



## **Exhibit C**

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

#### **Year End Report for 2018**

**Submitted May 3, 2019**

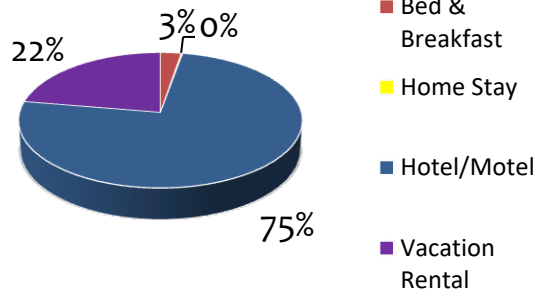
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## Synopsis of 2018

### Background and Structure

Formed in 2009, the focus of the unincorporated SLO County tourism BID has been



marketing our regions to draw more overnight visitors staying in our 500+ lodging businesses within the CBID's 10 unincorporated communities (Ragged Point, San Simeon, Cambria, Cayucos, Los Osos/Baywood, Avila Beach, Oceano, Nipomo, Edna Valley and Arroyo Grande Valley). The CBID includes a mix of hotels, motels, B&B, home stays and vacation rentals.

The CBID was the first in the country to create a structure whereby 50% of the BID assessment collections (1% of the 2%) came back into the community that generated those funds. As SLO County's only regional tourism BID, our structure varies from other local BID organizations (refer to the Organizational Chart on page 23). In short, the CBID structure involves:

- 8 boards - CBID Advisory Board and 7 Local Fund Area (LFA) Boards
- 44 volunteer board members
- 13 contracted member marketing team – referred to as the 'BID Bunch'
- 5 LFA marketing firm partnerships

### Our impact within our unincorporated communities

The seven (7) local fund area (LFA) boards have significantly impacted their unincorporated communities approving almost 500 programs and projects worth over \$6.5 million since 2010. In 2018 the LFA boards approved \$1,630,462 in funding supporting projects like the Cayucos 1<sup>st</sup> Street Beach Access (in partnership with Supervisor Gibson and County Planning), and program/project funding with partners including Friends of the Elephant

Seals, Central Coast Aquarium, Oceano Dunes, Hearst Castle Theater, and many other non-profits who have received funding to support local event sponsorships, marketing programs, community beautification and infrastructure projects.

## TOT & BID Assessment Tracking

As the weather continued to impact traveler's access along Highway 1 throughout 2018, the challenges faced by our North Coast communities directly impacted the fact that TOT came in slightly down from prior year.

	<b>TOT Totals</b>	<b>BID Assessment Collections</b>
	(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	\$8,488,957	\$1,866,268
Y/Y Growth	-0.1%	-2.8%
Growth since inception	+55.7%	+54.4%

Keeping in mind that helping to drive healthy TOT is only one of the many areas of focus for the CBID...we remain encouraged at the engagement of our lodging constituents, the important community projects that get accomplished in each passing year and the local/regional partnerships we help to build. Alongside these efforts, the CBID will continue to take a lead role in the County Beautification and Infrastructure (BIG) program, bringing a needed \$90,000 annually for projects within the County's unincorporated communities.

## Looking Ahead

We learned through SLO CAL's 2016 Merrill Research Awareness Study that 82% of the respondents ranked Highway 1 as the highest in overall awareness when asked about SLO County communities and places to visit. Knowing that Highway 1 is one of our most recognized assets, the CBID is working with our other Highway 1 communities, including

Grover Beach, Pismo Beach, San Luis Obispo and Morro Bay so that we can bolster our position in the visitor's consideration set and get them to come to our stretch of Highway 1.

As we look to evolve our collaboration with our neighboring Highway 1 DMOs, we will continue to gain momentum with SLO CAL to create direct impacts within our ten unincorporated communities, their Local Fund Area (LFA) boards and their marketing partnerships.

As we enter the 2<sup>nd</sup> year of our 3-year marketing strategy, we will focus on specific areas:

- › Become a more active voice of the 7 LFAs/10 unincorporated communities
- › Become an educational resource to each LFA to help improve their marketing efforts
- › Focus on a regional effort to increase awareness of Highway 1 as an attraction
- › Bolster relationships with other Highway 1 DMOs to build on one our most recognized SLO County assets
- › Evolve our collaboration with Visit SLO CAL around content support to more strongly position our stretch of Highway 1 within the consideration set of the potential visitor, and continue our work together around vacation rental advocacy and destination development

We know that our strength comes from our continued ability to collaborate and connect. So, with our newly curated 13-member BID Bunch on board, having proven this marketing team can deliver results, we come into 2019 focused on strengthening our local fund areas, ensuring more folks know about our stretch of Highway 1 and being a bridge of opportunity for our unincorporated communities. Each of these areas of focus support our CBID vision of *people and places, engaged and enriched through tourism*.

According to data collect from TravelTrakAmerica 2017, 4% of the total California visitors spend time in the Central Coast region. With over 80% of California residents traveling on vacation within their own state, there remains a tremendous opportunity to entice more CA visitors to our stretch of Highway 1 in SLO County through a comprehensive marketing strategy that is informed by research and trends and focuses on key partnerships.

## **Marketing Plan July 2018 – June 2019**

### **Executive Summary**

This “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 (see pages 21 and 22).

The overarching goal for the team was 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. This plan was informed by the following:

- Understanding of past efforts – what worked and didn’t
- Recent research, survey results, social media engagement, and website analytics

While our primary duty is to influence prospective visitors to visit the destination. The key is to understand how we measure our influence. We will focus our Signs of Intent (SITs) on the quality of specific actions around the content and site interaction and outline those in detail toward the end of this plan.

The BUNCH recommends creating three distinct CONTENT DISTRIBUTION campaigns – each focusing on Highway 1, but allowing us to test and refine, listening to what resonates with our visitor and bringing a cohesive and aligned message to everything we do – creating and distributing content to drive more engagements and a higher intent to visit. In all, the new and improved media program is projected to deliver over 72 million impressions and will support a more engaged audience, a more qualified email database and ideally an audience more greatly compelled to visit our stretch of Highway 1.

#### CAMPAIGN ONE – October – December

Focused on reinforcing the “Highway 1 is Open” message, this will be a broader effort focused entirely on the Freewheeling Soul Seeker with information about outdoor activities, hidden gems, and special experiences. Testing of messages and distribution channels will help inform future campaigns.

#### CAMPAIGN TWO – January - February

The second campaign will transition to 60 percent of efforts focused on the Freewheeling Soul Seeker and 40 percent on the Mama Soul Seeker and will feature the Coastal Discovery

and Stewardship Celebration as well as continuing the Highway 1 is open messaging. Content will include a selection of 36 Coastal Discovery events and Stewardship activities but will also provide a launchpad for the new Stewardship Travel History & Heritage Trail.

### CAMPAIGN THREE – March - April

Campaign Three will incorporate the learning from the first two campaigns now testing an emphasis on targeting the Mama Soul Seekers. Still featuring Highway 1, the spring campaign messaging will feature beach activities along Highway 1.

### **Key Learning: Miles Website Conversion Study**

- **Destination Marketing Organizations (DMOs) are reaching more potential travelers than ever before.** With the power of new media, almost all destinations are delivering more content to more consumers.
- **At the center of this expanded audience is a destination's website.**
- **It's important to understand that different content types** are used at different points in the trip planning process as well as how content needs change based on the seasonality of the planned visit. There is a wide variation amongst the DMO websites in the type of potential travelers (see graph below). Content most influential in driving visitation:
  - **Things to Do: 79%**
  - **Dining: 43%**
  - **Maps & Transport: 42%**
  - **Events: 31%**
  - **Images: 28%**
- **Sources of traffic differ at different points in the trip planning process** – paid traffic sources have greater impact in driving visitors who have yet to decide to visit a destination.
- **Campaign performance can be measured** against specific website features, actions or conversions (and can therefore act as critical Signals of Intent to Travel).
- **We are at the start of a golden age for data-driven, results-focused destinations.** Finally, and perhaps most important, the actual visitation, visitor spending, and ROI of the website as the DMO's most important marketing platform is beginning to be linked using new tools and technology to help measure and report on real results.

### **Key Learning: Database Survey**

- Contest-focused marketing efforts deployed in the past didn't generate qualified leads
- Beach and outdoor activities rank highest in interest, with beaches, parks, and farmer's markets at the top.
- Toward the bottom of the list were more high adventure activities including ATVs, mountain biking, golf, and surfing.
- Reinforcing our Freewheeling Soul Seeker and Mama Soul Seekers personas, most surveyed travel with a spouse/partner, or family.

- Stewardship Travel is a strong value proposition, but finished last in activity preferences across all surveys. The phrase “stewardship travel” may be difficult to understand. Keeping a focus on the outdoor activities, learning options, and adding a new history and heritage component could help this effort resonate more strongly with the visitor.

### **Key Learning: Feeder Market Awareness Study**

- Community awareness overall is low (Avila Beach 38%, Edna Valley 22%), however, Highway 1 awareness is 82%.
- Those surveyed aren’t really sure where we are located. For instance, only 34% placed San Simeon in San Luis Obispo County.
- San Francisco residents are the “toughest sell,” saying that other areas are closer or easier to get to and they don’t think there’s enough to do. They cite that other destinations offer a higher quality experience.
- #1 reason for not visiting is “lack of familiarity with the area”
- Our biggest opportunities lie in promoting historical/cultural attractions as well as outdoor activities

### **Key Learning: Merrill Research Specific to H1DR**

- 97% of those surveyed considered our unique portion of Highway 1 to be very or somewhat unique and 82% say they would stay overnight vs just driving through. Seattle had the most interest in staying overnight – 90.7%.
- Our biggest opportunities include:
  - Increase awareness of Highway 1 in California markets
  - Collaborate with Visit SLO CAL to include the Highway 1 message in out of California messaging
  - Promote our unique stretch citing over 500 lodging options

### **Key Learning: SMG Influence Study & Recommendations**

#### **Influence Study Results:**

- The Highway 1 website is the key source of influencing visitors to the area.
- Facebook and search engine/paid advertising were the most common ways that people found out about the website.
- Fully 18% indicated the website was “Very Influential” in their decision to visit. Another 23% were “Somewhat Influenced” in their decision to visit.
- 97% of those surveyed rated their trip to the destination as Excellent/Very Good.
- “Lack of time” (42%) and “Went somewhere else” (28%) were the primary reasons for not visiting Highway1 Discovery Route.
- Non-Visitors who went somewhere else were most likely to go to other Coastal/Beach destinations (58%).

#### **Recommendations:**

- Improve the Bounce Rate- When the study was conducted the bounce rate was 74% which is high. It is thought that the bounce rate is high as a result of the promotions that typically have been used to generate interest in the site. (The organization is now focused on an approach to builds a more distinctive and interesting brand, telling a compelling story about the region and building website traffic through the promotion of the brand.)
- 92% noted the website is very influential/somewhat influential to help plan a future trip. Website Features that could be improved include destination videos, specific lodging information and special event information.

## **Marketing Imperatives & Initiatives**

The 2018-2019 plan will focus primarily on the highlighted area below, but learning will help inform strategies aligning with the other initiatives as well.

### **Evolve Marketing Leadership with Local Fund Areas (LFAs) – 15%**

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

- Working with Coraggio Group and resources from Travel Oregon, we will draft a menu of marketing opportunities, educational and technical assistance opportunities, and a change management approach for the LFAs to consider focused on:
  - Sharing a streamlined future state, their role in it, and the planned approach to get there.
  - Focus the LFAs on retargeting and moving potential visitors to the planning phase of the funnel.
  - Help LFAs choose from among “coattail” marketing opportunities.
  - Help LFAs choose from among educational and technical assistance opportunities.

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

The media plan will build on previous partnerships in order to amplify engagement activities to and help push “consideration” into planning intent at the LFA level. These include:

- Social – amplify content deals with large social extension of media
- Regional Alignments and Premium Road Trip Partnerships to support Rural Road Trip efforts.
- Through social media, support the LFA’s by sharing their brand messages, events, blogs and content.
- Ask LFA’s to add us as co-hosts to their events to streamline efforts, reduce duplication, and keep traffic all feeding to one spot rather than dispersed.
- Share all assets, including photos, video, and written content through channels by creating easy access points



## **Pursue Excellence and Efficiency of Owned Media (35%)**

### **Refine and leverage the database, increasing efficacy and driving visitation**

- Segment lists for tailored marketing and build a content plan based upon traveler preferences
- Find new and different ways to convey Stewardship Travel focused on the visitor benefit
- Engage users with attractions that drive website engagement
- Identify a lead generation strategy that works well for Highway 1
- Build email automation campaigns based on lead acquisition activity
- Partner with 3<sup>rd</sup> party providers to grow database (i.e., Yosemite Journal and Kind Travelers)

### **Align on web strategy for “Best of Highway 1”**

- For 2018/2019 we will maintain the H1DR website and continue to bolster Highway 1 content. As we evolve our partnership with SLO CAL, our website strategy will evolve as well.

### **Develop and execute social strategies to drive consideration**

Social media will be integrated into all other programs to increase the power of our voice, helping travelers envision themselves here. We will focus on influencing visitors by delivering them fresh inspiring content, authentic stories, and user generated content (Chute) directly to their newsfeeds. including destination-specific content from all 10 destinations.

- Analyze social media insights to improve fan interaction & engagement
- Use all relevant hashtags to increase impressions of content
- Continue to build our Instagram Story Highlights with new photo/video assets
- Integration with the BID Bunch to grow content, assets and audience

## **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.**

- Utilize framework and effectiveness of SLO CAL’s “Life’s Too Beautiful to Rush” campaign to tell editorial stories
- Attend industry media events such as Visit California and SATW to pitch journalists and secure destination visits and coverage
- Enhance relationships with the social media fan base and industry influencers, like the SLO CAL Ambassadors, while building enthusiasm for the unique attributes of the regions.
- Engage in cooperative efforts that help drive the distribution of content, including the negotiation of shared usage rights for SLO CAL photo and video assets.
- Become the lead in curating and sharing content about Highway 1.
- Pursue co-op offerings, including Arrivalist research and retargeting opportunities.

## Pursue partnerships that drive awareness to our unincorporated communities

- Utilize SLO CAL, VCA and CCTC relationships to leverage media visits
- Continued partnership with various stakeholders, including Hearst Castle, the Central Coast Aquarium, and Kind Traveler.

## Develop effective and targeted content for our personas

- Create content that leverages regional brands, including repurposing existing content
  - Build a photo and video library and provide access to LFAs, All Agency and tourism partners (minimum of 50 new photos and 20 new videos per month)
- Ensure content position is effective
  - Develop targeted campaign content linked to each campaign
- Increase overall awareness of the communities
- Focus on asset awareness to drive visitation
  - In addition to the assets available along Highway 1, the Stewardship program will add a History and Heritage Trail component
- Communicate the value proposition - CBID Brand Voice & Tone: *Nurturing By Nature*  
The difference between voice and tone is subtle but significant. The **voice** is consistent, unique and unchanging, while the **tone** tailors to the audience, situation or subject. The **voice** of CBID communications sounds nurturing, soulful and fun, like that of a beloved friend who sees we need serious play time, and invites us out to the beach for the weekend. We speak with warmth and openness and we encourage them to savor every moment. Our voice says we value:
  - Experience over excess
  - Adventure over accumulation
  - Being over doing
  - Quality over quantity
  - Care over consumption
  - Joy over judgement
  - Sanity over speed
  - Curiosity over convention

Our tone pivots to address the needs of any guest and is always warm and casual.

- Ready-For-Anything. Life is short. Why not embrace the unexpected? With meaningful moments and play at the forefront, our communication can be carefree and curious, a gentle guide for travelers looking to be surprised and delighted during their stay.
- Knowledgeable. Huddle up: Want to discover Highway 1's best burger joint? Or an off-the-beaten-path wildlife area, cycling route or affordable hotel? Curiosity has its rewards. An authoritative, insider tone entices readers to hunt down our most beloved tucked-away secrets and hidden treasures.
- Welcoming. There's no password or secret handshake here. All are welcome! Keeping the tone inclusive invites everyone into the fun. After all, friendliness is one of our greatest natural resources.
- Pursue earned media strategies
  - Provide a constant flow of newsworthy story angles to media to inspire individual media visits

- Conduct media missions to key markets
- Conduct robust proactive media relations to key, targeted list of media

Media Missions:

September - SATW

October - Visit California, San Francisco

November - Visit California Boot Camp - location TBD

March - Visit California - New York

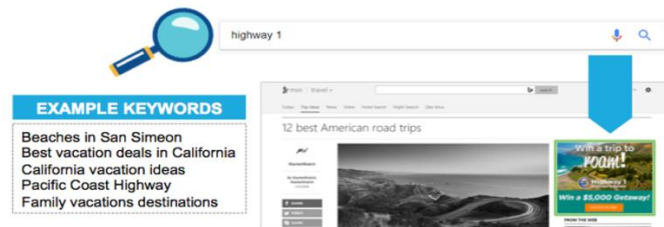
- Leverage owned media
  - We will prepare a content inventory to understand what we have – and don't have – and repurpose as much as possible for the three campaigns, but we will also be creating new content, measuring customer engagement, and refining it. Blog content will be developed to improve the SEO.
  - We will also focus on top activities as reported by SLO County Visitor Centers, including beach combing and tide pooling, Hearst Castle, wine tastings, hiking and biking trails, butterflies, and Farmer's Markets.
  - Capture new, relevant and captivating photos/videos of Highway 1 – specifically its reopening and the increased accessibility for travel and tourism to develop a broader library of assets.
  - Website Enhancements will include:
    - Development of a History and Heritage trail map
    - Migrate feed application
    - Development of landing pages related to marketing campaigns

- Leverage paid media

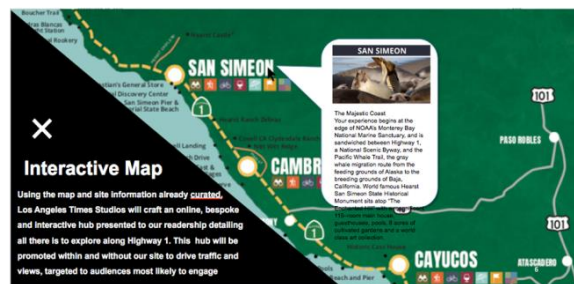
The media plan will draw on successful partnerships from 2017/18 that helped to increase our engaged database, amplify our message, drive interest in our Stewardship program and increase our overall awareness and consideration of Highway 1. This year we are proposing to create a much stronger voice for our message, more than 50 million impressions, as well as utilizing some exciting new strategies including:

- Smart targeting using programmatic or “machine-based” learning platforms to map Mama and Free Wheeling Soul Seeker ads to sophisticated techniques such as:
  - Behavioral/Interest-based targeting, and geotargeting
  - Actionable data segments (ex: Soul Seekers = pull data segment from data providers that segment by travelers who are interested in a road Trip)
  - Keyword context (match good performing search engine keywords to ads served online)
  - “Look a likes” (Upload our database and find birds of a feather that look like our current engaged users)

- Connected TV: Run video ads on quality content through premium partnerships
- Native Targeting: Increase brand affinity and site traffic by aligning native ads next to highly relevant content
- Analysis will include both a proven partner - Trade Desk, as well as Visit SLO CAL's current platform MIQ.
- Expanded and more sophisticated retargeting efforts, including:
  - Search Retargeting - Reaching users right after searching for custom, declared search terms like those in the graphic example below. The searches occur on most any website that has a search box.
  - Household - Planning a vacation affects more than just one person, extend targeting to other decision makers in the household to further drive consideration.
  - Traditional retargeting, whereby ads are served to anyone who comes to the H1DR website and goes back out onto the greater web.



- Exploration of high impact, regionally rich, interactive map-based effort with a partner like LATimes, BANG, Westways, Sunset or TripAdvisor.
  - Feature an Interactive Map or microsite with storied content + 10 destination blurbs within the interactive map.
  - Social Influencers who travel to Hwy 1 destinations - high volume pieces of content, including posts and longer form stories for influencers.



- “Value Add” that supports the Stewardship program
  - We'll explore having media vendors with programs that exceed \$10k contribute a portion of added value funds to support Stewardship.
- Flighting of our target audience segments

STRATEGIES TO DRIVE CONSIDERATION		KEY INITIATIVE/ EXAMPLE PARTNER	Q1			Q2			Q3		% By Strategy
			Oct	Nov	Dec	Jan	Feb	Mar	April	May	
			RR SOFT LAUNCH			RR SOFT LAUNCH					
ENGAGEMENT	LFA Focus via #1 Feeder Market	Interactive Map, LA Times									80%
	Regional Alignments	Yosemite Mag, NBC, Alaska Air									
	Premium Partnership RoadTrip	Road Trippers									
	Continue StewardShip & "In Kind" AV	Kind Traveler									
	Co-op Programs	SLoCal, VisitSLO, Miles, etc									
SMART TARGETING	Smart & Scalable Targeting/and Measurement With Programmatic Retargeting	The Trade Desk									3.57%
	SEM to Support brand terms	Google AdWords									
	Social Video: FB/Instagram										
AMPLIFICATION											16.67%
OPTIONAL MEASUREMENT	3rd party Ad Serving Or Arrivalist										
	Content Survey	NBC									
CONTINGENCY	Q3 Contingency	TBD									16.67%
\$420,000											

- SEM Support
 

Search ads are an incredibly important component to an integrated media mix within our customer's consideration phase, 71 percent of consumers begin their journeys by using a search engine to discover new products and services (initiation), and 74 percent reported using a search engine for consideration and purchasing (research, comparison, transaction). Our planning for SEM will explore:

  - Both H1DR branded messages and LFA specific destination content and activity.
  - SEM and SEO teams will work closely to ensure ads drive to the top 2 or 3 most-trafficked pages within each site to ensure that there is high relevance to the most common searches.
  - Dynamic Search Ads, Mobile and non-Mobile versions
- Expand and explore new measurement techniques.
  - Programmatic Findings including:
    - Conversion from Impression to Arrivals using GeoLocation
    - Household device reach
    - Geo and Intent Signals

## Signs of Intent to Travel – Evaluation and Monitoring of Results

With the overarching goal focused on deepening engagement throughout the customer journey, it's difficult to choose a short list of key performance indicators upon which to measure campaign results. Our primary duty is to influence prospective visitors to visit the destination and the key to understanding that is to understand how we measure our influence. We will focus our measurement on a variety of Signs of Intent (SITs) which focuses on the *quality* of specific actions around the content and overall site interaction. This will include not just site visitation, although that's a good start, but also the stickiness of that visitation, including the number of people accessing detailed listing pages, downloading content, viewing detailed event information, and signing up to receive future

correspondence. In the end, we will be working to measure and maximize conversions from initial impression to arrivals using Geolocation technology. If we can truly get this information, we can test and maximize the best strategies and tactics to maximize visitation.

Some Current Benchmarks:

**FY Social Stats 2017-2018 | Goal: Increase Engagements by 50%**

Facebook Fans	Impressions	Engagements
90,534	8,558,428	108,147
Instagram Followers		Engagements
17,069		71,294

**FY Website Stats 2017-2018**

Sessions:	209,436	<b>Goal: Overall increase of 30%</b>
Pageviews:	349,517	<b>Goal: Increase by 50%</b>
Session duration (TOS):	1:19	
Bounce rate:	63.15%	<b>Goal: Lower to 50%</b>

Specific SITs include:

- Content Reach/Impressions
- Followers & Interactions
- Sentiment & Conversation
- Referrals to and from Industry Partners
- Click-thru rates on digital and email campaigns and retargeting efforts
- Quality of traffic - web pages: volume, page views, time on site, and referrals
- Email sign-ups AND Quality Score
- Downloading of maps/information/content
- Increased Engagements
- Drive Website Traffic and Organic Sessions
- Generation of New Leads (clicks, subscribers, followers)
- Focus on trending (Live Video, Instagram Stories, Instagram Highlights, and Instagram TV)
- Conversion from Impression to Arrivals using Geolocation
- Household device reach
- Geo and Intent Signals
- Continued social engagement: time Spent, sharing, email sign ups
- Content Preference: Explore both analytics and a vendor study

## 2018 | 2019 Marketing Budget

### Marketing/Advertising

LFA Imperative		\$127,500
Development/Strategy	\$18,000	
SLO CAL Partnership	\$ 5,000	
Coraggio Group	\$61,200	
Other and LFA tools	\$43,300	
Media		\$485,850
Paid	\$350,000	
Co-op	\$ 72,000	
Strategy, Planning, Buying and SEM	\$ 45,850	
KindTraveler/STP	\$ 9,000	
Media pass-thru fees	\$ 9,000	
Collateral/Brochure		\$ 60,400
Creative Development		\$ 20,000
Content Curation		\$ 55,000
Photography/Video Assets	\$ 18,000	
Content/copy/blogs	\$ 9,000	
Video produced for campaigns	\$ 28,000	
Strategy and Research		\$ 44,000
Project Management/Planning	\$ 18,000	
Research	\$ 26,000	
Earned Media		
Public Relations		\$ 49,500
Owned Media		\$ 81,600
Social Media	\$ 20,600	
Website	\$ 20,500	
SEO	\$ 18,000	
Database	\$ 18,000	
MailChimp	\$ 4,500	
Other Expenses		\$ 64,000
Getaways (Yosemite Journal & KT)	\$ 7,500	
CDSC promo	\$ 12,500	
Visiting Journalist	\$ 24,000	
Media Receptions	\$ 20,000	

**TOTAL MARKETING BUDGET** **\$987,850**

## **Marketing Progress**

Based on the Marketing Plan outlined on the previous pages, following is a quick summary of our progress against each of our imperatives as of March 2019.

### **Evolve Marketing Leadership with Local Fund Areas (LFAs) – 15%**

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

- Met with Coraggio Group and resources from Travel Oregon, and have drafted a menu of 12 marketing opportunities, educational and technical assistance opportunities, and held a meeting with the All-Agency team to review.

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

We amplified engagement activities to help push “consideration” at the LFA level. These include:

- Social—amplify content
- Retargeting efforts have focused on specific LFAs
- We’ve shared assets, including photos, video, and written content through channels by creating easy access points
- Tested Paid Search for Los Osos/Baywood and Cayucos and because of its strong performance with CTR’s, low bounce rates and effectiveness at getting users to the Lodging pages, we have expanded the program to Oceano/Nipomo and Edna Valley/AG Valley.
- Integrated public relations efforts to bring more journalists directly into several LFA communities

### **Pursue Excellence and Efficiency of Owned Media (35%)**

#### **Refine and leverage the database, increasing efficacy and driving visitation**

- Refined list to remove subscribers not engaging with our brand
- Executed a survey to begin to identify interest areas
- Implementing a ‘heat map’ tool that will help us segment lists by interest area for tailored marketing
- Testing subject lines, headlines and content to engage users with attractions that drive website engagement
- Launching a lead generation strategy
- Stopped partnerships with 3<sup>rd</sup> party providers as we found that their engagement was low.



### **Align on web strategy for “Best of Highway 1”**

- Re-skinned site to improve visitor experience, driving SEO through enriched content focused on enhancing profiles that are searched most often
- For 2018/2019 we will maintain the H1DR website and continue to bolster Highway 1 content. As we evolve our partnership with SLO CAL, our website strategy will evolve as well. Visit SLO CAL has added Highway 1 to their main navigation and we are now working to identify appropriate content that will complement our sites.
- Completed back-end work to improve SEO and determine how to best manage API feed

### **Develop and execute social strategies to drive consideration**

- Directly connected the media strategy to social efforts and worked with the LA Times to provide posts that drive engagement, including them reposting that Highway 1 is ranked #1 by Trip Advisor as an activity in San Luis Obispo County.
- Implemented a UCG platform (CrowdRiff) in partnership with SLO CAL
- Used and shared all relevant hashtags to increase impressions of content
- Continued to build our Instagram through Story Highlights with new photo and IGTV video assets

### **Leverage Paid Media**

- We have created a much stronger voice for our message, delivering more than 88,000 website visits in just two months at a cost per click of \$1.33. Traffic to the site in January was the highest since February, 2017, and 4th highest month in last eight years.
- Learning and refining as we go, in one month we reduced our cost per click by 30 percent and improved our click-thru rate by 40 percent to .52%, 10 times industry average.
- We refined our creative, learning that “road trip” resonated with our visitors and have optimized our campaign toward mobile devices which have been driving the most traffic.
- An interactive map was completed and currently works as a microsite with storied content and rich links.
- Four of seven total stories have been written and distributed through San Francisco Gate delivering high click through rates, strong engagement rates, emails and low cost per engagement.

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

#### **Partner with Visit SLOCAL to drive awareness by solidifying the relationship and gaining alignment to effectively leverage funds and efforts.**

- Our partnership with SLO CAL has evolved as we look to gain alignment and effectively leverage funds to reduce any duplicate efforts.

- We have utilized the framework and effectiveness of SLO CAL's "Life's Too Beautiful to Rush" campaign to tell editorial stories. Also used their campaign to help direct the Open for Anything creative concepts.
- Attended industry media events such as Visit California and SATW to pitch journalists and secure destination visits and coverage
- Collaborated with SLO CAL PR to create several shared opportunities, and participated in the Dream Drive FAM and Fall FAM.
- Enhanced relationships with the social media fan base and industry influencers to build enthusiasm for the unique attributes of the regions.
- SLO CAL partnership with CrowdRiff UGC will be implemented across all LFA marketing firms
- Still to come are more cooperative efforts that help drive the distribution of content, including the negotiation of shared usage rights for SLO CAL photo and video assets.
- Preparing a wish list for Highway 1 content.
- We've pursued co-op offerings, including Arrivalist research and retargeting opportunities, however, the Arrivalist research just didn't work for our 10 communities and the retargeting campaign encountered some glitches which affected their ability to report out results.

#### **Pursue partnerships that drive awareness to our unincorporated communities**

- Utilize SLO CAL, VCA and CCTC relationships to leverage media visits
- Actively sharing PR stories with businesses and communities that are featured
- Continued partnership with various stakeholders and are looking at a partnership opportunity with TripAdvisor to co-brand our #1 ranking.

#### **Develop effective and targeted content for our personas**

- Continuing to create content that leverages regional brands, including repurposing existing content
  - Built a photo and video library and have provided access to LFAs, All Agency and tourism partners – currently has over 2,000 photos and almost 200 video/drone footage
  - Developed targeted campaign creative and content linked to each campaign
- Through our content calendar, we have driven attention to the unique attributes of each LFA
- The Stewardship program added a History and Heritage Trail component
- Earned media has produced 43 features, 24 visiting journalists, three media receptions, and two FAMs with SLO CAL (Dream Drive and Fall FAM).
- We have checked off 11 from our Top 50 list.
- We have also hosted four social influencers who are aligned with our personas.

# Stewardship Traveler Program

## An Ongoing, Successful, Newsworthy, and Sustainable Marketing Strategy

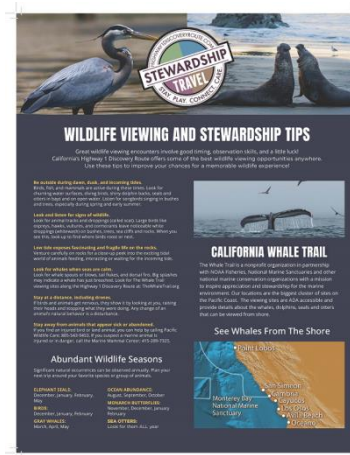


The Highway 1 Discovery Route's *Stewardship Traveler Program* (STP) was successfully launched in 2013. It continues to maintain promoting over 50 activities with 36 community partners (28 local non-profits, 8 businesses). The program is a key differentiating strategy that provides a unique platform 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* 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:

- Phocuswright's 2015 Good Travelers research found that 75% of travelers polled think it's important, somewhat important, or extremely important that their travel dollars benefit the communities they visit.
- 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.

We are excited to announce the launch of our new **History & Heritage trail**. This great tool is being 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 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 lecture 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, Cambria and San Simeon Stewardship Clean-up Kit and Appreciation Tote: Over 4,000 tote bags distributed to local lodging properties for distribution.
- Coastal Discovery Center Hands-On Citizen Science in San Simeon Cove
- Weed Eradication and Native Plant Restoration at Fiscalini Ranch Preserve
- Central Coast Aquarium Dive Clean-Up

### **Program Focus Areas and Updates Developed for 2018-19**

The CBID has identified and refined the Stewardship Traveler strategic marketing approach into 3 prioritized and distinct times of year, focusing on “shoulder seasons”:

- Coastal Discovery and Stewardship – January/February
- Develop a History & Heritage component
- California Coastal Clean Up – September

### **2018-19 program focus/goals included:**

- 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

## Strategic Direction

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

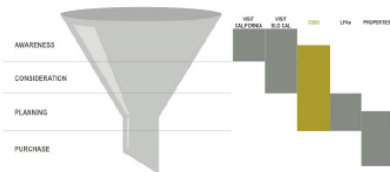
CLARITY					
CLARITY	<b>Vision</b> People and places, engaged and enriched through tourism.	<b>Mission</b> Promote memorable visitor experiences while being stewards for thriving and cohesive communities.	<b>Values</b> Moxie We bring strength of purpose and direction to everything we do. Collaboration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



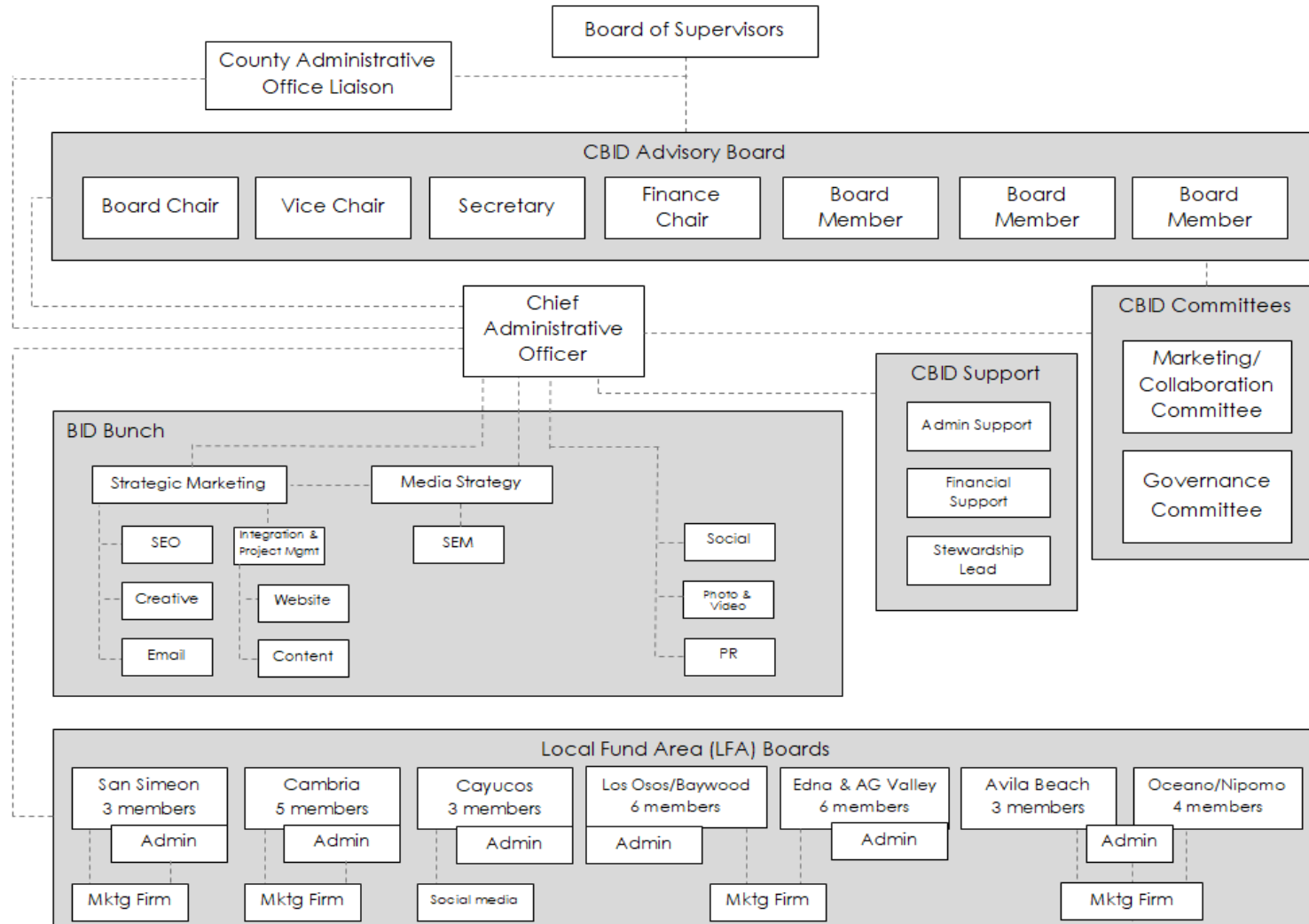
## 2019 – 2022 Marketing Strategy

### Unincorporated SLO County TBID: DRAFT 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"> <li>• unique and uncrowded beaches</li> <li>• sightseeing and wildlife</li> <li>• family-friendly outdoor experiences</li> <li>• great weather</li> <li>• a safe and comfortable place</li> <li>• a casual, relaxed vibe</li> </ul>	<p><b>Evolve Marketing Leadership with LFAs (15% of total budget)</b></p>	<p><b>Pursue Excellence and Efficiency of Owned Media (35% of total budget)</b></p>	<p><b>Increase Consideration to Visit Highway 1 and our Ten Communities and Assets (50% of total budget)</b></p>
CBID Target Market Personas	Marketing Initiatives		
<p><b>The Soul Seeker:</b> 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><b>Life Stages:</b></p> <ul style="list-style-type: none"> <li>• <b>The Freewheeler:</b> 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.</li> <li>• <b>Mama Soul Seeker:</b> 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.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Provide Marketing Bridge Opportunities to LFAs (12% of total)</b> <ul style="list-style-type: none"> <li>• Collaborate with LFAs to align strategies with CBID's marketing plan</li> <li>• Provide access to coattail marketing opportunities</li> <li>• Prioritize LFA focus on planning over consideration in our marketing funnel</li> </ul> </li> <li>• <b>Support LFAs through educational and technical assistance opportunities (3% of total)</b> <ul style="list-style-type: none"> <li>• Demonstrate the value of re-targeting visitors who are considering a visit to move them to the planning stage of our funnel</li> <li>• Communicate marketing best practices</li> <li>• Educate LFAs on overall regional direction to identify and leverage funnel position</li> <li>• Reduce duplication of efforts to increase efficiencies and budget impact</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Refine and leverage the CBID database (3.5% of total)</b> <ul style="list-style-type: none"> <li>• Increase accuracy and efficacy of email database system</li> <li>• Use database to target interested visitors and drive visitation to CBID communities</li> </ul> </li> <li>• <b>Align on Web Strategy for "Best of Highway 1" (28% of total):</b> <ul style="list-style-type: none"> <li>• <b>Strategy A: Proof-of-concept site that effectively guides interested visitors to the region and its communities and assets</b> <ul style="list-style-type: none"> <li>• Robust mobile experience</li> <li>• Engaging web content and interface</li> </ul> </li> <li>• <b>Strategy B: Integrate "Best of Highway 1" into Visit SLO CAL site</b> <ul style="list-style-type: none"> <li>• Digital strategy pushes interest to Visit SLO CAL site where "Best of Highway 1" is treated as an asset</li> <li>• Budget % moves to "Develop effective and targeted content for our personas"</li> </ul> </li> </ul> </li> <li>• <b>Develop and execute social strategies to drive consideration (3.5% of total)</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Partner with Visit SLO CAL to Drive Awareness (15% of total)</b> <ul style="list-style-type: none"> <li>• Solidify relationship with Visit SLO CAL to ensure activity at the awareness level</li> <li>• Gain alignment with Visit SLO CAL on CBID's position in the funnel to effectively leverage funds and efforts</li> </ul> </li> <li>• <b>Pursue partnerships that drive awareness to our unincorporated communities (5% of total)</b> <ul style="list-style-type: none"> <li>• Strengthen partnerships with CA organizations responsible or influential in the marketing of the region</li> </ul> </li> <li>• <b>Develop effective and targeted content for our personas (30% of total)</b> <ul style="list-style-type: none"> <li>• Create content that leverages regional brands</li> <li>• Ensure content position is effective, given CBID's position in the marketing funnel</li> <li>• Increase overall awareness of CBID communities as they relate to their location on Highway 1</li> <li>• Focus on asset awareness to drive visitation</li> <li>• Communicate the value proposition of the destination and its offerings</li> <li>• Pursue earned media strategies</li> <li>• Leverage owned media</li> <li>• Leverage paid digital advertising</li> <li>• Leverage social media</li> </ul> </li> </ul>
Marketing Funnel Position			



## Organizational Chart



## 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. \*Annual Collections are 2017|2018 fiscal year and reflect 1% of the 2% BID assessment collection. Following is a summary of each LFA:

### **Avila Beach – Avila Beach Tourism Alliance (ABTA)**

Board Meeting: 2<sup>nd</sup> Wednesday of each month

Board Composition: 3-member board with STP sub-committee

Admin: Stephanie Rowe

Marketing Partner: TJA Advertising [VisitAvilaBeach.com](http://VisitAvilaBeach.com)

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

Annual Collections: \$178,939\*

2018 Projects: 3 | \$177,780

Total Projects: 79



### **Cambria - Cambria Tourism Board (CTB)**

Board Meeting: 2<sup>nd</sup> Tuesday of each month

Board Composition: 5-member board; 3 committees

(marketing, events/outreach & governance)

Admin: Jill Jackson

Marketing Partner: Archer & Hound [VisitCambriaCA.com](http://VisitCambriaCA.com)

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

Annual Collections: \$399,301\*

2018 Projects: 12 | \$122,875

Total Projects: 154



### **Cayucos – Visitor Alliance of Cayucos (VAC)**

Board Meeting: 1<sup>st</sup> Monday of each month

Board Composition: 3-member board

Admin: Melissa Kurry

Marketing Partner: Danna Coy (social media) [VisitCayucosCA.com](http://VisitCayucosCA.com)

Tactics: Photography and social media

Annual Collections: \$115,198\*

2018 Projects: 4 | \$27,000

Total Projects: 62





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

Board Meeting: 4<sup>th</sup> Tuesday of each month

Board Composition: 6-member board with 2 committees (marketing and STP/outreach)

Admin: Danielle Dubow

Marketing Partner: Solve Agency [VisitLosOsosBaywood.com](http://VisitLosOsosBaywood.com)

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

Annual Collections: \$29,125\*

2018 Projects: 4 | \$24,350

Total Projects: 39



**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](http://VisitOceanoNipomo.com)

Tactics: Digital ads, social media, quarterly newsletter

Annual Collections: \$28,008\*

2018 Projects: 2 | \$20,400

Total Projects: 32



**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: Solve Agency [SLOWineLodging.com](http://SLOWineLodging.com)

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

Annual Collections: \$23,380\*

2018 Projects: 3 | \$21,800

Total Projects: 30



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

Board Meeting: 3<sup>rd</sup> Tuesday of each month

Board Composition: 3-member board

Admin: Jeanne Hucek

Marketing Partner: Solterra Strategies [VisitSanSimeonCA.com](http://VisitSanSimeonCA.com)

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

Annual Collections: \$169,312\*

2018 Projects: 12 | \$199,872      Total Projects: 105



## Local Fund Area (LFA) Financials FY 2018 | 2019 (as of March 2019)

	Avila Beach (Local Fund)	Cambria (Local Fund)	Cayucos (Local Fund)	San Simeon (Local Fund)	Los Osos/MB (Local Fund)	Nipomo/Oceano (Local Fund)	AG/SLO (Local Fund)	Total Local Fund
	14.36%	22.10%	17.39%	37.25%	2.73%	4.03%	2.15%	100%
<b>Income</b>								
<b>BID Assessment Collection</b>								
Air B&B Assessments	5,653.30	35,547.80	28,004.39	296.82	8,240.93	19,865.19	13,557.28	111,165.71
Local Fund	133,190.31	321,789.11	95,204.21	156,809.09	22,535.15	28,468.09	15,500.90	773,496.86
<b>Total BID Assessment Collection</b>	138,843.61	357,336.91	123,208.60	157,105.91	30,776.08	48,333.28	29,058.18	884,662.57
Carryforward	131,661.86	58,922.28	204,287.29	544,545.24	20,719.43	27,573.70	11,381.24	999,091.04
<b>Total Income</b>	270,505.47	416,259.19	327,495.89	701,651.15	51,495.51	75,906.98	40,439.42	1,883,753.61
<b>Gross Profit</b>	270,505.47	416,259.19	327,495.89	701,651.15	51,495.51	75,906.98	40,439.42	1,883,753.61
<b>Expense</b>								
<b>Administration</b>								
Administrator - General Fund	9,001.94	23,366.08	7,499.31	10,291.11	1,899.92	2,461.53	1,372.86	55,892.75
Administrator - Local Fund	13,509.38	31,500.00	1,750.00	0.00	1,606.25	5,325.34	2,284.43	55,975.40
District Administration Fees	2,701.20	6,878.36	2,269.04	3,141.12	562.33	771.80	451.05	16,774.90
Meals	0.00	192.52	0.00	0.00	0.00	0.00	0.00	192.52
Mileage	0.00	166.75	0.00	0.00	0.00	81.75	0.00	248.50
Supplies	2,807.92	184.51	68.16	0.00	96.22	446.38	0.00	3,603.19
Telecommunications	180.00	270.00	0.00	0.00	0.00	0.00	0.00	450.00
<b>Total Administration</b>	28,200.44	62,558.22	11,586.51	13,432.23	4,164.72	9,086.80	4,108.34	133,137.26
<b>Marketing/Advertising</b>								
Creative Development	0.00	5,250.00	0.00	0.00	0.00	0.00	0.00	5,250.00
Media								
Shoulder Season	0.00	8,999.78	0.00	0.00	0.00	2,000.00	0.00	10,999.78
Media - Other	23,299.95	0.00	0.00	0.00	0.00	0.00	0.00	23,299.95
<b>Total Media</b>	23,299.95	8,999.78	0.00	0.00	0.00	2,000.00	0.00	34,299.73
Out of Home	7,155.00	0.00	0.00	0.00	0.00	2,000.00	0.00	9,155.00
Print	0.00	650.00	0.00	0.00	0.00	0.00	1,260.00	1,910.00
Social Media	0.00	5,000.00	0.00	0.00	0.00	0.00	0.00	5,000.00
Website	270.00	0.00	0.00	0.00	0.00	0.00	0.00	270.00
Marketing/Advertising - Other	0.00	0.00	0.00	96,270.74	20,936.93	0.00	15,588.99	132,796.66
<b>Total Marketing/Advertising</b>	30,724.95	19,899.78	0.00	96,270.74	20,936.93	4,000.00	16,848.99	188,681.39

					Avila Beach	Cambria	Cayucos	San Simeon	Los Osos/MB	Nipomo/Oceano	AG/SLO	Total
					(Local Fund)	(Local Fund)	(Local Fund)	(Local Fund)	(Local Fund)	(Local Fund)	(Local Fund)	Local Fund
					14.36%	22.10%	17.39%	37.25%	2.73%	4.03%	2.15%	100%
				<b>Memberships/Sponsorships</b>								
				<b>Memberships</b>								
				Chamber	0.00	90.00	0.00	0.00	100.00	0.00	280.00	470.00
				<b>Total Memberships</b>	0.00	90.00	0.00	0.00	100.00	0.00	280.00	470.00
				<b>Sponsorships / Events</b>								
				Event Focus/Matching Funds	0.00	0.00	1,140.00	0.00	0.00	0.00	0.00	1,140.00
				Event Focus	16,000.00	0.00	0.00	0.00	0.00	0.00	0.00	16,000.00
				Tradeshows	0.00	0.00	0.00	8,397.00	0.00	0.00	0.00	8,397.00
				<b>Sponsorships / Events - Other</b>	1,806.00	22,250.00	12,501.00	15,730.00	0.00	0.00	3,500.00	55,787.00
				<b>Total Sponsorships / Events</b>	17,806.00	22,250.00	13,641.00	24,127.00	0.00	0.00	3,500.00	81,324.00
				<b>Total Memberships/Sponsorships</b>	17,806.00	22,340.00	13,641.00	24,127.00	100.00	0.00	3,780.00	81,794.00
				<b>Project Management</b>	0.00	22,800.00	0.00	0.00	0.00	0.00	0.00	22,800.00
				<b>Public Relations</b>								
				<b>Group FAM Trip</b>								
				Expenses	0.00	0.00	0.00	10,000.00	0.00	0.00	0.00	10,000.00
				<b>Total Group FAM Trip</b>	0.00	0.00	0.00	10,000.00	0.00	0.00	0.00	10,000.00
				<b>Individual FAM Trips</b>								
				Expenses	0.00	0.00	0.00	4,000.00	0.00	0.00	0.00	4,000.00
				<b>Total Individual FAM Trips</b>	0.00	0.00	0.00	4,000.00	0.00	0.00	0.00	4,000.00
				<b>Out of the Area PR</b>	0.00	3,838.91	0.00	0.00	0.00	0.00	0.00	3,838.91
				<b>Public Relations in Area</b>	0.00	24,442.41	0.00	0.00	0.00	0.00	0.00	24,442.41
				<b>Total Public Relations</b>	0.00	28,281.32	0.00	14,000.00	0.00	0.00	0.00	42,281.32
				<b>Social Media</b>								
				Contests	0.00	2,000.00	0.00	0.00	0.00	0.00	0.00	2,000.00
				Facebook, Blogging, etc.	44,927.43	70,815.00	3,089.50	0.00	0.00	0.00	0.00	118,831.93
				Monthly E-Newsletter	0.00	8,332.00	0.00	0.00	0.00	0.00	0.00	8,332.00
				<b>Total Social Media</b>	44,927.43	81,147.00	3,089.50	0.00	0.00	0.00	0.00	129,163.93
				<b>Stewardship/Sustainability</b>								
				Miscellaneous	505.95	0.00	0.00	0.00	0.00	0.00	0.00	505.95
				<b>Total Stewardship/Sustainability</b>	505.95	0.00	0.00	0.00	0.00	0.00	0.00	505.95
				<b>Tourism Infrastructure</b>	0.00	14,375.00	2,500.00	32,737.50	0.00	0.00	0.00	49,612.50
				<b>Web Development</b>								
				Booking Agent	0.00	12,600.00	0.00	0.00	0.00	0.00	0.00	12,600.00
				Content Management	19,425.00	0.00	0.00	0.00	0.00	10,800.00	0.00	30,225.00
				H1 Alert	0.00	2,470.00	0.00	0.00	0.00	0.00	0.00	2,470.00
				SEO/Content/Links	0.00	4,400.00	0.00	0.00	0.00	0.00	0.00	4,400.00
				<b>Total Web Development</b>	19,425.00	19,470.00	0.00	0.00	0.00	10,800.00	0.00	49,695.00
				<b>Contingency</b>								
				H1DR & Coastal Discovery Packet	0.00	10,019.52	0.00	5,000.00	0.00	0.00	0.00	15,019.52
				<b>Total Contingency</b>	0.00	10,019.52	0.00	5,000.00	0.00	0.00	0.00	15,019.52
				<b>Total Expense</b>	141,589.77	280,890.84	30,817.01	185,567.47	25,201.65	23,886.80	24,737.33	712,690.87
				<b>Net Income</b>	128,915.70	135,368.35	296,678.88	516,083.68	26,293.86	52,020.18	15,702.09	1,171,062.74
				<b>Carryforward</b>	\$ 131,661.86	\$ 58,922.28	\$ 204,287.29	\$ 544,545.24	\$ 20,719.43	\$ 27,573.70	\$ 11,381.24	

## General Fund Budget & Expenses FY 2018 | 2019 (as of March 2019)

Note: A 2% assessment creates the overall fund. The financials below reflect the General Fund, which represents 1% of the 2% collected. The remaining 1% collected is allocated directly to the Local Fund Areas (LFA). The LFA is responsible for 50% of the CBID administration expenses incurred, which is divided among each LFA based on their percentage of contribution to the overall fund.

	Jul '18 - Mar 19	Budget	\$ Over Budget	% of Budget
<b>Income</b>				
<b>BID Assessment Collection</b>				
<b>Air B&amp;B Assessments</b>	111,166.04	128,284.78	-17,118.74	86.66%
<b>General Fund</b>	773,496.90	912,690.00	-139,193.10	84.75%
<b>Total BID Assessment Collection</b>	884,662.94	1,040,974.78	-156,311.84	84.98%
<b>Carryforward</b>	401,510.93	401,510.93	0.00	100.0%
<b>Total Income</b>	1,286,173.87	1,442,485.71	-156,311.84	89.16%
<b>Gross Profit</b>	1,286,173.87	1,442,485.71	-156,311.84	89.16%
<b>Expense</b>				
<b>Administration</b>				
<b>Administration - Fin. Support</b>	8,165.00	10,800.00	-2,635.00	75.6%
<b>Administrator - General Fund</b>	46,281.15	78,300.00	-32,018.85	59.11%
<b>District Administration Fees</b>	16,774.82	18,253.00	-1,478.18	91.9%
<b>Meals</b>	1,348.53			
<b>Mileage</b>	2,229.55			
<b>Office Rent</b>	2,835.00			
<b>Supplies</b>	1,153.62			
<b>Telecommunications</b>	1,191.42			
<b>Total Administration</b>	79,979.09	107,353.00	-27,373.91	74.5%
<b>Marketing/Advertising</b>				
<b>Collateral / Brochure</b>	55,357.30	60,400.00	-5,042.70	91.65%
<b>Content/Copy/Blogs</b>	11,283.70	13,300.00	-2,016.30	84.84%
<b>Creative Development</b>	13,354.32	20,000.00	-6,645.68	66.77%
<b>Database</b>	12,000.00	18,000.00	-6,000.00	66.67%
<b>LFA</b>				
<b>Coraggio Group</b>	17,963.43	61,200.00	-43,236.57	29.35%
<b>Development/Strategy</b>	10,055.69	18,000.00	-7,944.31	55.87%
<b>SLO CAL Partnership</b>	3,000.00	5,000.00	-2,000.00	60.0%
<b>Other and LFA Tools</b>	30,000.00	43,300.00	-13,300.00	69.28%
<b>Total LFA</b>	61,019.12	127,500.00	-66,480.88	47.86%
<b>Mailchimp</b>	2,271.50	4,500.00	-2,228.50	50.48%
<b>Media</b>				
<b>Co-op</b>	0.00	72,000.00	-72,000.00	0.0%
<b>Media Placement</b>	189,669.91	346,500.00	-156,830.09	54.74%
<b>Strategy</b>	44,006.37	71,790.00	-27,783.63	61.3%
<b>Media - Other</b>	378.58	0.00	378.58	100.0%
<b>Total Media</b>	234,054.86	490,290.00	-256,235.14	47.74%

		Jul '18 - Mar 19	Budget	\$ Over Budget	% of Budget
	Photography	20,300.00	50,000.00	-29,700.00	40.6%
	Project Management	27,850.00	33,850.00	-6,000.00	82.28%
	Public Relations				
	Manager	44,168.96	60,669.00	-16,500.04	72.8%
	Media Reception	4,065.72	24,000.00	-19,934.28	16.94%
	Visiting Journalist	4,967.20	20,000.00	-15,032.80	24.84%
	Total Public Relations	53,201.88	104,669.00	-51,467.12	50.83%
	SEO	32,130.00	38,130.00	-6,000.00	84.26%
	Social Media	23,147.50	32,300.00	-9,152.50	71.66%
	Website	20,197.50	28,375.00	-8,177.50	71.18%
	Total Marketing/Advertising	566,167.68	1,021,314.00	-455,146.32	55.44%
	Memberships/Sponsorships				
	Memberships				
	Chamber	0.00	300.00	-300.00	0.0%
	Total Memberships	0.00	300.00	-300.00	0.0%
	Sponsorships / Events				
	Event Focus/Matching Funds	7,250.00			
	Total Sponsorships / Events	7,250.00	0.00	7,250.00	100.0%
	Total Memberships/Sponsorships	7,250.00	300.00	6,950.00	2,416.67%
	Research				
	Strategic Plan	0.00	26,000.00	-26,000.00	0.0%
	Total Research	0.00	26,000.00	-26,000.00	0.0%
	Stewardship/Sustainability				
	CDC Promo	10,565.11	12,500.00	-1,934.89	84.52%
	Miscellaneous	1,271.00	7,500.00	-6,229.00	16.95%
	STP Management	18,914.61	25,000.00	-6,085.39	75.66%
	Total Stewardship/Sustainability	30,750.72	45,000.00	-14,249.28	68.34%
	Web Development				
	Content Management	10,020.79	14,400.00	-4,379.21	69.59%
	Hosting & Maintenance	312.50			
	Total Web Development	10,333.29	14,400.00	-4,066.71	71.76%
	Encumbrances				
	SLO CAL & VCA Co-Op	15,834.05	15,834.05	0.00	100.0%
	Total Encumbrances	15,834.05	15,834.05	0.00	100.0%
	Contingency				
	Contests	-1,188.14	-1,188.14	0.00	100.0%
	Event Matching Funds	5,019.51	5,019.51	0.00	100.0%
	H&H Tips Flyer	0.00	3,750.00	-3,750.00	0.0%
	Implementation Support	5,000.00	11,000.00	-6,000.00	45.46%
	KindTraveler Getaway	2,814.47	7,500.00	-4,685.53	37.53%
	Contingency - Other	0.00	186,203.29	-186,203.29	0.0%
	Total Contingency	11,645.84	212,284.66	-200,638.82	5.49%
	Total Expense	721,960.67	1,442,485.71	-720,525.04	50.05%
	Net Income	564,213.20	0.00	564,213.20	100.0%

## Balance Sheet FY 2018 | 2019 (as of March 2019)

	Jul 31, 18	Aug 31, 18	Sep 30, 18	Oct 31, 18	Nov 30, 18	Dec 31, 18	Jan 31, 19	Feb 28, 19	Mar 31, 19
<b>ASSETS</b>									
<b>Current Assets</b>									
<b>Checking/Savings</b>									
<b>CBID Checking Account</b>	699,460	758,305	821,767	838,763	873,150	910,579	824,390	755,449	614,373
<b>Local Fund Checking Accounts</b>									
<b>Avila Beach</b>	145,333	168,712	167,626	182,148	159,948	160,281	167,911	165,263	183,047
<b>Cambria</b>	102,703	116,414	149,321	145,569	160,726	155,617	174,558	187,009	199,069
<b>Cayucos</b>	211,776	231,699	249,024	260,898	271,234	270,206	282,071	289,803	302,892
<b>San Simeon</b>	564,674	572,230	576,208	590,741	597,025	573,168	580,731	569,982	568,081
<b>Los Osos/Morro Bay</b>	23,578	25,546	26,262	25,947	26,144	27,384	27,434	26,404	28,163
<b>Nipomo/Oceano</b>	47,152	53,893	53,459	56,777	57,126	57,818	58,147	57,720	60,633
<b>AG/SLO/SM</b>	25,372	29,646	29,395	25,549	25,697	25,823	24,586	24,139	23,105
<b>Total Local Fund Checking Account</b>	1,120,586	1,198,140	1,251,295	1,287,629	1,297,900	1,270,297	1,315,438	1,320,320	1,364,989
<b>Checking</b>	-22,516	-14,272	-6,853	-28,657	-12,439	-18,239	-28,599	-14,781	-6,205
<b>Total Checking/Savings</b>	1,797,530	1,942,173	2,066,208	2,097,735	2,158,611	2,162,637	2,111,229	2,060,988	1,973,157
<b>Accounts Receivable</b>									
<b>Accounts Receivable</b>	20,890	12,646	5,227	27,031	12,439	18,239	28,599	14,781	6,205
<b>Total Accounts Receivable</b>	20,890	12,646	5,227	27,031	12,439	18,239	28,599	14,781	6,205
<b>Other Current Assets</b>									
<b>Cash forward to be reconciled</b>	1,626	1,626	1,626	1,626	0	0	0	0	0
<b>Air B&amp;B Monies Collected</b>	15,488	32,118	47,892	60,302	0	0	0	0	0
<b>Total Other Current Assets</b>	17,114	33,744	49,518	61,928	0	0	0	0	0
<b>Total Current Assets</b>	1,835,535	1,988,564	2,120,954	2,186,694	2,171,049	2,180,876	2,139,828	2,075,769	1,979,362
<b>TOTAL ASSETS</b>	<b>1,835,535</b>	<b>1,988,564</b>	<b>2,120,954</b>	<b>2,186,694</b>	<b>2,171,049</b>	<b>2,180,876</b>	<b>2,139,828</b>	<b>2,075,769</b>	<b>1,979,362</b>
<b>LIABILITIES &amp; EQUITY</b>									
<b>Liabilities</b>									
<b>Current Liabilities</b>									
<b>Accounts Payable</b>									
<b>Accounts Payable</b>	43,480	62,651	78,577	23,482	86,111	93,565	86,120	136,260	108,828
<b>Total Accounts Payable</b>	43,480	62,651	78,577	23,482	86,111	93,565	86,120	136,260	108,828
<b>Other Current Liabilities</b>									
<b>Air B&amp;B Monies Due</b>	15,488	32,118	47,892	60,302	0	0	0	0	0
<b>Total Other Current Liabilities</b>	15,488	32,118	47,892	60,302	0	0	0	0	0
<b>Total Current Liabilities</b>	58,968	94,770	126,470	83,783	86,111	93,565	86,120	136,260	108,828
<b>Total Liabilities</b>	58,968	94,770	126,470	83,783	86,111	93,565	86,120	136,260	108,828
<b>Equity</b>	1,776,567	1,893,794	1,994,484	2,102,910	2,084,938	2,087,311	2,053,708	1,939,509	1,870,534
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>1,835,535</b>	<b>1,988,564</b>	<b>2,120,954</b>	<b>2,186,694</b>	<b>2,171,049</b>	<b>2,180,876</b>	<b>2,139,828</b>	<b>2,075,769</b>	<b>1,979,362</b>





## General Fund Budget Draft FY 2019 | 2020

Presented below is the draft budget for the CBID for FY 2019 | 2020 as of March 2019 financials.

Please keep in mind that this represents 1% of the 2% collection amount, as the other 1% is attributed to each Local Fund Area (LFA).

### Projected Income for 2019 | 2020

Carryforward (as reflected on March 2019 financials)	\$401,510
2018/2019 Actual Assessment Collections includes AirBnB	\$884,663
2018/2019 Projected Assessment Collections (Apr – June 2019)	\$224,967
2018/2019 Projected AirBnB Collections (Apr – June 2019)	\$ 17,118
Collection Adjustment: Reconciled Carryforward & 17 18 AirBnB	(\$141,090)
2019   2020 Projected Collections	\$985,658
<b>Total Projected Collections, including Carryforward</b>	<b>\$1,387,168</b>

### Anticipated Expense Budget for 2019 2020

Strategic Marketing	\$1,000,000
Evolved marketing w/ LFAs (plan target 15% of budget)	\$100,000
BID Bunch (plans target 35% of budget)	\$400,000
Media strategy and placement (plan target 50% of budget)	\$500,000
Stewardship	\$32,500
STP Subcategory: Program management \$25,000	
STP Subcategory: Miscellaneous \$7,500	
Memberships and Co-op, including SLO CAL, CCTC & Visit CA	\$32,000
H1 Map Design, Printing and Distribution	\$60,000
Research, Planning and Strategic Partnerships	\$25,000
<b>Sub Totals:</b>	<b>83%      \$1,149,500</b>

### Administration

General Admin & Expenses, including office & travel	\$78,300
County Administration	\$19,000
Admin support and financials	\$25,200
<b>Admin Totals:</b>	<b>9%      \$122,500</b>

<b>Total:</b>	<b>\$1,272,000</b>
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<b>Contingency and Event Focus Funds</b>	<b>8%      \$115,168</b>
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<b>Grand Total</b>	<b>\$1,387,168</b>
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