



AGENDA

Visit San Luis Obispo County Marketing Committee

Visit San Luis Obispo County Marketing Committee Agenda

Tuesday, October 13, 2015

8:30am

Courtyard by Marriott

1605 Calle Joaquin, San Luis Obispo, CA 93405

1. CALL TO ORDER

2. PUBLIC COMMENT (On Non-Agenda Items)

ANNOUNCEMENTS

C. Davison

3. Visit California TV Ad (5 min)

CONSENT AGENDA – *motion required*

C. Davison

4. Approval of September 8, 2015 Marketing Committee Meeting Minutes

BUSINESS ITEMS

C. Davison

5. Crisis Communication Plan Draft Review (30 min)

PRESENTATION

M. Astone

6. Catalyst Marketing

- a. **Countywide Icon (20 min)**
- b. **Co-op Advertising Plan (15 min)**
- c. **Fall Creative Campaign (30 min)**

PRESENTATION

H. Buchman

7. Pace Communications – SLO County Visitors Guide Digital Marketing Kit (15 min)

CEO Report

C. Davison

8. CEO Report (5 min)

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.

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Minutes

Visit San Luis Obispo County Marketing Committee

Visit San Luis Obispo County Marketing Committee

Meeting Minutes

Tuesday, September 8, 2015

8:30am

Courtyard by Marriott, San Luis Obispo
1605 Calle Joaquin, San Luis Obispo, CA 93405

1. CALL TO ORDER: Chuck Davison

PRESENT: Brent Haugen, Judith Bean, Heather Muran, Amanda Diefenderfer, Ashlee Akers, Cheryl Cuming, John Sorgenfrei, Terrie Banish, Lori Keller, Jim Allen, Molly Cano, Christen Goldie, Gordon Jackson, Jennifer Porter

STAFF PRESENT: Chuck Davison, Brendan Pringle, Kylee Jepsen, Jordan Carson

Call to Order at 8:35am.

2. PUBLIC COMMENT (On Non-Agenda Items)

None.

ANNOUNCEMENTS

3. SAVOR the Central Coast Tickets

Marketing Committee members have access to discounted (20% off) SAVOR tickets for friends and family. The discount applies to the Opening Night Event and the Sunday Main Event, and is valid through September 18, 2015.

Also, VSLOC has selected a new Director of Travel Trade. Michael Wambolt of Springhill Suites in Atascadero will be joining the team on September 21, 2015. Committee Discussion – None.

Public Comment – None.

CONSENT AGENDA

4. Approval of August 11, 2015 Marketing Committee Meeting Minutes

Davison requested a motion to approve the Consent Agenda as presented. Committee Discussion – None.

Public Comment – None.

ACTION: Moved by Diefenderfer/Cano to approve the Consent Agenda as presented.

Motion carried: 13:0:1

Davison announced that Item 8c would be reversed on the agenda to accommodate Catalyst Marketing's schedule.

8c. Catalyst Marketing PR Presentation

VSLOC is in the RFP process for its Public Relations outreach, and had engaged both Catalyst and Fleishman Hillard to provide a proposal. Fleishman Hillard dropped out of the RFP process.

Catalyst CEO Mark Astone introduced Marc Gendron, Director of PR at Catalyst, and noted that his primary focus has been tourist destinations. Gendron started out as a reporter for Fresno Bee. Astone noted that Catalyst opted against doing a full scale RFP response, as their goal would be to keep PR working with their broader marketing plan. PR objectives would be to promote San Luis Obispo County as the year-round destination for a variety of audiences, showcase the wide range of attractions and activities in and around the county in new and interesting ways, and establish/increase meaningful partnerships that complement visitation and media coverage. Catalyst has its own database of writers, and the firm is always looking for new story angles. They are set up well for FAM trips and are experienced at screening them. Catalyst's target for deliverables would include 6-8 stories, including 2-3 national stories and 1-2 regional stories. Measurement and tracking would focus on mentions, audiences, and impressions, and would tie back to conversions.

Catalyst would be managing VSLOC's crisis communication plan. Davison added that VSLOC consultant Stacie Jacob of Solterra was drafting this plan.

Committee Discussion. Keller asked how Catalyst will coordinate with DMOs to ensure equal representation of the county. Davison noted that VSLOC would be working with Catalyst on story ideas, and would collaborate with the DMOs to see how this would look. VSLOC subscribes to PR Newswire and is able to release 8 stories, which means that VSLOC has to be strategic about stories released.

Diefenderfer asked how Catalyst would manage FAM trips around the entire county. Davison noted that some may be themed (wine-focused, beach-focused, etc), some more localized, and some more countywide. Davison also noted that the VSLOC budget currently allocates 118 room nights for FAMs.

Sorgenfrei mentioned how a number of DMOs are burned out on "impressions". Mark noted that they do reporting on a monthly basis, and would report as stories appear, as well as actual engagement.

Public Comment—None.

BUSINESS ITEMS

5. STR Report

VSLOC now subscribes to weekly and monthly Smith Travel Research (STR) reports, reflecting 11 segments of the county. This is the best individual and countywide view that is available at this time. These reports provide a benchmark from which to compare.

Committee Discussion. Cuming asked if VSLOC considered inclusion of Avila Beach and other unincorporated communities. Davison responded that Avila Beach doesn't have enough lodging partners reporting and Cayucos has no lodging partners reporting.

Public Comment – None.

6. WebDAM

VSLOC is looking at investing in a countywide digital asset management system. Year 1 would cost \$22,000 (which includes initial costs), while Year 2 would cost \$16,000 (regular maintenance).

This would put VSLOC in the position where content was freely available, and comes back to the question of DMO participation. The more content that is submitted, the more content that would be available to media. Davison asked if this was something DMOs would be willing to undertake.

Committee Discussion. Sorgenfrei voiced support and noted how beneficial participation is for DMOs. Cuming asked about the process, and Davison responded that the tedious part will be tagging the photos. This is something that can be refined over the next few months. Davison noted that each DMO would be responsible for tagging their own content, and providing information on crediting of photos. Porter asked if non-DMOs will have the ability to add photos. Davison responded that DMOs would be “power users,” along with Catalyst and VSLOC. Still in question is how many power users will have access. Non-DMOs will be able to submit digital assets to Kylee Jepsen. The more information VSLOC can collect and submit in the initial submittal, the better, as WebDAM would be doing more work. Muran asked about the timeline, and Davison responded that the goal would be sometime between November and December (8 week timeline). Jepsen added that VSLOC would be sending a template to DMOs for submittal. Cano asked if VSLOC would be able to track and report content usage. Davison responded that Catalyst would be able to track as media would need to request login access. Astone added that Catalyst can pick up on the PR end and follow up. Cuming noted that this would be a great opportunity to help Wine Coast Country determine what assets they have and what assets they still need to secure.

Public Comment – None.

7. Sponsorship – Events

7a. Cow Parade

Davison played a short video about Cow Parade SLO, and noted that the event extends from January to August. VSLOC has had several conversations with Linda Parker Sanpei, who is doing the marketing for Cow Parade SLO. Linda asked for \$200,000 initially, and followed up with a revised proposal for \$20,000. The Cow Parade concept fits well with the agricultural element of the market, and has the potential to bring the county together.

Committee Discussion. Porter asked about the closest market that hosted the Cow Parade. Davison responded that Chicago was the closest full city. Sorgenfrei asked how the event equated to overnight stays, and expressed concern about setting a precedent for other sponsorships, and Davison responded that this depended on how well communities promoted the event, but also noted that there would be opportunities to tie the event to media coverage. Haugen commented how St. Paul had tweaked the Cow Parade concept to fit the destination.

Public Comment—None.

7b. Amgen Tour of California –Multi-year Partnership

VSLOC is involved in negotiations with Amgen for a four-year agreement to keep the Tour of California in San Luis Obispo County.

The City of Paso Robles rejected the concept of a Paso Robles start. Amgen is now considering Morro Bay. Amgen wanted to start in Pismo Beach, but the distance is too far. They need to start in Morro Bay or further north. VSLO’s goal is to help cities offset the dollar amounts for participation.

Committee Discussion. Sorgenfrei mentioned the drawbacks of hosting the starts and finishes: starts require less closures but are a lot of work; finishes offer great exposure, but Avila Beach saw limited returns this past year. Cuming noted that Cambria was launching an initiative called Cycle Central Coast, and might be willing to split sponsorship.

Public Comment – None.

PRESENTATION

8. Catalyst Marketing

8b. Prizm Study Presentation

Mark Astone and Vicki Pass (Media Director) of Catalyst provided a brief overview on the Prizm Study proposed as a way to gather research on the county's tourist demographics. The local lodging community would be asked to provide the data. The study blends lifestyle, demographics and geography together to produce a complete demographic snapshot, which would be incorporated into the VSLOC media plan. The hardest part will be getting the data. Once the data is retrieved (over 4-6 weeks), it is scrubbed for completeness. The cost is \$34,500 (including management and facilitation by Catalyst). Ideal start date would be September 25, 2015. Davison noted that VSLOC has \$136,000 budgeted for research this year. The other research campaigns that are budgeted will be approximately \$50,000 each. Further information would be sent to the DMOs.

Committee Discussion. Sorgenfrei asked if each community would be able to have their own separate data if they bought in. Astone said he would follow up on this. Keller noted that the target demographics of the communities are surprisingly similar.

Davison pointed out that VSLOC is looking for 1) a baseline for Year One, 2) to figure out the lifestyle of San Luis Obispo County consumers, and 3) figure out who to stay away from, in order to narrow down how to spend money through the right channels. Davison noted that VSLOC is open to alternatives to float with the Catalyst team, adding that this is a decision that VSLOC doesn't want to make in haste, but that they also don't want to lose time. Davison noted that some lower-end independent hotels would probably not participate, and neither would some of the lodging partners who don't take email addresses, but that he had no doubt VSLOC would have enough participation for the study. He clarified that the study would go back about 18 months, and break down the specialty and peak periods.

Public Comment – None.

8a. Media Plan Presentation

Vikki Pass of Catalyst presented the 2015/2016 VSLOC Media Plan. Pass noted the objectives of the media plan were: 1) building awareness, 2) driving demand, and 3) increasing traffic. She noted that the primary target audience was Los Angeles/San Francisco residents (HHI \$75k+) and Central Valley residents (HHI \$50k+), with an age range of 35-64.

For Overall Media Strategy, Pass said that Catalyst opted to move away from television, but is pursuing ads on top-rated radio stations to cast a broad net in Los Angeles and San Francisco. She asked if there was a better time to target Los Angeles than San Francisco. Porter and Muran noted that fall was a better time to target San Francisco, and spring was better for Los Angeles. Sorgenfrei noted that he hadn't seen much difference, but that San Jose and also the Ventura/Thousand Oaks area are also good regions to target. In terms of print, Catalyst is looking at larger circulation publications that could really elevate the county, and would be 100% co-op. Catalyst will be working on advertorial and pictorial co-op formats. Davison added that Catalyst is staying away from ad opportunities in publications that DMOs can buy on their own to ensure there is no duplication of efforts. Newspaper ads will run in Sunday travel sections.

With digital media, Catalyst recommended SEM and search engine retargeting in all markets, and geo-fencing the corridor from Los Angeles to San Francisco with display banners on mobile devices. VSLOC would be able to pinpoint the consumer based on behavior (leisure traveler, outdoor enthusiast, etc). VSLOC would be offering co-ops for digital/mobile as well, where VSLOC would take up one third of an ad, and the rest of the elements would be provided by the other partner. A pixel on VSLOC site pages will generate a custom profile for visitors to develop a custom "lookalike" audience. Digital ads will appear on a number of digital news sites in target markets, and will also run on topic targeted websites focusing on food and wine. Monster banner network ads and pre-roll network ads will also be used. Davison mentioned that a substantial portion of the marketing budget is digital, which allows VSLOC to be flexible in case of a crisis like El Niño.

Committee Discussion. Porter noted that she was happy to see television ads removed from the plan in order to boost our presence in other channels.

Davison noted that the Board will approve the budget next week, and that VSLOC is looking to launch October 12. VSLOC is about two and a half weeks away from initial drafts of co-op ad layouts from Catalyst, and that Catalyst is still working on a countywide emblem as well.

Public Comment – None.

ADJOURNMENT

Meeting adjourned at 10:35am.

Visit San Luis Obispo County Crisis Communications Plan



Created October 2015

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INTRODUCTION:

Visit San Luis Obispo County will mitigate crisis situations that may negatively impact tourism in San Luis Obispo County by communicating factually, genuinely and constructively. Working in collaboration with constituents, members of the tourism industry, community stakeholders, strategic partners, elected officials, the media (traditional and social) and the public **Visit San Luis Obispo County defines a crisis as an unusual and difficult happening that may impact the county's tourism industry or threatens the positive impressions of the Visit San Luis Obispo County brand.** Crisis situations that impact multiple cities, the county or a state highway that alters travel in or around the county warrants a reason to respond.

Visit San Luis Obispo County will lead the integration with assistance from Visit California and working with county agencies and supporting community Destination Marketing Organizations (DMOs) as needed in managing crises in the county.

The Visit San Luis Obispo County Crisis Communication Plan has the following objectives:

- Create a clear and concise roadmap on how to successfully navigate a crisis situation.
- Position Visit San Luis Obispo County as the voice for tourism in San Luis Obispo County and the umbrella tourism organization serving as the communications command center.
- Integrate Visit San Luis Obispo County into government agencies and local authorities as crisis situations affect tourism to instill effective two-way communication.
- Prepare Visit San Luis Obispo County staff and constituents to effectively manage crisis communications.
- Manage the distribution of information to key audiences. Determine when a public relations campaign versus paid media placement is needed to address any perception issues that may result from a crisis situation.
- Mitigate the crisis with timely activation and release of factual information communicating key tourism messages.
- Bring together decision makers in the public/private sectors to make decisions and communicate factually on a timely basis.

CRISIS THAT MAY DICTATE RESPONSE:

Incidental

- Road/Highway or beach closure
- Chemical spills or other environmental hazards (e.g., oil spill, extreme heat, etc.)
- Plane, train or bus crashes which may cause transit closures
- Crimes against tourists (e.g., scams, robbery, room invasion, carjacking, etc.)
- Actions or policies initiated by Visit San Luis Obispo County staff, Board of Directors, Marketing Committee, industry members or agency partners that draws negative attention to the organization/industry
- Other phenomena not anticipated
- Mass loss of life

Major Disasters and Emergencies

- Natural disasters (e.g., drought, earthquake, tsunami, wildfire, flood/El Niño, nuclear power explosion, etc.)
- Acts of Terrorism (e.g., explosion, terrorist threat, security breach, bombings)
- Health and medical emergencies (e.g., mass contamination, epidemics)

STAFF, INDUSTRY, COUNTY AGENCY AND PUBLIC OFFICIALS -- SUPPORT TEAMS: PLAYERS AND PLAN

Visit San Luis Obispo County Staff Support Team:

- Visit San Luis Obispo County Chairman and Executive Team
- Visit San Luis Obispo County Staff:
 - President & CEO
 - Marketing Director
 - Travel Trade Director
 - Digital/Web Manager
 - Office Manager
 - Sr. Communications Coordinator
 - Marketing Coordinator
 - Travel Trade Coordinator
- Visit San Luis Obispo County Agencies:
 - Marketing Agency – Catalyst
 - SAVOR Partner – Fast Forward Events
 - Contracting and Support Partners

Tourism Industry Team:

- Visit San Luis Obispo County Board of Directors
- Visit San Luis Obispo County Marketing Committee
- Visit San Luis Obispo County Advisory Committee
- Visit San Luis Obispo County Community DMO partners
- Visit San Luis Obispo County Lodging Constituents and Tourism Partners
- Visit San Luis Obispo County Strategic partners
 - SLO County Airport, Economic Vitality Corporation (EVC), Cal Poly, Hearst Castle, Central Coast Tourism Council (CCTC), Visit California, Cal Travel

San Luis Obispo County Agencies:

Note: If a crisis elevates to a state or federal level the Marketing Director will need to identify which agencies and officials need to be included as key players in the plan.

- Alcohol Beverage Control (ABC)
- CalFire
- California Highway Patrol
- California Department of Conservation
- California Department of Transportation
- County Sheriff Department
- Emergency Medical Services (EMS)
- Office of Emergency Services, San Luis Obispo County
- Public Health Services

Public Officials: (Note: This reference section will include City Manager/County Administrator, Chief of Police, Chief of Fire and Director of Public Works for each community)

- County of San Luis Obispo (includes all unincorporated communities)
- Arroyo Grande
- Atascadero
- Grover Beach
- Morro Bay
- Paso Robles
- Pismo Beach
- San Luis Obispo

Visit San Luis Obispo County Responsibilities:

President & CEO:

The President & CEO serves as the command center for all communications activities, initiates meetings with staff and tourism industry as needed. Liaises with **Tourism Industry Team, San Luis Obispo County Agencies** and **Public Officials** as needed. Determines necessary adjustments to the plan based on feedback from **Tourism Industry Team, San Luis Obispo County Agencies** and **Public Officials**.

Coordinates staff involvement. Provides employee information about when to return to work and oversees all human resources needs of employees.

Marketing and Communications:

Responsible for, with assistance from the agency as needed, developing talking points, communications plans and communications tools (e.g., press statements, news releases, press conferences, industry memos, etc.) to communicate with and connect all key audiences: constituents, members of the tourism industry, community stakeholders, strategic partners, elected officials, the media (traditional and social) and the public. The department is responsible for researching and drafting official statements; answering constituent and media inquiries, implementing the communications plan which includes disseminating information across all communication channels and updating the website's dedicated crisis page. Monitor feedback from key audiences and make necessary adjustments.

The Director of Marketing must also review and make recommendations to the President & CEO on whether adjustments to promotional campaigns are needed.

Social Media:

Responsible for tailoring key messages created by Marketing/Communications for distribution on social media platforms including Facebook, Twitter, Instagram, Google + and Pinterest.

Position Statements and Spokespersons:

Visit San Luis Obispo County's Marketing Director and Sr. Communications Coordinator with support from public relations partners will prepare position statements and communications tools (e.g., press statements, news releases, press conferences, industry memos, etc.) for release to all key audiences: constituents, members of the tourism

industry, community stakeholders, strategic partners, elected officials, the media (traditional and social) and the public. Visit San Luis Obispo County's Chairman of the Board, The President & CEO or Marketing Director can act as official spokespersons. The Marketing Director may designate other spokespersons such as Travel Trade Director, partners or Community DMO partners (if the media issue is in their community of responsibility).

Ideally, the President & CEO or Visit San Luis Obispo County Chairman if appropriate, then the Marketing Director will handle all media. If additional spokespersons are needed, the Marketing Director must approve spokespersons to ensure he/she are media trained and scripted according to key messages and position statements. Visit San Luis Obispo County, serving as the communications' command central, will send information to the **Tourism Industry Team**. This information should be used by the **Tourism Industry Team** to develop scripting for handling customer and community calls.

COMMUNICATIONS ROLE – INCIDENTAL EMERGENCIES

In the event of a crisis affecting San Luis Obispo County, the county's tourism industry and Visit San Luis Obispo County must be able to communicate factually, efficiently, timely and with a unified voice to the media.

Visit San Luis Obispo County Role in Crisis Communication

Visit San Luis Obispo County is to act as a facilitator to expedite communications among key audiences and to assist with communications between the media and proper authorities. In the case of an isolated event only hitting one community or area of the county, Visit San Luis Obispo County may assist that community DMO by directing media and facilitating communication with authorities. Visit San Luis Obispo County will NEVER provide intelligence on an incident, as information should ONLY come from the authorities.

In situations when there are multiple occurrences and the issue is tourism-related, Visit San Luis Obispo County may offer itself to the media or respond to requests for comments. **The decision will be made on a case-by-case basis.** The goal is to avoid the risk of creating a tourism-related story where there was none previously. For example a bus crash that closes Hwy 101 should be referred to law enforcement so tourism is not connected to the story. If the incident is specific to a bus full of tourists then Visit San Luis Obispo County will work with law enforcement on messaging and determine appropriate tourism spokespersons.

Response to Media

Traditional Media (News)

- Determine if the **Visit San Luis Obispo County Staff Support Team** should meet to discuss the position. This is determined on a case-by-case basis and depends on the level of the crisis.
- Create a holding statement while plans are developed.
- Draft talking points and/or a position statement; Marketing Director to work with Public Relations partner to draft for approval by President & CEO.

- Determine if Visit San Luis Obispo County should take an active spokesperson role; if yes, who is available to serve in that role.
- Inform all team members of the spokesperson and to whom media calls should be directed. Instruct staff to say, “Allow me to transfer you to the appropriate spokesperson” or if an agency partner is handling “All inquiries on this matter are begin handled by (agency).”
 - Visit San Luis Obispo County Marketing Director to act as the primary contact/liaison on key issues, managing the process of securing messages and spokespersons.
- Determine if the position statement and key messages will be used in responding to press calls or proactively distributed. If the issue is ongoing impacting tourism then more proactive attention should be prompted.
 - Once a proactive approach is determined identify communication tools needed to communicate with the press (e.g., media briefing via conference call, press conference or via email, etc.).
- Define what, if any information should be placed on the Visit San Luis Obispo County website (www.VisitSanLuisObispoCounty.com) and disseminated via email and other communication channels to lodging and tourism constituents. In most cases, Visit San Luis Obispo County should post statements and information that has been disseminated to the media as well as any relevant DMO partners’ statements. **The goal for Visit San Luis Obispo County is to serve as the umbrella tourism organization serving as the communications command center, disseminating the most updated information possible to enable accurate media coverage and inform the traveling public.**
- Create and distribute communication tools (e.g., industry memo, instructions, etc.) to **Tourism Industry Team, San Luis Obispo County Agencies** (*if appropriate*) and **Public Officials** (*if appropriate*) to ensure all are informed with factual and correct information.
 - Travel Trade Director with approval from President & CEO will determine if online travel agents, international wholesalers, receptive tour operators, retail travel agents and other industry associations (DMAI, US Travel, etc.) and other affiliate groups (American Red Cross, United Way, etc.) need to be informed. To be determined on a case-by-case basis.
 - President & CEO to determine involvement requested by statewide organization: Visit California.
- Provide a spokesperson for live television and radio interviews. The spokesperson should be trained and focused on the top three message points. Leverage the live format to disseminate information or data that balance the story and provide perspective to avoid speculation when no spokesperson is available. A live interview with a trained spokesperson is ideal for shaping a balanced story. As there is no editing or opportunity to take comments out of context. A non-trained spokesperson may get off track and comments may be edited creating a sensational rather than factual story to boost ratings.

- Refer non-tourism issues to the appropriate authorizes as it helps distance tourism from unnecessary media coverage.
- Monitor local, regional and national coverage to determine action steps and status of the situation.
- If the crisis continues for multiple days determine an appropriate schedule for the **Visit San Luis Obispo County Staff Support Team** to avoid fatigue.
 - If the crisis elevates into an extreme situation or one that is delayed or prolonged the President & CEO may consider the expertise of a crisis communications agency. This allows the Visit San Luis Obispo County Staff Support Team to resume day-to-day business while the agency handles the crisis situation.

Social Media (Consumer)

Facebook, Twitter, Instagram, Google +, Pinterest

Social media channels are highly likely to be among the first digital platforms to receive queries from consumers or digital media. Using the guidelines outlined in traditional media treat social media channels in a similar way to control a unified message and comprehensive approach.

- Notify the Marketing Director when an inquiry comes in via social media channels. Any journalist or stakeholder question received shall be directed to the Marketing Director for response.
- The Marketing Director will determine if the **Visit San Luis Obispo County Staff Support Team** should meet to discuss the position – determined on a case-by-case basis and on the level of the crisis.
- Develop a holding statement to use on social media (use similar tools as shared with traditional media).
- Tailor two or three message points for distribution on social media platforms directing traffic to the website www.VisitSanLuisObispoCounty.com for more information.

COMMUNICATIONS ROLE – MAJOR DISASTERS AND EMERGENCIES

Tourism in San Luis Obispo County will likely be affected by any natural or man-made disaster happening within the county. Even if the disaster is focused on one community – consumer knowledge of California and San Luis Obispo County geography is limited and they may perceive an issue in one part of the county or Central Coast to be the entire county or entire Central Coast.

Phase One: Onset of Disaster (First 24 Hours)

- **Staff Alert:** At the onset of a major disaster, the Marketing Director will bring together the **Visit San Luis Obispo County Staff Support Team** to determine the role of the organization. Visit San Luis Obispo County will work to communicate factual and timely information in an effort to avoid misperceptions

of the general public. Visit San Luis Obispo County will assist in communicating accurate information about county tourism to protect the regional brand.

- **Visit San Luis Obispo County Agency Support:** The Marketing Director will contact agencies and partners to request their support in monitoring in-market press coverage. Also the Travel Trade Director shall monitor any tour operator, groups or consumer perceptions and report coverage and recommended responses at designated morning and afternoon briefings. The Marketing Director will provide briefings to the **Visit San Luis Obispo County Staff Support Team** and agencies during a morning meeting (*10 am unless otherwise designated*) and an end of day recap (*4:30 pm unless otherwise designated*).
- **Accurate Updates from Authorities:** The Marketing Director will obtain accurate updates to assure factual information and correct any inaccurate coverage and perceptions. Visit San Luis Obispo County should establish an agreement with the County's Office of Emergency Services manager, Ron Alsop. This allows Visit San Luis Obispo County to obtain the latest emergency information and establish protocols for working together.
 - If alternate information gathering is needed resources include:
 - Secure weather updates: [SLO Weather: www.sloweather.com](http://www.sloweather.com)
 - Fire updates: [San Luis Obispo County Fire Department: www.calfireslo.org](http://www.calfireslo.org)
 - Road closures for District 5: [California Department of Transportation: www.dot.ca.gov/dist05](http://www.dot.ca.gov/dist05)
 - Air quality: [Air Pollution Control District San Luis Obispo County: http://www.slcleanair.org](http://www.slcleanair.org)
 - [Earthquake](http://earthquaketrack.com/us-ca-san-luis-obispo/recent) updates: Earthquake Track: <http://earthquaketrack.com/us-ca-san-luis-obispo/recent>

Visit San Luis Obispo County staff should also reach out to community DMO partners to communicate action taken by county tourism, communicate concern, offer assistance and request updates. Request ongoing updates that impact tourism (i.e., lodging, attractions, road closures, air quality, evacuations, etc.).

- **Initial Statement:** In most major disasters communicating the impacts of tourism is premature as the focus should be on emergency operations. Visit San Luis Obispo County and community DMOs should create an initial statement that puts the focus on emergency operations. This statement should ONLY be used as a reactive response to media.
 - *Authorities are busy assessing the situation and focusing on safety measures, discussing potential tourism impacts at this time is premature.*

If the disaster is in the City of San Luis Obispo and impacts Visit San Luis Obispo County's operations, the organization should assist in developing an initial statement. This statement should ONLY be used as a reactive response to media.

- *Visit San Luis Obispo County's offices are temporarily closed due to (insert crisis) while officials assess the situation and monitor safety. We are prepared for situations like this and hope to be back in our offices soon. In the meantime we are able to maintain critical operations from our remote location.*

Phase Two: Active Phase of Disaster (48-72 Hours)

- **Distribute Updates: Visit San Luis Obispo County Staff Support Team** will monitor news coverage and distribute news articles as appropriate to selected members of the **Tourism Industry Team** and **Visit San Luis Obispo County Agencies** to keep them apprised of status. Media monitoring identifies misperceptions and any factual inaccuracies. Making all parties aware of inaccurate facts allows them to correct the facts when speaking to the media. Visit San Luis Obispo County operates in a reactive mode at this phase. The key is to avoid over reacting and bringing unnecessary attention to an issue when the impacts and the effects on tourism are relatively unknown.

- **Communicate with Key Audiences**
 - **Visit San Luis Obispo County Staff Support Team** will gather information regarding the condition of the tourism industry. Input will be solicited from the **Tourism Industry Team** and communicated on a special website page at www.VisitSanLuisObispoCounty.com. In addition, using an automated calling system to push out information to lodging properties helps further communicate with key audiences. Based on information collected, the staff will determine if additional forms of communication are needed. If yes, the following tools will be created and processes followed.
 - If warranted, a statement/release will be prepared for the President & CEO. The decision to disseminate and the method in which to do so will be handled on a case-by-case basis. The goal in this phase is to remain reactive, but depending on the situation and input from the **Tourism Industry Team**, statements should be updated regularly in preparation to distribute to key audiences via email, phone calls, press conferences, etc. until the situation is over.
 - **Key Audiences:**
 - Media – local, regional and national
 - Travel trade – groups traveling within the emergency timeframe or booking groups during the emergency for future dates
 - Industry partners – CCTC, Cal Travel, Visit California
 - Tourism Industry Team
 - Public Officials
 - San Luis Obispo County Agencies
 - The statement should be factual and provide a positive position of the situation including only information confirmed through San Luis Obispo County Agencies or Public Officials by Visit San Luis Obispo County. Details of the statement should include: impact on tourism, how long the industry will be affected – break down by segment (group travel, leisure,

business), transportation effects, how tourism partners are reacting, etc. Non-tourism information requests should be referred to the authorities.

- Develop a Question & Answer (Q&A) sheet for spokespersons to use when addressing media inquiries. Post the Q&A to the special website page at www.VisitSanLuisObispoCounty.com.
- Create talking points for spokespersons to use, especially members of the **Tourism Industry Team** who may be traveling. Script a front desk response with referral information on who is addressing inquiries.
- In the case of extensive damage or a power outage, outside sources including agency and partner connections will be utilized.
- Visit San Luis Obispo County to provide tourism talking points to **Public Officials** for proper perspective on the impact of tourism to be communicated during media updates.
- Social Media: consumer inquiries received on Visit San Luis Obispo County social media platforms to be immediately addressed based on position statement and Q&A tools directing consumers back to www.VisitSanLuisObispoCounty.com for the most up-to-date information.

Phase Three: Active Phase of Disaster (Beyond 72 Hours)

- **Proactive Communication: Statement/Releases:** If the disaster moves beyond 72 hours (3 days) and depending on perceptions through media monitoring, Visit San Luis Obispo County may determine that a more robust communications approach is required. At this stage of the crisis the President & CEO should evaluate if the expertise of a crisis communications agency is necessary. Pending the decision to seek additional support, a more proactive communications role maybe necessary.

A press release may be drafted and all communication tools updated (e.g., key messages, Q&A, press statement, etc.) in collaboration with community DMOs to streamline media outreach and unify the tourism message. Visit San Luis Obispo County will add a disclaimer that the information is based on feedback from community DMOs and list those included. Visit San Luis Obispo County may call upon Cal Travel and Visit California to help disseminate information to the California travel industry as well as media in regional, national and international markets depending on the severity of the situation.

- Staff of the **Tourism Industry Team** will receive these updates and scripting will be developed for the front desk and call centers of lodging properties and for the front desk of Visit San Luis Obispo County.
- Visit San Luis Obispo County will also be sure that the County's Office of Emergency Services, **San Luis Obispo County Agencies** and **Public Officials** are provided updated messaging for interviews noting the impact on tourism.

- A log template (*see appendix*) of calls and actions for each stage of the emergency will be maintained by **Visit San Luis Obispo County Staff Support Team** to track needs for additional statements reflecting changes to the disaster situation.
- **Website:** Visit San Luis Obispo County will activate a special page on its website: www.VisitSanLuisObispoCounty.com with information and links to press releases, statements, Q&As as well as information to appropriate **San Luis Obispo County Agencies**.
- **Social Media:** Social media platforms will feature edited versions of key messages provided by the Marketing Director and partner agencies. Messaging will be crafted to defer consumer concern while continuing to showcase communities in San Luis Obispo County that are welcoming visitors. Consumer inquiries will be addressed or directed accordingly to the **Tourism Industry Team, San Luis Obispo County Agencies** and **Public Officials**.
- **Conference Call:** If the disaster persists for more than 72 hours, regional and national coverage continues to accelerate, **Visit San Luis Obispo County Staff Support Team** will conduct a conference call with affected constituents (identify (3-5) who are impacted to participate), Board of Directors and Marketing Committee. The purpose is to devise an action plan, which may include a shift in promotions and advertising to address the disaster.
 - President & CEO to inform Executive Board and Board of Directors on topline initiatives. Additional funding may need to be addressed for “recovery phase”.
 - Visit San Luis Obispo County to inform all members of the **Tourism Industry Team** about action plans and possible shifts in promotions and advertising.
- **Advertising and Promotions:** The President & CEO, Marketing Director, Marketing Agency and Public Relations Agency, with input and feedback from the **Tourism Industry Team, Marketing Committee and Board of Directors**, will determine what advertising, promotional and public relations messages should be developed. A plan of paid media placements will be activated and/or if advertising is currently running whether it should be temporarily halted until the crisis situation returns to normal.

Phase Four (Recovery Phase)

- **Assess the Damage of Consumer Perception:** As the crisis situation returns to normal, the **Visit San Luis Obispo County Staff Support Team** will continue to monitor media coverage and assess whether additional recovery initiatives are warranted based on perceptions by tour operators and consumers. If perceptions are that the situation is not back to normal and major damage has occurred, Visit San Luis Obispo County will work with selected members of the **Tourism Industry Team, Marketing Agency and Public Relations Agency** to assess how widespread the perception is and determine which markets are most impacted. An appropriate strategic plan of action will be created to include public relations, social media and advertising. Discussions about whether to involve an expertise of a crisis communications agency should be part of the Recovery Phase.

- **Develop Key Messages:** Based on consumer perception develop key messages to use during the recovery phase. In general, communicate:
 - San Luis Obispo County is open for business.
 - Many tourism partners and communities were not affected by the current disaster. These places are easy to access and open for business.
 - Guests will find the same place they have grown to enjoy, as businesses are open, accessible and ready to serve visitors.

- **Public Relations Action Plan:** Based on input from the assessment of the challenges impacting consumer perception determine the most effective approach to shifting opinions. Tactics may include:
 - Invite top-tier news media, wire service reporters and other high-impact journalists to visit the county to demonstrate the restoration of normalcy. Once journalists are in the market and are a captive audience, pitch other trends and story lines for possible coverage, which shows how the region is moving beyond the disaster.
 - Conduct in-market media visits and press briefings to tell the story.
 - Create a series of comprehensive news release to keep media informed of how the region is rebounding and discuss new story ideas to build upon general awareness created as a result of the disaster.
 - Target trade media with best practices in dealing with a crisis.
 - Target consumer media with specific trends and stories to communicate how the region is moving forward.
 - Video news release (VNR) to showcase visuals on recovery of the region.
 - Satellite media tour (SMT) to control the message and widely disseminate the message about the region's recovery.

- **Social Media:** Based on public relations action plans determine tactics on social media to engage consumers in helping during the recovery process. Tactics may include:
 - Disseminate photographs or video content showcasing current status of the region.
 - Engage followers through a proactive, grassroots local campaign to generate imagery, which showcases the region's status. This maybe in the form of a sweepstakes.
 - Build upon third-party media or thought leader coverage of the recovery phase.

- **Advertising and Promotions:** The President & CEO, Marketing Director and Marketing Agency will evaluate options to include: develop a special recovery message and place advertising in key markets to amplify public relations, temporarily halt all advertising and promotions until the crisis situation returns to normal.

VISIT SAN LUIS OBISPO COUNTY INTERNAL PROCEDURES IN CASE OF AN EMERGENCY

General Background: If the City of San Luis Obispo sustains a direct hit in a natural or manmade disaster, Visit San Luis Obispo County's response will be contingent on its ability to communicate with the **Visit San Luis Obispo County Staff Support Team** and get operations up and running in the least possible amount of time. Preparation is the key in any crisis situation.

Pre-Event Action: Visit San Luis Obispo County will take the following actions to ensure preparedness and flexibility in any crisis situation. **Visit San Luis Obispo County Staff Support Team** should review the crisis communication plan annually, discuss and make any necessary updates or changes. The plan must be shared with all key partners: **Tourism Industry Team, San Luis Obispo County Agencies** and **Public Officials** to ensure they understand their role as it relates to tourism communication in the case of emergency/crisis. Most disasters arrive with no warning and thus no pre-event "call for information".

- **The President & CEO** will determine a secure place a crisis plan will be available along with the names, addresses and telephone numbers of each staff member.
- The President & CEO, Marketing Director or a designated member of the Visit San Luis Obispo County Staff Support Team must approve messages and content disseminated to key audiences.
- Back up all computer files and be sure copies are made for removal from Visit San Luis Obispo County's offices at a remote location or in the cloud. The President & CEO, Marketing Director and Travel Trade Director should have emergency access to all necessary passwords to ensure timely posting of the latest updates on the website.

Actions and roles of Visit San Luis Obispo County Team to ensure steps have been taken to protect the staff, building and equipment.

- Protect equipment and supplies. The President & CEO, Marketing Director and Travel Trade Director should have an "emergency office kit" to take home and keep (i.e., backup laptop batteries, press information on flash drives, partners contact lists, staff contact lists, copy of crisis communication plan).
- Depending on the level of emergency the President & CEO to email or call staff about the next workday.
- Evacuate Visit San Luis Obispo County premises and dismiss staff if so ordered by public safety officials.
 - Prior to evacuating update universal voice mail system and if appropriate email explaining that Visit San Luis Obispo County has been evacuated and where staff can be reached (if appropriate).
- President & CEO to establish a time, date and location for the **Visit San Luis Obispo County Staff Support Team** to reconvene. The President & CEO to consult with appropriate public officials and key vendors (e.g., insurance, human

- resources to create a damage and recovery assessment. Assessments shall be updated frequently.
- If a pre-event warning is available, the President & CEO will direct each **Visit San Luis Obispo County Staff Support Team** member to alert his/her contacts that he/she is safe and will be available after the event.
- If there is a direct impact or loss of power the **Visit San Luis Obispo County Staff Support Team** may determine whether a remote location setup is needed.

Post Event Action:

- Follow Visit San Luis Obispo County’s crisis recovery plan to gain full operations.
- Communicate status of Visit San Luis Obispo County to key constituents and stakeholders.

ISSUES MANAGEMENT RECOMMENDATIONS

Many issues will not require execution of the full crisis plan, however, when considering any potential threats, the following steps should be considered: monitor issues, proactive communication to key audiences and education/grassroots outreach.

Monitor Issues:

- Monitor local political, business and media (traditional, digital and social) sentiments towards the industry and organization to identify possible issues.
- Follow regional and national trends that may affect San Luis Obispo County.
- Attend key industry functions locally, regionally and statewide to keep current on issues.
- Research the impact of the issue on the industry by evaluating both positive and negative effects.
- Bring key issues forward to the Board of Directors to determine initial reaction and if needed establish a position.
 - Re-convene the Board for updates and determine any direction changes.
- Identify if other industry organizations have taken a position on the issue and if yes, what is the key learning?
- Monitor acceptance by industry partners to determine the pulse of the community and make necessary shifts and directional changes.
- Monitor daily media coverage of the specific issue.

Proactive Communication to Key Audiences:

- Coordinate any responses/statements with appropriate members of the **Tourism Industry Support Team**.
- Create well-crafted statements to communicate the organization’s position and proposed actions.
- Identify the spokesperson for the issue.
- Disseminate information on the organization’s position and official statement to all key audiences
 - Utilize all communication channels – email, website, press release, automated calling system, etc.
 - Consider establishing an automated calling system with a prerecorded message.
- Utilize key constituents to communicate one-on-one with officials.

- Contact key media outlets, if appropriate, to provide position on the issue, arrange interviews or respond as necessary with a prepared statement and/or industry interviews.
- Coordinate and submit Letters to the Editor as needed to support major issues.

Education and Grassroots Outreach:

- Bring in outside speakers to share views and best practices with the Board of Directors, constituents and travel industry partners.
- Establish a mechanism to rally the industry around an issue or the organization as appropriate.
- Involve committees, community DMOs and others instrumental in advocating and mobilizing constituents to communicate the issue, the industry position and the desired behavior.

RECOMMENDATIONS

- The President & CEO, Marketing Director, Travel Trade Director, Sr. Communication Coordinator and members of the Executive Team along with anyone else identified by the President & CEO should receive advanced media training with annual updates to prepare for crisis communication.
- Each year the team should assign a point person to contact all DMOs to make sure emergency contact information is up-to-date.
- As the development of such a comprehensive crisis communication plan is new for Visit San Luis Obispo County, a full review where possible with the **Visit San Luis Obispo County Staff Support Team, Tourism Industry Team, San Luis Obispo County Agencies** and **Public Officials** should be conducted to ensure everyone understands their role in the case of an emergency/crisis communications.
 - One-on-one outreach should be conducted with **San Luis Obispo County Agencies** to communicate that Visit San Luis Obispo County could be called upon when a crisis impacts tourism.
 - One-on-one outreach should be conducted with **Public Officials** to communicate how Visit San Luis Obispo County should interact with public officials when a crisis that impacts tourism occurs.

MEDIA INTERVIEW TIPS

General Tips for Interviewing:

Prepare, Gather Information and Ask Key Questions:

- **Prepare in advance** – Watch or listen to the program your spokesperson will appear. Research the media outlet and interviewer. Understand the anchor or reporter’s interviewing style.
- **Read the news** – Gain an understanding of the reporter’s tone, approach and topics typically covered.
- **A reporter call** – Ask the reporter if the discussion is an interview or if he/she is gathering background information. If you are not a spokesperson clearly state that upfront but gather basic background information to prepare the spokesperson. In any case, be cautious, as rarely is anything “off the record”. If you are the spokesperson it’s okay to say you will call them back. If you call back, understand their deadline constraints and establish a call back time. This allows you to gather your thoughts, research and prepare key messages.
 - **Anticipate the reporter’s questions** – Understanding the general topics of the interview will help you prepare key messages to incorporate into your response.
 - **Is the interview live or taped?** – Will it be edited or unedited?
 - **Location** – Where will the interview be held? Determine if it will be at the studio or at a “remote” location. This allows you to understand the surroundings, and possibly suggest an alternate location better suited to your message.
 - **Posture** – Stand or sit-up straight yet be aware of appearing stiff rather than natural and confident.
 - **Sitting** – If the spokesperson will be sitting during the interview, lean forward slightly to appear to be a willing and eager participant in the process.
 - **Where to look?** – Ask the interviewer where to look during the interview (i.e., camera, reporter or another direction).
 - **Will other guests be on hand or interviewed?** – This will give you more background on the angle the reporter is taking and allows you to anticipate other points of view.
 - **Determine appropriate dress for the interview.** – Take into consideration the location where the interview will be conducted and the topic.
- **Know your audience** – News is widely distributed on multiple channels: news-based websites, social media, direct email campaigns, etc. Tailor your remarks to the specific audience and keep your remarks concise. Do not ramble!
- **Plan for the worst** – Imagine the most embarrassing and difficult question to answer. Rehearse how you want to respond incorporating key messages. Practice and work with an advanced media trainer who can provide realistic role-playing and advise on how to improve body and verbal language.

Know Your Message and Stay On Message:

- **Be confident** – As the spokesperson you are the expert and in control of the responses. Understanding the situation either be positive and upbeat or demonstrate concern and compassion.
- **Communicate clearly** – Avoid industry jargon and do not use acronyms. Speak in clear, concise and simple conversational English. Do not ramble or give more than what the questions asks. Control your message.
- **Present your key messages in a calm, authoritative manner** – Even if the discussion becomes adversarial stay calm and on message.
- **Beware of Silence** – It is not the spokesperson's responsibility to fill dead air. Reporters may pause, but do not feel the need to fill this time as that's when spokespersons tend to get off message.
- **Do not let a reporter paraphrase for you** – If a reporter has a slant to a story he/she may be looking to attribute a quote to someone that fits the slant. One tactic is for the reporter to paraphrase and ask you to oblige. Stay on message!
- **Provide a call to action** – Refer the audience to www.VisitSanLuisObispoCounty.com for more information.

Know your Medium:

Understanding the media format of the interview will help you prepare and stay on message.

Television Interviews – Your appearance is important and body language can be the determining factor for a successful interview. Avoid wearing white or tight patterns as it can throw off the camera. Dark solid colors are typically best. Only wear clothing with logos if it's the brand you represent. Avoid wearing sleeveless dresses or tops as short sleeves give an informal look and bare arms may draw the viewer's eye away from your face. Be sure you're presentable and polished for the situation. Avoid swaying, distracting mannerisms or gesturing significantly. Your verbal message is important so think about your key message points, but consider how the audience views both your verbal and non-verbal communication.

- If your interview is an early morning segment get a good night's rest. Eat breakfast, even a quick protein bar can stabilize sugar levels and help control nerves.

Radio Interviews – Your voice is the only form of communication in the medium. Think about your tone, the speed in which you communicate and your key message. Be confident in delivering your message and avoid excessive ums, ands, buts or other space fillers. Audiences maybe more specialized and certain formats or programs attract very specific listeners (i.e., teenagers, baby boomers, sports enthusiasts, etc.). Some radio programs may encourage audience call-ins giving you direct interaction with the audience.

Phone Interviews – Print and radio reporters may request phone interviews. Print – saves times and allows the reporter to jot down notes while you're talking and radio – often occurs when the interview is live.

A few tips when interviewing with reporters on the phone:

- Prepare your key messages and write them down so they are in front of you during the conversation. Notes provide you a reference point and allow you to focus and

Speak naturally and succinctly about the subject. Bold any “call to action” items or key messages you want to be sure and emphasize in the interview.

- Write the name of the interviewer and media outlet on the top of your notes. This is especially important where there are multiple interviews scheduled back-to-back. A post-it note is the best option.
- If you are unsure of a fact or need time to process a question, let the reporter know you are unsure of that detail and will get back to them. Then be sure you do!

Print Interviews – Prepare for newspaper and magazine interviews as you would other mediums. The key is to **stay on message** and only answer the question asked as print interviews are heavily edited due to limited space in the newspaper or magazine. You may want to record your interview, but be sure you ask the journalist if it’s okay. Remember everything is on the record. Be aware of your tone of voice. You want to be genuine, factual and resourceful to the writer. If you are unsure about a fact or need additional information be honest with the writer and call back with more information.

Online Interviews – In the arena of digital communication, writers are more commonly e-mailing questions, chatting real-time or texting for interview information. The story may also appear immediately. Preparation is still the key in the digital platform. Stay on message and know that your comments may be used verbatim so avoid jargon and any short hand or specific text language. Being helpful and responsive to writers is often a great way to build and strengthen your relationship and position yourself as a resource for the organization.

How to Handle Difficult Interview Situations – You may find yourself challenged by a reporter who is seeking a controversial angle. Some techniques to ensure you maintain control:

- Know your key messages and place them at the beginning of each response.
- Do not argue with a reporter’s point of view. State your response with confidence and do not repeat the opposing viewpoint. **Key message + answering the question = response.**
- Handle responses with honesty, even those you do not want to answer. Do not give out information that is viewed private.
- If a reporter asks the same question in many ways and multiple times stick to your original answer and key message. Eventually the reporter will know he/she is working with an experienced spokesperson.
- Don’t answer hypothetical questions or speculate. Use fact-based information only.
- Avoid addressing questions with a negative response. Instead of saying, “No, we don’t think,” say “We are evaluating options,”
- Do not let the reporter put words in your mouth. Rephrase comments as needed to control the tone and message of the interview.
- Use anecdotes to illustrate key points especially if the latest statistics are not available.
- Be relaxed and candid. Remember you are the expert and know more about the subject than the writer.
- Keep your responses concise, accurate and factual. Creating complicated lengthy responses increases your chance to be quoted out of context.

HOW TO WRITE A MEDIA STATEMENT

Preparing Media Statements:

A simple checklist outlines steps in preparing a statement to address questions regarding a crisis incident. Within the appendix of this plan sample key messages on a variety of crisis situations have been prepared to provide a starting point. Each sample key message should be modified and updated based on the needs of the situation.

1. Empathize - Never minimize the pain and suffering of even one traveler.
2. Know the Facts - Seek authorities for copies of reports on the situation to verify details and gain knowledge and facts. The authority's spokesperson should provide the details of the incident, not Visit San Luis Obispo County.
 - a. If a situation draws to a particular member or industry segment (e.g., hotels, airlines), formulate Visit San Luis Obispo County statements only after consulting with the appropriate member or industry segment representatives.
3. Context – Review the latest statistics on the situation to place the incident into context. This will keep the situation focused on facts and may provide a comparison to how San Luis Obispo County compares to other regions.
4. Impact on Tourism – Understand how the situation will impact local tourism and communication action steps the industry is taking to maintain business as usual.
5. Be Concise – Keeping the tips above in mind, prepare a statement based on facts that is concise, honest and clear in communicating any action steps that have been taken. If there is a positive angle carefully position it in the media statement.

EXAMPLE TALKING POINTS FOR KEY ISSUES:

- Beach Closure
- Drought
- Earthquake
- Economic Impact
- Explosion
- Fire
- Flood/El Niño
- Nuclear Power
- Oil Spill
- Road and Hwy closure
- Security breach
- Terrorist Threat

Note: Messages will need to be adapted quickly based on the severity of the beach and/or water closure and how broad of a geographic area is impacted. Messages may need to be tailored differently for key audiences. Visit San Luis Obispo County will want to immediately zero in on the specific geographic location within the county. This outline is a guide to what messages need to be quickly addressed.

The beaches in San Luis Obispo County near the community of (insert community location and specific place) are closed due to (outline the situation – water issues, shark attack, oil spill etc.). According to authorities (list authorities if there is a specific agency involved) the situation is described as (outline the situation including any instructions for travelers, recreation enthusiasts, etc.).

- Communicate specific beach or water closures, business closures and any direct impacts on lodging and tourism businesses, etc.
- The closure only impacts the beaches at (insert location) all other beaches are open. Visitors and water enthusiasts are invited to check out San Luis Obispo County's beaches (note locations not impacted).

The coastal communities and the extensive miles of usable coastline are a major attraction in San Luis Obispo County and one of the key assets of the region. As soon as authorities deem (insert community location and specific place) beach safe we welcome guests to resume activities.

- San Luis Obispo County has more than 80 miles of usable coastline with several public beaches that remain open for visitor use.

Visit San Luis Obispo County is in communication with tourism businesses to understand how everyone has been impacted.

- We encourage travelers to contact specific businesses not listed in advance to confirm availability of operation.

Visit San Luis Obispo County is in communication with tourism businesses and in the spirit of working together the tourism community of San Luis Obispo County is stronger than ever. Tourism partners have come together to embrace its core belief that together we are stronger.

Lodging Constituent Communication

Once the situation has been assessed a one-pager outlining key facts should be created to post to www.VisitSanLuisObispoCounty.com and to disseminate to lodging constituents with facts including: location, overview of the situation, any immediate action steps and when updates can be expected.

Note: Messages may need to be tailored differently for key audiences; messages below are focused on the media.

Tourism businesses in San Luis Obispo County remain open for business during one of the most severe droughts in history. Many tourism businesses are implementing best practices including guest education, routine maintenance checks and capital improvements in an effort to conserve water. Visitors are asking how they can help be part of the solution when traveling to San Luis Obispo County.

- Due to record low rainfalls, San Luis Obispo County, like the state of California, is in a severe drought. All major industries and businesses are looking at ways to conserve water.

Lodging constituents have made a number of low-cost capital improvements to reduce water usage and create sustainable business practices.

- Landscaping is among the changes, thanks to rebate programs, with the majority of properties watering outdoor plants on drip emitters to control usage and prevent runoff.
 - There are several examples of lodging properties removing grass and replacing it with artificial turf and drought tolerant landscaping. (e.g., Paso Robles Inn, Spring Hill Suites, Blue Dolphin, Sands Pebbles Inn)
 - Some have stopped watering large lawn areas. (e.g., Cambria Pines Lodge, Cambria Inns Collection)
 - Some are specifically using non-potable water for landscape irrigation. (e.g., Cambria properties specifically: Castle Inn, Sands Pebbles Inn)
 - Another innovative technique towards conservation is using the back flow from the swimming pools, which is hooked up to a tank to be de chlorinated and used for irrigating landscaping. (e.g., Cambria Pines Lodge)
- Installing low flow showerheads, toilets and faucet aerators in guest rooms, vacation rentals and B&Bs is becoming the standard among many San Luis Obispo County lodging establishments.
 - Some properties have also implemented these in their public restrooms and installed metered faucets.
- Replacing laundry equipment with energy and water efficient models that use only the amount of water needed based on the weight of the load adds to the list of low-cost capital improvements.
 - Some vacation rental properties have removed laundry equipment completely to control guest usage.
 - Some properties are now taking laundry off-site to a central location in an effort to consolidate and reduce water usage. (e.g., Castle Inn, Cambria Inns Collection)

Routine maintenance checks are another way lodging partners can uncover water leaks and address problems quickly.

- Many properties have implemented a regular schedule of maintenance checks to evaluate all valves, faucets, toilets and sprinklers for leaks.

- Some have conducted an annual water audit or site survey to benchmark usage and identify additional ways to conserve.

Tourism partners are training their staff on these new water-saving tactics, which encourages them to be part of the solution to conserve.

- Staffs are trained on new water-saving cleaning methods in restaurants and in lodging establishments.
- Some properties have created incentive programs for the housekeeping teams which uses the billing cycles of water and energy bills to show measurable savings and encourage teams to work together towards solutions for sustainable business practices. (e.g., Martin Resorts)

Guest education builds awareness about drought conditions and tells each individual how he/she can conserve water and be part of the solution. Best practices happening among San Luis Obispo County tourism partners include:

- Many restaurants only offer water upon request to guests. Restaurants are also finding ways to reduce the amount of dishwashing water used by soaking dishes or using an air compressor first before washing and sanitizing in commercial dishwashers.
- Several lodging partners use shower hangers, clings, brochures or tent cards in guest rooms with tips on ways to save water. Examples include:
 - Take shorter showers.
 - Turn the water off in the sink when brushing your teeth.
 - Reuse linens and towels for multiple night stays using sheet changing cards and towel rack cards.
 - Glassware and plates have been replaced with eco friendly paper products.
- There are examples of lodging partners in the county offering financial incentives to guests choosing to reuse linens for multi-night stays or not having their rooms serviced/cleaned during their stay.
 - Some Morro Bay lodging properties offer \$5 Starbucks card.
 - Martin Resorts offers \$5 credit per day to guests foregoing housekeeping services.

There are several new hotels in development across San Luis Obispo County. Each city has its own standards as it relates to development and water usage for new properties.

- Many new properties practice sustainable water conservation from building design to day-to-day operations.
- New properties must follow state standards set by the Department of Water Resources (DWR), which regulate strict standards on runoff, capturing rainfall and other best practices for water conservation.
- Visit San Luis Obispo County encourages existing and new lodging properties to find best practices to conserve water during the drought making these practices the new normal.

Note: Messages will need to be adapted quickly based on the severity of the situation and specific geographic location within the county. Messages may need to be tailored differently for key audiences. Visit San Luis Obispo County will want to immediately zero in on the specific geographic location within the county. This outline is a guide to what messages need to be quickly addressed.

A (note size) earthquake hit San Luis Obispo County near the community of (note community location and specific place) at approximately (insert date/time). According to authorities the situation is described as (outline the situation including any instructions for travelers to who need shelter, food, etc.). (note any impact on the status of PG&E's Diablo Canyon nuclear plant if impacted)

- Communicate any road closures, business closers and any direct impacts on lodging and tourism businesses, etc.
- Communicate any road closures, business closers and any direct impacts on lodging and tourism businesses, etc.
 - Although the earthquake hit (community X) San Luis Obispo County, which spans 3,616 square miles in total, is open for business. We encourage visitors and business travelers to continue with their plans to visit those communities not impacted by the earthquake (*assuming significant damage*).
 - City officials in (community X) are doing everything they can to quickly address the situation and once we can ensure the safety of guests we welcome visitors to (community X).

Visit San Luis Obispo County is maintaining a list of businesses currently open to the public on its website. We are in communication with tourism businesses to understand how everyone has been impacted.

- This list represents the entities that have responded to queries and will be updated on a regular basis.
- We encourage travelers to contact specific businesses not listed in advance to confirm availability of operation.

Visit San Luis Obispo County is in communication with tourism businesses and in the spirit of working together the tourism community of San Luis Obispo County is stronger than ever. Tourism partners have come together to embrace its core belief that together we are stronger.

- The community is helping each other with removal of debris and to help its fellow businessman return to business as usual.

Lodging Constituent Communication

Once the situation has been assessed a one-pager outlining key facts should be created to post to www.VisitSanLuisObispoCounty.com and to disseminate to lodging constituents with facts including: location, overview of the situation, any immediate action steps and when updates can be expected.

Tourism is a \$1.5 billion industry in San Luis Obispo County and growing at a 3.3% rate year over year. This makes tourism one of the largest industries in the county.

- Industry earning generated by travel and tourism spending reached \$470 million in 2014, the highest yet for the region.
- Local tax receipts were up 8% and state tax receipts were up 2.9% over 2013. Together they totaled \$125 million in revenue generated by travel spending.
- San Luis Obispo County experienced a 15% increase in Travel and Occupancy Tax (TOT), one of the best years yet, from July 2014 – June 2015.

Tourism employs 17,160 persons in San Luis Obispo County, a 2.7% increase over the previous year.

- Tourism employment makes up 10.5% of total employment in San Luis Obispo County.
- Jobs range from entry level to middle management and executive level in a variety of divisions including accommodations, food service, arts, entertainment, recreation, hospitality, retail and transportation.

Visit San Luis Obispo County is the destination marketing organization focused on 1) increasing demand for overnight stays and 2) creating greater awareness of the county and its assets.

- A countywide Tourism Marketing District was put in place July 2015 collecting a 1% lodging assessment from all visitors staying in a hotel, motel, vacation rental, bed-and-breakfast and RV Park.
- The annual marketing budget for July 2015 – June 2016 is estimated to be \$3.4 million, the largest streamlined marketing budget for the county to date.

Travel and tourism supports San Luis Obispo County's local communities and keeps them economically viable while creating jobs and supporting local businesses.

Travel is a \$117.5 billion industry in the state of California. Growing at a 3.6% rate from 2013 the industry directly supported 1,027,000 jobs with earnings of \$38.1 billion.

- Travel spending generated \$4.2 billion in local taxes and \$5.1 billion in state taxes.

Tourism impacts the national economy by \$2.1 trillion in economic output and is one of America's largest employers supporting more than 15 million jobs. Every 1 in 9 job depends directly on travel.

- Direct spending by domestic and international travelers in the U.S. was \$927.9 billion in 2014, a \$2.5 billion per day average, \$105.8 million per hour, \$1.8 million per minute.
- Without the tax revenue generated by the travel industry, each U.S. household would pay \$1,147 more in taxes.

Explosion

Note: Messages will need to be adapted quickly based on the severity of the explosion and how broad of geographic area is impacted. Messages may need to be tailored differently for key audiences. Visit San Luis Obispo County will want to immediately zero in on the specific geographic location within the county. This outline is a guide to what messages need to be quickly addressed.

The explosion (explain type of explosion i.e., natural gas) in San Luis Obispo County near the community of (insert community location and specific place) occurred at (insert time/date). The impact of the explosion is described as (outline the situation – type of explosion, number of people impacted, etc.). According to authorities the situation is described as (outline the situation including any instructions for travelers, etc.). Authorities are monitoring the situation closely.

- Communicate specific road closures, business closures and any direct impacts on lodging and tourism businesses, etc.

The explosion has resulted in (i.e., road closures, poor air quality, etc.) and is contained to the surrounding area of (X community – describe geographic area).

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Lodging Constituent Communication

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Note: Messages will need to be adapted quickly based on the severity of the fire and how broad of geographic area is impacted. Messages may need to be tailored differently for key audiences. Visit San Luis Obispo County will want to immediately zero in on the specific geographic location within the county. This outline is a guide to what messages need to be quickly addressed.

The fire in San Luis Obispo County near the community of (insert community location and specific place) is impacting (X) acres. The fire began (insert date/time) and (outline the situation – where is the fire, how extensive is the geographic reach, are roads closed, are residents impacted, etc.). According to Cal Fire authorities the situation is described as (outline the situation including any instructions for travelers, recreation enthusiasts, etc.).

- Communicate specific updates about the fire, business closures and any direct impacts on lodging and tourism businesses, etc.
- Communicate any road closures as a result of the fire.
- Visitors are encouraged to stay in touch as it relates to the containment of the fire so they can resume their activities.
- Use maps or other necessary visuals to point out directly where the fire is located to prevent the perception of the entire county being impacted.

The rural nature of San Luis Obispo County is one of the reasons visitors choose the destination. The team at Cal Fire is working around the clock to contain the fire and ensure the safety of the communities' residents and visitors.

- Until further notice all events and activities will proceed accordingly in the county. *(Also note any postponements/cancellations to events/activities).*
- The region's vineyards and agriculture grazing lands at this time are impacted by *(explain the situation of how agricultural tourism maybe impacted by the fire).*

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- The community is helping each other with the situation and to help its fellow businessman return to business as usual.

Lodging Constituent Communication

Once the situation has been assessed a one-pager outlining key facts should be created to post to www.VisitSanLuisObispoCounty.com and to disseminate to lodging constituents with facts including: location, overview of the situation, any immediate action steps and when updates can be expected.

Note: Messages will need to be adapted quickly based on the severity of the situation and specific geographic location flooding is occurring within the county. Messages may need to be tailored differently for key audiences. Visit San Luis Obispo County will want to immediately zero in on the specific geographic location within the county. This outline is a guide to what messages need to be quickly addressed.

San Luis Obispo County is experiencing flooding near the community of (note community location and specific place). Rains began (insert date/time) and have continued. According to authorizes the most impacted areas of the county include (outline communities).

- Communicate any road closures, business closures and any direct impacts on lodging and tourism businesses, etc.
- Visit San Luis Obispo County reminds visitors that there are several microclimates across the county and although flooding is happening (*insert location*) other parts of the county (*insert specifics*) are still open. *Include rerouting information in this message if necessary. For example I-5 is closed take Highway 101 or if Highway 1 is closed take Highway 101, etc.*
- We encourage visitors and business travelers to check your specific destination to determine how the flood has impacted your travels.

The flooding comes after a four-year drought in San Luis Obispo County. Although the rainfall does not solve the drought immediately it helps to replenish and refill lakes and rivers, which will benefit recreation travelers in the spring and summer.

- Lake Nacimiento near Paso Robles, Santa Margarita Lake in Santa Margarita and Lake Lopez near Arroyo Grande will all benefit from the current rainfall.
- Recreation travelers will again enjoy summer water activities including boating, fishing, camping, paddleboards, kayaking, etc.
- The Oceano Dunes located near Grover Beach and Pismo Beach may be impacted by high tides, heavy rains and blowing sand during storms. Access maybe restricted, please check before continuing with any scheduled plans.

The current rainfall may be a result of El Niño, which is a global event that disrupts the world's ocean and air patterns causing droughts, floods, wildfires and blizzards. This winter (2015-16) is expected to be among the largest impacts the county has experienced.

- Visit San Luis Obispo County encourages visitors to watch weather reports and check road closures before embarking on their journey.
- Lodging accommodations are open and working to assist visitors with any travel issues they may experience.

Visit San Luis Obispo County will monitor the impact El Niño has on the region and quickly adapt marketing and advertising accordingly.

- Although the rainy season is among the slowest times to visit the destination, there are a variety of activities for visitors who want to miss the crowds and still enjoy San Luis Obispo County as it rains.
 - The county's culinary assets may best be experienced during the rainy season as slower traffic gives guests more intimate experiences at wine

tasting rooms, farm-to-table restaurants and other artisan producers. Join us in January for Restaurant Month, where restaurants across the county provide special menus for a month-long dedicated promotion.

- Culturally guests can check out indoor tours at Hearst Castle, check the schedule at the Performing Arts Center or visit one of the several art galleries around the county.
- Coastal attractions are still a romantic getaway as you watch winter storm across the Pacific Ocean, sip wine by the fireplace and enjoy the charm of the region's coastal communities amongst the rains.

Depending on the severity of the floods determine if this message is needed.

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- The community is helping each other with removal of debris and to help its fellow businessman return to business as usual.

Lodging Constituent Communication

Once the situation has been assessed a one-pager outlining key facts should be created to post to www.VisitSanLuisObispoCounty.com and to disseminate to lodging constituents with facts including: location, overview of the situation, any immediate action steps and when updates can be expected.

Note: Messages will need to be adapted quickly based on the severity of the situation, assuming a great part of the coast is gone, outline the specific geographic reach Diablo has within the county. Messages may need to be tailored differently for key audiences. Visit San Luis Obispo County will want to immediately zero in on the specific geographic location within the county. This outline is a guide to what messages need to be quickly addressed.

A nuclear power plant explosion has occurred at Diablo Canyon located in Avila Beach on the Pacific Ocean, an approximate 15-minute drive south of San Luis Obispo. According to authorities the situation is described as (outline the situation and communicate any specific instructions for travelers in the Avila Beach community and its surroundings).

- Communicate any road closures, business closures and any direct impacts on lodging and tourism businesses, etc.
- Communicate the overall impact on the community/county and its tourism partners. If appropriate, quickly announce the county is open for business in specific locations to help calm visitors who are either in Avila Beach or have upcoming travel plans to the destination.
 - Although the nuclear power plant impacted Avila Beach and (community X) San Luis Obispo County, which spans 3,298 square miles, is open for business.
 - County, regional and federal authorities are doing everything they can to address the situation and ensure the safety of employees, the community and visitors alike.

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- We encourage travelers to contact specific businesses not listed in advance to confirm availability of operation.

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- The community is helping each other with (e.g., removal of debris, etc.) to help its fellow businessmen return to normalcy as soon as possible.

Use only if appropriate, but these messages showcase routine safety checks and ways Diablo Canyon contributes to the lifestyle of the community.

Diablo Canyon Power Plant provides hiking opportunities on specific coastal portions of its property. Through its Land Stewardship Program, PG&E has preserved these areas on specific coastal portions of its property showcasing San Luis Obispo County in its natural, open space context.

- In order to maintain the natural setting, hiking is allowed by a combined reservation system and first come, first serve basis. It is highly recommended that hikers secure reservations and bring a signed waiver on the day of their hike.
<http://pge.modwest.com/pgereservations/trailshome.php>
- Two unique trails: 1) Point Buchon Trail and 2) Pecho Coast Trail are available to hikers.

In addition to PG&E's financial investments into upgrading the site's infrastructure, Diablo Canyon's operations and maintenance personnel regularly inspect equipment, analyze critical systems and review human performance - ensuring the health and welfare of site employees and communities PG&E serves throughout the region.

- Although nuclear power plants are among the safest, most secure industrial operations in the world, safety is each employee's top priority at Diablo Canyon.
- Simply stated, nuclear plants, closely monitored by the Nuclear Regulatory Commission, are some of the most secure commercial facilities in the country.

Lodging Constituent Communication

Once the situation has been assessed a one-pager outlining key facts should be created to post to www.VisitSanLuisObispoCounty.com and to disseminate to lodging constituents with facts including: location, overview of the situation, any immediate action steps and when updates can be expected.

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Note: Messages will need to be adapted quickly based on the impact the oil spill has on the county. Messages may need to be tailored differently for key audiences. Visit San Luis Obispo County will want to immediately zero in on the specific geographic location within the county. This outline is a guide to what messages need to be quickly addressed.

An oil spill has occurred in San Luis Obispo County near the community of (note community location and specific place) at approximately (insert date/time). Accordingly to authorities the spill is described as (outline the situation, determine if this is a spill from a tanker on the highway or ocean and its impact).

- Communicate any road closures, business closers and any direct impacts on lodging and tourism businesses, etc.
- Communicate the overall impact on the community/county and its tourism partners. If appropriate quickly announce the county is open for business in specific locations to help calm visitors who are in the county or have upcoming travel plans.

Visit San Luis Obispo County will provide travelers up to date information with regular destination updates regarding this oil spill. Please check out www.VisitSanLuisObispoCounty.com

- Determine if there is a response website to send guests to specific about the oil spill.
- Communicate updated facts about the situation to include:
 - Destination Update – communicate beaches, roads, etc. that are OPEN for business.
 - Cities impacted and/or open for business
 - Impacted tourism areas
 - More information
- Use maps or other necessary visuals to point out directly where the spill occurred to prevent the perception of the entire county being impacted.

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- The community is helping each other with the situation and to help its fellow businessman return to business as usual.

Lodging Constituent Communication

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Road Closure and Highway 1 Closure

Note: Messages will need to be adapted quickly based on closures and the impact they have on traffic across the county. Messages may need to be tailored differently for key audiences. Visit San Luis Obispo County should immediately reach out to lodging and tourism business to determine the potential impact on their business. Also being in touch with Cal Trans to anticipate length of time for the road closure. This outline is a guide of what messages need to be quickly addressed.

Due to road closures in (outline specific areas) Visit San Luis Obispo County wants to remind travelers of alternative routes to assist them in getting to their final destination.

- Communicate any direct impacts on lodging and tourism businesses, etc.
- Communicate how lodging and tourism businesses are accommodating travelers who are stranded due to the road closure.
- Communicate the various roads and connectors to help guests navigate across the county. *Include rerouting information in this message if necessary. For example I-5 is closed take Highway 101 or if Highway 1 is closed take Highway 101, etc.*

Although (X road) is closed, Visit San Luis Obispo County welcomes guests to the destination's unique communities.

- Communicate communities not impacted by the road closure.
- Communicate the specifics of the road closure to quickly isolate the situation giving facts to media outlets in an effort to not over sensationalize the situation.

Highway 1 is closed from (x location) to (x location). Cal Trans anticipates the closure lasting (anticipated time) due to (weather inclement/accident).

- Communicate alternative routes if they exist for travelers.
- Communicate how lodging and tourism businesses are accommodating travelers who are stranded due to the road closure.
- Communicate if Hearst Castle is open.

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Lodging Constituent Communication

If appropriate create a one-pager outlining facts to post to the website and disseminate to lodging constituents with facts including: location, anticipated time the road will be closed and when updates can be expected.

Note: Messages will need to be adapted quickly based on the severity of the security breach and how broad of geographic area is impacted. Messages may need to be tailored differently for key audiences. Visit San Luis Obispo County will want to immediately zero in on the impact the security breach and how it may impact constituents and tourism partners. This outline is a guide of what messages need to be quickly addressed.

Visit San Luis Obispo County was the victim of a security breach compromising more than (explain the severity of the breach – 40,000 consumer email addresses, 850 tourism partners, X SAVOR email addresses, etc.). The destination marketing organization immediately contacted authorities and has taken necessary precautions to identify the full extent of the situation.

- No financial data was compromised as Visit San Luis Obispo County does not use its website for any financial exchanges and uses third-party ticketing systems like Event Brite for event tickets.
- At this time it appears only email addresses have been compromised.

Visit San Luis Obispo County is in communication with visitors through communication channels that remain to outline the situation and warn them to not open anything that may look out of character coming from Visit San Luis Obispo County.

Visit San Luis Obispo County is in communication with constituents and tourism partners across the county asking them to not open anything that may look suspicious and report any unusual activities so authorities can continue to monitor the situation.

Lodging Constituent Communication

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Note: Messages will need to be adapted quickly based on the severity of the terrorist threat and how broad of geographic area is impacted. Messages may need to be tailored differently for key audiences. Visit San Luis Obispo County will want to immediately zero in on the specific geographic location within the county. This outline is a guide of what messages need to be quickly addressed.

The terrorist threat (explain type of threat as deemed by authorities) in San Luis Obispo County occurred near the community of (insert community location and specific place) at (insert time/date). Homeland Security is at the site and dealing with the situation. The impact of the threat is described as (outline the situation – type of threat, number of people impacted, etc.). According to authorities the situation is described as (outline the situation including any instructions for travelers, etc.). Authorities are monitoring the situation closely.

- Communicate specific road closures, business closures and any direct impacts on lodging and tourism businesses, etc.

San Luis Obispo County is a rural destination. Often we hear of terrorist threats occurring in higher density population centers, but this one has centered on our community.

- Visit San Luis Obispo County is working with Homeland Security to ensure travelers are safe, getting the assistance they need to communicate with friends and family and when possible find alternative routes to return home or continue their travels to safer areas.
- Visit San Luis Obispo County, in working with the Red Cross, has set-up a shelter for travelers and is assisting them in making alternative travel plans, rebooking travel or finding alternative transportation to help them during this time.

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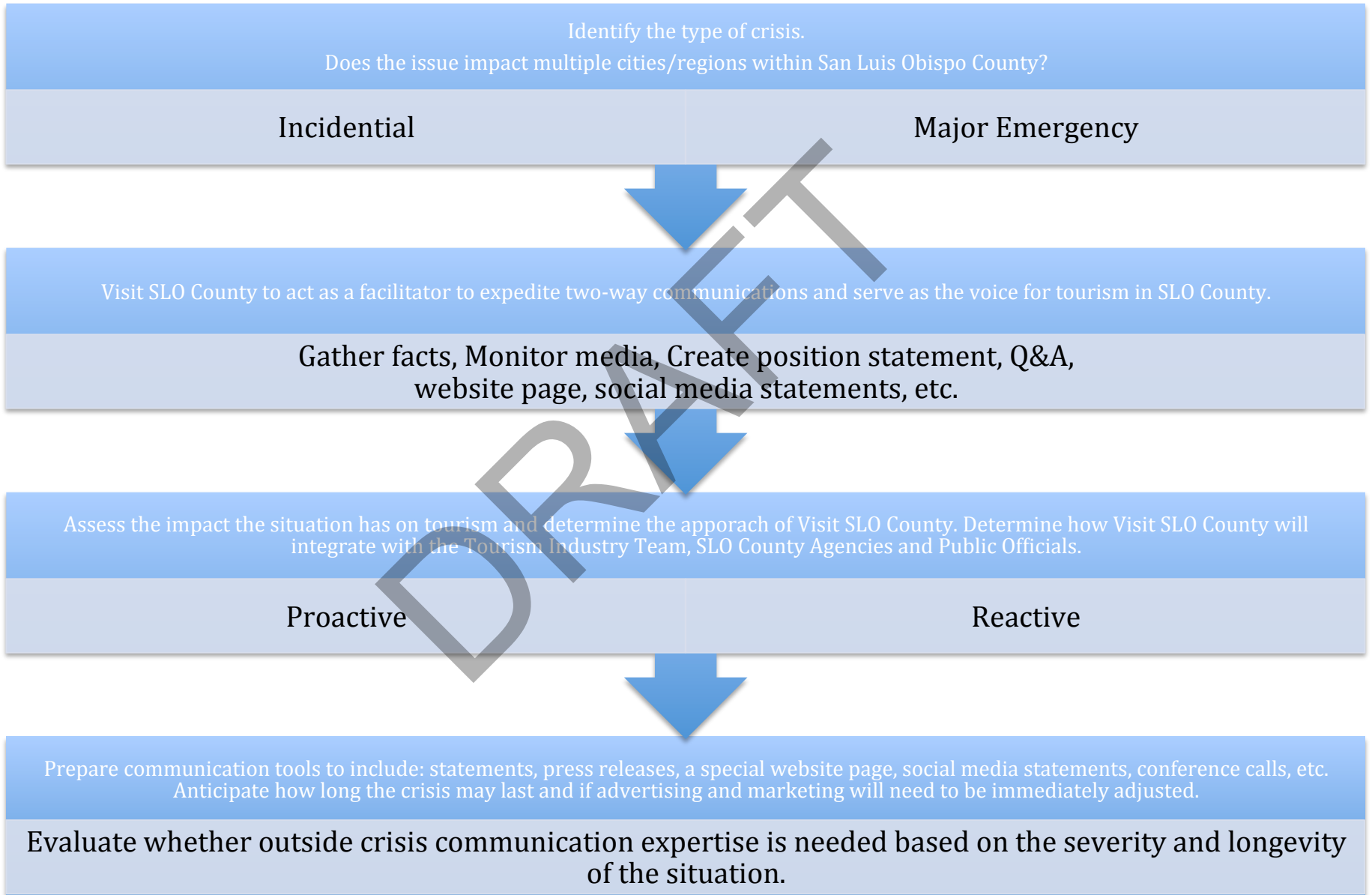
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Lodging Constituent Communication

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Visit San Luis Obispo County Crisis Communication Decision Making Process



	A	B	C	D	E	F	G
1	Call Log						
2	Date	Time	First	Last	Subject	Key Information/Next Steps	Who to Disseminate Information
3							
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Visit San Luis Obispo County Staff Contact List

Visit San Luis Obispo County Staff

Name	Title	Mailing Address	Phone	Email
Chuck Davison	President & CEO	1334 Marsh Street, San Luis Obispo, CA 93401	805-541-8000; Cell 805-270-5005	chuck@visitsanluisobispocounty.com
Kylee Jepsen	Sr. Comm. Coordinator & Film Commission Liaison	1334 Marsh Street, San Luis Obispo, CA 93401	805-541-8000	kyleej@visitsanluisobispocounty.com
Brendan Pringle	Office Manager	1334 Marsh Street, San Luis Obispo, CA 93401	805-541-8000	brendan@visitsanluisobispocounty.com
Michael Wambolt	Director of Travel Trade	1334 Marsh Street, San Luis Obispo, CA 93401	805-541-8000	michael@visitsanluisobispocounty.com
Jordan Carson		1334 Marsh Street, San Luis Obispo, CA 93401	805-541-8000	jordan@visitsanluisobispocounty.com

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FY: 2015-2016 Board of Directors Contact List

City/County Appointed Representatives

Name	City/Business	Mailing Address	Phone	Email
Sam Miller	City of Grover Beach, Holiday Inn Express (GB)	775 N Oak Park Blvd, Grover Beach, CA 93433	(805) 481-4448	gm@hiegroverbeach.com
(open)	City of Pismo Beach			
JP Patel	City of Atascadero, Best Western Colony Inn, Owner	3600 El Camino Real, Atascadero 93422	(805) 391-0151	jp@lotusmgmtinc.com
Rachel Patranella	City of Arroyo Grande, Hampton Inn & Suites (AG)	1400 W Branch St, Arroyo Grande, CA 93420	(805) 202-2110	rachel.patranella@hilton.com
John Arnold	City of Paso Robles, Holiday Inn Express (PR)	2455 Riverside Avenue, Paso Robles, CA 93446	(805) 238-6500	jarnold@hixpaso.com
Kevin Phipps	City of SLO, Embassy Suites (SLO)	333 Madonna Rd, San Luis Obispo, CA 93405	(805) 549-0800	Kevin.Phipps@Hilton.com
Val Seymour	City of Morro Bay, The Front Street Inn & Spa (MB)	1140 Front St, Morro Bay, CA 93442	Wk (805) 772-5038 Cell (805) 234-1955	val.rueseymour@gmail.com
James Davison	SLO Unincorporated Area, Pelican Inn & Suites (CB)		(805) 234-4863	jdavison@pacificahotels.com
Jim Hamilton	County At-Large Appointee	1055 Monterey Street, D220, San Luis Obispo, CA 93408	(805) 781-5831	jhamilton@co.slo.ca.us

Elected Representatives

Name	City/Business	Mailing Address	Phone	Email
Clint Pearce	Madonna Inn (SLO)	100 Madonna Road, San Luis Obispo, CA 93401	(805) 748-9097	clint@madonnainn.com
Noreen Martin	Martin Resorts (PB, PR, SLO Unincorporated)	P.O. Box 12060, San Luis Obispo, CA 93406	(805) 547-2702	noreenm@martinresorts.com
Mark Eads	Sea Venture (PB)	100 Ocean View Ave., Pismo Beach, CA 93449	(805) 773-4994	mark@seaventure.com
Kathleen Bonelli	Paso Robles Vacation Rentals (PR)	505 Spring Street, Paso Robles, CA 93446	(805) 712-5530	kathybonelli@yahoo.com
Lois Fox	Belvino Viaggio B&B (PR)	1985 Peachy Canyon Rd, Paso Robles, CA 93446	(805) 237-8895	lois@belvinoviaggio.com
Jay Jamison	Pismo Coast Village (PB)	165 S. Dolliver, Pismo Beach, CA 93449	(805) 773-5649	javj@pismocoastvillage.com

**FY: 2015-2016****Visit San Luis Obispo County
Marketing Committee****Contact List**

	First Name	Last Name	Company	Community Represented	Phone	Email
1	Ashlee	Akers	Verdin	MB, Cayucos, Atascadero	805-541-9005	ashlee@verdinmarketing.com
2	Jim	Allen	Hearst Castle	San Simeon	805-927-2093	jim.allen@parks.ca.gov
3	Terrie	Banish	City of Atascadero	Atascadero	805-470-3490	tbanish@atascadero.org
4	Judith	Bean	AG&GB Chamber	Arroyo Grande, Grover Beach	805-489-1488	judith@aggbchamber.com
5	Molly	Cano	City of San Luis Obispo	San Luis Obispo	805-781-7165	mcano@slocity.org
6	Cheryl	Cuming	Wine Coast Country	unincorporated SLO County	805-547-2243	admin@slocountybid.com
7	Amanda	Diefenderfer	Big Red Marketing	Paso Robles	805-610-6326	adief@bigredmktg.com
8	Christen	Goldie	Apple Farm	San Luis Obispo	805-296-0447	christeng@applefarm.com
9	Brent	Haugen	Morro Bay Tourism Bureau	Morro Bay	805-225-1570	brent@morrobay.org
10	Gordon	Jackson	Pismo Beach CVB	Pismo Beach	805-773-7091	GJackson@PismoBeach.org
11	Lori	Keller	Martin Resorts	Pismo, Avila, Paso Robles	805-547-2711	lorik@martinresorts.com
12	Heather	Muran	SLO Wine Country Association	SLO Wine Region	805-541-5868	heather@slowine.com
13	Jennifer	Porter	Paso Robles Wine Country Alliance	Paso Robles Wine Region	805-239-8463	jporter@pasowine.com
14	John	Sorgenfrei	TJA Advertising	Pismo Beach, county-wide	805-541-6020	john@tjaadvertising.com

Advisory Council Contact List					
	First	Last	Title	Email	Phone
Arroyo Grande	Dianne	Thompson	City Manager	dthompson@arroyogrande.org	473-5400
Atascadero	Rachelle	Rickard	City Manager	rrickard@atascadero.org	470-3400
Grover Beach	Robert	Perrault	City Manager	rperrault@grover.org	473-4567
Morro Bay	David	Buckingham	City Manager	dbuckingham@morro-bay.ca.us	772-6205 772-6205
Paso Robles	Jim	App	City Manager	CityManager@prcity.com	227-3888
Pismo Beach	Jim	Lewis	City Manager	jlewis@pismobeach.org	773-7007
San Luis Obispo	Katie	Lichtig	City Manager	klichtig@slocity.org	781-7114
County Board of Supervisors	Dan	Buckshi	Assistant County Admin Officer	dbuckshi@co.slo.ca.us	

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**TBID Partners
San Luis Obispo
County Community
Representatives**

Name	Business	Mailing Address	Phone	Email
Terrie Banish	City of Atascadero	6550 EL Camino Real, Atascadero 93422	805-470-3490	tbanish@atascadero.org
Mariam Shah	City of Grover Beach	154 South 8th St., Grover Beach 93433	805-459-4277	mshah@grover.org
Judith Bean	AGGB Chamber	800 A West Branch St., Arroyo Grande 93420	805-489-1488	judith@agchamber.com
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SUNSET SAVOR THE CENTRAL COAST
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Visit San Luis Obispo County
Lodging Constituents
(insert list)

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California Department of Conservation				http://www.conservation.ca.gov/	
California Department of Transportation				http://www.dot.ca.gov/dist05/	
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Public Health Services	Jeff	Hamm	Director	http://www.slocounty.ca.gov/page8402.aspx	

City Council Members Contact List

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	Barbara	Boxer	Senator	http://www.boxer.senate.gov	(559) 497-5109
EVC Board of Directors					
	Executive Committee				
	Bruce	Ray	Chair		
	Ziyad	Naccasha	Vice Chair		
	Eric	Schwelfer	Past -Chair, CEO Caliber Accounting		
	Steven	Harding	Treasurer		
	Jolie	Ditmore	Secretary, CEO & Co-Owner		
	Kris	Vardas	Member-at-Large		
	Board of Directors				
	Michael	Cannon	President		
	Ken	Dalebout	CEO, Arroyo Grande Community		
	Joe	DeSchryver	CEO, Sierra Vista Regional Medical		
	Henry	Dubroff	Founder & Editor Pacific Coast		
	Carl	Dudley	VP/SR Relationship Manager, Pacific		
	Kevin	Harlan	CEO Huntington Broadcast		
	Linda	Hendy	SLO County Chamber Executives		
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	Chris	Richardson	Managing Partner, Richardson		
	Ty	Safreno	CEO/CTO Trust Automation Inc.		
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	Darren	Smith	CEO Compass Health		
	Gil	Stork	Superintendent & President Cuesta		
	Dr. Brian	Tietje	Vice Provost for International,		
	Tim	Williams	Founder/CEO Digital West Networks		
	David	Juhnke	Board Member Emeritus		
	Chaley	Senn	Board Member Emeritus		
	Tom	Sullivan	Board Member Emeritus		
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Visit San Luis Obispo County
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THE OFFICIAL VISITORS MAGAZINE FOR
SAN LUIS OBISPO COUNTY

[2016 MEDIA KIT]



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ADVERTISE THROUGH CUSTOM CONTENT IN THE 2016 VISITORS MAGAZINE.

Visit San Luis Obispo County generates thousands of leads through print and online marketing and promotes the county at trade shows and special events. Through marketing, advertising, public relations, group sales, promotions, events, and sponsorships, Visit SLO County brands the region as a choice destination for regional, national, and international travelers alike.

Visit SLO County is working with Pace to offer partners the opportunity to secure customized editorial content in the 2016 Official Visitors Guide Magazine. We feel strongly that a more customized editorial format will better showcase all that your business and our county have to offer. You will have the opportunity to work with the esteemed group of writers and designers at Pace on your messaging and on the development of your editorial space. Descriptive content and engaging imagery will work together to entice readers to get to know you a bit more intimately, and to find out for themselves what makes SLO County unique.

MORE THAN 225,000 READERS!

Industry research shows that visitors guides and other specialty magazines receive an average of five or more pass-along readers per copy. Travelers are hungry for information that will guide their choices for destinations, accommodations, meals, and activities.

55,000 copies will be distributed in 2016, reaching a qualified audience while they are making travel decisions:

- Fulfillment - those requesting copies have responded to aggressive advertising and publicity campaigns from SLO County
- California Welcome Center - San Francisco
- California Welcome Center - Pismo Beach
- California Welcome Center - Oxnard
- Santa Barbara Airport
- Burbank/Bob Hope Airport
- Norman Y. Mineta San Jose International Airport
- Local hotels
- Trade and travel shows
- Meeting planners, tour operators, and travel agents
- Film industry professionals
- Inquiring media

FREE ONLINE GUIDE!

As a free added value, the annual guide is online. To view, go to www.visitsanluisobispo.com. Each year the online guide reaches thousands of additional readers with this unique, interactive publication.

VSLOC MEMBER NET RATES

(non-members add 25%, which covers the cost of VSLOC membership)

CUSTOM CONTENT RATES:

Full page (100 words + image)	\$3,650
Spread (200 words + image)	\$6,900
Half page (50 words + image)	\$2,100
Back cover	\$4,575
Inside covers	\$4,050
Quarter page (35 words + image)	\$1,260



The influence of Visitors Magazine content is supported by independent research!

- 50% of advertising leads result in trips to the county.
- Visitors Magazine readers are extensively engaged and look to content to help form decisions.
- Visitors Magazines are kept as a travel resource and enjoy a shelf life up to one year or more.

What Is Custom Content?

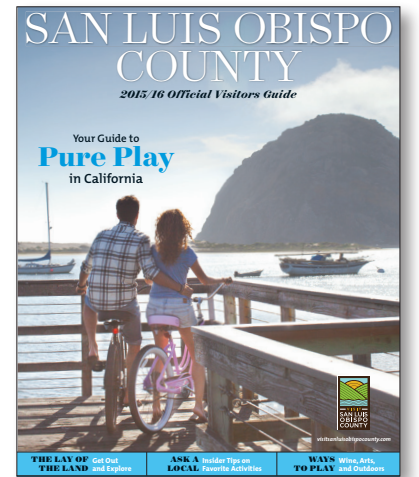
Custom content is editorial coverage that is customized to a client's specific promotional needs. We are now giving you the chance to **BE THE STORY**. You will have the opportunity to work with the magazine's editorial staff to develop an editorial piece (complete with photos supplied by you) that captures and promotes your company and your message. You reserve the opportunity to review, edit and approve your content prior to print. Custom content will be seamlessly integrated into the magazine, and will blend organically with the magazine's main editorial features celebrating all that SLO County has to offer.

Why Custom Content?

We are increasing the value of your investment in the magazine by maximizing the impact of your real estate on our impressionable readers. Simply put, custom content resonates more deeply with the reader. Unlike a traditional display ad, custom content allows you to forge a stronger, more meaningful relationship with the reader, and to better establish an emotional connection between the SLO County visitor and your brand or product. It's this emotional connection that makes the reader more likely to react to and act on your message, which translates to more money in your pocket.

Confirming Participation Is Simple

1. You decide how much editorial space you would like to reserve. Fees to participate includes writing, editing, design and production costs.
2. An editor assigned to your organization will contact you to discuss the direction of your editorial feature. You will supply the editor with talking points for content.
3. You supply high-resolution (300 dpi) images for inclusion (photo credits will be given where applicable).
4. You will receive drafts of the professionally prepared copy and design and will have **3 opportunities to make edits**. You will have the right of final approval on your feature.



DEADLINES

Space & Materials deadline:

November 20, 2015

Content Approval deadline:

December 4, 2015

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