Beverly Hills City Council Liaison / CVB / Marketing Committee
will conduct a Special Meeting, at the following time and place, and will address the agenda listed below:

CITY OF BEVERLY HILLS
455 N. Rexford Drive
Beverly Hills, CA 90210

TELEPHONIC VIDEO CONFERENCE MEETING

Beverly Hills Liaison Meeting
https://www.gotomeet.me/BHLiaison
No password needed
You can also dial in by phone:
United States (Toll Free): 1-866-899-4679 or United States: +1 646-749-3117
Access Code: 860-810-077
Thursday, December 17, 2020
5:00 PM

Pursuant to Executive Order N-25-20 members of the Beverly Hills City Council and staff may participate in this meeting via a teleconference. In the interest of maintaining appropriate social distancing, members of the public can view this meeting through live webcast at www.beverlyhills.org/live and on BH Channel 10 on Spectrum Cable, and can participate in the teleconference/video conference by using the link above. Written comments may be emailed to mayorandcitycouncil@beverlyhills.org.

AGENDA

1) Public Comment
   a. Members of the public will be given the opportunity to directly address the Committee on any item listed on the agenda.

2) Review of activities and performance metrics to date for the Beverly Hills Conference and Visitors Bureau during First Quarter 2020 and Second Quarter 2020

3) Review of existing and planned marketing activity by the Beverly Hills Conference and Visitors Bureau for Third Quarter 2020

4) Review of the Fiscal Year 2020-2021 Beverly Hills Conference and Visitors Bureau Work Plan and Budget
   a. Transient Occupancy Tax (TOT) Payment Deferment Request Letter

5) Adjournment

Huma Ahmed, City Clerk

Posted: December 11, 2020

A DETAILED LIAISON AGENDA PACKET IS AVAILABLE FOR REVIEW AT WWW.BEVERLYHILLS.ORG

Pursuant to the Americans with Disabilities Act, the City of Beverly Hills will make reasonable efforts to accommodate persons with disabilities. If you require special assistance, please call (310) 285-1014 (voice) or (310) 285-8881 (TTY). Providing at least forty-eight (48) hours advance notice will help to ensure availability of services.
Item 2
CITY OF BEVERLY HILLS
POLICY AND MANAGEMENT
MEMORANDUM

TO: City Council Liaison/ CVB / Marketing Committee
FROM: Laura Biery, Marketing and Economic Sustainability Manager
DATE: December 17, 2020
SUBJECT: Review of activities and performance metrics to date for the Beverly Hills Conference and Visitors Bureau during First Quarter 2020-2021 and Second Quarter 2020-2021
ATTACHMENT: 1. Presentation by Beverly Hills Conference and Visitors Bureau

INTRODUCTION
The City contracts with the Beverly Hills Conference and Visitors (CVB) to conduct a variety of tourism and marketing programs promoting Beverly Hills. For the Fiscal Year 2020-2021 contract, City Council agreed to have the CVB/Marketing Liaison Committee meet quarterly with the CVB to discuss the work plan and budget as well as make any necessary adjustments quarterly if necessary.

DISCUSSION
The CVB will provide an overview of the activities and performance metrics to date for First Quarter 2020-2021 and Second Quarter 2020-2021. Attachment 1 to this report details the programs and metrics provided by the CVB during this time period.

FISCAL IMPACT
For Fiscal Year 2020-2021 the contract with the CVB is in an amount not to exceed $2,702,336. The contract amount is divided into four equal payments of $675,584 to be paid quarterly. To date, the City has made the first two installment payments of $675,584 each totaling $1,351,168 covering activities during the period of July 1, 2020-December 31, 2020.

The third payment amount of $675,584 would cover activities from January 1, 2021 – March 31, 2021. The fourth payment amount of $675,584 would cover activities from April 1, 2021 – June 30, 2021.

RECOMMENDATION
It is recommended that the City Council CVB/Marketing Liaison Committee review the activities and performance metrics for the First Quarter and Second Quarter 2020-2021 activities.
Fiscal Year 2020/2021
Year-to-Date
Highlights
Smith Travel Research (STR) is the leading hotel reporting organization in the United States. BHCVB subscribes to both monthly and weekly reports.

- BHCVB began subscribing to the weekly STR reports in July 2020 and has had a monthly subscription for 8 years.

- Fiscal year-to-date monthly occupancy is as follows:
  - July = 23.9%
  - August = 26.8%
  - September = 31%
  - October = 29.4%

- For November, we have not yet received monthly reports, but we are monitoring weekly reports closely. Weekly reports have been interesting because of the many several disruptions. Additionally, November is considered a slower time of year for the hotels in the best of circumstances.
  - November 1 (election week) = 27%
  - November 8 = 26.5%
  - November 15 = 25.2%
  - November 22 (dining ban announcement) = 20.4%
  - November 29 (California announcement) = 17.4%
Fall Marketing Campaigns
Visit California Expedia Co-op

*Calling All Californians* Drive Market Campaign

- Flight: August 20 – November 15, 2020
- Amplified destination with animated display ads and custom landing page
- BHCVB Investment: $50,000
- VCA & Expedia Matching Funds ($40,000) + Value Ad ($22,000) = $112,000
Visit California Expedia Co-op Results

**Calling All Californians Drive Market Campaign Results**

- Advertising Spend (BHCVB Contribution): $50,000 | $90,000 Total
- Impressions: 7,089,258
- Clicks: 1,836
- Click Thru Rate (CTR): 0.03%
- Gross Hotel Bookings: $535,379
- Room Nights: 1,380
- Average Daily Rate (ADR): $385
- **Return on Ad Spend (ROAS):** $10.7:$1

BHCVB’s campaign contributed 15.8% of total Expedia room nights and 16.7% of gross hotel bookings for the period August 20 – November 15, 2020.
L.A. Tourism Recovery Campaign DMO Co-op

Expedia Drive Market Campaign

- Flight: September 7 – November 22, 2020
- Amplified West Los Angeles destinations with display ads and custom landing page
- BHCVB Investment: $15,000
- Total Investment: $100,000
L.A. Tourism Recovery Campaign Results

Expedia Drive Market Campaign Results

- Advertising Spend: $100,000 | $15,000 from BHCVB
- Impressions: 8,027,616
- Clicks: 2,346
- Click Thru Rate (CTR): 0.03%
- Gross Hotel Bookings: $3,921,374
- Room Nights: 20,318
- Average Daily Rate (ADR): $193
- Return on Ad Spend (ROAS): $39.2:$1

L.A. Tourism DMO Co-op campaign contributed 10.2% of total Expedia room nights and 10.6% of gross hotel bookings for the period September 7 – November 22, 2020. Individual DMO results are not available.
Something to Feel Good About (STFGA)

Bespoke Drive Market & Domestic Intent-To-Travel Campaign

- Intended Flight: September 21 – December 31, 2020

- Two (2) Campaign Phases:
  - Fall Launch: September 21 – November 15
  - Holiday Refresh: November 16 – December 31
    - Sojern paused November 27
    - NBC TV Media broadcast paused December 3
    - Social Media paused December 3
STFGA Campaign Pillars

YOUR SAFETY IS OUR PRIORITY
Since the beginning of the pandemic, the City of Beverly Hills has taken decisive action to slow the spread of COVID-19 and maintain the health and safety of our community.

SIMPLE PLEASURES BRING JOY
Simple pleasures are experiences that are ephemeral, beneficial and easily accessible. Though they are distinctly personal, one thing is certain, simple pleasures bring joy.

TAKE SOME TIME FOR YOURSELF
2020 has been a challenging year for many of us. Now more than ever, it is important to take time for yourself to help maintain a positive spirit.

SHOPPING LOCAL HAS NEVER MATTERED MORE
From world-renowned designer flagship stores on Rodeo Drive to distinctive boutiques, Beverly Hills offers an outdoor shoppers’ paradise located within a walkable, village-like setting known as the Golden Triangle.

HOLIDAY REFRESH ADDITIONAL PILLAR:

CELEBRATE THE SEASON
Beverly Hills is the ultimate staycation destination to celebrate this holiday season.
STFGA Campaign Videos

YOUR SAFETY IS OUR PRIORITY

SIMPLE PLEASURES BRING JOY

TAKE SOME TIME FOR YOURSELF

SHOPPING LOCAL HAS NEVER MATTERED MORE
STFGA Participating Hotels & Packages

- AKA Beverly Hills
- Beverly Wilshire, A Four Seasons Hotel
- Sirtaj Hotel
- The Beverly Hills Hotel
- The Beverly Hilton
- The Maybourne Beverly Hills
- The Mosaic Hotel
- The Peninsula Beverly Hills
- Viceroy L’Ermitage Beverly Hills
- Waldorf Astoria Beverly Hills

BOOK YOUR STAY
STFGA Sojern Fall Animated Display Ads

Phase 1 Completed: September 21 – November 15, 2020
STFGA Sojern Holiday Animated Display Ads

Phase 2: Scheduled to run November 16 – December 31, 2020; paused November 27
STFGA NBC TV Media Broadcast for Holiday

**NBC TV MEDIA ESTIMATE**
Love Beverly Hills / “Something to Feel Good About”

**STATIONS:** NBC Los Angeles and NBC San Diego

**REGIONS:** Greater LA and San Diego regions (see maps for total reach)

**SCHEDULE:** 6-weeks (tentatively starting the week of September 7, 2020)

**LENGTH:** :30 TV commercial and :60 station hosted program [Click to view promo]

**BROADCAST PROGRAMMING:** NBC Morning News, Today Show & Hosted Show

**DIGITAL PROGRAMMING:** Target highest income zips and programming

**TOTAL BROADCAST SPOTS:** 111

**TOTAL IMPRESSIONS:** 3.5 million

**AVERAGE CPM:** $20.34 avg. cost per thousand viewers

**PRODUCTION INCLUDED:** Station-hosted program & :30 cutdown
STFGA NBC TV Holiday Videos (:60 & :30)

Partnered with Valentino & Pomellato for dress and jewelry
Scheduled 6-week run beginning November 16; paused December 3
STFGA Social Media Support

STFGA HOTEL PACKAGE STORY ACHIEVED 60% VTR
STFGA Social Media Video Dark Posts

Safety and NBC TV Holiday Video Dark Posts

Dark posts are targeted ads on social media. Unlike boosted and organic posts, they don't appear on BHCVB’s timeline. Instead, they appear as sponsored content in the feeds of users we have specifically targeted. Ads are optimized for thruplays.

Your Safety Is Our Priority Video

- Flight: October 7 – November 15, 2020
- Full video views (thruplays): 6,786
- Partial video views: 101,281
- Impressions: 128,511

NBC TV Holiday Video

- Flight: November 16 – December 3, 2020
- Full video views (thruplays): 12,019
- Partial video views: 15,210
- Impressions: 98,240
- Broadcast paused December 3 with ~3 weeks remaining

Over **135,000 full and partial video views** and 227,000 impressions through December 3
STFGA Sojern Results as of November 30

Something to Feel Good About Sojern Results

- Results to Date: September 21 – November 30, 2020
- Campaign Spend to Date: $71,219
- Flight Searches to Destination: 57,602
- Flight Confirms to Destination: 2,785
- Hotel Room Night Searches: 6,587
- Hotel Room Night Confirmations: 246
- Total Confirmed Travelers: 3,236
- Per Person Expenditure: $588*
- Total Estimated Traveler Spend: $1,902,768
- Return on Ad Spend (ROAS): $26.7:$1

Campaign paused November 27

*(Number is based on last Economic Impact Study total spend per person less percentage of decline in average daily rate for FY 19/20)*
Social Media Strategy
Social Media Strategy

BHCVB social media has continued throughout the pandemic with a minimum of nine (9) social posts each week via Facebook, Instagram and Twitter. Current events, partner news, COVID developments and relevant topics dictate content.
### Q1 & Q2 eNewsletter Performance

<table>
<thead>
<tr>
<th>Category</th>
<th>Overview</th>
<th>Opened</th>
<th>Open %</th>
<th>Clicked</th>
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<tbody>
<tr>
<td>Visitor Active</td>
<td>74,030</td>
<td>11,429</td>
<td>15.44%</td>
<td>422</td>
</tr>
<tr>
<td>Visitor Inactive</td>
<td>91,902</td>
<td>8,578</td>
<td>9.33%</td>
<td>393</td>
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<tr>
<td>Partner</td>
<td>1,700</td>
<td>340</td>
<td>20.00%</td>
<td>61</td>
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<tr>
<td>Trade</td>
<td>9,414</td>
<td>1,461</td>
<td>15.52%</td>
<td>281</td>
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<tr>
<td>Media</td>
<td>1,264</td>
<td>214</td>
<td>16.93%</td>
<td>29</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>178,310</strong></td>
<td><strong>22,022</strong></td>
<td><strong>12.35%</strong></td>
<td><strong>1,186</strong></td>
</tr>
</tbody>
</table>
Western States Virtual Expo

WESTERN STATES VIRTUAL EXPO
October 14, 2020

BHCVB participated in the Western States Virtual Expo on their experiential virtual platform which focused on destinations and experiences throughout the Western United States.

BHCVB had their own booth with Visit California. The Waldorf Astoria, Peninsula, Beverly Hilton, Maybourne and Beverly Wilshire's sales teams also participated. 1,190 travel agents attended the virtual show and 366 travel agents visited the BHCVB booth. Each hotel donated gifts to agents that engaged the most with Beverly Hills.
Visit California has pivoted to focus on the important domestic trade audience and remains committed to providing valuable programs. The luxury audience is key to recovery efforts as this segment is known as resilient travelers.

Visit California partnered with Connections to create a custom series of California Virtual Luxury Forums. BHCVB will be meeting with 15 carefully selected buyers that are chosen through an extensive qualification process and recommendation system. The team will meet with each buyer in a 20 minute one on one online session to build relationships and provide current developments in the destination.
Item 3
INTRODUCTION
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DISCUSSION
The CVB will provide an overview of the existing and planned marketing activity for Third Quarter 2020-2021. Attachment 1 to this report details the programs and activities provided by the CVB during this time period.

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RECOMMENDATION
It is recommended that the City Council CVB/Marketing Liaison Committee review the existing and planned marketing activities for Third Quarter 2020-2021 and make any appropriate changes or updates.
Q3 2020/2021
Projects
STFGA Phase 3 | Campaign Resumption

Bespoke Drive Market & Domestic Intent-To-Travel Campaign

• Intended Flight: January 2021 for 4 Weeks
• Plan of Action:
  • Minor tweaks to Fall creative for microsite
  • Create new hero image for winter
  • Resume Sojern with Fall creative
  • Resume Social with Fall creative
  • Request hotels to extend packages
  • Retool NBC TV video for Safety message and resume broadcast
  • Complete campaign
As You Wish Campaign

As You Wish Winter Campaign
Campaign was initially intended for Spring 2020

- Planned Flight: 6-8 Weeks, February – April, 2021
- Microsite
- Targeted advertising
- Social media support
- Other activities TBD, pending COVID developments
Monocle
MONOCLE’S AUDIENCE

More than half of Monocle’s readers are senior decisionmakers or at managing director and C-Suite level. Their readers have an average household income of £330,000 per year, rising to £400,000 in North America and £460,000 in Asia.

Monocle readers have an average age of 42 (with a growing young, female readership) and 59% of readers have a postgraduate degree or MBA. The average age of Monocle Digital is 34. An average of two people read each copy for an average of three-and-a-half hours.

Pre-Covid, Monocle readers took an average of 10 business trips per year, spending an average of £4,300 on their holidays.
Monocle Media Partnership

BEVERLY HILLS CONNECTION & FILM FORMAT

The 3-minute character-driven documentary-style films will offer an insider look at the people and places making Beverly Hills a desirable and unique destination. We will present our protagonists as they re-calibrate their values and continue to pursue excellence in their fields. Most of the world might be just waking up from slumber, but our eyes are on people that have found a way to stay ahead of the curve even in the tough times.

Introducing David Alhadeff and Adrien Sauvage...
Monocle Media Partnership

EPISODE 1

Featuring David Alhadeff, entrepreneur and founder of The Future Perfect. David Alhadeff founded contemporary design gallery The Future Perfect in 2003 to showcase his take on the best creatives both well-known and up-and-coming.

The portfolio of the gallery champions the multitude of creativity from around the globe. By starting Casa Perfect he redefined the notions of design display and destination retail. His latest location is set in a 1971 villa designed by Raul F Garduno in Beverly Hills. This singular space encapsulates a sense of discovery and doubles up as Alhadeff’s home.
Monocle Media Partnership

EPISODE 2

Featuring Adrien Sauvage, fashion designer and founder of House A. Sauvage.

Adrien Sauvage launched his label in 2010 with a focus on reimagined tailoring. His inventive collections have been influenced by his Ghanaian roots as well as punk or rude boy aesthetic and have garnered him a stellar clientele. He traded his London base for Beverly Hills in 2016 where he continues to hone his craft and introduce lesser known narratives through his unique, yet wearable creations.
Media
Domestic Media Visit

Invite Media to Destination for Post COVID Recovery Features

- Media invitees based in Los Angeles or New York City
- LA publications include Angeleno, Brides, C Magazine, Departures, LA Times, Los Angeles Magazine, Luxury, etc.
- NYC publications include Conde Nast Traveler, Departures, Town & Country, Travel + Leisure, Vogue, etc.
- Media visit angles:
  - Best destinations for high-touch, low-contact service
  - Most outdoor-friendly cities
  - Best post-quarantine spa destinations
  - LA’s most private shopping experiences
  - Most luxurious pools for social distancing
  - Best rooftop dining
  - Best outdoor winter dining
  - Most walkable cities
Q3 Travel Trade
Travel Trade Activities

Virtual Travel Trade Show Q3

• BHCVB is working with the hotels to set up a Virtual Travel Trade roadshow.
• The audience will consist of the city’s best travel trade (meeting planners and travel agents) contacts.
• The purpose of the show will be to educate travel influencers on existing product, new developments and future projects.
• Target audiences will consist of travel planners that we have interacted with in the past in New York, San Francisco, Dallas, Chicago and San Diego.
Operations
Operational Activities

FY 19/20 Annual Report

• BHCVB reviewed all activities from FY 19/20 and broke out activities between the first half of the year and the second so we could see normal trends and the impact of COVID-19.
• This should be complete and delivered to the city in early January.

MGO Financial Audit

• BHCVB completed its Fiscal Year 19/20 financial and procedural audit with MGO. There were no material discrepancies and once again, BHCVB outperformed most non-profits with a 14% administrative to 85% activities ratio. Most non-profits perform in the 25% to 75% ratio. This was sent to the city in November.

Operational Procedures

• BHCVB is currently updating the Travel and Entertainment and Credit Card policies and will also be commemorating all new business procurement processes into a written policy. All three policies will be shared with the city early Q3 for feedback.
Additional Activities on Pause

With sensitivity to recent closures and reduced revenues, the CVB has decided to pause the following activities until occupancy begins to increase and it is safe to meet again.

- New York Sales Mission (virtual)
- Vice President Business Development return from layoff
- Hiring of new PR Director
- Any Q3 International initiatives including trade and PR fams, website and social media
Strategy
# Beverly Hills Conference and Visitors Bureau

## 2018—2021 Strategic Direction

<table>
<thead>
<tr>
<th><strong>Vision</strong></th>
<th><strong>Mission</strong></th>
<th><strong>Values</strong></th>
<th><strong>Reputation</strong></th>
<th><strong>Position</strong></th>
</tr>
</thead>
</table>
| We envision a destination where every generation and culture can create their best experiences. | We enhance the economic and social vitality of Beverly Hills by creating demand for our destination. | Fresh Perspectives  
Forest and the Trees  
Community  
Professional Growth | Leader  
Forward-Thinking  
Connector  
Accountable | As the official destination marketing organization for the city, we are the only entity responsible for promoting the entire Beverly Hills experience globally. |

### Imperatives

#### Grow Demand for the Destination

- Key Performance Indicators
  - Annual TOT/sales tax growth on par with City projections
  - 35 annual room-night sales leads *(Includes booked business in 2020/21)*
  - 10% annual market key domestic feeder markets, 5% growth in targeted international markets

#### Leverage Strategic Partnerships

- In-Kind $ to BHCVB
- Hard $ to BHCVB
- BHCVB Sponsorships of other programs
- ROI—Reach & Influence

#### Maintain and Continue to Grow a Strong Brand

- Digital Engagement:
  - 750,000 website visits per year
  - Social follower count to exceed 250,000
  - Consumer email to 100,000
  - Increased media quantity and breadth (2017/18 as baseline)

#### Ensure a Vital CVB

- Increase or maintain Y/Y CVB funding level using 2017/18 as the baseline— at a minimum, keep pace with TOT growth
- Achieve and maintain a minimum of 80% staff engagement on key measures
- City resident engagement of 75% within the plan period

### Initiatives

- Develop leisure/group sales plan
- Develop event/activity plan
- Create sponsor target list for all events/activities
- Increase collaborations with other city organizations
- Explore/secure opportunities for BHCVB event investments
- Develop a comprehensive marketing plan
- Complete a Destination Development Plan
- Develop plan to enhance in-market visitor experience
- Develop activities that further advocacy messages
- Ensure facilities/internal resources are aligned with & support strategic plan
- Secure existing/explore new/sustainable CVB funding
- Identify and invest in pro-dev opportunities for staff
- Further engage Board in its active support of CVB mission

*To be completed FY 2018/19*
BHCVB Strategic Plan 2021-2023

At last year’s Board Retreat it was agreed that the Executive Committee would take a more active role in the day-to-day activities of operations and that the Board would focus on strategy for the organization. Of utmost importance is the revision of the current strategic plan which expires at the end of this year.

Additionally, it is vital to create reasons for people to visit Beverly Hills when they are in the area for the following world-class sporting events:

**2021 MLS All-Star Game (Major League Soccer)**
Location: Banc of California Stadium Los Angeles (near Downtown LA on Figueroa)
Date: Originally scheduled for July 29, 2020 and is rescheduled for July 2021; exact date is TBD

**2022 Super Bowl LVI (NFL)**
Location: SoFi Stadium (Inglewood)
Date: February 6, 2022

**2022 MLB All-Star Game (Major League Baseball)**
Location: Dodger Stadium
Date: Originally scheduled for July 2020 and is rescheduled for July 2022; exact date is TBD
BHCVB Strategic Plan 2021-2023

2023 College Football Playoff National Championship
Location: Sofi Stadium (Inglewood)
Date: January 9, 2023

2023 123rd US Open Championship (USGA)
Location: Los Angeles Country Club
Date: June 15-18, 2023

2024 NCAA Division I Men’s Basketball West Region Championship
Location: STAPLES Center (Pepperdine to Host)
Date: Originally scheduled for 2020 and is rescheduled for 2024; exact date is TBD

2026 FIFA Men’s World Cup (Soccer)
Location: Rose Bowl (Pasadena)
Date: TBD

2028 Olympic and Paralympic Games
Location: Various including, Rose Bowl (Pasadena), Sofi Stadium (Inglewood), the Forum (Inglewood), LA LIVE and USC (Downtown LA), Dignity Health Sports Park (Carson), Long Beach Arena and Waterfront, and Santa Monica beaches.
Date: Summer 2028
Thank you for your support!
Item 4
CITY OF BEVERLY HILLS
POLICY AND MANAGEMENT
MEMORANDUM

TO: City Council Liaison/ CVB / Marketing Committee
FROM: Laura Biery, Marketing and Economic Sustainability Manager
DATE: December 17, 2020
SUBJECT: Review of the Fiscal Year 2020-2021 Beverly Hills Conference and Visitors Bureau Work Plan and Budget

ATTACHMENTS:
1. Transient Occupancy Tax Deferment Letter March 25, 2020
2. Transient Occupancy Tax Deferment Letter May 13, 2020
3. Transient Occupancy Tax Deferment Letter December 9, 2020
4. Fiscal Year 2020-2021 Adopted Work Plan and Budget

INTRODUCTION
The City contracts with the Beverly Hills Conference and Visitors (CVB) to conduct a variety of tourism and marketing programs promoting Beverly Hills. The CVB receives City funding to promote Beverly Hills worldwide as a stay/shop/dine destination through marketing programs and events that build awareness and drive consumer revenue to Beverly Hills. For Fiscal Year 2020-2021 the contract is in an amount not to exceed $2,702,336. For this year's contract, City Council agreed to have the CVB Liaison Committee meet quarterly with the CVB to discuss the work plan and budget as well as make any necessary adjustments quarterly if necessary.

DISCUSSION
The City levies a transient occupancy tax (TOT) under Title 3, Chapter 1, Article 3 of the Beverly Hills Municipal Code. The tax is levied on hotel guests but is collected by the hotel operator along with payment for rent of the hotel room. The hotel operator must remit the tax to the City by the last day of the following month, along with a return detailing the calculation of the tax for that month. The tax is 14% of the gross receipts for rent of a room.

The COVID-19 pandemic has had a significant impact on the tourism market including the hotels in Beverly Hills. Occupancy rates at the Beverly Hills hotels continue to trend at all-time historical lows impacting the TOT revenue collected each month by the hotels and subsequently collected by the City. Historically, the CVB work plan and budget has been funded through a portion of the TOT revenue collected each year by the hotels. As such, a reduction in TOT revenue collected or deferment of payments made may impact the CVB budget and work plan.
For Fiscal Year 2020-2021, the City Council agreed to have the CVB Liaison Committee meet quarterly with the CVB to discuss the work plan and budget as well as make any necessary adjustments quarterly if necessary.

On March 31, 2020 the City Council approved the deferral of TOT revenue from hotels for the months of February, March, and April 2020 to be due 4 months later (June 30th, July 31st, and August 31st). Attachment 1 is the request letter dated March 25, 2020.

On May 19, 2020, the City Council approved the further deferral of TOT revenue specifically for the months of February and March 2020 to be paid over a 6 month window from October 2020-March 2021. Individual agreements were negotiated with specific hotels that requested this payment plan option. Not all hotels requested to take advantage of the payment plan. Attachment 2 is the request letter dated May 13, 2020.

TOT payments from May 2020 to October 2020 were not requested for deferment and remain on the current payment cycle due on the last day of the following month. Additionally, the April 2020 TOT payments were due on August 31st as agreed upon under the March 31, 2020 City Council action for deferment of TOT payments.

On December 9, 2020 the CVB sent a letter to the City (Attachment 3) requesting the further deferral of TOT for February and March 2020 payments for those hotels that were still on payment plans as well as a new deferment request for the November 2020 – March 2021 TOT payments. This request would extend the payment window for the balance owed on the October 2020-March 2021 payment agreements for those applicable hotels and offer the ability for other hotels to opt in to a deferment schedule for the November 2020 – March 2021 TOT payments. Not all hotels may be interested in the deferment as was experienced previously with individual agreements determined based on specific requests from each hotel directly.

The following chart summarizes the request at this time from the CVB:

<table>
<thead>
<tr>
<th>Month Generating TOT Revenue</th>
<th>Date Due with Normal Payment Cycle</th>
<th>Date Due with the previous 6 month Deferment Plan</th>
<th>Date Due with the New Requested Deferment Plan</th>
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</thead>
<tbody>
<tr>
<td>February 2020</td>
<td>March 31, 2020</td>
<td>Paid in installments between October 2020 – March 2021</td>
<td>Remaining balance paid in installments between April 2021 – October 2021</td>
</tr>
<tr>
<td>March 2020</td>
<td>April 20, 2020</td>
<td>Paid in installments between October 2020 – March 2021</td>
<td>Remaining balance paid in installments between April 2021 – October 2021</td>
</tr>
<tr>
<td>November 2020</td>
<td>December 31, 2021</td>
<td>December 31, 2021</td>
<td>Paid in installments between April 2021 – October 2021</td>
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<td>February 28, 2021</td>
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<td>Paid in installments between April 2021 – October 2021</td>
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<td>February 2021</td>
<td>March 31, 2021</td>
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</tbody>
</table>
CVB and hotel representatives will be available to answer specific questions regarding this request.

**FISCAL IMPACT**

The fiscal impact of further deferral of the yet to be paid remaining TOT revenue will be a loss in interest earnings on other investments that are utilized to back fill the delay in receiving these funds. While interest earning rates are at historically low rates, this should be noted as interest rates may change.

The exact dollar amount of the fiscal impact will be determined based on the number of hotels that request to participate in the deferment and the length of time for the deferment.

If further deferment is recommended by the City Council CVB/Marketing Liaison Committee, staff will take an item to the full City Council at a regularly scheduled City Council meeting for adoption.

**RECOMMENDATION**

It is recommended that the City Council CVB/Marketing Liaison Committee provide direction regarding the request for TOT as well as any work plan or budget adjustments.
March 25, 2020

Mayor Mirisch and Members of
Beverly Hills City Council
City Hall
455 N. Rexford Drive
Beverly Hills, CA 90210

Dear Mayor Mirisch and Beverly Hills Councilmembers:

As you know this has been a horrific time for the travel industry, including the hotels in Beverly Hills. Thus far, the Beverly Wilshire, Montage, Avalon and Luxe hotels have temporarily closed their doors. Occupancy rates are at or near single digits.

Given the survival mode our hotels find themselves in, the Board of Directors of the Conference and Visitors Bureau (CVB) is asking you on behalf of our Beverly Hills hotels for urgent relief with regard to the Transit Occupancy Tax (TOT) and business tax on room revenues.

Based on a conversation with Councilmember Gold, who requested a proposal from the CVB, we propose the City implement the following temporary relief for our hotels as a result of the Covid-19 pandemic.

First, TOT and business tax payments due March 31, should be deferred until such time as hotel occupancy rates recover to 60%. Once 60% occupancy is achieved, the amount owed to the city on March 31, 2020, will be paid in equal installments over the following 24 months.

The repayment installments would begin when the monthly TOT for each hotel returns to 60% of their average TOT during the first six months of this fiscal year (July-December 2019). Each hotel’s repayment start date would be separately determined.

Second, we propose TOT and business taxes be waived through Labor Day 2020. Waiving the TOT through June would be a compassionate gesture at, basically, no cost to the City. Waiving the taxes for July and August would be used as part of a campaign to promote Beverly Hills tourism with minimal loss of City revenue.

We know you are exploring many relief measures for our local community and appreciate your consideration as it relates to the hotels.

We look forward to your discussion of our proposal. Julie will be present on Tuesday March 31 during the Council meeting and both of us are available any time should you have additional questions. Thank you.

Sincerely,

Eliot Finkel, Chairman of the Board
Beverly Hills Conference & Visitors Bureau

Julie Wagner, CDME, Chief Executive Officer
Beverly Hills Conference & Visitors Bureau

cc: BHCVB Board of Directors Beverly Hills Conference & Visitors Bureau
May 13, 2020

Honorable Mayor Lester Friedman and
Members of the Beverly Hills City Council
455 N. Rexford Drive
Beverly Hills, CA 90210

Dear Honorable Mayor Friedman and Members of the Beverly Hills City Council:

The hotel community is writing to you today to thank you for agreeing to extend repayment of 2020 TOT to the city. As you know first-hand, this pandemic has been the most difficult challenge our city's hotels have ever faced. Occupancy rates for our hotels continue to hover in the single digits, and this is just for hotels that are open. Many of our hotels have closed their doors until public policy allows for discretionary travel to begin again.

As a result, we would like to ask that City Council revisit repayment terms for February and March TOT, as the hotels need to be able to welcome enough guests in order to have the cash flow to begin making payments. It is with this in mind that we would like to request that repayment of February and March TOT 2020 begin on October 1, 2020 and continue for six months (March 2021). Again, this is for these two months only. All payments continuing from June onward would be paid per standard city protocol.

We know what a huge economic engine tourism is in a healthy environment and look forward to continuing to partner with you as we return to our city to the success it deserves. If you have any questions, please don’t hesitate to reach out to any of us directly.

Thank you for your consideration and we look forward to hearing your decision.

All the best,

Peter Humig
The Beverly Wilshire, A Four Seasons Hotel

Sandy Murphy
The Beverly Hilton

Offer Nissenbaum
The Peninsula Beverly Hills

Brittany Ruland
AKA Beverly Hills

Vanessa Williams
Waldorf Astoria Beverly Hills

Michael Bridges
Sixty Beverly Hills

Edward Mady
The Beverly Hills Hotel

cc: George Chavez, City Manager
     Eliot Finkel, Chairman of BHCVB Board
     Julie Wagner, CEO BHCVB
December 9, 2020

Honorable Mayor Lester Friedman,
Council Member Lili Bosse and City Manager George Chavez
455 N. Rexford Drive
Beverly Hills, CA 90210

Dear Honorable Mayor Friedman, Council Member Bosse and City Manager Chavez:

The hotel community is writing to you today to reiterate its gratitude to you and the entire Council for agreeing in May of last year to defer payment of FY 19/20 Q3 TOT. As you know first-hand, this pandemic has been the most difficult challenge our city’s hotels have ever faced. While we were hoping that recovery would be well underway by now, the recent announcements by LA County regarding outdoor dining and now Governor Newsom’s announcement banning all non-essential travel, has put the hotels in peril once again.

Occupancy rates for our hotels are now back to single digits, and while we have been told these new orders will be revisited in three weeks, we don’t anticipate that travel will return for the foreseeable future.

As a result, we would like to ask that you revisit repayment terms for February and March 2020 TOT, which were to begin in October 2020, as well payment terms for FY 2020/21 Q2 and Q3, as the hotels need to be able to welcome enough guests in order to have the cash flow to begin making payments. The hotels anticipate with a vaccine on the horizon, that activity will return in time for them to begin paying again in April 2021. All payments continuing from April onward would be paid per standard city protocol.

We know what a huge economic engine tourism is in a healthy environment and look forward to continuing to partner with you as we return to our city to the success it deserves. If you have any questions, please don’t hesitate to reach out to any of us directly.

Thank you for your consideration and we look forward to hearing your decision.

All the best,

Peter Humig
The Beverly Wilshire, A Four Seasons Hotel

Sandy Murphy
The Beverly Hilton

Offer Nissenbaum
The Peninsula Beverly Hills

Brittany Ruland
AKA Beverly Hills

Vanessa Williams
Waldorf Astoria Beverly Hills
FY 2020-21 Plan
It is important to note that all initiatives outlined are preliminary at this time. The fluidity of the pandemic will require BHCVB to be nimble and fast moving as circumstances ebb and flow. BHCVB will keep the city abreast of all changes, if, and when they happen.

• Domestic Marketing
  ✓ Co-op with other local CVBs
  ✓ Local/drive market campaign promoting hotels and safety of being in Beverly Hills
  ✓ Fall campaign to promote hotels that will target individuals in all top domestic feeder markets with intent to travel
  ✓ Holiday hotel messaging
  ✓ Spring campaign to prospects in top feeder markets with intent to travel

• International Marketing
  ✓ Activities not to begin until Q4 2021
New for 2020-21

• Initiatives have been broken out into four waves, defined by the following triggers:
  ✓ Pre-Recovery (from beginning of safer at home to phase 3 of Governor Newsom’s plan when discretionary travel is cleared)
  ✓ Wave 1 – Beginning of State of California’s Phase 3 and clearance from LA County, most likely to come summer 2020. Focused on drive market initiatives.
  ✓ Wave 2 – Domestic air traffic returns by 50% and competitive parity
  ✓ Wave 3 – International air traffic returns by 50% and competitive parity
FY 2020-21 Milestone Calendar

<table>
<thead>
<tr>
<th>Activities*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing Social Media General Posts</td>
</tr>
<tr>
<td>Ongoing Website Content Updates</td>
</tr>
<tr>
<td>Domestic Website Refresh Completion</td>
</tr>
<tr>
<td>We can't Wait to Welcome You Back Video and Email</td>
</tr>
<tr>
<td>Throw Back Thursday Micro Influencer Posts</td>
</tr>
<tr>
<td>Movie Trivia Social Media Quizes</td>
</tr>
<tr>
<td>Home Hotelier Series</td>
</tr>
<tr>
<td>Covid Kindness Pitching</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activities*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety in Beverly Hills Drive Market Campaign</td>
</tr>
<tr>
<td>As You Wish Campaign (dog creative) to short haul domestic markets</td>
</tr>
<tr>
<td>Milken Support</td>
</tr>
<tr>
<td>Virtual Video for Meeting Planners</td>
</tr>
<tr>
<td>PR Pitching that we are Open for Business featuring Safe in Beverly Hills creative</td>
</tr>
<tr>
<td>Social media promoting our destination in addition to dog creative</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activities*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drive Market Holiday Creative Domestic</td>
</tr>
<tr>
<td>Hire back International Agencies to build regional recovery plans</td>
</tr>
<tr>
<td>Hire back Dragon Trail to maintain Chinese Website and Social Sites</td>
</tr>
<tr>
<td>Stargazers Welcome Domestic</td>
</tr>
<tr>
<td>Stargazers Welcome International</td>
</tr>
<tr>
<td>New York Sales Mission</td>
</tr>
<tr>
<td>New York Sales Mission</td>
</tr>
<tr>
<td>Middle East Mission</td>
</tr>
<tr>
<td>Mexico Mission</td>
</tr>
<tr>
<td>Canada Mission</td>
</tr>
<tr>
<td>Future of Luxury Global Launch</td>
</tr>
</tbody>
</table>

*Ongoing activities are marked with a * in the table above.
FY 2020-21
Program of Work and
Budget
Executive Summary

- Executive Summary
  - Operations dollars that go directly back to the city:
    - Rent: $137,454
    - Parking: $12,732
  - Salaries, Taxes and Benefits
    - $1,000,000 (reduced by $400,000)
  - Operations
    - $299,814 (utilities, computer equipment, phones, legal, accounting, insurance, etc.)
  - Marketing
    - $1,412,336
    - Carryover: $328,000
  - Visitor Services
    - $40,000
  - Total = $2,902,336
  - Less $200,000 Buffer = $2,702,336
## TOT Tax Chart

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>City TOT Forecast and TOT Actuals</th>
<th>% increase</th>
<th>2% of TOT (1/7 of 14% TOT+)</th>
<th>CVB Contract **</th>
<th>CVB Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009/10</td>
<td>$23,447,458</td>
<td>N/A</td>
<td>$3,383,065</td>
<td>$2,158,160</td>
<td>64%</td>
</tr>
<tr>
<td>2010/11</td>
<td>$24,283,657</td>
<td>4%</td>
<td>$3,469,094</td>
<td>$2,050,000</td>
<td>59%</td>
</tr>
<tr>
<td>2011/12</td>
<td>$29,789,182</td>
<td>23%</td>
<td>$3,799,258</td>
<td>$2,120,000</td>
<td>56%</td>
</tr>
<tr>
<td>2012/13</td>
<td>$31,085,808</td>
<td>4%</td>
<td>$4,371,429</td>
<td>$2,665,000</td>
<td>61%</td>
</tr>
<tr>
<td>2013/14</td>
<td>$35,397,159</td>
<td>14%</td>
<td>$4,864,393</td>
<td>$3,283,204</td>
<td>67%</td>
</tr>
<tr>
<td>2014/15</td>
<td>$36,658,589</td>
<td>4%</td>
<td>$5,571,429</td>
<td>$3,300,000</td>
<td>59%</td>
</tr>
<tr>
<td>2015/16</td>
<td>$38,989,282</td>
<td>6%</td>
<td>$5,794,286</td>
<td>$3,914,202</td>
<td>68%</td>
</tr>
<tr>
<td>2016/17</td>
<td>$43,538,369</td>
<td>12%</td>
<td>$6,071,429</td>
<td>$3,829,202</td>
<td>63%</td>
</tr>
<tr>
<td>2017/18</td>
<td>$49,120,000</td>
<td>13%</td>
<td>$7,017,143</td>
<td>$4,003,733</td>
<td>57%</td>
</tr>
<tr>
<td>2018/19*</td>
<td>$50,500,000</td>
<td>3%</td>
<td>$7,014,000</td>
<td>$4,340,835</td>
<td>62%</td>
</tr>
<tr>
<td><strong>2019/20</strong></td>
<td><strong>$51,000,000</strong></td>
<td><strong>1%</strong></td>
<td><strong>$7,285,714</strong></td>
<td><strong>$4,557,523</strong></td>
<td><strong>63%</strong></td>
</tr>
<tr>
<td>2020/21</td>
<td>$28,500,000</td>
<td>-44%</td>
<td>$4,071,429</td>
<td>$2,702,336</td>
<td>66%</td>
</tr>
</tbody>
</table>

* Adopted Budget. Budget is projected to fall over 30% for FY 19/20.

** Does not reflect additional funds for BOLD

+ 1/7 of 14% of TOT, not 1/7 of total TOT.
<table>
<thead>
<tr>
<th>Description</th>
<th>19/20 Budget</th>
<th>20/21 Budget</th>
<th>% Change</th>
<th>Description</th>
<th>Carryover from FY 19/20*</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local/Holidays</td>
<td>$20,000</td>
<td></td>
<td>-100%</td>
<td>Paley Closed. Advertising in</td>
<td></td>
<td>Domestic.</td>
</tr>
<tr>
<td>Domestic Marketing</td>
<td>$1,211,042</td>
<td>$833,000</td>
<td>-31%</td>
<td>Reduction in group sales and</td>
<td>$278,000</td>
<td>Drive campaign, LA DMO Co-op and Milken</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>sales activities.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International Marketing</td>
<td>$834,271</td>
<td>$193,000</td>
<td>-77%</td>
<td>No additional markets,</td>
<td>$50,000</td>
<td>Future of Luxury Completion, IMEX</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>reduction in tradeshows,</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>reduction in agencies,</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>reduction in sales missions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interactive</td>
<td>$500,333</td>
<td>$273,662</td>
<td>-45%</td>
<td>Website refresh and Video</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Content complete. Reduction</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>is SEM</td>
<td></td>
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<tr>
<td>Collateral</td>
<td>$57,152</td>
<td>$38,000</td>
<td>-34%</td>
<td>Cost of doing business increase</td>
<td></td>
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<td>for standard subscriptions</td>
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<td></td>
<td></td>
<td></td>
<td>(STR, Visa, etc)</td>
<td></td>
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</tr>
<tr>
<td>Research</td>
<td>$23,725</td>
<td>$24,674</td>
<td>4%</td>
<td>Elimination of 4 positions</td>
<td></td>
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<td></td>
<td>first half of the year. One</td>
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<td>position to come back Q3 and</td>
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<td>one Q4. The other two will</td>
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<td></td>
<td></td>
<td>not be replaced.</td>
<td></td>
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</tr>
<tr>
<td>Special Programs</td>
<td>$50,000</td>
<td>$50,000</td>
<td>0%</td>
<td>Elimination of 4 positions</td>
<td></td>
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<td>first half of the year. One</td>
<td></td>
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<td>position to come back Q3 and</td>
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<td>one Q4. The other two will</td>
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<td></td>
<td>not be replaced.</td>
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</tr>
<tr>
<td>Operations, including</td>
<td>$1,786,000</td>
<td>$1,450,000</td>
<td>-19%</td>
<td>Elimination of 4 positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries, Taxes &amp; Benefits</td>
<td></td>
<td></td>
<td></td>
<td>first half of the year. One</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visitor Center</td>
<td>$75,000</td>
<td>$40,000</td>
<td>-47%</td>
<td>Elimination of 4 positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>$4,557,523</td>
<td>$2,902,336</td>
<td>-36%</td>
<td>Elimination of 4 positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buffer</td>
<td>$200,000</td>
<td>$200,000</td>
<td></td>
<td>Elimination of 4 positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total after Buffer</td>
<td>$4,757,523</td>
<td>$3,102,336</td>
<td>-36%</td>
<td>Elimination of 4 positions</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Estimated at this time.
## 2020/21 Budget Proposal

<table>
<thead>
<tr>
<th>Description</th>
<th>2019/20 Budget</th>
<th>Notes</th>
<th>2020/21 Proposed Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Local/Holidays</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paley has closed and any Holiday advertising will come out of Dom.</td>
<td>$20,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Events</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Domestic Marketing</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New York</td>
<td>$166,000</td>
<td></td>
<td>$105,000</td>
</tr>
<tr>
<td><strong>Destination Marketing</strong></td>
<td>$504,730</td>
<td>Increased $'s to expand frequency and length of programs.</td>
<td>$600,000</td>
</tr>
<tr>
<td><strong>Domestic PR</strong></td>
<td>$150,312</td>
<td>Flights for Fams, US Agency Starts back November 2020.</td>
<td>$80,000</td>
</tr>
<tr>
<td><strong>MICE Marketing</strong></td>
<td>$150,000</td>
<td>If Milken happens in Oct and May</td>
<td>$28,000</td>
</tr>
<tr>
<td><strong>Partnership Marketing</strong></td>
<td>$55,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Secondary Market Sales Initiatives</strong></td>
<td>$185,000</td>
<td>SoCal Roadshow</td>
<td>$20,000</td>
</tr>
<tr>
<td>Description</td>
<td>2019/20 Budget</td>
<td>Notes</td>
<td>2020/21 Proposed Budget</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>----------------</td>
<td>----------------------------------------------------------------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>International Marketing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales Missions</td>
<td>$91,750</td>
<td>Visit California Opportunities</td>
<td>$25,000</td>
</tr>
<tr>
<td>Trade Shows</td>
<td>$81,500</td>
<td>Imex, already have deposit. Not confirmed to happen again.</td>
<td>$30,000</td>
</tr>
<tr>
<td>PR</td>
<td>$22,765</td>
<td></td>
<td>$15,000</td>
</tr>
<tr>
<td>Representation</td>
<td>$237,400</td>
<td>All to come back Q4 except China Digital agency.</td>
<td>$62,000</td>
</tr>
<tr>
<td>Tour Bus Incentive</td>
<td>$4,000</td>
<td></td>
<td>$1,000</td>
</tr>
<tr>
<td>Emerging Markets</td>
<td>$123,000</td>
<td>Canada, GCC sales initiatives</td>
<td>$60,000</td>
</tr>
<tr>
<td>China Marketing</td>
<td>$177,856</td>
<td>No Chinese New Year</td>
<td></td>
</tr>
<tr>
<td>In-market Programs</td>
<td>$111,000</td>
<td>Included in Domestic Marketing</td>
<td></td>
</tr>
<tr>
<td>Interactive</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Database/eMail</td>
<td>$14,181</td>
<td></td>
<td>$14,181</td>
</tr>
<tr>
<td>SEM/SEO</td>
<td>$158,201</td>
<td>Reduction in SEM</td>
<td>$120,000</td>
</tr>
<tr>
<td>Content</td>
<td>$151,328</td>
<td>Minimal new content</td>
<td>$65,000</td>
</tr>
<tr>
<td>International</td>
<td>$67,142</td>
<td></td>
<td>$15,000</td>
</tr>
<tr>
<td>Acquisition</td>
<td>$43,449</td>
<td></td>
<td>$43,449</td>
</tr>
<tr>
<td>Domestic Site</td>
<td>$66,032</td>
<td></td>
<td>$16,032</td>
</tr>
<tr>
<td>Description</td>
<td>2019/20 Budget</td>
<td>Notes</td>
<td>2020/21 Proposed Budget</td>
</tr>
<tr>
<td>-------------------------------------</td>
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<td>--------------------------------------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>Collateral</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fulfillment</td>
<td></td>
<td></td>
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