



AGENDA

Visit SLO CAL Executive Committee

Visit SLO CAL Executive Committee Agenda

Monday, May 13, 2019

11:30am

Visit SLO CAL Conference Room

1334 Marsh Street, San Luis Obispo, CA 93401

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

| | |
|---------------|------------|
| ANNOUNCEMENTS | C. Davison |
|---------------|------------|

| | |
|---|------------|
| CONSENT AGENDA – <i>motion required</i> | C. Davison |
|---|------------|

3. Approval of April 4, 2019 Executive Committee Meeting Minutes (*yellow*)
4. Approval of March & April Visit SLO CAL Financials
5. Approval of Brittany Hensley’s Marketing Committee Application
Staff will request Committee approval of the April 4, 2019 Executive Committee Meeting Minutes, and the March and April Visit SLO CAL Financials.

| | |
|------------|------------|
| CEO REPORT | C. Davison |
|------------|------------|

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

| | |
|----------------|------------|
| BUSINESS ITEMS | C. Davison |
|----------------|------------|

7. Board Member Selection Process (10 min) – *motion required*
The Committee will review applications for the four (4) elected Board seats up for renewal in FY2019/20, and will make a recommendation for Board approval.
8. FY2019/20 Business & Marketing Plan (15 min) – *motion required*
The Committee will review Visit SLO CAL’s FY2019/20 Marketing Plan and will make a recommendation for Board approval.
9. FY2019/20 Budget (20 min) – *motion required*
The Committee will review Visit SLO CAL’s FY2019/20 annual budget and will make a recommendation for Board approval.
10. TMD Renewal Update (15 min)
Staff will provide an update on the TMD renewal process including the MDP and petition approval by the County and outline key next steps.
11. Destination Management Strategy (DMS) Update (15 min)
Staff will provide an update on progress to-date for Visit SLO CAL’s Destination Management Strategy including a recap of the DMS community meetings, and outline key next steps based on future approval of the draft recommendations.

12. Destination Summit Recap (10 min)

Staff will provide an update on the annual Destination Summit event and request Committee feedback.

13. CEO Annual Review (20 min) – *motion required*

The Committee will discuss the President & CEO's annual review and bonus and will make a recommendation for Board 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 Executive Committee to discuss or take action on issues not on the agenda, except that members of the Committee may briefly respond to statements made or questions posed by the person giving public comment. Staff may be directed by the Committee to follow-up on such items and/or place them on the next Committee agenda. The order of agenda items is listed for reference and items may be taken in any order deemed appropriate by the Executive Committee.

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 Executive Committee

Visit SLO CAL Executive Committee Meeting Minutes

Thursday, April 4, 2019

11:30am

Visit SLO CAL Conference Room
1334 Marsh Street, San Luis Obispo, CA 93401

1. CALL TO ORDER: Clint Pearce

PRESENT: Mark Eads, Jay Jamison, Clint Pearce

ABSENT: John Arnold, Aaron Graves

STAFF PRESENT: Chuck Davison, Brendan Pringle

Call to Order at 11:30 am.

2. PUBLIC COMMENT (On Non-Agenda Items)

None.

ANNOUNCEMENTS

Davison asked the Committee to save the date for Visit SLO CAL's Destination Summit (formerly the Tourism Exchange) on May 9, 2019, 11:00am-4:30pm, with a reception from 4:30pm-6:00pm. Visit SLO CAL is asking that all Board members plan to attend the luncheon and general session, which is from 11:30am-1:30pm. Davison also reviewed a letter addressed to the Visit SLO CAL Board from Paso Robles City Manager Tom Frutchey in response to the revised February 21, 2019 Executive Committee Meeting Minutes. The letter is attached as an addendum to the Minutes.

CONSENT AGENDA

3. Approval of March 14, 2019 Executive Committee Meeting Minutes

ACTION: Moved by Eads/Jamison to approve the Consent Agenda as presented.

Motion carried: 3:0

CEO REPORT

4. CEO Report

Davison recapped the Dallas flight launch celebration on April 2, 2019 and noted that it received media attention from several local outlets. He also noted that United is increasing its air service from Denver to San Luis Obispo to three times daily beginning in October, and is guaranteed to run through January at a minimum. Davison added that he is attending the Voltaire Air Service Conference from April 24-26, 2019 and has confirmed meetings with Alaska, United, Contour, Southern and Flair. Based on the full docket of important business items facing the Board in advance of the next fiscal year, Davison

asked the Committee for feedback on extending the May Board meeting length to two-and-a-half or three hours. Davison reported out on local meetings and outlined on his travel schedule for the months ahead.

Public Comment – None.

Committee Discussion. The Committee recommended extending the May Board meeting to three hours (8:30am-11:30am).

BUSINESS ITEMS

5. Board Member Selection Process

As of July 1, 2019, the appointed Unincorporated Area seat, currently held by Sarah Maggelet, will be up for re-appointment. Visit SLO CAL is working with the County to define the process and timeline so that it can direct potential candidates to the application information. Maggelet has been notified. Davison noted that other lodging partners have expressed interest in the seat. Additionally, two at-large seats (held by Clint Pearce and Mark Eads), the RV park seat (held by Jay Jamison) and the vacation rental seat (held by Kathleen Bonelli) are up for election on July 1, 2019. All elected seats have been notified, and Visit SLO CAL will launch the formal application process by Friday, April 5, 2019 with a deadline of May 9, 2019. The Committee will review applications for these elected seats at their May 12, 2019 Meeting.

Public Comment – None.

Committee Discussion.

6. Executive Committee Seats

Davison reviewed the current Executive Committee composition, and noted that the election of Committee members is an agenda item for the May Board of Directors Meeting. The Committee seats are currently as follows: Clint Pearce – Chair; John Arnold – Vice Chair; Aaron Graves – Treasurer; Mark Eads – Secretary; and Jay Jamison – Past President. Staff is requesting that the current Executive Committee stay on for another one-year term in the effort to maintain consistency in the organization as we move through the Destination Management Strategy and into the renewal process of the Tourism Marketing District. Davison noted that the Executive Committee would need to make recommendations to the Board on the structure of the seats.

Public Comment – None.

Committee Discussion.

ACTION: Moved by Jamison/Eads to recommend that the Executive Committee and the current seats remain the same for the next fiscal year.

Motion carried: 3:0

7. CEO Annual Review

Davison noted that the Annual Review of the CEO is due in May, and he reviewed the process that the Executive Committee followed last year for this review. Last year, detailed documentation of the results of Davison's work and leadership over the past year was included in the agenda packet, and the Committee used that information to make a recommendation to the Board for his bonus. Davison asked if the Committee wished to proceed in the same manner or adjust the process this year.

Public Comment – None.

Committee Discussion. The Committee agreed to proceed with the process as outlined and used in the past years for the CEO Annual Review.

8. TMD Renewal

Davison noted that the County's legal team is reviewing the draft timeline, draft petition and draft Management District Plan (MDP), and is working toward setting up a meeting with them to discuss their input and recommendations in order to advance the petition process. Visit SLO CAL has also run a parallel course to secure the lodging lists from each community so that that information is ready when the petition process launches. Davison provided an update on the timeline for the completion of the ROI that was requested by the government leaders, as well as the next steps in the TMD renewal process.

Public Comment – None.

Committee Discussion.

9. Destination Management Strategy Update

Davison reviewed the major updates on the Destination Management Strategy planning process, including the scheduling of regional community leader briefings, a Steering Committee meeting, the approval of the Draft Recommendations at the May 15, 2019 Board of Directors meeting, and Action Planning Workshops in June. Davison reviewed the Draft Recommendations, and requested additional feedback from the Committee.

Public Comment – None.

Committee Discussion.

10. Marketing Update

Davison provided an update on travel trade efforts and key marketing initiatives. He also reported out on paid, earned and owned media results.

Public Comment – None.

Committee Discussion.

ADJOURNMENT

ACTION: Moved by Pearce/Jamison to adjourn at 1:26 pm.



CITY OF EL PASO DE ROBLES

"The Pass of the Oaks"

April 2, 2019

Clint Pierce, Chair
Members of the Visit SLO CAL Executive Board
1334 Marsh Street
San Luis Obispo, CA 93401

[by e-mail]

Dear Mr. Pierce,

The Thursday, February 21, 2019 Executive Committee minutes were approved by the Committee at its March 14 meeting. Those minutes contain two statements that are in error. Obviously, if the statements were made as reported, the minutes need to reflect the erroneous statements. However, I had asked that the permanent record be amended to acknowledge those errors. In reviewing the approved minutes, and the Board packet, I do not see any evidence that this was done.

Regarding the TMD renewal, Paso Robles is not opposed to 2% and 10 years, as was stated in the minutes, nor is it in favor of 1.5% and 10 years, as is stated in the minutes. (Notably, neither of those assertions were made by anyone who has the authority to represent Paso Robles.) Neither Paso Robles staff nor the City Council has taken a position on the renewal, with respect to either the assessment rate or the term, because the ROI study is still underway. The City of Paso Robles requested the ROI study, is appreciative of Visit SLO CAL's commitment to conducting the study, respects the process, and will not take a position until the results are available and discussed within the City, as well as with our partners in the County and other cities, and Visit SLO CAL.

I respectfully ask that the permanent record be augmented to reflect that the two statements made at the meeting, even though apparently accurately reflected in the minutes, were in error.

Please contact me if I can help in any way, at (805) 237-3888 or at tfrutchey@prcity.com.

Sincerely,

Thomas Frutchey, City Manager

Visit SLO CAL Balance Sheet Prev Year Comparison

As of March 31, 2019

| | Mar 31, 19 | Mar 31, 18 | \$ Change | % Change |
|--|---------------------|---------------------|--------------------|-----------------------|
| ASSETS | | | | |
| Current Assets | | | | |
| Checking/Savings | | | | |
| 1010 · Bank of the Sierra - TMD | 1,310,877.22 | 1,464,203.52 | -153,326.30 | -10.5% |
| 1020 · Bank of the Sierra - Membership | 226,718.18 | 128,346.80 | 98,371.38 | 76.6% |
| 1030 · Morgan Stanley - TMD | 627,965.78 | 404,580.88 | 223,384.90 | 55.2% |
| 1040 · Morgan Stanley - Membership | 102,857.70 | 100,329.14 | 2,528.56 | 2.5% |
| Total Checking/Savings | 2,268,418.88 | 2,097,460.34 | 170,958.54 | 8.2% |
| Accounts Receivable | | | | |
| 1200 · Accounts Receivable | 653,146.00 | 591,940.40 | 61,205.60 | 10.3% |
| Total Accounts Receivable | 653,146.00 | 591,940.40 | 61,205.60 | 10.3% |
| Other Current Assets | | | | |
| 1320 · Prepaid Rent | 4,369.95 | 3,326.70 | 1,043.25 | 31.4% |
| 1340 · Workman's Comp Deposit | 367.00 | 387.00 | -20.00 | -5.2% |
| 1350 · Prepaid Expenses | 135,451.43 | 72,217.45 | 63,233.98 | 87.6% |
| 1499 · Undeposited Funds | 0.00 | 20,000.00 | -20,000.00 | -100.0% |
| Total Other Current Assets | 140,188.38 | 95,931.15 | 44,257.23 | 46.1% |
| Total Current Assets | 3,061,753.26 | 2,785,331.89 | 276,421.37 | 9.9% |
| Fixed Assets | | | | |
| 1400 · Fixed Assets | | | | |
| 1405 · Computer Hardware/Software | 24,216.44 | 24,216.44 | 0.00 | 0.0% |
| 1410 · Furniture & Fixtures | 91,012.07 | 91,012.07 | 0.00 | 0.0% |
| 1415 · Leasehold Improvements | 37,301.15 | 37,301.15 | 0.00 | 0.0% |
| 1425 · Office Equipment | 14,560.10 | 14,560.10 | 0.00 | 0.0% |
| Total 1400 · Fixed Assets | 167,089.76 | 167,089.76 | 0.00 | 0.0% |
| 1500 · Accumulated Depreciation | | | | |
| 1505 · Comp. Hdwr/Sftwr. Acc. Depr. | -15,088.17 | -15,088.17 | 0.00 | 0.0% |
| 1510 · Furn. & Fixt. Accum. Depr. | -6,208.00 | -6,208.00 | 0.00 | 0.0% |
| 1515 · Leasehold Imp. Accum. Depr. | -1,630.00 | -1,630.00 | 0.00 | 0.0% |
| 1525 · Office Equip. Accum. Depr. | -4,915.00 | -4,915.00 | 0.00 | 0.0% |
| Total 1500 · Accumulated Depreciation | -27,841.17 | -27,841.17 | 0.00 | 0.0% |
| Total Fixed Assets | 139,248.59 | 139,248.59 | 0.00 | 0.0% |
| Other Assets | | | | |
| 1600 · Intangibles | | | | |
| 1605 · Trademark - Slocal | 15,750.00 | 15,750.00 | 0.00 | 0.0% |
| Total 1600 · Intangibles | 15,750.00 | 15,750.00 | 0.00 | 0.0% |
| Total Other Assets | 15,750.00 | 15,750.00 | 0.00 | 0.0% |
| TOTAL ASSETS | 3,216,751.85 | 2,940,330.48 | 276,421.37 | 9.4% |
| LIABILITIES & EQUITY | | | | |
| Liabilities | | | | |
| Current Liabilities | | | | |
| Accounts Payable | | | | |
| 2000 · Accounts Payable | 289,636.22 | 751,174.11 | -461,537.89 | -61.4% |
| Total Accounts Payable | 289,636.22 | 751,174.11 | -461,537.89 | -61.4% |
| Credit Cards | | | | |
| 2060 · American Express Credit Ca... | 223.18 | 17,960.29 | -17,737.11 | -98.8% |
| 2050 · Rabobank Credit Card | 0.00 | 1,868.83 | -1,868.83 | -100.0% |
| Total Credit Cards | 223.18 | 19,829.12 | -19,605.94 | -98.9% |
| Other Current Liabilities | | | | |
| 2070 · Accrued Liabilities | 252,282.87 | 0.00 | 252,282.87 | 100.0% |
| 2010 · Deferred Revenue | 44,920.00 | 0.00 | 44,920.00 | 100.0% |
| 2100 · Payroll Liabilities | | | | |
| 2160 · Health Insurance Withheld | -507.26 | 0.07 | -507.33 | -724,757.1% |
| Total 2100 · Payroll Liabilities | -507.26 | 0.07 | -507.33 | -724,757.1% |
| Total Other Current Liabilities | 296,695.61 | 0.07 | 296,695.54 | 423,850,771.4% |
| Total Current Liabilities | 586,555.01 | 771,003.30 | -184,448.29 | -23.9% |
| Total Liabilities | 586,555.01 | 771,003.30 | -184,448.29 | -23.9% |
| Equity | | | | |

7:39 AM

04/16/19

Accrual Basis

Visit SLO CAL
Balance Sheet Prev Year Comparison
As of March 31, 2019

| | Mar 31, 19 | Mar 31, 18 | \$ Change | % Change |
|---------------------------------------|---------------------|---------------------|-------------------|-------------|
| 3120 · Reserved Earnings | 729,437.26 | 517,279.38 | 212,157.88 | 41.0% |
| 3130 · Retained Earnings | 1,482,536.79 | 1,125,416.90 | 357,119.89 | 31.7% |
| Net Income | 418,222.79 | 526,630.90 | -108,408.11 | -20.6% |
| Total Equity | 2,630,196.84 | 2,169,327.18 | 460,869.66 | 21.2% |
| TOTAL LIABILITIES & EQUITY | 3,216,751.85 | 2,940,330.48 | 276,421.37 | 9.4% |

San Luis Obispo County
Visitors & Conference Bureau
2018/2019 Financial Summary - April

| Income | This Month | Reforecast Budget for Month | MTD Variance | MTD Actual v. Budget % | MTD % of Total Income/Expenses | FISCAL YTD | Reforecast Budget YTD | YTD Variance | YTD Actual v. Budget % | YTD % of Total Income/Expenses |
|---------------------------------------|---------------------|-----------------------------|---------------------|------------------------|--------------------------------|---------------------|-----------------------|--------------------|------------------------|--------------------------------|
| Collected from Prior Year Assessments | \$ - | \$ - | \$ - | 100.00% | 0.00% | \$ 181,694 | \$ 181,694 | \$ - | 100.00% | 5.03% |
| Other Revenue | \$ 924 | \$ 850 | \$ 74 | 108.72% | 0.30% | \$ 8,376 | \$ 8,131 | \$ 245 | 103.01% | 0.23% |
| Co-op Revenue | \$ 6,000 | \$ 21,590 | \$ (15,590) | 27.79% | 1.94% | \$ 21,051 | \$ 71,571 | \$ (50,520) | 29.41% | 0.58% |
| TMD Income: | | | | | | | | | | |
| SLO County Unincorporated | \$ 84,535 | \$ 84,535 | \$ 0 | 100.00% | 27.35% | \$ 874,890 | \$ 874,890 | \$ 0 | 100.00% | 24.24% |
| SLO City | \$ 62,589 | \$ 62,589 | \$ (0) | 100.00% | 20.25% | \$ 632,077 | \$ 632,077 | \$ (0) | 100.00% | 17.51% |
| Pismo Beach | \$ 80,385 | \$ 80,385 | \$ 0 | 100.00% | 26.00% | \$ 823,446 | \$ 823,446 | \$ 0 | 100.00% | 22.82% |
| Morro Bay | \$ 25,930 | \$ 25,930 | \$ 0 | 100.00% | 8.39% | \$ 272,830 | \$ 272,830 | \$ 0 | 100.00% | 7.56% |
| Paso Robles | \$ 51,095 | \$ 51,095 | \$ (0) | 100.00% | 16.53% | \$ 429,540 | \$ 429,540 | \$ (0) | 100.00% | 11.90% |
| Arroyo Grande | \$ 7,039 | \$ 7,039 | \$ 0 | 100.00% | 2.28% | \$ 76,139 | \$ 76,139 | \$ 0 | 100.00% | 2.11% |
| Atascadero (quarterly) | \$ - | \$ - | \$ - | 100.00% | 0.00% | \$ 97,885 | \$ 97,885 | \$ - | 100.00% | 2.71% |
| Grover Beach | \$ 2,953 | \$ 2,953 | \$ 0 | 100.00% | 0.96% | \$ 28,484 | \$ 28,484 | \$ 0 | 100.00% | 0.79% |
| Adjustment for Actual TMD Collected | \$ (14,416) | \$ - | \$ (14,416) | 100.00% | -4.66% | \$ 145,350 | \$ 181,060 | \$ (35,710) | 80.28% | 4.03% |
| Interest Income | \$ 2,093 | \$ 600 | \$ 1,493 | 348.80% | 0.68% | \$ 17,170 | \$ 8,819 | \$ 8,351 | 194.69% | 0.48% |
| Total Income | \$ 309,127 | \$ 337,566 | \$ (28,439) | 91.58% | 100.00% | \$ 3,608,932 | \$ 3,686,566 | \$ (77,634) | 97.89% | 100.00% |
| Expenses | | | | | | | | | | |
| Contingency Reserve | \$ 15,052 | \$ 15,769 | \$ (717) | 95.45% | 2.45% | \$ 178,536 | \$ 180,309 | \$ (1,773) | 99.02% | 5.11% |
| G&A | \$ 20,748 | \$ 23,592 | \$ (2,843) | 87.95% | 3.38% | \$ 227,163 | \$ 228,542 | \$ (1,378) | 99.40% | 6.50% |
| Industry Research and Resources | \$ 69,809 | \$ 86,557 | \$ (16,748) | 80.65% | 11.37% | \$ 531,965 | \$ 534,080 | \$ (2,115) | 99.60% | 15.22% |
| Travel Trade | \$ 37,787 | \$ 39,925 | \$ (2,138) | 94.65% | 6.16% | \$ 249,833 | \$ 261,298 | \$ (11,465) | 95.61% | 7.15% |
| Communications | \$ 31,917 | \$ 26,748 | \$ 5,169 | 119.32% | 5.20% | \$ 254,609 | \$ 290,074 | \$ (35,465) | 87.77% | 7.28% |
| Advertising | \$ 406,231 | \$ 300,469 | \$ 105,762 | 135.20% | 66.19% | \$ 1,647,951 | \$ 1,662,735 | \$ (14,784) | 99.11% | 47.15% |
| Promotions | \$ 1,588 | \$ 3,524 | \$ (1,936) | 45.06% | 0.26% | \$ 35,722 | \$ 44,020 | \$ (8,298) | 81.15% | 1.02% |
| Events | \$ 1,913 | \$ 4,786 | \$ (2,873) | 39.98% | 0.31% | \$ 81,240 | \$ 85,102 | \$ (3,862) | 95.46% | 2.32% |
| Digital Marketing | \$ 28,666 | \$ 28,617 | \$ 49 | 100.17% | 4.67% | \$ 262,923 | \$ 264,002 | \$ (1,079) | 99.59% | 7.52% |
| Film Commission | \$ - | \$ 3,889 | \$ (3,889) | 0.00% | 0.00% | \$ 25,351 | \$ 35,856 | \$ (10,505) | 70.70% | 0.73% |
| Total Expenses | \$ 613,711 | \$ 533,875 | \$ 79,836 | 114.95% | 100.00% | \$ 3,495,293 | \$ 3,586,017 | \$ (90,724) | 97.47% | 100.00% |
| Surplus(Deficit) | \$ (304,584) | \$ (196,309) | \$ (108,276) | 155.16% | | \$ 113,639 | \$ 100,549 | \$ 13,089 | 113.02% | |

Cash Flow

| | | |
|-------------------------------|--------------|--------------|
| Surplus (Deficit) | \$ (304,584) | \$ 113,639 |
| Beginning Cash Balance | \$ 2,284,291 | \$ 1,214,317 |
| Change in Accounts Receivable | \$ (35,656) | \$ 57,983 |
| Change in Accrued Expenses | \$ 109,190 | \$ 375,186 |
| Change in Prepaid Expenses | \$ (64,595) | \$ (69,005) |
| Change in Accounts Payable | \$ (18,082) | \$ 114,960 |
| Change in Reserve Contingency | \$ 15,052 | \$ 178,536 |

Ending Cash Balance

| | |
|--------------|--------------|
| \$ 1,985,616 | \$ 1,985,616 |
|--------------|--------------|

Contingency Reserve - 5% of Cumulative Revenue

| | |
|--------------|--------------|
| \$ (744,489) | \$ (744,489) |
|--------------|--------------|

Liability on Balance Sheet

Net Available Cash

| | |
|--------------|--------------|
| \$ 1,241,127 | \$ 1,241,127 |
|--------------|--------------|

Comments to the Board:

- \$304k deficit for April (108k larger deficit than budgeted). \$114k surplus year-to-date (\$13k larger surplus than reforecast budget).
- All TMD amounts accrued through February have been collected.
- Monies received from partners to help fund initiatives (co-op) are now being recorded as Income, versus a credit to Expenses as they have been recorded in the past.

Visit SLO CAL
Balance Sheet Prev Year Comparison
As of April 30, 2019

| | Apr 30, 19 | Apr 30, 18 | \$ Change | % Change |
|--|---------------------|---------------------|-------------------|-------------------|
| ASSETS | | | | |
| Current Assets | | | | |
| Checking/Savings | | | | |
| 1010 · Bank of the Sierra - TMD | 1,035,285.69 | 722,996.99 | 312,288.70 | 43.2% |
| 1020 · Bank of the Sierra - Membership | 217,428.52 | 193,478.07 | 23,950.45 | 12.4% |
| 1030 · Morgan Stanley - TMD | 629,809.96 | 405,166.95 | 224,643.01 | 55.4% |
| 1040 · Morgan Stanley - Membership | 103,091.70 | 100,318.69 | 2,773.01 | 2.8% |
| Total Checking/Savings | 1,985,615.87 | 1,421,960.70 | 563,655.17 | 39.6% |
| Accounts Receivable | | | | |
| 1200 · Accounts Receivable | 688,801.99 | 603,287.92 | 85,514.07 | 14.2% |
| Total Accounts Receivable | 688,801.99 | 603,287.92 | 85,514.07 | 14.2% |
| Other Current Assets | | | | |
| 1320 · Prepaid Rent | 4,369.95 | 3,326.70 | 1,043.25 | 31.4% |
| 1340 · Workman's Comp Deposit | 367.00 | 387.00 | -20.00 | -5.2% |
| 1350 · Prepaid Expenses | 200,039.09 | -159,277.37 | 359,316.46 | 225.6% |
| 1330 · Employee Advances | 7.26 | 38.75 | -31.49 | -81.3% |
| 1499 · Undeposited Funds | 0.00 | 39,864.70 | -39,864.70 | -100.0% |
| Total Other Current Assets | 204,783.30 | -115,660.22 | 320,443.52 | 277.1% |
| Total Current Assets | 2,879,201.16 | 1,909,588.40 | 969,612.76 | 50.8% |
| Fixed Assets | | | | |
| 1400 · Fixed Assets | | | | |
| 1405 · Computer Hardware/Software | 24,216.44 | 24,216.44 | 0.00 | 0.0% |
| 1410 · Furniture & Fixtures | 91,012.07 | 91,012.07 | 0.00 | 0.0% |
| 1415 · Leasehold Improvements | 37,301.15 | 37,301.15 | 0.00 | 0.0% |
| 1425 · Office Equipment | 14,560.10 | 14,560.10 | 0.00 | 0.0% |
| Total 1400 · Fixed Assets | 167,089.76 | 167,089.76 | 0.00 | 0.0% |
| 1500 · Accumulated Depreciation | | | | |
| 1505 · Comp. Hdwr/Sftwr. Acc. Depr. | -15,088.17 | -15,088.17 | 0.00 | 0.0% |
| 1510 · Furn. & Fixt. Accum. Depr. | -6,208.00 | -6,208.00 | 0.00 | 0.0% |
| 1515 · Leasehold Imp. Accum. Depr. | -1,630.00 | -1,630.00 | 0.00 | 0.0% |
| 1525 · Office Equip. Accum. Depr. | -4,915.00 | -4,915.00 | 0.00 | 0.0% |
| Total 1500 · Accumulated Depreciation | -27,841.17 | -27,841.17 | 0.00 | 0.0% |
| Total Fixed Assets | 139,248.59 | 139,248.59 | 0.00 | 0.0% |
| Other Assets | | | | |
| 1600 · Intangibles | | | | |
| 1605 · Trademark - Slocal | 15,750.00 | 15,750.00 | 0.00 | 0.0% |
| Total 1600 · Intangibles | 15,750.00 | 15,750.00 | 0.00 | 0.0% |
| Total Other Assets | 15,750.00 | 15,750.00 | 0.00 | 0.0% |
| TOTAL ASSETS | 3,034,199.75 | 2,064,586.99 | 969,612.76 | 47.0% |
| LIABILITIES & EQUITY | | | | |
| Liabilities | | | | |
| Current Liabilities | | | | |
| Accounts Payable | | | | |
| 2000 · Accounts Payable | 288,520.58 | 94,247.82 | 194,272.76 | 206.1% |
| Total Accounts Payable | 288,520.58 | 94,247.82 | 194,272.76 | 206.1% |
| Credit Cards | | | | |
| 2060 · American Express Credit Card | -870.36 | 56,732.61 | -57,602.97 | -101.5% |
| Total Credit Cards | -870.36 | 56,732.61 | -57,602.97 | -101.5% |
| Other Current Liabilities | | | | |
| 2070 · Accrued Liabilities | 367,472.44 | 583.33 | 366,889.11 | 62,895.6% |
| 2010 · Deferred Revenue | 38,920.00 | 0.00 | 38,920.00 | 100.0% |
| 2100 · Payroll Liabilities | -507.23 | -198.00 | -309.23 | -156.2% |
| Total 2100 · Payroll Liabilities | -507.23 | -198.00 | -309.23 | -156.2% |
| Total Other Current Liabilities | 405,885.21 | 385.33 | 405,499.88 | 105,234.4% |
| Total Current Liabilities | 693,535.43 | 151,365.76 | 542,169.67 | 358.2% |
| Total Liabilities | 693,535.43 | 151,365.76 | 542,169.67 | 358.2% |
| Equity | | | | |

6:52 PM

05/09/19

Accrual Basis

Visit SLO CAL
Balance Sheet Prev Year Comparison
As of April 30, 2019

| | <u>Apr 30, 19</u> | <u>Apr 30, 18</u> | <u>\$ Change</u> | <u>% Change</u> |
|---------------------------------------|----------------------------|----------------------------|--------------------------|---------------------|
| 3120 · Reserved Earnings | 744,488.96 | 528,405.49 | 216,083.47 | 40.9% |
| 3130 · Retained Earnings | 1,482,536.79 | 1,125,416.90 | 357,119.89 | 31.7% |
| Net Income | 113,638.57 | 259,398.84 | -145,760.27 | -56.2% |
| Total Equity | <u>2,340,664.32</u> | <u>1,913,221.23</u> | <u>427,443.09</u> | <u>22.3%</u> |
| TOTAL LIABILITIES & EQUITY | <u>3,034,199.75</u> | <u>2,064,586.99</u> | <u>969,612.76</u> | <u>47.0%</u> |



Visit SLO CAL

MARKETING COMMITTEE APPLICATION FORM

NAME OF APPLICANT: Brittany Hensley

COMPANY: AMF Media Group

ADDRESS: 711 Tank Farm Road, Suite 210, San Luis Obispo CA 93401

PHONE: 805-712-7049 EMAIL: brittany@amfmediagroup.com

TOTAL YEARS IN HOSPITALITY INDUSTRY: _____

TOURISM-RELATED MARKETING EXPERIENCE:

Hotels, Restaurants, Retail Businesses, Real Estate businesses - handled all aspects of

Employment History

CURRENT EMPLOYER: AMF Media Group YRS OF SERVICE: 1 month

TITLE: Account Supervisor

PAST EMPLOYER: S. Lombardi & Associates YRS OF SERVICE: 4

TITLE: Sales Manager/Account Executive

Community/Board Involvement

ORGANIZATION: Madonna Inn Fashion Show TITLE: Program Coordinator

DATES OF INVOLVEMENT: 2016-2018

ORGANIZATION: Cambria Chamber of Commerce TITLE: Board Member

DATES OF INVOLVEMENT: 2010 - 2012

ORGANIZATION: Cambria Sunrise Rotary TITLE: Member

DATES OF INVOLVEMENT: 2006 - 2012

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 Jordan@SLOCAL.com. For more information, contact Visit SLO CAL at (805) 541-8000.



BRITTANY HENSLEY

711 Tank Farm Road, San Luis Obispo | 805-712-7049 | brittany@amfmediagroup.com

1/29/2019

Recipient
Jordan@SLOCAL.com
SLOCAL
1334 Marsh Street, San Luis Obispo
805-541-8000

Dear Recipient:

I would like to be considered for appointment to Visit SLOCAL's Marketing Committee. I have 18 years of marketing experience working with large and small businesses on the Central Coast, specializing in media buying and placement strategies for digital, broadcast, print and PR channels. I have recently joined AMF Media Group as account supervisor for the SLO TBID. I am excited to apply my marketing expertise to help boost our local tourism industry.

As the TBID's contract agency, AMF is responsible for the day-to-day management of marketing execution for the SLO TBID. I work directly for Molly Cano and her support team and am responsible for bringing new ideas and contemporary plans to our team. Gaining insight into VSC's Initiatives will enable AMF Media and our digital partners at Matchfire to better understand shared objectives and build complementary, cost efficient campaigns that deliver continued success for our community.

I would be honored to be selected as a member of your VSC Marketing Committee.

Sincerely,

A handwritten signature in black ink that reads "Brittany Hensley".

Brittany Hensley

Brittany Keatts Hensley

1580 Granache Way, Templeton, CA 93465 • (805) 712-7049 • brittany@amfmediagroup.com

Professional Experience

AMF Media Group, San Luis Obispo, CA Current
Account Supervisor

- Lead for SLOTBID account for remainder of 2018-2020 contract period.
- Direct partner with Matchfire media who handles website and digital buy components and social media strategies for the SLOTBID Campaign.
- Run weekly meetings with SLOTBID Exec and Coordinator, Matchfire and SLO Chamber PR Team to ensure all tasks are being managed and executed in guidance to the SLOTBID Marketing Plan.
- Present monthly and quarterly reports to SLOTBID Board members.

S. Lombardi & Associates, San Luis Obispo, CA 2014 – 2018
Sales Manager & Account Executive

- Management, idea generation, creative execution of branding concepts and campaigns for key agency accounts. Digital, Print, Outdoor, TV, Radio, Social Media, Websites, Logos & Branding Marketing pieces.
- Manage creative team and project assignments with deadlines and client expectations.
- Assisted with hiring all staff positions and replacements for key creative jobs.
- Created all RFP presentations for company submission.
- Coordinated and contracted with key digital partners to bring in-house planning and implementation of digital and website services to SLA clients.
- Compressive media buy recommendations and plan generation with detailed excel spreadsheets for quarterly and yearly planning for both paid media and creative billing estimates.

The Tribune/The Cambrian, San Luis Obispo & Cambria, CA 2012 – 2014
Real Estate & Retail Advertising Sales Manager

The Cambrian/The Tribune, Cambria, CA 2006 – 2012
Retail & Real Estate Media Specialist

The Tribune, San Luis Obispo, CA 2004 – 2006
Ad Production Coordinator (2005 – 2006)

Graphic Designer (2004 – 2005)

The Fresno Bee, Fresno, CA 2003 – 2004
Ad Production Specialist

The County of San Luis Obispo, CA 2001 - 2002
Aquatics Manager

Awards

Addy's – Coastal California Competition

2017 – received four Bronze Awards for:

Consumer Website, Local Television Commercial, Service Promotional Campaign, Film/Video/Sound Branded Content

Western Fairs Association

2017 – received first place for:

Radio Advertising Campaign and Poster Design, First place for Television ad series Santa Barbara County Fair, Santa Maria Valley Strawberry Festival, Salinas Valley Fair, Contra Costa County Fair.

Associations/Volunteer

Western Fairs Association 2015 – Current

Madonna Inn Fashion Show – Program Coordinator, 2017, 2018

Cambria Chamber of Commerce – Board Member, 2010 – 2012

Cambria Sunrise Rotary – Member, 2006 - 2012

Scenic Coast Association of Realtors – Public Relations Director, 2008 – Current

Kappa Alpha Theta – Alumni, Past President, 1999 - Current

Education

B.A. in Mass Communication & Journalism, concentration in Advertising (2003)

California State University Fresno – Fresno, CA (2001-2003)

University of Missouri – Columbia, MO - (1999-2001)

Paso Robles High School Graduate 1995- 1999



VISIT SLO CAL

BOARD APPLICATION FORM

NAME OF APPLICANT: Kathleen M. Bonelli

COMPANY: Paso Robles Vacation Rentals

ADDRESS: P.O. box 4129

PHONE: 805-423-9174

EMAIL: Kathy@pasoroblesvacationrentals.com

TOTAL YEARS IN HOSPITALITY INDUSTRY: 15 years

BACKGROUND EXPERIENCE:

Owner manger

Employment History

CURRENT EMPLOYER: Paso Robles vacation YRS OF SERVICE: 15

TITLE: Owner/ manager

PAST EMPLOYER:

YRS OF SERVICE:

POSITION:

Community/Board Involvement

ORGANIZATION: Travel Paso

TITLE: Board member

DATES OF INVOLVEMENT: 2016- present

ORGANIZATION: SLOCAL

TITLE: Board member

DATES OF INVOLVEMENT:

ORGANIZATION: Pr task force str

TITLE: Member

DATES OF INVOLVEMENT: 2016-2019

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



VISIT SLO CAL

BOARD APPLICATION FORM

NAME OF APPLICANT: **Mark Eads**

COMPANY: **SeaVenture Beach Hotel**

ADDRESS: **100 Ocean View Avenue**

PHONE: **805.556.9364**

EMAIL: **Mark@SeaVenture.com**

TOTAL YEARS IN HOSPITALITY INDUSTRY: **28 Years**

BACKGROUND EXPERIENCE:

I've had the pleasure to serve on the VisitSLOCAL Board since it's creation. I'm very passionate about SLO County and am grateful for the opportunity to assist the SLOCAL Staff in exposing SLO CAL to new visitors.

Employment History

CURRENT EMPLOYER: **SeaVenture Beach Hotel** YRS OF SERVICE: **6 Years in June '19**

TITLE: **General Manager**

PAST EMPLOYER: **Cambria Inns**

YRS OF SERVICE: **2 years**

POSITION: **Director of Operations**

Community/Board Involvement

ORGANIZATION: **Visit SLO CAL**

TITLE: **Executive Board Member**

DATES OF INVOLVEMENT: **July 1, 2015 - Present**

ORGANIZATION: **PB CVB Advisory Board**

TITLE: **Board Member**

DATES OF INVOLVEMENT: **March 20, 2019 - Present**

ORGANIZATION: **PBHA**

TITLE: **President**

DATES OF INVOLVEMENT: **August 1, 2013 - March 13, 2019**

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



Visit SLO CAL BOARD APPLICATION FORM

NAME OF APPLICANT: Jay Jamison

COMPANY: Pismo Coast Village, Inc.

ADDRESS: 165 S Dolliver

PHONE: 805 773-5649

EMAIL: jayj@pismocoastvillage.com

TOTAL YEARS IN HOSPITALITY INDUSTRY: 40+

BACKGROUND EXPERIENCE:
See attached company bio.

Employment History

CURRENT EMPLOYER: Pismo Coast Village YRS OF SERVICE: 21

TITLE: CEO/General Manager

PAST EMPLOYER: Jones Valley Resorts YRS OF SERVICE: 2

POSITION: Marina Manager

Community/Board Involvement

ORGANIZATION: SLOCAL

TITLE: Board Member

DATES OF INVOLVEMENT: 2012-present

ORGANIZATION: Visit California

TITLE: Commissioner

DATES OF INVOLVEMENT: 2006-2014

ORGANIZATION: Pismo CVB

TITLE: Board Member

DATES OF INVOLVEMENT: 1998-2010

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

JAY JAMISON has been employed by Pismo Coast Village, Inc. since June 1997 as General Manager and serves as Assistant Corporate Secretary. In March 2007, the Board changed his title to Chief Executive Officer/General Manager. He has a B.S. degree in Agricultural Management from Cal Poly San Luis Obispo, graduating in 1976. Mr. Jamison was raised on his family's guest ranch, Rancho Oso, in Santa Barbara County, which included a overnight accommodations, recreational vehicle park, camping, resident summer camp, equestrian facilities, numerous resort amenities, and hay production. He worked on the ranch throughout his childhood, during and after college. The family business was sold in 1983, at which time Mr. Jamison was hired by Thousand Trails, Inc., a private membership resort, as a Resort Manager. His last ten years at Thousand Trails were spent managing a 200-acre, 518-site, full-service resort near Hollister, California. He also managed Thousand Trails resorts in Acton and Idyllwild in Southern California. Prior to his employment with the Company, Mr. Jamison was a General Manager with Skycrest Enterprises in Redding and managed Sugarloaf Marina and Resort on Lake Shasta in Northern California between January 1995 and June 1997. Mr. Jamison was appointed to and served as a commissioner on the Pismo Beach Conference and Visitors Bureau from February 1998 to January 2010, serving as Chair from August 1999 until February 2009. At the 1999 National Association of RV Parks and Campgrounds Annual Convention, he was elected to serve on the Board of Directors representing the ten western states. During his two three-year terms on the Board, he served four years as Treasurer of the National Association, a position he held until he termed out December 2005. In June of 2002, Mr. Jamison was installed as a Director on the Board for the San Luis Obispo County Chapter of the American Red Cross, and served until June 2011, including from June 2006 until July 2008 as Board Chairman. In February 2006, Mr. Jamison was elected to serve as a commissioner on the California Travel and Tourism Commission (Visit California), which markets California to potential domestic and international visitors. During his two four-year terms, he served on the Audit Committee, two years as committee Chairman, and one year on the Executive Committee. He termed out as a commissioner in June 2014; however, he still remains a member of the Audit Committee. Mr. Jamison was installed as a member of the Board of Directors for the San Luis Obispo County Conference and Visitors Bureau (Visit San Luis Obispo County) in 2012, and currently serves on the Executive Committee following two years as Board Chair. Since 2014 Mr. Jamison has served as a member of the Advisory Council for the Experience Industry Management (formerly Recreation, Parks, and Tourism Administration) department at Cal Poly San Luis Obispo.



6620 Moonstone Beach Drive, Cambria, CA 93428
CambriaInns.com



Dear Mr. Pringle and Visit SLO CAL Board of Directors,

I am pleased to be applying for the open seat on the Visit SLO CAL Board of Directors. My family owns six lodging properties in San Luis Obispo County, and I'm currently Vice Chair of the Cambria Local Fund Advisory Board and Chair of the Events Committee. I always strive to take strategic and comprehensive approaches to every decision to achieve maximum ROI for any organization and I would bring this same approach to Visit SLO CAL.

Working in the hotel business for the past 19 years, I have been witness to many changes in our tourism industry. We have had to adjust our strategies to stay relevant in a very competitive marketplace, and this is true for both our own business and as a destination. Working through this evolution of our market has given me the experience necessary to help Visit SLO CAL continue to execute its goals.

My interests are obviously in the north county although we have guests that visit for many reasons. San Luis Obispo County has many experiences to offer, and I believe we need to embrace all regions. Often I speak with parents of Cal Poly students that stay at our hotels in Paso Robles or guests in Cambria that come to our area for wine tasting. I feel if we work together and see the big picture we will all benefit from the efforts of Visit SLO CAL.

My family has a long history in San Luis Obispo County; my grandfather settled in Paso Robles in the mid-'20s where he established a turkey farm. Thirty years later he built the 25 room Black Oak Motor Lodge near the Mid State Fairgrounds where my family still owns and operates the now 110 room motel (the turkey farm is long gone). Since that time Adelaide Inn was developed in Paso Robles, and we acquired Blue Dolphin Inn, Castle Inn, Moonstone Cottages and Sand Pebbles Inn in Cambria. I have managed many of the hotels and continue to work closely with my cousin Matt Masia, growing the organization for the next generation.

I believe Visit SLO CAL continues to play a vital role in the growth and prosperity of our community. I'm a lifelong resident, and my family's livelihood depends on a thriving and vibrant tourism economy. My experience to date and my eagerness to contribute to a high caliber board are the reasons I'm the ideal candidate for this Board.

Sincerely,
Greg Pacheco



800.222.9157
bluedolphininn.com



800.222.9970
sandpebblesinn.com



800.972.8605
cambriacastleinn.com



800.222.9157
moonstonecottages.com



VISIT SLO CAL

BOARD APPLICATION FORM

NAME OF APPLICANT:

COMPANY:

ADDRESS:

PHONE:

EMAIL:

TOTAL YEARS IN HOSPITALITY INDUSTRY:

BACKGROUND EXPERIENCE:

Employment History

CURRENT EMPLOYER:

YRS OF SERVICE:

TITLE:

PAST EMPLOYER:

YRS OF SERVICE:

POSITION:

Community/Board Involvement

ORGANIZATION:

TITLE:

DATES OF INVOLVEMENT:

ORGANIZATION:

TITLE:

DATES OF INVOLVEMENT:

ORGANIZATION:

TITLE:

DATES OF INVOLVEMENT:

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



VISIT SLO CAL

BOARD APPLICATION FORM

NAME OF APPLICANT: **Clint Pearce**

COMPANY: **Madonna Inn**

ADDRESS: **284 Higuera Street San Luis Obispo, CA 93401**

PHONE: **(805)543-0300**

EMAIL: **clint@madonnainn.com**

TOTAL YEARS IN HOSPITALITY INDUSTRY: **25**

BACKGROUND EXPERIENCE:

I have worked all of my career in our family business. This includes resort operations, real estate development, construction and agriculture.

Employment History

CURRENT EMPLOYER: **Madonna Enterprises, YRS OF SERVICE: 15**

TITLE: **President**

PAST EMPLOYER: **Madonna Construction Co YRS OF SERVICE: 12**

POSITION: **Project manager**

Community/Board Involvement

ORGANIZATION: **SLO Chamber**

TITLE: **Board Chair**

DATES OF INVOLVEMENT: **2008 to present; terming off now and again.**

ORGANIZATION: **SLO TBID**

TITLE: **Board member; just termed off**

DATES OF INVOLVEMENT: **2011 to March 2019**

ORGANIZATION: **Hourglass Project**

TITLE: **Board Secretary**

DATES OF INVOLVEMENT: **2019**

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

V I S I T



SAN LUIS OBISPO COUNTY
CALIFORNIA®

DRAFT

BUSINESS AND MARKETING PLAN
FY 2019/20

CONTENTS

| | |
|---------------------------------------|-------|
| LETTER FROM THE PRESIDENT & CEO | 3 |
| STRATEGIC DIRECTION 2020 | 4-5 |
| TOURISM MARKETING RENEWAL | 6-7 |
| BUSINESS & MARKETING OBJECTIVES | 8 |
| HIGHLIGHTS: FY 2018/19 | 9 |
| TRENDS IN TOURISM | 10-13 |
| DESTINATION MANAGEMENT STRATEGY | 14 |
| DOMESTIC LEISURE MARKETS | 18-23 |
| BRAND ARCHITECTURE & PERSONAS | 24-25 |
| PAID MEDIA | 26-29 |
| OWNED MEDIA | 30-31 |
| EARNED MEDIA & PUBLIC RELATIONS | 32-33 |
| TRAVEL TRADE | 34-35 |
| FILM SLO CAL | 36-37 |
| ENGAGE WITH VISIT SLO CAL | 38 |

DEAR VISIT SLO CAL INVESTORS AND STAKEHOLDERS;

The stage has been set. As we turn the calendar on the next fiscal year, we begin the fifth and final year of the established Tourism Marketing District (TMD). Together, we have accomplished a great deal—more than most believed we could in five years—but we are just getting started. In the year ahead, our board of directors and the Visit SLO CAL team will focus on three major initiatives: (1) optimization of the programs and plans developed to date; (2) finalization and implementation kick-off of the Destination Management Strategy recommendations and (3) renewal of the Tourism Marketing District.

After monumental advancements in SLO CAL® tourism since the establishment of the TMD four short years ago, focusing on three initiatives may seem like a reduction of scope. However, these efforts are not only significant in size and scale, they are instrumental to our future success, setting the stage for the destination and decades of progress, while preparing for the next chapter of Visit SLO CAL's evolution.

FULL FORCE: COMPLETING AND OPTIMIZING CURRENT PROGRAMS

As we bring Strategic Direction 2020 to completion, major programs will reach full implementation and will be leveraged for maximum impact. In some cases, like SLO CAL Crafted, we will implement plans that have recently been introduced, while in others, such as SLOCAL.com, SLO CAL Storytellers and the Life's Too Beautiful to Rush® brand campaign, we recognize opportunities for expanded partner engagement, elevated quality and stronger optimization, driving deeper results and setting a broad, firm foundation for the next chapter.

IMPROVING QUALITY OF LIFE: DESTINATION MANAGEMENT STRATEGY

As the strategy reaches finalization, we will turn our attention to the implementation of the work plan. Visit SLO CAL will not own the majority of the recommended strategies; therefore, it is imperative that we collaborate, champion and advocate for the work on behalf of all of you and our communities in the decades ahead.

THE PATH FORWARD: NEW CAPACITY, MORE DEMAND

SLO CAL has a 20% increase in lodging inventory projected over the next four years, with more than 1,100 rooms currently under construction across the county. With that, the most recent STR forecast shows a 3.5% decrease in occupancy and a 1.7% decrease in RevPAR in 2020. Continued investment in marketing, promoting and managing SLO CAL in the years ahead will be critical to creating the demand needed to fill the increased inventory. Visit SLO CAL has been working diligently on behalf of our lodging and tourism industry to understand your needs, seek consensus with local governments and build support for the renewal of the TMD. In the following two pages, we outline the TMD renewal need and process in more detail.

As you review the plan for the coming year, you will see that we are strategically focused on the long-term success of our industry, our community and our organization. We've refined our processes, reorganized our team and solidified our major priorities—all while maintaining alignment with the Strategic Direction 2020 and planning for the future.

We invite you to come along on this year-five journey with us and join in our programs. Together, we will create the future success of SLO CAL.

Cheers to a bright future!

CHUCK DAVISON
President & CEO
Visit SLO CAL



STRATEGIC DIRECTION 2020

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 SLO CAL brand

BRAND INTENTION

STRATEGIC
CONNECTOR

CREATIVE
INSPIRING
ESSENTIAL



IMPERATIVES



OPTIMIZE
OUR ORGANIZATIONAL CAPACITY



ADVOCATE
FOR THE DEVELOPMENT OF CRITICAL
TOURISM INFRASTRUCTURE



ESTABLISH
BRAND CLARITY AND INCREASED
AWARENESS THROUGH UNIFIED EFFORTS



DEMONSTRATE
VALUE TO OUR STAKEHOLDERS,
PARTNERS AND COMMUNITIES



BUILD & EXPAND
STRATEGIC PARTNERSHIPS



Visit SLO CAL (VSC) is a small, but mighty team of destination marketing and management professionals who work with, and on behalf of, the community, the local partners and 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 (DMMO) for SLO CAL, VSC's goal is to work with partners to build the SLO CAL brand and experience through a data-driven, efficient and dynamic business and 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.

TOURISM MARKETING DISTRICT

RENEWAL

When the Tourism Marketing District was first approved for installation in July 2015 for a five-year term, few were thinking of today. Now, after four years of Visit SLO CAL's groundbreaking work and results, it is time to embark on the district renewal process. In November 2018, the VSC Board of Directors unanimously approved the first step to ensure the future of this essential organization.

Seeking a ten-year renewal term, VSC explored what the future competitive landscape of tourism will look like and how to best compete for visitors, discussing those findings with lodging investors. Through those conversations, the industry identified four areas of priority requiring long-term, strategic investment to keep SLO CAL® competitive.

Investment in these priorities will be required to overcome an initial 11.8% increase in lodging inventory currently under construction in SLO CAL, with a projected 3.5% decrease in occupancy and 1.7% decrease in RevPAR forecasted*. Industry-identified priorities include:

- Increase advertising to drive longer stays and increase spend in VSC's key domestic markets. Increased advertising will also continue to grow awareness, demand and market share for SLO CAL.
- Elevation of key sales initiatives and support to ensure there are travelers to fill the new lodging room inventory and increase demand for travel mid-week and during off-peak seasons.
- Growth of international markets through long-term, strategic trade and public relations efforts in the top five international and key emerging markets, delivering longer stays mid-week and during off-peak seasons.
- Continued support and expansion of air service development to increase flight frequency and establish additional flights and new feeder markets (markets under development include San Diego, Portland, Las Vegas and others.)
- Advancement of VSC owned, tourism-related Destination Management Strategy recommendations (examples may include assisting in product development, a countywide customer service training program, etc.) VSC would play a leadership role in their development, funding and/or facilitation.

With the increase in SLO CAL lodging supply (1,100+ rooms currently under construction and expected to open in the next 18 months), growing competition for travelers, continued California crises (wildfires, floods, etc.) and predicted economic downturn, there is a heightened sense of urgency to make these timely investments in increased marketing, sales, air service and product development. Not doing so, risks the implementation of all new programs and the sustainability of many current programs, including advertising in present air service markets, travel trade development and research.

In order to achieve the required results, additional funds will be necessary. Therefore, VSC plans to pursue an increase in the TMD assessment from 1% to 1.5% for the next ten-year term as the district renews. Projected timeline:

- Lodging investor petition collection process - May 2019
- City council hearings - Summer 2019
- Three Board of Supervisor hearings - to be completed by December 2019

BUSINESS AND MARKETING OBJECTIVES

Visit SLO CAL's programs are built to meet four overarching objectives that evolve slightly as the tourism landscape in SLO CAL® and worldwide changes over time. Efforts are made to ensure consistency, yet allow for continuous improvement and adaptation to new market forces.

1 BUILD AWARENESS OF SLO CAL BRAND AND DESTINATION

Leverage the strength of the countywide brand and relationships with partners to magnify the reach and amplify the message of SLO CAL.

2 DRIVE DEMAND FOR HIGH-IMPACT VISITATION TO THE COUNTY

Deliver integrated programs and campaign built to:

- Engage target audiences with the highest potential for visitation during need times (mid-week and off-peak seasons), longer stays and higher expenditures.
- Support activity in destination management and sales channels (Travel Trade, film, etc.).

3 DEVELOP STRONGER AND DEEPER ENGAGEMENT WITH VISITORS

Collaborate with and empower partners to tell engaging stories, deliver on expectations and provide memorable experiences, creating lifelong ambassadors and economic growth for the county.

4 PROTECT QUALITY OF COMMUNITY AND DESTINATION EXPERIENCE

Promote, support and invest in products and services, activities and events that preserve and create a high quality of life and guest experience for residents and visitors that reflect the unique environment, culture and diversity of SLO CAL.

HIGHLIGHTS FY 2018/19



As part of the Destination Management Strategy, Visit SLO CAL conducted countywide collaboration to protect, improve and enhance the region's long-term quality of life and economic prosperity and to develop recommendations going forward. (See page 14)



Visit SLO CAL began working with MILES Partnership to develop and deploy data-driven paid media placement and optimization across search, display, connected TV and social media.



Destinations International officially certified Visit SLO CAL for the globally-recognized Destination Marketing Accreditation Program (DMAP), indicating VSC has satisfied the 93 rigorous standards joining only 200 destination organizations worldwide, including 14 from California, who have obtained this accreditation.



Visit SLO CAL, Visit California and destination partners celebrated the reopening of Highway 1 at the Dream Drive event with 90+ international media and representatives in Morro Bay and hosted 61 media and digital influencers across SLO CAL.



Visit SLO CAL was a finalist for Best Digital Campaign at the ESTO Awards hosted by the U.S. Travel Association as part of their annual ESTO Conference held in Phoenix, Arizona. VSC competed for the honor with well-established organizations, Visit Seattle (winner) and Visit St. Pete/Clearwater.



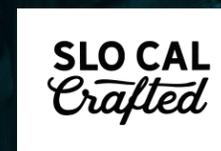
In November 2018, Visit SLO CAL's creative agency, BCF, traveled around SLO CAL to capture new brand photography and videography to be used throughout VSC's marketing and branding materials.



Visit SLO CAL partnered with San Luis Obispo County Regional Airport to deliver a new daily flight from Dallas-Fort Worth International Airport on American Airlines in April, opening 89 new one-stop connections around the world.



Visit SLO CAL earned the rights to the service mark for the phrase "SLO CAL®" in Class 035 advertising and business services from the United States Patent and Trademark Office.

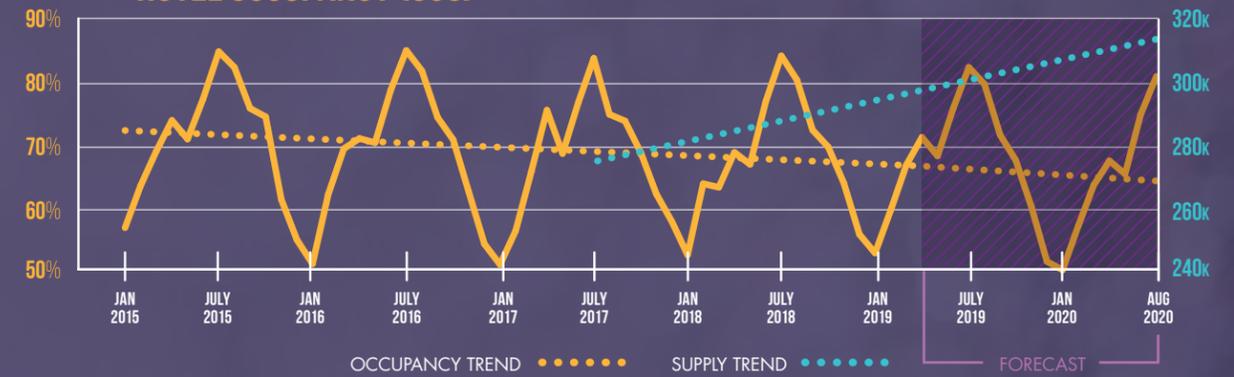


To promote the bevy of artisan product makers in SLO CAL, Visit SLO CAL developed the SLO CAL Crafted sub-brand and accompanying logo. This logo will be utilized across VSC's owned channels and will be available for use by the businesses in SLO CAL handcrafting local products.

TRENDS IN TOURISM

SLO CAL® continues to see consistent increases in tourism's contribution to the local economy and Visit SLO CAL expects that trend to continue through FY 2019/20.

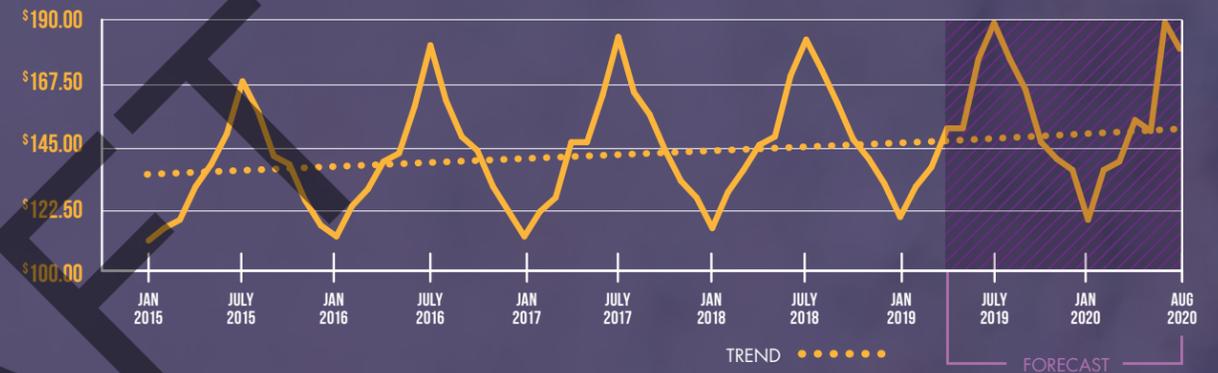
HOTEL OCCUPANCY (OCC)



12% INCREASE
JULY 2017-AUG 2020
ROOM SUPPLY

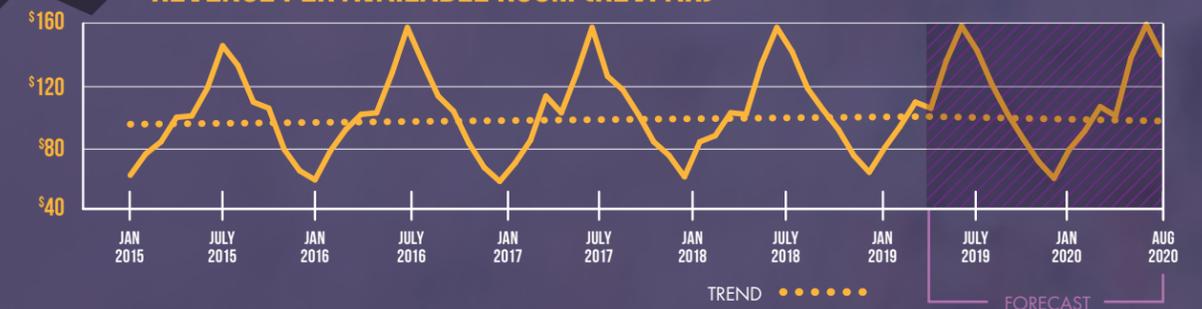
4% DECREASE
JAN 2015-DEC 2018
OCCUPANCY

AVERAGE DAILY RATE (ADR)



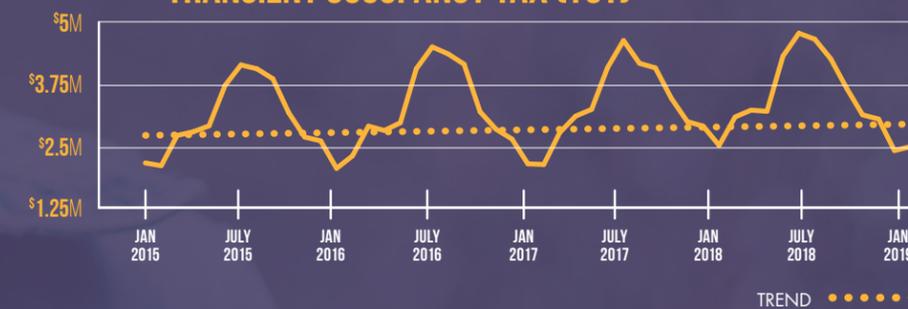
11% INCREASE
JAN 2015-DEC 2018
ADR

REVENUE PER AVAILABLE ROOM (REVPAR)



7% INCREASE
JAN 2015-DEC 2018
REVPAR

TRANSIENT OCCUPANCY TAX (TOT)



16% INCREASE
JAN 2015-DEC 2018
TOT

SOURCES: STR, INC; VISIT SLO CAL *These figures reflect the impact in visitation due to the Highway 1 closure.



NEW LODGING INVENTORY IN SLO CAL

There are currently 1,100+ rooms under construction in SLO CAL with much of the inventory opening in the next 12 months. The 20% increase in lodging inventory planned over the next four years means SLO CAL is going to see a noticeable change in the charts above as new properties open and visitors have a wider variety of options.

2018 TOURISM IMPACT

20,680
0.6% INCREASE
IN TOURISM-SUPPORTED JOBS

\$39.56M
5.1% INCREASE
IN TRANSIENT OCCUPANCY TAX REVENUE



TRAVEL SPENDING:
\$1.89B

INDUSTRY EARNINGS:
\$696M

VISITOR VOLUME:
10.2% GROWTH
2014-2018



TRAVEL SPENDING CREATED **\$80.1M** IN LOCAL TAX REVENUE

WHICH COULD COVER EXPENSES FOR:



Source: Dean Runyan, Bureau of Labor Statistics, Census Bureau and San Luis Obispo County Office of Education

WITHOUT TOURISTS, EACH SLO CAL HOUSEHOLD
WOULD NEED TO SPEND \$17,231 TO CREATE THE SAME ECONOMIC
IMPACT FOR THE COMMUNITY

WITHOUT THE STATE & LOCAL TAX
REVENUE GENERATED BY TRAVEL & TOURISM
EACH SLO CAL HOUSEHOLD WOULD PAY AN
ADDITIONAL \$1,582 IN TAXES

TRAVEL TRENDS

AUTHENTIC VOICES

Travelers are increasingly seeking destinations that promise meaningful reasons to visit, local stories to discover and original experiences to share.

- **Opportunity:** With a plethora of unique and diverse narratives to share, telling compelling stories is key.
- **Visit SLO CAL's Response:** Utilize local voices to share SLO CAL® experiences and stories on owned channels and amplify via paid and earned media. (see page 31)
 - SLO CAL Storytellers
 - SLO CAL Crafted

PERSONALIZED CONTENT

Online algorithms have conditioned users to expect curated content and personalized messages, making anything remotely generic easy to ignore.

- **Opportunity:** Personalization helps messages break through the clutter, improving audience engagement and enhancing the user experience.
- **Visit SLO CAL's Response:** Deliver relevant content to potential visitors at every step in the consumer funnel, from awareness to conversion.
 - Dynamic, personalized ads (see page 27)
 - Dynamic content strategy on SLOCAL.com (see page 31)
 - CrowdRiff user-generated content platform (see page 31)

TECH + PLANNING

Consumers' quickly growing preference for mobile and multi-device media consumption are fueling in-the-moment decisions, influencing travel planning and booking.

- **Opportunity:** It is increasingly important to optimize content, leverage external platforms and diversify distribution to reach audiences where they are already consuming media.
- **Visit SLO CAL's Response:** Deploy paid media across a variety of channels, optimize for mobile and invest in content on critical third-party platforms.
 - Multi-channel, multi-platform paid media (see page 28)
 - Google DMO Partnership & Google My Business Program (see page 31)

DESTINATION MANAGEMENT

Aligned with the four Ps of marketing (product, price, promotion, place), destination organizations have begun managing their 'product' as the holistic guest experience.

- **Opportunity:** Intertwined with and inseparable from the local quality of life, the guest experience requires a long-term view and robust, comprehensive strategy.
- **Visit SLO CAL's Response:** Develop the Destination Management Strategy. (see page 14)
 - Implement Destination Management Strategy recommendations

TRAVEL TRENDS FOR 2019 RELEVANT TO SLO CAL

- Hot Springs
- Bike Tours
- Out of the Way Towns
- Zero-Waste Travel
- Fall Getaways
- Surprise (Unexpected and Undiscovered) Destinations

Skift: 2019 TRAVEL MEGATRENDS RELEVANT TO SLO CAL

- Wellness is the New Hook in Travel Marketing
- Brands Give Travelers More Control Over Their Experience
- Real-World Experiences Gain Value in an Era of Tech Burnout

DESTINATION MANAGEMENT STRATEGY

In January 2018, the Visit SLO CAL Board of Directors selected Resonance Consultancy to facilitate the development of a Destination Management Strategy (DMS). This countywide undertaking was 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 engaged investors, tourism stakeholders, public officials, businesses, nonprofits and residents countywide, to create a strategy that promotes a vibrant and prosperous San Luis Obispo County.

Each of the recommendations in the 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. In FY 2019/20, the VSC board and staff will work with partners to prioritize the recommendations and collaborate to begin implementation.



OUTDOOR ACTIVITIES

There are few places on the continent with the extravagantly beautiful, healthful and wellness-inspiring outdoor environment of SLO CAL. Building on current outdoor activities by linking and expanding on trail systems enhances this unique strength of the region, allowing visitors—as well as locals and their families—to explore more deeply and enhance their wellbeing and quality of life as they go. Facilitating experience creation will only enrich the regional narrative, encouraging longer stays and greater spends.

FOOD & DRINK EXPERIENCES

A combination of increasing numbers of more experienced and worldly travelers, the desire for authentic local experience and growing interest in health and the provenance of food, have contributed to the sharp rise of culinary tourism, making food a true reason to travel. Memorable dining experiences, hands-on cooking and connoisseurship in wines and spirits have fueled the growth of food-oriented attractions across the U.S. that provide opportunities for locals, and also attract visitors keen to learn culinary culture and touch the local experience. Showing leadership in the culinary space and telling that story enhances credibility and differentiates offerings in an increasingly crowded field.



EVENTS & FESTIVALS

There are few places on the continent with the extravagantly beautiful, healthful and wellness-inspiring outdoor environment of SLO CAL. Building on current outdoor activities by linking and expanding on trail systems enhances this unique strength of the region, allowing visitors—as well as locals and their families—to explore more deeply and enhance their wellbeing and quality of life as they go. Facilitating experience creation will only enrich the regional narrative, encouraging longer stays and greater spends.

SLO CAL CRAFTED

The appeal of craft culture—products from art to music to wine created through skilled creative artisanship—continues to grow in appeal for a society ever more enmeshed in the virtual and intangible. Inevitably a reflection of local influences, these offerings allow visitors to more deeply feel and understand sense of place, making visits more memorable and returning more desirable. In the same way, a SLO CAL Crafted nightlife is an after-dark reflection of the breezy daytime culture that is a regional signature, providing locals with more entertainment choices, diversifying the tourism offering and creating new economic contribution to the region.





WORKFORCE DEVELOPMENT

It would be impossible to speak of sustainable tourism development without facing the issue of workforce development head on. As SLO CAL begins to grow the tourism offering, it has a real opportunity—and necessity—to show leadership in this area and address the socio-economic issues that will only grow if strategies are deferred. The workforce is a key part of the infrastructure of tourism—as essential as a new hotel, festival or conference center. Thinking through and implementing living wage, transportation and housing solutions will provide long term benefits in less turnover, more loyalty and better service to our visitors.

INDUSTRY DEVELOPMENT

The need to make SLO CAL a balanced and diversified year-round destination—and to enjoy the economic benefits of that—requires the energy and will to go after new audiences and visitors, like the MICE market. This may be less a divergence than it seems: increasingly, business travelers are leisure travelers, with younger people markedly more attracted to ‘bleisure’—business + leisure—opportunities. Pre- and post-conference, this active and affluent audience is keen to experience SLO CAL’s brand of outdoor activities and lifestyle.



PLACEMAKING

Placemaking brings together partners from public, private, non-profit and community sectors to strategically shape the physical and social character of a neighborhood, town, city or region around arts and cultural activities. At its best, creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety and brings diverse people together to celebrate, inspire and be inspired. Applying the principles of placemaking at the Morro Bay Waterfront and the “develop and grow communities” is a future-facing strategy to enhance the experience and potential economic contribution of these beloved and future destinations.



SUSTAINABILITY

The delicate California environment in SLO CAL is a major attraction for current and future visitors. As SLO CAL seeks to protect its environment and help visitors understand that their respect of the region is an integral part of that, SLO CAL has an opportunity to grow intelligently and help people discover destinations off the (very) beaten path that will help everyone have a more enjoyable experience. Experienced and affluent visitors will seek out less-trafficked places that offer unique and authentic experiential bragging rights. As SLO CAL makes these places visitor ready, the economic benefits of tourism will be more evenly shared.



STRATEGIC AND INDUSTRY PARTNERSHIPS

Visit SLO CAL is proud to partner with a number of excellent organizations from local DMO partners to international industry associations. VSC takes pride in ensuring that every partner is aware of VSC programs and that the organization is working in tandem to accomplish various missions and reduce the duplication of efforts.

See page 38 for how to get involved with Visit SLO CAL’s marketing, public relations and sales efforts.

DOMESTIC LEISURE MARKETS

Visit SLO CAL's domestic leisure markets were originally based on the FY 2016/17 feeder market study, share of wallet study and FY 2017/18 brand lift study data. Domestic leisure travel markets continue to be assessed through marketing results and industry data (such as Nielsen and Mediamark Research Inc.) and evaluated based on the following criteria:

AWARENESS LEVEL

How much of the population is aware of SLO CAL® and how familiar are they with the destination?

LIKELIHOOD TO VISIT

Does the market have access to SLO CAL and are VSC's target personas well represented in the market?

TRAVEL SPENDING

Does the market have a high population that prioritizes travel in their spending decisions?

RELATIVE ADVERTISING COST

Is the market affordable enough for VSC to obtain an effective reach with the available advertising budget?

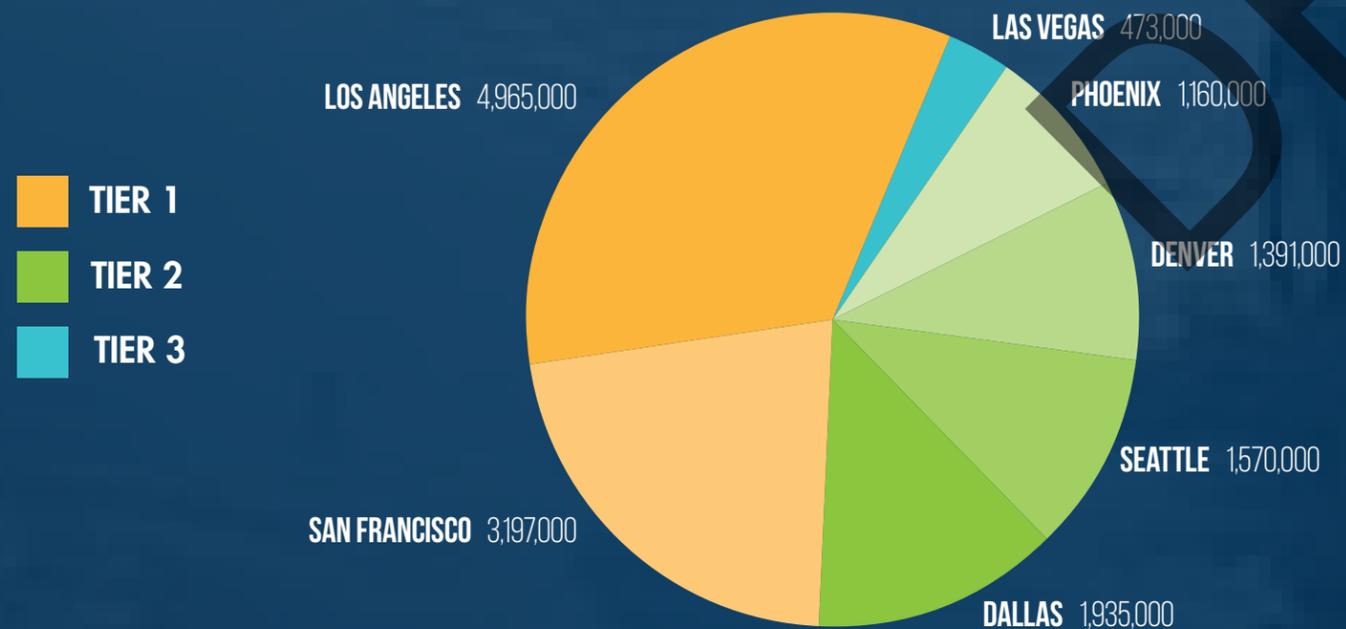
TARGET MARKET OVERVIEW



*Arrivals are based on media placements trackable through Arrivalist and are not inclusive of all arrivals resulting from the media plan. Numbers displayed are Fiscal Year to Date.
 **Dallas media began Feb. 2019

| | | ACTIVE ADVENTURER | | MOM TO THE MAX | | CULTURED CLASS | | TOTAL TARGET POP. |
|---------------|---------------|-------------------|-----------|----------------|-----------|----------------|-----------|-------------------|
| | | TARGET POP. | % OF POP. | TARGET POP. | % OF POP. | TARGET POP. | % OF POP. | |
| UNITED STATES | | 32,632,000 | 13.37% | 10,338,000 | 4.24% | 34,897,000 | 14.3% | |
| TIER 1 | LOS ANGELES | 2,148,000 | 15.05% | 733,000 | 5.14% | 2,084,000 | 14.6% | 4,965,000 |
| | SAN FRANCISCO | 1,295,000 | 22.44% | 352,000 | 6.10% | 1,550,000 | 26.87% | 3,197,000 |
| TIER 2 | DENVER | 590,000 | 17.60% | 182,000 | 5.43% | 619,000 | 18.46% | 1,391,000 |
| | SEATTLE | 717,000 | 18.03% | 179,000 | 4.50% | 674,000 | 16.95% | 1,570,000 |
| | PHOENIX | 535,000 | 13.24% | 159,000 | 3.95% | 466,000 | 11.55% | 1,160,000 |
| | DALLAS | 881,000 | 15.61% | 207,000 | 3.66% | 847,000 | 15.0% | 1,935,000 |
| TIER 3 | LAS VEGAS | 238,000 | 14.59% | 54,000 | 3.30% | 181,000 | 11.06% | 473,000 |
| | | | | | | | | 14,691,000 |

*Numbers for Dallas CC are not statistically sound



TIER 1 MARKET



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.

- **AWARENESS:** #1 in Initial Awareness
- **ARRIVALS:** 30.3% of Arrivalist-Tracked Arrivals
- **ENGAGEMENT:** 12% of Organic Website Sessions
- **ACCESS:** 3 Daily Direct Flights, 214-Mile Drive
- **AUDIENCE SIZE:** 4.97M Households in Target Personas
- **PERSONAS:** Active Adventurer and Mom to the Max
- **AD COSTS:** #1 in Cost per Click and Cost per Conversion

TIER 1 MARKET



SAN FRANCISCO

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 second on the list because intent to travel to SLO CAL is the highest compared to the other target markets.

- **AWARENESS:** #XXXX in Initial Awareness
- **ARRIVALS:** 29.8% of Arrivalist-Tracked Arrivals
- **ENGAGEMENT:** 12% of Organic Website Sessions
- **ACCESS:** 4 Daily Direct Flights, 239-Mile Drive
- **AUDIENCE SIZE:** 3.2M Households in Target Personas
- **PERSONAS:** Active Adventurer, Cultured Class and Mom to the Max
- **AD COSTS:** #2 in Cost per Click and Cost per Conversion

TIER 2 MARKET



DENVER

Denver, Arapahoe, Jefferson, Adams, Douglas, Boulder, Larimer & El Paso Counties

Denver is another new fly market that has already shown expansion, as VSC has helped sufficiently drive demand for additional flights into the county.

- **AWARENESS:** Last? in Initial Awareness
- **ARRIVALS:** 3.2% of Arrivalist-Tracked Arrivals
- **ENGAGEMENT:** <1% of Organic Website Sessions
- **ACCESS:** 2 Daily Direct Flights
- **AUDIENCE SIZE:** 1.39M Households in Target Personas
- **PERSONAS:** Active Adventurer, Cultured Class and Mom to the Max
- **AD COSTS:** #6 in Cost per Click and Cost per Conversion

TIER 2 MARKET



SEATTLE

King & Snohomish Counties

Seattle ranks high on the prioritization list and provides an opportunity for expansion should VSC sufficiently manage to drive demand for additional flights into the county. Seattle ranks second in lack of prospect awareness on the whole.

- **AWARENESS:** #? in Initial Awareness
- **ARRIVALS:** 3.5% of Arrivalist-Tracked Arrivals
- **ENGAGEMENT:** <1% of Organic Website Sessions
- **ACCESS:** 1 Daily Direct Flight
- **AUDIENCE SIZE:** 1.57M Households in Target Personas
- **PERSONAS:** Active Adventurer and Cultured Class
- **AD COSTS:** #5 in Cost per Click and Cost per Conversion

TIER 2 MARKET



PHOENIX

Maricopa County

As an established fly market, Phoenix has ample access and the highest percentage of tracked arrivals of all fly markets. Phoenix ranks third lowest in prospect awareness, illustrating opportunity for growth.

- **AWARENESS:** Last XXX in Initial Awareness
- **ARRIVALS:** 3.2% of Arrivalist-Tracked Arrivals
- **ENGAGEMENT:** <1% of Organic Website Sessions
- **ACCESS:** 2 Daily Direct Flights
- **AUDIENCE SIZE:** 1.16M Households in Target Personas
- **PERSONAS:** Active Adventurer, Cultured Class and Mom to the Max
- **AD COSTS:** #6 in Cost per Click and Cost per Conversion

TIER 2 MARKET



DALLAS-FORT WORTH*

Collin, Dallas, Denton, Ellis, Hunt, Kaufman, Rockwall, Hood, Johnson, Parker, Somervell, Tarrant & Wise Counties

The newest direct fly market, Dallas-Fort Worth is also the largest of the five. With a prior marketing exposure to SLO CAL wine, significant initial growth in Google search and brand alignment with target personas, this market holds opportunity for SLO CAL.

- **AWARENESS:** #XXX in Initial Awareness
- **ARRIVALS:** 0.6% of Arrivalist-Tracked Arrivals
- **ENGAGEMENT:** <1% of Organic Website Sessions
- **ACCESS:** 1 Daily Direct Flight
- **AUDIENCE SIZE:** 1.94M Households in Target Personas
- **PERSONAS:** Active Adventurer and Cultured Class
- **AD COSTS:** #7 in Cost per Click and Cost per Conversion

*VSC Dallas-Fort Worth marketing began in February 2019. Dallas-Fort Worth daily flight began in April.

TIER 3 MARKET



LAS VEGAS

Clark County

Las Vegas is a relatively longstanding fly market but with a target population of less than half the next largest market. In addition to this relatively small population, Las Vegas only indexes high for one of VSC's target personas resulting in this market's sixth place ranking.

- **AWARENESS:** #? in Initial Awareness
- **ARRIVALS:** 2.3% of Arrivalist-Tracked Arrivals
- **ENGAGEMENT:** <1% of Organic Website Sessions
- **ACCESS:** 4 Weekly Direct Flights
- **AUDIENCE SIZE:** 473K Households in Target Personas
- **PERSONAS:** Active Adventurer
- **AD COSTS:** #3 in Cost per Click and Cost per Conversion

DRAFT

BRAND ARCHITECTURE & PERSONAS

BRAND FOUNDATION

Traditional demographics alone are not enough to build a strategic picture of the target audience for Visit SLO CAL. Psychographic segmentation takes the nuance of the targets' lives into account. It goes beyond household income, age, education level, etc., to uncover the beliefs, motivations, aspirations and lifestyles that will enable VSC to engage the person, not just the target. Research and testing helps VSC understand the way people in the target geographies interact with information, what their travel habits are and what informs their decisions.



ACTIVE ADVENTURER

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

PAID MEDIA PROFILE

- All Genders
- Ages 25-65
- HHI \$70K+

INTERESTS

Adventure travel, outdoor recreation, hiking, RV/camping, health and wellness, pet-friendly travel and recreational gear

PAIRS WELL WITH SLO CAL®

- Open space, ocean, trails, recreation and 300+ days of sunshine
- Laid-back, healthy and sustainable lifestyle
- SLO CAL Crafted healthy foods, craft beer and spirits
- Outdoor, athletic and wellness events: outdoor concerts, races, yoga in the park
- Vacation rentals, RV parks near recreation and unique, walkable hotels
- #SoSLOCAL local's secret spots and SLO CAL Crafted goods



MOM TO THE MAX

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

PAID MEDIA PROFILE

- Identifies as Female
- Ages 28-55
- HHI \$100K+

INTERESTS

Family-friendly activities, dining and locations, cultural and educational experiences, wildlife, date-night activities, high-value and free activities

PAIRS WELL WITH SLO CAL

- Beach days, tidepools, wildlife and nature
- Family- and parent-friendly dining, wineries, breweries and shopping
- Cultural attractions, family-friendly events and festivals: zoo, farmers markets, kite festival, car shows
- Vacation rentals, mid-level hotels and high-value RV parks
- #SoSLOCAL mom perspective on fun things to do with kids



CULTURED CLASS

EDUCATED, RISK TAKERS, GRACIOUS, CONFIDENT, PROFESSIONALS

PAID MEDIA PROFILE

- All Genders
- Ages 28-65+
- HHI \$100K+

INTERESTS

Unexpected, educational and cultural activities and attractions, high-quality travel and food experiences, arts and nature

PAIRS WELL WITH SLO CAL

- Trails, beaches and tailored excursions from whale watching to wine tasting
- Unique shopping, locally-produced goods, fresh and local culinary experiences
- Cultural attractions and experiences: missions, Hearst Castle, Sensorio, Vina Robles, performing arts
- Boutique hotels, unique vacation rentals, full-service resorts and quality RV parks
- SLO CAL Crafted goods, arts and related experiences

PAID MEDIA

Visit SLO CAL's persona-based targeting and data-driven media strategy focuses primarily on digital executions. Consumers are increasingly influenced by their online interactions, where VSC can build brand awareness and affinity, while supporting lower funnel travel planning and booking channels like paid search and social. VSC's strategy aims to be in front of the right audience in the right place and at the right time to create top-of-mind awareness and intention to visit SLO CAL®, which will increase demand.

OBJECTIVES

- To increase awareness of SLO CAL with target audiences in critical feeder markets
- To grow the perception of SLO CAL as a favorite California vacation destination
- To drive demand for travel to SLO CAL during critical need times of mid-week and off-peak seasons
- To increase the economic impact of each visitor while minimizing the negative impacts on local resources
- To increase the ROI of paid media campaigns



STRATEGIES

- Leverage established and ongoing research to identify, refine and reach optimal audiences and markets based on:
 - Propensity to travel to SLO CAL during need times of mid-week and off-peak seasons
 - Propensity to stay 3+ nights in SLO CAL, longer than average
 - Evidence of alignment with SLO CAL's products, experiences and community values
- Employ customization techniques and software to deliver cultivated, specialized and personalized messages that will resonate with each audience
- Curate, amplify and empower local, authentic storytelling throughout marketing channels
- Continuously monitor and optimize paid media for a balance of reach by market, cost efficiency, website activities and arrivals per thousand
- Deliver messages through a variety of channels to reach consumers multiple times, in multiple places and where they are seeking and/or consuming travel inspiration
- Support SLO CAL's niche lodging communities through specialized tactics and messages

TACTICS

• DISPLAY ADVERTISING

- Media: Native Content, Rich Media, Pre-Roll Video & Banner Ads
- Channels: Native, Travel-Centered and Programmatic Display Networks

• CONNECTED TV

- Media: Pre-Roll Video and Banner Ads
- Channels: Smart TVs and Cross-Device Retargeting

• SOCIAL MEDIA ADVERTISING

- Media: Content Marketing, Dynamic and Video Ads
- Channels: Facebook, Instagram and Pinterest



• PAID SEARCH

- Media: Content Marketing and Video Ads
- Channels: Google and YouTube



• NICHE DIRECT BUY

- Media: Print Display, Print Advertorial and Supporting Digital Content
- Channels: RV and Film Publications



• TEST-AND-LEARN

- Conduct Testing on New Media Opportunities

PAID MEDIA PLAN

SEM



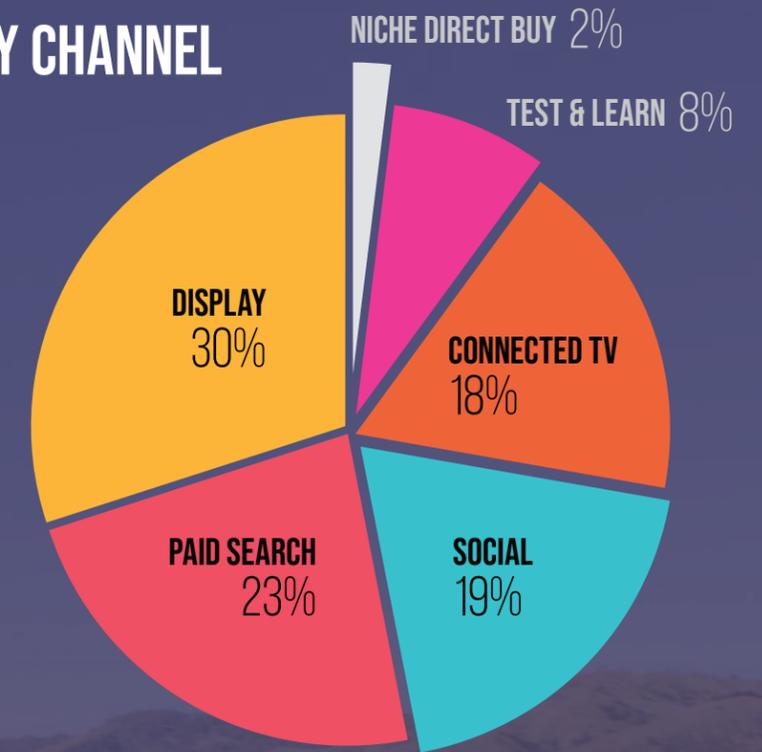
SOCIAL



DISPLAY

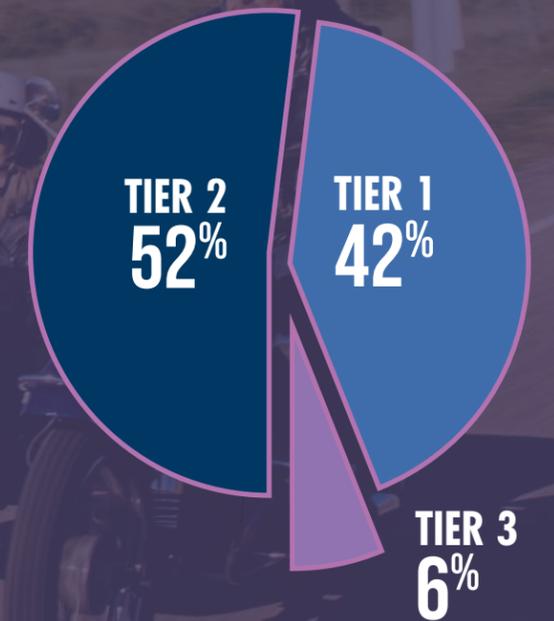


MEDIA SPEND BY CHANNEL



| | 2019 | | | | | | 2020 | | | | | | FY 2020 COST |
|----------------|----------|-----------------|----------|------------|----------|------------|----------|-----------------|----------|----------|----------|----------|--------------|
| | JULY | AUG | SEPT | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUNE | |
| | | SHOULDER SEASON | | OFF SEASON | | OFF SEASON | | SHOULDER SEASON | | | | | |
| SEM | \$12,500 | \$22,000 | \$22,000 | \$22,000 | \$21,000 | \$12,500 | \$22,000 | \$22,000 | \$22,000 | \$22,000 | \$12,500 | \$12,500 | \$225,000 |
| SOCIAL | \$14,000 | \$19,000 | \$19,000 | \$19,000 | \$12,000 | \$12,000 | \$19,000 | \$19,000 | \$19,000 | \$14,000 | \$12,000 | \$12,000 | \$190,000 |
| DISPLAY | \$11,875 | \$75,042 | \$75,042 | \$75,042 | \$7,500 | \$7,500 | \$81,708 | \$81,708 | \$81,708 | \$26,875 | \$15,000 | \$0 | \$539,000 |

MEDIA SPEND BY GEOGRAPHY



PARTNERS

- SEM** Google, YouTube
- SOCIAL** Facebook, Instagram, Pinterest
- DISPLAY** MIQ, Sharethrough, Jun Group, Undertone, Adtheorent, Steelhouse, Hulu, Sojern

OWNED MEDIA

Visit SLO CAL's owned media continues to be a source for consumers to be inspired by the SLO CAL® way of life, driving them down-funnel and engaging them with authentic stories. While paid media captures their attention and creates an immediate connection, owned media educates, inspires and converts users to visitors and visitors to ambassadors.

OBJECTIVES

- To increase awareness and drive demand for SLO CAL with target audiences in key feeder markets
- To grow the perception of SLO CAL as a favorite California vacation destination
- To build and foster long-term relationships with potential and past visitors
- To increase reach, performance and engagement levels of owned channels and platforms
- To improve SEO ranking for target keywords and search topics on local resources
- To increase the ROI of paid media campaigns



STRATEGIES

- Employ a dynamic content strategy to deliver cultivated, specialized and personalized messages that will resonate with target audiences on SLOCAL.com
- Utilize content testing, market research, Arrivalist, social media, paid media and SEO data to drive content creation and delivery optimization
- Leverage partners, visitors and SLO CAL Storytellers to curate, amplify and empower local, authentic storytelling for efficient and effective content and asset creation
- Enhance and build the SLO CAL Crafted sub-brand through video, written content and locally distributed promotional tools
- Consistently use CODE (create once distribute everywhere) method for efficient distribution and stronger ROI
- Utilize SLO CAL Connection, partner social media and the CRM to effectively communicate opportunities and information with local partners
- Exploit the power of state and national programs to amplify VSC promotions, such as Restaurant Month, California Wine Month, Surf Day, Plan for Vacation Day and the AMGEN Tour of California
- Showcase SLO CAL directly to consumers in key markets through engaging, interactive in-person destination experiences

TACTICS

- **CONTENT DELIVERY**
 - Social Media Channels: Facebook, Instagram, Twitter, YouTube, Pinterest
 - Web: SLOCAL.com, SLO CAL Blog
 - Email: Monthly E-newsletter
 - Print: SLO CAL Official Visitors Magazine
- **CONTENT CREATION**
 - Producers: SLO CAL Storytellers, Local Writers, SLO Life Media
 - Sub-Brands: SLO CAL Crafted, Wine Flies Free, SAVOR
 - UGC: CrowdRiff, Fan Friday
 - Google Destination Partnership
- **PARTNER ENGAGEMENT**
 - SLO CAL Connection: Content Leads and Opportunities
 - Industry Social Media
 - This Week in SLO CAL Industry Email Newsletter
- **CONSUMER ACTIVATIONS**
 - SAVOR - A San Luis Obispo County Experience Activations in Two Key Feeder Markets Annually

 CrowdRiff

 Pinterest

 YouTube

 SAVOR
A SAN LUIS OBISPO COUNTY EXPERIENCE

 Instagram

 facebook

 twitter

 simpleview

 SLO CAL
Crafted

EARNED MEDIA & PUBLIC RELATIONS

Earned media allows Visit SLO CAL to strengthen exposure for SLO CAL® through third-party endorsements from journalists and social media influencers. VSC and TURNER PR will continue to work collaboratively to bring domestic media to SLO CAL. VSC's international earned media account is also out for review searching for a firm to compound international exposure. Together, these firms will assist VSC's marketing goals by gaining consistent exposure for SLO CAL in target publications.

OBJECTIVES

- To increase awareness of SLO CAL with target audiences and with target media
- To grow the perception of SLO CAL as a favorite California vacation destination
- To position tourism as a positive economic force on the community and VSC as a leader in regional economic development and destination marketing
- To increase coverage of SLO CAL in travel-related content in international, local and top-100 national publications
- To drive demand and increase domestic and international visitors
- To increase the number and variety of partners, experiences and SLO CAL destinations featured in SLO CAL earned media coverage
- To increase the ROI of earned media campaigns

STRATEGIES

- Use research, relationships and expertise to identify, refine and reach target publications, media and audiences for optimal earned media coverage
- Identify and plan a variety of media engagement events and opportunities throughout the year to align with coverage needs, media calendars and partners
- Leverage partner support, organizational news and information to obtain local and regional media coverage of VSC and the SLO CAL tourism industry
- Curate, amplify and empower local, authentic storytelling through partner communication, partnerships and media engagements
- Lead and facilitate coordination of efforts with local, regional and state partners in earned media efforts
- Utilize SLO CAL Connection, partner social media and the CRM to communicate opportunities and results with local partners

TACTICS

- **MEDIA ENGAGEMENT**
 - Proactive Year-Round Pitch Schedule
 - Distribute Monthly Press Releases for Visit SLO CAL
 - Agency-Led
- **MEDIA RELATIONSHIP BUILDING**
 - Media Familiarization Trips
 - In-Market Deskside Appointments
 - Visit California Media Receptions
 - Local Media Relations
- **PREPAREDNESS**
 - Crisis Communications Plan
 - Local Community Public Information Officer Engagement
 - Press Materials: Backgrounder, Fact Sheets, Online Media Room
- **PARTNER ENGAGEMENT**
 - Agencies: Turner PR and (TBD) Representation in UK and Ireland
 - Partners: Local DMOs, CCTC PR Firm, Visit California Domestic and International PR Representatives

TURNER
a fahlgren mortine company

INTERNATIONAL MEDIA marketplace
TravMedia.com
A TravMedia Event

visit California

IPW
Powered by U.S. Travel

TRAVEL TRADE

Visit SLO CAL's vibrant Travel Trade program allows lodging investors and destination partners to actively take part in enhancing SLO CAL® as a premier tour and travel destination and competitive meeting and conference market. VSC will continue to work closely with state, national and international organizations to actively pitch and educate the industry on all that SLO CAL offers, creating and expanding market share.

OBJECTIVES

- To grow the perception of and increase demand for SLO CAL as a multi-night destination among domestic and international tour operators
- To increase generation of qualified meeting and conference leads
- To build awareness of SLO CAL's unique lodging mix
- To foster and develop deeper relationships with lodging investors in SLO CAL

STRATEGIES

- Leverage trade shows and sales missions to generate leads for co-op partners and lodging investors overall
- Utilize familiarization trips to showcase SLO CAL as a multi-night destination
- Target "Experiential Travel" tour operators that specialize in fully inclusive tour travel products
- Take advantage of key association memberships and industry organizations to enhance SLO CAL's presence among meeting planners and tour operators
- Lead and facilitate coordination of regional, state and international sales efforts with local lodging investors
- Actively, thoroughly communicate opportunities, leads and context with lodging investors
- Engage and educate activity and experience partners to develop digital booking for tour operators
- Deliver multi-night itineraries to tour operators that include bookable activities and experiences

TACTICS

- **SALES**
 - Trade and Meeting and Conference Shows
 - Host Tour and Travel Familiarization Trips
 - Sales Missions for Tour and Travel and Meeting and Conference in Southern and Northern California
 - Attend Visit California International Sales Missions
- **PARTNER ENGAGEMENT**
 - Lead Tracking and Distribution: SLO CAL Connection, Mailchimp and the CRM
 - Educational Resources and Outreach to Assist Local Lodging Investors
- **AGENCY EXPERTISE**
 - International Travel Trade Representatives in UK and Ireland



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 of filming in the region. Film SLO CAL works to accomplish this by generating, supporting and managing production leads for motion pictures, television and commercials, as well as encouraging a strong, collaborative film industry within SLO CAL.

OBJECTIVES

- To increase economic impact of filming in SLO CAL through increased leads, productions and filming days
- To build Film SLO CAL's reach and exposure with film scouts, local industry and film industry media
- To position Film SLO CAL as a local film industry leader and the first point of contact for San Luis Obispo County with film professionals
- To increase awareness of SLO CAL as an efficient and optimal film location



STRATEGIES

- Generate earned media to create awareness about the variety of opportunities to film in SLO CAL
- Further develop communication channels and foster one-on-one relationships with location managers, producers and scouts
- Strengthen relationships with the California Film Commission (CFC), 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 (SLOIFF) 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 updated and accurate
- Educate the local film industry on the role of Film SLO CAL and opportunities to partner

TACTICS

- **PARTNER ENGAGEMENT**
 - Bi-Annual Local Industry Events for Networking and Education
 - CFC and FLICS Events and Board Meetings
 - Quarterly Local Industry Newsletters
 - SLOIFF Partnership and Promotion
- **LOCATION PROMOTION**
 - Proactive Outreach, Hosting and Annual Group FAM Trips
 - Industry Trade Shows and Events
 - Advertise in Key Film Industry Location Publications
 - FilmSLOCAL.com, Online Location Gallery and Local Industry Listings



ENGAGE WITH VISIT SLO CAL

SLOCAL.com/Partners

Visit SLO CAL is your partner in promotion, education and collaboration, working on behalf of you and the entire community to elevate the positive impact and perception of the tourism industry in SLO CAL®.

Take advantage of Visit SLO CAL's investment in marketing, sales, media and film promotion by getting involved today. Below you'll find a calendar full of ways to get involved with Visit SLO CAL throughout the year. Attend trade shows to grow your business. Learn industry best practices and the latest trends at educational events. Share your business with top national and international media by hosting press or sharing your stories. Visit SLO CAL is all about you—so get involved today!

SALES

EARNED

PAID

OWNED

EVENTS

| | JULY 2019 | AUGUST 2019 | SEPTEMBER | OCTOBER 2019 | NOVEMBER 2019 | DECEMBER 2019 | JANUARY 2020 | FEBRUARY 2020 | MARCH 2020 | APRIL 2020 | MAY 2020 | JUNE 2020 |
|--|---|---|---|---|--|---|--|---|---|---|---|--|
| CO-OP | | | \$ Tour & Travel Mission | \$ RVIA California RV Show | | \$ CalSAE Seasonal Spectacular Meeting & Conference Sales Mission | \$ Tour & Travel Winter Sales Mission | \$ MPI Northern CA Expo Meeting & Conference Sales Mission | | | | \$ IPW |
| TRADE SHOWS & MISSION PARTICIPATION | | | | VRMA National | WTM | NTA | | | Go West Summit UK Sales Mission | VCA China Asia Sales Mission | | |
| MEDIA PITCHES | SHORT LEAD: Summer Getaway LONG LEAD: Fall Harvest | SHORT LEAD: National Yoga Month (September) LONG LEAD: What's New Fall/Winter 2019 | SHORT LEAD: Female-Focused Travel LONG LEAD: Culinary Adventures | SHORT LEAD: SLO CAL Haunts LONG LEAD: Where To Go in 2020 | SHORT LEAD: Holidays in SLO CAL LONG LEAD: Winter Warm Up | SHORT LEAD: SLO CAL Crafted LONG LEAD: Highway 1 Roadtrip | SHORT LEAD: SLO(CAL) in Love LONG LEAD: Family-Focused Spring Break | SHORT LEAD: Last-Minute Spring Break Giveaways LONG LEAD: Responsible Wildflower Tourism | SHORT LEAD: What's New Spring/Summer 2020 LONG LEAD: Celebrate Great Outdoors Month (June) | SHORT LEAD: Biking Winery Tours LONG LEAD: Central Coast Weddings & Honeymoons | SHORT LEAD: SLO CAL Cocktail Month (June) LONG LEAD: Last-Minute Summer Getaways | SHORT LEAD: 4th of July LONG LEAD: Skip-Gen Gradcation Travel |
| FAM TOURS | | | | | Media FAM | | Winter Media FAM | | | Spring Media FAM | | |
| MEDIA EVENTS | | Visit SLO CAL New York Media Deskside Tour | | Visit CA San Francisco Media Reception Visit CA Canada Media Mission | | | IMM New York Media Event | | UK Media Mission | | | |
| ADVERTISING & MEDIA | Google DMO Partnership SLO CAL Official Visitors Magazine SLOCAL.com Paid Listings & Advertising | | | | | | SLOCAL.com Paid Listings & Advertising | | | | | |
| CONTENT THEMES | Summer Adventures & Events | Outdoor Adventures | SLO CAL Wine Month | Fall/Harvest Activities | Holiday | Holiday | Restaurant Month | Spring Break Getaways & Deals | Wildflower Peeping | Bike Tourism | SLO CAL Crafted Cocktails & Spirits | Family Summer Vacation Ideas & Deals |
| SLO CAL CRAFTED | Brewers & Breweries | Outdoor Gear & Accessories | Wine & Winemakers | Harvest Around SLO CAL | Artist Features | SLO CAL Crafted Gift Guide | Chef & Restaurant Features | Chocolatiers & Sweets | Farms & Agritourism | Tours | Spirits, Mixers and the People Who Make Them | Beach & Summer Accessories |
| SLO CAL STORYTELLERS | | | Excursion Trip | | | Excursion Trip | | | Excursion Trip | | | Excursion Trip |
| TOURISM INDUSTRY | DI Annual Conference | ESTO | Industry Mixers (4) CalTravel Summit | Industry Educational Symposium | | | | VCA Outlook Dorum | | Destination Capital Hill | Visit SLO CAL Destination Summit CA Tourism Month | CaTravel Rally Day |
| CONSUMER MARKETING | | | | | SAVOR - LA or SF | | | | SAVOR - Fly Market | | AMGEN Tour of California | |



DRAFT

SLOCAL.COM

San Luis Obispo County
Visitors & Conference Bureau
2019/2020 Budget

| Income | Total 19/20 Budget | Total 18/19 Projected | Variance \$ | Percent Change YOY |
|---------------------------------------|-------------------------------|----------------------------------|--------------------|-----------------------------------|
| Web & Ticket Revenue | \$ 21,875 | \$ 10,075.52 | \$ 11,799 | 117% |
| Co-op Revenue | \$ 90,500 | \$ 91,281.36 | \$ (781) | -1% |
| Interest Income | \$ 21,913 | \$ 18,369.83 | \$ 3,543 | 19% |
| TMD Income | | | | |
| Collected from Prior Year Assessments | \$ 20,000 | \$ 181,694.07 | \$ (161,694) | -89% |
| SLO County Unincorporated | \$ 1,258,115 | \$ 1,110,504.52 | \$ 147,611 | 13% |
| SLO City | \$ 792,995 | \$ 783,852.04 | \$ 9,142 | 1% |
| Pismo Beach | \$ 1,043,736 | \$ 1,023,191.32 | \$ 20,544 | 2% |
| Morro Bay | \$ 356,121 | \$ 342,760.25 | \$ 13,361 | 4% |
| Paso Robles | \$ 608,791 | \$ 547,004.15 | \$ 61,787 | 11% |
| Arroyo Grande | \$ 99,959 | \$ 95,061.74 | \$ 4,897 | 5% |
| Atascadero ** | \$ 139,289 | \$ 136,628.39 | \$ 2,661 | 2% |
| Grover Beach | \$ 40,441 | \$ 36,544.43 | \$ 3,896 | 11% |
| Adjustment for Actual TMD Collected | \$ - | \$ 145,350.47 | \$ (145,350) | -100% |
| Total TMD Income | \$ 4,359,447 | \$ 4,402,591 | \$ (43,145) | -1% |
| Total Income | \$ 4,493,735 | \$ 4,522,318 | \$ (28,583) | -1% |
| ** District pays quarterly | | | | |
| Expenses | | | | |
| Contingency Reserve | \$ 218,482 | \$ 220,633.35 | \$ (2,151) | -1% |
| G&A | \$ 300,048 | \$ 273,446.28 | \$ 26,602 | 10% |
| Industry Research and Resources | \$ 372,736 | \$ 678,508.76 | \$ (305,773) | -45% |
| Travel Trade | \$ 365,347 | \$ 409,974.28 | \$ (44,627) | -11% |
| Communications | \$ 335,232 | \$ 356,717.69 | \$ (21,485) | -6% |
| Advertising | \$ 1,973,367 | \$ 2,094,465.34 | \$ (121,098) | -6% |
| Promotions | \$ 32,091 | \$ 41,252.68 | \$ (9,161) | -22% |
| Events | \$ 168,833 | \$ 134,811.84 | \$ 34,021 | 25% |
| Digital Marketing | \$ 321,810 | \$ 329,602.11 | \$ (7,792) | -2% |
| Film Commission | \$ 43,325 | \$ 30,580.63 | \$ 12,744 | 42% |
| Engagement & Advocacy | \$ 356,261 | \$ - | \$ 356,261 | 100% |
| Total Expenses | \$ 4,487,534 | \$ 4,569,993 | \$ (82,459) | -2% |
| Surplus(Deficit) | \$ 6,201 | \$ (47,675) | \$ 53,876 | -113% |

Notes:

- "Collected from Prior Year Assessments" revenue of \$181,694 represents a one-time adjustment from prior year assessment amounts not known/ received until the current year. "Adjustment for Actual TMD Collected" represents differences between forecasted TMD receipts and actual amounts received. Due to recent improvements in the budgeting process, both of these line items should be immaterial going forward.

- Actual projected TMD increase for FY 19/20 over prior year is 3.86%.



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

May 2019

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, Chuck Davison, have mutually agreed to the criteria listed below for the year four (4) (May 1, 2018 – April 30, 2019) 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 Office Coordinator (January 2019)
- c. Hired Digital Marketing Coordinator (February 2019)
- d. Hired Director of Community Engagement and Advocacy (March 2019)
- e. Managed the departure of one team member at the direction of HR consultant (March 2019)
- f. Hired Marketing Coordinator (March 2019)
- g. Contracted with Coraggio Group to assist with Organizational Effectiveness Study focused on organizational assessment and recommendations for roles, responsibilities and efficiency
- h. Contracted with Coraggio Group for leadership coaching for Brendan Pringle (March 2019)

2. Financial & Operations (25%)

- a. Managed *Strategic Direction 2020*
- b. Managed Operational Plan deliverables as part of *Strategic Direction 2020*
- c. Managed Visit SLO CAL's reserve funds in FDIC-insured CD accounts through Morgan Stanley to comply with audit recommendations, earning more than \$10,000 in interest
- d. Functioned as managing administrator of Visit SLO CAL's 401k fund
- e. Successfully delivered Visit SLO CAL's annual Tourism Exchange with record attendance (May 2018)
- f. Successfully completed and received board approval for FY 18/19 annual budget (May 2018)
- g. Successfully attained DMAP accreditation through Destinations International (July 2018)
- h. Successfully delivered Visit SLO CAL's FY 17/18 program of work on budget (July 2018)
- i. Successfully managed the expansion of the Visit SLO CAL office, including the annexation and remodel of new offices and the addition of new cubicle spaces (August 2018)
- j. Successfully completed third consecutive full organizational financial audit, the current year with zero deficiencies and no material weaknesses (September 2018)



- k. Completed and delivered FY 17/18 annual report under county MDP contract requirements (September 2018)
- l. Successfully delivered Visit SLO CAL's Educational Symposium with record attendance (October 2018)
- m. Completed June 2018 and December 2018 Advisory Committee meetings under TMD guidelines
- n. Established and completed first set of lodging owner investor roundtable meetings with Congressman Carbajal and Assemblyman Cunningham, creating a direct connection with owners and federal/state elected officials (October 2018)
- o. Completed annual presentation to San Luis Obispo County Board of Supervisors, again receiving positive feedback on our efforts from all five Board of Supervisor members (November 2018)
- p. Held investor and community government meetings to gain feedback and secure support for the renewal of the Tourism Marketing District
- q. Built the case for expanding the Tourism Marketing District terms 10 years/2%
- r. Received board approval for the renewal of the Tourism Marketing District (November 2018)
- s. Successfully completed and received board approval for FY 18/19 annual budget reforecast (January 2019)
- t. Successfully contracted and currently managing Civitas Advisors to provide legal direction regarding the Tourism Marketing District renewal
- u. Successfully negotiated middle ground with government officials for expanding the Tourism Marketing District term to 10 years/1.5% (January 2019)
- v. Successfully completed the Return-On-Investment (ROI) Study to secure Tourism Marketing District renewal terms (April 2019)
- w. Successfully managed relationship with county and city managers and elected officials throughout the year, while advocating for the needs of the tourism industry
- x. Successfully completed insurance negotiations, at no payout cost to Visit SLO CAL, for an image usage lawsuit that resulted from a photo used in a Visit San Luis Obispo County blog prior to organization's CEO being hired

3. Marketing & Promotions (25%)

- a. Successfully completed FY 17/18 regional advertising campaign (May 2018)
- b. Successfully completed and received board approval for FY 18/19 strategic marketing plan (May 2018)
- c. Successfully contracted and onboarded new media buying agency, Miles Partnership (June 2018)
- d. Contracted, developed and completed wave 3 of 3 SLO CAL Brand Lift Research Study (July 2018)



- e. Grew awareness of SLO CAL as a destination as panelist for annual California Travel Association Summit (June 2018)
- f. Grew awareness of SLO CAL as a destination as panelist for Destination International's Annual Convention (July 2018)
- g. Grew awareness of SLO CAL as a destination as panelist for US Travel Association's ESTO Conference (August 2018)
- h. Completed new SLO County asset development video and photo shoots (November 2018)
- i. Launched new \$1,200,000 regional advertising campaign (November 2018 & January 2019)
- j. Secured U.S. Federal Service Mark Registration for SLO CAL mark and words (January 2019)
- k. Took a leadership role in securing and successfully launching new American Airlines, Dallas/Fort Worth service, the largest non-California major metropolitan market in SLO CAL history (December 2018/April 2019)
- l. Achieved third daily United Airlines flight from Denver, beginning October 2019, based on demand from current marketing efforts and flight usage (March 2019)
- m. Secured cost savings, received board approval and launched new \$400,000 Dallas/Fort Worth advertising campaign in combination with flight launch (February 2019)
- n. Completed filing of U.S. Federal Service Mark Registration for Visit SLO CAL's newest mark and words, SLO CAL Crafted (April 2019)
- o. Oversaw Black Diamond's international contract representation (UK/Ireland)
- p. Delivered international trade and media programs and missions in UK/Ireland/Scotland, Germany, China, Japan and Korea
- q. Secured and contracted the return of the AMGEN Tour of California to multiple destinations in SLO CAL with a 2019 start in Pismo Beach and a finish in Morro Bay

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 Visit SLO CAL Organizational Capacity (20%)

- a. Facilitated objectives in Operational Plan to deliver imperatives
- b. Hired Office Coordinator (January 2019)
- c. Hired Digital Coordinator (February 2019)
- d. Hired Director of Community Engagement and Advocacy (March 2019)
- e. Managed the departure of one team member at the direction of HR consultant (March 2019)
- f. Hired Marketing Coordinator (March 2019)
- g. Contracted Coraggio Consulting to assist with Organizational Effectiveness Study focused on Organizational Assessment and recommendations for roles, responsibilities and efficiency
- h. Contracted with Coraggio Group for leadership coaching for Brendan Pringle (March 2019)

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

- a. Successfully delivered Visit SLO CAL's annual Tourism Exchange with record attendance (May 2018)
- b. Successfully completed FY 17/18 regional advertising campaign (May 2018)
- c. Successfully completed and received board approval for FY 18/19 strategic marketing plan (May 2018)
- d. Contracted, developed and completed wave 3 of 3 SLO CAL Brand Lift Research Study (July 2018)
- e. Grew awareness of SLO CAL as a destination as panelist for annual California Travel Association Summit (June 2018)
- f. Grew awareness of SLO CAL as a destination as panelist for Destination International's Annual Convention (July 2018)
- g. Grew awareness of SLO CAL as a destination as panelist for US Travel Association's ESTO Conference (August 2018)
- h. Promoted longtime team member, Jordan Carson, to Marketing and Brand Manager to facilitate marketing program (October 2018)
- i. Completed new SLO County asset development video and photo shoots (November 2018)
- j. Launched new \$1,200,000 regional advertising campaign (November 2018 & January 2019)
- k. Secured U.S. Federal Service Mark Registration for SLO CAL mark and words (January 2019)
- l. Took a leadership role in securing and successfully launching new American Airlines, Dallas/Fort Worth service, the largest non-California major metropolitan market in SLO CAL history (December 2018/April 2019)
- m. Achieved third daily United Airlines flight from Denver, beginning October 2019, based on demand from current marketing efforts and flight usage (March 2019)



- n. Secured cost savings, received board approval and launched new \$400,000 Dallas/Fort Worth advertising campaign in combination with flight launch (February 2019)
- o. Completed filing of U.S. Federal Service Mark Registration for Visit SLO CAL's newest mark and words, SLO CAL Crafted (April 2019)
- p. Oversaw Black Diamond's international contract representation (UK/Ireland)
- q. Delivered international trade and media programs and missions in UK/Ireland/Scotland, Germany, China, Japan and South Korea
- r. Extended billboard space contract, based on current flight support marketing spend, in SLO County Regional Airport to drive brand awareness and welcome visitors and residents
- s. Facilitated SAVOR – A San Luis Obispo County Experience in partnership with San Diego Wine and Food Experience and via partnership with Visit Seattle at Taste Washington, the largest Food and Wine event on the West Coast, as the only non-Washington brand
- t. Achieved an average return-on-investment of \$44.40 for every \$1 spent by Visit SLO CAL on destination marketing (based on Tourism Economics' Competitive Analysis Study)

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 Summits (May 2018 & February 2019)
- b. Successfully delivered Visit SLO CAL's annual Tourism Exchange with record attendance (May 2018)
- c. Delivered Dream Drive in partnership with Visit California for the reopening of Highway 1 with 80+ international media and 60+ participating in multi-day SLO CAL familiarization trips (August 2018)
- d. Delivered international trade and media programs and missions in UK/Ireland/Scotland, Germany and China, Japan and Korea with Visit California
- e. Oversaw Black Diamond's international contract representation (UK/Ireland)
- f. Served on Visit California Brand & Content Committee
- g. Served on Board and Executive Committee of Cal Travel Association
- h. Served on Board of Central Coast Economic Forecast
- i. Served on SLOCOG's Regional Transportation Planning Stakeholder Group
- j. Served as Chair of EVC's Uniquely SLO County Cluster and as a member of the EVC Board of Directors
- k. Served on President Armstrong's Local Economic Development Committee at Cal Poly
- l. Elected to Hourglass Project Board of Directors
- m. Served on Cal Poly's Experience Industry Management Advisory Committee
- n. Guest lectured for Cal Poly's Experience Industry Management Department generating student interest in DMMOs and lodging industry, resulting in intern leads for SLO CAL businesses
- o. Continued partnership with SLO Chamber to develop collaborative initiatives and reduce duplication



- p. Continued partnership with Cal Poly Alumni, Rodeo and Business Attraction, and economic development initiatives
- q. Continued partnership with California Mid-State Fair
- r. Continued partnership with San Luis Obispo County Regional Airport working to establish new flight markets and grow current destinations resulting in the extension of Visit SLO CAL billboard space contract, based on current flight support marketing spend, in SLO County Regional Airport to drive brand awareness and welcome visitors and residents
- s. Facilitated SAVOR – A San Luis Obispo County Experience in partnership with San Diego Wine and Food Experience and via partnership with Visit Seattle at Taste Washington, the largest Food and Wine event on the West Coast, as the only non-Washington brand
- t. Secured and contracted the return of the AMGEN Tour of California to multiple destinations in SLO CAL with a 2019 start in Pismo Beach and a finish in Morro Bay

8. Advocate for the Development of Critical Tourism Infrastructure (20%)

- a. Took a leadership role in securing and successfully launching new American Airlines, Dallas/Fort Worth service, the largest non-California major metropolitan market in SLO CAL history (December 2018/April 2019)
- b. Achieved third daily United Airlines flight from Denver, beginning October 2019, based on demand from current marketing efforts and flight usage (March 2019)
- c. Worked with three communities on the advancement of a countywide conference facility based on Visit SLO CAL's Conference Center Feasibility Study
- d. Served on SLOCOG's Regional Transportation Planning Stakeholder Group
- e. Advanced the Destination Management Strategy
 - i. Oversaw management of Resonance Consultancy contract and scope of work
 - ii. Facilitated steering committee meetings throughout the project, achieving their buy-in and support for the Strategy's draft recommendations (March 2019)
 - iii. Kept executive committee and board informed on the advancement of the initiative, achieving their buy-in and support for the Strategy's draft recommendations (March 2019)
 - iv. Successfully managed challenges with government leaders regarding the DMS plan and Visit SLO CAL's approach, ownership of and involvement in key research-based issues impacting the tourism industry
 - v. Hired Director of Community Engagement and Advocacy to directly manage Strategy and recommendations (March 2019)

9. Demonstrate Value to Visit SLO CAL Stakeholders, Partners and Communities (20%)

- a. Led initiative and continued successful management of ongoing crisis communications initiative during 2018 HWY 1 closure, including multiple meetings with elected officials, investors, stakeholders and Caltrans



- b. Delivered Dream Drive in partnership with Visit California for the reopening of Highway 1 with 80+ international media and 60+ participating in multi-day SLO CAL familiarization trips (August 2018)
- c. Successfully delivered Visit SLO CAL's annual Tourism Exchange with record attendance (May 2018)
- d. Completed June 2018 and December 2018 Advisory Committee meetings under TMD guidelines
- e. Contracted, developed and completed wave 3 of 3 SLO CAL Brand Lift Research Study (July 2018)
- f. Successfully attained DMAP accreditation through Destinations International (July 2018)
- g. Established and completed first set of lodging owner investor roundtable meetings with Congressman Carbajal and Assemblyman Cunningham, creating a direct connection with owners and federal/state elected officials (October 2018)
- h. Successfully delivered Visit SLO CAL's Educational Symposium with record attendance (October 2018)
- i. Completed annual presentation to San Luis Obispo County Board of Supervisors (November 2018) while receiving positive feedback on our efforts from all five Board of Supervisor members
- j. Provided a voice for investors and stakeholders through the following:
 - i. Served on Visit California Brand & Content Committee
 - ii. Served on the Board and Executive Committee of CalTravel Association
 - iii. Served on the Board of Central Coast Economic Forecast
 - iv. Served on SLOCOG's Regional Transportation Planning Stakeholder Group
 - v. Served as Chair of EVC's Uniquely SLO County Cluster and as a member of the EVC Board of Directors
 - vi. Served on President Armstrong's Local Economic Development Committee at Cal Poly
 - vii. Elected to Hourglass Project Board of Directors
 - viii. Served on Cal Poly's Experience Industry Management Advisory Committee
- k. Guest lectured for Cal Poly's Experience Industry Management Department, generating student interest in DMMOs and lodging industry, resulting in intern leads for SLO CAL businesses
- l. Built the case for expanding the Tourism Marketing District terms 10 years/2%
- m. Received board approval for the renewal of the Tourism Marketing District (November 2018)
- n. Successfully contracted and currently managing Civitas Advisors to provide legal direction regarding the Tourism Marketing District renewal
- o. Successfully negotiated middle ground with government officials for expanding the Tourism Marketing District terms 10 years/1.5% (January 2019)



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 Visit SLO CAL 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

Advocate for the Development of Critical Tourism Infrastructure (20%)

1 2 3 4 5 6 7 8 9 10

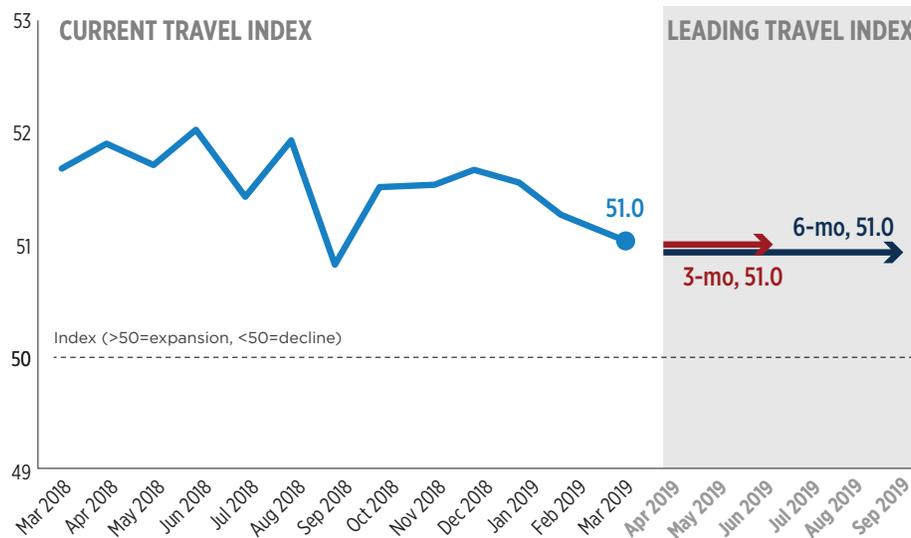
Demonstrate Value to Visit SLO CAL Stakeholders, Partners and Communities (20%)

1 2 3 4 5 6 7 8 9 10

MARCH 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).

Analysis provided by
 OXFORD ECONOMICS



SOURCE: Oxford Economics, U.S. Travel Association

CTI reading of **51.0** in **March 2019** indicates that travel to or within the U.S. grew **2.0%** in **March 2019** compared to March 2018.

LTI predicts travel growth will remain at its current rate through September 2019, a result of moderate growth across all travel segments.

Overall travel volume (person trips to or within the United States involving a hotel stay or air travel) grew at a slower year-over-year (y/y) rate in March 2019 than in February 2019. International inbound travel contracted largely due to the timing of Easter in 2019 (April 21) and 2018 (April 1, which supported international inbound travel in March). At the same time, domestic business travel softened while domestic leisure travel picked up slightly.

HIGHLIGHTS:

* For CTI and LTI definitions, please see below.

- The Current Travel Index (CTI) has registered at or above the 50 mark for 111 straight months, as the industry sustains its 10th consecutive year of expansion.
- The CTI was positive in March, registering 51.0 (indicating 2.0% y/y growth). This is one percentage point slower than the 6-month moving average.
- International inbound fell 5.4% in March; however, the Leading Travel Index (LTI) continues to project international inbound travel growth will be positive, though relatively slow, over the next six months, settling around 1.4%.
- Domestic leisure travel ticked up in March (3.2%), edging closer to its six-month trend and outpacing the business segment (up 2.0%), which had the slowest y/y growth since last September.
- The 6-month LTI reading of 51.0 indicates that total U.S. travel volume is expected to grow at a rate of around 2.0% through September 2019. Over the same period, domestic travel will top 2.0% growth while international inbound travel will rebound, but y/y growth is expected to remain relatively slow at 1.4%.

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.

MARCH TRAVEL TRENDS INDEX (CONT.)

| | CTI | 3-MONTH LTI* | 6-MONTH LTI** |
|---------------------|---|---|---|
| FEBRUARY INDEX | 51.3 | 51.0 | 50.9 |
| MARCH INDEX | 51.0 | 51.0 | 51.0 |
| DIRECTION AND SPEED | Travel demand increased; at a slower rate than the previous month | Travel is expected to grow over the coming 3 months; at the same rate | Travel is expected to grow over the coming 6 months; at the same rate |

* Average outlook reading for Apr 2019 to Jun 2019
 ** Average outlook reading for Apr 2019 to Sep 2019



Following steady growth in the first quarter of the year, the expected slowing of domestic travel is consistent with moderating economic growth in the near term. Meanwhile, the outlook for international inbound travel remains lackluster, suggesting a further loss of global market share is in the cards for 2019.

DAVID HUETHER
 Senior Vice President, Research

DETAILED RESULTS:

Domestic travel demand increased by 2.8% y/y in March, supported by firm leisure segment growth and tepid business segment growth. Leisure travel has retaken precedence in the domestic market while growth in business travel broke below its recent strength.

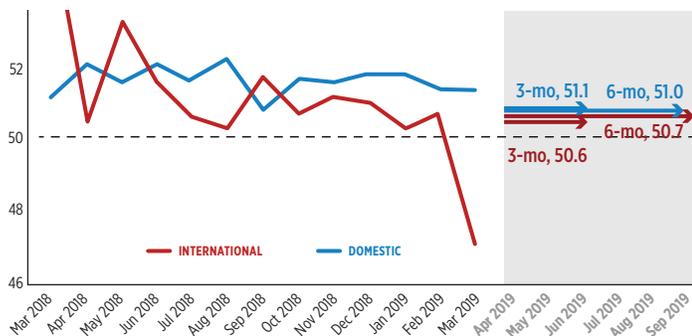
International inbound travel contracted 5.4% y/y in March, indicating the weakest growth since 2015. The magnitude of the decline is likely due to the calendar shift of Easter, which boosted March traffic in 2018. Global trade activity and growth remained weak in the first quarter, but conditions are expected to improve beginning in the second half of 2019, supporting the expectation that international inbound growth will be modestly positive over the next six months.

| | 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 | 51.5 | 51.5 | 51.3 | 51.0 | 51.0 | 51.0 | Increasing | Slower |
| INTERNATIONAL | 50.0 | 50.2 | 49.9 | 47.3 | 50.6 | 50.7 | Increasing | Faster |
| DOMESTIC | 51.6 | 51.6 | 51.5 | 51.4 | 51.1 | 51.0 | Increasing | Slower |
| BUSINESS | 51.4 | 51.4 | 51.6 | 51.0 | 50.9 | 50.8 | Increasing | Slower |
| LEISURE | 51.7 | 51.7 | 51.4 | 51.6 | 51.1 | 51.1 | Increasing | Slower |

* Average outlook reading for Apr 2019 to Jun 2019
 ** Average outlook reading for Apr 2019 to Sep 2019

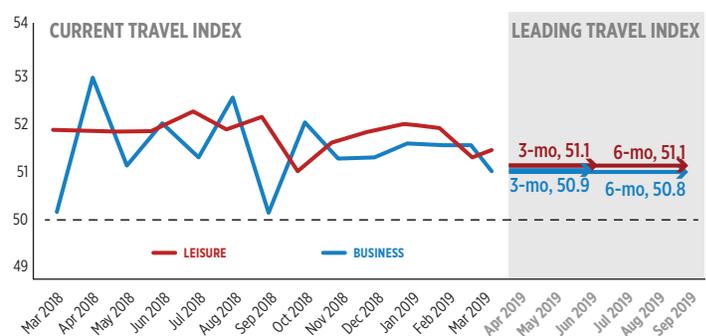
MARCH DOMESTIC AND INTERNATIONAL TRAVEL INDEX

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



MARCH DOMESTIC BUSINESS AND LEISURE TRAVEL INDEX

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



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.