

# ORIGINAL

## AGREEMENT FOR SERVICES #245-F1111

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**THIS AGREEMENT** made and entered by and between the County of El Dorado, a political subdivision of the State of California (hereinafter referred to as "County") and El Dorado County Chamber of Commerce, a non-profit organization, duly qualified to conduct business in the State of California, whose principal place of business is 542 Main Street, Placerville, CA 95667; (hereinafter referred to as "Contractor");

### RECITALS

**WHEREAS**, County has determined that it is necessary to obtain a Contractor to provide promotional services in order to promote the local economy and enhance the quality of life in the region; and

**WHEREAS**, Contractor has represented to County that it is specially trained, experienced, expert and competent to perform the special services required hereunder and County has determined to rely upon such representations; and

**WHEREAS**, it is the intent of the parties hereto that such services be in conformity with all applicable federal, state and local laws; and

**WHEREAS**, County has determined that the provision of these services provided by Contractor is in the public's best interest, and that these services are more economically and feasibly performed by outside independent Contractors as well as authorized by El Dorado County Charter, Section 210 (b) (6) and/or Government Code 31000;

**NOW, THEREFORE**, County and Contractor mutually agree as follows:

## ARTICLE I

**Scope of Services:** Contractor agrees to furnish, personnel and materials necessary to operate the El Dorado County Visitors Authority. Services shall include, but not be limited to those set forth in Exhibit "A", marked "Program Objectives", incorporated herein and made by reference a part hereof.

## ARTICLE II

**Term:** This Agreement shall become effective when fully executed by both parties hereto and shall cover the period of October 1, 2010 through September 30, 2013, subject to the provisions for earlier termination as provided for herein below.

## ARTICLE III

**Compensation for Services:** For services provided herein, County agrees to pay Contractor monthly in arrears. Payment shall be made within thirty (30) days following County's receipt and approval of an invoice. Compensation for the period of October 1, 2010 through September 30, 2011 shall be \$166,220 and shall be payable in equal monthly installments of \$13,851.67 each. Compensation for each succeeding year during the term of this Agreement shall be adjusted up or down annually at a rate equal to the percentage change in the amount allocated by the Board of Supervisors for Promotions grants within the County Promotions Recommended Budget.

Contractor agrees that compensation provided pursuant to this Agreement shall constitute the total compensation provided by the County for the program(s) described herein for the term of the Agreement. Contractor shall not seek additional funding through the Promotions grant competitive process for said program(s) for funding cycles concurrent with the term of this Agreement.

## ARTICLE IV

**Changes to Agreement:** This Agreement may be amended by mutual consent of the parties hereto. Said amendments shall become effective only when in writing and fully executed by duly authorized officers of the parties hereto.

## ARTICLE V

**Contractor to County:** It is understood that the services provided under this Agreement shall be prepared in and with cooperation from County and its staff. It is further agreed that in all matters pertaining to this Agreement, Contractor shall act as Contractor only to County and shall not act as Contractor to any other individual or entity affected by this Agreement nor provide information in any manner to any party outside of this Agreement that would conflict with Contractor's responsibilities to County during term hereof.

## ARTICLE VI

**Assignment and Delegation:** Contractor is engaged by County for its unique qualifications and skills as well as those of its personnel. Contractor shall not subcontract, delegate or assign services to be provided, in whole or in part, to any other person or entity without prior written consent of County.

## **ARTICLE VII**

**Independent Contractor/Liability:** Contractor is, and shall be at all times, deemed independent and shall be wholly responsible for the manner in which it performs services required by terms of this Agreement. Contractor exclusively assumes responsibility for acts of its employees, associates, and subcontractors, if any are authorized herein, as they relate to services to be provided under this Agreement during the course and scope of their employment.

Contractor shall be responsible for performing the work under this Agreement in a safe, professional, skillful and workmanlike manner and shall be liable for its own negligence and negligent acts of its employees. County shall have no right of control over the manner in which work is to be done and shall, therefore, not be charged with responsibility of preventing risk to Contractor or its employees.

## **ARTICLE VIII**

**Fiscal Considerations:** The parties to this Agreement recognize and acknowledge that County is a political subdivision of the State of California. As such, El Dorado County is subject to the provisions of Article XVI, Section 18 of the California Constitution and other similar fiscal and procurement laws and regulations and may not expend funds for products, equipment or services not budgeted in a given fiscal year. It is further understood that in the normal course of County business, County will adopt a recommended budget prior to a given fiscal year, but that the final adoption of a budget does not occur until after the beginning of the fiscal year.

Notwithstanding any other provision of this Agreement to the contrary, County shall give notice of cancellation of this Agreement in the event of adoption of a recommended budget that does not provide for funds for the services, products or equipment subject herein. Such notice shall become effective upon the adoption of a budget which does not provide funding for this Agreement. Upon the effective date of such notice, this Agreement shall be automatically terminated and County released from any further liability hereunder.

In addition to the above, should the Board of Supervisors during the course of a given year for financial reasons reduce, or order a reduction, in the budget for any County department for which services were contracted to be performed, pursuant to this paragraph in the sole discretion of the County, this Agreement may be deemed to be canceled in its entirety subject to payment for services performed prior to cancellation.

## **ARTICLE IX**

**Audits Required:** Contractor shall submit a year-end audited financial statement covering the term of this Agreement. The financial statements are to clearly show the amounts received and expended for the tasks detailed in Article I. Said audited financial statement shall be submitted to the County within One Hundred Twenty days (120) following the end of the contract term, the end of the Contractor's fiscal year.

Contractor shall maintain client records, books, documents, and other evidence, accounting procedures and practices sufficient to reflect properly all direct and indirect costs of whatever nature claimed to have been incurred in the performance of this Agreement, including any matching costs

and expenses, all of which will be deemed to constitute "records" for purposes of this section. Such records shall clearly reflect the cost and scope of the services provided.

Contractor's facility or office or such part thereof as may be engaged in the performance of this Agreement and its records shall be subject at all reasonable times to inspection, audit and reproduction by County, the state or any of its duly authorized representatives, including the Comptroller General of the United States.

Contractor shall preserve and make available its records for a period of four (4) years from the date of final payment under this Agreement, and for such longer period, if any, as is required by applicable statute, by any other provision of this Agreement, or by either of the following:

1. If this Agreement is terminated or partially terminated, all of the records relating to work terminated shall: a) be preserved and made available for a period of four (4) years from the date of any resulting final settlement; or b) at the sole option of the County, immediately become the property of the County and shall be delivered by Contractor to County.
2. If any litigation, claim, negotiation, audit or other action involving the records has been started before the expiration of the four (4) year period, the records shall be retained until completion of the action and resolution of all issues which arise from it, or until the end of the regular four (4) year period, whichever is later.

#### **ARTICLE X**

**Revenue and Budget Surplus:** If it is determined by County at the termination of this Agreement and the Audit review that there have been payments by the County in excess of or contrary to that provided in the aforementioned auditing standards, Contractor agrees to refund and repay all such amounts to the County within thirty (30) days following such determination.

#### **ARTICLE XI**

##### **Default, Termination, and Cancellation:**

- A. **Default:** Upon the occurrence of any default of the provisions of this Agreement, a party shall give written notice of said default to the party in default (notice). If the party in default does not cure the default within ten (10) days of the date of notice (time to cure), then such party shall be in default. The time to cure may be extended at the discretion of the party giving notice. Any extension of time to cure must be in writing, prepared by the party in default for signature by the party giving notice and must specify the reason(s) for the extension and the date on which the extension of time to cure expires.

Notice given under this section shall specify the alleged default and the applicable Agreement provision and shall demand that the party in default perform the provisions of this Agreement within the applicable period of time. No such notice shall be deemed a termination of this Agreement unless the party giving notice so elects in this notice, or the party giving notice so elects in a subsequent written notice after the time to cure has

expired. . In the event of termination for default, County reserves the right to take over and complete the work by contract or by any other means.

- B. **Bankruptcy:** This Agreement, at the option of the County, shall be terminable in the case of bankruptcy, voluntary or involuntary, or insolvency of Contractor.
- C. **Ceasing Performance:** County may terminate this Agreement in the event Contractor ceases to operate as a business, or otherwise becomes unable to substantially perform any term or condition of this Agreement.
- D. **Termination or Cancellation without Cause:** Either party may terminate this Agreement in whole or in part upon seven (7) calendar days written notice by County without cause. If such prior termination is effected, County will pay for satisfactory services rendered prior to the effective dates as set forth in the Notice of Termination, and for such other services, which County may agree to in writing as necessary for contract resolution. In no event, however, shall County be obligated to pay more than the total amount of the contract. Upon receipt of a Notice of Termination, Contractor shall promptly discontinue all services affected, as of the effective date of termination set forth in such Notice of Termination, unless the notice directs otherwise

## **ARTICLE XII**

**Severability:** If any provision of this Agreement shall be held to be invalid, illegal or unenforceable for any reason, the validity, legality or enforceability of the remaining provisions shall not in any way be affected or impaired thereby.

## **ARTICLE XIII**

**Reports:** Contractor shall submit one progress report six months following execution of this Agreement demonstrating success in accomplishing mutually agreed upon metrics. At the end of each year, Contractor shall submit an annual report including all activities for the period. The Contract Administrator will coordinate submittal of the annual reports to the Economic Development Advisory Committee (EDAC) and the Board of Supervisors.

## **ARTICLE XIV**

**Ownership of Rights:** County and Contractor hereby expressly agree that all printed materials described in Article I, whether produced by Contractor, its agents, representatives, employees, or sub-contractors, shall be considered a "work made for hire" within the meaning of 17 USC Sec. 101. County shall have sole ownership of all rights, for all purposes, in each completed work, and unused printed materials.

Contractor shall comply with all applicable laws regarding the use, publication, broadcast or dissemination of materials called for in this Agreement. Contractor shall be solely responsible for obtaining any and all required permission or licenses and for the payment of any license or use fees relating to the use, publication, broadcast, or dissemination of materials.

**ARTICLE XV**

**Nondiscrimination:** In providing services, employing personnel, or in any other respect of this Agreement, Contractor shall not employ discriminatory practices on the basis of race, color, sex, age, religion, national origin or ancestry, or physical or mental handicap.

**ARTICLE XVI**

**Notice to Parties:** All notices to be given by the parties hereto shall be in writing and served by depositing same in the United States Post Office, postage prepaid and return receipt requested.

Notices to County shall be addressed as follows:

COUNTY OF EL DORADO  
CHIEF ADMINISTRATIVE OFFICE  
330 FAIR LANE  
PLACERVILLE, CA 95667  
ATTN: SAM DRIGGERS, ECONOMIC DEVELOPMENT COORDINATOR

or to such other location as the County directs.

Notices to Contractor shall be addressed as follows:

EL DORADO COUNTY CHAMBER OF COMMERCE  
542 MAIN STREET  
PLACERVILLE, CA 95667  
ATTN: LAUREL BRENT-BUMB, EXECUTIVE DIRECTOR

or to such other location as the Contractor directs.

**ARTICLE XVII**

**Indemnity:** The Contractor shall defend, indemnify, and hold the County harmless against and from any and all claims, suits, losses, damages and liability for damages of every name, kind and description, including attorneys fees and costs incurred, brought for, or on account of, injuries to or death of any person, including but not limited to workers, County employees, and the public, or damage to property, or any economic or consequential losses, which are claimed to or in any way arise out of or are connected with the Contractor's services, operations, or performance hereunder, regardless of the existence or degree of fault or negligence on the part of the County, the Contractor, subcontractor(s) and employee(s) of any of these, except for the sole, or active negligence of the County, its officers and employees, or as expressly prescribed by statute. This duty of Contractor to indemnify and save County harmless includes the duties to defend set forth in California Civil Code Section 2778.

## **ARTICLE XVIII**

**Insurance:** Contractor shall provide proof of a policy of insurance satisfactory to the El Dorado County Risk Manager and documentation evidencing that Contractor maintains insurance that meets the following requirements:

- A. Full Workers' Compensation and Employers' Liability Insurance covering all employees of Contractor as required by law in the State of California.
- B. Commercial General Liability Insurance of not less than \$1,000,000.00 combined single limit per occurrence for bodily injury and property damage.
- C. Automobile Liability Insurance of not less than \$1,000,000.00 is required in the event motor vehicles are used by the Contractor in the performance of the Agreement.
- D. In the event Contractor is a licensed professional, and is performing professional services under this Agreement, professional liability (for example, malpractice insurance) is required with a limit of liability of not less than \$1,000,000.00 per occurrence.
- E. Contractor shall furnish a certificate of insurance satisfactory to the El Dorado County Risk Manager as evidence that the insurance required above is being maintained.
- F. The insurance will be issued by an insurance company acceptable to Risk Management, or be provided through partial or total self-insurance likewise acceptable to Risk Management.
- G. Contractor agrees that the insurance required above shall be in effect at all times during the term of this Agreement. In the event said insurance coverage expires at any time or times during the term of this Agreement, Contractor agrees to provide at least thirty (30) days prior to said expiration date, a new certificate of insurance evidencing insurance coverage as provided for herein for not less than the remainder of the term of the Agreement, or for a period of not less than one (1) year. New certificates of insurance are subject to the approval of Risk Management and Contractor agrees that no work or services shall be performed prior to the giving of such approval. In the event the Contractor fails to keep in effect at all times insurance coverage as herein provided, County may, in addition to any other remedies it may have, terminate this Agreement upon the occurrence of such event.
- H. The certificate of insurance must include the following provisions stating that:
  - 1. The insurer will not cancel the insured's coverage without thirty (30) days prior written notice to County, and;
  - 2. The County of El Dorado, its officers, officials, employees, and volunteers are included as additional insured, but only insofar as the operations under this Agreement are concerned. This provision shall apply to the general liability policy.



- I. The Contractor's insurance coverage shall be primary insurance as respects the County, its officers, officials, employees and volunteers. Any insurance or self-insurance maintained by the County, its officers, officials, employees or volunteers shall be excess of the Contractor's insurance and shall not contribute with it.
- J. Any deductibles or self-insured retentions must be declared to and approved by the County, either: the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the County, its officers, officials, employees, and volunteers; or the Contractor shall procure a bond guaranteeing payment of losses and related investigations, claim administration and defense expenses.
- K. Any failure to comply with the reporting provisions of the policies shall not affect coverage provided to the County, its officers, officials, employees or volunteers.
- L. The insurance companies shall have no recourse against the County of El Dorado, its officers and employees or any of them for payment of any premiums or assessments under any policy issued by any insurance company.
- M. Contractor's obligations shall not be limited by the foregoing insurance requirements and shall survive expiration of this Agreement.
- N. In the event Contractor cannot provide an occurrence policy, Contractor shall provide insurance covering claims made as a result of performance of this Agreement for not less than three (3) years following completion of performance of this Agreement.
- O. Certificate of insurance shall meet such additional standards as may be determined by the contracting County Department either independently or in consultation with Risk Management, as essential for the protection of the County.

#### **ARTICLE XIX**

**Interest of Public Official:** No official or employee of County who exercises any functions or responsibilities in review or approval of services to be provided by Contractor under this Agreement shall participate in or attempt to influence any decision relating to this Agreement which affects personal interest or interest of any corporation, partnership, or association in which he/she is directly or indirectly interested; nor shall any such official or employee of County have any interest, direct or indirect, in this Agreement or the proceeds thereof.

#### **ARTICLE XX**

**Interest of Contractor:** Contractor covenants that Contractor presently has no personal interest or financial interest, and shall not acquire same in any manner or degree in either: 1) any other contract connected with or directly affected by the services to be performed by this Agreement; or, 2) any other entities connected with or directly affected by the services to be performed by this Agreement. Contractor further covenants that in the performance of this Agreement no person having any such interest shall be employed by Contractor.



**ARTICLE XXI**

**California Residency (Form 590):** All independent Contractors providing services to the County must file a State of California Form 590, certifying their California residency or, in the case of a corporation, certifying that they have a permanent place of business in California. The Contractor will be required to submit a Form 590 prior to execution of an Agreement or County shall withhold seven (7) percent of each payment made to the Contractor during term of the Agreement. This requirement applies to any agreement/contract exceeding \$1,500.00.

**ARTICLE XXII**

**Taxpayer Identification Number (Form W-9):** All independent Contractors or corporations providing services to the County must file a Department of the Treasury Internal Revenue Service Form W-9, certifying their Taxpayer Identification Number.

**ARTICLE XXIII**

**County Business License:** It is unlawful for any person to furnish supplies or services, or transact any kind of business in the unincorporated territory of El Dorado County without possessing a County business license unless exempt under County Code Section 5.08.070.

**ARTICLE XXIV**

**Administrator:** The County Officer or employee with responsibility for administering this Agreement is Sam Driggers, Economic Development Coordinator, CEcD, Chief Administrative Office, Office of Economic Development, or successor.

**ARTICLE XXV**

**Authorized Signatures:** The parties to this Agreement represent that the undersigned individuals executing this Agreement on their respective behalf are fully authorized to do so by law or other appropriate instrument and to bind upon said parties to the obligations set forth herein.

**ARTICLE XXVI**

**Partial Invalidity:** If any provision of this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions will continue in full force and effect without being impaired or invalidated in any way.

**ARTICLE XXVII**

**Venue:** Any dispute resolution action arising out of this Agreement, including, but not limited to, litigation, mediation, or arbitration, shall be brought in El Dorado County, California, and shall be resolved in accordance with the laws of the State of California.

**ARTICLE XXVIII**

**Entire Agreement:** This document and the documents referred to herein or exhibits hereto are the entire Agreement between the parties and they incorporate or supersede all prior written or oral Agreements or understandings.

**REQUESTING CONTRACT ADMINISTRATOR CONCURRENCE:**

By:  Dated: 10-18-10  
Sam Driggers, CECD,  
Economic Development Coordinator  
Chief Administrative Office

**REQUESTING DEPARTMENT HEAD CONCURRENCE:**

By:  Dated: 10/12/10  
Gayle Erbe-Hamlin  
Chief Administrative Officer

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the dates indicated below.

-- COUNTY OF EL DORADO --

Dated: 10/12/10

By: Gayle Erbe-Hamlin  
Gayle Erbe-Hamlin  
Chief Administrative Officer and  
Purchasing Agent  
"County"

-- CONTRACTOR --

El Dorado County Chamber of Commerce  
a non-profit organization

Dated: 10/12/10

By: Kirk Bone  
Kirk Bone  
President  
"Contractor"

By: Laurel Brent Bone Dated: 10/12/10  
Corporate Secretary

THE UNIVERSITY OF MICHIGAN LIBRARIES  
1000 TAPSCOTT DRIVE  
ANN ARBOR, MI 48106-1500

UNIVERSITY OF MICHIGAN LIBRARIES

DATE: 11/11/11  
BY: [Signature]  
[Signature]  
[Signature]  
[Signature]

UNIVERSITY OF MICHIGAN LIBRARIES

UNIVERSITY OF MICHIGAN LIBRARIES

UNIVERSITY OF MICHIGAN LIBRARIES

[Signature]

UNIVERSITY OF MICHIGAN LIBRARIES

UNIVERSITY OF MICHIGAN LIBRARIES  
[Signature]

# EXHIBIT A

## PROGRAM OBJECTIVES

1. Provide a concise and descriptive overview of the **proposed program** including the relationship of this proposed program to your agency's mission and how it relates to your strategic plan.

(Clearly demonstrate how the proposed program will contribute to promoting the county to visitors and businesses.)

**Overview:** In 2002 The El Dorado County Chamber of Commerce introduced the El Dorado County Visitor's Authority Council (VA), dedicated solely to countywide tourism promotion. Currently, the council consists of 30 representatives from organizations within the county who have a vested interest in tourism promotion. The VA selects a chairperson who presides over the monthly meetings. The VA Council has created a multi layered countywide tourism promotional plan that leverages county promotional funds through partnerships, collaborations and in kind donations. The Visitors Authority council has improved this strong foundation by expanding successful programs and analyzing domestic and international travel trends. With a limited budget and county wide focus the VA recognizes the value of multi year, long term promotional plan in order to achieve its goals.

In 2008, the VA unveiled the "Experience El Dorado Marketing Campaign," broadening the reach and scope of its tourism promotion effort while increasing stakeholder engagement. This, in conjunction with the collaboration & cross promotion, gives the program the leveraging power to deliver increased positive return on investment.

In 2009, the El Dorado County Visitors Authority Council adopted additional forms of measurement for the major marketing programs to substantiate results and better communicate successes generated from tourism promotion efforts and return on investment.

In the upcoming year efforts will concentrate on improving communication with our repeat visitors, identifying new visitors, increasing length of stay and ensuring El Dorado experience is interactive.

**Program objectives:** The El Dorado County Visitors Authority efforts are driven by the four strategic business objectives.

1. Continue to generate visitor-related economic impact for El Dorado County.
2. Protect and maintain volume in primary target drive markets.
3. Leverage cooperative programs and encourage community involvement and support
4. Evaluate return on investment (ROI) and measures on major programs.

**Relationship to Mission and Strategic Marketing Plan:** Now in its 3rd year, the successful campaign continues to support the VA mission and vision by increasing El Dorado County exposure in the region, visitor spending and/or tax revenue. VA Council promotional plan fulfills the goals outlined in the strategic plan by effectively branding, uniting and differentiating El Dorado County from its competing counties with similar assets. Above all the El Dorado County Visitors Authority Council successfully integrates all of the tourism assets, in order to encourage cross promotion of the overall region and increase travel spending that positively impacts tourism generated jobs and Transient Occupancy Taxes for El Dorado County. The VA council has become the cornerstone of tourism promotion in collaboration with the El Dorado Arts Council and the El Dorado County Film Commission.

## PROGRAM OBJECTIVES

1. Provide a concise and descriptive overview of the **proposed program** including the relationship of this proposed program to your agency's mission and how it relates to your strategic plan.

(Clearly demonstrate how the proposed program will contribute to promoting the county to visitors and businesses.)

**Program contribution to county visitor and business promotion:** The VA Council is market-focused and market-driven to increase visitor spending, increase TOT and increase tourism related jobs. The ongoing research and analysis portion of the program continues to give valuable insights to visitor behaviors and satisfaction as well as identifying areas of improvement.

This in conjunction with the county wide, region and state wide collaboration & cross promotion gives the program the leveraging power to deliver increased positive return on investment to the county. In addition, the program recognizes the importance of protecting natural resources, which add to visitor satisfaction as well as local quality of life resulting in increased length of stay, frequency of visits and elevated visitor spending.

## PROGRAM DESCRIPTION

3. Please provide a description of the proposed program. Applicants are encouraged to provide the following level of detail:

- Specific program objectives (include anticipated measurable outcomes);
- Specific program activities;
- Show how program effectively provides services to meet the county objectives of promoting and attracting visitors to the county;
- Timeline for meeting objectives;
- Duration of program; single year vs. multi-year program;
- Include an evaluation on how achievement of the proposed program objectives for FY 2009-10 will benefit the County as a whole.

### **Objective #1 – Continue to create visitor related economic impact for El Dorado County**

*Market El Dorado County tourism assets in a way that optimizes recreation, history, agriculture and culture; and contributes to economic prosperity, increased employment and tax revenues while working to support the rural small town attributes.*

#### ❖ **Optimize the Internet**

##### Measurable Outcomes

- A) Increase internet exposure, web traffic and interactivity to VisitEldorado.com
- B) Build consumer engagement while reinforcing brand awareness.
- C) Attract and influence new and repeat visitor segments to El Dorado County in order to drive El Dorado County's long-term competitive strategy.
- D) Expand the existing VisitEldorado.com website into a comprehensive resource for all El Dorado County assets
- E) Integrate the public and commercial web sites to optimize collaboration.

##### Timeline for program activities designed to achieve objective:

**0 – 12 months** - Develop additional organic SEO (search engine optimization) tactics to increase web site visitation and exposure. Establish interactive components of the website to include social networking, sweepstakes, downloadable coupons and special discounts. Secure an intern to assist the Director of Tourism in implementing social media such as weekly blogs, newsletters and compilation of data. Expand linkages with county, region and statewide travel partners. Continue to develop online database and consistently communicate with targeted segment of participants. Mandate reciprocal links for all tourism partners. Introduce student and group tour landing page with downloadable itineraries. Create online surveys to determine spending characteristics of various visitor segments. Update online media kit with fresh story ideas, images and content.

**12 – 24 months** - Introduce new media technologies for the website to include virtual tour of selected county attractions and downloadable audio tours of the county historic, cultural, and natural assets. Redesign the "what to do/itineraries page" to become more user friendly with engaging relevant content and images. Introduce interactive trip planning tools. Redesign photo gallery to include "My El Dorado Experience" containing visitor submitted content. Identify benchmarks and quantifiable data that can be used and applied by Visitors Authority stakeholders.

**24 – 36 months** – Develop new media strategies to include an innovative approach to using mobile devices and creating compelling content to deliver to visitors. Expand inventory of virtual tours by offering matching funds to the rural areas that are often overlooked. Expand inventory of downloadable audio tours. Continue to develop content and itineraries for the website and ensure all assets are up to date. Establish additional marketing programs that showcase El Dorado County's unique cultural heritage sites.

**Measurement Tools:** Measurement of traffic to content pages, increased links to stakeholder sites, length of user sessions, online survey to measure brand awareness, repeat visitors, visitor motivations and spending characteristics, number of blogs, facebook fans, and opt-in mailing list participants.

Volume of coupons and itineraries downloaded, number of click throughs for enewsletters and visits to the media page.

**Multi-year program**



## PROGRAM DESCRIPTION

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- Specific program objectives (include anticipated measurable outcomes);
  - Specific program activities;
  - Show how program effectively provides services to meet the county objectives of promoting and attracting visitors to the county;
  - Timeline for meeting objectives;
  - Duration of program; single year vs. multi-year program;
  - Include an evaluation on how achievement of the proposed program objectives for FY 2009-10 will benefit the County as a whole.

❖ ***Target/Attract New and Repeat Visitor Segments to El Dorado County***

Measurable Outcomes

- A) Target new visitor segments and educate them about the benefits of choosing El Dorado County for their next vacation
- B) Increase visitations from existing target segments, encourage repeat visits for different times of year and for different occasions/activities located throughout the county.

**Timeline for program activities designed to achieve objective:**

**0 – 6 months** - Continue to extend reach and leverage marketing dollars by taking advantage of matching grants with regional partners such Gold Country Visitors Association and California Travel and Tourism Commission. Identify new partnerships and promotions that are mutually beneficial and take advantage of cross promotion strategies. Compile an inventory of county wide assets available to student and group tours. Staff the visitor center, providing information, maps, materials and retail sales outlet for visitors and residents. Seek input from local high school students for content targeting teenagers and their favorite El Dorado County attractions, points of interest and events.

**06-12 months** - Produce 150,000 copies of the El Dorado County Visitors Guide and Farm Trails map, a valuable resource for visitors & residents. Proactively mail the EDC Visitors Guide from leads acquired in all print, broadcast, and online campaigns specifically targeted at the 3 to 4 hour drive market and newly identified target markets. Introduce potential visitors in target market attending the State Fair to El Dorado County attractions. Insert 19,000 El Dorado County Visitors Guide and Farm Trails map into newspapers within 3-4 hour drive markets. Create a monthly newsletter with “send to a friend” option (as a viral marketing tactic) to promote year-round activities and special events to the visitor database. Create quarterly calendars showcasing year-round events.

**12 – 24 months** - Develop an integrated visitor information strategy with the California Welcome Center in El Dorado Hills. Establish a unified, multi-year signage plan that increases visibility of El Dorado County’s varied tourism assets as well as brand awareness, visitor education and satisfaction. Partner with lodging properties to package group tours. Create group reservation system. Introduce a landing page on the visiteldorado.com website that targets teenagers.

**24 – 36 months** – Implement multi-year signage plan and track impact. Identify additional distribution locations in the Central Valley, Bay Area and Northern California.

**Multi-year program**

**Measurement tools:** Volume of collateral distributed, volume of leveraged dollars, number of new partnerships established, number of participants in cooperative programs, number of visitor center walk ins, collateral distributed, retail sales, number of leads produced, number of attendees at featured events, and newsletters opened and forwarded, group tour packages created and sold, and signage installed.

**Anticipated Outcomes:** 10% increase in volume for all forms of measurement and added signage for 2 significant gateways to El Dorado County.

## PROGRAM DESCRIPTION

3. Please provide a description of the proposed program. Applicants are encouraged to provide the following level of detail:
- Specific program objectives (include anticipated measurable outcomes);
  - Specific program activities;
  - Show how program effectively provides services to meet the county objectives of promoting and attracting visitors to the county;
  - Timeline for meeting objectives;
  - Duration of program; single year vs. multi-year program;
  - Include an evaluation on how achievement of the proposed program objectives for FY 2009-10 will benefit the County as a whole.

### **Objective #2 – Protect and maintain volume in primary target drive markets**

*To market to visitors through the development of differentiated El Dorado County brand and educational components that communicate an appreciation of the scenic beauty, rural character, agricultural products, geographic destinations, history, culture, recreation and attractions, i.e., the key benefits and attributes that the county offers.*

#### **❖ Branding/Differentiation/Communication**

- A) Strengthen the El Dorado County brand by positioning the El Dorado County travel experience as truly unique and different from the Gold Country competition that provides leisure based activities set in a beautiful rural environment.
- B) Effectively communicate El Dorado County's brand and key points of differentiation to specific target segments through comprehensive marketing mix leveraged by strategic partners.
- C) Strengthen the existing comprehensive public relations program in order to increase awareness of El Dorado County and educate consumers about its tourism assets and year-round activities

#### **Program Activities designed to achieve objective:**

**0 – 12 months** - Update Media Contacts, Develop a countywide familiarization tour for media in collaboration with tourism stakeholders. Negotiate value added programs such as advertorial, online ads and promotions with print ad placement. Send existing tour operators, California Travel and Tourism Commission (CTTC) and Sacramento Convention and Visitors Bureau (SCVB) sample single day and multi-day itineraries incorporating county assets. Create regular press releases and post on website. Utilize broadcast emails to direct media to media center.

**12 - 24 months** - Schedule regular TV appearances on "Good Day Sacramento," "KCRA experience" "TSPN.TV in Amador and other broadcast opportunities. Stage a live remote by local radio station. Regularly submit content and updated itineraries to California Travel and Tourism Commission for publication on its web site. Continue to attend state and national media events and industry trade shows promoting El Dorado County Tourism assets. Produce 10,000 custom El Dorado County shipping envelopes for visitor and group information requests. Produce 5,000 environmentally friendly trade show bags for use at events, travel shows, and the state fair.

**24 – 36 months** - Develop a countywide familiarization tour focusing on cultural attractions for media in collaboration with tourism stakeholders. Send existing tour operators, California Travel and Tourism Commission (CTTC) and Sacramento Convention and Visitors Bureau (SCVB) sample single day and multi-day itineraries incorporating county cultural assets. Create regular press releases and post on website. Utilize broadcast emails to direct media to media center. Attend NY Media event. Survey travelers regarding EDC signage.

**Measurement tools:** Measure media leads, visits, stories created, reach, number of itineraries posted and web stats. Number of impressions and value added space.

## PROGRAM DESCRIPTION

3. Please provide a description of the proposed program. Applicants are encouraged to provide the following level of detail:
- Specific program objectives (include anticipated measurable outcomes);
  - Specific program activities;
  - Show how program effectively provides services to meet the county objectives of promoting and attracting visitors to the county;
  - Timeline for meeting objectives;
  - Duration of program; single year vs. multi-year program;
  - Include an evaluation on how achievement of the proposed program objectives for FY 2009-10 will benefit the County as a whole.

### **Objective #3– Leverage cooperative programs & encourage community involvement & support** **Measurable Outcomes**

- A) Strengthen existing marketing partnerships and further develop additional partnerships with Visitors Authority members to leverage marketing efforts
- B) Expand partnerships with Gold Country Visitors Association, Sacramento Convention & Visitors Bureau & California Travel & Tourism Commission, Lake Tahoe Visitors Authority, High Sierra Visitors Association, Central Valley Visitors Association, Joint Arts Marketing Association and Sierra Foothills Wine Alliance in order to expand tourism goals
- C) Increase community awareness of tourism benefits

### **Program Activities designed to achieve objective:**

**0-12 months** - Attend selected county tourism association meetings to stay current with the changing needs of the community seeking opportunities for new collaborations. Create survey of partners to assess changing needs of partners in the challenging economic climate. Participate in California Travel and Tourism rural marketing opportunities and resources available to rural destinations. Provide relevant content focus on tourism efforts for the Voice of Business section of the Mountain Democrat. Build partnership with county and city economic development department. Utilize matching grants and regional contribution by participating in CA Road Trips, Sunset Magazine, CA Travel Planner, regional trade shows and promotions. Review Strategic Plan with Visitors Authority Representatives facilitated by a professional in the industry.

**12 – 24 months** – Identify additional areas of potential distribution. Further develop partnerships to package attractive weekend destinations for visitors to our county. Seek avenues of collaboration with other regional associations. Participate in national tourism week with publicized promotion and seek board of supervisors proclamation. Make newsletters available to visitors online. Form a Visitors Authority sub-committee to make recommendations for strategic plan updates.

**24 – 36 month** - Survey perceptions of community segments. Survey Visitor's Authority Representatives to evaluate changes in needs, satisfaction and challenges. Approve update document and determine timeline for strategies. Seek out new areas of collaboration with public and private sectors.

**Measurement tools:** number of meetings attended, number survey responses and results, dollars leveraged and resources available from the California Travel and Tourism Commission, quantity of content published, number of new partnerships developed, total funds leveraged, leads acquired.

**Anticipated Outcomes:** Return on investment of 4 to 1, increased communication and satisfaction among Visitors Authority representatives, greater partner participation in all areas, deeper knowledge and understanding of challenges facing community, increase in product awareness throughout the state.

## PROGRAM DESCRIPTION

3. Please provide a description of the proposed program. Applicants are encouraged to provide the following level of detail:

- Specific program objectives (include anticipated measurable outcomes);
- Specific program activities;
- Show how program effectively provides services to meet the county objectives of promoting and attracting visitors to the county;
- Timeline for meeting objectives;
- Duration of program; single year vs. multi-year program;
- Include an evaluation on how achievement of the proposed program objectives for FY 2009-10 will benefit the County as a whole.

### **1. Objective #4 – Evaluate return on investment (ROI) and measures on major programs**

#### **❖ *Research/Measurement***

##### Measurable Outcomes

- A) Using customer research, develop profiles of El Dorado County visitors including perceptions, motivations and behaviors in order to improve marketing efforts and efficiencies.
- B) Develop additional forms of measurement and augment existing measurement systems for all marketing programs to substantiate results and better communicate successes generated from tourism promotion efforts and return on investment.

##### Timeline for program activities designed to achieve objective:

**0 - 12 months** – Continue to subscribe to Google alerts for online exposure. Evaluate data collection from the website measurement of user sessions generated by overall marketing efforts, site paths, online surveys and user leads provided to members and top exit and entry pages. Continue to produce promotions/survey for trade shows, special events and participant entry forms for all promotions. Continue to track visitor phone calls and walk ins. Upgrade the information gathering mechanism on the Visitors Guide Online Order Form to include where they found out about the guide. Update the email capture system currently in place. Continue to collaborate with community, county, city and regional and state partners to fund the collection of comprehensive behavioral research to increase marketing efficiencies and travel trends. Review current and potential performance indicators, identify benchmarks of quantifiable data that can be used and applied by tourism partners.

**12 – 24 months** – Engage a clipping service to track El Dorado coverage. Develop a base of research that is focused on identifying target markets, emerging markets, visitor origination/demand, travel spending characteristics and specific motivators for travelers to visit El Dorado County. Interpret data gathered for tourism stakeholders. Provide tourism partners with the tools for evaluation.

**24 – 36 months** - Using California Travel and Tourism Commission as a resource, implement an advertising and marketing conversion study to develop ROI measures for specific programs. Identify El Dorado County visitor spending characteristics. Evaluate data and integrate finding into marketing strategies. Publish results on county, city, chamber and visitors authority website.

#### **Multi Year Program**

**Additional anticipated outcomes:** Increase marketing efficiencies, repeat visitors, extended length of stay and ROI for El Dorado County.

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