



## AGENDA

### Visit SLO CAL Executive Committee

#### Visit SLO CAL Executive Committee Agenda

Friday, June 21, 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)

<b>ANNOUNCEMENTS</b>	<b>C. Davison</b>
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<b>CONSENT AGENDA – motion required</b>	<b>C. Davison</b>
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3. Approval of May 13, 2019 Executive Committee Meeting Minutes (yellow)
4. Approval of May Visit SLO CAL Financials
5. Approval of Visit SLO CAL's Travel & Expense Policy  
*Staff will request Committee approval of the May 13, 2019 Executive Committee Meeting Minutes, the May Visit SLO CAL Financials and Visit SLO CAL's updated Travel & Expense Policy.*

<b>CEO REPORT</b>	<b>C. Davison</b>
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6. CEO Report (25 min)  
*Staff will provide an update on current projects, reporting and areas of focus for the months ahead.*

<b>BUSINESS ITEMS</b>	<b>C. Davison</b>
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7. Community Engagement Plan (15 min)  
*Staff will request Committee feedback on Visit SLO CAL's draft Community Engagement Plan framework.*
8. Destination Management Strategy (DMS) Recommendations (35 min) – motion required  
*The Committee will review the draft recommendations approved by the Destination Management Strategy steering committee, and make a recommendation for Board approval. Staff will also provide an update on next steps.*
9. TMD Renewal Update (25 min)  
*Staff will provide an update on the TMD renewal process, including the MDP and petition approval by the County, request support from the Committee on the petition outreach process, and outline key next steps.*
10. Marketing Update (15 min)  
*Staff will review updates to Visit SLO CAL's final media plan and marketing plan, and provide an update on key marketing initiatives.*

#### 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

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## Visit SLO CAL Executive Committee

### Visit SLO CAL Executive Committee Meeting Minutes

Monday, May 13, 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, Aaron Graves, Jay Jamison, Clint Pearce

**ABSENT:** John Arnold

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

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Call to Order at 11:33 am.

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

None.

#### ANNOUNCEMENTS

Davison offered the Committee complimentary VIP passes to the AMGEN Tour of California, a benefit of Visit SLO CAL's sponsorship of the event, and told the Committee to reach out to Brendan Pringle, Operations Manager, if they are interested.

#### CONSENT AGENDA

3. Approval of April 4, 2019 Executive Committee Meeting Minutes
4. Approval of March & April Financials
5. Approval of Brittany Hensley's Marketing Committee Application

Public Comment – None.

Committee Discussion.

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

**Motion carried: 4:0**

#### CEO REPORT

#### 6. CEO Report

Davison reviewed U.S. Travel's Travel Trends Index for March 2019 vs March 2018. Visit SLO CAL hired Madison Quiring for the Communications Manager role; she started on April 29, 2019. Visit SLO CAL is also still conducting interviews for the Communications Coordinator & Film Commission Liaison role. On April 8-11, Davison completed the final courses required for his Certified Destination Management Executive (CDME) certification through Destinations International (DI). If approved, the official certification will take place in July during DI's Annual Convention, and he will be the only CDME in the county and one of only about 20 in the state. Davison reported out on DI's CEO Summit (April 15-18, 2019), as well as his meetings during the Voltaire Air Service Conference (April 24-26, 2019). On April 22, 2019, Visit SLO CAL hosted an Industry Advisory Group Meeting with Rep. Salud Carbajal, which was attended by 11 lodging owners. Davison reported out on local meetings and his upcoming travel schedule.

Public Comment – None.

Committee Discussion.

## **BUSINESS ITEMS**

### **7. Board Member Selection Process**

Nikki Schmidt, County of San Luis Obispo, notified Visit SLO CAL that the County would officially open the application process for the appointed County Unincorporated Area Lodging seat after it is vacant, on July 1, but that applicants are welcome to apply for that seat in the meantime. Visit SLO CAL notified Sarah Maggelet, who currently holds this seat, as well as others who have previously expressed interest. Maggelet informed Visit SLO CAL that she will resign from the Board when her term is up, due to other commitments. Toni Legras, Beachside Rentals, submitted her application for the seat on May 1, 2019.

The elected seats up for renewal include two At-Large Seats, the RV Park Seat and the Vacation Rental Seat. These are determined by Board of Directors vote. Davison noted the application process. He said that Clint Pearce and Mark Eads reapplied for their At-Large Seats, and that Greg Pacheco, Cambria Inns Collection, applied for one of the At-Large Seats as well. Jay Jamison reapplied for the RV Park Seat and Kathy Bonelli reapplied for the Vacation Rental Seat.

Public Comment – None.

Committee Discussion.

**ACTION:** Moved by Jamison/Graves to recommend the election of Clint Pearce to one of the At-Large Seats on the Board of Directors.

**Motion carried: 3:0:1**  
**Pearce abstained.**

**ACTION:** Moved by Pearce/Jamison to recommend the election of Mark Eads to one of the At-Large Seats on the Board of Directors.

**Motion carried: 3:0:1**  
**Eads abstained.**

**ACTION:** Moved by Eads/Graves to recommend the election of Jay Jamison to the RV Park Seat on the Board of Directors.

**Motion carried: 3:0:1**  
**Jamison abstained.**

**ACTION:** Moved by Graves/Pearce to recommend the election of Kathleen Bonelli to the Vacation Rental Seat on the Board of Directors.



## **8. FY2019/20 Business & Marketing Plan**

The draft FY2019/20 Business & Marketing Plan will be presented to the Marketing Committee on May 14, 2019 for their review and recommendation to the Board of Directors. Davison noted that some minor adjustments will be made to the plan in the coming days, but that the overall strategy will remain the same. Davison reviewed the objectives, strategies, and new features of the plan, as well as the media allocation across market tiers and channel types.

Public Comment – None.

Committee Discussion.

**ACTION:** Moved by Graves/Eads to recommend approval of the FY2019/20 Business & Marketing Plan to the Board of Directors as presented.

**Motion carried: 4:0**

## **9. FY2019/20 Budget**

Davison presented the FY2019/20 annual budget and walked the Committee through revenue projections and expenses by department. Davison noted that, in the coming months, staff will likely make a recommendation to access reserve funds to boost the Fall 2019 advertising campaign, in light of the STR forecast, and to fund Destination Management Strategy recommendations.

Public Comment – None.

Committee Discussion.

**ACTION:** Moved by Graves/Jamison to recommend approval of the FY2019/20 Budget to the Board of Directors as presented.

**Motion carried: 4:0**

## **11. TMD Renewal Update**

Davison noted that the draft timeline, draft Management District Plan and draft petition are all currently being reviewed by the County's legal team. Delays in the approval process, contingent on the completion of the ROI Study, have shifted the timeline of the petition drive launch. Visit SLO CAL is awaiting feedback from the county and city managers on the results of the ROI study, and Visit SLO CAL is working to set up a meeting with the County to discuss their feedback so that we can move forward with the petition process. Davison pointed out that STR is forecasting a 3.5 percent decrease in occupancy and a 1.7 percent decrease in RevPAR in 2020. He also reviewed Tourism Economic's competitive analysis for Visit SLO CAL (from the ROI study), and the next steps in the renewal process.

Public Comment – None.

Committee Discussion.

## **12. Destination Management Strategy Update**

Davison provided a progress update on the Destination Management Strategy (DMS). He noted that the draft recommendations received positive feedback in all six Community Leader Briefings, and that these recommendations were also presented at the Destination Summit. Draft final recommendations will be submitted by Resonance Consultancy in May, the Steering Committee will review in June, and the final document will go to the Board for approval in July. Once

approved, Visit SLO CAL will work with Resonance to develop a Workbook that outlines the action steps for the recommendations, and at the September meeting, Visit SLO CAL will ask the Board to prioritize the work outlined in the DMS Workbook.

Public Comment – None.

Committee Discussion.

### **13. Destination Summit Recap**

Davison noted that, in total, 186 paid individuals attended the Destination Summit luncheon, and he provided a breakdown of the representation. He also noted Visit SLO CAL released a survey to attendees the morning after the event (May 10, 2019), and thus far, it has received 40 respondents. Davison requested feedback from the Committee on the event.

Public Comment – None.

Committee Discussion.

### **14. CEO Annual Review**

Davison reviewed the criteria set for the CEO's Year Four (May 1, 2018 – April 30, 2018) bonus compensation: 10 percent bonus is tied to Visit SLO CAL's operation and 10 percent bonus is tied to the delivery of Strategic Direction 2020 imperatives. He added that detailed documentation of results were provided in the Agenda Packet.

Public Comment – None.

Committee Discussion.

**ACTION:** Moved by Eads/Graves to recommend approval of the CEO Annual Bonus at the full 20 percent to the Board of Directors.

**Motion carried: 4:0**

### **ADJOURNMENT**

**ACTION:** Moved by Pearce/Graves to adjourn at 1:14 pm.

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

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%	4.58%
Other Revenue	\$ 1,709	\$ 850	\$ 859	201.00%	0.47%	\$ 10,084	\$ 8,981	\$ 1,103	112.28%	0.25%
Co-op Revenue	\$ 13,311	\$ 18,340	\$ (14,340)	72.58%	3.69%	\$ 34,362	\$ 96,411	\$ (64,860)	35.64%	0.87%
TMD Income:										
SLO County Unincorporated	\$ 98,131	\$ 98,131	\$ -	100.00%	27.21%	\$ 973,021	\$ 973,021	\$ 0	100.00%	24.51%
SLO City	\$ 59,105	\$ 59,105	\$ -	100.00%	16.39%	\$ 691,181	\$ 691,181	\$ (0)	100.00%	17.41%
Pismo Beach	\$ 83,856	\$ 83,856	\$ -	100.00%	23.25%	\$ 907,302	\$ 907,302	\$ 0	100.00%	22.86%
Morro Bay	\$ 32,910	\$ 32,910	\$ -	100.00%	9.12%	\$ 305,741	\$ 305,741	\$ 0	100.00%	7.70%
Paso Robles	\$ 55,753	\$ 55,753	\$ -	100.00%	15.46%	\$ 485,293	\$ 485,293	\$ (0)	100.00%	12.23%
Arroyo Grande	\$ 7,400	\$ 7,400	\$ -	100.00%	2.05%	\$ 83,539	\$ 83,539	\$ 0	100.00%	2.10%
Atascadero (quarterly)	\$ -	\$ -	\$ -	100.00%	0.00%	\$ 97,885	\$ 97,885	\$ -	100.00%	2.47%
Grover Beach	\$ 3,267	\$ 3,267	\$ -	100.00%	0.91%	\$ 31,751	\$ 31,751	\$ 0	100.00%	0.80%
Adjustment for Actual TMD Collected	\$ 3,644	\$ -	\$ 3,644	100.00%	1.01%	\$ 148,994	\$ 181,060	\$ (32,066)	82.29%	3.75%
Interest Income	\$ 1,604	\$ 600	\$ 1,004	267.35%	0.44%	\$ 18,774	\$ 9,419	\$ 9,355	199.32%	0.47%
<b>Total Income</b>	<b>\$ 360,690</b>	<b>\$ 360,213</b>	<b>\$ (8,833)</b>	<b>100.13%</b>	<b>100.00%</b>	<b>\$ 3,969,622</b>	<b>\$ 4,053,279</b>	<b>\$ (86,468)</b>	<b>97.94%</b>	<b>100.00%</b>
<b>Expenses</b>										
Contingency Reserve	\$ 17,289	\$ 17,064	\$ 225	101.32%	3.53%	\$ 195,824	\$ 197,372	\$ (1,548)	99.22%	4.91%
G&A	\$ 24,691	\$ 24,057	\$ 634	102.64%	5.04%	\$ 251,854	\$ 252,598	\$ (744)	99.71%	6.32%
Industry Research and Resources	\$ 96,623	\$ 104,459	\$ (7,837)	92.50%	19.74%	\$ 628,588	\$ 638,539	\$ (9,952)	98.44%	15.77%
Travel Trade	\$ 29,234	\$ 32,115	\$ (2,881)	91.03%	5.97%	\$ 279,067	\$ 293,413	\$ (14,346)	95.11%	7.00%
Communications	\$ 29,835	\$ 44,748	\$ (14,913)	66.67%	6.10%	\$ 284,444	\$ 334,822	\$ (50,378)	84.95%	7.14%
Advertising	\$ 195,075	\$ 227,396	\$ (32,321)	85.79%	39.86%	\$ 1,843,026	\$ 1,890,130	\$ (47,104)	97.51%	46.25%
Promotions	\$ 4,150	\$ 3,024	\$ 1,126	137.25%	0.85%	\$ 39,872	\$ 47,044	\$ (7,172)	84.75%	1.00%
Events	\$ 52,682	\$ 51,786	\$ 896	101.73%	10.76%	\$ 133,921	\$ 136,888	\$ (2,966)	97.83%	3.36%
Digital Marketing	\$ 39,869	\$ 38,062	\$ 1,807	104.75%	8.15%	\$ 302,792	\$ 302,064	\$ 728	100.24%	7.60%
Film Commission	\$ -	\$ 3,384	\$ (3,384)	0.00%	0.00%	\$ 25,351	\$ 39,239	\$ (13,888)	64.61%	0.64%
<b>Total Expenses</b>	<b>\$ 489,447</b>	<b>\$ 546,093</b>	<b>\$ (56,647)</b>	<b>89.63%</b>	<b>100.00%</b>	<b>\$ 3,984,740</b>	<b>\$ 4,132,110</b>	<b>\$ (147,370)</b>	<b>96.43%</b>	<b>100.00%</b>
<b>Surplus(Deficit)</b>	<b>\$ (128,757)</b>	<b>\$ (185,881)</b>	<b>\$ 47,813</b>	<b>69.27%</b>		<b>\$ (15,118)</b>	<b>\$ (78,832)</b>	<b>\$ 60,903</b>	<b>19.18%</b>	

**Cash Flow**

Surplus (Deficit)	\$ (128,757)	\$ (15,118)
Beginning Cash Balance	\$ 1,999,568	\$ 1,214,317
Change in Accounts Receivable	\$ (289)	\$ 57,694
Change in Accrued Expenses	\$ (159,783)	\$ 215,403
Change in Prepaid Expenses	\$ 12,322	\$ (56,683)
Change in Accounts Payable	\$ 66,103	\$ 195,015
Change in Reserve Contingency	\$ 17,289	\$ 195,824

**Ending Cash Balance**

\$ 1,806,452	\$ 1,806,452
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**Contingency Reserve - 5% of Cumulative Revenue**

\$ (761,778)	\$ (761,778)
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Liability on Balance Sheet

**Net Available Cash**

\$ 1,044,674	\$ 1,044,674
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**Comments to the Board:**

- \$129k deficit for May (\$48k smaller deficit than budgeted). \$15k deficit year-to-date (\$61k smaller deficit than budgeted). We are projecting a \$3k surplus by fiscal year-end if June comes in on budget.
- All TMD amounts accrued through March 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.

8:26 AM

06/12/19

Accrual Basis

# Visit SLO CAL

## Balance Sheet Prev Year Comparison

### As of May 31, 2019

	May 31, 19	May 31, 18	\$ Change	% Change
<b>ASSETS</b>				
Current Assets				
Checking/Savings				
1010 · Bank of the Sierra - TMD	808,899.41	391,566.29	417,333.12	106.6%
1020 · Bank of the Sierra - Membership	231,855.99	207,630.69	24,225.30	11.7%
1030 · Morgan Stanley - TMD	662,391.66	430,319.57	232,072.09	53.9%
1040 · Morgan Stanley - Membership	103,304.75	100,389.04	2,915.71	2.9%
Total Checking/Savings	1,806,451.81	1,129,905.59	676,546.22	59.9%
Accounts Receivable				
1200 · Accounts Receivable	689,090.84	664,839.68	24,251.16	3.7%
Total Accounts Receivable	689,090.84	664,839.68	24,251.16	3.7%
Other Current Assets				
1320 · Prepaid Rent	4,369.95	4,369.95	0.00	0.0%
1340 · Workman's Comp Deposit	367.00	387.00	-20.00	-5.2%
1350 · Prepaid Expenses	187,717.34	47,544.03	140,173.31	294.8%
1330 · Employee Advances	7.26	38.75	-31.49	-81.3%
Total Other Current Assets	192,461.55	52,339.73	140,121.82	267.7%
Total Current Assets	2,688,004.20	1,847,085.00	840,919.20	45.5%
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%
<b>TOTAL ASSETS</b>	<b>2,843,002.79</b>	<b>2,002,083.59</b>	<b>840,919.20</b>	<b>42.0%</b>
<b>LIABILITIES &amp; EQUITY</b>				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 · Accounts Payable	366,428.22	121,294.91	245,133.31	202.1%
Total Accounts Payable	366,428.22	121,294.91	245,133.31	202.1%
Credit Cards				
2060 · American Express Credit Card	1,276.81	24,519.76	-23,242.95	-94.8%
Total Credit Cards	1,276.81	24,519.76	-23,242.95	-94.8%
Other Current Liabilities				
2070 · Accrued Liabilities	197,379.99	1,166.66	196,213.33	16,818.4%
2010 · Deferred Revenue	49,321.58	0.00	49,321.58	100.0%
2100 · Payroll Liabilities				
2160 · Health Insurance Withheld	-599.74	172.14	-771.88	-448.4%
Total 2100 · Payroll Liabilities	-599.74	172.14	-771.88	-448.4%
Total Other Current Liabilities	246,101.83	1,338.80	244,763.03	18,282.3%
Total Current Liabilities	613,806.86	147,153.47	466,653.39	317.1%
Total Liabilities	613,806.86	147,153.47	466,653.39	317.1%
Equity				
3120 · Reserved Earnings	761,777.71	543,650.40	218,127.31	40.1%

8:26 AM

06/12/19

Accrual Basis

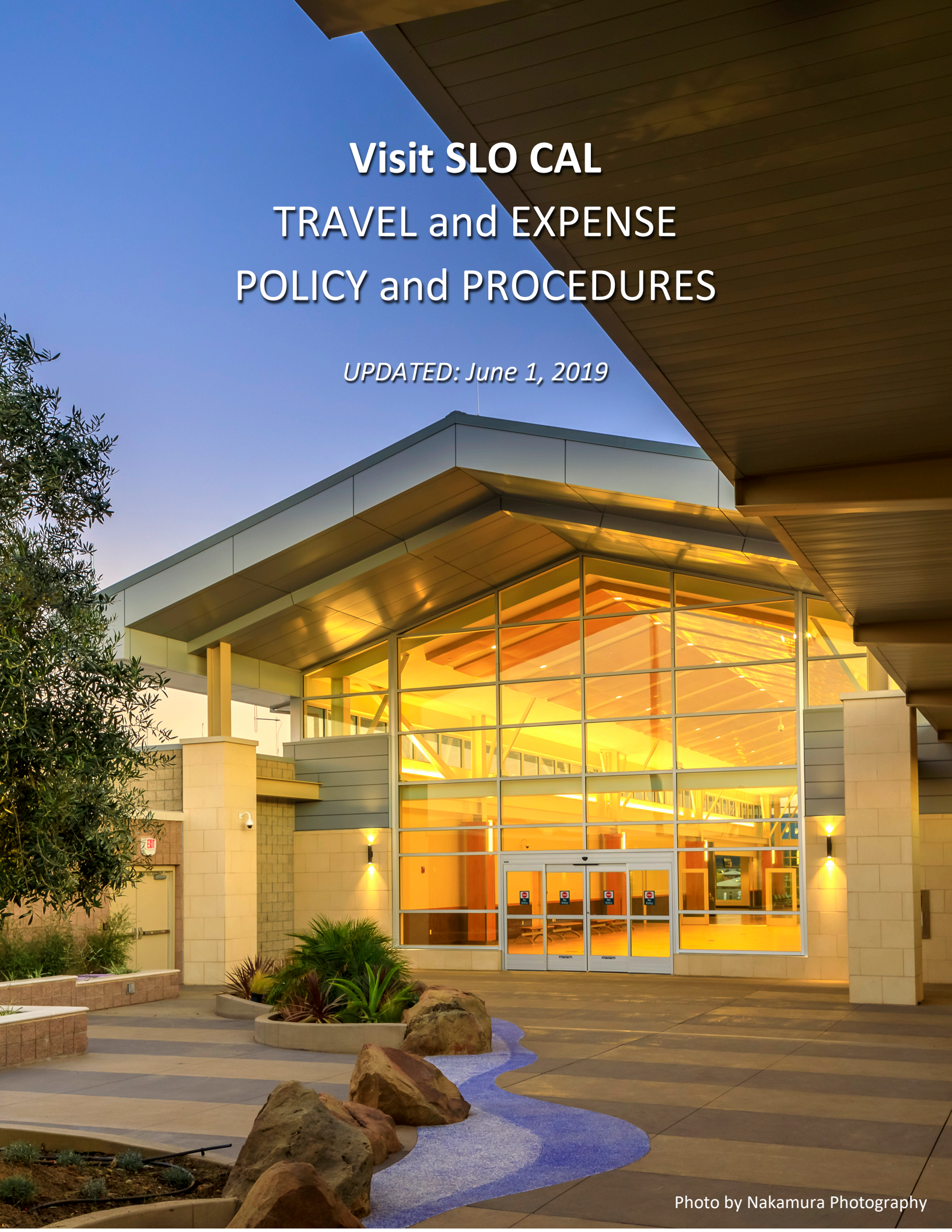
**Visit SLO CAL**  
**Balance Sheet Prev Year Comparison**  
**As of May 31, 2019**

	May 31, 19	May 31, 18	\$ Change	% Change
3130 · Retained Earnings	1,482,536.79	1,125,416.90	357,119.89	31.7%
Net Income	-15,118.57	185,862.82	-200,981.39	-108.1%
Total Equity	2,229,195.93	1,854,930.12	374,265.81	20.2%
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>2,843,002.79</b>	<b>2,002,083.59</b>	<b>840,919.20</b>	<b>42.0%</b>



# Visit SLO CAL TRAVEL and EXPENSE POLICY and PROCEDURES

*UPDATED: June 1, 2019*





**TRAVEL and EXPENSE  
POLICY and PROCEDURES:**

**Objectives**

Visit SLO CAL (Visit SLO CAL) policy strives for the appropriate balance between the following goals:

- Ensure our policies and tools support employees in performing at their best in the office and while traveling on business
- Mitigate the impact of travel on our employees, and support them in integrating and managing their work and personal lives
- Ensure that our policies are appropriate relative to our non-profit status, Visit SLO CAL constituents, and nonprofit organizations

Employees of Visit SLO CAL are required to follow this policy. Any exceptions must be approved in advanced and in writing by the President & CEO.

Visit SLO CAL will cover the expenses listed for business partners (i.e., media, trade, agencies, etc.), any others will be the guest’s responsibility.

**All expenses should be billed to a company credit card (AMEX), whenever possible. The exception to this policy is when booking airfare and lodging (personal credit card may be used to reduce baggage fees, obtain free wi-fi, etc.).** All expenses must be ordinary, reasonable, necessary and have a valid business purpose. Back up documentation will be required for all variances.

Thank you for your commitment to further Visit SLO CAL’s mission through your thoughtful and ethical use of Visit SLO CAL resources while traveling or incurring expenses in support of Visit SLO CAL-related business.

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## 1. General Travel Information

### 1.1. Employee Travel Arrangements

Employee travel should be via the lowest/more reasonable cost alternative consistent with the business objectives of Visit SLO CAL and should not exceed the amount budgeted without advance approval from the President & CEO. In some cases, a higher cost alternative may be appropriate based on reduced travel time or the elimination of additional travel costs. These alternatives will require approval on a case-by-case basis by the President & CEO. Neither luxury nor sub-standard food venues or accommodation should be used.

In order to optimize cost savings for Visit SLO CAL, employees must request travel authorization and make travel arrangements a minimum of 28 or more days in advance of domestic travel and 60 or more days in advance of international travel, unless otherwise noted. Exceptions to this, or other policies outlined in this document, require an employee's written explanation and the advance approval by the President & CEO.

### 1.2. Employee Travel Arrangements

Employees must arrange all travel (airfare, lodging, and ground transportation) through an online booking tool (i.e. Online Travel Agency (OTA) or direct booking website/application) when available. The President & CEO will review expenses to ensure employees are in compliance with the policy.

## 2. Air Transportation

### 2.1 Reservations

In order to optimize cost savings for Visit SLO CAL, employees must make air transportation arrangements a minimum of 28 or more days in advance of domestic travel and 60 or more days in advance of international travel, unless otherwise noted. Bookings made inside of these dates require advanced written approval of the President & CEO.

Travel itineraries are based on, and in order of:

- Lowest possible fare available at time of booking
- Flights available two hours before and two hours after the requested flight time
- Non-stop routes, unless one stop or a connecting flight saves more than \$200 off the airfare
- Visit SLO CAL's preferred carriers

### 2.2 Domestic Flights

**Coach Class** Non-Refundable Coach class is the required policy booking class for all domestic flights unless a changeable flight reservation is available for the same amount (back-up documentation is required). Rebooking or change fees will be reimbursed for emergency situations only.

**Personal Upgrades** Personal miles or coupons can be used to upgrade to a higher class, or an employee may opt to pay personally for the price difference between coach and a higher class. A personal credit card from the employee must be used at the time of booking to charge the difference in fare between coach and a higher class.



## 2.3 International Flights

Business class may be booked for international flights of more than ten (10) hours actual flight time (note that this is the total time you are on the plane and does **not** include connection time at the airport), including the domestic connecting flights. If business class is not offered (this does **not** include business class being sold out) for any leg of the trip, then first class may be used for that portion of travel. The minimum flight time necessary for any individual leg of the flight to be eligible for business class is two (2) hours. **ALL business/first class flights must be booked a minimum of three (3) months in advance.**

**All flights (one way or roundtrip) with total costs more than \$2500 require advance written approval from the President & CEO.**

## 2.4 Air Mileage Programs

Managing the employee's air miles accounts is the responsibility of the employee. Airline miles earned while traveling on Visit SLO CAL business are retained by the employee. Frequent flyer miles or benefits are not reimbursable by Visit SLO CAL, even if they are used on Visit SLO CAL business. Airlines should never be selected solely on participation in an airline's frequent flyer program.

## 2.5 Related Air Travel Expenses

Baggage fees and reasonable in-air meals will be reimbursed.

Routine airport check-in tips are allowed at \$2.00 per bag. Other expenditures for the use of porter services are not reimbursable except if there is:

- An excessive amount of material for the business purpose of the trip, or
- Excessive baggage due to an extended trip
- A pre-disclosed medical condition that doesn't permit the employee to personally handle the bags

## 3. Ground Transportation

The most cost-effective, safe, and efficient ground transportation is to be used.

### 3.1 Private Auto

Private auto may be used for trips up to 175 miles each way. Payment for this type of transportation will be made at the IRS standard mileage reimbursement rate plus parking charges and tolls (receipts required). When being reimbursed for mileage, the cost of refueling is included and not separately reimbursed.

IRS standard mileage reimbursement rate is available here: <https://www.irs.gov/credits-deductions/individuals/standard-mileage-rates-at-a-glance>.

### 3.2 Ride Sharing

If two or more employees are traveling to the same location, it is recommended that the travelers share a ride, especially for trips totaling 100 miles or more. This is not required for persons of the opposite gender.

### 3.3 Rental Car

Rental cars should be reserved via Visit SLO CAL's-preferred vendors, Enterprise Rent-A-Car/National or Budget, confirming the respective Business Rental or Corporate discount number when making the

reservation or via an online booking tool. To book an Enterprise rental, use the Corporate Account # XZB4072. When you book at Budget, please use Visit SLO CAL's Budget Corporate Discount (BCD) # X120945.

Rental cars are **required** for trips **greater than 175 miles each way**.

An intermediate or smaller vehicle is the car type within policy; however, the size and type of the rental car should be appropriate for the number of people in the car and required storage. A larger car may be rented if available for the same amount (back-up documentation will be required). Hybrid rentals are allowed. Electronic toll payment options for rental cars are considered reimbursable. All other convenience options, e.g. satellite radio, in-car navigation systems, re-fueling option, etc. are considered non-reimbursable.

Do not purchase rental car insurance as Visit SLO CAL maintains rental car coverage through its auto insurance plan. In addition, the Visit SLO CAL's AMEX credit card offers Car Rental Loss and Damage Insurance of up to \$50,000 for cardholders. However, the program does include many exclusions. See this link for details: <http://amex.co/2njoBT1>. Employees must refuel rental cars prior to returning.

### 3.4 Parking

The cost of parking fees incurred on company business will be reimbursed. Acceptable parking charges include fees charged at hotels, offices, and airport parking lots. Employees should use airport economy lots and hotel self-parking, if available.

### 3.5 Taxi/Uber/Lyft/SideCar

When outside San Luis Obispo County, the cost of taxis/Uber/Lyft/SideCar to and from places of business, hotels, airports, railroad stations and restaurants in connection with business activities is reimbursable. Use of taxis is discouraged when more economical and transparent fee services are available. Travelers are encouraged to utilize public transportation whenever feasible.

### 3.6 Rail

Standard class of rail is preferred. Business class and high speed, express business class rail, e.g. Acela, may be reserved for rail travel when more flexibility is necessary or for trips more than two (2) hours.

## 4. Lodging

Hotels selected should be those that are well-established, reasonable in price, safe and conveniently located in relation to the traveler's work.

### 4.1 Maximum Rates

Standard, non-smoking rooms are to be selected, not to exceed the maximum nightly rates (before taxes) listed below:

- \$300 Major downtown or resort destinations (New York City, Miami, San Francisco, Aspen, etc.)
- \$200 All other U.S. locations

At times, when demand is high and hotels are sold out, the hotel rooms still available are priced higher than Visit SLO CAL's stated maximum rate. In this case, book the most reasonable option and retain a record of why the maximum rate was exceeded. Then make a detailed notation in the comment section of Concur

when submitting the expense.

#### 4.2 Conference Rates

Employees should book their own conference hotel room as part of the conference registration process as soon as the conference room block is released. In many instances the conference rate is higher than the maximum lodging rate listed in section 4.1 **Maximum Rates**. In an effort to mitigate the impact of travel on the team member and ensure a productive conference including the ability to network with other industry professionals at the conference, the employee should stay at the conference hotel whenever reasonably feasible.

#### 4.3 Cancellation Policy

If you need to cancel a hotel reservation, you should do so through the site/method by which the reservation was originally booked. Employees should plan early to avoid cancellation fees. Employees should request and retain a “cancellation number” as documentation of the transaction or else will be held personally responsible for any charges incurred. Cancellations fees will only be reimbursed in the case of emergencies.

### 5. Combining Business and Personal Travel

#### 5.1 Airfare

Recognizing the active travel schedules of Visit SLO CAL employees, as a convenience benefit, employees may add and pay for a personal leg to a business itinerary, while clearly distinguishing between Visit SLO CAL business travel and personal expenses.

If a combined business/personal itinerary is equal to or less than the cost of a business-only airfare, there is no cost to the employee and Visit SLO CAL company credit card may be used (back-up documentation is required).

If a combined business/personal itinerary is greater than the cost of a business-only airfare, the ticket will be charged to the employee’s personal credit card and the business portion will be billed to the company credit card/expensed.

#### 5.2 Lodging

Lodging may be shared with non-business guests. Lodging costs of non-business guests are not reimbursable and may not be paid with the Visit SLO CAL company credit card.

Accommodations such as different room types, additional nights, extra rooms, and other special amenities for personal guests or extended personal stays should be arranged by the employee and paid directly to the hotel via a personal credit card upon checkout.

#### 5.3 Ground Transportation

Transportation costs of non-business guests are not reimbursable. Car rentals which contain a personal component should be paid with a personal credit card and the business portion of the car rental be submitted as an out-of-pocket expense. If a Visit SLO CAL company credit card is used for the entire car rental amount, it is the responsibility of the employee to mark the personal portion of the total amount when submitting the expense report, and promptly pay Visit SLO CAL directly for the personal amount.

## 6. Meals

### 6.1 Business Meals/Entertainment

**What is a business meal?** Visit SLO CAL defines a reimbursable business meal as a meal consumed by an employee and other invited business partners/attendees when Visit SLO CAL-related business is discussed during the meal. A business meal can also be defined as any meal consumed by the employee while the employee is traveling on Visit SLO CAL business.

**Business meal guidelines:**

- Meeting should be intentional
- Deliberate with a clear, reasonable, specific business purpose
- Have a pre-established agenda
- Meal expense must be ordinary and necessary
  - An ordinary expense is an expense that is common and accepted in Visit SLO CAL's course of business
  - A necessary expense is one that is appropriate for the business and the level of the business partner/attendee
  - Lavish or extravagant entertainment or meal expenses will not be reimbursed
  - Not to exceed a maximum of \$100 per person (tax and tip included). Exceptions, including invited media, require advance written approval of the President & CEO
- When appropriate and allowable, wine should be supplied by Visit SLO CAL employees; corkage charges are reimbursable
- When purchasing wine, it should be product from SLO CAL, if available, and reasonably priced
- Conducted in an atmosphere conducive to a business discussion
- Food should not be used as incentive for meeting participation

**Who pays?** - When more than one employee is present at a business meal, the employee with the highest-ranking job level should pay the bill.

**Non-Business Meals** - Meals for non-business guests are considered personal expenses and should not be paid with a Visit SLO CAL company credit card.

### 6.2 Meal limits

When traveling, up to \$75/day will be reimbursed, per employee, for meals. The maximum includes any daily combination of meals, snacks, beverages (non-alcoholic and alcoholic), tax and tip. Please note that this is a maximum, not a per diem. This amount exceeds the highest rate of the IRS regulations published at [www.gsa.gov](http://www.gsa.gov) under [FY 2019 Meals and Incidental Expenses \(M&IE\) Breakdown](#). Itemized receipts are required for all meals.

### 6.3 Exceeding the Daily Meal Limits

Meal limits may be exceeded with advance approval from the President & CEO. You will be prompted to include an itemized receipt and explanation when reconciling any meal costs that exceed the daily limit. Non-approved over-limit meal amounts may be considered a personal expense.

## 7. Other Travel and Expense Policy Information

### 7.1 Cost Savings

In general, Visit SLO CAL does not support a substitution or exchange philosophy with regard to travel expenditures. If an employee chooses a less expensive option, it would not be appropriate to utilize this “cost savings” somewhere else, particularly if it is personal in nature.

**Example:** If you choose to stay at a friend’s house while traveling on behalf of Visit SLO CAL, thus saving Visit SLO CAL lodging costs, you may not reallocate this cost savings to cover your meals while staying extra days for personal reasons, or to thank your host.

### 7.2 Tips

Tips are a reimbursable expense and should be appropriate to the location, service level and local protocol and should not exceed 20% of the total bill. When outside of a meal receipt, tips should be itemized when reconciling expenses. If tips are entered as a single line item on an expense report, a log noting the dates and purposes of the tips must be submitted as documentation with the expense report.

### 7.3 Speaking Engagements

To avoid potential conflict of interest issues, Visit SLO CAL should pay all travel expenses for an employee who is asked, and approved by the President & CEO, to speak publicly on Visit SLO CAL-related business. On occasion, the invitee organization may offer to pay for a Visit SLO CAL’s employee travel expenses. This is allowable as long as the organization is not a current grantee.

Employee travel expenses related to non-Visit SLO CAL business speaking engagements are considered the personal responsibility of the employee and should not be charged to a Visit SLO CAL company credit card. Employees should use vacation or personal days for any time spent preparing for, traveling to, or delivering non-business-related speeches.

### 7.4 Phone Policy

Visit SLO CAL-reimbursable mobile devices should be used whenever possible. Paid hotel phones should be used only when a Visit SLO CAL-reimbursable mobile device is not serviceable. When traveling internationally, Visit SLO CAL will reimburse reasonable international mobile plan fees, granted the employee is accessible and responsive while traveling and secures the plan in advance (back-up documentation is required).

### 7.5 Office Supplies and Workspace Equipment

Reasonable purchases of office supplies, e.g. pens, paper or notebooks, while traveling which are necessary to conduct Visit SLO CAL business will be considered reimbursable. All other office supplies should be obtained from the operations manager in advance.

Purchases of non-budgeted workspace equipment, i.e. desk lamps, chairs or wall clocks, on Visit SLO CAL company credit cards are not allowed without advance approval from the President & CEO.

## 8. Miscellaneous Reimbursable Expenses

The following are considered to be reimbursable when traveling on Visit SLO CAL business:

- Laundry and dry cleaning (out of market only) when travel has exceeded four consecutive nights and will continue for at least one additional night, or the nature of the work is such that the clothes are frequently or heavily soiled at an unexpected rate, the trip is extended over the anticipated number of days or luggage is lost during business travel. Laundry and dry cleaning is provided when clothes are needed for additional travel, not to avoid the cost at home.
- Fees incurred to access the health club or fitness center of a hotel or nearby fitness center
- Internet connectivity in hotel, airplanes, and other public places when free internet connection and a Visit SLO CAL hotspot is not available. Charges up to \$20.00 per day are acceptable. Please note that AMEX Platinum Cardholders receive up to 10 qualifying Gogo inflight internet passes (<https://promotions.gogoair.com/promotion/amexSplash.do>) per calendar year. If used, you will receive statement credit 3-5 days after the transaction date. Additionally, Platinum Cardholders receive unlimited wifi through Boingo. See American Express Benefits Sheet (<https://us.awp.autotask.net/6/filelink/ca3hi-zytutg-d32grma2>) for more details.
- ATM fees when withdrawing money on your personal card for Visit SLO CAL-related business expenses (back-up documentation is required).
- Mileage on personal cars. Mileage will be reimbursed at the IRS business mileage rate for miles incurred in excess of the employee's normal commuting mileage. The personal mileage reimbursement covers all costs related to operation of the vehicle, including gas, service, maintenance, insurance, and depreciation. See IRS website for details: <https://www.irs.gov/tax-professionals/standard-mileage-rates>
- Overweight and/or over-limit (up to two) baggage is allowed if the overage is due to Visit SLO CAL equipment required for business
- Voice over Internet Protocol (VoIP) related expenses, i.e. Skype minutes (back-up documentation is required). Please note: These types of applications are not supported by IT support services.

In addition, the following are considered to be reimbursable when applicable:

- Professional memberships when appropriate for the performance of the employee's position. Advance written approval is required by the President & CEO.
- Downloaded or electronic/printed business-related reading materials for use on an e-Reader or other electronic device such as a Smartphone or computer. Per Section 9, e-Reader devices and supplies are not reimbursable.

## 9. Non-Reimbursable Expenses

Non-reimbursable expenses are listed below. This list is not all-inclusive, and there may be additional or similar non-reimbursable expenses which are not listed.

The following expenses are not reimbursable, unless approved in advance by the President & CEO:

- Out-of-pocket expenses submitted more than 60 days after they were incurred
- Cash advances on the Visit SLO CAL company credit card
- Credit, travel or entertainment card annual membership fees

- Lost luggage and contents. Employees should work directly with the transportation provider and credit card insurance carrier to recover damages.
- Fees or dues for airline VIP clubs and hotel loyalty or frequent-stayer programs
- Air travel insurance
- Any expenses resulting from obtaining airline miles for personal use
- Class of service upgrades. Health club services, e.g., massages, manicures, personal trainers
- Personal travel expenses, including sundries or recreational reading
- Movies (in-room and in-flight movies)
- Costs for personal guests
- Normal commuting costs
- Parking citations
- Cost of business clothing, outside of mandated wear
- Expenses incurred by spouses or partners of employees
- Personal gifts
- Gift cards in any amount for employees or non-employees
- Gifts to consultants, vendors, partners or participants. Please see Section 10 - Gifts for additional information.
- Donations to a charity in lieu of flowers
- E-Reader devices and supplies, e.g. Kindle, Kindle supplies
- Hands-free devices, e.g. Bluetooth headsets
- Any technology equipment or supply purchased by an employee without prior approval

## 10. Gifts

Visit SLO CAL has a small annual Non-TMD budget allocation for use in team-building activities for employees. Examples of team-building activities include:

- Farewell and welcome meals for employee transitions
- Team building events or group meals that do not include a direct business agenda
- Greeting cards, flowers or tangible gifts to recognize key events such as illness, transitions in life, etc.
- Any amount exceeding \$100 is considered a personal expense unless approved in advance by the President & CEO.
- Team or individual celebration acknowledgements such as birthday cakes, baby showers, etc.

Visit SLO CAL employees may not receive any gift greater than \$100 in value without prior written approval from the President & CEO. Employees are strictly prohibited from using their position at Visit SLO CAL to request gifts or complimentary services (e.g., overnight stays, invitations to winemaker dinners, etc.) from constituents or members outside of normal industry standards. Using Visit SLO CAL influence for personal benefit is inappropriate, reflects poorly on the organization and could result in disciplinary action up to and including termination of employment.

Visit SLO CAL employees may not give any gift greater than \$100 in value without prior written approval from



the President & CEO. Any amount exceeding \$100 will be considered a personal expense to the employee, without prior written approval. This is not intended to prohibit normal business practices, corporate items given to participants in meetings and conferences, or token hosting gifts, as long as they are nominal and reasonable, promote Visit SLO CAL's legitimate business interests and are not given for the purpose of influencing the action of Visit SLO CAL or the recipient.

Gift cards in any denomination are not considered reimbursable, without prior written approval from the President & CEO.

## **11. Expense/Reimbursement Procedures**

Visit SLO CAL may deny reimbursement of any expense not permitted under applicable law or not in compliance with this policy, inappropriate or excessive. Employees also should bear in mind that constituents may perceive certain expenditures as being either excessive or inappropriate in a review of Visit SLO CAL activities. Thus, moderation and discretion should guide decisions to incur expenses on Visit SLO CAL's behalf. Approved and budgeted expenses, that might be considered questionable by those not understanding Visit SLO CAL's business should be billed to the Non-TMD account.

### **11.1 Employee Responsibility**

Each employee is solely responsible for the timely reconciliation of his or her expense and reimbursement report(s) (submittal is required in Concur by the 3<sup>rd</sup> of the month following the expense, unless otherwise noted in advance by the operations manager) and providing itemized receipts for each expense, including expenses on the employee's company credit card. Expense documentation should provide a clear explanation of the business purpose and a GL account to be billed. When submitting an expense report, any deviations from the policies detailed within this document must be explained in the comments section of the expense report and expenses that are not in compliance with this policy require the written approval of the President & CEO.

### **11.2 Expense/Reimbursement Report Approval**

The department manager and/or President & CEO will review the expense/reimbursement reports submitted by Visit SLO CAL employees for validity, accuracy, compliance and appropriate documentation prior to timely approval of the expenses.

Upon approval of expense reports, any business-related Visit SLO CAL company credit card transactions will be paid directly by Visit SLO CAL. Out-of-pocket reimbursement expenses such as mileage and on-street parking will be reimbursed.

### **11.3 Timing of Expense/Reimbursement Report Submissions**

The timely reconciliation of the Visit SLO CAL company credit card charges and out-of-pocket expenses is required within three (3) business days of the month-end. Out-of-pocket expenses submitted more than 60 days after month-end are not considered reimbursable.

## **12. Visit SLO CAL Company Credit Card Expectations and Procedures**

### **12.1 Visit SLO CAL Company Credit Card Issuance and Cardholder Responsibility**



If an employee regularly travels or incurs Visit SLO CAL expenses as a normal part of business, the employee may request a company credit card be issued in the employee's name. Personal credit cards should not be used in lieu of the Visit SLO CAL company credit card for any appropriate Travel & Expense-related business expenses without prior written approval from the President & CEO. Visit SLO CAL company credit cards are considered the property of Visit SLO CAL and are to be used for business expenses only. The employee's signature on the Cardholder Agreement and the Travel and Expense Policy Confirmation of Receipt indicates that the employee understands the intent of the Visit SLO CAL company credit card program and agrees to adhere to the Employee Travel and Expense Policy and Procedures. In addition, pursuant to this policy, the employee agrees to indemnify and hold Visit SLO CAL harmless for any charges, damages, or other claims or suits of any nature arising out of or resulting from the employee's failure to pay for any charges placed on the Visit SLO CAL company credit card in violation of this policy.

Visit SLO CAL company credit card usage may be audited and/or rescinded at any time. Inappropriate use of the Visit SLO CAL company credit card or delinquencies could result in the inactivation of the employee's Visit SLO CAL company credit card or other disciplinary action up to and including termination of employment.

The Visit SLO CAL company credit card should not be used for personal reasons unless the personal charge is embedded within a larger Visit SLO CAL expense, and approved in advance by the President & CEO. Inappropriate use of the Visit SLO CAL company credit card could result in the suspension of the employee's Visit SLO CAL company credit card and/or other disciplinary action.

In the event that an employee leaves Visit SLO CAL, accounting is responsible for reconciling any outstanding balance on the Visit SLO CAL company credit card. The operations manager will work with accounting on issuing or canceling Visit SLO CAL company credit cards, credit limit adjustments and any other Visit SLO CAL company credit card questions or service needs.

## **12.2 Cash Advances**

Cash advances are not available on the Visit SLO CAL company credit card domestically. This includes advances through ATMs, bank locations, hotels or any other location where cash advances can be obtained. An emergency cash disbursement is available outside of the county, but should only be used in the case of an actual emergency.

Pre-departure cash advances must be approved in advance by the President & CEO and obtained by written request through Visit SLO CAL's controller at least 10 working days before departure.

## **12.3 Personal Expenses on Visit SLO CAL Company Credit Cards**

The Visit SLO CAL company credit card should be used for business purposes only. An employee may not use the company card for personal expenses, except in the limited situations listed below when the personal amount is embedded within a valid business expense. The employee is responsible for paying for any personal amount. The limited situations are:

- Airport Parking (i.e., extending business trip for personal reasons)
- Business Meals (i.e., personal guest) when a split check is not allowed
- Rental Cars (i.e., extending business trip for personal reasons)
- Lodging expenses (i.e. in-room movies)

If an employee uses their Visit SLO CAL company credit card for any other personal expense, it will be considered a non-acceptable use of the Visit SLO CAL company credit card. The employee will receive email notification from accounting and appropriate action will be taken. Please note that continued use of an employee's Visit SLO CAL company credit card for non-acceptable personal expenses may result in the suspension of the employee's Visit SLO CAL company credit card account.

#### **12.4 Accidental Death and Dismemberment Benefit**

Travel for employees on a major common carrier, that is booked with Visit SLO CAL's company credit card, comes with accidental death and dismemberment coverage. Business Travel Accident Insurance ("BTAI") provides accidental death and dismemberment insurance coverage when Card Members charge their scheduled flight, train, or bus ticket to their Company Card. AMEX Green Card holders receive up to \$350,000 24-hour, door-to-door coverage for business trips for up to 30 days while boarding, traveling on and exiting a scheduled flight, cruise, train, or bus. AMEX Platinum Card Members receive up to \$500,000 24-hour, door-to-door coverage for business trips for up to 30 days while boarding, traveling on and exiting a scheduled flight, cruise, train, or bus. This coverage is provided at no additional fee.

#### **12.5 Lost Luggage**

Employees may not expense costs for lost luggage. Employees should work directly with the airline first to submit a claim for reimbursement. Visit SLO CAL's company credit card also offers baggage insurance when fare is purchased through the card. Please call the number on the back of the card: 1-800-528-2122 if the airline is unable to process the reimbursement claim.

#### **12.6 Lost, Stolen or Compromised Visit SLO CAL Company Credit Cards**

The company credit card is considered Visit SLO CAL property and should be secured in the same manner personal credit cards are secured. Our credit card company will never ask for sensitive account information via email, including social security numbers, account numbers, PINs or passwords. If you suspect that your account is the victim of fraud, please call the number on the back of the card: 1-800-528-2122. If you are traveling internationally, please call their International Collect number: 623-492-8427.

Customer Service representatives are available 24 hours per day, 365 days per year. Upon receipt of the employee's call, further use of the Visit SLO CAL company credit card will be blocked or card usage restrictions will be put in place by the credit card company. Prompt action in these circumstances can reduce Visit SLO CAL's liability for fraudulent charges. Also, the employee must immediately relay the notification call to the credit card company via email to Visit SLO CAL's controller and operations manager, indicating the Visit SLO CAL company credit card has been lost or stolen and a replacement Visit SLO CAL company credit card will be ordered.

#### **12.7 Disputes/Unauthorized Charges**

Employees are responsible for ensuring the accuracy and validity of transactions billed to their Visit SLO CAL company credit card. There may be occasions when the credit card statement does not correlate with the employee's receipts. The employee may not have made the transaction, the amount of the transaction may be incorrect, or the employee may have a quality or service issue. The employee is responsible for resolving disputed charges and can engage the operations manager for advice and direction.

The first recourse is for the employee to contact the vendor to try to resolve the error. If the vendor agrees that an error has been made, the vendor should credit the employee's account. The employee will need to follow up with the vendor to make sure the credit is issued.

If the vendor does not agree that an error has been made, please email Visit SLO CAL's controller and copy the operations manager to determine the best course of action.

Any transaction the employee wishes to dispute must be identified in writing within **60** days of the statement date. Disputes will be investigated by the credit card provider once notification has taken place.

### **12.8 Departing Employee**

In the event that an employee leaves Visit SLO CAL, all outstanding Visit SLO CAL company credit card charges and out-of-pocket expenses must be reconciled prior to the employee's departure. The operations manager will confirm with Visit SLO CAL's controller, on behalf of the President & CEO, that any personal expenses on the employee's Visit SLO CAL company credit card have been paid by the employee.

### Confirmation of Receipt

I have received my copy of Visit SLO CAL's Travel and Expense Policy. I understand and agree that it is my responsibility to read and familiarize myself with the policies and procedures contained in the handbook and that I will be held accountable for such.

My signature certifies that I understand the foregoing agreement:

Employee's Name \_\_\_\_\_

Employee's Signature \_\_\_\_\_

Date \_\_\_\_\_

# SAN LUIS OBISPO COUNTY DESTINATION MANAGEMENT STRATEGY

FINAL REPORT REVIEW  
JUNE 12, 2019

# EXPERIENCE INCUBATOR

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL will establish the Experience Incubator as a department or division of Visit SLO CAL, and once self-sufficient and sustaining may spin it off as a stand-alone entity with its own Board of Directors and funding / sponsorship, and Executive Director.
- Initially, Visit SLO CAL will develop the Incubator strategy, oversee the initiative, create a work program, seek out commercial / work space to house the program, develop the budget and operations.
- Visit SLO CAL will create a network of mentors, establish startup selection criteria, solicit and select Incubator participants.
- Visit SLO CAL will oversee and monitor the Incubator initiative and adjust accordingly.

### **San Luis Obispo County and Municipal Governments:**

- County, municipalities and community governments will be encouraged to support the Experience Incubator and engage with Visit SLO CAL, the Experience Incubator Board, the ED, sponsors, mentors and participants to help guide it toward success.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry and Cal Poly's Department of Experience Industry Management will be encouraged to support the Experience Incubator and engage with Visit SLO CAL, the Experience Incubator Board, the ED, sponsors, mentors and participants to help guide it toward success.



# COUNTYWIDE TRAIL SYSTEM

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL will advocate for development, maintenance and enhancement of a countywide trail system as an important visitor activity and experience.
- Visit SLO CAL will communicate and promote the idea of a connected county, ease of connectivity and the unique visitor experience that a countywide trail system creates for SLO CAL.
- Visit SLO CAL will encourage broad scale use of the countywide trail system as a premier experience for residents and visitors.
- Visit SLO CAL will encourage local establishments to leverage the countywide trail system and its walkers, runners and riders to create amenities, activities and experiences that activate the countywide trail system 365 days a year and create new business.

### **San Luis Obispo County and Municipal Governments:**

- SLO CAL governments will be encouraged to market the countywide trail system as beneficial to SLO CAL residents and visitors.
- SLO CAL agencies responsible for the countywide trail system will be encouraged to collect input and feedback from visitors as well as tourism business owners.
- SLO CAL governments will be encouraged to share challenges and promote partnerships in order to advance the continued development of the countywide trail system.
- SLO CAL governments will be encouraged to push for continued development and set completion date(s).

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry will designate a champion to represent industry concerns, ideas and opportunities.
- The SLO CAL Travel & Tourism industry will communicate the value of the countywide trail system as a way to direct walkers, hikers, runners, bikers and riders traffic to industry establishments including restaurants, hotels, retail, attractions and more.

# BIKE TOURISM

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL will work with the State, County and municipalities to help fulfill the objectives of their bicycle transportation plans in accordance with the California Bicycle Transportation Act (Streets and Highways Code Section 980-894.2).
- Visit SLO CAL will work with SLOCOG, Bike SLO County, its local partners (Bike Happening, CCCMP, SLO Regional Bikeshare, Cal Poly Bicycle Coalition, SLO Bike Club, Cycle Central Coast and SLO Nexus) and others to advocate for, champion and support SLO CAL biking infrastructure, trails, multimodal connections, amenities, programming, events and festivals and amateur / professional competitions.
- Visit SLO CAL will work with county, municipalities and community governments and biking organizations to develop and maintain biking tourism guides, maps and technology to make all kinds of biking in SLO CAL accessible and convenient.

### **San Luis Obispo County and Municipal Governments:**

- San Luis Obispo County, the municipalities and the local communities will be encouraged to work with Visit SLO CAL and the regional biking organizations to make biking in SLO CAL safer, better and more convenient.
- SLO CAL community governments will be encouraged to work with Visit SLO CAL to explore the potential opportunities for enhancing SLO CAL as a premier visitor destination for Bike Tourism.

### **The Travel & Tourism Industry:**

- The Travel & Tourism industry in SLO CAL will work with Visit SLO CAL to develop and implement Bike Tourism specific actions and activities that improve infrastructure, policies, activities, experiences, operations, events and festivals.



# SAVOR SLO CAL

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL will collect, review and consider information and case studies from other wine and culinary festivals held by destinations around the country and further afield to determine what works best and how SLO CAL can benefit from these experiences.
- Visit SLO CAL will create and host a SAVOR SLO CAL Working Group to consider, design and agree a weeks-long signature festival of SLO CAL wines, craft beverages and culinary arts to be held during SLO CAL's harvest season.
- The SAVOR SLO CAL Working Group will create a strategy, working program and funding source to move the festival forward.
- Visit SLO CAL will market and promote SAVOR SLO CAL to residents and interested / high potential visitor target markets.
- The SAVOR SLO CAL Working Group will implement the strategy, review performance and adjust the strategy as necessary and appropriate.

### **San Luis Obispo County and Municipal Governments:**

- San Luis Obispo County, municipal and community government agencies, offices and officials should cooperate with the SAVOR SLO CAL Working Group to assist with logistics, security, sanitation and any / all other public sector service requirements to deliver a successful festival.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry will join forces and cooperate with the SAVOR SLO CAL Working Group to deliver tourism-related expertise, experience, services and amenities that are necessary and appropriate to deliver a successful festival.

# CULINARY ARTS CAMPUS

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL will collect, review and consider information and case studies from other culinary arts campuses around the country and further afield to determine the potential for creating and hosting a culinary arts campus in San Luis Obispo County.
- Visit SLO CAL will open discussions with Cuesta College Culinary Arts and Cal Poly Department of Experience Industry Management to explore the potential opportunity for creating and hosting a Culinary Arts Campus in San Luis Obispo County.
- Visit SLO CAL, Cuesta and Cal Poly will approach potential partners such as the Culinary Institute of America, the Institute of Culinary Education, the International Culinary Center and others to propose and assess their interest in establishing a Culinary Arts Campus in San Luis Obispo County.
- Visit SLO CAL, Cuesta and Cal Poly will work with interested partners and organizations to create a strategy, working plan and funding necessary and appropriate to establish a culinary arts campus in San Luis Obispo County.
- Visit SLO CAL will serve as the marketing and promotion arm of the SLO CAL Culinary Arts Campus and target residents and interested / high potential visitor target markets to visit and enjoy its services, activities and experience.

### **San Luis Obispo County and Municipal Governments:**

- San Luis Obispo County, municipal and community government agencies, offices and officials will be encouraged to cooperate with the Culinary Arts Campus partners to assist with any and all public sector service requirements to deliver a successful Culinary Arts Campus initiative.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry will join forces and cooperate with the Culinary Arts Campus partners to deliver tourism-related expertise, experience, services and amenities that are necessary and appropriate to deliver a successful Culinary Arts Campus initiative.
- The SLO CAL Travel & Tourism Industry will use the Culinary Arts Campus for staff training and staff hiring.

# EVENTS & FESTIVAL STRATEGY

## ROLES & RESPONSIBILITIES

### Visit SLO CAL:

- Visit SLO CAL will work with county, municipalities and community leaders, major events producers and organizers, along with industry stakeholders, to create a countywide Events & Festival Strategy to set forth the vision, goals, strategies and plans for creating, incubating and facilitating visitor-related events and festivals in SLO CAL that increase the economic contribution from visitors and enhance quality of life for residents.
- Visit SLO CAL will establish and facilitate an Events & Festivals working group of stakeholders to:
  - Agree a vision and strategy for SLO CAL supported arts, music, food and drink, cultural and sports events and festivals
  - Identify and articulate detailed funding criteria for arts, music, food and drink, cultural and sports events and festivals that will be supported by SLO CAL organized sources
  - Encourage coordination of events and festivals to maximize timing and impact, while reducing seasonality swings and unsustainable high-volume visitor traffic
  - Deliver a consolidated and shareable countywide Events & Festivals calendar
- Visit SLO CAL will encourage the Events & Festivals Council to organize communication, marketing and promotion of SLO CAL supported events as well as other events and festivals not supported or sponsored by the city, municipalities or communities, but nevertheless of potential interest to SLO CAL visitors.
- Visit SLO CAL will create, manage and administer an Events & Festivals Development Fund available to create, incubate, market and promote, manage, direct and facilitate events and festivals in SLO CAL that fulfill grant criteria and deliver Key Performance Indicator results set forth by the Event & Festival Strategy.

### San Luis Obispo County and Municipal Governments:

- SLO CAL government agencies will be encouraged to actively participate on Visit SLO CAL's Events & Festivals Council to facilitate and operationalize SLO CAL events and festivals from a regulation / permitting, and public services perspective.
- SLO CAL governments should create a position of event coordinator or have tourism managers assist in the realization and delivery of events.
- SLO CAL government agencies will be encouraged to organize and manage municipality and county agency involvement in SLO CAL events and festivals.

### The Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry will encourage existing event organizers and venues to engage with the Events & Festivals Council to coordinate calendars, resources and funding.
- The industry will collaborate with event organizers, venues and startups in the sector to build stronger, more engaging, need period events.

# SIGNATURE EVENT(S)

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL will define and articulate what a Signature Festival & Event means for SLO CAL, the destination.
- Visit SLO CAL will conduct an analysis of its Festivals & Events portfolio to assess the quantity, quality, calendar distribution (scheduling), resident and visitor attendance / satisfaction, diversity (interest group), current results (attendance, income, reviews), future viability / opportunity for growth, and economic impact of SLO CAL's existing events.
- Visit SLO CAL will use the results of the analysis to identify existing events and festivals that might serve as a signature event and festival for SLO CAL.
- Visit SLO CAL will collect, review and consider information and case studies from other destinations to assess their signature festivals and events, success and development applicability to SLO CAL.
- Visit SLO CAL will use the above to determine if a Signature Event is desirable and possible for SLO CAL, and whether an existing event or festival or a created event / festival can serve in the role.
- If an event or festival is identified as a potential opportunity for Signature status, Visit SLO CAL will work with industry and government partners to develop an event-specific strategy, action plan and funding source to move the initiative forward.

### **San Luis Obispo County and Municipal Governments:**

- SLO CAL government agencies should actively participate in Visit SLO CAL's Signature Event initiative to contribute insight, experience and expertise to the analysis, strategy, planning, funding and implementation.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry will actively participate in Visit SLO CAL's Signature Event initiative to contribute insight, experience and expertise to the analysis, strategy, planning, funding and implementation.

# SPACE LAUNCH EVENTS

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL will develop a launch-ready special event itinerary, activities, packages and partner promotions for those who cater to space launch enthusiasts.
- Visit SLO CAL will coordinate with Vandenberg Air Force Base officials, companies and organizations to identify and calendarize existing and potential launch events, dates and timing and access.
- Visit SLO CAL will work with Vandenberg Air Force Base officials, companies and organizations to create and deliver special and unique experiences for SLO CAL residents and visitors.
- Visit SLO CAL will market and promote Vandenberg Air Force Base space launch events to SLO CAL residents, space launch enthusiasts and the broader visitor markets.

### **San Luis Obispo County and Municipal Governments:**

- SLO CAL government agencies will be encouraged to actively participate in Visit SLO CAL's Space Launch Events initiative to contribute insight, experience, logistics and public sector services to the effort where necessary, appropriate and possible.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry will actively participate in Visit SLO CAL's Space Launch Events initiative to contribute insight, experience and expertise to the initiative, as well as deliver tourism-related products, services and amenities that are necessary and appropriate to a successful Space Launch Event experience.

# SLO CAL CRAFTED BRAND

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL will work to finalize the already submitted SLO CAL Crafted trademark.
- Visit SLO CAL will collect, review and assess case studies from other destinations where place-specific brands have been developed, marketed and sold online or through brick and mortar sites to understand what works, what doesn't and what lessons can be learned for SLO CAL.
- Visit SLO CAL will define and articulate the selection criteria that products must fulfill in order to carry or be covered by the SLO CAL Crafted brand.
- Visit SLO CAL will create a new division or engage a third-party operator to develop, manage and operate the SLO CAL Crafted brand, marketing and sales platform and retail establishment.
- Visit SLO CAL will monitor and review performance and adjust the SLO CAL Crafted brand and operations accordingly.

### **San Luis Obispo County and Municipal Governments:**

- San Luis Obispo County, municipal and community government agencies, offices and officials will be encouraged to cooperate with the SLO CAL Crafted brand to assist with any and all public sector service requirements to deliver a successful initiative.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry will encourage local artisans, artists and makers to join forces with the SLO CAL Crafted Brand to increase their visibility, exposure and access to a broader resident and visitor market.
- The SLO CAL Travel & Tourism industry embrace, feature and promote SLO CAL Crafted brand products at their establishments when and where possible.

# NIGHTLIFE, MUSIC AND ENTERTAINMENT

## ROLES & RESPONSIBILITIES

### Visit SLO CAL:

- Visit SLO CAL will work with the County and municipalities' Departments of Economic Development, downtown associations, restaurants, bars, clubs, music, arts and entertainment venue owners/operators and other interested stakeholders to create a Nightlife Strategy for SLO CAL.
- Visit SLO CAL will create a Nightlife Strategy that delivers a balanced plan for enhancing resident and visitor nightlife experiences, while maintaining a high-quality of life for residents.
- The Nightlife Strategy will encompass all SLO CAL communities with immediate attention and focus on San Luis Obispo City, Paso Robles and Pismo Beach.
- The Nightlife Strategy will work with public and private sector officials, leaders and industry partners to:
  - Form an Alliance - Collaborative partnerships between diverse stakeholders form the foundation of a well-planned and managed hospitality zone responsible for allocating resources, crafting policies and procedures, oversee implementation and make nightlife safe and vibrant.
  - Plan for People - Planning for different times of day and for different purposes requires foresight, infrastructure, clear community standards and management of sound, litter and waste, safe rides home, coordination of transportation options and a robust mobility management plan.
  - Assure Safety - Preventing crime and addressing disorder in public spaces and private venues requires a continuum of partnerships (police, fire marshals, private security and district ambassadors), as well as better communication with regulatory and enforcement agencies.
  - Enhance Vibrancy - Creating a seamless flow of social experiences in public and private spaces—from sidewalk cafes and buskers to live entertainment in restaurants, bars and clubs—and the systems to support venues, nurture performers and provide opportunities for entrepreneurs to showcase their talent.

### San Luis Obispo County and Municipal Governments:

- San Luis Obispo County, municipalities and community officials and agencies will be encouraged to work hand-in-hand with Visit SLO CAL and its hospitality and entertainment partners to create and deliver a balanced Nightlife Strategy and plan for residents and visitors preserving resident quality of life and enhancing the nightlife experience in San Luis Obispo County.

### The Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry and its hospitality and entertainment partners will work hand-in-hand with Visit SLO CAL and San Luis Obispo County and municipalities government officials and agencies to create and deliver a balanced Nightlife Strategy and plan for residents and visitors preserving resident quality of life and enhancing the nightlife experience in San Luis Obispo County.

# PASO ROBLES AND SLO WINE

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL will establish a SLO CAL Wine Tourism Working Group that includes leadership from Visit SLO CAL, Paso Robles Wine Country Alliance, San Luis Obispo Wine Country Association, Travel Paso, Edna Valley, SLO Wine Lodging Alliance and Visit Arroyo Grande that meets quarterly to coordinate, cooperate and develop a long-term wine tourism strategy and plan to feature SLO CAL vineyards, wine making and events as a leading element of Visit SLO CAL's tourism branding, marketing and management.

### **San Luis Obispo County and Municipal Governments:**

- San Luis Obispo County, municipal and community government agencies, offices and officials will be encouraged to cooperate with the SLO CAL Wine Tourism Working Group to assist with any and all public sector service requirements necessary and appropriate to deliver a successful initiative.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry will actively participate in the SLO CAL Wine Tourism Working Group to contribute insight, experience and expertise to the initiative, as well as deliver tourism-related products, services and amenities that are necessary and appropriate to a successful SLO CAL wine experience.



# CANNABIS TOURISM

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL will collect, review and consider cannabis tourism related information and case studies from other destinations around the country and further afield to determine what is happening, what works best and how SLO CAL can learn from these experiences.
- Visit SLO CAL will create a Cannabis Tourism Working Group of interested cannabis producers, distributors and retailers, tourism industry partners and municipal officials and agencies to monitor, discuss and assess cannabis tourism developments in San Luis Obispo County and other destinations where recreational cannabis is legal.
- If appropriate and at the proper time and recommendation of the Cannabis Tourism Working Group, Visit SLO CAL will lead the development of a Cannabis Tourism Strategy and working plan for SLO CAL.

### **San Luis Obispo County and Municipal Governments:**

- Interested SLO CAL municipal government agencies and officials will be encouraged to actively participate in Visit SLO CAL's Cannabis Tourism Working Group and contribute to discussions, assessment and strategies related to Cannabis Tourism in SLO CAL.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry will actively participate in Visit SLO CAL's Cannabis Tourism Working Group to contribute insight, experience and expertise to the initiative, as well as deliver tourism-related products, services and amenities that are necessary and appropriate to a successful Cannabis Tourism initiative and experience.

# TALENT ATTRACTION, DEVELOPMENT AND CAREERS

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL, in cooperation and coordination with the Workforce Development Board of San Luis Obispo County, the EVC Workforce Development Task Force, the Hourglass Project, Cuesta College, the SLO County Office of Education, SLO Partners, Cal Poly Cal Polywill study and assess the SLO CAL Travel & Tourism workforce including needs, requirements, forecast of labor supply and demand, skills, education and training, and career pathways.
- Visit SLO CAL will use this research to develop a detailed SLO CAL Travel & Tourism Workforce Development Strategy and plan to align labor needs and requirements with those of the SLO CAL Travel & Tourism industry.

### **San Luis Obispo County and Municipal Governments:**

- San Luis Obispo County, municipal and community government agencies, offices and officials will be encouraged to cooperate with the SLO CAL Travel & Tourism workforce research and strategy initiative to assist with any and all public sector information, data, research experience and expertise available to deliver a successful strategy.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry will cooperate with the SLO CAL Travel & Tourism workforce research and strategy initiative to assist with any and all private sector information, data, research experience and expertise available to deliver a successful initiative.

# WORKFORCE TRANSPORTATION

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL, in conjunction and cooperation with SLOCOG and RTA, will survey SLO CAL Travel & Tourism industry workers and their regional transportation situation, needs and requirements.
- The survey will collect information on their commuting patterns (home to work), preferences, existing private transportation services including those provided by Travel & Tourism employers and the potential for alternative transportation options.
- Visit SLO CAL will use the research and information to explore transportation options with SLOCOG and RTA, and the potential for allocating or reallocating resources and assets to improve and / or enhance public, private and industry transportation options for Travel & Tourism workers.

### **San Luis Obispo County and Municipal Governments:**

- San Luis Obispo County, municipal and community government agencies, offices and officials will be encouraged to cooperate with the SLO CAL Travel & Tourism Workforce Transportation initiative to assist with any and all public sector information, data, research experience and expertise available to deliver a successful initiative.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry and its workforce will cooperate with the SLO CAL Travel & Tourism Workforce Transportation initiative to assist with any and all private sector information, data, research experience and expertise available to deliver a successful initiative.

# WORKFORCE HOUSING

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL, in conjunction and cooperation with Coalition of Housing Partners from San Luis Obispo County, will survey SLO CAL Travel & Tourism industry workers and their housing situation, needs and requirements.
- The survey will collect information on their housing situation (cost, location, affordability, etc.), preferences and potential for alternative housing options.
- Visit SLO CAL will use the research and information to advocate for policies, strategies, plans and programs to improve the housing options for Travel & Tourism industry workers.

### **San Luis Obispo County and Municipal Governments:**

- San Luis Obispo County, municipal and community government agencies, offices and officials will be encouraged to cooperate with the SLO CAL Travel & Tourism Workforce Housing initiative to assist with any and all public sector information, data, research experience and expertise available to deliver a successful initiative.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry will cooperate with the SLO CAL Travel & Tourism Workforce Housing initiative to assist with any and all private sector information, data, research experience and expertise available to deliver a successful initiative.

# CUSTOMER SERVICE

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL will conduct research of SLO CAL Travel & Tourism industry establishments to determine the need for and interest in a Customer Service initiative.
- The research will collect information on what customer service programs are currently being used in SLO CAL and what gaps exist that a broader countywide program might address.
- Visit SLO CAL will use its DMO network and its Destinations International membership to collect information and case studies and best practices of Customer Service and Tourism Ambassador programs currently being used by other DMOs.
- Visit SLO CAL will work with work with Cal Poly, Cuesta College, and other educational and training organizations, to examine, select and implement customer service training and a possible certified customer service program for SLO CAL's travel and tourism partners and businesses.
- Visit SLO CAL will also develop and implement a Travel & Tourism industry business and employee recognition program to award and reward establishments and people who are providing and delivering excellent customer service in SLO CAL.

### **San Luis Obispo County and Municipal Governments:**

- San Luis Obispo County, municipal and community government agencies, offices and officials will be encouraged to cooperate with the SLO CAL Travel & Tourism Customer Service initiative to assist with any and all public sector information, data, research experience and expertise available to deliver a successful initiative.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry will cooperate with the SLO CAL Travel & Tourism Customer Service initiative to assist with any and all private sector information, data, research experience and expertise available to deliver a successful initiative.
- The SLO CAL Travel & Tourism industry will work with Visit SLO CAL to craft and deploy the selected Customer Service initiative, and use the program with its employees to improve / enhance customer service delivery.
- The SLO CAL Travel & Tourism industry will work with Visit SLO CAL to identify industry businesses and employees who are providing and delivering excellent customer service in SLO CAL so Visit SLO CAL can recognize, award and reward their contribution.

# SAN LUIS OBISPO COUNTY CONFERENCE CENTER

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL will create and host a SLO County Conference Center Development Task Force of county and municipal officials, economic development officials, developers, tourism officials and other key stakeholders to share information, efforts and progress on individual Conference Center initiatives.
- The SLO County Conference Center Development Task Force will discuss and agree to individual and cooperative efforts to move forward on one or more Conference Center initiatives.
- Visit SLO CAL will provide supportive resources to assist individual initiatives as needed and required to move proposals forward.

### **San Luis Obispo County and Municipal Governments:**

- San Luis Obispo County, municipal and community government agencies, offices and officials will be encouraged to cooperate with the SLO County Conference Center Development Task Force to assist with any and all public sector information, data, research experience and expertise available to deliver a successful initiative.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry will cooperate with the SLO County Conference Center Development Task Force to assist with any and all private sector information, data, research experience and expertise available to deliver a successful initiative.

# CHIEF INVESTMENT OFFICER (TRAVEL & TOURISM)

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL will collect, review and assess information about what other destinations are doing to market and promote their Travel & Tourism investment opportunities and develop a Travel & Tourism Investment Promotion Strategy for SLO CAL.
- Visit SLO CAL, in conjunction and cooperation with San Luis Obispo County and municipalities economic development agencies and offices as well as Travel & Tourism industry stakeholders, will create a portfolio of Travel & Tourism investment opportunities in SLO CAL. This portfolio will be used with developers and Travel & Tourism investors outside the county to promote SLO CAL opportunities.
- Visit SLO CAL will establish a position to organize activities associated with this initiative and promote the Travel & Tourism investment portfolio at hospitality investment conferences and other venues where Travel & Tourism investors and brands are likely to be looking for new opportunities.

### **San Luis Obispo County and Municipal Governments:**

- San Luis Obispo County, municipal and community government agencies, offices and officials should cooperate with Visit SLO CAL to assist in building the Travel & Tourism investment portfolio and provide other public sector information, data, research experience and expertise available to deliver a successful initiative.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry will work with Visit SLO CAL to identify opportunities that should be included in the Travel & Tourism investment portfolio and provide other private sector information, data, research experience and expertise available to deliver a successful initiative.

# AIR SERVICE DEVELOPMENT

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL will continue to drive visitor demand, and work with county, municipalities and San Luis Obispo County Regional Airport officials to increase airlift opportunities for SLO CAL residents and visitors.
- Visit SLO CAL will look to other creative efforts for inspiration, like the Louisville Regional Airlift Development, Inc. (LRAD) – a public/private partnership formed to support Louisville Regional Airport Authority (LRAA) in pursuing new nonstop passenger service to key coastal markets, with other markets to follow. LRAD sponsors include state and local government, chambers of commerce, convention & tourism bureaus, and many regional businesses.

### **San Luis Obispo County and Municipal Governments:**

- County, municipal and community governments, especially their economic development agencies, will be encouraged to join forces with Visit SLO CAL's Air Service Development effort and support calls, activities and actions necessary to provide incentives for new nonstop service.

### **The Travel & Tourism Industry:**

- SLO CAL Travel & Tourism stakeholders will join forces with Visit SLO CAL's Air Service Development effort and support calls, activities and actions necessary to provide incentives for new nonstop service.



# GROUND TRANSPORTATION

## ROLES & RESPONSIBILITIES

### Visit SLO CAL:

- Visit SLO CAL will be included and engaged at state, county, municipal and community transportation forums held to help identify options that leverage existing transportation solutions.
- Visit SLO CAL will conduct visitor flow research to assess true demand impact from out of town visitors to be used in future transportation policy considerations as well as local campaigns.
- Visit SLO CAL will advocate for a Visitor Transportation Strategy for San Luis Obispo County.
- Visit SLO CAL will promote, communicate and demonstrate to future visitors the ease of car-free visits to SLO CAL.
- Visit SLO CAL will advocate for alternate transportation options such as the RTA for convention and leisure purposes, and ride-sharing services for minimizing congestion.
- Visit SLO CAL will create incentives for businesses (tourism and non-tourism) and events and festivals to promote car-free movement.
- Visit SLO CAL will advocate for the enhancement of safety and connectivity so car-free travel feels and is viable.

### San Luis Obispo County and Municipal Governments:

- SLO CAL county, municipalities and local community governments will be encouraged to develop policies to support alternative transportation, including public transportation and ride-sharing services.
- These governments will be encouraged to create incentives for businesses, events and festivals to use public / alternative transportation.
- SLO CAL county, municipalities and local community governments will be encouraged to enhance safety, security and connectivity of public transit and bike routes.
- SLO CAL county, municipalities and local community governments will be encouraged to create and implement a visitor transportation strategy for SLO CAL that maps to existing transportation master plans for the county.

### The Travel & Tourism Industry:

- The SLO CAL Travel & Tourism industry will ensure that tourism is “at the table” when transportation policies are taking shape (state, county, municipalities and local).
- The industry will create forums to engage the industry in issues affecting the visitor transportation experience.
- The industry will create incentives for tourists to use alternate forms of transit.

# INTERNATIONAL VISITORS

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL will conduct research of SLO CAL Travel & Tourism industry establishments to determine the need for and interest in a China-ready plan.
- The research will collect information on what China-ready programs are currently being used in SLO CAL and what gaps might exist that a broader countywide program might address.
- Visit SLO CAL will use its DMO network, Visit California and Destinations International membership to collect information, case studies and best practices of China-ready programs currently being used by other DMOs.
- Visit SLO CAL will examine, select and implement a China-ready program for SLO CAL's Travel & Tourism partners and businesses.

### **San Luis Obispo County and Municipal Governments:**

- SLO CAL county, municipalities and local community governments should cooperate with the SLO CAL International Visitors initiative to assist with any and all public sector services available and necessary to deliver a successful initiative.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry will cooperate with the SLO CAL Travel & Tourism International Visitors initiative to assist with any and all private sector information, data, research experience and expertise available to deliver a successful initiative.
- The SLO CAL Travel & Tourism industry will work with Visit SLO CAL to craft and deploy the selected International Visitors initiative.

# VISIT SLO CAL AND FUNDING

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL will annually review the Destination Management Strategy recommendations, priorities and progress to date, and set forth annual plans, resources and funding needed for current year implementation.
- Visit SLO CAL will develop a work plan for Destination Management Strategy activities and incorporate that into its annual operating plan and budget.
- Visit SLO CAL will monitor and review annual progress and performance against the Destination Management Strategy and adjust the Destination Management Strategy, Visit SLO CAL's annual operating plan and budget accordingly.

### **San Luis Obispo County and Municipal Governments:**

- County, municipalities and community government leaders will be encouraged to regularly check in with Visit SLO CAL to review progress against the Destination Management Strategy and make sure the funding necessary to continue implementation of the Destination Management Strategy is sufficient and available to Visit SLO CAL for the same.

### **The Travel & Tourism Industry:**

- SLO CAL Travel & Tourism industry leaders will regularly check in with Visit SLO CAL to review progress against the Destination Management Strategy and make sure the organization, operations, staffing and funding necessary to continue implementation of the Destination Management Strategy is sufficient and available to Visit SLO CAL for the same.

# MORRO BAY WATERFRONT

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL should join with, and contribute to, the working group in Morro Bay that is actively engaged in discussions with the owners of the Morro Bay Power Plant and other stakeholders about the future of the Plant.
- Visit SLO CAL will study Morro Bay Power Plant opportunities and develop tourism forecasts, impact analyses and research that can be used by Morro Bay to assess alternative proposals.
- Visit SLO CAL will assess the impact of Morro Bay Power Plant opportunities on the broader SLO CAL tourism industry.
- Visit SLO CAL will advocate for and champion the conversion of the Morro Bay Power Plant into a County, community and Travel & Tourism asset that can deliver long-term quality of life and tourism economic impact for Morro Bay and San Luis Obispo County.
- Visit SLO CAL (Chief Investment Officer) will feature the Morro Bay Power Plant as one of its premier tourism investment opportunities to outside industry investors.

### **San Luis Obispo County and Municipal Governments:**

- Morro Bay and other San Luis Obispo County governments should work with Visit SLO CAL to feature and champion the Morro Bay Power Plant as a major tourism investment opportunity for SLO CAL.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry will join forces with Visit SLO CAL to support and champion the repurposing of the Morro Bay Power Plant into a community and Travel & Tourism asset.

# DEVELOP AND GROW COMMUNITIES

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- SLO CAL will conduct a detailed physical audit, examination and review of these places, and determine what placemaking opportunities exist, are desired or should be explored to increase visitor attraction and experiences in these places.
- Visit SLO CAL will continue to engage with County, municipalities and local economic development leaders to provide input, feedback and advice on issues and opportunities that might impact the visitor experience in the various municipalities, communities and neighborhoods.
- Visit SLO CAL will work with county, municipalities and local officials and leaders to help articulate, market and promote the unique sense of place and character that SLO CAL's municipalities, communities and neighborhoods offer to residents and visitors.
- Visit SLO CAL will review destination / neighborhood-focused development and marketing efforts by local tourism organizations to see how they are organizing capacity building for their own business establishments and destinations / neighborhoods, and apply best practices to SLO CAL's communities.

### **San Luis Obispo County and Municipal Governments:**

- SLO CAL government agencies will be encouraged to provide municipalities, communities, and neighborhoods with organizational assistance and funding to better develop, manage and market their places.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry will encourage industry establishments to join with their municipalities, communities and neighborhoods, to actively engage in their destination development and promotional efforts, and increase the connectivity of local business owners and operators to the broader SLO CAL experience.

# AUTHENTIC COMMUNITIES

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL will establish and host an Authentic Communities Working Group of interested and connected stakeholders who are passionate about and engaged in community specific proposals, planning and zoning issues that might impact the look, feel and authenticity of SLO CAL places.
- The Working Group will monitor and identify issues and opportunities that might impact residents' quality of life and the visitor experience, and identify where and when Visit SLO CAL should take a position, be supportive of or advocate for or against these proposal(s).
- Visit SLO CAL will contribute to, advocate on behalf of and champion issues associated with zoning or planning that might have a positive or negative impact on the authenticity of SLO CAL places.

### **San Luis Obispo County and Municipal Governments:**

- County, municipalities and community government leaders will be encouraged to keep lines of communication open with Visit SLO CAL and the Working Group regarding proposals or issues that might have an impact on the authenticity of SLO CAL places.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry will monitor county and community developments and proposals and keep Visit SLO CAL informed of issues, proposals or opportunities that might impact the authenticity of SLO CAL places.

# THEMATIC ROUTES

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL will develop a series of thematic route itineraries, activities, packages, events and partner promotions for the major tourism experience categories in SLO CAL.
- Visit SLO CAL will coordinate with thematic stakeholder groups, companies and organizations to identify and shape the opportunities for cooperation and collective packaging and sales of visitor experiences.
- Visit SLO CAL will work with thematic stakeholder groups, companies and organizations to create and deliver special and unique experiences for SLO CAL residents and visitors.
- Visit SLO CAL will market and promote thematic routes to SLO CAL residents, thematic groups and the broader visitor markets.

### **San Luis Obispo County and Municipal Governments:**

- San Luis Obispo County, municipal and community government agencies, offices and officials will be encouraged to cooperate with Visit SLO CAL to assist with public sector service requirements needed to successfully deliver thematic tourism routes.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry should assist Visit SLO CAL in identifying and packaging thematic route opportunities and delivering the tourism-related products, services and amenities that are necessary and appropriate to a successful thematic routes initiative and experience.

# TOURISM MANAGEMENT

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL will develop a Carrying Capacity Study of SLO CAL communities, activities and experiences focused on identifying specific places, days and times when tourism demand exceeds supply or when resident quality of life is degraded.
- Visit SLO CAL will use this information to educate and inform community officials and industry stakeholders about overtourism, and present options and opportunities for managing visitor traffic.
- Visit SLO CAL will work with these community officials and industry stakeholders to develop strategies, plans and programs to reduce or eliminate overtourism situations.
- Visit SLO CAL will monitor and assess carrying capacity performance against these strategies and adjust accordingly.

### **San Luis Obispo County and Municipal Governments:**

- San Luis Obispo County, municipal and community government agencies, offices and officials will be encouraged to cooperate with Visit SLO CAL to develop carrying capacity research, and undertake public sector activities necessary to fulfill the strategies associated with reducing or eliminating overtourism situations.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry will cooperate with Visit SLO CAL to identify overtourism situations and implement solutions to reduce or eliminate these situations.



# SUSTAINABLE TOURISM

## ROLES & RESPONSIBILITIES

### **Visit SLO CAL:**

- Visit SLO CAL will review and assess sustainable tourism programs that are currently in place in SLO CAL and used by industry stakeholders, owners and operators, and their impact on industry-wide objectives.
- Visit SLO CAL will review well known international, national and statewide resources such as the United Nations World Tourism Organization programs for Sustainable Tourism and their applicability to SLO CAL.
- Visit SLO CAL will consider other well known sustainable tourism organizations' programs and certifications and understand what benefits they might bring to SLO CAL.
- Visit SLO CAL will select or design and implement a sustainable tourism program that best suits the needs and requirements of tourism in San Luis Obispo County, its visitors and its residents.
- Visit SLO CAL will build consensus with tourism stakeholders on the need for and benefit of a sustainable tourism program and roll out the agreed strategy and program to the industry.

### **San Luis Obispo County and Municipal Governments:**

- County, municipalities and community governments will be encouraged to work with Visit SLO CAL and its stakeholders to define and organize a sustainable tourism strategy that complements existing programs and efforts and makes SLO CAL a sustainable tourism destination.

### **The Travel & Tourism Industry:**

- The SLO CAL Travel & Tourism industry will contribute to the sustainable tourism inventory and work to identify gaps that need to be filled to make SLO CAL a strong and vibrant sustainable destination.
- The Travel & Tourism industry will work with Visit SLO CAL to develop a SLO CAL sustainable tourism strategy and plan, and implement it across the region.



# *BUSINESS AND MARKETING PLAN*

## FY 2019/20



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# 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, 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. On pages six and seven, 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 secure 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

## 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

## MISSION

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

## BRAND INTENTION

### **STRATEGIC**

### **CONNECTOR**

### **CREATIVE**

### **INSPIRING**

### **ESSENTIAL**



*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

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 in 2020\*. Industry-identified priorities include:

- Increased advertising in VSC's key domestic markets to drive longer stays and higher visitor spending, while continuing 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 currently under development are San Diego, Portland, Las Vegas and others.
- Advancement of VSC-owned, tourism-related Destination Management Strategy recommendations. Examples of these recommendations may include assisting in product development, a countywide customer service training program, etc. where VSC would play a leadership role in the development, funding and/or facilitation.

\*Source: STR, Inc Forecast Report



# RENEWAL

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, based on input from lodging investors, 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 process begins – June 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, allow for continuous improvement and adapt 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 a 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 worked with Resonance Consultancy to conduct 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 a data-driven paid media strategy, placement and optimization of omnichannel advertising, including 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 Destiny Awards hosted by the U.S. Travel Association as part of the 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.



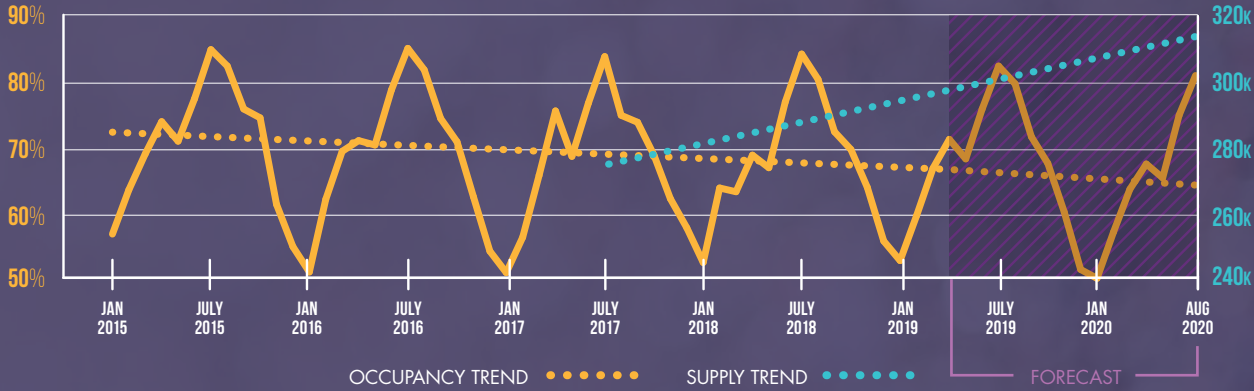
To promote the bevvvy of artisan product makers in SLO CAL, Visit SLO CAL developed the SLO CAL Crafted sub-brand and accompanying logo. This logo will be utilized across VSC's owned channels and will be available for use by the businesses in SLO CAL handcrafting local products.



# TRENDS AND RESEARCH

*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)



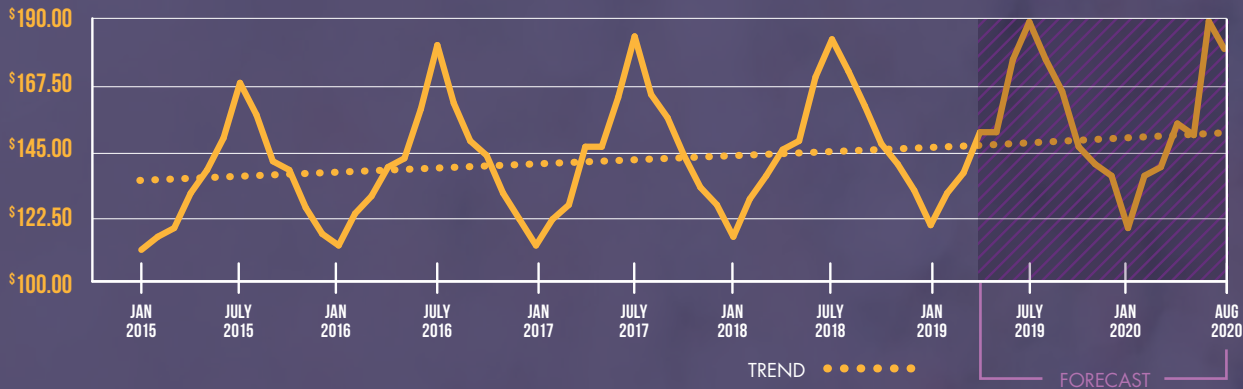
**12% INCREASE**

JULY 2017-  
AUG 2020  
ROOM SUPPLY

**4% DECREASE**

JAN 2015-  
DEC 2018  
OCCUPANCY

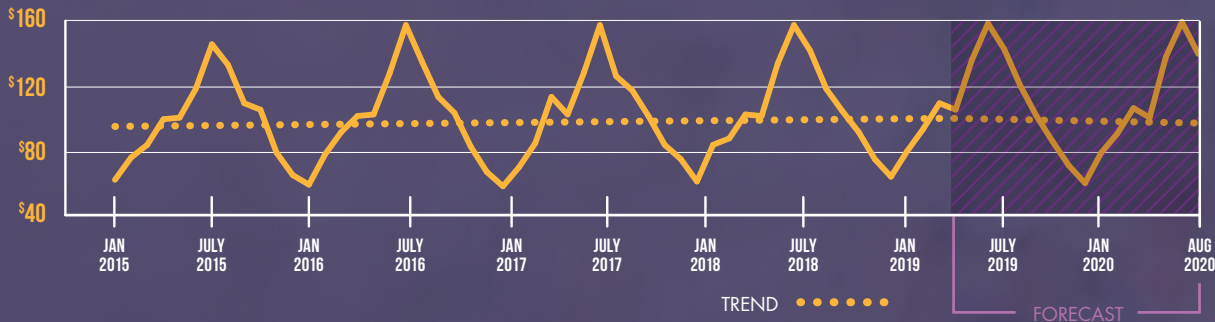
## AVERAGE DAILY RATE (ADR)



**11% INCREASE**

JAN 2015-  
DEC 2018  
ADR

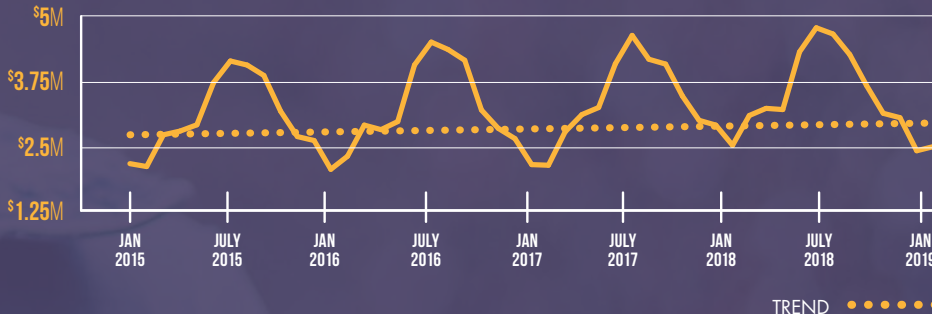
## REVENUE PER AVAILABLE ROOM (REVPAR)



**7% INCREASE**

JAN 2015-  
DEC 2018  
REVPAR

## TRANSIENT OCCUPANCY TAX (TOT)



**16% INCREASE**

JAN 2015-  
DEC 2018  
TOT

SOURCES: STR, INC; VISIT SLO CAL

## 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

## TRAVEL SPENDING

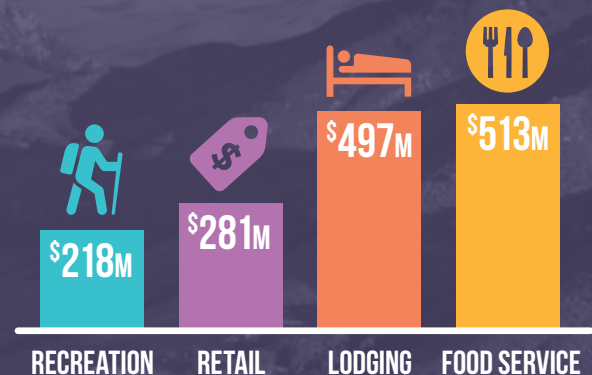
**\$1.89B** 

## INDUSTRY EARNINGS

**\$696M** 

TOURISM PUTS  
**20,680**   
PEOPLE TO WORK EACH DAY  
0.6% YOY INCREASE

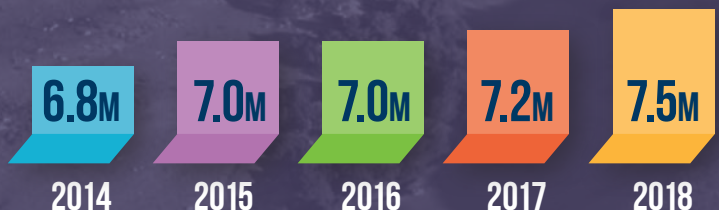
TOURISM CONTRIBUTES  
**\$39.56M**   
IN TRANSIENT OCCUPANCY TAX REVENUE  
5.1% YOY INCREASE



## DIRECT SPENDING BY SECTOR

## VISITOR VOLUME

**10.2%** GROWTH  
2014-2018  
SOURCE: TOURISM ECONOMICS



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

WHICH COULD COVER EXPENSES FOR:

 **800** POLICE OFFICERS' SALARIES  
 **1,084** FIREFIGHTERS' SALARIES  
 **1,736** TEACHERS' SALARIES  
 **128MI** OF 2-LANE RESURFACED ROADS **OR**  
 **111** PARKS

Sources: 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 and 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 and Google My Business Program *(see page 31)*

## DESTINATION MANAGEMENT

*Aligned with the four P's 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



## 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 DMS 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 experiences and a growing interest in healthy 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

Events and festivals provide potential visitors with an easy-to-understand framework within which to plan a stay; they offer a low-risk way for people to try the tourism “product”. By creating a calendar of events that appeals to both visitors and locals, VSC increases opportunities to attract a broader range of newcomers to destinations within SLO CAL that might not be considered otherwise. Festivals and signature events will allow for comprehensive experiences that showcase and enhance regional strengths while telling a broader story about the richness, vitality and variety of SLO CAL.

## 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 contributions 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 the tourism offerings begin to grow, there is a real opportunity—and necessity—for organizations to show leadership in this area. 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 a 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, such as the meetings, events, conferences and exhibitions 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 communities that have been identified as having capacity to further grow and develop 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 natural resources 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. Well-traveled and affluent visitors will seek out less-trafficked places that offer unique and authentic experiential bragging rights. As SLO CAL becomes more 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 promoting awareness of their 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 spending decisions?

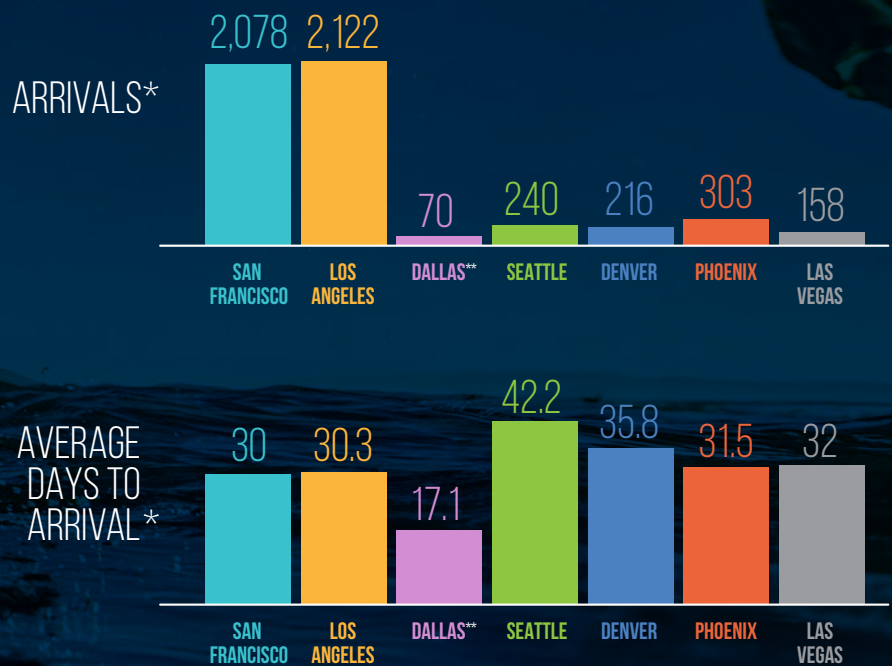
## **RELATIVE ADVERTISING COST**

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



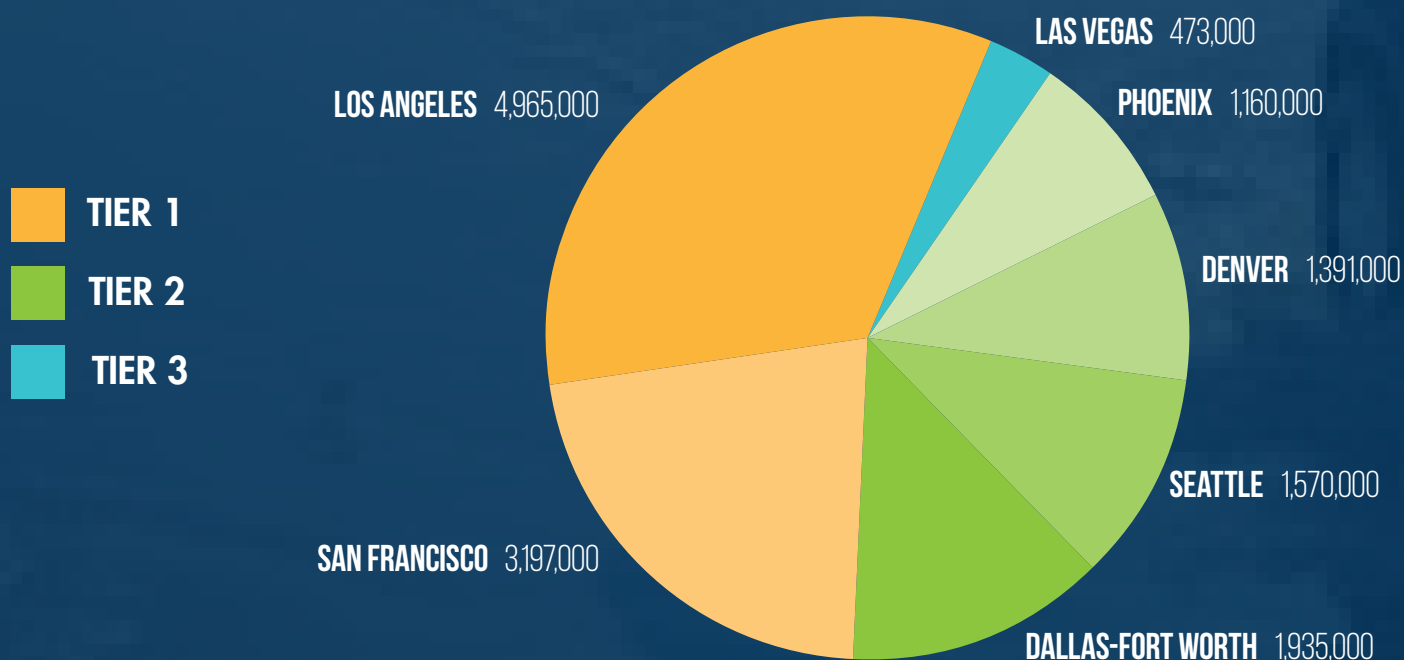


# TARGET MARKET OVERVIEW



\*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 February 2019. Numbers displayed are fiscal year to date.

		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%	
ALL VSC MARKETS		6,404,000	19.62%	1,866,000	18.40%	6,421,000	18.40%	
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-FORT WORTH	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
*Numbers for Dallas-Fort Worth Cultured Class are not statistically sound.								14,691,000



## 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:** #2 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 a new fly market that has already shown expansion, as VSC has helped sufficiently drive demand for additional flights into the county.*

- **AWARENESS:** (Not Included in Initial Awareness Study)
- **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:** #5 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:** #4 in Initial Awareness
- **ARRIVALS:** 3.2% of Arrivalist-Tracked Arrivals
- **ENGAGEMENT:** <1% of Organic Website Sessions
- **ACCESS:** 4 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. 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:** (Not Included in Initial Awareness Study)
- **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:** #3 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



A man and a woman are hiking on a rocky trail at sunset. The man is in the foreground, looking out over a valley. The woman is standing further back, smiling. The background shows rolling hills and a valley filled with trees and buildings, all bathed in the warm light of the setting sun.

# BRAND ARCHITECTURE AND 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 25–45
- 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*
- *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, 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

- Increase awareness of SLO CAL with target audiences in critical feeder markets
- Grow the perception of SLO CAL as a favorite California vacation destination
- Drive demand for travel to SLO CAL during critical need times of mid-week and off-peak seasons
- Increase the economic impact of each visitor while minimizing the negative impacts on local resources
- Increase the return on investment 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**
  - Testing on New Media Opportunities

**miles**  
PARTNERSHIP

Undertone.

✓ ARRIVALIST

**hulu**

**MiQ** THINK BEYOND.

**STEELHOUSE**

SOJERN

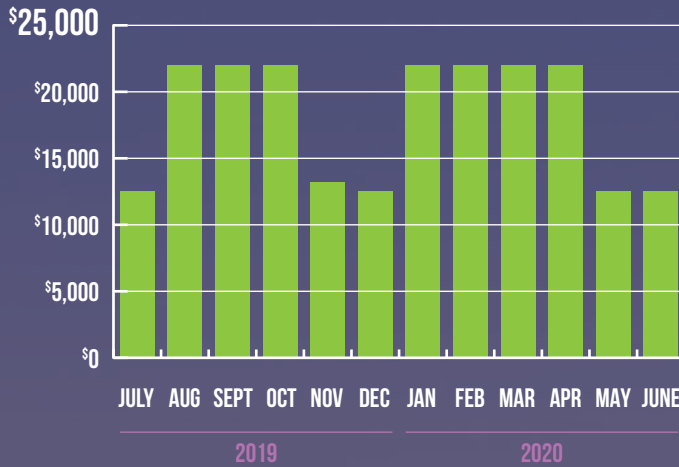
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SHARETHROUGH

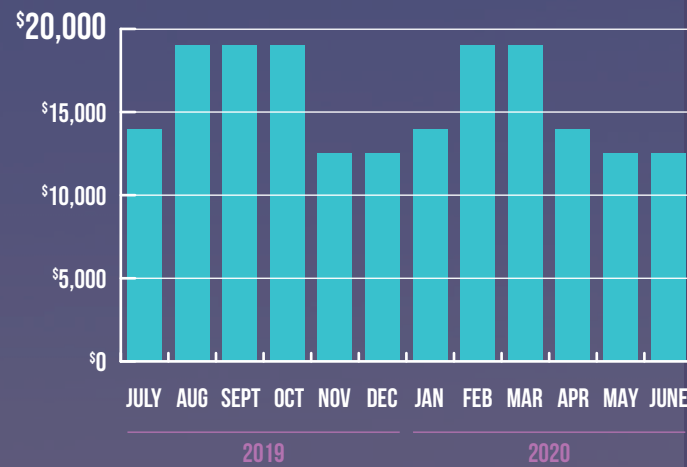
**IAS** Integral Ad Science

# PAID MEDIA PLAN

## PAID SEARCH



## SOCIAL



	2019							
	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB
		SHOULDER SEASON		OFF SEASON				
PAID SEARCH	\$12,500	\$22,000	\$22,000	\$22,000	\$13,000	\$12,500	\$22,000	\$22,000
SOCIAL	\$14,000	\$19,000	\$19,000	\$19,000	\$12,000	\$12,000	\$14,000	\$19,000
DISPLAY	\$11,875	\$75,042	\$75,042	\$75,042	\$7,500	\$7,500	\$76,708	\$76,708
TOTAL	\$38,375	\$116,042	\$116,042	\$116,042	\$32,500	\$32,000	\$112,708	\$117,708

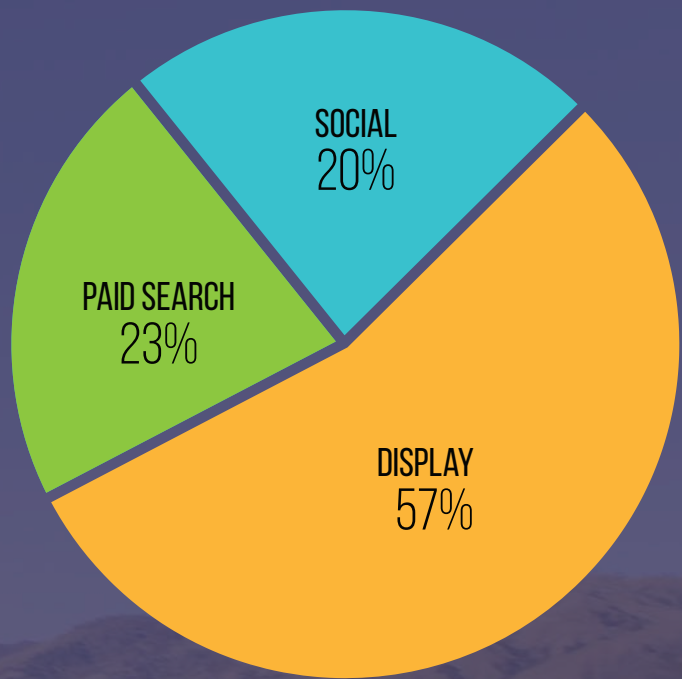
## PARTNERS

**PAID SEARCH** Google, YouTube

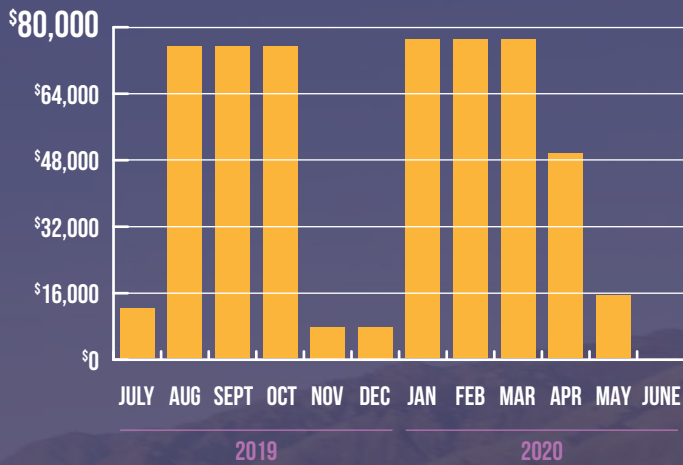
**SOCIAL** Facebook, Instagram, Pinterest

**DISPLAY** MIQ, Sharethrough, Jun Group, Undertone, Steelhouse, Hulu, Sojern

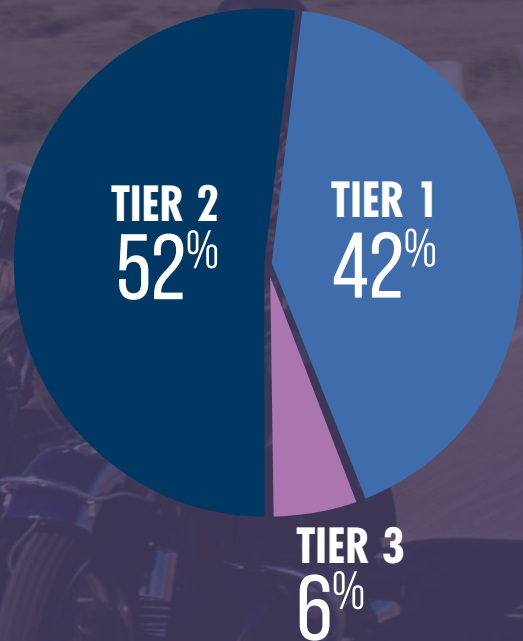
## MEDIA SPEND BY CHANNEL



## DISPLAY



## MEDIA SPEND BY GEOGRAPHY



TIER 1: LOS ANGELES, SAN FRANCISCO

TIER 2: DALLAS-FORT WORTH, SEATTLE, DENVER, PHOENIX

TIER 3: LAS VEGAS

## 2020

MAR	APR	MAY	JUNE	
SHOULDER SEASON				FY 2019/20 COST
\$22,000	\$22,000	\$12,500	\$12,500	\$217,000
\$19,000	\$14,000	\$12,000	\$12,000	\$185,000
\$76,708	\$49,200	\$15,000	\$0	\$546,325
\$117,708	\$85,200	\$39,500	\$24,500	\$948,325

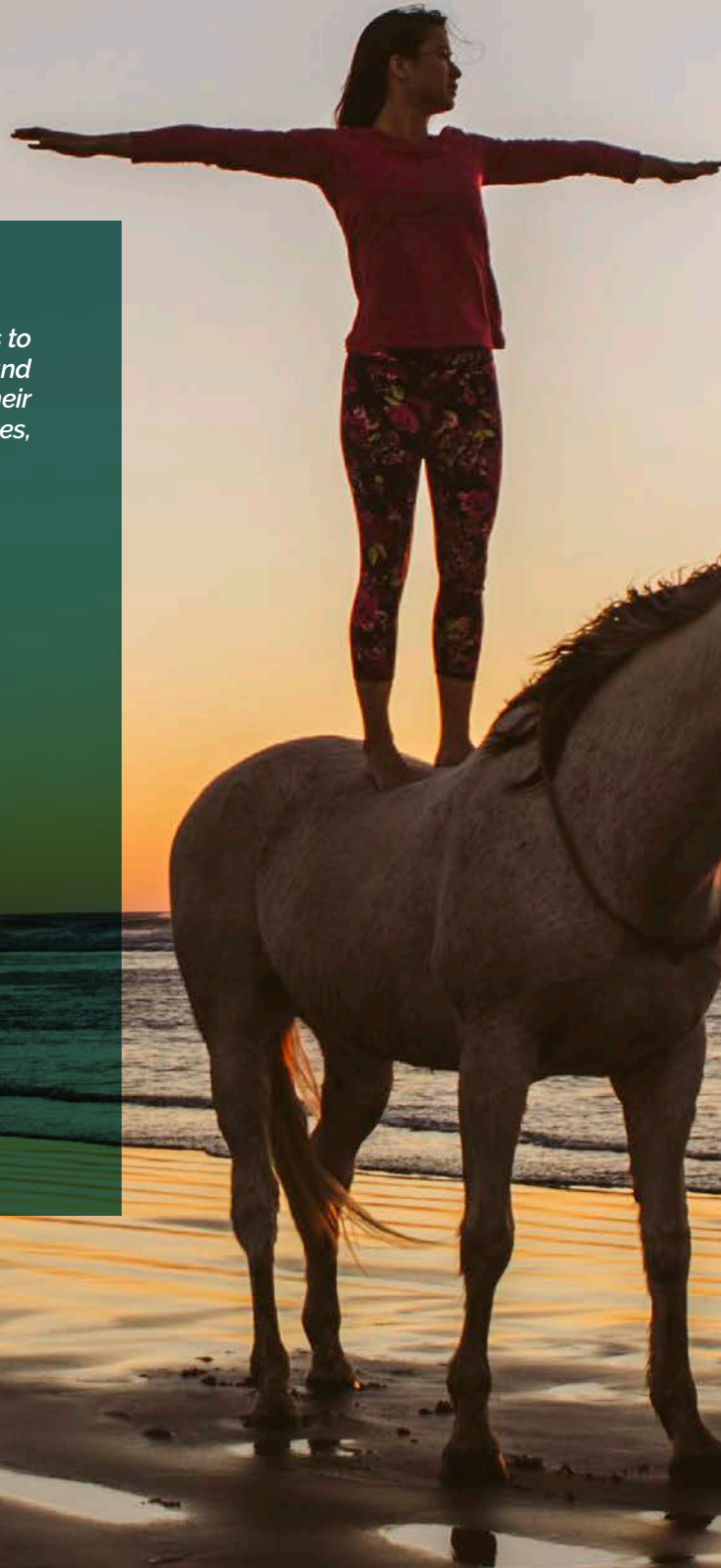


# OWNED MEDIA

*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

- Increase awareness and drive demand for SLO CAL with target audiences in key feeder markets
- Grow the perception of SLO CAL as a favorite California vacation destination
- Build and foster long-term relationships with potential and past visitors
- Increase reach, performance and engagement levels of owned channels and platforms
- Improve SEO ranking for target keywords and search topics
- Increase the return on investment of owned 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, 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



**SLO CAL**  
*Crafted*





# EARNED MEDIA AND 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.*

## OBJECTIVES

- Increase awareness of SLO CAL with target audiences and with target media
- Grow the perception of SLO CAL as a favorite California vacation destination
- Position tourism as a positive economic force on the community and VSC as a leader in regional economic development and destination marketing and management
- Increase coverage of SLO CAL in travel-related content in international, local and top-100 national publications
- Drive demand and increase domestic and international visitors
- Increase the number and variety of partners, experiences and SLO CAL destinations featured in SLO CAL earned media coverage
- Increase the return on investment on 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
  - Distribution of Monthly Press Releases for Visit SLO CAL
  - Agency-Led Media Meetings
- **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 Black Diamond PR in UK and Ireland.
  - Partners: Local DMOs, CCTC PR Firm, Visit California

**TURNER**  
a fahlgren mortine company

**BLACK  
DIAMOND**  
visit  
**California**

 **ipw**  
Powered by U.S. Travel

**INTERNATIONAL  
MEDIA  
marketplace**   
A Travel Media Event



# 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

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



SAN LUIS OBISPO COUNTY  
CALIFORNIA



# 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, Marketing and Conference Shows
- Tour and Travel Familiarization Trips
- Sales Missions for Tour and Travel and Meeting and Conference in Southern and Northern California
- 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

- Black Diamond in UK and Ireland

BLACK  
DIAMOND

Go West  
SUMMIT

RVIA

simpleview

ipw  
Powered by U.S. Travel

VRMA  
VACATION RENTAL MANAGEMENT ASSOCIATION

visit  
California

MPI

wtm®

CalSAE®  
ADVANCING TOGETHER

NTA®



# FILM SLO CAL

*Film SLO CAL aims to grow the 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

- Increase economic impact of filming in SLO CAL through increased leads, productions and filming days
- Build Film SLO CAL's reach and exposure with film scouts, local industry and film industry media
- Position Film SLO CAL as a local film industry leader and the first point of contact for San Luis Obispo County with film professionals
- 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
- Advertisements in Key Film Industry Location Publications
- FilmSLOCAL.com, Online Location Gallery and Local Industry Listings





# ENGAGE WITH VISIT SLO CAL

SLOCAL.com/Partners

SALES

EARNED

PAID

OWNED

EVENTS

	JULY 2019	AUGUST 2019	SEPTEMBER 2019	OCTOBER 2019	NOVEMBER 2019
<b>CO-OP</b>			\$ Tour & Travel Mission	\$ RVIA California RV Show	
<b>TRADE SHOWS &amp; MISSION PARTICIPATION</b>				Vacation Rental Management Association International Conference	World Travel Market
<b>MEDIA PITCHES</b>	i SHORT LEAD: Summer Getaway LONG LEAD: Fall Harvest	i SHORT LEAD: National Yoga Month (September) LONG LEAD: What's New Fall/Winter 2019	i SHORT LEAD: Female-Focused Travel LONG LEAD: Culinary Adventures	i SHORT LEAD: SLO CAL Haunts LONG LEAD: Where To Go in 2020	i SHORT LEAD: Holidays in SLO CAL LONG LEAD: Winter Warm Up
<b>FAM TRIPS</b>					★ Fall Media FAM
<b>MEDIA EVENTS</b>		i Visit SLO CAL New York Media Deskside Tour		i Visit CA San Francisco Media Reception Visit CA Canada Media Mission	
<b>ADVERTISING &amp; MEDIA</b>	\$ Google Destination Partnership				
	\$ i SLO CAL Official Visitors Magazine				
	\$ SLOCAL.com - Paid Listings & Advertising				
<b>CONTENT THEMES</b>	i Summer Adventures & Events	i Outdoor Adventures	i SLO CAL Wine Month	i Fall/Harvest Activities	i Holidays
<b>SLO CAL CRAFTED</b>	★ i Brewers & Breweries	★ i Outdoor Gear & Accessories	★ i Wine & Winemakers	★ i Harvest Around SLO CAL	★ i Artist Features
<b>SLO CAL STORYTELLERS</b>			★ Excursion Trip		
<b>TOURISM INDUSTRY</b>	Destinations International Annual Conference	U.S. Travel ESTO	Industry Mixers (4) CalTravel Summit	Industry Educational Symposium	
<b>CONSUMER MARKETING</b>					★ SAVOR* - California

\* Dates to be determined and subject to change

\$ INVESTMENT OPPORTUNITIES AVAILABLE

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!

DECEMBER 2019	JANUARY 2020	FEBRUARY 2020	MARCH 2020	APRIL 2020	MAY 2020	JUNE 2020
\$ CalSAE Seasonal Spectacular Meeting & Conference Sales Mission	\$ Tour & Travel Winter Sales Mission	\$ Meeting Professionals International Northern CA Expo Meeting & Conference Sales Mission				\$ i ★ IPW
National Travel Association Travel Exchange			Go West Summit UK Sales Mission	Visit CA China Asia Sales Mission		
i SHORT LEAD: SLO CAL Crafted LONG LEAD: Highway 1 Roadtrip	i SHORT LEAD: SLO(CAL) in Love LONG LEAD: Family-Focused Spring Break	i SHORT LEAD: Last-Minute Spring Break Getaways LONG LEAD: Responsible Wildflower Tourism	i SHORT LEAD: What's New Spring/Summer 2020 LONG LEAD: Celebrate Great Outdoors Month (June)	i SHORT LEAD: Biking Winery Tours LONG LEAD: Central Coast Weddings & Honeymoons	i SHORT LEAD: SLO CAL Cocktail Month (June) LONG LEAD: Last-Minute Summer Getaways	i SHORT LEAD: 4th of July LONG LEAD: Skip-Gen Gradcation Travel
	★ Winter Media FAM			★ Spring Media FAM		
	i International Media Marketplace New York Media Event		i UK Media Mission			i ★ IPW Media Marketplace
SLOCAL.com - Paid Listings & Advertising						
i Holidays	★ i Restaurant Month	i Spring Break Getaways & Deals	i Wildflower Peeping	i Bike Tourism	i SLO CAL Crafted Cocktails & Spirits	i Family Summer Vacation Ideas & Deals
★ i SLO CAL Crafted Gift Guide	★ i Chef & Restaurant Features	★ i Chocolatiers & Sweets	★ i Farms & Agritourism	★ i Tours	★ i Spirits, Mixers & the People Who Make Them	★ i Beach & Summer Accessories
★ Excursion Trip			★ Excursion Trip			★ Excursion Trip
		Visit CA Outlook Forum		Destination Capitol Hill	★ Visit SLO CAL Destination Summit CA Tourism Month	CalTravel Advocacy Day
			★ SAVOR* - Fly Market		AMGEN Tour of California	

SLOCAL.COM

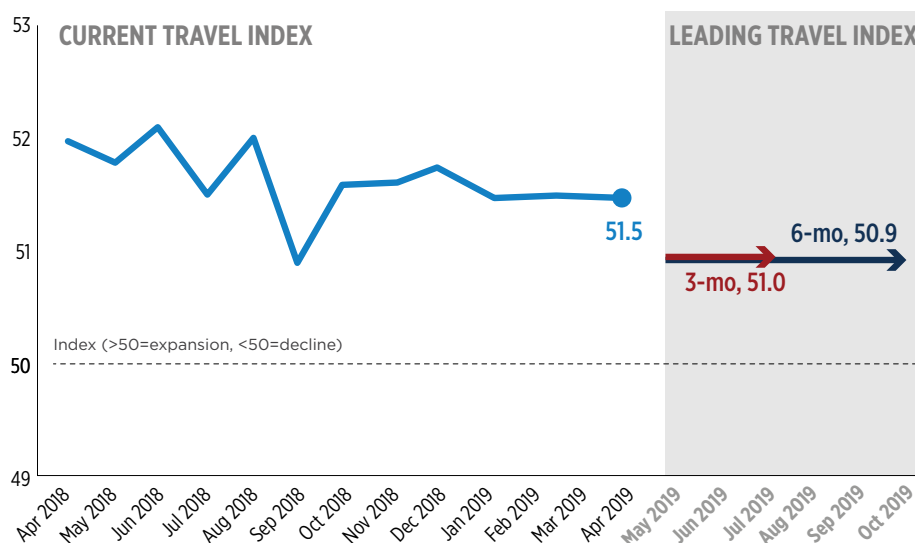




# APRIL TRAVEL TRENDS INDEX

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 **51.5** in **April 2019** indicates that travel to or within the U.S. grew **3.0%** in **April 2019** compared to April 2018.

LTI predicts travel growth will moderate through October 2019, a result of deceleration across all travel segments.

Overall travel volume (person trips to or within the United States involving a hotel stay or air travel) grew at the same year-over-year rate in April 2019 as in March 2019. International inbound and domestic travel both experienced firm growth; international demand rebounded from two months of contraction, and domestic growth was supported entirely by the leisure segment.

## HIGHLIGHTS:

\* For CTI and LTI definitions, please see below.

- The Current Travel Index (CTI) has registered at or above the 50 mark for 112 straight months, as the industry sustains its tenth consecutive year of expansion.
- The CTI was positive in April, registering 51.5 (indicating 3.0% percent y/y growth). This is on a par with the 6-month moving average.
- International inbound expanded 5.6% in April, rallying after two months of contraction. The Leading Travel Index (LTI) continues to project that inbound travel growth will be positive, albeit slower, over the next six months, registering at or just below 1.0%.
- Domestic leisure travel extended its growth trend in April (3.2%), on par with its six-month trend. However, the business segment stalled (0.0%).
- The 6-month LTI reading of 50.9 indicates that total U.S. travel volume is expected to grow at a rate of around 1.8% through October 2019. Over the same period, domestic travel will achieve 2.0% growth, while international inbound travel will return to more moderate growth around 0.8%.

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.

# APRIL TRAVEL TRENDS INDEX (CONT.)

	CTI	3-MONTH LTI*	6-MONTH LTI**
MARCH INDEX	51.5	51.0	51.0
APRIL INDEX	51.5	51.0	50.9
DIRECTION AND SPEED	Travel demand increased; at the same rate as the previous month	Travel is expected to grow over the coming 3 months; at a slower rate	Travel is expected to grow over the coming 6 months; at a slower rate

\* Average outlook reading for May 2019 to Jul 2019  
 \*\* Average outlook reading for May 2019 to Oct 2019



*Given the U.S. Department of Commerce's recent release on international visitation statistics, the TTI has proven a good indicator of inbound travel. The Index correctly predicted the strong growth in international arrivals in the first half of 2018 as well as the slowdown in the second half—particularly in the final quarter—of the year.*

**DAVID HUETHER**

Senior Vice President, Research

## DETAILED RESULTS:

Domestic travel demand increased 2.6% in April, supported entirely by leisure segment growth. Business travel demand was likely impacted by both Easter and Passover, as meetings and conventions tend to shift to other months. Looking ahead, leisure travel is expected to grow at a faster pace than business travel. Vacation intentions slowed slightly but remain in healthy territory, and forward-looking bookings and searches point to continued growth.

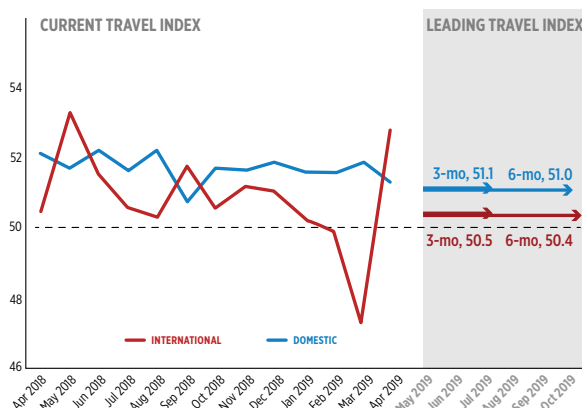
International inbound travel recovered in April (+5.6%), reflecting the complementary effect of the Easter calendar shift that produced a sharp contraction in March. Despite the surge, international inbound growth is expected to moderate over the next six months.

	CURRENT TRAVEL INDEX (CTI)				LEADING TRAVEL INDEX (LTI)		6-MO LTI VS. CTI 6-MO AVG.	
	6-MONTH AVG	FEBRUARY	MARCH	APRIL	3-MONTH*	6-MONTH**	DIRECTION	SPEED
TOTAL MARKET	51.5	51.4	51.5	51.5	51.0	50.9	Increasing	Slower
INTERNATIONAL	50.4	49.9	47.2	52.8	50.5	50.4	Increasing	-
DOMESTIC	51.6	51.6	51.9	51.3	51.1	51.0	Increasing	Slower
BUSINESS	51.2	51.8	51.5	50.0	50.8	50.8	Increasing	Slower
LEISURE	51.8	51.5	52.1	51.8	51.2	51.1	Increasing	Slower

\* Average outlook reading for May 2019 to Jul 2019  
 \*\* Average outlook reading for May 2019 to Oct 2019

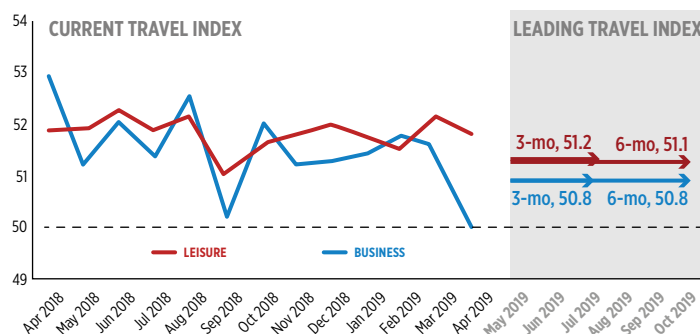
## APRIL DOMESTIC AND INTERNATIONAL TRAVEL INDEX

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



## APRIL 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.