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**MENDOCINO**  
— COUNTY —  
U.S.A.  
FIND YOUR HAPPY!

## **VISIT MENDOCINO COUNTY** Annual Report ~ Fiscal Year 2018/19

Submitted to Mendocino County Tourism Commission, Inc. & County of Mendocino  
October 15, 2019





# VMC Annual Report: Fiscal Year 2018/19

## Executive Summary

The 2018/19 fiscal year was a period of stability and growth for Visit Mendocino County.

- VMC's main office was relocated to Ukiah, giving the team easier access to County of Mendocino resources. The Fort Bragg office remains in the same location and is now shared with the West Business Development Center.
- The team worked with TheorySF to create the next phase of our marketing campaign "Find Yourself Happy".
- Staff continues to represent VMC on the following boards: Mendocino Coast Chamber of Commerce, Willits Chamber of Commerce, Anderson Valley Winegrowers Association, and Destination Hopland.
- The team continued with the Hotel Adoption Program (HAP) and worked on a new handout for stakeholders and partners.
- The organization created and filled two new positions: Partner Relations Manager and Marketing & Sales Coordinator.
- Staff mapped their work throughout the year to the three-year Strategic Plan.
- PR continued to hit home runs with a record number of media visits to the county and high profile coverage in A-list publications.
- The Executive Director and Partner Relations Manager worked with partners and stakeholders to create a series of workshops to further educate stakeholders. VMC also partnered with the West Business Development Center and the Mendocino Coast Chamber of Commerce to host workshops facilitated by industry leaders.
- The Executive Director worked with the County Treasurer - Tax Collector to recruit candidates for the MCTC Board of Directors and with the County Planning & Building department to fill seats on the BID Advisory Board.

Financially, MCTC emerged in a very strong position with expenses coming in under budget.

**Our mission:** To steward and amplify the total Mendocino County experience.

**Our vision:** Enriching experiences for our guests, enhanced lifestyle for our residents, and diversity for our economy.

The MCTC future is continues to be inspiring. The team is dedicated to inspiring visitors to experience our miles of pristine coastline, the acres of old-growth redwoods and verdant inland valleys, the unique attractions and our hospitable welcome.

By working together and with our larger community, we can raise visitation numbers, add to economic development, and improve the lives of County residents.

Thank you for the opportunity to promote our beautiful county

Respectfully,

Travis Scott

Executive Director, Visit Mendocino County

## Strategic Plan

The activities in this report relate to the initiatives set forth in the three-year Visit Mendocino County Strategic Plan that was put into action in 2017. The purpose of the plan was to realign the core strategies of the organization. (The Strategic Plan may viewed [here](#) and is attached as Appendix 1.) This report directly relates the VMC, Marketing, PR, sales, and other VMC staff activities during the fiscal year directly to the Imperatives, Objectives, and Initiatives contained in the Strategic Plan. As staff undertook an analysis of their activities and the objectives of the Plan throughout the year, they noted areas of the Plan where refinements to objectives are recommended. Those are noted herein.

### Vision:

Enriching experiences for our guests, enhanced lifestyle for our residents, and stability and diversity for our economy.

### Mission:

Visit Mendocino County stewards and amplifies the total Mendocino County experience.

### Values:

- Transparency: We foster trust through openness and integrity.
- Accountability: We are outcome-oriented and professional.
- Partnership: We create alignment through inclusive and meaningful relationships.
- Community: We contribute to the fabric of Mendocino County.
- Innovation: Our creativity reflects the uniqueness of our cultures and landscapes.

### IMPERATIVE: Demonstrate and strengthen VMC's contribution to county economic and community vitality

- **OBJECTIVE: Bid assessment growth at 5% over average of top 3 competitors**

In October 2018, the Mendocino County Treasurer-Tax Collector's office published their annual TOT/BID collections report. The table on the following page shows that county revenue from lodging businesses increased to nearly \$5.5 million, a 5.47% increase over the prior year. Business Improvement District assessment collections grew by 5.94% to \$942,497. We anticipate the data for FY 2018-19 will be available in October 2019.

(Data as of October 1, 2018)

**Transient Occupancy Tax (TOT) Collections by Calendar Quarter**

| Fiscal Year | 1st Quarter<br>(July - Sept.) | 2nd Quarter<br>(Oct. - Dec.) | 3rd Quarter<br>(Jan. - March) | 4th Quarter<br>(April - June) | Fiscal Year<br>Collections |
|-------------|-------------------------------|------------------------------|-------------------------------|-------------------------------|----------------------------|
| 2010-11     | \$ 1,159,942.85               | \$ 738,735.49                | \$ 509,240.81                 | \$ 870,484.86                 | \$ 3,278,404.01            |
| 2011-12     | \$ 1,257,508.60               | \$ 783,853.43                | \$ 604,215.73                 | \$ 926,583.93                 | \$ 3,572,161.69            |
| 2012-13     | \$ 1,295,039.41               | \$ 785,129.26                | \$ 614,742.03                 | \$ 983,244.99                 | \$ 3,678,155.69            |
| 2013-14     | \$ 1,376,597.06               | \$ 892,555.35                | \$ 676,844.41                 | \$ 1,070,965.43               | \$ 4,016,962.25            |
| 2014-15     | \$ 1,483,327.89               | \$ 994,114.03                | \$ 779,025.16                 | \$ 1,193,169.69               | \$ 4,449,636.77            |
| 2015-16     | \$ 1,642,672.96               | \$ 1,068,246.06              | \$ 835,092.28                 | \$ 1,298,919.93               | \$ 4,844,931.23            |
| 2016-17     | \$ 1,772,670.46               | \$ 1,139,814.79              | \$ 817,935.39                 | \$ 1,440,859.85               | \$ 5,171,280.49            |
| 2017-18     | \$ 1,977,835.77               | \$ 1,199,984.34              | \$ 999,813.69                 | \$ 1,271,160.32               | \$ 5,448,794.12            |

**Business Improvement District (BID) Assessment Collections by Calendar Quarter**

| Fiscal Year | 1st Quarter<br>(July - Sept.) | 2nd Quarter<br>(Oct. - Dec.) | 3rd Quarter<br>(Jan. - March) | 4th Quarter<br>(April - June) | Fiscal Year<br>Collections |
|-------------|-------------------------------|------------------------------|-------------------------------|-------------------------------|----------------------------|
| 2010-11     | \$ 200,677.35                 | \$ 120,225.57                | \$ 88,797.28                  | \$ 146,920.70                 | \$ 556,620.90              |
| 2011-12     | \$ 214,391.01                 | \$ 127,956.29                | \$ 103,057.37                 | \$ 158,788.23                 | \$ 604,192.90              |
| 2012-13     | \$ 228,091.30                 | \$ 155,087.30                | \$ 107,899.38                 | \$ 171,379.31                 | \$ 662,457.29              |
| 2013-14     | \$ 243,710.03                 | \$ 149,754.73                | \$ 116,839.01                 | \$ 185,778.08                 | \$ 696,081.85              |
| 2014-15     | \$ 259,245.43                 | \$ 167,619.79                | \$ 139,751.12                 | \$ 204,189.06                 | \$ 770,805.40              |
| 2015-16     | \$ 272,665.42                 | \$ 178,249.54                | \$ 147,381.64                 | \$ 222,042.78                 | \$ 820,339.38              |
| 2016-17     | \$ 305,263.55                 | \$ 189,103.05                | \$ 147,942.27                 | \$ 247,303.83                 | \$ 889,612.70              |
| 2017-18     | \$ 331,506.59                 | \$ 210,674.84                | \$ 168,499.04                 | \$ 231,816.38                 | \$ 942,496.85              |

The [Economic Impact of Travel in California 2010-2018p](#) report (pub. Dean Runyan Associates; May 2019), which is an annual report commissioned by Visit California, is the reference used for data reported by Mendocino and competitor counties. The report is issued at the end of May each year and data contained within is for the prior fiscal year. Please see Appendix 2 for the Mendocino County one-page summary.

To address the objective that Mendocino County should sustain “BID assessment growth at 5% over average of top 3 competitors,” VMC staff took a new look at our competing destinations and how they rank in terms of visitor travel-related spending, tax revenue, and the number of travel sector jobs supported by tourism. While Sonoma and Napa counties are definitely “competitors” in the realm of tourist draw, i.e., encouraging visitation from our target markets in the greater Bay Area, those counties’ travel related spending, revenue and travel sector employment far outstrip that of Mendocino County. The [online publication](#) of the California Travel Impact report’s data for each county enabled us to draw comparisons among a number of our competitors, rural and not, the results of which are set out below.

|                  | TRAVEL RELATED SPENDING |            |                           | SALES TAX REVENUE |          |                           | EMPLOYMENT (TRAVEL SECTOR) |       |                           |
|------------------|-------------------------|------------|---------------------------|-------------------|----------|---------------------------|----------------------------|-------|---------------------------|
|                  | 2017                    | 2018       | % INCREASE / DECREASE YOY | 2017              | 2018     | % INCREASE / DECREASE YOY | 2017                       | 2018  | % INCREASE / DECREASE YOY |
| <b>Mendocino</b> | \$456.0M                | \$482.2M   | 5.70%                     | \$39.9M           | \$43.7M  | 9.50%                     | 7.1K                       | 6.9K  | -2.80%                    |
| <b>Humboldt</b>  | \$448.2M                | \$453.2M   | 7.87%                     | \$36.6M           | \$39.1M  | 6.83%                     | 5.5K                       | 5.5K  | 0.00%                     |
| <b>Shasta</b>    | \$462.8M                | \$519.6M   | 9.61%                     | \$35.9M           | \$41.8M  | 16.43%                    | 4.8K                       | 4.9K  | 2.08%                     |
| <b>Nevada</b>    | \$358.8M                | \$379.4M   | 12.60%                    | \$28.8M           | \$31.6M  | 9.70%                     | 3.7K                       | 3.8K  | 2.70%                     |
| <b>El Dorado</b> | \$910.0M                | \$1,000.0M | 9.90%                     | \$80.0M           | \$90.2M  | 12.75%                    | 11.7K                      | 12.4K | 5.98%                     |
| <b>Sonoma</b>    | \$2,099.0M              | \$2,200.0M | 4.80%                     | \$169.0M          | \$194.8M | 15.20%                    | 21.5K                      | 22.3K | 3.72%                     |
| <b>Napa</b>      | \$1,699.0M              | \$1,800.0M | 5.90%                     | \$159.0M          | \$164.5M | 3.46%                     | 18.0K                      | 18.3K | 1.66%                     |

- **OBJECTIVE: Year-over-year increase of sales tax receipts in Mendocino County**

The Dean Runyan report shows a positive YOY trend in sales tax receipts for the county, growing to \$43.7 million for 2018; a 6.58% year-over-year increase.

The table below shows a side-by-side analysis of Direct Visitor Spending and tax receipts generated by visitor spending for both California and Mendocino County. These figures are taken from the Economic Impact of Travel for 2018. While the causes of the 9.8% and 7.1% destination spending increases in Mendocino County in 2016 and 2017, respectively, are unable to be proved, anecdotally a portion of those increases can be attributed to the diligent efforts of the Treasurer-Tax Collector's office to locate and add unlicensed vacation rental businesses to the tax rolls. Since May 2016, the county has added 171 properties.

Economic Impact of Travel, 2015-2018p  
Authored by Dean Runyan Associates, Inc  
**State of California VS Mendocino County**

| Total Direct Travel Spending<br>(\$Billion/California VS \$Million/Mendocino<br>County) | California |             | Mendocino     |             | California   |             | Mendocino     |             | California   |             | Mendocino  |             | California   |             | Mendocino    |             |
|-----------------------------------------------------------------------------------------|------------|-------------|---------------|-------------|--------------|-------------|---------------|-------------|--------------|-------------|------------|-------------|--------------|-------------|--------------|-------------|
|                                                                                         | 2015       | YOY %       | 2015          | YOY %       | 2016         | YOY %       | 2016          | YOY %       | 2017         | YOY %       | 2017       | YOY %       | 2018         | YOY %       | 2018         | YOY %       |
| Destination Spending                                                                    | 111.3      | 3.6%        | 384.3         | 5.0%        | 114.9        | 3.2%        | 421.8         | 9.8%        | 121          | 5.3%        | 451.6      | 7.1%        | 127.9        | 5.7%        | 465.5        | 3.1%        |
| Other Travel                                                                            | 10.7       | 7.0%        | 14.4          | -11.1%      | 11.5         | 7.5%        | 12.8          | -11.1%      | 12.3         | 7.0%        | 14.4       | 12.5%       | 12.7         | 3.3%        | 16.7         | 16.0%       |
| <b>TOTAL</b>                                                                            | <b>122</b> | <b>3.9%</b> | <b>398.70</b> | <b>4.3%</b> | <b>126.4</b> | <b>3.6%</b> | <b>434.60</b> | <b>9.0%</b> | <b>133.3</b> | <b>5.5%</b> | <b>466</b> | <b>7.2%</b> | <b>140.6</b> | <b>5.5%</b> | <b>482.2</b> | <b>3.5%</b> |

| Tax Receipts Generated by Travel<br>Spending (\$Million) | California  |           | Mendocino   |             | California  |            | Mendocino   |             | California  |           | Mendocino |             | California  |            | Mendocino   |             |
|----------------------------------------------------------|-------------|-----------|-------------|-------------|-------------|------------|-------------|-------------|-------------|-----------|-----------|-------------|-------------|------------|-------------|-------------|
|                                                          | 2015        | YOY %     | 2015        | YOY %       | 2016        | YOY %      | 2016        | YOY %       | 2017        | YOY %     | 2017      | YOY %       | 2018        | YOY %      | 2018        | YOY %       |
| Local Tax Receipts                                       | 4.9         | 8.9%      | 17.4        | 6.7%        | 5.3         | 8.2%       | 18.5        | 6.3%        | 5.6         | 5.7%      | 20.1      | 8.6%        | 5.9         | 5.4%       | 21.2        | 5.5%        |
| Visitor                                                  | NA          | NA        | 11.6        | 9.4%        | NA          | NA         | 12.2        | 5.2%        | NA          | NA        | 13.5      | 10.7%       | NA          | NA         | 14.3        | 5.9%        |
| Business or Emp                                          | NA          | NA        | 5.8         | 1.8%        | NA          | NA         | 6.3         | 8.6%        | NA          | NA        | 6.6       | 4.8%        | NA          | NA         | 6.9         | 4.5%        |
| State Tax Receipts                                       | 5.2         | 0.0%      | 19.5        | 0.0%        | 5.3         | 1.9%       | 20.3        | 4.1%        | 5.3         | 0.0%      | 20.9      | 3.0%        | 5.9         | 11.3%      | 22.5        | 7.7%        |
| Visitor                                                  | NA          | NA        | 13.6        | -0.7%       | NA          | NA         | 14          | 2.9%        | NA          | NA        | 14.6      | 4.3%        | NA          | NA         | 16.4        | 12.3%       |
| Business or Emp                                          | NA          | NA        | 5.9         | 1.7%        | NA          | NA         | 6.3         | 6.8%        | NA          | NA        | 6.3       | 0.0%        | NA          | NA         | 6.1         | -3.2%       |
| <b>Total Local &amp; State Tax</b>                       | <b>10.1</b> | <b>9%</b> | <b>36.9</b> | <b>3.1%</b> | <b>10.6</b> | <b>10%</b> | <b>38.8</b> | <b>5.1%</b> | <b>10.9</b> | <b>6%</b> | <b>41</b> | <b>5.7%</b> | <b>11.8</b> | <b>17%</b> | <b>43.7</b> | <b>6.6%</b> |

- **OBJECTIVE: Year-over-year increase in stakeholder survey response rate**

In 2019, the Festival Committee made the decision to remove the Almost Fringe Festival from the three annual countywide umbrella festivals. To continue to encourage visitation in the shoulder season, VMC will hold Spring Feast in late April 2020. This festival will draw on events that occur around Earth Day and will focus on culinary and outdoor festivities.

Staff created a set of standardized survey questions that will be deployed following Mushroom FEAST 2019. Survey responses remain disappointingly low. Part of the dialogue during HAP visits will be to emphasize the importance of responses to VMC. The following table shows survey response rates over time and festivals.<sup>1</sup>

| YOY Stakeholder Survey Response Rate |      |   |        |         |        |         |        |         |        |         |
|--------------------------------------|------|---|--------|---------|--------|---------|--------|---------|--------|---------|
|                                      | 2019 |   | 2018   |         | 2017   |         | 2016   |         | 2015   |         |
|                                      |      |   | # Sent | # Rec'd | # Sent | # Rec'd | # Sent | # Rec'd | # Sent | # Rec'd |
| Crab, Wine & Beer                    | 99   | 9 | 21     | 5       | 28     | 2       | 86     | 11      | 104    | 20      |
| Mushroom, Wine & Beer                |      |   | N/A*   | N/A     | 72     | 19      | 86     | ?       | 83     | 15      |
| Almost Fringe                        |      |   | 83     | 34      | 71     | 13      | N/A    | N/A     | N/A    | N/A     |

<sup>1</sup> N/A refers to surveys for which no responses have been located or festivals for which surveys do not exist due to the festival being discontinued.

**INITIATIVE: Increase tourism revenue through the development and implementation of the annual integrated marketing, public relations, and sales plan.**

Activities during FY 2018/19 were based on: 1) the annual [Marketing Plan](#); 2) the three-year [Strategic Plan](#) and 3) the public relations Work Plan.

The Marketing Plan outlines the direction for marketing efforts, brand management, website content creation and maintenance. It also includes the public relations work plan for the year as well as social media strategies and goals. During FY 2018/19 the MCTC Board of Directors instructed the ED to reorganize the sales activities of the organization. An integral part of this effort will be an assessment of how VMC integrates with the North Coast Tourism Council (NCTC).

The ED and DMM initiated a conversation with the Coraggio Group at a personal meeting in February 2019 at Visit California's Outlook Forum. Following this initial dialogue, VMC will begin the necessary planning with Coraggio to develop a new strategic plan that will go into effect in July 2020. In addition, VMC is planning to engage Coraggio for the purposes of creating a strategic cannabis marketing integration plan.

**INITIATIVE: Improve data-driven decision making through increased participation & “buy in” from all of our partners.**

**A.** The website “hit” report has been a useful tool for both VMC and stakeholders/partners. The report, which is sent monthly to every stakeholder/partner for whom VMC has an email address associated with their online listing, informs them of:

1. The total number of visitors to the VMC website
2. The number of referrals from the VMC site to the stakeholder's website
3. The number of click-throughs made from the VMC site to the stakeholder's site

This reporting provides VMC with solid metrics and a basis to develop an educational forum for stakeholders to educate about how to improve their site visitation, referral traffic, and brand messaging.

**B.** The PR team (Koleen Hamblin and DMM) continues to communicate with stakeholders on a monthly basis informing them of high profile media stories. The PR team also offers stakeholders the opportunity to submit content and information for Visit California's dissemination.

**C.** The VMC team has actively identified new businesses opening in the county, making a point to visit properties, meet the owners, and record the information in the team's FileMaker database and MailChimp email resource. The PR team also tracks new and noteworthy openings/upgrades to disseminate twice per year to domestic and international media with the goal of gaining exposure and media visitation.

| GOOGLE ANALYTICS: VMC SITE TOP TEN |               |
|------------------------------------|---------------|
| OUTBOUND REFERRALS 2018/2019       |               |
| July 2018 - June 2019              |               |
| Property                           | Opens         |
| <b>Total Pageviews:</b>            | <b>66,052</b> |
| Skunk Train FB                     | 49,922        |
| Gualala Hotel                      | 2,725         |
| Stanford Inn                       | 2,313         |
| Montgomery Woods                   | 2,016         |
| Little River Inn                   | 1,771         |
| Glass Beach                        | 1,677         |
| Chandelier Drive-Thru Tree         | 1,584         |
| B. Bryan Preserve                  | 1,462         |
| Vichy Springs Resort               | 1,420         |
| Bowling Ball Beach                 | 1,162         |

**D.** In the fourth quarter of the fiscal year, VMC embarked upon a restructuring of the sales department. The lack of metrics to support sales activities and a sales marketing plan that did not work in tandem with the overall marketing plan for the organization prompted the ED to bring the matter to the Board of Directors. At time of writing, the ED is working with the Visitor Services Committee to rewrite the sales plan for the 2019/20 fiscal year to include measurable goals and KPIs.

One of the major ways VMC gets buy in from partners around the county is via their participation in VMC's countywide festivals. Mushroom Feast Mendocino 2019 has 107 partner and stakeholder participants versus 114 participants. The 2019 Crab Feast had 109 participants versus 89 participants in the 2018 festival.

The Executive Director opened discussions with the City of Point Arena in an effort to reinstate the City's lodging properties in the Business Improvement District. At its March 2019 City Council meeting, the City of Point Arena adopted the following: "Resolution 2019-09 Supporting City of Point Arena Lodging Establishments Participating in the Countywide Business Improvement District for Tourism Promotion." The resolution was developed with the cooperation of the Point Arena lodging owners. Upon completion of the reinstatement process, the city's lodging properties will rejoin the BID.

Since Q1 2017, VMC has subscribed to Visa Vue, a service offered through Visit California at a discount for DMOs. Visa Vue provides an analysis of international cardholder visitor spending patterns in the county on a calendar year quarterly basis. VMC staff has undertaken a thorough analysis of the YOY data, which is shown on the chart on the following page. It should be noted that Visa claims to represent approximately 44% of credit card sales (not just in Mendocino County); the remaining percentage are sales made with Mastercard, American Express, Discover, and other credit cards. VMC does not have access to this data set but one can extrapolate from the data we do have. Another note is that apart from the total dollar amount, spending levels are given in \$100,000 increments so a more granular analysis is impossible to make.

Year over year growth was just 0.8% and, in fact, upon digging deeper into the Visa Vue report, consumer spending actually dropped 5.7% YOY. The difference lies in the amount of commercial (vs. consumer) cards in the Q2 report, which show an increase of 152% YOY.

- 5,555 cardholders (5,394 consumer; 161 commercial) with a total spend of \$713,574 and average spend of \$66.00 per ticket.
- Canada remains the top originating country for both the number of cardholders and spend amount, followed by Germany.
- Canada had 2,057 cardholders with a total spend of \$239,971; Germany had 747 cardholders spending \$92,314.
- The top YOY market segments by spend amount are lodging, restaurants, and food and groceries.
- In the quarter, there were 349 Canadian consumer lodging transactions for a total of \$64,709; an average of \$185.41 per transaction.

Please see Appendix 4 for a breakdown of Visa Vue figures from January 2017 through June 2019.

### **INITIATIVE: Develop a data sharing process that offers context and insights for partners**

During the FY, the PR team sends a monthly “PR Update” to stakeholders that highlights some of the top media hits for the month. The newsletter gets consistent engagement and has proved to be a good vehicle to communicate actions and successes with partners.

VMC sends out a monthly newsletter to consumers and those partners on the mailing list to inform them of upcoming events and other visitor-worthy news. In addition, the VMC team sends a bi-monthly round-up of upcoming inland and coastal events to partners. This has proved to be very popular and has been expanded to include a “Live Like a Local” section, such as local winery events.

VMC staff regularly attends Chamber and other events around the county allowing for personal interaction with stakeholders.

Following the Board of Directors’ approval of each Quarterly and Annual report the ED sends an email to stakeholders inviting them to read our most recent comprehensive report of results.

### **IMPERATIVE: Cultivate VMC’s relationships & collaborations**

- **OBJECTIVE: YOY increase in number of events launched and reaching self sufficiency**

At the inception of the fiscal year, VMC distributed \$71,400 to county tourist-facing organizations with the intention of providing seed money to create or expand visitor-facing events. The organizations include: Mendocino Winegrowers Inc., Anderson Valley Winegrowers Association, Destination Hopland, Visit Ukiah, Visit Fort Bragg, Willits Chamber of Commerce, Mendocino Coast Chamber of Commerce and the Redwood Coast Chamber of Commerce. Also included in this amount was \$15,000 to the Arts Council of Mendocino County.

At the July 2019 Board of Directors meeting, each beneficiary presented their use of funds.

**Visit Ukiah:** Created their own funding grant program to support events that included the Homebrew Festival in November, Ukiah Ice Rink in December and the Redwood Metal Fest in August 2019

**Arts Council of Mendocino County:** The VMC contribution is part of their \$200,000 annual budget. The Council delivers an event calendar, provides grants to artists in times of distress, and funds murals in the county.

**Mendocino Coast Chamber of Commerce & Visitor Center:** Spending for 2018/19 funds is stalled due to sale of the Chamber’s current offices. Funds were slated for landscaping and ADA-accessible restroom. To date, a Porta-Potty has been installed.

**Mendocino Winegrowers Inc.:** Funds went to support Taste Mendocino held on April 27, 2019 in San Francisco.

**Anderson Valley Winegrowers Association:** This critical funding for the organization went to printing AVWA wine maps, website design and updates, new print design for Pinot Fest.

**Willits Chamber of Commerce:** Funds for 2018/19 were retained to apply toward the Willits Walkabout Weekend and mushroom cook-off to be held during Mushroom Feast in November 2019.



**City of Fort Bragg:** A portion of the funds was spent on 360-degree videos for use in social media promotions; the remainder went to expand Fort Bragg’s First Friday events that include a block party.

**Destination Hopland:** Created and presented Hopland Harvest Days in October 2018.

**Redwood Chamber of Commerce** did not present. Their contribution comprises a 50% match with Sonoma County for their annual operating expenses.

Crab Feast Mendocino was a huge success garnering the following proceeds: \$172,000 gross sales netting \$115,000, the highest figure since the Cook-off began. The Cioppino Feeds sold 485 tickets and for the Crab Cake Cook-off there were 554 paying attendees. The Whale Festivals, held annually on the first three weekends of March, had a 10% lift in revenue.

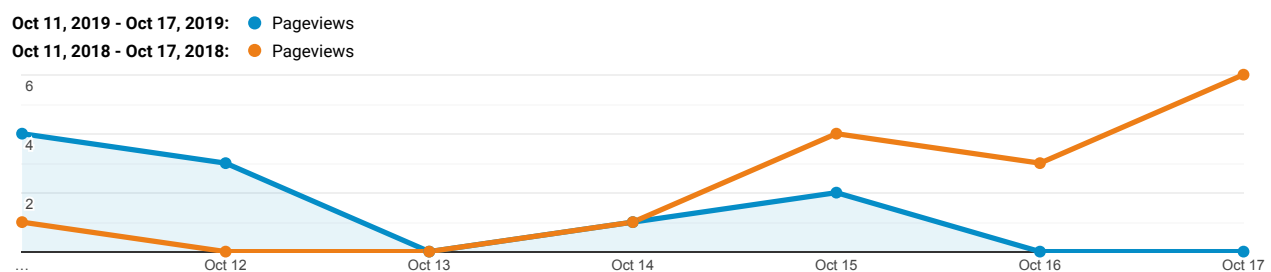
The lift in both festivals can be attributed, at least in part, to the robust marketing efforts put forth prior to each festival.

YOY festival participants for the Mushroom and Crab feasts are shown below:

| Year | Mushroom Festival | Crab Festival |
|------|-------------------|---------------|
| 2018 | 114               | 89            |
| 2019 | 107               | 109           |

- OBJECTIVE: YOY increase in “opportunities” page visitation on VMC website**

MCTC’s internal website, MendocinoTourism.org, is the repository for information, agendas, minutes, reports, plans, and research relating to the Mendocino County Tourism Commission. One of the site pages is



| Page                        | Pageviews                                           | Unique Pageviews                                   | Avg. Time on Page                                                  | Entrances                                            | Bounce Rate                                                 | % Exit                                                        | Page Value                |
|-----------------------------|-----------------------------------------------------|----------------------------------------------------|--------------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------------|---------------------------------------------------------------|---------------------------|
|                             | 33.33% <span style="color:red">↓</span><br>10 vs 15 | 27.27% <span style="color:red">↓</span><br>8 vs 11 | 101.53% <span style="color:green">↑</span><br>00:03:18 vs 00:01:38 | 400.00% <span style="color:green">↑</span><br>5 vs 1 | 100.00% <span style="color:red">↑</span><br>80.00% vs 0.00% | 12.50% <span style="color:green">↑</span><br>60.00% vs 53.33% | 0.00%<br>\$0.00 vs \$0.00 |
| 1. /opps/                   |                                                     |                                                    |                                                                    |                                                      |                                                             |                                                               |                           |
| Oct 11, 2019 - Oct 17, 2019 | 10<br>(100.00%)                                     | 8<br>(100.00%)                                     | 00:03:18                                                           | 5<br>(100.00%)                                       | 80.00%                                                      | 60.00%                                                        | \$0.00<br>(0.00%)         |
| Oct 11, 2018 - Oct 17, 2018 | 15<br>(100.00%)                                     | 11<br>(100.00%)                                    | 00:01:38                                                           | 1<br>(100.00%)                                       | 0.00%                                                       | 53.33%                                                        | \$0.00<br>(0.00%)         |
| % Change                    | -33.33%                                             | -27.27%                                            | 101.53%                                                            | 400.00%                                              | ∞%                                                          | 12.50%                                                        | 0.00%                     |

“Opportunities,” where notifications about MCTC Board of Directors and BID Advisory Board seat openings are posted, among other notices. The VMC ED will ensure that stakeholders are made aware of the page in the quarterly report to stakeholders, which was implemented in the fall of 2018. Going forward, staff will monitor page visitation with Google Analytics, add opportunities such as calls for festival events, trade show opportunities, and more, and also use the page as a talking point during HAP visits.

A report on Opportunities page visits is below:

- **OBJECTIVE: Solicit new applicants for BID and MCTC Board positions and committee membership**

Under direction of the Board of Directors, this objective was reworded to change “YOY increase” verbiage to “Solicit new applicants....”

In January 2019, VMC held an all-day retreat for the new Board of Directors at which VMC staff and contractors made in-person presentations on the topics of marketing, digital media purchasing, public relations, social media, and more.

In the fall/winter of FY 2019/20, the Board will seat three new directors: Food & Beverage, At Large and Large Coastal Lodging. The January 2020 board meeting and annual training retreat is scheduled to be held on January 14. The day will again include presentations by VMC staff and contractors.

At that meeting, the ED will request that the Visitor Services Committee be restructured to include Partner and Stakeholder Relations.

**INITIATIVE: Foster collaboration and county-wide alignment by creating and developing the “go to” website for all tourism stakeholders.**

The VisitMendocino.com website continues to be the primary point of contact for potential visitors. During the fiscal year, the DMM worked with TSF to develop landing pages for both the mushroom and crab festivals. With MMWW onboard as of December 2018, we were able to drive traffic from our digital ad campaign to the website landing page where viewers had the option to purchase tickets for the main festival events.

During the fiscal year, the DMM published 22 MendoMoments, the blog spots that appear on the home page of the website. These were a mix of original content and repurposed blog posts.

The VMC team is actively engaged in monitoring website content for accuracy, soliciting new content from new businesses, and updating outdated content. In conjunction with maintaining website integrity, the team ensures contacts and pertinent details are added to the internal Filemaker database and mailing lists.

The figure on the following page is a look at where website visitors go once they’ve reached the site; it shows the top 10 drilldown pages. The “/” page is the site’s home page; listing/open-520 is the Skunk Train.

In an effort to inform partners and stakeholders about ways in which they can work with VMC, the VMC team has worked to update the stakeholder one-sheet (see Appendix 3) to act as a talking point when visiting new and



Analytics

<http://www.VisitMendocino.com>[www.VisitMendocino.com](http://www.VisitMendocino.com)[Go to report](#)

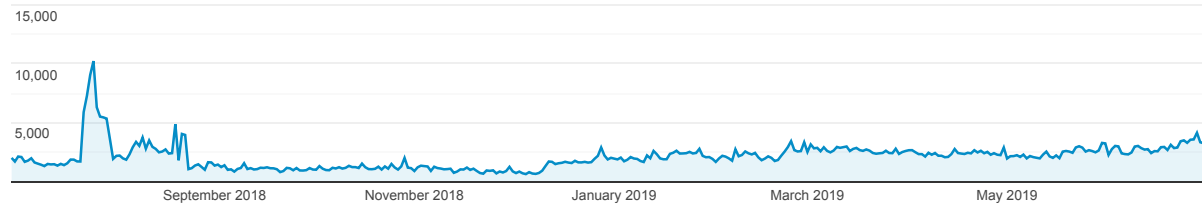
## Content Drilldown

All Users  
100.00% Pageviews

Jul 1, 2018 - Jun 30, 2019

## Explorer

## Pageviews



| Page path level 1                                 | Pageviews                                             | Unique Pageviews                                      | Avg. Time on Page                                       | Bounce Rate                                         | % Exit                                              |
|---------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|---------------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------|
|                                                   | <b>763,523</b><br>% of Total:<br>100.00%<br>(763,523) | <b>623,234</b><br>% of Total:<br>100.00%<br>(623,234) | <b>00:01:19</b><br>Avg for View:<br>00:01:19<br>(0.00%) | <b>74.52%</b><br>Avg for View:<br>74.52%<br>(0.00%) | <b>52.86%</b><br>Avg for View:<br>52.86%<br>(0.00%) |
| 1. <a href="#">/listing/</a>                      | <b>175,690</b><br>(23.01%)                            | <b>145,294</b><br>(23.31%)                            | 00:01:37                                                | 74.32%                                              | 54.28%                                              |
| 2. <a href="#">/</a>                              | <b>148,623</b><br>(19.47%)                            | <b>125,595</b><br>(20.15%)                            | 00:01:12                                                | 70.90%                                              | 66.84%                                              |
| 3. <a href="#">/listing_type/</a>                 | <b>71,104</b><br>(9.31%)                              | <b>49,043</b><br>(7.87%)                              | 00:00:45                                                | 43.26%                                              | 14.71%                                              |
| 4. <a href="#">/event/</a>                        | <b>61,898</b><br>(8.11%)                              | <b>51,607</b><br>(8.28%)                              | 00:01:52                                                | 75.16%                                              | 59.10%                                              |
| 5. <a href="#">/events/</a>                       | <b>25,076</b><br>(3.28%)                              | <b>19,715</b><br>(3.16%)                              | 00:01:17                                                | 49.36%                                              | 36.96%                                              |
| 6. <a href="#">/mendocino-county-bucket-list/</a> | <b>17,820</b><br>(2.33%)                              | <b>12,307</b><br>(1.97%)                              | 00:02:16                                                | 58.90%                                              | 46.09%                                              |
| 7. <a href="#">/mendomoments/</a>                 | <b>16,191</b><br>(2.12%)                              | <b>11,497</b><br>(1.84%)                              | 00:00:36                                                | 64.64%                                              | 19.37%                                              |
| 8. <a href="#">/see-do/</a>                       | <b>13,428</b><br>(1.76%)                              | <b>10,533</b><br>(1.69%)                              | 00:00:51                                                | 57.18%                                              | 39.52%                                              |
| 9. <a href="#">/category/</a>                     | <b>11,591</b><br>(1.52%)                              | <b>9,496</b><br>(1.52%)                               | 00:01:10                                                | 72.34%                                              | 27.94%                                              |
| 10. <a href="#">/crab-feast-mendocino-2019/</a>   | <b>6,811</b><br>(0.89%)                               | <b>5,191</b><br>(0.83%)                               | 00:01:31                                                | 62.02%                                              | 48.79%                                              |



existing partners. The VMC team uses the one-sheet on Hotel Adoption Program visits.

#### **INITIATIVE: Strengthen regional tourism relationships to leverage broader marketing opportunities**

On a regular basis, the PR team develops and submits content on a variety of topics to Visit California as part of Visit California's Media Relations program. Content submissions fall under a diverse array of subjects: some examples include unusual ice cream, top selfie stops, and clear night skies. This is an ongoing project.

Close scrutiny of the "benefits" bestowed on Mendocino County by the North Coast Tourism Council (NCTC) revealed a disconnect between expectation and delivery. At time of writing, VMC is preparing to attend a meeting of NCTC participants to establish common ground and to examine goals and strategies with the anticipated outcome to include a financial audit, SWOT analysis, development of a strategic plan, marketing plan for out-of-state marketing and PR strategies, and to establish transparency in NCTC's operations going forward.

#### **INITIATIVE: Proactively educate and communicate with all tourism stakeholders**

The PR team communicates with tourism stakeholders on a monthly basis, highlighting the top media coverage of the county in national and international press. The DMM uses the VMC Partners at Work Facebook group to also share media stories and other items of general interest. In addition, the DMM ensures stakeholders receive any articles that result from media FAM visits.

VMC staff has identified meeting schedules for other tourism-facing agencies and organizations in the county: "Visit" organizations and Chambers of Commerce. Staff attends the Ukiah Chamber of Commerce meetings.

Staff attends county events in order to raise awareness of the VMC brand.

#### **IMPERATIVE: Raise awareness of the Mendocino County experience**

- **OBJECTIVE: Year-over-year increase Mendocino County awareness score**

The Director of Marketing & Media worked closely with marketing consultants, TheorySF, media purchasing agency, Media Matters WorldWide (MMWW), and the Public Relations agency of record, KOLI Communications, to achieve the goals described in the Marketing Plan.

In fall 2018, TheorySF introduced VMC to the media purchasing company Media Matters WorldWide with the intent of using MMWW's expertise to purchase programmatic and social media advertising across a variety of channels in order to raise awareness of the Visit Mendocino brand. At the outset, MMWW established a set of baseline metrics regarding website visitation, digital engagement, video completion, and more against which to measure the success of the digital campaigns. In addition to the campaign, at the outset MMWW instigated a Nielsen Brand study, also implemented to measure results. A summary of MMWW's activities and their results follows. The full report may be downloaded at: [mendocinotourism.org/wp-content/uploads/MMWW\\_Wrap\\_Up\\_Report.pdf](https://mendocinotourism.org/wp-content/uploads/MMWW_Wrap_Up_Report.pdf).

Campaign Goals:







- Awareness:** The primary campaign goal is to drive awareness of Mendocino County as a tourist destination and increase positive perception to encourage the target audience to visit. Awareness lift was measured via a Nielsen Digital Brand Effect study.
- Traffic:** The campaign was also tasked to drive qualified traffic and site engagements. Traffic quality was measured by web analytics and was a key indicator of success.

Campaign Parameters:

- Geography:** SF Bay Area and Sacramento; excludes Mendocino County
- Target:** Millennials/Gen-Y, Gen-X
- Timing:** December 10, 2018 to June 30, 2019
- Budget:** \$300,000

CAMPAIGN ENTICED USERS TO VISIT MENDOCINO

VisitMendocino grew awareness and visit intent for Mendocino by engaging audiences across platforms

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  SPEND |  IMPRESSIONS |  VIDEO PLAYS |  VM.COM CONTENT VIEWS |  VM.COM CP CONTENT VIEW |  MC VISIT INTENT |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| ACTUAL                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | \$300k                                                                                    | 34.6M                                                                                           | 6.3M                                                                                            | 245k                                                                                                     | \$1.09                                                                                                      | +5.7 - 10.3pt                                                                                         |
| BENCHMARK                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | \$300k                                                                                    | 34.1M                                                                                           | -                                                                                               | -                                                                                                        | -                                                                                                           | +1.9pt                                                                                                |
| <div>- Site Visitation: Campaign helped create a <b>149% larger user base</b> for VisitMendocino.com vs the same time last year with 207k total users during the full flight. Organic search traffic increased 12% from April, driven by momentum from media efforts during travel season.</div> <div>- Perceptions: <b>Programmatic media achieved a 2X higher lift vs Travel norm</b> in “Definitely will Visit” Mendocino county in the Nielsen brand study. <b>Paid Facebook drove 2X the Travel norm in brand awareness and visit intent</b> per the Facebook brand awareness study.</div> <div>- Engagement: Engagement improved throughout the campaign with <b>Activity Rates growing by 39% from December to June</b> thanks to various optimizations across programmatic, social and audio media.</div> |                                                                                           |                                                                                                 |                                                                                                 |                                                                                                          |                                                                                                             |                                                                                                       |



Sources: DCM, Facebook, Nielsen 12/10/2018 - 6/30/2019      \*Spend includes brand study fees

Campaign Setup:

- Focus on raising awareness of the county as a tourist destination while driving SF Bay Area and Sacramento traffic to VisitMendocino.com.
- Campaign supported both brand messaging as well as specific county events leveraging paid social media, Spotify, and programmatic display media.

# 2019 CAMPAIGN TIMELINE

## CAMPAIGN LAUNCH

12/10 - Campaign launched  
12/21 - Spotify launched  
12/27 - Mendocino county zip exclusions implemented  
12/28 - Facebook crab creative launched

## OPTIMIZATIONS & NEW CREATIVES + TACTICS

2/6 - Whales Breach and Whales Tail event creative launched; Pandora PMP launched  
2/11 - Optimized out of AXM beer enthusiast and green living  
2/20 - AXM added in SublimeSkins  
2/21 - Skunk Train Static ad and Pet Friendly-Stitch Ad launched on FB/IG  
2/25 - Bikerails video ad launched on FB/IG  
2/26 - Paused Static Kayak and Horse on FB/IG

## ADDITIONAL OPTIMIZATIONS ALONG WITH MEDIA + CREATIVE LAUNCHES

4/3 - FB paused Dog Lover, Environmental segments and Pet ad  
4/8 - Paused Spotify on Wednesdays  
4/16 - New mobile high impact PMP launched  
4/30 - Launched pinot ads on FB; Cut some audience strategies on AXM.

## FINAL CAMPAIGN ADJUSTMENTS

6/6 - Paused Buzzvil PMP on AXM  
6/14 - Paused Spotify  
6/14 - On FB, added 15s versions of Skunk and Train videos

JAN

FEB

MAR

APR

MAY

JUN

## LAUNCHED NEW TACTICS

1/4 - FB/IG environmental/green audience launched  
1/13 - Paused Pet-Friendly target on FB/IG due to poor performance and will re-launch once we get pet creative  
1/15 - PMPs deactivated (Meredith, SF Eater)  
1/17 - Added Green/Environmental segment along with Beer segment to AXM

## CREATIVE + MEDIA OPTIMIZATIONS

3/5 - AXM added Tripsavvy PMP; FB Paused Tree Hugger and Horse videos  
3/12 - AXM paused Pandora and added a Groundtruth PMP; FB added new "Dog Lovers" segment replacing Pet Friendly  
3/18 - FB shut off Whale ads  
3/20 - FB Taste of Mendo ads launched  
3/31 - AXM applied day parting (6am-12am) optimization

## CAMPAIGN CHANGES

5/16 - Paused Pinot ads on FB  
5/17 - Added in new Video ads on FB; paused Wine segment due to poor performance  
5/22 - Added in new Video on AXM; Activated viewability layers





## Overall Results & Key Findings:

- The campaign succeeded in enticing 2X more awareness, 2X more visit intent, and 149% more site traffic than goals for the same time YOY.
- Fresh destination and event-focused creative drove the strongest response: best response with destination and event-focused content
- High impact media lifted visit intent: audiences responded favorably to images and videos
- Social presence is **key** with 42% of site traffic originating from paid Facebook/Instagram ads
- Relevancy changes response: traffic is higher when visitors are planning trips
- Brand studies helped piece together impact on visits to the county: both the Nielsen and Facebook studies showed an increase in visit intent indicating that digital media is influencing people to visit and thus raise tourism revenue. These studies are essential where lack of data (ADR/occupancy/RevPar) is unavailable to VMC.

## Campaign Performance:

- Site visits doubled each month YOY
- Per the brand studies, the campaign improved Mendocino County awareness and visit intent

|                                                                                     | AWARENESS<br>LIFT (DELTA) | VISIT INTENT<br>LIFT (DELTA) | SURVEY<br>METHODOLOGY                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------|---------------------------|------------------------------|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Not significant           | <b>+5.7ppt</b>               | Nielsen DAR Brand Study - control/exposed desktop only | <b>Nielsen study:</b> <ul style="list-style-type: none"> <li>- AXM/programmatic influenced users to visit the county at a 5.7ppt lift - <b>2X the Facebook Travel norm</b></li> <li>- Lift in "definitely will visit" took off in May, when high impact programmatic media ramped up</li> <li>- Awareness didn't show significant lift, which is driven by mobile users and social/Spotify exposure not being controlled for in the study.</li> <li>- Users reached 5-9X by AXM media had the highest lifts</li> </ul> <b>Facebook study:</b> <ul style="list-style-type: none"> <li>- Paid Facebook drove <b>2X the Travel norm</b> in brand awareness and visit intent per the Facebook brand awareness study</li> </ul> |
|  | <b>+10.3ppt</b>           | <b>+8.2ppt</b>               | Facebook Brand Study - control/exposed cross-device    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |







Delta/ppt= % of Exposed that is Aware or intends to visit minus % of Control that is Aware of intends to visit

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## Channel Performance:

Core channels AXM and Paid Facebook/Instagram drove content views most efficiently, while Spotify broke through the clutter.

|                           |  |  |  |  |
|---------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| <b>Spend</b>              | \$117k                                                                            | \$76k                                                                             | \$70k                                                                              | \$4k                                                                                |
| <b>Impressions</b>        | 19.8M                                                                             | 13.1M                                                                             | 1.6M                                                                               | 90k                                                                                 |
| <b>Video Plays (VCR)</b>  | 2.8M (14%)                                                                        | 1.8M (14%)                                                                        | 1.6M (100%)                                                                        | 81k (89%)                                                                           |
| <b>Content Views (CP)</b> | 62k (\$1.90)                                                                      | 174k (\$0.44)                                                                     | 10k (\$7.32)                                                                       | 73 (\$59.86)                                                                        |

- AXM **helped the campaign scale** across various digital properties
- Drove an almost 2X CPCV improvement since December
- On Prospecting, high impact PMP strategy drove a 3X CTR increase from Dec to June
- 30% of budget went to Retargeting, where return users had 3X the VCR and 5X the Activity Rate vs Prospects

- Facebook/IG drove the **most efficient CPCV**
- Delivered 71% of Content Views driven by media with 28% of media spend
- On Prospecting, Competing Destinations and Travel Vacation strategies achieved scale and efficiency
- 18% of spend went to Retargeting, with comparable performance to Prospecting

- Spotify gave the VM videos **different context to break through the clutter**
- Optimizing to weekends improved CPCV, aligning with when users are more in the mindset for travel planning
- 30 sec videos could not scale due to limited inventory

- Pandora struggled to drive content views efficiently despite having a higher CTR than Spotify. This at least in part was driven by tracking issues
- **Pandora was paused in March**. Budget was shifted to Spotify for stronger overall performance



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## Creative Recommendations for FY 2019/20:

- **Destination and Event:** Focus on destination and event content over activities.
- **High Impact:** Leverage high impact content to catch the attention of users and inspire action
- **Credibility:** Use influencers to drive credibility
- **Align Copy to Imagery:** Tailor copy to align with images; use hashtags and emojis
- **Video Length:** Develop short, impactful videos to drive completion rates
- **Site Speed:** Work on raising site speed score (currently 48/100 per Google)

In addition to the digital activities undertaken by MMWW described above, marketing activities for the fiscal year also included:

- Custom landing pages for both the Mushroom and Crab Festivals for digital marketing
- Website page takeovers to broadcast the Mendocino County messaging
- Launch of MMWW program on December 10, 2018
- An outdoor advertising campaign in the form of e-billboards at the Bay Bridge and on Highway 80 at Roseville
- Wrapping of light rail train car wraps on two lines in Sacramento's heart and beyond
- Support of events on digital and social media channels: Feast Mendocino, Whale Festivals, Taste Mendocino, Anderson Valley Pinot Festival
- A collaboration with local radio station KOZT to raise awareness both within the county and beyond

- **Year-over-year increases in impressions and ad equivalency**

Outlined below is a fiscal recap of the 2018-2019 public relations campaign.

#### Earned Media

| COVERAGE                | 2018/19 GOAL  | 2018/19 TOTAL     | 2017/18 TOTAL     |
|-------------------------|---------------|-------------------|-------------------|
| Placements              | 300           | 902               | 976               |
| Impressions             | 150 Million   | 1.686 Billion     | 1.401 Billion     |
| Advertising Equivalency | \$6.6 Million | \$ 86.633 Million | \$ 77.120 Million |

#### Media Content/Development

| RELEASES ISSUED | GOAL | TOTAL |
|-----------------|------|-------|
|                 | 11   | 14    |

#### Media Materials/Distribution

##### Release Title

- Visit Mendocino County Nabs Gold
- The Coast is Clear
- Step into Liquid
- Fall in Love with Mendocino
- Hot Sheet/Visit California
- Feast Mendocino/Fall
- Right Brain Retreats
- Feast Mendocino/Alert
- Feast Mendocino/Winter
- Wilderness Weddings
- Taste of Mendocino
- Elevated Escapes/Tower Lodgings
- Hot Sheet/2019
- Art of the Escape



## Familiarization Program

| SECURED        | GOAL               | TOTAL                    |
|----------------|--------------------|--------------------------|
|                | 18                 | 54                       |
| Domestic:      |                    | 29                       |
| International: |                    | 25                       |
| DATE           | NAME               | OUTLET                   |
| 7/10-12        | Betsy Andrews      | Eating Well              |
| 7/24-26        | Sharon Boorstin    | Los Angeles Times        |
| 7/26-28        | Xavier Petit       | Pays du Monde TV         |
| 8/2            | Jean Chen          | USA Today                |
| 9/8-10         | Ameena Rojee       | British Photojournalist  |
| 9/8-10         | Anya Lawrence      | British Photojournalist  |
| 9/8-10         | Richard Luxton     | British Filmmaker        |
| 9/8-10         | Ricardo Nagaoka    | Japanese Photojournalist |
| 9/8-10         | Francesca Allen    | British Photojournalist  |
| 9/8-10         | Clement Chapillion | French Photojournalist   |
| 9/8-10         | Kristen Dobbin     | Canadian Photojournalist |
| 9/14-16        | Ryan Haase         | Wall Street Journal      |
| 9/29-10/1      | Jeff Farrell       | inewspaper               |
| 10/3           | Henrik Lnage       | Highways USA             |
| 11/5-7         | Shadia Asencio     | Food & Wine              |
| 11/9-12        | Terry Strickland   | VIE Magazine             |
| 11/10-12       | Megan McCrea       | VIA                      |
| 12/15-18       | Spencer Spellman   | whiskeytangoglobetrot    |
| 1/26-28        | John Hamilton      | KGO AM                   |
| 1/26-28        | Roberta Gonzales   | KCBS AM                  |
| 1/26-28        | Ziggy Eschilman    | Ziggythewinegirl         |
| 1/24-26        | Jenna Scatena      | Freelance                |
| 2/2-5          |                    | The Outbound Collective  |
| 2/15-17        | Brooke Vaughn      | Afar Magazine            |
| 2/26-28        | Krista Minard      | Sacramento Magazine      |
| 2/27-29        | Danny Mangin       | Fodors                   |
| 3/4-3/8        | Chelsea Davis      | Forbes                   |
| 4/17-18        | Tom Kerridger      | American Adventures      |
| 4/16-19        | Jill Robinson      | San Francisco Magazine   |
| 4/19-20        | Patti Burness      | Marina Times             |
| 4/23-26        | Sharon Boorstin    | Los Angeles Times        |
| 4/23-25        | Christina Valhouli | Shermans Travel          |
| 4/24-26        | Rich Rubin         | Passport Magazine        |
| 4/25-28        | Courtney Elko      | Family Vacation Critic   |

|          |                  |                                |
|----------|------------------|--------------------------------|
| 5/5-8    | Ceil Bouchet     | National Geographic Magazine   |
| 5/15-18  | Amanda McCracken | Freelance                      |
| 6/30-7/2 | Emanuela Escoli  | National Geographic Magazine   |
| 6/30-7/2 | Connie Souley    | National Geographic Magazine   |
| 6/9-10   | Bo Sjosten       | Golf Media AB                  |
| 6/9-10   | Luc Decouldin    | Freelance                      |
| 6/9-10   | Chris Dwyer      | Freelance                      |
| 6/9-10   | Pat Johnen       | Freelance                      |
| 6/9-10   | Sara Ko          | Naver Travel Plus              |
| 6/9-10   | Marna Gudzaveda  | International Tourism Magazine |
| 6/9-10   | Marianna Mijaras | Esquire                        |
| 6/9-10   | Luciano Garcia   | Go Where                       |
| 6/9-10   | Natalia Manzczyk | Puerta de Embarque             |
| 6/9-10   | Marck Guttman    | Freelance                      |
| 6/9-10   | Maritza Mantilla | Caracol International Radio    |
| 6/9-10   | Juan Solarte     | Caracol International Radio    |
| 6/13-15  | Kyle Mulonder    | Freelance                      |
| 6/15-18  | Shane Boocock    | Let's Travel Magazine          |
| 6/23-26  | Sara Schneider   | Robb Report                    |

- **OBJECTIVE: Year-over-year increase in experience perception score on in-market visitor survey**

The scheduled in-market survey has been postponed to FY 2019/20. The ED is obtaining quotes for this service.

#### **INITIATIVE: Increase Mendocino County brand awareness and positive perception**

Marketing campaigns for the fiscal year were focused on raising brand awareness. The “nuts and bolts” results of the campaign are:

- 34.6 million impressions
- 6.3 million video plays
- 245,000 content views on visitmendocino.com
- a 149% larger user base for visitmendocino.com vs. the same period YOY
- a 2X higher lift vs. travel norm in visit intent as demonstrated in the Nielsen study
- paid Facebook marketing drove 2X the travel norm in brand awareness and visit intent
- engagement rose from December to June rose with activity rates rising by 39%

Please see the Nielsen study results on page 14 of this report for an analysis of lift.

Social media also plays an important role in creating and raising brand awareness. The figure below indicates a huge rise in Facebook impressions (due to paid marketing) and engagement per post and a steady increase on Instagram. Each of these metrics are impactful measurements of VMC's continued success in the employment of social media to raise brand awareness.

| Social Media Results YOY FY 2017 v. FY 2018 |            |                                                                 |                |           |         |
|---------------------------------------------|------------|-----------------------------------------------------------------|----------------|-----------|---------|
|                                             | FACEBOOK   |                                                                 |                | INSTAGRAM |         |
|                                             | FY 2017/18 | FY 2018/19                                                      |                | FY 2017   | FY 2018 |
| Impressions                                 | 1,405,990  | 14,776,397 Total<br>(13,688,300 Paid / 1,073,013 Organic+Viral) | Likes Received | 40,015    | 51,447  |
| Engagement                                  | 70,084     | 332,624                                                         | Comments       | 651       | 750     |
| Posts                                       | 108        | 117                                                             | Posts          | 95        | 98      |
| Impressions/Post                            | 13,263     | 9,171                                                           | Avg Likes/Post | 421       | 525     |
| Engagements/Post                            | 661        | 2,843                                                           | Followers      | 10,633    | 13,865  |
| Fan Base                                    | 57,157     | 58,763                                                          |                |           |         |

In June 2019 the ED and Partner Relations Manager attended IPW, an international trade show in Los Angeles, where they met with 37 tour operators, receptives, and media. The conference reaffirmed VMC's relationships with group vendors, DMOs, and other travel-related partners. It also provided the ED and Partners Relations Manager with clarity about international marketing and sales activities. IPW was a conduit for VMC to establish firm relations with the leadership of Visit California and this line of communication has permitted VMC's leadership to examine its partnership with NCTC and to begin the development of a new strategic relationship. The convention provided a window to observe experiences, opportunities and brand campaigns presented by VMC's competitor DMOs. One of the conclusions drawn from this year's IPW experience is that VMC will benefit by representing Mendocino County as a destination on its own, rather than participating as part of a group.

#### **INITIATIVE: Work with partners to develop, promote and grow strong and beneficial tourism activities and events**

In addition to implementing the Partner Funding Program described on pages 7 and 8 of this report, staff worked closely with businesses and organizations throughout the county to solicit events and specials for VMC's two umbrella festivals. VMC will initiate Spring Feast Mendocino in April 2020. During HAP visits and at other meetings all VMC staff can encourage stakeholders to contact VMC with ideas for new events, or to discuss new facets to existing events.



### **INITIATIVE: Explore our options to influence & shape potential cannabis tourism**

In December 2017, responsibility for cannabis initiatives were transferred to the Mendocino County Promotional Alliance. This Initiative should, therefore, be considered complete.

At their June 2019 Board of Directors meeting, the MCTC Board approved the following two recommendations from the Marketing Committee:

1. The Marketing Committee recommends to the MCTC Board of Directors that VMC staff be permitted to include cannabis-related businesses and events in the business listing and event directories, MendoMoments, and other public areas on the VisitMendocino.com website, marketing and public relation activities, other visitor-facing print and digital collateral.
2. The Marketing Committee recommends that in the event the Mendocino County Promotional Alliance votes to dissolve the organization and liquidate its currently held funds, and votes to distribute a portion, up to 100%, of those funds to MCTC, that MCTC be permitted to use those funds for the purpose of marketing cannabis tourism.

# Appendix 1

## Visit Mendocino County: Strategic Direction 2017/18-2019/20

|         |                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| CLARITY | <b>Vision</b><br>Enriching experiences for our guests, enhanced lifestyle for our residents, and stability and diversity for our economy | <b>Mission</b><br>Visit Mendocino County stewards and amplifies the total Mendocino County experience.                                                                                                                                                                                                                           | <b>Values</b><br><b>Transparency</b><br>We foster trust through openness and integrity.<br><b>Accountability</b><br>We are outcome-oriented and professional.<br><b>Partnership</b><br>We create alignment through inclusive and meaningful relationships.<br><b>Community</b><br>We contribute to the fabric of Mendocino County.<br><b>Innovation</b><br>Our creativity reflects the uniqueness of our cultures and landscapes. | <b>Reputation</b><br><b>Leader</b><br>We motivate and facilitate the tourism community.<br><b>Accessible</b><br>We welcome—and are responsive to—input from community members and stakeholders.<br><b>Collaborative</b><br>We actively seek engagement and collaboration with our stakeholders and partners.<br><b>Bold</b><br>We deliver on smart, effective, and forward-thinking ideas. | <b>Position</b><br>In order to support our stakeholders, generate economic activity for county residents through tourism, and inspire our visitors, Visit Mendocino County: <ul style="list-style-type: none"><li>Consistently markets the entire county and its assets.</li><li>Creates, develops, and manages brand awareness for the county.</li><li>Connects people and organizations to opportunities.</li><li>Provides information to in-county partners and tourism resources to the industry.</li><li>Delivers a robust and sustainable return on investment.</li></ul> |
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| FOCUS   | <b>Imperatives</b><br><br><b>Demonstrate and strengthen VMC's contribution to county economic and community vitality</b>                 | <b>Objectives</b> <ul style="list-style-type: none"><li>Bid assessment growth at 5% over average of top 3 competitors</li><li>Year-over-year increase of sales tax receipts in Mendocino County</li><li>Year-over-year increase in stakeholder survey response rate</li></ul>                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|         | <b>Cultivate VMC's relationships and collaborations</b>                                                                                  | <ul style="list-style-type: none"><li>Year-over-year increase in number of events launched and reaching self-sufficiency</li><li>Year-over-year increase in "opportunities" page visitation on VMC website</li><li>Year-over-year increase in new applicants for BID and MCTC Board positions and committee membership</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|         | <b>Raise awareness of the Mendocino County experience</b>                                                                                | <ul style="list-style-type: none"><li>Year-over-year increase Mendocino County awareness score</li><li>Year-over-year increases in impressions and ad equivalency</li><li>Year-over-year increase in experience perception score on in-market visitor survey</li></ul>                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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## Appendix 2

### MENDOCINO COUNTY Travel Impacts, 2010-2018p

#### Total Direct Travel Spending (\$Million)

|                      | 2010  | 2012  | 2013  | 2014  | 2015  | 2016  | 2017  | 2018  |
|----------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| Destination Spending | 313.5 | 345.1 | 349.0 | 365.9 | 384.3 | 421.8 | 451.6 | 465.5 |
| Other Travel*        | 17.7  | 17.9  | 16.1  | 16.2  | 14.4  | 12.8  | 14.4  | 16.7  |
| Total                | 331.1 | 363.0 | 365.1 | 382.1 | 398.7 | 434.6 | 465.9 | 482.2 |

#### Visitor Spending by Type of Traveler Accommodation (\$Million)

|               | 2010  | 2012  | 2013  | 2014  | 2015  | 2016  | 2017  | 2018  |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|
| Hotel, Motel  | 173.7 | 193.9 | 200.1 | 214.6 | 233.7 | 267.2 | 289.3 | 294.3 |
| Private Home  | 43.9  | 48.0  | 46.3  | 46.6  | 43.6  | 44.1  | 46.8  | 50.2  |
| Campground    | 37.1  | 40.0  | 40.0  | 40.8  | 41.5  | 41.9  | 44.0  | 46.1  |
| Vacation Home | 13.3  | 13.8  | 13.5  | 13.7  | 14.1  | 14.4  | 15.2  | 16.1  |
| Day Travel    | 45.5  | 49.4  | 49.1  | 50.2  | 51.4  | 54.1  | 56.2  | 58.9  |
| Total         | 313.5 | 345.1 | 349.0 | 365.9 | 384.3 | 421.8 | 451.6 | 465.5 |

#### Visitor Spending By Commodity Purchased (\$Million)

|                   | 2010  | 2012  | 2013  | 2014  | 2015  | 2016  | 2017  | 2018  |
|-------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| Accommodations    | 73.0  | 80.5  | 85.1  | 93.9  | 104.2 | 121.4 | 130.6 | 133.1 |
| Food Service      | 92.2  | 101.5 | 103.5 | 106.9 | 114.8 | 127.7 | 136.4 | 140.2 |
| Food Stores       | 19.2  | 21.2  | 20.8  | 21.4  | 22.4  | 23.0  | 23.3  | 23.3  |
| Local Tran. & Gas | 43.0  | 48.8  | 45.4  | 46.8  | 43.8  | 42.2  | 47.1  | 52.6  |
| Arts, Ent. & Rec. | 47.7  | 51.7  | 52.5  | 54.3  | 56.9  | 61.9  | 64.5  | 65.1  |
| Retail Sales      | 38.4  | 41.4  | 41.6  | 42.7  | 42.1  | 45.5  | 49.6  | 51.2  |
| Visitor Air Tran. | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   |
| Total             | 313.5 | 345.1 | 349.0 | 365.9 | 384.3 | 421.8 | 451.6 | 465.5 |

#### Industry Earnings Generated by Travel Spending (\$Million)

|                     | 2010  | 2012  | 2013  | 2014  | 2015  | 2016  | 2017  | 2018  |
|---------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| Accom. & Food Serv. | 84.4  | 93.3  | 111.8 | 120.7 | 129.0 | 149.2 | 162.1 | 175.9 |
| Arts, Ent. & Rec.   | 23.7  | 26.5  | 33.7  | 36.9  | 34.4  | 35.6  | 37.8  | 28.6  |
| Retail**            | 8.6   | 9.4   | 9.4   | 9.9   | 10.2  | 11.1  | 11.6  | 11.8  |
| Ground Tran.        | 3.3   | 3.9   | 4.0   | 4.2   | 4.6   | 5.4   | 6.4   | 8.8   |
| Visitor Air Tran.   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   |
| Other Travel*       | 1.2   | 0.8   | 0.8   | 0.8   | 0.9   | 1.0   | 1.1   | 1.2   |
| Total               | 121.2 | 134.0 | 159.7 | 172.5 | 179.1 | 202.3 | 219.0 | 226.2 |

#### Industry Employment Generated by Travel Spending (Jobs)

|                     | 2010  | 2012  | 2013  | 2014  | 2015  | 2016  | 2017  | 2018  |
|---------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| Accom. & Food Serv. | 2,880 | 3,000 | 3,490 | 3,560 | 3,560 | 3,880 | 4,120 | 4,230 |
| Arts, Ent. & Rec.   | 1,840 | 1,800 | 2,430 | 2,670 | 2,480 | 2,680 | 2,590 | 2,170 |
| Retail**            | 290   | 310   | 300   | 310   | 310   | 320   | 330   | 320   |
| Ground Tran.        | 100   | 110   | 110   | 110   | 120   | 130   | 140   | 140   |
| Visitor Air Tran.   | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |
| Other Travel*       | 40    | 30    | 20    | 30    | 30    | 30    | 30    | 30    |
| Total               | 5,140 | 5,240 | 6,360 | 6,690 | 6,490 | 7,040 | 7,200 | 6,890 |

#### Tax Receipts Generated by Travel Spending (\$Million)

|                             | 2010 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|-----------------------------|------|------|------|------|------|------|------|------|
| Local Tax Receipts          | 12.7 | 13.7 | 15.0 | 16.2 | 17.5 | 18.5 | 20.1 | 21.2 |
| Visitor                     | 8.1  | 9.1  | 9.7  | 10.6 | 11.6 | 12.2 | 13.5 | 14.3 |
| Business or Employee        | 4.6  | 4.6  | 5.4  | 5.7  | 5.8  | 6.3  | 6.6  | 6.9  |
| State Tax Receipts          | 17.7 | 17.4 | 18.6 | 19.5 | 19.5 | 20.3 | 20.9 | 22.5 |
| Visitor                     | 13.4 | 13.0 | 13.2 | 13.7 | 13.6 | 14.0 | 14.6 | 16.4 |
| Business or Employee        | 4.2  | 4.3  | 5.4  | 5.8  | 5.9  | 6.3  | 6.3  | 6.1  |
| Total Local & State Receipt | 30.3 | 31.1 | 33.6 | 35.7 | 37.0 | 38.8 | 41.0 | 43.7 |

## Appendix 3



### TOURISM MATTERS TO MENDOCINO COUNTY

Tourism is a key contribution to the health of the economy of Mendocino County. When visitors stay, eat, play and travel in the county, their expenditures directly impact county residents by creating employment opportunities and providing tax relief for every household.

Visitors are drawn to this region to experience the beaches and ocean, giant redwood trees, rivers and lakes, extraordinary attractions, and incomparable food and wine.

In 2018, the economic impact of travel to Mendocino County grew for the ninth consecutive year.

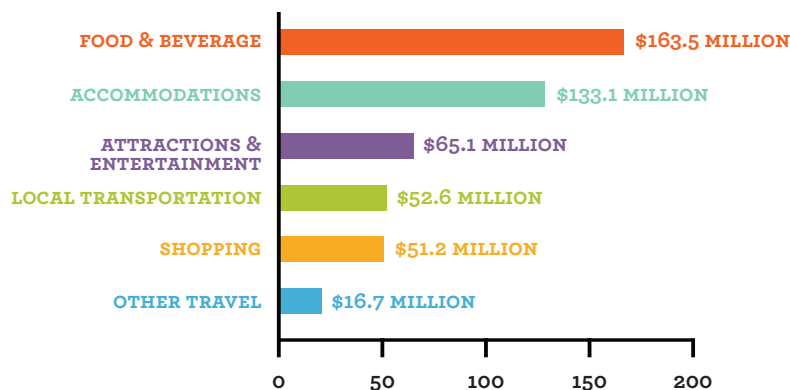
### TOURISM BENEFITS MENDOCINO COUNTY

**\$482.2**  
MILLION

in travel-related  
spending in 2018

**UP 3.5%**

**INCREASE OVER 2017**



### TOURISM EMPLOYS MENDOCINO COUNTY RESIDENTS

**6,894** travel-related jobs



[visitmendocino.com](http://visitmendocino.com)



## Appendix 3 cont'd

### TOURISM AFFECTS YOU!



**\$43.7**  
MILLION in state  
and local  
revenue

**6.6%**  
INCREASE OVER 2017

**\$1,250** in taxes saved by each Mendocino County household in 2018



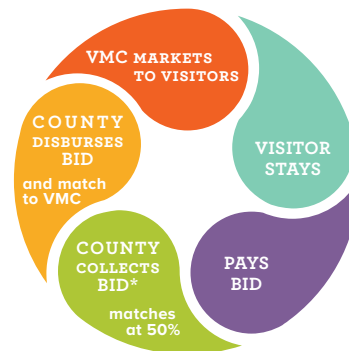
Source: California Travel Impacts 2010–2018p; pub. Dean Runyan Associates (May 2019)

### ABOUT VISIT MENDOCINO COUNTY

Visit Mendocino County is the tourism marketing arm of Mendocino County. Its mission is to steward and amplify the total Mendocino County experience.

- VMC brands Mendocino County as a destination and promotes and markets Mendocino County to potential visitors
- We get the word out via robust marketing, public relations and media visits
- VMC partners with trade organizations to build strength in numbers

\* Funds collected pursuant to Mendocino County Code, Section 5.140.240(B) for the purpose of countywide promotion.



### BE OUR PARTNER

- Keep your business listing up to date on VisitMendocino.com
- Take part in our annual festivals
- Join us at trade and consumer shows to meet potential visitors and partners
- Participate in one of our workshops
- Let us know about your events
- Follow our Opportunities page at mendocinotourism.org
- Link to us on social media channels

[visitmendocino.com](http://visitmendocino.com)





# Appendix 4

## INTERNATIONAL VISITATION TO MENDOCINO COUNTY EXPRESSED VIA DATA FROM VISA VUE (BY CALENDAR YEAR)

### CALENDAR YEAR DATA

|                             | Q1 2017         |            |             | Q2 2017     |             |             | Q3 2017     |             | Q4 2017    |             |
|-----------------------------|-----------------|------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|-------------|
|                             | Q1 2017         | Q1 2018    | Q1 2019     | Q2 2017     | Q2 2018     | Q2 2019     | Q3 2017     | Q3 2018     | Q4 2017    | Q4 2018     |
| Total dollar amount charged | \$365,750       | \$449,251  | \$390,109   | \$679,059   | \$707,677   | \$713,574   | \$1,137,250 | \$1,026,130 | \$540,821  | \$569,738   |
| Y/Y increase/decrease *     | 13.00%          | 22.80%     | -13.20%     | 9.50%       | 4.20%       | 0.80%       | 10.30%      | -9.70%      | -6.30%     | 5.30%       |
| How the money is spent **   |                 |            |             |             |             |             |             |             |            |             |
| Lodging                     | \$200,000       | \$200,000  | \$100,000   | \$300,000   | \$300,000   | \$200,000   | \$500,000   | \$400,000   | \$200,000  | \$200,000   |
| Restaurants                 | below \$100,000 | \$100,000  | \$100,000   | \$100,000   | \$100,000   | \$100,000   | \$200,000   | \$200,000   | \$100,000  | \$100,000   |
| Other ***                   | below \$100,000 | \$100,000+ | \$100,000+  | \$200,000 + | \$300,000+  | \$300,000+  | \$300,000+  | \$300,000+  | \$200,000+ | \$200,000+  |
| Ranking by country          |                 |            |             |             |             |             |             |             |            |             |
| 1                           | Canada          | Canada     | Canada      | Canada      | Canada      | Canada      | Canada      | Canada      | Canada     | Canada      |
| 2                           | UK              | China      | UK          | Germany     | Germany     | Germany     | Germany     | Germany     | UK         | UK          |
| 3                           | China           | UK         | China       | UK          | UK          | UK          | UK          | UK          | France     | Germany     |
| 4                           | Australia       | Germany    | Germany     | Australia   | France      | Australia   | France      | France      | Germany    | France      |
| 5                           | Germany         | Italy      | France      | Italy       | Australia   | China       | Australia   | Australia   | Spain      | Spain       |
| Other top 10 countries      | France          | France     | Australia   | France      | China       | Mexico      | Switzerland | Switzerland | Australia  | Australia   |
|                             | Taiwan          | Australia  | Mexico      | China       | Denmark     | France      | Italy       | Denmark     | China      | Mexico      |
|                             | Singapore       | Taiwan     | New Zealand | Switzerland | Switzerland | Denmark     | China       | Italy       | Mexico     | China       |
|                             | Japan           | Malaysia   | Puerto Rico | Japan       | Puerto Rico | Switzerland | Denmark     | Mexico      | Italy      | Switzerland |
|                             | Switzerland     | Singapore  | Spain       | Denmark     | Italy       | New Zealand | Spain       | China       | Denmark    | Denmark     |

\* YOY 2017 / 2016 figures are unavailable for verification purposes

\*\* Numbers beyond the total, lodging, restaurants etc., are given in increments rather than exact amounts

\*\*\* "Other" includes Fuel, Food and Grocery, Retail, Discount stores, Home Improvement and Apparel;

\*\*\*\* Visa reports approximately 44% of credit card charges. Other credit card data is unavailable.

| 2017                                              |                                    |                                                     | 2018                                               |                                    |                                                     |
|---------------------------------------------------|------------------------------------|-----------------------------------------------------|----------------------------------------------------|------------------------------------|-----------------------------------------------------|
| Total International Visa Visitor Spending 2017*** | 2017 Total Direct Visitor Spending | 2017 International Spending with Visa as % of Total | Total International Visa Visitor Spending 2018**** | 2018 Total Direct Visitor Spending | 2018 International Spending with Visa as % of Total |
| \$2,722,880                                       | \$465,900,000                      | 0.58%                                               | \$2,752,796                                        | \$482,200,000                      | 0.57%                                               |

# Appendix 5

## Glossary of Terms

This glossary is included to explain terms used in this plan and in other reports and documents issued by Visit Mendocino County. While staff and contractors are familiar with the terminology, some of the terms need a brief explanation.

|                                        |                                                                                                                                                                                                                                                            |
|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Advertising equivalency</b>         | This dollar figure represents the amount of money it would take to purchase the equivalent in advertising space in a print publication or digital equivalent. The VMC PR team uses a 1:1 ratio unlike many PR firms who use a multiplier to boost numbers. |
| <b>Impressions</b>                     | The number of views a print or digital article is estimated to reach based on circulation and subscription data.                                                                                                                                           |
| <b>Media Placement</b>                 | A story (print or digital) about an aspect of Mendocino County that arises from PR efforts.                                                                                                                                                                |
| <b>Media Mission</b>                   | A trip by the PR team to a particular market, e.g., Vancouver BC, to meet local journalists and writers and inspire visitation to and coverage of Mendocino County.                                                                                        |
| <b>Releases</b>                        | This can either refer to a press release or a “hot sheet,” which is distributed to the press and highlights new and upcoming businesses and openings in the county.                                                                                        |
| <b>FAM</b>                             | Familiarization tour or trip. Media FAMs involve members of the media who are vetted by the PR team prior to a visit. Sales FAMs apply to tour group operators who are visiting the county with the aim of including Mendocino in tour packages.           |
| <b>Millennials</b>                     | The segment of the population born between the early and the mid-1990s to early 2000s. Also known as Generation Y, they are the children of baby boomers and older Gen Xers.                                                                               |
| <b>Gen-Xers</b>                        | The population segment born between the early-to-mid 1960s and ending birth years ranging from the late 1970s to early 1980s. Children of the Baby Boomers.                                                                                                |
| <b>Baby Boomers</b>                    | Those born between the early-to-mid 1940s up to about 1964.                                                                                                                                                                                                |
| <b>Content marketing</b>               | Content marketing is a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience — and, ultimately, to drive profitable customer action.               |
| <b>Google Analytics</b>                | A reporting tool provided by Google that can be used to analyze traffic, ad words, digital marketing campaigns, demographics, etc. for VisitMendocino.com.                                                                                                 |
| <b>Facebook Insights</b>               | A reporting tool for analyzing traffic, advertising campaigns, and other activities on Facebook.                                                                                                                                                           |
| <b>Activity Provider</b>               | A person located in a tourist destination who provides a unique, local activity for a visitor to do while on vacation. Examples of such activities include kayaking, bike riding or arts and crafts, among others.                                         |
| <b>Free Independent Traveler (FIT)</b> | A person or a couple that is not traveling with a group; usually references foreign travelers out on their own (Foreign Independent Traveler).                                                                                                             |

|                                           |                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Inbound Tour Operator</b>              | Someone specializing in providing tours to overseas travelers to a destination, either operating the tour themselves or working through established partnerships with local suppliers.                                                                                                                                                                               |
| <b>Receptives</b>                         | In effect, “middle men” between tour operators and hotel/lodging owners, chiefly in overseas markets. Receptives obtain contracts with hotels for booking arrangements and offer these to tour operators looking to satisfy tourist demand.                                                                                                                          |
| <b>Search Engine Marketing</b>            | A marketing tactic using paid advertising services so that interested clients and customers can reach a business quicker and easier while searching online.                                                                                                                                                                                                          |
| <b>Block</b>                              | A number of rooms, seats, or spaces reserved in advance, usually by wholesalers, tour operators, or receptive operators who intend to sell them as components of tour packages.                                                                                                                                                                                      |
| <b>Conversion</b>                         | Getting “heads in beds” or otherwise closing the sale. Differs from “hospitality.” Hospitality is being warm, friendly and helpful. Conversion is active selling.                                                                                                                                                                                                    |
| <b>Demand generators</b>                  | Strategies and programs developed by DMOs and suppliers to generate destination demand. Examples include festivals, events, cultural tours, and consumer promotion.                                                                                                                                                                                                  |
| <b>Engagement</b>                         | On Facebook (and other social media platforms), engagement is when people perform actions on your Page. They may like a post, click on a link, or comment on an image for example. With Facebook Insights, engagement is measured as the number of times a post is clicked, liked, shared, or commented on.                                                          |
| <b>Reach</b>                              | A measure of the range of influence of any content; it is the measurement of how content is spread across various social media channels. Think of it as the number of eyeballs a piece of content is getting. On Facebook, for example, “total reach” is the number of people that have seen a particular post.                                                      |
| <b>Selected Key Industry Associations</b> |                                                                                                                                                                                                                                                                                                                                                                      |
| <b>DMA West</b>                           | Destination Marketing Associations West, a membership organization of visitor bureaus throughout the western United States.                                                                                                                                                                                                                                          |
| <b>Visit California</b>                   | The tourism marketing agency for the state.                                                                                                                                                                                                                                                                                                                          |
| <b>California Travel Association</b>      | Membership organization offering education and advocacy for state tourism operators.                                                                                                                                                                                                                                                                                 |
| <b>U.S. Travel Association</b>            | National, non-profit organization representing and advocating for all components of the travel industry.                                                                                                                                                                                                                                                             |
| <b>Destination International</b>          | Global association of travel industry agencies and groups, offering education and advocacy for members. Visit Mendocino holds a certification from the globally recognized Destination Marketing Accreditation Program (DMAP); this serves as a visible industry distinction that defines quality and performance standards in destination marketing and management. |
| <b>Brand USA</b>                          | Agency chiefly responsible for marketing the USA as a destination to the rest of the world.                                                                                                                                                                                                                                                                          |