



AGENDA

Visit SLO CAL Board of Directors

Visit SLO CAL Board of Directors Agenda

Wednesday, September 19, 2018

8:30 am

Inn at Morro Bay

60 State Park Rd, Morro Bay, CA 93442

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

ANNOUNCEMENTS	C. Davison
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3. Presentation of Honorary Appreciation for Lori Keller's Board Service

CONSENT AGENDA - <i>motion required</i>	C. Davison
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4. Approval of July 18, 2018 Board Meeting Minutes (*yellow*)
5. Approval of June/FY2017-18 Year-End Financials (*green*)
6. Approval of July & August Financials (*green*)
7. Ratification of Hemant Patel as Morro Bay's Appointed Board Member
8. Approval of FY2017-18 Annual Report
Staff will ask for Board approval of the July 18, 2018 Board Meeting Minutes, the June/Year-End Financials, the July and August Financials, the ratification of the appointment of Hemant Patel to the Board and the approval of the FY2017-18 Annual Report.

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

BUSINESS ITEMS	C. Davison
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10. FY2017-18 Audit (10 min) – *motion required*
Staff will request Board approval of VSC's FY2017-18 Audit, as recommended by the Executive Committee.
11. B&B Seat (10 min) – *motion required*
Staff will request Board approval of Alma Ayon's application for the open B&B seat on the Board, as recommended by the Executive Committee.
12. Destination Management Strategy Update (15 min)
Staff will provide an update on progress to-date of VSC's Destination Management Strategy and outline next steps.
13. TMD Renewal Update (15 min) – *motion required*
Staff will provide an update on the Tourism Marketing District (TMD) Renewal Process, and request approval to begin contract negotiations with Civitas, the legal firm that helped establish the district and will guide the legal process.
14. FY2018-19 Media Plan (10 min) – *motion required*
Staff will request approval from the Board of its FY2018-19 Media Plan, as recommended by the Marketing Committee.

15. Marketing Update (10 min)

Staff will provide an update on key marketing initiatives.

ADJOURN.

Brown Act Notice: Each speaker is limited to two minutes of public comment for items not on the agenda. Public comment for each agenda item will be called for separately and is also limited to 2 minutes per speaker. State law does not allow the board to discuss or take action on issues not on the agenda, except that members of the board may briefly respond to statements made or questions posed by the person giving public comment. Staff may be directed by the board to follow-up on such items and/or place them on the next board agenda. The order of agenda items is listed for reference and items may be taken in any order deemed appropriate by the Board of Directors.

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



MINUTES

Visit SLO CAL Board of Directors

Visit SLO CAL Board of Directors Meeting Minutes

Wednesday, July 18, 2018

8:30am

SpringHill Suites by Marriott
900 El Camino Real, Atascadero, CA 93422

1. CALL TO ORDER: Clint Pearce

PRESENT: John Arnold, Mark Eads, Aaron Graves, Jim Hamilton, Jay Jamison, Sarah Maggelet, Clint Pearce, Val Seymour, Amar Sohi, Roger Wightman

ABSENT: Kathy Bonelli, Sam Miller, Nipool Patel

STAFF PRESENT: Chuck Davison, Brooke Burnham, Christine Robertson, Michael Wambolt, Keba Baird, Brendan Pringle

Call to Order at 8:34 am.

2. PUBLIC COMMENT (On Non-Agenda Items)

None.

ANNOUNCEMENTS

Davison announced Wightman's resignation from the Board of Directors, and noted that he would present Wightman with a plaque at the end of the meeting. He asked the Board to review and sign the Conflict of Interest form in front of them, and to give to Pringle at the end of the meeting. He also introduced his daughter, Savannah Davison, who was shadowing him today. Savannah Davison introduced herself and said she was thankful for the opportunity to be at the meeting. Lori Keller, former VSC Board Member, announced that she is starting a business strategies marketing company.

CONSENT AGENDA

3. Approval of May 17, 2018 Board Meeting Minutes

4. Approval of May Financials

5. Approval of Resolution to Renew Line of Credit

Davison noted that June and End-of-Year Financials will be finalized and presented with our annual audit at the September Board Meeting. He also explained that the resolution would be to renew VSC's \$250k line of credit (LOC) at Bank of the Sierra with the Executive Committee as signers, and that the minutes from this meeting would serve as the resolution. He noted that VSC has not used its LOC since the start of the TMD, but has left it open in case of a major catastrophe.

Public Comment – None.

Board Discussion.

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

CEO REPORT

6. CEO Report

Davison reviewed the May 2017 and 2018 Travel Trends Indexes from U.S. Travel, as well as the May TOT Report. Davison thanked all who were able to attend the Advisory Committee Meeting on June 7, 2018 and highlighted some of the positive feedback VSC received from elected officials. He also noted that VSC had some conversation during the meeting on the status of contracts with Airbnb to collect TOT and assessment dollars, and that Pringle has put Grover Beach and Arroyo Grande in contact with VSC Board member Jim Hamilton, who was integral to the County's contract with Airbnb. Davison reported out on his HQ meeting with American Airlines, in partnership with Kevin Bumen (SLO Airport) and Jack Penning (Volaire). Davison noted that the City of Paso Robles, in partnership with Travel Paso and the Paso Robles Event Center are exploring plans to build a \$26M conference center on the grounds of the Paso Robles Event Center. He said that additional communities are also looking at options for conference space. VSC collaborated with the Jack & Jill Foundation to host Ken Schiedemeyer (a late-stage cancer patient) and his family from June 18-22, 2018. The family went ziplining, kayaking, surfing and winetasting, and VSC's staff and their families hosted them for a bonfire in Oceano. Wambolt, Burnham and Davison hosted a Morro Bay lodging meeting on June 21, 2018 for mid and small-sized properties, in an effort to increase engagement. On June 22, 2018, Destinations International (DI) certified VSC for their Destination Marketing Accreditation Program (DMAP), indicating VSC had satisfied the rigorous standards (93 total) set forth by the destination community. VSC was formally recognized at DI's Annual Convention (July 10-13, 2018). During the Convention, VSC Operations Manager Brendan Pringle was also separately recognized on-stage as one of DI's 30 Under 30. Davison updated the Board that several local communities are considering TOT/Assessment rate increases. He also noted that Highway 1 will fully re-open today. VSC is working with Visit California on year-long re-activation, including the Dream Drive event on August 9, 2018. Davison outlined his travel schedule.

Public Comment – None.

Board Discussion.

BUSINESS ITEMS

7. Destination Management Strategy Update

Robertson provided an update on the Destination Management Strategy (DMS), and noted that Stages 1 through 5 were completed over the last two months. VSC held its second Steering Committee meeting on June 25, 2018, and is meeting with county supervisors to update them and gain feedback. She also reported out on recent editorial board meetings and interviews, and the filming of PSAs with Assemblyman Jordan Cunningham and city mayors to promote the Community Survey. Stage 6 (the Community Survey) launches late July/early August and will be live for three weeks. VSC is promoting the survey via PSAs on TV, radio and social media, and is asking partners to share the survey with their networks, so that VSC can meet its internal target of 10,000 responses. The Board viewed one of the PSAs featuring Davison.

Public Comment – JP Patel, Lotus Management, asked what is driving VSC to engage in the DMS process. Davison responded that it is part of VSC's board developed and approved Strategic Direction 2020, and explained VSC's desire to manage the destination and strategically map out what we want the destination to become over the next 20 years. Patel described his concern about the resources being used by this organization for this effort and the burden falling on VSC.

Board Discussion.

8. Economic Development Regionalism Effort

Davison outlined the Economic Development Ecosystem (Visit-Live-Work-Business-Visit), and gave background on VSC's involvement in local business attraction, retention and growth discussions, spearheaded by Cal Poly President Jeffrey

Armstrong's Local Economic Development Committee (LEDC). He described the composition of the LEDC, and outlined the Business Attraction Subgroup Members. He noted that VSC's involvement would be in the best interest of tourism, and that VSC is uniquely equipped to tell the SLO CAL story. He also outlined how the impending closure of Diablo Canyon, the loss of local companies, pension liabilities, and the forecasted economic downturn in 2020 make business attraction, retention and growth all the more important. Davison noted that proactive work is not currently happening in the area of business attraction, retention and growth, and that the area needs a new model based on regionalism. VSC, local chambers and Cal Poly are in active discussions on advancing a proactive effort through a new organization. On June 27, 2018, the Executive Committee recommended that VSC continue to play a leading role in new efforts to develop a proactive, regional, economic development initiative focused on business attraction, retention and growth. They also recommended that VSC contributes a \$25,000 sponsorship (from non-TMD assessment funds) once the new organization is established with a business plan and governance structure that aligns with Visit SLO CAL's efforts.

Public Comment – Danna Stroud, Travel Paso, asked about the difference between what SLO EVC is doing versus what this new business attraction organization would be doing. Davison noted that the EVC's purpose is not business attraction, and that this effort was built on a need that exists and has not been fulfilled. Stroud also asked if this new organization would be viewed as a regional Chamber. Davison responded that it would not be a regional chamber, and would rather take advantage of the resources provided by our local chambers. JP Patel, Lotus Management, expressed his concern that VSC could be seen as morphing into a different type of organization by leading these efforts. Davison clarified that VSC is not spearheading the efforts, and that VSC believes it's important to manage the destination and have a seat at the table in the discussion.

Board Discussion.

ACTION: Moved by Graves/Maggelet that Visit SLO CAL continue to play a leading role in new efforts to develop a proactive, regional, economic development initiative focused on business attraction, retention and growth and that Visit SLO CAL offers a \$25,000 sponsorship (from non-TMD assessment funds), once the new organization is established with a business plan and governance structure that aligns with Visit SLO CAL's efforts.

Motion carried: 12:0
Wightman arrived after the vote

9. Highway 1 Reactivation

Davison announced that Visit California's (VCA) "Dream Drive" event is scheduled for August 9, 2018 and that invitations would be coming soon. He described the event, and noted that it is part of a larger effort to re-activate this region. VSC is asking for the release of up to \$100,000 in reserve funding to be used for Highway 1 re-opening marketing. The funds would go toward supporting a North Coast Highway 1 advertising co-op (\$40,000); hosting as many VCA media that we can accommodate; and additional opportunities to support yearlong activation.

Public Comment – None.

Board Discussion.

ACTION: Moved by Graves/Jamison that Visit SLO CAL release up to \$100,000 from reserve funds to be used for Highway 1 re-opening marketing efforts.

Motion carried: 12:0
Wightman arrived after the vote

10. At-Large Board Seat

With Lori Keller's resignation from the Board, the at-large seat on the BOD is now vacant. The term of this seat extends through June 2020. VSC opened the application process on June 29, 2018 and closed collection on July 13, 2018. VSC received applications from Aaron Graves (The Rigdon House, Cambria), Tom Pugh (Embassy Suites, San Luis Obispo), Manish Gupta (Courtesy Inn and Oceanside Inn, San Simeon; Dolphin Cove Motel, Pismo Beach) and Victor Popp (La Quinta Paso Robles). Gupta withdrew his application on July 17, 2018 due to an injury, and Davison noted that Popp's application was technically submitted after the deadline on July 13, 2018. Prior to receiving any applications, the Executive Committee suggested that Aaron Graves could take this at-large seat so that he doesn't lose his seat should he sell his B&B and purchase a hotel. This would open the B&B seat up for applications.

Public Comment – Victor Popp, La Quinta Paso Robles, introduced himself and noted that he would look forward to the opportunity to be more active with Visit SLO CAL.

Board Discussion. Arnold noted he did not believe the Executive Committee made a recommendation since applications had yet to be submitted at the time of the meeting. Graves discussed his interest in the seat.

ACTION: Moved by Jamison/Wightman to appoint Aaron Graves to the at-large seat on the Visit SLO CAL Board.

Motion carried: 10:2:1
Seymour and Arnold opposed (in favor of Victor Popp)
Graves abstained

11. Executive Committee Seat

Lori Keller's resignation means that the Secretary seat on the Executive Committee is now open. Pearce asked for nominations.

Public Comment – None.

Board Discussion. Jamison nominated Mark Eads.

ACTION: Moved by Wightman/Jamison to appoint Mark Eads as Secretary on the VSC Executive Committee.

Motion carried: 13:0

12. TMD Renewal Update

VSC's current 5-year agreement is scheduled to sunset on June 30, 2020 without a renewal. Following direction from city managers at the Advisory Committee, we sent email to local TBID/CVB partners on 7/2 to understand from each city what steps they will require Visit SLO CAL to take before the final hearings and approval by the County Board of Supervisors. We received feedback from all but one city, and requirements will range by community. Davison reviewed the proposed planning timeline, as well as some major items that will require funding, to consider as the renewal is pursued. These items include: growing international marketing/public relations/travel trade; new international markets/efforts; further air service development; Destination Management Strategy recommendations; and Meetings & Conference growth.

Public Comment – None.

Board Discussion.

13. Marketing Update

The Marketing Update was removed from the agenda due to a lack of time. Davison noted that VSC would send the slides to the Board via email.

Public Comment – None.

Board Discussion.

ANNOUNCEMENTS (cont'd)

Davison presented an award to Wightman and thanked him for his service to the VSC Board. Wightman said he was humbled to be part of the Board.

ADJOURNMENT

Meeting adjourned at 10:20am.

Visit SLO CAL

2017/2018 Financial Summary - June 2018 & Total Fiscal Year

	This Month	Budgeted for Month	MTD Variance	MTD Actual v. MTD Budget %	MTD % of Total Income/Expenses	FISCAL YEAR	FY Budget	FY Variance	Actual v. Budget %	% of Total Income/Expenses
Income										
PY TMD Collected in CY	\$ -	\$ -	\$ -	#DIV/0!	0.00%	\$ 127,555	\$ 127,555	\$ -	100.00%	3.17%
Membership Dues	\$ 413	\$ -	\$ 413	#DIV/0!	0.09%	\$ 44,766	\$ 44,198	\$ 568	101.29%	1.11%
TMD Income										
SLO County Unincorporated	\$ 69,558	\$ 69,558	\$ -	100.00%	15.59%	\$ 902,684	\$ 902,684	\$ -	100.00%	22.43%
SLO City	\$ 70,235	\$ 70,235	\$ -	100.00%	15.75%	\$ 720,704	\$ 720,704	\$ -	100.00%	17.91%
Pismo Beach	\$ 88,393	\$ 88,393	\$ -	100.00%	19.82%	\$ 910,692	\$ 910,692	\$ -	100.00%	22.63%
Morro Bay	\$ 25,359	\$ 25,359	\$ -	100.00%	5.69%	\$ 299,473	\$ 299,473	\$ -	100.00%	7.44%
Paso Robles	\$ 41,194	\$ 41,194	\$ -	100.00%	9.24%	\$ 465,127	\$ 465,127	\$ -	100.00%	11.56%
Arroyo Grande	\$ 9,182	\$ 9,182	\$ -	100.00%	2.06%	\$ 93,331	\$ 93,331	\$ -	100.00%	2.32%
Atascadero *	\$ 23,461	\$ -	\$ 23,461	0.00%	5.26%	\$ 114,487	\$ 114,487	\$ -	100.00%	2.84%
Grover	\$ 3,261	\$ 3,261	\$ -	100.00%	0.73%	\$ 42,706	\$ 42,706	\$ -	100.00%	1.06%
Adjustment for Actual TMD Collected	\$ 115,004	\$ -	\$ 115,004		25.78%	\$ 303,147	\$ 144,707	\$ 158,440		7.53%
Total Income	\$ 446,060	\$ 307,182	\$ 138,878	145.21%	100.00%	\$ 4,024,672	\$ 3,865,664	\$ 159,008	104.11%	100.00%
* District pays quarterly										
Expenses										
Restricted Reserve	\$ 22,303	\$ 15,359	\$ 6,944	145.21%	8.12%	\$ 201,234	\$ 193,283	\$ 7,950	104.11%	5.49%
G&A	\$ 57,081	\$ 20,068	\$ 37,013	284.44%	20.77%	\$ 291,584	\$ 267,506	\$ 24,078	109.00%	7.95%
Industry Research and Resources	\$ 87,152	\$ 43,692	\$ 43,460	199.47%	31.71%	\$ 375,733	\$ 399,135	\$ (23,402)	94.14%	10.24%
Travel Trade	\$ 28,610	\$ 26,669	\$ 1,941	107.28%	10.41%	\$ 314,646	\$ 347,756	\$ (33,109)	90.48%	8.58%
Communications	\$ 30,438	\$ 31,465	\$ (1,027)	96.74%	11.08%	\$ 286,294	\$ 296,614	\$ (10,321)	96.52%	7.81%
Advertising	\$ (1,618)	\$ 30,226	\$ (31,844)	-5.35%	-0.59%	\$ 1,698,371	\$ 1,723,793	\$ (25,422)	98.53%	46.31%
Promotions	\$ 3,742	\$ 5,562	\$ (1,820)	67.28%	1.36%	\$ 47,884	\$ 65,014	\$ (17,130)	73.65%	1.31%
Events	\$ 163	\$ 8,149	\$ (7,986)	2.00%	0.06%	\$ 103,558	\$ 161,786	\$ (58,228)	64.01%	2.82%
Digital Marketing	\$ 42,291	\$ 33,274	\$ 9,017	127.10%	15.39%	\$ 301,212	\$ 348,618	\$ (47,406)	86.40%	8.21%
Film Commission	\$ 4,641	\$ 1,765	\$ 2,876	262.97%	1.69%	\$ 47,037	\$ 54,952	\$ (7,915)	85.60%	1.28%
Total Expenses	\$ 274,803	\$ 216,229	\$ 58,574	127.09%	100.00%	\$ 3,667,552	\$ 3,858,457	\$ (190,906)	95.05%	100.00%
Surplus(Deficit)	\$ 171,257	\$ 90,953	\$ 80,304	188.29%		\$ 357,120	\$ 7,206	\$ 349,913	4955.59%	
Cash Flow										
Surplus (Deficit)	\$ 171,257					\$ 357,120				
Beginning Cash Balance	\$ 1,129,906					\$ 733,261				
Change in Accounts Receivable	\$ (81,946)					\$ 67,950				
Change in Prepaid & Accrued Expenses	\$ (54,097)					\$ (81,525)				
Change in Reserve Contingency	\$ 22,303					\$ 201,234				
Change in Accounts Payable	\$ 26,894					\$ (63,723)				
Visit SLO CAL Cash Balances	\$ 1,214,317					\$ 1,214,317				
Restricted Reserves - 5% of Cumulative Revenues	\$ (565,953)					\$ (565,953)				
Equity on Balance Sheet										
Net Available Cash	\$ 648,364					\$ 648,364				
Comments to the Board:										
<ul style="list-style-type: none"> - \$171k surplus for June (spent \$59k more than budgeted, but revenue was \$139k more than budgeted); Ended the year at a \$357k surplus (\$350k larger surplus than budgeted). - All TMD amounts accrued through April have been collected. 										

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

	Jun 30, 18	Jun 30, 17	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
1010 · Bank of the Sierra - TMD	483,355.53	572,788.30	-89,432.77	-15.6%
1020 · Bank of the Sierra - Membership	201,886.73	160,472.38	41,414.35	25.8%
1030 · Morgan Stanley - TMD	430,886.33	0.00	430,886.33	100.0%
1040 · Morgan Stanley - Membership	100,407.50	0.00	100,407.50	100.0%
Total Checking/Savings	1,216,536.09	733,260.68	483,275.41	65.9%
Accounts Receivable				
1200 · Accounts Receivable	746,785.24	814,735.45	-67,950.21	-8.3%
Total Accounts Receivable	746,785.24	814,735.45	-67,950.21	-8.3%
Other Current Assets				
1320 · Prepaid Rent	4,369.95	3,326.70	1,043.25	31.4%
1340 · Workman's Comp Deposit	387.00	387.00	0.00	0.0%
1350 · Prepaid Expenses	131,001.15	19,992.74	111,008.41	555.2%
1330 · Employee Advances	20.57	0.00	20.57	100.0%
1499 · Undeposited Funds	-2,219.00	0.00	-2,219.00	-100.0%
Total Other Current Assets	133,559.67	23,706.44	109,853.23	463.4%
Total Current Assets	2,096,881.00	1,571,702.57	525,178.43	33.4%
Fixed Assets				
1400 · Fixed Assets				
1405 · Computer Hardware/Software	24,216.44	24,216.44	0.00	0.0%
1410 · Furniture & Fixtures	91,012.07	91,012.07	0.00	0.0%
1415 · Leasehold Improvements	37,301.15	37,301.15	0.00	0.0%
1425 · Office Equipment	14,560.10	14,560.10	0.00	0.0%
Total 1400 · Fixed Assets	167,089.76	167,089.76	0.00	0.0%
1500 · Accumulated Depreciation				
1505 · Comp. Hdwr/Sftwr. Acc. Depr.	-15,088.17	-15,088.17	0.00	0.0%
1510 · Furn. & Fixt. Accum. Depr.	-6,208.00	-6,208.00	0.00	0.0%
1515 · Leasehold Imp. Accum. Depr.	-1,630.00	-1,630.00	0.00	0.0%
1525 · Office Equip. Accum. Depr.	-4,915.00	-4,915.00	0.00	0.0%
Total 1500 · Accumulated Depreciation	-27,841.17	-27,841.17	0.00	0.0%
Total Fixed Assets	139,248.59	139,248.59	0.00	0.0%
Other Assets				
1600 · Intangibles				
1605 · Trademark - Slocal	15,750.00	15,750.00	0.00	0.0%
Total 1600 · Intangibles	15,750.00	15,750.00	0.00	0.0%
Total Other Assets	15,750.00	15,750.00	0.00	0.0%
TOTAL ASSETS	2,251,879.59	1,726,701.16	525,178.43	30.4%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 · Accounts Payable	162,914.22	231,476.04	-68,561.82	-29.6%
Total Accounts Payable	162,914.22	231,476.04	-68,561.82	-29.6%
Credit Cards				
2060 · American Express Credit Card	9,776.00	0.00	9,776.00	100.0%
2050 · Rabobank Credit Card	0.00	4,619.90	-4,619.90	-100.0%
Total Credit Cards	9,776.00	4,619.90	5,156.10	111.6%
Other Current Liabilities				
2070 · Accrued Liabilities	30,526.99	0.00	30,526.99	100.0%
2100 · Payroll Liabilities				
2160 · Health Insurance Withheld	172.19	468.50	-296.31	-63.3%
Total 2100 · Payroll Liabilities	172.19	468.50	-296.31	-63.3%
Total Other Current Liabilities	30,699.18	468.50	30,230.68	6,452.7%
Total Current Liabilities	203,389.40	236,564.44	-33,175.04	-14.0%
Total Liabilities	203,389.40	236,564.44	-33,175.04	-14.0%
Equity				

6:36 PM

07/25/18

Accrual Basis

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

	<u>Jun 30, 18</u>	<u>Jun 30, 17</u>	<u>\$ Change</u>	<u>% Change</u>
3120 · Reserved Earnings	565,953.40	364,719.82	201,233.58	55.2%
3130 · Retained Earnings	1,125,416.90	401,839.00	723,577.90	180.1%
Net Income	357,119.89	723,577.90	-366,458.01	-50.7%
Total Equity	<u>2,048,490.19</u>	<u>1,490,136.72</u>	<u>558,353.47</u>	<u>37.5%</u>
TOTAL LIABILITIES & EQUITY	<u>2,251,879.59</u>	<u>1,726,701.16</u>	<u>525,178.43</u>	<u>30.4%</u>

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

Income	This Month	Budgeted for Month	MTD Variance	MTD Actual v. Budget %	MTD % of Total Income/Expenses	FISCAL YTD	Budget YTD	YTD Variance	YTD Actual v. Budget %	YTD % of Total Income/Expenses
Collected from Prior Year Assessments	\$ 108,535	\$ 3,000	\$ 105,535	3617.83%	22.22%	\$ 108,535	\$ 3,000	\$ 105,535	3617.83%	22.22%
Other Revenue	\$ 190	\$ 850	\$ (660)	22.34%	0.04%	\$ 190	\$ 850	\$ (660)	22.34%	0.04%
TBID Income:										
SLO County Unincorporated	\$ 81,226	\$ 81,226	\$ -	100.00%	16.63%	\$ 81,226	\$ 81,226	\$ -	100.00%	16.63%
SLO City	\$ 52,948	\$ 52,948	\$ -	100.00%	10.84%	\$ 52,948	\$ 52,948	\$ -	100.00%	10.84%
Pismo Beach	\$ 133,888	\$ 133,888	\$ -	100.00%	27.41%	\$ 133,888	\$ 133,888	\$ -	100.00%	27.41%
Morro Bay	\$ 42,575	\$ 42,575	\$ -	100.00%	8.72%	\$ 42,575	\$ 42,575	\$ -	100.00%	8.72%
Paso Robles	\$ 54,372	\$ 54,372	\$ -	100.00%	11.13%	\$ 54,372	\$ 54,372	\$ -	100.00%	11.13%
Arroyo Grande	\$ 8,452	\$ 8,452	\$ -	100.00%	1.73%	\$ 8,452	\$ 8,452	\$ -	100.00%	1.73%
Atascadero (quarterly)	\$ -	\$ -	\$ -	0.00%	0.00%	\$ -	\$ -	\$ -	#DIV/0!	0.00%
Grover	\$ 4,905	\$ 4,905	\$ -	100.00%	1.00%	\$ 4,905	\$ 4,905	\$ -	100.00%	1.00%
Adjustment for Actual TBID Collected	\$ -	\$ -	\$ -	#DIV/0!	0.00%	\$ -	\$ -	\$ -	#DIV/0!	0.00%
Interest Income	\$ 1,368	\$ -	\$ -	#DIV/0!	0.28%	\$ 1,368	\$ -	\$ -	#DIV/0!	0.28%
Total Income	\$ 488,459	\$ 382,216	\$ 104,875	127.80%	100.00%	\$ 488,459	\$ 382,216	\$ 104,875	127.80%	100.00%
Expenses										
Contingency Reserve	\$ 24,355	\$ 19,111	\$ 5,244	127.44%	10.70%	\$ 24,355	\$ 19,111	\$ 5,244	127.44%	10.70%
G&A	\$ 16,975	\$ 23,030	\$ (6,056)	73.71%	7.46%	\$ 16,975	\$ 23,030	\$ (6,056)	73.71%	7.46%
Industry Research and Resources	\$ 41,830	\$ 50,688	\$ (8,858)	82.52%	18.38%	\$ 41,830	\$ 50,688	\$ (8,858)	82.52%	18.38%
Travel Trade	\$ 21,775	\$ 22,376	\$ (601)	97.31%	9.57%	\$ 21,775	\$ 22,376	\$ (601)	97.31%	9.57%
Communications	\$ 25,436	\$ 28,825	\$ (3,389)	88.24%	11.18%	\$ 25,436	\$ 28,825	\$ (3,389)	88.24%	11.18%
Advertising	\$ 55,564	\$ 95,123	\$ (39,559)	58.41%	24.41%	\$ 55,564	\$ 95,123	\$ (39,559)	58.41%	24.41%
Promotions	\$ 1,922	\$ 4,840	\$ (2,918)	39.71%	0.84%	\$ 1,922	\$ 4,840	\$ (2,918)	39.71%	0.84%
Events	\$ 3,696	\$ 24,971	\$ (21,275)	14.80%	1.62%	\$ 3,696	\$ 24,971	\$ (21,275)	14.80%	1.62%
Digital Marketing	\$ 33,412	\$ 37,462	\$ (4,049)	89.19%	14.68%	\$ 33,412	\$ 37,462	\$ (4,049)	89.19%	14.68%
Film Commission	\$ 2,624	\$ 2,348	\$ 276	111.76%	1.15%	\$ 2,624	\$ 2,348	\$ 276	111.76%	1.15%
Total Expenses	\$ 227,589	\$ 308,774	\$ (81,185)	73.71%	100.00%	\$ 227,589	\$ 308,774	\$ (81,185)	73.71%	100.00%
Surplus(Deficit)	\$ 260,870	\$ 73,442	\$ 186,060	355.20%		\$ 260,870	\$ 73,442	\$ 186,060	355.20%	

Cash Flow

Surplus (Deficit)	\$ 260,870	\$ 260,870
Beginning Cash Balance	\$ 1,214,317	\$ 1,214,317
Change in Accounts Receivable	\$ (125,216)	\$ (125,216)
Change in Accrued Expenses	\$ (0)	\$ (0)
Change in Prepaid Expenses	\$ 343	\$ 343
Change in Accounts Payable	\$ (83,731)	\$ (83,731)
Change in Reserve Contingency	\$ 24,355	\$ 24,355

Ending Cash Balance

\$ 1,290,938

Contingency Reserve - 5% of Cumulative Revenue

\$(590,308)

Liability on Balance Sheet

Net Available Cash

\$ 700,630

Comments to the Board:

- \$261k surplus for July; Expenses are \$81k less than budgeted & income is \$105k more than budgeted
- All TMD amounts accrued through May have been collected.

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

	Jul 31, 18	Jul 31, 17	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
1010 · Bank of the Sierra - TMD	444,802.84	854,580.93	-409,778.09	-48.0%
1020 · Bank of the Sierra - Membership	170,021.38	182,143.03	-12,121.65	-6.7%
1030 · Morgan Stanley - TMD	431,930.86	0.00	431,930.86	100.0%
1040 · Morgan Stanley - Membership	100,718.17	0.00	100,718.17	100.0%
Total Checking/Savings	1,147,473.25	1,036,723.96	110,749.29	10.7%
Accounts Receivable				
1200 · Accounts Receivable	872,001.27	701,351.76	170,649.51	24.3%
Total Accounts Receivable	872,001.27	701,351.76	170,649.51	24.3%
Other Current Assets				
1320 · Prepaid Rent	4,369.95	3,326.70	1,043.25	31.4%
1340 · Workman's Comp Deposit	367.00	387.00	-20.00	-5.2%
1350 · Prepaid Expenses	130,697.60	21,144.99	109,552.61	518.1%
1330 · Employee Advances	0.75	0.00	0.75	100.0%
1499 · Undeposited Funds	143,464.45	0.00	143,464.45	100.0%
Total Other Current Assets	278,899.75	24,858.69	254,041.06	1,021.9%
Total Current Assets	2,298,374.27	1,762,934.41	535,439.86	30.4%
Fixed Assets				
1400 · Fixed Assets				
1405 · Computer Hardware/Software	24,216.44	24,216.44	0.00	0.0%
1410 · Furniture & Fixtures	91,012.07	91,012.07	0.00	0.0%
1415 · Leasehold Improvements	37,301.15	37,301.15	0.00	0.0%
1425 · Office Equipment	14,560.10	14,560.10	0.00	0.0%
Total 1400 · Fixed Assets	167,089.76	167,089.76	0.00	0.0%
1500 · Accumulated Depreciation				
1505 · Comp. Hdwr/Sftwr. Acc. Depr.	-15,088.17	-15,088.17	0.00	0.0%
1510 · Furn. & Fixt. Accum. Depr.	-6,208.00	-6,208.00	0.00	0.0%
1515 · Leasehold Imp. Accum. Depr.	-1,630.00	-1,630.00	0.00	0.0%
1525 · Office Equip. Accum. Depr.	-4,915.00	-4,915.00	0.00	0.0%
Total 1500 · Accumulated Depreciation	-27,841.17	-27,841.17	0.00	0.0%
Total Fixed Assets	139,248.59	139,248.59	0.00	0.0%
Other Assets				
1600 · Intangibles				
1605 · Trademark - Slocal	15,750.00	15,750.00	0.00	0.0%
Total 1600 · Intangibles	15,750.00	15,750.00	0.00	0.0%
Total Other Assets	15,750.00	15,750.00	0.00	0.0%
TOTAL ASSETS	2,453,372.86	1,917,933.00	535,439.86	27.9%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 · Accounts Payable	75,281.99	157,493.15	-82,211.16	-52.2%
Total Accounts Payable	75,281.99	157,493.15	-82,211.16	-52.2%
Credit Cards				
2060 · American Express Credit Card	13,677.11	0.00	13,677.11	100.0%
Total Credit Cards	13,677.11	0.00	13,677.11	100.0%
Other Current Liabilities				
2070 · Accrued Liabilities	31,110.32	0.00	31,110.32	100.0%
2100 · Payroll Liabilities				
2160 · Health Insurance Withheld	-411.28	0.00	-411.28	-100.0%
Total 2100 · Payroll Liabilities	-411.28	0.00	-411.28	-100.0%
Total Other Current Liabilities	30,699.04	0.00	30,699.04	100.0%
Total Current Liabilities	119,658.14	157,493.15	-37,835.01	-24.0%
Total Liabilities	119,658.14	157,493.15	-37,835.01	-24.0%
Equity				
3120 · Reserved Earnings	590,307.95	385,131.75	205,176.20	53.3%
3130 · Retained Earnings	1,482,536.79	1,125,416.90	357,119.89	31.7%
Net Income	260,869.98	249,891.20	10,978.78	4.4%
Total Equity	2,333,714.72	1,760,439.85	573,274.87	32.6%
TOTAL LIABILITIES & EQUITY	2,453,372.86	1,917,933.00	535,439.86	27.9%

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

Income	This Month	Budgeted for Month	MTD Variance	MTD Actual v. Budget %	MTD % of Total Income/Expenses	FISCAL YTD	Budget YTD	YTD Variance	YTD Actual v. Budget %	YTD % of Total Income/Expenses
Collected from Prior Year Assessments	\$ 73,159	\$ 108,000	\$ (34,841)	67.74%	11.98%	\$ 181,694	\$ 111,000	\$ 70,694	163.69%	16.53%
Other Revenue	\$ 438	\$ 850	\$ (412)	51.56%	0.07%	\$ 628	\$ 1,700	\$ (1,072)	36.95%	0.06%
TBID Income:										
SLO County Unincorporated	\$ 122,407	\$ 122,407	\$ -	100.00%	20.04%	\$ 203,633	\$ 203,633	\$ -	100.00%	18.52%
SLO City	\$ 106,666	\$ 106,666	\$ -	100.00%	17.46%	\$ 159,614	\$ 159,614	\$ -	100.00%	14.52%
Pismo Beach	\$ 120,257	\$ 120,257	\$ -	100.00%	19.69%	\$ 254,146	\$ 254,146	\$ -	100.00%	23.12%
Morro Bay	\$ 42,575	\$ 42,575	\$ -	100.00%	6.97%	\$ 85,150	\$ 85,150	\$ -	100.00%	7.75%
Paso Robles	\$ 48,567	\$ 48,567	\$ -	100.00%	7.95%	\$ 102,938	\$ 102,938	\$ -	100.00%	9.36%
Arroyo Grande	\$ 11,253	\$ 11,253	\$ -	100.00%	1.84%	\$ 19,705	\$ 19,705	\$ -	100.00%	1.79%
Atascadero (quarterly)	\$ -	\$ -	\$ -	0.00%	0.00%	\$ -	\$ -	\$ -	#DIV/0!	0.00%
Grover	\$ 4,905	\$ 4,905	\$ -	100.00%	0.80%	\$ 9,810	\$ 9,810	\$ -	100.00%	0.89%
Adjustment for Actual TBID Collected	\$ 79,439	\$ -	\$ 79,439	#DIV/0!	13.00%	\$ 79,439	\$ -	\$ 79,439	#DIV/0!	7.23%
Interest Income	\$ 1,191	\$ -	\$ -	#DIV/0!	0.19%	\$ 2,559	\$ -	\$ -	#DIV/0!	0.23%
Total Income	\$ 610,857	\$ 565,479	\$ 44,186	108.02%	100.00%	\$ 1,099,315	\$ 947,695	\$ 149,061	116.00%	100.00%
Expenses										
Contingency Reserve	\$ 30,483	\$ 28,274	\$ 2,209	107.81%	10.24%	\$ 54,838	\$ 47,385	\$ 7,453	115.73%	10.44%
G&A	\$ 20,301	\$ 19,599	\$ 702	103.58%	6.82%	\$ 37,276	\$ 42,630	\$ (5,354)	87.44%	7.10%
Industry Research and Resources	\$ 67,336	\$ 68,686	\$ (1,350)	98.03%	22.63%	\$ 108,221	\$ 119,374	\$ (11,153)	90.66%	20.61%
Travel Trade	\$ 18,134	\$ 19,455	\$ (1,322)	93.21%	6.09%	\$ 40,854	\$ 41,832	\$ (978)	97.66%	7.78%
Communications	\$ 43,511	\$ 31,175	\$ 12,336	139.57%	14.62%	\$ 68,948	\$ 60,001	\$ 8,947	114.91%	13.13%
Advertising	\$ 87,075	\$ 70,901	\$ 16,174	122.81%	29.26%	\$ 142,638	\$ 166,024	\$ (23,386)	85.91%	27.16%
Promotions	\$ 6,506	\$ 5,965	\$ 541	109.07%	2.19%	\$ 8,428	\$ 10,805	\$ (2,377)	78.00%	1.60%
Events	\$ 473	\$ 6,971	\$ (6,498)	6.79%	0.16%	\$ 4,169	\$ 31,942	\$ (27,772)	13.05%	0.79%
Digital Marketing	\$ 22,591	\$ 35,342	\$ (12,751)	63.92%	7.59%	\$ 56,003	\$ 72,803	\$ (16,800)	76.92%	10.66%
Film Commission	\$ 1,170	\$ 1,810	\$ (640)	64.64%	0.39%	\$ 3,794	\$ 4,158	\$ (364)	91.25%	0.72%
Total Expenses	\$ 297,580	\$ 288,178	\$ 9,401	103.26%	100.00%	\$ 525,168	\$ 596,952	\$ (71,784)	87.97%	100.00%
Surplus(Deficit)	\$ 313,277	\$ 277,301	\$ 34,785	112.97%		\$ 574,147	\$ 350,743	\$ 220,845	163.69%	

Cash Flow		
Surplus (Deficit)	\$ 313,277	\$ 574,147
Beginning Cash Balance	\$ 1,290,938	\$ 1,214,317
Change in Accounts Receivable	\$ (168,451)	\$ (293,667)
Change in Accrued Expenses	\$ 26,589	\$ 26,589
Change in Prepaid Expenses	\$ 21,145	\$ 21,488
Change in Accounts Payable	\$ (39,213)	\$ (122,944)
Change in Reserve Contingency	\$ 30,483	\$ 54,838
Ending Cash Balance	\$ 1,474,768	\$ 1,474,768
Contingency Reserve - 5% of Cumulative Revenue	\$ (620,791)	\$ (620,791)
Liability on Balance Sheet		
Net Available Cash	\$ 853,977	\$ 853,977
Comments to the Board:		
- \$313k surplus for August (\$35k larger surplus than budgeted). \$574k surplus year-to-date - projecting a \$64,000 surplus by Year-end if future months come in at budget.		
- All TMD amounts accrued through June have been collected.		

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

	Aug 31, 18	Aug 31, 17	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
1010 · Bank of the Sierra - TMD	616,829.25	972,012.29	-355,183.04	-36.5%
1020 · Bank of the Sierra - Membership	200,151.93	194,374.24	5,777.69	3.0%
1030 · Morgan Stanley - TMD	448,095.02	0.00	448,095.02	100.0%
1040 · Morgan Stanley - Membership	100,976.45	0.00	100,976.45	100.0%
Total Checking/Savings	1,366,052.65	1,166,386.53	199,666.12	17.1%
Accounts Receivable				
1200 · Accounts Receivable	1,040,452.61	880,826.17	159,626.44	18.1%
Total Accounts Receivable	1,040,452.61	880,826.17	159,626.44	18.1%
Other Current Assets				
1320 · Prepaid Rent	4,369.95	3,326.70	1,043.25	31.4%
1340 · Workman's Comp Deposit	367.00	387.00	-20.00	-5.2%
1350 · Prepaid Expenses	109,552.50	35,948.42	73,604.08	204.8%
1330 · Employee Advances	0.75	0.00	0.75	100.0%
1499 · Undeposited Funds	108,715.47	0.00	108,715.47	100.0%
Total Other Current Assets	223,005.67	39,662.12	183,343.55	462.3%
Total Current Assets	2,629,510.93	2,086,874.82	542,636.11	26.0%
Fixed Assets				
1400 · Fixed Assets				
1405 · Computer Hardware/Software	24,216.44	24,216.44	0.00	0.0%
1410 · Furniture & Fixtures	91,012.07	91,012.07	0.00	0.0%
1415 · Leasehold Improvements	37,301.15	37,301.15	0.00	0.0%
1425 · Office Equipment	14,560.10	14,560.10	0.00	0.0%
Total 1400 · Fixed Assets	167,089.76	167,089.76	0.00	0.0%
1500 · Accumulated Depreciation				
1505 · Comp. Hdwr/Sftwr. Acc. Depr.	-15,088.17	-15,088.17	0.00	0.0%
1510 · Furn. & Fixt. Accum. Depr.	-6,208.00	-6,208.00	0.00	0.0%
1515 · Leasehold Imp. Accum. Depr.	-1,630.00	-1,630.00	0.00	0.0%
1525 · Office Equip. Accum. Depr.	-4,915.00	-4,915.00	0.00	0.0%
Total 1500 · Accumulated Depreciation	-27,841.17	-27,841.17	0.00	0.0%
Total Fixed Assets	139,248.59	139,248.59	0.00	0.0%
Other Assets				
1600 · Intangibles				
1605 · Trademark - Slocal	15,750.00	15,750.00	0.00	0.0%
Total 1600 · Intangibles	15,750.00	15,750.00	0.00	0.0%
Total Other Assets	15,750.00	15,750.00	0.00	0.0%
TOTAL ASSETS	2,784,509.52	2,241,873.41	542,636.11	24.2%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 · Accounts Payable	48,313.19	63,774.03	-15,460.84	-24.2%
Total Accounts Payable	48,313.19	63,774.03	-15,460.84	-24.2%
Credit Cards				
2060 · American Express Credit Card	1,433.03	0.00	1,433.03	100.0%
2050 · Rabobank Credit Card	0.00	1,312.15	-1,312.15	-100.0%
Total Credit Cards	1,433.03	1,312.15	120.88	9.2%
Other Current Liabilities				
2070 · Accrued Liabilities	57,699.70	0.00	57,699.70	100.0%
2100 · Payroll Liabilities				
2160 · Health Insurance Withheld	-411.23	9.69	-420.92	-4,343.9%
Total 2100 · Payroll Liabilities	-411.23	9.69	-420.92	-4,343.9%
Total Other Current Liabilities	57,288.47	9.69	57,278.78	591,112.3%
Total Current Liabilities	107,034.69	65,095.87	41,938.82	64.4%
Total Liabilities	107,034.69	65,095.87	41,938.82	64.4%
Equity				
3120 · Reserved Earnings	620,791.22	412,312.58	208,478.64	50.6%
3130 · Retained Earnings	1,482,536.79	1,125,416.90	357,119.89	31.7%
Net Income	574,146.82	639,048.06	-64,901.24	-10.2%
Total Equity	2,677,474.83	2,176,777.54	500,697.29	23.0%
TOTAL LIABILITIES & EQUITY	2,784,509.52	2,241,873.41	542,636.11	24.2%

Hemant Patel
590 Morro Ave.
Morro Bay, Ca 93442
805-801-1224
hemant96@yahoo.com

08/17/2018

Hemant Patel
Owner
Twin Dolphin Hospitality, LLC.
590 Morro Ave.
Morro Bay, Ca 93442

To Whom It May Concern,

I am interested in the Visit SLO CAL board member position. I have been a part of the hospitality industry for the majority of my life. I started off learning the business when I first moved to this country in 1994. My parents bought their first mom and pop hotel in Morro Bay which created a solid foundation in learning the ins and outs of how to own and operate a hotel. However, it wasn't until we bought Twin Dolphin Inn, currently Comfort Inn, in 2001 that I really learned how to be a hotelier. At the age of 22 this new venture allowed me to hone in on my skills and take it to the next step. I learned how to confidently make business decisions, create business relationships, and most importantly make marketing decisions that brought revenue through the door. Since then, my brother and I have had joint ventures in multiple hotels ranging from Paso Robles down to Santa Barbara, Each one building on the prior and learning something new each step of the way.

I think I would be an ideal candidate for the position. I have come to a great understanding and respect of the hotel industry from the bottom up and thoroughly enjoy the business. I believe I will be able to come in with a different perspective and valuable insight. Likewise, I am just as excited to hear from all of the board members and bounce off ideas as well. I am passionate about what I do and hopefully can have the opportunity to bring that to the board.

Sincerely,

A handwritten signature in black ink, appearing to read 'Hemant Patel', with a long horizontal flourish extending to the right.

Hemant Patel



VISIT SLO CAL

BOARD APPLICATION FORM

NAME OF APPLICANT:

COMPANY:

ADDRESS:

PHONE:

EMAIL:

TOTAL YEARS IN HOSPITALITY INDUSTRY:

BACKGROUND EXPERIENCE:

Employment History

CURRENT EMPLOYER:

YRS OF SERVICE:

TITLE:

PAST EMPLOYER:

YRS OF SERVICE:

POSITION:

Community/Board Involvement

ORGANIZATION:

TITLE:

DATES OF INVOLVEMENT:

ORGANIZATION:

TITLE:

DATES OF INVOLVEMENT:

ORGANIZATION:

TITLE:

DATES OF INVOLVEMENT:

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



ANNUAL REPORT

DRY

FY 2017/18



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DRAFT

DEAR STAKEHOLDERS,

The Visit SLO CAL team is excited to share with you our FY 2017/18 Annual Report and a glance at the year ahead. With tourism as a key pillar of economic development in our county, Strategic Direction 2020 as our north star and your partnership; we have been able to expand our efforts and accomplish more than ever on your behalf. This report concludes year three of the Tourism Marketing District (TMD), a five-year initiative. The TMD remains instrumental in Visit SLO CAL's ability to achieve the outcomes presented in this report and we are thrilled to showcase those results here.

Over the past year, we gained valuable knowledge and experience by filling open positions in marketing and communications, and by adding an important role in community engagement and advocacy. These team members not only add to our organizational capacity, but also expand the expertise we bring to our partners, helping make SLO CAL a leader in tourism.

Since the passage of the TMD, we have continued our progression from a Destination Marketing Organization (DMO) to a Destination Marketing and Management Organization (DMMO), advocating for SLO CAL's economic sustainability and preservation. This past spring, we accelerated those efforts by launching the Destination Management Strategy, a key initiative outlined in our Strategic Direction 2020. Visit SLO CAL continues to align with the worldwide travel industry movement of protecting and improving the quality of life for all who encounter our destinations, ensuring a brighter, more prosperous county for decades to come.

This past year, we built on previous travel trade successes. Visit SLO CAL continued to grow strategic relationships and leverage opportunities on behalf of our investors in key international and group markets. Through our international trade contract with Black Diamond, Visit SLO CAL landed the covers and centerfolds in the largest travel and trade publications in the UK and attended the World Travel Market trade show in London for the first time. Visit SLO CAL's promotional partnerships through trade shows, sales missions and familiarization tours have increased awareness of the SLO CAL brand, helped establish a collaborative tourism industry and created life-long ambassadors.

Marketing SLO CAL and establishing a unifying and emotionally resonant brand remain at the core of our efforts. In the past year, we broadened our reach in media relations, contracting our first national public relations firm, TURNER PR. We launched the new SLOCAL.com website in February, creating a more user-friendly, interactive experience and expanding our services for local businesses. We shifted from being a membership organization to one of inclusion, making Visit SLO CAL services, marketing and website listings available to all tourism-facing businesses and organizations in the county. With hundreds of additional listings, all-new copy and fresh professional photography and video, SLOCAL.com is more comprehensive and engaging than ever before.

Our Life's too Beautiful to Rush® advertising campaign matured in year two, and Visit SLO CAL took center stage at the 2018 Visit California Poppy Awards, securing the trophy for Best Digital Campaign. Through strategic and data-driven insights, we continue to optimize the campaign performance and enhance the messaging of the brand to resonate with locals and visitors alike.

With the unwavering dedication of the Visit SLO CAL team and all of you, we have accomplished more than most imagined just three short years ago. The importance of tourism and the quality of life it creates in our county is becoming more evident to our communities. Although there is much work ahead, we remain focused on driving initiatives that work toward proactively crafting SLO CAL's future. Congratulations on what we have accomplished together and thank you for your trust and support as we embark on another spectacular year in SLO CAL tourism.



Chuck Davison
President & CEO
Visit SLO CAL

VISION

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

ABOUT

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

STRATEGIC DIRECTION 2020

The Visit SLO CAL Board of Directors approved the organization's three-year Strategic Plan (Strategic Direction 2020) in June 2016. Since then, the VSC staff, board and partners have been executing key initiatives to accomplish the outlined objectives and five over-arching imperatives. VSC worked with Coraggio Group to map out a detailed Operational Plan and prioritized its initiatives, which the Board approved in November 2016.

IMPERATIVES

OPTIMIZE OUR ORGANIZATIONAL CAPACITY

INITIATIVES:

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

ESTABLISH BRAND CLARITY AND INCREASED AWARENESS THROUGH UNIFIED EFFORTS

INITIATIVES:

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

BUILD AND EXPAND STRATEGIC PARTNERSHIPS

INITIATIVES:

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

ADVOCATE FOR THE DEVELOPMENT OF CRITICAL TOURISM INFRASTRUCTURE

INITIATIVES:

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

DEMONSTRATE VALUE TO OUR STAKEHOLDERS, PARTNERS AND COMMUNITIES

INITIATIVES:

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

FY2017/18 BOARD OF DIRECTORS

Clint Pearce · Chair | Madonna Enterprises | San Luis Obispo
Elected Designated At-Large Seat (—June 2019)

John Arnold · Vice Chair | Holiday Inn Express | Paso Robles
Appointed Paso Robles Seat (—June 2021)

Lori Keller · Secretary | Martin Resorts | Unincorporated Area
Elected Designated At-Large Seat (—June 2021)*

Aaron Graves · Treasurer | The Rigdon House | Unincorporated Area
Elected Designated Bed & Breakfast Seat (—June 2020)

Jay Jamison · Past President | Pismo Coast Village | Pismo Beach
Elected Designated RV Park Seat (—June 2019)

Kathleen Bonelli | Paso Robles Vacation Rentals | Paso Robles
Elected Designated Vacation Rental Seat (—June 2019)

Mark Eads | SeaVenture Beach Hotel | Pismo Beach
Elected Designated At-Large Seat (—June 2019)

Jim Hamilton | County of San Luis Obispo
County At-Large Appointee (—June 2020)

Sarah Maggelet | Sarah's Suite | Unincorporated Area
Appointed Unincorporated Area Seat (—June 2019)

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

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

Val Seymour | The Front Street Inn & Spa | Morro Bay
Appointed Morro Bay Seat (—June 2020)

Amar Sohi | Holiday Inn Express & Suites | Atascadero
Appointed Atascadero Seat (—June 2020)

Roger Wightman | Sandcastle Inn | Pismo Beach
Appointed Pismo Beach Seat (—June 2021)

*Resigned June 2018.

FY2017/18 MARKETING COMMITTEE

Ashlee Akers | Partner & VP of Client Services | Verdin

Jim Allen | Director of Marketing and Communications | Hearst Castle

Audrey Arellano | Brand Manager | Cambria Inns Collection

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

Shari Clark | Marketing Account Executive | AMF Media Group*

Cheryl Cuming | Chief Administrative Officer | Unincorporated County Business Improvement District (CBID)

Christen Goldie | Revenue & Marketing Director | Apple Farm

Lindsey Hartig | Marketing Manager | Martin Resorts

Gordon Jackson | Executive Director | Pismo Beach CVB

Stacie Jacob | Executive Director | Travel Paso**

Lori Keller | CEO | Martin Resorts***

Jennifer Little | Tourism Manager | City of Morro Bay

Courtney Meznarich | Account Management Supervisor | AMF Media Group

Heather Muran | Executive Director | San Luis Obispo Wine Country Association

Jennifer Porter | Executive Director & CEO | Paso Robles Wine Country Alliance

John Sorgenfrei | President & Owner | TJA Advertising & Public Relations

Danna Stroud | Executive Director | Travel Paso

Jill Tweedie | Founder & President | Breakaway Tours & Event Planning

*Resigned December 2017. **Resigned November 2017. ***Resigned April 2018.

FY2017/18 ADVISORY COMMITTEE

Jim Bergman | City Manager | City of Arroyo Grande
Matthew Bronson | City Manager | City of Grover Beach
Scott Collins | City Manager | City of Morro Bay
Lynn Compton | Supervisor | County of San Luis Obispo
Robert "Red" Davis | Councilmember | City of Morro Bay
Thomas Frutchey | City Manager | City of Paso Robles
Barbara Harmon | Councilmember | City of Arroyo Grande
Heidi Harmon | Mayor | City of San Luis Obispo

Wade Horton | County Administrative Officer | County of San Luis Obispo
Erik Howell | Mayor Pro Tempore | City of Pismo Beach
Derek Johnson | City Manager | City of San Luis Obispo
Jim Lewis | City Manager | City of Pismo Beach
Steve Martin | Mayor | City of Paso Robles
Tom O'Malley | Mayor | City of Atascadero
Rachelle Rickard | City Manager | City of Atascadero
Mariam Shah | Councilmember | Grover Beach

TEAM



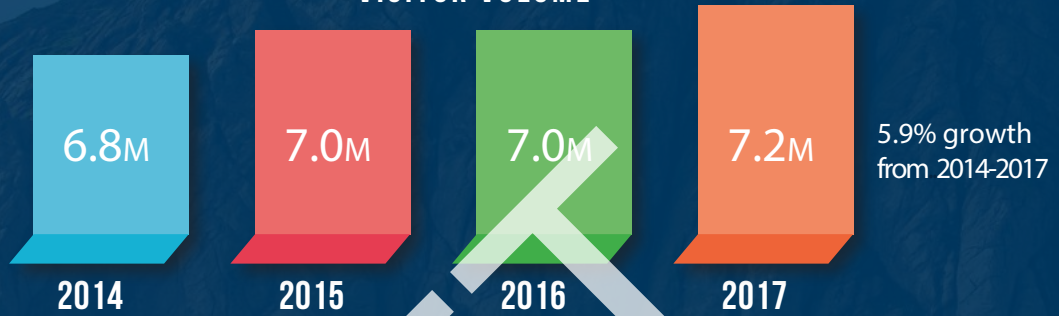
WHY TOURISM MATTERS

Visit SLO CAL's (VSC) mission to "inspire travel and foster our unique experiences to create life-long ambassadors and economic growth for SLO CAL" is at the core of everything we do. Tourism supports SLO CAL's communities by creating jobs, generating tax revenue and supporting local businesses, all while fostering a higher quality of life through added amenities, diverse activities and robust local services.

ECONOMIC IMPACT

\$2.4B

VISITOR VOLUME

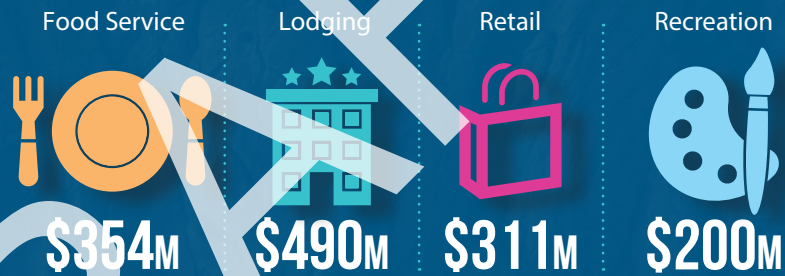


TOURISM SPENDING

\$1.69B

UP 4.5% OVER 2016

DIRECT SPENDING FROM KEY SECTORS



DIRECT SPEND BY DOMESTIC AND INTERNATIONAL TRAVELERS AVERAGED



1 OUT OF 7 SLO CAL JOBS DEPEND ON TRAVEL AND TOURISM

23,386

TOTAL JOBS

ACCOMMODATIONS, FOOD & BEVERAGE

10,786
JOBS

RECREATION & ENTERTAINMENT

3,155
JOBS

RETAIL

4,023
JOBS

OTHER TRANSPORTATION

384
JOBS

VISITOR AIR TRANSPORTATION

67
JOBS

WINERIES

359
JOBS

\$746M

IN INDUSTRY EARNINGS

\$317M

\$73M

\$105M

\$12M

\$5M

\$20M

Source: Tourism Economics LLC

Note: these figures reflect the impact in visitation due to the Highway 1 closure

LOCAL TAX REVENUE

\$79.3M

WHICH COVERS EXPENSES FOR



792
POLICE OFFICERS' SALARIES



127
MILES OF 2-LANE ROADS RESURFACED



1,074
FIREFIGHTERS' SALARIES



110
PARKS BUILT

EACH SLO CAL HOUSEHOLD WOULD PAY AN ADDITIONAL \$1,738 IN TAXES

WITHOUT THE TAX REVENUE GENERATED BY TRAVEL AND TOURISM

LODGING BY THE NUMBERS

	FY 2015/16	FY 2016/17	FY 2017/18	
TOT*	\$ 35,928,231	\$ 37,620,040	\$ 39,556,572	UP 10.1% OVER 3 YEARS
OCC	69.9%	68.8%	67.9%	SUPPLY UP 5.1% OVER 3 YEARS
ADR	\$ 144.23	\$ 149.38	\$ 152.89	UP 6.0% OVER 3 YEARS
REV PAR	\$ 100.79	\$ 102.76	\$ 103.87	UP 3.1% OVER 3 YEARS

Source: Visit SLO CAL

Source: STR, INC

Source: STR, INC

Source: STR, INC

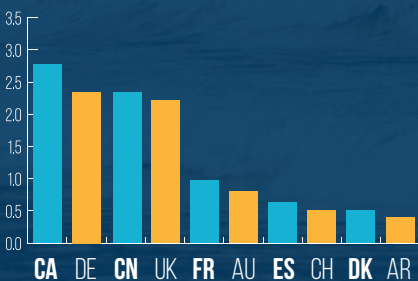
SMITH TRAVEL RESEARCH (STR) REPORTS

VSC uses weekly and monthly STR reports to monitor lodging industry performance and track seasonal changes and incidental impacts for 11 communities and the county as a whole.

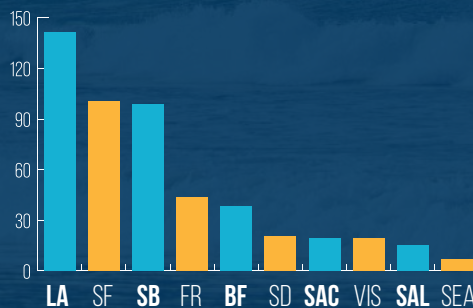
VISAVUE® TRAVEL

VSC continues to invest in the Visit California co-op with VisaVue® Travel data for both domestic and international travel spending in SLO CAL. The quarterly and annual reports offer key information on spending by market segment and merchant category, allowing VSC to gain insights on market impacts, changes and opportunities.

TOP ORIGINATING COUNTRIES BY SPEND AMOUNT (\$M)



TOP ORIGINATING MSA_s BY SPEND AMOUNT (\$M)



KEY

- LA = LA/ORANGE COUNTY/RIVERSIDE
- SF = SAN FRANCISCO/OAKLAND/SAN JOSE
- SB = SANTA BARBARA/SANTA MARIA
- FR = FRESNO
- BF = BAKERSFIELD
- SD = SAN DIEGO
- SAC = SACRAMENTO/YOLO
- VIS = VISALIA/TUL/P.VILLE
- SAL = SALINAS
- SEA = SEATTLE/TAC/BREM.
- CA = CANADA
- DE = GERMANY
- CN = CHINA
- UK = UNITED KINGDOM
- FR = FRANCE
- AU = AUSTRALIA
- ES = SPAIN
- CH = SWITZERLAND
- DK = DENMARK
- AR = ARGENTINA

Note: these figures reflect the impact in visitation due to the Highway 1 closure

TRAVEL TRADE

The SLO CAL brand is catching on around the world. In FY 2017/18, Visit SLO CAL's (VSC) Travel Trade Department expanded its trade show presence by attending World Travel Market (WTM) London and the Recreational Vehicle Industry Association's (RVIA) California RV Show for the first time. VSC grew awareness in China and Mexico through participation in Visit California's (VCA) international Sales Missions and in the UK and Ireland by renewing its partnership with Black Diamond on Travel Trade representation in the UK. The Travel Trade department also targeted meeting planners with sales missions, familiarization (FAM) tours and tradeshow in several markets.



PARTNERSHIP WITH BLACK DIAMOND

Now in their second year of partnership, Black Diamond assisted VSC in promoting SLO CAL throughout the UK and Irish markets, including promoting access to Highway 1 during the closure.

- Secured 35 appointments at World Travel Market (WTM) London and IPW
- Delivered two FAM tours:
 - Travel Weekly, the UK's top travel trade publication, resulting in four covers showcasing SLO CAL
 - Virgin Holidays, resulting in a 200%+ booking increase into SLO CAL
- Organized an exclusive VSC Sales Mission to London, Chester and Manchester

MEETINGS & CONFERENCES

VSC actively promoted SLO CAL as a premier meetings destination at tradeshow and through industry associations, resulting in:

- 37 Appointments
- 20 Leads
- \$3M Estimated Buying Power



4 FAMS WITH
34 TRAVEL PROFESSIONALS



7 TRADESHOWS

5 SALES MISSIONS



Mexico



China



UK



Los Angeles,
San Francisco,
Sacramento

11 CITIES

66 LEADS

8 AGENCY
TAKEOVERS

JAN

FEB

MAR

APR

MAY

JUN

2018

2018

2018

2018

2018

2018

Go West Summit

MPI Northern
California EXPO

VCA Mexico
Sales Mission

VCA China
Sales Mission

VSC Tour & Travel
Sales Mission

Black Diamond UK
Sales Mission

Virgin Holidays
UK FAM

US Travel
Association IPW



SALES MISSIONS

VSC targeted top tour operators in China, the UK and Mexico through domestic and international sales missions. These sales missions have been crucial to building SLO CAL's brand with tour operators and developing regional itineraries. The sales missions delivered 1-on-1 meetings with product managers, training sales agents and building relationships that resulted in:

- 112 Appointments
- 66 Leads
- \$75M Estimated Buying Power

FAM TOURS

This year, VSC hosted travel trade FAMs for product managers, tour operators and travel agents from the UK, Ireland, China and Australia. These FAMs showcased the county and promoted key activities and tours routes during the closure of Highway 1. These FAMs included:

- 34 International Travel Professionals
- 15 Leads
- \$17M Estimated Buying Power

EARNED MEDIA

PUBLIC RELATIONS AGENCIES

Visit SLO CAL (VSC) began the year with local PR company, Townsend Public Affairs, covering domestic media relations and Black Diamond contracting PR for the UK and Ireland. In November 2017, VSC signed on travel and lifestyle agency TURNER PR to execute a strategic, integrated and results-oriented domestic earned media campaign.



* Ad Value Equivalency and Impressions not available or presented for most non-agency articles.

5 NOTABLE ARTICLES FROM TURNER PR

The Perfect San Luis Obispo SLO CAL Getaway

From the hustle and bustle of the entertainment industry in LA to the vigorous start-up culture of the Bay Area, California is famous for its high volume creative energy. Tucked into the central coastline, there is a place cherished by the state's elite. A residents and visitors alike, San Luis Obispo county, or SLO-CAL, is home to some of the best Pacific beaches, delicious locally produced food, award winning wineries, luxury boutique hotels and plenty of outdoor fun options.

Big Coast, Small Wonders

From Pinnacles to San Luis Obispo, California's Central Coast reveals its stunning charms.

The Lake Tahoe Antidote: Snow-Free Winter Getaways in Northern California

10 Best Craft Beer Taprooms in the West

WEEKEND WANDERINGS: SAN LUIS OBISPO COUNTY, CALIFORNIA

DESKSIDES AND EVENTS

SEATTLE BOOT CAMP

33 MEDIA AND DIGITAL INFLUENCERS

SEATTLE

6 DESKSIDES
33 MEDIA ENGAGEMENTS

NEW YORK

5 DESKSIDES
115 MEDIA ENGAGEMENTS



LOS ANGELES

10 DESKSIDES
80 MEDIA ENGAGEMENTS

IPW

23 DESKSIDES

UK

11 DESKSIDES
31 MEDIA ENGAGEMENTS

CRISIS COMMUNICATION

In FY 2017/18, VSC remained steadfast in their support of local partners affected by the Highway 1 closure by working closely with regional tourism partners, as well as Caltrans and Visit California. VSC provided maps, translated into four languages, highlighting accessible routes, encouraging visitors to continue to explore SLO CAL's north coast.

Additionally, with the support of TURNER PR, VSC provided crisis communication updates in regards to nearby fires that allowed the organization and its stakeholders to provide information effectively and in a timely manner.



OWNED MEDIA

SLOCAL.COM

In February, Visit SLO CAL (VSC) launched the all-new SLOCAL.com, offering a superior user experience and reflecting the ethos of the SLO CAL brand as VSC's main digital marketing asset. SLOCAL.com is part of a multi-channel technology upgrade for the organization. The new software also included VSC's first customer relationship management (CRM) system to better track sales, contacts, services and partner benefits, as well as a new extranet, the SLO CAL Connection to streamline partner interactions, giving business marketers direct access to their SLOCAL.com profiles, sales leads, media opportunities, and more. These upgrades were part of a series of efforts to add value for stakeholders by enabling straightforward communication and elevated service standards.

In addition to technological advances, SLOCAL.com was upgraded with all-new content, including fresh copy on every page, expanded sections and aerial video postcards for SLO County destinations, more dynamic blog posts and new professional photos for all hotel, motel and RV park listings. These enhancements increased website engagement and better showcased all SLO CAL has to offer.

FY 2017/18 SLOCAL.COM SNAPSHOT*



39.25%
BOUNCE RATE

↓ 48.92%
YOY



2.29
PAGES PER SESSION

↑ 35.08%
YOY



2:15
AVG SESSION DURATION

↑ 82.11%
YOY



77.63%
PERCENTAGE OF NEW SESSIONS

↑ 43.48%
YOY

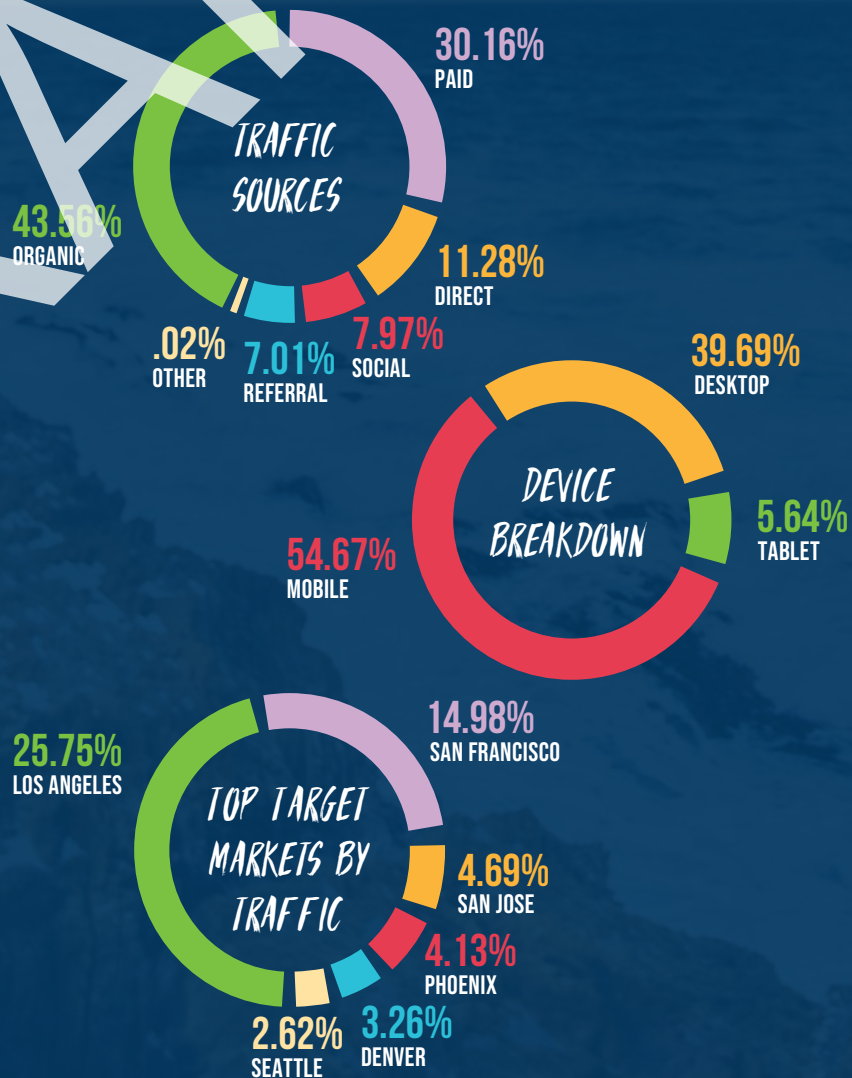


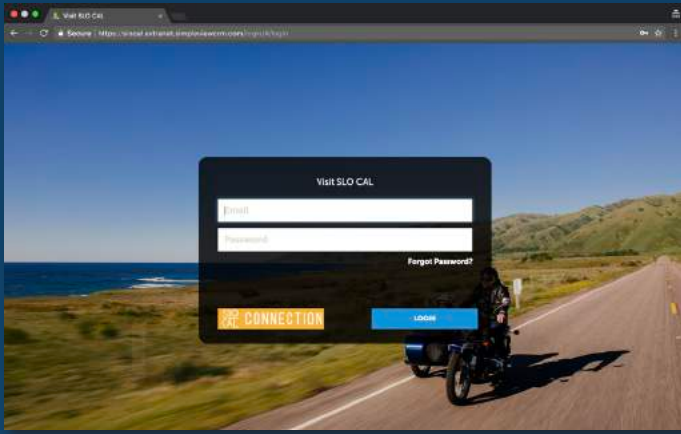
989K
SESSIONS



777K
USERS

* The FY 2017/18 paid media strategy focused on quality over quantity, improving engagement metrics while decreasing overall traffic. Data is from Google Analytics and includes both domains: visitsanluisobispo.com and SLOCAL.com. YOY=Year-Over-Year.



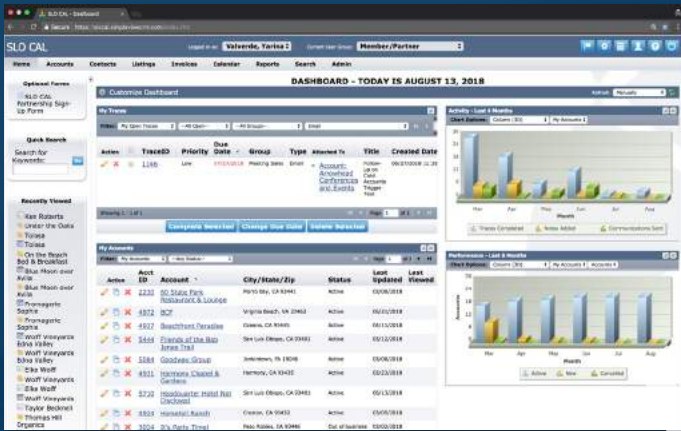


SLO CAL CONNECTION

SLO CAL Connection is a new way for partners to get updates from Visit SLO CAL, edit their business information and interact with other members of the community.

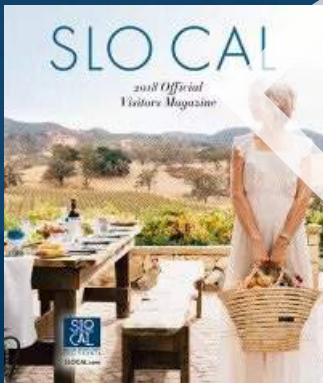
NEW DOMAIN AND WEBSITE SLOCAL.COM

A new and improved user experience



SIMPLEVIEW CRM

The leading industry solution for Customer Relationship Management



OFFICIAL SLO CAL VISITORS MAGAZINE

VSC partnered with Destination Creative Group to produce the SLO CAL 2018 Official Visitors Magazine to distribute over 45,000 copies during the year through a variety of channels. Working with Certified Folder Display Service, SLO CAL Visitors Magazines were distributed through brochure

racks in key feeder markets at airports, hotels, car rental locations and California Welcome Centers.

The SLO CAL Visitors Magazines were also available in visitor centers, lodging properties and other locations throughout SLO CAL. In addition to local distribution, the publication is also available on SLOCAL.com as a digital guide to view online and to be shipped to individual travelers at no charge.

SOCIAL MEDIA ENGAGEMENT



PAID MEDIA

CHASING A HIGH-VALUE USER

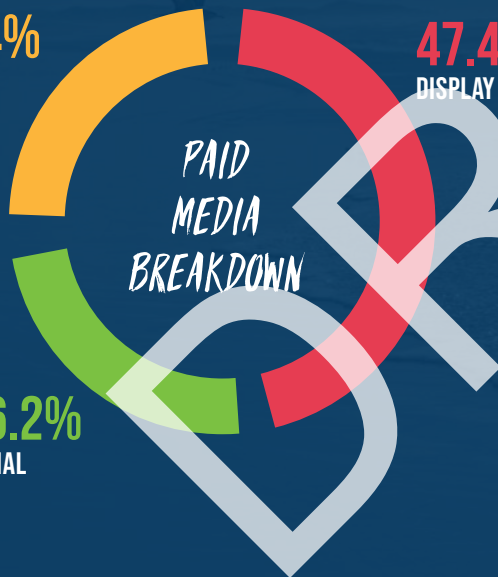
This year, Visit SLO CAL (VSC) evolved their targeting strategy to emphasize conversions over traffic. VSC made optimizations with the goal of getting a progressively lower effective-cost-per-action (eCPA), where high-value activities were identified and tracked. The result was an improvement in user engagement metrics, including doubling the average session duration and improving the bounce rate by double-digits.

CAMPAIGN BY THE NUMBERS

26.4%
SEARCH

47.4%
DISPLAY

26.2%
SOCIAL



IMPRESSIONS
99.7M



CLICKS
337K



ECPA
\$3.45



SPEND
\$1.1M



BOUNCE RATE
46.90%



42.31%
YOY



PAGES/SESSION
1.55



24.00%
YOY



AVG SESSION DURATION
1:17



266.67%
YOY

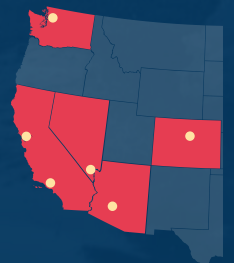
TARGET MARKETS

VSC's limited advertising budget means that each dollar must be spent strategically, hitting the right people, at the right time, with the right message, and only those people. VSC reduces waste by careful targeting and optimization toward three strategic personas and by narrowing the focus to six key feeder markets, chosen through research data and to support the two new direct flights.

6 MARKETS

LOS ANGELES
SAN FRANCISCO
SEATTLE

DENVER
PHOENIX
LAS VEGAS





PERSONAS

VSC's marketing strategy leverages psychographic segmentation to go beyond the demographics of household income, age, education level, etc., to uncover the beliefs, motivations, aspirations and lifestyles that enable engagement with the person, not just the target market.

MOM TO THE MAX
Scheduled, Connected, Affluent,
Seeks Transparency

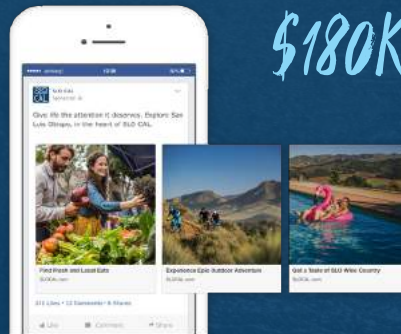


ACTIVE ADVENTURER
Active, Mid-High Affluent, Educated,
Passionate Experience-Seekers



CULTURED CLASS
Educated, Risk Takers, Gracious,
Confident, Professionals

COOPERATIVE ADVERTISING



\$180K JOINT CAMPAIGN SPEND

6 DMO PARTNERS

SOCIAL & NATIVE
ADVERTISING



MARKETING RESEARCH



The third and final wave of VSC's Brand Lift Study with Research Now was completed in August 2018. The purpose of this study is to measure the consumer-brand interaction post-marketing campaign and to help identify favorable changes in the customer journey, from awareness to the likelihood of visiting.

BRAND LIFT STUDY RESULTS

LIKELIHOOD TO CONSIDER VISITING SLO CAL AFTER SEEING ADS

Very likely	45%
Somewhat likely	38%
Somewhat unlikely	12%
Very unlikely	5%

From Wave 1 to Wave 3, those responding that they are "very likely" to visit SLO CAL in the next 24 months grew by **4 percentage points**.

FAMILIARITY WITH SLO CAL

- 38% **have visited** SLO CAL, up from 36% in Wave 1, 93% would visit again
- 62% have **not visited**, of which 68% would be interested in visiting SLO CAL



Arrivalist uses patented technology that anonymously tracks the location of a user's mobile device. They can compare the messages about SLO CAL that people are exposed to with whether or not they subsequently visit.

INSIGHTS:

This data allows VSC to understand user behavior patterns such as:

- Days to arrival after media exposure
- Arrivals by market
- Relationships between type of media and arrivals

ARRIVALIST DATA

TOP ORIGIN MARKETS OWNED MEDIA

CALIFORNIA	78.2%
ARIZONA	2.2%
WASHINGTON	2.2%
TEXAS	2%
COLORADO	1.8%

TOP ORIGIN MARKETS PAID MEDIA

CALIFORNIA	80.6%
ARIZONA	6.9%
COLORADO	4.9%
WASHINGTON	4.9%
NEVADA	1.8%



FILM SLO CAL

Film SLO CAL (FSC), a division of Visit SLO CAL, promotes, tracks and facilitates filming throughout SLO CAL. In 2017, filming remained strong with 145 project leads coming through the FSC office in the calendar year. These projects included independent feature films, television programs, commercials, photo shoots, music videos, documentary films and more. In 2017, FSC reported:

262

FILMING
DAYS

170

PRODUCTIONS

MORE THAN

1200

ROOM NIGHTS

ESTIMATED

\$3.1M

SPEND IN SLO CAL

NOTABLE PRODUCTIONS INCLUDED:

- Destination Wedding, a feature film starring Keanu Reeves and Winona Ryder
- Jay Leno's Garage, NBC
- Great American Railroad Journeys, BBC
- Mission America's, National Geographic
- Top Secret Swimming Holes, Rick Stein's Ocean Highway and other TV pilots for HGTV, Travel Channel, Netflix and DIY Network
- Commercial film and still shoots for Microsoft, GMC, JanSport, Pottery Barn, Clarks Shoes, Subaru, ASUS and Fenty PUMA by Rihanna
- Music and promotional videos for Nick Jonas and Lady Antebellum

FILM INDUSTRY LOCATION FAMILIARIZATION TOUR

In partnership with the SLO International Film Festival (SLOIFF), FSC hosted eight location managers, scouts and filmmakers in March for a two-day film location scouting FAM tour throughout the county. Participants included independent film makers from the SLOIFF and location scouts for studios and commercial productions. The FAM tour visited over a dozen locations throughout the county, partnering with local DMOs to provide the ideal SLO CAL experience.

MAJOR FILM COMMISSION TRADE SHOWS

FILM IN CALIFORNIA CONFERENCE: In May, FSC attended the Film in California Conference, sponsored by FLICS (Film Liaisons in California Statewide) and the California Film Commission. At the event, FSC liaison, Kylee Corliss, met with location managers who contract with various commercials, as well as the head location manager for Disney's A Wrinkle in Time. Corliss was asked to introduce a panel and present the final Location Photo Award.

AMERICAN FILM MARKET (AFM): FSC attended and exhibited at the new LocationEXPO, part of the AFM, in partnership with ten other California film commissions. AFM is one of the largest film industry events in the country, drawing more than 7,000 participants from 80+ countries.

NEW FILM SLO CAL VIDEO

This year, FSC produced its first-ever promotional video. The 60-second piece takes location managers, scouts and producers on a fast-paced tour of SLO CAL, highlighting a variety of locations from sand dunes, to lakes and historical buildings. This high-caliber video will be used on social media and the FSC website, FilmSLOCAL.com, to inspire and inform location seekers.



SPONSORSHIPS + EVENTS

SAVOR-A SAN LUIS OBISPO COUNTY EXPERIENCE

Partnering with area businesses and DMOs, Visit SLO CAL (VSC) promoted the county with an immersive, interactive installation at 2 food and wine events: San Diego Bay Wine + Food Festival and Taste Washington in Seattle. VSC's sponsorship included targeted marketing campaigns to past and current event attendees, including trip giveaways before, during and after the events.



SAN DIEGO BAY
WINE + FOOD
FESTIVAL

SAN DIEGO BAY
5,914 ATTENDEES



TASTE
WASHINGTON
DRINK • EAT • LEARN

TASTE WASHINGTON
6,750 ATTENDEES

THE CLYMB AND LEFTLANE SPORTS

The Clymb and its sister company, San Luis Obispo-based LeftLane Sports, are curators of outdoor adventure experiences, gear and travel stories. In 2017, VSC hosted The Clymb in SLO CAL as part of a partnership to reach a large, highly-engaged outdoor adventure audience through custom professional content on multiple channels. The Clymb highlighted everything from surfing and kiteboarding, to coffee shops and farmers markets. The Clymb produced three blog posts which were distributed via their e-newsletters, email banners, social media, website ads and an Instagram takeover.



THE CLYMB®

STATS

3 BLOG POSTS

13 EMAIL BANNERS

6 WEBSITE ADS

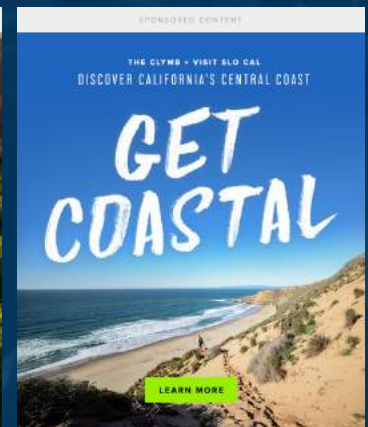
21 SOCIAL MEDIA POSTS

24,419 BLOG IMPRESSIONS

214,784 SOCIAL IMPRESSIONS

768,060 EMAIL IMPRESSIONS

1,007,263 TOTAL IMPRESSIONS



INDUSTRY EDUCATION

In the fast-paced, ever-evolving modern world, Visit SLO CAL (VSC) is dedicated to delivering the latest industry information, research and resources to area tourism partners, lodging constituents and business leaders. In addition to ongoing partner communications, in FY 2017/18, VSC hosted several industry events covering a wide range of topics, including:



INDUSTRY EDUCATIONAL SYMPOSIUM

In September, VSC held an Industry Educational Symposium, covering important and timely industry topics centered on perfecting operational effectiveness and increasing revenue opportunities. This symposium included speakers from Arrivalist, Host Compliance and JBS Hotels.

SLO CAL CONNECTION AND INDUSTRY COMMUNICATIONS

Midyear, VSC launched its first dynamic communication hub and extranet, the SLO CAL Connection, where partners can manage their accounts, listings, events and special offers, as well as respond to trade, media and marketing opportunities. VSC also utilized industry-specific social media channels and emails to inform constituents and tourism partners on industry news, local developments, crisis updates and more. Follow VSC's industry channels on Facebook and Twitter or go to SLOCAL.com/Partners to get connected.



2018 ANNUAL VISIT SLO CAL TOURISM EXCHANGE

The VSC Tourism Exchange in May is the largest tourism industry event of the year, bringing together a record number of industry partners, community leaders and government officials to celebrate National Travel & Tourism Week through networking, learning and collaboration. Here, attendees heard the latest on VSC programs, customer service insights, tips on brand management and information on emerging trends, such as the cannabis industry.

SPEAKERS FROM...

203 ATTENDEES



INDUSTRY AND STRATEGIC PARTNERSHIPS

Following the Strategic Plan imperative to “build and expand strategic partnerships,” Visit SLO CAL (VSC) continued cultivating and strengthening collaboration with several national, California, regional and local organizations in marketing, economic development and tourism.

VISIT CALIFORNIA

VSC understands the value of the tourism funnel and having strong relationships with DMOs at the national, state and regional level. It is critical for VSC to stay top-of-mind with these organizations, and Visit California (VCA), the state’s destination marketing organization, has proven to be a key ally in accomplishing VSC’s mission.

To help maintain this vital relationship, VSC President & CEO, Chuck Davison, sits on VCA’s Brand Content Committee while VSC’s Director of Travel Trade is part of the International Committee.



Visit California Poppy Award for Best Digital Campaign 2018



Ryan Becker (Visit California) & Chuck Davison (Visit SLO CAL)

BEST BUDDIES CHALLENGE

In partnership with Visit California, Chuck Davison participated in the Best Buddies Challenge charity bike ride that supports individuals with intellectual and developmental disabilities. The event, hosted by Hearst Castle, attracted over 600 riders, including celebrities and other luminaries, providing a wealth of exposure for SLO CAL and Highway 1 via social media, obtaining 7,800 engagements and over 331,000 impressions.

CALIFORNIA DMO LEADERSHIP SUMMIT

Chuck Davison, President & CEO of Visit SLO CAL, is among 15 destination CEOs invited by VCA to participate in biannual DMO Leadership Summits where the group discusses and debates industry hot topics, such as marketing trends, government affairs, organizational governance and economic development issues.

LOCAL PARTNERSHIPS



CALIFORNIA TRAVEL ASSOCIATION (CALTRAVEL)

- Protects and enhances the interests of California’s travel and tourism industry through advocacy, collaboration and education.
- VSC’s President & CEO, Chuck Davison, sits on the CalTravel Board of Directors and will serve as Treasurer on the Executive Committee for FY 2018/19.



CENTRAL COAST TOURISM COUNCIL (CCTC)

- VSC Vice President of Marketing, Brooke Burnham, serves on the board of this regional DMO.
- Michael Wambolt, VSC Director of Travel Trade, sits on the CCTC Marketing Committee.



BRAND USA

- Brand USA leads the nation’s global marketing effort to promote the United States as a premier travel destination.



U.S. TRAVEL ASSOCIATION

- U.S. Travel is the leading force that grows and sustains travel and protects the freedom to travel.



DESTINATIONS INTERNATIONAL

- Destinations International is the world’s largest resource for official destination organizations, convention and visitors bureaus (CVBs) and tourism boards, providing education, resources and advocacy for DMOs worldwide.
- Add: “Visit SLO CAL was awarded with the Destination Marketing Accreditation Program (DMAP) seal by Destinations International. This seal is in recognition of Visit SLO CAL’s commitment to industry excellence and meeting the industry standard for performance and accountability of destination organizations around the world.”



DMA WEST

- DMA West is the trade association for destination marketing organizations in the western US, providing regionally specific educational enrichment and networking opportunities.

STRATEGIC PARTNERSHIPS



SLO COUNTY REGIONAL AIRPORT (SLOCRA)

- VSC continues to assist SLOCRA with developing and supporting new markets with marketing.
- The new 56,000 square-foot terminal opened on November 2, 2017, where guests are welcomed with vibrant SLO CAL banners.
- This year, SLOCRA added a second daily Denver flight and expanded capacity on flights to Los Angeles and San Francisco, for a total of 225+ new seats.



CAL POLY

- VSC President & CEO, Chuck Davison, sits on the Economic Expansion and Regional Collaboration Focus Group, the new business attraction task force and is a guest lecturer.
- VSC collaborates with Cal Poly on several initiatives, including Poly Parent Adventures, the Poly Royal Rodeo, Experience Industry Management interns and



ECONOMIC VITALITY CORPORATION (EVC)

- VSC President & CEO, Chuck Davison, serves on the EVC Board of Directors and chairs the “Uniquely SLO County” Cluster.

DESTINATION MARKETING ORGANIZATION (DMO) PARTNERS

- VSC collaborates with local DMOs to expand their reach and impact, while seeking to reduce and avoid duplications of effort.
- Each DMO has a seat on the VSC Marketing Committee, informing the annual VSC Marketing Plan.

TOURISM INFRASTRUCTURE

One of the five key imperatives of the Visit SLO CAL (VSC) Strategic Direction 2020 is to advocate for the development of critical tourism infrastructure. VSC has been working on a number of related initiatives over the past year, including continued air service development and conducting the first countywide Destination Management Strategy (DMS).

DESTINATION MANAGEMENT STRATEGY

In spring of 2017, work began ahead of schedule to address a key initiative in VSC's Strategic Direction 2020. The Destination Management Strategy (DMS) proactively plans for and manages to the long-term success of SLO CAL's tourism economy. With tourism serving as the largest local economic driver outside of agriculture, there is significant interest in how a stronger and smarter tourism industry might help mitigate the impacts of the impending Diablo Canyon plant closure and other economic challenges.

GOAL: TO OUTLINE THE EVOLUTION, MARKETING AND MANAGEMENT OF OUR DESTINATION 20-30 YEARS INTO THE FUTURE



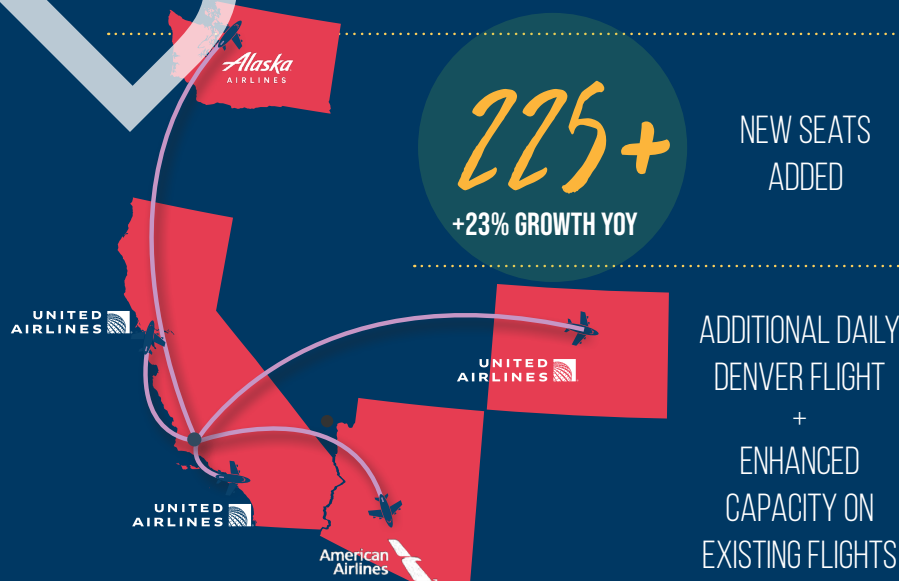
\$250K INVESTMENT
9-12 MONTH PROCESS

COMPLETED MILESTONES

SPRING/SUMMER 2018

- Kick-Off & Stakeholder Analysis
 - Economic Impact Analysis
- Consumer Research & Market Analysis
 - Destination Assessment
 - Stakeholder Engagement

AIR SERVICE DEVELOPMENT



MOVING FORWARD

As Visit SLO CAL (VSC) embarks on year four of the Tourism Marketing District (TMD), new components of the Strategic Direction 2020 will come online as others advance and mature. Advocating for tourism infrastructure will be a key focus for VSC in the coming year, as the Destination Management Strategy is developed and readied for implementation. Demonstrating value to local communities and building partnerships will continue to play a key role as VSC works toward year five and the renewal of the TMD. Brand clarity and unification will develop as the ambassador program, SLO CAL Storytellers, takes shape and brings local voices to the tourism brand. Through these endeavors and more, VSC will work to strengthen the tourism industry, enhance the local economy and protect the quality of life for all in San Luis Obispo County.

DESTINATION MANAGEMENT STRATEGY

NEXT STEPS

SUMMER/FALL 2018

- Community Survey
- Situational Analysis
- Visioning Workshops
- Draft Recommendations
- Open House/Online Forum

WINTER 2018-19

- Final Report & Delivery

ADVOCACY

Advocacy for the tourism industry and partners will be front and center for VSC in FY 2018/19. An advocacy strategy will be developed to identify, vet and support key initiatives that are positioned to streamline policies, realize efficiencies and to facilitate responsible development and the management of tourism in SLO CAL.

RENEWAL OF THE TOURISM MARKETING DISTRICT

VSC will continue efforts over the coming year to bring value to partners, especially investors from the lodging sector, and to build support for the Tourism Marketing District (TMD) renewal in 2020. VSC will be working to better understand the changing needs of SLO CAL business owners and managers, and to support their success through ongoing marketing, education and product development. VSC will develop a renewal plan over the coming year to ensure a successful campaign, shoring up critical funding for the advancement of tourism in SLO CAL.

SLO CAL STORYTELLERS

The local brand ambassador program, SLO CAL Storytellers, launched in June of 2018. Over the coming year, this program will bring a local angle to the SLO CAL brand voice by allowing local photographers, videographers and writers tell their destination stories. The Storytellers will share their first-hand experiences throughout the year on both their own online channels and social media, as well as on Visit SLO CAL's channels, as they encounter SLO CAL activities, businesses, local personalities and accommodations. Guests and locals alike can follow their adventures via the hashtag #SoSLOCAL.

FY 2018/19 BUDGET

Estimated cost of providing activities in the next fiscal year:

\$4,149,810

Estimated FY 17/18 surplus carried forward to FY 18/19:

\$357,120

Estimated amount of contribution from non-assessment sources:

\$10,200

Reserves:

\$565,953

Cash carry-over:

\$648,364

ADVERTISING & DIGITAL MARKETING (44.20%)

TRAVEL TRADE (8.95%)

GENERAL & ADMINISTRATIVE (6.86%)

VISIT SLO CAL BUDGET*

\$4,149,810

CONTINGENCY RESERVE (4.81%)

FILM COMMISSION (1.24%)

INDUSTRY RESEARCH & RESOURCES (14.90%)

COMMUNICATIONS (9.70%)

PROMOTION & EVENTS (9.34%)

APPENDIX

METHOD AND BASIS OF LEVYING ASSESSMENT

The annual assessment rate is one percent (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 continues for five (5) years through June 30, 2020. The county and each city are responsible for collecting the assessment from lodging businesses within their respective jurisdictions on a monthly or quarterly basis, including any delinquencies, penalties and/or interest. Within thirty (30) days of receipt, the county and each city then forward the assessments collected to the TMD managed by VSC.

PROPOSED BOUNDARY, ZONE OR CLASSIFICATION CHANGES

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

SLO CAL TOURISM MARKETING DISTRICT

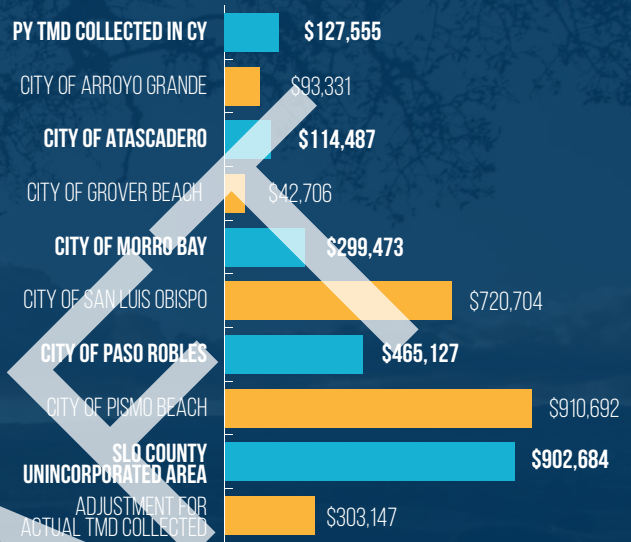
Developed by VSC, the San Luis Obispo County TMD (SLOCTMD) is a countywide cooperative effort to collectively market all that the county has to offer for the benefit of assessed lodging businesses. The assessment district provides specific benefits to payors by funding marketing, advertising, promotions and sales efforts for assessed businesses.

The SLOCTMD provides an opportunity for lodging businesses throughout the county to collaboratively engage in marketing, advertising, sales and promotional efforts. This joint effort helps foster synergy among the county and businesses, and ensures TMD dollars are spent in the most streamlined manner possible. It aims to establish SLO CAL as a premier Central Coast tourism destination and a leader in the California tourism community.

The core focus of the SLOCTMD is twofold: to put more heads in beds and to increase the average daily rate charged for those beds.

To that end, the programs funded by the SLOCTMD have two specific goals: (1) to increase awareness of SLO CAL as an overnight destination, and (2) to increase lodging demand for the destination and lengthen visitors' average stay (leading to boosted lodging sales and revenue).

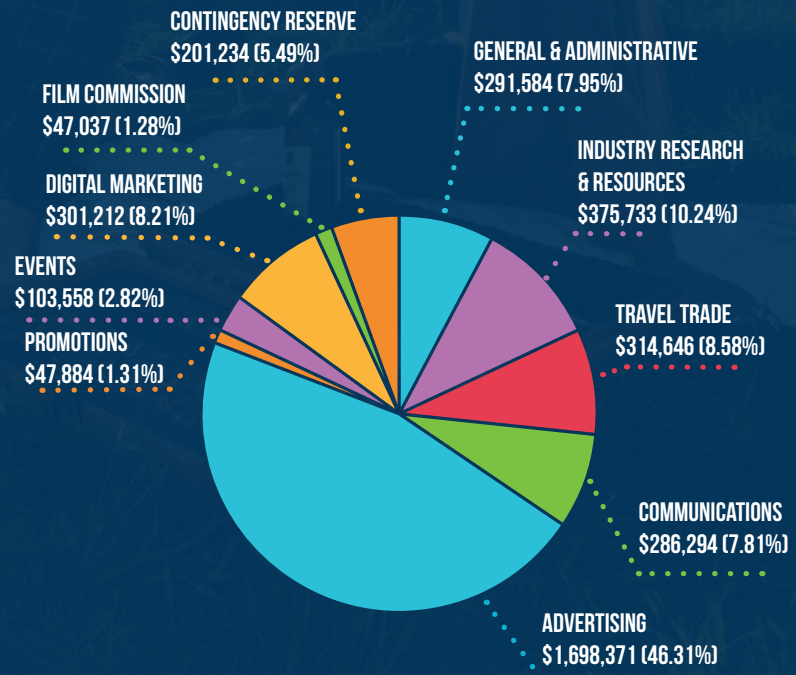
*ASSESSED FUNDS FROM FY 2017/18



*Collections remitted from July 1, 2017 to June 30, 2018, including adjustments made for current year remittances that varied from accrued amounts.

FY 2017/18 DETAILED EXPENDITURES PAID

(Amounts and percentages)





DRAFT



August 22, 2018

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, 2018, and the related statement of activities and changes in net assets, and statement of cash flows for the year then ended, and the related notes to the financial statements, for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States.

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

We confirm, to the best of our knowledge and belief, as of August 22, 2018 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 23, 2018, 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

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

**INDEPENDENT AUDITORS' REPORT
AND
FINANCIAL STATEMENTS**

YEAR ENDED JUNE 30, 2018

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SAN LUIS OBISPO COUNTY
VISITORS AND CONFERENCE BUREAU
Independent Auditors' Report and Financial Statements
Year Ended June 30, 2018

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Independent Auditors' Report

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

We have audited the accompanying financial statements of San Luis Obispo County Visitors and Conference Bureau (the Organization), which comprise the statement of financial position as of June 30, 2018, and the related statements of activities, changes in net assets, and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

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

Auditor's responsibility

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

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

San Luis Obispo County
Visitors and Conference Bureau
Independent Auditors' Report (continued)
For the year ended June 30, 2018

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, 2018, 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

August 22, 2018

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SAN LUIS OBISPO COUNTY
VISITORS AND CONFERENCE BUREAU
STATEMENT OF FINANCIAL POSITION
June 30, 2018

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 3)

Property and equipment, net of accumulated depreciation of \$ 46,464

Other assets

Trademark

Total assets

	2018
	\$ 685,390
	528,927
	746,785
	135,779
	2,096,881
	178,751
	15,750
	\$ 2,291,382

LIABILITIES AND NET ASSETS

Current liabilities

Accounts payable
Payroll liabilities
Credit cards payable
Other accrued expenses

Total current liabilities

Net assets:

Unrestricted:

Unreserved
Reserved (Note 7)

Total net assets

Total liabilities and net assets

	2018
	\$ 162,914
	172
	9,776
	30,527
	203,389
	1,885,782
	202,211
	2,087,993
	\$ 2,291,382

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

SAN LUIS OBISPO COUNTY
VISITORS AND CONFERENCE BUREAU
STATEMENT OF ACTIVITIES
For the Year Ended June 30, 2018

Revenue and Support

	Unrestricted
Membership dues	\$ 44,422
Assessment revenue (Note 2)	3,979,906
In-kind donations (Note 6)	9,628
Interest	2,470
Other income	7,794
Total revenues	4,044,220

Expenses

Advertising and promotion (Note 9)	1,159,134
Marketing	637,848
Salaries and wages	634,550
Trade shows	196,401
Contract services	112,561
Website	94,442
Partner services	74,088
Health and workers compensation insurance	61,274
Trade and media	53,905
Rent - office (Note 5)	51,391
Payroll tax	49,738
Staff expenses	49,439
Legal and professional fees	48,639
Sponsorships	35,279
Printing	26,609
Office supplies and postage	22,957
Computer expenses	21,496
Depreciation (Note 3)	20,853
Dues and subscriptions	20,485
Retirement plan (Note 4)	17,051
Utilities	17,019
Board/committee meetings	14,914
Insurance	13,887
Equipment rent	2,627
Rent - storage	2,528
Themed programs	2,274
Credit card charges	1,831
Loss on disposal of fixed assets	929
Repairs and maintenance	828
Retirement plan administration fee	729
Taxes	657
Total expenses	3,446,363

Change in net assets

\$ 597,857

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 CHANGES IN NET ASSETS
 For the Year Ended June 30, 2018

Net assets

Beginning - July 1, 2017

Change in net assets

Ending - June 30, 2018

Unrestricted	
\$	1,490,136
	597,857
\$	2,087,993

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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, 2017

	2017
Cash flows from operating activities:	
(Deficiency)/excess of revenues over expenses	\$ 597,857
Reconciliation of excess of revenues over expenses to cash provided by operating activities:	
Depreciation	20,853
Loss on disposal of fixed assets	828
(Increase) decrease in accounts receivable	67,950
(Increase) decrease in prepaid expenses	(112,073)
(Decrease) increase in accounts payable	(68,562)
(Decrease) increase in payroll liabilities	(297)
(Decrease) increase in credit cards payable	5,156
(Decrease) increase in other accrued expenses	30,527
Net cash provided (used) by operating activities	542,239
Cash flows from investing activities:	
Purchase of fixed assets	(61,284)
Investments	(528,927)
Net cash provided (used) by investing activities	(590,211)
Net increase in cash	(47,972)
Cash at beginning of year	733,261
Cash at end of year	\$ 685,289

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

Income taxes paid for the year ended June 30, 2018	\$ 10
Interest paid for the year ended June 30, 2018	\$ -

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, 2018

NOTE 1: ORGANIZATION AND PURPOSE

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

NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation – 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.

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.

Accounts Receivable – Accounts receivable consists mainly of assessment revenue. Management has determined that there are no uncollectible accounts at June 30, 2018. Therefore, no allowance for doubtful accounts has been recorded.

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

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 eight full-time employees.

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

Financial Statement Presentation – Under Statement of Financial Standards No. 117, the Organization is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. The Organization has only unrestricted net assets. Unrestricted net assets represent the portion of expendable funds that are available for support of Organization operations.

SAN LUIS OBISPO COUNTY
VISITORS AND CONFERENCE BUREAU
NOTES TO FINANCIAL STATEMENTS
June 30, 2018

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Contributions – Statement of Financial Accounting Standards No. 116 requires the Organization to record contributions received as unrestricted, temporarily restricted, or permanently restricted support depending on the existence or nature of any donor restrictions. Donor-restricted contributions whose restrictions are met in the same year are reported as unrestricted support. SFAS No. 116 also requires recognition of contributed services meeting certain criteria, at fair values. The organization has only unrestricted contributions.

NOTE 2: ASSESSMENT REVENUE

In June 2015, the Organization was awarded a contract to manage the countywide Tourism Marketing District beginning July 1, 2015 and running through June 30, 2020. The district provides a 1% assessment on all lodging room nights in San Luis Obispo County for those businesses paying TOT. The 1% assessment is remitted to the Organization to use for countywide tourism marketing. The following amounts were received during the fiscal year ended June 30, 2018:

	<u>2018</u>
County of San Luis Obispo	\$ 1,120,954
City of San Luis Obispo	744,099
City of Atascadero	137,017
City of Morro Bay	328,221
City of Grover Beach	35,776
City of Arroyo Grande	94,307
City of Paso Robles	546,325
City of Pismo Beach	<u>973,207</u>
	<u>\$ 3,979,906</u>

NOTE 3: FIXED ASSETS

Fixed assets at June 30, 2018 consisted of the following:

	<u>2018</u>
Furniture, fixtures and equipment	\$ 121,702
Computer hardware and software	31,747
Leasehold improvements	<u>71,766</u>
	225,215
Less: Accumulated depreciation	<u>(46,464)</u>
Net fixed assets	<u>\$ 178,751</u>

Depreciation expense for the year ended June 30, 2018 was \$ 20,853, including amortization of assets held under capital leases.

SAN LUIS OBISPO COUNTY
VISITORS AND CONFERENCE BUREAU
NOTES TO FINANCIAL STATEMENTS
June 30, 2018

NOTE 4: PENSION PLAN

The Organization has a profit sharing plan. The Organization contributed \$ 17,051 to the pension plan during the fiscal year ended June 30, 2018. 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 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 total rent per month amounted to \$ 4,125 during the year ended June 30, 2018. Total rent expense amounted to \$ 51,391 for the year ended June 30, 2018.

Copier

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

	<u>Year</u>	<u>Amount</u>
For the year ending June 30,	2019	\$ 1,716
	2020	1,573
Total		\$ 3,289

NOTE 6: DONATED MATERTIALS

The Organization receives donations of goods from members of the community. During they year ended June 30, 2018 donations of goods were \$ 9,628. In-kind donations are reflected in the accompanying financial statements.

NOTE 7: NET ASSETS – RESERVED

Based upon funding contracts with various governmental agencies, 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, 2018 is \$ 202,211.

SAN LUIS OBISPO COUNTY
VISITORS AND CONFERENCE BUREAU
NOTES TO FINANCIAL STATEMENTS
June 30, 2018

NOTE 8: 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 \$ 496,000 at June 30, 2018.

NOTE 9: ADVERTISING COSTS

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

	<u>2018</u>
Advertising costs for the year ending June 30,	\$ <u>1,159,134</u>

NOTE 10: RECENT ACCOUNTING PRONOUNCEMENTS AFFECTING THE ORGANIZATION

Presentation of Financial Statements of Not-for-Profit Entities –

In August 2016, the Financial Accounting Standards Board (FASB) issued new guidance for the presentation of financial statements which includes, among other things, a required statement of functional expenses and new terms for donor restricted contributions. The new standard is effective for fiscal years beginning after December 31, 2017 and interim periods with fiscal years beginning after December 31, 2018 with early adoption permitted. Management has decided to not adopt this standard early. Although this standard requires presentation changes, management does not expect that this standard will have a material impact to the presentation of the Statement of Activities and the Statement of Financial Position upon adoption.

Accounting for Leases –

In February 2016, the FASB issued a new accounting standard that amends the guidance for the accounting and disclosure of leases. This new standard requires that lessees recognize the assets and liabilities that arise from leases on the balance sheet and disclose qualitative and quantitative information about their leasing arrangements. The new standard is effective for interim and annual periods, beginning on and after January 1, 2019, and may be adopted earlier. Management continues to evaluate the impact that this new standard will have on the financial statements. Management does not expect that this standard will have a material impact to the Statement of Activities or that this standard will have a material impact to assets and liabilities on the Statement of Financial Position upon adoption.

Management has not yet made any decision with respect to the timing or method of adoption of these accounting changes.

NOTE 11: SUBSEQUENT EVENTS

Management has evaluated subsequent events through August 22, 2018, the date which the financial statements were available to be issued. There were no subsequent events to report.

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

August 22, 2018

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, 2018, and have issued our report thereon dated August 22, 2018. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated August 22, 2018. 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 2017/2018. We noted no transactions entered into by the Organization during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

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

Difficulties Encountered in Performing the Audit

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

Board of Directors
San Luis Obispo County
Visitors and Conference Bureau

Corrected and Uncorrected Misstatements

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

Disagreements with Management

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

Management Representations

We have requested certain representations from management that are included in the management representation letter dated August 22, 2018.

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.

BURKART & STEVENS,
an Accountancy Corporation

San Luis Obispo, CA
August 22, 2018

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

MANAGEMENT ADVISORY COMMENTS

For the Year Ended
June 30, 2018

August 22, 2018

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, 2018, 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 August 22, 2018, 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 is 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 list can then be reconciled with the deposits recorded on the books by the bookkeeper.

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 \$496,000 at June 30, 2018.

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 August 22, 2018 for the financial statements of San Luis Obispo County Visitors and Conference Bureau.

BURKART & STEVENS
Accountancy Corporation

August 22, 2018



VISIT SLO CAL BOARD APPLICATION FORM

NAME OF APPLICANT: *Alma Ayon*
COMPANY: *Sundance Bed & Breakfast*
ADDRESS: *7735 Sundance Trail, Paso Robles, CA 93446*
PHONE: *(805) 226-2888* EMAIL: *info@SundanceBandB.com*
TOTAL YEARS IN HOSPITALITY INDUSTRY: *5*
BACKGROUND EXPERIENCE: *Owner / Chef / Janitor*

Employment History

CURRENT EMPLOYER: *Sundance B&B* YRS OF SERVICE: *5*
TITLE: *Owner*
PAST EMPLOYER: *NBC / Telemundo / Algo Más Entertainment* YRS OF SERVICE: *20+ years.*
POSITION: *TV Producer*

Community/Board Involvement

ORGANIZATION: *The Wellness Kitchen* TITLE: *Cook*
DATES OF INVOLVEMENT: *winter of 2017*
ORGANIZATION: TITLE:
DATES OF INVOLVEMENT:
ORGANIZATION: TITLE:
DATES OF INVOLVEMENT:



September 10, 2018

Mr. Chuck Davison
President & CEO
Visit SLO CAL
1334 Marsh Street
San Luis Obispo, CA 93401

Re: Proposal to Renew the San Luis Obispo County Tourism Marketing District

Dear Mr. Davison:

Since your initial conversation to review the proposal with John, we have worked together to revise the original proposal to better meet the needs of Visit SLO CAL. I am pleased to present to you with the revised proposal for services to renew the San Luis Obispo County Tourism Marketing District (“SLOCTMD”). Civitas is California’s premier consultant in TMD formation and renewal. We will bring to San Luis Obispo County the experience and expertise necessary to guide a successful TMD renewal process.

Civitas has served as consultant to 88 of California’s 103 TMDs. We have been forming and renewing special districts since 1995, and assisting in the operation of those districts since 2000. Our track record in successfully forming and renewing districts is California’s best.

Our proposal outlines the necessary steps for a successful TMD renewal process. Our process is designed to secure significant support for the project while complying with applicable laws. Throughout the process we will work closely with your staff, business owners, and local officials to renew a specialized district meeting San Luis Obispo County’s needs. We will guide a process that will be promptly responsive to the needs and concerns of San Luis Obispo County stakeholders.

Thank you for the opportunity to submit this proposal. I look forward to working with you on this exciting project.

Best Regards,
Nichole Farley, Account Manager

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I. Executive Summary

Civitas proposes to assist Visit SLO CAL (“VSC”) with renewal of the San Luis Obispo County Tourism Marketing District (“SLOCTMD”). Civitas has formed or renewed a majority of California’s TMDs, and will provide expert advice and guidance throughout the project.

Our proposal encompasses five (5) steps leading to successful SLOCTMD renewal. Civitas will update the database of district businesses, assist in consensus building, prepare and revise documents, and guide the Board of Supervisors hearing process. Throughout the project Civitas will work closely with business owners and County officials.

We anticipate completion of the project in ten (10) months. If started in November 2018, the project could be completed by August 2019. If the project is completed during this time period, Civitas’ fees and expenses would not exceed \$60,000.

II. Introduction

Thousands of business owners in cities throughout the United States are successfully using business improvement districts to improve their businesses. The proven track records of those districts led to implementation of BIDs for tourism promotion in California. Businesses in San Luis Obispo County have expressed interest in using this model to form and grow a stable funding source that will help support them.

The Property and Business Improvement District Law of 1994 (“1994 Law”) is a powerful tool available to business owners and local governments. This law empowers private business owners to work closely with local government officials and establish a new funding source dedicated to providing services which benefit the businesses.

As with most areas, there is a greater need for tourism promotion services in San Luis Obispo County than can be provided with limited government funding. The SLOCTMD can continue to address this need by continuing to provide a dependable source of revenue for marketing San Luis Obispo County lodging businesses.

In concert with VSC, the Civitas team will guide a renewal process that includes developing and manipulating data, obtaining feedback from business owners, preparing legal documents including a Management District Plan, guiding the petition drive, and attending Board of Supervisors hearings.

This proposal is based on the understanding that business owners and VSC will provide assistance and time needed to facilitate the process on the local level, including some database work, substantial time devoted to outreach meetings, and gathering support and signed petitions from businesses.

III. Scope of Services

Overview

Five (5) steps are anticipated over ten (10) months, resulting in successful SLOCTMD renewal. The five steps are briefly described below and outlined in further detail on the following pages.

Step One: Initiation & Infrastructure

This step creates the necessary leadership structure to carry out the project. During this step Civitas, VSC, and business owners will identify their respective roles in the formation process. This step also includes gathering information on the district.

Step Two: Outreach & Consensus Building

Outreach efforts are undertaken in step two (2) to connect with business owners and County officials and gain their support for the renewed SLOCTMD. In addition, there will be preparation for presentations to local TMD Boards and City Councils.

Step Three: Draft Document Preparation

In step three (3), draft documents necessary to renew the SLOCTMD are prepared. Civitas will work closely with business owners, VSC, and the County to ensure documents reflect the needs and priorities of assessed businesses.

Step Four: Document Revision & Petition Drive

Documents drafted by Civitas will be submitted to VSC, business owners, and the County for review. Based on their input, Civitas will revise documents as necessary and prepare final documents.

Step Five: Hearing Process

Finally, Civitas will guide VSC through the Board of Supervisors hearing process to renew the SLOCTMD.

Step One: Initiation & Infrastructure

This step includes development of program infrastructure necessary to carry out a successful renewal project. Civitas will work with VSC to update the database of SLOCTMD businesses. Civitas will attend one (1) meeting to meet VSC staff, the steering committee, and County staff.

1.1 Develop Project Parameters

Civitas will work with VSC and business owners to clarify the project parameters. Assignments for Civitas, VSC, and business owners will be established.

1.2 Leadership Infrastructure

A project steering committee composed of VSC staff, business owners, and County staff, will be formed. We will work with the steering committee to provide guidance and keep the project on track.

1.3 Database

Civitas will work with VSC to update the SLOCTMD database. The database will be used for various purposes throughout the project, including calculating assessments and mass mailings. Variables that may need to be assembled include business name and address, owner name, business type or occupancy, and revenue. Revenue is proprietary information; Civitas will sign a non-disclosure agreement if necessary, or work with the County and Cities to determine the petition and protest weight of each business.

Step Two: Outreach & Consensus Building

It is our understanding that the steering committee will conduct outreach to, and build consensus among, business owners within the SLOCTMD. Reaching out to business owners and County staff and officials is a crucial piece of the renewal process. Civitas will attend one (1) meeting with VSC and steering committee members to assist with business owner outreach and consensus building.

2.1 Develop Outreach Program

Civitas and VSC will work together to develop an effective outreach program. The program will include educating County staff and officials and business owners about TMDs, and seeking their input on the best strategy for San Luis Obispo County. In addition we will assist with the preparation of materials for outreach to the local TMD Boards and the City Councils.

2.2 Establish New District Parameters

During the outreach process, priorities for services will be established. An assessment rate which will be proportional to the services received by each business will be developed. Other elements of the SLOCTMD, such as governance provisions and service priorities, will also be determined.

2.3 Database

The initial database will be updated and manipulated throughout the outreach process. Civitas and VSC will build on previously obtained information to maintain a complete and current database of SLOCTMD businesses.

2.4 Draft Management District Plan

Civitas will prepare a Management District Plan that complies with California law and serves as a user-friendly educational tool. The Management District Plan will include:

- District rationale and objectives
- District boundaries, benefit zones, and business classifications
- Service plan and annual budget
- Proposition 26 compliance provisions
- Assessment rate
- Governance structure
- District rules and regulations
- Exhibits including a map and list of businesses

Step Three: Draft Document Preparation

Civitas will prepare draft documents required for SLOCTMD renewal.

3.1 Finalize Management District Plan

Civitas will work with VSC, the steering committee, and County staff to approve a final Management District Plan for the Petition Drive.

3.2 Petition

The 1994 Law requires signed petitions from businesses to begin the SLOCTMD renewal process. Civitas will draft the petition based on the Management District Plan.

3.3 Resolutions and Notice

Civitas will draft the resolutions and accompanying staff reports necessary to renew the SLOCTMD: a Resolution of Intention, Consent Resolutions, and a Resolution of Formation. The resolutions will include parameters from the Management District Plan and other legally required elements. A notice must also be sent to businesses proposed to be in the SLOCTMD; Civitas will draft the notice.

3.4 Consent Resolutions

Civitas will help VSC prepare for the adoption of consent resolutions and accompanying staff reports from other jurisdictions included in the SLOCTMD.

Step Four: Document Revision & Petition Drive

Draft documents will be submitted to the steering committee, VSC, and the County for review. Civitas will revise drafts as necessary.

4.1 Steering Committee Review

Civitas will submit draft documents to the steering committee for review. Civitas will revise documents to incorporate any comments from the steering committee.

4.2 Consultation with Counsel

Civitas' staff will work with the County Counsel's office to obtain their review and approval of documents. Civitas will incorporate their comments as necessary, and prepare finalized documents.

4.3 Finalization

Based on comments from the steering committee and County Counsel, Civitas will prepare a final version of the Plan. Finalization may require several rounds of edits and negotiation between the parties.

4.5 District Finalization

Civitas will take all necessary steps to prepare for SLOCTMD renewal. This will include coordinating with County staff to set and prepare for hearings and discussing legal matters with the County Counsel. Frequent phone calls, email correspondence, and other communications will be necessary throughout this step.

4.5 Petition Collection

Civitas will work with the steering committee to ensure adequate petition support has been garnered. This will include working with the County to devise a calculation method, and working with the steering committee to identify the most influential businesses. The steering committee and VSC will be responsible for collecting signed petitions from businesses.

Step Five: Hearing Process

Once the steering committee and County have approved final documents, Civitas will assist in submitting the project to the Board of Supervisors. This step includes two (2) trips to San Luis Obispo County Tourism Marketing District by Civitas to attend hearings.

5.1 Resolutions Granting Consent

Each city proposed to be included in the SLOCTMD will need to adopt a resolution consenting to inclusion. Civitas will not attend consent hearing, but will work with the local jurisdictions to place the consent resolution on the City Council's agenda.

5.2 Resolution of Intention

Civitas will attend the Board of Supervisors hearing on the Resolution of Intention. If necessary, Civitas will be prepared to make a brief presentation about the renewed SLOCTMD to the Board of Supervisors. After the Resolution of Intention is adopted, Civitas will coordinate with County staff to ensure notice is given to SLOCTMD businesses in accordance with the 1994 Law.

5.3 Public Meeting

Civitas will help VSC prepare for the public meeting. Civitas will outline the requirements of the meeting and work with the County Counsel to ensure compliance with the 1994 Law.

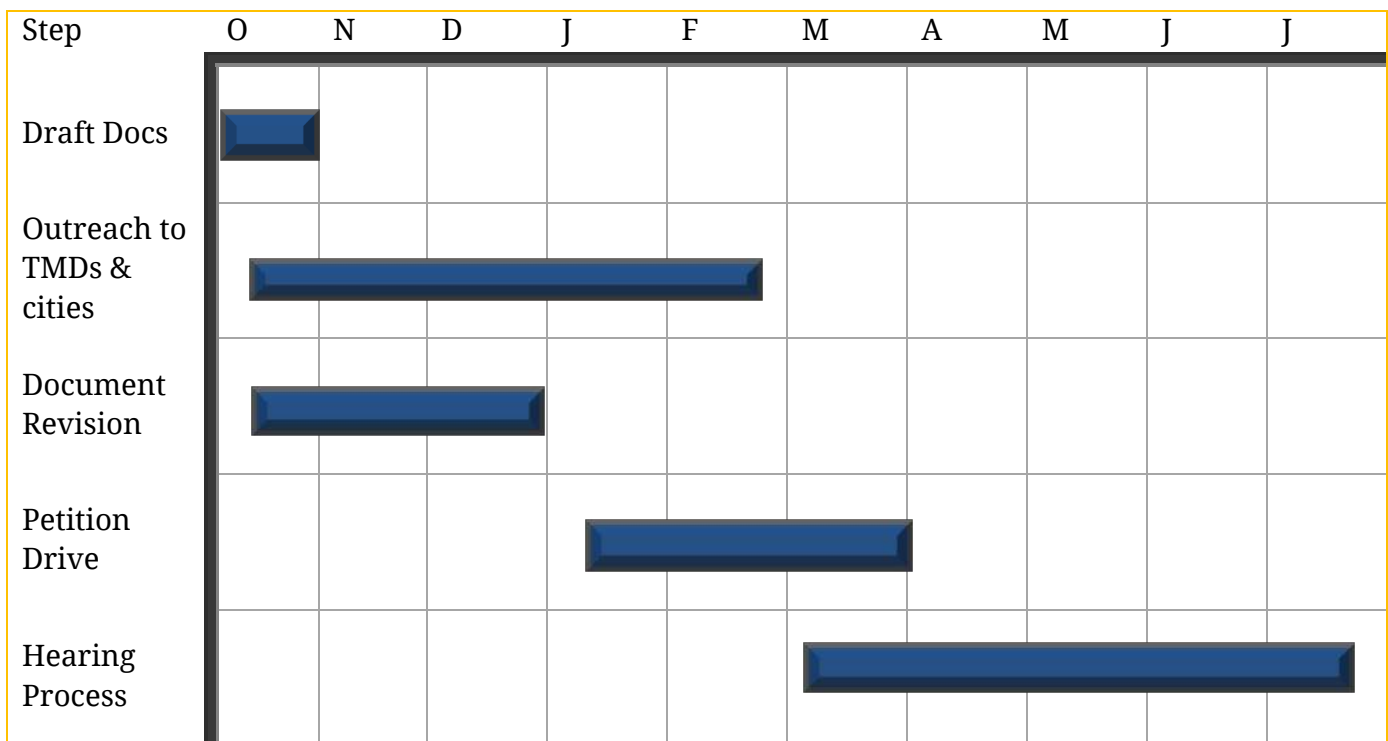
5.4 Public Hearing

Civitas will attend the public hearing and be prepared to make presentations and address any issues that may arise. Civitas will also assist to determine if there is a majority protest.

IV. Schedule and Fees

Schedule

We estimate that the project can be completed in ten (10) months. If started in November 2018, the project could be finished by August 2019. As you know, there are many unknown variables in a project of this nature. Although we would work diligently to renew the SLOCTMD, factors outside Civitas and VSC’s control could delay or thwart even the best-developed plans. We will work to minimize risks and complete the project at the earliest possible date. Our expected progress for the project is below.



Fees

Professional Fees

Civitas' fees for the scope of work in this proposal reflect our professional team's quality and experience. Our professional fees for the scope of services and timeline described herein shall be \$55,000. Fees and expenses include four (4) trips to San Luis Obispo County. Two (2) trips for outreach and consensus building and two (2) trips to attend Board of Supervisors hearings. If additional trips are necessary, Nichole Farley, Gina Trechter, or Rachael Taylor would be happy to make additional trips for a professional fee of \$1,500 per trip by. Trips by John Lambeth will be \$2,500.

Expenses

Civitas will incur various costs and expenses in performing services described in this proposal. VSC will be responsible for all costs and expenses in addition to the professional fees. Ordinary costs and expenses, including telephone charges, postage, and photocopying will be billed at four percent (4%) of professional fees. Other costs, such as travel, overnight shipping, bulk mailing (over 50 pieces), and bulk printing costs (over 100 pages) shall be billed at Civitas' actual cost. Expenses are not expected to exceed \$5,000.

Billing

Civitas proposes a fixed monthly fee of \$5,500 per month for ten (10) months, plus expenses. A start-up fee of ten percent (10%) of project costs, \$6,000, will be due and payable upon execution of an agreement for services between Civitas and VSC. The amount of the start-up fee will be deducted from the final invoice, which will also be adjusted to account for the total contract price. Civitas will send VSC a monthly invoice for fees and costs incurred. Invoices will include the fixed professional fee and expenses. The basis of calculation or other method of determining expenses will be clearly identified by item and amount. If the project is completed within the scope and timeline described herein, fees and expenses shall not exceed \$60,000.

Cost Assumptions and Guidelines

We have projected a specific amount of time for SLOCTMD renewal. It is assumed that the project will not exceed the budgeted amount of time. If unanticipated matters result in additional time beyond that which has been projected, we would continue billing professional fees of \$5,500 per month for the project duration. Factors that could increase the scope of work and estimated costs outlined above include additional meetings not described in this proposal, analysis of additional issues above those described in this proposal, or a lack of steering committee and business owner involvement in the project.

When Civitas' services conclude, all unpaid charges will immediately become due and payable. The amount of professional fees set forth in this agreement are a fixed amount for completion of the project within a maximum ten (10) month timeframe. The total amount of professional fees has been divided over the maximum ten (10) month timeframe to determine the monthly billing amount. If the project is completed prior to the ten (10) month timeframe, the remaining balance of professional fees will be due and payable within thirty (30) days of project completion.

Business Information

The database for this project will rely on information from the County and Cities. Errors can and will occur in this data. While Civitas will do its utmost to identify and correct any errors, it is acknowledged that County and City data may contain errors. We recommend VSC continue to pursue data correction strategies during and after renewal, including mailings and error checking by County and City officials.

Thank you for the opportunity to submit this proposal. We look forward to working with you.

V. Qualifications

Partial Client List – TMD Projects

Carlsbad Tourism Business Improvement District
Claremont Tourism Business Improvement District
Coronado Tourism Business Improvement District
Dana Point Tourism Business Improvement District
Del Mar Tourism Business Improvement District
Fairfield Tourism Business Improvement District
Folsom Tourism Business Improvement District
Fresno-Clovis Tourism Business Improvement District
Lodi Tourism Business Improvement District
Long Beach Tourism Business Improvement Area
Los Angeles Tourism Marketing District
Madera County Tourism Business Improvement District
Marin County Tourism Business Improvement District
Mariposa County Tourism Business Improvement District
Mendocino County Tourism Business Improvement District
Monterey County Tourism Business Improvement District
Napa Valley Tourism Improvement District
National City Tourism Marketing District
Newport Beach Tourism Business Improvement District
Oceanside Tourism Marketing District
Placer Valley Tourism Business Improvement District
Rancho Cordova Tourism Business Improvement District
Redding Hilltop Hotel Business Improvement District
Sacramento Tourism Marketing District
San Diego Tourism Marketing District
San Jose Hotel Business Improvement District
San Luis Obispo County Tourism Business Improvement District
Santa Barbara South Coast Tourism Business Improvement District
Santa Cruz County Tourism Business Improvement District
Santa Monica Tourism Marketing District
Santa Ynez Valley Tourism Business Improvement District
Sonoma City Tourism Improvement District
South Lake Tahoe Tourism Improvement District
Stockton Tourism Business Improvement District
Temecula Valley Tourism Business Improvement District
Tri-Valley Tourism Business Improvement District
Torrance Tourism Business Improvement District
Vallejo Tourism Business Improvement District
Ventura-Oxnard-Camarillo Tourism Business Improvement District
West Hollywood Tourism Business Improvement District

Staff Biographies

Nichole Farley, Account Manager



Ms. Farley specializes in the development and execution of strategies with a strong focus on creating, maintaining, and growing B2B relationships. Nichole is working on a master's degree in Communication with an emphasis in Travel and Tourism and International Communications at California State University, Fullerton and bachelor's degree from California State University, Chico in Agriculture Business with a minor in Recreation Administration.

Gina Trechter, Project Manager



Ms. Trechter is Civitas' Project Manager in the Greater Los Angeles area. She specializes in managing multiple projects with critical deadlines. She has an extensive background in the hospitality industry in sales, marketing and event planning. She graduated from Loyola Marymount University in Los Angeles, CA with a bachelor's degree in Business Administration with an emphasis in Marketing, and is a founding member of the LAX Coastal Area Chamber Young Professional's Organization.

Rachael Taylor, Project Manager



Ms. Taylor comes to us as the former Executive Director of a PBID in Oklahoma City, Oklahoma where she was integral to the 10-year renewal of that district. She is skilled in graphic design, marketing, and copywriting. With experience in managing a DMO and engaging with a wide range of property and business owners, she brings a lot of insight to the table with our clients.

John Bilger, GIS & Database Specialist



Mr. Bilger attended California State University, Sacramento, where he earned Bachelor's degrees in history and geography. He graduated magna cum laude and was inducted into the Gamma Theta Upsilon geographic honors society. In geography, Mr. Bilger concentrated in geographic information systems (GIS). He specializes in cartographic design and communicating effectively through maps. Mr. Bilger utilizes his extensive knowledge in geographic technologies to create and maintain client databases, as well as producing customized maps for various projects.

Nathan Hyde, Paralegal



Mr. Hyde began his career in the legal field as an intern at Friends of the River while attending American River College. He earned an associate's degree in legal assisting with highest honors. Mr. Hyde graduated Lincoln Law School of Sacramento in 2018 and is preparing to take the state bar exam. He specializes in legal research and legal document drafting and revision, with an emphasis on creating new districts in states that have yet to establish a process for district formation.

John Lambeth, President



Mr. Lambeth specializes in creation and operation of improvement districts. He is a special district attorney and was the primary author of the Property and Business Improvement District Law of 1994. He assisted with creation of the first property-based business improvement district in California. He is an expert in all aspects of improvement district formation, including outreach to property owners, plan developments, and petition and ballot campaigns. He formerly served as clerk to the Honorable Malcolm M. Lucas, Chief Justice of the California Supreme Court.

Industry Contacts

Civitas has had the pleasure of working with many experts in the tourism promotion field. The following individuals have extensive experience with tourism promotion, including establishing and operating Tourism Marketing Districts.

Mr. Scott White
President & CEO
Greater Palm Springs Convention & Visitors Bureau
(760) 770-9000

Mr. Kelly Miller
President
Visit Huntington Beach
(714) 969-3492

Mr. Gary Sherwin
President
Newport Beach Conference and Visitors Bureau
(949) 719-6100

VI. Agreement

If you would like to agree to engage our services consistent with this proposal and the following terms, please sign below.

A start-up fee of ten percent (10%) of project costs, \$6,000, will be due and payable upon execution of this Agreement. Civitas will send VSC a monthly invoice for fees and costs incurred. Each invoice will be payable within thirty (30) days of its mailing date. Either VSC or Civitas shall have the right to terminate this agreement upon ten (10) days' notice. When Civitas' services conclude, all unpaid charges will immediately become due and payable, including the balance of any professional fees if the project is completed prior to the maximum ten (10) month time frame. The pricing and scope outlined in this agreement will expire upon ninety (90) days post delivery of this proposal.

Nothing in this Agreement and nothing in statements by Civitas personnel to VSC will be construed as a promise or guarantee about the outcome of the matter. Civitas makes no such promises or guarantees.

If any provision of this Agreement is held in whole or in part to be unenforceable for any reason, the remainder of that provision and of the entire Agreement will be severable and remain in effect. This Agreement may be modified by subsequent agreement of the parties only by an instrument in writing signed by both of them or an oral agreement only to the extent that the parties carry it out.

The parties agree to accept the terms and conditions herein.

Visit SLO CAL, by


Date:

Mr. Chuck Davison,
President & CEO

Civitas Advisors, by

Date:

September 10, 2018



Mr. John Lambeth,
President & CEO



FY18-19 Visit SLO CAL Media Recommendation

								FY19						Total FY'19 Cost	Funnel Breakout			Market Breakout													
								2018			2019				Awareness	Engagement	Conversion	Denver/Seattle	Phoenix/Vega	LA/San Fran											
								Jul	Aug	Sept	Oct	Nov	Dec		Jan	Feb	Mar	Apr	May	Jun											
							Shoulder Season			Off Season			Off Season			Shoulder Season															
Partner	Tactic	Placement details	Objective	Total Impressions	Total Views	eCPM / eCPV																									
SEM	Google	SEM	Paid Search	25% Conversion/75% Awareness & Engagement	Bidded CPC	-																									
	YouTube	Video	Skippable Pre-Roll	Awareness	Bidded CPV	-																									
SEM SUBTOTAL							\$10,500	\$16,571	\$17,500	\$18,500	\$13,500	\$13,500	\$19,500	\$19,500	\$19,000	\$19,000	\$13,500	\$16,500		\$197,071	\$91,446	\$63,375	\$42,250	\$64,736	\$47,836	\$84,500					
SOCIAL	Facebook, Instagram	Social	Social	Awareness, Engagement, Conversion	Bidded CPC	-																									
	SOCIAL SUBTOTAL							\$0	\$0	\$7,000	\$16,000	\$10,000	\$10,000	\$16,000	\$16,000	\$17,000	\$17,000	\$10,000	\$13,500		\$132,500	\$44,167	\$44,167	\$44,167	\$39,750	\$26,500	\$66,250				
DISPLAY	MIQ	Programmatic Display	75/25 display/pre-roll. Display includes retargeting and 5% value add	Awareness, Engagement, Conversion	15,000,000	-	\$ 3.00																								
		Pre-Roll Video			-	550,000	\$ 0.05																								
	Pandora	Streaming Audio	Includes value added companion banner and value added ROS display	Awareness	5,250,000	-	\$ 9.52																								
	Samsung	Connected TV, Cross-Device Programmatic Display	ACR technology on Samsung devices. Impressions account for CTV video, cross-device video, cross-device display, and first-screen unit	Awareness	4,347,619	-	\$ 18.98																								
	Sharethrough	In-feed Video	50/50 native/video	Awareness	-	183,333	\$ 0.15																								
		In-feed Native			2,608,696	-	\$ 11.50																								
	Adara	Programmatic Display	Travel Intent to SLO Cal and competitive destinations	Engagement	2,500,000	-	\$ 6.00																								
	Sojern	Programmatic Display	Travel Intent to SLO Cal and competitive destinations	Engagement	2,500,000	-	\$ 6.00																								
	Best Performing Partner (Sojern vs. Adara)	Programmatic Display	Travel Intent to SLO Cal and competitive destinations	Engagement	6,666,667	-	-																								
	DISPLAY SUBTOTAL							\$0	\$0	\$21,250	\$50,000	\$21,250	\$0	\$60,000	\$60,000	\$60,000	\$42,500	\$0	\$17,500		\$332,500	\$217,500	\$100,000	\$15,000	\$103,750	\$69,375	\$154,375				
CO-OP	Co-Op Partners	TBD	TBD	TBD	TBD	TBD																									
CO-OP SUBTOTAL							\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000		\$150,000											
FY18 MEDIA TOTAL							\$10,500	\$16,571	\$45,750	\$84,500	\$44,750	\$23,500	\$120,500	\$120,500	\$121,000	\$103,500	\$48,500	\$72,500		\$812,071											
Ad Serving Estimate (Platform Fee)							\$315	\$497	\$1,373	\$2,535	\$1,343	\$705	\$3,615	\$3,615	\$3,630	\$3,105	\$1,455	\$2,175		\$97,500											
Mgmt Fee (12% of media spend)																															
Planning/Account Setup (hours based / flat)																															
GRAND TOTAL																															
							GRAND TOTAL BUDGET										\$950,000														
							Difference										\$442														

MEDIA TOTALS (MINUS CO-OP)	\$10,500	\$16,571	\$45,750	\$84,500	\$44,750	\$23,500	\$95,500	\$95,500	\$96,000	\$78,500	\$23,500	\$47,500	\$662,071
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General Display Parameters			
Geo Targeting	Drive: San Francisco	46%	Allow some flexibility (+/-10%) to shift budget allocation with individual partners throughout campaign based on real-time optimizations
	Drive: LA	32%	
	Fly: Seattle		
	Fly: Denver		
	Fly: Phoenix	22%	
Fly: Las Vegas			
Persona Targeting	Active Adventurer	Even Weighting	Optimized to top performer
	Mom to the Max		
	Cultured Class		
Timing	Shoulder season (Sep, late Feb-Apr)	36%	Always on SEM & Social combined with display media to promote shoulder/off season
	Off season (Oct, Jan-late Feb)	42%	
	Always On (Jul, Nov, Dec, May, Jun)	23%	
Funnel	Awareness	53%	Approximations Based on client feedback/goals
	Engagement	31%	
	Conversion	15%	

Note: Monthly costs are estimated but will be billed according to actual delivery. Delivery will be as even as possible over the course of each flight (Fall, Spring, and Summer) but will likely fluctuate.

	Miles	Visit SLO CAL
Authorized Signature		
Name		
Title		
Date		

- Industry Engagement -



Visit SLO CAL Celebrates Highway 1 Opening With Dream Drive + FAM

On August 9, Visit California, Visit SLO CAL, Morro Bay Tourism and other Central Coast partners took part in the Highway 1 Dream Drive. This monumental event began at the WeatherTech Raceway Laguna Seca in Monterey with 80+ cars carrying over 70 international media and representatives down Highway 1, ending at Morro Rock for a finale rally and reception. Stops along the route included Ventana Big Sur and Hearst Ranch Winery in San Simeon. [Click here to view the entire gallery.](#)



Following the Dream Drive, Visit SLO CAL, in partnership with Visit California and six local DMOs (Paso Robles, San Luis Obispo, Morro Bay, Cambria, San Simeon and Atascadero) hosted 61 international and domestic media/digital influencers from such outlets as Rolling Stone, Lonely Planet, Elle China, National Geographic Traveller, as well as Craig Lowndes, an Australian racecar driver. The Dream Drive FAM touched 16 cities, 21 lodging partners and 60 total business partners in SLO CAL – Visit SLO CAL’s largest FAM to date!

Destination Management Strategy Community Survey Receives 5,013 Responses

August 1-27, Visit SLO CAL conducted its Destination Management Strategy Community Survey. The survey was targeted to residents of SLO CAL and was promoted via PSAs on social media, television and radio, as well as e-blasts from Visit SLO CAL, Assemblyman Jordan Cunningham, County Supervisors, local Mayors, City Managers, Chambers of Commerce, TBIDs, Cal Poly, The Tribune, KSBY and others. PSAs featuring President & CEO Chuck Davison, Assemblyman Cunningham and SLO CAL Mayors, were used to help convey



Visit SLO CAL Participates in US Travel Association’s ESTO

President & CEO Chuck Davison, VP of Marketing Brooke Burnham, Director of Communications Keba Baird and Marketing Coordinator Jordan Carson attended US Travel’s ESTO conference in Phoenix, Arizona August 13-15. Davison spoke about VSC’s Destination Management Strategy on a panel during an Ideas & Inspiration session focused on social issues and the role of destination marketers. While Visit SLO CAL did not win the Best Digital Campaign ESTO award, it was an honor to be a finalist with the very well-established organizations Visit Seattle (winner) and Visit St. Pete-Clearwater.

Upcoming Events & Content Needs

- **Fall Educational Symposium** – Save the date for our Industry Educational Symposium at SLO Brew Rock’s brand-new event space the morning of Wednesday, October 24.
- **Fall/Harvest & Holiday Content:** Fall and the holiday season are right around the corner. Submit your events and special offers to SLOCAL.com via SLO CAL Connection, today! Be sure to send Jordan Carson (Jordan@SLOCAL.com) any unique happenings and offers for potential inclusion in blog posts, e-blasts and on social media.



Pismo Beach featured in Reader's Digest (left) SLO CAL featured in Airbnb Magazine (right).



- PR and Travel Trade -

VSC-Assisted Media Placements

- Orbitz – [The most unique hotels in all 50 states](#)
- Reader's Digest - [41 Mini Family Vacations That Won't Break the Bank](#)
- Forbes Travel Guide – [5 Amazing Travel Experiences for Kids](#)
- Airbnb Magazine + Online – [Fall Getaways: 3 Weekend Escapes for Wine Lovers](#)

Media Visits

- Dream Drive FAM (60+ international journalists)
- USA Today's GoEscape Magazine (August 11-12)

Travel Trade

Upcoming Shows & FAM opportunities:

- Southern California Sales Mission
 - September 18-20
- UK Super FAM – October
- Recreational Vehicle Industry Association (RVIA) show - Pomona
 - October 5-15

Film SLO CAL

- Attending American Film Market (Oct 21-Nov 7)
- Statistics as of August 1:
 - 103 filming leads
 - 58 productions
 - 155 filming days

Destination Wedding Released August 31

Last fall, Film SLO CAL played a monumental roll in helping to secure locations, local crew and talent for the feature film Destination Wedding, with Keanu Reeves and Winona Ryder. Over several weeks, crews filmed at the Apple Farm, DuBost Winery, San Luis Obispo County Regional Airport and Happy Feet Spa. Film SLO CAL hosted producer Elizabeth Dell on a location scout FAM tour when the movie was still in its planning stages. Destination Wedding can be seen at theaters locally and nationwide.



VISIT SLO CAL WEB ACTIVITY

SESSIONS:	71,143
UNIQUE VISITORS:	55,701
PAGE VIEWS:	155,972
AVG. PAGE VIEWS/VISIT:	2.19
AVG. TIME ON SITE:	3:21
TOTAL ORGANIC TRAFFIC:	49,878
% OF ORGANIC:	70%
MOBILE SESSIONS:	47,254
MOST VISITED EVENT PAGE:	TEMPLETON RECREATION CONCERTS IN THE PARK (1,093 VIEWS)
TOTAL BLOG VISITS:	10,308
MOST VISITED BLOG:	15 FREE THINGS TO DO IN SLO CAL (784 VISITS)

VISIT SLO CAL SOCIAL MEDIA ACTIVITY

FACEBOOK		
LIKES:	34,498	NEW: 947
TOT. ORGANIC IMPRESSIONS:	256,111	
HIGHEST REACH:	BAY TO BASKET VIDEO (6.3K PEOPLE REACHED))	
HIGHEST ENGAGEMENT:	MEET SLO CAL STORYTELLER KAREN! (948 ENGAGEMENTS)	
	FOLLOWERS	NEW
TWITTER:	8,095	10
	41K IMPRESSIONS	
PINTEREST:	738	1
INSTAGRAM:	21.9K	800

VISITOR GUIDE DIST.

GUIDES DISTRIBUTED:	314
THIS MONTH IN SLO CAL	
SUBSCRIBERS	34,300
OPENS:	4,684
CLICK-THROUGHS:	797
THIS WEEK IN SLO CAL	
CIRCULATION:	1,839
MOST CLICKED LINK:	STR REPORT

July 2018 vs July 2017 Lodging Statistics (STR, Inc.)

	Current Month - July 2018 vs July 2017											
	Occ %		ADR		RevPAR		Percent Change from July 2017					
	2018	2017	2018	2017	2018	2017	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold
Atascadero, CA+	82.6	84.6	145.66	151.47	120.31	128.09	-2.3	-3.8	-6.1	-5.9	0.2	-2.1
Cambria, CA+	84.8	84.6	224.69	223.67	190.59	189.29	0.2	0.5	0.7	0.8	0.1	0.4
Morro Bay, CA+	84.9	83.8	170.94	168.30	145.17	141.06	1.3	1.6	2.9	3.0	0.1	1.4
Paso Robles, CA+	84.4	85.7	165.74	173.95	139.93	149.02	-1.4	-4.7	-6.1	-6.1	0.0	-1.4
Pismo Beach, CA+	88.1	87.2	232.35	228.66	204.78	199.50	1.0	1.6	2.6	8.9	6.1	7.2
San Luis Obispo, CA+	85.2	84.8	175.07	174.10	149.16	147.66	0.5	0.6	1.0	1.1	0.0	0.5
San Simeon, CA+	79.5	73.2	150.93	163.40	120.04	119.67	8.6	-7.6	0.3	0.2	-0.2	8.4
Five Cities+	86.6	86.7	219.99	216.93	190.49	188.11	-0.1	1.4	1.3	5.7	4.4	4.3
North Coast+	82.7	79.7	191.07	196.16	158.01	156.24	3.8	-2.6	1.1	1.1	0.0	3.8
North County+	83.9	85.4	160.49	168.04	134.72	143.47	-1.7	-4.5	-6.1	-6.1	0.1	-1.6
South County+	85.9	85.8	199.46	196.96	171.43	169.03	0.2	1.3	1.4	3.8	2.4	2.5
San Luis Obispo County	85.0	84.6	187.54	188.12	159.38	159.09	0.5	-0.3	0.2	1.4	1.2	1.7

SOURCE: STR, INC. REPLICATION OR OTHER RE-USE OF THIS DATA WITHOUT THE EXPRESS WRITTEN PERMISSION OF STR IS STRICTLY PROHIBITED. THESE ARE CUSTOM SETS WHICH HAVE BEEN DEVELOPED BY STR FOR LICENSEE'S MARKET.

Executive Overview:

SEO Overview

Organic Traffic Overview:
 Sessions increased by 7%, avg. session duration improved by 70%, and pages/session decreased by 14%.
 The top organic landing pages this month were:
 the home page, Events and Festivals, Templeton Recreation Concerts in the Park,
 Pismo Beach, Things to Do, Sizzlin' Summer Concert Series

Total Traffic Overview:
 Sessions increased by 53%, avg. session duration improved by 68%, and pages/session decreased by 23%.
 The Blog Homepage had 128 pageviews with 10,308 pageviews for the entire blog.
 Total Events Pageviews: 36,438 Total Listings Pageviews: 13,717

SEO Recommendations:
YoY Organic Landing Page Traffic Comparison - Top Areas
 Events Pages saw a 51% increase in Sessions. (+4208 Sessions)
 Listing (Profile) Pages saw a 55% drop in Sessions (-6559 Sessions)
 The Home Page saw a 97% increase in Sessions. (+ 3114 Sessions)
 Things to Do saw a 207% increase in Sessions. (+ 2445 Sessions)
 Blog Pages saw a 1.5% drop in Sessions. (-262 Sessions)
 Explore Pages saw 18% drop in Sessions. (-1069 Sessions)

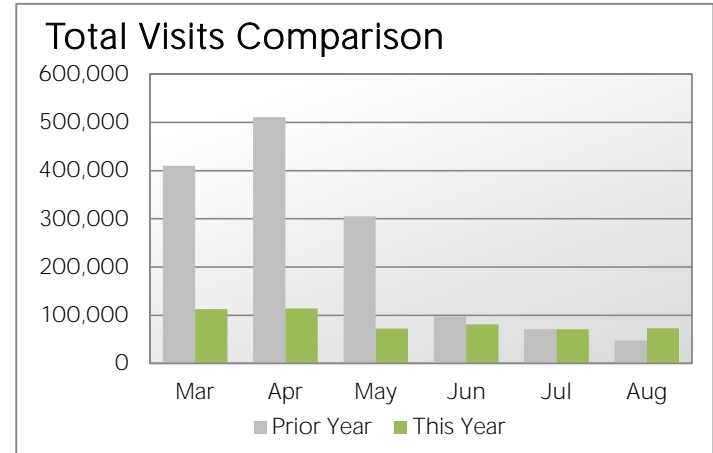
Top Exit Page Recommendation
 Update the content and bullet points to showcase related pages.
 The bullet points should be links to internal pages.
 Bullet points allow users to quickly identify and click on items/pages/events that interest them

Industry Averages:

Engagement Metrics	Industry Average	Your Website		% Difference
Total Pages Per Session:	2.14	2.09	●	-2.39%
Total Average Session Duration:	0:01:57	0:03:02	●	35.61%
Total Bounce Rate:	52.85%	22.80%	●	-131.75%
Organic Pages Per Session:	2.20	2.49	●	11.58%
Organic Average Session Duration:	0:02:05	0:03:42	●	43.73%
Organic Bounce Rate:	48.49%	10.96%	●	-342.33%

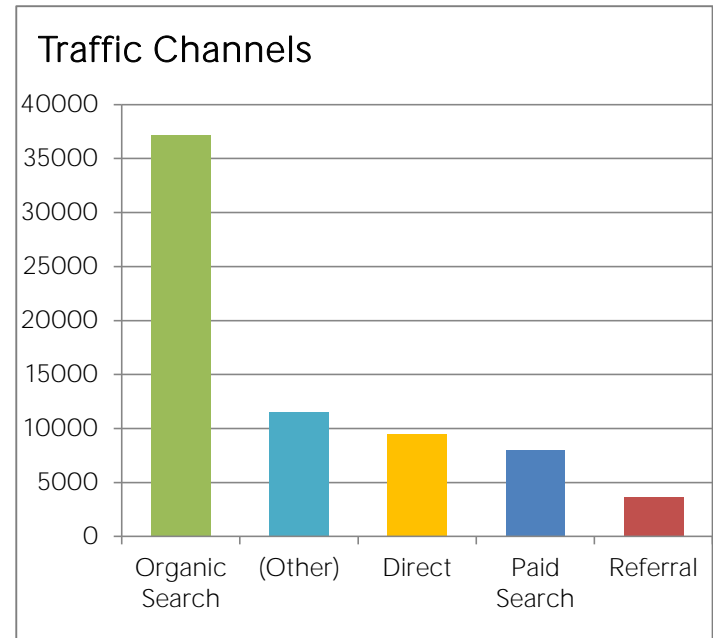
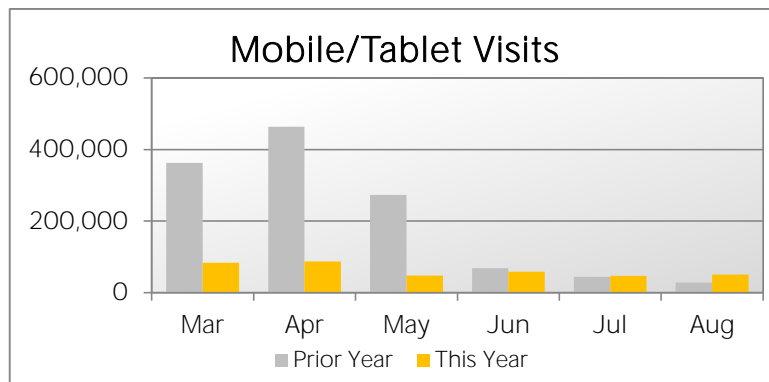
Total Traffic Overview:

	Mar	Apr	May	Jun	Jul	Aug
Sessions:	112,917	113,861	72,618	81,115	71,143	72,972
Users:	95,233	93,686	58,790	64,714	55,701	59,051
Bounce Rate:	41%	19%	8%	12%	17%	23%
Pageviews:	191,693	233,155	234,064	218,200	155,972	152,518
Avg Pageviews Per Visit:	1.70	2.05	3.22	2.69	2.19	2.09
Avg. Session Duration:	0:01:44	0:02:23	0:03:01	0:02:44	0:03:21	0:03:02
Total Organic Search Traffic:	30,477	34,891	36,476	39,939	49,878	37,191
% of Traffic Organic Search:	27%	31%	50%	49%	70%	51%
Entry Pages From Search:	1,972	2,066	1,924	1,831	2,026	1,834



Mobile/Tablet SnapShot:

	Mar	Apr	May	Jun	Jul	Aug
Sessions:	83,690	86,842	47,329	58,038	47,254	50,247
% of Sessions:	74%	76%	65%	72%	66%	69%
Bounce Rate:	45%	20%	9%	14%	16%	25%
Pageviews:	120,007	159,135	128,267	126,463	82,084	85,035
Avg. Session Duration:	0:01:19	0:02:05	0:02:31	0:02:12	0:02:51	0:02:30

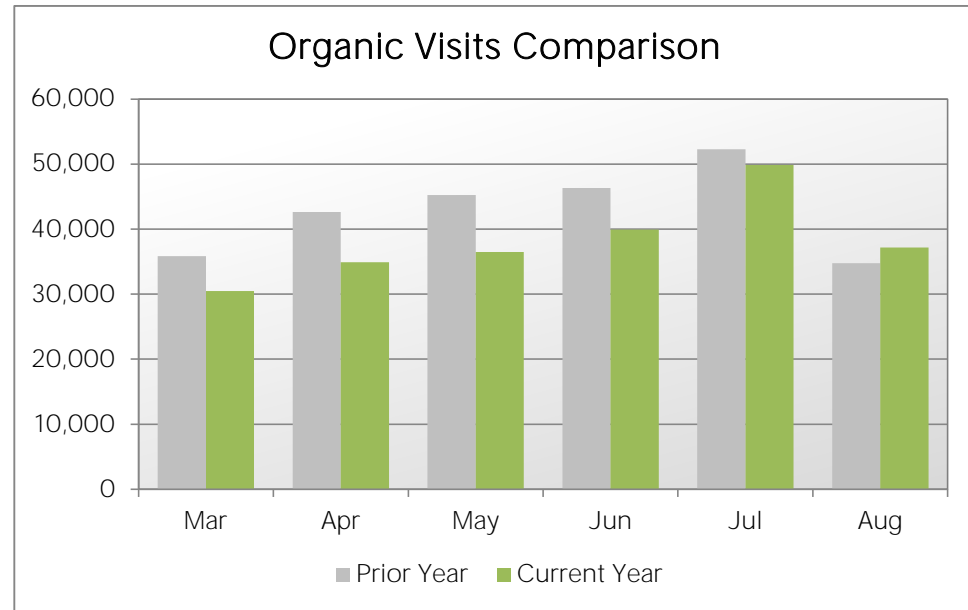


Organic Search Traffic:

Organic Traffic		% of Total Site Traffic
Sessions	37,191	50.97%

Organic Engagement Compared to Site Engagement		
Pages / Session	2.49	19.04%
Avg. Session Duration	0:03:42	22.27%
New Sessions	70.55%	-7.97%
Bounce Rate	10.96%	-51.93%

Search Engine	Visits	Percent
google	36,220	97.39%
yahoo	493	1.33%
bing	443	1.19%
ask	31	0.08%
baidu	2	0.01%
avg	1	0.00%



Top 10 Links to Site	Links	Pages
visitcalifornia.com	25,788	28
reside.org	14,914	1
coterealtors.com	11,489	1
destinationpasorobles.com	10,336	1
blairproperties.net	9,419	1
centralcoast-tourism.com	6,406	21
pasowine.com	5,811	2
centralcoastrealestatephotography.com	5,300	4
digitalinteractive.us	5,164	2
morrobay.org	2,226	3

Landing Page	Visits	Percent
/	6,309	16.96%
/events-and-festivals/	3,822	10.28%
/event/templeton-recreation-concerts-in-the-park/3722/	917	2.47%
/explore/pismo-beach-shell-beach/	709	1.91%
/things-to-do/	668	1.80%
/event/sizzlin-summer-concert-series/3523/	635	1.71%
/blog/post/insider-tips-15-free-things-to-do-in-slo-cal/	592	1.59%
/events-and-festivals/events-calendar/	583	1.57%
/event/stone-soup-music-festival/2415/	549	1.48%
/listing/morro-bay-farmers-markets/1757/	548	1.47%

Goals:

Goal	Completions
Visitors Magazine Request	249
Media Request	1
Meetings RFP	4
Enewsletter Sign-up	14

Google Search Console Search Queries:

Queries	MoM Clicks		MoM Impressions	
	Reporting Month	Change	Reporting Month	Change
san luis obispo	4,680	↓ -139	122,840	↓ -3,479
pismo beach	385	↓ -94	119,430	↑ 118,350
morro bay farmers market	353	↓ -98	737	↑ 34
san luis obispo events	333	↓ -79	1,122	↑ 104
templeton concerts in the park 2018	221	↓ -179	442	↓ -1,788
paso robles	210	↓ -167	53,635	↓ -92,851
morro bay	195	↓ -172	68,053	↑ 67,452
visit slo cal	173	↓ -189	242	↓ -829
slo events	169	↓ -159	479	↓ -335
slocal	164	↓ -105	441	↓ -128
santa margarita	140	↓ -105	9,941	↑ 9,556
things to do in san luis obispo	126	↓ -109	6,343	↑ 5,660
templeton ca	116	↓ -118	4,572	↑ 3,727
events in san luis obispo	109	↓ -123	406	↓ -93,912
arroyo grande	103	↓ -100	12,588	↓ -41,226
san luis obispo california	101	↓ -72	8,794	↑ 8,230
san luis obispo county	99	↓ -69	6,772	↓ -786
stone soup grover beach 2018	96	↓ -61	1,804	↑ 1,326
slo cal	95	↓ -61	251	↑ 23
san luis obispo ca	94	↓ -53	4,643	↑ 4,214

templeton concerts in the park	92	↓	-35	195	↓	-9,492
avila beach	87	↓	-37	29,332	↓	-7,664
things to do in san luis obispo this weekend	87	↓	-27	335	↓	-95
cambria ca	83	↓	-30	19,414	↑	19,156
cambria	81	↓	-30	9,887	↑	9,637
templeton music in the park	80	↓	-30	224	↓	-6
arroyo grande california	79	↓	-30	2,844	↑	2,627
grover beach	79	↓	-29	6,584	↓	-2,253
san louis obispo	78	↓	-22	1,878	↑	1,591
paso robles farmers market	78	↓	-22	282	↓	-7,851
san luis obispo upcoming events	75	↓	-23	422	↓	-12,012
san simeon	74	↓	-23	18,707	↑	13,883
morro bay lighted boat parade 2018	74	↓	-22	95	↓	-169
san miguel ca	71	↓	-24	1,779	↓	-4,865
things to do in pismo beach	70	↓	-20	5,860	↑	5,531
events san luis obispo	65	↓	-24	211	↓	-4,140
harmony beer and wine festival	64	↓	-23	102	↓	-14,298
slo county events	64	↓	-22	148	↓	-112
downtown paso robles	62	↓	-23	899	↑	695
cayucos	62	↓	-21	12,348	↓	-2,417
san luis obispo concerts	60	↓	-21	449	↓	-6,804
farmers market morro bay	60	↓	-21	203	↓	-2,940
shell beach	57	↓	-18	5,044	↑	2,990
los osos farmers market	56	↓	-18	259	↑	56
visit san luis obispo	56	↓	-18	161	↓	-2
events in slo	56	↓	-17	174	↓	-258
cayucos farmers market	54	↓	-18	196	↓	-1,633
cities near san luis obispo	52	↓	-19	704	↓	-17,064
nipomo ca	49	↓	-20	5,444	↑	5,254
visit slo	48	↓	-20	110	↓	-40

External Links

Top 10 URLs	Total Clicks
www.aggbchamber.com/	368
www.groverbeach.org	331
templetoncsd.org/CivicAlerts.aspx?AID=118	162
www.harmonywineandbeerfestival.com/	130
www.morrobay.org/events/lighted-boat-parade	114
blueheronbaywood.com/events	113
www.VisitAtascadero.com	102
www.pismo beach.org/DocumentCenter/View/510:	100
www.avomargfest.com/	99
downtownslo.com	80

Listings: Link to Website

Top 10 Websites	Total Clicks
Oceano Dunes State Park	100
Pismo Coast Village RV Resort	57
Sunbuggy Fun Rentals	50
Moonstone Beach	47
Swinging Bridge	46
Petit Soleil	45
Central Coast Outdoors	44
Mission San Luis Obispo de Tolosa	44
Montana de Oro State Park	44
Sycamore Mineral Springs Resort & Sp	44

Listings: Link to Detail

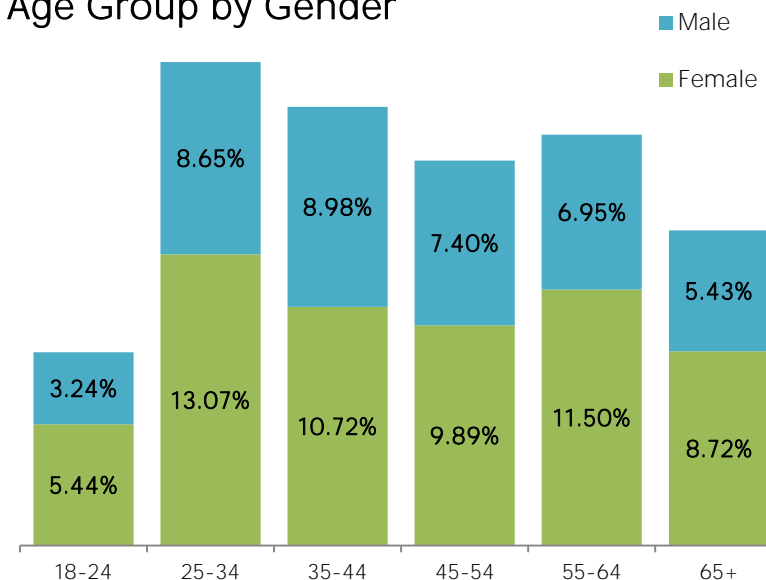
Top 10 Listings	Total Clicks
Nitt Witt Ridge	72
Swinging Bridge	63
Avila Beach Horseback Riding	53
California Highway 1 Discovery Route	49
Mission San Luis Obispo de Tolosa	41
Morro Bay State Park	41
Bishop Peak	40
Ragged Point Beach	40
Sunbuggy Fun Rentals	35
Bubblegum Alley	34

Demographics & Interests

Affinity Categories:

Top 10 Affinity Categories	Visits
Food & Dining/Cooking Enthusiasts/30 Minute Chefs	19,473
Shoppers/Value Shoppers	18,429
News & Politics/Avid News Readers	16,439
Travel/Travel Buffs	16,192
Lifestyles & Hobbies/Pet Lovers	16,156
Media & Entertainment/Book Lovers	15,135
Sports & Fitness/Health & Fitness Buffs	15,041
Lifestyles & Hobbies/Art & Theater Aficionados	15,006
Lifestyles & Hobbies/Business Professionals	13,809
Banking & Finance/Avid Investors	13,180

Age Group by Gender



Other Categories:

Top 10 Categories	Visits
Arts & Entertainment/Celebrities & Entertainment News	10,271
News/Weather	5,774
Food & Drink/Cooking & Recipes	5,490
Travel/Air Travel	4,397
Arts & Entertainment/TV & Video/Online Video	4,259
Travel/Hotels & Accommodations	3,823
Real Estate/Real Estate Listings/Residential Sales	3,504
News/Politics	3,173
Reference/General Reference/Dictionaries & Encyclopedias	2,983
Jobs & Education/Education/Colleges & Universities	2,971

Affinity Categories broaden the scope to identify users in terms of lifestyle; for example, Technophiles, Sports Fans, and Cooking Enthusiasts. These categories are defined in a similar way to TV audiences, and represent an opportunity to understand the behavior of your audience.

Other Categories are used to classify groups of users based on the specific content they consume, along with how recently and frequently they consume that content. This category data provides a more focused view of your users, and lets you analyze behavior more narrowly than Affinity Categories.

* Per Google

Top Content:

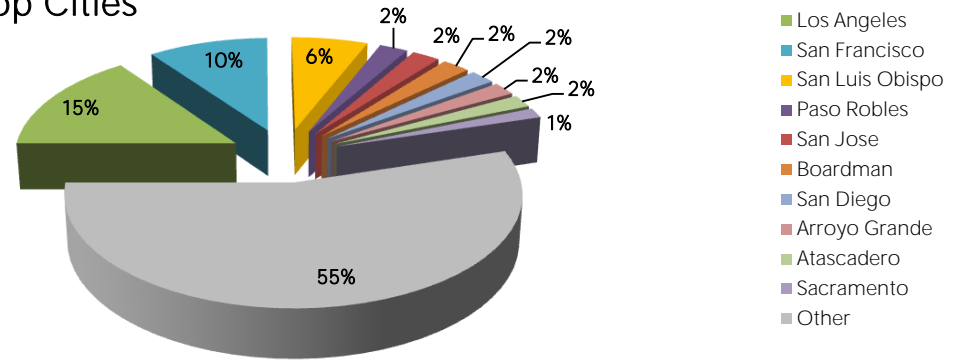
Top Landing Pages	Entrances
/h1/	9,166
/	9,016
/events-and-festivals/	4,524
(not set)	3,654
/h1/?https://www.slocal.com/h1/?utm_source=facebook	3,052
/survey/	2,290
/event/templeton-recreation-concerts-in-the-park/3722/	993
/explore/pismo-beach-shell-beach/	830
/things-to-do/	794
/event/sizzlin-summer-concert-series/3523/	754

Top Content Pages	Pageviews
/	21,779
/h1/	10,217
/events-and-festivals/	7,150
/h1/?https://www.slocal.com/h1/?utm_source=facebook	3,544
/things-to-do/	2,923
/events-and-festivals/events-calendar/	2,832
/survey/	2,651
/stay/	1,464
/explore/pismo-beach-shell-beach/	1,315
/explore/	1,303

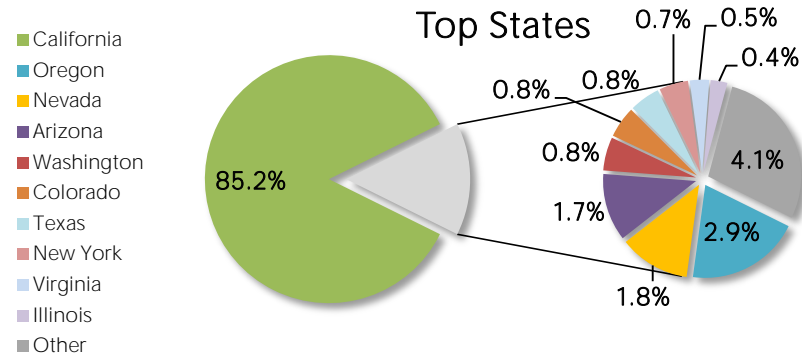
Top Exit Pages	Exits
/h1/	8,573
/	5,125
/h1/?https://www.slocal.com/h1/?utm_source=facebook	2,793
/events-and-festivals/	2,454
/survey/	2,297
/events-and-festivals/events-calendar/	1,020
/things-to-do/	1,008
/event/templeton-recreation-concerts-in-the-park/3722/	982
/event/sizzlin-summer-concert-series/3523/	761
/explore/pismo-beach-shell-beach/	668

Geographic:

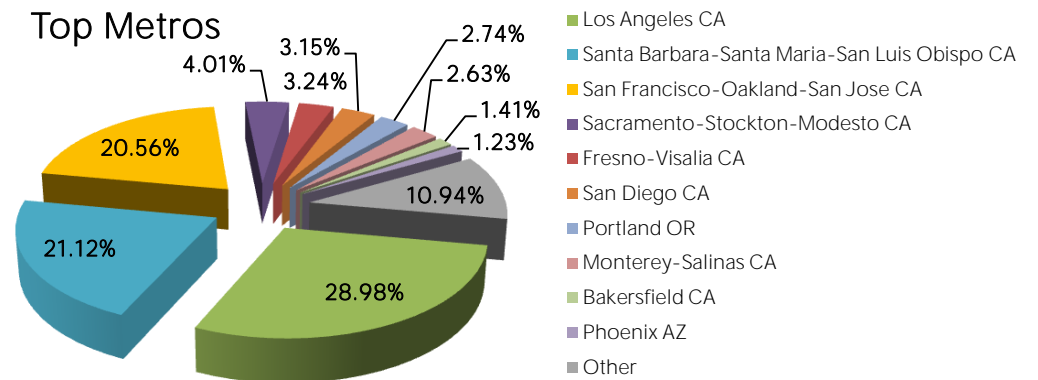
Top Cities



Top States

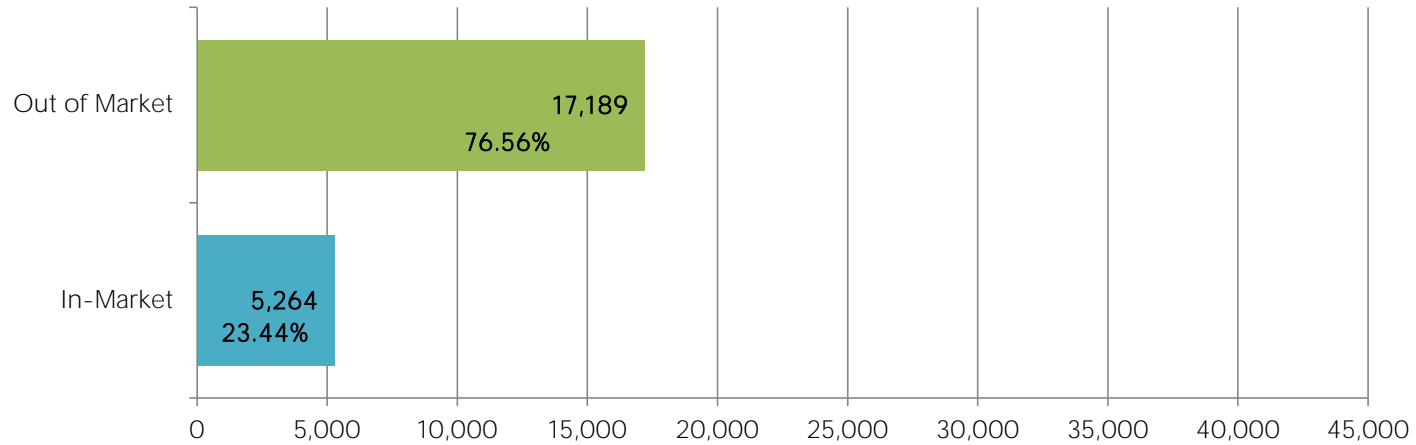


Top Metros

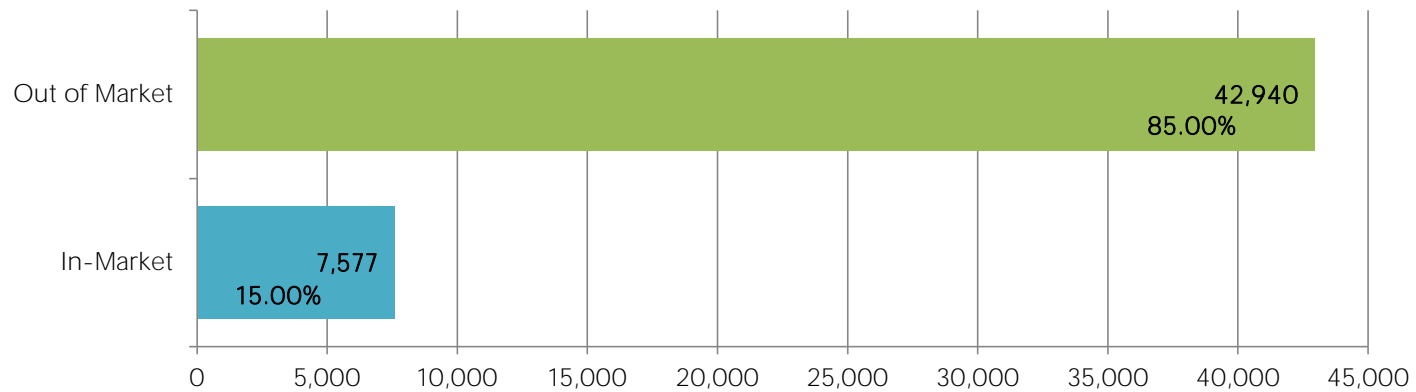


In-MarketVsVisitor:

Desktop Visits



Mobile/Tablet Visits



TRAVEL TRENDS INDEX

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

CTI reading of 51.5 in July 2018 shows that travel to or within the U.S. grew 3.0% in July 2018 compared to July 2017. LTI predicts moderating travel growth through the start of 2019.

Overall travel volume (person trips to or within the United States involving a hotel stay or air travel) grew at a slower year-over-year rate in July 2018 than in June 2018. All travel segments registered slower—though still positive—growth compared to June 2018.

HIGHLIGHTS:

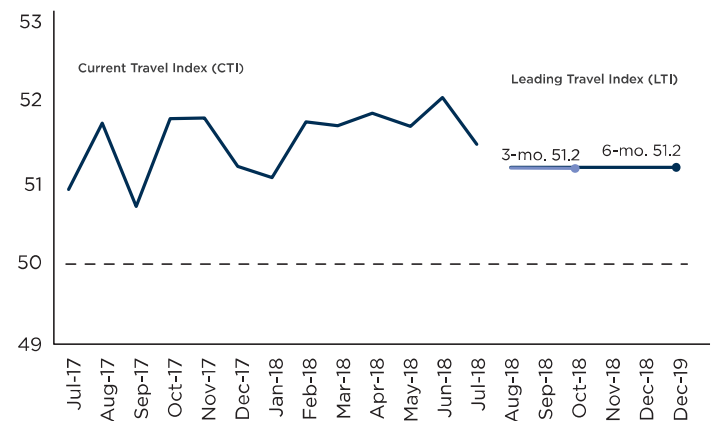
* For CTI and LTI definitions, please see below.

- The Current Travel Index (CTI) has registered at or above the 50 mark for 103 straight months, as the industry moves through its ninth consecutive year of expansion.
- The CTI was positive in July, registering 51.5. This is slightly lower than the 6-month moving average of 51.7.
- International inbound travel growth slowed in July, registering 50.5. The Leading Travel Index (LTI) projects an increase in inbound travel, though it will likely trail the domestic market over the next six months.
- Domestic leisure and business travel both grew in July at slightly slower rates than their 6-month moving averages. The leisure segment continued to outpace the business segment.
- The 6-month LTI reading of 51.2 indicates that total U.S. travel volume will grow at a rate of around 2.4% through January 2019. Domestic travel is expected to increase at a similar pace, with business travel outpacing leisure travel, while international travel is expected to grow by about 1.6%.

July Travel Trends Index

Current Travel Index and Leading Travel Index

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



Source: Oxford Economics, U.S. Travel Association

“Through the first seven months of 2018, travel is outperforming its rate of growth during the same period last year. The reason for this is an improvement in domestic travel, particularly business travel, which is having its best year since 2010. While international inbound travel is growing, it continues to underperform compared to earlier years of the current economic expansion.”

– David Huether
Senior Vice President, Research

	CTI	3-month LTI*	6-month LTI**
June Index	52.0	51.5	51.3
July Index	51.5	51.2	51.2
Direction and Speed	Travel demand increased; at a slower rate than the previous month	Travel is expected to grow over the coming 3 months; at a slower rate	Travel is expected to grow over the coming 6 months; at a slower rate

* Average outlook reading for Aug 2018 to Oct 2018
** Average outlook reading for Aug 2018 to Jan 2019

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

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

TRAVEL TRENDS INDEX (Continued)

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

► DETAILED RESULTS

Domestic leisure and business segments contributed to gains in July, supported by solid consumer and business spending, as well as upbeat consumer confidence. However, vacation intentions are beginning to slow down, and we anticipate a moderating, yet still positive, domestic market in the coming months.

International inbound travel decelerated in July, increasing just 1.0% year-over-year. While global economic growth is moderating and possible downside risks persist, the international market is expected to remain in positive territory over the next six months.

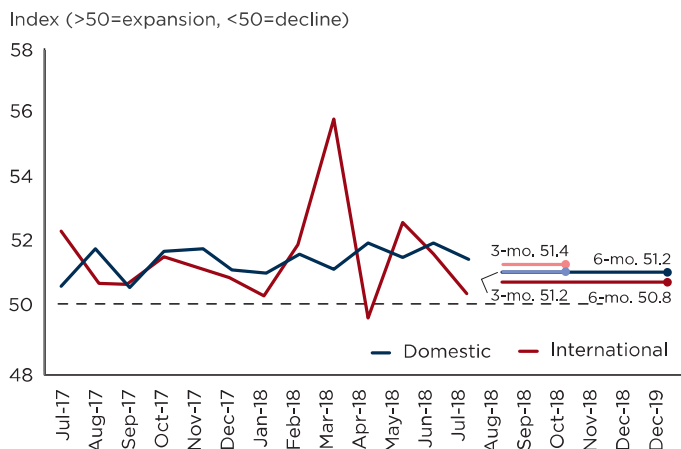
Travel Trends Index Summary

	Current Travel Index (CTI)				Leading Travel Index (LTI)		6-mo LTI vs. CTI 6-mo avg.	
	6-month avg	May	June	July	3-month*	6-month**	Direction	Speed
Total Market	51.7	51.7	52.0	51.5	51.2	51.2	Increasing ▲	Slower
International	52.1	52.6	51.7	50.5	51.4	50.8	Increasing ▲	Slower
Domestic	51.7	51.6	52.1	51.6	51.2	51.2	Increasing ▲	Slower
Business	51.3	51.1	51.9	51.2	51.4	51.5	Increasing ▲	Faster
Leisure	51.9	51.8	52.1	51.7	51.1	51.1	Increasing ▲	Slower

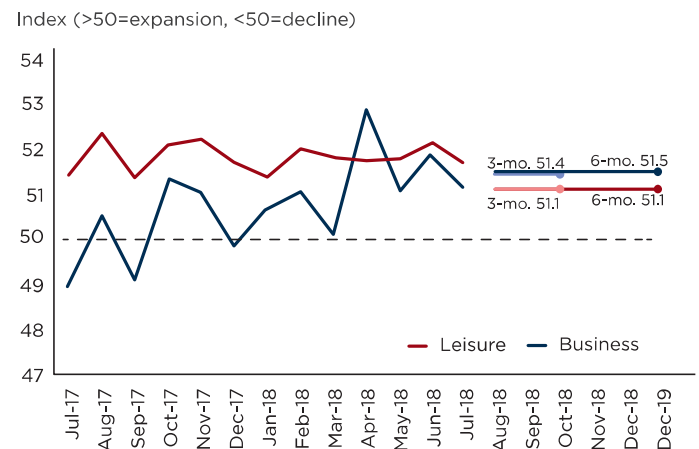
* Average outlook reading for Aug 2018 to Oct 2018

** Average outlook reading for Aug 2018 to Jan 2019

July Domestic and International Travel Index



July Domestic Business and Leisure Travel Index



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

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

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TUESDAY, SEPTEMBER 25, 2018

4:30 – 6:00pm

3800 Golden Hill Road | Paso Robles

Cava Robles RV Resort in Paso Robles has opened its doors to a spectacular new resort experience.

We hope you will join in the celebration. Invitation to follow.



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