



# AGENDA

---

## Visit SLO CAL Board of Directors

### Visit SLO CAL Board of Directors Agenda

Wednesday, September 16, 2020

8:30am-10:30am

Video Conference – URL: <https://us02web.zoom.us/j/87121938572> Meeting ID: 871 2193 8572

Call-In Phone Number: (669) 900-6833

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

<b>ANNOUNCEMENTS</b>	<b>C. Davison</b>
----------------------	-------------------

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

3. Approval of July 15, 2020 Board of Directors Meeting Minutes
4. Approval of June/Year-End Visit SLO CAL Financials
5. Approval of July Visit SLO CAL Financials
6. Approval of August Visit SLO CAL Financials
7. Approval of FY 2019/20 Annual Report  
*Staff will request Board approval of the July 15, 2020 Board of Directors Meeting Minutes, June/Year-End Visit SLO CAL Financials, July and August Visit SLO CAL Financials, and the FY 2019/20 Annual Report.*

<b>CEO REPORT</b>	<b>C. Davison</b>
-------------------	-------------------

8. CEO Report (10 min)  
*Staff will provide an update on current projects, reporting and areas of focus for the months ahead.*

<b>BUSINESS ITEMS</b>	<b>C. Davison</b>
-----------------------	-------------------

9. FY 2019/20 Audit (15 min) – *motion required*  
*The Board will review Visit SLO CAL's FY 2019/20 Audit, and will consider a recommendation for approval.*
10. COVID-19 Impact & Response Update (15 min)  
*Staff will provide an update on the impact of COVID-19 to the tourism industry and Visit SLO CAL's response to-date, as well as its planned efforts moving forward.*
11. FY2019/20 Year-End Satisfaction Survey (15 min)  
*Staff will present the results of Visit SLO CAL's FY2019/20 Year-End Satisfaction Survey.*
12. Experience SLO CAL 2050 - Customer Service Update (15 min)  
*The Board will discuss a proposal to develop a countywide customer service program, as outlined in Experience SLO CAL 2050.*

**13. Public Policy Platform Review (15 min) – *motion required***

*Staff will provide an update on activation of Visit SLO CAL's Public Policy Platform over the past 12 months, and the Board will consider a recommendation for the approval of an update to the Platform.*

**14. Equity & Inclusion Measurement (20 min)**

*Staff will share and request Board feedback on the matrix used to track and benchmark Visit SLO CAL's equity and inclusion efforts.*

**15. Travel Trade & Marketing Update (10 min)**

*Staff will provide an update on key travel trade and 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

---

## Visit SLO CAL Board of Directors

### Visit SLO CAL Board of Directors Meeting Minutes

Wednesday, July 15, 2020

8:30am

Video Conference – URL: <https://us02web.zoom.us/j/86285247594> Meeting ID: 862 8524 7594

Call-In Phone Number: (669) 900-6833

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

**PRESENT (VIA VIDEO CONFERENCE):** Alma Ayon, Jed Bickel, Kathy Bonelli, John Conner, Mark Eads, Jim Hamilton, Jay Jamison, Toni LeGras, Clint Pearce, Amit Patel, Hemant Patel, Nipool Patel, Victor Popp, Amar Sohi

**ABSENT:** Aaron Graves, Sam Miller

**STAFF PRESENT:** Chuck Davison, Lisa Verbeck, Derek Kirk, Brendan Pringle

**Call to Order at 8:31 am.**

---

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

None.

#### ANNOUNCEMENTS

Davison reminded the Board to fill out and send back their completed Conflict of Interest Disclosure Form by Friday, July 17, 2020.

#### CONSENT AGENDA

#### 3. Approval of June 17, 2020 Board of Directors Meeting Minutes

Davison noted that the June/Year-End Financials will be available for review and approval at the September Board meeting.

Public Comment – None.

Board Discussion.

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

**Motion carried: 14:0**

#### CEO REPORT

#### 4. CEO Report

The FY 2020/21 Business & Marketing Plan was mailed last week to Board and Marketing Committee members, as well as elected officials and city managers from each jurisdiction. Davison shared data and insights from Visit SLO CAL's monthly Board Dashboard. He noted that compared to its competitive destinations, SLO CAL performed well overall for the month of May, based on STR data. On June 24, 2020, Visit SLO CAL hosted its first-ever Virtual Townhall in lieu of its annual Destination Summit, scheduled for May. Davison thanked all who participated in this event, and noted that the video recording and presentation is available on SLO CAL Connection. On July 9, 2020, the SLO County Planning Commission held a hearing to consider a request to amend the Coastal Zone Land Use Ordinance, establishing residential vacation rental standards in Los Osos. In advance of the hearing, Visit SLO CAL worked with Toni LeGras to draft a letter encouraging the Planning Commission to consider a modified approach, allowing more vacation rentals along the coastline, and instituting a more reasonable density barrier further inland. Based on the timing of the hearing, Visit SLO CAL received approval from Board Chair Clint Pearce prior to sending the letter. Earlier this month, SLOCOG asked Visit SLO CAL for a letter of support for their application for the California Transportation Commission's Solutions for Congested Corridors Program (SCCP) for the U.S. 101 San Luis Obispo South County Congestion Relief Project. The project directly complements the Experience SLO CAL 2050 recommendation to improve ground transportation across the county and further develop SLO CAL's countywide trail system. Based on the scope, for which staff approval is permitted in the Advocacy Plan, Visit SLO CAL sent a Letter of Support on July 9, 2020. Visit SLO CAL joined a broader coalition that U.S. Travel, CalTravel and other states were pulling together to ask Congress for Temporary Business Liability Protection. The coalition is seeking protections from frivolous lawsuits during the pandemic and through the recovery period, giving businesses the confidence they need to resume operation. On July 6, 2020, the California Coastal Commission ordered State Parks to keep the Oceano Dunes Vehicular Recreation Area closed to vehicle use and camping until October 1, 2020 to protect Western snowy plovers; Visit SLO CAL is monitoring the issue. Davison recapped the takeaways from Central Coast Economic Forecast's webinar on July 10, 2020. He noted that SLO County was added to the state's COVID-19 watch list on July 13, 2020. Additional business closures will be required after three consecutive days on the list. The governor separately ordered several other statewide closures on July 13 as well. Visit SLO CAL is closely monitoring the County's reporting metrics to assess if SLO CAL will be forced into additional rollback restrictions or closures. Davison highlighted a *New York Times* article noting that Corpus Christi, TX had a rise in COVID-19 cases after the destination received a surge in tourists during the early months of the pandemic. He noted that the industry is seeing consumer sentiment for travel reversing and continuing to decrease. The County is continuing to push back on "open for business" advertising, even prior to the July 13 rollback. Visit SLO CAL is shifting its planning from weekly to longer term, 60-day planning to maximize efficiency. Davison provided an update on air service and noted that the airport will be using a significant portion of its COVID-19 grant money for advertising in target markets. He reviewed the latest cash flow projections for July through December, and noted that once Visit SLO CAL receives TMD remittance receipts before the end of the month, it will determine whether it will return staff to full pay. Davison also outlined his travel schedule.

Public Comment – None.

Board Discussion.

## **BUSINESS ITEMS**

### **5. New Board Member Terms**

At the June Board Meeting, the Board filled two new seats with the elections of Nipool Patel and Amit Patel. Since these are new seats, terms of one, two or three years will need to be drawn for them. Pringle drew a one-year term for Amit Patel (expiring June 2021) and a two-year term (expiring June 2022) for Nipool Patel. Davison noted that elected Board members may have their terms renewed at expiration and that the remaining three-year term not selected in this drawing will be saved for the next new Board seat that is elected.

Public Comment – None.

Board Discussion.

## 6. Operations Update

Pringle noted that the FY 2019/20 June and Year-End Financials will be presented to the Board for review in September so that the controller has sufficient time to close the books for the fiscal year. He outlined the year-end income, expenses and deficit numbers from the draft financials, and noted that decreased TMD revenue and the Board's approval of an increase in advertising spend of around \$400k toward new air service from San Diego and Portland, contributed to this deficit, which will roll into FY 2020/21. Visit SLO CAL has received the County's approval of Burkart & Stevens as its auditor. Burkart & Stevens has performed the organization's last four audits – all of which have been clean audits. Upon their approval, the County recommended that Visit SLO CAL RFP the annual audit contract sometime in the next three years. Visit SLO CAL has signed a letter of engagement with Burkart & Stevens. They will begin the process once the books are closed for FY 2019/20, and will work to finalize the audit by August 31, 2020. The Executive Committee and Board will review the Audit for approval at their September meetings before it is submitted to the County, as defined by the TMD contract and the Management District Plan. The audit is due no later than December 31, 2020. Pringle also provided an update on the FY 2019/20 Scorecard and FY 2019/20 Annual Report. The Annual Report will be presented to the Board for approval at their September meeting before it is sent to the County, as defined in the TMD contract and Management District Plan. The Annual Report is due no later than October 31, 2020.

Public Comment – None.

Board Discussion.

## 7. Equity & Inclusion Update

At the June meeting, the Board of Directors directed staff to draft a formal Equity & Inclusion Statement to be brought to the Board for formal adoption. There was consensus among the Board that Visit SLO CAL should not only engage in this space, but help lead the industry to be more inclusive and representative. Staff has worked to finalize the document, gaining input from a variety of investors, partners and stakeholders, including Board members, destination partners and other California travel and tourism representatives. Kirk reviewed the highlights of the document, and noted that the document was amended from the version that was included in the Board agenda packet, which noted that "Visit SLO CAL will not extend engagement opportunities to investors, partners and stakeholders who engage in behaviors inconsistent with the values outlined." That language was adjusted to state that Visit SLO CAL will "limit engagement opportunities" to those who engage in behaviors inconsistent with these values, as Visit SLO CAL is required to provide equal opportunity to all assessed lodging businesses. Kirk noted that the Board would review the tracking mechanism for this initiative at the September Board meeting.

Public Comment – None.

Board Discussion.

**ACTION:** Moved by Bickel/Ayon to adopt the Equity & Inclusion Statement as amended, and direct staff to implement the policies and reporting practices.

**Motion carried: 14:0**

## 8. Operational Planning Update

Davison provided an update on Operational Planning efforts for Strategic Direction 2023, which will wrap up at the end of the month. The final plan will be documented and progress will be tracked in the organization's project management module. Also, the organization will work with Coraggio Group on quarterly check-ins, as noted in the approved contract.

Public Comment – None.

Board Discussion.

## **9. Marketing Update**

Davison reviewed recent and upcoming travel trade efforts. Verbeck provided an update on paid media efforts, including changes to campaign timing and to Visit California's Recovery Co-Op launch. She noted that Visit SLO CAL will launch its campaign in alignment with Visit California's campaign launch. Verbeck also reviewed paid media metrics, website metrics and earned media metrics for FY 2019/20. She noted that Visit SLO CAL will be changing how they report metrics so that the focus is more on engagement. As noted in the June meeting, Visit SLO CAL will be disseminating a creative agency RFP. Verbeck reviewed the RFP timeline with the Board, and noted that the organization is currently on a month-to-month contract with Sunshine & Bourbon (formerly BCF).

Public Comment – None.

Board Discussion.

Davison reviewed the agenda items for the next Board Meeting, scheduled for September 16, 2020.

## **ADJOURNMENT**

Adjourned at 10:02am.

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

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	\$ -	\$ 850	\$ (850)	0%	0.00%	\$ 7,930	\$ 10,867	\$ (2,937)	73%	0.22%
Co-op Revenue	\$ 2,000	\$ 22,500	\$ (20,500)	9%	1.13%	\$ 45,555	\$ 76,355	\$ (30,800)	60%	1.25%
Interest Income	\$ 558	\$ 1,984	\$ (1,426)	28%	0.31%	\$ 39,103	\$ 25,058	\$ 14,045	156%	1.07%
<b>TMD Income</b>										
Collected from Prior Year Assessments	\$ -	\$ -	\$ -	100%	0.00%	\$ 2,188	\$ 2,188	\$ -	100%	0.06%
SLO County Unincorporated	\$ 56,287	\$ 142,615	\$ (86,328)	39%	31.76%	\$ 1,063,018	\$ 1,258,115	\$ (195,098)	84%	29.15%
SLO City	\$ 42,259	\$ 107,072	\$ (64,813)	39%	23.85%	\$ 692,238	\$ 843,910	\$ (151,672)	82%	18.98%
Pismo Beach	\$ 49,697	\$ 125,918	\$ (76,221)	39%	28.04%	\$ 886,628	\$ 1,068,015	\$ (181,387)	83%	24.31%
Morro Bay	\$ 15,156	\$ 38,401	\$ (23,245)	39%	8.55%	\$ 298,321	\$ 356,121	\$ (57,800)	84%	8.18%
Paso Robles	\$ 28,032	\$ 71,026	\$ (42,994)	39%	15.82%	\$ 526,787	\$ 641,377	\$ (114,590)	82%	14.44%
Arroyo Grande	\$ 5,268	\$ 13,322	\$ (8,064)	39%	2.97%	\$ 89,349	\$ 107,834	\$ (18,485)	83%	2.45%
Atascadero **	\$ 15,862	\$ 40,189	\$ (24,327)	39%	8.95%	\$ 114,962	\$ 139,289	\$ (24,327)	83%	3.15%
Grover Beach	\$ 1,962	\$ 4,972	\$ (3,010)	39%	1.11%	\$ 33,700	\$ 40,441	\$ (6,741)	83%	0.92%
Adjustment for Actual TMD Collected	\$ (39,851)	\$ -	\$ (39,851)	100%	-22.49%	\$ (152,665)	\$ 16,175	\$ (168,840)	-944%	-4.19%
<b>Total TMD Income</b>	<b>\$ 174,662</b>	<b>\$ 543,515</b>	<b>\$ (368,853)</b>			<b>\$ 3,554,524</b>	<b>\$ 4,473,465</b>	<b>\$ (918,941)</b>		
<b>Total Income</b>	<b>\$ 177,220</b>	<b>\$ 568,849</b>	<b>\$ (391,629)</b>	<b>31%</b>	<b>100.00%</b>	<b>\$ 3,647,113</b>	<b>\$ 4,585,746</b>	<b>\$ (938,633)</b>	<b>80%</b>	<b>100.00%</b>
** District pays quarterly										
<b>Expenses</b>										
Contingency Reserve	\$ 8,733	\$ 27,218	\$ (18,485)	32%	5.52%	\$ 178,123	\$ 224,217	\$ (46,094)	79%	4.55%
G&A	\$ 15,835	\$ 32,931	\$ (17,095)	48%	10.02%	\$ 264,330	\$ 318,023	\$ (53,693)	83%	6.75%
Industry Research and Resources	\$ 9,602	\$ 15,272	\$ (5,670)	63%	6.07%	\$ 275,500	\$ 288,831	\$ (13,331)	95%	7.03%
Travel Trade	\$ 12,527	\$ 59,209	\$ (46,683)	21%	7.92%	\$ 295,963	\$ 377,991	\$ (82,029)	78%	7.56%
Communications	\$ 8,436	\$ 21,622	\$ (13,186)	39%	5.34%	\$ 247,507	\$ 346,998	\$ (99,492)	71%	6.32%
Advertising	\$ 69,621	\$ 97,233	\$ (27,612)	72%	44.03%	\$ 1,972,455	\$ 2,492,547	\$ (520,092)	79%	50.36%
Promotions	\$ 1,620	\$ 2,508	\$ (888)	65%	1.02%	\$ 33,648	\$ 35,773	\$ (2,125)	94%	0.86%
Events	\$ 1,572	\$ 2,005	\$ (433)	78%	0.99%	\$ 137,574	\$ 196,025	\$ (58,451)	70%	3.51%
Digital Marketing	\$ 16,485	\$ 41,774	\$ (25,289)	39%	10.43%	\$ 267,361	\$ 347,240	\$ (79,879)	77%	6.83%
Film Commission	\$ 28	\$ 2,486	\$ (2,457)	1%	0.02%	\$ 15,197	\$ 29,998	\$ (14,801)	51%	0.39%
Engagement & Advocacy	\$ 13,654	\$ 36,342	\$ (22,687)	38%	8.64%	\$ 228,704	\$ 358,982	\$ (130,277)	64%	5.84%
<b>Total Expenses</b>	<b>\$ 158,114</b>	<b>\$ 338,600</b>	<b>\$ (180,486)</b>	<b>47%</b>	<b>100.00%</b>	<b>\$ 3,916,361</b>	<b>\$ 5,016,624</b>	<b>\$ (1,100,263)</b>	<b>78%</b>	<b>100.00%</b>
<b>Surplus(Deficit)</b>	<b>\$ 19,106</b>	<b>\$ 230,248</b>	<b>\$ (211,142)</b>	<b>8%</b>		<b>\$ (269,249)</b>	<b>\$ (430,879)</b>	<b>\$ 161,630</b>	<b>62%</b>	

**Cash Flow**

Surplus (Deficit)	\$ 19,106	\$ (269,249)
Beginning Cash Balance	\$ 1,638,455	\$ 1,589,714
Change in Accounts Receivable	\$ (76,245)	\$ 464,318
Change in Accrued Expenses	\$ (4,299)	\$ (1,200)
Change in Prepaid Expenses	\$ 11,965	\$ (39,000)
Change in Accounts Payable	\$ 8,083	\$ (316,907)
Change in Reserve Contingency	\$ 8,733	\$ 178,123

**Ending Cash Balance**

\$ 1,605,800 \$ 1,605,800

Contingency Reserve - 5% of Cumulative Revenue

\$ (967,553) \$ (967,553)

Liability on Balance Sheet

**Net Available Cash**

\$ 638,247 \$ 638,248

**Notes:**

- \$19k surplus for June (\$211k smaller surplus than budgeted), \$269k deficit year-to-date (\$162k smaller deficit than budgeted).

- All TMD amounts accrued through April have been collected, with the exception of Arroyo Grande.

- June TMD revenue has been revised downward from budgeted amounts to reflect revised COVID-crisis estimated occupancy rates. "Adjustment for Actual TMD Collected" line item is large in June due to overdue March actual receipts (received in June) coming in so much lower than previously budgeted/ accrued.

11:58 AM

07/20/20

Accrual Basis

**Visit SLO CAL**  
**Balance Sheet Prev Year Comparison**  
**As of June 30, 2020**

	Jun 30, 20	Jun 30, 19	\$ Change	% Change
<b>ASSETS</b>				
<b>Current Assets</b>				
Checking/Savings				
1010 · Bank of the Sierra - TMD	371,584.39	555,026.35	-183,441.96	-33.1%
1020 · Bank of the Sierra - Membership	260,466.74	264,383.51	-3,916.77	-1.5%
1030 · Morgan Stanley - TMD	866,929.17	666,511.29	200,417.88	30.1%
1040 · Morgan Stanley - Membership	106,819.28	103,793.30	3,025.98	2.9%
Total Checking/Savings	1,605,799.58	1,589,714.45	16,085.13	1.0%
Accounts Receivable				
1200 · Accounts Receivable	446,371.85	910,690.08	-464,318.23	-51.0%
Total Accounts Receivable	446,371.85	910,690.08	-464,318.23	-51.0%
<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	93,425.50	54,803.10	38,622.40	70.5%
1330 · Employee Advances	7.26	7.26	0.00	0.0%
Total Other Current Assets	98,547.11	59,547.31	38,999.80	65.5%
Total Current Assets	2,150,718.54	2,559,951.84	-409,233.30	-16.0%
<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>2,345,219.13</b>	<b>2,754,452.43</b>	<b>-409,233.30</b>	<b>-14.9%</b>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Accounts Payable				
2000 · Accounts Payable	42,364.13	336,491.24	-294,127.11	-87.4%
Total Accounts Payable	42,364.13	336,491.24	-294,127.11	-87.4%
Credit Cards				
2060 · American Express Credit Card	1,461.94	24,242.85	-22,780.91	-94.0%
Total Credit Cards	1,461.94	24,242.85	-22,780.91	-94.0%
Other Current Liabilities				
2070 · Accrued Liabilities	1,260.73	565.58	695.15	122.9%
2100 · Payroll Liabilities				
2160 · Health Insurance Withheld	-2,427.18	-532.45	-1,894.73	-355.9%
Total 2100 · Payroll Liabilities	-2,427.18	-532.45	-1,894.73	-355.9%
Total Other Current Liabilities	-1,166.45	33.13	-1,199.58	-3,620.8%
Total Current Liabilities	42,659.62	360,767.22	-318,107.60	-88.2%
Total Liabilities	42,659.62	360,767.22	-318,107.60	-88.2%
<b>Equity</b>				
3120 · Reserved Earnings	967,552.57	789,429.84	178,122.73	22.6%



11:58 AM

07/20/20

Accrual Basis

**Visit SLO CAL**  
**Balance Sheet Prev Year Comparison**  
**As of June 30, 2020**

	Jun 30, 20	Jun 30, 19	\$ Change	% Change
3130 · Retained Earnings	1,604,255.37	1,522,038.79	82,216.58	5.4%
Net Income	-269,248.43	82,216.58	-351,465.01	-427.5%
Total Equity	2,302,559.51	2,393,685.21	-91,125.70	-3.8%
TOTAL LIABILITIES & EQUITY	<b>2,345,219.13</b>	<b>2,754,452.43</b>	<b>-409,233.30</b>	<b>-14.9%</b>

San Luis Obispo County  
Visitors & Conference Bureau  
2020-2021 Financial Summary - July

Income	This Month	Budgeted for Month	MTD Variance	% Variance	MTD % of Total Income/ Expenses	FISCAL YTD	Budget YTD	YTD Variance	% Variance	YTD % of Total Income/ Expenses
Web & Ticket Revenue	\$ -	\$ 700	\$ (700)	-100.00%	0.00%	\$ -	\$ 700	\$ (700)	-100.00%	0.00%
Co-op Revenue	\$ -	\$ -	\$ -	100.00%	0.00%	\$ -	\$ -	\$ -	100.00%	0.00%
Interest Income	\$ 989	\$ 1,965	\$ (976)	-49.69%	0.23%	\$ 989	\$ 1,965	\$ (976)	-49.69%	0.23%
<b>TMD Income</b>										
Collected from Prior Year Assessments	\$ (26,623)	\$ -	\$ (26,623)	100.00%	-6.20%	\$ (26,623)	\$ -	\$ (26,623)	100.00%	-6.20%
Arroyo Grande	\$ 10,388	\$ 10,388	\$ (0)	0.00%	2.42%	\$ 10,388	\$ 10,388	\$ (0)	0.00%	2.42%
Atascadero **	\$ -	\$ -	\$ -	100.00%	0.00%	\$ -	\$ -	\$ -	100.00%	0.00%
Grover Beach	\$ 4,893	\$ 4,893	\$ (0)	0.00%	1.14%	\$ 4,893	\$ 4,893	\$ (0)	0.00%	1.14%
Morro Bay	\$ 37,231	\$ 37,231	\$ (0)	0.00%	8.67%	\$ 37,231	\$ 37,231	\$ (0)	0.00%	8.67%
Paso Robles	\$ 39,881	\$ 39,881	\$ (0)	0.00%	9.29%	\$ 39,881	\$ 39,881	\$ (0)	0.00%	9.29%
Pismo Beach	\$ 153,654	\$ 153,654	\$ (0)	0.00%	35.78%	\$ 153,654	\$ 153,654	\$ (0)	0.00%	35.78%
City of San Luis Obispo	\$ 68,297	\$ 68,297	\$ 0	0.00%	15.90%	\$ 68,297	\$ 68,297	\$ 0	0.00%	15.90%
Unincorporated SLO County	\$ 140,723	\$ 140,723	\$ 0	0.00%	32.77%	\$ 140,723	\$ 140,723	\$ 0	0.00%	32.77%
Adjustment for Actual TMD Collected	\$ -	\$ -	\$ -	100.00%	0.00%	\$ -	\$ -	\$ -	100.00%	0.00%
<b>Total TMD Income</b>	\$ 428,444	\$ 455,067	\$ (26,623)	-5.85%	99.77%	\$ 428,444	\$ 455,067	\$ (26,623)	-5.85%	99.77%
<b>Total Income</b>	\$ 429,433	\$ 457,732	\$ (28,299)	-6.18%	100.00%	\$ 429,433	\$ 457,732	\$ (28,299)	-6.18%	100.00%
** District pays quarterly										
<b>Expenses</b>										
Contingency Reserve	\$ 21,422	\$ 22,788	\$ (1,366)	-5.99%	11.08%	\$ 21,422	\$ 22,788	\$ (1,366)	-5.99%	11.08%
G&A	\$ 19,202	\$ 25,460	\$ (6,257)	-24.58%	9.93%	\$ 19,202	\$ 25,460	\$ (6,257)	-24.58%	9.93%
Industry Research and Resources	\$ 14,656	\$ 15,950	\$ (1,294)	-8.12%	7.58%	\$ 14,656	\$ 15,950	\$ (1,294)	-8.12%	7.58%
Travel Trade	\$ 10,971	\$ 20,606	\$ (9,635)	-46.76%	5.67%	\$ 10,971	\$ 20,606	\$ (9,635)	-46.76%	5.67%
Communications	\$ 12,705	\$ 19,002	\$ (6,296)	-33.14%	6.57%	\$ 12,705	\$ 19,002	\$ (6,296)	-33.14%	6.57%
Advertising	\$ 67,770	\$ 97,059	\$ (29,288)	-30.18%	35.05%	\$ 67,770	\$ 97,059	\$ (29,288)	-30.18%	35.05%
Promotions & Events	\$ 3,460	\$ 3,362	\$ 98	2.90%	1.79%	\$ 3,460	\$ 3,362	\$ 98	2.90%	1.79%
Digital Marketing	\$ 28,585	\$ 32,636	\$ (4,051)	-12.41%	14.78%	\$ 28,585	\$ 32,636	\$ (4,051)	-12.41%	14.78%
Film Commission	\$ 300	\$ 1,325	\$ (1,025)	-77.36%	0.16%	\$ 300	\$ 1,325	\$ (1,025)	-77.36%	0.16%
Engagement & Advocacy	\$ 14,297	\$ 13,487	\$ 810			\$ 14,297	\$ 13,487	\$ 810		
<b>Total Expenses</b>	\$ 193,368	\$ 251,675	\$ (58,306)	-23.17%	100.00%	\$ 193,368	\$ 251,675	\$ (58,306)	-23.17%	100.00%
<b>Surplus(Deficit)</b>	\$ 236,065	\$ 206,057	\$ 30,007	14.56%		\$ 236,065	\$ 206,057	\$ 30,007	14.56%	

<b>Cash Flow</b>		
Surplus (Deficit)	\$ 236,065	\$ 236,065
Beginning Cash Balance	\$ 1,605,945	\$ 1,605,945
Change in Accounts Receivable	\$ (270,182)	\$ (270,182)
Change in Accrued Expenses	\$ 27,326	\$ 27,326
Change in Prepaid Expenses	\$ (25,165)	\$ (25,165)
Change in Accounts Payable	\$ (5,926)	\$ (5,926)
Change in Reserve Contingency	\$ 21,422	\$ 21,422
<b>Visit SLO County Cash Balance:</b>	\$ 1,589,484	\$ 1,589,484
Contingency Reserve - 5% of Cumulative Rev.	\$ (988,975)	\$ (988,975)
Liability on Balance Sheet		
<b>Net Available Cash</b>	\$ 600,509	\$ 600,509

**Notes:**

- \$236k surplus for July (\$30k larger surplus than budgeted).
- All TMD amounts accrued through May have been collected.

5:06 PM

08/19/20

Accrual Basis

# Visit SLO CAL

## Balance Sheet Prev Year Comparison

### As of July 31, 2020

	Jul 31, 20	Jul 31, 19	\$ Change	% Change
<b>ASSETS</b>				
<b>Current Assets</b>				
Checking/Savings				
1010 · Bank of the Sierra - TMD	335,700.36	278,642.11	57,058.25	20.5%
1020 · Bank of the Sierra - Membership	279,066.12	272,697.63	6,368.49	2.3%
1030 · Morgan Stanley - TMD	867,880.05	686,407.18	181,472.87	26.4%
1040 · Morgan Stanley - Membership	106,837.68	104,161.85	2,675.83	2.6%
<b>Total Checking/Savings</b>	<b>1,589,484.21</b>	<b>1,341,908.77</b>	<b>247,575.44</b>	<b>18.5%</b>
Accounts Receivable				
1200 · Accounts Receivable	716,553.39	1,044,373.44	-327,820.05	-31.4%
<b>Total Accounts Receivable</b>	<b>716,553.39</b>	<b>1,044,373.44</b>	<b>-327,820.05</b>	<b>-31.4%</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	744.40	0.00	0.0%
1350 · Prepaid Expenses	118,590.52	152,265.02	-33,674.50	-22.1%
1330 · Employee Advances	7.26	11.25	-3.99	-35.5%
1499 · Undeposited Funds	0.00	143,494.35	-143,494.35	-100.0%
<b>Total Other Current Assets</b>	<b>123,712.13</b>	<b>300,884.97</b>	<b>-177,172.84</b>	<b>-58.9%</b>
<b>Total Current Assets</b>	<b>2,429,749.73</b>	<b>2,687,167.18</b>	<b>-257,417.45</b>	<b>-9.6%</b>
<b>Fixed Assets</b>				
1400 · Fixed Assets				
1405 · Computer Hardware/Software	37,349.33	37,349.33	0.00	0.0%
1410 · Furniture & Fixtures	101,040.00	101,040.00	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>229,643.58</b>	<b>229,643.58</b>	<b>0.00</b>	<b>0.0%</b>
1500 · Accumulated Depreciation				
1505 · Comp. Hdwr/Sftwr. Acc. Depr.	-21,231.17	-21,231.17	0.00	0.0%
1510 · Furn. & Fixt. Accum. Depr.	-14,984.00	-14,984.00	0.00	0.0%
1515 · Leasehold Imp. Accum. Depr.	-5,959.00	-5,959.00	0.00	0.0%
1525 · Office Equip. Accum. Depr.	-26,197.00	-26,197.00	0.00	0.0%
<b>Total 1500 · Accumulated Depreciation</b>	<b>-68,371.17</b>	<b>-68,371.17</b>	<b>0.00</b>	<b>0.0%</b>
<b>Total Fixed Assets</b>	<b>161,272.41</b>	<b>161,272.41</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>2,606,772.14</b>	<b>2,864,189.59</b>	<b>-257,417.45</b>	<b>-9.0%</b>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Accounts Payable				
2000 · Accounts Payable	34,160.77	128,277.91	-94,117.14	-73.4%
<b>Total Accounts Payable</b>	<b>34,160.77</b>	<b>128,277.91</b>	<b>-94,117.14</b>	<b>-73.4%</b>
Credit Cards				
2060 · American Express Credit Card	3,883.83	5,872.41	-1,988.58	-33.9%
<b>Total Credit Cards</b>	<b>3,883.83</b>	<b>5,872.41</b>	<b>-1,988.58</b>	<b>-33.9%</b>
<b>Other Current Liabilities</b>				
2070 · Accrued Liabilities	28,058.00	52,874.14	-24,816.14	-46.9%
2010 · Deferred Revenue	0.00	-2,000.00	2,000.00	100.0%
2100 · Payroll Liabilities				
2160 · Health Insurance Withheld	-1,898.57	-578.67	-1,319.90	-228.1%
<b>Total 2100 · Payroll Liabilities</b>	<b>-1,898.57</b>	<b>-578.67</b>	<b>-1,319.90</b>	<b>-228.1%</b>
<b>Total Other Current Liabilities</b>	<b>26,159.43</b>	<b>50,295.47</b>	<b>-24,136.04</b>	<b>-48.0%</b>
<b>Total Current Liabilities</b>	<b>64,204.03</b>	<b>184,445.79</b>	<b>-120,241.76</b>	<b>-65.2%</b>
<b>Total Liabilities</b>	<b>64,204.03</b>	<b>184,445.79</b>	<b>-120,241.76</b>	<b>-65.2%</b>

5:06 PM

08/19/20

Accrual Basis

**Visit SLO CAL**  
**Balance Sheet Prev Year Comparison**  
**As of July 31, 2020**

	Jul 31, 20	Jul 31, 19	\$ Change	% Change
<b>Equity</b>				
3120 · Reserved Earnings	988,974.78	816,295.66	172,679.12	21.2%
3130 · Retained Earnings	1,317,528.76	1,586,777.19	-269,248.43	-17.0%
Net Income	236,064.57	276,670.95	-40,606.38	-14.7%
<b>Total Equity</b>	<b>2,542,568.11</b>	<b>2,679,743.80</b>	<b>-137,175.69</b>	<b>-5.1%</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>2,606,772.14</b>	<b>2,864,189.59</b>	<b>-257,417.45</b>	<b>-9.0%</b>

San Luis Obispo County  
Visitors & Conference Bureau  
2020-2021 Financial Summary - August

Income	This Month	Budgeted for Month	MTD Variance	% Variance	MTD % of	FISCAL YTD	Budget YTD	YTD Variance	% Variance	YTD % of Total
					Total Income/ Expenses					Income/ Expenses
Web & Ticket Revenue	\$ 205	\$ 700	\$ (495)	-70.74%	0.04%	\$ 205	\$ 1,400	\$ (1,195)	-85.37%	0.02%
Co-op Revenue	\$ -	\$ 500	\$ (500)	-100.00%	0.00%	\$ -	\$ 500	\$ (500)	-100.00%	0.00%
Interest Income	\$ 422	\$ 1,965	\$ (1,543)	-78.53%	0.07%	\$ 1,411	\$ 3,930	\$ (2,519)	-64.11%	0.14%
TMD Income										
Collected from Prior Year Assessments	\$ 138,132	\$ -	\$ 138,132	100.00%	23.96%	\$ 111,509	\$ -	\$ 111,509	100.00%	11.09%
Arroyo Grande	\$ 10,702	\$ 10,702	\$ (0)	0.00%	1.86%	\$ 21,091	\$ 21,091	\$ (0)	0.00%	2.10%
Atascadero **	\$ -	\$ -	\$ -	100.00%	0.00%	\$ -	\$ -	\$ -	100.00%	0.00%
Grover Beach	\$ 4,849	\$ 4,849	\$ (0)	0.00%	0.84%	\$ 9,742	\$ 9,742	\$ (0)	0.00%	0.97%
Morro Bay	\$ 38,003	\$ 38,003	\$ (0)	0.00%	6.59%	\$ 75,234	\$ 75,234	\$ (0)	0.00%	7.48%
Paso Robles	\$ 45,694	\$ 45,694	\$ 0	0.00%	7.93%	\$ 85,576	\$ 85,576	\$ (0)	0.00%	8.51%
Pismo Beach	\$ 144,466	\$ 144,466	\$ (0)	0.00%	25.06%	\$ 298,120	\$ 298,120	\$ (0)	0.00%	29.64%
City of San Luis Obispo	\$ 60,845	\$ 60,845	\$ 0	0.00%	10.55%	\$ 129,142	\$ 129,142	\$ 0	0.00%	12.84%
Unincorporated SLO County	\$ 133,150	\$ 133,150	\$ 0	0.00%	23.10%	\$ 273,872	\$ 273,872	\$ 0	0.00%	27.23%
Adjustment for Actual TMD Collected	\$ -	\$ -	\$ -	100.00%	0.00%	\$ -	\$ -	\$ -	100.00%	0.00%
Total TMD Income	\$ 575,841	\$ 437,709	\$ 138,132	31.56%	99.89%	\$ 1,004,285	\$ 892,776	\$ 111,509	12.49%	174.21%
Total Income	\$ 576,467	\$ 440,874	\$ 135,593	30.76%	100.00%	\$ 1,005,900	\$ 898,606	\$ 107,294	11.94%	100.00%
** District pays quarterly										
Expenses										
Contingency Reserve	\$ 28,802	\$ 21,920	\$ 6,882	31.39%	12.05%	\$ 50,224	\$ 44,709	\$ 5,516	12.34%	11.62%
G&A	\$ 22,338	\$ 22,365	\$ (27)	-0.12%	9.35%	\$ 41,540	\$ 47,825	\$ (6,284)	-13.14%	9.61%
Industry Research and Resources	\$ 13,812	\$ 15,146	\$ (1,334)	-8.81%	5.78%	\$ 28,467	\$ 31,096	\$ (2,628)	-8.45%	6.58%
Travel Trade	\$ 15,420	\$ 17,542	\$ (2,123)	-12.10%	6.45%	\$ 26,391	\$ 38,149	\$ (11,758)	-30.82%	6.10%
Communications	\$ 17,540	\$ 24,672	\$ (7,132)	-28.91%	7.34%	\$ 30,246	\$ 43,674	\$ (13,428)	-30.75%	7.00%
Advertising	\$ 106,220	\$ 107,063	\$ (843)	-0.79%	44.45%	\$ 173,990	\$ 204,121	\$ (30,131)	-14.76%	40.25%
Promotions & Events	\$ 3,112	\$ 4,056	\$ (945)	-23.29%	1.30%	\$ 6,571	\$ 7,419	\$ (847)	-11.42%	1.52%
Digital Marketing	\$ 16,794	\$ 22,302	\$ (5,507)	-24.69%	7.03%	\$ 45,379	\$ 54,937	\$ (9,558)	-17.40%	10.50%
Film Commission	\$ -	\$ -	\$ -		0.00%	\$ 300	\$ 1,325	\$ (1,025)	-77.36%	0.07%
Engagement & Advocacy	\$ 14,904	\$ 18,194	\$ (3,291)			\$ 29,201	\$ 31,681	\$ (2,481)		
Total Expenses	\$ 238,942	\$ 253,260	\$ (14,318)	-5.65%	100.00%	\$ 432,310	\$ 504,935	\$ (72,625)	-14.38%	100.00%
Surplus(Deficit)	\$ 337,526	\$ 187,614	\$ 149,911	79.90%		\$ 573,590	\$ 393,672	\$ 179,919	45.70%	

Cash Flow				
Surplus (Deficit)	\$ 337,526		\$ 573,590	
Beginning Cash Balance	\$ 1,589,484		\$ 1,605,945	
Change in Accounts Receivable	\$ (230,530)		\$ (500,711)	
Change in Accrued Expenses	\$ 28,454		\$ 55,780	
Change in Prepaid Expenses	\$ 7,275		\$ (17,890)	
Change in Accounts Payable	\$ 21,010		\$ 15,084	
Change in Reserve Contingency	\$ 28,802		\$ 50,224	
Visit SLO County Cash Balances	\$ 1,782,021		\$ 1,782,021	
Contingency Reserve - 5% of Cumulative Rev.	\$ (1,017,777)		\$ (1,017,777)	
Liability on Balance Sheet				
Net Available Cash	\$ 764,244		\$ 764,244	

Notes:

- \$338k surplus for August (\$150k larger surplus than budgeted). \$574k surplus year-to-date (\$180k larger surplus than budgeted).
- All TMD amounts accrued through June have been collected.

**Visit SLO CAL**  
**Balance Sheet Prev Year Comparison**  
**As of August 31, 2020**

	Aug 31, 20	Aug 31, 19	\$ Change	% Change
<b>ASSETS</b>				
<b>Current Assets</b>				
Checking/Savings				
1010 · Bank of the Sierra - TMD	525,158.04	579,437.46	-54,279.42	-9.4%
1020 · Bank of the Sierra - Membership	281,741.25	267,456.02	14,285.23	5.3%
1030 · Morgan Stanley - TMD	868,272.91	690,566.38	177,706.53	25.7%
1040 · Morgan Stanley - Membership	106,849.01	104,531.81	2,317.20	2.2%
Total Checking/Savings	1,782,021.21	1,641,991.67	140,029.54	8.5%
Accounts Receivable				
1200 · Accounts Receivable	947,083.14	984,060.42	-36,977.28	-3.8%
Total Accounts Receivable	947,083.14	984,060.42	-36,977.28	-3.8%
<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	744.40	0.00	0.0%
1350 · Prepaid Expenses	111,315.58	200,206.61	-88,891.03	-44.4%
1330 · Employee Advances	7.26	11.25	-3.99	-35.5%
1499 · Undeposited Funds	0.00	64,729.58	-64,729.58	-100.0%
Total Other Current Assets	116,437.19	270,061.79	-153,624.60	-56.9%
Total Current Assets	2,845,541.54	2,896,113.88	-50,572.34	-1.8%
<b>Fixed Assets</b>				
1400 · Fixed Assets				
1405 · Computer Hardware/Software	37,349.33	37,349.33	0.00	0.0%
1410 · Furniture & Fixtures	101,040.00	101,040.00	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	229,643.58	229,643.58	0.00	0.0%
1500 · Accumulated Depreciation				
1505 · Comp. Hdwr/Sftwr. Acc. Depr.	-21,231.17	-21,231.17	0.00	0.0%
1510 · Furn. & Fixt. Accum. Depr.	-14,984.00	-14,984.00	0.00	0.0%
1515 · Leasehold Imp. Accum. Depr.	-5,959.00	-5,959.00	0.00	0.0%
1525 · Office Equip. Accum. Depr.	-26,197.00	-26,197.00	0.00	0.0%
Total 1500 · Accumulated Depreciation	-68,371.17	-68,371.17	0.00	0.0%
Total Fixed Assets	161,272.41	161,272.41	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>3,022,563.95</b>	<b>3,073,136.29</b>	<b>-50,572.34</b>	<b>-1.7%</b>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Accounts Payable				
2000 · Accounts Payable	51,072.51	103,901.77	-52,829.26	-50.9%
Total Accounts Payable	51,072.51	103,901.77	-52,829.26	-50.9%
Credit Cards				
2060 · American Express Credit Card	7,982.30	-4,291.85	12,274.15	286.0%
Total Credit Cards	7,982.30	-4,291.85	12,274.15	286.0%
Other Current Liabilities				
2070 · Accrued Liabilities	55,210.58	135,068.50	-79,857.92	-59.1%
2010 · Deferred Revenue	0.00	-2,000.00	2,000.00	100.0%

12:16 PM

09/11/20

Accrual Basis

**Visit SLO CAL**  
**Balance Sheet Prev Year Comparison**  
**As of August 31, 2020**

	Aug 31, 20	Aug 31, 19	\$ Change	% Change
<b>2100 · Payroll Liabilities</b>				
2115 · Company ETT Payable	0.00	1.06	-1.06	-100.0%
2125 · Company FUTA Payable	0.00	6.34	-6.34	-100.0%
2135 · Company SUI Payable	0.00	51.74	-51.74	-100.0%
2160 · Health Insurance Withheld	-597.51	-563.15	-34.36	-6.1%
<b>Total 2100 · Payroll Liabilities</b>	<b>-597.51</b>	<b>-504.01</b>	<b>-93.50</b>	<b>-18.6%</b>
<b>Total Other Current Liabilities</b>	<b>54,613.07</b>	<b>132,564.49</b>	<b>-77,951.42</b>	<b>-58.8%</b>
<b>Total Current Liabilities</b>	<b>113,667.88</b>	<b>232,174.41</b>	<b>-118,506.53</b>	<b>-51.0%</b>
<b>Total Liabilities</b>	<b>113,667.88</b>	<b>232,174.41</b>	<b>-118,506.53</b>	<b>-51.0%</b>
<b>Equity</b>				
3120 · Reserved Earnings	1,017,777.06	838,846.32	178,930.74	21.3%
3130 · Retained Earnings	1,317,528.76	1,586,777.19	-269,248.43	-17.0%
Net Income	573,590.25	415,338.37	158,251.88	38.1%
<b>Total Equity</b>	<b>2,908,896.07</b>	<b>2,840,961.88</b>	<b>67,934.19</b>	<b>2.4%</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>3,022,563.95</b>	<b>3,073,136.29</b>	<b>-50,572.34</b>	<b>-1.7%</b>



ANNUAL REPORT

FY **2019**  
**2020**





Letter from the President & CEO.....	3
Board, Committees & Team.....	4
Tourism Marketing District Renewal.....	6
COVID-19 Response .....	8
Strategic Direction 2023.....	10
2019 Tourism Benefit.....	12
Travel Trade.....	14
Earned Media .....	15
Owned Media.....	16
Paid Media.....	17
Tourism Data & Research .....	19
Brand Activations & Co-ops.....	21
Film SLO CAL .....	22
Advocacy.....	22
Community & Partner Engagement.....	23
Experience SLO CAL 2050.....	24
Air Service Development.....	24
Moving Forward.....	25
FY 2020/21 Budget.....	26
Appendix.....	27



Visit SLO CAL (VSC) is a team of destination marketing professionals who work with, and on behalf of, our community, our local partners and our investors to promote SLO CAL® (San Luis Obispo County, California) to both domestic and international visitors. As the countywide non-profit destination marketing and management organization (DMMO) for SLO CAL, VSC's goal is to collaborate with partners to build the SLO CAL brand through a data-driven, efficient and dynamic marketing and sales program while simultaneously enhancing the resident quality of life. Built on research with a strategy of continuous improvement, VSC 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.

## LETTER FROM THE PRESIDENT & CEO

### Dear Visit SLO CAL Investors, Partners & Stakeholders,

With FY 2019/20 behind us, we'd like to pause and reflect on all that has been accomplished. This past year has had its share of triumphs and challenges, yet in the end we have taken significant strides to set the stage for future success in the years ahead.

With the support of our lodging investors, we successfully campaigned for the renewal of the San Luis Obispo County Tourism Marketing District. Through scores of meetings, the collection of petition signatures and a series of hearings resulting in unanimous approval from all seven city councils and the county board of supervisors, we achieved what seemed improbable five short years ago. The 1.5 percent assessment and ten-year renewal term strengthen our unified district to further increase awareness of SLO CAL® and drive visitor demand just when we need it most.

In advance of the renewal, we hired our first Chief Marketing Officer, Lisa Verbeck, with a goal of elevating our marketing strategy and delivering a more qualified customer to our region. Lisa brings a wealth of experience to our team, partnering with local destinations and our agencies to navigate the current crisis and the road ahead.

The Destination Management Strategy, now known as Experience SLO CAL 2050, was finalized, approved and prioritized by our board of directors for future work. We will continue our work in air service development, partnership with the wine industry and development of the SLO CAL Crafted® brand, while advocating for recommendations such as workforce housing and transportation. Lastly, we will look to fund new initiatives including the development of a countywide events and festivals strategy and a customer service program to help propel our industry forward.

When the outbreak of COVID-19 forced our Travel and Tourism industry to close its doors, Visit SLO CAL pivoted all efforts to focus on supporting and providing additional value for our lodging investors and partners. Like many of you, we reduced our team by 60 percent and the remaining members took temporary 20 percent salary reductions, based on diminished financial resources. We engaged Tourism Economics to develop a countywide, three-scenario, 24-month lodging forecast and worked closely with the San Luis Obispo County Regional Airport on an air service recovery strategy. We launched our data-driven community dashboards providing key data to help drive informed decisions by all of you. To show our commitment to our communities' safety and well-being, we paused all paid advertising and shifted our messaging, focused on keeping SLO CAL top of mind for when the time is right.

With the challenges of rebounding the tourism industry ahead, strategy remains critical to our success. In May, Visit SLO CAL's Board of Directors approved Strategic Direction 2023, the strategic plan that will serve as our new north star. Built upon the accomplishments of Strategic Direction 2020, this plan is the culmination of broad industry collaboration focused on delivering on the needs of our investors and our communities.

While much of the past year has been challenging for all, we are proud of the collective accomplishments of our industry, building a foundation for SLO CAL's future success in 2021, and years to come!

All the best,



**Chuck Davison, CDME**  
President & CEO  
Visit SLO CAL



# BOARD, COMMITTEES & TEAM

## BOARD OF DIRECTORS

### CLINT PEARCE

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

### MARK EADS

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

### HEMANT PATEL

Secretary | 805 Hospitality | Morro Bay, Paso Robles, San Luis Obispo, Unincorporated Area  
*Appointed Morro Bay Seat (—June 2023)*

### AARON GRAVES

Treasurer | The Rigdon House | Unincorporated Area  
*Elected Designated At-Large Seat (—June 2023)*

### 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 2023)*

### TONI LEGRAS

Beachside Rentals | 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 2022)*

### VICTOR POPP

La Quinta Inn & Suites | Paso Robles  
*Appointed Paso Robles Seat (—June 2021)*

### AMAR SOHI

Holiday Inn Express Hotel & Suites | Atascadero  
*Appointed Atascadero Seat (—June 2023)*

Open Seat | Arroyo Grande

*Appointed Arroyo Grande Seat (—June 2021)*

## MARKETING COMMITTEE

### ASHLEE AKERS

Partner & VP of Client Services | Verdin (—June 2023)

### JIM ALLEN

Director of Marketing & Communications | Hearst Castle (—June 2022)

### AUDREY ARELLANO

Brand Manager | Cambria Inns Collection (—June 2023)

### 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

### GORDON JACKSON\*

Executive Director | Pismo Beach CVB

### LORI KELLER

President/Principal | Blu Hotel Management (—June 2021)

### JENNIFER LITTLE\*

Tourism Manager | City of Morro Bay

### JOEL PETERSON

Executive Director | Paso Robles Wine Country Alliance (—June 2023)

### LINDSEY ROBERTS

Marketing Manager | Martin Resorts (—June 2021)

### JOHN SORGENFREI

President & Owner | TJA Advertising (—June 2022)

### ANNE STEINHAEUER

Executive Director | SLO Coast Wine Collective (—June 2020)

### DANNA STROUD\*

Executive Director | Travel Paso

### JILL TWEEDIE

Founder & President | Breakaway Tours & Event Planning (—June 2022)

\*Destination Partner



## TEAM



**CHUCK DAVISON**  
*President & CEO*



**LISA VERBECK**  
*Chief Marketing Officer*



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



**BRENDAN PRINGLE**  
*Director of Operations*



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



**KYLA BOAST**  
*Sales Manager*



**TAYLOR GRANTHAM**  
*PR & Communications Manager*



**ASHLEY MASTAKO**  
*Partner Engagement Manager*



**HALEY CAHILL**  
*Marketing Coordinator*

## ADVISORY COMMITTEE

**WADE HORTON**  
County Administrative Officer | County of San Luis Obispo

**LYNN COMPTON**  
Supervisor, District 4 | 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

**DESI LANCE**  
Councilmember | City of Grover Beach

**SCOTT COLLINS**  
City Manager | City of Morro Bay

**RED DAVIS**  
Councilmember | City of Morro Bay

**TOM 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

# TOURISM MARKETING DISTRICT RENEWAL

On January 14, 2020, the San Luis Obispo County Board of Supervisors unanimously approved the proposed Management District Plan set forth by the tourism industry and Visit SLO CAL to renew the Tourism Marketing District (TMD). The original five-year term of the TMD was to expire on June 30, 2020. The approved proposal increases the previous 1.0% assessment to 1.5% on short-term lodging stays throughout San Luis Obispo County and extends the district through June 30, 2030.

## PROCESS

As requested by our community's local government stakeholders, VSC contracted with Tourism Economics to perform a return on investment (ROI) study to measure the efficiency and effectiveness of the organization's efforts. The study found that VSC produced an ROI of \$44 for every dollar invested overall and an ROI of \$57 for every dollar invested in new fly market advertising, providing a data-driven basis for the renewal.

### RENEWAL TERMS

1.0%  
5 YEAR  
TERM

1.5%  
10 YEAR  
TERM

### RETURN ON INVESTMENT

\$44 : \$1

LODGING INVESTORS  
REPRESENTING

73%

OF LODGING REVENUE  
PETITIONED IN  
SUPPORT



APPROVED 32:0  
BY CITY COUNCILS

5:0 VOTE OF CONSENT

FROM THE BOARD OF SUPERVISORS

After gaining buy-in on the terms of the renewal and the Management District Plan from key investors, destination partners and the leadership of the county and all seven cities, the Visit SLO CAL team worked alongside investors to collect petitions in support of the renewal.

By the conclusion of this process, lodging investors representing more than 73 percent of countywide lodging revenue petitioned in support of the district, while lodging investors representing only 3 percent of revenue petitioned against it.



## ALLOCATION OF ADDITIONAL FUNDING

During the renewal process, the lodging industry identified five key areas of priority requiring long-term, strategic investment to keep SLO CAL competitive. As the industry recovers from the COVID-19 crisis and tourism revenue grows, Visit SLO CAL plans to allocate additional TMD funding to the following key areas to support new inventory in the pipeline.

### ADVERTISING & MARKETING

Increase campaign investment in feeder markets to drive demand during need times and extend length of stay through highly-targeted brand marketing and co-ops

#### SALES SUPPORT

Grow Travel Trade initiatives to support sales efforts

#### INTERNATIONAL MARKETS

Invest in top inbound international markets and key new growth markets once long-haul travel begins to rebound

#### AIR SERVICE DEVELOPMENT

Restore and increase flight service with additional flights and new air service markets

#### EXPERIENCE SLO CAL 2050

Implement VSC-owned, tourism-related recommendations, including a customer service program and events and festivals strategy





# COVID-19 RESPONSE

Throughout the COVID-19 pandemic, the Visit SLO CAL team has been hard at work on behalf of our investors, partners and stakeholders, advocating for critical pieces of legislation, working with local government, building resources around messaging and safety and taking proactive steps to ensure that when we move into the recovery phase, our county will be well-positioned for success.

## PROACTIVE EFFORTS

From the beginning of the crisis, the Visit SLO CAL team took proactive steps to reduce the remainder of the organization's fiscal year budget by 72 percent, including the elimination of five full-time and three part-time positions and a temporary 20 percent salary reduction for remaining team members. VSC also developed conservative cash flow projections to ensure that the organization is able to launch effective marketing campaigns that will propel our county into recovery when the pandemic subsides.

The team hosted "Virtual Cheers" programs with journalists and tour operators to keep SLO CAL top of mind as visitors gradually become more comfortable with the idea of travel. Additionally, as a way to connect with partners, visitors and locals, VSC launched a SLO CAL Crafted Live series showcasing local artisan producers such as Leo Leo Gelato, Central Coast Distillery and Stepladder Ranch & Creamery.

As an added benefit to our investors and partners, Visit SLO CAL conducted a 24-month economic forecast that included specific forecasts for municipalities, along with a countywide forecast. VSC also began providing monthly economic data dashboards to enable industry professionals to project future business and make informed operating decisions.

## RESOURCES

In early April, the VSC team transitioned the weekly This Week in SLO CAL emails to bi-weekly Today in SLO CAL emails due to the ever-changing nature of the pandemic and government orders. The open rate of these emails was twice the rate of traditional communications and directed recipients to VSC's COVID-19 industry-focused landing page. In addition, Visit SLO CAL worked with local destination partners to create Open & Safe signage and social media assets for the local industry to use when communicating to guests.



## ADVOCACY

In late March, Visit SLO CAL leadership joined a number of working groups and coalitions to advocate on behalf of our lodging investors and the broader Travel & Tourism industry.

### COUNTY OF SAN LUIS OBISPO START GUIDE DEVELOPMENT TEAM

- To ensure the lodging investors, restaurants, event and activity partners were able to inform the county's re-opening plan.

### CALTRAVEL COVID-19 TASK FORCE

- To ensure our voice is being heard at the state level through the Governor's Office of Business & Economic Development.

### COUNTY OF SAN LUIS OBISPO EMERGENCY JOINT INFORMATION CENTER

- To ensure the industry receives the information and resources needed by directing tourism industry businesses to VSC's COVID-19 landing page.

### U.S. TRAVEL-LED COALITIONS

- To support the Paycheck Protection Program and business protection efforts.

### SLO CAL LODGING OWNERS ROUNDTABLE

with Assemblyman Jordan Cunningham

- To discuss the state response to the COVID-19 crisis.

### SLO CAL LODGING OWNERS ROUNDTABLE

with Emergency Services Director and County Administrative Officer, Wade Horton

- To negotiate the lodging occupancy cap and other potential restrictions.

**VSC continues to work with local leaders including San Luis Obispo County Administrative Officer, Wade Horton; Lead Public Information Officer, Whitney Szentesi; Public Health Director, Dr. Penny Borenstein and others to ensure that the local tourism industry has a strong voice.**





# STRATEGIC DIRECTION 2023

In the spring, Visit SLO CAL partnered with Coraggio Group to develop Strategic Direction 2023 (SD 2023), the strategic plan and north star by which the organization will operate over the next three years. Following the success of Strategic Direction 2020, SD 2023 was advised by 170 survey responses, one dozen investor interviews, five regional engagement sessions and four half-day work sessions that included additional opportunities for investor, partner and stakeholder feedback.



## VISION

A vibrant and prosperous SLO CAL, fueled by a collaborative and flourishing tourism industry



## MISSION

Inspire travel and foster our unique experiences to create life-long ambassadors and economic growth for SLO CAL



## VALUES

### STEWARDSHIP

*We are mindful of our resources and seek to enhance the SLO CAL lifestyle*

### AUTHENTICITY

*We are attuned to our own well-being and strive to bring the SLO CAL brand to life*

### INCLUSION

*We engage and collaborate with an array of voices and perspectives*

### DRIVE

*We bring enthusiasm to our work and prioritize initiatives to achieve results*

### FUTURE FOCUS

*We deliver today with an innovative eye on tomorrow*



## REPUTATION

- Visionary
- Strategic
- Collaborative
- Creative
- Responsive
- Essential



## POSITION

To best support SLO CAL's tourism economy, Visit SLO CAL provides:

- Strategic research and vital tourism knowledge to investors, partners, stakeholders and communities
- A long-term, collaborative and holistic roadmap that enables success for our community
- High-quality and high-impact marketing and sales initiatives tailored to reach regional, national and international target markets
- Leadership in destination management and community engagement to enhance quality of life for residents and quality of experience for visitors



## IMPERATIVES

### Enhance Our Organizational Capacity and Culture

#### INITIATIVES

- Assess and refine interdepartmental communication and processes
- Develop and enable our team
- Foster an engaged and focused team culture

#### OBJECTIVES

- Increase mean Employee Engagement score to 3.85
- Return ratio of administrative cost to economic impact to 2019 level or higher
- Increase Team Net Promoter score to 11 or higher, and maintain
- Increase Whole Systems mean score on Systems and Processes and Capabilities and Talent sections to 3.25

### Amplify and Steward the SLO CAL Brand Through Unified Efforts

#### INITIATIVES

- Execute a “house of brands” strategy that honors the experiences of our individual destinations
- Increase share of voice and intent to travel through targeted media strategies
- Target and nurture marketing partnerships that increase our brand awareness

#### OBJECTIVES

- Increase SLO CAL brand awareness year-over-year, as measured by advertising effectiveness and ROI (Return on Investment) study
- Increase length of stay by .2 days over 2019, as measured by Arrivalist
- Increase cross-visitation to 2 communities per unique arrival, as measured by Arrivalist
- Achieve mean MPV (Marketing Partnership Value) score of 4

### Lead the County Tourism Industry in a Collaborative Resilience Planning Effort

#### INITIATIVES

- Define and activate pathways to accelerate recovery for our tourism industry
- Develop mechanisms to quickly gather, report and leverage crisis-related data
- Foster long-term resilience for our tourism industry

#### OBJECTIVES

- Restore annual visitor volume with growth 10% or more above statewide growth, per Visit California numbers
- Restore total air service to 80% of 2019 baseline or higher
- Outperform California tourism recovery by 5%, per Dean Runyan Economic Impact Report

### Demonstrate Value to Investors, Partners, Stakeholders and Communities

#### INITIATIVES

- Build local awareness of Visit SLO CAL and its positive impacts
- Increase opportunities for engagement with our investors, partners and stakeholders
- Innovate in development of data resources for our tourism community
- Advance advocacy efforts to promote the value of tourism

#### OBJECTIVES

- Foster balanced year-over-year growth of engagement in Visit SLO CAL opportunities
- Increase investor/partner/stakeholder Net Promoter Score by 5% year-over-year
- Secure at least 2 local media articles annually that receive a perfect score of 10 using the Barcelona Principles scoring rubric
- Maintain community acceptance of tourism survey score at or above 2018 baseline

# 2019 TOURISM BENEFIT



**VISITOR spending**

**\$1.94B**

**83%**  
of travel businesses  
are considered  
small businesses

**1 OUT OF 6**  
SLO CAL JOBS  
depend on  
TRAVEL & TOURISM

**INDUSTRY earnings**

**\$816M**



**TOURISM PUTS**

**22,860** **7.1%**  
YOY INCREASE

**PEOPLE TO WORK EACH DAY**



**TOURISM CONTRIBUTED**

**\$43.7M** **6.5%**  
YOY INCREASE

**IN TRANSIENT OCCUPANCY TAX REVENUE**

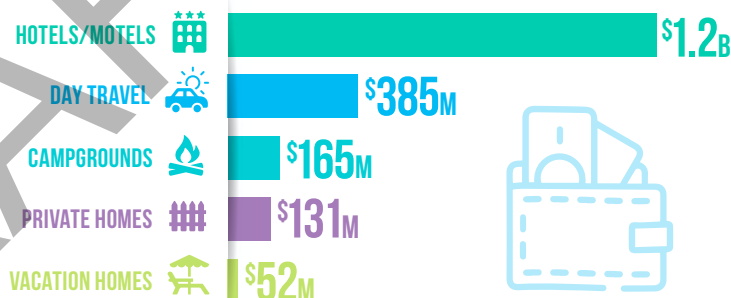
**WITHOUT TOURISTS**  
**EACH SLO CAL HOUSEHOLD**  
**WOULD NEED TO SPEND \$18,843**  
**TO CREATE THE SAME ECONOMIC BENEFIT**  
*for the community*

**WITHOUT STATE & LOCAL TAX REVENUE**  
**GENERATED BY TRAVEL & TOURISM**  
**EACH SLO CAL HOUSEHOLD WOULD**  
**PAY AN ADDITIONAL**  
**\$1,690** *in taxes*

## DIRECT SPENDING BY SECTOR



## DIRECT SPENDING BY ACCOMMODATION TYPE



**TRAVEL SPENDING GENERATED**

**\$90M**

**IN DIRECT COMMUNITY INVESTMENT**

which could cover the expenses for

**887** POLICE OFFICERS' SALARIES

OR

**1,103** FIREFIGHTERS' SALARIES

OR

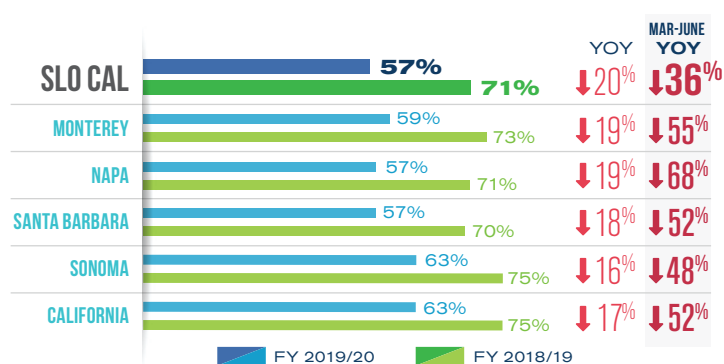
**1,931** TEACHERS' SALARIES

OR

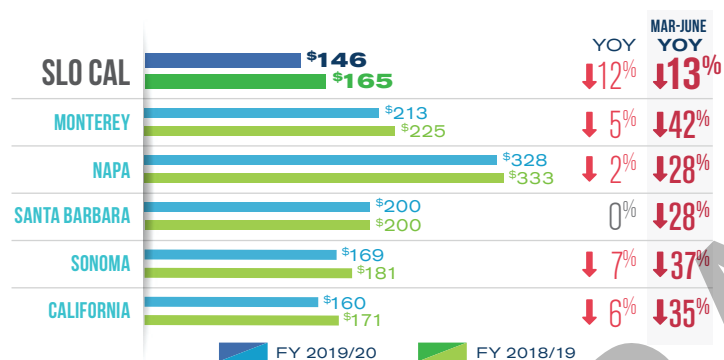
**144** MILES OF 2-LANE RESURFACED ROADS

**TOURISM COMPRISES 9.7%** OF COUNTYWIDE GDP

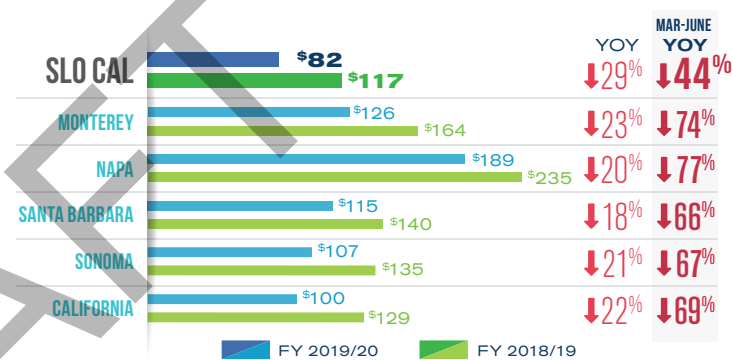
## HOTEL OCCUPANCY (OCC)



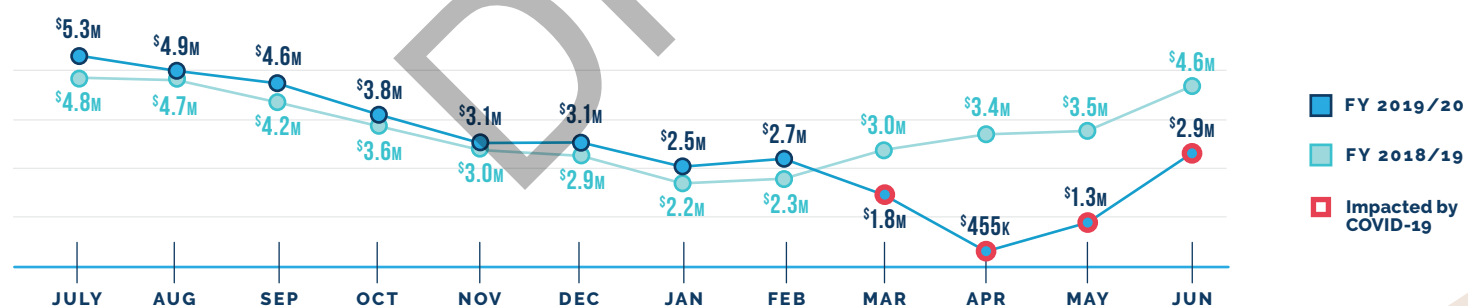
## AVERAGE DAILY RATE (ADR)



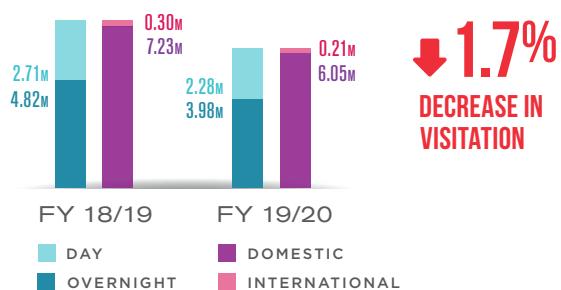
## REVENUE PER AVAILABLE ROOM (REVPAR)



## TRANSIENT OCCUPANCY TAX (TOT)



## VISITOR VOLUME





# TRAVEL TRADE

2019  
2020  
2021  
2022

Visit SLO CAL's Travel Trade department utilizes international representation, sales missions, familiarization tours (FAMs) and trade shows to expand reach and promote SLO CAL as a multi-night destination. In March, due to the COVID-19 crisis, international representation and meeting and conference activation was suspended indefinitely and traditional trade programs were postponed until travel resumes. However, VSC continues to build and nurture relationships with tour companies, meeting planners and others in the sales funnel to ensure SLO CAL is top of mind as the industry recovers.

OCTOBER

Visit California SuperFAM (Germany/France)

California RV Show (RVIA)

Vacation Rental Management Association (VRMA) Conference

NOVEMBER

World Travel Market & German Sales Days

HelmsBriscoe Meeting Planner FAM

DECEMBER

National Travel Association Travel Exchange

CalSAE Seasonal Spectacular

JANUARY

Tour & Travel Winter Sales Mission

APRIL

Smart Meetings Virtual Trade Show

MAY

Meeting & Conference Virtual Cheers Program

24   
FAM ATTENDEES

123  
APPOINTMENTS

5 TRADE  
SHOWS

298  
LEADS

1 SALES  
MISSION

## INDUSTRY TERMS

**Familiarization (FAM) Tour:** A hosted tour of SLO CAL for Travel Trade or media representatives to experience and learn about the destination firsthand

**Sales Mission:** A series of sales meetings in one of VSC's target markets 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 investors and partners to book business, promote their company or host travel buyers and meeting planners to experience their product



# EARNED MEDIA

In FY 2019/20 Visit SLO CAL worked hand in hand with Visit California, local destination marketing organizations and local business partners to engage with members of the press through in-market meetings, press events, proactive pitching and FAM tours. VSC partnered with TURNER PR domestically and Black Diamond in the UK and Ireland to increase SLO CAL's share of voice, generating almost \$1.6 million in earned media value. From March onward, earned media efforts pivoted to domestic and reactive pitching only due to the COVID-19 crisis. During that time, VSC was able to leverage virtual and future-focused story angles to secure earned media articles.

## DOMESTIC



**163** ARTICLES  
**\$1.2M** AD VALUE EQUIVALENCY  
**330M** IMPRESSIONS

## INTERNATIONAL



**58** ARTICLES  
**\$307k** AD VALUE EQUIVALENCY  
**26M** IMPRESSIONS

## LOCAL



**40** ARTICLES  
**\$14k** AD VALUE EQUIVALENCY  
**8M** IMPRESSIONS

## TOTAL

**261** ARTICLES  
**\$1.6M** AD VALUE EQUIVALENCY  
**364M** IMPRESSIONS

## NOTABLE ARTICLES

### THE INDEPENDENT (UK)

"San Luis Obispo City Guide: Where to Eat, Drink, Shop and Stay on California's Central Coast"



INDEPENDENT

### THE SCOTTISH SUN (UK)

"Slow Down in SLO CAL" (print)



### LONELY PLANET (US)

"Adventures in California's San Luis Obispo County"



### OUTSIDE (US)

"6 Under-the-Radar Beach Towns that Aren't Touristy"



### TRIPSAVVY (US)

"The Best Time to Visit California's Central Coast"



### LIVABILITY (US)

"Go There: A Relaxing Weekend in San Luis Obispo, California"



## San Diego Flight Launch Familiarization Tour

In an effort to support the San Diego flight launch, Visit SLO CAL partnered with Travel Paso and San Simeon Tourism Alliance to host a familiarization tour for six qualified San Diego journalists.

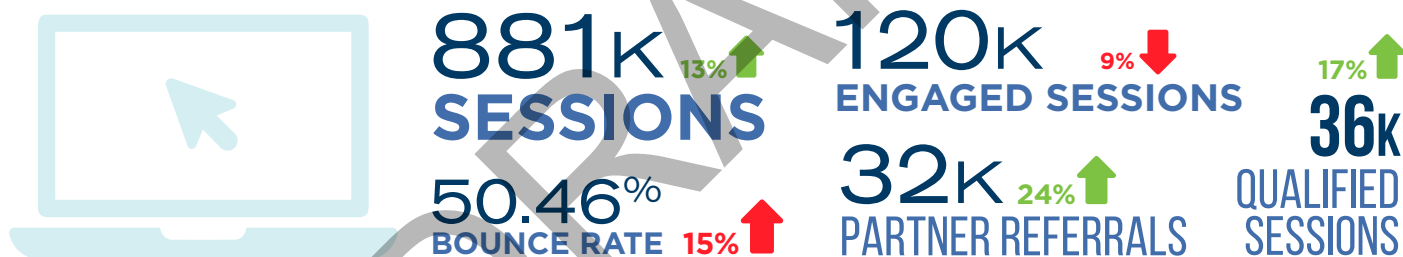


# OWNED MEDIA

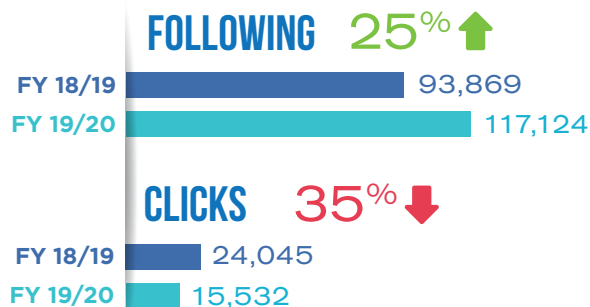


In FY 2019/20, Visit SLO CAL focused on inspiring, educating and engaging travelers to visit SLO CAL. Through a dynamic content strategy, VSC delivered timely messaging on SLOCAL.com and distributed that messaging across all owned channels for a stronger ROI. As the COVID-19 pandemic began to disrupt the industry in March, VSC shifted its messaging to keep the destination top-of-mind, encouraging them to dream of future leisure travel to SLO CAL.

## FY 2019/20 SLOCAL.COM SNAPSHOT



## SOCIAL



### INDUSTRY TERMS

**Sessions:** A group of user interactions with a website that takes place within a given time frame

**Bounce Rate:** The percentage of sessions to the website that navigate away from the site after the user views only one page

**Engaged Session:** A website session (on SLOCAL.com) that has met the following criteria: Session duration is greater than 90 seconds and user has done at least one of the following: 1) visited two or more pages during the session, 2) subscribed to the eNewsletter, 3) requested a Visitor Magazine, 4) clicked "Visit Website" or "Book Now" or 5) clicked on the phone number on a partner listing

**Qualified Session:** A website session (on SLOCAL.com) that has met the following criteria: User subscribed to the eNewsletter or requested a Visitor Magazine or clicked "Visit Website" or "Book Now" or clicked on the phone number on a partner listing

**Partner Referral:** A click on a partner link, or the "Visit Website," "Book Now," or phone number on the partner listing



# PAID MEDIA

Visit SLO CAL worked closely with Miles Partnership to guide and execute the VSC paid advertising strategy. Using data-driven optimizations, the campaign was delivered to three target personas across seven media markets, including Las Vegas and San Diego, which introduced new direct flight service. According to Arrivalist, FY 2019/20 paid media resulted in a 74.3 percent lift in arrivals and a 15 percent lift in length of stay compared to the control group that was not exposed to the campaign.

In March, VSC immediately paused all paid media, adapting quickly to the changing travel environment in light of the pandemic.

## FY 2019/20 PAID MEDIA SNAPSHOT

**97%** **5%** ↑  
CONNECTED TV VIDEO  
COMPLETION RATE

**\$1.06**  
OVERALL COST PER  
LANDING PAGE ON SOCIAL  
**4%** ↓

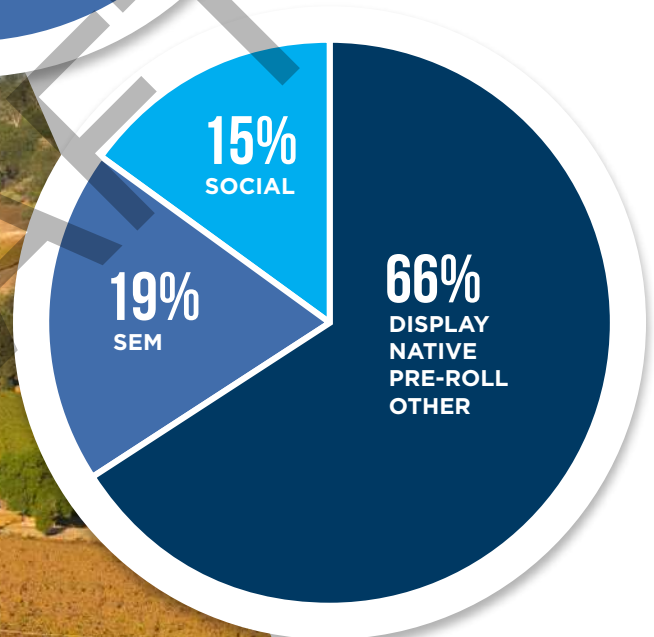
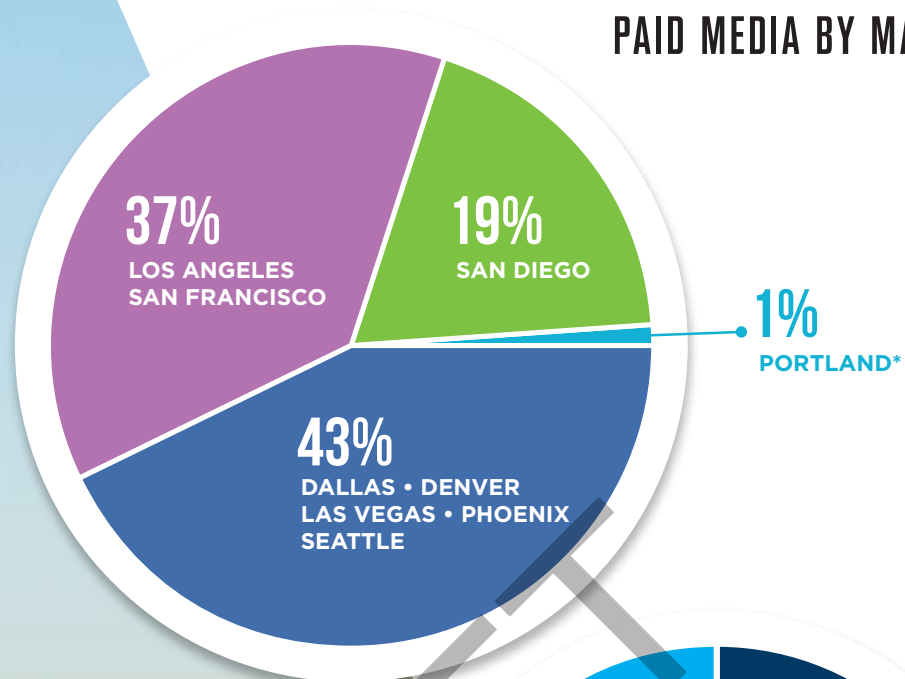
**3.89%**  
SEM CLICK-THROUGH RATE  
**15%** ↑

**\$2.03**  
SEM COST PER CLICK  
**2%** ↓





## PAID MEDIA BY MARKET



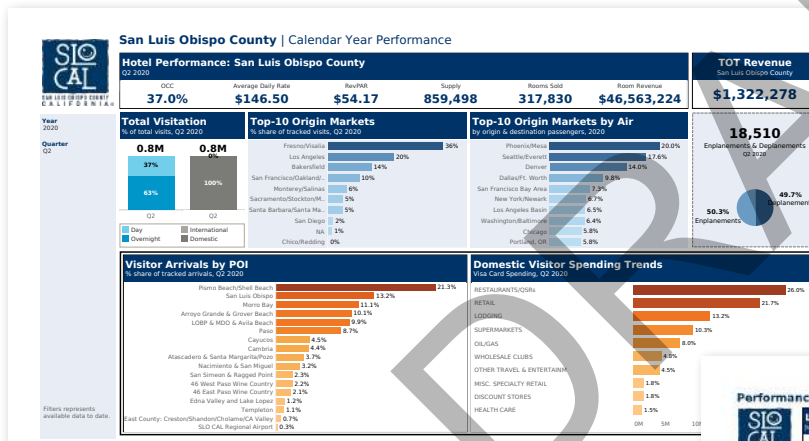
## BREAKDOWN BY CHANNEL

*\*Shortly after launching, the Portland campaign was paused due to the COVID-19 pandemic.*

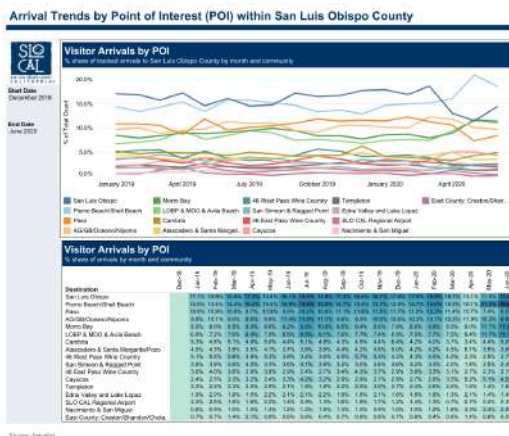
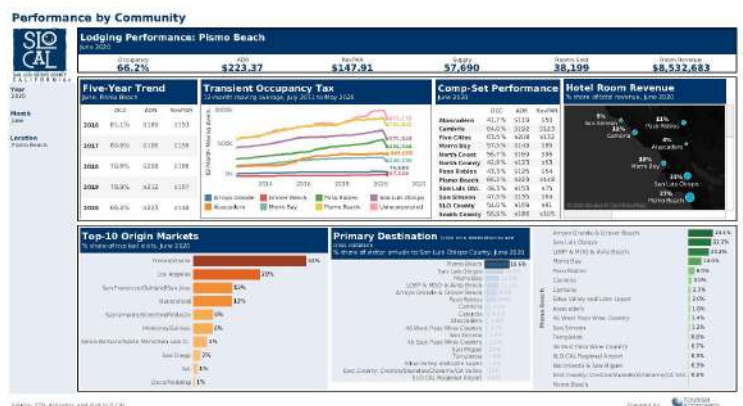
# TOURISM DATA & RESEARCH

In recent years, Visit SLO CAL has invested in key data points for its investors, partners and stakeholders, sharing data from STR, VisaVue Travel and Tourism Economics, as well as sharing countywide TOT information. In FY 2019/20, Visit SLO CAL partnered with Tourism Economics to aggregate all of that data into Tableau dashboards, providing easy-to-understand visualizations and comparisons, and summarizing the key insights from the collective data in shareable reports.

As previously noted, upon the request of our local government stakeholders leading into the renewal process, VSC invested in a return on investment (ROI) study to demonstrate the efficiency and effectiveness of the organization. The study found that VSC influenced \$44 in visitor spending for every dollar invested.



## DATA AND INSIGHTS DASHBOARD





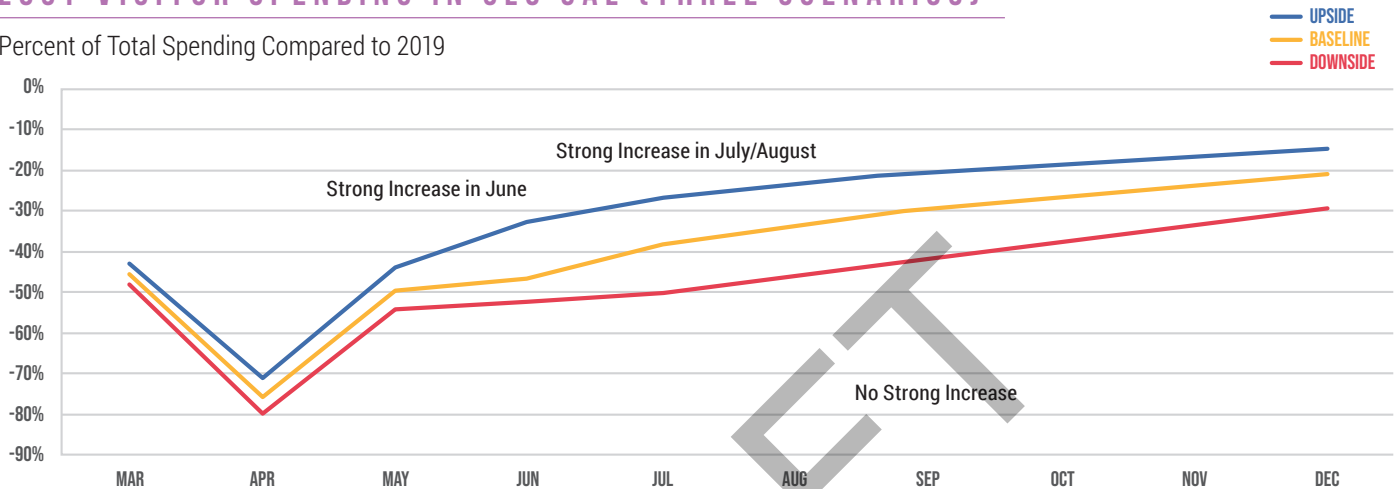
## 24-MONTH LODGING FORECAST



With the uncertainty surrounding the COVID-19 pandemic, VSC commissioned Tourism Economics to produce a lodging forecast that provides month-by-month projections through June 2022, broken down by Occupancy, ADR (average daily rate), RevPAR (revenue per available room) and lodging taxes. In addition to the overall countywide report, VSC commissioned individual forecast projections for communities that report into STR, including Atascadero, Cambria, Morro Bay, Paso Robles, Pismo Beach and San Luis Obispo, as part of a co-op with these communities.

### LOST VISITOR SPENDING IN SLO CAL (THREE SCENARIOS)

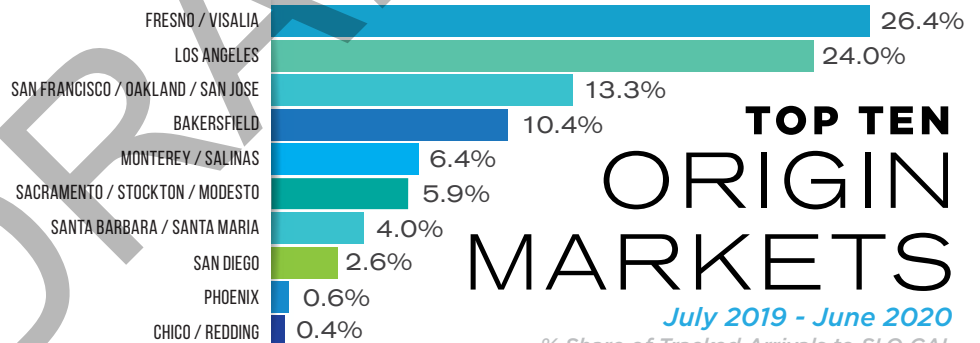
Percent of Total Spending Compared to 2019



## ARRIVALIST

Visit SLO CAL measures tracked arrivals through the Arrivalist A2 Attribution and A3 Visitation platforms. Arrivalist A3 offers insights on arrivals into San Luis Obispo County and key points of interest (POIs), arrival windows, arrival origins, cross-visitation, length of stay and campaign lift as a result of our paid media and organic traffic.

### ARRIVALS



### TOP TEN

## ORIGIN MARKETS

July 2019 - June 2020

% Share of Tracked Arrivals to SLO CAL

## CROSS-VISITATION HEAT MAP

July 2019 - June 2020



# BRAND ACTIVATIONS & CO-OPS

Visit SLO CAL engaged in several events and activations throughout FY 2019/20, including a Google My Business co-op in September and SAVOR - A San Luis Obispo County Experience activation in November. VSC and Surfers of Tomorrow partnered to rebrand the Pismo Beach Open to the SLO CAL Open at Pismo Beach (January 30-February 2) and brought a brand-new surf competition to Morro Bay, the SLO CAL Open at Morro Bay (February 27-March 1). Additionally, VSC worked to bring the world-renowned Spartan Race to SLO CAL in March, but the race was postponed due to the COVID-19 pandemic. VSC leveraged those partnerships to engage new domestic and international consumers who align with VSC target personas, expanding the awareness and reach of the SLO CAL brand in ways that Visit SLO CAL could not achieve alone.

## GOOGLE MY BUSINESS CO-OP

In September 2019, Visit SLO CAL collaborated with Miles Partnership on a Google My Business co-op aimed at improving the quality and visibility of destination-related content within Google.



**4** REGIONAL WORKSHOPS  
ON BEST PRACTICES

**7-DAY** **146**  
PHOTO SHOOT COVERING  
LOCATIONS



**4.2k** GOOGLE MY BUSINESS  
LISTINGS AUDITED  
for tourism businesses throughout the county

**1k**

PIECES OF MISSING  
INFORMATION ADDED  
covering almost 800 businesses



**3.1k** IMAGES  
UPLOADED  
TO GOOGLE

**8.1m** TOTAL IMAGE VIEWS



## SAVOR



**SAN DIEGO BAY  
WINE + FOOD FESTIVAL**



**11** PARTNERS **11k** REACH

## SLO CAL OPEN



**136** PRESS  
MENTIONS  
**24M**  
REACH

**340k**  
VIDEO VIEWS  
ACROSS YOUTUBE,  
WSL PLAYER AND  
SOCIAL MEDIA



# FILM SLO CAL

The film industry drives business to SLO CAL with productions investing dollars locally and products showcasing the landscapes, lifestyles and experiences of SLO CAL. Film SLO CAL, a division of Visit SLO CAL, and the film commission for San Luis Obispo County, promotes, facilitates and tracks filming throughout the county, working to increase the number of productions and resulting economic impact.



62 PRODUCTIONS



85 FILMING DAYS



65 LEADS



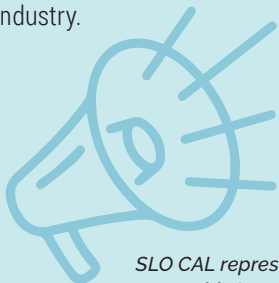
**\$1.4M** ESTIMATED SPEND IN SLO CAL

## ADVOCACY

The Visit SLO CAL Board of Directors is deeply invested in industry advocacy and as such, adopted a formal Public Policy Platform and advocacy strategy in 2019. VSC's advocacy efforts are focused on ease of travel and ensuring a strong Travel and Tourism industry. VSC partners with elected officials and their staff at all levels and is actively involved with CalTravel and U.S. Travel Association.

### Industry Advisory Group

The VSC team regularly hosted Industry Advisory Group meetings with Congressman Salud Carbajal and Assemblyman Jordan Cunningham, along with a group of lodging property owners from across the county to ensure elected officials know the ways in which they can support our county's second largest industry.



*SLO CAL representatives meet with Assemblyman Jordan Cunningham during CalTravel Tourism Advocacy Day*

### Partnership with CalTravel

VSC actively partners with CalTravel on statewide advocacy efforts. In FY 2019/20, Chuck Davison, VSC President & CEO, served as the Treasurer on the CalTravel Executive Committee and Derek Kirk, VSC Director of Community Engagement & Advocacy, served on the Government Relations Committee. Additionally, the team played an active role in the appointment of Toni LeGras to the CalTravel Board, making her the first vacation rental representative in the state to hold that position.



### Individual Meetings with Elected Officials

The VSC team works throughout the year to engage elected officials on the issues impacting our industry. Last year in particular, the VSC team met with each of the members of the board of supervisors and over 18 city council members regarding the renewal of the TMD. In addition, Chuck Davison, VSC President & CEO, met with Congressman Salud Carbajal in his D.C. office to discuss federal policy issues.



*Chuck Davison with Representative Salud Carbajal*



# COMMUNITY & PARTNER ENGAGEMENT

In FY 2019/20, Visit SLO CAL engaged investors, partners and stakeholders through promotion, education and collaboration, using the SLO CAL Connection and e-blasts to share the most recent tourism research, media and sales leads, and other valuable opportunities.

## TOURISM ECOSYSTEM

As Destination Marketing and Management Organizations, it is imperative that all parts of the funnel lift each other up for the success of our communities and tourism businesses. To that end, Visit SLO CAL partners with organizations in all parts of the tourism ecosystem, with the intention of driving greater awareness of SLO CAL as a destination and benefiting our industry partners.



## INDUSTRY EDUCATIONAL SYMPOSIUM

As a way to provide our partners with the most up-to-date information on research and trends, Visit SLO CAL hosted a half-day Industry Educational Symposium in October, bringing some of tourism's top leaders to discuss topics that are important to the industry.



Ryan Becker, VP of Communications, Visit California

## VIRTUAL TOWN HALL

In June, Visit SLO CAL hosted its first ever Virtual Town Hall as a way to connect with investors, stakeholders and partners during the pandemic in order to provide an update on the current state of tourism in SLO CAL as well as a look at future marketing and advocacy efforts.



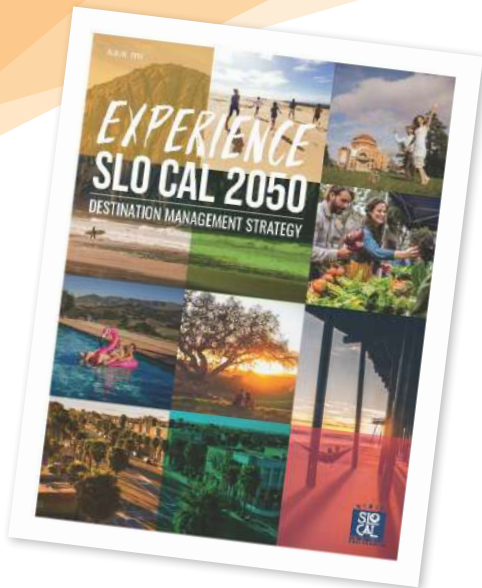
Special Guest Presentation by **expedia group**  
media solutions

## DESTINATION POSTCARDS

As part of a pilot program in early 2020, VSC worked closely with industry partners across SLO CAL to create a number of consumer postcards representing communities throughout the county, giving lodging investors the opportunity to provide the postcards to their guests at no charge.



# EXPERIENCE SLO CAL 2050



After 18 months of development, the Visit SLO CAL Board of Directors adopted the final Destination Management Strategy, approved a Work Plan including implementation steps, branded the document as Experience SLO CAL 2050 and formally prioritized and budgeted for the work to begin in FY 2020/21. The strategy is a 30-year plan for the destination to 1) enhance resident quality of life and 2) create a better visitor experience.

## ITEMS IN VISIT SLO CAL'S EXISTING SCOPE

- Air Service & Airport Development
- International Visitors
- Paso Robles & SLO Coast Wine
- SLO-CAL Crafted

## ITEMS VISIT SLO CAL WILL ADVOCATE FOR/PARTNER ON

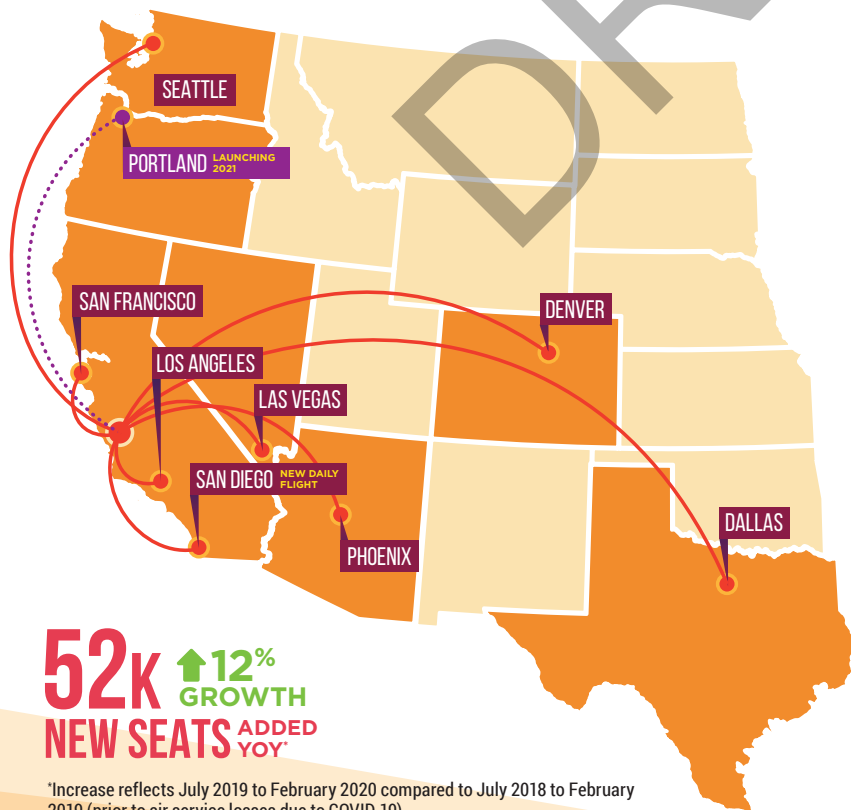
- Authentic Communities (FY2020/21)
- Countywide Trail System (FY2020/21)
- Develop & Grow Communities
- Ground Transportation
- Morro Bay Waterfront
- Nightlife, Music & Entertainment
- San Luis Obispo County Conference Center(s)
- Talent Attraction, Development & Careers
- Tourism Management
- Workforce Housing & Transportation (FY2020/21)
- Cannabis Tourism

## ITEMS VISIT SLO CAL WILL FUND/COMPLETE

- Bike Tourism
- Chief Investment Officer
- Culinary Arts Campus
- Customer Service Training Program (FY2020/21)
- Events & Festivals Strategy (FY2020/21)
- Experience Incubator
- SAVOR SLO CAL
- Signature Events
- Space Launch Events (FY2020/21)
- Sustainable Tourism
- Thematic Routes (FY2020/21)

## AIR SERVICE DEVELOPMENT

Visit SLO CAL worked closely with SLO County Regional Airport on air service development, attracting new flight service from Las Vegas, San Diego and Portland through multiple airline headquarters meetings, air service conferences and marketing investment in flight markets.



**52k** **↑12%**  
**NEW SEATS** **GROWTH**  
**ADDED**  
**YOY\***

\*Increase reflects July 2019 to February 2020 compared to July 2018 to February 2019 (prior to air service losses due to COVID-19)

Source: Volaire

# MOVING FORWARD

## A PHASED APPROACH

The return to leisure travel will not occur overnight, so Visit SLO CAL will take a phased approach in advertising and sales efforts, monitoring various macro and micro signals in order to determine when it is appropriate to transition into the next wave of recovery.

With a campaign investment similar to last year's, we will prioritize targeting high-value travelers, as they are more likely to resume travel sooner, stay longer and spend more money while in SLO CAL. The creative will reflect a house of brands approach to ensure that we honor the experiences of our individual destinations while amplifying the Visit SLO CAL brand. Co-op campaigns with Visit

California, the SLO County Regional Airport and destination partners will ensure media spend is leveraged to obtain strong value for money, as well as high reach and frequency.

From a communications standpoint, VSC will lean in to the road trip and California Less Traveled messaging in order to grow SLO CAL's share of voice among regional and national media, and stand out from competitors.



## A SHIFTING SALES STRATEGY

With the COVID-19 pandemic disrupting the sales funnel, VSC will be shifting its short-term strategy to a more in-state, drive market approach, while assuring the region remains top-of-mind with both the meeting and conference and international trade segments. We will reactivate large-scale programs for international Tour and Travel and Meeting and Conference sales when the time is right.

## EXPERIENCE SLO CAL 2050

While some of the 28 recommendations coming out of Experience SLO CAL 2050 focus on VSC's existing scope of work and advocacy efforts, VSC will also be funding new initiatives, including the development of a countywide events and festivals strategy and a customer service program to help drive the growth of the tourism industry, as prioritized by the VSC Board of Directors.



**For more details on VSC's FY 2020/21 scope of work,** be sure to download the FY 2020/21 Business & Marketing Plan, available here: <http://bit.ly/vsc-plan>.

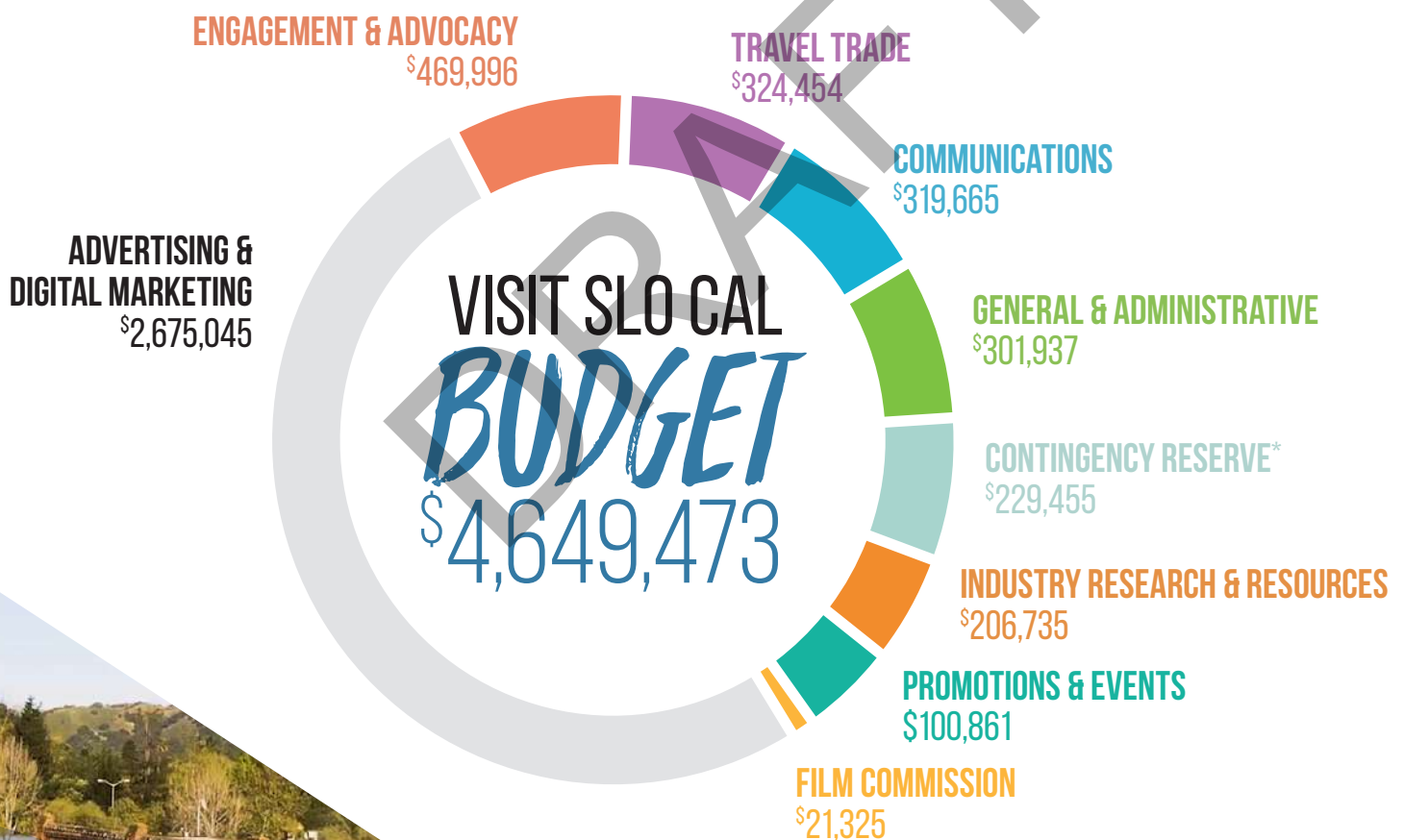


# FY 2020/21 BUDGET

ESTIMATED COST OF PROVIDING  
ACTIVITIES IN THE NEXT FISCAL YEAR  
**\$4,649,473**

ESTIMATED CONTRIBUTION FROM  
NON-ASSESSMENT SOURCES  
**\$69,226**

ESTIMATED FY 2019/20 DEFICIT  
CARRIED FORWARD TO FY 2020/21  
**\$269,249**



\*Contingency funds reflect 5% of TMD revenue.

# APPENDIX

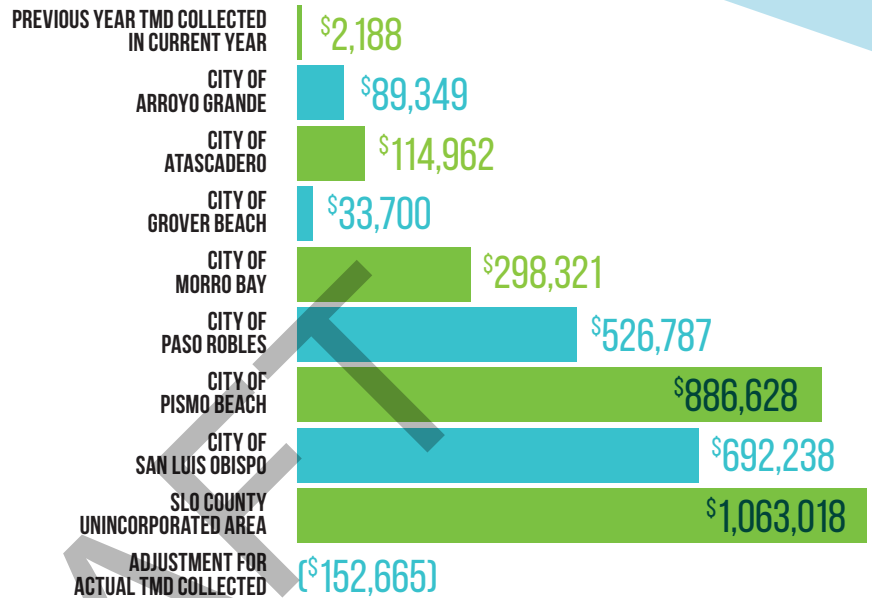
## METHOD & BASIS OF LEVYING ASSESSMENT

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 (TMD) on June 10, 2015, implementation of the assessment began July 1, 2015, and continued for five years through June 30, 2020. With the renewal of the TMD by the Board of Supervisors on January 14, 2020, the annual assessment rate increased to 1.5% beginning July 1, 2020 and will continue for ten years through June 30, 2030. 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 30 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

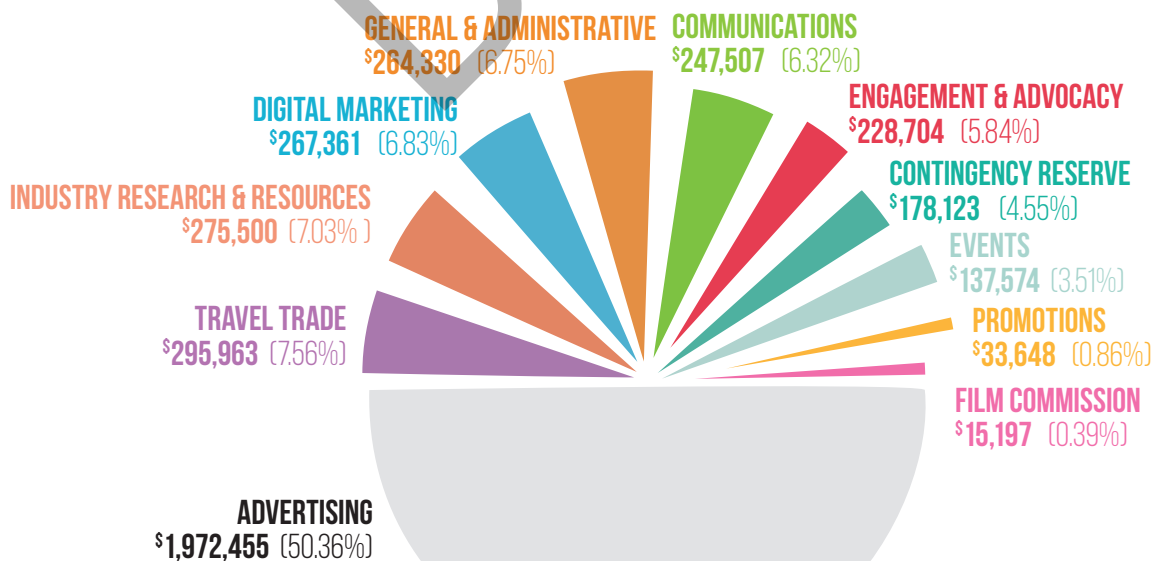
There are no proposed boundary, zone or classification changes for the coming year.

## ASSESSED FUNDS FROM FY 2019/20\*



\*Collections remitted from July 1, 2019 to June 30, 2020, including adjustments made for current year remittances that varied from accrued amounts.

## FY 2019/20 DETAILED EXPENDITURES



**SLOCAL.COM**

805.541.8000



SLOCAL



@VisitSLOC



@SLOCAL





September 3, 2020

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, 2020, 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 September 3, 2020 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 7, 2020, 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.

---

President

---

Date

---

Treasurer

---

Date

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

**INDEPENDENT AUDITORS' REPORT  
AND  
FINANCIAL STATEMENTS**

**YEAR ENDED JUNE 30, 2020**

DRAFT

**SAN LUIS OBISPO COUNTY**  
**VISITORS AND CONFERENCE BUREAU**  
Independent Auditors' Report and Financial Statements  
Year Ended June 30, 2020

**TABLE OF CONTENTS**

	<u>PAGE</u>
INDEPENDENT AUDITORS' REPORT.....	1-2
FINANCIAL STATEMENTS	
Statement of Financial Position .....	3
Statement of Activities.....	4
Statement of Functional Expenses.....	5
Statement of Cash Flows .....	6
NOTES TO FINANCIAL STATEMENTS .....	7-12

## **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, 2020, 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 from 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, 2020

**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, 2020, 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.

**BURKART & STEVENS**  
**an Accountancy Corporation**

September 3, 2020

**SAN LUIS OBISPO COUNTY**  
**VISITORS AND CONFERENCE BUREAU**  
STATEMENT OF FINANCIAL POSITION  
June 30, 2020

**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 \$ 93,660

**Other assets**

Trademark

Total assets

Without Donor Restrictions
\$ 632,196
973,748
446,372
98,547
2,150,863
146,803
15,750
\$ 2,313,416

**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
\$ 40,082
1,461
1,261
42,804
1,869,013
401,599
2,270,612
\$ 2,313,416

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

4

**SAN LUIS OBISPO COUNTY**  
**VISITORS AND CONFERENCE BUREAU**  
**STATEMENT OF FUNCTIONAL EXPENSES**  
For the Year Ended June 30, 2020

	2020		
	Program Services	Management & general	Total
<b>Functional expenses</b>			
Advertising and promotion (Note 10)	\$ 1,141,527	\$ -	\$ 1,141,527
Marketing	156,996	-	156,996
Salaries and wages	595,571	252,000	847,571
Trade Shows	63,046	-	63,046
Contract services	686,196	-	686,196
Website	87,012	-	87,012
Partner Services	105,487	-	105,487
Health and workers compensation insurance	53,207	26,206	79,413
Trade and media	50,222	-	50,222
Rent - office (Note 5)	53,316	13,329	66,645
Payroll tax	42,526	20,946	63,472
Staff expenses	48,175	23,728	71,903
Legal and professional fees	-	58,974	58,974
Sponsorships	86,413	-	86,413
Printing	11,290	-	11,290
Office supplies and postage	16,217	4,054	20,271
Computer expenses	14,906	3,727	18,633
Depreciation (Note 4)	20,231	5,058	25,289
Dues and subscriptions	26,414	6,603	33,017
Retirement plan (Note 8)	13,661	6,728	20,389
Utilities	16,050	4,013	20,063
Board/committee meetings	-	9,575	9,575
Insurance	-	14,102	14,102
Equipment rent	-	2,770	2,770
Rent - Storage	-	3,494	3,494
Themed programs	2,310	-	2,310
Credit card charges	-	3,703	3,703
In-kind donations (Notes 2 and 9)	7,163	-	7,163
Loss on disposal of fixed assets	-	-	-
Repairs and maintenance	-	1,345	1,345
Retirement plan administration fee	402	198	600
Taxes	-	981	981
<b>Total functional expenses</b>	<b>\$ 3,298,338</b>	<b>\$ 461,534</b>	<b>\$ 3,759,872</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, 2020

	2020
<b><i>Cash flows from operating activities:</i></b>	
(Deficiency)/excess of revenues over expenses	\$ (105,595)
Reconciliation of excess of revenues over expenses to cash provided by operating activities:	
Depreciation	25,289
(Increase) decrease in accounts receivable	464,318
(Increase) decrease in prepaid expenses	(38,999)
(Decrease) increase in accounts payable	(290,689)
(Decrease) increase in credit cards payable	(22,782)
(Decrease) increase in accrued expenses	1,228
Net cash provided (used) by operating activities	32,769
<b><i>Cash flows from investing activities:</i></b>	
Purchase of fixed assets	(10,819)
Investments	(203,444)
Net cash provided (used) by investing activities	(214,263)
<b><i>Net increase/(decrease) in cash</i></b>	(181,494)
<b><i>Cash and cash equivalents at beginning of year</i></b>	813,690
<b><i>Cash and cash equivalents at end of year</i></b>	<b>\$ 632,196</b>
Income taxes paid for the year ended June 30, 2020	\$ 10
Interest paid for the year ended June 30, 2020	\$ -

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, 2020

**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 SLO CAL. The Organization works with strategic partners and our lodging constituents to build the brand through a data-driven, efficient and dynamic marketing and sales program. The Organization's activities include marketing, advertising, public relations, group sales, destination management, 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, 2020

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

***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 assessment revenue and tourist related industry programs, 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, 2020. 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.

***Employees***

The Organization employs seven full-time employees.

**SAN LUIS OBISPO COUNTY**  
**VISITORS AND CONFERENCE BUREAU**  
NOTES TO FINANCIAL STATEMENTS  
June 30, 2020

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

***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 program and supporting services have been summarized on a functional basis in the statement of activities. The statement of functional expenses presents the natural classification detail of expenses by function. 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. Beginning in fiscal year 2021, the assessment will be 1.5% and will run through June 30, 2030. The following amounts were received during the fiscal year ended June 30, 2020:

	<b><u>2020</u></b>
County of San Luis Obispo	\$1,042,374
City of San Luis Obispo	627,031
City of Atascadero	113,283
City of Morro Bay	272,536
City of Grover Beach	33,458
City of Arroyo Grande	89,221
City of Paso Robles	539,186
City of Pismo Beach	<u>837,436</u>
Total	<u>\$3,554,525</u>

**SAN LUIS OBISPO COUNTY**  
**VISITORS AND CONFERENCE BUREAU**  
NOTES TO FINANCIAL STATEMENTS  
June 30, 2020

**NOTE 4: FIXED ASSETS**

Fixed assets at June 30, 2020 consisted of the following:

	<b><u>2020</u></b>
Furniture, fixtures and equipment	\$120,528
Computer hardware and software	48,169
Leasehold improvements	<u>71,766</u>
	240,463
Less: Accumulated depreciation	<u>(93,660)</u>
Net fixed assets	<u>\$146,803</u>

Depreciation expense for the year ended June 30, 2020 was \$ 25,289, 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, 2020. Total rent expense amounted to \$ 66,645 for the year ended June 30, 2020.

**SAN LUIS OBISPO COUNTY**  
**VISITORS AND CONFERENCE BUREAU**  
NOTES TO FINANCIAL STATEMENTS  
June 30, 2020

**NOTE 6: NET ASSETS**

As of June 30, 2020, net assets were comprised of the following:

Without donor restrictions:

Undesignated	\$ 1,869,013
Reserved	<u>401,599</u>
Total net assets without donor restrictions	<u>\$ 2,270,612</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, 2020 is \$ 178,123.

**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, 2020, 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>\$ 1,605,945</u>
Financial assets available for general expenditures over next 12-months	<u>\$ 1,605,945</u>



**SAN LUIS OBISPO COUNTY**  
**VISITORS AND CONFERENCE BUREAU**  
NOTES TO FINANCIAL STATEMENTS  
June 30, 2020

**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, 2020. 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 MATERTIALS**

The Organization receives donations of goods from partners of the community. During the year ended June 30, 2020 donations of goods were \$ 7,163. 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:

	<b><u>2020</u></b>
Advertising costs for the year ending June 30,	<b><u>\$1,141,527</u></b>

**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 \$ 382,196 at June 30, 2020.

**NOTE 12: SUBSEQUENT EVENTS**

Management has evaluated subsequent events through September 3, 2020, 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**

September 3, 2020

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, 2020, and have issued our report thereon dated September 3, 2020. 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 September 3, 2020. 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 2019/2020. 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 September 3, 2020.

### **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  
September 3, 2020

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

**MANAGEMENT ADVISORY COMMENTS**

For the Year Ended  
June 30, 2020

September 3, 2020

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

In planning and performing our audit of the financial statements of San Luis Obispo County Visitors and Conference Bureau as of and for the year ended June 30, 2020, in accordance with auditing standards generally accepted in the United States of America, we considered the Organization's internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization's internal control.

A *deficiency* in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies in internal control, such that there is a reasonable possibility that a material misstatement of the Organization's financial statements will not be prevented, or detected and corrected on a timely basis.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

However, during our audit we became aware of some matters that are opportunities for strengthening internal controls and operating efficiency. This letter does not affect our report dated September 3, 2020 on the financial statements of San Luis Obispo County Visitors and Conference Bureau.

We will review the status of these comments during our next audit engagement. We have already discussed many of these comments and suggestions with Organization management, and we will be pleased to discuss these comments in further detail at your convenience, to perform any additional study of these matters, or to assist you in implementing the recommendations. Our comments are summarized as follows:



**Segregation of Accounting Duties**

During our audit of the cash receipt process, it was noted that the person opening the mail was posting the cash receipts, preparing the bank deposit and taking the deposit to the bank.

Recommendation:

It was recommended that another individual open the checks when they come in the mail and make a listing of the checks received prior to giving them to that individual to prepare the bank deposit.

This recommendation has been implemented..

**Concentration Risk**

During our test of cash, it was noted that cash accounts that were held with one bank exceeded the \$250,000 FDIC (Federal Deposit Insurance Corporation) insured limits by approximately \$382,196 at June 30, 2020.

Recommendation:

We recommended that the Organization transfer funds to a second bank sufficient enough to fall under the FDIC per depositor insured limits.

We wish to thank Chuck, Brendan and Annie at San Luis Obispo County Visitors and Conference Bureau for their support and assistance during our audit.

This report is intended solely for the information and use of the Board of Directors, management and others within the Organization and is not intended to be and should not be used by anyone other than these specified parties. This letter does not affect our report dated September 3, 2020 for the financial statements of San Luis Obispo County Visitors and Conference Bureau.

**DRAFT**

**BURKART & STEVENS**  
**Accountancy Corporation**

September 3, 2020

# Comprehensive Business Support Network

## Memorandum of Understanding

### **Project Description**

The Comprehensive Business Support Network (CBSN) is a network of organizations built to provide direct and targeted assistance to businesses across the Central Coast. The network will include Cal Poly's Office of Research and Economic Development, Extended Education, Center for Innovation and Entrepreneurship, Small Business Development Center (SBDC), and the College of Agriculture, Food & Environmental Science's Experience Industry Management Department, in collaboration with Visit SLO CAL and REACH.

The CBSN will develop a wrap-around services approach for small businesses including workforce training, finance, planning and marketing support. This network will initially focus on providing services to the experience industry sectors negatively impacted by COVID-19 and will later include healthcare, business and professional services and other industry sectors.

The CBSN will educate, equip and empower the workforce and the establishments they serve, to accelerate the recovery of the Central Coast economy.

The CBSN will make a lasting commitment to the ongoing innovation of evidence-based practices, based on research, that our local industries require.

### **Implementation**

Cal Poly, Visit SLO CAL and REACH will align industry and academic expertise, with a sustainable business model, and provide state-of-the-art training, education, support services and applied research to enable businesses on the Central Coast to not only survive, but thrive, in a post-pandemic environment.

### **Responsibilities**

Each of the partners will bring their own unique expertise and experience to the CBSN. Cal Poly will be responsible for the following areas: structural maintenance of the network, researching and leading grant efforts, managing faculty engagement and research, developing high quality education and training to upskill and reskill the local workforce, and providing SBDC services to participating businesses. Visit SLO CAL will lead experience industry engagement (support and adoption of the CBSN services) and will provide direct marketing and brand support services to participating businesses that are a part of the hospitality industry. REACH will champion adoption of the CBSN into other industry sectors and will support regional strategy and business attraction, retention and expansion efforts.

### **Leadership**

This network will be led by a committee comprised of at least one representative from each organization and Cal Poly office/department



# Comprehensive Business Support Network

## Memorandum of Understanding

### Industries Served

Hotels/Motels, Bed & Breakfasts, short term rentals, RV Parks, restaurants, food trucks, and other retail food vendors, wineries, breweries, and distilleries, retail stores, wedding and other event venues, sports and entertainment venues, convention centers, transportation (e.g., shuttles, limos, airlines), healthcare, business & professional services

---

Renee A. Reijo Pera, PhD.  
Vice President for Research and Economic Development  
California Polytechnic State University

---

Chuck Davison, CDME  
President & CEO  
Visit SLO CAL

---

Melissa James  
President & CEO  
REACH



## Course Study – First Draft

Audience: Anyone who works in virtually any business service capacity and interfaces directly with the customer/guest/client to provide *service* or assistance. (Broad Audience)

Certification Title: “Driven to Serve; the Conviction of Any Successful Business” (3 Course Study)

### Course # 1: At the Heart of Customer Care

#### Learning Objective:

- To have the attendee walk away understanding the deeper role they play and the impact/impression they make within the businesses they serve. (Instill pride in what they offer)
- Gain an understanding of basic service convictions and practices; identifying that service is deliberate, habitual and from the heart. (Encourage confidence in their approach)
- Walk away with fundamental tools that assist them in creating and delivering exceptional experience on a consistent basis. (Arm them to succeed)
- Understand the importance of good health practices. (Invest in their wellbeing)

#### Course Description:

Hospitality, customer service the terms are synonymous. If you have worked in any field that required *serving* people, you have served on the front lines of customer care and are most likely familiar with the opportunities that come with it. But, did anyone ever invest the time to train you on how to engage with the customer? Did they define the customer experience? How to anticipate the guests needs, or how to avoid missing the mark? At the Heart of Customer Care, is the first of 3 courses designed to prepare those entering the field and raise the vision of those already working in it. We will focus on the fundamental principles of the basics of service, introduce tools to assist in creating unique and authentic experiences, and look to inspire you to excel in delivering the experience consistently over and over again. We look to instill pride in what you do, encouraging confidence when engaging in service, and inspire you towards excellence.

### Course #2: The Devil is in the Details, Service Fundamentals

*Yet to be determined.*

### Course #3: Rising up from the Ranks, Becoming a Leader of Service

*Yet to be determined.*



# Advocacy Plan

## TABLE OF CONTENTS

- I. Overview
  - a. Purpose for Advocacy
  - b. Vision, Mission & Values
- II. Analysis
  - a. Objectives
  - b. Public Policy Platform
  - c. Identify Strengths, Weaknesses, Opportunities & Threats (SWOT)
  - d. Targeted Audiences
  - e. Strategies
- III. Execution & Tactics
  - a. Procedures for Action on Public Policy Platform
  - b. Establish targeted messages based on unique issues and audience
  - c. Identify key influential messengers assigned to each audience and issue
  - d. Timelines and Ownership
  - e. Message Training
- IV. Desired Results
  - a. Establish Metrics to Measure Success
  - b. Review and Update Plan



---

## OVERVIEW

---

### 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

In Strategic Direction 2023, the organization again reinforced these initiatives.

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 SLO CAL, 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 SLO CAL.

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

- Stewardship
- Authenticity
- Inclusion
- Drive
- Future Focus

---

## ANALYSIS

---

### 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 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.



## Advocacy Plan

### **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.

### **Support Public Policy Initiatives that Promote California's Position as an Inclusive, Diverse and Welcoming Destination**

Visit SLO CAL is committed to equity and inclusion in all aspects of the industry and business and will support and advocate for policies that help SLO CAL and California become a more inclusive and welcoming destination for travelers.

### **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.

## 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

# Advocacy Plan

- 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
- 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





## Advocacy Plan

- Collaborate with other organizations whose public policy objectives coincide with the goals of Visit SLO CAL

---

## Execution & Tactics

---

### 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. Prior to action being taken, Visit SLO CAL staff will work to receive feedback from the local BIDs and strategic partners to allow for alternative opinions to be heard and ideas to be presented. 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. If the timeline does not allow the item to be on an Executive Committee agenda, the committee should be notified prior to any action being taken to allow for a request of staff to delay action. 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



## Advocacy Plan

- 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.

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.



# Advocacy Plan

## 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:

- 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 Immediate 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

---

## Desired Results

---

### 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.

Organization (Board & Staff, Marketing Committee & Advisory Committee)

Total # of People

	2019/20 Actual	2020/21 Actual
Board	15	16
Staff	15	9

MC	17	15
AC	16	16

# of Asian People Represented on Organization Leadership/Staff				
	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
Board	3	20%	4	25%
Staff	0	0%	0	0%

MC	0	6%	0	0%
AC	1	6%	1	6%

# of Black People Represented on Organization Leadership/Staff				
	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
Board	1	7%	1	6%
Staff	1	7%	0	0%

MC	0	0%	0	0%
AC	0	0%	0	0%

# of Latinx People Represented on Organization Leadership/Staff				
	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
Board	1	7%	1	6%
Staff	0	0%	1	11%

MC	0	0%	0	0%
AC	0	0%	0	0%

# of Indigenous People Represented on Organization Leadership/Staff				
	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
Board	0	0%	0	0%
Staff	1	7%	1	11%

MC	0	0%	0	0%
AC	0	0%	0	0%

# of LGBTQ People Represented on Organization Leadership/Staff				
	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
Board	1	7%	1	6%
Staff	1	7%	0	0%

MC	0	0%	0	0%
AC	1	6%	1	6%

# of White People Represented on Organization Leadership/Staff				
	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
Board	9	60%	10	63%
Staff	13	87%	7	78%

MC	17	100%	15	100%
AC	15	94%	15	94%

# of Differently Abled People Represented on Organization				
	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
Board	0	0%	0	0%
Staff	0	0%	0	0%

MC	0	0%	0	0%
AC	0	0%	0	0%



Media/Influencer Hosting

Total # of People Hosted

	2019/20 Actual	2020/21 Actual	
July			0
August			0
September			0
October			
November			
December			
January			
February			
March			
April			
May			
June			
FY Total	0	0	

# of Asian People Hosted

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			0	
August			0	
September			0	
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		0	

Total # of People Outreached To

	2019/20 Actual	2020/21 Actual
Black		
Latinx		
White		
Asian		
Indigenous		
LGBTQ		
Diff. Abled		
FY Total	0	0

# of Black People Hosted

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			0	
August			0	
September			0	
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		0	

# of Latinx People Hosted

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			0	
August			0	
September			0	
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		0	

# of Indigenous People Hosted

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			0	
August			0	
September			0	
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		0	

# of LGBTQ People Hosted

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			0	
August			0	
September			0	
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		0	

# of White People Hosted

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			0	
August			0	
September			0	
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		0	

# of Differently Abled People Hosted

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			0	
August			0	
September			0	
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		0	

Social Media Channels (Organic Posts)

Total # of People Represented on Social

	2019/20 Actual	2020/21 Actual
July		17
August		15
September		3
October		
November		
December		
January		
February		
March		
April		
May		
June		
FY Total	0	35

# of Asian People Represented on Social Media Channels

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			2	11.76%
August			1	6.67%
September			0	
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		3	8.57%

# of Black People Represented on Social Media Channels

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			3	17.65%
August			3	20.00%
September			0	0.00%
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		6	17.14%

# of Latinx People Represented on Social Media Channels

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			2	11.76%
August			0	0.00%
September			0	0.00%
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		2	5.71%

# of Indigenous People Represented on Social Media Channels

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			0	0.00%
August			0	0.00%
September			0	0.00%
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		0	0.00%

# of LGBTQ People Represented on Social Media Channels

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			0	0.00%
August			0	0.00%
September			0	0.00%
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		0	0.00%

# of White People Represented on Social Media Channels

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			10	58.82%
August			13	86.67%
September			3	100.00%
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		26	74.29%

# of Differently Abled People Represented on Social Media Channels

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			0	0.00%
August			0	0.00%
September			0	0.00%
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		0	

Sales/Travel Trade Hosting

Total # of People Hosted

	2019/20 Actual	2020/21 Actual
July		0
August		1
September		0
October		
November		
December		
January		
February		
March		
April		
May		
June		
FY Total	0	1

# of Asian People Hosted

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			0	0.00%
August			0	0.00%
September			0	0.00%
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		0	0.00%

Total # of People Outreached To

	2019/20 Actual	2020/21 Actual
Black		0
Latinx		0
White		1
Asian		0
Indigenous		0
LGBTQ		0
Diff. Abled		0
FY Total	0	1

# of Black People Hosted

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			0	0.00%
August			0	0.00%
September			0	0.00%
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		0	0.00%

# of Latinx People Hosted

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			0	0.00%
August			0	0.00%
September			0	0.00%
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		0	0.00%

# of Indigenous People Hosted

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			0	0.00%
August			0	0.00%
September			0	0.00%
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		0	

# of LGBTQ People Hosted

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			0	0.00%
August			0	0.00%
September			0	0.00%
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		0	0.00%

# of White People Hosted

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			0	0.00%
August			1	100.00%
September			0	0.00%
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		1	100.00%

# of Differently Abled People Hosted

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July			0	0.00%
August			0	0.00%
September			0	0.00%
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		0	0.00%

Paid Media Assets

Total # of Assets Created

	2019/20 Actual	2020/21 Actual
July		
August		75
September		
October		
November		
December		
January		
February		
March		
April		
May		
June		
FY Total	0	75

# of Asian People Represented in Created Assets

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July				
August			6	8.00%
September				
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		6	8.00%

# of Black People Represented in Created Assets

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July				
August			8	10.67%
September				
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		8	10.67%

# of Latinx People Represented in Created Assets

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July				
August			3	4.00%
September				
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		3	4.00%

# of Indigenous People Represented in Created Assets

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July				0.00%
August			1	1.33%
September				0.00%
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		1	1.33%

# of LGBTQ People Represented in Created Assets

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July				
August			2	2.67%
September				
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		0	0.00%

# of White People Represented in Created Assets

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July				
August			27	36.00%
September				
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		27	36.00%

# of Differently Abled People Represented in Created Assets

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
July				
August			0	0.00%
September				
October				
November				
December				
January				
February				
March				
April				
May				
June				
FY Total	0		0	0.00%

Misc. (Visitors Magazine, Educational Events)

Total # of People in Photos

	2019 Actual	2020 Actual
Black	0	2
Latinx	8	2
White	85	82
Asian	2	1
Indigenous	1	0
LGBTQ	0	1
Diff. Abled	0	0
<i>FY Total</i>	96	88

Total # of People Speaking

	2019/20 Actual	2020/21 Actual
Black	0	
Latinx	0	
White	4	
Asian	0	
Indigenous	0	
LGBTQ	0	
Diff. Abled	0	
<i>FY Total</i>	4	0

Total # of People Speaking

	2019/20 Actual	2020/21 Actual
Black	0	0
Latinx	1	0
White	2	0
Asian	0	0
Indigenous	0	0
LGBTQ	0	0
Diff. Abled	0	0
<i>FY Total</i>	3	0

Total # of People Speaking

	2019/20 Actual	2020/21 Actual
Black	1	N/A
Latinx	1	N/A
White	9	N/A
Asian	0	N/A
Indigenous	0	N/A
LGBTQ	0	N/A
Diff. Abled	0	N/A
<i>FY Total</i>	11	N/A

Visitor Magazine Photos

	2019 Actual	2019 % of Total	2020 Actual	2020 % of Total
Black	0	0%	2	2%
Latinx	8	8%	2	2%
White	85	89%	82	93%
Asian	2	2%	1	1%
Indigenous	1	1%	0	0%
LGBTQ	0	0%	1	1%
Diff. Abled	0	0%	0	0%

Virtual Townhall

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
Black	0	0		
Latinx	0	0		
White	4	100%		
Asian	0	0		
Indigenous	0	0		
LGBTQ	0	0		
Diff. Abled	0	0		
	4			

Industry Educational Symposium

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
Black	0	0%		
Latinx	1	33%		
White	2	67%		
Asian	0	0%		
Indigenous	0	0%		
LGBTQ	0	0%		
Diff. Abled	0	0%		

Destination Summit Speakers

	2019/20 Actual	2019/20 % of Total	2020/21 Actual	2020/21 % of Total
Black	1	9.09%	N/A	N/A
Latinx	1	9.09%	N/A	N/A
White	9	81.82%	N/A	N/A
Asian	0	0.00%	N/A	N/A
Indigenous	0	0.00%	N/A	N/A
LGBTQ	0	0.00%	N/A	N/A
Diff. Abled	0	0.00%	N/A	N/A





simpleview 

# SEO REPORT

August 2020



# TABLE OF CONTENTS

1	2	3	5
<b>COVID-19 Impact Update</b>	<b>Visitor Geographic Data</b>	<b>Engagement Goals</b>	<b>Organic Traffic</b>
Executive Summary	Overall Traffic Drive Market	Top Content	Organic Performance
Traffic Overview	Overall Traffic Fly Market	Site Engagement vs Industry	Organic Partner Referrals
	Overall Traffic UK		Search Ranking Performance
	In-Market vs Visitor		

# COVID-19 Impact On Industry-Wide Website Traffic

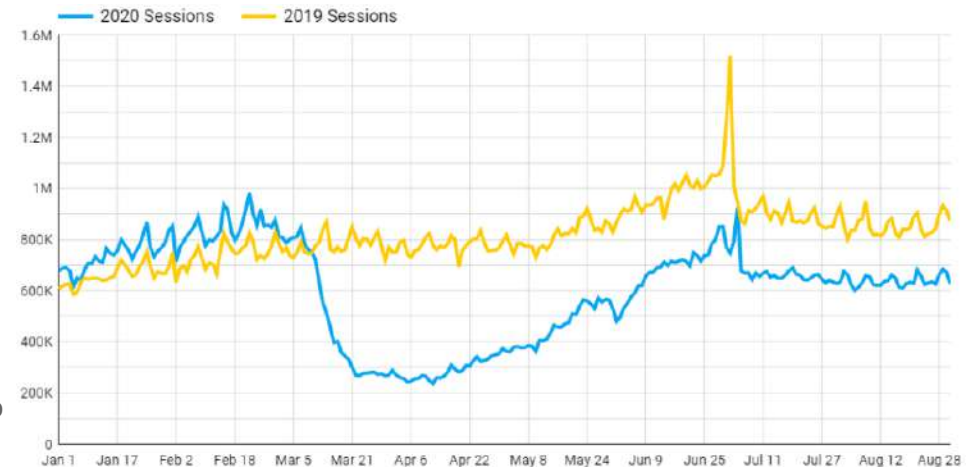
The industry continues to muddle along through the shutdown. Overall, the trends in sessions and organic search sessions changed very little throughout August, with overall sessions maintaining a level around 25% down from 2019 and organic traffic hovering in the -15% growth range. Things are not likely to change much overall until larger numbers of destinations begin to open up fully.

**Total Traffic** - The gap in sessions year over year remained so static throughout August (and July) that it seems to have been set that way intentionally. When we break it down by region, we find that most US areas continued to perform about the same, but Canadian sessions caught up significantly with last year's levels after lagging US performance throughout the shutdown. This development, coming at the end of the month, was driven largely by an increased paid search buy. Little change occurred in the local/drive/fly user breakdown, with drive-market users continuing to do best (near 2019 levels), though locals began to catch up to fly markets by the end of the month.

**Organic Traffic** - Organic sessions continued to outperform the average traffic source right up until the end of the month when they began to fall across regions and user locations. This can be attributed to Labor Day falling on September 2nd last year (which is compared to August 31st in our database thanks to day-of-week matching) but not occurring for another week this year. We can expect organic search growth to look very high on Labor Day this year as a result. Outside of that fluctuation, little has changed for organic search, where local users are not coming in as much (due to the lack of events occurring, as those users typically come to DMOs for that kind of information) but drive and fly markets continue to drive significant traffic.

**Google Trends** - Data on searches containing the words "book" and "hotel" can serve as a measure of user interest in becoming true travelers. We see in this trendline that such interest has still not recovered to pre-shutdown levels in the US, though it is not catastrophically low either. Information from our BookDirect platform indicates that users are still referring off to hotel properties and booking with shorter lead times than in year's past.

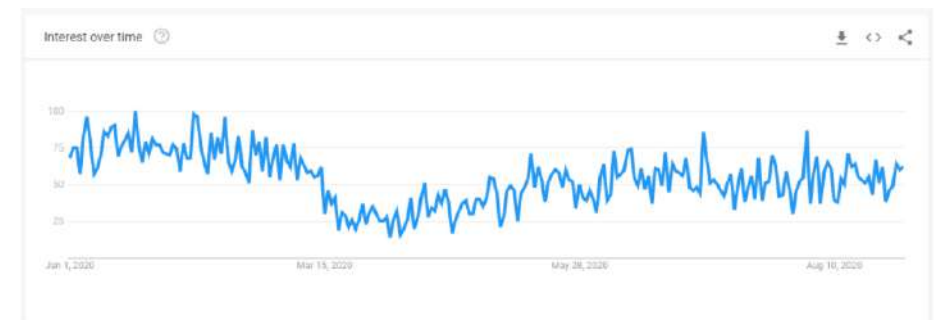
**General Recommendations** - Depending on coronavirus infection rates in your region and destination, there may be significant opportunity to market quick getaways to users in drive markets. Travelers have demonstrated a clear interest in getting back to vacationing where safety and legal restrictions allow. Monitoring epidemic statistics, keyword search volume, and website traffic should help you understand when these trends are becoming active in your area in time for you to reach these users. Have campaigns and content ready for this audience when the opportunity arises.



YTD YoY All Sessions All DMOs



YTD YoY Organic Sessions All DMOs by Visitor Segment



Google Trends search terms include "book" and "hotel"

# Executive Summary

## Analysis

The COVID-19 pandemic continues to have a significant industry-wide impact on website traffic. **August's YoY gains in organic traffic of 5.13%, far exceeded the industry average losses -18%**, and for 21 of last month's 31 days, **your site showed YoY parity or growth**. Notable bright spots: Your **homepage** (+14% sessions YoY), **/explore/avila-beach/** (+285% sessions YoY), **/blog/post/iconic-eats-every-visitor-should-try/** (+1,841% sessions YoY, +1,031 sessions), **/things-to-do/** (+45% sessions YoY), **/explore/cambria/** (+514% sessions YoY).

## Recommendations

Content development:

Creating city/town specific pages in the Explore section is having the desired impact (+45% YoY sessions). I recommend continuing these efforts with specific outdoor activities pages. I recommend hiking, biking, fishing, kayaking, paddle boarding, etc. pages for any town that offers those options. The keyword research I sent recently provides search volume numbers that could help you prioritize which pages to build. Here's a small sample: pismo beach hiking - 480 Average Monthly Searches(AMS), morro bay hiking - 590 AMS, Paso Robles Hiking - 590 AMS.

### Content Creation Inspiration:

11/1 National Calzone Day - A great way to promote restaurant partners  
11/3 - National Sandwich Day - A great way to promote restaurant partners  
11/6 - National Nachos Day - A great way to promote restaurant partners  
11/7 - International Stout Day - A great way to promote bar and brewery partners  
11/8 - National Cappuccino Day - A great way to promote restaurant/coffee shop partners  
11/9 - Go to an Art Museum Day - A great way to promote local Art Museum/Galleries/Public Art  
11/10 - National Pupusa Day - A great way to promote restaurant partners  
11/11 - National Sundae Day - A great way to promote local ice cream shops  
11/13 - World Kindness Day - A great way to promote/highlight local efforts/organizations that are addressing COVID fallout  
11/14 - National Spicy Guacamole Day - A great way to promote restaurant partners  
11/17 - National Hiking Day AKA National Take a Hike Day - A great way to promote outdoor activities  
11/19 - National Entrepreneur's Day - A great way to highlight local locally owned businesses  
11/22 - Go For A Ride Day - A great way to promote outdoor activities and day trips  
11/25 - DrinksGiving - A great way to promote bar and brewery partners  
11/26 - Thanksgiving - Weather permitting - a great way to propose ideas for social distancing options - Thanksgiving at the Park  
Month - Banana Pudding Lovers Month, National Fun with Fondue Month, National Peanut Butter Lovers Month, National Pepper Month, No-Shave November

# Traffic Overview - August 2020

## Total Traffic

YoY Comparison

Sessions

67,927

↓ -23.1% ↓ -20,403

Bounce Rate

45.98%

Pages / Session

1.96

Avg. Session Duration

00:02:50

## Organic Traffic

YoY Comparison

Sessions

40,593

↑ 5.1% ↑ 1,982

Percent of Total Sessions

59.76%

↑ 36.7%

Bounce Rate

42.59%

Pages / Session

2.01

Avg. Session Duration

00:03:13

## Organic Traffic and Top Landing Pages

by Section YoY Comparison

Stay

1,393

↑ 179.2% ↑ 894

### Stay (Including City Stay pages) Sessions ▾

/stay/rv-parks-campgrounds/ 658

/stay/vacation-rentals/ 315

Blog

5,257

↑ 44.7% ↑ 1,625

### Blog Sessions ▾

/blog/post/iconic-eats-every-visitor-s... 1,087

/blog/post/dog-friendly-beaches-abo... 702

Things to Do

4,662

↑ 40.3% ↑ 1,338

### Things to Do Sessions ▾

/things-to-do/ 787

/things-to-do/beaches-parks-nature/... 649

Explore

8,937

↑ 45.1% ↑ 2,778

### Explore Sessions ▾

/explore/avila-beach/ 1,103

/explore/cambria/ 940

Listings

6,684

↑ 74.4% ↑ 2,851

### Listings Sessions ▾

/listing/cypress-rv-&-mh-park/2197/ 1,585

/listing/elephant-seal-vista-point/1884/ 274

Event Pages

1,097

↓ -86.9% ↓ -7,254

### Explore Sessions ▾

/event/movies-in-the-park-drive-in-st... 216

/event/los-osos-&-baywood-park-far... 118





# Visitor Geographic Data

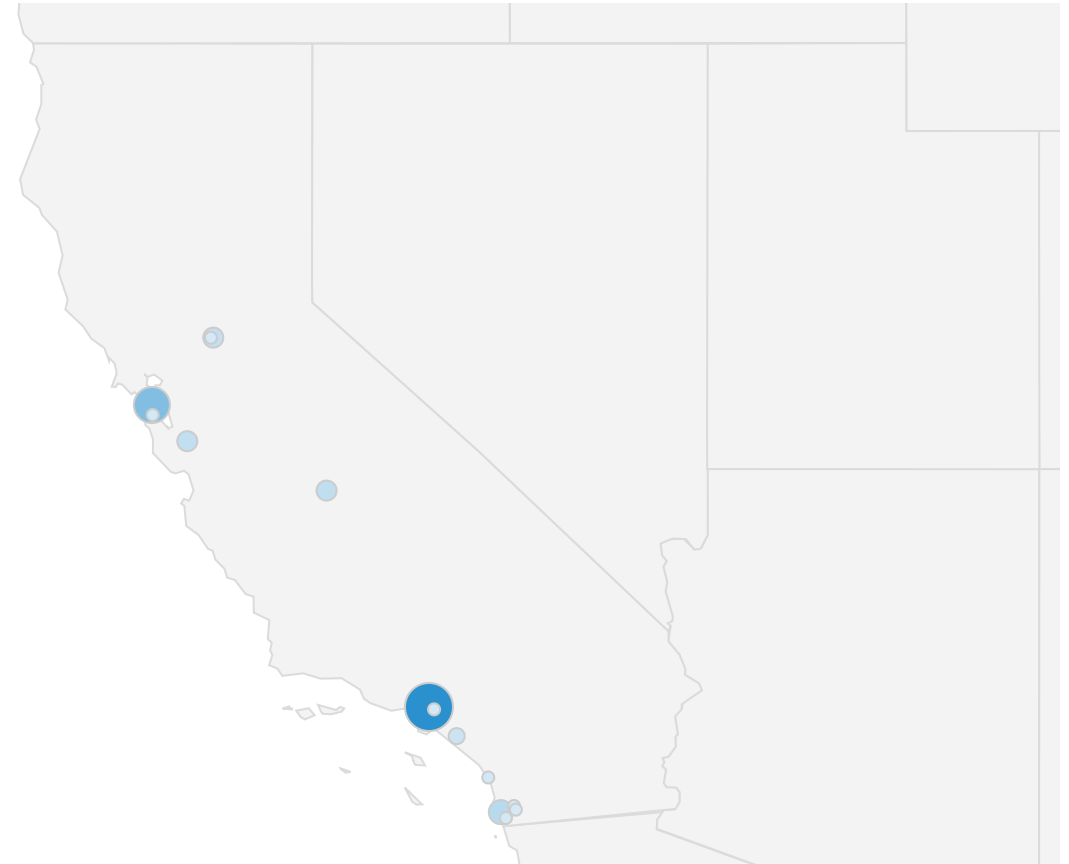
## How many sessions are coming from my drive market?

by City, Sessions, and % Change Year over Year

City	Sessions ▾
Los Angeles	11,031
San Francisco	5,349
San Diego	1,839
Fresno	1,341
San Jose	1,294
Sacramento	1,144
Irvine	608
Chula Vista	149
Carlsbad	135
El Cajon	112
South San Francisco	59
West Sacramento	32
East Los Angeles	27
Rancho San Diego	1

**Grand total** 23,121

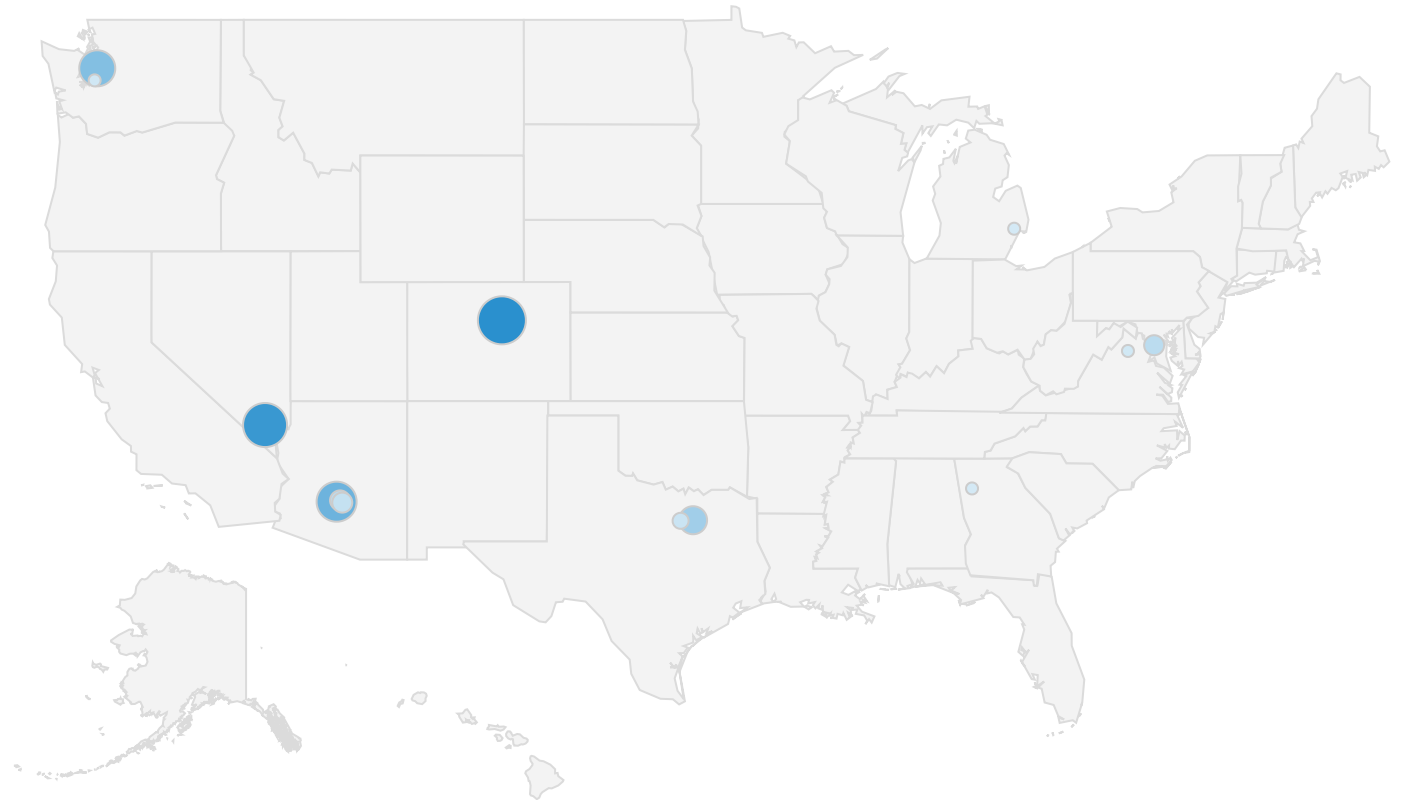
1  11,031



## What cities are users from?

by City, Sessions, and % Change Year over Year

City	Sessi...
Denver	401
Las Vegas	366
Phoenix	243
Seattle	192
Dallas	122
Washington	69
Scottsdale	56
Mesa	38
Fort Worth	24
Tacoma	10



## What cities are users from?

by City, Sessions, and % Change Year over Year

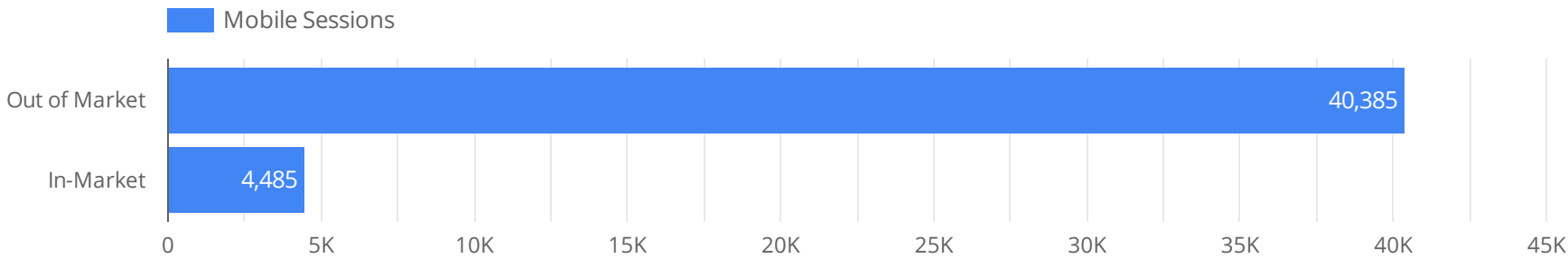
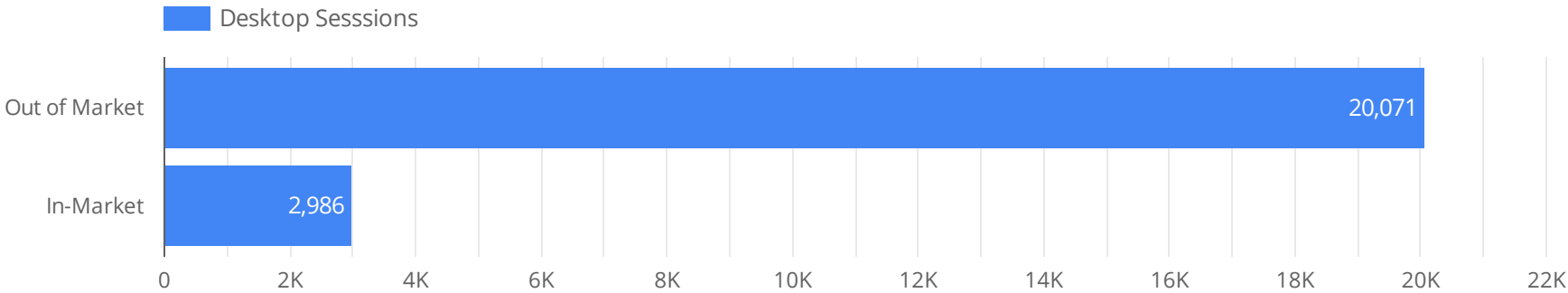
Metro	Sessions ▾
London	34
Central Scotland	11
Meridian (exc. Channel Islands)	11
Midlands	10
Yorkshire	9
East Of England	6
North West	5
(not set)	3
HTV West	1
North East	1
South West	1
North Scotland	1
HTV Wales	1



2 401

## What are my sessions break down?

by Sessions, by Out of Market and In-Market, and by Desktop and Mobile





The background of the slide features a close-up of hands interacting with a laptop. One hand is holding a pen, poised to write on a document, while the other is typing on the laptop keyboard. The image is overlaid with various digital graphics: a line graph with data points in the upper left, a network of interconnected nodes and lines in the upper right, a series of horizontal bars of varying lengths on the right side, and several concentric circles and dots in the lower left. A horizontal bar with segments of orange, green, blue, red, and purple spans the width of the slide, partially obscured by the text box. The overall aesthetic is modern and tech-oriented.

# Engagement Goals

## What are my top pages?

by Sessions, Exits, and Pageviews

Top Landing Pages	Sessions
/	6,520
/plan/getting-here/covid-19/	2,845
/listing/cypress-rv-&-mh-park/2197/	1,787
/explore/avila-beach/	1,233
/blog/post/iconic-eats-every-visitor-should-try/	1,205
/explore/cambria/	1,066
/things-to-do/	877
/stay/rv-parks-campgrounds/	870
/explore/paso-robles/	851
/blog/post/dog-friendly-beaches-abound-in-slo-county/	761

Page	Pageviews
/	8,907
/plan/getting-here/covid-19/	3,705
/things-to-do/	2,537
/listing/cypress-rv-&-mh-park/2197/	2,233
/stay/	2,154
/things-to-do/beaches-parks-nature/beaches/	2,096
/explore/avila-beach/	1,942
/explore/cambria/	1,672
/stay/rv-parks-campgrounds/	1,619
/blog/post/iconic-eats-every-visitor-should-try/	1,445

Exit Page	Exits
/	3,834
/plan/getting-here/covid-19/	2,076
/listing/cypress-rv-&-mh-park/2197/	1,719
/things-to-do/	1,019
/things-to-do/beaches-parks-nature/beac...	986
/explore/avila-beach/	980
/stay/	559
/stay/rv-parks-campgrounds/	716
/blog/post/iconic-eats-every-visitor-shoul...	1,007
/events-and-festivals/events-calendar/	670

## How does my website perform compared to the industry averages?

by Pages per Session, Avg. Session Duration, and Bounce Rate for All and Organic Traffic

Metric	Industry Average	SLOCAL.com	% Difference
Total Pages Per Session	2.08	1.96	-6.05%
Total Avg Session Duration	00:02:05	00:02:50	35.61%
Total Bounce Rate	52.23%	45.98%	-11.97%
Organic Pages Per Session	2.2	2.01	-8.58%
Organic Avg Session Duration	00:02:27	00:03:13	30.91%
Organic Bounce Rate	47.43%	42.59%	-10.22%

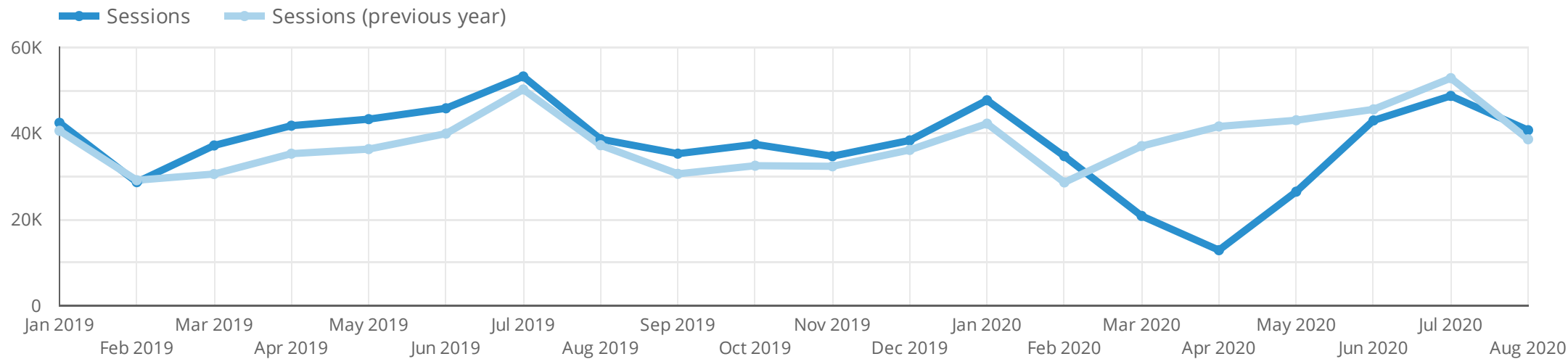




# **Organic Traffic**

## How are organic sessions trending?

by Sessions Year over Year



## What pages are organic search visitors landing on?

by Landing Page, Sessions, and Percent of Total Sessions Year over Year

Landing Page	Sessions	% Δ	% of Total	% Δ
/	4,752	14.0% ↑	12.52%	11.4% ↑
/plan/getting-here/covid-19/	2,287	-	6.02%	-
/listing/cypress-rv-&-mh-park/2197/	1,585	7,447.6% ↑	4.17%	7,275.1% ↑
/explore/avila-beach/	1,103	285.7% ↑	2.9%	276.7% ↑
/blog/post/iconic-eats-every-visitor-should-try/	1,087	1,841.1% ↑	2.86%	1,795.9% ↑
/explore/cambria/	940	498.7% ↑	2.48%	484.8% ↑
/things-to-do/	787	44.7% ↑	2.07%	41.3% ↑
/explore/paso-robles/	740	39.4% ↑	1.95%	36.1% ↑
/blog/post/dog-friendly-beaches-abound-in-slo-county/	702	26.0% ↑	1.85%	23.1% ↑
/stay/rv-parks-campgrounds/	658	732.9% ↑	1.73%	713.6% ↑

Partner Referrals are Defined as the sum of clicks on Visit Website, Book, and Phone links on Listing Detail page

Partner	Event	Total Referrals ▼
Cypress RV & MH Park	RV Parks & Campgrounds	1,124
Morro Dunes RV Park	RV Parks & Campgrounds	163
Biddle Ranch Vineyard House & Tasting Room	Wineries & Tasting Rooms	162
Tolosa	Wineries & Tasting Rooms	141
Wolff Vineyards Edna Valley	Wineries & Tasting Rooms	108
Elephant Seal Vista Point	Animals & Wildlife	100
Bay Pines RV & Travel Trailer Park	RV Parks & Campgrounds	90
Avila Lighthouse Suites	Hotels & Motels	87
Morro Strand RV Park	RV Parks & Campgrounds	80
Pismo Coast Village RV Resort	RV Parks & Campgrounds	76
Moonstone Beach	Things To Do	75
Sunbuggy Fun Rentals	ATVs & Off-roading	74
Pismo Preserve	Parks, Preserves & Natural Areas	74
Cava Robles RV Resort	RV Parks & Campgrounds	64
Allegretto Vineyard Resort by Ayres	Hotels & Motels	62
Avila Beach Cottage	Vacation Rentals	62
Le Sage Riviera RV Park	RV Parks & Campgrounds	61
See Canyon Fruit Ranch	Things To Do	56
Central Coast Outdoors	Kayaking, Kiteboarding & SUP	56
Pismo on the Beach Vacation Rentals 117 # 2 Ocean View	Vacation Rentals	52



Organic Clicks

33,335

Organic Impressions

2,316,019

Organic CTR%

1.44%

Average Ranking Position

15.6

## How is my site performing organically on Google search results?

Top 20 Queries by Clicks, Average Position, and Site Clickthrough Rate Year over Year

Query	Clicks ▾	% Δ	Average Position	% Δ	Site CTR
san luis obispo	3,020	3.5% ↑	4.59	54.3% ↑	2.11%
avila beach	883	385.2% ↑	4.4	-40.1% ↓	2.07%
paso robles	453	77.0% ↑	8.7	-8.2% ↓	0.52%
cayucos	413	44.9% ↑	4.1	-14.8% ↓	1.77%
cambria ca	345	1,280.0% ↑	6.75	-43.2% ↓	1.33%
cambria	337	332.1% ↑	9.46	-2.5% ↓	0.61%
edna valley wineries	266	0.8% ↑	6.43	48.0% ↑	12.96%
visit slo cal	257	79.7% ↑	2.32	116.1% ↑	39.3%
things to do in san luis obispo	223	39.4% ↑	6.6	-5.6% ↓	3.62%
san luis obispo county	221	88.9% ↑	3.58	1.8% ↑	1.44%
slo	207	89.9% ↑	6.41	-10.5% ↓	0.58%
pismo beach	202	-6.5% ↓	11.8	23.6% ↑	0.15%
santa margarita	180	133.8% ↑	3.58	-14.3% ↓	1.79%
san simeon	176	107.1% ↑	6.34	-13.3% ↓	0.84%
cypress morro bay rv & mh park	165	4,025.0% ↑	4.45	-3.4% ↓	41.56%
morro bay	156	-44.7% ↓	7.53	-12.7% ↓	0.19%
elephant seal vista point	152	83.1% ↑	5.01	-8.6% ↓	10.82%
things to do in morro bay	139	-16.8% ↓	8.5	39.1% ↑	3.3%
atascadero	127	8.5% ↑	6.1	13.4% ↑	0.77%
cambria california	119	1,387.5% ↑	6.05	-47.6% ↓	1.36%