Mendocino County Tourism Commission, Inc.
DBA: Visit Mendocino County
Annual Report:
Fiscal Year: 2025-2026

Submitted to Mendocino County Tourism Commission & Board of Directors
for Submission to the County of Mendocino

November 12, 2026

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Executive Summary:

Our 2025-2026 Fiscal Year proved to be quite pivotal. Much of the FY was spent, along with our regular marketing, partnership and stewardship programs, working towards the passage of a 2% BID assessment incorporating the 1994 BID Law. Much effort was spent meeting with lodging owners and operators, politicians and stakeholders in order to increase VMC's budget, improve stability and longevity of the work and unite the tourism industry countywide.
Midway through the year, the Board decided to take a deeper look at the structure, operations and effectiveness of VMC's programs. Once the new board was seated in January and committees were established, it was decided that an Interim Executive Director would be brought in to assess the current status of the BID petition as well as the overall marketing programs. While VMC was able to obtain close to 50% of the required signatures to adopt the new BID Ordinance increasing the assessment to 2%, there were a few adamant lodging operators who wanted to see significant change prior to the signing of the petition.

Beginning in March of this year, I held countless meetings with lodging operators, stakeholders and politicians in order to gain a better understanding of some of the frustrations being felt regarding the effectiveness of VMC's programs. It became clear rather quickly that certain changes needed to be made prior to VMC obtaining increased funding and having a renewal period of 5 years rather than annually. These include:

1. Spend the BID dollars where they were collected. Coastal communities felt too much effort, energy and funds were being spent in regions of the county which did not bring in any significant source of funding and did not provide the same type of traveler experience. At the same time, inland stakeholders felt underrepresented in VMC's marketing programs, specifically its social media efforts.
2. Bring public relations efforts in house. It has been felt for many years our efforts and investment in public relations was not effective utilizing an outside contractor. The public relations environment changed drastically during COVID and an in-house effort would be much more efficient and effective moving forward.
3. Move the VMC office to the coast where a majority of the visitors experience the county. VMC moved its office to Ukiah about 8 years ago and it is felt the office and work of the team should reside closer to where over 85% of the BID funds are collected from visitors.
4. Increase lodging representation on the MCTC Board and Committees. As most of the BID funds come from coastal communities, appropriate representation with those making the decisions should also come from coastal communities.
5. Get the County of Mendocino to consider and approve the changes the BID Advisory Board has been requesting for the past few years. These include:
    a. Change the MCTC Board make-up to include mostly lodging with representation appropriate to where BID funds are collected.
    b. Bring the Board elections back to within the purvey of the organization itself rather than with the County.
    c. Have the County utilize a 3rd party for BID collections with the goal of obtaining timely and valuable data to assist VMC in assessing the effectiveness of its programs and initiatives.
    d. Eliminate the county's 3% administration fee charged to MCTC for collections and election activities.

Several changes have occurred (and continue to occur) as a result of this strong feedback received from lodging operators and stakeholders as well as from the BID Advisory Board through its annual report. These include:

1. A new marketing strategy and approach (outlined later in this report) was approved to be implemented beginning July 1st. This new approach created many questions and concerns from stakeholders throughout the county including an attempt of an outside organization to take BID funds for its own use. What resulted was the formation of an Inland Marketing Advisory Group to look at how best to marketing the inland region(s) of the county utilizing the approximate percentage of BID funds it collects compared to the rest of the county. These percentages are outlined later in this report.
2. An in-house public relations professional was hired in June to take over its programs and initiatives.
3. The County approved the requests from the BID Advisory Board as mentioned above which directed County staff to look into adopting said changes.
4. Overall administrative expenses including office location were reviewed with plans to change locations in the 2026-2027 fiscal year.

Looking ahead:

2026-2027 will be another pivotal and exciting year for the organization. As of the writing of this report, much further progress has been made regarding the requested changes determined during the 2025-2026 fiscal year. These include:

1. The main Ukiah office has been vacated with a smaller office secured in Ukiah and a coastal location soon to be established.
2. Regional Marketing Advisory Groups are being formed to better represent each region and determine how best to market its lodging properties ultimately increasing return on investment in all areas. These groups have already unified these regions more than ever stimulating conversation, ideas and camaraderie.
3. A Steering Committee has been authorized to draft new by-laws and further edit the current BID Ordinance to accommodate the changes requested in the BID Advisory Report with the goal of implementation by July 1, 2027.
4. The effort to increase the assessment countywide to 2% and move to the 1994 BID Law have been vacated. In its place are discussions within each region as to the assessment percentage they feel would be most effective in their respective areas.
5. The County has been in discussions with possible contractors to move BID (and TOT) collections to a third party as well as removing the MCTC Board structure and the Board election from the Ordinance.
6. Hiring a new permanent Executive Director to lead these regional efforts while at the same time increasing countywide collaboration with regards to marketing and promotions.

Most of this report showcases the accomplishments of the past fiscal year as is its tradition. We look forward, in future reports, to showcasing how all of the hard work of the many individuals who have worked to bring the necessary changes to VMC has increased and improved the overall tourism economy throughout Mendocino County.

In these times of change, an organization's heart and soul is exposed. While it can be messy and murky, I have all the confidence the organization will come out stronger than ever. Having lead the organization for its 1st 10 years of existence, I am honored and excited for all this process has exposed

and for the direction the organization and all of its stakeholders are headed. We are a unique county with strong roots, personalities, opinions and assets. This uniqueness is what will make VMC a better, stronger, more efficient and effective organization for years to come.

Thank you for the privilege of promoting our extraordinary destination.

Respectfully,
Scott Schneider
Interim Executive Director

Strategic Plan

The activities in this report relate to the initiatives set forth in the Visit Mendocino County (VMC) Strategic Plan that was put into action in 2021. The purpose of the plan was to realign the core strategies of the organization. (The Strategic Plan may be viewed at https://www.mendocinotourism.org/wp-content/uploads/Final-VMC-2021-2023-Strategic-Plan.pdf). This report directly relates the VMC Marketing, PR, Sales and other VMC staff activities during the year to the Imperatives, Objectives and Initiatives contained in the Strategic Plan.

Vision:
A diversified and thriving economy supported by our community, offering enriching experiences for our guests.

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 culture and landscapes.

IMPERATIVE: Optimize and demonstrate our impact through relationships and collaborations.

The PR team, made up of Koli Communications and VMC staff, sends partners and stakeholders monthly updates that include recent media coverage. The team also invites partners and stakeholders to submit content to VMC, which VMC shares through press releases and pitches to Visit California.

VMC's Director of Operations serves as Vice Chair and Treasurer of the North Coast Tourism Council and meets regularly with its partner organizations: Visit Redwoods (Humboldt), the Lake County Tourism Improvement District and Visit Del Norte County. The Director of Operations also sits on the Visit California (VCA) Rural Regional Committee and works closely with its members. This involvement

raises VMC's visibility and reputation, and Visit California often cites VMC in its presentations as a best-practice example for Destination Marketing Organizations (DMOs).

VMC staff serve on, or regularly report to, the following boards and groups:
• North Coast Tourism Council
• Visit Fort Bragg
• Anderson Valley Winegrowers
• Mendocino Coast Botanical Gardens
• Point Arena Merchants Association
• Destination Hopland
• Friends of the Mendocino County Museum
• Mendocino College Foundation
• Cleaner California Coast initiative (with Sonoma and Marin counties)

VMC staff also worked with many event organizers and local organizations, including the Mendocino Music Festival, Mendocino Film Festival, MendoParks, Mendocino Coast Clinics, Mendocino County Museum, Visit California Welcome Center, Mendocino Art Center, Mendocino Winegrowers and the Mendocino Coast Healthcare Foundation.

- **OBJECTIVE: Increase participation rate in VMC Programs**
    - VMC's Festival Coordinator, Janis MacDonald, is growing VMC's umbrella festivals, Harvest Mendocino and Seafood & Sips. Partners are showing more interest in expanding events, and she is also developing new event offerings in response.
    - Through the Hospitality Outreach Program, the VMC team continued to meet one-on-one with partners and stakeholders as often as possible, introducing VMC programs and initiatives directly. These meetings have been especially effective at bringing businesses into VMC-sponsored festivals.
    - The PR team continued to promote Mendocino County's outdoor appeal, using targeted story angles to reach more consumers in our target markets and encourage stakeholders to take part in VMC programs.

- **OBJECTIVE: Increase VMC Communication Engagement Rate**
    - VMC sent 35 marketing emails during the fiscal year, about three per month. Year over year, the email open rate rose 22% and the click rate rose 9%.
    - The organization used the results from our Brand Research Study to to grow in target markets – Sacramento, Bay Area and Los Angeles. For FY 25/26, the highest volume of website traffic came from the following cities: San Jose, San Francisco, Los Angeles, Sacramento, and Oakland.

- **OBJECTIVE: Boost community's support of the tourism industry**
    - VMC worked with Travel Analytics Group (TAG) on a Resident & Visitor Profile and Perception Study. The study collected community feedback on VMC's performance and effectiveness, along with areas to improve, so VMC could better understand how residents view tourism in Mendocino County and what they need from it. VMC uses this input to shape its programs and is applying the findings to strengthen its marketing.

- **INITIATIVE: Create a campaign to promote the value of VMC in driving positive results to local businesses**
    - The VMC rebrand and new website set up the "Magic Is Real" campaign to promote the county effectively across Northern California through social media, programmatic advertising and printed collateral. Public relations efforts, including monthly press releases, have strengthened the campaign by attracting journalists and bringing them to the county for hosted media visits.

- **INITIATIVE: Perform a needs assessment of our stakeholders and partners**
    - This initiative has been addressed by the team and with the results of the community and visitor perspective studies by TAG, the team addresses each region based on their respective needs. Staff have also continued this effort through one-on-one meetings with lodging operators and tourism-facing businesses.

- **INITIATIVE: Enhance VMC's portfolio of stakeholder offerings and resources**
    - As addressed above, the organization strives to continue to address this initiative as part of daily organizational development.

IMPERATIVE: Raise visitor awareness of Mendocino County and strengthen tourism's contribution to County vitality.

VMC continues to take a two-part approach to direct marketing. The first part builds brand awareness and keeps Mendocino County top of mind for new and returning visitors. The second promotes tourism-facing events to increase shoulder-season visitation and support Business Improvement District (BID) collections.

Public relations (PR) plays a key role in building visitor awareness. Each year, the PR team develops a communication strategy designed to support and strengthen direct marketing. In FY 25/26, strong media interest helped the team exceed its goals ahead of schedule.

Our PR approach expanded VMC's media coverage and visibility by drawing on emerging travel trends, developing fresh story angles, and targeting outlets with broad reach across multiple publications. Bringing journalists and influencers to experience Mendocino County firsthand strengthens the county's reputation as a travel destination and supports its economy. In FY 25/26, VMC hosted 30 journalists and influencers through its media familiarization (FAM) program.

The PR team successfully secured a series of high-profile features throughout the year in leading publications and media outlets, including Travel + Leisure, Forbes, Sunset, MSN, Yahoo!, USA Today, Thrillist, Lonely Planet, 7x7, SFGate, The Mercury News, AFAR, Eastbay Times, KTLA 5, KTVU 2, ABC 10, NBC Bay Area, NBC Los Angeles and Visit California. The data below highlights the PR team's direct impressions, advertising equivalency, and familiarization program results for the year.

COVERAGE	2025/2026 GOAL	2025/26 TOTAL	2024/25 TOTAL
Placements	550	1,007	1,526
Impressions	500 Million	5.04 Billion	7.4 Billion
Advertising Equivalency	$17 Million	121.2 Million	174 Million

MEDIA RELEASES	GOAL	TOTAL
	11	11

2025-2026 Familiarization Trips (FAMs)

Date Visited	Media Guest(s)	Outlet(s)
7/16-7/17	Barbara Kennedy	Freelance
7/22-7/24	Julie Bielenberg	Freelance
8/6-8/7	Janelle Lassalle	Freelance
8/30-8/31	Mimi Mcfadden	Atlasheart
9/4-9/7 - Winesong	Katharine McMahon	Vineyards & Voygages
9/19-9/20 - VCA	Heike Schmidt	German AP
9/19-9/21 - VCA	Jordan Reid	Influencer
10/6-10/8	Daria Bachmann	Freelance
10/11-10/12 - VCA	Sean Thomas	The Spectator/UK
10/12-10/14	Melissa Gasia	Influencer
11/5-11/7	Henry Wu	Influencer
11/8-11/9	Fran Miller	Haute Living SF
11/21-11/24	Gabe Saglie	TV Blitz
1/13-1/15	Gary Diedrichs	Smart Meetings
1/21-1/24	Georganne Brennan	Freelance
1/24-1/28 - VCA	Christine McCabee	Travel + Luxury Mag
2/5-2/8 - Crab Cake Cook-Off	Jess Lander	San Francisco Chron
2/5-2/8 - Crab Cake Cook-Off	Noel Burgess	Content Creator
2/5-2/8 - Crab Cake Cook-Off	Melissa Vogt	Freelance
4/14-4/19	Nathan Lee Allen	Creator
4/24-4/26	Nell Narasappa	Creator
4/24-4/26	Danielle Johnson	Creator - The Traveling Dans
5/5-5/7 - VCA	Paolo Armelli	Vogue/Italy
5/5-5/7 - VCA	Andrea Cuomo	Il Giornale/Italy
5/5-5/7 - VCA	Jan Aagaard	Berlingske/Norway
5/5-5/7 - VCA	Melanie Breuer	TZ Media/Germany
5/5-5/7 - VCA	Mira Sergeant	Arcadia/UK
5/11-5/13	Jacqui Agate	California Destinations
6/3 - 6/5	Lian Turnbough	Influencer
6/19-6/22	Melinda Fulmer	Robb Report

- **OBJECTIVE: Increase website traffic**

Page	Filter results...	Views ▼		Visitors	Avg time	Total time	Exit	
/ Visit Mendocino County - Visit Mendocino County		357,249	37.6%	318,338	00:54	223d	91%	+58%
/4-magical-spots-to-explore-the-redwoods-in-mendocino-county/ 4 Magical Spots to Explore the Redwoods in Mendocino County - Visit Mendocino Cou		106,760	11.2%	99,875	01:08	84d	98%	+195%
/harvest-mendocino-2024/ Page not found - Visit Mendocino County		22,189	2.3%	21,101	00:35	8d	95%	0%
/holidays-in-mendocino-2024/ Holidays in Mendocino 2024 - Visit Mendocino County		18,422	1.9%	16,342	01:41	21d	91%	0%
/seafood-and-sips-2025/ Page not found - Visit Mendocino County		17,346	1.8%	15,943	01:51	22d	95%	0%
/events/ Events from January 16 - January 24 - Visit Mendocino County		16,081	1.7%	14,442	01:05	12d	40%	+52%
/mendocinocoastwhalefest2025/ Page not found - Visit Mendocino County		15,625	1.6%	14,685	01:00	10d	93%	0%
/mendocino-county-bucket-list/ Mendocino County Bucket List - Visit Mendocino County		14,558	1.5%	13,604	02:34	25d	75%	−23%
/8-fantastic-beaches-in-mendocino-county/ 8 Fantastic Beaches in Mendocino County - Visit Mendocino County		13,409	1.4%	12,301	01:00	9d	93%	+636%
/play/ Play in Mendocino County - Visit Mendocino County		10,436	1.1%	8,721	00:58	7d	27%	−2%
/webcams-of-mendocino-county/ Webcams of Mendocino County - Visit Mendocino County		8,236	0.9%	7,256	00:38	86:56:08	58%	+71%
/listing/glass-beach/ Glass Beach - Visit Mendocino County		8,190	0.9%	7,630	01:03	5d	81%	+56%
/inside-the-magic/ Inside the Magic - Visit Mendocino County		6,591	0.7%	5,767	00:51	93:22:21	40%	+86%
/sip/ Sip in Mendocino County - Visit Mendocino County		6,205	0.7%	5,487	01:08	4d	64%	+9%
/5-stunning-hiking-trails-to-explore-mendocino-countys-natural-beauty/ 5 Stunning Hiking Trails to Explore Mendocino County's Natural Beauty - Visit Mendo		6,060	0.6%	5,543	02:17	9d	71%	+411%
/events/list/page/2/ Events from January 15 - January 25 - Visit Mendocino County		5,388	0.6%	4,849	00:57	85:18:36	24%	+33%
/feast/ Feast in Mendocino County - Visit Mendocino County		5,101	0.5%	4,181	00:35	49:35:35	30%	−13%

- 25/26 website visitors have increased 31.89% from the previous FY 24/25 (677,853 vs 894,001) and 101.29% compared to FY 23/24 (444,136 vs 894,001)
- San Jose is the top city visiting the website (60.8k) followed by Sacramento (40.5k), San Francisco (38.1k), Los Angeles (35.4k) and Oakland (21.5k)
- Top content includes 8 Fantastic Beaches in Mendocino County (9.88%), 4 Magical Spots to Explore the Redwoods (6.45%), Mendocino Coast Whale Festival (6.42%), Seafood & Sips

(5.77%), Harvest Mendocino (4.31%), Spring and Summer Events (4.25%), Holidays in Mendocino (2.21%) and Events (1.93%)

Social Media Results YOY FY 2024/2025 vs FY 2025/2026					
FACEBOOK			INSTAGRAM		
	FY 2024/2025	FY 2025/2026		FY 2024/2025	FY 2025/2026
Impressions	32,618,723 Total (30,891,472 Paid / 1,727,251 Organic+Viral)	27,924,208 Total (27,294,629 Paid / 629,579 Organic+Viral)*	Impressions	4,690,800	3,616,502
Engagement	767,550	2,647,040	Likes Received	51,083	78,212
Link Clicks	457,870	473,728	Comments	572	7,844
Posts	100	76	Posts	107	85
Impressions/Post	326,187	367,424	Likes/Post	477	920
Engagement/Post	7,676	34,829	Comments/Post	5	92.3
Fan Base	65,818	68,261	Followers	42,312	51,518

Social media drives traffic to www.visitmendocino.com and builds brand awareness. Year over year, Facebook fans grew 3.7% to 68,261, and Instagram followers grew 21.8% to 51,518. Total impressions fell on both platforms: Facebook dropped 14.4% to 27.9 million, mainly because of fewer paid impressions, and Instagram dropped 22.9% to 3.6 million. Even with fewer posts, each post performed better. On Facebook, impressions per post rose 12.6%, and engagement more than tripled to 2.6 million. Link clicks to the website rose 3.5% to 473,728. On Instagram, likes rose 53.1% to 78,212, and comments grew from 572 to 7,844.

- **OBJECTIVE: Grow BID Fund 5% over 3 years**

TREASURER - TAX COLLECTOR
COUNTY OF MENDOCINO
(24/25 Data as of 9/18/2025)

Transient Occupancy Tax (TOT) Collections by Calendar Quarter

Fiscal Year	1st Quarter (July-Sept.)	2nd Quarter (Oct.-Dec.)	3rd Quarter (Jan.-March)	4th Quarter (April-June)	Fiscal Year Collections
2017-18	$ 2,019,644.14	$ 1,227,713.38	$ 1,026,731.35	$ 1,463,623.39	$ 5,737,712.26
2018-19	$ 1,977,385.88	$ 1,280,880.02	$ 961,022.83	$ 1,575,991.66	$ 5,795,280.39
2019-20	$ 2,147,423.50	$ 1,384,005.43	$ 802,609.14	$ 316,554.17	$ 4,650,592.24
2020-21	$ 2,024,631.64	$ 1,665,875.86	$ 1,305,497.08	$ 2,265,156.69	$ 7,261,161.27
2021-22	$ 2,888,831.93	$ 1,925,364.42	$ 1,457,063.23	$ 2,175,686.89	$ 8,446,946.47
2022-23	$ 3,028,129.98	$ 1,787,197.61	$ 1,223,110.17	$ 2,230,194.08	$ 8,268,631.84
2023-24	$ 2,998,353.81	$ 1,737,861.23	$ 1,232,442.35	$ 2,176,440.00	$ 8,145,097.39
2024-25	$ 3,020,742.77	$ 1,760,314.58	$ 1,260,056.87	$ 2,283,922.64	$ 8,325,036.86

Business Improvement District (BID) Assessment Collections by Calendar Quarter

Fiscal Year	1st Quarter (July-Sept.)	2nd Quarter (Oct.-Dec.)	3rd Quarter (Jan.-March)	4th Quarter (April-June)	Fiscal Year Collections
2017-18	$ 336,333.39	$ 214,398.57	$ 172,188.75	$ 252,939.31	$ 975,860.02
2018-19	$ 345,414.74	$ 208,182.17	$ 169,013.36	$ 266,870.80	$ 989,481.07
2019-20	$ 356,681.19	$ 228,223.25	$ 151,009.41	$ 79,074.22	$ 814,988.07
2020-21	$ 345,912.88	$ 258,702.54	$ 215,421.63	$ 367,722.16	$ 1,187,759.21
2021-22	$ 455,894.60	$ 297,723.80	$ 228,586.87	$ 344,553.64	$ 1,326,758.91
2022-23	$ 436,854.94	$ 259,777.62	$ 199,450.22	$ 322,077.23	$ 1,218,160.01
2023-24	$ 419,952.63	$ 253,427.62	$ 182,316.96	$ 296,321.19	$ 1,152,018.40
2024-25	$ 409,660.04	$ 242,978.56	$ 177,008.56	$ 296,719.35	$ 1,126,366.51

PLEASE NOTE: The collections reflected above represent the actual quarters in which the lodging establishments collected the taxes and assessments. If applicable, penalties and interest collected by the County are also included in the above totals.

- The Mendocino County Treasurer-Tax Collector's Office released its annual TOT/BID collections report, revealing a 2.23% decline in revenue from lodging businesses between 2023/24 and

2024/25. However, since 2019/20, the year prior to the implementation of the strategic plan, BID collections have increased by 38.2% when compared to 2024/25.

BookDirect Referrals	
OUTBOUND REFERRALS	
July 2025 - June 2026	
	Total
Month	14,332
July	1,427
August	1,415
September	917
October	912
November	774
December	789
January	1,104
February	1,131
March	1,019
April	1,347
May	1,627
June	1,870

FY 25/26: 14,332 referrals vs. FY 24/25: 12,860 (up 11.4% year over year)
The Simpleview lodging booking system on www.visitmendocino.com refers potential visitors to lodging properties so they can book directly with them. In FY 25/26, the system sent 14,332 potential visitors to lodging partners' online reservation systems, up 11.4% from 12,860 in FY 24/25.

- **OBJECTIVE: Increase shoulder season visitation rates**
    - According to the Treasurer-Tax Collector's TOT/BID report, Q2 and Q3 BID collections declined by 3.62% year-over-year but have increased by 10.75% compared to 2019/2020, the year before the strategic plan was implemented.
    - **INITIATIVE: Evaluate and diversify visitor target market segment and competitive set**
        - In 2024, we ran a Brand Research Survey in our target markets to measure overall sentiment and adjust our approach. The findings shaped our marketing targets and helped double website traffic over the past two years. The cities sending the most visitors to the site are San Jose, San Francisco, Los Angeles, Sacramento and Oakland.
    - **INITIATIVE: Refresh our brand identity to align with target segments and competitive advantage.**
        - In the third year of the new VMC brand and website, total website traffic reached 894,001 visits in FY 25/26. That is up 31.89% from 677,853 in FY 24/25 and up 101.29% from 444,136 in FY 23/24. Several things drove this growth: new website content (including themed landing pages and listicles), public relations, targeted direct marketing to drive markets, and new photo and video assets that got more value out of our investment.

- **INITIATIVE: Create process and framework for the evaluation and investment in event promotion with an emphasis on shoulder season.**
    - VMC created an Event Grant program for nonprofits hosting tourism-focused events, and it drew strong participation during its two years. The program focused on the shoulder season and helped VMC partner with nonprofits to bring visitors to the county through new events and offerings. Funding limits have put the program on hold. In the meantime, we continue to work directly with event organizers to promote their events.

IMPERATIVE: Steward and advocate for the Mendocino County Experience

As a steward and advocate for Mendocino County, VMC promotes the region's natural beauty, cultural heritage and unique character. That work includes encouraging environmental protection and sustainable practices that benefit the local community and economy. It also means showcasing the wide range of activities, events and attractions the county offers visitors and residents alike. By highlighting the county's natural assets, rich history and welcoming communities, we aim to inspire memorable, authentic experiences that bring visitors back and build pride among residents. Through this stewardship and advocacy, we help Mendocino County thrive and grow in ways that benefit everyone.

- **OBJECTIVE: Increase County investment in Tourism products and infrastructure**
    - Mendocino County used to match Business Improvement District (BID) collections at 50%. Because of the county's fiscal challenges, it ended that match. In response, VMC's Board of Directors (BoD) directed VMC to work with Civitas Advisors on strategies for long-term funding stability. VMC is now working with Civitas Advisors and lodging owners to update the BID structure.

- **OBJECTIVE: Increase Mendocino County sales tax receipts over 3 years**

Mendocino County

Direct Tax Revenue

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	% Chg. 24-25
Direct Tax Revenue ($Millions)												
Local*	17.5	18.5	20.1	22.3	24.3	19.6	27.7	28.0	25.7	26.8	27.3	2.0%
State**	19.5	20.3	20.9	20.5	22.2	14.7	21.4	22.6	22.1	23.4	23.8	1.6%
Total	**37.0**	**38.8**	**41.0**	**42.7**	**46.4**	**34.3**	**49.1**	**50.6**	**47.8**	**50.2**	**51.1**	**1.8%**
Local Tax Revenue Detail ($Millions)												
Business/Employees	5.8	6.3	6.6	6.7	7.3	7.2	8.8	8.3	6.6	8.0	8.5	6.3%
Visitor	11.6	12.2	13.5	15.6	17.0	12.4	18.9	19.7	19.1	18.8	18.9	0.2%
Total	**17.5**	**18.5**	**20.1**	**22.3**	**24.3**	**19.6**	**27.7**	**28.0**	**25.7**	**26.8**	**27.3**	**2.0%**
State Tax Revenue Detail ($Millions)												
Business/Employees	5.9	6.3	6.3	5.3	5.8	5.5	6.7	6.6	5.8	6.6	6.8	4.5%
Visitor	13.6	14.0	14.6	15.2	16.4	9.1	14.6	16.0	16.3	16.9	16.9	0.5%
Total	**19.5**	**20.3**	**20.9**	**20.5**	**22.2**	**14.7**	**21.4**	**22.6**	**22.1**	**23.4**	**23.8**	**1.6%**

The table above 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 in California 2015-2025p report, commissioned by Visit California.

- Visit Mendocino County aims to boost the county's sales tax revenue as part of its strategic plan. In 2019, the county generated $24.3 million in sales tax receipts. This

figure fell to $19.6 million in 2020 due to the COVID-19 pandemic's impact on businesses and consumer spending. Sales tax receipts in 2025 were at $27.3 million, an increase of 12.3% since 2019 and an increase of 2% from 2024 to 2025.

- **INITIATIVE: Advocate for County investment and development of sustainable tourism infrastructure**
  - Going forward, VMC will work with the BID Advisory Board to identify infrastructure projects and will include its recommendations in the BID Annual Report. This gives the Board of Supervisors (BoS) a clearer view of the long-term sustainability goals and needs of Mendocino County's tourism community and visitors.

- **INITIATIVE: Align destination development activities to Visit California's Stewardship objectives**
  - As VMC continues to promote the Mendocino County brand, our strategic plan makes alignment with Visit California's Destination Stewardship and Sustainable Travel Plan a priority. Staff, committees and VMC's Board of Directors (BoD) all support this commitment. Visit California's plan sets out five focus areas, which guide all Visit Mendocino County (VMC) programs:
    - **Expand:** Adopt sustainable practices across Mendocino County's tourism industry.
    - **Encourage:** Promote responsible travel among visitors.
    - **Develop:** Create strategies to influence and manage visitation patterns.
    - **Infuse:** Build stewardship values into the Mendocino County brand.
    - **Amplify:** Strengthen residents' pride in Mendocino County.

VMC has partnered with Marin and Sonoma counties and the Leave No Trace organization on the Cleaner California Coast initiative, a multi-county program to protect the California coastline. VMC has also worked with MendoParks on park messaging that encourages responsible travel. Through our shoulder-season events, Harvest Mendocino and Seafood & Sips, VMC partners with nonprofits and tourism organizations to support sustainable tourism and community engagement.

Appendix 1:

Visit Mendocino County

2021–2023 Strategic Plan

Vision	Mission	Position	Values	Reputation
A diversified and thriving economy supported by our community, offering enriching experiences for our guests.	Visit Mendocino County stewards and amplifies the total Mendocino County experience	In order to support our stakeholders, generate economic activity for county residents through tourism, and inspire our visitors, Visit Mendocino County: • Markets the Mendocino County experience to key regional and domestic markets • Creates, develops, and manages brand awareness for the county. • Connects people and organizations to opportunities. • Provides tourism resources and information to in-county partners. • Optimizes return on investment through responsible fiscal management	**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.	**Leader:** We motivate and facilitate the tourism community. **Accessible:** We welcome—and are responsive to—input from community members and stakeholders **Collaborative:** We actively seek engagement and collaboration with our stakeholders and partners. **Bold:** We deliver on smart, effective, and forward- thinking ideas.

Imperatives	Objectives	Initiatives
Optimize and demonstrate our impact through relationships and collaborations	• Increase Participation Rate in VMC Programs • Increase VMC Communication Engagement Rate • Boost Community's Support of the Tourism Industry	• Create a campaign to promote the value of VMC in driving positive results to local businesses • Perform a needs assessment of our stakeholders and partners • Enhance VMC's portfolio of stakeholder offerings and resources
Raise visitor awareness of Mendocino County and strengthen tourism's contribution to County vitality	• Increase Website Traffic • Grow the BID Fund 5% Over 3 Years • Increase Shoulder Season Visitation Rates	• Evaluate and diversify visitor target market segments and competitive set • Refresh our brand identity to align with target segments and competitive advantage • Create process and framework for the evaluation and investment in event promotion with an emphasis on shoulder seasons
Steward and Advocate for the Mendocino County Experience	• Increase County Investment in Tourism Products and Infrastructure • Increase Mendocino County Sales Tax Receipts Over 3 Years	• Advocate for the development of pro-business county regulations • Advocate for County investment and development of sustainable tourism infrastructure • Align destination development activities to Visit California's Stewardship Objectives

Visit Mendocino County

2021–2023 Strategic Plan

Part of Visit Mendocino's strategic plan calls for the alignment of VMC's destination development and stewardship activities to Visit California's Destination Stewardship and Sustainable Travel Plan. The five objectives outlined in this plan, listed below, focus on residents, visitors and industry partners via marketing, research, communication, education, public affairs, coalition building and destination management:

1	**EXPAND** **Sustainable Practices Throughout the Mendocino County Tourism Industry**
2	**ENCOURAGE** **Responsible Tourism**
3	**DEVELOP** **Approaches to Shape Visitation Patterns**
4	**INFUSE** **the Mendocino County Brand with Stewardship Ethics**
5	**AMPLIFY** **the Sense of Pride Mendocino County Residents Have in Their County**

Appendix 2:

Visit Mendocino County

Statement of Financial Position
As of Jun 30, 2026

	Total
Assets	
Current Assets	
Bank Accounts	
1005 SBMC Checking	59,440.43
1010 SBMC Contingency/Savings	456,268.39
1030 Cash drawer	100.00
Total Bank Accounts	**$515,808.82**
Accounts Receivable	
1100 Accounts Receivable	324,549.83
Total Accounts Receivable	**$324,549.83**
Other Current Assets	
1230 Prepaid Expenses	16,806.39
1250 Refundable Deposits	1,800.00
1270 Receivable Other	0.00
1290 Loan to Employee	0.00
QuickBooks Tax Holding Account	345.53
Undeposited Funds	0.00
Total Other Current Assets	**$18,951.92**
Total Current Assets	**$859,310.57**
Fixed Assets	
1510 Furniture and Equipment	58,122.92
1600 Accumulated Depreciation	-43,815.78
Total Fixed Assets	**$14,307.14**
Other Assets	
1700 Website Development	0.00
1750 Accumulated Amortization	0.00
Total Other Assets	**$0.00**
Total Assets	**$873,617.71**
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 Accounts Payable	29,810.26
Total Accounts Payable	**$29,810.26**
Credit Cards	
Ramp Card	5,935.25
	Total
Total Credit Cards	**$5,935.25**
Other Current Liabilities	
2100 Accrued Expenses	1,115.00
2150 Other Liabilities-County Match	0.00
2300 Loan Payable	0.00
Direct Deposit Payable	0.00
Not in Use	0.00
Payroll Liabilities	-$1,360.00
Total Other Current Liabilities	**-$245.00**
Total Current Liabilities	**$35,500.51**
Total Liabilities	**$35,500.51**
Equity	
3100 Contingency-Restricted	187,622.35
Opening Bal Equity	0.00
3900 Unrestricted Net Assets (RE)	726,456.85
Net Income	-75,962.00
Total Equity	**$838,117.20**
Total Liabilities and Equity	**$873,617.71**

Appendix 3:

Mendocino County

Direct Spending Detail

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	% Chg. 24-25
Direct Travel Spending ($Millions)												
Visitor	384.3	421.8	451.6	435.2	466.8	294.1	464.5	513.0	509.0	513.6	517.6	0.8%
Other travel*	14.4	12.8	14.4	16.5	17.2	5.8	11.5	16.3	15.1	14.4	14.4	0.2%
Total	**398.7**	**434.6**	**465.9**	**451.7**	**484.0**	**299.8**	**476.0**	**529.3**	**524.1**	**528.0**	**532.0**	**0.8%**
Visitor Spending by Type of Traveler Accommodation ($Millions)												
Hotel, Motel, STVR	233.7	267.2	289.3	267.4	286.3	188.6	295.1	297.4	292.2	294.3	294.3	0.0%
Hotel, Motel	NA	NA	NA	NA	NA	NA	177.4	186.9	176.9	178.5	180.7	1.2%
STVR**	NA	NA	NA	NA	NA	NA	117.7	110.5	115.3	115.7	113.6	-1.9%
Campground	41.5	41.9	44.0	46.2	49.8	41.8	54.1	70.6	70.1	70.5	72.7	3.1%
Private Home (VFR)	43.6	44.1	46.8	49.0	54.2	17.8	58.8	63.3	64.4	65.4	66.3	1.3%
Seasonal Home	14.1	14.4	15.2	16.6	17.0	28.1	25.2	31.7	32.5	32.8	33.0	0.7%
Day Travel	51.4	54.1	56.2	56.1	59.5	17.7	31.2	49.9	49.8	50.6	51.3	1.3%
Total	**150.6**	**154.6**	**162.2**	**167.8**	**180.5**	**105.4**	**464.5**	**513.0**	**509.0**	**513.6**	**517.6**	**0.8%**
Visitor Spending by Commodity Purchased ($Millions)												
Accommodations	104.2	121.4	130.6	123.0	134.3	109.2	166.2	171.9	164.8	160.8	159.9	-0.5%
Food Service	114.8	127.7	136.4	130.1	139.0	80.2	120.9	135.8	139.9	146.3	150.6	2.9%
Food Stores	22.4	23.0	23.3	22.8	24.1	16.2	34.1	38.7	40.6	41.0	42.5	3.7%
Arts, Ent. & Rec.	56.9	61.9	64.5	60.4	62.8	35.1	58.8	61.3	62.7	65.2	66.4	1.8%
Retail Sales	42.1	45.5	49.6	48.9	53.2	28.4	44.7	49.5	49.1	49.1	49.5	0.9%
Visitor Air	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA
Local Tran. & Gas	43.8	42.2	47.1	50.0	53.4	25.0	39.8	55.8	51.8	51.2	48.6	-5.0%
Total	**384.3**	**421.8**	**451.6**	**435.2**	**466.8**	**294.1**	**464.5**	**513.0**	**509.0**	**513.6**	**517.6**	**0.8%**

Note: Economic impacts are attributed to visitor trips which are defined as trips taken by individuals that stay overnight away from home, or travel more than 50 miles one way on a non-routine trip, as defined by the California Tourism Marketing Act.

*Other travel includes ground transportation to other California destinations, resident air travel, travel arrangement services, and convention/trade show services.

**STVR breakout was not available before 2021 because of data limitations.

Direct Impact Detail

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	% Chg. 24-25
Direct Earnings ($Millions)												
Accom. & Food Serv.	129.0	149.2	162.1	161.8	177.8	136.6	170.6	186.3	203.3	206.6	210.2	1.7%
Arts, Ent. & Rec.	34.4	35.6	37.8	26.5	28.4	15.9	18.5	24.7	26.1	27.4	30.4	11.1%
Retail*	10.2	11.1	11.6	11.3	12.0	12.5	13.8	14.5	15.1	14.7	14.7	0.1%
Ground Trans.	4.6	5.4	6.4	8.4	9.3	3.6	3.5	3.6	3.7	4.4	4.6	5.9%
Visitor Air	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA
Other travel**	0.9	1.0	1.1	1.2	1.2	1.0	1.1	1.2	1.4	1.3	1.6	17.3%
Total	**179.1**	**202.3**	**219.0**	**209.1**	**228.6**	**169.5**	**207.6**	**230.3**	**249.6**	**254.4**	**261.5**	**2.8%**
Direct Employment (Jobs)												
Accom. & Food Serv.	3,560	3,880	4,120	3,920	4,160	3,210	3,620	3,900	3,960	3,880	3,810	-1.8%
Arts, Ent. & Rec.	2,480	2,680	2,590	1,740	1,700	860	960	1,290	1,420	1,420	1,430	0.7%
Retail*	310	320	330	310	320	310	320	320	320	300	300	0.0%
Ground Trans.	120	130	140	160	190	170	160	190	200	220	230	4.5%
Visitor Air	0	0	0	0	0	0	0	0	0	0	0	NA
Other travel**	30	30	30	30	30	20	30	30	30	30	30	0.0%
Total	**6,490**	**7,040**	**7,200**	**6,170**	**6,400**	**4,570**	**5,090**	**5,730**	**5,930**	**5,850**	**5,800**	**-0.9%**

Note: Employment figures rounded to the nearest 10. Economic impacts are attributed to visitor trips which are defined as trips taken by individuals that stay overnight away from home, or travel more than 50 miles one-way on a non-routine trip, as defined by the California Tourism Marketing Act.

*Retail includes gasoline station employment and earnings.

**Other travel includes ground transportation to other California destinations, resident air travel, travel arrangement services, and convention/trade show services.

Direct Tax Revenue

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	% Chg. 24-25
Direct Tax Revenue ($Millions)												
Local*	17.5	18.5	20.1	22.3	24.3	19.6	27.7	28.0	25.7	26.8	27.3	2.0%
State**	19.5	20.3	20.9	20.5	22.2	14.7	21.4	22.6	22.1	23.4	23.8	1.6%
Total	**37.0**	**38.8**	**41.0**	**42.7**	**46.4**	**34.3**	**49.1**	**50.6**	**47.8**	**50.2**	**51.1**	**1.8%**
Local Tax Revenue Detail ($Millions)												
Business/Employees	5.8	6.3	6.6	6.7	7.3	7.2	8.8	8.3	6.6	8.0	8.5	6.3%
Visitor	11.6	12.2	13.5	15.6	17.0	12.4	18.9	19.7	19.1	18.8	18.9	0.2%
Total	**17.5**	**18.5**	**20.1**	**22.3**	**24.3**	**19.6**	**27.7**	**28.0**	**25.7**	**26.8**	**27.3**	**2.0%**
State Tax Revenue Detail ($Millions)												
Business/Employees	5.9	6.3	6.3	5.3	5.8	5.5	6.7	6.6	5.8	6.6	6.8	4.5%
Visitor	13.6	14.0	14.6	15.2	16.4	9.1	14.6	16.0	16.3	16.9	16.9	0.5%
Total	**19.5**	**20.3**	**20.9**	**20.5**	**22.2**	**14.7**	**21.4**	**22.6**	**22.1**	**23.4**	**23.8**	**1.6%**

Note: Economic impacts are attributed to visitor trips which are defined as trips taken by individuals that stay overnight away from home, or travel more than 50 miles one-way on a non-routine trip, as defined by the California Tourism Marketing Act.

*Local tax revenue includes transient occupancy taxes, sales taxes, airport passenger facility charges paid by visitors, and the property tax payments and sales tax payments attributable to the travel industry income of employees and businesses.

**State tax revenue includes sales taxes and motor fuel taxes paid by visitors, and the income taxes and sales taxes attributable to the travel industry income of employees and businesses.

Source: The Economic Impact of Travel in California, 2025p, Dean Runyan Associates, pp. 162-164

Appendix 4:

BID TOTALS BY ZIP CODE - 2025/2026

City/Town	ZIP	AMOUNT PAID (Includes P&I)
Albion	95410	$ 40,601.94
Boonville	95415	$ 19,496.88
Caspar	95420	$ 10,859.90
Covelo	95428	$ 2,239.14
Dos Rios	95429	$ 96.50
Elk	95432	$ 48,132.65
Fort Bragg	95437	$ 353,418.63
Gualala	95445	$ 85,916.18
Hopland	95449	$ 2,526.80
Laytonville	95454	$ 1,505.52
Little River	95456	$ 164,898.88
Manchester	95459	$ 21,205.90
Mendocino	95460	$ 224,634.50
Navarro	95463	$ 2,348.59
Philo	95466	$ 17,341.86
Point Arena	95468	$ 19,540.15
Potter Valley	95469	$ 359.14
Redwood Valley	95470	$ 4,775.18
Ukiah	95482	$ 94,967.04
Westport	95488	$ 9,178.46
Willits	95490	$ 40,491.02
Yorkville	95494	$ 2,731.76
Leggett	95585	$ 6,236.41
TOTAL		**$ 1,173,523.03**

	2025/2026	
Region	**Amount**	**% of Total**
North Coast (Elk to Caspar)	$ 489,127.87	41.7%
Fort Bragg (Includes Westport)	$ 362,597.09	30.9%
South Coast	$ 126,662.23	10.8%
Anderson Valley	$ 41,919.09	3.6%
101 Corridor (Includes Covelo & Dos Rios)	$ 153,216.75	13.1%
	$ 1,173,523.03	

Appendix 5:

VMC Marketing Plan Direction FY 2026/2027

Proposed Strategic Pivots

Two Regions, Two Strategies

1. **Split coastal and inland into separate marketing tracks.**

   Both inland and coastal Mendocino County have a lot to offer, but right now we're mostly trying a one-size-fits-all approach that doesn't really lean into the pre-existing strengths of each region. We want to pivot into an approach that generates the most lodging revenue for each region.

   The inland corridor has a strategic advantage being right on the 101, both for ease of access for small groups and conferences from the Bay Area and Sacramento, and for capturing through-travelers on their way either further north or south. Inland marketing and PR efforts can be repositioned around these drive-thru travelers as well as small group and conference travel via the Ukiah Conference Center or other markets as defined by lodging operators in those areas.

   The Coastal region (from Gualala to the Lost Coast) and Anderson Valley get marketed primarily to individual leisure travelers. Travelers to the Coast are to some extent explorer/adventurer psychographics, even those staying in Fort Bragg or established major properties. The drive itself acts as a filter, and we can better lean into targeting them by highlighting our pillar lodging properties, unique attractions, and the overall 'wild coastline' brand that our brand study has already confirmed is our main top-of-mind category.

   The brand study confirms inland can't compete for individual leisure tourists at nearly the same level as the coast. This approach gives inland a market it can win, and allows us to more clearly articulate the marketing message of the coastal region.

2. **Focus dollars where they generate.**

   Different areas contribute different amounts to the BID through revenue, and while everywhere in the county will be promoted, a shift towards a more proportionate distribution of focus is in everyone's best interest. Regions where major BID is generated need more marketing focus placed on them to generate more overnight stays to in turn generate more BID. This more balanced approach to marketing focus will help generate more overall BID dollars and more reach for everyone. Historically, this has been approximately 75% from the north coast region and 25% from the inland and south coast regions.

3. **Lead with Coastal, Wine, and Cannabis.**

   These are the three categories where travelers actually think of us unprompted. Outdoor and Nature score well when we prompt people, but we will never out-shout Yosemite and Tahoe. Of these, Coastal beauty and remote coastline are the easiest lift for us; not only is this our clearest unprompted mindshare category, it doesn't have the advertising difficulties of cannabis (due to federal classification), and it is sector of travel in California that is on the rise.

Overnight Stays as the Single Metric

4. **Measure everything against heads in beds.**

   While impressions, reach, advertising equivalency, etc. may all be useful for gauging raw touch, we need to return to using heads-in-beds as the genuine metric we are looking at. Every campaign, event, and media visit must connect to overnight visitation. If we can't draw a line from the activity to a booking, it gets deprioritized. We recommend building out a network of representative properties, with at least one from each major category (whether resort, B&B, motel, vacation rental, etc.) in each area of the county, who are willing to share monthly or quarterly occupancy data (and ideally ADR), to allow us to model month-to-month and year-over-year to see how our marketing efforts are directly moving the needle.

5. **Apply an "overnight test" to every event we support.**

   Seafood & Sips and Harvest Festival stay and get stronger lodging tie-ins. Going forward, every event VMC invests in must demonstrate it generates overnight stays, not just day-trip or local-first traffic.

Specificity Over Generality

6. **Market the specific, not the general.**

   We will stop focusing so much on "Mendocino County" as a broad, undefined concept. We will pivot to selling the specific thing that makes someone book a room: what a particular lodging property just launched, why a specific festival is worth a two-night stay, something happening in the natural cycle of the county that is an attractor (whether whales or mushrooms or something else). Every piece of content should be one click from a booking.

7. **Build a shoulder season "reason to book" calendar.**

   Map one specific, bookable reason to visit per week during October through May (outside holiday periods). Not "fall is beautiful." Instead: "This inn has a new mushroom foraging weekend package November 8 through 10. Book here."

Media and Content

8. **Restructure media visits around depth, not breadth.**

   Shift away from three-day broad touch tours. Match each writer to their specific interests, pair them with one or two lodging partners doing something genuinely interesting, and let them go deep. A food writer spending real time in one kitchen produces better coverage than a food writer who ate at six restaurants.

9. **Video-first content strategy.**

   Although we've begun the shift, we recommend accelerating into more video. Video becomes our primary format; written and static imagery support it. Short-form vertical for TikTok and Reels, longer cuts for YouTube and the website. Every lodging partner story, every festival, every reason to book should have video as the lead asset. This is not to completely eliminate high-impact, or highly-evocative, imagery from our content feed, as this

does often have very high direct-engagement rates, and can showcase a level of beauty that can be lacking from more hooky video content.

10. **Dedicated roving content creators.**

    Shift some budget to accommodate one freelance creator on retainer, art directed by our existing team. This is not for specific scheduled shoots, but rather an ongoing presence. They'll capture what's actually happening at the brewery on a Tuesday, on the coast or on a boat when the whales show up, at specific lodging properties that may not be generating their own content but have something unique to offer visually and experientially. This gives us a constant pipeline of authentic content instead of periodic planned shoots.

Spend and Distribution

11. **Concentrate paid media where the data says we win.**

    Sacramento first (they love us). Bay Area second (reachable, high-potential growth market). Southern Oregon third (small but high-affinity). LA gets PR and influencer work for long-term awareness only; no paid conversion campaigns until awareness catches up.

12. **Lodging partner co-op advertising.**

    Create a framework where individual properties, municipalities, regional organizations, hospitality businesses, non-profits, etc. co-invest with VMC on promoting their specific story. VMC provides distribution (social, email, web, paid); the partner provides the story and shares the cost. More specific content, shared expense, direct partner investment.

Future-Proofing

13. **GEO and AI search optimization.**

    Travelers increasingly find destinations through AI-generated answers and conversational search. VMC has put some focus on this with a shift in content strategy and an integration of a GEO schema and AI chatbot, but we will continue to try to stay ahead of these shifts in consumer behavior as they evolve. Focus on structuring website content, lodging partner information, and experience descriptions to surface well in AI search results, not just traditional Google rankings. Low cost now; high payoff as the shift accelerates.

Appendix 6:

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.

Advertising equivalency	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.
Impressions	The number of views a print or digital article is estimated to reach based on circulation and subscription data.
Media Placement	A story (print or digital) about an aspect of Mendocino County that arises from PR efforts.
Media Mission	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.
Releases	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.
FAM	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.
Millennials	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.
Gen-Xers	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.
Baby Boomers	Those born btween the early-to-mid 1940s up to about 1964.
Content marketing	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.
Google Analytics	A reporting tool provided by Google that can be used to analyze traffic, ad words, digital marketing campaigns, demographics, etc. for VisitMendocino.com.
Facebook Insights	A reporting tool for analyzing traffic, advertising campaigns, and other activities on Facebook.
Activity Provider	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.
Free Independent Traveler (FIT)	A person or a couple that is not traveling with a group; usually references foreign travelers out on their own (Foreign Independent Traveler).