### TABLE OF CONTENTS

- Letter from Edward Roe, Chair, SCT Board of Directors ........................................... 3
- Organization Mission, Vision, Values ................................................................. 4
- Organizational Priorities ...................................................................................... 7
- Business Recovery .............................................................................................. 8
- Destination Stewardship .................................................................................... 12
- Organizational Sustainability ............................................................................ 15
- Annual Programming Calendar ........................................................................ 20
- Overarching KPIs ............................................................................................... 21

#### APPENDIX A

- 2020 Dean Runyan Economic Impact of Tourism Report ................................ 22

#### APPENDIX B

- FY 21-22 Budget Forecast .................................................................................. 24
DEAR PARTNERS,

There’s no doubt we’re coming out of one of the most challenging times in our history. As a tourism industry, we are grappling with a number of issues including recovery planning, a workforce reduction, escalating supply costs, a severe drought and a host of unknowns.

Strategic planning in this environment is difficult, but we believe it’s necessary to have a solid framework from which we can find opportunities and maximize the potential of both existing and new market segments. Strategic plans are always dynamic – an environment we know all too well. If, during the next two years the team at SCT, our board and committees and our incredible Sonoma County partners collaborate in a thoughtful way, I’m confident we will find a greater level of economic vitality than we thought possible.

Within this document, you’ll notice a new Mission and Vision, along with the addition of Inclusion among the Values. As SCT continues its commitment to Diversity, Equity and Inclusion it is imperative the importance of ensuring inclusivity in both our internal and external programs is part of our organizational DNA.

This plan also outlines three organizational priorities. These provide the structure around which all program initiatives are developed. The priorities are:

1. **Business Recovery** – This is where our research, sales and marketing initiatives exist.

2. **Destination Stewardship** – Programming centers around encouraging responsible travel and helping ensure visitors can enhance rather than destroy our resources.

3. **Organizational Sustainability** – Critical initiatives designed to elevate the capacity of Sonoma County Tourism to better serve the tourism-facing businesses and ultimately the entire County.

The plan includes several new programs, including the Accredited Hospitality Professional, a new business development initiative and partnerships with Sonoma County Regional Parks and Leave No Trace, along with innovative sales and marketing campaigns will help us accomplish our goals and align with our priorities.

We look forward to working with all of you to accelerate recovery of the tourism and hospitality industry and to inspire us all to move forward within a framework of strategic innovation.

Here’s to a tremendous recovery,

Edward Roe
Chair, Sonoma County Tourism
MISSION

Inspire overnight travel to Sonoma County that bolsters the region’s economy and encourages responsible stewardship of the community’s abundant resources.

VISION

Sonoma County will be the premier destination in North America for responsible travelers who enjoy, protect and preserve the area’s bountiful natural and cultural resources.
SCT approaches all programs and opportunities with a foundation of research and structured with consideration for all potential program outcomes and impacts to the organization, key stakeholders and the county at large.

**STRATEGIC**

All budgets and programs administered by SCT are done so within an environment of transparency. This helps ensure all stakeholders have a high level of understanding regarding the operational effectiveness of the organization and can champion the organization as an efficient steward of the funding provided.

**TRANSPARENT**

SCT is successful only if its partners and stakeholders are successful. This occurs within a robust business-development environment offering opportunities for constituents to benefit from partnerships with the organization and gain business-driving benefits from the programs administered by the organization.

**COLLABORATIVE**
VALUES

INCLUSIVE
SCT is committed to ensuring persons of all backgrounds are included and welcomed throughout its internal operations and external audience outreach. A strong dedication to diversity, inclusion and equity will guide the organization.

ENTREPRENEURIAL
SCT operates as an ambitious and nimble business seeking new opportunities for revenue and growth. SCT staffers work to find business development opportunities that drive revenue for partner businesses and generate new revenue for the organization.

TRUSTED
SCT will develop programs founded on research, driven by best-in-class execution and with results conveyed via various partner communications channels in a timely and truthful manner.
ORGANIZATIONAL PRIORITIES

BUSINESS RECOVERY

DESTINATION STEWARDSHIP

ORGANIZATIONAL SUSTAINABILITY
“Moving forward in our economic recovery, it is important that we work together and support each other. As a key sector industry, tourism plays a vital role in bringing customers back to many Sonoma County businesses. While there are still many challenges facing us on our road to recovery, we will thrive by maintaining strong partnerships, developing smart strategic planning, and fostering community collaboration.”

- SHEBA PERSON-WHITLEY, Executive Director, Sonoma County Economic Development Board
BUSINESS RECOVERY

STRATEGIES:

**Obtain and Convey Industry Insights and Marketing Analytics**
As an evidence-led sales and marketing organization, ensuring a solid foundation of research, program analytics and metrics-based performance programming is critical. This initiative was elevated during the past several years, so moving forward to ensure a highly focused and relevant program will continue to inform SCT's efforts.

- Continue to expand SCT's work with industry research firms that provide insights into the tourism industry, consumer sentiment, and profile of Sonoma County visitors.

**Drive Inquiry and Conversion through Advertising and Other Paid Opportunities**
Business recovery will depend on SCT's ability to drive interest and move customers through the decision-making funnel as quickly as possible, helping ensure the final decision to purchase a Sonoma County overnight stay.

- Utilize insights from research and partner input to create advertising and other paid media opportunities based on campaign and other need period objectives – especially off-peak and midweek visitation.
- Generate revenue for BIA properties through campaigns that drive consumer purchase decisions through laser pinpoint messaging, customized booking options and in-market information sources.
- Drive revenue to the region through positioning Sonoma County as a premier destination with unique key appeals for overnight domestic and international leisure, business meeting, and social group gatherings.

**Amplify the Brand**
The Sonoma County: Life Opens Up brand was launched in 2018 and continues to be as relevant and compelling as ever. To continue maximizing the brand and its appeal to both business and leisure travelers, SCT will ensure the brand reaches potential customers through important touchpoints.

- Leverage SCT owned channels (website, social media, email, Inspiration Guide, map) to market to targeted audiences and showcase examples of Sonoma County’s brand experience – Life Opens Up.
- Craft positive brand image by utilizing strong, proactive public relations efforts that leverage key messages, and focus on target markets and audiences.
- Increase User Generated Content (UGC) connectivity allowing consumers to showcase their own brand experiences.
- Develop new opportunities and programs to promote wellness, sustainability and Diversity, Equity and Inclusion (DEI) in Sonoma County.
- Continue to shift primary focus to the spring as a prime time of year to visit Sonoma County.
Acquire, Engage and Expand Key Audiences
Audience development will be a critical component of SCT’s go-forward strategy. Elevating engagement with current audiences as well as identifying new high demo audiences will help ensure Sonoma County not only recognizes loyal customers, but also sends an invitation to potential visitors.

- Develop and engage audiences around traditional appeals and new experiences including wellness, sustainability, and diversity, equity and inclusion (DEI).
- Develop defined, always-on messaging strategy to bridge the gap between campaign periods.
- Leverage new and enhanced flight service out of STS to boost awareness of nonstop flights and spur visitation from those markets.

Develop Business from Existing and New Market Segments
Targeted specifically at the business travelers, SCT will work to rebuild this market segment and identify new industry segments that match the destination’s vision.

- Lead Generation & Qualified Business Referral
  - Focus on increasing business opportunities coming into Sonoma County through lead generation and partner referrals. Develop new relationships while balancing our efforts to continuing to foster current relationships with our loyal customer base. Facilitate collaborations that generate business opportunities via direct and indirect referrals targeting weekday and off-peak periods.

- Communication and Content
  - Provide a comprehensive communication plan that allows SCT to target prospective and existing client base with creative messaging that helps ensure Sonoma County is top of mind in key target markets and among top priority buyers. Focus on enhancing our digital presence via online platforms.

- Destination Exposure
  - Inspire meeting & event producers by sharing destination insights through engagement in their prospective markets and in-person and virtual visits to Sonoma County. Focus will be placed on creating personalized experiences either on a one-to-one basis or as a group that are crafted based on individual meeting planner profiles.
**Priorities**

**Engage Partners**
Providing business development opportunities, elevating industry intel and helping ensure SCT’s partners have the tools needed for success will be increasingly important as the destination moves into and managed recovery.

- Identify all partner groups and mobilize engagement according to the needs of each.
- Maximize partner success through access to resources available within the Partner Portal, in the partner toolkit, in-person educational offerings, partner town halls and other connection points.
- Continue to provide relevant business development training opportunities to our partners across all tourism facing industries.
- Become extension of our partners by providing support, referrals, tools and industry insights that are not readily available. We will work to build relationships with businesses to create alignment, advance opportunities to collaborate and enhance the visitor experience.
- Engage partners in solution-oriented conversations and projects through a series of listening sessions and activities such as Tourism Cares.
- Provide workforce education through the Accredited Hospitality Professional program that teaches skills to encourage visitor engagement, longer stays, higher in-market spending and ultimately strong destination loyalty.

**Monitor/Restart Travel Trade/International Outreach**
SCT will monitor both domestic and international travel trade to ensure opportunities aren’t missed, but also that we don’t work to stimulate travel from international visitors unable to travel. Throughout FY21-22, this will be a carefully watched market segment. We anticipate having a more robust program established for FY22-23.

- Monitor the travel trade activity to determine the right time to reenergize this effort.
- Assess reality of international travel and Sonoma County’s role in marketing to key markets.
- Determine appropriate staffing and timing of staffing to maximize opportunities in a cost effective way.
“I firmly believe, from what I have seen, that this is the chosen spot of all this earth as far as nature is concerned.”

- LUTHER BURBANK
Priorities

Destination Stewardship

Strategies:

Encourage Responsible Travel Behaviors
As SCT elevates its commitment to destination stewardship, conveying the responsible tourism message will be imperative to protecting and preserving the destination’s natural and cultural resources. SCT will continue to identify opportunities to integrate responsible tourism messaging and programming.

- Work with partners to create programs, messages and in-market signage that encourages responsible travel behaviors.
- Partner, listen and engage with the community, and actively work to be an appropriate part of the solution of addressing resident concerns and mitigating tourism impacts.

Align with Local Organizations and National Programs With a Similar Mission
SCT is one of several organizations in Sonoma County with a mission to protect and preserve the region. During the plan timeframe, the organization will better align with those entities that can provide intellectual resources, partnerships and programming that can help expand messaging and program effectiveness.

- Identify local organizations with a similar mission to protect and preserve the natural and cultural resources and align messages and initiatives through collaborative programming, social media outreach and in-market signage.
- Enhance the partnership with Sonoma County Regional Parks and Leave No Trace to modify visitor behavior along the 7 Principles.
- Enhance and develop partnerships with travel planners and technologies that integrate stewardship and “give back” opportunities for consumers.

“Responsible recreation messaging and visitor education are an essential part of destination stewardship. As more people seek the wonder of the Sonoma outdoor experience, minimum impact techniques like Leave No Trace help to ensure that land, water and cultural resources remain protected for years to come.”

- Andrew Leary, Leave No Trace Center for Outdoor Ethics
PRIORITY

Develop and Communicate Broad-based Approach to Destination Stewardship
Destination stewardship requires a comprehensive understanding of the issues facing the region, most especially in one largely dependent on tourism to drive its economy. Engaging the community in conversations around stewardship will be critical for gaining greater understanding of the issues and helping to create program champions.
  o Convey community awareness through partnership and activities that help protect and preserve our human and natural resources
  o Encourage/elevate sustainable practices with partners

Initiate and Maximize the Accredited Hospitality Professional (AHP) Program
SCT’s new, highly customized program is designed to drive business through elevating understanding of the destination, improving customer engagement skills and creating a more unified industry. As this program launches, SCT will continue to monitor participants’ feedback and will work to enhance the program as needed.
  o Encourage responsible travel and visitor safety and empower the tourism and hospitality industry workforce to elevate and champion the power of tourism to residents.
“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.”
- MARGARET MEAD, cultural anthropologist
Priorities

Organizational Sustainability

Strategies:

Develop and Integrate Long-term Funding
Ensuring SCT has the funds needed to effectively develop and execute its programs is imperative for the success of our partner businesses. SCT will work to identify and expand funding sources to assure the long-term health of the organization.

- Identify and secure funding resources that will fortify the SCT funding base and provide long-term, reliable organizational funding.
- Work with potential partners, such as AirBnB and other vacation rental companies to determine ways to add Business Improvement Area (BIA) funds to the already collected Transient Occupancy Taxes (TOT).
- Mine non-endemic corporate partnerships that can help elevate the brand and bolster funding.

Run an Effective Business
Sonoma County Tourism is committed to ensuring all funds are allocated and spent at the highest level of efficiency and have absolute transparency. Sonoma County Tourism will conduct its financial and operational programs with an unsurpassed level of integrity.

- Budgeting and Accounting - Of utmost importance, Sonoma County Tourism will operate within its approved budget, maximizing each dollar spent. The budget will be reviewed on a monthly basis with the board and committees, and available to any member of the public who asks to see it.

  With input from the Finance and Legal Committee, the Board and the respective program committees, the SCT leadership team will be responsible for managing the budget within their program areas and will track the ongoing budget usage to ensure proper expenditures.

  Sonoma County Tourism will incorporate the best practices of accounting including invoicing and paying bills according to organizational policy. Full policies and procedures for best practice accounting will be expanded and distributed to the staff and board.

- Contracting - Sonoma County Tourism works with a number of external vendors. Ensuring the procurement process and contract oversight aligns with California state law and are in the best interest of SCT, is essential for running an effective business. During this plan period, SCT will ensure all contracts are current, have measurable performance metrics, invoicing is done in accordance with the contract and all payments made to contractors fall within budget.
Priorities

o Business Processes - SCT will manage effective, efficient, and strategically aligned business processes that integrate and capitalize on SCT’s staff and technology resources. SCT encourages the development of flexible, reliable, and collaborative business tools and technologies designed to support SCT’s mission, processes, staff, stakeholders, and customers.

o County Annual Report and Marketing Plan - SCT will complete the annual report and marketing plan and deliver the document to the County on or before the stated deadline, allowing sufficient time for staff review, and approval from Board of Directors, Economic Development Board, and Board of Supervisors.

o Policies and Procedures - During FY21-23 SCT will review and integrate finance and operations policies and procedures ensuring each creates clarity for the staff and best practice methods for the organization. Once developed, all policies and procedures will be conveyed to the staff to ensure they are integrated into each program.
PRIORITIES

Create a High-performance, Satisfying Work Environment
Ensuring the SCT team has the environment and tools required to do their jobs will be more important than ever as we figure out a post-pandemic work situation. SCT will continue to engage with its employees and the industry to ensure the work environment is one that creates a high-performance, satisfied team and one that is beneficial for partner businesses.

- Team Development - As the SCT team returns to the office in a hybrid situation, the organization will work with HR and legal counsel to ensure the team is safe and has the proper legal protocols in the work place. Throughout the year, SCT will conduct team building opportunities to elevate communication and participation across the enterprise.

- Employee Wellness and Wellbeing- With so much emphasis on wellness as a key visitation experience, and the importance of rebuilding a happy and productive team, SCT will continue to provide a wellness program for team members. How this will look is still in development, but the organization will work to ensure its employees have access to wellness trainings and programs.

Ensure Strong Commitment to Diversity, Equity and Inclusion (DEI)
DEI is an organizational imperative that SCT will work to integrate and execute during the plan time frame. SCT has made a commitment to a strong foundation based on these principles. During this plan time frame, the organization will put this commitment into practice.

Inclusion
Working with program experts and with input from the team, SCT will work to ensure its team feels included in initiatives that move the organization forward. Starting with a team survey conducted in FY21, SCT will integrate programs and procedures that help employees feel more a part of the long-term success of the organization.

Diversity
SCT will work to ensure both its internal team and external marketing programming are diverse. This is not only in the people on the team, but how the destination is conveyed in marketing materials. Once the SCT team and programming are moving in the right direction, we will work to disseminate the importance of diversity to the broad partner base.

Equity
SCT will work to ensure all communities are fairly represented and have a voice in the future of the organization.
Priorities

Stakeholder Outreach
Creating strong relationships between SCT and key stakeholders is critical to conveying the value of the tourism industry. As a contractor with the County, SCT will work most closely with the Economic Development Board to connect with stakeholders around important issues such as funding, workforce development and general industry education.

- Deepen and maintain relationships with key local stakeholders, including elected officials, business leaders, partners, non-profits and other influential organizations.
- Socialize key SCT priorities, activities and results to both partners and stakeholders.

Board and Committee Engagement
Sonoma County Tourism will be most effective when it works in collaboration with an engaged group of Board of Directors, committee volunteers, and business partners. As the organization leads its destination management planning process, involvement from the board will be critical to ensuring the highest level of strategic thinking and visioning is reflected in the project and resulting plan.

- Board of Directors and Committee Meetings - SCT will hold board meetings as required by its bylaws and ensure committee meetings are held at least once per quarter to ensure both the board and committees have the information needed to make well-informed decisions. Board meetings will largely be held at partner locations helping to ensure SCT supports partner locations.

- SCT will hold an annual board retreat to help enhance the board experience and identify long-term strategic initiatives.

- Annual Meeting - SCT will continue to hold an annual meeting to ensure compliance with its bylaws. This meeting is designed to provide a platform to communicate the success and challenges of the organization during the previous 12 months, look ahead to the upcoming year and ratify board members. In FY 21-22, the meeting will be a hybrid one, with most of the attendees participating via video. The meeting will have an in-person component allowing people to meet in person; the 22-21 meeting will be held in person.

Crisis Planning and Execution
In the years following the October 2017 wildfires, Sonoma County has been inundated with crisis, all of which needed SCT to execute a crisis plan. In FY17, Sonoma County Tourism crafted a crisis plan for use internally and was shared with key partners through a series of meetings and town halls. Following a 15-month crisis with the Coronavirus, SCT will continue to work with area emergency management, visitor-facing organizations, chambers of commerce and other groups that are core to managing through a crisis.
## ANNUAL PROGRAMMING CALENDAR
Timeline designated by focus area

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer – Demand Marketing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business – Sales Outreach (Focused)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsible Tourism Messaging (only)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crisis Planning/Execution</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Always on – Marketing/Sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Engagement/Stakeholder Outreach</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
OVERARCHING KPIs

2021-2022
This will be a rebuilding year following the year-long pandemic shut-down. The organization will continuously monitor reopening for both leisure and business travel.

1. Reenergize Sonoma County tourism’s industry through a robust program that drives business, elevates the industry through education and creates destination champions.
2. Create and manage group (business and leisure) leads ensuring partners are able to book business surpassing pre-pandemic levels.
3. Integrate the Leave No Trace partnership and continue to communicate a commitment to destination stewardship, positioning Sonoma County as a leader in sustainable travel.
4. Identify and integrate research model that shows impact of quality over quantity visitation approach.
5. Secure a funding model that will help ensure long-term financial stability for the organization.
6. Create and initiate a business development model that seeks to find new markets, heightens current partner opportunities and introduces Sonoma County to more diverse communities.
7. Complete foundational components (organizational statement, team inclusion action plan, external communications policies) of a DEI program that mandate the organization’s commitment to both internal and external diversity, equity and inclusion.
8. Identify and staff the organizational structure to meet the needs of SCT for the time period covered in the plan.
9. Deepen relationships with key local stakeholders, including elected officials, business leaders, partners, non-profits and other influential organizations through meetings and activities that convey the value of tourism and SCT’s role in managing responsible travel.
10. Work with the County to review and potentially revise the requirements of the March 15 program and budget submission.
11. Work with the County and vacation rental companies to identify and integrate BIA/TOT taxes.
12. Ensure crisis plan is updated, communicated and executed as planned (if needed).

2022-2023
We anticipate full recovery during this year so will return to striving to achieve an aspirational, metrics-based set of Key Performance Indicators (KPIs).

1. Achieve a 5% year-over-year increase in revenue to Sonoma County’s lodging properties (per BIA/TOT collections and Dean Runyan economic impact survey).
2. Shift visitor says away from weekend to include greater share of weekday overnights.
3. Increase group leads to partners by 10% year-over-year.
4. Generate a marketing program Return-on-Investment that exceeds pre-pandemic levels.
5. Ensure the organization’s DEI imperative has a high level of inclusion and satisfaction within the programming (internal) and diverse audiences are being included at increasingly higher levels in sales and marketing pieces (external).
6. Bolster partner satisfaction in the organization’s efforts with results shown through an annual partner survey.
7. Ensure the process for long-term funding secured in FY21-22 is operational and funds are distributed to the organization as designated.
8. Continue to integrate responsible travel, climate change initiatives and overarching destination stewardship programming that helps reduce visitor impacts, eliminate travel-related carbon emissions and continues to message a sustainable destination in sales and marketing materials.
9. Realize the results of solid community engagement efforts through a positive outcome with the Board of Supervisors during budget approval sessions.
APPENDIX A

2020 Dean Runyan Economic Impact of Tourism Report

SUMMARY

The impact estimates associated with traveler spending in Sonoma County were measured using the Regional Travel Impact Model (RTIM) developed by Dean Runyan Associates (described in Appendix C) and are comparable to those found in the 2020p California State, Regional & County Impacts report prepared for Visit California. Further information from Visit California: https://industry.visitcalifornia.com/research/researchtrends

Travel in Sonoma County was significantly impacted in 2020 both by the COVID pandemic and the policies implemented to limit the spread of the virus. The $1.1 billion in travel related spending was down 49% from 2019 and generated 45% fewer local and state tax dollars. With business owner’s use of CARES Act assistance combined with their other efforts to minimize layoffs, employment was impacted less severely than spending but still fell by 27% year over year.

Sonoma County Direct Travel Impacts, 2016-2020

<table>
<thead>
<tr>
<th></th>
<th>Spending ($Millions)</th>
<th>Earnings ($Millions)</th>
<th>Employment</th>
<th>Local Taxes ($Millions)</th>
<th>State Taxes ($Millions)</th>
<th>Total Taxes ($Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>1,975</td>
<td>684</td>
<td>20,880</td>
<td>84</td>
<td>84</td>
<td>168</td>
</tr>
<tr>
<td>2017</td>
<td>2,084</td>
<td>767</td>
<td>22,508</td>
<td>97</td>
<td>84</td>
<td>182</td>
</tr>
<tr>
<td>2018</td>
<td>2,200</td>
<td>815</td>
<td>22,376</td>
<td>108</td>
<td>91</td>
<td>199</td>
</tr>
<tr>
<td>2019</td>
<td>2,237</td>
<td>863</td>
<td>22,358</td>
<td>110</td>
<td>95</td>
<td>205</td>
</tr>
<tr>
<td>2020</td>
<td>1,137</td>
<td>652</td>
<td>16,264</td>
<td>63</td>
<td>49</td>
<td>112</td>
</tr>
</tbody>
</table>

Annual % Change

|       | -49% | -24% | -27% | -43% | -48% | -45% |

Sonoma County Area Impacts, 2020

<table>
<thead>
<tr>
<th></th>
<th>Spending ($Millions)</th>
<th>YoY Change</th>
<th>Earnings</th>
<th>Employment</th>
<th>Local Taxes ($Millions)</th>
<th>State Taxes ($Millions)</th>
<th>Total Taxes ($Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cloverdale</td>
<td>8.4</td>
<td>-45%</td>
<td>4.8</td>
<td>121</td>
<td>0.5</td>
<td>0.4</td>
<td>0.8</td>
</tr>
<tr>
<td>Healdsburg</td>
<td>65</td>
<td>-62%</td>
<td>37</td>
<td>929</td>
<td>3.6</td>
<td>2.8</td>
<td>6.4</td>
</tr>
<tr>
<td>Petaluma</td>
<td>106</td>
<td>-49%</td>
<td>61</td>
<td>1,521</td>
<td>5.9</td>
<td>4.6</td>
<td>10</td>
</tr>
<tr>
<td>Rohnert Park</td>
<td>105</td>
<td>-48%</td>
<td>60</td>
<td>1,495</td>
<td>5.8</td>
<td>4.5</td>
<td>10</td>
</tr>
<tr>
<td>Santa Rosa</td>
<td>244</td>
<td>-48%</td>
<td>140</td>
<td>3,486</td>
<td>13</td>
<td>11</td>
<td>24</td>
</tr>
<tr>
<td>Sebastopol</td>
<td>17</td>
<td>-45%</td>
<td>10</td>
<td>245</td>
<td>0.9</td>
<td>0.7</td>
<td>1.7</td>
</tr>
<tr>
<td>Sonoma</td>
<td>81</td>
<td>-50%</td>
<td>47</td>
<td>1,162</td>
<td>4.5</td>
<td>3.5</td>
<td>8</td>
</tr>
<tr>
<td>Unincorporated</td>
<td>461</td>
<td>-47%</td>
<td>264</td>
<td>6,595</td>
<td>25</td>
<td>20</td>
<td>45</td>
</tr>
<tr>
<td>Windsor</td>
<td>50</td>
<td>-51%</td>
<td>28</td>
<td>710</td>
<td>2.7</td>
<td>2.2</td>
<td>4.9</td>
</tr>
<tr>
<td>Total SC</td>
<td>1,137</td>
<td>-49%</td>
<td>652</td>
<td>16,264</td>
<td>63</td>
<td>49</td>
<td>112</td>
</tr>
</tbody>
</table>
Among the overnight lodging categories, private home stays had the largest reduction in trips, down 68% from 2019, while hotel/motel/short-term rentals, camping and vacation home stays fared better. The following table provides total and average spending estimates for overnight travelers to Sonoma County in 2020. Although total overnight visitor spending was down 39%, average visitor spending per day and per trip were on par with 2019, as was average length of stay.

**Average Travel Spending by Overnight Visitors in Sonoma County*, 2020**

<table>
<thead>
<tr>
<th>Visitor Spending ($Millions)</th>
<th>Travel Party Per Day</th>
<th>Travel Party Per Trip</th>
<th>Person Per Day</th>
<th>Person Per Trip</th>
<th>Length of Stay</th>
<th>Party Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotel, Motel, STVR</td>
<td>650</td>
<td>615</td>
<td>1,737</td>
<td>225</td>
<td>634</td>
<td>2.8</td>
</tr>
<tr>
<td>Private Home</td>
<td>58</td>
<td>102</td>
<td>357</td>
<td>44</td>
<td>152</td>
<td>3.5</td>
</tr>
<tr>
<td>Other Overnight</td>
<td>192</td>
<td>205</td>
<td>657</td>
<td>79</td>
<td>250</td>
<td>3.2</td>
</tr>
<tr>
<td><strong>ALL Overnight</strong></td>
<td><strong>899</strong></td>
<td><strong>351</strong></td>
<td><strong>1,087</strong></td>
<td><strong>135</strong></td>
<td><strong>414</strong></td>
<td><strong>3.1</strong></td>
</tr>
</tbody>
</table>

*The spending figures shown represent expenditures on all travel related commodities in the destination for each category of overnight visitor.

**Visitor Spending per Type of Commodity Purchased ($Millions)**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodations</td>
<td>435.1</td>
<td>472.7</td>
<td>510.2</td>
<td>504.7</td>
<td>289</td>
</tr>
<tr>
<td>Food Service</td>
<td>519.4</td>
<td>542.2</td>
<td>562.9</td>
<td>580.2</td>
<td>306</td>
</tr>
<tr>
<td>Food Stores</td>
<td>66.8</td>
<td>66.9</td>
<td>67.5</td>
<td>69.1</td>
<td>34.8</td>
</tr>
<tr>
<td>Local Transport/Gas</td>
<td>149.1</td>
<td>161.0</td>
<td>178.9</td>
<td>183.7</td>
<td>77.7</td>
</tr>
<tr>
<td>Arts/Entertain/Recreation</td>
<td>342.8</td>
<td>348.4</td>
<td>352.9</td>
<td>354.4</td>
<td>165.5</td>
</tr>
<tr>
<td>Retail Sales</td>
<td>310.1</td>
<td>323.4</td>
<td>339.7</td>
<td>348.2</td>
<td>158.5</td>
</tr>
<tr>
<td>Visitor Air Transport</td>
<td>8.6</td>
<td>11.0</td>
<td>12.5</td>
<td>14.1</td>
<td>5.8</td>
</tr>
<tr>
<td><strong>ALL Destination Spending</strong></td>
<td><strong>1,831.9</strong></td>
<td><strong>1,925.6</strong></td>
<td><strong>2,024.5</strong></td>
<td><strong>2,054.4</strong></td>
<td><strong>1,037.4</strong></td>
</tr>
</tbody>
</table>

Notes:
Details may not add to totals due to rounding.
Other Travel includes resident air travel and ground transportation impacts for travel to other California destinations, travel arrangement & reservation services, and convention & trade show organizers.
Retail includes gasoline.
Local tax receipts include transient occupancy tax, sales tax and passenger facility charges paid by visitors, and property tax payments and sales tax payments attributable to the travel industry income of employees and businesses.
State tax receipts include, sales tax and motor fuel tax payments paid by visitors, and income tax payments and sales tax payments attributable to the travel industry income of employees and businesses.

The estimates for 2020 are designated as preliminary due to some incomplete source data for the calendar year.
## FY21-22 Budget Forecast

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contracts</strong></td>
<td></td>
</tr>
<tr>
<td>County Contract - Business Improvement Area (BIA)</td>
<td>$4,672,420</td>
</tr>
<tr>
<td>County Contract - Transient Occupancy Tax (TOT)</td>
<td>$2,098,985</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$6,771,405</td>
</tr>
<tr>
<td>Other Income</td>
<td>$33,382</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>$6,804,787</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic Advertising</td>
<td>$1,596,300</td>
</tr>
<tr>
<td>Client Events, FAM &amp; Entertainment</td>
<td>$201,680</td>
</tr>
<tr>
<td>Travel &amp; Tradeshows</td>
<td>$217,526</td>
</tr>
<tr>
<td>Digital Engagement (website development, photography and video shoots, content development)</td>
<td>$591,999</td>
</tr>
<tr>
<td>Organization Tools</td>
<td>$111,050</td>
</tr>
<tr>
<td>Research (STR report, Longwoods visitor/ROI studies, Tourism Economics, Dean Runyan economic impact)</td>
<td>$129,360</td>
</tr>
<tr>
<td>Event &amp; Organization Sponsorships (includes Group Business Development meeting planner incentives, community event sponsorships)</td>
<td>$223,050</td>
</tr>
<tr>
<td>Memberships</td>
<td>$42,838</td>
</tr>
<tr>
<td>Contract Services (includes outside travel trade contractor, integrated marketing agency)</td>
<td>$497,450</td>
</tr>
<tr>
<td>Professional Development</td>
<td>$158,600</td>
</tr>
<tr>
<td>Destination Programming (includes sustainability, Accredited Hospitality Professionals)</td>
<td>$144,638</td>
</tr>
<tr>
<td>Payroll and HR</td>
<td>$2,591,947</td>
</tr>
<tr>
<td>Technology</td>
<td>$139,794</td>
</tr>
<tr>
<td>Office Supplies and Equipment</td>
<td>$69,965</td>
</tr>
<tr>
<td>Fees &amp; Licenses (includes professional fees, insurance)</td>
<td>$192,022</td>
</tr>
<tr>
<td>Facilities Expense</td>
<td>$191,541</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>$7,099,760</td>
</tr>
</tbody>
</table>

**NET OPERATING INCOME**

- $294,975

**Total Expenses after Net Operating Income**

$33,000

**NET INCOME**

- $327,975
Budget Breakdown by Department

- Community Engagement: 55%
- Administration: 21%
- Marketing: 9%
- Business Development: 15%

Legend:
- Community Engagement
- Administration
- Marketing
- Business Development