



Unincorporated San Luis Obispo County Tourism Business Improvement District (CBID)

YEAR END REPORT for 2019

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Following the review and approval by the Board of Supervisors, this report is available on <https://highway1discoveryroute.com/member-information/>

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Synopsis of 2019

Where We Were and Looking Ahead

In FY 2019-20, we focused on promoting our stretch of Highway 1 as the Ultimate Road Trip/Road Trip of a Lifetime. Through February, we had increased the unique visitors to the website by 83 percent, improved page per session, and lowered the bounce rate. With our focus on the quality of visitors, all of our metrics were heading in a positive direction. We were developing rich content and the time people spent on the website continued to improve. We had a strong and growing social engagement and people were interacting with our emails.

The CBID model is a mix of homes, home stays, hotels and B&Bs, with vacation rentals making up almost 85%.

We were continually improving all of our tactics and programs, including putting a stronger emphasis on our Stewardship Program with a Travel For Good direction.

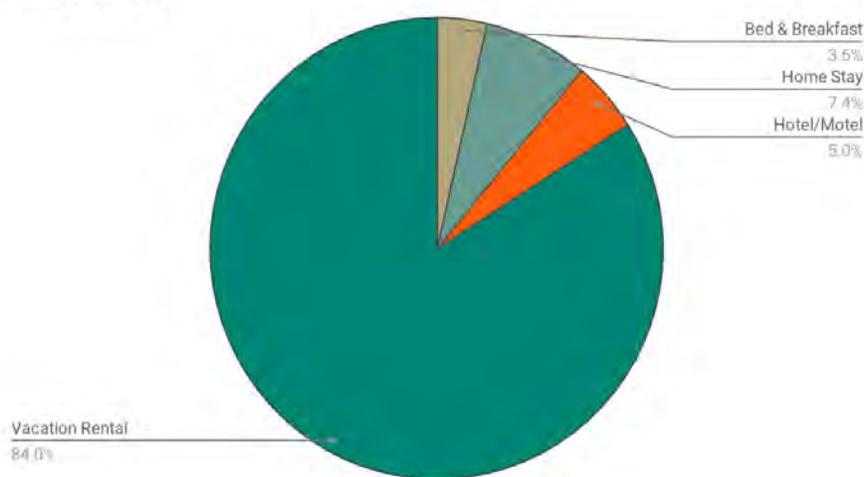
Videos and photo assets, along with specialized content was helping to build a stronger toolbox for the Local Fund Areas. Our public relations efforts were hitting home runs as we were named one of the Top 50 Places To Visit in 2020 by Travel + Leisure. And we worked with Visit SLO CAL to distribute content and worked cooperatively on Google My Destination and CrowdRiff.

Then COVID-19 happened...

In mid-March, 2020 travel to the Central Coast changed dramatically as the nation saw a stoppage of international flights and was asked to shelter in place as a measure to halt the spread of the COVID-19 virus.

During this time, the H1DR paid media and email marketing effort was paused. We stayed active on social media and focused the message on inspirational travel. We also stayed

Lodging Type



The CBID model is a mix of homes, homes stays, hotels and B&Bs, with vacation rentals making up almost 85% of the mix.

active on search engine marketing as a way to provide answers to the large contingent of people seeking online content.

We are preparing a new approach called the Phoenix - our Recovery Plan (see full plan in the addendum) to re-start our efforts once people are able to travel again. This plan utilizes the partners, budgets, and learning from our previous efforts, but pivots toward a strong retargeting effort, some new targets, and a messaging focus on our stretch of Highway 1 as "Wide Open Spaces."

At the conclusion of calendar year 2019, we had strong growth in both TOT and Bid Assessment, and anticipate that we may not see 2019 figures again until 2021 or beyond.

TOT Tracking & BID Assessment Growth

	<u>TOT Totals</u>	<u>BID Assessment Collections</u>
	Source: County Tax Collector	Source: County Reconciliation Reports
2009 2010	\$5,452,645	\$1,208,756
2010 2011	\$5,733,837	\$1,270,149
2011 2012	\$6,217,674	\$1,377,971
2012 2013	\$6,591,295	\$1,460,965
2013 2014	\$7,733,141	\$1,648,058
2014 2015	\$8,117,718	\$1,798,886
2015 2016	\$8,529,754	\$1,860,859
2016 2017	\$8,568,487	\$1,920,749
2017 2018	\$8,765,551*	\$1,866,268
2018 2019	\$10,006,414	\$2,187,618
Y/Y Growth	+14.2%	+17.2%
Growth since inception	+83.5%	+81%

*2017 | 2018 restated to include an additional \$276,594 from Airbnb

Marketing Plan 2019-2020

Executive Summary

The 2018-19 Best of Highway 1 marketing plan was created by the “BID Bunch” team and flows from the marketing imperatives and initiatives outlined in the Strategic Direction and Marketing Strategy documents. Now we take the learning from that plan to create the next step on the journey for 2019-2020. Within this document, we’ve outlined specific learning from each discipline and their future implications. Overall, we learned much:

- Media Optimizations lowered cost, raised click thru rates and revealed strengths in social, native, and SEM partners and platforms
- Our Search Engine Marketing tests for the LFAs were successful and SEM was chosen by the LFAs as one of the tools they’d like us to pursue
- Improvements in content organization and development for SEO helped us rank higher
- Understanding more about customer engagement and time on site launched strategy discussions which is leading us toward further website enhancements
- Email lead generation and communication testing made our customer communication more efficient and engaging
- Multivariate creative and campaign testing didn’t tell us as much as we thought it would, instead there were small improvements.
- We also found that our targeting toward our personas yielded some unexpected lift with other audiences as well – particularly men.
- Heat-mapping on our landing page showed us that:
 - Mobile and tablet traffic have stronger engagement for the lead generation “popup” landing page.
 - People want to view Instagram photo content.
 - The video landing page had less engagement as it appears that people watched the video and left.
 - People also wanted to know where to eat and where to stay – implications for the build out of our destination pages.
- The role of Geofencing continues to be something to watch, but we want to be sure we understand the data thoroughly before broadcasting the metrics
- The importance of photo and video assets continues to be paramount

Overarching themes of 2019/2020: Quality over Quantity, Discoverability, and Engagement

The overarching goal for the team in 2019-2022 is to drive high quality traffic and continue to deepen engagement throughout the customer journey - from the anticipation phase, to

the experience phase, to the memory phase - building relationships which provide inspiration and entice sharing.

While our primary duty is to influence prospective visitors to visit the destination. The key is to understand how we measure our influence and this is a conversation that will be ongoing. We will continue to focus our Signs of Intent (SITs) on the quality of specific actions around the content and site interaction and will be working to further optimize towards time on site as well as key buying signs and in market visitation.

Key Challenges for the Travel Marketer (Source: Sojern, State of the Travel Industry Research)

Just a few of the challenges unique to digital travel marketing include changes in how data is used (GDPR), the increasing number of tools and technology available, and the shifting models used to show return on investment.

Yet, digital advertising represents the largest portion of ad spend for all global marketers in 2018. And two in three travel marketers plan to spend more on digital in 2019, versus one in three who plan to increase spending on television, print, radio, or out of home media.

Multi-Step Shopping Continues

Consumers continue to use a variety of ways to search, plan, and book travel, making it essential to use a multi-channel, multi-device strategy to reach them.

With an estimated three billion social media users this year alone—and the ability for travel marketers to offer visually engaging ads—it's fair to say that social channels offer a massive opportunity for travel marketers to reach and influence their target audiences.

Social Media Advertising Works

Facebook and Instagram are cited as the most popular social platforms. The largest year over year change is Facebook Dynamic Ads for Travel and Facebook Stories with more than half intending to use these advertising solutions in 2019. While Snapchat ads and Pinterest ads may not currently be as popular (one in four travel marketers used them in 2018), marketers still see them as valuable additions, and one in three intend to leverage these highly visual social ad platforms in 2019.

Bringing the Travel Experience to Life with Videos Engages Travelers

Video allows travel marketers to showcase their properties and experiences in a more engaging manner—creating excitement among prospective and booked travelers. And travelers increasingly consume information through watching online videos. After Google, YouTube is the second most used search engine, with Facebook coming in at number three. Because videos easily help tell the story of travel, it's no surprise that Facebook and YouTube are the most utilized ad video platforms globally. However, with the rise of

Instagram and IGTV, more than half of the travel marketers surveyed plan to use Instagram videos in 2019.

Metrics That Matter for Success

Most travel marketers rely on multiple metrics to optimize and measure campaign impact—helping them maximize their investment to get the best possible results. Marketers cited traffic to websites, cost per booking, and click-through rate (CTR) as the top three metrics used to measure the effectiveness of their marketing investments. Fewer than one in five travel marketers are measuring brand lift (changes in awareness, consideration, or brand perception), while incrementally (measuring the lift that advertising spend provides to a booking) comes in last.

Data Solutions to the Rescue

The majority of travel research and booking is done entirely online—jumping across websites, devices, and search engines at a rapid rate. To add an additional layer of intricacy, the same traveler is often planning multiple trips at once, such as weekend getaways with family, domestic and international business travel, or skiing with friends at the end of the year, and have distinct motivations, preferences, and purchase behaviors for each type of trip. Thus, travel marketers increasingly look at both internal and external data to help them better run their businesses—from adjusting media spend based on campaign goals, to better understanding their customers, determining key metrics, optimizing spend, and improving ROI. Data limitations across loyalty programs, site visits, and app users make it difficult to see the complete view of a traveler's research and purchase behavior. With the variety of tactics used to measure campaign effectiveness, only 20 percent of travel marketers surveyed report that they are very satisfied with their current measurement methods.

Key Performance Indicators

As we look toward continuous improvement and analyze a plethora of data, we are recommending five key performance indicators to help summarize the effectiveness of our programming:

- Quality of Traffic: Customized Metrics by tactic to maximize continuous improvement
- Heat-mapping to measure Content Preference
- Lead Generation focused on Downloading of maps, information, and content
- Social Engagement/Trending
- Conversion from Impression to Arrivals using GeoLocation

Evolved Marketing Imperatives and Initiatives for 2019-2020

It takes the learning from our efforts in 2018-2019 to help create the plan for next fiscal year. As we look to the work and results from our efforts over the last few months, there was distinct learning in each area that informs and directs our future efforts.

Evolve Marketing Leadership with LFAs

Provide Marketing Bridge Opportunities to LFAs by aligning strategies and providing coat-tail marketing opportunities:

- Expanded Search Engine Marketing Program
- CrowdRiff UGC platform (SLO CAL partnership)
- Exterior Lodging Property Photos
- Google My Business DMO Partnership (SLO CAL partnership)

Support LFAs by providing information on best practices and opportunities to reduce duplication of efforts:

- Enhanced Destination Pages – Cayucos in Process
- Consolidate the number of LFA websites
- Strong referral source for LFA websites that remain
- Continued collaboration with LFAs related to media FAMs
- Create a library of video shorts featuring each LFA

Pursue Excellence and Efficiency of Owned Media

Refine and Leverage the Database

- Launch a re-engagement campaign to the inactive users
- Personalize subject lines and content for stronger engagement
- Build out stronger groups for our segmented email program
- Higher frequency of emails with less content on high-performing days
- Continue to use more natural-looking imagery

Align Web Strategy

- Home page needs to articulate the unique positioning attributes of our stretch of Highway 1
- Improve 'discoverability' with cleaner navigation
- Destination pages rebuilt with rich content and strong linking strategy
- Cross promotion strategy developed and executed
- Lead Generation practices added across the site
- Profile pages redesigned to be flexible, engaging and cross promotional
- Add LA Times interactive map to the H1DR website

- Add a heat map to more pages to see what content people want most – drive time on site and scroll depth

Social Strategies Drive Consideration

- Further develop our assets through CrowdRiff to curate social media postings and to create beautiful website galleries
- Match up top performing keywords and/or headlines from paid media that resonates and turn it into verbiage for social media
- Communication information about the demos/targets for paid advertising so they can be used on social media for organic postings
- Posting testimonials from TripAdvisor
- Sharing top posts, comments and influencer photos as an enhancement to our interactive map

Increase Consideration to Visit Highway 1, 10 Communities, Assets

- Partner with Visit SLO CAL to drive awareness by solidifying the relationship and gaining alignment to effectively leverage funds and efforts
 - Lead the curation - and drive the distribution - of unique Highway 1 content
 - Pursue additional co-op, including Google DMO partnership
 - Utilize the power of all Highway 1 DMOs to drive change management
 - Create deeper PR collaboration with SLO CAL around visiting journalist and FAMs
 - Attend media events with Visit California and SATW
- Pursue partnerships that drive awareness to our unincorporated communities
 - Utilize SLO CAL, Visit California, and CCTC relationships to broadcast messaging
 - Explore partnership with TripAdvisor to leverage our #1 ranking
 - Continued partnerships with various stakeholders to grow PR opportunities and promotional reach for Coastal Discovery Celebration
- Develop effective and targeted content
 - Communication of unique attributes along our stretch of H1
 - Evolve destination pages with deep, rich content
 - Utilize our #1 ranking on TripAdvisor
 - Use the new CrowdRiff UGC platform to create photo-centric ads, including dynamic ad creative with LA Times
 - Creation of authority content to improve search rankings
 - Repackage and leverage STP inventory with trails & maps, including a new Beaches Discovery Trail
 - Develop searchable photo library

- Develop videos of varying length featuring activities, experiences, locations
- Pursue Earned Media
 - Build a press room/media photo library accessible on the website to respond more quickly to writer requests
 - Create collection of “best of” shots for PR uses
 - Continue to share PR coverage on social with links to website
 - Develop new blog content from PR feature stories
 - Pursue feature stories in key flight markets through cooperative media missions
 - Continue to ‘check-off’ key media targets from Top 50 list
- Leverage Paid Media
 - Focus efforts to drive consideration in key CA markets with a focus on LA and SF
 - Prioritize search engine marketing, social and native paid advertising efforts
 - Plan deeper native stories
 - Explore custom first party data segmentation to mitigate GDPR impact
 - Leverage media creative resources to build dynamic creative and other interactive tools (map and visitor guide)
 - Determine 2-3 key metrics to optimize and report by and/or develop specific metrics for each media opportunity

Marketing Progress: Mid-Year Report

This mid-year report was provided in January 2020 and summarizes the CBID marketing progress in the last half of 2019 from July 2019 through December 2019.

Evolve Marketing Leadership with Local Fund Areas (15%)

Provide Marketing Bridge Opportunities to LFAs by aligning strategies and providing coattail marketing opportunities

- Search Engine Marketing investment/management
- Google My Destination co-op with Visit SLO CAL
- Photo and video assets, including property photos
- CrowdRiff UCG

Support LFAs by providing information on best practices and opportunities to reduce duplication of efforts

- Destination Pages have relieved several LFAs, including Cayucos, Los Osos/Baywood, and Edna Valley/Arroyo Grande Valley, of the need to support their

own website, allowing them funds to re-allocate to other efforts. More work continues to add additional content and linking.

- Fully integrated SEM Efforts for the LFAs continue to be optimized and are performing well.
- Key influencers have shed more light on individual LFAs through their stories and videos.
- Integrated public relations efforts have brought more journalists directly into several LFA communities.
- Curation of more photo and video assets have added valuable resources for the LFA marketing firms.

Pursue Excellence and Efficiency of Owned Media (35%)

Refine and leverage the database, increasing efficacy and driving visitation

- Sent a total of 41 emails, added 3,800 new subscribers, and drove more than 15,000 sessions to our website.
- We optimized the creative by implementing a new mobile-friendly template. Most email, with the exception of newsletters, is marketing a specific activity, so the message is more concise. We also reduced the CTAs and more people are engaging with the content.
- Working on the development of a state parks hiking map to utilize as a lead generation tool.
- Personalized email subject lines help keep our open rate steady at a solid 16 percent.

Align on web strategy for “Best of Highway 1”

- Home page clearly articulates the unique positioning attributes of our stretch of Highway 1
- Navigation has been improved
- Destination pages are being rebuilt with rich content and strong linking strategy
- Cross promotion strategy continues to be developed and executed
- Lead Generation practices added across the site
- Profile pages redesigned to be flexible, engaging and cross promotional
- Added the LA Times interactive map to the H1DR website

Social Strategies Drive Consideration

- Influencer and user generated continue to engage. CrowdRiff galleries had an average of 30.6% engagement rate. (Engagement rate is calculated from 17k interactions and 54k views.)

- Facebook fans have grown by 1,497 and average post engagement is 21,000, which is a big increase from 5,000 last fiscal year). In the past 6 months, we have generated six million impressions, 137,000 engagements, 107,000 message clicks (including playing a video, viewing a photo, or opening a web link), and 1,700 full video views.
 - Top Posts:

Post Title	Date	Total Engagements	Reactions	Comments	Shares	Message Clicks
Best known for its jaw-dropping lights display, featuring 30 miles of lights — nearly 2 million LED bulbs in all —	Mon 11/11/2019 7:36 am PST	7,041	1,356	279	354	5,052
Enter a winter wonderland and find yourself immersed in a world of twinkling lights, music and merrim...	Sat 11/30/2019 8:48 am PST	3,144	638	114	89	2,303
Your guide to historic piers and lighthouses of Highway 1!	Mon 11/18/2019 7:00 pm PST	1,182	372	37	103	650

- Instagram followers have increased by 2,990 and average engagements/post are 4,800. We've had 4.7 million impressions and 31,000 engagements.
 - Top posts:

Post Title	Date	Total Engagements	Likes	Comments	Saves
McWay Falls #Highway1DiscoveryRoute : @adamtpotos	Wed 10/30/2019 5:19 am PDT	1,128	1,039	12	77
Where the rolling green hills meet the coastal bluffs and pacific ocean! Embark on your road trip today!	Mon 10/14/2019 7:20 am PDT	913	851	21	41
Follow this easy footpath along the windswept, rugged coastline to Cambria's Moonstone Beach, wher...	Fri 9/6/2019 8:26 am PDT	808	729	11	58

- Further developed our assets through CrowdRiff to curate social media postings and to create beautiful website galleries
- Communicated information about high engaging posts to turn into social cards/paid advertising
- Posting testimonials from TripAdvisor

Increase Consideration to Visit Highway 1, 10 Communities, Assets (50%)

Partner with Visit SLO CAL to drive awareness by solidifying the relationship and gaining alignment to effectively leverage funds and efforts

- SLO CAL partnership with CrowdRiff has been valuable as we've seen more than 67,000 engagements.
- Google My Destination improved our Google profile completeness to 82%
- Worked cooperatively with other Highway1 partners and Visit SLO CAL to create and distribute content as a monthly blog with social media support.
- Presented three different Influencer strategies for consideration.

Pursue partnerships that drive awareness to our unincorporated communities

- Pursued a partnership with TripAdvisor ...to co-brand our #1 ranking.
- Participated in the cross-regional San Diego FAM to launch the new flight
- Destination page LFA referrals linking strategy is being implemented to help drive more engagement with our three largest LFA websites – San Simeon, Cambria, and Avila Beach.

Develop effective and targeted content for our personas

- Major changes were implemented within the site structure and new authority pages were rolled out each month, including 39 new profiles, which has greatly impacted search query. For example, elephant seals growth in organic search impressions has grown 1,316% with average time on site of more than three minutes. Similarly, Monarch Grove saw 5,217% improvement in search impressions with time on site of 2:53. And Whale Trail search impressions grew 880% with 2:54 time on site.
- The new site was launched in October 2018. Year over year organic growth shows 130% lift in impressions and 105% lift in clicks to the site. Highway 1 search impressions have grown 259% over the prior year.
- Continuing work on all of our Local Fund Area destination pages. Cayucos, which was the first one built, doubled its organic search impressions. Los Osos/Baywood's growth is 518% over prior year.
- We have supported all the "Pillar Pages" with SEM, targeted campaign creative, and content distribution as well.
- Built an entirely new Stewardship Travel page and Coastal Discovery Celebration page and have evolved the STP logo and messaging. Launched the Travel for Good campaign with digital banner ads, external and internal content (including a Visit SLO CAL blog), email (both internal and external), and social/influencers.



Earned Media

- Our media outreach has generated:
 - 150 Articles to date, including "Travel & Leisure List of the 50 Best Places to Travel in 2020." "Travelers are finally catching on to what locals have known long all along: the Central Coast of California offers quiet beauty, agricultural bounty, and some of the best wines in the state."
 - 62 Visiting journalists
 - 12 Media Missions
 - 4 FAMS with SLO CAL
 - We have checked off 16 from our Top 50 list

Leverage Paid Media

The 2020 Program continues to do very well, with several tactics performing way above industry averages and far better than our 2019 program. The program was 47% complete as of December 31, 2019 and nearly every metric continues to improve, which is resulting in a very high campaign CTR (click thru rate) at .86 and low CPC (cost per click) overall of \$1.21. The campaign has already generated 156,500 clicks, which is 70% of the total clicks generated during the last fiscal year.

- More than 60% of new traffic is coming from paid media with 115,500 new users since the launch of the campaign.
- Social, SEM (search engine marketing), and Native continue to be the most successful components of our campaign.
 - Social is the top performing channel to date for the campaign generating over 50% of all clicks.
 - Influencers were one of the top performing tactics based on a very high CTR and very low CPE (cost per engagement).
 - Paid search was the top performer in CTR – having a cumulative CTR of 4.03%, but the volume of impressions has also increased about 40%.
 - We've discovered some strong broader search terms, including "places to visit in ca," "places to go in ca," and "California coast road trip." The top 5 driving keywords ranked by # of clicks:

- Highway 1 – 1,872 clicks
 - Road trip – 818 clicks
 - California sights – 644 clicks
 - Places to visit in California - 643 clicks
 - California sightseeing - 614 clicks
- We continue to receive audience insights:
 - Age groups of 45-54 show the highest interest in taking a trip along Highway 1.
 - Women, moms and those interested in family appear to be the most responsive audience based on the highest CTR and engagements. We will get the most value for our media dollar from that audience, where we get those most responses for the best value. All About Family is also the largest bucket in our SF Gate quiz results. Overall visits to our site are 74% Female, 91% Desktop, nearly half are 45 to 54 years old.
 - Highest interest areas continue to be focused on outdoor activities - beaches and hiking.
 - Website average session duration is 1.02 with 1.66 avg pages read, and more than 17% of visitors have spent more than 1 minute on the site (all improvements over 2019)
 - Our custom sites with SFGate and the LA Times map are seeing strong time on site as well.
- The addition of TripAdvisor worked well, driving a high CTR (above Trip Advisor's own benchmarks), and good time on site, spending over 1+ minute per session. Conversions to the lodging pages reached 44 percent.

Stewardship Traveler for Good Program



The Highway 1 Discovery Route's *Stewardship Traveler* Program (STP) was successfully launched in 2013. It continues to maintain promoting over 40 activities with 36 community partners (28 local non-profits, 8 businesses). The program is a key differentiating strategy that provides a unique platform to attract and retain visitors, and at the same time benefits our natural surroundings, historic assets, economy, and local communities.

The program inspires visitors and residents alike to deepen their SLO County experiences, learn more about their surroundings, and to help care for the region's natural and cultural heritage. The *Stewardship Travel for Good brand* increases awareness while positioning the Highway 1 Discovery Route as a leader in tourism sustainability. Current and growing travel trends in hands-on eco-tourism, sustainable, green, volunteer, and geo-tourism provide additional support for the pursuit of this marketing strategy:

- Booking.com's Sustainability Travel Report found 72% of travelers believe that people need to act now and make sustainable travel choices to save the planet for future generations.
- 66% of people globally believe it is no longer enough for a company/brand to simply give money to a good cause; they need to integrate causes into their day-to-day business.
- National Geographic's 2020 Travel Trends says it's less about where you are traveling and more about how you can travel better.



We are excited to continue market the History & Heritage trail. This great tool continues to be shared with visitors through our 500 lodging partners, as well as on-line through our [interactive map](#).

Program Benefits

STP Attracts and engages an emerging, high profile visitor, alongside locals, who will help care for the region.

- The Stewardship Travel marketing strategy continues to position CBID on the breaking wave of evolving travel trends to attract visitors and the media
- The menu of hands-on and contribution opportunities helps differentiate the Highway 1 Discovery Route brand and unincorporated SLO County from other travel destination choices
- Delivers cost-effective media attention and high value content for all social media and online tactics
- Builds off-season and extended stay opportunities throughout the 10 regions



- Effectively provides one path towards long-term, countywide economic and resource sustainability

Examples of High Value Stewardship Travel Activities

The activities ensure opportunities for learning, authentic connection, natural and cultural heritage, and public participation in clean-ups and restoration activities such as: dive, beach, stream, lake, trail, meadow, campground, and parks. STP provides the visitor information on how and where to financially contribute to “make a difference” in the area that the visitor just enjoyed and connected with; it allows them to have fun while doing something good!

Activity examples include:

- Central Coast State Parks Mind walks: offers lectures on topics of interest that include cultural, history, natural history, and current issues.
- Central Coast Aquarium Mommies & Guppies: kids’ activities and story time with hands-on-interaction with tide pool animals and aquarium exploration.
- Montaña de Oro State Park Trail Restoration Days: draws over 150 enthusiastic participants annually
- Avila Beach and Cambria’s Stewardship Clean-up Kit and Appreciation Tote
- Weed Eradication and Native Plant Restoration at Fiscalini Ranch Preserve
- Central Coast Aquarium Dive Clean-Up

2019 Top Focus

Stewardship Travel Transition to Fresh “Stewardship Travel for Good” Messaging

Why Refresh and Evolve the Messaging:

- “Stewardship Travel” is still leading the “experience vacationing” trend and has served us well with media during the first 2-year launch - yet the name has not resonated well with visitors over time. The concept has always been well received (the values of taking care, with the visitor trend of wanting to self-identify as people who “do good” on vacation, and wanting to travel to destinations that care about their environment, sustainability, and heritage).
- According to Good Travels Research, 75% of the travelers polled think it’s “important, somewhat important or extremely important” that travel dollars benefit the communities visited (environment/history/social).
- The words “Stewardship Travel” have not increased website SEO.

Benefits of Evolving “Stewardship Travel” to “Stewardship Travel for Good”:

- New messaging is more compelling and still connects with the values of more than 75% of our visitors and the kinds of activities they enjoy and are looking for
- Opens up and allows the strategy to reach broader audiences
- Continues to uniquely position and differentiate our destination(s) from Santa Barbara and Monterey
- Increase publicity strategies (something fresh, new, in alignment with growing trends)
- Increase SEO on website

Program Focus Areas and Updates Developed for 2019-20

The CBID has identified and refined the Stewardship Traveler for Good strategic marketing approach into 4 prioritized and distinct times of year, focusing on “shoulder seasons”:

- Launch & market the Coastal Discovery Trail component June 2020
- Coastal Discovery and Stewardship – January/February
- Continue to market the History & Heritage & Wildlife Viewing Tips component
- California Coastal Clean Up – September

2019-20 program focus/goals included:

- Continue to research and evolve key messaging and trending effectiveness of the STP strategy
- Work with the web team to increase SEO in relation to Stewardship Travel for Good as well as update all key messaging and STP logo
- Maintain the ongoing stability of STP activities and assets
- Continue to maintain strong STP marketing and PR efforts
- Continue to deepen and integrate STP in all 10 regions
- Create more in-county awareness, education and promotion of STP
- Manage and support our strategic marketing partners effectively

2019 | 2020 Marketing Budget

5:05 PM

08/19/19

Accrual Basis

SLOCTBID Profit & Loss Budget Overview July 2019 through June 2020

	Jul '19 - Jun 20
Income	
BID Assessment Collection	
Air B&B Assessments	82,356.91
General Fund	998,463.00
Total BID Assessment Collection	1,080,819.91
Carryforward	540,690.83
Total Income	1,621,510.74
Gross Profit	1,621,510.74
Expense	
Administration	
Administration - Fin. Support	25,200.00
Administrator - General Fund	78,300.00
District Administration Fees	19,000.00
Total Administration	122,500.00
Marketing/Advertising	
Collateral / Brochure	65,000.00
Content Curation	
Content/Copy/Blogs	18,000.00
Photography	72,000.00
Total Content Curation	90,000.00
Creative Development	21,600.00
Implementation Support	24,000.00
LFA	
Development/Strategy	24,000.00
Other and LFA Tools	100,000.00
Total LFA	124,000.00
Media	
Co-op	32,000.00
Paid Media	394,000.00
SEM	37,000.00
Strategy	69,000.00
Total Media	532,000.00
Owned Media	
Database	25,500.00
Mailchimp	7,500.00
SEO	25,500.00
Social Media	20,600.00
Website	50,750.00
Total Owned Media	129,850.00
Public Relations	
Manager	48,000.00
PR Coordination	21,000.00
Media Recep / Visiting Jour	30,000.00
Media Gifts / Other	7,500.00
Total Public Relations	106,500.00
Total Marketing/Advertising	1,092,950.00
Stewardship/Sustainability	
CDC Promo	7,500.00
CDSM Campaign	10,000.00
STP Management	25,000.00
Total Stewardship/Sustainability	42,500.00
Strategy & Research	

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08/19/19

Accrual Basis

SLOCTBID
Profit & Loss Budget Overview
 July 2019 through June 2020

	Jul '19 - Jun 20
Project Management	30,000.00
Strategic Plan	7,500.00
Total Strategy & Research	37,500.00
Encumbrances	
Paid Media	47,666.00
Total Encumbrances	47,666.00
Contingency	278,394.74
Total Expense	1,621,510.74
Net Income	0.00

2019 | 2020 Reforecast Budget Notes

Collections, Carryforward, Contingency

- April/May/June assessment collections projected at 95% down (\$203,690) revenue shortfall
 - If \$0 is collected during these 3 months, revenue shortfall will be (\$216,444)
- Current unspent carryforward \$540,690
- Current unspent contingency \$165,880

Projected Expenses

- Expenses are focused in 2 main categories – Contractors/BID Bunch and Paid Media
- Paid media has been paused except for SEM – total ‘saved’ is \$132,605
- Overall projected expense savings totals \$239,660 (including media)
- Forecasted budget anticipated CAO and BID Bunch continuing to work at full capacity in April and May to prep for Recovery Plan
- Anticipate possible Recovery Plan implementation in late May or early June (TBD)
- Difference of revenue shortfall to saved expenses provide an anticipated net positive \$35,969

Contractors: CAO and BID Bunch

- CAO and Bid Bunch are at the ready to do what is necessary
- CAO monthly fees expensed to CBID totals \$5,815 + expenses
- Current 15-member BID Bunch team monthly expense investment averages \$47,503
- 10% reduction in CAO and BID Bunch monthly expenses totals \$5,531/month

Recommendations

- Retain full carryforward and contingency totaling \$706,570 to bring into new fiscal year to fund Recovery Plan and 20 | 21 efforts (ending June 2021)
- Include in contingency the net positive amount anticipated at June 30, 2020 of \$35,969
- Total 2020 | 2021 Carryforward anticipated as of July 1, 2020 totals \$742,539

Addendum: The Phoenix - CBID Recovery Plan

As we look to the next fiscal year we must move beyond 'recovering from the crisis and toward 'thriving' in the long run.

On April 22, 2020 the CBID Advisory Board supported this philosophical approach:

Let's not sit back on our heels but instead push forward and stay on our toes. Let's keep all aspects of our team working at full capacity so we are well positioned for recovery. We admit that this is not the path of other DMOs so optics need to be considered. That said, the CAO and 15-member BID Bunch team is ready to do whatever is necessary to ensure the future health of our organization. The CBID Advisory Board has thoughtfully planned throughout the last 10 years and are in a position of strength. Let's invest a portion of the carryforward and contingency monies to demonstrate our tourism leadership as we implement an aggressive, strategic marketing recovery plan – The Phoenix - to support our local fund areas and to deliver much needed visitors to our constituents.

See the full plan in the addendum.

CBID Adjusted Projections 2019 2020 FY Financials received from County Collections from:	Total	March actuals mid April February	PROJ April mid May March	PROJ May mid June April	PROJ June mid July May	Total	Budget (Shortfall)/€ NOTES
2018 2019 Collections		\$ 57,890.00	\$ 73,388.50	\$ 87,263.50	\$ 94,413.50		
Current BID Assessment Collections	\$ 864,376.00	\$ 59,718.46					
Budgeted BID Assessment Collections	\$ 1,080,820.00	\$ 877,129.28					
Carryforward	\$ 540,690.00	\$ 540,690.00					
Contingency	\$ 165,880.00	\$ 165,880.00					
Total Budget Income	\$ 1,787,390.00	\$ 1,583,699.28	\$ (203,690.73)				
Projected Collections down 40%	\$ 864,376.00		\$ 44,033.10	\$ 52,358.10	\$ 56,648.10	\$ 1,017,415.30	\$ (63,404.70)
Projected Collections down 50%	\$ 864,376.00		\$ 36,694.25	\$ 43,631.75	\$ 47,206.75	\$ 991,908.75	\$ (88,911.25)
Projected Collections down 60%	\$ 864,376.00		\$ 29,355.40	\$ 34,905.40	\$ 37,765.40	\$ 966,402.20	\$ (114,417.80)
Projected Collections down 70%	\$ 864,376.00		\$ 22,016.55	\$ 26,179.05	\$ 28,324.05	\$ 940,895.65	\$ (139,924.35)
Projected Collections down 80%	\$ 864,376.00		\$ 16,145.47	\$ 19,197.97	\$ 20,770.97	\$ 920,490.41	\$ (160,329.59)
Projected Collections down 90%	\$ 864,376.00		\$ 7,338.85	\$ 8,726.35	\$ 9,441.35	\$ 889,882.55	\$ (190,937.45)
Projected Collections down 95%	\$ 864,376.00		\$ 3,669.43	\$ 4,363.18	\$ 4,720.68	\$ 877,129.28	\$ (203,690.73)
Projected Collections down 100%	\$ 864,376.00					\$ 864,376.00	\$ (216,444.00)
Graduated Scenario (down 70% to 40%)	\$ 864,376.00		\$ 29,355.40	\$ 43,631.75	\$ 56,648.10	\$ 994,011.25	\$ (86,808.75)
Graduated Scenario (down 80% to 50%)	\$ 864,376.00		\$ 22,016.55	\$ 34,905.40	\$ 47,206.75	\$ 968,504.70	\$ (112,315.30)
Graduated Scenario (down 90% to 60%)	\$ 864,376.00		\$ 14,677.70	\$ 26,179.05	\$ 37,765.40	\$ 942,998.15	\$ (137,821.85)

	Remaining Budget as of Feb 2020	Actuals	Projected	Projected	Projected	Projected	Total Proj Exp	Projected Remaining Balance	
Admin - Financial support (AP)	\$ 3,865.00		\$810	\$650	\$650	\$650	\$2,760	\$ 1,105.00	
Admin - General + expenses (CC)	\$ 36,132.00	\$ 6,150.00	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	\$25,650	\$ 10,482.00	
Admin - District Fees (County)	\$ 2,904.00	\$ 2,388.74	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$8,389	\$ (5,484.74)	will decline with decreased assessment
BID Bunch	from BB spreadsheet								
Content (JL)	\$ 14,228.00	\$ 2,745.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 8,745.00	\$ 5,483.00	New content being created for Recovery Plan
Photography/Video (JM)	\$ 33,600.00		\$ 8,500.00	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00	\$ 25,500.00	\$ 8,100.00	Continue to create photos and videos assets to build library
Creative (BR/Quincy)	\$ 7,200.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 7,200.00	\$ -	Landing pages, emails and ads for Recovery Plan
LFA Support SLOCAL (LK)	\$ 8,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 8,000.00	\$ -	Continue bridging relationship and support with LFAs
Implementation Support (LR)	\$ 8,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 8,000.00	\$ -	Roll up reporting and deadline management to continue
Co-op (HC)	\$ 8,309.00	\$ 495.00	\$ 495.00	\$ 495.00	\$ 495.00	\$ 495.00	\$ 1,980.00	\$ 6,329.00	Continue curating blog content
Media SEM (AB/Dave)	\$ 15,475.00	\$ 3,500.00	\$ 3,500.00	\$ 3,075.00	\$ 3,075.00	\$ 3,075.00	\$ 13,150.00	\$ 2,325.00	Covers 6 additional hours for increased SEM
Media Strategy (AB)	\$ 24,679.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 20,000.00	\$ 4,679.00	Additional time may be needed based on media direction provided
Owned/Email Database (BR)	\$ 12,480.00	\$ 2,575.00	\$ 2,575.00	\$ 2,575.00	\$ 2,575.00	\$ 2,575.00	\$ 10,300.00	\$ 2,180.00	Email on hold in March and working with Brad on optional messaging
Owned/SEO (BR)	\$ 8,500.00	\$ 2,125.00	\$ 2,125.00	\$ 2,125.00	\$ 2,125.00	\$ 2,125.00	\$ 8,500.00	\$ -	SEO a focus based on organic search push
Website (JP and BR)	\$ 28,482.00	\$ 2,296.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 9,796.00	\$ 18,686.00	Maintain website as key marketing tool
Owned/Social (KC)	\$ 11,994.00	\$ 2,375.00	\$ 2,375.00	\$ 2,375.00	\$ 2,375.00	\$ 2,375.00	\$ 9,500.00	\$ 2,494.00	Inspirational social messaging; video; photo galleries
PR management (HT)	\$ 16,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 16,000.00	\$ -	Continue pitching for story focus to fill summer funnel
PR Coordination (KS)	\$ 7,000.00	\$ 1,750.00	\$ 1,750.00	\$ 1,750.00	\$ 1,750.00	\$ 1,750.00	\$ 7,000.00	\$ -	Continue itinerary building to fill summer funnel
PR Visiting Journalists, Media Receptions	\$ 10,803.00	\$ 329.00	\$ 1,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 7,329.00	\$ 3,474.00	Media receptions on hold for short term; VJ on hold
PR Media Gifts	\$ 1,575.00							\$ 1,575.00	
STP Management (KS)	\$ 8,139.00	\$ 2,083.00	\$ 2,083.00	\$ 2,083.00	\$ 2,083.00	\$ 2,083.00	\$ 8,332.00	\$ (193.00)	Maintain Travel for Good; develop Coastal Discovery Guide
Strategy Project Mngmnt & Plan Dev (LK)	\$ 17,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 10,000.00	\$ 17,500.00	\$ -	Continue pitching for story focus to fill summer funnel
Web Dev/content (CR)	\$ 3,534.00	\$ 1,312.00	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	\$ 5,212.00	\$ (1,678.00)	Maintain web dev/content as key marketing tool
Paid Media	\$ 309,260.00		\$ 8,000.00	\$ 4,000.00			\$ 12,000.00	\$ 132,605.00	on pause - except for SEM
SEM and SEM expansion									
LFA Tools (Lodging Photos)	\$ 37,250.00	\$ 630.00	\$ 14,270.00	\$ 7,450.00	\$ 7,450.00	\$ 7,450.00	\$ 29,800.00	\$ 30,000.00	Continue lodging photo project to complete by June
LFA Tools (CrowdRiff)	\$ 30,000.00						\$ -	\$ 30,000.00	Reinvest in a new contract with CR in new fiscal year
LFA Tools (other)	\$ 20,000.00							\$ 20,000.00	
CDC Promo & Coastal Disc Trail project	\$ 5,797.00					\$ 5,797.00	\$ 5,797.00	\$ -	
Event Funds and Matching Funds								\$ (5,000.00)	ScareCrow event is still schedule in Oct - approved but not yet funded
								\$ 2,499.00	Lawn Bowling canceled
Projected Expense Savings								\$ 239,660.26	projected expense savings
Net income (becomes part of cont/carryforward)								\$ 35,969.54	Difference in revenue loss and projected exp savings
								\$ 742,539.54	Contingency, carryforward and net income brought into Recovery Plan

Marketing Strategy 2019-2022

Value Proposition	Marketing Imperatives		
<p>The Best of Highway 1 is found in our ten communities, strung along a majestic, SLO CAL stretch of the iconic Pacific Coast Highway. We offer affordable abundance through a variety of high-value experiences:</p> <ul style="list-style-type: none"> • unique and uncrowded beaches • sightseeing and wildlife • family-friendly outdoor experiences • great weather • a safe and comfortable place • a casual, relaxed vibe 	<p>Evolve Marketing Leadership with LFAs (15% of total budget)</p>	<p>Pursue Excellence and Efficiency of Owned Media (35% of total budget)</p>	<p>Increase Consideration to Visit Highway 1 and our Ten Communities and Assets (50% of total budget)</p>
<p>CBID Target Market Personas</p>	<p>Marketing Initiatives</p>		
<p><u>The Soul Seeker:</u> The Soul Seeker looks for new experiences in places off the beaten path. Attracted to small town charm and natural beauty, they appreciate the more rustic and noble things in life and hit the road to find it. Finishing off the day with a sunset, a bottle of wine and good conversation in quiet places fills their soul and encourages them to keep exploring.</p> <p><u>Life Stages:</u></p> <ul style="list-style-type: none"> • The Freewheeler: The Freewheeler couple can travel without constraints related to family or job—maybe they are freelance programmer millennials or recent empty nesters hitting the road. They have disposable income but need to find value to make the adventure last. Their adventures are more about serotonin than adrenaline. Fine wine, good dining, and outdoor recreation fill their vacation days. • Mama Soul Seeker: Their family is number one, and their time off work is limited, but adventure awaits. Because of their commitments, they need to pack more adventure into a shorter time. They're focused on value, but affordability is key. Educational and historical assets are a draw, as are uncrowded beaches and casual dining. She uses social media to get inspiration for trips, and proudly shares images of her family enjoying their adventures. 	<ul style="list-style-type: none"> • Provide Marketing Bridge Opportunities to LFAs (12% of total) <ul style="list-style-type: none"> • Collaborate with LFAs to align strategies with CBID's marketing plan • Provide access to coattail marketing opportunities • Prioritize LFA focus on planning over consideration in our marketing funnel • Support LFAs through educational and technical assistance opportunities (3% of total) <ul style="list-style-type: none"> • Demonstrate the value of re-targeting visitors who are considering a visit to move them to the planning stage of our funnel • Communicate marketing best practices • Educate LFAs on overall regional direction to identify and leverage funnel position • Reduce duplication of efforts to increase efficiencies and budget impact 	<ul style="list-style-type: none"> • Refine and leverage the CBID database (3.5% of total) <ul style="list-style-type: none"> • Increase accuracy and efficacy of email database system • Use database to target interested visitors and drive visitation to CBID communities • Align on Web Strategy for "Best of Highway 1" (28% of total): <ul style="list-style-type: none"> • Strategy A: Proof-of-concept site that effectively guides interested visitors to the region and its communities and assets <ul style="list-style-type: none"> • Robust mobile experience • Engaging web content and interface • Strategy B: Integrate "Best of Highway 1" into Visit SLO CAL site <ul style="list-style-type: none"> • Digital strategy pushes interest to Visit SLO CAL site where "Best of Highway 1" is treated as an asset • Budget % moves to "Develop effective and targeted content for our personas" 	<ul style="list-style-type: none"> • Partner with Visit SLO CAL to Drive Awareness (15% of total) <ul style="list-style-type: none"> • Solidify relationship with Visit SLO CAL to ensure activity at the awareness level • Gain alignment with Visit SLO CAL on CBID's position in the funnel to effectively leverage funds and efforts • Pursue partnerships that drive awareness to our unincorporated communities (5% of total) <ul style="list-style-type: none"> • Strengthen partnerships with CA organizations responsible or influential in the marketing of the region • Develop effective and targeted content for our personas (30% of total) <ul style="list-style-type: none"> • Create content that leverages regional brands • Ensure content position is effective, given CBID's position in the marketing funnel • Increase overall awareness of CBID communities as they relate to their location on Highway 1 • Focus on asset awareness to drive visitation • Communicate the value proposition of the destination and its offerings
<p>Marketing Funnel Position</p>	<ul style="list-style-type: none"> • Develop and execute social strategies to drive consideration (3.5% of total) 		



Strategic Direction

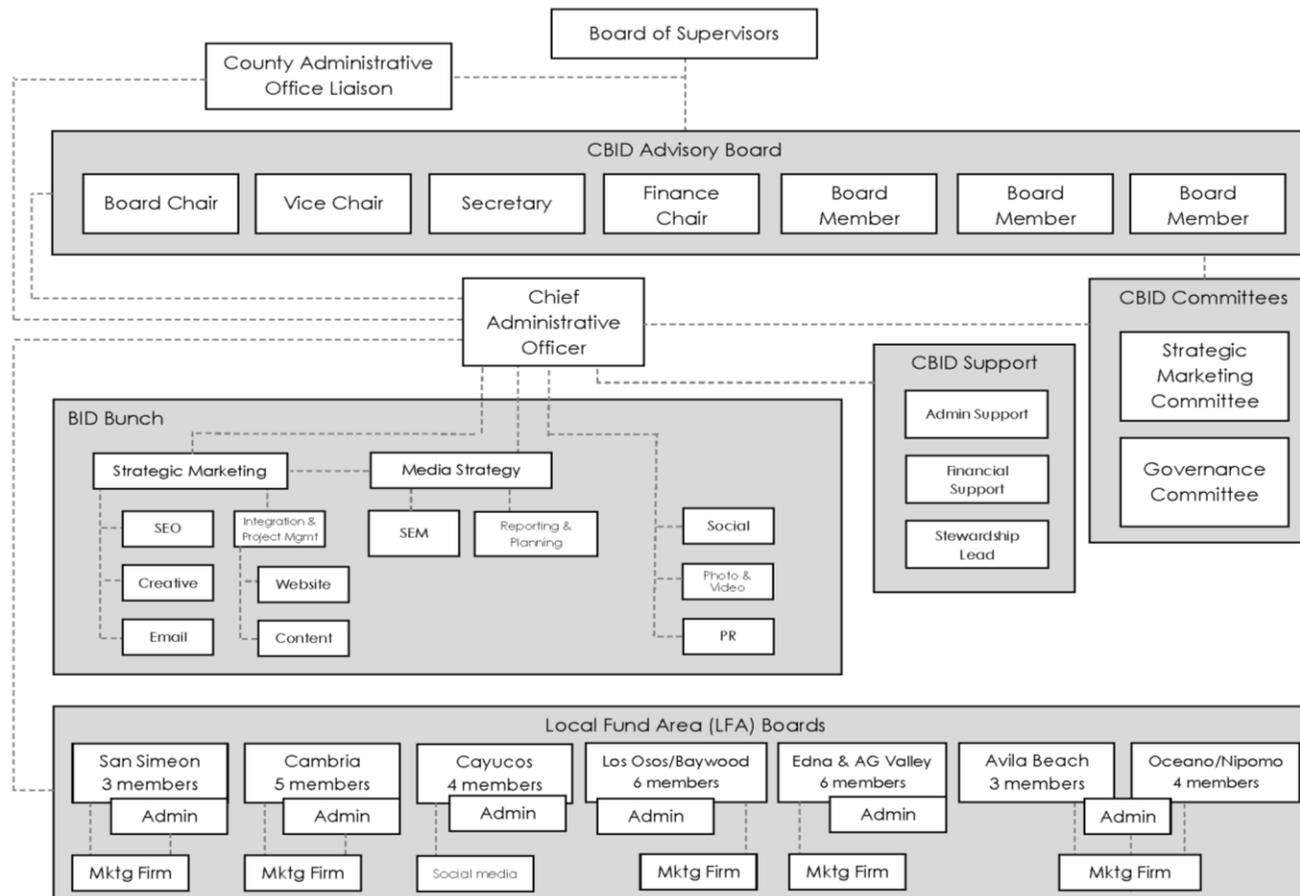
Unincorporated SLO County TBID: Strategic Direction 2017/18-2019/20

CLARITY	Vision People and places, engaged and enriched through tourism.	Mission Promote memorable visitor experiences while being stewards for thriving and cohesive communities.	Values Moxie We bring strength of purpose and direction to everything we do. Collaboration We seek out and foster relationships rooted in mutual respect. Accountability We are a transparent organization responsible for delivering results.	Reputation The CBID will be known as: <ul style="list-style-type: none"> Responsible & Responsive Strategic & Proactive Collaborators & Connectors 	Position In order to best support our lodging constituents in ten unincorporated areas of San Luis Obispo County, the CBID: <ul style="list-style-type: none"> Provides a funding stream and professional marketing guidance to promote tourism. Connects local communities and provides a collective voice. Supports stewardship and the enhancement of tourism-related infrastructure and beautification.
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FOCUS	Imperatives	Objectives	Initiatives	ACTION
	Strengthen Strategic Partnerships	<ul style="list-style-type: none"> Year-over-year increase in reciprocal scorecard ratings for CBID, Visit SLO CAL, promotional partners, and local fund areas (LFAs) Annual increase in total Earned Partnership Value (EPV) Annual increase in number of LFAs utilizing CBID's standardized planning and reporting tools 	<ul style="list-style-type: none"> Create an annual process to identify, evaluate, and activate constituents, tourism stakeholders, and promotional partners. Collaborate with LFAs to evaluate, inform, and improve their working relationships with each other and the CBID. Enhance our partnership with Visit SLO CAL, including marketing plan alignment, advocacy, and infrastructure. 	
	Maximize Efficiencies	<ul style="list-style-type: none"> Year-over-year increase in reciprocal scorecard ratings for CBID, Visit SLO CAL, promotional partners, and local fund areas (LFAs) Annual improvement in ratio of total operational budget to awareness score across all LFAs and CBID Annual decrease in cost per engaged user on CBID website Overall reduction in LFA website costs 	<ul style="list-style-type: none"> Clarify current roles and scope for CBID and LFAs. Develop a plan to reduce duplicative efforts with LFAs and external partners. Assess options to evolve our organization to meet future needs. 	
	Drive Measurable Results	<ul style="list-style-type: none"> Growth in awareness of CBID communities in target markets Annual increase in scores on influence survey Economic impact measure identified and agreed to by July 1, 2018 	<ul style="list-style-type: none"> Become a planful and data-driven organization. Develop impactful marketing plans informed by strategic planning. Identify optimal brand architecture for CBID. Design a method to measure and communicate impacts of beautification, infrastructure, and stewardship efforts. 	

Organizational Chart

The CBID is comprised of a 7-member board of lodging owners from throughout the unincorporated area. The CAO reports to the Advisory Board and manages strategic direction with the 13-member BID Bunch contracted marketing team as well as the 3-member contracted support team. In addition there are seven (7) local fund area (LFA) boards with a total of 31 volunteer board members. These LFA boards utilize 6 contracted administrators plus 6 marketing firms



Local Fund Recap

The ordinance allows for 1% of the 2% BID Assessment to be attributed directly to the Local Fund Area (LFA) that generated the funding.

2019 Total LFA Application Funding: \$949,232

2019 LFA Application Total: 51

Total funding since inception: \$7,759,407

Total projects since inception: 537

Avila Beach – Avila Beach Tourism Alliance (ABTA)

Board Meeting: 2nd Wednesday of each month

Board Composition: 3-member board

Admin: Stephanie Rowe

Marketing Partner: TJA Advertising VisitAvilaBeach.com

Tactics: Website, digital ads, social media, quarterly newsletter

Annual Collections: \$182,241*

2019 Projects: 5 | \$176,040

Total Projects: 84



Cambria - Cambria Tourism Board (CTB)

Board Meeting: 2nd Tuesday of each month

Board Composition: 5-member board; 3 committees (marketing, events/outreach & governance)

Admin: Jill Jackson

Marketing Partner: Archer & Hound VisitCambriaCA.com

Tactics: Website, digital ads, social media, blogs, monthly newsletter, PR, booking engine, APP, CycleCentralCoast

Annual Collections: \$463,451*

2019 Projects: 12 | \$428,370

Total Projects: 166



Cayucos – Visitor Alliance of Cayucos (VAC)

Board Meeting: 1st Monday of each month

Board Composition: 3-member board

Admin: Danielle Dubow

Marketing Partner: Danna Coy (social media)

VisitCayucosCA.com

Tactics: Photography and social media

Annual Collections: \$153,240*

2019 Projects: 8 | \$117,900

Total Projects: 70



Los Osos | Baywood Park | Unincorp. Morro Bay – Visit Los Osos Baywood (VLOB)

Board Meeting: 4th Tuesday of each month

Board Composition: 6-member board; 2 committees (mktg and STP)

Admin: Danielle Dubow

Marketing Partner: SOLVE Agency VisitLosOsosBaywood.com

Tactics: Website, digital ads, social media, quarterly newsletter

Annual Collections: \$40,549*

2019 Projects: 4 | \$41,750

Total Projects: 43

**Oceano | Nipomo – Visit Oceano Nipomo (VON)**

Board Meeting: Every other month

Board Composition: 4-member board

Admin: Stephanie Rowe

Marketing Partner: TJA Advertising VisitOceanoNipomo.com

Tactics: Digital ads, social media, quarterly newsletter

Annual Collections: \$60,304*

2019 Projects: 7 | \$46,230

Total Projects: 39

**Unincorporated San Luis Obispo & Arroyo Grande – SLO Wine Lodging (EV/AGV)**

Board Meeting: Every other month

Board Composition: 6-member board with 1 committee (mktg)

Admin: Landy Fike

Marketing Partner: Big Red Marketing

Tactics: Digital ads (FB), social media, quarterly newsletter

Annual Collections: \$35,391*

2019 Projects: 5 | \$39,500

Total Projects: 35

**San Simeon | Ragged Point – San Simeon Tourism Alliance (SSTA)**

Board Meeting: 3rd Tuesday of each month

Board Composition: 3-member board

Admin: Jeanne Hucek

Marketing Partner: Solterra Strategies VisitSanSimeonCA.com

Tactics: Website, digital ads, social media, blogs, monthly newsletter, PR

Annual Collections: \$204,550*

2019 Projects: 11 | \$103,942

Total Projects: 116



*Annual Collections are from the 2018|2019 fiscal year and reflect 1% of the 2% BID assessment collection.

Local Fund Area (LFA) Financials 2019 | 2020 (as of March 2020)

	<u>Avila Beach (Local Fund)</u>	<u>Cambria (Local Fund)</u>	<u>Cayucos (Local Fund)</u>	<u>San Simeon (Local Fund)</u>	<u>Los Osos/MB (Local Fund)</u>	<u>Nipomo/Oceano (Local Fund)</u>	<u>AG/SLO (Local Fund)</u>	<u>Total Local Fund</u>
	16.40%	40.47%	13.56%	18.97%	3.06%	4.70%	2.85%	
Income								
BID Assessment Collection								
Air B&B Assessments	8,001.30	23,435.29	23,969.99	836.48	5,119.46	15,427.96	8,944.20	85,734.68
Local Fund	<u>133,775.53</u>	<u>326,346.02</u>	<u>93,197.42</u>	<u>163,160.09</u>	<u>21,300.18</u>	<u>25,203.92</u>	<u>15,658.16</u>	<u>778,641.32</u>
Total BID Assessment Collection	141,776.83	349,781.31	117,167.41	163,996.57	26,419.64	40,631.88	24,602.36	864,376.00
Carryforward	<u>141,914.63</u>	<u>119,817.74</u>	<u>299,457.98</u>	<u>511,978.02</u>	<u>25,577.80</u>	<u>51,624.96</u>	<u>16,739.77</u>	<u>1,167,110.90</u>
Total Income	<u>283,691.46</u>	<u>469,599.05</u>	<u>416,625.39</u>	<u>675,974.59</u>	<u>51,997.44</u>	<u>92,256.84</u>	<u>41,342.13</u>	<u>2,031,486.90</u>
Gross Profit								
Expense								
Administration								
Administrator - General Fund	8,899.47	23,772.34	7,770.26	10,649.05	1,739.38	2,651.41	1,528.48	57,010.39
Administrator - Local Fund	14,162.51	28,000.00	10,730.74	0.00	2,776.57	5,048.50	3,246.73	63,965.05
District Administration Fees	2,835.90	6,996.51	2,343.52	3,280.35	528.47	812.67	492.08	17,289.50
Mileage	0.00	95.97	0.00	0.00	0.00	119.48	0.00	215.45
Supplies	693.36	218.00	0.00	0.00	0.00	113.09	0.00	1,024.45
Telecommunications	180.00	240.00	0.00	0.00	0.00	0.00	0.00	420.00
Total Administration	<u>26,771.24</u>	<u>59,322.82</u>	<u>20,844.52</u>	<u>13,929.40</u>	<u>5,044.42</u>	<u>8,745.15</u>	<u>5,267.29</u>	<u>139,924.84</u>
Marketing/Advertising								
Collateral / Brochure	0.00	0.00	0.00	9,749.00	0.00	0.00	0.00	9,749.00
Creative Development	0.00	28,828.52	0.00	0.00	0.00	0.00	0.00	28,828.52
Maps / Certified Folder	0.00	1,375.56	0.00	0.00	0.00	0.00	0.00	1,375.56
Media								
Strategy	0.00	0.00	0.00	0.00	1,225.00	0.00	0.00	1,225.00
Total Media	0.00	0.00	0.00	0.00	1,225.00	0.00	0.00	1,225.00
Owned Media								
Database	0.00	0.00	0.00	0.00	4,050.00	0.00	0.00	4,050.00
Mailchimp	1,500.00	0.00	0.00	0.00	587.04	0.00	252.98	2,340.02
Social Media	0.00	0.00	27,016.85	0.00	4,358.62	0.00	3,341.48	34,716.95
Website	0.00	12,835.00	0.00	0.00	300.00	0.00	237.50	13,372.50
Total Owned Media	<u>1,500.00</u>	<u>12,835.00</u>	<u>27,016.85</u>	<u>0.00</u>	<u>9,295.66</u>	<u>0.00</u>	<u>3,831.96</u>	<u>54,479.47</u>
Public Relations								
Media Recep / Visiting Jour	1,434.61	2,730.16	0.00	0.00	0.00	0.00	0.00	4,164.77
Public Relations - Other	0.00	12,400.00	0.00	0.00	0.00	0.00	0.00	12,400.00
Total Public Relations	<u>1,434.61</u>	<u>15,130.16</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>16,564.77</u>
Marketing/Advertising - Other	<u>32,174.68</u>	<u>0.00</u>	<u>0.00</u>	<u>92,918.06</u>	<u>16,251.28</u>	<u>1,200.00</u>	<u>12,621.76</u>	<u>155,165.78</u>
Total Marketing/Advertising	<u>35,109.29</u>	<u>58,169.24</u>	<u>27,016.85</u>	<u>102,667.06</u>	<u>26,771.94</u>	<u>1,200.00</u>	<u>16,453.72</u>	<u>267,388.10</u>
Memberships/Sponsorships								
Memberships								
Chamber	0.00	95.00	0.00	0.00	100.00	0.00	290.00	485.00
Total Memberships	0.00	95.00	0.00	0.00	100.00	0.00	290.00	485.00
Sponsorships / Events								
SLO Wine	16,000.00	0.00	0.00	0.00	0.00	0.00	0.00	16,000.00
Sponsorships/Events - Other	800.00	92,900.00	16,856.54	18,500.00	0.00	0.00	3,500.00	132,556.54
Total Sponsorships / Events	<u>16,800.00</u>	<u>92,900.00</u>	<u>16,856.54</u>	<u>18,500.00</u>	<u>0.00</u>	<u>0.00</u>	<u>3,500.00</u>	<u>148,556.54</u>
Total Memberships/Sponsorships	<u>16,800.00</u>	<u>92,995.00</u>	<u>16,856.54</u>	<u>18,500.00</u>	<u>100.00</u>	<u>0.00</u>	<u>3,790.00</u>	<u>149,041.54</u>
Project Management	0.00	25,650.00	0.00	0.00	0.00	0.00	0.00	25,650.00
Social Media								
Contests	0.00	2,100.00	0.00	0.00	0.00	0.00	0.00	2,100.00
Facebook, Blogging, etc.	40,415.00	91,352.92	0.00	0.00	0.00	0.00	0.00	131,767.92
Monthly E-Newsletter	400.00	8,930.00	0.00	0.00	0.00	0.00	0.00	9,330.00
Total Social Media	<u>40,815.00</u>	<u>102,382.92</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>143,197.92</u>
Tourism Infrastructure	0.00	720.00	0.00	23,075.00	0.00	0.00	0.00	23,795.00
Web Development								
Booking Agent	0.00	12,500.00	0.00	0.00	0.00	0.00	0.00	12,500.00
Content Management	16,200.00	0.00	0.00	0.00	0.00	21,600.00	0.00	37,800.00
SEO/Content/Links	0.00	4,000.00	0.00	0.00	0.00	0.00	0.00	4,000.00
Total Web Development	<u>16,200.00</u>	<u>16,500.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>21,600.00</u>	<u>0.00</u>	<u>54,300.00</u>
Total Expense	<u>135,695.53</u>	<u>355,739.98</u>	<u>64,717.91</u>	<u>158,171.46</u>	<u>31,916.36</u>	<u>31,545.15</u>	<u>25,511.01</u>	<u>803,297.40</u>
Net Income	<u>147,995.93</u>	<u>113,859.07</u>	<u>351,907.48</u>	<u>517,803.13</u>	<u>20,081.08</u>	<u>60,711.69</u>	<u>15,831.12</u>	<u>1,228,189.50</u>

General Fund Budget 2019 | 2020 (as of March 2020)

	Jul '19 - Mar 20	Budget	\$ Over Budget	% of Budget
Income				
BID Assessment Collection				
Air B&B Assessments	85,734.53	82,356.91	3,377.62	104.1%
General Fund	778,641.72	998,463.00	-219,821.28	77.98%
Total BID Assessment Collection	864,376.25	1,080,819.91	-216,443.66	79.97%
Carryforward	540,690.83	540,690.83	0.00	100.0%
Total Income	1,405,067.08	1,621,510.74	-216,443.66	86.65%
Gross Profit	1,405,067.08	1,621,510.74	-216,443.66	86.65%
Expense				
Administration				
Administration - Fin. Support	6,935.00	10,800.00	-3,865.00	64.21%
Administrator - General Fund	47,646.40	78,300.00	-30,653.60	60.85%
District Administration Fees	17,289.51	19,000.00	-1,710.49	91.0%
Meals	536.69			
Mileage	2,200.23			
Office Rent	2,853.90			
Supplies	1,659.10			
Telecommunications	1,220.95			
Travel	893.08			
Total Administration	81,234.86	108,100.00	-26,865.14	75.15%
Co-op-SLO CAL, Visit CA & CCTC	23,691.10	32,000.00	-8,308.90	74.04%
Marketing/Advertising				
Collateral / Brochure	64,225.04	65,000.00	-774.96	98.81%
Content Curation				
Content/Copy/Blogs	18,516.60	30,000.00	-11,483.40	61.72%
Photography	38,400.50	72,000.00	-33,599.50	53.33%
Total Content Curation	56,917.10	102,000.00	-45,082.90	55.8%
Creative Development	16,200.00	21,600.00	-5,400.00	75.0%
Implementation Support	18,000.00	24,000.00	-6,000.00	75.0%
LFA				
Development/Strategy	18,000.00	24,000.00	-6,000.00	75.0%
Other and LFA Tools	13,380.00	100,000.00	-86,620.00	13.38%
Total LFA	31,380.00	124,000.00	-92,620.00	25.31%
Media				
Paid Media				
SEM	272,034.53	461,865.00	-189,830.47	58.9%
Strategy	28,125.00	37,000.00	-8,875.00	76.01%
Total Paid Media	54,321.00	69,000.00	-14,679.00	78.73%
Owned Media				
Database	354,480.53	567,865.00	-213,384.47	62.42%
Mailchimp	19,125.00	25,500.00	-6,375.00	75.0%
SEO	3,968.10	7,500.00	-3,531.90	52.91%
Social Media	19,125.00	25,500.00	-6,375.00	75.0%
Website	18,881.25	28,500.00	-9,618.75	66.25%
Total Owned Media	24,564.00	50,750.00	-26,186.00	48.4%
Total Media	85,663.35	137,750.00	-52,086.65	62.19%
Public Relations				
Manager	36,000.00	48,000.00	-12,000.00	75.0%
PR Coordination	15,750.00	21,000.00	-5,250.00	75.0%
Media Recep / Visiting Jour	19,525.73	30,000.00	-10,474.27	65.09%
Media Gifts / Other	5,924.38	7,500.00	-1,575.62	78.99%
Total Public Relations	77,200.11	106,500.00	-29,299.89	72.49%
Total Marketing/Advertising	704,066.13	1,148,715.00	-444,648.87	61.29%
Memberships/Sponsorships				
Sponsorships / Events				
Visit SLO CAL/VisitCA co-op	495.00			
Total Sponsorships/Events	495.00			
Total Memberships/Sponsorships	495.00			
Stewardship/Sustainability				
CDC Promo	11,703.75	7,500.00	4,203.75	156.05%
Coastal Trailers Project	0.00	10,000.00	-10,000.00	0.0%
STP Management	18,944.46	25,000.00	-6,055.54	75.78%
Total Stewardship/Sustainability	30,648.21	42,500.00	-11,851.79	72.11%
Strategy & Research				
Project Management	22,500.00	30,000.00	-7,500.00	75.0%
Strategic Plan	0.00	7,500.00	-7,500.00	0.0%
Total Strategy & Research	22,500.00	37,500.00	-15,000.00	60.0%
Web Development				
Content Management	12,178.86	14,400.00	-2,221.14	84.58%
Total Web Development	12,178.86	14,400.00	-2,221.14	84.58%
Encumbrances				
Paid Media	49,936.93	47,666.00	2,270.93	104.76%
Total Encumbrances	49,936.93	47,666.00	2,270.93	104.76%
Contingency				
Event Matching Funds	17,250.00	17,250.00	0.00	100.0%
Lawn Bowling Matching Funds	0.00	2,499.00	-2,499.00	0.0%
Scarecrow Matching Funds	0.00	5,000.00	-5,000.00	0.0%
Contingency - Other	0.00	165,880.74	-165,880.74	0.0%
Total Contingency	17,250.00	190,629.74	-173,379.74	9.05%
Total Expense	942,001.09	1,621,510.74	-679,509.65	58.09%
Net Income	463,065.99	0.00	463,065.99	100.0%

Balance Sheet 2019 | 2020 (as of March 2020)

SLOCTBID Balance Sheet As of March 31, 2020

	Jul 31, 19	Aug 31, 19	Sep 30, 19	Oct 31, 19	Nov 30, 19	Dec 31, 19	Jan 31, 20	Feb 29, 20	Mar 31, 20
ASSETS									
Current Assets									
Checking/Savings									
CBID Checking Account	604,760.04	611,047.83	684,171.20	604,064.83	639,823.73	518,282.38	466,149.44	469,334.42	361,299.15
Local Fund Checking Accounts									
Avila Beach	201,473.50	220,192.17	236,926.87	231,746.87	239,686.71	238,574.07	238,805.71	241,429.25	235,953.24
Cambria	221,727.38	237,623.67	257,121.40	298,387.29	277,519.30	236,243.22	251,034.08	244,668.91	257,503.21
Cayucos	321,393.41	337,605.58	353,028.72	363,653.72	368,225.81	365,249.03	363,633.34	371,924.38	373,148.66
San Simeon	582,105.61	597,086.44	615,795.86	610,599.82	616,962.68	609,943.23	595,776.95	594,094.26	586,856.58
Los Osos/Morro Bay	33,038.42	31,567.29	31,875.10	29,352.85	27,646.31	28,715.06	27,497.06	27,024.25	26,655.72
Nipomo/Oceano	68,710.10	71,403.17	76,267.11	79,645.43	82,062.37	81,281.23	82,752.27	76,758.25	72,424.27
AG/SLO/SM	32,310.27	30,492.86	32,843.83	28,317.84	27,315.64	26,670.38	24,137.69	23,471.64	22,683.49
Total Local Fund Checking Accounts	1,460,758.69	1,525,971.18	1,603,858.89	1,641,703.82	1,639,418.82	1,586,676.22	1,583,637.10	1,579,370.94	1,575,225.17
Checking	-20,436.63	-18,941.74	-24,213.21	-3,511.01	-9,163.25	-8,190.01	-15,415.40	-13,307.25	-36,131.90
Total Checking/Savings	2,045,082.10	2,118,077.27	2,263,816.88	2,242,257.64	2,270,079.30	2,096,768.59	2,034,371.14	2,035,398.11	1,900,392.42
Accounts Receivable									
Accounts Receivable	20,436.63	18,941.74	24,213.21	3,511.01	9,163.25	8,190.01	15,415.40	13,307.25	36,131.90
Total Accounts Receivable	20,436.63	18,941.74	24,213.21	3,511.01	9,163.25	8,190.01	15,415.40	13,307.25	36,131.90
Total Current Assets	2,065,518.73	2,137,019.01	2,288,030.09	2,245,768.65	2,279,242.55	2,104,958.60	2,049,786.54	2,048,705.36	1,936,524.32
TOTAL ASSETS	2,065,518.73	2,137,019.01	2,288,030.09	2,245,768.65	2,279,242.55	2,104,958.60	2,049,786.54	2,048,705.36	1,936,524.32
LIABILITIES & EQUITY									
Liabilities									
Current Liabilities									
Accounts Payable									
Accounts Payable	136,310.09	69,720.32	234,347.43	119,610.05	183,308.57	107,498.33	84,879.77	116,856.68	110,011.12
Total Accounts Payable	136,310.09	69,720.32	234,347.43	119,610.05	183,308.57	107,498.33	84,879.77	116,856.68	110,011.12
Total Current Liabilities	136,310.09	69,720.32	234,347.43	119,610.05	183,308.57	107,498.33	84,879.77	116,856.68	110,011.12
Total Liabilities	136,310.09	69,720.32	234,347.43	119,610.05	183,308.57	107,498.33	84,879.77	116,856.68	110,011.12
Equity									
CBID Unrestricted Net Assets	339,466.09	339,466.09	339,466.09	339,466.09	339,466.09	339,466.09	339,466.09	339,466.09	339,466.09
Local Unrestricted Net Assets	-204,208.38	-204,208.38	-204,208.38	-204,208.38	-204,208.38	-204,208.38	-204,208.38	-204,208.38	-204,208.38
Net Income	1,793,950.93	1,932,040.98	1,918,424.95	1,990,900.89	1,960,676.27	1,862,202.56	1,829,649.06	1,796,590.97	1,691,255.49
Total Equity	1,929,208.64	2,067,298.69	2,053,682.66	2,126,158.60	2,095,933.98	1,997,460.27	1,964,906.77	1,931,848.68	1,826,513.20
TOTAL LIABILITIES & EQUITY	2,065,518.73	2,137,019.01	2,288,030.09	2,245,768.65	2,279,242.55	2,104,958.60	2,049,786.54	2,048,705.36	1,936,524.32

Reconciliation Report 2019 | 2020 (as of March 2020)

JAMES W. HAMILTON, CPA
 SAN LUIS OBISPO COUNTY AUDITOR- CONTROLLER- TREASURER - TAX COLLECTOR - PUBLIC ADMINISTRATOR

MONTHLY SLOCTBID RECONCILIATION
FISCAL YEAR 2019-20
 Reconciliation Period Ending: March 31, 2020

PREPARED BY :
 Jackson Luepke

APPROVED BY: *Jeannine Edwards*

DATE 4/2/2020

DATE: 4/2/20

SLOCTBID-Undistributed						
Account 3100500003-2601852 Balance :		1,900,608.57				
Adj for March 2020 Activity Deposited in April 2020		36,131.90				
Adj for Corr JE 1-2017286*		15,540.00				
Subtotal:		1,952,280.47				
Prior FY Undistributed		(1,982,353.13)				
Prior Periods Undistributed	2601852	(82,108.39)				
Current Period Distributed		231,617.95				
Adjusted SAP Balance			119,436.90			
HdL TOT/BID System						
Summary Deposit Report			119,436.90			
*Corr JE#1-2017286 for \$15,540.00	Difference	\$	-			
Total:						
HdL TOT/BID System						
Area Report	Total BID	2% Admin Fee	Dist to Vendor	Dist to TC	Interest Pd	Undistributed
Jul 2019	240,864.53	4,813.29	145,935.64	3,776.56		90,952.33
Aug 2019	291,263.52	5,825.27	214,854.74	4,813.29		71,595.49
Sep 2019	253,304.07	5,066.08	96,467.71	5,825.27		151,011.09
Oct 2019	223,047.82	4,460.96	252,473.18	5,066.08		(34,491.44)
Nov 2019	157,866.15	3,157.32	119,931.29	4,460.96		33,473.90
Dec 2019	172,141.30	3,442.83	343,163.71	3,157.32		(174,179.73)
Jan 2020	146,620.64	2,932.41	198,202.54	3,442.83		(55,024.73)
Feb 2020	124,606.71	2,492.13	122,902.82	2,932.41		(1,228.52)
Mar 2020	119,436.90	2,388.74	229,125.82	2,492.13		(112,181.05)
Apr 2020		0.00				0.00
May 2020		0.00				0.00
Jun 2020		0.00				0.00
Totals	1,728,951.64	34,579.03	1,723,057.45	35,966.85		-30,072.66
Diff SAP Bal less Undist						\$ 0.00

2020 | 2021 Projected Budget Notes

Insights

- All CA DMOs will be competing for the same customer – Retargeting is key
- How do we measure success – identify and carefully track 3-4 key metrics
- SLO County anticipated to recover more quickly since it offers what folks will seek post-COVID
- May not be back to 2019 figures until late 2021 or early 2022

Collections, Carryforward, Contingency

- Assessment Collection Scenario A
 - Income \$765,114: down 80% in July; step up 10% per month to 2019 figures by Feb 2021
 - Invest full contingency and unspent from prior year \$201,850
 - Invest ½ of carryforward amount from prior year $\$540,690/2 = \$270,345$
 - Total income = \$1,237,308
 - Total expenses = \$1,237,522
 - Anticipated contingency = \$270,131
- Assessment Collection Scenario B
 - Income \$529,564: down 100% in July; step up 10%/month to 2019 figures by May 2021
 - Invest full contingency and unspent from prior year \$201,850
 - Invest full carryforward amount from prior year \$540,690
 - Total income = \$1,272,103
 - Total expenses = \$1,237,522
 - Anticipated contingency = \$34,581

Projected Expenses

- Expenses are focused in 2 main categories – Contractors/BID Bunch and Paid Media
- Paid media to equal prior year commitment at \$460,000
- Engage CAO and BID Bunch working at full capacity
- Reinvest Certified Folder monies towards LFA Imperative programs and SLO CAL co-op
- Renew annual CrowdRiff contract
- Plan CDC promotion in Jan/Feb 2021
- Contingency monies to fund Event Matching fund program

General Fund Budget 2020 | 2021 (draft as of April 2020)

CBID Projections 2020 2021 FY		Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21 ACTUAL	Apr-21 PROJ	May-21 PROJ	Jun-21 PROJ	Total
2019 2020 Collections		\$ 120,332.00	\$ 145,584.00	\$ 126,653.00	\$ 111,523.00	\$ 78,933.00	\$ 86,019.00	\$ 73,236.00	\$ 62,378.00	\$ 59,718.00	\$ 3,669.00	\$ 4,363.00	\$ 4,720.00	\$ 877,128.00
2019 budgeted collections										\$ 57,890.00	\$ 73,380.00	\$ 87,263.00	\$ 94,413.00	
Total 2019 2020 BID Assessment Collections	\$ 877,128.00													
Scenario A	\$ 765,114.60													
Scenario B	\$ 529,564.80													
Projected 2020 2021 BID Assessment Collections	\$ 765,114.60													
Contingency	\$ 165,880.00													
Unspent monies from 2019 2020	\$ 35,969.00													
Carryforward (A=50% and B=100%)	\$ 270,345.00													
Projected BUDGET for 2020 2021	\$ 1,237,308.60													
Projected Collections flat	\$ 877,128.00	\$ 120,332.00	\$ 145,584.00	\$ 126,653.00	\$ 111,523.00	\$ 78,933.00	\$ 86,019.00	\$ 73,236.00	\$ 62,378.00	\$ 57,890.00	\$ 73,380.00	\$ 87,263.00	\$ 94,413.00	
Projected Collections down 10%	\$ 877,128.00	\$ 108,298.80	\$ 131,025.60	\$ 113,987.70	\$ 100,370.70	\$ 71,039.70	\$ 77,417.10	\$ 65,912.40	\$ 56,140.20	\$ 52,101.00	\$ 66,042.00	\$ 78,536.70	\$ 84,971.70	
Projected Collections down 20%	\$ 877,128.00	\$ 96,265.60	\$ 116,467.20	\$ 101,322.40	\$ 89,218.40	\$ 63,146.40	\$ 68,815.20	\$ 58,588.80	\$ 49,902.40	\$ 46,312.00	\$ 58,704.00	\$ 69,810.40	\$ 75,530.40	
Projected Collections down 30%	\$ 877,128.00	\$ 84,232.40	\$ 101,908.80	\$ 88,657.10	\$ 78,066.10	\$ 55,253.10	\$ 60,213.30	\$ 51,265.20	\$ 43,664.60	\$ 40,523.00	\$ 51,366.00	\$ 61,084.10	\$ 66,089.10	
Projected Collections down 40%	\$ 877,128.00	\$ 72,199.20	\$ 87,350.40	\$ 75,991.80	\$ 66,913.80	\$ 47,359.80	\$ 51,611.40	\$ 43,941.60	\$ 37,426.80	\$ 34,734.00	\$ 44,028.00	\$ 52,357.80	\$ 56,647.80	
Projected Collections down 50%	\$ 877,128.00	\$ 60,166.00	\$ 72,792.00	\$ 63,326.50	\$ 55,761.50	\$ 39,466.50	\$ 43,009.50	\$ 36,618.00	\$ 31,189.00					
Projected Collections down 60%	\$ 877,128.00	\$ 48,132.80	\$ 58,233.60	\$ 50,661.20	\$ 44,609.20	\$ 31,573.20	\$ 34,407.60	\$ 29,294.40	\$ 24,951.20					
Projected Collections down 70%	\$ 877,128.00	\$ 36,099.60	\$ 43,675.20	\$ 37,995.90	\$ 33,456.90	\$ 23,679.90	\$ 25,805.70	\$ 21,970.80	\$ 18,713.40					
Projected Collections down 80%	\$ 877,128.00	\$ 24,066.40	\$ 29,116.80	\$ 25,330.60	\$ 22,304.60	\$ 15,786.60	\$ 17,203.80	\$ 14,647.20	\$ 12,475.60					
Projected Collections down 90%	\$ 877,128.00	\$ 12,033.20	\$ 14,558.40	\$ 12,665.30	\$ 11,152.30	\$ 7,893.30	\$ 8,601.90	\$ 7,323.60	\$ 6,237.80					
Projected Collections down 100%	\$ 877,128.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
Graduated Scenario from 80% down to FLAT to 2019 figures	\$ 877,128.00	\$ 24,066.40	\$ 43,675.20	\$ 63,326.50	\$ 66,913.80	\$ 55,253.10	\$ 68,815.20	\$ 65,912.40	\$ 62,378.00	\$ 59,718.00	\$ 73,380.00	\$ 87,263.00	\$ 94,413.00	\$ 765,114.60
Graduated Scenario from 100% down to FLAT to 2019 figures	\$ 877,128.00	\$ -	\$ 14,558.40	\$ 25,330.60	\$ 33,456.90	\$ 31,573.20	\$ 43,009.50	\$ 43,941.60	\$ 43,664.60	\$ 46,312.00	\$ 66,042.00	\$ 87,263.00	\$ 94,413.00	\$ 529,564.80

95% down for Apr/May/June 2019 | 2020

Admin - Financial support (AP)		\$7,800	
Admin - General + expenses (CC)		\$66,000	
Admin - District Fees (County)		\$15,302	
BID Bunch			
Content (JL)	\$	23,000.00	
Photography/Video (JM)	\$	72,000.00	
Creative (BR/Quincy)	\$	21,600.00	
LFA Support SLOCAL (LK)	\$	30,000.00	
Implementation Support (LR)	\$	24,000.00	
SLO CAL Content Co-op (HC)	\$	6,000.00	
Media SEM (AB/Dave)	\$	43,000.00	
Media Strategy (AB)	\$	69,000.00	
Owned/Email Database (BR)	\$	33,000.00	
Owned/SEO (BR)	\$	25,500.00	
Webiste (BR)	\$	20,000.00	
Website (JP)	\$	20,000.00	
Owned/Social (KC)	\$	25,020.00	
PR management (HT)	\$	48,000.00	
PR Coordination (KS)	\$	20,400.00	
PR Visiting Journalists & Media Receptions	\$	30,000.00	
STP Management (KS)	\$	25,000.00	
Strategy Project Management & Plan Dev (LK)	\$	31,500.00	
Web Dev/content (CR)	\$	14,400.00	
Paid Media	\$	460,000.00	
H1 map program with Certified Folder	\$	65,000.00	
Other LFA imperatives/ co-op	\$	-	
LFA Tools (CrowdRiff)		\$30,000	
CDC film and promo materials		\$12,000	
Event Funds and Matching Funds	\$	-	
Total Expenses		\$1,237,522	\$1,237,522
Budget Surplus (Contingency) or (Deficit)	\$	(213.69)	\$ 34,581.51
Remaining Carryforward after anticipated expenses	\$	270,345.00	\$ -

Addendum

The Phoenix Recovery Plan

Our Process

Respond – Manage continuity.

Recover – Learn and emerge stronger.

Thrive – Prepare for the next normal.

Executive Summary/Background

In mid-March, 2020 travel to the Central Coast changed dramatically as the nation saw a halt in international flights and was asked to shelter in place as a measure to stop the spread of the COVID-19 virus. April, typically a busy Spring break time, was quiet as people heeded the request to stay home. Some hotels in the area closed, while others saw single digit occupancies.

During this time, the H1DR paid media and email marketing effort was paused. We focused on engaging organic traffic – stayed active on social media and focused the message on inspirational travel. We also stayed active on search engine marketing as a way to provide answers to the large contingent of people seeking online content.

Once the coast is clear, we want to be ready to start up the tourism engine and capitalize on current trends to ensure a speedy recovery. This plan utilizes the partners, budgets, and learning from our previous efforts, but pivots toward a strong retargeting effort, some new targets, and a messaging focus on our stretch of

Highway 1 - chalk full of wide open spaces, no crowds, and peaceful places to come and breathe deep.

All current consumer research, as well as historical data, show a recovery in phases with domestic travel and leisure leading the way. The biggest question is when. Then we have to ask ourselves who will travel first? Which assets of our brand will be the most desirable? And what will go away?

We expect recovery to happen in phases as follows:

1. Domestic Drive (Key California markets)
2. Short Haul Air
3. International
4. Group/Meetings

Based on historical downturns, San Luis Obispo County typically recovers faster than California or the United States as a whole because the bulk of the business is the California drive market - which will be strengthened as those CA residents planning longer-haul summer vacations will instead decide to travel closer to home.

It will be important to watch trends to see which market segments will and will not be willing to travel right away, as well as which segments could help rebuild our business. Younger travelers are expected to be the first to travel because they aren't as afraid of the virus as older travelers. And affluency is expected to be important. Only those who haven't been dramatically impacted by the economic downturn resulting from this pandemic will feel the freedom to be able to afford to travel.

As we activate on the most important opportunities, we also need to readjust our thinking and focus on the top two or three key metrics to gauge success – most prominent will be our retargeting metrics which will be compared to new target metrics as we look to re-engage visitors.

*We must move beyond 'recovering' from the crisis
and toward 'thriving' in the long run.*

Research

Miles Media - Travel Sentiment Study

- 84% of travelers have changed their plans
 - 53% have cancelled completely
 - 43% have reduced their plans in some way
- Factors impacting plans are overwhelmingly due to the SIP recommendation
 - 67% blamed COVID-19
 - 25% are concerned about the economy
- 65% say they plan to travel in the next six months and the majority are focused on a destination they can drive to.
- The majority of travel content being consumed was online video

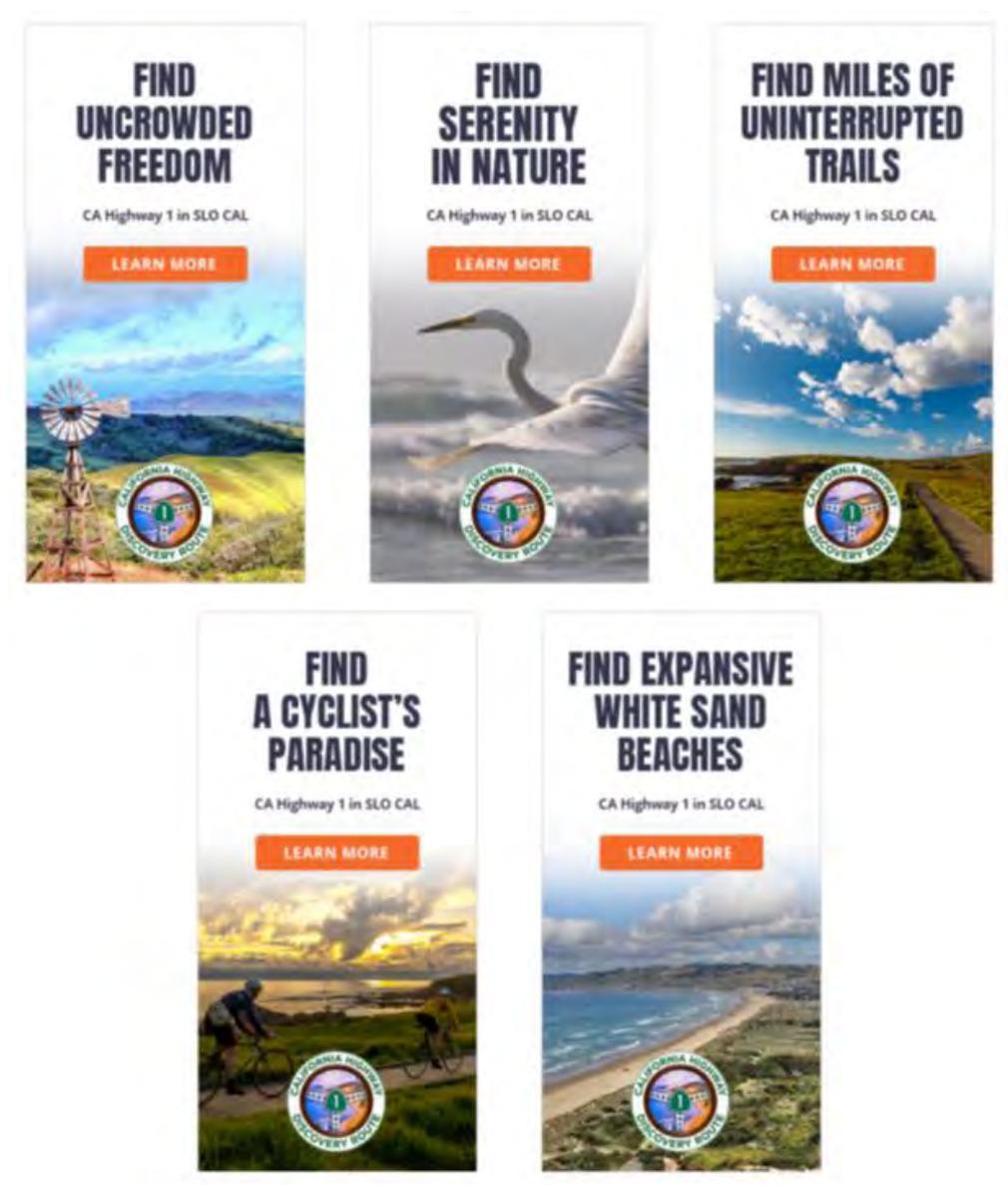
TripAdvisor Research – Site visitors

- 59% say more likely to take a road trip post COVID
- 71% spent time IN THE LAST WEEK planning and researching potential trips
- 55% have spent FIVE HOURS in the last week planning their future trip
- People are looking for inspirational images and content and planning for that future trip – and wanting to get back to normal.

Adara Data – Recent travel searches

- There is an increase in searches, especially for family travel beginning six weeks out through September 1. However, they noted that it is premature to make meaningful and specific predictions given what's happening is unprecedented and unpredictable.
- “Gating Events” must occur first which includes a reduction in rate of infection, and the removal of shelter in place orders and travel restrictions.

Messaging: Wide Open Spaces, uncrowded, serenity, expansive, uninterrupted trails



Landing page

We have created a new landing page <https://highway1discoveryroute.com/wide-open-spaces/> as the center of our “Phoenix Plan”. Not only will we have the Uncrowded Wide-Open spaces content, we will have new content focused on the Solo Traveler, a Preserves/Sanctuaries/Estuaries page, a Coastal Hikes page, a State Parks along H1 page, and Cycling content for each LFA.

Media Recommendations

We have reprioritized and will be activating our most important tactics. Key to our program is the utilization of retargeting to re-engage those who have shown past interest in our area. Learning will help inevitably inform future efforts, creating a bridge/framework for our 2020 | 2021 plan. Reporting and metrics will be key to continuous improvement.

Note: \$140,000 in media paused in early March will help fund the recovery plan.

LA Times

- Update overall targeting to reflect audiences that may have interest in elements/events/activities most relevant to Wide Open Spaces, including people who are interested in:
 - Preserves/Sanctuaries/Estuaries
 - Coastal Hikes/hiking guide
 - State Parks along H1
 - Cycling
 - Overall wellness
- Retargeting
 - Site retargeting for those who spend 1+ minutes on the H1DR website.
 - Dynamic Map Retargeting – video and display retargeting those that have visited specific LFAs/activities on our map.
 - Email retargeting – retargeting those who have opened past LA Times emails.
 - Search Retargeting –targets an audience based on the previous searches they conduct on other websites across the Web. Unlike site retargeting, search retargeting is designed to find new customers which have likely never been to a marketer's website before.
- Emails/Newsletters
 - Retarget to those who have previously opened an email.
 - Expand new email drops to Wide Open Spaces targets.

- Expand new emails to intenders showing heavy search or travel habits in the last 6 months (travel 3x in 6 months).
- Facebook Ads:
 - New creative with updated targeting
- New testing to include Facebook Video (focused on wide open spaces), You Tube, and Pinterest

SFGate

- Email Digest
 - Create an email execution that includes all of the H1DR program elements to date with a focus on wide open spaces. This will include not only the stories that we have created to date, but also include links to the influencer content as well as the quiz.
- Email List Retargeting
 - Use the lists that we have currently reached with the new digest execution. In addition, we will add an additional 150k emails to the new target audience.
- Media Retargeting
 - Add a retargeting campaign reaching readers that have interacted with the site. We can also use this information to create a look-a-like audience to extend the reader pool.
- Additional Story/Listicle
 - Wide Open Spaces activities

TripAdvisor

- Multi-Click and Destination Ads
- Targeting/Retargeting:
 - Continue to Focus on Road tripping and our GEOs
 - Target folks who are in the planning phase for Central Coast and/or those who are lower funnel in the shopping/booking phase.
 - Retarget those searching Central Coast destinations across TripAdvisor site, TripAdvisor network, and audience extension (off platform). We can leverage this also on social.
 - Utilize Connect (TA Facebook social).
- Consider \$25k Email Co-op

Yosemite

- National Park newsletter feature
- Facebook posts are scheduled for May, June, July and August

Search Engine Marketing

- Increased impression shares in Google Search for keywords that have a proven record of delivering engaged sessions on the website. There has been an increase in cost per click and cost per conversion during this SIP period, but we've increased impression share by 15-25% for most of those top keywords and we've added some similar-to-high-converting keywords to help drive more qualified traffic, particularly to the LFA pages/sites.
 - Highest converting keywords include:
 - *"highway 1 trip planner," "beaches near pismo," "attractions along highway 1," "central coast ca," "things to do in cayucos," "things to do in cambria," "big sur," "big sur what to do," "weekend getaways near me," "avila beach resort" etc.*
- Expanded SEM Retargeting:
 - Retargeting those who spent 1+ minute on the CBID Website
 - Increase CPCs to capture more "in market" users. We've been using "In-Market Audiences" who Google has identified as 'in-the-Search-market' for certain things. We've boosted bids for activities searches because they've been converting.
 - High Travel Intenders focused on Wide Open Spaces keywords. Google Keyword Planners shows search volume with words like "state parks," "hiking guide," and "wellness resorts."

Email

Our email program was paused in early March, and will be reinstated starting in mid-April to reach the aspirational traveler within our 80,000 person database. We will not only incorporate CrowdRiff galleries, we will also embed video to improve engagement and click-through rates. Furthermore, we will increase our send rate to every other week and the messaging will pivot to reinforce the wide open spaces creative concepts with subjects/content like:

- The Wide-Open Spaces We All Love on Highway 1
- Explore 100 Miles of Uncrowded Freedom on Highway 1 (Driving Optional)

- Find Your Distance Where Wildlife Abounds
- Tunes and Digs to Inspire Your Summer Road Trip
- Traverse Miles of Uninterrupted Trails Along Highway 1
- Your Guide to Expansive Beaches Along Highway 1

Social

Since many travelers will seek to avoid air travel in the weeks and months ahead, we will focus on road trippers and drive markets, providing travelers with the inspiration and information they need to embark on a road trip. Focusing on these audiences in drive markets, we will shift our social media messaging to focus on Road Trip verbiage and easy drive accessibility. We will continue to promote solo travel, wide open spaces, wellness activities, and preserves/sanctuaries, as visitors are initially going to want to stay away from large group gatherings and crowded attractions.

Help travelers find calm and let them know we're thinking of them with virtual looks at beautiful scenes within the H1DR destination:

- #Highway1Dreaming
 - Use this new tag to promote a social campaign around future travel – stemming from this article: [Travelers Tell Us The First Place They Want To Go, Once Travel Is Safe Again.](#)
 - Ask all LFAs to use this hashtag to promote similar messaging about experiences along H1DR.
- Most engaged posts become ads on LAT
 - As we track our most engaged posts and videos on social, we will work with LAT to quickly turn those into ads to engage our digital audiences.
- Seek out and emphasize solo travelers
 - Instagrammers love to post wide shots of themselves, alone, amid a beautiful setting.
 - Amplifying these sorts of images will help convey that H1DR features plenty of elbow room and all sorts of majestic scenery.
 - We can use the H1DR video clips and images sourced from CrowdRiff to do so.
- Get off the grid
 - Highlight remote, small towns great for avoiding crowds, recharging, and finding solitude. Additionally, focus on opportunities to eat and shop locally, supporting small businesses.

- Was your event or special occasion canceled because of coronavirus?
 - Visitors might have had to cancel a birthday/anniversary/honeymoon/celebration trip due to coronavirus, so, we will also message about them being able to re-book and “celebrate now.”
- Virtual Travel Guide
 - Buckle up and follow this spectacular coast-hugging drive for a life-changing adventure. Design your itinerary for spontaneous pull-overs, spectacular sunsets and lots of family fun— discover why California’s Highway 1 is the ultimate road trip destination.
- Utilize Pinterest more
 - Utilize this channel during the recovery period with content related to road trips, solo travel, wellness etc.

Video

We are shooting more video and photography and also editing video with existing and new footage – including the creation of a Wide Open Spaces video, Preserves/Sanctuaries, and a digital Travel Guide of each of our 10 destinations. Video will focus on experiences from a variety of perspectives, including a bi-plane, from a drone, showing people hiking from a distance, etc. We will also create more video shorts for use on social as well as curate additional video and photos for LFA usage.

Content/SEO

We will continue to develop authority pages based on SEO guidelines that will rank for top keywords, including a solo travel authority page, golf, biking and more.

Collateral

Recommending we distribute the remainder of our maps through Certified Folder and then take a hiatus from printing the map so these funds can be used for additional LFA imperatives and SLO CAL co-ops.

Collaboration with LFAs and Visit SLO CAL

Weekly calls and ongoing communications with our LFAs and SLO CAL is key. Taking our lead, the LFAs have re-forecasted current and new fiscal year budgets to ensure decreased revenues and expenses are in line. LFA imperatives will be an important aspect as we look to grow our SEM program, grow our photo and video assets, participate in Google 2.0 coop with SLO CAL and consider a retargeting program with LAT.

Stewardship Travel for Good

The Travel for Good message will be more important than ever as travelers look to make a deeper connection with themselves and their surroundings. The Coastal Discovery trail will be launched in June and many of the activities will work well with the Wide-Open Spaces concept. Here are some activities that can be done with safe social distancing practices and all have the focus of exploring the great outdoors:

- Cayucos Land Conservancy Nature Walk
- Kayak Back in Time to Port San Luis Lighthouse
- El Moro Elfin Forest Nature Walks
- Fiscalini Ranch Preserve Nature Walks
- Sea Otter Spotting
- Seaweed Foraging Tour
- Cambria Self-Guided walking tour
- Spot marine life along the Whale Trail

Public Relations

Pre-recovery PR efforts have focused on “Where do I want to go when it’s okay to travel again?” Here’s an example below:

Amelia Mularz ([ameliamularz](#)) — CALIFORNIA’S HIGHWAY 1

As much as I love the square mile of terrain, I’ve been covering during quarantine walks in my L.A. neighborhood (I seriously know each succulent by name now), I’m craving real nature. I’m also feeling guilty because it’s only now that most hiking trails and beaches are closed in Southern California (due to coronavirus) that I realize I haven’t been taking advantage of them in the first place. That’s why the moment we get the green light to travel, I’m heading on a Highway 1 adventure.

Bidding farewell to my newfound, water-wise friends (see ya, Pablo, the Packard Street Cactus), I’m beelining straight to Nipomo to live out my lifelong dream of visiting a luffa farm. Did you know luffa sponges grow on vines? Then, I’ll head to Cambria, where there’s a new hotel called [Oceanpoint Ranch](#) right on Moonstone Beach. I’m embarrassed to say, I’ve never been to [Hearst Castle](#), so I’ll swing by there, too.

As we look to the recovery, many are now predicting that 2020 could become the year of the car. With that in mind, our stretch of Highway 1 is uniquely positioned to deliver viable offerings around experiences visitors will be craving as they gradually re-engage and travel.

Initially, re-emergence public relations efforts will be focused on the Los Angeles, San Francisco/Bay Area and the Central Valley drive markets while slowly extending the perimeter as travel comfort level expands in the minds of the consumers.

Pitch themes will focus on the quintessential road trip with emphasis on wide open spaces, wellness, nature and wildlife, and outdoor activities. Key to the narrative will be positioning the unique attributes of our stretch of Highway 1 under the umbrella of mindful sanctuaries, road chill along the coast, and coastal discovery trail activities. As we look to summer/fall, we have key long-lead travel stories in the pipeline, such as Travel + Leisure, Los Angeles Times and AAA Encompass. Combined with on-going focus on short-leads to help support the recovery plan, we're positioned to activate as soon as the timing is right.