

Mendocino County Tourism Commission, Inc.
DBA: Visit Mendocino County
Annual Report:
Fiscal Year: 2024-2025

Submitted to Mendocino County Tourism Commission & County of Mendocino

March 9, 2026

Executive Summary:

The 2024–2025 fiscal year remained stable for Visit Mendocino County (VMC) year over year, despite being the organization’s first year operating without financial support from the County of Mendocino. Although Business Improvement District (BID) collections declined slightly by 2.2%, this decrease was mitigated through the successful implementation of strategic marketing initiatives designed to strengthen Mendocino County’s position as a travel destination.

With continued strong interest in domestic travel, VMC capitalized on this momentum to reinforce the county’s appeal as a premier Northern California road trip destination. The successful launch of the “Magic Is Real” rebrand and content-driven website enabled VMC to maximize marketing investments through targeted digital campaigns focused on key drive markets.

Public relations efforts, combined with collaborations with Visit California, supported large-scale media hosting and resulted in coverage across high-profile outlets including Travel + Leisure, Forbes, Condé Nast Traveler, and the Los Angeles Times. VMC hosted a total of 36 media representatives through our familiarization trip program. Together, these initiatives contributed to a 52.62% year-over-year increase in website traffic.

Despite short-term year-over-year fluctuations in BID collections, overall revenue has increased by 38.2% compared to pre-strategic plan levels. The loss of county matching funds has accelerated efforts to restructure the BID to ensure long-term financial stability. Continued focus is needed to grow shoulder-season visitation and address recent declines in collections. Sustained stakeholder engagement and strategic investment in infrastructure remain essential to supporting long-term tourism growth.

While the discontinuation of Mendocino County’s BID matching funds remains a challenge, VMC’s commitment to transparency, innovation, and collaboration ensures its resilience. By promoting the county’s natural beauty, cultural heritage, and unique attractions, the organization remains steadfast in its mission to inspire visitors and support the local economy.

The future of VMC is bright thanks to its dedicated team, strong community partnerships, and a clear vision for sustainable growth. Together, we can continue to showcase Mendocino County’s unparalleled charm while contributing to the well-being of our residents and the vitality of our local economy.

Thank you for the privilege of promoting our extraordinary destination.

Respectfully,



Ramon Jimenez
Director of Operations

Strategic Plan

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

Vision:

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

Mission:

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

Values:

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

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

The PR team (Koli Communications, ED, PRCM, MM, and DM) communicates with partners and stakeholders on a monthly basis to share media coverage and updates. The team also invites partners and stakeholders to submit content and information to VMC for distribution through press releases and submissions to Visit California.

The ED serves as Vice Chair and Treasurer of the North Coast Tourism Council and attends board meetings with Visit Redwoods (Humboldt), the Lake County Tourism Improvement

District, and Visit Del Norte County. The ED also serves on the Visit California (VCA) Rural Regional Committee, collaborating closely with its members. This partnership significantly enhances VMC's visibility and reputation, as VMC is frequently highlighted in Visit California presentations as an example of best practices for Destination Marketing Organizations (DMOs).

VMC staff currently serve on the following boards or regularly provide reports at their meetings: the North Coast Tourism Council, Visit Fort Bragg, Anderson Valley Winegrowers, Mendocino Coast Botanical Gardens, the Point Arena Merchants Association, Destination Hopland, Friends of the Mendocino County Museum, the Mendocino College Foundation, and the Cleaner California Coast initiative in partnership with Sonoma and Marin Counties.

VMC staff also collaborated with a variety of event organizers and local organizations, including the Mendocino Music Festival, Mendocino Film Festival, MendoParks, Mendocino Coast Clinics, Mendocino County Museum, Visit California Welcome Center, Mendocino Art Center, Mendocino Winegrowers, and the Mendocino Coast Healthcare Foundation, among others.

- **OBJECTIVE: Increase participation rate in VMC Programs**
 - VMC's Festival Coordinator, Janis MacDonald, is actively expanding VMC's umbrella festivals, Harvest Mendocino and Seafood & Sips, and developing new event offerings as partners show increased interest in growing events.
 - The VMC team continued to meet one-on-one with partners and stakeholders as frequently as possible through the Hospitality Outreach Program, allowing the team to introduce programs and initiatives directly. These meetings have been especially effective in attracting business participation in VMC-sponsored festivals.
 - The PR team continued to highlight the outdoor appeal of Mendocino County, using strategic angles to reach a wider range of consumers in target markets and encourage stakeholder participation.

- **OBJECTIVE: Increase VMC Communication Engagement Rate**
 - VMC's extensive consumer email list grew from 39,265 to 39,781 (time of writing), reflecting a 1.31% increase YoY. The team also continued its email campaign program and sent a total of 37 marketing emails during the fiscal year, with an average frequency of 3 emails monthly.
 - The organization used the results from our Brand Research Study to to grow in target markets – Sacramento, Bay Area and Los Angeles. For FY 24/25, the highest volume of website traffic came from the following cities: San Jose, San Francisco, Los Angeles, Sacramento, and Oakland.

- **OBJECTIVE: Boost community's support of the tourism industry**

- VMC collaborated with Travel Analytics Group (TAG) to develop a Resident & Visitor Profile and Perception Study, gathering community feedback on the organization's performance, effectiveness, and areas for improvement. This study aimed to understand community perspectives and needs related to tourism in Mendocino County. VMC values community input and continues to address these needs through its programs, while also leveraging the study's findings to enhance its marketing efforts.
- **INITIATIVE: Create a campaign to promote the value of VMC in driving positive results to local businesses**
 - The VMC rebrand and new website have enabled the “Magic Is Real” campaign to effectively promote the county through social media, programmatic advertising, and collateral distribution throughout Northern California. These efforts have been strengthened by our public relations initiatives and monthly press releases, which have helped attract and host media.
- **INITIATIVE: Perform a needs assessment of our stakeholders and partners**
 - This initiative has been addressed by the team and with the results of the community and visitor perspective studies by TAG, the team addresses each region based on their respective needs. Staff have also continued this effort through one-on-one meetings with lodging operators and tourism-facing businesses.
- **INITIATIVE: Enhance VMC’s portfolio of stakeholder offerings and resources**
 - As addressed above, the organization strives to continue to address this initiative as part of daily organizational development.

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

The organization continues to use a two-pronged approach to direct marketing. The first focuses on building brand awareness, keeping Mendocino County top of mind for both potential and returning visitors (see the next dataset for additional details). The second promotes tourism-facing events to increase shoulder-season visitation and support Business Improvement District (BID) collections.

Public relations (PR) plays a critical role in driving visitor awareness. The PR team carefully develops annual communication strategies to align with and strengthen direct marketing efforts. During the fiscal year, the team exceeded its goals ahead of schedule, driven by an exceptional level of media attention.

By leveraging emerging travel trends, crafting unique story angles, and targeting media outlets with broad reach and access to multiple publications, our PR approach successfully expanded VMC’s media coverage and visibility. Welcoming media to experience Mendocino County

firsthand not only strengthens the county’s reputation as a travel destination but also supports its economic development. In FY 24/25 VMC hosted 36 media guests through our familiarization program.

The PR team successfully secured a series of high-profile features throughout the year in leading publications and media outlets, including Travel + Leisure, Forbes, Condé Nast Traveler, the Los Angeles Times, MSN, Yahoo!, Thrillist, AAA, AARP, Men’s Journal, 7x7, SFGate, the Mercury News, the Associated Press, the Daily Mail, Budget Travel, KTLA 5, KTVU 2, ABC 10, NBC Bay Area, NBC Los Angeles, NBC San Diego, and Visit California. The data below highlights the PR team’s direct impressions, advertising equivalency, and familiarization program results for the year.

COVERAGE	2024/2025 GOAL	2024/25 TOTAL	2023/24 TOTAL
Placements	550	1,526	550
Impressions	455 Million	7.4 Billion	1.26 Billion
Advertising Equivalency	\$15.6 Million	174 Million	352.1 Million

MEDIA RELEASES	GOAL	TOTAL
	11	11

2024-2025 Familiarization Trips (FAMs)

Date Visited	Media Guest(s)	Outlet(s)
Aug 8 - 10, 2024	Allie Conti	Thrillist
Aug 11 - 13, 2024	Georgeanne Brennan	Bay Area News Group
Aug 28 - 30, 2024	Gabe Saglie	Various NBC TV Outlets
Sep 14 - 18, 2024	Manuel Recabbaren	VCA / Travel + Leisure Español
Oct 9 - 11, 2024	Jeremy Austin & Angela Villa	Influencers
Oct 19 - 20, 2024	Whitney Phaneuf	VIA Magazine
Oct 25 - 27, 2024	Visit CA - Multi Countries	Writers from France, UK, Mexico, Australia, Canada
Oct 25 - 28, 2024	Kristin Conard	7 x 7, Islands.com
Oct 29 - Nov 1, 2024	Stephane Cugnier	Ouest France
Nov 16 - 17, 2024	Gerevini / Alidays / Italian Travel Agents	Ten various Italian travel agencies
Nov 20 - 23, 2024	Maria Ponomaryova (partnered with NH)	Influencer
Dec 5 - 6, 2024	Laura Stec	Freelance - The Food Party Column/Bay Area
Dec 10 - 13, 2024	Annette White	Freelance - Bucketlistjourney.net
Jan 30 - Feb 1, 2025	Diane Worthington / CCCO-Pro Judge	Freelance - Article on MSN for F&B
Jan 30 - Feb 1, 2025	Garrett Ramirez / CCCO -Pro Judge	Freelance - Bay Area
Jan 30 - Feb 1, 2025	Shoshi Parks / CCCO-Pro Judge	7 x 7
Feb 7 - 8, 2025	VCA / James March	Freelance - UK Outlet
Mar 9 - 12, 2025	Donna Berry Glass	House of Coco
Mar 18 - 24, 2025	Lauren Mowery / Paul Caputo	Forbes, Decanter, Food & Wine
Apr 1 - 4, 2025	Alex Khachigian	Influencer
May 3 - 5, 2025	VCA / Tee George	Influencer
May 17 - 18, 2025	VCA - Mexico	3 Influencers, 1 Journalist
May 27 - 28, 2025	Jordan Reid	Influencer - Discover CA
Jun 20 - 22, 2025	Kim Westerman	Forbes

- **OBJECTIVE: Increase website traffic**

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

- 24/25 visitors have increased 52.62% from the previous FY 23/24 (444,136 vs 677,853)

- San Jose is the top city visiting the website (46.2k) followed by San Francisco (34.3k), Los Angeles (33.8k), Sacramento (31.6k) and Oakland (17.5k)
- Top content includes 4 Magical Spots to Explore the Redwoods (15.75%), Harvest Mendocino (3.27%), Holidays in Mendocino (2.72%), Seafood and Sips (2.56%), and Events(2.37%)

Social Media Results YOY FY 2022/2023 vs FY 2023/2024					
FACEBOOK			INSTAGRAM		
	FY 2023/2024	FY 2024/2025		FY 2023/2024	FY 2024/2025
Impressions	32,763,714 Total (31,558,396 Paid / 1,205,318 Organic+Viral)	32,618,723 Total (30,891,472 Paid / 1,727,251 Organic+Viral)	Impressions	1,724,454	4,690,800
Engagement	496,212	767,550	Likes Received	47,496	51,083
Link Clicks	435,390	457,870	Comments	558	572
Posts	112	100	Posts	236	107
Impressions/Post	292,533	326,187	Likes/Post	201	394
Engagement/Post	4,430	7,676	Comments/Post	2.3	5
Fan Base	64,212	65,818	Followers	39,865	42,312

Social media plays a crucial role in driving traffic to www.visitmendocino.com, not only by increasing website visitors but also by enhancing brand awareness. The dataset provided outlines year-over-year (YoY) metrics. The total impressions include paid, organic, and viral impressions, but impressions per post are calculated based on organic and viral impressions to ensure accuracy. Over the year, Facebook's fan base grew by 2.5%, while Instagram followers increased by 6.14%. Facebook impressions remained stable, whereas Instagram impressions rose by 172%. Engagement on Facebook increased by 54.68% YoY, and Instagram likes grew by 7.55%.

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

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

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

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

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

- The Mendocino County Treasurer-Tax Collector's Office released its annual TOT/BID collections report, revealing a 2.23% decline in revenue from lodging businesses between 2023/24 and 2024/25. However, since 2019/20, the year prior to the implementation of the strategic plan, BID collections have increased by 38.2% when compared to 2024/25.

BookDirect Referrals	
OUTBOUND REFERRALS 2024/2025	
July 2024 - June 2025	
Total	
Month	12,860
July	2,132
August	1,149
September	874
October	574
November	717
December	652
January	855
February	860
March	870
April	1,254
May	1,455
June	1,468

The implementation of the Simpleview lodging booking system on www.visitmendocino.com enables potential visitors to make lodging reservations directly through the VMC website. Although it is not possible to track the exact number of bookings made through the platform, the system directed 12,860 potential visitors to the "book now" button on stakeholder web reservation systems. In 2023/24, 15,567 potential visitors were referred through the system, representing a 17.39% year-over-year decrease. The referral decrease is greater than the BID decrease

- **OBJECTIVE: Increase shoulder season visitation rates**
 - According to the Treasurer-Tax Collector's TOT/BID report, Q2 and Q3 BID collections declined by 3.62% year-over-year but have increased by 10.75% compared to 2019/2020, the year before the strategic plan was implemented.
 - **INITIATIVE: Evaluate and diversify visitor target market segment and competitive set**
 - In 2024, we conducted a Brand Research Survey in targeted markets to evaluate overall sentiment and refine our approach accordingly. These studies have helped increase website traffic from major cities, including San Jose, San Francisco, Los Angeles, Sacramento, and Oakland.
 - **INITIATIVE: Refresh our brand identity to align with target segments and competitive advantage.**
 - In the second year of the VMC rebrand and new website, overall website traffic increased by 52.62% (from 444,136 to 677,853). This growth is due in part to new website content, themed landing pages and listicles, public relations efforts, and targeted direct marketing focused on drive markets, as well as the use of new photo and video visuals to maximize our investment.
 - **INITIATIVE: Create process and framework for the evaluation and investment in event promotion with an emphasis on shoulder season.**
 - VMC created a successful Event Grant program for nonprofit organizations hosting tourism-focused events, which saw strong participation during the two years it was in effect. Due to funding limitations, the program has been paused, though we hope to reinstate it in the future. In the meantime, we continue to work directly with event organizers and successfully promote their events. This investment, with a focus on the shoulder season, has enabled VMC to collaborate with nonprofits and attract visitors to the county through new events and offerings.

IMPERATIVE: Steward and advocate for the Mendocino County Experience

As a steward and advocate for the Mendocino County experience, VMC is dedicated to promoting the region's natural beauty, cultural heritage, and unique character. This commitment involves encouraging environmental protection and supporting sustainable practices that benefit the local community and economy. It also includes highlighting the wide range of activities, events, and attractions that Mendocino County offers to both visitors and residents. By focusing on the county's natural assets, rich history, and welcoming community, VMC aims to create memorable and authentic experiences that inspire visitors to return and instill pride among residents. Through this stewardship and advocacy, we can ensure that Mendocino County continues to thrive and grow in ways that benefit everyone.

- **OBJECTIVE: Increase County investment in Tourism products and infrastructure**
 - Previously, Mendocino County provided a 50% match for Business Improvement District (BID) collections. However, due to the county's fiscal challenges, this matching funding for tourism promotion was discontinued. In response, the Board of Directors (BoD) directed VMC to consult with Civitas Advisors to explore potential strategies for long-term funding stability. At this time, VMC is collaborating with Civitas Advisors and lodging owners to update the Business Improvement District structure.

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

Mendocino County

Direct Tax Revenue

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	% Chg. 23-24
Direct Tax Revenue (\$Millions)												
Local*	16.2	17.5	18.5	20.1	22.3	24.3	19.6	27.7	28.0	25.7	25.8	0.5%
State**	19.5	19.5	20.3	20.9	20.5	22.2	14.7	21.4	22.6	22.1	22.7	2.9%
Total	35.7	37.0	38.8	41.0	42.7	46.4	34.3	49.1	50.6	47.8	48.5	1.6%
Local Tax Revenue Detail (\$Millions)												
Business/Employees	5.7	5.8	6.3	6.6	6.7	7.3	7.2	8.8	8.3	6.6	6.7	0.7%
Visitor	10.6	11.6	12.2	13.5	15.6	17.0	12.4	18.9	19.7	19.1	19.2	0.4%
Total	16.2	17.5	18.5	20.1	22.3	24.3	19.6	27.7	28.0	25.7	25.8	0.5%
State Tax Revenue Detail (\$Millions)												
Business/Employees	5.8	5.9	6.3	6.3	5.3	5.8	5.5	6.7	6.6	5.8	5.9	2.4%
Visitor	13.7	13.6	14.0	14.6	15.2	16.4	9.1	14.6	16.0	16.3	16.8	3.0%
Total	19.5	19.5	20.3	20.9	20.5	22.2	14.7	21.4	22.6	22.1	22.7	2.9%

The table above shows a side-by-side analysis of direct visitor spending and tax receipts generated by visitor spending for both California and Mendocino County. These figures are taken from the [Economic Impact of Travel in California 2011-2024p](#) report, commissioned by Visit California.

- Visit Mendocino County aims to boost the county's sales tax revenue as part of its strategic plan. In 2019, the county generated \$24.3 million in sales tax receipts. This figure fell to \$19.6 million in 2020 due to the COVID-19 pandemic's impact on businesses and consumer spending. Sales tax receipts in 2024 were at \$25.8 million, an increase of 6.17% since 2019 and an increase of 0.5% from 2023 to 2024.

- **INITIATIVE: Advocate for the development of pro-business county regulations**
 - Mendocino County staff and the Board of Directors have been collaborating with VMC and Civitas Advisors to transition from the 1989 BID law to the 1994 BID law, alongside an increase in the assessment rate from 1% to 2%. This updated assessment is essential to compensate for the absence of the County of Mendocino's 50% funding match and to sustain the generation of tourism revenue for Mendocino County's business partners, stakeholders, as well as the sales tax receipts of the county and its incorporated cities.

- **INITIATIVE: Advocate for County investment and development of sustainable tourism infrastructure**
 - The organization will collaborate with the BID Advisory Board to identify infrastructure projects and include their recommendations in this report going forward. This approach will enable the Board of Supervisors (BoS) to review and better understand the long-term sustainability goals and needs of Mendocino County's tourism community and visitors.

- **INITIATIVE: Align destination development activities to Visit California's Stewardship objectives**
 - As the organization continues to promote the Mendocino County brand, its strategic plan prioritizes aligning with Visit California's Destination Stewardship and Sustainable Travel Plan. This commitment is emphasized by staff, committees, and the Board of Directors (BoD). The plan outlines five key focus areas to guide all Visit Mendocino County (VMC) programs:
 - **Expand:** Implement sustainable practices across the Mendocino County tourism industry.
 - **Encourage:** Foster responsible tourism among visitors.
 - **Develop:** Create strategies to influence and manage visitation patterns.
 - **Infuse:** Embed stewardship ethics into the Mendocino County brand.
 - **Amplify:** Strengthen residents' sense of pride in Mendocino County.
 - VMC has partnered with Marin and Sonoma Counties and the Leave No Trace organization to develop a multi-jurisdictional program focused on preserving the California coastline through the Cleaner California Coast initiative. VMC has also collaborated with MendoParks on park messaging that encourages responsible travel. Through our shoulder-season events, Harvest Mendocino and Seafood & Sips, VMC works with nonprofits and tourism-facing organizations to support sustainable tourism and community engagement.

Appendix 1:

Visit Mendocino County

2021–2023 Strategic Plan



Vision	Mission	Position	Values	Reputation
A diversified and thriving economy supported by our community, offering enriching experiences for our guests.	Visit Mendocino County stewards and amplifies the total Mendocino County experience	In order to support our stakeholders, generate economic activity for county residents through tourism, and inspire our visitors, Visit Mendocino County: <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 	<p>Transparency: We foster trust through openness and integrity.</p> <p>Accountability: We are outcome-oriented and professional.</p> <p>Partnership: We create alignment through inclusive and meaningful relationships.</p> <p>Community: We contribute to the fabric of Mendocino County.</p> <p>Innovation: Our creativity reflects the uniqueness of our cultures and landscapes.</p>	<p>Leader: We motivate and facilitate the tourism community.</p> <p>Accessible: We welcome—and are responsive to—input from community members and stakeholders</p> <p>Collaborative: We actively seek engagement and collaboration with our stakeholders and partners.</p> <p>Bold: We deliver on smart, effective, and forward-thinking ideas.</p>
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

Appendix 2:

Statement of Financial Position
 Visit Mendocino County
 As of June 30, 2025

DISTRIBUTION ACCOUNT	TOTAL
Assets	
Current Assets	
Bank Accounts	
1005 SBMC Checking	158,162.34
1010 SBMC Contingency/Savings	501,048.52
1030 Cash drawer	100.00
Total for Bank Accounts	\$659,310.86
Accounts Receivable	
1100 Accounts Receivable	284,300.68
Total for Accounts Receivable	\$284,300.68
Other Current Assets	
1230 Prepaid Expenses	8,576.78
1250 Refundable Deposits	1,800.00
1270 Receivable Other	0.00
1290 Loan to Employee	0.00
Undeposited Funds	0.00
Total for Other Current Assets	\$10,376.78
Total for Current Assets	\$953,988.32
Fixed Assets	
1200 MCLA Assets transferred to VMC (deleted)	
1510 Furniture and Equipment	50,080.43
1600 Accumulated Depreciation	-37,315.01
Total for Fixed Assets	\$12,765.42
Other Assets	
1700 Website Development	0.00
1750 Accumulated Amortization	0.00
Total for Other Assets	\$0.00
Total for Assets	\$966,753.74
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 Accounts Payable	19,245.80
Total for Accounts Payable	\$19,245.80
Credit Cards	
2110 Chase card 5613 (deleted)	0.00
Ramp Card	4,928.32
Total for Credit Cards	\$4,928.32
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	\$0.00
2210 Federal Taxes (941/944)	0.00
2220 CA PIT / SDI	0.00
2230 CA SUI / ETT	0.00
2240 FUTA Payable	17.47
2270 Accrued Payroll	16,702.88
2275 Accrued PTO	10,665.04
2280 Health Insurance Payable	0.00
2290 Direct Deposit Liabilities	0.00
401(k) Contribution	0.03
Federal Payroll Tax Payable	0.00
State Payroll Tax Payable	0.00
SUI & ETT Payable	0.00
Total for Payroll Liabilities	\$27,385.42
Total for Other Current Liabilities	\$28,500.42
Total for Current Liabilities	\$52,674.54
Total for Liabilities	\$52,674.54
Equity	
3100 Contingency-Restricted	187,622.35
Opening Bal Equity	0.00
3900 Unrestricted Net Assets (RE)	1,039,404.46
Net Income	-312,947.61
Total for Equity	\$914,079.20
Total for Liabilities and Equity	\$966,753.74

Appendix 3:
Mendocino County
Direct Spending Detail

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	% Chg. 23-24
Direct Travel Spending (\$Millions)												
Visitor	365.9	384.3	421.8	451.6	435.2	466.8	294.1	464.5	513.0	509.0	517.7	1.7%
Other travel*	16.2	14.4	12.8	14.4	16.5	17.2	5.8	11.5	17.2	16.8	16.3	-2.7%
Total	382.1	398.7	434.6	465.9	451.7	484.0	299.8	476.0	530.2	525.8	534.1	1.6%
Visitor Spending by Type of Traveler Accommodation (\$Millions)												
Hotel, Motel, STVR	214.6	233.7	267.2	289.3	267.4	286.3	188.6	295.1	297.4	292.2	300.1	2.7%
Hotel, Motel	NA	NA	NA	NA	NA	NA	NA	177.4	186.9	176.9	182.1	3.0%
STVR**	NA	NA	NA	NA	NA	NA	NA	117.7	110.5	115.3	118.0	2.3%
Campground	40.8	41.5	41.9	44.0	46.2	49.8	41.8	54.1	70.6	70.1	69.5	-0.9%
Private Home (VFR)	46.6	43.6	44.1	46.8	49.0	54.2	17.8	58.8	63.3	64.4	65.1	1.0%
Seasonal Home	13.7	14.1	14.4	15.2	16.6	17.0	28.1	25.2	31.7	32.5	32.8	1.0%
Day Travel	50.2	51.4	54.1	56.2	56.1	59.5	17.7	31.2	49.9	49.8	50.3	1.0%
Total	151.3	150.6	154.6	162.2	167.8	180.5	105.4	464.5	513.0	509.0	517.7	1.7%
Visitor Spending by Commodity Purchased (\$Millions)												
Accommodations	93.9	104.2	121.4	130.6	123.0	134.3	109.2	166.2	171.9	164.8	164.2	-0.3%
Food Service	106.9	114.8	127.7	136.4	130.1	139.0	80.2	120.9	135.8	139.9	146.9	5.0%
Food Stores	21.4	22.4	23.0	23.3	22.8	24.1	16.2	34.1	38.7	40.6	41.2	1.4%
Arts, Ent. & Rec.	54.3	56.9	61.9	64.5	60.4	62.8	35.1	58.8	61.3	62.7	66.2	5.5%
Retail Sales	42.7	42.1	45.5	49.6	48.9	53.2	28.4	44.7	49.5	49.1	48.4	-1.5%
Visitor Air	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA
Local Tran. & Gas	46.8	43.8	42.2	47.1	50.0	53.4	25.0	39.8	55.8	51.8	50.8	-1.9%
Total	365.9	384.3	421.8	451.6	435.2	466.8	294.1	464.5	513.0	509.0	517.7	1.7%
Direct Earnings (\$Millions)												
Accom. & Food Serv.	120.7	129.0	149.2	162.1	161.8	177.8	136.6	170.6	186.3	203.3	212.8	4.7%
Arts, Ent. & Rec.	36.9	34.4	35.6	37.8	26.5	28.4	15.9	18.5	24.7	26.1	27.3	4.8%
Retail*	9.9	10.2	11.1	11.6	11.3	12.0	12.5	13.8	14.5	15.1	14.8	-2.6%
Ground Trans.	4.2	4.6	5.4	6.4	8.4	9.3	3.6	3.5	3.6	3.7	4.1	11.9%
Visitor Air	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA
Other travel**	0.8	0.9	1.0	1.1	1.2	1.2	1.0	1.1	1.5	2.0	2.0	1.4%
Total	172.5	179.1	202.3	219.0	209.1	228.6	169.5	207.6	230.6	250.2	260.9	4.3%
Direct Employment (Jobs)												
Accom. & Food Serv.	3,570	3,560	3,880	4,120	3,920	4,160	3,210	3,620	3,900	3,960	3,970	0.3%
Arts, Ent. & Rec.	2,670	2,480	2,680	2,590	1,740	1,700	860	960	1,290	1,420	1,350	-4.9%
Retail*	310	310	320	330	310	320	310	320	320	320	310	-3.1%
Ground Trans.	110	120	130	140	160	190	170	160	190	200	220	10.0%
Visitor Air	0	0	0	0	0	0	0	0	0	0	0	NA
Other travel**	30	30	30	30	30	30	20	30	30	30	30	0.0%
Total	6,690	6,500	7,040	7,210	6,160	6,400	4,570	5,090	5,730	5,930	5,880	-0.8%
Direct Tax Revenue (\$Millions)												
Local*	16.2	17.5	18.5	20.1	22.3	24.3	19.6	27.7	28.0	25.7	25.8	0.5%
State**	19.5	19.5	20.3	20.9	20.5	22.2	14.7	21.4	22.6	22.1	22.7	2.9%
Total	35.7	37.0	38.8	41.0	42.7	46.4	34.3	49.1	50.6	47.8	48.5	1.6%
Local Tax Revenue Detail (\$Millions)												
Business/Employees	5.7	5.8	6.3	6.6	6.7	7.3	7.2	8.8	8.3	6.6	6.7	0.7%
Visitor	10.6	11.6	12.2	13.5	15.6	17.0	12.4	18.9	19.7	19.1	19.2	0.4%
Total	16.2	17.5	18.5	20.1	22.3	24.3	19.6	27.7	28.0	25.7	25.8	0.5%
State Tax Revenue Detail (\$Millions)												
Business/Employees	5.8	5.9	6.3	6.3	5.3	5.8	5.5	6.7	6.6	5.8	5.9	2.4%
Visitor	13.7	13.6	14.0	14.6	15.2	16.4	9.1	14.6	16.0	16.3	16.8	3.0%
Total	19.5	19.5	20.3	20.9	20.5	22.2	14.7	21.4	22.6	22.1	22.7	2.9%

Appendix 4:

Glossary of Terms

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

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