



# 2022-2023 Budget Request





**Nan Devlin, MTA**  
Executive Director



**Amy Blackburn, CPA**  
Deputy Director



**Julie Hurliman**  
Community & Industry  
Programs Manager



**Dan Haag, MFA**  
Trails & Outdoor  
Recreation Coordinator



**Brook Wyntergreen, MBA**  
South County Destination  
Manager

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**BOARD MEMBER**  
**TILLAMOOK COUNTY**  
**PIONEER MUSEUM**

# 501(c)(6)

## Not-for-Profit Organization

# 11 Member Governing Board

*Commissioner Bell Serves as an  
ex-officio member of the board*

# 5 Employees

*Executive Director*

*Deputy Director*

*Community & Industry Programs Manager*

*South County Destination Manager*

*Trails & Outdoor Recreation Coordinator*



**Tillamook Coast Visitors  
Association aims to create  
year-round economic vitality  
with respect to community,  
culture, and environment.**

**VISION**





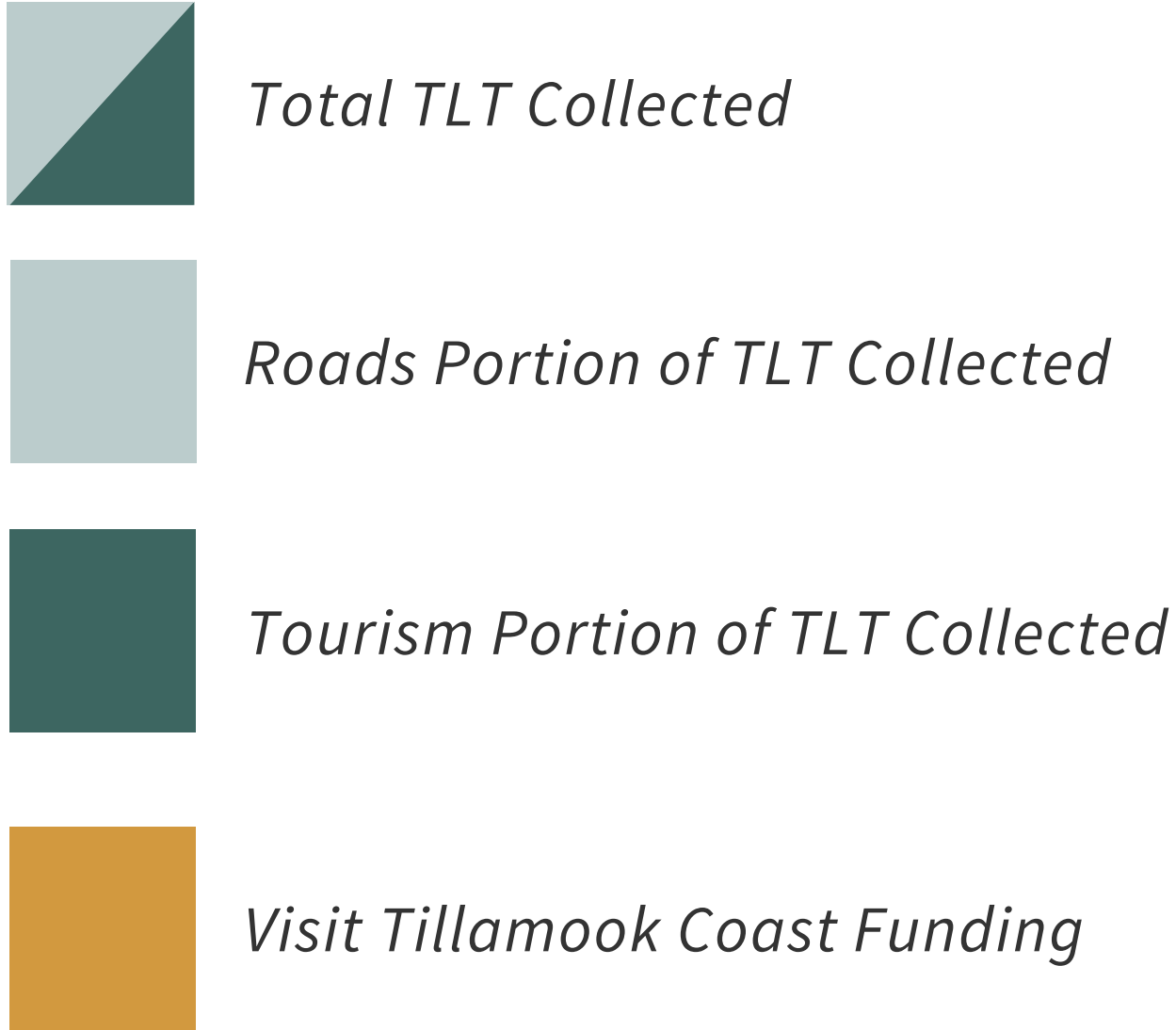
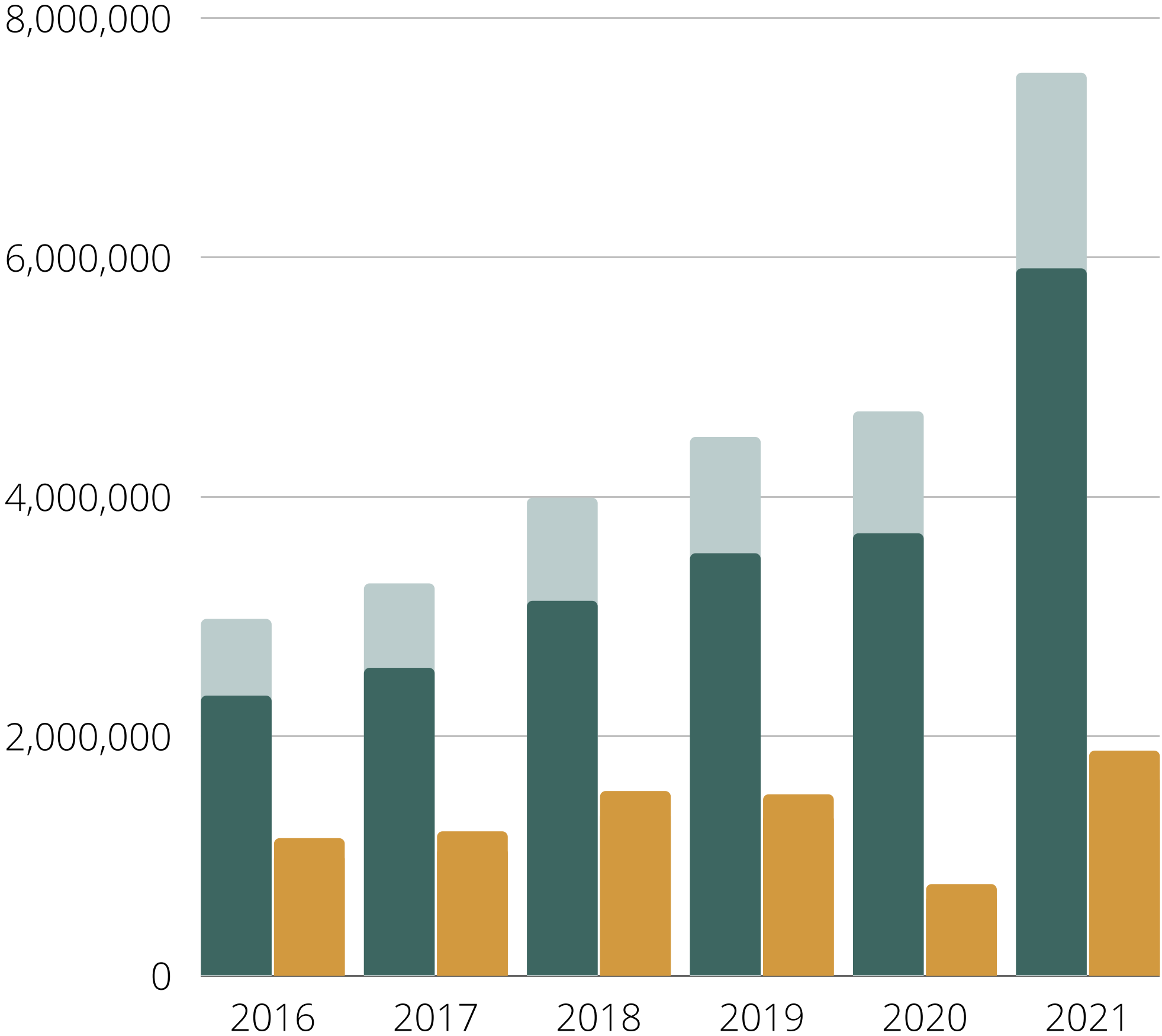


Visit Tillamook Coast






# Historical TLT Collected for Roads & Tourism, Compared to VTC Funding

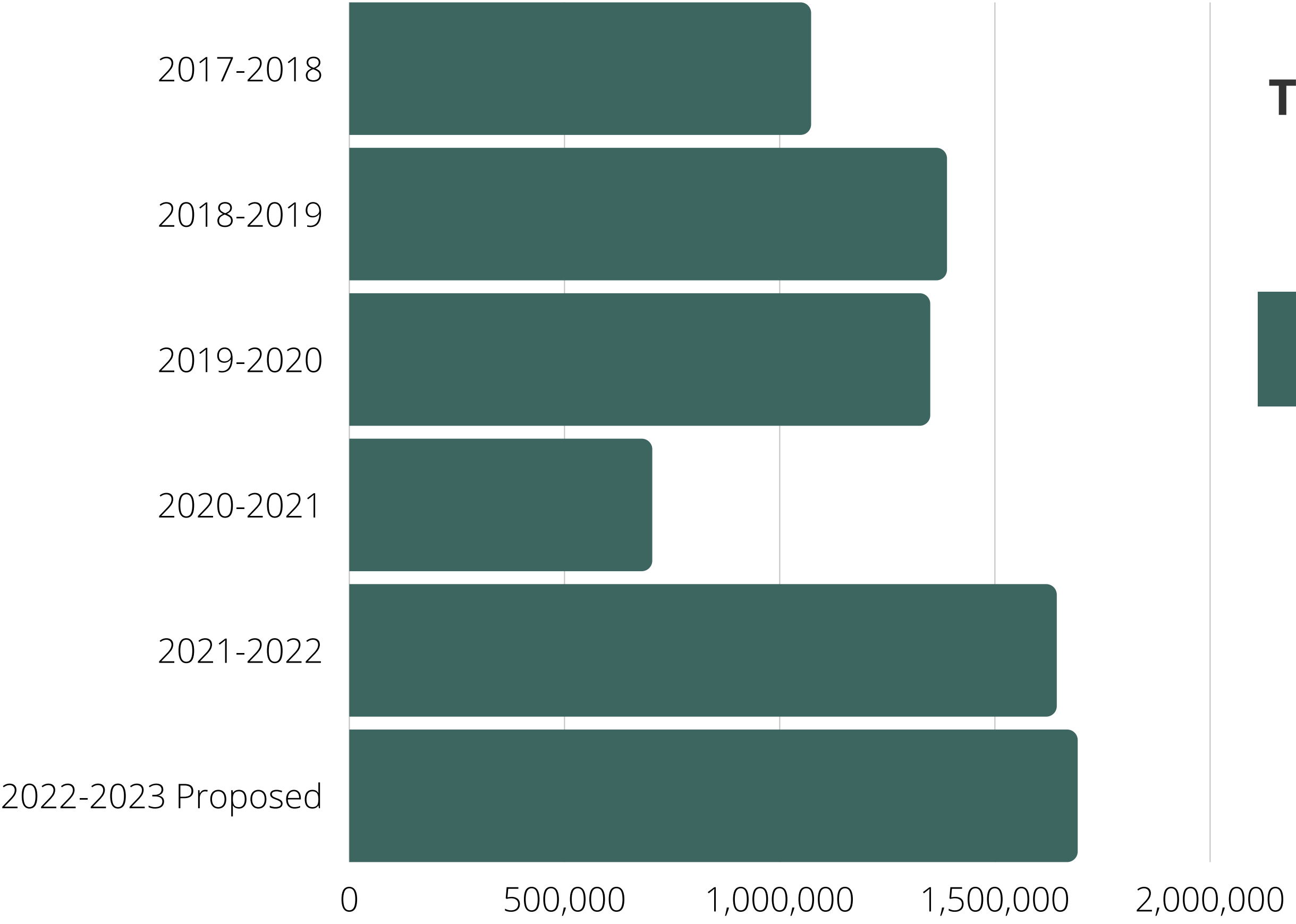




# Tillamook Coast Historical & Proposed Funding

 *Tillamook Coast Historical & Proposed Funding*

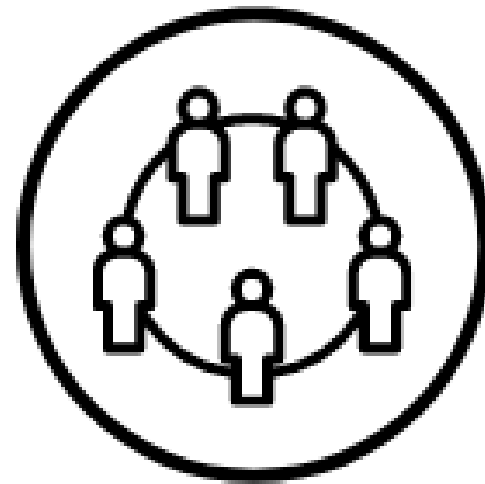
**Request \$1,691,154**





# RETURN

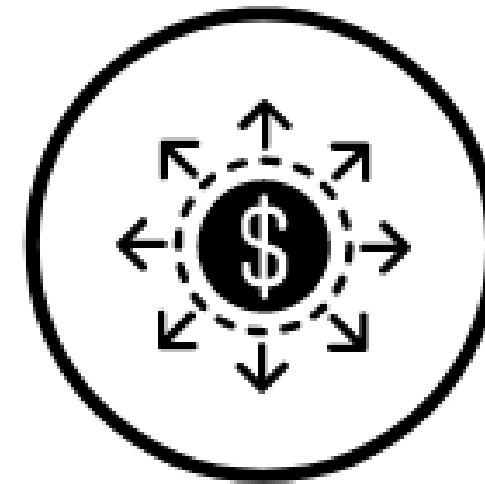
ON



RELATIONSHIP



RESPONSIBILITY



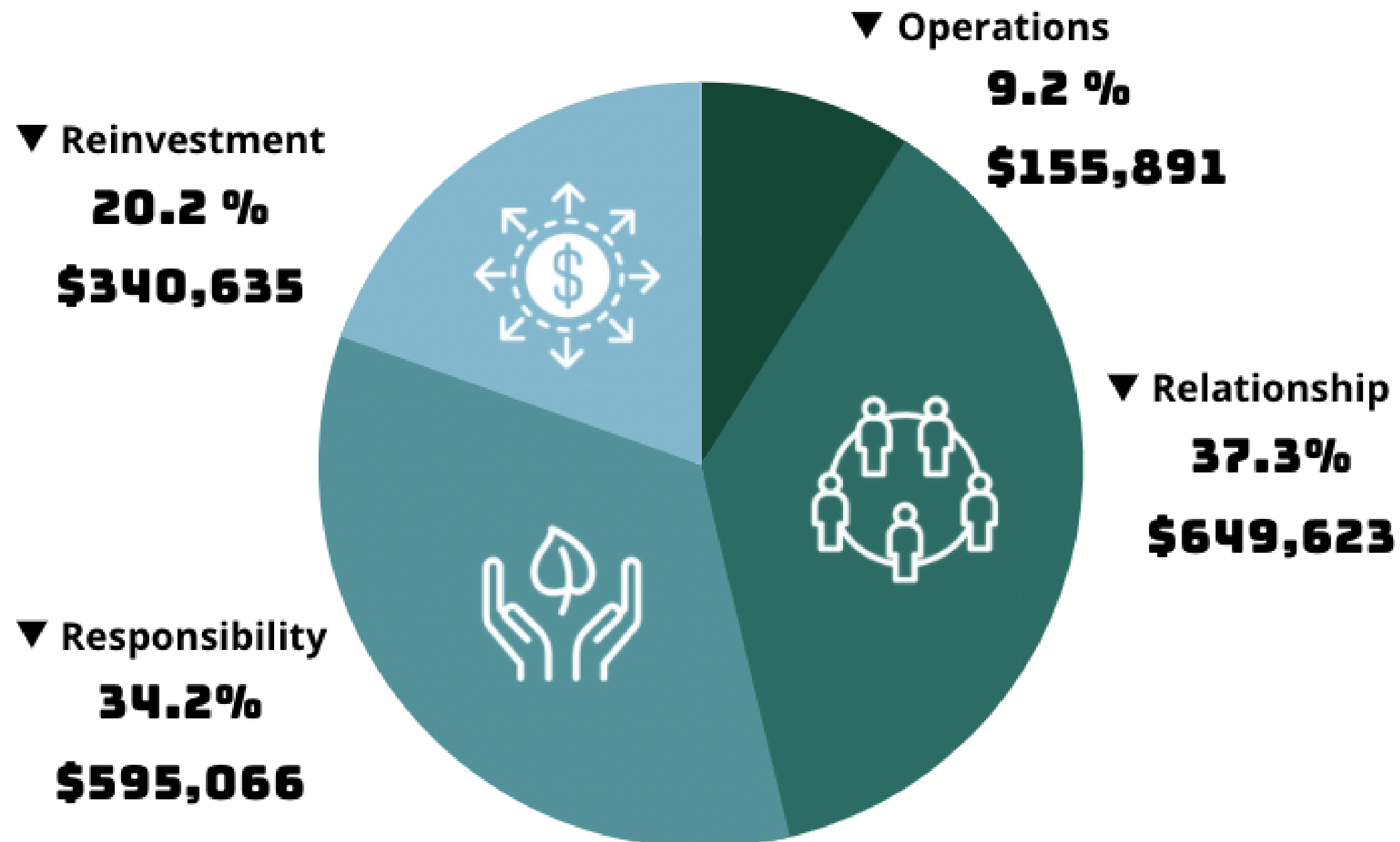
REINVESTMENT



2022-2023 Transient Lodging Tax  
Destination Management  
Investment Allocation



**\$1,741,154**





# 2022-2023 Budget Request **\$1,691,154**

<b>Tillamook Coast Visitors Association - Destination Management</b>	<b>\$1,164,921</b>
<b>Tillamook Coast Visitors Association - Destination Management One Time Projects</b>	<b>\$45,200</b>
<b>Tillamook County Signage Grants (New) Match with \$50,000 from Visit Tillamook Ending Fund Balance</b>	<b>\$50,000</b>
<b>Tillamook County Facilities Investment City of Bay City Wayfinding</b>	<b>\$320,000</b>
<b>South County Destination Manager &amp; Projects</b>	<b>\$111,033</b>

**\$1,691,154 + \$50,000 = \$1,741,154**



## Tillamook Coast Visitors Association-One Time Projects

2022-2023

North Coast Food Trail Wrap for PC Trolley	\$ 5,000
Sustainable Tourism Management Certificate Classes X 4	\$ 11,200
Professional Review of Global Sustainable Tourism Designation	\$ 5,000
Swiss Centennial Event	\$ 20,000
Beach Wheelchair Mats	\$ 4,000
<b>Total</b>	<b>\$ 45,200</b>



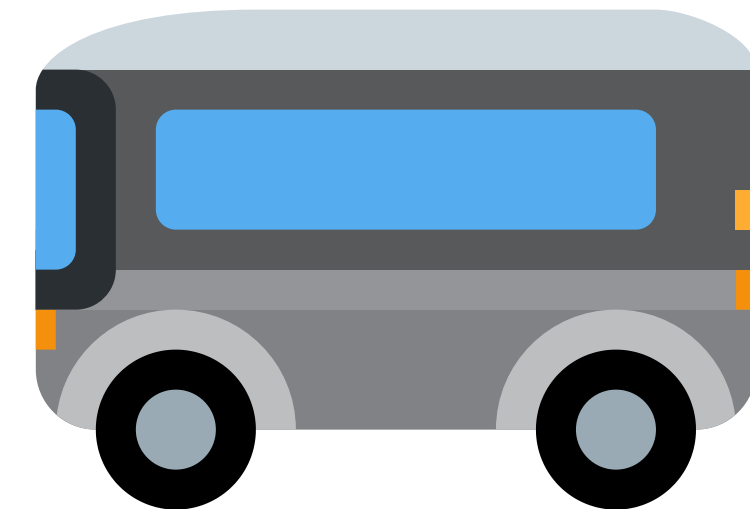
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## The GW School of Business

### Professional Certificate in Sustainable Tourism Destination Management - Offer to Employees

### What can you expect to gain from the program?

- Strategies to sustainably develop and manage tourism destinations
- Essential information on effective promotion
- Guidance on designing tourism policies and working with stakeholders
- Instruction on developing new tourism experiences and products
- An overview and introduction to key players in the field
- Skill sets that you can apply to your career right now



**AccessMat<sup>®</sup>**  
**100% Recycled ADA compliant  
beach accessibility path surface**

ADA, ABA, OADA & Blue Flag Beach Accessibility Surface - Non-woven polyester roll out mat



# YOU'RE INVITED

Read our Destination Management Plan for an in-depth view on the work of Tillamook Coast Visitors Association

Thank you!



## 2022-2023 PROPOSED BUDGET

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Comments
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED	PROPOSED
<b>Beginning Fund Balance</b>	1,110,897	829,288	507,978	421,322	340,000	550,000	
<b>RESOURCES</b>							
Tillamook County Destination Management	1,071,714	1,387,424	1,348,534	678,427	1,014,494	1,164,921	
Tillamook County Destination Management - One Time Projects		-	-	-	-	45,200	*
Tillamook Business Signage Grants - New		-	-	-	-	50,000	*TCVA Match \$50k from beginning fund
Tillamook County Facilities Investment - Wayfinding		-	-	-	517,000	320,000	City of Bay City
South County PMP Fund - Personnel & Projects		-	-	24,275	111,034	111,033	
Miscellaneous Income	17,265	24,597	7,895	68,607	-	-	
Transfers, Net				(132,000)	-		
<b>Total Resources</b>	<b>2,199,876</b>	<b>2,241,309</b>	<b>1,864,407</b>	<b>1,060,631</b>	<b>1,982,528</b>	<b>2,241,154</b>	
					<b>1,642,528</b>	<b>1,691,154</b>	<b>Total County Request</b>
<b>REQUIREMENTS</b>							
Operations	47,697	46,656	47,684	82,890	63,501	92,782	
Personnel	225,954	288,493	291,196	351,821	492,143	539,852	
Community Investment	141,685	239,851	170,165	60,857	257,400	341,300	
Messaging	407,431	344,791	213,833	82,352	117,300	145,720	
Development	350,568	431,193	288,371	146,310	208,150	281,500	
Asset Creation	86,916	17,562	-	-	-	-	
Wayfinding	126,218	167,921	194,886	185,454	537,000	320,000	
Transfers OUT-Business Oregon/Travel Oregon	-	-	-	-	-	20,000	
Unappropriated Ending Fund Balance	813,406	704,843	658,271	150,947	340,000	500,000	
<b>Total Requirements</b>	<b>2,199,876</b>	<b>2,241,309</b>	<b>1,864,407</b>	<b>1,060,631</b>	<b>2,015,494</b>	<b>2,241,154</b>	
<b>Total Expense</b>	<b>1,386,470</b>	<b>1,536,466</b>	<b>1,206,136</b>	<b>909,684</b>	<b>1,675,494</b>	<b>1,741,154</b>	
<b>Net Income (Loss)</b>	<b>(297,491)</b>	<b>(124,445)</b>	<b>150,293</b>	<b>(270,375)</b>	<b>(32,966)</b>	<b>(50,000)</b>	*Match to Signage Grant from beginning fund

## Operations

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
Bank Fees			203	422	200	420
Equipment Rental/Lease Contract*	2,257	2,596	2,305	621	2,276	3,312
Furniture & Equipment Purchase	255	396	512	1,719	500	500
Google Email Suite	320		714	763	800	1,300
Liability Insurance	1,383	1,428	2,019	2,348	2,600	2,800
Logo Apparel	572	226	-	-	-	1,500
Meetings*	3,875	4,590	5,253	1,411	5,700	10,400
Membership Dues	4,332	3,218	1,890	3,295	5,500	4,000
Occupancy*	11,094	14,398	15,748	8,038	8,000	8,800
Office Supplies	3,125	1,302	1,133	1,447	1,200	2,000
Personal Property Tax	-	-	-	268		300
Postage/Couriers/Shipping	1,032	906	521	802	500	1,000
Professional Services*	8,888	8,421	11,062	3,863	19,975	25,000
Recruitment Expense	-	-	-	716		
Software & Subscriptions	-	1,329	902	3,872	3,000	4,000
Staff Travel*	10,258	5,949	2,728	1,287	9,700	10,700
State Annual Fees	-	-	449	100	50	50
Training & Development*	306	1,897	2,246	3,281	3,500	16,700 +
<b>TOTAL OPERATIONS</b>	<b>47,697</b>	<b>46,656</b>	<b>47,684</b>	<b>82,890</b>	<b>63,501</b>	<b>92,782</b>

*\*See Detail Page + Special Projects*



## Operations Expanded Detail

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
<b>Equipment Rental/Lease Contract</b>	<b>2,257</b>	<b>2,596</b>	<b>2,305</b>	<b>621</b>	<b>2,276</b>	<b>3,312</b>
<i>Copy Machine Usage</i>	2,257	2,510	2,201	382	2,000	3,000
<i>Copy Maintenance Contract</i>	-	86	104	239	276	312
<b>Meetings</b>	<b>3,875</b>	<b>4,590</b>	<b>5,253</b>	<b>1,411</b>	<b>5,700</b>	<b>10,400</b>
<i>Annual Dinner</i>			-			
<i>Board Meetings</i>	1,797	1,278	1,787	364	2,000	2,200
<i>Meeting/Conference Fees</i>	1,131	980	1,999	750	2,000	5,000
<i>Staff Meetings</i>	299	229	315	254	500	2,000
<i>Vendor Meals &amp; Lodging</i>	648	2,102	1,152	42	1,200	1,200
<b>Occupancy</b>	<b>11,094</b>	<b>14,398</b>	<b>15,748</b>	<b>8,038</b>	<b>8,000</b>	<b>8,800</b>
<i>Office Lease</i>	9,984	12,464	12,459	2,543	3,000	3,000
<i>Phone &amp; Internet</i>	930	1,156	-	1,447	1,500	2,000
<i>Repairs &amp; Maintenance</i>	-	-	-	645	500	500
<i>Storage Unit</i>	180	778	3,289	3,404	3,000	3,300
<b>Professional Services</b>	<b>8,888</b>	<b>8,421</b>	<b>11,062</b>	<b>3,863</b>	<b>19,975</b>	<b>25,000</b>
<i>Branding Contractor</i>	-	-	3,807	-	2,500	7,000
<i>CPA/Audit</i>	4,323	4,348	3,997	-	10,000	9,000
<i>IT Contract Services</i>	-	-	-	-	1,500	2,000
<i>Legal Fees</i>	4,565	4,073	434	-	1,500	2,000
<i>Other</i>	-	-	1,070	300	-	-
<i>Vanguard Annual Fee</i>	-	-	1,754	3,563	4,475	5,000
<b>Staff Travel</b>	<b>10,258</b>	<b>5,949</b>	<b>2,728</b>	<b>1,287</b>	<b>9,700</b>	<b>10,700</b>
<i>Lodging</i>	3,715	2,241	731	181	3,500	4,500
<i>Meals</i>	672	320	101	-	1,200	1,200
<i>Transportation</i>	5,872	3,389	1,896	1,107	5,000	5,000
<b>Training &amp; Development</b>	<b>306</b>	<b>1,897</b>	<b>2,246</b>	<b>3,281</b>	<b>3,500</b>	<b>16,700</b>
<i>Board Training &amp; Development</i>	-	-	413	-	500	500
<i>Staff Training &amp; Development</i>	306	1,897	1,834	3,281	3,000	16,200

## Personnel

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Comments
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED	
Covid 19 Family Leave	-	-	-	125			
FICA Tax	11,365	15,641	17,233	22,071	29,791	32,332	<b>POSITIONS</b>
FUTA Tax	126	126	126	168	210	210	<i>Executive Director</i>
Home Office Stipend	-	-	-	3,780	5,580	6,000	<i>Deputy Director</i>
Insurance Benefits	27,109	17,346	18,028	34,020	53,500	55,250	<i>Programs Manager</i>
Life/AD&D/LTD			1,892	3,700	3,544	4,622	<i>Outdoor Recreation Manager</i>
Other Payroll Expenses	56	70	74	107	104	110	<i>South County Destination Manager</i>
Retirement Contributions	29,385	42,282	29,455	10,585	15,114	16,954	
Salary-Base	154,615	208,734	220,233	267,336	377,850	417,843	
Salary-Bonus	-	-	-	7,166	-	-	
SUTA	2,604	3,448	3,109	2,232	5,694	5,694	
Workman's Comp Insurance	693	845	1,046	533	756	837	
<b>TOTAL PERSONNEL</b>	<b>225,954</b>	<b>288,493</b>	<b>291,196</b>	<b>351,821</b>	<b>492,143</b>	<b>539,852</b>	

## Community Investment

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
Committee & Community Meetings	2,678	2,452	1,301	709	3,400	5,500
Community Programs*	40,479	23,203	5,204	12,188	52,000	4,800 +
Community Training Programs*	5,470	3,113	19,474	-	17,000	19,000
COVID Materials & Collateral		-	7,415	4,395	3,000	-
Event Hosting	12,251	55,406	18,606	-	15,000	62,000 +
Grants	65,119	114,342	89,256	25,047	120,000	200,000 +
Public Affairs	315	1,560	2,327	2,948	10,000	10,000
Sponsorships	14,652	39,750	15,450	15,000	20,000	28,000
Stakeholder Partnership (ColPac)	395	-	10,000	-	15,000	10,000
Stakeholder Promo Items	327	24	1,132	569	2,000	2,000
<b>TOTAL COMMUNITY INVESTMENT</b>	<b>141,685</b>	<b>239,851</b>	<b>170,165</b>	<b>60,857</b>	<b>257,400</b>	<b>341,300</b>

*\*See Detail Page + Special Projects*



## Community Investment Expanded Detail

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
<b>Community Programs</b>	<b>40,479</b>	<b>23,203</b>	<b>5,204</b>	<b>12,188</b>	<b>72,000</b>	<b>4,800</b>
<i>Quilt Blocks</i>			2,075			800
<i>Beach Wheelchair Mats</i>						4,000
<b>Community Training Programs</b>	<b>5,470</b>	<b>3,113</b>	<b>19,474</b>	<b>-</b>	<b>17,000</b>	<b>19,000</b>
<i>Business Accelerator and/or Recipe to Market</i>						4,000
<i>Guest Service Gold Training</i>	-	-	4,327	-	6,000	8,000
<i>Interpretive Guide Training</i>	-	-	14,795	-	7,000	2,000
<i>Oregon Tourism Leadership Academy Scholarship</i>						5,000

### Messaging

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
E-Newsletter	-	1,582	5,638	5,910	2,000	6,000
Fulfillment (Visitor Guide Distribution & Postage)	32,320	31,656	24,892	27,612	22,000	30,720
Online/Web Placement	89,780	74,020	26,613	22,780	8,000	34,500
Print Placement	107,125	79,067	55,799	5,300	20,300	14,000 +
Radio Placement	64,461	60,828	29,558	2,750	23,000	26,000
Television Placement	92,245	69,267	71,333	18,000	33,000	25,500
Podcast Placement	-	-	-	-	9,000	9,000
<b>TOTAL DESTINATION MESSAGING</b>	<b>407,431</b>	<b>344,791</b>	<b>213,833</b>	<b>82,352</b>	<b>117,300</b>	<b>145,720</b>

*\*See Detail Page + Special Projects*

### Development

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
Creative Marketing Services	19,482	12,200	35,801	24,500	16,800	47,500
FAM/Site Visits/Tours	1,836	4,813	3,600	-	2,000	4,000
IT & Website*	98,999	75,143	41,221	33,764	56,850	68,400
Other Contractors	15,884	4,576	-	275	-	10,000 +
Production*	164,663	230,037	149,967	86,851	105,000	140,400
Promos & Giveaways	7,772	9,986	10,937	50	8,000	4,200
Public Relations-Media Outreach	41,431	77,698	32,631	-	5,000	5,000
Research & Studies*	-	16,022	12,650	870	10,000	2,000
<b>TOTAL DESTINATION DEVELOPMENT</b>	<b>350,568</b>	<b>431,193</b>	<b>288,371</b>	<b>146,310</b>	<b>208,150</b>	<b>281,500</b>

*\*See Detail Page + Special Projects*

### Facilities Infrastructure

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED	PROPOSED
Wayfinding Planning	41,855	68,445	69,688	61,340	-	20,000 +
Wayfinding Signage	84,363	99,476	125,198	124,114	537,000	300,000 +
<b>TOTAL WAYFINDING</b>	<b>126,218</b>	<b>167,921</b>	<b>194,886</b>	<b>185,454</b>	<b>537,000</b>	<b>320,000</b>

*\*See Detail Page + Special Projects*

### Messaging Expanded Detail

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
<b>Fulfillment</b>	<b>32,320</b>	<b>31,656</b>	<b>24,892</b>	<b>27,612</b>	<b>22,000</b>	<b>30,720</b>
<i>Destination Guide Distribution</i>	22,999	25,184	18,790	22,502	18,000	18,000
<i>Destination Guide Postage</i>	9,320	6,472	6,102	5,110	4,000	12,000
<i>Lead Generation</i>		-	-	-	-	720
<b>Online/Web Placement</b>	<b>89,780</b>	<b>74,020</b>	<b>26,613</b>	<b>22,780</b>	<b>8,000</b>	<b>34,500</b>
<i>Facebook</i>	1,362	6,567	4,997	50	6,000	7,500
<i>Video Marketing</i>	19,725	28,925	16,062	6,430	-	17,000
<i>Website Placements</i>	41,693	33,527	5,555	16,300	2,000	10,000

### Development Expanded Detail

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
<b>IT &amp; Website</b>	<b>98,999</b>	<b>75,143</b>	<b>41,221</b>	<b>33,764</b>	<b>56,850</b>	<b>68,400</b>
<i>Domain &amp; Purchase Renewals</i>	1,877	176	515	383	800	800
<i>Google Ad Words</i>	33,500	13,518	-	-	3,000	3,000
<i>IT/Web Other - Website Improvements</i>	-	-	-	82	1,800	10,200
<i>Online Storage</i>	349	409	166	160	300	900
<i>SEO/SEM</i>	43,345	46,520	25,456	1,000	-	12,000
<i>Hosting Fees</i>	17	790	530	58	150	500
<i>Website Maintenance &amp; Updates</i>	19,911	13,730	5,854	23,381	22,000	41,000
<b>Production</b>	<b>164,663</b>	<b>230,037</b>	<b>149,967</b>	<b>86,851</b>	<b>105,000</b>	<b>140,400</b>
<i>Brochures &amp; Collateral</i>	12,096	23,115	7,760	4,894	14,000	4,900
<i>Content &amp; Editing</i>	36,081	27,345	9,750	2,300	4,000	17,000
<i>Graphic Design</i>	7,415	18,736	16,269	4,340	4,000	4,000
<i>Guide Books</i>	6,943	16,341	7,887	-	5,500	2,000
<i>Photography</i>	19,200	19,800	16,175	-	2,500	10,500
<i>Video Production</i>	41,444	70,727	48,888	23,336	30,000	47,000
<i>Visitor Guides/Maps</i>	41,484	53,973	43,239	51,981	45,000	55,000
<b>Research &amp; Studies</b>	<b>-</b>	<b>16,022</b>	<b>12,650</b>	<b>870</b>	<b>10,000</b>	<b>2,000</b>
<i>Aviation Tourism Research</i>	-	-	-	-	-	2,000