

**Tillamook County**  
**Statement of Budget**  
**Fiscal Year July 1, 2020 - June 30, 2021**  
**Expenditures**

<b>Fund:</b>	<b>111 Transient Lodging Tax</b>
<b>Dept:</b>	<b>11100 TLT</b>

FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Adopted	Acct No	Description	FY 20-21 Requested	FY 20-21 Proposed	FY 20-21 Approved	FY 20-21 Adopted
<b>Expenditures</b>								
<b>1,078,013</b>	<b>1,577,126</b>	<b>1,102,500</b>	<b>7105</b>	<b>Contracted Services (TCVA)</b>	<b>1,462,750</b>	<b>1,462,750</b>	<b>462,750</b>	<b>650,000</b>
0	0	50,000	7105	Contracted Services (Promotion-PCNV)	0	0	25,000	25,000
0	0	0	7105	Contracted Services (TWLW)	3,000	3,000	3,000	3,000
170,065	0	0	7105	Contracted Services (Grant Projects)	0	0	0	0
313	4,876	2,000	7880	Rebates & Refunds	2,000	2,000	2,000	2,000
<b>1,248,391</b>	<b>1,582,002</b>	<b>1,154,500</b>		<b>Total Materials &amp; Services</b>	<b>1,467,750</b>	<b>1,467,750</b>	<b>492,750</b>	<b>680,000</b>
920,189	1,108,167	875,000	9810	Transfer to Road Fund (less GF exp)	875,000	750,000	750,000	750,000
163,172	168,420	100,000	9800	Transfer to GF (admin fees)	100,000	100,000	100,000	100,000
0	0	0	9885	Transfer to TLT Facilities (2020-2021)	1,559,250	1,295,000	1,270,000	1,182,750
0	0	1,297,500	9885	Transfer to TLT Facilities (2019-2020)	0	0	0	0
0	0	2,500,000	9885	Transfer to TLT Facilities (2018-2019)	0	0	0	0
0	0	75,000	9800	Transfer to GF (Fair Grandstand)	0	0	0	0
<b>1,083,361</b>	<b>1,276,587</b>	<b>4,847,500</b>		<b>Total Transfers Out</b>	<b>2,534,250</b>	<b>2,145,000</b>	<b>2,120,000</b>	<b>2,032,750</b>
0	0	4,000	9900	Operating Contingency	4,000	4,000	4,000	4,000
<b>0</b>	<b>0</b>	<b>4,000</b>		<b>Total Contingency</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
1,945,092	3,314,351	0	9995	Unappr Ending Fund Balance	0	0	0	0
<b>1,945,092</b>	<b>3,314,351</b>	<b>0</b>		<b>Total Unappr Ending Fund Bal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>4,276,844</b>	<b>6,172,940</b>	<b>6,006,000</b>		<b>Total Expenditures</b>	<b>4,006,000</b>	<b>3,616,750</b>	<b>2,616,750</b>	<b>2,716,750</b>

FY 19/20 Supplemental Budget BO#19-072 Increased Contracted Services \$250,000

FY 19/20 Supplemental Budget BO#20-033 Increased 7001 \$7,500, 7105 \$50,000, 9800 \$9,000, 9810 \$420,000



COUNTY TRANSIENT LODGING TAX  
JULY 1, 2020 -JUNE 30 2021

REVISED BUDGET



## OUR COMMITMENT

Sustainable tourism  
supports and benefits:

*people, places, profit*

## OUR PLEDGE

Everything we do, we ask:

"Does this serve the community?

Does this respect the environment and culture?

Does this create economic vitality?"

*The answer must be YES to all three.*



# BUDGET COMMITTEE MESSAGE

The executive committee of Tillamook Coast Visitors Association and staff met Wednesday, May 5 to work through a revised 2020-2021 budget to offer up for consideration at the May 14 budget committee meeting. The executive team unanimously agreed that our tourism businesses need the presence, expertise, and support of Tillamook Coast Visitors Association now more than ever.

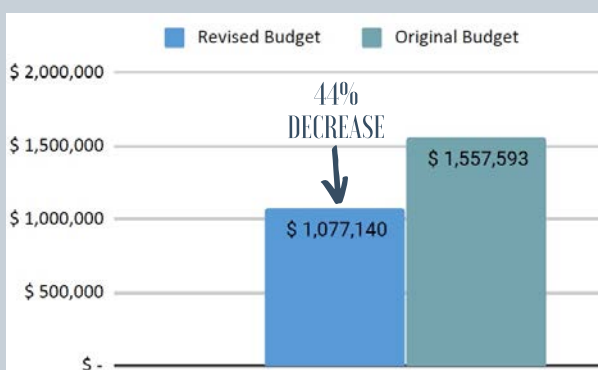
Based on the revised budget presented within, we respectfully request a **county investment of \$650,000 for the 2020-2021 fiscal year**. This request specifically includes an additional **\$100,000 for new community grants** to be made available as soon as possible. Staff and the board also request **\$100,000 for a COVID-19 recovery program** used to directly support tourism businesses with tangible assets to facilitate social distancing and meet the fast-changing requirements issued by the state. In addition, we plan to use the COVID-directed funds for leverage in seeking partnerships with other organizations offering recovery support for businesses.

Our revised request is **79% lower** than originally planned. We initially planned to use \$150k of ending fund balance to support our efforts, but have increased the investment to \$342k, which equates to 34% of budgeted net expenses.

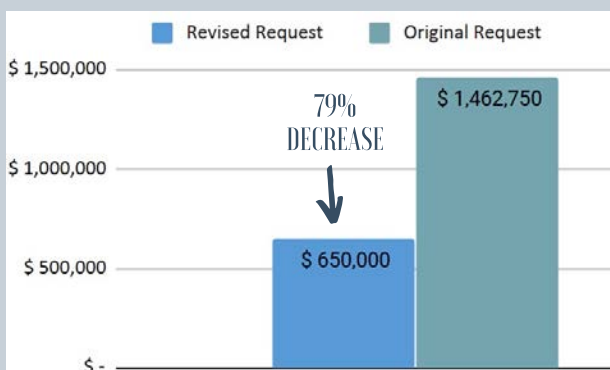
Our board and staff are committed to being at the forefront of tourism recovery efforts for our County. We are deeply intertwined with organizations along the Tillamook Coast who rely on us to guide the way for the industry. Therefore, our organization is committed to allocating substantial reserve funds to support ongoing efforts during unprecedented times.

Please take a moment to review our COVID messaging plan **REOPEN, RESPECT, RECOVER** at the link to the right. We are here to support our struggling businesses throughout the county.

## DESTINATION MANAGEMENT INVESTMENT



## COUNTY 2020-2021 INVESTMENT



**REOPEN  
RESPECT  
RECOVER**

*Click Here*

TILLAMOOK COAST MESSAGING PLAN

**STAY HOME  
SAVE LIVES**



**Grant McComie Messaging**

Click Links to view **FREE** promotional videos created by Grant's team during the initial shutdown.

**TILLAMOOK COUNTY**

**ROCKAWAY**

**PACIFIC CITY**

**CRISIS COMMUNICATION PLAN**

*Click Here*



# 2020-2021 BUDGET

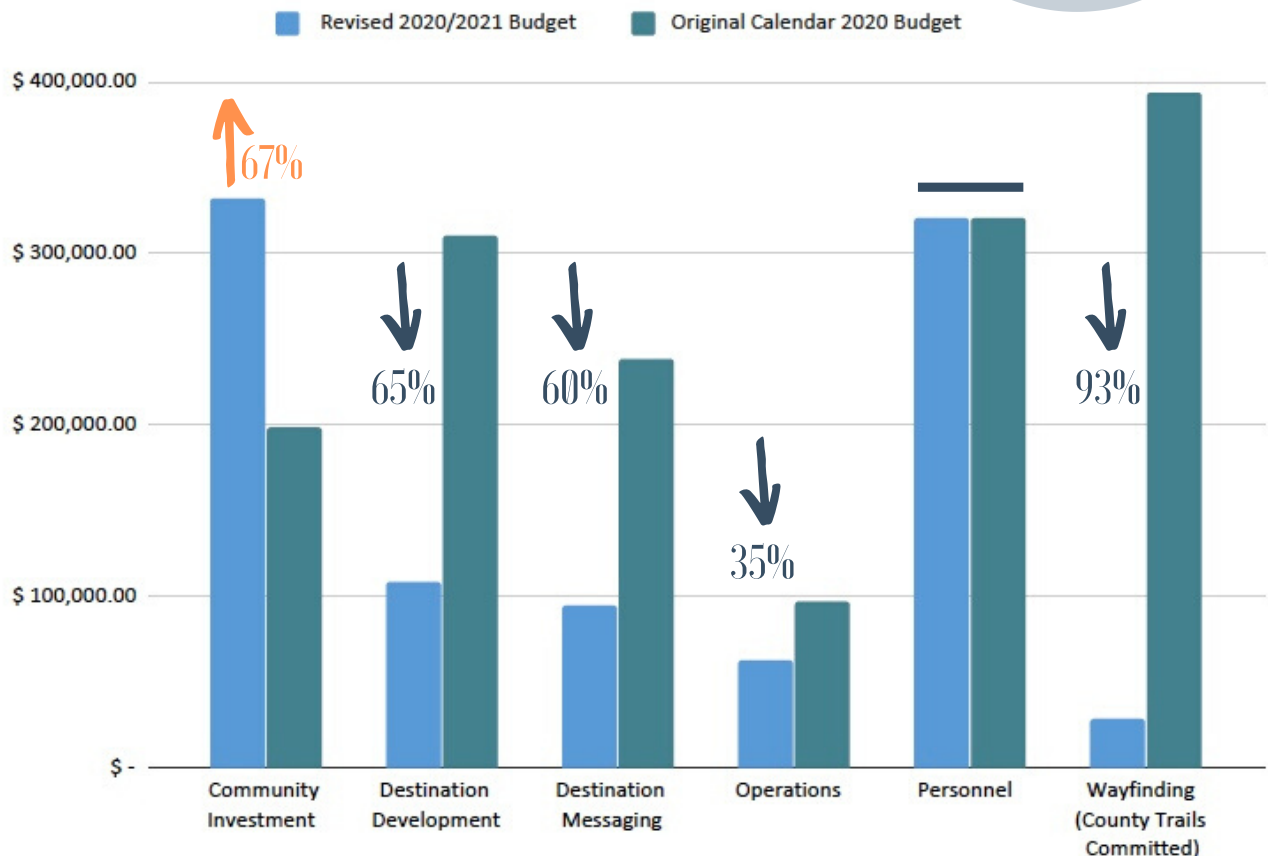
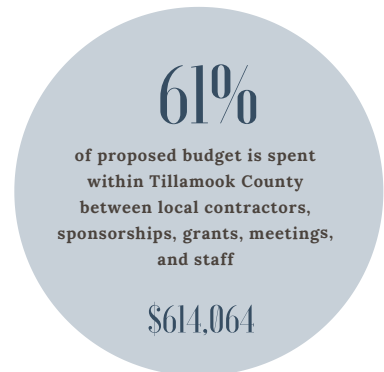
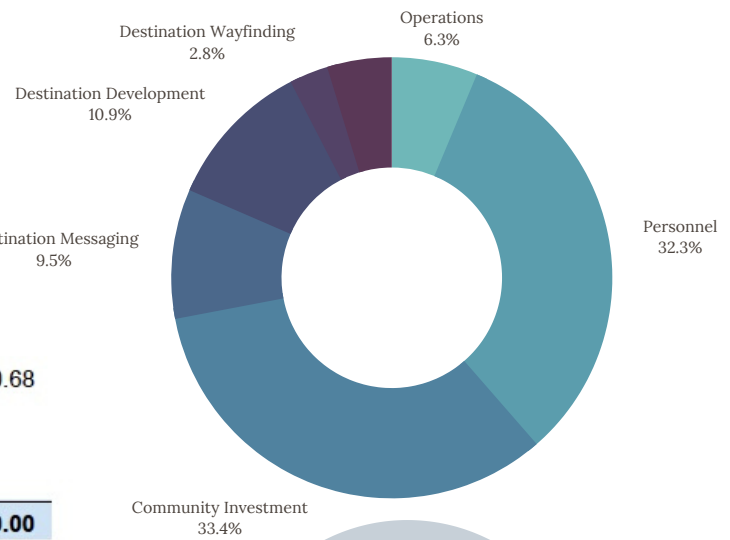
**County Fiscal Year**  
**July 2020-June 2021**

Beginning TLT Cash	\$ 552,870.68
County General Investment	\$ 450,000.00
<b>COVID-19 Recovery Program</b>	<b>\$ 100,000.00</b>
<b>New Community Grants</b>	<b>\$ 100,000.00</b>
<b>Total Request 2020-2021 TLT</b>	<b>\$ 650,000.00</b>

Business Oregon Grant Income	\$ 65,000.00
Travel Oregon Grant Income	\$ 20,000.00
<b>Total Grant Income</b>	<b>\$ 85,000.00</b>
<b>Total Income</b>	<b>\$ 735,000.00</b>

## Expenses

Community Investment	\$ 331,518.00
Destination Development	\$ 108,200.00
Destination Messaging	\$ 94,200.00
Operations	\$ 62,568.40
Personnel	\$ 320,226.31
Wayfinding (County Trails Committed)	\$ 28,427.16
Business Oregon Grant Expenses (Committed)	\$ 75,000.00
Travel Oregon Grant Expenses (Committed)	\$ 57,000.00
<b>Total Expenses</b>	<b>\$ 1,077,139.87</b>
<b>Ending TLT Cash</b>	<b>\$ 210,730.81</b>



# COMMUNITY INVESTMENT

It's no surprise that our community is suffering through the COVID-19 global pandemic. As a destination management organization, we know that sustainable tourism requires thriving businesses. During 2020-2021, TCVA aims to be the central point for facilitating recovery for our Tillamook County tourism businesses.

This category is the largest investment area of our 2020-21 budget. In addition to the direct funds spent in Community Investment, 54% of staff time is allocated to community programs.

The revised budget reduces event hosting due to the cancellation of Crave the Coast, but still budgeted for the return of Beer + Cheese,



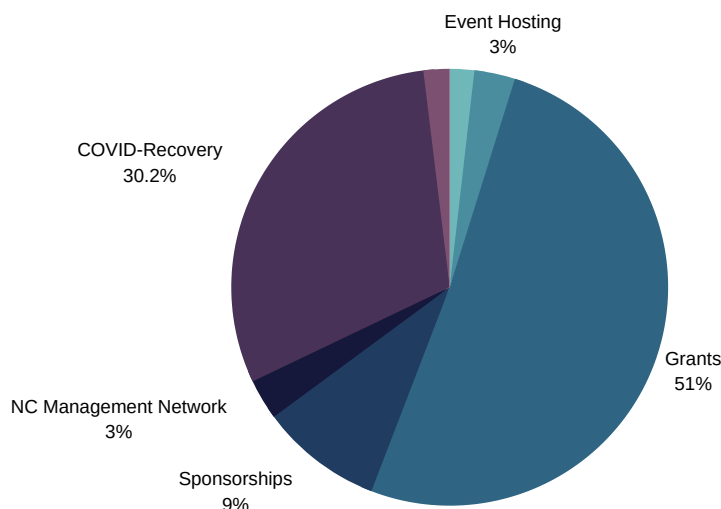
Birding and Blues, and Tillamook Quilt Month all of which are one year away.

COMMUNITY INVESTMENT	2020-2021 Revised	Original Annual Budget	Amount Changed
COVID-19 Recovery Program (NEW!)	100,000	0	100,000
Stakeholder Promo Items	2,000	2,000	0
Stakeholder Partnership (NCTMN)	10,000	10,000	0
Committee & Community Meetings	3,400	3,400	0
Public Affairs	1,000	3,000	(2,000)
Event Hosting	10,000	25,000	(15,000)
Sponsorships	30,000	30,000	0
Beach Wheelchair Investment	0	15,000	(15,000)
Total Community Training Programs	6,000	15,000	(9,000)
Technical Assistance	0	5,000	(5,000)
Grants (NEW!)	100,000	100,000	0
Grants (Committed)	69,118	0	69,118
<b>Total COMMUNITY INVESTMENT</b>	<b>331,518</b>	<b>208,400</b>	<b>123,118</b>

We are still committed to offering grant writing and Guest Service Gold training, but will wait until the next fiscal year to offer Nationally Certified Interpretive Guide training.

There are \$69,118 of committed grants outstanding. We are seeking and additional \$100,000 to offer another round of community grants. Our seasoned staff and board are ready to administer and facilitate getting funds back into our community.

We are also asking for \$100,000 to support a COVID-19 Recovery Program. Our businesses are already suffering and once back open they are going to be responsible for implementing social distancing guidelines in their establishments. This program will be used to support businesses with messaging and signage for social distancing that will be congruent throughout the county. Additionally, we aim to use these funds as leverage to seek matching funds for business recovery. Please refer to page 3 for a link to the recovery messaging plan.

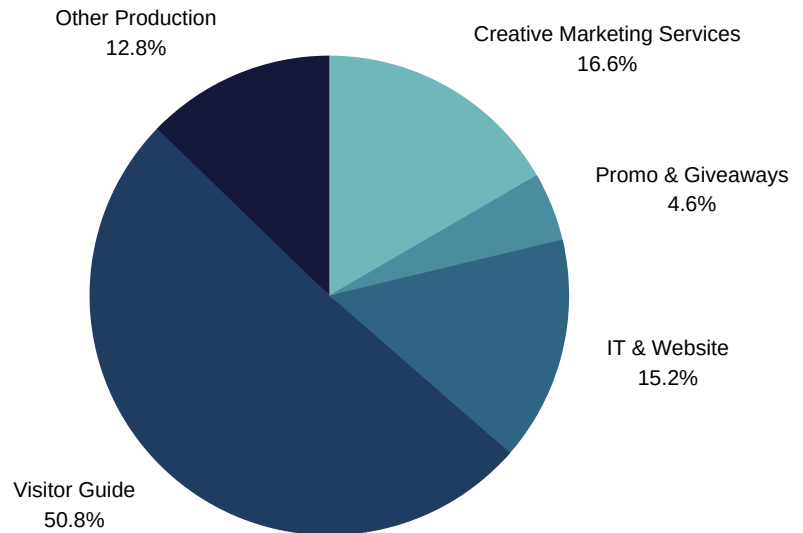


# DESTINATION DEVELOPMENT

10.9%

2020-2021  
Revised Budget

60% Decrease in Budget



DESTINATION DEVELOPMENT	2020-2021 Revised	Original Annual Budget	Amount Changed
Promos & Giveaways	5,000	8,000	(3,000)
Public Relations-Media Outreach	0	10,000	(10,000)
Creative Marketing Services	18,000	40,000	(22,000)
IT & Website			
Jack Rabbit Software	8,800	8,800	0
Online Storage	300	300	0
Domain Purchase & Renewals	400	400	0
Website License/Hosting	900	900	0
Website & IT Maintenance	6,000	17,900	(11,900)
Google Ad Words	0	12,000	(12,000)
SEO/SEM Services	0	24,000	(24,000)
<b>Total IT &amp; Website</b>	<b>16,400</b>	<b>64,300</b>	<b>(47,900)</b>
FAM/Site Visits/Tours	0	6,000	(6,000)
Other Contractors	0	3,000	(3,000)
Reimbursed Vendor Expenses	0	2,000	(2,000)
Production			0
Content & Editing	4,800	11,400	(6,600)
Guide Books (Committed)	3,000	12,000	(9,000)
Photography	0	7,000	(7,000)
Brochures & Collateral	0	12,000	(12,000)
Graphic Design	6,000	15,000	(9,000)
Video Production	0	60,000	(60,000)
Visitor Guide/Maps	55,000	55,000	0
<b>Total Production</b>	<b>68,800</b>	<b>172,400</b>	<b>(103,600)</b>
<b>Total DESTINATION DEVELOPMENT</b>	<b>108,200</b>	<b>310,200</b>	<b>(202,000)</b>

In an effort to reduce expenditures for the 2020-2021 fiscal year, we've largely cut this category. While much of this year will be focused on recovery efforts, our development of new assets will essentially cease.

In the revised bare-bones budget, all Search Engine Optimization services were cut along with Google Ad Words.

We are keeping the Visitor Guide production in the budget which generally publishes before spring break which is nearly a year away. These guides are a valuable way to direct visitors throughout the County once they have arrived, which directly supports our local businesses.

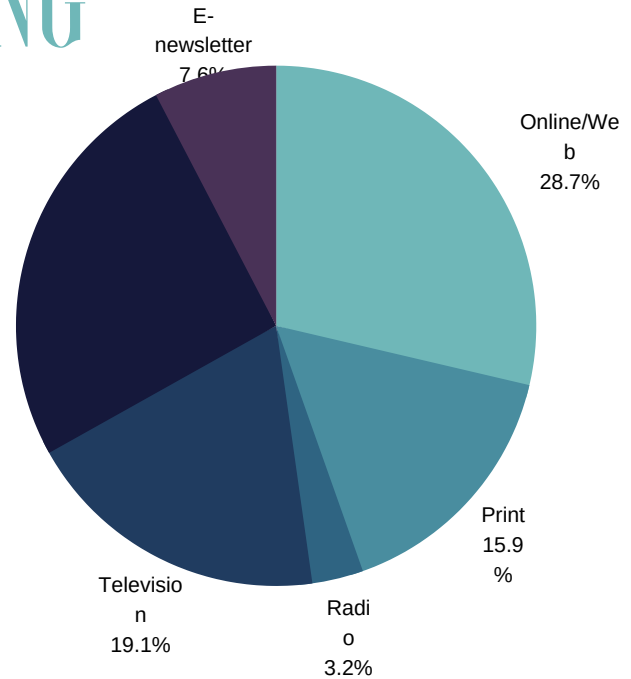
We are keeping our local contractor for creative marketing on a reduced contract.



# DESTINATION MESSAGING



Visitor Guide  
Distribution  
25.5%



Messaging is more important now more than ever as it's up to TCVA to lead the way in educating our visitors what we expect when they arrive to our destination. We've drastically reduced the messaging budget. The largest cut to the budget was dropping Oregon Public Broadcasting television and radio advertising. We are hopeful to bring back these sponsorship opportunities as soon as funds allow. The OPB programming fits our key demographics for those we choose to invite to our villages.

We will continue to produce our E-newsletter using a local contractor to develop content and layout. This allows us to directly message what's going on at the coast to our subscribers.

We will continue to distribute our visitor guide to local businesses throughout the County using a local contractor.

The budget proposed to retain underwriting Grant's Getaways. Grant has been a key partner

in getting our environmental stewardship messaging out to the public. Our sponsorship guarantees us eight shows per year. Another fun fact is that his videographer is a Tillamook native. His parents are still residents in Tillamook County.

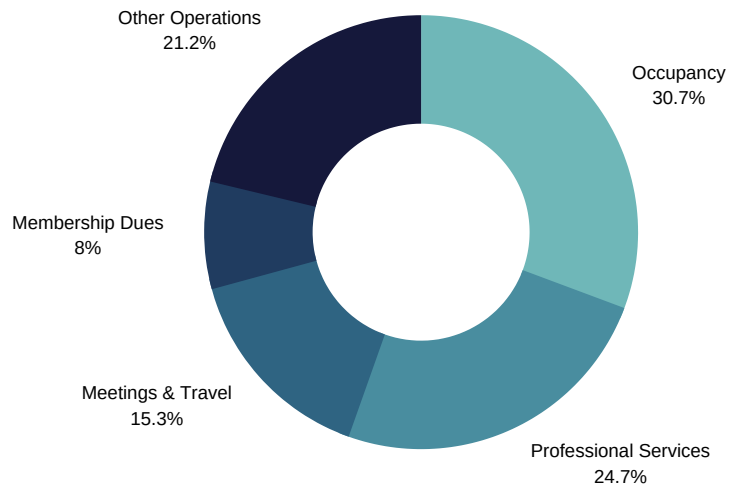
We've reserved funds to place advertisements in the Mile-by-Mile magazine and the Oregon Coast Visitors Association Magazine, both of which will produce next spring.

DESTINATION MESSAGING	2020-2021 Revised	Original Annual Budget	Amount Changed
E-Newsletter	7,200	7,200	0
Online/Web Placement			
Facebook	10,000	10,000	0
Website Placements	2,000	20,000	(18,000)
Video Marketing	15,000	15,000	0
<b>Total Online/Web Placement</b>	<b>27,000</b>	<b>45,000</b>	<b>(18,000)</b>
<b>Total Fulfillment</b>	<b>24,000</b>	<b>26,300</b>	<b>(2,300)</b>
Radio Placement	3,000	33,000	(30,000)
Print Placement	15,000	65,000	(50,000)
Television Placement	18,000	60,000	(42,000)
<b>Total DESTINATION MESSAGING</b>	<b>94,200</b>	<b>236,500</b>	<b>(142,300)</b>





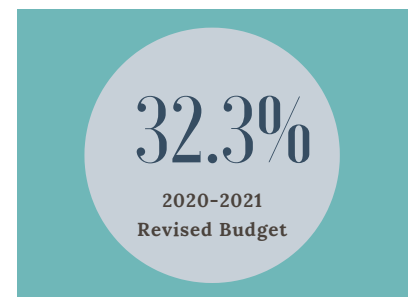
# OPERATIONS



OPERATIONS	2020-2021 Revised	Original Annual Budget	Amount Changed
Total Training & Development	3,000	3,000	0
Bank Fees	191	200	(9)
Office Supplies	900	3,000	(2,100)
Furniture/Equip Purchase >\$500	1,500	1,500	0
Postage/Couriers/Shipping	300	1,000	(700)
Total Staff Travel	4,800	7,300	(2,500)
Software	2,000	2,000	0
Google Email	792	800	(8)
Logo Apparel	0	300	(300)
Membership Dues	5,000	5,200	(200)
State Annual Fees	50	100	(50)
Liability Insurance	2,500	2,500	0
Total Equipment Rental/Lease Contract	2,240	3,216	(976)
Total Meetings	4,800	6,900	(2,100)
Total Occupancy	19,020	33,820	(14,800)
Total Professional Services	15,475	25,975	(10,500)
<b>Total OPERATIONS</b>	<b>62,568</b>	<b>96,811</b>	<b>(34,243)</b>

↓ **35% Decrease in Budget** ↓

# PERSONNEL



TCVA employs three staff members in the following positions: Executive Director, Director of Finance & Administration, and Community & Industry Programs Manager. Staff are invested in the mission of Tillamook Coast Visitors Association and lead tourism initiatives through strong partnerships with stakeholders and community organizations. The staff budget remains the same.

The Operations budget was reduced by \$34,243. The original budget allocated additional funds for increased rent and IT services under the assumption that the TCVA office would be relocating.

At this point in time, we are hopeful that we will be able to remain in our current space for the next fiscal year, July 1, 2020 through June 30, 2021. This allows us to save a substantial amount of money on occupancy and professional service fees.

Additionally, we carved down the travel and office supply budget looking for ways to conserve funds.

# DESTINATION WAYFINDING

## Wayfinding

KNOWING WHERE YOU ARE, WHERE YOU WANT TO GO, AND HOW TO GET THERE. A CLEAR AND ATTRACTIVE WAYFINDING SYSTEM IS ESSENTIAL TO GUIDING RESIDENTS AND VISITORS ALIKE THROUGHOUT OUR COUNTY WHILE ENHANCING THEIR UNDERSTANDING AND EXPERIENCE OF THESE AMAZING PLACES.

In the original budget, our Wayfinding program comprised of 21.2% of our budget in the amount of \$393,436. This category has been reduced to only \$28,427 to fulfill current obligations with Tillamook County Wellness and the Northwest Youth Corps to create geodatabases of Tillamook County hiking trails, bike paths, waterway trails and access points, OHC trails, ADA accessible trails, equestrian trails, heritage trails, as well as campgrounds, visitor centers, nature/interpretation centers, parks & playgrounds, and historic landmarks. The original budget requested \$39,000 for this project, but we've already paid \$10,573 of the contract prior to July 1. This budget also includes completion of an interactive website utilizing the GIS database.

Unfortunately, we will be unable to complete \$50,000 of planned Tsunami signage during the 2020-2021 fiscal year under the revised plan.

We are hopeful to work with the County through facilities funds to complete outstanding projects that were ready to be implemented prior to funding restrictions.



WAYFINDING	2020-2021 Revised	Original Annual Budget	Amount Changed
<b>Wayfinding Signage (Committed)</b>			
City of Rockaway Beach	0	150,000	(150,000)
City of Tillamook	0	25,000	(25,000)
City of Wheeler	0	35,000	(35,000)
Tsunami Signage - Neskowin/Nestucca	0	10,000	(10,000)
Tsunami Signage - Rockaway	0	10,000	(10,000)
Tsunami Signage - Pacific City	0	20,000	(20,000)
<b>Total Wayfinding Signage</b>	<b>0</b>	<b>250,000</b>	<b>(250,000)</b>
<b>Wayfinding Planning (Committed)</b>			
City of Pacific City - Phase I	0	11,798	(11,798)
City of Rockaway - Phase II	0	57,638	(57,638)
Northwest Youth Corps (GIS Mapping/Web design)	28,427	39,000	(10,573)
Trees to Sea	0	35,000	(35,000)
<b>Total Wayfinding Planning</b>	<b>28,427</b>	<b>143,436</b>	<b>(115,009)</b>
<b>Total Destination Wayfinding</b>	<b>28,427</b>	<b>393,436</b>	<b>(365,009)</b>

2.8%

2020-2021  
Revised Budget



93% Decrease in Budget





2020-2021  
STRATEGIC INITIATIVES & BUDGET





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# ABOUT THE COMPANY

Tillamook Coast Visitors Association is Tillamook County's Destination Management Organization. On July 1, 2019 the organization became as a 501(c)(6) nonprofit corporation doing business as "Visit Tillamook Coast." Prior to this, Visit Tillamook was part of the Economic Development Council of Tillamook County, which established the tourism organization in 2014.

TCVA promotes Tillamook County as a destination for outdoor recreation and education, culinary agritourism, and cultural heritage, all under an umbrella of environmental stewardship and respect for natural resources. TCVA also supports community organizations and businesses with grants, programs, sponsorships and off-season activities to achieve year-round economic benefit.

TCVA is governed by an eleven-member board made up of representatives from throughout the county and representing various sectors of the tourism industry. A Tillamook County Commissioner is an ex-officio (non-voting) member of the board.

## MISSION AND VISION

Tillamook Coast Visitors Association is the curator of visitor experiences on the Tillamook Coast, by sharing stories of its places, people, recreation and bounty. Through marketing, programs and partnerships, we will inspire travel that drives local economic development, focusing on the shoulder and off seasons. And while doing so, sustain Tillamook County's way of life and its natural environment.



## OUR COMMITMENT

Sustainable tourism  
supports and benefits:

*people, places, profit*

## OUR PLEDGE

Everything we do, we ask:

"Does this serve the community?

Does this respect the environment and culture?

Does this create economic vitality?"

*The answer must be YES to all three.*





# BRAND PROMISE

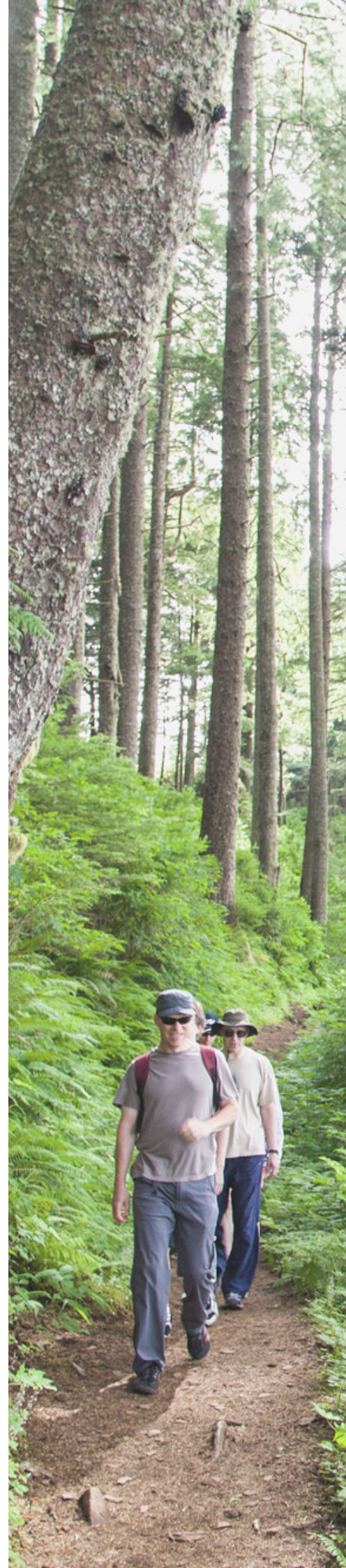
We are dedicated to preserving and enjoying our natural environments, and keeping the small town feel and character of our villages, while generating a sustainable visitor economy for resident employment and small businesses.

We present experiences that enable residents and visitors to interact with our place in ways that are culturally enriching, adventurous, delicious, and uplifting. For those needing to escape the stresses of everyday life and seek the transformative power of nature, the untamed and unspoiled beauty of the Tillamook Coast's natural wonders are the perfect prescription for body and soul.

# BRAND PILLARS

*it's the natural choice*

- Environmental Stewardship
- Natural Wonders/Scenic Views
- Beach Traditions
- Outdoor Adventure and Education
- Culinary and Agritourism
- Arts, Culture and Heritage



# BOARD OF DIRECTORS & STAFF

**JIM PRINZING**

**BOARD CHAIR  
PELICAN BREWING &  
COMPANIES**

**CARLA ALBRIGHT**

**BOARD SECRETARY  
TILLAMOOK COUNTY  
HISTORY ALLIANCE**

**MARY FAITH BELL**

**COUNTY LIAISON  
TILLAMOOK COUNTY  
COMMISSIONER**

**DAVID WIEGAN**

**BOARD MEMBER  
NORTH COUNTY RECREATION  
DISTRICT**

**VALERIE FOLKEMA**

**BOARD VICE-CHAIR  
GARIBALDI MARINA  
PORT OF GARIBALDI**

**SUSAN AMORT**

**BOARD MEMBER  
WINDERMERE, PACIFIC CITY  
PCNV CHAMBER OF COMMERCE**

**CHANTELLE HYLTON**

**BOARD MEMBER  
SALMONBERRY SALOON**

**JEFF WONG**

**BOARD MEMBER  
COMMUNITY SUPPORTED  
FISHERIES**

**MIKE BEVER**

**BOARD TREASURER  
TILLAMOOK CREAMERY  
ASSOCIATION**

**JUSTIN AUFDERMAUER**

**BOARD MEMBER  
TILLAMOOK AREA  
CHAMBER OF COMMERCE**

**JAE KIM**

**BOARD MEMBER  
SURFSIDE OCEAN RESORT**

**GEOFF WULLSCHLAGER**

**BOARD MEMBER  
CITY OF GARIBALDI**



**NAN DEVLIN, MTA  
EXECUTIVE DIRECTOR**



**AMY BLACKBURN, CPA  
DIRECTOR OF FINANCE &  
ADMINISTRATION**



**JULIE HURLIMAN  
COMMUNITY & INDUSTRY  
PROGRAMS MANAGER**



# 2020-2022 STRATEGIC INITIATIVES

1

Position Tillamook County as the leader in sustainable tourism, environmental stewardship, and encouraging optimal visitor behavior.

2

Build on current destination management projects, and develop new and regional approaches to mitigate potential issues.

3

Continue to focus on off-peak, mid-week and longer stays, and attract small meetings and retreats to enhance year-round economic activity.

4

Collaborate, lead, and partner to improve access to outdoor recreation and education. Build on comprehensive management of our scenic byways.

5

Share the stories of our arts & cultural heritage, develop programs that support organizations including specialized training.

6

Build on the success of the North Coast food Trail and growth of the local food industry, expanding on a reputation of abundance natural bounty and agritourism.

7

Create a hospitality culture that welcomes visitors, creates an experience of 'local ambassadors,' information, inclusion and kindness.

8

Support and empower the tourism industry, providing consulting, lodging booking technologies, workforce training and more.

9

Implement communications, messaging and public relations targeted to key audiences of stewardship, outdoor recreation, arts and culture, food and off-season travel/events.



# EVIDENCE OF SUCCESS

- Tillamook county is a recognized leader in destination management and regional coordination for sustainable tourism and stewardship messaging.
- TCVA partners with Tillamook County Board of Commissioners on long-term tourism planning.
- TCVA collaborates with the region, county, cities, and community organizations and people on projects and programs.
- Visitors act responsibly and become willing stewards of our precious places.
- Our community is reaping the benefits of a hospitality culture.
- Our main streets are vibrant, welcoming places because of year-round economic vitality.
- Residents have a better understanding of the positive impacts of tourism and its value as one of the region's economic drivers that supports community livability.



# 2020-2021 BUDGET OVERVIEW

In January of 2020, the Tillamook Coast Visitors Association Board of Directors approved a calendar year budget requesting a \$1,407,625 investment from Tillamook County Transient Lodging Tax Revenues. Tillamook County holds their budget meetings in April and May each year.

In an unexpected turn of events, the global COVID-19 pandemic came in full-force disrupting all aspects of our local tourism economy. With travel bans in places and lodging facilities forced to close, the County chose to drastically reduced their contribution to Tillamook Coast Visitors Association for July 1, 2020-June 30, 2021.

After the April County budget meeting, the executive team and staff met to produce a bare-bones budget for consideration. TCVA was granted \$650,000 for the 2020/2021 fiscal year. \$35,000 of those funds are required to be spent on the second phase of the GIS mapping project. Subsequently, the County agreed to contribute \$28,427 as reimbursement for the first phase of the GIS mapping project for a total of \$678,247.

We initially planned to use \$144k of ending fund balance to support our efforts, but have increased the investment to \$319k, which equates to 28% of budgeted net expenses.

The majority of our efforts for 2020-2021 will focus on the COVID messaging plan **REOPEN, RESPECT, RECOVER**. With an extremely limited promotion budget, our focus is on business resiliency which is reflected in 29% of our budget focused on Community Investment. Additionally, 54% of staff time is allocated to this category as well.

Along with Transient Lodging Tax funding, Tillamook Coast Visitors Association maintains a Non-TLT Fund and a separate Grant Fund to track grants received. Below is an overview of the combined 2020-2021 budget.

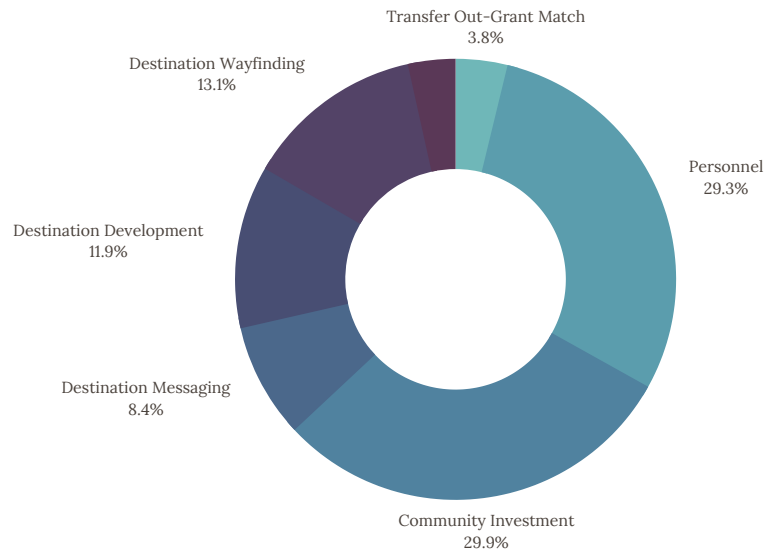


2020-2021 Budget Overview		TLT	NON-TLT	GRANTS	TOTAL			
Beginning Cash	\$	658,271	\$	73,889	\$	42,500	\$	774,660
Income		678,427		25,500		167,500		871,427
Transfers In		110,000		-		42,000		152,000
Transfers Out		(42,000)		-		(110,000)		(152,000)
Expenses		1,065,040		6,750		142,000		1,213,790
Ending Cash	\$	339,658	\$	92,639		-	\$	432,297
Income								
Transient Lodging Tax	\$	650,000	\$	-	\$	-	\$	650,000
Transient Lodging Tax-GIS Contribution		28,427		-		-		28,427
Business Oregon ROI Grant		-		-		47,500		47,500
TCCA Matching Grant		-		-		100,000		100,000
Travel Oregon Wine Country Grant		-		-		20,000		20,000
Interest Income		-		700		-		700
Marketing Contract		-		7,000		-		7,000
Advertising Revenue		-		15,000		-		15,000
Other Income (Books, Credit Card Rewards, Etc)		-		2,800		-		2,800
Total Income	\$	678,427	\$	25,500	\$	167,500	\$	871,427
Transfers								
From GRANT to TLT: Travel Oregon COVID Grant	\$	10,000	\$	-	\$	(10,000)	\$	-
From GRANT to TLT: TCCA Marketing Renewal Grant		100,000		-		(100,000)		-
From TLT to GRANT: Wine Country Match		(37,000)		-		37,000		-
From TLT to GRANT: Business Oregon Match		(5,000)		-		5,000		-
Total Transfers	\$	68,000	\$	-	\$	(68,000)	\$	-
Expenses								
Community Investment	\$	331,400	\$	750	\$	-	\$	332,150
Destination Development		132,200		-		122,000		254,200
Destination Messaging		93,000		-		10,000		103,000
Wayfinding		145,500		-		-		145,500
Operations		38,558		6,000		10,000		54,558
Personnel		324,382		-		-		324,382
Total Expenses	\$	1,065,040	\$	6,750	\$	142,000	\$	1,213,790



# 2020-2021 TLT BUDGET

TCVA allocates resources in a strategic effort to position Tillamook County as a destination built on sustainability and responsible use from visitors and residents alike.



	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ACTUAL	2020 ORIGINAL	2020-2021 PROPOSED	\$ CHANGE
<b>Beginning Fund Balance</b>	1,110,897	829,288	507,978	668,806	658,271	(10,535)
<b>RESOURCES</b>						
Tillamook County Destination Management	1,071,714	1,372,721	1,348,534	1,157,625	678,427	(479,198)
Tillamook County Facilities Investment				250,000	-	(250,000)
Miscellaneous Income	17,265	24,597	7,895	-	-	-
Transfers IN-TCCA/Travel Oregon COVID					110,000	110,000
<b>Total Resources</b>	<b>2,215,758</b>	<b>2,241,309</b>	<b>1,864,407</b>	<b>2,076,431</b>	<b>1,446,698</b>	<b>(629,733)</b>
<b>REQUIREMENTS</b>						
Operations	47,697	46,656	47,684	96,761	38,558	(58,203)
Personnel	225,954	288,493	291,196	320,226	324,382	4,156
Community Investment	141,685	239,851	170,165	198,400	331,400	133,000
Destination Messaging	407,431	344,791	213,833	236,500	93,000	(143,500)
Destination Development	350,568	431,193	288,371	309,450	132,200	(177,250)
Asset Creation	86,916	17,562	-	-	-	-
Wayfinding	126,218	167,921	194,886	390,936	145,500	(245,436)
Transfers OUT-Business Oregon/Travel Oregon	-	-	-	-	42,000	42,000
Unappropriated Ending Fund Balance	829,288	704,843	658,271	521,338	339,658	(181,680)
<b>Total Resources</b>	<b>2,215,758</b>	<b>2,241,309</b>	<b>1,864,407</b>	<b>2,073,611</b>	<b>1,446,698</b>	<b>(626,913)</b>
<b>Total Expense</b>	<b>1,386,470</b>	<b>1,536,466</b>	<b>1,206,136</b>	<b>1,552,273</b>	<b>1,107,040</b>	<b>(487,233)</b>
<b>Net Income (Loss)</b>	<b>(281,609)</b>	<b>(124,445)</b>	<b>150,293</b>	<b>(144,648)</b>	<b>(318,613)</b>	<b>(131,965)</b>

*\*\*Note: Timing difference in revenue recognition between ending 6/30/2019 and beginning balance 7/1/2019. 18/19 ending fund reflects deferred revenue of \$193,981 and accounts payable timing differences.\**



## \$240M

Visitor Spending

## 2,200

Full Time Jobs

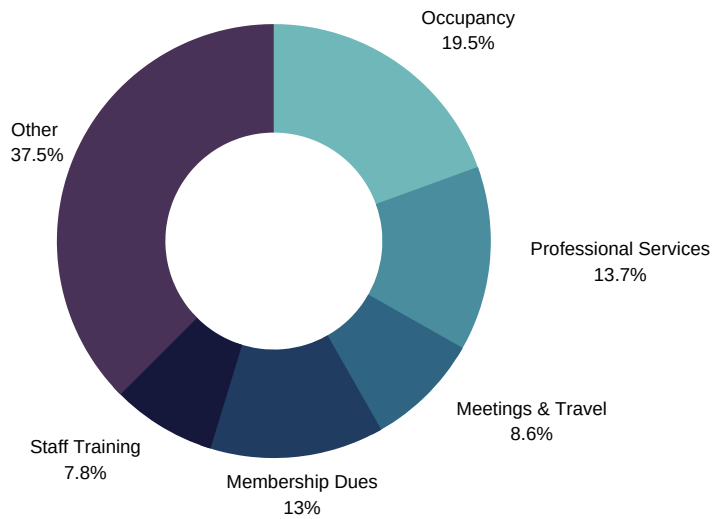
2018 Dean Runyan Report  
Tillamook County Tourism Impacts



# OPERATIONS

## 3.5%

2020-2021  
Budget



*\*\*Average Operations for DMO's our size is 16% of budget. TCVA operational costs are nearly 12.5% below industry comparables.\*\**

	2017-2018	2018-2019	2019-2020	2020	2020-2021	\$
	ACTUAL	ACTUAL	ACTUAL	ORIGINAL	PROPOSED	CHANGE
Bank Fees			203	200	470	270
Equipment Rental/Lease Contract*	2,257	2,596	2,305	3,216	2,238	(978)
Furniture & Equipment Purchase <\$500	255	396	512	1,500	1,500	-
Google Email Suite	320		714	800	800	-
Liability Insurance	1,383	1,428	2,019	2,500	2,200	(300)
Logo Apparel	572	226	-	300	-	(300)
Meetings*	3,875	4,590	5,253	6,900	3,300	(3,600)
Membership Dues	4,332	3,218	1,890	5,200	5,000	(200)
Occupancy*	11,094	14,398	15,748	33,820	7,500	(26,320)
Office Supplies	3,125	1,302	1,133	3,000	1,000	(2,000)
Postage/Couriers/Shipping	1,032	906	521	1,000	500	(500)
Professional Services*	8,888	8,421	11,062	25,975	5,300	(20,675)
Software	-	1,329	902	2,000	2,000	-
Staff Travel*	10,258	5,949	2,728	7,300	3,700	(3,600)
State Annual Fees	-	-	449	50	50	-
Training & Development*	306	1,897	2,246	3,000	3,000	-
<b>TOTAL OPERATIONS</b>	<b>47,697</b>	<b>46,656</b>	<b>47,684</b>	<b>96,761</b>	<b>38,558</b>	<b>(58,203)</b>

## Occupancy

TCVA moved into a small office and large storage space at Port of Tillamook Bay. The space has significant cost savings compared to the options considered during the original budget process.



## Professional Services

Tillamook County modified the request for an annual audit. Due to the budget constraints, the audit line item was removed.

The annual Vanguard 401k administration fee is a new expense as a 501(c)(6).

# OPERATIONS

Expanded Detail	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ACTUAL	2020 ORIGINAL	2020-2021 PROPOSED	\$ CHANGE
<b>Equipment Rental/Lease Contract</b>	<b>2,257</b>	<b>2,596</b>	<b>2,305</b>	<b>3,216</b>	<b>2,238</b>	<b>(978)</b>
Copy Machine Usage	2,257	2,510	2,201	3,000	2,000	(1,000)
Copy Maintenance Contract	-	86	104	216	238	22
<b>Meetings</b>	<b>3,875</b>	<b>4,590</b>	<b>5,253</b>	<b>6,900</b>	<b>3,300</b>	<b>(3,600)</b>
Annual Dinner			-			-
Board Meetings	1,797	1,278	1,787	3,000	1,500	(1,500)
Meeting/Conference Fees	1,131	980	1,999	2,000	1,500	(500)
Staff Meetings	299	229	315	400	300	(100)
Vendor Meals & Lodging	648	2,102	1,152	1,500	-	(1,500)
<b>Occupancy</b>	<b>11,094</b>	<b>14,398</b>	<b>15,748</b>	<b>33,820</b>	<b>7,500</b>	<b>(26,320)</b>
Contract Cleaning	-	-	-	2,400	-	(2,400)
Janitorial Supplies	-	-	-	400	-	(400)
Office Lease	9,984	12,464	12,459	22,400	3,000	(19,400)
Phone & Internet	930	1,156	-	2,500	1,500	(1,000)
Repairs & Maintenance	-	-	-	2,000	-	(2,000)
Storage Unit	180	778	3,289	1,620	3,000	1,380
Utilities	-	-	-	2,500	-	(2,500)
<b>Professional Services</b>	<b>8,888</b>	<b>8,421</b>	<b>11,062</b>	<b>25,975</b>	<b>5,300</b>	<b>(20,675)</b>
Administrative Consulting	-	-	3,807	3,000	-	(3,000)
CPA/Audit	4,323	4,348	3,997	9,000	25	(8,975)
IT Contract Services	-	-	-	6,000	-	(6,000)
Legal Fees	4,565	4,073	434	3,500	1,500	(2,000)
Other	-	-	1,070	-	300	300
Vanguard Annual Fee	-	-	1,754	4,475	3,475	(1,000)
<b>Staff Travel</b>	<b>10,258</b>	<b>5,949</b>	<b>2,728</b>	<b>7,300</b>	<b>3,700</b>	<b>(3,600)</b>
Lodging	3,715	2,241	731	2,500	1,000	(1,500)
Meals	672	320	101	800	200	(600)
Transportation	5,872	3,389	1,896	4,000	2,500	(1,500)
<b>Training &amp; Development</b>	<b>306</b>	<b>1,897</b>	<b>2,246</b>	<b>3,000</b>	<b>3,000</b>	<b>-</b>
Board Training & Development	-	-	413	1,000	-	(1,000)
Staff Training & Development	306	1,897	1,834	2,000	3,000	1,000



# PERSONNEL

TCVA employs three staff members in the following positions: Executive Director, Director of Finance & Administration, and Community & Industry Programs Manager. Staff are invested in the mission of Tillamook Coast Visitors Association and lead tourism initiatives through strong partnerships with stakeholders and community organizations.

*\*\*Average personnel for DMO's our size is 39% of budget.*

*TCVA personnel costs are nearly 10% below industry comparables. \*\**

## 29.3%

2020-2021

Budget

	2017-2018	2018-2019	2019-2020	2020	2020-2021	\$
	ACTUAL	ACTUAL	ACTUAL	ORIGINAL	PROPOSED	CHANGE
FICA Tax	11,365	15,641	17,233	19,338	19,247	(91)
FUTA Tax	126	126	126	126	126	-
Home Office Stipend	-	-	-	-	3,180	3,180
Insurance Benefits	27,109	17,346	18,028	31,800	31,800	-
Life/AD&D/LTD			1,892	2,574	3,682	1,108
Other Payroll Expenses	56	70	74	66	72	6
Retirement Contributions	29,385	42,282	29,455	10,112	10,064	(48)
Salary-Base	154,615	208,734	220,233	252,788	252,788	1
SUTA	2,604	3,448	3,109	2,923	2,923	-
Workman's Comp Insurance	693	845	1,046	500	500	-
<b>TOTAL PERSONNEL</b>	<b>225,954</b>	<b>288,493</b>	<b>291,196</b>	<b>320,226</b>	<b>324,382</b>	<b>4,156</b>

## Retirement Contributions

### Medical

### Reimbursements

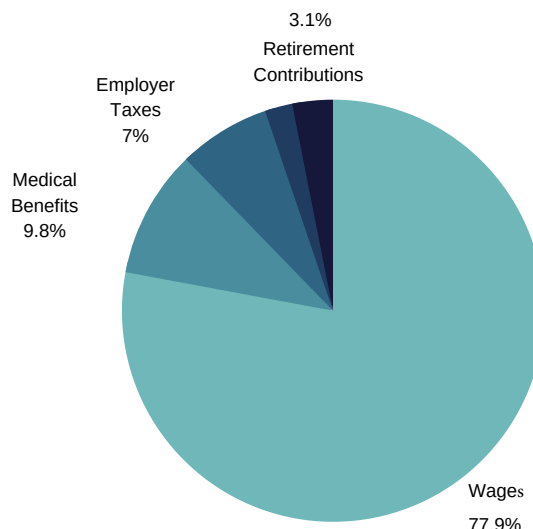
TCVA offers a Qualified Small Employer Health Reimbursement Arrangement for full-time employees. The QSEHRA allows for employees to choose and purchase their own health coverage. Employees are reimbursed for insurance premiums and out-of-pocket medical expenses on a tax-free basis. This program allows for flexibility to fit the employee needs while offering a valuable medical benefit. The 2020 annual limit for a family unit is \$10,600. IRS maximums are indexed on an annual basis. The subsequent budgets represent an annual increase of \$100 per employee.

TCVA offers a 401k Safe Harbor plan administered by Vanguard. Vanguard charges a flat annual fee which, in the long run, costs less than asset based plans. Employees are offered an enhanced employer match. The first 3% of an employee's contribution is matched at 100%. The next 2% of an employee's contribution is matched at 50%. In other words, if the employee defers 5% of their salary, the company matches the contribution at a rate of 4%. The budget reflects allocations as if all employees maximize the employer contribution.

### Prior Years

Prior to 2019, TCVA employees were considered employees of Tillamook Bay Community College and were covered under the Public Employee Retirement System which accounts for the drastic difference in retirement contributions.

It should also be noted that the 2017-2019 prior year actual wages were significantly less than originally budgeted due to unplanned vacancies and an unfilled position. Total personnel is less than prior years even though staff hours increased.





# COMMUNITY INVESTMENT

It's no surprise that our community is suffering through the COVID-19 global pandemic. As a destination management organization, we know that sustainable tourism requires thriving businesses. During 2020-2021, TCVA aims to be the central point for facilitating recovery for our Tillamook County tourism businesses.

This category is the largest investment area of our 2020-21 budget. In addition to the direct funds spent in Community Investment, 54% of staff time is allocated to community programs.

The revised budget reduces event hosting due to the cancellation of Crave the Coast, but still budgeted for the return of Beer + Cheese, Birding and Blues, and Tillamook Quilt Month all of which are one year away.

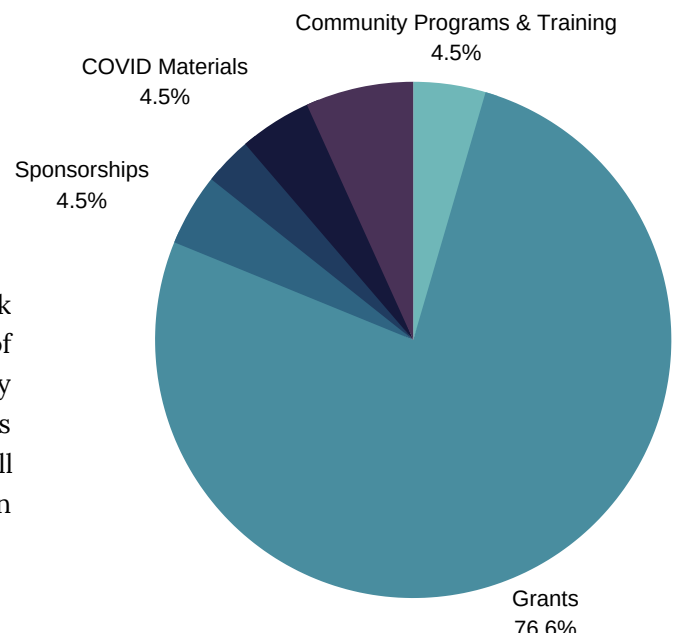
We are still committed to offering grant writing and Guest Service Gold training, but will wait until the next fiscal year to offer Nationally Certified Interpretive Guide training. Thanks to a Travel Oregon operating grant, we were able to keep the \$15,000 Community Program line item for the purchase of new beach wheelchairs.



	2017-2018	2018-2019	2019-2020	2020	2020-2021	\$
	ACTUAL	ACTUAL	ACTUAL	ORIGINAL	PROPOSED	CHANGE
Committee & Community Meetings	2,678	2,452	1,301	3,400	3,400	-
Community Programs*	40,479	23,203	5,204	15,000	15,000	-
Community Training Programs*	5,470	3,113	19,474	15,000	6,000	(9,000)
COVID Materials & Collateral		-	7,415	-	15,000	15,000
Event Hosting	12,251	55,406	18,606	25,000	10,000	(15,000)
Grants (New)	65,119	114,342	89,256	100,000	200,000	100,000
Grants (Committed Prior)	-	-	-	-	54,000	54,000
Public Affairs	315	1,560	2,327	3,000	1,000	(2,000)
Sponsorships	14,652	39,750	15,450	30,000	15,000	(15,000)
Stakeholder Partnership (NCTMN)	395	-	10,000	-	10,000	10,000
Stakeholder Promo Items	327	24	1,132	2,000	2,000	-
Technical Assistance	-	-	-	5,000	-	(5,000)
<b>TOTAL COMMUNITY INVESTMENT</b>	<b>141,685</b>	<b>239,851</b>	<b>170,165</b>	<b>198,400</b>	<b>331,400</b>	<b>133,000</b>



Thanks to a generous matching grant from Tillamook County Creamery Association, we are offering **\$200,000** of funds for businesses and non-profits as part of our newly formed Marketing Renewal Grant. These competitive grants will be awarded in January 2021. Successful applicants will be in a cohort aimed at increasing business collaboration and resiliency.



# DESTINATION MESSAGING

## Environmental Focus

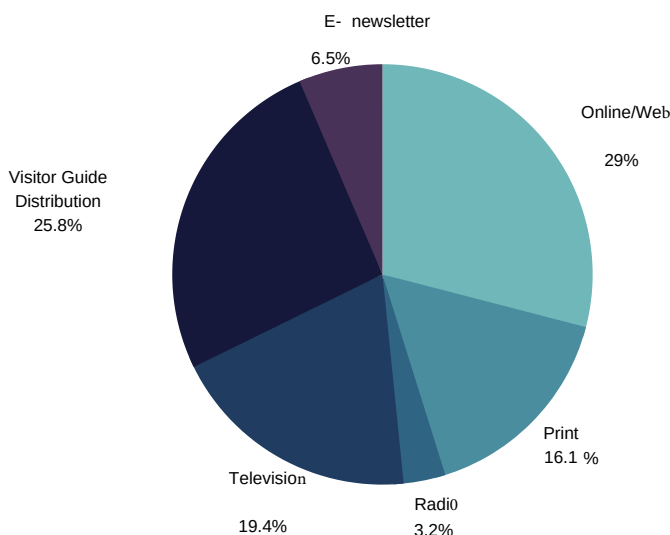
Messaging is more important now more than ever as it's up to TCVA to lead the way in educating our visitors what we expect when they arrive to our destination. We've drastically reduced the messaging budget. The largest cut to the budget was dropping Oregon Public Broadcasting television and radio advertising. We are hopeful to bring back these sponsorship opportunities as soon as funds allow. The OPB programming fits our key demographics for those we choose to invite to our villages. We will continue to produce our E-newsletter using a local contractor to develop content and layout. This allows us to directly message what's going on at the coast to our subscribers.



The budget proposed to retain underwriting Grant's Getaways. Grant has been a key partner in getting our environmental stewardship messaging out to the public. Our sponsorship guarantees us eight shows per year. Another fun fact is that his videographer is a Tillamook native. His parents are still residents in Tillamook County.

We've reserved funds to place advertisements in the Mile-by-Mile magazine and the Oregon Coast Visitors Association Magazine, both of which will produce next spring.

	2017-2018	2018-2019	2019-2020	2020	2020-2021	\$
	ACTUAL	ACTUAL	ACTUAL	ORIGINAL	PROPOSED	CHANGE
E-Newsletter	-	1,582	5,638	7,200	6,000	(1,200)
Fulfillment*	32,320	31,656	24,892	26,300	24,000	(2,300)
Online/Web Placement*	89,780	74,020	26,613	45,000	27,000	(18,000)
Outdoor Placement	10,161	16,300	-	-	-	-
Print Placement	107,125	79,067	55,799	65,000	15,000	(50,000)
Radio Placement	64,461	60,828	29,558	33,000	3,000	(30,000)
Television Placement	92,245	69,267	71,333	60,000	18,000	(42,000)
Tradeshow & Related Travel	11,341	12,071	-	-	-	-
<b>TOTAL DESTINATION MESSAGING</b>	<b>407,431</b>	<b>344,791</b>	<b>213,833</b>	<b>236,500</b>	<b>93,000</b>	<b>(143,500)</b>

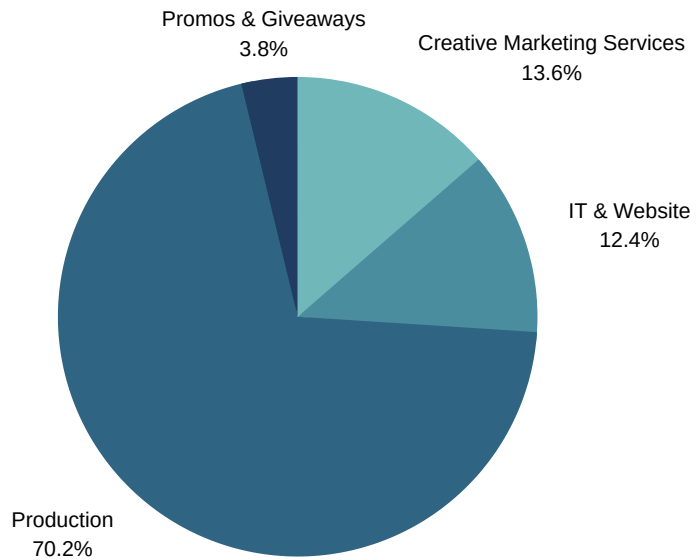


↓ **60% Decrease in Budget** ↓

# DESTINATION DEVELOPMENT



↓ 57% Decrease in Budget ↓



	2017-2018	2018-2019	2019-2020	2020	2020-2021	\$
	ACTUAL	ACTUAL	ACTUAL	ORIGINAL	PROPOSED	CHANGE
Creative Marketing Services	19,482	12,200	35,801	40,000	18,000	(22,000)
FAM/Site Visits/Tours	1,836	4,813	3,600	6,000	-	(6,000)
IT & Website*	98,999	75,143	41,221	63,550	16,400	(47,150)
Other Contractors	15,884	4,576	-	3,000	-	(3,000)
Production*	164,663	230,037	149,967	172,400	92,800	(79,600)
Promos & Giveaways	7,772	9,986	10,937	8,000	5,000	(3,000)
Public Relations-Media Outreach	41,431	77,698	32,631	10,000	-	(10,000)
Reimbursed Vendor Expenses	501	719	1,564	2,000	-	(2,000)
Research & Studies*	-	16,022	12,650	4,500	-	(4,500)
<b>TOTAL DESTINATION DEVELOPMENT</b>	<b>350,568</b>	<b>431,193</b>	<b>288,371</b>	<b>309,450</b>	<b>132,200</b>	<b>(177,250)</b>

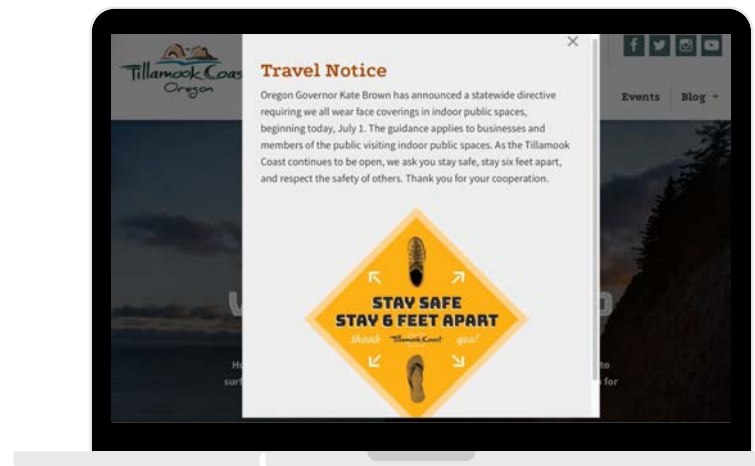
In an effort to reduce expenditures for the 2020-2021 fiscal year, we've largely cut this category. While much of this year will be focused on recovery efforts, our development of new assets will essentially cease.

In the revised bare-bones budget, all Search Engine Optimization services were cut along with Google Ad Words.

In an effort to reduce expenditures for the 2020-2021 fiscal year, we've largely cut this category. While much of this year will be focused on recovery efforts, our development of new assets will essentially cease.

In the revised bare-bones budget, all Search Engine Optimization services were cut along with Google Ad Words.

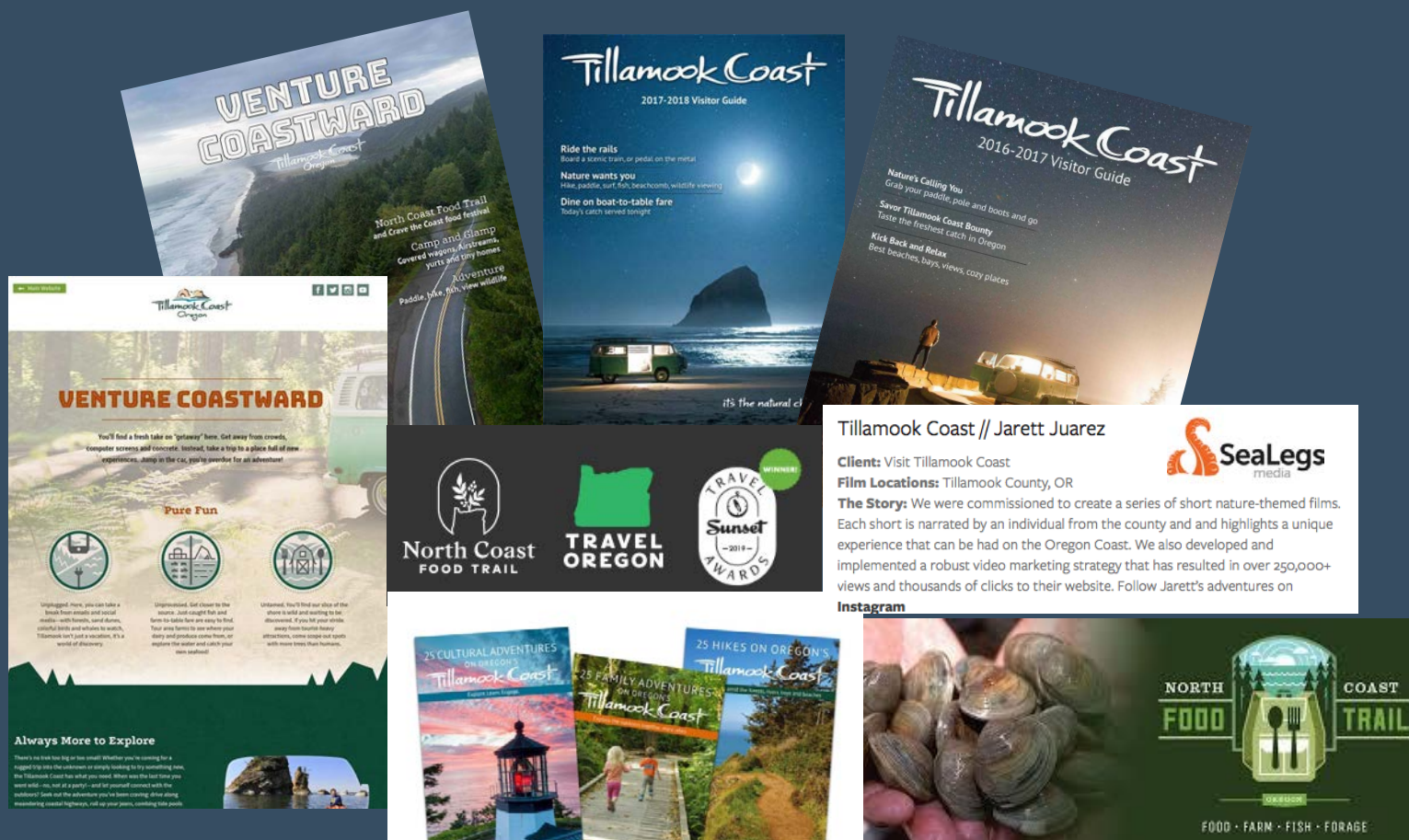
We are keeping the Visitor Guide production in the budget which generally publishes before spring break which is nearly a year away. These guides are a valuable way to direct visitors throughout the County once they have arrived, which directly supports our local businesses.





# DESTINATION DEVELOPMENT

Expanded Detail	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ACTUAL	2020 ORIGINAL	2020-2021 PROPOSED	\$ CHANGE
<b>IT &amp; Website</b>	<b>98,999</b>	<b>75,143</b>	<b>41,221</b>	<b>63,550</b>	<b>16,400</b>	<b>(47,150)</b>
Domain & Purchase Renewals	1,877	176	515	300	400	100
Google Ad Words	33,500	13,518	-	12,000	-	(12,000)
IT/Web Other	-	-	-	1,800	-	(1,800)
Jack Rabbit Software	-	-	8,700	8,800	8,800	-
Online Storage	349	409	166	300	300	-
SEO/SEM	43,345	46,520	25,456	24,000	-	(24,000)
Website License	17	790	530	150	900	750
Website Maintenance	19,911	13,730	5,854	16,200	6,000	(10,200)
<b>Production</b>	<b>164,663</b>	<b>230,037</b>	<b>149,967</b>	<b>172,400</b>	<b>92,800</b>	<b>(79,600)</b>
Brochures & Collateral	12,096	23,115	7,760	12,000	-	(12,000)
Content & Editing	36,081	27,345	9,750	11,400	4,800	(6,600)
Graphic Design	7,415	18,736	16,269	15,000	6,000	(9,000)
Guide Books	6,943	16,341	7,887	12,000	3,000	(9,000)
Photography	19,200	19,800	16,175	7,000	-	(7,000)
Video Production	41,444	70,727	48,888	60,000	24,000	(36,000)
Visitor Guides/Maps	41,484	53,973	43,239	55,000	55,000	-
<b>Research &amp; Studies</b>	<b>-</b>	<b>16,022</b>	<b>12,650</b>	<b>4,500</b>	<b>-</b>	<b>(4,500)</b>
Brand Awareness	-	14,962	-	-	-	-
Meetings Industry Study & Consulting	-	-	-	-	-	-
Food Hub Feasibility Study	-	-	-	-	-	-
Web Research Study	-	1,060	810	-	-	-
Strategic Planning	-	-	11,840	4,500	-	(4,500)



# DESTINATION WAYFINDING

## Wayfinding

KNOWING WHERE YOU ARE, WHERE YOU WANT TO GO, AND HOW TO GET THERE. A CLEAR AND ATTRACTIVE WAYFINDING SYSTEM IS ESSENTIAL TO GUIDING RESIDENTS AND VISITORS ALIKE THROUGHOUT OUR COUNTY WHILE ENHANCING THEIR UNDERSTANDING AND EXPERIENCE OF THESE AMAZING PLACES.

	2017-2018	2018-2019	2019-2020	2020	2020-2021	\$
	ACTUAL	ACTUAL	ACTUAL	ORIGINAL	PROPOSED	CHANGE
<b>Wayfinding Planning</b>	<b>41,855</b>	<b>68,445</b>	<b>69,688</b>	<b>143,436</b>	<b>68,000</b>	<b>(75,436)</b>
City of Nehalem	38,255	39,943	20,440			-
City of Pacific City Phase I			11,798	11,798	11,000	(798)
City of Rockaway			32,975	57,638		(57,638)
City of Wheeler		21,342				-
Miscellaneous		1,458				-
Northwest Youth Corps (GIS Mapping)/Web design			4,476	39,000	57,000	18,000
Trees to Sea	3,600	5,703	-	35,000	-	(35,000)
<b>Wayfinding Signage</b>	<b>84,363</b>	<b>99,476</b>	<b>125,198</b>	<b>247,500</b>	<b>77,500</b>	<b>(170,000)</b>
City of Nehalem			77,500	77,500	77,500	-
City of Rockaway Beach				75,000	-	(75,000)
City of Tillamook	59,875	64,462	-	25,000	-	(25,000)
Nehalem Fire Department	24,488	-	-	-		-
Tsunami Signage - Neskowin/Nestucca			9,982	10,000	-	(10,000)
Tsunami Signage - Rockaway				10,000	-	(10,000)
Tsunami Signage - Pacific City				15,000	-	(15,000)
Nestucca Fire & Rescue LED Sign			35,218	35,000	-	(35,000)
Port of Garibaldi (Interpretive Signage)		35,014	2,498	-		-

In the original budget, our Wayfinding program comprised of 21.2% of our budget in the amount of \$393,436. This category has been reduced to \$145,500 to fulfill current obligations with Tillamook County Wellness and the Northwest Youth Corps to create geodatabases of Tillamook County hiking trails, bike paths, waterway trails and access points, OHC trails, ADA accessible trails, equestrian trails, heritage trails, as well as campgrounds, visitor centers, nature/interpretation centers, parks & playgrounds, and historic landmarks. The County will reimburse \$28,427 for the first stage of this project, and an additional \$35,000 is also required to be spent on the project completion.

The budget also allocated funds to finish the Pacific City Phase I of Wayfinding planning and the previously obligated signage in Nehalem.

↓ 63% Decrease in Budget ↓

