



VISIT  
MENDOCINO  
MAGIC IS REAL

**Visit Mendocino County Marketing Plan:  
July 2025 - June 2026**

*Submitted to Mendocino County Tourism Commission & County of Mendocino*

**MARCH 11, 2025**



**VISITMENDOCINO.COM**

# VMC Marketing Plan July 2025 - June 2026

## Executive Summary

Mendocino County Tourism Commission (MCTC) is entering its ninth year as the Destination Marketing Organization (DMO) of record for the County of Mendocino. Over the last five 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.

Through the Resident & Visitor Profile and Perception Study, the Website Influence Study, and our latest Brand Research Survey, we have gained valuable insights into current travel behaviors. These findings are shaping our marketing strategies and informing the development of 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 enhance annual events such as the Harvest Festival Mendocino and Seafood & Sips Mendocino, which have seen great success year after year with the objective of boosting the number of visitors who stay overnight in the county during off-peak seasons.

The organization is committed to welcoming travelers, inspiring them to stay longer and experience the true magic of our region.

Respectfully,



Ramon Jimenez  
Executive Director

# Strategic Plan

This Marketing Plan adheres to the initiatives outlined in our 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 showcases Mendocino County's unique value and its positive impact on local business
  - Develop and update engaging content, including photos, videos, graphics, 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
  - Ensure clear calls-to-action and intuitive navigation to help users easily contact VMC or access relevant resources
  - Utilize analytics tools to track user behavior and make data-driven improvements to the website and advertising campaigns
  - Create targeted landing pages for specific campaigns or promotions to enhance user experience, improve conversion rates, and include clear calls to action

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 2025/2026 Fiscal year, VMC staff will:

- Manage the Visit Mendocino County brand
- Keep all messaging aligned with the brand identity
- 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 improve the new VMC website to enhance user experience and functionality

## **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
- County Maps

Under the direction of the Marketing Committee, the VMC team will produce creative assets for the countywide festivals that are consistent with the 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 and radio commercials as needed)
- Support partners and stakeholders in marketing community events
- 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 update 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
- Continue to update AI implementation on the website to align with evolving technology
- 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 update partners to the booking link as needed
- 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: \$286,000.00**

## **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 2024/2025, VMC's Public Relations team has successfully secured 776 placements in third-party media to date, equating to an advertising value of over \$90.5 million. This success stems from actively engaging with media visitors, providing them with the creative inspiration needed to craft a diverse range of stories that showcase the vast range of tourism opportunities in Mendocino County.

Mendocino County is a top destination for road-trip visitors. The team will continue to amplify Mendocino County's voice presence in key markets to keep our destination top-of-mind for the road-tripper. For the 2025/2026 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, 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 2025/2026 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

## **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 (September)
- Visit California/Los Angeles (TBD)
- Visit California/Media Bootcamp (TBD)
- Visit California/San Francisco (TBD)
- Visit California/In Market Mission (TBD)
- Goal: 3

## 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:
  - ↳ Agility PR Media Tracking Service (VMC contract)
  - ↳ "Releasd" PR Report subscription (VMC contract)
  - ↳ Vocus 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 site checks surrounding new hotel properties and attractions as needed

## 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: \$174,279.92**

## 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.

As our website serves as a primary showcase and technology continues to evolve, VMC collaborates with Agency Xi to ensure it remains updated and secure. This website is optimized for mobile navigation and includes 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 continues to enhance the website by expanding sections and introducing new promotional opportunities, such as the Deals and Specials page, which provides direct links to lodging stakeholders’ offerings.

Social media continues to be a powerful travel motivator across all demographics. Travelers increasingly rely on recommendations from friends and family over traditional media and advertising. VMC’s social media presence aims to directly engage potential visitors, remind past visitors of the destination, and inspire core visitors to share their experiences and spread the word about Mendocino County.

To achieve this, VMC will collaborate with key content creators on Instagram, Facebook and TikTok to produce dynamic visual content and expand overall reach. Social media engagement—measured through shares, likes, comments, and followers—serves as a key metric for evaluating performance. On Facebook, engagement includes shares, likes, comments, and followers, while on Instagram, it is tracked through likes, followers, comments, 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 growing the audience for our newly launched TikTok account organically.

## 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 to drive visitation
- Increase website engagement and decrease bounce rate

**Total Website Development Investment: \$55,980.00**

## 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 utilize research from Visit CA to refine our sales efforts. We also use anecdotal evidence from our hotel partners, regional partners, various tour operators and our latest studies to adjust our sales activities to match the ever-changing market.

For FY 2025/2026 the integrated sales approach will focus on the following:

- Consumer trade shows (all efforts are based on trade show availability)

Engaging face-to-face with potential customers at consumer trade exhibitions is one of the most effective ways to connect with thousands of travelers. By distributing branded totes and marketing materials, such as the visitor guide, we promote the entire county while providing travel advice and answering questions.

Through larger regional displays at tradeshow in key target markets, we have strengthened our partnership with the North Coast Tourism Council (CA's North of Ordinary Region). Giveaways remain a major draw for attendees, highlighted on prominently displayed booth posters. Additionally, we have upgraded our booth with electronic email sign-ups, streamlining the process of increasing our contacts database and significantly reducing staff time spent on data management.

Following the tradeshow, we send a welcome email to individuals who have provided an email address, inviting them to explore our website and experience Mendocino Country. VMC plans to participate in the SF/Bay Area Travel & Adventure Show in Santa Clara and, if feasible, the pet-friendly Bark in the Park event in San Jose. Additionally, VMC will be represented at the Travel & Adventure Show through the North Coast Tourism Council (NCTC).

- Continue development of regional partnerships

Visitors often explore the county as part of a broader regional trip. To support this, VMC collaborates with destination marketing organizations (DMOs) in Lake, Humboldt, Del Norte, Sonoma, Marin, Yolo, and Napa counties. Additionally, we maintain strong relationships with Visit Oakland. By working together, we promote Northern California as a whole, encouraging multi-jurisdiction trips and curated itineraries.

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

We make a concerted effort to influence travel professionals by bringing them to Mendocino County, believing that a firsthand experience will encourage them to recommend it 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 role in administering and marketing the North Coast Tourism Council (NCTC), one of eight rural regions designated by Visit California to promote travel beyond the state's gateway cities. The NCTC budget is supported by participating counties, with Visit California providing matching funds of up to \$60,000. VMC's ED serves as the Treasurer of this regional group, enhancing Mendocino County's influence and visibility. As a result, the county maintains a strong presence at key industry events and domestic trade shows. Additionally, NCTC's dynamic web and social media platforms showcase and promote Mendocino County as a premier travel destination.

- Contracts between tour and group operators and hotels

The goal of both domestic and international sales efforts is to secure signed contracts between tour operators and local hotels. We support this process by identifying and providing relevant leads. Once a contract is in place, it increases the likelihood of steady and expanding business.

## SALES GOALS:

- Consumer Shows—Attend one consumer trade show 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: \$18,790.00**

## 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 chambers and visitor centers in the county by providing collateral such as wine maps, mini-guides, visitor guides, event guides, beer trail maps and tear-off maps.

Goals for the 2025/2026 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
- Distribute the Redwood Highway Map created and funded by the NCTC
- Increase the reach of VMC's branding by distributing VMC-branded bags
- Work with the Paramount Signs 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: \$159,500.00**

## 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 provides an opportunity to boost partner/stakeholder participation.

FY 2025/2026 goals are:

- Build on the success of the Harvest Festival Mendocino and Seafood & Sips Mendocino by increasing participant involvement and supporting the growth of key anchor events
- Encourage event organizers to collaborate with “visit” organizations, Chambers of Commerce, Destination Hopland, AVWA, MWI, and other promotional groups to enhance existing events and develop new ones that drive overnight visitation

## **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 outlines how VMC can collaborate with businesses across the county to highlight the benefits of tourism and its impact on the local economy. With an increased focus on partnerships, communication, and partner offerings, the VMC team will stay informed about new tourism-related businesses through personal visits, phone calls, emails, and online research. Additionally, we will develop new partner resources and expand our range of available offerings.

Goals for 2025/2026 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 biannual Meet & Greets throughout the county

**Total partnership investment: \$60,610.00**

### **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 operations and administrative expenses: \$220,661.00**

**Total personnel investment: \$579,165.57**

**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
<b>Total</b>	<b>\$1,164,000.00</b>
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
<b>Total</b>	<b>\$1,554,986.49</b>
Portion From Unrestricted Reserve	-\$390,986.49
<b>BOTTOM LINE</b>	<b>-\$390,986.49</b>

## 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
- Open Seat; At Large
- 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
<p>A diversified and thriving economy supported by our community, offering enriching experiences for our guests.</p>	<p>Visit Mendocino County stewards and amplifies the total Mendocino County experience</p>	<p>In order to support our stakeholders, generate economic activity for county residents through tourism, and inspire our visitors, Visit Mendocino County:</p> <ul style="list-style-type: none"> <li>Markets the Mendocino County experience to key regional and domestic markets</li> <li>Creates, develops, and manages brand awareness for the county.</li> <li>Connects people and organizations to opportunities.</li> <li>Provides tourism resources and information to in-county partners.</li> <li>Optimizes return on investment through responsible fiscal management</li> </ul>	<p><b>Transparency:</b> We foster trust through openness and integrity.  <b>Accountability:</b> We are outcome-oriented and professional.  <b>Partnership:</b> We create alignment through inclusive and meaningful relationships.  <b>Community:</b> We contribute to the fabric of Mendocino County.  <b>Innovation:</b> Our creativity reflects the uniqueness of our cultures and landscapes.</p>	<p><b>Leader:</b> We motivate and facilitate the tourism community.  <b>Accessible:</b> We welcome—and are responsive to—input from community members and stakeholders  <b>Collaborative:</b> We actively seek engagement and collaboration with our stakeholders and partners.  <b>Bold:</b> We deliver on smart, effective, and forward-thinking ideas.</p>
Imperatives		Objectives	Initiatives	
<p><b>Optimize and demonstrate our impact through relationships and collaborations</b></p>		<ul style="list-style-type: none"> <li>Increase Participation Rate in VMC Programs</li> <li>Increase VMC Communication Engagement Rate</li> <li>Boost Community's Support of the Tourism Industry</li> </ul>	<ul style="list-style-type: none"> <li>Create a campaign to promote the value of VMC in driving positive results to local businesses</li> <li>Perform a needs assessment of our stakeholders and partners</li> <li>Enhance VMC's portfolio of stakeholder offerings and resources</li> </ul>	
<p><b>Raise visitor awareness of Mendocino County and strengthen tourism's contribution to County vitality</b></p>		<ul style="list-style-type: none"> <li>Increase Website Traffic</li> <li>Grow the BID Fund 5% Over 3 Years</li> <li>Increase Shoulder Season Visitation Rates</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate and diversify visitor target market segments and competitive set</li> <li>Refresh our brand identity to align with target segments and competitive advantage</li> <li>Create process and framework for the evaluation and investment in event promotion with an emphasis on shoulder seasons</li> </ul>	
<p><b>Steward and Advocate for the Mendocino County Experience</b></p>		<ul style="list-style-type: none"> <li>Increase County Investment in Tourism Products and Infrastructure</li> <li>Increase Mendocino County Sales Tax Receipts Over 3 Years</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for the development of pro-business county regulations</li> <li>Advocate for County investment and development of sustainable tourism infrastructure</li> <li>Align destination development activities to Visit California's Stewardship Objectives</li> </ul>	

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

## 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.

<b>Advertising Equivalency</b>	This dollar figure represents the amount of money it would take to purchase the equivalent in advertising space in a print publication or digital equivalent. The VMC PR team uses a 1:1 ratio unlike many PR firms who use a multiplier to boost numbers.
<b>Media Placement</b>	A story (print or digital) about an aspect of Mendocino County that arises from PR efforts.
<b>Media Mission</b>	A trip by the PR team to a particular market, e.g., Vancouver BC, to meet local journalists and writers and inspire visitation to, and coverage of, Mendocino County.
<b>Releases</b>	This can either refer to a press release or a “hot sheet,” which is distributed to the press and highlights new and upcoming businesses and openings in the county.
<b>FAM</b>	Familiarization tour or trip. Media FAMs involve members of the media who are vetted by the PR team prior to a visit. Sales FAMs apply to tour group operators who are visiting the county with the aim of including Mendocino in tour packages.
<b>Gen-Z</b>	Generation Z (aka Gen Z), refers to the generation that was born between 1997-2012, following Millennials.
<b>Millennials</b>	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.
<b>Gen-X</b>	The population segment born between the early-to-mid 1960s and ending birth years ranging from the late 1970s to early 1980s. Children of the Baby Boomers.
<b>Baby Boomers</b>	Those born between the early-to-mid 1940s up to about 1964.
<b>Google Analytics</b>	A reporting tool provided by Google that can be used to analyze traffic, ad words, digital marketing campaigns, demographics, etc. for VisitMendocino.com.
<b>Receptives</b>	In effect, “middle men” between tour operators and hotel/lodging owners, chiefly in overseas markets. Receptives obtain contracts with hotels for booking arrangements and offer these to tour operators looking to satisfy tourist demand.
<b>Search Engine Marketing</b>	A marketing tactic using paid advertising services so that interested clients and customers can reach a business quicker and easier while searching online.