
1499 · Undeposited Funds	20,000.00	0.00	20,000.00	100.0%
Total Other Current Assets	95,931.15	255,575.91	-159,644.76	-62.5%
Total Current Assets	2,785,331.89	1,943,631.60	841,700.29	43.3%
Fixed Assets				
1400 · Fixed Assets				
1405 · Computer Hardware/Software	24,216.44	22,404.87	1,811.57	8.1%
1410 · Furniture & Fixtures	91,012.07	20,930.63	70,081.44	334.8%
1415 · Leasehold Improvements	37,301.15	32,651.59	4,649.56	14.2%
1425 · Office Equipment	14,560.10	14,560.10	0.00	0.0%
Total 1400 · Fixed Assets	167,089.76	90,547.19	76,542.57	84.5%
1500 · Accumulated Depreciation				
1505 · Comp. Hdwr/Sftwr. Acc. Depr.	-15,088.17	-12,451.17	-2,637.00	-21.2%
1510 · Furn. & Fixt. Accum. Depr.	-6,208.00	-2,465.00	-3,743.00	-151.9%
1515 · Leasehold Imp. Accum. Depr.	-1,630.00	-343.00	-1,287.00	-375.2%
1525 · Office Equip. Accum. Depr.	-4,915.00	-1,288.00	-3,627.00	-281.6%
Total 1500 · Accumulated Depreciation	-27,841.17	-16,547.17	-11,294.00	-68.3%
Total Fixed Assets	139,248.59	74,000.02	65,248.57	88.2%
Other Assets				
1600 · Intangibles				
1605 · Trademark - Slocal	15,750.00	0.00	15,750.00	100.0%
Total 1600 · Intangibles	15,750.00	0.00	15,750.00	100.0%
Total Other Assets	15,750.00	0.00	15,750.00	100.0%
TOTAL ASSETS	2,940,330.48	2,017,631.62	922,698.86	45.7%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 · Accounts Payable	751,174.11	243,108.53	508,065.58	209.0%
Total Accounts Payable	751,174.11	243,108.53	508,065.58	209.0%
Credit Cards				
2060 · American Express Credit Card	17,960.29	0.00	17,960.29	100.0%
2050 · Rabobank Credit Card	1,868.83	-471.00	2,339.83	496.8%
Total Credit Cards	19,829.12	-471.00	20,300.12	4,310.0%
Other Current Liabilities				
2100 · Payroll Liabilities	0.07	-57.96	58.03	100.1%
2160 · Health Insurance Withheld	0.07	-57.96	58.03	100.1%
Total 2100 · Payroll Liabilities	0.07	-57.96	58.03	100.1%
Total Other Current Liabilities	0.07	-57.96	58.03	100.1%
Total Current Liabilities	771,003.30	242,579.57	528,423.73	217.8%
Total Liabilities	771,003.30	242,579.57	528,423.73	217.8%
Equity				
3120 · Reserved Earnings	517,279.38	319,618.00	197,661.38	61.8%
3130 · Retained Earnings	1,125,416.90	401,839.00	723,577.90	180.1%

12:00 PM

04/26/18

Accrual Basis

Visit SLO CAL
Balance Sheet Prev Year Comparison
As of March 31, 2018

	<u>Mar 31, 18</u>	<u>Mar 31, 17</u>	<u>\$ Change</u>	<u>% Change</u>
Net Income	526,630.90	1,053,595.05	-526,964.15	-50.0%
Total Equity	2,169,327.18	1,775,052.05	394,275.13	22.2%
TOTAL LIABILITIES & EQUITY	<u>2,940,330.48</u>	<u>2,017,631.62</u>	<u>922,698.86</u>	<u>45.7%</u>

Visit SLO CAL

2017/2018 Financial Summary - April 2018

Income	This Month	Budgeted for Month	MTD Variance	MTD Actual v. MTD Budget %	MTD % of Total Income/Expenses	FISCAL YTD	YTD Budget	YTD Variance	YTD Actual v. YTD Budget %	YTD % of Total Income/Expenses
PY TMD Collected in CY	\$ -	\$ -	\$ -		0.00%	\$ 127,555	\$ 127,555	\$ -	100.00%	3.90%
Membership Dues	\$ 159	\$ -	\$ 159		0.07%	\$ 44,201	\$ 44,198	\$ 3	100.01%	1.35%
TMD Income										
SLO County Unincorporated	\$ 53,670	\$ 53,670	\$ -	100.00%	24.12%	\$ 768,660	\$ 768,660	\$ -	100.00%	23.48%
SLO City	\$ 49,671	\$ 49,671	\$ -	100.00%	22.32%	\$ 590,626	\$ 590,626	\$ -	100.00%	18.04%
Pismo Beach	\$ 59,888	\$ 59,888	\$ -	100.00%	26.91%	\$ 746,526	\$ 746,526	\$ -	100.00%	22.80%
Morro Bay	\$ 17,541	\$ 17,541	\$ -	100.00%	7.88%	\$ 251,399	\$ 251,399	\$ -	100.00%	7.68%
Paso Robles	\$ 31,080	\$ 31,080	\$ -	100.00%	13.97%	\$ 384,043	\$ 384,043	\$ -	100.00%	11.73%
Arroyo Grande	\$ 6,159	\$ 6,159	\$ -	100.00%	2.77%	\$ 75,789	\$ 75,789	\$ -	100.00%	2.32%
Atascadero *	\$ -	\$ -	\$ -	0.00%	0.00%	\$ 91,026	\$ 91,026	\$ -	100.00%	2.78%
Grover	\$ 1,984	\$ 1,984	\$ -	100.00%	0.89%	\$ 36,678	\$ 36,678	\$ -	100.00%	1.12%
Adjustment for Actual TMD Collected	\$ 2,370	\$ -	\$ 2,370		1.07%	\$ 157,211	\$ 144,707	\$ 12,503		4.80%
Total Income	\$ 222,522	\$ 219,993	\$ 2,529	101.15%	100.00%	\$ 3,273,713	\$ 3,261,207	\$ 12,507	100.38%	100.00%
* District pays quarterly										
Expenses										
Restricted Reserve	\$ 11,126	\$ 11,000	\$ 126	101.15%	2.27%	\$ 163,686	\$ 163,060	\$ 625	100.38%	5.43%
G&A	\$ 14,438	\$ 20,741	\$ (6,303)	69.61%	2.95%	\$ 211,166	\$ 224,091	\$ (12,924)	94.23%	7.01%
Industry Research and Resources	\$ 48,996	\$ 95,409	\$ (46,413)	51.35%	10.00%	\$ 187,901	\$ 256,005	\$ (68,103)	73.40%	6.23%
Travel Trade	\$ 22,048	\$ 42,789	\$ (20,741)	51.53%	4.50%	\$ 232,820	\$ 264,603	\$ (31,783)	87.99%	7.72%
Communications	\$ 28,152	\$ 33,363	\$ (5,212)	84.38%	5.75%	\$ 218,532	\$ 238,384	\$ (19,852)	91.67%	7.25%
Advertising	\$ 326,513	\$ 358,392	\$ (31,879)	91.11%	66.67%	\$ 1,606,730	\$ 1,536,406	\$ 71,325	104.65%	53.30%
Promotions	\$ 3,920	\$ 6,762	\$ (2,842)	57.97%	0.80%	\$ 38,181	\$ 53,640	\$ (15,458)	71.18%	1.27%
Events	\$ 63	\$ 9,399	\$ (9,336)	0.67%	0.01%	\$ 101,327	\$ 114,138	\$ (12,811)	88.78%	3.36%
Digital Marketing	\$ 29,035	\$ 41,699	\$ (12,664)	69.63%	5.93%	\$ 214,143	\$ 282,269	\$ (68,127)	75.86%	7.10%
Film Commission	\$ 5,465	\$ 3,845	\$ 1,620	142.13%	1.12%	\$ 39,828	\$ 49,867	\$ (10,039)	79.87%	1.32%
Total Expenses	\$ 489,754	\$ 623,398	\$ (133,644)	78.56%	100.00%	\$ 3,014,315	\$ 3,181,463	\$ (167,149)	94.75%	100.00%
Surplus(Deficit)	\$ (267,232)	\$ (403,405)	\$ 136,173	66.24%		\$ 259,399	\$ 79,744	\$ 179,655	325.29%	
Cash Flow										
Surplus (Deficit)	\$ (267,232)					\$ 259,399				
Beginning Cash Balance	\$ 2,117,460					\$ 733,261				
Change in Accounts Receivable	\$ (11,348)					\$ 211,448				
Change in Accrued Expenses	\$ 232,039					\$ 179,815				
Change in Reserve Contingency	\$ 11,126					\$ 163,686				
Change in Accounts Payable	\$ (620,221)					\$ (85,782)				
Visit SLO CAL Cash Balances	\$ 1,461,825					\$ 1,461,825				
Restricted Reserves - 5% of Cumulative Revenues	\$ (528,405)					\$ (528,405)				
Equity on Balance Sheet										
Net Available Cash	\$ 933,420					\$ 933,420				
Comments to the Board:										
- \$267k deficit for April (spent \$136k less than budgeted); we are running at a \$259k surplus YTD (\$180k larger surplus than budgeted).										
- All TMD amounts accrued through February have been collected.										

Visit SLO CAL
Balance Sheet Prev Year Comparison
As of April 30, 2018

	Apr 30, 18	Apr 30, 17	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
1010 · Bank of the Sierra - TMD	722,996.99	716,844.40	6,152.59	0.9%
1020 · Bank of the Sierra - Membership	193,478.07	175,630.19	17,847.88	10.2%
1030 · Morgan Stanley - TMD	405,166.95	0.00	405,166.95	100.0%
1040 · Morgan Stanley - Membership	100,318.69	0.00	100,318.69	100.0%
Total Checking/Savings	1,421,960.70	892,474.59	529,486.11	59.3%
Accounts Receivable				
1200 · Accounts Receivable	603,287.92	578,497.32	24,790.60	4.3%
Total Accounts Receivable	603,287.92	578,497.32	24,790.60	4.3%
Other Current Assets				
1320 · Prepaid Rent	3,326.70	3,326.70	0.00	0.0%
1340 · Workman's Comp Deposit	387.00	569.00	-182.00	-32.0%
1350 · Accrued Expenses	-159,821.95	83,623.86	-243,445.81	-291.1%
1499 · Undeposited Funds	39,864.70	0.00	39,864.70	100.0%
Total Other Current Assets	-116,243.55	87,519.56	-203,763.11	-232.8%
Total Current Assets	1,909,005.07	1,558,491.47	350,513.60	22.5%
Fixed Assets				
1400 · Fixed Assets				
1405 · Computer Hardware/Software	24,216.44	22,404.87	1,811.57	8.1%
1410 · Furniture & Fixtures	91,012.07	20,930.63	70,081.44	334.8%
1415 · Leasehold Improvements	37,301.15	32,651.59	4,649.56	14.2%
1425 · Office Equipment	14,560.10	14,560.10	0.00	0.0%
Total 1400 · Fixed Assets	167,089.76	90,547.19	76,542.57	84.5%
1500 · Accumulated Depreciation				
1505 · Comp. Hdwr/Sftwr. Acc. Depr.	-15,088.17	-12,451.17	-2,637.00	-21.2%
1510 · Furn. & Fixt. Accum. Depr.	-6,208.00	-2,465.00	-3,743.00	-151.9%
1515 · Leasehold Imp. Accum. Depr.	-1,630.00	-343.00	-1,287.00	-375.2%
1525 · Office Equip. Accum. Depr.	-4,915.00	-1,288.00	-3,627.00	-281.6%
Total 1500 · Accumulated Depreciation	-27,841.17	-16,547.17	-11,294.00	-68.3%
Total Fixed Assets	139,248.59	74,000.02	65,248.57	88.2%
Other Assets				
1600 · Intangibles				
1605 · Trademark - Slocal	15,750.00	0.00	15,750.00	100.0%
Total 1600 · Intangibles	15,750.00	0.00	15,750.00	100.0%
Total Other Assets	15,750.00	0.00	15,750.00	100.0%
TOTAL ASSETS	2,064,003.66	1,632,491.49	431,512.17	26.4%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 · Accounts Payable	94,247.82	144,340.13	-50,092.31	-34.7%
Total Accounts Payable	94,247.82	144,340.13	-50,092.31	-34.7%
Credit Cards				
2060 · American Express Credit Card	56,732.61	0.00	56,732.61	100.0%
2050 · Rabobank Credit Card	0.00	4,883.87	-4,883.87	-100.0%
Total Credit Cards	56,732.61	4,883.87	51,848.74	1,061.6%
Other Current Liabilities				
2100 · Payroll Liabilities				
2160 · Health Insurance Withheld	-198.00	0.00	-198.00	-100.0%
Total 2100 · Payroll Liabilities	-198.00	0.00	-198.00	-100.0%
Total Other Current Liabilities	-198.00	0.00	-198.00	-100.0%
Total Current Liabilities	150,782.43	149,224.00	1,558.43	1.0%
Total Liabilities	150,782.43	149,224.00	1,558.43	1.0%
Equity				
3120 · Reserved Earnings	528,405.49	328,574.85	199,830.64	60.8%
3130 · Retained Earnings	1,125,416.90	401,839.00	723,577.90	180.1%

4:31 PM

05/11/18

Accrual Basis

Visit SLO CAL
Balance Sheet Prev Year Comparison
As of April 30, 2018

	<u>Apr 30, 18</u>	<u>Apr 30, 17</u>	<u>\$ Change</u>	<u>% Change</u>
Net Income	259,398.84	752,853.64	-493,454.80	-65.5%
Total Equity	1,913,221.23	1,483,267.49	429,953.74	29.0%
TOTAL LIABILITIES & EQUITY	<u>2,064,003.66</u>	<u>1,632,491.49</u>	<u>431,512.17</u>	<u>26.4%</u>

TRAVEL TRENDS INDEX

The Travel Trends Index measures the direction and pace of travel volume to and within the U.S. on a monthly basis. The index includes a Current Travel Index (CTI) and a Leading Travel Index (LTI). Both the CTI and the LTI include subcomponents (domestic, international, leisure and business).

CTI reading of 51.7 in March 2018 shows that travel to or within the U.S. grew 3.4% compared to March 2017. LTI predicts continued travel growth through September 2018, spurred by both domestic and international travel.

Overall travel volume (person trips to or within the United States involving a hotel stay or air travel) grew at a slightly slower year-over-year rate in March 2018 than in February 2018. The timing of Easter this year (April 1, which drove Easter-related travel to the end of March) had offsetting effects on travel. While domestic business travel declined toward the end of March in deference to the upcoming holiday, international inbound travel, which is positively-affected by holidays, spiked in March.

► HIGHLIGHTS:

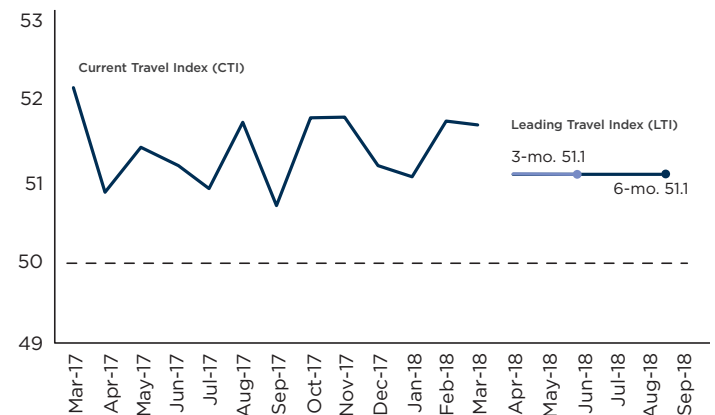
* For CTI and LTI definitions, please see below.

- The Current Travel Index (CTI) has registered at or above the 50 mark for 99 straight months, as the industry moves through its ninth consecutive year of expansion.
- The CTI was positive in March, registering 51.7. This is slightly higher than the 6-month moving average of 51.6.
- International inbound travel spiked in March, registering 55.5, the highest level since April 2014 (due in part to the timing of Easter this year). The Leading Travel Index (LTI) continues to project an upbeat outlook in inbound travel, which has the potential to surpass growth in the domestic market over the next six months.
- Domestic leisure travel continued to grow at a steady pace in March, while domestic business travel slowed considerably (again, due in part to the timing of Easter).
- The 6-month LTI reading of 51.1 indicates that total U.S. travel volume is expected to grow at a rate of around 2.2% through September 2018. Domestic travel is expected to increase at about 2%, while forward-looking metrics for international travel indicate an average growth rate of 3%.

March Travel Trends Index

Current Travel Index and Leading Travel Index

Index (>50=expansion, <50=decline)



Source: Oxford Economics, U.S. Travel Association

“On the positive side, we are not experiencing a decline in international inbound travel, as many feared; inbound travel both in 2017 and 2018 has and is expected to continue to grow by roughly 3 percent. On the negative side, the U.S. is not keeping pace with the booming growth of global travel. As a result, we are continuing to lose market share.”

– David Huether
Senior Vice President, Research

	CTI	3-month LTI*	6-month LTI**
February Index	51.8	51.2	51.1
March Index	51.7	51.1	51.1
Direction and Speed	Travel demand increased; at a slightly slower rate than the previous month	Travel is expected to grow over the coming 3 months; at a slower rate	Travel is expected to grow over the coming 6 months; at a slower rate

* Average outlook reading for Apr 2018 to Jun 2018
** Average outlook reading for Apr 2018 to Sep 2018

The Oxford/U.S. Travel **Current Travel Index (CTI)** measures the direction and pace of travel volume to and within the U.S. on a monthly basis compared to the same month in the prior year. The index is comprised of a weighting of hotel room demand and air passenger enplanements that represents the overall volume of travelers each month. A score above 50 indicates expansion. A score below 50 indicates decline.

The Oxford/U.S. Travel **Leading Travel Index (LTI)** is an indicator of the future direction and pace of travel volume to and within the U.S. over the coming three and six months compared to the same period in the prior year. The LTIs represent average readings over the next three and six months. The LTI econometric model is based on data sets that have demonstrated to predict near-term future travel: online travel searches and bookings for future travel, consumer travel intentions data, and economic fundamentals. A score above 50 indicates expansion. A score below 50 indicates decline.

TRAVEL TRENDS INDEX (Continued)

The Travel Trends Index measures the direction and pace of travel volume to and within the U.S. on a monthly basis. The index includes a Current Travel Index (CTI) and a Leading Travel Index (LTI). Both the CTI and the LTI include subcomponents (domestic, international, leisure and business).

► DETAILED RESULTS

Domestic leisure travel, which increased 3.8% from March 2017, drove domestic travel as the domestic business segment increased a modest 0.2%. This can be attributed to the calendar shift of the Easter holiday this year, as some conventions and meetings that were held in March of last year were pushed to April this year. Forward-looking bookings and searches appear to be on an upswing, which bodes well for the domestic travel market through September.

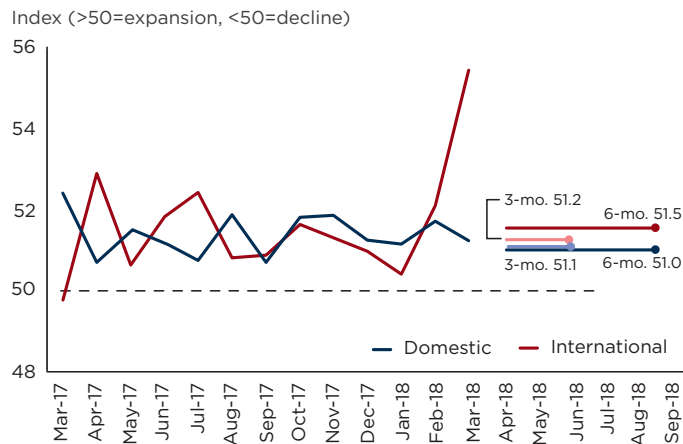
International inbound travel spiked in March, and similar to the domestic market, this is likely a result of the calendar shift of the Easter holiday and should not be interpreted as a significant upward trend. While Easter fell solidly in the middle of April in 2017, Easter Sunday occurred earlier this year (April 1), helping shift some international vacations to the U.S. into March.

Travel Trends Index Summary

	Current Travel Index (CTI)				Leading Travel Index (LTI)		6-mo LTI vs. CTI 6-mo avg.	
	6-month avg	January	February	March	3-month*	6-month**	Direction	Speed
Total Market	51.6	51.1	51.8	51.7	51.1	51.1	Increasing ▲	Slower
International	52.0	50.4	52.1	55.5	51.2	51.5	Increasing ▲	Slower
Domestic	51.5	51.1	51.7	51.3	51.1	51.0	Increasing ▲	Slower
Business	50.7	50.7	51.1	50.1	51.8	52.2	Increasing ▲	Faster
Leisure	51.9	51.4	52.0	51.9	51.8	51.6	Increasing ▲	Slower

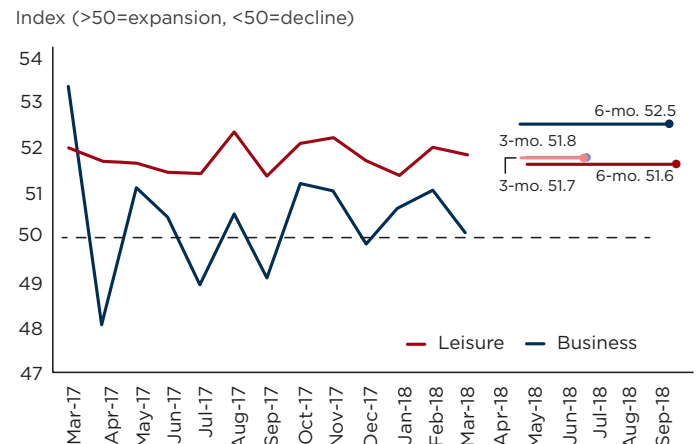
* Average outlook reading for Apr 2018 to Jun 2018
 ** Average outlook reading for Apr 2018 to Sep 2018

March Domestic and International Travel Index



Source: Oxford Economics, U.S. Travel Association

March Domestic Business and Leisure Travel Index



Source: Oxford Economics, U.S. Travel Association

The Oxford/U.S. Travel **Current Travel Index (CTI)** measures the direction and pace of travel volume to and within the U.S. on a monthly basis compared to the same month in the prior year. The index is comprised of a weighting of hotel room demand and air passenger enplanements that represents the overall volume of travelers each month. A score above 50 indicates expansion. A score below 50 indicates decline.

The Oxford/U.S. Travel **Leading Travel Index (LTI)** is an indicator of the future direction and pace of travel volume to and within the U.S. over the coming three and six months compared to the same period in the prior year. The LTIs represent average readings over the next three and six months. The LTI econometric model is based on data sets that have demonstrated to predict near-term future travel: online travel searches and bookings for future travel, consumer travel intentions data, and economic fundamentals. A score above 50 indicates expansion. A score below 50 indicates decline.



VISIT SLO CAL

MARKETING COMMITTEE APPLICATION FORM

NAME OF APPLICANT: Lindsey Hartig
COMPANY: Martin Resorts
ADDRESS: 1201 Palm St. SLO, CA 93401
PHONE: 805-547-2720 EMAIL: lindseyh@martinresorts.com
TOTAL YEARS IN TOURISM INDUSTRY: 7

TOURISM-RELATED MARKETING EXPERIENCE:

Execute digital advertising campaigns for 5 hotels on the central coast. Emphasis on public relations and social media marketing for Martin Resorts for the past 5 years.

Employment History

CURRENT EMPLOYER: Martin Resorts YRS OF SERVICE: 5.5
TITLE: Marketing Manager
PAST EMPLOYER: Sycamore Mineral Springs YRS OF SERVICE: 2
TITLE: Front Desk Agent

Community/Board Involvement

ORGANIZATION: Cal Poly Alumni Association TITLE: Member
DATES OF INVOLVEMENT: June 2012 - Present
ORGANIZATION: HSMIA Central Coast TITLE: Member
DATES OF INVOLVEMENT: June 2013 - June 2014
ORGANIZATION: _____ TITLE: _____
DATES OF INVOLVEMENT: _____

Individuals interested in serving on the Marketing Committee should send this **Application Form**, along with a **cover letter** and any background (**resume or list of key accomplishments** – no more than two pages total) to demonstrate their active role in marketing, branding, public relations or digital media as it relates to tourism in San Luis Obispo County, to Brendan@SLOCAL.com. For more information, contact Visit SLO CAL at (805) 541-8000.

Dear Visit SLO CAL Board of Directors, Marketing Committee and Team,

I would like to apply for the position of Marketing Committee Member with Visit SLO CAL. I am a passionate marketing professional with a background in hotel marketing and would love the chance to serve Visit SLO CAL's Marketing Committee.

I began my hospitality journey as a front desk agent at Sycamore Mineral Springs while attending Cal Poly. Having daily interactions with guests visiting the area, gave me a unique perspective that I was able to apply in my hotel marketing career. After graduating from Cal Poly with my degree in Recreation, Parks and Tourism Administration with a concentration in Travel and Tourism, I began my career at Martin Resorts as a marketing intern. Over the last 5 years, I've had the opportunity to hold many positions in the Marketing Department and now hold the Marketing Manager position at the company.

My experience has an emphasis on digital advertising, public relations and social media marketing. I've facilitated the execution of successful marketing campaigns to raise brand awareness and profitability for all five hotels in the Martin Resorts collection. With this background and knowledge I believe I would serve as an excellent Marketing Committee member to Visit SLO CAL. Martin Resorts represents 3 different communities on the Central Coast, Pismo Beach, Paso Robles, and Avila Beach and with our management company, Martin Hospitality Management, we've expanded into a new community, Los Osos/Baywood Park. Representing 4 different communities, allows me to think about marketing for the County more broadly than just representing one community.

I've spent the last 8 months attending Visit SLO CAL Marketing Committee meetings as a member of the public and feel like because of this time that I've dedicated, I'm up to speed on the goals, objectives, strategies and tactics of the organization.

My attached resume provides additional details about my responsibilities as it pertains to my experience. If I can provide any additional information or answer questions, please do not hesitate to reach out to me personally.

In the interim, thank you for reviewing this application and for your time.

Warmly,

Lindsey Hartig

Lindsey Hartig

Lindsey K. Hartig

PROFILE

I have 5 years' experience in marketing with an emphasis on digital advertising, public relations and social media marketing. My focus and organization skills have facilitated the execution of successful marketing campaigns to raise business profile and profitability. My strong communication skills enable the leading and coordinating of cross functional teams resulting in quality work being completed prior to deadlines.



714.882.9656



lkhartig@gmail.com



www.linkedin.com/in/lhartig

SKILLS

PROFESSIONAL

Social Media Marketing
Content Marketing
Digital Marketing
Google Analytics
Project Management

TECHNICAL

Adobe Creative Suite
Microsoft Office Suite
Social Media Sites

PERSONAL

Creative
Responsible
Team Player
Reliable
Strong Communication Skills

EDUCATION

BACHELOR DEGREE

California Polytechnic State
University, San Luis Obispo
Recreation, Parks, & Tourism
Administration
2008-2012

EXPERIENCE

MARKETING MANAGER, July 2016 - present
MARTIN RESORTS | SAN LUIS OBISPO, CA

Responsibilities:

- Develop and execute digital advertising campaigns.
- Key team member in redefining company's mission and values.
- Responsible for all internal marketing.
- Actively involved in defining the strategic vision for the company.
- Supervise Graphic Designer, Marketing Assistant and Marketing Interns.

Key Achievements:

- Received Most Valuable Player Award for 2017
- Executed successful marketing campaigns to raise brand awareness and profitability.
- Successfully rebrand a branded hotel to a boutique independent hotel.

MARKETING COORDINATOR, July 2014 – July 2016
MARTIN RESORTS | SAN LUIS OBISPO, CA

Responsibilities:

- Develop and execute marketing strategy and campaigns.
- Design digital and print collateral for marketing campaigns.
- Coordinate between company, advertising vendors, and creative agency for each campaign.
- Provide training and supervision to Marketing interns.

Key Achievements:

- Successfully strategized, planned and implemented social media campaigns for five hotels to increase brand awareness.
- Supervised 6 interns in the past year.
- Managed many projects at once and was the lead point of contact between multiple teams.

Lindsey K. Hartig

STRENGTHSQUEST

Achiever
Developer
Empathy
Responsibility

AWARDS

2017- Most Valuable Player
Awarded by Martin Resorts

Q2 2016- Outstanding
Leadership Award
Awarded by Martin Resorts

EXPERIENCE - CONTINUED

MARKETING ASSISTANT, July 2013- July 2014
MARTIN RESORTS | SAN LUIS OBISPO, CA

Responsibilities:

- Collaborate with the marketing department to implement new campaigns.
- Create social media content for all Martin Resorts properties.
- Write press releases as required.
- Prepare monthly expense reports for Vice President, Sales and Marketing.

Key Achievements:

- Gained confidence in social media marketing.
- Prepared creative content for 5 hotels across 6 different social media platforms.
- Gained expertise in communication and interpersonal skills.

MARKETING INTERN, July 2012 – July 2013
MARTIN RESORTS | SAN LUIS OBISPO, CA

Responsibilities:

- Write blog posts as needed.
- Assist with revenue management.
- Responsible for creating social media content for 2 hotels.

Key Achievements:

- Researched best practices across all social media platforms.
- Strengthen written communication skills.

FRONT DESK ASSOCIATE, 2010 - 2012
SYCAMORE MINERAL SPRINGS | SAN LUIS OBISPO, CA

Responsibilities:

- Respond to customer queries and provide accurate information.
- Assist guests with Check-in and Check-out procedures.
- Provide quality customer service.
- Comply with health and safety regulations.

Key Achievements:

- Commended for providing quality customer service and high level of customer satisfaction.

AARONGRAVES

872 Higuera Street +
San Luis Obispo, CA 93401 +
Aaron@GravesInvestments.com +
805.704.0334 +

BOARDMEMBERS

- + Visit San Luis Obispo County
- + San Luis Obispo, CA 93401

To all Visit SLO County Board members,

Please accept this resume packet as my formal application to maintain my current position as a Board Member of Visit SLO CAL.

Over the last two years I have had the pleasure to serve on the Board and witness some of the many unprecedented accomplishments. It is the profound efforts of the staff and the will of the board that is driving this organization to shape the face of tourism on the Central Coast and compete with much stronger markets.

I have owned two hospitality properties in the area. First purchasing the Pleasant Inn in Morro Bay. It is an 11 room boutique one block up from the Embarcadero. Maintaining a high standard for customer service, cleanliness, and charming décor keeps the Pleasant Inn in the top 20% of hotels on Yelp and receiving the "Certificate of Excellence" from Trip Advisor.

I also own The Rigdon House in Cambria. It is a 14 room Bed & Breakfast in the heart of the Village. I am aggressively updating and re-branding the Inn. When completed, it will be a top performer and a beloved destination amongst Central Coast travelers.

In addition to my experience as a SLO CAL Board member, I was the former Chairman of the Morro Bay Tourism Business Improvement District. As a stakeholder, I feel it's important to help guide the community and maintain a high standard for our tourism industry.

Thank you for your consideration.

Sincerely,

AARON GRAVES



VISIT SLO CAL

BOARD APPLICATION FORM

NAME OF APPLICANT: Aaron S. Graves

COMPANY: Private Investor

ADDRESS: 872 Higuera St. San Luis Obispo, CA 93401

PHONE: 805.704.0334

EMAIL: Aaron@GravesInvestments.com

TOTAL YEARS IN HOSPITALITY INDUSTRY: Raised in the Industry

BACKGROUND EXPERIENCE:

Please see attached resume

Employment History

CURRENT EMPLOYER: Self Employed

YRS OF SERVICE: 10+ Years

TITLE: Owner / Broker

PAST EMPLOYER:

YRS OF SERVICE:

POSITION:

Community/Board Involvement

ORGANIZATION: Visit SLO CAL

TITLE: Board Member Rep for B&B's

DATES OF INVOLVEMENT: 2/2016 - Present

ORGANIZATION: Morro Bay TBID

TITLE: Chairman

DATES OF INVOLVEMENT: 6/2016 - 2/2018

ORGANIZATION: Morro Bay TBID

TITLE: Vice Chairman

DATES OF INVOLVEMENT: 11/2015 - 6/2016

For more information, contact Visit SLO CAL at 805-541-8000.

AARON GRAVES

- + ADDRESS: 872 Higuera St. San Luis Obispo, CA 93401
- + EMAIL: Aaron@GravesInvestments.com
- + PHONE: 805.704.0334

WORK EXPERIENCE

BROKER CALIFORNIA HOTEL BROKERS
2015 - PRESENT STATEWIDE

- + Executed \$35M+ in hotel listings, fiscal year 2016 / 2017
- + Expanded to Oregon market
- + Development consultations
- + Buy / sell / hold consultations

DIRECTOR OF EVERYTHING CHATEAU HOSPITALITY
2010 - PRESENT CENTRAL COAST & LAS VEGAS

- + Own & Manage 14 room B&B: Rigdon House, Cambria
- + Owned & Managed 11 room Boutique Hotel: Pleasant Inn, Morro Bay
- + Own & manage 110 +/- rental doors & 13 full-time employees
- + Sold / Exchanged / Purchased 135 keys assets since 2010

COMMUNITY INVOLVEMENT

Visit SLO CAL: Board Member Representing B&B's 2/2016 – Present
Morro Bay Tourism Business Improvement Dist: Chairman 6/2016 – 2/2018
Morro Bay Tourism Business Improvement Dist: Vice Chairman 11/2015 – 6/2016
Cal Poly Performing Arts Center, San Luis Obispo: Sponsor 25th Anniversary
Opera San Luis Obispo: Board Member 2009 - 2011
F-PAC: Foundation for the Performing Arts Center, San Luis Obispo: Sponsor Ongoing

EDUCATION

BACHELOR OF ARTS PHILOSOPHY CAL POLY, SAN LUIS OBISPO
2002 - 2005
+ Minor in Business Administration

MASTERS OF BUSINESS ADMINISTRATION
2006 - 2007

- + Honors Graduate, GPA 3.9

CALIFORNIA REAL ESTATE BROKER LICENSE LICENSE # 01787901
2007 – PRESENT

CALIFORNIA REAL ESTATE CORPORATE BROKER LICENSE LICENSE # 02016262
2015 - PRESENT

April 30, 2018

Dear Brendan,

I would like to be considered to serve as a member on the SLO CAL Board of Directors for the vacant B&B seat up for review. I currently oversee operations for the JUST INN in Paso Robles. In this role I also direct our Tasting Room and Restaurant operations.

I have been involved in the tourism industry for over 20 years and have enjoyed being a part of this growing community of professionals dedicated to driving revenue and occupancy to our local businesses.

Being on the board would afford me even more of an insight into the strategies involved to drive programming, as well as be able to offer input from a winery, restaurant, and hotel perspective.

Thank you so much for your consideration.

Sincerely,


Nina Leschinsky



VISIT SLO CAL BOARD APPLICATION FORM

NAME OF APPLICANT: Nina Leschinsky

COMPANY: JUST INN of JUSTIN Vineyards & Winery

ADDRESS: 11680 Chimney Rock Road, Paso Robles, CA 93446

PHONE: 8057486065

EMAIL: nina.leschinsky@justinwine.com

TOTAL YEARS IN HOSPITALITY INDUSTRY: 20

BACKGROUND EXPERIENCE:

5 years at Kimpton Hotel Group in several capacities, 6 years as Tasting Room Manager at Wild Horse Winery, 8 years at Ancient Peaks Winery most recently as VP of Business Development. Currently Dir of Hospitality at JUSTIN serving the INN, Restaurant and Tasting Room.

Employment History

CURRENT EMPLOYER: JUSTIN Vineyards & Winery YRS OF SERVICE: less than 1 year

TITLE: Director of Hospitality

PAST EMPLOYER: Ancient Peaks Winery YRS OF SERVICE: 8

POSITION: VP of Business Development

Community/Board Involvement

ORGANIZATION: ECHO Homeless Shelter TITLE: BOD

DATES OF INVOLVEMENT: 6 months

ORGANIZATION: Leadership North County CI TITLE: Participant

DATES OF INVOLVEMENT: 2017

ORGANIZATION: CCVT

TITLE: Marketing Comm. Member

DATES OF INVOLVEMENT: 3 years

For more information, contact Visit SLO CAL at 805-541-8000.

San Luis Obispo County
 Visitor's & Conference Bureau
 2018/2019 BUDGET Financial Summary

Income	Total 18/19 Budget	Total 17/18 Re-forecast	Variance \$	Percent Change YOY
Collected from Prior Year Assessments	\$ 129,000	\$ 127,555	\$ 1,445	1%
Other Revenue *	\$ 10,200	\$ 44,198	\$ (33,998)	-77%
TBID Income				
SLO County Unincorporated	\$ 947,824	\$ 902,684	\$ 45,140	5%
SLO City	\$ 742,325	\$ 720,704	\$ 21,621	3%
Pismo Beach	\$ 954,963	\$ 910,692	\$ 44,271	5%
Morro Bay	\$ 308,457	\$ 299,473	\$ 8,984	3%
Paso Robles	\$ 479,081	\$ 465,127	\$ 13,954	3%
Arroyo Grande	\$ 96,131	\$ 93,331	\$ 2,800	3%
Atascadero *	\$ 117,922	\$ 114,487	\$ 3,435	3%
Grover	\$ 43,987	\$ 42,706	\$ 1,281	3%
Adjustment for Actual TBID Collected	\$ 162,745	\$ 144,707	\$ 18,038	12%
Total Income	\$ 3,992,636	\$ 3,865,664	\$ 126,971	3%
* 17/18 = membership; 18/19 = web ad revenue				
** District pays quarterly				
Expenses				
Contingency Reserve	\$ 199,632	\$ 193,283	\$ 6,349	3%
G&A	\$ 284,675	\$ 267,506	\$ 17,169	6%
Industry Research and Resources	\$ 618,303	\$ 399,135	\$ 219,169	55%
Travel Trade	\$ 371,479	\$ 347,756	\$ 23,723	7%
Communications	\$ 402,449	\$ 296,614	\$ 105,835	36%
Advertising	\$ 1,496,624	\$ 1,723,793	\$ (227,169)	-13%
Promotions	\$ 77,863	\$ 65,014	\$ 12,849	20%
Events	\$ 309,652	\$ 161,786	\$ 147,865	91%
Digital Marketing	\$ 337,840	\$ 348,618	\$ (10,778)	-3%
Film Commission	\$ 51,293	\$ 54,952	\$ (3,660)	-7%
Total Expenses	\$ 4,149,810	\$ 3,858,457	\$ 291,353	8%
Surplus(Deficit)	\$ (157,174)	\$ 7,207	\$ (164,381)	-2281%



DRAFT

FY 2018/19
MARKETING PLAN

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DRAFT



DEAR INVESTORS AND STAKEHOLDERS,

It is hard to believe we are more than halfway through the five-year District Management Plan and the Tourism Marketing District is about to be three years old. Together, in a very short time, we as an industry have accomplished much. With our Visit SLO CAL Board providing strategic direction, our team, committees and partners have continued to work hard for the success of our industry and our community.

In year three, we executed a number of key marketing initiatives, including 'round two' of a million-dollar-plus international marketing and advertising campaign. We launched the new, advanced SLOCAL.com; increased industry access and collaboration with the new SLO CAL Connection; and, as we close out the fiscal year, we are about to launch the #SoSLOCAL local brand ambassador program.

We also signed our first national public relations firm, Turner PR, and broadened our international sales efforts. We continue our initiative to advocate for the development of critical tourism infrastructure, including the expedited rebuilding of Highway 1 and championing new air service and recent air capacity expansions. Finally, and arguably our greatest undertaking since launching the new brand, we have embarked on building the Destination Management Strategy - a countywide, collaborative process that will take us well into the future, identifying ways to protect, improve and enhance the region's long-term quality of life and economic prosperity.

Our Strategic Direction 2020 remains the road map from which we set our priorities and focus on achieving our core mission to create greater awareness of our county and its assets and to increase demand for overnight stays. It is this strategic plan and our commitment to data-driven research and insights that have enabled our recent accomplishments and set the roadmap for the FY 2018/19 Marketing Plan.

In this plan you will see how the coming year's marketing program will support SLO CAL's tourism industry with an eye for sustainable and strategic economic growth. We will accomplish this through highly optimized and targeted earned, owned and paid media, travel trade sales, strategic partnerships and industry relations. Rather than a goal of more visitation simply through greater numbers of people, we seek to expand visitation during specific need times, and to target a higher impact guest who will stay longer and spend more, creating a greater per person investment in our economy.

As we embark on yet another exciting year, I want to again thank you for your ongoing support of Visit SLO CAL and the Tourism Marketing District. The 2018/19 fiscal year promises to be one of advancement, new endeavors, seasoned campaigns and intriguing opportunities for SLO CAL. In the pages that follow we invite you to explore our strategy for success in the coming year!



CHUCK DAVISON
President & CEO, Visit SLO CAL

INTRODUCTION

Visit SLO CAL (VSC) is a small but mighty team of destination marketing professionals who work with, and on behalf of, our community, our local partners and our investors to promote SLO CAL (San Luis Obispo County, California) to travelers from around the world. As the sole countywide non-profit destination marketing and management organization (DMO) for SLO CAL, VSC's goal is to work with partners to build the SLO CAL brand through a data-driven, efficient and dynamic marketing program. Built on research with a strategy of continuous improvement, this program aims to establish SLO CAL as a favorite West Coast destination known for its signature slower pace of life and unique mix of incredible, immersive guest experiences.

VISION

A vibrant and prosperous San Luis Obispo County, fueled by a collaborative and flourishing tourism industry.

MISSION

Inspire travel and foster our unique experiences to create life-long ambassadors and economic growth for San Luis Obispo County.

VALUES

FUTURE FOCUSED: Delivering today with an eye on tomorrow.

COLLABORATION: Our partnerships inform and support economic success.

DRIVE: We bring enthusiasm to our initiatives and focus on results.

STEWARDSHIP: We are mindful of our resources and the San Luis Obispo County brand.

BRAND INTENTION

STRATEGIC: "They plan and execute."

CONNECTOR: "They bring people together."

CREATIVE: "They innovate and think differently."

INSPIRING: "They show us what's possible."

ESSENTIAL: "We need them in order to succeed."

DRAFT

FY 2017/18 HIGHLIGHTS



In January 2018, VSC's Board selected Resonance Consultancy to facilitate the Destination Management Strategy. This countywide undertaking is a collaborative process with a goal of outlining the evolution, marketing and management of our destination 20-30 years into the future. VSC will seek consensus among investors, stakeholders, government, strategic partners and community residents to identify ways to protect, improve and enhance the region's long-term quality of life and economic prosperity.



As part of a holistic effort to create awareness for SLO CAL and solidify the brand, VSC launched the new SLOCAL.com, a website developed by Simpleview Inc, the leader in web solutions for destination marketing organizations. Along with the new website, VSC rolled out a new CRM and the SLO CAL Connection as tools to help achieve organizational objectives.



In February, VSC won its first Visit California Poppy Award. The honor of Best Digital Marketing Campaign was given in recognition of the Life's Too Beautiful to Rush® campaign that introduced the first ever countywide destination brand, SLO CAL.



Starting in November 2017, VSC partnered with TURNER Public Relations, a national full-service public relations agency with a focus on travel and lifestyle. With TURNER, VSC further expands its commitment to establishing a compelling travel brand in both digital and traditional media outlets.



VSC is conducting a three-wave brand lift study (BLS) to measure consumer awareness of SLO CAL, the impact of VSC marketing and the likelihood of consumers to visit SLO CAL for leisure travel. Wave 2 of the study concluded in August 2017 and Wave 3 will be conducted this summer.



VSC serves as a strategic partner to the San Luis Obispo County Regional Airport by working to attract new air service to the market and expand flight capacity. In the past fiscal year, VSC supported the addition of 225+ daily seats, including a second daily flight from Denver, with a compelling, geo-focused marketing campaign in San Francisco, Los Angeles, Seattle, Denver and Phoenix.



VSC is working with Tourism Economics to conduct a countywide economic impact (EI) study and a separate domestic and international visitor volume study as part of its Destination Management Strategy. The EI study will establish a benchmark to measure future economic growth trends while the visitor volume study will allow VSC to track results quarterly and better understand the visitor impact to the market. VSC negotiated a co-op to allow the local DMOs to produce the same studies at the local community level for a discounted rate.

STRATEGIC PLAN

	Vision	Mission	Values
CLARITY	A vibrant and prosperous San Luis Obispo County, fueled by a collaborative and flourishing tourism industry	Inspire travel and foster our unique experiences to create life-long ambassadors and economic growth for San Luis Obispo County	<p>Future Focused Delivering today with an eye on tomorrow</p> <p>Collaboration Our partnerships inform and support economic success</p> <p>Drive We bring enthusiasm to our initiatives and a focus on results</p> <p>Stewardship We are mindful of our resources and the SLO CAL brand</p>

	Imperatives	Objectives
FOCUS	Optimize our organizational capacity	<ul style="list-style-type: none"> ○ Increased employee engagement and satisfaction scores ○ Ratio of administrative cost to economic impact
	Establish brand clarity and increased awareness through unified efforts	<ul style="list-style-type: none"> ○ Bi-annual growth of awareness in targeted visitor categories ○ Bi-annual growth of awareness in targeted markets ○ Bi-annual growth of awareness in targeted segments
	Build and expand strategic partnerships	<ul style="list-style-type: none"> ○ Balanced inventory of partnerships ○ Inbound partnership opportunities ○ Earned Partnership Value (EPV)
	Advocate for the development of critical tourism infrastructure	<ul style="list-style-type: none"> ○ Increased visitor volume ○ Increased international visitor volume ○ Draft of Tourism Infrastructure Master Plan completed ○ Increased total air service
	Demonstrate value to our stakeholders, partners and communities	<ul style="list-style-type: none"> ○ Year-over-year growth in total stakeholder participation at Visit SLO CAL events/ ○ Increased stakeholder satisfaction scores ○ Year-over-year growth in local media coverage ○ Deliver on objectives as stated in annual marketing plan ○ Community engagement with countywide tourism

Brand Intention Position

- Strategic
- Connector
- Creative
- Inspiring
- Essential

In order to best support the tourism economy in San Luis Obispo County, Visit SLO CAL provides:

High-quality and high-impact marketing initiatives scaled to reach key regional, national and global targets

A long-term, collaborative, and holistic approach that enables success for each tourism district and the County

Strategic research and sharing of vital tourism knowledge to all of its stakeholders, partners and communities

Initiatives

- Align our organizational structure with our strategic plan
- Establish a continuous learning program for the Visit SLO CAL Team
- Evaluate and develop the tools, systems and technologies we need to succeed

- Establish a unifying and emotionally resonant San Luis Obispo County brand
- Produce and share data-driven strategic insights
- Inspire and activate tourism ambassadors

- Develop a system for annual partnership planning
- Align resources to manage partnerships
- Identify, develop, and activate relationships
- Work with our partners to identify and reduce duplication of efforts

- Develop long-term Tourism Infrastructure Master Plan
- Enable access to San Luis Obispo County via increased transportation options
- Initiate feasibility plan for conference center
- Advocate and educate to support international tourism readiness

- Develop an engaged and high-functioning tourism culture for San Luis Obispo County
- Create an impactful annual marketing plan and timeline
- Develop and execute a local communication strategy
- Develop a plan for advocacy on behalf of stakeholders

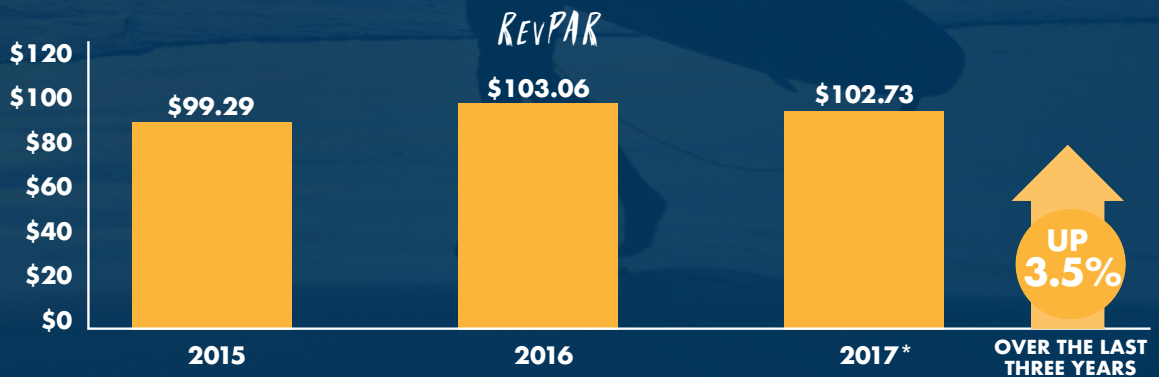
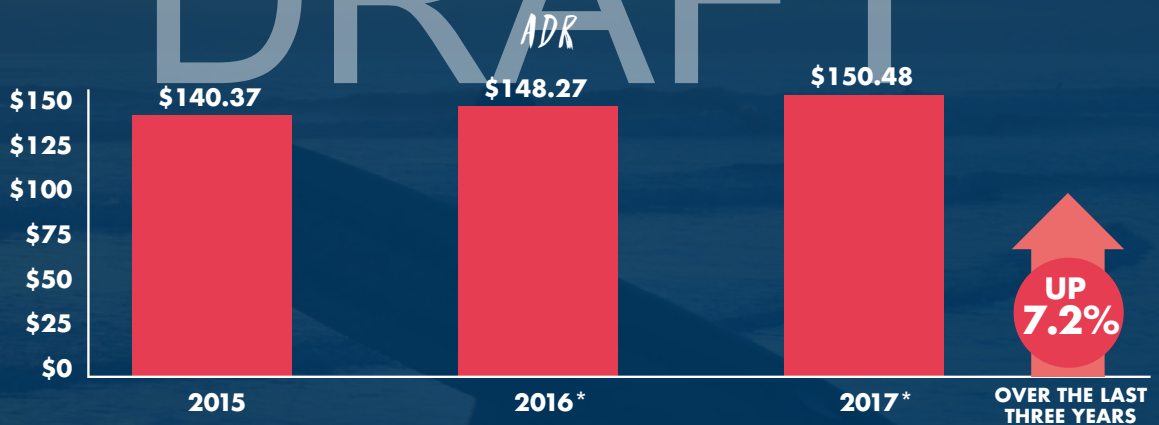
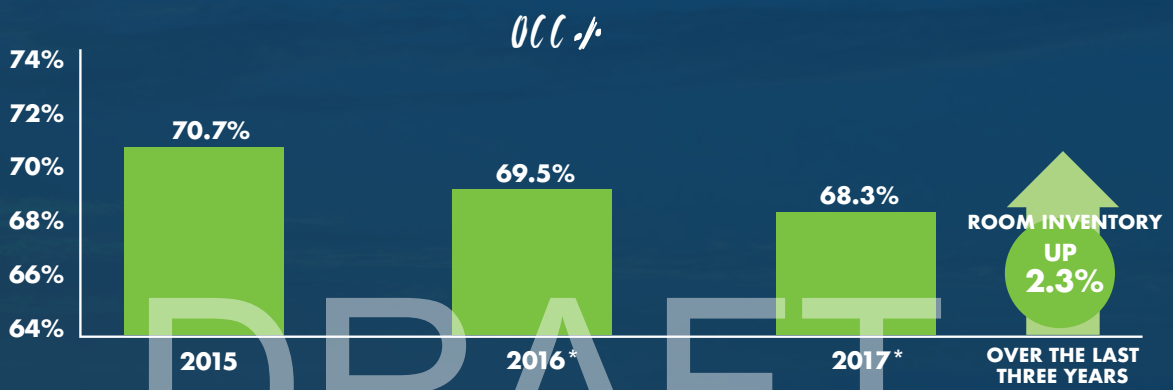
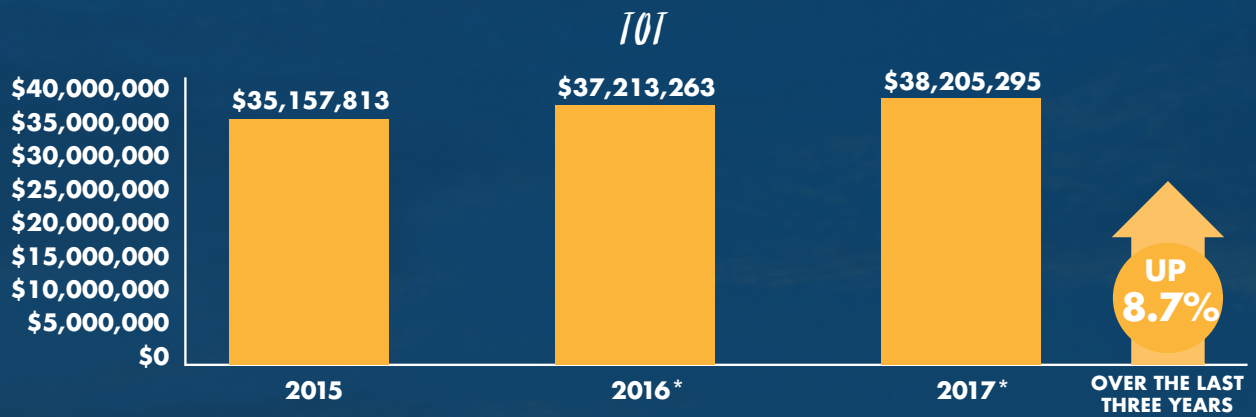
ACTION

meetings



TRENDS IN TOURISM

SLO CAL continues to see consistent increases in tourism's contribution to the local economy, and VSC expects that trend to continue for FY 2018/19. With consumer affinities such as health-conscious travel, skip-generation vacations, culinary tourism and sustainable travel on the rise, SLO CAL is uniquely positioned to take advantage of changing and dynamic travel patterns.



*NOTE: Figures reflect a decrease in visitation due to the closure of Highway 1.

2017 TOURISM IMPACT



2.1% increase in tourism-supported jobs:

20,250



2.7% increase TOT revenue:

\$38,205,295



Travel spending:

\$1.75B



Travel & tourism earnings:

\$645M

Travel spending created **\$75.2M in local tax revenue**. Equal to:



751
police officers'
salaries



1,018
firefighters'
salaries



120
miles of 2-lane
resurfaced roads



104
new parks

TRAVEL TRENDS

Travelers are using their mobile devices more than ever to make travel plans, but they are also increasingly looking to unplug from the digital world once they begin their journey. The rise of culinary tourism, a surge in luxury and family vacations, along with a more conscious traveler, put SLO CAL in a unique position to take advantage of evolving leisure travel patterns.

A GROWTH INDUSTRY

Given a strong domestic economy and a growing desire to explore the 'new,' all signs point to continued growth in travel and tourism. According to the U.S. Commerce Department, the United States would see a 3.3% compounded average annual increase in visitor volume during the 2016-2021 timeframe. By 2021, this growth would produce 94.1M visitors, a 21% increase, and more than 16M additional visitors compared to 2015.

EVOLUTIONS IN TRAVEL PLANNING

As attention spans continue to shorten and research goes more mobile, the landscape of travel planning is evolving daily, bringing new opportunities and challenges to marketers. Travelers are increasingly taking planning on the road with travel-related searches for "tonight" and "today" growing over 150% on mobile over the past two years¹. In fact, last year 79% of mobile travelers completed a booking after doing research on their smartphone, a 70% increase from 2016¹. Personal service, however, appears to be increasingly important as well, with 45% of mobile travelers calling to book or to get more information after doing travel research on their smartphone. This is significantly higher than in 2016 (37%)¹.

- 36% of travelers would be likely to pay more for their services if the travel brand tailored its information and overall trip experience based on personal preferences or past behavior.
- Searches for family vacation, luxury travel and couples travel and honeymoons grew at least 3 times faster YOY than searches in the adventure travel and ecotourism categories.
- 1 in 3 travelers are interested in using digital assistants to research or book travel.

FOODIE FORWARD TRAVEL

Once merely considered an amenity, food culture and culinary experiences are becoming destination drivers themselves, as evidenced by the 22 million Americans expected to

take culinary vacations in 2018². Even for those not driven primarily by food, 75% of travelers say that food and dining are an important part of their travel experience. Overall restaurant-related searches have grown by double digits in the past two years.² Travelers, however, do not want the ordinary. Lucky for SLO CAL and its diverse culinary scene, 95% of travelers say they seek to engage in "unique and memorable" food or beverage experiences while traveling³ such as touring wineries, dining with locals and taking cooking classes.

RESPONSIBLE TOURISM

Last year - 2017 - was officially designated as the United Nations International Year of Sustainable Travel and this designation clearly charted a course for the trend to take off in 2018. Whether social, environmental or economic, travel impacts are becoming more relevant in travel decisions, according to the Travel Market Report. Going "local" is a predominant consumer value, especially for millennials, and younger audiences are looking for responsible tourism as they seek to avoid the effects of over-tourism. Tourism entities are responding to this with advocacy campaigns that have evolved from focusing solely on the benefits of tourism to the community to campaigns that demonstrate how tourism can better the community.

GETTING OUT OF RANGE

The 24/7/365 plugged-in lifestyle appears to be wearing on consumers who are now actively looking to disconnect with the digital world and to reconnect with the real world. Travel focused on disconnecting is growing, according to Digital Detox®, an organization specializing in raising awareness about the implications of being always connected to electronic devices. New features, services and packages are emerging on the travel landscape to meet this desire. Phone-free properties, WiFi-free facilities, cell-blocking hotel rooms and other environments for IRL (In Real Life) connection are on the rise. Additionally, new analog wilderness camps for adults and concierge services promising off-the-grid campsites have emerged.

¹Think With Google data, 2018

²2016 Food Travel Monitor

DESTINATION MANAGEMENT STRATEGY

In January, VSC's Board selected Resonance Consultancy to facilitate the development of a Destination Management Strategy. This countywide undertaking is a collaborative process with the goal of outlining the evolution, marketing and management of SLO CAL as a travel destination 20-30 years into the future. VSC will engage investors, tourism stakeholders, public officials, businesses, nonprofits and residents countywide, creating a strategy that promotes a vibrant and prosperous San Luis Obispo County.

Over the coming decades, SLO CAL is facing a number of economic changes and challenges, including the forthcoming closure of Diablo Canyon. With tourism serving as the largest local economic driver outside of agriculture, there is significant interest in the reasons why a stronger and smarter tourism industry might help mitigate these impacts and promote a vibrant future for our community.

VSC is also mindful that as tourism increases, destinations that fail to plan for sustainable growth have encountered adverse effects on community and natural resources. As SLO CAL's brand and marketing reach more people, it is important that VSC and SLO CAL take appropriate steps to mitigate potential negative impacts and identify opportunities for investments in sustainable tourism.

Correctly identifying and understanding these aspirations and needs to develop a corresponding Destination Management Strategy will help SLO CAL reach its goal of realizing travel and tourism's full economic potential while preserving the quality of life and unique character of the destination.

METHODOLOGY

1. Kick-off and Stakeholder Analysis
2. Economic Impact Analysis
3. Consumer Research and Market Analysis
4. Destination Assessment
5. Stakeholder Engagement
6. Community Survey
7. Situational Analysis
8. Visioning Workshops
9. Draft Recommendations
10. Open House/Online Forum
11. Final Report and Delivery

As part of the Destination Management Strategy process, Tourism Economics is conducting an economic impact study, along with a visitor volume study for SLO CAL. Six SLO CAL destinations are participating at the local level as a co-op for access to similar information about their individual communities.



MARKETING OBJECTIVES

VSC's marketing program maintains three key objectives that were developed for the long term and which are refined to address the current context.

#1 BUILD AWARENESS OF SLO CAL BRAND AND DESTINATION

Leverage the strength of the new brand and the relationships with partners to magnify the reach of SLO CAL

Plan to Achieve: Paid, earned and owned media, co-op marketing, sponsorships, travel trade, promotions and partnerships, Film SLO CAL

Plan to Measure: Brand lift study, paid media performance, owned media engagement, co-op participation, sponsorship results and earned media coverage

#2 DEVELOP STRONGER AND DEEPER ENGAGEMENT WITH VISITORS

Work in support of the mission to reach audiences with the highest potential, creating life-long ambassadors and economic growth for the county.

Plan to Achieve: Website optimization; online and social media engagement; content development and distribution; ambassador and influencer programs; email marketing

Plan to Measure: Website engagement (time on site; pages per session, number of high-value web activities); paid media performance (cost per activity; cost per non-bounced user; cost per minute of engagement); social media consumption and engagement (video views, comments, likes and shares)

#3 DRIVE DEMAND FOR VISITATION TO THE COUNTY

Deliver an integrated marketing campaign built to reach targets with the highest potential for visitation and that supports activity in other sales channels (Travel Trade, Film, etc.).

Plan to Achieve: paid, earned and owned media; co-op marketing; sponsorships; travel trade; public relations; promotions and partnerships; Film SLO CAL

Plan to Measure: referrals to partners, arrivals in market, revenue per available room (RevPAR), TMD Assessment and Transient Occupancy Tax (TOT)

WELCOME TO SLO CAL

The SLO CAL brand represents and unites the entire county through a trademarked logo, brand promise, iconic photography and engaging video. These elements are incorporated throughout VSC's marketing efforts, including advertising, PR, social media, the new SLOCAL.com website, promotional videos and email marketing.

SLO CAL establishes a geographic location for the county while representing its unique pace of life and personality. The brand evokes feelings of relaxation and the freedom to experience life at your own pace – the SLO CAL way of life.



HOW WE ARRIVED AT SLO CAL

THE PROCESS

In 2016, VSC conducted multiple research studies to inform the branding process, including a feeder market awareness study (FMS), a share of wallet study (SOWS) and demographic study, surveying over 2,200 consumers to gauge awareness and perception of San Luis Obispo County as a tourism destination. Through these studies, VSC found that the majority of consumers surveyed were not familiar with San Luis Obispo County or what it offers to travelers. When compared to competitors with similar attributes, San Luis Obispo County was perceived as not having an advantage over them and lacking in other desired attributes.

COLLABORATION AND ASSESSMENT

To overcome this lack of awareness and to capitalize on positive attributes, VSC presented the consumer research to its creative agency, BCF, and asked that it craft a brand that would emotionally resonate with consumers. VSC invited over 900 county stakeholders to interviews and meetings and used the feedback, in combination with that of the Marketing Committee, Board of Directors, staff and agency, to develop brand concepts. These concepts were then shared and tested, both locally and in our key markets, to ensure authentic representation and effective consumer engagement.

BRAND DELIVERY

In January 2017, the new SLO CAL brand and corresponding “Life’s Too Beautiful to Rush®” campaign was launched with digital banners, social media, native and video communications in key target markets of Los Angeles, San Francisco, Phoenix, Las Vegas and San Diego. Since then, San Diego has been replaced with Seattle and Denver in order to support new flight markets. In February 2018, VSC launched the new SLOCAL.com experience, which embodies the SLO CAL brand through a streamlined user interface, improved storytelling, photography, aerial videos of the county and other customizations that highlight each of SLO CAL’s communities in a unique, inspiring way.

MEASUREMENT

VSC is conducting a three-wave brand lift study to measure the long-term impact of the SLO CAL brand marketing. In partnership with Research Now, the study measures familiarity with the destination, the effectiveness of different advertising concepts and the likelihood that people will visit. So far, VSC has observed the following results when comparing Wave 2 (Jan 23 - Feb 6, 2017) to Wave 1 (July 7 - August 10, 2017) results:

- More people reported to have seen, read or heard any advertising about SLO CAL in the past six months in Wave 2 compared to Wave 1 (29% vs. 25%; +4 points).
- More people were “very likely to visit” SLO CAL both prior to seeing advertising (+2 points) and after seeing the advertising (+4 points).
- Among those who recall past advertising, 40% visited SLO CAL as a result (+1 point vs. Wave 1).

MOVING FORWARD

VSC’s marketing strategy will continue to focus on expanding the brand presence for SLO CAL, growing awareness of the destination, developing a stronger and deeper engagement with visitors and driving demand for visitation to the county. Expanding translated marketing, investing more in content development, creating sub-campaigns and inviting the local community into the SLO CAL brand are all ways that VSC will seek to achieve these goals in the coming year.

LIFE'S TOO

BEAUTIFUL

TO RUSH[®]

VISIT



SAN LUIS OBISPO COUNTY
CALIFORNIA[®]



DRAFT

DRAW MARKETS

OVERVIEW

DRAFT





Using the Feeder Market Study, Share of Wallet Study and Brand Lift Study data, VSC analyzed the draw markets based on the following criteria:

MODERATE – LOW AWARENESS

BCF believes the greatest opportunity for growth is to focus on age cohorts who have a lower awareness of the county. In BCF’s experience, marketing/advertising best practices indicate that there is greater opportunity at the brand development stage to move the needle from moderate awareness to high, more so than from high to even higher. This practice also exposes the destination to a new set of prospects for message testing.

PROSPECT VERY LIKELY TO VISIT

While the county scores high when combining “very likely to visit” with “somewhat likely to visit,” BCF recommends narrowing the focus to those audiences that are “very likely to visit.”

TRAVEL SPENDING

Because economic growth and tax revenue are critical for San Luis Obispo County, the recommendation is to focus on those travelers who have a higher propensity to spend more on trips in general or have spent more while visiting the county. BCF analyzed various cross tabs from the SOWS as well as the FMS to develop this position.

FAMILIARITY WITH THE DESTINATION

Prioritizing of geographic markets considered both familiarity with the destination (cited as the reason for travel) and lack of familiarity with the region (cited as the reason for lack of visitation).

AVERAGE ADVERTISING COST

By assessing the size of a potential geographic market, along with average “costs to advertise” for effective penetration, BCF was able to determine the budget allocations required per market to prioritize the media budget allocations to maximum effect.

Note: Because of these qualifiers, we will not be placing media in the Central Valley, leaving opportunities for city-specific marketing.

#1 LOS ANGELES

VENTURA + LOS ANGELES COUNTIES

In general, Los Angeles ranks highest of all the geographic markets in awareness and past visitation. In addition, it is a close-in market with a critical mass population from which to draw. Within this geographic market, the target populations are A25–34 and A45–54. The data below illustrates the rationale for selecting these two demographics:

- **AWARENESS:** Los Angeles has the highest initial awareness of all markets; however, A25–34 and A45–54 have the lowest awareness of all cohorts within the Los Angeles market, and rank 10th and 8th respectively among all cohorts measured.
- **LIKELIHOOD OF VISITATION:** Comparatively, Los Angeles scored low on likelihood to visit, with A45–54 ranking 7th and A25–34 falling out of the top 10. However, this lower ranking was mitigated when looking at the other factors contributing to attractiveness for A25–34 (e.g., spending in market, awareness, critical mass of population, proximity).
- **TRAVEL SPENDING:** A45–54 and A25–34 ranked 10th and 3rd, respectively, on the travel spending for the cohort.
- **FAMILIARITY WITH THE DESTINATION:** The A45–54 ranked 4th, and A25–34 ranked 7th in citing familiarity as a reason to visit the destination.
- **AVERAGE ADVERTISING COST:** While high, the cost of advertising in this market is not prohibitive. Given the size of the market, ability to hyper-target within it and relative ease of travel from Los Angeles to San Luis Obispo County, the cost of advertising did not lower the prioritization.
- **OTHER:** Based on past visitor data, we also know that the interests shared by these two groups overlap and perform strongly as points of differentiation for the county:
 - Weather, beaches, dining
 - A25–34 also cited family and quality
 - A45–54 also cited familiarity and wine

DRAFT





SAN FRANCISCO #2

*CITY OF SAN FRANCISCO, CONTRA COSTA,
ALAMEDA + SANTA CLARA COUNTIES*

San Francisco is another close-in market with a critical mass of population. It ranks 2nd on our list because intent to travel to SLO CAL is the highest compared to the other target markets. We believe there is opportunity to expand brand reach in San Francisco, especially within the selected cohorts of A25–34 and A35–44.

- **AWARENESS:** These two groups ranked lowest (A25–34) and 2nd lowest (A35–44) on prospect awareness among the San Francisco market, while ranking 4th and 10th respectively among all cohorts.
- **LIKELIHOOD OF VISITATION:** As compared to other markets on the whole, the likelihood of visitation is low for the San Francisco cohorts, but within the cohort set, A25–34 ranks 1st and A35–44 ranks 2nd.
- **TRAVEL SPENDING:** For travel spending, A25–34 ranked 4th while A35–44 fell out of the top 10.
- **FAMILIARITY WITH THE DESTINATION:** San Francisco as a whole did not perform well on citing familiarity as the reason for visitation with all cohorts falling out of the top 10 on this metric.
- **AVERAGE ADVERTISING COST:** The cost to advertise to our target in San Francisco is in the high range compared to all the other markets.
- **OTHER:** Interestingly, based on past visitor data, unlike the previous cohorts, these two groups in San Francisco did not have the same kind of overlap in interests in the types of experiences they choose in the county:
 - A25–34 also cited weather, beach, exciting, family, quality
 - A35–44 also cited familiarity, accessibility

#3 SEATTLE

KING + SNOHOMISH COUNTIES

Seattle ranks high on the prioritization list and provides an opportunity for expansion should we sufficiently manage to drive demand for an additional flight(s) into the county. The cohorts selected for Seattle are A25–34 and A35–44. Seattle ranks 2nd in lack of prospect awareness on the whole, and within the cohort group we saw that the A25–34 and A35–44 were least aware.

- **AWARENESS:** A35–44 had the lowest awareness of all cohorts, while A25–34 ranked 3rd lowest.
- **LIKELIHOOD OF VISITATION:** A25–34 and A35–44 ranked 1st and 5th, respectively.
- **TRAVEL SPENDING:** A25–34 and A35–44 ranked 1st and 2nd, respectively.
- **FAMILIARITY WITH THE DESTINATION:** The A45–54 ranked 4th and A25–34 ranked 7th in citing familiarity as a reason to visit the destination.
- **AVERAGE ADVERTISING COST:** The cost to advertise is significantly lower than in other target markets given Seattle’s relatively small size.
- **OTHER:** We placed Seattle higher on the prioritization list due to the information gathered from past visitor responses about spending in the county. For past visitors, these two cohorts ranked 1st (A25–34) and 2nd (A35–44) in spending. The other factor that played into Seattle’s ranking was the new direct flight route with Alaska Airlines, which we hope will encourage flights on that route.

- o Events, weather, family, excitement
- o A25–34 also cited beach and dining
- o A35–44 also cited value and quality



DENVER #4

DENVER, ARAPAHOE, JEFFERSON, ADAMS, DOUGLAS,
BOULDER, LARIMER + EL PASO COUNTIES

Denver is another new fly market that provides an opportunity for expansion should we sufficiently manage to drive demand for an additional flight(s) into the county. The cohort selected for Denver is A25–54.

- **AWARENESS:** Denver had the lowest awareness among the six draw markets.
- **LIKELIHOOD OF VISITATION:** As compared to other markets on the whole, the likelihood of visitation is the lowest for Denver.
- **TRAVEL SPENDING:** For travel spending, Denver ranked the 2nd lowest.
- **FAMILIARITY WITH THE DESTINATION:** Denver scored the lowest in familiarity with the destination.
- **AVERAGE ADVERTISING COST:** The cost to advertise in Denver is in mid-to-high range.
- **OTHER:** The obvious factor that played into Denver's higher ranking was the new direct flight route with United Airlines. Denver area residents look for the following in leisure destinations:
 - o Outdoor recreation, relaxation, exploring new things

#5 PHOENIX

MARICOPA COUNTY

Another fly market, Phoenix, ranks 5th on the prioritization list. Industry data indicates that we can expect travelers coming from fly markets to stay longer. That fact, coupled with data showing that Phoenix ranks 3rd lowest in prospect awareness, justifies Phoenix's position as a target market.

The cohorts selected for Phoenix are A35–44 and A45–54.

- **AWARENESS:** These two groups deliver the lowest awareness (A35–44) and 3rd lowest (A45–54) among all cohorts in Phoenix, with A45–54 in a virtual tie with A25–34 in the market.
- **LIKELIHOOD OF VISITATION:** A35–44 tied for 3rd on likelihood to visit the county. The A45–54 group fell out of the top 10.
- **TRAVEL SPENDING:** Phoenix performed particularly well on this factor, as A35–44 ranked 9th in travel spending, and A45–54 ranked 7th.
- **FAMILIARITY WITH THE DESTINATION:** Phoenix performed poorly on this metric, with each cohort falling out of the top 10.
- **AVERAGE ADVERTISING COST:** The cost to advertise in Phoenix is in the mid-to-high range of the target market list.
- **OTHER:** Referencing past visitor data, we know that the two groups share some similar interests:
 - Weather, family
 - A35–44 also cited value, exciting, dining
 - A45–54 also cited beach



LAS VEGAS #6

CLARK COUNTY

Las Vegas is a fly market, and even though there is more than one flight per day (unlike Seattle) into the region, the general population density/critical mass of the target and the almost 50/50 level of propensity to visit for most of the cohorts resulted in this market's 6th place ranking.

However, there is opportunity in the A25-34 and A35-44 set because both rank relatively well in the likelihood to visit and travel spending categories.

- **AWARENESS:** The A25-34 ranked 2nd in awareness, while A35-44 fell out of the top 10 among all cohorts
- **LIKELIHOOD OF VISITATION:** The A35-44 group ranked highest in likelihood to visit, ranking 6th among all cohorts. A25-34 fell out of the top 10.
- **TRAVEL SPENDING:** The A25-34 was the highest in the cohort set in travel spending, ranking 6th while all other Las Vegas cohorts fell out of the top 10 in this metric.
- **FAMILIARITY WITH THE DESTINATION:** Las Vegas scored particularly low on this metric, and this was the key metric that pushed Las Vegas down in priority.
- **AVERAGE ADVERTISING COST:** The cost to advertise to our targets in Las Vegas is on the lower end.
- **OTHER:** We accounted for the fact that, as previously noted in other fly markets, the propensity to stay longer (and therefore spend more in market) was a factor for Las Vegas's ranking. However, the limitation of three flights a week into the region also factored into the ranking. Past visitor data showed some overlap in desired experiences for these two groups:
 - o Weather, family, beach, dining
 - o A25-34 also cited quality, exciting, wine
 - o A35-44 also cited familiarity



PERSONAS + MEDIA CONSUMPTION

DRAFT

Traditional demographics alone are not enough to build a strategic picture of the target audience for VSC. Psychographic segmentation takes the nuance of our targets' lives into account. It goes beyond the household income, age, education level, etc., to uncover the beliefs, motivations, aspirations and lifestyles that will enable us to engage the person, not just the target. Understanding the way the people in the target geographies interact with information about travel and what informs their decisions is a start. The crux of our media strategy is digital, which falls in the top two sources for most prospective respondents across all target markets.

ACTIVE ADVENTURER #1

ACTIVE, MID-HIGH AFFLUENT, EDUCATED,
DEEPLY PASSIONATE EXPERIENCE-SEEKERS

"I keep on the go, but like to plan my travels for outdoor communing. I stay connected to share my travel, experiences and memories, but my real motivation is seeing the world. Breathing salty sea air and eating fresh local foods bring me back to myself and that's why I travel."

WHAT MATTERS TO THE ACTIVE ADVENTURER?

The Active Adventurer is motivated by a dynamic and participatory lifestyle with a tendency to forge deep and abiding connections with brands and places. Forty-three percent of outdoor consumers have kids at home and are committed to grooming the next generation of outdoor enthusiasts. (Source: Mintel, *Outdoor Enthusiasts-US*, March, 2017)

WHY THE ACTIVE ADVENTURER MATTERS FOR VSC

With green hills, countless miles of hiking and biking trails, great bouldering and an average of 300+ days of sunshine, SLO CAL is paradise for the Active Adventurer. This group fits squarely in our target market, with interests closely aligned to the SLO CAL lifestyle, attributes and products. Prospective visitors to the county are not aware of the outdoor activities and/or do not think them compelling enough to make a trip.

With their interest in outdoor pursuits such as paddle boarding, we expect that 30% will spend \$2,500 or more per trip, while the other 70% spends \$1,000 or more per trip. (Source: FMS and SOWS) The highest numbers come from Seattle (61.5% of adults 25-34 spend at least \$2,500 per trip) and Los Angeles (31% of adults 25-34 spend at least \$2,500 per trip).

THE ACTIVE ADVENTURER AND MEDIA

Social media, the digital space and friends and family are dominant sources of information for this group. For a subset of the persona (GenX and millennial males), TV is also influential, but on-demand and streaming usage limits the effectiveness of broadcast with this group. They're heavy users of mobile and internet; they like to discover the undiscovered and are regularly searching online for events, trips and opportunities to jump into new experiences.

The Active Adventurer persona shares many attributes with the state's Avid Adventurer and Natural Nurturer, implying shared contact with this persona within the sales funnel.

#2 MOM TO THE MAX

**SCHEDULED, CONNECTED, AFFLUENT,
TRANSPARENT (THE GOOD AND THE UGLY)**

"I want to be in the know, connected and learning from other mothers and their experiences. I want to make my money work harder and last longer. I try to stay on top of cultural trends, especially when it comes to the well-being of my family."

WHAT MATTERS TO THE MOM TO THE MAX?

Family and friends motivate mom. She's highly digital and rarely misses an Instagram post or an opportunity to share her inspirations. Creativity and new trends in home care, family life, decor and travel experiences are top of mind for Mom.

Mom and her partner express an indestructible commitment to their family. She wants it all for herself and her family, but she wants value for her dollar, too.

WHY THE MOM TO THE MAX MATTERS FOR VSC

Mintel's research shows that heritage and culture are Mom's primary travel motivation, thus she demands educational value and authenticity in her family's travel experiences. She and her family are thrilled to take a day trip to the Mission, search for shells on the beach and will take full advantage of local sitters so she and her partner may enjoy the more mature experiences offered in SLO CAL.

Mom to the Max will be traveling with family, which makes it more likely that she'll spend at least \$2,500 in-market. Factors such as family dining, kids' excursions and child care fees contribute to the spend, which she is likely to reach, easily, over a two to three day stay in market.

THE MOM TO THE MAX AND MEDIA

In priority order, the Mom to the Max interacts on: internet, mobile devices, television, radio, print, direct mail, out-of-home product placements and sponsorships. She watches TV, but is more apt to stream that content via Hulu or other platforms where commercials can be blocked; or, when she is watching traditional broadcasts, she uses commercial breaks as time to check work emails or tend to something around the house.



CULTURED CLASS #3

EDUCATED, RISK TAKERS, GRACIOUS,
CONFIDENT, PROFESSIONALS

"I'm never unplugged—a new age renaissance person. I'm always engaged and on the cusp of new trends. Education, music, family, the arts and fine culinary experiences drive me to connect, continue to learn and be the first-to-know in my friend group. I want out-of-the-box experiences. I want to return from a trip renewed, revived and ready to take on the next thing. I demand value when I invest in leisure and relaxation."

WHAT MATTERS TO THE CULTURED CLASS?

The Cultured Class seeks the unexpected and new. They look for experiences that can elevate their lives and connect them to the world in unexpected ways. These are the people who not only want to have the experience for themselves, but who, as trusted advisors to their friends, family and follower groups are invested in sharing new things and encouraging others to join in.

WHY THE CULTURED CLASS MATTERS FOR VSC

The Cultured Class (with annual household income greater than \$100K) is more likely to take vacations (92%). (Source: Nielsen PRIZM data and Mintel Research) The affluent Cultured Classers tend to be older. Four out of five have children, so when targeting the affluent Cultured Class, families (i.e., with young children) need appropriate consideration.

The Cultured Class picks their destinations by researching more than three sources. (Source: Nielsen PRIZM Segmentation) While the majority of the Cultured Class prefers to start planning trips three to four months in advance, this spontaneous generation of travelers is also two to three times more likely than older travelers to start planning within weeks of departure. SLO CAL is the perfect last minute (booking) getaway for our Cultured Class.

Experience, education, culinary expertise and local culture are drivers for this group, and SLO CAL offers a diverse menu of options certain to satisfy their needs. Wine tasting, trips to the Mission and a couple nights stay at a boutique hotel meshes perfectly with our Cultured Class. For these travelers, food and drink is not just an interesting part of their experience, but a major factor that actually drives travel decisions. Indulging in fresh, local culinary culture on a quick getaway or "girls weekend" is highly appealing to the Cultured Class when considering travel to SLO CAL. (Source: 2016 Food Travel Monitor Study)

THE CULTURED CLASS AND MEDIA

They are selective when it comes to media interactions and are the only one of the set where radio (digital and XM) makes the list. The top performers for this group are the internet and mobile.



MEDIA STRATEGY

VSC's persona-based media strategy focuses primarily on digital executions. Consumers are increasingly more influenced by their online interactions, using multiple devices when making travel decisions. By exploiting these preferred digital mediums to build brand awareness and affinity, while supporting lower funnel channels like paid search and social, VSC's strategy aims to be in front of the right audience at the right place and at the right time. In the micro-moments era, where people turn to their devices to help them make decisions, being present at different steps of the user's travel journey is key to create that top-of-mind awareness and intention to visit SLO CAL.

VSC'S APPROACH TO MEDIA RELIES ON THREE FOUNDATIONAL PILLARS

- 1. RESEARCH:** Media flight dates, persona targeting and budget allocation are decisions based on research, insights and a close study of the tourism industry.
- 2. MULTI-CHANNEL:** Awareness is not established through frequency alone, but instead by staying top-of-mind, reaching an audience on multiple, complementary channels and with a variety of messages.
- 3. EVOLVING:** Testing assumptions and quickly incorporating learnings are critical to staying relevant and effective while also maintaining efficiency.

VSC relies on experienced media agencies for crafting strategies that support the organization's objectives, while providing guidance and communicating objectives clearly.

PAID MEDIA

PAID SOCIAL MEDIA

Working in unison with SEM (Search Engine Marketing), social platforms enhance awareness and brand reach by engaging consumers in a space in which they are naturally relaxed, open to messaging and often already seeking inspiration. A combination of multi-media and video ads on Facebook and Instagram will support brand engagement while also promoting website traffic. Custom and lookalike audiences allow for remarketing, while refined interest and behavior targeting ensure coverage of all key personas. A multi-layer targeting approach allows VSC to reach target audiences at different points of their travel planning journey.

- Social media is uniquely positioned to deliver both brand awareness and consideration/engagement metrics, more so than any other channel.
- Facebook ads and promoted posts will be used for content messages for lower-funnel activations like promotions, special events and deals.
- Carousel, video, image, slideshow, canvas and post engagement ads on Facebook and carousel and video ads on Instagram are the main formats that constitute the social ads portfolio.

PAID MEDIA

PROGRAMMATIC DISPLAY

Whether through banners, native or video advertising, the key to a successful programmatic campaign is effective targeting and personalized messaging. Programmatic provides the ability to target at scale and optimize to formats consumers are most engaging with. Display banner campaigns, while not shiny and new, have their place in driving efficiency and scale. Native advertising has an organic appeal as it follows the natural form and function of the user experience in which it is placed, producing quality traffic and driving brand lift. In 2018, it is expected that over \$5.7 billion will be spent on native advertising, making it the largest format of digital advertising. Finally, pre-roll video gives VSC another means to provide inspiration to new audiences and has proven to engage target audiences at higher levels than other programmatic tactics.

- **BANNER** ad campaigns allow for targeting the most relevant audiences, delivering creative with the highest engagement and testing the effectiveness of messages, creative elements and placements. These units will be purchased through biddable, exchange-based DSP platforms to control costs, while providing detailed pockets of optimization. This will enable the campaign to be continually optimized.
- **VIDEO** According to Miles Partnership, video advertising is one of the most effective formats available in creating immediate awareness in consumers' minds, showing the highest level of recall and impact among all formats measured. Leveraging video units to increase awareness in key markets with lower awareness, such as Seattle and Denver, will be critical to establishing a foothold within these markets.
- **NATIVE** advertising has evolved into one of the most effective forms of paid media. Sold on a cost-per-click basis, native units mimic their environment, making them more apt to engage the user.

SEARCH ENGINE MARKETING

SEM activities support the VSC's brand initiatives by focusing on upper-funnel search queries specific to regional and local travel (such as Central California beach vacations, California winery tours and things to do in Central California). This approach aims to ensure the SLO CAL brand and destination reaches consumers when they are actively searching for travel in this area. These campaigns allow VSC to take advantage of specific topics and user areas of interest when conducting online research. SEM allows VSC very strict control over where and when to drive traffic to the website, enabling nimble management of website traffic according to the seasonality, weather or current events.

A photograph of a motorcycle rider on a scenic coastal road. The rider is wearing a black leather jacket and a white helmet, riding a black motorcycle. The road is paved and curves along a coastline with blue water and green hills in the background. The sky is clear and blue. A large, semi-transparent blue rectangle is overlaid on the right side of the image, containing text.

COOPERATIVE ADVERTISING

The co-op advertising plan is designed to extend opportunities to VSC partners that would not be possible on an individual basis and that will provide measurable and tangible results.

VSC aims to offer attractive co-op opportunities and get partners' input to select the most promising strategies. Potential include:

- **DIGITAL SOCAIL AND NATIVE ADS:** Leveraging VSC's digital campaign to provide access to more sophisticated advertising technologies like advanced programmatic and enhanced targeting.
- **IN-FLIGHT MAGAZINES:** A multi-page print spread with one of SLO CAL's carrier airline in-flight magazines, designed to deliver significant reach and large impact with travelers within the key feeder markets for the county. This type of program is a cost-effective shared piece that allows participating partners to speak in a singular voice while promoting key attributes of their region.
- **SAVOR SLO CAL:** Designated destination space and promotional package at VSC's SAVOR event activation at food and wine festivals in Denver, San Diego and Seattle.
- **LOOKING AHEAD:** Additional initiatives in consideration include a Google Trekker co-op to map select off-road areas of the county, a programmatic direct mail campaign to retarget website visitors through postcards and an asset & content development program for photo and video creation.

MEDIA PLAN



MEDIA FLIGHTS

MEDIA	JUL	AUG	SEPT	OCT	NOV-DEC	JAN	FEB	MAR	APR	MAY	JUN
SEM											
SOCIAL											
PROGRAMMATIC/ NATIVE											
CONNECTED/ ADDRESSABLE TV											
STREAMING AUDIO											
TRAVEL PARTNERS											
TEST & LEARN											
CO-OP											

DRAFT

MEDIA SPENDING BY CHANNEL

CHANNEL	SHARE OF BUDGET
SEM & SOCIAL	\$399,000 / 42%
DISPLAY, PRE-ROLL VIDEO, NATIVE	\$380,000 / 40%
CO-OP	\$171,000 / 18%
TOTAL	\$950,000.00



TRAVEL TRADE

In FY 2017/18, VSC's Travel Trade program expanded to include new trade shows, expanded partnerships in sales, new translated email marketing and more. For the coming year, targets for Travel Trade include:

- Promoting international and domestic tour travel.
- Generating meeting and conference leads.
- Engaging individual travel agents and agencies.
- Solidifying key industry association memberships.
- Facilitating associations and government synergies.

TOUR AND TRAVEL

With the SLO CAL brand gaining traction in international and domestic travel markets, VSC will continue to target and build market share in top international markets: China, UK, Europe, Canada and Mexico. To accomplish this, VSC's trade show strategy will include WTM in the UK for a second year, GoWest Summit, NTA and IPW. VSC will contract with Black Diamond for the third year to promote SLO CAL in the UK market, and will participate in Visit California's sales missions in China and Mexico. Additionally, independent sales missions will be conducted by VSC, including domestic missions targeting the top inbound tour operators in California and one in the UK, supported by Black Diamond.

Familiarization (FAM) trips will be used to showcase the county's destinations and diverse offerings firsthand. VSC works closely with Visit California and utilizes Black Diamond's strategic approach to host FAM trips that include top international markets.

To assist our stakeholders in capturing travel trade business, VSC will be offering educational resources throughout the year. These will include in-market educational sessions, as well as online tools posted on the new SLO CAL Connection. Once again, VSC will offer co-op participation in the SLO CAL booth at IPW, the largest international travel trade show in the U.S.

MEETING AND CONFERENCE

To assist with mid-week and shoulder season bookings, VSC targets meeting planners who cover corporate and government segments. VSC will focus on the key feeder markets of Los Angeles, San Francisco/Bay Area and Sacramento. Staying top-of-mind is critical in the meetings industry, so VSC will continue to have a strong presence in key meeting planner associations, including MPI, CalSAE and GBTA. Co-op opportunities will be presented to stakeholders to participate with VSC at trade shows, including MPI Expo, CalSAE and MPI Sacramento/Sierra Nevada trade show.

VSC will conduct bi-annual sales missions into the key feeder markets of San Francisco/Bay Area and Sacramento. VSC sales missions give stakeholders the opportunity to engage meeting planners and build relationships for future booking opportunities.

With the introduction of SLO CAL Connection, FY 2018/19 presents the first time all leads and business opportunities will be distributed via one streamlined, easy-to-use platform that gives stakeholders the opportunity to respond to leads more efficiently and to stay up-to-date with all of VSC's Travel Trade programs.

FY 2018/19 TRAVEL TRADE CALENDAR

January	February	March	April	May	June
TRADE SHOWS					
T&T Mission Southern CA	Go West Summit Idaho 25-26 MPI Northern CA EXPO 26	M&C Mission Bay Area	VCA China Mission MPI Sacramento Sierra Nevada Trade Show	Black Diamond Sales Mission UK	IPW Anaheim 1-5
SALES MISSIONS & FAM					
	Visit CA Mexico	Black Diamond UK	Visit CA China		
	Northern Cal M&C			Southern Cal Sales T&T	

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EARNED MEDIA + PUBLIC RELATIONS

Earned media presents the opportunity for VSC to gain exposure for SLO CAL that would be cost prohibitive in advertising, as well as to gain brand strength through third-party endorsements from journalists and influencers. VSC has partnered with TURNER Public Relations domestically and with Black Diamond in the UK and Ireland on earned media strategy. These firms will assist the in-house communications team with media relations, ultimately supporting VSC's larger marketing goals and initiatives through consistent exposure in key target publications.

PROACTIVE PITCHING Leveraging lifestyle and travel trends, new products and compelling experiences, VSC will craft and showcase SLO CAL's unique destination stories and news through targeted proactive pitching. VSC will develop a pitch calendar to enable regular, strategically driven outreach to key media publications, ensuring year-round, consistent coverage reaching target audiences.

MEDIA FAMILIARIZATION TRIPS VSC will conduct targeted, highly qualified media/influencer visits to the destination throughout the year. The itineraries will include a range of activities, accommodations and attractions relevant to their readership, and will visit multiple SLO CAL destinations to tell a holistic county story. Some visits will be on an individual basis, while others may be in the form of a group press trip.

IN-MARKET DESKSIDE APPOINTMENTS Meeting with members of the media to showcase the destination and pitch story ideas in person has been highly effective in growing awareness of SLO CAL with media in major markets. Such meetings are conducted around other media events and in FY 2018/19 are planned for the UK, New York City, Denver, Seattle, Los Angeles (at IPW), San Diego and San Francisco with support from TURNER and Black Diamond.

VISIT CALIFORNIA MEDIA RECEPTIONS The VSC public relations team will participate in select Visit California Media receptions in San Francisco, New York, Canada and other markets (TBD) where dozens of writers congregate to learn about California travel and hear SLO CAL pitches.

REPORTING/TRACKING TURNER and Black Diamond provide monthly tracking of public relations efforts and earned media mentions of SLO CAL. VSC utilizes the new SLO CAL Connection to efficiently communicate mentions and media opportunities to partners and the new CRM to track the quality and value of the articles.

LOCAL MEDIA While driving demand for SLO CAL travel experiences is at the top of the list for the VSC earned media team, the value in sharing VSC news, developments and programs with the local community cannot be overlooked. VSC will conduct regular outreach to local and regional media to inform the local public on the organization and to keep the importance of tourism top-of-mind for both residents and community leaders.

CRISIS COMMUNICATIONS While never pleasant, crisis communications are an essential piece of the VSC earned media toolkit. VSC will maintain and update its crisis communication plan, while continuing communications for the Highway 1/Pfeiffer Canyon Bridge closure and preparing for the road reopening. VSC will continue to update and share critical information and communication tools for partners throughout the rebuilding process.

PRESS MATERIALS VSC will keep the existing press kit relevant by updating the documents based on changing industry trends, news from partner DMOs and new story ideas, while also reviewing background information and facts on SLO CAL to ensure accuracy. In addition, VSC will distribute regular press releases to be used as support in proactive pitching and sharing of news from the destination. All of this, along with materials from key partners, will be maintained in the online media room on SLOCAL.com.

PARTNERSHIPS To further elevate the SLO CAL brand on a national scale and build the content library, VSC and TURNER continue to pursue marketing partnerships with like-minded brands. Such partnerships enable VSC to reach key consumer audiences and generate awareness of the destination through a partner's trusted brand and established audiences.

OWNED MEDIA

THE NEW SLOCAL.COM

VSC's new digital destination experience, SLOCAL.com, is aimed to enhance customer and partner relationships by facilitating the user's journey through strategically curated brand stories. Aerial videography of the county's scenic treasures and breathtaking photography come together in a sleek design that reinforces the brand's motto, "Life's Too Beautiful To Rush®."

SLOCAL.com comes to life thanks to Simpleview Inc., the leader in destination marketing technology. Along with a new domain name and web design, SLOCAL.com features a user interface that enables local tourism partners to edit and update their business profiles in a more efficient way. SLO CAL Connection is the hub where partners can find VSC updates, interact with the community, engage with VSC's marketing opportunities and curate their brand for the world to see.

DESTINATION TRAVEL NETWORK (DTN)

With the new online platform, VSC's non-lodging tourism partners are able to take advantage of sponsored placements on SLOCAL.com. DTN, VSC's website marketing partner and a division of Simpleview Inc., helps partners increase their online exposure by showcasing their website listing through upgraded web placements and targeted advertising on SLOCAL.com.

UGC PLATFORM

Chute, a user-generated content (UGC) platform, allows VSC to engage with consumers and grow social media awareness. Through Chute, VSC can source and acquire use rights to photos and video and visitors to SLOCAL.com are able to interact with the SLO CAL social world as part of a seamless navigation experience. VSC's DMO partners can also utilize Chute at a reduced cost through a 58% negotiated discount co-op.

SLO CAL AMBASSADOR PROGRAM

Influencer marketing continues to be a powerful tactic and brands take advantage of these agents to reach consumers they otherwise wouldn't be able to. In 2018, VSC selected six SLO CAL Storytellers from five local destinations to become brand ambassadors, each representing at least one of SLO CAL's three personas. Using the slogan "Are you #SoSLOCAL?", 62 people from across the county submitted their photos, videos and blogs to demonstrate why they should "rep their region." The first iteration of the program is an institutional effort to build synergies in the community and connect local audiences with the SLO CAL brand. Storytellers will be venturing out on pre-planned excursions to experience a variety of activities ranging from food and wine to family and adventure. VSC will use the six Storytellers to generate content, celebrate the SLO CAL lifestyle and grow awareness through an expanded audience and six authentic voices.

INDUSTRY PROMOTIONS

VSC continues to look for creative ways to engage audiences through social media programs designed to bring awareness to key stakeholders and travelers alike. Restaurant Month in January and California Wine Month in September are two promotions that seek to bolster local food and wine businesses while engaging audiences through unified social media messages.

STRATEGY-DRIVEN CONTENT

The annual strategic content plan includes calendar-driven topics, signature SLO CAL events, partner promotions and monthly blog posts centered around our research-driven target personas: Perfect Pairings, SLO CAL Crafted, Cultured Class, Active Adventurer and Mom to the Max. This content is designed to be evergreen and to tell authentic stories, provide useful facts and inspire travel. In FY 2018/19, VSC will be regularly procuring visual and video assets to proactively support the planned content and expand the ever-growing asset library.

OFFICIAL SLO CAL VISITOR MAGAZINE

Designed to be an eye-catching visual showcase and to read like a lifestyle periodical, the SLO CAL Visitor Magazine features local tourism partners, compelling travel stories and local profiles. One of the key opportunities for SLO CAL businesses to reach tens of thousands of visitors, the magazine consists of all native content-style advertising that naturally engages the reader and allows for deeper storytelling.



PARTNERSHIPS

VSC seeks to engage with strong regional and national brand partners to elevate the SLO CAL brand through mutually beneficial marketing and/or promotions activities. Ultimately, the goal is for the county, the partner and the consumer to find value such that:

- DRAFT**
- Consumer loyalty to one brand is extended to another
 - Both partners are able to expand reach and enter into new markets
 - Marketing spend efficiency is increased
 - Visitors and consumers find value in the partnership

PARTNERSHIP OPPORTUNITIES

VSC is working with its partners at TURNER PR to seek co-branding partnership opportunities with local and national brands. Such strategic marketing partnerships will enable VSC to amplify the SLO CAL brand through content creation, influencers and promotions by leveraging strong online engagement. These co-marketing agreements build awareness through increased reach and add brand authority through key target personas.

PROMOTIONAL PARTNERSHIPS

SAVOR — A SAN LUIS OBISPO COUNTY EXPERIENCE

Partnering with area businesses, VSC has developed a branded, traveling destination experience, SAVOR—A San Luis Obispo County Experience, to promote the county at food, wine and lifestyle events in key markets. This event-within-an-event experience features SLO CAL destinations, chefs and restaurants, local foods and craft industries, such as wineries, breweries, farms and more. In addition to the event exposure, VSC's sponsorships include targeted marketing campaigns to past and current event attendees -highly qualified audiences with above-average household incomes and affinities for exceptional food and wine travel. For FY 2018/19, VSC will take SAVOR to Denver in September (tentative), the San Diego Bay Wine + Food Festival in November and Taste Washington in March.

BRAND PARTNERSHIPS

Brand partnerships are a great way to drive awareness to the SLO CAL brand in niche markets that align with VSC's marketing personas. In FY 2017/18, VSC hosted The Clymb in SLO CAL to generate content including everything from surfing and kiteboarding to coffee shops and farmers markets. The Clymb and its parent company, San Luis Obispo-based Leftlane Sports, are curators of outdoor adventure experiences, gear and travel stories. The partnership aimed to connect SLO CAL with a large, highly engaged audience in key markets and a following that matches the Active Adventurer persona. From this content collection trip, The Clymb produced blog posts which were included in email newsletters, email banners, social posts, web tile ads and an Instagram takeover from September to November 2017. The total estimated impressions topped 1 million and the estimated clicks and engagements exceeded 19K. VSC continues to search for brand partnerships that provide similar value, both on the content creation front and the ability to get the brand in front of targeted, loyal audiences.

EVENT PROMOTIONS

VSC partners with multiple organizations each year to support high-impact events that market to and draw guests from outside of the area to multiple destinations in SLO CAL through in-kind marketing promotion. In FY 2017/18, VSC helped to promote Cal Poly's Poly Parent Adventures and the 78th Annual Poly Royal Rodeo; the inaugural Wine Speak Paso Robles conference; the Central Coast Pro Tennis Open in Templeton and the SLO International Film Fest via Film SLO CAL. VSC will continue to seek unique, innovative and exciting visitor-focused events to support in the coming year, including hopes to bring AMGEN Tour of California back to the destination. VSC will expand its partnership with the Mid-State Fair for the 2018 season helping to promote the breadth of events, activities, concerts, concessions and things to do to increase attendance by fairgoers from out of the market and to lengthen their stays.





INDUSTRY PARTNERSHIPS

LOCAL AND CENTRAL COAST PARTNERS

VSC continues to collaborate closely with the seven DMOs within San Luis Obispo County including representatives of different communities on its Marketing Committee roster, along with the area wine associations and other key tourism groups. Regionally, VSC partners with the Central Coast Tourism Council on several media visits each year and Brooke Burnham, VSC's VP of Marketing, is on the CCTC board, ensuring SLO CAL representation.

CALIFORNIA TOURISM PARTNERS

Visit California is the state-level DMO that develops and executes marketing programs that, in partnership with the state's travel industry, keep California top-of-mind as a premier travel destination. President & CEO Chuck Davison is a member of Visit California's Brand and Content Committee and Michael Wambolt, VSC's Director of Travel Trade, is part of the International Marketing Committee. VSC participates in many Visit California industry events and programs, which bring visibility to SLO CAL. CalTravel is California's travel and tourism industry association, protecting and enhancing its interests through advocacy, collaboration and education. VSC supports CalTravel's proactive Tourism Improvement District (TID) advocacy plan to defend industry funding and continue to move the needle for tourism in California. VSC's President & CEO, Chuck Davison, is on the Board of Directors for CalTravel and will serve as Treasurer for Executive Committee for the FY 2018/19.

REGIONAL AND NATIONAL PARTNERS

VSC is an active member of the U.S. Travel Association, Destinations International and Destination Marketing Association of the West; the organization also partners closely with the national DMO, Brand USA. These partnerships bring unique research and education programs, offer advocacy and resources and present exceptional marketing opportunities that allow VSC to efficiently reach international audiences.

STRATEGIC PARTNERSHIPS



SAN LUIS OBISPO COUNTY REGIONAL AIRPORT

VSC continues to serve as a strategic partner to the San Luis Obispo County Regional Airport supporting new markets with targeted media spend and versatile campaigns. A new and improved airport terminal opened its doors on November 2, 2017. The new 56,000-square-foot terminal supports new airport capacity and offers superior service to travelers, enhancing the SLO CAL experience from the moment visitors arrive. In April 2018, United Airlines added a second daily flight to Denver in addition to larger planes, amounting to 104 additional seats. United Airlines also increased the amount of seats to both Los Angeles and San Francisco, resulting in a total of 225+ additional seats for the fiscal year. VSC continues to work closely with the airport and airlines to expand air service development and target new flight markets.



CALIFORNIA POLYTECHNIC STATE UNIVERSITY (CAL POLY), SAN LUIS OBISPO

VSC partners with Cal Poly for Poly Parent Adventures and, in 2018, with the Annual Poly Royal Rodeo for the first time by promoting the family-friendly rodeo event on SLOCAL.com and social channels. Additionally, VSC held a position on the Ambassador Program roster for a Cal Poly student to complete the lineup of local brand ambassadors. Chuck Davison, VSC's President and CEO sits on the Economic Development Committee and the new business attraction task force, he is also a guest lecturer throughout the year.



ECONOMIC VITALITY CORPORATION (EVC)

The EVC is a regional nonprofit, economic development organization committed to developing a vibrant and sustainable economy throughout SLO CAL. The President & CEO of VSC, Chuck Davison, chairs the "Uniquely SLO County" Cluster group, advocating for additional air service and working with the business community to promote the lifestyle that tourism creates in SLO CAL.

FILM SLO CAL



Film SLO CAL aims to grow the overall awareness of SLO CAL as a filming location and to increase the overall economic impact in the region. By generating, supporting and managing production leads for motion pictures, TV and commercials, Film SLO CAL is positioned to act as the primary point of contact for all filming projects in the destination. By working in cooperation with county, city and state liaisons to continue to streamline the permit process, Film SLO CAL fosters new opportunities in cooperation with the community and reports on the overall economic impact filming projects bring to SLO CAL.

DRAFT

Goals

- Increase leads for filming in SLO CAL by 10% YOY
- Build media contracts specific to Film SLO CAL for pitching story ideas
- Proactivity pitch and secure productions in SLO CAL
- Expand database of local crew and talent
- Increase total production direct spent YOY

Strategies

- Generate earned media to create awareness about the variety of opportunities to film in SLO CAL.
- Further develop communication channels to foster one-on-one relationships with target audiences.
- Strengthen relationships with the California Film Commission, Film Liaisons in California Statewide (FLICS) and other strategic partners to stay informed of industry happenings, new film incentives and overall trends in the film business.
- Leverage partnership with the San Luis Obispo International Film Festival to attract target audiences to the SLO CAL destination.
- Educate local tourism partners on the filming industry, the opportunity to attract film scouts and the filming industry's contribution to SLO CAL.
- Collaborate with county, city and state liaisons to turn leads into tangible opportunities, and to ensure reporting and tracking is up-to-date and accurate.
- Educate the local film industry on the role of Film SLO CAL and opportunities to partner.
- Seek and facilitate all inquiries regarding filming and permitting laws and policies within the county.

A large, smooth rock formation jutting into the ocean at sunset. The rock is illuminated from the side, creating a strong contrast between the lit and shadowed areas. The water is dark blue with some white foam near the rock. In the distance, several kayakers are visible on the water. The sky is a clear, pale blue.

DRAFT

SLOCAL.COM



AD & MARKETING UPDATE

***TRAVEL
TRADE***



Travel Trade: **UPDATES**

RECENT EFFORTS

- Stakeholder Outreach: Morro Bay
- VCA China Sales Mission, April 9-13
 - Beijing & Shanghai
 - 54 Appointments
 - 3 Agency takeovers
- SLO CAL L.A. Trade Sales Mission, May 9-10
 - Co-op with Cavalier

UPCOMING TRADE PROGRAMS

- IPW in Denver, May 19-23
 - Morro Bay, SLO, Atascadero, Holiday Inn Express, Atascadero, Hearst Castle
 - Also BHC, Pismo Beach CVB & Travel Paso
 - 63 Appointments
- UK Sales Mission, June 10-15
 - London, Manchester





**FILM
SLO CAL**



FILM SLO CAL

LOCATIONS THAT CAN LOOK LIKE ANY PLACE ON EARTH, AND BEYOND

Film SLO CAL: UPDATES



UPCOMING FILMING

- **Ad Astra**
 - Feature film
 - Pitched a location and are in negotiations to have a portion of film shot in SLO CAL
 - In region next week
- **Ford v. Ferrari**
 - Feature film
 - In running to get this shoot if they cannot find location closer to LA

PARTNER REMINDERS

- **Film Permitting Partners Meeting**
 - **When:** June 5 at 1:00 pm
 - **Where:** Tolosa Winery
 - All permitting officials and DMO partners welcome
- **Unique Location Photos**
 - Please send any and all location photos to Kylee@SLOCAL.com with information about the location
 - To be used to respond to location scouts

YTD FILMING STATS

- 56 filming leads; 27 productions
- 43 filming days

PARTNERSHIP & EVENTS





Partnership & Events:
UPDATES

TASTE WASHINGTON RESULTS

- Taste Washington Final Results
 - 6,750 Total Grand Tasting Attendance – +15% over last year
 - Post-Event Giveaway with Visit Seattle happening 5/21



EARNED & OWNED MEDIA

- Public Relations
- Social Media
- [SLOCAL.com](https://www.slocal.com)

Earned Media:
**PUBLIC
RELATIONS**



RECENT EFFORTS

- **LA VCA Media Event & VSC Desksides:**
 - 124 Media at Event
 - 10 Desksides: Hilary & Keba
 - T+L, Sherman's Travel, Conde Nast, Bon Appetit, LA Times, Sunset, Vanity Fair, American Way, Westways, NY Times, THR, Men's Health, AARP, Food & Wine & more

RECENT VISITS

- **Recent Individual Visits:** Fodor's Travel, LARoadtrips.com, GettingonTravel.com
- **"Sip and Savor" Spring Media FAM (May 2-6)**
 - USA Today, Denver Post, Men's Journal, Women's Health, Delta Sky, The Daily Meal, Food Republic, SHAPE, Forbes, Yahoo! Travel, BBC Travel, Food & Wine, Food Network, Zagat, 425 Magazine, Alaska Beyond, Edible Seattle, Seattle Magazine, Sunset, Glamour, T+L, Nat. Geo Traveler, Brit + Co, NY Times
- **VCA Australia FAM w/Chef Curtis Stone (May2-5)**

LOCAL OUTREACH

- Reach out to local partners for initial meet and greet
- Establish relations with local media



Earned Media:
**PUBLIC
RELATIONS**



APRIL MEDIA RESULTS

- **Turner PR & Townsend PR Combined:**
 - \$1,406 AVE & 757,382 Impressions
 - FashionbyAlly, Well + Good, Seattleite, LA Mag., Melsays.com, New York Lifestyles Mag.
- **Black Diamond:** \$2,714 AVE; 30,401 Impressions
 - Harpers Wine & Spirit Reviews; Travel Begins at 40; TravelWeekly

UPCOMING OPPORTUNITIES

- **Proactive Pitching:**
 - Short Lead: Skip-gen Family Travel
 - Long Lead: Experiential Culinary
- **Awards:** Conde Nast Traveler Reader's Choice Awards (vote through June 2018)
- **Upcoming Visits:**
 - VCA Italy & Mexico (both May)
 - Scottish Sun (June/July)
- **Events:**
 - IPW Media Marketplace (May 21)
 - UK Media Mission (June 11-15)

CONFIRMED UPCOMING ARTICLES

- 425 Magazine (2019), Sunset, The Daily Meal, Forbes Travel Guide, Entertainment Today, Newsweek, Wine Country This Month Sightseer, LA Travel Magazine,



Owned Media:
***DIGITAL
CHANNELS***

SOCIAL MEDIA & CONTENT

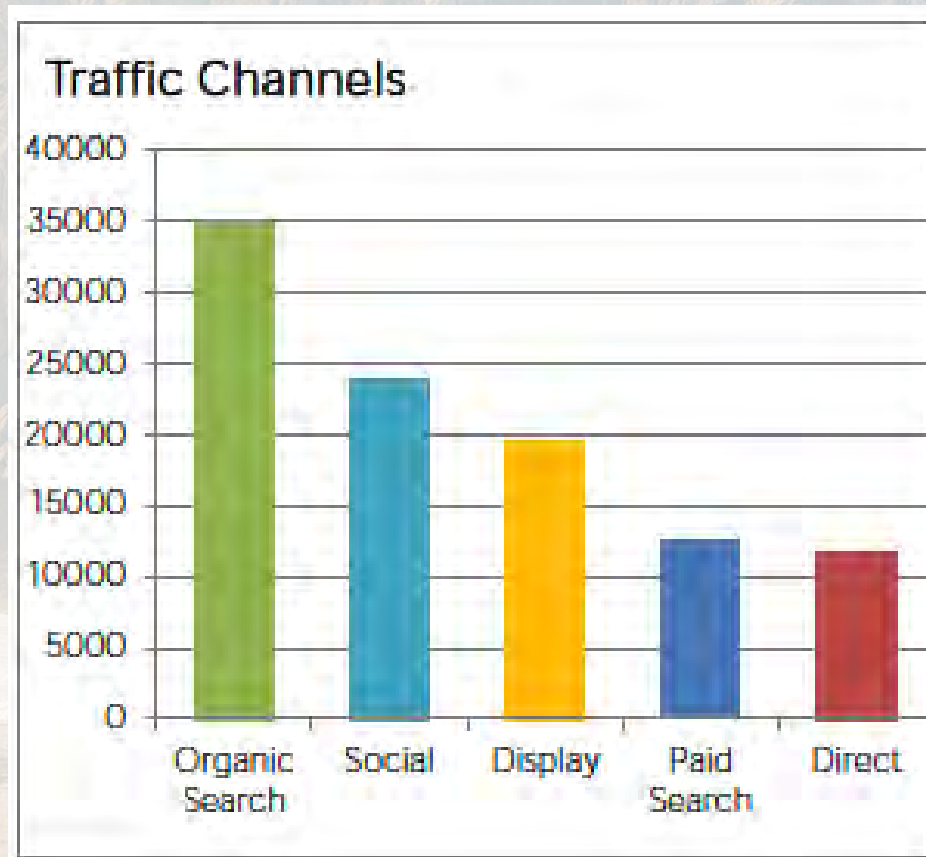
- **Brand Ambassadors:**
 - Will now be touring the county early June
- **Asset Development:**
 - Content producer coming May 30-June 5
 - New Destination Video Postcards
 - Templeton, Ragged Point, San Simeon, San Miguel and Grover Beach
 - New RV Park Drone Photography
- **Upcoming Content & Stories:**
 - Mother's Day
 - Budget-friendly & splurge-worthy summer activities
 - Stargazing – Central Coast Astrological Society
 - Summer Concert Series

WEBSITE PERFORMANCE

- Total sessions: decreased by 78% YOY
- Organic decreased by 18%
- Pageviews increased by 45%
- Session duration: increased by 124%
- Bounce Rate improved by 77%

Owned Media
DIGITAL CHANNELS

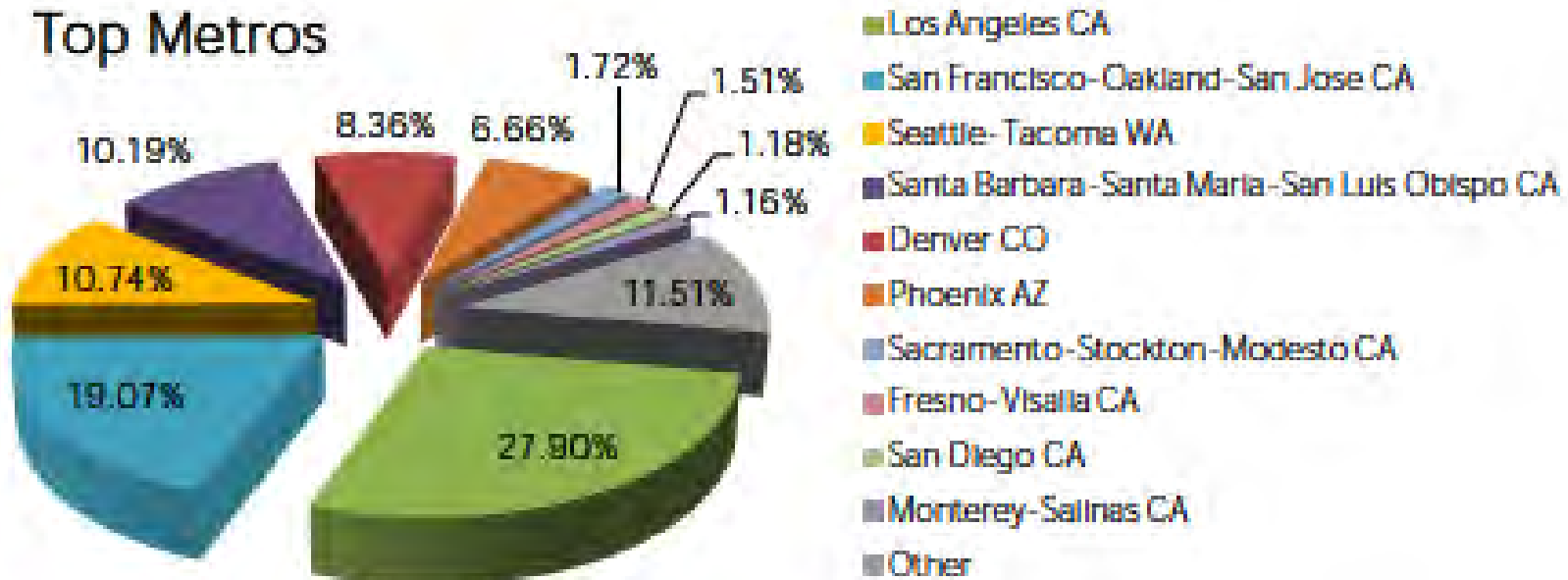
TRAFFIC SOURCES



Owned Media DIGITAL CHANNELS

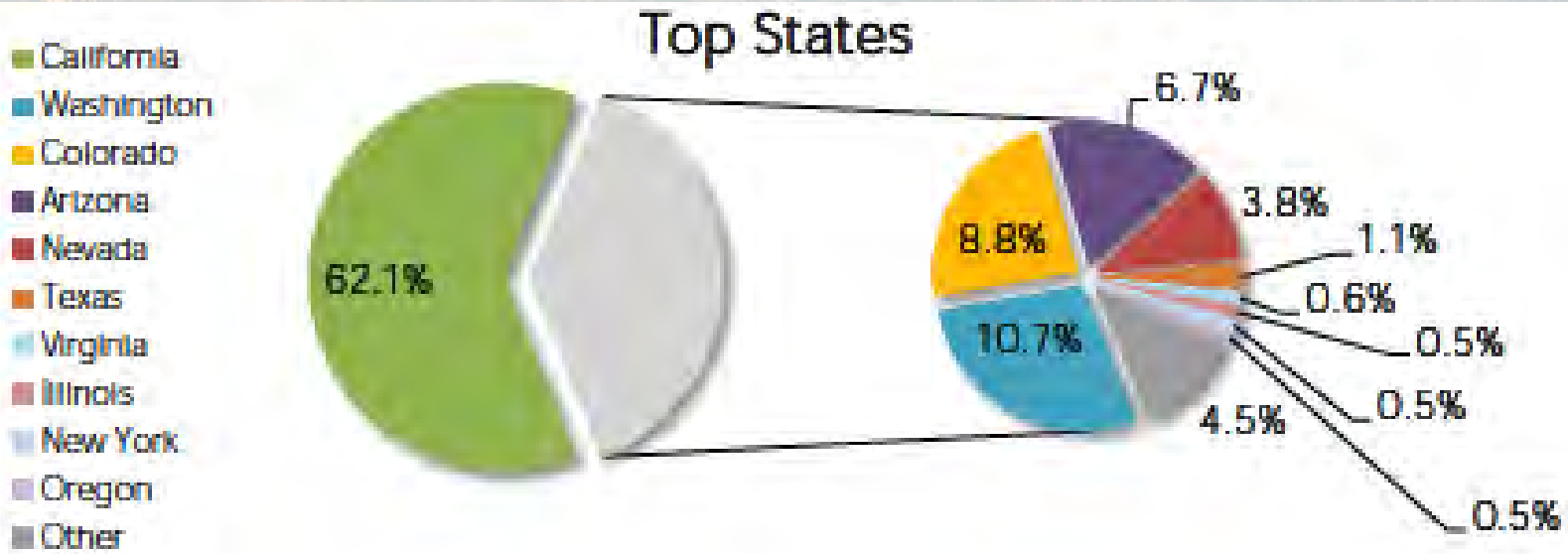
TRAFFIC SOURCES

Top Metros



Owned Media DIGITAL CHANNELS

TRAFFIC SOURCES



PAID MEDIA

April campaign update



Paid Media:



AD

CAMPAIGN

MEDIA – GOODWAY GROUP:

Objective: Increase traffic & exposure while maintaining conversion

- **Programmatic:**

- 26M total impressions & 31K clicks
- eCPA Month-Over-Month (MOM) +3%

- **Social:**

- 2.6M total impressions & 33K clicks
- Cost per Click (CPC) MOM -13.83%

- **SEM:**

- 28.7K impressions & 1,000 clicks
- CPC -3,57%
- eCPA -14.43%

- **Total:**

- 28.6M impressions & 65K clicks

Paid Media

AD CAMPAIGN

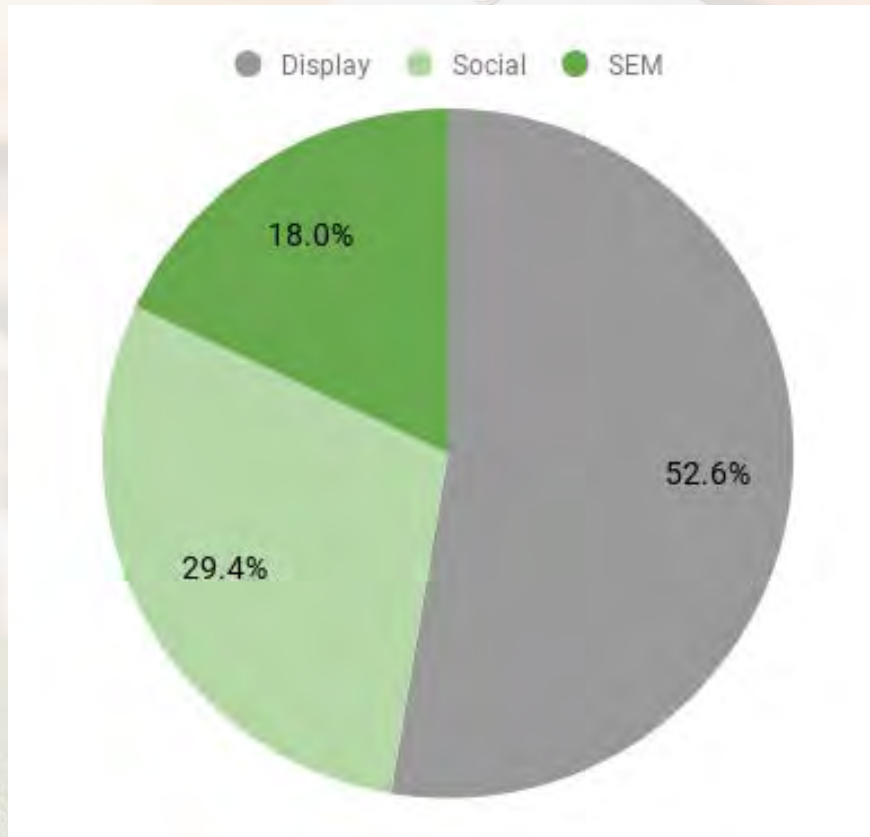
BUDGET ALLOCATION APRIL

Tactic	Impressions	Activities	Cost per Activity	Spend
Video	\$888,492	\$5,963	\$3.1	\$18,639
Display	\$15,877,304	\$24,502	\$2.7	\$66,339
Mobile	\$9,254,283	\$12,943	\$2.8	\$36,272
Social	\$2,638,392	\$4,494	\$10.0	\$45,680
SEM	\$372,844	\$3,279	\$10.0	\$37,574
Total	\$29,031,315	\$51,181	\$4.0	\$204,504

Paid Media

AD CAMPAIGN

BUDGET ALLOCATION APRIL



Paid Media

AD CAMPAIGN

CAMPAIGN SUCCESS METRICS: IMPROVED USER ENGAGEMENT VS. PRIOR CAMPAIGNS

	Spring 17	Fall 17	Spring 18
Bounce Rate	90.90%	79.37%	41.53%
Pgs./Session	1.20	1.05	1.57
Avg. Session	00:18	01:16	01:14

Paid Media

AD CAMPAIGN

CAMPAIGN SUCCESS METRICS: PROGRESSIVELY LOWER eCPA

	FEB	MAR	APR	Δ (%)
Programmatic eCPA	\$3.98	\$2.97	\$2.79	-30%

Paid Media

AD CAMPAIGN

CAMPAIGN SUCCESS METRICS: CONSISTENTLY DRIVING HIGH-VALUE ACTIVITIES

ACTIVITIES	Feb - Apr Δ (%)
Visit Website, Book Now, Email Sign-Up, Visitor Magazine	+73%



**BONUS AGREEMENT FOR
PRESIDENT AND CHIEF EXECUTIVE OFFICER
VISIT SLO CAL**

May 2018

In accordance with Article 5 of the President and CEO Employment Contract, the Executive Committee of the Board of Directors of Visit SLO CAL and the President and CEO have mutually agreed to the criteria listed below for the year three (3) (May 1, 2017 – April 30, 2018) bonus compensation. Below is an outline of the criteria deliverables.

The Initial Bonus of up to 10% of Employee's annual salary shall be tied to Visit SLO CAL's operation and will be based on results in the following operational categories:

1. Administration (25%)

- a. Led the Visit SLO CAL team to effectively deliver on established company objectives
- b. Hired Brand and Digital Manager (October 2017)
- c. Hired VP of Community Engagement and Advocacy (March 2018)
- d. Hired Director of Communications (March 2018)
- e. Contracted and on-boarded new financial consultant
- f. Managed the departure of two team members at the direction of HR consultant (March 2018)
- g. Contracted Collaboration Consulting to assist with Organizational Capacity Study including Behavior and Convictions Assessment, leadership coaching and opportunity recommendations

2. Financial & Operations (25%)

- a. Managing Strategic Direction 2020
- b. Managing Operational Plan deliverables as part of Strategic Direction 2020
- c. Researched, received approval and set up/invested VSC's reserve funds in FDIC-insured CD accounts through Morgan Stanley to comply with audit recommendations
- d. Successfully completed second consecutive full organizational financial audit, this year with zero deficiencies and no material weaknesses
- e. Completed and delivered FY 16/17 annual report (September 2017) under county MDP contract requirements
- f. Completed June 2017 and December 2017 Advisory Committee meeting under TMD guidelines



- g. Completed annual presentation to Board of Supervisors (February 2018) while receiving positive feedback on our efforts from all five Board of Supervisor members

3. Marketing & Promotions (25%)

- a. Successfully completed FY 16/17 regional advertising campaign (May 2017)
- b. Successfully completed and received Board approval for FY 17/18 strategic marketing plan (May 2017)
- c. Grew awareness through international CEO programs and missions in Mexico and Canada with Visit California (May 2017)
- d. Successfully launched new Alaska Airlines service with regional marketing in Seattle assisting airline in delivering expected annual revenue in first nine months of service
- e. Took a leadership role in securing United Airlines direct service from Denver (June 2017)
- f. Successfully launched new United Airlines service with first time regional marketing in Denver
- g. Contracted, developed and completed Wave 2 of 3 SLO CAL Brand Lift research study (September 2017)
- h. On-boarded Turner as first-time national public relations agency (November 2017)
- i. Launched new \$1,200,000 regional advertising campaign (November 2017 & February 2018)
- j. Completed roll-out and on-boarding of new CRM & CMS (January 2018)
- k. Delivered new, state-of-the-art SLOCAL.com website (February 2018)
- l. Assisted in securing second daily flight from Denver and up-gauge of multiple flights adding 235+ daily arrival seats to the market (April 2018)
- m. Oversaw Black Diamond's international contract representation (UK/Ireland)
- n. Completed additional SLO County asset development video shoots
- o. Delivered International trade and media programs and missions in China, UK/Ireland and Mexico

4. Board Relations (25%)

- a. Facilitated bi-monthly Board meetings
- b. Delivered bi-monthly CEO Report to Board during months with no Board meeting
- c. Facilitated monthly Executive Committee meetings
- d. Communicated and followed up with individual Board members in a timely manner as needed



- e. Successfully carried out the direction of the Board
- f. Successfully managed Board relationships through outreach and meetings as needed

An Additional Bonus of up to 10% of Employee's annual salary shall be tied to *Strategic Direction 2020* as outlined in the multi-year strategic plan and will be based on the following strategic imperatives:

5. Optimize VSC Organizational Capacity (20%)

- a. Facilitated objectives in Operational Plan to deliver imperatives
- b. Hired Brand and Digital Manager (October 2017)
- c. Hired VP of Community Engagement and Advocacy (March 2018)
- d. Hired Director of Communications (March 2018)
- e. Contracted Collaboration Consulting to assist with Organizational Capacity Study including Behavior and Convictions Assessment, leadership coaching and opportunity recommendations
- f. Expanded Internship program

6. Establish Brand Clarity and Increased Awareness Through Unified Efforts (20%)

- a. Successfully completed FY 16/17 regional advertising campaign (May 2017)
- b. Successfully completed and received Board approval for FY 17/18 strategic marketing plan (May 2017)
- c. Grew awareness through International CEO programs and missions in Mexico and Canada with Visit California (May 2017)
- d. Successfully launched new Alaska Airlines service with regional marketing in Seattle assisting airline in delivering expected annual revenue in first nine months of service
- e. Successfully launched new United Airlines service with first time regional marketing in Denver
- f. Contracted, developed and completed Wave 2 of 3 SLO CAL brand lift research study (September 2017)
- g. On-boarded Turner as first-time national public relations agency (November 2017)
- h. Launched new \$1,200,000 regional advertising campaign (November 2017 & February 2018)
- i. Hired Brand and Digital Manager to facilitate digital marketing program (October 2017)



- j. Completed roll-out and on-boarding of new CRM & CMS (January 2018)
- k. Delivered new, state-of-the-art SLOCAL.com website (February 2018)
- l. Hired Director of Communications to facilitate communications program (March 2018)
- m. Completed additional SLO County asset development video shoots
- n. Secured billboard space, based on current flight support marketing spend, in new SLO County Regional Airport to drive brand awareness and welcome visitors and residents
- o. Facilitated SAVOR – A San Luis Obispo County Experience in San Diego (San Diego Wine and Food Experience) and in Seattle (via partnership with Visit Seattle at Taste Washington, the largest Food and Wine event on the West Coast) as the only non-Washington brand

7. Build and Expand Strategic Partnerships (20%)

- a. One of 15 CEOs of California DMOs (out of 95) invited to participate in Visit California bi-annual Leadership Summit in (June & December 2017)
- b. International CEO programs and missions in Mexico and Canada with Visit California (one of 10 CEOs invited)
- c. International trade and media programs and missions in China, UK/Ireland and Mexico with Visit California
- d. Oversaw Black Diamond's international contract representation (UK/Ireland)
- e. Served on Visit California Brand & Content Committee
- f. Elected to Board and Executive Committee of Cal Travel Association
- g. Elected to Board of Central Coast Economic Forecast
- h. Served on SLOCOG's Regional Transportation Planning Stakeholder Group
- i. Served as Chair of EVC's Uniquely SLO County Cluster and as a member of the Board of Directors
- j. Served on President Armstrong's Local Economic Development Committee at Cal Poly
- k. Expanded partnership with SLO Chamber to develop collaborative initiatives and reduce duplication
- l. Expanded partnership with Cal Poly to include work with Alumni, Cal Poly Rodeo and Business Attraction, and economic development initiatives
- m. Established partnership with Mid-State Fair to develop messaging and communication on SLO CAL to customers in advance of the fair



8. Take a Leadership Role in the Development of Critical Tourism Infrastructure (20%)

- a. Took a leadership role in securing United Airlines Direct Service from Denver (June 2017)
- b. Successfully launched new Alaska Airlines service with regional marketing in Seattle, assisting airline in delivering expected annual revenue in first nine months of service
- c. Successfully launched new United Airlines service with first time regional marketing in Denver
- d. Assisted in securing second daily flight from Denver and up-gauge of multiple flights adding 235+ daily arrival seats to the market (April 2018)
- e. Worked with two communities on the advancement of a countywide conference facility based on Visit SLO CAL's Conference Center Feasibility Study
- f. Led the process in the launch of Destination Management Strategy
 - i. Vetted Destination Management Strategy consultants
 - ii. Successfully received Board approval to advance the process
 - iii. Delivered consultant for Board review and approval
 - iv. Hired Vice President of Community Engagement and Advocacy to manage strategy and recommendations
 - v. Completed Resonance contract and SOW
 - vi. Facilitated project kick-off (April 2018)
 - vii. Developed Steering Committee including receiving participation from every city manager directly

9. Demonstrate Value to VSC Stakeholders, Partners and Communities (20%)

- a. Led initiative and continued successful management of ongoing crisis communications initiative during 2018 HWY 1 closure include multiple meetings with elected officials, inventors, stakeholders and Caltrans
- b. Led initiative and successfully managed crisis communication initiative during 2017 Thomas Fire and 2018 Santa Barbara County Mudslides
- c. Completed June 2017 and December 2017 Advisory Committee meeting under TMD guidelines
- d. Contracted, developed and completed Wave 2 of 3 SLO CAL brand lift research study (September 2017)
- e. Completed annual presentation to Board of Supervisors (February 2018) while receiving positive feedback on our efforts from all five Board of Supervisor members



**PRESIDENT AND CHIEF EXECUTIVE OFFICER
BONUS AGREEMENT SCORING SHEET**

Operational Review

Administration (25%)

1 2 3 4 5 6 7 8 9 10

Financial & Operations (25%)

1 2 3 4 5 6 7 8 9 10

Marketing & Promotions (25%)

1 2 3 4 5 6 7 8 9 10

Board Relations (25%)

1 2 3 4 5 6 7 8 9 10

Strategic Direction 2020

Optimize VSC Organizational Capacity (20%)

1 2 3 4 5 6 7 8 9 10

Establish Brand Clarity and Increased Awareness Through Unified Efforts (20%)

1 2 3 4 5 6 7 8 9 10

Build and Expand Strategic Partnerships (20%)

1 2 3 4 5 6 7 8 9 10

Take a Leadership Role in the Development of Critical Tourism Infrastructure (20%)

1 2 3 4 5 6 7 8 9 10

Demonstrate Value to VSC Stakeholders, Partners and Communities (20%)

1 2 3 4 5 6 7 8 9 10

Executive Overview:

SEO Overview

SEO Activities Completed Last Month:

- * Monthly SEO report & monthly SEO strategy call
- * Daily crawl error review post-launch. Corrections made when necessary
- * Monthly Google Analytics Review
- * Monthly Search Console Review
- * Chime meeting with client regarding Event tracking
- * Answered client's question about capturing Event tracking in Google Analytics
- * Updated Metas for 10 pages
- * Internal links added to 25 pages
- * Implemented additional tracking pixel via Google Tag Manager
- * Broken link scan & correction
- * Summit Deck Completed

Organic Traffic Overview:

Organic sessions decreased by almost 18%, organic bounce rate improved almost 77%, and organic avg. session duration improved by 60% year over year. The top organic landing pages in April were: the home page, Events & Festivals, 15 Free Things to do in SLO CAL, The 27th Annual Rock & Gem Show, Annual Morro Bay Citywide Yard Sale, Explore SLO CAL, Pismo Beach, Pismo Beach Classic Car Show, and Calendar of Events.

Other Notes:

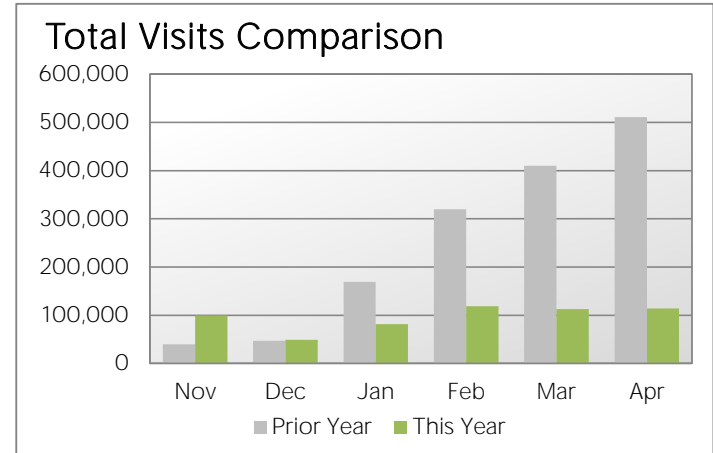
- * Total sessions decreased by almost 78%, pages per session increased by more than 46%, avg. session duration increased by 124%, and bounce rate improved almost 77% year over year.
- * The Blog home page received 141 pageviews in April. The entire blog received 9,288 pageviews.

Industry Averages:

Engagement Metrics	Industry Average	Your Website		% Difference
Total Pages Per Session:	2.08	2.05	●	-1.58%
Total Average Session Duration:	0:01:54	0:02:23	●	20.25%
Total Bounce Rate:	52.47%	19.06%	●	-175.35%
Organic Pages Per Session:	2.25	2.37	●	5.00%
Organic Average Session Duration:	0:02:06	0:03:27	●	39.18%
Organic Bounce Rate:	49.03%	11.15%	●	-339.54%

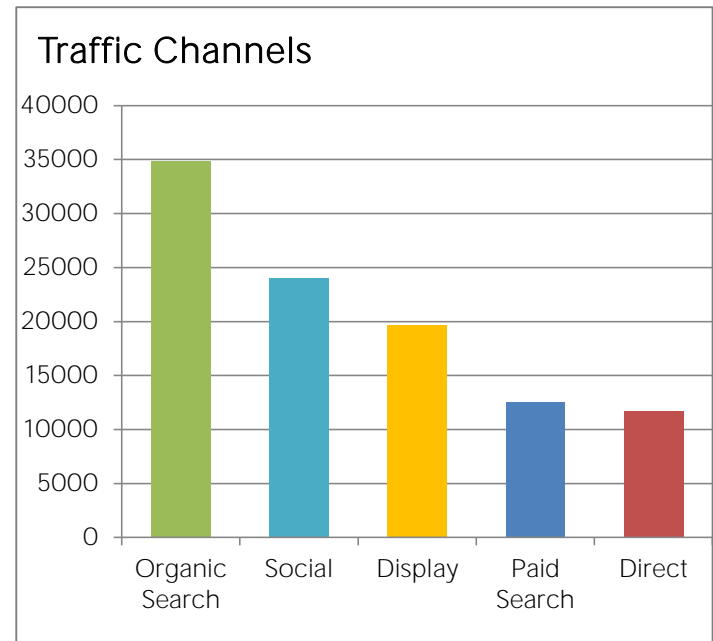
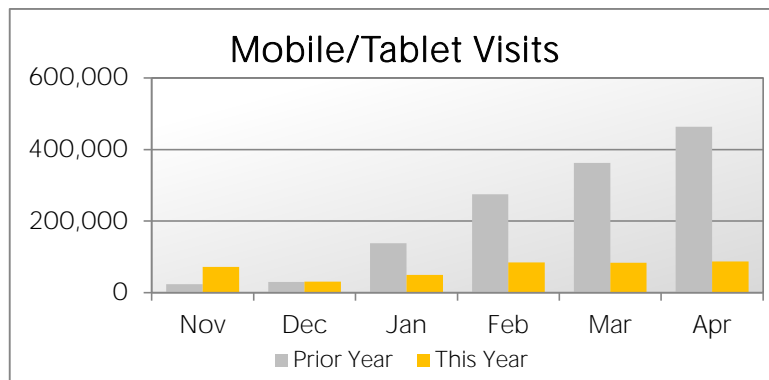
Total Traffic Overview:

	Nov	Dec	Jan	Feb	Mar	Apr
Sessions:	99,344	49,244	81,285	118,469	112,917	113,861
Users:	79,926	39,404	63,169	101,353	95,233	93,686
Bounce Rate:	58%	41%	43%	42%	41%	19%
Pageviews:	195,971	140,319	194,881	213,711	191,693	233,155
Avg Pageviews Per Visit:	1.97	2.85	2.40	1.80	1.70	2.05
Avg. Session Duration:	0:02:06	0:03:00	0:02:54	0:01:40	0:01:44	0:02:23
Total Organic Search Traffic:	32,441	34,240	40,453	29,007	30,477	34,891
% of Traffic Organic Search:	33%	70%	50%	24%	27%	31%
Entry Pages From Search:	2,071	1,935	2,090	2,879	1,972	2,066



Mobile/Tablet SnapShot:

	Nov	Dec	Jan	Feb	Mar	Apr
Sessions:	71,632	31,041	49,863	84,206	83,690	86,842
% of Sessions:	72%	63%	61%	71%	74%	76%
Bounce Rate:	62%	47%	48%	43%	45%	20%
Pageviews:	121,349	78,074	106,732	132,708	120,007	159,135
Avg. Session Duration:	0:01:53	0:02:38	0:02:44	0:01:20	0:01:19	0:02:05



Organic Search Traffic:

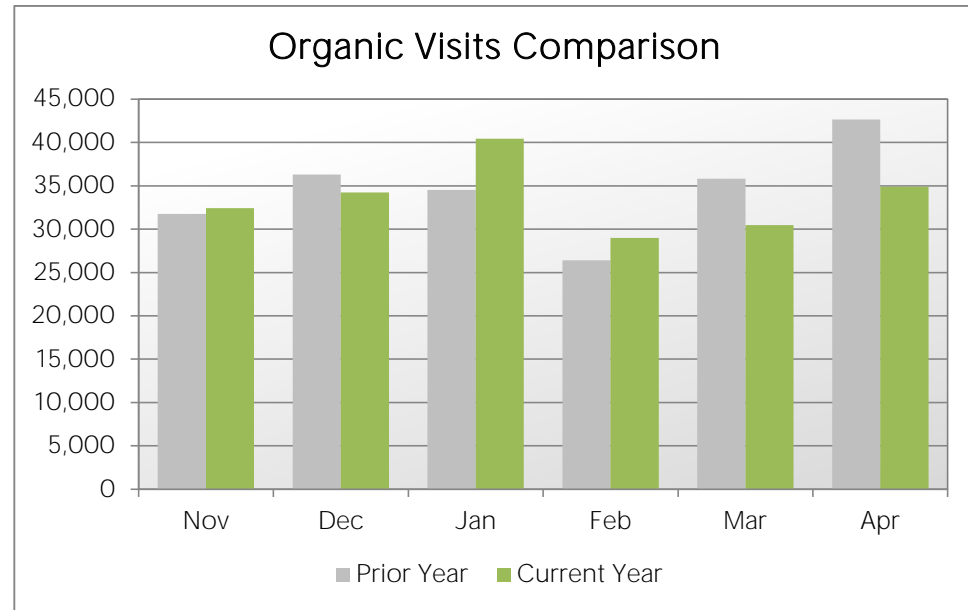
Organic Traffic		% of Total Site Traffic
Sessions	34,891	30.64%

Organic Engagement Compared to Site Engagement		
Pages / Session	2.37	15.66%
Avg. Session Duration	0:03:27	44.93%
New Sessions	74.24%	-5.49%
Bounce Rate	11.15%	-41.46%

Search Engine	Visits	Percent
google	34,190	97.99%
yahoo	351	1.01%
bing	313	0.90%
ask	23	0.07%
baidu	14	0.04%
Totals	34,891	100.00%

Exact Keyword*	Visits	Percent
(not provided)	34,691	99.43%
(not set)	14	0.04%
amazon	11	0.03%
san luis obispo	10	0.03%
https://www.slocal.com/	5	0.01%
cinco de mayo events in san luis obispo	2	0.01%
country jam festival san luis	2	0.01%
https://www.slocal.com/explore/cayucos	2	0.01%
https://www.slocal.com/plan/getting-her	2	0.01%
morro bay	2	0.01%

*not as good as Search Console findings consider replacing



Landing Page	Visits	Percent
/	4,670	13.38%
/events-and-festivals/	3,667	10.51%
/blog/post/insider-tips-15-free-things-to-do-in-slo-cal/	1,203	3.45%
/event/27th-annual-rock-&-gem-show/3499/	825	2.36%
/event/annual-morro-bay-citywide-yard-sale-2018/1331/	768	2.20%
/explore/	554	1.59%
/explore/pismo-beach-shell-beach/	455	1.30%
/event/pismo-beach-classic-car-show/2629/	453	1.30%
/events-and-festivals/events-calendar/	445	1.28%
/explore/morro-bay/	406	1.16%

Goals:

Goal	Completions
Visitors Magazine Request	378
Media Request	2
Meetings RFP	0
Enewsletter Sign-up	178

Google Search Console Search Queries:

Queries	Clicks	Impressions	CTR	Position
san luis obispo	2,936	114,151	2.57%	3.4
things to do in san luis obispo	328	4,814	6.81%	4.5
san luis obispo events	324	938	34.54%	1.6
morro bay	233	41,780	0.56%	7.4
paso robles	205	45,790	0.45%	8.8
pismo beach	202	90,190	0.22%	9.2
morro bay farmers market	190	415	45.78%	1.2
rock and gem show paso robles	180	219	82.19%	1
san luis obispo county	144	6,713	2.15%	3
slocal	137	434	31.57%	1.6
san luis obispo california	134	9,556	1.40%	4.3
santa margarita	134	8,329	1.61%	3.7
slo events	130	411	31.63%	1.7
cal poly rodeo	120	377	31.83%	1.1
visit slo cal	120	189	63.49%	1
cambria ca	116	13,721	0.85%	8
morro bay city wide yard sale 2018	103	402	25.62%	2
things to do in san luis obispo this weekend	103	252	40.87%	1.6
paso robles rock and gem show	101	140	72.14%	1
slo cal	98	301	32.56%	1.4
san miguel ca	92	1,857	4.95%	1.8
san simeon ca	90	4,328	2.08%	3.5
events in san luis obispo	86	337	25.52%	2

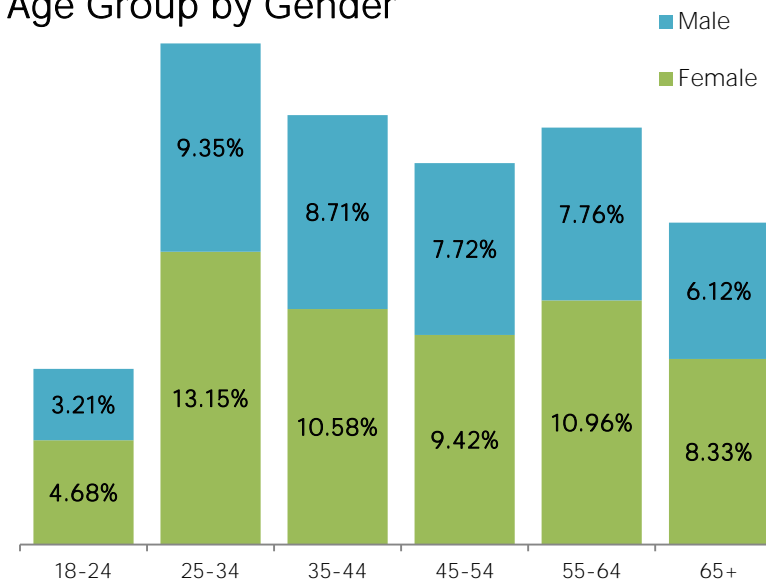
nipomo ca	84	5,236	1.60%	4.8
arroyo grande	84	10,480	0.80%	5.3
templeton ca	82	3,936	2.08%	3.2
morro bay yard sale	79	284	27.82%	2
things to do in slo	76	932	8.15%	4.6
grover beach	75	5,058	1.48%	4.7
avila beach	74	13,134	0.56%	8
san simeon	73	13,616	0.54%	5.7
pismo beach car show	73	497	14.69%	3.3
visit slo	73	135	54.07%	2.6
events san luis obispo	72	328	21.95%	1.9
morro bay yard sale 2018	68	252	26.98%	2
pismo beach car show 2018	66	650	10.15%	3.3
pismo beach farmers market	65	156	41.67%	1.1
visit san luis obispo	65	153	42.48%	1.3
what to do in san luis obispo	64	1,318	4.86%	6.1
morro bay california	64	8,427	0.76%	6.7
atascadero	64	11,714	0.55%	5.5
cayucos	61	7,043	0.87%	7
pismo car show 2018	60	872	6.88%	3.4
san luis obispo things to do	59	1,874	3.15%	6.2
atascadero ca	55	3,874	1.42%	4.3
cayucos ca	55	4,858	1.13%	7.1
lopez lake	54	3,986	1.35%	5.5
lopez lake fishing	54	213	25.35%	1.3
cambria california	53	7,322	0.72%	8.3
slo county events	53	104	50.96%	1.5

Demographics & Interests

Affinity Categories:

Top 10 Affinity Categories	Visits
Food & Dining/Cooking Enthusiasts/30 Minute Chefs	30,832
Shoppers/Value Shoppers	27,952
News & Politics/News Junkies/Entertainment & Celebrity News Junkies	27,948
Lifestyles & Hobbies/Family-Focused	22,217
Media & Entertainment/Book Lovers	21,339
Travel/Travel Buffs	20,987
Media & Entertainment/TV Lovers	20,369
Lifestyles & Hobbies/Shutterbugs	19,961
Banking & Finance/Avid Investors	19,684
Lifestyles & Hobbies/Art & Theater Aficionados	18,876

Age Group by Gender



Other Categories:

Top 10 Categories	Visits
Arts & Entertainment/Celebrities & Entertainment News	17,704
News/Weather	9,632
Food & Drink/Cooking & Recipes	8,177
Arts & Entertainment/TV & Video/Online Video	7,115
Travel/Air Travel	6,031
News/Sports News	4,728
Travel/Hotels & Accommodations	4,512
Pets & Animals/Pets/Dogs	4,492
News/Politics	4,456
Shopping/Mass Merchants & Department Stores	4,436

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:

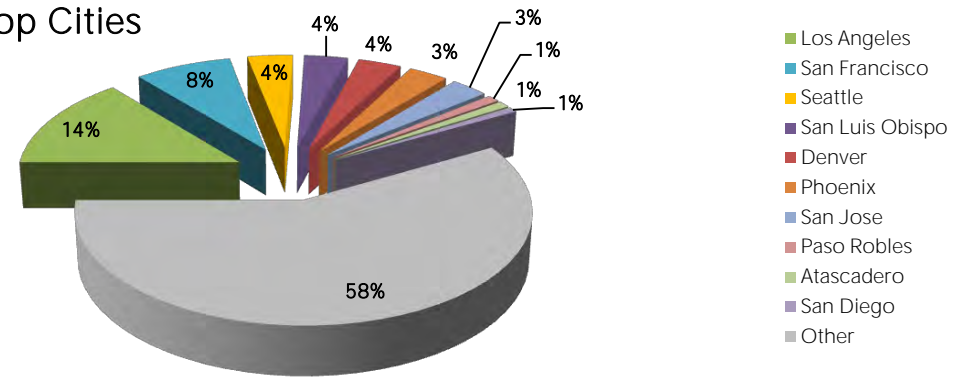
Top Landing Pages	Entrances
/	43,473
/explore/atascadero/	7,275
/events-and-festivals/	5,800
(not set)	5,447
/things-to-do/	4,814
/explore/san-luis-obispo/	4,005
/stay/	3,008
/explore/pismo-beach-shell-beach/	2,092
/plan/getting-here/	2,001
/explore/paso-robles/	1,886

Top Content Pages	Pageviews
/	97,354
/events-and-festivals/	8,737
/explore/atascadero/	8,130
/things-to-do/	6,691
/stay/	5,632
/explore/san-luis-obispo/	5,289
/explore/pismo-beach-shell-beach/	2,844
/events-and-festivals/events-calendar/	2,817
/stay/vacation-rentals/	2,682
/plan/getting-here/	2,644

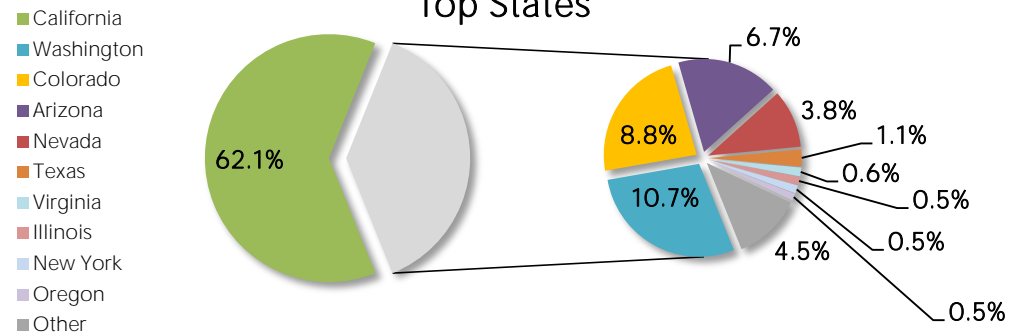
Top Exit Pages	Exits
/	37,686
/explore/atascadero/	7,173
/things-to-do/	4,799
/events-and-festivals/	4,055
/explore/san-luis-obispo/	3,967
/stay/	3,118
/explore/pismo-beach-shell-beach/	1,907
/plan/getting-here/	1,876
/stay/vacation-rentals/	1,732
/explore/paso-robles/	1,723

Geographic:

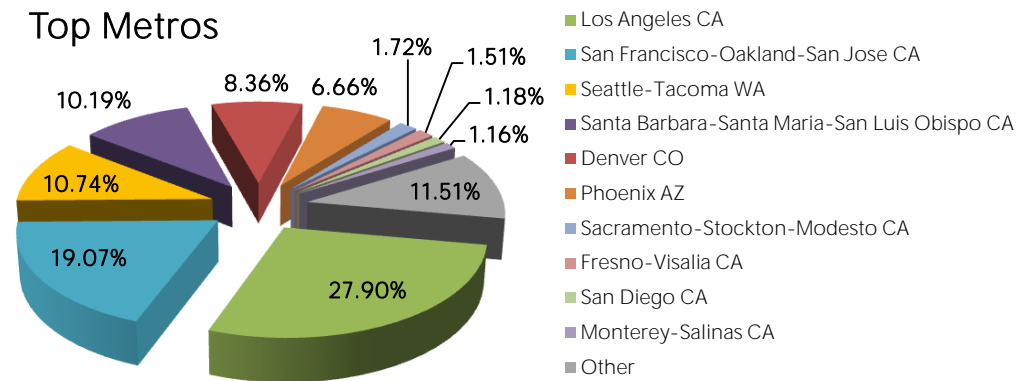
Top Cities



Top States

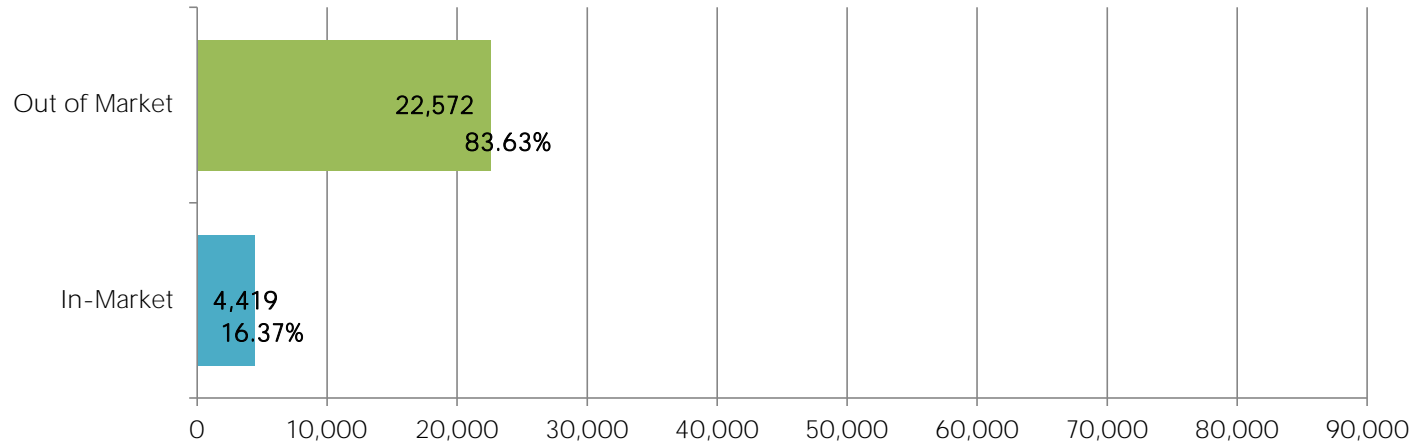


Top Metros

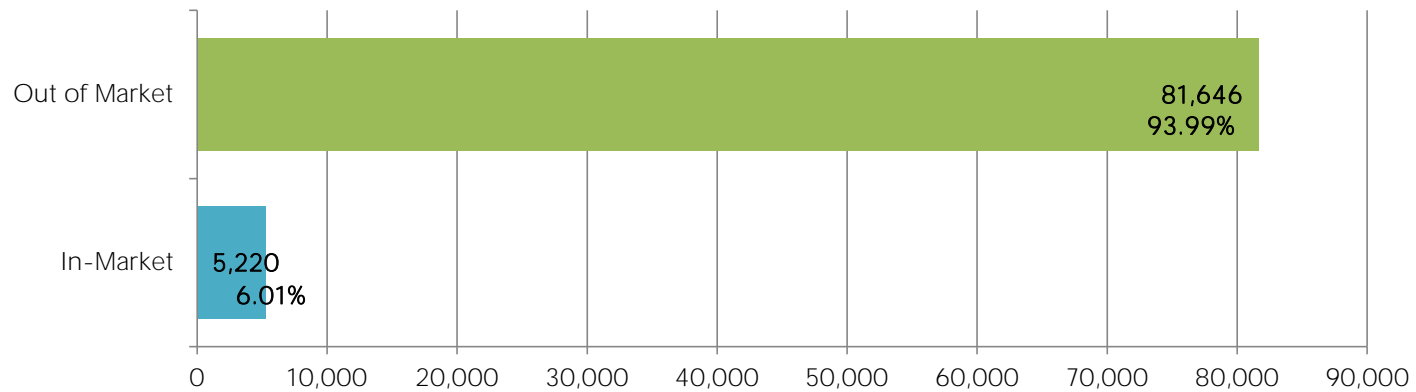


In-MarketVsVisitor:

Desktop Visits



Mobile/Tablet Visits





MINUTES

Visit SLO CAL Marketing Committee

Visit SLO CAL Marketing Committee Meeting Minutes

Tuesday, April 10, 2018

8:30 am

Hampton Inn, San Luis Obispo

1530 Calle Joaquin, San Luis Obispo, CA 93405

1. CALL TO ORDER: Brooke Burnham

PRESENT: Ashlee Akers, Jim Allen, Audrey Arellano, Terrie Banish, Jocelyn Brennan, Molly Cano, Cheryl Cuming, Christen Goldie, Jennifer Little, Courtney Meznarich, Heather Muran, Jennifer Porter, John Sorgenfrei, Danna Stroud, Jill Tweedie

ABSENT: Gordon Jackson

STAFF PRESENT: Chuck Davison, Brooke Burnham, Keba Baird, Yarina Valverde, Brendan Pringle, Jordan Carson

Call to Order at 8:36 am.

2. PUBLIC COMMENT (On Non-Agenda Items)

None.

CONSENT AGENDA

Announcements

Burnham reminded the Committee about the Tourism Exchange on May 8 at the Embassy Suites.

Cano notified the Committee about the Central Coast Tourism Council Retreat next week. Registration is \$225 for members and will take place in Solvang.

3. Approval of March 13, 2018 Marketing Committee Minutes

Public Comment – None.

Committee Discussion – None.

ACTION: Moved by **Tweedie/Cuming** to approve the Consent Agenda as presented.

Motion carried: 14:0
Brennan absent at time of motion

4. Advertising & Marketing Update

Burnham reviewed recent Travel Trade outreach efforts and trade programs. VSC will be attending IPW in May and a UK Sales Mission with Black Diamond in June.

Film SLO CAL will be attending the Film in California Conference on May 5. Burnham reminded the Committee that leads are being posted to appropriate partners in the SLO CAL Connection and VSC would like the DMO's to continue to encourage permitting partners in DMO areas to report to Film SLO CAL when filming is happening and where. Burnham reviewed YTD stats.

Carson reviewed the SAVOR Taste Washington booth installation and provided general event feedback as well as an update on VSC's new Product Promotion Program. Carson reviewed March web statistics.

Burnham reported out on recent PR efforts including deskside visits in New York and Seattle, as well as recent media visits, March media results and upcoming opportunities.

Valverde reviewed VSC's winter/spring paid media campaign including creative asset development. Burnham noted that VSC is reviewing Goodway's reporting structure, administrative management and strategy performance compared to what was initially promised.

Public Comment – None.

Committee Discussion - Tweedie asked a question about leads and the leads process. Burnham made note that VSC is building in quality checks to ensure the appropriate people are receiving the right leads. VSC does recommend that partners check SLO CAL Connection at least once a week in case there is a lead they might have missed.

Cuming asked if VSC will be sharing the lists of recent media who have been difficult to work with. Burnham noted VSC will be putting them into the CRM with notes, including challenges. Cuming also noted that when opportunities are being passed onto the DMO from Viist SLO CAL, it would be helpful to know why.

Sorgenfrei noted it would be beneficial on a big story or FAM to jump on a call to talk it through.

5. Marketing Committee Applications

Burnham reviewed the candidates for the open Marketing Committee seat: Shari Clark – Parker Sanpej; Alana Beal – Pasolivo; and Lindsey Hartig-Martin Resorts.

Public Comment – None.

Committee Discussion – None.

ACTION: Moved by **Cuming/Stroud** to recommend the Board approve Lindsay Hartig for the VSC Marketing Committee.

Motion carried: 13:0

Muran opposed. Sorgenfrei was absent at the time of motion.

6. Marketing Discussions

6a. Reporting Deep-Dive – Burnham reviewed media campaign reporting and tabled the Trendkite deep-dive for next month's agenda.

Public Comment – None.

Committee Discussion – None.

Adjournment

Meeting adjourned at 10:25 am.