



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

## YEAR END REPORT for 2023

Submitted April 26, 2024



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Following the review and approval by the Board of Supervisors, this report is available on <https://highway1roadtrip.com/member-information/>

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## Synopsis of 2023

As we look back over 2023, the year closed out with weaker travel appetite relative to the prior year in San Luis Obispo County. After experiencing a rapid recovery post-Covid with people wanting to travel somewhere by car to be outside and experience a change of scenery, 2023 brought many challenges including heavy winter rains and flooding; the closure of Highway 1; a decline in summer leisure travel with many prioritizing international vacations; and overall inflationary pressure and recession concerns. All of these made some travelers more wary of making plans, and/or being more mindful of their budget.

The Unincorporated County Tourism Business Improvement District's (CBID) main focus as a Tourism Marketing District has seen continued success in driving more interest to our Highway 1 communities. Even with myriad challenges in 2023, marketing efforts continued to drive more visitors to the website, more efficiently. We welcomed over 1 million interested visitors to our website in 2023, and from 2020 to 2023 our TOT has almost doubled from \$7.5million to over \$14million.

## WHY TOURISM MATTERS



Source: Visit SLO CAL

Highway 1 Road Trip has seen success in engaging with the audience through storytelling and content that highlights the unique experiences along our stretch. Utilizing paid media, email marketing, social media, content marketing/blog posts, and user-generated content

to share the beauty and adventure of Highway 1 has resonated well with both new and returning travelers.

Year-over-year Organic Traffic was up 54% for Users and 48% in Sessions. Our organic reach on search engines like Google increased dramatically from the prior year to 8.8 million impressions.

New strategies for email content have consistently increased open and click through rates while decreasing the unsubscribe rate. And our database is at an all time high of almost 150,000 potential visitors, and it is continuing to grow.

Facebook and search engine marketing continue to be our strongest paid media tactics, generating the highest impressions, clicks and driving engagement and conversions. However, we are seeing improvements in all tactics, including video, paid content, and paid email.

We continue to successfully integrate our Travel for Good messaging throughout our marketing efforts, including tips and activities on existing and new authority pages and information in email in an effort to fully support a Countywide sustainability message.

Public Relations continues to be important to our overall marketing strategy with travel publications featuring our stretch of Highway 1 in 37 articles in the fiscal year.

The CBID organization remains viable and collaborative. We grew our BID Bunch team up to 23 professional contractors with the addition of an email marketing expert, and we contracted with the branding company that originally created SLO CAL's Life is Too Beautiful to Rush brand promise. Furthermore, our local fund area boards continue to thrive funding 660 projects totaling \$12million over the last 12 years, all guided by 29 volunteer board members, 4 administrators and 6 marketing teams.

In FY 2024-25, we will launch a new look and brand promise and continue to improve our program offerings and partnership with our 7 local fund area boards, seek new opportunities with AI and video, and bolster our 10-year-old Stewardship Travel for Good efforts as sustainability continues to be an important platform in tourism. We look forward to continued and smart growth in visitation for our Highway 1 communities.

## Looking Ahead to 2024

Travel demand and advances in technology are continuing to change the landscape for tourism marketers. Following are top tourism predictions for the future, gleaned from various travel industry sources, with each of them offering opportunities for our County.

### Increase in Leisure Travel Despite Rising Costs

Skyscanner study from Fall 2023 indicated that 85% of U.S. travelers plan to take the same if not more trips abroad in 2024.

Hilton found that the blending of business and leisure travel is expected to continue growing in popularity with 46% of global full-time and self-employed workers planning to travel for business or bleisure.

Statista forecasts that travelers are estimated to increase by nearly 200 million in 2024 and continue increasing another 160 million by 2027.

### Cultural Exploration

Travel in 2024 will be all about building and strengthening connections with people and cultures, with approximately 45% of each generation traveling to reconnect with friends and family.

### Travel Behavior of Younger Generations

- Gen Z and Millennials are more likely than Gen X and Boomers to be proactive in reducing the impact of their travel on the environment.
- While 90% of Millennials indicate that authenticity is crucial when considering a brand, 84% want to travel somewhere where they can immerse themselves in local culture.
- Of Generation Z and Millennial travelers, 34% say they plan to take longer trips than they did before the pandemic, compared to 15% of older generations.
- Finally, 51% of Millennials and Gen Z consumers indicate that remote working accommodations are an important factor in their decision making, a far greater percentage than evidenced by older generations (15%).



### **New Road Trippers**

- Road trip activity increased during the pandemic and appears to have some staying power. A 2023 Summer Travel Survey by The Vacationer found that nearly 85% of Americans planned to take a road trip in the summer of 2024. Of this, 17% intended to take a road trip within 100 miles of their home; 20% intended to take a road trip within 500 miles of their home; and 18% intended to take a road trip further than 500 miles of their home.

### **Sustainable Tourism**

- Travelers were already trending toward demand for more sustainable destinations before the pandemic, and the disruption seems to have accelerated the trend with 74% of travelers wanting to make more of an effort to travel sustainably in the next year, up from 66% in 2022.
- Another survey done in the U.S. found that sustainable/environmentally friendly travel was very or somewhat important for 82% of respondents. However, this is down 5% from the same survey the prior year. This may suggest that inflation, cost of living, and other crises have altered traveler's perception of the importance of sustainable travel.

### **Travel Caution**

- The economy in the U.S. has improved since the beginning of 2023 but, there is still talk of caution. Travelers may be more wary of making plans, being more mindful of their budgets, and may make decisions to spend less.

### **Initiatives for 2024 | 2025 Fiscal Year**

As we look to the future, we will continue to support successful programs, test new ideas and technologies, and grow awareness of the Highway 1 Road Trip brand by innovating our creative direction, rebuilding the infrastructure of our website to improve usability, further integrating the Travel for Good message that aligns with the sustainability efforts of Visit SLOCAL, and testing new technology products utilizing artificial intelligence.

We also look forward to the opportunity to work with Visit California, Visit SLOCAL and Visit Monterey to announce the reopening of Highway 1.

## TOT Tracking & BID Assessment Growth

|                        | <b><u>TOT Totals*</u></b>    | <b><u>BID Assessment Collections</u></b> |
|------------------------|------------------------------|--|
|                        | Source: County Tax Collector | Source: County Reconciliation Reports    |
| 2009   2010            | \$4,571,112                  | \$1,014,441                              |
| 2010   2011            | \$5,830,816                  | \$1,293,732                              |
| 2011   2012            | \$6,148,596                  | \$1,368,015                              |
| 2012   2013            | \$6,689,126                  | \$1,482,526                              |
| 2013   2014            | \$7,449,652                  | \$1,649,655                              |
| 2014   2015            | \$8,113,417                  | \$1,797,402                              |
| 2015   2016            | \$8,395,992                  | \$1,860,859                              |
| 2016   2017            | \$8,688,186                  | \$1,920,704                              |
| 2017   2018            | \$8,413,644                  | \$1,974,909                              |
| 2018   2019            | \$9,493,576                  | \$2,187,602                              |
| 2019   2020            | \$8,559,968                  | \$1,940,363                              |
| 2020   2021            | \$11,673,827                 | \$2,462,320                              |
| 2021   2022            | \$14,178,355                 | \$3,073,675                              |
| 2022   2023            | \$14,906,812                 | \$2,977,069                              |
| Y/Y Growth             | +5%                          |  |
| Growth since inception | +226%                        | 193%                                     |

\*County TOT totals are updated in arrears. Data provided reflects most recent reports received from the County.

TOT Collected 2009-2023: \$123,113,079 | CBID Collected 2009-2023: \$27,003,272



## Marketing Plan 2023 | 2024

### Executive Summary

During the 2022-2023 fiscal year, the San Luis Obispo County Tourism Business Improvement District, now known as Highway 1 Road Trip, navigated the rapidly changing travel landscape as we rebounded from the pandemic. As challenges continue, we look to increase consumer awareness and intent to visit our stretch of Highway 1. Utilizing the resources of our focused and flexible team, we anticipate another successful year of continuing to fine tune our initiatives. Executing these will help the organization to become even more effective in the coming year in promoting memorable visitor experiences while being stewards for thriving, welcoming, and cohesive communities.

### Synopsis of FY 2023-24

As travel continued its return, consumers were looking for new, authentic, and memorable experiences that enable self-fulfillment. Post COVID, travelers were looking for an opportunity to be surrounded by nature, immersed in a region's authentic culture. In the last year, Highway 1 has responded to this demand by marketing elevated nature-based offerings, including a focus on hidden secrets, wildlife, and beaches.

In 2022 we pivoted the brand from Highway 1 Discovery Route to Highway 1 Road Trip to be more in line with how Visit SLO CAL was describing the experience. It also helps us to own the overarching awareness of the iconic road trip – meaning there's no better way to experience Highway 1 than our stretch in San Luis Obispo County. Our Highway 1 Road Trip offers a bit of everything — from Hearst Castle, with its inspiring collections and iconic architecture, to miles of picture-perfect beaches, small town main streets lined with cafes, and world class wineries to enjoy. Highway 1 in SLO CAL has everything. And visitors with a keen interest in sustainability, conservation, and responsible tourism can experience our diverse ecosystem of protected wildlife and marine life which includes whales, elephant seals, and Monarch butterflies – to name a few.

Not being able to travel reminded us all how important it is — for connecting with friends and family, for relaxing, for exploring new places and cultures. As travel reopened, people were eager to make up for lost time. Though many resumed some regular travel, the desire to travel continued to increase. In early 2023, Expedia research reported that nearly half (46%) of people say travel is more important to them now than it was pre-pandemic. And they're putting their money where their mouth is: while 31% say their travel budget will be



the same as it was last year, 43% are increasing their budget for the coming year. The amount people travel is also increasing: 79% say they plan to take a leisure trip in the next year, up from 76% just a few months prior, with the average person saying they plan to take two leisure trips. Tourism Economics is predicting a four percent increase in countywide hotel revenue for 2023, mainly driven by a return in international travel.

## Key Accomplishments

During the past few years, H1RT has implemented a continuous improvement process to plan, deploy, measure, adjust, optimize, test, and measure again. The team has diligently integrated all of the tactics to broadcast consistent messaging on all of our owned, earned, and paid channels.

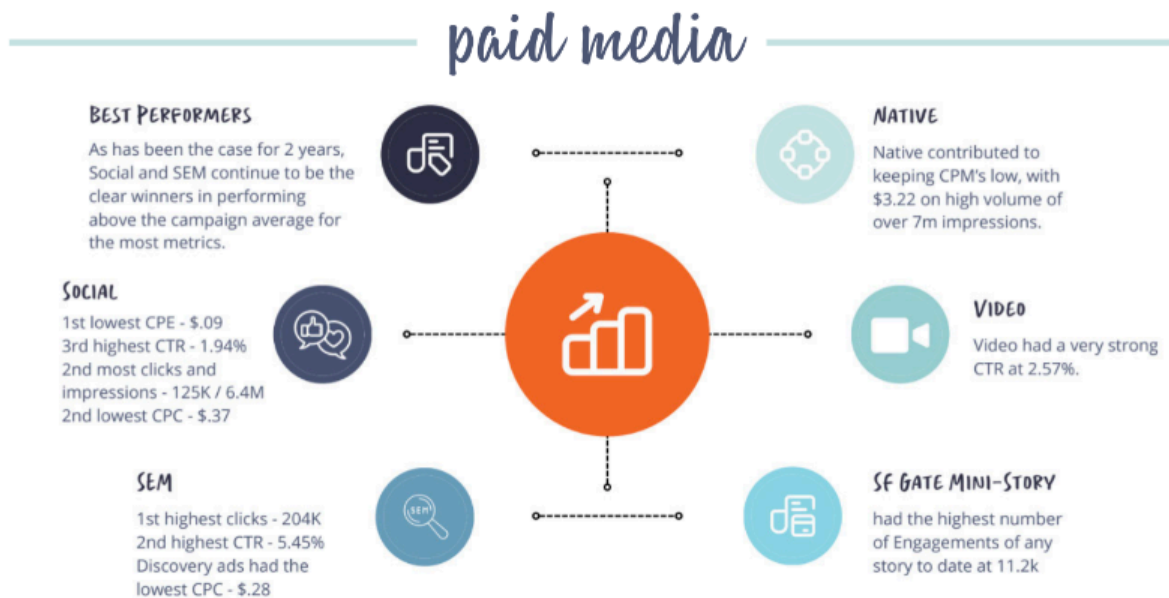
Our overall messaging has been attribute focused, communicating what you can see/do here. Typically, the fall campaigns have told of hidden secrets/points of interest, winter points to the season of coastal discovery/wildlife, and beaches being the message for spring. And we've deployed accompanying maps to provide additional information to potential visitors and grow a stronger, more engaged database.

The website now receives an average of 75,000 visitors per month with the majority from Los Angeles and the San Francisco Bay Area. We have a nice distribution of age groups with the most in the 35-54 range and it slightly skews female (52.5%). The top driver of clicks from our SEM efforts are homeowners. The next largest audiences in terms of driving clicks, from largest to smaller:



In 2022/23, marketing results were strong as we continued to deploy, refine, and test. The team created 24 new authority pages on the website which helps the website visibility for specific search behavior. We improved metrics on our three main key performance indicators, engagement, time on site, and map downloads. Growth in video with partners such as Facebook Video, CTV and display video exploded our engagements and drove CPE (cost per engagement) down. Paid media contributed the highest percentage of all site

visitors ever to the website. And, search engine marketing, paid social media and email worked the hardest to drive the highest CTR (click thru rate) and 1+ minute users, with SEM and Social driving the bulk of Map downloads/emails sign-ups.



The database grew by more than 30,000 contacts over the past year to over 100,000 by offering potential visitors various maps to help them plan their stay. Both open rate and click thru rate have continued to rise, indicative of higher quality audience cultivation coupled with weeding out the older lists that were no longer active. Continuing with these types of programs will prove valuable as first party data becomes a stronger part of the overall strategy. Efforts continue to drive more visitors, more efficiently. During the first half of the year, 31% more users visited the website compared to the same period two years ago at a decreasing cost per new visitor which is now \$1.14. Meanwhile, more than 50 percent of all new paid media visitors converted to 1+ Minute users which is the highest conversion to date and map downloads were just \$1.28 cost per lead.

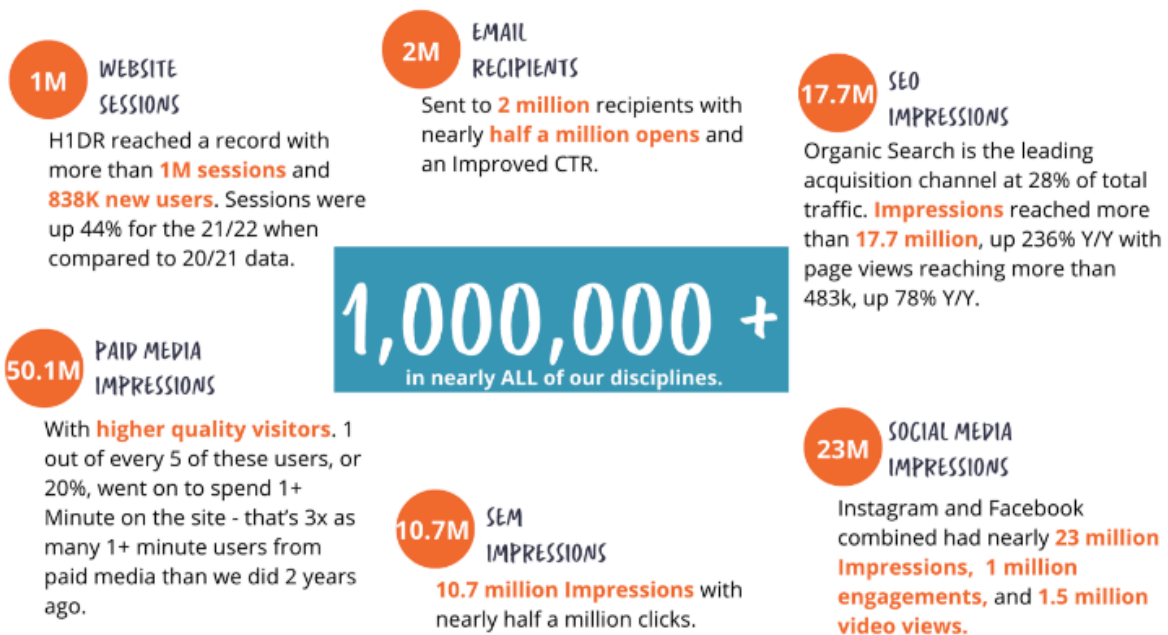
Optimizations in our paid search program drove over 200,000 clicks at just 49 cents per click. The average session duration of this traffic was almost identical to 2021 at 1 minute 18 seconds, which is strong when 80% of this traffic is coming in via mobile devices. The desirability of central coast destinations makes it possible to bid on specific Keywords (e.g. "things to do in slo") and much more general ones (e.g. "scenic road trip") and have success with both approaches. As we focus even more on actions taken online, we'll be able to leverage the website and video content to bring in an even more-qualified set of audiences over time.

Our engagement on organic social media continues to expand, with Facebook engagements up more than 30 percent over prior year and video views up nearly 60 percent over prior year as we shifted our focus on video to a first-person perspective. Instagram and Pinterest also both show increases in impressions, total audience, and total engagements year over year.

We hosted ten key journalists in the first half of the fiscal year and attended two media missions. Travel writers showed high interest in our area and named many of our communities and beaches to top 10 lists for best places to travel. We are anticipating we will publish 80 articles and mentions in the 23-24 fiscal year. The award-winning Travel For Good program continues to grow and change and is now a cornerstone of Visit SLO CAL's overall sustainability strategy moving forward.

The organization continues to seek opportunities to collaborate with Visit SLO CAL and has also developed numerous cooperative programs with the local fund areas to expand their unique messages, including co-funding opportunities in search engine marketing, paid social, and content, along with providing thousands of video and photographic assets.

As we look to 2024-25, we will launch with an updated strategic plan and continue to improve existing programs and look for new opportunities.



## The Road Ahead

Highway 1 Road Trip has outlined three organizational objectives in the 23-27 strategic plan, including key indicators and strategies:

### **OBJECTIVE 1 – ACCELERATE STRATEGIC PARTNERSHIPS**

#### **Strategies**

- Foster a deeper integration with Visit SLO CAL planning and programs to ensure Highway 1 voice and visibility
- Develop deeper connections with DMOs and attractions in all Highway 1 communities to collaboratively grow awareness of Highway 1 in SLO CAL
- Bolster CBID/LFA strategic connections through expansion of LFA imperatives and increasing opportunities to connect and collaborate
- Explore strategic partnerships with external businesses and organizations to increase awareness of our stretch of Highway 1

### **OBJECTIVE 2 – EXPAND EDUCATION AND COMMUNITY CONNECTION**

#### **Strategies**

- Identify and elevate best practices and LFA community engagement and share to all LFAs
- Engage CBID Board members in attending LFA Board meetings and institute regular connection between board chairs
- Support integration of Visit SLO CAL programs into our communities
- Multiply opportunities for LFA communities to work together and cross-promote
- Engage Highway 1's broad constituency to educate, inform, gather feedback, and demonstrate value

### **OBJECTIVE 3 – DRIVE MEASURABLE RESULTS**

#### **Strategies**

- Leverage new brand to maximize awareness and to improve shoulder and off-season visitation
- Partner with Visit SLO CAL programs to drive visitation within our communities
- Continue to invest in development and sharing of high-value digital assets
- Investigate opportunities to leverage the Highway 1 asset as a sustainable and inclusive road trip experience

## Destination Partners

Highway 1 Road Trip partners with organizations on a larger level through Visit SLO CAL to impact programs through Visit California and Brand USA to showcase the coastal communities to a larger audience. Key to Highway 1 Road Trip's main focus is the specific partnership with Visit SLO CAL, other area destinations like Morro Bay and Paso Robles, and specifically with the local fund areas of Ragged Point, San Simeon, Cambria, Cayucos, Los Osos/Baywood, Avila Beach, Edna Valley/AG Valley, and Oceano/Nipomo.



## Tourism Trends

As we look to the future, travel demand is strong, however, market shifts, tech advancements and changing attitudes are changing the landscape. Following are three top tourism predictions for the future, gleaned from various travel industry sources: Each of them offers opportunities for a Highway 1 Road Trip.

### **Leisure travel will continue to rise.**

While Millennials have already taken over a large portion of the workforce, Gen Z has begun infiltrating and their numbers will only continue to grow. With the shift in demographics, business leisure travel is on the rise. Even before the pandemic, 90% of Millennials tacked on entertainment activities to their business trips. Now, employees are taking advantage of flexible corporate travel policies and utilizing their resources, like self-service apps and programs, to optimize their stay.

#### ***H1RT Opportunity***

As a popular leisure getaway, H1RT will work to partner with Visit SLO CAL to capitalize on this trend through targeted pitching and content development that positions the coast as a great option to extend a stay.

### **Sustainability will influence travel decisions.**

Recently, green initiatives have become a hot topic. It's reported that seven in ten consumers have actually avoided certain tourism spots because they were skeptical of their sustainable practices. This includes climate, environment and even culture. Travelers in 2024 are expected to closely consider climate warnings when it comes to their travel choices as well as the impact their travel may have on native cultures.

### ***H1RT Opportunity***

With a foundation of experience and information, H1RT has a seat at the table in partnership discussions with Visit SLO CAL as they develop their strategy. More directly H1RT has an opportunity to further communicate “best traveler practices” integrating ways for our visitors to leave a smaller footprint. This can be executed throughout the website, and in communications such as social media and email. Other opportunities to partner with Visit SLO CAL initiatives include focusing on electric vehicle road trips by collaborating on content development and communication.

### **Travelers will prefer unique, authentic experiences.**

Experiential tourism is hot right now. Travelers want once-in-a-lifetime adventures. They want to get on the same level as the locals. That’s why many travelers prefer non-traditional accommodations, so they can explore their destination with a different lens. Travelers also have a desire to disappear into a pre-digital era with many visitors saying they intend to carve out travel experiences that remind them of simpler times.

### ***H1RT Opportunity***

It’s as if the communities along Highway 1 in SLO CAL were purpose-built for these desires. It also fits well into the overarching county brand, “Life’s too Beautiful to Rush,” and will help inform the H1RT brand as it develops. Countless experiences in our communities can be woven into this messaging.

## **Key Initiatives for 24-25**

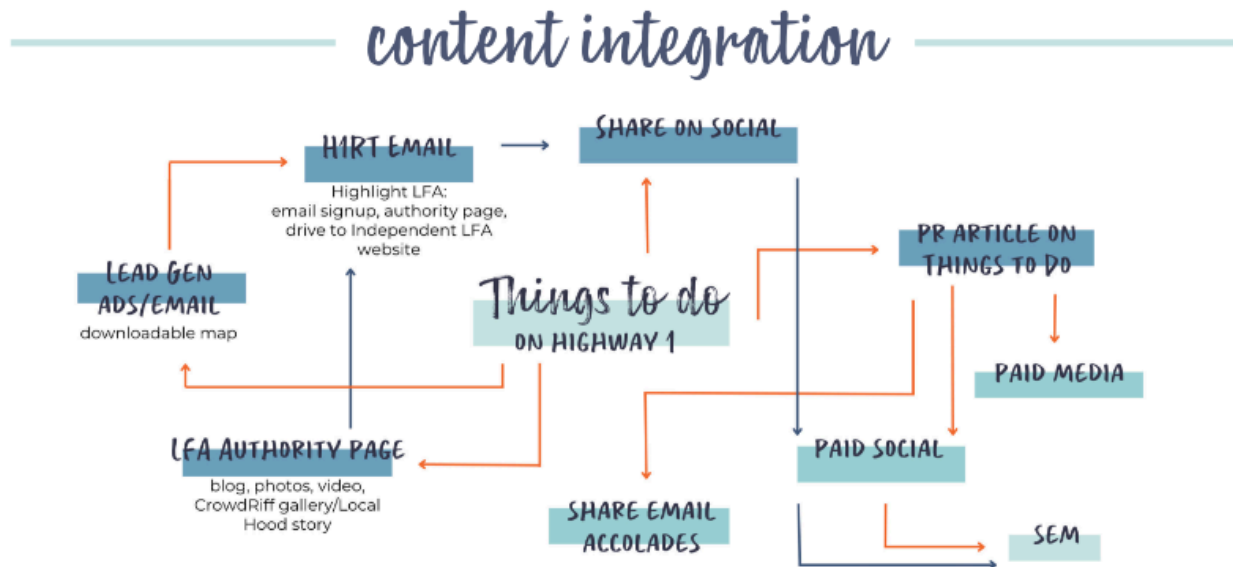
### **PERFORMANCE INDICATORS**

Our key performance indicators have been focused on driving visitors to our website and keeping them engaged with valuable content. Each of our tactics has had varied goals, but typically engagement, click thru rate, and map downloads/email generation were the three key indicators. With the introduction of GA4, we’ll be looking to refine those to some degree – always focusing on continuous improvement.

### **CONTENT CURATION, DISTRIBUTION, AND INTEGRATION TO TELL OUR STORY**

Our content strategy serves as the cornerstone for all of our marketing efforts. Creating and distributing content that captures the imagination of potential travelers, provides them with the information they need to make informed decisions, and inspires them to embark on the ultimate road trip adventure along our iconic route of coastline.

The content focuses on telling the story of the experience of traveling on a Highway 1 Road Trip with vivid descriptions, photos, and videos to help travelers visualize the scenery, attractions, and local culture and to imagine themselves here through a connection on an emotional level.



We have a rich inventory of materials - words, photos, and video – and will continue to identify and develop new content, but visually reworking existing content will prove to be integral in the coming year as opportunities exist to re-edit existing content in new ways. From a blog feature on free things to do on the coast to a newly edited video telling a story about what to do when you’ve finished cycling through the backroads of Cambria, to a podcast telling the story of the whales a visitor might see on their journey - a myriad of opportunities exist to repurpose materials. The content created for Highway 1 road trip will be informative, engaging, and visually appealing.

What’s key to the success is the integration of content across all of the tactics of the team from the website structure, design, and search engine optimization, to the focus of our paid media and social messaging, to our email and public relations efforts. All marketing tactics carrying the same story help spread and amplify the message.

### **PAID MEDIA: SMARTER, NOT WIDER TARGETING TO DRIVE EFFICIENCIES**

Our paid media has been targeting travelers 25+ with a household income of \$150,000+ with a focus on the greater Los Angeles area and San Francisco Bay Area residents with interests in things like beaches, road trips, adventure travel, outdoors, wildlife, and nature,



to name a few. With millions of people within a 4-6 hour drive time to our area, we are recommending we remain focused on California as our primary market. Utilizing the learning from key performance indicators including time on site, engagement, and map downloads, we have optimized our paid media performance significantly over the past several years. As we move forward, we want to continue to utilize a “Smarter, not Wider” strategy to be able to hone in on the audiences that most align. As a part of this effort, we recently took a deeper dive into Google analytics to understand more about the people who interact with our content and have found that they are mostly homeowners (which speaks to the affluence of our visitors) and not surprisingly, that they have interests in things like beaches and outdoors. We have also utilized AI suggestions to develop lookalike audiences to those already in our database. All of these efforts will help us to continue to drive efficiencies.

### **BRANDING/STORYTELLING TO IMPROVE ENGAGEMENT**

An opportunity exists to take our storytelling to the next level by engaging a branding partner for the first time to provide us with a foundation to enhance our message in a way that ties to the overarching county brand, “Life’s Too Beautiful to Rush.” Developing new branding directionally toward “Highway 1 Road Trip at Your Own Pace,” offers an opportunity to enhance our message to the visitor, showing the incredible variety of unique experiences that can be discovered, with attractions and activities that appeal to every type of visitor, with a nod to sustainability at every turn.

A Highway 1 Road Trip offers a bit of everything — from Hearst Castle, with its inspiring collections and iconic architecture, to miles of picture-perfect beaches, small town main streets lined with cafes, and world class wineries to enjoy. Highway 1 in SLO CAL has everything.

It’s important we offer travelers enriching experiences that foster and enable life-long memories and show them the real side of the place they are visiting, to help them immerse themselves fully into the local culture. Long-term, this is a positive thing for our destinations to focus on. And it translates to the Bleisure traveler as well, with our myriad of vacation rentals in close proximity to desired experiences.

### **PARTNERSHIP MARKETING OFFERS OPPORTUNITIES TO EXPAND REACH**

We are looking to continue the collaboration with Visit SLO CAL and other area DMOs, but to also seek out opportunities for partnership with external businesses to increase awareness. We will seek out opportunities in partnership with publishers like Hearst Media,

Sunset, and Westways, to identify other companies who have similar messaging and goals to further broadcast our message.

### **UTILIZING ADVANCES IN TECHNOLOGY TO FURTHER UNDERSTAND RESULTS**

As the tech landscape continues to change, we will be looking to understand the implications of GA4, AI (artificial intelligence), and other data analysis to expand and understand our efforts. Google has said that, “GA4 offers marketers the flexibility and agility to gain more insights, better activate their data and make an even greater impact on their organizations’ business goals—all in a way that protects user privacy.” We have already implemented it to gather data, and it may change our specific key performance indicators a bit. With every change, comes learning and opportunity. There is not only opportunity with GA4, but we are already utilizing AI to make our reporting more efficient, identify lookalike audiences, suggest program refinements, and more. One of our immediate challenges is to identify which key performance indicators we will be able to use with the changeover to GA4. In the past, we diligently measured time on site, engagement, and email sign-ups. We are anticipating some changes to how these types of behaviors are measured and will work to find similar indicators to continue to manage and benchmark our efforts.

### **SEGMENTING OUR DATABASE FOR INCREASED ENGAGEMENT**

Our lead generation efforts over the past couple of years have made our database significantly larger. And while the engagement has been strong, there now exists an opportunity to further segment the audiences to provide them with specific information that speaks to them. Instituting more tactics like A/B testing, and integrating more email best practices should help us continue to grow open rate, click thru rate, and engagement. We will pursue a phased approach that includes a design refresh to make content more visually appealing, along with a plan to personalize content and develop a preference center to collect user profile data used to target specific visitor niches. We will monitor reporting results along the way to make educated decisions on the effectiveness and adapt for future emails.

### **BACKLINKING STRATEGY CONTINUES TO BUILD EFFECTIVE SEARCH RANKINGS**

The strategy of building authority pages has created a solid foundation for organic search traffic and we now have a very strong library of authority pages. The next step is to create a more robust back-link strategy. We will investigate ways to build these with other DMO partners and area attractions to further generate top organic search rankings.

### **FURTHER INTEGRATION OF TRAVEL FOR GOOD MATCHES VISITOR PRIORITIES**

The Travel for Good programming continues to position H1RT on the breaking wave of evolving travel. In an effort to continue to grow awareness of this important effort, it is more important than ever for us to integrate this messaging into everything we do from sharing itineraries, events, and spotlights, to providing tips on maps, in authority pages, through social media, public relations, and in email messaging. An always on winter focus allows us to introduce new “back to nature” self-guided tours, communicate Travel for Good events like Earth Day and Coastal Cleanups, and wildlife viewing tips. Visitors with a keen interest in sustainability, conservation, and responsible tourism can experience our diverse ecosystem of protected wildlife and marine life which includes whales, elephant seals, and Monarch butterflies – to name a few. Our organization was a trendsetter in this regard, with a focus on stewardship and travel for good being a core program for more than ten years. As we move forward, we will be working to further integrate sustainability into everything we do, including collaborating with Visit SLO CAL as they develop their Sustainable SLO initiatives.

### **QUALITY OVER QUANTITY IN PUBIC RELATIONS TELLS OUR STORY IN A SMARTER WAY**

With great past exposure through earned media there exists opportunities to create goals more focused on targeted outlets and quality of articles vs. quantity of articles. In addition, more collaboration with Visit SLO CAL to partner with media to seize upon travel trends that are unique to our county- particularly in the Los Angeles area - will be helpful for the coming year.

### **SOCIAL MEDIA HELPS INTEGRATE OUR STORY AND ENGAGE WITH VISITORS**

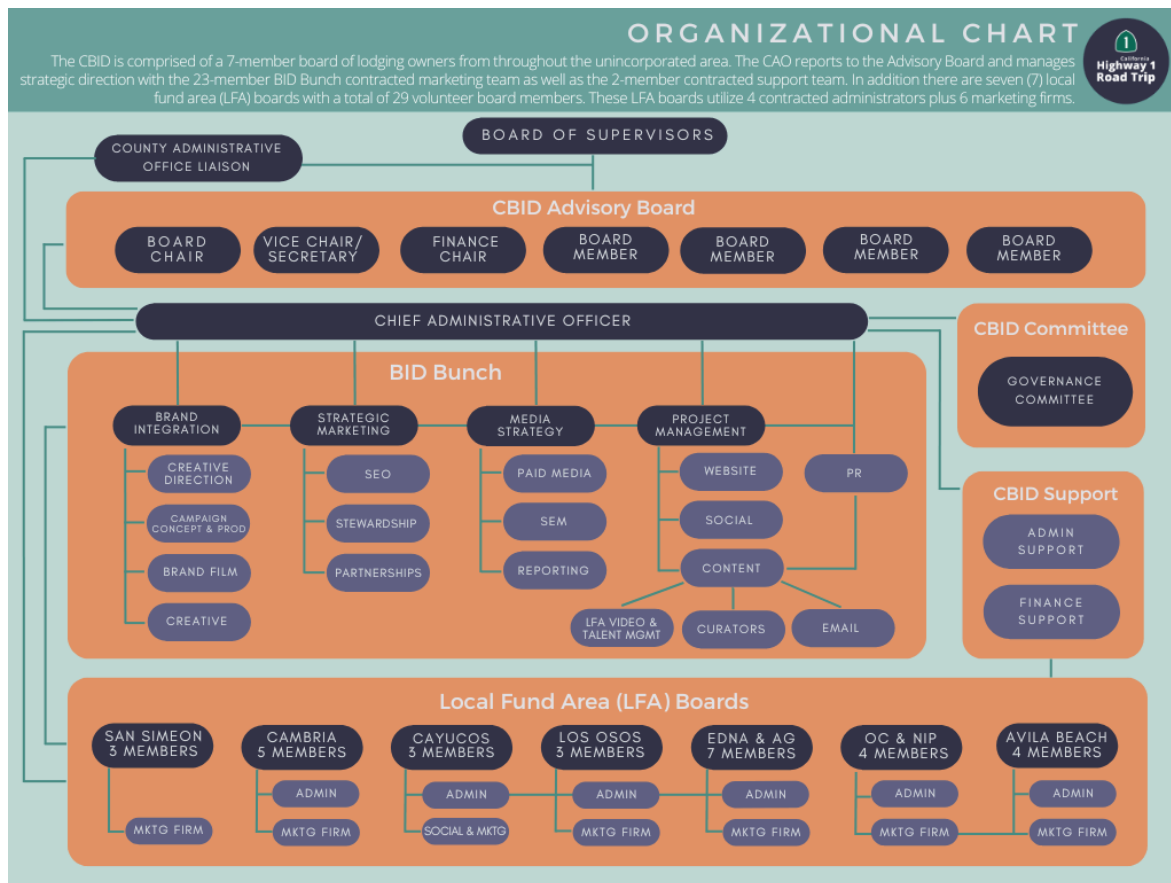
H1RT is currently active organically on Instagram, Facebook, Pinterest, and TikTok. In addition, the team utilizes CrowdRiff to create galleries, and new Localhood stories. The focus is always on what’s trending in the ever-changing landscapes of each platform to increase brand awareness, connect with our audience, and seek engagements in the form of sharing, driving website traffic and generating new leads. In the past year, we have increased the use of video, incorporated accolades, and shared noteworthy media stories across all platforms. In addition, we’ve supported the LFAs by sharing their brand messages, events, blogs, and website content. We also help encourage them to use new tactics such as Localhood stories and raw footage to create reels. In the spring of 2023, we utilized social media mentions and assets in our paid media and it performed well. Integrating all of our messaging through these owned channels will continue in the coming year.

## LOCAL FUND AREA PROGRAMS DRIVE EFFICIENCIES AND LESSEN DUPLICATION OF EFFORTS

Many successful cooperative programs have been created over the years to assist the local fund areas, from CrowdRiff photo sharing to campaign tool kits and more. There continues to be high interest in co-funding search engine marketing and utilizing the 50/50 paid social media opportunities, and the group has moved forward with some additional opportunities in terms of utilizing look alike audiences and email retargeting. In the coming year, more than \$125,000 will be invested in co-funded LFA programs.

## OUR MOST IMPORTANT ASSET - OUR BID BUNCH TEAM

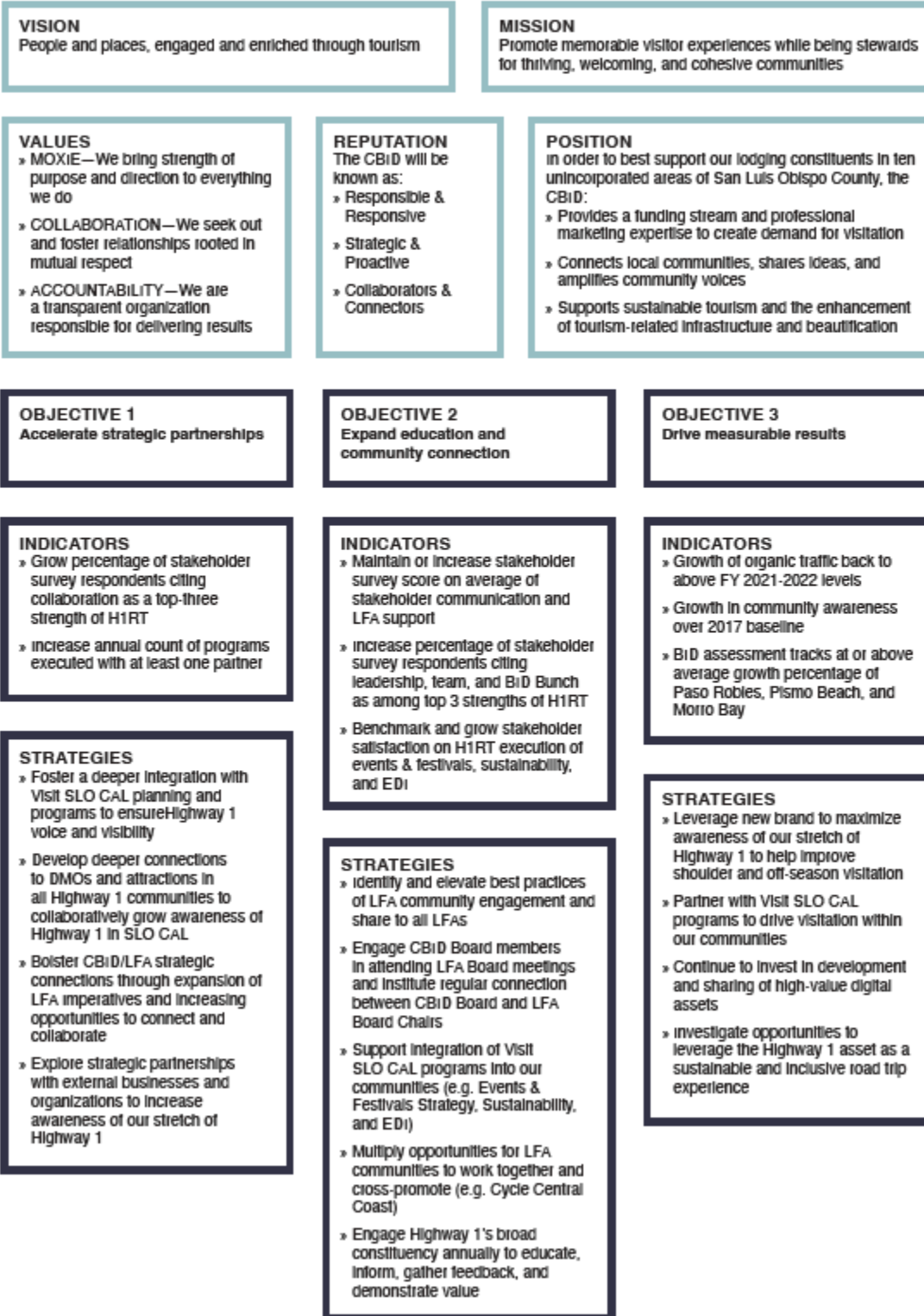
As we look to the future, the BID Bunch will continue their focus on fine tuning our initiatives. Executing these will help the organization to become even more effective in the coming year in promoting memorable visitor experiences while being stewards for thriving, welcoming, and cohesive communities.



**A LIVING DOCUMENT**

This overall plan provides the BID Bunch with a working direction for the coming year. It is a living document, meaning that as things change, pieces of the plan may change to best adapt to new conditions. That has shown to be particularly important over the past few years. Each of the BID Bunch members have specific tactics outlined in their agreements that are measured and adjusted regularly to adapt to new challenges as well as new opportunities.

## Strategic Plan 2023-2027



## Stewardship Travel for Good Program

Highway 1 Road Trip's award-winning Stewardship Travel for Good Program (STFG) continues to position CBID on the breaking wave of evolving stewardship & sustainable travel trends to attract visitors and the media.

As the leaders in California's Sustainable Tourism, we have worked in tandem with Visit SLO CAL on their NEW Sustainability Tourism Strategy through targeted pitching and content development that positions us as leaders in the best sustainable travel practices in environment, climate, and cultural practices.

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.

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:

- Travel Industry Association of America and National Geographic's *"New Trend in Travel Survey"* shows Americans are willing to pay higher costs for travel services that protect and preserve the environment and history.
  - A significant number of travelers (54 million) are inclined to select travel companies that strive to protect and preserve the local environment of the destination.
  - Authenticity is important to travelers. Many (61%) believe their experience is better when their destination preserves its natural, historic, and cultural sites.
- 2022 Booking.com's Sustainability Travel Report found:
  - 81% of global travelers confirm that sustainable travel is important to them, with 50% saying that recent news about climate change has influenced them to make more sustainable travel choices.
  - 50% of travelers say they want to leave the places they visit better than when they arrived, with 33% revealing that they chose to travel outside of peak season to avoid overcrowding.
  - 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 2022 Travel Trends says:
  - Being a green traveler today is no longer limited to one-off gestures but, rather, it's a state of mind. An ongoing attitude to conscious adventure, it now influences all aspects of our travel, from what we pack and how we reach our destination to where we stay and the activities we take part in.

### **2023-2024 Program Successes**

- Highway 1 Road Trip has adopted "Travel for Good" language to inspire and deepen the visitor's connection to our region and started to integrate this into all aspects of the marketing message rather than have it remain a stand-alone program.
  - Website Revamp: Integrating STFG tips, activities and recommendations in new and current authority pages instead of having a stand-alone activities page.
  - Adding strategic STFG tips to email newsletters.
  - Successful "standardization" of Earth Day & Coastal Clean-Up promotions on our marketing calendars.
  - Highly successful and new diverse use of the STFG generated "Wildlife Tips" throughout our messaging.
- Responded to Visit SLO Cal request as they unroll their Sustainable Travel Program.
  - STFG was featured at the World Travel & Tourism Council Destination Spotlight series. <https://wtcc.org/initiatives/destination-spotlight/slo-cal>
- Successfully promoted our regions' Coastal Beach Clean-Up & Earth Day efforts on social media and the website.
- Continuing to promote stewardship focused activities and events on our social media and blog posts.

### **Successful STFG PR Efforts**

- Solid mention: Smithsonian Magazine "How This Small Non-Profit Helped Save California's Elephant Seals"  
<https://www.smithsonianmag.com/science-nature/how-this-small-nonprofit-helped-save-californias-elephant-seals-180982991/>
- We contributed to: National Geographic's "See Monarch Butterflies in all of Their Glory on California Road Trip"  
<https://www.nationalgeographic.com/travel/article/see-monarch-butterflies-this-california-road-trip>

## Program Benefits

- STFG Attracts and engages an emerging, high-profile visitor, alongside locals, who will help care for the region.
- The Stewardship Travel for Good marketing strategy continues to position CBID on the breaking wave of evolving travel trends to attract visitors and the media.
- Continues to be an effective differentiation strategy from Monterey and Santa Barbara.
- Delivers cost-effective media attention and high value content for all social media and online tactics.
- Continues to evolve the stewardship messaging to honor and attract the values of our visitor. *New* emerging sustainable trend promoting and supporting our communities' stewardship efforts; supporting the local organizations and businesses that are doing good.

## 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.

2023 Total LFA Application Funding: \$1,830,479 | 2023 LFA Application Total: 45

Total funding since inception: \$12,318,304 | Total projects since inception: 662

\*Annual Collections are from the 2023|2024 fiscal year and reflect 1% of the 2% BID assessment collection.

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

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

Board Composition: 4-member board

Admin: Stephanie Rowe

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

Tactics: Website, ads, social, influencers, quarterly newsletter and LFA imperatives

Annual Collections: \$239,775

2023 Projects: 3 | \$418,950

Total Projects: 93 | \$2,627,712



### **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](https://www.VisitCambriaCA.com)

Tactics: Website, ads, social, blogs, newsletter, PR, APP, CycleCentralCoast and LFA imperatives

Annual Collections: \$468,896

2023 Projects: 14 | \$783,604

Total Projects: 204 | \$5,254,002



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

Board Meeting: 2nd Monday every other month

Board Composition: 3-member board

Admin: Danielle Carpenter

Marketing Partner: Danna Coy and Shadetree Marketing

Tactics: Paid ads, photography, social, newsletter and LFA imperatives

Annual Collections: \$185,086

2023 Projects: 9 | \$290,197

Total Projects: 89 | \$1,253,368



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

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

Board Composition: 3-member board with 1 committee (mktg)

Admin: Danielle Carpenter

Marketing Partner: Shadetree Marketing

Tactics: Ads, social, quarterly newsletter and LFA imperatives

Annual Collections: \$64,628

2023 Projects: 7 | \$66,910

Total Projects: 56 | \$355,713



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

Board Meeting: 2nd Tuesday every other month

Board Composition: 4-member board

Admin: Danielle Carpenter

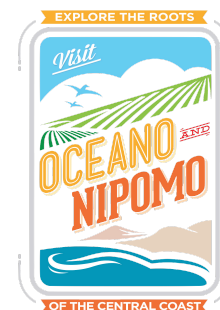
Marketing Partner: TJA Advertising [VisitOceanoNipomo.com](http://VisitOceanoNipomo.com)

Tactics: Ads, social, quarterly newsletter and LFA imperatives

Annual Collections: \$71,754

2023 Projects: 4 | \$165,238

Total Projects: 50 | \$521,072



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

Board Meeting: 2nd Wednesday once per quarter

Board Composition: 7-member board with 1 committee (mktg)

Admin & Marketing Liaison: Danielle Carpenter

Marketing Partner: Big Red Marketing

Tactics: Ads, social, quarterly newsletter and LFA imperatives

Annual Collections: \$80,759

2023 Projects: 4 | \$61,580

Total Projects: 44 | \$298,100



**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: Support staff through Chamber office

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

Tactics: Website, ads, social, blogs, monthly newsletter, PR and LFA imperatives

Annual Collections: \$185,541

2023 Projects: 4 | \$44,000

Total Projects: 120 | \$1,734,344



## Beautification & Infrastructure Funding Recap

The CBID and our 7 LFA Boards actively support projects throughout the unincorporated areas. Funding almost 60 projects across 10 communities totaling \$337,000. These projects include County-supported projects like the Cayucos Vet’s Hall, Cayucos 1st Street beach access, Piedres Blancas lens enclosure in Cambria, and the new restrooms as part of the Cambria Skate Park; Sustainability and Stewardship projects via interpretive signage for nationwide initiatives like The Whale Trail, and State Park programs like the Western Monarch Trail. These needed B&I funds support local non-profit organizations like Beautify Cambria, Lions Foundation, Celebrate Los Osos | Baywood, Cambria Historical Society, and many others.

|                    |   |                  |
|--------------------|---|------------------|
| <b>Avila Beach</b> |   | <b>\$5,983</b>   |
|                    | Avila Community Foundation – Bird Sanctuary Signage               | \$353            |
|                    | Whale Trail.org interpretive sign                                 | \$3,075          |
|                    | Western Monarch Trail interpretive signage                        | \$2,556          |
| <b>Cambria</b>     |   | <b>\$100,192</b> |
|                    | Chamber - Monument Signage  | \$3,500          |
|                    | Web Cam/Weather Station Maintenance                               | \$3,880          |
|                    | Cambria Historical Society Walking Tour Plaques                   | \$20,000         |
|                    | Cambria Land Conservancy Main Street Planter Beautification       | \$3,000          |
|                    | Live cam replacement, purchase and insurance                      | \$4,000          |
|                    | Main Street Center Strip Upkeep and Maintenance                   | \$3,000          |
|                    | Chamber of Commerce Monument Sign matching funds                  | \$5,000          |
|                    | Cambria Historical Society – Tree Lighting                        | \$1,986          |
|                    | Whale Trail Interpretive Sign                                     | \$3,569          |
|                    | Main Street Center Strip Upkeep and Maintenance                   | \$3,000          |
|                    | Historic Cambria Sign Restoration                                 | \$850            |
|                    | Beautify Cambria Trash Can Maintenance Grant                      | \$360            |
|                    | Beautify Cambria Cigarette disposal tubes                         | \$3,807          |
|                    | Beautify Cambria Main Street Medians and Sidewalk Strip Plantings | \$4,950          |

|                               |   |                  |
|-------------------------------|---|------------------|
|                               | Beautify Cambria trash can planter sponsorship                  | \$750            |
|                               | Beautify Cambria planter sponsorship on new trash and recycling | \$720            |
|                               | Cambria Chamber Sign at north gate                              | \$1,400          |
|                               | Beautify Cambria trash receptacle garden sponsorship            | \$720            |
|                               | Beautify Cambria trash receptacle planter sponsorship           | \$720            |
|                               | Beautify Cambria trash receptacle planter sponsorship           | \$720            |
|                               | Cambria Historic Sign Restoration                               | \$2,600          |
|                               | Beautify Cambria trash receptacle planter sponsorship           | \$720            |
|                               | Western Monarch Trail interpretive signage                      | \$2,556          |
|                               | Lions Foundation PB Lens Enclosure                              | \$25,000         |
|                               | Pickleball bleachers  | \$3,384          |
|                               | Skatepark public bathrooms                                      | \$47,500         |
| <b>Cayucos</b>                |   | <b>\$105,413</b> |
|                               | County Parks - Volleyball Courts & Fire Rings                   | \$2,800          |
|                               | Safety Committee - Beach playground equipment                   | \$5,000          |
|                               | WhaleTrail.org Interpretative Sign                              | \$4,300          |
|                               | 1st Street Beach Access replacement project                     | \$25,000         |
|                               | Whale Tail benches  | \$2,500          |
|                               | Whale tail bench installation costs and recognition plaque      | \$1,250          |
|                               | Keep Cayucos Clean  | \$4,563          |
|                               | Vets Hall Restoration   | \$60,000         |
| <b>Los Osos &amp; Baywood</b> |   | <b>\$10,629</b>  |
|                               | Celebrate LO - Sign Restoration                                 | \$2,350          |
|                               | WhaleTrail.org Interpretative Sign                              | \$3,075          |
|                               | Los Osos Red Barn beautification                                | \$2,648          |
|                               | Western Monarch Trail interpretive signage                      | \$2,556          |
| <b>Oceano &amp; Nipomo</b>    |   | <b>\$24,256</b>  |
|                               | WhaleTrail.org Interpretative Sign                              | \$3,500          |
|                               | VACO Oceano Directional Tourism Oriented wall sign              | \$4,000          |

|                   |   |                 |
|-------------------|---|-----------------|
|                   | Western Monarch Trail interpretive signage                | \$2,556         |
|                   | Dana Adobe Demonstration Mission Orchard                  | \$4,900         |
|                   | Welcome to Olde Towne sign                                | \$9,300         |
| <b>San Simeon</b> |   | <b>\$90,502</b> |
|                   | Info Board - Visitor Center kiosk                         | \$11,000        |
|                   | VisitSSCA.com stencil added to signage                    | \$750           |
|                   | PGE Decorative Street Lighting                            | \$2,000         |
|                   | Gateway Signage 10% Matching Funds                        | \$11,000        |
|                   | FES Directional Highway Signage for Elephant Seal Viewing | \$1,947         |
|                   | Gateway Signage project                                   | \$24,999        |
|                   | 2014: Gateway Signage contribution                        | \$10,000        |
|                   | Gateway/Highway 1 sign planting/beautification            | \$1,250         |
|                   | Western Monarch Trail interpretive signage                | \$2,556         |
|                   | Lions Foundation PB Lens Enclosure                        | \$25,000        |

## Local Area Event Funding

The CBID and its 7 LFA boards support funding for local events. In total almost 200 events have been sponsored with contributions totaling more than \$1.5million. A sampling of the events funded include Sunset Savor, Erioca, SLO International Film Festival, Open Studios Art Tour, BlendFest, Scarecrow Festival, Harvest on the Coast and many, many more. These events are organized and raise funds for local non-profit organizations, including Chambers of Commerce, Lions Clubs, Arthritis Foundation, Paso Wine, SLO Coast Wine Collective and others. Events welcome visitors and locals alike, and become an integral part of the fabric of the community.









## Local Fund Area (LFA) Imperative Programs

Several years ago, the CBID board identified that opportunities existed to further collaborate with the Local Funds Areas to reduce duplicative efforts, and to also utilize the partnership to increase our share of voice. Over the years, many impactful opportunities have been executed, and the program continues to evolve.

In the past year, we've focused on leveraged opportunities with multiple leading media and platforms to present co-op opportunities to our LFAs. The co-op sought to provide CBID tested opportunities in these media to achieve measurable results for varying strategies and key performance indicators, including engagement, traffic driving, and various conversions, i.e., map downloads or email sign ups. Results included millions of impressions, thousands of clicks (some of the highest we've seen), conversions and engagements (some at the lowest cost per engagement we've seen).

### LFA Imperative Options - Where?

|                        |  |                        |   |    |   |    |
|------------------------|--|--|---|---|---|--|
|                        | Google ads: SEM  | Google ads: Discovery  | Facebook  | Hearst/SFGate Stories   | Hearst/SFGate Email   | Amazon CTV   |
| Key 2022/23 Highlight  | Increased SOV and conversions for all LFA's. Drove additional Map downloads        | Increased SOV for all LFA's. Increased time spent on LFA pages plus form submits. Volume drove down CPCs | \$22k in Matched funds Drove 8.3 million impressions, 152k clicks and avg 12k engagements across most LFAs, with over 100k to Avila and over 1million to Cambria, Avg CTR 1.83% and as high as 5.2% (Edna Valley) | Stories drove millions of impressions, thousand of clicks and average 6+ minutes per story time spent for IFA's that used them. | Retargeting emails using CBID retargeting buckets are being made available to LFA's. Using A CBID test budget to prove out. | Email list targeting reflected best back end result including 16 map downloads. Now Testing Lookalikes and A.I. Results reporting.   |
| Ad Units               | SEM text ads targeting Keywords, Phrases. Dave will manage                         | Text + Image. Dave will manage.  | Text + Image, Video, Multiple images (Carousel). <a href="#">Click here for more information.</a> Work with LATimes directly.   | Custom stories, Links,photos. Work with Hearst directly. <a href="#">Click here for more detail</a>                             | HTML Text + Photos. Dedicated email to 50k opt-in subscribers (zip code targeted, behavior, demo, HH). Direct with Hearst   | streaming TV (i.e. CTV) <ul style="list-style-type: none"> <li>• Dimensions: 1920x1080</li> <li>• Duration: 15 or 30 seconds</li> <li>- 30 seco. Format: MP4</li> <li>bitrate&gt;4,000 kbps (8,000 kbps recommended)</li> <li>• Video Frame Rate: 23.976 (recommended), 24.25, or 29.97</li> </ul> |
| Matching               | No   | No   | 100%  | No  | No  | No   |
| Strategy Recommended   | Increase your current Share of Voice (SOV)   | Increased SOV, Traffic, Revenue, CRM lead Gen  | Traffic, Engagement, video Views, CRM, Look-a-likes   | Engagement (Guaranteed), High Time on Site, Quality Users   | High Time on Site, Quality Users. Not good for Map  | Awareness  |
| Timing Recommendation  | Sept - June  | Sept - June  | Sept - June   | Sept - June Plan 1 month ahead  | One Email available each Month. First come first serve  | Sept - June  |
| Additional Information | Minimum \$500  | Minimum \$500  | Minimum \$500 + Matched   | Minimum \$3,500 <a href="#">Click here for more detail</a>  | Minimum \$1500 for 50k. Re-broadcast to all opens following week add \$500  | Minimum \$5k a month   |

We offered the opportunity to work with a range of leading digital media publishers such as Hearst/SFGate, Facebook/Instagram, Google Ads and Amazon, while capitalizing on the awareness that CBID's consideration campaign also generates in these markets. Selections

are based on CBID tried and true implementations. All LFAs participated in the programs and have all indicated a high interest in continuing.

In addition to paid media programs, we have also continued to publish robust local content pages on Highway 1 Road Trip website for each of the LFAs, including developing campaign tool kits for each of the LFAs to use in efforts to support the overall messaging. They have also been provided thousands of photo and video assets to utilize in their campaigns. and have been informed of overall campaign results on monthly calls.

**Almost \$250,000 is invested annually by the CBID to support collaborative, value-driven local fund area initiatives.**

## Local Fund Area (LFA) Financials 2023 | 2024 (as of March 2024)

|                                 | Avila Beach<br>(Local Fund) | Cambria<br>(Local Fund) | Cayucos<br>(Local Fund) | San Simeon<br>(Local Fund) | Los Osos/MB<br>(Local Fund) | Nipomo/Oceano<br>(Local Fund) | AG/SLO/SM<br>(Local Fund) | Total<br>Local Fund |
|---------------------------------|-----------------------------|-------------------------|-------------------------|----------------------------|-----------------------------|-------------------------------|---------------------------|---------------------|
|                                 | 19.10%                      | 37.20%                  | 14.47%                  | 14.50%                     | 4.34%                       | 5.57%                         | 4.82%                     | 100.00%             |
| <b>Income</b>                   |                             |                         |                         |                            |                             |                               |                           |                     |
| BID Assessment Collection       |                             |                         |                         |                            |                             |                               |                           |                     |
| Air B&B Assessments             | 16,734                      | 33,818                  | 38,587                  | 1,764                      | 16,082                      | 22,051                        | 24,871                    | 153,906             |
| Local Fund                      | 196,431                     | 381,421                 | 122,898                 | 160,064                    | 32,388                      | 40,169                        | 28,884                    | 962,255             |
| Total BID Assessment Collection | 213,165                     | 415,239                 | 161,485                 | 161,828                    | 48,470                      | 62,219                        | 53,755                    | 1,116,161           |
| Carryforward                    | 292,719                     | 387,321                 | 601,765                 | 580,117                    | 51,709                      | 104,577                       | 91,968                    | 2,110,176           |
| Total Income                    | 505,884                     | 802,560                 | 763,250                 | 741,946                    | 100,178                     | 166,796                       | 145,723                   | 3,226,337           |
| Gross Profit                    | 505,884                     | 802,560                 | 763,250                 | 741,946                    | 100,178                     | 166,796                       | 145,723                   | 3,226,337           |
| <b>Expense</b>                  |                             |                         |                         |                            |                             |                               |                           |                     |
| Administration                  |                             |                         |                         |                            |                             |                               |                           |                     |
| Administrator - General Fund    | 12,284                      | 26,141                  | 10,436                  | 9,774                      | 3,298                       | 3,836                         | 2,814                     | 68,584              |
| Administrator - Local Fund      | 17,840                      | 33,418                  | 2,657                   | 0                          | 5,570                       | 2,247                         | 2,572                     | 64,305              |
| District Administration Fees    | 4,263                       | 8,305                   | 3,230                   | 3,237                      | 969                         | 1,244                         | 1,075                     | 22,323              |
| Meals                           | 0                           | 359                     | 0                       | 0                          | 0                           | 0                             | 0                         | 359                 |
| Mileage                         | 0                           | 83                      | 0                       | 0                          | 0                           | 0                             | 0                         | 83                  |
| Supplies                        | 1,145                       | 741                     | 0                       | 0                          | 0                           | 0                             | 0                         | 1,886               |
| Telecommunications              | 180                         | 430                     | 0                       | 0                          | 0                           | 0                             | 0                         | 610                 |
| Total Administration            | 35,712                      | 69,477                  | 16,323                  | 13,011                     | 9,837                       | 7,328                         | 6,461                     | 158,149             |
| Marketing/Advertising           |                             |                         |                         |                            |                             |                               |                           |                     |
| Content Curation                |                             |                         |                         |                            |                             |                               |                           |                     |
| Photography                     | 2,300                       | 0                       | 0                       | 0                          | 0                           | 0                             | 0                         | 2,300               |
| Total Content Curation          | 2,300                       | 0                       | 0                       | 0                          | 0                           | 0                             | 0                         | 2,300               |
| Creative Development            | 0                           | 22,610                  | 0                       | 0                          | 0                           | 0                             | 0                         | 22,610              |
| Media                           |                             |                         |                         |                            |                             |                               |                           |                     |
| SEM                             | 10,000                      | 15,400                  | 22,000                  | 10,500                     | 9,000                       | 5,000                         | 14,000                    | 85,900              |
| Total Media                     | 10,000                      | 15,400                  | 22,000                  | 10,500                     | 9,000                       | 5,000                         | 14,000                    | 85,900              |
| Owned Media                     |                             |                         |                         |                            |                             |                               |                           |                     |
| Mailchimp                       | 1,800                       | 0                       | 0                       | 0                          | 0                           | 250                           | 0                         | 2,050               |
| Social Media                    | 48,641                      | 0                       | 36,900                  | 0                          | 0                           | 0                             | 0                         | 85,541              |
| Website                         | 5,510                       | 22,349                  | 0                       | 0                          | 0                           | 0                             | 0                         | 27,859              |
| Total Owned Media               | 55,951                      | 22,349                  | 36,900                  | 0                          | 0                           | 250                           | 0                         | 115,450             |
| Marketing/Advertising - Other   | 0                           | 0                       | 32,606                  | 106,984                    | 38,950                      | 0                             | 26,470                    | 205,011             |
| Total Marketing/Advertising     | 68,251                      | 60,359                  | 91,506                  | 117,484                    | 47,950                      | 5,250                         | 40,470                    | 431,271             |
| Memberships/Sponsorships        |                             |                         |                         |                            |                             |                               |                           |                     |
| Sponsorships / Events           |                             |                         |                         |                            |                             |                               |                           |                     |
| Event Focus                     | 0                           | 0                       | 0                       | 0                          | 1,000                       | 0                             | 0                         | 1,000               |
| Sponsorships / Events - Other   | 4,500                       | 60,385                  | 0                       | 12,000                     | 2,500                       | 0                             | 4,500                     | 83,885              |
| Total Sponsorships / Events     | 4,500                       | 60,385                  | 0                       | 12,000                     | 3,500                       | 0                             | 4,500                     | 84,885              |
| Total Memberships/Sponsorships  | 4,500                       | 60,385                  | 0                       | 12,000                     | 3,500                       | 0                             | 4,500                     | 84,885              |
| Project Management              | 0                           | 24,000                  | 0                       | 0                          | 0                           | 0                             | 0                         | 24,000              |
| Social Media                    |                             |                         |                         |                            |                             |                               |                           |                     |
| Facebook, Blogging, etc.        | 35,523                      | 137,838                 | 0                       | 0                          | 0                           | 23,263                        | 0                         | 196,624             |
| Monthly E-Newsletter            | 200                         | 3,200                   | 0                       | 0                          | 0                           | 0                             | 0                         | 3,400               |
| Total Social Media              | 35,723                      | 141,038                 | 0                       | 0                          | 0                           | 23,263                        | 0                         | 200,024             |
| Tourism Infrastructure          | 0                           | 72,500                  | 0                       | 25,000                     | 0                           | 0                             | 0                         | 97,500              |
| Web Development                 |                             |                         |                         |                            |                             |                               |                           |                     |
| Content Management              | 12,000                      | 0                       | 0                       | 0                          | 0                           | 10,640                        | 0                         | 22,640              |
| Total Web Development           | 12,000                      | 0                       | 0                       | 0                          | 0                           | 10,640                        | 0                         | 22,640              |
| Total Expense                   | 156,186                     | 427,759                 | 107,829                 | 167,495                    | 61,287                      | 46,481                        | 51,432                    | 1,018,469           |
| Net Income                      | 349,698                     | 374,801                 | 655,421                 | 574,450                    | 38,891                      | 120,315                       | 94,291                    | 2,207,868           |

## General Fund Budget 2023 | 2024 (as of March 2024)

|   | July 2023 - March 2024 |                     |                    |                |
|---|------------------------|---------------------|--------------------|----------------|
|   | July 23 - March 24     | Budget              | \$ Over Budget     | % of Budget    |
| <b>Income</b>                           |                        |                     |                    |                |
| BID Assessment Collection               |                        |                     |                    |                |
| Air B&B Assessments                     | 153,906.18             | 0.00                | 153,906.18         | 100.0%         |
| General Fund                            | 962,255.30             | 1,182,061.31        | -219,806.01        | 81.41%         |
| <b>Total BID Assessment Collection</b>  | <b>1,116,161.48</b>    | <b>1,182,061.31</b> | <b>-65,899.83</b>  | <b>94.43%</b>  |
| Carryforward                            | 586,520.43             | 586,520.43          | 0.00               | 100.0%         |
| <b>Total Income</b>                     | <b>1,702,681.91</b>    | <b>1,768,581.74</b> | <b>-65,899.83</b>  | <b>96.27%</b>  |
| <b>Gross Profit</b>                     | <b>1,702,681.91</b>    | <b>1,768,581.74</b> | <b>-65,899.83</b>  | <b>96.27%</b>  |
| <b>Expense</b>                          |                        |                     |                    |                |
| Administration                          |                        |                     |                    |                |
| Administration - Fin. Support           | 8,825.00               | 8,550.00            | 275.00             | 103.22%        |
| Administrator - General Fund            | 62,778.24              | 92,399.99           | -29,621.75         | 67.94%         |
| District Administration Fees            | 19,494.83              | 0.00                | 19,494.83          | 100.0%         |
| Events                                  | 530.88                 | 0.00                | 530.88             | 100.0%         |
| Meal                                    | 1,176.26               | 0.00                | 1,176.26           | 100.0%         |
| Mileage                                 | 1,964.08               | 0.00                | 1,964.08           | 100.0%         |
| Travel                                  | 583.78                 | 0.00                | 583.78             | 100.0%         |
| Telecommunications                      | 1,601.40               | 1,350.00            | 251.40             | 118.62%        |
| <b>Total Administration</b>             | <b>96,954.47</b>       | <b>102,299.99</b>   | <b>-5,345.52</b>   | <b>94.76%</b>  |
| Co-op-SLO CAL, Visit CA & CCTC          |                        |                     |                    |                |
| Marketing/Advertising                   |                        |                     |                    |                |
| Collateral / Brochure                   | 0.00                   | 0.00                | 0.00               | 0.0%           |
| Content Curation                        |                        |                     |                    |                |
| Visual Assets & Management              | 36,000.00              | 36,000.00           | 0.00               | 100.0%         |
| Additional Content                      | 13,770.00              | 13,770.00           | 0.00               | 100.0%         |
| Content/Copy/Blogs                      | 14,400.00              | 14,400.00           | 0.00               | 100.0%         |
| Photography                             | 58,003.05              | 64,800.00           | -6,796.95          | 89.51%         |
| <b>Total Content Curation</b>           | <b>122,173.05</b>      | <b>128,970.00</b>   | <b>-6,796.95</b>   | <b>94.73%</b>  |
| Creative Development                    | 15,300.00              | 15,300.00           | 0.00               | 100.0%         |
| Implementation Support                  | 0.00                   | 0.00                | 0.00               | 0.0%           |
| LFA                                     |                        |                     |                    |                |
| CTV Planning/Buying                     | 0.00                   | 0.00                | 0.00               | 0.0%           |
| LFA Matching Funds                      | 33,500.00              | 30,000.01           | 3,499.99           | 111.67%        |
| Development/Strategy                    | 18,000.00              | 18,000.00           | 0.00               | 100.0%         |
| Other and LFA Tools                     | 44,414.35              | 59,636.25           | -15,221.90         | 74.48%         |
| <b>Total LFA</b>                        | <b>95,914.35</b>       | <b>107,636.26</b>   | <b>-11,721.91</b>  | <b>89.11%</b>  |
| Media                                   |                        |                     |                    |                |
| Paid Media                              | 358,953.29             | 382,500.00          | -23,546.71         | 93.84%         |
| SEM                                     | 36,450.00              | 36,000.00           | 450.00             | 101.25%        |
| Strategy                                | 64,100.00              | 61,349.99           | 2,750.01           | 104.48%        |
| <b>Total Media</b>                      | <b>459,503.29</b>      | <b>479,849.99</b>   | <b>-20,346.70</b>  | <b>95.76%</b>  |
| Owned Media                             |                        |                     |                    |                |
| Email                                   | 29,716.50              | 29,700.00           | 16.50              | 100.06%        |
| Mailchimp                               | 8,211.00               | 9,000.00            | -789.00            | 91.23%         |
| SEO                                     | 31,500.00              | 31,500.00           | 0.00               | 100.0%         |
| Social Media                            | 25,650.00              | 27,074.97           | -1,424.97          | 94.74%         |
| Website                                 | 36,000.00              | 36,000.00           | 0.00               | 100.0%         |
| <b>Total Owned Media</b>                | <b>131,077.50</b>      | <b>133,274.97</b>   | <b>-2,197.47</b>   | <b>98.35%</b>  |
| Public Relations                        |                        |                     |                    |                |
| Influencer                              | 0.00                   | 0.00                | 0.00               | 0.0%           |
| Manager                                 | 36,000.00              | 36,000.00           | 0.00               | 100.0%         |
| PR Coordination                         | 26,250.03              | 26,249.99           | 0.04               | 100.0%         |
| Media Reoop / Visiting Jour             | 35,067.97              | 41,250.01           | -6,182.04          | 85.01%         |
| <b>Total Public Relations</b>           | <b>97,318.00</b>       | <b>103,500.00</b>   | <b>-6,182.00</b>   | <b>94.03%</b>  |
| <b>Total Marketing/Advertising</b>      | <b>921,286.19</b>      | <b>968,531.22</b>   | <b>-47,245.03</b>  | <b>95.12%</b>  |
| Stewardship/Sustainability              |                        |                     |                    |                |
| CDC Promo                               | 0.00                   | 0.00                | 0.00               | 0.0%           |
| STP Management                          | 18,749.97              | 18,750.01           | -0.04              | 100.0%         |
| <b>Total Stewardship/Sustainability</b> | <b>18,749.97</b>       | <b>18,750.01</b>    | <b>-0.04</b>       | <b>100.0%</b>  |
| Strategy & Research                     |                        |                     |                    |                |
| Project Management                      | 27,130.83              | 32,999.99           | -5,869.16          | 82.22%         |
| Strategic Plan                          | 0.00                   | 0.00                | 0.00               | 0.0%           |
| <b>Total Strategy &amp; Research</b>    | <b>27,130.83</b>       | <b>32,999.99</b>    | <b>-5,869.16</b>   | <b>82.22%</b>  |
| Web Development                         |                        |                     |                    |                |
| Content Management                      | 36,405.25              | 36,000.00           | 405.25             | 101.13%        |
| <b>Total Web Development</b>            | <b>36,405.25</b>       | <b>36,000.00</b>    | <b>405.25</b>      | <b>101.13%</b> |
| Encumbrances                            |                        |                     |                    |                |
| SLO CAL & VCA Co-Op                     | 3,000.00               | 0.00                | 3,000.00           | 100.0%         |
| <b>Total Encumbrances</b>               | <b>3,000.00</b>        | <b>0.00</b>         | <b>3,000.00</b>    | <b>100.0%</b>  |
| Contingency                             |                        |                     |                    |                |
| Eroica Sponsorship                      | 0.00                   | 0.00                | 0.00               | 0.0%           |
| CD&S FAM                                | 0.00                   | 0.00                | 0.00               | 0.0%           |
| Event Matching Funds                    | 5,000.00               | 0.00                | 5,000.00           | 100.0%         |
| QR Code Rack                            | 0.00                   | 0.00                | 0.00               | 0.0%           |
| Tourism Infrastructure                  | 0.00                   | 0.00                | 0.00               | 0.0%           |
| Contingency- Other                      | 0.00                   | 390,700.21          | -390,700.21        | 0.0%           |
| <b>Total contingency</b>                | <b>5,000.00</b>        | <b>390,700.21</b>   | <b>-385,700.21</b> | <b>1.28%</b>   |
| <b>Total Expense</b>                    | <b>1,108,526.71</b>    | <b>1,549,281.42</b> | <b>-440,754.71</b> | <b>71.55%</b>  |
| <b>Net Income</b>                       | <b>594,155.20</b>      | <b>219,300.32</b>   | <b>374,854.88</b>  | <b>270.93%</b> |

## Balance Sheet 2023 | 2024 (as of March 2024)

|                                       | <u>Jul 31, 23</u>   | <u>Aug 31, 23</u>   | <u>Sep 30, 23</u>   | <u>Oct 31, 23</u>   | <u>Nov 30, 23</u>   | <u>Dec 31, 23</u>   | <u>Jan 31, 24</u>   | <u>Feb 29, 24</u>   | <u>Mar 31, 24</u>   |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>ASSETS</b>                         |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Current Assets                        |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Checking/Savings                      |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| CBID Checking Account                 | 235,387.11          | 295,695.13          | 346,142.94          | 297,332.83          | 326,329.99          | 261,804.25          | 219,492.93          | 190,127.45          | 61,325.41           |
| Local Fund Checking Accounts          |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Avila Beach                           | 439,374.05          | 485,108.11          | 500,476.00          | 502,606.45          | 511,196.48          | 515,463.40          | 518,263.81          | 518,861.99          | 499,167.00          |
| Cambria                               | 697,397.13          | 695,072.61          | 725,015.02          | 660,760.74          | 659,131.80          | 664,619.16          | 696,787.75          | 696,029.72          | 707,502.37          |
| Cayucos                               | 665,758.12          | 677,121.19          | 698,283.88          | 692,014.12          | 700,311.86          | 705,558.62          | 708,615.19          | 716,531.15          | 720,360.98          |
| San Simeon                            | 702,789.92          | 698,688.46          | 713,233.65          | 703,449.78          | 704,077.52          | 704,587.55          | 697,010.61          | 694,806.09          | 692,380.85          |
| Los Osos/Morro Bay                    | 75,022.03           | 73,740.09           | 75,577.10           | 70,904.27           | 72,059.01           | 69,467.56           | 64,869.00           | 66,100.97           | 64,864.11           |
| Nipomo/Oceano                         | 154,499.33          | 164,742.47          | 164,282.05          | 166,250.01          | 166,221.46          | 165,350.44          | 164,134.41          | 162,412.06          | 164,075.63          |
| AG/SLO/SM                             | 135,434.51          | 140,415.15          | 145,254.42          | 140,918.49          | 139,632.30          | 132,464.23          | 131,468.49          | 128,952.81          | 126,294.52          |
| Total Local Fund Checking Accounts    | 2,870,275.09        | 2,934,888.08        | 3,022,122.12        | 2,936,903.86        | 2,952,630.43        | 2,957,510.96        | 2,981,149.26        | 2,983,694.79        | 2,974,645.46        |
| Checking                              | -50,178.19          | -51,526.63          | -26,854.73          | -130.08             | -11,044.58          | -30,574.44          | -942.37             | 218.90              | -4,683.46           |
| Total Checking/Savings                | 3,055,484.01        | 3,179,056.58        | 3,341,410.33        | 3,234,106.61        | 3,267,915.84        | 3,188,740.77        | 3,199,699.82        | 3,174,041.14        | 3,031,287.41        |
| Accounts Receivable                   |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Accounts Receivable                   | 52,184.76           | 53,533.20           | 28,861.30           | 2,136.63            | 13,051.13           | 32,580.99           | 2,948.92            | 1,787.65            | 6,690.01            |
| Total Accounts Receivable             | 52,184.76           | 53,533.20           | 28,861.30           | 2,136.63            | 13,051.13           | 32,580.99           | 2,948.92            | 1,787.65            | 6,690.01            |
| Total Current Assets                  | 3,107,668.77        | 3,232,589.78        | 3,370,271.63        | 3,236,243.24        | 3,280,966.97        | 3,221,321.76        | 3,202,648.74        | 3,175,828.79        | 3,037,977.42        |
| <b>TOTAL ASSETS</b>                   | <u>3,107,668.77</u> | <u>3,232,589.78</u> | <u>3,370,271.63</u> | <u>3,236,243.24</u> | <u>3,280,966.97</u> | <u>3,221,321.76</u> | <u>3,202,648.74</u> | <u>3,175,828.79</u> | <u>3,037,977.42</u> |
| <b>LIABILITIES &amp; EQUITY</b>       |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Liabilities                           |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Current Liabilities                   |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Accounts Payable                      |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Accounts Payable                      | 164,353.10          | 106,038.24          | 265,306.81          | 173,875.47          | 238,640.99          | 140,124.99          | 73,911.24           | 123,425.66          | 100,480.55          |
| Total Accounts Payable                | 164,353.10          | 106,038.24          | 265,306.81          | 173,875.47          | 238,640.99          | 140,124.99          | 73,911.24           | 123,425.66          | 100,480.55          |
| Total Current Liabilities             | 164,353.10          | 106,038.24          | 265,306.81          | 173,875.47          | 238,640.99          | 140,124.99          | 73,911.24           | 123,425.66          | 100,480.55          |
| Total Liabilities                     | 164,353.10          | 106,038.24          | 265,306.81          | 173,875.47          | 238,640.99          | 140,124.99          | 73,911.24           | 123,425.66          | 100,480.55          |
| 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         | -203,992.23         | -203,992.23         | -203,992.23         | -203,992.23         | -203,992.23         | -203,992.23         | -203,992.23         | -203,992.23         | -203,992.23         |
| Net Income                            | 2,807,841.81        | 2,991,077.68        | 2,969,490.96        | 2,926,893.91        | 2,906,852.12        | 2,945,722.91        | 2,993,263.64        | 2,916,929.27        | 2,802,023.01        |
| Total Equity                          | 2,943,315.67        | 3,126,551.54        | 3,104,964.82        | 3,062,367.77        | 3,042,325.98        | 3,081,196.77        | 3,128,737.50        | 3,052,403.13        | 2,937,496.87        |
| <b>TOTAL LIABILITIES &amp; EQUITY</b> | <u>3,107,668.77</u> | <u>3,232,589.78</u> | <u>3,370,271.63</u> | <u>3,236,243.24</u> | <u>3,280,966.97</u> | <u>3,221,321.76</u> | <u>3,202,648.74</u> | <u>3,175,828.79</u> | <u>3,037,977.42</u> |

## Reconciliation Report 2023 | 2024 (as of March 2024)

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

**MONTHLY SLOCTBID RECONCILIATION**  
**FISCAL YEAR 2023-24**  
 Reconciliation Period Ending: March 31, 2024

PREPARED BY :  
 Raul Pereyra

APPROVED BY : \_\_\_\_\_

DATE 4/2/2024

DATE : \_\_\_\_\_

|   |         |                     |
|---|---------|---------------------|
| <b>SLOCTBID-Undistributed</b>                                     |         |                     |
| Account 3100500003-2601852 Balance :                              |         | 3,031,287.41        |
| *Adj for June 2023 Activity deposited in July 2023                |         | (8,771.02)          |
| Adj for March Activity deposited in April 2024                    |         | 6,690.01            |
| Adj for Corr JE 1002524929 to correct 1002514586 dated 03/04/2024 |         | (2,828.38)          |
| <b>Subtotal:</b>  |         | <b>3,026,378.02</b> |
| Prior FY Undistributed  |         | (2,848,195.03)      |
| Prior Periods Undistributed                                       | 2601852 | (318,862.74)        |
| Current Period Distributed  |         | 299,646.86          |

Adjusted SAP Balance 158,967.11

**HdL TOT/BID System**  
**Summary Deposit Report**

**158,967.11**

|   |          |            |         |
|---|----------|------------|---------|
| JE 1002524929 to correct<br>1002514586, incorrect fund<br>number was used | 2,828.38 | Difference | \$ 0.00 |
| Total: <span style="float: right;">2,828.38</span>                        |          |            |         |

**HdL TOT/BID System**

| Area Report   | Total BID           | 2% Admin Fee     | Dist to Vendor      | Dist to TC       | Interest Pd | Undistributed     |
|---------------|---------------------|------------------|---------------------|------------------|-------------|-------------------|
| Jul 2023      | 353,953.19          | 7,079.06         | 98,766.15           | 4,484.32         |             | 250,702.72        |
| Aug 2023      | 417,047.94          | 8,340.96         | 285,047.87          | 7,079.06         |             | 124,921.01        |
| Sep 2023      | 258,206.37          | 5,164.13         | 112,183.57          | 8,340.96         |             | 137,681.84        |
| Oct 2023      | 251,552.08          | 5,031.04         | 380,416.33          | 5,164.13         |             | (134,028.38)      |
| Nov 2023      | 238,599.20          | 4,771.98         | 188,844.43          | 5,031.04         |             | 44,723.73         |
| Dec 2023      | 195,841.22          | 3,916.82         | 250,714.45          | 4,771.98         |             | (59,645.21)       |
| Jan 2024      | 216,736.71          | 4,334.73         | 231,492.91          | 3,916.82         |             | (18,673.02)       |
| Feb 2024      | 141,419.06          | 2,828.38         | 163,904.28          | 4,334.73         |             | (26,819.95)       |
| Mar 2024      | 158,967.11          | 3,179.34         | 296,818.48          | 2,828.38         |             | (140,679.75)      |
| Apr 2024      |                     | 0.00             |                     |                  |             | 0.00              |
| May 2024      |                     | 0.00             |                     |                  |             | 0.00              |
| Jun 2024      |                     | 0.00             |                     |                  |             | 0.00              |
| <b>Totals</b> | <b>2,232,322.88</b> | <b>44,646.46</b> | <b>2,008,188.47</b> | <b>45,951.42</b> |             | <b>178,182.99</b> |

Diff SAP Bal less Undist **\$ 0.00**



## 2024 | 2025 Projected Budget (as of April 2024)

| 2024   2025 Budget DRAFT (as of 4/24/2024)                       |             |
|--|-------------|
| Projected Expenses   | Budget      |
| <b>LFA Imperative and Strategic partnerships</b>                 | \$53,843    |
| Partnership strategy, SLO CAL & LFA programs, co-op              | \$29,000    |
| H1RT Brand Development   | \$0         |
| CrowdRiff  | \$24,843    |
| <b>Strategy, Planning, BID Bunch mngmnt, Reporting</b>           | \$56,000    |
| <b>Media</b>   | \$679,800   |
| Paid media   | \$510,000   |
| SEM, Strategy, Planning, Buying, Reporting, media-pass thru fees | \$129,800   |
| LFA matching funds program                                       | \$40,000    |
| <b>Content Curation, Visual Assets and Management</b>            | \$153,060   |
| <b>Earned Media</b>  | \$138,000   |
| Public relations and coordination                                | \$83,000    |
| Visiting journalists, FAM and media reception expenses           | \$55,000    |
| <b>Owned Media</b>   | \$183,300   |
| Social media   | \$36,000    |
| Website & SEO  | \$90,000    |
| Email program and Mailchimp expenses                             | \$57,300    |
| <b>Collateral/Brochure</b>                                       | \$0         |
| <b>Other Expenses</b>  | \$58,750    |
| Stewardship Travel for Good Program Management                   | \$25,000    |
| Creative Direction and Production                                | \$26,250    |
| Miscellaneous Projects   | \$7,500     |
| <b>Total Expenses</b>  | \$1,322,753 |
| Administration Expenses  | \$203,900   |
| <b>Grand Total Projected Expenses for CBID</b>                   | \$1,526,653 |
| <b>Projected Income</b>  |             |
| Projected assessment   | \$1,422,725 |
| Current Net Income   | \$594,155   |
| Anticipated Carryforward used to bridge 23 24 Revnue Shortfall   | -\$90,000   |
| <b>Total projected revenue + carryforward</b>                    | \$1,926,880 |
| <b>24   25 Collection Projeciton</b>                             | \$1,422,725 |
| Anticipated Carryforward into new FY 24   25                     | \$504,155   |
| <b>Total Marketing + Carryforward + Contg + Reserves</b>         | \$1,926,880 |
| Anticipated Carryforward into new FY 24   25                     | \$504,155   |
| Carryforward needed to meet budgeted expenses FY 24   25         | \$103,928   |
| Contingency (required by policy)                                 | \$100,000   |
| Reserves (required by policy)                                    | \$125,000   |
| <b>Balance of Carryforward less Contingency and Reserves</b>     | \$175,227   |