

Mendocino County Lodging Business Improvement District 2025-2026 Annual Report

At Large: Cindi Wagner, Lord's Land Retreat Center

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**SUBMITTED TO THE COUNTY OF MENDOCINO
MARCH 12, 2025**

Executive Summary from the BID Advisory Board Chair:

This annual report, produced by the BID Advisory Board—a five-member panel of lodging owners and operators—is a key component of the renewal process. It provides insights into the past, present, and future of Visit Mendocino County (VMC), our Destination Marketing Organization (DMO), and its associated governing bodies. The report outlines accomplishments, performance metrics, and strategic plans for improvement, serving as an essential tool for stakeholders to evaluate VMC’s effectiveness in driving economic growth, supporting local businesses, and enhancing the livelihoods of Mendocino County residents.

In addition to detailing past and current fiscal year achievements, this report sets forth future objectives and an estimated operational budget for the upcoming fiscal year (FY). The projected budget is based on the anticipated Business Improvement District (BID) funds collected from lodging owners. These funds are distributed quarterly by the County, which then transfers them to VMC.

A significant change from previous years is the absence of financial contributions from Mendocino County. During contract hearings in 2022, county officials reviewed VMC’s funding and determined that the General Fund could no longer sustain the organization’s growth. In 2023, the Mendocino County Board of Supervisors confirmed that no funds would be allocated for tourism marketing moving forward.

To address this funding challenge, VMC is collaborating with Civitas Advisors to create a new Tourism Marketing District (TMD) under the 1994 law. If approved, this initiative would establish a five-year contract with the county while remaining financially independent. The proposed TMD would increase the lodging assessment from 1% to 2%, with a potential optional increase in year three of 0.5% to ensure long-term sustainability.

This report also includes actionable recommendations for both the Mendocino County Tourism Commission (MCTC) and the County of Mendocino. For the upcoming FY, the BID Advisory Board has outlined one key recommendation, which is currently being addressed in collaboration with the County and VMC.

By working together, we can increase visitation, drive economic development, and enhance the quality of life for our residents. The VMC team remains dedicated to showcasing Mendocino County’s unparalleled coastal beauty, towering old-growth redwoods, vibrant inland valleys, and rich local culture—offering visitors an unforgettable experience marked by authentic hospitality.

Best Regards,

Cally Dym
Little River Inn
Chair, BID Advisory Board

Table of Contents

4	I.	Overview
4	II.	Introduction and update of BID History
8	III.	MCTC Accomplishments
11	IV.	Basis for Planning and Budgeting for FY 2024-2025
12	V.	Preliminary Plan for Fiscal Year 2025-2026
14	VI.	Recommendations (to MCTC and County of Mendocino) and Actions Taken Previous To 2022-2023 FY
14	VII.	Recommendations Actionable by the Mendocino County Tourism Commission 2021-2022
15	VIII.	Recommendations Actionable by the County of Mendocino 2021-2022
16	IX.	Bid Advisory Board Recommendations
18		APPENDIX 1: Mendocino County Treasurer-Tax Collector TOT/BID Report
19		APPENDIX 2: MCTC Board Roster
20		APPENDIX 3: BID Advisory Board Roster
20		APPENDIX 4: MCTC Board Selection
23		APPENDIX 5: MCTC Balance Sheet at of 12/31/2024

I. OVERVIEW

Chapter 5.140.210 to Title 5 of the Mendocino County Code requires that an Annual Report of the Mendocino County Business Improvement District (BID) be prepared and presented to the Board of Supervisors by the BID Advisory Board approximately ninety (90) days before the start of each new fiscal year (FY) in which assessments will be collected. This FY 2024-2025 BID Annual Report conforms to the requirements outlined in Section 5.140.220 of the County Code and provides the following:

- An introduction to the role of lodging and tourism in Mendocino County.
- An update to the overview of the BID oversight and accomplishments as detailed in the FY 2023-2024 Annual Report.
- A proposed FY 2025-2026 MCTC Budget
- A review of the BID Advisory Board's recommendations to Mendocino County Tourism Commission (MCTC) for FY 2024-2025 and recommendations to the County of Mendocino (COM) for consideration and approval by the Board of Supervisors (BoS).
- Recommendations to MCTC and the COM for FY 2025-2026

II. INTRODUCTION AND UPDATE OF BID HISTORY

a. Impact of BID on the Lodging and Tourism Industry

Lodging and tourism promotion is vital to Mendocino County's economy because of the impacts of visitor spending on taxpayers, businesses, and employees.

- In 2024, the most recent year for which complete baseline information is available, total direct travel spending in the county increased 10.24% to \$ 519.6 million dollars. There was a strong increase of 5.26% in tourism-related employment. Tourism remains a notable employer within the county, with the industry supporting 6,000 jobs and generating earnings of more than \$248.00 million dollars.

Mendocino County, its incorporated cities and taxpayers, have a direct interest in the optimal investment of BID funds to promote countywide tourism and related industries. Building and maintaining awareness of the county as a viable and vital tourism destination continues to be top of mind for marketing efforts in 2024-2025. It is clear now more than ever that enhancing this essential segment of the county's economy is essential in the economic development of Mendocino County. The California tourism market is more competitive than ever, with regions competing for the "road-trip" segment of Californians and surrounding state residents. One measure of the impact of the BID funds is the amount of transient occupancy tax (TOT) that is collected. The County Treasurer-Tax Collector's October 2024 Transient Occupancy Tax Report for FY 2023-2024 shows that revenue from lodging businesses decreased to \$8.1 million, a slight decrease of 1.49% over the prior year. This decrease is consistent with the decrease of BID collections by 5.43%. Historically TOT/BID collections are consistent in increasing and decreasing collections. The Treasurer-Tax Collector reported that the countywide 1% BID assessment generated \$1,152,018.40 with no match from the County of Mendocino leaving the above referenced amount of funds for marketing and promotion of tourism in Mendocino County. For planning purposes, MCTC revenue projections are based on actual assessment receipts as reported by the Treasurer-Tax Collector for the last completed fiscal year (FY 2023-2024).

b. Establishment and Requirements of the Lodging BID

The Mendocino County lodging industry and the County of Mendocino collaborated to establish the Lodging Business Improvement District (District) in the spring of 2006. Ordinance 4170 added the terms of the BID to the Mendocino County Code as Chapter 5.140 to Title 5. It created an assessment equal to one percent (1%) of rents paid for transient occupancy, to be collected by lodging for the purpose of countywide promotion. The Ordinance also created a county match of 50% of the total BID assessment.

Pursuant to Section 5.140.210 to Title 5 of the Mendocino County Code, and as required by the "Parking and Business Improvement Area Law of 1989," the BoS established a five-member BID Advisory Board responsible for preparing a BID Annual Report for each fiscal year. This report is presented to the BoS for approval approximately 90 days before the start of each fiscal year. The BoS appoints Advisory Board members based on nominations from the MCTC Board, pursuant to its contract with the county. This contract requires MCTC staff and board to assist in preparing the Report.

Section 5.140.220 outlines specific information to be included in the BID Annual Report:

- A. The report may propose changes, including, but not limited to, the boundaries of the parking and business improvement area or any benefit zones within the area, the basis and method of levying the assessments, and any changes in the classification of businesses, if a classification is used.
- B. The report shall be filed with the clerk and shall refer to the parking and business improvement area by name, specify the fiscal year to which the report applies and, with respect to that fiscal year, shall contain all of the following:
 1. Any proposed changes in the boundaries of the parking and business improvement area or in any benefit zones within the area.
 2. The improvements and activities to be provided for that fiscal year.
 3. An estimate of the cost of providing the improvements and the activities for that fiscal year.
 4. The method and basis of levying the assessment in sufficient detail to allow each business owner to estimate the amount of the assessment to be levied against his or her business for that fiscal year.
 5. The amount of any surplus or deficit revenues to be carried over from a previous fiscal year.
 6. The amount of any contributions to be made from sources other than assessments levied pursuant to this part.

The BID Annual Report advises the BoS on the state of the BID and the proposed Annual Marketing Plan and budget for the upcoming fiscal year. State law requires that this report be prepared and adopted by the BoS annually in order for the BID to be renewed. Once adopted by the BoS, it dictates how BID funds are to be spent and provides a road map for implementation by the designated contractor. The report ensures transparency by communicating to stakeholders how BID funds are being invested and how impacts on visitor spending are being evaluated.

Section 5.140.245 requires that: The Board of Supervisors shall designate a contractor that shall be responsible for the administration of the Business Improvement District (BID) including hiring and oversight of the individual or entity charged with implementation of the Annual Marketing Plan that is annually approved by the Board of Supervisors. Since January 2016, the county has met this requirement by contracting with the Mendocino County Tourism Commission to fulfill these functions.

C. Historical Overview of the Implementation and Oversight of the BID

BID Annual Reports comprise the official record of program implementation, oversight and outcomes funded through the BID assessment and county matching funds. They may be accessed on the county website. The following timeline summarizes the history of BID oversight:

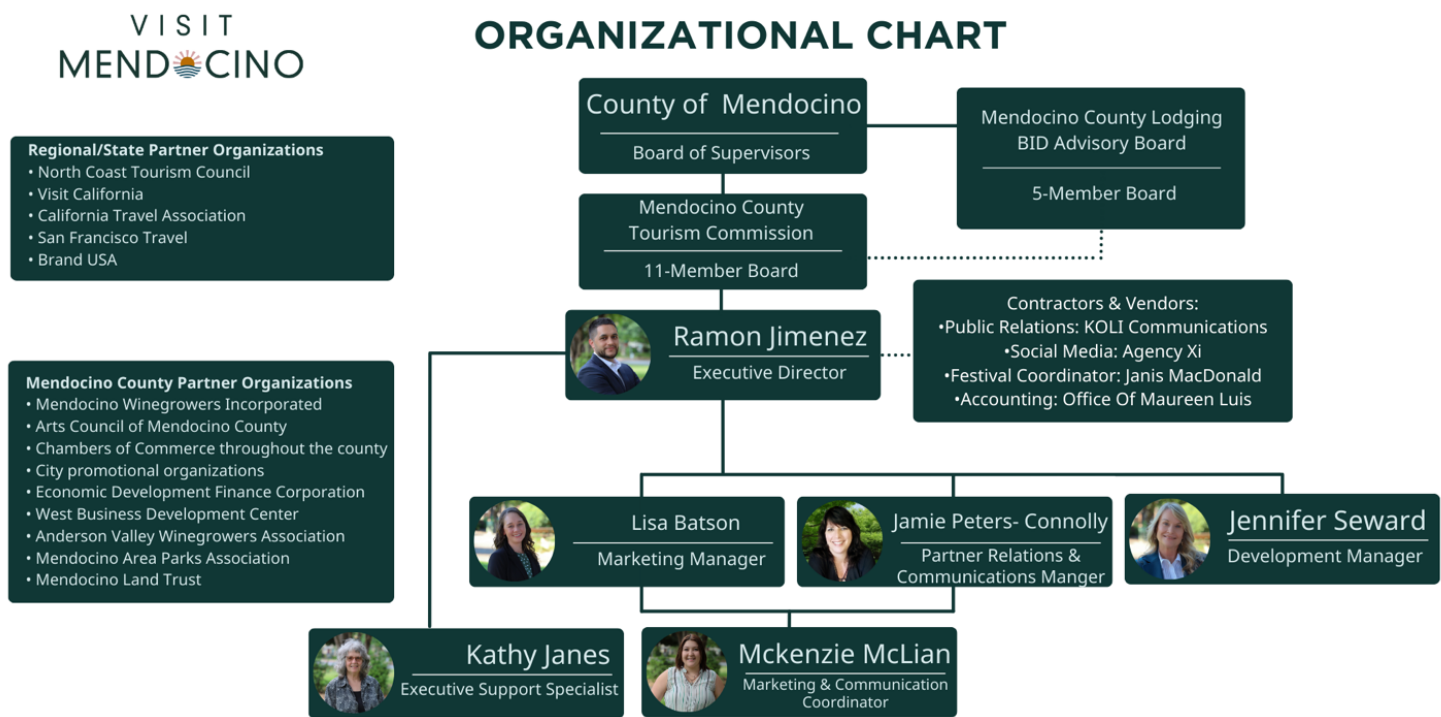
- 2006: Business Improvement District established by vote of Mendocino County lodging owners and operators.
- 2006-2015: Pursuant to annual contracts with the County of Mendocino, funds from 1% BID assessment were overseen and invested in countywide promotion by Mendocino County Lodging Association (MCLA). The 50% county match was overseen and invested in countywide promotion by Mendocino County Promotional Alliance (MCPA).
- 2009: MCLA and MCPA collaborated to establish VMC as a 501 (c)(6) organization and contracted with VMC to prepare and implement an annual Marketing Plan and budget prior to the start of each fiscal year.
- 2012: VMC earned accreditation by the Destination Marketing Association International (DMAI) and was designated by the Board of Supervisors (BOS) as the official destination marketing organization of Mendocino County.
- 2013-2014: MCLA and MCPA jointly funded in-depth marketing and organizational management studies with the goals of addressing internal issues, simplifying the organizational structure, strengthening promotional programs, and building capacity for accountability.
- 2014-2015: The Board of Supervisors Ad Hoc Committee, comprised of supervisors and stakeholders, formulated a plan for restructuring to replace Mendocino County Lodging Association and Mendocino County Promotional Alliance with a single oversight organization with designated seats on the board of directors for representatives of lodging and other tourism-related economic sectors. This restructuring was subsequently approved by the two organizations. Ordinance changes were adopted to reflect the revised structure.

- 2016-2017: The Mendocino County Tourism Commission (MCTC) held its first meeting on January 12, 2016 and contracted with the County of Mendocino as the sole contractor responsible for BID oversight and implementation. The legal transition was completed, and remaining funds were transferred from MCLA and MCPA to MCTC. Further Ordinance amendments were adopted on September 12, 2017 to align the Ordinance with the new structure.
- 2017: MCTC undertook a strategic planning process with leadership by the Coraggio Group. The process engaged stakeholders to revisit MCTC's vision, mission, values, reputation and market position, and identify imperatives, objectives, and initiatives to guide the work from FY 2017-2018 through FY 2019-2020.
- 2018: MCTC continued to work toward the organizational goals as set out in the Strategic Plan.
- 2019: Staff continued work set forth in the strategic plan. The ED closed the non-functioning sales portion of the team and worked to redistribute these functions throughout the organization, to streamline operations and pave the way for clearer communication between partners, stakeholders and VMC.
- 2020: MCTC continued to achieve great success in its digital and social marketing campaigns, achieving larger-than-ever success with marketing of the annual Crab FEAST and Whale Festivals. The City of Point Arena was returned to the BID District at the BoS meeting on December 8, 2020. With the onset of the COVID-19 Pandemic under the direction of the MCTC BoD the Executive Director executed significant organizational changes designed to allow MCTC to reemerge from the Pandemic in a viable state to begin the process of marketing and welcoming tourism back to Mendocino County, safely. The organization worked side-by-side with other community partners to develop and deploy safety campaigns surrounding the Pandemic.
- 2021: The organization, under the direction of the MCTC BoD, continued brand awareness campaigns to keep Mendocino County top-of-mind to potential road trippers. The tourism rebound quickly became apparent to not only tourism-facing businesses but the community at-large, along with a need for in-county partnerships and programs to manage the number of visitors and their waste. MCTC worked in collaboration with local chambers and Mendocino Area Parks Association to address issues surrounding visitor waste. A need arose for lodging properties to work in collaboration to address supply chain, legal and human resources. MCLA reemerged as an anchor organization for collaboration and information sharing, with Visit Mendocino County working side-by-side with proprietors in navigating the tourism industry during these unprecedented times. In summer and fall the water shortage became critical and VMC worked to design and distribute water-saving window clings to all tourism-facing businesses to keep water saving and reduction in view for our visitors. The organization began work with Coraggio Group to aid in the development of a new three-year strategic plan; the staff began working under the direction of this plan at the beginning of FY 2021-2022 (Appendix 7). MCTC began to restaff bringing on a new Partner Relations and Communications Manager, Jamie Peters-Connolly and returning its Marketing & Sales Coordinator, Ramon Jimenez to full-time with a promotion to Marketing & Sales Manager. The organization also began the search to fill the position of Marketing & Sales Coordinator. In Late 2021, the BoD directed the E.D. to augment the budget to bring organizational spending in-line with its income. The Marketing Committee directed staff to begin working with Agency Xi, a website, social media, and media purchasing agency to rebrand the organization and build out a new website. This work began in the winter of 2022 in-house.
- 2022: At the BoS hearing in May of 2022 members of the BoS brought forward concerns with the amount of matching funds being contributed on behalf of the incorporated areas of Mendocino County. Due to the fact that the incorporated areas of the county maintain the collected TOT funds, the county sees no direct return on the matching dollars it contributes on behalf of the incorporated areas. The BoS directed county staff to form an Ad-hoc committee to investigate options for and potentially reducing the amount of financial support from the County of Mendocino to the Mendocino County Tourism Commission. In June of 2022 by a 3/2 vote, the BoS approved the annual contract to MCTC. Following the approval of the 2022/2023 contract the MCTC BoD instructed the E.D. to begin conversations with Civitas Advisors to research and understand alternate funding options to keep the organization revenue at its current level. The MCTC BoD approved a retainer agreement with Civitas Advisors to research the potential of increasing the BID assessment on lodging businesses and the potential of assessing other tourism facing business sectors. The E.D. and Civitas Advisors Project Manager Emily Brown worked with county staff to request sales tax data for lodging properties, restaurants, wine tasting room direct sales, brewery direct sales and attractions. However, an official request to the BoS was required for Civitas Advisors to access the requested data and this request of the BoS was not given priority and finally an appointment on the BoS calendar was ultimately granted in November of 2022. The Resolution and NDA agreement between the County of Mendocino and Civitas Advisors was granted by a 3/2 vote of the BoS. In late December of 2022, the E.D. was invited to a meeting with Planning & Building Services and County Counsel where the E.D. was made aware that the county was not comfortable with the Resolution for the NDA, contracting with Civitas and the use of funding by MCTC to contract with Civitas Advisors, thereby, putting the research and future funding for the organization in great jeopardy. During meetings with the county's Ad-hoc committee it was made clear that a "ROI Study" be conducted. In August of 2022 the BoD of MCTC directed the E.D. to engage with Travel Analytics Group led by Carl Ribaudo to conduct a "MCTC Influence and Website ROI" study. The preliminary results of the study

were delivered to the MCTC BoD at its annual meeting in January of 2023. This study shows that MCTC's ROI is \$86 for every \$1 invested in its marketing programs. The organization continued its Brand Awareness marketing initiatives, launched TV & Radio commercials in Mendocino County feeder markets, launched a video podcast series hosted by Bay Area TV personality Roberta Gonzales, relaunched its annual "shoulder season" festivals, and moved forward with rebranding and the build out of a new website, set to launch in Spring 2023. The organization at the request of supervisors engaged in a three county Leave No Trace campaign. It also researched, developed and incorporated cannabis business into its marketing assets.

- 2023: Under the direction of the Business Improvement District Steering Committee comprised of Partners and Stakeholders from each region of the county, members of the BoS and tourism business leaders, the E.D./CEO continued to push forward with the BID conversion from the '89 to '94 laws. As with past years, there were great delays in working in collaboration with the County of Mendocino in obtaining data and attention to the conversion. With very slow progress and continued delays in information delivery on behalf of CoM the Steering Committee was able to push forward in the creation of a draft Management District Plan (MDP), the document that guides the initiatives, budget outlines and overall marketing requirements of the new district. At the time of writing the steering committee and Civitas Advisors are waiting for county counsel to review and return their comments and suggest updates to the draft MDP. The steering committee will continue to guide the E.D. in gaining Partner and Stakeholder buy-in of the new district. The team moved forward with development of the new website and brand for the organization. The new brand and website launched in July of 2023 with better-than-anticipated analytics. The brand launch campaign extended further than the organization ever marketed, reaching to the Oregon border and Eastern California Foothills. Consumer media was purchased on TV, a takeover of the Charles Schultz, Sonoma County airport coupled with Visit Mendocino County wrapped Uber and Lyft cars strategically placed in key Bay Area markets. After 5 ½ years the CEO, Travis Scott resigned from the organization to further his career in larger markets. The BoD of VMC quickly promoted Ramon Jimenez to replace Scott as Executive Director. Ramon has worked for the organization for 4 years and having worked side-by-side with the former CEO, was the clear choice to continue to lead the organization in success.
- 2024: As in 2023 under direction of the BID Steering Committee comprised of Partners and Stakeholders from each region of the county, tourism business leaders, chambers of commerce and the MCTC team moved the conversion of the BID from the '89 to '94 law forward by gaining consensus from the tourism committee on the Management District Plan. This allowed the steering committee and MCTC team to move to the next phase of the BID conversion, the petition drive. As of writing the initiative has gained 38% of countywide lodging member support. The staff at VMC continued its successful marketing programs on a much-reduced budget, following 2023 when BoS chose to remove their financial support of the industry. The focus of the BID advisory board and the highlight of this report will be BID conversion focused. The BID advisory board remains strong in directing both MCTC and CoM in completing the conversion for long-term sustainability of not only MCTC as the tourism marketing agency of record for the CoM but also the economic viability of Mendocino County. Tourism is the economic driver for our communities.

Below is the current organizational chart:



III. MCTC ACCOMPLISHMENTS

a. Overall Goal and Strategic Objectives

VMC's overall goal in FY 2024-2025 remained to: Increase overall demand for overnight leisure visitation during key times of the year in an effort to increase revenues, employment and taxes in Mendocino County.

Strategic objectives include:

1. Continue to effectively position Mendocino County as one of California's premier vacation destinations.
2. Educate consumers on the different coastal and inland experiences that can be found within the county.
3. Maintain marketing focus on key lifestyle and passion segments including outdoor/recreation, wine, beer & spirits, food, and romance.
4. Maintain the role of technology and digital marketing efforts in order to broaden the reach and increase effectiveness.

b. Tactical Goals Related to Strategic Initiatives

Fiscal year 2024-2025 tactical goals remained closely aligned with the strategic objectives. Impact was tracked and measured against established goals in six key performance areas:

- Public Relations
- Advertising and Paid Media
- Website and Social Media
- Visitor Services
- Sales
- Administration and Operations

c. Accomplishments for FY 2023-2024

As noted above, BID assessment decreased slightly over prior year performance and occupancy levels hovered at those of the previous FY. The organization records this as direct accomplishment. The Mendocino County brand has gained traction in recent years with current brand awareness efforts as a driving force of the organization. Mendocino County continued to show itself as a leading destination for our target market segment(s) in the California road trip market.

MCTC's strong marketing and public relations programs hit new milestones with increased website traffic, decreased bounce rate, and massive engagement on social media including new heights in numbers of favorable articles in national and international travel publications and glossy magazines. These developments demonstrate the organization working towards one of its strongest years.

In its second year of the current brand generation, the organization leveled operations with an underfunded budget (loss of CoM support) while continuing to work in partnership with the local Chambers of Commerce, MCLA, wine associations and other business leaders to further the growth of tourism in Mendocino County from a grassroots marketing level.

For FY 2023-2024, VMC set goals for each area of responsibility and outcomes and Key Performance Indicators (KPIs) were recorded for each goal. Results in each key area are discussed in detail in the Visit Mendocino County FY 2023-2024 Annual Report, which is available online at: www.mendocinotourism.org/wp-content/uploads/VMC-2023-24-Annual-Report-Final.pdf

- **PUBLIC RELATIONS:** Generate \$15.6 million in measured advertising equivalency; reach an estimated audience of 455 million; achieve 550 placements in key media outlets; attract 18 writers to visit the destination; attend three trade shows; and support VMC marketing and promotional objectives. The results of PR efforts for the year are set out in the table below. As noted in the table below, the PR team achieved results well beyond their goals.

	FY 2024/25 Goals	FY 2024/25 Actual to Date	% Gain/Loss
Hits	500	776	55.20%
Press releases	11	9	-18.18%
Impressions	455 Million	3.95 Billion	768.94%
Ad Equivalency	\$15.6 Million	\$90.56 Million	480.55%
FAM Programs	18	20	11.11%
Trade Shows	2	3	-33.33%

- ADVERTISING AND MARKETING:** Increase unaided awareness of Mendocino County in a comparative study. Since 2017, research was undertaken by TheorySF (then marketing and advertising consultant) to establish a baseline for awareness of the county as a tourism destination. Research revealed that awareness of the county was very low among target audience and location. This result drives current marketing and promotional efforts, all of which are focused on raising awareness of the county as a tourist destination. In FY 2024-2025, MCTC took a research initiative to measure awareness against the baseline in partnership with Agency Xi. The study tells us that unaided awareness of Mendocino County as a coastal destination in California ranked #8 among respondents. The county as a wine tasting destination lands solidly at #5 among respondents, following Napa, Sonoma, San Francisco, Santa Barbara & Temecula all who have fully funded DMO's. We also surveyed unaided awareness of Mendocino County as a cannabis destination; we ranked #5 with respondents. This data next to the previous efforts of TheorySF and their "low" awareness score tells us that the marketing and public relations programs executed by MCTC are working in our target markets and is tracking well with our key demographics. The full report is published at the following link for your review. <https://www.mendocinotourism.org/wp-content/uploads/2024-Visit-Mendocino-County-Brand-Research-Survey-1.pdf>
- SOCIAL MEDIA:** Total Facebook Fan Base: 64,212; Total Instagram Followers: 39,865. These goals were revisited in 2023-2024 FY to focus less on raising "likes" and "followers" to increased engagement and awareness among VMC's target audiences. The chart below indicates the success of these revised goals over the previous year.

Social Media Results YOY FY 2022/2023 vs FY 2023/2024					
FACEBOOK			INSTAGRAM		
	FY 2022/2023	FY 2023/2024		FY 2022/2023	FY 2023/2024
Impressions	24,879,903 Total (23,582,749 Paid / 1,297,154 Organic+Viral)	32,763,714 Total (31,558,396 Paid / 1,205,318 Organic+Viral)	Impressions	4,915,705	1,724,454
Engagement	341,553	496,212	Likes Received	42,118	47,496
Link Clicks	285,636	435,390	Comments	411	558
Posts	95	112	Posts	134	236
Impressions/Post	261,893	292,533	Likes/Post	314	201
Engagement/Post	3,595	4,430	Comments/Post	3	2.3
Fan Base	62,051	64,212	Followers	33,037	39,865

- SALES:** Sales is an important piece of the VMC promotional efforts plan. Much of sales is inspirational, reminding potential visitors how close geographically we are to our main markets of the SF Bay area and the Sacramento/Central Valley; informing them how easily they can get here; and getting them excited about what they can do once here. Our key sales activities annually are based on the research generated by Visit California (VCA), which also adds economic feasibility to participate in VCA's already arranged sales efforts. Through the North Coast Tourism Council (NCTC), the team represents Mendocino County at various Travel & Adventure shows and annually to the VCA staff.
- VISITOR AND CONSTITUENT SERVICES:** MCTC supports the various Chambers and Visitor Centers and the California Welcome Center in the county by making sure they have collateral such as Mendocino County Explorers Guides, wine maps, event guides and tear off maps. The VS committee continued working toward new Mendocino County Gateway signs to include replacement of existing signs and the expansion of the gateway sign program to all road entry points in the county. This project is nearing completion.

- **OPERATIONS AND STAFFING:** In the E.D.'s first year of leadership, the BID conversion became top priority for the team. The E.D. lead the charge to push forward with the conversion from the '89 to '94 BID law with an increased business improvement district assessment totaling 2%.

d. Year to Date Progress for FY 2024-2025

Marketing Plan outcomes are tracking exceptionally high. We track these in our Quarterly and Annual Reports against our strategic plan and its outlined imperatives, objectives, and initiatives.

- **PUBLIC RELATIONS** is on course to exceed all goals in terms of ad equivalency, FAM visits, media hits, impressions, etc. The chart that follows shows FY goals and successes through January 31, 2025.

MENDOCINO COUNTY TOURISM COMMISSION							
2024-2025 Projections							
MONTH	HITS	AD. EQUIV	IMPRESSIONS	RELEASES	FAM VISITS	TRADE SHOWS	NOTES/MISC.
July	64	\$12,287,435.00	500,446,069	1	0		
Aug	142	\$12,115,059.71	527,335,813	1	3		
September	137	\$11,374,103.00	483,163,418	1	1	Visit CA/LA	
October	54	\$3,277,232.22	132,393,287	2	12		
November	182	\$27,858,840.00	1,117,642,376	1	2	SATW	
December	136	\$18,057,998.48	722,258,180	1	2		
January	61	\$5,595,359.18	470,434,031	1	3		
February				1	1		
March					2		
April					1		
May							
June							
TOTAL	776	\$90,566,027.59	3,953,673,174	9	20	2	
GOAL	550	\$15.6 Million	455 Million	11	18	3	

- **ADVERTISING AND MARKETING:** The VMC Strategic Plan defines certain initiatives that correlate with the organization's marketing goals for the fiscal year. They include:
 - ↳ Increase tourism revenue through the development and implementation of the annual integrated marketing, public relations, and sales plan
 - ↳ Foster collaboration and countywide alignment by creating and developing the "go to" website for all tourism stakeholders
 - ↳ Increase Mendocino County brand awareness and positive perception
 - ↳ Develop a data-sharing process that offers context and insights for partners

Staff worked with the Festival & Marketing committees to develop a marketing plan and execute new campaigns that highlight the natural assets and events of Mendocino County. The organization continued managing all marketing duties in-house and management of all campaign development and execution with the oversight of the MCTC committees. This plan can be viewed here: <https://www.mendocinotourism.org/wp-content/uploads/VMC-Marketing-Plan-2024-2025-Final.pdf>

The team continued to champion MCTC's Magic is Real campaign, which was released in July 2023, to large potential visitor attention. As of writing, this campaign is active, evolving and continues to gain attention of potential visitors and national and international media. The team completed the 3rd annual Sparkling Wine & Oyster festival as well as the 24th annual Crab Cake Cook-Off & Wine Tasting Competition, both of which sold out to capacity.

The PR team continues to communicate with partners and stakeholders on a monthly basis informing them of high-profile media stories. The VMC team actively identifies new businesses opening in Mendocino County and new management of existing businesses and schedules visits to meet the owners/managers and record the information in the team's internal database and MailChimp email resource.

- **SOCIAL MEDIA:** Social media also plays an important role in creating and raising brand awareness. The figure below shows the YOY metrics for the first two fiscal quarters.

Social Media Results FY 2024 Q1 & Q2			
FACEBOOK		INSTAGRAM	
Impressions	13,830,983	Likes Received	18,092
Engagement	260,385	Comments	213
Link Clicks	203,194	Impressions	1,058,916
Posts	52	Posts	78
Impressions/Post	265,980	Likes/Post	231.9487179
Engagements/Post	5,007	Comments/Post	3
Fan Base	64,459		40,196

- **PARTNERSHIPS:** The E.D. and staff maintain close ties with partner organizations throughout the county. Staff represents Visit Mendocino County on the boards or committees of North Coast Tourism Council, Destination Hopland, Anderson Valley Winegrowers Association, Mendocino County Museum, Mendocino College Foundation and Deep Valley Art Collective. Staff continues visits to stakeholder properties (a program known as the Hospitality Appreciation Program) to further their knowledge as to the offerings of stakeholders and partners.
- **SALES:** Goals and ROI are undetermined at this time; this will remain an undeterminable set of metrics until Budget/BID restrictions have been alleviated.
- **VISITOR SERVICES:** The Visitor Services committee is currently working on the final stages of coordination to install new Gateway signs at the entrances to Mendocino County. The committee and MCTC team undertook an update of the Mendocino County Explorers guide which landed in distribution racks in the summer of 2024.

IV. BASIS FOR PLANNING AND BUDGETING FOR FY 2024-2025

a. District Boundaries and Assessment

Pursuant to Section 5.140.060 each hotel or lodging business that collects rent and benefits from overnight guests and operates in the District will be assessed a share of the costs of the services, activities and programs, according to the rent revenues and the benefits to be received, with the assessment levied as one percent (1%) on gross rent. This assessment is calculated on a daily basis from gross rent revenues collected by each lodging establishment.

b. Allowable Services, Activities and Programs

The services, activities and programs to be provided through the BID in FY 2023–2024 are defined by Section 5.140.050 of the Mendocino County Code for the purpose of benefiting lodging by promoting tourism in the District. Those services, activities and programs which are to be accomplished through implementation of the approved Annual Marketing Plan and Budget by MCTC, are as follows:

- A. The general promotion of hotels operating within the District;
- B. The marketing of products and events that have a connection with the hotel industry operating in the District;
- C. The marketing of the District to the media and travel industry in order to benefit local tourism and the hotels in the District.
- D. Any activities permitted under the Parking and Business Improvement Law of 1989 that are included as costs as specified in the annual report to be prepared by the advisory board and adopted annually by the Board of Supervisors. Activities means, but is not limited to, all the following:
 - ↳ Promotion of public events which benefit businesses in the area and which take place on or in public places within the area;
 - ↳ Furnishing of music in any public place in the area;

- ↳ Promotion of tourism within the area;
- ↳ Activities which benefit businesses located and operating in the area.

V. PRELIMINARY PLAN FOR FISCAL YEAR 2025-2026

a. Strategic Direction

The current three-year strategic plan developed with the Coraggio Group identifies nine initiatives for MCTC to work towards. This section will briefly outline the FY 2025-2026 organizational goals as they relate to those initiatives.

1. Create a campaign to promote the value of VMC in driving positive results to local businesses.
The ED and Development Manager have worked to meet with stakeholders, business, community, and jurisdictional leaders to gather information and understand the perceived functionality of VMC and its staff. These meetings continue through the next fiscal year. The organization has found that direct meetings with Stakeholders is a stronger approach than deploying electronic surveys, etc. This program directly addresses the value of tourism as an economic driver in Mendocino County and how the dollars generated by tourism impact each household in the county.
2. Perform a needs assessment of our stakeholders and partners.
Engaging with lodging stakeholders and partners is an ongoing effort for the MCTC team. One of the goals for FY 2025-2026 is to continue to curate our current relationships with stakeholders and partners while building relationships with new partners in our community. We do this by making in-person visits to local businesses, introducing VMC as an organization and resource to tourism-facing businesses. A key conversation during these visits is focused on how owners and managers believe that we can further support their business. This information can be aggregated and presented to the ED and appropriate committees for discussion, and creation of a preliminary plan to bolster our internal offerings to partners and stakeholders.
3. Enhance VMC's portfolio of stakeholder offerings and resources.
Following the needs assessment referred to above, the team will have the information necessary to create the necessary plans and build out offerings and resources that are requested from our partners and stakeholders.
4. Evaluate and diversify visitor target market segments and competitive set.
In January 2023, the delivery of Travel Analytics Group Visitor and Resident Perspective Study outlined several key West Coast markets that are currently under-advertised by destinations. This research allowed the team to expand the VMC marketing reach with the launch of the new VMC brand, Visit Mendocino – Magic is Real. The competitive set has been agreed upon by the MCTC Board of Directors and is being reported against in quarterly and annual reports to the Mendocino County BoS, Partners & Stakeholders and the community at-large.
5. Refresh our brand identity to align with target segments and competitive advantage.
In July 2023, the organization launched the new Visit Mendocino County brand sporting the tagline “Magic is Real”. This generation of branding allows the organization to lean into the natural assets of Mendocino County in a more cohesive manner. This new brand has allowed the VMC team to expand on the successful “Room to Roam” branding that the organization had been promoting. The brand launch included a newly crafted website that optimizes the user experience to extend the length of time spent on the site. This brand platform relies heavily on photo and video assets.
6. Create process and framework for the evaluation and investment in event promotion with an emphasis on shoulder seasons.
In January 2023 the team launched a newly developed “event grant” program specifically designed to better support community events that are deemed by the programs framework to attract potential and returning visitors. The program granted \$50,000 in its first year and is looking forward to granting \$30,000 in its second year. The financial support provided by VMC's Festival Committee has helped further develop and market community events and reports to the organization not only increased attendance but also increased participation by community members. Due to the financial hardship to the organization from losing the CoM matching funds, this “event grant” program has paused until the BID conversion is complete and collections under the new ordinance begin.

7. Advocate for the development of pro-business county regulations.

As the needs assessment of partners and stakeholders is completed, it will become clearer to the BoD as to the direction of the organization under this initiative. Once we understand where the advocacy of the organization is best utilized with the county, the BoD will direct staff in its efforts toward accomplishing this goal.

8. . Advocate for County investment and development of sustainable tourism infrastructure.

The organization will work hand-in-hand with the BID Advisory Board toward identification of infrastructure projects and place those recommendations in this report moving forward. This will allow the BoS to review and understand the long-term sustainability goals and needs of the tourism community and visitors to Mendocino County.

9. Align destination development activities to Visit California's Stewardship Objectives.

As the organization moves forward with marketing the brand of Mendocino County, it remains top-of-mind with staff, committees, and the BoD through our strategic plan to embrace and practice Visit California's Destination Stewardship and Sustainable Travel Plan. This plan identifies 5 key points that should be addressed in all VMC programs. Those points are:

- i. Expand: Sustainable Practices Through the Mendocino County Tourism Industry
- ii. Encourage: Responsible Tourism
- iii. Develop: Approaches to Shape Visitation Patterns
- iv. Infuse: the Mendocino County brand with Stewardship Ethics
- v. Amplify: the sense of pride Mendocino County residents have in their county

b. Estimated BID Assessment Revenue for FY 2024-2025

Pursuant to Section 5.140.245 of the Mendocino County Code, the County of Mendocino has entered into an agreement with MCTC as its contractor to provide promotional services, activities and improvements for the District. The balance sheet and profit and loss statements regarding budget vs. actual reports are to be provided to the county on a quarterly basis.

In FY 2023-2024 the Mendocino County Tax Collector recorded total BID assessments in the amount of \$ 1,152,018.40 to provide services, activities and programs on behalf of the District.

The Budget contained in this BID Annual Report is based on actual FY 2023-2024 BID assessments. There will be no matching funds provided by the County of Mendocino for tourism promotion.

c. Proposed Budget for FY 2025-2026

The total budgeted cost of services, activities, and programs for the District in FY 2025-2026 is \$ 1,554,986.49. This number follows a decision by the MCTC Finance Committee and Board of Directors to write a budget that is above the past years BID collections by 29.77%, based on the fact that the Mendocino County BoS has chosen to no longer financially support tourism promotion and marketing. The organization must use reserves to keep our destination top-of-mind for potential and returning visitors.

Pursuant to Section 5.140.240 the County of Mendocino is entitled to charge an amount equal to its actual costs for the collection of assessments and administration. The cap on this fee is three percent (3%) of the total countywide BID assessments. This fee is collected when the books are closed, approximately two months after the end of each fiscal year. Section 5.140.260 of the Mendocino County Code excludes enforcement costs from the cap on administration fees. The Budget shows the administrative fee as a reduction in income.

The \$120,000 Contingency Fund proposed in the Annual Marketing Plan and Budget for FY 2025-2026 fulfills the BOS approved recommendation of the BID Advisory Board that the Reserve Fund be equal to \$100,000 or ten percent (10%) of the annual expenses, whichever is greater. This sum is to be held in an interest-bearing account for the purpose of providing funds that can be accessed to address shortfalls in revenue projections or unexpected expenses consistent with applicable laws and the annual contract between the County of Mendocino and MCTC. Allowable uses might include promotional expenditures required to assist the District's recovery from a natural disaster or other adverse circumstance in which inadequate funding could pose a threat to the local tourism economy. Expenditures from the Contingency Fund must be authorized by a vote of the MCTC Board of Directors.

**Proposed Budget for FY 2025-2026 Annual Budget Including BID assessments,
and Miscellaneous Income**

INCOME	
MCTC BID Assessment	\$1,200,000.00
County of Mendocino Matching Funds	\$ 0.00
County Administrative Fee	(\$ 36,000.00)
Event Brochure Ads	\$0.00
Interest	\$0.00
Total	\$1,164,000.00
EXPENSES	
Advertising/Media	\$286,000.00
Marketing/Public Relations	\$174,279.92
Website Maintenance & Development	\$55,980.00
Leisure & Group Sales	\$18,790.00
Partnerships	\$60,610.00
Visitor Services	\$159,500.00
Administrative Expenses	\$220,661.00
Personnel	\$579,165.57
Total	\$1,554,986.49
Portion From Unrestricted Reserve	-\$390,986.49
BOTTOM LINE	-\$390,986.49

VI. RECOMMENDATIONS (TO MCTC AND COUNTY OF MENDOCINO) AND ACTIONS TAKEN PREVIOUS TO 2022-2023 FY:

1. County Planning and Building Services staff work with the Clerk of the Board to schedule quarterly reviews by the Board of Supervisors of the recommendations actionable by the County of Mendocino that are listed in this report for official adoption and provide progress updates to the BID Advisory Board.
 - STATUS UPDATE: As stated in previous reports, this BoS calendar is deeply impacted by other issues that need more immediate attention. Since VMC is operating in a positive space, quarterly review by the BoS hasn't been deemed necessary.

VII. RECOMMENDATIONS ACTIONABLE BY THE MENDOCINO COUNTY TOURISM COMMISSION 2021-2022

1. Originally recommended in the 2019-2020 report: With the passing of the Ordinance Amending Chapter 5.20 of the Mendocino County Tax Code – Tax Imposed on Transients, MCTC staff will work with County staff to incorporate the verbiage “private campgrounds” in the current BID Chapter 5.140. In March 2020, a proposed ordinance # 19-1082, Ordinance Amending Chapter 5.20 of the Mendocino County Tax Code – Tax Imposed on Transients, went before County voters to provide for the collection of Transient Occupancy Tax on short-term visitor accommodations in private campgrounds. This process would be done simultaneously as the reintroduction of Pt. Arena into the BID.
 - STATUS UPDATE: On May 25, 2021, County PBS and County Council put forward the above requested amendment to chapter 5.20 of the Mendocino County Tax code – Tax Imposed on Transients. Upon proper notice of the amendment, MCTC's ED received communication from CAL CAMP NOW, a business advocacy organization for private campgrounds. The communication informed MCTC that the amendment to the ordinance could be voted against and would not pass without further discussion and planning with those stakeholders. Upon writing the MCTC ED and the ED of CAL CAMP NOW are working on the outline of a program to be presented to private campground stakeholders to show them the value of the BID contribution by them to the organization. Once it is deemed that there is buy-in from these partners, MCTC will work with county PBS and County council to forward this initiative.
 - STATUS UPDATE: With the threat of the BoS removing matching funding to MCTC and the subsequent action of the BID Advisory Board and MCTC BoD, this recommendation is no longer valid. With the potential of a new BID ordinance increasing BID assessment, private campgrounds would be brought into the BID at that time.

2. As previously recommended in the 2020-2021 report: the BID Advisory Board recommends that when appropriate - MCTC staff and Board of Directors will work with Civitas Advisors, or comparable BID consultants, to explore and evaluate the possibility of an organizational transition from operating under the 1989 BID Law to doing so in accordance with the Property & Business Improvement District Law of 1994, Streets & Highways Code §36600 et seq.
 - STATUS UPDATE: No Action: This recommendation is acknowledged by the MCTC BoD who finds that at this time it is not appropriate for the organization to act on this recommendation.
 - STATUS UPDATE: In August 2022, the BoD directed the E.D. to engage with Civitas Advisors to explore the expansion of the BID to potentially include other tourism facing business sectors and the percentage assessed on transient occupancy and private campgrounds. The E.D. and Civitas Project Manager Emily Brown went before the BoS in November 2022 to request sales tax data for other business sectors under an NDA between Civitas Advisors and the County of Mendocino. MCTC is still waiting for this information to be provided to Civitas from the County of Mendocino. The ED met with county CEO Antle to discuss the hold ups with information delivery and she has agreed to lean into the departmental areas that are not responding to the requests for information.
 - STATUS UPDATE: The BID Conversion steering committee has been meeting on a not-so regular basis to draft the Management District Plan(MDP) and in coordination and direction of Civitas Advisors, the MDP has been reviewed by County Counsel. With the MDP in its final stages, the VMC team under the direction of the Steering Committee is preparing for the next step in the conversion process, Petition Drive.
 - STATUS UPDATE: The steering committee with agreement from CoM County Counsel have agreed upon a final draft of the MDP. Staff has moved to the next step of the process, petition drive. As of writing the team has secured 38% support from lodging businesses.
3. As recommended in FY 2020-2021, MCTC formed an ad hoc committee to investigate and explore any and all possible ways to enhance revenue for tourism promotion in addition to the existing BID Assessment and county matching funds. The BID Advisory Board also recommends the ad hoc committee be composed of a mix of lodging stakeholders, MCTC Board members, County staff, County elected officials and MCTC staff.
 - STATUS UPDATE: No Action: This recommendation is acknowledged by the MCTC BoD who finds that at this time it is not appropriate for the organization to act on this recommendation.
4. MCTC should work with stakeholders (and possibly Corragio Group) to select the most appropriate competitive data set or sets as a means of evaluating its market positioning and performance. MCTC can then adjust marketing strategies relative to its competitive set, in order to establish benchmarking metrics and capture greater shares of its primary visitor segments.
 - STATUS UPDATE: No action was taken during the fiscal year on this recommendation. However, the E.D. will recommend to the MCTC BoD that the organization engage with T.A.G. to further explore its competitive set(s) as requested above.
 - STATUS UPDATE: The organization contracted with Carl Ribaud of SMG Consulting to update the strategic plan. This new plan will combine initiatives necessary to further develop the organization with a special focus on data collected in the 22/23 Travel Analytics Group Resident & Visitor Sentiment studies as well and the Website ROI study. This data collected will help determine and define competitive sets for organizational benchmarking.
 - STATUS UPDATE: The E.D. is currently working with SMG Consulting to complete a new strategic plan for the organization.

VIII. RECOMMENDATIONS ACTIONABLE BY THE COUNTY OF MENDOCINO 2021-2022

1. The BID Advisory Board recommends that the Board of Supervisors adopt one or preferably both of the following options to increase the pool of lodging applicants for the Board of Directors of Mendocino County Tourism Commission as well as BID Advisory Board: In the BID Ordinance, change the definition of “Lodging Operator” to include “General Manager or similar employee designated as responsible for top-level business operations” in the following sections 5.140.030 (w), 5.140.070.

AND / OR

Change the “Large, At Large” lodging board seat to “Medium or Large, At Large”. This change should be made in the ordinance and by-laws of the BID Advisory Board and MCTC.

- STATUS UPDATE: The definition for “Operator” has been updated by the County of Mendocino. “Operator” means the person who is proprietor of the hotel, whether in the capacity of owner, lessee, sub lessee, mortgagee in possession, licenses, or any other capacity, including but not limited to use of a managing agent or the proprietor’s designee. Where the operator performs his functions through a managing agent of any type or character other than an employee, the managing agent shall also be deemed an operator for the purposes of this Chapter and shall have the same duties and liabilities as his principal. Compliance with the provisions of this Chapter by either the principal or the managing agent shall, however, be considered to be compliance by both.
2. As previously recommended in the FY 2019-2020 and FY 2020-2021 BID Advisory Reports, the Advisory Board asks that the BOS direct the County Treasurer Tax-Collector to a) revise TOT/BID collection forms and that as of First Quarter FY 2021-2022, it begin collecting information on: i) Average Daily Occupancy (ADO); and ii) Average Daily Rate (ADR).
- STATUS UPDATE: The Tax Collector is working toward bringing TOT/BID and TOT Camp online to the Tax Collector Public Access page so operators can report and pay online. Bringing this process live will take approximately 6 months as they work through each stage from legacy conversion of accounts into Aumentum, development of Public Access and testing, and interfacing with the new online payment provider. They are hoping for it to roll out for the Q1 FY 22-23, reporting period of July -September 2022, due on October 31, 2022. Before bringing the reporting online we will send a notice to lodging operators announcing the new site and provide instructions for how to create an account, report, and pay online.
 - STATUS UPDATE: As of Fall 2024, the county has delayed the full transition to online collections, with no estimated timeline for completion.
3. With the knowledge that there is a new software solution being implemented, we recommend that the Treasurer-Tax Collector work with the MCTC Executive Director to analyze what data is available in that new system and how that information can be shared anonymously to MCTC.
- STATUS UPDATE: The MCTC ED has shared with the Treasurer-Tax Collectors office what data would be beneficial to the organization. It is not guaranteed that those data points will be available however, the goal is to capture the most important: Average Daily Rate and Average Daily Occupancy (ADR, ADO).
 - STATUS UPDATE: The Auditor-Controller, Treasurer-Tax Collectors office was delayed once again in moving the transition to online TOT/BID payments forward. At the time of writing there are no further updates from that office.

IX. FY 2022-2023 BID ADVISORY BOARD RECOMMENDATIONS

1. Recommendations Actionable by Mendocino County Tourism Commission 2023-2024

- a) MCTC acts as the official coordinator of the below proposed BID ordinance change, update, and assessment increase as outlined. This also includes funding the proposed changes to the below referenced ordinance.
- STATUS UPDATE: MCTC and The County of Mendocino are under contract with Civitas Advisors to complete this project.
- b) Under the advisement and direction of Civitas Advisors, MCTC move forward with the process of updating Mendocino County BID ordinance 5.140 from operating under the 1989 BID Law to doing so in accordance with the Property & Business Improvement District Law of 1994, Streets & Highways Code §36600 et seq.
- c) In moving to the Property & Business Improvement District Law of 1994, Streets & Highways Code §36600 et seq. MCTC update the BID assessment amount from 1% on Transient Lodging properties (including private campgrounds) to 2% transient paid assessment. It is further recommended that the organization lobby “tourism facing” businesses to join the BID at 1%. With NO DATA having been provided by the County of Mendocino on tax revenues of the other “tourism facing” industries, we feel that those businesses should include: wine tasting rooms (walk in sales only) and local attractions (Skunk Train, Mendocino Coast Botanical Gardens, sporting equipment rentals and tours and animal preserve ticket sales).
- STATUS UPDATE: MCTC and The County of Mendocino are under contract with Civitas Advisors to complete this project. MCTC has begun discussions with attractions regarding a voluntary assessment.

- STATUS UPDATE: MCTC is currently in discussions with “other” tourism facing businesses to bring them into the BID as voluntary members. This will be an ongoing initiative.
- d) As part of the new ordinance, to increase the pool of lodging applicants for the Board of Directors of Mendocino County Tourism Commission as well as BID Advisory Board: change the definition of “Lodging Operator” to include “General Manager or similar employee designated as responsible for top-level business operations”.
- STATUS UPDATE: The process of converting to the '94 law progresses. As stated above, a Steering Committee has been formed to drive this initiative forward. The steering committee under the direction of Civitas Advisors has developed the initial draft of the Marketing District Plan (MDP) which has gone through review by County Counsel and at this time is awaiting final review and approval by the steering committee. Once this has reached the approval stage the VMC team can begin the petition drive.
- STATUS UPDATE: This recommendation should be considered only in the event that the new Marketing District Plan does not succeed.

2. Recommendations Actionable by the County of Mendocino 2023-2024

- a) The County of Mendocino and its departments comply with all requests of Civitas Advisors in a timely manner to aid MCTC’s facilitation of updating the BID in a time-efficient manner.
- STATUS UPDATE: STATUS UPDATE: The County of Mendocino is under contract with Civitas Advisors and close to finalizing the Management District Plan.
- STATUS UPDATE: The CoM’s contract with Civitas has expired. County staff is working in collaboration with the Steering Committee and the MCTC E.D. to move each step of the conversion process forward as smoothly as possible.
- b) The Auditor-Controller, Treasurer-Tax Collector explore the option of returning to a monthly TOT/BID collection system. This will alleviate the collecting businesses from holding these funds for quarterly payment.
- STATUS UPDATE: Mendocino County Tourism Commission is under contract with Civitas Advisors and actively working to finalize the Management District Plan. This recommendation can be postponed until the new BID process is completed.

3. Recommendations Actionable by Mendocino County Tourism Commission 2025-2026

- a) MCTC should engage the steering committee to finalize the petition drive and continue with finalization of the conversion of the BID to the '94 law.

4. Recommendations Actionable by the County of Mendocino 2025-2026

- a) The County of Mendocino and its departments focus on and expedite any processes brought forward by the BID Steering Committee, Civitas or MCTC E.D. to ensure conversion completion in 2025.
- b) The County of Mendocino engages with HDL Companies, Granicus, or another third party specializing in tax and fee administration for local governments, to manage the collection and reporting of Business Improvement District (BID) assessments. By outsourcing these tasks to a third party, county staff would be relieved of the administrative burden associated with BID collections, allowing them to focus on other responsibilities. Additionally, specialized services by a third party would provide MCTC with comprehensive and detailed reports on BID revenues and distributions—a level of reporting that is currently unavailable. This enhanced reporting would enable MCTC to make more informed decisions regarding tourism promotion and resource allocation within the county, ultimately benefiting the local economy and community.

APPENDIX 1: MENDOCINO COUNTY TREASURER-TAX COLLECTOR TOT/BID REPORT

TREASURER - TAX COLLECTOR COUNTY OF MENDOCINO (Data as of 10/24/2024)

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
2016-17	\$ 1,780,216.37	\$ 1,167,144.03	\$ 829,814.09	\$ 1,468,462.17	\$ 5,245,636.66
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

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
2016-17	\$ 306,111.45	\$ 192,168.41	\$ 149,161.15	\$ 249,550.90	\$ 896,991.91
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

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.

APPENDIX 2: MCTC BOARD ROSTER

- Julie Golden
Winery/Winegrowers
Term expires: Feb 01, 2025
- Brett Schlesinger
Food & Beverage | Midterm Delegate
Term expires: Oct 2, 2025
- Christopher “Cab” Boettcher
Large Lodging Operator: Coastal
Second term expires: Dec 31, 2025
- Elizabeth Cameron
Arts Organization/Attractions
Term expires: July 1, 2024
- Raakesh Patel
Large Lodging Operator: Inland
Term expires: Dec 31, 2023
- Open Seat
At Large
Term expires:
- Open Seat
At Large – Large Lodging Operator
Term expires:
- Alina Reyes
Small Lodging Operator
Term expires: Dec 31, 2027
- Ian Roth
Medium Lodging Operator: Coastal
Term expires: Dec 31, 2026
- Tawny MacMillan
Regional Promotional: Coastal
Term expires: Dec 01, 2025
- Kasie Gray
Regional Promotional: Inland
Term expires: May 01, 2026

APPENDIX 3: BID ADVISORY BOARD ROSTER

- Cindi Wagner, Lord's Land Retreat Center
At Large
Term expires: November 1, 2026
- Jon Glidewell, Vice Chair, Beachcomber Hotel Group
Coast Region
Term expires: February 1, 2025
- Cally Dym, Chair, Little River Inn
Coast Region
Term expires: May 1, 2026
- Marcus Magdaleno, The Boonville Hotel
Inland Region
Term expires: May 1, 2026
- Jitu Ishwar, A.J. P.J., LLC.
Inland Region
Term expires: September 1, 2026

APPENDIX 4: MCTC BOARD SELECTION

QUALIFICATIONS:

All current and applicant Board members must meet the following requirement to be considered for a seat on the Board of Directors – whether appointed by the Board of Supervisors or placed on a lodging industry ballot:

- Be 21 years or older
- Have a strong belief in and commitment to enhanced development, growth and future capacity of tourism as an important economic driver throughout Mendocino County
- Be a resident of the County and/or have evident business or community interest in the tourism industry of the County
- Be prepared to function as a Board of Director member at both a strategic level and related to operational oversight of the organization
- Be willing to operate within a policy-oriented governance model
- Be prepared to fulfill the Director's role as a volunteer with no compensation
- Have the ability to contribute the time necessary to fulfill the Director's role, as well as other committee, and tourism industry related roles that may emerge from the organization's strategic plan, annual marketing plans, initiatives, etc
- Be prepared to represent the organization, both within and outside the county, at various forums, events and/or special functions
- Accept the governing by-laws of the organization and the policy of the Board of Directors, and apply appropriately to the decision-making process
- Have commitment to fulfill a minimum three-year term of office as a Board of Director member (unless otherwise stipulated)
- Have the capacity and potential interest to hold Board Leadership positions in the future, ranging from committee chairs to Board of Directors Chair
- Have the ability to work in a team-oriented environment that builds on consensus and represents a diverse industry with a multitude of interests and needs

- Indicate interest in participating in industry professional development and governance training opportunities as needed and/or required
- Ability and commitment to follow the Ralph M. Brown Act

Selection Criteria:

Prior to being considered by the Board of Supervisors for appointment or being considered on a lodging industry ballot, individuals must demonstrate the following criteria to, at least, a satisfactory level:

- Competency and experience as a board member
- Proven track record of creating value for stakeholders
- Ability to apply strategic thought to key issues
- Willingness to understand and commit to the highest standards of governance
- Ability to take a countywide view
- Proven leadership qualities
- Ability to develop a clear vision for the industry and monitor its implementation
- Proven skills in at least one of the following:
 - ↳ Marketing
 - ↳ Tourism
 - ↳ Legal
 - ↳ Financial Management
 - ↳ Strategic Planning and Development
- Company, industry or organization which is directly impacted by the tourism industry and the work of the Bureau
- Proven interest in serving on behalf of the entire county and the entire tourism industry, not just a special interest, nor any single socioeconomic or geographic sector. (organization's purposes and interests above their own)
- Professional experience, skill sets, and education required to lead an innovative and successful tourism bureau
- Willingness, the necessary time and enthusiasm to serve on the board
- Committed to the mission and philosophy of the organization

Questionnaire:

Aside from basic information (such as name, business, title, etc.), the following should be included in a questionnaire to all prospective board members – whether by appointment or election:

- What overall qualities will you bring to the Board of Directors?
- What is your current or previous involvement with Mendocino County destination marketing?
- What do you see as the organization's major priority and/or opportunity and how do you see addressing it?
- What do you see as the organization's major challenge and how do you see addressing it?
- What leadership experience would you bring to the Board of Directors?
- Where do you see the organization in 3-5 years?

- Why do you want to serve on the Board of Directors?
- How long have you owned your business and/or been in a leadership role with your organization in Mendocino County?
- Is your business for sale?
- Please provide up to three professional references related to prior service related to a Board of Director.

BOARD OF DIRECTORS ROLES AND RESPONSIBILITIES:

The Board of Directors is responsible for the development of tourism throughout Mendocino County. Some functions of the Board may be delegated to Board committees and the Executive Director. However, the Board has final responsibility for the successful operation of the organization.

Key roles of Board members include, but are not limited to:

- Setting of major goals and strategic direction for the Bureau
- Approval of all major plans
- Determine all policies governing the Board
- Establishing and determining the duties of Board committees
- Approving the annual budget and all major items of capital expenditure as defined by written expenditure protocols
- Ensuring compliance with legal and ethical requirements
- Monitoring the implementation of strategic plans
- Commitment to the mission and philosophy of the organization
- Place the organization's purposes and interests above their own professional and personal interests when making decisions
- Ensure the long-range image of the organization is a positive one
- Follow the Ralph M. Brown Act
- Attending 6 Board meetings annually of approximately two hours duration
- Attending 1-2 potential special meetings per year of under two hours duration
- Attending at a minimum of one, and potentially two planning, strategy, orientation sessions per year ranging from three to six hours in duration
- Participating in at least one Board committee and possible additional special task groups or ad hoc committees
- Undertaking of adequate preparation for all Board meetings and events
- Participating actively and fully at Board meetings in order to advance agenda discussion, reach consensus and provide strategic direction and operational oversight to the organization
- Being an advocate for the organization taking an active role in industry partner relations
- Keeping confidential information confidential
- Participating annually in a Board self-assessment and board training workshop

APPENDIX 5: MCTC BALANCE SHEET AT OF 12/31/2024

Visit Mendocino County

Balance Sheet

As of December 31, 2024

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
1005 SBMC Checking	352,801.36
1010 SBMC Contingency/Savings	600,905.26
1030 Cash drawer	100.00
Total Bank Accounts	\$953,806.62
Accounts Receivable	\$0.00
Other Current Assets	\$6,656.19
Total Current Assets	\$960,462.81
Fixed Assets	
1510 Furniture and Equipment	46,655.22
1600 Accumulated Depreciation	-36,146.35
Total Fixed Assets	\$10,508.87
Other Assets	\$0.00
TOTAL ASSETS	\$970,971.68
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	\$12,661.66
Credit Cards	\$0.00
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	17,144.63
Total Other Current Liabilities	\$18,259.63
Total Current Liabilities	\$30,921.29
Total Liabilities	\$30,921.29
Equity	
3100 Contingency-Restricted	187,622.35
3900 Unrestricted Net Assets (RE)	1,039,404.46
Opening Bal Equity	0.00
Net Income	-286,976.42
Total Equity	\$940,050.39
TOTAL LIABILITIES AND EQUITY	\$970,971.68