AGENDA

TOURISM ADVISORY COMMITTEE

3:30 PM THURSDAY, MARCH 2, 2023 –REGULAR MEETING

VIRTUAL & IN COUNCIL CHAMBER, 1644 OAK STREET, SOLVANG, CA 93463

Committee Members:
Vashti Wilson – Chair
Alexander Grenier – Vice Chair
Tracy Beard
John Jakubek
Kim Jensen
John Martino
Louise Smith

AGENDA AND SUPPORTING MATERIALS – Available for viewing 8:00a.m.-5:00p.m. at City Hall, 1644 Oak Street, Solvang, and on the City's website https://www.cityofsolvang.com/agendacenter. Additional writings that are distributed to a majority of the Committee after the posting of the agenda will be made available at City Hall and on the City's website.

AGENDA POSTING NOTIFICATION - Subscribe to receive email or text message notifications when agendas are posted online through "Notify Me" at: https://www.cityofsolvang.com/List.aspx

PUBLIC COMMENT - The public is encouraged to address the Committee in-person, virtually, or in-writing on agenda and non-agenda items. If provided in writing, comments must be submitted to the City Clerk at cityclerk@cityofsolvang.com by 3:00 p.m. on the Monday before the meeting to be considered. Your comment will be recorded and distributed appropriately. Comments on agenda items will be heard at the time each item is considered, including non-agenda items. In-person speakers will be invited to make public comments first. Virtual speakers will follow.

AMERICANS WITH DISABILITIES ACT - If, as a participant of this meeting, you need special assistance the City will attempt to accommodate you in every reasonable manner. Please contact the City Clerk at either (805) 688-5575 x206 or cityclerk@cityofsolvang.com. 72- hours' notice is requested.

PARTICIPATING IN THE MEETING - Pursuant to California Assembly Bill 361, Committee meetings will be conducted by video/teleconferencing through Zoom. Meetings will also be broadcast live on Channel 23 and streamed on the City's website, Vimeo, and YouTube.

- To join by Zoom, visit https://zoom.us/j/3066529195. If you wish to speak, please use the "raised hand" symbol.
- To join by phone, call **(888) 788-0099** and enter Meeting ID: **306 652 9195#**. The phone line will be open starting at 3 p.m.

3:30 PM – REGULAR MEETING

1. CALL TO ORDER

ROLL CALL

PLEDGE OF ALLEGIANCE

2. CONSENT ITEMS

Items on Consent are typically routine and will be approved in one motion. The Chair will call on anyone wishing

to address the Committee on any Consent item on the agenda, which has not been pulled by the Committee for discussion. Each speaker will be permitted to speak only once and comments will be limited to a total of three minutes.

a. Approve order of Agenda as presented.

b. Approve Minutes of February 2, 2023, Regular Meeting.

3. PUBLIC COMMUNICATIONS – NON- AGENDA

This section is intended to provide members of the public with the opportunity to address the Committee on items not on the Agenda. This section is limited to 30 minutes. Each speaker will be afforded three minutes, and may speak only once. State law does not allow the Committee to discuss or take action on issues not on the agenda, except to briefly respond or to ask Staff to follow up on such items.

4. DISCUSSION ITEMS

a. Discussion to receive training on Brown Act/Political Reform Act/Public Records Act training from City Attorney

b. Discussion to review TOT Numbers

c. Discussion to review the next steps with the marketing agency's resignation.

d. Discussion regarding Solvang USA website RFP process.

e. Discussion to receive the January Report from The Abbi Agency.

f. Verbal discussion on Solvang USA Facebook status.

g. Verbal discussion to provide TAC update to City Council.

COMMITTEE MEMBER COMMENTS:

CITY STAFF COMMENTS:

ADJOURNMENT:

AFFIDAVIT OF POSTING

I, Chery Shallanberger, Marketing Manager for the City of Solvang, California, DO HEREBY CERTIFY under penalty of perjury under the laws of the State of California, that the foregoing notice was posted at the City of Solvang City Hall bulletin board at 1644 Oak Street, Solvang, CA and on the City of Solvang website not less than 72 hours prior to the meeting, per Government Code 54954.2.

Dated this 27th Day of February 2023

MINUTES
TOURISM ADVISORY COMMITTEE
REGULAR MEETING

February 2, 2023
Thursday
Regular Meeting – 3:30 p.m.

3:30 PM – REGULAR MEETING

1. CALL TO ORDER

The meeting to order at 3:30 p.m. in the City Hall Council Chamber, 1644 Oak Street, Solvang, California.

ROLL CALL

Present: Committee Members: Tracy Beard, Alexander Grenier, John Jakubek, Kim Jensen, John Martino, Louise Smith, Vashti Wilson

Staff: Marketing Manager Cheryl Shallanberger, City Clerk Annamarie Porter

PLEDGE OF ALLEGIANCE

Staff Shallanberger led in the Pledge of Allegiance.

2. CONSENT ITEMS

a. Approve order of Agenda as presented

b. Approve Minutes of December 1, 2022, Regular Meeting

Motion by Committee Member Grenier, to approve the Consent Calendar, as presented, seconded by Committee Member Wilson, and carried, 7-0.

3. PUBLIC COMMUNICATIONS – NON-AGENDA - None

4. DISCUSSION ITEMS

a. Discussion to select Tourism Advisory Committee Chair and Vice Chair

Marketing Manager Shallanberger reported the need to elect a Chair and Co-Chair for the TAC.

Committee Member Grenier nominated himself for Chair and listed his experience and qualifications.

Committee Member Jensen nominated himself for Chair.

Committee Member Beard nominated Member Wilson for Chair. Committee Member Wilson seconded the nomination and listed her experience and qualifications.

Committee Member Wilson nominated Member Grenier for Co-Chair.

Motion by Committee Member Beard, to approve elect Committee Member Wilson as Chair of the TAC, seconded by Committee Member Wilson, and carried, 5-2, with Committee Members Jensen and Martino, abstaining.

Motion by Committee Member Wilson, to approve elect Committee Member Grenier as Co-Chair of the TAC, seconded by Committee Member Smith and carried, 6-1, with Committee Member Beard, abstaining.

b. Discussion to receive The Abbi Agency's Report.

Connie Anderson, The Abbi Agency, narrated a PowerPoint presentation about the agency and with an overview of the services they provide.

Discussion followed regarding costs per click, comparisons with industry rates, goals and objectives, monitoring lodging data, opportunities to work with a partner such as a cellphone tracking data partner and get more sophistication in reporting, creation and launch of a landing page for the City's website. There was questions of the number of posts for restaurants and Restaurant Week, a missing linktree in the City's Instagram page and posting on Instagram about the new Solvang USA facebook page. Discussion regarding all efforts to access the existing Solvang USA page have been executed and why the new Solvang USA facebook page was created and ensuring there will be no access issues with the new Facebook page.

Discussion continued regarding challenges in reporting related to the TAC meeting schedule and the importance of The Abbi Agency being ready with appropriate information during TAC meetings.

Public comments were invited on this item.

Esther Jacobsen Bates, Executive Director, Elverhøj Museum of History and Art, spoke about the Museum's contract with the City to provide historical content and information to support the City's roots, the City's tourism efforts and work with journalists and promoters; reported she works with the Danish Embassy in Washington D.C.; noted the importance of collaborating; expressed concern about the competitive nature of advertising (i.e., "We're only sweeter than Denmark"); spoke about continuing to see the uniqueness that is Solvang and using historical and cultural identities to bring visitors to the City; discussed being a safe, welcoming and modern City; asked the TAC to consider the approach when promoting the community and commented on Bakersfield and the Bay Area as target audiences. She spoke favorably regarding the goal of updating the website.

There were no other public comments on this item.

Discussion followed regarding The Abbi Agency's partnership with SYV, working with them on the upcoming midweek promotion, collaboration with Visit California, being part of the Westways Co-Op and whether it is the best use of City money, emphasizing diversity and having compelling imagery as well as using stock photos.

Committee Member Beard offered access to the Chamber's professional photos.

c. Discussion to receive a 2022 Julefest Marketing and Public Relations Report.

Connie Anderson, The Abbi Agency, narrated a PowerPoint presentation with details of the 2022 Julefest Marketing and Public Relations Report.

Discussion followed regarding engagement and impressions and having the ability to correct incorrect information, quickly.

There were no public comments on this item.

d. Discussion to receive a report from Solvang Hygge Huset/Visitor Center operations.

Susan Lee, Solvang Hygge Huset/Visitor Center, introduced herself and provided a report on Visitor Center operations.

Chair Wilson suggested creating “Solvang bucks” for children/visitors to exchange for real dollars during the Julefest scavenger hunt.

Committee Member Martino spoke favorably about the Christmas Tree Lighting and the decorations on the gazebo.

There were no public comments on this item.

e. Discussion regarding Solvang USA website

Marketing Manager Shallanberger presented a report regarding the need for a new Solvang USA website; addressed budget requirements and asked the TAC to consider making a recommendation, as such, to City Council.

Discussion followed regarding the ability to go through an RFP process.

Public comments were invited on this item.

Brenda Paul spoke about her career in IT and her experience managing websites; discussed writing the previous RFP and the vendor selection process for a new Solvang USA website; noted the website has been unmanaged since 2019 but still benefits from the digital marketing efforts and felt the website is ready to be handled skillfully and updated.

There were no other public comments.

Motion by Chair Wilson, to recommend that City Council approve development of a new Solvang USA website, direct staff to proceed with an RFP and bring responses to the RFP to the TAC for review, seconded by Committee Member Jensen, and carried, 7-0.

COMMITTEE MEMBER COMMENTS

Motion by Chair Wilson, to direct staff to present a review of the budget in terms of evaluating The Abbi Agency and the possibility of bringing those services, in-house, at the next regularly-scheduled TAC meeting, seconded by Committee Member Jensen, and carried, 7-0.

Motion by Member Beard, to direct staff to present an audit of The Abbi Agency , in-house, at the next regularly-scheduled TAC meeting, seconded by Chair Wilson, and carried, 7-0.

Motion by Member Beard, to direct staff to provide TOT information, broken down from weekends to Sunday through Thursday at the next TAC meeting, seconded by Member Smith, and carried, 7-0.

Motion by Chair Wilson, to request that The Abbi Agency provide a presentation addressing the issues of concern discussed today, seconded by Committee Member Jensen, and carried, 7-0.

Motion by Chair Wilson, to direct staff to add consideration of continuing to retain The Abbi Agency as a marketing company, in the future, to the next agenda, seconded by Member Beard, and carried, 7-0.

Chair Wilson commented on the operation of the Solvang Visitor Center and The Abbi Agency.

CITY STAFF COMMENTS

Marketing Manager Shallanberger spoke about an upcoming media mission hosted by Visit California, in May and mentioned the photographer hired by The Abbi Agency for March.

ADJOURNMENT

The meeting was adjourned at 6:19 p.m.

Respectfully submitted:

_____

Cheryl Shallanberger, Marketing Manager

AGENDA ITEM 4a

Meeting Date: March 2, 2023

SUBJECT: **Brown Act/Political Reform Act/Public Records Act training from City Attorney**

PREPARED BY: Cheryl Shallanberger, Marketing Manager
David Fleishman, City Attorney

DISCUSSION:
The purpose of this staff report and this orientation is to support Tourism Advisory Committee (TAC) Members, particularly new members, in their duties. The City Council, Tourism Advisory Committee, and Marketing Staff are a team. As a Council-appointed advisory body, the TAC is subject to both the Brown Act, and the Political Reform Act. The TAC is also subject to the Public Records Act. The City Attorney will provide a briefing on the TAC's obligations under the laws and answer any questions the TAC may have regarding compliance with these laws.

ALTERNATIVES:
N/A

FISCAL IMPACT:
N/A

ATTACHMENTS:
A. 2023 City of Solvang Tourism Advisory Committee Training

Attachment A

CITY OF SOLVANG TOURISM ADVISORY COMMITTEE

2023 TRAINING

DAVE FLEISHMAN
CITY ATTORNEY

2 OVERVIEW

- Tourism Advisory Committee Role
- Brown Act
- Parliamentary Procedure Basics
- Conflicts of Interest
- Public Records

3

TOURISM ADVISORY COMMITTEE ROLE

4 SOURCES OF POWERS AND DUTIES

- Municipal Code
  - Title 2, Chapter 5 – Tourism Advisory Committee
  - Title 1, Chapter 11, Conflict of Interest Code

5 ROLE OF TOURISM ADVISORY COMMITTEE

- Serve in an advisory capacity for the city council.
- Make recommendations on matters pertaining to tourism marketing initiatives, tourism projects, and long-range plans for the tourism industry.
- Investigate, research, and report on the feasibility of adoption or implementation of ideas and initiatives to further the city's tourism efforts and increase tax revenues and visitation numbers.
- Make recommendations on the selection of consultants and/or agencies providing professional marketing/advertising services required by the city and any determination of appropriate scope of work.
- Make recommendations for marketing budget allocations.
- Monitor and evaluate effectiveness of marketing and tourism programs

6 ROLE OF CITY STAFF IN SUPPORT OF COMMITTEE

- Staff supports Committee to pursue achievement of City Council goals
- Staff makes recommendations to the Committee based on applicable law, professional expertise, and Council policy direction
- Committee Members may NOT:
  - Assign separate work to staff unless discussed and approved by Committee at an open meeting (subject to available staff resources as determined by city manager)
  - Assign staff work outside Council's policy direction for the Committee

7

THE BROWN ACT

8 RALPH M. BROWN ACT

Government Code §54953

- "All **meetings** of the **legislative body** of a local agency shall be **open and public**, and all persons shall be permitted to attend any meeting of the legislative body of a local agency, except as otherwise provided in this chapter."

9 LEGISLATIVE BODY V. AD HOC COMMITTEES

LEGISLATIVE BODIES

- City Council as the governing body of the City
- Subordinate boards/commissions created by City Council, including Planning Commission and Tourism Advisory Committee
- Standing committees with a regular meeting schedule and continuing subject matter jurisdiction,

AD HOC COMMITTEES

- Composed solely of less than a quorum of the Members of a legislative body that:
  - Don't have a fixed/regular meeting schedule
  - Subject under consideration is of short-term/limited duration
- Not subject to the Brown Act
- No requirement for agendas or to be open to the public

10 WHAT IS A BROWN ACT MEETING?

1. Congregation of a majority of Members of a legislative body
2. At the same time and place (including teleconference locations)
3. To hear, discuss, deliberate, or take action on
4. Any item within the Committee's subject matter jurisdiction

- Gov't Code Section 54952.2

11 WHAT IS NOT A BROWN ACT MEETING?

- What is NOT a "meeting" under the Brown Act?
  - Ad hoc committee meetings
  - Observation of standing committee meetings
  - Individual contacts – just between two Members
  - Conferences and seminars open to the public
  - Community meetings open to the public
  - Another body of the agency – Planning Commission, etc.
  - Social or ceremonial events – attendance at parades and community events

12 SERIAL MEETINGS ARE ILLEGAL

- What is an illegal serial meeting?
  - Series of communications (direct or indirect) employed by a majority of the body to discuss, deliberate, or take action on any item of business or potential business. *Gov. Code Section 54952.2*
- Types of Serial Meetings
  - Hub and Spoke – A to B, A to C, A to D
  - Daisy Chain – A to B, B to C

13 AVOID UNINTENTIONAL SERIAL MEETINGS

- Don't hit "Reply All" to e-mails to Committee
- Don't text message more than one other Committee member
- Don't like, comment, share, tag, repost, screenshot, record, use emoji's, etc. or react to Committee social media posts about matters within the Committee's jurisdiction (AB 992/Gov Code 54952.2)
- Keep Committee views on specific matters out of individual meetings with staff, developers, or community

14 REGULAR MEETING

- Agenda posted 72 hours in advance
- Brief description of each item of business to be discussed (not what decision)
- Posted agenda must be freely accessible to the public
- Committee, with a 2/3 vote, can add items to agenda if item came to agency's attention after agenda posting, and immediate action is required before next meeting

15 SCOPE OF DISCUSSIONS AT REGULAR MEETING

- General Rule - Discussion limited to items on the posted agenda
- Exceptions:
  - Briefly respond to public comments
  - Ask questions for clarification
  - Brief announcements or report of Committee activities
  - Place item on future agenda, but discussion should be brief

16 SPECIAL MEETINGS

- Agenda posted 24 hours in advance
- State time and place of the meeting and all business to be transacted
- Personal receipt of agenda by committee members, unless waived
- Can't add items to the agenda by 2/3 vote

17 HOW AN ITEM IS ADDRESSED AT A MEETING

- Introduction – Clerk/Chair reads title of the item from the agenda and invites staff to give a report
- Staff Report
- Committee member Questions of Staff
- Public Comment (if a specific project, the applicant is typically given the opportunity to speak first)
- Committee Discussion and deliberation
- Provide staff direction or introduce a Motion
- Committee discussion/deliberation of the Motion
- Vote on the item

18 DOCUMENTS AT THE MEETING

- Documents distributed at meeting by staff or Committee Member must be made available to public at meeting
- If distributed by someone else, must be made available to the public at or after the meeting

Gov't Code §54957.5(c)

19 PUBLIC PARTICIPATION

- Public is permitted to speak on any items within the subject matter jurisdiction of the Committee
- Public can be required to abide by rules of decorum
- Can require speaker cards, impose uniform time limits, and record the meeting
- Cannot prohibit public criticism of Committee or City
- Committee Member may ask speaker to clarify comments after time expired, but questions should not be designed to debate with speaker

20 TELECONFERENCE MEETINGS – AB 2449

- Provides complex **alternative** teleconference procedures to allow Committee Members to participate remotely. Effective January 1, 2023
- To use AB 2449:
  - A quorum of Committee Members must be in person at the same site
  - If quorum requirement satisfied, a Committee Member may request virtual attendance because of "just cause" or as a result of "emergency circumstances"

21 TELECONFERENCE MEETINGS – AB 2449

If a Committee Member participates remotely:

- They must publicly disclose if individuals 18 years of age or older are present in the room and their relationship
- Must participate through both audio and visual technology
- Cannot teleconference for more than 3 consecutive months or 20 percent of the regular meetings

22 TELECONFERENCE MEETINGS

- AB 361 expires on January 1, 2024
  - Can continue to use AB 361 through 2023 if findings are made, or until the state of emergency is lifted
- AB 2449's rules remain in effect through 2025
  - After AB 361 is no longer in use, we can use AB 2449 or go back to traditional Brown Act procedures
- After January 1, 2026, unless further legislation is adopted, only the pre-pandemic, traditional Brown Act rules will remain in effect

23 ENFORCEMENT AND CONSEQUENCES

CIVIL REMEDIES

- Injunctions against further violations
- Orders nullifying an unlawful action
- Orders determining alleged act violated the Brown Act
- Attorneys' Fees and Costs (both the agency's and the challenger's)

CRIMINAL REMEDIES

- Misdemeanor penalties
- Has to be regarding actions taken during a meeting and with the intent to deprive the public of information

24

BASICS OF PARLIAMENTARY PROCEDURE

25 RELEVANT AUTHORITY

- Robert's Rules of Order
- Rosenberg's Rules of Order

26 HOW TO TAKE ACTION ON AN ITEM

- Introduce a Motion
  - Be clear and specific using Resolution Number and project title from agenda
  - "I make a motion we adopt Resolution No. 1234 approving …"
- Second the Motion
  - A different member seconds the motion with a simple, "I second the motion"
- Chair "states the question", i.e., acknowledges the motion has been made and seconded
- Committee can debate the motion
- Chair calls for the vote and announces the decision

27 HOW MANY VOTES REQUIRED TO PASS A MOTION?

- Majority of the quorum, present and voting (do not count abstentions)
- Tie votes result in no action

28 VOTES OF MEMBERS PREVIOUSLY ABSENT

- Members absent at a prior meeting may vote on items continued from that prior meeting so long as they have:
  - Read the staff report
  - Reviewed the materials submitted at the prior hearing
  - Listened to any audio or video
  - Made an affirmative representation they have done so at the meeting
- Members absent from a prior meeting may vote to approve the minutes of a prior meeting, provided they follow the above

29 MOTION TO RECONSIDER

- Any Member who voted with the majority may move to reconsider any action at the same meeting
- Any member, even a minority voting member may second a motion for reconsideration
- Requires majority vote to pass
- If passes, then the original item considered as if for the first time

30 DECORUM AND ORDER

- Chair recognizes members to speak
- A recognized Member should not be interrupted except by the Chair for violating a rule or if a point of order is raised by another member
- If Chair calls a Member to order the member should stop speaking until point of order is determined
- Members, city employees, and the public should be attentive and show respect
- The Public should address questions and comments to the Chair, not staff or members

31 BREACHES OF DECORUM

DISRUPTIVE BEHAVIOR

- Catcalls and yelling from the audience
- Interrupting speakers
- Shouting into the microphone
- Speaking too long or being unduly repetitious
- Physical threats

NON DISRUPTIVE BEHAVIOR

- Silent gestures from audience
- Catcalls and booing during applause that does not otherwise disrupt the meeting
- Criticisms of public officials or staff during public comment period that does not violate rules or disrupt meeting

32 ROLE OF PRESIDING OFFICER

- Applies the rules of conduct
- Takes a back seat during discussions
- Common courtesy for presiding officer to speak last
- Presiding officer may make or second a motion

33

CONFLICTS OF INTEREST

34 SOURCES OF LAW ON CONFLICTS

- Political Reform Act (financial conflicts)
- Common Law Rules (bias or prejudice)
- Government Code Section 1090 (contractual conflict)

35 PURPOSE OF CONFLICTS LAW

- Ensure decisions are based solely on what best serves the public interest
- Contribute to perception that the process is fair and legitimate

IMPORTANT – A member with a conflict has not done anything wrong; they just shouldn't participate in the decision

36 REQUIRED REPORTING

- Political Reform Act requires reporting of financial interests
  - Form 700 (w/in 30 days of assuming and leaving office, by April 1 of each year in office)
- Ethics Training (AB 1234) (w/in 1 year start date, every 2 years thereafter)
- Sexual Harassment Prevention Training (AB 1661) (w/in 6 months start, every 2 years thereafter
- File Form 700 and signed training certificates with Clerks' office

37 POLITICAL REFORM ACT

- Prohibits public officials from making, participating in, or influencing a decision in which they have a reason to know they have a material financial interest
- Practical Test: Is it reasonably foreseeable that the decision will have a material financial effect on you, your spouse, dependent children, or your business that is distinguishable from its effect on the public generally?

38 IF YOU THINK YOU HAVE A CONFLICT – SEEK ADVICE

- Informal advice from FPPC (1-866-ASK-FPPC) or via email at advice@fppc.ca.gov
- Formal Advice from FPPC
- General advice from City Attorney
- Advice from your own lawyer

39 FAIR POLITICAL PRACTICES COMMISSION FOUR STEP TEST

- Step 1: Will the decision result in "reasonably foreseeable" financial effects on a financial interest?
- Step 2: If yes, are those effects "material"?
- Step 3: Are any reasonably foreseeable, material effects the same as effects on the "public generally"?
- Step 4: If effects are not the same as the effects on the public generally, will the official be "making, participating in the making of, or using their position to influence," the decision that will cause those effects?

40 WHAT COUNTS AS A FINANCIAL INTEREST?

- **Business entity** in which member has direct/indirect investment worth $2,000 or more
- **Business entity** (except for nonprofit) in which member is a director, officer, partner, trustee, employee, or holds any position of management
- **Real property** in which member has direct or indirect interest with $2,000 or more (including leases, except month-to-month or terms shorter than 30 days)
- **Source of income** (including commission/incentive income) aggregating at least $500 provided, promised or received w/in the 12 months prior to the decision
- **Donor**, or intermediary agent for a donor, of a gift(s) aggregating $590 or more in value provided, promised or received w/in 12 months prior to decision

41 REASONABLY FORESEEABLE MATERIAL EFFECT

- FPPC provides extensive guidance on what is a reasonably foreseeable material effect for each type of financial interest
- Common Conflict - Real Property
  - Conflict presumed if a proposed action or decision involves a location or project whose boundaries are within 500 feet of real property in which Committee Member has an interest
  - Seven other factors also give rise to presumption of conflict
  - Property more than 1000 feet away is presumed to not create a conflict
  - Can rebut presumption but requires formal advice from FPPC

42 HOW TO ADDRESS A CONFLICT AT MEETING

- When the item is called on the agenda, state that you have a conflict of interest in the item before staff presentation
- Identify details about your interest, i.e., real property, income, business interest
- Leave the room and come back after conclusion of the item

43 CONSEQUENCES FOR VIOLATIONS OF POLITICAL REFORM ACT

- Action can be rescinded
- Violations can lead to civil penalties up to $5000 and criminal penalties

44 OTHER CONFLICTS OF INTEREST ISSUES

- Common law of conflicts
  - Prohibits committee member participation when important, but non-financial, personal interests or biases (positive or negative) about the facts or the parties cast a reasonable doubt on your ability to make a fair decision
- Government Code Section 1090
  - Prohibits contract where committee member or a member of your family would have an interest (direct or indirect) in a contract with the City

45 GIFTS – GENERAL RULES

- Gift – anything of value for which the recipient didn't provide payment or services of equal or greater value to the donor
- General Rules
  - Don't use office for personal gain and don't accept perks given because of office
  - Report Gifts worth $50 or more (can be several gifts from one person over a year)
  - Refuse Gifts from a single person / entity worth $590 or more (increases every year)
  - Don't use public resources for political purposes, such as mass mailings

46

PUBLIC RECORDS ACT

47 PUBLIC RECORDS ACT

- Any "person" (including individual, corporation, or elected members of local agencies) has the **right** to be provided a copy of any identifiable public record
- Government Code Section 7920.000 et seq.

48 WHAT IS A PUBLIC RECORD?

- A "public record" includes any writing containing information relating to the conduct of the public's business prepared, owned, used, or retained by any state or local agency regardless of physical form or characteristics
- A "writing" defined very broadly to include more than written or printed documents and includes photos, tapes, drawings, maps, film, and email
- Personal email, text message, social media, etc. can be public records if communicating about public business

49 EXCEPTIONS TO DISCLOSURE

- Gov't Code Sections 7923.600-7929.610
  - List of types of records exempt from disclosure
- Gov't Code Section 7922.000
  - Catch-all exemption providing a general balancing test for withholding
- Gov't Code Sections 7930.100-7930.215
  - List of exempt records identified by subject matter
- Release/disclosure of an exempt record waives the exemption

50 CONSEQUENCES FOR NON-COMPLIANCE

- Litigation to enforce right to access
- Prevailing plaintiff is entitled to costs and fees

51

THANK YOU!

DAVE FLEISHMAN

CITY ATTORNEY

AGENDA ITEM 4b

Meeting Date: March 2, 2023

SUBJECT: **Discussion to receive the latest TOT numbers**

PREPARED BY: Cheryl Shallanberger, Marketing Manager

DISCUSSION:
At the February 2 Tourism Advisory Committee meeting, it was recommended by the members to bring forward the latest TOT numbers for Solvang. It was asked if numbers could be broken down by mid-week and weekends.

The hotels report monthly TOT to the city and therefore the numbers cannot be broken down.

ALTERNATIVES:
N/A

FISCAL IMPACT:
N/A

ATTACHMENTS:
A. TOT Summary of Santa Ynez Valley and the City of Solvang

Attachment A

Occupancy (%)	2020					2021											
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	64.3	66.0	64.1	51.6	28.2	32.7	47.0	59.9	65.8	63.6	75.0	79.3	72.1	72.7	70.6	68.3	65.1

Occupancy (%)	2022											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	50.8	61.9	72.0	78.2	70.2	80.8	81.9	81.4	78.9	73.2	68.2	63.4

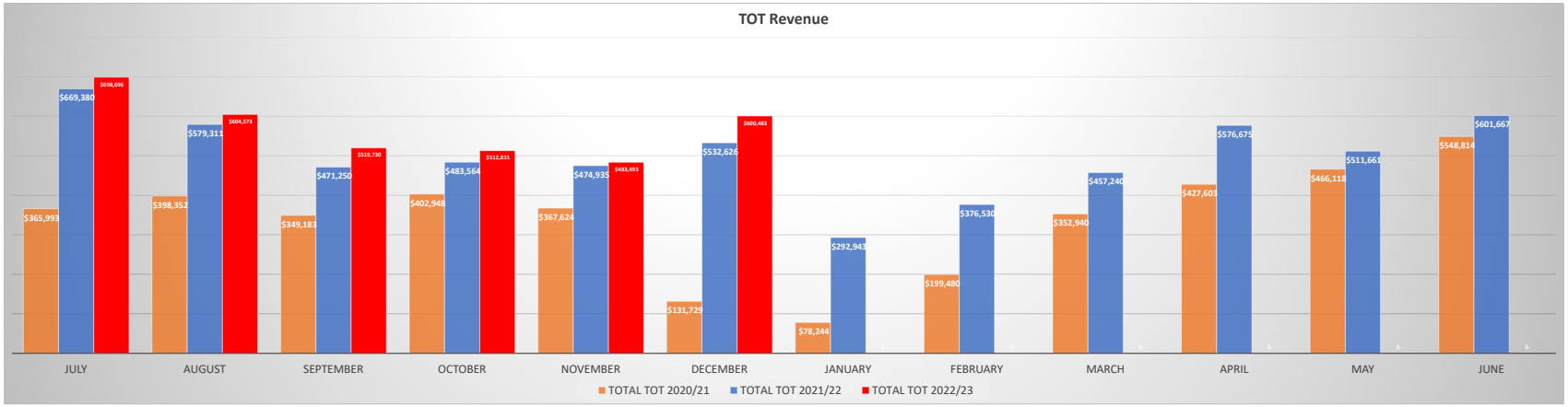
Year To Date		
2020	2021	2022
47.7	65.7	71.8

As of: 2/9/2023

CITY OF SOLVANG

Transient Occupancy Tax 2022-23

	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	YTD TOTAL
TOTAL TOT 2022/23	**$ 698,696**	**$ 604,573**	**$ 519,730**	**$ 512,831**	**$ 483,493**	**$ 600,483**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,419,807**
OCCUPANCY % 2022/23	**88%**	**80%**	**75%**	**73%**	**71%**	**80%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**78%**
TOTAL TOT 2021/22	**$ 669,380**	**$ 579,311**	**$ 471,250**	**$ 483,564**	**$ 474,935**	**$ 532,626**	**$ 292,943**	**$ 376,530**	**$ 457,240**	**$ 576,675**	**$ 511,661**	**$ 601,667**	**$ 6,027,781**
OCCUPANCY % 2021/22	**90%**	**83%**	**81%**	**77%**	**75%**	**77%**	**54%**	**68%**	**75%**	**85%**	**75%**	**84%**	**77%**
TOTAL TOT 2020/21	$ 365,993	$ 398,352	$ 349,183	$ 402,948	$ 367,624	$ 131,729	$ 78,244	$ 199,480	$ 352,940	$ 427,603	$ 466,118	$ 548,814	$ 4,089,029
OCCUPANCY % 2020/21	58%	68%	69%	71%	63%	26%	17%	46%	61%	74%	74%	84%	59%



Fiscal Year	TOT Received	Percent Change from Previous Year
2005/06	$ 2,198,064	
2006/07	$ 2,408,153	9.6%
2007/08	$ 2,418,395	0.4%
2008/09	$ 2,235,432	-7.6%
2009/10	$ 2,354,931	5.3%
2010/11	$ 2,508,468	6.5%
2011/12	$ 2,682,707	6.9%
2012/13	$ 2,982,078	11.2%
2013/14	$ 3,447,513	15.6%
2014/15	$ 3,830,232	11.1%
2015/16	$ 4,185,451	9.3%
2016/17	$ 4,330,071	3.5%
2017/18	$ 4,320,292	-0.2%
2018/19	$ 4,540,786	5.1%
2019/20	$ 3,374,073	-25.7%
2020/21	$ 4,089,029	21.2%
2021/22	$ 6,027,219	47.4%
2022/23	**$ 3,419,807**	**-43.3%**

FY 2022/23		
Budgeted TOT	**$ 4,667,010**	
Receipts YTD	**$ 3,419,807**	
	73%	***of budgeted revenue***
	50%	***of fiscal year elapsed***

AGENDA ITEM 4c

Meeting Date: March 2, 2023

SUBJECT: **Discussion to review next steps with the marketing agency's resignation**

PREPARED BY: Cheryl Shallanberger, Marketing Manager

DISCUSSION:
The City of Solvang issued a Request for Proposals (RFP) for Tourism Marketing Managed Services on April 1, 2022. Eleven proposals were received and presented to Tourism Advisory Committee (TAC) for evaluation at a Special meeting on May 26, 2022. Four candidate firms were selected for interviews with Tourism Advisory Committee on June 2, 2022. The Tourism Advisory Committee selected The Abbi Agency as the top recommended consultant for Council consideration and approval. At the June 13, 2022, City Council meeting, the City Manager was authorized to negotiate a two-year contract with The Abbi Agency, which was executed with a total cost of $600,000. Attachment A is the Professional Services Agreement, including the Scope of Work.

The Abbi Agency has been providing marketing services based on that agreement for the last seven months. On February 15, The Abbi Agency asked to meet with the City Manager, the Mayor, and Marketing Manager to review the scope of work and progress in person. Due to TAC and City Council feedback, The Abbi Agency acknowledged the partnership might no longer benefit all parties involved and provided a verbal 30-day resignation.

Since the notice of the resignation, the Marketing Manager has been reaching out to local contacts that could assist with social media and public relations efforts on a short-term basis.

The Marketing Manager met with Anna Ferguson with Stiletto Marketing. She was a subcontractor under Cogs & Marvel/IDK until May of 2022, providing public relations support. Ms. Ferguson shared that the Islett Agency was another subcontractor that managed the social media efforts under Cogs & Marvel. At the time, the TAC acknowledged the positive efforts the subcontractors were contributing. The marketing manager has asked if both parties could provide scopes of work and pricing for the short-term and long-term.

Attached B is the RFP the City of Solvang put out in April of 2022 for marketing services. The Marketing Manager would suggest a sub-committee form to provide input on the scope of work moving forward.

ALTERNATIVES:
TAC could recommend to reach out to the other agencies that responded to the RFP and work towards securing an agreement for marketing services. The three other agencies that were originally interviewed by the TAC were: Charrette from Virginia Beach, Virginia, TJA Advertising out of Pismo Beach and Verdin out of San Luis Obispo. Proposals are included as Attachments C-E.

TAC could recommend other directions to staff.

FISCAL IMPACT:
The City of Solvang has been invoiced and paid $179,496.55 of the $300,000.00 contracted amount to The Abbi Agency. This amount does not include the final invoice. The Marketing Manager has not yet received the scope of work/pricing from other vendors.

ATTACHMENTS:
A. The Abbi Agency Contract
B. City of Solvang RFP from April 2022

C. Charatte Solvang Proposal Response
D. TJA Advertising
E. Verdin – Visit Solvang Proposal
F. 2022-2023 Marketing Plan presented by The Abbi Agency

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CITY OF SOLVANG
PROFESSIONAL SERVICES AGREEMENT

PARTIES AND DATE. This Agreement is made and entered into this **1** day of **July, 2022** ("Effective Date") by and between the **CITY OF SOLVANG**, a Municipal Corporation and Charter City organized under the Constitution and laws of the State of California with its principal place of business at 1644 Oak Street, Solvang, CA 93463 ("City") and The Abbi Agency, a Nevada corporation, with its principal place of business at **1385 Haskell Street, Reno, NV 89509** ("Consultant"). City and Consultant are sometimes individually referred to as "Party" and collectively as "Parties" in this Agreement. The parties hereto, in consideration of the mutual covenants contained herein, hereby agree to the following terms and conditions:

1.0 GENERAL PROVISIONS

1.01 **Term**: This agreement will become affective on the date of execution set forth below, and will continue in effect until **June 30, 2024**, and will continue in effect until terminated as provided herein.

1.02 **Services**: Consultant shall perform the **scope of work (tasks)** described and set forth in **Exhibit A**, attached hereto and incorporated herein as though set forth in full. Consultant shall complete the tasks according to the **project schedule** which is also set forth in **Exhibit A**. Scope of work will be reviewed and updated annually.

Consultant shall determine the method, details and means of performing the above-referenced services.

Consultant may, at their own expense, employ such assistants and subconsultants, as Consultant deems necessary to perform the services required of Consultant by this agreement. However, Consultant may not assign this agreement to any other person or entity in the performance of required project-related services, and the City may not control, direct or supervise Consultant's assistants or employees in the performance of those services.

1.03 **Standard of Performance:** Consultant's services shall be performed in accordance with generally accepted professional practices and principles and in a manner consistent with the level of care and skill ordinarily exercised by members of Consultant's profession currently practicing under similar conditions. Whenever the scope of work requires or permits approval by the City, it is understood to be approval solely for the purposes of conforming to the requirements of the scope of work and not acceptance of any professional or other responsibility for the work. Such approval does not relieve the Consultant of responsibility for complying with the standard of performance or laws, regulations, industry standards, or from liability for damages caused by negligent acts, errors, omissions, noncompliance with industry standards, or the willful misconduct of Consultant or its subcontractors. By delivery of completed work, Consultant certifies that the work conforms to the requirements of this contract and all applicable federal, state and local laws. If Consultant is retained to perform services requiring a license, certification, registration or other similar requirement under California law, Consultant shall maintain that license, certification, registration or other similar requirement throughout the term of this Contract.

1.04 **Compensation**: In consideration for the services to be performed by Consultant, City agrees to pay Consultant monetary consideration for professional services in accordance with the **fee schedule** set forth in **Exhibit A**. The parties agree that total compensation for fees and

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costs for the services detailed in Exhibit A shall not exceed the sum of $600,000 in 2 years at the rate of $300,000 per year, unless and until this Agreement is amended as provided herein.

1.05 **Billing/Payment Terms**. All charges for Consultant's services and authorized related reimbursable expenses shall be billed monthly, and all undisputed charges will be paid by City within 30 (thirty) days of receipt. The bills shall list all tasks under this Agreement, the task budget, project total budget, percentage completed for each task for that month, associated percentage billing against each task, and total billing for that month. In the event the Agreement is based on time & materials billing up to a not-to-exceed amount, the bill shall itemize by date all services and expenses provided during the invoice period (under this Agreement) including a brief description of the nature of work performed, the person or vendor performing them, the applicable billing rate, and the time expended. All Consultant service invoices must be approved by either the Public Works Director or the City Manager prior to payment.

2.0 OBLIGATIONS OF CONTRACTOR

2.01 **Contract Management and Service Performance**: Consultant Principal shall serve as the project manager and will personally prepare, or direct and supervise the preparation of, all work product called for by this agreement. Consultant represents that it has the qualifications, experience and facilities to properly perform all services hereunder in a thorough, competent, timely, and professional manner and shall, at all times during the term of this Agreement, have in full force and affect all licenses required of it by law. Consultant agrees to devote the hours and the human resources necessary to timely perform the services set forth in this agreement in an efficient, professional, and effective manner.

2.02 **Avoidance of Conflict of Interest.**

(a) Consultant may represent, perform services for, and be employed by additional individuals or entities, in Consultant's sole discretion, as long as the performance of these extra-contractual services does not interfere with or present a conflict with City's business or interfere with the timely performance and completion of Consultant's services under this Agreement.

(b) Consultant shall comply with all conflict of interest laws and regulations including, without limitation, the City's Conflict of Interest Code (on file in the City Clerk's Office). All officers, employees and/or agents of Consultant who will be working on behalf of the City pursuant to this Agreement may be required to file Statements of Economic Interest. Therefore, it is incumbent upon the Consultant to notify the City of any staff changes relating to this Agreement.

(c) In accomplishing the scope of services of this Agreement, all officers, employees and/or agents of the Consultant unless as indicated in Subsection (d), will be performing a very limited and closely supervised function, and therefore, unlikely to have a conflict of interest arise. No disclosures are required for any officers, employees, and/or agents of Consultant, except as indicated in Subsection (d). DS _____ (*Initials*).

(d) In accomplishing the scope of services of this Agreement, Consultant will be performing a specialized or general service for the City, and there is substantial likelihood that the Consultant's work product will be presented, either written or orally for the purpose of influencing a governmental decision. As a result, the following persons shall be subject to the City's Conflict of Interest Code.

_____N/A_____

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2.03 **Tools and Instrumentalities**: Consultant shall provide all tools and instrumentalities to perform the services under this agreement.

2.04 **Workers' Compensation and Other Employee Benefits**: City and Consultant intend and agree that Consultant is an independent contractor of City and agree that Consultant and Consultant's employees and agents have no right to Workers' Compensation and other City-sponsored employee benefits. Consultant agrees to provide Workers' Compensation and other employee benefits, where required by law, for Consultant's employees and agents. Consultant agrees to hold harmless and indemnify City for any and all claims arising out of any claim for injury, disability, or death of Consultant and any of Consultant's employees or agents.

2.05 **Indemnification**

(a) Non-design, non-construction Professional Services: To the fullest extent permitted by law (including, but not limited to California Civil Code Sections 2782 and 2782.8), Consultant shall indemnify, defend, and hold harmless the City, and its elected officials, officers, employees, volunteers, and agents ("City Indemnitees"), from and against any and all causes of action, claims, liabilities, obligations, judgments, or damages, including reasonable legal counsels' fees and costs of litigation ("claims"), arising out of the Consultant's performance or Consultant's failure to perform its obligations under this Agreement or out of the operations conducted by Consultant, including the City's active or passive negligence, except for such loss or damage arising from the sole negligence or willful misconduct of the City. In the event the City Indemnitees are made a party to any action, lawsuit, or other adversarial proceeding arising from Consultant's performance of this Agreement, the Consultant shall provide a defense to the City Indemnitees or at the City's option, reimburse the City Indemnitees their costs of defense, including reasonable legal fees, incurred in defense of such claims.

(b) Non-design, construction Professional Services: To the extent the Scope of Services involve a "construction contract" as that phrase is used in Civil Code Section 2783, this paragraph shall apply in place of paragraph (a). To the fullest extent permitted by law (including, but not limited to California Civil Code Sections 2782 and 2782.8), Consultant shall indemnify, defend, and hold harmless the City, and its elected officials, officers, employees, volunteers, and agents ("City Indemnitees"), from and against any and all causes of action, claims, liabilities, obligations, judgments, or damages, including reasonable legal counsels' fees and costs of litigation ("claims"), arising out of the Consultant's performance or Consultant's failure to perform its obligations under this Agreement or out of the operations conducted by Consultant, except for such loss or damage arising from the active negligence, sole negligence or willful misconduct of the City. In the event the City Indemnitees are made a party to any action, lawsuit, or other adversarial proceeding arising from Consultant's performance of this Agreement, the Consultant shall provide a defense to the City Indemnitees or at the City's option, reimburse the City Indemnitees their costs of defense, including reasonable legal fees, incurred in defense of such claims.

(c) Design Professional Services: In the event Consultant is a "design professional", and the Scope of Services require Consultant to provide "design professional services" as those phrases are used in Civil Code Section 2782.8, this paragraph shall apply in place of paragraphs (a) or (b). To the fullest extent permitted by law (including, but not limited to California Civil Code Sections 2782 and 2782.8) Consultant shall indemnify, defend and hold harmless the City and its elected officials, officers, employees, volunteers and agents ("City Indemnitees"), from and against all claims, damages, injuries, losses, and expenses including costs, attorney fees, expert consultant and expert witness fees arising out of, pertaining to or relating to, the negligence, recklessness or willful misconduct of Consultant, except to the extent caused by the sole negligence, active negligence or willful misconduct of the City. Negligence,

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recklessness or willful misconduct of any subcontractor employed by Consultant shall be conclusively deemed to be the negligence, recklessness or willful misconduct of Consultant unless adequately corrected by Consultant. In the event the City Indemnitees are made a party to any action, lawsuit, or other adversarial proceeding arising from Consultant's performance of this Agreement, the Consultant shall provide a defense to the City Indemnitees or at the City's option, reimburse the City Indemnitees their costs of defense, including reasonable legal fees, incurred in defense of such claims. In no event shall the cost to defend charged to Consultant under this paragraph exceed Consultant's proportionate percentage of fault. However, notwithstanding the previous sentence, in the event one or more defendants is unable to pay its share of defense costs due to bankruptcy or dissolution of the business, Consultant shall meet and confer with other parties regarding unpaid defense costs.

(d) Payment by City is not a condition precedent to enforcement of the indemnities in paragraph (a), (b), or (c). In the event of any dispute between Consultant and City, as to whether liability arises from the active negligence, sole negligence or willful misconduct of the City or its officers, employees, or agents, Consultant will be obligated to pay for City's defense until such time as a final judgment has been entered adjudicating the City as having been actively negligent, solely negligent or as having engaged in willful misconduct. Except as otherwise required by Civil Code Section 2782.8, Consultant will not be entitled in the absence of such a determination to any reimbursement of defense costs including but not limited to attorney's fees, expert fees and costs of litigation. The provisions of this Section 2.05 shall survive completion of Consultant's services or the termination of this Agreement.

2.06 **Insurance**: Consultant shall maintain prior to the beginning of and for the duration of this Agreement insurance coverage as specified in Exhibit B attached to and part of this agreement.

3.0 OBLIGATIONS OF CITY

3.01 **Cooperation**: City agrees to comply with all reasonable requests of Consultant necessary to the performance of Consultant's duties under this agreement. City employees, agents and officers of the City agree to disclose all information relevant to this project to Consultant. Consultant shall be entitled to reasonably rely upon the accuracy and completeness of information furnished by City, provided that Consultant shall give City prompt written notice of any known defects in such information.

4.0 TERMINATION OF AGREEMENT

4.01 **Termination Notice**: Notwithstanding any other provision of this agreement, any party hereto may terminate this agreement, at any time, without cause, by giving at least 30 (thirty) days' prior written notice to the other parties to this agreement.

4.02 **Termination on Occurrence of Stated Events**: This agreement shall terminate automatically on the occurrence of any of the following events:

a. Sale of the business of any party;

b. The end of the 30 (thirty) days as set forth in section 4.01;

c. End of the contract to which Consultant's services were necessary; or

d. Assignment of this agreement by Consultant without the consent of City.

e. Death of any party.

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4.03 **Termination by any Party for Default**: Should any party default in the performance of this agreement or materially breach any of its provisions, the non-breaching party, at its option, may terminate this agreement, immediately, by giving written notice of termination to the breaching party.

4.04 **Termination**: This agreement shall terminate on June 30, 2024, unless earlier extended as set forth in this Section. The City, with the agreement of Consultant, is authorized to extend the term of this agreement beyond the termination date, as needed, under the same terms and conditions as set forth in this agreement. Any such extension shall be in writing and be an amendment to this agreement.

5.0 SPECIAL PROVISIONS

5.01 **Additional Tasks as May Be Assigned by the City Manager**: Prior to initiating any Consultant work on matters relating to the purposes of this Agreement, but outside the Scope of Services for this Agreement, it shall be the responsibility of Consultant to obtain written approval of the City Manager, prior to initiation of such tasks.

5.02 **Time Schedule**: Consultant is to begin work upon receipt and execution of City contract. It is contemplated that most of the services hereunder will be completed on or before June 30, 2024. **TIME IS OF THE ESSENCE OF THIS CONTRACT.** Consultant agrees to engage its best efforts to adhere strictly to the schedule set forth in **Exhibit A** and incorporated herein.

5.03 **Work Outside Contract Scope**: No payment for changed or additional work shall be made unless the changed or additional work has first been approved in writing by the City Manager and the parties have agreed upon the appropriate adjustment, if any, to the payment schedule and maximum payment amount for the changed or additional work. The Contract Manger may order changes or additions to the scope of work. Whether a change or addition to the scope of work is proposed by the Consultant or ordered by the City Manager, the parties shall in good faith negotiate an appropriate adjustment, if any, to the payment schedule and maximum payment for the changed or additional work. An approved change or addition, along with the payment adjustment, if any, will be effective upon an amendment to this contract executed by both parties. The amendment shall not render ineffective or invalidate unaffected portions of this contract.

5.04 **Confidentiality:**

(a) Confidential Nature of Information. Consultant shall treat all information obtained from the City in the performance of this contract as confidential and proprietary to the City. Consultant shall treat all records and work product prepared or maintained by Consultant in the performance of this contract as confidential.

(b) Limitation on use and disclosure. Consultant agrees that it will not use any information obtained as a consequence of the performance of work for any purpose other than fulfillment of Consultant's scope of work. Consultant will not disclose any information prepared for the City, or obtained from the City or obtained as a consequence of the performance of work to any person other than the City, or its own employees, agents or subcontractors who have a need for the information for the performance of work under this contract unless such disclosure is specifically authorized in writing by the City.

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(c) Security plan. If requested by the City Manager, Consultant shall prepare a security plan to assure that information obtained from the City or as a consequence of the performance of work is not used for any unauthorized purpose or disclosed to unauthorized persons. Consultant shall advise the City of any request for disclosure of information or of any actual or potential disclosure of information.

(d) Survival. Consultant's obligations under this paragraph shall survive the termination of this contract.

6.0 MISCELLANEOUS

6.01 **Notices**: Except as otherwise expressly provided by law, any and all notices or other communications required or permitted by this agreement or by law to be served on or given to any party to this agreement shall be in writing and delivered or, in lieu of such personal service, when deposited in the United States mail, first class postage prepaid, to the following address for each respective party:

PARTY		ADDRESS
TO: CITY OF SOLVANG		City of Solvang 1644 Oak Street Solvang, CA 93463 Attention: City Clerk
	Copy to:	Dave Fleishman City Attorney Richards, Watson & Gershon 847 Monterey Street, Suite 206 San Luis Obispo, CA 93401
TO CONSULTANT:		The Abbi Agency Attn: Ty Whitaker 1385 Haskell Street Reno, NV 89509

6.02 **Governing Law**: This agreement and all matters relating to this agreement shall be governed by the laws of the State of California in force at the time, should any need for interpretation of this agreement or any decision or holding concerning this agreement arise.

6.03 **Binding Effect**: This agreement shall be binding on and shall inure to the benefit of the heirs, executors, administrators, successors and assigns of the parties hereto, but nothing in this Section shall be construed as consent by City to any assignment of this agreement or any interest in the agreement.

6.04 **Remedies**: The remedies set forth in this agreement shall not be exclusive, but shall be cumulative with, and in addition to, all remedies now or hereafter allowed by law or equity.

6.05 **Due Authority**: The parties hereby represent that the individuals executing this agreement are expressly authorized to do so on and in behalf of the parties.

6.06 **Ownership of Work Product**: Upon delivery, the work product, including without limitation, all original reports, writings, recordings, drawings, files, and detailed calculations

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developed under this contract are the property of the City. Consultant agrees that all copyrights, which arise from creation of the work pursuant to this contract, shall be vested in the City and waives and relinquishes all claims to copyright or other intellectual property rights in favor of the City. City acknowledges that its use of the work product is limited to the purposes contemplated by the scope of work and that the Consultant makes no representation of the suitability of the work product for use in or application to circumstances not contemplated by the scope of work.

6.07. **Integration and Modification**: This contract represents the entire understanding and agreement of the City and Consultant as to those matters contained herein. This agreement correctly sets forth the obligations of the parties hereto to each other as of the date of this agreement. All agreements or representations respecting the subject matter of this agreement not expressly set forth or referred to in this agreement are null and void. No prior oral or written understanding shall be of any force or effect with respect to those matters covered hereunder. This contract may not be modified, amended, or altered except in writing signed by the City and Consultant.

6.08. **Advice of Counsel**: The parties agree that they are aware that they have the right to be advised by counsel with respect to the negotiations, terms, and conditions of this contract, and that the decision of whether or not to seek the advice of counsel with respect to this contract is a decision which is the sole responsibility of each of the parties hereto. This contract shall not be construed in favor or against either party by reason of the extent to which each party participated in the drafting of the contract.

6.09. **Independent Review**: Each party hereto declares and represents that in entering this contract it has relied and is relying solely upon its own judgment, belief and knowledge of the nature, extent, effect and consequence relating thereto. Each party further declares and represents that this contract is being made without reliance upon any statement or representation not contained herein of any other party, or any representative, agent, or attorney of any other party.

6.10. **Attorney Fees:** In the event of any controversy, claim or dispute between the parties hereto, arising out of or relating to this agreement, or the breach hereof, the prevailing party shall be entitled, in addition to other such relief as may be granted, to a reasonable sum as and for attorney fees.

6.11 **No waiver:** The waiver of any breach by any party of any provision of this agreement shall not constitute a continuing waiver or a waiver of any subsequent breach of this agreement.

6.12. **Assignment:** This agreement is specifically not assignable by Consultant to any person or entity. Any assignment or attempt to assign by Consultant whether it be voluntary or involuntary, by operation of law or otherwise, is void and is a material breach of this agreement, giving rise to a right to terminate as set forth in Section 4.03.

6.13. **Time for Performance:** Except as otherwise expressly provided for in this agreement, should the performance of any act required by this agreement to be performed by either party be prevented or delayed by reason by any act of God, strike, lockout, labor trouble, inability to secure materials, epidemics, pandemics, or any other cause, except financial inability, which is the fault of the party required to perform the act, the time for performance of the act will be extended for a period of time equivalent to the period of delay and performance of the act during the period of delay will be excused: provided, however, that nothing contained in this Section shall exclude the prompt payment by either party as required by this agreement of the performance of any act rendered difficult or impossible solely because of the financial condition of the party required to perform the act.

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6.14 **Severability:** Should any provision of this agreement be held by a court of competent jurisdiction or by a legislative or rulemaking act to be either invalid, void or unenforceable, the remaining provisions of this agreement shall remain in full force and effect, unimpaired by the holding, legislation or rule.

6.15. **Construction:** The parties agree that each has had an opportunity to have their counsel review this agreement and that any rule of construction to the effect that ambiguities are to be resolved against the drafting party shall not apply in the interpretation of this agreement or any amendments or exhibits thereto. The captions of the sections are for convenience and reference only, and are not intended to be construed to define or limit the provision to which they relate.

6.16. **Amendments:** Amendments to this agreement shall be in writing and shall be made only with the mutual written consent of all the parties to this agreement.

6.17. **Signatures**: The individuals executing this contract represent and warrant that they have the legal capacity and authority to do so on behalf of their respective legal entities.

IN WITNESS WHEREOF, the parties have executed this contract on the following date.

CITY OF SOLVANG

By: DocuSigned by: 82667AF69DB64G4...
Xenia Bradford, City Manager

Date: 7/7/2022

CONTRACTOR
The Abbi Agency

By: DocuSigned by: Ty Whitaker 08DF605GEG294DD...
Patrick Ty Whitaker, CEO

Date: 7/6/2022

APPROVED AS TO FORM
Richards, Watson & Gershon

By: DocuSigned by: 8CACE76DAD12485...
Dave Fleishman, City Attorney

Date: 7/6/2022

ATTEST:

DocuSigned by: Annamarie Porter 2EEC6CE62C12406...
Annamarie Porter, City Clerk

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EXHIBIT A

SCOPE OF WORK,

FEE SCHEDULE

&

PROJECT SCHEDULE

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EXHIBIT B

INSURANCE REQUIREMENTS

Prior to the beginning of and throughout the duration of the Work, Consultant will maintain insurance in conformance with the requirements set forth below. Consultant will use existing coverage to comply with these requirements. If that existing coverage does not meet the requirements set forth here, Consultant agrees to amend, supplement or endorse the existing coverage to do so. Consultant acknowledges that the insurance coverage and policy limits set forth in this section constitute the minimum amount of coverage required. Any insurance proceeds available to City in excess of the limits and coverage required in this agreement and which is applicable to a given loss, will be available to City.

Consultant shall provide the following types and amounts of insurance:

Commercial General Liability Insurance using Insurance Services Office "Commercial General Liability" policy form CG 00 01, or a City approved equivalent. Defense costs must be paid in addition to limits. There shall be no cross liability exclusion for claims or suits by one insured against another. Limits are subject to review but in no event less than $1,000,000 per occurrence and in the aggregate.

Business Auto Coverage on ISO Business Auto Coverage form CA 00 01 including symbol 1 (Any Auto) or the equivalent. Limits are subject to review, but in no event to be less than $1,000,000 per accident. If Consultant owns no vehicles, this requirement may be satisfied by a non-owned auto endorsement to the general liability policy described above. If Consultant or Consultant's employees will use personal autos in any way on this project, Consultant shall provide evidence of personal auto liability coverage for each such person.

Workers Compensation on a state-approved policy form providing statutory benefits as required by law with employer's liability limits no less than $1,000,000 per accident or disease.

Professional Liability or Errors and Omissions Insurance as appropriate shall be written on a policy form coverage specifically designed to protect against acts, errors or omissions of the consultant and "Covered Professional Services" as designated in the policy must specifically include work performed under this agreement. The policy limit shall be no less than $1,000,000 per claim and in the aggregate. The policy must "pay on behalf of" the insured and must include a provision establishing the insurer's duty to defend. The policy retroactive date shall be on or before the effective date of this agreement.

Insurance procured pursuant to these requirements shall be written by insurers that are admitted carriers in the state of California and with an A.M. Bests rating of A- or better and a minimum financial size VII.

General conditions pertaining to provision of insurance coverage by Consultant. Consultant and City agree to the following with respect to insurance provided by Consultant:

1. Consultant agrees to have its insurer endorse the third party general liability coverage required herein to include as additional insureds City, its officials, employees and agents, using standard ISO endorsement No. CG 2010 with an edition prior to 1992, or a City approved equivalent. Consultant also agrees to require all contractors, and subcontractors to do likewise.

2. No liability insurance coverage provided to comply with this Agreement shall prohibit Consultant, or Consultant's employees, or agents, from waiving the right of subrogation prior to a loss. Consultant agrees to waive subrogation rights against City regardless of the applicability of any insurance proceeds, and to require all contractors and subcontractors to do likewise.

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3. All insurance coverage and limits provided by Consultant and available or applicable to this agreement are intended to apply to the full extent of the policies. Nothing contained in this Agreement or any other agreement relating to the City or its operations limits the application of such insurance coverage.

4. None of the coverages required herein will be in compliance with these requirements if they include any limiting endorsement of any kind that has not been first submitted to City and approved of in writing.

5. Consultant's general liability policy shall not contain any provision or definition that would serve to eliminate so-called "third party action over" claims, including any exclusion for bodily injury to an employee of the insured or of any contractor or subcontractor.

6. All coverage types and limits required are subject to approval, reasonable modification and reasonable additional requirements by the City, as the need arises. Consultant shall not make any reductions in scope of coverage (e.g. elimination of contractual liability or reduction of discovery period) that may affect City's protection without City's prior written consent.

7. Proof of compliance with these insurance requirements, consisting of certificates of insurance evidencing all of the coverages required and an additional insured endorsement to Consultant's general liability policy, shall be delivered to City at or prior to the execution of this Agreement. In the event such proof of any insurance is not delivered as required, or in the event such insurance is canceled at any time and no replacement coverage is provided, City has the right, but not the duty, to obtain any insurance it deems necessary to protect its interests under this or any other agreement and to pay the premium. Any premium so paid by City shall be charged to and promptly paid by Consultant or deducted from sums due Consultant, at City option.

8. Certificate(s) are to reflect that the insurer will provide 30 days notice to City of any cancellation of coverage by the carrier.

9. It is acknowledged by the parties of this agreement that all insurance coverage required to be provided by Consultant or any subcontractor, is intended to apply first and on a primary, non-contributing basis in relation to any other insurance or self insurance available to City.

10. Consultant agrees to require that subcontractors, and any other party involved with the project who is brought onto or involved in the project by Consultant, provide the same minimum insurance coverage required of Consultant. Consultant agrees to monitor and review all such coverage and assumes responsibility for ensuring that such coverage is provided in conformity with the requirements of this section. Consultant agrees that upon request, all agreements with subcontractors and others engaged in the project will be submitted to City for review.

11. If Consultant's existing coverage includes a deductible or self-insured retention, the deductible or self-insured retention must be declared to the City. At that time the City shall review options with the Consultant, which may include reduction or elimination of the deductible or self-insured retention, substitution of other coverage, or other solutions. Consultant shall be responsible for paying any deductibles or self-insured retentions on its policies.

12. The City reserves the right at any time during the term of the contract to change the amounts and types of insurance required by giving the Consultant ninety (90) days advance written notice of such change. If such change results in substantial additional cost to the Consultant, the City will negotiate additional compensation proportional to the increased benefit to City.

13. For purposes of applying insurance coverage only, this Agreement will be deemed to have been executed immediately upon any party hereto taking any steps that can be deemed to be in furtherance of or towards performance of this Agreement.

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14. Consultant acknowledges and agrees that any actual or alleged failure on the part of City to inform Consultant of non-compliance with any insurance requirement in no way imposes any additional obligations on City nor does it waive any rights hereunder in this or any other regard.

15. Consultant will renew the required coverage annually as long as City, or its employees or agents face an exposure from operations of any type pursuant to this agreement. This obligation applies whether or not the agreement is canceled or terminated for any reason. Termination of this obligation is not effective until City executes a written statement to that effect.

16. Consultant shall provide proof that policies of insurance required herein expiring during the term of this Agreement have been renewed or replaced with other policies providing at least the same coverage. Proof that such coverage has been ordered shall be submitted prior to expiration. A coverage binder or letter from Consultant's insurance agent to this effect is acceptable. A certificate of insurance and/or additional insured endorsement as required in these specifications applicable to the renewing or new coverage must be provided to City within five days of the expiration of the coverages.

17. The provisions of any workers' compensation or similar act will not limit the obligations of Consultant under this agreement. Consultant expressly agrees not to use any statutory immunity defenses under such laws with respect to City, its employees, officials and agents.

18. Requirements of specific coverage features or limits contained in this section are not intended as limitations on coverage, limits or other requirements nor as a waiver of any coverage normally provided by any given policy. Specific reference to a given coverage feature is for purposes of clarification only as it pertains to a given issue, and is not intended by any party or insured to be limiting or all-inclusive.

19. These insurance requirements are intended to be separate and distinct from any other provision in this agreement and are intended by the parties here to be interpreted as such.

20. The requirements in this Section supersede all other sections and provisions of this Agreement to the extent that any other section or provision conflicts with or impairs the provisions of this Section.

21. Consultant agrees to be responsible for ensuring that no contract used between itself and its sub-consultants reserves the right to charge City or Consultant for the cost of additional insurance coverage required by this agreement. Any such provisions are to be deleted with reference to City. It is not the intent of City to reimburse any third party for the cost of complying with these requirements. There shall be no recourse against City for payment of premiums or other amounts with respect thereto.

22. Consultant agrees to provide immediate notice to City of any claim or loss against Consultant arising out of the work performed under this agreement. City assumes no obligation or liability by such notice, but has the right (but not the duty) to monitor the handling of any such claim or claims if they are likely to involve City.

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Point of Contact: Xenia Bradford, City Manager
Project Name: Tourism Marketing Managed Services
Services: Marketing Research, Campaign and Creative Development, Public Relations, Media Planning and Management, Digital Experience, Social Media, Content and Account Management
Timeline: July 1, 2022 - June 30, 2023
Note: Contract extends until June 30, 2024, but the Scope of Work will be reviewed and revised each year.
Completed by: Connie Anderson, Chief Strategy Officer

BACKGROUND

SITUATION ANALYSIS

Many destinations in California suffer from getting stuck in the "Sea of Sameness." With similar destination assets and experiences like outdoor recreation, beautiful scenery, indulgent food and beverage, it can be challenging to stand out. But not here – Solvang offers an authentically unique experience to visitors, and "Danish America" truly cannot be experienced anywhere else.

Destinations are facing a changing travel landscape post-pandemic. Travelers have shown pent up demand and returned to travel quickly, but uncertain economic future and rising gas prices pose a challenge for destinations that rely on visitors to drive in to the destination.

The Abbi Agency will work with Solvang to address these challenges, better understand Solvang's positioning, and create a long-lasting, memorable brand through integrated marketing efforts that mirror the memorability of the destination itself.

GOAL

Position Solvang as the best destination for travelers who appreciate a trip focused on history, culture, and food & beverage.

OBJECTIVES

The Abbi Agency will use a number of specific metrics to measure the success of this goal. These begin with overarching research and an assessment of data analytics, then later will be measured by campaign-level metrics (advertising impressions, click-through rates, traffic to website) and end with conversion rates. The Abbi Agency will work with Solvang to develop and continue to refine for optimization and future success. Additionally, the below outline depicts the roadmap for successful implementation of this project:

- Marketing, Awareness, Perceptions & Knowledge
    - Overall increase in: Website Impressions, Earned Media Impressions, Earned Media Message Pull-Through, Organic Social Media Engagement, Paid Media Impressions, and Click-Through Rates.

The Abbi Agency and Solvang will work collaboratively with lodging partners to quantify and assess increases in visitation. These specific tourism objectives that will be assessed are below:

- Increase in visitation during shoulder season
- Increase in visitation during midweek

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TARGET AUDIENCES

The Abbi Agency has identified the following target audiences for Solvang's branding, public relations, marketing and social media efforts:

- **Primary Audiences:** Drive Market from Southern California, Fly & Drive market from the Bay Area
- **Secondary Audiences:** Non-stop flight markets from Santa Barbara Airport (Las Vegas, Denver, Phoenix)

During the first phase of work, target audiences, including personas, will be revisited and finalized to work cohesively with the City of Solvang's overarching strategic plan.

PROJECT OVERVIEWS

MARKETING

Research & Marketing Plan Development

To immerse ourselves in the destination, The Abbi Agency will use data platforms and additional research studies, and partner data to review and understand the relationship between Solvang and travel intent. Possible data sources include: This can include targeted GPS data results and study points of interest as well as third party vendor studies (provided by Solvang).

To ensure that several perspectives are considered in formulating Solvang's strategic plan, the team's strategic leaders will also conduct up to two (2) group interviews with key representatives of the destination such as members of the TAC and representatives of various communities within Solvang including hoteliers. Additionally, as needed The Abbi Agency may employ a survey to review quantitative data in addition to qualitative feedback from the interviews.

The Abbi Agency will work closely with the City of Solvang and Tourism Advisory Committee to develop an annual marketing plan that supports the strategies and goals set forth. The plan will include strategic direction, creative strategy, brand development, and content strategy and calendar.

Within the content calendar, our team will define and plan all content for the City of Solvang, including blogs, emails, and social media. All created content will be strategically leveraged for paid media, targeting users based on their interests and engagement.

The marketing plan will be comprehensive, but have a strong focus on the following areas:

- Goals & Objectives
- Target Audience
- Content Strategy and Calendar
- Paid Media Plan
- Media Relations Strategy
- Social Media Strategy
- Editorial Calendar

Deliverables: *Research Report, Marketing Plan*

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Immersion
Additionally, the team will conduct an in-person immersion trip to learn more about the history of the City and experience the unique activities. The immersion will consist of up to three (3) individuals for two days in market. This cost is anticipated to cover airfare, car, hotel, food and all activities. However, if Solvang is able to provide complimentary hotel, activities, and food then budget can be used for additional team members to attend the immersion or saved for an additional trip to Solvang.

Deliverables: *3 individuals in-market for 2 day immersion*

JuleFest Event Marketing Support
The City of Solvang supports and celebrates a series of holiday events annually called JuleFest. In order to support the marketing and attendance of these events, the following tactics will be implemented. Marketing support for these events may include the following:

- Media outreach to include:
    - One (1) Press Release
    - 3-month pitching to target regional publications
    - Coordination with any attending journalists
- Social Media: Event creation, giveaway, advertising support
- Creative: Event flyer, advertising assets
- Content: Landing Page development, updating or blog feature

Deliverables: *Marketing overview with all tactics to be employed and then execution of supporting tactics*

STRATEGY & BRAND MANAGEMENT

Account Management & Strategy: A dedicated member from the brand management team will be the point of contact for day-to-day account needs. In addition to coordinating with the client to establish deadlines and projects each month, the team member will actively flag any concerns or delays in deliverables and make sure the internal agency team is briefed for each project. The team member will also be responsible for monthly billing, and will be available for questions and forecasting budget line items as outlined in the scope of work.

- Oversee and coordinate all efforts related to the account needs, projects, allocation and planning.
- Function as the primary contact for communication with key marketing staff.
- Manage the scope of work, contract and any other SOWs that are signed for the client.
- Oversee the budget on a monthly and annual basis.
- Analyze and provide strategic insights on monthly reporting
- Develop creative, production, and paid media briefs
- Manage kick-off meetings and timeline of deliverables
- Oversee and coordinate all efforts related to the campaign needs
- Manage and assist with production planning and post-production editing

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Deliverables: *Consistent email communications, Attendance of status calls, virtual (in-person as needed) attendance at monthly TAC meetings, reporting including monthly analytics and quarterly performance reports*

PUBLIC RELATIONS

Ongoing Public Relations

The Abbi Agency will implement a targeted and performance-driven storytelling approach to PR, ensuring that earned media stories are in collaboration with overall marketing initiatives and target audience segments. Deliverables include:

- Up to five (5) press releases per fiscal year
- Ongoing media outreach to targeted journalists and publications
- Intercepting and responding to all incoming media opportunities and FAM requests
- Collaboration with Visit California, Santa Barbara County, and Visit Santa Ynez Valley, including:
    - Content submissions on a monthly/quarterly basis
- In the instance of a crisis, The Abbi Agency will stop all proactive media pitching around promoting visitation to the destination and work with Solvang to develop a crisis response and shift messaging.

FAM Trips

The Abbi Agency team excels at building itineraries that capture the essence of a destination. Each itinerary offers opportunities to incorporate key themes, marketing initiatives and the history of the destination. The Abbi Agency will work with Solvang to provide itineraries that make the most sense for each journalist's beat, while always finding ways to incorporate key themes, marketing initiatives and backlinks to the website.

The Abbi Agency filters through hundreds of journalist requests and inquiries, and the team has established a vetting process to identify the best media candidates to explore and highlight the destination. For those who don't qualify for a hosted visit, the team still provides itinerary recommendations, press materials and assists with securing media rates (when applicable). The same care and follow up is extended to ensure every touch point of their experience is positive.

Individual FAM Tactics & Deliverables

The Abbi Agency will work with qualifying journalists and/or influencers to coordinate individual press trips. The Abbi Agency will coordinate two (2) individual media FAMs for the 2022/2023 fiscal year. The Abbi Agency will handle all aspects of itinerary coordination, including booking travel, accommodations, meals and planning activities/meetings. For influencers, this also includes contract negotiations as well as coordination of any asset collection (if/when applicable) and media follow-up after the FAM trip. Should additional FAM opportunities arise, The Abbi Agency will provide a separate SOW and fee.

FAM Hosting Hard Costs

Funds will be used to cover trip hard costs, including mileage reimbursement, airfare, lodging, meals, entertainment and other costs incurred, should these items not be available as in-kind or complimentary. This fee does not include Abbi Agency time, which will be taken from the monthly PR retainer. All hard costs incurred by the agency on behalf of the client will be billed with a 20% mark up fee. The Abbi

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Agency will coordinate and manage costs incurred for these trips, and, when possible, charges can be paid directly by client in order to avoid agency mark up.

FAM Hard Cost Budget:
FAM hosting hard costs will be billed upon consumption. Should this budget be exhausted, and there is a need to host additional FAMs, a new budget will be agreed upon between Solvang and The Abbi Agency to cover hard costs.

Deliverables: *Two coordinated FAM trips*

CREATIVE & PRODUCTION

Campaign Development
The Abbi Agency (TAA) will produce one campaign to support shoulder and midweek visitation based upon the current video assets that Solvang has aquired. The Abbi Agency will start by providing a strategic recommendation on direction for the campaign, and will then develop supporting messaging and imagery as needed. These will be revised in collaboration with the TAC, and the final campaign concept will be developed into the assets required for the approved paid media plan.

The concept for this campaign will use the previously produced video ads, but develop it into a fully integrated campaign. The campaign will be presented live (in person or over Zoom) to the TAC, and this process includes the initial concept development into a campaign, one round of revisions, and the final concept to be applied across the entirety of the approved media plan and supporting marketing tactics.

Campaign Production: In line with the approved campaign concept and the approved media buy The Abbi Agency will produce all creative deliverables for each campaign inclusive of:

- Copywriting and editing
- Videography & Photography - this includes planning, script assistance, filming, producing, editing and finalizing.
- Graphic Design
- Campaign guidelines
- Specific creative materials may include:
    - Print advertising
    - Website design
    - Broadcast (TV/CTV, radio, video) assets
    - Digital Banners
    - Signage, collateral, sales materials, etc.
    - SEO and SEM marketing

The campaign deliverables creative will be presented to the client and includes the initial concepts and one round of revisions.

Deliverables: *Campaign Guidelines, All paid media deliverables*

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Brand Refresh
The Abbi Agency will review the newly developed logo and brand, then refine to reflect feedback from the Tourism Advisory Committee. It will also expand the revised logo into a brand styleguide to guide future implementation of the brand.

Deliverables: *Refreshed brand and logo suite, Brand Styleguide*

MEDIA BUY

Paid Media Plans & Management: Tailored to each campaign, TAA will create a full paid media plan within the allocated budget to reach the target audiences, demographics and goals of the client. The Abbi Agency team will strategize, plan, coordinate, manage, negotiate, optimize and report on all of Nevada Health Link's media efforts, from paid search to paid social media.

- Media Planning
    - The agency will create a paid media plan that achieves the client's goals and objectives, reflects the brand vision and reaches the target audiences the client has identified. The media plan will be presented to the client and is subject to updates, changes and feedback from the client until a final plan is approved. Note that all buys are consistently negotiated and optimized to get the best reach and results from each line item. Changes to the plan may be implemented based on performance during the quarter, with client approval.
- Negotiation and Placement
    - Coordination and placement of all digital and traditional media, including build-out of audiences, negotiation with partners and setup of accounts
- Management
    - Management of all paid advertising, including paid search and display, programmatic, print, out of home and other advertising formats.
- Optimization
    - Ongoing evaluations and adjustments based on performance metrics and goals.
- Monthly Reporting Dashboard
    - Dashboard of all digital media performance and report on key insights and/or optimizations.
- Evaluation and Recommendations
    - Ongoing evaluation of paid media opportunities and recommendations.

Deliverables: *Paid Media Plan, Monthly Reports*

**Paid media campaign management and optimization will be billed at 20% of the monthly media spend based on the approved Media Plan and will be included as a separate line item.*

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SOCIAL MEDIA

Social Media Retainer

The Abbi Agency will manage Solvang's social media channels and create content that will highlight the experiences of Solvang and align with our overarching goals and narrative descrived in the marketing plan.

- Social Media Posting
    - The Abbi Agency team will posts across Solvang's Facebook, Instagram, and Twitter accounts at a cadence of 3-4 times per week (9-12 posts across all platforms per week)
    - The Abbi Agency will conduct social care including commenting, liking, and answering questions posed throughout the platforms. It will also engage with other pages and influencers to extend the brand and reach of Solvang
    - Profile optimization - we will keep profile pages up-to-date and will establish and maintain a cohesive look and feel with header images and profile photos across platforms.
- Social Media Insights and Reporting
    - The Abbi Agency will provide monthly analytics and insights for all social media channels and will make modifications to long-term strategy based on performance
- Content Curation
    - The Abbi Agency will schedule an annual asset collection trip to meet with the City of Solvang team, conduct photo/video shoots and familiarize ourselves with assets, amenities and growth within the area

***Deliverables**: 3 - 4 posts per week per platform, responses to comments/direct messages, monthly analytics, annual content curation trip*

DIGITAL EXPERIENCE

Website Audit & Implementation

The Abbi Agency will conduct a website audit to determine the areas for improvement on the current website. The audit will look at both technical improvements as well as content improvements to improve search engine rankings as well as ensure content is up-to-date. Other updates include ensuring the new brand is represented and that the homepage provides more information to potential and current visitors.

***Deliverables**: Website Audit, Website Improvement Plan, Plan Implementation*

Website Hosting & Maintenance

In addition to any of the recommendations determined by the marketing plan, we will also need to provide standard ongoing maintenance to the website. Maintenance of the site will be as follows:

- Hosting Management
- SSL Certificate
- 24/7 Uptime Monitoring
- Content delivery network (CDN) to provide rapid delivery of pages and images
- Monthly updates to core website files and plugins
- Malware scan and resolution
- Monthly backup and storage
- Website analytics maintenance and support

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- 1-2 hours miscellaneous updates per month, which include:
    - Edits, revisions or updates to text, image and video content on existing pages based on client request, along with any troubleshooting and error resolution on websites.
- Yearly Website Audit Report

Deliverables: *Domain Registration, Website Hosting, Management, Maintenance and Updates*

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BUDGET

By signing this Scope of Work, the City of Solvang agrees to the Scope of Work plan set forth by The Abbi Agency. Your signature allows The Abbi Agency to execute on the plan herein.

Project Management	**$27,000**
Account Management	$2,250 / per month
Public Relations	**$51,000**
PR Retainer	$ 3,750/ per month
FAM Management/Coordination	$2,000 / per FAM(2)
FAM Hard Costs	$1,000 / per FAM(2)*
Creative Development	**$24,000**
Brand Refresh	$9,000 / one time
Campaign Development & Production	$15,000 / one time
Digital Content	**$58,600**
Social Media Retainer	$3,750 / per month
Social Media Boosting	$300 / per month
Marketing	**$29,800**
Research	$10,000 / one time
Immersion Trip	$4,800 / one time
Marketing Plan	$5,000 / one time
Event Marketing Support	$10,000 / one time
Digital Experience	**$23,000**
Website Audit & Implementation	$12,000 / one time
Website Hosting & Maintenance	$1,000 /per month (Aug - June)
Media Buy	**$68,000**
Media Plan Development	$2,000 / one time
Media Buy Management, Optimization	$2,244 / per month (5 months total)
Media Buy Cost	$10,956 / per month (5 months total)
Hard Costs	**$5,550**
Technology Fee**	$200 / per month
Hosting & Domain Registrar	$650 / as needed
Travel Costs: Immersion & Others	$2,500 / as needed
Alternative Planning Allowance	**$13,050**
Total Contract Fees (July 1, 2022 - June 30, 2023):	**$300,000**

See attached budget for detailed breakdown.

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*FAM hard costs are billed upon consumption up, not to exceed the allotted budget.

**TAA charges a monthly technology fee for the use of our media monitoring software, reporting software and project management platform.

Alternative Planning Options

As the Abbi Agency approaches its work with the City of Solvang, it has left a portion of the budgeted funds unallocated to allow for the discussion and strategic allocation toward initiatives that it feels would positively impact and help reach the goals of the City of Solvang. Initial options for how this money can be used is below, but additional options can be discussed.

DIGITAL EXPERIENCE

Website Redesign & Development

The Abbi Agency will begin a redesign of the City of Solvang website in Q4 of FY23. This will represent half of the work needed to completely redesign the website. The new website will align with the new brand standards, positioning and messages. The Abbi Agency follows the following process for agile website design:

RESEARCH & STRATEGY

Research of competitors' websites, exploration of websites for design & usability inspiration, official articulation of website goals, timeline and complete specification of website's features and functions.

FRAMEWORK & ARCHITECTURE

This phase builds out the layout of the splash page, content requirements, and may include development of a wireframe (low-fidelity renderings of the site).

DESIGN

User interface design brings a visual face to the website's framework. In this phase, we will produce high-fidelity, responsive website mockups to provide aesthetic options for the splash page.

DEVELOPMENT

Coding and back-end development of a website, including testing and bringing the user experience and user interface elements to life. Pushing the website to the live server, installing all analytics and tracking programs, testing and bug fixes, post-live maintenance.

WEBSITE FEATURES AND COMPONENTS

During the Research & Strategy phase of the project, the team will develop a confirmed list of official functions and components. These will be central to the framework and design.

The following is a list of website features and functionalities that the TAA team recommends including within this project:

- Custom brand integration
- Mobile compatibility
- Basic website functionality
- Framework Design
- Wordpress CMS (Content Management System)

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Website copywriting will be a collaborative process between The Abbi Agency and City of Solvang.

**Advanced website functionality available upon request. Pricing may vary depending on functionality. Monthly hosting and domain registrar services also available upon request.*

Note: *The Alternative Planning budget can begin this process, but the total estimated cost for the website redesign and development is $70,000-$80,000.*

Ongoing SEO

Within the Content Strategy developed in the Marketing Plan, TAA will develop a keyword focus plan to guide SEO modifications geared toward long-term success as well as strategic recommendations for improvement of the site's performance in search.

Recommendations could include:

- Modifications to site structure, meta data and other machine-readable areas of the site.
- Changes to content, both from a UI, UX and search discoverability perspective.
- Other tactics, including public relations strategies, that can help with organic rankings.
- Additionally, TAA may make recommended updates to the website framework for improving site speed.

MISCELLANEOUS

Should the client require additional services outside this Scope of Work, The Abbi Agency will provide an estimate of services for the client's approval.

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APPROVALS

DocuSigned by:
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7/7/2022

Xenia Bradford, City Manger, City of Solvang (Sign/Date)

DocuSigned by:
Ty Whitaker
08DF605CEC294DD...

7/6/2022

Patrick Ty Whitaker, CEO, The Abbi Agency (Sign/Date)

EXPENSES BREAKDOWN													BUDGET
PROJECT MANAGEMENT	**Jul-22**	**Aug-22**	**Sep-22**	**Oct-22**	**Nov-22**	**Dec-22**	**Jan-23**	**Feb-23**	**Mar-23**	**Apr-23**	**May-23**	**Jun-23**	
Account Management & Strategy	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	$27,000.00
													$0.00
	2,250	**2,250**	**2,250**	**2,250**	**2,250**	**2,250**	**2,250**	**2,250**	**2,250**	**2,250**	**2,250**	**2,250**	**$27,000.00**
PUBLIC RELATIONS													
Public Relations Retainer	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	$45,000.00
FAM Planning/Management				2,000				2,000					$4,000.00
FAM Hard Costs				1,000				1,000					$2,000.00
													$0.00
	3,750	**3,750**	**3,750**	**6,750**	**3,750**	**3,750**	**3,750**	**6,750**	**3,750**	**3,750**	**3,750**	**3,750**	**$51,000.00**
CREATIVE DEVELOPMENT													
Brand Refresh & Campaign Guidelines			9,000										$9,000.00
Creative Development & Production		7,500	7,500										$15,000.00
													$0.00
	0	**7,500**	**16,500**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**$24,000.00**
DIGITAL CONTENT													
Social Retainer	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	$45,000.00
Content Curation Trip		10,000											$10,000.00
Social Media Boosting Budget	300	300	300	300	300	300	300	300	300	300	300	300	$3,600.00
													$0.00
	4,050	**14,050**	**4,050**	**4,050**	**4,050**	**4,050**	**4,050**	**4,050**	**4,050**	**4,050**	**4,050**	**4,050**	**$58,600.00**
MARKETING													
Immersion Trip		4,800											$4,800.00
Research, Strategy/Marketing Plan	5,000	10,000											$15,000.00
YuleFest Marketing Support				10,000									$10,000.00
													$0.00
													$0.00
	5,000	**14,800**	**0**	**10,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**$29,800.00**
DIGITAL EXPERIENCE													
Website Audit & Implementation	3,000	3,000	3,000	3,000									$12,000.00
Website Hosting & Maintenance		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	$11,000.00
													$0.00
													$0.00
	3,000	**4,000**	**4,000**	**4,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**$23,000.00**
MEDIA BUY													
Media Buy Plan Development		2,000											$2,000.00
Media Buy Management			2,244	2,244	2,244		2,244	2,244					$11,220.00
Media Buy			10,956	10,956	10,956		10,956	10,956					$54,780.00
													$0.00
													$0.00
													$0.00
	0	**2,000**	**13,200**	**13,200**	**13,200**	**0**	**13,200**	**13,200**	**0**	**0**	**0**	**0**	**$68,000.00**
HARD COSTS													
Technology Fee	200	200	200	200	200	200	200	200	200	200	200	200	$2,400.00
Hosting & Domain Registrar		650											$650.00
Travel Costs: Immersion & Others	2,500												$2,500.00
													$0.00
	2,700	**850**	**200**	**200**	**200**	**200**	**200**	**200**	**200**	**200**	**200**	**200**	**$5,550.00**
CHANGE ORDERS/ESTIMATES													
													$0.00
													$0.00
													$0.00
													$0.00
													$0.00
	0	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**$0.00**
												Total Budget:	**$300,000.00**
												Variance:	*$13,050.00*
TOTAL EXPENSES	**$20,750**	**$49,200**	**$43,950**	**$40,450**	**$24,450**	**$11,250**	**$24,450**	**$27,450**	**$11,250**	**$11,250**	**$11,250**	**$11,250**	**$286,950.00**

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SOLVANG

The Danish Capital of America

REQUEST FOR PROPOSALS
Professional Services

TOURISM MARKETING
MANAGED SERVICES

RFP Issued	April 1, 2022
All questions must be received by 5:00 p.m	April 15, 2022
Proposal Due by 5:00 p.m	May 6, 2022
Evaluation Period Concludes	May 18, 2022
Award Contract	June 2022
Contract Period Commences	June / July 2022

PUBLIC NOTICE

REQUEST FOR PROPOSALS

PROFESSIONAL SERVICES

CITY OF SOLVANG

TOURISM MARKETING MANAGED SERVICES

The City of Solvang ("City") is inviting qualified firms to submit proposals for Professional Services to provide Tourism Marketing Managed Services to the City. We are seeking a full-service experienced tourism marketing / public relations consultants who can provide professional guidance and oversight, implementation and analysis regarding marketing and communications programs designed to attract tourists to our city. It is desired that the proposal be thorough with examples of work. The proposal contents, goals, and objectives should be clear in the attachments.

The current Marketing/Media Plan for the Solvang marketing tourism contract ends July 31, 2022. The upcoming budget plan is for two years, with the opportunity to extend the contract another two years if desired by both parties. A contract will be provided by the City attached to the RFP.

All proposals will be compared on the basis of understanding the scope of work to be performed, methods and procedures to be used, management, personnel and experience, and consultation and coordination with the City of Solvang.

If your firm is interested and qualified, please submit seven (7) hard copies and one (1) electronic copy of your Proposal on or before **May 6, 2022**, by **5:00 p.m.** to:

City of Solvang
Attn: Xenia Bradford,
City Manager
1644 Oak St.
Solvang, CA 93463
CityHall@CityofSolvang.com

Proposal shall be clearly labeled "Proposal for Professional Services–Tourism Marketing Managed Services." Any changes, additions, or deletions to this Request for Proposal will be in the form of written addenda issued by the City. Addenda will be posted on the City website, along with the RFP. Prospective proposers must check the website for addenda or other relevant new information during the response period. The City is not responsible for the failure of any prospective proposer to receive such addenda. All addenda so issued shall become a part of this Request for Proposal. In addition, any questions submitted shall be posted with answers on the website as well.

ATTACHMENTS:

- **A SAMPLE City of Solvang Professional Services Agreement**
- **B Insurance Requirements**

REQUEST FOR PROPOSALS
Information Technology Managed Services

1) CITY PROFILE

Solvang, meaning "Sunny Field," was founded in 1911 by a group of Danish educators from the Midwest who were in search of a site for a Danish-type folk school. They envisioned the location of the potential town, nestled between the Santa Ynez and San Rafael mountain ranges, as an ideal place to launch the school and where settlers could develop a Danish Colony that we now know as Solvang. The City is located inland along the Central Coast, some 45 miles north of Santa Barbara, in the historic Santa Ynez Valley. The City of Solvang provides a full range of municipal services, including contracted police services, the construction and maintenance of City streets, storm drains, bridges and similar infrastructure type assets, park maintenance and community recreation activities. Water, wastewater and transit services are provided through the use of an enterprise fund or business- type fund structure. The City was incorporated on May 1, 1985. It subsequently transitioned from a General Law City to a Charter City in November 2006.

Although Solvang has since developed into one of California's main tourist attractions, its many Danish-American residents continue to perpetuate their Danish heritage as seen by the architectural style in the downtown tourist area. With a residential population of 6,126, the City is host to approximately 1.5 million tourists per year. Tourist Occupancy Tax (TOT) is 50% of the General Fund revenues. With this emphasis on tourism as a strong tradition and a core contributor to the economic health of the City, the importance of the unique architectural feel of the City is part of the Solvang 'brand.'

2) PROJECT OBJECTIVES

The City of Solvang is requesting proposals from qualified firms interested in providing comprehensive tourism marketing managed services for the City. The goal is to find an experienced tourism marketing firm that can provide professional guidance, oversight, and implement marketing and communications programs designed to attract tourists to the City of Solvang.

Overview:

Under Direction of the City Manager and Marketing Tourism & Events Coordinator, the Tourism Marketing/ Media Proposal (TMMP) administers the City's efforts to promote tourism to Solvang, thereby enhancing the City's General Fund revenue through Transient Occupancy Tax receipts and, to a lesser but significant extent, through Sales Tax receipts. The mission is to increase overnight visitorship, and visitor expenditures, with emphasis on mid-week and off-season tourism.

The TMMP is responsible for traditional and electronic media advertising in core market regions and new market areas, participation in consumer and industry trade shows, and development and maintenance of ongoing relationships with travel writers and other media representatives.

Accounting. The Marketing Agency agrees to account for all funding provided and to keep complete books and records thereof and to make available and to submit to audit by the City of Solvang all the Marketing Agency books (in regard to this contract), records, and financial statements upon the city of Solvang's request with 30-day reasonable prior notice. The books with receipt of all paid vendors will be shown on request with 1099 IRS forms attached for all monies spent on this contract not to exceed 10% overhead to the marketing firms and sub-contractors with marketing responsibilities to the City of Solvang.

3) SCOPE OF WORK

The Marketing Agency team manages a number of responsibilities including (but not limited to):

- Setting marketing strategy that supports strategic imperatives and goals
- Managing budgets
- Integrating all aspects of marketing communication including advertising, digital, PR, branded content, social media, group sales, sponsorships, etc.
- Liaising with Solvang TMMP tourism stakeholders including board leadership, committees, and other stakeholders
- Guiding marketing activities designed to showcase Solvang city wide range of tourism experiences
- Targeting local, regional, national, niche and industry market segments
- Tracking and reporting out on measurable outcomes from marketing communication activities

Agency teams will be required to collaborate to form strategic recommendations and efficiently execute the Solvang marketing program, including research and information sharing, planning, optimization, analytics, and reporting. Solvang is seeking not simply an "ad agency," but a long-term partner that will be integral in these efforts and share a dedication to success.

The General Scope of Work includes the following:

Strategy: Working closely with our team, collaborate on strategy to develop, execute, and track results against an annual marketing plan that supports the strategies set forth by the Solvang Tourism Advisory Committee (TAC). This includes strategic direction, creative strategy, brand development, media plan, and cooperative plan.

Creative & Production: Produce creative and provide strong yet attainable recommendations for consideration and manage the process of working with subcontractors as needed. Bring to final form the approved advertising materials to run/air on behalf of the city of Solvang.

Creative materials may include but are not limited to:

- print advertising
- website design
- broadcast (TV/CTV, radio, video) assets
- digital banners
- signage, collateral, sales materials, etc.

Content Planning: Work with Solvang Events & Marketing Coordinator to develop a comprehensive, marketing plan that uses market intelligence to shape strategy and includes goals specific to the agency's scope; defined target markets, audiences, and opportunities; strategies/tactics to achieve success; specific action steps that guide and track workload; and measurable outcomes.

Promotion: *Promote the city of Solvang through targeted advertising and other promotional programs*
Contractor will promote the destination and tourism business of the city of Solvang through targeted media campaigns that focus on needed periods of tourism these include Danish days, Julefest, Fall harvest scarecrow campaign, music in the park series, contractor will also conduct additional campaigns that focus on lodging segments specifically contractor will measure add media campaigns effectively as well as any return-on-investment results. These campaigns will be a fully integrated strategy that will be used in many different advertisements including digital banners digital radio online mobile video, CTV video, in home video retargeted media, behavior targeting, as well as search engine marketing.

Public Relations: *Public relations outreach campaigns to promote Solvang*
Contractor will partner with credible news organizations and media experts and writers to execute multiple stories, media, both print and digital, output that focus on various parts of Solvang for both leisure and group travel. This may be conducted by in-house staff position or contracted relationship with public relations firm agencies/ staff. This may include hosting a media destination, hosting media events and working with local, regional, and national agencies for the promotion of Solvang.

Social Media: *Paid and organic social media postings and campaigns*
Through daily postings of organic content and media, contractor will provide a robust and continuing social media program that focuses and highlights the various parts of Solvang and the businesses within it. Additionally, paid campaigns will focus on promoting specific segments of Solvang to draw awareness and attraction to these areas. This may include lodging activities, events, restaurants dining, group meetings, outdoor shopping and more.

SEO Marketing: *Year-round digital advertisement search engine marketing campaigns*
Through the digital mediums of search engine advertising and search engine displays, contractor will study, analyze and execute complex keywords the top search inquiries to provide website traffic sponsorship results and awareness to SolvangUSA.com for many different parts of Solvang and its businesses.

Media Planning & Buying: Develop and prepare media plans for each target market, primarily leisure and group, possibly some international. Utilize research and market insights to develop strategic recommendations for budget allocation and market prioritization. Leverage paid media partnerships and placements as a means to effectively distribute and amplify owned and earned content. Provide Solvang with insights on emerging trends and new media to continually evolve and reach the target audience.

Work with the Solvang Event & Marketing Coordinator to develop cooperative marketing programs to amplify the efforts of our members and stakeholder businesses.

Reporting & Analytics: Regular monthly reporting on campaign and brand continuity program performance utilizing expertise, agency tools, data, partnerships, and other resources to manage program efficiency and performance. End of campaign wrap up reports, including screenshots of all assets, dashboard of goal performance and executive summary of key takeaways that include qualitative and quantitative results mapping to larger objectives. Annual strategic marketing and operation plan that outlines the proposed use of City marketing funds to accomplish promoting tourism and travel to Solvang.

Research: Using data platforms and additional research studies, contractor will perform and provide all partners data that relates to Solvang and travel intent. This can include targeted GPS data results and study points of interest as well as third party vendor studies Participate as needed in customer insight, creative testing, and segmentation research. Provide data, creative assets and/or insights as requested for Solvang Market Intelligence research and reporting. Connect with research partners including SMARI and SLOCAL as needed.

Firm will work with the TAC, City Manager, and the Events & Marketing Coordinator to provide guidance in all aspects of tourism marketing, including both paid and non-paid advertising.

Compensation

Design and production of all advertising will be billed based on a compensation model proposed by the contractor. The compensation model proposed by the contractor may be considered if in the best interests of the city. Please state in your proposal your fees for performing the Scope of Work, i.e., production of print, broadcast, collateral project work, account service, media buying, public relations and attending monthly Board Meetings. Any additional projects (if any) outside the scope of work will be billed based on the agreed upon compensation model and will be determined by the City. The City Manager will authorize any additional scope of work and will obtain any necessary authorizations based on the City's policies and procedures. Please advise if you would be willing to work on a monthly retainer, and the proposed cost. The successful firm will be required to enter into a written agreement with the city in substantially the form attached to this RFP. Please specifically identify any contractual terms that your firm proposes to change in a final contract. Such proposals may or may not be accepted at the City's sole discretion. Failure to include such contractual changes shall be deemed to signify the firm's acceptance of the form of agreement.

4) GENERAL CONDITIONS

Limitations

This Request for Proposals (RFP) does not commit the City to award a contract, to pay any costs incurred in the preparation of the proposal in response to this request, or to procure or contract for services or supplies. The City expressly reserves the right to reject any and all proposals or to waive any irregularity or information in any proposal or in the RFP procedure and to be the sole judge of the responsibility of any proposer and of the suitability of the materials and/or services to be rendered. The City reserves the right to withdraw this RFP at any time without prior notice. Further, the City reserves the right to modify the RFP schedule described above.

Award

The City may ask RFP finalists to present oral presentations regarding their firms and any special expertise in the necessary areas. All finalists may be required to participate in negotiations and submit such price, technical, or other revisions of their proposals as may result from negotiations. The City also reserves the right to award the contract without discussion or interviews, based upon the initial proposals. Selection will be based upon demonstrated competence and professional qualifications necessary for the satisfactory performance of the services required. Following the initial qualifications-based selection, the price proposal provided will be the basis for negotiations to ensure the City receives a fair and reasonable price.

Inquiries and Responses

All questions pertaining to this RFP shall be submitted in writing to Xenia Bradford at CityHall@CityofSolvang.com. The question and its response will be forwarded via email to all potential proposers and/or posted on the RFP webpage.

Bidders are specifically directed not to contact any other City personnel for meetings, conferences, or technical discussions related to this Request for Proposals. Failure to adhere to this policy may be grounds for rejection of proposal.

The City of Solvang will not be responsible for oral interpretations given by any City employee, representative, or others. Bidders are cautioned that any statements made that materially change any portion of the proposal documents shall not be relied upon unless subsequently ratified by a formal written amendment to the proposal document. The issuance of a written addendum is the only official method whereby interpretation, clarification, or additional information can be given. Any changes, additions, or deletions to this Request for Proposal will be in the form of written addenda issued by the City. Prospective proposers must check the website for addenda or other relevant new information during the response period. The City is not responsible for the failure of any prospective proposer to receive such addenda. All addenda so issued shall become a part of this Request for Proposal.

Pre-contractual Expense

Pre-contractual expenses are defined as expenses incurred by proposers and selected contractor in:

1. Preparing proposals in response to this RFP;
2. Submitting proposals to City;
3. Negotiations with City on any matter related to proposals; and
4. Other expenses incurred by a contractor or proposer prior to the date of award of any agreement.

In any event, the City shall not be liable for any pre-contractual expenses incurred by any proposer or selected contractor. Proposers shall not include any such expenses as part of the price proposed in response to this RFP. The City shall be held harmless and free from any and all liability, claims, or expenses whatsoever incurred by, or on behalf of, any person or organization responding to this RFP.

Proprietary Information

The proposals received shall become the property of the City of Solvang and are subject to public disclosure. Proposers are to indicate any restrictions on the use of data contained in their responses. Those parts of a proposal which are defined by the bidder as business or trade secrets, as that term is defined in California Government Code, Section 6254.7, and are reasonably marked as "Trade Secrets", "Confidential" or "Proprietary" shall only be disclosed to the public if such disclosure is required or permitted under the California Public Records Act or otherwise by law. Proposers who indiscriminately and without justification identify most or all, of their proposal as exempt from disclosure may be deemed non-responsive.

Contract Requirements

The selected consultant must enter into a Professional Services Agreement with the City for provisions related to compensation, conflict of interest, indemnification, insurance, etc. The scope, budget and schedule to complete the study will be incorporated into the professional services agreement. See RFP Attachment B – SAMPLE City of Solvang Professional Services Agreement and Attachment C – Insurance Requirements.

The Consultant has total responsibility for the accuracy and completeness of all data, plans, and estimates prepared for this project, and shall check all such material accordingly. While the City may review for quality, completeness and conformity, the responsibility for accuracy and completeness of such items remains solely that of the Consultant.

Method of Payment

For all services rendered as described in the Scope of Work (including all labor, equipment, materials, and expenses) the Consultant shall be compensated on a “time and material, not-to-exceed basis” by task for work completed. Each invoice submitted for payment shall contain a brief description of the work billed on that invoice, total billed to date, total paid to date and amount remaining.

5) PROPOSAL CONTENT AND ORGANIZATION

The Proposal, consisting of seven (7) hard copies and one (1) electronic copy must be received by mail, recognized carrier, or hand delivered no later than **5:00 p.m. on May 6, 2022.** Late Proposals will not be considered and will be returned, unopened.

Proposal shall be addressed to:
City of Solvang
Attn: Xenia Bradford
1644 Oak Street
Solvang, CA 93463
CityHall@CityofSolvang.com

All proposals received prior to the date and time specified above for receipt may be withdrawn or modified by written request of the proposer. To be considered, the modification must be received in writing, and in the same number of copies as the original proposal, prior to the date and time specified for receipt of proposals.

Until award of the contract, the proposals shall be held in confidence and shall not be available for public review. Upon award of a contract to the successful proposer, all proposals shall be public records. No proposal shall be returned after the date and time set for opening thereof. Following execution of the contract between the City and the consultant, a project kick-off meeting will be held to finalize the project scope and begin the project.

Qualifications

- Minimum of three years' experience in tourism advertising/marketing for a destination with extensive experience in local, regional, and national media placement as well as other tourism related applications. These applications include both traditional and non-traditional forms of advertising, promotion, and public relations
- Extensive knowledge and experience of all aspects of tourism marketing including digital, print, radio, television, email campaigns, and social media approaches
- Firm should be ready, able, and qualified to perform the public relations functions
- The ability to perform project management duties including, but not limited to, account services, client meetings, strategic planning, billing, tracking, and other account management duties
- Organize and attend special events that will market the destination
- Firm should have background working with other City and County organizations, particularly in tourism areas. Past management of coastal or major tourism destination if possible
- Knowledge of the City of Solvang and its target markets
- Firm should be able to offer excellent customer service

Proposal Contents

- The proposal must be concise, well organized, and demonstrate the consultant's qualifications. The proposals shall also include the information listed below:
- Qualifications as it relates to those requested by the city
- Statement of objectives and general approach toward the marketing effort – your philosophy
- Specific breakdown of your hourly fees or other compensation models and costs to perform other projects outside the scope of work
- Résumé of tourism marketing experience and samples of previous work
- List three past campaigns and their success
- Example marketing plan and campaign for 2022-2023
- Identification of the account team assigned to the account in addition to sub- contractors on the account team. Statement of assurance of primary account manager. Include a detailed organizational chart for your entire organization, and an organizational chart for the management and personnel that will be assigned to this account, if applicable.
- Résumés of account team and team leader
- Contact information from three current clients
- Contact information from three current media references
- Proof of familiarity with Solvang, SYV, CAL and target markets
- Statement as to why you are a good fit for us
- Identify all proposed subcontractors for the scope of work and document which portions of service will be performed by subcontractors and their ability to perform the work. Additionally, proposer should submit signed letters of commitment for all such proposed subcontractors and resumes/biographies of proposed subcontractor's key personnel, including those conducting day-to-day activities

6) PROPOSAL EVALUATION and CONSULTANT SELECTION

Evaluation Criteria

The City will select a firm based on the demonstrated competence and on the professional qualifications necessary for satisfactory performance of the services required. When selecting the firm, the skill and ability of the entity or person performing the services is a key component of the selection criteria. Cost will be only one factor in determining the selection. The contract may not be awarded to the lowest bidder.

Proposals will be evaluated based on the following:

- Recent experience in successfully performing similar services
- Understanding of the work required by the city
- Quality, clarity, and responsiveness of the proposal
- Proposed approach in completing the work
- Programs that support the benefits of tourism to our local residents
- Approach to maximize visitors to stay off season, midweek, and multiple nights
- Campaign results measurement and monthly reporting to lodging, board members and city council
- Background and related experience of the specific individuals to be assigned to this project, with special emphasis placed on the team leader
- Proposed compensation for other project work (hourly fees for services) or other compensation models.

As reflected above, the contract award will not be based solely on price, but on a combination of factors as determined to be in the best interest of the City.

The contract award period is for two years, Aug 1, 2022, through June 30, 2024, with the option to extend the contract for two years after the two-year term if desired by both parties.

The City may decide to award the contract for services based on the written proposal but reserves the right to conduct interviews with finalists if necessary to determine the awarding firm.

All proposals submitted shall become the property of the City and shall not be returned to the proposer. The City reserves the right to:

- Reject any and all proposals
- Waive any or all mandatory requirements, if no proposers meet one (1) or more of those requirements
- Cancel this RFP
- Revise the amount of funds available under this RFP
- Amend this RFP as needed
- Not select a vendor or award a contract from this RFP

The City will undertake the following evaluation process:

1. The City will review and evaluate all submitted documents received per this RFP.

2. Submittals will be evaluated on a combination of responsiveness, organization and clarity of proposal related to the scope of work, agreement to meet the City's general terms and conditions, fees, experience, qualifications and experience of assigned personnel, and responses of references.

3. Once the evaluation team has completed their review and determined the proposal with the highest overall points, the City will contact the successful Proposer on or by December 14, 2021.

4. After the submittals are evaluated and ranked, the City, at its sole discretion, may elect to interview one or more finalist respondents. Note, respondents may be asked to submit additional documentation. Additionally, the City reserves the right to select a proposal without conducting interviews.

5. If a commitment is made, it will be to the most qualified respondent with whom City is able to successfully negotiate the compensation and terms and conditions of any and all agreements.

6. Final selection of a firm, terms and conditions of any and all agreements, and authority to proceed with these services, shall be at the sole discretion of the City.

7. If the City is unable to negotiate a satisfactory agreement, with terms and conditions the City determines to be fair and reasonable, the City may then commence negotiations with the next most qualified firm in sequence, until an agreement is reached, or determination is made to reject all submittals.

Attachment A:

SAMPLE - CITY OF SOLVANG
PROFESSIONAL SERVICES AGREEMENT

This agreement is made upon the date of execution, as set forth below, by and between _____ ("Consultant"), and the City of Solvang ("City"). The parties hereto, in consideration of the mutual covenants contained herein, hereby agree to the following terms and conditions:

1.0 GENERAL PROVISIONS

1.01 **Term**: This agreement will become effective on the date of execution set forth below, and will continue in effect until terminated as provided herein.

1.02 **Services** : Consultant shall perform the **scope of work (tasks)** described and set forth in **Exhibit A**, attached hereto and incorporated herein as though set forth in full. Consultant shall complete the tasks according to the **project schedule** which is also set forth in **Exhibit A**.

Consultant shall determine the method, details and means of performing the above-referenced services.

Consultant may, at their own expense, employ such assistants and subconsultants, as Consultant deems necessary to perform the services required of Consultant by this agreement. However, Consultant may not assign this agreement to any other person or entity in the performance of required project-related services, and the City may not control, direct or supervise Consultant's assistants or employees in the performance of those services.

1.03 **Standard of Performance:** Consultant's services shall be performed in accordance with generally accepted professional practices and principles and in a manner consistent with the level of care and skill ordinarily exercised by members of Consultant's profession currently practicing under similar conditions. Whenever the scope of work requires or permits approval by the City, it is understood to be approval solely for the purposes of conforming to the requirements of the scope of work and not acceptance of any professional or other responsibility for the work. Such approval does not relieve the Consultant of responsibility for complying with the standard of performance or laws, regulations, industry standards, or from liability for damages caused by negligent acts, errors, omissions, noncompliance with industry standards, or the willful misconduct of Consultant or its subcontractors. By delivery of completed work, Consultant certifies that the work conforms to the requirements of this contract and all applicable federal, state and local laws. If Consultant is retained to perform services requiring a license, certification, registration or other similar requirement under California law, Consultant shall maintain that license, certification, registration or other similar requirement throughout the term of this Contract.

1.04 **Compensation**: In consideration for the services to be performed by Consultant, City agrees to pay Consultant monetary consideration for professional services in accordance with the **fee schedule** set forth in **Exhibit A**. The parties agree that total compensation for fees and costs for the services detailed in **Exhibit A** shall not exceed the sum of **$**_____, unless and until this Agreement is amended as provided herein.

1.05 **Billing/Payment Terms**. All charges for Consultant's services and authorized related reimbursable expenses shall be billed monthly, and all undisputed charges will be paid by City within 30 (thirty) days of receipt. The bills shall list all tasks under this Agreement, the task budget, project total budget, percentage completed for each task for that month, associated percentage billing against each task, and total billing for that month. In the event the Agreement is based on time & materials billing up to a not-to-exceed amount, the bill shall itemize by date all services and expenses provided during the invoice period (under this Agreement) including a brief description of the nature of work performed, the person or vendor performing them, the applicable billing rate, and the time expended. All Consultant service invoices must be approved by either the Public Works Director or the City Manager prior to payment.

2.0 OBLIGATIONS OF CONTRACTOR

2.01 **Contract Management and Service Performance**: Consultant Principal shall serve as the project manager and will personally prepare, or direct and supervise the preparation of, all work product called for by this agreement. Consultant represents that it has the qualifications, experience and facilities to properly perform all services hereunder in a thorough, competent, timely, and professional manner and shall, at all times during the term of this Agreement, have in full force and affect all licenses required of it by law. Consultant agrees to devote the hours and the human resources necessary to timely perform the services set forth in this agreement in an efficient, professional, and effective manner.

2.02 **Avoidance of Conflict of Interest.**

(a) Consultant may represent, perform services for, and be employed by additional individuals or entities, in Consultant's sole discretion, as long as the performance of these extra-contractual services does not interfere with or present a conflict with City's business or interfere with the timely performance and completion of Consultant's services under this Agreement.

(b) Consultant shall comply with all conflict of interest laws and regulations including, without limitation, the City's Conflict of Interest Code (on file in the City Clerk's Office). All officers, employees and/or agents of Consultant who will be working on behalf of the City pursuant to this Agreement may be required to file Statements of Economic Interest. Therefore, it is incumbent upon the Consultant to notify the City of any staff changes relating to this Agreement.

(c) In accomplishing the scope of services of this Agreement, all officers, employees and/or agents of the Consultant unless as indicated in Subsection (d), will be performing

a very limited and closely supervised function, and therefore, unlikely to have a conflict of interest arise. No disclosures are required for any officers, employees, and/or agents of Consultant, except as indicated in Subsection (d). _____ (*Initials).*

(d) In accomplishing the scope of services of this Agreement, Consultant will be performing a specialized or general service for the City, and there is substantial likelihood that the Consultant's work product will be presented, either written or orally for the purpose of influencing a governmental decision. As a result, the following persons shall be subject to the City's Conflict of Interest Code.

_____ _____

_____ _____

2.03 **Tools and Instrumentalities**: Consultant shall provide all tools and instrumentalities to perform the services under this agreement.

2.04 **Workers' Compensation and Other Employee Benefits**: City and Consultant intend and agree that Consultant is an independent contractor of City and agree that Consultant and Consultant's employees and agents have no right to Workers' Compensation and other City-sponsored employee benefits. Consultant agrees to provide Workers' Compensation and other employee benefits, where required by law, for Consultant's employees and agents. Consultant agrees to hold harmless and indemnify City for any and all claims arising out of any claim for injury, disability, or death of Consultant and any of Consultant's employees or agents.

2.05 **Indemnification**

(a) Non-design, non-construction Professional Services: To the fullest extent permitted by law (including, but not limited to California Civil Code Sections 2782 and 2782.8), Consultant shall indemnify, defend, and hold harmless the City, and its elected officials, officers, employees, volunteers, and agents ("City Indemnitees"), from and against any and all causes of action, claims, liabilities, obligations, judgments, or damages, including reasonable legal counsels' fees and costs of litigation ("claims"), arising out of the Consultant's performance or Consultant's failure to perform its obligations under this Agreement or out of the operations conducted by Consultant, including the City's active or passive negligence, except for such loss or damage arising from the sole negligence or willful misconduct of the City. In the event the City Indemnitees are made a party to any action, lawsuit, or other adversarial proceeding arising from Consultant's performance of this Agreement, the Consultant shall provide a defense to the City Indemnitees or at the City's option, reimburse the City Indemnitees their costs of defense, including reasonable legal fees, incurred in defense of such claims.

(b) Non-design, construction Professional Services: To the extent the Scope of Services involve a "construction contract" as that phrase is used in Civil Code Section 2783, this paragraph shall apply in place of paragraph (a). To the fullest extent permitted by law (including, but not limited to California Civil Code Sections 2782 and 2782.8),

Consultant shall indemnify, defend, and hold harmless the City, and its elected officials, officers, employees, volunteers, and agents ("City Indemnitees"), from and against any and all causes of action, claims, liabilities, obligations, judgments, or damages, including reasonable legal counsels' fees and costs of litigation ("claims"), arising out of the Consultant's performance or Consultant's failure to perform its obligations under this Agreement or out of the operations conducted by Consultant, except for such loss or damage arising from the active negligence, sole negligence or willful misconduct of the City. In the event the City Indemnitees are made a party to any action, lawsuit, or other adversarial proceeding arising from Consultant's performance of this Agreement, the Consultant shall provide a defense to the City Indemnitees or at the City's option, reimburse the City Indemnitees their costs of defense, including reasonable legal fees, incurred in defense of such claims.

(c) Design Professional Services: In the event Consultant is a "design professional", and the Scope of Services require Consultant to provide "design professional services" as those phrases are used in Civil Code Section 2782.8, this paragraph shall apply in place of paragraphs (a) or (b). To the fullest extent permitted by law (including, but not limited to California Civil Code Sections 2782 and 2782.8) Consultant shall indemnify, defend and hold harmless the City and its elected officials, officers, employees, volunteers and agents ("City Indemnitees"), from and against all claims, damages, injuries, losses, and expenses including costs, attorney fees, expert consultant and expert witness fees arising out of, pertaining to or relating to, the negligence, recklessness or willful misconduct of Consultant, except to the extent caused by the sole negligence, active negligence or willful misconduct of the City. Negligence, recklessness or willful misconduct of any subcontractor employed by Consultant shall be conclusively deemed to be the negligence, recklessness or willful misconduct of Consultant unless adequately corrected by Consultant. In the event the City Indemnitees are made a party to any action, lawsuit, or other adversarial proceeding arising from Consultant's performance of this Agreement, the Consultant shall provide a defense to the City Indemnitees or at the City's option, reimburse the City Indemnitees their costs of defense, including reasonable legal fees, incurred in defense of such claims. In no event shall the cost to defend charged to Consultant under this paragraph exceed Consultant's proportionate percentage of fault. However, notwithstanding the previous sentence, in the event one or more defendants is unable to pay its share of defense costs due to bankruptcy or dissolution of the business, Consultant shall meet and confer with other parties regarding unpaid defense costs.

(d) Payment by City is not a condition precedent to enforcement of the indemnities in paragraph (a), (b), or (c). In the event of any dispute between Consultant and City, as to whether liability arises from the active negligence, sole negligence or willful misconduct of the City or its officers, employees, or agents, Consultant will be obligated to pay for City's defense until such time as a final judgment has been entered adjudicating the City as having been actively negligent, solely negligent or as having engaged in willful misconduct. Except as otherwise required by Civil Code Section 2782.8, Consultant will not be entitled in the absence of such a determination to any reimbursement of defense costs including but not limited to attorney's fees, expert fees and costs of litigation. The provisions of this Section 2.05 shall survive completion of Consultant's services or the termination of this Agreement.

2.06 **Insurance**: Consultant shall maintain prior to the beginning of and for the duration of this Agreement insurance coverage as specified in Exhibit B attached to and part of this agreement.

3.0 OBLIGATIONS OF CITY

3.01 **Cooperation**: City agrees to comply with all reasonable requests of Consultant necessary to the performance of Consultant's duties under this agreement. City employees, agents and officers of the City agree to disclose all information relevant to this project to Consultant. Consultant shall be entitled to reasonably rely upon the accuracy and completeness of information furnished by City, provided that Consultant shall give City prompt written notice of any known defects in such information.

4.0 TERMINATION OF AGREEMENT

4.01 **Termination Notice**: Notwithstanding any other provision of this agreement, any party hereto may terminate this agreement, at any time, without cause, by giving at least 30 (thirty) days' prior written notice to the other parties to this agreement.

4.02 **Termination on Occurrence of Stated Events**: This agreement shall terminate automatically on the occurrence of any of the following events:

a. Sale of the business of any party;

b. The end of the 30 (thirty) days as set forth in section 4.01;

c. End of the contract to which Consultant's services were necessary; or

d. Assignment of this agreement by Consultant without the consent of City.

e. Death of any party.

4.03 **Termination by any Party for Default**: Should any party default in the performance of this agreement or materially breach any of its provisions, the non-breaching party, at its option, may terminate this agreement, immediately, by giving written notice of termination to the breaching party.

4.04 **Termination**: This agreement shall terminate on _____, 20___, unless earlier extended as set forth in this Section. The City, with the agreement of Consultant, is authorized to extend the term of this agreement beyond the termination date, as needed, under the same terms and conditions as set forth in this agreement. Any such extension shall be in writing and be an amendment to this agreement.

5.0 SPECIAL PROVISIONS

5.01 **Additional Tasks as May Be Assigned by Public Works Director or the City Manager**: Prior to initiating any Consultant work on matters relating to the purposes of this Agreement, but outside the Scope of Services for this Agreement, it shall be the responsibility of Consultant to obtain written approval of the Public Works Director, or the City Manager, prior to initiation of such tasks.

5.02 **Time Schedule**: Consultant is to begin work upon receipt and execution of City contract. It is contemplated that most of the services hereunder will be completed on or before _____. **TIME IS OF THE ESSENCE OF THIS CONTRACT.** Consultant agrees to engage its best efforts to adhere strictly to the schedule set forth in **Exhibit A** and incorporated herein.

5.03 **Work Outside Contract Scope**: No payment for changed or additional work shall be made unless the changed or additional work has first been approved in writing by the City Manager and the parties have agreed upon the appropriate adjustment, if any, to the payment schedule and maximum payment amount for the changed or additional work. The Contract Manger may order changes or additions to the scope of work. Whether a change or addition to the scope of work is proposed by the Consultant or ordered by the City Manager, the parties shall in good faith negotiate an appropriate adjustment, if any, to the payment schedule and maximum payment for the changed or additional work. An approved change or addition, along with the payment adjustment, if any, will be effective upon an amendment to this contract executed by both parties. The amendment shall not render ineffective or invalidate unaffected portions of this contract.

5.04 **Confidentiality:**

(a) Confidential Nature of Information. Consultant shall treat all information obtained from the City in the performance of this contract as confidential and proprietary to the City. Consultant shall treat all records and work product prepared or maintained by Consultant in the performance of this contract as confidential.

(b) Limitation on use and disclosure. Consultant agrees that it will not use any information obtained as a consequence of the performance of work for any purpose other than fulfillment of Consultant's scope of work. Consultant will not disclose any information prepared for the City, or obtained from the City or obtained as a consequence of the performance of work to any person other than the City, or its own employees, agents or subcontractors who have a need for the information for the performance of work under this contract unless such disclosure is specifically authorized in writing by the City.

(c) Security plan. If requested by the City Manager, Consultant shall prepare a security plan to assure that information obtained from the City or as a consequence of the performance of work is not used for any unauthorized purpose or disclosed to

unauthorized persons. Consultant shall advise the City of any request for disclosure of information or of any actual or potential disclosure of information.

(d) Survival. Consultant's obligations under this paragraph shall survive the termination of this contract.

6.0 MISCELLANEOUS

6.01 **Notices**: Except as otherwise expressly provided by law, any and all notices or other communications required or permitted by this agreement or by law to be served on or given to any party to this agreement shall be in writing and delivered or, in lieu of such personal service, when deposited in the United States mail, first class postage prepaid, to the following address for each respective party:

PARTY	**ADDRESS**
TO: City OF SOLVANG	City of Solvang 1644 Oak Street Solvang, CA 93463 Attention: City Clerk
Copy to:	Dave Fleishman City Attorney Richards, Watson & Gershon 847 Monterey Street, Suite 206 San Luis Obispo, CA 93401
TO CONSULTANT:	_____ _____ _____ _____

6.02 **Governing Law**: This agreement and all matters relating to this agreement shall be governed by the laws of the State of California in force at the time, should any need for interpretation of this agreement or any decision or holding concerning this agreement arise.

6.03 **Binding Effect**: This agreement shall be binding on and shall inure to the benefit of the heirs, executors, administrators, successors and assigns of the parties hereto, but nothing in this Section shall be construed as consent by City to any assignment of this agreement or any interest in the agreement.

6.04 **Remedies**: The remedies set forth in this agreement shall not be exclusive, but shall be cumulative with, and in addition to, all remedies now or hereafter allowed by law or equity.

6.05 **Due Authority**: The parties hereby represent that the individuals executing this agreement are expressly authorized to do so on and in behalf of the parties.

6.06 **Ownership of Work Product**: Upon delivery, the work product, including without limitation, all original reports, writings, recordings, drawings, files, and detailed calculations developed under this contract are the property of the City. Consultant agrees that all copyrights, which arise from creation of the work pursuant to this contract, shall be vested in the City and waives and relinquishes all claims to copyright or other intellectual property rights in favor of the City. City acknowledges that its use of the work product is limited to the purposes contemplated by the scope of work and that the Consultant makes no representation of the suitability of the work product for use in or application to circumstances not contemplated by the scope of work.

6.07. **Integration and Modification**: This contract represents the entire understanding and agreement of the City and Consultant as to those matters contained herein. This agreement correctly sets forth the obligations of the parties hereto to each other as of the date of this agreement. All agreements or representations respecting the subject matter of this agreement not expressly set forth or referred to in this agreement are null and void. No prior oral or written understanding shall be of any force or effect with respect to those matters covered hereunder. This contract may not be modified, amended, or altered except in writing signed by the City and Consultant.

6.08. **Advice of Counsel**: The parties agree that they are aware that they have the right to be advised by counsel with respect to the negotiations, terms, and conditions of this contract, and that the decision of whether or not to seek the advice of counsel with respect to this contract is a decision which is the sole responsibility of each of the parties hereto. This contract shall not be construed in favor or against either party by reason of the extent to which each party participated in the drafting of the contract.

6.09. **Independent Review**: Each party hereto declares and represents that in entering this contract it has relied and is relying solely upon its own judgment, belief and knowledge of the nature, extent, effect and consequence relating thereto. Each party further declares and represents that this contract is being made without reliance upon any statement or representation not contained herein of any other party, or any representative, agent, or attorney of any other party.

6.10. **Attorney Fees:** In the event of any controversy, claim or dispute between the parties hereto, arising out of or relating to this agreement, or the breach hereof, the prevailing party shall be entitled, in addition to other such relief as may be granted, to a reasonable sum as and for attorney fees.

6.11 **No waiver:** The waiver of any breach by any party of any provision of this agreement shall not constitute a continuing waiver or a waiver of any subsequent breach of this agreement.

6.12. **Assignment:** This agreement is specifically not assignable by Consultant to any person or entity. Any assignment or attempt to assign by Consultant whether it be voluntary or involuntary, by operation of law or otherwise, is void and is a material breach of this agreement, giving rise to a right to terminate as set forth in Section 4.03.

6.13. **Time for Performance:** Except as otherwise expressly provided for in this agreement, should the performance of any act required by this agreement to be performed by either party be prevented or delayed by reason by any act of God, strike, lockout, labor trouble, inability to secure materials, epidemics, pandemics, or any other cause, except financial inability, which is the fault of the party required to perform the act, the time for performance of the act will be extended for a period of time equivalent to the period of delay and performance of the act during the period of delay will be excused: provided, however, that nothing contained in this Section shall exclude the prompt payment by either party as required by this agreement of the performance of any act rendered difficult or impossible solely because of the financial condition of the party required to perform the act.

6.14 **Severability:** Should any provision of this agreement be held by a court of competent jurisdiction or by a legislative or rulemaking act to be either invalid, void or unenforceable, the remaining provisions of this agreement shall remain in full force and effect, unimpaired by the holding, legislation or rule.

6.15. **Construction:** The parties agree that each has had an opportunity to have their counsel review this agreement and that any rule of construction to the effect that ambiguities are to be resolved against the drafting party shall not apply in the interpretation of this agreement or any amendments or exhibits thereto. The captions of the sections are for convenience and reference only, and are not intended to be construed to define or limit the provision to which they relate.

6.16. **Amendments:** Amendments to this agreement shall be in writing and shall be made only with the mutual written consent of all the parties to this agreement.

6.17. **Signatures**: The individuals executing this contract represent and warrant that they have the legal capacity and authority to do so on behalf of their respective legal entities.

IN WITNESS WHEREOF, the parties have executed this contract on the following date.

Consultant:

Date: _____ By: _____
President

City of Solvang:

Date: _____ By: _____
Xenia Bradford
City Manager

APPROVED AS TO FORM:

City Attorney: Richards, Watson & Gershon

Date: _____ By: _____
Dave Fleishman
City Attorney

ATTEST:

_____
Annamarie Porter
City Clerk

ATTACHMENT B:

INSURANCE REQUIREMENTS

Prior to the beginning of and throughout the duration of the Work, Consultant will maintain insurance in conformance with the requirements set forth below. Consultant will use existing coverage to comply with these requirements. If that existing coverage does not meet the requirements set forth here, Consultant agrees to amend, supplement or endorse the existing coverage to do so. Consultant acknowledges that the insurance coverage and policy limits set forth in this section constitute the minimum amount of coverage required. Any insurance proceeds available to City in excess of the limits and coverage required in this agreement and which is applicable to a given loss, will be available to City.

Consultant shall provide the following types and amounts of insurance:

Commercial General Liability Insurance using Insurance Services Office "Commercial General Liability" policy form CG 00 01, or a City approved equivalent. Defense costs must be paid in addition to limits. There shall be no cross liability exclusion for claims or suits by one insured against another. Limits are subject to review but in no event less than $1,000,000 per occurrence and in the aggregate.

Business Auto Coverage on ISO Business Auto Coverage form CA 00 01 including symbol 1 (Any Auto) or the equivalent. Limits are subject to review, but in no event to be less than $1,000,000 per accident. If Consultant owns no vehicles, this requirement may be satisfied by a non-owned auto endorsement to the general liability policy described above. If Consultant or Consultant's employees will use personal autos in any way on this project, Consultant shall provide evidence of personal auto liability coverage for each such person.

Workers Compensation on a state-approved policy form providing statutory benefits as required by law with employer's liability limits no less than $1,000,000 per accident or disease.

Professional Liability or Errors and Omissions Insurance as appropriate shall be written on a policy form coverage specifically designed to protect against acts, errors or omissions of the consultant and "Covered Professional Services" as designated in the policy must specifically include work performed under this agreement. The policy limit shall be no less than $1,000,000 per claim and in the aggregate. The policy must "pay on behalf of" the insured and must include a provision establishing the insurer's duty to defend. The policy retroactive date shall be on or before the effective date of this agreement.

Insurance procured pursuant to these requirements shall be written by insurers that are admitted carriers in the state of California and with an A.M. Bests rating of A- or better and a minimum financial size VII.

General conditions pertaining to provision of insurance coverage by Consultant. Consultant and City agree to the following with respect to insurance provided by Consultant:

1. Consultant agrees to have its insurer endorse the third party general liability coverage required herein to include as additional insureds City, its officials, employees and agents, using standard ISO endorsement No. CG 2010 with an edition prior to 1992, or a City approved equivalent. Consultant also agrees to require all contractors, and subcontractors to do likewise.

2. No liability insurance coverage provided to comply with this Agreement shall prohibit Consultant, or Consultant's employees, or agents, from waiving the right of subrogation prior to a loss. Consultant agrees to waive subrogation rights against City regardless of the applicability of any insurance proceeds, and to require all contractors and subcontractors to do likewise.

3. All insurance coverage and limits provided by Consultant and available or applicable to this agreement are intended to apply to the full extent of the policies. Nothing contained in this Agreement or any other agreement relating to the City or its operations limits the application of such insurance coverage.

4. None of the coverages required herein will be in compliance with these requirements if they include any limiting endorsement of any kind that has not been first submitted to City and approved of in writing.

5. Consultant's general liability policy shall not contain any provision or definition that would serve to eliminate so-called "third party action over" claims, including any exclusion for bodily injury to an employee of the insured or of any contractor or subcontractor.

6. All coverage types and limits required are subject to approval, reasonable modification and reasonable additional requirements by the City, as the need arises. Consultant shall not make any reductions in scope of coverage (e.g. elimination of contractual liability or reduction of discovery period) that may affect City's protection without City's prior written consent.

7. Proof of compliance with these insurance requirements, consisting of certificates of insurance evidencing all of the coverages required and an additional insured endorsement to Consultant's general liability policy, shall be delivered to City at or prior to the execution of this Agreement. In the event such proof of any insurance is not delivered as required, or in the event such insurance is canceled at any time and no replacement coverage is provided, City has the right, but not the duty, to obtain any insurance it deems necessary to protect its interests under this or any other agreement and to pay the premium. Any premium so paid by City shall be charged to and promptly paid by Consultant or deducted from sums due Consultant, at City option.

8. Certificate(s) are to reflect that the insurer will provide 30 days notice to City of any cancellation of coverage by the carrier.

9. It is acknowledged by the parties of this agreement that all insurance coverage required to be provided by Consultant or any subcontractor, is intended to apply first and on a primary, non-contributing basis in relation to any other insurance or self insurance available to City.

10. Consultant agrees to require that subcontractors, and any other party involved with the project who is brought onto or involved in the project by Consultant, provide the same minimum insurance coverage required of Consultant. Consultant agrees to monitor and review all such coverage and assumes responsibility for ensuring that such coverage is provided in conformity with the requirements of this section. Consultant agrees that upon request, all agreements with subcontractors and others engaged in the project will be submitted to City for review.

11. If Consultant's existing coverage includes a deductible or self-insured retention, the deductible or self-insured retention must be declared to the City. At that time the City shall review options with the Consultant, which may include reduction or elimination of the deductible or self-insured retention, substitution of other coverage, or other solutions. Consultant shall be responsible for paying any deductibles or self-insured retentions on its policies.

12. The City reserves the right at any time during the term of the contract to change the amounts and types of insurance required by giving the Consultant ninety (90) days advance written notice of such change. If such change results in substantial additional cost to the Consultant, the City will negotiate additional compensation proportional to the increased benefit to City.

13. For purposes of applying insurance coverage only, this Agreement will be deemed to have been executed immediately upon any party hereto taking any steps that can be deemed to be in furtherance of or towards performance of this Agreement.

14. Consultant acknowledges and agrees that any actual or alleged failure on the part of City to inform Consultant of non-compliance with any insurance requirement in no way imposes any additional obligations on City nor does it waive any rights hereunder in this or any other regard.

15. Consultant will renew the required coverage annually as long as City, or its employees or agents face an exposure from operations of any type pursuant to this agreement. This obligation applies whether or not the agreement is canceled or terminated for any reason. Termination of this obligation is not effective until City executes a written statement to that effect.

16. Consultant shall provide proof that policies of insurance required herein expiring during the term of this Agreement have been renewed or replaced with other policies providing at least the same coverage. Proof that such coverage has been ordered shall be submitted prior to expiration. A coverage binder or letter from Consultant's insurance agent to this effect is acceptable. A certificate of insurance and/or additional insured endorsement as required in these specifications applicable to the renewing or new coverage must be provided to City within five days of the expiration of the coverages.

17. The provisions of any workers' compensation or similar act will not limit the obligations of Consultant under this agreement. Consultant expressly agrees not to use any statutory immunity defenses under such laws with respect to City, its employees, officials and agents.

18. Requirements of specific coverage features or limits contained in this section are not intended as limitations on coverage, limits or other requirements nor as a waiver of any coverage normally provided by any given policy. Specific reference to a given coverage feature is for purposes of clarification only as it pertains to a given issue, and is not intended by any party or insured to be limiting or all-inclusive.

19. These insurance requirements are intended to be separate and distinct from any other provision in this agreement and are intended by the parties here to be interpreted as such.

20. The requirements in this Section supersede all other sections and provisions of this Agreement to the extent that any other section or provision conflicts with or impairs the provisions of this Section.

21. Consultant agrees to be responsible for ensuring that no contract used between itself and its sub-consultants reserves the right to charge City or Consultant for the cost of additional insurance coverage required by this agreement. Any such provisions are to be deleted with reference to City. It is not the intent of City to reimburse any third party for the cost of complying with these requirements. There shall be no recourse against City for payment of premiums or other amounts with respect thereto.

22. Consultant agrees to provide immediate notice to City of any claim or loss against Consultant arising out of the work performed under this agreement. City assumes no obligation or liability by such notice, but has the right (but not the duty) to monitor the handling of any such claim or claims if they are likely to involve City.

ADDENDUM ACKNOWLEDGEMENT FORM
RFP 2022-01 – ADDENDUM #1

CITY OF SOLVANG
1644 OAK STREET
SOLVANG, CA 93463
805-688-5575

Proposal No: RFP 2022-01

Proposal Title: TOURISM MARKETING MANAGED SERVICES

Proposal Due Date: May 6, 2022 @ 5:00 p.m. PST

ADDENDUM NO: 1 Date: April 22, 2022

PLEASE BE ADVISED THAT THE FOLLOWING CHANGES ARE APPLICABLE TO THE ORIGINAL SPECIFICATIONS OF THE ABOVE REFERENCED RFP:

This addendum includes the following:

1. Written Responses to Written Inquiries

THIS ADDENDUM NOW BECOMES A PART OF THE ORIGINAL RFP.

THE ADDENDUM ACKNOWLEDMENT FORM SHALL BE SIGNED BY AN AUTHORIZED COMPANY REPRESENTATIVE, DATED AND RETURNED WITH THE RESPONSE.

RESPONDENT:_____ BY:_____

ADDRESS:_____ PHONE:_____

CITY, STATE:_____ DATE:_____

AUTHORIZED SIGNATURE:_____

PRINTED NAME;_____ TITLE:_____

Question #1.

The RFP separately says "June/July 2022" and "Aug 1" as the expected start date of the contract. Which would it be?

Answer #1

The City anticipates award of contract in June and a start date in July.

Question #2

Under Scope -> Promotion -> Placements - "In-Home Video Retargeting" is listed. How is "in-home" being determined in this context? Does this refer to IP address targeting, CTV devices, or is it a general term for all programmatic video ad retargeting?

Answer #2

This is a general term.

Question # 3.

A requirement is to "attend monthly board meetings" -> is in-person attendance a requirement for these meetings, or is virtual attendance acceptable?

Answer #3

Virtual attendance is acceptable.

Question #4.

Under Proposal Contents, you request an example marketing plan and campaign for 2022-2023. Can you provide more specifics as to the nature of what you are hoping to see in the submission? Are you hoping to see a detailed 2 year plan with spec creative work, or a sample of a past marketing plan and campaign the proposer has executed in the past for a similar destination (i.e. a successful plan and case study)?

Answer #4

A detailed 2-year plan.

Question #5.

Under Evaluation, list "Programs that support the benefits of tourism to our local residents" - can you clarify what this means? For example, does this refer to the production of educational materials and campaigns for residents to help them appreciate how tourism revenue improves their quality of life?

Answer #5

Yes, and also being thoughtful in your approaches of impact to residents when developing marketing strategies etc.

Question #6.

Budgeting - Can you provide a ballpark budget and expected allocation for the contract? Is it expected to be similar to last year's budget?

Answer #6

The budget for Marketing services specifically is approximately $300,000 for each year.

Question #7.

We looked up last year's budget, and had the following Question questions:

- PR (Press Releases): $20,000
    - Does this amount cover all-in PR services, or just software, copywriting, and distribution costs related to press releases?

Answer: All PR releases.

- Marketing: Min $300k, capped at 12% TOT, total $435,915

Answer: The budget is $300,000 per year

    - What all is included in this budget? Does the sum include the operational costs associated with events?

Answer: No

    - Are printing costs associated with printed materials included in this budget, or is that a separate budget?
    -

Answer: Yes

Question #8.

It looks like your incumbent marketing firm is IDK Events, who specialize primarily in events, though operation of events are not explicitly listed as a service in the scope of this project. Are you looking for a separate firm to collaborate with IDK Events, or are you looking for a firm that will execute events as well as the listed marketing services in the scope of work?

Answer #8

The City will be contracting for events management separately from the marketing scope of work.

Question #9.

Why is the contract going to RFP? Is it just on account of the existing contract reaching its expiration date?

Answer #9

This is the first time the City is issuing an RFP for Marketing Services. The City is interested in receiving competitive proposals to best serve the City's needs.

Question #10.

Who is the incumbent for this particular contract (is it IDK Events, or is that for a separate contract? Solvang CVB, or is that structured separately by the city?), and will they be bidding?

Answer #10

Currently, it is Cogs & Marvel who took over from IDK Events.

Question #11.

Can you provide a list of destinations you consider immediate competitors, especially in the driveable market?

Answer #11

Santa Barbara, Santa Ynez.

Question #12.

Are there any destination marketing programs you aspire to be more like?

Answer #12

This Question has not been explored.

Question #13.

Can you share historical ad spend, results, and allocation?

Answer #13

Please review Tourism Advisory Committee (TAC) agenda items and information on past budgets. Ad spend has varied widely over the past several years.

Question #14.

Can you share past year's marketing reports? The most recent report we were able to locate was from 2018.

Answer #14

Please visit CityofSolvang.com/AgendaCenter and review Tourism Advisory Committee (TAC) Agendas and Minutes.

Question #15.

What is the relationship of the CVB to the City? Would the CVB be managing this contract, or would prospective bidders be competing directly with the CVB?

Answer #15

SCVB no longer exists.

Question #16.

Are there any recent revenue reports or economic development reports that break down city revenue by business? By Group Sales vs. Individual?

Answer #16

No

Question #17.

Can you provide any qualitative or anecdotal information regarding the impact of COVID-19 on the visitor experience?

Answer #17

While the City experienced complete shut-down due to State's restrictions during COVID-19, the City has enjoyed a strong recovery once the restrictions were lifted.

Question #18.

What would the relationship of the selected firm be with the CVB website administrators? How would responsibilities overlap between the selected firm and the CVB when it comes to web content and administration?

Answer #18

SCVB no longer exists.

Question #19.

Can you list the different organizations involved in tourism marketing for Solvang, and how their roles & responsibilities intersect?

Answer #19

The Marketing contractor would work closely with local Marketing Coordinator. The Marketing contractor will also be expected to collaborate with Visit SYV TBID organization and the Chamber of Commerce.

Question #20.

What are the challenges you have seen pre-COVID? What are the challenges you are seeing now, coming out of COVID?

Answer #20

Tourism and quality of life are an ever-balancing act. We are continuing to experience similar issues.

Question #21.

Do you have existing audience personas/profiles you can share? If so, when were these profiles developed?

Answer #21

No

Question #22.

What is the total available annual budget for the work?

- In December 10, 2021 meeting minutes, item II., it indicated in the contract extension with the previous vendor that the annual marketing contract was valued at $600,000 - is that still the case?

Answer: The Marketing contract used to include events management and coordination of marketing with City appointed Committee (Tourism Advisory Committee). The organization is planned to be changed to segregate events management and hire a local Marketing Coordinator. Thus, the budget for Marketing per this contract is reduced to $300,000.

- And with the actual total budget for this year – confirming that this budget number is inclusive of advertising and hard costs? If not, what percentage of the total budget is expected to be allocated toward advertising and hard costs?

Answer: Depends on proposal.

Question #23.

On page 1 of the proposal - header indicates REQUESTION UEST FOR PROPOSALS Information Technology Managed Services

- Is this project considered IT-managed services? If so, can you please expand?

Answer #23

This is an error and should state Tourism Marketing Managed Services.

Question #24.

Based on previous market research/strategies, what do you consider to be your peak and off-seasons?

Answer #24

Summer-time is peak. Slowest months are October, November, January, and February.

Question #25.

“Participation in consumer and industry trade shows” - can you expand on this? What role would you be looking for an agency to play in these? How many trade shows are expected annually and what is the desired outcome?

Answer #25

There is no set number.

Question #26.

Is the new website live at www.solvangusa.com? Or is a new website still in progress?

- Would the selected marketing agency be able to recommend a redesigned website to align with the campaign and branding? Would web management and updates be anticipated in the scope of work?

Answer #26

Yes!

Question #27.

How much is the vendor able to leverage the current creative approach developed by Cogs and Marvel? Is there desire to move away from current creative campaign/branding/positioning, or can the marketing agency work off of it?

Answer: The City is open to creative ideas.

- How many assets (video, photo, designed elements) do you have around the current creative?

Answer: 7 short videos.

Question #28.

By "promotion" in the scope (listed on page 4 of the RFP), can you confirm that this means paid media/advertising?

Answer #28

The RFP refers to paid ads vs. social media.

Question #29.

What were some of the things your previous agency really excelled at? Where are the opportunities for improvement?

Answer #29

The City is looking for a fresh look and creative ideas to be presented through the RFP process.

Question #30.

Can you clarify that "compensation model" means retainer model, project-based, hourly basis, etc.? For context, has the City had any concerns/issues with previous compensation models? (pg 5)

Answer #30

The City is looking for a contract with precise deliverables.

Question #31.

Who are the day-to-day contacts at the City that the marketing agency would work and communicate with, and what are their roles?

Answer #31

The City is looking to hire a local Marketing Coordinator to manage the contract and interface with Tourism Advisory Committee.

Question #32.

Proposal Contents (page 9)

- "Example marketing plan and campaign for 2022-23" - confirming you are looking for one for Solvang? Not an "example" from our other clients/past work?
    - Marketing plan - if so, would this be a strategic plan, calendar, comprehensive? Can you clarify how extensive of a plan you are looking for?

Answer: One for Solvang.

- For team resumes - can you confirm how extensive you'd like these to be? Are there particular pieces of info you're looking for? Is there a format/template you'd like us to adhere to?

Answer: No set guidelines.

- "Contact info from three current media references" - can you clarify that you are expecting journalist contacts exclusively?

Answer: Yes

- Can you confirm if there is a length limitation on the RFP - limit on number of pages for entire document or certain sections?

Answer: No

- Do the proposal contents need to stay in the identical order as listed on page 9 of the RFP or can they be ordered/grouped as the agency sees fit?

Answer: Can be ordered as agency sees fit.

- Pg 11 - #3 "on or by December 14, 2021" - this seems to be old/from a previous document, can you provide the date for this round?

Answer: This is an error from a previous document. The date should state: **June 15, 2022**.

Question #33.

What is the City of Solvang's core target audience and DMA for this campaign?

Answer #33

The City would like the Marketing Consultant to advise on this.

Question #34.

What message does the City of Solvang hope to convey during this campaign? Is this effort a re-brand of current tourism marketing services currently taking place?

Answer #34

The City has undergone through much change over the last three years. The City is looking for Marketing consultant to learn the community and develop the marketing strategy to complement.

Question #35.

What is the current percentage of marketing and/or advertising budget devoted to traditional (physical) marketing assets and campaigns (i.e. signage, collateral, sales materials, etc.)?

Answer #35

Not much.

Question #36.

Are there any partnership arrangements (ex: Visit California, Trade Assn's/Chamber/Conv. Center) that we should consider in our proposal?

Answer #36

Currently, there are no such partnerships.

Question #37.

Can you please provide an example (for clarification) of this sentence in Section 2.

Project Objectives – Overview:

The books with receipt of all paid vendors will be shown on request with 1099 IRS forms attached for all monies spent on this contract not to exceed 10% overhead to the marketing firms and sub-contractors with marketing responsibilities to the City of Solvang".

Answer #37

This only applies to sub-contractors.

Question #38.

Must the selected partner marketing agency's fees not exceed the 10% of budget threshold or is this requirement exclusive to subcontractors and vendors?

Answer #38

Subcontractors.

Question #39.

Are you able to share the existing strategies set forth by the Solvang Tourism Advisory Committee (TAC)?

Answer #39

Please view CityofSolvang.com/AgendaCenter and review Tourism Advisory Committee (TAC) Agendas and Minutes.

Question #40.

Who will be the agencies single point of contact with the city?

Answer #40

Marketing Coordinator

Question #41.

Please list current research, events, marketing, and communications partners whose contracts may be part of future plans and what role each will play in the cities promotional efforts over the next two years.

Answer #41

None

Question #42.

How important is in-house Public Relations Services to your decision as well? We have a number of PR contracting resources we partner with when necessary, but we do not have in-house PR.

Answer #42

We have a local PR firm that the City and contractor can partner with.

Question #43.

Can you please share a past example of budget allocations by category as outlined in your scope of work?

Answer #43

Please visit www.CityofSolvang.com Agendas under Tourism Advisory Committee.

Question #44.

Can you please share a past media plan?

Answer #44

N/A

Question #45.

Is the previous agency planning to submit a response to this RFP?

Answer #45

Unknown

Question #46.

Once an agency is chosen, who will be the primary point of contact for regular communication regarding this scope of work?

Answer #46

Marketing Coordinator

Question #47.

What is the process of approval for programs, budgets and materials? Is there City Council involvement or is City staff empowered to make all decisions?

Answer #47

City Council

Question #48.

In the past it appears the City has included special events in the tourism marketing budget, yet that is not called out as part of the scope outlined in this RFP. Is that now to be managed under a separate program and budget?

Answer #48

It will be a separate task.

Question #49.

Could we request an electronic submission in light of the lifting of all delivery guarantees from all the courier companies?

Answer #49

Yes

Question #50.

Could you let us know if you have a local preference or are you open to a Canadian agency that has done similar work with clients across North America?

Answer #50

Yes

Question #51.

As we are a member of various organizations like the GDC and RGD, could we ask that "Example marketing plan and campaign for 2022-2023" for the proposal be removed as a requirement in line with the No!Spec guidelines at https://www.nospec.com/

Answer #51

The requirement will not be removed.

Question #52.

With respect to compensation models, would a rate card and/or blended rate model be ideal for our engagement and your receipt within the proposal?

Answer #52

Please expand on this Question.

Question #53.

There are a few mentions of supporting partners through these programs - do you have promotional commitments to partners/businesses that need to be fulfilled through social media or advertising programs?

Answer #53

No

Question #54

Do you currently subscribe to research tools like Arrivalist or other tourism/attraction-based studies? Are you requesting a complete marketing plan and creative campaign as part of this RFP process or simply looking for some insights and thought starters.

Answer #54

No

Question #55.

What percentage of your 1.5 million visitors are from California? West Coast? What are your top 5 markets? What's the average length of stay?

Answer #55

Majority of our visitors are from California. The City desires to extend length of stay.

Question #56.

What type of group business have you been focused on in the past?

Answer #56

N/A

Question #57.

Who do you consider your top three (3) competitive destinations?

Answer #57

Europe and local neighbors such as Santa Ynez and Santa Barbara.

Question #58.

Has there been any recent research with current and potential visitors to VS? If so, is that available for review?

Answer #58

No

Question #59.

What are your most important objectives for your 2022-2023 marketing effort?

Answer #59

Be creative.

Question #60.

What is your biggest pain point in achieving these objectives?

Answer #60

Recently, COVID-19 and state restrictions have posed a significant challenge in achieving marketing objectives.

Question #61.

Are there new audiences you would like to reach? If so, who are they?

Answer #61

The City would like the Marketing Consultant to advise on this.

Question #62.

Are you searching for an overall firm to conduct all of the marketing activities or are you seeking them on an individual basis?

Answer #62

We are looking for a Marketing firm to handle the entire scope of work as presented. The proposal shall address the stated objectives in the RFP.

Question #63.

I have a tourism PR firm and wanted to submit for the PR portion of the RFP if that is permissible? If so, is there a budget outlined for PR?

Answer #63

Yes

REQUEST FOR PROPOSAL

CITY OF SOLVANG

Tourism Marketing Managed Services

CHARRETTEAGENCY.COM

CHARRETTE

To our friends in the City of Solvang,

They say we live in the toy aisle. You know, that area of Walmart that's fun to visit, but has absolutely no essentials stocked on the shelves. Here, there's plenty of bikes and trikes, but no Purell or paper towels. This is destination marketing, they say — the land of vacations, situated solidly at the intersection of Easy Street and Laid Back Lane. And, for some agencies specializing in travel and tourism, this may be true. For us, though, it's different. For me, it's different. Deeper. This work we do, at its core, is about bringing people together. It's about fostering pride of place. It's about community in its truest form and this is why I'm writing to you today.

Community. Your locals. They are so much of what makes Solvang so special and simultaneously what makes your job ever-more difficult - but we need them. For Solvang, the way forward is clear: we must work to rally your residents around your tourism efforts. And, no. Not only so that they'll put up with the (more than) occasional inconvenience of traffic on Copenhagen or Park during peak season, but so that they'll consistently welcome visitors with warmth, and partner with you in the development of new tourism products and experiences - key in fueling longer lengths of stay and larger visitor spend.

This is the ***actual*** assignment. And, we get it. We understand you — which is why we're the best fit for the job.

At Charrette, we have deep roots and dedication to working with destination marketing organizations throughout the country to develop product, build infrastructure, manage stakeholder complexity, compete against bigger budgets, and ultimately express brand stories in the most emotionally-compelling way possible. This experience allows us to fully recognize Solvang's great potential, and the opportunity to more deeply connect with current and potential visitors, successfully balance the needs of your community with the requirements of travelers, lengthen that ever-elusive average stay, further inspire overnight weekend visitation, and target groups in the building of mid-week and off-season business.

We believe in Solvang, its boundless appeal and open-hearted spirit. And we can't wait to explore and create new emotional connections that promise to propel the destination forward. We are, honestly, only limited by our imaginations.

It would be an honor to inspire the rest of the world with all the ways Solvang has inspired me, and our agency.

Thank you for this opportunity.

Amanda Carter
Principal & Director of Group Accounts
amanda@charretteagency.com
Charrette
249 Central Park Ave. Suite 300 #139
Virginia Beach, VA 23462

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Agency Profile

Hello, we're Charrette.

And, we're the quintessential startup in a storm. A child of the global pandemic, Charrette was founded out of necessity by two long-time agency alums who wondered what it'd be like to do this marketing thing - differently. Call us crazy, but we truly believe that we can change hearts, minds, and ultimately the world, if we can change words - the way that we all communicate. We've come to make noise, and we plan to help the City of Solvang strategize, design, and deliver a creative campaign with which to do the same. Let's get loud.

Possessing a collective 30 years of experience in the strategic communications space, our agency may be new here, but we are not. Together, we're the colorful cast of characters you've never heard of behind the brand strategies of a few destinations you won't soon forget, like the Virginia Beach Convention & Visitors Bureau, or Visit Phoenix, Discover Lancaster, PA, Visit Billings, MT, and Discover Winchester-Frederick County, VA just to name a few.

But, ultimately, what we'd like you to know is that we're powerful innovators, collaborators and especially, communicators. So much so, that we built our agency's entire business model around the concept of it – the concept of one of the world's oldest methods of organizing thinking and solving problems. Design charrette. It is an intensive, communicative planning session wherein citizens, designers, and stakeholders collaborate on a vision for the development of a project, providing a forum for ideas, inspiration, debates, and consensus. It allows everyone who participates in the process to be a mutual author of the plan, affording a sense of ownership and pride in the final product and this process– this is why we stand apart. At Charrette, we use communication to build community, communities to build strategy, and strategy to build on your business objectives.

The concept of a design charrette originated in the demanding architecture academy at the École des Beaux-Arts in 19th-century Paris.

Today, new collaborative design charrettes are supported by facilitators and consultants.

> ***"They are in step with our contemporary business climate, with its emphasis on teamwork and cross-disciplinary collaboration"***
>
> -Harvard Design Magazine

> ***"The more the participants talked, the more the vision evolved."***
>
> - Harvard Business Review

branding

strategy

digital media

stakeholder engagement

design

traditional media

research

brand activations

interactive

Our services.

Although we, at Charrette, were founded as a research and strategy organization, we've grown into a team of creators, who collectively focus on marketing destinations, municipalities, hotels, and experiences with a strong emphasis on developing brands that are emotionally connective, differentiating, and enduring. We do this through branding, public relations, event marketing, digital content, paid media strategy, website design, and of course, campaign development. The list grows much longer through the engagement of trusted partnerships.

CERTIFIED SWaM Small, Women and Minority-Owned
Supplier Diversity Strengthens the Commonwealth
Virginia Department of Small Business and Supplier Diversity

Our expertise.

Since our inception and prior to, the destination marketing space has been our bread and butter. Though we've branched out a bit since then, still, much of our experience comes from working with DMO's in constant competition with other destinations that, in many cases, offer similar products and experiences within a similar drivable distance.

For these clients, our successes are rooted in the ability to reveal the truth. We specialize in cutting through the noise to get at the heart of a place. What makes it special? Why would someone want to plan a visit, or relocate a business to Solvang?

Who does this place allow them to become when they visit? The answers to these questions, folded into emotionally-connective creative, a deep understanding of key audience behaviors, and hyper-targeted digital campaign deployments, have driven our runaway success as an agency in a relatively short amount of time.

Here's what are clients have to say:

I truly can't imagine a stronger agency partner for your brand process. Charrette is amazing. They don't just give you a logo. They take the time and conduct the necessary research to get to know your destination and bake that into the f nal brand architecture. I can't say enough good things...

-Michael Woody, Chief Tourism Officer,
Galveston Park Board, Galveston Island, TX

Responsive, timely, and effective. Occupancy is up 28% year over year, and that's when we compare 2019 to 2021, throwing out 2020 completely. There's no doubt we're seeing growth in visitation - and it's originating right there in our target feeder markets, where Charrette is placing media.

-Justin Kerns, Executive Director, Discover
Winchester-Frederick County, VA

Their stakeholder and community engagement process is wonderful. On the ground, in our neighborhoods, Charrette really helped us navigate the different viewpoints and opinions of our stakeholders and residents and somehow, we ended up with a brand that everyone loves and rallies behind. I still don't know how they did it.

–Bonnie Woodrome, APR,
Elsinore Valley Municipal Water District, CA

Experience

We dream in destination marketing.

As you're likely now aware, Charrette is the result of a convergence of global marketing, public relations, advanced academic and stakeholder consensus-building experiences. Our vision, mission, and values combine elements from all three worlds. Research rigor, creativity bordering on compulsion, mission-driven leadership, and collaboration are among our defining characteristics. We're a small team of big thinkers who've been comfortably fluent and effective in the destination marketing space separately, for decades.

Having spent years working at both national agencies and in-house at hotel-resorts and CVBs, our team's prior experience ranges from concepting and implementing multi-market communications efforts for the likes of Visit Alexandria and the Aspen Chamber Resort Association, to planning immersive culinary experiences at the James Beard House on behalf of the Virginia Tourism Corporation and managing crisis communications response for Visit Pensacola during the Deepwater Horizon Oil Spill. Beyond travel destinations, our staff has also helped tell stories and shape the strategies of acclaimed hospitality and culinary brands, such as NoMad hotels, Salt & Straw, Casa Kimberly, and even Michelin-starred Chef Curtis Stone.

More recently, as an agency collective, we've been honored to have been entrusted with the campaign and brand strategies of several more destination marketing organizations. Above, please find a rundown of our most relevant client experience, amassed both inside and outside our agency walls.

Case Studies

It's about the community.

In truth, travel, tourism and hospitality don't just comprise an industry we know deeply, they make up some of what we're most passionate about. And, no, not only because we like to go on vacation, but because destination marketing provides us with an opportunity to make a difference, as every additional tax dollar we help raise through increasing visitation is an additional tax dollar invested back into the community with local restaurateurs and hoteliers, as well as an additional advocate for the city; someone else walking around telling friends, neighbors and colleagues what a wonderful time they had in Solvang. Amazing impressions, followed by word-of-mouth referrals. That's what drives growth and, what truly drives us - healthy, thriving neighborhoods and communities.

Please, check out some of the successes we've been able to amass on behalf of our clients and their communities on the coming few pages of case studies.

Shoulder Season Media

CREATIVE COMMUNICATION CHALLENGE

Rapid City, South Dakota is where you go to ***Do Big Things***.
Mount Rushmore, Crazy Horse Memorial, Custer State Park, the Black Hills — sorry Texas, everything's bigger in Rapid City... well, everythingexcept shoulder season visitation.

So we set out to remedy that and grow occupancy for Rapid City in spring and fall.

INSIGHT

Through initial research from industry partners, other South Dakota destinations and South Dakota tourism, we knew that fall traditionally outperformed spring. Or did it?

As we reviewed our paid media performance, it became increasingly clear that the spring creative outperformed the fall creative at every turn, defying our initial expectations and hypothesis. Digging even deeper, we identified the specific reasons visitors were flocking to Rapid City in the spring and strategically aligned our messaging to the interests of specific target personas.

SOLUTION

It's time to ***Do Big Things***. Fueled by these new insights, we shifted more of our media budget into spring, leveraged promotional partnerships with ***USA Today*** and ***Buzzfeed*** to expand our targeted reach, catered creative messaging and executions to fit specific target personas, and created unique landing pages to complete the consumer experience.

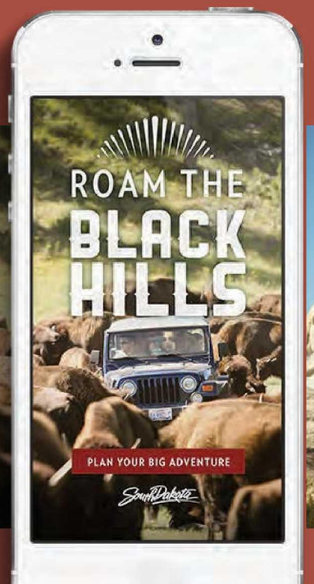
56%
increase
in website visits

16%
more benchmarks
reached year-over-year

- Vacation Guide requests
- 4+ minutes spent on the site
- Newsletter sign-ups
- Booking engine referrals

5.5%
average year-over-year
growth intourism-related-
tax revenue

4%
average year-over-year
growth in $2 tourism
lodging tax



VIRGINIA BEACH
LIVE THE LIFE

**Three Beaches.
One Vacation.**

CREATIVE COMMUNICATION CHALLENGE

Virginia Beach has miles of beautiful resort beach, a bustlingboardwalk, shopping, outdoor adventure, blah, blah, blah, and morestuff you'd expect to find in a summer beach destination. The problemis, so does its competition.

So how can Virginia Beach stand out in the sea of same-sies whenour comp set has a similar product? (Sound familiar?)

And because solving two problems is way more fun than solving justone, how do we also grow Virginia Beach's shoulder season visitationwhen beach destinations are perceived to shut down after the 100 days of summer? (Let us tell you, having Beach in your name doesn't make it any easier.)

INSIGHT

Simple. Don't focus on stuff. Let's leverage Virginia Beach's powerfulbrand to execute an idea that sets the new standard for East Coast beach destinations. One that's true to who we are as a culture, shares our way of life with visitors, creates a product differentiator and supports the fact that we're the largest city in Virginia—a coastal city.

The answer was literally under our toes – Virginia Beach doesn't haveone beach; they have three, each with their own unique vibe and culture.

SOLUTION

The Three Beaches. One Vacation. initiative deployed in March 2015 behind a targeted mix of television, digital, OOH and public relations efforts.

Using Virginia Beach's Live the Life brand as our guiding light, Three Beaches instantly created a true competitive advantage, allowing Virginia Beach's three distinct beaches to become the backdrop for its local wayof life to shine.

By leveraging both Virginia Beach's strong brand and unique beach experiences, we were able to extend Virginia Beach's messaging beyond the Resort Area and laid the foundation for positioning Virginia Beach asa year-round, vibrant coastal city, not a summer resort beach town.

The campaign not only resonated with visitors, but also with travel writers, stakeholders and residents, positioning Virginia Beach for another record setting year.

Ad equivalency grew from **$7.9M in 2014** to

$12.6m

in 2015

Five months saw double-digit increases, with the largest coming in November, up

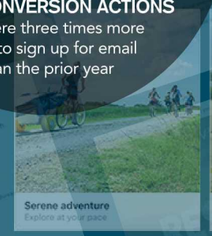
17.7%

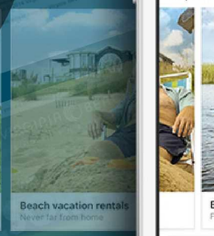
(A shoulder month we might add)

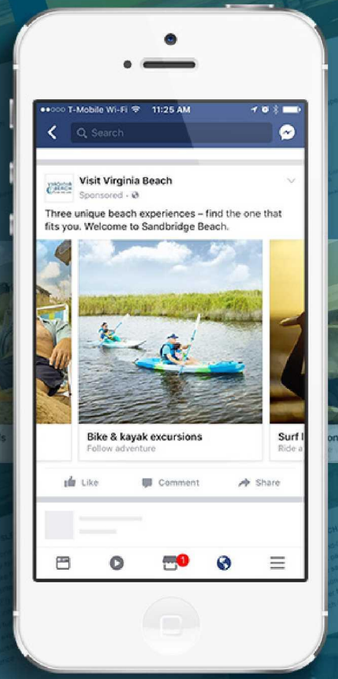
Those who viewed the destination's re-designed beach content completed

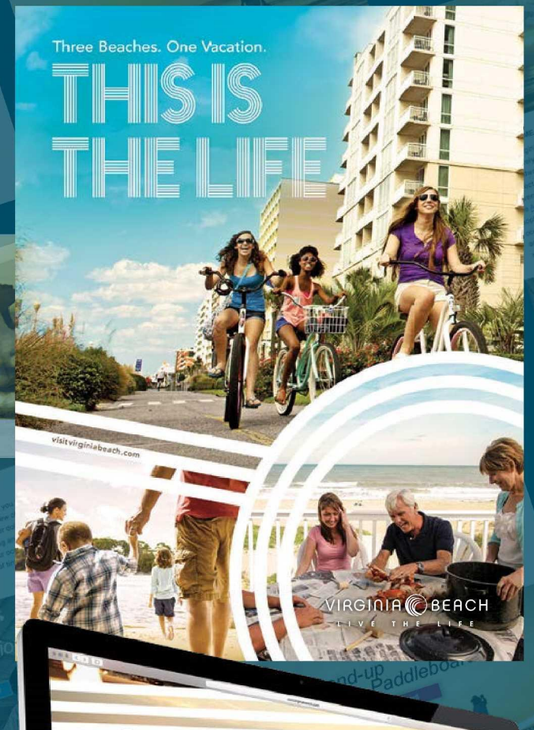
20%

MORE CONVERSION ACTIONS
and were three times more likely to sign up for email than the prior year









Hotel occupancy up by

5.5%

in 2016, the largest year-over-year increase since 1988

Millennial website traffic increased

35%

while decreasing bounce rate **by 10%**

Actual Millennial visitation to Virginia Beach grew from 14.9% of total summer visitation in 2014 to

17.7% in 2015 &

17.8%

in 2016

Lodging sales were up

7%

in 2015 over 2014, and **increased another 5.2% in 2016**

The perception study was replicated in 2016, and the influence of ad exposure presented

HIGHER RATINGS
of
FAMILIARITY
PERCEIVED SAFETY
AND FUTURE INTENT TO VISIT

The campaign more than doubled website visits to "beaches" content with over

200,000

MORE SESSIONS

over the previous year

SAN LUIS OBISPO COUNTY
CALIFORNIA

Life's Too Beautiful to Rush
Brand Development

CREATIVE COMMUNICATION CHALLENGE

San Luis Obispo County, halfway between San Francisco and Los Angeles on California's Central Coast, is not only relatively difficult to get to, but it is sandwiched between noteworthy destinations like Monterey and Santa Barbara– both competitors share similar product offerings. SLO County needed a brand campaign that not only unified the county as a whole, but also disrupted their current competitive set, attracting potential visitors to travel past their competition and visit San Luis Obispo County.

INSIGHT

The one thing that SLO County had over its competition was its culture and lifestyle. Life was way more laid-back and approachable in San Luis Obispo County. As fate would have it, their name SLO County reflected that lifestyle as well. And not only does slow fit their culture, but their main markets of Los Angeles and San Francisco are looking for a respite from the fast lifestyle of big city living.

Our strategy was to leverage SLO County's way of life versus its specific product offerings to differentiate the county in the competitive marketplace.

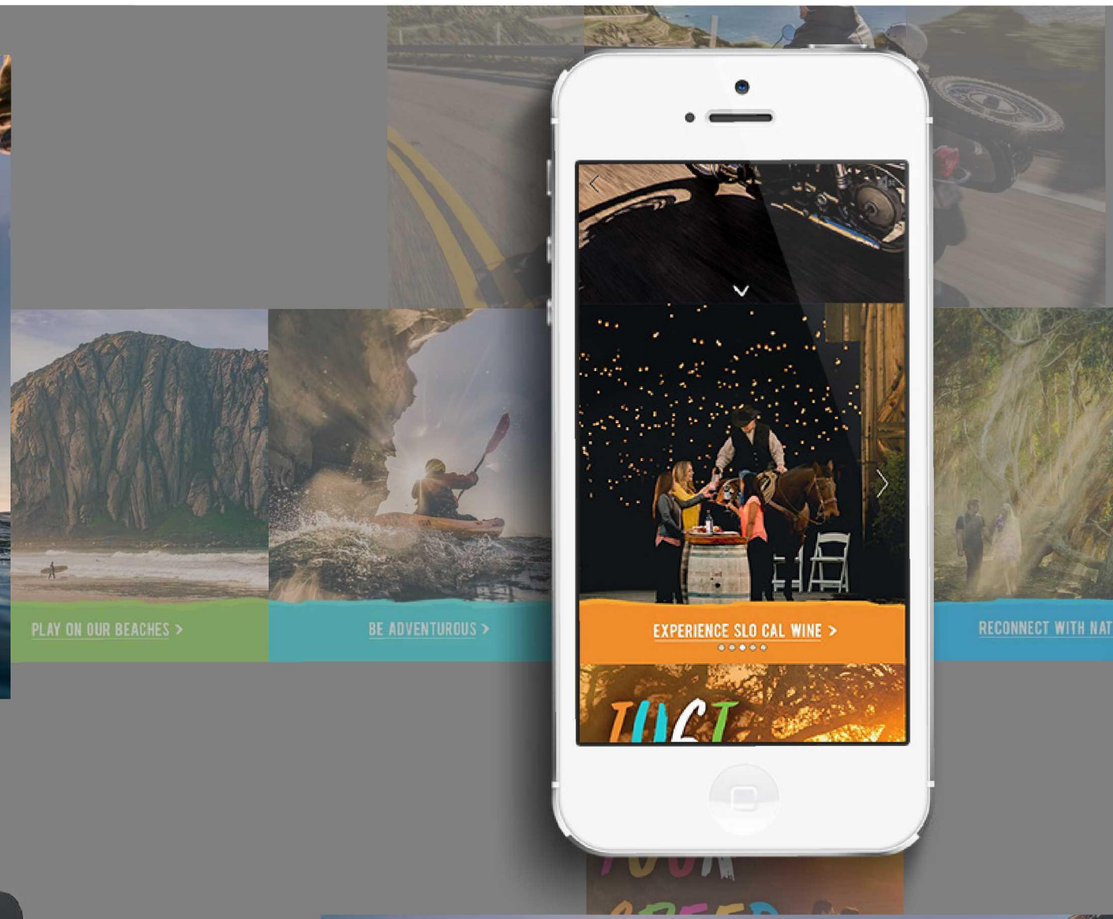
SOLUTION

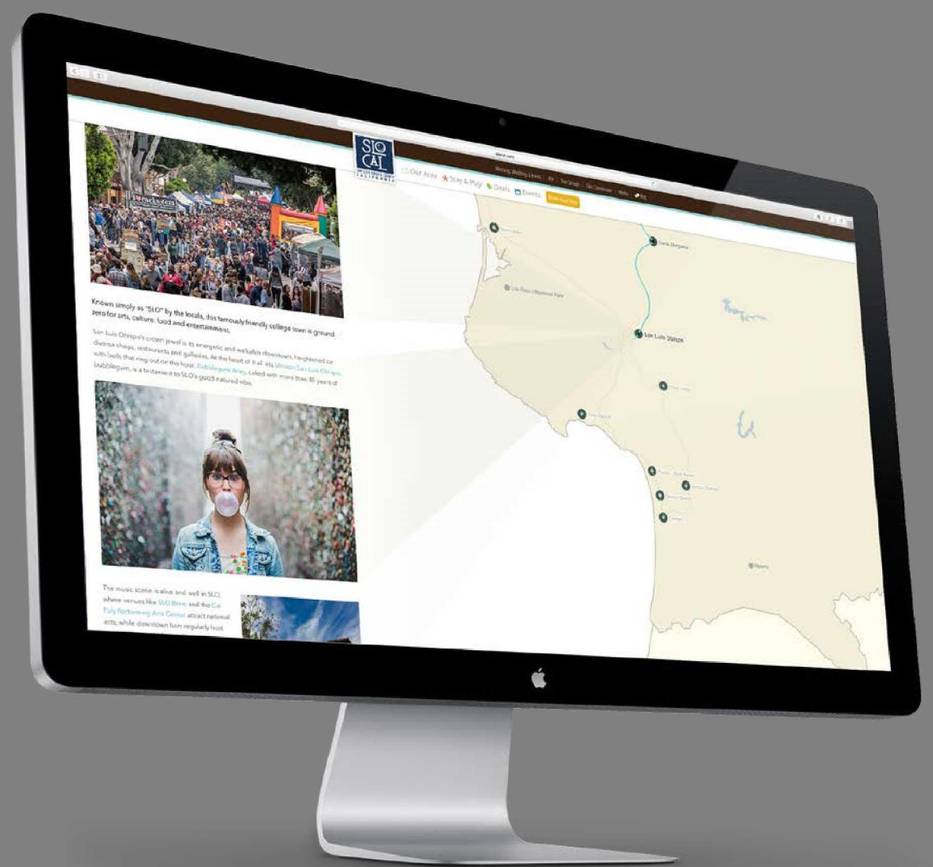
First, we renamed the county to SLO CAL to not only elude to the county's laid-back lifestyle, but also establish it as the premiere destination on California's Central Coast and elevate the county to the level of NorCal and SoCal.

The "Life's Too Beautiful to Rush" campaign positioned the destination as a way of life, with its amazing product offerings as the stage for its story to come to life. The campaign launch consisted of a brand anthem, web films, digital banner ads, a dynamic slocal.com landing page, and a brand style guide.

No offense to fast, but slow is good for the soul.

LIFE'S TOO BEAUTIFUL
TO RUSH
WELCOME TO THE CALIFORNIA LESS TRAVELED. HALFWAY BETWEEN LOS ANGELES AND SAN FRANCISCO, EXPERIENCE AN OUTDOOR PLAYGROUND THAT'S JUST YOUR SPEED.
START YOUR ADVENTURE AT SLOCAL.COM
SLO CAL
SAN LUIS OBISPO COUNTY
CALIFORNIA


PLAY ON OUR BEACHES >
BE ADVENTUROUS >
EXPERIENCE SLO CAL WINE >
RECONNECT WITH NATURE >


SLO CAL
Known simply as "SLO" by the locals, this famously friendly college town is ground zero for arts, culture, food and entertainment.
The music scene is alive and well in SLO, where venues like
and the
attract national acts, while downtown bars regularly host

LIFE'S TOO BEAUTIFUL
TO RUSH
WELCOME TO THE CALIFORNIA LESS TRAVELED. HALFWAY BETWEEN LOS ANGELES AND SAN FRANCISCO, EXPERIENCE AN OUTDOOR PLAYGROUND THAT'S JUST YOUR SPEED.
START YOUR ADVENTURE AT SLOCAL.COM
SLO CAL
SAN LUIS OBISPO COUNTY
CALIFORNIA

ASPEN

Defy Ordinary
Brand Development

CREATIVE COMMUNICATION CHALLENGE

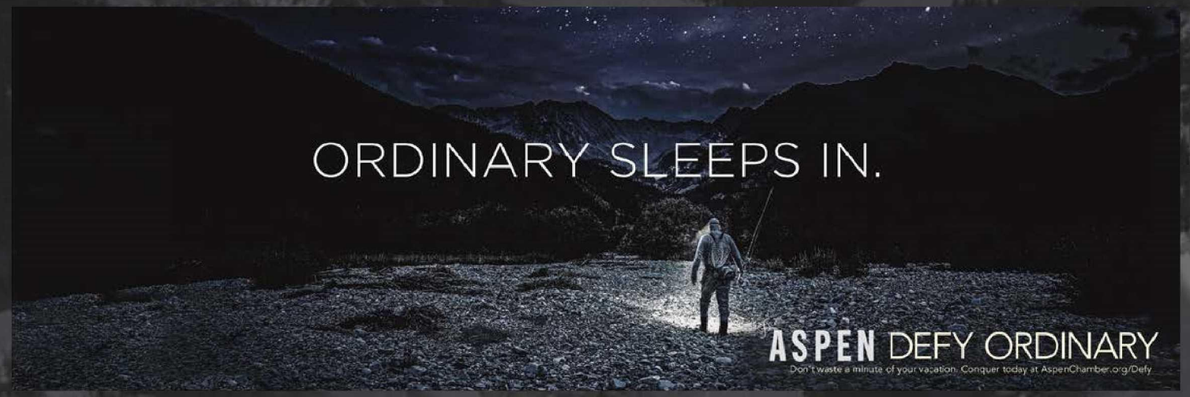
Aspen had a perception of being a winter mountain playground for the rich and famous, but few people knew about the brilliance of Aspen in the summer. Aspen needed a brand, and campaign, that would change that perception and in turn, grow Aspen's shoulder season visitation.

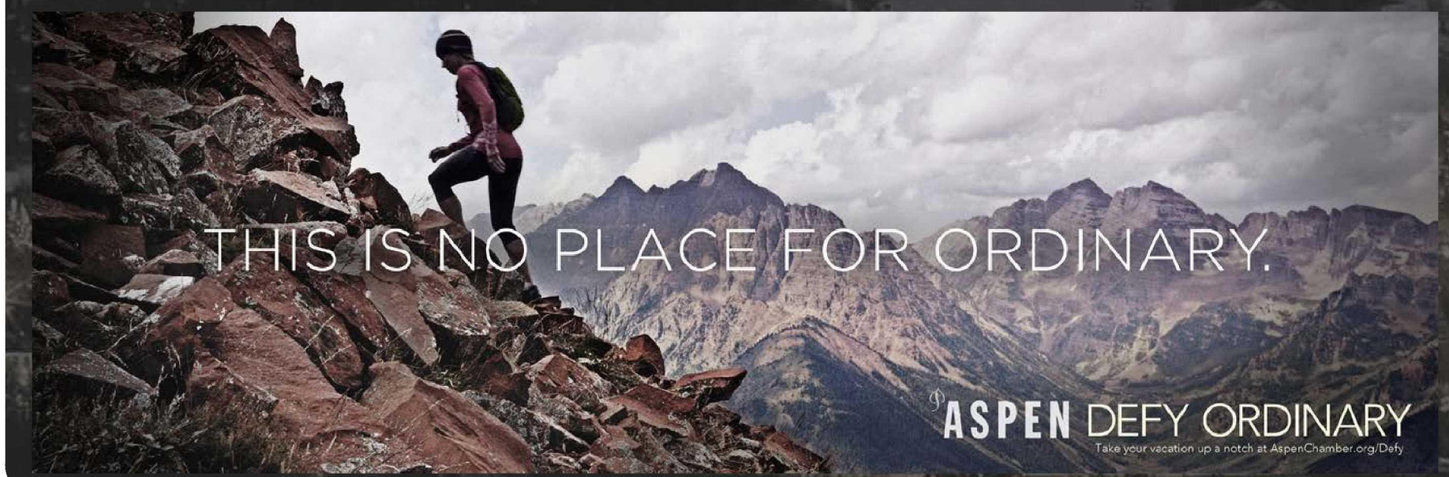
INSIGHT

Aspen is no average mountain town– its outdoor pursuits, cuisine, people and culture embody a refusal to settle for mediocrity and exhibit openness toward influences from all walks of life.

SOLUTION

Defy Ordinary. This brand position not only challenged visitors to come to Aspen and get more out of their lives and vacations, it rang true to the people and culture that make Aspen what it is today. Through a series of web films, digital creative and a microsite, we brought the story of those who Defy Ordinary to life. We're happy to say that since its launch, Aspen has indeed defied ordinary, with summer visitation now surpassing that of winter.





Leads to Aspen's Central Reservations agency up

73%

Website visitation up by

40%

19,000

new email subscribers.

500%

increase in Facebook likes

Occupancy up by over

7%

Lodging sales increased

6%

year over year

VIRGINIA BEACH
LIVE THE LIFE

There are Two Sides to Every Meeting

CREATIVE COMMUNICATION CHALLENGE

Virginia Beach is a well-known tourist beach destination on the East Coast, but without a headquarters hotel and an easily navigable form of public transportation, it was a challenge to get larger meetings to the area.

Our challenge was to expand Virginia Beach's Live the Life brand into the Meetings & Conventions space of the CVB. The campaign should position Virginia Beach as a year-round quality destination and increase inquires that serve as viable sales leads for meetings, conventions, sporting events and group.

INSIGHT

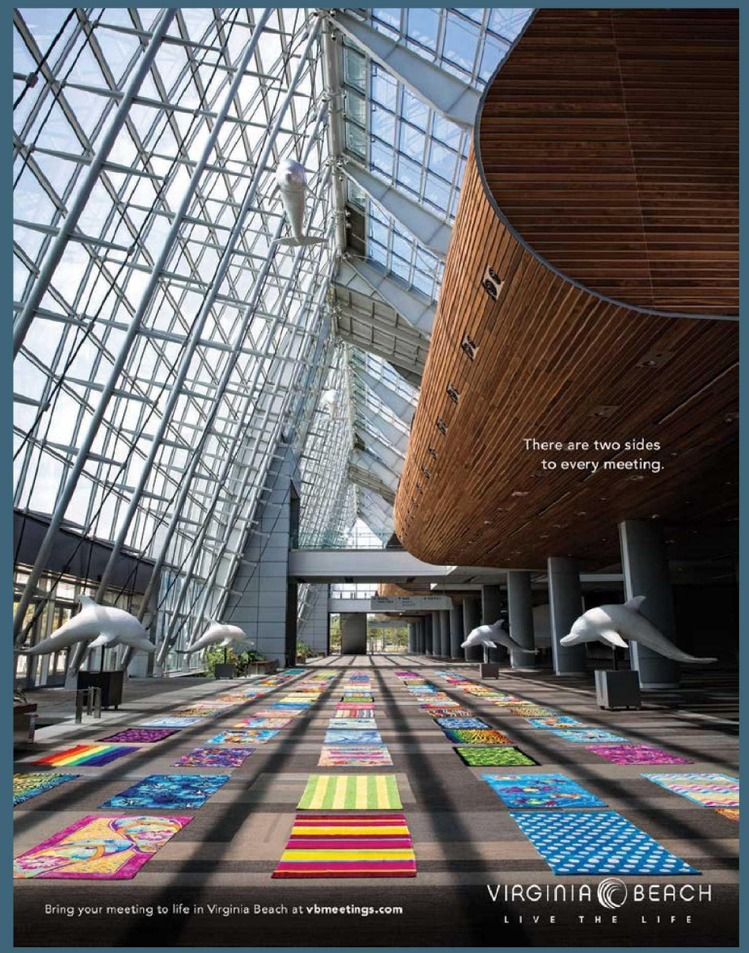
The beach life allows you to be at your best and realize your true potential. Sure, meeting planners are looking for a meeting destination that checks all of the traditional boxes, but today's meetings go beyond what happens in the boardroom. Many attendees are looking for a destination that not only has unique cultural experiences and meeting spaces, but also a place where their families would like to visit. Destination meeting attendees often extend their stays to turn their meeting into a family vacation, cutting down on travel costs.

SOLUTION

Launched through print, digital banners, tradeshows and on the website, the There are two sides to every meeting campaign leveraged Virginia Beach's Live the Life tourism brand and product offerings to package the coastal city as a meeting destination with the venues, culture, and lifestyle you'd expect to find on a beach vacation–focusing on the unique meeting venues and inspirational experiences attendees will find outside of the conference room vs. the service they'll find within.

PRINT ADS

There are two sides to every meeting.
Exhibit Hall C
Bring your meeting to life in Virginia Beach at vbmeetings.com
VIRGINIA BEACH
LIVE THE LIFE


There are two sides
to every meeting.
Bring your meeting to life in Virginia Beach at vbmeetings.com
VIRGINIA BEACH
LIVE THE LIFE

There are two sides to every meeting.
Find the meeting space that fits you at vbmeetings.com
VIRGINIA BEACH
LIVE THE LIFE

VIRGINIA'S BLUE RIDGE®

COMMUNICATION CHALLENGE

Virginia's Blue Ridge (VBR) is a vacation destination that encompasses the Greater Roanoke Valley area linking seven jurisdictions within an hour radius of Roanoke. It boasts the largest metropolitan center in the Blue Ridge mountain chain.

Outdoor recreation, arts and culture and stunning scenery are the primary drivers for the destination, supported by a number of educational institutions, a growing culinary scene and a strong music and festival culture. VBR also has some of the greatest offerings for explorers, athletes and adventurers – ranging from mountain biking, yoga and hiking to crafts and local artists.

Recently, Virginia's Blue Ridge was awarded with an IMBA Silver-Level Ride Center for Mountain Biking designation. This recognition differentiates the destination from its mountain neighbors as well as its competition and positioned the area to develop a brand that would garner the national attention it deserves.

INSIGHT

Through in-depth interviews with existing and potential visitors, stakeholders as well mountain bike aficionados, we discovered that:

- **ACHIEVEMENT IS THE NEW EXPERIENTIAL**
  We chose to position the destination as a place that encourages potential visitors to challenge themselves, achieve greatness and to grow mentally and physically.

- **GETTING BACK TO THE ROOTS IS HUGELY IMPORTANT**
  Potential visitors are happiest when they feel the healthiest. VBR takes a strong stance on sustainable growth, a healthy lifestyle, projecting land and establishing pedestrian and pedal friendly greenways.

- **DIRT CRED IS DESIRED**
  More consumers are getting down in the dirt – from mud runs and mud spas to hiking in the rain. Dirty is how consumers are increasingly relaxing and recharging. It's become the new sign of a well-lived life. From local farms and food to the outdoor adventures, VBR has many things to offer these dirty men and women.

SOLUTION

Virginia's Blue Ridge has a dichotomy of diverse metro and mountain experiences, with activities for every taste and temperament. It's a unique collective of bikes and brains, arts and culture and cuisine. It's a place where residents and visitors push boundaries and don't follow trends. Instead, they create them.

We rebranded VBR as America's East Coast Mountain Biking Capital and developed an overarching strategy to promote and encourage visitors to "Be a Trailsetter." This not only allowed us to put a stake in the ground for their IMBA Silver-Level Designation while defining and leveraging the Metro Mountain Adventure Lifestyle, but it also served as an umbrella brand for the meetings and sports initiatives.

PRELIMINARY RESULTS

To drive better results, the entire campaign structure was rebuilt from the campaign level to each individual ad, including structured snippets and extensions that were applied by campaign, ad group, or ad level.

28%
Improvement
in the average Cost per Click, which decrased from $0.90 to $0.64 over 3 months following the brand launch

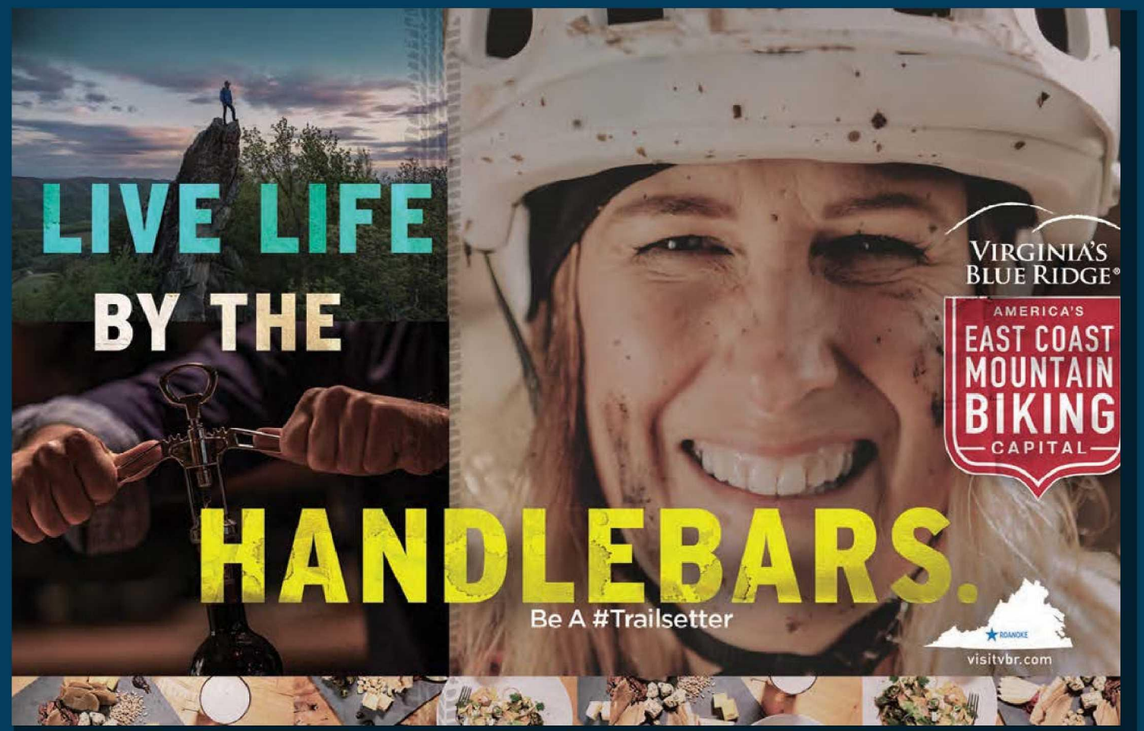
9.6%
Improvement
in Click Through Rate, which moved from 5.68% to 6.46%

7.9%
Increase
in Room Revenue in 2018*

**Smith Travel Research*

8.9%
Increase
in Rooms Sold in 2018*

**Smith Travel Research*



Project Team

Partnerships are our whole thing. Really. Everything.

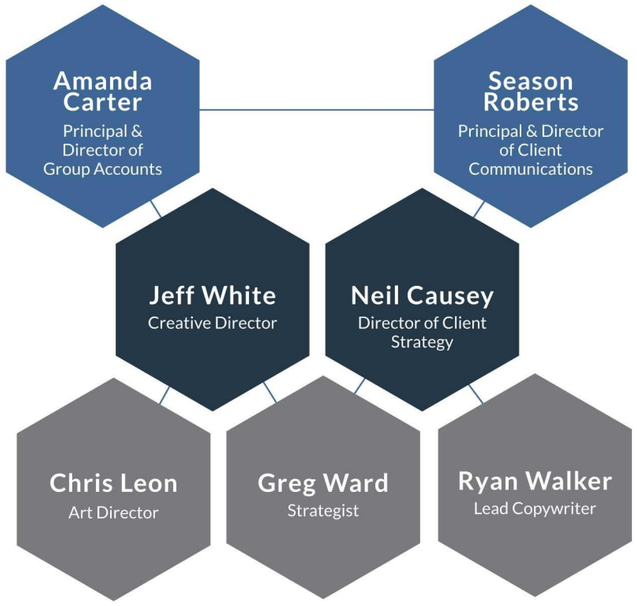
As you've read, Charrette was born of an unlikely partnership between two longtime ad agency alums and since then, we've carefully amassed a trusted network of other key partners and industry professionals on the cutting edge, who come together in service of our clients based on the precise need. We believe, in life and in business, we're strongest together. This means, at Charrette, partnerships and alliances don't fit into our overall approach - they **are** the approach.

Here, what we choose to bring to the table is a powerhouse team of best-in-class partners who possess extremely defined skill sets. In other words, what they're good at, is all they do. As you'll read below, our creative and production teams are composed solely of artists and makers with decades of experience designing for mega-brands. And, our research prowess, strategic ideation, and media planning is second-to-none.

You see, at Charrette, we don't have a B-Team. Each of our professional teams emphasize performance; forged on a foundation of trust, constant communication and seamless collaboration.

Here's a lineup of the key team we have engaged in service of your account.

Agency Organizational Chart



Account Organizational Chart

Account Roles & Bios

It's important to note that here, at Charrette, the size of our client roster allows for personal attention and interaction with agency leadership on a regular basis, and we like it that way. We believe that no one is too important to put in the work on behalf of a client. To that aim, please find our agency organizational chart below for reference, as well as an organizational chart for the specific roles we anticipate filling in service of your account. Keep in mind, should we earn your business and identify the need to add additional staff members to the team, you can trust that we'll do so in earnest, and involve you in the selection process as it unfolds. Charrette further certifies that the key account personnel identified will be available to the extent and for the duration of our proposed work with the City of Solvang.

Please, allow us to make these introductions...

Amanda Carter

Principal & Director of Group Accounts

Amanda is a pioneer in the strategic marketing, branding and digital media space, having led teams and constructed campaigns for clients large and small for almost two decades. She is a team connector, strategic partner and creative ally and is skilled at leading cross-functional teams internally and externally to problem solve and achieve business goals. Amanda excels at distilling ideas and directing the team in a clear and concise manner. She has worked on a breadth of marketing and advertising initiatives including: campaign development, technology implementation, product development and innovation. Amanda has logged successful tenures at worldwide media giants such as CBS, Entercom Communications and IMG, just to name a few. Her varied background in sports marketing, traditional media, consumer products and tourism give her the versatility from which she draws to help develop new business and foster client relationships from ideation to execution.

Season Roberts

Principal & Director of Client Communications

For more than 20 years, Season Roberts has built a solid professional brand specializing in Public Relations and Community Engagement. Her experience in non-profit leadership and government relations has allowed her to build a solid reputation with clientele,focused on public relations and communications strategies, communication protocols, client branding, and messaging. Season's focus and success includes major design-build transportation projects, local transportation systems, issue/initiative based municipal campaigns and regional collaborations. Season has successfully developed customized communications strategies or plans using traditional and contemporary media outlets (paid, earned, and shared media) and leveraged relationships through collaborations within the community. Season provides strategy and implementation solutions to government, private, non-profit, and individual clients in the areas of public relations, media relations, corporate communications, private, public, and paid event execution, and community engagement.

Jeff White

Creative Director

Jeff is a problem solver, with over twenty years experience in all aspects of the creative realm. Having worked in traditional agencies for a number of years, his sixth sense told him to be more forward-thinking and utilize that experience in traditional design and media to continue to grow and expand into the digital space. Having had a love for both fine art and architecture, graphic design is the sweet spot in the middle where his skills found a home. Jeff's creative and leadership background gives him the ability to execute vision and operate in the greyzone where art meets commerce. He holds a BFA in Communication Arts & Design from Virginia Commonwealth University. Fully immersing himself in a variety of business segments including consumer products, industry, B2B, and non-profits, have been his varied career. His love for travel, tourism, and hospitality marketing began in 2004 while working with some of the top hotels and resorts & CVBs in the country.

Neil Causey

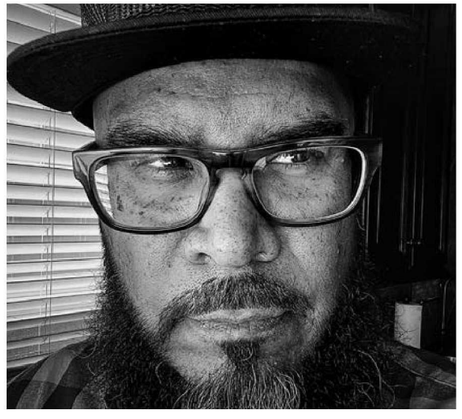
Paid Media Strategist

An innovative Advertising Media Manager with more than 15 years of advertising and media experience. Neil has a craving for growth marketing and a proven track-record of turning research into engaging strategy. He has extensive experience analyzing and developing localized marketing strategy for both national and regional brands. Neil is well-rounded in all aspects of advertising including TV and radio broadcast production, media strategy and digital solutions. Over the years he has adjusted his core media strategy and recommends influencing audiences by pairing OOH with Streaming TV. This combination has been become the most effective way to impact large, targeted audiences in a cost-efficient manner. Keeping his finger on the pulse, Neil avidly tracks new and emerging trends, scrutinizing shifts in advertising to maximize client gains.

Greg Ward

Strategic Lead

With over 20 years of experience with strategic brand planning, Greg brings immense wisdom to his role with Charrette. Greg has been fortunate enough to touch multiple brands, such as: Aspen Chamber Resort Association, Florida's Historic Coast®, Rapid City CVB, Virginia Aquarium & Marine Science Center, Virginia Beach CVB, and Visit SLO CAL (San Luis Obispo County). During a rim-to-rim hike in the Grand Canyon, Greg met the Marketing Director of the Virginia Beach CVB who connected him with his future career in destination marketing. He's been here ever since. Greg's enthusiasm for this industry and the work he created helped him move up the ranks before taking a year-long break to travel and meet his personal goal of writing a book chronicling the life of a Tanzanian safari business owner. Greg's ability to see situations from everyone's perspective has only grown stronger and enforced his business smarts, ability to creatively ideate solutions, dissect research, and help accelerate the goals of the clients he works with.



Chris Leon

Art Director

Having devoted more than twenty years to the crafts of advertising and marketing, Chris has garnered experience in virtually every service and product conceivable, with a special emphasis on the travel, hospitality, and gaming industries. Drawing on a rare combination of strategic insight and creative prowess, Chris has led successful creative teams and clients to unprecedented growth over the years – among them, Visit Costa Rica, Visit Kansas City, Fort Myers, The Mirage Hotel, Club Med, Leading Hotels of the World, Foxwoods Resort Casino and, most recently (and notably), Resorts World Las Vegas. Beyond lifestyle advertising, Chris also possesses deep experience in the fields of technology, industrial products/services, and healthcare, including work with behemoth brands such as SONY, GE, and Siemens. Aside from the boring stuff, Chris is a family man, lover of tacos, beer, scotch, coffee, non-dairy ice cream, jazz, golden doodles, and yes he owns a mini-van… but it's a cool one.

Ryan Walker

Lead Storyteller & Copywriter

Ryan is a small-town boy at heart, having grown up between the coasts in a city called Dubuque (duh-byook). A town in Iowa, small enough to be mispronounced by other Midwesterners (dew-ba-cue, duh-boo-kay) and big enough to draw a full cast of presidential candidates every four years. That upbringing instilled a few important values. Among them: work ethic, fairness, and a sharp sense for BS. Over the course of his career, Ryan has spent time in copywriting and story-shaping at some of the largest, most notable agencies in travel and tourism, such as MMGY Global, where he conceived and executed against integrated campaigns including elements of video, radio, display, social, and experiential impressions. Ryan is also particularly adept at brand concepting and positioning, having had a hand in the development of indelible, iconic travel brands such as Explore St. Louis, Discover South Dakota Tourism, and The Beaches of Fort Meyers & Sanibel.

Account service and project management at its finest.

As you're now aware, Charrette Principal and Head of Client Relationships, Amanda Carter, will serve as account lead to the City of Solvang, ensuring the free flow of communication and collaboration throughout the life of our work with your destination. Amanda will be working to traffic projects, ensuring the most qualified personnel are assigned to execute each endeavor and that we're consistently meeting or beating deadlines. In short, she'll exist, wholly, to ensure we deliver on our promises to you and your stakeholders.

Worthy of note, our cloud-based project management software, Project.co, allows us to effectively monitor, in real time, projects moving through the agency and quickly identify any internal issues with timelines or deliverables - before they become your issues. Within the system, we're able to quickly connect your team with ours and set up each piece of work we execute on your behalf as its own project with its own discussion feed, notes, tasks, team, payments and time log. This means that we're able to simultaneously work on multiple projects and campaigns, involving multiple stakeholders and staff at the same time, with maximum efficiency and transparency.

Project.co

Not to worry, our team is also adept at utilizing other project management systems and software with which our clients may already be comfortable. We have experience with Asana, Basecamp, Microsoft TEAMS, and more. Ultimately, the goal is to give you the option to coordinate with one, single point of contact for all things (Amanda), or to communicate directly with project partners when necessary. Either way, know that we're flexible, adaptable, and our goal is to integrate our team into yours, seamlessly.

Please, we invite you to read more about Amanda's qualifications and experience, and the experience of our other team members, in the previous section herein.

Execution in-house.

Here, at Charrette, we proudly execute almost entirely with our in-house team, but as mentioned, we will create strategic partnerships when necessary. For example, we may freelance production teams during large-scale photo and video shoots or in the execution of large-scale events.

We also conduct all qualitative research ourselves. However, we also partner with expert quantitative firms when highly-specific information must be statistically verified. The agency partners with several research companies, based on the specific needs and budgets of our clients for insight such as perception research, studies on brand lift, visitor profile and seasonal research. Those firms include:

nielsen SQAD ADVERTISING RESEARCH ANALYTICS & PLANNING Deloitte.

eMarketer comscore

For the purposes of our proposed work with the City of Solvang, however, we do not currently foresee a need to subcontract any aspect of the scope of services described within the confines of this proposal.

Your objectives + Your brand = Our marching orders.

Without a doubt, we, at Charrette, see continued untapped opportunities for the City of Solvang. Inspiring future California travelers to include The Danish Capital of America in their journey; further differentiating the destination from regional competitors like Santa Ynez and Santa Barbara; as stated in our opening letter — driving overnight visitation; helping to lengthen the average visitor spend and balance seasonality — these are the true objectives. And, to achieve these objectives, we'll undertake comprehensive research measures in the investigation of your key audiences, feeder markets, and competitive sets, then utilize these insights to strategize a path to success. Leveraging paid, earned, and owned channels, we'll disseminate emotionally-connective creative that drives conversion, and grows your brand.

That's it.

It's fairly straightforward. At Charrette, we help our clients to develop and grow their brands. Everything else — including advertising campaign planning and creative concepting — is done in the service of that brand, first and foremost. We are, and will always be, an agency that believes the brand must be cultivated and protected, and delivered synergistically across platforms and media channels regardless of where in the world a consumer interacts with it.

And, now that we've drawn the proverbial line in the sand, here's how an example marketing plan for the City of Solvang can come together for the 2022-2023 season.

How it all comes together.

Research & Strategic Planning

↓

Creative Development

↓

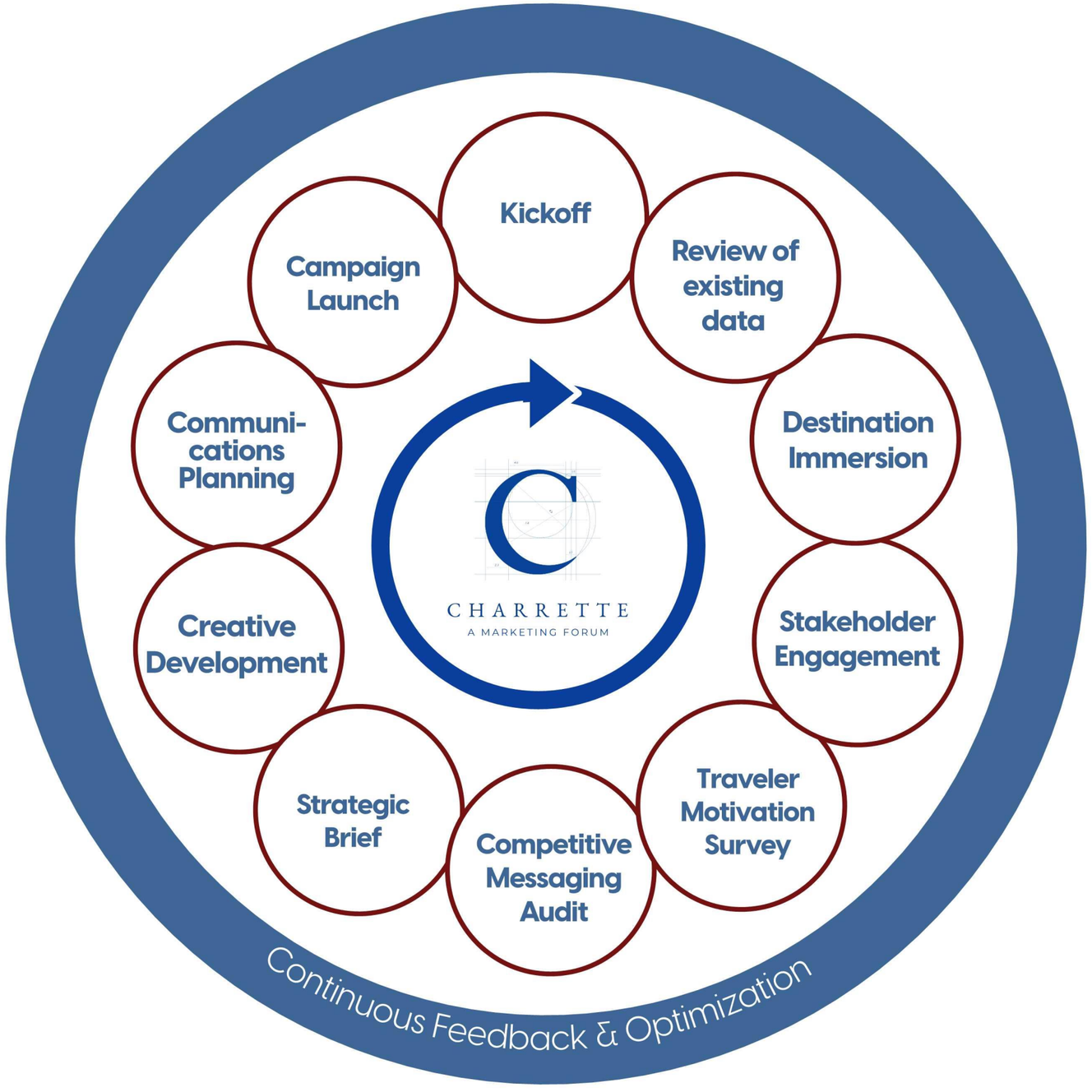
Media Planning

↓

Communication Planning

↓

Results



We begin with you, the community, & the visitors.

At Charrette, our time-honored, battle-tested marketing planning methodology always begins with you, and with the research required to get to know you and your destination from different vantage points. There are experiences and tastes; dreams and concerns; and members of your team to meet. Our in-depth process of destination immersion works to do just that, involving a look at any noteworthy experiences and tourism products, as well as your current marketing environment through the eyes of the individuals responsible for shaping it - which brings us to the next research component.

Stakeholder engagement. We need to establish an even richer understanding of the aspirations, challenges, barriers and experiences of the Solvang community. Together, we can identify who to include. Restaurateurs, hoteliers, influencers, outdoor activity experts, brewery operators, historic/cultural experience providers, business leaders, and residents should all be included at this phase. Ultimately, we're seeking an understanding of how these different groups psychologically value the tangible and intangible realities of Solvang. We plan to accomplish this in a variety of ways including: on the ground, in your communities, via scheduled in-depth interviews and small focused group discussions, and surveys.

Our Core Competency is Human-Centered Strategic Planning™ That's marketing-speak for solutions created from the perspective of your key audiences.

While we view our stakeholder conversations as fluid and dynamic, generally speaking, we will be investigating the following:

• **Community Values –** What does Solvang stand for in the context of Southern California and California at-large? What knits the people of Solvang together? What can history teach us about Solvang? What are traits of the people that call Solvang home?

• **Tourism Strengths** –Why do you believe travelers visit? Who do they get to be while they're in Solvang? Is that different from who they get to be if they also visit Santa Ynez, or Santa Barbara? How does Solvang meet their emotional needs? What about it inspires outsiders?

• **Tourism/ Economic Development Opportunities** – What are the unmet needs of visitors and residents? What questions do they ask? What frustrations do they express? What do they want more of?

Comparative audit.

Who is your competition? That was once a simple question. But, no longer. There are now so many things to consider. Yes, you're essentially competing against your neighbors there in the Santa Ynez Valley, as well as other California destinations. But, increased participation in remote working, post-pandemic travel, family-centric experiences, support for locally-owned restaurants and businesses, highly-unique AirBnB products, and myriad other options tell us something important about today's travel consumer and about today's consumer in general. We will conduct an audit of the obvious and surprising ways consumer's honor their need to disconnect, reconnect, find meaning, fuel discovery, grow and simply get away, doing so through an analysis of the destinations those people are traveling to. Collectively, we'll unearth how these destinations are positioning themselves in the leisure travel space, and where they have strengths to avoid and weaknesses to exploit.

For each competitor, we will identify and understand the following:

Market position and product strategy
Each of your competitors has positioned their destination in a different manner. Some position themselves conceptually, with intangibles such as historical relevance. Others present themselves in terms of a specific product, like the beach, for example. Yet others, strategically align themselves with consumer behaviors and desires. We will identify competitors' positions in the market, then plot this information on a quadrant to see how they cluster together, or stand apart.

Their strategy for targeting segments
Each of your competitors is targeting at least one audience segment (the one that is currently visiting). Are there others? We will identify each of them and understand the strategy being used to reach their consumers at different times of the year.

Their brand position and their strategic approach to leveraging it
Separate from their product strategy and audience strategy, each competitor will have a brand position (even if it is not clear or overly compelling). We absolutely must understand these positions as, under no circumstances, can the creative for Solvang find itself clustered near those of your competition. The city must stand apart.

The historic performance of their business
Using public and proprietary sources, we will determine the business performance, funding sources and structure for each competitor. We will observe this data in an effort to reveal trends over time - who has excelled and who has declined? What causes are responsible for the business viability of your competition? How will these performance trends affect the competitiveness of the destination? We will develop an industry forecast based on historical performance, product and destination development.

These key insights, coupled with learning from the previous research processes, help reveal your strategic sweet spot. This opportunity space can then be distilled into a **Strategic Brief.**

It all comes together in The Brief.

The Charrette Strategic Brief is the starting point for all future Solvang creative and communications planning. This written document is rooted in all of the previously-detailed qualitative and quantitative research, experiences and conversations, and communicates what your overarching brand reflects and how the destination brings that promise to life. Most importantly, it reflects the head, heart, and aspirations of your consumers.

The Charrette Strategic Brief includes some of the following sections:

- **Brand Purpose** — The role Solvang plays, and can play, in the lives of both locals and visitors.

- **Marketing Environment** — Key research insights governing your place in the broader competitive, social, cultural, and economic context

- **The One Thing** — Single-minded statement of how Solvang should be viewed. This will serve as the essence of your future creative campaigns, media campaigns, and messaging.

- **Creative Architecture** — The pillars or key support that holds up our stated creative strategy.

- **Audience Personas** — A rich, multi-dimensional articulation of who we are speaking to.

- **Definition of Success** — A quantitative and qualitative list of KPIs and measurement goals.

At this point, the brief would be shared with all members of your team for approval, or revisions. Once completed and approved, our creative team can begin the design process, delivering a series of initial creative concepts that bring the strategy to life. Here, we consider what we want the consumer to see and feel when they think of Solvang, taking color schemes, fonts, textures, as well as imagery into account. No detail is too small.

Our advertising approach.

Integral to our overall marketing communications approach is our inherent curiosity and creativity – our penchant for discovering new and compelling ways to tell our clients' stories and learning about the channels and people who most closely connect with those stories. We, at Charrette, view media campaign planning as a dynamic process that, ultimately, delivers targeted messaging at every touchpoint throughout the consumer's life, connecting our client's stories with the people most likely to engage with their content.

To get it done, we apply the quantitative and qualitative insights garnered from our earlier-detailed research phase, and create a micro-targeted media plan that follows highly qualified consumers from initial action to conversion actions such as a click-through or a hotel booking. This is because, in reality, today's consumer journey is no longer a linear process, but splintered with multiple touch points across websites, mobile devices, traditional media, and social channels - and our media methodology accounts for this. Put simply, we tailor messages to specific audiences, on the specific channels where they spend the most time, effectively reaching consumers in a mobile-first world wherever they are, across any device - intrinsically linking online and offline behaviors to drive the desired action for the City of Solvang.

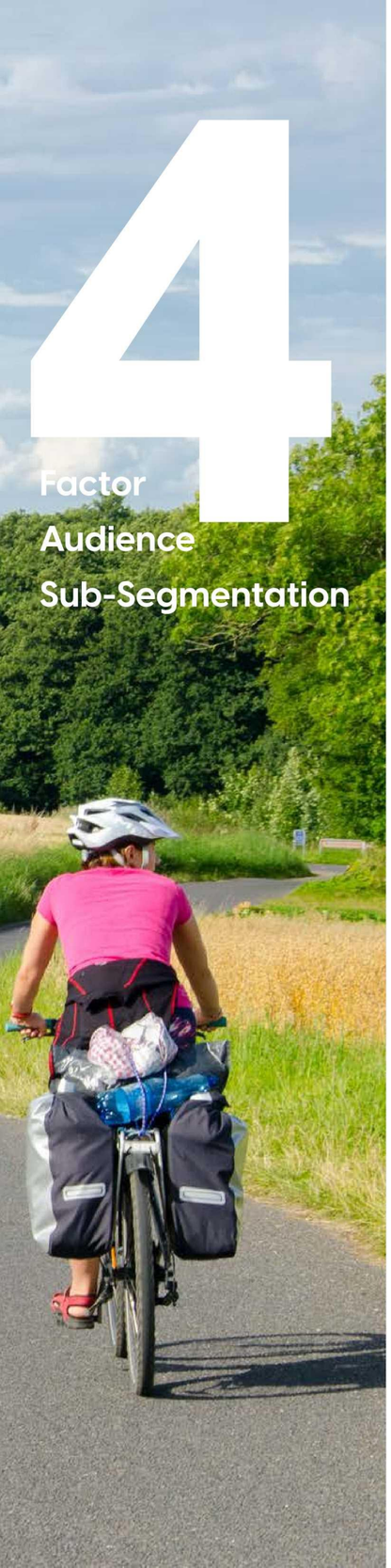
Hyper-targeting the most qualified audience.

As previously noted, at Charrette, data, research, and strategic development come first in the decision-making process. Our approach to audience targeting is no different, utilizing findings from our research phase, to identify the audience segments most likely to relocate or plan a visit- the segments that best match the activities and ethos of the City of Solvang. These groups will be identified, and then sub-segmented and hyper-targeted in order to minimize investment, and optimize return. This means we'll only service Solvang digital content to the most qualified audience, those people who have been segmented by demographics, geographics, and behavioral/ psychographics in addition to having displayed recent responsive behaviors and high levels of engagement in the digital space. That last piece makes all the difference, because we can segment and sub-segment your target audience all day, but if these individuals haven't formed the habit of clicking on, booking and engaging with online content, we'll have to rely on the hope that the member of your target audience actually saw the content that was served, counting that as an impression and hoping that at some point in the near future, that abstract impression drives a conversion.

There's a better way.

Consumers crave custom content which provides educational and resourceful information, relevant to their daily realities and the interests they pursue in their free time. Close to three-fourths of online consumers are frustrated by websites where content is not personalized to their interests or lifestyles.

Personalized calls-to-action result ina 42% higher conversion rate than calls to action that are the same for all visitors.



Demographic Segmentation
"We understand the big picture"

Identifies a group's shared traits, including age, race, gender, marital status, income, education and occupation

Geographic Segmentation
"We know where you are"

Identifies consumers locations and tendencies to gravitate to specific areas or places

Behavioral Segmentation
"We know your actions"

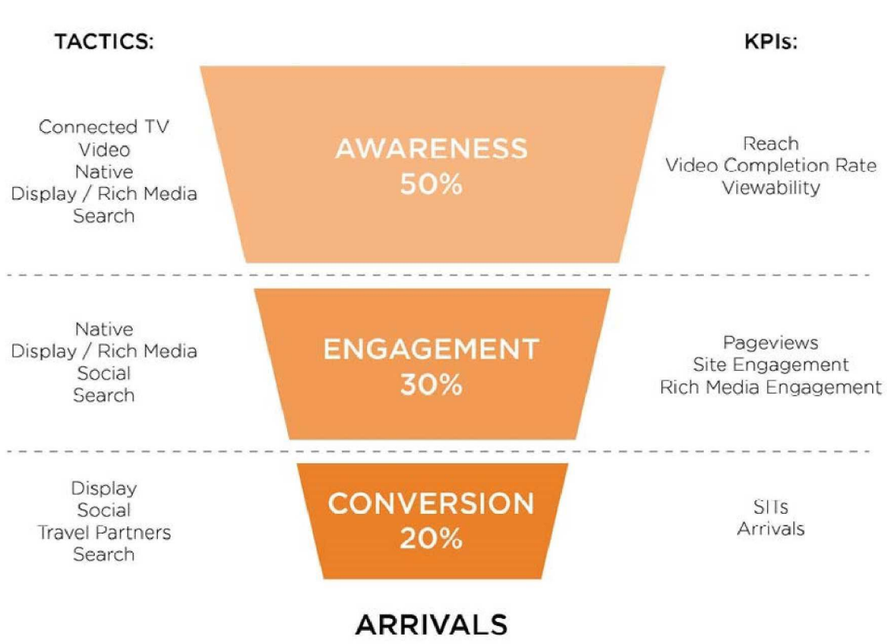
Identifies the actions that consumers have taken by analyzing their digital footprint across devices

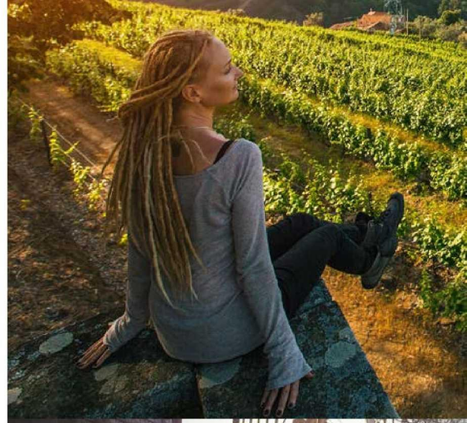
Customer Segmentation
"We understand your needs"

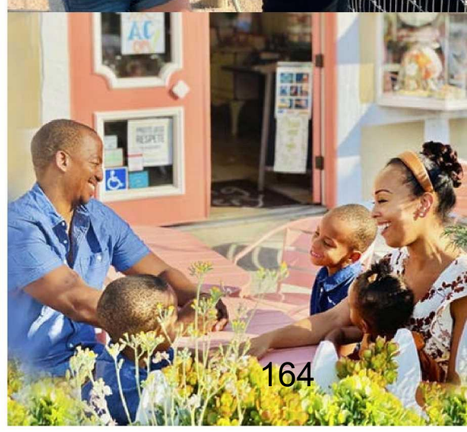
Divides first party-data into groups according to their responsiveness, current status, usage rate or response

This process of multi-factor sub-segmentation helps shorten the conversion funnel. Hyper-targeting of uber qualified audiences helps to ensure that we're able to drive the desired consumer action, faster. Here's what we envision this targeting tactic can look like for Solvang, when applied to specific marketing efforts in the paid digital space.

FULL FUNNEL APPROACH



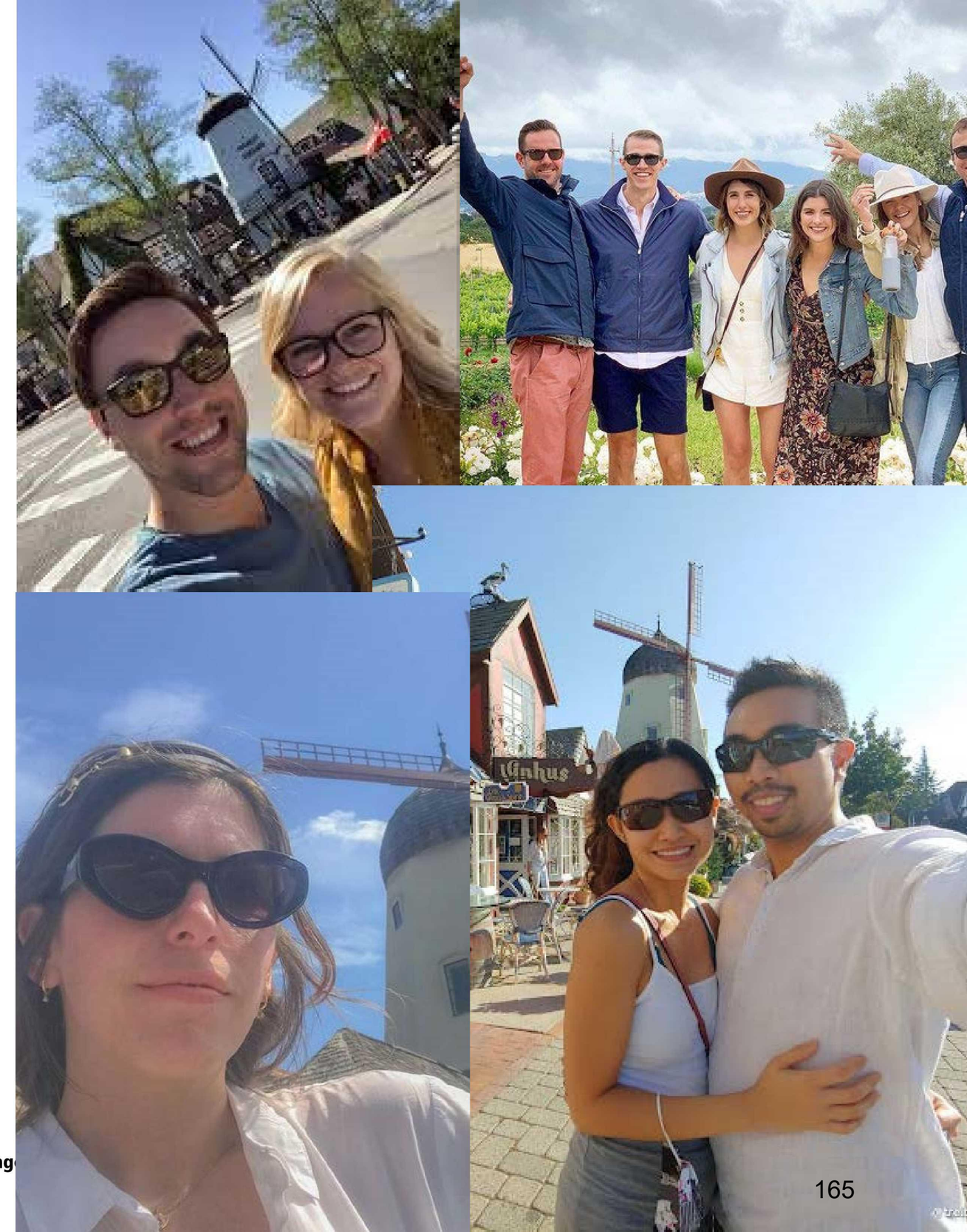




Let's get social.

It's impossible for Charrette to build a relationship between Solvang and your visitors, without considering the totality of your brand expression - including the expression of your brand in the social space. After all, social channels are capable of connecting us to brands and to each other, delivering your voice, your personality, and your spirit into followers' feeds, and their hearts. Every day. In fact, it's that emotional resonance driving the attachments to the people, places, and businesses we all follow on social media. We make an appointment to spend private time with these accounts, to think, to feel, to be inspired. And, at times, they even incite action.

Part of our campaign development work for the City of Solvang would include recommended steps toward the implementation of a strategy we can take to infuse your social media activity with messaging, images, and stories that render Solvang a sought-after, multi-dimensional digital destination. A place that delivers ideas we want to share. And, most importantly, a place that encourages us to learn more by visiting - inciting the action of conversion. Here, we'd create a content calendar with separation between the City of Solvang and your tourism apparatus, while simultaneously maintaining a consistent brand voice and delivery across the properties. We'll work to do so in a way that's timely and relevant, both for consumers and influencers alike, but also engaging and differentiating.



Our PR approach: it's all about the relationships.

At Charrette, we believe in a multi layered approach to building, maintaining and leveraging media relationships that are targeted, relevant and yield long-term collaboration and results. Fully dependent on these trusted media relationships, we cater specifically to writer's interests, and we watch what they do closely. Sometimes, we work with on-staff writers and other times, with freelance writers who work for the respective publication(s); sometimes our relationship with a certain editor will lead us to a writer assigned to a relevant story. One size does not fit all.

We craft our approach not only to the publication or outlet, but also to the individual journalist, ensuring each pitch is timely, relevant, and tells a story of the destination in a way that fits particular editorial interests, or upcoming trends and features. This is how we're able to garner interest and secure coverage in line with overall goals and KPIs, time and time again. A tailor-fitted approach to a journalist with whom we've built a solid relationship, about the rich and vibrant stories of Solvang, stories that can be told regionally, throughout Southern California, and far-beyond.

Solvang Storytellers

At the center of our media relations approach is a real focus on generating creative and sustainable stories that can be shared across a variety of channels. And because of our approach, these don't take flight overnight. We're not after the fast and easy. You'll hear us saying "quality over quantity" a lot, because a well-placed, highly-targeted and unique placement is invaluable in comparison to a general mention. And because no two places are ever the same, we're not after the mass-produced micro-brief, either. We believe in an honest, individual and quality process to tell the deeper stories behind the cities we represent, a process which folds seamlessly into your overall media campaign messaging, creating a highly-impactful integrated approach for the City of Solvang.

Here's a snapshot of how your public relations planning process would break out:

Strategic Brief and Target Personas

This step utilizes what we've learned during Solvang's research phase to create an action plan. This is where we get specific. We'll recommend a core messaging strategy as well as the communications tactics to deliver it. We'll identify the optimal target prospects in all categories: media relations, Solvang locals,

Editorial Content Calendar

At Charrette, we rely on a well crafted Editorial Content Calendar to help guide our media outreach efforts, outlining what stories get pitched and when based on media outlets' existing editorial calendars and on our own pipeline of key stories (i.e. summer travel gets pitched in the winter and spring, long-lead stories get pitched 3-6 months out, etc.). Creating an integrated calendar will allow us to be able to plan for (and literally, see) content at a glance and how it interrelates among all channels – whether it's in the form of a native ad, eNewsletter, blog post, press pitch or social media post – so that we may leverage stories seamlessly and, most importantly, in a timely manner. For Solvang, we'll create two editorial calendars. One with a hyper-local, Southern California focus in an effort to manage the City's reputation amongst its key, drivable feeder markets, and another with an outward facing goal of bolstering tourism to the City originating from its key fly markets.

PR Action Plan

Equipped with what we know (and what we don't), let's lay out an action plan that matches the stories we want to tell with our targeted audiences and outlets locally, regionally and beyond. This should also include the development of any key media materials. While our overarching strategy will be set upfront, we recommend setting and evaluating our PR plan on a quarterly basis to allow for ongoing collaboration, as well as timely enhancements to be made. Remaining nimble with our outreach and positioned to leverage relevant, timely opportunities will be imperative.

Pitch Away

With a strong strategic foundation set, we're ready to begin our outreach. This is where the core of the excitement takes place for us PR nerds. And to be clear, we could easily define pitches as any interaction directed at a journalist, but for us, these are far more richly defined and personalized and most importantly, a two-way approach. At Charrette, pitching runs the gamut from emails to phone calls to both and involves lots of interaction with the writer(s) to best be able to provide them with the kind of information they need, when they need it. We could easily pitch 10 times a day without any thought and no return, or we could more strategically target two pitches in a week and cultivate them for a couple of months until we see a very obvious, very large return. This will vary day to day, but rest assured, it'll be a whirlwind of engaging storytelling, with measurable results to boot.

Monitor, Measure & Optimize

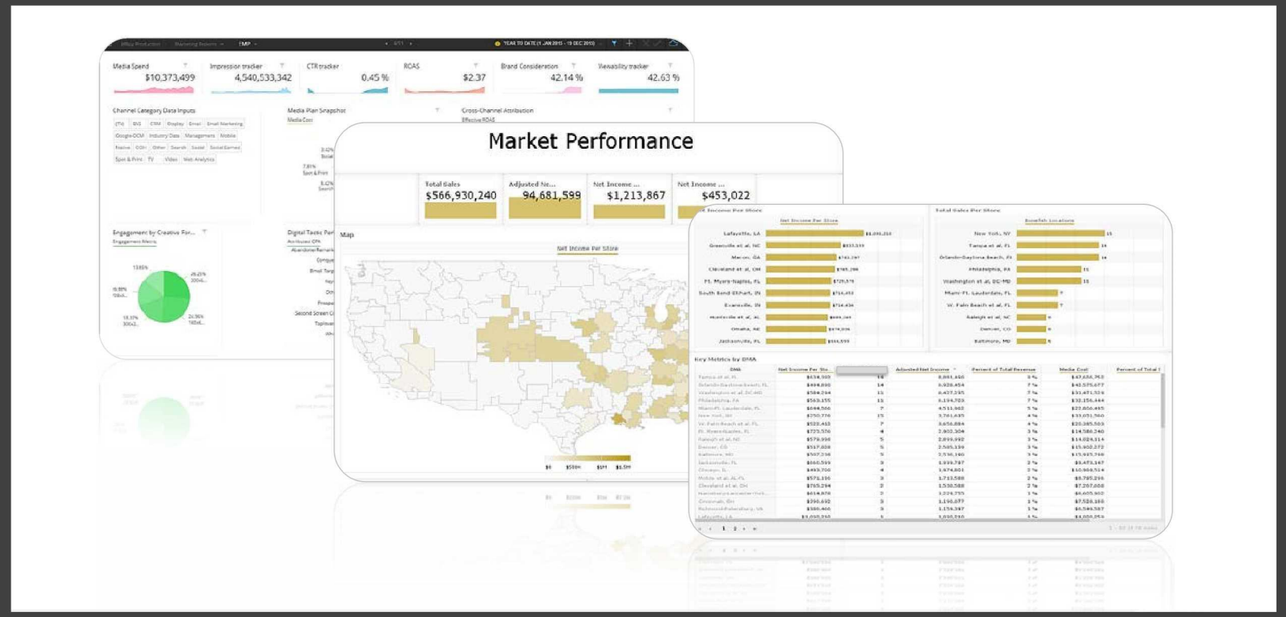
While every experienced PR professional knows that how to best measure PR's intangible value remains the industry's million-dollar question, there are various metrics we will use to gauge our success in pitching your story to media outlets, including impressions reporting, ad value equivalency and social media reach (if applicable), but beyond numbers, we will look closely at how the destination messaging was used within the article (that is, is it in line with what we pithed/positioned?), as well as the relevance and tier of the media, section of publication (print), links to the City of Solvang's websites (if online), article length and use of photography. Our ongoing holistic approach to quantifying (and assessing) our efforts in your previously mentioned media metrics dashboard allows us to glean key media insights, while providing us the opportunity to make real-time adjustments to our messaging or outreach strategies, leverage emerging media opportunities, insert ourselves in relevant conversations and/or respond to timely queries – the latter opportunities being key in the post-COVID landscape.

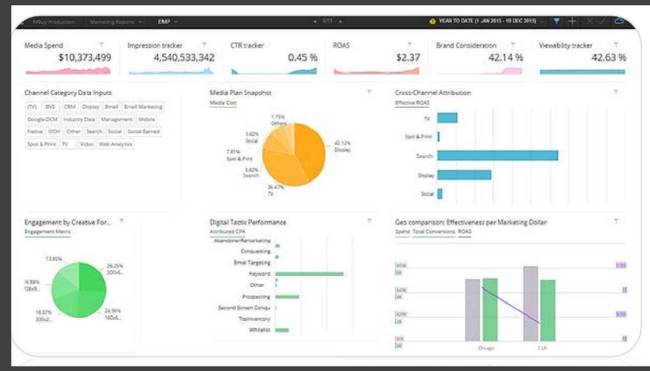
Media Measurement and your dashboard.

How do we, at Charrette, know all the fancy media tools and methodology will work together in service of your objectives? Well, we'd like to invite you to pull up a chair, as we believe the topic of campaign measurement and ROI is both multi-faceted and critically important. And, we can begin the conversation now, but to make it meaningful, your participation in an extended dialogue is essential. Ultimately, we need to begin with an understanding of your unique challenges and the goals you've set for yourself. Have these KPI's proven effective over the years, or should they shift along with shifting consumer consumption? Once we have a firm grasp of what your goals are today, we can customize a range of measurement tools specific to the key performance indicators associated with those objectives.

Still, in our opinion, no matter how well our efforts perform - no matter how high the ROI - the only true measurement is your bottom line. Results. Year-round visitation. Heads in beds. Local feet on the street. Per-visitor spending. Length of stay and the revenue derived from these metrics - these are the most significant factors we plan to keep our eye on, which is likely good news for Solvang stakeholders and business owners.

To that aim, we employ a comprehensive range of syndicated audience and industry sources to build, implement, manage and measure paid media efforts, linking these efforts back to business performance. To ensure maximum transparency, we utilize a marketing intelligence platform to measure and optimize cross-channel campaigns in mid-flight and in real time, so you never have to worry about wasted advertising spend. The best part is that you can see it all, at any time, via a customizable dashboard with 24/7 access. In fact, one of our biggest differentiators is the value we bring to our clients through the tracking and measuring of user initiated actions, and how those actions drive conversion.





Sample media performance reports.

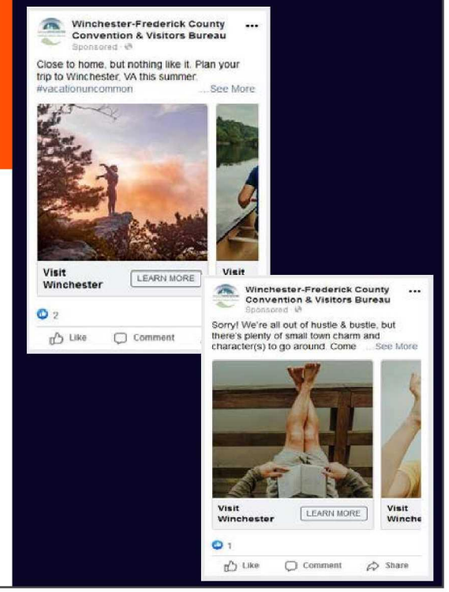
As an agency, we endeavor to build solutions as unique as our clients. We believe each and every problem we've been asked to solve - each plan, for each project, in each place - is different from the next and therefore, requires a different approach. And, while the time-honored Charrette Campaign Development and Media Planning process is applied the same way across clients, we have the ability to scale up or down, and to add, or remove, certain objectives or KPI's in service of the specific needs of each client. Here's what a few our past reporting mechanisms looked like in action, as delivered to clients monthly, on very recent past projects.

May - August 2021

Social Conquesting

Impressions	Clicks	CTR
827,188	4,813	0.58%

Engagements	Reactions	Shares	Comments
34,561	269	48	4



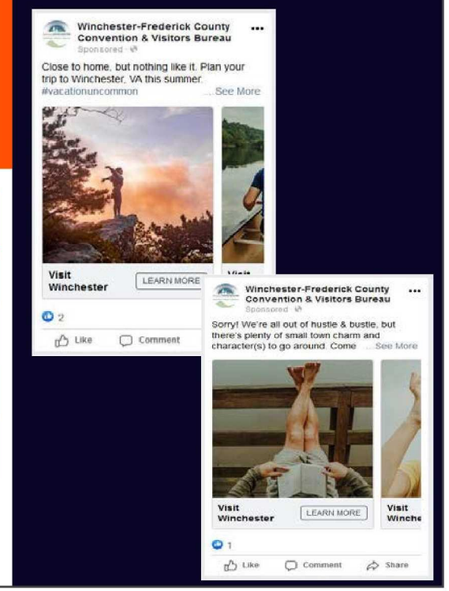
Audacy

May - August 2021

Social Conquesting-

Ad performance

Creative	Impressions	Clicks	CTR	Landing Page Views	Engage-ments	Visits
Winchester 15-1	**158,307**	**2,524**	**1.59%**	**632**	**19,469**	**9**
Winchester 15-3	150,984	927	0.61%	267	13,411	**0**
Carousel #1	**396,576**	**926**	**0.23%**	**383**	**1,483**	**10**
Carousel #2	121,321	436	0.36%	102	198	**0**



Audacy

May - July 2021

OTT+ – Data Overview

Impressions	Clicks	Click Thru Rate	Video Completes
362,233*	393	0.11%	305,568

*80,767 unique users for an average frequency of 3.

Video Complete Rate

87.87%

Top Zip Code Delivery

Zip Code	Impressions
20149 (Ashburn, VA)	7,060
17603 (Lancaster, PA)	5,300
17403 (York County, PA)	4,959
17522 (Ephrata, PA)	4,661
17013 (Carlisle, PA)	4,410

By Media

Media	Starts	Completes	VCR
ACCUWEATHER	16,311	14,701	90.13%
LIFETIME	17,135	16,592	96.83
HISTORY CHANNEL	13,914	12,819	92.13%
A&E	10,141	9,944	98.06%

Top User Hours

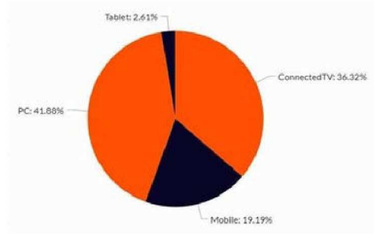
Hour of Day	Impressions
9:00 PM	17,844
1:00 PM	17,772
2:00 PM	17,768
11:00 AM	17,664
12:00 PM	17,628

May - July 2021

OTT+ – Impression Delivery Details

Data by Device

Device Type	Impressions	Percent
PC	149,985	41.88%
ConnectedTV	130,072	36.32%
Mobile	68,744	19.19%
Tablet	9,342	2.61%



Top Creative: Winchester 15-2
Impressions: 121,237
Video Starts: 116,345
Video Completes: 102,256
Clicks: 148

May - August 2021

Display – Site Recommendations

Total Impressions	Clicks	CTR
1,172,373	3,898	0.33%

Benchmark CTR is 0.05%, you are over 6 times that!

Tactic	Impressions	Clicks	CTR
Geofarm	254,566	820	0.32%
Zips	251,885	837	0.33%
ELAR (Exact Location)	242,885	530	0.22%
Geofence/Zips- Kids	178,542	682	0.38%
Geofence/Zips- No Kids	173,385	666	0.38%
Site RT	5,407	126	2.33%

Audacy

Top Creative Performance:

Impressions: 346,602
Clicks: 569
CTR: 0.16%

Impressions: 356,838
Clicks: 468
CTR: 0.13%

May - August 2021

Display –

Top 5 Geo-fence locations by Impressions:

Location	Impressions	Clicks	CTR
Light up fest at One Loudon	60,059	146	0.24%
Gettysburg Battlefield National Park	27,030	111	0.41%
Colonial Williamsburg	13,073	37	0.28%
Cox Farms	19,979	32	0.16%
Scott's Run Nature Preserve	18,064	32	0.18%

Audacy

Top 3 Apps/Websites by Impression Delivery

Wordscapes — Impressions: 207,570, Clicks: 301, CTR: 0.15%

www.tmz.com — Impressions: 106,252, Clicks: 60, CTR: 0.06%

Mailonline — Impressions: 59,284, Clicks: 222, CTR: 0.37%

May - August 2021

YouTube – Data Overview

Impressions	Video Views	Video View Rate
183,148	86,167	47.05%

Benchmark video view rate is 25%, and you're nearly 2 times that!

Audacy

Top Geographic Delivery:

City	Impressions	Views	View Rate
Washington	6,577	3,153	47.94%
Fairfax	1,884	894	47.45%
Arlington	1,559	769	49.33%
Alexandria	1,516	755	49.80%
Baltimore	1,340	743	55.45%

Performance by Ad:

Ad	Impressions	Views	View Rate
All out Hustle	102,282	44,693	43.70%
Folks Who Fancy	75,073	38,267	50.97%
UnCommon to the Core	5,793	3,207	53.36%

HER MAJESTY QUEEN MARGRETHE II 1972
Once upon a time a thousand years ago there was a king of DENMARK named Gorm the Old. All through the years his family has ruled the oldest Kingdom of the world, and the present Queen Margrethe the Second is a descendant of the old king Gorm.
DEL SOL
463
DEL SOL
BE MY VALENTINE
#67
#65
HANSON'S CLOCK SHOP JEWELERS

Some of what we know about you, now.

Rather than waste your time with the regurgitation of surface, inconsequential facts about Solvang easily referenced with a quick search on Wikipedia, we'll use this space as an opportunity to further expound upon an aspect of your destination that truly defines its sense of place: its community, and our deep understanding of how your efforts shape its future.

Chamber Executive Director Tracy Beard recently said, ***"We are a true community of churches, businesses. We have a great hospital. We have a thriving business community [built on] tourism. Community is what we're about."***

We couldn't have said it better ourselves.

With outstanding developments like the Solvang Festival Theater's renovation, and the eventual building of 43 apartment units along Alamo Pintado Road, as well as upgrades to Solvang Park and the installation of pickleball courts at Hans Christian Andersen Park during the pandemic, progress is undeniable. And, where there is community development, there is tourism product development — the two are inextricably linked and work together to give visitors more things to do when they visit.

MORE THINGS TO DO = LONGER AVERAGE STAYS = HIGHER VISITOR SPEND

Indeed, and in such stark contrast with behemoth competitive destinations Santa Barbara and Santa Ynez, every additional dollar visitors from your key feeder markets spend in Solvang is an additional dollar reinvested into your small, close-knit community. That's meaningful, and ever increasing because the success of the City during a difficult past couple of years has been undeniable. And, often, success leads to pressure from stakeholders to ensure ADR, occupancy and visitation continue to climb because when mid-week visitation grows flat or occupancy in the shoulder season begins to dip, your stakeholders and residents all feel it. The weight of your efforts is immense and, like the time capsule just buried behind Mortensen's in celebration of the Chamber's 100th Anniversary, will reverberate through the years, shaping the future of the destination for generations to come.

So, what will the future look like? We've included our vision on the coming pages.

Giving it Life

Sample Solvang Campaign.

To say that we believe in Solvang would be an understatement. In truth, the Danish strength of conviction, sense of fairness, unsurpassed authenticity, and salt of the Earth community values vibrating through the destination are intoxicating, and we're consumed with the pursuit of a brand and campaign purpose that reflects these attributes. As previously mentioned, part of our research in service of your future campaign articulation will be to identify this brand purpose. A purpose that allows visitors, locals, and partners to see you as purposeful, inspiring, and committed to a higher ideal — something greater than simply the experiences you deliver. One that allows you to forge an authentic and lasting emotional connection with travelers — the sort of connection fueled by an experience the consumer can only have in Solvang. To deliver this experience, we'll need to work to tie your tourism products to the real, raw, and tremendously personal pursuit of self-discovery — a journey so many are taking on the heels of a global pandemic.

You're far more than "The Danish Capital of America" and as such, if we may, we'd like to utilize this opportunity to articulate our vision for your destination — something we haven't yet fully accomplished within the confines of this proposal.

BE A MOVEMENT

Oh, what a time to be alive. And, what a time to be marketing a destination. You must feel it, even if it's occasional. In the midst of historic inflation and while the nation is teetering on the edge of recession — we've used the last 12 pages to talk about how to get more people to go on vacation in Solvang. Is that important? Sometimes, it doesn't feel that way, especially against the backdrop of our collective new normal. And, perhaps it isn't. Perhaps vacationing isn't as important as reaching beyond the destination brand, and forming a movement. A movement toward renewed hope and light-hearted laughter. A movement back toward togetherness, one forged in the unbreakable bonds of family, friends, and loved ones. A movement that'll remind us all, if only for a weekend, that it's ok to smile; its ok to reacquaint yourself, with yourself. It's ok to find solace in the steady traditions of the ages, while embracing new discoveries at every turn.

Together, we can find it.

Find your freedom.
Find your fairytale.
Find your fire.
Find your Danish Heart, and SoCal Soul.

Find it in Solvang…

CAVEAT*

***The following concepts were developed by the Charrette Agency team without the benefit of our comprehensive branding process or input and feedback from City of Solvang stakeholders.**

DANISH HEART.

SOCAL SOUL.

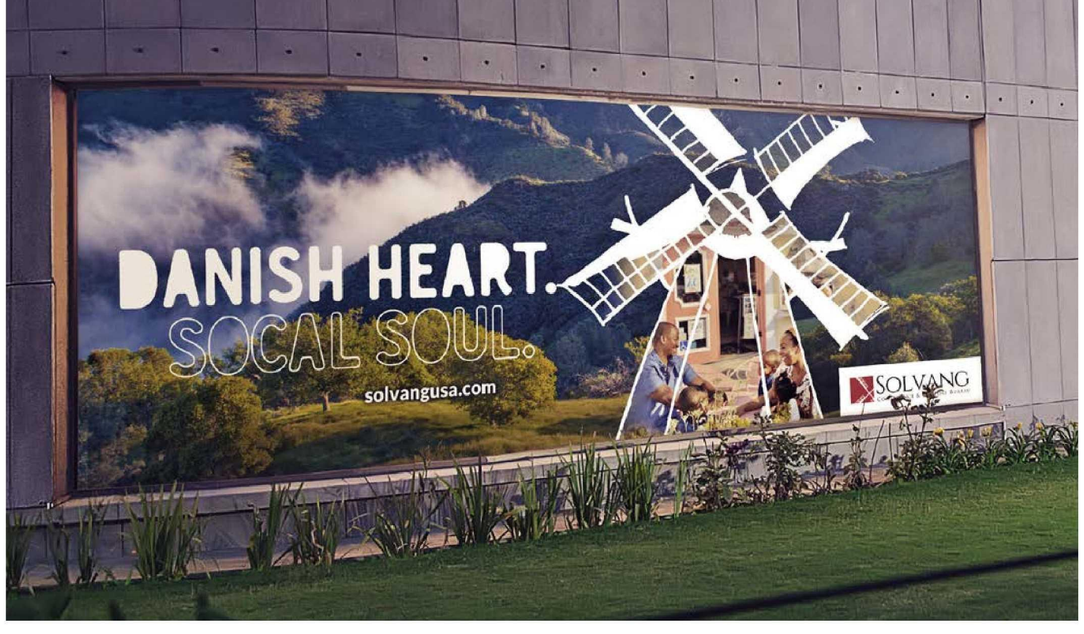
Concept 1

Ad Campaign Concepts

Ad Campaign Concepts

SOLVANG
CONFERENCE & VISITORS BUREAU
DANISH HEART.
SOCAL SOUL.
Maybe it's the Santa Ynez Mountains that surround you.
Or the sun-drenched valley that opens to reveal a hidden gem.
It's that special place, built on tradition, but far from traditional.
We invite you and your family to experience something so very Solvang.
solvangusa.com

Page 51



Out of Home — Digital and Traditional

Programmatic Display Samples - 300x250 and 728x90 leaderboard

DANISH HEART.
SOCAL SOUL.

Concept 2

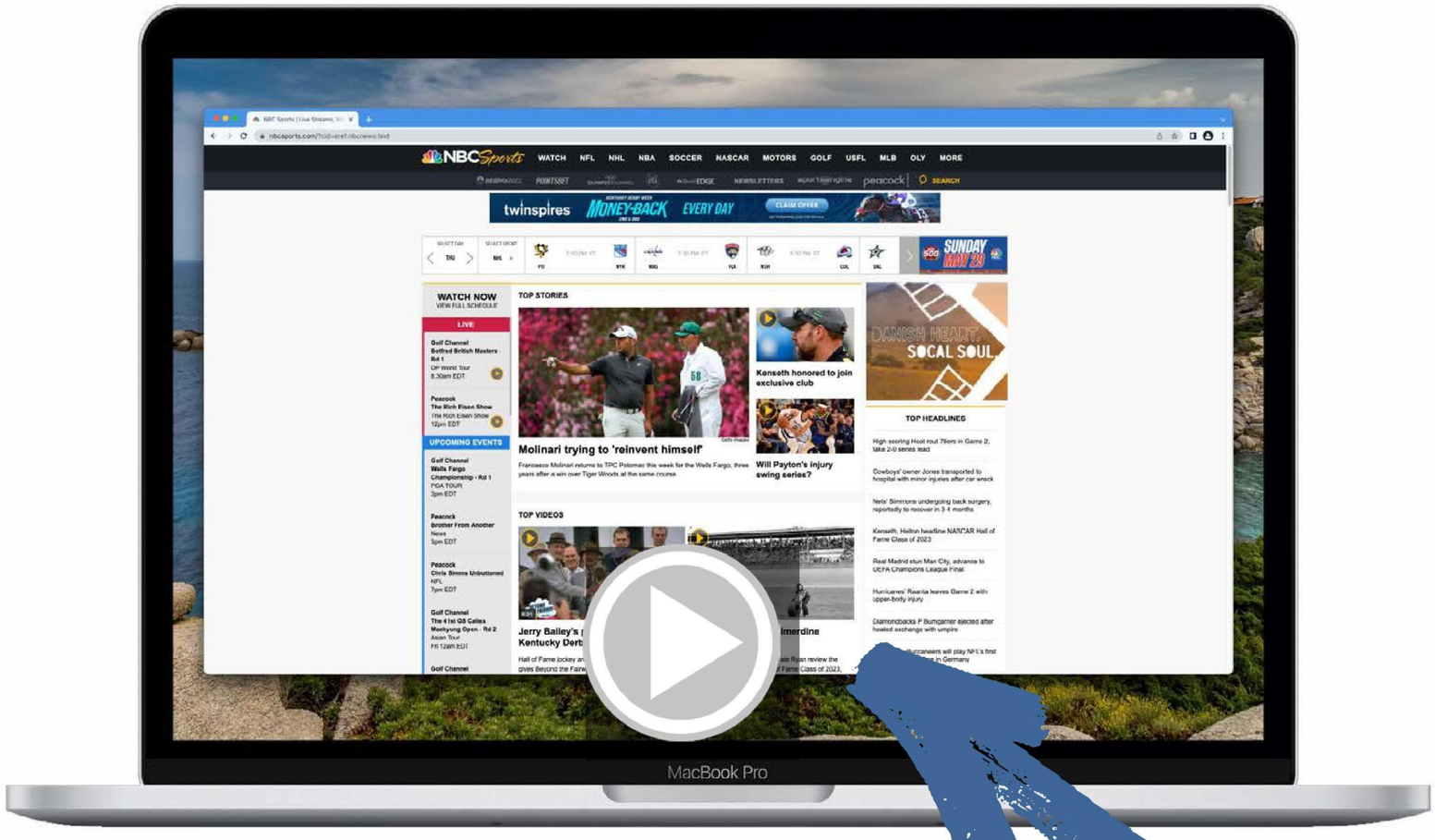
Ad Campaign Concepts

Ad Campaign Concepts

DANISH HEART.
SOCAL SOUL.
Find it with friends.
Find it in Solvang.
SOLVANG
CONFERENCE & VISITORS BUREAU
solvangusa.com

High Impact Interstitial Ad Unit

This page contains interactive components. Please click the play button to open a new window and view the animation on Vimeo.



Animated programmatic display sample placement

Programmatic Display Samples - 300x250 and 728x90 leaderboard

Out of Home — Digital and Traditional

References

Sometimes, the best voices for the agency come from the people we've been able to impact. We encourage your team to give a few of our clients and media partners a ring. Ask their opinions on our work, our leadership, our professionalism and most importantly, our results.

Discover Winchester - Frederick County
Justin R. Kerns, TMP
Executive Director
justin.kerns@visitwinchesterva.com
540.542.1326
Winchester-Frederick County Tourism Office
1400 S. Pleasant Valley Road
Winchester, VA 24457

Elsinore Valley Municipal Water District
Bonnie Woodrome, APR
Community Affairs Supervisor
bwoodrome@evmwd.net
951.674.3146 Ext. 8274
Chaney Street, Lake Elsinore, CA 92530

City of Virginia Beach
Convention & Visitors Bureau
Michael Woodhead
Tourism Consultant
vtwoodhead@gmail.com
2102 Parks Ave. #500
Virginia Beach, VA 23451
571.236.3278

Media References

Ali Weatherton, News Director
ABC Affiliate
aweatherton@13newsnow.com
757.692.3820

Kayla Gaskins, Reporter
NBC Affiliate
kayla.gaskins@wavy.com
954.673.9975

Barbara Hamm Lee, Executive Producer
WHRO, PBS
Barbara.Hamm.Lee@whro.org
757.724.9468

Proposed Pricing

Nothing in life is free. Except for account services.

You may have noted earlier in this proposal, but at Charrette, we don't believe in charging our clients to manage their accounts. After all, isn't that what you've hired us to do? Here, you'll never receive an invoice for hourly account services time accrued during weekly status meetings, email exchanges, presentations, impromptu emergency meetings, or for a virtual lunch and a chat we had about preparation for an upcoming city event. We also won't charge you for counsel, or a shoulder to lean on. For us, it's quite simple. That's how true partnerships work. We plan to become integrated with your business and your bottom line, to serve as an extension of your team and to collaborate at every step along the way. We'll be responsive, we'll plan proactively and, should the need for reactivity arise, we'll move with urgency— all without keeping an eye on the time clock — or the air miles amassed. When you partner with Charrette, we'll be there when you need us. Period.

Proposed budget.

At Charrette, we deliver great work. To borrow an old adage, we do so at a profit if we can, at a loss if we must, but always — great work. And, we believe amazing ideas, the sort of ideas that shape our great work, should never be restrained because of budget. To this aim, we strive to create flexible, scalable pricing solutions that are both effective and streamlined. Please review the budget proposal we've included on the coming page. **These costs are calculated using our blended hourly agency rate of $125.**

As a matter of policy, the agency will issue a written estimate ahead of any assigned work or out-of-pocket expenses. Once the estimate is approved, the agency will perform the assigned task or make the approved purchase, then issue an invoice. We operate on a net 30-day payment cycle, and welcome the opportunity to discuss any aspect of this structure further should we **earn** your business.

MAXIMUM NOT TO EXCEED BUDGET PROPOSAL		
PROCESS	**MILESTONE DELIVERABLE**	**FEE**
Project Kick-Off & Destination Immersion	**Statement of Work** *inclusive of project benchmarks, budget and identified KPIs*	$7,500
Existing Data Review	**Summary** *analysis of existing research and implications for the project.*	$2,500
Competitive Messaging Analysis	**Competitive Audit Analysis** *document that can be shared with stakeholders. This information will identify competitive destination positionings, marketing strategies, and messaging.*	$5,000
Consumer Audit	**Summary overview of target audience(s)** and salient characteristics.	$3,000
Stakeholder & Community Engagement	*A detailed **Stakeholder Engagement Report** prepared in a form that can be shared with stakeholders. This Report will provide an overview of the City's marketing communications potential and its emotional experiences, beyond the services and products it provides. The Report will name initial opportunities to explore in future planning, positioning, and development.*	$15,000
Strategic Development & Insight Mining	**The Strategic Brief** *distills all previous research insights and proposes a campaign platform*	$5,000
Campaign Concepting	**Campaign Concept Presentation Deck** *brings the approved Strategic Brief to life, and is inclusive of at least 2 campaign creative concepts and associated art directions.*	$15,000

(Continued)

PROCESS	MILESTONE DELIVERABLE	FEE
Paid Digital Media Planning, Placement, Optimization & Reporting	**Paid Media Plan** *a comprehensive, multi-channel strategic digital media plan targeting approved key audiences with campaign messaging.* **Monthly Media Performance Presentations & Reports** *identifies KPIs, highlights top performing areas of the campaign and provides overall analysis of performance with key insights and major action items*	$20,000
Public Relations Planning	*Strategize, plan, and pitch earned placements in relevant regional and national publications*	$10,000
Paid Media Budget	**N/A**	$200,000
Campaign Development	**Creative Presentation(s)** *inclusive of up to three rounds of revisions for the chosen campaign direction prior to building media assets for campaign launch, as well as Production Shoot Concepts / Storyboards for upcoming videography and photography collection** **does NOT include the actual costs associated with outsourcing the production shoot itself.*	$25,000
Ongoing Account and Project Management	**Bi-Weekly Project Status Reporting** **Project Schedules** **Estimates** **Presentations as needed** **Timely phone and email communication**	No charge.
TOTAL		**$308,000**

ADDENDUM ACKNOWLEDGEMENT FORM
RFP 2022-01 – ADDENDUM #1

CITY OF SOLVANG
1644 OAK STREET
SOLVANG, CA 93463
805-688-5575

Proposal No: RFP 2022-01

Proposal Title: TOURISM MARKETING MANAGED SERVICES

Proposal Due Date: May 6, 2022 @ 5:00 p.m. PST

ADDENDUM NO: 1 Date: April 22, 2022

PLEASE BE ADVISED THAT THE FOLLOWING CHANGES ARE APPLICABLE TO THE ORIGINAL SPECIFICATIONS OF THE ABOVE REFERENCED RFP:

This addendum includes the following:

1. Written Responses to Written Inquiries

THIS ADDENDUM NOW BECOMES A PART OF THE ORIGINAL RFP.

THE ADDENDUM ACKNOWLEDMENT FORM SHALL BE SIGNED BY AN AUTHORIZED COMPANY REPRESENTATIVE, DATED AND RETURNED WITH THE RESPONSE.

RESPONDENT: Charrette Agency, LLC BY: Season Roberts

ADDRESS: 249 Central Park Avenue, #300-139 PHONE: 757.354.2144

CITY, STATE: Virginia Beach, VA 23462 DATE: 05/06/2022

AUTHORIZED SIGNATURE: Season Roberts

PRINTED NAME; Season Roberts TITLE: Principal & Director of Client Communication

Thank You!

CHARRETTE

CHARRETTEAGENCY.COM

Response to RFP Tourism Marketing

Solvang RFP

May 6, 2022

TJA Advertising :: Public Relations

Prepared for **Solvang**
Prepared by **TJA Advertising**

Dear RFP Selection Committee:

Thank you for the opportunity to present our response and plans to the City of Solvang's Request for Proposal to provide Tourism Marketing Managed Services. Our TJA Advertising & Public Relations team is excited for the opportunity to work with the City of Solvang in their efforts to increase overnight stays, build TOT, and increase occupancy and RevPAR, as well as rejuvenation of business and restaurant patronage.

TJA Advertising & Public Relations orchestrates an ongoing strategy that coordinates all marketing communications whereby these components work together at predictable intervals for maximum efficacy. The City's brand is only as good as the media plan, public relations, market research, social media management, and, most importantly, their expert account service team.

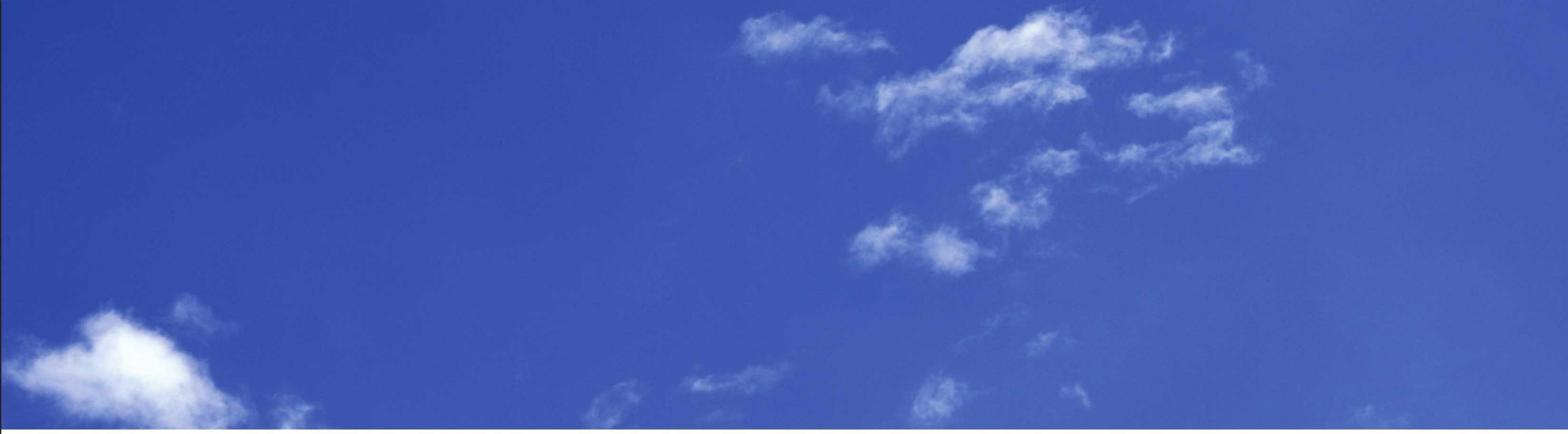
As domestic travel continues to bounce back from the recent pandemic, we understand the immense challenges the City has gone through and its need for a true expert partnership to energize and expand its lodging and business growth. Solvang offers a very unique brand. It offers a distinct taste of Europe, which is complemented by a local, well respected California wine region, diverse outdoor activities, historical points of interest, and a celebrated neighboring Chumash community.

Our extensive experience in tourism marketing, combined with our intimate knowledge of the City of Solvang and the surrounding areas, enable us to assume responsibility for this account without wasting costly start up time. We look forward to a close working relationship with the City of Solvang and its stakeholders to support the key initiatives within the marketing plan that we develop with you. The partnership between The City of Solvang and TJA will include a complete turnkey, multi-layered approach that drives response from our marketing efforts to increase lodging occupancy and business and restaurant patronage. Together, these marketing efforts will reinforce and revitalize the City's brand, inevitably increasing its economic growth.

Thank you again for this wonderful opportunity to present our Response to the City of Solvang's RFP.

Sincerely,

John Sorgenfrei
President and Owner, TJA Advertising
john@tjaadvertising.com



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Proposal submitted by

TJA Advertising & Public Relations, Inc.
S Corporation

Main Office

500 Cypress Street, Suite S11, Pismo Beach, CA 93449
(805) 541-6020 | (805) 541-6022 FAX | john@tjaadvertising.com

Management Team Pismo Beach

John Sorgenfrei | Account Supervisor
Claudia Torkelson | Social Media Director
Quint Stevens | Creative Director
Rick Turton | Website/On-line Director
Georgina Stassi | Director of Public Relations
Eileen Morris | Content Creator and Director of Stewardship & Educational Outreach
Melissa Hageman | Finance Manager

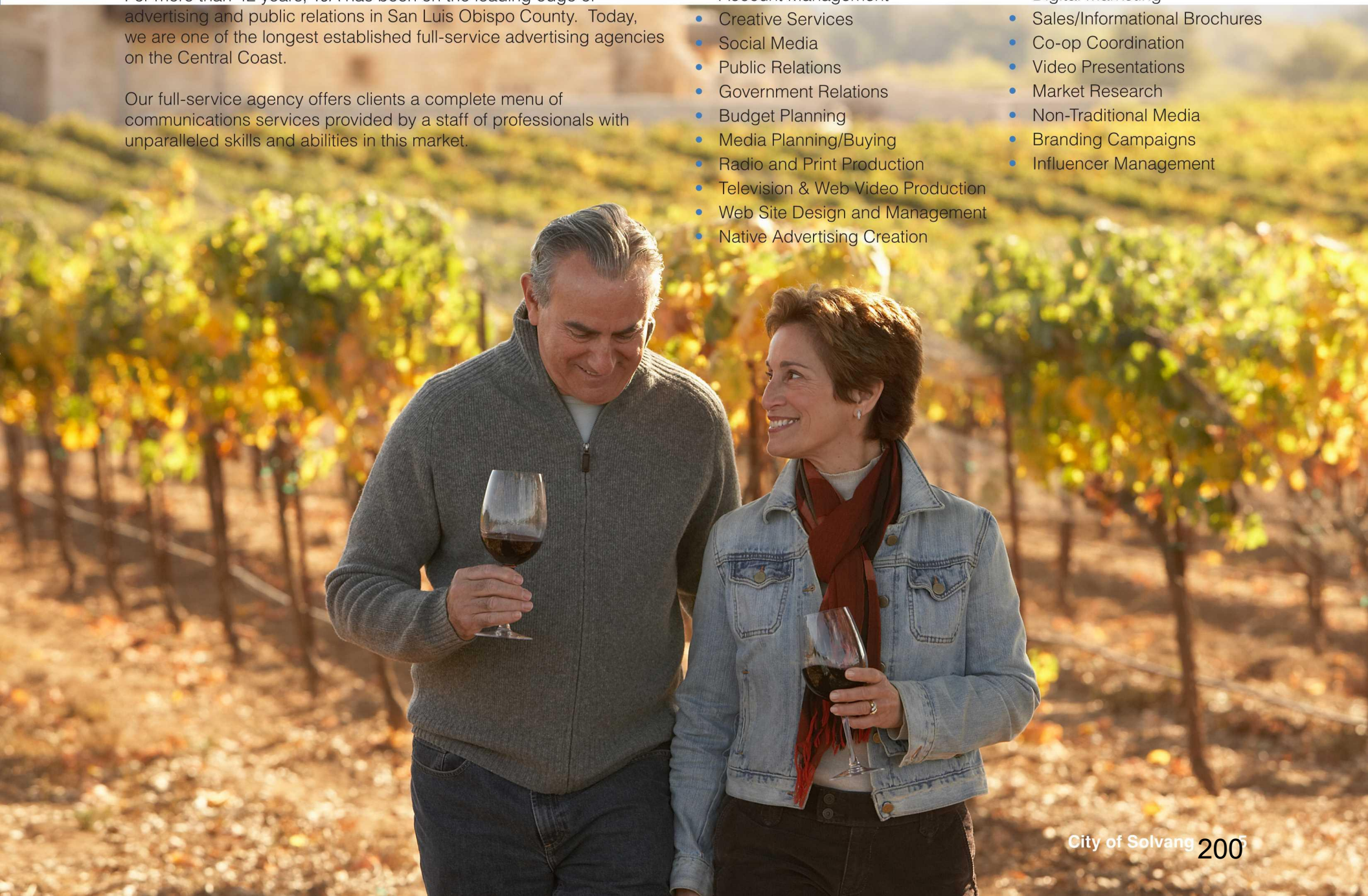
History

For more than 42 years, TJA has been on the leading edge of advertising and public relations in San Luis Obispo County. Today, we are one of the longest established full-service advertising agencies on the Central Coast.

Our full-service agency offers clients a complete menu of communications services provided by a staff of professionals with unparalleled skills and abilities in this market.

General Capabilities

- Account Management
- Creative Services
- Social Media
- Public Relations
- Government Relations
- Budget Planning
- Media Planning/Buying
- Radio and Print Production
- Television & Web Video Production
- Web Site Design and Management
- Native Advertising Creation
- Digital Marketing
- Sales/Informational Brochures
- Co-op Coordination
- Video Presentations
- Market Research
- Non-Traditional Media
- Branding Campaigns
- Influencer Management



Past Campaigns and Successes

Tourism and destination promotions have been a cornerstone of our business since our inception 42 years ago, and we have a long history in the area of tourism marketing. We have produced advertising and marketing campaigns for a wide variety of tourism-related accounts. Many of these campaigns involved media placement, creative design, social media, web site development/design, digital marketing, public relations, branding, market research, broadcast television, radio, Internet advertising, email newsletters, event development/promotion, and a wide array of collateral production. One of our long-established clients is Pismo Beach.

Pismo Beach CVB and LBID

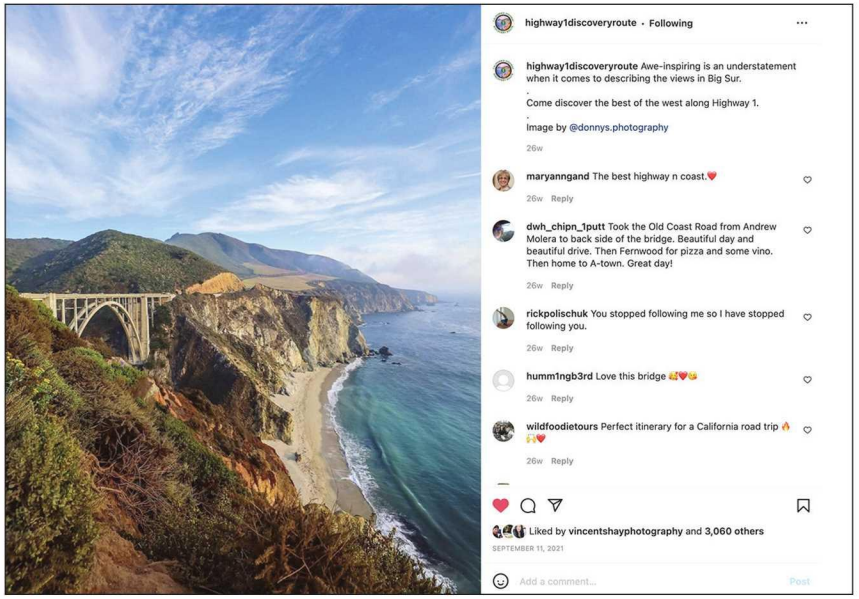
TJA has worked with the Conference & Visitors Bureau of Pismo Beach, LBID, PBHA, and the City Council to re-brand and re-position the City of Pismo Beach to a more affluent visitor over the years. The goal was to increase TOT from visitors spending more money and staying longer. The media was re-directed, the image and theme of all the advertising was changed, and this resulted in a much higher TOT and larger general fund growth rate. The lodging properties also enjoyed more visitors coming to Pismo Beach from Orange County, Los Angeles, San Francisco, and other target markets, with less dependency on Central Valley visitors. Pismo Beach continues to enjoy a higher room rate and increased city revenues each year. While there are many factors, which contribute to the City's success, we feel our firm has played a significant role in this positive outcome. We continue to have more visitors than any other city or BID in the County and beyond, and our TOT has experienced solid growth over the years. This growth and other milestones will be discussed later in this proposal.

Avila Beach

TJA assisted Avila Beach business and lodging owners in securing tourism mitigation funding from Unocal for losses incurred because of the Avila Beach oil spill. Unocal agreed to provide funding ($400,000), but it would not release these funds until a marketing and branding plan was developed and approved by them. TJA developed the marketing plan, which included the use of market research and data retrieval, to demonstrate the best use of future media and public relations efforts. TJA produced outdoor advertising, designed the website visitavilabeach.com, wrote and produced a short video for tourism outreach, and worked with the lodging and business community to develop the first ever Avila Fish and Farmers' Market event, which brought thousands of new people into Avila Beach. TJA worked with the business and lodging community of Avila Beach, making the small beachside community a valued tourist destination once again. Today, TJA continues to work with Avila Beach on growing its tourism, including participating in many co-op and shared events with Pismo Beach.

Highway 1 Discovery Route

TJA Advertising has been proudly managing the social media accounts for the Highway 1 Discovery Route since 2016. Additionally, TJA is responsible for the day-to-day content creation, community management, and reporting on all social media platforms. During CBID meetings, Highway 1 Discovery Route's other Local Fund Areas look to TJA for guidance on their social media content. For example, TJA created a social media toolkit as a guide for the LFAs to use during the Hidden Secrets campaign.

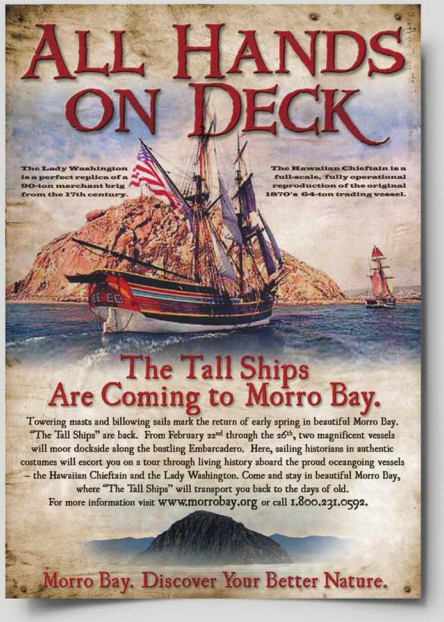


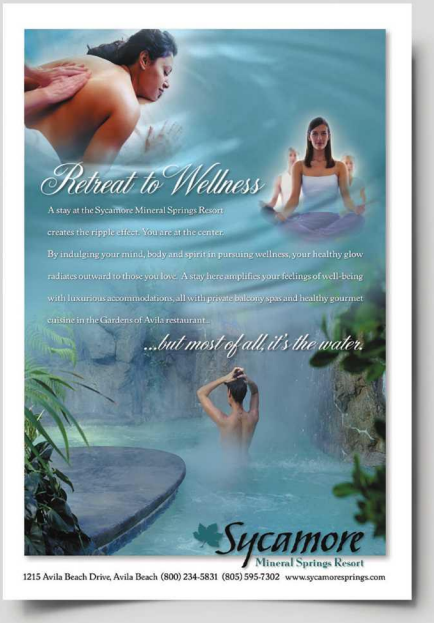
Marketing Campaigns and Successes

Present and Past Marketing Experience

TJA Advertising has a great deal of experience working with many DMOs, lodging properties, events, and other related tourism accounts. Our depth of experience in tourism goes back over 20 years.

- **City of Pismo Beach** (Agency of Record for over 20 years)
- **City of Morro Bay** (Agency of Record for over 20 years)
- **Moonstone Hotel Chain** (Branding campaign for all 10 properties)
- **Sycamore Mineral Springs** (Agency for over 10 years)
- **Dolphin Bay Resort** (Marketing the opening of hotel)
- **City of Solvang** (Marketing support 2 years)
- **San Luis Obispo County Airport** (Logo design and served on the Marketing Committee)
- **Merced Airport** (Marketing grant for small airport development)
- **Santa Maria Airport** (Agency for over 8 years, promoted new Allegiant Air Service. Public Relations, advertising, logo design and collateral)
- **San Luis Obispo County Tourism** (Developed co-op campaigns prior to the formation of BID)



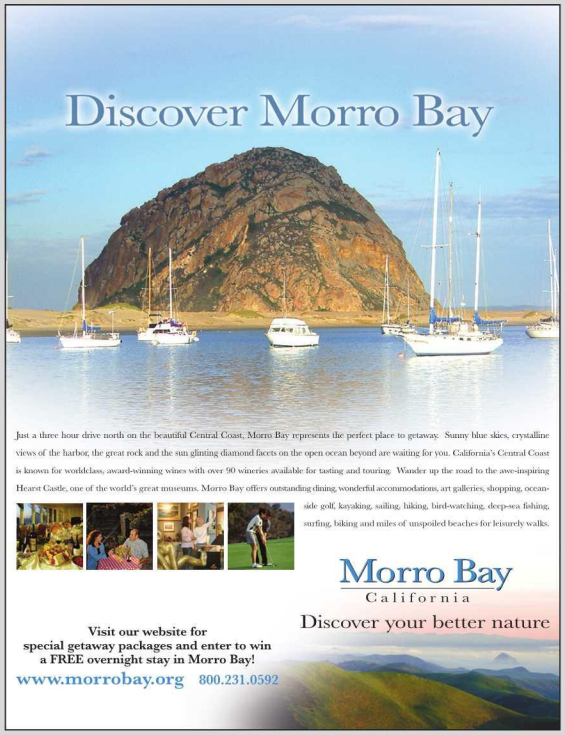


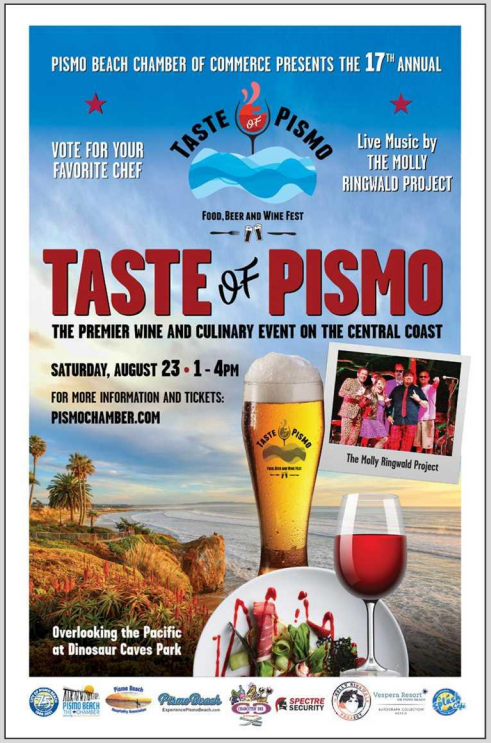
Present and Past Tourism Event Marketing Experience

TJA Advertising has handled all of the marketing of these events, which involved public relations, advertising, logistics, video production, website insertions, collateral and more.

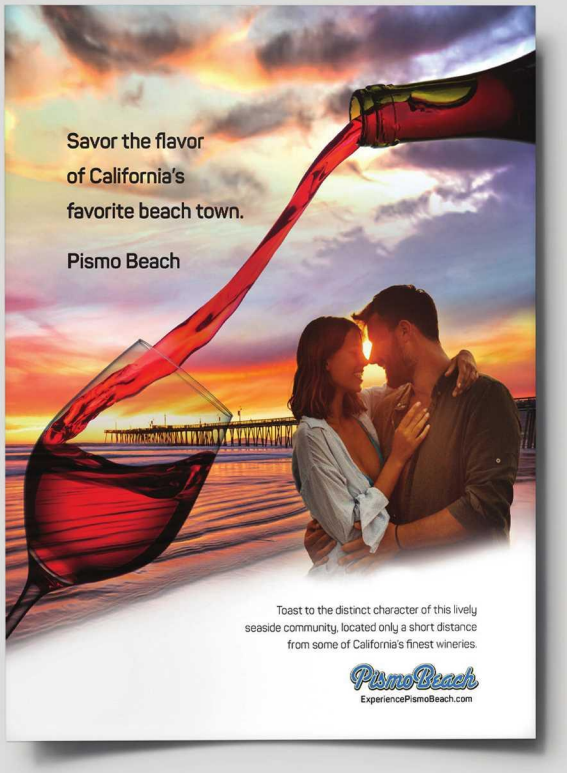
- **Wine, Waves & Beyond**
- **Chardonnay Symposium**
- **Taste of Pismo**
- **Jazz Jubilee**
- **WSA Surfing Championships**
- **Pismo Beach ISA World Para Surfing Championships**
- **Pismo Beach Clam Festival**
- **Pumpkins in the Park**
- **Wine Walks**
- **Classic California Christmas**
- **Chapman House Swingin' by the Sea**
- **Pismo Classic Car Show**
- **Holiday Harmony & Tree Lighting Ceremony**
- **4th of July Fireworks Celebration**
- **Pacific Breeze Concerts**
- **Avila Farmers Market**
- **Morro Bay Harvest Festiva**
- **Morro Bay Winter Bird Festival (started by TJA)**
- **Morro Bay Tall Ships**
- **Morro Bay Car Show**
- **Morro Bay Margarita and Avocado Festival**
- **SLO Film Festival**

Current and Past Creative Work





Find it all in Pismo Beach!
Come visit us at the LA Magazine Food and Wine Event on October 24th and sample the wines from the Central Coast and Edna Valley.
Toast to the distinct character of this lively seaside community, located only a short distance from some of California's finest wineries. Book your stay today and make Pismo Beach your Wine and Waves destination.
PismoBeach
ExperiencePismoBeach.com


Savor the flavor of California's favorite beach town.
Pismo Beach
Toast to the distinct character of this lively seaside community, located only a short distance from some of California's finest wineries.
PismoBeach
ExperiencePismoBeach.com

Explore. Exhale. Experience.
#MyPismoBeach
Pismo Beach is located half way between Los Angeles and the Bay Area and is famous for its miles of beautiful white sand beaches, great accommodations and a rich wine region, only minutes away. Come visit Pismo Beach and try surfing, kayaking, exploring the dunes and our wonderful dining opportunities.
PismoBeach
ExperiencePismoBeach.com

Objectives and Strategies

Objectives

1. Increase shoulder season growth and mid-week travel to aid the lodging properties when occupancy slows.
2. Continue to market to areas of Southern California and Bay Area and target a higher demographic spender providing more revenue.
3. Explore new markets of Sacramento and San Diego to increase overnight stays.
4. Market to the wine enthusiast with cooperative work with the various wine organizations and Visit Santa Ynez group.
5. Increase visitors to solvangusa.com.
6. Support Social Media, Advertising and Public Relations efforts with partnerships with regional magazines, such as, LA Magazine, Orange Coast Magazine, Sunset, Westways AAA, 805 Living, and other targeted publications and digital platforms.
7. Work with CCTC, Visit California, Visit Santa Ynez, and other supporting organizations.

Strategies

1. Targeting and research to increase effectiveness at reaching various markets with a trackable call to action.
2. Promote and maximize the potential of local events that encourage visitors to stay longer via a variety of activities.
3. All banners, marketing materials, brochures, and social media posts/videos will have a call to action with Lodging Specials.
4. Develop and explore co-op and marketing opportunities with various organizations.
5. Foster relationships with strategic partners of the lodging and Solvang business community.
6. Increase communication with local businesses and the hospitality industry on efforts and upcoming events.
7. Work closely with Visit Santa Ynez Valley to explore co-op opportunities and to avoid duplication of efforts whenever possible.
8. Attend Summits and Board Meetings.
9. Distribute a monthly newsletter that is beneficial and informative for all partners.
10. Identify quality Social Media Influencers and have them support the Social Media tactics with followers as well as gaining photography and video to add to the creative library for Solvang.
11. Develop more video content to support branding and marketing.
12. Develop more native content to support brands.
13. Sponsor events and activities that align with and further develop brands.
14. Continue to report impressions and referrals to the website lodging page after each advertising campaign on the website.
15. Produce cooperative marketing opportunities with related entities.
16. Provide fulfillment collateral for advertising responses and press inquiries.
17. Create marketing and communications tools for the various lodging properties to co-promote events and activities.

Measurements

1. Monitor TOT, RevPAR, and occupancy, as well as followers on Instagram and fans on Facebook, and report each month to the Board and place on the new portal.
2. Measure success of advertised events by attendance and ticket sales.
3. Continue to measure Newsletter open rates and subscription growth.
4. Continue to report website stats and growth.
5. Create a new marketing portal on the website to house current marketing and media plans, press releases, photography, videos, campaigns, and results. This portal will be password protected and will grant access to all lodging properties in Solvang, as well as the City Council, City Staff, Tourism Board, and other lodging.
6. Increase RevPAR and TOT Growth.
7. Calculate how many group tours came through Solvang.
8. Obtain surveys from event organizers showing out of the area attendee data.
9. Track visitors to solvangusa.com.
10. Grow Social Media each year 2022-2025 across all platforms.

New Marketing Plan for 2022-2023

How we will work with you

TJA offers the team, experience, tools, and approach to efficiently implement a results-oriented, measurable marketing plan and effective programs that will achieve the City of Solvang's objectives. We are fully prepared to provide all requested services, including:

- Research and Analysis
- Destination Brand Assessment and Evolution
- Marketing Plan Development
- Strategy Implementation
- Advertising Plan, Research, Planning, and Implementation
- Public Relations Plan Research, Planning, and Implementation
- Promotional and Events Strategies
- Constituent (internal) Communication
- Stakeholder Strategy, Communications, and Implementation
- Website Enhancements
- Website Updating and Maintenance

- Increase resident communication via direct messaging as well through social media channels using the comments sections to build positive relationships and mitigate complaints so that residents feel their voices are being heard. Place paid social media advertising with positive messages solely targeting the residents of Solvang.

- Educate the residents on what tourism actually "does for them," as it leads to the collection of TOT and increases the General Fund.

- Create messaging on social media that attracts visitors for longer stays by featuring more sustainably minded content. Lean into itineraries featuring hotels, restaurants, and businesses to keep people in town for extended periods.

- Work with the new TAC Board and City staff to provide marketing direction and support to bring Solvang tourism to new high levels of growth, which contribute to increased TOT, Sales Tax, RevPAR, and attendance of events, as well as increasing patronage of the restaurants and retails stores in the City.

- Work with the Solvang Chamber of Commerce to develop promotions and ideas that will increase local business growth and profitability to that of 2019 and beyond.

- Develop and implement a Stewardship Program tailored to the City of Solvang and adjacent environs focusing on the preservation of the City's history and culture.

Social Media Objectives and Recommendations

- Develop and execute a demographically targeted Social Media paid advertising campaign on Facebook and Instagram targeting specific geo-locations based on drive markets and niche interests.
- Implement improved and more frequent blog postings highlighting all that the town and the surrounding area has to offer. This will also help with SEO goals and objectives for the website.
- Publish high-quality email newsletters.
- Focus more heavily on the wine region, golf, and outdoor adventure on Social Media.
- Link back to the website on all Facebook and Instagram posts.
- Increase lodging specials and accommodations options enticing visitors to stay longer and spend more money.
- Improve website pages with CrowdRiff galleries and stories embedded throughout to boost SEO.
- Refresh Pinterest board using content from Facebook, Instagram, Travel Blogs, and Email communications.
- Refresh Instagram highlights to include more resources.
- Increase production of high-quality professional videos and photos.
- Partner with influencers to stay, photograph, and create content that we can utilize for our marketing efforts, thereby, saving the City costs on future production.
- Generate monthly reports outlining growth of Instagram, Facebook, YouTube, and all other social media platforms being utilized. Also report on top posts, blog results, and results of paid social media ads.

Website Objectives and Recommendations

Current Website:

Gain access to Google Analytics to build a baseline for future improvements. The main focus will be on lodging referrals.

- Gain access to the backend of solvangusa.com website to become familiar with how the site is constructed and to see in greater detail traffic sources.

- Update website information:

  Danish Days - 2019 info update to present.
  Julefest - 2021 info update to present.
  Blog Post - 01/19/2020 (most recent) update to present.
- Add content to Home Page to improve SEO.
- Propose future updates to refresh the current website.
- Determine status of current Booking Engine (https://solvangusa.hotelplanner.com/) by Lexyl Travel Technologies:
  - Is there a contract?
  - Is it a true OTA?
  - What percent is being charged for a reservation?
  - Are there any objections to replacing the current OTA?
- Explore lodging listings on the website that are outside of Solvang to improve TOT collection.

Possible New Website Design:

- It is critical to locate the latest spreadsheet (CMS file) that was used to upload the listings to the current website. This file makes a new website design more efficient as it reduces both hours and the amount of budget required.

- An updated or new website would focus on increasing TOT from lodging members:

  - Included on the new lodging detail page would be lodging links to their websites, their reservation pages, and their specials/packages pages.
  - Encourage lodging members to include specials/packages on their websites so we can link to them.
  - Monthly website metric reports would include Lodging Outbound Referral Reports from the three sources: websites, reservation pages, and specials/packages pages.
  - TJA is very experienced in the lodging metrics of Occupancy, ADR, and RevPAR.

- The new website would also include an improved events calendar (see visitavilabeach.com).

- A new home page would focus on lodging, events, and things to do, as well as the existing CrowdRiff gallery. TJA staff is very familiar with the CrowdRiff program and currently uses it with other tourism clients.

- The new website would maintain much of the existing content but would be checked for relevance and offer an enhanced user experience by organizing access to content from the main navigation menu.

- An Internal Use Reporting Portal/Dashboard, modeled after PismoBeachDashboard.com, will be created:

- Include Social Media Reports and Tactics, Website Metrics,
  - Advertising Creative and Campaigns, Revenue Monthly Reports and archive, TOT, RevPAR, Occupancy, and Sales Tax data. This creates a very convenient tool for all the stakeholders, City staff, and City Council to stay current on all campaigns, research, financial reports, and budgets regarding the marketing programs and their measurements for success. This would be housed on the website but would be password protected to serve this group only.
  - Website maintenance, SEO monthly work, content updates, reports, outbound link, and website monthly reports will showcase visits to the site, referral sources to the website, and referrals from the website to each lodging property in Solvang.
  - Portal updates and presentations will be provided to the Board each month.

Creative Strategies, Objectives, and Recommendations

Creative Recommendations

- Promote the rich Danish heritage, charming architectural style of the town, and the unique experience of a trip to Denmark without getting on a plane.
- TJA recommends keeping the tagline "The Danish Capital of America" as well as the current logo design. This is an iconic brand, which the City has invested much time and marketing dollars to promote. We see no reason to change this effective branding and messaging.
- Using "The Danish Capital of the World" brand, we can place a greater emphasis on what the surrounding area offers visitors, including the world-famous wine regions of Santa Barbara County, the nearby Santa Ynez Valley, and the other local wineries.
- Promote golfing, horseback riding, hiking, the Chumash Casino, the soon to open Chumash Museum and Cultural Center, Lake Cachuma, historical points of interest, and other activities, as well as the beautiful outdoor scenery, to visitors.
- Develop itineraries for two, three, and four day stays to encourage longer term visits in Solvang.
- Have a strong call to action in all paid advertising with "Check out our Lodging Specials" with a link to take the visitor to a dedicated landing page housed on the Solvang website, which will include all the various lodging specials from the Solvang properties that support TOT.
- Pay homage to the 1911 Danish founders by incorporating "Sunny Field" into the new marketing and advertising: "There is so much to do in our Sunny Field!"

Media Plan and Strategies and Key Target Demographics

Empty Nesters-Adults 50 plus
Those who can travel in the off season and mid-week. TJA recommends that we target upscale visitors who can stay longer and spend more.

Multigenerational Travelers
Those who wish to share experiences and build memories with their children and grandparents. These groups tend to plan around milestone life events and take multiple rooms or vacation rentals and more overnight stays.

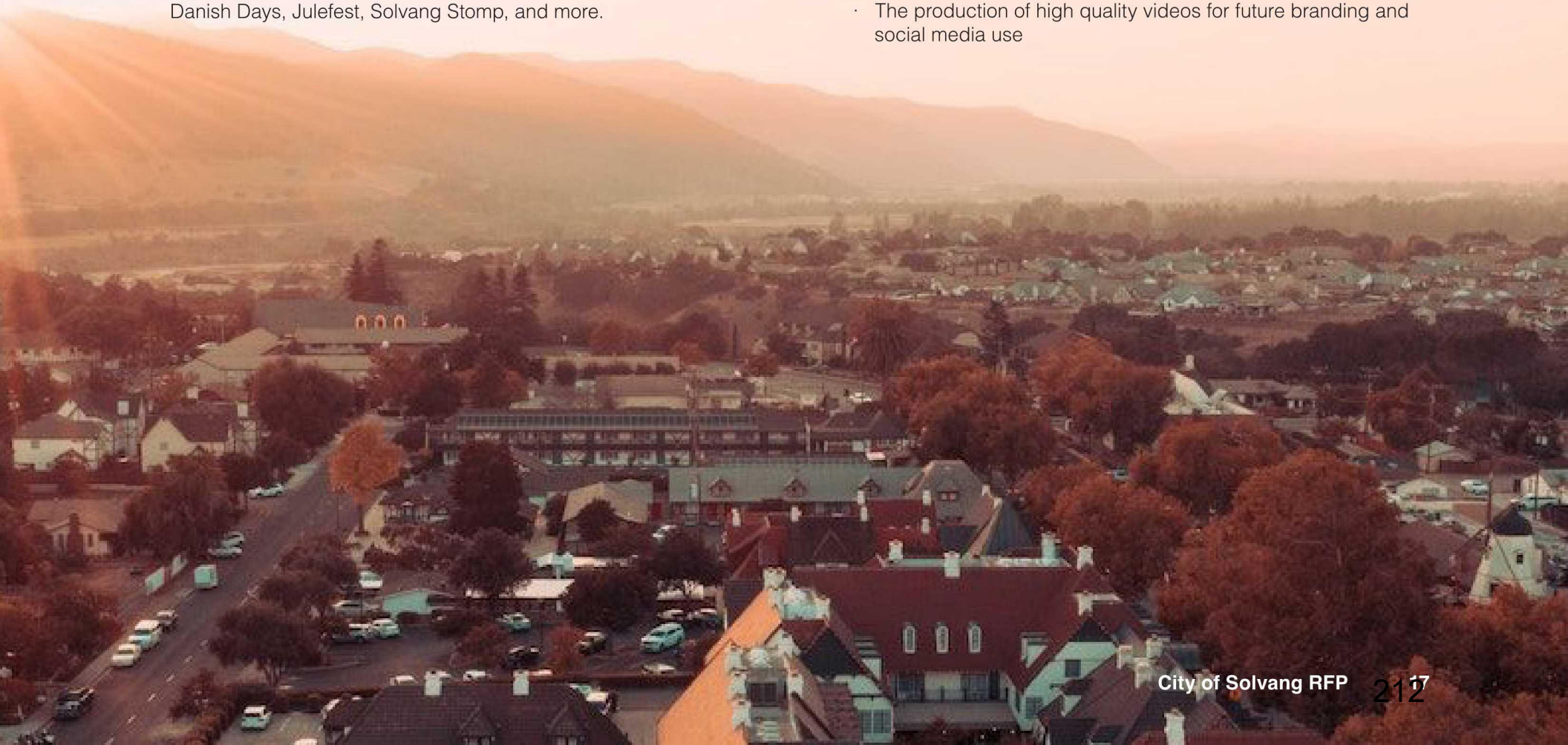
Next Gen Travelers
Younger couples and singles, feel good travelers, who use the latest travel technology to plan and book trips. This group gravitates towards the outdoor experiences and beautiful scenery as well as the nearby wine region.

Target Markets

Major emphasis on the three-to-six-hour drive markets to grow overnight stays and longer stays in the off season. Marketing to both Southern and Northern California as well Santa Barbara and Ventura counties and possibly Sacramento with print and digital advertising. TJA would like to explore further research to determine possible new markets with potential for future travel and gaining more overnight stays.

Media Tactics

- Develop new digital and native advertising campaigns with proven top media outlets with targeted email, social media, and retargeting. Some of those media partners include Los Angeles Times, SF Gate, Bay Area News Group, Google, Facebook, and Instagram targeted ads.
- Work with Tripadvisor on targeted digital campaigns and retargeting as well as continuing with your own dedicated Tripadvisor destination page that we manage the content on. Campaigns will utilize standard display banners, native stories, and outstream videos.
- Promote Solvang events, with the creation of posters, ad creative, ad placement, public relations, and social media with posting and targeted paid ads and creation of landing pages on solvangusa.com to provide ticket sales and visitors to the site. These events include Danish Days, Julefest, Solvang Stomp, and more.
- Take advantage of several co-op opportunities with visitsyv.com, CCTC, Visit California, and the Chamber of Commerce of Solvang.
- Utilize quality targeted Influencers by using an innovative marketing platform that simplifies the process of developing and distributing authentic brand stories for our clients. This platform provides us with the data and transparency needed to run successful content marketing and Influencer campaigns. Data includes:
    - Location of Influencers and their followers
    - Fraud & Audience Authenticity
    - Real-Time Access to TikTok, Instagram, Facebook, Twitter, and Pinterest Influencers
    - Passion Points of Influencers and their audiences
    - The production of high quality videos for future branding and social media use



Solvang: Experiencing Historical & Cultural Stewardship

A Stewardship program for Solvang residents and visitors will create opportunities to practice Stewardship in and around Solvang in the care and management of Solvang's rich history, diverse culture, lush agriculture, and fascinating natural world. It will educate them on how their personal involvement can impact, sustain, and preserve Solvang for generations to come. It can consist of tree planting and pruning, community gardening, Chumash appreciation, Danish heritage, removal of litter or invasive species, creation of green spaces, water conservation, as well as activities that help conserve, improve, or address land, water, or air quality issues.

TJA Advertising's Stewardship Department is led by team member Eileen Morris, our Director of Stewardship & Educational Outreach. Eileen enjoyed over 23 years in education. She has extensive business training, and holds a Master's Degree in Educational Administration.

Solvang's program will be available to all and can be accessed in person and/or virtually through the Solvang website, including its Blog, and social media channels.

Historical and Cultural Stewardship & Educational Opportunities

We believe a strong Stewardship Program promotes responsible tourism, empowers residents, and educates everyone involved by creating a sense of belonging and a voice in preserving this cherished community.

Educational activities and information: We will provide quarterly outreach and engaging lessons to local school districts, as well educators and parents.

STOP

Agency Compensation and Budget

It has always been our goal to ensure most of our clients' budgets are spent on media and advertising related tactics such as social media, public relations, website development and creative design, rather than on compensation for agency time such as mailings, phone calls, meetings, and every time we interact with you. Our agency offers all outside purchases, such as printings and mailings, with the standard agency markup of only 15%. However, upon clarification, we will consider 10% on 3rd party uses as identified by the City in the RFP. Each time the City of Solvang receives a monthly statement from our agency, all vendor invoices, and hours for various tactics, such as social media, website work, graphic design, and public relations, will be included for your review.

In our approach to the City of Solvang account, our goal will be to spend the vast majority of the allocated dollars on growing TOT and increases in sales in the City. TJA will take the standard 15% agency commission on all media. If the media is not commissionable, the agency will mark it up only by 15%.

This framework provides the agency the freedom to recommend all media, whether it offers a commission or not. Those areas that are non-media or not compensated by the 15% arrangement such as public relations, social media, website and art and design, will be billed on an hourly basis of $95.00 per hour. This rate is well below many other competitors' rates.

TJA is very flexible and will work with the TAC Board and Director to find the most cost-effective form of payment you prefer. If a retainer for some services other than account management is requested by the City, TJA will work to establish that form of compensation in the future. Finally, accountability is about fiscal responsibility. We promise cost-efficiency and transparency.

TJA will provide the City of Solvang with stronger creative, more media know-how, enhanced advertising clout, and more strategic alliances that will culminate in a greater impact per ad dollar spent.

Agency Hourly Fee Rates:

Accounting, media checking, budgeting, and billing (covered by 15% media commissions)
Management Services billed monthly at $1500 per month retainer
$95 per hour Creative design
$95 Broadcast and Video Production
$95 Influencer Management and Development
$95 per hour Website design, coordination, reporting and maintenance
$95 per hour social media marketing for Facebook, Instagram, YouTube, TikTok Pinterest, planning and postings, ad creation, content development, and stat reporting
$95 per hour public relations coordination

*Extensive campaigns beyond the scope of work for public relations, digital and social media would be quoted and approved in advance. Hourly charges are not to exceed approved budget amounts for each category without Executive Director approval.

2022-2023 Budget Solvang TAC:

*Advertising and Media, Digital, print, broadcast, streaming	$ 120,000
Management Services	$ 18,000
*YouTube, Facebook, Instagram Advertising	$ 24,000
Branding Graphic Design	$ 10,000
Public Relations and Stewardship	$ 10,000
*Contingency Advertising	$ 10,000
*Cooperative Media	$ 8,000
Social Media Execution and Management	$ 30,000
Influencer/Content Development	$ 20,000
Website Design and Maintenance	$ 30,000
Video Production for Social Media, Events, Web site	$ 20,000
Grand Total	**$ 300,000**

*Total 15% TJA commissions (already included in the above total for media placement)

Account Supervisor Management includes attending TAC meetings monthly and other meetings as needed with the City staff and/or possible presentations made to the City Council. Management of event marketing, as well as attendance of key events, media planning and buying, supervision of account teams, as well as supervision of art and video production, is also included in Account Supervisor Management.

WHY TJA Advertising and Public Relations?

Our agency takes a “hands-on” approach. We like to consider ourselves an extension of each client’s business and we work as if we are partners. We are keenly aware that the City of Solvang is not looking for just a vendor, but a true long-term partner in their efforts. TJA is ready to be that partner.

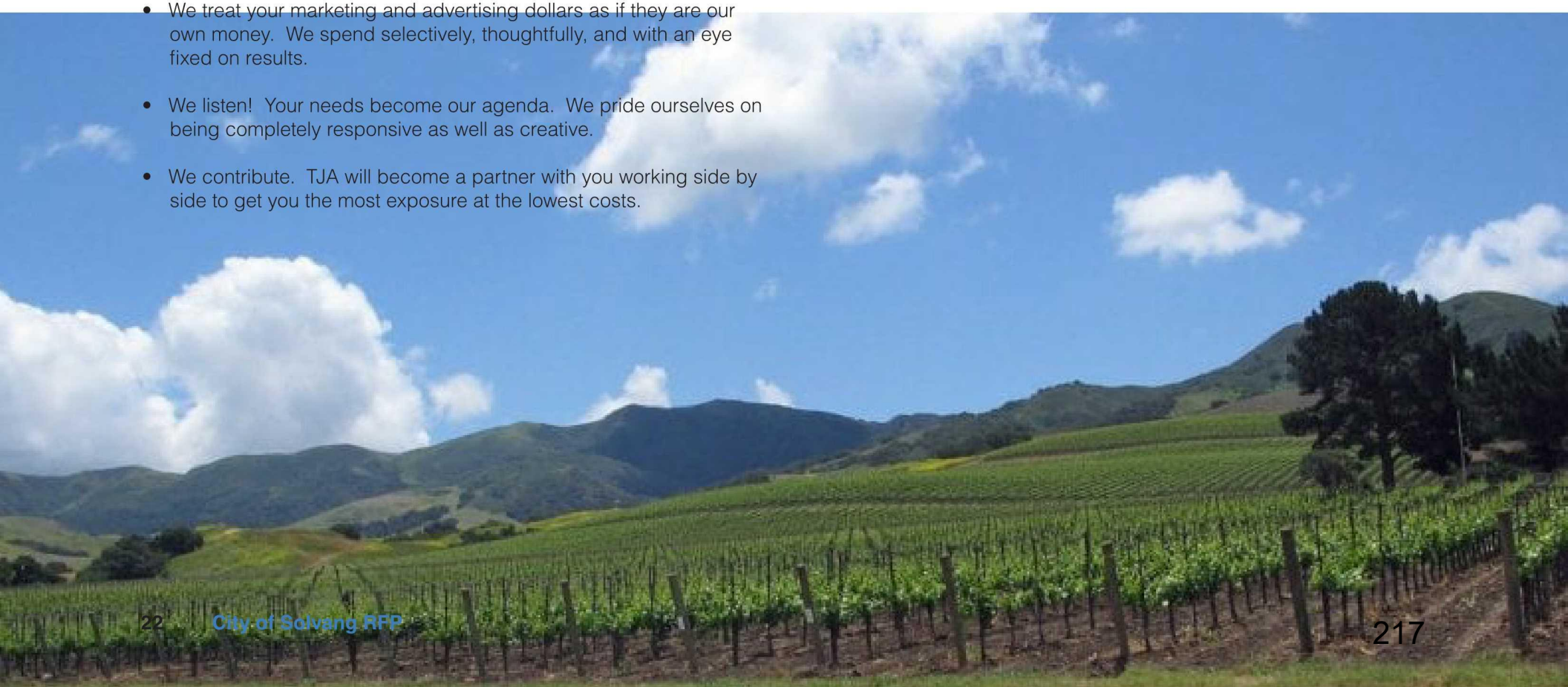
Our staff brings decades of tourism marketing and advertising experience. This talented group has the ability to think out of the box with unparalleled creative concepts. We are rewarded when our clients are successful and continually search out new innovative approaches to achieve those successes.

TJA has both the industry knowledge and necessary experience to effectively handle the City of Solvang’s marketing efforts. We are extremely enthusiastic about working with you and will be happy to provide any additional information that may be necessary.

It is our sincere hope that upon review of our qualifications, and judging by our recommendations and ideas, the committee will come to the conclusion that TJA Advertising and Public Relations is the right choice to help The City of Solvang reach its goals and objectives in the years ahead.

As your communications partner, TJA is committed:

- We treat your marketing and advertising dollars as if they are our own money. We spend selectively, thoughtfully, and with an eye fixed on results.
- We listen! Your needs become our agenda. We pride ourselves on being completely responsive as well as creative.
- We contribute. TJA will become a partner with you working side by side to get you the most exposure at the lowest costs.



nhus
Fine Wines
Gourmet Foods
440

Meet Our Team

John Sorgenfrei is President and Owner of TJA Advertising. John, a graduate of the University of Southern California in advertising. He has worked with major agencies throughout California and supervised art, traffic, production, and account service teams, as well as successfully managed clients' advertising and public relations. Among John's clients are Pismo Beach Conference and Visitors Bureau, Avila Beach Tourism Alliance, Oceano and Nipomo Tourism Board, High One Discovery Route (social media), The Central Coast Commission for Senior Citizens, and Michael's Optical of San Luis Obispo. Some of his former clients include Morro Bay Tourism, Highway 1 Discovery Route, Avila Beach Sea Life Center, Dolphin Bay Resort and Spa, Ford Motor Company, Johnson & Johnson, JBL Sound, ASICS sportswear, and the U.S. Navy. John lived in Pismo Beach for over two decades and enjoys being a member of the Pismo Beach Community. He is also a longtime member of the Avila Beach Yacht Club. John enjoys his participation in many philanthropic events, such as the Pismo Beach ISA World Para Surfing World Championships sponsored by AmpSurf, and Wine Wave & Beyond. He served on the Board of the Avila Beach Sea Life Center. Additionally, John served on the Planning Commission for the City of Pismo Beach for many years. His knowledge of and passion for Pismo Beach and the California Central Coast are unrivaled.

Claudia Torkelson is the Social Media Director for TJA. After graduating from Cal Poly SLO with a major in English and a minor in Integrated Marketing Communications, she applied her knowledge and experience from working at the Cal Poly Corporation to fast-paced agency work post-grad. Eventually, she found her niche in working with tourism bureaus up in the Napa Valley. Claudia runs the social media accounts for various local clients and enjoys being a team player. By analyzing the ever-changing landscape of digital marketing insights and trends, she continues to create inspiring content.

Georgina Stassi is Public Relations Director for TJA Advertising & Public Relations since 2010. She strives to bring greater awareness and appreciation of the Central Coast of California to travelers of all kinds on the beauty, culture, and experiences here. Georgina is Former Contributing Editor of the Avila Community News, and she has written for publications, including Santa Barbara Home Food Magazine, Santa Barbara Seasons, Wine Country Today, and Tasting Panel Magazine. She studied Cultural Anthropology and Spanish at the University of California Los Angeles and holds a WSET Level II Certification (Wine & Spirit Education Trust), which she completed in Avignon, France. "Nothing brings me greater pleasure than sharing a beautiful day on the Central Coast with my friends and family".

Quint Stevens is a forward-thinking award-winning creative with extensive experience in strategy and full-service design with a career that led him to some of the largest agencies in the US and Europe, including Saatchi & Saatchi International, BSSP, Patagonia and others. Demonstrated ability to achieve client goals across multiple disciplines, including campaign strategy, branding, graphic design, account management and new business development. Dynamic team leader with a positive and collaborative style.

Melissa Hageman is the Finance Manager at TJA, where she works hand in hand with John in facilitating a smooth billing process for their clients as well as manages the administrative accounting practices for the company. Being a graduate of Cal Poly SLO and with over 16 years of finance and accounting experience, Melissa truly enjoys being focused on a company's growth, sustainability, and financial health. "I have always loved being a part of the driving force behind a company's success, especially if it impacts our local communities directly. It is such a privilege to be a part of the TJA team, representing some of the very best our Central Coast has to offer!"

Eileen Morris, our newest team member, is our Content Creator and Consultant, as well as Director of Stewardship & Educational Outreach. She worked for many years as a legal assistant in Downtown Los Angeles and Orange County, California, and enjoyed years of educating children in the Los Angeles Unified School District. Eileen has extensive business training and holds a Master's Degree in Educational Administration. Her absolute love, curiosity, and respect for the Central Coast and its history guides her creative ideas to educate, inspire, and excite community members, visitors, educators, and students about this area, which is like no other on Earth.

Rick Turton has been designing, building, and maintaining websites for over 25 years, the vast majority of which in the travel and tourism sector. He has created websites for hotels and motels, many for Best Western Hotels, as well as tourism associations, and conference and visitors bureaus. Rick is an expert in website development, search engine optimization, and web strategy. He continually redesigns and maintains existing websites to increase sales, drive leads, and beat the competition.

The TJA Organization

The talented members of our team not only bring extensive experience across a wide range of marketing and design disciplines, but we are committed to providing comprehensive, efficient, and seamlessly coordinated communication and support for our clients.

John Sorgenfrei
Account Supervisor

Claudia Torkelson
Social Media Director

Quint Stevens
Creative Director

Rick Turton
Website Director

Georgina Stassi
Director of Public Relations

Melissa Hageman
Finance Manager

Eileen Morris
Content Creator and
Director of Stewardship and
Educational Outreach

References

Media References

Los Angeles Times The state of what's next.

Claire Armbruster
(818) 859-6439
claire.armbruster@latimes.com

Tripadvisor

Todd Skelton
(408) 757-5160
tskelton@tripadvisor.com

46 MILE HEARST BAY AREA San Francisco Chronicle SFGATE

Athena Knight
(831) 239-5726
Athena.Knight@hearst.com

Client References

Avila Beach Tourism Alliance

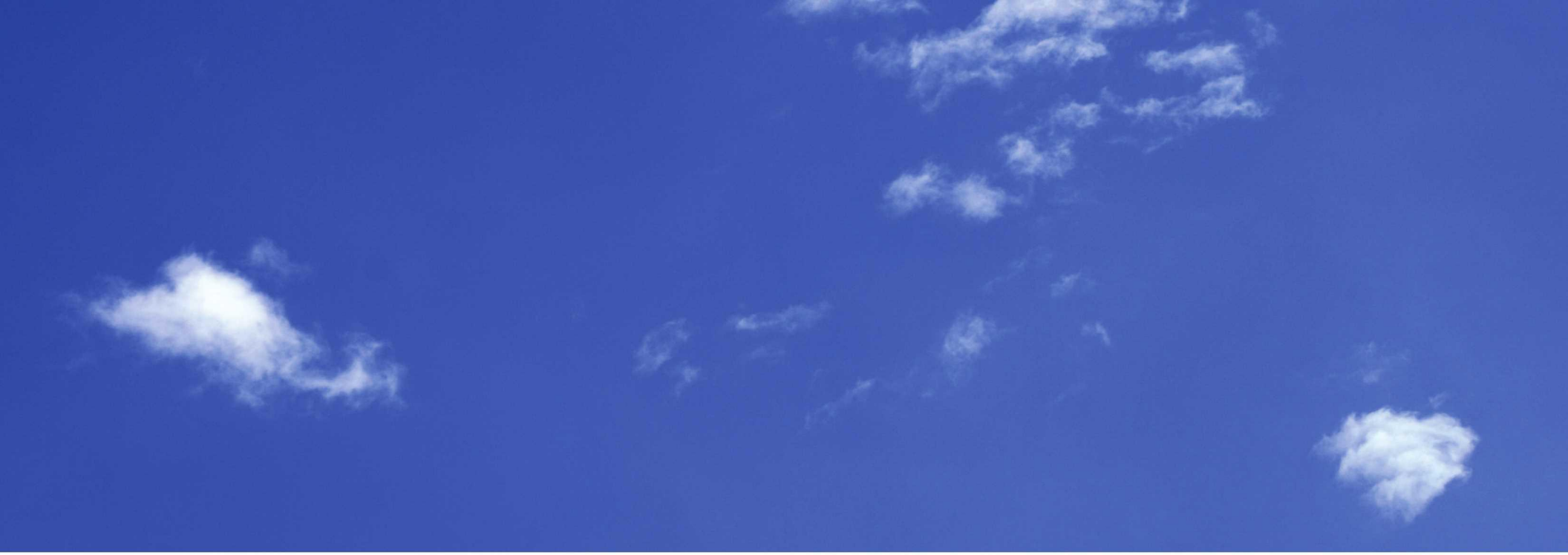
Dean Hutton
Chairman, Avila Tourism Board
(805) 595-7302
drhutt@smsr.com

Pismo Beach CVB

Gordon Jackson
Executive Director
(805) 773-7034
gjackson@pismobeach.org

Highway 1 Discovery Route

Cheryl Cuming
Executive Director
(805) 471-0182
admin@slocountybid.com



TJA
Advertising
Public Relations

500 Cypress Street, Suite S11, Pismo Beach, CA 93449
(805) 541-6020 | (805) 541-6022 FAX | tja@tjaadvertising.com

May 6, 2022

City of Solvang

Proposal for Professional Services-Tourism Marketing Managed Services

SOLVANG

The Danish Capital of America

VERDIN

We are

Obsessed with integrity

We are devoted to our work and maintain a high level of transparency with our clients

Passionate about strategy

We are dedicated to understanding your goals, reaching your audiences and delivering the best marketing support

Building our brand for 18 years

We have cultivated a stellar reputation through years of service

A tight-knit team

We are small but mighty—we have the agility to completely focus on you and your needs

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Finding new opportunities to expand awareness of Solvang as a must-visit Central Coast destination

Solvang is a well-known and widely adored destination. As the marketing landscape evolves and we settle into our "new normal," it's an opportune time to refresh strategies and revitalize messaging to connect with existing and untapped audiences.

That's where Verdin comes in. Over the past 18 years, our Central Coast team has worked with several boutique destinations beloved for their singular small town charms. We help our clients build authentic brands that resonate with repeat visitors and capture the imaginations of new ones.

We know how to reach diverse demographics, from Empty Nesters to the up-and-coming Gen Zers, and everything in between. Our memorable creative and innovative tactics have proven to move the needle, growing awareness and visitation through content marketing, advertising and public relations.

Our team is deeply rooted in the California destination marketing ecosystem while keeping our fingers on the pulse of national and global trends. We are actively involved with Visit California, the Central Coast Tourism Council and Visit SLO CAL. Our award-winning, metric-driven work for multiple California destinations includes cities, counties and regions.

At Verdin, it's always personal and hands-on. We strive to introduce fresh concepts and actively manage owned, earned and paid channels. Our media partner, Mosaic Media, curates a hyper-targeted paid advertising mix that aligns with each client's budget and objectives. Through Mosaic, we also offer a better cost-per-thousand on programmatic media buys than what most agencies can offer going through third parties. We also track real-time data for 24/7 campaign optimization.

Our mission is to help build strong communities through strategy, consensus and storytelling. We'd love to put that mission to work for Solvang.

Mary Verdin
President & Chief Strategy Officer
mary@verdinmarketing.com | (805) 541-9005
3580 Sacramento Dr #110, San Luis Obispo, CA 93401
DBE Firm No. 42625 | CSDA Member

Results from our quarterly client surveys

The most reliable references we have are our clients. See what they have to say:

We love Verdin and have enjoyed a solid partnership over the past 5+ years! Looking forward to continued success, engagement and the positive results we've experienced.

—Terrie Banish, Deputy City Manager, Outreach, Events and Promotions, City of Atascadero

The team has been incredible! They have been flexible with changing priorities, always meeting deadlines and delivering top notch work in all situations. They listen to feedback and come back with a solution-minded response. It has been a pleasure to work with the team this year.

—Molly Cano, City of San Luis Obispo Tourism Manager

The professionalism, enthusiasm, and attention to detail of the Verdin Team is amazing!

—Jocelyn Brennan, Former South County Chambers CEO & Arroyo Grande Tourism Manager

We appreciate your team's willingness to always work with us and come at projects creatively. Ashlee Akers has been a godsend this past year especially, and we're so grateful for all that your team does.

—Brittney Hendricks, VP/Marketing & Communications, Visit Oxnard

An excellent company, great talent, great leadership.

—Alan Iftiniuk, President/CEO French Hospital Medical Center

Overall ratings from 2021/2022 quarterly surveys:

Client service: ★★★★★

Creativity: ★★★★½

On time & on budget: ★★★★½

Value: ★★★★½

Opportunities

Let's Talk About You

Solvang USA + Verdin Marketing

A new chapter begins…

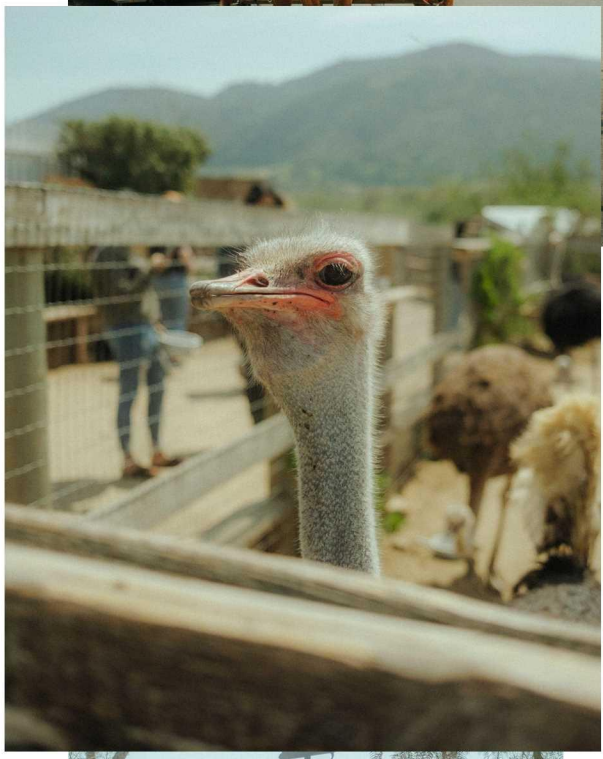
Solvang's rich Danish heritage sets it apart and lends a distinctly European charm to the dynamic village that anchors the Santa Ynez Valley. The destination has evolved over the decades as Santa Barbara's wine country has blossomed, with new wine tasting rooms, Michelin-endorsed restaurants and boutique hotels further broadening the city's walkable, family-friendly appeal. Between the vibrant festivals and events, delectable culinary offerings, agricultural riches and cultural touchstones, Solvang 2.0 is ready for its close-up! Our success in branding and rebranding destinations is informed by data as well as discussions with stakeholders and visitors about the key destination drivers.

- **Research and Strategy:** As part of Verdin's 360 process, we will hold an immersion with the Solvang team to download institutional knowledge and confirm goals and metrics. Based on these goals, additional research may be recommended to ensure that our strategies take the perspectives of key audiences into account. Verdin will then develop a Brand Plan to evolve the Solvang brand and messaging, as well as a multi-pronged Marketing Plan with strategies to guide website development, social media, public relations, advertising and all other marketing and communications efforts.

- **Branding:** Based on established audiences and stakeholders, Verdin will build consensus around a Brand Evolution that represents Solvang's personality and points of differentiation. The identity will be accompanied by an Electronic Brand Guide to provide clear guidance on how the brand is to be executed through every marketing channel moving forward, to establish a consistent approach and build brand equity.

- **Public Relations, Social Media & Email Marketing:** Verdin will execute strategies and tactics detailed in the Marketing Plan to support Solvang in delivering effective communications to the right audiences. Our team will create Content Action Plans and Monthly Editorial Calendars to efficiently develop consistent content to flow through all channels and support Solvang's key pillars.

- **Paid Media:** In addition to using the City's owned media (website, social media, email marketing), Verdin will create dynamic paid social media advertising and boosted posts and place programmatic advertising. These channels allow us to narrowly target the audiences we want to reach with specific messages, and to monitor and measure reach, engagement and conversion.



SOLVANG

The Danish Capital of America

Example Marketing Plan for 2022-2023

Our true work begins once we get to know you, understand your goals and learn how we can bring you success. This is an example of a strategic marketing plan. We would customize yours to meet your strategic needs.

Scan or click here to view our sample Marketing Plan

Example Campaign for 2022-2023

Wander. Wonder. Windmills

Let's celebrate what makes Solvang extraordinary! Solvang's Danish heritage and whimsical spirit will be the heartbeat of fresh creative that showcases the core destination attributes through a contemporary storybook lens.

Scan or click here to view a sample Campaign Ad

The Verdin 360

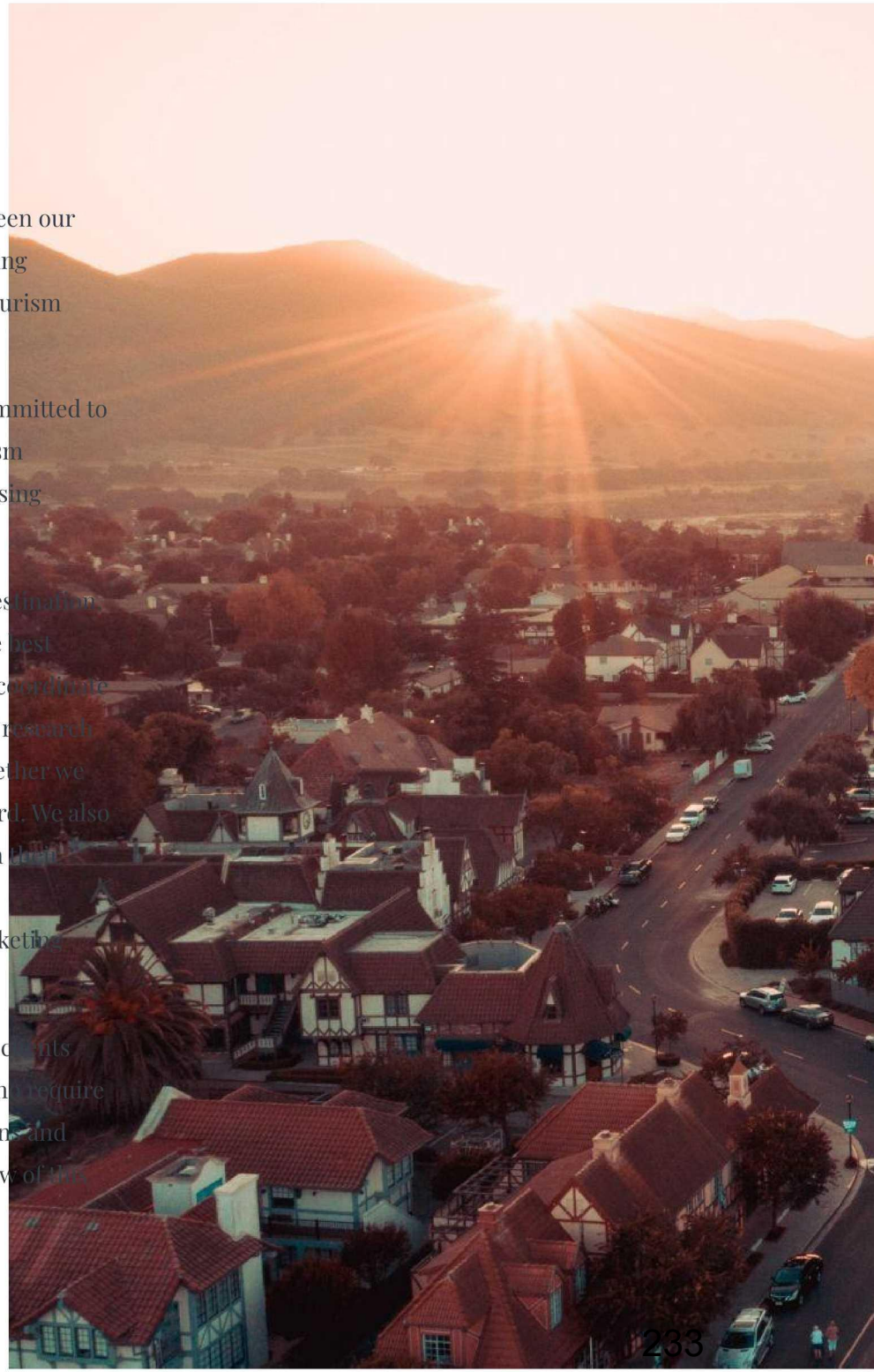
Where would we start?

We have enjoyed being both neighbors and visitors of Solvang for years. Between our product knowledge, destination marketing expertise and Verdin 360 onboarding formula, Verdin is uniquely suited to the task of helping Solvang achieve its tourism business goals.

- **Expertise:** We know TBIDs. And we know your destination. We are committed to keeping our knowledge sharp in the ever-evolving landscape of tourism marketing. Our clients benefit from the expertise we bring when devising strategies and advising on tactics.

- **Custom strategies:** Though we are already quite familiar with your destination, we would prioritize research to dig into the nuances and conceive the best marketing solutions. We could dive deeper into target audiences and coordinate possible surveys to key stakeholders to build consensus. The scope of research needed would be determined after the immersion session, where together we would identify any gaps in information or data needed to move forward. We also have the unique advantage of supporting Visit the Santa Ynez Valley in their social media marketing efforts, which could open the door to special collaborative opportunities to maximize your respective tourism marketing efforts.

- **Proven Process:** Our team has successfully onboarded many tourism clients and customized our process to best suit the needs of organizations who require key stakeholder buy-in. We excel at listening, asking the right questions and building consensus to move marketing initiatives forward. An overview of this process is detailed on the next few pages.



The Verdin 360:

Our approach for Solvang

The Verdin 360 is our process for creating strategies with strong foundations, measurable objectives and clear tactics.

On the following page, we've filled out the three steps of our process—Groundwork, Get Working and Gauge Results—with an approach specifically designed to meet your needs.

360 Verdin 360

1. Groundwork

Discover where you are now and plan where you want to go.

In the Groundwork phase, Verdin will hold a planning meeting with you to help us establish the history, goals and barriers for this effort. We'll also dive into research, gleaning input from key stakeholders to inform our strategies, set objectives to meet your goals and confirm metrics to determine a path forward. The Verdin team will draw on our expertise in branding, communications, and advertising with public agencies to develop a powerful Marketing Plan.

2. Get Working

Bring the plan to life.

In the Get Working phase, our team will execute the approved Marketing Plan. Our creative team will develop a brand that uniquely represents your destination, which will start with logo concepts for your team. The approved concept will be refined and built out with a color palette and brand guidelines. In conjunction with being dynamically strategic, our work is strongly driven by data and results. When executing the marketing plan, we actively manage all communications channels, tracking the metrics to determine the impact of our campaigns.

3. Gauge Results

Evaluate and adjust as needed.

Using the performance data collected during the Get Working phase, we will monitor results and adjust, as needed, to reach your goals. This phase helps us decide together what is working best. Then we will adapt our strategy and tactics to leverage this success. Our reporting system ensures that you see this data on a regular basis, in a transparent format that continually offers recommendations.

Proposed Scope of Work & Budget

Proposed Budget for Marketing & Branding Services

Groundwork $13,000 - $16,000

Following our Verdin 360 process, our team would complete the scope of work listed below. In this initial phase, the Verdin team would meet with the Solvang team to confirm specific goals and metrics for success based on past efforts, then develop a strategic Marketing Plan to support those goals.

This initial phase is estimated to be one month, depending on client schedules, and is proposed to include the following:

- Immersion session with key stakeholders to gain insight and perspectives and confirm goals
- Creative Brief to clearly define creative direction
- Mini FAM tour
- Development of a Marketing Plan to target local, regional, national, niche and industry market segments, based on the budget allocated by Solvang, including:
    - Possibly additional research if identified as a need in the immersion session
    - Research on audiences, trends and opportunities in target markets
    - Personas to define and represent target audiences
    - Message matrix and key messaging for each audience
    - PR strategy
    - Social media strategy and a content action plan to guide social media content for the entire year
    - E-newsletter strategy
    - Advertising strategy and plan

This proposed budget is based on Verdin's blended hourly rate of $150 per hour.

Additional projects can be quoted based on the number of hours needed to execute a defined scope of work.

Get Working & Gauge Results

$284,000 - $287,000

During these phases, the implementation of the Marketing Plan will take place. Please note, the scope of this phase will need to be clearly defined by the approved Marketing Plan, and some activities may change based on the plan.

These phases are estimated to be 11 months and include the following:

- Account management including:
  - Budget and timeline management
  - Meetings
  - Reporting on measurable outcomes from all activities
  - Ongoing communication including liaison with Solvang TMMP tourism stakeholders
- Execution of all marketing plan strategies which could include:
  - Creative & Production including:
    - Logo evolution including 2-3 logo concepts, refinement of selected logo and final files, color palette, digital brand guidelines and stationery suite
    - Asset development (Video/photoshoots)
    - Print advertising
    - Website design
    - Broadcast & digital assets including two possible campaigns for year one if consistent with the Marketing Strategy
    - Signage, collateral, sales materials, etc.
    - Annual Report
  - Media strategy execution and management by Mosaic Media
  - Estimated media buy of $150,000
  - PR outreach
  - Social media management
  - E-newsletter management

Total **$300,000**

What We Do

Our Services

When you hire Verdin, you get access to a team of specialists + a full range of marketing services under one roof. And it's all customized to your goals.

Marketing & Brand Management

- Marketing Plans
- Strategic Planning
- Corporate Identity & Branding
- Image Perception Assessment
- Customer Relationship Management

Advertising

- Strategic Campaign Concepting
- Digital, Print & Broadcast Ad Development
- Media Strategies
- Media Buying
- Campaign Monitoring & Reporting

Digital Marketing

- Social Media Strategies & Content Development
- Social Media Monitoring & Management
- Blogging
- Search Engine Marketing
- Mobile Marketing

Website Development

- Site Planning
- Writing, Designing & Programming
- Search Engine Optimization
- Ongoing Website Maintenance

Public Relations

- Public Relations Strategies
- Press Release Writing & Distribution
- White Paper Development
- Trade Show Booth Management
- Crisis Communications

Internal Process for Client Work

One Reliable Point of Contact

To keep things streamlined, each of our clients has special attention from one main source of contact. The client's Account Manager manages the budget and coordinates projects — an efficient way to give our clients dedicated attention to a full team of specialists. Our team uses an industry software system called Workamajig to ensure that all of our projects, communications and billing practices are streamlined.

Transparent Invoicing & Reporting and Reconciliation of Media

We have an uncompromising commitment to transparency in billing and reporting, so our clients have all the information they want to see in each report. If applicable, media will be reconciled each month and adjusted as needed. We will provide reporting and updated invoices as needed as back up for any adjustments.

Client Sign-off

Our policy is clear and straightforward: no actions are undertaken without the client's approval. This goes for purchasing, too. Before printing or purchasing, we provide initial estimates with recommendations, so clients may consider pricing options.

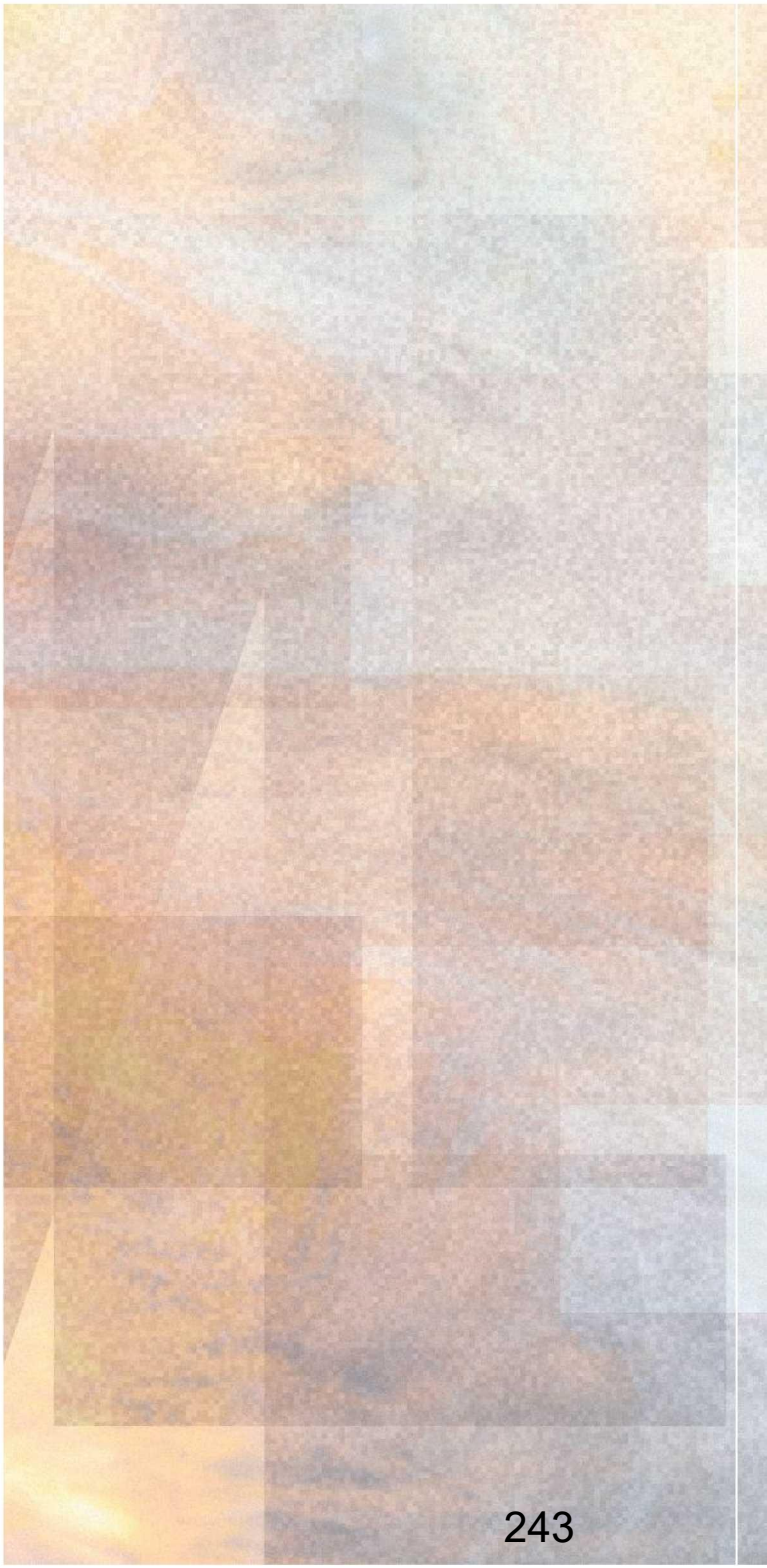
Billing & Related Requirements

Invoices are payable net 30, and Verdin does not offer any discounts for early payment. Payments are accepted via ACH and by check, and credit card payments are accepted with a 3.5% service charge.

Sales and Use Taxes

Taxable items are identified within the budget management. Verdin's bookkeeper will include appropriate tax on invoices and your Account Manager will verify all tax charges before you receive the invoice.

Our Work: Samples & References



Names We Stand Behind

Visit the Santa Ynez Valley

Visit the Santa Ynez Valley was in need of a marketing partner to help bring their social media content to the next level and expand to new audiences. Our team worked with the Santa Ynez team to define the tone for their social sites and then create strategies to enhance their content and engagement. Visit the Santa Ynez Valley has been pleased with the success seen in the execution of those strategies.

Danielle Laudon Ruse
VP of Marketing | Visit the Santa Ynez Valley
Danielle@visitsyv.com

Visit Arroyo Grande

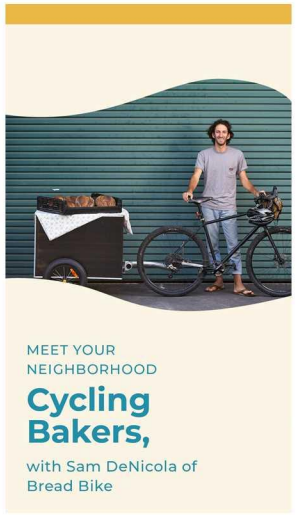
Verdin's team has worked to develop dynamic, creative campaigns that capture Arroyo Grande's unique charm and entice people to experience it for themselves. The work we did started with a rebrand and marketing strategy and the execution included PR outreach, e-newsletter development and social media management.

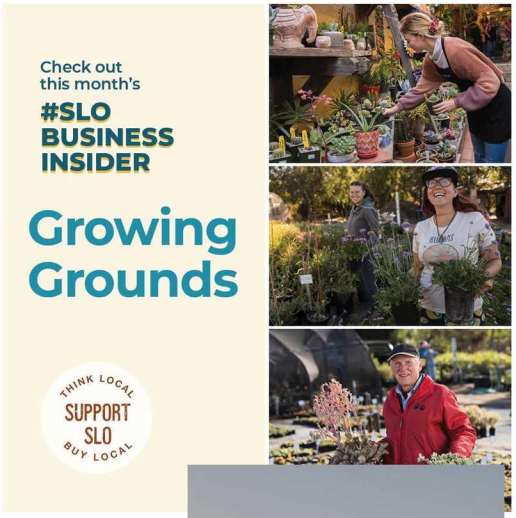
"The professionalism, enthusiasm, and attention to detail of the Verdin is amazing!"

Jocelyn Brennen
Former President | CEO of South County Chambers of Commerce
Jocelyn@thehrmcorp.com
(805) 748-7630

City of San Luis Obispo, Support Local

The more you SLO, the more SLO grows. The Verdin team works with the City of SLO to create eye-catching, authentic marketing materials to inspire people to shop local and drive spending in our hometown. All of our deliverables use thoroughly researched tactics to tell SLO's unique story as a community and cultural experience. Below are some social media graphic examples developed for specific programs.



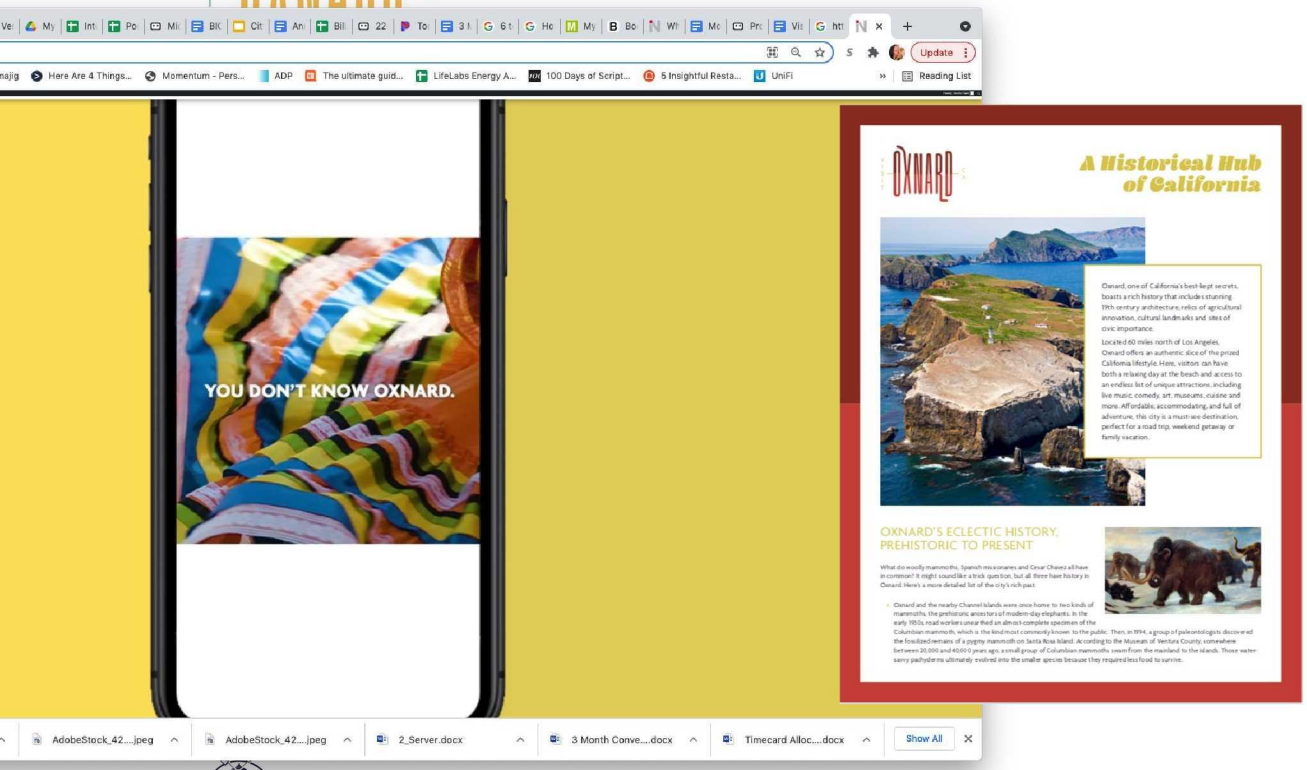


"The team has been incredible! They have been flexible with changing priorities, always meeting deadlines and delivering top notch work in all situations. They listen to feedback and come back with a solution-minded response. It has been a pleasure to work with the team this year."

Molly Cano
Tourism Manager
City of San Luis Obispo
mcano@slocity.org
(805) 781-7165

Visit Oxnard Marketing

For the past three years, Verdin has served as Visit Oxnard's trusted marketing partner and helped position the city as fun and unique travel destination. We worked together to develop a dynamic brand identity, create an effective marketing plan, and create deliverables that drive growth in brand awareness and hotel bookings. We understand and believe in Oxnard's multi-faceted personality and the diverse range of attractions it has to offer and are experts at crafting messages that resonate with the destination's audiences.



"We appreciate your team's willingness to always work with us and come at projects creatively. Ashlee Akers has been a godsend this past year especially, and we're so grateful for all that your team does."

Brittney Hendricks
VP of Marketing and Communications
Visit Oxnard
brittney@visitoxnard.com
(805) 385-7545

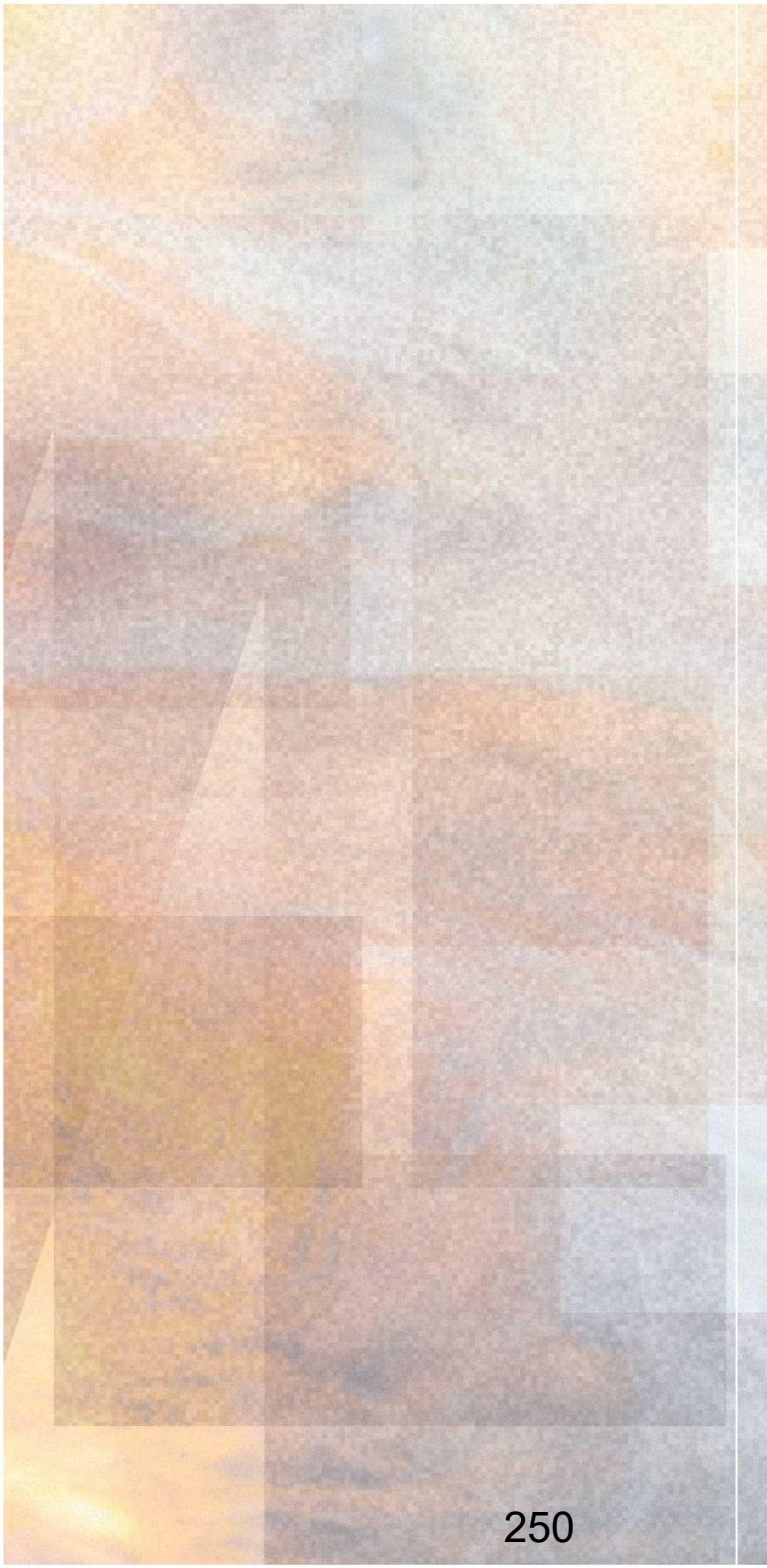
Media References

Shelby J. Russell | President & Publisher
Los Angeles Magazine|Orange Coast Magazine|Pasadena Magazine
310-213-5111| srussell@lamag.com

Eric Ueland | Senior Account Executive
KSBY-TV | NBC & CW for California's Central Coast
1772 Calle Joaquin
San Luis Obispo, CA 93405
Mobile: 805-305-8549

Mike Chellsen | General Manager
Pacific Coast Media, LLC
ESPN Radio 1280/101.7
K-Jewel Radio 106.5/1400

Our Work: Campaign Case Studies & References



Ventura County Coast

Goal

Increase visitors to Camarillo, Oxnard, Ventura and Port Hueneme.

Where We Started

How do you market four diverse locations as one experience? Conversely, how do you give equal attention to all participating locations in a collaborative tourism effort? Ventura County Coast was lacking nothing in regards to natural beauty and desirability, but was in need of careful strategy to position the right balance of diversity and cohesiveness.

What We Did

- Created multi-tiered digital strategy to improve ROI with pixel technology and retargeting capabilities
- Created three new, engaging inspiration videos, nine point-of-view retargeting videos, cold-weather campaign videos, and multiple geo-fencing videos.
- Revamped the e-newsletter for improved engagement
- Improved website user experience on blog pages, along with adding specialty pages for specific campaigns

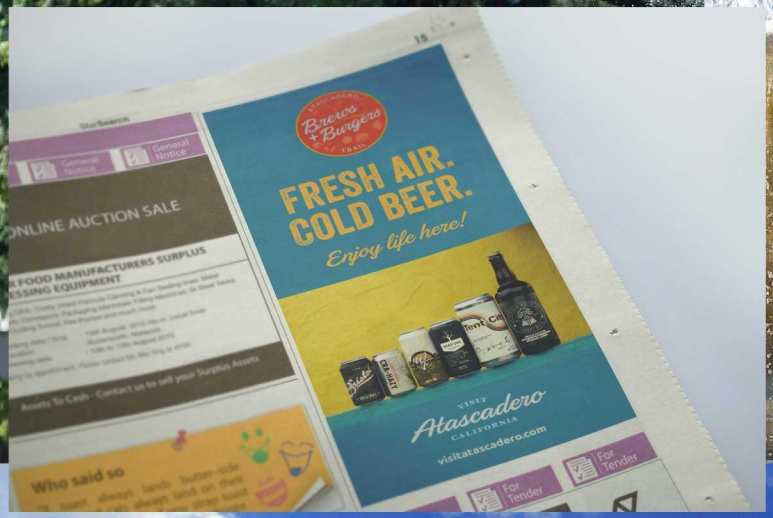
What Happened

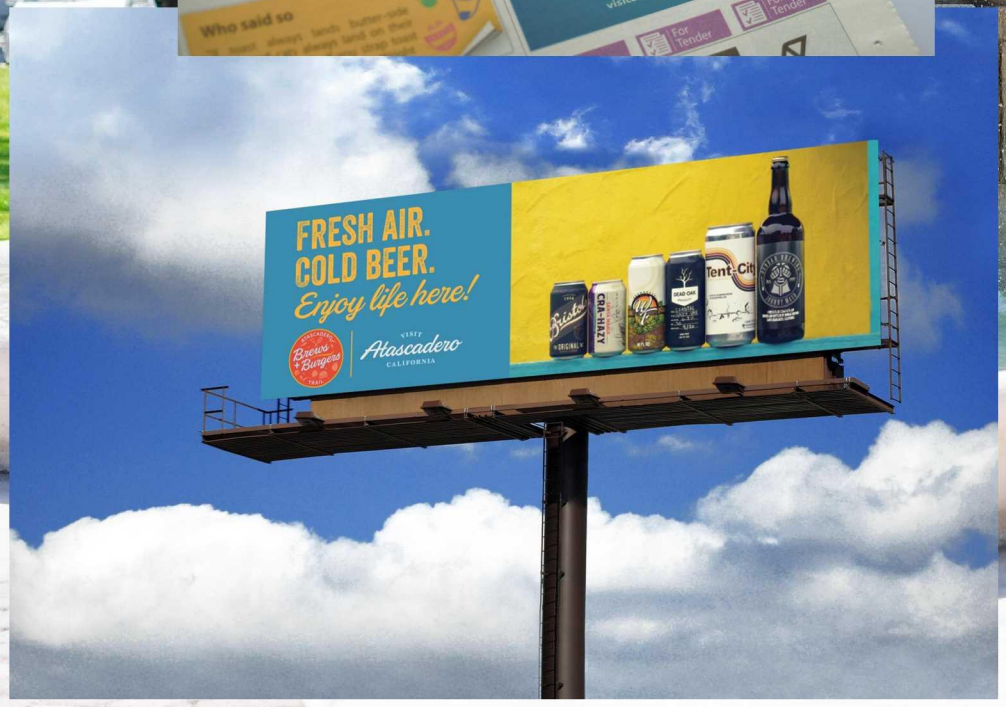
- RSA award for "Find Your Vibe" Whale Watching video 2019
- Improved new user web visits YOY by 95%, with 99% improvement in total visits
- 22% increased YOY results from digital advertising in both leisure and meetings categories
- The use of digital advertising special campaigns had great success, including cold-weather- triggered campaigns, and meetings and special event geo-fencing campaigns. These exposed new potential travelers in unique locations to the VCC message.
- Built retargetable audiences, with over 27 pixels pages, to over 45,000 visitors
- Increased social media followers by 18%

"Having an opportunity to work with the team at Verdin to inspire, engage and drive demand to Ventura County Coast is a true privilege. The partnership we have to make data-driven decisions and the talent we collectively have to turn those insights into action, fuels my passion to be better every day."

Brian Tucker,
Executive Director,
Ventura County Coast
btucker@visitvccoast.com
(805) 644-2500

Visit Atascadero





Goal

Increase overnight stays for hotel and motel accommodations in Atascadero.

Where We Started

When people think San Luis Obispo County, they think rolling vineyards and crashing waves. They don't think "Atascadero." This inland town was struggling to obtain "top of mind" space in comparison to its neighboring communities of San Luis Obispo and Paso Robles.

What We Did

- Created and launched new "closer than you think" campaign for all three personas
- Created and launched new multi-tiered DSP and social campaigns for leisure and meetings
- Used pixel technology to create retargetable audiences

What Happened

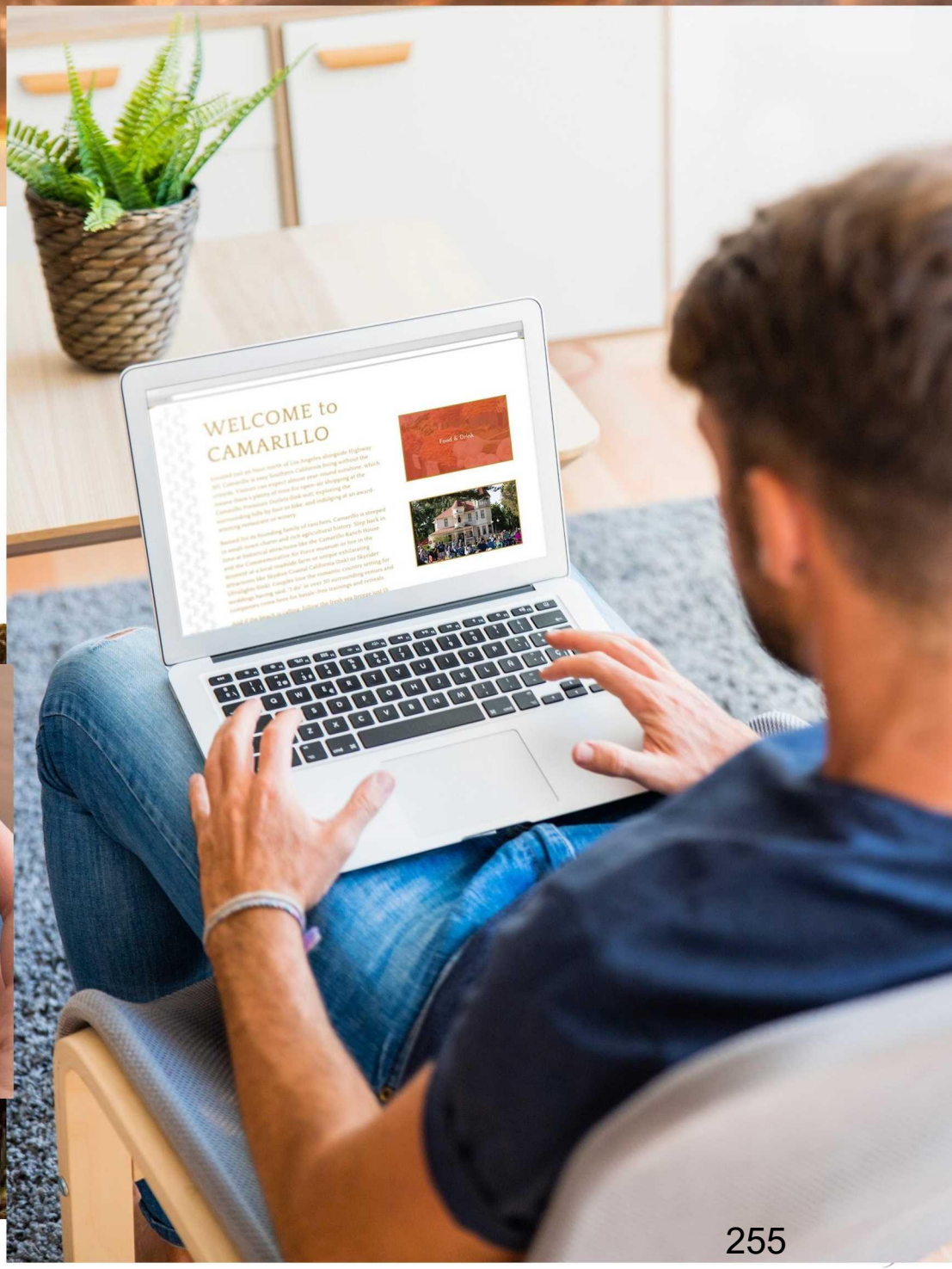
- ADDY award for Closer Than You Think campaign
- Through digital advertising, the destination received 335% improvement in website visits YOY (fiscal year 2017-2018 to the fiscal year 2018-2019).
- Digital impressions grew by 79% YOY with the same budget.
- Engagement (clicks) on digital advertising improved 60% YOY.
- Average click-through-rate for digital campaigns improved from 1.2% to
- 2.01% YOY.
- Built retargetable audience to over 30,000 website visitors

"We are very fortunate as a city to have acquired Verdin's services. Their level of professionalism, execution, and positive personalities are second to none. I can with complete confidence recommend Verdin to anyone looking to market and promote their destination, business, and/or organization."

Amar Sohi
Current Board Member & Past Chair, Atascadero TBID
asohi@hieatascadero.org
(805) 462-0200

Visit Camarillo

CAMARILLO
CALIFORNIA



Goal

Enhance and renew the Visit Camarillo identity through a brand refresh

Where We Started

The Visit Camarillo Board felt that its existing brand no longer represented their beautiful city and everything it has to offer. Our goal was to create a new brand that captured Camarillo's unique personality and enticed people to "come for the sun and stay for the fun."

What We Did

- Developed and implemented a full rebrand, including logo, color palette, collateral, and digital assets.
- Updated Visit Camarillo's website with a newly branded skin and streamlined interface.
- Launched a rebranding campaign that included updating all existing ads with the new branding and creating ads for a giveaway to promote the rebrand and increase website subscribers.
- Developed visuals and messaging to encourage safe travel during the pandemic, including a fall/winter ad campaign highlighting Camarillo's wide range of enjoyable outdoor activities.

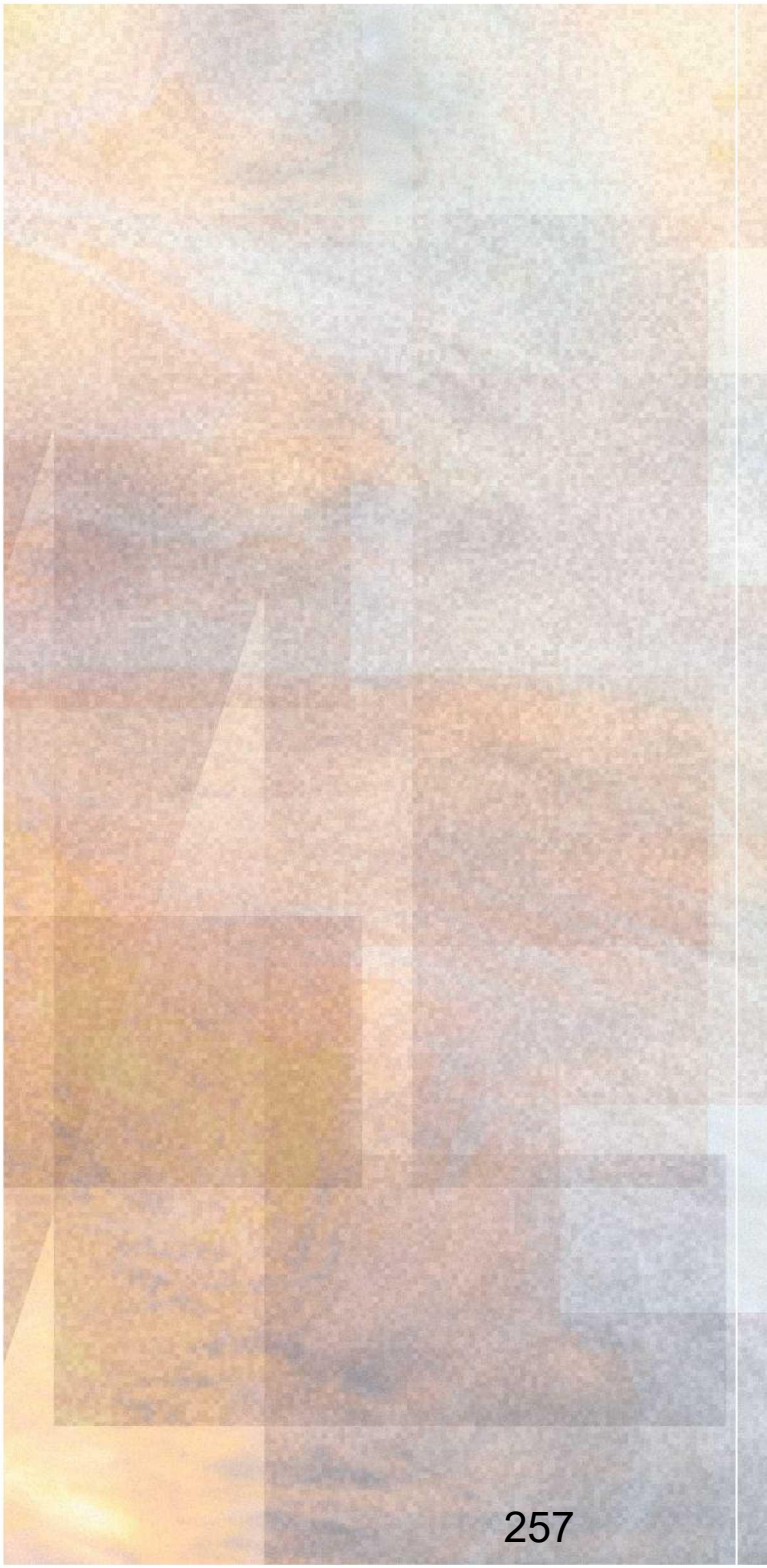
What Happened

- Silver ADDY Award for destination rebrand
- The month we launched the assets on social media, Visit Camarillo saw 44,448 impressions, 1,636 clicks, and a click-thru rate of 3.68 percent, increasing the engagement rate by approximately 12%.

"Verdin's level of expertise and creativity developed the branding elements we were searching for all along. The professionalism and knowledge the Verdin team provides has been nothing short of exceptional and I would highly recommend their services."

Yuliana Gonzalez
Executive Director, Camarillo Hotel & Tourism Association
yuliana@visitcamarillo.com
(805) 764-2121

Our Team



Verdin's Key Personnel

Mary Verdin

President & Chief Strategy Officer

Role: Participates in discovery and initial meetings, provides ongoing strategic input.

Mary has 30 years of marketing experience and an energy that keeps ideas fresh and strategic. Her personal list of awards, combined with the industry awards our agency wins every year, reflect Mary's proven ability to create communications success for clients. An innate problem solver and natural leader, she founded Verdin more than 17 years ago and continues to grow the firm with a gusto for finding ways to give back to the community.

Experience, Credentials and Education:

- Relevant experience: strategically involved in work performed for all Verdin clients, notably those listed as work samples and references in this proposal
- Pacific Coast Business Times Awards: 40 Under 40; Top 50 Women in Business; Who's Who in Marketing & PR
- Stevie Award—Women in Business
- PRSA Professional of the Year
- Rotarian of the Year
- Leadership SLO, Class IV & Leadership California, Class 24
- Director on the SLO Chamber of Commerce Board
- President's Award, National Philanthropy Day, AFP
- UC Davis: Psychology

Verdin's Key Personnel

Ashlee Akers

Partner & VP of Client Services

Role: Provides day-to-day support for Solvang through various marketing channels, including web, emarketing, social media and more.

Ashlee guides Verdin's account staff with enthusiasm, and plays a leading role in all client work. Her friendly and dynamic personality makes our clients instantly feel comfortable and confident. She is the master of surpassing client needs with an unwavering devotion to achieving stellar results.

Experience, Credentials and Education:

- Relevant experience: strategically involved in the work performed for all Verdin clients, notably those listed as work samples and references in this proposal
- Partner at Verdin; 10 years with agency
- 12 years of experience in tourism marketing and advertising
- San Luis Obispo Tribune Top 20 Under 40
- Pacific Coast Business Times Who's Who in Marketing & PR
- Serves on Central Coast Tourism Council Board of Directors
- Serves on marketing and branding committee for SLO CAL
- Cal Poly, San Luis Obispo: Agriculture Science/Agricultural Business

Megan Condict

Creative Director

Role: Participates in creative planning meetings, develops brands, campaign and ad concepts and oversees and reviews all creative produced for our clients.

Megan is the helm that steers Verdin's creative team right direction. Her keen eye and strategic mind lead Verdin to produce work that is strikingly distinct.

Experience, Credentials and Education:

- Relevant experience: strategically involved in the work performed for all Verdin clients, notably those listed as work samples and references in this proposal
- 14 years design experience in various industries
- Brooks Institute of Photography: Visual Communications

Key Personnel Support Team

Michelle Starnes

Partner & Operations Manager

Michelle keeps the firm striding forward as a strong partner for clients and an incubator for innovative ideas.

Natalie Bovee

Account Manager

Natalie organizes big ideas into practical steps to accomplish clients' goals. She's a strong advocate for our clients and manages accounts with optimism, energy and care.

Chloe Cosyns

Account Coordinator

Chloe supports our accounts team by maintaining detailed communications with our other departments and keeping client work organized.

Katie Kollmann

Graphic Designer

Katie approaches design work through a lens of thoughtfulness and strategy. Her knowledge of what will work means our designs are as smart as they are stunning.

Adam Verdin

Principal

Adam is well-accustomed to a bird's eye view and uses this big-picture mentality to keep the firm strategically focused on our foundations.

Allie Rohlfs

Account Manager

Allie uses her strong communication skills and multitasking abilities to keep client work on track and exceed expectations.

Candice Walton

Project Manager

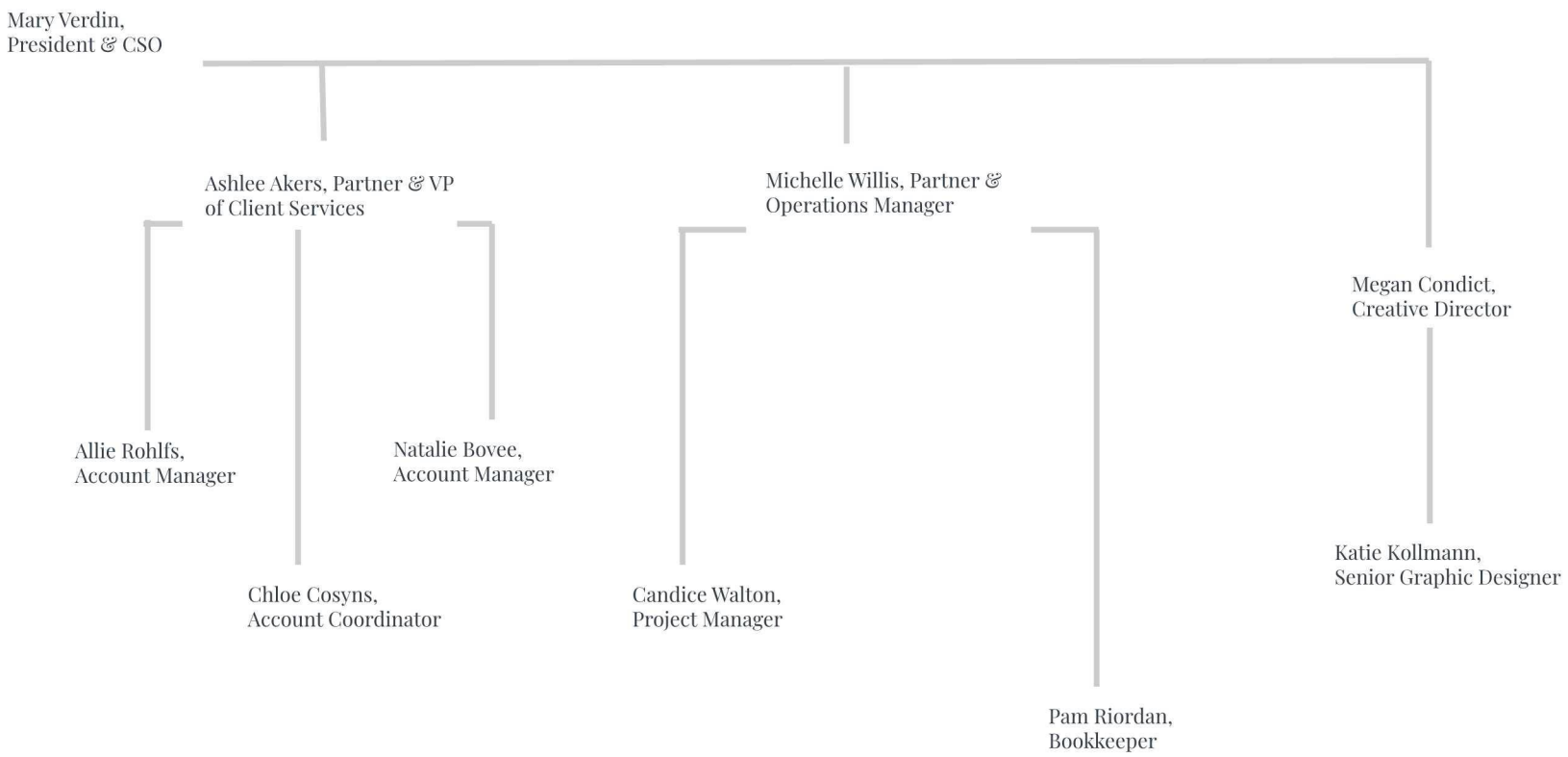
Candice draws on her background in tourism, business development and project management to make sure work at Verdin is completed on time and on budget.

Pam Riordan

Bookkeeper

Pam brings eagerness and proficiency to Verdin's accounting activities. Our team and clients appreciate her accurate billing and timely payments.

Verdin Organizational Chart



Subcontractor

MOSAIC MEDIA

The Verdin team has a close partnership with the Mosaic Media team who strategizes, plans and implements all of the media buys for our clients. Here is what you can expect when working with Mosaic.

- Verdin's **monthly invoice** for marketing services will include media invoices that we coordinate.
- As an agency, we have a seat at a Demand Side Platform (DSP) that allows us to place digital programmatic buys directly. This allows us to be **more competitive with other media vendors** such as Spectrum, Sinclair, iHeart, etc.
- We base the placement off of cost per thousand impressions (CPM) and we are typically at or below what other media companies may offer. This translates to **better results.**
- **Optimizations on campaigns happen faster** as we look at what the data is telling us.
- **We typically report in monthly or quarterly increments,** but if there is ever a question we can quickly pull data on current campaigns. We are available to meet to review performance.
- Recommendations based on performance and **flexibility to pivot** the campaign to other tactics if needed.

Subcontractor: MOSAIC MEDIA

Mary Ann Pruitt

President & CEO

ROLE: Oversees operations and services for Mosaic clients.

Mary Ann started her career in media by working as a senior sales executive for some of the nation's largest media outlets. After discovering her talent and love for all things media strategy, she founded Mosaic as a way to provide niche expert experience to agencies and marketing departments across the country. Her hard work and savvy strategy skills have led Mosaic to year-over-year growth, and has expanded her impact as an industry leader in all things traditional, digital, and everything in between. Mary Ann's hands on approach ensures she understands the moving parts of Mosaic at all times, allowing her to provide tailored insight and guidance to the Mosaic team and her clients. Client success is her No. 1 priority and how she measures her own accomplishments, all of which is apparent in her tireless drive and strategic approach to every project.

EXPERIENCE, CAPABILITIES AND CREDENTIALS:

- Strategically involved in media buys for Mosaic clients
- 2020 award from Cynopsis Media naming her as a Top Woman in Media

Arturo Cosio

Director of Brand Partnerships

ROLE: Participates in discovery and initial meetings, plans and executes media buys for Verdin's clients.

Arturo Cosio has a passion for playing with numbers and turning them into results for clients in the ever changing landscape of marketing. As Director of Brand Partnerships, he is responsible for establishing relationships with other agencies and businesses to help either grow their marketing services or promote their products and services with our award-winning media team. He works closely with all team members at Mosaic to assess our partners' needs, set up goals, and create effective marketing strategies to achieve long term success. Arturo has been the bedrock of many of Mosaic's partners throughout the years. His calm, reassuring demeanor and experience will keep projects moving seamlessly on time and on budget, and giving our partners one less thing to worry about.

EXPERIENCE, CAPABILITIES AND CREDENTIALS:

- Strategically involved in planning and executing media buys for Verdin
- Degrees in Marketing and Business Management

Subcontractor Letter of Commitment: Mosaic Media

To whom this may concern,

This is a letter of commitment in reference to the proposal requirements for a subcontractor for the Solvang Tourism Marketing Managed Services RFP.

- Name of subcontractor: PS Strats, Inc. dba Mosaic Media
- Annual Billings: $7.5 – $15 Million in media spend
- Domestic media planning and buying experience, both online and offline in multiple markets including but not limited to:
  - LA - Radio, TV, Digital, Print, Out of Home
  - Chicago – Digital
  - Texas - Radio, TV, Digital, Print, Out of Home
  - New Jersey - Digital Campaign
  - National Campaigns (All 50 States) - print, radio, TV, digital
- List markets in which your agency has experience and what media vehicles were planned and purchased.
  - We have experience in all media platforms, digital and traditional, in all 50 States.

Mary Ann Pruitt

President & CEO

ADDENDUM ACKNOWLEDGEMENT FORM
RFP 2022-01 – ADDENDUM #1

CITY OF SOLVANG
1644 OAK STREET
SOLVANG, CA 93463
805-688-5575

Proposal No:	RFP 2022-01
Proposal Title:	TOURISM MARKETING MANAGED SERVICES
Proposal Due Date:	May 6, 2022 @ 5:00 p.m. PST
ADDENDUM NO: 1	Date: April 22, 2022

PLEASE BE ADVISED THAT THE FOLLOWING CHANGES ARE APPLICABLE TO THE ORIGINAL SPECIFICATIONS OF THE ABOVE REFERENCED RFP:

This addendum includes the following:

1. Written Responses to Written Inquiries

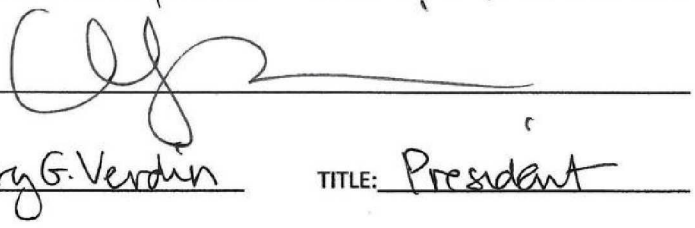
THIS ADDENDUM NOW BECOMES A PART OF THE ORIGINAL RFP.

THE ADDENDUM ACKNOWLEDMENT FORM SHALL BE SIGNED BY AN AUTHORIZED COMPANY REPRESENTATIVE, DATED AND RETURNED WITH THE RESPONSE.

RESPONDENT: Verdin Marketing BY: Mary Verdin

ADDRESS: 3580 Sacramento Dr. #110 PHONE: (805) 235-0507

CITY, STATE: San Luis Obispo, CA DATE: 5/16/2022

AUTHORIZED SIGNATURE: 

PRINTED NAME: Mary G. Verdin TITLE: President

Mission Statement

We help build strong communities through strategy, consensus and storytelling

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2022 - 2023

SOLVANG

MARKETING PLAN

THE ABBI AGENCY™

SOLVANG

The Danish Capital of America

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SOLVANG

The Danish Capital of America

SECTION 1

BACKGROUND AND STRATEGIC OVERVIEW

SITUATION ANALYSIS

Many destinations in California suffer from getting stuck in the "Sea of Sameness."

With similar destination assets and experiences like outdoor recreation, beautiful scenery, indulgent food and beverage, it can be challenging to stand out. But not here – Solvang offers an authentically unique experience to visitors, and "Danish America" truly cannot be experienced anywhere else.

As fiscal year 2022-23 kicks off, the City of Solvang is well-positioned to elevate its tourism marketing efforts to the next level. The quaint, Danish village in the Central Coast region of California is a primary fixture of the Santa Ynez Valley, and already has a strong foundation of awareness among target audiences. Solvang is entering a new era and focus on destination marketing with an investment in an internal Marketing Manager and focus on an external integrated marketing program.

The following marketing plan lays the foundation and roadmap for a successful year in strategically promoting the City of Solvang as a tourism destination. The plan provides a holistic view to guide the Tourism Advisory Committee, City, and The Abbi Agency, defining both high-level strategic items, thoughtful ongoing plans, and measurements to ensure success.

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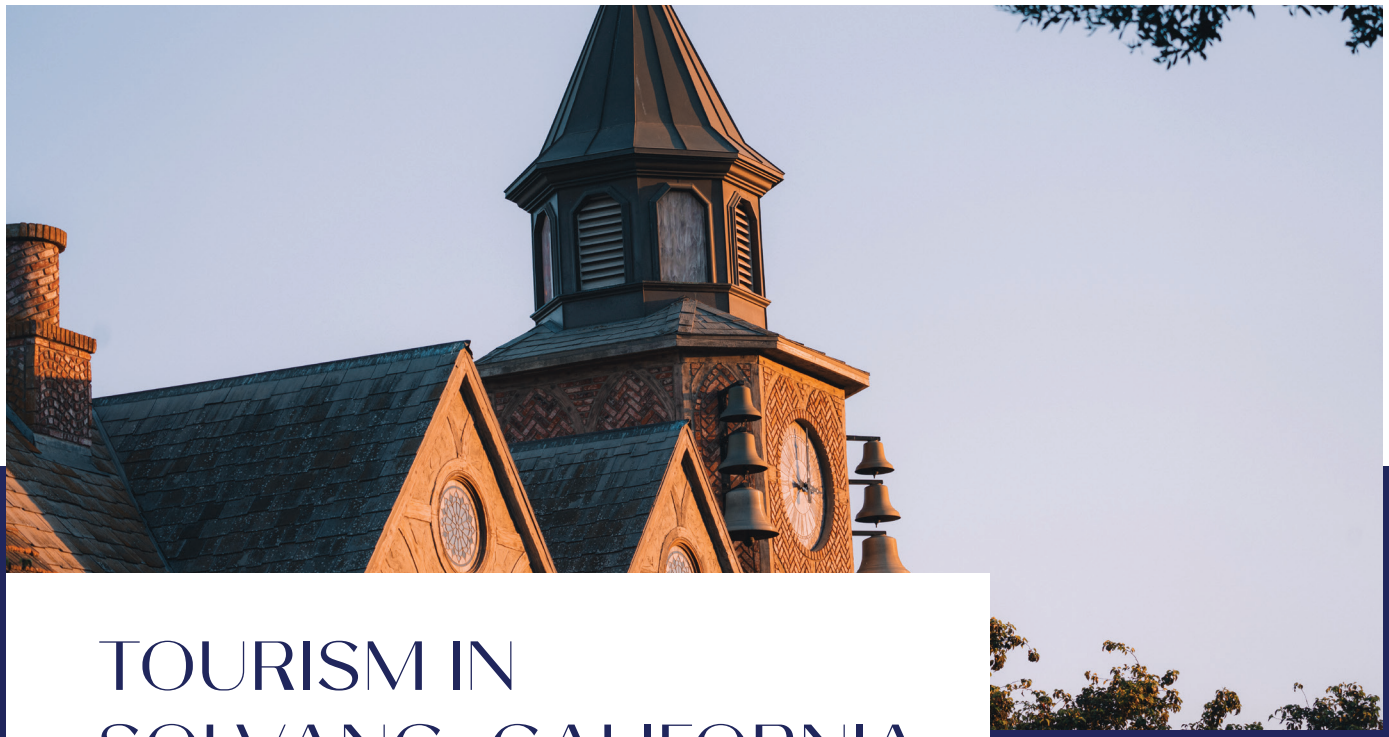

TOURISM IN SOLVANG, CALIFORNIA

Tourism is a key economic driver for the City of Solvang. As stated in the February 2022 meeting minutes of the Tourism Advisory Committee, "The City of Solvang's economic engine is tourism. The strongest economic sector is hotels, dining and wine industry, and retail. The economy is highly dependent on tourism and is not diversified. The City of Solvang is the third most dependent City in California on transient occupancy tax."

While TOT makes up 8% of general fund revenues in the majority of California cities, it makes up at least 50% of general fund revenues in Solvang. The community understands the critical need for sustainable, year-round tourism that connects the right traveler with the destination.

Solvang's Current Tourism Landscape:

Seasonality and Length of Stay - The destination sees high numbers of travelers during summer and the holiday season, but has opportunity to grow the number of travelers it attracts in October, November, January, and February.

Events - Events contribute to much of the overnight travel in Solvang, with marquee events that draw regional audiences including Solvang Danish Days, Julefest, and the Solvang Stomp. Addition of cultural and immersive events continues to offer an opportunity to increase off-season travel.

Day-Tripper or Short Length-of-Stay - Currently, many think of Solvang as an "add-on, day-trip" out of Santa Barbara or Los Angeles, and online, first-person accounts contribute to this perception. The destination should focus on strategies that expand this perception and engage with travelers for multiple room-night stays.

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CITY OF SOLVANG TOURISM

Role of the Destination Marketing Organization

The City of Solvang is a Destination Marketing Organization (DMO), responsible for attracting ideal visitors to the region, extending their length of stay, and driving them to repeat their visit.

Destination Marketing has also evolved into Destination Management and now, Destination Stewardship. Many destinations are becoming overrun with tourists, especially throughout California. As the DMO, it is our responsibility to:

1. Communicate sustainable practices to Solvang visitors, including being thoughtful and respectful toward residents.

2. Increase the number of travelers in thoughtful timeframes, ensuring that we aren't increasing high season traffic dramatically.

3. Encourage visitation by visitors who align with the ethos and authentic personality of Solvang.

To this end, the following marketing plan has been developed to consider Destination Stewardship - ensuring that we are driving sustainable growth for the region. Proposed plans have been developed thoughtfully around key timeframes and strategies to introduce the visitor to a variety of Solvang experiences.

Marketing Plan Purpose and Methodology

The following marketing plan is intended to guide strategy, planning, and implementation for all strategies and tactics across Solvang's marketing channels for Fiscal Year 2022-23. As background to inform this marketing plan, The Abbi Agency worked with the City of Solvang to undergo the following:

- Survey of Tourism Advisory Committee
- Survey of Community
- Integrated Audit
- Immersion Trip - including meetings with City, Visitor Center, Visit Santa Ynez Valley, and Tourism Advisory Committee
- Research - Competitive analysis, regional destination research, tourism trends

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SOLVANG

The Danish Capital of America

SECTION 2

MARKET SUMMARY

SOLVANG SWOT ANALYSIS

In evaluating its position in the market, several Strengths, Weaknesses, Opportunities, and Threats can be identified for Solvang as a tourist destination.

STRENGTH

- Iconic and unique Danish experience
- Brand awareness among target audience - Solvang is well-known within the Santa Ynez Valley and by visitors to the region
- High numbers of visitors, especially in summer
- Proximity and accessibility from many major airports and destinations - namely Santa Barbara and Los Angeles

OPPORTUNITIES

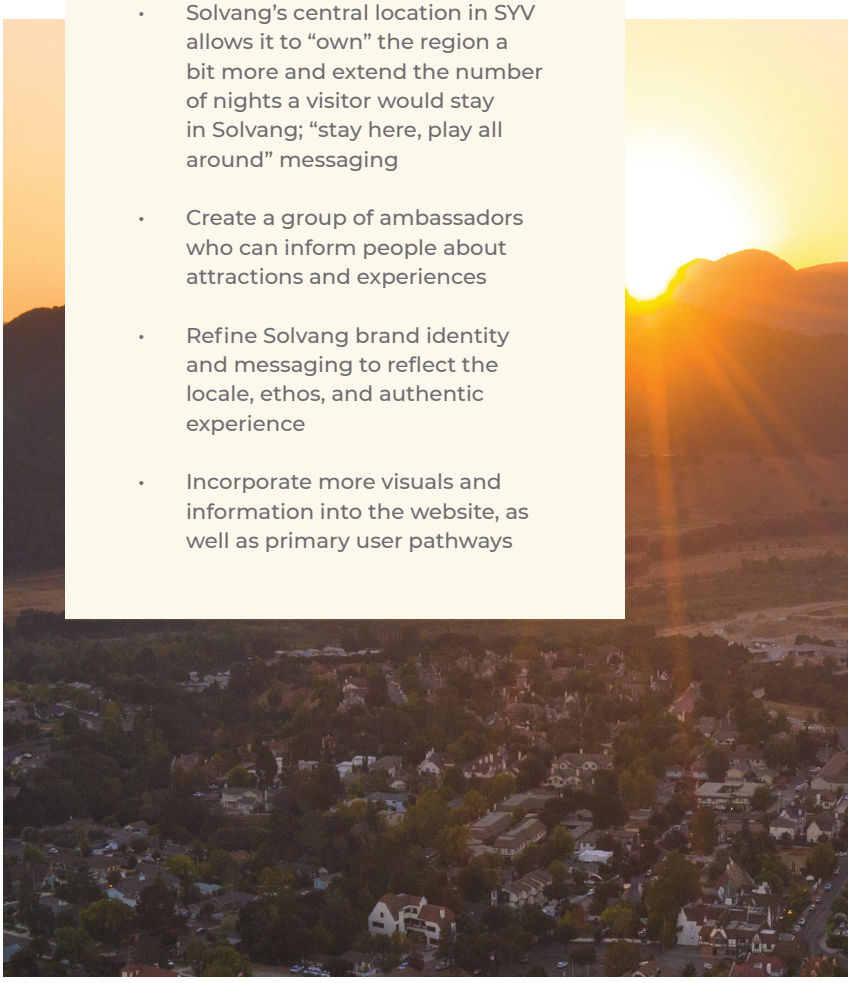
- Establish and maintain meaningful relationships with larger, regional partners, including Santa Ynez Valley, Central Coast California, and Visit California, to be included in larger marketing opportunities
- Leverage social media and campaign content to highlight broad range of experiences and attractions in Solvang
- Partner with Influencers and Media to highlight specific experiences in Solvang and the region
- Solvang's central location in SYV allows it to "own" the region a bit more and extend the number of nights a visitor would stay in Solvang; "stay here, play all around" messaging
- Create a group of ambassadors who can inform people about attractions and experiences
- Refine Solvang brand identity and messaging to reflect the locale, ethos, and authentic experience
- Incorporate more visuals and information into the website, as well as primary user pathways

THREATS

- Growing tourism in a sustainable way on behalf of residents
- Misnomer of "Santa Barbara Wine" describing SYV region
- Saturated competitive landscape regionally and within state of California
- Oversaturating summer visitation

CHALLENGES

- Visitors and California residents are aware of Solvang as a Danish town, but not of specific attractions or experiences
- Current perception as a "day-trip" destination
- Challenge of breaking into Bay Area audience who is more likely to visit Paso Robles or other wine regions



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RELEVANT TRAVEL TRENDS

As we move into FY23, travelers are taking the "go big or go home" mindset when it comes to travel. In a recent global research study by Expedia®, more than two-thirds of Americans (68%) are planning to take their next trip to the next level. Out of this 68%, 41% of travelers are seeking out excitement and exhilaration, 40% are looking to make the most out of their trip, and 40% are ready now to splurge on their anticipated vacation.

Travel trends impacting the tourism industry this year include:

- **Longer Stays and More Flexibility:** Flexible work environments are making way for opportunities for longer travel and pent-up vacation time banks. On average, the expected vacation in 2022 is about seven days (source: Evolve). Travelers also have fewer date limitations, and 64% of travelers are interested in traveling during off-peak times of the week or year (Airbnb Report on Travel & Living).

- **More Spending:** It's projected that the United States will reach pre-pandemic levels in 2022, contributing nearly $2 trillion to the U.S. economy (source: World Travel and Tourism Council).

- **Family Tourism:** Parents are eager to take their long-awaited vacation. Nearly 9 in 10 parents (88%) are planning a trip in 2022 (source: 2021 U.S. Family Travel Survey by the Family Travel Association).

- **Sustainable Travel:** Travelers both domestically and internationally agree that gentle tourism is of uppermost importance to them. According to the Sustainable Travel Report, 87% of global travelers say they want to travel sustainably (source: Booking.com). According to the Expedia Group, around 60% of travelers would increase their spending under more environmentally friendly conditions.

- **Self-Healing Travel:** 87% of travelers agree that having a trip planned in the future gives them something to look forward to and say that planning future travel makes them feel excited (63%), happy (53%) and hopeful (53%) (American Express Travel Global Travel Trends Report).

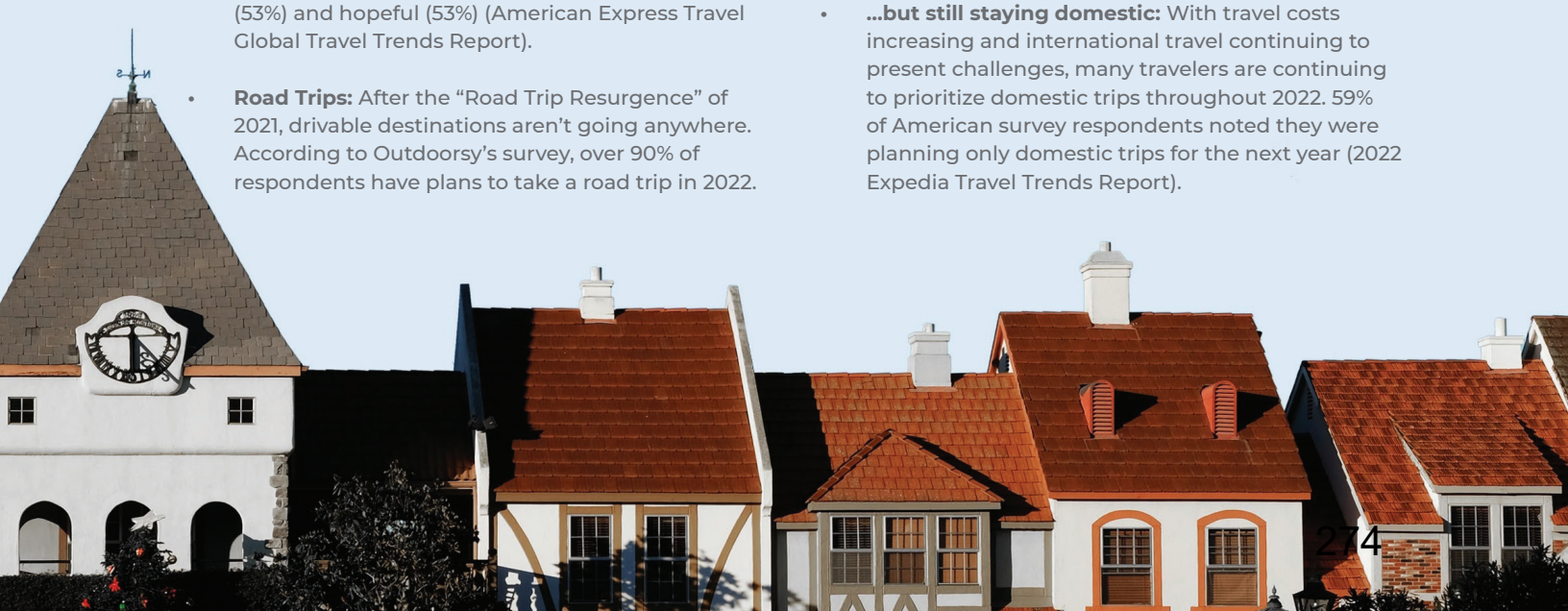
- **Road Trips:** After the "Road Trip Resurgence" of 2021, drivable destinations aren't going anywhere. According to Outdoorsy's survey, over 90% of respondents have plans to take a road trip in 2022.

- **Outdoor Recreation:** With adrenaline-seekers looking for their next adventure, outdoor recreation is continuing to skyrocket. 58% of travelers are most interested in exploring the great outdoors, with secluded mountain and rural escapes as the most sought-after vacation experiences (source: Evolve).

- **Longer lead times with booking:** Popular destinations are beginning to book out faster than ever for peak travel periods. This year, HomeToGo saw an increase in the average time between booking and check-in. The average booking window for 2021 was 94 days (~13.5 weeks) compared to 71 days in 2019. In 2022, this number is expected to rise as travelers will want to reserve their favorite homes and destinations before it's too late. This also means last minute trips are becoming less common, due to destinations booking up in popular seasons, like summer.

- **Travelers are going farther from home:** Since the pandemic, many travelers prioritized destinations closer to home. While there is still anticipation of road trips and staycations, travelers are also planning trips farther from home in 2022, reaching close to pre-pandemic levels. The average search distance for domestic trips this fall is 576 miles (up 41% vs. Fall 2020), signaling travelers are gaining comfort in traveling further from home. This average is also nearly on par with levels seen before the pandemic in 2019 (531 miles).

- **...but still staying domestic:** With travel costs increasing and international travel continuing to present challenges, many travelers are continuing to prioritize domestic trips throughout 2022. 59% of American survey respondents noted they were planning only domestic trips for the next year (2022 Expedia Travel Trends Report).



SOLVANG

The Danish Capital of America

SECTION 3

TARGET AUDIENCE

GEOGRAPHIC TARGETS

Solvang's geographic location is both a benefit and challenge – the destination is so accessible for central-and-southern California coastal travelers that it is frequented by day-trippers in droves. The majority of current Solvang travelers visit the destination from the Los Angeles region. A 2.5-hour drive from Los Angeles and 45-minute drive from Santa Barbara, Solvang's is currently positioned as a day-trip excursion to a quaint, charming Danish village with wine country access. Often, visitors either stay in Santa Barbara and visit Solvang for a day trip.

From a geographic standpoint, the destination has an opportunity to extend length of stay in the destination, and to draw travelers who are not coming just for a stop in Solvang, but for a trip built in and around Solvang. The destination has the opportunity to attract a longer-stay audience by focusing on a slightly longer-haul visitor – namely from the Bay Area. Additionally, based on organic website traffic, there is an opportunity to target the Fresno - Visalia - Bakersfield regions to increase travelers in slower seasons. We recommend testing this audience year-round to identify best opportunity for engagement.

GEOGRAPHY:

Primary Target Audience - Los Angeles DMA, Bakersfield

The Los Angeles DMA covers all of Los Angeles, Riverside, Ventura, Orange and San Bernardino Counties.

- Goal - Extend length of trip, midweek, and off-season visitors

Secondary Target Audience - Bay Area, Fresno-Visalia

- Goal - Grow new segment of longer-haul travelers

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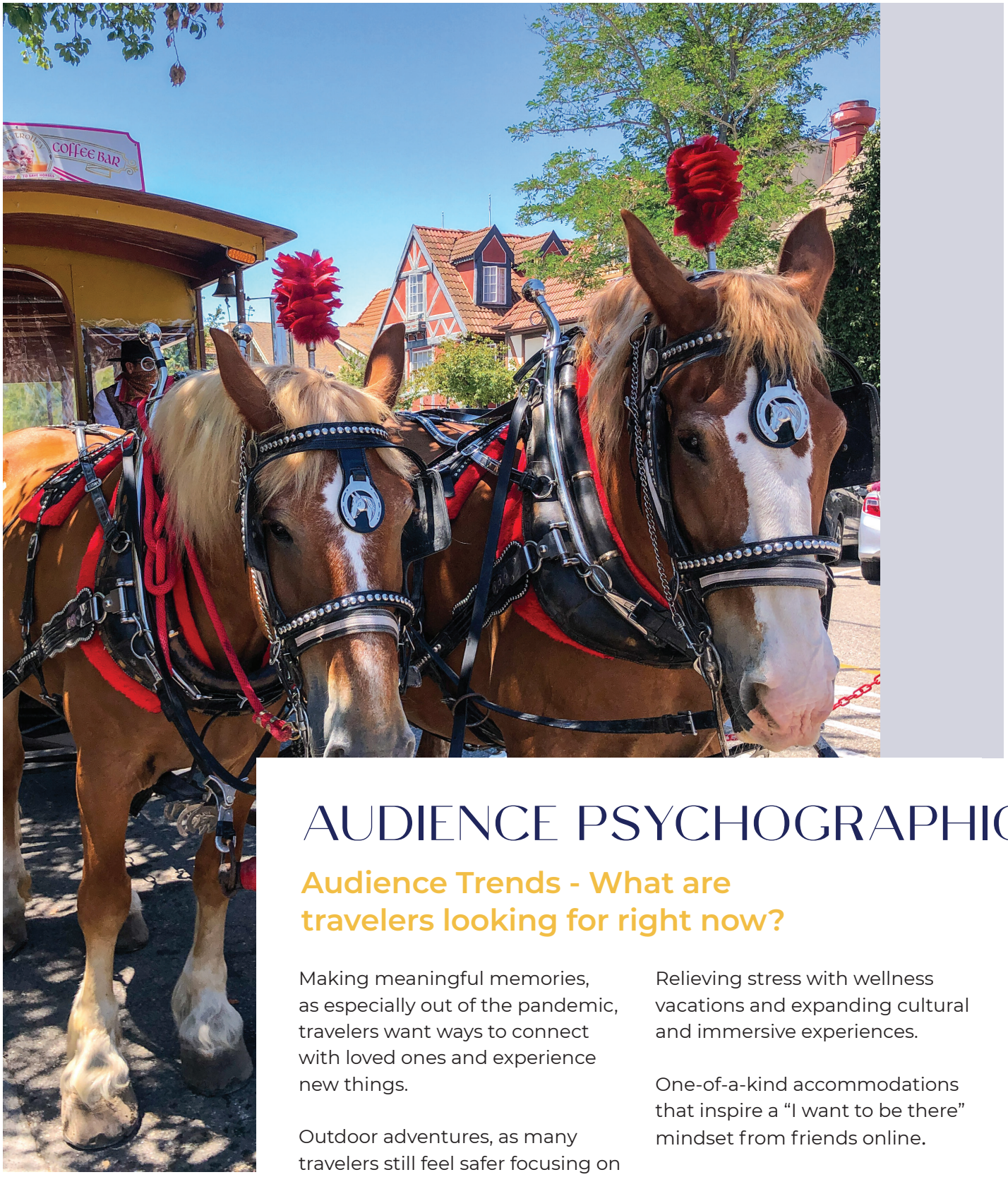

AUDIENCE PSYCHOGRAPHICS

Audience Trends - What are travelers looking for right now?

Making meaningful memories, as especially out of the pandemic, travelers want ways to connect with loved ones and experience new things.

Outdoor adventures, as many travelers still feel safer focusing on outdoors and knowing they don't have to be cooped up indoors. Making positive impacts in communities and being thoughtful of overtourism.

Relieving stress with wellness vacations and expanding cultural and immersive experiences.

One-of-a-kind accommodations that inspire a "I want to be there" mindset from friends online.

Bucket list trips and faraway escapes, or destinations that make them feel faraway.

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AUDIENCE PSYCHOGRAPHICS

To best engage audiences, Solvang should focus on a few specific audience profiles. Audience profiles take a look at each audience from a macro and micro level, considering trends as well as nuances of each type of traveler.

PROFILE 1: GALS GROUP GETAWAY

Defining the Audience:

- Millennial and Gen X travelers, ages 26 - 50+
- Looking for an escape and engaging experiences
- Groups typically include between 3-8 individuals; need lodging and activities that accommodate them

Key Opportunities:

- Off-season and long-weekend stays
- Ideal aesthetic for online social media photos and videos
- Introduce event experiences for groups

Media Channels and Trends

- Facebook and Instagram
- Online search and regional publications
- Cottage Core

Key Attractions and Experiences

- Events: JuleFest, Danish Days
- Wine tasting - rooms and wineries
- Danish Tastes - bakeries and restaurants
- Shopping and Walking Around Downtown
- Instagrammable experiences

Thank you, Lisa Vanderpump, for illustrating just how perfect Solvang is as a girls (or group) getaway.

With storybook-like architecture, charming bakeries, quirky shopping, and idyllic wine tasting, Solvang is home to so many experiences for group getaways to indulge in. And, importantly, there are endless opportunities for the perfect post or reel.

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PROFILE 2: FAMILY MEMORY-MAKERS

Moms, dads, grandparents, siblings, and chosen family.

Solvang is a great destination to enjoy with the whole family, as all ages can appreciate its unique charm. The special vibe and experiences in the destination provide a backdrop for vibrant and unforgettable memories.

Defining the Audience:

- Many parents fall into the Millennial or Gen X (ages 26 - 50) categories, with some multigenerational travelers as well
- Looking for iconic and memorable moments
- Travel influencers and publications
- Impacted by sentimental video and visual communications via online channels
- Prioritize accessibility and how well-contained or nearby activities are

Key Opportunities:

- Establish Solvang as special event venue, especially weddings and bachelorette parties
- Illustrate activities enjoyed by multiple generations, like wine tasting, bakeries, events, and soaking in local culture
- Lean on the distinctive flavor of Solvang as a backdrop for special core memories

Media Channels and Trends

- Facebook and Instagram
- Pinterest
- YouTube
- Mommy Bloggers and Influencers
- Family media outlets

Key Attractions and Experiences

- Events - JuleFest, Danish Days
- Trolley
- Danish Tastes - Bakeries and Restaurants
- History and Culture - Museums
- Outdoors - parks and downtown
- Shopping in Downtown Solvang

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PROFILE 3: CULTURE-SEEKING COUPLE

Romantic dinners, storybook sights, and backdrops to die for.

It's hard to imagine a romantic getaway more idyllic than Solvang. Culture-seeking couples are seeking to immerse in the City's Danish culture and explore its unique charm and experiences, together.

Defining the Audience:

- Millennial, Gen X, and Boomers, ages 26 - 65+
- Inclusive of LGBTQ+ and diverse couples
- Looking to engage with each other and step into a private world

Key Opportunities:

- Emphasize dog-friendliness
- Blending cultural experiences, outdoor activities, and foodie and wine indulgences
- Remote work opportunity, meaning travelers can potentially stay for a longer time in-destination

Media Channels and Trends

- Facebook and Instagram
- Online search and regional publications
- Travel influencers and publications
- Cottage Core

Key Attractions and Experiences

- Events: Grape Stomp, JuleFest
- Wine tasting - rooms and wineries
- Danish Tastes - bakeries and restaurants
- Shopping/Walking Around Downtown
- Instagrammable experiences
- Art and architecture

Primary Target Audience: Of the three profiles, engaging with young couples, groups, and families with a Gen X or Millennial decision-maker is the highest priority. The paid and other channel plans are built with this strategy in mind.

Secondary audiences include Boomer Couples and Groups, Gen Z/ Millennial Couples and Groups, and Multi-generational Families.

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TRAVELER LIFECYCLE

As they consider, book, and experience a destination, each traveler undergoes a process that is completely unique to them. There is no linear, step-by-step funnel or process taken to select a destination; the modern traveler engages in a comprehensive review of the destination using digital resources and first-person accounts.

The **"Micro-Moments"** framework was established via a thorough review of robust traveler online habits and data. This framework enables a destination to consider the phases a traveler goes through as they consider, select, curate, and experience their trip. And, it allows destination marketers to plan accordingly.

Finally, the Micro-Moments framework is an important reminder of the role of the Destination Marketing Organization (DMO): to inspire travelers and guide them to local lodging and businesses to curate their trip. At every step, the DMO must keep in mind that audiences are most likely to engage with messages and experiences that speak to them directly based on their current traveler lifecycle phase.

PHASE I DREAMING

In the Dreaming phase, customers are thinking about taking a trip and considering what types of experience and destination they are looking for. Here, customers want to be inspired and aspirationally imagine themselves in a destination.

PHASE II PLANNING

In Planning, a traveler more specifically selects their region and/or destination, and begins considering the specifics: lodging, activities, getting around, and more. During this phase it is important to ensure travelers can access details and itineraries about the destination experiences.

PHASE III PURCHASING

At the Purchasing phase, travelers are locking in details of their trip. This phase extends from pre-trip into the trip itself, and a traveler can be influenced by offers, deals, events, and other time-sensitive factors.

PHASE VI EXPERIENCING

Finally, a traveler visits the destination to experience their carefully-curated trip firsthand. During Phase 4, a destination marketing entity should aim to engage the visitor and encourage them to share their experiences with the world. Finally, they should aim to establish ongoing contact to encourage repeat visits to the destination.

The role of the destination marketing organization (DMO) is most often at the early phases – Dreaming and Planning.

It is our job to drive inspiration and desire for travelers to select Solvang from the many California destinations, and then to compel them to plan an extended trip for a full Solvang experience. Our paid media strategy will provide a healthy balance of targeting, employing creative content that drives awareness, inspiration, and education for Solvang.

The DMO should also aim to experience with visitors during the fourth phase - experiencing. While visitors are in-market in Solvang, we should work to engage with them and capture their information. Previous visitors provide a major opportunity for repeat visitors and sharing the experience with other target visitors.

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SOLVANG

The Danish Capital of America

SECTION 4

SEASONALITY AND THEMES

Using Visitor Center monthly counts of visitors, Solvang can estimate numbers of travelers and increases in targeted timeframes. Between the months of Oct 2021 - July 2022 (10 months), the Visitor Center recorded 77,568 total visitors in-market. By reviewing these month-to-month data, we have been able to recommend target timeframes which present growth opportunities to draw new visitors to Solvang.

This total number of counted visitors equates to a monthly average of 7,750 visitors per month.

The strategic approach will aim to increase number of visitors in months below that average; in months higher than that average, we are aiming to increase the length of stay.

Month	Visitor Traffic
January	5,302
February	5,746
March	6,412
April	9,301
May	7,834
June	8,017
July	10,064
August	n/a - likely high
September	n/a - likely low
October	6,548
November	7,546
December	10,798

Visitor Center Traffic Analysis

Low, Medium, High, as gauged by Solvang Visitor Center Contractor

Low Medium High

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The paid media campaign will run on an evergreen campaign, but we will shift messaging to support each season appropriately.

Target timeframes to increase number of visitors are:

- Early Spring: January - March
- Fall: September - November

During these months, we are focused on driving new visitors, acknowledging it is likely they will need to be from a more nearby radius. When promoting these months, we will focus on our:

- Geographic Targets: Los Angeles, Bakersfield
- Persona Targets: Gals or Group Getaway, Couples

Target timeframes to increase length of stay are:

- Summer: April - August
- Holiday: December

During these months, we are focused on encouraging an extended length-of stay to grow midweek visitation. To do this, we will target a longer-haul drive market.

- Geographic Targets: Bay Area, Fresno-Visalia
- Persona Targets: Multigenerational Families, Gals or Group Getaway

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SEASONAL THEMES

Solvang will run a year-round campaign to maintain momentum. But, creative executions for paid media placements as well as themes for PR and social media should evolve based on seasonality. Events also present a key opportunity for the City of Solvang and should be featured in creative and social media regularly.

Season	Themes and Opportunities	Events
Sept - Nov	Fall in Solvang - Danish Season • Expand Danish Days theme to establish entire month as "**Danish Season**" • Wine and Farm Harvest Season • Scarecrow Fest Scenic Solvang • Fall Weddings in Solvang • Outdoor Adventures • Harvest and Seasonal Flavors and scenic places to enjoy them	• Sept 16 - 18 Danish Days • Oct Scarecrow Fest • Oct Solvang Stomp • Oct Farmers Markets • Nov Taste of Santa Ynez Valley • Nov JuleFest
Danish Holidays Dec 2022	**Key Themes** Danish Holiday Experience - one of the most Christmassy towns in America • Holiday Shopping • Tree Lighting Ceremony • JuleFest Parade • Holiday Food Tour • JuleHus • Candlelight Tours • Elverhoj Makers Market	EVENTS • **December** **JuleFest** • Dec TBD Tree Lighting Ceremony • Dec TBD JuleFest Parade • Dec TBD Holiday Food Tour
Winter & Early Spring Jan - Mar	**Key Themes** Cottage-Core Solvang - Secret Season • Spring views and region coming back to life • Picnics and springtime activities Romance in Solvang • Valentine's getaway to Europe in your backyard • Iconic Solvang Instagram backdrops for a romantic Valentine's Day • Solvang as a Wedding Destination Taste of Solvang (March) • Solvang Tasting Guides • Spring Sipping in Solvang - Wine Tasting Guides Other Themes • Solvang as Gateway to Outdoor Adventure and wine country • Temperate winter	EVENTS • Mar Taste of Solvang
Season	Themes and Opportunities	Events
	getaways • Escape to another world, a short drive away	
Summer in Solvang Apr - Aug	**Key Themes** Family Experiences • History, Culture • Solvang On-Foot Midweek Travel • Promotions and Opportunities • Benefits of a quieter trip	EVENTS • Wednesdays - Solvang Music in the Park • Wednesdays - Solvang Farmers' Market • Aug. 27 - Wheels' N Windmills Car Show

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SOLVANG

The Danish Capital of America

SECTION 5

BRAND IDENTITY AND PILLARS

WHO WE ARE: BRAND POSITIONING AND IDENTITY

The Solvang experience is light, whimsical, memorable and vibrant – off the pages of a fairy tale. Richly steeped in Danish culture, the destination provides one of the most uniquely European-inspired experiences in California. Solvang is interesting and indulgent, rejuvenating and restorative, and offers all of the perfect ingredients for a memorable, cultural getaway.

Destination Tagline: Danish Capital of America
Unique Value Proposition: Solvang is the starting point to the central coast and to many outdoor opportunities, such as cycling, hiking, and equestrian all while offering an idyllic and unique hub to return to where you can enjoy unique architecture, cultural dining and flavors, shopping, and culture and history.

Brand Language

Descriptors: One-of-a-kind, quirky, memorable, historic, and unexpected Danish village
Placemaking Language: Danish village in the heart of the Santa Ynez Valley, 45 minutes from Santa Barbara.

Brand Voice: Unique, Danish, Happy, Memorable, Quaint, Magical, Eclectic, Whimsical, and Adventurous

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AUDIT OF CURRENT BRANDING

The Abbi Agency has conducted a thorough audit of all creative touchpoints for Solvang, including its brand identity, style guide, and 7 additional brand videos.

Starting with brand identity, i.e. Solvang's current logo, The Abbi Agency, understands that this is a relatively new asset that has been financially acquired and approved, and the destination would like to continue its use. From a technical standpoint, there are several flaws in the logo's fundamental graphic design, scalability being the most concerning pain point. Specific issues include:

- The windmill's mark's many tapered lines make it difficult to scale at small sizes.
- The detailed elements within the windmill logo mark, including its varying line weights and densities, create a feeling of imbalance.
- The outline of the logo's typography makes it feel overly-busy, and is not conducive to legibility when being scaled at smaller sizes.
- Tapered red lines may enhance hierarchy structure, but they distract from the detailed logo mark and outlined typography.
- With the clashing style choices of the typefaces, windmill logo mark, and red lines, the logo elements as a whole feel disconnected and not as complimentary as they could be.

With a holistic review of the logo and brand standards, The Abbi Agency suggests moving forward using the current logo— the design is ample and can be salvaged. The style guide is comprehensive and provides the brand with a visual platform to build and expand upon. Its color palette reflects an authentic and believable Danish styling which can be applied across all assets in both digital and print spaces. The brand typography families are modern and legible, and work well to further visualize it within a Danish context. The aid of unique graphic patterns and textures—provided in the style guide— will serve as effective add-ons.

For this Ficsal Year, the branding opportunity will focus on establishing a campaign creative concept and brand identity that can bring Solvang to life.

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BRAND PILLARS

Establishing brand pillars allows us to showcase the breadth and diversity of experiences to be had in Solvang, in turn increasing the number of nights a visitor might plan to stay. Brand Pillars will inform the editorial content calendar, which drives pitch angles, content across website and blog, social media curation and campaigns, SEO and SEM keywords, and paid ad themes and messaging.

The Abbi Agency has established five brand pillars to guide Solvang's work thematically.

PILLAR I

Engaging Entertainment

Key Message:

From immersive daily Danish experiences to a robust event series, there is no shortage of entertaining in Solvang to engage visitors of all types.

Primary Attractions:

- Live Theater
- Nightlife
- Music and Entertainment in the Park
- Events
- Danish Days
- JuleFest
- Solvang Stomp
- Taste of Solvang

PILLAR II

Danish Culture

Key Message:

Solvang is a beautiful blend of old and new, of Danish culture blending with quaint and immersive experiences for today's traveler to experience fairytale village of Solvang.

Primary Attractions:

- Architecture
- Windmills and Sights
- Food and Bakeries
- Museums
- Santa Ynes Mission
- Solvang Trolley

PILLAR III

Danish Delights

Key Message:

Solvang's authentic Danish bakeries and range of food options offer the perfect delights for a visitor's taste buds.

Primary Attractions:

- Danish Food
- Bakeries
- Ice Cream
- Chocolatiers
- Taste of Solvang Event

PILLAR IV

Sip and Imbib

Key Message:

Solvang offers numerous tasting rooms, breweries, and unique bar experiences throughout its downtown. Situated in the Santa Ynez Valley, the destination is within a few minutes' driving distance of wineries and the Santa Ynez wine region.

Primary Attractions:

- Dozens of wine tasting rooms
- Beer Gardens
- Bars in downtown Solvang
- Nearby Santa Ynez Valley vineyards

PILLAR V

Scenic Escapes

Key Message:

Solvang's proximity to stunning outdoor experiences and temperate year-round weather make it an ideal scenic escape for the California traveler. In Solvang, architecture and idyllic parks make for an aesthetic dreamscape.

Primary Attractions:

- Hans Christian Andersen Park
- Santa Ynes Mission
- Downtown Architecture
- Nojoqui Falls
- OstrichLand USA
- Miniature Horse Ranch
- Cycling
- Mokes

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SOLVANG

The Danish Capital of America

SECTION 6

GOALS AND OBJECTIVES

GOALS

Primary Goals:

Position Solvang as the ideal destination for travelers who appreciate a trip focused on history, culture, and food & beverage.

Increase economic performance with elevated visitor stays across mid-week and slower seasons, resulting in more sales tax and TOT tax.

Diversify experiences and activities that visitors are aware of and engage in.

Secondary Goals:

Increase awareness through advertising and an emphasis on social media engagement.

Break into younger audience segments.

Position Solvang as more modern and accessible.

Drive increased number of website visitors.

Increase engagement on social media and website channels.

Build upon Solvang's brand as its own destination within SYV.

Strategic Objectives:

Increase consumer awareness of Solvang and position the destination as a multi-night destination experience.

Drive midweek visitation to Solvang during peak periods, and higher numbers of visitors overall during slower seasons.

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MEASUREMENTS OF SUCCESS

Success should be measured on two levels: Destination and Marketing-Level Measurements.

Destination-Level Measurements

Annually, leverage the Visitor Center counts to evaluate general visitor volume and desired increases.

Aiming for Increase in Visitor Center numbers in target months:

September - November and January - March

On the City management side, Solvang should work closely with the Chamber to establish a system with stores and hotels to measure Sales Tax and Mid-week Occupancy. Alternatively, the City can invest in Destimetrics or a similar measurement tool to evaluate occupancy rates week-over-week.

When that system is implemented, the measurements which should be monitored include:

- Sales Tax
- Increase in Sales tax
- Increase in TOT Tax
- Tax revenue increases should be measured from Visit Santa Ynez Valley whenever possible
- Mid-week occupancy and off-season occupancy
- Increase Hotel Occupancy
- Weekly occupancy activity uniform across week

Marketing-Level Measurements

Increased Awareness, Perceptions, Knowledge, and Engagement with Solvang as a tourism destination.

Key Performance Indicators (KPIs):

Paid: Paid Media Impressions, Number of Clicks, Cost Per Click (CPC), Click-Through Rates

PR: Earned Media Impressions, Earned Media Message Pull-Through, positive sentiment, increased share of voice

Social: Increased Social Media Engagement, increased target followers, increased number of social engagements (likes, comments, shares)

Web: Increase in Website Visitors, Increase traffic in Bay Area, Bakersfield/Fresno regions

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SOLVANG

The Danish Capital of America

SECTION 7

FY23 INTEGRATED ACTION PLAN

MEASUREMENTS OF SUCCESS

The overarching strategy is to drive targeted visitors to the SolvangUSA website from all marketing channels. That is the most important asset, and should be leveraged to capture and retarget audiences effectively.

All ongoing touchpoints are looked at from a holistic perspective with the ultimate goal being affecting increased travel to Solvang.

Fiscal Year 2022-23 represents an important timeframe for Solvang. Now that the destination is expanding its work in destination marketing to strategically attract travelers, this year is critically important for laying a foundation that will be built upon for years to come.

Each of Solvang's marketing channels should build toward the stated attraction strategy – driving users to the website for ongoing engagement and, ultimately, visitation. Below, we have shared the objectives, strategies, and tactics for each marketing channel.

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CREATIVE AND BRANDING

Creative Objectives

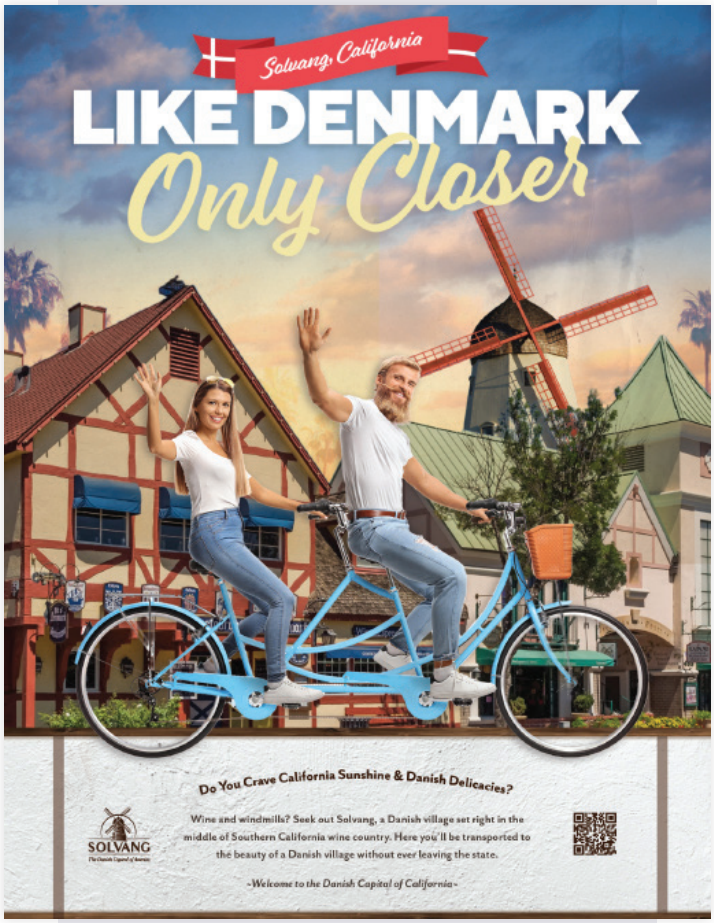
- Leverage new Solvang brand identity to establish and elevate the brand.
- Build on new creative campaign concept and branding to engage potential visitors.
- Expand messaging to strategically position Solvang to its target audiences

Creative Messaging Opportunity: Highlight the Region

While Solvang is the iconic gem of the region, well-known and beloved by the target audience, it also has a limiting perception as a "day-trip destination" - a quick destination experience that can either be taken in over a weekend, or a day-trip from Santa Barbara or Los Angeles.

Solvang should strategically align with the messaging of Visit Santa Ynez Valley to more prominently "own" the region – that is, emphasize the access from Solvang to wine country, outdoors experiences, old west, and more. While we want to ensure we are driving to Solvang rather than elsewhere, we have a better chance of a visitor expanding their stay if they plan a day elsewhere in the Santa Ynez Valley.

To this end, Solvang social media should feature the Santa Ynez Region on a regular basis – 2-3 times per month – and the City of Solvang and Santa Ynez Valley should collaborate wherever possible. See more in Section 8 under "Partnerships."



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CREATIVE CAMPAIGN:

"Like Denmark, Only..."

In Summer 2022, The Abbi Agency will build out the ***"Like Denmark, Only..."*** campaign to be used across channels. The campaign will leverage videos from previous agency, with connecting tagline to tie everything together.

Concept Description: A vacation to Denmark is daunting. First there's the passports, and then the plane ride. And when you arrive chances are you'll step out of the airport into a classic Nordic drizzle, or into a breeze that will explain why windmills are famous along the Baltic coast. Here's where Solvang stands out. Enjoy a full dose of Danish culture, and all the delights of a Denmark village, all in sunny Southern California just a short drive away. This campaign highlights the best-of-both-worlds reality of Solvang — incredible Southern California weather and surprising Danish delights all in one mind-bending blend of geographies and cultures. The "Like Denmark" campaign has the ability to expand and adapt to highlight different competitive advantages of the destination, morphing from "Like Denmark, Only Sunnier" to "Like Denmark, Only Closer" and "Like Denmark, Only Hoppier" to highlight the convenient Southern California location of this alluring Danish village.

The concept will use a few primary taglines:

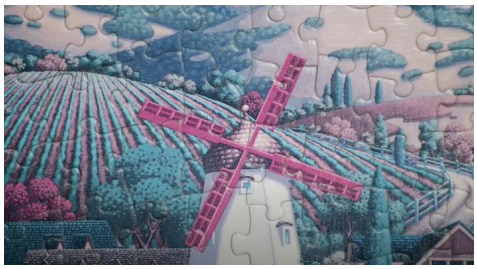
- Like Denmark, Only **Closer**
- Like Denmark, Only **Hoppier**
- Like Denmark, Only **Sunnier**
- Like Denmark, Only **Chardonnary-ier**

Campaign Creative Copy:

Wine and windmills? Seek out Solvang, a Danish village set right in the middle of Southern California wine country. Here you'll be transported

to the beauty of a Danish village without ever leaving the state. Welcome to the Danish Capital of California.

Call To Action: ***See Solvang***



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CREATIVE CAMPAIGN CONT.

Surrounding this campaign, The Abbi Agency will create:

- Campaign Branding and Guidelines
- Copywriting and Editing
- Production of Creative Materials

Creative Materials

Videos - use modified versions of the Cogs & Marvel videos with "Like Denmark, Only..." intro and outro cards, incorporating campaign branding

Digital Banners - leveraging multi-layered created photos featuring target audiences

Website Landing Page - To support the campaign and align with campaign branding Based on build-out and available resources, the campaign may have one landing page to be updated seasonally, or one landing page per persona (three total) with evergreen content. Print Ads - for any pre-purchased or city-purchased ad space

Social Media Ads - which take a deeper dive into seasonal and real-time content, leveraging carousel ads for multi-experience features

"Like Denmark, Only..." Campaign Content Extension

Through website and social media, the "Like Denmark, Only..." campaign will be carried out with a series of supporting content. This will include:

- Series of blog posts and/or itineraries
- Carry blog posts or itineraries through social media with reels and galleries
- "A Danish Minute" social media series

Photography and Videography

Photography and Videography will be captured in February 2023 to align with the new creative strategy and campaign branding and support brand pillars and experiences.

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PUBLIC RELATIONS

Public Relations Evaluation and Strategic Approach

In recent months and years, the City of Solvang has had some great media hits from regional and national outlets. However, compared to competitors, there are fewer media placements and stories overall that are solely about Solvang than other destinations. By strategically hosting media in key timeframes and creatively pitching around Solvang's year-round experiences, the destination can expand the number of stories that are focused exclusively on the destination.

Solvang has an opportunity to capitalize on listicles like "6 perfect spring break road trips" or "The Best Christmas Towns in the United States" to pitch a feature story on Solvang outside of a roundup article. Other themes noted in Solvang coverage include charming small towns, focus on wineries, event- and holiday-driven content and press trip content. Solvang currently has a healthy mix of regional and national media, with regional placements focusing on events, specific businesses, and other details while national media contains more of those roundup stories. Media coverage in the last two years is not reflected on the media page on the website, and no inspirational content exists in this section for journalists.

PR Strategic Opportunities

For FY 2022-23, Solvang should focus on several opportunities in order to expand on the success of current press coverage as well as create a strategy to hone in on the identified audiences.

- Continue to pitch Solvang to roundup and listicle articles, but also expand on those placements for a feature story of Solvang.
- Target broadcast television in a strategic way for a more visual experience of Solvang, as well as a bigger opportunity to produce syndicated content
- Target journalists writing about meetings and conferences to leverage a mid-week travel audience
- Capitalize on marquee events in national publications
- Expand FAM trips to bring journalists in-market who serve our target audiences - one in each target growth season.
- Target drive markets like LA, Bay Area, Central California, Bay Area and Southern Nevada.
- Overhaul the media page on the website to include a gallery of images, inspirational itineraries, media outreach directed at the agency and up-to-date media placements.

Public Relations Goal:

The overarching goal is to position Solvang as the best destination for travelers who appreciate a trip focused on history, culture, and food & beverage. Public relations is all about driving awareness, and showing audiences the range of experiences to be had in Solvang while inspiring them to take the next step and start researching a trip to Solvang.

PR Objectives:

Secure individual media visits (IMVs) in identified audience sectors around key timeframes - two annually (one in fall, one in early spring) to bring pillars to life

- Leverage media to reach Solvang's target drive-market audiences (San Francisco/Bay Area, Bakersfield/Fresno, Los Angeles)
- Leverage marquee events to create media opportunities
- Increase drive market awareness of the unique aspects of Solvang
- Garner national media coverage and accolades for broader awareness
- Increase number of broadcast, digital and print placements with 50% or greater share of voice
- Increase features in roundups and listicles around key annual timeframes and new markets

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PR Key Performance Indicators

- Earned Media Values from placed story and hosted visit
- Share of Voice compared to competitive set
- Story sentiment
- Ensure at least one key message is pulled through in each piece of earned media.
- Aim to secure backlinks in at least 50% of placed media features with average domain authority of 60 or above.
- Aim for owned media features which focus on overnight and midweek stays.

Ongoing PR Strategy and Plans

Solvang will implement a targeted and performance- driven storytelling approach to public relations, ensuring that earned media stories are in collaboration with overall marketing initiatives and target audience segments.
The Abbi Agency will employ its three-tiered public relations strategy to promote Solvang as an iconic California destination, enticing visitors to book overnight, midweek, and shoulder-season stays in the Danish village.

Our strategy will incorporate key themes, brand pillars and messaging in alignment with other marketing channels, and will be anchored by the goal of driving potential travelers back to the website for direct bookings and trip-planning information. The team will incorporate primary pillars into our outreach, offering a holistic view of destination experiences.

Solvang will achieve earned media coverage by utilizing the following strategies and tactics:

- Timely and individualized media pitching to Primary (Bay Area, Bakersfield/Fresno) and Secondary (Los Angeles) geographic audiences
- Individual Media Trips (IMTs)
- Event PR surrounding Solvang's annual happenings
- Press releases and roundups
- Working with local businesses and community, as well as regional tourism marketing partners (Visit Santa Ynez Valley, Central Coast Tourism Council, and Visit California).

Individual Media Visits (IMVs)

With every IMV, our focus will be building itineraries that capture the essence of Solvang and its pillars. Each itinerary offers opportunities to incorporate key themes, marketing initiatives and the history of the destination while driving backlinks to solvangusa.com to increase SEO. For journalists who don't qualify for a hosted visit, we will provide itinerary recommendations, press materials and media rates (when applicable). Success will be measured through the amount of earned media resulting from the trip.

Additional PR Strategic Initiatives

Update Press Room - add multimedia content, and update seasonally, modernize the design.

Establish and Maintain Partner Interactions - with businesses within Solvang as well as Visit SYV and Central Coast Tourism.

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PAID MEDIA

Paid Media Goals and Objectives

- Primary Goal: Generate Brand Awareness among target audiences
- Secondary Goals:
  - Re-engage during Planning Phase to connect visitors with local businesses
  - Re-engage during trip planning and trip (and after) to capture long-term Solvang visitor

Paid Media Strategy

- With Summer occupancy levels consistently high, the paid media strategy will look to engage travelers and promote visitations in the slower parts of the year.
  - Specifically aiming to grow number visitors in Fall (September - November) and Early Spring (January - March)
  - Look to engage travel during the slow part of the midweek as well as the slower parts of the shoulder season
- Select media buys that will accurately reach and engage potential travelers to Solvang.
- All digital buys will be fluid and optimized to the best performers.
- The list of media channels will be considered, planned, and negotiated. The final selection will be based on committee feedback, creative integration, targeting capabilities, market reach and cost efficiency.
- Campaign will direct people to either a landing page on the Solvang website, or specific internal pages that are closely aligned with the intended audience and the content of the advertisement to ensure that users are finding the information timely and relevant.
- Continue to maintain the increased momentum from the pandemic by reaching the most travel ready consumers as well as informing them of Solvang experiences

Paid Targeting Strategy

To create the strongest potential impact among target audiences, Solvang will focus its paid strategy solely on digital channels for FY 2022-23.

- **Targeting: Gen X and Millenial Family, Groups and Couples**
- **Geographic Seasonality**
  - Summer (April - August; JuleFest) - target Bay Area, goal to grow number of stays
  - Position as home base for Santa Ynez Valley
  - Fall and Spring (Sept-Nov and Jan-Mar) - target Los Angeles, Bakersfield / Fresno
  - Position as Secret Season - Solvang Secrets
  - JuleFest (Oct - Dec) - target Bay Area, Bakersfield / Fresno
- **Paid Channels**
- **Display Ads -** Top-of-funnel awareness and consideration efforts that reach audiences and encourage education and engagement around key actions, to disseminate content strategically, and move users to the website to book travel or enjoy an activity.
- **Search/SEM Ads -** Reach potential visitors within the planning and booking stages, serve ad copy that delivers key messaging for motivating booking conversions.
- **Facebook, Instagram, Pinterest, YouTube**
  - Awareness: Recommended mix of video and photo assets tailored to each interest.
  - Retargeting: Serve ads to individuals who have visited the website or engaged with content to keep the campaign top of mind and offer incentives.

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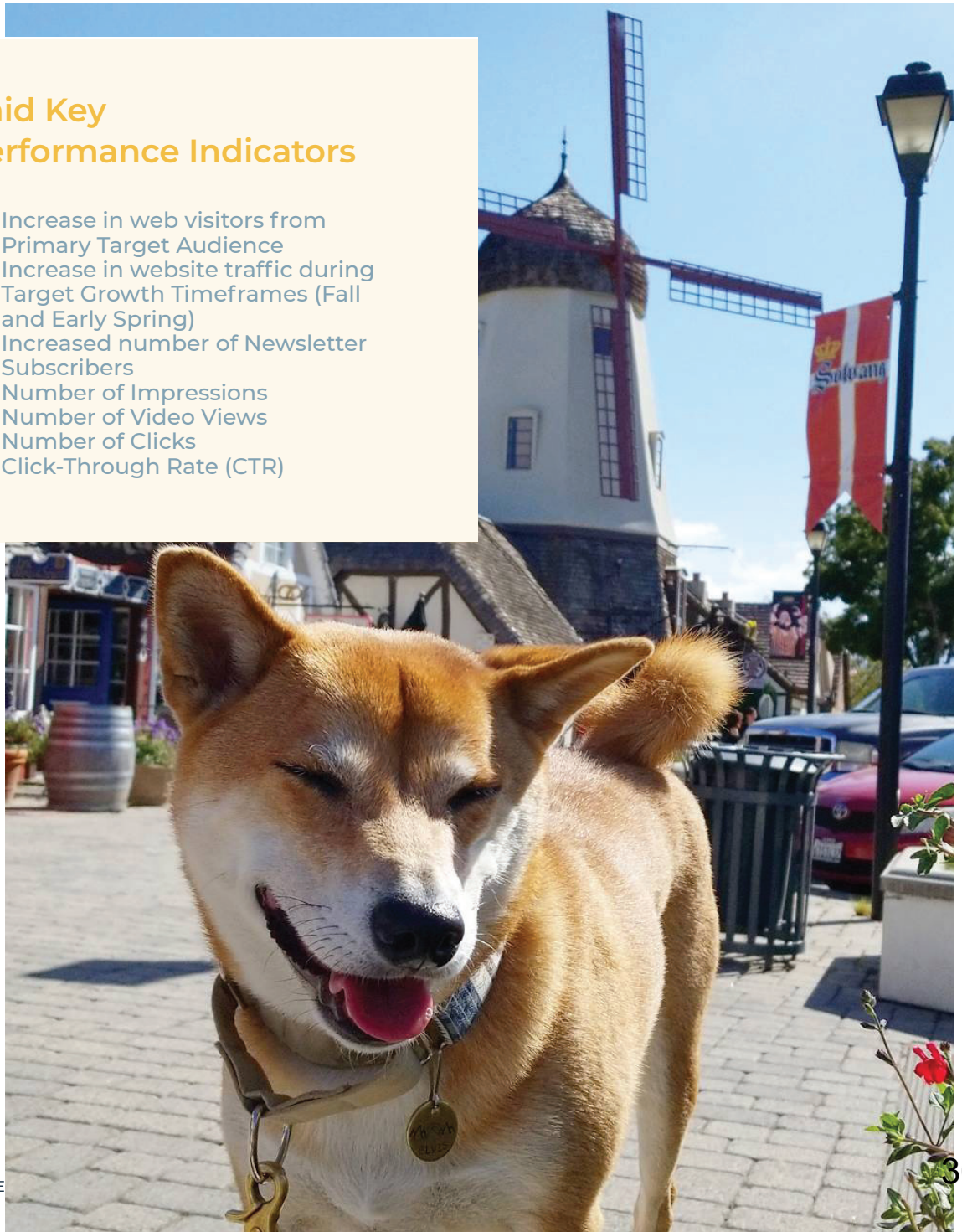
Target Audience:

Gen X and Millennial Family, Groups, Couples

Upper-Funnel - Dreaming	• Display Ads • Pinterest Ads - Awareness • Facebook & Instagram Ads - Awareness
Lower-Funnel - Planning	• Search Ads • Facebook & Instagram Retargeting Ads
In-Market - Engaging	• Facebook & Instagram Follower Ads • Newsletter Subscriber Ads

Paid Key Performance Indicators

- Increase in web visitors from Primary Target Audience
- Increase in website traffic during Target Growth Timeframes (Fall and Early Spring)
- Increased number of Newsletter Subscribers
- Number of Impressions
- Number of Video Views
- Number of Clicks
- Click-Through Rate (CTR)



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SOCIAL MEDIA & CONTENT STRATEGY

Social Media Evaluation and Strategic Approach

Solvang has a solid following across all accounts, with Instagram as its top-performing platform. As a scenic and unique destination experience, its users appreciate the aspirational content featured on its platforms. Based on comments posted on both Facebook and Instagram, travelers and locals alike are interested in events, supporting local shops, dining at restaurants, and creating a checklist of unique activities. Many also mention their appreciation for the destination's arts and culture, its unique personality and location, and its history. By utilizing popular social media trends and diversifying its content, TAA will amplify these efforts to increase excitement, encourage travel, and position Solvang as a top destination across the country.

Current followers are from southern California predominately – there is opportunity and goal to expand top followers to include Bay Area California as well.

Social Media Strategic Opportunities

By establishing and maintaining a consistent posting cadence, Solvang may place favorably in complicated the algorithms of Facebook and Instagram. On all platforms, the best performing content focuses on scenic photos, activities, and places to go in town. The content itself is rich and valuable for its travelers. By applying best practices such as tagging partners, using hashtags, and sharing great photos and videos, the City of Solvang is able to garner more eyes and engagement on its content.

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The main areas to continue Solvang's growth on social media are:

- Establish and maintain consistency in posting cadence across platforms;
- Integrate the unique tools available per platform to help drive engagement and audience growth;
- Increase variation of content posted to include trending content.
- Maintaining consistent branding across all platforms:
  - Updating each platform with the same profile and cover photos with correct branding and logo
  - Evaluate the current branded hashtag #SolvangUSA and continue to use in posting and added to the Instagram and Twitter profile biographies.

Social Media Objectives and Key Performance Indicators

Objectives

- Position Solvang as a unique, Danish destination with one-of-a-kind experiences focusing on food and beverage, activities, events, history, and culture.
- Showcase the broad range of experiences and specific attractions available year-round in Solvang
- Communicate sense of place for visitors, including Solvang as the access point to the Santa Ynez Valley region and proximity to Santa Barbara.
- Drive midweek engagement with real-time promotion.
- Leverage popular events, namely JuleFest, to capture and engage with audiences in other seasons.

Key Performance Indicators (KPIs)

Quarterly

- Increase social media engagement by 5% each quarter
- Increase impressions by 10% for target growth timeframes
- Grow audience by at least 5% on each platform, Specifically increase number of followers in Los Angeles / Bay Area / Fresno - Sacramento - Bakersfield regions

Annual

- Increase share of voice through impressions with a 10% increase YoY
- Encourage midweek travel through social narrative, especially during shoulder seasons, utilizing social trends to increase engagement

Social Media Content Approach

Through Solvang's social media channels, we want to inspire and encourage bookings for future travel, especially in the fall and early-spring target timeframes. Social media should be leveraged to convey the vast variety of activities and specific experiences in and around Solvang as we continue to position the destination as the hub to the Santa Ynez Valley.

Showing the variety of activities, dining and local shopping in and around the city will encourage visitors to increase their length of stay. The goal is to increase Facebook likes (15%), Instagram followers (20% increase) and Twitter followers (10%).

A variety of tactics will be explored to increase engagement on different platforms including but not limited to:

- **Reels -** Sharing an expansive look at outdoor adventures, local dining options activities in action in 30 seconds or less will catch the fleeting attention of most.
- **Instagram Guides -** Inspirational thread content to serve as travel guides to inspire off-season travel / mid-week stays.
- **Content Series -** Social media content series will be developed to bring the "Like Denmark, Only..." campaign to life on an ongoing basis across social channels. Concepts to be expanded include:
  - A Danish Minute - Short deep dives on the Danish history and stories behind certain attractions; campaign alignment in voice and design
  - Clog it - clog dancing series at different locations throughout SYV and Solvang
  - Solvang Questions - answering some of the questions from visitors in short-form video series
  - Solvang Hidden Gems - "Secret Solvang"
  - Series to promote lesser-known "gems" and experiences during springtime
  - Roll out January-March
  - Danish Delights - Taste of Solvang
  - Align with Taste of Solvang in March

In-Market Alignment and Business Promotion

To align themes at the destination level and in-market, on a quarterly basis Solvang should distribute a survey to businesses and regional partners asking for any visitor-relevant information which could be shared to social media. On this form, we would include themes at the Solvang destination level to ensure businesses can align with our themes thoughtfully.

The Abbi Agency will coordinate with the Solvang Chamber to determine best format and timing for these surveys, but ideally four will be distributed per year.

Social Media Posting Themes, Cadence and Calendar

Posting Themes: Posts should align with pillars, as well as other seasonal and visitor-related content: *Relevant Visitor Questions to Inspire Social*

Media Content - pulled from the Visitor Center report, the most important themes and topics to educate visitors on via social media and content include:

- How do I get to Solvang? From Santa Barbara? From Los Angeles?
- What are the "cant-miss" items in Solvang?
- Where can I go get a free map of the town and area?
- Where/how do I go wine tasting?
  - In-Solvang tasting rooms
  - Add-on a day to experience dozens of wineries in the Santa Ynez Valley!
- Deeper Dive Guides on Key Experiences:
  - Trolley
  - Danish Flavors - Guide to Danish Food and Sweets
  - Sweets and Treats - Aebleskiver and Bakery/Pastry Experience
  - Museums, Cultural and Historic Sights to see
  - Most Authentically Danish Solvang Experiences - Visitor Center, Restaurants, Stores, Language Museums/History
  - Danish Experiences
  - Strange Solvang - Quirkiest experiences (Ostrich Farm, Tiki Bar, etc.)
- Itineraries
  - Family
  - Romantics
  - Friends and Groups

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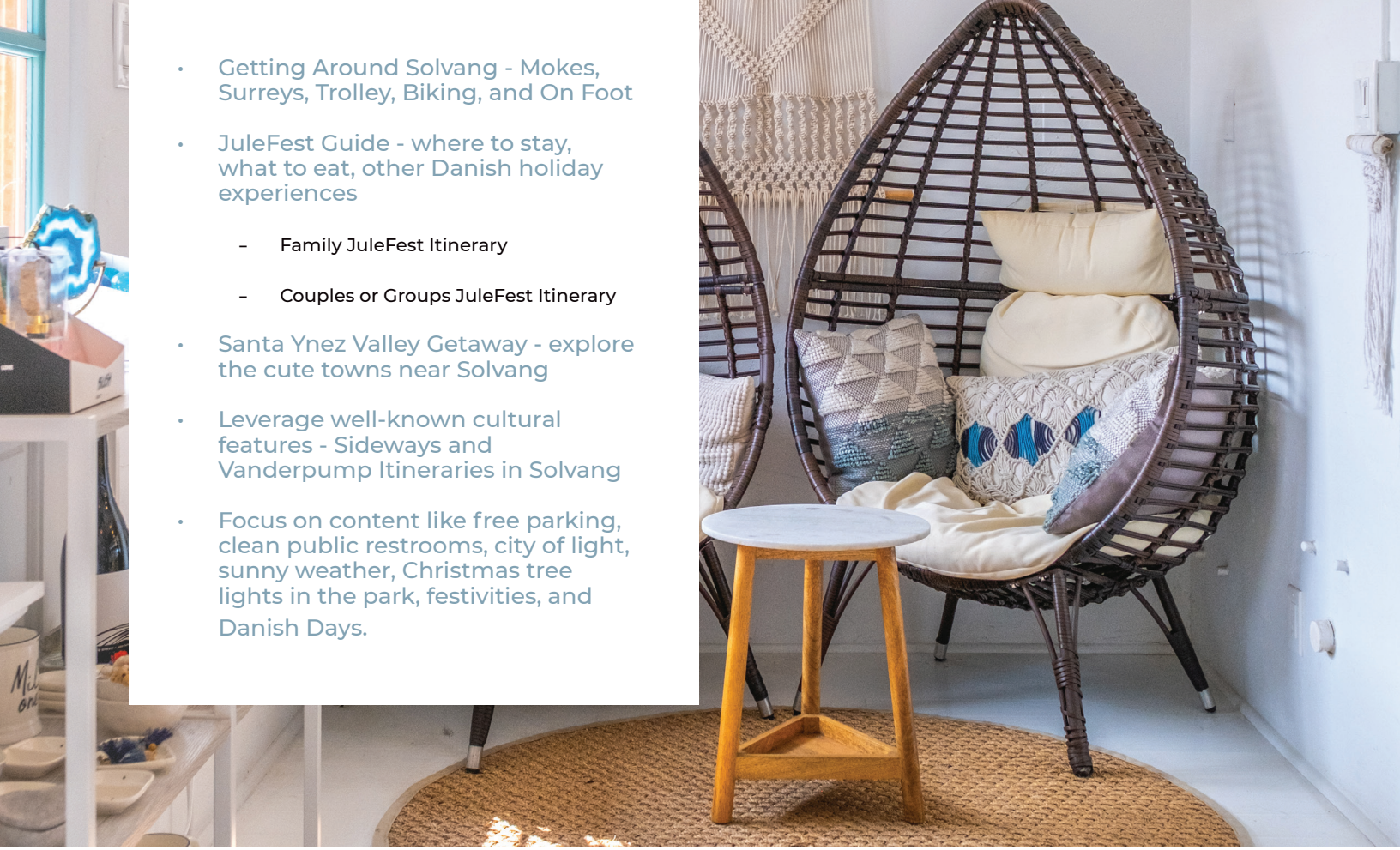

- Getting Around Solvang - Mokes, Surreys, Trolley, Biking, and On Foot
- JuleFest Guide - where to stay, what to eat, other Danish holiday experiences
  - Family JuleFest Itinerary
  - Couples or Groups JuleFest Itinerary
- Santa Ynez Valley Getaway - explore the cute towns near Solvang
- Leverage well-known cultural features - Sideways and Vanderpump Itineraries in Solvang
- Focus on content like free parking, clean public restrooms, city of light, sunny weather, Christmas tree lights in the park, festivities, and Danish Days.

Weekly Posting Calendar - The following social media posting calendar is not intended to provide prescriptive daily posts; it is intended to provide inspiration to ensure that all destination pillars are evenly featured and audience engagement is maintained on an ongoing basis.

The Abbi Agency's social media team will incorporate seasonal themes and shift this monthly calendar as needed.

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Wk 1		Architecture or view of street		Hotel Highlight		Seasonal Experience or Event	Upcoming Event or Entertainment
Wk 2	Solvang Sights - UGC		Wine Wednesday - SYV Winery Feature	Danish Minute			Solvang Sunday Sweets
Wk 3		Dog Friendly Feature	Upcoming Event or Show		Weekend Inspo: Outdoor Adventure	Sipping Saturday - Wine Views	
Wk 4	SYV event or town feature	Solvang Sweet Escapes		Throwback Thursday - History and Culture			

Pillars:

- *Pillar #1* **Engaging Entertainment**
- *Pillar #2* **Danish Culture**
- *Pillar #3* **Indulgent Delights**
- *Pillar #4* **Sip and Imbib**
- *Pillar #5* **Scenic Escapes**
- *Other*

SOCIAL MEDIA & CONTENT STRATEGY

SolvangUSA.com Website Observations and Insights

The Solvang website makes use of some modern website design and fundamentals but misses the mark in some key areas. The Homepage is cluttered with menus on either side of the screen, while the main portion of the page is void of any information making it look unfinished and deterring visitors from exploring the rest of the website. Additionally, high quality images and weak code have led to slow page load times likely resulting in a high bounce rate.

The device usage skews heavily towards mobile users where the target destinations are “Where to stay” and “What to do” suggesting that users schedule their visits from their mobile devices. Ensuring a clean mobile experience with fast load times and relevant information will be key in securing future tourism. Overall, the website works and functions very well. Each of the links work and house relevant information, but the home page is void of information making it appear as if the rest of the website would be the same.

From an SEO Standpoint, the Domain Authority (54) is fairly moderate, but on the weaker side. Adding Canonical Tags will be the quickest way to boost Domain Authority. With a stronger Domain Authority the solvangusa.com site will have the opportunity to make use of the Top 10 Keyword Opportunities table allowing for the acquisition of low-difficult keywords with high volume-add. And, increasing the number of external links (currently: 3.7k) will support a Domain Authority increase. Altogether these changes will bring in more website visitors.

FISCAL YEAR 2022-23 WEBSITE PRIORITIES

- Evolve design and content to provide a better and curated experience to the visitor.
- Work with partners and Marketing Manager to ensure website is kept up-to-date with relevant information.
- Establish and refine key web pages to drive content

Website Objectives

- Increase page rank to position 1-5 for 5-10 keyword opportunities that fit within overall target strategy.
- Increase Domain Authority to 60
- Improve site speed
- Decrease bounce rate to 65% or lower
- Resolution of technical on-site errors impacting SEO
- Increase non-direct site traffic source to 30-40%
- Increase total website visits by 25%, comparing FY 22-23 to FY 21-22
- Website Key Performance Indicators
- Improved User Engagement on the Website
- Improved Technical Site Performance
- Increase Search Visibility Amongst Intent-rich Queries
- Increased Referral Traffic from Other Marketing Focused Initiatives

FY 2022-23 Website Implementation

For Fiscal Year 2022-23, The Abbi Agency has identified a series of three Implementation Projects to be addressed by the Digital Experience team. These will allow the current website to be leveraged for at least the following year, and ensure best stewardship of the City of Solvang’s resources.

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IMPLEMENTATION PROJECT 1: HOMEPAGE AND TECHNICAL UPDATES

The current Solvang home page deters visitors from continuing on with their session with a look that appears unfinished leading users to believe that the rest of the website would also be unfinished. In addressing the homepage, several points will be focused on:

- Redesign homepage to include immersive and inspirational visuals of Solvang as a destination
- Incorporate timely, seasonal content and upcoming events
- Feature itineraries relevant based on time of year of persona targets
- Include key information to establish a sense of place - including "Getting to Solvang" section and "Getting Around Solvang" Add place-making graphics and information to the homepage
  - Identify nearby airports and establish that Solvang is "Located in beautiful Santa Barbara Wine Country, 130 miles north of Los Angeles"
- Opportunity to show a different homepage to visitors in-market vs. out-of-market
  - Many of the hotels feature internet connection that drops a visitor on the homepage of the website
  - Homepage evolution could leverage these audiences individually - they are at a different phase of the travel lifecycle than others who we are driving to homepage

Technical Updates to Improve User Experience:

- Technical:
  - Extremely long page load times and average session durations lead to increased bounce rates. To address this cleaner code will need to be implemented, as well as lower quality images on each page.
- Content & SEO:
  - Addressing missing Canonical Tags will be a quick way to increase Domain Authority giving the opportunity to acquire 10 low-difficult buy high-volume keywords that will increase overall site traffic.
- User Experience:
  - Extremely long session
  - Add information to the home page, as its current state deters users from exploring the rest of the website.
  - Add information to the About Us section to inform the user of who you are and what you are about.
- Other Improvements:
  - Fix Nav Bar
  - Add events and update details
  - Remove "car-free" promotion - under "how to get to Solvang" section
  - Add link to Visitor Guide directly on website
  - Add newsletter submission pop-up for 2nd page visited

IMPLEMENTATION PROJECT 2: NEW BRANDING

- Incorporate campaign branding elements throughout website, especially on homepage and any other pages driving paid traffic from campaign elements.
- Build out landing page(s) to feature creative campaign.

IMPLEMENTATION PROJECT 3: RELEVANT AND SEASONAL CONTENT

Get Events Up-To-Date

- Add Marquee Destination Events by end of September
- Create a system and workflow for other events to be submitted to website

Create a series of website content and posts that include a mix of:

1. Most FAQs from Visitor Center
2. SEO-targeted terms and searches
3. Seasonal and event-centered content
4. Campaign-supportive content

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EVENT MARKETING: JULEFEST

Add topical information and content around the visitor center inquiries, specifically incorporating the themes and questions expanded under "social media." The JuleFest campaign will be provided additional marketing support in order to best leverage the event.

JuleFest Objectives

Establish thoughtful strategy to engage certain target audience segments around event theme and experience.

Leverage itineraries and trip ideas to expand experience beyond just the event, driving overnight visitation.

Target Audience:

Family Memory-Maker and Group Getaway
Bay Area and Fresno-Visalia

Situation and Opportunities: This is Solvang's well-known, beloved event. We have an opportunity to capture and engage this audience to bring them back for future trips in slower season, as well as to encourage them to extend their trip. By targeting a longer-haul traveler, we are more likely to encourage them to turn their JuleFest experience into a full-fledged trip.

JuleFest Plan

Embed JuleFest into all aspects of marketing for the City of Solvang for the months of October - December:

Media outreach to include:

- One (1) Press Release
- 3-month pitching to target regional publications
- Place on regional event calendars
- Coordination with any attending journalists
- Secure and host one IMV

Social Media:

- Event creation on Facebook
- Social media giveaway
- Advertising support
- JuleFest Countdown series
- Creative and Paid
- Develop event flyer, advertising assets to align with visuals from brand and campaign
- Use geofencing to capture engaged audience as newsletter subscribers - potential to create offer or deal

Webpage:

- Redesign to align with Solvang branding, can be JuleFest colors
- Provide more information beyond just the dates of individual events, including where to stay, how to get to Solvang, other things to do, and ways to round out a trip

Content:

- Landing Page development, updating or blog feature
- One Itinerary - 3-day Winter JuleFest Getaway
- One "Guide to JuleFest in Solvang" - all o.f the parking and other details you'll need

SOLVANG

The Danish Capital of America

SECTION 8

RECOMMENDATIONS FOR THE CITY OF SOLVANG

In this moment, City of Solvang is taking a meaningful step in its tourism marketing efforts. By bringing in The Abbi Agency as a marketing partner bringing on a Marketing Manager internally, the destination is poised to move all marketing efforts ahead with one unified voice.

The Abbi Agency has provided recommended roles and responsibilities for each of the entities working to support Solvang tourism, as well as recommended future-year marketing opportunities.

ROLE OF MARKETING MANAGER

As the City of Solvang brings on a Marketing Manager, and based on this role's access and proximity to other City functions, they should become an intermediary between the City and any marketing entities. Below are recommended functions to be handled internally by the Marketing Manager vs. marketing agency.

Internal Marketing Functions

- Management of info@cityofsolvang email address and film licensing
- Monthly email newsletter management and distribution
- Day-to-day website changes
- Website business and partner feature management - review and approve
- Website event submission management - approval and publishing
- Monthly updates to Tourism Advisory Committee
- In-person support on social media and media hosting initiatives, as needed
- Event management

Agency Marketing Functions

- Annual Creative Concepting
- Website updates to key target pages for campaigns, paid advertising, and SEO purposes
- Quarterly and Annual Reports and presentations to TAC
- Social media management
- Public relations outreach and management

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PARTNERSHIPS & COLLABORATION

Regional: Visit Santa Ynez Valley

Visit Santa Ynez Valley (SYV) is a well-established brand in the California Central Coast, with a robust marketing program targeting drive- and flight-market travelers. The City of Solvang can and should collaborate with Visit SYV whenever possible, as the reciprocal cross-promotion can only stand to benefit and grow the audiences of both destinations overall.

Visit SYV Strategic Insights:

- Visit Santa Ynez Valley targets the Los Angeles drive market primarily - 80% of targeting goes to drive market while 20% goes to flight market
- SYV has observed that Bay Area stops at Paso Robles,
  but they are trying to grow the north and encourage to visit SYV
- Social Media: Facebook - 18.5k followers; Instagram
- - 12.5k followers
- Focus on wine, outdoors, Solvang, UGC, Taste of SYV and food
- Goal is to grow mid-week visitors

Of SYV's six communities, Solvang is the most well-known and distinctive – the gem of the region. With great name recognition, Solvang must overcome its "day-trip" perception to extend the length of a traveler's stay.

To this end, there is a key opportunity in positioning Solvang's access to the entire SYV region of experiences throughout its six communities: Ballard, Buellton, Los Alamos, Los Olivos, Santa Ynez, and Solvang.

Solvang should strategically align with the messaging of Visit Santa Ynez Valley to more prominently "own" the region – that is, emphasize the access from Solvang to wine country, outdoors experiences, old west, and more. While we want to ensure we are driving to Solvang rather than elsewhere, we have a better chance of a visitor expanding their stay if they plan a day elsewhere in the Santa Ynez Valley.

Further, the Solvang brand should collaborate wherever possible with Visit SYV, including the following several opportunities:

- Share launch of new campaigns, itineraries, or other major information, with promotional assets (photo, graphic or video)
- Share relevant web links with SYV and add relevant links to Solvang website for reciprocal engagement/SEO support
- Find ways to participate in and promote Taste of Santa Ynez Valley
- JuleFest - provide information, promotional assets, messaging points, and ideas for additional collaboration.
- Media hosting - anytime a journalist wants to explore beyond Solvang, coordinate with the Visit SYV team to establish the full regional itinerary.
- Feature SYV regional content 2-3 times per month on Solvang social media channels, tagging Visit SYV's pages and #SYVibes, and especially promoting Santa Barbara Wine Country.
- Assets and Visuals - Visit SYV has offered to share photography and video assets on an as-needed basis, The Abbi Agency team will reach out as needed.
- Align with messaging around "Santa Ynez Valley" or "Santa Barbara County" to ensure distinction from the municipalities of Santa Barbara or Santa Ynez

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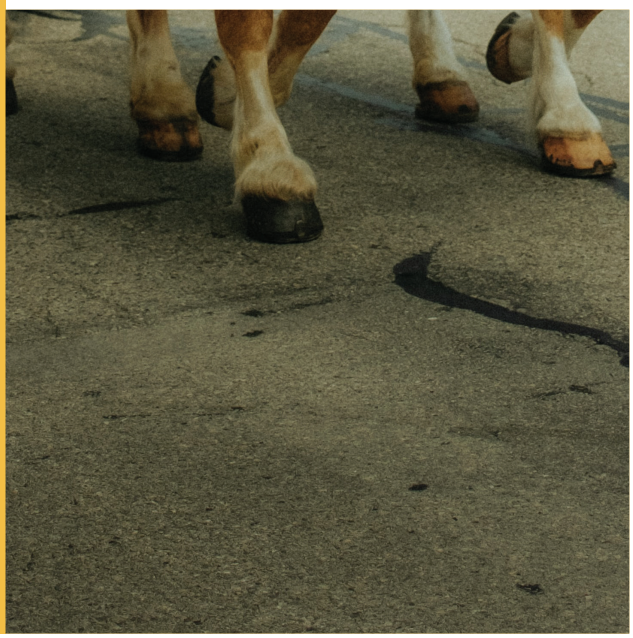

Ambassador Collaboration

On a regular basis, Solvang should provide updates and campaign assets to a group of “ambassadors” who can assist in destination amplification.

Ambassador Opportunities - In-Market:

- Visitor Center
- Solvang Chamber of Commerce
- Members of Solvang

The role of the DMO is to elevate and highlight businesses, making it easy for visitors to find and connect with the businesses they are looking for. To this end, the City of Solvang and The Abbi Agency should collaborate regularly with the chamber and ambassadors on key programs, including:

- **Community Survey -** In summer 2022, a survey was distributed to community members and business owners for their insights to inform marketing.
- **Quarterly Form -** we’ll send out with our themes, asking for photos, updates, specials, promotions, events, announcements, and anything else visitors should know. These can be shared on social media and PR pitches.
- **Asset Sharing -** Upon launch of new campaigns, itineraries, or other major information, share via email with promotional assets (photo, graphic or video)
- **Annual Report -** Chamber is our connection to locals - provide updates and on an annual basis, release “annual impact report.”

The Abbi Agency has worked hard to involve the community upfront and create relationships between the DMO and businesses. During the immersion tour and previous trips, the team visited more than 50 local businesses, restaurants, hotels, and experiences. We have established contact with several more, and are working to open doors on a long-term basis to support public relations and social media features.

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LOOKING AHEAD: FUTURE-YEAR INITIATIVES

While this marketing plan specifically focuses on Fiscal Year 2022-23, The Abbi Agency has several ideas for the City of Solvang to leverage in future Fiscal Years in order to drive visitation.

Influencer Hosting

- Either a paid with content/talent built in, or service-for-cost exchange
- Influencer campaigns can be launched to support target timeframes and specific campaign initiatives

Expanding the partnership with Santa Ynez Valley on further initiatives, including:

- Purchasing additional advertorial and/or campaign-focused features on website or in Visitor Guide
- Partner to attend trade show(s), including IPW to begin getting in front of flight market audience
- Pop-up Events with Visit Santa Barbara in target drive markets
- Partner on collaborative paid opportunities in the Bay Area

Interactive In-Destination Experiences

- Bandwango campaign experience build-out for digital business feature map and/or gamification of exploring specific itineraries
- Pair with Owned Map, Collateral assets
- Creating a digital version of audio tour
- Danish Discovery Pass; Taste of Solvang, etc.

Ongoing Content Development and SEO Maintenance

- Monthly blogs and newsletters - after we spend this year building the base with campaign-supportive itineraries and growing newsletter subscribers
- Blogs and website content would be built and developed based on SEO goals and targets
- SEO maintenance from technical standpoint to support destination and strengthen Domain Authority

Multimedia Social Media

- Target Gen Z and Millennials through expansion to TikTok and investment in short-form videos
- Partner with influencers for additional TikTok and short-form video feature opportunities

Brand Refresh and New Website

- After the initial year with new brand messaging from campaign, Solvang should take the time and investment to revamp its brand and website

Chamber Collaboration - Solvang Wine & Beer Experience or Other Maps

- Leverage bandwango to build this out virtually and create campaign around it, Taste of Solvang or another thoughtful timing (Chamber SOW pg 3)

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Paid Media Plan Expand into Traditional Tactics

- For FY 2022-23, it is recommended to focus the $54k of paid media buy strictly to digital channels, this will enable most specific monitoring, analysis, and largest potential for impressions.
- In future years, the media plan can and should incorporate traditional media tactics as possible, including print and out of home opportunities.
- Advertorials or native content should also be added to the paid plan, especially in support of campaign content or any map-type features.

Larger Investment in Research and Measurements

- After 2-5 years of work, Solvang should invest in research to better understand the target audience and limiting factors and/or measurement to gague success of marketing efforts in increasing awareness, improving sentiment, and growing visitation in target timeframes.

Community Annual Report Event

- For a future marketing milestone, Solvang should gather community and business leaders to provide an “Annual Report” and unveil upcoming marketing campaigns
- This could include a future brand or website refresh, or new creative campaign
- It is recommended to prioritize this Community Event in FY 2023-24.

SOLVANG
The Danish Capital of America

AGENDA ITEM 4d

Meeting Date: March 2, 2023

SUBJECT: **Discussion regarding a Solvang USA website RFP Process**

PREPARED BY: Cheryl Shallanberger, Marketing Manager

DISCUSSION:
At the February 2 Tourism Advisory Committee meeting, the Marketing Manager presented to the members the need for a new SolvangUSA.com website. It was unanimously supported to make the recommendation to the council to go to RFP for a new website.

The Marketing Manager sought three informal proposals for a new site to provide a rough budget. Currently, in the marketing budget, there are no available funds to support a new Solvang USA website. Funding approval would be required for City staff to move forward with the RFP process.

With the recent resignation of the marketing agency, a new website company would be able to provide ongoing hosting and maintenance, at an annual or monthly cost.

If the council approves, the Marketing Manager will work with a TAC subcommittee to finalize an RFP and distribute it.

A tentative timeline:
Complete and distribute RFP by: March 15, 2023
Response due date: April 12, 2023
Selected Vendor presentation: May 4, 2023 at the TAC Meeting
Ideal launch date: September 2023

ALTERNATIVES:
Provide a different timeline for website RFP.

FISCAL IMPACT:
Websites vary in cost. $40,000 - $75,000. A better website would ideally result in higher visitation and longer stays increasing sales revenue to the City of Solvang.
Monthly or annual hosting and maintenance costs are currently built into the Marketing Budget.

ATTACHMENTS:
N/A

SUBJECT: **Discussion to The Abbi Agency Report**

PREPARED BY: Cheryl Shallanberger, Marketing Manager

DISCUSSION:
Marketing Manager to present The Abbi Agency report for the month of January.

ALTERNATIVES:
Provide feedback to staff.

FISCAL IMPACT:
None

ATTACHMENTS:
A. The Abbi Agency January Report

JANUARY PERFORMANCE REPORT

CITY OF SOLVANG

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SOCIAL MEDIA

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MONTHLY SOCIAL MEDIA OVERVIEW

From the afterglow of our Julefest 2022 campaign, we continued to strive to maintain goals of keeping Solvang's social media accounts engaging and impressionable during Q1 of 2023. In January, our cadence of posting remained above the scope requirements, but was slightly decreased from December. Returning to posting focused on longer lead travel led to lower impressions, engagement and engagement rates, except on Twitter where impressions increased. These dips are seasonal as individuals in January are often not focused on travel. All channels saw positive follower growth.

While highlighting the nominations for travel awards, we shifted content for focus on local businesses and shoulder season travel to the region. Our key goals for February of 2023 are to focus on short-form video content, and to create uniquely branded content on each individual platform to cater to Solvang's unique audiences and increase engagement.

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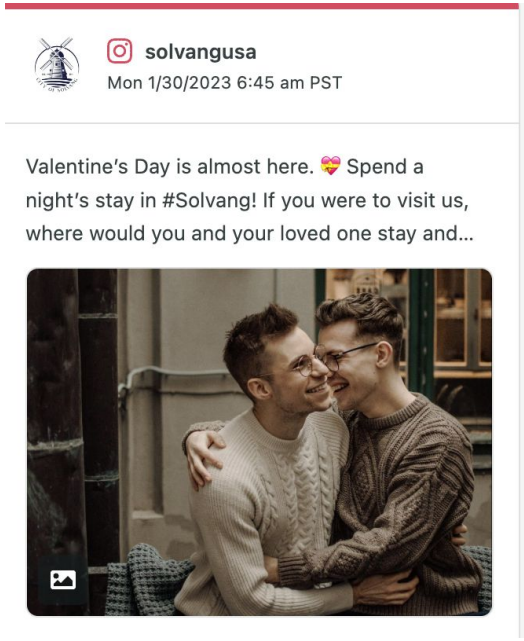
INSTAGRAM HIGHLIGHTS

The screenshots to the right indicate the top performing posts over the course of January 2023. Posts that focus on asking Instagram's audience to engage, whether that be voting or how they spend their time in Solvang, helps promote growth on the platform.

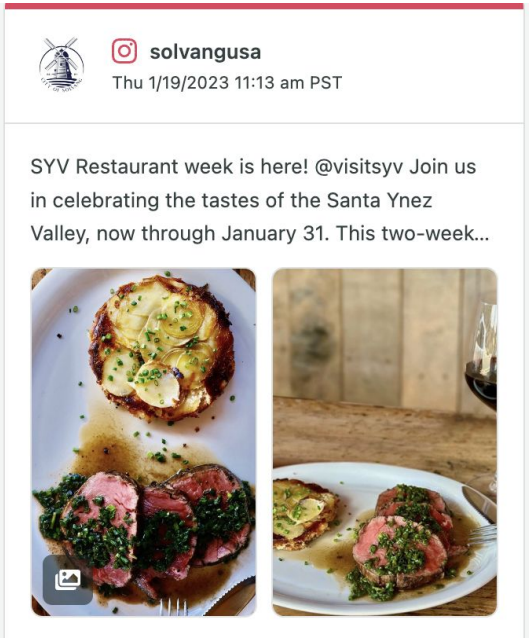
Impressions: 175,538 (54% decrease MOM)

Engagements: 4,229 (63% decrease MOM)

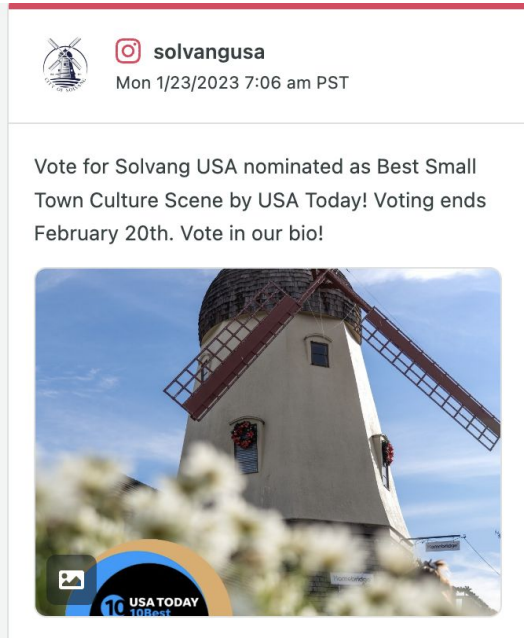
Followers: 35,342 **(+398 Net Audience Growth)**



Engagement: 1,070
Impressions: 20,305



Engagement: 607
Impressions: 9,846



Engagement: 485
Impressions: 6,842

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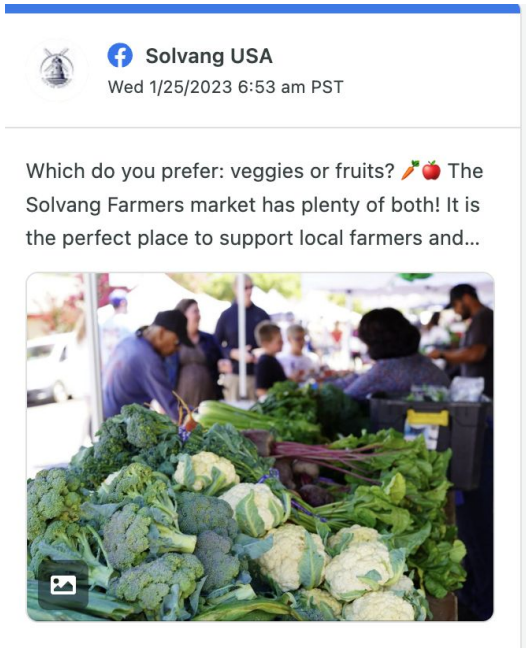
FACEBOOK HIGHLIGHTS

The screenshots to the right indicate the top performing posts over the course of January 2023 on the newly created Facebook page. No month over month data exists for this page as it is new.

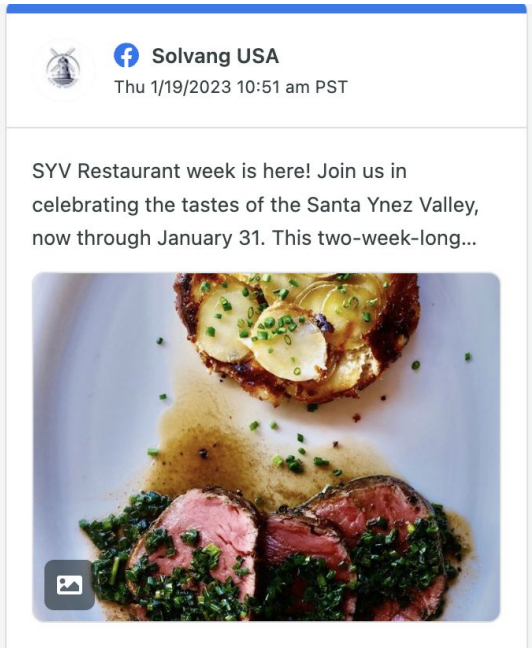
Impressions: 633

Engagements: 439

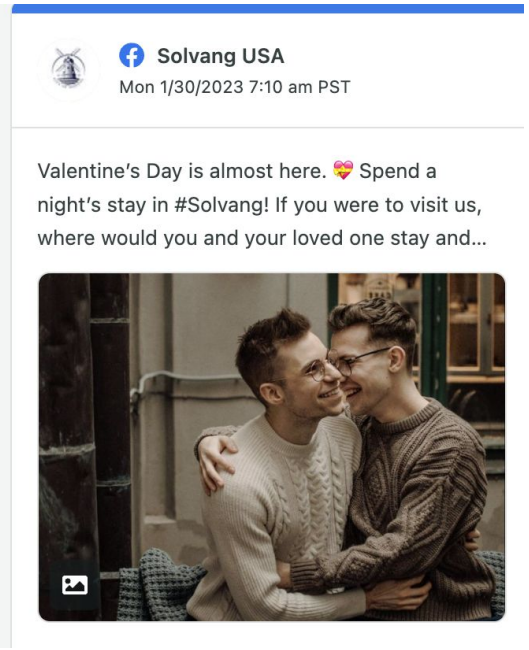
Followers: 2,010 **(+2,010 New Followers)**



Engagement: 17
Impressions: 402



Engagement: 36
Impressions: 229



Engagement: 62
Impressions: 194

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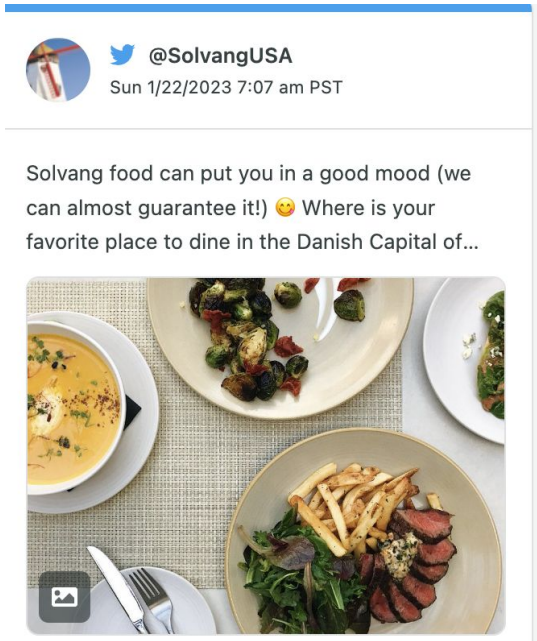
TWITTER HIGHLIGHTS

The screenshots to the right indicate the top performing posts from January 2023. With a focus on growing new followers, we saw higher impressions, however, engagement dropped during the month. We will review future content to ensure posts are easily clickable to increase engagement.

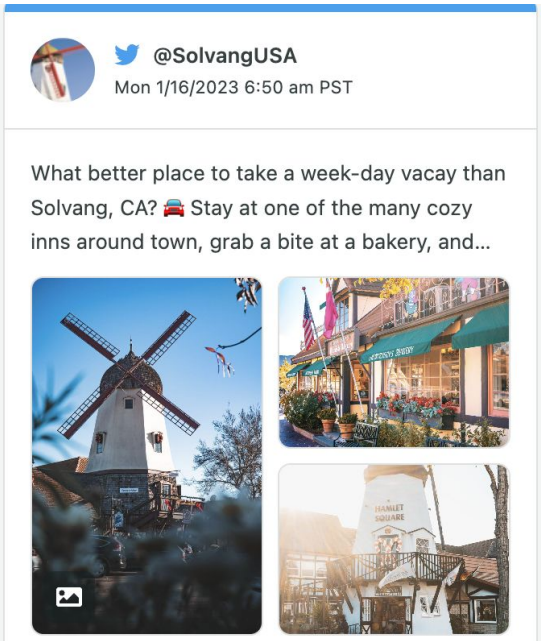
Impressions: 2,872 (10.8% increase)

Engagements: 128 (32% decrease)

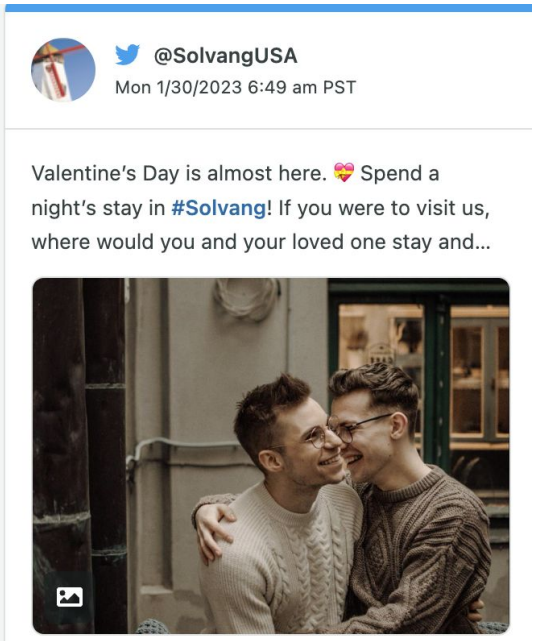
Followers: 3,011 **(+15 new followers)**



Engagement: 22
Impressions: 801



Engagement: 20
Impressions: 367



Engagement: 15
Impressions: 362

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BOOSTING EFFORTS (IG)

TOTAL IMPRESSIONS: 20,872

TOTAL ENGAGEMENTS: 79

January's boosting efforts focused on Solvang's nomination for Best Small Town Culture Scene by USA Today. Since January is the slow season for events around Solvang, we choose this post in order to garner more votes for this nomination.

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OPTIMIZATIONS & RECOMMENDATIONS

For Facebook, we will continue evaluating access opportunities for the original Solvang USA page, working with the City to do so.

On Instagram, we plan to drive the message of shoulder season and midweek travel as well as February events and upcoming March events and activities such as Spring Break for families.

On Twitter, we'll focus on shorter captions and more direct links to events and bookings in Solvang.

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PUBLIC RELATIONS

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PUBLIC RELATIONS OVERVIEW

In January, we started off the New Year with a placement in TravelAwaits on towns that make you feel like you're in Europe.

Our pitch messaging for the month included an extended getaway for MLK Weekend, which was then repurposed as a wine weekend for Valentine's Day. A new pitch was crafted for long lead placements about spring break plans.

The PR team worked alongside the City of Solvang team during the week of inclement weather to ensure weather updates were timely and accurate. Our team wrote a media advisory that was approved by the City Marketing Manager and distributed to regional outlets. We also assessed the situation daily, provided advisement on how to proceed, as well as put out messaging on social media stories.

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JANUARY PLACEMENT OVERVIEW

1

Media Placement

13.8K

Reach

1

National Mentions

View all 2022-2023 placements in your CoverageBook.

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TRAVEL AWAITS

12 Fabulous U.S. Cities That Feel Like You've Gone To Europe

× close

4. Solvang, California

Solvang, "The Danish Capital America," feels like a touch of Copenhagen brought stateside. Founded in 1911 by Danish Americans wishing to keep Danish traditions alive, the city is filled with gingerbread and half-timber architecture, windmills, and shops selling Danish goods. The Elverhøj Museum of History & Art will teach you about the Danish-American immigrant experience.

TravelAwaits

Placement Date: January 1, 2023

Story: 12 Fabulous U.S. Cities That Feel Like You've Gone To Europe

Reach: 13,800

Key Messages: European town of Solvang

Market: National

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PRESS TRIP PLANNING

Engaging with the media and ensuring they experience Solvang is key to driving quality placements.

This month, we met with multiple journalist partners for a press trip to Solvang, including:

- Erik Trinidad: Fatherly & Thrillist
- Wendy Lee: Travel Awaits and InsideHook
- Meena Thiruvengadam: Travel+Leisure, Conde Nast Traveler, Fodor's and others.
- Erika Mailman: Time Out, Conde Nast Traveler, Fodors, Washington Post and others.
- Monica Sisavat: POPSUGAR

We pitched specific story angles and are working with a journalist from POPSUGAR to plan a trip.

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PAID MEDIA

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JANUARY PAID MEDIA OVERVIEW

- For January we saw overall a high level of performance across all tactics. The main standouts for total impressions were the YouTube campaign and the Google Display campaign.
- The SEM tactic generated a CTR that far exceeded the platform average of 4.68% with a total average of 18.1%
- Pinterest performed well over the month
    - The Julefest creative spanned for the first few days of the month in alignment with the end of the festival and earned almost 5,000 video views. Then transitioned to the Like Denmark creative which went on to earn a .55% CTR for over 90,000 impressions for the month
- As January is a shoulder season month for travel, we expect paid media efforts to help support awareness of the destination through high impressions. Looking ahead and keeping in mind the 2-3 month booking window, we have conducted bid adjustments to increase the click-through rate on both Pinterest and YouTube to increase clicks to the website on those two mediums. With those adjustments, we anticipate seeing the CTRs to perform at benchmark for February. As we monitor, if they do not perform, we will adjust towards other platforms

PAID MEDIA OVERVIEW

JANUARY					
	Impressions	Clicks	CTR	Spend	CTR Benchmark
SEM	46,439	8,403	18.09%	$1,633.30	4.68%
Display	1,080,520	772	0.07%	$1,203.44	0.47%
Pinterest	32,006	56	0.17%	$850.25	0.20%
Youtube	309,321	150	0.05%	$1,105.49	0.78%

PLEASE CLICK HERE TO LOGIN TO YOUR DASHBOARD & VIEW ALL METRICS

*Benchmarks from SEM/Display,YouTube, and Pinterest.

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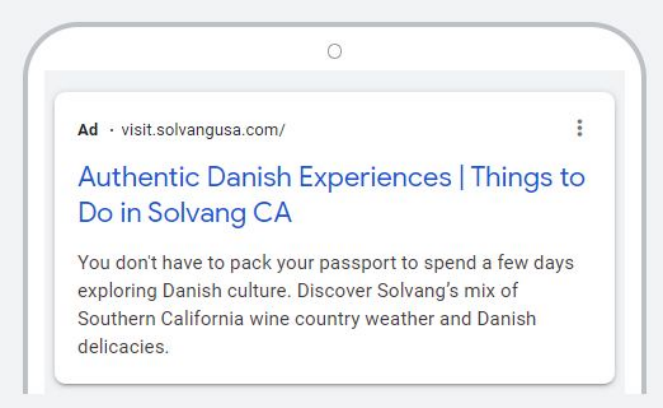
CREATIVE ASSETS

After the end of Julefest, we switched creative back to our evergreen “Like Denmark” Campaign.



SEM

Like Denmark + Julefest Display

Pinterest Ad

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JANUARY WEB ANALYTICS

January was overall a successful month and saw increases to just about every metric compared to January 2022. Organic traffic continued to be the source with the most traffic, followed by Direct, and now paid media efforts are in the third place.

Users	Sessions	Pageviews
52,095	63,374	150,675
+8%	+5.22%	+5.09%

Pages/Session	Avg. Session Duration	Bounce Rate
2.38	00:01:45	54.3%
+0%	-4.39%	-4.45%

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WEBSITE PERFORMANCE ANALYSIS

The table below shows the most frequented pages on the website excluding the home page.

Top 3 Landing Pages By Sessions		
	Landing Page	Sessions
1.	/things-to-do/	19,189 (12.74%)
2.	/where-to-stay/	10,257 (6.81%)
3.	/things-to-do/top-10-must-see-do-spots-in-solvang/	8,804 (5.84%)

FOR MORE WEBSITE DATA, PLEASE CLICK HERE TO LOGIN TO YOUR DASHBOARD.

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WEBSITE PERFORMANCE ANALYSIS

Geographic Data

	Metro	Sessions	% Total
1.	Los Angeles CA	20,508	34.1%
2.	San Francisco-Oakland-San Jose CA	7,004	11.65%
3.	Santa Barbara-Santa Maria-San Luis Obispo CA	3,733	6.21%
4.	Seattle-Tacoma WA	2,658	4.42%
5.	Sacramento-Stockton-Modesto CA	2,456	4.08%
6.	(not set)	2,283	3.8%
7.	San Diego CA	1,956	3.25%
8.	Fresno-Visalia CA	1,479	2.46%
9.	Portland OR	1,248	2.08%
10.	Spokane WA	1,223	2.03%

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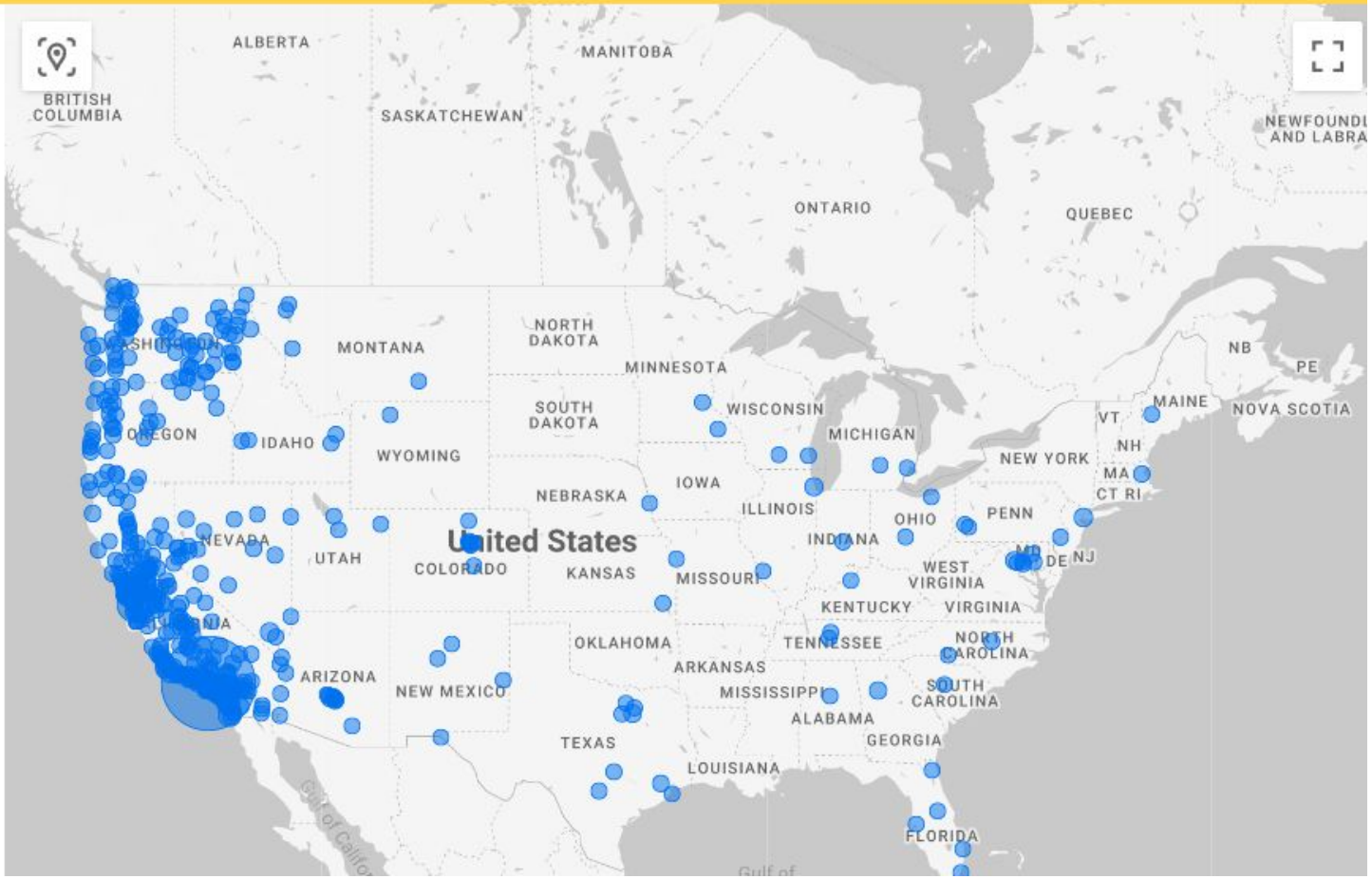

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SOCIAL MEDIA

- **Engagement:** term for actions/measurement for how much audience interacts with content
- **Impressions:** the number of people that *see* a post - no matter if they did not click, comment, like or engage in anyway
- **Follower count:** the number of audience members a social media account has at one time
- **Likes:** a form of social media engagement that allows users to interact with content

PAID MEDIA

- **Search Engine Marketing (SEM):** using paid advertising to market a business/organization on search engine results pages (i.e Google)
- **Impressions:** number of unique people who saw paid content
- **Clicks:** metric to count the number of times users have clicked on an advertisement
- **Click through Rate (CTR):** percentage of people visiting a web page who access a hypertext link to a particular advertisement (the number of clicks your ad receives divided by the number of times your ad is shown)
- **Designated Marketing Area (DMA):** geographic region defined by broadcast channels where residents can receive the same content

PUBLIC RELATIONS (PR)

- **Pitch:** short message that outlines the value of a story and why it should be written/published
- **Placement:** mention of Solvang in form of any media including but not limited to: magazine, online media outlet, blog post, etc.
- **Press Release:** short compelling news story written by a PR professional and sent to targeted members of the media
- **Earned Media Message Pull-Through:** Key messages and brand pillars, as defined by a marketing plan, included and highlighted in a story or article that was secured by the public relations team

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WEBSITE ANALYTICS

- **Website sessions:** a group of user interactions that take place in a given timeframe (also referred to as a website visit)
- **Pageviews:** the number of pages viewed on the site
- **Pages/Sessions:** indicates the number of pages a user interacts with in a session
- **Avg. Session Duration:** relates to the average time a user spent on their session before leaving the site
- **Bounce Rate:** shows the percentage of visitors who left the site after viewing only one page
- **Direct search:** a user entered your credentials into the URL
- **Organic Search:** the visitor used a search engine like Google to find your site
- **Paid Search:** indicates the number of visitors arriving from an interaction with a paid search ad
- **Referral:** visitors who came to the website from other websites
- **Display:** shows the visitors/people who interacted with a display ad
- **Social:** refers to the visitors who came to the website from major socials like Facebook
- **(Other):** is a catch all for miscellaneous methods not captured by Google Analytics that could be channels like email or social

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THANK YOU

CONTACT

connie@theabbiagency.com

theabbiagency.com

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