




VISIT
MENDOCINO
MAGIC IS REAL

**Visit Mendocino County Marketing Plan:
July 2024 - June 2025**

Submitted to Mendocino County Tourism Commission & County of Mendocino

MARCH 25, 2024



VISITMENDOCINO.COM

VMC Marketing Report July 2024 – June 2025

Executive Summary

Mendocino County Tourism Commission (MCTC) is entering its eighth year as the Destination Marketing Organization (DMO) of record for the County of Mendocino. Over the last four years, Mendocino County has experienced remarkable growth in tourism, and we have been able to introduce the destination to millions of visitors. Our new branding has further solidified our position as a premier road trip destination in the competitive travel market. Our website and social media platforms continue to draw unprecedented levels of engagement, with ongoing strong interest from the media.

This upcoming fiscal year (FY) we will capture our real-time brand awareness scores in our key feeder markets of: Greater San Francisco Bay Area, CA's Central Valley (Chico to Stockton), Los Angeles and Southern Oregon.

Last year, our team dedicated efforts to comprehensively analyze our visitors and residents, as well as assess our website's impact. Through the Resident & Visitor Profile and Perception Study, coupled with our Website Influence Study, we have gained deeper insights into current travel behaviors. These insights are guiding us to tailor our marketing strategies and infuse relevant findings into our new website and branding initiatives.

Our marketing and public relations strategies have successfully crafted engaging stories that captivate prospective travelers. Utilizing social media and influencer partnerships, we generate excitement and produce genuine content that highlights our destination's offerings, thereby boosting engagement.

VMC is committed to invigorating established annual events such as the Harvest Festival Mendocino and Seafood & Sips Mendocino. Additionally, it will maintain its initiative to provide financial support to new and returning festivals with the objective of boosting the number of visitors who stay overnight in the county during off-peak seasons.

The organization remains dedicated to welcoming travelers to our county, encouraging them to stay and discover the real magic of our region.

Respectfully,



Ramon Jimenez
Executive Director

Strategic Plan

This Marketing Plan adheres to the initiatives outlined in the three-year strategic plan that was adopted at the organization's May 2021 Board of Directors (BoD) meeting which was put into action at the start of the 2021-2022 fiscal year (FY). The purpose of the plan is to align with the core strategies of the organization. (The Strategic Plan is attached to this Marketing Plan as Appendix 1.)

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 cultures and landscapes

POSITION:

In order to support our stakeholders, generate economic activity for county residents through tourism, and inspire our visitors, Visit Mendocino County:

- Consistently 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

ACTION PLANS:

MARKETING & ADVERTISING

- ↳ Continue to leverage our Magic is Real campaign utilizing the new brand and website to promote the value of VMC in driving positive results to local businesses while leaning into Visit California's Ultimate Playground campaign
- ↳ Expand the reach of our brand through targeted multimedia marketing campaigns, designed to engage and captivate our core demographic segments, reinforcing VMC's standing as a leader in destination marketing
- ↳ Continue to utilize the mobile-friendly website to enhance user experience, boost website traffic, and improve the conversion rate to partners and stakeholders

1. Campaign Launch for Promoting VMC's Value to Local Businesses:

- Develop a comprehensive marketing campaign that highlights the (unique value propositions) of VMC in driving positive results for local businesses.
- Create engaging content such as videos, graphics, festival brochures, county maps and visitor guides
- Utilize multiple channels including social media, email marketing, and targeted advertising to promote local businesses and events.

2. Resonating with Specific Target Segments Using New Brand Identity:

- Target audience based on demographics and behaviors to identify specific groups that align with VMC's value proposition.
- Customize marketing messages and visuals to resonate with each target segment, leveraging the new brand identity.
- Utilize data-driven insights to tailor advertising campaigns for maximum effectiveness, focusing on channels where the target segments are most active.

3. Leveraging the Mobile-Friendly Website for enhanced user experience:

- Continue optimization of the mobile-friendly website for speed, usability, and accessibility across different devices and screen sizes.
- Implement clear calls-to-action and intuitive navigation to guide users towards desired actions such as contacting VMC or researching resources.
- Utilize analytics tools to track user behavior and make data-driven improvements to the website.
- Develop targeted landing pages for specific campaigns or promotions to enhance user experience and improve conversion rates.

Visit Mendocino County will improve its current awareness and advertising initiatives in coordination with Agency Xi, the Web Development and Social Media contractor. To draw travelers at key times, VMC will continue to place a high priority on brand awareness, with a particular focus on promoting festivals, events, and activities in the shoulder season.

BRAND MANAGEMENT:

For the 2024/2025 Fiscal year, VMC staff will:

- Manage the Visit Mendocino County brand
- Explore new brand opportunities, partnerships, and communication pillars
- Provide guidance to VMC partners and stakeholders on how to utilize the new brand style guide effectively
- Continue to update, expand and enhance the new VMC website

RESEARCH:

VMC staff will manage research & trend forecasting and partner with VMC committees and BoD to determine research needs through:

- Primary: focus groups and intercepts
- Secondary: secure cost-effective secondary market research
- Creative testing
- Manage brand awareness study

CREATIVE DEVELOPMENT:

VMC staff will develop creative collateral that reflects the brand for:

- Website
- Online and offline advertising
- Retargeting campaigns
- Social media campaigns
- Print opportunities
- Consumer media opportunities
- Festival guides

Under the direction of the Marketing Committee, the VMC team will produce new creative assets for the countywide festivals that are consistent with the new brand and provide accompanying website landing pages. VMC will focus on developing creative campaigns that continue to raise awareness for Mendocino County as a world-class destination.

BUILD AWARENESS:

VMC will raise awareness by:

- Exploring new approaches to engage and connect with potential visitors
- Creating and enhancing shareable assets (videos, photos, podcasts, television commercials, radio commercials, others to be determined)
- Assist partners and stakeholders with community event marketing
- Develop and manage new promotions (e.g., holiday campaign and giveaways)
- Manage all media planning, buying, and reporting
- Manage demographic-based online demand
- Launch new and updated retargeting campaigns

WEBSITE MAINTENANCE & UPGRADES:

Agency Xi and VMC staff will maintain the optimum working order of the VisitMendocino.com website

- Continue to expand on VMC website framework as new technologies and best practices become available
- Ongoing support as needed, typically resolved within 24-48 hours of request, except for weekends and holidays
- Maintain the functioning of the Bookdirect.net booking link on the visitmendocino.com website and continue to integrate new partners to the booking link
- Perform regular usability audits for mobile and desktop browsing
- Refine usage metrics for programmatic analytic tracking
- Periodic software updates and backup and security consulting as needed
- Agency Xi will continue to offer VMC staff training on website best practices and operations

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

Total marketing investment: \$360,000.00

PUBLIC RELATIONS:

- Increase tourism revenue through the development and implementation of the annual public relations plan
- Increase website traffic
- Increase shoulder season visitation rate
- Boost community support of the tourism industry
- Boost brand awareness

In the fiscal year 2023/2024, VMC's Public Relations team has successfully secured 323 placements in third-party media, equating to an advertising value of over \$274 million. This achievement stems from actively engaging with media visitors, providing them with the creative inspiration needed to craft a diverse range of stories that highlight the vast range of tourism opportunities in Mendocino County.

Mendocino County by nature is a prime destination for road-trip visitors. The team will continue to keep the Mendocino County voice amplified in key markets to keep our destination top-of-mind for the road-tripper. For the 2024/2025 FY, the PR team will work on and deliver the items outlined below.

PROGRAM OBJECTIVES:

Drive overnight visitation throughout Mendocino County via the following objectives:

- Promotion of a sustainable, clarified image/brand as a premier California destination
- Stimulate demand to increase tourism revenue during critical shoulder seasons
- Initiate awareness among key market niches and lifestyle/passion segments to buoy off-season revenue and ADR (Average Daily Rate)
- Cultivate collaborative industry relationships to ensure successful, cost-effective and equitable coverage of Mendocino County stakeholders and stretch VMC's budget

STRATEGIES:

- Influence the influencers to drive media coverage via multiple venues and channels (traditional/emerging)
- Ignite media interest via proactive campaigns focused on print, television, social media and key influencers
- Leverage and create "news" value as a driver of tourism, ultimately adding to the economy
- Convert consumers who are predisposed to California getaways by differentiating Mendocino County through a focus on distinct benefits and unique assets
- Strengthen industry partnerships with Visit California, California Travel Association, North Coast Tourism Council, San Francisco Travel, BrandUSA, etc., via cooperative programming

TARGETS:

DEMOGRAPHICS:

- Primary: Millennial, Gen-Z, Gen-X
- Secondary: Baby Boomers/Time Affluent Market
- HHI: \$120k+

GEOGRAPHIC:

- Primary: State of California (nearly 80% of U.S. market)
- Secondary: U.S., key fly/drive markets: Colorado, Oregon, Arizona, Nevada
- Tertiary: International/Western Canada

CORE PROGRAM:

Leverage ongoing trends and news value to drive awareness of Visit Mendocino County through a series of timely, hard-hitting, media-appropriate materials targeted to key industry niches. A Communications Platform will be created to follow consumer marketing pillars, tied to an annual timeline.

Activities include:

- Development of 2024/2025 Communications Platform
- Proactive media relations campaign tied to timely themes, events, debuts, seasons, trends
- Goal: 11 releases

MEDIA MISSIONS/IN-MARKET EDITORIAL APPOINTMENTS

Maximize external communications via editorial missions in key media-rich markets. Where possible, tie in with Visit California to offset costs. Suggested markets:

- Los Angeles
- Denver
- Goal: 1

MEDIA FAMILIARIZATION/SOCIAL INFLUENCER PROGRAM

Pitch and secure in-market media visits to generate editorial coverage and further brand messaging/positioning within key lifestyle and passion segments.

Activities include:

- Conduct individual media outreach based on agreed-upon communication pillars
- Vet and manage all media and social influencer/blogger requests
- Work with VMC to create media itineraries
- Confirm, fact check and finalize placements; ongoing follow-up, tracking
- Goal: 18

CONTENT CREATION

- Draft consumer-facing web copy mirroring release output for VMC website
- Goal: 11

TRADE SHOWS

Attend targeted media trade shows to boost visibility and secure future editorial visits. Coordinate participation with VMC staff.

- Society of American Travel Writers Annual Conference (Nov.)
- Visit California/Los Angeles (Apr.)
- Visit California/Media Bootcamp/TBD
- Visit California/San Francisco (Sept.)
- Visit California/In Market Mission/TBD
- Goal: 2

COMMUNITY & STAKEHOLDER RELATIONS

Maintain VMC's credibility in the local media landscape; augment internal program to assist in positioning as the leader in tourism marketing.

- Assist VMC in maintaining visibility; broaden stakeholder support
- Draft and distribute stakeholder public relations highlights on a monthly basis

DIGITAL FOOTPRINT & SOCIAL MEDIA

Augment in-house social media campaign to extend VMC's digital footprint

- Dovetail social media marketing promotions with publicity support; coordinate efforts with VMC staff
- Expand and enhance social media and key influencer database & outreach

CRISIS COMMUNICATIONS

Work with VMC to coordinate outreach efforts to consumer-facing stakeholders during crisis periods (fire, pandemic, earthquake, social unrest, tourist incident, drought conditions, etc.)

- Deliver crisis counseling, coordinate tourism partner efforts, draft/disseminate key messaging, releases, and updates as required, conduct media outreach under separate agreed-upon budget

PR TOOLKIT

- Retain vendors and subscriptions on behalf of VMC:
 - ↳ Burrelles Media Tracking Service (VMC contract)
 - ↳ Release PR Report subscription (VMC contract)
 - ↳ Focus Cision Media Database (KOLI contract)
 - ↳ Constant Contact Distribution Service (KOLI contract)
 - ↳ Society of American Travel Writers' Membership (KOLI membership)

PROGRAMMING

- Provide ongoing counsel and insight on market developments and opportunities
- Execute annual Public Relations Workplan and Timeline
- Draft and distribute monthly Public Relations Reports
- Draft and distribute monthly Media Impact Reports
- Conduct monthly VMC PR conference calls
- Attend client, VMC Board and marketing committee meetings as needed
- Participate in quarterly site checks surrounding new hotel properties and attractions

KEY PERFORMANCE INDICATORS:

- Realize \$15.6 million in advertising equivalency
- Secure 550 qualified media placements
- Reach an estimated 455 million potential visitors/circulation

Total PR Investment: \$177,700.00

WEBSITE & SOCIAL MEDIA:

- Increase website traffic
- Increase VMC communication and engagement rate
- Refresh VMC's brand identity to align with target segments

The visitmendocino.com website continues to be our calling card and is continually calibrated for the best appeal. Ambient home page videos are switched out monthly along with an ever-changing array of “Mendo Moments” and “Discover the Magic”, inviting website visitors to stay a while and explore the county.

With the website being our calling card and technology rapidly advancing, VMC staff in collaboration with Agency Xi created a new website that launched Summer 2023. This website is optimized for mobile navigation and includes new plugins that enhance the visitor experience and offer new analytics based on the latest industry standards.

VMC will continue to develop and deploy digital campaigns that build on the successes of past campaigns. Our goal is to drive more traffic to the VMC website and increase outbound referrals to stakeholder and partner websites. The implementation of the lodging booking link on the website has allowed the organization to report direct ROI and B2B conversion. This booking link will continue to be a key element of the new website. VMC staff is working on expanding the Events and Weddings section while working on adding a Deals and Specials page to directly link to lodging stakeholders.

Social media continues to grow as a motivator for travel, spanning all demographics. People look to their friends and family for recommendations on travel destinations - increasingly more often than traditional media and advertising. Our social presence seeks not only to directly engage new potential visitors and remind previous visitors of the destination, but also excite our core visitors to share and spread the word about Mendocino County. To that end, VMC will engage with key content creators via Instagram and Facebook to generate dynamic visual content, to increase overall reach. Social media engagement is the measure of the public shares, likes and comments for VMC's social media efforts. Engagement has historically been a common metric for evaluating social media performance and it is measured on Facebook by shares, likes, comments and followers, and in Instagram by likes, followers, comments, and hashtags and mentions.

Agency Xi and VMC will continue to leverage user-generated photos and videos to run on social media platforms that will highlight iconic Mendocino County experiences. Agency Xi will also assist VMC in getting “Verified Badges” on Instagram and Facebook and continue to build a following on our newly created TikTok account.

SOCIAL MEDIA GOALS:

- Work with local photographers and videographers to boost organic traffic to our social media portfolio
- Integrate a call to action in social media posts
- Continue to increase engagement on all social media channels year-over-year (YOY)
- Increase VMC's social media presence by growing the VMC TikTok account

WEBSITE GOALS:

- Monitor, measure, and analyze website traffic in order to drive visitation
- Increase website engagement and decrease bounce rate

Total Website Development Investment: \$55,200.00

SALES:

- Increase website traffic
- Increase VMC communication and engagement rate
- Refresh VMC's brand identity to align with target segments

Sales play a crucial role in the promotional strategy of VMC, focusing on inspiration and convenience for potential visitors. By emphasizing our proximity to major markets like the SF Bay Area and the Central Valley, from Chico to Stockton, we highlight the ease of travel to our destination and the excitement awaiting upon arrival. Our sales narratives have been instrumental in post-pandemic recovery. Our key sales activities annually are based on the research generated by Visit California, which also adds economic feasibility to participate in VCA's already arranged sales efforts.

We continue to rely on research from Visit CA to define and refine our sales efforts. We also use anecdotal evidence from our hotel partners, regional partners and various tour operators to adjust our sales activities to match the ever-changing market.

For FY 2024/2025 the integrated sales approach will focus on the following:

- Consumer trade shows (all efforts are based on trade show availability)
Meeting people face-to-face at consumer trade exhibitions is the most efficient approach to engage with thousands of potential customers. By distributing branded totes and marketing materials like the visitor guide, we advertise the entire county. We also give advice and respond to inquiries. By presenting larger regional displays at tradeshow in our target markets, we have developed a strong connection with the North Coast Tourism Council (CA's North of Ordinary Region). Giveaways are a major draw for tradeshow attendees, and they are promoted on prominently displayed posters at the booth. Additionally, we've upgraded our booth to offer electronic email sign-ups, which greatly reduces staff data management time and streamlines the entire process. Following the tradeshow, we send an email to individuals who have submitted an email address, welcoming them to our list and encouraging them to experience the website and visit Mendocino County. VMC will attend the SF/Bay Area Travel and Adventure Show in Santa Clara and Bark in the Park, a pet-friendly event in San Jose. VMC will also be represented at the Travel and Adventure show via the North Coast Tourism Council (NCTC).
- Continue development of regional partnerships
Anecdotally, visitors come to the county as part of a regional trip. VMC, therefore, partners and coordinates with convention and visitor bureaus such as San Francisco Travel, Visit Oakland, Visit Sacramento and DMOs in Lake, Humboldt, Del Norte, Sonoma, San Mateo, Marin, Yolo and Napa counties. We also have positive working relationships with Tahoe, Shasta and Monterey counties, who directly compete with us as tourist destinations from our target markets. We work together on promoting the entire Northern CA region through multi-jurisdiction trips and itineraries.

- Provide FAM (familiarization) tours for tour operators/receptives

We make a concerted effort to influence travel professionals by bringing them to Mendocino County in the belief that a visit will prompt them to recommend a county visit to clients. FAM participants can be either domestic or international, and many are recruited and vetted by Visit California. FAM participants can create packages and promotions that include the county.

- Manage the North Coast Tourism Council (NCTC)

Mendocino County benefits from its administration and marketing efforts for the NCTC, one of eight rural regions designated by Visit CA to influence CA travel beyond the gateway cities. The NCTC budget is funded by participating counties with a \$60,000 Visit CA match. VMC's ED is the Treasurer for this regional group, thus increasing Mendocino County's impact and visibility. Mendocino County is consequently able to have a presence at important venues and domestic trade events without impacting the VMC budget. Events include IPW, Go West, RTO (receptive trade organization) and the Visit CA Outlook Forum. Regional itineraries are created, with, for example, El Dorado and Shasta counties. NCTC also has a vibrant web and social media presence that highlights Mendocino County.

- Attend industry events that focus on group sales

Visit Mendocino County is expanding into this market with a new wedding/small group program. The focus is to attract a new segment of visitors to the region, who are interested in hosting weddings or small group events such as corporate meetings, family reunions, or intimate gatherings.

- Contracts between tour and group operators and hotels

The desired result of both domestic and international sales efforts is signed contracts between tour operators and local hotels. We assist by obtaining appropriate leads. Once a contract is established, there is a greater chance of consistent and growing business.

SALES GOALS:

- Consumer Shows - Attend one consumer trade shows at various geographic locations and obtain 500 new leads for our database
- FAMs - Participate in two Visit CA sponsored FAMs
- Group Sales – Attend at least one event and obtain five new groups to County (when appropriate)
- Hotel Contracts – Facilitate the signing of five new contracts
- Sales Missions – Attend one sales mission in partnership with Visit CA

Total sales investment: \$20,790.00

PARTNERSHIPS:

- Increase Mendocino County sales tax receipts over three years
- Increase County investment in tourism products and infrastructure
- Boost the community's support of the tourism industry

While VMC's primary goal is to increase county visitation, a secondary task is to support visitors once they are here. Increased visitor satisfaction will result in repeat visits and encouragement to extend their stays.

We support the various chambers and visitor centers in the county by providing collateral such as wine maps, mini-guides, visitor guides, event guides, and tear-off maps. VMC is also a sponsor of the only California Welcome Center in our county.

Goals for the 2024/2025 fiscal year are:

- VMC will continue to distribute the Visitors Guide and update it to reflect the brand
- Continue distribution of tear-off maps for North Coast, South Coast, Willits and Ukiah and will update based on the new brand guidelines
- Distribute the newly designed Redwood Highway Map created and funded by the NCTC
- Increase the reach of VMC's branding by distributing VMC-branded bags
- Work with the contracted company to install gateway signs throughout the county
- Distribute Visit 128 brochures as part of a four-county promotion of Hwy 128

Total visitor services investment: \$199,000.00

VISITOR SERVICES:

- Increase shoulder season visitation rates
- Increase participation rate in VMC programs

Unique and interesting festivals and events are a key component for the traveler's potential choice of Mendocino County over other destinations. While tourism to the county is robust during certain times of year, there are months it is not. To remedy this, VMC currently sponsors two umbrella festivals per year: Seafood & Sips Mendocino in January/February (formerly known as Crab FEAST) and Harvest Festival Mendocino in November. Building on existing events, rather than developing a totally new concept, will provide an opportunity to boost partner/stakeholder participation.

FY 2024/2025 goals are:

- Expand on the successful Harvest Festival Mendocino and Seafood & Sips Mendocino festivals to include more participants
- Record partner & stakeholder participation in our internal database; update and add contacts and businesses
- Encourage event organizers to work with other "visit" organizations, Chambers of Commerce, Destination Hopland, AVWA, MWI and other promotional organizations to revamp existing events and create new ones that will attract overnight visitation
- Continue to revise stakeholder surveys to extract relevant information such as room nights, consumer spending and relevancy of Festival events

FESTIVAL AND EVENTS EXPENSES ARE PART OF THE VISITOR SERVICES BUDGET.

PARTNERSHIPS:

- 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
- Continue the evaluation and VMC investment in event promotion with an emphasis on shoulder seasons

The Strategic Plan references ways that VMC can work with its partners in businesses throughout the county as to the benefits of the tourism industry and its effects on the local economy. With a larger focus placed on partnerships, partner communication and offerings under the Strategic Plan, the VMC team will continue to keep its finger on the pulse of new tourism-related businesses in the county by personal visits, phone calls, emails, and surveying partner websites, etc. We will also work on the development of new partner resources and expand our array of available offerings.

Goals for 2024/2025 are:

- 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
- Work with partners to develop, promote and strengthen beneficial tourism activities and events
- Continue Hospitality Outreach Program (HOP) visits to properties/stakeholders and updates to VMC's internal database
- Promote the VMC Partners at Work Facebook page
- Attend Chambers of Commerce meetings, city promotional meetings, and events to gain and share ideas, and to show community support
- Partner with other business sectors in Mendocino County to investigate how VMC can play an active role in the development of our communities in their entirety
- Advocate for the development of pro-business county regulations
- Advocate for county investment and development of sustainable tourism infrastructure
- Host biannually Meet & Greets throughout the county

Total partnership investment: \$74,892.00

PERSONNEL, OPERATIONS & ADMINISTRATION:

- Ongoing staff training on website usage and best practices for stakeholder and consumer communications, database usage, office procedures
- Ongoing team and board development
- Review new and up-to-date technologies specifically designed for destination marketing
- Attendance at key travel industry conferences to provide access to industry trends and successful examples of best practices, furthering internal knowledge benefiting the VMC program of work
- Create and distribute quarterly and annual reports
- Create and distribute VMC's annual Marketing Plan
- Executive Director to work with BID Advisory Board on annual BID report for the County of Mendocino Board of Supervisors' approval
- Keep the MendocinoTourism.org website updated with Board and Committee agendas, packets and minutes
- Attend Board and BID Advisory meetings
- Attend County of Mendocino Board of Supervisors meetings as warranted
- Continue forward movement in conversion from the 1989 to the 1994 BID law and corresponding assessment changes

Total personnel, operations, and administrative investment: \$658,234.57

**PROPOSED BUDGET FOR FY 2024/2025 ANNUAL BUDGET
INCLUDING BID ASSESSMENTS, MENDOCINO COUNTY MATCHING FUNDS
AND MISCELLANEOUS INCOME**

INCOME	
MCTC BID Assessment	\$1,500,000.00
County of Mendocino Matching Funds	\$ 0.00
County Administrative Fee	(\$ 45,000.00)
Event Brochure Ads	\$0.00
Interest	\$0.00
Total	\$1,455,000.00
EXPENSES	
Advertising/Media	\$360,000.00
Marketing/Public Relations	\$177,700.00
Website Maintenance & Development	\$55,200.00
Leisure & Group Sales	\$20,790.00
Partnerships	\$74,892.00
Visitor Services	\$199,000.00
Administrative Expenses	\$211,211.00
Personnel	\$658,234.57
Total	\$1,757,027.57
Portion From Unrestricted Reserve	-\$302,027.57
BOTTOM LINE	-\$302,027.57

STAFFING:

- **Executive Director:** Ramon Jimenez
- **Marketing Manager:** Lisa Batson
- **Partner Relations & Communications Manager:** Jamie Peters-Connolly
- **Development Manager:** Jennifer Seward
- **Marketing & Communications Coordinator:** Mckenzie McLain
- **Festival Coordinator:** Janis MacDonald
- **Executive Support Specialist:** Kathy Janes
- **Public Relations:** Koleen Hamblin, KOLI Communications
- **Social Media & Website:** Brendan McGuigan, Agency Xi
- **Accounting:** Shannon Wells, The Office of Maureen Luis

EXECUTIVE BOARD OF DIRECTORS:

- **Chair:** Brett Schlesinger; Food & Beverage
- **Vice Chair:** Christopher “Cab” Boettcher; Large Lodging Operator, Coastal
- **Treasurer:** Kasie Gray; Regional Promotional, Inland
- **Secretary:** Tawny MacMillan; Regional Promotional, Coastal

DIRECTORS:

- Julie Golden; Winery/Winegrower
- Elizabeth Cameron; Arts Organization/Attractions
- Raakesh Patel; Large Lodging Operator, Inland
- Katrina Kessen; At Large, Inland
- Ian Roth; Medium Lodging Operator, Coastal
- Open Seat; At Large – Large Lodging Operator
- Alina Reyes; Small Lodging Operator

APPENDICES:

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: <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Increase Participation Rate in VMC Programs Increase VMC Communication Engagement Rate Boost Community's Support of the Tourism Industry 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Increase Website Traffic Grow the BID Fund 5% Over 3 Years Increase Shoulder Season Visitation Rates 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Increase County Investment in Tourism Products and Infrastructure Increase Mendocino County Sales Tax Receipts Over 3 Years 	<ul style="list-style-type: none"> 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

GLOSSARY:

This glossary is included to explain the 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.
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.
Gen-Z	Generation Z (aka Gen Z), refers to the generation that was born between 1997-2012, following Millennials.
Millennials	The segment of the population born between the early-to-mid 1990s to early 2000s. Also known as Generation Y, they are the children of baby boomers and older Gen Xers.
Gen-X	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 between the early-to-mid 1940s up to about 1964.
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.
Receptives	In effect, “middle men” between tour operators and hotel/lodging owners, chiefly in overseas markets. Receptives obtain contracts with hotels for booking arrangements and offer these to tour operators looking to satisfy tourist demand.
Search Engine Marketing	A marketing tactic using paid advertising services so that interested clients and customers can reach a business quicker and easier while searching online.