

# Exhibit A

## A. FY 2011-12 Scope of Work or Work Plan

Requested Grant Funds in Fiscal Year 2011-12: \$ 275,854

Program/Project Summary: Annual Tourism Promotion Funding

Goal/Objective	Major Tasks (in order to achieve goal)	Timeline
<p><b>Logo &amp; Tagline</b></p> <p>Objective: Determine effectiveness of tagline and integrate logo identity into all VCB marketing materials.</p> <p>Goal: Create a countywide brand identity with buy-in from tourism stakeholders.</p>	<p>Launch new logo consistently throughout all branding and marketing efforts. Do SWOT on current tagline usage with new logo. Determine the effectiveness and total integration of all county products using the “California’s Natural Escape”. Evaluate results and determine next steps. Determine how local brand integrates with state of California tourism efforts: Visit California. Utilize existing Visitor Database for focus group survey.</p>	<p>Q2, Q3, Q4</p> <p>Utilize Vision Tourism Workshop and BID Marketing Committee into the process.</p>
<p><b>Key Messaging</b></p> <p>Objective: Evaluate community messages and leverage consistencies into overarching countywide messages to create a unified voice.</p> <p>Goal: Develop a core set of 6-8 key messages to integrate into all communications and marketing programs.</p>	<p>Develop Internal and External Countywide tourism messaging that is consistent throughout every level of VCB branding and marketing outreach. This messaging platform will include input from key tourism stakeholders to leverage top down consistent messaging.</p>	<p>Q2, Q3</p> <p>Conduct Key Messaging Workshop at Vision Tourism Workshop</p>

<p><b>Website and Technology</b></p> <p>Objective: Leverage the organic search engine positioning of the SLOCVCB website to position the VCB as the portal for all tourist attractions in the county.</p> <p>Goal: Evaluate technology, integrate new tools (i.e., QR Codes) and redesign with new brand identity to provide tourists multiple ways to receive information. Increase overall traffic by 2-4%. Increase downloads of mobile app by 10-15%.</p>	<p>Position the VCB as the county's prime source for travel news and information utilizing state-of-the-art technology and tools (i.e., Website, jack rabbit, mobile apps, booking engine, social media sites, etc.).</p> <p>Redesign to integrate new branding, input consistent key messaging, showcase regional diversity and organize for ease of use at <a href="http://www.sanluisobispo.com">www.sanluisobispo.com</a>.</p> <p>This key branded marketing tool will work as a portal representing county attractions, locations and experiences; thereby funneling traffic to region specific websites.</p>	<p>Q1, Q2, Q3, Q4</p>
<p><b>Multi Purpose Information Kit</b></p> <p>Objective: Customize county tourism information for multiple audiences based on key message development. Make available in hard copy and electronic forms.</p> <p>Goal: Create a new information tool used for a variety of marketing programs. Continue to create county visitor guide 40,000 circulation.</p>	<p>Create a communication package to reach multiple audiences as needed (i.e., journalists, group sales, film sales, and meeting planners, etc.) to include standard FAQ, background, regional and county press accolades, regional diversity: key attractions, experiences and locations (1 pager on each region and county), stock photography, B-Roll, tourist demographic county profile, maps, sample itineraries, etc. Make available in print and electronic (i.e., Website, DVD, thumb drive, etc.).</p>	<p>Q1, Q2, Q3, Q4</p>
<p><b>Public Relations:</b></p> <p>Objective: Position the VCB as the media response center for tourism assets in SLO County.</p> <p>Goal: Increase media placements by 5-10% from \$203M impressions in 2010-11.</p>	<p>Create a list of SLO County specific trends featuring travel, food, coastal, outdoor activities and lifestyle experiences to use as robust content to communicate to key audiences on a proactive, ongoing basis. These trend stories can be turned into email campaigns to send to the consumer lists and</p>	<p>Q1, Q2, Q3, Q4</p>

	<p>also promote the various aspects of SAVOR and countywide themed programs (i.e., Restaurant Month, Wine Month, etc.). The VCB News Bureau should be all encompassing and positioned as the lead on all programs providing ease of use for media response (i.e., all press releases refer to VCB Web site, contact, etc.)</p>	
<p><b>Media FAM Trips</b></p> <p>Objective: Work in cooperation with tourism partners to host media year around in SLO County allowing journalists to experience the region.</p> <p>Goal: Increase total number of hosted media visits by 15-20% up from 75 in FY 2010-11.</p>	<p>Working in cooperation with BID Partners, community partners and county attractions, create a series of media FAM trips that can be hosted or co-hosted with partners. Plan quarterly proactive media trips (i.e., 8-10 journalists) and reactively as media are interested in visiting the county. Use the trends created as part of the News Bureau as the elements to showcase on the FAM tour. Savor can be a culmination of these experiences and grand showcase for media.</p>	<p>Q1, Q2, Q3, Q4</p>
<p><b>Social Media</b></p> <p>Objective: Create a dialogue with tourists through social media channels. Use themed promotions (i.e., Wine Month, Restaurant Month and SAVOR, events, etc.) to create special promotions to increase traffic and user dialogue.</p> <p>Goal: Increase total number of followers on Facebook and Twitter by 50%.</p>	<p>Build upon current traffic to create the social 'community'. Use tools (i.e., Twitter, Facebook, Four Square, etc.) to foster conversation, encourage participation, share insights via word-of-mouth and direct traffic to <a href="http://www.sanluisobisocounty.com">www.sanluisobisocounty.com</a>. Position the VCB social media platform as THE place for insider information. Integrate social media tools into branding toolkit keeping all traffic directed and focused towards the website.</p>	<p>Q1, Q2, Q3, Q4</p>

<p><b>Advertising</b></p> <p>Objective: Create two distinct advertising co-op programs. 1) Provide members' cost-effective advertising opportunities in key markets 2) Create a regional branding identity for countywide programs.</p> <p>Goal: Identify new publications and markets based on member demand for co-op programs.</p>	<p>The VCB serves as the brand manager, develop and facilitate a multi-phase co-op advertising program using the county marketing toolkit as the brand umbrella under which all regional brand messaging is executed.</p>	<p>Q1, Q2, Q3, Q4</p>
<p><b>Group and Leisure Sales</b></p> <p>Objective: Position the VCB as the lead agency for group sales countywide.</p> <p>Goal: Identify at least one new trade show, one new advertising and evaluate FAM Tour opportunities to proactively target increased group sales activity.</p>	<p>Develop a multi-tier program with co-op opportunities that includes proactive and inclusive top down countywide brand messaging (i.e., trade shows, sales blitz, etc.) and reactive sales strategies (i.e., VCB Website leads) along with an education program (i.e., seminars, one-on-one education) to help key tourism stakeholders leverage and track sales leads to maximize economic growth. Use informational toolkit created as the sales tools. Revise the process for group sales leads to provide ease of use for all stakeholders positioning the VCB as the catalyst to drive group sales.</p>	<p>Q1, Q2, Q3, Q4</p>
<p><b>Film Commission</b></p> <p>Objective: Proactively promote SLO County as an ideal location for film scouts.</p> <p>Goal: Create new marketing tools and outreach to meet the needs of film scouts (i.e., photographs, permit</p>	<p>Contract with person specialized in seeking out filming opportunities for SLO County. Leverage SLO Film Festival audience to position SLO County as a value, easy use filming location. Host a FAM style trip for film producers/location scouts to see all the location possibilities in the county. Create a location library and strategy for</p>	<p>Q1, Q2, Q3, Q4</p>

<p>process, key facts, area resources, etc.). Increase leads by 3-5%.</p>	<p>attracting film producers to the county. Identify a series of specific trade shows to attend. Create marketing tools (i.e., one-page outline of the permit process, video demonstrating locations, etc.) specific to target film audience. Determine opportunities for SLO County through these efforts and evaluate priorities for future Film Commission tactics.</p>	
<p><b>Execute Themed Countywide Programs</b></p> <p>Objective: Evaluate current countywide programs and determine opportunities for new promotions.</p> <p>Goal: Increase marketing outreach by increasing marketing impressions 10-15% of three distinct themed programs: Wine Month, SAVOR the Central Coast and Restaurant Month.</p>	<p>Themed programs will highlight experiences and unique SLO County products and personalities.</p>	<p>Q1, Q2, Q3</p>
<p><b>Events</b></p> <p>Objective: Position SLO County as an ideal location to host events. Work with event planners to encourage them to choose SLO County providing direct benefits to tourism partners of increased economic return.</p> <p>Goal: Execute Sunset SAVOR the Central Coast, measure results to determine a return in 2013. Pitch one new countywide event (i.e., Ironman).</p>	<p>Working collectively with the VCB and countywide tourism partners, the VCB can position SLO County as a key place to host events and develop strategy to attract key athletic events, food festivals, etc. This can be a two-pronged approach: events the VCB attracts to the region and events the VCB executes (i.e., Savor) to market the region.</p>	<p>Q1, Q2, Q3, Q4</p>

<p><b>Build upon ongoing tourism constituent and government partner communications: written, verbal, electronic.</b></p> <p>Goal: Communicate with tourism partners on a quarterly basis providing a results and updates on new initiatives.</p>	<p>Establish interactive communications annually with tourism stakeholders. Improve weekly and monthly communications with informative and useful messages to stakeholders.</p>	<p>Q1, Q2, Q3, Q4</p>
<p><b>Strengthen regional and statewide relationships that grow sales and marketing opportunities.</b></p> <p>Goal: Participate in 2-4 Visit California marketing and educational events to leverage statewide promotions.</p>	<p>Maintain memberships with professional industry associations, serve as the Concierge Service/Fulfillment, and coordinate member workshops.</p>	<p>Q2, Q3, Q4</p>
<p>Program/Project OUTPUTS:</p>		
<p>Increased traffic to <a href="http://www.sanluisobispo.com">www.sanluisobispo.com</a> - 2-4%          Visitor Guides Distributed: 35,000; 5,000 electronic downloads          Publicity Measurements (200+ media impressions):          Group Leads &amp; Contacts ( 70+ referrals):</p>		
<p>Program/Project OUTCOMES:          Tourism promotions can be measured by increased TOT dollars for the county and all communities. The county saw record numbers in summer 2011 as collected and reported in the Tribune. Each program area has individual goals, but the overarching outcome is to keep San Luis Obispo County Tourism economically viable and growing to support the county's largest industry.</p>		

# **San Luis Obispo County Regional Airport Marketing Campaign for Non-Stop Flight Service to Denver (DEN)**

## **Situation:**

The Denver area is among the top five travel destinations originating out of the San Luis Obispo County Regional Airport (SBP). Currently commercial airline service does not offer a direct flight option to this key destination. At this time, business travelers and the flying public traveling to Denver route through Los Angeles, San Francisco, or Phoenix and in many cases take their airline business to other communities such as Santa Barbara, Los Angeles or San Jose. The most recent air traveler study demonstrated more than 50 percent of air travelers from San Luis Obispo County use airports other than our local airport. This inefficiency costs the San Luis Obispo County region money and lost opportunity, adds travel time, reduces productivity, and is creating frustration for many employers operating from San Luis Obispo County.

The current consulting firm for the airport, Sixel Consulting, has also demonstrated through their analysis that while the local airport is doing well, it needs more flights to more places, and the number one priority should be non-stop service to Denver – an international airport in the middle of the nation that would help travelers fly eastbound much more efficiently.

The San Luis Obispo County business community has voiced its concerns for the current limited flight options out of SBP and they have made a clear and resounding voice of support that they will use the service to Denver regularly if it can be secured. The airport management, its consultant, SLOCATA (San Luis Obispo County Air Transportation Alliance) and the Economic Vitality Corporation (EVC) are in discussion with an airline currently serving SBP. The airline agrees that demand from SBP to DEN is strong, but due to competitive price structures in the region, the airline is requesting a demonstration of our community's willingness to pay for regional jet service. The business community and traveling public are ready to embark on a grassroots campaign to convince the airlines that the community will pay to bring Denver airline service to San Luis Obispo County Regional Airport.

## **Marketing Campaign:**

### Objective:

To create a compelling grassroots campaign targeting San Luis Obispo County audiences to raise awareness about the opportunity to secure direct service to Denver International Airport and measure the business community's willingness to pay for these flights.

### Timeline: January – March 2012

Position the campaign for short-term results to communicate with the airlines in time for March decisions, which dictates fall airline service options.

### Key Audiences:

- San Luis Obispo County Business Leaders
- Chamber of Commerce Groups Countywide
- San Luis Obispo County Elected Officials
- San Luis Obispo County Media
- San Luis Obispo County Residents

### Strategies:

- Engage the San Luis Obispo County Business Community to be the voice of the campaign.
- Develop compelling key messages to tell the story with a unified, consistent voice.
- Create cost effective, action-oriented marketing tools to engage the community.
- Measure campaign success through media impressions and key audiences engagement.

### Tactics:

- Establish a campaign theme and design a campaign message to use in all marketing tools. The theme should engage the local audience and create a call to action. Examples may include:
  - o How to you get to Denver from San Luis Obispo?
  - o SBP to DEN
  - o Direct from SLO to DEN at What Cost?
- Create a survey targeted to the business community with focused questions aimed at two key call to actions: 1) Will travelers pay for direct service from SBP to DEN? 2) Will San Luis Obispo County based businesses sign up for special programs (i.e., United Pass Plus) demonstrating a revenue guarantee to the airlines?
  - o Richard Howell to send survey and results from Spring 2009 to serve as a benchmark by 12/22.
  - o New survey to be finalized and ready for distribution by Friday, Jan. 6
- Identify 15-20 business leader spokespersons representing a wide array of local business sectors (engineers, education, agriculture, wine, tourism, healthcare, government, etc.). Arm spokespersons with talking points and marketing tools to create the local buzz focused on the commitment for direct flights from SBP to DEN.
  - o Arm Chamber of Commerce leaders countywide with marketing tools to gain member and stakeholder support.
- Create communication tools: key messages, Q&A, testimonials stating the frequency and dependency of airline service and willingness to pay to fly direct to Denver. Create a press release to launch the campaign.
  - o Joint press release from VCB, EVC and Airport to send out on Jan. 9 to encourage call to action of taking the survey.
- Consider hosting SkyWest decision makers at Paso Robles Wine Country Alliance March 28 wine tasting event in Denver featuring local wines. Use as the platform for networking with SkyWest, Denver based businesses traveling to SLO, Boulder/Denver based sister organization to EVC/VCB in the Denver market.
- Make a PSA announcement in video and audio format to communicate the grassroots campaign. Secure airtime on local TV (KCOY, KSBY) and Radio stations (920 am, 1250 am, 92.5 fm, 98.5 fm, 96.1 fm, 101.1 fm) to ensure placement and frequency.
  - o EVC to provide list of business spokespersons.
- Schedule desk side briefings with editorial boards (Tribune and Pacific Coast Business Times) using business leader spokespersons to communicate the need for direct flights to Denver, willingness to pay and a call to action. This is a follow-up to the Press Release on Jan. 9.

### Budget:

Total Campaign Budget - \$12,500

- \$5,000 from EVC payable to VCB
- \$7,500 from County Marketing Fund to VCB

Campaign to be executed in partnership with the SLO County Regional Airport, EVC, SLOCATA and SLOCVCB.



January 10, 2012

County of San Luis Obispo  
Administrative Office  
Attn: Nikki J. Schmidt  
1055 Monterey Street, D430  
San Luis Obispo, CA 93408

Dear Ms. Schmidt,

The San Luis Obispo Visitors and Conference Bureau (SLOCVCB) appreciates the County Board of Supervisor's adoption of the Economic Vitality Corporation's (EVC) countywide economic strategy, which identifies industry sectors or *Clusters* unique to the county. Uniquely San Luis Obispo County (Uniquely SLO) as identified by business leaders serves unique regional products and experiences. The SLOCVCB has been identified as the lead agency to create the marketing foundation and implement the cluster's specific strategies. The Scope of Work outlined as part of the county's \$90,000 funding addresses work towards these specific strategies. Here's how the strategies and Scope of Work parallel for the Uniquely SLO Cluster.

- Expand countywide funding to promote the Uniquely SLO County cluster.
  - Scope of Work – SLOCVCB, lead marketing agency, County committed \$90,000.
- Launch a unified, Countywide branding and marketing campaign that 1) inventories the full range of cluster specialties and 2) promotes the concept of the "SLO County Experience" and 3) support collaborative events to showcase the County's assets.
  - Scope of Work – The unified countywide brand creates an identity and key messaging for Uniquely SLO. In addition the Event Marketing objective provides a full inventory of the Uniquely SLO products and experiences at SAVOR.
- Launch a parallel community awareness campaign that educates: general public, policymakers, other clusters, potential opponents, our own employees about the value of the cluster to the County's economic vitality and quality of life.
  - Scope of Work – the Public Relations campaign highlights local farmers, which creates awareness and begins to educate key audiences.
- Promote local policy changes that support individual specialties and combinations of specialties ...
  - Scope of Work – Strategic Planning addresses the need to bring the group together to exchange information, discuss key issues and determine action steps.

If you have further questions, please contact me.

Regards,

A handwritten signature in cursive script that reads "Stacie Jacob".

Stacie Jacob,  
Executive Director  
San Luis Obispo County Visitors and Conference Bureau

**EXHIBIT A  
SCOPE OF WORK/WORK PLAN FORMAT**

Program/Project Summary: Uniquely SLO Cluster

Goal/Objective	Major Tasks (in order to achieve goal)	Timeline
<p><b>Branding</b></p> <p>Objective: Create a countywide brand for all products and experiences unique to SLO County.</p> <p>Goal: Create an identity with buy-in from tourism stakeholders and Uniquely SLO participants.</p>	<ul style="list-style-type: none"> <li>- SWOT analysis on tagline use for total integration of all county products.</li> <li>- Key messaging – develop internal and external countywide messaging for Uniquely SLO Cluster.</li> <li>- Create the look and feel based on constituent input through the process.</li> <li>- Work in conjunction with VCB marketing plan to develop a brand icon and tagline that works for all county products “Made and Experience in San Luis Obispo County”. This approach incorporates artisan products, local farms, wine, restaurants, local businesses, parks, airport, etc.</li> </ul>	<p>Q1, Q2, Q3, Q4</p> <ul style="list-style-type: none"> <li>- Vision Tourism Workshop – Dec. 15 key message development workshop.</li> </ul>
<p><b>Public Relations</b></p> <p>Objective: Develop a year-around campaign</p>	<ul style="list-style-type: none"> <li>- Develop key messages specific to food and food production</li> </ul>	<p>Q2, Q3, Q4</p> <ul style="list-style-type: none"> <li>- Campaign to kick-off in fall 2011 in conjunction with</li> </ul>

<p>targeting San Luis Obispo County audiences focusing on local farmers. Leverage public relations initiatives of the wine and tourism groups and specifically highlight the reputation of local farmers.</p> <p>Goal: Identify 6-10 farmers and secure 4-6 key editorial placements.</p>	<ul style="list-style-type: none"> <li>- Identify farmers to feature as part of an ongoing campaign to communicate key messages.</li> <li>- Position the farmer as a spokesperson on a variety of food and food production topics. Execute through an editorial brief, radio and TV interview, social media, etc.</li> </ul>	<p>SAVOR the Central Coast.</p>
<p><b>Event Marketing</b></p> <p>Objective:</p> <p>Leverage the SAVOR experience to showcase how all things unique to SLO County come together under the umbrella of this premiere event. Look at specific ways within the event to showcase Uniquely SLO products and experiences.</p> <p>Goal: Uniquely SLO Cluster members to attend SAVOR 2011 to experience event and determine ways to fully implement objective.</p>	<ul style="list-style-type: none"> <li>- Feature the 12 farmers from the public relations campaign at Savor the Central Coast in the Farmer's Market Farm to Fork area. Begin foundation in 2011 and build upon in future years.</li> </ul>	<p>Q2</p> <ul style="list-style-type: none"> <li>- SAVOR the Central Coast – Sept. 29-Oct. 2</li> </ul>
<p><b>Strategic Planning and Results Measurement</b></p> <p>Objective: Bring together the unique SLO County industries – wine, tourism</p>	<p>Encourage all Cluster Group members to attend Savor 2011 to determine ways to build upon the Uniquely SLO platform in</p>	<p>Q1, Q2, Q3, Q4</p> <ul style="list-style-type: none"> <li>- Meetings with Cluster Group happening on a quarterly or as needed basis.</li> </ul>

<p>and food – to measure impact of key objectives and look at future planning initiatives.</p> <p>Goal: Create specific deliverables on how Uniquely SLO industries can leverage the county brand, create awareness and work together on initiatives common to all.</p>	<p>2012.</p> <p>Holding meetings of the Uniquely SLO Cluster keeps the group in communication and moving forward.</p>	<ul style="list-style-type: none"> <li>○ July</li> <li>○ December</li> </ul>

<p>Program/Project OUTPUTS:</p>
<p>County Brand – an icon and tagline that can be used across all Uniquely SLO products and experiences. The outcome will be camaraderie among wine, food and tourism leaders to identify the county with a single identity. Greater awareness for all things unique to SLO County is a long-term outcome.</p> <p>Public Relations Campaign – focus on the local farmer to communicate the diversity of foods from SLO County to help the audience gain a greater appreciation for foods grown locally. The outcome is 4-6 media placements specifically about uniquely SLO products and foods.</p> <p>Savor the Central Coast – integrate the farmer and all Uniquely SLO products at this marquee event. The outcome is allowing 9,000 guests one-on-one interaction with SLO County farmers, which will result in a greater understanding of food production and overall quality.</p>
<p>Program/Project OUTCOMES:</p>
<p>Awareness Building – Create an appreciation and greater awareness among local audiences for Uniquely SLO products and experiences.</p> <p>Camaraderie among food, wine and tourism constituents to work together to strengthen awareness to help all businesses grow. Efforts throughout the first year will create a foundation for food, wine and tourism audiences to collaborate in creating a brand identity for SLO County.</p>