

## **Mendocino County Lodging Business Improvement District 2022-2023 Annual Report**

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

Coast Rep: John Dixon, **Vice Chair**, Glendeven Inn & Lodge

Coast Rep: Jon Glidewell, Beachcomber Hotel Group

Inland Rep: Marcus Magdaleno, **Chair**, The Boonville Hotel

Inland Rep: (Available)

Submitted to the County of Mendocino

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## **I. Overview**

Chapter 5.140.210 to Title 5 of the Mendocino County Code requires that an Annual Report of the Mendocino County Business Improvement District (BID) be prepared and presented to the Board of Supervisors by the BID Advisory Board approximately ninety (90) days before the start of each new fiscal year (FY) in which assessments will be collected. This FY 2022-2023 BID Annual Report conforms to the requirements outlined in Section 5.140.220 of the County Code and provides the following:

- An introduction to the role of lodging and tourism in Mendocino County.
- An update to the overview of the BID oversight and accomplishments as detailed in the FY 2021-2022 Annual Report.
- A proposed FY 2022-2023 MCTC Budget
- A review of the BID Advisory Board's recommendations to Mendocino County Tourism Commission (MCTC) for FY 2021-2022 and recommendations to the County of Mendocino (COM) for consideration and approval by the Board of Supervisors (BoS).
- Recommendations to MCTC and the COM for FY 2022-2023

## **II. Introduction and update of BID History**

### **a. Impact of BID on the Lodging and Tourism Industry**

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

- In 2020 the most recent year for which complete baseline information is available, total direct travel spending in the county decreased 41.2% to \$284.8 million dollars. While there was a drastic reduction of 28.2% in tourism related employment, tourism remains a notable employer within the county with the industry supporting 4,590 jobs and generating earnings of more than \$170 million dollars.

Mendocino County, its incorporated cities and taxpayers have a direct interest in the optimal investment of BID funds to promote countywide tourism and related industries. Building and maintaining awareness of the county as a viable and vital tourism destination continues to be top of mind for marketing efforts in 2022-2023. It is clear now more than ever that rebuilding and enhancing this essential segment of the county's economy is essential in the economic recovery from the COVID-19 Pandemic. The California tourism market is ever more competitive currently, with regions competing for the "road-trip" segment of Californians. One measure of the impact of the BID funds is the amount of transient occupancy tax (TOT) that is collected. The County Treasurer-Tax Collector's September 2021 Transient Occupancy Tax Report for FY 2020-2021 shows that revenue from lodging businesses increased to \$7.1 million, a sharp increase of 52.6% over the prior year, these increases were realized as early as the first quarter of the FY, this increase shows that travelers viewed Mendocino County as a

safe destination to explore during the COVID-19 Pandemic and the continued brand awareness marketing MCTC undertook beginning in the FY 2017-2018 was successful. The Treasurer-Tax Collector reported that the countywide 1% BID assessment generated \$1,161,972 earning a match of \$809,860 a 98.7 % increase in funds for marketing and promotion. (For planning purposes, MCTC revenue projections are based on actual assessment receipts as reported by the Treasurer-Tax Collector for the last completed fiscal year (FY 2020-2021).

**b. Establishment and Requirements of the Lodging BID**

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

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

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

A. The report may propose changes, including, but not limited to, the boundaries of the parking and business improvement area or any benefit zones within the area, the basis and method of levying the assessments, and any changes in the classification of businesses, if a classification is used.

B. The report shall be filed with the clerk and shall refer to the parking and business improvement area by name, specify the fiscal year to which the report applies, and, with respect to that fiscal year, shall contain all of the following:

1. Any proposed changes in the boundaries of the parking and business improvement area or in any benefit zones within the area.
2. The improvements and activities to be provided for that fiscal year.
3. An estimate of the cost of providing the improvements and the activities for that fiscal year.

4. The method and basis of levying the assessment in sufficient detail to allow each business owner to estimate the amount of the assessment to be levied against his or her business for that fiscal year.

5. The amount of any surplus or deficit revenues to be carried over from a previous fiscal year.

6. The amount of any contributions to be made from sources other than assessments levied pursuant to this part.

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

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

### **c. Historical Overview of the Implementation and Oversight of the BID**

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

- 2006: Business Improvement District established by vote of Mendocino County lodging owners and operators.
- 2006-2015: Pursuant to annual contracts with the County of Mendocino, funds from 1% BID assessment were overseen and invested in countywide promotion by Mendocino County Lodging Association (MCLA). The 50% county match was overseen and invested in countywide promotion by Mendocino County Promotional Alliance (MCPA).

- 2009: MCLA and MCPA collaborated to establish VMC as a 501 (c)(6) organization and contracted with VMC to prepare and implement an annual Marketing Plan and budget prior to the start of each fiscal year.
- 2012: VMC earned accreditation by the Destination Marketing Association International (DMAI) and was designated by the Board of Supervisors (BOS) as the official destination marketing organization of Mendocino County.
- 2013-2014: MCLA and MCPA jointly funded in-depth marketing and organizational management studies with the goals of addressing internal issues, simplifying the organizational structure, strengthening promotional programs, and building capacity for accountability.
- 2014-2015: The Board of Supervisors Ad Hoc Committee, comprising of supervisors and stakeholders, formulated a plan for restructuring to replace Mendocino County Lodging Association and Mendocino County Promotional Alliance with a single oversight organization with designated seats on the board of directors for representatives of lodging and other tourism-related economic sectors. This restructuring was subsequently approved by the two organizations. Ordinance changes were adopted to reflect the revised structure.
- 2016-2017: The Mendocino County Tourism Commission (MCTC) held its first meeting on January 12, 2016 and contracted with the County of Mendocino as the sole contractor responsible for BID oversight and implementation. The legal transition was completed, and remaining funds were transferred from MCLA and MCPA to MCTC. Further Ordinance amendments were adopted on September 12, 2017 to align the Ordinance with the new structure.
- 2017: MCTC undertook a strategic planning process with leadership by the Coraggio Group. The process engaged stakeholders to revisit MCTC's vision, mission, values, reputation and market position, and identify imperatives, objectives, and initiatives to guide the work from FY 2017-2018 through FY 2019-2020.
- 2018: MCTC continued to work toward the organizational goals as set out in the Strategic Plan.
- 2019: Staff continued work set forth in the strategic plan. The ED closed the non-functioning sales portion of the team and worked to redistribute these functions throughout the organization, to streamline operations and pave the way for clearer communication between partners, stakeholders and VMC.
- 2020<sup>[TS1]</sup>: MCTC continued to achieve great success in its digital and social marketing campaigns, realizing larger than ever success with marketing of the annual Crab FEAST and Whale Festivals. The City of Point Arena was returned to the BID District

at the BoS meeting on December 8, 2020. With the onset of the COVID-19 Pandemic under the direction of the MCTC BoD the Executive Director executed significant organizational changes designed to allow MCTC to reemerge from the Pandemic in a viable state to begin the process of marketing and welcoming tourism back to Mendocino County, safely. The organization worked side-by-side with other community partners to develop and deploy safety campaigns surrounding the Pandemic.

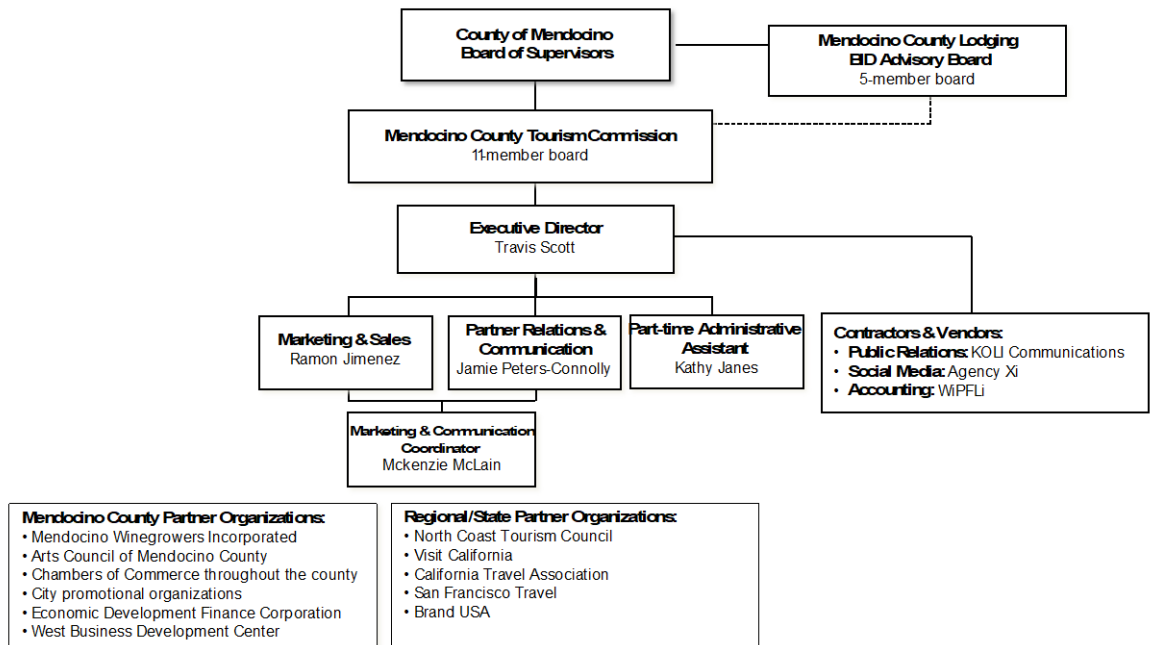
- 2021: The organization, under direction of the MCTC BoD continued brand awareness campaigns to keep Mendocino County top-of-mind to potential road trippers. The tourism rebound quickly became apparent to not only tourism facing businesses but the community at-large, a need for in-county partnerships and programs to manage the number of visitors and their waste. MCTC worked in collaboration with local chambers and Mendocino Area Parks Association to address issues surrounding visitor waste. There also became a need for lodging properties to work in collaboration to address supply chain, legal and human resources, MCLA reemerged as an anchor organization for collaboration and information sharing, with Visit Mendocino County working side-by-side with proprietors in navigating the tourism industry during these unprecedented times. In summer and fall the water shortage became critical and VMC worked to design and distribute water saving window clings to all tourism facing business to keep water saving and reduction in view for our visitors. The organization began work with Coraggio Group to aid in the development of a new three-year strategic plan, the staff began working under the direction of this plan at the beginning of FY 2021-2022 (Appendix 6). MCTC began to restaff bringing on a new Partner Relations and Communications Manager, Jamie Peters-Connolly and returning its Marketing & Sales Coordinator, Ramon Jimenez to full-time with a promotion to Marketing & Sales Manager. The organization also began the search to fill the position of Marketing & Sales Coordinator. In Late 2021, the BoD directed the ED to augment the budget to bring organizational spending in-line with its income. The Marketing Committee directed staff to begin working with Agency Xi, website, social media and media purchasing agency to rebrand the organization and buildout a new website. This work is slated to begin in the winter of 2022 in-house.



Below is the current organizational chart:



**Mendocino County Tourism Commission Organizational Chart**



III. **MCTC ACCOMPLISHMENTS**

a. **Overall Goal and Strategic Objectives**

VMC’s overall goal in FY 2021-2022 remained to: Increase overall demand for overnight leisure visitation during key times of the year in an effort to increase revenues, employment and taxes in Mendocino County.

**Strategic objectives include:**

1. Continue to effectively position Mendocino County as one of California’s premier destinations.

2. Educate consumers on the different coastal and inland experiences that can be found within the county.
3. Maintain marketing focus on key lifestyle and passion segments including outdoor/recreation, wine, food, and romance.
4. Maintain the role of technology and digital marketing efforts in order to broaden the reach and increase effectiveness.

#### **b. Tactical Goals Related to Strategic Initiatives**

Fiscal year 2021-2022 tactical goals remained closely aligned with the strategic objectives. Impact was tracked and measured against established goals in six key performance areas:

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

#### **c. Accomplishments for FY 2020-2021**

As noted above, both TOT and BID assessment increased sharply over prior year performance and occupancy levels hovered all year at record highs. The organization records this as direct accomplishment, the Mendocino County brand has gained traction in recent years with current brand awareness efforts as a driving force of the organization. As travel restrictions loosened over the past year, Mendocino County has shown itself as a leading destination for our target market segment(s) in the Bay Area and Central Valley.

MCTC's strong marketing and public relations programs, hit new milestones with increased website traffic and engagement on social media. New heights in numbers of articles in favorable national and international travel publications and glossy magazines. These developments demonstrate the organization working towards its best year yet.

As the COVID-19 Pandemic continues, the organization continued under modified operations, and a drastically reduced budget while continuing to work in partnership with the local Chambers of Commerce, MCLA, an Ad-Hoc of the BoS, and other business leaders to address ongoing tourism safety and operations for tourism facing businesses.

With continued local partnerships, the #SafeMendocino and #MaskUpMendo safe travel and tourism campaigns successfully continued.

As part of the FY 2013-2014 DMAI accreditation process, VMC adopted standardized budget categories to permit it to benchmark against organizations of comparable size. The graphs below compare actual VMC spending in FY 2020-2021 to industry averages for each budget category. The figures for DMO industry averages come from Destinations International Organization Performance Reporting portal this analysis is completed by each accredited DMO annually. For a copy of the full report, please contact the MCTC office.

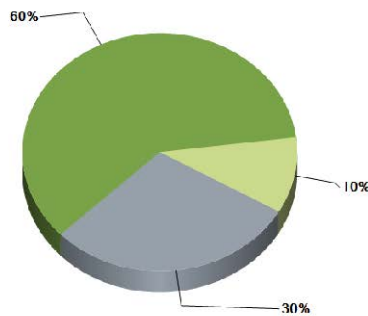
**Categories defined as follows:**

- **General Expenses:** office supplies, computer expenses, rent/utilities, interest, etc.
- **Personnel:** salaries & wages, payroll taxes, and employee benefits
- **Program Expenses:** Advertising, Public Affairs, Marketing, Promotions, Sales, Partnerships

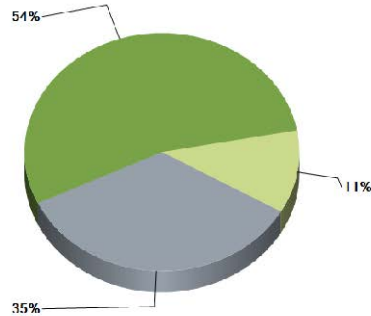
As shown in the chart below, MCTC has again outperformed the average of DMO's, spending significantly more in the Programming Expense category.



Total Expense Allocation  
My Destination



Total Expense Allocation  
Average Destination



■ Personnel Expenses ■ Program Expenses ■ General Expenses

For FY 2020 - 2021, VMC set goals for each area of responsibility and outcomes and KPIs were recorded for each goal. Results in each key area are discussed in detail in the Visit Mendocino County FY 2020-2021 Annual Report, which is available online at:

<http://1lmo5u1yd9e7vpr6s3zkdv9p.wpengine.netdna-cdn.com/wp-content/uploads/Annual-Report-for-2020-2021-1.pdf>

- PUBLIC RELATIONS:** Generate \$10 million in measured advertising equivalency; reach an estimated audience of 250 million; achieve 500 placements in key media outlets; attract 20 writers to visit the destination; attend two trade shows; and support VMC marketing and promotional objectives. The results of PR efforts for the year are set out in the table below. As noted in the table below, the PR team achieved results well beyond their goals.

	FY 2020/21 Goals	FY 2020/21 Actual	YOY % Gain/Loss
Hits	500	590	18.00%
Press releases	11	8	-27.27%
Impressions	150 Million	1.24 Billion	726.67%
Ad Equivalency	\$10 Million	\$617.53 Million	6075.30%
FAM Programs	20	23	15.00%
Trade Shows	2	1	-50.00%
Media Missions	0	0	N/A

- ADVERTISING AND MARKETING:** Increase unaided awareness of Mendocino County in a comparative study. Since 2017, research was undertaken by TheorySF (then marketing and advertising consultant) to establish a baseline for awareness of the county as a tourism destination. Research revealed that awareness of the county was very low among target audience and location. This result drives current marketing and promotional efforts, all of which are focused on raising awareness of the county as a tourist destination. In FY 2021-2022, MCTC will again undertake a research initiative to measure awareness against the baseline in partnership with Travel Analytics Group. The Marketing team has developed a rebranded and reimagined Visitor Guide (Explorers Guide to Mendocino County), new and additional tag lines to be used in new-to-launch campaigns.
- SOCIAL MEDIA:** Total Facebook Fan Base: 59,996; Total Instagram Followers: 22,561. These goals were revisited over the course of the year to focus less on

raising “likes” and “followers” than to increase engagement and awareness among VMC’s target audiences. The chart below indicates the success of these revised goals over the previous year.

Social Media Results YOY FY 2020 vs FY 2021					
FACEBOOK			INSTAGRAM		
	FY 2020	FY 2021		FY 2020	FY 2021
Impressions	10,819,032 Total	15,297,893 Total	Impressions	4,814,966	3,808,332
	(9,558,351	(14,239,893			
	Paid / 1,260,681	Paid / 1,058,636			
	Organic+Viral)	Organic+Viral)			
Engagement	233,835	235,567	Likes Received	71,679	70,697
Link Clicks	154,698	154,330	Comments	965	700
Posts	130	117	Posts	141	108
Impressions/Post	83,223	130,751	Likes/Post	508	655
Engagement/Post	1,799	2,013	Comments/Post	6.8	6.5
Fan Base	59,302	59,996	Followers	17,997	22,561

- SALES:** Sales is an important piece of the VMC promotional efforts plan. Much of sales is inspirational, reminding potential visitors how close geographically we are to our main markets of the SF Bay area and the Sacramento/Central Valley; informing them how easily they can get here; and getting them excited about what they can do once here. This messaging will continue to be key in tourism recovery post COVID-19. Our key sales activities annually are based on the research generated by Visit California (VCA), it also adds economic feasibility to participate in VCA’s already arranged sales efforts.
- VISITOR AND CONSTITUENT SERVICES:** MCTC supports the various Chambers and Visitor Centers in the county by making sure they have collateral such as, Mendocino County Explorers Guides, wine maps, event guides and tear off maps. The Visitor Services committee undertook the RFP process for a visitor awareness and resident sentiment study to commence in January 2022. They also began the evaluation of the Mendocino County Gateway signs including replacement of existing signs including the potential to expand the Gateway sign program to all road entry points in the county.
- OPERATIONS AND STAFFING:** In the Executive Director’s fourth year of leadership, the Marketing & Sales Coordinator was promoted to Marketing & Sales Manager and returned to full-time. The personnel committee also approved a new position in the organization, Partner Relations & Communications Manager and the position was filled in May 2021 by Jamie Peters-Connolly. The BoD directed the ED to analyze the budget against income and propose augmentation as necessary to

keep spending in-line with income this revised budget was approved at MCTC's November 2021 BoD meeting.

**d. Year to Date Progress for FY 2021-2022**

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

- **PUBLIC RELATIONS** is on course to exceed all goals in terms of ad equivalency, FAM visits, media hits, impressions, etc. The chart that follows shows FY goals and successes to December 31, 2021.

MENDOCINO COUNTY TOURISM COMMISSION								
2021-2022 Projections								
MONTH	HITS	AD. EQUIV	IMPRESSIONS	RELEASES	FAM VISITS	MEDIA MISSIONS	TRADE SHOWS	NOTES/MISC.
July	321	\$138,088,177.00	489,715,291	1	2			
Aug	81	\$120,647,635.00	311,672,062	0	1			
September	36	\$83,495,209.00	150,929,587	1	0			
October	56	\$83,165,836.00	380,015,169	1	3		Visit Cal/LA	Travis
November	36	\$13,586,599.00	74,394,656	0	0		VCA Bootcamp	Koli
December	54	\$54,751,660.00	336,833,384	1	3			
January				1	0			
February				1	2			Koli
March								
April								
May								
June							IPW	Travis
						Phoenix/TBD		
TOTAL	584	\$493,735,116.00	1,743,560,149	6	11			1
GOAL	500	\$10 Million	250 Million	11	20	1		2

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

Staff worked with the Festival & Marketing committees to develop a marketing plan and execute new campaigns that are socially responsible by safely inviting visitors during COVID-19. The organization brought all marketing duties in-house and took over all campaign development with the oversight of the MCTC committees. This plan can be viewed here: [http://1lmo5u1yd9e7vpr6s3zkdv9p.wpengine.netdna-cdn.com/wp-content/uploads/VMC\\_jul2021-jun2022\\_MrktgReport\\_FINAL-1.pdf](http://1lmo5u1yd9e7vpr6s3zkdv9p.wpengine.netdna-cdn.com/wp-content/uploads/VMC_jul2021-jun2022_MrktgReport_FINAL-1.pdf)

The team developed MCTC’s Room to Roam campaign which released in February 2021, to higher-than-expected attention. As of writing this campaign is active and continues to gain attention of potential visitors and national and international media. As the team set to prepare for the fall and winter “shoulder” season(s), it quickly became clear that the annual Mushroom FEAST and Crab FEAST festivals were again not going to take place. As winter approached the Marketing & Festival committees directed the team to begin using “calls to action” in their campaigns, pushing potential visitors to the newly launched booking link integrated into [www.visitmendocino.com](http://www.visitmendocino.com) website, allowing consumers to book lodging directly through the MCTC website.

The PR team continues to communicate with partners and stakeholders on a monthly basis informing them of high-profile media stories.

The VMC team actively identifies new businesses opening in Mendocino County and schedules visits to meet the owners and record the information in the team’s internal database and MailChimp email resource.

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

Social Media Results FY 2021 Q1 & Q2			
FACEBOOK		INSTAGRAM	
Impressions	15,134,162	Likes Received	34,914
Engagement	152,180	Comments	430
Link Clicks	116,581	Impressions	3,299,517
Posts	53	Posts	52
Impressions/Post	285,550	Likes/Post	671
Engagements/Post	2,871	Comments/Post	8
Fan Base	60,231		24,132

- **PARTNERSHIPS:** The ED and staff maintain close ties with partner organizations throughout the county. Staff represents Visit Mendocino County on the boards or committees of Destination Hopland, Anderson Valley Winegrowers Association, Coast Chamber of Commerce, Visit Ukiah, and Visit Willits. Staff reignited in-person visits to stakeholder properties (program known as the Hotel Adoption Program) to further their knowledge as to the offerings of stakeholders and partners.



- **SALES** goals and ROI are undetermined at this time, this will remain an undeterminable set of metrics until it is appropriate to promote and sell group travel and events.
- **VISITOR SERVICES:** The Visitor Services committee is currently working on options for updated Gateway signs at the entrances to Mendocino County, disbursement of the new Mendocino County Explorers Guide and has undertaken resident sentiment and visitor studies in collaboration with Travel Analytics Group.

#### **IV. Basis for Planning and Budgeting for FY 2022-2023**

##### **a. District Boundaries and Assessment**

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

##### **b. Allowable Services, Activities and Programs**

The services, activities and programs to be provided through the BID in FY 2022–2023 are defined by Section 5.140.050 of the Mendocino County Code for the purpose of benefiting lodging by promoting tourism in the District. Those services, activities and programs, which are to be accomplished through implementation of the approved Annual Marketing Plan and Budget by MCTC, are as follows:

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



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

**v. Preliminary Plan for Fiscal Year 2022-2023**

**a. Strategic Direction**

The newly adopted three-year strategic plan developed with the Coraggio Group identifies nine initiatives for MCTC to work towards. This section will briefly outline the FY 2022-2023 organizational goals as they relate to those initiatives.

1. Create a campaign to promote the value of VMC in driving positive results to local businesses.

The ED and PRM will work with the Marketing Committee to outline an in-county marketing campaign that will interest community members in the works VMC is doing to highlight Mendocino County as a world-class tourism destination. This program will also address the value of tourism as an economic driver in Mendocino County and how the dollars generated by tourism impacts each household in the county.

2. Perform a needs assessment of our stakeholders and partners.

Engaging with lodging stakeholders and partners is an ongoing effort for the MCTC team. One of the goals for FY 2022-2023 is to continue to curate our current relationships with stakeholders and partners while building relationships with new partners in our community. We do this by making in-person visits to local businesses, introduce VMC as an organization and resource to tourism facing businesses. A key conversation during these visits will be focused on how owners and managers believe that we can further support their business. This information can be aggregated and presented to the ED and appropriate committees for discussion, and creation of a preliminary plan to bolster our internal offerings to partners and stakeholders.

3. Enhance VMC's portfolio of stakeholder offerings and resources.

Following the needs assessment referred to above, the team will have the information necessary to create the necessary plans and build out offerings and resources that are requested from our partners and stakeholders.

4. Evaluate and diversify visitor target market segments and competitive set.

In January 2022, the engagement of Travel Analytics Group to perform a Visitor Study will provide the organization with identification of current target segments and geographical markets. This data will allow VMC to either retarget its marketing efforts to a new demographic, if necessary to capture the largest share of marketing attention.

5. Refresh our brand identity to align with target segments and competitive advantage.

In January 2022, the Marketing Committee approved an agreement with Agency Xi, the organizations website, social media, and media buying agency to assess the Visit Mendocino County brand, provide options to rebrand the organization and its messaging to resonate more with potential travelers to further capture the attention of the markets and demographics identified in our Visitor Study by Travel Analytics Group.

6. Create process and framework for the evaluation and investment in event promotion with an emphasis on shoulder seasons.

At the February 2022 meeting of the Festival Committee a discussion was held to look at current local events, identify their success and strategy and outline a “grading” system to assist in the identification of successful events (tourism drivers) this system will allow the committees and team to partner with the appropriate organizations to better market successful events, year-round.

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

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

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

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

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

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

1. Expand: Sustainable Practices Through 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

**b. Estimated BID Assessment Revenue for FY 2022-2023**

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

In FY 2020-2021 the Mendocino County Tax Collector recorded total BID assessments in the amount of \$1,161,972.13 to provide services, activities and programs on behalf of the District.

The Budget contained in this BID Annual Report is based on actual FY 2020-2021 BID assessments. The county matching funds for the same period are \$580,986.07.

**c. Contributions from Mendocino County Matching Funds for FY 2021-2022**

As the county's designated contractor, MCTC will receive and will be responsible for ensuring that the county match of BID assessments is used to provide allowed services, activities, and programs to benefit the District.

Section 5.140.250 (C) establishes how the county match will be calculated and paid to the county contractor: *...The fifty percent (50%) County match shall be based on the prior fiscal year assessment collected and shall be paid out in twelve equal installments. After the fiscal year is closed, an adjustment amount will be determined to make the annual County match amount equal to fifty percent (50%) of the total current fiscal year assessment collected. This adjustment amount will be applied no later than September 30 of the following fiscal year. The County may provide an advance in funds to the District and the contract shall provide for the terms and conditions of the advance.*

Totals for “the prior fiscal year” are not known at the time the MCTC Finance Committee must prepare the budget contained in the BID Annual Report. For this reason, estimates of future assessment revenue and the county match are based on actual FY 2019-2020 assessments as reported annually in the Treasurer-Tax Collector’s October report.

**d. Proposed Budget for FY 2022-2023**

The total budgeted cost of services, activities, and programs for the District in FY 2022-2023 is \$1,500,000.00. This number follows a decision by the MCTC Finance Committee and Board of Directors to write a budget that is conservatively below the past years TOT/BID collections, based on the 2021-2022 COVID-19 travel surge that was record breaking for Mendocino County.

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

The \$152,667.45 Contingency Fund proposed in the Annual Marketing Plan and Budget for FY 2022-2023 fulfills the BOS approved recommendation of the BID Advisory Board that the Reserve Fund be equal to \$100,000 or ten percent (10%) of the annual expenses, whichever is greater. This sum is to be held in an interest-bearing account for the purpose of providing funds that can be accessed to address shortfalls in revenue projections or unexpected expenses consistent with applicable laws and the annual contract between the County of Mendocino and MCTC. Allowable uses might include promotional expenditures required to assist the District’s recovery from a natural disaster or other adverse circumstance in which inadequate funding could pose a threat to the local tourism economy. Expenditures from the Contingency Fund must be authorized by a vote of the MCTC Board of Directors.

INCOME	
MCTC BID Assessment	809,136.35
County of Mendocino Matching Funds	404,568.24
County Administrative Fee	-24,274.06
Event Brochure Ads	0
Interest	240
<b>Total</b>	<b>1,189,670.53</b>
EXPENSES	
Advertising/Media	27,255.71
Marketing/Public Relations	147,700.16
Website Maintenance & Development	67,200.00
Leisure & Group Sales	33,990.00
Visitor Services	60,499.48
Partnerships	46,512.50
Administrative Expenses	108,834.88
Personnel	305,526.51
<b>Total</b>	<b>1,045,779.24</b>
Portion TO Unrestricted Reserve	143651.3
<b>BOTTOM LINE</b>	<b>0</b>
Reserve/Contingency Fund	<b>296,377.98</b>

[TS2]

**vi. RECOMMENDATIONS (to MCTC and County of Mendocino) AND ACTIONS TAKEN PREVIOUS TO 2021-2022 FY:**

1. County Planning and Building Services staff work with the Clerk of the Board, to schedule quarterly reviews by the Board of Supervisors of the recommendations actionable by the County of Mendocino that are listed in this report for official adoption and provide progress updates to the BID Advisory Board.

- STATUS UPDATE: No Action taken due to the COVID-19 Pandemic.

**vii. Recommendations Actionable by the Mendocino County Tourism Commission 2021-2022**

1. Originally recommended in the 2019-2020 report: With the passing of the Ordinance Amending Chapter 5.20 of the Mendocino County Tax Code – Tax Imposed on Transients, MCTC staff will work with County staff to incorporate the verbiage “private campgrounds” in the current BID Chapter 5.140. In March 2020, a proposed ordinance # 19-1082, Ordinance Amending Chapter 5.20 of the Mendocino County Tax Code – Tax Imposed on Transients, went before County voters to provide for the collection of Transient Occupancy Tax on short-term visitor accommodations in private campgrounds. This process would be done simultaneously as the reintroduction of Pt. Arena into the BID.

- STATUS UPDATE: On May 25, 2021, County PBS and County Council put forward the above requested amendment to chapter 5.20 of the Mendocino County Tax code – Tax Imposed on Transients. Upon proper notice of the amendment, MCTC’s ED received communication from CAL CAMP NOW, a business advocacy organization for private campgrounds. The communication informed MCTC that the amendment to the ordinance could be voted against and would not pass without further discussion and planning with those stakeholders. Upon writing the MCTC ED and the ED of CAL CAMP NOW are working on the outline of a program to be presented to private campground stakeholders to show them the value of the BID contribution by them to the organization. Once it is deemed that there is buy in from these partners, MCTC will work with county PBS and County Council to forward this initiative.

2. As previously recommended in the 2020-2021 report: the BID Advisory Board recommends that when appropriate - MCTC staff and Board of Directors will work with Civitas Advisors, or comparable BID consultants, to explore and evaluate the possibility of an organizational transition from operating under the 1989 BID Law to doing so in accordance with the Property & Business Improvement District Law of 1994, Streets & Highways Code §36600 et seq.
  - STATUS UPDATE: No Action: This recommendation is acknowledged by the MCTC BoD who finds that at this time it is not appropriate for the organization to act on this recommendation.
  
3. As recommended in FY 2020-2021, MCTC form an ad hoc committee to investigate and explore any and all possible ways to enhance revenue for tourism promotion in addition to the existing BID Assessment and county matching funds. The BID Advisory Board also recommends the ad hoc committee be comprised of a mix of lodging stakeholders, MCTC Board members, County staff, County elected officials and MCTC staff.
  - STATUS UPDATE: No Action: This recommendation is acknowledged by the MCTC BoD who finds that at this time it is not appropriate for the organization to act on this recommendation.
  
4. MCTC should work with stakeholders (and possibly Corragio Group) to select the most appropriate competitive set or sets as a means of evaluating its market positioning and performance. MCTC can then adjust marketing strategies relative to its competitive set, in order to establish benchmarking metrics and capture greater shares of its primary visitor segments.
  - STATUS UPDATE: In January 2022, the engagement of Travel Analytics Group to perform a Visitor Study will provide the organization with identification of current target segments and geographical markets. This data will allow VMC to either retarget its marketing efforts to a new demographic, if necessary to capture the largest share of marketing attention.

**viii. Recommendations Actionable by the County of Mendocino 2021-2022**

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

AND / OR

Change the “Large, At Large” lodging board seat to “Medium or Large, At Large”. This change should be made in the ordinance and by-laws of the BID Advisory Board and MCTC. [Click here to view the ordinance.](#)

STATUS UPDATE: PBS Staff has been working with County Counsel to produce a red-line Ordinance revision that would address a definition change to Chapter 5.14 of Mendocino County Code. At this time, a final document has not been completed for approval by the Board of Supervisors, however County staff anticipates completion of this item by the end of the fiscal year.

2. As previously recommended in the FY 2019-2020 and FY 2020-2021 BID Advisory Reports, the Advisory Board asks that the BOS direct the County Treasurer Tax-Collector to a) revise TOT/BID collection forms and that as of First Quarter FY 2021-2022, it begin collecting information on: i) Average Daily Occupancy (ADO); and ii) Average Daily Rate (ADR).

STATUS UPDATE: The Treasurer-Tax Collector is having software implementation issues and currently is not able to address this recommendation.

3. With the knowledge that there is a new software solution being implemented, we recommend that the Treasurer-Tax Collector work with the MCTC Executive Director to analyze what data is available in that new system and how that information be shared anonymously to MCTC.

STATUS UPDATE: The Treasurer-Tax Collector is having software implementation issues and currently is not able to address this recommendation.

**ix. FY 2022-2023 BID ADVISORY BOARD RECOMMENDATIONS**

**1. Recommendations Actionable by Mendocino County Tourism Commission 2022-2023**



- a) No recommendations.

## 2. Recommendations Actionable by the County of Mendocino 2022-2023

- a. 1. As previously recommended in the FY 2021-2022 BID Advisory Report. The BID Advisory Board recommends that the Board of Supervisors adopt one or preferably both of the following options to increase the pool of lodging applicants for the Board of Directors of Mendocino County Tourism Commission as well as BID Advisory Board: In the BID Ordinance, change the definition of “Lodging Operator” to include “General Manager or similar employee designated as responsible for top-level business operations” in the following sections 5.140.030 (w), 5.140.070. [Click here to view the ordinance.](#)

AND / OR

Change the “Large, At Large” lodging board seat to “Medium or Large, At Large”. This change should be made in the ordinance and by-laws of the BID Advisory Board and MCTC. [Click here to view the ordinance.](#)

**APPENDIX 1: TOT/BID Collections**

**TREASURER-TAX COLLECTOR  
COUNTY OF MENDOCINO  
(Data as of September 1, 2021)**

**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
2013-14	\$ 1,377,790.23	\$ 894,744.19	\$ 676,573.91	\$ 1,072,883.77	\$ 4,021,992.10
2014-15	\$ 1,483,327.89	\$ 997,260.83	\$ 779,025.16	\$ 1,199,048.43	\$ 4,458,662.31
2015-16	\$ 1,651,009.69	\$ 1,074,781.45	\$ 835,844.53	\$ 1,299,992.81	\$ 4,861,628.48
2016-17	\$ 1,780,216.37	\$ 1,167,144.03	\$ 829,814.09	\$ 1,468,462.17	\$ 5,245,636.66
2017-18	\$ 2,019,644.14	\$ 1,227,713.38	\$ 1,026,731.35	\$ 1,463,623.39	\$ 5,737,712.26
2018-19	\$ 1,977,385.88	\$ 1,280,880.02	\$ 961,022.83	\$ 1,575,991.66	\$ 5,795,280.39
2019-20	\$ 2,147,423.50	\$ 1,384,005.43	\$ 802,609.14	\$ 316,554.17	\$ 4,650,592.24
2020-21	\$ 2,020,761.42	\$ 1,660,101.22	\$ 1,292,392.80	\$ 2,123,804.88	\$ 7,097,060.32

**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
2013-14	\$ 243,828.04	\$ 149,944.46	\$ 116,839.01	\$ 185,967.80	\$ 696,579.31
2014-15	\$ 259,245.43	\$ 167,947.01	\$ 139,735.12	\$ 204,452.24	\$ 771,379.80
2015-16	\$ 273,600.95	\$ 178,894.32	\$ 147,456.87	\$ 222,164.94	\$ 822,117.08
2016-17	\$ 306,111.45	\$ 192,168.41	\$ 149,161.15	\$ 249,550.90	\$ 896,991.91
2017-18	\$ 336,333.39	\$ 214,398.57	\$ 172,188.75	\$ 252,939.31	\$ 975,860.02
2018-19	\$ 345,414.74	\$ 208,182.17	\$ 169,013.36	\$ 266,870.80	\$ 989,481.07
2019-20	\$ 356,681.19	\$ 228,223.25	\$ 151,009.41	\$ 79,074.22	\$ 814,988.07
2020-21	\$ 345,274.02	\$ 254,989.83	\$ 211,361.59	\$ 350,346.69	\$ 1,161,972.13

**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. Prior fiscal year totals indicated above also reflect any past due amounts collected to date.



## APPENDIX 2: MCTC Board Roster

- Bernadette Byrne  
Winery/Winegrowers  
Term expires: Feb 01, 2023
- Brett Schlesinger  
Food & Beverage | Midterm  
Delegate  
Term expires: Oct 1, 2022
- Cally Dym  
Large Lodging Operator: Coastal  
Second term expires: Dec 31, 2022
- Elizabeth Cameron  
Arts Organization/Attractions |  
Term expires: July 1, 2024
- Raakesh Patel  
Large Lodging Operator: Inland  
Term expires: Dec 31, 2023
- Katrina Kessen  
At Large  
Term expires: Jan 01, 2024
- Open Seat  
At Large – Large Lodging Operator:  
Term expires:
- Open Seat  
Small Lodging Operator:  
Initial term:
- Scott Connolly  
Medium Lodging Operator: Coastal  
Term expires: Dec 31, 2023
- Sharon Davis  
Regional Promotional: Coastal  
Term expires: Feb 01, 2023
- Kasie Gray  
Regional Promotional: Inland  
Term expires: May 01, 2022

### APPENDIX 3: BID Advisory Board Roster

- Cindi Wagner, Lord's Land Retreat Center  
At Large  
Term expires: November 1, 2022
- Jon Glidewell, Beachcomber Hotel Group  
Coast Region  
Term expires: February 23, 2023
- John Dixon, Vice Chair, Glendeven Inn & Lodge  
Coast Region  
Term expires: May 1, 2022
- Marcus Magdaleno, Chair, The Boonville Hotel  
Inland Region  
Term expires: January 1, 2022
- OPEN SEAT  
Inland Region

DRAFT

## APPENDIX 4: MCTC Board Selection

### QUALIFICATIONS:

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

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

## Selection Criteria:

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

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

## Questionnaire:

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

- What overall qualities will you bring to the Board of Directors?
- What is your current or previous involvement with Mendocino County destination marketing?
- What do you see as the organization's major priority and/or opportunity and how do you see addressing it?
- What do you see as the organization's major challenge and how do you see addressing it?
- What leadership experience would you bring to the Board of Directors?
- Where do you see the organization in 3-5 years?
- Why do you want to serve on the Board of Directors?
- How long have you owned your business and/or been in a leadership role with your organization in Mendocino County?
- Is your business for sale?
- Please provide up to three professional references related to prior service related to a Board of Director.

## BOARD OF DIRECTORS ROLES AND RESPONSIBILITIES:

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

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

- Setting of major goals and strategic direction for the Bureau
- Approval of all major plans

- Determine all policies governing the Board
- Establishing and determining the duties of Board committees
- Approving the annual budget and all major items of capital expenditure as defined by written expenditure protocols
- Ensuring compliance with legal and ethical requirements
- Monitoring the implementation of strategic plans
- Commitment to the mission and philosophy of the organization
- Place the organization's purposes and interests above their own professional and personal interests when making decisions
- Ensure the long-range image of the organization is a positive one
- Follow the Ralph M. Brown Act
- Attending 10-12 Board meetings annually of approximately two hours duration
- Attending 1-2 potential special meetings per year of under two hours duration
- Attending at a minimum of one, and potentially two planning, strategy, orientation sessions per year ranging from three to six hours in duration
- Participating in at least one Board committee and possible additional special task groups or ad hoc committees
- Undertaking of adequate preparation for all Board meetings and events
- Participating actively and fully at Board meetings in order to advance agenda discussion, reach consensus and provide strategic direction and operational oversight to the organization
- Being an advocate for the organization taking an active role in industry partner relations
- Keeping confidential information confidential
- Participating annually in a Board self-assessment and board training workshop



**APPENDIX 5: MCTC Balance Sheet at of 12/31/2021**

**Mendocino County Tourism Commission**

Balance Sheet  
As of December 31, 2021

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
1005 SBMC Checking	311,176.43
1010 SBMC Contingency/Savings	965,746.86
1015 MLCU Checking	0.00
1020 MLCU Savings	0.00
1030 Cash drawer	100.00
Total Bank Accounts	\$1,277,023.29
Accounts Receivable	\$468,144.28
Other Current Assets	
1230 Prepaid Expenses	81,185.97
1250 Refundable Deposits	1,800.00
1270 Receivable Other	0.00
Undeposited Funds	0.00
Total Other Current Assets	\$82,985.97
Total Current Assets	\$1,828,153.54
Fixed Assets	
1510 Furniture and Equipment	29,387.04
1600 Accumulated Depreciation	-12,356.00
Total Fixed Assets	\$17,031.04
Other Assets	\$0.00
<b>TOTAL ASSETS</b>	<b>\$1,845,184.58</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	\$12,701.31
Other Current Liabilities	\$12,450.76
Total Current Liabilities	\$25,152.07
Total Liabilities	\$25,152.07
Equity	
3100 Contingency-Restricted	152,650.09
3900 Unrestricted Net Assets (RE)	1,478,042.08
Opening Bal Equity	0.00
Net Income	189,340.34
Total Equity	\$1,820,032.51
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$1,845,184.58</b>

## APPENDIX 6: 2021-2022 MCTC Executive Director Forward

Forward from Mendocino County Tourism Commission Executive Director:

On March 19, 2020 the COVID-19 Pandemic and subsequent shelter-in-place orders (SIP) closed all tourism activities in Mendocino County. The following forward is to highlight the halt of the organization's marketing efforts and summarize Mendocino County Tourism Commission's (MCTC) work during SIP. In April, the second month of the SIP order, MCTC approved an adjusted budget for fiscal year (FY) 2019-2020. The adjustment of the budget was necessary for two reasons 1) the close of tourism in Mendocino County and 2) the need for organizational spending to reflect actual BID and match payments to MCTC.

- The Executive Director (ED) and the MCTC Finance Committee finalized the revised budget which was presented to the Board of Directors (BoD) and approved at its April 14, 2020 meeting. Due to the closure of tourism, halt of MCTC marketing activities and the necessary organizational changes the revised budget tracked better than planned.
- The ED made the necessary and required changes to operations of the organization based on the COVID-19 Pandemic SIP.
  - The MCTC offices were closed to all staff
  - The team was reduced to the ED and Marketing & Sales Coordinator (part-time)
    - The ED streamlined all necessary duties to ensure successful organizational operations keeping MCTC's focus on safe tourism marketing
  - MCTC entered into a contract with WiPFLi Financial Services to act as the organization's financial services contractor, removing all finance duties from the reduced MCTC staff.
  - The ED negotiated exits from contracts with marketing consultants Media Matters Worldwide and TheorySF.
- The Executive Director worked with the BID Advisory Board to finalize the annual report, which was approved by the BID Advisory Board at their April 21, 2020 meeting and was approved by the Board of Supervisors (BoS) at their June 2, 2020 meeting.
- MCTC and Mendocino County entered into the annual services contract for 2020-2021.
- The ED continued recruitment for the Business Improvement District (BID) Advisory Board and the MCTC BoD.

- MCTC took the following marketing actions as a result of the COVID-19 Pandemic and SIP:
  - Paused all brand awareness digital marketing
  - Paused promotions of its newly developed Spring Beer Trail
  - Removed all event listings from our website
  - Cancelled all scheduled tradeshow and marketing missions
  - Redirected social media channels to static scenery with no “call to action”
  - Kept the VMC.com website updated with tourism and health updates
  - Marketing Committee and staff continued to meet and develop reopening campaigns and renewed fall and winter programs.
  - The ED and PR team continued to push Mendocino to media with great success in promoting to potential media as “arm-chair travelers”.
  - The team worked in collaboration with MCLA to help guide the reopening process and in that collaboration created and launched the #SafeMendocino program to coincide with the reopening of lodging.
  - The team worked in collaboration with the Mendocino Coast, Greater Ukiah and Willits Chambers of Commerce to develop and deploy the #MaskUpMendo campaign targeted to community members and visitors alike.
  - Due to the number of visitors to the county and the lack of tourism infrastructure, the team worked in partnership with Mendocino Area Parks Association (MAPA) to develop the “Leave Nothing but Footprints Behind” campaign designed to remind visitors to take their trash and dispose of it properly.
  
- The MCTC staff continued to track their work as relating to the Strategic Plan

Thank you for the opportunity to promote our beautiful county.

Respectfully,



Travis Scott

# Visit Mendocino County 2021–2023 Strategic Plan



<p><b>Vision</b></p> <p>A diversified and thriving economy supported by our community, offering enriching experiences for our guests.</p>	<p><b>Mission</b></p> <p>Visit Mendocino County stewards and amplifies the total Mendocino County experience</p>	<p><b>Position</b></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>Values</b></p> <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>Reputation</b></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>
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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>