



**SONOMA COUNTY TOURISM
FISCAL YEAR 2019-2020 ANNUAL REPORT**

TO BE FILED WITH THE OFFICE OF THE CLERK OF SONOMA COUNTY
PURSUANT TO STREETS AND HIGHWAYS CODE SECTION 36533

**I.
BACKGROUND**

A. Sonoma County Tourism Business Improvement Area

On November 2, 2004, the Sonoma County Board of Supervisors (“Board”) adopted Ordinance No. 5525 (“Ordinance”) creating the Sonoma County Tourism Business Improvement Area (“SCTBIA”). Under the Ordinance, lodging establishments generating annual room revenue of \$350,000 or more during the preceding fiscal year must pay an assessment equal to 2% of such revenue. Proceeds from assessments are used to pay for activities designed to increase the number of overnight visitors to the area.

In January 2005, the Board appointed five members to the Sonoma County Tourism Business Improvement Area Advisory Board (“Advisory Board”), a body established pursuant to the Parking and Business Improvement Area Law of 1989 (Streets & Highways Code section 36500 et seq., the “Act”) which is charged with advising the Board on the amount of the SCTBIA assessments and on the services, programs and activities to be funded by the assessments. In 2011, the Board amended the Ordinance, appointing the board of directors of Sonoma County Tourism Bureau, Inc. (“SCTB”) to serve as the Advisory Board for the SCTBIA. This decision was based on recommendations of a 2010 County audit of the organization.

B. Sonoma County Tourism Bureau, Inc.

The Ordinance authorized the County to contract with a contractor to carry out the services, activities, and programs to be funded from the assessments, and designated SCTB to serve as the initial contractor. In June of 2005, the Board executed an agreement with SCTB to carry out services, activities and programs promoting tourism to Sonoma County, with funding from both SCTBIA assessments and from transient occupant tax (TOT) revenue allocated to SCTB by the Board. As noted above, in 2011, the SCTB Board of Directors was also appointed to serve as the Advisory Board.

The Ordinance requires a 22-member Board of Directors for SCTB, the composition of which must comply with a matrix that provides representation from each supervisorial district, and from each size category of lodging establishment. Appointments to the SCTB board are made on a pro rata basis in accordance with the respective contributions made to the SCTB budget by SCTBIA assessments and by County TOT allocations. The Sonoma lodging industry appoints the number of directors resulting from SCTBIA assessments, and the Board appoints the number of directors resulting from TOT allocations.

C. Boundaries

SCTBIA was the first county wide tourism business improvement area formed in California. For assessments to be collected from lodging establishments within the incorporated cities in the County, the councils of each City had to consent to formation of the SCTBIA. Consent was given by the Cities of Santa Rosa, Petaluma, Rohnert Park,

Sebastopol, Cloverdale and Cotati, and the Town of Windsor. Accordingly, the boundaries of the SCTBIA include the territory within the boundaries of those seven cities plus all of the unincorporated territory within the County. These boundaries have remained unchanged since the SCTBIA was formed, and SCTB does not recommend any changes to the boundaries in the upcoming year.

D. Assessment

Lodging establishments within the boundaries of the SCTBIA generating annual room revenue of \$350,000 or more during the preceding fiscal year must pay an assessment equal to 2% of such revenue. Lodging establishments in the unincorporated territory of the County pay the assessment to the County tax collector. Lodging establishments in the municipalities that consented to formation of the SCTBIA pay the assessments to the collecting entities within their respective municipalities. Those collecting entities, in turn, remit the collected assessments to the County in accordance with written agreements between the County and each municipality. This method and basis of levying and collecting the assessment has been unchanged since the SCTBIA was formed, and SCTB does not recommend any changes in the upcoming year.

E. Purpose and Specific Benefit

The Ordinance requires that revenues from assessments must be used to conduct marketing activities designed to increase overnight visits to the area. The term “area” is defined as the territory within the boundaries of the SCTBIA, and the term “marketing activities” is defined as activities designed to market the area as a tourist destination, including the expenditure of funds to place advertising in any media, conduct public relations campaigns, perform marketing research, promote conventions and trade shows, and foster improved contacts within the travel industry, for the purpose of promoting tourism within the area. Revenues from assessments may be used for programs, services, and activities outside the area, if such programs, services, and activities are designed to promote and encourage overnight visits to the area. Revenues from assessments may also be used to pay the ongoing administrative costs associated with the marketing activities.

The focus on increasing overnight visits to the area constitutes a specific benefit to the lodging establishments that pay the assessments. This specific benefit is what distinguishes the assessments from taxes that are subject to voter approval requirements. The fact that others may receive incidental benefits from the expenditure of assessments, such as restaurants serving more patrons, does not change the characterization of assessments as a specific benefit to lodging establishments because no additional cost is imposed on the lodging establishments to provide those incidental benefits.

F. Annual Report

Pursuant to Ordinance, and in accordance with section 36533 of the Act, SCTB must present an Annual Report to the Board for its approval that includes a program of activities intended to be implemented within the SCTBIA during the upcoming fiscal year, together with an estimate of related expenditures. SCTB must also include in the Annual Report an outline of the previous year’s revenues and how those revenues were spent. SCTB obtains annual audits from independent auditors each year. The most recent annual audit is submitted as part of this Annual Report, providing a detailed analysis of the sources and uses of funds. Looking forward, the annual budget for the upcoming year submitted herewith describes the anticipated revenues and expenditures. The balance of this Annual Report will provide additional information concerning programs and activities completed in the prior year, as well as those planned for the upcoming year. The Board’s consideration and requested approval of this Annual Report is the act which constitutes the levy of the assessment for the upcoming year.

II. ANTICIPATED USE OF REVENUE

A. Fiscal Year 2019-2020 BIA Revenue

For Fiscal Year 2019-2020 (July 1, 2019 through June 30, 2020), BIA assessment revenue is projected to be \$5,602,342 based on the Smith Travel Accommodations Report (STAR) forecast for Sonoma County and additional rooms available from recent construction. The STAR report measures only the accommodations that provide data. In Sonoma County, this represents a minority of the number of hotels, but the majority of the rooms. And, it should be noted, that this is only one performance indicator when considering the aggregate value of the entire tourism ecosystem.

B. Fiscal Year 2019-2020 TOT Revenue

For Fiscal Year 2019-2020 (July 1, 2019 through June 30, 2020), TOT revenue to be allocated to SCTB is projected to be \$2,355,531 based on the STAR report forecast for Sonoma County.

C. Recommendation

SCTB, in its capacity as the Advisory Board, recommends that the Board confirm this Annual Report and continue to levy the SCTBIA annual assessment for Fiscal Year 2019-2020 pursuant to the Parking and Business Improvement Area Law of 1989 (California Streets and Highways Code section 36500 et seq.), subject to the following findings and recommendations:

- 1) That the boundaries of the SCTBIA should remain the same, with the recognition that the cities of Santa Rosa, Petaluma, Rohnert Park, Sebastopol, Cloverdale and Cotati, and the Town of Windsor, have not withdrawn their consent to be included within the boundaries of the SCTBIA.
- 2) That SCTB continue to serve as the Advisory Board for the SCTBIA.
- 3) That the method and basis of levying the assessment remain unchanged, and in accordance with the terms of the Ordinance in fiscal year 2019 – 2020.
- 4) That the revenues generated by the assessment be used in accordance with the requirements of the Ordinance to conduct marketing activities designed to increase the number of overnight visits to the County.
- 5) That SCTB retained the services of two independent certified public accounting firms, Pisenti & Brinker and Maze & Associates, to audit the SCTB financial statements for the fiscal year of July 1, 2017 to June 30, 2018. Their findings were that there were no material weaknesses or significant audit findings in relation to SCTB's books and records.

D. Activities, Marketing, Advertising, and Public Relations Program Expenditures (Expenditures are noted based on the SCTB budget allocations rather than programmatic integration.)

Sonoma County Tourism operates an integrated sales and marketing organization meaning all efforts work collaboratively toward achieving key initiatives rather than working in silos to achieve objectives per discipline. So, while the general areas of work are Marketing & Communications, Group Sales, Global Tour & Travel and Administration, the programming as it is currently outlined in the financial accounting system shows a more integrated approach. The type of activities as allocated and intended to be funded by the SCT BIA/TOT revenues include: (1) Paid advertising; (2) Marketing materials and distribution; (3) Tradeshows and sales missions; (4) Sales and marketing promotions; (5) Destination development; (6) Research and development; (7) Public relations; (8)

Sales and marketing tools; (9) Labor; and (10) Administrative expenses. Within the integrated approach, these program areas align with SCT's five key initiatives: 1) Drive Overnight Visitation, 2) Create and Convey Value, 3) Engage Partners, 4) Spearhead Long-term Destination Planning, 5) Run an Effective Business.

Because of the October 2017 fires, Sonoma County Tourism's Board of Directors approved the use of \$452,594 of funds from catastrophic reserves to be used to promote travel to Sonoma County, raise awareness of Sonoma County as a destination and combat negative perceptions related to the fire. These funds were utilized in the two fiscal years of FY17/18 and FY18/19. While

Our goal, ultimately, is not only to drive visitation and bolster the Sonoma County economy, but to balance visitation throughout the year. As we look into FY19-20, the organization will be more focused than ever on sustainability and managing how visitors engage within the County. To this end, the organization is moving more fully into being a Destination Stewardship Organization (DSO) that truly considers the sustainability of the region and the quality of visitors rather than simply the quantity. We also will work with the county-wide Recovery & Resiliency Framework to identify how tourism can be part of the solution.

1. Paid Advertising

During the past 12 months, SCT has evolved the way it markets Sonoma County through launching a new brand, focusing on direct fly markets that result in longer stays, mid-week travel and increased spend. We also moved from seasonal marketing campaigns to a year-round "always on" campaign to ensure Sonoma County is top-of-mind as travelers plan trips throughout the year. This is then amplified by seasonal promotions and other focused campaigns designed to meet an immediate need (such as post natural disaster). This is essential for helping to balance the dramatic peaks and valleys of visitation to the area. These markets lean heavily on nonstop flight service out of STS. Our strategy includes exposing potential travelers to key destination messages and then driving them to trackable channels (such as the SonomaCounty.com website) to encourage booking a trip here. To do this, we leverage a variety of advertising platforms in pre-determined markets with a high propensity to visit Sonoma County. We also engage consumers via social media platforms to convey destination messages and encourage booking a trip. Our new Life Opens Up brand is showcased in everything we do. The brand uses wine terms as an introduction to the destination, but conveys myriad other experiences in Sonoma County, including wine tasting, culinary immersions, outdoor recreation, and the vibrant cities and towns.

Our advertising strategy is designed and executed to work year-round to yield overnight visitation during the key off-peak months of November through April, as well as mid-week.

2. Marketing Materials and Distribution

To promote the diversity of Sonoma County visitor experiences and encourage overnight visitation, SCT uses updated content in the form of imagery, articles, blogs, videos and social media posts. Our print vehicles include SCT-produced maps and guides, which are distributed to thousands of visitors. Additional materials include sales brochures and collateral for use promoting mid-week, off-season visitation to key target markets such as meeting planners and travel trade.

3. Tradeshows and Sales Missions

Assessments will assist the Group Sales & Tourism Development divisions of SCT with funding tradeshows, sales missions and client events and especially those that benefit the hoteliers stated in the SCTBIA assessment model. These events will include attendance at key tradeshows with targeted attendance by qualified meeting planners, tour operators and travel agents in core domestic and international markets. These activities are intended to help generate room nights and qualified meeting and tour and travel leads

for hospitality/tourist related businesses within Sonoma County. Assessments will assist with funding the operation of satellite sales offices in Southern California and, Sacramento with the objective of specifically targeting meeting and group business.

4. Sales and Marketing Promotions

Funds within this line item are used for sales and marketing programs in target US and international markets. The tactics used include education and awareness building among clients, incentives to bring group business in during need periods, marketing partnerships to raise awareness and gather information from future visitors, social media and email marketing, memberships in industry groups for leads and exposure and short-term promotions to take advantage of ad-hoc opportunities.

5. Destination Development

To sustain the tourism economy, which accounts for almost 23,000 local jobs, SCT provides programs that develop the hospitality workforce like the Certified Tourism Ambassador program. SCT also works to move our destination forward by engaging key stakeholders throughout the County through educational programming, speaking engagements, and volunteerism. In FY19-20, SCT will work to develop a destination stewardship plan that will take a long view of how entities throughout the county help create a sustainable and compelling destination.

During the year, SCT, in collaboration with the County, was charged with allocating \$350,000 through the Community Investment Funds to entities throughout the county. The funding was allocated to specific purposes:

- Enhance safety (e.g. lighted and/or marked crosswalks)
- Environmental clean-up (e.g. removing trash from beaches and waterways)
- Promote hospitality professionalism
- Improve way-finding signage (e.g. park locations and cultural sites).

Based on these parameters, funding was allocated to the following entities:

- Jack London Partners
- Sonoma Land Trust
- Sonoma Ecology Center
- Healthcare of Northern California (Wildfire Mental Health Collaborative)
- Petaluma Visitors Center
- Friends of the Petaluma River
- Russian Riverkeeper
- Friends of Lake Sonoma
- Russian River Chamber of Commerce
- Coastwalk California Coastal Trail Association
- Redwood Coast Chamber and Visitors Center
- Forestville Chamber of Commerce - Pending

6. Research and Development

To maintain competitiveness and gauge effectiveness of programs, SCT conducts ongoing research as well as purchasing customized reports from tourism researchers. SCT also conducts brand and message audits and modifies marketing and sales activities based on findings. SCT seeks to grow the research program in the coming year to complement new brand initiatives, maintain competitiveness and report on key performance indicators. In FY 19-20 SCT will engage a national research firm to provide fundamental research that will be the bedrock on which all supportive ad hoc reports will be built.

7. Public Relations

SCT assists journalists from around the world with convey positive stories about Sonoma County. Activities include visiting journalists in large media markets such as Los Angeles and New York to educate them, hosting qualified journalists in Sonoma County, attending events with partners like Visit California, and working with contracted representatives in international markets likely to yield visitation.

8. Sales and Marketing Tools

Funds for sales and marketing tools are used to subscribe to programs that produce sales leads, provide a client training platform as well as to maintain the Customer Relationship Management (CRM) systems that track clients, partners and leads and provide a platform for connecting with potential visitors.

9. Labor

Labor expenses for marketing, tourism development and group meeting sales activities will be funded by BIA Assessments. Labor costs for administrative personnel will be funded by TOT revenues.

10. Administrative Expenses

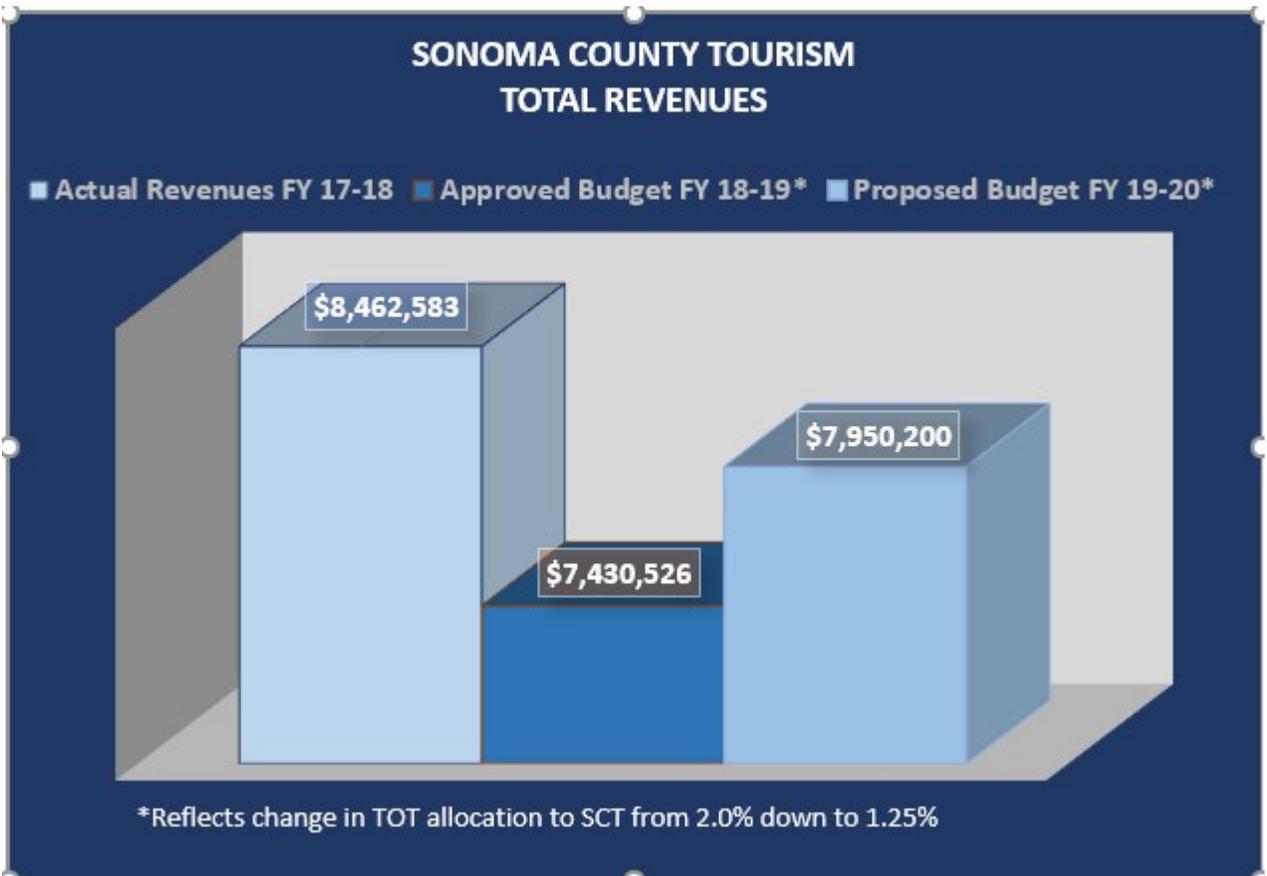
Administrative expenses will be funded by TOT revenues. At 11.9% of total expenditures, the administrative expenses are within the 10% - 12% normal range for a destination marketing organization according to the Destinations International (DI) annual study.

11. Capital Expenditures

SCTB will replace outdated and end of life computers based on its 4-year replacement schedule.

11. Reserves

SCTB maintains reserves to provide funds for significant future cash demands arising from both planned and unplanned events or circumstances. During the past year, SCTB reduced its reserve target from a 6-month level to a 90-day level. Use of \$1,392,160 of reserves were approved by SCTB's Board of Directors for the current fiscal year to ensure critical programs such as the brand launch were funded at the level needed to gain maximum effectiveness. This includes \$750,000 for increased "Open for Business" promotion following the fires and \$460,000 for the brand launch marketing campaign.



SONOMA COUNTY TOURISM
Sources & Uses of Funds -DRAFT
July 1, 2019- June 30, 2020

	Fiscal Year <u>2019-2020</u>
<u>Revenues</u>	
BIA Assessments	\$ 5,602,342
Transient Occupancy Tax	2,271,209
Interest Income	24,816
Total Revenues	<u>\$ 7,950,200</u>
<u>Expenditures</u>	
Advertising	\$ 1,171,603
Marketing Materials & Distribution	857,279
Tradeshows & Sales Missions	375,410
Sales & Marketing Promotions	694,195
Destination Development	143,410
Research & Development	399,300
Public Relations	283,000
Sales & Marketing Tools	113,373
Labor	3,030,404
Administrative Expenses	959,952
Total Uses	<u>\$ 8,027,926</u>
TOTAL REVENUES LESS USES	<u>\$ (77,726)</u>
<u>Reserve Usage Capital Items</u>	
Depreciation	\$ 77,726
Fixed Asset Purchases	(10,000)
Fixed Asset Reserve Usage	10,000
TOTAL SOURCES LESS USES	<u>\$ 0</u>

Expense Details FY 2019-2020

Advertising	Budget
Domestic	\$1,006,603
International	165,000
Total	\$1,171,603

Marketing Materials & Distribution	Budget
Photo, Video, Design & Content	\$ 420,968
Collateral Material Print & Distribution	222,311
Website	163,500
Promotional Products	50,500
Total	\$ 857,279

Tradeshows & Sales Missions	Budget
Event Fees & Expenses	\$ 167,400
Travel	113,410
Client Events	94,600
Total	\$ 375,410

Sales & Marketing Promotions	Budget
Outside Representation	\$ 199,250
Industry Education & Site Tours	137,500
Group Cash Incentives	75,000
Marketing Partnerships	30,000
Email Campaigns	38,500
Memberships	63,945
Event Sponsorships	150,000
Total	\$ 694,195

Expense Details FY 2019-2020 (Cont.)

Destination Development	Budget
CTA Program	122,930
CTA Collected Fees	(34,500)
Community Engagement	54,980
Total	\$ 143,410

Research & Development	Budget
Research Studies	\$ 248,300
County EDB Researcher	51,000
Branding & Strategy	100,000
Total	\$ 399,300

Public Relations	Budget
Media Site Tours	\$ 50,000
Contracted Representation	120,000
Visits to Media & Events	68,500
Media Tools & Content	44,500
Total	\$ 283,000

Sales & Marketing Tools	Budget
Sales Lead Generators	\$ 62,000
CRM System	51,373
Total	\$ 113,373

Expense Details FY 2019-2020 (Cont.)

Labor	Budget
Wages	\$ 2,394,129
Shared Labor (receptionist was shared between SCT, Sonoma County Vintners (SCV) and Sonoma County Winegrowers (SCWG). Winegrowers moved to another location, so the cost share changed for SCT and SCV)	(13,632)
Benefits	349,213
Taxes & Workers Compensation	223,195
Temporary Help	12,000
Training & Development	58,000
Recruiting	7,500
Total	\$ 3,030,404

Administrative Expenses	Budget
Rent, Utilities, Janitorial	\$ 411,808
Sublease (reflecting the Winegrowers move)	(96,183)
IT, Telephone	161,730
Legal, Audit, HR Fees	188,594
Auto, Local Travel	72,960
Supplies, Equipment, Maintenance	142,574
Meetings & Retreats	35,000
Board Development	24,860
Insurance, Bank Fees, Taxes	18,609
Total	\$ 959,952

III.

SCT BIA / TOT OVERARCHING KPIs and RESULTS

In 2018, Sonoma County Tourism developed and adopted a strategic plan that included a full slate of Key Performance Indicators (KPIs) for the organization as well as each program area. The full KPI Tracker is available on SonomaCounty.com/partners. As a report of FY17-18 performance, following are the FY17-18 KPIs for the overall organization as well as a sampling of the major program areas within each of the key initiatives.

Because 2017-18 was the benchmark year for measuring against a strategic plan, following results will be used to determine year-over-year growth during subsequent years.

Organizational Key Performance Indicators (KPIs) - These KPIs are based on the two-year plan with the final resolution occurring on or before June 30, 2019.

1. Increase the number of travelers to Sonoma County, most especially overnight visitors by two percent (2%) year-over-year.
 - a. Launch new/evolved brand with associated creative. Ensure marketing efforts are done in both key and secondary short- and long-haul markets.
 - b. Develop a retail-based marketing program that moves consumers through the decision-making funnel (from dreaming/awareness to booking) at an accelerated rate.
 - c. Increase business travel to Sonoma County through focused identification of key segments and potential meetings, conferences and convenings.
2. Create a dynamic research foundation that tracks and communicates industry and organizational performance.
 - a. Track year-over-year performance metrics – visitation, lodging, hospitality, sales tax as well as sales and marketing program effectiveness and program ROI.
 - b. Develop and distribute industry dashboard, showcasing general industry and organizational performance.
 - c. Provide annual reporting that conveys how the organization has achieved its key goals.
3. Initiate a new funding model for Sonoma County Tourism that creates opportunities for growth within both traditional (tourism industry) and non-traditional (consumer brand aligned) partnerships.
4. Expand partner marketing and business development opportunities.
 - a. Offer expanded opportunities for partners to participate on domestic and international sales and media outreach.
 - b. Create online opportunities for partners that drive inquiry and bookings to partner properties.
 - c. Develop in-market and key media market media outreach opportunities for partners.

5. Boost community outreach to ensure Sonoma County Tourism is perceived as a strong community partner.
 - a. Identify opportunities for SCT staff to engage with the community and convey the programs and achievements of the organization.
 - b. Enhance the Certified Tourism Ambassador program.
 - c. Administer a value of tourism program that conveys the importance of tourism to the local economy.
 - d. Participate in long-range tourism planning that helps balance the economic advantages that come with visitors with the impacts of tourism.

6. Develop a Destination Management Plan designed to identify a responsible long-term approach for creating a destination that addresses key issues and identifies innovative approaches for managing critical issues and bolstering the economy through travel and tourism activities.

7. Cultivate trust in Sonoma County Tourism through ensuring transparency in budgeting, openness in meetings and timely, ongoing communications.

Results

1. Increase the number of travelers to Sonoma County, most especially overnight visitors by two percent (2%) year-over-year.

➤ **Advertising/Marketing**

Digital/Social Media Program – Growth in Consumer Engagement

Channel	As of June, 2018	As of June, 2017	Year-over-Year Growth
Instagram (Followers)	25,486	15,386	10,100 (+39%)
Facebook (Likes)	289,974	222,083	67,891 (+23%)
Twitter (Followers)	29,738	25,720	4,018 (+13%)
Video Views	594,917	330,500	264,417 (+44%)

Website Metrics

Activity	As of June, 2018	As of June, 2017	Year-Over-Year Growth
Overall Traffic	3,225,523 Visits/Sessions	2,621,770 Visits/Sessions	603,753 (+23%)
Page Views	6,414,164 Views	5,692,650 Views	721,514 (+13%)

➤ **Public Relations**

- Media coverage generated more than 1.3 billion impressions valued at more than \$30.3 million in advertising value. Coverage was generated through hundreds of positive travel, wine and lifestyle stories within print and digital outlets across the world.

- SCT hosted more than 100 in-market press trips with media from: Australia, Brazil, Canada, China, France, Germany, Italy, Korea, Japan, United Kingdom and the U.S.

- Sonoma County hosted the Outdoor Writers Association of California (OWAC) annual meeting and the Cooking Cottage – 20 top-tier media.

- **Tourism Development**
 - SCT hosted 26 in-market Familiarization (FAM) tours, comprised of 129 travel professionals from 14 countries
 - The SCT team attended 23 domestic and international tradeshows and sales missions across 10 key global markets: United Kingdom, France, Germany, Switzerland, Australia, New Zealand, Denmark, Sweden, Canada and the United States.
 - **Sales – June 2018 vs. June 2017:**
 - Number of leads provided to Sonoma County lodging properties – Increased by 22% year-over-year
 - Definite room night production – Up 14.3% year-over-year
 - The SCT team booked 22 more groups into the county year-over-year
 - The SCT sales team attended 29 tradeshow at which it met with and promoted Sonoma County to meeting planners
2. Create a dynamic research foundation that tracks and communicates industry and organizational performance. Most new programming will be realized in FY 2018-19.
 - a. Track year-over-year performance metrics – visitation, lodging, hospitality, sales tax as well as sales and marketing program effectiveness and program ROI.
 - **Smith Travel Accommodations Report (STAR)**
 - Annual Occupancy Rate: (June 2018 vs. June 2017): 79.8%, a year-over-year increase of 9.8%
 - Average Daily Rate: (June 2017 vs. June 2018) \$172.27, a year-over-year increase of 8.5%

To note: due to the impact of the 2017 fires, year-over-year comparisons for the year ending June 30, 2019 will be highly skewed. Both occupancy and ADR were driven by an anomaly in both occupancy type, length of stay and purpose of the stay.
 3. Initiate a new funding model for Sonoma County Tourism that creates opportunities for growth within both traditional (tourism industry) and non-traditional (consumer brand aligned) partnerships. **Effort underway for FY 2018-19.**
 4. Expand partner marketing and business development opportunities. **Effort underway for FY 2018-19.**
 5. Boost community outreach to ensure Sonoma County Tourism is perceived as a strong community partner.
- **National Travel and Tourism Week** – elevated local awareness of tourism’s positive impact to the local economy, workforce and culture
 - Sonoma County Tourism Cares – Three events, 78 volunteers, 291 hours – 30% increase in volunteer participation from last year’s events.
 - EDB Spring Economic Forecast Breakfast – 450 statistic postcards distributed at tables, SCT has a booth with posters and window clings and a banner display in the lobby
 - 1,500 posters and 1,200 window clings distributed to local industry businesses

- In partnership with Visit Santa Rosa, developed a 10' x 3' banner in Courthouse Square
 - SCT provided robust communications with industry partners, CTAs, chamber of commerce and Community Liaisons via mail, email, social media and in-person.
- **Sonoma County Tourism Ambassadors (CTA)**
- 243 new CTAs certified
 - 188 Sonoma County high school students certified
 - 2,457 total CTAs certified since 2012
 - 14 educational events in 2017, with 594 attendees
 - CTA volunteerism for local non-profits and events: 12,000 hours, 23 events, 350 CTA volunteers
6. Develop a Destination Management Plan designed to identify a responsible long-term approach for creating a destination that addresses key issues and identifies innovative approaches for managing critical issues and bolstering the economy through travel and tourism activities. **Effort underway for FY 2018-2019.**
7. Cultivate trust in Sonoma County Tourism through ensuring transparency in budgeting, openness in meetings and timely, ongoing communications. **Ongoing. Survey will be taken in 2019.**