



# AGENDA

## Visit SLO CAL Board of Directors

### Visit SLO CAL Board of Directors Agenda

Wednesday, September 18, 2019

8:30am-10:30am

Agrarian Hotel

325 E Branch St., Arroyo Grande, CA 93420

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

<b>ANNOUNCEMENTS</b>
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<b>C. Davison</b>
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<b>CONSENT AGENDA - <i>motion required</i></b>
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<b>C. Davison</b>
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3. Approval of July 17, 2019 Board Meeting Minutes (*yellow*)
4. Approval of June/Year-End Financials (*green*)
5. Approval of July and August Financials (*green*)
6. Approval of Visit SLO CAL's FY2018/19 Annual Report
7. Approval of Visit SLO CAL's Employee Handbook Updates
8. Approval of Visit SLO CAL's Conflict of Interest Policy Updates
9. Ratification of Victor Popp's Appointed Seat
10. Ratification of Toni LeGras' Appointed Seat

*Staff will request Board approval of the July 17, 2019 Board Meeting Minutes, the June/Year-End, July and August Visit SLO CAL Financials, Visit SLO CAL's FY2018/19 Annual Report, Visit SLO CAL's Employee Handbook updates, Visit SLO CAL's Conflict of Interest Policy updates, and the ratification of Victor Popp's and Toni LeGras' appointed seats to the Visit SLO CAL Board.*

<b>CEO REPORT</b>
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<b>C. Davison</b>
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11. CEO Report (5 min)  
*Staff will provide an update on current projects and areas of focus for the months ahead.*

<b>BUSINESS ITEMS</b>
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<b>C. Davison</b>
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12. Executive Committee Seat (5 min) – *motion required*  
*Staff will request Board approval to appoint Hemant Patel to the Secretary position on the Executive Committee, as recommended by the Executive Committee.*
13. FY2018-19 Audit (15 min) – *motion required*  
*Staff will request Board approval of Visit SLO CAL's FY2018/19 Audit.*
14. TMD Renewal Update (25 min)  
*Staff will provide an update on the TMD renewal process, including petition signatures to date, updated timeline, key next steps and needed Board assistance.*
15. Advocacy Plan (20 min) – *motion required*  
*Staff will request Board approval of Visit SLO CAL's Advocacy Plan, as recommended by the Executive Committee.*

**16. Air Service Development (20 min) – *motion required***

*Staff will provide an update on recent air service development efforts and ask the Committee to recommend that the Board approve the allocation of reserve funds toward advertising the newly announced San Diego and Portland air service.*

**17. Marketing Update (10 min)**

*Staff will 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 board to discuss or take action on issues not on the agenda, except that members of the board may briefly respond to statements made or questions posed by the person giving public comment. Staff may be directed by the board to follow-up on such items and/or place them on the next board agenda. The order of agenda items is listed for reference and items may be taken in any order deemed appropriate by the Board of Directors.

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



# MINUTES

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## Visit SLO CAL Board of Directors

### Visit SLO CAL Board of Directors Meeting Minutes

Wednesday, July 17, 2019

8:30am

Holiday Inn Express Hotel & Suites  
9010 W. Front Rd., Atascadero, CA 93422

#### 1. CALL TO ORDER: Clint Pearce

**PRESENT:** Alma Ayon, Kathy Bonelli, Mark Eads, Aaron Graves, Jim Hamilton, Jay Jamison, Sam Miller, Hemant Patel, Nipool Patel, Clint Pearce, Amar Sohi

**ABSENT:** Jed Bickel

**STAFF PRESENT:** Chuck Davison, Brooke Burnham, Michael Wambolt, Derek Kirk, Brendan Pringle, Alessandra Casey

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**Call to Order at 8:38 am.**

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

None.

#### ANNOUNCEMENTS

Davison noted that Item 12 (Destination Management Strategy Recommendations) will be moved to the end of the Agenda.

#### CONSENT AGENDA

3. Approval of May 15, 2019 Board Meeting Minutes
4. Approval of May Financials
5. Approval of Visit SLO CAL's Travel & Expense Policy
6. Acceptance of John Arnold's Resignation from the Board of Directors

Davison outlined the key changes to Visit SLO CAL's Travel & Expense Policy. He also noted that John Arnold, who held the Paso Robles seat, formally resigned, effective immediately, on June 18, 2019.

Public Comment – None.

Board Discussion. Bonelli noted that Victor Popp was appointed to the Paso Robles lodging seat on the Visit SLO CAL Board on Tuesday night (July 16, 2019).

**ACTION:** Moved by Sohi/Hamilton to approve the Consent Agenda as presented.

**Motion carried: 11:0**

#### CEO REPORT

## 7. CEO Report

Davison reviewed U.S. Travel's Travel Trends Index for May 2019 vs. May 2018, and provided a TOT update through May 2019. He also reported out on Visit SLO CAL's bi-annual Advisory Committee Meeting (June 13, 2019), and recognized all the Board members who attended in support of Visit SLO CAL's efforts. He provided the highlights of Visit SLO CAL's multi-day IPW sponsorship co-op (June 2-5, 2019), an activation that was seen by more than 6200 attendees, including more than 1300 international buyers. Davison noted that County is currently working through the process of filling the appointed Unincorporated Area lodging seat and will provide us with an update on when this seat will be an item on the Board of Supervisor's agenda. Interested parties are asked to send an application to Nikki Schmidt at [nschmidt@co.slo.ca.us](mailto:nschmidt@co.slo.ca.us). Davison reported out CalTravel's Board Meeting and Tourism Advocacy Day at the State Capitol (June 19, 2019). On June 26, 2019, Visit SLO CAL and the SLO County Regional Airport announced new direct air service from Las Vegas; the flight launches October 17 and will run four days per week (Thursday, Friday, Sunday, Monday). Davison noted that in the next several weeks, Visit SLO CAL will make its next new air service announcement, and that new markets will require additional funding to be approved by the Board at a later date. He added that air service consultant Volaire was looking to bring their next annual conference to San Luis Obispo County in April 2020. He noted that the Sixel Conference, hosted in San Luis Obispo County five years ago, familiarized air service product managers with the destination and became a springboard for much of the air service development conversations that Visit SLO CAL and the Airport are having today. He also reported out on his upcoming travel schedule.

Public Comment – Danna Stroud, Travel Paso, thanked the Board for their support of the IPW sponsorship activation and for their leadership in making this decision. She noted that it was a unique and game-changing event for IPW and US Travel, and that to have Visit SLO CAL and our DMO partners part of this was very significant. She reported that a great deal of business was done in the Plaza during this activation and that it was an effective way to continue conversations with clients.

Board Discussion.

## BUSINESS ITEMS

### 8. Executive Committee Seat

As noted during the Consent Agenda, John Arnold resigned on June 18, 2019, leaving a vacancy on the Executive Committee. Davison outlined the time commitment that the Committee requires, and noted that under this business item, the floor will open to Committee nominations for the open seat. Once the seat is filled, he will request nominations for the appointment of Vice Chair. On July 3, 2019, the Committee recommended that the Board appoint Mark Eads as Vice Chair.

Public Comment – None.

Board Discussion. Graves nominated Hemant Patel, noting that he would be a great asset to the Executive Committee.

**ACTION:** Moved by Graves/N. Patel to appoint Hemant Patel to the open seat on the Executive Committee.

**Motion carried: 10:0:1**  
**H. Patel abstained.**

**ACTION:** Moved by N. Patel/Jamison to appoint Mark Eads as Vice Chair of the Executive Committee, as recommended by the Executive Committee.

**Motion carried: 10:0:1**  
**Eads abstained.**

### 9. Community Engagement Plan

Davison outlined the Objectives, Strategies and high-level components of Visit SLO CAL's draft Community Engagement Plan, and requested feedback from the Board. He noted that based on the feedback received from the Executive



Committee, not every piece of the strategy will take the same priority, nor will each piece be done all at once. He said that the initial focus will be on activations that impact investors directly, first and foremost. The Executive Committee recommended the approval of the Community Engagement Plan at their July 3, 2019 meeting.

Public Comment – None.

Board Discussion.

**ACTION:** Moved by N. Patel/Eads to approve the Community Engagement Plan, as recommended by the Executive Committee.

**Motion carried: 11:0**

## **10. Surfers of Tomorrow Sponsorship**

Davison outlined a title sponsorship opportunity with the World Surf League’s Surfers of Tomorrow of two competitions—the Pismo Beach Open, an existing event that will occur in January, and the establishment of a second event in Morro Bay, that would occur in February. The events would be branded as the “SLO CAL Open at Pismo Beach” and the “SLO CAL Open at Morro Rock,” respectively. He also noted that the goal would be to eventually add a third event in the county in a community such as Cayucos or Oceano. Davison provided background on the event, and outlined the sponsorship value and key proposed components of the activation. He added that it is an opportunity to capitalize on a space that Visit California is currently using to propel content. The activation would include up to a \$40k cash sponsorship and an in-kind promotion of up to \$20k in one-time branding and promotion investment. Davison outlined how this type of a title event tied to the DMS recommendations regarding signature events for the county. Davison requested a motion to recommend Board approval for the CEO to enter into contract negotiations, as recommended by the Executive Committee at their July 3, 2019 meeting.

Public Comment – None.

Board Discussion.

**ACTION:** Moved by Graves/N. Patel to allow the President & CEO to enter into contract negotiations with World Surf League’s Surfers of Tomorrow, establishing a sponsorship of up to \$40k cash and up to \$20k in-kind sponsorship for the SLO CAL Open contest, as recommended by the Executive Committee.

**Motion carried: 11:0**

## **11. Oceano Dunes Advocacy**

Kirk noted that the California Coastal Commission (CCC) and California State Parks (CSP) are struggling for control of the future of the Oceano Dunes State Park. CCC staff believe that after many attempts to find sensible solutions, it is time to begin the full closure of the Oceano Dunes State Vehicular Recreation Area (ODSVRA). Kirk noted that, at the present time, the City of Pismo Beach and the City of Arroyo Grande are not taking a formal position on the issue. The City of Grover Beach wrote a letter to the CCC asking them to spend time working with local jurisdictions to develop a plan moving forward. Supervisors Compton, Arnold and Peschong, as well as Assemblymember Jordan Cunningham, all wrote letters to the CCC opposing the staff recommendation. State Senator Monning’s office is also tracking the issue closely. Kirk outlined the CCC staff’s proposal, and noted that at their July 11, 2019 meeting, the CCC ultimately gave the CSP one year to finalize their Public Works Plan, incorporate the CCC staff’s recommendations and bring it back to the Commission for final approval. Due to the short time window before the CCC meeting, the Executive Committee approved staff advocating on behalf of the tourism community supporting the Oceano Dunes and the need for it to remain open as a critical economic driver for the destination. This included drafting a coalition letter of support and speaking during public comment at the CCC meeting. Visit SLO CAL partnered with Cal Poly, Hourglass Project, EVC, South County Chambers, Santa Maria Valley Chambers and Pismo Beach Chamber on the coalition letter, which asked the CCC to “push pause” on the staff recommendations and work with the local community to develop a sustainable and economically-viable solution to move

forward. Davison noted that Visit SLO CAL's position would be to try to negotiate a middle ground for everyone on this issue. He requested a motion to confirm the Executive Committee's approval of this advocacy effort.

Public Comment – Danna Stroud, Travel Paso, noted that Travel Paso would like the opportunity to engage further in this process and that the timing simply didn't permit them to get formal approval from the Board. She noted that Visit SLO CAL's collective voice on this issue is very important, and that she appreciates the organization being out there taking the lead.

Board Discussion.

**ACTION:** Moved by Sohi/Hamilton to confirm the Executive Committee's decision to allow Visit SLO CAL to advocate on behalf of the tourism community supporting the Oceano Dunes and the need for it to remain open as a critical economic driver for the destination.

**Motion carried: 11:0**

### **13. TMD Renewal Update**

In a July 15, 2019 email to city managers, the County indicated that the release of petitions would occur the week of July 29, 2019 with a return date of September 27, 2019. Visit SLO CAL is currently working to secure both local TBID and City Council meeting dates beginning in August, and is building the presentation decks for community lodging meetings and the city council meetings in advance of the petition release. He reviewed the next steps in the renewal process, and noted that as Visit SLO CAL prepares to launch this process, it will need the support of the Board. At the May meeting, the Board stated that they were willing to assist with this process. At their July 3, 2019 meeting, the Executive Committee outlined that all Board members should be willing to commit to the following to assure the passage of the TMD: 1) Making phone calls to lodging partners in their communities asking for support; 2) Hosting community lodging meetings; 3) Attending meetings with lodging partners to obtain signatures; and 4) Collecting lodging petition signatures. Davison requested feedback on ways the Board can get involved in the petition process. He noted that Visit SLO CAL is not seeking any motion, but wanted to keep the Board updated and define the lift involved in this process.

Public Comment – None.

Board Discussion.

### **14. Morgan Stanley CD Account Update**

Davison outlined the background and the purpose of Visit SLO CAL's ladder CD, managed by Morgan Stanley. Visit SLO CAL's account, at the direction of the Board, opened with a beginning total value of \$500k and reserve funds have been swept from Visit SLO CAL's operating account to a Morgan Stanley accounts on a bi-monthly basis, following the approval of financials by the Board. The two accounts are now valued at \$770,095.59 and total interest accrued over the last 18 months has totaled \$25,349.98.

Public Comment – None.

Board Discussion.

### **12. Destination Management Strategy Recommendations**

Davison provided a progress update on the Destination Management Strategy (DMS), noting that the Steering Committee provided feedback and recommended approval of the Full Draft Report on June 12, 2019, and that the Executive Committee recommended Board approval of the Destination Management Strategy Final Report at their June 21, 2019 meeting. Once it receives approval from the Board, Visit SLO CAL will begin working with Resonance to develop the Work Plan, kicking the process off with a meeting with Resonance next week prior to the start of the Destinations International Annual Convention in St. Louis. Depending on timing, the high-level Work Plan will likely go before the Board for feedback, approval and prioritization recommendations during the September meeting.

Richard Cutting-Miller, Resonance Consultancy, presented the Final Report. Davison reiterated the desired timeline for the Work Plan.

Public Comment – None.

Board Discussion.

**ACTION:** Moved by N. Patel/Graves to approve the Destination Management Strategy Final Report as presented.

**Motion carried: 11:0**

## **ADJOURNMENT**

**ACTION:** Moved by Pearce/Graves to adjourn at 10:40 am.

2:48 PM

07/23/19

Accrual Basis

# Visit SLO CAL

## Balance Sheet Prev Year Comparison

### As of June 30, 2019

	Jun 30, 19	Jun 30, 18	\$ Change	% Change
<b>ASSETS</b>				
<b>Current Assets</b>				
Checking/Savings				
1010 · Bank of the Sierra - TMD	549,306.35	483,355.53	65,950.82	13.6%
1020 · Bank of the Sierra - Membership	264,383.51	201,886.73	62,496.78	31.0%
1030 · Morgan Stanley - TMD	666,511.29	430,886.33	235,624.96	54.7%
1040 · Morgan Stanley - Membership	103,793.30	100,407.50	3,385.80	3.4%
Total Checking/Savings	1,583,994.45	1,216,536.09	367,458.36	30.2%
Accounts Receivable				
1200 · Accounts Receivable	910,690.08	746,785.24	163,904.84	22.0%
Total Accounts Receivable	910,690.08	746,785.24	163,904.84	22.0%
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	54,803.10	131,001.15	-76,198.05	-58.2%
1330 · Employee Advances	7.26	20.57	-13.31	-64.7%
1499 · Undeposited Funds	0.00	-2,219.00	2,219.00	100.0%
Total Other Current Assets	59,547.31	133,559.67	-74,012.36	-55.4%
Total Current Assets	2,554,231.84	2,096,881.00	457,350.84	21.8%
<b>Fixed Assets</b>				
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%
<b>Other Assets</b>				
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>2,709,230.43</b>	<b>2,251,879.59</b>	<b>457,350.84</b>	<b>20.3%</b>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Accounts Payable				
2000 · Accounts Payable	330,771.24	162,914.22	167,857.02	103.0%
Total Accounts Payable	330,771.24	162,914.22	167,857.02	103.0%
Credit Cards				
2060 · American Express Credit Card	24,242.85	9,776.00	14,466.85	148.0%
Total Credit Cards	24,242.85	9,776.00	14,466.85	148.0%
Other Current Liabilities				
2070 · Accrued Liabilities	565.58	30,526.99	-29,961.41	-98.2%
2100 · Payroll Liabilities				
2160 · Health Insurance Withheld	-532.45	172.19	-704.64	-409.2%
Total 2100 · Payroll Liabilities	-532.45	172.19	-704.64	-409.2%
Total Other Current Liabilities	33.13	30,699.18	-30,666.05	-99.9%
Total Current Liabilities	355,047.22	203,389.40	151,657.82	74.6%
Total Liabilities	355,047.22	203,389.40	151,657.82	74.6%
<b>Equity</b>				
3120 · Reserved Earnings	789,429.84	565,953.40	223,476.44	39.5%

2:48 PM

07/23/19

Accrual Basis

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

	Jun 30, 19	Jun 30, 18	\$ Change	% Change
3130 · Retained Earnings	1,482,536.79	1,125,416.90	357,119.89	31.7%
Net Income	82,216.58	357,119.89	-274,903.31	-77.0%
Total Equity	2,354,183.21	2,048,490.19	305,693.02	14.9%
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>2,709,230.43</b>	<b>2,251,879.59</b>	<b>457,350.84</b>	<b>20.3%</b>

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

Income	This Month	Reforecast Budget for Month	MTD Variance	MTD Actual v. Budget %	MTD % of Total Income/Expenses	FISCAL YEAR	Reforecast Budget Fiscal Year	Variance	Actual v. Budget %	% of Total Income/Expenses
Collected from Prior Year Assessments	\$ 7,732	\$ -	\$ 7,732	100.00%	1.25%	\$ 189,426	\$ 181,694	\$ 7,732	104.26%	4.13%
Other Revenue	\$ 1,075	\$ 850	\$ 225	126.44%	0.17%	\$ 11,159	\$ 9,831	\$ 1,328	113.51%	0.24%
Co-op Revenue	\$ 59,087	\$ 45,390	\$ 13,697	130.18%	9.58%	\$ 93,449	\$ 141,801	\$ (51,163)	65.90%	2.04%
<b>TMD Income:</b>										
SLO County Unincorporated	\$ 137,484	\$ 137,484	\$ -	100.00%	22.29%	\$ 1,110,505	\$ 1,110,505	\$ 0	100.00%	24.21%
SLO City	\$ 92,671	\$ 92,671	\$ -	100.00%	15.03%	\$ 783,852	\$ 783,852	\$ (0)	100.00%	17.09%
Pismo Beach	\$ 115,889	\$ 115,889	\$ -	100.00%	18.79%	\$ 1,023,191	\$ 1,023,191	\$ 0	100.00%	22.31%
Morro Bay	\$ 37,019	\$ 37,019	\$ -	100.00%	6.00%	\$ 342,760	\$ 342,760	\$ 0	100.00%	7.47%
Paso Robles	\$ 61,711	\$ 61,711	\$ -	100.00%	10.01%	\$ 547,004	\$ 547,004	\$ (0)	100.00%	11.93%
Arroyo Grande	\$ 11,523	\$ 11,523	\$ -	100.00%	1.87%	\$ 95,062	\$ 95,062	\$ 0	100.00%	2.07%
Atascadero (quarterly)	\$ 38,743	\$ 38,743	\$ -	100.00%	6.28%	\$ 136,628	\$ 136,628	\$ -	100.00%	2.98%
Grover Beach	\$ 4,793	\$ 4,793	\$ -	100.00%	0.78%	\$ 36,544	\$ 36,544	\$ 0	100.00%	0.80%
Adjustment for Actual TMD Collected	\$ 44,402	\$ -	\$ 44,402	100.00%	7.20%	\$ 193,397	\$ 181,060	\$ 12,337	106.81%	4.22%
Interest Income	\$ 4,622	\$ 600	\$ 4,022	770.39%	0.75%	\$ 23,396	\$ 10,019	\$ 13,377	233.52%	0.51%
<b>Total Income</b>	<b>\$ 616,752</b>	<b>\$ 546,674</b>	<b>\$ 70,078</b>	<b>112.82%</b>	<b>100.00%</b>	<b>\$ 4,586,374</b>	<b>\$ 4,599,952</b>	<b>\$ (16,389)</b>	<b>99.70%</b>	<b>100.00%</b>
<b>Expenses</b>										
Contingency Reserve	\$ 27,652	\$ 25,034	\$ 2,618	110.46%	5.32%	\$ 223,476	\$ 222,407	\$ 1,070	100.48%	4.96%
G&A	\$ 20,749	\$ 22,227	\$ (1,478)	93.35%	3.99%	\$ 272,603	\$ 274,825	\$ (2,222)	99.19%	6.05%
Industry Research and Resources	\$ 80,437	\$ 42,084	\$ 38,353	191.13%	15.49%	\$ 709,025	\$ 680,624	\$ 28,401	104.17%	15.74%
Travel Trade	\$ 173,034	\$ 128,026	\$ 45,008	135.16%	33.31%	\$ 452,101	\$ 421,439	\$ 30,662	107.28%	10.04%
Communications	\$ 38,641	\$ 57,361	\$ (18,719)	67.37%	7.44%	\$ 323,085	\$ 392,183	\$ (69,097)	82.38%	7.17%
Advertising	\$ 143,702	\$ 219,119	\$ (75,416)	65.58%	27.67%	\$ 1,986,729	\$ 2,109,249	\$ (122,521)	94.19%	44.11%
Promotions	\$ 3,864	\$ 2,507	\$ 1,357	154.14%	0.74%	\$ 43,736	\$ 49,551	\$ (5,815)	88.26%	0.97%
Events	\$ 2,012	\$ 1,786	\$ 226	112.68%	0.39%	\$ 135,934	\$ 138,674	\$ (2,740)	98.02%	3.02%
Digital Marketing	\$ 29,324	\$ 28,617	\$ 707	102.47%	5.65%	\$ 332,116	\$ 330,681	\$ 1,436	100.43%	7.37%
Film Commission	\$ -	\$ 1,846	\$ (1,846)	0.00%	0.00%	\$ 25,351	\$ 41,085	\$ (15,734)	61.70%	0.56%
<b>Total Expenses</b>	<b>\$ 519,417</b>	<b>\$ 528,606</b>	<b>\$ (9,189)</b>	<b>98.26%</b>	<b>100.00%</b>	<b>\$ 4,504,157</b>	<b>\$ 4,660,717</b>	<b>\$ (156,560)</b>	<b>96.64%</b>	<b>100.00%</b>
<b>Surplus(Deficit)</b>	<b>\$ 97,335</b>	<b>\$ 18,067</b>	<b>\$ 79,268</b>	<b>538.74%</b>		<b>\$ 82,217</b>	<b>\$ (60,764)</b>	<b>\$ 140,170</b>	<b>-135.30%</b>	

### Cash Flow

Surplus (Deficit)	\$ 97,335	\$ 82,217
Beginning Cash Balance	\$ 1,812,451	\$ 1,214,317
Change in Accounts Receivable	\$ (221,599)	\$ (163,905)
Change in Accrued Expenses	\$ (246,069)	\$ (30,666)
Change in Prepaid Expenses	\$ 132,914	\$ 76,231
Change in Accounts Payable	\$ (18,690)	\$ 182,323
Change in Reserve Contingency	\$ 27,652	\$ 223,476

### Ending Cash Balance

\$ 1,583,994	\$ 1,583,994
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Contingency Reserve - 5% of Cumulative Revenue

\$ (789,430)	\$ (789,430)
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Liability on Balance Sheet

### Net Available Cash

\$ 794,565	\$ 794,564
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### Comments to the Board:

- \$97k surplus for June (\$79k larger surplus than budgeted). \$82k surplus for the fiscal year (\$140k larger surplus than budgeted).
- All TMD amounts accrued through April have been collected.
- Monies received from partners to help fund initiatives (co-op) are now being recorded as Income, versus a credit to Expenses as they have been recorded in the past.

# Visit SLO CAL

## Balance Sheet Prev Year Comparison

### As of July 31, 2019

	Jul 31, 19	Jul 31, 18	\$ Change	% Change
<b>ASSETS</b>				
<b>Current Assets</b>				
Checking/Savings				
1010 · Bank of the Sierra - TMD	272,922.11	444,802.84	-171,880.73	-38.6%
1020 · Bank of the Sierra - Membership	272,697.63	170,021.38	102,676.25	60.4%
1030 · Morgan Stanley - TMD	686,407.18	431,930.86	254,476.32	58.9%
1040 · Morgan Stanley - Membership	104,161.85	100,718.17	3,443.68	3.4%
Total Checking/Savings	1,336,188.77	1,147,473.25	188,715.52	16.5%
Accounts Receivable				
1200 · Accounts Receivable	1,044,373.44	872,001.27	172,372.17	19.8%
Total Accounts Receivable	1,044,373.44	872,001.27	172,372.17	19.8%
<b>Other Current Assets</b>				
1320 · Prepaid Rent	4,369.95	4,369.95	0.00	0.0%
1340 · Workman's Comp Deposit	744.40	367.00	377.40	102.8%
1350 · Prepaid Expenses	154,151.69	130,697.60	23,454.09	18.0%
1330 · Employee Advances	11.25	0.75	10.50	1,400.0%
1499 · Undeposited Funds	143,494.35	143,464.45	29.90	0.0%
Total Other Current Assets	302,771.64	278,899.75	23,871.89	8.6%
Total Current Assets	2,683,333.85	2,298,374.27	384,959.58	16.8%
<b>Fixed Assets</b>				
1400 · Fixed Assets				
1405 · Computer Hardware/Software	31,747.44	31,747.44	0.00	0.0%
1410 · Furniture & Fixtures	102,213.07	102,213.07	0.00	0.0%
1415 · Leasehold Improvements	71,766.15	71,766.15	0.00	0.0%
1425 · Office Equipment	19,488.10	19,488.10	0.00	0.0%
Total 1400 · Fixed Assets	225,214.76	225,214.76	0.00	0.0%
1500 · Accumulated Depreciation				
1505 · Comp. Hdwr/Sftwr. Acc. Depr.	-17,156.17	-17,156.17	0.00	0.0%
1510 · Furn. & Fixt. Accum. Depr.	-10,765.00	-10,765.00	0.00	0.0%
1515 · Leasehold Imp. Accum. Depr.	-2,987.00	-2,987.00	0.00	0.0%
1525 · Office Equip. Accum. Depr.	-15,556.00	-15,556.00	0.00	0.0%
Total 1500 · Accumulated Depreciation	-46,464.17	-46,464.17	0.00	0.0%
Total Fixed Assets	178,750.59	178,750.59	0.00	0.0%
<b>Other Assets</b>				
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>2,877,834.44</b>	<b>2,492,874.86</b>	<b>384,959.58</b>	<b>15.4%</b>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Accounts Payable				
2000 · Accounts Payable	122,557.91	75,281.99	47,275.92	62.8%
Total Accounts Payable	122,557.91	75,281.99	47,275.92	62.8%
Credit Cards				
2060 · American Express Credit Card	5,872.41	13,677.11	-7,804.70	-57.1%
Total Credit Cards	5,872.41	13,677.11	-7,804.70	-57.1%
Other Current Liabilities				
2070 · Accrued Liabilities	54,760.81	31,110.32	23,650.49	76.0%
2100 · Deferred Revenue	-2,000.00	0.00	-2,000.00	-100.0%
2100 · Payroll Liabilities				
2160 · Health Insurance Withheld	-578.67	-411.28	-167.39	-40.7%
Total 2100 · Payroll Liabilities	-578.67	-411.28	-167.39	-40.7%
Total Other Current Liabilities	52,182.14	30,699.04	21,483.10	70.0%
Total Current Liabilities	180,612.46	119,658.14	60,954.32	50.9%
Total Liabilities	180,612.46	119,658.14	60,954.32	50.9%
<b>Equity</b>				

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08/13/19

Accrual Basis

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

	Jul 31, 19	Jul 31, 18	\$ Change	% Change
3120 · Reserved Earnings	816,295.66	590,307.95	225,987.71	38.3%
3130 · Retained Earnings	1,604,255.37	1,723,272.37	-119,017.00	-6.9%
Net Income	276,670.95	59,636.40	217,034.55	363.9%
Total Equity	2,697,221.98	2,373,216.72	324,005.26	13.7%
TOTAL LIABILITIES & EQUITY	2,877,834.44	2,492,874.86	384,959.58	15.4%



San Luis Obispo County  
Visitors & Conference Bureau  
2019-2020 Financial Summary - July

Income	This Month	Budgeted for Month	MTD Variance	MTD Actual v. Budget %	MTD % of Total Income/ Expenses	FISCAL YTD	Budget YTD	YTD Variance	YTD Actual v. Budget %	YTD % of Total Income/ Expenses
Web & Ticket Revenue	\$ 1,071	\$ 850	\$ 221	126%	0.19%	\$ 1,071	\$ 850	\$ 221	126%	0.19%
Co-op Revenue	\$ 9,780	\$ 7,333	\$ 2,447	133%	1.78%	\$ 9,780	\$ 7,333	\$ 2,447	133%	1.78%
Interest Income	\$ 2,994	\$ 1,632	\$ 1,361	183%	0.54%	\$ 2,994	\$ 1,632	\$ 1,361	183%	0.54%
<b>TMD Income</b>										
Collected from Prior Year Assessments	\$ 7,385	\$ 10,000	\$ (2,615)	74%	1.34%	\$ 7,385	\$ 10,000	\$ (2,615)	74%	1.34%
SLO County Unincorporated	\$ 164,871	\$ 164,871	\$ -	100%	29.97%	\$ 164,871	\$ 164,871	\$ -	100%	29.97%
SLO City	\$ 78,776	\$ 78,776	\$ -	100%	14.32%	\$ 78,776	\$ 78,776	\$ -	100%	14.32%
Pismo Beach	\$ 149,789	\$ 149,789	\$ -	100%	27.23%	\$ 149,789	\$ 149,789	\$ -	100%	27.23%
Morro Bay	\$ 46,725	\$ 46,725	\$ -	100%	8.49%	\$ 46,725	\$ 46,725	\$ -	100%	8.49%
Paso Robles	\$ 70,796	\$ 70,796	\$ -	100%	12.87%	\$ 70,796	\$ 70,796	\$ -	100%	12.87%
Arroyo Grande	\$ 12,171	\$ 12,171	\$ -	100%	2.21%	\$ 12,171	\$ 12,171	\$ -	100%	2.21%
Atascadero **	\$ -	\$ -	\$ -	100%	0.00%	\$ -	\$ -	\$ -	100%	0.00%
Grover Beach	\$ 5,733	\$ 5,733	\$ -	100%	1.04%	\$ 5,733	\$ 5,733	\$ -	100%	1.04%
Adjustment for Actual TMD Collected	\$ -	\$ -	\$ -	100%	0.00%	\$ -	\$ -	\$ -	100%	0.00%
<b>Total TMD Income</b>							<b>\$ 538,860</b>			
<b>Total Income</b>	<b>\$ 550,090</b>	<b>\$ 548,675</b>	<b>\$ 1,415</b>	<b>100%</b>	<b>100.00%</b>	<b>\$ 550,090</b>	<b>\$ 548,675</b>	<b>\$ 1,415</b>	<b>100%</b>	<b>100.00%</b>
** District pays quarterly										
<b>Expenses</b>										
Contingency Reserve	\$ 26,866	\$ 26,985	\$ (120)	100%	9.83%	\$ 26,866	\$ 26,985	\$ (120)	100%	9.83%
G&A	\$ 22,512	\$ 34,221	\$ (11,709)	66%	8.23%	\$ 22,512	\$ 34,221	\$ (11,709)	66%	8.23%
Industry Research and Resources	\$ 25,041	\$ 44,408	\$ (19,367)	56%	9.16%	\$ 25,041	\$ 44,408	\$ (19,367)	56%	9.16%
Travel Trade	\$ 22,021	\$ 25,190	\$ (3,170)	87%	8.05%	\$ 22,021	\$ 25,190	\$ (3,170)	87%	8.05%
Communications	\$ 22,282	\$ 30,629	\$ (8,347)	73%	8.15%	\$ 22,282	\$ 30,629	\$ (8,347)	73%	8.15%
Advertising	\$ 108,182	\$ 118,547	\$ (10,365)	91%	39.57%	\$ 108,182	\$ 118,547	\$ (10,365)	91%	39.57%
Promotions	\$ 1,780	\$ 3,019	\$ (1,239)	59%	0.65%	\$ 1,780	\$ 3,019	\$ (1,239)	59%	0.65%
Events	\$ 2,883	\$ 10,633	\$ (7,750)	27%	1.05%	\$ 2,883	\$ 10,633	\$ (7,750)	27%	1.05%
Digital Marketing	\$ 22,528	\$ 26,916	\$ (4,388)	84%	8.24%	\$ 22,528	\$ 26,916	\$ (4,388)	84%	8.24%
Film Commission	\$ 814	\$ 3,124	\$ (2,310)	26%	0.30%	\$ 814	\$ 3,124	\$ (2,310)	26%	0.30%
Engagement & Advocacy	\$ 18,512	\$ 45,282	\$ (26,770)	41%	6.77%	\$ 18,512	\$ 45,282	\$ (26,770)	41%	6.77%
<b>Total Expenses</b>	<b>\$ 273,419</b>	<b>\$ 368,954</b>	<b>\$ (95,535)</b>	<b>74%</b>	<b>100.00%</b>	<b>\$ 273,419</b>	<b>\$ 368,954</b>	<b>\$ (95,535)</b>	<b>74%</b>	<b>100.00%</b>
<b>Surplus(Deficit)</b>	<b>\$ 276,671</b>	<b>\$ 179,721</b>	<b>\$ 96,950</b>	<b>154%</b>		<b>\$ 276,671</b>	<b>\$ 179,721</b>	<b>\$ 96,950</b>	<b>154%</b>	

<b>Cash Flow</b>		
Surplus (Deficit)	\$ 276,671	\$ 276,671
Beginning Cash Balance	\$ 1,583,994	\$ 1,583,994
Change in Accounts Receivable	\$ (133,683)	\$ (133,683)
Change in Accrued Expenses	\$ 52,149	\$ 52,149
Change in Prepaid Expenses	\$ (99,730)	\$ (99,730)
Change in Accounts Payable	\$ (226,584)	\$ (226,584)
Change in Reserve Contingency	\$ 26,866	\$ 26,866
<b>Ending Cash Balance</b>	<b>\$ 1,479,683</b>	<b>\$ 1,479,683</b>
Contingency Reserve - 5% of Cumulative Revenue	\$ 816,296	\$ 816,296
Liability on Balance Sheet		
<b>Net Available Cash</b>	<b>\$ 2,295,979</b>	<b>\$ 2,295,979</b>

**Notes:**

- \$277k surplus for July (\$66k larger surpluses than budgeted).

- All TMD amounts accrued through May have been collected.

- Monies received from partners to help fund initiatives (co-op) are now being recorded as Income, versus a credit to Expenses as they have been recorded in the past.

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

	Aug 31, 19	Aug 31, 18	\$ Change	% Change
<b>ASSETS</b>				
<b>Current Assets</b>				
Checking/Savings				
1010 · Bank of the Sierra - TMD	567,467.46	616,829.25	-49,361.79	-8.0%
1020 · Bank of the Sierra - Membership	267,456.02	200,151.93	67,304.09	33.6%
1030 · Morgan Stanley - TMD	690,566.38	448,095.02	242,471.36	54.1%
1040 · Morgan Stanley - Membership	104,531.81	100,976.45	3,555.36	3.5%
<b>Total Checking/Savings</b>	<b>1,630,021.67</b>	<b>1,366,052.65</b>	<b>263,969.02</b>	<b>19.3%</b>
Accounts Receivable				
1200 · Accounts Receivable	984,061.37	1,040,452.61	-56,391.24	-5.4%
<b>Total Accounts Receivable</b>	<b>984,061.37</b>	<b>1,040,452.61</b>	<b>-56,391.24</b>	<b>-5.4%</b>
<b>Other Current Assets</b>				
1320 · Prepaid Rent	4,369.95	4,369.95	0.00	0.0%
1340 · Workman's Comp Deposit	744.40	367.00	377.40	102.8%
1350 · Prepaid Expenses	200,206.61	109,552.50	90,654.11	82.8%
1330 · Employee Advances	11.25	0.75	10.50	1,400.0%
1499 · Undeposited Funds	64,728.63	108,715.47	-43,986.84	-40.5%
<b>Total Other Current Assets</b>	<b>270,060.84</b>	<b>223,005.67</b>	<b>47,055.17</b>	<b>21.1%</b>
<b>Total Current Assets</b>	<b>2,884,143.88</b>	<b>2,629,510.93</b>	<b>254,632.95</b>	<b>9.7%</b>
<b>Fixed Assets</b>				
1400 · Fixed Assets				
1405 · Computer Hardware/Software	31,747.44	31,747.44	0.00	0.0%
1410 · Furniture & Fixtures	102,213.07	102,213.07	0.00	0.0%
1415 · Leasehold Improvements	71,766.15	71,766.15	0.00	0.0%
1425 · Office Equipment	19,488.10	19,488.10	0.00	0.0%
<b>Total 1400 · Fixed Assets</b>	<b>225,214.76</b>	<b>225,214.76</b>	<b>0.00</b>	<b>0.0%</b>
1500 · Accumulated Depreciation				
1505 · Comp. Hdwr/Sftwr. Acc. Depr.	-17,156.17	-17,156.17	0.00	0.0%
1510 · Furn. & Fixt. Accum. Depr.	-10,765.00	-10,765.00	0.00	0.0%
1515 · Leasehold Imp. Accum. Depr.	-2,987.00	-2,987.00	0.00	0.0%
1525 · Office Equip. Accum. Depr.	-15,556.00	-15,556.00	0.00	0.0%
<b>Total 1500 · Accumulated Depreciation</b>	<b>-46,464.17</b>	<b>-46,464.17</b>	<b>0.00</b>	<b>0.0%</b>
<b>Total Fixed Assets</b>	<b>178,750.59</b>	<b>178,750.59</b>	<b>0.00</b>	<b>0.0%</b>
<b>Other Assets</b>				
1600 · Intangibles				
1605 · Trademark - Slocal	15,750.00	15,750.00	0.00	0.0%
<b>Total 1600 · Intangibles</b>	<b>15,750.00</b>	<b>15,750.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>Total Other Assets</b>	<b>15,750.00</b>	<b>15,750.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>TOTAL ASSETS</b>	<b>3,078,644.47</b>	<b>2,824,011.52</b>	<b>254,632.95</b>	<b>9.0%</b>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Accounts Payable				
2000 · Accounts Payable	91,931.77	48,313.19	43,618.58	90.3%
<b>Total Accounts Payable</b>	<b>91,931.77</b>	<b>48,313.19</b>	<b>43,618.58</b>	<b>90.3%</b>
Credit Cards				
2060 · American Express Credit Card	-4,291.85	1,433.03	-5,724.88	-399.5%
<b>Total Credit Cards</b>	<b>-4,291.85</b>	<b>1,433.03</b>	<b>-5,724.88</b>	<b>-399.5%</b>
<b>Other Current Liabilities</b>				
2070 · Accrued Liabilities	135,068.50	57,699.70	77,368.80	134.1%
2010 · Deferred Revenue	-2,000.00	0.00	-2,000.00	-100.0%
2100 · Payroll Liabilities				
2115 · Company ETT Payable	1.06	0.00	1.06	100.0%
2125 · Company FUTA Payable	6.34	0.00	6.34	100.0%
2135 · Company SUI Payable	51.74	0.00	51.74	100.0%
2160 · Health Insurance Withheld	-563.15	-411.23	-151.92	-36.9%
<b>Total 2100 · Payroll Liabilities</b>	<b>-504.01</b>	<b>-411.23</b>	<b>-92.78</b>	<b>-22.6%</b>
<b>Total Other Current Liabilities</b>	<b>132,564.49</b>	<b>57,288.47</b>	<b>75,276.02</b>	<b>131.4%</b>

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09/12/19

Accrual Basis

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

	Aug 31, 19	Aug 31, 18	\$ Change	% Change
<b>Total Current Liabilities</b>	220,204.41	107,034.69	113,169.72	105.7%
<b>Total Liabilities</b>	220,204.41	107,034.69	113,169.72	105.7%
<b>Equity</b>				
<b>3120 · Reserved Earnings</b>	637,612.74	419,557.64	218,055.10	52.0%
<b>3130 · Retained Earnings</b>	1,805,488.95	1,723,272.37	82,216.58	4.8%
<b>Net Income</b>	415,338.37	574,146.82	-158,808.45	-27.7%
<b>Total Equity</b>	2,858,440.06	2,716,976.83	141,463.23	5.2%
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>3,078,644.47</b>	<b>2,824,011.52</b>	<b>254,632.95</b>	<b>9.0%</b>

San Luis Obispo County  
Visitors & Conference Bureau  
2019-2020 Financial Summary - August

Income	This Month	Budgeted for Month	MTD Variance	MTD Actual v. Budget %		MTD % of Total Income/Expenses	FISCAL YTD	Budget YTD	YTD Variance	YTD Actual v. Budget %		YTD % of Total Income/Expenses
Web & Ticket Revenue	\$ 1,103	\$ 850	\$ 253		130%	0.24%	\$ 2,174	\$ 1,700	\$ 474	128%		0.22%
Co-op Revenue	\$ 3,593	\$ 7,333	\$ (3,741)		49%	0.78%	\$ 13,373	\$ 14,667	\$ (1,294)	91%		1.33%
Interest Income	\$ 4,549	\$ 1,632	\$ 2,916		279%	0.99%	\$ 7,542	\$ 3,265	\$ 4,278	231%		0.75%
<b>TMD Income</b>												
Collected from Prior Year Assessments	\$ (5,199)	\$ 10,000	\$ (15,199)		-52%	-1.13%	\$ 2,187	\$ 20,000	\$ (17,813)	11%		0.22%
SLO County Unincorporated	\$ 131,377	\$ 131,377	\$ -		100%	28.61%	\$ 296,247	\$ 296,247	\$ -	100%		29.35%
SLO City	\$ 78,043	\$ 78,043	\$ -		100%	17.00%	\$ 156,819	\$ 156,819	\$ -	100%		15.54%
Pismo Beach	\$ 129,850	\$ 129,850	\$ -		100%	28.28%	\$ 279,639	\$ 279,639	\$ -	100%		27.71%
Morro Bay	\$ 42,550	\$ 42,550	\$ -		100%	9.27%	\$ 89,274	\$ 89,274	\$ -	100%		8.85%
Paso Robles	\$ 57,946	\$ 57,946	\$ -		100%	12.62%	\$ 128,741	\$ 128,741	\$ -	100%		12.76%
Arroyo Grande	\$ 10,560	\$ 10,560	\$ -		100%	2.30%	\$ 22,731	\$ 22,731	\$ -	100%		2.25%
Atascadero **	\$ -	\$ -	\$ -		100%	0.00%	\$ -	\$ -	\$ -	100%		0.00%
Grover Beach	\$ 4,785	\$ 4,785	\$ -		100%	1.04%	\$ 10,517	\$ 10,517	\$ -	100%		1.04%
Adjustment for Actual TMD Collected	\$ -	\$ -	\$ -		100%	0.00%	\$ -	\$ -	\$ -	100%		0.00%
<b>Total TMD Income</b>	<b>\$ 449,910</b>	<b>\$ 465,109</b>	<b>\$ (15,199)</b>				<b>\$ 986,155</b>	<b>\$ 1,003,969</b>	<b>\$ (17,813)</b>			
<b>Total Income</b>	<b>\$ 459,154</b>	<b>\$ 474,925</b>	<b>\$ (15,770)</b>		<b>97%</b>	<b>100.00%</b>	<b>\$ 1,009,245</b>	<b>\$ 1,023,600</b>	<b>\$ (14,356)</b>	<b>99%</b>		<b>100.00%</b>
** District pays quarterly												
<b>Expenses</b>												
Contingency Reserve	\$ 22,551	\$ 23,298	\$ (747)		97%	7.04%	\$ 49,416	\$ 50,283	\$ (867)	98%		8.32%
G&A	\$ 21,637	\$ 21,776	\$ (139)		99%	6.75%	\$ 44,149	\$ 55,997	\$ (11,848)	79%		7.43%
Industry Research and Resources	\$ 13,940	\$ 30,957	\$ (17,017)		45%	4.35%	\$ 38,981	\$ 75,366	\$ (36,385)	52%		6.56%
Travel Trade	\$ 16,198	\$ 19,076	\$ (2,879)		85%	5.05%	\$ 38,218	\$ 44,267	\$ (6,048)	86%		6.44%
Communications	\$ 22,347	\$ 19,269	\$ 3,078		116%	6.97%	\$ 44,629	\$ 49,898	\$ (5,269)	89%		7.51%
Advertising	\$ 175,548	\$ 200,340	\$ (24,793)		88%	54.78%	\$ 283,729	\$ 318,887	\$ (35,158)	89%		47.77%
Promotions	\$ 1,898	\$ 1,683	\$ 215		113%	0.59%	\$ 3,678	\$ 4,702	\$ (1,024)	78%		0.62%
Events	\$ 3,131	\$ 1,633	\$ 1,498		192%	0.98%	\$ 6,014	\$ 12,266	\$ (6,252)	49%		1.01%
Digital Marketing	\$ 25,224	\$ 31,033	\$ (5,809)		81%	7.87%	\$ 47,751	\$ 57,949	\$ (10,198)	82%		8.04%
Film Commission	\$ -	\$ 2,101	\$ (2,101)		0%	0.00%	\$ 814	\$ 5,225	\$ (4,411)	16%		0.14%
Engagement & Advocacy	\$ 18,014	\$ 20,367	\$ (2,353)		88%	5.62%	\$ 36,526	\$ 65,649	\$ (29,122)	56%		6.15%
<b>Total Expenses</b>	<b>\$ 320,487</b>	<b>\$ 371,534</b>	<b>\$ (51,047)</b>		<b>86%</b>	<b>100.00%</b>	<b>\$ 593,906</b>	<b>\$ 740,488</b>	<b>\$ (146,582)</b>	<b>80%</b>		<b>100.00%</b>
<b>Surplus(Deficit)</b>	<b>\$ 138,667</b>	<b>\$ 103,391</b>	<b>\$ 35,276</b>		<b>134%</b>		<b>\$ 415,338</b>	<b>\$ 283,112</b>	<b>\$ 132,226</b>	<b>147%</b>		

<b>Cash Flow</b>						
Surplus (Deficit)	\$ 138,667				\$ 415,338	
Beginning Cash Balance	\$ 1,479,683				\$ 1,583,994	
Change in Accounts Receivable	\$ 60,312				\$ (73,371)	
Change in Accrued Expenses	\$ 82,269				\$ 132,531	
Change in Prepaid Expenses	\$ (47,942)				\$ (145,785)	
Change in Accounts Payable	\$ (40,790)				\$ (267,374)	
Change in Reserve Contingency	\$ 22,551				\$ 49,416	
<b>Ending Cash Balance</b>	<b>\$ 1,694,750</b>				<b>\$ 1,694,750</b>	
Contingency Reserve - 5% of Cumulative Revenue	<b>\$ 637,613</b>				<b>\$ 637,613</b>	
Liability on Balance Sheet						
<b>Net Available Cash</b>	<b>\$ 2,332,363</b>				<b>\$ 2,332,363</b>	

<b>Notes:</b>	
- \$139k surplus for August (\$35k larger surplus than budgeted). \$415k surplus year-to-date (\$132k larger surplus than budgeted).	
- All TMD amounts accrued through June 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.	





DRAFT

# ANNUAL REPORT

FY 2018/19



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## DEAR VISIT SLO CAL INVESTORS & STAKEHOLDERS,



*As we put the final stamp of completion on our FY 2018/19 work, before moving into the last year of the Tourism Marketing District (TMD) contract, we'd like to take a moment and reflect on all that has been accomplished. Over the past year we advanced key initiatives, launched new programs and grew SLO CAL®'s reach and awareness as a destination.*

*Through the collective efforts of our industry, including all of you, we attracted 7.5 million visitors to SLO CAL in 2018, a growth of 10% over the first four years of the TMD. Visitor spending increased to \$1.81 billion putting 20,680 tourism professionals to work each day. Our industry remains the #2 driver of SLO CAL's economy, creating access to more customers, supply lines and investment, and importing dollars from regional, national and global guests, leading to continued growth.*

*Tourism in SLO CAL isn't simply about economics. Through continued investment in air service development and the finalization of the Destination Management Strategy, our board remains future focused, proactively planning for the long-term viability of our community and working to protect and improve the quality of life for our residents. Visit SLO CAL's efforts to develop strategies for sustainable and responsible growth in tourism for years to come will require additional commitment moving forward.*

*This next year will be one of refinement, as we maximize efficiencies and continue to optimize our work. At the direction of our board and lodging investors, we'll work to ensure the future of the organization and industry through the renewal of the TMD, with an extended term of ten years and a 1.5% assessment. Collectively, we will continue to advance the strategic destination marketing and management for our communities. Empowered, we'll promote SLO CAL proactively in prosperous times and reactively, if necessary, during threats of economic downturn or crisis, allowing SLO CAL to thrive competitively, regardless of conditions.*

*Congratulations on the past year of accomplishments. Together we have shown SLO CAL to the world, and together we can ensure SLO CAL's success for years to come!*

A handwritten signature in white ink that reads "Chuck Davison". The signature is fluid and cursive, with a large, stylized "C" at the beginning.

**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

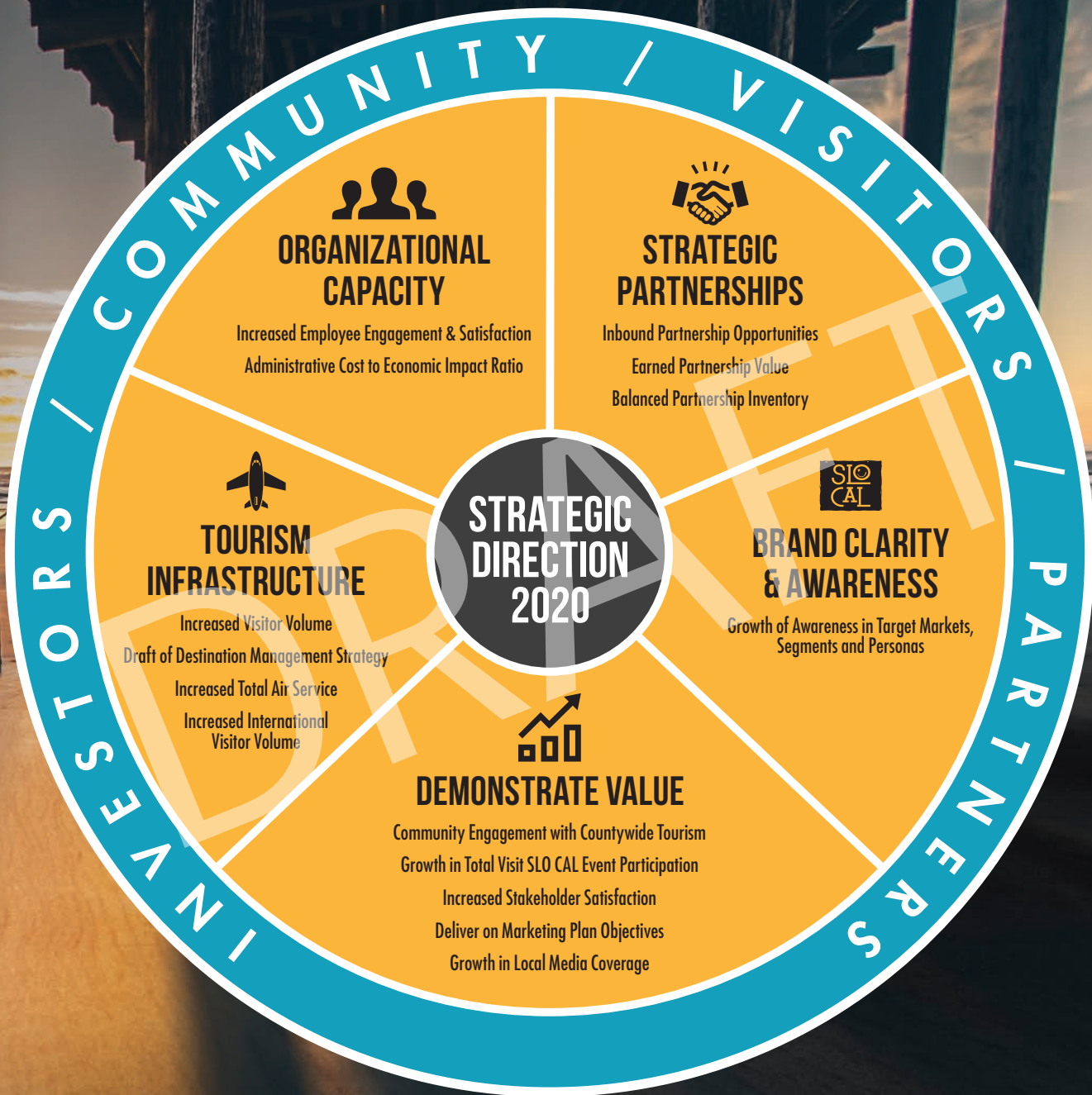
### INSPIRING

### 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, Visit SLO CAL'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.*





# BOARD, COMMITTEES & TEAM

## BOARD OF DIRECTORS

### CLINT PEARCE

Chair | Madonna Enterprises | San Luis Obispo  
*Elected Designated At-Large Seat (—June 2022)*

### JOHN ARNOLD

Vice Chair | Holiday Inn Express & Suites | Paso Robles  
*Appointed Paso Robles Seat (—June 2021)*

### MARK EADS

Secretary | SeaVenture Beach Hotel | Pismo Beach  
*Elected Designated At-Large Seat (—June 2022)*

### AARON GRAVES

Treasurer | The Rigdon House | Unincorporated Area  
*Elected Designated At-Large Seat (—June 2020)*

### JAY JAMISON

Past President | Pismo Coast Village | Pismo Beach  
*Elected Designated RV Park Seat (—June 2022)*

### ALMA AYON

Sundance Bed & Breakfast | Paso Robles  
*Elected Designated Bed & Breakfast Seat (—June 2021)*

### JEDIDIAH BICKEL

SeaCrest OceanFront Hotel | Pismo Beach  
*Appointed Pismo Beach Seat (—June 2021)*

### KATHLEEN BONELLI

Paso Robles Vacation Rentals | Paso Robles  
*Elected Designated Vacation Rental Seat (—June 2022)*

### JIM HAMILTON

County of San Luis Obispo  
*Appointed County At-Large Seat (—June 2020)*

### SARAH MAGGELET

Sarah's Suite | Unincorporated Area  
*Appointed Unincorporated Area Seat (—June 2022)*

### SAM MILLER

Holiday Inn Express | Grover Beach  
*Appointed Grover Beach Seat (—June 2021)*

### NIPOOL PATEL

Lamplighter Inn & Suites | San Luis Obispo  
*Appointed San Luis Obispo Seat (—June 2020)*

### HEMANT PATEL

Comfort Inn Downtown | Morro Bay  
*Appointed Morro Bay Seat (—June 2020)*

### AMAR SOHI

Holiday Inn Express Hotel & Suites | Atascadero  
*Appointed Atascadero Seat (—June 2020)*

Open Seat | Arroyo Grande

*Appointed Arroyo Grande Seat (—June 2021)*

## MARKETING COMMITTEE

### ASHLEE AKERS

Partner & VP of Client Services | Verdin

### JIM ALLEN

Director of Marketing & Communications | Hearst Castle

### AUDREY ARELLANO

Brand Manager | Cambria Inns

### TERRIE BANISH

Deputy City Manager - Marketing/Promotions/Events | City of Atascadero

### JOCELYN BRENNAN

President & CEO | South County Chambers of Commerce

### MOLLY CANO

Tourism Manager | City of San Luis Obispo

### CHERYL CUMING

Chief Administrative Officer | Unincorporated CBID

### JANINE DION

Marketing & Social Media Manager | Boutique Hotel Collection

### LINDSEY HARTIG

Marketing Manager | Martin Resorts

### GORDON JACKSON

Executive Director | Pismo Beach CVB

### LORI KELLER

President/Principal | Blu Hotel Management

### JENNIFER LITTLE

Tourism Manager | City of Morro Bay

### JOEL PETERSON

Executive Director | Paso Robles Wine Country Alliance

### JOHN SORGENFREI

President & Owner | TJA Advertising

### ANNE STEINHAEUER

Executive Director | SLO Coast Wine Collective

### DANNA STROUD

Executive Director | Travel Paso

### JILL TWEEDIE

Founder & President | Breakaway Tours & Event Planning

# TEAM



**CHUCK DAVISON**  
*President & CEO*



**BROOKE BURNHAM**  
*Vice President of Marketing*



**MICHAEL WAMBOLT**  
*Director of Travel Trade*



**DEREK KIRK**  
*Director of Community Engagement  
& Advocacy*



**BRENDAN PRINGLE**  
*Operations Manager*



**JORDAN CARSON**  
*Marketing & Brand Manager*



**MADISON QUIRING**  
*Communications Manager*



**HALEY CAHILL**  
*Marketing Coordinator*



**HALEY RAMOS**  
*Office Coordinator*



**VANESSA ROBBINS**  
*Digital Marketing Coordinator*

# ADVISORY COMMITTEE

- WADE HORTON**  
County Administrative Officer | County of San Luis Obispo
- LYNN COMPTON**  
Supervisor | County of San Luis Obispo
- JIM BERGMAN**  
City Manager | City of Arroyo Grande
- LAN GEORGE**  
Councilmember | City of Arroyo Grande
- RACHELLE RICKARD**  
City Manager | City of Atascadero
- HEATHER NEWSOM**  
Councilmember | City of Atascadero
- MATTHEW BRONSON**  
City Manager | City of Grover Beach
- MARIAM SHAH**  
Councilmember | Grover Beach

- SCOTT COLLINS**  
City Manager | City of Morro Bay
- RED DAVIS**  
Councilmember | City of Morro Bay
- THOMAS FRUTCHEY**  
City Manager | City of Paso Robles
- STEVE MARTIN**  
Mayor | City of Paso Robles
- JIM LEWIS**  
City Manager | City of Pismo Beach
- ERIK HOWELL**  
Mayor Pro Tem | City of Pismo Beach
- DEREK JOHNSON**  
City Manager | City of San Luis Obispo
- HEIDI HARMON**  
Mayor | City of San Luis Obispo

# WHY TOURISM MATTERS

TOURISM  
COMPRISES 9.7%  
OF COUNTYWIDE  
GDP



Source: Tourism Economics

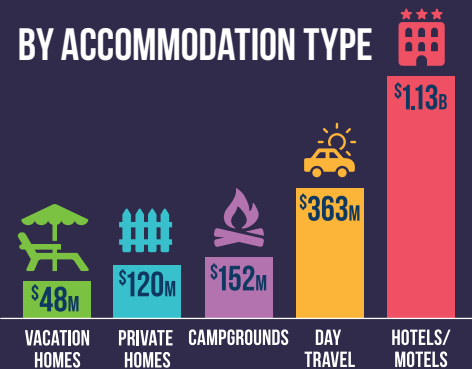
## DIRECT SPENDING

**\$1.81B** **5.2%** **↑** YOY

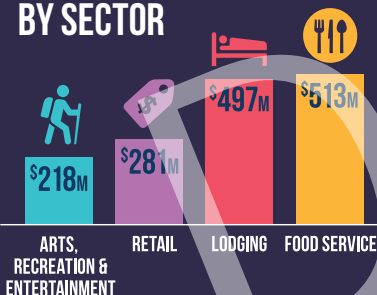


**\$5.0M** A DAY  
**\$3.5k** A MINUTE  
**\$208k** AN HOUR  
**\$58** A SECOND

### BY ACCOMMODATION TYPE



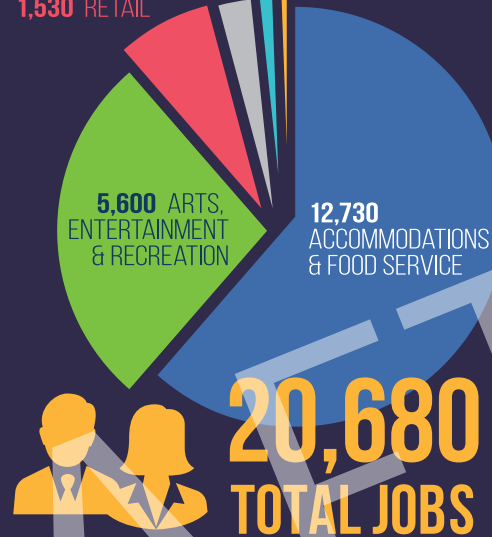
### BY SECTOR



Source: Dean Runyan Associates

## JOB

210 OTHER TRAVEL  
510 GROUND TRANSPORTATION  
1,530 RETAIL  
100 VISITOR AIR TRAVEL



**1 OUT OF 7** SLO CAL JOBS DEPEND ON TRAVEL & TOURISM

Sources: Dean Runyan Associates,  
U.S. Bureau of Labor Statistics

WITHOUT  
TOURISM  
EACH SLO CAL  
HOUSEHOLD  
WOULD PAY AN  
ADDITIONAL  
**\$1,582**  
IN TAXES

WOULD HAVE  
TO SPEND AN  
ADDITIONAL  
**\$17,231**

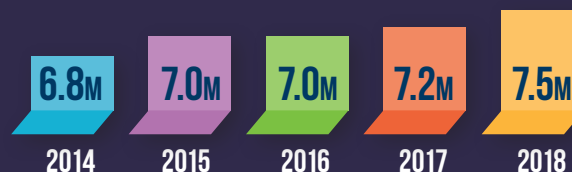
TO CREATE THE SAME  
ECONOMIC IMPACT  
FOR THE COMMUNITY

Source: Dean Runyan Associates,  
U.S. Census Bureau

## 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

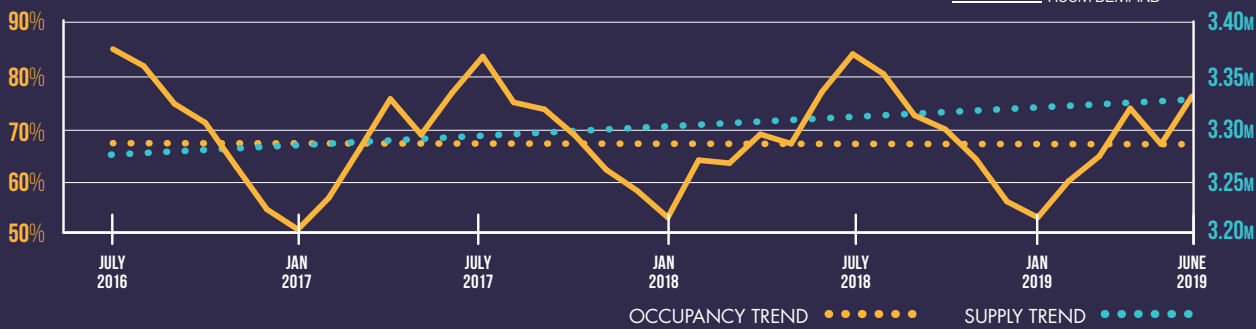


**111**  
PARKS

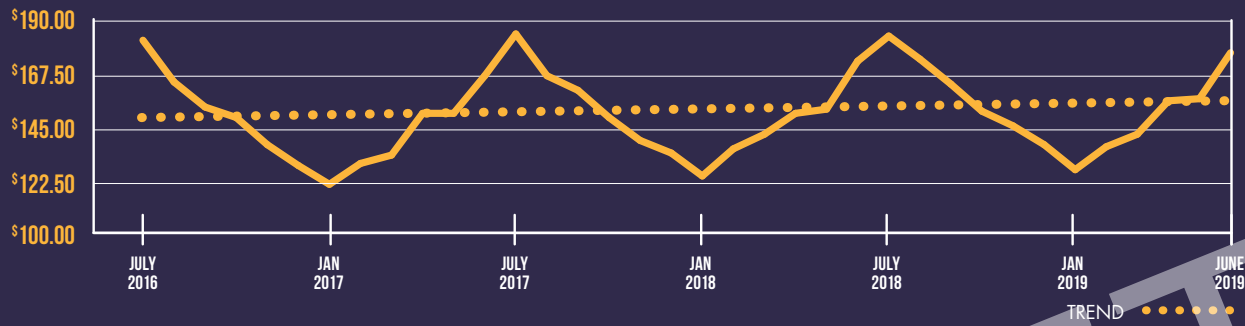
Sources: Dean Runyan Associates, U.S. Bureau of Labor Statistics, U.S. Census Bureau, San Luis Obispo County Office of Education and ARTBA



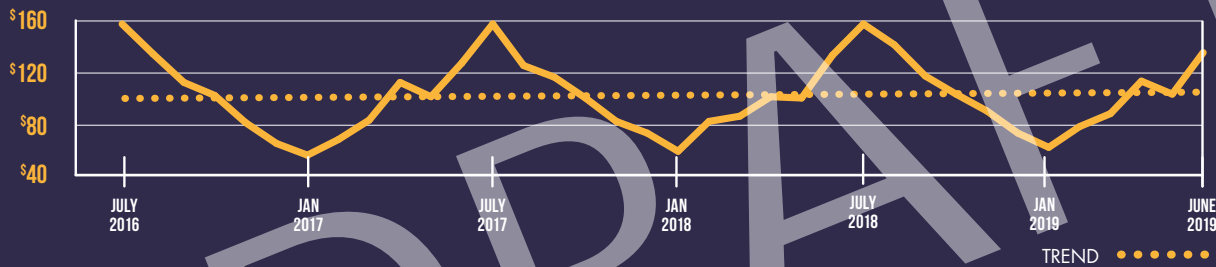
## HOTEL OCCUPANCY (OCC)\*



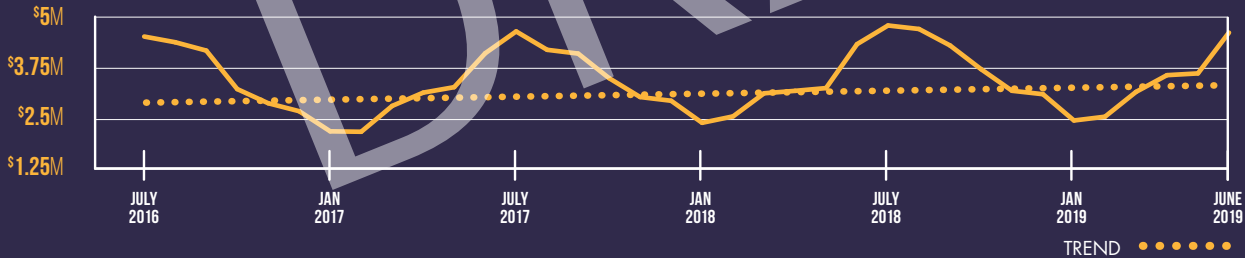
## AVERAGE DAILY RATE (ADR)



## REVENUE PER AVAILABLE ROOM (REVPAR)



## TRANSIENT OCCUPANCY TAX (TOT)

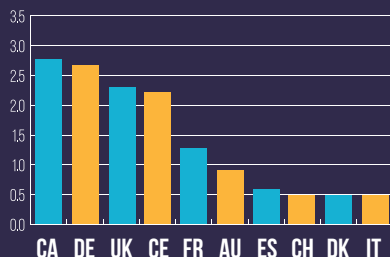


Sources: STR, Visit SLO CAL

\*These figures reflect the impact in visitation due to the Highway 1 closure.

## TOP MARKETS BY VISITOR SPENDING

### TOP ORIGINATING COUNTRIES BY SPEND AMOUNT (\$M)

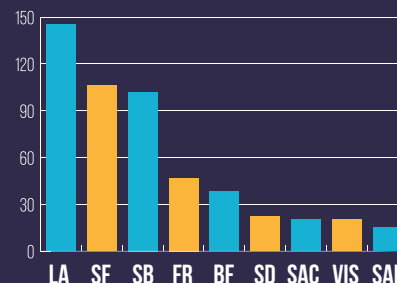


#### KEY

CA = CANADA  
DE = GERMANY  
UK = UNITED KINGDOM  
CE = CHINA  
FR = FRANCE  
AU = AUSTRALIA  
ES = SPAIN  
CH = SWITZERLAND  
DK = DENMARK  
IT = ITALY

Source: VVT/VISA

### TOP ORIGINATING MSAs BY SPEND AMOUNT (\$M)



#### KEY

LA = LA/ORANGE COUNTY/RIVERSIDE  
SF = SAN FRANCISCO/OAKLAND/SAN JOSE  
SB = SANTA BARBARA/SANTA MARIA  
FR = FRESNO  
BF = BAKERSFIELD  
SD = SAN DIEGO  
SAC = SACRAMENTO/YOLO  
VIS = VISALIA/TULARE/PORTERVILLE  
SAL = SALINAS

MSA=Metropolitan Statistical Area

# TRAVEL *TRADE*

Travel trade utilizes international representation, sales missions, familiarization tours (FAMs) and trade shows to expand Visit SLO CAL's reach. For the first time, VSC participated in Visit California (VCA) sales missions to Germany, Japan and South Korea. IPW was VSC's largest international trade show to date, sponsoring an interactive, outdoor food and wine activation that drew thousands of buyers and media over five days. VSC also hosted a record number of FAM attendees this year, showcasing SLO CAL® as a multi-night destination.

SEPT

VSC Tour & Travel  
Sales Mission

OCT

California RV Show  
(RVIA)

Vacation Rental  
Management  
Association (VRMA)

VCA UK Super FAM

NOV

World Travel Market &  
German Sales Days

Holiday  
Architects FAM

VCA Central  
China FAM

DEC

CalSAE  
Seasonal  
Spectacular



  
12 FAMs

82 TRAVEL PROFESSIONALS

\$100M TOTAL BUYING POWER

# 489 LEADS



## INTERNATIONAL SALES MISSION COUNTRIES

SCOTLAND • JAPAN • CHINA  
ENGLAND • SOUTH KOREA • GERMANY



## DOMESTIC SALES MISSIONS

SACRAMENTO • LOS ANGELES

4 AGENCY  
TAKEOVERS

4 SALES  
MISSIONS

8 CITIES

JAN

VCA  
China FAM

FEB

GoWest  
Summit

MAR

Virgin Holidays  
FAM

UK  
Black Diamond  
Product FAM

UK Sales  
Mission

APR

VCA Asia  
Sales Mission

VCA Flight  
Centre FAM

JUNE

IPW

Post-IPW FAM

VCA Meetings &  
Conferences Sales  
Mission

UK Black Diamond  
Agent FAM

Destinology FAM

Holiday Architects  
FAM

Kenwood Travel  
FAM



For more information on the  
IPW activation, see page 19.

## INDUSTRY TERMS

**FAM:** A hosted tour of SLO CAL for travel trade or media representatives to experience and learn about the destination firsthand.

**Agency Takeover:** A one-on-one training for a travel agency or agent to learn about the destination and its products..

**Sales Mission:** A series of sales meetings in a target market with travel agencies, tour operators and/or meeting planners to pitch and educate them on the destination and its offerings.

**Lead:** A connection or opportunity provided to local partners to book business, promote their business or host representatives with travel trade or media.



# EARNED MEDIA

Visit SLO CAL leverages the county's unique destination assets and dynamic array of experiences to garner the attention of writers, editors and influencers from around the world. In partnership with Visit California, local destination marketing organizations and local business partners, VSC engages members of the media through in-market meetings, press events, proactive pitching and FAM tours. These efforts and their contracts with TURNER PR domestically, and Black Diamond in the UK and Ireland, have helped VSC grow earned media results significantly this year.

DOMESTIC	98 ARTICLES	\$3.1M AD VALUE EQUIVALENCY	324M IMPRESSIONS
INTERNATIONAL	261 ARTICLES	\$3.5M AD VALUE EQUIVALENCY	220M IMPRESSIONS
TOTAL	359 ARTICLES	\$6.6M AD VALUE EQUIVALENCY	544M IMPRESSIONS

**Metrics include the VCA Dream Drive activation results.**  
For more details, see page 19.





# INTERNATIONAL COVERAGE



# MEDIA

EVENTS & ENGAGEMENTS

## DOMESTIC

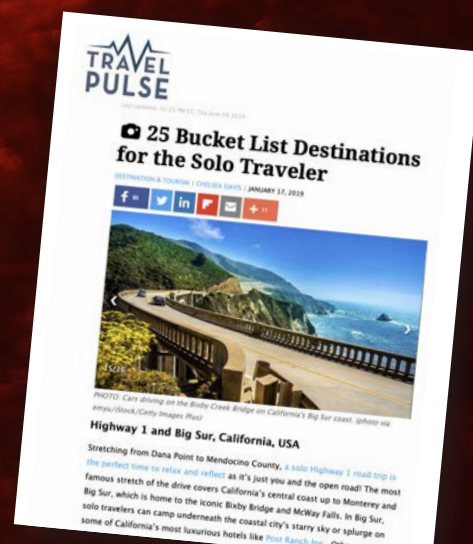
3 MEDIA EVENTS

118 MEDIA ENGAGEMENTS

## INTERNATIONAL

3 MEDIA EVENTS

40 MEDIA ENGAGEMENTS

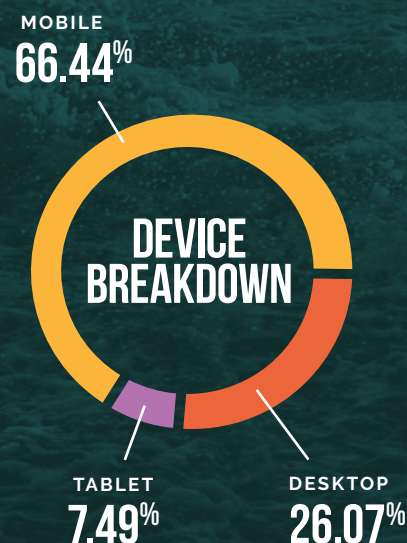
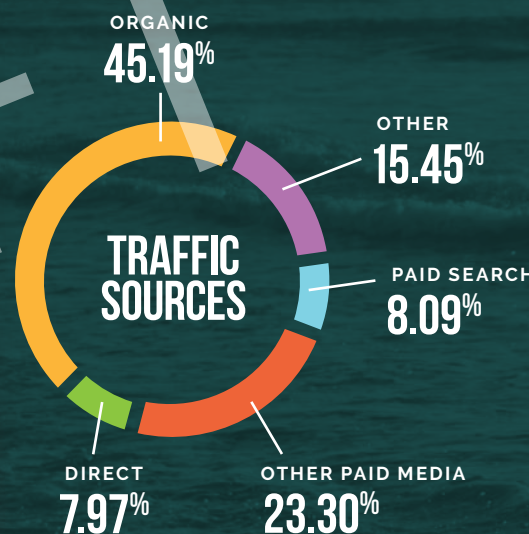
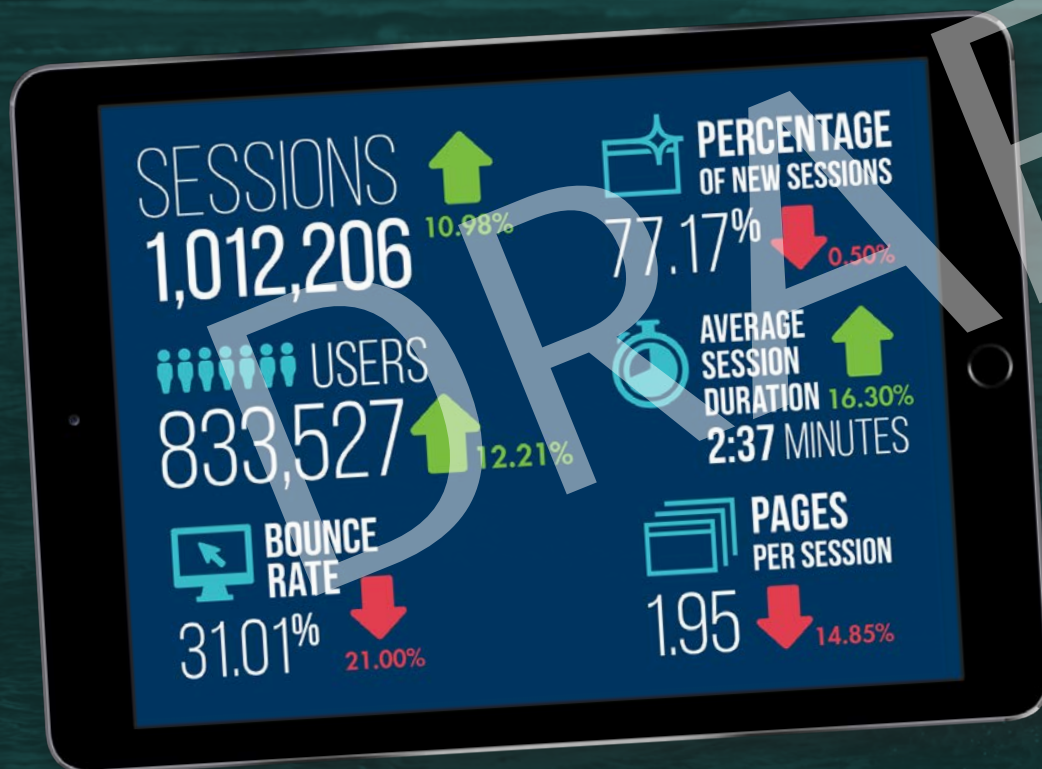




# OWNED MEDIA

In FY 2018/19, Visit SLO CAL expanded storytelling on their owned media channels, finding new ways to introduce travelers to the SLO CAL® way of life and authentic local voices. Utilizing print, social media, email marketing and SLOCAL.com, VSC's rich, inspiring content converts users into visitors and visitors into ambassadors.

## FY 2018/19 SLOCAL.COM SNAPSHOT







## SLO CAL Crafted™

Unique, unexpected and local are at the top of consumers' lists of things they want to taste, see and experience in a destination. In FY 2018/19, VSC launched the SLO CAL Crafted™ brand and content to promote the wide variety of food, goods, arts and products produced in the county.



OFFICIAL VISITORS MAGAZINE

45,000 CIRCULATION

# SOCIAL MEDIA ENGAGEMENT

## SOCIAL MEDIA RETURN ON INVESTMENT (ROI)

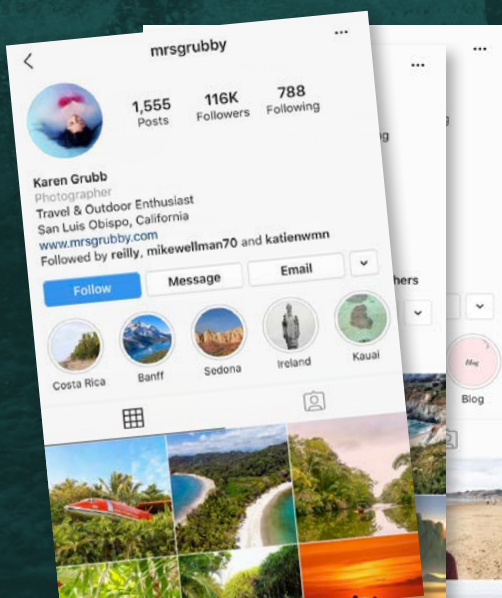
### facebook

INCREMENTAL TRIPS GENERATED	1,739
AVG LENGTH OF STAY	3.2 DAYS
TOTAL VISITOR SPENDING	\$1,991,543
ROI PER FOLLOWER	\$59.88

### Instagram

INCREMENTAL TRIPS GENERATED	1,289
AVG LENGTH OF STAY	2.9 DAYS
TOTAL VISITOR SPENDING	\$1,376,107
ROI PER FOLLOWER	\$65.84

Source: Destination Analytics



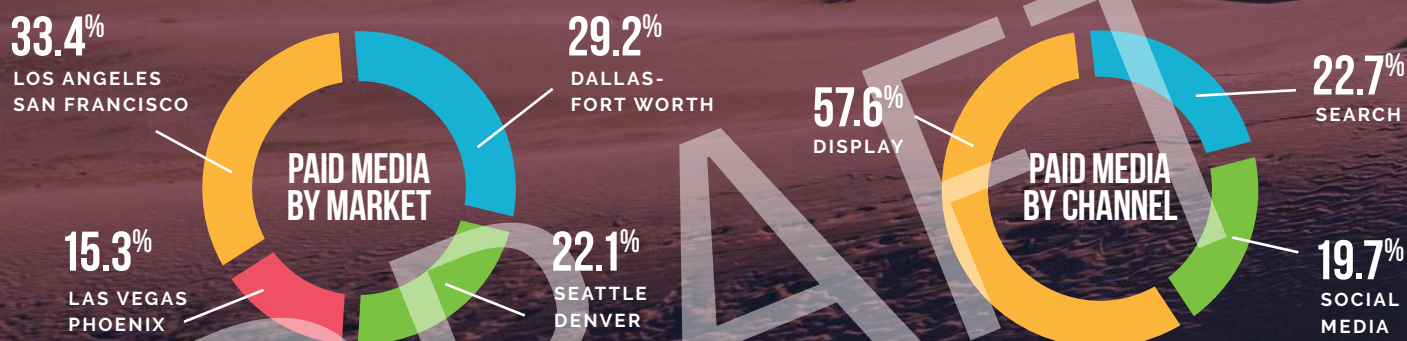
## SLO CAL STORYTELLERS

In FY 2018/19, Visit SLO CAL activated the SLO CAL Storytellers—five local brand ambassadors from around the county with a combined reach of over 135K followers. The Storytellers go on SLO CAL excursions and share their experiences through content on their social media and on VSC's owned media channels.

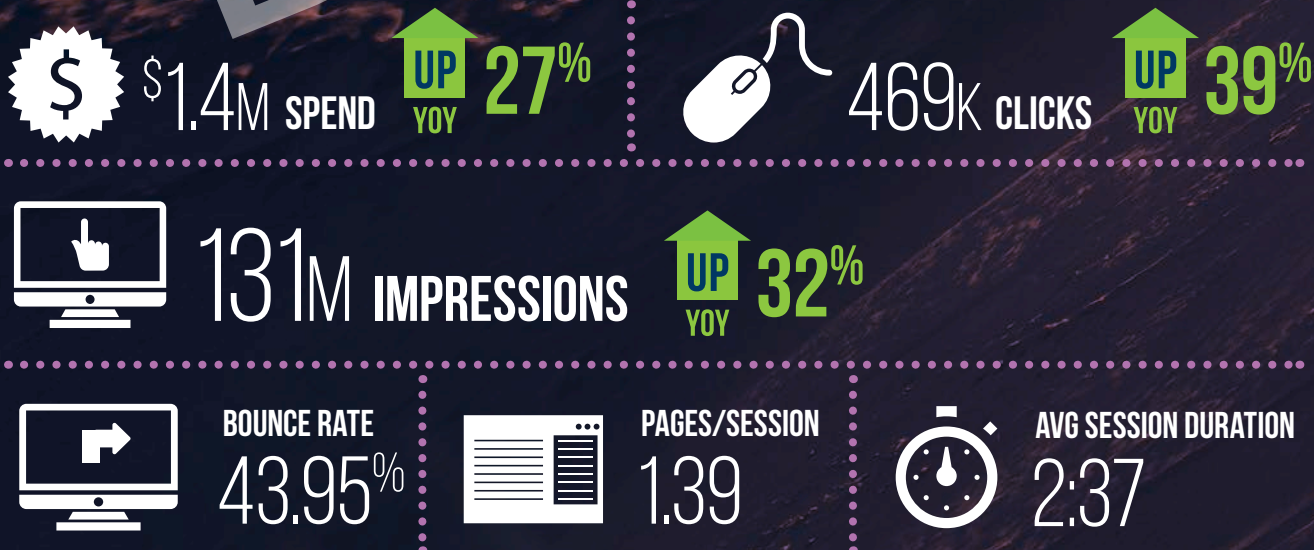


# PAID MEDIA

In FY 2018/19, Visit SLO CAL partnered with a new media agency, Miles Partnership, to guide and execute the paid advertising strategy. In the first year of the relationship, Miles Partnership worked alongside VSC and their brand agency, BCF, to execute the scope of work. The data-driven, emotionally engaging Life's Too Beautiful to Rush® campaign was delivered to three target personas across seven media markets, including a spring campaign to support the new daily flight service from Dallas-Fort Worth.



## CAMPAIGN BY THE NUMBERS







# ACTIVE ADVENTURER

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

## PAID MEDIA PROFILE

- All Genders
- Ages 25-45
- HHI \$70K+

## TOTAL TARGET POPULATION

6.4M



# MOM TO THE MAX

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

## PAID MEDIA PROFILE

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

## TOTAL TARGET POPULATION

1.9M



# CULTURED CLASS

EDUCATED, RISK TAKERS, GRACIOUS, CONFIDENT, PROFESSIONALS

## PAID MEDIA PROFILE

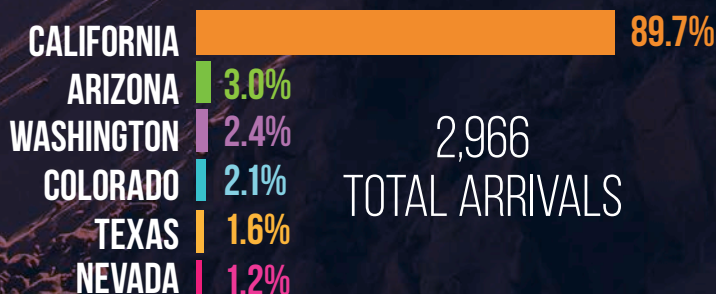
- All Genders
- Ages 28-65+
- HHI \$100K+

## TOTAL TARGET POPULATION

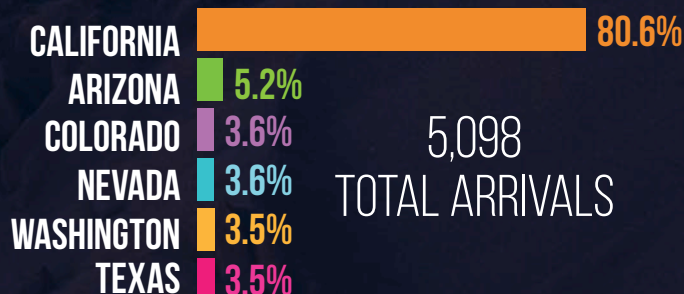
6.4M

# TRACKED ARRIVALS\*

## OWNED MEDIA USA ARRIVALS



## PAID MEDIA USA ARRIVALS



\*Arrivals are based on a sample trackable through Arrivalist and are not inclusive of all arrivals to SLO CAL.

Source: Arrivalist



# BRAND ACTIVATIONS & CO-OPS

Following the Strategic Direction 2020 imperative to "build and expand strategic partnerships," Visit SLO CAL engaged in a variety of events and activations, including SAVOR - A San Luis Obispo County Experience, the AMGEN Tour of California, IPW, the Visit California Dream Drive and advertising co-ops with their local DMO partners. With these efforts, VSC was able to leverage the power of collaboration and showcase SLO CAL® to consumers, travel trade professionals and media from around the world, growing brand awareness and strengthening partnerships.



**\$50k**  
SPONSORSHIP

**2** HOURS OF  
INTERNATIONAL  
TV COVERAGE

**2** CO-OP  
PARTNERS



MORRO BAY FINISH  
PISMO BEACH START



A SAN LUIS OBISPO COUNTY EXPERIENCE®

SAN DIEGO

SEATTLE



**2** CO-OP  
PARTNERS

**17** TOTAL  
PARTNERSHIPS

**13k**  
REACH

## facebook CO-OP

For the second year in a row, Visit SLO CAL offered destination partners the opportunity to tap into their paid media program via Facebook paid ads. The goal in this campaign was to utilize VSC's targeting on this platform and funnel people to the participating DMO's page on SLOCAL.com, increasing traffic and engagement.

**2** CO-OP  
PARTNERS

**\$26k** INVESTMENT

LINK CLICKS  
**27k**



VIDEO VIEWS  
**31k**

IMPRESSIONS  
**2.16M**

**DESTINATION  
PARTNERS**







## DREAM DRIVE

Visit SLO CAL, Visit California and destination partners celebrated the reopening of Highway 1 in August 2018, at the Dream Drive event where 90+ international media and representatives drove the newly-opened highway from Monterey to Morro Bay. Following this large celebration, more than half of the media and digital influencers were hosted across SLO CAL during a two-day FAM tour.

49 HOSTED  
MEDIA

298  
ARTICLES

\$5.54M  
AD VALUE EQUIVALENCY

371.6M  
IMPRESSIONS

63 TOTAL  
PARTNERSHIPS

6 CO-OP  
PARTNERS

16 SLO CAL  
COMMUNITIES



## IPW SPONSORSHIP CO-OP

At IPW 2019 in Anaheim, Visit California activated a one-of-a-kind experience, the California Plaza, in the outdoor corridor at the entrance to the Anaheim Convention Center. In this showcase of the California road trip experience, Visit SLO CAL sponsored a large section, offering immersive video chairs, a Life's Too Beautiful to Rush® selfie wall and a bar pouring wine and beer from local partners. Paso Robles, Pismo Beach and San Luis Obispo each sponsored a specific event within the SLO CAL activation, featuring destination-specific branding, food and beverages.

6,200 ATTENDEES

3 CO-OP  
PARTNERS

\$80K SPONSORSHIP  
ACTIVATION

\$50K VSC CONTRIBUTION  
\$30K PARTNER CONTRIBUTION

## DOMESTIC & INTERNATIONAL TV AD



For the third year in a row, SLO CAL was featured in one of Visit California's international television spots. The Oceano Dunes State Vehicular Recreation Area was the star of the show in the Kidifornia spot called "Parents Like It, Too."







The film industry drives business to SLO CAL® with productions investing dollars locally and their products often serving as "commercials" for the destination, showcasing the landscapes, lifestyles and experiences of SLO CAL. Film SLO CAL, a division of Visit SLO CAL, promotes, facilitates and tracks filming throughout the county, working to increase the number of productions and their economic impact.

104 PRODUCTIONS  
 289 FILMING DAYS  
 1,319 ROOM NIGHTS   
 105 LEADS  
 \$2.9M ESTIMATED SPEND IN SLO CAL

## NOTABLE PROJECTS

- MOUNTAIN LIFE, HGTV
- HEARST CASTLE, CNN
- 7 LITTLE JOHNSTONS, TLC
- THE GREAT AMERICAN BAKING SHOW, ABC
- COMMERCIALS: GUCCI, LOUIS VUITTON, HONDA, CHEVROLET, JEEP, GMC
- MUSIC VIDEO: KESHA



## EVENTS

CALIFORNIA ON LOCATION AWARDS (COLA)

500  ATTENDEES

In 2018, Dena Bellman, California State Parks (Oceano Dunes District), won the COLA award for State Public Employee.



visit California INDIA FILM PRODUCER FORUM

29  ATTENDEES

SLOIFF FILM FAM

3  FILM SCOUTS

AMERICAN FILM MARKET

7,000  ATTENDEES





# COMMUNITY & PARTNER ENGAGEMENT

2,438   
PARTNER ENGAGEMENTS

Visit SLO CAL's Strategic Direction 2020 identifies the need to demonstrate value to stakeholders, partners and communities as one of the key imperatives. The community engagement and advocacy efforts of VSC include industry education programs, investor outreach, the destination management strategy planning process and strategic partnership development. It is crucial that VSC provides value and opportunity to business and industry partners in all of their initiatives.

## INDUSTRY EDUCATIONAL SYMPOSIUM

112   
ATTENDEES



### SPEAKERS FROM:

visit  
California  
miles  
PARTNERSHIP



## DESTINATION SUMMIT

184   
ATTENDEES



### SPEAKERS FROM:



CALIFORNIA  
TRAVEL  
ASSOCIATION  
Tourism's United Voice

 RESONANCE

## INDUSTRY & LOCAL PARTNERS

Visit SLO CAL proudly partners with a number of excellent organizations, from local strategic partners to international industry associations. VSC takes pride in promoting awareness of their programs, and is working in tandem to accomplish various missions and reduce the duplication of efforts.



CAL POLY  
SAN LUIS OBISPO



EVC  
ECONOMIC VITALITY CORP.



CENTRAL COAST  
COALITION OF  
CHAMBERS



U.S. TRAVEL  
ASSOCIATION®





# 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. This countywide undertaking was a collaborative process with the goal of outlining the evolution, marketing and management of SLO CAL® as a travel destination 20-30 years into the future. VSC engaged investors, tourism stakeholders, public officials, businesses, nonprofits and residents countywide, to create a strategy that promotes a vibrant and prosperous San Luis Obispo County.*

*Each of the recommendations in the Destination Management Strategy will help SLO CAL reach its goal of realizing travel and tourism's full economic potential while preserving the quality of life and unique character of the destination. In FY 2019/20, the VSC board and staff will work with partners to prioritize the recommendations and collaborate to begin implementation.*



## EXPERIENCE DEVELOPMENT

*Expanding opportunities for SLO CAL residents and visitors to experience all the county has to offer*

### AUTHENTIC COMMUNITIES

#### BIKE TOURISM

#### CANNABIS TOURISM

#### DEVELOP & GROW COMMUNITIES

#### EVENTS & FESTIVALS STRATEGY

#### NIGHTLIFE, MUSIC & ENTERTAINMENT

#### SAVOR SLO CAL

#### SIGNATURE EVENT(S)

#### SLO CAL CRAFTED BRAND

#### SPACE LAUNCH EVENTS

#### THEMATIC ROUTES



## INDUSTRY ADVANCEMENT & ADVOCACY

*Uniting the travel and tourism industry and expanding the impact on the regional economy*

### CULINARY ARTS CAMPUS

#### CUSTOMER SERVICE

#### EXPERIENCE INCUBATOR

#### INTERNATIONAL VISITORS

#### PASO ROBLES & SLO COAST WINE

#### SUSTAINABLE TOURISM

#### TALENT ATTRACTION, DEVELOPMENT & CAREERS

#### TOURISM MANAGEMENT

#### VISIT SLO CAL & FUNDING



## INFRASTRUCTURE & INVESTMENT

*Public and private sector partners working together to expand opportunities in SLO CAL*

### AIR SERVICE & AIRPORT DEVELOPMENT

#### CHIEF INVESTMENT OFFICER

#### COUNTYWIDE TRAIL SYSTEM

#### GROUND TRANSPORTATION

#### MORRO BAY WATERFRONT

#### SAN LUIS OBISPO COUNTY CONFERENCE CENTER(S)

#### WORKFORCE HOUSING

#### WORKFORCE TRANSPORTATION

# OUTREACH PROCESS

 13 MONTHS

## RESIDENT SURVEY

5,053  
RESPONSES 

## VISITOR SURVEY

2,080  
RESPONSES 

## STAKEHOLDER MEETINGS

175  
STAKEHOLDERS 

8 STEERING COMMITTEE MEETINGS

4 VISIONING WORKSHOPS

7 COMMUNITY LEADER BRIEFINGS

# AIR SERVICE DEVELOPMENT

270K ADDITIONAL SEATS  
IN 3 YEARS

65%  
GROWTH

UNITED 

UNITED 

CONTOUR 

UNITED 

American Airlines 

NEW AIR SERVICE FROM DALLAS  
LAUNCHED APRIL 2019

American Airlines 

 AIR SERVICE FROM LAS VEGAS  
(4X A WEEK) BEGINNING OCTOBER 2019

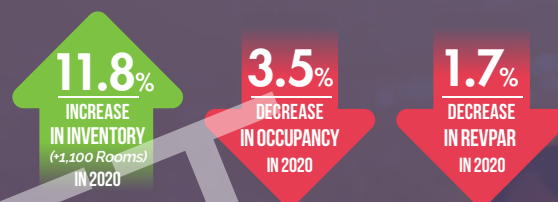


# MOVING FORWARD

## TOURISM MARKETING DISTRICT RENEWAL

The countywide Tourism Marketing District (TMD) will expire on June 30, 2020 and the lodging community, in partnership with Visit SLO CAL, is seeking the renewal of the District. When the TMD was first approved for installation in July of 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 Visit SLO CAL Board of Directors unanimously approved the first step to ensure the future of this essential organization. The draft Management District Plan, approved by the Visit SLO CAL Board of Directors on March 28, 2019, outlines a ten-year renewal, and increase in the assessment from 1.0% to 1.5%.

Visit SLO CAL explored what the future competitive landscape of tourism will look like and how to best compete for visitors, discussing those findings with lodging investors and government officials. Through those conversations, the industry identified five key 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.



Source: STR

### ADVERTISING & MARKETING

Increased campaign investment in key feeder markets (Los Angeles, San Francisco, Phoenix, Seattle, Denver, Dallas-Fort Worth and Las Vegas) to drive demand during need times and increase length of stay through highly-targeted brand marketing and co-ops, in order to offset a 20% increase in countywide lodging inventory over the next four years. STR is forecasting a 3.5% decrease in occupancy and a 1.7% decrease in RevPAR in 2020.



### SALES SUPPORT

Help communities manage the unprecedented 20% increase in countywide lodging inventory over the next four years through the growth of travel trade initiatives



### AIR SERVICE DEVELOPMENT

Grow economic impact of tourism through continued development of additional flights and new air service markets



### INTERNATIONAL MARKETS

Investment in top inbound international markets and key new growth markets



### DESTINATION MANAGEMENT STRATEGY RECOMMENDATIONS

Implement Visit SLO CAL owned tourism-related recommendations coming out of the DMS



Cultivate Awareness



Establish New Markets



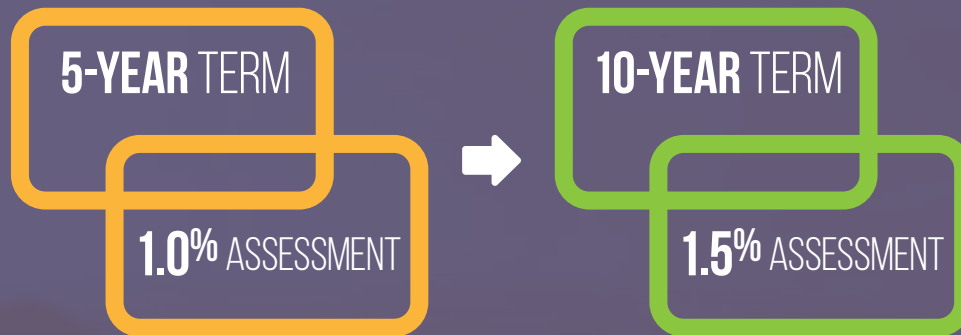
Foster International Visitation



Drive More Demand

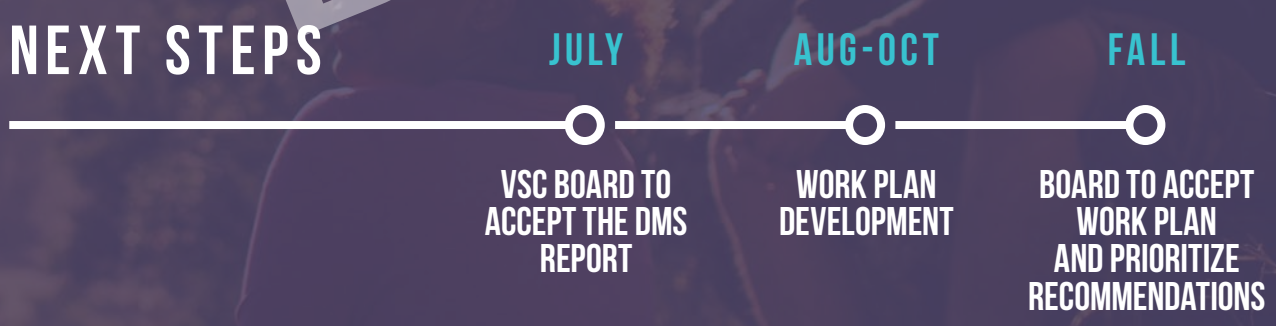


Advocate for Our Future



# DESTINATION MANAGEMENT STRATEGY

*Resonance Consultancy will draft an implementation plan, responsibilities, timing and resources necessary and available to implement the Destination Management Strategy (DMS) recommendations, and then conduct a workshop with Visit SLO CAL and select stakeholders. Resonance will compile these modalities into a Destination Management Strategy Work Plan to guide implementation.*



## PRIORITIZATION

In Fall 2019, the Visit SLO CAL Board will review the DMS Work Plan crafted by Resonance Consultancy and the recommended prioritization for implementation in fiscal year 2019/20. The board will then direct appropriate resources to the prioritized recommendations.



# FY 2019/20 BUDGET

ESTIMATED COST OF PROVIDING  
ACTIVITIES IN THE NEXT FISCAL YEAR

**\$4,487,534**

ESTIMATED AMOUNT OF CONTRIBUTION  
FROM NON-ASSESSMENT SOURCES

**\$134,288**

ESTIMATED FY 2018/19 SURPLUS  
CARRIED FORWARD TO FY 2019/20

**\$82,217**

RESERVES

**\$789,430**

CASH CARRYOVER

**\$794,565**



\*Contingency funds reflect 5% of TMD revenue.

\*\*Engagement & Advocacy is a new department created in FY2019/20, and includes the finalization of the Destination Management Strategy consulting project that was previously budgeted in Industry Research & Resources.

# APPENDIX

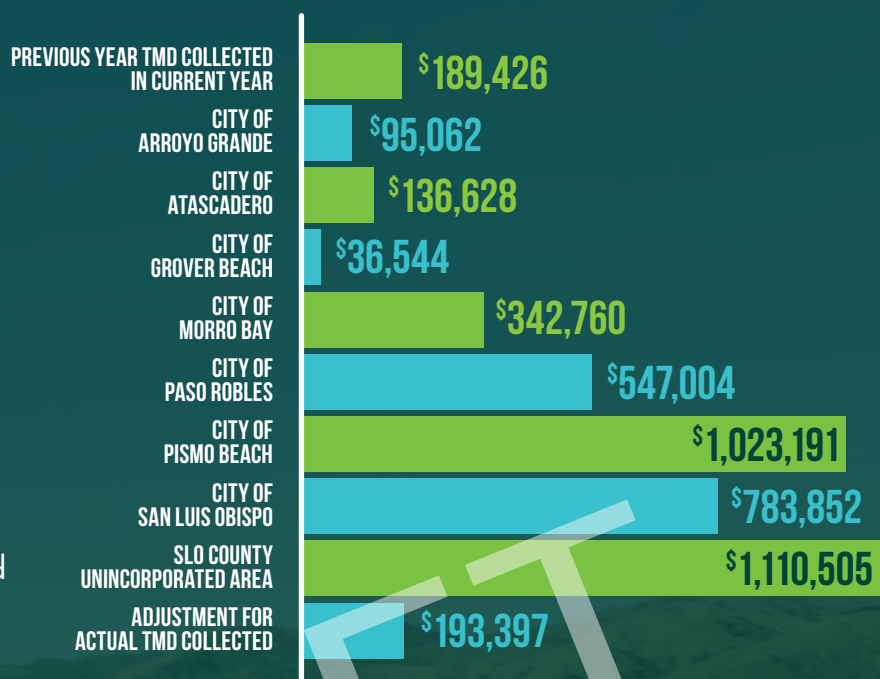
## METHOD & BASIS OF LEVYING ASSESSMENT

The annual assessment rate is 1% of gross short-term (stays 30 or fewer consecutive days) room rental revenue. With the passage of the Tourism Marketing District on June 10, 2015, implementation of the assessment began July 1, 2015, and continues for five years through June 30, 2020. The county and each city are responsible for collecting the assessment from lodging businesses within their respective jurisdictions on a monthly or quarterly basis, including any delinquencies, penalties and/or interest. Within thirty days of receipt, the county and each city then forward the assessments collected to the TMD managed by Visit SLO CAL.

## PROPOSED BOUNDARY, ZONE OR CLASSIFICATION CHANGES

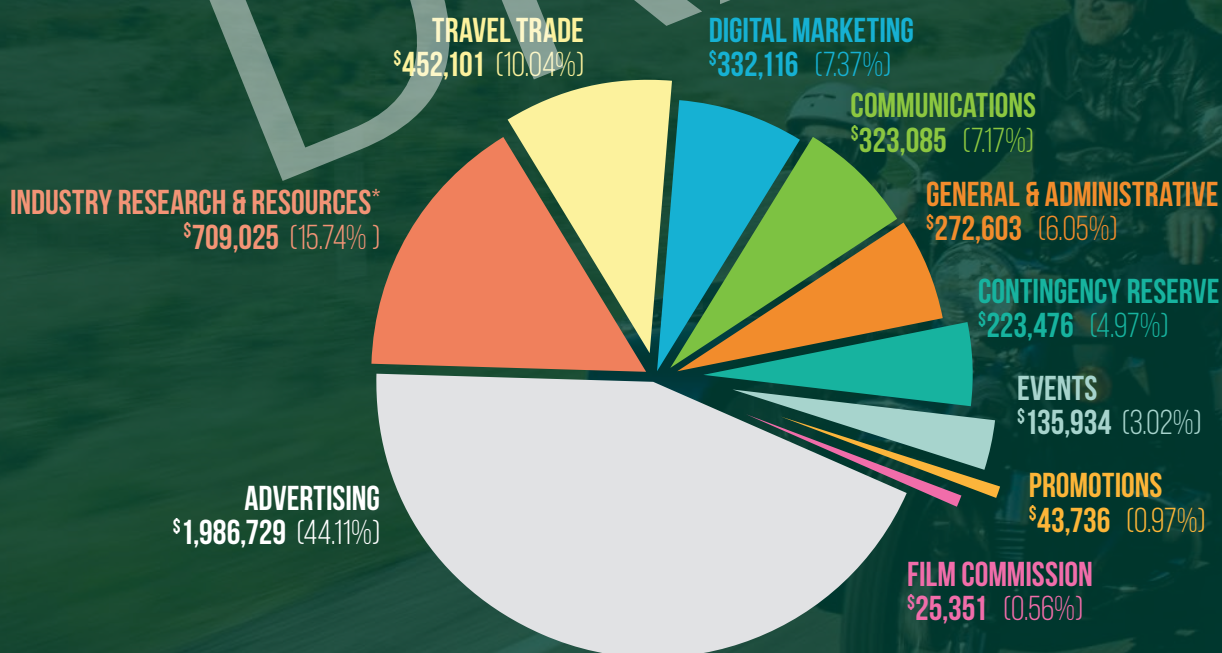
There are no proposed boundary, zone or classification changes for the coming year.

## ASSESSED FUNDS FROM FY 2018/19\*



\*Collections remitted from July 1, 2018 to June 30, 2019, including adjustments made for current year remittances that varied from accrued amounts.

## FY 2018/19 DETAILED EXPENDITURES



\*For FY 2018/19, Industry Research & Resources included the Destination Management Strategy consulting project.





SLOCAL.COM

805.541.8000



An aerial photograph of a coastal highway, likely Highway One in California, winding through lush green hills and overlooking the ocean. The road curves along the edge of a cliff, with waves crashing against the shore below. The sky is clear and blue.

# Visit SLO CAL Employee Handbook

**A Manual of  
Employee Benefits &  
Personnel Policies**

**Updated: August 2019**

Photo: Courtesy of the Highway One Discovery Route



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# Strategic Direction 2020

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## Our Vision

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

## Our Mission

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

## Our 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 a focus on results

**Stewardship:** We are mindful of our resources and the SLO CAL brand

## Our Reputation

**Strategic:** “They plan and execute.”

**Connector:** “They bring people together.”

**Creative:** “They innovate and think differently.”

**Inspiring:** “They show us what’s possible.”

**Essential:** “We need them in order to succeed.”

## Our Position

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

- *High-quality and high-impact marketing initiatives scaled to reach key regional, national and global targets*
- *A long-term, collaborative, and holistic approach that enables success for each tourism district and the County*
- *Strategic research and sharing of vital tourism knowledge to all of its stakeholders, partners and communities*



## **Strategic Imperatives**

### **Strategic Imperative #1: Optimize our Organizational Capacity**

#### ***Objectives:***

- Increased employee engagement and satisfaction scores
- Ratio of administrative cost to economic impact

#### ***Initiatives:***

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

### **Strategic Imperative #2: Establish Brand Clarity and Increased Awareness Through United Efforts**

#### ***Objectives:***

- Bi-annual growth of awareness in targeted visitor categories
- Bi-annual growth of awareness in targeted markets
- Bi-annual growth of awareness in targeted segments

#### ***Initiatives:***

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

### **Strategic Imperative #3: Build and expand strategic partnerships**

#### ***Objectives:***

- Balanced inventory of partnerships
- Inbound partnership opportunities
- Earned Partnership Value (EPV)

#### ***Initiatives:***

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

## **Strategic Imperative #4: Advocate for the Development of Critical Tourism Infrastructure**

### ***Objectives:***

- Increased visitor volume
- Increased international visitor volume
- Draft of Tourism Infrastructure Master Plan completed
- Increased total air service

### ***Initiatives:***

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

## **Strategic Imperative #5: Demonstrate Value to Our Stakeholders, Partners and Communities**

### ***Objectives:***

- Year-over-year growth in total stakeholder participation at Visit SLO CAL events/meetings
- Increased stakeholder satisfaction scores
- Year-over-year growth in local media coverage
- Deliver on objectives as stated in annual marketing plan
- Community engagement with countywide tourism

### ***Initiatives:***

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

# Employment Policies and Practices

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## Introductory Statement

Welcome! Visit SLO CAL is a small, but mighty team of destination marketing and management professionals who work with, and on behalf of, our community, our stakeholders and our lodging investors to promote San Luis Obispo County, California (SLO CAL) to travelers from around the world. As the sole countywide non-profit destination marketing and management organization (DMMO) for SLO CAL, our mission is to “inspire travel and foster our unique experiences to create life-long ambassadors and economic growth for SLO CAL”. Our goal is to work with strategic partners, our stakeholders and our lodging investors to build the SLO CAL brand through a data-driven, efficient and dynamic marketing and sales programs. Built on research with a strategy of continuous improvement, this program aims to establish SLO CAL as a favorite West Coast destination that is known for its signature slower pace of life and wide variety of incredible, immersive guest experiences.

As an employee of San Luis Obispo County Conference and Visitors Bureau dba Visit SLO CAL (“Visit SLO CAL” or the “Company”), you are an important member of a team effort. We hope that you will find your position with Visit SLO CAL rewarding, challenging and productive.

Because our success depends upon the dedication of our employees, we are highly selective in choosing new members of our team. We look to you and the other employees to contribute to the success of the Company.

This employee handbook is intended to explain the terms and conditions of employment of all full- and part-time employees and supervisors. Written employment contracts between Visit SLO CAL and some individuals may supersede some of the provisions of this handbook.

This handbook summarizes the policies and practices in effect at the time of publication. This handbook supersedes all previously issued handbooks and any policy or benefit statements or memoranda that are inconsistent with the policies described here. Your supervisor or manager will be happy to answer any questions you may have.

## Right to Revise

Visit SLO CAL reserves the right to revise, modify, delete, or add to any and all policies, procedures, work rules, or benefits stated in this handbook or in any other document, except for the policy of at-will employment. However, any such changes must be in writing and must be signed by the President & CEO of Visit SLO CAL.

Any written changes to this handbook will be distributed via a digital or physical copy to all employees so that employees will be aware of the new policies or procedures. No oral statements or representations can in any way alter the provisions of this handbook.

This handbook sets forth the entire agreement between you and Visit SLO CAL as to the duration of employment and the circumstances under which employment may be terminated. Nothing in this employee handbook or in any other personnel document, including benefit plan descriptions, creates or is intended to create a promise or representation of continued employment for any employee.

## **At-Will Employment Status**

Visit SLO CAL personnel are employed on an at-will basis. Employment at-will means that the employment relationship may be terminated, with or without cause and with or without advance notice at any time by the employee or the Company. Nothing in this handbook shall limit the right to terminate at-will employment. No manager, supervisor, or employee of Visit SLO CAL has any authority to enter into an agreement for employment for any specified period of time or to make an agreement for employment on other than at-will terms. Only the President and CEO of Visit SLO CAL has the authority to make any such agreement, which is binding only if it is in writing. In the absence of the President and CEO, hiring may become the responsibility of the Board of Directors.

Nothing in this at-will statement is intended to interfere with an employee's rights to communicate or work with others toward altering the terms and conditions of his or her employment.

## **Harassment, Discrimination and Retaliation Prevention**

Visit SLO CAL is an equal opportunity employer. Visit SLO CAL is committed to providing a work environment free of harassment, discrimination, retaliation, and disrespectful or other unprofessional conduct based on sex (including pregnancy, childbirth, breastfeeding or related medical conditions), race, religion (including religious dress and grooming practices), color, gender (including gender identity and gender expression), national origin (including language use restrictions and possession of a driver's license issued under Vehicle Code section 12801.9), ancestry, physical or mental disability, medical condition, genetic information, marital status, registered domestic partner status, age, sexual orientation, military and veteran status or any other basis protected by federal, state or local law or ordinance or regulation. It also prohibits discrimination, harassment, disrespectful or unprofessional conduct based on the perception that anyone has any of those characteristics, or is associated with a person who has or is perceived as having any of those characteristics.

In addition, Visit SLO CAL prohibits retaliation against individuals who raise complaints of discrimination or harassment or who participate in workplace investigations.

**All such conduct violates Company policy.**

## **Harassment Prevention**

Visit SLO CAL's policy prohibiting harassment applies to all persons involved in the operation of the Company. Visit SLO CAL prohibits harassment, disrespectful or unprofessional conduct by any employee of the Company, including supervisors, managers and co-workers. Visit SLO CAL's anti-harassment policy also applies to vendors, customers, independent contractors, interns, volunteers, persons providing services pursuant to a contract and other persons with whom you come into contact while working.

Prohibited harassment, disrespectful or unprofessional conduct includes, but is not limited to, the following behavior:

- Verbal conduct such as epithets, derogatory jokes or comments, slurs or unwanted sexual advances, invitations, comments, posts or messages;
- Visual displays such as derogatory and/or sexually-oriented posters, photography, cartoons, drawings or gestures;
- Physical conduct including assault, unwanted touching, intentionally blocking normal movement or interfering with work because of sex, race or any other protected basis;
- Threats and demands to submit to sexual requests or sexual advances as a condition of continued employment, or to avoid some other loss and offers of employment benefits in return for sexual favors;
- Retaliation for reporting or threatening to report harassment; and
- Communication via electronic media of any type that includes any conduct that is prohibited by state and/or federal law or by company policy.

Sexual harassment does not need to be motivated by sexual desire to be unlawful or to violate this policy. For example, hostile acts toward an employee because of his/her gender can amount to sexual harassment, regardless of whether the treatment is motivated by sexual desire.

Prohibited harassment is not just sexual harassment but harassment based on any protected category.

## **Non-Discrimination**

Visit SLO CAL is committed to compliance with all applicable laws providing equal employment opportunities. This commitment applies to all persons involved in Company operations. Visit SLO CAL prohibits unlawful discrimination against any job applicant, employee or intern by any employee of the Company, including supervisors and coworkers.

Pay discrimination between employees of the opposite sex performing substantially similar work, as defined by the California Fair Pay Act and federal law, is prohibited. Pay differentials may be valid in certain situations defined by law. Employees will not be retaliated against for inquiring about or discussing wages. However, Visit SLO CAL is not obligated to disclose the wages of other employees.

## **Anti-Retaliation**

Visit SLO CAL will not retaliate against you for filing a complaint or participating in any workplace investigation and will not tolerate or permit retaliation by management, employees



or co-workers.

## **Reasonable Accommodation**

Discrimination can also include failing to reasonably accommodate religious practices or qualified individuals with disabilities where the accommodation does not pose an undue hardship.

To comply with applicable laws ensuring equal employment opportunities to qualified individuals with a disability, the Company will make reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or an employee unless undue hardship would result.

Any job applicant or employee who requires an accommodation in order to perform the essential functions of the job should contact a Company representative with day-to-day personnel responsibilities and discuss the need for an accommodation. Visit SLO CAL will engage in an interactive process with the employee to identify possible accommodations, if any, that will help the applicant or employee perform the job. An applicant, employee or unpaid intern who requires an accommodation of a religious belief or practice (including religious dress and grooming practices, such as religious clothing or hairstyles) should also contact a Company representative with day-to-day personnel responsibilities and discuss the need for an accommodation. If the accommodation is reasonable and will not impose an undue hardship, the Company will make the accommodation.

Visit SLO CAL will not retaliate against you for requesting a reasonable accommodation and will not knowingly tolerate or permit retaliation by management, employees or co-workers.

## **Complaint Process**

If you believe that you have been the subject of harassment, discrimination, retaliation or other prohibited conduct, bring your complaint to your supervisor or to the President & CEO as soon as possible after the incident. You can bring your complaint to any of these individuals. If you need assistance with your complaint, or if you prefer to make a complaint in person, contact your supervisor or the President & CEO. Please provide all known details of the incident or incidents, names of individuals involved and names of any witnesses. It would be best to communicate your complaint in writing, but this is not mandatory.

Visit SLO CAL encourages all individuals to report any incidents of harassment, discrimination, retaliation or other prohibited conduct forbidden by this policy immediately so that complaints can be quickly and fairly resolved.

You also should be aware that the Federal Equal Employment Opportunity Commission and the California Department of Fair Employment and Housing investigate and prosecute complaints of prohibited harassment, discrimination and retaliation in employment. If you think you have been harassed or discriminated against or that you have been retaliated against for resisting, complaining or participating in an investigation, you may file a complaint with the appropriate agency. The nearest office can be found by visiting the agency websites at [www.dfeh.ca.gov](http://www.dfeh.ca.gov) and [www.eeoc.gov](http://www.eeoc.gov).

Supervisors must refer all complaints involving harassment, discrimination, retaliation or other prohibited conduct to the President & CEO of Visit SLO CAL so the Company can try to

resolve the complaint.

When Visit SLO CAL receives allegations of misconduct, it will immediately undertake a fair, timely, thorough and objective investigation of the allegations in accordance with all legal requirements. Visit SLO CAL will reach reasonable conclusions based on the evidence collected.

Visit SLO CAL will maintain confidentiality to the extent possible. However, the Company cannot promise complete confidentiality. The employer's duty to investigate and take corrective action may require the disclosure of information to individuals with a need to know.

Complaints will be:

- Responded to in a timely manner
- Kept confidential to the extent possible
- Investigated impartially by qualified personnel in a timely manner
- Documented and tracked for reasonable progress
- Given appropriate options for remedial action and resolution
- Closed in a timely manner

If Visit SLO CAL determines that harassment, discrimination, retaliation or other prohibited conduct has occurred, appropriate and effective corrective and remedial action will be taken in accordance with the circumstances involved. Visit SLO CAL also will take appropriate action to deter future misconduct.

Any employee determined by the Company to be responsible for harassment, discrimination, retaliation or other prohibited conduct will be subject to appropriate disciplinary action, up to, and including termination. Employees should also know that if they engage in unlawful harassment, they can be held personally liable for the misconduct.

## **Drug and Alcohol Abuse**

Visit SLO CAL is concerned about the use of alcohol, marijuana, illegal drugs, or controlled substances as it affects the workplace. Use of these substances, whether on or off the job can detract from an employee's work performance, efficiency, safety, and health, and therefore seriously impair the employee's value to the Company. In addition, the use or possession of these substances on the job constitutes a potential danger to the welfare and safety of other employees and exposes the Company to the risks of property loss or damage, or injury to other persons.

Furthermore, the use of prescription drugs and/or over-the-counter drugs also may affect an employee's job performance and may seriously impair the employee's value to the Company.

The following rules and standards of conduct apply to all employees while on Company property, at work or working on Company business. The following are strictly prohibited by Company policy:

- Possession or use of an illegal or controlled substance, alcohol or marijuana, or being under the influence of, or impaired by, an illegal or controlled substance, alcohol or marijuana while on the job;

- Driving a Company vehicle while under the influence of a controlled substance, alcohol or marijuana;
- Using or possessing illegal or controlled substances, alcohol or marijuana while on the job (including the illegal use of prescription drugs and possessing drug paraphernalia), and
- Distribution, sale, or purchase of an illegal or controlled substance, alcohol or marijuana while on the job.

Violation of these rules and standards of conduct will not be tolerated. Visit SLO CAL also may bring the matter to the attention of appropriate law enforcement authorities.

In order to enforce this policy, Visit SLO CAL reserves the right to conduct searches of Company property or employees and/or their personal property, and to implement other measures necessary to deter and detect abuse of this policy. Visit SLO CAL may conduct drug tests on job applicants, if an employee is involved in an accident while on duty and for reasonable suspicion. The Company will pay the full cost of any testing that it has requested of an applicant or employee, including the reasonable cost of any transportation to and from the designated testing facility. Violation of this policy or failure to cooperate fully with any request to test may result in immediate disciplinary action, up to and including termination.

An employee's conviction on a charge of illegal sale or possession of any controlled substance while off Company property will not be tolerated because such conduct, even though off duty, reflects adversely on Visit SLO CAL. In addition, the Company must keep people who sell or possess controlled substances off Company premises in order to keep the controlled substances themselves off the premises.

Any employee who is using prescription or over-the-counter drugs that may impair the employee's ability to safely perform the job, or affect the safety or well-being of others, must notify a supervisor of such use immediately before starting or resuming work. A post-accident drug test may be required for all work-related injuries in which there is a reasonable basis for concluding that drug use could have contributed to the incident, if a citation is given to the employee for a work-related motor vehicle accident or any involved person requires treatment away from the accident scene. An employee in such an accident is required to report it as soon as possible to his or her supervisor.

Although the state has legalized marijuana for medicinal purposes, the company is not required to allow the medicinal use of marijuana in the workplace. Use is strictly prohibited on company property and may result in discipline, up to and including immediate discharge.

Visit SLO CAL will encourage and reasonably accommodate employees with alcohol or drug dependencies to seek treatment and/or rehabilitation. Employees desiring such assistance should request a treatment or rehabilitation leave. The Company is not obligated, however, to continue to employ any person whose performance of essential job duties is impaired because of drug or alcohol use, nor is the Company obligated to re-employ any person who has participated in treatment and/or rehabilitation if that person's job performance remains impaired as a result of dependency. Additionally, employees who are given the opportunity to seek treatment and/or rehabilitation, but fail to successfully overcome their dependency or problem, will not automatically be given a second opportunity to seek treatment and/or rehabilitation. This policy on treatment and rehabilitation is not intended to affect the Company's treatment of employees who violate the regulations described previously. Rather, rehabilitation is an option for an employee who acknowledges a chemical dependency and voluntarily seeks treatment to end that dependency.

# Workplace Conduct

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## Standards of Conduct

Employees are expected to conduct themselves in a manner that furthers Visit SLO CAL's objectives. That conduct includes, but is not limited to:

- Being respectful to and of fellow team members and others
- Being accountable for your actions and commitments
- Granting permission to your fellow team members to hold you accountable both individually and corporately
- Using common sense in planning and decision making
- Asking questions in advance of decisions when unclear of appropriate action
- Taking ownership and responsibility for your areas and actions, regardless of the conduct of others
- Efficiently and effectively using one's work time
- Prioritizing efforts and tasks for completion that will achieve the greatest result for the business, require the highest sense of urgency and are in line with Strategic Direction 2020

All employees are urged to become familiar with these rules and standards of conduct. In addition, employees are expected to follow the rules and standards faithfully in doing their jobs and conducting business on behalf of Visit SLO CAL. Please note that any employee who deviates from these rules and standards will be subject to disciplinary action. This list of prohibited conduct is illustrative only; other types of conduct that threaten security, personal safety, employee welfare and Visit SLO CAL operations also may be prohibited and will result in disciplinary action up to and including termination.

While not intended to list all forms of behavior that are considered unacceptable in the workplace, the following are examples of rule infractions or misconduct that may result in disciplinary action.

- Falsifying employment records, employment information, or other Company records;
- Inefficient or careless performance of job responsibilities or inability to perform job duties satisfactorily;
- Recording the work time of another employee or allowing any other employee to record your work time, or falsifying any time card, either your own or another employee's;
- Theft and deliberate or careless damage or destruction of any Company property, or the property of any employee or customer;
- Removing or borrowing Company property without prior authorization;

- Unauthorized use or misuse of Company equipment, time, materials, or facilities;
- Sowing discord among fellow team members and others;
- Publicly complaining about workloads, duties, your supervisor, management or the organization on Company time;
- Starting or participating in rumors or backbiting on Company time or on Company premises;
- Provoking a fight or fighting during working hours or on Company property;
- Participating in horseplay or practical jokes on Company time or on Company premises;
- Carrying firearms or any other dangerous weapons on Company premises at any time;
- Engaging in criminal conduct, whether or not related to job performance;
- Causing, creating, or participating in a disruption of any kind during working hours on Company property;
- Insubordination, including, but not limited to, failure or refusal to obey the orders or instructions of a supervisor or member of management, or the use of abusive or threatening language toward a supervisor or member of management;
- Using abusive, threatening or intimidating language at any time on Company premises;
- Failing to notify a supervisor when unable to report to work;
- Unreported absence of three consecutive scheduled workdays. Absences protected by state or federal law do not count as violations of this policy;
- Failing to obtain permission to leave work for any reason during normal working hours;
- Failing to observe working schedules, including rest and lunch periods;
- Failing to provide a physician's certificate when requested or required to do so;
- Sleeping or malingering on the job;
- Making or accepting personal telephone calls, including cell phone calls, of more than three minutes in duration during working hours, except in cases of emergency or extreme circumstances;
- Working overtime without authorization or refusing to work assigned overtime;
- Violation of dress standards;
- Violating any safety, health, security or Company policy, rule, procedure or violation of the Company's drug and alcohol policy;

- Committing a fraudulent act or a breach of trust under any circumstances;
- Committing or involvement in any act of unlawful harassment of another individual; and
- Failing to promptly report work-related injury or illness.

These rules apply to any and all interactions with customers, fellow employees or anyone else associated with the workplace.

## **Disciplinary Action Policy**

Disciplinary actions may entail verbal, written and final warnings, and suspension and termination. All of these actions may not be followed in all instances. Visit SLO CAL reserves the right to exercise discretion in discipline. Prior warning is not a requirement for termination. If you are disciplined in writing, copies of your warnings are placed in your personnel file.

Visit SLO CAL reserves the right to take any disciplinary action the Company considers appropriate, including termination, at any time. In addition to those situations discussed elsewhere in this handbook, listed below are some examples where immediate termination could result. This list is general in nature and is not intended to be all-inclusive:

- Discourtesy to a customer, member, partner, constituent, contractor, provider or general public resulting in a complaint or loss of good will
- Refusal or failure to follow directions from management
- Breach of confidentiality relating to employer, employee, customer, member, partner, constituent, contractor or provider information
- Altering, damaging or destroying Company property records, or another employee's property
- Dishonesty
- Providing false or misleading information to any Company representative or on any Company records, including the employment application, benefit forms, time cards, expense reimbursement forms or similar records.
- Fighting or engaging in disorderly conduct on the Company's or a customer, member, partner or constituent, or provider's premises.
- Violations of any Company's employment policies including, but not limited to, confidentiality, security, solicitation, conflict of interest and code of conduct
- Conduct or performance issues of a serious nature
- Failure of a drug or alcohol test

This disciplinary action policy does not alter the Company's policy of at-will employment. Either you or Visit SLO CAL remain free to terminate the employment relationship at any time, with or without reason or advance notice.

## Workplace Violence

Visit SLO CAL is committed to providing a workplace that is free from threats or acts of violence. In keeping with this commitment, Visit SLO CAL's policy is to have "zero tolerance" for any actual or threatened violence against employees, customers, visitors or any other persons who are either on Visit SLO CAL's premises or have contact with Visit SLO CAL employees in the course and scope of the Visit SLO CAL employee's job duties.

Compliance with this anti-violence policy is an essential condition of employment. It would be a violation of this policy for any person to engage in or contribute to violent behavior, threaten others with violence, or engage in any potentially threatening, harmful or criminal behavior that may negatively affect the safety or productivity of our workplace. Even those made in apparent jest will be taken seriously. Any employee who violates any aspect of this policy may be subject to disciplinary action up to and including immediate termination of employment.

Possession of non-work related weapons on Visit SLO CAL premises and at Visit SLO CAL-sponsored events shall constitute a threat of violence.

It is every employee's responsibility to assist in establishing and maintaining a violence-free work environment. In order to help Visit SLO CAL provide a safe and secure environment for all employees, customers and visitors, every verbal or physical threat must be treated seriously. Therefore, each employee is expected and encouraged to report any incident which may be threatening to you or your co-workers or any event which you reasonably believe is threatening or violent.

If you are aware of any potentially threatening, harmful or criminal behavior that may negatively affect the safety or productivity of our workplace, you must immediately report it to the President & CEO. If you feel that danger is imminent or that there is an immediate risk to the safety of any person, do not hesitate to dial 9-1-1 for police, fire or ambulance assistance.

A threat includes, but is not limited to, any indication of intent to harm a person or damage Company property. Threats may be direct or indirect, and they may be communicated verbally or nonverbally. The following are examples of threats and acts that shall be considered violent – this list is in no way all-inclusive:



<b>Example</b>	<b>Type of Threat</b>
Saying, "Do you want to see your next birthday?"	Indirect
Writing, "Employees who kill their supervisors have the right idea."	Indirect
Saying, "I'm going to punch your lights out."	Direct
Making a hitting motion or obscene gesture	Nonverbal
Displaying weapons	Extreme
Stalking or otherwise forcing undue attention on someone, whether romantic or hostile	Extreme
Taking actions likely to cause bodily harm or property damage	Acts of violence

## Workplace Bullying

Visit SLO CAL is committed to providing a safe and healthy work environment for all employees. As such, the Company prohibits bullying of any kind and will deal with complaints accordingly. This policy applies to employees while working, at work functions and while traveling on business.

Bullying is defined as unwelcome or unreasonable behavior that demeans, intimidates or humiliates an individual or group of individuals.

Bullying can be:

- An isolated incident or persistent incidents
- Carried out by a group or an individual
- Either direct or indirect
- Verbal or physical

Some examples of bullying include:

- Abusive or offensive language
- Unwelcome behavior
- Unreasonable insults or criticism
- Teasing and/or spreading rumors
- Trivializing of work or achievements
- Exclusion or isolation

Bullying can have devastating results. If you witness bullying or suspect bullying is taking

place, report it to your supervisor and/or to the President & CEO immediately. All suspected incidents of bullying will be thoroughly investigated and disciplinary measures will be taken accordingly.

# General Practices

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According to Visit SLO CAL Board of Directors, the President & CEO has the final authority for hiring personnel required to conduct the business of Visit SLO CAL. That authority is exercised in consultation and in concert with Visit SLO CAL managers and directors, who have the authority to make effective recommendations in hiring decisions. In the absence of the President & CEO, hiring may become the responsibility of the Board of Directors.

## Introductory Period

For all employees hired by Visit SLO CAL, the first 90 days of employment are considered to be an introductory period. During this time, you will learn your responsibilities, get acquainted with fellow employees and determine whether or not you are happy with your job. Your supervisor will closely monitor your performance.

During the first 90 days of employment, the employee is encouraged and expected to ask questions concerning his or her job responsibilities to assure they understand the expectations of the role as they may change at any time during your employment. Visit SLO CAL may choose to extend your introductory period as necessary. You will be notified if your introductory period is extended. From time to time, you may be asked to work on special projects or to assist with other work necessary or important to the operations of your department or Visit SLO CAL. Your cooperation and assistance in performing such additional work is expected.

Your performance will be reviewed at the conclusion of your introductory period. A wage increase should not be expected at that time nor does the completion of your introductory period entitle you to remain employed by Visit SLO CAL for any definite period of time. Visit SLO CAL reserves the right, at any time, for any reason, with or without notice, to alter or change job responsibilities, reassign or transfer job positions, or assign additional job responsibilities.

## Employee Classification

Employees are classified as either exempt or non-exempt for pay administration purposes, as determined by the federal Fair Labor Standards Act (FLSA).

The definitions of the workers classification categories can be summarized as follows:

**Exempt** - Management, supervisory, professional, sales or administrative employees whose positions meet FLSA standards, are exempt from overtime pay requirements. Exempt employees are all employees who are classified by Visit SLO CAL as exempt



from the overtime provisions in accordance with applicable laws. While exempt employees are expected to adhere to regular and predictable work schedules to ensure effective work-flow, the number of hours actually worked in a given week may vary. Exempt employees are paid on a salaried basis that does not vary with the number of hours actually worked; exempt employees neither lose pay nor are charged vacation or sick time for such absences of less than a full day. As for absences other than vacation or sickness (such as jury duty, military leave, disciplinary suspensions, etc.), the salary of exempt employees will not be subject to deduction for absences of less than full, workweek increments. Exempt employees are not eligible for overtime pay.

**Non-exempt** - Employees whose positions do not meet the FLSA exemption standards are paid overtime. Non-exempt employees include all employees who are covered by the overtime provisions of applicable laws. Employees in this category are entitled to premium pay for overtime hours in accordance with applicable law for work in excess of eight (8) hours in a day and/or forty (40) hours in a work week. Employees classified as non-exempt generally work in non-supervisory, non-professional or non-administrative capacities including, but not limited to, clerical and secretarial workers. Overtime work, however, is prohibited without specific manager authorization.

In addition, each employee's status is defined as one of the following:

**Full-time** - Employees who work at least 30 hours per week are considered to be full-time. Such full-time employees are eligible for benefits after applicable requirements for length of service have been met.

**Part-time** - Employees who work less than 30 hours per week are considered to be part-time. Employees who work on a temporary project basis, will receive all legally mandated benefits (such as workers' compensation and Social Security benefits), but are ineligible for other benefit programs.

**Temporary** - Temporary employees are those engaged to work either part-time or full-time on Visit SLO CAL's payroll, but have been hired with the understanding that their employment will be terminated no later than upon their completion of a specific assignment or project. The employment status of temporary employees will not be changed due to an extension of employment in excess of that originally planned. Such employees may be either "exempt" or "non-exempt" but are not eligible for Visit SLO CAL benefits except as mandated by law. Visit SLO CAL interns are classified as temporary employees.

**Independent Contractors** - Consultants, freelancers or independent contractors are not employees of Visit SLO CAL. The distinction between employees and independent contractors is important because employees may be entitled to participate in the Company's benefit programs, while independent contractors are not. In addition, Visit SLO CAL is not required to withhold income taxes, withhold and pay Social Security and Medicare taxes or pay unemployment tax on payments made to an independent

contractor.

## Attendance & Standard Working Hours

As an employee of Visit SLO CAL, you are expected to be punctual and regular in attendance. Any tardiness or absence causes problems for your fellow employees and your supervisor. When you are absent, your assigned work must be performed by others.

Employees are expected to report to work as scheduled, on time, and prepared to start work. Employees also are expected to remain at work for their entire work schedule, except for meal periods or when required to leave on authorized Company business. Late arrivals, early departures or other unanticipated and unapproved absences from scheduled hours are disruptive and must be avoided.

If you are unable to report for work on any particular day, you must provide reasonable advance notice to your supervisor before the time you are scheduled to begin working for that day. You must inform your supervisor of the expected duration of any absence. If you fail to provide reasonable advance notice before your scheduled time to begin work and do not arrive in time for your assigned shift, you will be considered tardy for that day. If the circumstances for your tardiness or absence were unforeseen, inform your supervisor as soon as practicable of the reason for the tardiness or absenteeism.

Excessive absenteeism or tardiness, providing false information or abuse of leave laws will not be tolerated. Generally, if you fail to report for work without any notification to your supervisor and your absence continues for a period of three days, Visit SLO CAL will consider that you have voluntarily abandoned or quit your employment.

**Absences protected by local, state and federal law do not count as a violation of the punctuality and attendance policy. Paid sick time protected under California law does not count as a violation of this policy.**

## Time Card Regulations

Visit SLO CAL requires that each non-exempt employee maintain a time card of his or her hours within the Bamboo HR platform. While exempt employees do not fill out a time card, they must note sick time, paid time off and other paid absences via the Bamboo HR platform to ensure proper calculation of hours. For non-exempt employees, the time card will also be used to ensure that paychecks are correct. All non-exempt employees are required to accurately record their hours worked each day. You will be informed on your first day how to use the time tracking module of Bamboo HR.

For non-exempt employees, your time record is your bill to Visit SLO CAL for services

rendered and is a legal document. To be sure you are paid in full, record your time “In” at the beginning of the day, your time “Out” and “In” for lunch, and “Out” again at the completion of the day. Do not record “In” or “Out” for rest periods, since these are on Visit SLO CAL-paid time. You are responsible for recording all overtime worked, and reporting all missed breaks. It is your responsibility to record your time in and out for every shift you work (and all meal periods and other unpaid absences). You may not record more or less hours than you have actually worked. Employees are not allowed to work “off the clock”. Any work performed before or after a regularly scheduled shift must be approved in advance by your supervisor. If you perform any “off the clock” work; please report the work to your supervisor. Working “off the clock” for any reason is a serious violation of Visit SLO CAL policy.

If you are leaving the premises at any time other than your normal lunch break or stop time, before you leave you must clearly inform your supervisor of your departure and you must record your time as “Out.” You are responsible for recording all overtime worked. Remember to record all time worked, even if it is during hours that should have been non-work time.

Unless overtime work has been authorized by your supervisor in advance, employees may not begin work more than six minutes before their scheduled starting time, nor continue working more than six minutes after their scheduled stop time. The beginning and end of each meal period or any other unpaid break must be recorded the same way. All arrivals and departures must be recorded as they occur, with the exact time recorded. The time on the time card will be rounded to the nearest quarter of an hour for payroll purposes.

It is important to remember that an employee cannot work through a meal break for any reason, even if it is to make up for coming in late or leaving early. If you need to adjust your schedule for any reason, discuss it with your supervisor or the President & CEO. Failing to take a required meal break is not an option.

The basis for each absence must be appropriately identified by you on your time record on your Bamboo HR portal; i.e., vacation, sick time, jury duty, unpaid absence, etc. Indicating the basis for your absence does not necessarily mean that it is excused or will be paid; all absences will be excused and/or paid according to Visit SLO CAL's policies and practices.

It is absolutely mandatory that a very accurate record of your time worked be recorded. False entries will not be tolerated. Under no circumstances may an employee record another person's time or make any notations on another employee's time record. Each employee is only permitted to handle his or her own time record.

All time records must be approved at the completion of each pay period. Any handwritten marks or changes on the timecard must be initialed by a supervisor, and the controller must be notified immediately. All timesheets MUST be approved by the 1<sup>st</sup> or

the 16<sup>th</sup>, depending on the cycle, to ensure proper recording of hours worked. Your signature verifies that you personally recorded all of the time shown and that the hours reported are complete and accurate.

## **Meal and Rest Policies**

All non-exempt employees are entitled to rest break periods during their workday. If you are a non-exempt employee, you will be paid for all such break periods, and you will not clock out. You are required to remain on the work premises during your rest break(s). You are expected to return to work promptly at the end of any rest break.

You will be authorized and permitted one (1) 10-minute net rest break for every four (4) hours you work (or major fraction thereof, which is defined as any amount of time over two [2] hours). A rest break need not be authorized for employees whose total daily work time is less than three and one half (3.5) hours.

If you work a shift from three and one-half (3.5) to six (6) hours in length you will be entitled to one (1) ten-minute rest break. If you work more than six (6) hours and up to 10 hours, you will be entitled to two (2) ten-minute rest breaks. If you work more than 10 hours and up to 14 hours, you will be entitled to three (3) ten-minute rest breaks.

You are authorized and permitted to take a rest break in the middle of each four-hour work period. There may be practical considerations that make this general timing infeasible and that require Visit SLO CAL to deviate from this general rule. You will be informed if there are practical considerations that make this timing infeasible.

All non-exempt employees will be provided an uninterrupted unpaid meal period of at least 30 minutes if you work more than five (5) hours in a workday. You must clock out for your meal period. You will be permitted a reasonable opportunity to take this meal period, and you will be relieved of all duty. During your meal period, you are free to come and go as you please and are free to leave the premises. You are expected to return to work promptly at the end of any meal period.

If your total work period for the day is more than five hours per day but not more than six hours, you may waive the meal period. This cannot be done without the mutual consent of you and your supervisor. You must discuss any such waiver with your supervisor in advance. The waiver must be in writing.

If you work more than 10 hours in a day, you will be provided a second, unpaid meal period of at least 30 minutes. Again, you must clock out for your meal period. You will be permitted a reasonable opportunity to take this meal period, and you will be relieved of all duty. There will be no control over your activities during your meal period. During your meal period, you are free to leave the premises and are free to come and go as you please. You are expected to return to work promptly at the end of any meal period.

You must clock out for any meal period and record the start and end of the meal period. Employees are not allowed to work “off the clock.” All work time must be accurately



reported on your time record. If for any reason you are not provided a meal period in accordance with our policy, or if you are in any way discouraged or impeded from taking your meal period or from taking the full amount of time allotted to you, please immediately notify your supervisor.

## **Overtime Pay**

Employees may be required to work overtime as necessary. Only actual hours worked in a given workday or workweek can apply in calculating overtime. Visit SLO CAL will attempt to distribute overtime evenly and accommodate individual schedules. All overtime work must be previously authorized by a supervisor. Visit SLO CAL provides compensation for all overtime hours worked by non-exempt employees in accordance with state and federal law as follows:

- All hours worked in excess of eight hours in one workday or 40 hours in one workweek will be treated as overtime. A workday begins at 12:01 a.m. and ends at midnight 24 hours later. Workweeks begin each Sunday at 12:01 a.m.;
- Compensation for hours in excess of 40 for the workweek, or in excess of eight and not more than 12 for the workday, and for the first eight hours on the seventh consecutive day of work in one workweek, shall be paid at a rate one and one-half times the employee's regular rate of pay;
- Compensation for hours in excess of 12 in one workday and in excess of eight on the seventh consecutive workday in a workweek shall be paid at double the regular rate of pay; and
- Exempt employees may have to work hours beyond their normal schedules as work demands require. No overtime compensation will be paid to exempt employees.

## **Pay for Mandatory Meetings/Training**

Visit SLO CAL will pay non-exempt employees for their attendance at meetings, lectures, and training programs under the following conditions:

- Attendance is mandatory;
- The meeting, course, or lecture is directly related to the employee's job; and
- The employee who is required to attend such meetings, lectures, or training programs will be notified of the necessity for such attendance by his or her supervisor;
- The employee will be paid at the then applicable minimum wage for time spent at meetings, lectures, and training programs if the employee does not perform any

productive work during such attendance;

- Employees who do perform productive work during attendance at meetings, lectures or training programs will be compensated at their regular rate of pay; and
- Any hours in excess of eight (8) in a day or forty (40) in a week will be paid at the appropriate overtime rate, at the hourly rate in effect at the time the overtime work is being performed.

## Continuous Learning Program

Some employees may need to attend training programs, seminars, conferences, lectures, meetings, or other outside activities for the benefit of Visit SLO CAL or the individual employees. Attendance at such activities, whether required by Visit SLO CAL or requested by individual employees, requires the written approval of the employee's supervisor. To obtain approval, any employee wishing to attend an activity must submit a written request detailing all relevant information, including date, hours, location, cost, expenses, and the nature, purpose, and justification for attendance, on their Continuous Learning Program form, which is submitted for approval by their supervisor. Attendance at any such event is subject to the following policies on reimbursement and compensation. Employees receive this form to fill out and submit during the Annual Performance Evaluation process. The form is approved by their supervisor once the review process is complete and goals have been finalized. Note that all requests must line up with the goals noted in their Annual Performance Evaluation document.

For attendance at events required or authorized by Visit SLO CAL, customary and reasonable expenses will be reimbursed upon submission of proper receipts. Acceptable expenses generally include registration fees, materials, meals, transportation, out-of-market lodging and parking. Reimbursement policies regarding these expenses should follow Visit SLO CAL's Travel & Expense Policy, be in-line with approved budgets and be discussed and agreed to with your supervisor or the President & CEO in advance.

Employee attendance at authorized outside activities will be considered hours worked for non-exempt employees and will be compensated in accordance with normal payroll practices.

This policy does not apply to an employee's voluntary attendance, outside of normal working hours, at formal or informal educational sessions, even if such sessions generally may lead to improved job performance. While Visit SLO CAL generally encourages all employees to improve their knowledge, job skills, and promotional qualifications, such activities do not qualify for reimbursement or compensation under this policy unless prior written approval is obtained as described previously.

## Pay Periods & Check Distributions

For those not receiving automatic deposit, paychecks are normally available on payday by 4:30 p.m. at the Visit SLO CAL office. If you observe an error on your check, please report it immediately to your supervisor.

Paydays are scheduled on the 5<sup>th</sup> (fifth) and 20<sup>th</sup> (twentieth) of the month, or the last workday before the 5<sup>th</sup> (fifth), and 20<sup>th</sup> (twentieth) for the semi-monthly pay periods ending on the 15<sup>th</sup> (fifteenth) day of the month and the 30<sup>th</sup> (thirtieth), respectively. If a regular payday falls on a weekend or holiday, employees will be paid on the previous workday. Time cards must be filled out no later than 12:00 p.m. on the 1<sup>st</sup> (first) and 16<sup>th</sup> (sixteenth). If the submittal dates fall on a weekend or holiday, employees must ensure their hours are filled out the previous work day.

If an employee is absent on the date of paycheck distribution, his or her check will be held until he or she returns.

Paychecks will only be released to the individual whose name appears on the check, or to an individual who the employee has designated and approved through written consent.

Visit SLO CAL will not pay employees for reporting under the following circumstances:

- Interruptions of work because of the failure of any public utilities, or the
- interruptions of work because of natural causes or other circumstances beyond our power to control.

All non-exempt employees are required to use Time Tracking on their Bamboo HR platform to record time worked for all payroll purposes. Employees must record their own times at the start and at the end of each work period, including before and after the meal period.

## Automatic Deposit

Visit SLO CAL offers automatic payroll deposit for employees at their designated bank. You may begin and stop automatic payroll deposit at any time. To begin automatic payroll deposit, you must complete a form (available on Bamboo HR), e-sign it at least 10 days before the pay period for which you would like the service to begin, and email [Finance@SLOCAL.com](mailto:Finance@SLOCAL.com) to ensure the controller is aware of this request. You should carefully monitor your payroll deposit statements for the first two pay periods after the service begins.

To stop automatic payroll deposit, complete the form available from the finance department and return it to accounting at least 10 days before the pay period for which you would like the service to end. You will receive a regular payroll check on the first pay

period after the receipt of the form, provided it is received no later than 10 days before the end of the pay period.

If an employee chooses direct deposit of his or her paycheck, he or she will still receive access to an electronic copy of their paystub each pay period. If you observe an error on your check, please report it immediately to your supervisor.

## **Personnel Records Policy**

Visit SLO CAL is required by law to keep current all employees' names and addresses, phone numbers, person to contact in case of emergency and change in name or number of dependents. Employees are responsible for notifying Visit SLO CAL in the event of any changes in name, address, telephone number, marital status, number of dependents, or level of benefits from other sources, as soon as possible.

You have a right to inspect or receive a copy of the personnel records that Visit SLO CAL maintains relating to your performance or to any grievance concerning you. Certain documents may be excluded or redacted from your personnel file by law, and there are legal limitations on the number of requests that can be made.

Any request to inspect or copy personnel records must be made in writing to the President & CEO. You can obtain a form for making such a written request from the President & CEO. Visit SLO CAL will restrict disclosure of your personnel file to authorized individuals within the Company. You may designate a representative to conduct the inspection of the records or receive a copy of the records. However, any designated representative must be authorized by you in writing to inspect or receive a copy of the records. Visit SLO CAL may take reasonable steps to verify the identity of any representative you have designated in writing to inspect or receive a copy of your personnel records.

The personnel records may be made available to you either at the place where you work or at a mutually agreeable location (with no loss of compensation for going to that location to inspect or copy the records). The records will be made available no later than 30 calendar days from the date Visit SLO CAL receives your written request to inspect or copy your personnel records (unless you/your representative and Visit SLO CAL mutually agree in writing to a date beyond 30 calendar days but no later than 35 calendar days from receipt of the written request).

Any request for information contained in personnel files must be directed to the President & CEO. Only the President & CEO is authorized to release information about current or former employees. Disclosure of personnel information to outside sources will be limited. Visit SLO CAL will cooperate with requests from authorized law enforcement or local, state, or federal agencies conducting official investigations and as otherwise



legally required. This policy (or any other Visit SLO CAL policy) is not to be construed as prohibiting employees from disclosing information about themselves or from discussing their wages, hours or other terms or conditions of their employment with their coworkers or their representatives.

## **Performance Evaluations**

Each employee will receive periodic performance reviews conducted by his or her supervisor in line with Visit SLO CAL's Annual Performance Evaluation Process. Performance evaluations are tied directly back to Strategic Direction 2020. These reviews are also specific to established KPIs. Your first performance evaluation will take place after the completion of your introductory period. Subsequent performance evaluations will be conducted annually, and will be based on Visit SLO CAL's FY calendar. The frequency of performance evaluations may vary depending upon length of service, job position, past performance, changes in job duties, or recurring performance problems. You will be asked to complete a written, prior year self-review detailing the outcomes of the expectations and the year's established S.M.A.R.T. (Specific, Measurable, Agreed Upon, Realistic, Time-Based) goals/objectives. The department team leader will then conduct a manager review where the S.M.A.R.T. goals/objectives for the upcoming year will be finalized. Utilizing S.M.A.R.T. goals/objectives will allow the organization to tie performance reviews to Strategic Direction 2020 and to focus on measured outcomes and quality of services, rather than outputs and quantity. The goal of this evaluation process is to improve Visit SLO CAL's organizational leadership and annual strategic focus, while enhancing accountability to other team members and to the stakeholders we serve. All team member annual performance reviews will be held in August regardless of the team member's start date. Performance evaluations review the following six areas: Future Focused, Collaboration, Drive, Stewardship, Integrity, and Passion. The performance evaluations are intended to make you aware of your progress, areas for improvement, and objectives or goals for future work performance as also discussed during regularly scheduled one-to-ones. Favorable performance evaluations do not guarantee increases in salary or promotions. Salary increases and promotions are solely within the discretion of Visit SLO CAL and depend upon many factors in addition to performance. After the review, you will be required to sign the evaluation report simply to acknowledge that it has been presented to you, that you have discussed it with your supervisor, and that you are aware of its contents.

Employee wage reviews and adjustments are based on job content and responsibility, and are given at the discretion of the President & CEO. (The President & CEO is reviewed and compensated at the discretion of the Executive Committee.) Wages are generally reviewed annually; separate from an employee's performance evaluation, although there may be exceptions to this policy. Wage adjustments, if given, are determined by reviewing the employee's job classification, the employee's prior job performance evaluation(s), and Visit SLO CAL's budgetary restrictions.

## Employee References

**All requests for references must be directed to the person with day-to-day personnel responsibilities, in this case, the President & CEO. No other manager, supervisor, or employee is authorized to release references for current or former employees.**

By policy, Visit SLO CAL discloses only the dates of employment and the title of the last position held by former employees. If you authorize the disclosure in writing, Visit SLO CAL also will inform prospective employers of the amount of salary or wage you last earned.

## Benefits Overview

Each benefit program offered by Visit SLO CAL has its own eligibility requirements that must be satisfied before a particular employee may participate in such program. For most programs, there is a written plan document or insurance contract that sets forth the details of the program and the particular eligibility requirements. Visit SLO CAL reserves the right to change, modify or delete any benefits at its discretion. To the extent that State or federal law may require Visit SLO CAL to alter the interpretation or implementation of any Visit SLO CAL benefits, such laws will be followed.

While the Company will attempt to explain the basic elements of such programs in this Employee Handbook and elsewhere, the terms of the written plan documents or insurance contracts will control the administration of any benefits under such programs. To the extent that any statements or assurances are made in any form (including in this Employee Handbook) that may contradict the provisions of the plan documents or insurance contracts, such statements or assurances are to be disregarded; the provisions set forth in the written plan documents or insurance contracts will control the Company's obligations and determine the outcome of any situation.

Visit SLO CAL is committed to providing the following benefits for eligible employees. Benefit eligibility may be dependent upon your employee classification (full-time versus part-time, for example) and on length of continuous employment at Visit SLO CAL.

Upon becoming eligible for certain employee benefit plans, you will receive Summary Plan Descriptions which describe the benefits in greater detail. For information regarding employee benefits and to answer any questions, you may contact the President & CEO.

Visit SLO CAL reserves the right to modify, amend or terminate benefits and to modify or amend benefit eligibility requirements at any time and for any reason, subject to any legal restrictions.

Visit SLO CAL offers the following employee benefits:

- Health Insurance
- Dental Insurance
- Vision Insurance
- Short-Term and Long-Term Disability Insurance
- 401k Retirement Plan

## Employment Taxes & Voluntary Deductions

**Insurance:** Visit SLO CAL rewards you not only with your basic pay, but also with a benefit program. Our benefit program is available to regular full-time employees on the first of the month after 30 days of active employment. In the event of an increase in insurance premium rates, all employees may be required to contribute to the cost of increased premiums to retain coverage.

At the time of hire or change to eligible status, Visit SLO CAL will give you a benefits packet with complete descriptions of the various options available to you and ask you to complete enrollment forms. Your share, if any, of the cost would be handled by convenient payroll deduction.

**Disability Insurance:** Each employee contributes to the State of California to provide disability insurance pursuant to the California Unemployment Insurance Code. Disability insurance (SDI) is payable when you cannot work because of illness or injury not caused by employment at the Company. Specific rules and regulations governing disability are available from the President & CEO.

**Paid Family Leave Insurance:** Employees may be eligible for Paid Family Leave (PFL) wage replacement benefits, which are funded through payroll deductions and coordinated through the Employment Development Department. PFL provides partial pay for up to six weeks when an employee needs to take leave from work to care for a parent, parent-in-law, child, spouse, registered domestic partner, grandparent, grandchild, or sibling who is seriously ill, or for a working parent who wants time to bond with his or her newborn, foster child or newly adopted child. The PFL program does not provide employees with a right to a leave of absence; it is limited to a state-mandated wage replacement benefit.

**Unemployment Compensation:** The Company contributes thousands of dollars each

year to the California Unemployment Insurance Fund on behalf of its employees. The right to receive unemployment insurance and the amount of the benefit is determined by the State Employment Development Department. Visit SLO CAL has the right to protest any claim where we believe an employee acted without good cause or was terminated for misconduct.

**Social Security:** Social Security is an important part of every employee's retirement benefit. The Company pays a matching contribution to each employee's Social Security taxes.

**Workers' Compensation:** The Company participates in a comprehensive Workers' Compensation Insurance program at no cost to you. The policy covers you in case of occupational injury or illness. If you sustain work-related injuries, you must inform your supervisor immediately. No matter how minor an on-the-job injury may appear, it is important that it be reported immediately. This will enable you to qualify for coverage as quickly as possible. Visit SLO CAL provides medical treatment for work-related injuries through a medical provider network, which the Company has chosen to provide medical care to injured employees because of their experience in treating work-related injuries.

**Retirement Plan:** The Company provides a 401(k) retirement plan for eligible employees in order to assist in planning for their retirement. To be eligible for the retirement plan, employees must be employed for one full year of 1000 hours and over, and must be over the age of 18. For information regarding eligibility, contributions, benefits and tax status, contact the President & CEO. All eligible participants will receive a summary plan description.



# Time Away From Work

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## **Personal Leave of Absense**

Visit SLO CAL may grant leaves of absence to employees in certain circumstances. Requests for any leave must be made in writing and presented to the President & CEO as far in advance as possible, the request must contain the anticipated length of absence with dates and reason for the request. If the request is granted, you must keep in touch with your supervisor or the President & CEO during your leave, and give prompt notice of any change in your anticipated return date.

Workloads, scheduling, previously scheduled vacations, the needs of Visit SLO CAL and all relevant facts will be considered in the determination of an approval or non-approval of a request for leave of absence. Upon approval, management will advise you of the costs of any benefit plan contributions to be made during that period. Holidays, vacation accrual and medical insurance are not provided for employees on a personal leave of absence. You must make arrangements prior to beginning your leave, for payment of such amounts in order to keep programs current. If your leave expires and you fail to return to work without contacting your supervisor or the President & CEO, Visit SLO CAL will assume that you do not plan to return and that you have terminated your employment. Upon return from a leave of absence, you will resume all aspects of your employment status that existed prior to the start of your leave.

Visit SLO CAL does not continue to pay premiums for health insurance coverage for employees on personal leaves of absence. However, you may self-pay the premiums under the provisions of COBRA. The President & CEO can provide you with additional information.

## **Domestic Violence, Sexual Assault or Stalking Leave and Accommodation**

Employees who are victims of domestic violence, sexual assault and stalking are eligible for unpaid leave. While the leave is generally unpaid, employees can use their paid sick time under California's Healthy Workplaces, Healthy Families Act for the purposes described below.

You may request leave if you are involved in a judicial action, such as obtaining restraining orders, or appearing in court to obtain relief to ensure your health, safety, or welfare, or that of your child. Please provide reasonable advance notice of the need for leave unless advance notice is not feasible. Contact the President & CEO for additional information.

Employees who are victims of domestic violence, sexual assault or stalking and need a reasonable accommodation for their safety at work should contact the President & CEO, and discuss the need for an accommodation. If you are requesting such a reasonable accommodation, you will need to submit a written statement signed by you, or by an

individual acting on your behalf, certifying that the accommodation is for the purpose of your safety at work.

For reasonable accommodation requests, Visit SLO CAL will also require certification demonstrating that you are the victim of domestic violence, sexual assault or stalking. Visit SLO CAL may request recertification every six months from the date of the previous certification. You should notify Visit SLO CAL if an approved accommodation is no longer needed.

Visit SLO CAL will engage in an interactive process with the employee to identify possible accommodations, if any, that are effective and will make reasonable accommodations unless an undue hardship will result.

Visit SLO CAL will, to the extent allowed by law, maintain the confidentiality of an employee requesting leave or accommodation under these provisions.

## **Domestic Violence, Sexual Assault or Stalking Leave for Treatment**

Employees who are victims of domestic violence, sexual assault or stalking are eligible for unpaid leave. While the leave is generally unpaid, employees can use their paid sick time under California's Healthy Workplaces, Healthy Families Act for the purposes described below.

You may request leave for any of the following purposes:

- To seek medical attention for injuries caused by domestic violence, sexual assault or stalking;
- To obtain services from a domestic violence shelter, program or rape crisis center as a result of domestic violence, sexual assault or stalking;
- To obtain psychological counseling related to experiencing domestic violence, sexual assault or stalking;
- To participate in safety planning and take other actions to increase safety from future domestic violence, sexual assault or stalking, including temporary or permanent relocation.

Please provide reasonable advance notice of the need for leave unless advance notice is not feasible. Contact the President & CEO for additional information.

Visit SLO CAL will, to the extent allowed by law, maintain the confidentiality of an employee requesting leave under this provision.

## **General/Personal Leave**

All regular full-time and regular part-time employees are eligible for Personal Leave. Leave must be requested in writing and, if granted, is at the employer's sole discretion because of other compelling circumstances including non-FMLA eligible family or medical leave. If granted a Personal Leave, you are required to use all accrued paid time off before the unpaid portion of the leave begins.

General leaves are normally limited to a maximum of 30 days. Extensions may be granted with approval under extraordinary circumstances. If you are granted Personal Leave, efforts will be made to hold your position open for the period of the approved leave. However, the employer cannot guarantee that you will be returned to your position either before or upon expiration of the leave. If your position is unavailable, your employment will terminate as of the last day of your Personal Leave of Absence.

## **Pregnancy Disability Leave (5 or more employees)**

If you are pregnant, have a related medical condition, or are recovering from childbirth, please review this policy. Any employee planning to take pregnancy disability leave should advise the personnel department as early as possible. The individual should make an appointment with the President & CEO to discuss the following conditions:

- Duration of pregnancy disability leave will be determined by the advice of the employee's physician, but employees disabled by pregnancy may take up to four months of leave per pregnancy (the working days you normally would work in one-third of a year or 17 1/3 weeks). Part-time employees are entitled to leave on a pro rata basis. The four months of leave includes any period of time for actual disability caused by the employee's pregnancy, childbirth, or related medical condition. This includes leave for severe morning sickness and for prenatal care, doctor-ordered bed rest, as well as other reasons. Your healthcare provider determines how much time you need for your disability.
- Visit SLO CAL will also reasonably accommodate medical needs related to pregnancy, childbirth, or related conditions or temporarily transfer you to a less strenuous or hazardous position (where one is available) or duties if medically needed because of your pregnancy.
- Employees who need to take pregnancy disability must inform Visit SLO CAL when a leave is expected to begin and how long it will likely last. If the need for a leave, reasonable accommodation, or transfer is foreseeable (such as the expected birth of a child or a planned medical treatment for yourself), employees must provide at least 30 days advance notice before the pregnancy disability leave or transfer is to begin. Employees must consult with their supervisor regarding the scheduling of any planned medical treatment or supervision in order to minimize disruption to the operations of the



Company. Any such scheduling is subject to the approval of the employee's health care provider;

- For emergencies or events that are unforeseeable, we need you to notify the Company, at least verbally, as soon as practical after you learn of the need for the leave.
- Failure to comply with these notice requirements may result in delay of leave, reasonable accommodation, or transfer;
- Pregnancy leave usually begins when ordered by the employee's physician. The employee must provide Visit SLO CAL with a written certification from a health care provider for need of PDL, reasonable accommodation or transfer. The certification must be returned no later than 15 calendar days after it is requested by the Company. Failure to do so may, in some circumstances, delay PDL leave, reasonable accommodation or transfer. Please see the personnel department for a medical certification form to give to your health provider.
- Leave returns will be allowed only when the employee's physician sends a release;
- An employee will be allowed to use accrued sick time (if otherwise eligible to take the time) during a pregnancy disability leave. An employee will be allowed to use accrued vacation or personal time (if otherwise eligible to take the time) during a pregnancy disability leave; and
- Leave does not need to be taken in one continuous period of time and may be taken intermittently, as needed. Leave may be taken in increments of one hour.

If intermittent leave or leave on a reduced work schedule is medically advisable, the employee may, in some instances, be required to transfer temporarily to an available alternative position that meets the employee's needs. The alternative position need not consist of equivalent duties, but must have the equivalent rate of pay and benefits. The employee must be qualified for the position. The position must better accommodate the employee's leave requirements than her regular job. Transfer to an alternative position can include altering an existing job to better accommodate the employee's need for intermittent leave or a reduced work schedule.

Upon submission of a medical certification that an employee is able to return to work from a pregnancy disability leave, an employee will be reinstated to her same position held at the time the leave began or, in certain instances, to a comparable position, if available. There are limited exceptions to this policy. An employee returning from a pregnancy disability leave has no greater right to reinstatement than if the employee had been continuously employed.

Employees on pregnancy disability leave will be allowed to continue to participate in group health insurance coverage for up to a maximum of four months of disability leave (if such insurance was provided before the leave was taken) at the level and under the conditions that coverage would have been provided if the employee had continued in employment continuously for the duration of the leave. In some instances, an employer can recover from an employee premiums paid to maintain health coverage if the employee fails to return following pregnancy disability leave. PDL may impact other benefits or a seniority date. Please contact the operations department for more

information.

## **Organ and Bone Marrow Donor Leave**

Employees who are donors for organ or bone marrow may take paid time off as follows:

Employees may take up to 30 business days of leave in any one-year period for the purpose of donating an organ to another person. The one-year period is calculated from the date the employee begins his/her leave.

Employees may take up to 5 business days of leave in any one-year period for the purpose of donating bone marrow to another person. The one-year period is calculated from the date the employee's leave begins.

During the leave for organ/bone marrow donors, Visit SLO CAL will continue to provide and pay for any group health plan benefits the employee was enrolled in prior to the leave of absence.

Leave taken for the purpose of organ or bone marrow donation is not leave for the purpose of family medical leave under state law, The California Family Rights Act.

Employees who wish to take a leave of absence to donate bone marrow or an organ will be required to provide written verification of the need for leave, including confirmation that the employee is an organ or bone marrow donor and that there is a medical necessity for the donation of the organ or bone marrow.

## **Jury Duty & Witness Leave**

Visit SLO CAL encourages employees to serve on jury duty and as a witness when called. Non-exempt employees who have completed their introductory periods will receive full pay while serving up to three days of jury duty. Exempt employees will receive full salary unless they are absent for a full week and perform no work. You should notify the President & CEO of the need for time off for jury duty or witness leave as soon as a notice or summons from the court is received. You may be requested to provide written verification from the court clerk of performance of jury service. If work time remains after any day of jury selection or jury or witness duty, you will be expected to return to work for the remainder of your work schedule.

All employee benefits the employee is enrolled in will continue while the employee is on jury duty and/or witness leave. However, should jury duty leave exceed one (1) month, the employee will be required to continue payment of any required contributions for insured benefits and retirement benefits during the jury duty leave if they want to keep them in effect.

You may retain any mileage allowance or other fee paid by the court for jury services.

## **Victim of Crime Leave**

An employee who is themselves a victim or who is the family member of a victim of certain serious crimes may take time off from work to attend judicial proceedings related to the crime or to attend proceedings involving rights of the victim.

A family member of a crime victim may be eligible to take this leave if he/she is the crime victim's spouse, parent, child, or sibling. Other family members may be covered depending on the purpose of the leave.

The absence from work must be in order to attend judicial proceedings or proceedings involving rights of the victim. Only certain crimes are covered. You must provide reasonable advance notice of your need for leave, and documentation related to the proceeding may be required. If advance notice is not possible, you must provide appropriate documentation within a reasonable time after the absence.

Any absence from work to attend judicial proceedings or proceedings involving victim rights will be unpaid, unless you choose to take paid time off.

For more information regarding this leave (including whether you are covered, when and what type of documentation is required, and which type of paid time off can be used), please contact the President & CEO.

## **Compassionate Leave/Bereavement**

Visit SLO CAL grants leave of absence to employees in the event of the death of the employee's current spouse, registered domestic partner, child, parent, legal guardian, brother, sister, grandparent, or grandchild; or mother-, father-, sister-, brother-, son-, or daughter-in-law. An employee with such a death in the family may take up to 3 consecutive scheduled workdays off with pay with the approval of the Company. The President & CEO may approve additional unpaid time off.

## **Paid Sick Leave**

### **Vacation Policy Plus a Separate Sick Leave Policy**

Beginning July 1, 2015, California law provides for mandatory paid sick leave under the Healthy Workplaces, Healthy Families Act (the "Act"). All employees who have worked in California for 30 or more days within a year from the start of their employment are eligible for protected paid sick time under the Act. Employees cannot be discriminated or retaliated against for requesting or using paid sick time.

In addition to the amount you will accrue as vacation time, Visit SLO CAL will provide

you three days or 24 hours of paid sick time at the beginning of each 12 month period, as set forth below. Visit SLO CAL does not pay employees for unused paid sick leave.

If you have any questions about paid sick leave, please contact the President & CEO.

Visit SLO CAL will provide eligible employees with three days or 24 hours of paid sick time on their first day of employment with Visit SLO CAL. However, employees are not eligible to take their paid sick time until the first of the month after the 30<sup>th</sup> day of employment with the Company.

Unused paid sick time will not carry over from year to year. However, Visit SLO CAL will place three days or 24 hours of paid sick time into your leave bank each year on your anniversary date. Employees will be able to access all three days or 24 hours of paid sick time at the beginning of each 12-month period.

### **Qualifying Reasons for Paid Sick Leave**

Paid sick time under the Act can be used for any of the following reasons:

- Diagnosis, care or treatment of an existing health condition for an employee or covered family member, as defined below.
- Preventive care for an employee or an employee's covered family member.
- For certain specified purposes when the employee is a victim of domestic violence, sexual assault or stalking.

For purposes of paid sick leave, a covered family member includes:

- A child: Defined as a biological, foster or adopted child; a stepchild; or a legal ward, regardless of the age or dependency status of the child. A "child" also may be someone for whom you have accepted the duties and responsibilities of raising, even if he or she is not your legal child.
- A parent: Defined as a biological, foster or adoptive parent; a stepparent; or a legal guardian of an employee or the employee's spouse or registered domestic partner. A "parent" may also be someone who accepted the duties and responsibilities of raising you when you were a minor child, even if he or she is not your legal parent.
- A spouse.
- A registered domestic partner.
- A grandparent.
- A grandchild.
- A sibling.

### **Use of Paid Sick Time and Notification**

An employee can use paid sick time for any of the above reasons protected by the Act. If the need for paid sick time is foreseeable, employees must provide advance oral or written notification to their supervisor or the President & CEO. If the need for paid sick time is not foreseeable, employees shall provide notice to their supervisor or the President & CEO as soon as practicable.



An employee can also decide to use vacation time for any of the above reasons. However, if an employee wants the time off to be protected paid sick time, the employee should designate the time off accordingly and provide the above-described notice. Otherwise, Visit SLO CAL will treat the time off as vacation time and not protected paid sick time. Leave may be taken in increments of one hour.

## **Military Leave**

Employees who wish to serve in the military or National Guard and take military leave should contact the President & CEO for information about their rights before and after such leave. You are entitled to reinstatement upon completion of military service, provided you return or apply for reinstatement within the time allowed by law.

## **Military Spouse Leave**

Employees who work more than 20 hours per week and have a spouse in the Armed Forces, National Guard or Reserves who have been deployed during a period of military conflict are eligible for up to 10 unpaid days off when their spouse is on leave from (not returning from) military deployment.

Employees must request this leave in writing to the President & CEO within two business days of receiving official notice that their spouse will be on leave. Employees requesting this leave are required to attach to the leave request written documentation certifying the spouse will be on leave from deployment.

## **Time Off for Voting**

If an employee does not have sufficient time outside of working hours to vote in an official state-sanctioned election, the employee may take off enough working time to vote. Such time off shall be taken at the beginning or the end of the regular working shift, whichever allows for more free time, and the time taken off shall be combined with the voting time available outside of working hours to a maximum of two hours combined. Under these circumstances, an employee will be allowed a maximum of two hours of time off during an election day without loss of pay. When possible, an employee requesting time off to vote shall give his or her supervisor at least two business days' notice.

## **School Activities**

Employees are encouraged to participate in the school or child care activities of their child(ren). The absence is subject to all of the following conditions:

- Time off under this policy can only be used by parents, guardians, grandparents, stepparents, foster parents or a person who stands *in loco parentis* to one or more children of the age to attend kindergarten through grade 12 or a licensed child care provider;
- The amount of time off for school or child care activities described below cannot exceed a total of 40 hours each year;
- Covered employees can use the time off to find, enroll or re-enroll a child in a school or with a licensed child care provider or to participate in activities of the child's school or licensed child care provider. The time off for these purposes cannot exceed eight hours in any calendar month. Employees planning to take time off for these purposes must provide reasonable advance notice to their supervisor.
- Covered employees can also use time off to address a "child care provider or school emergency" if the employee gives notice to the employer. A child care provider or school emergency means that the employee's child cannot remain in a school or with a child care provider due to one of the following:
  - The school or child care provider has requested that the child be picked up, or has an attendance policy (excluding planned holidays) that prohibits the child from attending or requires the child to be picked up from the school or child care provider;
  - Behavioral or discipline problems;
  - Closure or unexpected unavailability of the school or child care provider, excluding planned holidays; or
  - A natural disaster, including, but not limited to, fire, earthquake or flood.
- Employees must provide their supervisor with documentation from the school or licensed child care provider verifying that they were engaged in these child-related activities on the day and time of the absence;
- If more than one parent is employed by Visit SLO CAL, the first employee to request such leave will receive the time off. Another parent will receive the time off only if the leave is approved by his or her supervisor;
- Employees must use leave [e.g., vacation time] in order to receive compensation for this time off; and
- Employees who do not have paid time off available will take the time off without pay.

## **Suspension**

If an employee who is the parent or guardian of a child facing suspension from school is summoned to the school to discuss the matter, the employee should alert his or her supervisor as soon as possible before leaving work. In agreement with California Labor Code Section 230.7, no discriminatory action will be taken against an employee who takes time off for this purpose.

## **Holidays**

Visit SLO CAL observes the following ten (10) holidays:

- New Year's Day (January 1)

- Martin Luther King Jr Day (3<sup>rd</sup> Monday in January)
- Presidents' Day (3<sup>rd</sup> Monday in February)
- Memorial Day (last Monday in May)
- Independence Day (July 4)
- Labor Day (1<sup>st</sup> Monday in September)
- Veterans Day (November 11)
- Thanksgiving (4<sup>th</sup> Thursday in November)
- Day after Thanksgiving (Friday)
- Christmas Day (December 25<sup>th</sup>)

When a holiday falls on a Saturday or Sunday, it is usually observed on the preceding Friday or following Monday. However, Visit SLO CAL may grant another day off in lieu of closing. Holiday observance is announced in advance.

Each non-exempt employee's eligibility for holiday pay begins after completion of his or her 90 day continuous employment introductory period. To be eligible for holiday pay, you must be regularly scheduled to work on the day on which the holiday is observed and must work your regularly scheduled working days immediately preceding and immediately following the holiday, unless an absence on either day is approved in advance by your supervisor or the absence is otherwise protected by law. If you are required to work on a paid scheduled holiday, you will receive double time.

## Floating Holidays

As part of Visit SLO CAL's Shared Accountability Plan, employees have the opportunity to earn up to two (2) additional floating holidays per year in conjunction with their employment anniversary date and their birthday. This component of the Shared Accountability Program benefit requires employees to outline their annual professional development goals each July in their Continuous Learning Program form submittal, receive supervisor approval in August, achieve the annual goals and submit the required completion paperwork prior to the end of the fiscal year. Floating Holidays will be awarded each September in conjunction with employee annual performance reviews and must be used prior to the end of the Fiscal Year in which they were awarded. Floating Holidays cannot be carried over to the following year. For more information on Visit SLO CAL's Continuous Learning Program, see **p.29**.

## Vacation

Visit SLO CAL recognizes the value of rest and relaxation and encourages employees to use all vested vacation benefits. As a Company, we promote fun, travel experiences and

the creation of memories and encourage our employees to partake in the same on a regular basis.

### Full-Time Employees

Upon successful completion of the Introductory Period (three months of employment), eligible full-time employees will accrue vacation benefits as follows:

Years of Service	Rate of Accrual
After successful completion of Introductory Period through the fourth (4th) year of continuous employment	6.67 hours per month for salary employees / .0385 hours per hour worked for hourly employees ( <b>10 days per calendar year</b> )
From fifth (5th) through the ninth (9th) year of continuous employment	10 hours per month for salary employees / .0577 hours per hour worked for hourly employees ( <b>15 days per calendar year</b> )
After ten (10) years of continuous employment	13.34 hours per month for salary employees / .0769 hours per hour worked for hourly employees ( <b>20 days per calendar year</b> )

The Company encourages employees to take vacation annually. Vacation time must be taken within the year following accrual. Earned vacation time accrues to a maximum of 1.5 times the annual accrual earned or 15 working days (120 hours) in the second through fourth years of employment; 23 working days (184 hours) in the fifth through ninth years of employment; and 30 working days (240 hours) in the 10th and following years of employment.

No additional vacation time will be earned until maximum accrued vacation time is used. Employees are responsible for tracking their accrued vacation time.

### Part-Time & Temporary Employees

Upon successful completion of the Introductory period, eligible part-time employees will accrue vacation benefits at a rate of one (1) hour for every forty (40) hours worked. Earned vacation time accrues to an annual maximum of twenty-four (24) hours.

The maximum accrued vacation benefit that a Part-Time Team Member may have at any one time is five (5) days (40 hours). No additional vacation time will be earned until maximum accrued vacation time is used.



Temporary employees are not eligible for vacation benefits.

### **Bamboo HR Portal & Vacation Scheduling and Usage**

Employees can see their accrued vacation time (and calculate their future vacation balance) in their Visit SLO CAL Bamboo HR portal.

Vacation time must be requested and approved in this Portal before it is used. In order to plan for absences, vacation time should be requested at least four weeks in advance of your requested vacation dates. Once approved, the controller will be notified during the respective pay cycle and will apply your vacation time during that cycle. Visit SLO CAL schedules determine permissible vacation periods, which employees may need to defer or otherwise adjust accordingly. Vacation shall be scheduled to provide adequate coverage of job responsibilities and staffing requirements.

Vacation time **must** be used in one hour increments (8 hours = one day).

If a holiday falls during an employee's scheduled vacation, the employee will receive holiday wages for the day if she/he is eligible for such wages and will not be charged vacation benefits for the day.

An employee whose employment terminates will be paid all remaining accrued vacation time.

### **Required Use of Vacation Time before Unpaid Leave**

You are required to take accrued and unused vacation before taking unpaid leave, or having unpaid absences. Family and Medical Leave (under both state and federal law) is included in this requirement, unless the absence is pregnancy-related and you are receiving wage replacement through a disability benefit plan (regardless of whether the plan is employer provided or mandatory under state or federal law, such as state disability insurance).

If you are absent for a reason that qualifies you for Paid Family Leave (PFL) payments, you are required to first use any accrued and unused vacation time.

PFL benefits do not replace all of your usual wages. Your PFL benefits will be supplemented with any accrued and unused sick leave (kin care law). If you have no sick leave (kin care), or once you exhaust your sick leave, accrued and unused vacation time will be used to supplement your PFL benefits.

Employees who are absent because of their own disability may be eligible for State Disability Insurance (SDI) benefits. SDI payments do not begin until after you have been absent from work for 7 calendar days. If you have accrued sick leave, sick leave will be used for the first 7 days before SDI payments begin, unless you are receiving wage replacement through a disability benefit plan (regardless of whether the plan is employer provided). If you do not have accrued sick leave, but do have accrued vacation, vacation will be substituted for the unpaid absence.

SDI benefits do not replace all of your usual wages. Your SDI benefits will be supplemented with any accrued and unused sick leave, unless you are receiving wage replacement for a disability benefit plan (regardless of whether the plan is employer provided). If you have no sick leave, or once you exhaust your sick leave, accrued and vacation time will be used to supplement your SDI benefits.

## **Volunteer Policy**

Full-time paid staff members are encouraged by Visit SLO CAL to volunteer in the community. Visit SLO CAL will compensate staff members for up to two (2) hours per month of actual volunteer work that is completed during normal Visit SLO CAL business hours (8am-5pm). Visit SLO CAL does not provide compensation for commuting time, and mileage is not reimbursable. In order to be compensated for the time, the community organization must be approved by the President & CEO, and the volunteer schedule and hours must be approved in advance. Team members must add their volunteer hours to their individual Visit SLO CAL calendar, and share the “meeting” with [TeamCalendar@SLOCAL.com](mailto:TeamCalendar@SLOCAL.com) so that it is noted on the team calendar.

In order to be compensated, non-exempt/hourly employees will need to “Request “Time Off” via Bamboo HR, and select the “Community Service” policy to ensure it is updated in their time tracking. Non-exempt/hourly employees must complete their volunteer work outside of their lunch break or other break hours, in order to remain in compliance with HR laws. Exempt employees do not need to note their volunteer hours in Bamboo HR, but must have their requested volunteer hours approved by their supervisor and noted on the team calendar.

# Information & Office Security

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## Building Access

Certain doors are identified as required to remain unlocked during business hours. Employees should be attentive to people passing through those doors for any suspicious behavior. All other unattended exterior doors should never be left open, ajar, or unlocked; anyone could easily enter undetected. You should never provide anyone with any alarm codes or similar information.

If you see anyone in an unauthorized area unescorted, ask whom they are visiting and if they need assistance. Cordially escort the person to their destination or off the premises. If the situation seems suspicious, notify the President & CEO immediately. Never engage in a confrontation or other risky behavior; nothing is more important than the physical safety of any person.

When leaving after regular business hours, you must check to be sure that all entrances are properly locked. You must also activate the security system or, if another employee remains on site as you leave, you must confirm that such employee will activate the system. You will be assigned a unique four-digit code and trained on arming and disarming the security system. *Do not* share this code with anyone including members of the Visit SLO CAL team. If the security system is tripped for any reason, enter your four-digit code, then “Off,” and repeat. **Call the Integrity Security 24-Hour Hotline at 805-462-9150 to ensure the police have not been called.** Visit SLO CAL will provide you with an override password during your on-boarding. If Integrity Security calls the office to confirm the alarm has been tripped by you, please provide them with this password.

Leaving after hours without making sure the premises are properly locked and secured is a serious matter, and may result in your termination. Please follow the Visit SLO CAL Close of Business Checklist procedures (provided during on-boarding) if you are the last to leave the office.

## Security

Visit SLO CAL has developed guidelines to help maintain a secure workplace. Be aware of persons loitering for no apparent reason in parking areas, walkways, entrances and exits, and service areas. Report any suspicious persons or activities to your supervisor, Director or the President & CEO. Secure your desk or office at the end of the day. When called away from your work area for an extended length of time, do not leave valuable and/or personal articles in or around your workstation that may be accessible. The security of facilities as well as the welfare of our employees depends upon the alertness and sensitivity of every individual to potential security risks. You should immediately notify the President & CEO when unknown persons are acting in a suspicious manner in or around the facilities, or when keys, security passes, identification badges or credit cards are missing.

## **Fire Safety**

Every employee must be familiar with the location of all exits and fire extinguishers in their general work area.

All doors should be shut at night, including the doors to individual rooms. Similarly, all office equipment, machinery and electrical appliances should be turned off at the end of each day or when not in use, unless otherwise specified. Each person is responsible for the doors and equipment in his/her own work area; however, any person who sees a door open, or equipment, lights or appliances on during inappropriate times should correct the situation.

## **Theft**

For obvious reasons, Visit SLO CAL maintains a strong policy against theft. In addition to monetary theft, theft of any property belonging to Visit SLO CAL, its customers, contractors, or employees, will not be tolerated. Visit SLO CAL will not be responsible for the lost or stolen personal property of any employee, and employees bring such belongings to work at their own risk. Nevertheless, Visit SLO CAL demands honesty of its employees; any theft by an employee, regardless of the value involved, may be subject to prosecution. In addition to prosecution, the employee will be subject to immediate discharge.

Borrowing of Visit SLO CAL property for personal reasons at any time is contrary to Visit SLO CAL policy. Visit SLO CAL property, including office supplies, may not be taken from the premises for any reason without authorization from the President & CEO.

## **Health & Safety**

All employees are responsible for their own safety, as well as that of others in the workplace. To help us maintain a safe workplace, everyone must be safety-conscious at all times. You must report all work-related injuries or illnesses to your supervisor or President & CEO immediately. In compliance with California law, and to promote the concept of a safe workplace, Visit SLO CAL maintains an Injury and Illness Prevention Program. The Injury and Illness Prevention Program is available for review by employees and/or employee representatives in the President & CEO's office.

In compliance with Proposition 65, Visit SLO CAL will inform employees of any known exposure to a chemical known to cause cancer or reproductive toxicity.



## **Ergonomics**

Visit SLO CAL is subject to Cal/OSHA ergonomics standards for minimizing workplace repetitive motion injuries. Visit SLO CAL will make necessary adjustments to reduce exposure to ergonomic hazards through modifications to equipment and processes and employee training. Visit SLO CAL encourages safe and proper work procedures and requires all employees to follow safety instructions and guidelines.

Visit SLO CAL believes that reduction of ergonomic risk is instrumental in maintaining an environment of personal safety and well-being, and is essential to our business. We intend to provide appropriate resources to create a risk-free environment.

## **Employees Who Are Required to Drive**

Some employees may occasionally be required to drive a Visit SLO CAL vehicle or their own vehicles on Visit SLO CAL business. Employees are not to drive on Visit SLO CAL business unless authorized to do so. Employees driving on Visit SLO CAL business will be reimbursed according to the terms outlined in the Travel & Expense Policy and Procedures document.

Regardless of the vehicle driven, the employee must possess a valid driver's license. Employees without a valid driver's license must not drive any vehicle on Visit SLO CAL business, regardless of the purpose or brevity of the drive. Employees who drive their own vehicle for Visit SLO CAL must also have current proof of personal liability insurance. Any employee who does not meet these minimum requirements will not be permitted to drive on Visit SLO CAL business; if driving is an essential function of your job, this may result in termination of your employment. No person at Visit SLO CAL has the authority to permit anyone to drive in violation of these requirements.

Any employee driving on Visit SLO CAL business must immediately notify Visit SLO CAL of any changes in the status of his or her driver's license, driving record, or liability coverage. Any employee driving on Visit SLO CAL business must also be insurable by Visit SLO CAL's insurance carrier. If driving is an essential function of your job, inability to establish your insurability with Visit SLO CAL's carrier may result in termination.

Employees must always follow safe practices, such as wearing a seat belt, and avoiding distractions while driving. All employees must not use cell phones while driving; if you must make or take a call while on the road, you are required to pull over to a location where you can use the phone safely. The only exception will be if you are using a hands-free phone device. Also, employees must not engage in "text messaging" or any other use of an electronic communications device to write, send or read a text message, regardless of the type of device (BlackBerries, iPhones, iPods, pagers, laptops, etc.). Even if you are using a phone or other electronic device in a way permitted by this

policy, you still must not allow such use to distract you from your driving.

Any accident, no matter how slight, while on Visit SLO CAL business must be reported immediately to the employee's Director or the President & CEO; this reporting requirement is not to be deemed an assumption of liability on the part of Visit SLO CAL for all accidents, since this will depend on the individual case. Traffic violations and parking tickets are the responsibility of the driver. Employees must not drive on Visit SLO CAL business if their judgment or driving ability is in any way impaired.

## **Housekeeping**

All employees are expected to keep their work areas clean and organized. People using common areas such as kitchen, break area, conference room, collaboration space, uni-sex restroom and the area in and around the facility are expected to be considerate of others and keep the facilities clean and sanitary. Please clean up after yourself and dispose of trash properly.

A bulletin area in the kitchen is used to post required and important documents such as federal and state labor rules, employee memos, and other approved Visit SLO CAL announcements. Notices are posted from time to time which may affect you personally. It is each employee's responsibility to read all posted notices. Only notices authorized by the President & CEO may be posted.

## **Customer Relations**

Employees are expected to be polite, courteous, prompt, and attentive to every customer. When an employee encounters an uncomfortable situation that he or she does not feel capable of handling, the employee's Director or the President & CEO should be called immediately.

Visit SLO CAL is a service business and all of us must remember that the customer always comes first. Our customers ultimately pay all of our wages. Remember, while the customer is not always right, the customer is never wrong.

Customers are to be treated courteously and given proper attention at all times. Never regard a customer's question or concern as an interruption or an annoyance. You must respond to inquiries from customers, whether in person, by telephone or by email, promptly (within 48 business hours) and professionally.

Never place a telephone caller on hold for an extended period. Direct incoming calls to the appropriate person and make sure the call is received.

Through your conduct, show your desire to assist the customer in obtaining the help he or she needs. If you are unable to help a customer, find someone who can.

All correspondence and documents, whether to customers or others, must be neatly

prepared and error-free. Attention to accuracy and detail in all paperwork demonstrates your commitment to those with whom we do business.

Never argue with a customer. If a problem develops, or if a customer remains dissatisfied, ask your Director or the President & CEO to intervene.

Mistakes will be made, so when they happen, report them. The goal is to try not to make the same mistakes twice, and not to ignore mistakes such that small problems become large ones. You are expected to notify the person most able to help resolve the mistake as soon as possible.

## **Budget Control**

Visit SLO CAL's operations are geared to anticipated annual receipts and expenditures. At the beginning of each fiscal year, careful estimates are made of prospective income. At the same time, estimates are made of the funds necessary for the operation of programs. From these estimates, an annual budget is prepared and ultimately adopted by the Board of Directors, and is re-forecasted half-way through the year.

In order to stay within the budget limitations, all expenditures must be approved by the appropriate Director and all contracts must be signed by the President & CEO before any commitment is made.

The Visit SLO CAL seeks to maintain its credit standing at the very highest level at all times. This can be accomplished by prompt payment of bills. Staff members should see that all invoices are properly coded, noted for accrual, and approved by the appropriate Director and, are delivered promptly to accounting for reconciliation, processing and payment.

## **Expenses**

Employees of Visit SLO CAL are required to follow the Visit SLO CAL Travel & Expense Policy and Procedures document. All expenses must be ordinary, reasonable, necessary and have a valid business purpose. 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. If you have a corporate card or need to request reimbursement of mileage or expenses, you will be required to submit your expense report on a monthly basis by the date specified by Operations.

## Injury & Illness Reporting

Visit SLO CAL is committed to establishing and maintaining a comfortable and safe working environment for all employees.

The Company, in accordance with state law, provides insurance coverage for employees in case of work-related injury. The workers' compensation benefits provided to injured employees may include:

- Medical care;
- Cash benefits, tax free, to replace lost wages; and
- Assistance to help qualified injured employees return to suitable employment.

To ensure that you receive any workers' compensation benefits to which you may be entitled, you will need to:

- Immediately report any work-related injury to your supervisor;
- Seek medical treatment and follow-up care if required through the medical provider network, MPN, unless we have your pre-designated physician form on file;
- Complete a written *Employee's Claim for Workers Compensation Benefits* (DWC Form 1) and return it to your Director; and
- Provide the Company with a certification from your health care provider regarding the need for workers' compensation disability leave, as well as your eventual ability to return to work from the leave.

Employees who have a work-related illness or injury are covered by workers' compensation insurance. However, workers' compensation benefits usually do not cover absences for medical treatment. When you report a work-related illness or injury, you will be sent for medical treatment, if treatment is necessary. You will be paid your regular wages for the time you spend seeking initial medical treatment. Any further medical treatment will be under the direction of the health care provider. Any absences from work for follow-up treatment, physical therapy or other prescribed appointments will not be paid as time worked. If you have accrued and unused paid time off options or sick time, the additional absences from work may be paid with the use of that time.

The Company does not pay any insurance premiums for either the employee or the employee's dependents, during a work-related leave of absence. In order to keep the insurance in force, it is the employee's responsibility to pay 100% of the premium. Since premiums are normally due by the first day of each month, premiums will be considered untimely if received by the employer more than 30 days after this date. Failure to pay premiums in a timely manner will result in immediate termination of coverage and a 90-day waiting period from the date of return for reinstatement of benefits.

Under most circumstances, upon submission of a medical certification that an employee is able to return to work after a workers' compensation leave, the employee under most circumstances will be reinstated to his or her same position held at the time the leave began, or to an equivalent position, if available. An employee returning from a workers' compensation leave has no greater right to reinstatement than if the employee had been continuously employed rather than on leave. For example, if the employee on workers' compensation leave would have been laid off had he or she not gone on leave, or if the employee's position has been eliminated or filled in order to avoid undermining the Company's ability to operate safely and efficiently during the leave, and no equivalent or comparable positions are available, then the employee would not be entitled to reinstatement.

An employee's return depends on his or her qualifications for any existing openings. If, after returning from a workers' compensation disability leave, an employee is unable to perform the essential functions of his or her job because of a physical or mental disability, the Company's obligations to the employee may include reasonable accommodation, as governed by the Americans with Disabilities Act.

The law requires Visit SLO CAL to notify the workers' compensation insurance company of any concerns of false or fraudulent claims.

## **Confidentiality**

**Each employee is responsible for safeguarding the confidential information obtained during employment.**

In the course of your work, you may have access to confidential information regarding Visit SLO CAL, its suppliers, its customers, its partners, its constituents, or perhaps even fellow employees. You have a responsibility to prevent revealing or divulging any such information unless it is necessary for you to do so in the performance of your duties. Access to confidential information should be on a "need-to-know" basis and must be authorized by your supervisor. Any breach of this policy will not be tolerated and legal action may be taken by the Company.

## **Open Door Policy**

To a great extent, an employee's success in his/her new assignment will depend upon the goodwill, assistance and support to fellow staff members. All tasks assigned are interrelated. Your own job complements the efforts of everyone at Visit SLO CAL. The objective of all is to work together to do the best job possible. Please keep in mind that an employee will be spending a third of every day among fellow staff members. Respect their rights and feelings, and be empathetic. Try to appreciate them as you would want to be appreciated. Employees encountering a slow period are expected to offer their



assistance to others when needed. In turn, any employee confronted with an emergency assignment can expect cooperation from all other employees.

Suggestions for improving Visit SLO CAL are always welcome. At some time, you may have a complaint, suggestion, or question about your job, your working conditions, or the treatment you are receiving. You are responsible for addressing concerns with a manager, from complaints to suggestions and observations. Addressing these concerns allows Visit SLO CAL to improve and explain practices, processes and decisions.

Examples of some concerns employees may have:

- Suggestions for improvement
- Concerns about working conditions
- Issues with co-workers
- Concerns about treatment at work

We recommend that you first discuss concerns with your manager, but the Open Door Policy also gives you the option of discussing them with any other manager up to and including the President & CEO. All of these parties will be willing to listen to the issue and assist in a resolution.

When a concern is voiced, we will do our best to remedy the situation. If the problem persists, you may describe it in writing and present it to the President & CEO, who will investigate and provide a solution or explanation. If you need assistance with your complaint, or you prefer to make a complaint in person, contact the President & CEO. We encourage you to bring the matter to the President & CEO as soon as possible after you believe that it has failed to be resolved.

If the problem is not resolved, you may present the problem in writing to the Board of Directors of Visit SLO CAL, who will attempt to reach a final resolution. If you need assistance with the written complaint, contact any member of the Board of Directors for help.

This procedure, which we believe is important for both you and Visit SLO CAL, cannot guarantee that every problem will be resolved to your satisfaction. However, Visit SLO CAL values your observations and wants to foster an environment where all employees feel comfortable reporting their concerns. You should feel free to raise issues of concern, in good faith, without the fear of retaliation.

## **Nondisclosure or Use of Trade Secrets**

During the term of employment with Visit SLO CAL, employees may have access to and become familiar with information of a confidential, proprietary, or secret nature, which is not generally known to competitors or the public and which is, or may be, either applicable or related to the present or future business of the Company, its research and development, or the business of its customers. For example, trade secret information includes, but is not limited to, devices, inventions, processes and compilations of information, records, specifications, and information concerning customers, partners, constituents or vendors. Employees shall not disclose any of the above-mentioned trade secrets, directly or indirectly, or use them in any way, either during the term of their employment or at any time thereafter, except for the benefit of the Company and as required in the course of employment with the Company. The employee agrees that he or she will not remove or otherwise transmit confidential, proprietary or secret information without express prior written consent of an authorized company representative. The above agreement should not be construed as constituting a promise of continued employment for at-will employment purposes.

The employee understands that customer, partner and constituent lists of Visit SLO CAL, for which the employee has or will have access to during the employee's employment, are trade secrets and shall be solely the property of the employer. The company spends a significant amount of time, effort and money in the acquisition, development and maintenance of confidential information regarding its customers, partners and constituents.

The employee agrees that he/she will not during his/her employment or for a period of one year immediately following termination of his/her employment, either directly or indirectly call upon or attempt to solicit or take away any of the Company's customers, partners and constituents or business products or services competitive with the Company, using protected confidential information from the customer lists. This applies to both attempts to take away the Company's customers, partners and constituents either for the employee or for any third party.

## **Computer Software (Unauthorized Copying)**

Visit SLO CAL does not condone the illegal duplication of software. Copyright law is clear: "it is illegal to make or distribute copies of copyrighted material without authorization." The only exception is the user's right to make a backup copy for archival purposes. Unauthorized duplication of software is a Federal crime, with penalties including substantial fines and prison terms. Even the users of unlawful copies suffer from their own actions; they receive no documentation, no customer support, and no information about product updates.

Visit SLO CAL licenses software from a variety of sources. It does not own such software and the related documentation; unless authorized by the software manufacturer, Visit SLO CAL does not have the right to reproduce it. Therefore, employees will use software only in accordance with the license agreement. You must not take such software home for use on your personal computers. Under no circumstances may software be used at Visit SLO CAL in violation of any licensing requirements or limitations.

Employees learning of any misuse of software or documentation shall notify the President & CEO; no retribution to the reporting employee will be tolerated. Visit SLO CAL employees who make, acquire or use unauthorized copies of computer software shall be subject to disciplinary action, up to and including termination.

## **Network Security**

Visit SLO CAL does not wish to discourage employees from gathering information via the Internet, modem, or on removable media that have been on other computers. However, Visit SLO CAL's network must be protected against any computer viruses that might enter from any outside source. For this reason, nothing may be placed onto any Visit SLO CAL system before the President & CEO or his/her designee has reviewed it and provided specific, advance approval for placing it on Visit SLO CAL's systems. This includes any removable media that you have run on your home computer, even if related to Visit SLO CAL work.

Similarly, employees should take great care to avoid clicking open any "spam" or engaging in any other conduct commonly understood to increase the likelihood of a virus or other potentially-damaging item getting onto our systems. In general, you should not open any email unless you know the sender, are expecting to receive it and know it relates to a business purpose. That means you should not open personal emails, even if you know the sender. Employees must be mindful of the fact that our systems contain highly sensitive information regarding our members, constituents and partners that must be carefully protected at all times. All employees are required to comply with all policies – whether written or verbal – Visit SLO CAL may establish regarding the use of its network and computer systems. Further information is available from the President & CEO.

## **Employer Property**

Lockers, furniture, desks, computers, cell phones, data processing equipment/software, internet hot-spot boxes, vehicles, and other company-owned items are Visit SLO CAL property and must be maintained according to Company rules and regulations. They must be kept clean and are to be used only for work-related purposes. Visit SLO CAL reserves the right to inspect all Company property including computer, internet, phone

data or messages to ensure compliance with its rules and regulations, without notice to the employee and at any time, not necessarily in the employee's presence. Prior authorization must be obtained before any Company property may be removed from the premises.

Company voice mail and/or electronic mail (e-mail) including texting, pagers and mobile email are to be used for business purposes. Visit SLO CAL reserves the right to monitor voice mail messages, e-mail messages, and texts to ensure compliance with this rule, without notice to the employee and at any time, not necessarily in the employee's presence. Visit SLO CAL may periodically need to assign and/or change "passwords" and personal codes. These communication technologies and related storage media and databases are to be used only for Company business and they remain the property of Visit SLO CAL. Visit SLO CAL reserves the right to keep a record of all passwords and codes used and/or may be able to override any such password system. Messages on the company voice mail and email systems are subject to the same company policies against discrimination and harassment as are any workplace communications. Offensive, harassing or discriminatory content in such messages will not be tolerated.

## **Employee Property**

An employee's personal property, including but not limited to lockers, packages, purses, and backpacks, may be inspected upon reasonable suspicion of unauthorized possession of Visit SLO CAL property, possession of dangerous weapons or firearms, or abuse of the Company's drug and alcohol policy.

## **Electronic and Social Media Policy**

This policy is intended to protect the Company's computer systems and electronic information.

For purposes of these policies, the following definitions apply: "Computers" are defined as desktop computers, laptops, handheld devices (including but not limited to smart phones, iPads and other electronic tablets or writing devices and cell phones), computer software/hardware and servers, and internet hot-spot boxes.

Visit SLO CAL also uses various forms of "electronic communication." "Electronic communications" includes e-mail, text messages, and other messages on telephones, cell phones and other handheld devices (such as smart phones, iPads, and other electronic tablets or writing devices), fax machines, and online services including the Internet.

“Electronic information” is any information created by an employee using computers or any means of electronic communication, including, but not limited to, data, messages, multimedia data, and files.

The following general policies apply:

- Computers and all data transmitted through Visit SLO CAL servers are Company property owned by the Company for the purpose of conducting Company business. These items must be maintained according to Visit SLO CAL rules and regulations. Computers must be kept clean and employees must exercise care to prevent loss and damage. Prior authorization must be obtained before any Company property may be removed from the premises.
- All electronic communications also remain the sole property of Visit SLO CAL and are to be used for Company business. For example, email messages are considered Company records.
- Electronic information created by an employee using any computer or any means of electronic communication is also the property of Visit SLO CAL and remains the property of Visit SLO CAL.
- Information stored in Visit SLO CAL computers and file servers, including, without limitation, CRM data, customer lists, vendor lists and research data is the property of the Company and may not be distributed outside the Company in any form whatsoever without the written permission of the manager.
- Violation of any of the provisions of this policy, whether intentional or not, will subject Visit SLO CAL employees to disciplinary action, up to and including termination.

Visit SLO CAL reserves the right to inspect all Company property to ensure compliance with its rules and regulations, without notice to the employee and at any time, not necessarily in the employee's presence. Visit SLO CAL computers and all electronic communications and electronic information are subject to monitoring and no one should expect privacy regarding such use. The Company reserves the right to access, review and monitor electronic files, information, messages, text messages, e-mail, Internet history, browser-based webmail systems and other digital archives and to access, review and monitor the use of computers, software, and electronic communications to ensure that no misuse or violation of Company policy or any law occurs. E-mail may be monitored by the Company and there is no expectation of privacy. Assume that e-mail may be accessed, forwarded, read or heard by someone other than the intended recipient, even if marked as “private.”

Employee passwords may be used for purposes of security, but the use of a password does not affect the Company's ownership of the electronic information or ability to monitor the information. The Company may override an employee's password for any reason.



Employees are not permitted to access the electronic communications of other employees or third parties unless directed to do so by Visit SLO CAL management.

All existing Company policies apply to employee use of computers, electronic communications, electronic information, and the Internet. This includes policies that deal with misuse of Company assets or resources. It is a violation of Visit SLO CAL policy to use computers, electronic communications, electronic information, or the Internet, in a manner that: is discriminatory harassing or obscene; constitutes copyright or trademark infringement; violates software licensing rules; is illegal; or is against Visit SLO CAL policy. It is also a violation of policy to use computers, electronic communications, electronic information, or the Internet to communicate confidential or sensitive information or trade secrets.

The display of any kind of sexually explicit multimedia content, message, or document on any Company computer is a violation of the Company's policy against sexual harassment. This description of prohibited usage is not exhaustive and it is within the discretion of Visit SLO CAL to determine if there has been a violation of this policy. Employees that engage in prohibited use will be subject to discipline and/or immediate termination.

Visit SLO CAL provides computers, electronic communications, electronic information and information technology resources, including the Internet, to its employees to help them do their job. Generally, these Company resources and property should be used only for business-related purposes; however, there are a few exceptions:

- To send and receive necessary and occasional personal communications;
- To use the telephone system, cell phones or smart phones for brief and necessary personal calls or messages; and
- To access the Internet for brief personal searches and inquiries during meal times or other breaks, provided that employees adhere to all other usage policies.

This policy is not intended to limit the ability of employees to use Company email systems to communicate with other employees regarding the terms and conditions of their employment, including topics such as wages, job performance, workload, supervisors or staffing.

Any personal usage of Company property must not interfere with the employee's work performance, take away from work time, consume supplies, slow other users, slow the servers or computer systems, tie up printers or other shared resources, or violate any Company policy, including policies against harassment, discrimination and disclosure of confidential or trade secret information. All policies relating to monitoring usage of Company property apply.

Visit SLO CAL uses social media in limited circumstances for defined business purposes. Social media is a set of Internet tools that aid in the facilitation of interaction

between people online. If you have specific questions about which programs the Company deems to be social media, consult with your supervisor.

Use of Internet-based programs such as Facebook, LinkedIn, and Twitter (this is not meant to be an exhaustive list) may be used in furtherance of Company goals. However, only authorized individuals are allowed to speak/write in the name of Visit SLO CAL using the social media tools of the Company such as Visit SLO CAL, #SLOCAL and @VisitSLOC. Your supervisor will authorize you in writing if you can use these Company social media tools to perform your job duties. Authorized individuals using the Company social media tools shall identify themselves honestly, accurately and completely and comply with all Company policies in using this media.

Your authorization is limited to business purposes and personal use of these Company social media tools or programs is prohibited and can result in discipline up to and including termination. All policies relating to monitoring usage of Company property apply.

Employees can use their own personal devices to engage in social media during non-working times, such as breaks and meal periods; however, all other Company policies against inappropriate usage, including the Company's zero tolerance policy for discrimination, harassment or retaliation in the workplace, and protection of confidential and trade secret information apply.

Visit SLO CAL recognizes that occasional use of the employee's own computers (including hand held devices) and electronic communications may occur during working hours. The Company allows such occasional personal use as long as the usage does not interfere with the employee's work performance, take away from work time or violate any Company policy. All other company policies, including the Company's zero tolerance policy for discrimination, harassment or retaliation in the workplace apply. Visit SLO CAL reserves the right to adjust this policy on a case-by-case basis as it deems appropriate.

Upon termination of employment, regardless of reason, and during the exit process, departing Visit SLO CAL employees are required to delete in front of the appropriate manager any business information or Visit SLO CAL data on any personal devices (computer, tablet, phone, etc) that were used for business purposes. This includes email accounts, calendars, CRM data, project management tools such as Asana, social media tools such as Chute, in addition to Autotask and all Company files.

## **Solicitation & Distribution of Literature**

In order to ensure efficient operation of Visit SLO CAL's business and to prevent disruption to employees, we have established control of solicitations and distribution of literature on Company property. Visit SLO CAL has enacted rules applicable to all employees governing solicitation, distribution of written material, and entry onto the premises and work areas. All employees are expected to comply strictly with these rules.

Any employee who is in doubt concerning the application of these rules should consult with his or her supervisor.

No employee shall solicit or promote support for any cause or organization during his or her working time or during the working time of the employee or employees at whom such activity is directed.

No employee shall distribute or circulate any written or printed material in work areas at any time, or during his or her working time or during the working time of the employee or employees at whom such activity is directed.

Under no circumstances will non-employees be permitted to solicit or to distribute written material for any purpose on Company property.

## **Dress Code & Other Personal Standards**

Employees are expected to wear clothing appropriate for the nature of our business and the type of work performed. Clothing should be neat, clean, pressed and tasteful. Avoid clothing that can create a safety hazard. Department managers may issue more specific guidelines.

Because each employee is a representative of Visit SLO CAL in the eyes of the public, each employee must report to work properly groomed, including washing, and the wearing appropriate clothing. Employees are expected to dress neatly and in a manner consistent with the nature of the work performed. Employees who report to work inappropriately dressed or groomed may be asked to clock out and return in acceptable attire.

Acceptable clothing for management, sales, marketing, PR or office employees includes suits, sport coats, or dress shirts, with or without ties, and nice pants/slacks, blouses and sweaters with skirts or nice pants/slacks or dresses. T-shirts, tank or halter tops, shorts and casual shoes or sneakers are not permitted. All clothing should be clean and without rips or holes.

All employees required to wear uniforms provided by Visit SLO CAL must take care of their uniforms and report any wear or damage to their supervisors. Instructions regarding cleaning and maintenance of uniforms will be provided. Supervisors will inform you of additional requirements regarding acceptable attire. Certain employees may be required to wear safety equipment or clothing. Any deviations from these guidelines must be approved by the President & CEO.

Employees who need a reasonable accommodation because of religious beliefs, observances or practices should contact the President & CEO and discuss the need for accommodation.

## **Conflicts of Interest**

All employees must avoid situations involving actual conflict of interest. Personal or romantic involvement with a competitor, supplier, or subordinate employee of Visit SLO CAL, which impairs an employee's ability to exercise good judgment on behalf of the Company, creates an actual or potential conflict of interest. Supervisor-subordinate romantic or personal relationships also can lead to supervisory problems, possible claims of sexual harassment, and morale problems.

An employee involved in any of the types of relationships or situations described in this policy should immediately and fully disclose the relevant circumstances to the President & CEO, for a determination about whether a potential or actual conflict exists. If an actual or potential conflict is determined, Visit SLO CAL may take whatever corrective action appears appropriate according to the circumstances. Failure to disclose facts shall constitute grounds for disciplinary action.

## **Other Employment**

While employed by Visit SLO CAL, employees are expected to devote their energies to their jobs with the Company. Employment that directly conflicts with the Company's essential business interests and disrupts business operations is strictly prohibited.

Employees who wish to engage in additional employment that may create a real conflict of interest must submit a written request to the President & CEO of Visit SLO CAL explaining the details of the additional employment. If the additional employment is authorized, Visit SLO CAL assumes no responsibility for it. Visit SLO CAL shall not provide workers' compensation coverage or any other benefit for injuries occurring from or arising out of additional employment. Authorization to engage in additional employment can be revoked at any time.

## **Lactation Policy**

Visit SLO CAL accommodates lactating employees by providing a reasonable amount of break time to any employee who desires to express breast milk for an infant child. The break time shall, if possible, run concurrently with any break time already provided to the employee. Any break time provided to express breast milk that does not run concurrently with break time already provided to the employee shall be unpaid. However, if providing such break time would seriously disrupt the operations of our business, we may deny break time to employees who wish to express breast milk. We will make reasonable efforts to provide employees who need a lactation accommodation with the use of a room or other private location that is located close to the employee's work area, but may

have to get creative in order to do so. Employees with private offices will be required to use their offices to express breast milk.

Employees who desire lactation accommodations should contact their supervisor to request accommodations.

Discrimination on the basis of sex includes discrimination based on breastfeeding and related medical conditions, and is unlawful.

## **Smoke-Free Environment Policy**

Visit SLO CAL is a smoke-free environment. Smoking, including e-cigarettes and vaping, is not permitted at any time in Company work areas or vehicles, or in client work areas or vehicles or on the Visit SLO CAL office property.

Where smoking is allowed, smokers should be considerate of colleagues, customers and members of the public. Help to maintain a clean area by depositing cigarettes in appropriate containers and staying far enough away from doors so that smoke does not blow into the building and that the inside of the building or offices don't smell of smoke.

Employees who smoke must observe the same guidelines as non-smokers for the frequency and length of break periods.

## **Employment Termination**

Employment with Visit SLO CAL is at-will and can be terminated by either the employee or Visit SLO CAL at any time, with or without cause or notice. However, if you decide to leave, at least two (2) weeks' notice is requested in order for your supervisor to adjust plans to minimize interruption with the work schedule. Of course, as much notice as possible is appreciated by Visit SLO CAL and your co-workers. Employees who choose to resign from Visit SLO CAL are expected to submit a signed letter of resignation. This notice should be in the form of a written statement. If you fail to report to work for three consecutive days without informing management of the planned absence, we will assume that you have voluntarily resigned.

Termination of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Below are examples of some of the most common circumstances under which employment is terminated:

Upon termination of employment, regardless of reason, and during the exit process, departing Visit SLO CAL employees are required to delete in front of the appropriate manager any business information or Visit SLO CAL data on any personal devices (computer, tablet, phone, etc) that were used for business purposes. This includes email accounts, calendars, CRM data, project management tools such as Asana, social media



tools such as Chute, in addition to Datto (server) and all Company files. The server must be unsynced from your computer before files are deleted.

**Resignation** - Voluntary termination results when an employee voluntarily resigns his or her employment at Visit SLO CAL, or fails to report to work for three consecutively scheduled workdays without notice to, or approval by, his or her supervisor.

**Involuntary Termination** - Violation of Visit SLO CAL policies and rules may warrant disciplinary action. Employee discipline can include a wide range of disciplinary actions, from verbal counseling and/or written warnings, up to suspension or termination. However, Visit SLO CAL will not necessarily follow any particular path or progression in any disciplinary action it decides to take. The fact that Visit SLO CAL may attempt to correct a performance or conduct problem does not create any obligation by Visit SLO CAL to continue such efforts or to attempt them in any other instances. Accordingly, circumstances may sometimes result in immediate suspension or termination of employment, and counseling or warnings may not be given. Any disciplinary actions Visit SLO CAL might take in correcting problems with an employee should not be considered to limit the freedom of Visit SLO CAL or any employee to terminate the at-will employment relationship.

**Layoff** - Involuntary employment termination initiated by Visit SLO CAL for non-disciplinary reasons may become necessary from time to time due to reorganization or reduced business. Seniority within a particular job classification will be considered but will not be the rule in the event of a layoff and the subsequent rehire of previous employees. Every effort will be made to rehire laid-off employees with due consideration given to skills, abilities, and past performance of each employee.

In the case of termination due to resignation, retirement or permanent reduction in the work force, your accrued vacation time will be paid. Unused vacation time or sick time is not paid. If you leave Visit SLO CAL in good standing, you may be considered for re-employment. Upon resigning from Visit SLO CAL, please continue to provide us with an accurate address for at least one year for tax purposes. All Company-owned property, including computers, phones, internet hot-spot boxes, vehicles, keys, uniforms, badges

and credit cards, must be returned immediately upon termination.

# Confirmation of Receipt

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## Confirmation of Receipt

I have received my copy of the Visit SLO CAL employee handbook. I understand and agree that it is solely my responsibility to read, understand and familiarize myself with the policies and procedures contained in the handbook and to follow them upon date of signature below. Failing to follow the policies and procedures outlined in the employee handbook may lead to disciplinary action up to and including termination of employment.

I understand and agree that nothing in the employee handbook creates or is intended to create a promise or representation of continued employment and that employment at Visit SLO CAL is employment at-will; employment may be terminated at the will of either the Company or myself. My signature certifies that I understand that the foregoing agreement on at-will status is the sole and entire agreement between Visit SLO CAL and myself concerning the duration of my employment and the circumstances under which my employment may be terminated. It supersedes all prior agreements, understandings, and representations concerning my employment with Visit SLO CAL.

I understand that except for employment at-will status, any and all policies or practices can be changed at any time by the Company. Visit SLO CAL reserves the right to change my hours, wages, and working conditions at any time. I understand and agree that other than the President & CEO of Visit SLO CAL, no manager, supervisor, or representative of the Company has authority to enter into any agreement, express or implied, for employment for any specific period of time, or to make any agreement for employment other than at-will; only the President & CEO has the authority to make any such agreement and then only in writing, signed by the President & CEO.

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

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

Date \_\_\_\_\_

## **Confirmation of Harassment, Discrimination and Retaliation Prevention Policy**

I have received my copy of Visit SLO CAL's Harassment, Discrimination and Retaliation Prevention policy. I understand and agree that it is my responsibility to read, understand and familiarize myself with this policy.

I understand that Visit SLO CAL is committed to providing a work environment that is free from harassment, discrimination and retaliation. My signature certifies that I understand that I must conform to and abide by the rules and requirements described in this policy.

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

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

Date \_\_\_\_\_



## Confirmation of Electronic and Social Media Policy

I have received my copy of Visit SLO CAL's Electronic and Social Media Policy. I understand and agree that it is my responsibility to read, understand and familiarize myself with this policy.

By agreeing to this policy, I provide my supervisor permission to confirm that any of my personal devices that were used for business purposes are wiped of Visit SLO CAL data, including any phone, tablet or computer upon termination of employment.

My signature certifies that I understand that I must conform to and abide by the rules and requirements described in this policy.

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

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

Date \_\_\_\_\_



**VISIT SLO CAL**

**Fiduciary Duties and Conflict of Interest Policy - Annual Disclosure**

I have reviewed and agree to the Fiduciary Duties and Conflict of Interest Policy, and I agree that in view of my service as a director or committee member, I will disclose any actual or potential conflict of interest or any situation that might give the appearance of a conflict of interest. This includes both my personal and professional work and my volunteer involvement outside of my volunteer role for the organization.

Upon request of the Chair (and in the Chair's case, the Secretary), I will submit a written statement disclosing my business or financial transactions undertaken since the beginning of the preceding calendar year (or at any other time is relevant) that I, any member of my family, or a significant other may have had with Visit SLO CAL or any group or individual doing business with Visit SLO CAL or its contractors.

Further, to the best of my knowledge and belief, except as disclosed herewith, neither I, nor any person with whom I have had a personal, family or business relationship, or compensated professional relationship, intend to engage in any transaction, acquire any interest in any organization or entity, or become the recipient of any substantial gifts or favors that might be covered by Visit SLO CAL's Conflict of Interest Policy. I also agree that no part of the assets of Visit SLO CAL shall inure, directly or indirectly, to my benefit, except to the extent I have performed services or for which I am entitled to pre-approved reimbursement for expenses I have incurred on behalf of the organization or as otherwise authorized by the organization.

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Printed Name

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Position (Board/Committee Member)

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Date

I have read Visit SLO CAL's Conflict of Interest Policy. I hold the position of board member, officer, or committee member with the following organizations which potentially could cause a conflict of interest with my position and responsibilities with Visit SLO CAL:

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

Disclosure of potential conflict of interest transactions:

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## Visit SLO CAL CEO Report September 2019

### OPERATIONS:

- **President & CEO Meetings of Significance:**

- August 26 – Visit Arroyo Grande Hearing
- August 27 – Travel Paso Hearing
- August 27 – Coraggio, Shared Accountability
- August 28 – United Soccer League
- August 28 – Guy Savage, Assistant County Administrator, TMD Renewal
- August 29 – Burkart & Stevens Audit Review
- September 3 – Noreen Martin, Martin Resorts
- September 3 – Mike Bradley, Mid-State Fair
- September 3 – Jeff Armstrong, Cal Poly
- September 3 – Joel Peterson, PRWCA
- September 4 – Air Service Announcement
- September 5 – Gina Fitzpatrick, Paso Robles Chamber
- September 5 – Stacie Jacob
- September 5 – Paso Robles TMD City Council Hearing
- September 6 – Nipool Patel
- September 6 – Victor Popp New Board Member on-boarding

### CHUCK'S UPCOMING TRAVEL:

- **October 10-11:** VCA Fall Board Meeting
- **October 24-29:** TakeOff North America

**SAN LUIS OBISPO COUNTY  
VISITORS AND CONFERENCE BUREAU**

**INDEPENDENT AUDITORS' REPORT  
AND  
FINANCIAL STATEMENTS**

**YEAR ENDED JUNE 30, 2019**



**SAN LUIS OBISPO COUNTY**  
**VISITORS AND CONFERENCE BUREAU**  
Independent Auditors' Report and Financial Statements  
Year Ended June 30, 2019

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## **Independent Auditors' Report**

To the Board of Directors  
San Luis Obispo County  
Visitors and Conference Bureau  
1334 Marsh Street  
San Luis Obispo, CA 93401

We have audited the accompanying financial statements of San Luis Obispo County Visitors and Conference Bureau (the Organization), which comprise the statement of financial position as of June 30, 2019, and the related statements of activities and changes in net assets, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

San Luis Obispo County  
Visitors and Conference Bureau  
Independent Auditors' Report (continued)  
For the year ended June 30, 2019

**Auditor's responsibility (continued)**

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of San Luis Obispo County Visitors and Conference Bureau as of June 30, 2019, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

**DRAFT**

**BURKART & STEVENS**  
an Accountancy Corporation

August 29, 2019

**SAN LUIS OBISPO COUNTY**  
**VISITORS AND CONFERENCE BUREAU**  
STATEMENT OF FINANCIAL POSITION  
June 30, 2019

**ASSETS**

**Current assets**

Cash and cash equivalents (Note 2)  
Investments (Note 2)  
Accounts receivable (Note 2)  
Prepaid expenses

Total current assets

**Property and equipment (Notes 2 and 4)**

Property and equipment, net of accumulated depreciation of \$ 68,371

**Other assets**

Trademark

Total assets

Without Donor Restrictions	
\$	813,690
	770,304
	910,690
	59,548
	2,554,232
	161,272
	15,750
\$	2,731,254

**LIABILITIES AND NET ASSETS**

**Current liabilities**

Accounts payable  
Credit cards payable  
Other accrued expenses

Total current liabilities

**Net assets:**

Without Donor Restrictions:

Undesignated (Note 6)  
Reserved (Note 6)

Total net assets

Total liabilities and net assets

Without Donor Restrictions	
\$	330,771
	24,243
	33
	355,047
	2,152,731
	223,476
	2,376,207
\$	2,731,254

See independent auditors' report.

The accompanying notes are an integral part of these financial statements.

**SAN LUIS OBISPO COUNTY**  
**VISITORS AND CONFERENCE BUREAU**  
STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS  
For the Year Ended June 30, 2019

	Without Donor Restrictions
<b><i>Revenue and Support</i></b>	
Co-op revenue	\$ 93,448
Assessment revenue (Note 3)	4,458,370
In-kind donations (Notes 2 and 9)	42,247
Interest	23,396
Other income	11,159
Total revenues	4,628,620
<b><i>Expenses</i></b>	
Program	3,891,825
Management and general	448,581
Total expenses	4,340,406
<b><i>Change in net assets</i></b>	288,214
<b><i>Net assets at beginning of year</i></b>	2,087,993
<b><i>Net assets at end of year</i></b>	\$ 2,376,207

See independent auditors' report.  
The accompanying notes are an integral part of these financial statements.

**SAN LUIS OBISPO COUNTY**  
**VISITORS AND CONFERENCE BUREAU**  
**STATEMENT OF FUNCTIONAL EXPENSES**  
For the Year Ended June 30, 2019

	2019		
	Program Services	Management & general	Total
<b>Functional expenses</b>			
Advertising and promotion (Note 10)	\$ 1,322,364	\$ -	\$ 1,322,364
Marketing	279,606	-	279,606
Salaries and wages	520,843	252,000	772,843
Trade Shows	157,565	-	157,565
Contract services	703,989	-	703,989
Website	86,490	-	86,490
Partner Services	159,094	-	159,094
Health and workers compensation insurance	45,001	22,164	67,165
Trade and media	126,541	-	126,541
Rent - office (Note 5)	51,538	12,885	64,423
Payroll tax	39,265	19,340	58,605
Staff expenses	23,027	11,341	34,368
Legal and professional fees	-	56,097	56,097
Sponsorships	209,029	-	209,029
Printing	19,578	-	19,578
Office supplies and postage	19,094	4,774	23,868
Computer expenses	13,959	3,490	17,449
Depreciation (Note 4)	19,908	4,977	24,885
Dues and subscriptions	23,593	5,898	29,491
Retirement plan (Note 8)	11,586	5,707	17,293
Utilities	15,324	3,831	19,155
Board/committee meetings	-	16,269	16,269
Insurance	-	13,980	13,980
Equipment rent	-	3,174	3,174
Rent - Storage	-	2,640	2,640
Themed programs	1,781	-	1,781
Credit card charges	-	3,440	3,440
In-kind donations (Notes 2 and 9)	42,247	-	42,247
Loss on disposal of fixed assets	-	2,661	2,661
Repairs and maintenance	-	2,901	2,901
Retirement plan administration fee	402	198	600
Taxes	-	815	815
<b>Total functional expenses</b>	<b>\$ 3,891,825</b>	<b>\$ 448,581</b>	<b>\$ 4,340,406</b>

See independent auditors' report.  
The accompanying notes are an integral part of these financial statements.



**SAN LUIS OBISPO COUNTY**  
**VISITORS AND CONFERENCE BUREAU**  
**STATEMENT OF CASH FLOWS**  
For the Year Ended June 30, 2019

***Cash flows from operating activities:***

(Deficiency)/excess of revenues over expenses

Reconciliation of excess of revenues over expenses  
to cash provided by operating activities:

Depreciation	24,885
Loss on disposal of fixed assets	2,901
(Increase) decrease in accounts receivable	(163,905)
(Increase) decrease in prepaid expenses	76,231
(Decrease) increase in accounts payable	167,857
(Decrease) increase in payroll liabilities	(172)
(Decrease) increase in credit cards payable	14,467
(Decrease) increase in other accrued expenses	(30,494)

Net cash provided (used) by operating activities

***Cash flows from investing activities:***

Purchase of fixed assets

Investments

Net cash provided (used) by investing activities

***Net increase in cash***

***Cash at beginning of year***

***Cash at end of year***

2019
\$ 288,214
24,885
2,901
(163,905)
76,231
167,857
(172)
14,467
(30,494)
379,984
(10,307)
(241,377)
(251,684)
128,300
685,390
\$ 813,690

***Supplemental disclosure (see Note 1 for additional income tax disclosure)***

Income taxes paid for the year ended June 30, 2019

Interest paid for the year ended June 30, 2019

\$ 10
\$ -

See independent auditors' report.  
The accompanying notes are an integral part of these financial statements.

**SAN LUIS OBISPO COUNTY**  
**VISITORS AND CONFERENCE BUREAU**  
**NOTES TO FINANCIAL STATEMENTS**  
June 30, 2019

**NOTE 1: ORGANIZATION AND PURPOSE**

San Luis Obispo County Visitors and Conference Bureau (Organization) is a not-for-profit corporation organized to inspire travel and foster our unique experiences to create life-long ambassadors and economic growth for San Luis Obispo County. The Organization works with strategic partners and our lodging constituents to build the brand through a data-driven, efficient and dynamic marketing program. The Organization's activities include marketing, advertising, public relations, group sales, promotions, events and sponsorships. The Organization is exempt from federal and state income taxes under Internal Revenue Code Section 501(c)(6).

**NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

*Basis of Accounting*

The Organization's policy is to prepare its financial statements on the accrual basis of accounting. Accordingly, revenues are recognized when earned and expenses are recognized when the obligation is incurred.

*Basis of Presentation*

Financial statement presentation follows the recommendations of the Financial Accounting Standards Board in its Accounting Standards Update (ASU) No. 2016-14, *Financial Statements of Not-for-Profit Entities*. Under ASU No. 2016-14, the Organization is required to report information regarding its financial position and activities according to two classes of net assets: without donor restrictions and with donor restrictions.

- Net assets *without donor restrictions* represent expendable funds available for operations which are not limited otherwise by donor restrictions and net assets released from those with donor restrictions are due to the terms of the restrictions or contingencies being met.
- Net assets *with donor restrictions* consist of contributed funds subject to specific donor-imposed restrictions or restrictions voluntarily approved and imposed by the Board of Directors. These restrictions are contingent upon specific performance of a future event or a specific passage of time. The Organization does not have funds of this nature at this time.

**SAN LUIS OBISPO COUNTY**  
**VISITORS AND CONFERENCE BUREAU**  
**NOTES TO FINANCIAL STATEMENTS**  
June 30, 2019

**NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

*Change in Accounting Principle*

On August 18, 2016, FASB issued Accounting Standards Update (ASU) 2016-14, Not-for-Profit Entities (Topic 958) – Presentation of Financial Statements of Not-for-Profit Entities. The update addresses the complexity and understandability of net asset classification, deficiencies in information about liquidity and availability of resources, and the lack of consistency in the type of information provided about expenses and investment return. The organization has implemented ASU 2016-14 and has adjusted the presentation in these financial statements accordingly.

*Revenue Recognition*

The Organization reports gifts of cash and other assets as support without donor restrictions unless explicit donor stipulations specify how the donated assets must be used. The Organization reports donor restricted gifts as revenues with donor restrictions. Net assets with donor restrictions are reclassified to net assets without donor restrictions when donor restrictions are satisfied. Gifts with restrictions that are satisfied within the same reporting period are recorded as contributions without donor restrictions.

The Organization receives the majority of its revenues from tourist related industry programs and assessment revenue, all of which are entirely within San Luis Obispo County.

*Cash and Cash Equivalents*

Cash and cash equivalents include all monies in banks and highly liquid investments with maturity dates of less than three months. The carrying value of cash and cash equivalents approximates fair value because of the short maturities of those financial instruments.

*Investments*

Investments are carried at fair value and consist of certificates of deposit and money market accounts.

*Accounts Receivable*

Accounts receivable consists mainly of assessment revenue. Management has determined that there are no uncollectible accounts at June 30, 2019. Therefore, no allowance for doubtful accounts has been recorded.

*Fixed Assets*

Fixed assets are recorded at cost. Items valued at \$ 500 or more are capitalized. Depreciation is provided for using straight-line method over the useful life of the related asset. Fixed assets are depreciated over periods ranging from 5 to 27.5 years.

**SAN LUIS OBISPO COUNTY**  
**VISITORS AND CONFERENCE BUREAU**  
**NOTES TO FINANCIAL STATEMENTS**  
June 30, 2019

**NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

*Employees*

The Organization employs eleven full-time employees.

*Use of Estimates*

The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

*In-Kind Donations*

Contributions of donated non-cash assets are recorded at their fair values in the period received. Contributions of donated services that create or enhance non-financial assets or that require specialized skills provided by individuals possessing those skills that would typically need to be purchased if not provided by donation, if any, are recorded at their fair values in the period received. The amounts reflected in the accompanying financial statements as in-kind donations are offset by like amounts included in expenses or assets.

*Functional Allocation of Expenses*

The costs of providing the various programs and activities have been summarized on a functional basis in the statements of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

**NOTE 3: ASSESSMENT REVENUE**

In June 2015, the Organization was awarded a contract to manage the countywide Tourism Marketing District beginning July 1, 2015 and running through June 30, 2020. The district provides a 1% assessment on all lodging room nights in San Luis Obispo County for those businesses paying TOT. The 1% assessment is remitted to the Organization to use for countywide tourism marketing. The following amounts were received during the fiscal year ended June 30, 2019:

	<u>2019</u>
County of San Luis Obispo	\$ 1,314,389
City of San Luis Obispo	792,656
City of Atascadero	149,436
City of Morro Bay	372,842
City of Grover Beach	41,241
City of Arroyo Grande	101,315
City of Paso Robles	631,879
City of Pismo Beach	<u>1,054,612</u>
	\$ <u>4,458,370</u>

**SAN LUIS OBISPO COUNTY**  
**VISITORS AND CONFERENCE BUREAU**  
**NOTES TO FINANCIAL STATEMENTS**  
June 30, 2019

**NOTE 4: FIXED ASSETS**

Fixed assets at June 30, 2019 consisted of the following:

	<u>2019</u>
Furniture, fixtures and equipment	\$ 121,702
Computer hardware and software	35,227
Leasehold improvements	<u>71,766</u>
	229,643
Less: Accumulated depreciation	<u>(68,371)</u>
Net fixed assets	\$ <u>161,272</u>

Depreciation expense for the year ended June 30, 2019 was \$ 24,885, including amortization of assets held under capital leases.

**NOTE 5: COMMITMENTS**

**Building Rent**

The Organization signed a lease on July 17, 2015 for office space located at 1334 Marsh Street in San Luis Obispo. The initial term is 36 months with optional three consecutive two-year terms. The option has been exercised for another two-year period. The total rent per month amounted to \$ 5,423 during the year ended June 30, 2019. Total rent expense amounted to \$ 64,423 for the year ended June 30, 2019.

**Copier**

On August 12, 2015 the Organization entered into a fifty-eight month lease agreement with De Lage Landen Financial for a copier beginning on August 12, 2015 and ending June 12, 2020. The lease calls for monthly rental payments of \$143 beginning on September 15, 2015. Future minimum lease payments are as follows:

	<u>Year</u>	<u>Amount</u>
For the year ending June 30,		
	2020	<u>1,573</u>
Total		<u>\$ 1,573</u>

**SAN LUIS OBISPO COUNTY**  
**VISITORS AND CONFERENCE BUREAU**  
**NOTES TO FINANCIAL STATEMENTS**  
June 30, 2019

**NOTE 6: NET ASSETS**

As of June 30, 2019, net assets were comprised of the following:

Without donor restrictions:	
Undesignated	\$ 2,152,731
Reserved	223,476
Total net assets without donor restrictions	<u>\$ 2,376,207</u>

Based upon the funding contract with the County of San Luis Obispo, the Organization is required to reserve 5% of total recorded revenue during the year. These funds are to be used during periods when there are lower than anticipated collections and unforeseeable costs in carrying out the programs. The total reserved at June 30, 2019 is \$ 223,476.

**NOTE 7: LIQUID RESOURCE MANAGEMENT**

The Organization regularly monitors liquidity required to meet its operating needs and other contractual commitments, while also striving to maximize the investment of its available funds. For purposes of analyzing resources available to meet general expenditures over a 12-month period, the chapter considers all expenditures related to its ongoing program activities as well as the conduct of services undertaken to support those activities to be general expenditures.

As of June 30, 2019, the following financial assets could readily be made available within one year of the balance sheet date to meet general expenditures:

Cash and cash equivalents and investments	<u>\$ 1,583,994</u>
Financial assets available for general expenditures over next 12-months	<u>\$ 1,583,994</u>



**SAN LUIS OBISPO COUNTY**  
**VISITORS AND CONFERENCE BUREAU**  
**NOTES TO FINANCIAL STATEMENTS**  
June 30, 2019

**NOTE 8: PENSION PLAN**

The Organization has a profit sharing plan. The Organization contributed \$ 17,293 to the pension plan during the fiscal year ended June 30, 2019. The plan covers all employees over the age of 18 who have been employed for one year or more and have worked 1,000 or more hours during the current year. The Organization's contribution to the profit sharing plan is not mandatory.

**NOTE 9: DONATED MATERIALS**

The Organization receives donations of goods from partners of the community. During the year ended June 30, 2019 donations of goods were \$ 42,247. In-kind donations are reflected in the accompanying financial statements.

**NOTE 10: ADVERTISING COSTS**

Advertising costs are expensed as incurred throughout the year. Advertising costs for is as follows:

	<u>2019</u>
Advertising costs for the year ending June 30,	\$ <u>1,322,364</u>

**NOTE 11: CONCENTRATION OF CREDIT RISK**

The Organization maintains its operating cash account at an institution which is insured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000. At various times throughout the year, the balance has exceeded the insured amount. The total in excess of the FDIC insured limits amounted to \$ 563,690 at June 30, 2019.

**NOTE 12: SUBSEQUENT EVENTS**

Management has evaluated subsequent events through August 29, 2019, the date which the financial statements were available to be issued. There were no subsequent events to report.

## **Communication with Those Charged with Governance at the Conclusion of the Audit**

August 29, 2019

Board of Directors  
San Luis Obispo County  
Visitors and Conference Bureau  
San Luis Obispo, CA. 93401

We have audited the financial statements of San Luis Obispo Visitors and Conference Bureau, a nonprofit organization, for the year ended June 30, 2019, and have issued our report thereon dated August 29, 2019. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated August 29, 2019. Professional standards also require that we communicate to you the following information related to our audit.

### **Significant Audit Findings**

#### **Qualitative Aspects of Accounting Practices**

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by San Luis Obispo Visitors and Conference Bureau are described in Note 2 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during 2018/2019. We noted no transactions entered into by the Organization during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. The financial statement disclosures are neutral, consistent, and clear.

#### **Difficulties Encountered in Performing the Audit**

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Board of Directors  
San Luis Obispo County  
Visitors and Conference Bureau

### **Corrected and Uncorrected Misstatements**

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements. In addition, none of the misstatements detected as a result of audit procedures and corrected by management were material, either individually or in the aggregate, to the financial statements taken as a whole.

### **Disagreements with Management**

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

### **Management Representations**

We have requested certain representations from management that are included in the management representation letter dated August 29, 2019.

### **Management Consultations with Other Independent Accountants**

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involved application of an accounting principle to the Organization's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

### **Other Audit Findings or Issues**

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Organization's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

This information is intended solely for the use of the Board of Directors charged with governance and, if appropriate, management of San Luis Obispo County Visitors and Conference Bureau and is not intended to be, and should not be, used by anyone other than these specified parties.

**DRAFT**

**BURKART & STEVENS,**  
**an Accountancy Corporation**  
San Luis Obispo, CA  
August 29, 2019

August 29, 2019

Burkart & Stevens, an Accountancy Corporation  
694 Santa Rosa Street  
San Luis Obispo, California 93401

This representation letter is provided in connection with your audit of the financial statements of San Luis Obispo County Visitors and Conference Bureau (a nonprofit organization), which comprise the statement of financial position as of June 30, 2019, and the related statement of activities and changes in net assets, and statement of cash flows for the year then ended, and the related notes to the financial statements, for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States.

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. An omission or misstatement that is monetarily small in amount could be considered material as a result of qualitative factors.

We confirm, to the best of our knowledge and belief, as of August 29, 2019 the following representations made to you during your audit:

**Financial Statements**

- We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated July 17, 2019, including our responsibility for the preparation and fair presentation of the financial statements.
- The financial statements referred to above are fairly presented in conformity with U.S. generally accepted accounting principles.
- We acknowledge our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
- We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.

- Significant assumptions we used in making accounting estimates, including those measured at fair value, are reasonable.
- Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of U.S. generally accepted accounting principles.
- All events subsequent to the date of the financial statements and for which U.S. generally accepted accounting principles requires adjustment or disclosure have been adjusted or disclosed.
- We are in agreement with the adjusting journal entries you have proposed, and they have been posted to the entity's accounts.
- The effects of all known actual or possible litigation, claims, and assessments have been accounted for and disclosed in accordance with U.S. generally accepted accounting principles.
- Material concentrations have been properly disclosed in accordance with U.S. generally accepted accounting principles.
- Guarantees, whether written or oral, under which the company is contingently liable, have been properly recorded or disclosed in accordance with U.S. generally accepted accounting principles.

#### **Information Provided**

- We have provided you with:
  - Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, and other matters.
  - Additional information that you have requested from us for the purpose of the audit.
  - Unrestricted access to persons within the Organization from whom you determined it necessary to obtain audit evidence.
  - Minutes of meetings of the governing board or summaries of actions of recent meetings for which minutes have not yet been prepared.
- All material transactions have been recorded in the accounting records and are reflected in the financial statements.
- We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.

- We have no knowledge of any fraud or suspected fraud that affects the Organization and involves:
  - Management
  - Employees who have significant roles in internal control, or
  - Others where the fraud could have a material effect on the financial statements.
- We have no knowledge of any allegations of fraud or suspected fraud affecting the Organization's financial statements communicated by employees, former employees, grantors, regulators, or others.
- We have no knowledge of any instances of noncompliance or suspected noncompliance with laws and regulations whose effects should be considered when preparing the financial statements.
- We have disclosed to you all known actual or possible litigation, claims, and assessment whose effects should be considered when preparing the financial statements.
- We have disclosed to you the identity of the Organization's related parties and all the related-party relationships and transactions of which we are aware.
- The Organization has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.
- We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to us.
- The San Luis Obispo County Visitors and Conference Bureau is an exempt organization under Section 501(c)(6) of the Internal Revenue Code. Any activities of which we are aware that would jeopardize the entity's tax-exempt status, and all activities subject to tax on the unrelated business income or excise or other tax, have been disclosed to you. All required filings with tax authorities are up-to-date.



**Other Services**

In regards to the financial statement preparation and tax services performed by you, we have:

- Made all management decisions and performed all management functions.
- Designated an individual with suitable skill, knowledge, or experience to oversee the services.
- Evaluated the adequacy and results of the services performed.
- Accepted responsibility for the results of the services.

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President

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Date

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Treasurer

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Date

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**Check if Schedule O contains a response or note to any line in this Part VII. ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1 a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of 'key employee.'
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

☒ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)					(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee			
(1) JEDIDIAH BICKEL MEMBER	1 0	X					0.	0.	0.
(2) CLINT PEARCE CHAIR	2 0	X		X			0.	0.	0.
(3) SAM MILLER MEMBER	1 0	X					0.	0.	0.
(4) SARAH MAGGELET MEMBER	1 0	X					0.	0.	0.
(5) HEMANT PATEL MEMBER	1 0	X					0.	0.	0.
(6) AMAR SOHI MEMBER	1 0	X					0.	0.	0.
(7) ALMA AYON MEMBER	1 0	X					0.	0.	0.
(8) NIPOOL PATEL MEMBER	1 0	X					0.	0.	0.
(9) JAY JAMISON PAST PRESIDENT	2 0	X		X			0.	0.	0.
(10) JIM HAMILTON MEMBER	1 0	X					0.	0.	0.
(11) MARK EADS Secretary	2 0	X		X			0.	0.	0.
(12) KATHLEEN BONELLI MEMBER	1 0	X					0.	0.	0.
(13) AARON GRAVES TREASURER	2 0	X		X			0.	0.	0.
(14)									

**Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15) -----										
(16) -----										
(17) -----										
(18) -----										
(19) -----										
(20) -----										
(21) -----										
(22) -----										
(23) -----										
(24) -----										
(25) -----										
<b>1 b Sub-total</b> .....								0.	0.	0.
<b>c Total from continuation sheets to Part VII, Section A</b> .....								0.	0.	0.
<b>d Total (add lines 1b and 1c)</b> .....								0.	0.	0.

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **0**

- 3** Did the organization list any **former officer, director, or trustee, key employee, or highest compensated employee** on line 1a? *If 'Yes,' complete Schedule J for such individual.* .....
- 4** For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? *If 'Yes,' complete Schedule J for such individual.* .....
- 5** Did any person listed on line 1a receive or accrue compensation from any **unrelated organization or individual** for services rendered to the organization? *If 'Yes,' complete Schedule J for such person.* .....

	Yes	No
<b>3</b>		X
<b>4</b>		X
<b>5</b>		X

**Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **0**



# Advocacy Plan

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  - b. Vision, Mission & Values
- II. Analysis
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- III. Execution & Tactics
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  - d. Timelines and Ownership
  - e. Message Training
- IV. Desired Results
  - a. Establish Metrics to Measure Success
  - b. Review and Update Plan



# Advocacy Plan

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## OVERVIEW

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### Purpose for Advocacy

The primary purpose of developing an Advocacy Plan is to promote the mission of Visit SLO CAL with respect to issues of public policy and community sentiment.

Visit SLO CAL's advocacy efforts are intended to ensure that the tourism industry's voice is represented on issues that matter to our community of investors and partners, and that the industry's views and wishes are genuinely considered when decisions are being made that impact our industry.

As part of Strategic Direction 2020, Visit SLO CAL set five initiatives focused on Advocacy.

1. Develop a plan for advocacy on behalf of stakeholders
2. Develop an engaged and high-functioning tourism culture for San Luis Obispo County
3. Develop and execute a local communications strategy
4. Inspire and active tourism ambassadors
5. Identify, develop, and activate relationships

The Advocacy Plan is meant to deliver on the above initiatives.

Visit SLO CAL's advocacy efforts occur in concert with Board direction for items which impact tourism and hospitality in SLO CAL, the Central Coast region, the State of California and Nationally. The President and CEO along with the Director of Community Engagement and Advocacy will advocate for projects and programs that improve the quality of life for our residents while at the same time positively impacting the tourism and hospitality culture of SLO CAL.

As part of Strategic Direction 2020 and Visit SLO CAL's initiative to Develop a long-term Tourism Infrastructure Master Plan/Destination Management Strategy (DMS), this Advocacy Plan has been informed by the DMS and will serve as a tool for staff when implementing the DMS recommendations.



# Advocacy Plan

## Vision, Mission & Values

**The Vision of Visit SLO CAL is:** A vibrant and prosperous San Luis Obispo County, fueled by a collaborative and flourishing tourism industry.

**The Mission of Visit SLO CAL is to:** Inspire travel and foster our unique experiences to create life-long ambassadors and economic growth for San Luis Obispo County.

**The Values of Visit SLO CAL are:**

- 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 a focus on results
- Stewardship
  - We are mindful of our resources and the SLO CAL brand

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## ANALYSIS

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### Objectives

Visit SLO CAL's Advocacy Plan's primary objective is to increase the awareness, influence and unified voice of the SLO CAL Travel & Tourism industry among the general public, community leaders and stakeholders, while sharing the economic impact and quality of life enhancements that our organization and tourism contribute to the region.

### Public Policy Platform

#### **Promote SLO CAL as a Visitor Destination**

Visit SLO CAL supports initiatives and policies that create opportunities to market SLO CAL as a premier destination for domestic and international travel while maintaining and enhancing the quality of life for residents.

#### **Advocate for Industry Needs that Demonstrate Tourism's Commitment to Local Values**

Visit SLO CAL believes that a healthy and prosperous business climate is critical to support ongoing investments into the social, environmental and economic future of the region. Visit SLO CAL will





## Advocacy Plan

advocate for policies that help the region's tourism businesses grow their impact. The organization will support policies that responsibly attract, develop and retain a qualified workforce, increase the availability of workforce housing and transportation options, increase the competitiveness of local business and increase the availability of people to travel to SLO CAL.

### **Facilitate Travel to and Within SLO CAL and California**

Visit SLO CAL supports efforts to facilitate travel to and within SLO CAL and California, including the enhancement, maintenance and repair of transportation infrastructure, the promotion of air travel to SLO CAL by domestic and international travelers, the dissemination of information that facilitates travel to SLO CAL, and the elimination of political, economic and regulatory barriers to travel. Visit SLO CAL also supports economic initiatives that will directly or indirectly attract and sustain travel to SLO CAL.

### **Promote and Advocate for Resource Stewardship Initiatives that Positively Impact the Sustainability of the Destination and Enhance the Visitor Experience**

Visit SLO CAL believes that our natural environment is a central tourism and economic asset in our region, and therefore supports policies, projects and programs that protect SLO CAL's natural resources and landscapes. Visit SLO CAL will advocate for equitable policies that maintain our oceans and beaches, watersheds, open space, water and air quality to meet the ecological, environmental and recreational needs of our visitors and residents.

### **Promote and Advocate for Long-Term Development Projects that Positively Impact the Visitor Experience**

Visit SLO CAL believes that public and private sector infrastructure and development projects that will enhance our ability to market SLO CAL as a visitor destination are critical to the organization's ability to accomplish its mission over the long term. Relevant projects include the development of meeting and conference facilities, improvements to transportation corridors, public transportation and parking, creation and expansion of arts and cultural institutions, and public path and trail systems for biking, equestrian and hiking access.

### **Enhance Quality of Life Issues**

Visit SLO CAL believes that quality of life issues significantly impact the visitor experience. The organization will support initiatives that maintain and enhance both the quality of the visitor experience and quality of life for local residents with respect to the safety, cleanliness and well-being of SLO CAL's neighborhoods and communities.



# Advocacy Plan

## Identify Strengths, Weaknesses, Opportunities & Threats (SWOT)

### Strengths:

- Unanimous direction from the Visit SLO CAL Board, as outlined in Strategic Direction 2020, to advocate for the industry and destination
- Sole unified tourism voice for SLO CAL
- Financial resources to support community engagement and advocacy
- Trailblazing approach to solving big challenges
- Willingness to initiate change
- Relationships and influence with other advocacy groups like CalTravel
- Positive, and in some cases, strong relationships with local, state and federal elected officials
- Increased staff capacity with experience in policy, advocacy and community engagement
- Destination Management Strategy providing key recommendations, approved by community leaders and board of directors, outlining areas requiring countywide advocacy and support

### Weaknesses:

- Lack of awareness of organization outside of community leaders and tourism industry
- Lack of deep, team member organizational experience in the advocacy space
- Lack of meaningful and proactive relationships with local and regional media
- Lack of any substantial relationship or engagement with residents

### Opportunities:

- Elevate the visibility and influence of the Travel & Tourism industry and the leaders that represent Travel & Tourism amongst local regional, state and national decision-makers
- Foster increased access and relationship between elected officials and Visit SLO CAL investors
- Collaboration with like-minded organizations to accomplish bigger goals and create an environment where it is difficult for others to say “no” when the Travel & Tourism industry is engaged
- Establishing deeper community and resident relationships that grow awareness of the organization and lead to greater influence

### Threats:

- Lack of understanding amongst industry or community leaders of the purpose of advocacy efforts on behalf of the tourism and destination
- Diminished value for the tourism industry, its efforts and quality of life and economic impact to the community
- Frustrating the elected officials who don't agree with Visit SLO CAL's advocacy efforts or positions leading them to be less supportive of Visit SLO CAL initiatives
-



# Advocacy Plan

- Investors who think our efforts should solely be spent on marketing, not understanding the “Why” behind advocacy
- On-going changes of elected officials

## Targeted Audiences

In an effort to make the plan more efficient and effective, key influencer and stakeholder groups need to be determined and prioritized. An example of these groups likely includes:

- Elected Officials
  - Local
  - Regional
  - State
  - Federal
- Civic and Nonprofit Leaders
- Industry and Community Leaders
- Residents
- Local/Regional Media Outlets

Based on the groups, mentioned above, determine whether they have a:

1. Positive attitude with much power (nurture these)
2. Negative attitude with much power (convinces, communicate, confront, convert)
3. Positive attitude with little power (seed to empower them through information)
4. Negative attitude with little power (keeps them informed, do not burn any bridges, do not waste unnecessary energy)

## Strategies

In order to achieve the most successful results, the following strategies have been developed:

- Advise and assist the Board of Directors of Visit SLO CAL with respect to public policy issues that could significantly affect the interest of Visit SLO CAL, its investors, its partners and the greater SLO CAL tourism community;
- Take positions consistent with the purpose and guidelines set forth in the Advocacy Plan on public policy issues, including legislative and ballot measures and regulations, at the local, state and federal level;
- Educate elected officials and other key decision makers about the importance of the tourism industry to the well-being, quality of life and economic vibrancy of SLO CAL;
- Obtain a “seat at the table” to influence outcomes;
- Cultivate and engage local relationships and work with like-minded organizations to generate word-of-mouth support for the industry; and
- Collaborate with other organizations whose public policy objectives coincide with the goals of Visit SLO CAL



# Advocacy Plan

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## Execution & Tactics

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### Procedures for Action on Public Policy Platform

Consistent with the Public Policy Platform, the President & CEO and Director of Community Engagement and Advocacy will identify issues at the local, state and federal level where engagement will enhance the effectiveness and contributions of the SLO CAL tourism industry.

- Visit SLO CAL staff may take action on issues prior to a vote by the Executive Committee if that issue: meets the criteria listed below, is consistent with the Public Policy Platform, or Visit SLO CAL has taken a prior position that established a guiding precedent for future actions. If the timeline for taking action on the issue allows the item to be presented to the Executive Committee at a regularly scheduled meeting, the Visit SLO CAL staff should wait to allow for their vote. Any formal actions taken shall be reported out by the President & CEO and/or Director of Community Engagement and Advocacy at the following Executive Committee and Board of Directors meetings.

	Answer Must Be
Does the issue affect more than one community in SLO CAL?	Yes
Is there reasonable belief that our lodging investors may hold divergent opinions?	No
Does this issue have a direct impact on the Travel & Tourism industry?	Yes
Is the outcome likely to change if Visit SLO CAL takes a position on the issue?	Yes

- For advocacy in support of or opposition to specific legislative or regulatory measures that do not meet the criteria listed above and/or are not clearly articulated within the Public Policy Platform, the President & CEO and/or Director of Community Engagement and Advocacy will first bring the issue to the Executive Committee for a vote on a support, neutral with comments, oppose, or no action position. The issue and the decision of the Executive Committee, along with any subsequent public actions taken by the organization will be reported out for discussion and further positioning at the following meeting of the Board of Directors.



## Advocacy Plan

For each issue brought to the Executive Committee for action, the Visit SLO CAL staff will prepare a policy brief for the Executive Committee that will summarize merits of the issue, considering key questions such as:

1. Who/what organization brought forward the issue (Visit SLO CAL Board, investors, a coalition partner, government, industry association such as CalTravel, etc.)?
2. What is the relevant background, stated objective and precedent for this issue?
3. How does the issue relate to the Public Policy Platform?
4. How is the lodging community impacted by this issue?
  - a. Which segments are impacted?
  - b. Does this policy create an environment of winners and losers within the industry?
5. What is the benefit to the organization or industry if we engage on this issue?
6. What is the risk to the organization or industry if we *do not* engage on this issue?
7. Does engagement on this issue strengthen or detract from our organization and industry reputation?
8. Who is on the other side of the issue, and what is the risk to the organization of taking a competing position?
9. Are there key partners, influencers or decision-makers who will object to our engagement on the issue? Who are they and what are their objections? Can these concerns be resolved or mitigated?
10. Is there an existing coalition of stakeholders we would be joining, or are we the lone voice? Do we own the advocacy or are we a partner in it?
11. In what venue would we be advocating, and are there alternative strategies that might be considered?
12. Who is the most effective messenger to deliver the advocacy message (Visit SLO CAL staff, board member(s), industry representatives, coalition partner, etc.)?
13. What finances are needed and what will they be used for?
14. What is the timeline?

### Establish targeted messages based on unique issues and audience

Each issue will require a number of detailed target messages based on the audience they are designed to reach. In order for those messages to be effective, they need to solve for the “why” for each audience. Why should they care and how will this information assist them going forward? From there, all messages and audiences should be prioritized.

### Identify key influential groups/messengers assigned to each audience and issue

In order for the plan to be effective, it is important to determine what key influential groups/messengers are available and willing to help advance Visit SLO CAL’s advocacy initiatives and which messages they are most prepared to advocate on. Groups/Messengers could include:



## Advocacy Plan

- Staff
  - To the extent possible, all team members are encouraged to engage in Visit SLO CAL's advocacy efforts. Staff will receive regular briefings on current advocacy efforts and, where appropriate, resourced with background and messaging to serve as effective ambassadors for the policy and community engagement objectives. The following individuals will take the lead in executing this plan:
    - President & CEO
    - Director of Community Engagement and Advocacy
- Board of Directors
  - Executive Committee
    - Board Chair
    - Board Vice Chair
    - Board Past Chair
  - Participating in or leading the effort on controversial issues can often be problematic for the organization. As such the risk/benefit analysis outlined in the Procedures for Action on Public Policy Platform will be completed in advance to determine the probability of achieving the desired outcome and identifying the most effective messenger. In cases where the organization cannot take the lead, it will look to engage and empower industry investors and leaders.

## Message Training

In order to assure effective communications each messenger will need to be provided current policy positions and talking points to effectively convey individual issue messaging to the appropriate audience. Messengers include:

- Staff
- Board

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## Desired Results

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### Establish Metrics to Measure Success

As we determine our path forward, it is important to understand the “headlines” and define the success of our Community Engagement and Advocacy efforts through the establishment of key





## Advocacy Plan

metrics that can be used to track outcomes of our endeavors. The metrics should be defined by the phrase “we will know we are successful when there is/are ....”

- Broad overall awareness of Visit SLO CAL as a DMMO
- Influence of/with elected officials
- Organizations partnering with us to promote common goals
- An increase in the number of presentations regarding the DMS recommendations or the public policy platform given by Visit SLO CAL staff annually
- Positive local and regional media placement annually
- An annual review/update of the plan

### Review and Update Plan

Areas of focus are subject to change based on new issues that develop. As such, the public policy platform should be updated annually prior to the start of the new fiscal year.